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COUNTY OF ERIE

MARK C. POLONCARZ

COUNTY EXECUTIVE

May 31, 2019

Honorable Members
Erie County Legislature
92 Franklin Street, Fourth Floor
Buffalo, New York 14202

RE: SUNY Erie Community College 2019-2020 Budget

Dear Honorable Legislators:

Please find enclosed a copy of SUNY Erie Community College's ("SUNY ERIE") 2019-2020 Budget as submitted by the SUNY ERIE Board of Trustees. The budget totals \$105,921,279, which is a decrease from the \$111,585,804 in SUNY ERIE's 2018-2019 Adopted Budget.

As part of our due diligence, before submitting this budget to you, my administration reviewed, analyzed, and discussed the Budget with SUNY ERIE management. As you will note, and as included on page 36 of the budget materials is SUNY ERIE's "5 Year Budget Projections" ("Plan") for the proposed 2019-2020 fiscal year and the following years through 2022-2023, the Plan continues to project using fund balance for the previously authorized ERP implementation project. I am pleased to say following the questions of my administration and that of the administration of SUNY ERIE, the Board of Trustees for SUNY ERIE developed a Fund Balance Reserve Policy to help guide SUNY ERIE.

In the 2019-2020 Proposed Budget, for the second straight year, there is no tuition increase proposed. After a thorough review of the revenue and expenses, the 2019-2020 Proposed Budget does appear to be reasonable in nature. However, three items discussed in the budget book, but not part of the proposed budget, have not been agreed to by the County:

- SUNY ERIE requested \$2 million for an early retirement incentive for two unions – AAEC and FFECC. While SUNY ERIE President Dan Hocoy and I have discussed the concept of an early retirement incentive for these two bargaining units, we have not agreed to the specific terms or the amount to be provided for this program. Therefore, while I remain open to discussion on this item, no agreement has been made regarding it at this time.
- SUNY ERIE requested an increase of \$1 million in Maintenance of Effort ("MOE") from the County starting in the 2020-21 school year. Additionally, in subsequent years SUNY ERIE projects a 1 % increase

in both the 2021-22 and 2022-23 Projections. Our support of the 2019-20 budget does not include the promise of any further increases in MOE, and for any such increase to be considered, evidence must be provided of further institutional efficiencies supporting such an increase.

- SUNY ERIE requested \$13.5 million in its capital budget request for the County's 2020 fiscal year and for the following five years thereafter. Typically SUNY ERIE has received about \$3 million of County construction project bonding in past years despite requests for much larger amounts. SUNY ERIE's request will be considered along with other County capital needs by the County's Capital Projects Committee. However, the administration does not support increasing the amount the County borrows on behalf of SUNY ERIE from \$3 million to \$13.5 million.

Furthermore, there are additional items that bear close monitoring:

1. A continued decline in enrollment (though not an unexpected decline due to the strength of the local economy and the inverse relationship between SUNY ERIE enrollment and our local economy).
2. "Shelving" of the strategic initiative to create a signature School of Nursing downtown.
3. Potential underfunding of needed contractual services.
4. Possible issues relating to ongoing ERP implementation.
5. Changes noted with re-characterization or re-classification of items such as rental income.
6. Student housing relations with institutional partners (e.g., Canisius College and Buffalo State College) and the Auxiliary Services Corporation.

Additionally, it has come to the attention of the administration that SUNY ERIE has been in discussion with Iskalo Development to lease space at 101 Oak Street in Buffalo (the former location of ARC Erie County). The administration is not certain what the purpose of this location would be for SUNY ERIE. Would it be for additional classrooms for the college, or a location for the long-rumored move of Buffalo Public Schools' Early Middle College High School to a true college setting? Regardless of what the purpose of the building might be, the administration could not identify a budgeted line for any potential rental payment that would result from such lease.

Another proposal not reflected in the Budget is a potential SUNY ERIE collaboration with the County on back-office Purchasing duties. The County has been having discussions with SUNY ERIE regarding this issue and is amenable to performing purchasing for SUNY ERIE, but the County will not do it without a commensurate payment for its services. Our review of the proposed 2019-20 Budget could not identify a source for such payment.

County Executive Poloncarz SUNY ERIE Budget Transmittal Letter

May 31, 2019

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Continuing the process begun with the College 2018-19 and County 2019 Adopted Budget is the annual shift of MOE funding from Capital to Operating. This \$ 360,000 shift which is again planned to occur in the SUNY ERIE 2019-20 Budget is supported by the County.

Please note that SUNY ERIE's 2019-2020 Budget includes a sponsor contribution from Erie County of \$18,554,317 (combined operating and capital), which is the same amount as reflected in the Erie County 2019 Adopted Budget.

Given that there is no tuition increase for 2019-2020, no new fund balance utilization outside of the previously approved ERP, and due to the reasonableness of the Plan, I recommend passage of the enclosed 2019-2020 Budget, with the caveat that SUNY ERIE continue to make long term positive structural changes for greater institutional efficiencies and the continuation of the College-County Coordinating Committee.

If you have any questions, please do not hesitate to contact my office.

Sincerely yours,



Mark C. Poloncarz, Esq.
Erie County Executive

Enclosures

cc: Dan Hocoy, Ph.D., SUNY ERIE President
Leonard Lenihan, Chairman, SUNY ERIE Board of Trustees
Robert W. Keating, Director of Budget and Management

Memo

To: The Honorable Erie County Legislature

From: Dan Hocoy, Ph.D., President

Date: May 8, 2019

Re: **2019-2020 SUNY Erie Community College Budget**

On April 25, 2019 the SUNY Erie Community College Board of Trustees approved SUNY Erie Community College's 2019-2020 operating budget. As required by Erie County Legislative resolution, we are pleased to submit the attached budget (3 copies, along with a PDF link) and authorizing resolutions which can be found on pages 12 through 16 of the budget document. Copies have been provided to the Erie County Executive and Erie County Budget Director.

Per the aforementioned Legislative resolution "said budget shall be reviewed by the County Budget Director and the County Executive who shall submit his recommendation no later than June 1st to the Budget Committee of the Erie County Legislature and the Erie County Legislature".

If there are any questions or if additional information is necessary, please contact me at 851-1200.

Thank you in advance for your continued and anticipated future support.

Attachment
SUNY Erie 2019-2020 Draft Budget

CC: Robert Graber, Clerk of the Legislature (with attachment)



SUNY Erie Community College 2019-2020 Budget

Dan Hocoey, Ph.D.
President

Penelope Howard
*Executive Vice President for
Administration and Finance*

Michael Pietkiewicz
*Executive Vice President for Institutional
Advancement and Efficiencies*

Douglas Scheidt, Ph.D.
Provost and Executive Vice President

SUNY Erie Board of Trustees

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John V. Elmore, Esq.

Todd P. Hobler, Ph.D.

Jeffrey Stone

Susan Swarts

Tokunbo Adebayo
Student Trustee

**SUNY Erie Board of Trustees
Budget Proposal April 25, 2019**

SUNY ERIE COMMUNITY COLLEGE

2019-2020 BUDGET

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SUNY Erie Community College

2019 - 2020 Budget Message

Committed to Student Success

2018- 2019 in Review

In the fall of 2018, 10,538 students attended SUNY Erie Community College (SUNY Erie). Of those, 6,702 were full-time students and 3,836 part-time. To date, the College's spring 2019 enrollment is 10,337 students, 5,548 full-time students and 4,789 part time. Actual credit hours for 2017-18 were down 10,746 or 3.3% under budgeted and 3.7% under 2016-17 actual. Total FTE were down 346 or 3.2% under budget and 3.7% under 2016-17 actual. To date, fall 2018 generated 8,363 fewer credit hours than budgeted and 135 fewer FTE. Although it is still too early to have solid spring 2019 numbers, the trend looks similar with headcount and FTE enrollment down in the 4-5% range over budget and 17/18 actuals. This downward enrollment trend is anticipated to continue into the 2019-2020 academic year.

Ninety percent of all students attending SUNY Erie Community College are Erie County residents, and 98% are residents of NY State. While 54% of our students are under 21 years old (7% are still in secondary education programs as well), the remaining 46% of our population are non-traditional students coming from a variety of backgrounds. Of our undergraduate first time student population, 24% of them are older than 21 years of age. The College's population is evenly split between male and female students, and 37% of students identified as a race other than white. Finally, 84% of our population is matriculated into a degree or certificate seeking program while the remaining 16% are not in a program.

FY 2018/19 was the first year in almost a decade, that tuition and fees were held flat. In 2010/11, a year when enrollment was at an all-time high for SUNY Erie, tuition was held flat and fees were raised \$125 per semester. FTE enrollment was at 13,400 compared to the 2017/18 FTE enrollment of 10,404. Even though industry projections indicated that 2018/19 enrollment should be flat from the prior year, most community colleges experienced another 3-5% average enrollment decrease in the state of New York, with the same decrease predicted for 2019/20. In 2010/11, we received state aid at \$2,260 per FTE, sponsor contributions at \$17,429,317, and in-area tuition rates were at \$3,300 annually. In FY 2018/19, we received state aid at \$2,847 per FTE, sponsor contributions at \$18,554,317, and in-area tuition rates were held at prior year rates of \$4,900 annually. Since 2010/11, student populations have declined 29%, per FTE state aid has increased 26% but netted against the declining FTE population has resulted in an approximate 22% decrease in state aid in the same time period, sponsor contributions have

increased 6.5%, and in-area tuition has climbed 48%.

In 2010/11, the college spent \$102,287,212 on annual operations, of which \$882,193 was paid by fund balance reserve dollars. In 2017/18, the college spent \$106,419,843 on total operations, of which \$2,229,899 was the first year of a five-year ERP implementation that was to be funded by the reserve fund balance. In 17/18, this ERP spend was instead covered by the annual operating funds generated, and the College still put an approximate \$760,000 into the reserve balance. In addition, in the 2017/18 fiscal year, the college avoided the budgeted use of an additional \$1.25 million in fund balance reserves for annual operations, resulting in a net reserve balance savings for 17/18 of \$4.4 million dollars. Fund balance reserves in 2010/11 were \$18.4 million, increased to \$22.3 million in 2012/13, declined to \$14.4 million in 2015/16, and returned to \$18.4 million in 2017/18. Because the College held tuition and fees flat for 2018/19, and experienced an anticipated enrollment decline of 4-5% by the end of the academic year, the approximate \$3 million annual return or savings in reserve fund spend realized in 2016/17 and 2017/18, will not occur in 2018/19 – instead, we anticipate using the approved budgeted fund balance reserve amount to cover the ERP spend in 2018/19.

Accomplishments

The College is in year three of its five-year strategic plan, *Erie Excels*. Our focus on achieving our strategic goals, improving assessment, and managing resource allocations, dovetails with our commitment to providing a high-quality learning environment that fosters student success. Building operational effectiveness and efficiency without sacrificing student support, academic rigor or regulatory compliance requires deliberate and focused collaboration across the institution, in addition to successful partnerships with external constituents and regulatory bodies. With significant change in the leadership positions at the College, coupled with some of the successes experienced to date (and in spite of some setbacks), we believe SUNY Erie is heading in the right direction.

Some of the College's accomplishments include:

- SUNY Erie avoided the use of \$3.6 million in budgeted fund balance reserves and put an additional \$760,000 into its fund balance reserve after closing out 2017-18 financial records.
- We are expanding our housing partnerships with several local institutions to provide additional options to our students, while also creating new transfer paths for them upon graduation. This option allows for the expansion of recruitment efforts outside of the traditional area, as we did see an increase in out of area interest this year with the availability of a housing option. Offering housing options is of significant importance in recruiting student athletes and international students.
- SUNY Erie continues to collaborate with local school districts to teach Advanced Studies courses in the high schools. There are approximately 3,000 seats filled in Advanced Studies courses this year, and we have begun conversations with several new local high schools to expand our offerings for 2020/21.
- As of mid-April 2019, recruitment and marketing strategies are seeing positive results with inquiries up by 19.54% and applications up by 3.14% over last year, and acceptances are trending flat.

- SUNY Erie's focus on Distance Learning as an option for busy, working adults has resulted in growth of 4.21% in online learning enrollment during 2018/19, an upward growth trend that continued from 2017/18.
- We are implementing customer service student feedback kiosks at each of our campuses in time for the fall enrollment cycle. This is to enable prospective and current students to provide feedback on their experience with financial aid, registration, and other student facing service units. The feedback will be used to develop customer service training to ensure we are providing the best possible support to our students.
- SUNY Erie offered a total of 426 OER supported courses to approximately 8,500 students in the fall of 2018 and spring of 2019, resulting in cost savings to our students of approximately \$780,000 for the year. This is a 32% increase in the number of OER courses (324) offered from the prior year, serving 37% more students (6214).

2019-2020 Proposed Budget

As was started in the 2018/19 budget cycle, the first step in establishing a robust, controlled, and predictable budgeting process is eliminating the practice of budgeting fund balance reserve dollars to cover annual operating expenses. Annual operating expenses are those expenses that maintain the daily operations from year to year and include items like salaries and benefits, annual contractual commitments, and upkeep of the campuses. To provide the most value for the College, fund balance reserves should be grown when possible as a normal practice and only spent on short term emergency economic situations and special project items that will propel the College forward, provide an otherwise unaffordable beneficial asset, and are either one time or short term funding requests. In 2017/18, the college avoided the use of \$3.6 million in budgeted reserve funds and put an additional \$760,000 into its fund balance reserve, the second year of fund balance reserves growth since 2012/13. To ensure the preservation of those funds moving forward, the college has implemented a standard practice of not budgeting fund balance reserves for operational expenses.

The college committed to a second straight year of holding its tuition and fee rates flat when building the 2019-20 budget. Upon review of actual spending in 2017/18, this was reaffirmed as a viable option because of the conscious reduction of a number of unproductive and unfilled positions (that trend continued in the 2018/19 year), a number of retirements in the last three years, and the implementation of a spending monitoring plan enacted to manage contractual spending. We are confident that making this commitment will not negatively impact our overall financial position and will bring our tuition rates closer to the midpoint for all SUNY community colleges. Holding tuition and fees flat in 2018/19 dropped us from the third most expensive community college in the state to tied for sixth. Based on the conversations being held by the financial officers of the other SUNY community colleges, holding flat for 2019/20 should drop us to the middle of the pack for community college tuition and fee rates. A chart is included in the supporting materials showing SUNY Erie in comparison to other community colleges in the state.

Another tool SUNY Erie administration will use to ensure the College properly manages its revenues and expenditures is the use of periodic budget reforecasting. Standing reforecasts will occur in September, October, and November, and again in February and March. Ad hoc reforecasts will occur as needed. This provides the best opportunity for the college to stay ahead

of unanticipated economic or enrollment events that could negatively impact the college's ability to keep its budget balanced. If there is a significant downward shift in estimated revenue that would affect the viability of the approved budget, communication will be provided to the Board of Trustees (BOT) and County ensuring they are aware of the concerns, as well as the College's mitigation plans.

The proposed revenue and appropriation budget request for 2019-20 is included in this budget packet. It includes 5 years of financial data (three actual years and two budget years) to provide trend analysis. After conversations with multiple College units, analysis of actual enrollment numbers to date for 2018-19, actual financial performance in 2017-18 and the restructuring of Marketing and Communications efforts, as well as the enrollment and student advisement models and revised probation practices, SUNY Erie management believes that the tuition and fee revenue forecast for 2019-20 is solid and achievable despite the anticipated decline in enrollment. We do predict a need to re-evaluate the tuition and fees charged for the 2020/21 academic year – but are unsure yet what that need will be.

The State Legislature, in a move that provides some relief to the declining enrollment pressure on funding, approved a significantly different funding model for community colleges for the 2019/20 year. After several years of intensive lobbying by SUNY and the community colleges, the State will provide funding based on 98% of the approved budget for 2018/19 or an increase of state aid by \$100 to \$2,947 per full-time-equivalent student, whichever is higher. If this model is sustained, it provides some predictability of our state funding (which comprises about 28% of total revenue) and allows the College an opportunity to budget in a way that includes breathing room for changing practices to positively impact revenue flow.

As stated earlier, the College is not budgeting any annual operational use of the reserved fund balance for 2019/20. We are requesting that year 3 of the ERP implementation project costs be funded out of the reserve funds, so that annual operating funds can continue to support the legacy ERP system during the implementation. The request is \$2.9 million of the total 5-year approved project. Year 3 represents the second highest financial outlay as it entails all of the student module implementations, and the largest expense for consultant and implementation specialists to ensure a successful implementation. For the 2019/20 budget, the College expects annual operational revenues to cover annual operational expenditures. This is a change from the last three years where revenues were anticipated to out pace expenditures. The holding flat of tuition for two consecutive years and the decline in population has consumed all of the prior year's annual savings, requiring that we actively manage our expenditures within our revenues annually. We will use the monthly budget-to-actual re forecasting report and our analysis and re forecasting procedures to successfully accomplish this. We are committed to holding costs down for students and right-sizing our infrastructure through careful management of contracts and services, in addition to thoughtful negotiations with our collective bargaining units.

To that end, the College is requesting several support initiatives from the County in an effort to keep our reserve fund balances intact for special projects that significantly move the college forward, and to protect the required balances to maintain accreditation and SUNY mandates. These requests from the county are not currently included in the 2019/20 budget proposal but will be a significant opportunity for the college to manage costs beyond this current proposal, as

well as lessen the budget cuts made in this year to hold tuition and fees flat for our students. We are requesting the following:

- A continued reallocation of a portion of the College's annual capital equipment bond funding to annual MOE support. Specifically, we are requesting that \$360,000 of the annual \$1.44 million be converted, thereby reducing the bond funded portion to \$1,080,000. This provides us with more flexibility in applying those dollars to more pressing needs that do not fall within the acceptable spending parameters of the bond funding, while still maintaining a healthy equipment replacement fund.
- A one-time \$2 million retirement incentive for FFECC and AAEECC union members. As with all organizations, our most significant annual cost is payroll. As we move towards opening contract negotiations in fall 2019 with both of these collective bargaining units, we need to examine the way we compensate our employees. We have spent the last year discussing the new enrollment realities with our union leadership, as well as the need to tightly manage annual increases both in what is charged to the student, and what we can cover in payroll increases, balanced against the need for equitable pay for our employees and flexibility in recruiting those employees based on what the market demands. The take-away here is that we need to provide an incentive to our qualified members to encourage their retirement. The anticipated annual savings in future years is \$1.25 to \$1.5 million in payroll. Between this incentive, and the new contracts with FFECC and AAEECC, the college is hopeful it can manage the annual payroll costs in a way that does not require us to consider workforce reductions in the next 3-5 years due to the anticipated continued decline in high school populations. Addressing these issues now provides us with the opportunity to manage future payroll spend through attrition and future retirements.
- A recurring \$1 million MOE investment in the college. As we work on changing our enrollment, retention, and graduation efforts in a way that creates better student service, support, and academic outcomes – while maintaining affordability to the student – we begin to feel the press of less than optimal support from non-student revenue providers. Holding tuition and fees flat for a second consecutive year will result in an approximately \$2 million decline in revenue for 2019/20, some of which can be absorbed by reducing the number of projects we activate for the year, but much of it will require us to tighten spending a little more than is comfortable, particularly when the actual enrollment decline is based on a projection. Currently, the \$2 million decline is cut from the contractual service expenses, which will reduce some of the work around enrollment, retention and graduation. Having that additional MOE would provide the needed support to ensure we can accomplish as many of those projects as possible – to the benefit of our students and the future of the college. This investment by the county would bump sponsor contribution from 18% to 19% of total revenue.

For the 2019-2020 budget, student tuition and fees will be approximately 50% of our total operating revenue, a decrease of 1% over last year. State support will be approximately 29%, and local share will be approximately 18%. Personnel services (57%) and employee benefits (28%) account for approximately 85% of our total spending for the College (trending a little high for the industry, but also expected due to the mix of declining enrollment and flat tuition and fees on total revenue generated). Of the employee benefits spending, approximately 18% (\$5.6 million) is for retiree healthcare. Contractual expenditures make up 14% of the

remaining spending, with equipment at 1%.

Summary

SUNY Erie Community College has a significant impact on the business community and residents of Erie County. The College is committed to improving the quality and delivery of its curriculum and services to students, while maintaining fiscal health and transparency, and aligning its resources in support of SUNY Erie Excels' goals and regulatory requirements, all in the pursuit of putting the success of our students first. SUNY Erie continue to seek new programs, in addition to business and community partnerships to ensure the relevance and value of a SUNY Erie education. We greatly appreciate the financial and advocacy support from the Erie County Executive and the Legislature, and look forward to continued collaboration in the future.

Respectfully,

A handwritten signature in black ink, appearing to read 'Dan Hocoy', with a stylized flourish at the end.

Dan Hocoy, Ph.D.
President, SUNY Erie Community College

OVERVIEW

Enrollment at SUNY Erie Community College, after reaching record levels in 2010-11, started to decline in 2011-12. That decline continues today in spite of prior industry expectations that enrollments would stabilize for a few years before beginning to decline again after the 2020/21 academic year. As such, it is incumbent upon SUNY Erie, its Board of Trustees, and Erie County to implement effective solutions to attract and retain students as quickly as possible. These solutions must think broadly about what our target populations are and build the right mix of recruitment, retention, student/academic success programming, and educational infrastructure to achieve these goals. We must also pursue the right mix of funding sources to ensure long-term sustainability. Currently, enrollment directly generates approximately 80% of revenues in terms of student tuition, state aid, out-of-county charges and student fees. The College started this effort in the 2018/19 academic year, and now with a new Provost on board, a more focused effort is being pursued to achieve these goals. But, as with any turnaround, planning and changes being implemented now, will not take effect until the 2020/21 academic year, as markets take time to penetrate and produce results. On average, changes effected now take 18 to 24 months to start showing movement in the market.

ANTICIPATED REVENUES

- STUDENT TUITION & FEE revenues are expected to stay flat from 2018-19 to 2019-20. Tuition and fees account for 50% of the overall budget.
 - There will be no increases in tuition and fee rates for the 2019-20 academic year. SUNY Erie currently has the sixth highest rate for SUNY community colleges full time residential status, down from third last year, charging \$222 more than the community college average rate for 2018-19. It is anticipated that holding tuition and fees flat one more year will put SUNY Erie at the average rate for 2019/20.
 - There are no budgeted use of fund balance reserves for operations in the 2019/20 budget. SUNY Erie commits to building a balanced budget by keeping its annual operating expenses within the annual operating revenue generated.
 - There is approximately \$2.9 million dollar use of fund balance reserves for the continued implementation of the Workday ERP project. This is an acceptable use of the fund balance reserves per the SUNY Erie Fund Balance Policy, as it is a special project designed to significantly move the college forward and is an approved BOT project.
- STATE AID revenues are expected to decrease by approximately \$1 million due to a declining enrollment. This is still a good outcome as the state passed a new funding model for community colleges, that puts a floor on what used to be a strictly volume-based support model, ensuring at least a base level of funding we can expect from them, despite the difficult-to-anticipate continued enrollment declines.
 - State aid base rate increased from \$2,747 per FTE to \$2,847 per FTE, OR, 98% of 2018/19 state aid budget, whichever is higher.
- SPONSOR CONTRIBUTION - \$18,554,317
 - Sponsor contribution accounts for 18% of the overall budget.

- HOUSING

- SUNY Erie is expanding our housing partnerships with several local institutions to provide additional options to our students, while also creating new transfer paths for them upon graduation. This option allows for the expansion of recruitment efforts outside of the traditional area, as we did see an increase in out of area interest this year with the availability of a housing option. Offering housing options is of significant importance in recruiting student athletes and international students. These new partnerships will work like the Canisius partnership, revenue and expenses will flow through the college to allow these costs to be covered by financial aid, and the ASC will serve as the financial manager between the partner colleges and SUNY Erie. A student services employee shall serve as the manager of these relationships with the colleges, ensuring that our students are well managed and supported.

- OTHER SPONSORED PROGRAMS AND SOURCES OF REVENUE

- These revenues come primarily from Workforce Development and community education efforts, rental income, and other miscellaneous sources such as interest. These represent less than 1% of annual funds.

- ALLOCATED FUND BALANCE

- Year 3 support of the previously approved WorkDay ERP implementation in the amount of \$2.9 million. Supporting the implementation out of the fund balance allows annual operating dollars to continue to support the legacy ERP costs during the transition. Although for 2017-18 there was a sufficient positive balance of revenue over expenses for annual operations to cover the total amount of fund balance budgeted for ERP implementation expenses, the same will not be the case for 2018/19 or years moving forward. The mix of holding tuition and fees flat for two consecutive years and continued declining enrollment expectations, has resulted in the elimination of the positive balance seen in the 2016/17 and 2017/18 years.
- Again, there are no requests for fund balance to cover annual operating costs. SUNY Erie commits to keeping annual expenses within the annual revenue generated.

APPROPRIATIONS

- PERSONNEL SERVICES EXPENDITURES are expected to increase approximately 4.8%, which captures the projected union-based annual and step increases. Highlights of employment by four union contracts and employees designated as SES (Senior Executive Staff) are as follows:
 1. FFECC – accounts for approximately 59% of total personal service costs for all four unions plus SES staff. The current contract expires August 31, 2020. All components of the contract have been factored into the budget including cost of living increases, eligible rank advancements, step increases, increases in the overload and adjunct pay rate as well as fringe benefit provisions.
 2. AAEECC – accounts for approximately 16% of the total personal service costs for all four unions plus SES staff. The current contract expires August 31, 2020. All components of the contract have been factored into the budget including cost of living increases, eligible administrative advancements, step increases, as well as fringe benefit provisions.

3. CSEA – accounts for approximately 13% of the total personal service costs for all four unions plus SES staff. The current contract expires December 31, 2022. All components of the contract have been factored into the budget.
 4. AFSCME – accounts for approximately 9% of the total personal service costs for all four unions plus SES staff. The current contract expires December 31, 2022. All components of the existing contract such as step increases, and fringe benefit provisions have been factored into the budget.
 5. SES – accounts for approximately 3% of the total personal service costs for all four unions plus SES staff. Amounts reflected in the budget represent current budgeted salaries.
- EQUIPMENT EXPENDITURES – a request is made of Erie County to move \$360,000 of the \$1.44 million equipment budget from capital bond funding to annual MOE revenue. If approved, expenditures for equipment would represent approximately 1% of the College’s overall expense budget.
 - CONTRACTUAL & OTHER EXPENDITURES will decrease approximately 5% from the 2018/19 budgeted amount and represent about 14% of the College’s overall expense budget. The work done in the 2018/19 fiscal year and analysis done on the actual 2017/18 expenditures, show us that current ongoing necessary contractual spend has actually been at approximately 15% of total budget, resulting in an estimated 1% decrease in a contractual and other expenditures decrease for 2019/20. While this will require us to postpone or adjust a few projects, it ensures we maintain annual operating expenses within annual operating revenue, in compliance with budgeting best practices. Once the ERP implantation is complete, the College will no longer need to support both the legacy and the new Workday systems. Future total contractual expenditures related to information technology are also expected to decrease even more (\$3 million over 5 years of post-implementation) as Workday’s platform provides infrastructure efficiencies that could not be achieved with the legacy system.
 - EMPLOYEE BENEFITS will decrease approximately 2% from 2018/19 budget, but stay flat with estimated actual 2018/19 spend. LMHF has indicated this is a reasonable estimate for this year for budgeting purposes, as prior year health care increases did not materialize (in addition to the current surplus SUNY Erie has accumulated in its health care credits). Employee benefits account for approximately 28% of the overall budget (not including the use of fund balance reserves for ERP). Combined personal services and employee benefits represent 85% of the overall budget, which is a bit high against the higher education industry standard (but expected based on the decision to hold tuition and fees flat for two consecutive years in a declining enrollment environment and a required annually increasing payroll spend per collective bargaining agreements).

RESOLUTION

SUNY ERIE COMMUNITY COLLEGE

BOARD OF TRUSTEES

RE: 2019-2020 Erie Community College Budget

- Whereas:** SUNY Erie Community College (SUNY Erie) has continuously managed itself in a fiscally responsible manner despite historical industry declines in high school graduation rates resulting in fewer students enrolling in college; and
- Whereas:** SUNY Erie Community College's student population is comprised of over 95 percent of Erie County residents of which approximately 55% have been high school graduates; and
- Whereas:** Almost 51% of SUNY Erie's budget revenue is derived from student tuition and fees; and
- Whereas:** Erie County contributes approximately 18% of SUNY Erie's annual budget in its capacity as SUNY Erie's local sponsor; and
- Whereas:** State Education Law provides that four fifteenths (26.7%), or so much as may be necessary, of annual operating costs should derived from SUNY Erie's sponsor and as such Erie County's contribution is less than this percentage; and
- Whereas:** such local sponsor shortfall is approximately \$8.9 million for the 2019-2020 SUNY Erie budget; and
- Whereas:** New York State contributes approximately 29% of SUNY Erie's annual budget; and
- Whereas:** State Education Law provides that basic state financial assistance shall be at least one-third of a community college's operating cost and as such the State's funding is less than this percentage; and
- Whereas:** such state funding shortfall is approximately \$4.7 million for the 2019-2020 SUNY Erie budget; and
- Whereas:** the College has historically exceeded the 33.3% cap on student tuition as a percent of net operating costs which is in an amount of approximately \$16.9 million for the 2019-20 fiscal year; and
- Whereas:** the historical practice of exceeding the one-third cap on student tuition has been due in large part to the inability of both Erie County and the State of New York to fulfill the mandated prescribed funding; and
- Whereas:** State Education Law provides that so long as SUNY Erie's sponsor (Erie County) "maintains effort" by not decreasing its annual contribution, the College may continue to exceed the one-third cap on student tuition cited above; and
- Whereas:** SUNY Erie's 2019-2020 budget process included a review of operations and services

provided to ensure that the Erie County Executive and Erie County Legislature are presented with a balanced budget which is austere and reasonable given current economic realities; and

- Whereas:** SUNY Erie's budget may not address all of the needs necessary to fully service the approximately 25,000 unduplicated students who currently attend SUNY Erie; and
- Whereas:** this budget includes no increases for any collective bargaining agreements for SUNY Erie employees which may be negotiated by the County and/or SUNY Erie in the future; and
- Whereas:** the amount of \$18,554,317 reflected in the 2019-2020 budget for sponsor contribution in no way waives SUNY Erie's rights for additional funding should pursuit of such funding become necessary; and
- Whereas:** the College is holding tuition and fees flat for a second concurrent year despite continued enrollment declines being experienced by both the College and the higher education industry; and
- Whereas:** the College continues to streamline and realign its personnel and administrative structure within the currently available funding to match the needs of the populations it serves and with an understanding of its rapidly changing population demographics; and
- Whereas:** the College continues to expand its co-enrollment presence in the local high schools, providing cost effective college courses to Erie County students; and
- Whereas:** the College continues to expand and improve its online programming to provide flexible education options to its non-traditional and adult student populations; and
- Whereas:** the College continues to expand its partnerships and offerings to businesses and industries for workforce relevant training in Erie County; and
- Whereas:** the College has operated as one of the most cost efficient public education organizations in New York State; and
- Whereas:** these efficiencies have allowed SUNY Erie to provide significant educational opportunities to thousands of individuals in Erie County and Western New York at reasonable cost compared to other public colleges and universities in New York State; and
- Whereas:** SUNY Erie's student population is derived mainly from Erie County residents as the percentage attending SUNY Erie is the second highest percentage of any community college in New York State; and
- Whereas:** studies demonstrate a community college student is much more likely to remain in the local region, thereby being employed, raising families, paying taxes, and contributing in a positive economic fashion to the vitality of the region.

NOW, THEREFORE, BE IT

Resolved: that passage and submission of this budget by the Trustees shall not constitute a waiver of SUNY Erie's rights to pursue additional funding from Erie County should that become necessary and that the College reserves all rights in this regard; and

BE IT FURTHER

Resolved: this budget submission is expressly conditioned that Erie County, as SUNY Erie's statutory sponsor, shall maintain its effort at the minimum amount of \$18,554,317 while still considering the additional support requests detailed in this submission; and

BE IT FURTHER

Resolved: SUNY Erie's undesignated fund balance shall not be expended, earmarked, utilized or otherwise designated without the approval of the Board of Trustees consistent with autonomy and fiscal standards identified through Middle States accreditation and SUNY regulations; and

BE IT FURTHER

Resolved: that the SUNY Erie Board of Trustees and College seek to work with the Erie County Executive and the Erie County Legislature to identify opportunities for additional funding for both one-time initiatives as well as increasing sponsor MOE support; and

BE IT FURTHER

Resolved: that the SUNY Erie Board of Trustees and College seek to work with Erie County and New York State officials to identify opportunities to better utilize SUNY Erie as a recognized leader in Workforce Development; and

BE IT FINALLY

Resolved: that upon approval by the SUNY Erie Board of Trustees, a copy of this Resolution, along with SUNY Erie's 2019-2020 budget, be forwarded to the Erie County Executive and to the Erie County Legislature.



Leonard Lenihan
Chair, Board of Trustees

Date: 9/25/19

ERIE COMMUNITY COLLEGE

Board of Trustees

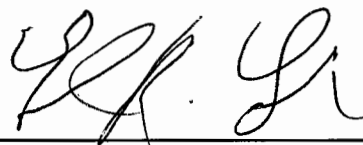
Buffalo, N.Y., April 25, 2019

To Whom It May Concern:

I hereby certify that the Erie Community College Board of Trustees adopted the following resolution on the 25th day of April A.D., 2019 of which the following is a true copy:

Resolved, that the Erie Community College Operating Budget for the fiscal year commencing September 1, 2019 and ending August 31, 2020 of \$105,921,297 is approved.

ATTEST:



Leonard Lenihan
Chair, Board of Trustees

ERIE COMMUNITY COLLEGE

Board of Trustees


Buffalo, N.Y., April 25, 2019

To Whom It May Concern:

I hereby certify that the Erie Community College Board of Trustees adopted the following resolution on the 25th day of April A.D., 2019 of which the following is a true copy:

Resolved, that the Board of Trustees of Erie Community College hereby approves the Tuition & Fee Schedule for the fiscal year commencing September 1, 2019 and ending August 31, 2020, as attached.

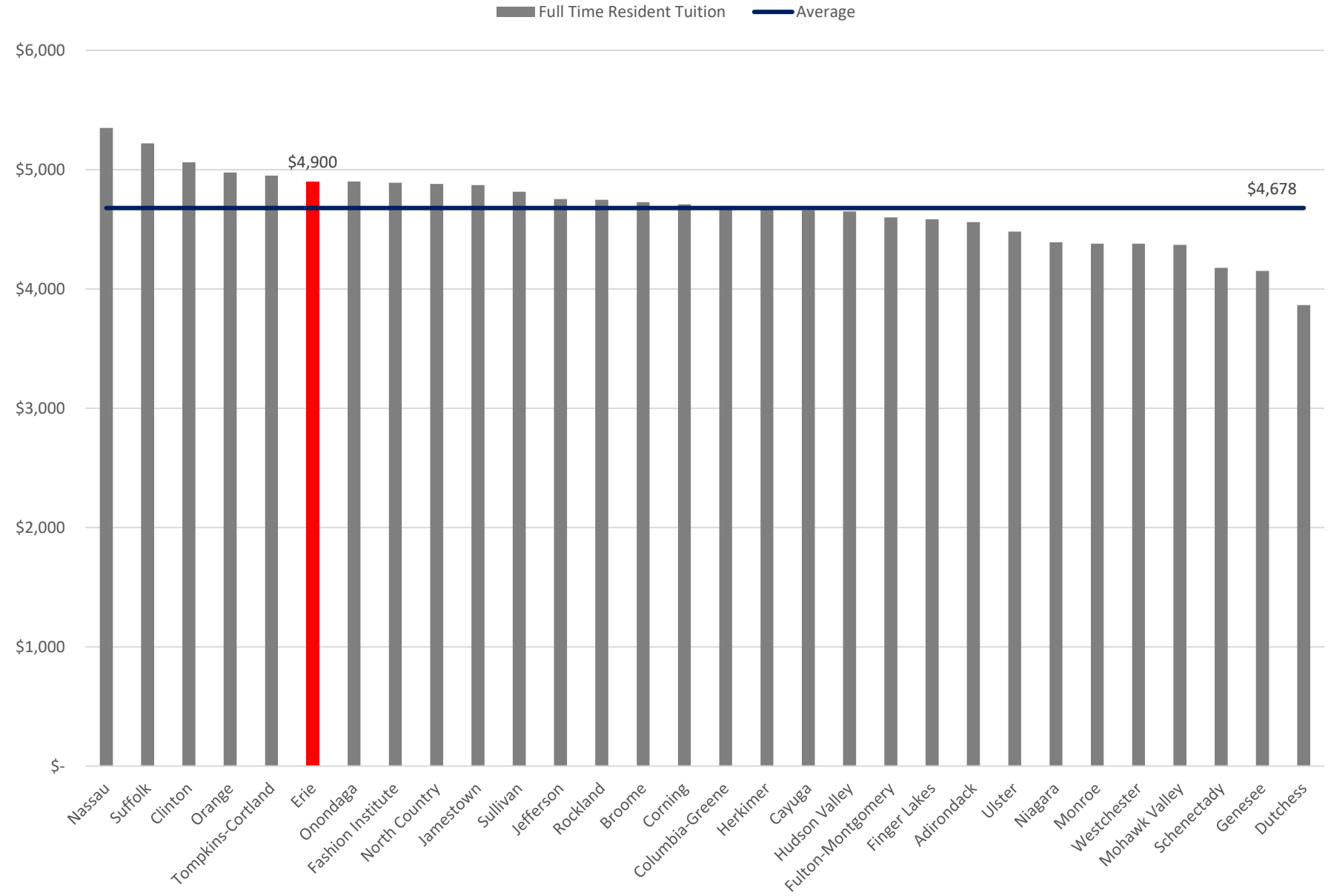
ATTEST:



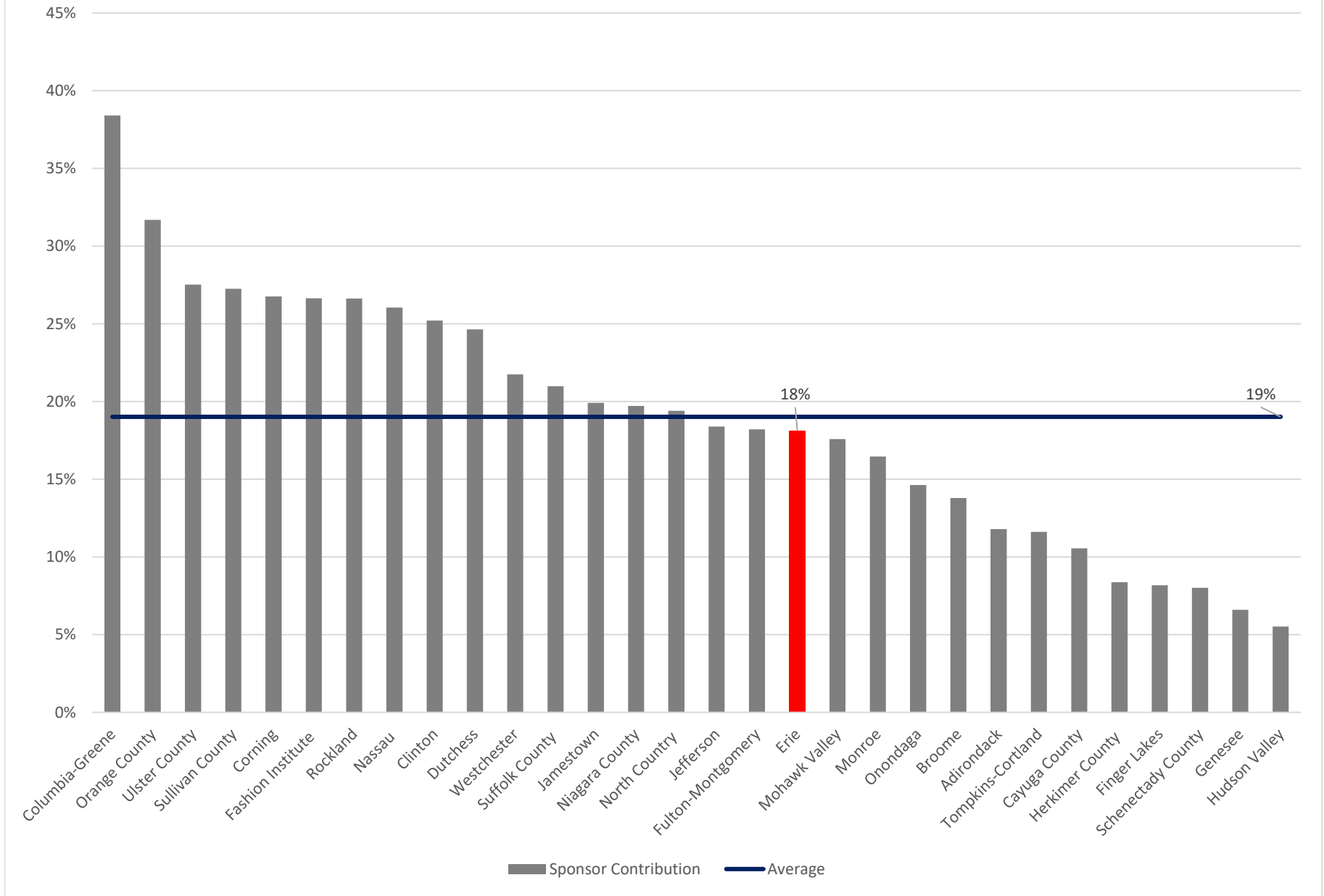
Leonard Lenihan
Chair, Board of Trustees

STATE UNIVERSITY OF NEW YORK					
Erie Community College					
2019 - 2020 Budget					
TUITION & FEE SCHEDULE					
	2018/2019	2019/2020	Change from P/Y	% Chnge from P/Y	
TUITION					
New York State residents who are residents of the Sponsorship area, or non-residents of the sponsorship area who present a Certificate(s) of Residence:					
Full Time (per academic year)	\$ 4,900.00	\$ 4,900.00	\$ -	0.00%	
Part Time (per credit hour)	\$ 205.00	\$ 205.00	\$ -	0.00%	
New York State residents who are not residents of the Sponsorship area and do not present a Certificate(s) of Residence:					
Full Time (per academic year)	\$ 9,800.00	\$ 9,800.00	\$ -	0.00%	
Part Time (per credit hour)	\$ 410.00	\$ 410.00	\$ -	0.00%	
Non-New York State Residents:					
Full Time (per academic year)	\$ 9,800.00	\$ 9,800.00	\$ -	0.00%	
Part Time (per credit hour)	\$ 410.00	\$ 410.00	\$ -	0.00%	
Off Semester, Off Hour, Off Campus					
Part Time (per credit hour)	\$ 69.00	\$ 69.00	\$ -	0.00%	
STUDENT SERVICE FEES					
Mandatory Fees					
¹ Student Life Fee (per semester)(12 + credit hours)	\$ -	\$ 60.00	\$ 60.00	100.00%	
¹ Student Life Fee (per credit hour)(1-11 credit hours)	\$ -	\$ 4.00	\$ 4.00	100.00%	
Technology Fee (per credit hour)	\$ 14.00	\$ 12.00	\$ (2.00)	-14.29%	
² Transportation Fee (per semester)	\$ 75.00	\$ 75.00	\$ -	0.00%	
² Transportation Fee (summer - per semester)	\$ 37.50	\$ 37.50	\$ -	0.00%	
³ Student Activity Fee (per semester)(12 + credit hours)	\$ 70.00	\$ 40.00	\$ (30.00)	-42.86%	
³ Student Activity Fee (per credit hour)(1-11 credit hours)	\$ 5.00	\$ 3.00	\$ (2.00)	-40.00%	
¹ Programming for Health/Wellness, Diversity&Equity, Life Skills, Financial Literacy, Student Success, Student Leadership, Athletics, Commencement					
² Campus Parking, NFTA Pass, Campus Shuttles					
³ Student Government, Student Clubs, Student Planned Events (i.e. winter ball, speakers, voter registration, etc)					
Course Related Fees					
Clinical Rotation Fee (per clinical class)	\$ 25.00	\$ 25.00	\$ -	0.00%	
Dental Hygiene Professional Development Fee (per year)	\$ 75.00	\$ 75.00	\$ -	0.00%	
Distance Learning Fee (per credit hour)	\$ 25.00	\$ 25.00	\$ -	0.00%	
EVOC Defensive Driving Fee	\$ 400.00	\$ 400.00	\$ -	0.00%	
I-Car Auto Body Fee	\$ 200.00	\$ 200.00	\$ -	0.00%	
Independent Study Fee	\$ 30.00	\$ 30.00	\$ -	0.00%	
Industrial Refrigeration Fee	\$ 130.00	\$ 130.00	\$ -	0.00%	
Lab Fee (per lab)	\$ 80.00	\$ 80.00	\$ -	0.00%	
Malpractice Insurance (not to exceed/year)*	\$ 75.00	\$ 75.00	\$ -	0.00%	
Nursing Test/Evaluation Fee (per semester)	\$ 175.00	\$ 185.00	\$ 10.00	5.71%	
Pole-Climbing Safety Gear Fee	\$ 300.00	\$ 300.00	\$ -	0.00%	
Refrigeration Handling Certification Fee	\$ 25.00	\$ 25.00	\$ -	0.00%	
Registration Fee (per semester)	\$ 30.00	\$ 30.00	\$ -	0.00%	
Other Fees					
Application Fee	\$ 25.00	\$ 25.00	\$ -	0.00%	
I.D. Card Replacement Fee (per card)	\$ 10.00	\$ 10.00	\$ -	0.00%	
International Students - Administration Fee - Full Time/Part-Time (per semester) \$75	\$ 150.00	\$ 150.00	\$ -	0.00%	
International Students Health Insurance *	\$ 600.00	\$ 600.00	\$ -	0.00%	
Late Payment Fee (not to exceed/sem)	\$ 50.00	\$ 50.00	\$ -	0.00%	
Re-registration Fee (per semester if cancelled due to late payment)	\$ 30.00	\$ -	\$ (30.00)	-100.00%	
Returned Check Fee	\$ 20.00	\$ 35.00	\$ 15.00	75.00%	
START New Student Orientation Fee	\$ 50.00	\$ 50.00	\$ -	0.00%	
Transcript Fee (per instance, may be add'l processor charge)	\$ 5.00	\$ 5.00	\$ -	0.00%	
Transportation CRAM Pass Replacement Fee	\$ 20.00	\$ 20.00	\$ -	0.00%	
Nelnet Tuition Payment Plan Fee	\$ 75.00	\$ 75.00	\$ -	0.00%	
* Dependent upon premium charged to SUNY Erie - varies based upon age and semester attended					

SUNY CC 2018-2019 Tuition Rates



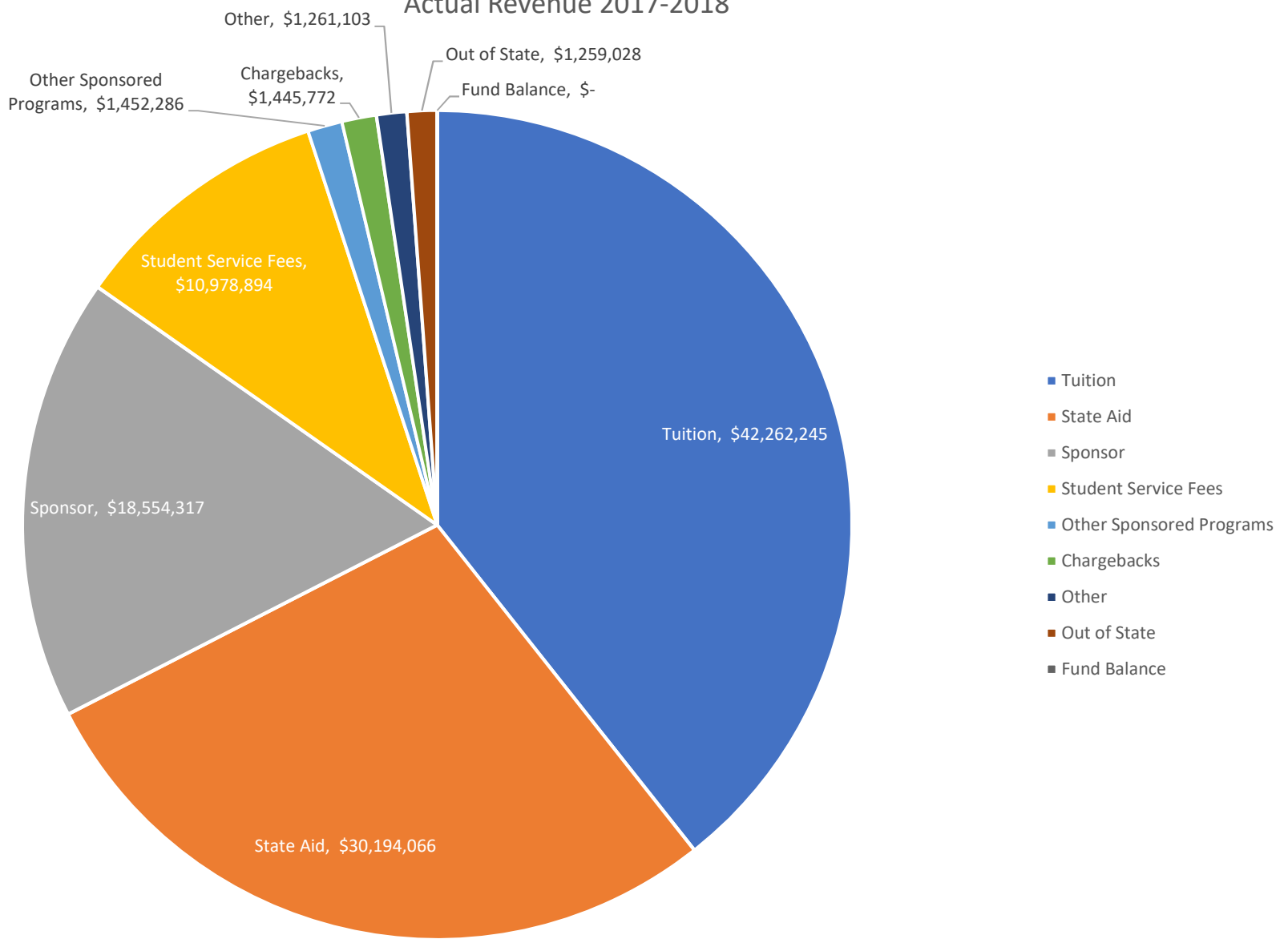
SUNY CC 2018-2019 Sponsor Contributions



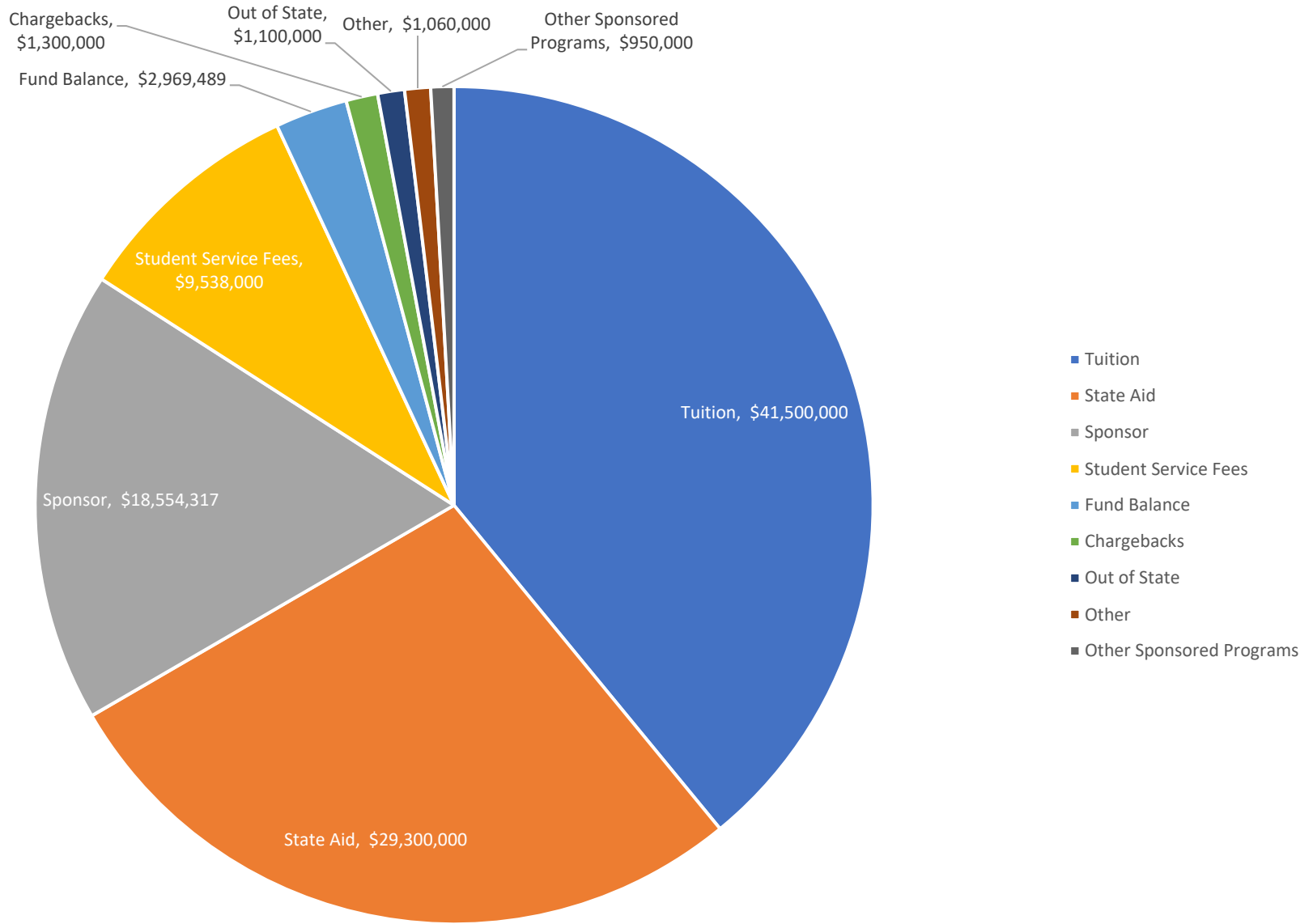
**ERIE COMMUNITY COLLEGE
2019/2020 PROPOSED BUDGET
R E V E N U E S**

	<u>2015/2016 ACTUAL</u>	<u>2016/2017 ACTUAL</u>	<u>2017/2018 ACTUAL</u>	<u>2018/2019 BUDGET</u>	<u>2019/2020 BUDGET</u>	<u>AS % OF TOTAL BUDGET</u>
<u>TUITION & FEES</u>						
TOTAL STUDENT TUITION	\$ 42,623,632	\$ 42,256,621	\$ 42,262,245	\$ 43,808,954	\$ 40,380,107	39.2%
CHARGES TO NON-RESIDENTS	\$ 1,407,317	\$ 1,324,441	\$ 1,259,028	\$ 1,389,967	\$ 1,100,000	1.1%
STUDENT SERVICE FEES	\$ 10,824,095	\$ 10,948,141	\$ 10,978,894	\$ 10,775,372	\$ 9,812,598	9.5%
TOTAL TUITION & FEES	\$ 54,855,044	\$ 54,529,203	\$ 54,500,167	\$ 55,974,293	\$ 51,292,705	49.8%
<u>OTHER SPONSORED PROGRAMS</u>	\$ 718,617	\$ 1,348,884	\$ 1,452,286	\$ 950,000	\$ 1,100,000	1.1%
<u>STATE AID</u>	\$ 31,168,854	\$ 30,451,742	\$ 30,194,066	\$ 30,605,205	\$ 29,634,175	28.8%
<u>SPONSOR'S CONTRIBUTIONS</u>	\$ 20,054,317	\$ 18,945,074	\$ 18,554,317	\$ 18,554,317	\$ 18,554,317	18.0%
<u>CHARGES TO OTHER COUNTIES</u>	\$ 1,591,351	\$ 1,645,567	\$ 1,445,772	\$ 1,500,000	\$ 1,300,000	1.3%
<u>OTHER SOURCES</u>						
INTEREST	\$ 30,843	\$ 70,825	\$ 160,011	\$ 60,000	\$ 160,000	
RENTAL INCOME	\$ -	\$ 81,407	\$ 739,809	\$ 100,000	\$ 700,000	
MISCELLANEOUS	\$ 612,677	\$ 84,323	\$ 361,283	\$ 60,000	\$ 200,000	
TOTAL	\$ 643,520	\$ 236,555	\$ 1,261,103	\$ 220,000	\$ 1,060,000	1.0%
TOTAL ANNUAL OPERATING REVENUES	\$ 109,031,703	\$ 107,157,023	\$ 107,407,711	\$ 107,803,815	\$ 102,941,197	100.0%
<u>FUND BALANCE USE</u>	\$ 616,192	\$ -	\$ -	\$ 2,969,489	\$ 2,980,082	2.8%
TOTAL REVENUES	\$ 109,647,895	\$ 107,157,023	\$ 107,407,711	\$ 110,773,304	\$ 105,921,279	

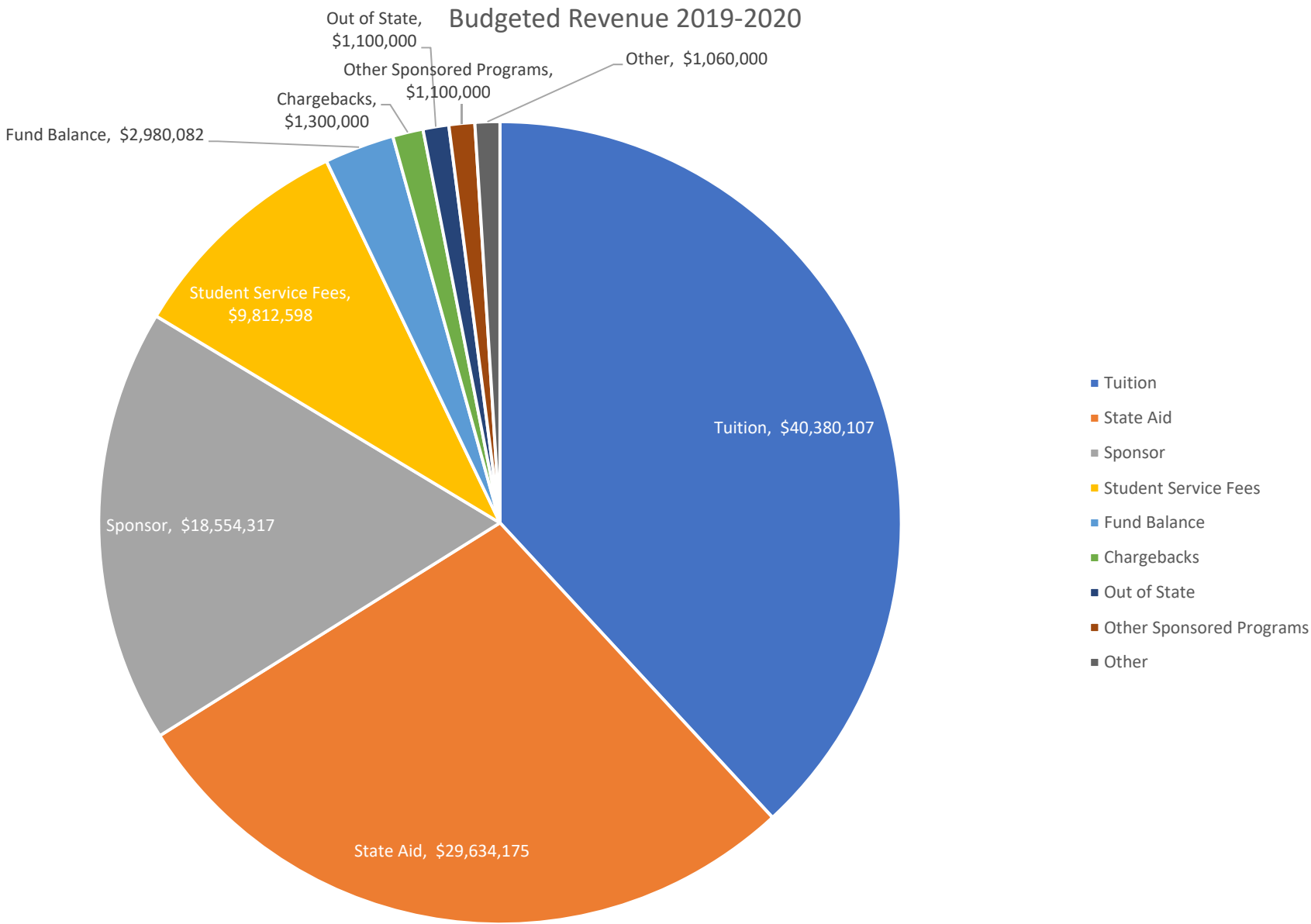
Actual Revenue 2017-2018



Estimated Actual Revenue 2018-2019



Budgeted Revenue 2019-2020

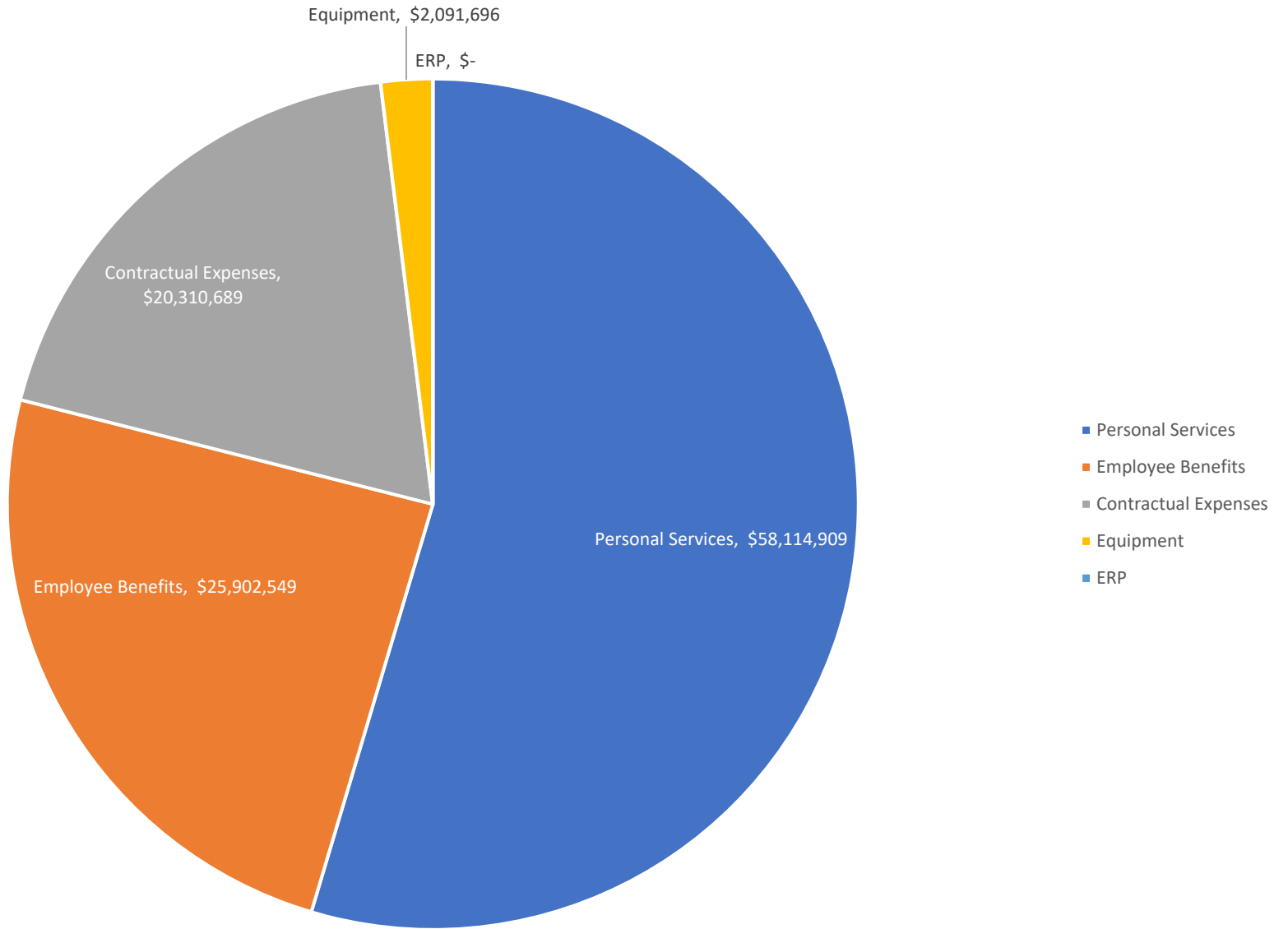


**ERIE COMMUNITY COLLEGE
2019/2020 BUDGET**

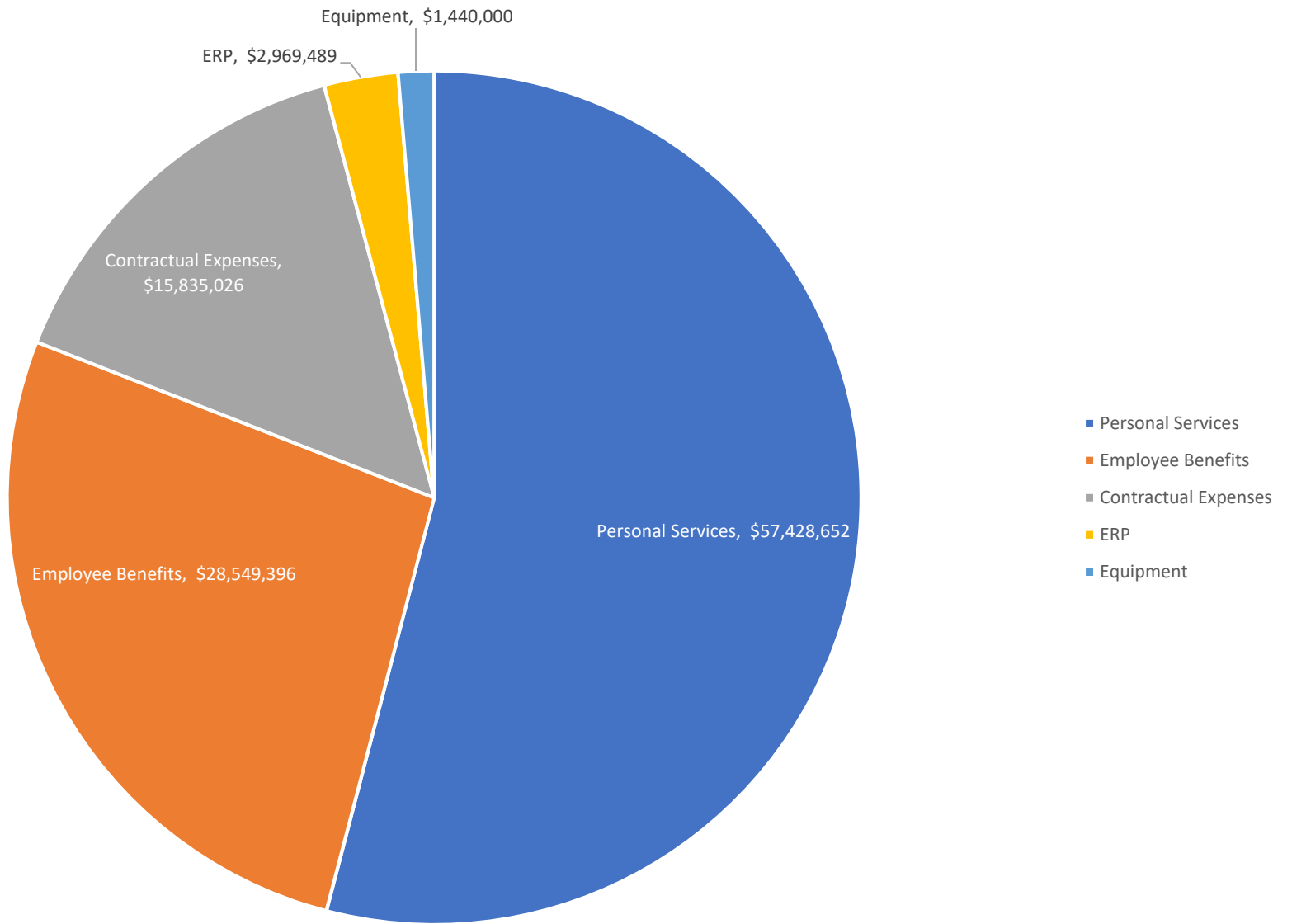
APPROPRIATIONS

	2015/2016 ACTUAL	2016/2017 ACTUAL	2017/2018 ACTUAL	2018/2019 BUDGET	2019/2020 BUDGET	AS % OF TOTAL BUDGET
<u>TOTAL INSTRUCTION</u>						
Personal Services	\$ 33,550,824	\$ 31,619,230	\$ 33,131,918	\$ 33,103,567	\$ 33,857,195	32.0%
Equipment	\$ 235,715	\$ 199,855	\$ 383,273	\$ 200,000	\$ 200,000	0.2%
Contractual Expenses	\$ 1,809,611	\$ 4,563,557	\$ 4,757,420	\$ 4,563,557	\$ 4,498,231	4.2%
Employee Benefits	\$ 11,572,798	\$ 11,392,181	\$ 11,188,085	\$ 12,512,950	\$ 11,747,489	11.1%
TOTAL	\$ 47,168,948	\$ 47,774,822	\$ 49,460,696	\$ 50,380,074	\$ 50,302,915	47.5%
<u>NON-CREDIT & NON-STATE AIDABLE</u>						
Personal Services	\$ 409,827	\$ 193,496	\$ 223,176	\$ 299,366	\$ 232,103	0.2%
Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Contractual Expenses	\$ -	\$ 347,039	\$ 332,516	\$ 353,979	\$ 340,000	0.3%
Employee Benefits	\$ 26,615	\$ 24,306	\$ 45,698	\$ 76,535	\$ 47,983	0.0%
TOTAL	\$ 436,442	\$ 564,841	\$ 632,658	\$ 729,880	\$ 620,086	0.6%
<u>ACADEMIC SUPPORT</u>						
Personal Services	\$ 3,375,553	\$ 3,015,645	\$ 3,194,539	\$ 3,126,958	\$ 3,222,321	3.0%
Equipment	\$ 45,136	\$ 27,646	\$ 31,268	\$ 37,646	\$ 35,000	0.0%
Contractual Expenses	\$ 296,566	\$ 239,777	\$ 373,509	\$ 244,572	\$ 275,000	0.3%
Employee Benefits	\$ 1,352,390	\$ 1,226,088	\$ 1,169,770	\$ 1,288,620	\$ 1,228,259	1.2%
TOTAL	\$ 5,069,645	\$ 4,509,155	\$ 4,737,818	\$ 4,697,796	\$ 4,760,579	4.5%
<u>LIBRARIES</u>						
Personal Services	\$ 1,283,686	\$ 1,274,556	\$ 1,366,916	\$ 1,300,048	\$ 1,410,740	1.3%
Equipment	\$ 23,670	\$ -	\$ 21,112	\$ 35,000	\$ 25,000	0.0%
Contractual Expenses	\$ 408,299	\$ 408,840	\$ 406,110	\$ 417,017	\$ 400,000	0.4%
Employee Benefits	\$ 521,752	\$ 500,634	\$ 501,196	\$ 515,653	\$ 526,256	0.5%
TOTAL	\$ 2,237,407	\$ 2,184,031	\$ 2,295,334	\$ 2,267,717	\$ 2,361,995	2.2%
<u>STUDENT SERVICES</u>						
Personal Services	\$ 7,999,954	\$ 7,636,183	\$ 7,837,694	\$ 7,890,906	\$ 7,951,202	7.5%
Equipment	\$ 25,825	\$ 14,231	\$ 28,967	\$ 35,000	\$ 35,000	0.0%
Contractual Expenses	\$ 2,235,348	\$ 2,037,265	\$ 2,057,527	\$ 2,098,678	\$ 1,800,000	1.7%
Employee Benefits	\$ 3,251,293	\$ 3,135,453	\$ 3,122,116	\$ 3,281,016	\$ 3,578,222	3.4%
TOTAL	\$ 13,512,420	\$ 12,823,131	\$ 13,046,304	\$ 13,305,600	\$ 13,364,424	12.6%
<u>MAINTENANCE & OPERATION OF PLANT</u>						
Personal Services	\$ 5,713,100	\$ 5,498,818	\$ 5,352,325	\$ 5,512,895	\$ 5,466,418	5.2%
Equipment	\$ 258,004	\$ 490,929	\$ 534,110	\$ 550,000	\$ 500,000	0.5%
Contractual Expenses	\$ 6,233,054	\$ 5,512,974	\$ 5,826,337	\$ 5,500,000	\$ 4,000,000	3.8%
Employee Benefits	\$ 2,588,118	\$ 2,340,490	\$ 2,285,057	\$ 2,376,459	\$ 2,399,310	2.3%
TOTAL	\$ 14,792,276	\$ 13,843,210	\$ 13,997,829	\$ 13,939,354	\$ 12,365,728	11.7%
<u>GENERAL ADMINISTRATION</u>						
Personal Services	\$ 3,115,479	\$ 2,978,353	\$ 2,853,521	\$ 3,134,690	\$ 2,967,662	2.8%
Equipment	\$ 10,413	\$ 149,046	\$ 187,231	\$ 150,000	\$ 285,000	0.3%
Contractual Expenses	\$ 3,432,207	\$ 945,879	\$ 925,000	\$ 2,414,255	\$ 850,000	0.8%
Employee Benefits	\$ 1,316,469	\$ 1,170,715	\$ 1,198,162	\$ 1,198,162	\$ 1,309,413	1.2%
TOTAL	\$ 7,874,568	\$ 5,243,993	\$ 5,163,914	\$ 6,897,107	\$ 5,412,075	5.1%
<u>GENERAL INSTITUTIONAL</u>						
Personal Services	\$ 4,109,536	\$ 4,112,882	\$ 4,154,820	\$ 4,441,916	\$ 4,321,013	4.1%
Equipment	\$ 778,006	\$ 892,549	\$ 926,847	\$ 432,354	\$ -	0.0%
Contractual Expenses	\$ 5,909,782	\$ 5,033,194	\$ 5,611,158	\$ 6,381,506	\$ 4,700,000	4.4%
Employee Benefits	\$ 7,758,865	\$ 6,998,585	\$ 6,392,465	\$ 7,300,000	\$ 7,712,464	7.3%
TOTAL	\$ 18,556,189	\$ 17,037,209	\$ 17,085,290	\$ 18,555,776	\$ 16,733,477	15.8%
<u>TOTAL COSTS</u>						
Personal Services	\$ 59,557,959	\$ 56,329,163	\$ 58,114,909	\$ 58,810,346	\$ 59,428,652	56.1%
Equipment	\$ 1,376,769	\$ 1,774,256	\$ 2,091,696	\$ 1,440,000	\$ 1,080,000	1.0%
Contractual Expenses	\$ 20,324,867	\$ 19,088,522	\$ 20,310,689	\$ 21,973,563	\$ 16,863,231	15.9%
Employee Benefits	\$ 28,388,300	\$ 26,788,450	\$ 25,902,549	\$ 28,549,396	\$ 28,549,396	27.0%
GRAND TOTAL	\$ 109,647,895	\$ 103,980,391	\$ 106,419,843	\$ 110,773,305	\$ 105,921,279	100.0%

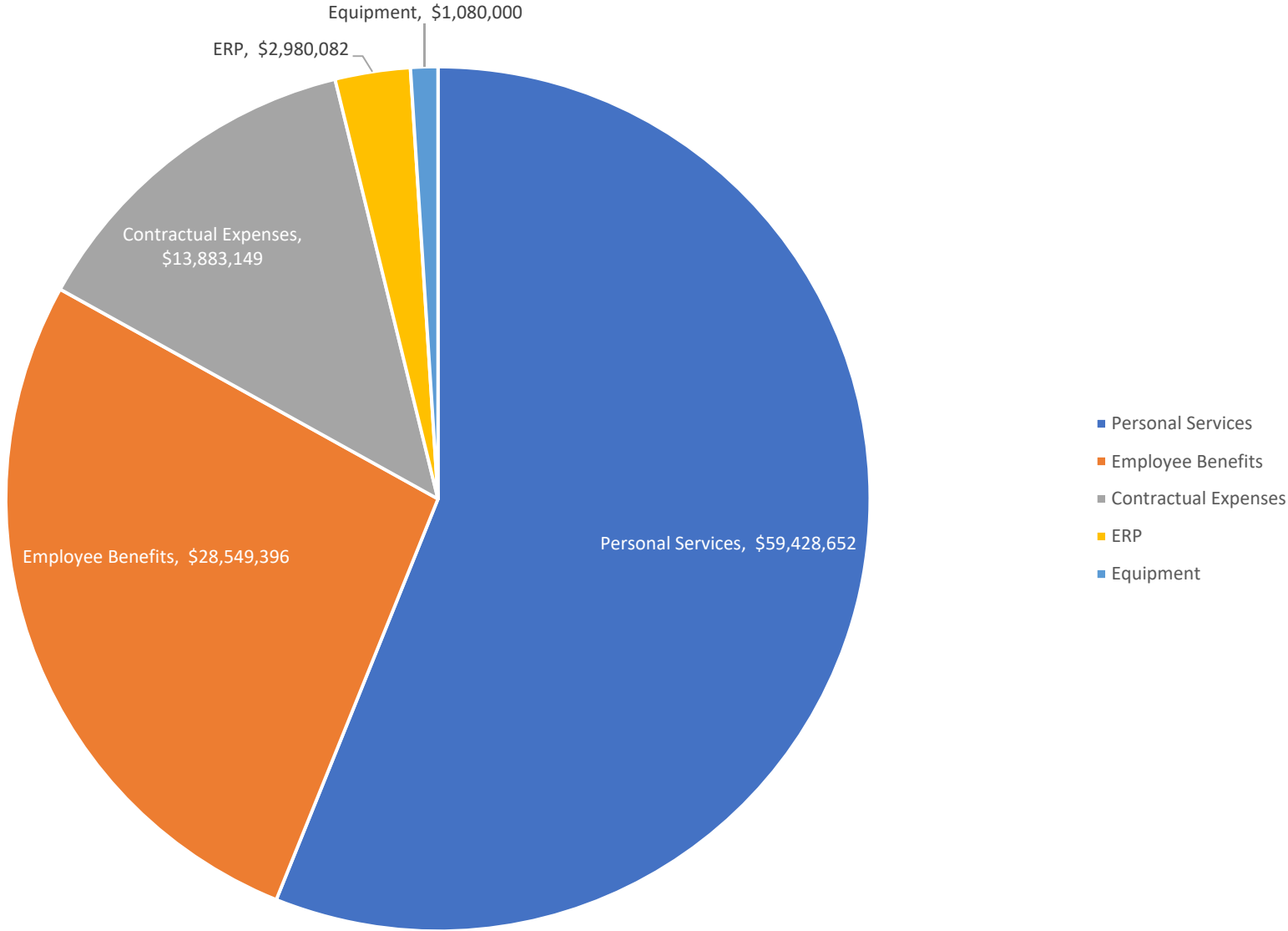
Actual Expenditures 2017-2018



Estimated Actual Expenditures 2018-2019



Budgeted Expenditures 2019-2020





2020 Capital Budget Request

The Capital Projects Committee is beginning its review of capital projects for inclusion in the 2020 Erie County Budget and Capital Improvement Program. Capital project requests from all administrative units are due by Friday, April 12, 2020 at 5:00 p.m.

Department: Erie Community College Business Area: 122
 Contact : Penelope G. Howard
 Phone: 716.851.1700 Email: howardp@ecc.edu

Project Name: College-wide Improvements and Renovations
 Rank: 1 of 2 Business Area in which Project will be Budgeted: 122

Project Description (include project timeline)

NOTE: Construction for the 2020 phase of a project must be complete within three years. You must also be ready to commence your project in 2020.

Continue multi-year phased capital improvements to the College's City, North and South campus buildings, which will include, but not limited to, (a) Exterior Building Envelope Rehabilitation work including but not limited to repair and/or replacement of roofs, masonry, doors, windows and exterior facades; (b) Mechanical, Electrical and Plumbing work including but not limited to power, lighting, communications, energy consumption, plumbing, mechanicals, fire alarm systems, HVAC, backup generators and miscellaneous items; (c) Site work infrastructure improvements including but not limited to road, parking lot, lighting, signage, drainage, sewer, sidewalk, ADA Accessible ramps and curb replacement and repairs as necessary; (d) Life Safety and Code Compliance upgrades and repairs to miscellaneous building components and including the competition pool as necessary to address issues involving ADA, electrical, life safety, environmental and/or asbestos abatement compliance; and other miscellaneous items; (e) Green Building work including but not limited to energy management, operational efficiency, improved indoor environmental quality and water efficiency as necessary.

Statement of Need:

Many of the College's buildings are greatly in need of exterior repairs and maintenance. (a) The building exteriors require repairs to keep them from further deteriorating and causing major environmental issues. Preserving the exterior envelope of the buildings will help improve energy performance and reduce maintenance, operational and energy costs; and preserve the structures for a longer useful life. Most of the buildings are in need of window and door replacements. (b) The existing HVAC (Heating, Ventilation, Air Conditioning), plumbing (including fuel piping), fire detection and electrical systems in various College buildings are over 30 years in age and are beyond their useful life and must be replaced. The systems operate at reduced capacity and efficiency and at reduced safety levels for electrical systems, especially for fire protection. New systems will reduce the College's maintenance, operational and energy costs. (c) Vehicular and pedestrian circulation, parking areas and roadways need to be upgraded to improve accessibility and safety, particularly at night. (d) The NY State Education Department of Civil Rights has directed the College with a Letter of Findings identifying several non ADA code-compliant issues that involve toilet rooms, signage, parking, ramps, concrete curbs that are strongly recommended to be addressed by 2020. (e) Infrastructure upgrades are necessary at the Athletic Center's competition pool and ancillary recirculating and filtration equipment. (e) A Comprehensive Facilities Assessment to be completed by JMZ Architects in 2019 will provide detailed existing site, infrastructure and building analyses, sustainability recommendations, and identify a maintenance matrix, capital projects prioritization and phasing for all 3 campuses.

Status of Plans and Site Control: Indicate below whether the project is ready to go (construction plans, etc.) and if applicable, are there any "site control" issues, i.e. does the County own the land, is it under some kind of lease, etc.

Financial Overview

Funding request: Indicate in the chart below, Phase 1 of the project (2020 budget) and any additional cost that may be required for additional phases of the project from 2020-2024. Include revenue estimates where applicable. *Chart below contains formulas

Capital Project	Phase 1 2020	Phase 2 2021	Phase 3 2022	Phase 4 2023	Phase 5 2024	Phase 6 2025	Total Project
Total Project Cost	13,500,000	13,500,000	13,500,000	13,500,000	13,500,000	13,500,000	81,000,000
Revenue							
State							-
Federal							-
Other							-
Total Non County Revenue	-	-	-	-	-	-	-
County Share	13,500,000	13,500,000	13,500,000	13,500,000	13,500,000	13,500,000	81,000,000

Impact on the Operating Budget: Summarize below, in general categories, how completion of the project will have either a positive or negative impact on the operating budget. Describe the nature of the item and provide cost estimates if reasonable.

Revenue	Description	Estimated Financial Impact on Annual Basis
Fees, Fines or charges		
State Reimbursement		
Other Revenue		
Expense		
Personnel Related		
Supplies		
Maintenance and Rent		
Utilities		
Other		

For DPW PROJECTS only - Rating of bridge and traffic count of the road:



2020 Capital Budget Request

The Capital Projects Committee is beginning its review of capital projects for inclusion in the 2020 Erie County Budget and Capital Improvement Program. Capital project requests from all administrative units are due by Friday, April 12, 2020 at 5:00 p.m.

Department: Erie Community College Business Area: 122
 Contact : Penelope G. Howard
 Phone: 716.851.1700 Email: howardp@ecc.edu
 Project Name: College-wide Improvements and Renovations
 Rank: 2 of 2 Business Area in which Project will be Budgeted: 122

Project Description (include project timeline)
NOTE: Construction for the 2020 phase of a project must be complete within three years. You must also be ready to commence your project in 2020.

For the past several years all equipment purchased by SUNY Erie has been funded by Erie County as a capital project. Last year, the college requested and received the conversion of \$360,000 of the previously capital annual funding of \$1,800,000 to maintenance of effort funding for annual operations, and the remaining balance of \$1,440,000 to remain capital for the acquisition of various equipment including vehicles, buildings and grounds equipment, and technology related capital needs, as well as furniture and fixtures. The College requests the same amount (\$360,000) be converted to MOE in the 2020 budget cycle, leaving \$1,080,000 as capital support for 2020. It anticipates making the same request to shift another \$360,000 from capital to MOE for 2021.

Statement of Need:
 Equipment, especially related to technology, requires continuous reinvestment in order to provide the learning environment to offer excellent education experience for students.

Status of Plans and Site Control: Indicate below whether the project is ready to go (construction plans, etc.) and if applicable, are there any "site control" issues, i.e. does the County own the land, is it under some kind of lease, etc.
 The annual capital allocation is spent down by ECC throughout the year and reimbursed by the county upon submission of equipment invoices totaling \$1.8 million. There are no site control issues.

Financial Overview

Funding request: Indicate in the chart below, Phase 1 of the project (2020 budget) and any additional cost that may be required for additional phases of the project from 2020-2024. Include revenue estimates where applicable. *Chart below contains formulas

Capital Project	Phase 1 2020	Phase 2 2021	Phase 3 2022	Phase 4 2023	Phase 5 2024	Phase 6 2025	Total Project
Total Project Cost	1,080,000	720,000	720,000	720,000	720,000	720,000	4,680,000
Revenue							
State							-
Federal							-
Other							-
Total Non County Revenue	-	-	-	-	-	-	-
County Share	1,080,000	720,000	720,000	720,000	720,000	720,000	4,680,000

Impact on the Operating Budget: Summarize below, in general categories, how completion of the project will have either a positive or negative impact on the operating budget. Describe the nature of the item and provide cost estimates if reasonable.

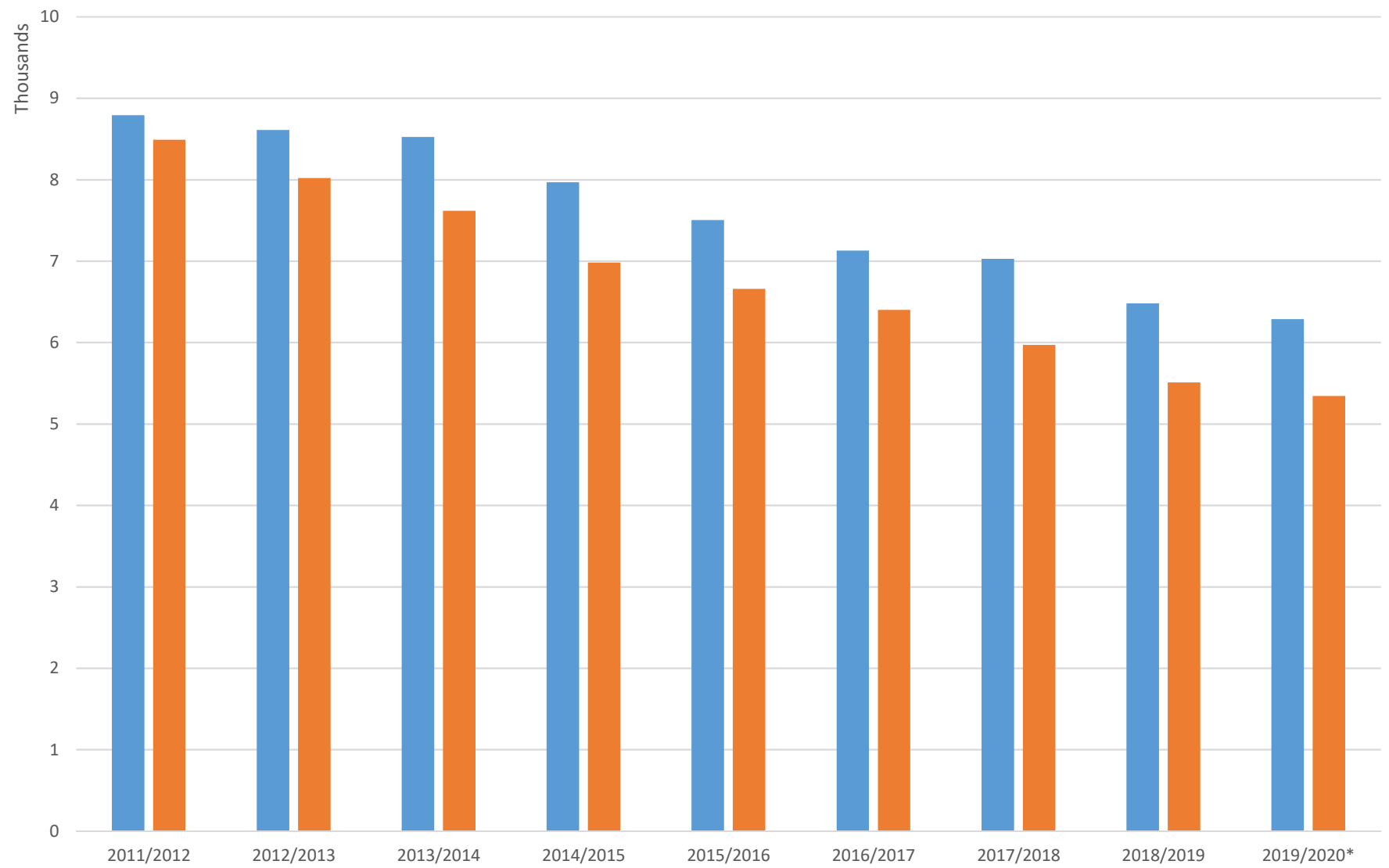
Revenue	Description	Estimated Financial Impact on Annual Basis
Fees, Fines or charges		
State Reimbursement		
Other Revenue		
Expense		
Personnel Related		
Supplies		
Maintenance and Rent		
Utilities		
Other		

For DPW PROJECTS only - Rating of bridge and traffic count of the road:

ERIE COMMUNITY COLLEGE					
2019/2020 BUDGET					
ENROLLMENT					
	2015/2016	2016/2017	2017/2018	2018/2019	2019/20
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
FTE STUDENTS					
FALL SEMESTER - CREDIT HOURS					
Full-Time	112,330.0	107,574.0	105,330.0	105,177.0	98,866.4
Part-Time	24,521.3	23,220.9	23,165.0	22,629.0	21,271.3
Non-credit	11,984.2	21,542.0	17,616.0	21,164.0	17,500.0
TOTAL	148,835.5	152,336.9	146,111.0	148,970.0	140,031.8
WINTER - CREDIT HOURS					
Part-Time	1,671.5	1,722.0	1,718.0	1,722.0	1,618.7
SPRING SEMESTER - CREDIT HOURS					
Full-Time	99,822.0	97,430.0	89,463.0	97,273.9	87,692.0
Part-Time	26,854.5	26,549.5	25,683.0	23,218.1	23,750.0
Non-credit	15,254.5	19,852.0	19,981.0	21,066.7	18,500.0
TOTAL	141,931.0	143,831.5	135,127.0	141,558.7	129,942.0
SUMMER SESSION - CREDIT HOURS					
Full-Time/Part-Time	15,561.5	13,897.5	15,284.0	13,170.0	12,379.8
Non-Credit	11,106.4	12,182.0	13,500.0	17,066.7	14,500.0
TOTAL	26,667.9	26,079.5	28,784.0	30,236.7	26,879.8
TOTAL CREDIT HOURS	319,105.9	323,969.9	311,740.0	322,487.3	303,138.1
FTE's					
Fall	4,561.7	4,359.8	4,283.0	4,260.2	4,004.6
Winter	55.7	57.4	57.0	57.4	57.0
Spring	4,222.6	4,132.7	3,852.0	4,016.4	3,714.7
Summer	518.7	463.3	509.0	439.0	412.7
Subtotal	9,358.7	9,013.1	8,701.0	8,773.0	8,189.0
Non-Credit	1,278.2	1,785.9	1,703.0	1,976.6	1,683.3
Total FTE's	10,636.9	10,799.0	10,404.0	10,749.6	9,872.3
HEADCOUNT					
Fall	12,151	11,961	11,231	11,129	10,461.3
Winter	452	362	447	492	462.5
Spring	11,609	11,498	10,827	10,605	9,968.7
Summer	3,295	2,290	3,158	3,616	3,399.0
Total Headcount	27,507	26,111	25,663	25,842	24,291.5
Notes:					
1. Current year <u>credit</u> enrollment drives current tuition revenue.					
2. P/Y enrollment drives current year state aid. The 2019/20 budget based upon 8,701 credit FTE's for tuition and 10,543 FTE's for state aid using 3 year weighted average.					
3. Headcounts include cross-registered students as state aid is received for those students.					
4. 2019/20 enrollment numbers based on average continued decline of 3-5% from estimated average anticipated enrollment for 2018/19 tempered against the modest enrollment increases seen this year in certain targeted markets.					

Full Time FTE's

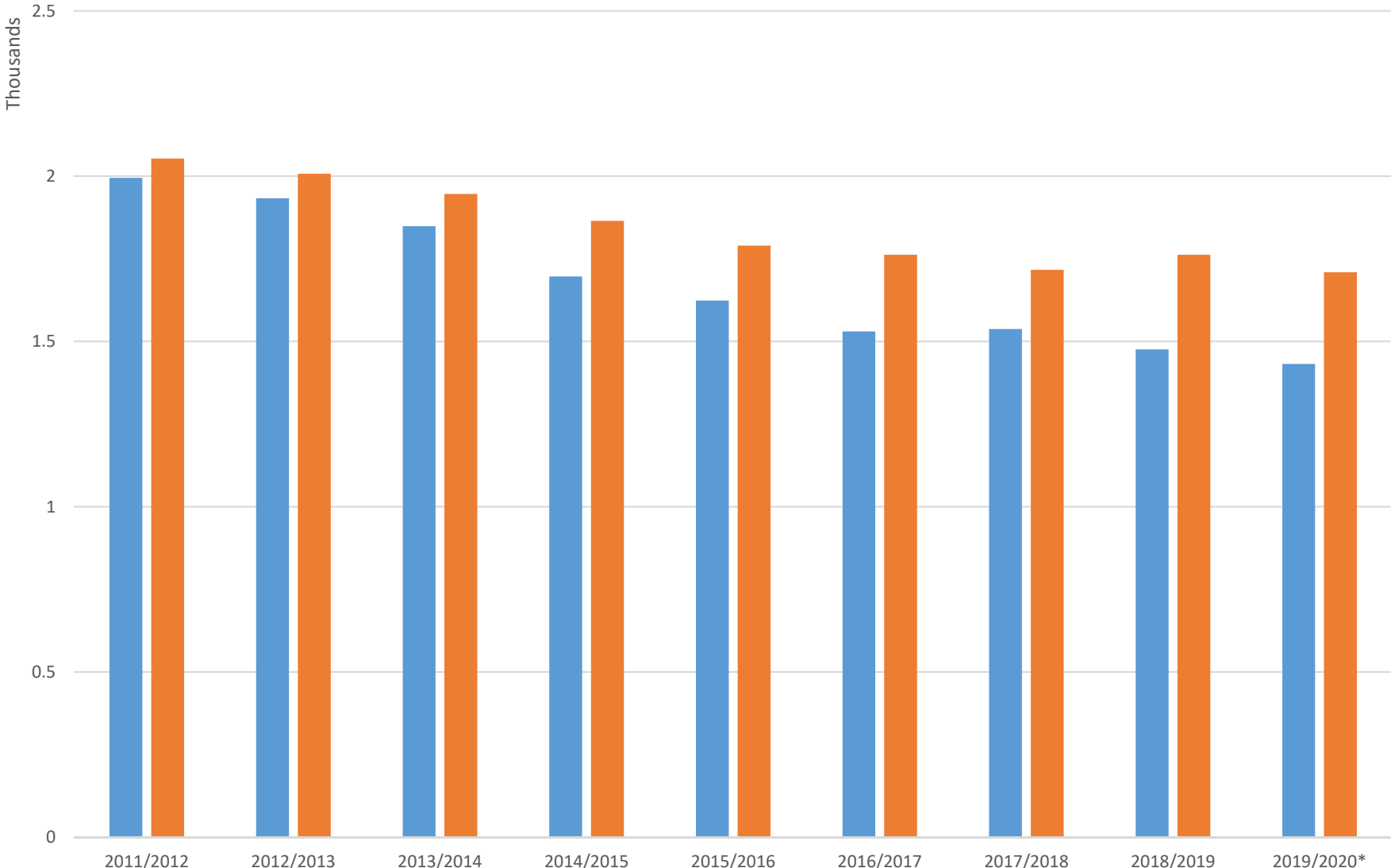
Fall Spring



*Projecting 3% decrease for 2019/2020

Part Time FTE's

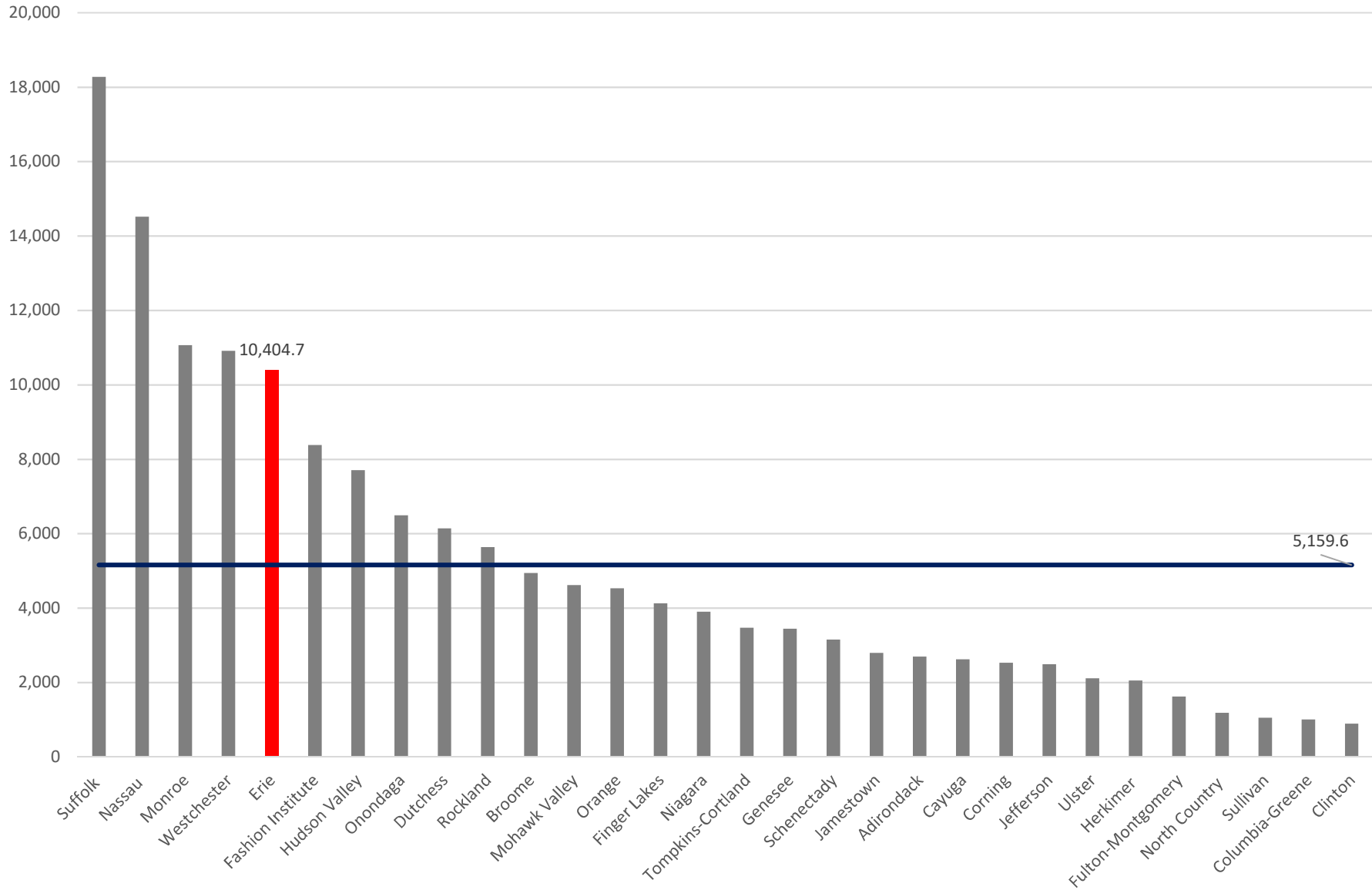
Fall Spring



*Projecting 3% decrease for 2019/2020

SUNY CC 2017-2018 FTE

■ FTE — Average



Erie Community College 5 Year Fund Balance Summary

	<u>FY 13-14</u>	<u>FY 14-15</u>	<u>FY 15-16</u>	<u>FY 16-17</u>	<u>FY 17-18</u>	PROJECTED FY <u>18-19</u>
Beginning Fund Balance	\$ 22,360,903	\$ 19,530,832	\$ 15,108,630	\$ 14,492,438	\$ 17,669,068	\$ 18,432,493
Fund Balance Added/(Used)	\$ (2,830,071)	\$ (4,422,202)	\$ (616,192)	\$ 3,176,630	\$ 763,425	\$ (2,969,489)
Fund Balance at end of FY	\$ 19,530,832	\$ 15,108,630	\$ 14,492,438	\$ 17,669,068	\$ 18,432,493	\$ 15,463,004

* Fund Balance Use for replacement implementation of Enterprise Resource Platform - WorkDay - project approved by BOT and County in 2017-18

**SUMMARY OF ERIE COMMUNITY COLLEGE GRANTS
APPROPRIATIONS AND REVENUES FY 2019-20**

4/11/2018

Unit Code	Student Aid	Grant Fiscal Year	Total Revenue	Total Appropriation	Federal Share	State Share	County Share	Local/Private Share
013	Federal Work Study Program (FWS) - Yearly	7/1/19-6/30/20	\$ 355,010	\$ 355,010	\$ 355,010			
014	Federal Supplemental Education Opportunity Grant (SEOG) - Yearly	7/1/19-6/30/20	\$ 417,026	\$ 417,026	\$ 417,026			
015	Federal PELL Grant Program - Yearly	7/1/19-6/30/20	\$ 20,432,068	\$ 20,432,068	\$ 20,432,068			
028	Educational Opportunity Program (EOP) - Yearly	7/1/19-6/30/20	\$ 459,900	\$ 459,900		\$ 459,900		
	Total Student Aid Grants		\$ 21,664,004	\$ 21,664,004	\$ 21,204,104	\$ 459,900	\$ -	\$ -
	Institutional							
011	Perkins - Yearly	7/1/19-6/30/20	\$ 1,034,334	\$ 1,034,334		\$ 1,034,334		
016	NSF - Nanotechnology Professional Development Partnership Yr 3 of 3	5/1/19 - 4/30/20	\$ 13,999	\$ 13,999	\$ 13,999			
018	Child Care Access Means Parents in School (CCAMPIS) Yr 2 of 4	10/01/19 - 09/30/20	\$ 76,000	\$ 76,000	\$ 76,000			
022	Buffalo Promise Neighborhood - Casey Foundation - Yearly	1/1/20 - 12/31/20	\$ 155,099	\$ 155,099				\$ 155,099
024	Youth Engagement Services (YES) - Yearly	1/1/20 - 12/31/20	\$ 190,000	\$ 190,000			\$ 190,000	
	SUNY Child Care Development and Block Grant - Yearly	10/01/19 - 09/30/20	\$ 153,000	\$ 153,000		\$ 153,000		
033	Readers Aid - Yearly	9/1/19-8/31/20	\$ 10,200	\$ 10,200		\$ 10,200		
042	Library Collection Aid - Yearly	7/1/19-6/30/20	\$ 12,768	\$ 12,768		\$ 12,768		
044	Ptech - BeSolar - Yearly	7/1/19-6/30/20	\$ 29,230	\$ 29,230				\$ 29,230
047	SUNY Child Care Grant - Yearly	10/01/19 - 09/30/20	\$ 206,500	\$ 206,500		\$ 206,500		
051	Workforce Investment Act One Stop Center - Yearly	7/1/19-6/30/20	\$ 582,824	\$ 582,824	\$ 582,824			
056	Central Police Academy - Yearly	9/1/19-8/31/20	\$ 1,571,038	\$ 1,452,539				\$ 1,452,539
059	Department of Social Services-Career and Success Training (CAST) - Yearly	1/1/20 - 12/31/20	\$ 500,000	\$ 500,000			\$ 500,000	
065	Emergency Medical Tech - Yearly	9/1/19-8/31/20	\$ 32,500	\$ 32,500				\$ 32,500
066	Wellness Center - Yearly	9/1/19-8/31/20	\$ 51,000	\$ 155,000				\$ 155,000
069	Ptech - Automotive Lackawanna	7/1/19-6/30/20	\$ 25,950	\$ 25,950				\$ 25,950
073	Hutch Tech Early Middle College	7/1/19-6/30/20	\$ 19,380	\$ 19,380				\$ 19,380
076	SUNY PIF - Partnership for Course Analytics	9/1/19 - 8/31/20	\$ 133,000	\$ 133,000		\$ 133,000		
	Total Institutional Grants		\$ 4,796,822	\$ 4,782,323	\$ 672,823	\$ 1,549,802	\$ 690,000	\$ 1,869,698
	Workforce Development/Corporate Training							
049	SUNY Contract Courses - Yearly	10/01/19 - 09/30/20	\$ 85,000	\$ 85,000		\$ 85,000		
054	Health Professional Opportunity Program - Year 3 of 5	10/01/19 - 09/30/20	\$ 118,400	\$ 118,400	\$ 118,400			
063	Hazard Abatement Board - Yearly	9/1/19-8/31/20	\$ 172,274	\$ 172,274		\$ 172,274		
067	Ford Resources - Yearly	9/1/19-8/31/20	\$ 107,538	\$ 107,538				\$ 107,538
077	SUNY PIF Clean Energy WFD Program	9/1/19-8/31/20	\$ 101,975	\$ 101,975		\$ 101,975		
	Total Workforce Development/Corporate Training Grants		\$ 585,187	\$ 585,187	\$ 118,400	\$ 359,249	\$ -	\$ 107,538
	Total Grants		\$ 27,046,013	\$ 27,031,514	\$ 21,995,327	\$ 2,368,951	\$ 690,000	\$ 1,977,236

Erie Community College

5 Year Budget Projections

Revenue Source:	2017-18 Actual	2018/19 Approved Budget	2018/19 Anticipated Actual	2019/20 Proposed Budget	2020/21 Projection	2021/22 Projection	2022/23 Projection
Student Tuition	\$ 42,262,245	\$ 43,808,954	\$ 41,500,000	\$ 40,380,107	\$ 41,591,510	\$ 42,423,340	\$ 43,271,807
Charges to Non-Residents	\$ 1,259,028	\$ 1,389,967	\$ 1,100,000	\$ 1,100,000	\$ 1,200,000	\$ 1,236,000	\$ 1,273,080
Student Service Fees	\$ 10,978,894	\$ 10,775,372	\$ 9,538,000	\$ 9,812,598	\$ 10,300,000	\$ 10,506,000	\$ 10,716,120
Other Sponsored Programs	\$ 1,452,286	\$ 950,000	\$ 950,000	\$ 1,100,000	\$ 1,300,000	\$ 1,450,000	\$ 1,550,000
State Aid	\$ 30,194,066	\$ 30,605,205	\$ 29,300,000	\$ 29,634,175	\$ 29,884,175	\$ 30,134,175	\$ 30,384,175
Sponsors Contributions	\$ 18,554,317	\$ 18,554,317	\$ 18,554,317	\$ 18,554,317	\$ 19,554,317	\$ 19,749,860	\$ 19,947,359
Charges to Other Counties	\$ 1,445,772	\$ 1,500,000	\$ 1,300,000	\$ 1,300,000	\$ 1,326,000	\$ 1,352,520	\$ 1,399,858
NonOperating Revenue	\$ 1,261,103	\$ 220,000	\$ 1,060,000	\$ 1,060,000	\$ 1,100,000	\$ 1,200,000	\$ 1,400,000
Total Revenue	\$ 107,407,711	\$ 107,803,815	\$ 103,302,317	\$ 102,941,197	\$ 106,256,002	\$ 108,051,896	\$ 109,942,399
Fund Balance Use (ERP)	\$ -	\$ 2,969,489	\$ 2,969,489	\$ 2,980,082	\$ 2,990,000	\$ 2,710,000	\$ 630,000
Revenue Summary	\$ 107,407,711	\$ 110,773,304	\$ 106,271,806	\$ 105,921,279	\$ 109,246,002	\$ 110,761,896	\$ 110,572,399
Expenditures by Object							
Personnel Services	\$ 58,114,909	\$ 58,810,346	\$ 57,428,652	\$ 59,428,652	\$ 61,805,798	\$ 63,041,914	\$ 64,302,752
Equipment	\$ 2,091,696	\$ 1,440,000	\$ 1,440,000	\$ 1,080,000	\$ 720,000	\$ 720,000	\$ 720,000
Contractual	\$ 20,310,689	\$ 21,973,563	\$ 15,835,026	\$ 13,883,149	\$ 14,160,812	\$ 14,444,028	\$ 14,732,909
Employee Benefits	\$ 25,902,549	\$ 28,549,396	\$ 28,549,396	\$ 28,549,396	\$ 29,405,878	\$ 29,788,054	\$ 30,181,696
ERP Spend			\$ 2,969,489	\$ 2,980,082	\$ 2,990,000	\$ 2,710,000	\$ 630,000
Total Expenditures by Object	\$ 106,419,843	\$ 110,773,305	\$ 106,222,563	\$ 105,921,279	\$ 109,082,488	\$ 110,703,996	\$ 110,567,357

Assumptions:

- Fund Balance use limited to special projects
- 3% Tuition and Fee increase 20/21, 2% increase 21/22 & 22/23, same for out of area revenue to stay at 2x tuition
- 98% floor of 18/19 budget maintained by state for 20/21 through 22/23
- Personnel Services 5% COLA and contractual obligations annually
- Employee Benefits 2% COLA annually, retiree health care starts to decline in 21/22
- Out of Area student revenue increase 2% annually as we market/recruit out of area
- Sponsor Contribution up \$1 million in 20/10, then 1% annually starting in 21/22
- Enrollment projections stay flat to 1% overall as declining traditional student population is offset by growing non-traditional, base 10,100 FTE
- 2% inflationary growth annually for contractual services, decreases in overall spend as new ERP system comes online
- Student Service Fees flat 19/20, then 2% increase 20/21 through 22/23

	Category	Headcount	2018-2019	2019-2020
Total Instruction	AAECC: FT	9	\$ 403,485	\$ 422,853
	AAECC: PT	51	\$ 24,320	\$ 25,487
	AAECC: Professor Department Head FT	21	\$ 806,562	\$ 872,542
	AAECC: Professor Department Head PT	1	\$ 38,140	\$ 39,970
	AAECC: RPT	1	\$ 46,140	\$ 48,355
	CSEA: RPT	2	\$ 156,656	\$ 164,176
	CSEA: FT	19	\$ 744,070	\$ 779,786
	CSEA: PT	21	\$ 274,628	\$ 287,810
	FECC: Department Chair Stipends		\$ 363,928	\$ 381,397
	FECC: Non-Instruct FT	32	\$ 970,545	\$ 1,017,131
	FECC: Non-Instruct PT	15	\$ 129,488	\$ 135,703
	FECC: Non-Instruct RPT	2	\$ 155,582	\$ 163,050
	FECC: Overload		\$ 2,225,109	\$ 2,331,914
	FECC: Police Training Professionals	16	\$ 401,145	\$ 420,400
	FECC: Teaching—Assistant Professor FT	53	\$ 3,278,896	\$ 3,436,283
	FECC: Teaching—Assistant Professor PT - Adjunct	varies	\$ 5,091,593	\$ 4,836,881
	FECC: Teaching—Associate Professor FT	41	\$ 2,856,475	\$ 2,993,586
	FECC: Teaching—Instructional Support Specialists PT	26	\$ 1,558,461	\$ 1,109,267
	FECC: Teaching—Instructor FT	88	\$ 3,682,019	\$ 4,173,156
FECC: Teaching—Professor FT	101	\$ 7,603,063	\$ 8,229,091	
Total Instruction Total		499	\$ 30,810,304	\$ 31,868,837
Non-Credit	FECC: Teaching—Assistant Professor PT	5	\$ 132,353	\$ 138,706
	FECC: Teaching—Instructional Support Specialists PT	3	\$ 81,555	\$ 85,470
Non-Credit Total		8	\$ 213,908	\$ 224,176
Academic Support	AAECC: FT	21	\$ 860,873	\$ 902,194
	AAECC: PT	1	\$ 61,666	\$ 64,626
	AAECC: RPT	4	\$ 251,739	\$ 263,823
	CSEA: RPT	1	\$ 33,116	\$ 34,706
	CSEA: FT	7	\$ 215,663	\$ 226,014
	CSEA: PT	5	\$ 62,520	\$ 65,521
	FECC: Non-Instruct FT	14	\$ 851,985	\$ 869,584
	FECC: Non-Instruct PT	7	\$ 114,461	\$ 119,956
	FECC: Non-Instruct RPT	4	\$ 218,089	\$ 228,557
	FECC: Teaching—Instructional Support Specialists PT	4	\$ 69,242	\$ 72,566
	SES: Vice-Provost Health Sciences	1	\$ 115,928	\$ 118,247
	Academic Support Total		69	\$ 2,855,282
Library	CSEA: FT	11	\$ 371,167	\$ 388,983
	CSEA: PT	4	\$ 49,051	\$ 51,406
	FECC: Department Chair Stipends		\$ 16,577	\$ 17,372
	FECC: Non-Instruct FT	11	\$ 484,380	\$ 507,630
	FECC: Non-Instruct PT	14	\$ 263,103	\$ 275,732
	FECC: Teaching—Professor FT	1	\$ 80,055	\$ 83,898
Library Total		41	\$ 1,264,333	\$ 1,325,021
Student Services	AAECC: FT	51	\$ 3,011,732	\$ 3,156,295
	AAECC: PT	8	\$ 136,882	\$ 143,453
	AAECC: RPT	8	\$ 419,400	\$ 439,531
	CSEA: RPT	6	\$ 343,270	\$ 359,747
	CSEA: FT	25	\$ 779,963	\$ 817,401
	CSEA: PT	34	\$ 544,671	\$ 570,816
	FECC: Department Chair Stipends		\$ 20,551	\$ 21,537
	FECC: Non-Instruct FT	19	\$ 1,274,126	\$ 1,329,403
	FECC: Non-Instruct PT	13	\$ 506,668	\$ 530,988
	FECC: Non-Instruct RPT	5	\$ 253,006	\$ 265,151
	FECC: Teaching—Instructional Support Specialists PT	2	\$ 68,125	\$ 71,394
	SES: VP Student Affairs	1	\$ 95,509	\$ 97,419
	SES: VP of Enrollment Management	1	\$ 95,509	\$ 97,419
	Student Services Total		173	\$ 7,549,413
Maintenance	AAECC: FT	2	\$ 64,022	\$ 67,095
	AAECC: PT		\$ 1,841	\$ 1,929
	AFSCME: FT	69	\$ 2,351,446	\$ 2,464,315
	AFSCME: PT	77	\$ 1,393,536	\$ 1,460,426

	AFSCME: RPT	23	\$ 795,827	\$ 834,026
	CSEA: RPT	3	\$ 89,202	\$ 93,484
	CSEA: FT	10	\$ 596,323	\$ 624,947
	CSEA: PT	23	\$ 360,835	\$ 378,155
Maintenance Total		207	\$ 5,653,030	\$ 5,924,376
General Administration	AAECC: FT	11	\$ 542,276	\$ 568,305
	AAECC: PT	1	\$ 67,374	\$ 70,608
	CSEA: RPT	1	\$ 28,945	\$ 30,334
	CSEA: FT	20	\$ 854,878	\$ 895,913
	CSEA: PT	18	\$ 312,740	\$ 327,751
	FFECC: Teaching—Instructional Support Specialists PT	1	\$ 9,657	\$ 10,120
	SES: Chief Diversity Officer	1	\$ 80,000	\$ 81,600
	SES: Director of Human Resources	1	\$ 80,000	\$ 81,600
	SES: Assistant to Provost/EVP	1	\$ 52,285	\$ 53,331
	SES: VP of HR, Equity, & Inclusion	1	\$ 97,956	\$ 99,915
	SES: Executive Assistant to the President	1	\$ 64,194	\$ 65,478
	SES: VP of Facilities and Security	1	\$ 91,800	\$ 93,636
	SES: EVP for Administration and Finance	1	\$ 142,800	\$ 145,656
	SES: Employee Relations Manager	1	\$ 80,000	\$ 81,600
	SES: Confidential Office Assistant	1	\$ 38,043	\$ 38,804
	SES: Assistant to Board of Trustees	1	\$ 56,657	\$ 57,790
	SES: Assistant to the President	1	\$ 49,967	\$ 50,966
	SES: EVP for Institutional Advancement & Efficiency	1	\$ 148,569	\$ 151,540
	SES: Assistant to EVP for Institutional Adv. & Eff.	1	\$ 49,967	\$ 50,966
	SES: Provost/EVP	1	\$ 140,000	\$ 142,800
	President SUNY Erie	1	\$ 229,500	\$ 234,090
General Administration Total		67	\$ 3,217,608	\$ 3,332,803
General Institutional Support	AAECC: FT	37	\$ 2,540,401	\$ 2,662,340
	AAECC: RPT	1	\$ 40,520	\$ 42,465
	AFSCME: FT	1	\$ 33,238	\$ 34,833
	AFSCME: PT	3	\$ 50,572	\$ 52,999
	AFSCME: RPT	1	\$ 29,546	\$ 30,964
	CSEA: RPT	1	\$ 32,298	\$ 33,849
	CSEA: FT	13	\$ 808,241	\$ 847,037
	CSEA: PT	11	\$ 168,799	\$ 176,902
	FFECC: Department Chair Stipends		\$ 28,200	\$ 29,554
	FFECC: Non-Instruct FT	8	\$ 381,002	\$ 402,510
	FFECC: Non-Instruct PT	7	\$ 94,121	\$ 98,639
	FFECC: Non-Instruct RPT	1	\$ 32,470	\$ 34,028
	FFECC: Teaching—Instructional Support Specialists PT	1	\$ 32,768	\$ 34,340
	SES: Vice Provost IRAAP	1	\$ 100,815	\$ 102,831
	SES: Chief Information Officer/Vice Provost	1	\$ 113,404	\$ 115,672
General Institutional Support Total		87	\$ 4,486,395	\$ 4,698,963
Grand Total Union and SES Payroll		1151	\$ 56,050,273	\$ 58,240,524
All additional duty and non-union pay			\$ 2,760,073	\$ 1,188,128
Grand Total All Payroll			\$ 58,810,346	\$ 59,428,652