



# SUNYADIRONDACK

## PROPOSED BUDGET 2016-2017





# SUNY ADIRONDACK

Office of the President

**Dr. Kristine Duffy, President** • 518.743.2237

Dear County Supervisors,

On behalf of the Board of Trustees, faculty, staff, and students of SUNY Adirondack I want to thank you again for your significant support of the college. We are especially grateful for the recent commitment to our capital project, which is allowing us the opportunity to provide modern facilities and adequate space to support science and nursing education. The project remains on schedule and on budget and will keep you apprised of our progress along the way.

The 2016-2017 budget we present to you in this packet has been carefully constructed and once again demonstrates a thoughtful approach towards controlling costs, while maintaining the high quality learning environment that every student deserves. As the college begins to return to pre-recession levels of enrollment, we have developed a budget that is .032% higher than a year ago, which I believe you would agree is financially prudent.

Like any organization of our size, there are unavoidable and necessary fixed costs to provide needed services and facilities for students as well as attract and maintain a workforce of talented professionals. As these costs have risen over the past several years, our state appropriations have not been able to keep. New York State increased its per FTE rate by \$100 this year which will add a mere \$7,000 to our budget. Couple this with several years of underfunding, the college continues to depend upon student tuition to maintain a slim operating budget. We recognize the challenges each of our county's face with unfunded mandates and property tax caps, however, our local sponsors' contribution continues to be far below our peers. We are also mindful of the need to maintain a fund balance to be fiscally responsible and have worked hard to avoid the dependency on it to balance our budget (see pg. 4 and 8 for further details).

With that in mind, we are requesting a modest 2% increase from our sponsors which translates to \$66,000 in additional funds for next year. This would bring the total sponsor contribution to 11.5% of the total operating budget, 3.9% less than the average of our peer community colleges sponsors' contributions.

The college administration and board of trustees continues to identify ways to reduce costs, while also identifying new sources of revenues. The faculty and staff have been steady partners in planning for the future and will continue to do so. The addition of housing has continued to assist us in attracting students from outside of our service area which adds a rich diversity to our campus and community, while also increasing our revenue from other counties. With new programs in cybersecurity, agriculture management, and training in 3 health care career paths (home health aide, certified nursing assistant, and patient care assistant), SUNY Adirondack continues to be the educational provider of choice for our region.

As always, thank you for your support of SUNY Adirondack.

Sincerely,





## Warren County

"I graduated from Queensbury High School in 2013 and started classes here that fall. What piqued my interest was a marketing degree. I was required to do an internship to graduate and Professor Mary LaPann worked with me to set one up here at Hill Electric. What I've been doing is social media marketing, monthly flyers and helping with catalog layout. There is so much more here than I realized, it's not just a lighting studio but there is a whole warehouse as well.

My favorite class, even though it has little to do with business marketing really, was creative writing with Professor Kivi. She was so hands on and open, she knew everyone in the class, and developed such a great relationship with all of us. Everyone participated, it was really a lot of fun.

This internship is giving me the chance to share what I have learned in terms of social media marketing by helping to infuse a little bit of that into the traditional avenues that Hill Electric has established. Learning from the years of experience that the staff have here is really invaluable. **SUNY Adirondack is such a great resource, I knew I didn't need to leave the area to get a great education."**

Beau Dahlgren  
Queensbury, NY  
Management, Marketing & Entrepreneurship, Class of 2015  
#HumansofSUNYAdk #experienceitforyourself



## Washington County

"I joined the military to see the world. Ironically once I left Fort Ann I realized how much I missed home and my family. **SUNY Adirondack was the perfect transition for me between coming home from deployment and figuring out what my next chapter was going to be.** I am graduating this month and thanks to the GI Bill, I am transferring to the University of Charlotte in January. I'm ready for my next adventure now. My goal is to be an FBI Investigator, I'm excited for what the future brings."

Breanna Moore  
Fort Ann, NY  
Criminal Justice, Class of 2015  
Captain of the Basketball Team, Honors Athlete, Veteran  
#HumansofSUNYAdk #experienceitforyourself

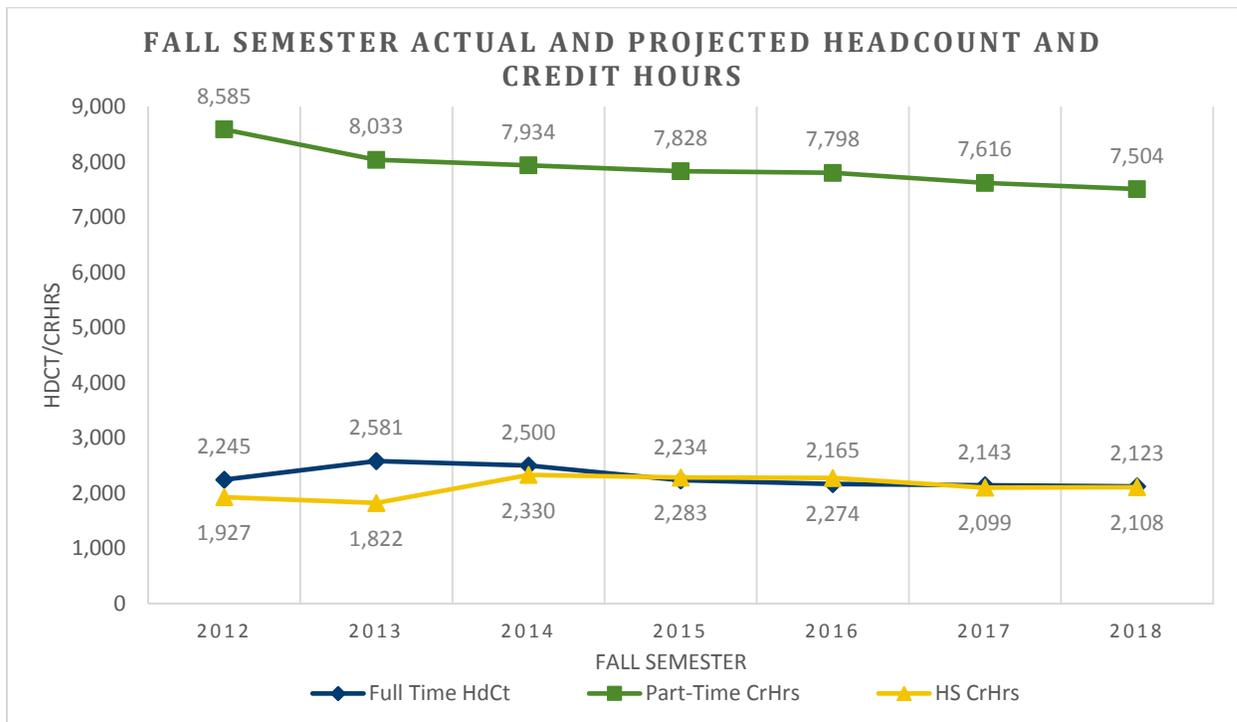
## EXECUTIVE SUMMARY

### TOTAL OPERATING BUDGET (NET OF GRANTS):

2016 - 2017 Proposed Operating Budget	\$29,283,056
2015 - 2016 Approved Operating Budget	<u>\$29,273,715</u>
Proposed increase over Budget	\$9,341 0.032%

### ENROLLMENT PROJECTION:

	2015-16 <u>Budget</u>	2015-16 <u>Projection</u>	2016-17 <u>Budget</u>	2016-17 Budget vs 2015-16 <u>Budget</u>	2016-17 Budget vs 2015-16 <u>Projected</u>
Budgeted FTE	3,007	2,785	2,680	(327) (10.8%)	(105) (3.8%)

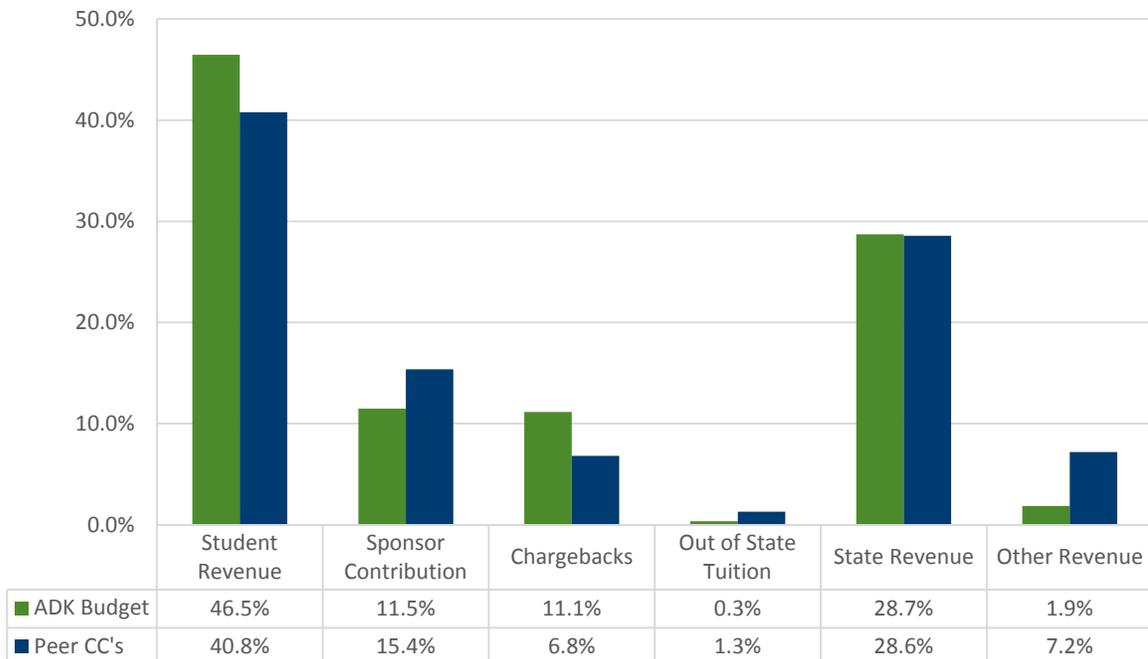


**CHANGES IN REVENUES:**

**Increase/  
(Decrease)**

State Revenues	
State Aid - Base	\$7,000
State Aid - Rental	2,000
State Aid - Job Linkage	52,000
State Aid - SUNY Investment and Performance Fund	93,000
Student Revenues	
Tuition	(941,000)
Fees	7,000
Non-Sponsors' Share	
Chargebacks	700,000
Non-Residents	(50,000)
Sponsors' Contribution	66,000
Other	
Recovery of Bad Debt	30,000
FSA & Foundation Support of Strategic Initiatives	32,000
Other	11,000
	\$9,000

**OPERATING REVENUE BY SOURCE**

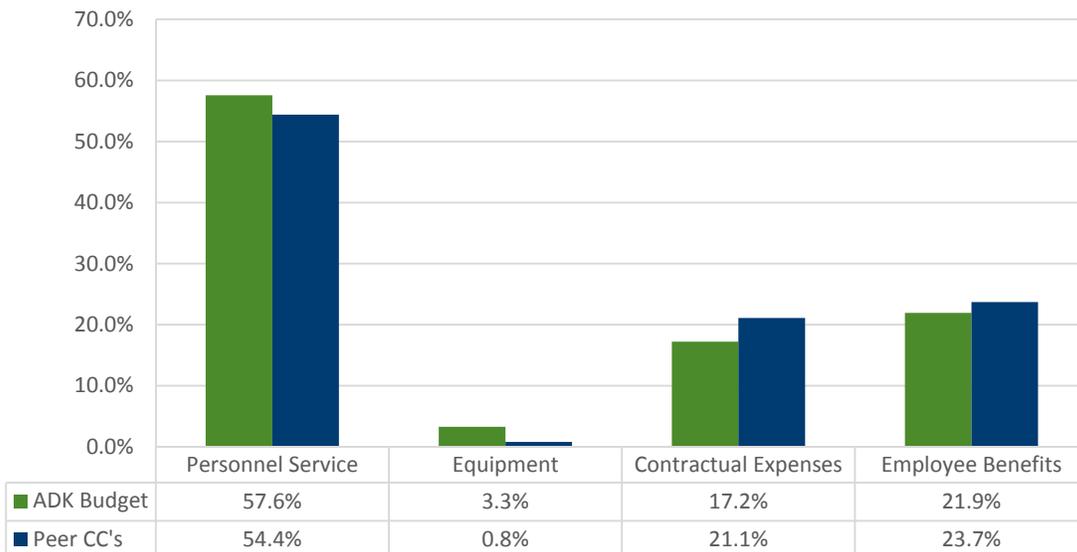


**CHANGES IN EXPENSES:**

**Increase/  
(Decrease)**

Personnel:	
Standard and Negotiated Wage Increases	\$368,000
Additions to Meet College Needs	369,000
New Externally Funded Positions	151,000
Retirement Savings	(186,000)
Deferrals of Approved Positions in 2015-16	(135,000)
Personnel Reorganizations	(35,000)
Grant Funds to Support Personnel Costs	(227,000)
Benefits	(109,000)
Equipment & Software	
Academic Equipment	(28,000)
Classroom Equipment	(50,000)
Software	(50,000)
All Other	(42,000)
Other Expense	
Printing & Advertising	(30,000)
Utilities	(145,000)
Uncollectable Accounts	50,000
All Other	108,000
	\$9,000

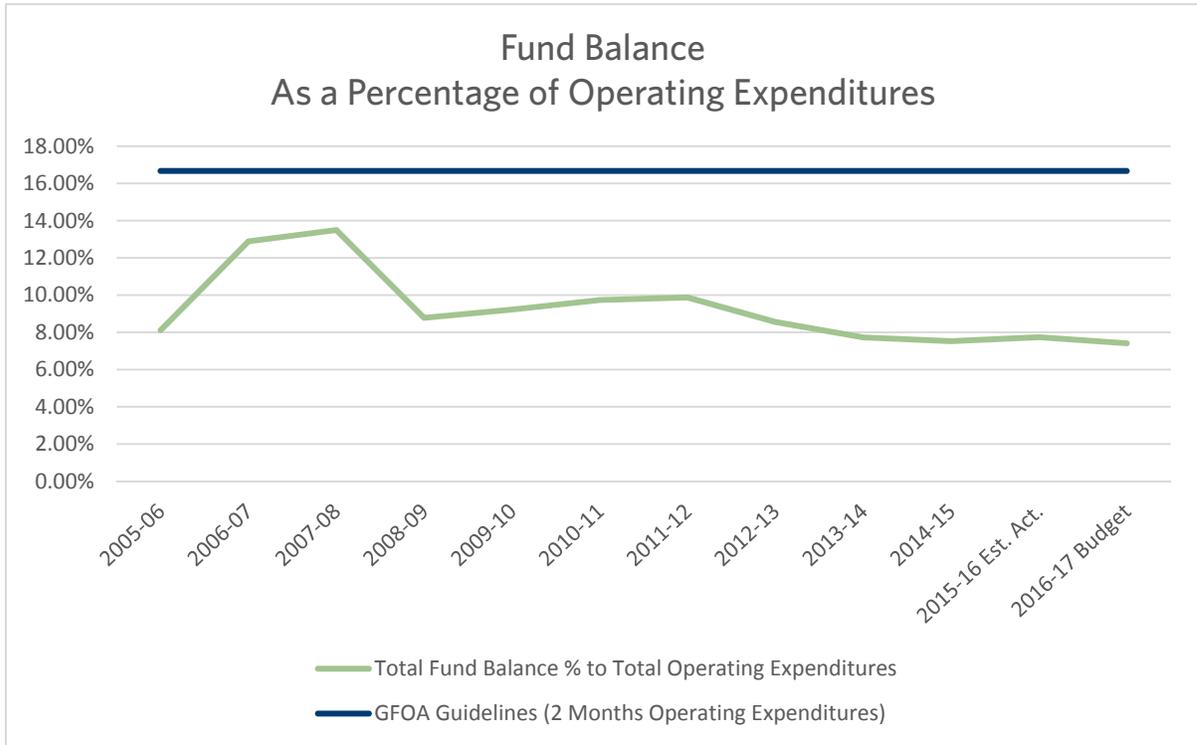
**OPERATING EXPENDITURES BY CATEGORY**



**CHANGE IN FUND BALANCE:**

2016 - 2017 Budgeted Appropriation    \$0

2016 - 2017 Projected Fund Balance:    \$2,169,903



**CHANGES IN GRANTS:**

	<b>Increase/ (Decrease)</b>
Health Professions Opportunity Grant	\$350,000
Educational Opportunity Program	144,000
All Other	66,000
	\$560,000

## BUDGET PARAMETERS

### STATE AID:

State Aid Rate	\$2,697 per FTE (\$100 increase)
Budgeted State Aidable FTE	2,786.0 (77.0 FTE decrease)
Projected Funded State Aidable FTE (Greater of PY actual of 3 year weighted average)	2,913.5 (93.5 FTE decrease)
Rental Aid	40% (2% decrease)

### TUITION RATE:

Full-Time Student Resident (per semester)	\$2,088 (\$96 increase)
Full-Time Student Non-Resident (per semester)	\$4,176 (\$192 increase)
Full-Time Student Resident (per academic year)	\$4,176 (\$192 increase)
Full-Time Student Non-Resident (per academic year)	\$8,352 (\$384 increase)
Part-Time Student Resident (per credit hour)	\$174 (\$8 increase)
Part Time Student Non-Resident (per credit hour)	\$348 (\$16 increase)
High School Student Tuition (per credit hour)	\$58 (\$2 increase)

### SPONSORS' CONTRIBUTION (2% INCREASE)\*:

Warren County	\$1,929,629; 57% (\$37k increase)
Washington County	\$1,432,577; 43% (\$28k increase)

\*Split based on Fall 2014 actual enrollments

### NON-SPONSORS' CONTRIBUTION:

Chargeback Rate	\$2,570 per FTE (\$630 increase)
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### PEER COMMUNITY COLLEGES:

SUNY Adirondack's "peer" community colleges are Cayuga, Corning, Herkimer, Jamestown, Jefferson, Schenectady and Ulster. This group was identified as all NYS community colleges with a +/- 10% variance from SUNY Adirondack in various categories such as FTE, operating expenses, and total revenue.

## PROPOSED BUDGET REVENUES

	2014-15	2015-16		2016-17		
	Actual	Budget	Estimated Actual	Budget	% of Budget	% Change (Budget to Budget)
<b>State Revenues</b>	\$ 8,175,411	\$ 8,254,541	\$ 8,289,736	\$ 8,408,628	28.7%	2%
<b>Student Revenues</b>						
Tuition	\$ 12,767,287	\$ 13,091,306	\$ 12,086,151	\$ 12,150,042		
Fees	1,286,826	1,447,414	1,421,542	1,454,347		
Total	<u>\$ 14,054,113</u>	<u>\$ 14,538,720</u>	<u>\$ 13,507,693</u>	<u>\$ 13,604,389</u>	46.5%	-6%
<b>Non-Sponsors' Share</b>						
Chargebacks	\$ 2,592,091	\$ 2,450,000	\$ 2,528,750	\$ 3,150,000		
Non-Residents	220,169	265,000	226,141	215,000		
Total	<u>\$ 2,812,260</u>	<u>\$ 2,715,000</u>	<u>\$ 2,754,891</u>	<u>\$ 3,365,000</u>	11.5%	24%
<b>Sponsors' Contribution</b>						
Warren County	\$ 1,854,699	\$ 1,891,793	\$ 1,891,793	\$ 1,929,629		
Washington County	1,376,948	1,404,487	1,404,487	1,432,577		
Total	<u>\$ 3,231,647</u>	<u>\$ 3,296,280</u>	<u>\$ 3,296,280</u>	<u>\$ 3,362,206</u>	11.5%	2%
<b>Other Income</b>	<u>\$ 581,092</u>	<u>\$ 469,174</u>	<u>\$ 372,537</u>	<u>\$ 542,833</u>	1.9%	16%
<b>Applied Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	0%	0%
<b>Unrestr. Operating Revenue</b>	<u><b>\$ 28,854,523</b></u>	<u><b>\$ 29,273,715</b></u>	<u><b>\$ 28,221,137</b></u>	<u><b>\$ 29,283,056</b></u>	<b>100%</b>	<b>0%</b>
<b>Grant Revenue</b>	\$ 651,256	\$ 552,798	\$ 552,798	\$ 1,112,953		101%
<b>Total Revenue</b>	<u><b>\$ 29,505,779</b></u>	<u><b>\$ 29,826,513</b></u>	<u><b>\$ 28,773,935</b></u>	<u><b>\$ 30,396,009</b></u>		
Fund Balance-Beginning of Year	\$ 2,171,707	\$ 2,169,903	\$ 2,169,903	\$ 2,169,903		
- Interest	0	0	0	0		
- Used/Appropriated	1,804	0	0	0		
Year End	\$ 2,169,903	\$ 2,169,903	\$ 2,169,903	\$ 2,169,903		

## PROPOSED BUDGET EXPENDITURES

	2014-15		2015-16		2016-17		% Change (Budget to Budget)
	Actual	Budget	Estimated Actual	Budget	Budget	% of Budget	
<b>Personnel</b>	\$ 16,593,192	\$ 16,553,795	\$ 16,326,426		\$ 16,858,991	57.6%	2%
<b>Benefits</b>	\$ 6,277,462	\$ 6,513,279	\$ 6,148,471		\$ 6,404,567	21.9%	-2%
<b>Equipment &amp; Software</b>							
Academic Equipment	290,438	275,380	273,965		247,700		
Classroom Furniture	25,857	50,000	-		-		
Physical Plant	80,989	84,900	76,639		76,830		
Office Equipment/Furnishings	14,220	9,000	20,504		7,000		
Campuswide Equipment	10,558	12,000	19,920		19,920		
Technology Equipment	89,337	79,165	55,675		59,570		
Software	68,439	213,656	175,045		118,055		
Software Support	476,440	405,808	432,058		431,073		
<b>Total</b>	<b>\$ 1,056,278</b>	<b>\$ 1,129,909</b>	<b>\$ 1,053,806</b>		<b>\$ 960,148</b>	<b>3.3%</b>	<b>-15%</b>
<b>Other</b>							
Printing & Advertising	\$ 332,750	\$ 355,025	\$ 239,609		\$ 324,965		
Communication	106,075	111,245	110,357		111,515		
Utilities	664,502	838,304	537,307		692,558		
Maintenance	848,740	980,658	980,896		998,691		
Educational Supplies	225,671	217,695	219,726		237,470		
Books, Periodicals, etc.	124,418	147,769	146,592		132,331		
Rentals and Leases	1,180,279	1,154,650	1,171,390		1,170,530		
Insurance	149,854	151,572	151,572		156,875		
Travel & Professional Development	211,021	251,370	222,292		262,020		
Office Supplies	63,357	62,879	62,419		61,844		
Professional Services	277,516	228,625	258,472		266,990		
ID Card Expense	18,258	19,500	19,500		19,500		
Dues, Fees, Memberships	204,680	194,465	200,808		213,451		
Uncollectable Accounts	411,731	250,000	279,404		300,000		
Miscellaneous	106,935	112,975	92,090		110,610		
<b>Total</b>	<b>\$ 4,925,787</b>	<b>\$ 5,076,732</b>	<b>\$ 4,692,434</b>		<b>\$ 5,059,350</b>	<b>17.2%</b>	<b>0%</b>
<b>Unrestr. Operating Expenditures</b>	<b>\$ 28,852,719</b>	<b>\$ 29,273,715</b>	<b>\$ 28,221,137</b>		<b>\$ 29,283,056</b>	<b>100.0%</b>	<b>0%</b>
<b>Grant Expenses</b>	\$ 651,256	\$ 552,798	\$ 552,798		\$ 1,112,953		101%
<b>Total Operating Expenditures</b>	<b>\$ 29,503,975</b>	<b>\$ 29,826,513</b>	<b>\$ 28,773,935</b>		<b>\$ 30,396,009</b>		

## FUND BALANCE HISTORY

	ACTUAL 2006-07	ACTUAL 2007-08	ACTUAL 2008-09	ACTUAL 2009-10	ACTUAL 2010-11	ACTUAL 2011-12	ACTUAL 2012-13	ACTUAL 2013-14	ACTUAL 2014-15	ESTIMATED ACTUAL 2015-16	BUDGET 2016-17
<b>Activity:</b>											
Beginning Balance	\$ 1,614,459	\$ 2,672,976	\$ 2,923,082	\$ 1,963,437	\$ 2,160,847	\$ 2,311,816	\$ 2,365,952	\$ 2,171,707	\$ 2,171,707	\$ 2,169,903	\$ 2,169,903
Interest*	-	-	-	-	-	-	-	-	-	-	-
Prior Year Adjustment	-	-	-	-	-	-	-	-	-	-	-
Applied Fund Balance	(1,058,517)	(250,106)	959,645	(197,410)	(150,969)	(54,136)	194,245	319	1,804	-	-
Budgeted	332,189	115,383	746,365	167,679	252,707	355,039	195,256	200,000	75,000	-	-
Ending Balance	<u>\$ 2,672,976</u>	<u>\$ 2,923,082</u>	<u>\$ 1,963,437</u>	<u>\$ 2,160,847</u>	<u>\$ 2,311,816</u>	<u>\$ 2,365,952</u>	<u>\$ 2,171,707</u>	<u>\$ 2,171,707</u>	<u>\$ 2,169,903</u>	<u>\$ 2,169,903</u>	<u>\$ 2,169,903</u>
<b>Fund Balance:</b>											
Temporarily Restricted**	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000	360,000
Unreserved	2,312,976	2,563,082	1,603,437	1,800,847	1,951,816	2,005,952	1,811,707	1,811,707	1,809,903	1,809,903	1,809,903
Total Fund Balance	<u>\$ 2,672,976</u>	<u>\$ 2,923,082</u>	<u>\$ 1,963,437</u>	<u>\$ 2,160,847</u>	<u>\$ 2,311,816</u>	<u>\$ 2,365,952</u>	<u>\$ 2,171,707</u>	<u>\$ 2,171,707</u>	<u>\$ 2,169,903</u>	<u>\$ 2,169,903</u>	<u>\$ 2,169,903</u>
Unrestricted Fund Balance as a % of Budget	12.89%	13.50%	8.77%	9.22%	9.73%	9.87%	8.55%	7.72%	7.52%	7.73%	7.41%

\* Interest may be added to sponsors' share when total local share equals or exceeds 26.7% of the net operating budget.

\*\* Health insurance reserve was established to defer unanticipated health care costs.

## SPONSORS' CONTRIBUTION HISTORY

Total Amount (Cash) For:	Washington County	Washington County % of Operating Expense	Warren County	Warren County % of Operating Expense	Total Sponsor Contribution	Total Sponsor Contribution % of Operating Expense
1960	\$ 1,800		\$ 1,800		\$ 3,600	
1961	\$ 31,136		\$ 50,864		\$ 82,000	
1962	\$ 52,239		\$ 58,053		\$ 110,292	
1963	\$ 74,070		\$ 82,534		\$ 156,604	
1964	\$ 92,025		\$ 112,265		\$ 204,290	
1965	\$ 111,108		\$ 154,525		\$ 265,633	
1966	\$ 136,841		\$ 178,170		\$ 315,011	
1967	\$ 139,248		\$ 180,147		\$ 319,396	
1968	\$ 126,841		\$ 178,917		\$ 305,758	
1969	\$ 143,552		\$ 172,636		\$ 316,187	
1970	\$ 153,076		\$ 205,446		\$ 358,522	
1971	\$ 109,757		\$ 141,940		\$ 251,697	
1972	\$ 116,613		\$ 143,351		\$ 259,965	
1973	\$ 115,353		\$ 159,298		\$ 274,651	
1974	\$ 130,766		\$ 181,440		\$ 312,206	
1975	\$ 136,664		\$ 203,336		\$ 340,000	
1976	\$ 144,795		\$ 215,336		\$ 360,131	
1977	\$ 80,365		\$ 142,621		\$ 222,986	
1978	\$ 209,964		\$ 274,287		\$ 484,251	
1979	\$ 208,996		\$ 274,465		\$ 483,461	
1980	\$ 210,175		\$ 287,070		\$ 497,245	
1981	\$ 222,785		\$ 304,290		\$ 527,075	
1982	\$ 222,785		\$ 304,290		\$ 527,075	
1983	\$ 222,785		\$ 304,290		\$ 527,075	
1984	\$ 222,785		\$ 304,290		\$ 527,075	
1985	\$ 222,785		\$ 304,290		\$ 527,075	
1986	\$ 222,785		\$ 304,290		\$ 527,075	
1987	\$ 322,147		\$ 459,703		\$ 781,850	
1988	\$ 428,598		\$ 670,372		\$ 1,098,970	
1989	\$ 465,595		\$ 728,240		\$ 1,193,835	
1990	\$ 558,905		\$ 838,358		\$ 1,397,263	
1991	\$ 591,889		\$ 887,832		\$ 1,479,721	
1992	\$ 683,642		\$ 944,077		\$ 1,627,719	
1993	\$ 683,642		\$ 944,077		\$ 1,627,719	
1994	\$ 683,642		\$ 944,077		\$ 1,627,719	
1995	\$ 814,342		\$ 1,124,568		\$ 1,938,910	
1996	\$ 814,342		\$ 1,208,910		\$ 2,023,252	
1997	\$ 814,342		\$ 1,208,910		\$ 2,023,252	
1998	\$ 814,342		\$ 1,208,910		\$ 2,023,252	
1999	\$ 814,342		\$ 1,208,910		\$ 2,023,252	
2000	\$ 874,740		\$ 1,312,111		\$ 2,186,851	
2001	\$ 892,236		\$ 1,338,353		\$ 2,230,589	
2002	\$ 932,236		\$ 1,398,353		\$ 2,330,589	
2003	\$ 972,236		\$ 1,458,353		\$ 2,430,589	
2004	\$ 972,236		\$ 1,458,353		\$ 2,430,589	
2005	\$ 1,032,236	4.9%	\$ 1,548,353	7.3%	\$ 2,580,589	12.2%
2006	\$ 1,148,491	5.5%	\$ 1,522,418	7.2%	\$ 2,670,909	12.7%
2007	\$ 1,269,216	5.9%	\$ 1,615,366	7.5%	\$ 2,884,582	13.3%
2008	\$ 1,269,216	5.7%	\$ 1,615,366	7.2%	\$ 2,884,582	12.9%
2009	\$ 1,307,293	5.6%	\$ 1,663,827	7.1%	\$ 2,971,120	12.7%
2010	\$ 1,188,448	5.0%	\$ 1,782,672	7.5%	\$ 2,971,120	12.5%
2011	\$ 1,198,959	5.1%	\$ 1,772,161	7.5%	\$ 2,971,120	12.6%
2012	\$ 1,278,928	5.3%	\$ 1,781,326	7.4%	\$ 3,060,254	12.8%
2013	\$ 1,261,620	5.0%	\$ 1,844,538	7.3%	\$ 3,106,158	12.2%
2014	\$ 1,315,658	4.7%	\$ 1,852,623	6.6%	\$ 3,168,281	11.3%
2015	\$ 1,376,948	4.8%	\$ 1,854,699	6.4%	\$ 3,231,647	11.2%
2016	\$ 1,404,487	5.0%	\$ 1,891,793	6.7%	\$ 3,296,280	11.7%
2017	\$ 1,432,577	4.9%	\$ 1,929,629	6.6%	\$ 3,362,206	11.5%

# SUNY ADIRONDACK

## OFFICIAL HEADCOUNTS, FTE'S, CHARGEBACK, STATE AID AND TUITION RATES

	Headcount (Fall)	FTE's Budget	FTE's Actual	Chargeback Rate	State Aid Rate	Full Time Tuition Rate
1988-1989	3,096	1,971	2,140	\$ 950	\$ 1,525	\$ 1,250
1989-1990	3,267	2,058	2,284	\$ 870	\$ 1,675	\$ 1,300
1990-1991	3,378	2,359	2,351	\$ 990	\$ 1,725	\$ 1,300
1991-1992	3,554	2,306	2,448	\$ 1,300	\$ 1,680	\$ 1,450
1992-1993	3,791	2,477	2,565	\$ 1,090	\$ 1,600	\$ 1,600
1993-1994	3,689	2,650	2,460	\$ 910	\$ 1,650	\$ 1,700
1994-1995	3,475	2,380	2,363	\$ 1,220	\$ 1,800	\$ 1,900
1995-1996	3,602	2,340	2,394	\$ 1,620	\$ 1,800	\$ 2,050
1996-1997	3,487	2,410	2,420	\$ 1,270	\$ 1,850	\$ 2,050
1997-1998	3,379	2,396	2,342	\$ 1,090	\$ 1,900	\$ 2,050
1998-1999	3,319	2,353	2,249	\$ 1,700	\$ 2,050	\$ 2,050
1999-2000	3,167	2,155	2,187	\$ 2,120	\$ 2,125	\$ 2,200
2000-2001	3,151	2,080	2,230	\$ 2,420	\$ 2,250	\$ 2,300
2001-2002	3,206	2,205	2,259	\$ 2,300	\$ 2,250	\$ 2,370
2002-2003	3,442	2,265	2,468	\$ 1,740	\$ 2,300	\$ 2,470
2003-2004	3,514	2,480	2,491	\$ 1,290	\$ 2,300	\$ 2,600
2004-2005	3,637	2,560	2,519	\$ 970	\$ 2,235	\$ 2,730
2005-2006	3,493	2,510	2,442	\$ 1,740	\$ 2,350	\$ 2,870
2006-2007	3,604	2,460	2,490	\$ 2,200	\$ 2,525	\$ 3,000
2007-2008	3,408	2,499	2,391	\$ 1,740	\$ 2,675	\$ 3,130
2008-2009	3,463	2,375	2,529	\$ 1,810	\$ 2,675	\$ 3,130
2009-2010 (A)	3,873	2,493	2,675	\$ 1,990	\$ 2,675	\$ 3,256
2010-2011	4,136	2,875	2,896	\$ 1,760	\$ 2,260	\$ 3,386
2011-2012	4,098	2,891	2,882	\$ 1,500	\$ 2,122	\$ 3,556
2012-2013	3,987	2,892	2,868	\$ 1,660	\$ 2,272	\$ 3,664
2013-2014	4,230	2,892	3,092	\$ 1,780	\$ 2,422	\$ 3,774
2014-2015	4,247	3,032	3,007	\$ 1,940	\$ 2,497	\$ 3,870
2015-2016	3,993	3,007	NA	\$ 1,940	\$ 2,597	\$ 3,984
2016-2017	NA	2,680	NA	\$ 2,570	\$ 2,697	\$ 4,176

NA - not available

(A) Actual State Aid Rate was \$2,675, but the rate was cut by \$130/FTE for last three quarters of the fiscal year



# PROPOSED BUDGET 2016-2017