

## **SPECIALIZED SUPPORT SERVICES (S3) & LAUNDRY BUDGET PROJECTION NOTES**

### **1. Part time staff savings**

S3 staff have two wage schedules: one for on campus work and the other (higher wage) for off-campus work. It has become common practice for S3 staff who do some off campus work to be paid the higher wage rate for ALL of their work, whether on or off-campus.

As of January 1, 2007 S3 staff have agreed to charge on-campus rates when applicable, resulting in an estimated yearly savings of \$12,000.

Staff have also been notified that some of the more intensive work schedules (one staff member per student) will be reduced as student worker service contracts are renewed. These reduced hours will be phased in over time, with an estimated yearly savings of \$8,000 to \$12,000 per year, with only a slight reduction in student FTE.

### **2. Service Contract Index**

Internal contracts with Food Services, Recycling, CML and other LCC departments are indexed based on college wage and OPE increases, currently estimated at 3.5% per year. Contract-related labor is projected with the same index.

Increases to external contracts with the University of Oregon, Springfield School District, and other organizations are constrained by market forces, currently equating to 3% per year.

### **3. Additional Services to the College**

S3 is willing to work with the college to provide additional cost-effective services as positions become vacant. S3 could help augment grounds, housekeeping and general services crews, for example.

### **4. General Fund Allocation**

The General Fund allocation to S3, currently based on 1.7 FTE, should be enhanced to cover and difference between union-mandated wages and Mental Health Grant rates. If the college contract mandates that all S3 staff will be given a 4% increase in wages, but the grant only provides a 2% increase in funding the GF should provide the 2% difference in the annual budget.

### **5. FY07 PE Laundry Budget Reduction**

The impact of the FY07 (CO28) reduction in laundered PE clothes has yet to be realized. It is projected that in order to meet the reduction, the PE department will not be able to provide sweatshirts or sweatpants in either winter or spring term. It is not known the effect this may have on PE registrations. The concern is that students may be less motivated to take a PE class if required to provide their own sweats. There is no accurate way to predict the actual outcome of this reduction.

### **6. Proposed FY08 PE Laundry Budget Reduction**

The proposed reduction of another 50% of laundered PE clothes will likely result in only towels being provided for PE students. As noted above, it is not known the effect this may have on PE registrations and FTE.

### **7. S3 and the Laundry will provide quarterly reports to assess performance relative to projections**

	A	B	C	D	E	F	G	H
1	<b>SPECIALIZED SUPPORT SERVICES BUDGET PROJECTION</b>							
2								
3								
4		<b>Actual</b>		<b>Projected</b>				
5		<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>Projection Notes</b>
6	<b>RESOURCES</b>							
7	<b>LCC General Fund Allocation</b>	\$ 112,176	\$ 118,960	\$ 123,124	\$ 127,433	\$ 131,893	\$ 136,509	3.5% COLA/Step
8	<b>State of Oregon Mental Health Grant</b>							
9	Comprehensive Services	529,847	613,526	633,800	671,828	695,342	719,679	6% increase FY08; 3.5% increase FY09 forward.
10	<i>Clients</i>	49	51	52	52	52	52	
11	Brokerage Services	132,462	133,580	136,252	138,977	141,756	144,591	2% increase FY07 forward.
12	<i>Clients</i>	26	23	23	23	23	23	
13	<b>Contract Service Fees</b>							
14	LCC Laundry	32,912	18,225	19,555	21,646	24,524	28,220	3.5% COLA/Step
15	LCC Recycling	31,504	31,033	38,119	41,453	42,904	44,406	Expanded service: \$6K FY07 + \$2K FY08. 3.5% COLA/Step.
16	LCC Foodservices	36,740	32,350	33,482	34,654	35,867	37,122	3.5% COLA/Step
17	<b>Other:</b>							
18	Individual Placement	20,600	19,843	20,538	21,256	22,000	22,770	3.5% COLA/Step
19	Bingo	16,610	18,055	18,687	19,341	20,018	20,719	3.5% COLA/Step
20	Parks	8,651	4,929	4,500	4,658	4,821	4,989	Renew contract; 3.5% increase FY08 forward.
21	LCC Shop	11,995	11,560	11,965	12,383	12,817	13,265	3.5% COLA/Step
22	<b>Other Revenue</b>	-	3,600	3,726	3,856	3,991	4,131	3.5% COLA/Step
23	<b>Transfer In: Capital Outlay</b>	31,945	2,886	-	-	-	-	No GF \$ for FY07 forward.
24	<b>TOTAL RESOURCES</b>	<b>965,442</b>	<b>1,008,547</b>	<b>1,043,746</b>	<b>1,097,486</b>	<b>1,135,934</b>	<b>1,176,402</b>	
25								
26	<b>EXPENDITURES</b>							
27	<b>Salaries + OPE</b>							
28	Administrators	109,099	97,447	100,858	104,388	108,041	111,823	3.5% COLA/Step
29	Classified Unit	426,197	523,723	533,246	542,795	557,076	571,691	3.5% COLA/Step + adj. for Laundry Contract Developer FY07 forward
30	P/T Classified	260,337	245,846	245,136	250,610	259,382	268,460	3.5 % COLA/Step + adj. FY07 & FY08 base for P/T savings.
31	Client Wages & Benefits	141,590	126,923	132,692	135,346	138,053	140,814	2% COLA. Increase FY07 base 2.5% for additions to recycling contract.
32	<b>Materials &amp; Services</b>	56,326	26,876	27,592	28,329	29,085	29,863	2.7% inflationary increase
33	<b>Rent to LCC</b>	13,335	-	-	13,018	13,588	14,181	
34	<b>Capital Outlay</b>	51,949	2,886	-	-	-	-	No capital outlay FY07 forward.
35	<b>TOTAL EXPENDITURES</b>	<b>1,058,833</b>	<b>1,023,701</b>	<b>1,039,524</b>	<b>1,074,486</b>	<b>1,105,224</b>	<b>1,136,832</b>	
36								
37	<b>REVENUE OVER/ UNDER EXPENDITURES</b>	<b>(93,391)</b>	<b>(15,154)</b>	<b>4,223</b>	<b>23,000</b>	<b>30,709</b>	<b>39,570</b>	
38								
39	<b>Reimbursable FTE</b>	<b>110</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	
40								
41	<b>Key Assumptions:</b>							
42	* 6% increase in comprehensive services grant funding							
43	* 2% increase in brokerage services grant funding							
44	* Corresponds with Laundry Budget B							

**UNIT NAME: SPECIALIZED SUPPORT SERVICES**

INDICATOR: COST EFFECTIVENESS

Comparator	Current Annual Cost	Comparator Annual Cost	Cost Basis	Function	FTE
<b>Laundry</b>					
Outsource Laundry Folding Services	\$ 34,300	\$ 109,845	\$ .51/pound x 215,385 pounds/year	Folding laundry items for PE, food services, CML, the dental program and outside contracts.	N/A (by pound)
Hire Full-Time Employees to Perform Laundry Folding Services	\$ 34,300	\$ 111,145	3.5 FTE, level 4, step 1 laundry employees x \$20,961.40/year + 51.5% OPE	Folding laundry items for PE, food services, CML, the dental program and outside contracts.	3.5
<b>Recycling</b>					
Outsource Recycling Paper Collection Services	\$ 31,033	\$ 51,480	LCC Sustainability Office study - 2005.	Collect all recycled paper on campus.	N/A (fixed quote)
Hire Full-Time Employees to Perform Recycling Paper Collection Services	\$ 31,033	\$ 77,753	2.25 FTE, level 4, step 1 custodians x \$22,810/year + 51.5% OPE	Collect all recycled paper on campus.	2.25
Outsource Food Services Bussing, Dishwashing and Stocking Services	\$ 33,350	\$ 67,454	Source: Oregon Temporary Services. 3 contract employees x \$10.81/hour x 2,080 hours/year.	Provide bussing, dishwashing and stocking services for the cafeteria from 8:00 a.m. to 6:00 p.m.	3
Hire Full-Time Employees to Perform Food Services Bussing, Dishwashing and Stocking Services	\$ 33,530	\$ 89,157	3 FTE, level 3, step 1 food service employees x \$19,323.20/year + 53.8% OPE	Provide bussing, dishwashing and stocking services for the cafeteria from 8:00 a.m. to 6:00 p.m.	3
<b>Function</b>					
Cost per FTE		\$1,053 per FTE	This cost per S3 FTE is the average over the last three years and includes all cost, including budget deficits.		
Generate over \$600,000 in grant rev. per yr. to support the direct instruction and individual training of students with intensive needs.			Over 70 students per year would not receive training at Lane, and over 34 staff would be laid off. This service allows the College to diversify it's teachings and improve the quality of lives of individuals with disabilities.		

	A	B	C	D	E	F	G	H
1	<b>LAUNDRY BUDGET PROJECTION A</b>							
2	Current Base							
3								
4		<b>Actual</b>		<b>Projected</b>				
5		<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>Projection Notes</b>
6	<b>RESOURCES</b>							
7	<b>LCC General Fund Allocation</b>	\$ 205,531	\$ 199,784	\$ 148,776	\$ 153,983	\$ 159,373	\$ 164,951	3.5% increase for salary/OPE. \$58,000 decrease FY07 budget reduction- PE clothes.
8	<b>Contract Service Fees</b>							
9	University of Oregon	114,782	96,117	99,001	101,971	105,030	108,181	3% inflationary increase FY07 forward (limited by market factors)
10	Springfield School District	15,585	16,025	16,506	17,001	17,511	18,036	
11	CML	-	-	30,000	30,900	31,827	32,782	
12	New Contracts	-	-	-	-	-	-	
13	<b>Other Revenues</b>	245	225	-	-	-	-	
14	<b>Transfer In: Capital Outlay</b>	10,576	27,695					Replaced ironer FY06. No GF \$ for FY07 forward.
15	<b>TOTAL RESOURCES</b>	<b>346,719</b>	<b>339,846</b>	<b>294,282</b>	<b>303,855</b>	<b>313,740</b>	<b>323,949</b>	
16								
17	<b>EXPENDITURES</b>							
18	<b>Salaries + OPE</b>							
19	Administrators	21,879	22,641	23,433	24,254	25,102	25,981	3.5% COLA/Step
20	Classified Unit	148,055	150,748	156,024	161,485	167,137	172,987	3.5% COLA/Step
21	P/T Classified	40,597	48,620	37,238	38,541	39,890	41,287	3.5% COLA/Step. Reduce FY07 base 26% for PE clothes reduction.
22	P/T Classified- Contract Sales	-	-	-	-	-	-	
23	<b>SES Contract</b>	32,912	18,225	19,555	21,646	24,524	28,220	3.5% COLA/Step
24	<b>Energy Investment Loan</b>	-	-	-	-	-	-	
25	<b>Materials &amp; Services</b>	26,157	23,692	20,986	21,616	22,264	22,932	3% inflation increase. Reduce FY07 base 14% for PE clothes reduction.
26	<b>Capital Outlay</b>							
27	General Fund Capital Outlay	14,170	35,056	-	-	-	-	No GF\$ for FY07 forward.
28	Capital Outlay Equipment Fund	-	-	5,000	5,000	5,000	5,000	Replacement schedule ~ \$50K every ten years.
29	<b>TOTAL EXPENDITURES</b>	<b>283,770</b>	<b>298,982</b>	<b>262,237</b>	<b>272,542</b>	<b>283,919</b>	<b>296,407</b>	
30								
31	<b>REVENUE OVER/ UNDER EXPENDITURES</b>	<b>62,949</b>	<b>40,864</b>	<b>32,045</b>	<b>31,313</b>	<b>29,822</b>	<b>27,542</b>	
32								
33	Administrative Recovery to GF	31,474	20,432	16,023	15,656	14,911	13,771	1/2 of Revenue Over/Under Expenditures
34								
35	<b>BEGINNING FUND BALANCE</b>	<b>44,701</b>	<b>139,124</b>	<b>200,420</b>	<b>248,489</b>	<b>295,457</b>	<b>340,190</b>	
36	<b>ENDING FUND BALANCE</b>	<b>139,124</b>	<b>200,420</b>	<b>248,489</b>	<b>295,457</b>	<b>340,190</b>	<b>381,504</b>	
37								
38	<b>GENERAL FUND SAVINGS</b>	-	-	-	-	-	-	
39								
40	<b>Energy Costs</b>	<b>39,700</b>	<b>38,906</b>	<b>39,684</b>	<b>40,478</b>	<b>41,287</b>	<b>42,113</b>	Estimate; not charged to Laundry. 2% inflation increase (offset by conservation efforts).
41								
42	<b>REVENUE OVER/UNDER EXPENDITURES W/ ENERGY</b>	<b>23,249</b>	<b>1,958</b>	<b>(7,639)</b>	<b>(9,165)</b>	<b>(11,466)</b>	<b>(14,571)</b>	Row 31 less Row 40
43								
44	<b>GENERAL FUND IMPACT</b>	<b>(8,226)</b>	<b>(18,474)</b>	<b>(23,661)</b>	<b>(24,822)</b>	<b>(26,377)</b>	<b>(28,342)</b>	Administrative Recovery less Energy Costs - Row 33 less Row 40
45								
46	<b>Key Assumptions:</b>							
47	* Maintain FY07 service and staffing levels.							

	A	B	C	D	E	F	G	H
1	LAUNDRY BUDGET PROJECTION B							
2	Current Base + P/T Contract Developer							
3								
4		Actual		Projected				
5		FY05	FY06	FY07	FY08	FY09	FY10	Projection Notes
6	RESOURCES							
7	LCC General Fund Allocation	\$ 205,531	\$ 199,784	\$ 148,776	\$ 153,983	\$ 159,373	\$ 164,951	3.5% increase for salary/OPE. \$58,000 decrease FY07 budget reduction- PE clothes.
8	Contract Service Fees							
9	University of Oregon	114,782	96,117	99,001	101,971	105,030	108,181	3% inflationary increase FY07 forward (limited by market factors)
10	Springfield School District	15,585	16,025	16,506	17,001	17,511	18,036	
11	CML	-	-	30,000	30,900	31,827	32,782	
12	New Contracts	-	-	3,465	7,034	10,603	14,187	Additional U of O and school district contracts. 3% increase FY08 forward.
13	Other Revenues	245	225	-	-	-	-	
14	Transfer In: Capital Outlay	10,576	27,695					Replaced ironer FY06. No GF \$ for FY07 forward.
15	TOTAL RESOURCES	346,719	339,846	297,747	310,889	324,343	338,136	
16								
17	EXPENDITURES							
18	Salaries + OPE							
19	Administrators	21,879	22,641	23,433	24,254	25,102	25,981	3.5% COLA/Step
20	Classified Unit	148,055	150,748	156,024	161,485	167,137	172,987	3.5% COLA/Step
21	P/T Classified	40,597	44,644	34,193	35,390	36,628	37,910	3.5% COLA/Step. Reduce FY07 base 26% for PE clothes reduction.
22	P/T Classified- Contract Sales	-	-	8,807	9,115	4,717	4,882	260 hours FY07 & FY08; 130 hours FY09 forward.
23	SES Contract	32,912	18,225	19,555	21,646	24,524	28,220	3.5% COLA/Step
24	Energy Investment Loan	-	-	-	-	-	-	
25	Materials & Services	26,157	23,692	20,986	21,616	22,264	22,932	3% inflation increase. Reduce FY07 base 14% for PE clothes reduction.
26	Capital Outlay							
27	General Fund Capital Outlay	14,170	35,056	-	-	-	-	No GF\$ for FY07 forward.
28	Capital Outlay Equipment Fund	-	-	5,000	5,000	5,000	5,000	Replacement schedule ~ \$50K every ten years.
29	TOTAL EXPENDITURES	283,770	295,006	267,999	278,505	285,373	297,912	
30								
31	REVENUE OVER/ UNDER EXPENDITURES	62,949	44,840	29,749	32,383	38,970	40,224	
32								
33	Administrative Recovery to GF	31,474	22,420	14,874	16,192	19,485	20,112	1/2 of Revenue Over/Under Expenditures
34								
35	BEGINNING FUND BALANCE	44,701	139,124	206,384	251,007	299,582	358,037	
36	ENDING FUND BALANCE	139,124	206,384	251,007	299,582	358,037	418,373	
37								
38	GENERAL FUND SAVINGS	-	1,988	(1,148)	535	4,574	6,341	Impact of this proposal vs. Proposal A (Base)
39								
40	Energy Costs	39,700	38,906	39,684	40,478	41,287	42,113	Estimate; not charged to Laundry. 2% inflation increase (offset by conservation efforts).
41								
42	REVENUE OVER/UNDER EXPENDITURES W/ ENERGY	23,249	5,934	(9,936)	(8,094)	(2,318)	(1,889)	Row 31 less Row 40
43								
44	GENERAL FUND IMPACT	(8,226)	(16,486)	(24,810)	(24,286)	(21,802)	(22,001)	Administrative Recovery less Energy Costs - Row 33 less Row 40
45								
46	Key Assumptions:							
47	* Add part-time contract developer (sales) position FY07 forward.							
48	* Corresponds with SSS budaet.							

	A	B	C	D	E	F	G	H
1	LAUNDRY BUDGET PROJECTION C							
2	Current Base + P/T Contract Developer + Energy Conservation Investments							
3								
4								
5		Actual		Projected				
		FY05	FY06	FY07	FY08	FY09	FY10	Projection Notes
6	RESOURCES							
7	LCC General Fund Allocation	\$ 205,531	\$ 199,784	\$ 148,776	\$ 153,983	\$ 159,373	\$ 164,951	3.5% increase for salary/OPE. \$58,000 decrease FY07 budget reduction- PE clothes.
8	Contract Service Fees							
9	University of Oregon	114,782	96,117	99,001	101,971	105,030	108,181	3% inflationary increase FY07 forward (limited by market factors)
10	Springfield School District	15,585	16,025	16,506	17,001	17,511	18,036	
11	CML	-	-	30,000	30,900	31,827	32,782	Additional U of O and school district contracts. 3% increase FY08 forward.
12	New Contracts	-	-	3,465	7,034	10,603	14,187	
13	Other Revenues	245	225	-	-	-	-	
14	Transfer In: Capital Outlay Allocation	10,576	27,695					Replaced ironer FY06. No GF \$ for FY07 forward.
15	TOTAL RESOURCES	346,719	339,846	297,747	310,889	324,343	338,136	
16								
17	EXPENDITURES							
18	Salaries + OPE							
19	Administrators	21,879	22,641	23,433	24,254	25,102	25,981	3.5% COLA/Step
20	Classified Unit	148,055	150,748	156,024	161,485	167,137	172,987	3.5% COLA/Step
21	P/T Classified	40,597	44,644	34,193	35,390	36,628	37,910	3.5% COLA/Step. Reduce FY07 base 26% for PE clothes reduction.
22	P/T Classified- Contract Sales	-	-	8,807	9,115	4,717	4,882	260 hours FY07 & FY08; 130 hours FY09 forward.
23	SES Contract	32,912	18,225	19,555	21,646	24,524	28,220	3.5% COLA/Step
24	Energy Investment Loan	-	-	-	2,500	2,500	2,500	\$15K loan from Energy Management Fund; repaid over 6 years.
25	Materials & Services	26,157	23,692	20,986	21,616	22,264	22,932	3% inflation increase. Reduce FY07 base 14% for PE clothes reduction.
26	Capital Outlay							
27	General Fund Capital Outlay	14,170	35,056	-	-	-	-	No GF\$ for FY07 forward.
28	Capital Outlay Equipment Fund	-	-	5,000	5,000	5,000	5,000	Replacement schedule ~ \$50K every ten years.
29	TOTAL EXPENDITURES	283,770	295,006	267,999	281,005	287,873	300,412	
30								
31	REVENUE OVER/ UNDER EXPENDITURES	62,949	44,840	29,749	29,883	36,470	37,724	
32								
33	Administrative Recovery to GF	31,474	22,420	14,874	14,942	18,235	18,862	1/2 of Revenue Over/Under Expenditures
34								
35	BEGINNING FUND BALANCE	44,701	139,124	206,384	251,007	295,832	350,537	
36	ENDING FUND BALANCE	139,124	206,384	251,007	295,832	350,537	407,123	
37								
38	GENERAL FUND SAVINGS	-	-	-	(1,250)	(1,250)	(1,250)	Impact of this proposal vs. Proposal B (Contract Developer)
39								
40	Energy Costs	39,700	38,906	37,739	35,852	34,059	34,059	Estimate; not charged to Laundry. 3% conservation, steam trap savings FY07. 5% solar thermal, hot water recapture savings FY08 & FY09.
41								
42	REVENUE OVER/UNDER EXPENDITURES W/ ENERGY	23,249	5,934	(7,990)	(5,969)	2,410	3,664	Row 31 less Row 40
43								
44	GENERAL FUND IMPACT	(8,226)	(16,486)	(22,865)	(20,910)	(15,824)	(15,197)	Administrative Recovery less Energy Costs - Row 33 less Row 40
45								
46	Key Assumptions:							
47	* Add part-time contract developer (sales) position FY07 forward.							
48	* Invest in energy conservation initiatives							

	A	B	C	D	E	F	G	H
1	<b>LAUNDRY BUDGET PROJECTION D</b>							
2	Current Base + P/T Contract Developer + 50% PE Reduction							
3								
4								
5		<b>Actual</b>		<b>Projected</b>				
5		<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>Projection Notes</b>
6	<b>RESOURCES</b>							
7	<b>LCC General Fund Allocation</b>	\$ 205,531	\$ 199,784	\$ 148,776	\$ 120,863	\$ 125,093	\$ 129,472	3.5% increase for salary/OPE. \$58,000 decrease FY07 budget reduction- PE clothes. Additional 50% reduction FY08.
8	<b>Contract Service Fees</b>							
9	University of Oregon	114,782	96,117	99,001	101,971	105,030	108,181	3% inflationary increase FY07 forward (limited by market factors)
10	Springfield School District	15,585	16,025	16,506	17,001	17,511	18,036	
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12	New Contracts	-	-	3,465	7,034	10,603	14,187	Additional U of O and school district contracts. 3% increase FY08 forward.
13	<b>Other Revenues</b>	245	225	-	-	-	-	
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16								
17	<b>EXPENDITURES</b>							
18	<b>Salaries + OPE</b>							
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23	<b>SES Contract</b>	32,912	18,225	19,555	21,646	24,524	28,220	3.5% COLA/Step
24	<b>Energy Investment Loan</b>	-	-	-	-	-	-	
25	<b>Materials &amp; Services</b>	26,157	23,692	20,986	18,590	19,147	19,722	3% inflation increase. Reduce FY07 & FY08 base 14% for PE clothes reduction.
26	<b>Capital Outlay</b>							
27	General Fund Capital Outlay	14,170	35,056	-	-	-	-	No GF\$ for FY07 forward.
28	Capital Outlay Equipment Fund	-	-	5,000	5,000	5,000	5,000	Replacement schedule ~ \$50K every ten years.
29	<b>TOTAL EXPENDITURES</b>	<b>283,770</b>	<b>295,006</b>	<b>267,999</b>	<b>242,359</b>	<b>247,977</b>	<b>259,223</b>	
30								
31	<b>REVENUE OVER/ UNDER EXPENDITURES</b>	<b>62,949</b>	<b>44,840</b>	<b>29,749</b>	<b>35,410</b>	<b>42,087</b>	<b>43,434</b>	
32								
33	Administrative Recovery to GF	31,474	22,420	14,874	17,705	21,043	21,717	1/2 of Revenue Over/Under Expenditures
34								
35	BEGINNING FUND BALANCE	44,701	139,124	206,384	251,007	304,122	367,252	
36	ENDING FUND BALANCE	139,124	206,384	251,007	304,122	367,252	432,403	
37								
38	<b>GENERAL FUND SAVINGS</b>	-	-	-	1,513	1,559	1,605	Impact of this proposal vs. Proposal B (Contract Developer)
39								
40	<b>Energy Costs</b>	39,700	38,906	39,684	40,478	41,287	42,113	Estimate; not charged to Laundry. 2% inflation increase (offset by conservation efforts).
41								
42	<b>REVENUE OVER/UNDER EXPENDITURES W/ ENERGY</b>	<b>23,249</b>	<b>5,934</b>	<b>(9,936)</b>	<b>(5,068)</b>	<b>799</b>	<b>1,321</b>	Row 31 less Row 40
43								
44	<b>GENERAL FUND IMPACT</b>	<b>(8,226)</b>	<b>(16,486)</b>	<b>(24,810)</b>	<b>(22,773)</b>	<b>(20,244)</b>	<b>(20,396)</b>	Administrative Recovery less Energy Costs - Row 33 less Row 40
45								
46	<b>Key Assumptions:</b>							
47	* Add part-time contract developer (sales) position FY07 forward.							
48	* Reduce PE laundry 50%; reduce .75 FTE laundry position.							