

2010-
2011

Associated Students, Inc.
Consolidated Operating Budget



Division of Student Services
California State University, Long Beach

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Budget Digest

Revenue and Support

Mandatory Student Fees

Associated Students

The 2010-2011 operating budget for Associated Students includes projected net fee revenue of \$3,034,859. This estimate is based on enrollment projections provided by the CSULB Office of Management and Budget. Overall, there is a \$135,872 decrease in student fee revenue compared to the current year. Fall and spring headcounts are expected to decrease by 5.57% and 1.96%, respectively, when compared to the 2009-2010 actual headcount. Initially, the elimination of State-supported summer session instruction was going to result in the Associated Students' inability to assess and collect student fees during the summer. This action would have resulted in an additional loss of \$219,807. Fortunately, this was averted through the issuance of Executive Order 1047.

Table (1) below provides an accounting for the revenue generated from AS fees.

Associated Students	Summer '10	Fall '10	Spring '11
Enrollment Data			
Gross Enrollment	6,720	33,579	30,968
Financial Data			
Collections	\$221,760	\$1,477,476	\$1,362,592
Less: Fee Waivers	(\$1,630)	(\$10,857)	(\$10,013)
<u>Less: Bad Debt/Disenrollment</u>	<u>(\$324)</u>	<u>(\$2,157)</u>	<u>(\$1,989)</u>
Total Fee Income by Session	<u>\$219,807</u>	<u>\$1,464,462</u>	<u>\$1,350,590</u>
Fee Revenue Available for Allocation			\$3,034,859
Fee Revenue Allocated			<u>2,699,004</u>
Surplus/(Deficit)			<u>\$68,855</u>

Table 1 Enrollment and AS Fee Revenue Projection

Executive Order 1047 was issued subsequent to the preparation of budget. As a result, projected revenue from student fees will exceed the reduced operating costs reflected in this budget. The budget as adopted will result in a projected surplus of \$68,855 which may be subsequently allocated by the 2010-2011 Board of Control and Senate.

University Student Union

The University Student Union (USU) budget features net fee revenue of \$10,981,829, which is subsequently reduced to provide for payment of debt service, reserve requirements, and Chancellor’s Office overhead. Table 2 below provides an accounting for the revenue generated from USU fees and its subsequent application.

While the reduction in enrollment had a significant impact on available student fees and the operating budget of the USU, there is a significant increase in student fee revenue resulting from the implementation of fees for the operation of the Student Recreation and Wellness Center (SRWC). Although this results in an increase in revenue for the USU budget, the enrollment headcount for the fiscal year yields a 4.6% decrease when compared to the current year actual headcount.

University Student Union	Summer '10	Fall '10	Spring '11
Enrollment Data			
Gross Enrollment	6,720	33,579	30,968
Financial Data			
Collections	\$248,640	\$5,641,272	\$5,202,624
Less: Fee Waivers	(2,118)	(48,058)	(44,321)
<u>Less: Bad Debt/Disenrollment</u>	<u>(363)</u>	<u>(8,244)</u>	<u>(7,603)</u>
Total Fee Income by Session	<u>\$246,159</u>	<u>\$5,584,970</u>	<u>\$5,150,700</u>
Projected Annual Fee Revenue			\$10,981,829
PLUS: Income from Investment of University-Held Funds			150,000
LESS: Debt Service			(3,313,255)
LESS: Chancellor’s Office Overhead			(175,000)
LESS: Transfer to Retirement Liability Reserve			(270,392)
LESS: Transfer to Repair and Replacement Reserve			(395,000)
LESS Transfer to Catastrophic Reserve			(250,000)
LESS: Transfer to General Reserve – Debt Service			<u>(1,412,793)</u>
Fee Revenue Available for Allocation			\$5,315,389
Fee Revenue Allocated			<u>5,315,389</u>
Surplus/(Deficit)			\$0

Table 2 Enrollment and USU Fee Revenue Projections

Income from Operations

In addition to income from mandatory student fees, the Associated Students anticipates the generation of \$2,146,799 in income from operations, a decrease of 9.85%. This decrease is the result of

anticipated reductions in income from childcare fees, donations, and insurance dividends as well as the removal of projected revenue from major concerts.

The University Student Union anticipates the generation of \$1,273,674 in income from operations, a decrease of 12.01%. The bulk of this decrease is the result of no longer receiving university-held reserves to cover the initial costs of the Student Recreation and Wellness Center.

Table (3) provides the combined sources and amounts of income from operations with a comparison to the current year's adopted budget.

Source	2010-2011	2009-2010	Difference	Percent Change
Contributions & Donations	37,000	56,750	(19,750)	-34.80%
Equipment Rental	56,000	46,500	9,500	20.43%
Facility Rental	134,000	133,500	500	0.37%
Grants & Contracts	540,311	569,493	(29,182)	-5.12%
Investment Earnings	141,355	88,533	52,822	59.66%
Lease Income	240,597	264,299	(23,702)	-8.97%
Recovered Expense/User Charge	977,767	1,418,114	(440,347)	-31.05%
Sales of Professional Services	398,694	332,996	65,698	19.73%
Sales, Non-Taxable	837,049	867,341	(30,292)	-3.49%
Sales, Taxable	37,400	47,500	(10,100)	-21.26%
Other	<u>29,405</u>	<u>31,405</u>	<u>(2,000)</u>	-6.37%
Total Income from Operations	<u>3,429,578</u>	<u>3,856,431</u>	<u>(426,853)</u>	-11.07%

Table 3 Combined Sources of Income from Operations

Expenses

Personal Services

The total budget for payroll and benefits has been increased by 15.36%. Full-time payroll has been increased by 9.03% as a result of hiring new staff to operate the Student Recreation and Wellness Center (SRWC). Part-time payroll has been increased by 31.34% for the same reason, although hours have been significantly reduced for student positions in other departments of the corporation. Benefit expense has been increased to reflect increases in medical, dental, and vision insurance premiums. Table (4) provides an itemization of the costs with a comparison to the current year's adopted budget.

Line Item	2009-2010	2009-2010	Difference	Percent Change
Full-Time Benefits	1,433,800	1,287,614	146,186	11.35%
Full-Time Payroll	3,180,378	2,917,016	263,362	9.03%
Part-Time Benefits	<u>121,123</u>	<u>64,928</u>	<u>(56,195)</u>	86.55%
Part-Time Payroll	1,559,849	1,187,632	372,217	31.34%
Total Personal Services	<u>6,295,150</u>	<u>5,457,190</u>	<u>837,960</u>	15.36%

Table 4 Combined Personal Service Costs

Positions

Funding has been eliminated for two full-time and one half-time positions in the Associated Students budget. The Beach Pride Coordinator position, which has been vacant since November 2009, will remain vacant for the foreseeable future. The Director, Intramural Sports and the Intramural Sports & Wellness Coordinator positions, as well as the Intramural Sports program, have been removed from the Associated Students budget. The program, along with its staff, has been transferred to Student Recreation and Wellness Center and is included in the USU budget.

In addition to the positions transferred from Associated Students, the USU budget includes five new full-time positions and three graduate student positions. The positions are all necessitated by the opening of the SRWC.

Salaries

The 2010-2011 operating budget contains no provisions for cost-of-living or merit increase for full-time staff.

Student Assistant Wages

The combined budget includes \$1,559,849 for student assistant payroll for the employment of roughly 131 half-time equivalent student assistant positions at an average wage of \$11.89 per hour. Actual employee headcount will significantly exceed this amount since the majority of students work less than 20 hours per week.

Although ASI observes the university's classification and "hours worked" system for determining student assistant wages, no wage increases have been included in the operating budget.

Mandated Benefits

Workers' Compensation premiums have been increased by 4.8%. The State Unemployment Insurance rate is expected to remain the same as the 2009-2010 fiscal year.

Discretionary Benefits

Moderate increases are anticipated in various health insurance premiums for the third and fourth quarters of the fiscal year. Dental benefit and medical premiums are expected to increase 4%, effective January 1, 2011. ASI's contribution for employee and dependent coverage under PERS has been budgeted at the corresponding contribution rate for CSU employees. The budget for Associated Students also includes \$5,359 for the payment of medical and dental benefits for one retiree. The budget for the University Student Union includes \$57,221 for the payment of medical and dental benefits for six retirees.

Pension Benefits

ASI will continue to participate in the Public Employees' Retirement System (PERS). Mandatory employee contributions will be deducted from each salaried employee's semi-monthly paycheck in an amount equal to 5% of monthly earnings in excess of \$513. As in the past, the Associated Students, Incorporated will pick-up the first \$50 of each employee's contribution amount. This results in a benefit expense of \$37,200. ASI will also pay employer contributions to PERS at the rate of 13.785% of wages. This will represent increases of approximately \$24,518 for the Associated Students and \$13,096 for the University Student Union.

Operating Expenses and Equipment

Operating expenses for Associated Students have been reduced by 9.39%. In order to address the loss of student fee revenue from declining enrollment, significant cuts have been made in printing and duplicating, building and office supplies, program supplies and materials, hospitality, advertising and promotion, event costs, equipment rental, contracted services, maintenance agreements, and non-capitalized equipment. No funds have been provided for fixed asset acquisitions or replacements.

Conversely, operating expenses for the University Student Union have been increased by 53.30%. This increase represents new expense related to the operation of the SRWC, specifically in the areas of repair and maintenance, maintenance service agreements, program

supplies/materials, building supplies/materials, utilities, and programming costs. Upon advice from the Division of Administration and Finance, the USU operating budget also includes funds for capital expenses and repairs that had previously been funded from a university-held reserve account.

In order to address revenue loss due to declining enrollment, significant cuts have been made in grants/stipends, printing and duplicating, office supplies, professional development, hospitality, fees and dues, event costs, equipment rental, fixed assets, and non-capitalized equipment.

Overall, ASI's combined budget for operating expenses will increase by only 17.69%. This is significantly less of an increase than what ASI had anticipated with the opening and operation of the new Student Recreation and Wellness Center and represents a scaling back of expectations for the SRWC's first year of operation.

Table (5) provides a breakdown of combined operating expenses with a comparison to the current year's adopted budget.

Line Item	2010-2011	2009-2010	Difference	Percent Change
Advertising/Promotions	84,249	67,889	16,400	24.16%
Assigned Contingency	441,142	453,181	(12,039)	-2.66%
Audit Fees	43,419	32,584	10,835	33.25%
Building Occupancy	79,609	82,641	(3,032)	-3.67%
Building Supplies/Materials	261,108	96,643	164,465	170.18%
Contracted Services	636,233	740,788	(104,555)	-14.11%
Equipment/Facility Rentals	26,004	56,115	(30,111)	-53.66%
Event Costs	20,400	54,252	(33,852)	-62.40%
Fees, Dues & Subscriptions	62,742	36,995	25,747	69.60%
Fixed Assets	0	38,372	(38,372)	-100.00%
Food & Beverage Supplies	54,500	43,000	11,500	26.74%
Hospitality	10,925	14,755	(3,830)	-25.96%
Indirect Cost Allocation	115,326	75,014	40,312	53.74%
Insurance Premiums	204,627	127,824	76,803	60.08%
Legal Fees	15,000	11,700	3,300	28.21%
Maintenance Service Agreements	514,892	191,502	323,390	168.87%
Non-Capitalized Equipment	31,418	34,981	(3,563)	-10.19%
Office Supplies	50,390	49,380	1,010	2.05%
Printing/Duplicating	51,660	51,160	500	0.98%
Professional Development/Travel	80,043	83,962	(3,919)	-4.67%
Program Supplies/Materials	129,588	117,520	12,068	10.27%
Repairs & Maintenance	448,140	150,233	297,907	198.30%

Line Item	2010-2011	2009-2010	Difference	Percent Change
Scholarships/Stipends	849,861	898,477	(48,616)	-5.41%
Telecommunications/Postage	100,392	81,340	19,052	23.42%
Utilities	<u>684,614</u>	<u>439,136</u>	<u>245,478</u>	55.90%
Total Operating Expenses	<u>4,996,322</u>	<u>4,029,444</u>	<u>966,878</u>	24.00%

Table 5 Combined Operating Costs

Reserves

Fiscal Viability Report

In accordance with California State University policy governing auxiliary organizations, as well as ASI Policy on Associated Students Reserves, the Fiscal Viability Report is presented below as part of the 2010-2011 AS Operating Budget submission. The Associated Students maintains the reserves presented in Table 6 in the accounting records of the Associated Students, Incorporated.

Description	Projected Ending Balance 06/30/10	Target Balance 07/01/2010	Amount (Under)/Over
Retained Earnings	\$73,901.00	\$0.00	\$73,901.00
Retained Earnings – LAUP	8,000.00	8,000.00	0.00
Transfers to/(from) Current Year Operations	57,000.00	57,000.00	0.00
Reserve for Economic Uncertainty	282,628.00	256,095.00	26,533.00
Reserve for Self-Insurance	67,100.00	67,100.00	0.00
Reserve for Capital Outlay	194,312.00	194,312.00	0.00
Reserve for Future Business Requirements	78,484.12	78,484.12	0.00
Reserve for Retirement Liability	<u>0.00</u>	<u>100,434.00</u>	<u>-100,434.00</u>
Total	<u>\$761,425.12</u>	<u>\$761,425.12</u>	<u>\$ 0.00</u>

Table 6 Schedule of Associated Students Reserves and Target Levels

The USU continues to meet and exceed established levels for required reserve balances maintained by the university. Additionally, this budget contributes toward building university-held reserves for repair and replacement and debt service of the SRWC.

In addition, the USU maintains the following reserves in the accounting records of the ASI. Based on recently approved policy, the USU has added reserve funds for future retiree liability and catastrophic reserve.

Description	Projected Balance 06/30/10	Target Balance 07/01/2010	Amount (Under)/Over
Retained Earnings	\$120,000	\$0	\$120,000
Reserve for Working Capital	395,973	\$ 361,883	\$34,090
Reserve for Minor Capital Outlay	98,392	\$146,509	(\$48,117)
Reserve for Capital Development	677,910	\$784,685	(\$106,775)
Reserve for Retirement Liability	<u>57,360</u>	<u>\$56,558</u>	<u>\$802</u>
Total	<u>\$1,349,635.00</u>	<u>\$1,349,635.00</u>	<u>\$0.00</u>

Table 7 Schedule of University Student Union Local Reserves and Target Levels

Significant Changes to Operations

Compounding the effects of reductions in enrollment, the down economy continues to impact ASI's ability to generate income to support its operations. On the other hand, fixed costs continue to rise for such things as insurance premiums, utilities, audit services, and employee benefits. Signification reductions in student fee subsidies for operations were necessary, both to account for decreased revenue and to fund increased expenses in those departments with increased fixed costs. The effects of these reductions are discussed below.

General Fund

The Associated Students General Fund is maintained to account for all financial resources except those required to be accounted for in another fund. Fee income for this fund is derived from the "original" \$17 Associated Students membership fee. It supports the organization's primary programs of student governance, student activities, and student services, including childcare. It also funds the administrative expenses of the corporation. Despite overall increases in mandated costs, the overall allocation of student fees to support general fund operations was decreased by \$43,274.

Student Employment

Budget cuts have necessitated the reduction of student employment by 2,482 hours in the Communications, Development, Information Technology and Student Media departments, as well as the Business Office. Most departments will accommodate these reductions by eliminating student employment during the summer months.

Financial Aid

ASI's scholarship programs for working students and graduate school applicants will remain suspended. In addition, leadership scholarships

previously funded through a gift allocation from the 49er Shops will be eliminated. Fellowship awards for ASI's Executive Officers and stipends for other student leadership positions have been reduced to 2006/2007 levels and will again fall short of satisfying ASI's policy objectives.

Staff Activities

Funding for professional development activities and related travel has been cut from all department budgets. A pool of \$6,500 has been established in the Human Resource budget to provide funding for professional development opportunities on a limited basis. Funding for staff events (ASI Summer Picnic, Winter Mingle, ASI Staff Day) has been eliminated.

Student Media

Advertising sales have been significantly reduced as result of the continuing economic downturn. Likewise, lease income from rental of advertising panels has been appreciably cut. As a result, the Union Weekly will not be able to print as many issues as it normally does. Additionally, funding for the acquisition of a high definition radio frequency for broadcasting K-Beach has not been included in the budget.

Beach Pride Allocation

The Beach Pride Allocation is maintained to account for the proceeds from the Beach Pride Referendum, approved by the student body spring 2000. This referendum increased the Associated Students fee by \$21 per semester to "avert further elimination or budget cuts of current athletic programs". The Beach Pride Fund provides resources for athletic scholarships, campus spirit programs, and recreational sports, including club sports and intramurals. This in turn permits the CSULB Athletics Department to redirect over \$1 million of its resources to the University's athletics program. Overall, the total allocation for Beach Pride programs was decreased by \$223,390.

Athletic Scholarships

Funding for Athletic Scholarships has been reduced by 5.32% commensurate with enrollment reductions.

Staffing

As mentioned earlier, the vacant Beach Coordinator position will not be filled. The Center will continue to operate with student staff only. In addition, the Intramural Sports Director and Coordinator positions have

been eliminated from the Associated Students budget. Fortunately, ASI was able to transfer both staff members to positions in the SRWC.

Club Sports

Although the Club Sports program continues to grow, adding six new organizations since April 2010, funding for Club Sports has been cut by 5.32% due to revenue loss from enrollment reductions.

Student Organizations Allocation

The Student Organizations Allocation is maintained to account for the proceeds from the Student Activity Fee referendum approved by the student body in spring 1999. This referendum increased the Associated Students fee by \$6 per semester to be used exclusively for the funding of programs and activities of CSULB student organizations. A small portion of the fund is set aside annually to fund financial assistance programs. The total allocation to programs was decreased by \$11,992.

Student Organizations

Support for student organization programs has been reduced, but only by 1.95%. ASI has made a deliberate effort to minimize the impact of declining enrollment on student organization programs, which continue to grow and thrive. In addition, the method for allocating fees to the College Councils has been changed to better resemble the competitive process used for funding non-academic organizations. The result has been a more equitable distribution of student fees among the seven Colleges.

Student Support Services

ASI support for the EOP Book Grant program has been reduced by 18.48%, and funding for the Student Travel Fund has been reduced by 27.17%.

University Student Union Fund

The University Student Union Fund is maintained to account for all financial resources accumulated for ASI's operation of the University Student Union facility and its related programs and services. Student fees collected for this fund are derived from the University Student Union fee, which beginning in 2010-2011 will be \$37 for summer session and \$168 per semester.

Similar to previous years rising costs, particularly in employee pension, benefit, and utility costs have outpaced the USU's ability to generate

additional income from sales and user fees. Investment income has been slow to return to prior year levels. Retail sales and conference and event revenue has dramatically decreased causing a negative impact on the USU operating budget. Even with the growth of the SRWC, significant cuts to programming areas for students were required because of the loss in student fee revenue and income from operations. Fewer student employee positions will be filled in the coming year and many hours will be cut from existing student employee schedules. Fortunately, staff reorganization in the USU has resulted in no reductions in full-time work force.

In order to cover the expenses associated with the management of facility improvement projects, the USU will utilize \$80,388 in university-held reserves in the Building Improvements department. As in prior years, these funds are utilized to assist ASI with managing improvement and construction projects in the USU.

Except as otherwise noted above, there are no major changes in the operations of the University Student Union reflected in the budget.

Internal Transfers

Reductions in the allocations for Beach Pride and Student Organizations programs have again been used to offset revenue shortfall in the Associated Students General Fund.

As noted over the last several years, the \$17 portion of the \$44 AS fee that supports the General Fund has not increased since 1991. Unless A.S. experiences some assistance, either in the form of increased revenue from student fees, relief from funding university programs, or increased reimbursement of indirect costs, these transfers will need to continue.

Document Organization

The remainder of the budget document presents budget detail for each department and funded activity. Budget details for each fund are presented in separate sections. Each section begins with a Fund spreadsheet detailing budget information by department or functional unit. Following the Fund spreadsheets are the budget narratives and budget spreadsheets for each department or unit. Table (8) on the following page provides a one-page summary the 2010-2011 operating budget by fund and by line item.

Associated Students, Incorporated
California State University, Long Beach
2010-2011 Operating Budget Summary

GRAND TOTAL

Revenue	Total All Funds	Associated Students General Fund	Beach Pride	Student Organizations	University Student Union General Fund
501 Subsidy from Student Fees	\$8,281,393	\$1,515,120	\$1,111,493	\$339,391	\$5,315,389
503 Contributions & Donations	\$37,000	\$18,500	\$13,500	\$0	\$5,000
507 Private Grants/Major Gifts	\$0	\$0	\$0	\$0	\$0
509 Government Grants & Contracts	\$540,311	\$540,311	\$0	\$0	\$0
511 Recovered Expense/User Charge	\$977,767	\$561,216	\$7,700	\$0	\$408,851
513 Sales of Professional Services	\$398,694	\$301,973	\$0	\$0	\$96,721
515 Licensing Fees/Royalties	\$0	\$0	\$0	\$0	\$0
517 Penalties & Finance Charges	\$0	\$0	\$0	\$0	\$0
521 Non-Taxable Sales	\$837,049	\$639,749	\$0	\$0	\$197,300
523 Taxable Sales	\$37,400	\$0	\$0	\$0	\$37,400
543 Lease Income	\$240,597	\$3,600	\$0	\$0	\$236,997
545 Equipment Rental	\$56,000	\$0	\$0	\$0	\$56,000
547 Facility Rental	\$134,000	\$0	\$0	\$0	\$134,000
595 Investment Income	\$141,355	\$61,355	\$0	\$0	\$80,000
598 Other:	\$29,405	\$8,000	\$0	\$0	\$21,405
Total Revenue	\$11,710,971	\$3,649,824	\$1,132,693	\$339,391	\$6,589,063
Expense					
Costs of Goods Sold					
600 Cost of Goods Sold	\$419,500	\$357,000	0	0	\$62,500
Personal Services					
701 Full-Time Payroll	\$3,180,378	\$1,313,189	\$0	0	\$1,867,189
705 Work-Study	\$0	\$0	\$0	0	\$0
706 Temporary Help	\$0	\$0	\$0	0	\$0
707 Part-Time Payroll	\$1,559,849	\$648,801	\$24,917	0	\$886,131
709 Full-Time Benefits	\$1,433,800	\$534,634	\$0	0	\$899,166
711 Part-Time Benefits	\$121,123	\$26,850	\$667	0	\$93,606
Subtotal	\$6,295,150	\$2,523,474	\$25,584	\$0	\$3,746,092
Operating Expense					
713 Grants/Stipends	\$849,861	\$22,800	\$804,069	\$15,000	\$7,992
714 Food & Beverage Supplies	\$54,500	\$54,500	\$0	\$0	\$0
715 Printing/Duplicating	\$51,660	\$25,560	\$1,000	\$0	\$25,100
716 Building Supplies/Materials	\$261,108	\$2,108	\$250	\$0	\$258,750
717 Office Supplies	\$50,390	\$26,465	\$1,250	\$0	\$22,675
718 Program Supplies/Materials	\$129,588	\$58,645	\$24,293	\$0	\$46,650
719 Prof'l Development/Travel	\$80,043	\$14,500	\$36,513	\$6,030	\$23,000
723 Hospitality	\$10,925	\$4,250	\$0	\$0	\$6,675
725 Advertising/Promotions	\$84,289	\$20,489	\$1,500	\$0	\$62,300
726 Equipment/Facility Rentals	\$26,004	\$7,300	\$5,704	\$0	\$13,000
727 Contracted Services	\$636,233	\$133,633	\$58,012	\$0	\$444,588
728 Maintenance Service Agreements	\$514,892	\$21,320	\$0	\$0	\$493,572
738 Telecommunications/Postage	\$100,392	\$40,782	\$2,000	\$0	\$57,610
739 Utilities	\$684,614	\$4,950	\$0	\$0	\$679,664
748 Fees, Dues & Subscriptions	\$62,742	\$32,342	\$0	\$0	\$30,400
763 Insurance Premiums	\$204,627	\$77,832	\$700	\$0	\$126,095
764 Audit Fees	\$43,419	\$23,419	\$0	\$0	\$20,000
765 Legal Fees	\$15,000	\$6,000	\$0	\$0	\$9,000
767 Building Occupancy	\$79,608	\$71,104	\$8,504	\$0	\$0
772 Event Costs	\$20,400	\$10,000	\$0	\$0	\$10,400
791 Fixed Assets	\$0	\$0	\$0	\$0	\$0
792 Non-Capitalized Equipment	\$31,418	\$13,918	\$0	\$0	\$17,500
793 Repairs & Maintenance	\$448,140	\$22,640	\$0	\$0	\$425,500
798 Indirect Cost Allocation	\$115,326	\$74,793	\$40,533	\$0	\$0
799 Assigned Contingency	\$441,142	\$0	\$122,781	\$318,361	\$0
Subtotal	\$4,996,321	\$769,350	\$1,107,109	\$339,391	\$2,780,471
Total Expense	\$11,710,971	\$3,649,824	\$1,132,693	\$339,391	\$6,589,063
BUDGET BALANCE	\$0	\$0	\$0	\$0	\$0

Table 8 Operating Budget by Fund