

FINANCE COMMITTEE AGENDA

October 21, 2019

Committee Members:

Jim Burgin, Chair

Doug Wilkinson

Jamie Kelly

Full Board Consideration:

Consent Agenda Items:

1. Approve State Budget Financial Reports
2. Approve State Budget Transfers
3. Approve County Budget Financial Reports
4. Approve Status of Special Funds Report
5. Approve Investment Asset Account Report
6. Approve Special Grants Report
7. Approve Civic Center Budget Report
8. Approve For Good of School Budget Report
9. Approve Construction Funds Budget Report
10. Accept In-Kind Gifts – Foundation Blanket
11. Approval of Write-Offs
12. Approve request for Student Emergency Funding for Spring Semester 2020

For Information Items:

1. State Retirement System letter related to contribution-based cap legislation
2. State Budget Update
3. Live Projects Update
4. Draft of Fiscal Management Policy

**Finance Committee Report
October 23, 2019 Board Meeting
Dr. Phillip Price, VP of Administrative Services**

Consent Agenda Items

1. Financial Reports

Status reports for local & state budgets (pages F-1 to F-4) are shown for the quarter ending September 30, 2019. Reports on special funds and accounts are shown on pages F-5 through F-9. The following is our analysis of the budget reports.

- State Budget (F-1)

The report shows the expense activity for the quarter ending September 30, 2019. The College had not received the 2019-2020 allocation as of the end of September, 2019.

- Chatham County (F-2)

The report shows the current expense budget activity for the quarter ending September 30, 2019. We have expended approximately 23% of the current expense budget.

- Harnett County (F-3)

The report shows the current expense budget activity for the quarter ending September 30, 2019. We have expended approximately 32% of the current expense budget.

- Lee County (F-4)

The report shows the current expense budget activity for the quarter ending September 30, 2019. We have expended approximately 29% of the current expense budget for the first quarter.

- Civic Center (F-8)

The Civic Center budget report shows a decrease in the fund balance of (\$7451.54) as of September 30, 2019.

- FGS Report (F-9)

This report shows current expenditures from vending funds (public related) and bookstore funds (student related).

- Construction (F-10)

Construction project balances as of September 30, 2019 are shown on page F-10 for your information.

Action: Accept budget and fund reports as presented.

2. **In-Kind Gifts from the Foundation (F-11)**

In-kind donations to the Foundation are shown.

3. **Approval of Write-Offs (F-12)**

The College requests the approval to write-offs accounts receivable shown on attachment F-12 in the amount of \$493,523.28. The amounts represent unpaid accounts receivable which occurred during the period of summer term 2014 through summer term 2017. These debts have been submitted for collection through the North Carolina Setoff Debt Collection process and a collection agency, and are considered uncollectible at this time. By writing off these debts the College no longer recognizes the amounts as accounts receivable for financial reporting purposes; however, the legal obligation to pay the debt remains. The College will continue to pursue payment through debt setoff and a collection agency, and will ensure that no student having any outstanding past-due balance with the College is allowed to enroll for the next term.

4. **Request for Student Emergency Funding for Spring Semester 2020**

The College requests \$25,000 to be transferred from bookstore revenues to

emergency funding for students for the upcoming spring semester. Funds are to be used to help students with tuition, fees, books and supplies. This resource has proven to be a life-saver for many of our students who do not qualify for federal student aid.

**CENTRAL CAROLINA COMMUNITY COLLEGE
STATE BUDGET REPORT
SEPTEMBER 30, 2019**

<u>CURRENT EXPENSE</u>	<u>ALLOTMENT FOR YEAR</u>	<u>EXPENDITURES THIS YEAR</u>	<u>BUDGET BALANCE</u>
EXECUTIVE MANAGEMENT	\$ -	\$ 273,168.16	\$ (273,168.16)
FINANCIAL SERVICES	\$ -	\$ 282,570.63	\$ (282,570.63)
GENERAL ADMINISTRATION	\$ -	\$ 564,477.90	\$ (564,477.90)
INFORMATION SYSTEMS	\$ -	\$ 344,475.88	\$ (344,475.88)
INSTRUCTION - CURRICULUM	\$ -	\$ 3,238,996.68	\$ (3,238,996.68)
INSTRUCTION - NON-CURRICULUM	\$ -	\$ 1,104,886.50	\$ (1,104,886.50)
ACADEMIC SUPPORT	\$ -	\$ 1,494,771.69	\$ (1,494,771.69)
STUDENT SUPPORT	\$ -	\$ 657,224.94	\$ (657,224.94)
TOTAL CURRENT EXPENSE	\$ -	\$ 7,960,572.38	\$ (7,960,572.38)
 <u>CAPITAL OUTLAY</u>			
EQUIPMENT	\$ -	\$ 120,317.26	\$ (120,317.26)
BOOKS	\$ -	\$ 7,674.74	\$ (7,674.74)
TOTAL CAPITAL OUTLAY	\$ -	\$ 127,992.00	\$ (127,992.00)
TOTAL CURRENT EXPENSE AND CAPITAL OUTLAY	\$ -	\$ 8,088,564.38	\$ (8,088,564.38)

**CENTRAL CAROLINA COMMUNITY COLLEGE
LEE COUNTY BUDGET REPORT
SEPTEMBER 30, 2019**

<u>CURRENT EXPENSE</u>	<u>BUDGET FOR YEAR</u>	<u>EXPENDITURES THIS YEAR</u>	<u>BUDGET BALANCE</u>	<u>PERCENT OF BUDGET EXPENDED</u>
PLANT MAINTENANCE & OPERATIONS				
MAIN CAMPUS	\$ 2,239,135.00	\$ 602,984.91	\$ 1,636,150.09	27%
ECD CTR / INNOVATION CTR	\$ 263,297.00	\$ 77,524.66	\$ 185,772.34	29%
ESTC	\$ 136,633.00	\$ 53,935.47	\$ 82,697.53	39%
LEE EARLY COLLEGE POD	\$ 28,510.00	\$ 5,477.38	\$ 23,032.62	19%
GENERAL ADMINISTRATION	\$ 253,456.00	\$ 119,515.04	\$ 133,940.96	47%
EXECUTIVE MANAGEMENT	\$ 55,000.00	\$ 12,731.83	\$ 42,268.17	23%
TOTAL CURRENT EXPENSE	\$ 2,976,031.00	\$ 872,169.29	\$ 2,103,861.71	29%
TOTAL CAPITAL OUTLAY	\$ 55,000.00	\$ -	\$ 55,000.00	0%
TOTAL CURRENT EXPENSE AND CAPITAL OUTLAY	\$ 3,031,031.00	\$ 872,169.29	\$ 2,158,861.71	29%

**CENTRAL CAROLINA COMMUNITY COLLEGE
CHATHAM COUNTY BUDGET REPORT
SEPTEMBER 30, 2019**

<u>CURRENT EXPENSE</u>	<u>BUDGET FOR YEAR</u>	<u>EXPENDITURES THIS YEAR</u>	<u>BUDGET BALANCE</u>	<u>PERCENT OF BUDGET EXPENDED</u>
PLANT MAINTENANCE & OPERATIONS				
PITTSBORO CAMPUS	\$ 437,868.00	\$ 141,111.69	\$ 296,756.31	32%
SILER CITY	\$ 189,807.00	\$ 59,433.82	\$ 130,373.18	31%
HEALTH SCIENCES CENTER	\$ 157,250.00	\$ -	\$ 157,250.00	0%
GENERAL ADMINISTRATION	\$ 192,531.00	\$ 16,319.53	\$ 176,211.47	8%
EXECUTIVE MANAGEMENT	\$ 20,432.00	\$ -	\$ 20,432.00	0%
TOTAL CURRENT EXPENSE	\$ 997,888.00	\$ 216,865.04	\$ 781,022.96	22%
TOTAL CAPITAL OUTLAY	\$ -	\$ 13,290.00	\$ (13,290.00)	0%
TOTAL CURRENT EXPENSE AND CAPITAL OUTLAY	\$ 997,888.00	\$ 230,155.04	\$ 767,732.96	23%

**CENTRAL CAROLINA COMMUNITY COLLEGE
HARNETT COUNTY BUDGET REPORT
SEPTEMBER 30, 2019**

<u>CURRENT EXPENSE</u>	<u>BUDGET FOR YEAR</u>	<u>EXPENDITURES THIS YEAR</u>	<u>BUDGET BALANCE</u>	<u>PERCENT OF BUDGET EXPENDED</u>
PLANT MAINTENANCE AND OPERATIONS				
HARNETT MAIN CAMPUS	\$ 676,017.00	\$ 275,371.08	\$ 400,645.92	41%
HARNETT HEALTH SCIENCES	\$ 175,488.00	\$ 47,919.15	\$ 127,568.85	27%
WEST HARNETT	\$ 86,100.00	\$ 31,956.67	\$ 54,143.33	37%
DUNN CENTER	\$ 154,063.00	\$ 37,560.15	\$ 116,502.85	24%
GENERAL ADMINISTRATION	\$ 31,710.00	\$ 5,682.56	\$ 26,027.44	18%
EXECUTIVE MANAGEMENT	\$ 33,600.00	\$ -	\$ 33,600.00	0%
TOTAL CURRENT EXPENSE	\$ 1,156,978.00	\$ 398,489.61	\$ 758,488.39	34%
CAPITAL OUTLAY	\$ 100,000.00	\$ -	\$ 100,000.00	0%
TOTAL CURRENT EXPENSE AND CAPITAL OUTLAY	\$ 1,256,978.00	\$ 398,489.61	\$ 858,488.39	32%

**CENTRAL CAROLINA COMMUNITY COLLEGE
STATUS OF SPECIAL FUNDS
SEPTEMBER 30, 2019**

<u>FUND NAME</u>	<u>BEGINNING FUND BALANCE</u>	<u>REVENUE YR. TO DATE</u>	<u>EXPENDITURES YEAR TO DATE</u>	<u>CURRENT FUND BALANCE</u>
CURRENT GENERAL	\$ 4,901.35	\$ 20,889.78	\$ 10,941.42	\$ 14,849.71
FGS - STUDENT RELATIONS	\$ (4,611.69)	\$ 32,958.61	\$ 32,921.61	\$ (4,574.69)
NURSING LAB KIT FEE	\$ 75.15	\$ 10,767.50	\$ 2,911.79	\$ 7,930.86
NURSING NCLEX FEE	\$ 2,222.56	\$ 12,925.00	\$ 5,590.00	\$ 9,557.56
CPR CARDS	\$ 855.42	\$ 458.88	\$ -	\$ 1,314.30
MOTORCYCLE FUND	\$ 15,954.47	\$ 531.17	\$ 123.69	\$ 16,361.95
FORKLIFT FEE	\$ 105.00	\$ -	\$ -	\$ 105.00
AUTOBODY REPAIR	\$ 1,179.14	\$ 4.87	\$ -	\$ 1,184.01
DENTAL ASSISTING FEE	\$ -	\$ 5,320.00	\$ 6,747.42	\$ (1,427.42)
DENTAL HYGIENE YR 1 FEE	\$ 38.47	\$ 23,946.00	\$ 6,747.42	\$ 17,237.05
DENTAL HYGIENE YR 2 FEE	\$ 239.23	\$ 6,212.00	\$ -	\$ 6,451.23
CAMPUS SECURITY FEE	\$ 255.59	\$ 26,369.76	\$ 25,437.14	\$ 1,188.21
TECHNOLOGY FEE	\$ 5,242.49	\$ 32,211.40	\$ 34,643.18	\$ 2,810.71
DISTANCE EDUCATION FEE	\$ 54,192.77	\$ 56,418.06	\$ 23,907.53	\$ 86,703.30
SELF-SUPPORTING	\$ 22,828.11	\$ 15,338.80	\$ 13,180.76	\$ 24,986.15
COMMUNITY SERV FEES	\$ 196,834.01	\$ 31,083.32	\$ 23,073.94	\$ 204,843.39
CONT ED ACTIVITY FEES	\$ 4,978.28	\$ 20.54	\$ -	\$ 4,998.82
INSTITUTIONAL CHILDCARE	\$ 896.40	\$ -	\$ -	\$ 896.40
FIN AID OVERHEAD RECEIPTS 25%	\$ 7,024.09	\$ 202.74	\$ -	\$ 7,226.83
FIN AID OVERHEAD RECEIPTS 75%	\$ 19,625.97	\$ 602.24	\$ -	\$ 20,228.21
ESTC RENTAL FUNDS	\$ 63,305.23	\$ 4,265.09	\$ -	\$ 67,570.32
PITTSBORO RENTAL FUNDS	\$ 17,590.01	\$ 801.82	\$ -	\$ 18,391.83
INDIRECT COST 75% - GRANTS	\$ 55,612.01	\$ 33,716.56	\$ 21,525.58	\$ 67,802.99
INDIRECT COST 25% - GRANTS	\$ 41,641.17	\$ 11,359.74	\$ -	\$ 53,000.91
ASSOCIATE NURSING	\$ 66,943.16	\$ 276.28	\$ -	\$ 67,219.44
LASER TECH PATRON FEES	\$ 5,485.83	\$ 692.00	\$ 1,270.17	\$ 4,907.66
CULINARY ARTS PATRON FEES	\$ 4,754.66	\$ 7,297.83	\$ 4,980.68	\$ 7,071.81
SUSTAINABLE AG PATRON FEES	\$ 2,286.59	\$ 9.50	\$ 31.99	\$ 2,264.10
DRAMA PATRON FEES	\$ 309.91	\$ 1.28	\$ -	\$ 311.19
BARBERING PATRON FEES	\$ 15,422.03	\$ 866.94	\$ -	\$ 16,288.97
MASSAGE THERAPY PATRON FEES	\$ 9,173.43	\$ 1,557.85	\$ -	\$ 10,731.28
VET MED PATRON FEES	\$ 18,601.27	\$ 76.76	\$ 214.97	\$ 18,463.06
MANICURING/NAIL TECH FEES	\$ 4,088.00	\$ -	\$ 1,913.93	\$ 2,174.07
COSMETOLOGY PATRON FEES	\$ 38,490.04	\$ 11,546.61	\$ 11,687.70	\$ 38,348.95
ESTHETICS PATRON FEES	\$ 10,691.89	\$ 1,807.26	\$ 5,803.38	\$ 6,695.77
SCHOLARSHIP FUNDS	\$ 14,235.55	\$ 309,132.83	\$ 380,538.51	\$ (57,170.13)
SMALL BUSINESS LEE MISC.	\$ 5,121.31	\$ 21.14	\$ -	\$ 5,142.45
SMALL BUS CHATHAM MISC	\$ 1,299.80	\$ 5.36	\$ -	\$ 1,305.16
CLEARWIRE LEASE AGREEMENT	\$ 28,058.62	\$ 3,095.59	\$ -	\$ 31,154.21
BOOKSTORE	\$ 1,557,697.54	\$ 53,570.03	\$ 81,970.61	\$ 1,529,296.96
VENDING	\$ 17,393.41	\$ 19,903.95	\$ 20,991.48	\$ 16,305.88
STUDENT ACTIVITY / ATHLETICS	\$ 47,035.64	\$ 86,723.04	\$ 51,033.77	\$ 82,724.91
LOAN FUND	\$ 5,862.91	\$ 24.20	\$ -	\$ 5,887.11
TOTAL	\$ 2,363,936.82	\$ 823,012.33	\$ 768,188.67	\$ 2,418,760.48

**CENTRAL CAROLINA COMMUNITY COLLEGE
INVESTMENT ASSET ACCOUNT
AS OF SEPTEMBER 30, 2019**

CPR CARDS	\$	703.05
DISTANCE ED FEE	\$	50,454.87
SELF-SUPPORTING SCHOLARSHIP	\$	-
COMMUNITY SERV FEES	\$	197,782.17
CONT ED ACTIVITY FEES	\$	5,007.39
OVERHEAD RECEIPTS	\$	26,805.91
DENNIS WICKER CIVIC CENTER	\$	-
ESTC RENTAL FUNDS	\$	66,684.42
PITTSBORO RENTAL FUNDS	\$	17,907.37
INDIRECT COST FUNDS - GRANTS	\$	107,137.85
PATRON FEES	\$	98,328.52
ASSOCIATE NURSING	\$	67,334.65
SMALL BUSINESS MISC	\$	6,458.66
CLEARWIRE LEASE	\$	30,199.71
BOOKSTORE	\$	217,418.37
VENDING	\$	13,235.03
STUDENT GOVERNMENT ASSOC.	\$	-
EMERGENCY LOAN FUNDS	\$	5,897.20
LOCAL FUNDS	\$	108,032.70
	<u>\$</u>	<u>1,019,387.87</u>

**CENTRAL CAROLINA COMMUNITY COLLEGE
SPECIAL GRANTS
SEPTEMBER 30, 2019**

<u>GRANT / PROGRAM NAME</u>	<u>BEGINNING BALANCE</u>	<u>EXPENDITURES YEAR TO DATE</u>	<u>ENCUMBERED AMOUNT</u>	<u>CURRENT BALANCE</u>	<u>PERCENTAGE EXPENDED</u>
WORKFORCE DEVELOPMENT	\$ 3,031,010.49	\$ 511,419.97	\$ -	\$ 2,519,590.52	17%
TRIO GRANTS					
UB MATH & SCIENCE GRANT	\$ 602,652.00	\$ 280,519.79	\$ 3,430.58	\$ 318,701.63	47%
UB VETERANS GRANT	\$ 551,633.00	\$ 257,871.37	\$ -	\$ 293,761.63	47%
SSS CLASSIC PROGRAM	\$ 494,121.00	\$ 260,885.50	\$ 358.14	\$ 232,877.36	53%
STEM / HEALTH SCIENCES	\$ 494,121.00	\$ 250,100.15	\$ 37.14	\$ 243,983.71	51%
UB - HARNETT	\$ 602,549.00	\$ 286,232.99	\$ 3,404.59	\$ 312,911.42	48%
UB - LEE	\$ 602,451.00	\$ 289,152.82	\$ 3,405.83	\$ 309,892.35	49%
FIRST IN THE WORLD	\$ 9,200,000.00	\$ 7,299,521.70	\$ -	\$ 1,900,478.30	79%
LASERTEC	\$ 86,636.00	\$ 75,113.31	\$ -	\$ 11,522.69	87%
NSF STEP-UP SCHOLARS GRANTS	\$ 649,609.00	\$ 102,302.65	\$ -	\$ 547,306.35	16%
NSF TECH TRAINING GRANT	\$ 199,612.00	\$ 27,382.32	\$ -	\$ 172,229.68	14%
PROBLEM GAMBLING GRANT	\$ 5,000.00	\$ -	\$ -	\$ 5,000.00	0%
DUKE ENERGY APPRENTICESHIP GRANT	\$ 199,490.00	\$ 23,611.17	\$ -	\$ 175,878.83	12%
FOOD & NUTRITION TRAINING GRANT	\$ 61,091.97	\$ 61,091.97	\$ -	\$ -	100%
MOTHEREAD GRANT	\$ 52,275.00	\$ 2,311.27	\$ -	\$ 49,963.73	4%
C-STEP PROGRAM	\$ 3,382.49	\$ 937.44	\$ -	\$ 2,445.05	28%
NC SPACE GRANT	\$ 4,000.00	\$ -	\$ -	\$ 4,000.00	0%
NATIONAL ENDOWMENT OF THE ARTS	\$ 10,000.00	\$ -	\$ -	\$ 10,000.00	0%
YOUTHBUILD	\$ 1,099,816.00	\$ 85,111.74	\$ 16,532.00	\$ 998,172.26	9%
TOTAL GRANTS AND SPECIAL PROGRAMS	\$ 17,949,449.95	\$ 9,813,566.16	\$ 27,168.28	\$ 8,108,715.51	55%

<u>SPECIAL PURPOSE STATE GRANTS</u>	<u>BEGINNING BALANCE</u>	<u>EXPENDITURES YEAR TO DATE</u>	<u>ENCUMBERED AMOUNT</u>	<u>CURRENT BALANCE</u>	<u>PERCENTAGE EXPENDED</u>
<u>PERKINS GRANT FUNDS</u>	\$ 309,021.00	\$ 16,196.71	\$ -	\$ 292,824.29	5%
<u>PERKINS IMPROVING CTE</u>	\$ 51,876.00	\$ -	\$ -	\$ 51,876.00	0%
<u>NC CAREER COACHES</u>	\$ -	\$ 22,530.28	\$ -	\$ (22,530.28)	0%
<u>GOLDEN LEAF SCHOLARS GRANT</u>	\$ 14,682.00	\$ -	\$ -	\$ 14,682.00	0%
<u>STATE CHILDCARE</u>	\$ 35,449.00	\$ 12,413.35	\$ -	\$ 23,035.65	35%
<u>MALE MINORITY MENTORING GRANT</u>	\$ 35,000.00	\$ 5,731.41	\$ -	\$ 29,268.59	16%
TOTAL STATE FUNDS GRANTS	\$ 446,028.00	\$ 56,871.75	\$ -	\$ 389,156.25	13%

FEDERAL FINANCIAL AID GRANTS

COLLEGE WORKSTUDY	\$ 103,909.00	\$ 8,559.00	\$ 95,350.00	
SEOG	\$ 102,021.00	\$ 12,100.00	\$ 89,921.00	
PELL	\$ 2,993,602.60	\$ 2,995,150.86	\$ (1,548.26)	
			\$ -	
TOTAL FEDERAL FINANCIAL FUNDS	\$ 3,199,532.60	\$ 3,015,809.86	\$ 183,722.74	

**CENTRAL CAROLINA COMMUNITY COLLEGE
DENNIS WICKER CIVIC CENTER BUDGET REPORT
SEPTEMBER 30, 2019**

REVENUES

MOTEL TAX	\$	63,053.25	
LEE COUNTY CURRENT ALLOCATION	\$	16,232.61	
RENTAL INCOME	\$	70,961.24	
INTEREST INCOME	\$	-	
TOTAL REVENUE		<u> </u>	\$ 150,247.10

EXPENSES

SALARIES	\$	74,462.75	
SOCIAL SECURITY	\$	5,274.49	
RETIREMENT	\$	9,973.86	
LONGEVITY	\$	1,068.80	
MEDICAL INSURANCE	\$	5,589.46	
OTHER CONTRACTS	\$	18,716.58	
SUPPLIES	\$	3,620.43	
TRAVEL	\$	25.00	
TELEPHONE	\$	1,070.18	
HEAT	\$	902.12	
WATER	\$	1,174.49	
ELECTRICITY	\$	33,566.60	
REPAIR FACILITIES	\$	1,423.10	
REPAIR EQUIPMENT	\$	-	
ADVERTISING	\$	406.66	
CREDIT CARD FEE	\$	193.12	
LANDSCAPING	\$	159.45	
EQUIPMENT	\$	-	
OTHER CURRENT EXPENSE	\$	71.55	
INSURANCE	\$	-	
MEMBERSHIPS AND DUES	\$	-	
EQUIPMENT	\$	-	
TOTAL EXPENSES		<u> </u>	\$ 157,698.64

REVENUE OVER EXPENSES \$ (7,451.54)

FUND BALANCE AS OF JULY 1, 2018	\$	(47,373.21)
PLUS REVENUE OVER EXPENSES	\$	(7,451.54)
FUND BALANCE AS OF SEPTEMBER 30, 2018	\$	<u>(54,824.75)</u>

**CENTRAL CAROLINA COMMUNITY COLLEGE
EXPENDITURES FOR GOOD OF SCHOOL
JULY 1, 2019 - SEPTEMBER 30, 2019**

STUDENT RELATED

ICR PROCESSING FEE	\$	568.14
FACTS PROCESSING FEE	\$	18,837.00
PERSONNEL COSTS	\$	2,780.16
TITLE IX	\$	5,803.00
STUDENT AMBASSADORS	\$	-
STUDENT TRAVEL	\$	2,326.27
STUDENT CULTURAL ENRICHMENT	\$	1,832.00
ADVISORY MEETINGS	\$	332.70
AVOW TRANSCRIPT SERVICES	\$	-
SCHOLARSHIP LUNCHEON	\$	-
GRADUATION	\$	241.22
OTHER	\$	201.12
TOTAL STUDENT RELATED	\$	<u>32,921.61</u>

PUBLIC RELATED

PUBLIC RELATIONS	\$	5,308.88
PROFESSIONAL DEVELOPMENT	\$	-
FINANCIAL AID FAFSA DAY	\$	-
FOUNDATION PUBLIC RELATIONS	\$	-
MEETINGS	\$	545.37
EMPLOYEE RET., FLOWERS	\$	816.87
BOARD OF TRUSTEE EXPENSES	\$	1,119.14
QEP EXPENSES	\$	-
MARKETING	\$	-
STAFF DEVELOPMENT	\$	254.75
OTHER	\$	2,826.41
TOTAL PUBLIC RELATED	\$	<u>10,871.42</u>

GRAND TOTAL \$ **43,793.03**

**CENTRAL CAROLINA COMMUNITY COLLEGE
OUTSTANDING CONSTRUCTION PROJECTS AT SEPTEMBER 30, 2019**

	<u>BUDGET</u>	<u>EXPENDED</u>	<u>BALANCE</u>
<u>PROJ #2066 LEE HEALTH SCIENCES CENTER</u>			
LOCAL BOND FUNDS	\$ 9,560,318.00	\$ 9,412,080.18	\$ 148,237.82
<u>PROJ #2067 VET MED TECHNOLOGY BLDG</u>			
LOCAL BOND FUNDS	\$ 5,327,005.00	\$ 4,510,413.21	\$ 816,591.79
<u>PROJ #2068 ESTC AND CAMPUS RENOVATIONS</u>			
LOCAL BOND FUNDS	\$ 4,250,828.00	\$ 4,083,370.83	\$ 167,457.17
<u>PROJ #2069 CIVIC CENTER EXPANSION</u>			
LOCAL BOND FUNDS	\$ 5,324,641.00	\$ 5,216,325.91	\$ 108,315.09
TOTAL LEE COUNTY BOND FUNDS	\$ 24,462,792.00	\$ 23,222,190.13	\$ 1,240,601.87
<u>PROJ #2098 HEALTH SCIENCES CENTER</u>			
LOCAL FUNDS	\$ 9,888,858.00	\$ 6,886,572.73	\$ 3,002,285.27
CONNECT NC FUNDS	\$ 2,100,000.00	\$ 1,456,516.50	\$ 643,483.50
TOTAL CHATHAM COUNTY PROJECTS	\$ 11,988,858.00	\$ 8,343,089.23	\$ 3,645,768.77
<u>PROJ #2474 HARNETT ADA AND PARKING</u>			
LOCAL FUNDS	\$ 160,000.00	\$ 140,279.66	\$ 19,720.34
CONNECT NC FUNDS	\$ 100,000.00	\$ 87,669.09	\$ 12,330.91
TOTAL HARNETT COUNTY PROJECTS	\$ 260,000.00	\$ 227,948.75	\$ 32,051.25
<u>CONNECT NC PROJECTS</u>			
PROJ #2229 TELECOMM/ECD CENTER	\$ 495,000.00	\$ 229,353.81	\$ 265,646.19
PROJ #2230 WEST HARNETT AUTO BODY	\$ 1,000,000.00	\$ 999,468.84	\$ 531.16
PROJ #2375 HARNETT MECHANICAL UPGRADES	\$ 495,000.00	\$ 29,421.48	\$ 465,578.52
PROJ #2376 LEE SCIENCE BLDG ROOF	\$ 495,000.00	\$ 378,600.00	\$ 116,400.00
PROJ #2378 ADA UPGRADES	\$ 495,000.00	\$ 468,660.65	\$ 26,339.35
PROJ #2475 ESTC CENTER TRACK	\$ 150,000.00	\$ -	\$ 150,000.00
PROJ #2476 LEE CFC BUILDING ROOF	\$ 495,000.00	\$ 301,900.00	\$ 193,100.00
PROJ #2477 LEE EDC BUILDING ROOF	\$ 495,000.00	\$ 318,900.00	\$ 176,100.00
: CONNECT PROJECTS (EXCLUDING 2098 & 2474)	\$ 4,120,000.00	\$ 2,726,304.78	\$ 1,393,695.22
TOTAL ALL PROJECTS	\$ 40,831,650.00	\$ 34,519,532.89	\$ 6,312,117.11

IN-KIND GIFTS FROM THE FOUNDATION

The following items were donated to the College through the
Central Carolina Community College Foundation during
the First Quarter of 2019-2020.

<u>ITEM</u>	<u>DONOR</u>	<u>VALUE</u>
Helicopter frame/Emergency Services Training Ctr.	Lord Corporation	\$5,000.00
2001 Dodge Neon/Emergency Services Training Ctr.	David Mason	\$1,000.00
Bookshelves/Early Childhood Department	Kirsten Bartholomew	\$2,000.00
TOTAL		\$8,000.00

ACCOUNTS CONSIDERED UNCOLLECTIBLE (2014SU - 2017SU)		
CODE	SOURCE	AMOUNT
CEDOE	STATE FUNDS	\$ 180.00
INTUI	STATE FUNDS	\$ 215,801.74
MILD	STATE FUNDS	\$ 567.25
MILI	STATE FUNDS	\$ 334.00
OTTUI	STATE FUNDS	\$ 29,511.56
		\$ 246,394.55
ACCFE	INSTITUTIONAL FUNDS	\$ 631.39
ACTFE	INSTITUTIONAL FUNDS	\$ 12,683.97
ADMRF	INSTITUTIONAL FUNDS	\$ 1.00
BADCK	INSTITUTIONAL FUNDS	\$ 2,108.65
BOOKS	INSTITUTIONAL FUNDS	\$ 117,802.68
CEINS	INSTITUTIONAL FUNDS	\$ 0.55
CEMAL	INSTITUTIONAL FUNDS	\$ 5.00
CSFEE	INSTITUTIONAL FUNDS	\$ 4,845.61
DISFEE	INSTITUTIONAL FUNDS	\$ 10,178.77
FAOVP	INSTITUTIONAL FUNDS	\$ 12,407.17
FOLET	INSTITUTIONAL FUNDS	\$ 77,008.61
FOLSP	INSTITUTIONAL FUNDS	\$ 1,704.15
MALPR	INSTITUTIONAL FUNDS	\$ 614.67
MISCS	INSTITUTIONAL FUNDS	\$ 463.20
MSRP	INSTITUTIONAL FUNDS	\$ 22.16
RNKPL	INSTITUTIONAL FUNDS	\$ 135.00
TE105	INSTITUTIONAL FUNDS	\$ 200.00
TE106	INSTITUTIONAL FUNDS	\$ 175.00
TECHF	INSTITUTIONAL FUNDS	\$ 6,141.15
		\$ 247,128.73
	TOTAL ALL FUNDS	\$ 493,523.28

Finance Committee

For Information Items
October 21, 2019



Phillip Price <pprice254@cccc.edu>

RE: 2019-20 Baseline Budget - REVISED and Updated Link

1 message

Elizabeth Grovenstein <grovensteine@nccommunitycolleges.edu>

Thu, Sep 12, 2019 at 5:04 PM

To: CC Presidents <cc-presidents@nccommunitycolleges.edu>, CC Business Officers and Chief Financial Officers <cc-businessoff@nccommunitycolleges.edu>

Good Afternoon,

I am writing to make you aware that a revised baseline budget document was just posted to our State Board website. Please use this new link below.

https://www.nccommunitycolleges.edu/sites/default/files/state-board/finance/fc_01_-_fy_2019-20_baseline_budget_revised_20190912.pdf

The only pages that were revised are pages 8-9, 20, and 27 and these changes only impact 2 colleges (Coastal Carolina CC and COA) due to a correction to the CTE allotment.

Let me know if there are any questions.

Elizabeth

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From: Elizabeth Grovenstein**Sent:** Wednesday, September 11, 2019 3:22 PM**To:** CC Presidents <cc-presidents@nccommunitycolleges.edu>; CC Business Officers and Chief Financial Officers <cc-businessoff@nccommunitycolleges.edu>**Subject:** 2019-20 Baseline Budget

Good Afternoon,

At next week's State Board of Community Colleges meeting, we are bringing a request to approve 2019-20 Baseline Budget allocations. These allocations are based upon the recurring 2018-19 budget (removing all nonrecurring funds) adjusted for final BFTE and other data. Please see the link below to this agenda item:

https://www.nccommunitycolleges.edu/sites/default/files/state-board/finance/fc_01_-_fy_2019-20_baseline_budget.pdf

There are several budget items (primarily several categorical allocations) updated in this baseline budget to reflect updated data since the issuance of the budget projection worksheet - status quo scenario. So I encourage you to review this budget document as the most current budget information available.

We will provide further updates on the status of the State budget as they become available.

Elizabeth P. Grovenstein

VP and CFO

NC Community Colleges System Office

Grovensteine@nccommunitycolleges.edu

919-807-7070



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I. Purpose Statement

G.S. 115D-5(a) provides that “[t]he State Board of Community Colleges may adopt and execute such policies, regulations and standards concerning the establishment, administration, and operation of institutions as the State Board may deem necessary ... to provide for the equitable distribution of State and federal funds to the several institutions.” G.S. 115D-31(a) further describes the State Board’s responsibility to provide, “from sources available to the State Board,” financial support to the institutions.

As of August 30, 2019, when the final draft of this document was completed, the Current Operations Appropriations Act had not become law. North Carolina State government and the North Carolina Community College System (NCCCS) are currently operating under G.S. 143C-5-4 which directs the procedures to be followed when the Current Operations Appropriations Act does not become law prior to the start of a fiscal year. This law directs that State departments and the NCCCS may expend funds at the level authorized on a recurring basis from the 2018-19 fiscal year and appropriates the State funds necessary to implement this budget level.

This FY 2019-20 Baseline budget document provides colleges with the State formula and categorical allocations authorized under G.S. 143C-5-4. The attached budget allocations reflect all recurring funds authorized from the 2018-19 fiscal year updated for 2019-20 budget full-time equivalent enrollment (budget FTE) or other applicable data.

It is the purpose of this document to allocate funds to the colleges in compliance with G.S. 143C-5-4.

NOTE: Subsequent to the completion of this document, House Bill 226 was chaptered as Session Law 2019-209 and provides funds for revised employer contribution rates. The System Office intends to seek State Board of Community Colleges approval to allocate these funds via a subsequent supplemental FY 2019-20 allocation.

**NORTH CAROLINA COMMUNITY COLLEGE SYSTEM
BUDGET ALLOCATION SUMMARY
FY 2019-20 BASELINE**

Community Colleges	Budget FTE	Current Operating	Career & Technical Education	State Child Care	Small Business Center	Customized Training Business and Industry Support
Alamance CC	4,339	\$24,966,867	\$250,501	\$32,607	\$112,366	\$60,000
Asheville-Buncombe TCC	6,764	39,372,122	371,091	41,075	118,843	60,000
Beaufort County CC	1,702	10,923,226	94,772	24,642	109,663	47,500
Bladen CC	1,452	9,790,830	101,673	24,352	105,225	50,000
Blue Ridge CC	2,355	14,963,875	119,919	26,463	119,098	50,000
Brunswick CC	1,936	11,950,318	69,218	24,814	110,887	47,500
Caldwell CC & TI	3,803	23,271,781	166,455	30,954	111,601	50,000
Cape Fear CC	8,162	47,832,506	334,747	46,588	120,119	60,000
Carteret CC	1,823	11,565,517	112,361	25,085	115,273	47,500
Catawba Valley CC	4,706	27,384,904	254,882	34,289	117,109	60,000
Central Carolina CC	5,417	31,963,755	309,021	35,449	118,180	60,000
Central Piedmont CC	17,245	99,735,044	795,841	77,558	121,139	60,000
Cleveland CC	3,076	18,329,719	186,187	28,333	109,051	50,000
Coastal Carolina CC	4,578	26,684,493	209,974	34,131	119,914	47,500
College of The Albemarle	2,542	16,119,583	86,519	27,672	115,222	47,500
Craven CC	3,142	19,546,498	183,408	29,313	114,253	50,000
Davidson County CC	3,707	22,793,310	249,202	31,206	117,415	60,000
Durham TCC	5,038	29,823,699	193,546	35,592	118,384	60,000
Edgecombe CC	2,212	14,366,569	246,132	26,688	106,551	47,500
Fayetteville TCC	13,980	76,053,360	937,423	56,242	115,783	60,000
Forsyth TCC	7,967	45,685,210	522,994	45,097	121,292	60,000
Gaston College	4,886	29,746,971	335,682	36,076	115,018	60,000
Guilford TCC	10,636	60,319,927	808,228	52,179	119,965	60,000
Halifax CC	1,234	8,288,070	74,788	23,211	108,285	47,500
Haywood CC	1,727	11,188,449	138,694	25,179	118,333	47,500
Isothermal CC	2,034	12,901,915	163,635	26,482	107,112	47,500
James Sprunt CC	1,246	8,588,572	88,788	23,706	109,153	50,000
Johnston CC	4,153	24,881,429	201,668	32,396	117,364	50,000
Lenoir CC	4,950	26,883,497	174,937	28,416	109,306	50,000
Martin CC	890	6,533,182	-	22,328	107,877	47,500
Mayland CC	1,564	9,725,014	81,855	22,974	114,457	47,500
McDowell TCC	1,214	8,327,455	69,078	23,406	104,766	50,000
Mitchell CC	2,742	17,322,149	128,688	28,525	112,876	60,000
Montgomery CC	1,021	7,279,283	67,915	22,862	107,469	47,500
Nash CC	3,175	19,028,285	223,245	29,415	109,612	50,000
Pamlico CC	613	5,286,782	-	21,667	105,684	*
Piedmont CC	1,653	10,997,132	78,919	23,613	105,480	47,500
Pitt CC	7,932	45,355,025	745,478	45,960	119,710	60,000
Randolph CC	2,950	17,468,883	188,475	28,217	110,020	60,000
Richmond CC	3,161	18,489,572	218,861	27,856	108,183	50,000
Roanoke-Chowan CC	881	6,394,134	64,432	22,114	105,021	47,500
Robeson CC	2,707	15,710,081	187,770	26,065	113,335	50,000
Rockingham CC	1,811	11,634,748	92,700	25,329	104,052	50,000
Rowan-Cabarrus CC	6,923	40,438,783	348,272	39,096	113,896	60,000
Sampson CC	2,181	13,234,761	107,585	25,314	105,378	47,500
Sandhills CC	4,114	24,073,229	197,247	32,715	114,814	50,000
South Piedmont CC	2,730	16,987,348	123,075	27,045	109,969	60,000
Southeastern CC	2,301	13,406,733	128,279	24,919	114,406	47,500
Southwestern CC	2,718	17,038,469	189,038	27,597	120,119	47,500
Stanly CC	3,077	18,267,686	230,096	27,773	115,630	47,500
Surry CC	3,251	19,375,017	174,722	29,283	109,000	50,000
Tri-County CC	1,135	7,957,671	81,704	23,252	112,876	47,500
Vance-Granville CC	3,012	19,056,309	215,695	28,525	111,448	60,000
Wake TCC	21,779	122,014,012	1,013,616	85,932	122,618	60,000
Wayne CC	3,729	22,129,484	225,920	30,939	110,836	50,000
Western Piedmont CC	2,157	13,368,995	151,212	26,196	115,936	50,000
Wilkes CC	2,999	18,640,448	176,503	28,468	106,959	50,000
Wilson CC	1,804	11,344,302	125,509	25,035	117,367	50,000
TOTAL	233,036	\$1,382,806,988	\$13,418,175	\$1,838,215	\$6,551,698	\$2,992,500

**NORTH CAROLINA COMMUNITY COLLEGE SYSTEM
BUDGET ALLOCATION SUMMARY
FY 2019-20 BASELINE**

Community Colleges	Equipment	Instructional Resources	Program Specific Categoricals	Total Allotments	Management Flexibility Reduction	Net Allotment
Alamance CC	\$908,663	\$44,415		\$26,375,419	(\$948,250)	\$25,427,169
Asheville-Buncombe TCC	1,363,422	59,438		41,385,991	(1,464,278)	39,921,713
Beaufort County CC	415,921	29,742		11,645,466	(437,808)	11,207,658
Bladen CC	383,438	28,580		10,484,098	(391,398)	10,092,700
Blue Ridge CC	554,758	32,875		15,866,988	(592,897)	15,274,091
Brunswick CC	435,568	30,677		12,668,982	(482,677)	12,186,305
Caldwell CC & TI	805,452	41,926	150,000	24,628,169	(903,889)	23,724,280
Cape Fear CC	1,575,607	72,963	749,708	50,792,238	(1,791,200)	49,001,038
Carteret CC	441,593	30,208		12,337,537	(460,456)	11,877,081
Catawba Valley CC	943,766	48,485	933,580	29,777,015	(1,071,062)	28,705,953
Central Carolina CC	1,114,038	49,209		33,649,652	(1,225,228)	32,424,424
Central Piedmont CC	3,105,440	135,480		104,030,502	(3,608,258)	100,422,244
Cleveland CC	678,664	36,668		19,418,622	(711,991)	18,706,631
Coastal Carolina CC	905,520	48,287		28,049,819	(996,031)	27,053,788
College of The Albemarle	553,187	36,203		16,985,886	(624,228)	16,361,658
Craven CC	673,163	38,399		20,635,034	(752,392)	19,882,642
Davidson County CC	794,974	42,025		24,088,132	(873,300)	23,214,832
Durham TCC	998,515	51,882		31,281,618	(1,118,906)	30,162,712
Edgecombe CC	526,467	32,215		15,352,122	(561,764)	14,790,358
Fayetteville TCC	2,785,852	89,963	1,274,460	81,373,083	(2,943,910)	78,429,173
Forsyth TCC	1,610,972	67,213	300,000	48,412,778	(1,700,038)	46,712,740
Gaston College	1,019,733	50,679	687,357	32,051,516	(1,139,826)	30,911,690
Guilford TCC	2,076,994	82,031		63,519,324	(2,241,090)	61,278,234
Halifax CC	332,618	26,283		8,900,755	(341,200)	8,559,555
Haywood CC	443,688	29,562		11,991,405	(441,542)	11,549,863
Isothermal CC	490,317	32,255		13,769,216	(497,133)	13,272,083
James Sprunt CC	326,593	27,447		9,214,259	(346,435)	8,867,824
Johnston CC	898,971	43,444		26,225,272	(946,238)	25,279,034
Lenoir CC	1,030,997	38,853		28,316,006	(1,100,923)	27,215,083
Martin CC	263,985	25,124		6,999,996	(276,541)	6,723,455
Mayland CC	381,604	26,323		10,399,727	(414,371)	9,985,356
McDowell TCC	338,120	26,787		8,939,612	(340,818)	8,598,794
Mitchell CC	581,740	37,383		18,271,361	(665,383)	17,605,978
Montgomery CC	306,423	25,399		7,856,851	(301,390)	7,555,461
Nash CC	709,837	38,437		20,188,831	(727,518)	19,461,313
Pamlico CC	210,808	25,000		5,649,941	(228,341)	5,421,600
Piedmont CC	414,611	27,260		11,694,515	(459,014)	11,235,501
Pitt CC	1,635,858	68,573		48,030,604	(1,655,035)	46,375,569
Randolph CC	668,448	35,693		18,559,736	(679,403)	17,880,333
Richmond CC	675,783	36,232		19,606,487	(732,467)	18,874,020
Roanoke-Chowan CC	262,938	25,000		6,921,139	(272,957)	6,648,182
Robeson CC	590,385	31,993		16,709,629	(635,964)	16,073,665
Rockingham CC	422,470	30,699		12,359,998	(458,019)	11,901,979
Rowan-Cabarrus CC	1,361,326	59,062	3,431,870	45,852,305	(1,710,507)	44,141,798
Sampson CC	494,770	31,370		14,046,678	(534,455)	13,512,223
Sandhills CC	849,985	45,838		25,363,828	(901,684)	24,462,144
South Piedmont CC	593,528	34,550		17,935,515	(675,851)	17,259,664
Southeastern CC	516,251	30,793		14,268,881	(547,911)	13,720,970
Southwestern CC	636,751	34,311		18,093,785	(668,839)	17,424,946
Stanly CC	693,072	34,762		19,416,519	(722,347)	18,694,172
Surry CC	704,860	38,566		20,481,448	(745,439)	19,736,009
Tri-County CC	307,994	27,051		8,558,048	(325,620)	8,232,428
Vance-Granville CC	652,993	36,275		20,161,245	(747,006)	19,414,239
Wake TCC	4,067,087	150,882		127,514,147	(4,490,251)	123,023,896
Wayne CC	812,787	40,920		23,400,886	(845,960)	22,554,926
Western Piedmont CC	509,964	32,166		14,254,469	(524,839)	13,729,630
Wilkes CC	657,970	36,069		19,696,417	(728,115)	18,968,302
Wilson CC	445,523	30,075		12,137,811	(451,187)	11,686,624
TOTAL	\$48,962,762	\$2,500,000	\$7,526,975	\$1,466,597,313	(\$53,181,580)	\$1,413,415,733



Phillip Price <ppric254@cccc.edu>

rwd: Community College "Mini Budget"

1 message

Lisa Chapman <lchap727@cccc.edu>

Thu, Oct 10, 2019 at 5:02 AM

To: Brian Merritt <bmerritt@cccc.edu>, "Hall, Mark" <mhall188@cccc.edu>, Jon Matthews <jmatthews@cccc.edu>, Kenneth Hoyle Jr <khoyle@cccc.edu>, Linda Scuiletti <lscuiletti@cccc.edu>, Lorraine Whitaker <lwhitaker@cccc.edu>, Marcie Dishman <mdishman@cccc.edu>, Phillip Price <ppric254@cccc.edu>

FYI

----- Forwarded message -----

From: **Mary Shuping** <shupingm@nccommunitycolleges.edu>

Date: Tue, Oct 8, 2019 at 4:20 PM

Subject: RE: Community College "Mini Budget"

To: CC Presidents <cc-presidents@nccommunitycolleges.edu>

Cc: Anne Bacon <bacona@nccommunitycolleges.edu>, Brandy Andrews <andrewsb@nccommunitycolleges.edu>

All,

One correction to my previous email. The provision to exempt System Office IT staff from DIT consolidation is not in SB 61. This provision was not part of the community college budget, but was part of the information technology section of the budget which has not been included in a mini budget as of this time.

My apologies for any confusion.

Mary

From: Mary Shuping

Sent: Tuesday, October 8, 2019 4:01 PM

To: cc-presidents@nccommunitycolleges.edu

Cc: Anne Bacon <bacona@nccommunitycolleges.edu>; Brandy Andrews <andrewsb@nccommunitycolleges.edu>

Subject: Community College "Mini Budget"

Good afternoon,

This morning, the House Appropriations Committee passed SB 61, Community College Budget/2019-2021 Biennium. This bill contains all of the community college items that were included in the budget, HB 966, except for, salary increases and capital funding. Salary increases for all education sectors and capital funding for State agencies, community colleges, UNC and K-12 are issues that will likely be dealt with in separate bills. In addition, SB 61 does include all of the special appropriations to individual colleges that were in HB 966.

SB 61 is on the House calendar for a vote tomorrow. The bill passed House Appropriations with broad bipartisan support. Assuming passage by the House, SB 61 will be returned to the Senate for a concurrence vote, either later this week or next week. Thereafter, it will be sent to the Governor who has 10 days to veto the bill.

We will provide you with greater detail on the items in SB 16 in a later email. However, we wanted to bring you up to date on this very good news!

Please let me know if you have any questions or need additional information.

Take care,

Mary

Mary Beach Shuping, Attorney
Director of Government Relations
NC Community College System
O: 919-807-6957
C: 919-795-1636



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--
Lisa M. Chapman, Ed.D.
President
Central Carolina Community College
1105 Kelly Drive
Sanford, NC 27330
phone: 919-718-7246
email: lchapman@cccc.edu



Fiscal and Management Practices

Policy:

Central Carolina Community College will adhere to 1A SBCCC 200.4 – Sound Fiscal and Management Practices.

Procedures:

1. Employees will ensure funds are expended prudently and consistently with the approved budget.
2. Employees will demonstrate stewardship of the institution's State financial resources by effectively executing the institution's budget to ensure that the percentage of State current operating funds remaining unexpended does not exceed five percent or five times the system wide percentage, whichever is higher.
3. Employees will ensure that institutional fund accounts do not have a negative balance at the end of the fiscal year unless such an instance exists for a planned reason, such as an anticipated reimbursement. If any institutional fund account has a negative balance at year-end, the negative fund balance after the posting of all accrual entries will be reviewed. In the event the negative balance is not due to a planned reason, college staff will develop a plan to rectify the negative balance and will provide this information to the Board of Trustees at its first scheduled meeting following year-end.
4. Administrative Services will track expenditures consistent with the North Carolina Community College System's Chart of Accounts, as outlined in the NC Community College System Accounting Procedures Manual.
5. Financial reports will be provided to the CCCC Board of Trustees during their quarterly business meetings.
6. CCCC will maintain a system of internal controls as prescribed by G.S. 143D-7.
7. Business Office employees will ensure the college does not overdraw accounts by ensuring bank accounts are reconciled and any discrepancies and a plan for resolution are identified within 30 business days from the end of the prior month. If accounts are not reconciled as stated more than once during a fiscal year, we will share this information to the Board of Trustees at its first scheduled meeting following the month of non-compliance.
8. Administrative Services will complete and submit accurate financial statements to the NC Office of the State Controller by the prescribed deadline.
9. CCCC will ensure that audits are conducted consistent with G.S. 115D-20(9) and G.S. 115D-58.16.
10. CCCC will address any findings identified in audits, compliance reviews, SACSCOC reviews, or other monitoring reviews.
11. CCCC will ensure the college is actively seeking to fill leadership and other supervisory positions in a timely manner with individuals of high competence.
12. Human Resources will provide an employee vacancy report for information to the CCCC board of trustees during their quarterly business meetings.