



FY2025-2026

Budget



Table of Contents

Page

Budget Letter..... I-13

Consolidated FY2025-2026 Budget - Revenues and Expenses..... I4

FY2025-2026 Capital Budget..... I5

MUSKEGON COMMUNITY COLLEGE FISCAL YEAR 2025-2026 BUDGET

Introduction

Muskegon Community College (MCC) proudly celebrates its 100th anniversary during FY2025-2026. As the College looks ahead to the next century, its foremost priority remains advancing its mission to be an institution of higher education that is “dedicated to excellence, prepares students, builds communities, and improves lives”. The ability to provide desired educational programs must be continuously evaluated in conjunction with economic factors that affect the College’s funding sources and the cost to provide those services. The condition of the national, state, and local economy impacts the revenues that the College receives to operate with, such as federal financial aid (Pell grants and student loans), tuition and fees, state aid, and property tax revenues. In FY2010-2011 MCC’s contact hour enrollment peaked at 132,221. The estimated FY2024-2025 contract hour enrollment is approximately 90,000 and for budgeting purposes is projected to be slightly less at 88,400 for the upcoming year. Fortunately, property tax revenues have been increasing since FY2016-2017 as a result of continued residential construction and commercial and industrial expansion. State aid revenues have increased since 2019-2020 which included some one-time supplemental distributions. The COVID-19 pandemic significantly impacted an enrollment decline in FY2020 and FY2021. However, Federal COVID relief grant revenues helped to offset the revenues lost from declining enrollment as well as provided additional aid to students. Regarding expenses, increasing costs for wages, retirement, healthcare, utilities, and other operating expenses affect the College’s cost to operate. The FY2025-2026 Budget takes into consideration all the economic challenges and provides budget balancing strategies that will allow the College to continue to achieve its mission of meeting the community’s educational needs as efficiently and effectively as possible.

FY2025-2026 Budget

The FY2025-2026 budget is shown on page 14. This budget is presented on an All Funds basis using natural class categories for expenses (i.e. salaries, fringe benefits, supplies, repairs, etc.). In addition, the presentation separates operating revenues such as tuition and fees and grants from non-operating revenues such as state aid and property taxes and includes depreciation expenses. This format complies with a full accrual basis of accounting and follows the presentation of our annual audit report.

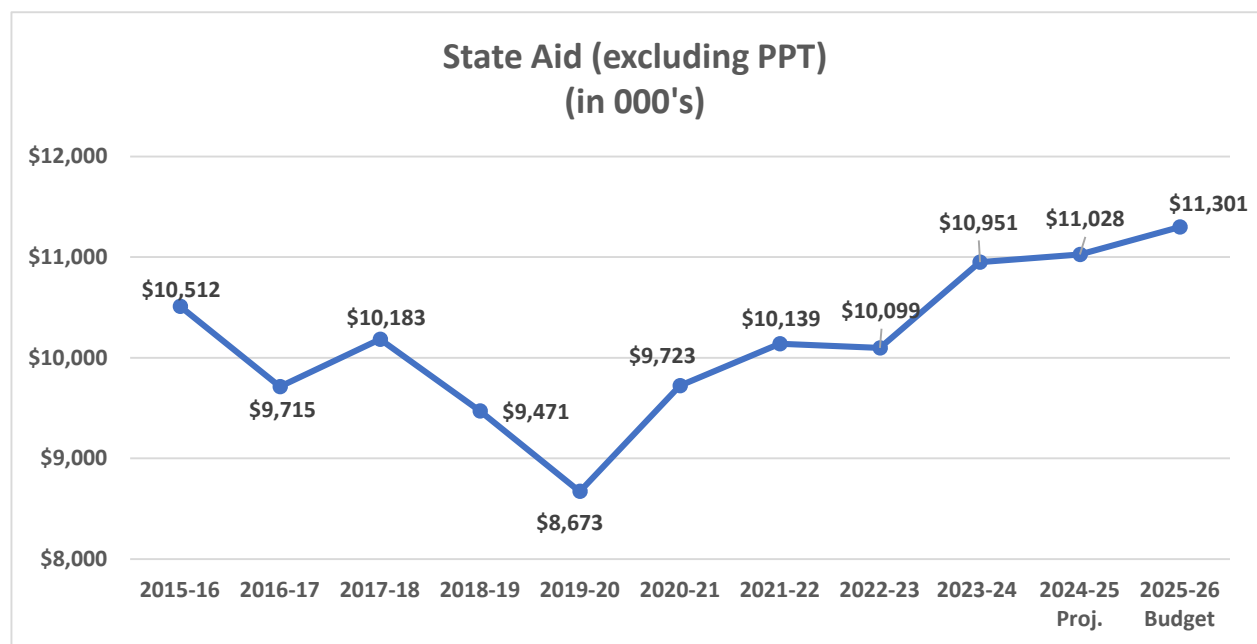
A 5 Year Budget Stabilization Plan (BSP) was presented to the Board during FY2023-2024 and was used to guide the development of the FY2025-2026 Budget. The BSP provided several strategies to be implemented to stabilize the budget moving forward and eliminate the utilization of fund balance. However, some of those strategies will take time to execute and see the results. This FY2025-2026 budget presents a combination of revenue increases along with expenditure reductions in addition to the utilization of excess reserves/fund balance which is consistent with the BSP previously presented.

Revenues

The primary sources of College's Operating Fund revenues are tuition and fees, property taxes and state appropriations. Over the years tuition and fees have surpassed the other two funding sources as a percentage of overall College revenues due to property tax revenues and state appropriations in some cases decreasing or not keeping up with the rate of inflation. Total All Funds revenues for the FY2025-2026 budget are projected to be \$65,342,000

State Aid

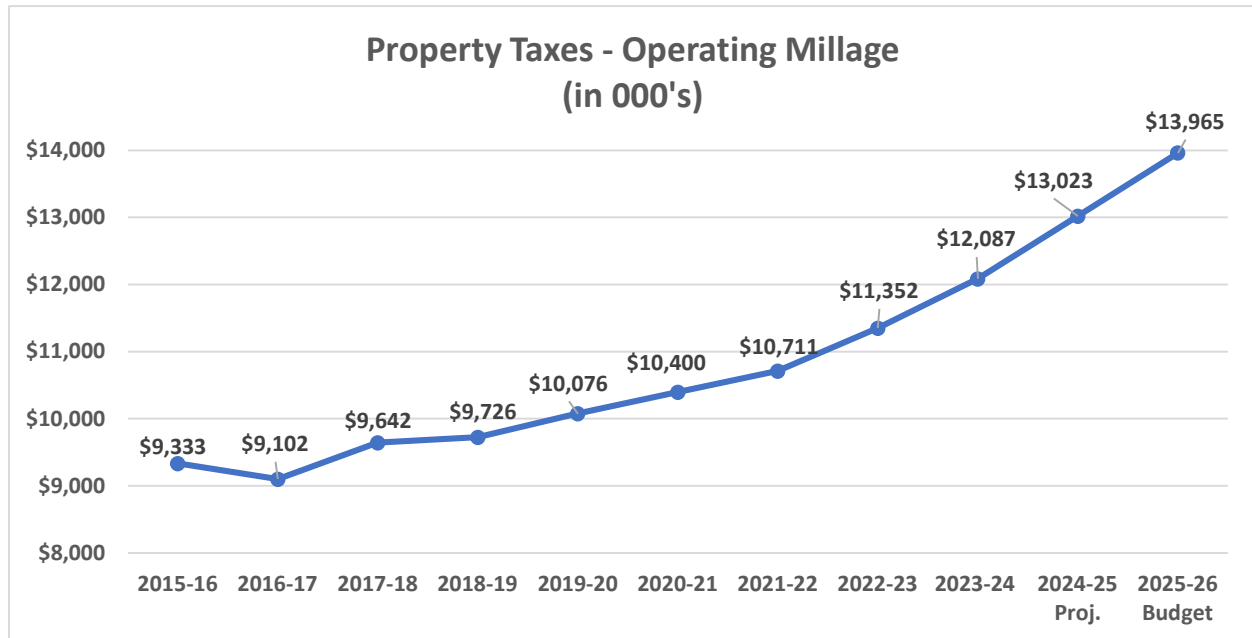
For the FY2025-2026 budget, the state aid revenue is based on the Governor's budget proposal which is a recommendation for a 3.1% increase in Community College State Aid. Therefore, the budget includes a state appropriation of \$11,951,000 or 24% of total Operating Fund revenues. The graph below illustrates the historical trend of this funding source however it excludes the Personal Property Tax (PPT) replacement funds, which is budgeted at \$650,000 based on the amount received in FY2024-2025. This is a separate appropriation from the state to replace a loss in revenue from personal property tax exemptions. The primary state appropriation depicted in the graph below shows an increase of \$273,000 over the current year's projected appropriation of \$11,028,000.



Property Taxes

During FY2025-2026 the College proposes to levy 2.1295 mills of ad valorem property taxes on all property (real and non-exempt personal) located in Muskegon County for its operating millage. This is a reduction from the FY2024-2025 millage rate of 2.1515 mills due to a Headlee rollback. The total taxable value for Muskegon County according to the Muskegon County 2024 Equalization report is increasing from \$6,277,920,000 to \$6,773,858,000, or by 7.9%. This increase is partially due to inflation but also significantly due to the increase in the tax base from new housing construction as well as commercial and industrial expansions. The FY2025-2026 property tax revenue budget is projected to be \$13,965,000 for the College's

operating millage representing 29% of total Operating Fund revenues. The voters approved a debt millage sufficient to cover the debt payments on the original 2013 and 2014 bond issues. This debt millage rate has historically been levied at .34 mills. Given the rise in taxable values, the debt millage rate for FY2023-2024 was lowered to .27 mills. During FY2023-2024 the College refunded the original bonds that are supported by the debt millage. This refunding in addition to the continued increase in taxable values has resulted in proposing to further lower the debt millage to .20 mills for FY2025-2026 which is estimated to generate property tax revenues of \$1,320,000. The operating millage property tax revenues depicted in the graph below reveals an increase of \$942,000 over the current year's estimated actual of \$13,023,000.



Tuition and Fees

As previously mentioned, tuition and fees have become an increasing portion of total revenues over the last decade. In the FY2025-2026 budget, this funding source represents approximately 38% of the Operating Fund revenue budget. An increase in the contact hour tuition and fee rates beginning with the fall semester of 2025 is as follows:

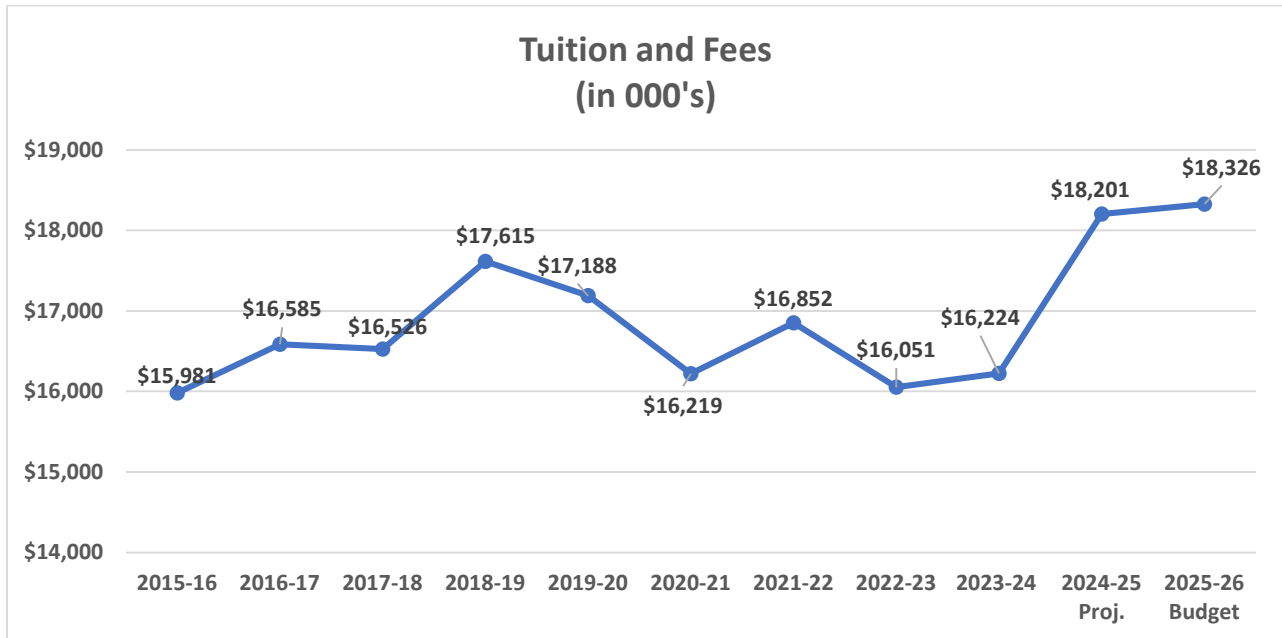
	FY2024-25 Rates	FY2025-26 Rates
In-district	\$135.00	\$141.00
Out-of-district	\$253.00	\$264.00
Newaygo Promise	\$206.00	\$212.00
Out-of-state	\$354.00	\$369.00
Direct Credit	\$40.00	\$45.00
Technology Fee	\$28.00	\$29.00
Infrastructure Fee	\$16.50	\$17.00

This increase will generate approximately \$124,000 in additional revenue for FY2025-2026 when compared to the FY2024-2025 projection.

The FY2025-2026 budget assumes that the registration fee will remain at \$35.00 per student per semester.

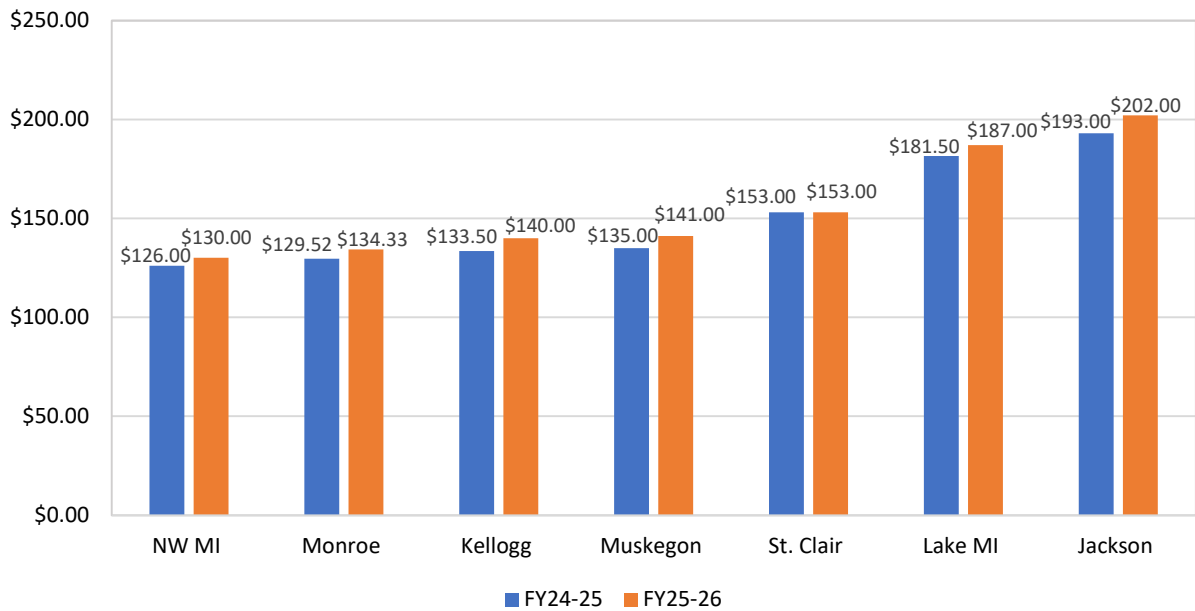
Given these increases, the FY2025-2026 budget includes total tuition and fees of \$18,326,000.

The graph below illustrates the historical trend of tuition and fees since FY2015-2016. These revenues have had to increase to compensate for the decreases in state aid and property tax revenues or the increases received not trending with inflation.

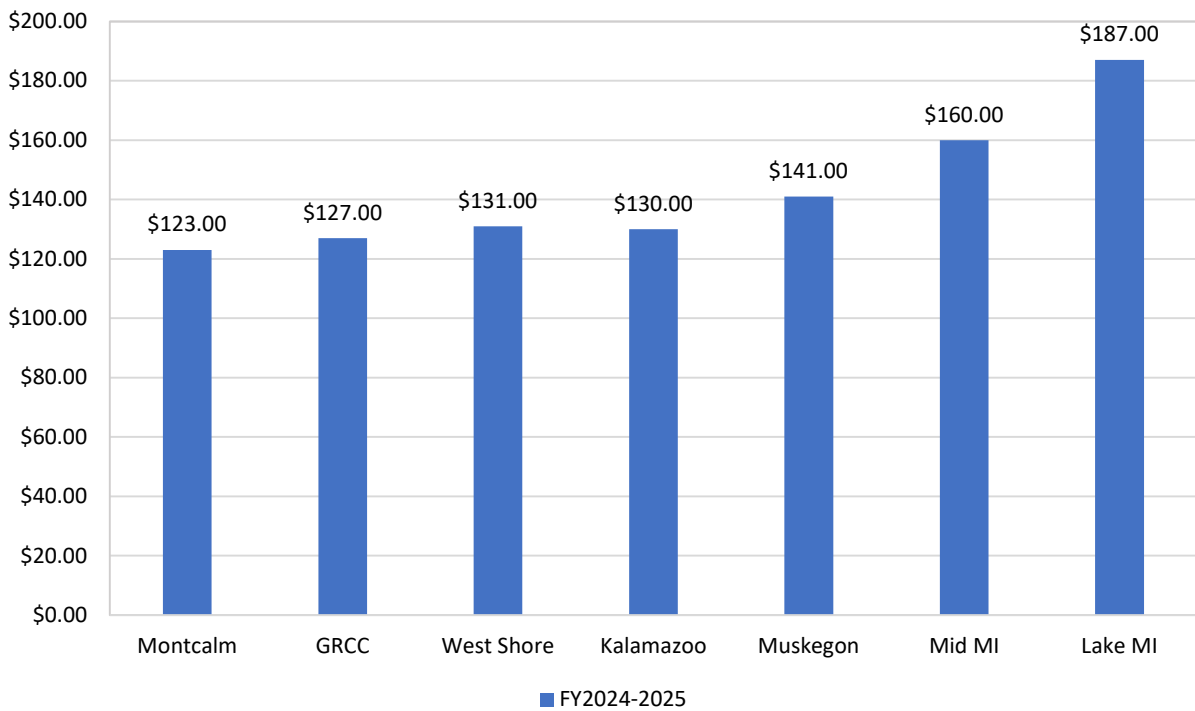


We have researched what other community colleges charge for tuition and fees, and the results are illustrated in the following two graphs. Based on these comparisons, we believe MCC remains a great educational value given the tuition and fee increases that are included.

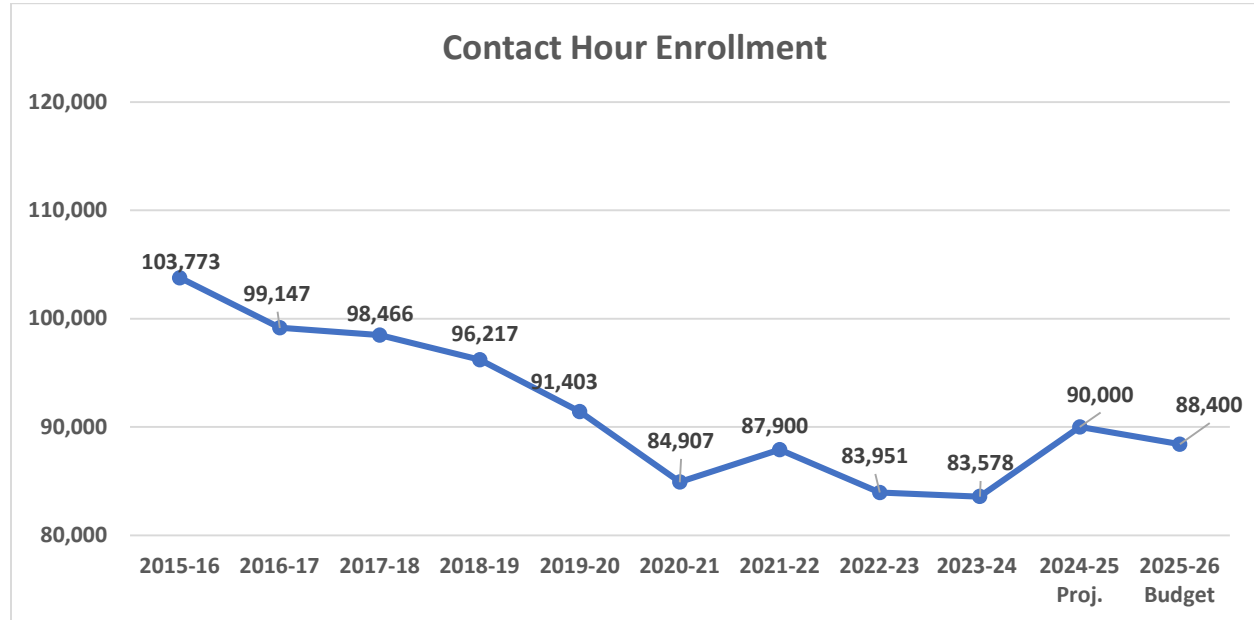
In-District 2025-2026 Tuition Rates Cohort Community College Comparison



In-District 2025-2026 Tuition Rates Surrounding Community College Comparison



Contact hours are budgeted to be slightly less than the current year at 88,400 for FY2025-2026.



Grant Revenues

This funding source includes federal, state, and local grants that MCC has been awarded and uses for specific restricted purposes. This category includes Pell, Upward Bound, Perkins, Michigan Incentive Tuition Program and Promise. Total revenue anticipated from grant sources is approximately 25% of budgeted revenues for FY2025-2026.

Expenditures

Total FY2025-2026 expenditures are budgeted at \$69,061,000. Expenditures consist of categories such as wages, fringe benefits, contractual services, supplies, utilities, repairs and maintenance, rent, equipment, travel, and depreciation. Wage and fringe benefit costs comprise the largest portion of total Operating Fund expenditures at 65%. Faculty and staff are the “materials” needed to create our “product” of college-educated students.

Salaries and Wages

The budget for salaries and wages is based on projected staffing levels and current contractual agreements. Annual wage increases in accordance with contractual agreements include wage and step increases. All Funds salaries and wages in the FY2025-2026 budget total \$22,774,000.

Fringe Benefits

Retirement and medical costs continue to rise each year and have a significant impact on the ability to balance the budget. The employer contribution to the state retirement system is an average of 30% of wages in FY2025-2026. Medical, dental and vision costs continue to rise and are projected to increase another 10% next year. Other benefits such as life insurance, unemployment and workers’ compensation insurance are projected to remain stable. Total All Funds fringe benefit costs for FY2025-2026 are projected to be \$11,152,000.

Capital Expenditures

Purchases that meet the capitalization criteria will be depreciated over their useful life. Capital expenditure requests are submitted by MCC department managers and indicate the level of need for the requested items or projects. Requests are reviewed by the Administration in conjunction with available funds, and a recommendation is presented to the Board as part of the budget document.

Budget Development Aligning with Strategic Plan Initiatives

In developing the FY2025-2026 budget, the objectives of the College's 2022-2026 Strategic Plan: Aspiring to Be the Best were taken into consideration. The three priorities of Access, Opportunity and Excellence were embedded in the preparation of next year's budget.

Access – Increase Financial Support

Removing barriers for our students continues to be a primary focus. The Jayhawk Hub is a one-stop center that connects students with resources related to food insecurity, housing instability, transportation emergencies, technology needs and other challenges that can impact academic success. Three years ago the position of Jayhawk Hub Manager was added to the budget to oversee the operation of the Hub and was funded with HEERF grant funds. The College has chosen to continue to fund this position with operational funds as it has proven to be invaluable to helping our students succeed. To address feedback received related to orientation challenges of new students, a First Year Experience Coordinator position was included in the FY2024-2025 budget to provide students with an excellent onboarding experience at MCC. This position was partially funded by a federal grant and was responsible for developing and delivering in-person and virtual activities for new students. The grant ended and the FY2025-2026 budget continues to fund the position to be able to continue to improve the orientation experience for new students. A new Financial Aid Advisor position was included in the FY2024-2025 budget from repurposed funds of a previously vacant position. This position was tasked with staying current on all financial aid policies and procedures to assist students with questions and concerns regarding their financial aid and inform them if they have missing documentation. The importance of this position's responsibilities has demonstrated the need to continue to fund the position in the FY2025-2026 budget.

Several state and local initiatives have assisted in providing financial support and raised awareness of MCC. Beginning with the fall 2024 semester, the state approved the new Michigan Community College Guarantee (CCG) that provided free community college in-district tuition starting with 2023 high school graduates. Also available is up to \$1,000 Michigan Achievement Bonus (MAB) scholarship for Pell-eligible students to be used for additional college expenses. MCC awarded 336 students a total of \$1 million in CCG scholarships during FY2024-2025 and 325 students received \$251,500 in MAB scholarships.

The Michigan Reconnect Program which provides free in-district tuition at community colleges to individuals 25 years and older has afforded many students over the last three years with the opportunity to go back to school and start or finish their degree. The state lowered the age requirement to 21 years during FY2023-2024 which resulted in 285 students taking advantage of

this program and \$918,000 in financial aid being awarded in FY2024-2025. The Reconnect program continues to enhance student enrollment into FY2025-2026.

Local initiatives that will improve access to students include the lowering of the GPA requirement from 3.0 to 2.5 to be eligible to receive the Muskegon Promise (MP) Scholarship. Also eligible are the top 30% of each graduating class of each district regardless of GPA. Another change included allowing summer guest students to attend MCC using the Promise who have chosen to attend a 4-year university. Additionally students that live outside of Muskegon County but graduated from an in county high school will have their out-of-district tuition covered by the Promise. MCC awarded 697 students over \$1.9 million in Muskegon Promise scholarships during FY2024-2025. In addition the MP Board has approved to provide funding for a student success coach to assist MP students through the orientation process. College leadership was involved in the discussions that helped lead to these changes.

Several federal pass-through grants awarded by the state have also contributed to improving the accessibility of MCC's students. The College received a \$2 million grant to develop a partnership with a 4-year university to create an Associate's Degree in Nursing (ADN) to a Bachelor's of Science in Nursing (BSN) program. Grand Valley State University was the partner university chosen through an RFP process. The grant funds are being used to help pay the tuition and fees for the nursing students in the program. In addition, the wages and fringes for two student success coaches are being funded by this grant to help the nursing students navigate the program. The grant is also helping to provide some new medical equipment to be used in the program. To date 24 of students have entered the program with more enrollment expected in FY2025-2026. The grant expires in September 2026.

The College also received the College Success Grant in the amount of \$582,000. These funds are being used to support an initiative to recruit, enroll, support and retain adult learners. This includes utilizing a portion of the grant funds to provide mental health support services to students through a third-party provider. Another grant MCC received related to supporting the adult learner population is the Innovation Investment Award for \$634,000. This grant is funding a project manager and two student navigators that are focused on improving enrollment and outcomes of our adult learners.

Increasing community engagement with the College is another focus area toward improving student access. MCC's Foundation exists to generate funds to provide scholarships, enhance support services like the Jayhawk Hub, and improve campus facilities. Fundraising goals and priorities are part of the budget process that will provide another funding source outside of existing operational funds. A strategic plan objective was achieved by the development of a signature annual fundraising event called *An Evening with MCC* to help generate funds for various operational needs. The FY2025-2026 budget includes \$100,000 raised through donations to the Foundation to be transferred to the College to support activities that would otherwise require operational funds.

Opportunity – Reduce Achievement Gaps

Creating a culture of belonging is an important priority of MCC. Enhancing each student's experience and improving outcomes for all students continue to be goals supporting this priority. A new simplified orientation was developed which included creating an interactive video and offering variety of follow-up in-person and online workshops that are personalized to meet each student's needs. A calendar with 15 orientation workshops over the coming year will make it easier for students to schedule their onboarding activities. Students who attend orientation have a 13% higher retention rate and are 30% more likely to use academic support services.

A new admissions welcome package was implemented during FY2024-2025. The package includes a message from the President and aims to enhance the student experience by fostering a sense of belonging, providing clear guidance on next steps and by providing information about support services that can support their success.

Increasing fall to fall retention rates to 55% and pass-rates among first-generation and Pell-eligible students to 73%, thereby closing achievement gaps have been a focus over the last year. MCC's Achieving the Dream Team has been working in conjunction with faculty and the Student Success Strategy Team (SSST) to improve classroom success and retention through evidence-based initiatives. The SSST provides ongoing reports to faculty, who develop strategies to improve classroom success and retention.

The College launched a new innovative marketing campaign and brand initiative in FY2024-2025. The new "Bring It Out" slogan promotes the College's steadfast commitment to helping students unlock their full potential and celebrate all the unique talents, skills and dreams they bring to campus. This campaign has been well received in the community.

Excellence – Increase Success Rate

The Excellence priority focuses on improving outcomes for all students related to retention and pass rates. The Student Success Strategy Team has developed a 3-year Enrollment Management Plan (EMP) with these goals in mind. The EMP was developed with the assistance of highly regarded consultants from EAB and Achieving the Dream (ATD) coaches. Funding is included in the FY2025-2026 budget for continuation of consulting services from the ATD coaches to evaluate and provide feedback on our progress.

Improving institutional effectiveness is another objective that falls under the Excellence priority. Keeping the College's facilities maintained and up to date is important to provide an effective learning environment for students, however it is a costly undertaking. The Facilities Plan Update was completed in the fall of 2024. The Plan includes an assessment of the condition and accessibility of the College's facilities. Input from students, faculty, staff, and the community was included in developing the Plan. Nearly \$50 million in recommended improvements and projects were outlined in the Plan. A Facilities Plan Committee (FPC) of representatives from across the campus including staff and faculty was created to take a detailed review of the Plan and make recommendations on what projects to proceed with, the timeline and how to fund them. The initial recommendations of the FPC that impact the FY2025-2026 Budget include needed HVAC

system upgrades, restroom accessibility and parking lot improvements, as well as enhancements related to student gathering spaces.

In addition, another strategy is to take advantage of the non-operational funding for as many capital needs as possible. MCC's Foundation will be used in conjunction with the Opportunity Team to evaluate, prioritize and fundraise for proposals submitted by departments capital and noncapital that were not part of the approved budget. The Foundation will also set fundraising goals for various College initiatives such as the Jayhawk Hub to provide additional funding resources that had previously come from operational funding. Grants will continue to be another funding resource that is pursued at both the state and local level for large capital items.

In conjunction with providing an effective teaching and learning environment for students, continuing professional development of our faculty and staff is a key. The Center for Teaching and Learning (CTL) is a pivotal office on campus dedicated to supporting faculty in developing effective curriculum to ensure student success. Beginning with the FY2025-2026 Budget, a new professional development opportunity called the Excellence Project is being launched where up to 15 faculty members can sign up to participate in a course improvement program guided by the CTL Coordinator. The FY2025-2026 budget includes funding for some furniture and technology improvements to the CTL office.

FY2025-2026 Budget Balancing Strategies

In preparing the FY2025-2026 budget, the Board approved increasing tuition and fee rates for next year is also necessary to help fill the gap. However, increases in operational costs including wages and fringes are projected to outpace any additional revenue anticipated to be generated.

Each year the College realizes savings through attrition resulting from position vacancies. It has been the practice to evaluate positions as they become vacant in terms of the overall organizational structure to determine if there are opportunities for restructuring and gaining efficiencies as well budgetary savings. This assessment process may result in the decision to hold certain positions vacant for some portion of the fiscal year. The FY2025-2026 budget followed this practice by holding some positions vacant to achieve cost savings while ensuring that the objectives of the College's mission are still achieved. Attrition savings of \$500,000 in wages and approximately \$250,000 in fringe benefits have been built into the budget to represent savings from positions that will become vacant during the fiscal year. As positions are vacated from retirements or normal attrition, the timing of refilling these positions will take into consideration this budgeted savings that needs to be achieved.

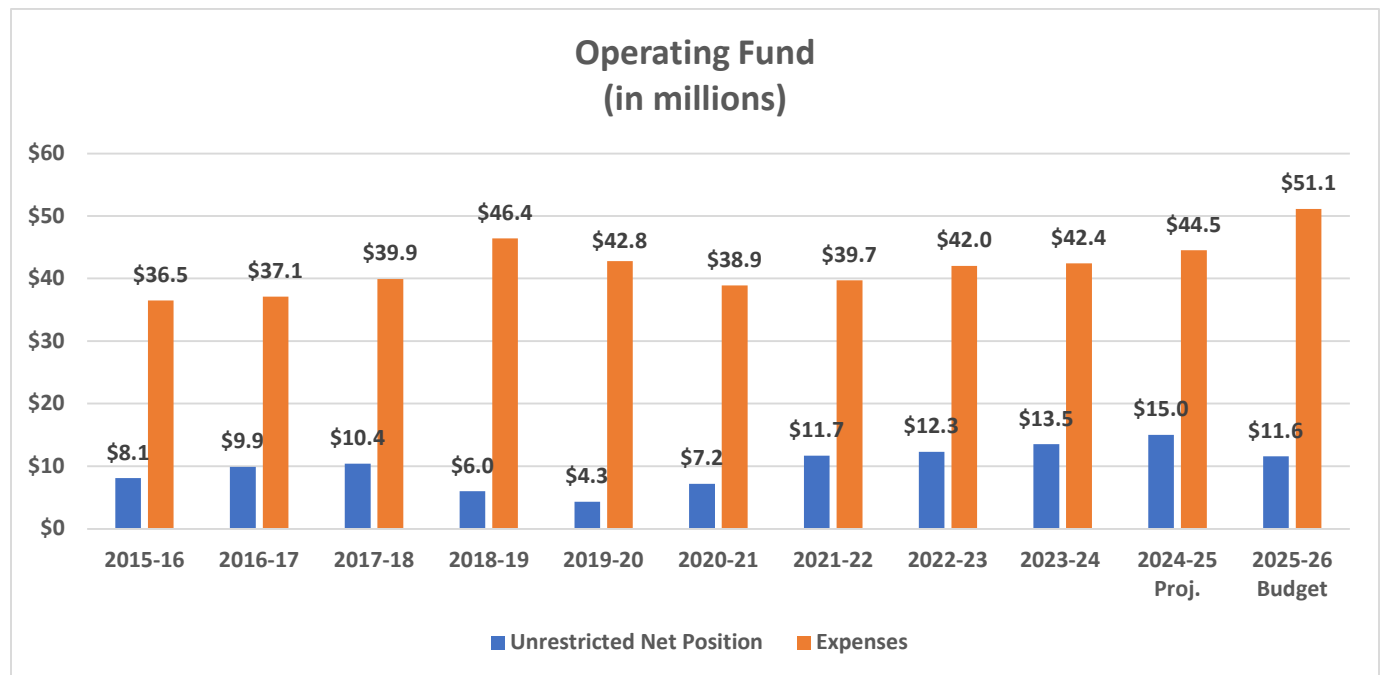
A review of department requests for various operational expense accounts was also completed. This review took into consideration historical spending. As a result travel, materials and supplies, professional services and utilities were decreased by a total of \$259,000 from what was initially requested.

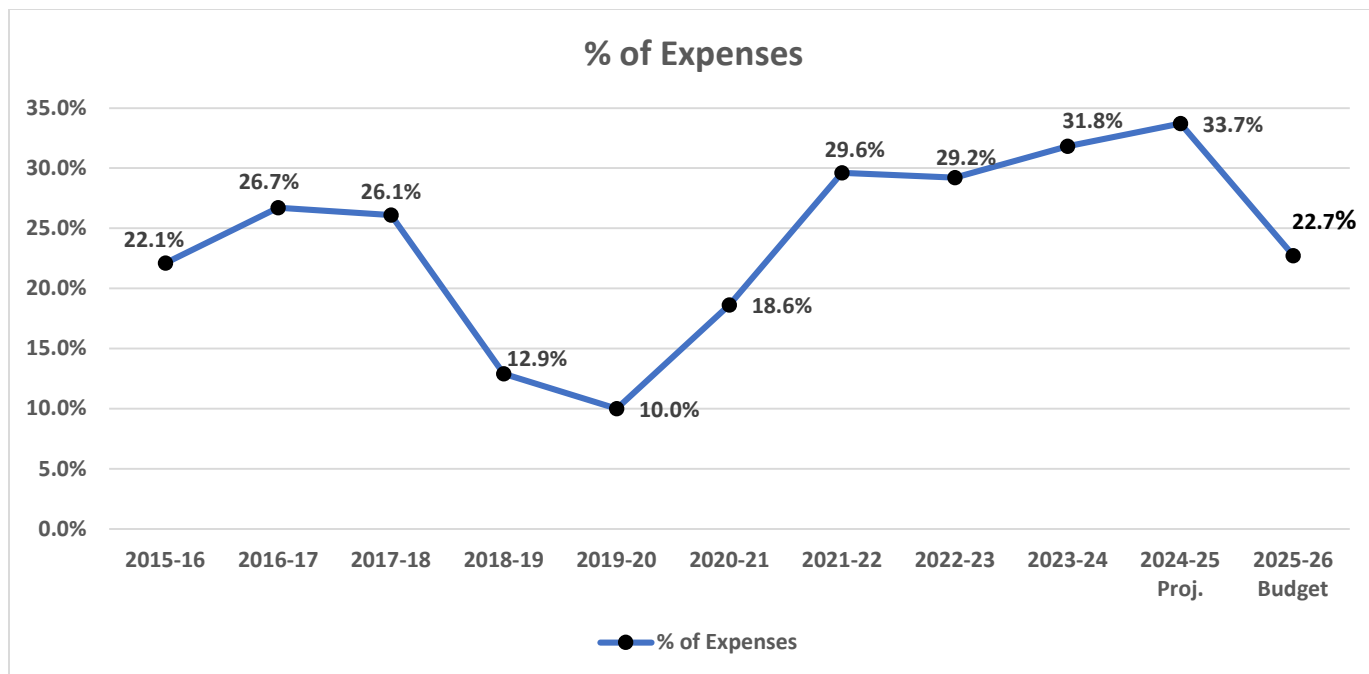
In addition to holding positions open, in recent years decisions have been made to cut back on other operating costs such as facility expenses. Maintaining several of the college facilities continues to be a challenge due to their age. The capital budget for the upcoming year is \$3,000,000 to be funded by operational revenues and reserves. In addition, there is a possibility

that the state budget may include additional ITEMS (Infrastructure, Technology, Equipment, Maintenance, Safety) funds like the \$1.3 million received in FY2023-2024. College Administration will continue to pursue state and local grant funding opportunities as they become available to help cover the cost of needed equipment and building improvements.

Changes in investment strategies of excess cash flow with the help of a new investment advisor and joining MILAF (Michigan Liquid Asset Fund) has benefited the College in earning more revenues interest income than in previous years. While interest rates did decrease in FY2024-2025, interest income is projected to exceed the prior year. However, it is anticipated that interest rates will continue to decrease during the next year and therefore the FY2025-2026 budgeted interest income conservatively at \$600,000.

Based on the current FY2024-2025 projection, the College is anticipated to end this fiscal year with the Operating Fund unrestricted net position (i.e. fund balance) at 33.7% of expenses or \$15.0 million. Although several cost reduction strategies previously described have been incorporated into next year's budget, the Operating Fund still shows expenses exceeding revenues by \$3.4 million. Given the availability of reserves that have accumulated over the last few years, the FY2025-2026 Operating Fund budget as presented proposes utilizing \$3.4 million of the unrestricted net position thereby reducing the balance to \$11.6 million or 22.7% of expenses, which is still above the Board's minimum threshold of 20%. The graph below shows the historical trend of the College's unrestricted net position over time.





Monitoring of all revenues and expenditures will continue to occur throughout the fiscal year to determine if budget adjustments become necessary.

Strategies for the Future

There are several factors that impact the future financial stability of the College. Enrollment is key and while the FY2025-2026 budget assumes flat enrollment, the Enrollment Management Plan (EMP) has identified many tactics to increase our student numbers as well as improve retention and completion. The 3 priorities of the EMP are to 1) Recruit new students 2) Retain current students 3) Regain past students. These strategies to achieve these priorities include 1) Streamline the student onboarding experience 2) Promote state scholarships 3) Raise MCC profile outside of Muskegon County 4) Raise awareness of the value of higher education. There are measurable objectives assigned to each of these strategies. During the second year of the EMP, MCC realized increased enrollment from the Community College Guarantee, lowering eligibility age for Michigan Reconnect to 21 as well as changes in the Muskegon Promise. It is expected that the strategies from the EMP will continue to show results into FY2025-2026 and beyond.

Pursuing new funding resources is high on the priority list to support the College's operations moving forward. Fundraising efforts will be a focus of MCC's Foundation with established monetary goals to help fund various needs of the College. In addition, monitoring the availability of funding at the state and local level for capital expenses and non-capital programs will continue to alleviate the use of operating resources. If the state budget approves another ITEMS funding allocation it could be used to cover a portion of the capital budget request for next year.

The Facilities Plan Committee will continue to meet and evaluate the recommendations from the Plan and make adjustments as necessary. The Board approved entering into a 5-year contract with an architecture and engineering (A&E) firm selected through an RFP process. The A&E firm will provide assistance with evaluating the various infrastructure and improvement projects in terms of alternative solutions, cost estimates and funding options.

Although the FY2025-2026 Budget does not include any significant revenues from leasing underutilized space, College Administration will continue to pursue those opportunities with interested parties in an effort provide additional operational revenues.

The evaluation of positions will continue in conjunction with enrollment projections. This practice along with reducing travel and capital has been in place for many years and has helped to offset revenue declines.

During the first quarter of the fiscal year, College Administration will monitor fall enrollment and the finalization of the state budget and prepare to make any budget adjustments if necessary.

While the FY2025-2026 Budget does result in the utilization of fund balance, it incorporates several of the strategies proposed in the BSP. Those strategies include, incorporating fundraising unrestricted revenues, including space leasing revenues and reducing travel, professional services, utilities and materials and supplies expenses. This results in the fund balance percentage of operating expenses being above the Board's minimum threshold of 20%. College Administration will continue pursuing the other long-term strategies for stabilizing future budgets.

Conclusion

FY2025-2026 All Funds budget is presented on the following pages for your consideration. This budget represents the coordination of efforts by all departments that have looked for ways to reduce costs and achieve operational efficiencies and continues to allow the College to provide educational opportunities to its students.

Muskegon Community College
Consolidated Budget - Revenues and Expenses
Fiscal Year FY2025-2026

	Operating Fund		Restricted Fund*	Plant Fund	All Funds
	General Fund	Auxiliary Fund			
Operating Revenues					
Tuition and Fees	\$ 18,326,077	\$ -	\$ -	\$ -	\$ 18,326,077
Federal Grants	-	-	9,646,851	-	9,646,851
Local Grants And Donations	100,000	27,600	2,508,123	-	2,635,723
State Grants	-	-	4,047,500	-	4,047,500
Sales, Services & Rentals	-	643,670	-	-	643,670
Other Income	281,000	-	-	-	281,000
Total Operating Revenue	18,707,077	671,270	16,202,474	-	35,580,821
Operating Expenses					
Salaries and Wages	21,731,932	414,640	627,524	-	22,774,096
Fringe Benefits	10,664,573	175,034	312,507	-	11,152,114
MPSERS UAAL Stabilization Payment	1,800,000	-	-	-	1,800,000
Advertising, Legal, And Other Professional Services	4,627,150	141,932	593,801	-	5,362,883
Material, Supplies, Postage, Books, Program Cost	1,601,009	250,455	566,211	-	2,417,675
Dues, Professional Development, Travel	980,666	18,664	148,500	-	1,147,830
Utilities, Energy Cost, Rent, Insurance	1,472,920	74,000	-	-	1,546,920
Repair And Maint. Capital And Capital Under \$5,000	2,521,006	67,159	1,033,739	-	3,621,904
Financial Aid And Scholarships	243,400	-	13,766,050	-	14,009,450
Bad Debt	500,000	-	-	-	500,000
Other Expenses	50,100	8,600	48,575	-	107,275
Depreciation	-	-	-	3,700,000	3,700,000
Total Operating Expenses	46,192,756	1,150,484	17,096,907	3,700,000	68,140,147
Operating Income/(Loss)	(27,485,679)	(479,214)	(894,433)	(3,700,000)	(32,559,326)
Non-Operating Revenues/(Expenses)					
State Aid	11,951,500	-	-	120,000	12,071,500
MPSERS UAAL Stabilization Payment	1,800,000	-	-	-	1,800,000
Property Taxes	13,965,000	-	-	1,320,000	15,285,000
Interest Income	600,000	-	-	5,000	605,000
Interest Expense	(201,706)	-	-	(719,250)	(920,956)
Transfers (Net)	(4,032,809)	479,214	-	3,553,595	-
Total Non-Operating Revenues/(Expenses)	24,081,985	479,214	-	4,279,345	28,840,544
Net Income/(Loss)	\$ (3,403,694)	\$ -	\$ (894,433)	\$ 579,345	\$ (3,718,782)
FY25 Projected Unrestricted Net Position	15,022,326				
FY26 Projected Unrestricted Net Position	\$ 11,618,632				
Unrestricted Net Position % of Expenditures	22.7%				
Statement Of Cash Flow					
Cashflow Surplus (Shortfall)					(3,718,782)
Add: Depreciation and Bond Amortization					3,527,723
Less: Debt Service/Principal Only					(1,225,000)
Less: Capital Expenditures					(3,078,595)
Total Cash Inflow/(Outflow)					(4,494,654)
FY25 Projected Ending Cash and Investments Balance					21,200,000
FY26 Projected Ending Cash and Investments Balance					\$ 16,705,346

* The Restricted Fund has sufficient fund balance to offset the projected loss.

Muskegon Community College

FY2025-2026 Capital Budget

Description	Estimated Cost	Funding Source
<u>Facilities Plan Items</u>		
Rooms 1058 and 1060 restrooms - ADA upgrade	240,000	Operational funds
Overbrook Theater renovation - A&E study	50,000	Operational funds
New lobby experience renovation - A&E study and new furniture	200,000	Operational funds
Student collaboration areas new furniture	96,000	Operational funds
Student study and incubator space 2nd floor Library	100,000	Operational funds
New door keycard access on 3rd floor	21,000	Operational funds
Grand Haven roof gutters	25,500	Operational funds
Grand Haven exterior doors	26,500	Operational funds
STC - storage building roof gutters	13,150	Operational funds
STC - storage building doors	31,000	Operational funds
Automotive building roof gutters	29,250	Operational funds
Stevenson Center lighting	119,000	Operational funds
Overbrook Theater HVAC- A&E study and repair	1,000,000	Operational funds
Main building gutters and down spouts	9,800	Operational funds
Main building snowguards	5,800	Operational funds
Main building barrier free ramps	12,600	Operational funds
Main parking lot 2 full mill and fill	290,000	Operational funds
Main parking lot 3 full mill and fill	300,000	Operational funds
Art & Music - replace curb and pavement	48,000	Operational funds
South Entrance Drive - replace stop sign and one way sign	2,900	Operational funds
South Entrance Drive - replace curb	640	Operational funds
	<hr/> 2,621,140	
<u>Non Facilities Plan Items</u>		
Center for Teaching and Learning technology and furniture upgrade	100,000	Operational funds
Academic and event scheduling software	81,757	Operational funds
Student Anti Fraud Software	50,000	Operational funds
Digital Sign Software	3,000	Operational funds
Advise software upgrade	50,000	Operational funds
A&E Electrical study	50,000	Operational funds
13 Surface Pros computers for Geography department	26,000	Operational funds
New campus signage with new branding	25,000	Operational funds
New 6 ft and round event tables	20,000	Operational funds
BR Gym sound system	8,000	Operational funds
BR Gym score boards	12,700	Operational funds
HVAC in Library archives room	30,998	Operational funds
	<hr/> 457,455	
Total Operational Funds	3,078,595	
White house and tennis courts demolition	25,000	Safety funds
Baseball and softball dugout upgrades	60,000	Safety funds
Baseball and softball field upgrades	50,000	Safety funds
Core Switch	150,000	Safety funds
Security cameras	50,000	Safety funds
New automated external defibrillators (AED's) - 22	75,000	Safety funds
Replace exit signs	22,000	Safety funds
Replace emergency lights	23,000	Safety funds
Update LED lights	45,000	Safety funds
Total Safety Funds	<hr/> 500,000	