



CORRECTED NOTICE

THE FINANCE & FACILITIES COMMITTEE OF THE WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES WILL MEET AT 2:00 P.M. ON THURSDAY, FEBRUARY 11, 2016 IN THE PRESIDENT'S CONFERENCE ROOM, 2nd FLOOR OF THE HELEN G. SHAUGHNESSY ADMINISTRATION BUILDING.

1. CALL TO ORDER
2. APPROVAL OF MINUTES
 - October 20, 2015
 - January 12, 2016
3. DRAFT FY 2017 BUDGET FOR WELLNESS CENTER
4. OTHER BUSINESS
5. ADJOURNMENT

Judith St. Amand
February 4, 2016

FINANCE & FACILITIES COMMITTEE

Trustee Craig Blais, Chair
Trustee George Albro
Trustee Aleta Fazzone
Trustee Stephen Madaus
Trustee Shirley Steele
Trustee Ronald Valerio, Ex-Officio Voting Member
President Barry Maloney, Ex-Officio Non-Voting Member

All trustees are welcome at committee meetings.

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES

FINANCE & FACILITIES COMMITTEE

October 20, 2015

PRESENT: Trustee Craig Blais, Chair
 Trustee George Albro
 Trustee Aleta Fazzone
 Trustee Shirley Steele
 Trustee Kurt Correia, Non-Voting
 Trustee Maryanne Hammond, Non-Voting
 President Barry Maloney, Ex-Officio Non-Voting
 Ms. Judith St. Amand, Assistant Secretary

ABSENT: Trustee Stephen Madaus
 Trustee Ronald Valerio, Ex-Officio Voting Member

The provisions of General Laws, Chapter 30A having been complied with, and a quorum present, a meeting of the Finance & Facilities Committee was held on Tuesday, October 20, 2015 in the Mutli-Purpose Room in Sheehan Hall. Trustee Blais called the meeting to order at 4:37 p.m.

APPROVAL OF MINUTES – September 8, 2015

Upon a motion by Trustee Albro and seconded by Trustee Fazzone, it was

VOTED: **to approve the minutes of September 8, 2015 as submitted.**

FY 2015 AUDIT REPORT

- Chairman Blais called upon Vice President Kathy Eichelroth to present the draft report.
- He reported to the Committee that he met with President Maloney and members of the audit team to review the report in detail.
- Chairman Blais noted for the Committee that once again a final report is not being presented due to the fact final figures are not available from the State regarding a required adjustment to finalize the **pension liability calculation for the year ended June 30, 2015.**
- Deadline for submission of the Audit Report has been moved to the end of the month.
- An adjustment to record the University's proportionate share of the Commonwealth's pension liability, pension expense, and deferred outflows and inflows of resources need to be incorporated into the draft document. **Footnote 21 "Retirement Plan" will be amended to reflect the calculations for related liability, expense, deferred inflows, and deferred outflows, in addition to actuarial assumptions and applicable discount rate.**

VP Eichelroth introduced Jeff Swanberg and James Johnson from Bollus Lynch to assist with summarizing the audit report.

- The auditing firm provided a clean opinion with no modifications.
- The following is a list of matters, including significant estimates management may wish to monitor oversight responsibilities of the financial reporting process.
 - **Adoption of, or Change in, Accounting Policies** – During the year ended June 30, 2015, the University adopted GASB Statement No. 68, **Accounting and Financial Reporting for Pensions – an Amendment of GASB Statement No. 27 (GASB68)**. This statement requires the University to recognize a proportionate share of the Commonwealth’s unfunded pension liabilities from which certain University employees receive benefits, along with related deferred inflows and outflows.
 - **Significant or Unusual Transactions** – Other than the transaction posted to adopt the provisions of GASB 68, no other significant or unusual transactions were identified.
 - **Accounting Estimates** - Accounting estimates are an integral part of the preparation of financial statements. The process used by management encompasses their knowledge and experience about past and current events. Management used all the relevant facts available.
 - Finance and Facilities Committee may wish to monitor throughout the year the process used to compute and record these accounting estimates.
 - **Alternative Treatments Discussed with Management** – Did not discuss any alternative treatments within generally accepted accounting principles.

AUDIT ADJUSTMENTS

Two audit adjustments were identified and posted as part of audit procedures:

- An adjustment to finalize the University’s capital asset activities and depreciation expense for the year ended June 30, 2015.
- An adjustment to record the University’s proportionate share of the Commonwealth’s pension liability, pension expense, and deferred outflows and inflows of resources as required by GASB 68.

UNCORRECTED MISSTATEMENTS

- Not aware of any uncorrected misstatements.

DISAGREEMENTS WITH MANAGEMENT

- Encountered no disagreements with management.

NEW ACCOUNTING PRONOUNCEMENTS

In December 2013, the Federal Office of Management Budget (“OMB”) issued “uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards” often referred to as the new “Uniform Guidance”. The goal of the Uniform Guidance is to eliminate duplicative and conflicting guidance, focus on performance over compliance for accountability; provide for consistent and transparent treatment of costs, limit allowable costs to make best use of federal resources and strengthening oversight.

The Uniform Guidance will be effective for the University's fiscal awards received after December 26, 2014.

Financial Highlights

- Adoption of Accounting Principal. The Commonwealth of Massachusetts adopted GASB Statement No. 68 Accounting and Financial Reporting for Pensions – an amendment of GASB Statement No. 27. The effect on the June 30, 2015 financial statements includes a \$10,567,132 reduction to net assets as of July 1, 2014 to record the Net Pension Liability the Commonwealth has attributed to Worcester State University. Additional changes in presentation include the deferred outflows and inflows of future pension related costs and an overall net reduction in operating expense of \$362,530 to address a timing difference in recording of pension costs assessed on payroll through the Commonwealth's fringe benefit rate.
- The assets of Worcester State University exceeded its liabilities at the close of the most recent fiscal year by \$82,871,582 (net assets). Of this amount, \$24,573,241 is classified as unrestricted net assets. Growth in unrestricted net assets had been strategically planned in accordance with the University's long term Capital Financing Plan. The plan called for growth in reserves as the means of providing financial leverage for the building of the new Wellness Center and other capital improvements. A draw of \$9,500,000 of reserve funds as an equity contribution to the construction of the Wellness Center occurred in September of 2015. Total net assets and unrestricted net assets have been reduced by \$10,567,132 as of July 1, 2014 by the unanticipated adoption of GASB Statement No. 68, requiring the University to record its share of the Commonwealth's net pension liability for its employees.
- The University experienced a loss before other revenues, expenses, gains or losses of (\$673,465). The total change in net position of \$1,971,897 includes the recognition of \$2,645,362 of capital appropriation received from the state for infrastructure investment. Operational items of significance that influenced the total change in net position included the opening of Sheehan Hall, a new four hundred bed residence hall. The University experienced high demand for this new hall, however overall housing demand was down for the year resulting in a \$1,048,825 operating deficit services. Lower occupancy levels than normal in the residence halls had cross institution effects on other student assessed revenue categories resulting in lower revenue realization than expected. Despite the net operating results, the Capital Improvement Trust Fund continues to accumulate an annual operating surplus as intended with a goal of building the trust fund balance so it will be available to leverage plans for future capital investment.

Financial Analysis

- Net assets may serve over time as a useful indication of Worcester State University's financial position.
- In the case of Worcester State University, assets exceeded liabilities by \$82,871,582 at the close of fiscal year 2015.

- By far the largest portion of the Worcester State University's net assets reflects its investment in capital assets (e.g. land, buildings, machinery, and equipment), less any related debt, including capital leases, used to acquire those assets that are still outstanding.
- Worcester State University uses these capital assets to provide services to students, faculty and administration; consequently, these assets are not available for future spending. Worcester State University's investment in its capital assets is reported net of related debt.
- Representatives of Bollus Lynch stated no reasons to meet with members of the Committee privately.

Upon a motion by Trustee Albro and seconded by Trustee Fazzone, it was

VOTED: to recommend approval to the full Board the acceptance of the FY 2015 Audit Report and to authorize the submission of the final document with the incorporation of numbers specifically identified in the draft document.

FY 2016 BUDGET AMENDMENT #1 – FORMULA FUNDING DISTRIBUTION

- During the FY 2016 state budget process \$5,560,108 was made available to the State University system.
- State legislators required the funds to be distributed to the campuses using a performance based funding formula.
- DHE provided funds for the hiring of a consultant to work with stakeholders to develop such a formula.

As a result of this formula funding, WSU will receive \$873,942 of new state appropriations for our FY 2016.

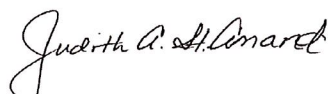
BUDGET vs ACTUAL

Trustee Blais thanked VP Eichelroth for the information provided, but asked if it could be put in a clearer format in the future allowing for easier review. VP Eichelroth agree to do so.

Upon a motion by Trustee Albro and seconded by Trustee Fazzone, it was

VOTED: to adjourn the meeting at 5:56 p.m.

Respectfully submitted,



Judith A. St. Amand
Assistant Secretary

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES**

FINANCE & FACILITIES COMMITTEE

January 12, 2016

PRESENT: Trustee Craig Blais, Chair
Trustee George Albro
Trustee Aleta Fazzone
Trustee Stephen Madaus
Trustee Shirley Steele, Teleconferenced into meeting
Trustee Ronald Valerio, Ex-Officio Voting Member
Trustee Keith Correia, Non-Voting Member
Trustee Maryanne Hammond, Non-Voting Member
Trustee Karen LaFond, Non-Voting Member
Trustee Dina Nichols, Non-Voting Member
Trustee Marina Taylor, Non-Voting Member
President Barry Maloney, Ex-Officio Non-Voting Member
Ms. Judith St. Amand, Assistant Secretary
Ms. Nikki Kapurch, Special Assistant to the President

The provisions of General Laws, Chapter 30A having been complied with, and a quorum present, a meeting of the Finance & Facilities Committee of the Worcester State University Board of Trustees was held on Tuesday, January 12, 2016, in the President's Conference Room of the Helen G. Shaughnessy Administration Building. Trustee Blais called the meeting to order at 4:33 p.m.

REMOTE PARTICIPATION

Chairman Valerio reported that he had received a request from Trustee Steele to participate in the meeting via conference call due to geographic distance. Trustee Steele did fly into Boston this afternoon, but delays and proposed inclement weather for this evening kept her from physically attending the meeting. According to the provisions approved by the Board for Remote Participation, the Chair of the Board has the authority to grant such participation. As stated in the remote participation guidelines developed by the Attorney General, all votes must be taken by recorded roll call.

MINUTES – October 20, 2015

The following correction to the minutes was offered by VP Kathy Eichelroth:

Page 1 – 3rd bullet under FY 2015 Audit Report, delete *the University's capital asset activities and depreciation expense* – and replace with *the pension liability*

Page 2 – paragraph beginning, “ VP Eicehlroth introduced Jeff Swanberg and Jeff Johnson, should read James Johnson.

Trustee Blais referred to the information not included on page 2 relative to percentages that were still pending when final report was approved. Trustee Blais asked that the numbers be included and corrections made to the minutes. Approval of minutes was tabled until the next meeting.

DEBT MANAGEMENT POLICY – FY 2015 Financial Statement Review

The Debt Management Policy was established by the Vice President of Finance and Administration and approved by the Board of Trustees to provide guidance for the prudent use of debt to finance capital projects that enable the University to fulfill its mission and achieve strategic objectives. The policy is to be reviewed at least annually.

Debt Financing allows the University to pay for a capital asset over a period of time. WSU, under the aegis of the Board of Higher Education (BHE), receives funding for capital projects from three sources: Commonwealth General Obligation Bonds, bonds issued by the Massachusetts Development Finance Agency (MassDevelopment); and bonds issued by the Massachusetts State College building Authority (MSCBA).

Affordability - Includes an analysis of the cost of capital, cash flow forecasts and rationale to instill budget discipline and help ensure that intergenerational equity is achieved. (Intergenerational equity refers to the concept of matching the beneficiaries and users of the capital projects financed using debt proceeds and the actual payment of the principal and interest on the debt used to finance the facilities).

- When issuing debt, the University will seek the lowest-cost source of funding available.
- All annual debt interest and principal amortization payments will be provided for in the annual budget plan with a target not to exceed 5% of annual operating expenditures.
FY 2015 Financial Statements provide for annual debt service of \$4,504,248. FY 2015 actual debt service was \$1,384,979. Long term commitments exist with MSCBA to cover residence hall debt and parking garage debt from WSU operating revenues, in addition to bond financing for the Wellness Center which is owned by the Commonwealth and recorded as a fixed asset of the University. Contractual payments to cover these costs are budgeted for \$7,867,405, \$673,885, and \$787,050 respectively in FY 2016. Residence Hall commitments are funded by student rents set by the MSCBA. Parking Garage and Wellness Center commitments are funded by the Capital Improvement Trust Fund.
- External borrowings will be coordinated to the extent practical so that multiple project needs can be accomplished in a single borrowing, thereby reducing issuance costs.
- The University will consider credit enhancement when it is cost beneficial and/or results in more favorable covenants.
- A project that has a related revenue stream or can create budgetary savings will receive priority consideration. For these projects, the use of debt must be supported by an achievable financial plan that includes servicing the debt and meeting any new or

increased operating costs. However, this priority consideration is not meant to exclude other projects that are key to the University's mission and strategic initiatives.

- The cost of debt-financed capital acquisitions will be charged to the future users of the capital asset over the period the debt is outstanding and the assets usefulness.

Risk Management - Includes an appropriate weighting or mix between fixed and variable (when available) rate debt, a plan to manage liquidity risks and exposures and rationale for matching assets to liabilities.

- The University will actively consider refinancing outstanding debt only when net savings for the refinancing, measured on a net present value basis, are positive.
- Call options on outstanding debt will be exercised when; (1) they offer net present value savings when compared to alternative investment opportunities for these funds, (2) more favorable covenants can be obtained, and/or (3) the University desires to reshape the amortization pattern of its debt.
- The Office of Vice President of Finance and Administration will be responsible for monitoring the debt markets and recommending the appropriate tactical strategy depending on the interest rate environment, the University's liquidity position, tax regulations and market dynamics.
- In all borrowings, the University will strictly adhere to the principle of matching the term of the debt to the expected useful life of the project or to the purpose of the program being funded with that debt.
- Where financially feasible, debt will be retired as soon as possible to recapture debt capacity for future use. The maturity on a tax-exempt bond issue should be as short as economically feasible for the project, and will not exceed the useful life of the financed asset (this is more restrictive than the federal limit of 125% of the useful life).
- It is the general intent of the University to employ debt as a "financing vehicle" rather than a funding source. To the extent possible, internal funds, external gifts, grants, etc. will be used to "fund" capital projects, with the use of debt as a temporary financing source and/or "lowest cost of capital" alternative.
- External borrowing will be for the minimum required portion of project cost. Projects with alternative restricted or unrestricted funding sources may only use debt financing for the unfunded portion and to bridge the timing of cash payments on gifts and pledges.
- Debt service payments will be made in an accurate and timely manner.
Compliance with debt covenants will be monitored by the Office of Vice President of Finance and Administration and external auditors and reported regularly to the Board.
- The Office of Vice President of Finance and Administration will strive to structure borrowings such that the University meets the required "spend down tests" thereby enabling it to retain project fund earnings in excess of the "arbitrage yield".

- The Office of Vice President of Finance and Administration will monitor the University's rebatable arbitrage earnings for tax purposes on an annual basis and evaluate compliance with IRS private use rules at issuance and periodically thereafter.
- The University's "debt capacity" will be determined from time to time, based on the evaluation of bond rating agency guidelines with the goal of maintaining the current minimum investment grade rating of A - and preferably, a rating of A or better.

Based on the three main objectives previously identified, the following guidelines will be used, although they are not intended to be all-inclusive.

Financial Structure / Balance Sheet Management- Includes a goal of establishing and maintaining the highest credit/bond rating possible, a rationale for the appropriate level of debt versus equity and proactive monitoring of the capital markets to manage unplanned inefficiencies or disequilibriums in both debt and investment markets.

Financial Ratios

This policy establishes guidelines to measure the total amount of debt outstanding and to assess overall financial health. The following ratios are consistent with ratios utilized in the higher education industry and should be reviewed at least annually and on a pro forma basis when considering debt financed projects.

Viability Ratio FY 2015 = 1.05

- This ratio measures the availability of expendable net assets to pay off long term debt.
- A ratio of 1.0 or higher indicates an institution has sufficient net assets to satisfy debt requirements.

Ratio = Expendable Net Assets/Long-Term Debt

Debt Burden Ratio FY 2015 = 1.5%

- This ratio expresses annual debt service payments as a percent of total expenses. It measures an institution's ability to repay debt service on all outstanding debt and its impact on the institution's overall budget.

Ratio = Annual Debt Service/Total Expenses

- As a general guideline, it is believed that if more than 5% of an institution's budget were devoted to debt service, that institution's flexibility to devote its resources to other needs would be compromised.
- It is understood that rising expenses could make this ratio seem more attractive, though misleading, and is evaluated in conjunction with an institution's income statement.

Primary Reserve Ratio FY 2015 = 1 : .2968

- This ratio provides a snapshot of an institution's financial strength and flexibility.
- The ratio indicates how long the University could operate using expendable reserves without relying on additional new assets generated by operations.
- Trend analysis indicates whether an institution has increased its net worth in proportion to its rate of growth. A negative or decreasing trend indicates a weakening financial condition.

Ratio = Unrestricted & Expendable Net Assets / Total Operating Expenses

Return on Net Assets Ratio FY 2015 = 2.44%

- This ratio reports whether an institution's resources are growing and if it is financially better off than in previous years. It is important to assess this ratio as a linear trend – an increasing trend indicates an increase in net assets and an increased likelihood that the institution is able to set aside financial resources to strengthen future flexibility.
- Single year events, like a substantial gift or extreme investment performance, can cause significant year-to-year volatility.

Ratio = Increase (Decrease) in Net Assets / Beginning of Year Net Assets

Net Operating Revenues Ratio FY 2015 = -.75%

- This ratio indicates whether operating activities resulted in a surplus or deficit.
- A positive ratio indicates the University experienced an operating surplus; a continuing decline or pattern of deficits indicates financial problems.

Ratio = Adjusted Net Operating Revenues / Adjusted Total Income

PROCEDURES

- Whenever short or long-term debt is required to fund University operations, or whenever there are transactions that would contingently obligate the University, the Office of Vice President of Finance and Administration must be contacted to arrange and/or approve all terms, conditions and financial covenants.
- General Counsel must approve the legal form on all instruments, documents or agreements relating to financing, indebtedness and contingent obligations.
- The Board of Trustees must approve all tax-exempt borrowings and any "indebtedness," or "contingent obligations."
- Whenever Board of Trustee approval is required, the Office of Vice President of Finance and Administration will prepare the appropriate Board authorization resolution.

Financial Ratio Trend Analysis – 5 Year Review – Fiscal Years 2011 through 2015

Primary Reserve Ratio

Are the resources sufficient and flexible enough to support the University's mission?

- This ratio provides a snapshot of financial strength and flexibility by indicating how long the institution could function using its expendable reserves without relying on additional net assets generated by operations.

FY 2015 Analysis:

- WSU has not maintained the DHE benchmark of a Primary Reserve ratio of 40% of operating expenses.
- WSU had been purposeful in growing its reserve balance over the past decade and more specifically since 2006 as an integral part of the long term capital financing plan.
- Reserves were accumulating in the Capital Improvement Trust Fund for the specific purpose of financing a new athletic center and other infrastructure projects.
- Unrestricted reserves were decreased in FY2015 by \$10.5M due to a change in presentation of the Commonwealth's pension liability as it pertains to WSU employees.
- Management had not anticipated a change in presentation of pension liability by the Commonwealth as a result it was not anticipated, or planned for, when updating previous ratio analysis and evaluating future capital financing plans of the Institution.
- WSU transferred \$9.5M of reserves to DCAM after the close of the fiscal year as part of the financing plan for the Wellness Center.
- This transfer had been planned for and was reflected in previous ratios and capital financing scenarios.
- Upon transfer of the funds the primary reserve ratio will be further reduced to .19% which is close to FY 2006 levels.
- The Capital Financing Plan will be updated with a goal to re-establish a 40% reserve ratio by FY 2020.

	<u>FY 2015</u>	<u>FY 2014</u>	<u>FY 2013</u>	<u>FY 2012</u>	<u>FY 2011</u>
PRIMARY RESERVE RATIO	0.2968	0.4497	0.4308	0.4460	0.4116

Return on Net Asset Ratio

Does financial asset performance support the strategic direction of the University?

- This ratio determines whether the institution is financially better off than in previous years by measuring total economic return.
- A temporary decline in this ratio may be appropriate and even warranted if it reflects a strategy to better fulfill the institution's mission.
- An improving trend indicates the institution is increasing its net assets and is likely able to set aside financial resources to strengthen its future financial flexibility.

FY 2015 Analysis:

- In FY 2015 net assets increased by \$2,645,362 in capital appropriations for the Wellness Center.
- The net operating loss of \$673,465 was mainly attributable to lower occupancy levels than usual for the resident halls.
- Despite the net operating results, the Capital Improvement Trust Fund continues to accumulate an annual operating surplus as intended with the goal of building the trust fund balance as leverage for future capital investment.

RETURN ON TOTAL NET ASSETS

FY 2015	FY 2014	FY 2013	FY 2012	FY 2011
2.44%	4.10%	-0.51%	1.49%	5.63%

Net Operating Revenue Ratio

Do the operating results indicate that the University is living within available resources?

- This ratio indicates whether total operating activities resulted in a surplus or deficit.
- A positive ratio indicates that the institution experienced an operating surplus for the year.

FY 2015 Analysis:

- Operational items of significance that influenced the total change in net position included the opening of Sheehan Hall, a new four hundred bed residence hall.
- The University experienced a soft opening of this new hall and while there was high demand, overall housing demand was down for the year resulting in a \$1,048,828 operating deficit for auxiliary services.
- Lower occupancy levels than normal in the residence halls had cross institution effects on other student assessed revenue categories resulting in lower revenue realization than expected.
- The compounded effects of less than full occupancy in the residence halls resulted in a net operating loss prior to capital appropriations of \$673,465.
- Despite the net operating results, the Capital Improvement Trust Fund continues to accumulate an annual operating surplus as intended with a goal of building the trust fund balance so it will be available to leverage plans for future capital investment.

NET OPERATING REVENUE RATIO

FY 2015	FY 2014	FY 2013	FY 2012	FY 2011
-0.75%	1.83%	-0.57%	1.72%	5.87%

Viability Ratio

Is debt managed strategically to advance the University's mission?

- This ratio measures one of the most basic determinants of clear financial health - the availability of expendable net assets to cover debt should the institution need to settle its obligations as of the balance sheet date.
- A ratio of 1:1 or greater indicates that, as of the balance sheet date, the University has sufficient expendable net assets to satisfy its debt obligation.

FY 2015 Analysis:

- WSU had been purposeful in growing its reserve balance over the past decade and more specifically since 2006 as an integral part of the long term capital financing plan.
- Reserves were accumulating in the Capital Improvement Trust Fund for the specific purpose of financing a new athletic center and other infrastructure projects.
- Unrestricted reserves were decreased in FY2015 by \$10.5M due to a change in presentation of the Commonwealth's pension liability as it pertains to WSU employees.
- Management had not anticipated a change in presentation of pension liability by the Commonwealth as a result it was not anticipated, or planned for, when updating previous ratio analysis and evaluating future capital financing plans of the institution.
- WSU transferred \$9.5M of reserves to DCAM after the close of the fiscal year as part of the financing plan for the Wellness Center.
- This transfer had been planned for and was reflected in previous ratio and capital financing scenarios.
- Upon transfer of the funds the viability ratio will be further reduced to .68 which is close to FY 2006 levels.
- The Capital Financing Plan will be updated with a goal to re-establish a 1:1 reserve ratio by FY 2020.

	<u>FY 2015</u>	<u>FY 2014</u>	<u>FY 2013</u>	<u>FY 2012</u>	<u>FY 2011</u>
VIABILITY RATIO	1.05	1.43	1.28	2.74	2.41

Debt Capacity Ratio

- Debt capacity analysis evaluates the University's long-term obligations and the institution's ability to meet debt service demands.
- The debt capacity ratio is used by rating agencies and assesses an institution's ability to meet future debt service obligations with current unrestricted resources.
- The ratio equals the maximum annual debt service divided by unrestricted current fund expenditures less mandatory transfers.

Actual	Annual Debt Service	Ratio	all exp.
FY 2011	931,176	1.3%	
FY 2012	928,485	1.3%	
FY 2013	930,287	1.2%	
FY 2014	1,384,979	1.7%	
FY 2015	1,384,979	1.5%	
	CY benchmark	4,504,248	0.05 oper exp.

Debt Service Coverage Ratio

- This ratio measures the excess of income over adjusted expenses available to cover annual debt service payments.
- Provides a level of comfort that an institution has a net revenue stream available to meet its debt burden should economic conditions change.
- A high ratio is preferred, a low ratio or declining trend would create concern about the institution's ability to sustain operations, especially during a period budgetary challenges.
- Ratio is calculated as adjusted change in net assets divided by debt service.

Actual	Annual Debt Service	Ratio
FY2011	931,176	4.99
FY2012	928,485	1.40
FY2013	930,287	(0.48)
FY2014	1,384,979	2.60
FY2015	1,384,979	1.42

MOODY'S RATING

- Moody's affirms Worcester State University, MA's A3 rev. bond rating; outlook stable.
- December 10, 2015, Moody's Investors Service affirms the A2 rating on Worcester State University's (WSU) \$10.4 million of revenue bonds, issued by the Massachusetts Development Finance Authority.
- No action taken on rated bonds issue by the Massachusetts State College Building Authority (MSCB), which are rated based on the structure of the authority's debt as well as the credit quality of the nine participating universities. The outlook is stable.

Summary Rating Rationale:

- The A2 rating reflects the university's strong liquidity and solid operating performance, bolstered by support and oversight from the Aa1-rated Commonwealth of Massachusetts and Aa2-rated Massachusetts State College Building Authority.

- The rating also incorporates the university's high debt burden and a somewhat limited ability to materially increase tuition and fees in response to budget pressure given its moderate scale and predominantly regional student draw.

Outlook:

- The stable outlook reflects our expectations that WSU will maintain consistent operations through conscientious budgeting and continued commonwealth support.

Upon a motion by Trustee Albro and seconded by Trustee Madaus, it was

VOTED: **by recorded roll call to recommend to the full Board the approval of the Debt Management Policy – FY 2015 Financial Statement Review and the Financial Ratio Trend Analysis – Fiscal Years 2011 through 2015 as presented.**

Voting in Favor (6)

Opposed (0)

Trustee Albro

Trustee Fazzone

Trustee Madaus

Trustee Steele

Trustee Valerio

Trustee Blais

FY 2017 RESIDENCE HALL TRUST FUND BUDGET

VP Kathy Eichelroth and Adrian Gage, Assistant Dean of Student Affairs and Director of Residence Life and Housing, presented the FY 2017 Budget.

- The budget has been submitted to the MSCBA (Massachusetts State College Building Authority) for review and approval.
- Budget was developed by Adrian Gage in consultation with Julie Kazarian, Dean of Student Affairs, staff from Administration and Finance and staff from MSCBA.
- The MSCBA is the rate setting authority for all residence halls.
- All revenue and expenses activity of the residence halls are accounted for in the Residence Hall Trust Fund maintained in the University's financial record system.
- The WSU Board of Trustees has the oversight authority for all campus based trust funds.
- The MSCBA sets the budget preparation schedule to provide time for review and approval by the MSCBA Board of Directors.
- That is why the time table for this trust fund budget is accelerated in comparison to other trust funds and the operating budget for the University in general.
- The following items were reviewed:
 - Historical Budget
 - Current Budget
 - Summer Revenue Detail
 - Non-Rent Revenue

- Annual Occupancy
- Rent and Revenue
- Trustees shared their concerns with an increase in rentals since the occupancy rate is not at 100%.
- Trustees were assured that the occupancy rate will continue to increase.

Upon a motion by Trustee Albro and seconded by Trustee Fazzone, it was

VOTED: by recorded roll call to approve the FY 2017 Residence Hall Budget as presented.

VOTING IN FAVOR (6) **OPPOSED (0)**

Trustee Albro
Trustee Fazzone
Trustee Madaus
Trustee Steele
Trustee Valerio
Trustee Blais

APPROVAL OF HOT WATER HEATER/PRESIDENT'S RESIDENCE

- Expenditures for renovations or repairs of the President's home need Board approval per the Trust Fund Management Policies.
- The administration is requesting approval of the purchase of a new domestic 80 gallon hot water heater and its installation at the President's residence, 535 Chandler Street.
- The present water heater to be replaced is approximately 10 years old.
- Proposal submitted from Royal Steam Heater Company is \$4,200.
- Trustees inquired what the warranty is for the new unit to be installed. Information not available but will be forwarded to trustees.

Upon a motion by Trustee Albro and seconded by Trustee Madaus, it was

VOTED: by recorded roll call to approve the purchase and installation of a new domestic 80 gallon hot water heater for the President's residence.

VOTING IN FAVOR (6) **OPPOSED (0)**

Trustee Albro
Trustee Fazzone
Trustee Madaus
Trustee Steele
Trustee Valerio
Trustee Blais

WELLNESS CENTER

**FISCAL YEAR 2017
OPERATING BUDGET**

DRAFT FOR DISCUSSION

Table of Contents

Draft Budget worksheet

New cost categories

Annual Facilities costs

Annual Athletic cost

Recreation Sports Equipment

Athletic Equipment

Part-time Employees

Full-time Employees

Utilities

Proposed Increase to General Fee

Analysis of Potential Resources and Uses - FY 2017

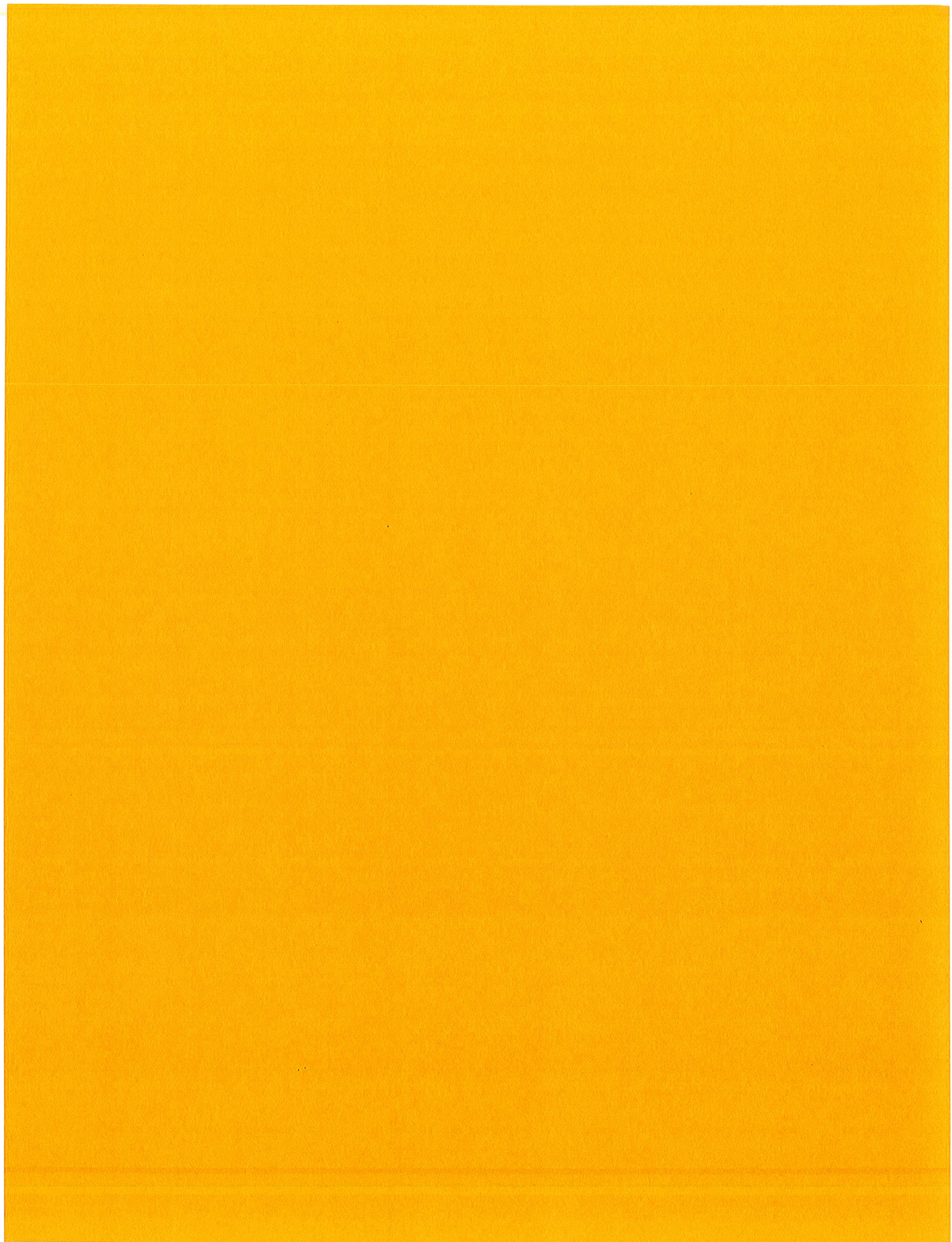
Reserve Stabilization Worksheet

**Wellness Center
Draft Budget**

		Athletics FY 2017 Operating baseline	Ongoing overrides to fund	Annual Facilities cost	Annual Athletic cost	Part-time employees	Full-time employees	Increased Utilities	New Funds Subtotal	Wellness Center Budget
730 AAA00	Athletic Dpt	Regular Employees (excludes existing staff)					315,330		315,330	315,330
730 BBB00	Athletic Dpt	Employee Related Expenses								27,000
730 CCC00	Athletic Dpt	Temp Part-time Employees			40,000	191,234			231,234	471,234
730 DDD00	Athletic Dpt	Pension/Insurance Expenses					92,013		92,013	92,013
730 EEE00	Athletic Dpt	Administrative Expenses		7,600	6,300				13,900	113,900
730 FFF00	Athletic Dpt	Facility Operation Supplies	30,000	39,115	34,000				103,115	273,187
730 GGG00	Athletic Dpt	Energy/Space Rental						295,000	295,000	295,000
730 HHH00	Athletic Dpt	Professional Services		2,025					2,025	12,525
730 JJJ00	Athletic Dpt	Operational Services								66,000
730 KKK00	Athletic Dpt	Equipment Purchase			45,309				45,309	53,309
730 LLL00	Athletic Dpt	Equipment Lease, Maint, Repair		1,900	90,600				92,500	287,500
730 NNN00	Athletic Dpt	Infrastructure and Bldg Improvements		66,000					66,000	71,000
730 UUU00	Athletic Dpt	Information Technology Expense			10,000				10,000	20,000
730 Total	Athletic Dpt	Total	30,000	116,640	226,209	191,234	407,343	295,000	1,266,426	2,097,998

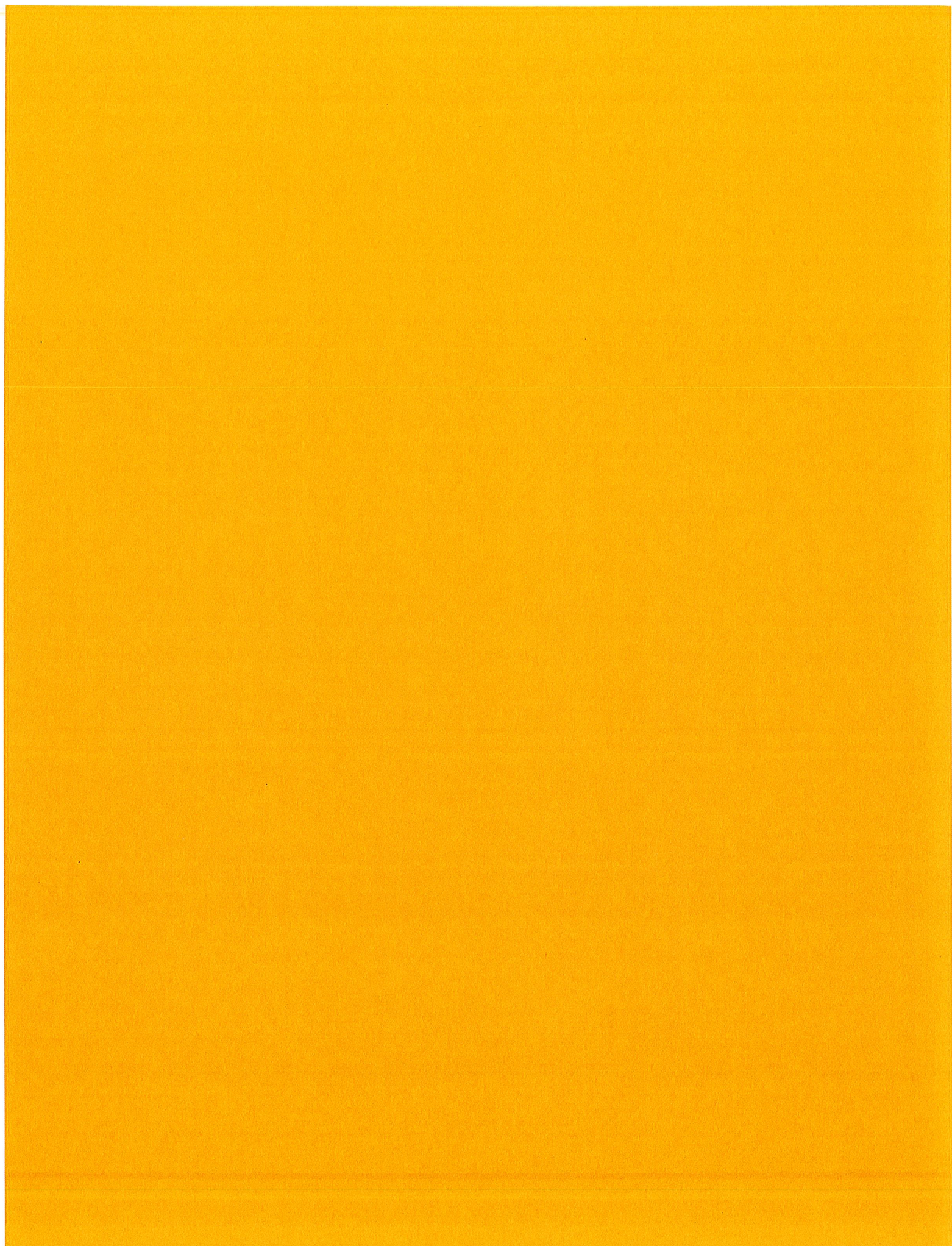
Wellness Center Budget
Annual Facilities Maintenance Costs
DRAFT

<u>Vendor</u>	<u>Description</u>	<u>Amount</u>	<u>Exp. Code</u>	<u>Explanation</u>
Sunshine Sign	Exterior labor to perform Banner changeout 3/year	3,600	EEE14	New system
		3,600		
City of Worcester	Backflow Preventor Testing	4,000	EEE19	New system
		4,000		
Industrial Cleaning Products	additional products and new types for supply room	39,115	FFF11	Larger building, some new systems
		39,115		
American Anchor	Roof anchor system annual certification	525	HHHH2	New system
Bolton DiMartinni	Walking track structural review	1,500	HHHH2	New system
		2,025		
Workplace essentials	Women's sanitary product and disposal	700	LLL23	Similar but wit additional toilets
		700		
GCS Service	Kitchen Equip PM's and repairs	1,000	LLL63	New system
O'Connell Fire Protection	Fire Extinguisher PM's	200	LLL63	Similar
		1,200		
Wind River Environmental	Grease Trap cleaning/evacuation	600	NNN22	New system
		600		
AALANCO Service Corp	Hot water tank PM's	2,000	NNN50	Add 3 hot water tanks
Athletic Floor Systems	Resurface Competition Gym	7,500	NNN50	Similar:add 2,500 every third year for painting
Caola	Door hardware	1,000	NNN50	Similar
Crestron	Lighting control system PM	500	NNN50	New system
Duct & Vent Cleaning of America	Exhaust duct cleaning	1,250	NNN50	New system
Elevator Maintenance	Elevator PM's	2,400	NNN50	New system
Energy Construction Services	Boiler Maintenance	1,700	NNN50	Add 2 boilers
Gustavo Preston/WSU	Various pump PM's	500	NNN50	New system
Kraft Power	Emergency Generator PM's	800	NNN50	Similar but with annual load bank test added
Nalco	HVAC chemical treatment	250	NNN50	Similar
Northeast Coil	RTU coil cleaning	9,000	NNN50	New system
Offshore	Roof PM's	6,500	NNN50	New system and larger roof spans
Renaud HVAC	RTU PM's	7,500	NNN50	New system
				New system includes sprinklers, duct smokes, modern fire alarm and their associated testing
Simplex Grinnell	Fire alarm/life safety system tests	6,200	NNN50	
Worcester Overhead Door	Overhead Door Maintenance	1,500	NNN50	New system
		48,600		
Eagle Lighting	Lamp replacements	5,000	NNN52	New System: 100% lamp Comp & MP, 50% ballast, 50% exit signs & 10% LED
ICPI	Walk-off mats	1,500	NNN52	Similar
MSC Industrial Supply	Filters	2,000	NNN52	New system
WSU	Exhaust PM's	700	NNN52	New system
		9,200		
Cliff Hangers	Window Cleaning 2 per year	5,000	NNN70	Fitness center glass will need cleaning 2X per year
		5,000		
Ransford Pest Control	Pest Control PM's	600	NNN71	Similar
Wayne Witkowski	Pigeon control & pest control	500	NNN71	Similar
		1,100		
Bells Lawn &	Lawn/Irrigation PM	1,500	NNN74	New system
		1,500		
Total		116,640		



Wellness Center Budget
Annual Athletic Program Costs
Draft

<u>Additional annual costs</u>	<u>Annual</u>
Leased Cardio	80,000
maintenance contract Cardio/Strength	10,000
computer software/hardware	10,000
music subscription	300
Recreation Equipment Replacement (detail attached)	10,379
Athletic equipment replacement cycle (detail attached)	34,930
Mascot	6,000
Miscellaneous program supplies, and promotional materials	10,000
new program subtotal	<u>161,609</u>
 Funds for coach raises (HR to evaluate)	 40,000
Increase food per diem	24,000
Washer Dryer Calls (150/call)	600
Total	<u>226,209</u>



**Wellness Center Budget
Recreational Sports Equipment
Draft**

	<u>EQUIPMENT</u>	<u>QTY</u>	<u>Price</u>	<u>TOTAL COST</u>	<u>MANUFACTURE/ MODEL #</u>
96003XXX	Border Floor Hockey	26	204.63	\$5,320.38	BSN
1273472	Futsal goals 6X9 (pairs)	2	1,159.28	\$2,318.56	BSN
1377098	Select Futsal Master 6 pack	1	254.10	\$254.10	BSN
1040814	12" Game/Boundary Cone - orange	24	4.99	\$119.76	BSN
1271560	Fixed Rung Agility Ladder	6	31.14	\$186.84	BSN
1063943	Pugg 4' Training Goal (pair)	8	69.87	\$558.96	BSN
1251838	Indoor/Outdoor spring loaded corner flags (set of 4)	4	56.84	\$227.36	BSN
1382858	Kwigoal Practice Field Hockey Goals (pair)	2	\$2,136.98	\$4,273.96	BSN
MTMRAQ	Tennis Rackets	6	\$19.99	\$119.94	BSN
USOPEN	Tennis Balls (cases)	2	\$95.96	\$191.92	BSN
1393486	Pickel ball	4	\$12.54	\$50.16	BSN
1304213	Shield Indoor Floor Hockey Stick set	6	\$187.78	\$1,126.68	BSN
1058XXXX	Shield Orange Non Bounce Hotball (set of 3)	10	\$7.84	\$78.40	BSN
1197655	Multi purpose Equipment Cart	3	\$159.74	\$479.22	BSN
1064889	Socks for Floor Hockey sticks Foam Covers	48	\$8.41	\$403.68	BSN
1065336	Mylec Folding Goal	6	\$36.41	\$218.46	BSN
1363633	PickleBall Net	6	\$149.37	\$896.22	BSN
1025XXXX	PickleBall Diller set	6	\$224.71	\$1,348.26	BSN
1235593	volleyballs	8	\$29.84	\$238.72	BSN
1155389	volleyball carts	1	\$129.34	\$129.34	BSN
40870	Mesh bags	10	129.34	\$1,293.40	BSN
1276572	Men's Basketballs	8	\$34.99	\$279.92	BSN
1276589	Women's Basketball	4	\$34.99	\$139.96	BSN
VSBMFEL5	Indoor Soccer Balls	4	\$19.89	\$79.56	BSN
1235593	Volleyballs	4	\$24.59	\$98.36	BSN
1371492	Men's Football	2	\$39.59	\$79.18	BSN
NKFT0233	Women's Football	2	\$19.99	\$39.98	BSN
1249804	Versa Cuff Light	2	\$8.99	\$17.98	BSN
1249811	Versa Cuff Medium	2	\$9.99	\$19.98	BSN
1249828	Versa Cuff Heavy	2	\$10.99	\$21.98	BSN
1342574	Versa Cuff Extra Heavy	2	\$11.99	\$23.98	BSN
1249804	Versa Cuff Long Light	2	\$8.99	\$17.98	BSN
1249811	Versa Cuff Long Medium	2	\$9.99	\$19.98	BSN
1249828	Versa Cuff Long Heavy	2	\$10.99	\$21.98	BSN
1342574	Versa Cuff Long Extra Heavy	2	\$11.99	\$23.98	BSN
1281842	Boxing Gloves (pair)	5	\$48.99	\$244.95	BSN
1051216	Target Mitts (pair)	5	\$49.99	\$249.95	BSN
1384302	Body Shield	1	\$79.99	\$79.99	BSN
200234411	Kick Shield	1	\$79.99	\$79.99	BSN
1126631	Class Round Timer	1	\$247.36	\$247.36	BSN
1236149	1236149 Voit 8.25" Special Tuff Ball (Set of 6)	1	\$101.41	\$101.41	BSN
1522	VPG 10HXX Voit Playground Ball 10" Red	12	\$5.99	\$71.88	BSN
1184761	X44RP ASA Yellow Poly Sft (Dozen)	4	\$49.99	\$199.96	BSN
TACSV5WS	Tachikara SV5WS Volleyball	4	\$33.89	\$135.56	BSN
NKFT0231	NKFT0231 Nike Spiral Tech Football (NFHS)	8	\$19.99	\$159.92	BSN
NKFT0232	NKFT0232 Nike Spiral Tech YTH Football	4	\$19.99	\$79.96	BSN
1276572	MAC X10 Elite NFHS Comp Ball - Official	8	\$34.99	\$279.92	BSN
1276572	MAC X10 Elite NFHS Comp Ball-Int	4	\$34.99	\$139.96	BSN
1376985	Nike Premier Team SZ5	8	\$29.99	\$239.92	BSN
1384309	Brine SBVIS95 Indoor Soccerball	4	\$24.59	\$98.36	BSN
MTMRAO	BIOTEC 500 Tennis Racquet	8	\$19.99	\$159.92	BSN
MTDUNCAN24	Dunlop Championship Tennis Balls (case)	2	89.99	\$179.98	BSN
1155006	Wiffle Baseball	12	1.09	\$13.08	BSN
3193XXXX	Wiffle Brand Bat 32"	4	3.99	\$15.96	BSN
1235623	Throw Down Bases - 5 piece orange (set)	1	14.99	\$14.99	BSN
BBSBBXXY	Rubber Bases (set)	2	32.99	\$65.98	BSN
BBSBHPXXY	Rubber Home Plate	2	13.99	\$27.98	BSN
1385134	Worth Toxic Reload - Slowpitch Bat 34/27.5	4	79.99	\$319.96	BSN
1388394	Wilson A360 14" Slow Pitch Glove	8	39.99	\$319.92	BSN
1388394	14" Fielders Glove - LHT WTA-0362	4	39.99	\$159.96	BSN
BBUMPIND	Indicator Balls Strike Out-Inn	6	4.47	\$26.82	BSN
CUMPRO	Pro Umpire Placket Navy XLG	8	33.14	\$265.12	BSN

**Wellness Center Budget
Athletic Equipment
DRAFT**

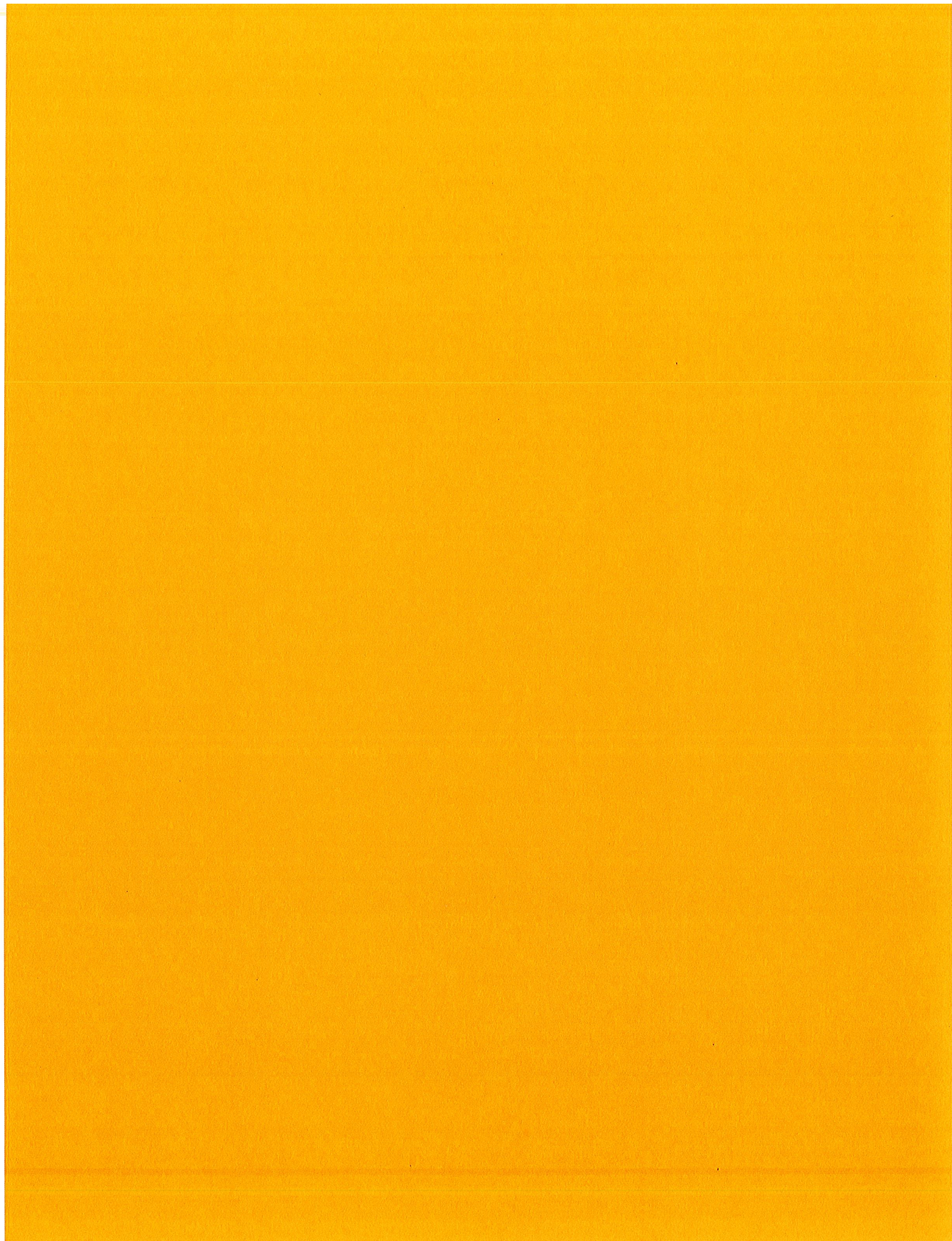
	<u>EQUIPMENT</u>	<u>QTY</u>	<u>Price</u>	<u>TOTAL COST</u>	<u>MANUFACTURE/MODEL #</u>
CRTRTCONVEBLK2	table cart	1	401.40	\$401.40	mitylite quote QUO-15812-R9G0Z5
LRT2472FUK11	6 foot folding tables	6	337.93	\$2,027.58	mitylite quote QUO-15812-R9G0Z5
1276664	Simpso SignII Stand	6	59.49	\$356.94	BSN
CP200D	Radios	12	450.00	\$5,400.00	Worad Quote Q88429
CP-150-200	6 unit rapid charger	2	435.00	\$870.00	Worad Quote Q88429
NK384407	Staff T-shirts colors Green	100	13.99	\$1,399.00	BSN
NK384407	Staff T-shirts colors Red	100	13.99	\$1,399.00	BSN
NK384407	Staff T-shirts colors Gold	100	13.99	\$1,399.00	BSN
NK384407	Staff T-shirts colors Blue	100	13.99	\$1,399.00	BSN
NK384407	Staff T-shirts colors Pink	100	13.99	\$1,399.00	BSN
NK384407	Staff T-shirts colors Orange	100	13.99	\$1,399.00	BSN
1202113	50 Person First Aid Kit	3	36.28	\$108.84	BSN
SNBBN288Y	Nylon Basketball Nets	12	3.99	\$47.88	BSN
1525	Master Locks	590	9.13	\$5,386.70	Caola Quote 400965
1525-key	Master Locks Override key	5	3.99	\$19.95	Caola Quote 400965
1240672	HD Inflator	2	138.41	\$276.82	BSN
3075RHXX	Golf Club Sets	4	159.84	\$639.36	BSN
NKBG0343	Nike Golf Club Bags	4	79.42	\$317.68	BSN
NKGL0680	Nike Golf Balls (dozen)	10	29.47	\$294.70	BSN
1162622	Monster Ball Locker	2	389.68	\$779.36	BSN
	The Gun 8000 (inc \$215 Shipping)	1	5,950.00	\$5,950.00	Quote
20YL46	Stanchions	50	236.25	\$11,812.50	Grainger.com
	Stanchions Storage Cart	3	1,251.00	\$3,753.00	Grainger.com
WHCHSS00060001T	Game Chairs (black) add \$5 for blue	50	51.00	\$2,550.00	mitylite quote QUO-15812-R9G0Z5
CRTHSSFBLK2	Chair Rack	1	434.25	\$434.25	mitylite quote QUO-15812-R9G0Z5
1591	Royal Blue First Place Collegiate Hurdle (Royal Blue)	20	164.95	\$3,299.00	MF Quote
4065	Carlton Rocket Starting Block	6	139.95	\$839.70	MF Quote
4051	First Place Universal starting block cart	1	399.00	\$399.00	MF Quote
4794	First Place Int'l PV Pit	1	399.00	\$399.00	MF Quote
1596	First Place Premier College PV Standard	1	1,595.00	\$1,595.00	MF Quote
4825	First Place Prep PV Base Pads	1	1,150.00	\$1,150.00	MF Quote
4867	First Place Collegiate Pit HJ	1	6,295.00	\$6,295.00	MF Quote
1598	First Place Premier High Jump Standard	1	550.00	\$550.00	MF Quote
8625	UCS PV Box Collar	1	499.00	\$499.00	MF Quote
4514	5X10 All Aluminum Cart	2	1,975.00	\$3,950.00	MF Quote
3101	First Place Pole Vault Championship Xbar	3	59.00	\$177.00	MF Quote
3102	1st Place Championship HJ Cross Bar	3	57.00	\$171.00	MF Quote
3110		4	16.00	\$64.00	MF Quote
54	First Place hurdle Dolly with handle	2	250.00	\$500.00	MF Quote
4	First Place implement Cart	1	499.00	\$499.00	MF Quote
9613	Banana Steps 12"	6	8.95	\$53.70	MF Quote
9614	Banana Steps 18"	6	12.95	\$77.70	MF Quote
3124	Smarthurdle #5 adjusts	5	64.00	\$320.00	MF Quote
3190s	ABC Agility ladder hard rung	2	60.00	\$120.00	MF Quote
6575	First Place 100 Memory Stopwatch MF-100	14	19.95	\$279.30	MF Quote
4272	165' FIBERGLASS MEAS. TAPE	1	16.00	\$16.00	MF Quote
4273	200' FIBERGLASS MEAS. TAPE -	1	21.00	\$21.00	MF Quote
3170	400 GRAM NOCKENBALL Blue	1	16.00	\$16.00	MF Quote
3171	600 GRAM NOCKENBALL Red	1	19.00	\$19.00	MF Quote
3172	800 GRAM NOCKENBALL yellow	1	21.00	\$21.00	MF Quote
4850-8	800 gram Turbo Spier	1	55.00	\$55.00	MF Quote
2950-6	Turbo Jav Long Tom 6 - 600 gram	1	40.00	\$40.00	MF Quote
4918	Technique Ramp	1	299.00	\$299.00	MF Quote
7648	BULLET BELT DELUXE Pop & Rip 65.00	4	65.00	\$260.00	MF Quote
4178	SLED DAWG II FOR OLYMPIC WEIGHT PLATE 125.00	2	125.00	\$250.00	MF Quote
7623	INDOOR SHOT/WEIGHT CIRCLE	1	799.00	\$799.00	MF Quote
7623b	WOOD TOEBOARD FOR INDOOR CIRCLE	1	399.00	\$399.00	MF Quote
5619	6" PLYOMETRIC BOX	1	99.00	\$99.00	MF Quote
740140061	6' TRAINING STEEPLECHASE BARRIER 1499.00	1	1,499.00	\$1,499.00	MF Quote
2670	Drive Sled II	1	199.95	\$199.95	MF Quote
10mmSuperX	High Jump and Runways 8 6'X40'&8 4'X60'	1	29,500.00	\$29,500.00	Athletic Surfaces Quote
BS47750	BSN Sports Protector Series Softball Screen	2	\$219.54	\$439.08	BSN
BS47710	BSN Sports Protector Series 7'x7' Baseman Screen	2	\$219.54	\$439.08	BSN
BS47700	BSN Sports Protector Series 7'x7' Sock-Net Screen	2	\$249.87	\$499.74	BSN
1266016	3' X 9' CLAY SOFTBALL PITCHERS MOUND WITH POWER LANE PRO Product	2	\$179.69	\$359.38	BSN
1159172	Jugs Super Softball Pitching Machine	1	\$1,569.87	\$1,569.87	BSN
BBDSBALL	Jugs Sting-Free Dimpled Softballs (Dozen)	3	\$34.89	\$104.67	BSN
1155020	Lite Flite Juggs	1	\$27.89	\$27.89	BSN
1235890	BTM612C Trigon Pro Turf Baseball 6x12 Clay Mat Batters Box	2	\$399.87	\$799.74	BSN
BS47743	BSN Sports Protector Series L-Screen	2	\$219.54	\$439.08	BSN

**Wellness Center Budget
Athletic Equipment
DRAFT**

	<u>EQUIPMENT</u>	<u>QTY</u>	<u>Price</u>	<u>TOTAL COST</u>	<u>MANUFACTURE/MODEL #</u>
1237146	ProMounds Collegiate Portable Pitcher's Mound (Item: MP2001)	2	\$857.32	\$1,714.64	BSN
1159196	Jugs Lite-Flite machine Package (Baseball)	1	\$389.41	\$389.41	BSN
FEEDER	18 Ball Baseball Lite-Flite Feeder	1	\$199.00	\$199.00	BSN
K10844	Helmets - Air 8 Batter's Helmet (Item: K10844)	5	\$39.99	\$199.95	BSN
1344073	Portable Lacrosse Goal	2	239.54	\$479.08	BSN
1388426	Portable Lacrosse Crease	2	319.87	\$639.74	BSN
1388427	Portable Lacrosse Goal Crease (Women's)	2	119.87	\$239.74	BSN
1344097	Portable Barrier Net	2	419.87	\$839.74	BSN
40k195	Runners for floor in front of 4 bleachers (60 foot carpet)	6	625.00	\$3,750.00	Grainger.com
1159639	Game Ball racks	2	109.99	\$219.98	BSN
1881750	Laundry Carts	13	280.00	\$3,640.00	Grainger.com
208L2	Replacement backboards	1	1,250.00	\$1,250.00	porterathletic.com
	Scoretable	2	5,000.00	\$10,000.00	waiting for Lord exact quote
	Scoretable possession arrow	3	500.00	\$1,500.00	waiting for Lord exact quote
Request to fund through Building initial Furniture, Fixture and Equipment budget line				<u>\$134,291.12</u>	
	less:	highjumps		-\$29,500.00	
New items to be addressed through a funded revolving replacement cycle				<u>\$104,791.12</u>	
One third of this estimated cost will be placed in operating funds to cycle out old items including existing inventory				<u>\$34,930.37</u>	

**Wellness Center Budget
Recreational Sports Equipment
Draft**

		<u>EQUIPMENT</u>	<u>QTY</u>	<u>Price</u>	<u>TOTAL COST</u>	<u>MANUFACTURE/ MODEL #</u>
1157673	V-Neck Referee Shirt AM	4	26.99	\$107.96	BSN	
1157673	V-Neck Referee Shirt AL	4	26.99	\$107.96	BSN	
1157673	V-Neck Referee Shirt AXL	6	26.99	\$161.94	BSN	
1157673	100% Poly Officials jersey MD	4	26.99	\$107.96	BSN	
1157673	100% Poly Officials jersey LG	4	26.99	\$107.96	BSN	
1157673	100% Poly Officials jersey XL	6	26.99	\$161.94	BSN	
FBREFFLG	FBREFLG Umpire/Referee Flag	12	5.99	\$71.88	BSN	
1040814	12" Game/Boundary Cone - orange	8	5.99	\$47.92	BSN	
1240245	1240245 Flag Football Ball Spotter Orange	4	6.99	\$27.96	BSN	
1240252	1240252 Flag Football Ball Spotter Yellow	4	6.99	\$27.96	BSN	
MSWPYLON	MSWPYLON Weighted End Zone Pylon (set)	4	29.54	\$118.16	BSN	
1245134	Poly Flag Football Sideline Markers (set)	4	289.14	\$1,156.56	BSN	
1149562	1149562 Triple threat Belt w/ Blue- LG	12	2.99	\$35.88	BSN	
1149562	1149562 Triple threat Belt w/ Blue XL	12	2.99	\$35.88	BSN	
1149524	1149524 Triple Threat Belt w/ Yellow Flag - LG	12	2.99	\$35.88	BSN	
1149524	1149524 Triple Threat Belt w/ Yellow Flag - XL	12	2.99	\$35.88	BSN	
86703XXX	NIRSA Flag & Touch Football Rules Book	4	19.99	\$79.96	BSN	
C47N	Numbered Scrimmage Vest Royal	12	5.75	\$69.00	BSN	
C47N	Numbered Scrimmage Vest Gold	12	5.75	\$69.00	BSN	
C47N	Numbered Scrimmage Vest Black	12	5.75	\$69.00	BSN	
C47N	Numbered Scrimmage Vest Kelly	12	5.75	\$69.00	BSN	
C47N	Numbered Scrimmage Vest Scarlet	12	5.75	\$69.00	BSN	
C47N	Numbered Scrimmage Vest Orange	12	5.75	\$69.00	BSN	
SK999	Indoor/Outdoor Tabletop Scoreboard	2	429.89	\$859.78	BSN	
99064	Portable Manual Scorekeeper	2	29.99	\$59.98	BSN	
1364614	Fox 40 Whistle (dozen)	3	59.41	\$178.23	BSN	
1383898	Whistle Lanyard Black (Dozen)	3	9.99	\$29.97	BSN	
MSREFWAL	Referee Wallet w/ Cards	8	4.99	\$39.92	BSN	
FBREFFLG	Linesman Flags (pair)	4	5.99	\$23.96	BSN	
1162639	Budget Possession Indicator	2	99.84	\$199.68	BSN	
1388016	Referee Bean Bags	8	4.99	\$39.92	BSN	
1370767	Down Indicators	8	139.41	\$1,115.28	BSN	
12440191	Jumbo Display Watch	4	23.99	\$95.96	BSN	
SCGOAL5B	Indoor Soccer Goal	2	299.99	\$599.98	BSN	
MCB91XXX	MAC Home Plate Brush	4	5.99	\$23.96	BSN	
40870	Mesh Ball Net - Gold	8	6.99	\$55.92	BSN	
1385400	MAC Wheeled Deluxe EQ Bag - BK	2	56.87	\$113.74	BSN	
4095	Mesh Duffle Bag - Scarlet	2	22.89	\$45.78	BSN	
1268942	Ultimate Frisbee 175G	8	13.99	\$111.92	BSN	
Request to fund through Building initial Furniture, Fixture and Equipment budget line					<u>\$31,135.50</u>	
One third of the estimated cost will be placed in operating funds to cycle out old items on an annual basis including existing inventory					<u>\$10,378.50</u>	



Wellness Center Budget

Part-time staffing and Building Hours

Draft

Building/Fitness Hours									
Weekday (M-Th)	#	Friday	#	Saturday	#	Sunday	#	TOTAL	
WORCESTER STATE AY	6am-10pm	16	6am-10pm	16	9am-5pm	8	10am-10pm	12	100
WORCESTER STATE SUMMER	7am-6pm	11	7am-5pm	10	CLOSED	0	CLOSED	0	54
WORCESTER STATE BREAKS	7am-12pm	5	7am-12pm	5	CLOSED	0	CLOSED	0	25

Fitness Center Students	\$60,000	(100 hours per week X \$10/hourX2 staffX30 AY weeks)
	\$17,280	(54 hours per week X \$10/hour X 2 staffX16Summer weeks)
	\$2,500	(25 hours per week X \$10/hour X 2 staffX5Break weeks)
	\$79,780	

Reservationist/Athletic Office	\$9,900	(18.75 hours per week X \$12/hourX44 weeks)
pt non union restricted to 18.75		

SECURITY HOURS									
	Weekday (M-Th)	#	Friday	#	Saturday	#	Sunday	#	TOTAL
WORCESTER STATE AY	6am-9am/5pm-10pm	8	6am-9am/5pm-10pm	8	9am-5pm	8	10am-10pm	12	60
WORCESTER STATE SUMMER	7am-9am	2	7am-9am	2	0 CLOSED	0	CLOSED	0	8
WORCESTER STATE BREAKS	7am-9am	2	7am-9am	2	0 CLOSED	0	CLOSED	0	8

AM/PM Manager - Non Student	\$21,600	(60 hours per week X \$12/hourX30 AY weeks)
	\$1,536	(8 hours per week X \$12/hour X16Summer weeks)
	\$1,536	(8 hours per week X \$12/hourX5Break weeks)
	\$24,672	

AM/PM Kiosk Manager - Student	\$20,700	(60 hours per week X \$11.50/hourX30 AY weeks)
	\$1,472	(8 hours per week X \$11.50/hour X16Summer weeks)
	\$460	(8 hours per week X \$11.50/hourX5Break weeks)
	\$22,632	

Class Instructors (\$25/hour)	\$16,500	(22 hours per week X \$25/hourX30AY weeks) STAFF AND STUDENT
	\$4,000	(10 hours per week X \$25/hourX16 Summer weeks* STAFF CLASSES
	\$20,500	

Class Instructors (\$30/Hour) *	\$19,800	(22 hours per week X \$30/hourX30AY weeks) STAFF AND STUDENT
	\$0	(0 hours per week X \$30/hourX16 Summer weeks* STAFF CLASSES
	\$9,900	start in spring 17

LAUNDERER HOURS									
Weekday (M-Th)	#	Friday	#	Saturday	#	Sunday	#	TOTAL	
WORCESTER STATE AY	3rd Shift	3	As needed	3	As Needed	3	As Needed	3	21
WORCESTER STATE SUMMER		0	0	0	0	0	0	0	0
WORCESTER STATE BREAKS	3rd Shift	3	As needed	3	As Needed	3	As Needed	3	21

Lauderer - student	\$6,300	(21 hours per week X \$10/hourX30AY weeks)
	\$1,050	(21 hours per week X \$10/hourX5 Break weeks
	\$7,350	

INTRAMURAL HOURS								
Weekday (M-Th)	#	Friday	#	Saturday	#	Sunday	#	TOTAL
TBD		4		0	0	TBD	4	20
WORCESTER STATE AY		0		0	0	0	0	0
WORCESTER STATE SUMMER		0		0	0	0	0	0
WORCESTER STATE BREAKS		0		0	0	0	0	0

Student Intramural Staff	\$26,400	(20 hours per week X \$10/hourX30AY weeks) X 4 Staff per shift
	\$26,400	
TOTALS	\$191,234	

	# people	Total					
	per cse	people	vac %	paving pc	fee pc	fee revenue	
# of classes	660	20	13,200	50	6,600	\$ 5	\$ 33,000
# of classes	160	20	3,200	50	1,600	\$ 5	\$ 8,000
							\$ 41,000

# of classes	4 classes a day/2 Sat
# of classes	2 classes a day M-F

# of classes	4 classes a day/2 Sat
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Wellness Center Budget
Full Time Staff Needs
DRAFT

<u>Position</u>	<u>Salary</u>	<u>Annual Salary + Fringe (29.18%)</u>
<u>Fitness/Rec. positions</u>		
Fitness Center Manager	65,000	83,967
Intramural Coordinator/N&W Manager	45,000	58,131
Assistant Fitness Center Manager/Baseball*	-	-
	110,000	142,098

*Existing staff

Facilities Positions

Maintainer 1 - 1st shift	31,687	40,933
Maintainer 1 - 1st shift	31,687	40,933
Maintainer 1 - 2nd shift	31,687	40,933
Maintainer 1 - 3rd shift	31,687	40,933
Maintainer 11 - 3rd shift	42,082	54,362
HVAC Tech I	36,500	47,151
	205,330	265,245

New AAA lines	315,330
Fringe DDD	92,013
Total	407,343

Wellness Center Budget

Utilities

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<u>vendor</u>	<u>Description</u>	<u>Amount</u>	<u>Exp. Type</u>	<u>Explanation</u>
National Grid/South Jersey	Electric Utility	218,000	GGG03	Increase due to HVAC systems and lighting and curtain wall
City of Worcester	Water/Sewer Utility	10,000	GGG08	More water based on additional Mechanical and Plumbing systems
Eversource/Direct Energy	Natural Gas Utility	67,000	GGG11	Additional HVAC equipment
		<u>295,000</u>		

Wellness Center Budget
Proposed Increase to General Fee
DRAFT

Expanded Program costs

Fitness Staff (salary plus fringe)	83,967
Intermural Staff (salary plus fringe)	58,131
Annual new program costs	161,609
parttime staffing for fitness and recreation	191,234

494,941

Annual fee per FT undergrad (billed hrs)

115.10

cr hr

4.80

FY 2017 Budget Worksheet
Analysis of Potential Resources and Uses
DRAFT for DISCUSSION ONLY

Resources	
Base budget funds released	528,500
Amendment 1 funds released	461,580
fringe savings from amendment 1	238,237
Amendment 2 funds released	84,000
	<u>1,312,317</u>

Early retirement savings	1,011,378
Temporary Athletic Program relocation funds	103,000
General fee for expanded prog	506,451
115.10	
per credit admin fee incr.	121,639
4.80	
per credit admin fee incr.	45,326
4.80	
	<u>3,100,112</u>

Uses			
FY 17 Collective bargaining	757,962	170,356	
Fringe related to CB	221,173	49,77	
		<u>220.33</u>	
115.10			<u>335.43</u>
			4.3%

New Wellness Center	1,266,426	
Capital Improvement Trust Fund contribution	750,000	?

2,016,426

1,083,686 balance of available resources

Reserve Stabilization Worksheet

Reserve Stabilization Worksheet
DRAFT for DISCUSSION ONLY

June 30, 2015 BUDGET	Total Unrestricted Reserves	Capital Improvement Trust Fund				General Fund Unrestricted	Capital Impr. Fund Unrestricted	O/S Debt	
		Parking Fee	Capital Improvement Fee	Dedicated revenue Combined	Expenditures/ Transfers	Annual Net			
June 30, 2015 results of operations	24,104,278						12,633,083	25,432,886	0.95
FY 2016 results of operations	(8,145,408)								
Debt service									
Transfer to Pkg Car TF		60,000	2,555,000	2,615,000	(768,663)				
Transfer to operating for adaptation and renewal					(891,745)				
Transfer to DCAM for Wellness Center					(900,000)				
					(9,000,000)				
June 30, 2016	15,958,870						3,687,675	24,817,219	0.64
FY 2017 results of operations	2,523,142								
Debt service									
Transfer to Pkg Car TF		60,000	2,555,000	2,615,000	(750,113)				
Transfer to future projects					(891,745)				
					750,000				
June 30, 2017	18,482,012						5,410,817	24,181,552	0.76
FY 2018 results of operations	2,543,842								
Debt service									
Transfer to Pkg Car TF		60,000	2,555,000	2,615,000	(891,838)				
Transfer to future projects									
					(729,413)				
					(891,745)				
					750,000				
June 30, 2018	21,025,854						7,154,659	23,520,885	0.89
FY 2019 results of operations	2,566,717								
Debt service									
Transfer to Pkg Car TF		60,000	2,555,000	2,615,000	(706,338)				
Transfer to future projects					(891,745)				
					750,000				
June 30, 2019	23,592,571						8,921,376	22,840,218	1.03
FY 2020 results of operations	2,594,167								
Debt service									
Transfer to Pkg Car TF		60,000	2,555,000	2,615,000	(679,088)				
Transfer to future projects					(891,745)				
					750,000				
June 30, 2020	26,186,738						10,715,543	22,134,551	1.18

Projected Unrestricted Reserves June 30, 2020

26,186,738

Capital Improvement Fee
currently 21.5¢/hr
semester 258
year 516

FY15 credit hours 129,414