

# FROM OPPORTUNITIES **TO OUTCOMES**



**Annual Report**  
**2019/20**



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## Mission

Guam Community College is a leader in career and technical workforce development, providing the highest quality, student-centered education and job training for Micronesia.

**CHamoru Translation:** Guiya i Kulehon Kumunidât Guâhan, i mâs takhilo' gi mama'nâ'guen fina'che'cho' yan i teknikât na kinahulo' i manfâfa'cho'cho' yan ma na'guâguaha etmas takhilo' yan maolek na tiningo' yan fina'nâ'gue nu i gaibali para i estudiante siha gi iya Maikronesiha.



# A NEW NORMAL

## Preparation Meets Practice

Anticipating future workforce demands is integral to the Guam Community College master planning process. As we build our programs, we are keenly aware that economic conditions and advances in technology bring rapid change in the way business is done. Therefore, we must build in contingencies for rapid advancement.

In 2017, GCC started upgrading its IT infrastructure on campus, continually building reliable, stable capacity that can provide for the needs of our students, faculty, staff and administrators. In early 2019, we moved all our servers to the cloud, affording us more capacity and greater security, accessibility and reliability. At the start of AY19-20, GCC decided to advance our initiative to offer online courses. Spring 2020, we implemented a more user-friendly online application process, allowing students to complete most of the application process before stepping on campus.

In March 2020, our island was forced to confront the unimaginable impact of COVID-19 on our entire island. Immediately, Spring 2020 classroom instruction was shutdown. GCC implemented an online learning program that would give students flexibility to adjust to the rapid change. When our island was placed back into lockdown in August, GCC was ready, transitioning immediately to even more robust online learning alternatives for all classes.

The transition from preparation to practice became exponentially easier from the March event to Fall 2020. In many ways, this example personifies the GCC approach to innovation and advancement. The process is deliberate. The timeline is aggressive. Our focus is 100% student-centered success.



# From the President

Hafa Adai!

2019-2020 was marked by several new beginnings. Our Associate of Science in Practical Nursing program started in Fall 2019. We broke ground on the state-of-the-art DNA Forensic Lab and construction is well underway. We launched Ellucian DegreeWorks™, a critical tool in helping our students monitor their academic progress to degree or certificate completion.

In 2019-2020, we reimagined the GCC pre-apprenticeship boot camps and the results are encouraging. Along with the trades skills, we integrated soft skills training that teaches participants the value of work ethic and career readiness. We graduated 42 of 45 participants in two ship repair boot camps, and all were hired by Cabras Marine Corporation the very next day. We are now using that same model for construction and truck driving boot camps, and we are planning for more programs using this same model.

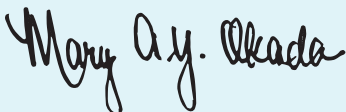
On January 24, 2020, Guam Community College received news that is helping to shape the trajectory of our future, and equally important, strengthening the continuity between secondary and postsecondary education from the Guam Department of Education through to Guam Community College. The BS CTE program began in Fall 2020 and will provide technically proficient teachers into the GDOE system to help address the chronic teacher shortage we have been experiencing on island.

In March 2020, the world changed. Our way of life was transformed significantly by the COVID-19 pandemic that affected hundreds of millions throughout the world. Our island responded quickly, and through the unknowns and uncertainties, our community has pulled through the toughest of times.

Through this unimaginable and unique challenge, GCC's community of faculty, staff and administrators rose to the call of our mission. We established a Reopening plan that meets the guidelines for health and safety. We realigned our priorities to ensure our programs are responsive to the evolving needs of our island and region. We pivoted quickly to online learning, ensuring that we support our students through this new and often stressful paradigm change.

Today, GCC remains committed, focused and disciplined to lead the way in workforce development and training for our island. We engaged our community, businesses, leadership and island residence in the Workforce Opportunities Reimagined Conference (WORC), driving the necessary conversations about the future workforce needs of a post-COVID economy. We are now evolving our programs to support these needs. And we continue to partner with our stakeholders to develop the training programs necessary to get our island working again. As we look toward the next year, the work we do today will have lasting impact on the quality of life on Guam for decades to come. And GCC is ready to meet this challenge.

Si Yu'os Ma'ase,



Mary A. Okada  
President & CEO







Mission-focused has never been more relevant and critical to the Guam Community College than it is today. On March 16, 2020, the COVID-19 pandemic touched our shores and shut our island down. Immediately, GCC's nurses answered the call to serve on the frontlines of this

battle. Our culinary chefs also answered the call, helping to feed first responders and frontliners. Our American Sign Language (ASL) faculty and students helped Guam Fire Department respond to the emergency needs of the hearing impaired. Faculty and students made masks, distributed food, and so much more.

Classes were moved to remote learning and true to our mandate, GCC turned to the work of understanding the changing demands of a post-COVID workforce. Today, we are developing programs that will provide workforce training and certification in areas such as: Safety and Sanitation, Home Health Care, and Medical Coding and Billing.

I extend my appreciation to Governor Lourdes A. Leon Guerrero, the members of the 35th Guam Legislature and Congressman San Nicolas for your continued support of the work we do at GCC to support our island community and our economy. I also want to thank our private sector and community partners, for your support of our students through programs such as internships and practicums. GCC truly is Guam's community college!

Respectfully,

Frank P. Arriola  
Chairman  
Board of Trustees



On behalf of the GCC Foundation Board of Governors, I extend our full support to the Guam Community College administration, students, faculty and staff for the work being done to support our island community.

At this critical time, as we recover from the disruption caused by COVID-19, workforce development and certification are vital for the recovery of our economy and restoration for so many of our families, friends and neighbors. GCC's commitment to lead in this area is a testament to the dedication and sense of duty we hold toward our island community.

Despite the challenges caused by COVID-19, the GCC Foundation Board of Governors remains focused on raising community funds to support the Guam Community College mission. We reaffirm our commitment to ensure our students are supported and that we can provide our community with a rich and safe learning environment.

We are grateful to our benefactors who understand the vital role GCC plays in the lives of so many and also in the stability and growth of our economy. Your generosity and shared commitment have helped produce valuable and productive members in our community. Thank you for your unwavering support of GCC and our students.

Sincerely,

Lorraine S. Okada  
Chairwoman, Foundation Board of Governors

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# Thriving in Uncertain Times

**GCC remained mission-focused in 2019-2020. Despite the obvious and sometimes overwhelming challenges brought on by the COVID-19 pandemic, we reached several milestones, all aimed toward 100% student-centered success.**

## **Focused on Student Success**

Student success is paramount to GCC's mission. That is why we redesigned our pre-apprenticeship boot camps making employment and advancement the goal for each participant, and to ensure our private-sector partners were fully engaged in the process of selecting, training and supporting them. Participants are trained in all the necessary trades to qualify for employment in each specific industry. This ensures they have the technical proficiency to succeed. Beyond this, GCC places strong emphasis in soft skills training as well: Work Ethic, OSHA-10, National Career Readiness (WorkKeys®) and CPR/Basic First Aid, so participants understand their responsibilities as employees as well. The result has been positive with 42 participants completing ship repair boot camps and seven completing truck driving boot camps just this year.

## **Next-level Nursing**

We began the academic year with our new Associate of Science Degree in Practical Nursing. The practical nursing program was expanded from a certificate to a degree to allow graduates to become licensed nurses once they pass the NCLEX-PN (National Council of Licensure Exam for Practical Nursing).

## **Commitment to Our Future**

In January 2020, GCC was approved for our first-ever Bachelor of Science Degree in Career and Technical Education. The BS CTE program will prepare educators with the technical knowledge within their trade or skill to effectively teach students. No doubt this program will improve the outcomes of Guam's secondary students enrolled in GCC's high school CTE courses.

**Bootcamps, an Associate Degree** program for nursing and **a new Bachelor's Degree** to help educators enhance CTE training are designed to improve the outcome for our students and address the critical capacity gaps in our workforce.



# Meeting Our Goals

In 2019, the Guam Community College adopted the 2020-2026 Institutional Strategic Master Plan (ISMP), which set out five broad goals intended to direct GCC toward the future. Already we are meeting those goals:

## Goal 1:

### **Advancing Workforce Development and Training.**

GCC began AY19-20 with the launch of our new Associate Degree in Practical Nursing, advancing the program from a certificate to a degree. And in January 2020, GCC's Bachelor of Science in Career and Technical Education was approved by the Accrediting Commission for Community and Junior Colleges (ACCJC). GCC's first-ever Bachelor Degree program is set to begin in Fall 2020.

## Goal 2:

### **Fostering 100% Student-Centered Success.**

GCC's redesigned pre-apprenticeship program supports the participants all the way through the 12-week program. Participants are interviewed and selected by GCC and the participating partner companies. Once they complete the boot camp, they are hired as apprentices.

## Goal 3:

### **Leveraging Transformational Engagement and Governance. Direct engagement with stakeholders.**

GCC engages industry partners individually, from the start, to design training programs that meet their specific needs. In December we hosted the GCC Leadership Dinner to engage stakeholders on the direction GCC is heading.

## Goal 4:

### **Optimizing Resources.**

At GCC, we support the advancement of our employees through education and training. Our Staff/Administrators Development Program allows our employees to pursue their studies in areas related to their role at GCC or which would benefit GCC.

## GOAL 5:

**Modernizing and Expanding Infrastructure and Technology.** Through the Foundation Board of Governors, GCC purchased the former Guam Trades Academy building in Barrigada, to support GCC's apprenticeship trades programs; GCC's commitment to sustainable development guides our campus development projects: Bldg100, vaulted walkway, Bldg 300, DNA Lab, which are all designed to be LEED qualified, making GCC one of the most sustainable government agencies.



# Postsecondary

In January 2020, Guam Community College received approval from the Accrediting Commission for Community and Junior Colleges to offer its first four-year degree program in Career and Technical Education.

Guam Community College's Bachelor of Science in Career and Technical Education (BS CTE) program aims to produce high-quality CTE educators who will possess technical expertise and culturally-responsive educational competencies and values to address chronic teacher shortages in the Pacific region, particularly in Guam and Micronesia. The development of the BS CTE program underscores the strong connection between secondary and postsecondary education.

The announcement of the new BS CTE, came mere months after GCC launched its new Associate of Science in Practical Nursing (AS PN) program. An expansion of GCC's former Practical Nursing Certificate program, the new AS PN program comes at an important time to help meet our island's healthcare capacity challenges, exacerbated by the Covid-19 pandemic.







In October 2019, GCC launched Ellucian Degree Works™ to help students monitor academic progress toward degree and certificate completion. Information in Degree Works is updated daily, so students and their academic advisors have the latest information to make the best decisions possible. In November, we launched the GCC mobile app that gives students access to all of GCC's online services through their mobile phone.



At a critical time of cultural tension for our community, GCC hosted the *E2 Symposium: Engagement + Empowerment = Diversity & Inclusion* on January 24, 2020. E2 brought together varied groups of interest, from Guam and throughout Micronesia (including the CNMI, FSM and the Marshall Islands) to focus on a common challenge: how to maintain diversity in our community while fostering inclusion. Specifically, we have explored the issue of diversity and inclusion through the lens of Science, Technology, Engineering and Math (STEM), Non-profit Organizations, Education and Training. Our lively discussions helped provide a clearer path forward.



In July 2020, GCC launched our First-Year Free program in Culinary Arts and Tourism & Travel Management. The program was made possible through Department of Interior funding administered through the Guam State Clearinghouse, Office of the Governor of Guam. A total of 24 students are beneficiaries of this first-of-its-kind program.



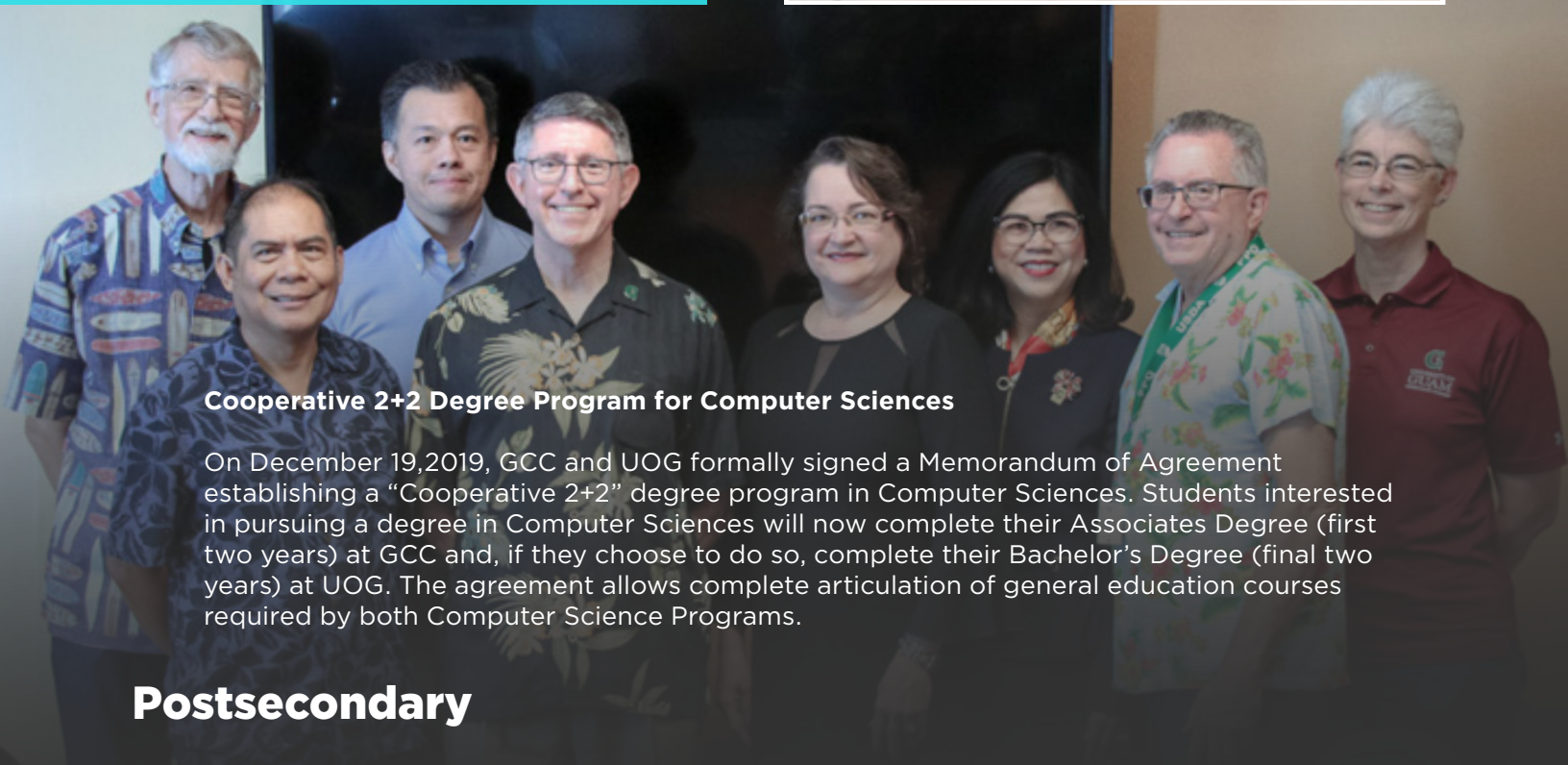
From the onset of the pandemic on our island, GCC's Nursing and Medical Assisting faculty and students answered the call to serve, supporting the Department of Public Health and Social Services in case investigation, contact tracing, screening and testing.

## Postsecondary





**The Guam Community College is proud to announce that Chef Paul Kerner, Culinary and Food Services instructor, is currently the only Chef in Guam and Micronesia to earn the designation of Certified Executive Chef® from the American Culinary Federation (ACF). On December 7, 2019, after months of preparation, Chef Kerner successfully completed the ACF CEC® Practical Exam at the Center of Culinary Arts in Manila, Philippines. The Practical Exam is the final requirement to earn the Certified Executive Chef® (CEC) designation with the ACF.**



**Cooperative 2+2 Degree Program for Computer Sciences**

On December 19, 2019, GCC and UOG formally signed a Memorandum of Agreement establishing a “Cooperative 2+2” degree program in Computer Sciences. Students interested in pursuing a degree in Computer Sciences will now complete their Associates Degree (first two years) at GCC and, if they choose to do so, complete their Bachelor’s Degree (final two years) at UOG. The agreement allows complete articulation of general education courses required by both Computer Science Programs.

**Postsecondary**



# Project Aim

**Meet Chauntae Quichocho. Chauntae entered GCC's Project AIM TRIO program as a 2017 Summer Success participant. She began her college journey at GCC in Fall 2017. This past May, Chauntae Quichocho graduated from Guam Community College with a double major: and Associate of Arts degree in Human Services and and Associate of Arts degree in Early Childhood Education. Today, Chauntae Quichocho is a transfer student to the University of Guam pursuing a bachelor's degree. Chauntae Quichocho has received numerous scholarships during her time at Guam Community College and recently, Ms. Quichocho was one of the recipients of the I Hagan Famalao'an Guahan, Inc. scholarship for young scholars, as she continues to pursues her bachelor's degree at University of Guam.**



Project AIM, TRIO Student Support Services program provides opportunities for academic success by encouraging, supporting and assisting participants with basic college skills. We also provide various academic support services to motivate our participants towards the successful completion of their postsecondary education.

Students can receive assistance from Project AIM by demonstrating a need for academic support and meeting at least one of these federal eligibility criteria: first-generation college student; low-income student; or student with a disability.

Project AIM's goal is to increase college retention and graduation rates of participants and to facilitate the process of transition from one level of higher education to the next.

**Number of First Generation, Low-Income, and or Documented Disability Served in AY2019-2020: 214**

**Number of First Generation, Low-Income, and or Documented Disability Served includes 33 Summer Success 2020 Participants enrolled in Fall 2020.**

**Persistence Rate for participants who enrolled in AY2019-2020 and enrolled for Fall 2020: 169/214 = 79%**

**Good Academic Standing attainment of 2.00 GPA or better: 147/181 = 85%**

**Graduation Rate for Cohort Year 2016-2017 who graduated within four years of enrollment at GCC 106/31 = 29%**

**Transfer Rate for Cohort Year 2016-2017 who graduated and transferred to a 4 Year Institution: 106/11 = 10%**

# Secondary

<b>2019-2020 Certificate of Completion</b>	<b>GWHS</b>	<b>JFKHS</b>	<b>OHS</b>	<b>SHS</b>	<b>SSHS</b>	<b>THS</b>	<b>TOTAL</b>
Automotive Service Technology	1	7	8	13	7	7	43
Collision Repair & Refinishing Technology	6	n/a	n/a	8	n/a	n/a	14
Construction Trades - Carpentry	3	20	8	n/a	2	13	46
Construction Trades - AutoCAD/HVAC	7	n/a	n/a	6	n/a	n/a	13
Early Childhood Education	32	n/a	n/a	n/a	n/a	n/a	32
Electronics/Telecommunications	5	n/a	6	6	4	n/a	21
Health Careers & Secondary Science	9	19	n/a	14	7	n/a	49
Marketing	2	10	9	10	8	8	47
Tourism - Lodging Management	13	12	15	20	11	11	82
Tourism - ProStart	9	13	1	18	5	n/a	46
Visual Communications	8	n/a	n/a	n/a	n/a	16	24
<b>TOTAL</b>	<b>95</b>	<b>81</b>	<b>47</b>	<b>95</b>	<b>44</b>	<b>55</b>	<b>417</b>

<b>2019-2020 Certificate of Mastery</b>	<b>GWHS</b>	<b>JFKHS</b>	<b>OHS</b>	<b>SHS</b>	<b>SSHS</b>	<b>THS</b>	<b>TOTAL</b>
Automotive Service Technology	3	1	0	1	4	5	14
Collision Repair & Refinishing Technology	0	n/a	n/a	0	n/a	n/a	0
Construction Trades - Carpentry	0	2	0	n/a	0	0	2
Construction Trades - AutoCAD/HVAC	0	n/a	n/a	n/a	n/a	n/a	0
Early Childhood Education	4	n/a	n/a	n/a	n/a	n/a	4
Electronics/Telecommunications	3	n/a	12	0	9	n/a	24
Health Careers & Secondary Science	4	6	n/a	0	7	n/a	17
Marketing	1	4	6	7	5	2	25
Tourism - Lodging Management	7	4	12	1	9	11	44
Tourism - ProStart	0	2	14	0	4	n/a	20
Visual Communications	1	n/a	n/a	n/a	n/a	n/a	1
<b>TOTAL</b>	<b>23</b>	<b>19</b>	<b>44</b>	<b>9</b>	<b>38</b>	<b>18</b>	<b>151</b>



“

As a high schooler I'm often asked "What are your plans after high school?". For a long time, it was hard to answer, but now that I'm taking Okkodo's GCC High School Marketing Program, I can confidently say that this program has strengthened my skills and exposed me to a variety of situations along with how to react to them.

- Celynn Lacsina



“

Before joining GCC's Marketing Program, I lived a predetermined life that was consumed by the fear of uncertainty. Taking this course was one of the biggest changes I'd ever partaken in by allowing me to understand that change is okay. Thanks to this course, I am continuously outgrowing that fear and learning how to be the best community member I can be. Exponential growth, personal and professional, all in the span of 3 years!

-Christine Bautista



**Secondary**

### **Bearing acts of kindness**

The Simon Sanchez High School Junior Achievement team, under the GCC Marketing program, created their business, Soteria to provide a positive learning environment, by spreading awareness of school related issues and providing learning necessities. Students can gift a fellow student with a stuffed bear plushy that comes with a \$20 gift certificate from Standard Office Supply and a hand-made bracelet symbolizing anti-bullying or suicide awareness.

Their slogan, Bearing Acts of Kindess, was powerfully demonstrated in their commercial video. The team won recognition in several categories during the Junior Achievement awards ceremony held on Saturday, January 18 at the Bank of Guam Headquarters.



# Adult Education



The Guam Community College held its first Adult Education graduation on December 14, 2019 at the GCC Multipurpose Auditorium. Of the 34 participants, 30 completed the GCC Adult High School program and four passed the High School equivalency exam.

Adult high graduation is traditionally held as part of GCC's May commencement ceremony along with graduates from all GCC programs. However, Adult Education graduates requested a separate ceremony to celebrate their accomplishments. Special guest speaker for the graduation was Chris "Malafunkshun" Barnett, who himself is a GCC Adult Education alumnus.

The graduation was organized by the Adult Education department staff and advisors: Ava Garcia, Darwin Joker, Jaclyn Pereda, Kiana Corcuera, John Pereda, Patricia Terlaje, Rosemarie Nanpei, Sharon Oliveros, and Anthony Roberto.

**While attending Adult High School at GCC, I had access to information online to see what GCC has to offer. So I decided to focus on a career that will suit who I am and my ability to help others. I decided to pursue a major in Human Services. My decision of continuing college was also to show and teach those that says I can't to say there are ways and help here at GCC.**

**- Shirley August**







## Reach for College

The Reach for College program at GCC provides information and services to increase access to postsecondary education to underserved student populations. Our program helps high school students and families learn about, prepare for and finance a postsecondary education. Eligible participants must meet one or more of the following categories: first-generation postsecondary student, low-income student, student with disability, at-risk student.

Reach for College services have made it possible for students and families to navigate the unfamiliar process of enrolling and applying for financial aid. During the month-and-a-half period from June 23 through August 14, in the midst of the COVID-19 pandemic, Reach for College assisted 106 students with GCC's admissions and registration process and completing the Free Application for Federal Student Aid (FAFSA).



# Continuing Education

## A Way Forward

### Reimagining Pre-apprenticeships

In AY18-19, GCC redesigned our pre-apprenticeship bootcamps to increase the chances of success for our students and our community partners, and it paid off. In AY19-20, we graduated all 21 participants from our Ship Repair Boot Camp. All of them were trained in construction, electrical, welding, and painting/blasting and all were hired by Cabras Marine Corporation; 21 completed and 21 were hired. We used the same model for a second Ship Repair Boot Camp and had 21 of 24 complete the program. Again, all completers were hired by Cabras Marine. This model is now the standard at GCC, including a Truck Driving Boot Camp which graduated seven participants. Along with the skills of the trade, all boot camps include Work Ethics, OSHA-10, National Career Readiness and CPR/Basic First Aid.

## Paramedic Certification

In January 2020, Guam's emergency response capabilities took an important step forward as GCC started the first-ever Paramedic Certification program. Thirty-six Guam Fire Department personnel are currently enrolled in the two-year program that began on July 22, 2020 and will continue through May 30, 2021.

Paramedic certification will significantly advance pre-hospital emergency care on Guam. In addition to the functions of an Emergency Medical Technician, Paramedics will be able to perform more complex procedures such as administering IV fluids, injections, medications and performing advanced respiratory procedures. This will expand the arsenal of tools our emergency responders will have to save lives.

While the paramedic program has been discussed for several years, GCC, in partnership with the Guam Fire Department and the School of EMS (Tyler, Texas), developed the program to include virtual classes as well as in-person instruction over the course of 44 weeks. Those who successfully complete the course will take the National Registry of Emergency Medical Technician - Paramedic (NREMT-P) exam and become certified Paramedics.





# Apprenticeship

## Getting Guam Back To WORC

In response to the large-scale unemployment and underemployment caused by the COVID-19 pandemic, GCC organized the first Workforce Opportunities Reimagined Conference (WORC), which was held from September 2 through 4, 2020. WORC brought together leaders from the Government of Guam, private industries, Guam's education and training organizations, non-profit organization, and private sector employees to begin defining the impacts of the pandemic on our island, the new skills needed in our workforce and changes in the way we do business.

Three hundred and twelve participants took part in this discussion, identifying the industries most affected and the training needs to upskill employees. Despite the challenges, participating companies acknowledged the need to train staff for a new economy that will require employees to be multi-skilled and able to secure certifications for post-COVID requirements such as Safety and Sanitation. Many acknowledge the need for employees to be proficient in serving customers online as well as working virtually/remotely.

To meet the unique demands of our current economy, GCC is designing additional programs to address the training needs of our community so, as our island opens back up, these programs are available for training and upskilling. Retraining the workforce is critical to the speed in which Guam's economy can recover.

GCC's Apprenticeship program is as busy as ever. We started the fiscal year with 355 active apprenticeships, 233 are male and 122 are female. There are 77 employers and 1 sponsor (GHRA) participating in the program with 89 various occupations distributed among the employers and sponsor.

In September 2020, there were 406 active apprentices, an increase of 31 apprentices from last quarter and 51 more than the start of the year, of which 284 are male and 119 are female. There are 78 employers and 2 sponsors (GHRA & GCA) participating in the Apprenticeship program with 901 various occupations distributed among the employers and sponsors.



# Community

With GCC's 19-year record of strong stewardship, our community can rest assured that donations made to GCC are used to improve and expand the learning and growing environment for our students, and to offer scholarships to help them complete their education journey.



## TakeCare Donation

For the 12th year, TakeCare Inc. has donated \$100,000 to the GCC Allied Health Department to fund instructional equipment, supplies, and faculty professional development for GCC health care programs.



Nice Birdie Golf Club Donation  
Chris Bejado Memorial Scholarship



PHR Culinary Donation



# Sustainability

In an effort to reduce the use and purchase of single use plastic bottles, several water bottle filling stations were installed throughout the campus. An estimated total of 6962 twelve ounce plastic bottles have been saved from the campus community's use of these water filling systems located at four (4) buildings around campus. GCC plans on installing more water filling stations on campus. Once again, this FY (19-20) data has dramatically decreased due to the limited access on campus due to the COVID19 pandemic and classes being held online.

<u>Material Recycled</u>	<u>Pounds</u>
<b>POUNDS Aluminum</b>	<b>984</b>
<b>Plastics 1&amp;2</b>	<b>890</b>
<b>Paper</b> (Mixed & Shredded)	<b>4826</b>
<b>Food Waste</b>	<b>0</b>
<b>Green Waste</b>	<b>1200</b>

## Photovoltaic Systems- Renewable Energy

In fiscal year 2019-2020, GCC produced 222.359 Megawatt-hours (or 222,359 kilowatt-hours) of clean energy. This equates to approximately \$60,036.93 of energy savings based on a \$.27 (cents) per kilowatt-hour energy rate. In addition, GCC was able to reduce co2 emission as a result of its renewable energy generation by approximately 303,359 pounds.

In addition, most of GCC's parking lights are stand-alone solar led lighting systems that are independent of the utility company and grid. GCC has about 80 single and 22 dual solar parking lighting systems.

## Water Consumption

In addition, GCC has installed thousands of gallons of rainwater harvesting systems that help reduce utility water use and results in cost savings for the college. When comparing water usage between the fiscal years you will see that in FY18-19 water usage was at 3,125,744 and FY 19-20 usage was at 2,875,800 gallons. The data suggests a dramatic reduction in water usage by an estimated 249,944 gallons of water. That's a reduction by approximately 8%. It must be noted that the campus closing down and GCC courses being held online as a result of COVID-19 has contributed to the reduction in water usage this fiscal year given decrease utilization of campus facilities.

# Employees

## In Memoriam

On May 13, 2020, the Guam Community College lost a member of our family. Carmen Kwek Santos, Vice President of Finance & Administration for 12-1/2 years, passed away unexpectedly. Carmen's impact on our campus community extended beyond her fiscal acumen and leadership, keeping GCC as the fiscal model for rest the of GovGuam. She was tirelessly committed to the well-being of our students and our employees.



In her honor, the 35th Guam Legislature presented her husband Mike and daughters Meagan and Samantha, with a Resolution recognizing her service to GCC and the community. Additionally, the Association of Government Accountants posthumously awarded her with the 2020 Professor John M. Phillips Excellence in Government Accountability Award.

Adios Carmen, esta ki manali'e hit ta'lo

Faculty	110
Administrator	31
Staff	88
<b>Total:</b>	<b>229</b>

GCC's support during the COVID-19 pandemic did not stop with our nurses. Our American Sign Language (ASL) faculty and students helped Guam Fire Department respond to the emergency needs of the hearing impaired. Faculty and students made masks, distributed food, and so much more.

## GCC wishes Dr. Ray Somera a happy retirement.

Dr Ray Somera served as GCC's Vice President for Academic Affairs for 12 years and led the expansion of GCC's academic programs which most recently include our first Bachelor Degree program in Career and Technical Education and the Associate Degree in Practical Nursing, as well as GCC's recent seven-year accreditation. We thank Dr. Somera for his contributions to the advancement of our college and wish him well on his future life in retirement.





# GCC By The Numbers



1756  
Students  
Spring 2020

1794  
Students  
Fall 2020

Secondary CTE Programs  
(AY 2019-2020): 2,818



Student Status

52%  
Part-Time

48%  
Full-Time



Veterans Enrolled  
at GCC in 2019-2020

220  
Veteran Students



Commencement  
May 10, 2019

312  
Graduates

408  
Credentials  
Awarded

Associate degrees 198  
Certificates 27  
Journey Worker Certificates  
(Apprenticeship) 25  
Adult High School Diploma 47  
High School Equivalency 8



Quarter  
1st 1,620  
2nd 2,936  
3rd 6,469  
4th 3,317

Total number of students  
served by Continuing  
Education & Workforce  
Development.

14,342



Tuition & Fees

\$130 Credit Hour

\$147 Fees  
Excluding individual  
course lab fees

\$1,707 Cost Per Semester  
Approximate full-time  
(12 credits)

# Development & Alumni Relations

## **2019 GCC Foundation Par Excellence Golf Tournament Saturday, September 21, 2019**

The GCC Foundation Par Excellence Golf Tournament is an annual fundraising event that local golfers have enjoyed for the past 29 years. In 2019, 108 golfers participated at the Leo Palace Golf Resort. Ten GCC students received \$1,000 scholarships and over \$32,000 was raised for GCC scholarships and campus improvement projects.



## **GCC FHB John K. Lee Jr. Memorial Brunch Fundraiser Sunday, November 10, 2019**

Over 300 guests attended the GCC FHB John K. Lee Jr. Memorial Brunch at the Hyatt Regency Guam. Proceeds from this event supports scholarships in honor of GCC's former Foundation Board of Governors member, John K. Lee Jr. Three GCC students were awarded and recognized at this event, while guests enjoyed local island music entertainment and raffle prizes.



## **GCC Leadership Dinner December 9, 2019**

The GCC Leadership Dinner is a biennial event that gathers island leaders, CEOs, and other senior executives from multiple industries intended to underscore the dynamic role that GCC plays in the island and region's workforce and economy. On December 4, 2019 GCC hosted approximately 50 business leaders at the Westin Resort Guam. President Mary Okada discussed GCC's Institutional Strategic Master Plan (ISMP 2014-2020), and provided updates on current and future campus improvement projects. Business and community leaders were engaged and discussed industry challenges and shared insights in this intimate dinner setting.







# Scholarships 2019-2020

AGA Accountants  
(2) \$2,000

Asia & Pacific Islander American  
Scholarship Fund  
(10) \$25,000

Business Woman of the Year  
(2) \$ 3,000

Chuuk State Government  
Scholarship  
(3) \$1,650.00

FSM National Scholarship  
(6) \$18,250

GCC Foundation  
(10) \$10,000.00

Hawaii Community Foundation  
(1) \$750.00

Pohnpei State Scholarship  
(1) \$10,840

QPT3  
(17) \$4,250

Guam Women's Club  
(4) \$4,000

The Coleman Foundation  
(1) \$1,000

YAP State Scholarship  
(4) \$6,281.58

**TOTAL**  
**(61) \$87,021.58**

# GUAM COMMUNITY COLLEGE DONORS

**Great things are happening because of  
your continued support and generosity.  
Si Yu'us ma'åse'**

## **Guam's Circle of Workforce Leaders (\$500,000-\$1,000,000)**

Bank of Guam

## **Visionary Circle of Friends (\$100,000 - \$499,000)**

Lourdes Leon Guerrero  
Hawaiian Rock Products  
TakeCare Insurance

## **Circle of Leadership (\$50,000 - \$99,000)**

Daniel and Almeda Okada  
David and Mary A.Y. Okada, Ed.D.  
Dorothea O. Toves  
George and Doreen Pereda  
Jose and Dolores B. Bello Family  
Manuel B. & Maria L.G. Flores & Family

## **Circle of Supporters (\$10,000-\$24,999)**

Micronesia Chef's Association  
First Hawaiian Bank

## **Circle of Partners (\$25,000-\$49,999)**

John K. Lee, Jr. Memorial Scholarship /  
First Hawaiian Bank  
Asian Pacific Islander  
American Scholarship  
Ysrael Family

## **Circle of Builders (\$1,000-\$9,999)**

AM Insurance  
Atilana Rambayon Scholarship  
Association of Government  
Accountants -Guam Chapter (AGA)  
Cabot Mantanona, LLP.  
Carmen Kwek Santos  
Cengage Learning

Chuuk State Government  
Scholarship  
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Graphic Center 25th  
Anniversary Scholarship  
GCC Retirees & Friends  
GTA Teleguam  
Guam Education Association  
- DDESS Guam  
Guam Women's Chamber  
of Commerce (GWCC)  
Hawaiian Rock Products  
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Veterans of the Pacific  
IT&E  
Joanne B. Huff Memorial  
Scholarship  
JMI Edison  
Jones & Guerrero  
Landscapes Management  
Systems (LMS)  
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Construction Guam (NAWIC)  
Nice Birdie Golf Club  
Pacific Medical Group  
Pohnpei State Government  
Scholarship  
Rene Ray Somera  
Raymond James  
Rick Biolchino Memorial  
Scholarship  
Soroptomist International  
-Marianas Scholarship

South Pacific Petroleum  
Corporation (SPPC)  
SKAL Club of Guam Lodging  
Management Program  
Scholarship  
Taniguchi Ruth Makio Architects  
(TRMA)  
Tiffany Tam  
University of the Phillipines  
Alumni Association of Guam  
Yap State Scholarship

## **Circle of Students/Alumni (\$100-\$999)**

Aklan Association of Guam  
American Association of  
University Women (AAUW)  
Ambyth Shipping & Trading  
American Medical Center  
Atkins Kroll  
Ava Garcia  
Benjamin F. Cruz  
Black Construction  
Businesswoman of the  
Year Scholarship  
Calvo Enterprises  
Calvo's SelectCare  
Camacho Calvo Law Group  
Century 21  
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# GUAM COMMUNITY COLLEGE DONORS

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Western Visayas Scholarship

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3M Guam  
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Agana Shopping Center  
Allied Pacific  
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Ambros, Inc.  
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Bestseller Bookstore  
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City Hill Inc.  
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United Airlines  
Westin Resort Guam  
ST Corporation  
SunCare Distributors  
Tango Theaters  
Tri-Vision Media  
Underwater World  
United Airlines  
Westin Resort Guam

# Campus Expansion



## State of the art GCC DNA Forensic Lab

On October 4, 2019, GCC broke ground on the new DNA Forensic Lab located adjacent to the GPD Crime Lab on the GCC campus. Project construction is underway.

## Barrel Vault Walkway with solar-powered lights

GCC started construction on a vaulted walkway connecting the Student Center with the Allied Health building in August 2019. The project was completed in February 2020 and has solar panels on the rooftop which powers its lights at night. This project now serves as the model for the construction of covered walkways and common areas within the GCC campus.

## GCC Workforce Development Center in Barrigada

GCC purchased the former Guam Trades Academy facility to serve as the training center for pre-apprenticeship and apprenticeship repair and construction trades programs. Renovations are scheduled for 2021 to ensure the facility fully supports construction trades requirements for ship repair.

## Multipurpose Auditorium (Building 300)

GCC's new Multipurpose Auditorium is nearly completed and will provide expanded space to accommodate conferences, public events and educational events. It will be connected to the adjacent GCC culinary kitchen. GCC's award-winning culinary program will be available to support events requiring food service.





# What's at Stake

Guam Community College has been expanding our program offerings in anticipation of the demands in Guam's economy for highly skilled labor. The expansion of our Practical Nursing program to an Associate Degree, the addition of our Bachelor of Science in Career & Technical Education, and the development of our successful pre-apprenticeship boot camp model, along with many other additions and adjustments to our programs, are intended to develop a skilled workforce that will support growth and advancement in a technology-driven economy.

Since the onset of the COVID-19 pandemic on our island, our expansion to technically skilled labor has become even more critical to GCC's role in workforce development. We stand ready to support the new realities brought on by COVID. GCC's Workforce Opportunities Reimagined Conference series will help define the job requirements in the post-COVID economy, reframe our perspective and begin the development of new training programs to meet the evolving demands.

The cooperation and camaraderie displayed during WORC between government, private business, educational and training institutions, and the non-profit communities has been remarkable. The singular interest for all is to get our island back to work and thriving so that our economy can support the families and business that call Guam home.

The coming year promises to be difficult, yet it has sparked a collective determination from all sectors of our island to get Guam working again. GCC is developing new programs to meet new demands. The economic realities today are a catalyst to push our workforce into the 21st Century and GCC stands ready to do our part.

# Financial Highlights



## June 1, 2020

Hagåtña, Guam – The Office of Public Accountability has released the Guam Community College’s (GCC) financial statements, reports on compliance and on internal control, management letter, and the auditor’s communication with those charged with governance for fiscal year (FY) 2019. Independent auditors, Deloitte & Touche, LLP, rendered an unmodified (clean) opinion on GCC’s financial statements and compliance over major federal programs. GCC is commended for qualifying as a low-risk auditee for the 19th consecutive year. GCC is the only Government of Guam (GovGuam) agency to do so.

Certain prior year accounts were restated in order to report the net obligation of other post-employment benefits, according to the implementation of Governmental Accounting Standards Board (GASB) Statement No. 75. This implementation resulted in a \$1.9 million (M) expenditure increase in FY 2019.

GCC closed FY 2019 with a decrease in net position (net loss) of \$2.5M, a decrease of \$9.8M from FY 2018 net income of \$7.3M. In FY 2019, operating and non-operating revenues totaled \$36.3M, which is a decrease of \$2.8M due to decreased GovGuam appropriations and Auxiliary enterprises. Operating expenditures increased by \$5.0M Depreciation to \$36.7M in FY 2019 due in part of 2,000,000 Planning Instruction and Institutional support function from GASB 75 adjustments and as a result of prior year employee transfers from the Defined Contribution to the Defined Benefit 1.75 retirement plan.

### Coronavirus (COVID-19) Impact

GCC determined the COVID-19 may negatively impact its business, results of operation, and net position. Due to significant uncertainties caused by COVID-19, GCC is unable to reasonably estimate its ultimate financial impact.

In March 2020, the Governor of Guam issued Executive order 2020-03 ordering the closure of all non-essential GovGuam offices, which included all Guam educational institutions. GCC transitioned a majority of students to online delivery of classes for the remainder of the Spring 2020 semester.

### Dependence on GovGuam Appropriations

A majority of the \$37M in revenues included (1) GovGuam appropriations of \$20.0M or 55%, (2) federal grants and contracts of \$10.9M or 30%, and (3) student tuition and fees of \$2.6M or 7%. GovGuam appropriations contributed over half of GCC’s revenues. GCC continues to rely heavily on GovGuam to pay for personnel costs of the GCC campus, the six high schools, and the postsecondary programs. With Public Law 31-99 mandating GCC to provide career and technical education programs in Guam’s public high schools, 49 instructional and non-instructional faculty at each of the six public schools are under GCC’s funding and pay structure.

In FY 2019, federal grants and contracts slightly decreased by \$541 thousand (K) due to a reduction in Pell Grant awards. Pell grants are approximately 58% or \$3.6M of student tuition and fee payments. Auxiliary enterprises decreased by \$1.0M to \$1.8M in FY 2019 due to the reduction in GCC’s bookstore sales and a reduction in special projects.

### Investment in Capital Assets

GCC successfully continues to obtain federal grants and loans to expand and improve its facilities. As of FY 2019, net property, plant and equipment of \$34.1M was GCC’s largest asset at 55%.

In September 2017, GCC obtained a United States Department of Agriculture loan for the renovation and expansion

of GCC’s Building 100 and the Gregorio D. Perez Lab’s extension. In September 2019, GCC held the ribbon cutting for completion of construction expanding Building 100 into a two-story concrete structure with Leadership in Energy and Environmental Design (LEED) features, house the Criminal Justice Program, and connect Building E. Remaining project funds will be set aside to continue the Gregorio D. Perez Crime Lab extension.

### Audit Adjustments and Uncorrected Misstatements

Four audit adjustments were made that cumulatively decreased GCC’s net position by \$1.9M in order to record retiree healthcare costs, cost-of-living adjustments (COLA) and supplemental benefits, GovGuam appropriations, pension adjustments, and GASB 75 restatements. There was one uncorrected misstatement.

### GCC Foundation

The GCC Foundation is a non-profit, public benefit corporation, which operates under a separate Board of Governors from that of GCC. Certain prior year accounts were restated to report financial statements non-for-profit entities, according to Financial Accounting Standards Board (FASB) Accounting Standards Update No. 2016-14. The Foundation closed FY 2019 with an increase in net assets (net income) of only \$1.9M, compared to its \$675K net income in FY 2018. FY 2019’s \$1.9M net income was due primarily to the \$2.0M transfer for the Forensic DNA building.

The Foundation’s expenditures amounted to \$329K in FY 2019, a 28% increase mainly due to increases in professional services and interest expenses.



# Financial Summary

## Responsible Stewards, Resourceful Partners

For 19 consecutive years, GCC has been a responsible steward of Guam taxpayers' money. On June 1, 2020, the Guam Office of Public Accountability released GCC's annual financial audit and commended the College for being the only government agency to qualify as a low-risk auditee for the 19th consecutive fiscal year.

“The Office of Public Accountability has released the Guam Community College's (GCC) financial statements, reports on compliance and on internal control, management letter, and the auditor's communication with those charged with governance for fiscal year (FY) 2019. Independent auditors, Deloitte & Touche, LLP, rendered an unmodified (clean) opinion on GCC's financial statements and compliance over major federal programs. GCC is commended for qualifying as a low-risk auditee for the 19th consecutive year. GCC is the only Government of Guam (GovGuam) agency to do so.”

**\$36.3M**      **\$36.7M**  
FY 2018 Revenues      FY 2018 Expenditures

Federal and local grants received/  
continued in FY 2019:

GCC entered its last year for the three 5-year federal grant partnerships with the Guam Department of Public Health & Social Services (DPHSS).

**Grant #1**, for \$200,000 per year, is helping to train childcare providers who work in center-based and family-based settings;

**Grant #2**, for \$216,000 per year, allows GCC to award college credit from GCC to child care providers who participate in the training provided by the first grant;

**Grant #3** is a technical assistance grant of \$195,000 per year, for the establishment of a Quality Rating Improvement System (QRIS) program for child care centers to focus on improvements in learning environment, curriculum, family engagement, staff qualifications, professional development and administration.

**Unrestricted & Restricted Fund Supplemental Schedule  
Balance Sheet | September 30, 2019 (With Comparative Balances as of September 30, 2018)**

	Unrestricted			Restricted			Grand Total						
	Appropriated Fund	Non-appropriated Fund	Total	Federal Fund	Other Grants Fund	Total	Capital Projects	Tobacco Settlement	Investment in Plant	Agency Fund	Elimination	2019	2018
<b>ASSETS</b>													
Cash	\$ -	\$ 15,986,352	\$ 15,986,352	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,986,352	\$ 12,165,819
TCD	-	2,091,806	2,091,806	-	-	-	-	-	-	-	-	2,091,806	2,042,000
Investments	-	-	-	-	-	-	-	2,013,287	-	-	-	2,013,287	1,959,164
Due from Government of Guam	1,531,983	1,174,191	2,706,174	-	-	-	-	-	-	-	-	2,706,174	5,735,168
Due from other College funds	4,866,605	42,633,293	47,499,898	19,976,361	1,013,702	20,990,063	9,481	140,000	57,115	357,085	(69,053,642)	-	-
Accounts receivable - U.S. Government	-	112,419	112,419	215,472	43,606	259,078	-	-	-	-	-	371,497	662,260
Accounts receivable - tuition	-	4,845,926	4,845,926	-	-	-	-	-	-	-	-	4,845,926	4,891,100
Accounts receivable - others	-	1,343,480	1,343,480	-	-	-	-	-	-	-	-	1,343,480	3,477,661
Allowance for doubtful accounts	(828,165)	(2,483,306)	(3,311,471)	-	-	-	-	-	-	-	-	(3,311,471)	(3,073,304)
Inventories	-	610,123	610,123	-	-	-	-	-	-	-	-	610,123	547,766
Prepaid lease	1,009,300	-	1,009,300	-	-	-	-	-	-	-	-	1,009,300	557,844
Construction in progress	-	-	-	-	-	-	-	-	3,151,236	-	-	3,151,236	1,872,161
Land	-	-	-	-	-	-	-	-	1,903,000	-	-	1,903,000	1,903,000
Buildings	-	-	-	-	-	-	-	-	56,630,156	-	-	56,630,156	55,506,136
Equipment	-	-	-	-	-	-	-	-	12,967,165	-	-	12,967,165	12,510,351
Vehicles	-	-	-	-	-	-	-	-	611,352	-	-	611,352	611,352
Accumulated depreciation	-	-	-	-	-	-	-	-	(41,145,875)	-	-	(41,145,875)	(39,058,627)
Deferred outflows from pension	-	13,737,123	13,737,123	-	-	-	-	-	-	-	-	13,737,123	9,894,250
	<b>\$ 6,579,723</b>	<b>\$ 80,051,407</b>	<b>\$ 86,631,130</b>	<b>\$ 20,191,833</b>	<b>\$ 1,057,308</b>	<b>\$ 21,249,141</b>	<b>\$ 9,481</b>	<b>\$ 2,153,287</b>	<b>\$ 34,174,149</b>	<b>\$ 357,085</b>	<b>\$ (69,053,642)</b>	<b>\$ 75,520,631</b>	<b>\$ 72,204,101</b>
<b>LIABILITIES &amp; FUND BALANCE</b>													
Accounts payable	\$ 246,919	\$ 1,983,541	\$ 2,230,460	\$ 3,645	\$ 18,585	\$ 22,230	\$ 570,552	\$ -	\$ -	\$ -	\$ -	\$ 2,823,242	\$ 1,499,715
Retainage payable	-	-	-	-	-	-	9,481	-	-	-	-	9,481	63,854
Loans payable	-	2,125,530	2,125,530	-	-	-	-	-	-	-	-	2,125,530	3,178,940
Due to other College funds	1,539,119	33,053,427	34,592,546	19,828,791	-	19,828,791	14,622,824	-	9,481	-	(69,053,642)	-	-
Due to depositor	-	-	-	-	-	-	-	-	-	357,085	-	357,085	356,694
Accrued liabilities	-	1,063,670	1,063,670	-	-	-	-	-	-	-	-	1,063,670	1,041,948
DCRS sick leave liability	-	489,206	489,206	-	-	-	-	-	-	-	-	489,206	475,176
Net pension liability	-	79,594,247	79,594,247	-	-	-	-	-	-	-	-	79,594,247	85,651,264
Unearned revenue	-	1,588,244	1,588,244	-	-	-	-	-	-	-	-	1,588,244	1,770,971
Deferred inflows from pension	-	17,596,236	17,596,236	-	-	-	-	-	-	-	-	17,596,236	5,809,194
Fund balance	4,793,685	(57,442,694)	(52,649,009)	359,397	1,038,723	1,398,120	(15,193,376)	2,153,287	(41,145,875)	-	-	(30,126,310)	(27,643,655)
	<b>\$ 6,579,723</b>	<b>\$ 80,051,407</b>	<b>\$ 86,631,130</b>	<b>\$ 20,191,833</b>	<b>\$ 1,057,308</b>	<b>\$ 21,249,141</b>	<b>\$ 9,481</b>	<b>\$ 2,153,287</b>	<b>\$ 34,174,149</b>	<b>\$ 357,085</b>	<b>\$ (69,053,642)</b>	<b>\$ 75,520,631</b>	<b>\$ 72,204,101</b>



# Guam Community College (A Component Unit of The Government of Guam)

## Unrestricted & Restricted Fund Supplemental Schedule Statement of Changes in Fund Balances | Year Ended September 30, 2019 (With Comparative Balances as of September 30, 2018)

	Unrestricted				Restricted				Grand Total					
	Appropriated		Non-appropriated		Federal Fund		Investment In-Plant							
	TAF	MDF	Total Appropriated	NAF	Total Unrestricted	Federal Fund	Other Grant	Total		Capital Projects	Tobacco Settlement	2019	2018	
<b>Revenues:</b>														
Tuition and fees	\$ -	\$ -	\$ -	\$ 6,190,018	\$ 6,190,018	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,190,018	\$ 6,410,635
Government of Guam appropriations	19,098,736	-	20,047,624	-	20,047,624	6,743,305	584,412	7,327,717	-	-	20,047,624	7,418,549	21,722,167	
Federal grants and contracts	-	948,888	-	-	-	-	-	-	-	-	-	-	7,327,717	7,418,549
Sales and services of auxiliary enterprises	-	-	-	1,799,447	1,799,447	-	-	-	-	-	-	-	1,799,447	2,840,963
Other sources	-	-	-	1,671,016	1,671,016	-	-	-	-	54,123	-	-	1,725,139	1,183,407
<b>Total current revenues</b>	<b>19,098,736</b>	<b>948,888</b>	<b>20,047,624</b>	<b>9,660,481</b>	<b>29,708,105</b>	<b>6,743,305</b>	<b>584,412</b>	<b>7,327,717</b>	<b>-</b>	<b>54,123</b>	<b>-</b>	<b>-</b>	<b>37,088,945</b>	<b>39,575,721</b>
<b>Expenditures and mandatory transfers:</b>														
<b>Educational and general:</b>														
Instruction	6,174,420	-	6,468,013	4,451,829	10,919,842	775,942	5,048	780,990	-	-	-	-	11,700,832	10,098,808
Planning	603,203	-	603,203	56,789	659,992	92,886	-	92,886	-	-	-	-	752,978	834,314
Academic support	1,299,933	-	1,299,933	1,102,628	2,402,561	123,635	92,258	215,893	-	-	-	-	2,618,454	1,845,342
Student services	2,211,961	-	2,211,961	464,007	2,675,968	323,072	-	323,072	-	-	-	-	2,999,040	2,941,174
Institutional support	4,264,340	-	4,264,340	1,486,625	5,750,965	-	-	-	-	-	-	-	5,750,965	3,349,251
Operation and maintenance of plant	1,779,980	-	1,779,980	313,206	2,093,186	-	-	-	-	-	-	-	2,478,927	2,263,721
Scholarship and fellowship	201,167	-	201,167	346,142	547,299	5,317,795	-	5,317,795	-	-	-	-	5,866,094	5,862,827
Retiree healthcare costs	970,404	-	970,404	-	970,404	-	-	-	-	-	-	-	970,404	976,278
Retiree COLA and supplemental annuity costs	664,852	-	664,852	-	664,852	-	-	-	-	-	-	-	664,852	643,310
Interest Expense	-	-	-	100,310	100,310	-	-	-	-	-	-	-	100,310	101,951
Bad debts expense	-	-	-	237,385	237,385	-	-	-	-	-	-	-	237,385	577,558
Depreciation expense	-	-	-	-	-	-	-	-	-	-	-	-	2,315,220	2,252,431
	18,170,250	-	18,463,843	8,558,921	27,022,764	6,633,430	97,306	6,730,736	-	-	-	-	36,454,461	31,766,965
<b>Auxiliary enterprises:</b>														
Expenditures	58,080	-	58,080	548,102	606,182	-	-	-	-	-	-	-	606,182	682,354
<b>Total expenditures</b>	<b>18,228,330</b>	<b>293,593</b>	<b>18,521,923</b>	<b>9,107,023</b>	<b>27,628,946</b>	<b>6,633,430</b>	<b>97,306</b>	<b>6,730,736</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>37,060,643</b>	<b>32,449,319</b>
Net (decrease) increase in fund balance	870,406	655,295	1,525,701	553,458	2,079,159	109,875	487,106	596,981	-	54,123	(2,315,220)	(2,315,220)	29,302	7,126,402
Beginning fund balance	(986,616)	4,374,262	3,329,221	(65,075,682)	(51,746,461)	359,422	1,038,722	1,398,144	-	2,099,164	33,301,470	33,301,470	(27,643,655)	(34,917,078)
Fund transfer	(61,237)	-	(61,237)	(2,920,470)	(2,981,707)	(109,900)	(487,105)	(597,005)	-	-	(2,111,663)	(2,111,663)	(2,111,663)	147,021
<b>Ending fund balance</b>	<b>\$ (177,447)</b>	<b>\$ 5,029,557</b>	<b>\$ 4,793,685</b>	<b>\$ (57,442,694)</b>	<b>\$ (52,648,009)</b>	<b>\$ 359,397</b>	<b>\$ 1,038,723</b>	<b>\$ 1,398,120</b>	<b>\$ (15,193,376)</b>	<b>\$ 2,153,287</b>	<b>\$ 34,164,668</b>	<b>\$ (30,126,310)</b>	<b>\$ (27,643,655)</b>	

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