

Southwestern Community College District

Tentative Budget FY 2022-23

Presentation to Governing Board

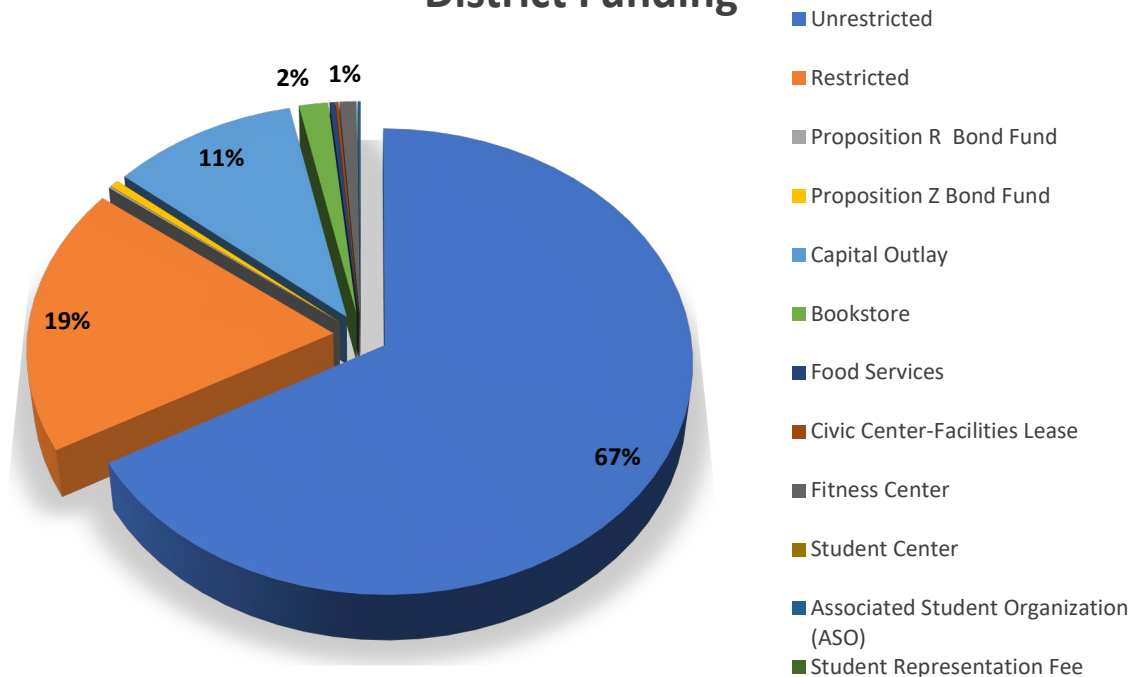
May 23, 2022



**Southwestern Community College District
FY 2022-2023 Tentative Budget
Budgeted Fund Summary**

	FY 21-22 Revised Adopted Budget All Funds	FY 22-23 Tentative Budget All Funds
General Fund:		
Unrestricted	\$ 119,421,580	\$ 127,822,019
Restricted	69,641,418	35,618,976
Total General Fund	\$ 189,062,998	\$ 163,440,995
Other Funds:		
Proposition R Bond Fund	\$ 225,000	\$ 225,000
Proposition Z Bond Fund	1,000,000	1,000,000
Capital Outlay	500,000	20,286,430
Bookstore	1,720,549	3,152,000
Food Services	1,879,057	589,300
Civic Center-Facilities Leasing	300,000	325,000
Fitness Center	676,061	1,844,000
Student Center	3,072	3,072
Student Representation Fee	7,576	7,576
Associated Student Organization (ASO)	330,000	330,000
Total Other Funds	\$ 6,641,315	\$ 27,762,378
Total Budgeted Revenue	\$ 195,704,313	\$ 191,203,373

District Funding



Southwestern Community College District
FY 2022-2023 Tentative Budget
Fund Summary

	FY 22-23 Unrestricted Fund 11	FY 22-23 Restricted Fund 12	FY 22-23 Total Fund 11 & 12
Revenue			
Federal	\$ 86,600	\$ 5,973,787	\$ 6,060,387
State	81,712,492	25,086,354	106,798,846
Local	46,022,927	2,455,800	48,478,727
Transfers In	-	2,103,035	2,103,035
Total Revenue	<u>\$ 127,822,019</u>	<u>\$ 35,618,976</u>	<u>\$ 163,440,995</u>
Expenses			
Salaries	\$ 77,156,925	\$ 10,245,525	\$ 87,402,450
Employee Benefits	34,536,591	3,366,369	37,902,960
Vacant Position Savings (Net)	(2,000,000)	-	(2,000,000)
Total Personnel Expenses	<u>\$ 109,693,516</u>	<u>\$ 13,611,894</u>	<u>\$ 123,305,410</u>
Supplies and Materials	\$ 1,910,665	\$ 3,164,458	\$ 5,075,123
Other Operating Expenses and Services	8,975,446	16,544,237	25,519,683
Capital Outlay	-	146,850	146,850
Other Outgo	870,163	-	870,163
Transfers Out	2,103,035	2,151,537	4,254,572
Total Other Expenses	<u>\$ 13,859,309</u>	<u>\$ 22,007,082</u>	<u>\$ 35,866,391</u>
Total Expenses	<u>\$ 123,552,825</u>	<u>\$ 35,618,976</u>	<u>\$ 159,171,801</u>
Surplus (Deficit)	<u>\$ 4,269,194</u>	<u>\$ -</u>	<u>\$ 4,269,194</u>

**Southwestern Community College District
 FY 2022-2023 Tentative Budget
 Summary of General Fund Transfers**

Transfer Out from General Fund 11	FY 22-23 Tentative Budget
SWC Foundation	
Salaries	\$ 367,205
Benefits	169,084
Non-Personnel	<u>64,846</u>
Total for Foundation	\$ 601,135
SWC Campus Police	
Supplemental Revenue	<u>1,400,000</u>
Total for Campus Police	\$ 1,400,000
Enterprise Services	
Salaries	61,900
Benefits	30,000
Non-Personnel	<u>10,000</u>
Total for Enterprise Services	\$ 101,900
Total Transfer Out	<u><u>\$ 2,103,035</u></u>

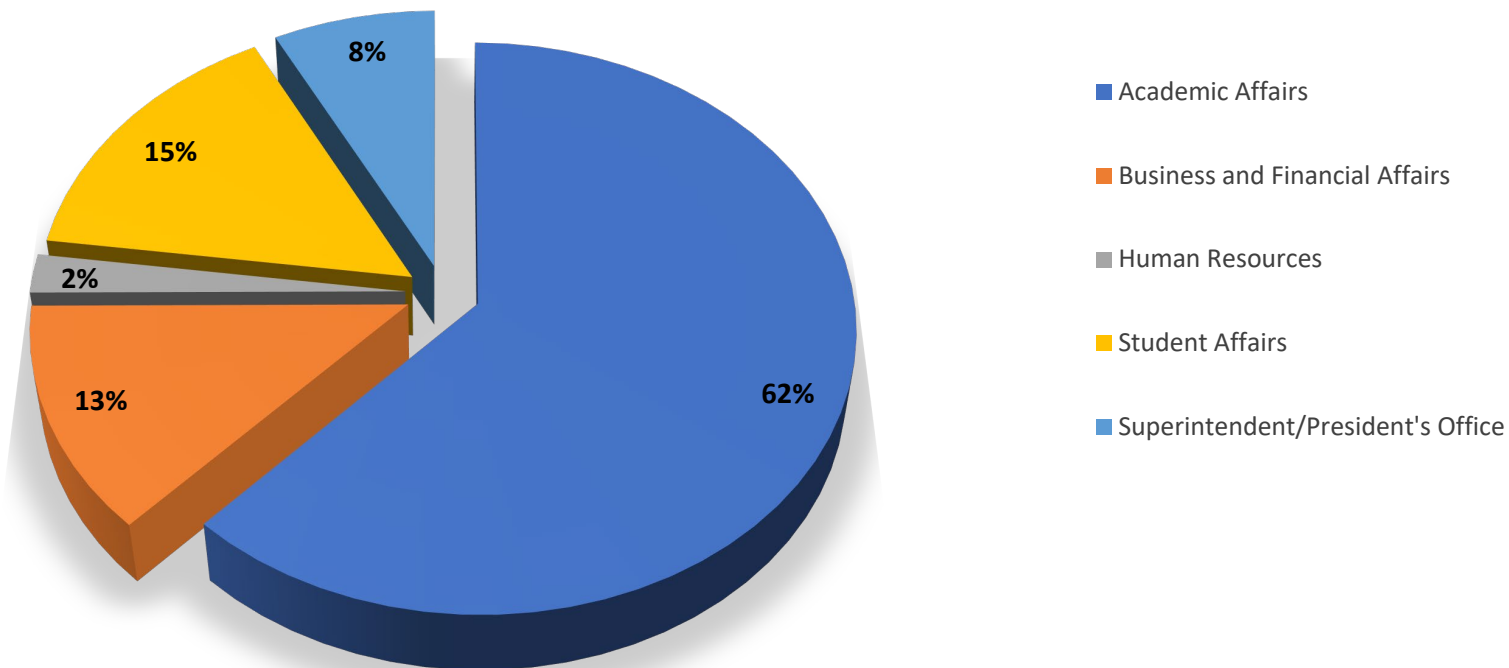
Southwestern Community College District
FY 2022-2023 Tentative Budget
General Fund Ending Balance Summary

General Fund 11	FY 20-21 Audited Actuals	FY 21-22 Revised Adopted Budget	FY 22-23 Tentative Budget
Revenue			
Federal	\$ 25,000	\$ 106,600	\$ 86,600
State	71,638,381	72,823,257	81,712,492
Local	39,938,377	47,716,683	46,022,927
Total Revenue	<u>\$ 111,601,758</u>	<u>\$ 120,646,540</u>	<u>\$ 127,822,019</u>
Expenses			
Salaries	\$ 63,066,783	\$ 75,039,180	\$ 77,156,925
Employee Benefits	30,990,905	31,812,563	33,037,051
Vacant Positions - Savings	-	(3,939,524)	(2,000,000)
SERP Premiums	-	1,499,540	1,499,540
Total Personnel Expenses	<u>\$ 94,057,688</u>	<u>\$ 104,411,759</u>	<u>\$ 109,693,516</u>
Supplies and Materials	\$ 1,676,369	\$ 1,131,738	\$ 1,910,665
Other Operating Expenses and Services	8,550,732	9,612,452	8,975,446
Capital Outlay	237,346	140,520	-
Other Outgo and Transfers Out	932,501	1,887,359	2,973,198
Total Other Expenses	<u>11,396,948</u>	<u>12,772,069</u>	<u>13,859,309</u>
Total Expenses	<u>\$ 105,454,636</u>	<u>\$ 117,183,828</u>	<u>\$ 123,552,825</u>
Excess (Deficit)	<u>\$ 6,147,122</u>	<u>\$ 3,462,712</u>	<u>\$ 4,269,194</u>
Beginning Fund Balance	\$ 16,845,706	\$ 22,992,828	\$ 26,455,540
Excess (Deficit)	6,147,122	3,462,712	4,269,194
Adjustments	-	-	-
Ending Fund Balance	<u>\$ 22,992,828</u>	<u>\$ 26,455,540</u>	<u>\$ 30,724,734</u>
Ending Fund Balance	\$ 22,992,828	\$ 26,455,540	\$ 30,724,734
Assigned for Full-Time Faculty Hiring	-	(3,297,298)	-
Committed for Compensated Absences	-	(4,132,241)	(4,132,241)
Governing Board Reserve	(7,381,825)	(18,749,412)	(19,768,452)
Remaining Fund Balance	<u>\$ 15,611,003</u>	<u>\$ 276,589</u>	<u>\$ 6,824,041</u>
Governing Board Reserve as % of Total Expense:	7.0%	16.0%	16.0%
Ending Fund Balance as % of Total Expenses	22.06%	22.58%	24.87%

**Southwestern Community College District
FY 2022-2023 Tentative Budget
Summary of Positions by Department**

Tentative Budget FY 22-23						
Bargaining Unit:	CONF	CSEA	SCCDAA	SCEA	UNREP	Total
Academic Affairs	109,912	8,226,587	5,080,357	40,814,365	190,513	54,421,733
Business and Financial Affairs	86,676	8,917,366	1,870,110	61,194	356,488	11,291,834
Human Resources	1,700,318	-	-	-	216,547	1,916,865
Student Affairs	102,129	6,535,483	1,804,292	4,747,327	190,513	13,379,744
Superintendent/President's Office	258,456	4,662,445	964,461	-	802,912	6,688,274
Total	\$ 2,257,491	\$ 28,341,880	\$ 9,719,221	\$ 45,622,886	\$ 1,756,973	\$ 87,698,450

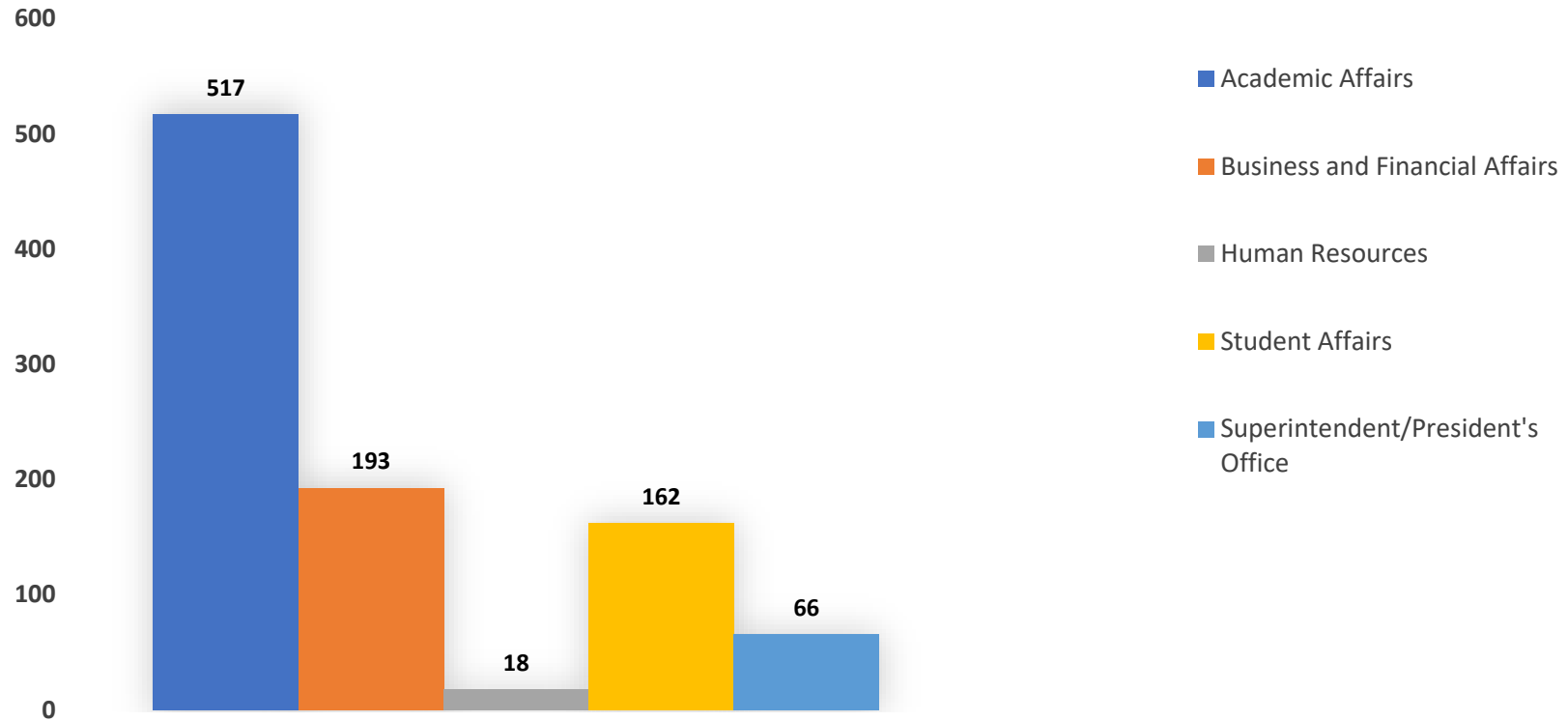
Positions by Dept - All Funds



**Southwestern Community College District
 FY 2022-2023 Tentative Budget
 Summary of Positions by Vice President**

Count of FTE						
Row Labels	CONF	CSEA	SCCDAA	SCEA	UNREP	Total
Academic Affairs	1	161	41	313	1	517
Business and Financial Affairs	1	164	23	3	2	193
Human Resources	17	-	-	-	1	18
Student Affairs	1	103	14	43	1	162
Superintendent/President's Office	3	53	6	-	4	66
Total Positions	23	481	84	359	9	956

Positions by VP - All Funds



**Southwestern Community College District
FY 2022-2023 Tentative Budget
Summary of Restricted Budget**

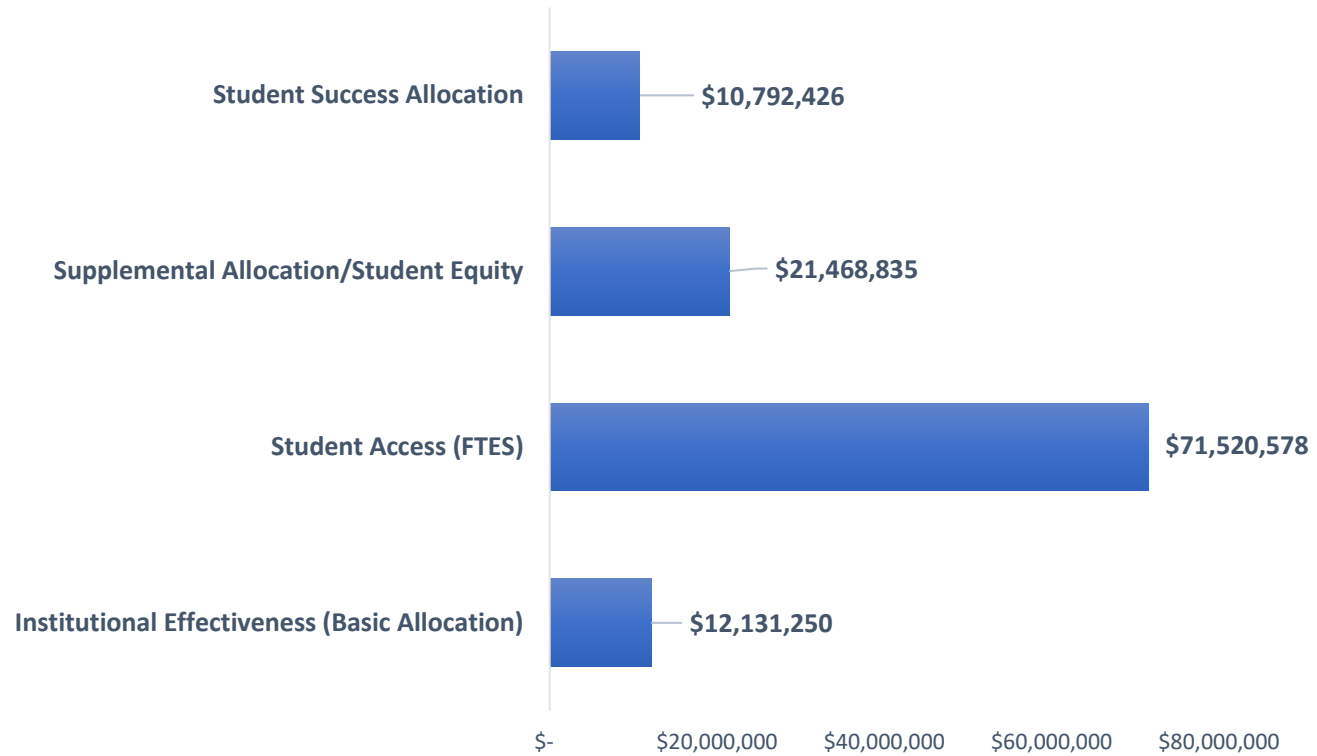
Restricted Fund 12	FY 20-21 Audited Actuals	FY 21-22 Adopted Budget	FY 22-23 Tentative Budget
Revenue			
Federal	\$ 17,968,183	\$ 35,724,341	\$ 5,973,787
State	21,156,148	28,655,210	25,086,354
Local	1,738,960	5,261,867	2,455,800
Transfers In	-	-	2,103,035
Total Revenue	<u>\$ 40,863,291</u>	<u>\$ 69,641,418</u>	<u>\$ 35,618,976</u>
Expenses			
Salaries	\$ 17,460,500	\$ 15,646,065	\$ 10,245,525
Employee Benefits	5,715,081	4,867,451	3,366,369
Total Personnel Expenses	<u>\$ 23,175,581</u>	<u>\$ 20,513,516</u>	<u>\$ 13,611,894</u>
Supplies, Materials, and Other	\$ 2,286,232	\$ 12,431,294	\$ 3,164,458
Services and Operating Expenditures	7,646,301	29,389,658	16,544,237
Capital Outlay	459,973	107,300	146,850
Other Outgoing	-	7,199,650	2,151,537
Total Other Expenses	<u>\$ 10,392,506</u>	<u>\$ 49,127,902</u>	<u>\$ 22,007,082</u>
Total Expenses	<u>\$ 33,568,087</u>	<u>\$ 69,641,418</u>	<u>\$ 35,618,976</u>
Excess (Deficit)	<u><u>\$ 7,295,204</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

**Southwestern Community College District
FY 2022-2023 Tentative Budget
Student Centered Funding Formula**

General Fund 11	FY 21-22 Revised Adopted Budget	FY 22-23 Tentative Budget
Apportionment		
Basic Allocation		
Single College District - Medium	\$ 5,667,482	\$ 6,667,858
State Approved Centers - 3	4,250,610	5,463,392
	\$ 9,918,092	\$ 12,131,250
FTES		
Credit FTES	65,317,475	68,648,798
Regular Non-Credit CDCP	300,192	616,102
Non-Credit FTES	175,008	484,283
Special Admit	1,119,371	1,578,697
Incarcerated Credit	182,998	192,698
Total FTES	67,095,044	71,520,578
Total Base Allocation (Basic + FTES)	\$ 77,013,136	\$ 83,651,828
Supplemental Allocation/Student Equity	20,382,450	21,468,835
Student Success Allocation	10,246,298	10,792,426
Stability/Hold Harmless Funding Protection	1,471,246	
Total Apportionment Revenue	\$ 109,113,130	\$ 115,913,089
Other Revenue		
Lottery	\$ 2,367,575	\$ 2,400,000
Full-Time Faculty Hiring	2,045,149	2,045,149
Mandated Cost Reimbursement	445,482	549,708
Interest Revenue	300,000	250,000
Non-Resident Tuition	1,120,329	1,200,000
Student Fees	119,708	119,708
Other Local Revenue	50,000	150,000
Other Federal Revenue	106,600	86,600
On Behalf Pass-through	4,257,765	4,257,765
Other State Revenue	720,802	850,000
Total Other Revenue	\$ 11,533,410	\$ 11,908,930
Total Unrestricted Revenue	\$ 120,646,540	\$ 127,822,019

**Southwestern Community College District
FY 2022-2023 Tentative Budget
Student Centered Funding Formula**

FY 2022-23 Student Centered Funding Allocation Projection



**Southwestern Community College District
FY 2022-2023 Tentative Budget
Enterprise Funds Summary**

	CIVIC CENTER-					
	BOOKSTORE	FOOD SERVICES	FACILITIES LEASE	FITNESS CENTER	COMBINED	
9720 Beginning Fund Balance	\$ 2,315,867	\$ 942,542	\$ 249,138	\$ 46,173	\$ 3,553,720	
Revenue						
Sales and Leasing	\$ 3,000,000	\$ 538,800	\$ 325,000	\$ 1,844,000	\$ 5,707,800	
Other Income	152,000	50,500	-	-	202,500	
Total Revenue	\$ 3,152,000	\$ 589,300	\$ 325,000	\$ 1,844,000	\$ 5,910,300	
Expenses						
2000 Classified & Student Salaries	\$ 576,111	\$ 608,226	\$ 181,449	\$ 687,019	\$ 2,052,804	
3000 Employee Benefits	286,389	366,293	99,601	204,515	956,798	
4000 Supplies	355,000	28,500	10,000	19,000	412,500	
5000 Other Operating	380,000	268,750	11,000	119,870	779,620	
Total Expenses	\$ 1,597,500	\$ 1,271,769	\$ 302,050	\$ 1,030,404	\$ 4,201,722	
Operating Income (Loss)	\$ 1,554,500	\$ (682,469)	\$ 22,950	\$ 813,596	\$ 1,708,578	
Beginning Fund Balance	2,315,867	942,542	249,138	46,173	3,553,720	
Ending Fund Balance	\$ 3,870,367	\$ 260,073	\$ 272,088	\$ 859,769	\$ 5,262,298	

Southwestern Community College District
FY 2022-2023 Tentative Budget
Bookstore

Bookstore Fund 51	FY 20-21 Audited Actuals	FY 21-22 Adopted Budget	FY 22-23 Tentative Budget
9720 Beginning Fund Balance	\$ 2,371,380	\$ 2,622,936	\$ 2,315,867
Revenue			
Sales	\$ 1,573,852	\$ 1,700,549	\$ 3,000,000
Other Income	-	20,000	152,000
Nonoperating Revenues (Expenses)	2,278	-	-
Total Revenue	\$ 1,576,130	\$ 1,720,549	\$ 3,152,000
Expenses			
2000 Classified & Student Salaries	\$ 447,912	\$ 409,113	\$ 576,111
3000 Employee Benefits	190,224	218,105	286,389
4000 Supplies & Replacement	15,776	1,275,400	355,000
5000 Other Operating Costs	670,662	125,000	380,000
Total Expenses	\$ 1,324,574	\$ 2,027,618	\$ 1,597,500
Operating Income (Loss)	\$ 251,556	\$ (307,069)	\$ 1,554,500
Beginning Fund Balance	2,371,380	2,622,936	2,315,867
9720 Ending Fund Balance	\$ 2,622,936	\$ 2,315,867	\$ 3,870,367

Southwestern Community College District
FY 2022-2023 Tentative Budget
Food Services

Food Services Fund 52	FY 20-21 Audited Actuals	FY 21-22 Adopted Budget	FY 22-23 Tentative Budget
9720 Beginning Fund Balance	\$ (137,180)	\$ 548,423	\$ 942,542
Revenue			
Sales	\$ 152	\$ 979,650	\$ 538,800
Other Revenue	108,052	108,000	50,500
Transfers In	1,498,534	791,407	-
Total Revenue & Transfers	<u>\$ 1,606,738</u>	<u>\$ 1,879,057</u>	<u>\$ 589,300</u>
Expenses			
2000 Classified & Student Salaries	\$ 568,538	\$ 426,700	\$ 608,226
3000 Employee Benefits	256,301	261,210	366,293
4000 Supplies & Replacement	92,844	696,820	28,500
5000 Other Operating Costs	3,450	100,208	268,750
Total Expenses	<u>\$ 921,133</u>	<u>\$ 1,484,938</u>	<u>\$ 1,271,769</u>
Operating Income (Loss)	<u>\$ 685,605</u>	<u>\$ 394,119</u>	<u>\$ (682,469)</u>
Beginning Fund Balance	<u>(137,180)</u>	<u>548,423</u>	<u>942,542</u>
9720 Ending Fund Balance	<u>\$ 548,425</u>	<u>\$ 942,542</u>	<u>\$ 260,073</u>

**Southwestern Community College District
FY 2022-2023 Tentative Budget
Civic Center - Facilities Leasing**

Civic Center-Facilities Leasing Fund 59	FY 20-21 Audited Actuals	FY 21-22 Adopted Budget	FY 22-23 Tentative Budget
9720 Beginning Fund Balance	\$ 11,801	\$ 228,684	\$ 249,138
Adjustments	\$ -	\$ 24,551	\$ -
Adjusted Beginning Balance	\$ 11,801	\$ 253,235	\$ 249,138
Revenue			
Facility Rentals and Leases	\$ 40,347	\$ 300,000	\$ 325,000
Transfer In	495,881	-	-
Total Revenue	\$ 536,228	\$ 300,000	\$ 325,000
Expenses			
2000 Classified & Student Salaries	\$ 89,947	\$ 198,108	\$ 181,449
3000 Benefits	50,771	75,989	99,601
4000 Supplies & Replacement	999	10,000	10,000
5000 Other Operating Costs	-	20,000	11,000
7000 Transfers Out	153,077	-	-
Total Expenses	\$ 294,794	\$ 304,097	\$ 302,050
Operating Income (Loss)	\$ 241,434	\$ (4,097)	\$ 22,950
Beginning Fund Balance	11,801	253,235	249,138
9720 Ending Fund Balance	\$ 253,235	\$ 249,138	\$ 272,088

Southwestern Community College District
FY 2022-2023 Tentative Budget
Fitness Center

Fitness Center Fund 59	FY 20-21 Audited Actuals	FY 21-22 Adopted Budget	FY 22-23 Tentative Budget
9720 Beginning Fund Balance	\$ (111,090)	\$ 500,164	\$ 46,173
Adjustments	-	61	-
Adjusted Beginning Fund Balance	<u>(111,090)</u>	<u>500,225</u>	<u>46,173</u>
Revenue			
Sales	\$ 98,575	\$ -	\$ 1,844,000
Transfer In	811,320	676,061	-
Total Revenue	<u>\$ 909,895</u>	<u>\$ 676,061</u>	<u>\$ 1,844,000</u>
Expenses			
2000 Classified & Student Salaries	\$ -	\$ 748,673	\$ 687,019
3000 Employee Benefits	-	286,329	204,515
4000 Supplies & Replacement	-	5,000	19,000
5000 Other Operating Costs	298,702	90,050	119,870
Total Expenses	<u>\$ 298,702</u>	<u>\$ 1,130,052</u>	<u>\$ 1,030,404</u>
Operating Income (Loss)	\$ 611,193	\$ (453,991)	\$ 813,596
Beginning Fund Balance	<u>(111,090)</u>	<u>500,164</u>	<u>46,173</u>
9720 Ending Fund Balance	<u>\$ 500,103</u>	<u>\$ 46,173</u>	<u>\$ 859,769</u>

**Southwestern Community College District
FY 2022-2023 Tentative Budget
Proposition Projects**

Proposition Projects Fund 35 & 42	FY 22-23 Tentative Budget
Proposition Z Fund 42	
Program Management	\$ 2,334,490
Student Union	21,168,718
IT Infrastructure	441,603
Campus-Wide Trellis Repairs (CV Infrastructure)	3,223,511
Electrical Infrastructure Upgrades	6,981,270
HEC OM Auto Shop	1,822,808
Landscape Nursery Technology	20,496,427
Instructional Complex #1	61,192,148
Jaguar Village/Temp Portables	1,393,473
CV Solar Relocation/Tennis Courts	4,523,915
Baseball & Softball Upgrades	1,704,957
Sewer Line Path of Travel/ADA Path of Travel	2,754,155
Fire Alarm Upgrades	328,957
Total Projects for Prop Z	\$ 128,366,430
Proposition R Fund 35	
IT Data Center	\$ 13,738,761
Operations Warehouse Relocation	31,757,564
Jaguar Village/Temp Portables	1,000,000
Transit Center Relocation	1,869,708
Total Projects for Prop R	\$ 48,366,033

**Southwestern Community College District
FY 2022-2023 Tentative Budget**

Capital Outlay - Redevelopment, Clean Energy and Scheduled Maintenance

Capital Outlay Fund 41	FY 20-21 Audited Actuals	FY 21-22 Adopted Budget	FY 22-23 Tentative Budget
9720 Beginning Fund Balance	\$ 3,126,328	\$ 4,130,704	\$ 3,662,384
Revenue			
Redevelopment, Clean Energy and Scheduled Maintenance	\$ -	\$ 500,000	\$ 600,000
Other Revenue	290,478	-	19,686,430
Transfers In	-	-	-
Total Revenue	<u>\$ 290,478</u>	<u>\$ 500,000</u>	<u>\$ 20,286,430</u>
Expenses			
Redevelopment, Clean Energy and Scheduled Maintenance	\$ 66,213	\$ 968,320	\$ 6,019,537
Transfers Out	-	-	-
Total Expenses	<u>\$ 66,213</u>	<u>\$ 968,320</u>	<u>\$ 6,019,537</u>
Excess of Revenues Over (Under) Expenditures	<u>\$ 224,265</u>	<u>\$ (468,320)</u>	<u>\$ 14,266,893</u>
Fund Balances, Beginning of Year	<u>3,126,328</u>	<u>4,130,704</u>	<u>3,662,384</u>
Fund Balances, End of Year	<u>3,350,593</u>	<u>3,662,384</u>	<u>17,929,277</u>

**Southwestern Community College District
 FY 2022-2023 Tentative Budget
 Capital Outlay - Redevelopment, Clean Energy and Scheduled Maintenance**

Capital Outlay Projects Fund 41	FY 22-23 Tentative Budget
Scheduled Maintenance - Multi-Year	
Structural Repairs FY17	\$ 181,387
Carpet and Flooring	112,513
Parking Lot C Repair	326,660
HVAC Ducting Repairs	100,545
Electrical Upgrade	2,136,759
HVAC Mechanical Ugrades and Repairs District Wide	<u>3,103,087</u>
Total	\$ 5,960,951
Redevelopment Funds	
ADA Access Upgrade	<u>\$ 58,586</u>
Total	\$ 58,586
 Total Budget	 <u><u>\$ 6,019,537</u></u>

**Southwestern Community College District
FY 2022-2023 Tentative Budget
Associated Student Organization**

Associated Student Org. Fund 71	FY 20-21 Audited Actuals	FY 21-22 Adoption Budget	FY 22-23 Tentative Budget
9720 Beginning Fund Balance	\$ 572,968	\$ 616,921	\$ 794,270
Revenue			
Student Activity Cards - Other Revenue	\$ 296,726	\$ 300,000	\$ 300,000
Transfers In	-	30,000	30,000
Total Revenue	<u>\$ 296,726</u>	<u>\$ 330,000</u>	<u>\$ 330,000</u>
Expenses			
Classified & Student Salaries	\$ 48,617	\$ 28,013	\$ 48,617
Employee Benefits	-	633	-
Supplies & Replacement	124,109	48,526	48,526
Other Operating Costs	37,047	75,479	75,479
Other Uses	43,000	-	-
Total Expenses	<u>\$ 252,773</u>	<u>\$ 152,651</u>	<u>\$ 172,622</u>
Excess of Revenues Over (Under) Expenses	<u>\$ 43,953</u>	<u>\$ 177,349</u>	<u>\$ 157,378</u>
Beginning Fund Balance	572,968	-	-
9720 Ending Fund Balance	<u><u>\$ 616,921</u></u>	<u><u>\$ 794,270</u></u>	<u><u>\$ 951,648</u></u>

**Southwestern Community College District
FY 2022-2023 Tentative Budget
Student Center**

Student Center Fund 39	FY 20-21 Audited Actuals	FY 21-22 Adoption Budget	FY 22-23 Tentative Budget
9720 Beginning Fund Balance	\$ 400,863	\$ 402,444	\$ 278,516
Revenue			
Local Revenue	\$ 1,581	\$ 3,072	\$ 3,072
Total Revenue	<u>\$ 1,581</u>	<u>\$ 3,072</u>	<u>\$ 3,072</u>
Expenses			
Services & Operating Expense	\$ -	\$ 127,000	\$ 127,000
Total Expenses	<u>\$ -</u>	<u>\$ 127,000</u>	<u>\$ 127,000</u>
Excess of Revenues Over (Under) Expenses	<u>\$ 1,581</u>	<u>\$ (123,928)</u>	<u>\$ (123,928)</u>
Beginning Fund Balance	<u>400,863</u>	<u>402,444</u>	<u>278,516</u>
9720 Ending Fund Balance	<u><u>\$ 402,444</u></u>	<u><u>\$ 278,516</u></u>	<u><u>\$ 154,588</u></u>

**Southwestern Community College District
 FY 2022-2023 Tentative Budget
 Student Representation Fee**

Student Representation Fee Fund 72	FY 20-21 Audited Actuals	FY 22-23 Tentative Budget
9720 Beginning Fund Balance	\$ 1,524	\$ 7,576
Revenue		
Local Revenue	\$ 7,576	\$ 7,576
Total Revenue	<u>\$ 7,576</u>	<u>\$ 7,576</u>
Expenses		
Services & Operating Expenditures	<u>\$ 1,524</u>	<u>\$ 1,524</u>
Total Expenses	<u>\$ 1,524</u>	<u>\$ 1,524</u>
Excess of Revenues Over (Under) Expenses	<u>\$ 6,052</u>	<u>\$ 6,052</u>
Beginning Fund Balance	<u>1,524</u>	<u>7,576</u>
9720 Ending Fund Balance	<u><u>\$ 7,576</u></u>	<u><u>\$ 13,628</u></u>