



## Memo

DATE: Friday, November 14, 2014  
TO: A.S.I. Finance Committee  
FROM: A.S.I. Executive Director  
A.S.I. Vice President for Finance  
A.S.I. President  
CC: File  
SUBJECT: 2014-15 A.S.I. 3&9 Budget Review

Attached is a copy of the 2014-15 Associated Students, Inc. 3&9 Budget Review.

After consultation with the University Budget Office and University Controller, A.S.I. will be able to reallocate retained earnings into our current year budget to directly benefit Cal State L.A. students and to meet essential operation needs within the organization.

If approved by the Finance Committee the recommendations will be forwarded to the Board of Directors for approval on Thursday, May 29, 2014.

If approved, by the B.O.D. the budget will be sent to Dr. Anthony Ross, Vice President for Student Affairs and Mrs. Lisa Chavez, Vice President for Administration and Chief Financial Officer.

Once approved, the budget will be forwarded to the University President's Office for final approval.

If you have any questions, please contact Intef W. Weser at 3-5858.

Tel: (323) 343-4780

Fax: (323) 343-6415

[www.calstatela.edu/asi](http://www.calstatela.edu/asi)

5154 State University Drive, Room 105  
Los Angeles, California 90032

Associated Students, Inc.  
CALIFORNIA STATE UNIVERSITY, LOS ANGELES



*"...For the Students, by the Students!"*

2014-15 3&9 Budget Review

Revised  
Thursday, November 13, 2014

2014-15 3&9 Budget Review							
<b>Revenue and Investments</b>		2013/2014	YTD 2014-15	2014/2015	2014/2015	Net Budget	Percent
Description of Item		Actual	as of 9/30/14	Approved Operating Budget	Proposed 3&9 Budget Review	Modification	Change
<b>Projected Fee Revenue *</b>							
Summer 2014 Actual	\$	-			* \$	\$	#DIV/0!
Fall 2014	\$	-			* \$	\$	#DIV/0!
Winter 2015	\$	-			* \$	\$	#DIV/0!
Spring 2015	\$	-			* \$	\$	#DIV/0!
<i>* Amended to reflect Fee Reconciliations</i>							
<b>Student Fee Revenue</b>	\$	<b>1,185,392</b>	\$ -	\$ <b>1,190,971</b>	\$ <b>1,190,971</b>	\$ -	<b>0.00%</b>
<b>Other Projected Revenue</b>							
Interest Income & Los Angeles Investment Fund (L.A.I.F..)	\$	3,977	\$ 965	\$ 5,000	\$ 5,000	\$ (0)	-0.01%
Student & University Support Revenue	\$	9,896	\$ 2,045	\$ 11,950	\$ 11,950	\$ -	0.00%
Transfer from Retained Earnings	\$	-	\$ -	\$ -	\$ 300,000	\$ 300,000	#DIV/0!
<b>Total Other Revenue</b>	\$	<b>13,873</b>	\$ <b>3,010</b>	\$ <b>16,950</b>	\$ <b>316,950</b>	\$ <b>300,000</b>	<b>1769.87%</b>
<b>Total Revenue</b>	\$	<b>1,199,265</b>	\$ <b>3,010</b>	\$ <b>1,207,921</b>	\$ <b>1,507,921</b>	\$ <b>300,000</b>	<b>24.84%</b>
<b>Projected Expenses</b>							
Administration	\$	390,221	\$ 93,238	\$ 393,177	\$ 438,339	\$ 45,162	11.49%
ASI Student Government	\$	341,055	\$ 77,681	\$ 381,252	\$ 455,455	\$ 74,203	19.46%
Student & University Support (formerly Programming & University Support)	\$	440,033	\$ 68,288	\$ 433,492	\$ 614,127	\$ 180,635	41.67%
<b>Total Unit Expense</b>	\$	<b>1,171,309</b>	\$ <b>239,207</b>	\$ <b>1,207,921</b>	\$ <b>1,507,921</b>	\$ <b>300,000</b>	<b>24.84%</b>
<b>Total Revenue</b>	\$	<b>1,199,265</b>	\$ <b>3,010</b>	\$ <b>1,207,921</b>	\$ <b>1,507,921</b>	\$ <b>300,000</b>	<b>24.84%</b>
<b>Total Unit Expense</b>	\$	<b>1,171,309</b>	\$ <b>239,207</b>	\$ <b>1,207,921</b>	\$ <b>1,507,921</b>	\$ <b>300,000</b>	<b>24.84%</b>
<b>Net Operating Income/(Deficit)</b>	\$	<b>27,956</b>	\$ <b>(236,197)</b>	\$ <b>0</b>	\$ <b>0</b>		
<i>NOTE: There is a donated use of facilities \$45,247 not reflected in the other revenue or expenses.</i>							
<b>Fund Balance</b>							
<b>Beginning Fund Balance</b>	\$	<b>1,498,974</b>					
<b>Net Operating Income/(Deficit)</b>	\$	<b>1,199,265</b>					
<b>Non-Operating Expenses (Retirement+Depreciation+Bad Debt+Write Off+POT)</b>	\$	<b>(1,185,500)</b>					
<b>Projected Ending Fund Balance</b>	\$	<b>1,512,739</b>					

**Trailer System**  
 • A.S.I. operates off of a Trailer System model. This allows A.S.I. to allocate funds for activities and programs with a greater degree of certainty. 3% of the total trailer system is being set aside for contingency operating costs which totals: \$34,304.41

Administration Description of Item	2013/2014	YTD 2014-15	2014/2015	2014/2015	Net Budget	Percent	2014-15 3&9 Budget Review Comment/Variance Explanation
	Actual	as of 9/30/14	Approved Operating Budget	Proposed 3&9 Budget Review	Modification	Change	
<b>Revenue</b>							
	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
<b>Total Administration Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
<b>Expenses *</b>							
<b>Personnel</b>							
Staff Salaries	\$ 109,205	\$ 26,573	\$ 120,617	\$ 120,617	\$ 0	0.00%	
Staff Benefits & Annual contribution to VEBA Trust post-retirement account (\$5,000)	\$ 40,291	\$ 12,042	\$ 55,899	\$ 56,232	\$ 333	0.60%	
Student Salaries	\$ 58,196	\$ 9,929	\$ 43,010	\$ 49,232	\$ 6,222	14.47%	This increase is due to expansion of role and responsibilities of an Administrative Assistant position to part-time and minimum wage increase for Student Assistants.
<b>Total Personnel</b>	\$ 207,692	\$ 48,544	\$ 219,526	\$ 226,081	\$ 6,555	2.99%	
<b>Supplies and Services</b>							
Staff Development	\$ 326	\$ 137	\$ 420	\$ 780	\$ 360	85.71%	Providing a winter staff training focusing on risk management and customer service.
Dues/Subscriptions	\$ 500	\$ 500	\$ 540	\$ 840	\$ 300	55.52%	Need to secure employment compliance documents (\$210), graphic image subscription (\$3,000), and Pandora music commercial free account to set event ambiance.
Bank Charges	\$ 3,003	\$ 816	\$ 3,000	\$ 3,360	\$ 360	12.00%	Monthly cost to conduct business has increased.
Operating Expenses (Supplies & Services)	\$ 25,266	\$ 3,304	\$ 9,560	\$ 19,636	\$ 10,076	105.40%	Move Toshiba copier service charges from Technology, VEBA Trust Annual Adm Fee and one time loan repayment to AOA on behalf of the VEBA Trust., and additional funding for A.S.I. spirit & branding enhancements.
Technology Related	\$ 7,008	\$ 4,405	\$ 9,156	\$ 1,880	\$ (7,276)	-79.47%	Move Toshiba copier service charges from Technology to Operating Expenses (supplies & services)
Payroll Charges	\$ 3,465	\$ 543	\$ 4,025	\$ 4,025	\$ -	0.00%	
Human Resources	\$ 5,000	\$ 1,250	\$ 5,000	\$ 5,000	\$ -	0.00%	
<b>Total Supplies and Services</b>	\$ 44,568	\$ 10,955	\$ 31,701	\$ 35,521	\$ 3,820	12.05%	
<b>Travel</b>							
Seminars, Conf., Memberships and Travel	\$ 1,428	\$ -	\$ 3,725	\$ 4,285	\$ 560	15.03%	Additional funding to attend AOA AS Advisor Summit held in Sacramento, CA during CHES. Focus managing successful online General Elections along with strategies to improve student involvement in Shared Governance.
<b>Total Travel</b>	\$ 1,428	\$ -	\$ 3,725	\$ 4,285	\$ 560	15.03%	
<b>Contracts, MOU's and Leases</b>							
University Accounting Services	\$ 57,560	\$ 14,390	\$ 57,560	\$ 57,560	\$ -	0.00%	
Auditing Services	\$ 20,165	\$ 11,811	\$ 18,677	\$ 18,677	\$ -	0.00%	
Fee Collection Services	\$ 8,914	\$ -	\$ 8,169	\$ 8,169	\$ (0)	0.00%	
Insurance	\$ 7,162	\$ (1,517)	\$ 8,000	\$ 8,000	\$ -	0.00%	
Legal Services	\$ 20,279	\$ 3,442	\$ 3,500	\$ 6,995	\$ 3,495	99.86%	This increase covered an end of the year legal expense.
Lease Chargeback's	\$ 22,453	\$ 5,613	\$ 26,953	\$ 26,953	\$ 0	0.00%	
<b>Total Contracts, MOUs and Leases</b>	\$ 136,533	\$ 33,739	\$ 122,859	\$ 126,354	\$ 3,495	2.84%	
<b>Equipment</b>							
Capital Equipment & Loss of Disposal of Fix Assets	\$ -	\$ -	\$ 15,366	\$ 46,098	\$ 30,732	200.00%	This will be the final payment to the U-SU for the \$150,000 furniture expense that the U-SU paid for interest free. A.S.I. is very thankful and appreciative of the U-SU generosity and support.
<b>Total Equipment</b>	\$ -	\$ -	\$ 15,366	\$ 46,098	\$ 30,732	200.00%	
<b>Total Administrative Expenses</b>	\$ 390,221	\$ 93,238	\$ 393,177	\$ 438,339	\$ 45,162	11.49%	
<b>Net Cost of Administration</b>	\$ 390,221	\$ 93,238	\$ 393,177	\$ 438,339	\$ 45,162	11.49%	

Note: \*Excludes PTO expense, and Write off's of:

	\$ 3,695.00	\$ 269
Retirement	\$ (57,449.00)	\$ -
Depreciation	\$ 15,213.00	\$ 414

Student Government Description of Item	2013/2014	YTD 2014-15	2014/2015	2014/2015	Net Budget	Percent	2014-15 3&9 Budget Review Comment/Variance Explanation
	Actual	as of 9/30/14	Approved Operating Budget	Proposed 3&9 Budget Review	Modification	Change	
<b>Revenue</b>							
Total Student Government Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	
<b>Expenses*</b>							
<b>Personnel</b>							
Staff Salaries	\$ 91,626	\$ 18,157	\$ 99,793	\$ 139,313	\$ 39,520	39.60%	The Personnel Committee approved the creation of a fulltime Graphic Coordinator position to strengthen our marketing and branding efforts.
Student Salaries	\$ 39,145	\$ 8,260	\$ 44,460	\$ 44,460	\$ -	0.00%	
Benefits - Annual contribution to VEBA Trust post-retirement account (\$5,000)	\$ 42,557	\$ 5,727	\$ 47,394	\$ 62,849	\$ 15,455	32.61%	This increase is due to the creation of a fulltime Graphic Coordinator position.
<b>Total Personnel</b>	<b>\$ 173,328</b>	<b>\$ 32,144</b>	<b>\$ 191,647</b>	<b>\$ 246,622</b>	<b>\$ 54,975</b>	<b>28.69%</b>	
<b>Supplies and Services</b>							
Technology Related	\$ 22,048	\$ 5,141	\$ 23,017	\$ 24,141	\$ 1,124	4.89%	Moved Toshiba copier services to Operating Expenses (supplies & services)(-\$12,126); The increase is directly related to the purchase of two computers for the general area (\$1,400), contractor expenses to expand by three data ports in the general area (\$1,651), purchase of 6 projectors and replacement supplies for new initiative (\$3,450), securing 25 tablets to support A.S.I. becoming more green (\$5,000), conference room projector & instillation (\$5,000) and several graphic supply needs (\$1,049).
Marketing and Advertisement; Hospitality *	\$ 968	\$ 256	\$ 3,255	\$ 5,710	\$ 2,455	75.42%	Increased funding to secure new A.S.I. canopies and table covers to brand A.S.I.
Operating Expenses	\$ 2,075	\$ 1,758	\$ 4,940	\$ 17,816	\$ 12,876	260.65%	Move Toshiba copier service charges from Technology (\$12,126) and VEBA Trust Annual Adm Fee and one time loan repayment to AOA (\$750) on behalf of the VEBA Trust.
<b>Total Supplies and Services</b>	<b>\$ 25,091</b>	<b>\$ 7,155</b>	<b>\$ 31,212</b>	<b>\$ 47,667</b>	<b>\$ 16,455</b>	<b>52.72%</b>	
<b>CSSA</b>							
California State Student Association (CSSA) Dues	\$ 14,141	\$ 15,350	\$ 15,350	\$ 15,350	\$ 0	0.00%	
A.S.I. Student Government Travel	\$ 9,942	\$ 30	\$ 25,541	\$ 25,541	\$ -	0.00%	
<b>Total CSSA</b>	<b>\$ 24,083</b>	<b>\$ 15,380</b>	<b>\$ 40,891</b>	<b>\$ 40,891</b>	<b>\$ 0</b>	<b>0.00%</b>	
<b>FT Staff Travel</b>							
Travel	\$ 9,242	\$ 103	\$ 4,230	\$ 7,002	\$ 2,772	65.53%	Additional funding for travel expenses for New Programs Coordinator to attend NASPA & AOA AS Advisor Summit held in Sacramento, CA during CHSS and travel expenses for Director of Programs and Leadership to continue in leadership roles in NASPA Regional and National Conferences.
<b>Total FT Staff Travel</b>	<b>\$ 9,242</b>	<b>\$ 103</b>	<b>\$ 4,230</b>	<b>\$ 7,002</b>	<b>\$ 2,772</b>	<b>65.53%</b>	
<b>ASI President's Budget</b>							
Hospitality	\$ -	\$ -	\$ 100	\$ 100	\$ 0	0.02%	
Leadership Development	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
Programming	\$ -	\$ -	\$ 50	\$ 50	\$ 0	0.04%	
<b>Total A.S.I. President's Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>\$ 0</b>	<b>0.03%</b>	
<b>Grant-In-Aid</b>							
Grant-In-Aid	\$ 109,311	\$ 22,899	\$ 113,122	\$ 113,122	\$ (0)	0.00%	
<b>Total Grant-In-Aid</b>	<b>\$ 109,311</b>	<b>\$ 22,899</b>	<b>\$ 113,122</b>	<b>\$ 113,122</b>	<b>\$ (0)</b>	<b>0.00%</b>	
<b>Total Student Government Expenses *</b>	<b>\$ 341,055</b>	<b>\$ 77,681</b>	<b>\$ 381,252</b>	<b>\$ 455,455</b>	<b>\$ 74,203</b>	<b>19.46%</b>	
<b>Net Cost of Student Government</b>	<b>\$ 341,055</b>	<b>\$ 77,681</b>	<b>\$ 381,252</b>	<b>\$ 455,455</b>	<b>\$ 74,203</b>	<b>19.46%</b>	

Note:

\*Excludes PTO expense and Insurance Premiums of: \$ (4,717) \$ 1,321

\* Due to the CMS account transition the Marketing &amp; Hospitality line items were combined.

Student & University Support (formerly Programming & University Support) Description of Item	2013/2014	YTD 2014-15	2014/2015		Net Budget Modification	Percent Change	2014-15 3&9 Budget Review Comment/Variance Explanation
	Actual	as of 9/30/14	2014/2015 Approved Operating Budget	2014/2015 Proposed 3&9 Budget Review			
<b>Revenue *</b>							
Interest Income & Los Angeles Investment Fund (L.A.I.F..)	\$ 3,977	\$ 965	\$ 5,000	\$ 5,000	\$ -	0.00%	
Locker Revenue	\$ 4,585	\$ 1,220	\$ 3,500	\$ 3,500	\$ -	0.00%	
Miscellaneous Revenue (Rev Other, Events, & Laptop Rev)	\$ 1,134	\$ -	\$ 3,000	\$ 3,000	\$ -	0.00%	
Movie Ticket Sales	\$ 1,347	\$ 197	\$ 1,500	\$ 1,500	\$ -	0.00%	
Sea World Tickets	\$ 428	\$ 63	\$ 250	\$ 250	\$ -	0.00%	
Commissions (Knott's Ticket Sales + Scary Farm Sales)	\$ 1,103	\$ 166	\$ 700	\$ 700	\$ -	0.00%	
Consignment Sales	\$ 1,299	\$ 399	\$ 3,000	\$ 3,000	\$ -	0.00%	
<b>Total Programming and Student Support Revenue</b>	<b>\$ 13,873</b>	<b>\$ 3,010</b>	<b>\$ 16,950</b>	<b>\$ 16,950</b>	<b>\$ -</b>	<b>0.00%</b>	
<b>Expenses</b>							
<b>Student Support (formerly Programming)</b>							
Student Organization Direct Funding and Co-sponsorships	\$ 64,353	\$ 3,909	\$ 66,360	\$ 81,360	\$ 15,000	22.60%	Additional funding allocated to assist with funding Department, Club Banquet, Dinner, & Conference initiatives.
Leadership Development	\$ 20,561	\$ 19,259	\$ 24,395	\$ 28,468	\$ 4,073	16.70%	Increased funding for the winter quarter leadership training to host a motivational speaker.
Programming & Advocacy	\$ 148,178	\$ 21,952	\$ 110,494	\$ 250,752	\$ 140,258	126.94%	Funding allocated to College & At-Large-Reps (\$10,000); Homecoming 2015 special event (\$5,000); Alternative Funding Initiative (\$4,519); Spring Music Fest (\$120,000); Refill Stations Initiatives(\$10,000); Cell Phone Charging Station (\$1,781).
Marketing and Advertisement	\$ 27,857	\$ 5,294	\$ 34,686	\$ 55,490	\$ 20,804	59.98%	Expanded marketing (\$3,000) and A.S.I. Gear initiatives (\$3,000), increased blue book and scantron allocation to (\$3,000) each per quarter, and Envato Image Market Allocation (\$2,000)
<b>Total Programming</b>	<b>\$ 260,949</b>	<b>\$ 50,414</b>	<b>\$ 235,935</b>	<b>\$ 416,070</b>	<b>\$ 180,135</b>	<b>76.35%</b>	
<b>Scholarships &amp; Vouchers</b>							
Book Voucher Program	\$ 10,979	\$ (126)	\$ 21,000	\$ 21,000	\$ -	0.00%	
Committee Permits/Vouchers	\$ 2,880	\$ -	\$ 9,720	\$ 9,720	\$ -	0.00%	
A.S.I. Scholarships	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,500	\$ 500	2.78%	We received a \$500 donation to the Raul Henderson Scholarship.
<b>Total Scholarships &amp; Vouchers</b>	<b>\$ 31,859</b>	<b>\$ 17,874</b>	<b>\$ 48,720</b>	<b>\$ 49,220</b>	<b>\$ 500</b>	<b>1.03%</b>	
<b>University Support</b>							
Children's Center	\$ 125,119	\$ -	\$ 125,211	\$ 125,211	\$ 0	0.00%	
EOP	\$ 6,891	\$ -	\$ 6,891	\$ 6,891	\$ (0)	0.00%	
EPIC (Educational Participation in Communities)	\$ 15,215	\$ -	\$ 16,735	\$ 16,735	\$ (0)	0.00%	
<b>Total Student Support</b>	<b>\$ 147,225</b>	<b>\$ -</b>	<b>\$ 148,837</b>	<b>\$ 148,837</b>	<b>\$ (0)</b>	<b>0.00%</b>	
<b>Total Programming and Student Support Expenses</b>	<b>\$ 440,033</b>	<b>\$ 68,288</b>	<b>\$ 433,492</b>	<b>\$ 614,127</b>	<b>\$ 180,635</b>	<b>41.67%</b>	
<b>Net Cost of Programming, Scholarships and Student Support</b>	<b>\$ 426,160</b>	<b>\$ 65,278</b>	<b>\$ 416,542</b>	<b>\$ 597,177</b>	<b>\$ 180,635</b>	<b>43.37%</b>	

## 2014-15 A.S.I. Revenue Projections

<i>Student Fees (Full Fees)</i> Description of Item	Estimated Total Headcount A	Estimated Fee Waivers B	Estimated Full Fee Generating Headcount (A-B)	Projected Headcount Based on Intitutional Research Figures	Revenue per Student C	Estimated Revenue D = C (A-B)	Expected Receipts
<b>Summer 2014 Acctual</b>	967	9	958	958	\$ 17.25	\$ 16,526	\$ 16,526
Fall 2014 Projected	23,133	761	22,372	22,372	\$ 19.25	\$ 430,661	\$ 430,661
Winter 2015 Projected	20,658	574	20,084	20,084	\$ 17.25	\$ 346,449	\$ 346,449
Spring 2015 Projected	20,746	589	20,157	20,157	\$ 17.25	\$ 347,708	\$ 347,708
<b>Projected FY</b>	65,504	1,933	63,571		\$ 17.42	\$ 1,141,344	\$ 1,141,344

<i>Student Fees (Fee Waivers)</i> Description of Item	Estimated Total Headcount A	Estimated Fee Waivers B	Total Fee Waiver Headcount (A*B)	Revenue per Student C	Estimated Revenue D = C (A*B)	Expected Receipts
<b>Summer 2014 Acctual</b>	958	0.93%	9	\$ 1.00	\$ 9	\$ 9
Fall 2014 Projected	22,372	3.29%	761	\$ 1.00	\$ 761	\$ 761
Winter 2015 Projected	20,084	2.78%	574	\$ 1.00	\$ 574	\$ 574
Spring 2015 Projected	20,157	2.84%	589	\$ 1.00	\$ 589	\$ 589
<b>Projected FY</b>	63,571	2.46%	1,933	\$ 1.00	\$ 1,933	\$ 1,933

<i>Student Fees (Total)</i> Description of Item	Fee Waivers Expected Receipts A	Full Fees Expected Receipts B	Total Expected Revenue C	PS Ledger Total D	PS Ledger Difference D-C=E	Total Expected Revenue A + B + C
<b>Summer 2014 Acctual</b>	\$ 9	\$ 16,526	\$ 16,535	\$ 16,738	\$ 204	\$ 16,738
Fall 2014 Projected	\$ 761	\$ 430,661	\$ 431,422	\$ 431,422	\$ -	\$ 431,422
Winter 2015 Projected	\$ 574	\$ 346,449	\$ 347,023	\$ 347,023	\$ -	\$ 347,023
Spring 2015 Projected	\$ 589	\$ 347,708	\$ 348,297	\$ 348,297	\$ -	\$ 348,297
<b>Projected FY</b>	\$ 1,933	\$ 1,141,344	\$ 1,143,277	\$ 1,143,480	\$ 204	\$ 1,143,480

(Up to 25% of Current Year's Operating Expenditure Budget)			2014-15 A.S.I. Revenue Projections	
	% Allocation to Reserve Accounts	Amount of Allocation		
A. Working Capital	55%	\$ 18,867		
B. Current Operations	10%	\$ 3,430		
C. Capital Replacement	20%	\$ 6,861		
D. Contingency Failure	15%	\$ 5,146		
<b>Total 3% Reserve Allocation</b>		\$ 34,304		
			2014-15 A.S.I. Revenue Projections	\$ 1,143,480
			Total	\$ 1,143,480
			Required 3% Reserve 2014-15	\$ 34,304.41
			<b>2014-15 A.S.I. Revenue Projections</b>	<b>\$ 1,109,176</b>

**Reserve Statement**  
 A.S.I. is committed to maintaining a maximum level in reserves of up to 25% of the current year expenditures. The projected level of reserves is 3% = \$34,232.13. Working Capital Reserve will serve as 55% of the total reserve to meet expenditures of the organization for at least 60 days. Current Operations Reserves will account for 10%, which will address future enrollment decreases. Capital Replacement Reserves serves as 20%, will assist in the event of a catastrophic circumstance, and will provide the cash on hand to create a satellite location. Future Operations Reserve serves as 15% for unanticipated board actions to facilitate A.S.I. Board goals. Please see A.S.I. Administrative Manual Reserve Policy 207.