



**Clackamas**  
Community College

**Adopted Budget**  
**2021-22**

# **CLACKAMAS COMMUNITY COLLEGE**

## **2021-22 BUDGET**

Available online at [http://www.clackamas.edu/Budget\\_Committee.aspx](http://www.clackamas.edu/Budget_Committee.aspx)

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**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
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# **COLLEGE OVERVIEW**

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**College Overview**

Clackamas (CCC) is one of 17 community colleges in the state of Oregon. Community colleges offer transfer courses to students who will pursue bachelor's degrees at four-year institutions, professional technical training to meet the needs of a changing work force, and course work to help individuals gain basic skills.

Our mission is to serve the people of the college district with high quality education and training opportunities that are accessible to all students, adaptable to changing needs, and accountable to the community we serve.

Established in 1966, Clackamas Community College's 175-acre main campus is located in Oregon City, Oregon, in the Portland metropolitan area. The Harmony community campus, in the northern part of Clackamas County, includes the health sciences programs and community education. The Wilsonville campus offers public instruction and is a training alliance with a regional electrical utility.

Oregon's community colleges are public entities; by statute, they are municipal corporations as are cities, counties and school districts, with distinct tax levies and the ability to issue debt.

At the state level, the Higher Education Coordinating Commission (HECC) adopts rules for the general governance of community colleges. The HECC is supported by the State Department of Community Colleges and Workforce Development (CCWD). Community

colleges are managed at the local level by an elected board of directors. One Board member is elected from each of the seven zones within the college district, and terms are four years. Tim Cook serves as president at Clackamas. CCC is accredited by the Northwest Commission on Colleges and Universities.

Community colleges serve diverse populations ranging from high school students to senior citizens. Clackamas enrolled 21,652 students in the 2019-20 fiscal year, with a full time equivalence of 5,575. The college employs roughly 400 full time and 600 part-time staff.

The College district encompasses all of Clackamas County except the cities of Lake Oswego and Sandy. The estimated population of the College district is roughly 375,000. Geographically, Clackamas County is one of the largest in the state, covering 1,893 square miles.

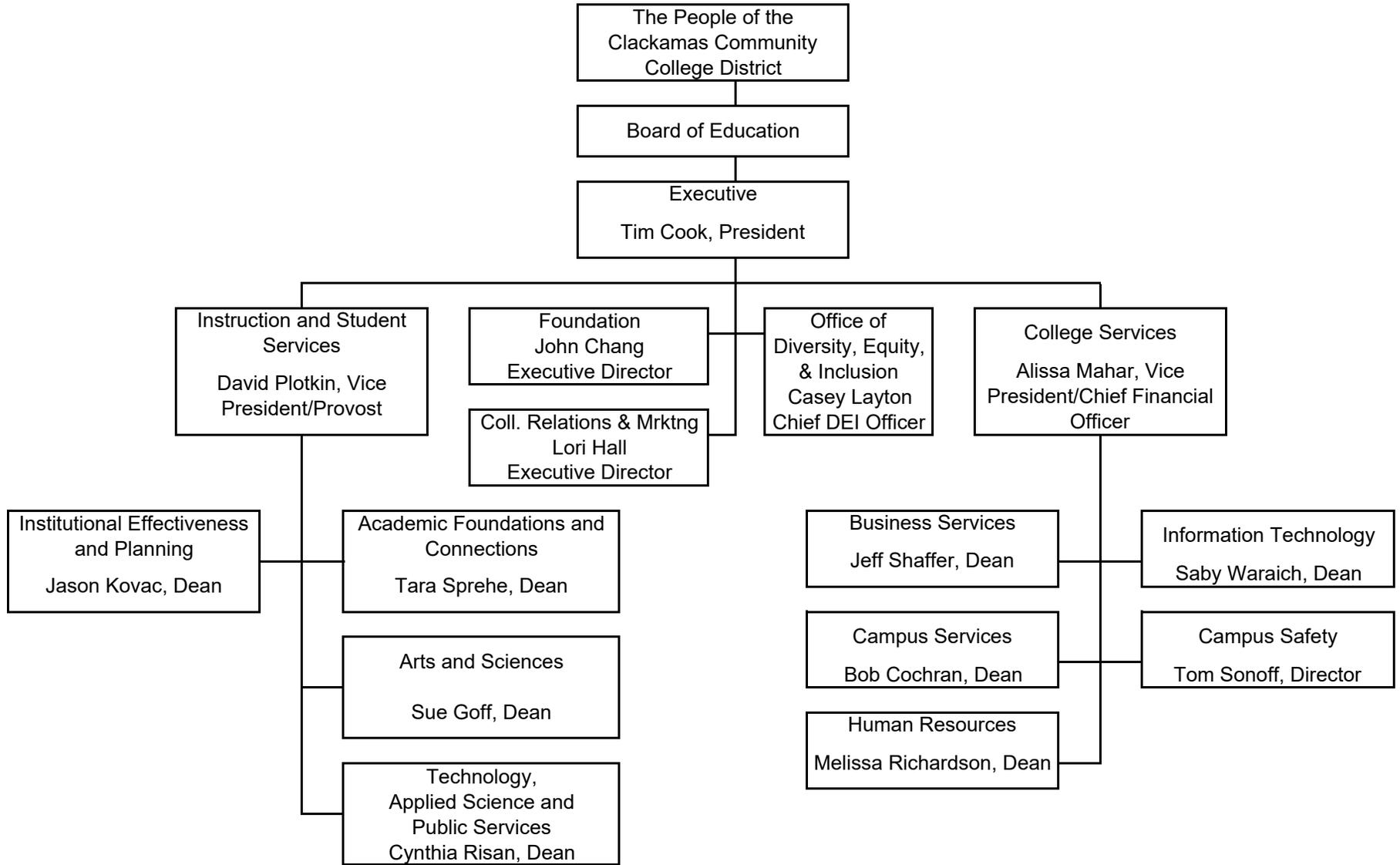
The Clackamas Community College Foundation, a separate 501(c)(3) non-profit, solicits, receives and manages donations that support the college's mission and students. The Foundation awarded \$461,918 in scholarships for the 2019-20 academic year.

For more information about Clackamas Community College or the Foundation, visit the website at [www.clackamas.edu](http://www.clackamas.edu).

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget Committee**

<u>Zone</u>	<u>Board of Education Members</u>		<u>Appointed Members</u>	
		<u>Term Expires</u>		<u>Term Expires</u>
Zone 1 Milwaukie Area	Greg Chaimov	June 30, 2023	John Fox	June 30, 2023
Zone 2 Clackamas & North Clackamas County	Rob Wheeler	June 30, 2021	Michael Morrow	June 30, 2022
Zone 3 Gladstone area	Dave Hunt	June 30, 2021	Wade Byers	June 30, 2022
Zone 4 Oregon City area	Chris Groener Chair	June 30, 2023	Christine Didway	June 30, 2021
Zone 5 West Linn & Wilsonville Area	Aaron Woods	June 30, 2021	David Davis	June 30, 2023
Zone 6 Estacada & East Clackamas County	Jane Reid	June 30, 2021	Jamie Damon	June 30, 2023
Zone 7 Canby, Molalla & South Clackamas County	Irene Konev	June 30, 2021	Andrey Chernishov	June 30, 2021

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Organization Chart**



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# **FINANCIAL SUMMARY**

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**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget Message**

June 18, 2021

Dear Colleagues:

Clackamas Community College has an aligned assessment, planning, and budgeting process, which is instrumental for the budget development process. Given the timing of the determination and approval of the state budget, CCC may need to update its budget with programmatic and service area adjustments prior to Board of Education adoption in June.

Each year, the college continues to improve and refine the budget process. The process includes college engagement throughout the budget development process, including all-staff open forums, budget drop-in sessions, budget work sessions at the Board of Education meetings, and the Budget Advisory Group (BAG). This year, the college increased its focus on diversity, equity, and inclusion through the development of the budget scoring rubric, as well as through college engagement. The college will continue to assess its decisions against the equitable decision-making framework, which places an emphasis on the impacts to systemically non-dominant populations.

**Budget Highlights**

The budget continues to reflect the impact of passing the \$90-million capital construction bond in 2014. Additional resources from state Article IXG matching grants for building projects have been secured, including \$8 million in state funding for the Wacheno Welcome Center.

One significant impact on our financial position is the Public Employee Retirement System (PERS). The recent actuarial recommendation to lower investment earning assumptions will have significant impacts to the PERS rates in the subsequent biennium. CCC doesn't anticipate PERS rate relief until at least 2034-35.

This year's budget has been developed amid an unprecedented economic landscape due to the COVID-19 pandemic. Enrollment is at one of its all-time lowest number of students in over 40 years at less than 5,000 FTE. While tuition revenues have plummeted due to the pandemic, the college was fortunate to receive one-time federal stimulus funding to help offset lost tuition revenues, and thereby avoided making large budget reductions in this year's budget process.

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget Message**

Throughout the budget actions over the last nine years and the passing of our \$90-million bond, the college has taken the opportunity to be strategic, recalibrate our work, and invest in creating organizational capacity. With significant forecast gaps, the college has needed to shift its thinking toward core services to serve students. At the forecasted amount of state community college support funds, the college has a large structural operating deficit, and is utilizing federal stimulus funding and other one-time funding strategies to balance the forecast in this proposed budget.

**BUDGET CHANGES FOR 2021-22**

The underlying revenue and expenditure picture shows ongoing revenue that is projected to be down and continues to be outpaced by increased, ongoing expenses (i.e., structural operating deficit) for the 2021-22 fiscal year and going forward in the forecast. But we forecast that the current one-time federal stimulus funds, internally generated one-time savings, and increased state allocation of community college support funds over previously forecasted amounts will balance the upcoming fiscal year's structural budget deficit.

**A. Using Available Reserves**

This year, the Board of Education reaffirmed its policy that the General Fund ending balance be no less than 10 percent of revenue. Given the instability of income tax receipts, which is Oregon's main source of revenue, the volatility of PERS returns, and unpredictable funding from the state, it's important the college maintains at least 10 percent in the General Fund ending balance.

**B. Revenue**

The tuition rate was given a tiered approach this year:

- An increase of \$5 per credit hour – from \$108 to \$113 per credit hour – if state funding comes in at \$670 million or less for community colleges
- An increase of \$4 per credit hour – from \$108 to \$112 per credit hour – if state funding comes in between \$670 million to \$700 million
- An increase of \$3 per credit hour – from \$108 to \$111 per credit hour – if state funding comes in more than \$700 million.

In any of these scenarios, this change in tuition keeps CCC amongst the lowest cost community colleges in Oregon. At this time, the state funding for the upcoming 2021-23 biennium has been tentatively passed at \$703 million, which would put tuition at a rate of \$111 per credit hour for the upcoming 2021-22 academic year.

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget Message**

The changes to student fees for fiscal year 2021-22 include:

- General Student Fee: No change
- Student Technology Fee: Decrease from \$5.50 to \$5 per credit hour
- College Service Fee: No change

**NEXT STEPS**

These changes will be incorporated into the 2021-22 Adopted Budget and will be presented to the Board of Education on June 30, 2021. At that time, the Board of Education will formally adopt the budget, establish appropriations, and authorize the levy of supporting property taxes.

Our past, present, and future success depends on the extraordinary efforts of so many. Thank you for your dedication and for all that you do in service to our students, our communities, and each other.

We are Clackamas and proud of it!

Dr. Tim Cook  
President

Alissa Mahar  
Vice President, College Services

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget in Total**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
<b>RESOURCES</b>						
\$ 64,330,709	\$ 55,148,450	\$ 44,908,212	Beginning fund balance	\$ 43,063,365	\$ 43,063,365	\$ 43,197,595
State revenue						
16,086,121	19,212,671	18,744,286	State community college support	19,154,127	19,154,127	20,432,785
17,838,583	10,141,467	8,500,000	State grants and contracts	4,150,000	4,150,000	4,150,000
2,857,377	3,377,324	1,700,000	State student financial aid	1,400,000	1,400,000	1,400,000
Local revenue						
26,893,901	27,086,052	28,353,925	Property taxes	29,302,024	29,302,024	29,302,024
13,780,390	13,371,421	14,521,263	Tuition	14,039,746	14,039,746	13,920,716
6,289,269	5,459,356	5,934,906	Fees	4,754,463	4,754,463	4,754,463
556,803	335,696	445,000	Sales of goods and services	410,100	410,100	410,100
1,931,675	1,601,222	2,178,241	Local grants and contracts	2,082,297	2,082,297	2,082,297
968,120	718,086	800,000	Local student financial aid	900,000	900,000	900,000
6,452,011	5,866,479	5,972,383	Other local revenue	8,146,073	8,146,073	8,120,666
Federal revenue						
2,996,184	2,558,610	8,500,000	Federal grants and contracts	13,500,000	13,500,000	13,500,000
6,583,226	7,426,638	7,338,280	Federal student financial aid	10,739,443	10,739,443	10,739,443
20,454	890,083	22,252	Other federal revenue	22,439	22,439	22,439
<u>103,254,114</u>	<u>98,045,105</u>	<u>103,010,536</u>	Total revenue	<u>108,600,712</u>	<u>108,600,712</u>	<u>109,734,933</u>
Other sources						
2,515,310	2,181,674	6,765,600	Transfers in	3,915,600	3,915,600	3,915,600
12,286	13,096	10,000	Sale of fixed assets	10,000	10,000	10,000
-	-	-	Proceeds from long-term debt	2,000,000	2,000,000	2,000,000
<u>2,527,596</u>	<u>2,194,770</u>	<u>6,775,600</u>	Total other sources	<u>5,925,600</u>	<u>5,925,600</u>	<u>5,925,600</u>
<u><b>\$ 170,112,419</b></u>	<u><b>\$ 155,388,325</b></u>	<u><b>\$ 154,694,348</b></u>	<b>Total resources</b>	<u><b>\$ 157,589,677</b></u>	<u><b>\$ 157,589,677</b></u>	<u><b>\$ 158,858,128</b></u>
<b>REQUIREMENTS</b>						
Expenditures						
Personnel services						
\$ 36,453,379	\$ 38,202,405	\$ 42,062,526	Wages and salaries	\$ 42,995,735	\$ 42,995,735	\$ 43,091,118
15,888,479	17,697,456	19,982,608	Payroll taxes and benefits	21,116,174	21,116,174	21,147,201
183,277	194,020	250,000	Retiree stipend	221,400	221,400	221,400
<u>52,525,135</u>	<u>56,093,881</u>	<u>62,295,134</u>	Total personnel services	<u>64,333,309</u>	<u>64,333,309</u>	<u>64,459,719</u>

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget in Total**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			<b>Materials and services</b>			
3,201,163	3,131,920	3,161,098	Supplies	3,815,106	3,815,106	3,815,106
626,076	423,106	604,971	Travel	605,868	605,868	605,868
483,471	266,728	619,943	Training and staff development	577,327	577,327	577,327
262,354	347,254	419,306	Publicity and public relations	372,581	372,581	372,581
580,894	290,379	438,195	Printing and publications	402,933	402,933	402,933
2,295,340	2,025,310	2,737,883	Repair and maintenance	2,748,810	2,748,810	2,748,810
1,833,341	1,427,513	1,939,916	Utilities	1,922,494	1,922,494	1,922,494
560,982	516,195	557,767	Fees and dues	557,666	557,666	557,666
417,960	425,586	487,300	Insurance	570,000	570,000	570,000
5,991,153	7,942,356	7,222,768	Professional services	5,326,801	5,326,801	5,326,801
141,235	130,995	140,000	Cost of goods sold	45,200	45,200	45,200
10,430,845	11,651,916	10,183,489	Student/Institutional financial aid	19,443,152	19,443,152	19,443,152
1,104,314	237,288	900,000	WIA payments for student expenses	900,000	900,000	900,000
898,268	1,010,258	1,069,869	Other materials and services	1,071,169	1,071,169	1,071,169
<u>28,827,396</u>	<u>29,826,804</u>	<u>30,482,505</u>	<b>Total materials and services</b>	<u>38,359,107</u>	<u>38,359,107</u>	<u>38,359,107</u>
			<b>Capital outlay</b>			
1,097,885	1,234,345	1,627,800	Vehicles and equipment	1,072,800	1,072,800	1,072,800
61,261	55,811	20,000	Library collection	97,500	97,500	97,500
19,305,354	10,890,096	22,750,000	Buildings and infrastructure	15,000,000	15,000,000	15,000,000
-	-	-	Land	2,000,000	2,000,000	2,000,000
<u>20,464,500</u>	<u>12,180,252</u>	<u>24,397,800</u>	<b>Total capital outlay</b>	<u>18,170,300</u>	<u>18,170,300</u>	<u>18,170,300</u>
			<b>Debt service</b>			
7,290,000	6,755,000	5,603,485	Principal	6,722,892	6,722,892	6,722,892
3,341,632	2,990,452	4,671,828	Interest	6,569,438	6,569,438	6,569,438
<u>10,631,632</u>	<u>9,745,452</u>	<u>10,275,313</u>	<b>Total debt service</b>	<u>13,292,330</u>	<u>13,292,330</u>	<u>13,292,330</u>
<u>112,448,663</u>	<u>107,846,389</u>	<u>127,450,752</u>	<b>Total expenditures</b>	<u>134,155,046</u>	<u>134,155,046</u>	<u>134,281,456</u>
			<b>Other uses</b>			
2,515,310	2,181,674	6,765,600	Transfers out	3,915,600	3,915,600	3,915,600
-	-	19,113,748	Contingency	18,604,783	18,604,783	19,746,824
55,148,446	45,360,262	1,364,248	Ending fund balance	914,248	914,248	914,248
<u>57,663,756</u>	<u>47,541,936</u>	<u>27,243,596</u>	<b>Total other uses</b>	<u>23,434,631</u>	<u>23,434,631</u>	<u>24,576,672</u>
<u><b>\$ 170,112,419</b></u>	<u><b>\$ 155,388,325</b></u>	<u><b>\$ 154,694,348</b></u>	<b>Total requirements</b>	<u><b>\$ 157,589,677</b></u>	<u><b>\$ 157,589,677</b></u>	<u><b>\$ 158,858,128</b></u>

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget by Fund Type**

	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Proprietary Funds	2021-22 Budget
<b>RESOURCES</b>						
Beginning fund balance	\$ 10,860,000	\$ 10,971,839	\$ 3,906,526	\$ 16,300,000	\$ 1,159,230	\$ 43,197,595
State revenue						
State community college support	20,432,785	-	-	-	-	20,432,785
State grants and contracts	-	750,000	-	3,400,000	-	4,150,000
State student financial aid	-	1,400,000	-	-	-	1,400,000
Local revenue						
Property taxes	22,328,832	-	6,973,192	-	-	29,302,024
Tuition	13,920,716	-	-	-	-	13,920,716
Fees	1,032,896	3,602,167	-	25,000	94,400	4,754,463
Sales of goods and services	-	15,000	-	-	395,100	410,100
Local grants and contracts	482,297	1,100,000	-	-	500,000	2,082,297
Local student financial aid	-	900,000	-	-	-	900,000
Other local revenue	659,041	1,371,000	5,616,323	300,000	174,302	8,120,666
Federal revenue						
Federal grants and contracts	-	13,500,000	-	-	-	13,500,000
Federal student financial aid	-	10,739,443	-	-	-	10,739,443
Other federal revenue	-	22,439	-	-	-	22,439
Total revenue	<u>58,856,567</u>	<u>33,400,049</u>	<u>12,589,515</u>	<u>3,725,000</u>	<u>1,163,802</u>	<u>109,734,933</u>
Other sources						
Transfers in	100,000	965,600	-	2,850,000	-	3,915,600
Sale of fixed assets	10,000	-	-	-	-	10,000
Proceeds from long-term debt	-	-	2,000,000	-	-	2,000,000
Total other sources	<u>110,000</u>	<u>965,600</u>	<u>2,000,000</u>	<u>2,850,000</u>	<u>-</u>	<u>5,925,600</u>
<b>Total resources</b>	<b><u>\$ 69,826,567</u></b>	<b><u>\$ 45,337,488</u></b>	<b><u>\$ 18,496,041</u></b>	<b><u>\$ 22,875,000</u></b>	<b><u>\$ 2,323,032</u></b>	<b><u>\$ 158,858,128</u></b>
<b>REQUIREMENTS</b>						
Expenditures						
Personnel services						
Wages and salaries	\$ 35,407,014	\$ 7,084,616	\$ -	\$ 10,000	\$ 589,488	\$ 43,091,118
Payroll taxes and benefits	17,299,340	3,599,154	-	3,423	245,284	21,147,201
Retiree stipend	-	221,400	-	-	-	221,400
Total personnel services	<u>52,706,354</u>	<u>10,905,170</u>	<u>-</u>	<u>13,423</u>	<u>834,772</u>	<u>64,459,719</u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget by Fund Type**

	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Proprietary Funds	2021-22 Budget
Materials and services						
Supplies	815,300	2,464,606	-	425,000	110,200	3,815,106
Travel	239,319	308,900	-	-	57,649	605,868
Training and staff development	399,127	173,200	-	-	5,000	577,327
Publicity and public relations	323,881	32,700	-	-	16,000	372,581
Printing and publications	285,138	113,295	-	-	4,500	402,933
Repair and maintenance	1,766,310	569,000	-	300,000	113,500	2,748,810
Utilities	1,917,224	5,000	-	-	270	1,922,494
Fees and dues	512,666	41,900	-	-	3,100	557,666
Insurance	525,000	45,000	-	-	-	570,000
Professional services	1,494,227	1,203,074	-	2,600,000	29,500	5,326,801
Cost of goods sold	-	45,000	-	-	200	45,200
Student/Institutional financial aid	16,618	19,426,334	-	-	200	19,443,152
WIA payments for student expenses	-	900,000	-	-	-	900,000
Other materials and services	437,119	633,050	-	-	1,000	1,071,169
Total materials and services	<u>8,731,929</u>	<u>25,961,059</u>	<u>-</u>	<u>3,325,000</u>	<u>341,119</u>	<u>38,359,107</u>
Capital outlay						
Vehicles and equipment	40,000	205,000	-	725,000	102,800	1,072,800
Library collection	77,500	20,000	-	-	-	97,500
Buildings and infrastructure	-	1,000,000	-	14,000,000	-	15,000,000
Total capital outlay	<u>117,500</u>	<u>1,225,000</u>	<u>-</u>	<u>16,725,000</u>	<u>102,800</u>	<u>18,170,300</u>
Debt service						
Principal	-	-	6,722,892	-	-	6,722,892
Interest	-	-	6,569,438	-	-	6,569,438
Total debt service	<u>-</u>	<u>-</u>	<u>13,292,330</u>	<u>-</u>	<u>-</u>	<u>13,292,330</u>
Total expenditures	<u>61,555,783</u>	<u>38,091,229</u>	<u>13,292,330</u>	<u>20,063,423</u>	<u>1,278,691</u>	<u>134,281,456</u>
Other uses						
Transfers out	1,815,600	-	2,000,000	-	100,000	3,915,600
Contingency	6,455,184	7,032,011	3,003,711	2,811,577	444,341	19,746,824
Ending fund balance	-	214,248	200,000	-	500,000	914,248
Total other uses	<u>8,270,784</u>	<u>7,246,259</u>	<u>5,203,711</u>	<u>2,811,577</u>	<u>1,044,341</u>	<u>24,576,672</u>
<b>Total requirements</b>	<b><u>\$ 69,826,567</u></b>	<b><u>\$ 45,337,488</u></b>	<b><u>\$ 18,496,041</u></b>	<b><u>\$ 22,875,000</u></b>	<b><u>\$ 2,323,032</u></b>	<b><u>\$ 158,858,128</u></b>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Appropriations**

Appropriations authorize and limit expenditures. The College appropriates by fund type and object category. For this purpose funds are grouped as shown in the Funds Descriptions document in the Funds section.

	Personnel Services	Materials and Services *	Capital Outlay	Debt Service	Transfers Out
General Fund	\$ 52,706,354	\$ 8,731,929	\$ 117,500	\$ -	\$ 1,815,600
Special Revenue Funds					
Unrestricted operations	2,510,006	1,314,625	5,000	-	-
Student technology & general student fees	637,589	1,443,600	-	-	-
Externally restricted	6,679,223	22,002,834	220,000	-	-
Reserve funds	1,078,352	1,200,000	1,000,000	-	-
Debt Service Fund	-	-	-	13,292,330	2,000,000
Capital Projects Funds					
Restricted	13,423	2,400,000	12,000,000	-	-
Unrestricted	-	925,000	4,725,000	-	-
Proprietary Funds					
Enterprise funds	721,694	111,019	-	-	100,000
Internal service fund	113,078	230,100	102,800	-	-
Total appropriations	<u>\$ 64,459,719</u>	<u>\$ 38,359,107</u>	<u>\$ 18,170,300</u>	<u>\$ 13,292,330</u>	<u>\$ 3,915,600</u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Appropriations**

	<u>Contingency</u>	<u>Total Appropriations</u>	<u>Unappropriated Ending Fund Balance</u>	<u>Total Budget</u>
General Fund	\$ 6,455,184	\$ 69,826,567	\$ -	\$ 69,826,567
Special Revenue Funds				
Unrestricted operations	377,375	4,207,006	-	4,207,006
Student technology & general student fees	339,811	2,421,000	-	2,421,000
Externally restricted	2,082,425	30,984,482	-	30,984,482
Reserve funds	4,232,400	7,510,752	214,248	7,725,000
Debt Service Fund	3,003,711	18,296,041	200,000	18,496,041
Capital Projects Funds				
Restricted	286,577	14,700,000	-	14,700,000
Unrestricted	2,525,000	8,175,000	-	8,175,000
Proprietary Funds				
Enterprise funds	220,319	1,153,032	500,000	1,653,032
Internal service fund	224,022	670,000	-	670,000
Total appropriations	<u>\$ 19,746,824</u>	<u>\$ 157,943,880</u>	<u>\$ 914,248</u>	<u>\$ 158,858,128</u>

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget by Function**

This schedule shows the budget in the functional categories defined by Oregon budget law for the public notice of budget hearing.

	Instruction	Instructional Support	Student Services	Student Loans and Financial Aid	College Support Services	Facilities Acquisition & Construction
General Fund	\$ 28,328,009	\$ 5,631,742	\$ 7,570,181	\$ -	\$ 20,025,851	\$ -
Special Revenue Funds						
Fee Fund	2,746,020	45,000	88,611	-	-	-
Innovation Fund	250,000	250,000	250,000	-	200,000	-
Student Technology Fund	-	1,433,835	-	-	-	-
Intramurals and Athletics Fund	-	-	407,710	-	-	-
Student Life and Leadership Fund	-	-	183,861	-	-	-
Computer Lab Fund	-	55,783	-	-	-	-
Student Financial Aid Fund	-	-	-	13,032,057	-	-
Grants and Contracts Fund	6,348,000	7,141,500	1,587,000	-	793,500	-
Retirement Fund	-	-	-	-	892,600	-
Insurance Reserve Fund	-	-	-	-	400,000	-
PERS Reserve Fund	-	-	-	-	-	-
Technology Infrastructure & Software Implementation Fund	-	-	-	-	1,985,752	-
Debt Service Fund	-	-	-	-	-	-
Capital Projects Funds						
Capital Projects (Bond) Fund	-	-	-	-	-	14,413,423
Staff Computer Replacement Fund	29,000	5,000	6,000	-	10,000	-
Equipment Replacement Fund	990,000	22,000	22,000	-	66,000	-
Major Maintenance Fund	-	-	-	-	-	4,500,000
Proprietary Funds						
Bookstore Fund	-	-	77,662	-	-	-
Customized Training Fund	634,230	-	-	-	-	-
Environmental Learning Center Fund	-	-	-	-	120,821	-
Internal Service Fund	-	-	-	-	445,978	-
<b>Total</b>	<b>\$ 39,325,259</b>	<b>\$ 14,584,860</b>	<b>\$ 10,193,025</b>	<b>\$ 13,032,057</b>	<b>\$ 24,940,502</b>	<b>\$ 18,913,423</b>

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget by Function**

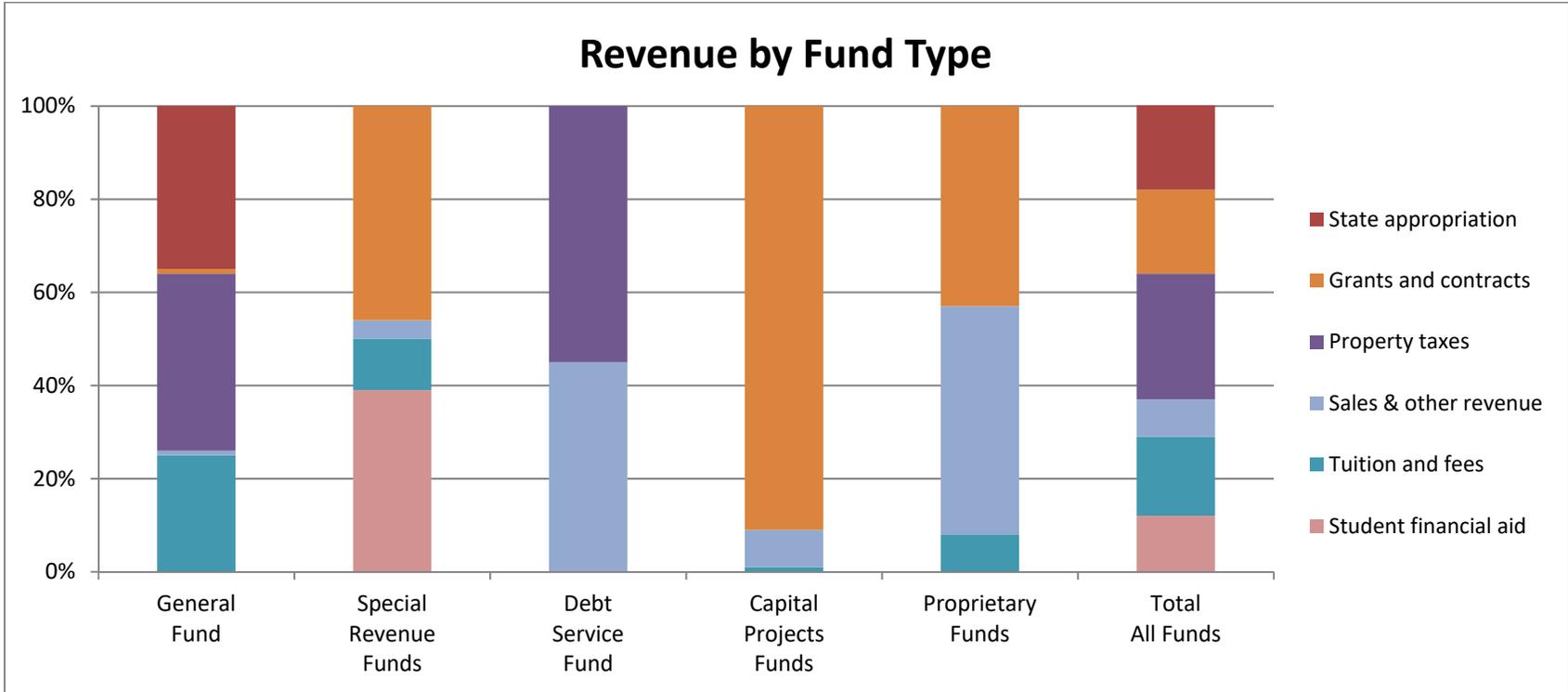
	Debt Service	Transfer Out	Contingency	Total Appropriations	Unappropriated Ending Fund Balance	Total Budget
General Fund	\$ -	\$ 1,815,600	\$ 6,455,184	\$ 69,826,567	\$ -	\$ 69,826,567
Special Revenue Funds						
Fee Fund	-	-	377,375	3,257,006	-	3,257,006
Innovation Fund	-	-	-	950,000	-	950,000
Student Technology Fund	-	-	66,165	1,500,000	-	1,500,000
Intramurals and Athletics Fund	-	-	57,290	465,000	-	465,000
Student Life and Leadership Fund	-	-	97,139	281,000	-	281,000
Computer Lab Fund	-	-	119,217	175,000	-	175,000
Student Financial Aid Fund	-	-	231,825	13,263,882	-	13,263,882
Grants and Contracts Fund	-	-	1,850,600	17,720,600	-	17,720,600
Retirement Fund	-	-	1,207,400	2,100,000	-	2,100,000
Insurance Reserve Fund	-	-	25,000	425,000	-	425,000
PERS Reserve Fund	-	-	3,000,000	3,000,000	-	3,000,000
Technology Infrastructure & Software Implementation Fund	-	-	-	1,985,752	214,248	2,200,000
Debt Service Fund	13,292,330	2,000,000	3,003,711	18,296,041	200,000	18,496,041
Capital Projects Funds						
Capital Projects (Bond) Fund	-	-	286,577	14,700,000	-	14,700,000
Staff Computer Replacement Fund	-	-	100,000	150,000	-	150,000
Equipment Replacement Fund	-	-	1,175,000	2,275,000	-	2,275,000
Major Maintenance Fund	-	-	1,250,000	5,750,000	-	5,750,000
Proprietary Funds						
Bookstore Fund	-	100,000	220,000	397,662	500,000	897,662
Customized Training Fund	-	-	-	634,230	-	634,230
Environmental Learning Center Fund	-	-	319	121,140	-	121,140
Internal Service Fund	-	-	224,022	670,000	-	670,000
<b>Total</b>	<b>\$ 13,292,330</b>	<b>\$ 3,915,600</b>	<b>\$ 19,746,824</b>	<b>\$ 157,943,880</b>	<b>\$ 914,248</b>	<b>\$ 158,858,128</b>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget Analysis**

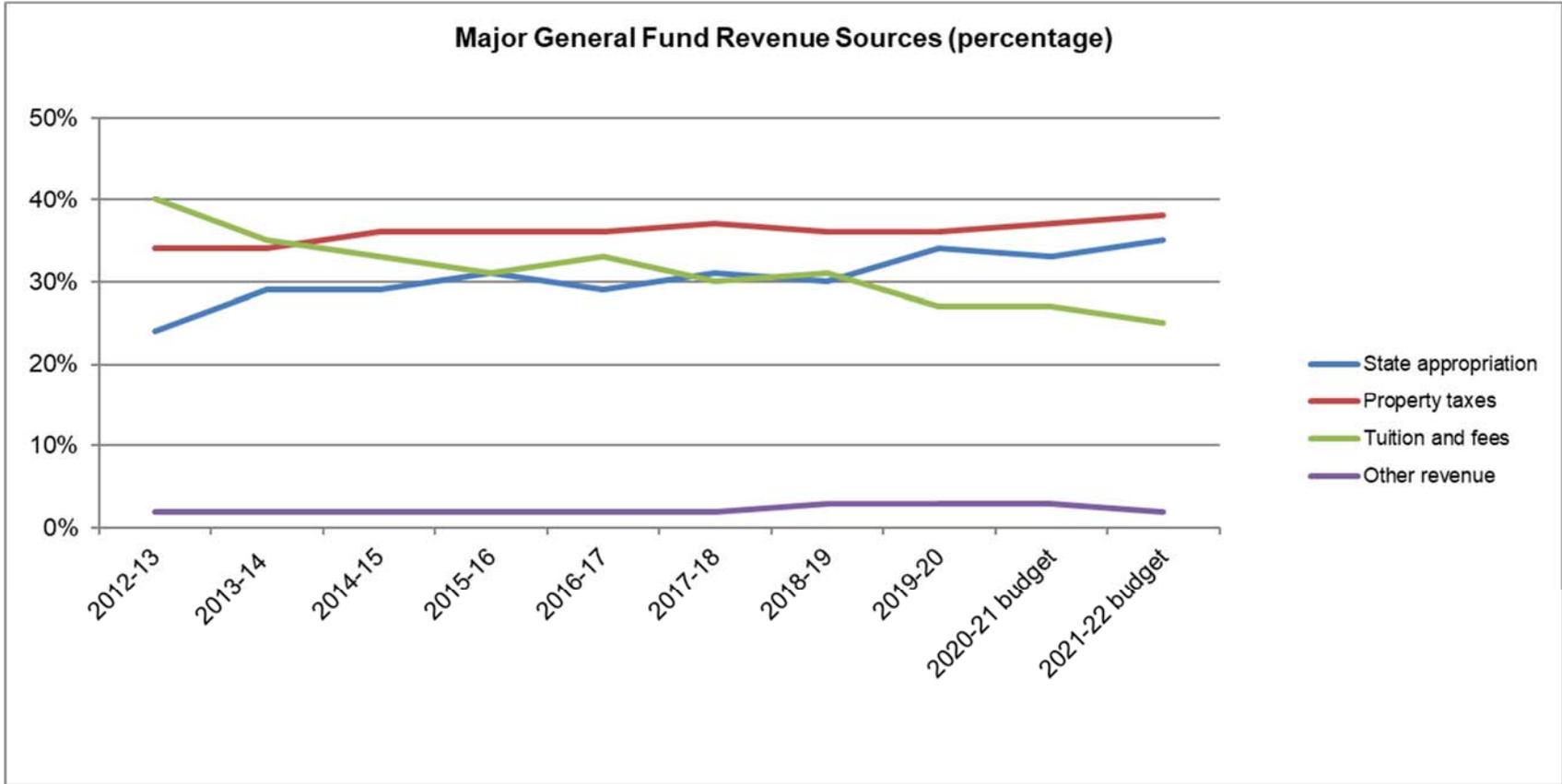
This document explains the budget amounts summarized in the “Budget in Total” pages. The four major sections in this analysis are revenue, expenditures, transfers, and contingency and ending fund balance.

**REVENUE**

The following charts display revenue by fund type, and historical revenue for the General Fund.



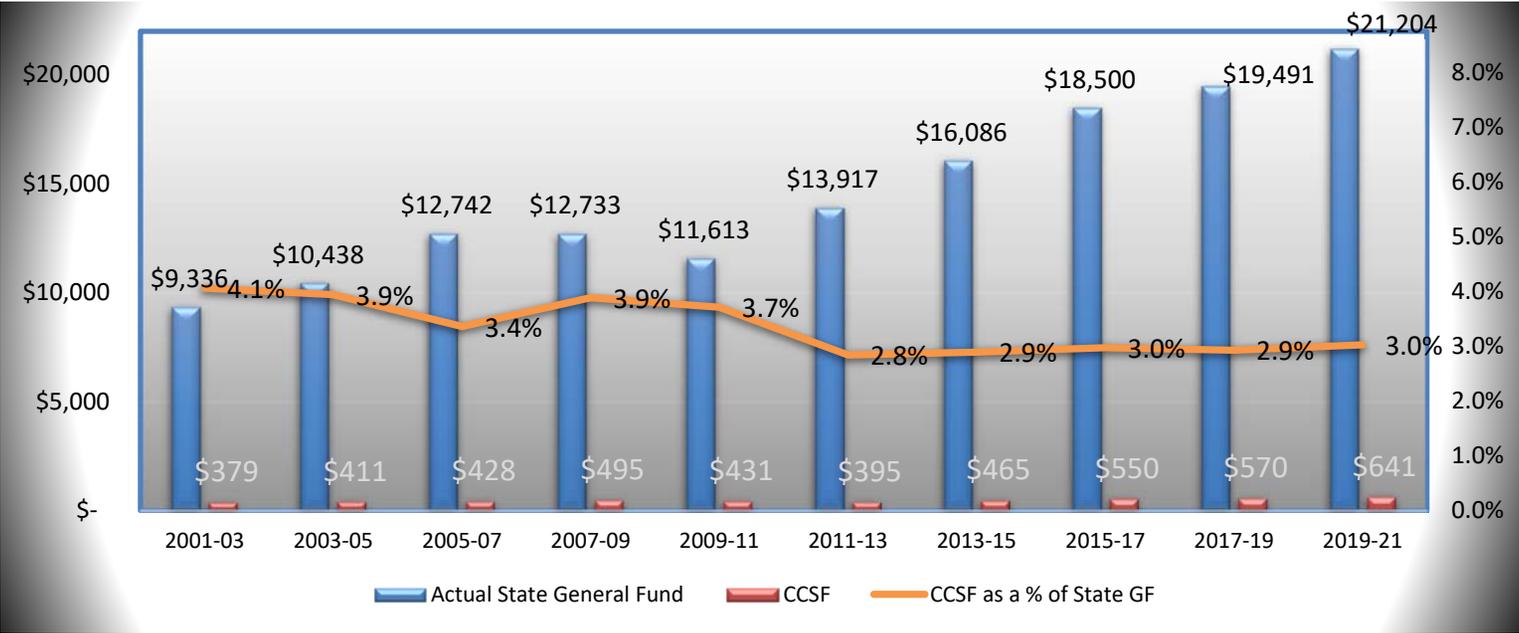
**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget Analysis**



**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget Analysis**

**State Community College Support (CCSF)**

The state legislature makes a biennial appropriation, the Community College Support Fund (CCSF), to partially fund the 17 Oregon community colleges. The historical total CCSF, and State General Fund revenues, are shown below.



**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget Analysis**

The state economic outlook is positive; unfortunately, increases in the state general fund have not historically translated into increases in the CCSF. In the 2001-03 biennium, the CCSF was 4.1% of state general fund appropriations; for 2017-19, it was 2.9%. Further, increases in the CCSF do not necessarily increase revenue for Clackamas. From 2013-15 to 2015-17, the CCSF regained recession losses, increasing nearly 20%. In those same years, the college's state appropriation increased just 12%. Clackamas's enrollment was steady at about 7.5 % of the total for all community colleges, so the flat appropriation was due to an equalization formula in which the high property tax collection rate for Clackamas County gets spread to the other 16 community colleges.

*Equalization and the distribution formula*

The CCSF is allocated among the 17 colleges using a distribution formula. Each college levies its own property taxes. Total public resources (TPR) is the sum of state appropriation and property tax revenue. The distribution formula equalizes non-base total public resources per student to each college, despite the variation in local property taxes. In brief, the formula uses the following steps.

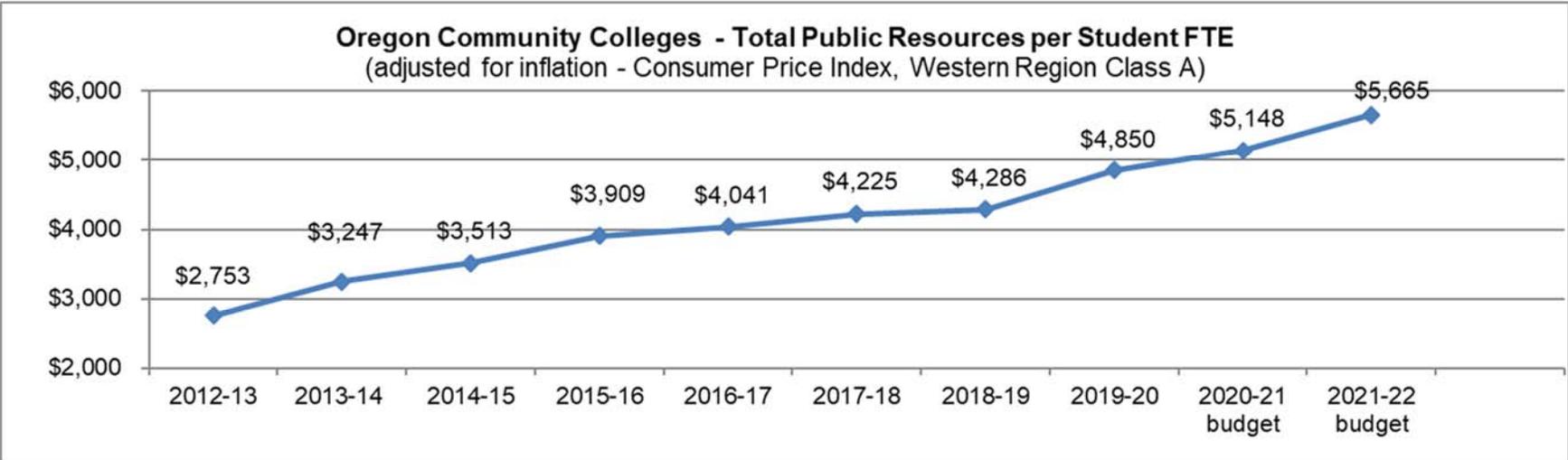
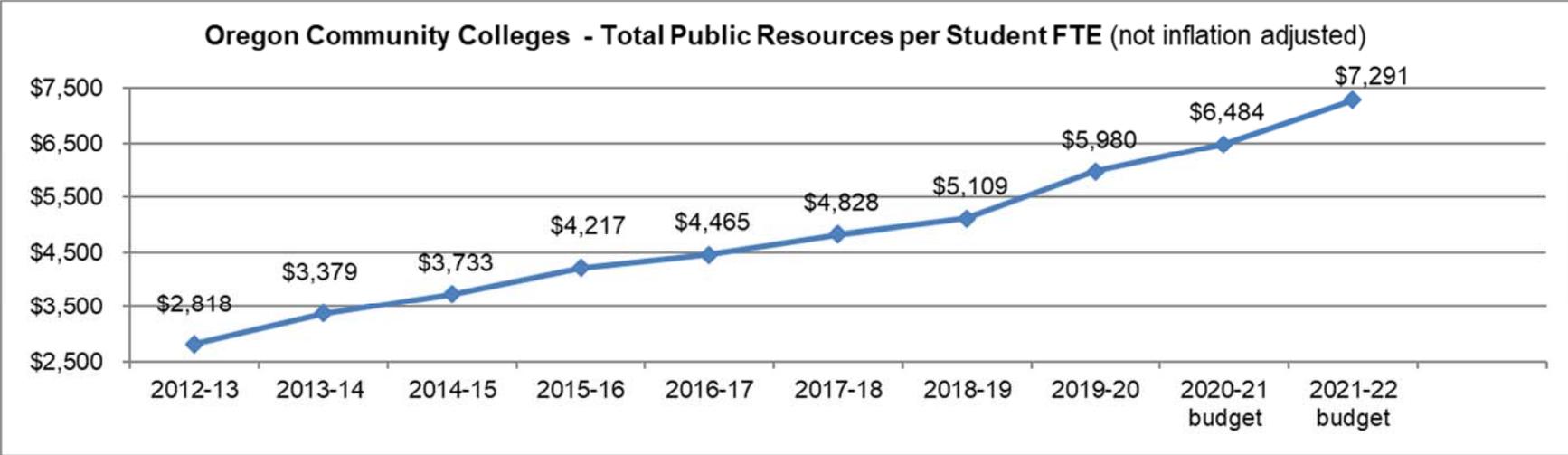
1. *Allocate a base payment to each individual college.* The base calculation recognizes that there are a certain amount of fixed costs required to operate a college. For smaller schools, the base provides some essential minimum support.
2. *Calculate non-base TPR per student full-time equivalent (FTE).* The remaining state appropriation plus property taxes assessed (non-base TPR) divided by student FTEs equals the rate per FTE.
3. *Calculate non-base TPR for each college.* For each individual college, the rate per FTE times their projected FTEs equals their share of non-base total public resources.
4. *Calculate state support for each college.* For each individual college, their share of non-base total public resources minus their local property tax assessment equals their share of the non-base state appropriation.

A cap on the amount of state appropriation allocated to each college essentially eliminates state appropriation payment for enrollment increases above a certain percentage. This was implemented during the great recession, when statewide enrollment growth resulted in less state funding per student FTE across the system. Schools with enrollment growth in excess of a given percentage have to rely on tuition or other revenue sources rather than diluting state support per FTE for all colleges.

*Total public resources*

Statewide, total state appropriation and property taxes per student FTE has crept above the pre-recession level, displayed in the first chart below. Adjusting for inflation, however, the second chart shows that public funding for Oregon's community colleges is very similar to ten year ago. The cost of higher education continues to shift from state and local public funding to financial aid and private sources

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget Analysis**



**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget Analysis**

**Property Taxes**

Property taxes are levied for two purposes. The permanent rate levy of \$0.5582 (55.82 cents) per \$1,000 of assessed value supports operations and is accounted for in the General Fund. The permanent rate was fixed as a result of ballot initiatives in the 1990s and cannot be increased by the college. The permanent rate levy is used in the calculation of total public resources for the CCSF distribution described above.

Issuance of general obligation debt requires authorization by the voters of the College district at a regular election. The subsequent annual Debt Service Fund levies are in the amount required to pay principal and interest on the bonds. Debt service levies are unique to each college and are not used in the state appropriation distribution formula.

Clackamas County determines assessed values, collects taxes, and turns over the receipts to the College. Property is assessed January 1 for the fiscal year beginning July 1. Taxes are due in equal installments on November 15, February 15, and May 15. Discounts are allowed for taxes paid in full by November 15. The total tax on a given property for education (K-12, education service districts, and community colleges) is limited to \$5 per \$1,000 of real market value. If the calculated tax exceeds the limits, taxes are reduced in a process called compression. Assessed values are limited to the lower of maximum assessed value or real market value. Maximum assessed value increases by 3% annually, but there are exceptions for new construction or improvements.

Property tax revenue follows.

	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
General Fund	18,603,232	\$19,441,028	\$20,325,715	\$21,270,240	\$22,328,832
Change in assessed value	5.1%	4.6%	4.4%	4.8%	4.5%
Debt Service Fund	\$ 6,489,849	\$ 6,608,660	\$ 6,499,453	\$ 7,083,685	\$ 6,973,192

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget Analysis**

**Tuition**

Tuition revenue is a function of tuition rates, the number of students (headcount), and the number of credits for which they enroll (their full time equivalent FTE). Data on each is displayed below.

Fiscal Year	Tuition per Credit, In-State			Student FTE			Student Headcount	Headcount per FTE
	Rate	Change		Reimbursable	Change			
2021-22 budget	\$111	\$ 3	3%	5,385	256	5%		
2020-21 budget	108	5	5%	5,129	(446)	-8%		
2019-20	103	3	3%	5,575	(681)	-11%	21,652	3.9
2018-19	100	7	8%	6,256	(268)	-4%	24,565	3.9
2017-18	93	3	3%	6,524	(537)	-8%	25,456	3.9
2016-17	90	3	3%	7,061	144	2%	25,482	3.6
2015-16	87	3	4%	6,917	(221)	-3%	26,034	3.8
2014-15	84	-	0%	7,138	(111)	-2%	25,793	3.6
2013-14	84	5	6%	7,249	(742)	-9%	27,235	3.8
2012-13	79	2	3%	7,991	(537)	-6%	30,375	3.8

The forecast assumes a loss in enrollment in the current year, then flat enrollment in future years.

Tuition revenue is:

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Tuition revenue	\$ 15,006,767	\$14,538,962	\$15,813,572	\$15,159,580
Less tuition waivers	(1,270,605)	(1,167,541)	(1,292,309)	(1,238,864)
Revenue net of waivers	<u>\$ 13,736,162</u>	<u>\$ 13,371,421</u>	<u>\$ 14,521,263</u>	<u>\$ 13,920,716</u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget Analysis**

**Fees**

Fee rates and revenue are:

	2018-19 Actual	2019-20 Actual	2020-21 Adopted Budget	2021-22 Budget
Per credit hour				
General student fee	\$ 2.50	\$ 2.50	\$ 6.00	\$ 6.00
Technology student fee	5.50	5.50	5.50	5.00
Per term				
College services fee	28.00	28.00	30.00	30.00
Revenue				
General student fee	370,138	348,334	832,946	755,000
Technology student fee	815,170	767,910	765,000	700,000
College services fee	454,910	427,065	472,607	367,500
Course fees	3,781,184	3,282,545	3,159,603	2,129,667
Service fees	912,095	666,377	761,650	802,296
Total revenue	<u>\$ 6,333,497</u>	<u>\$ 5,905,990</u>	<u>\$ 5,991,806</u>	<u>\$ 4,754,463</u>

The general student fee supports online and hybrid classes, student athletics, student life and Associated Student Government activities, and the Streeter computer labs.

The technology student fee is used for costs of information technology (IT) directly related to teaching and learning.

The college services fee is dedicated to selected services, including the van shuttle from the MAX line to the Oregon City campus, transcripts, graduation supplies, and some enhanced services of college safety. Service fees are paid by the student or other users for services beyond the normal processes, including fees for payment plans, late payments, and collection costs.

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget Analysis**

**Grants and Contracts**

Capital grants

Each biennium, the legislature may appropriate grants, financed by State article XI-G bonds, for community college capital construction. The Capital Projects (Bond) Fund budget for 2021-22 includes the remaining \$3.4 million of an \$8 million state grant for the construction of a new student Wacheno Welcome Center.

Operating grants and contracts

The Grants and Contracts fund accounts for various federal, state, and local grant awards. The fund is budgeted at an estimated total; individual grants and contractual arrangements are carved out of the total appropriation as agreements are finalized. This revenue category also includes the Customized Training Fund, which contracts with employers and other entities to deliver targeted education. The 2021-22 budget includes over \$10 million in extra appropriation in order to budget a placeholder for federal stimulus funding.

**Other Revenue**

Sales & other revenue

This revenue is largely sales in the Bookstore Fund, and self-assessed revenue in the Debt Service Fund for pension bond debt service. With each payroll, the various funds are charged a percentage of gross wages. The Debt Service Fund uses that money for principal and interest payments on the 2004 and 2005 PERS bonds.

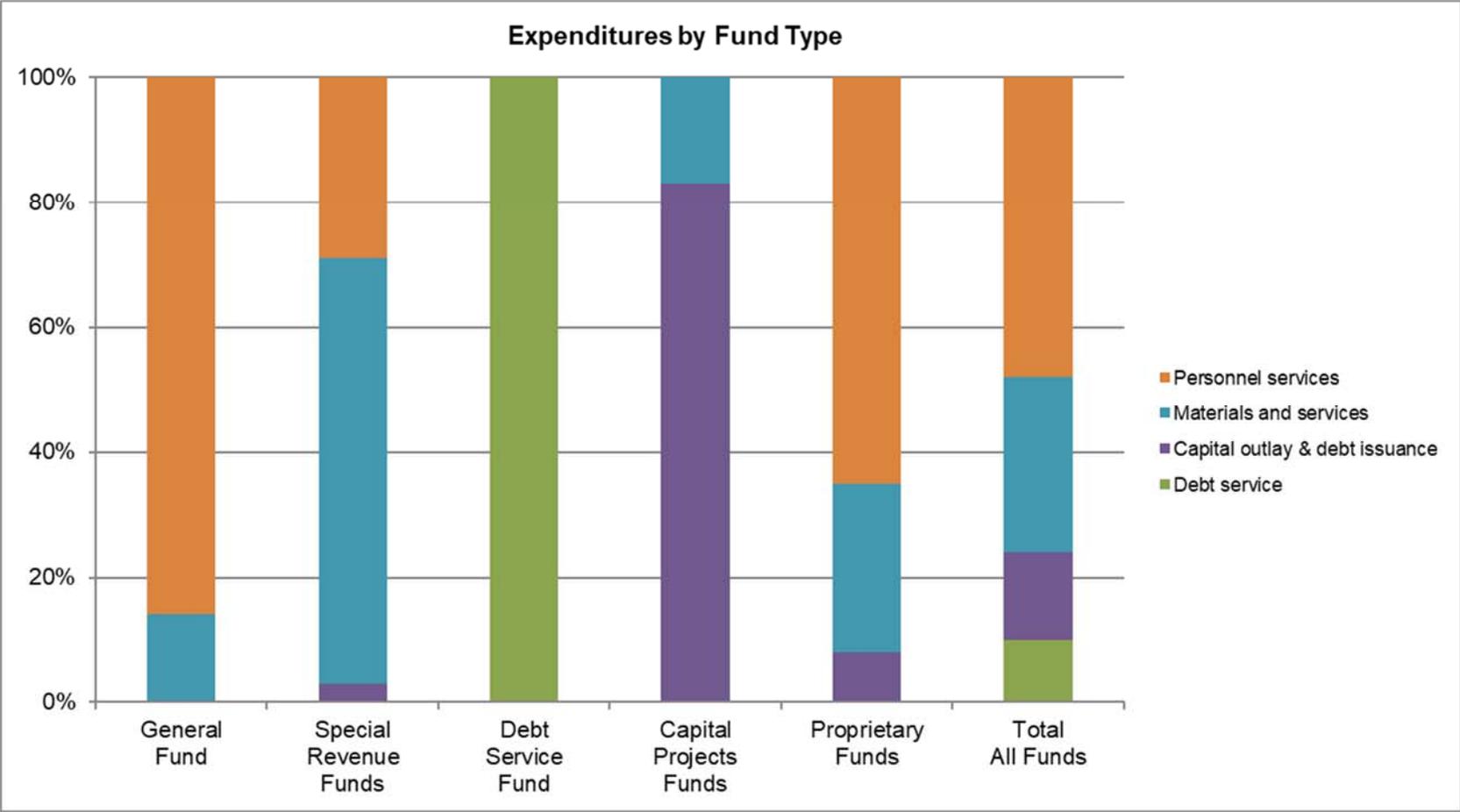
Student financial aid

The college determines eligibility, awards, and disburses financial aid to students from various federal, state, and local entities. The largest financial aid programs are federal Pell grants, budgeted at \$5.4 million, and federal direct loans, which totaled \$5.7 million in 2019-20. Federal direct loans are not budgeted as revenue and expenditures in the Student Financial Aid Fund because accounting principles consider loans to be third party payments of a student's account, rather than as operating transactions.

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget Analysis**

**EXPENDITURES**

The following chart displays expenditures by fund type; each component is explained in subsequent sections.



**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget Analysis**

**Personnel Services**

Wages and salaries

Personnel full-time equivalents (FTEs) and wage expenditures by employee type are compared to the prior year budget below.

	2020-21 Adopted Budget		2021-22 Proposed Budget		Increase (Decrease) from Prior Year			
	FTEs	Wages	FTEs	Wages	FTEs		Wages	
					Number	%	Amount	%
Budgeted by position								
Administrative	48.80	\$ 5,767,571	49.00	\$ 5,929,918	0.20	0%	\$ 162,347	3%
Full-time faculty	133.00	11,600,288	133.00	11,907,778	-	0%	307,490	3%
Classified and confidential	210.46	13,059,018	214.21	13,676,266	3.75	2%	617,248	5%
Total budgeted by position	392.26	30,426,877	396.21	31,513,962	3.95	1%	1,087,085	4%
Budgeted as total \$ amount								
Part-time faculty	158.95	5,412,733	160.59	6,917,841	1.64	1%	1,505,108	28%
Part-time administrative	0.69	70,000	0.93	108,760	0.24	35%	38,760	55%
Part-time classified & students	47.23	1,523,020	46.72	1,506,354	(0.51)	-1%	(16,666)	-1%
Total budgeted by type	599.13	37,432,630	604.45	40,046,917	5.32	1%	2,614,287	7%
Placeholder not budgeted by type		4,710,356		3,044,201			(1,666,155)	
Total		\$42,142,986		\$43,091,118			\$ 948,132	

The personnel budget for FY 2021-22 is largely status-quo from last year. Wage increases shown above are due to cost of living and step increases for employees. There are no changes in permanent, full-time positions, the primary changes in overall budgeted FTE are related to grant funded employees in limited duration positions, which in total net change of 5.32 FTE change from the prior year.

The placeholder not budgeted by type is in the Innovation and Grants and Contracts funds, for potential projects and future grants.

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget Analysis**

The change in position FTEs follows.

	Admin- istrative	Full-time Faculty	Classified & Confidential	Total Positions
2020-21 adopted budget	48.80	133.00	210.46	392.26
Proposed Changes:				
New positions	-	-	-	-
Position Opening Request (POR) process	-	-	-	-
Eliminated Positions	-	-	-	-
Revised grant-funded & temporary positions	0.20	-	3.75	3.95
Total change	0.20	-	3.75	3.95
2021-22 budget	49.00	133.00	214.21	396.21

Payroll taxes and benefits

Taxes and benefits compared to the prior year are below.

	2020-21 Adopted Budget		2021-22 Budget	
	Amount	% of Wages	Amount	% of Wages
FICA (Social Security and Medicare)	\$ 2,782,360	7.4%	\$ 3,009,870	7.5%
PERS	5,884,193	15.7%	6,737,147	16.8%
Self-assessed PERS for pension bonds	2,650,015	7.1%	2,865,652	7.2%
Insurances (health, dental, disability, life)	5,970,211	15.9%	6,688,591	16.7%
Workers compensation	147,010	0.4%	160,092	0.4%
Unemployment	25,674	0.1%	27,797	0.1%
Subtotal excluding placeholders in Innovation and Grants and Contracts funds, and early retirement benefits	17,459,463	46.6%	19,489,149	48.7%
Placeholders in Innovation and Grants and Contracts funds	1,234,566		986,852	
FICA and health insurance in Retirement Fund	1,565,194		892,600	
Total taxes and benefits	\$20,259,223		\$21,368,601	

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget Analysis**

Public Employees Retirement System (PERS) includes the Oregon Public Employees Retirement Fund (Tier I and II) and the Oregon Public Service Retirement Plan (OPSRP). OPSRP covers individuals who began working after August 29, 2003. Employees must meet eligibility requirements before their wages are subject to PERS. The College pays the employer rate plus the six percent employee rate on employees' behalf.

Employer rates change on July 1 of every odd-numbered years, as follows.

	Effective July 1, 2020		Effective July 1, 2021		Increase	
	Tier I/II	OPSRP	Tier I/II	OPSRP	Tier I/II	OPSRP
Employer rate	18.15%	12.06%	17.89%	14.02%	-0.26%	1.96%
Employee rate paid by College	6.00%	6.00%	6.00%	6.00%		
Total paid to PERS as % of wages	<u>24.15%</u>	<u>18.06%</u>	<u>23.89%</u>	<u>20.02%</u>		

The rate increase is estimated to increase PERS expenditures in the General Fund by over 4% each biennium. No significant rate relief is anticipated until about 2033, since the bulk of PERS's projected costs are for Tier I/II benefits that have already been earned.

In addition to the rate paid to PERS, the college charges itself an additional 8% on every payroll to accumulate resources for principal and interest payments on the pension bonds, which are explained in the Description of Long-Term Debt in the Funds section of this budget document.

The college contribution for employee health insurance increases about 4% annually with the bargaining agreements in place for 2019-22.

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget Analysis**

**Materials and Services & Capital Outlay**

Comparative budgets for materials and services & capital outlay follow.

	2020-21 Adopted Budget	2021-22 Budget	Increase (Decrease)
<b>Materials and Services</b>			
General Fund	\$ 8,790,508	\$ 8,731,929	\$ (58,579)
Special Revenue Funds	16,564,947	25,961,059	9,396,112
Capital Projects Funds			
Capital Projects (Bond) Fund	4,000,000	2,400,000	(1,600,000)
All other capital projects funds	775,000	925,000	150,000
Proprietary Funds	353,155	341,119	(12,036)
Total	<u>\$ 30,483,610</u>	<u>\$ 38,359,107</u>	<u>\$ 7,875,497</u>
<b>Capital Outlay</b>			
General Fund	\$ 120,000	\$ 117,500	\$ (2,500)
Special Revenue Funds	975,000	1,225,000	250,000
Capital Projects Funds			
Capital Projects (Bond) Fund	20,000,000	12,000,000	(8,000,000)
Major Maintenance Fund	2,000,000	4,000,000	2,000,000
All other capital projects funds	1,200,000	725,000	(475,000)
Proprietary Funds	102,800	102,800	-
Total	<u>\$ 24,397,800</u>	<u>\$ 18,170,300</u>	<u>\$ (6,227,500)</u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget Analysis**

**Debt Service**

In the Funds section, the Description of Long-Term Debt describes each outstanding debt issue. The schedule of Debt Service Expenditures to Maturity details debt service -- principal and interest payments -- for all years through maturity.

**TRANSFERS**

Transfers between funds are detailed in the Appendices.

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget Analysis**

**CONTINGENCY AND ENDING FUND BALANCE**

Contingency is an amount set aside for unforeseen spending that may arise – it is a budgeted appropriation, and may be moved to any other appropriation category for subsequent expenditure. Budgeted ending fund balance, however, is unappropriated; it cannot be transferred to any other appropriation category and hence cannot be spent during the year in which it is budgeted as such.

**Contingency**

Amounts budgeted as contingency follow.

	2020-21 Adopted Budget	2021-22 Budget	Increase (Decrease)
General Fund	\$ 8,112,332	\$ 6,455,184	\$ (1,657,148)
Special Revenue Funds	6,679,244	7,032,011	352,767
Debt Service Fund			
Pension obligation bonds	1,483,154	3,003,711	1,520,557
Capital Projects Funds	2,154,097	2,811,577	657,480
Proprietary Funds	684,921	444,341	(240,580)
Total contingency	<u>\$ 19,113,748</u>	<u>\$ 19,746,824</u>	<u>\$ 633,076</u>

General Fund

Board policy requires a minimum General Fund balance equal to ten percent of revenue, and previous to FY 2018-19 was additionally adjusted for the calculation for the accrued state appropriation payment. In 2018-19, the ending fund balance policy was modified to remove the language regarding the accrued state appropriation adjustment. The ten percent minimum reflects an awareness of the need for healthy reserves given the demonstrated volatility in state support.

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget Analysis**

**Ending Fund Balance**

Comparative unappropriated ending fund balance amounts are:

	2020-21 Adopted Budget	2021-22 Budget	Increase (Decrease)
Special Revenue Funds			
Student Technology Fund	\$ 250,000	\$ -	\$ (250,000)
Technology Infrastructure and Software Implementation Fund	414,248	214,248	(200,000)
Debt Service Fund			
General obligation bonds	200,000	200,000	-
Proprietary Funds			
Bookstore Fund	500,000	500,000	-
Total unappropriated ending fund balance	<u>\$ 1,364,248</u>	<u>\$ 914,248</u>	<u>\$ (450,000)</u>

Amounts in special revenue funds are being preserved for future replacement of IT infrastructure and software. Any property taxes in the Debt Service fund in excess of current principal and interest payments on general obligation bonds are legally restricted to use for debt service in the following year. Ending fund balance in the Bookstore represents amounts tied up in inventory and operating cash.

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# **PLANNING AND POLICIES**

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Planning and Assessment**

The CCC Strategic Plan codifies the College’s intentional focus on opportunities and needs that are considered most urgent or significant, and outlines a plan for response.

A new strategic plan will be launched at the beginning of the 2021-22 school year. This new plan will include updates to the College’s mission, vision, values, and strategic priorities. Information about the plan itself—including updates regarding implementation—are available online at <https://www.clackamas.edu/strategic-planning>.

**Diversity, Equity and Inclusion**

*[In Fall 2018, the College adopted an overarching Equity Focus priority to inform all of our other priorities]*

Strategic Priority: Adopt a diversity, equity, and inclusion plan to guide the college moving forward.

**Guided Pathways**

Strategic Priority: Increase students’ success in reaching their goals in the most efficient and cost-effective way possible.

**College Readiness**

Strategic Priority: Prepare all incoming students for success through academic and nonacademic support services and strengthen curricular, instructional, and student services partnerships with high schools in our College’s district to improve readiness for Clackamas Community College.

**Academic Relevance and Innovation**

Strategic Priority: Continue to create an overall portfolio of high-quality, relevant, innovative and evidence-based instructional methods, programs, environments, and models in order to better serve our students and community

**Financial Sustainability**

Strategic Priority: Increase institutional resources and capacity in order to better fulfill our mission through: 1) obtaining more grants and donations; 2) using existing resources more effectively; 3) creating sustainable programs, services, and partnerships; 4) preserving public trust through responsible and transparent fiscal operations.

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Planning and Assessment**

**PLANNING**

Unit Planning at Clackamas provides a direct, practical, and concrete link between strategic priorities, and departmental/division priorities. Unit planning relies on assessment data, environmental scan data (described below) and a careful consideration of strategic priorities and college mission in sync as budget decisions are made. The unit planning process is described, in brief, below:

1. To begin the Unit Planning process, units collaborate with the College's Institutional Research staff to perform an environmental scan. Faculty and staff use original research (e.g. surveys, focus groups with advisory board members), input from key partners (e.g. published labor market research from Oregon Employment Department), and local operational data (e.g. student success rates, student employment rates) to identify challenges and opportunities for their unit.
2. Units are then asked to use environmental scanning data to inform an action plan, which reflects each unit's unique opportunity to make impactful contributions to strategic priorities. These action plans will also reflect emerging needs, and on lessons learned from previous years' efforts.
3. Units pair these action plans with assessment plans—which document key measures of success, goals for each measure, and each unit's plan to reflect on results, and use results to continue the unit planning cycle. In subsequent years, units will have longitudinal data to use to consider when making future action and assessment plans.
4. Finally, the Unit Planning process invites units to identify needs, and prioritize unit activities based on relevance to the College mission. Units that identify needs are encouraged to provide evidence that will strengthen the potential for support from internal or external funding sources.

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Planning and Assessment**

Units are supported through this process in significant ways. Institutional Research staff organize and collaborate with College leaders to offer several orientation sessions for the Unit Planning process every year. Each Unit (across Instruction and Student Services, and College Services) enjoys the opportunity to work with assessment coaches to update, execute, and reflect on results of assessment plans. Each Unit works with their respective deans to strengthen ties between unit action plans and strategic priorities. Institutional Research staff and key collaborators offer ongoing consultation on choosing evaluation strategies for action plans, as well as performing research and interpreting results.

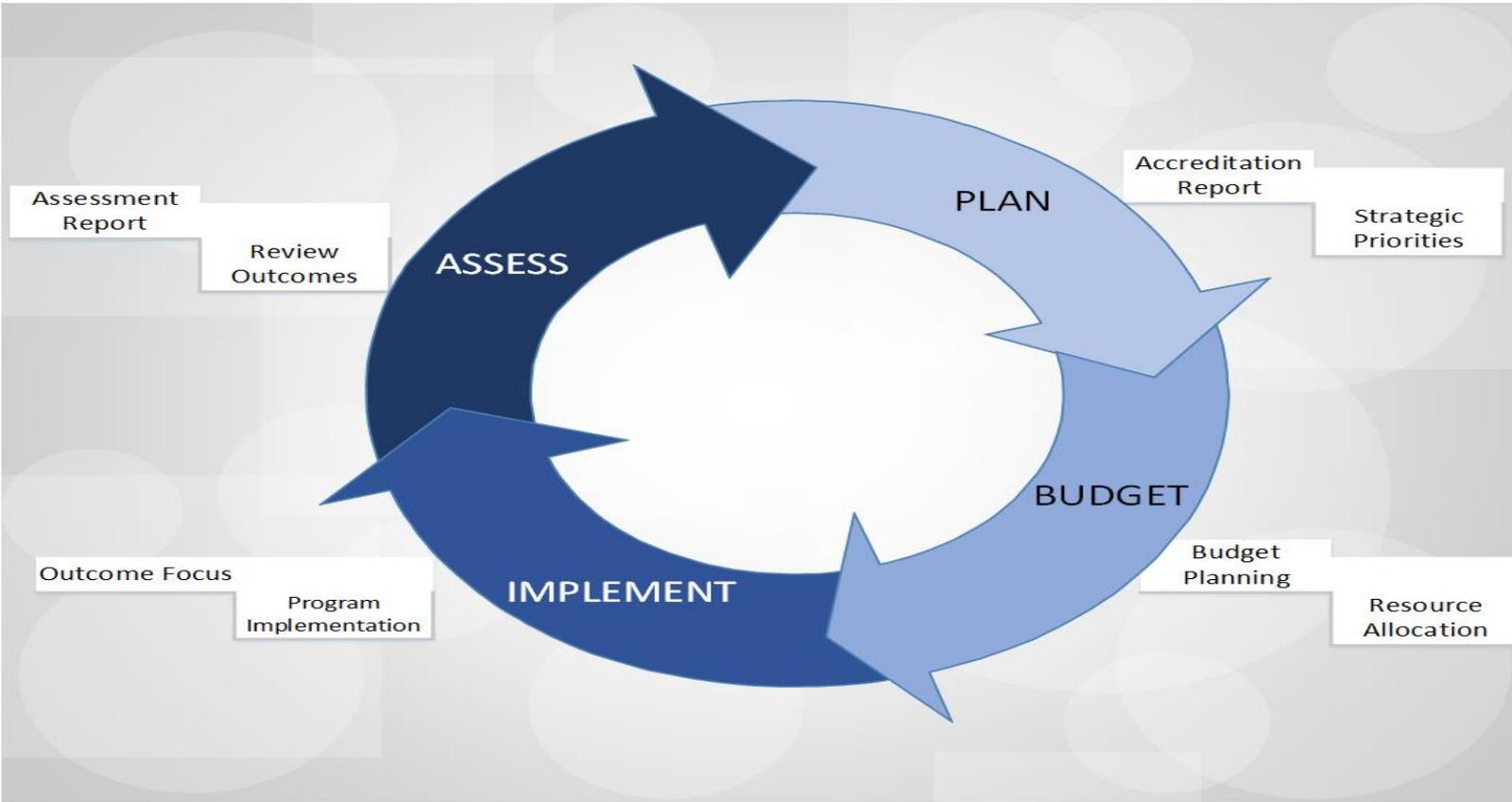
Following completion of unit planning, the college's Business Services department compiles the budget requests submitted for consideration via the unit planning process. Where new activities are funded, the cycle begins again: units fold new activities into ongoing assessment plans and reports, and use results to inform continuous quality improvement.

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**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Financial Planning and Budgeting**

**THE PROCESS LOOP**

The preceding section described assessment and planning. The assessment phase identifies gaps in performance; the planning phase creates plans to remedy the gaps. Financial planning ensures that resources are available to implement plans, and annual budgeting allocates those resources. The vision for the 2021-22 year and thereafter is the integrated planning, budgeting and assessment process illustrated below.



**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Financial Planning and Budgeting**

**FINANCIAL PLANNING**

The Dean of Business Services and Vice President of College Services maintain a five-year forecast for the General Fund. The forecast details assumptions and projections for revenue, expenditures, transfers, and fund balance. The forecast is updated whenever events occur or might occur that could significantly impact the college's financial status. The intent of the forecast is to quantify the impact of potential financial events so that there is time to react thoughtfully and constructively. Updates are presented at the Board of Education, the Budget Advisory Group, Vice Presidents meetings, and College Council.

The Dean of Business Services and Dean of Information Technology (IT) maintain a five-year forecast for IT operations, which schedules episodic replacement of infrastructure. The IT forecast includes all the funds and departments used to account for technology. This forecast drives recommendations for changes in the Student Technology Fee, one of the universal fees.

Other long-term financial plans include:

- a five-year forecast for the General Student Fee and College Services Fee, the remaining universal fees
- rate projections for the Internal Service Fund
- projected expenditures from reserve funds

**FISCAL INDICATORS**

The college has adopted a comprehensive set of indicators intended to answer the question “what does it mean to be fiscally healthy”? Fiscal indicators are calculated for past years and are projected for the same future period as the General Fund forecast. The ten fiscal indicators are grouped by type, as follows.

- *Reserves.* Healthy reserves buffer short-term financial shortfalls and provide time to react constructively to forecasted changes.
- *Operations.* These indicators measure the relationship between annual operating revenue and expenditures.
- *Assets.* The asset indicator shows the degree to which the college is investing in current equipment, buildings and infrastructure.
- *Debt.* The debt indicator reveals the degree to which revenue is available for current services as opposed to debt payments.

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Financial Planning and Budgeting**

**BUDGET PRINCIPLES AND ASSUMPITONS**

Forecasts and fiscal indicators are long-term, looking ahead five years or more. Budgeting is an annual process. In January, the Board of Education adopts budget planning principles and assumptions. The 2021-22 Budget Principles reaffirmed that the college's measures of success in achieving all aspects of our mission in statute, accreditation and board policy are reflected in our four Strategic Priorities. Each strategic priority and their respective indicators are ultimately tied to the success of each of our students, communities, and the businesses CCC serves.

The budget assumptions embedded in the General Fund forecast and detailed in the January resolution are as follows.

Revenue

- Community College Support Fund (CCSF): Forecast at \$673 million for 2021-23.
- Property taxes: Clackamas increases 4.5% per year; all other colleges increase at the lesser of the percentage change in 2019-20 or 4.5%. Assumptions are updated in late January when 2020-21 statewide property tax levies are known.
- Enrollment: Reimbursable FTEs is assumed to reduce 10% in 2020-21, then increase by 5% annually thereafter.
- Tuition: Increase in-state \$4 per credit hour to \$112; out-of-state and international increased \$4 per credit hour to \$278.

Expenditures

- PERS: Rates increase 1% from the FY 2020-21 rates to 26% of wages for FY 2021-22.

Transfers

- Use the entire PERS Reserve Fund balance over the following two years 2021-23.
- Decrease transfer out to Retirement Fund from \$700,000 to \$500,000.
- Increase transfer out to Insurance Reserves from \$0 to \$100,000.
- Decrease transfer in from Bookstore Fund from \$150,000 to \$100,000.

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Financial Planning and Budgeting**

**BUDGET REQUESTS**

In prior years, there were numerous mechanisms and dates for requesting resources. For this budget, discretionary funding decisions were being paused due to the unknown status of enrollment due to the pandemic, and federal stimulus funding to backfill lost revenues. In a normal year, the annual budget request includes requests for both financial and non-financial resources, namely:

- Full-time staff positions
- Changes in departmental budgets for part-time staff and staff overtime in the General Fund
- Changes in departmental budgets for materials and services in the General Fund
- Furniture and equipment
- Building remodels and space allocations
- Tuition waivers
- Course fees and other revenue

Traditionally, requests would be submitted by budget originators and move through the various reviews detailed in the Budget Calendar, including the Deans, Leadership Cabinet, the Executive Team, and the Budget Advisory Group.

**NEW BUDGET PROCESS**

The new annual budget process began in spring 2017, and was implemented in full for the first time for the 2018-19 budget. The key process change that was implemented was to align the college's budget process closely with GFOA's best practices in community college budgeting. The overview of that process is to create a complete cycle for long-term financial planning and budgeting, including planning the budget process, developing a budget, evaluating how the budget process worked and adjusting accordingly. Throughout this cycle, the college's institutional goals serve as the overarching guide for decision-making and resource allocation. The college developed six primary steps in this year's planning and budgeting process: 1) Prepared and developed inputs to the budgeting process in during spring; 2) defined goals and identified gaps to achieve those goals in summer during assessment; 3) developed unit plans in order to close those gaps in fall during unit planning; 4) determined necessary resources needed to implement those unit plans; 5) developed a clear, budget input tool for prioritization of resources based on the linkage between assessment and operational needs; and 6) defined measurable outcomes to monitor and determine impact of resources being allocated.

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget Law, Format, and Financial Policies**

**PROPOSING, APPROVING, AND ADOPTING THE BUDGET**

Oregon budget law, administered by the state Department of Revenue, applies to community colleges, school districts, cities, counties and other municipal entities. Community colleges are required to prepare an annual or biennial budget using a fiscal year that begins July 1 and ends June 30.

The Budget Committee consists of the seven members of the Board of Education, elected by the district voters, and seven members appointed by the Board, one from each of the seven zones of the district. The Budget Committee receives and deliberates on the proposed budget. When the Budget Committee members are satisfied that the budget meets the needs of the college and the community, it approves the budget. The Board of Education holds a public hearing on the approved budget, then adopts the budget and passes a resolution making appropriations and levying property taxes. The Budget Committee may make changes from the proposed budget before approval, and the Board of Education may make changes from the approved budget before adoption, within the limitations imposed by budget law.

Budget law is designed to enable the public to be apprised of the financial policies and administration of the municipal corporation in which they are interested. All Budget Committee and Board of Education meetings are open to the public. Notice of those meetings is published in the Oregonian newspaper and on the College's website at <http://www.clackamas.edu/about-us/leadership/budget>. and there is opportunity for public comment.

Board policy designates the President as the budget officer. The budget officer directs the preparation of the budget document.

**BUDGET CHANGES AFTER ADOPTION**

Appropriations may be changed during the fiscal year, within the limitations imposed by budget law. The Board of Education adopts changes in appropriations. Changes are either resolution transfers or supplemental budgets. A resolution transfer decreases an existing appropriation and increases another by the same amount. The second type of change, a supplement budget, is used to increase total appropriations. Supplemental budgets are used for occurrences which were not known at the time the budget was prepared, such as receipt of unanticipated state or federal grants. Supplemental budgets require a public hearing; resolution transfers do not.

Budget originators are responsible for ensuring that actual expenditures do not exceed budget for their departments or funds. Reclassification of expenditures which do not revise appropriations may be approved by the appropriate dean or vice president. Guidelines for budget changes after adoption are detailed in the policy available to the campus on the internal Business Office website.

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget Law, Format, and Financial Policies**

**BUDGET FORMAT**

Oregon budget law categorizes resources and requirements as follows. Clackamas uses these categories for appropriations, by fund.

- Personnel services include wages, payroll taxes, and benefits for active employees, and stipends and benefits for early retirees.
- Materials and services include contractual services, materials, and other operating expenditures. The cost of items purchased for resale in the Bookstore and financial aid disbursed to students are in this category.
- Capital outlay -- durable assets which cost at least \$5,000 and have a useful life of at least one year -- includes equipment, vehicles, buildings, land, and the library collection.
- Debt service is principal and interest payments on long-term debt.
- Transfers out are resources moved between funds with no expectation of repayment.
- Contingency is a budget set aside for unforeseen spending that may arise.
- Unappropriated ending fund balance is an amount set aside in the budget to be carried over to the next year's budget.

The notice of public hearing which is published prior to budget adoption displays expenditures both by the object categories above and by functional categories which reflect the services delivered. Those functions are as follows.

- Instruction: Expenditures for the actual teaching of students that involve interaction between the faculty and students.
- Instructional support: Activities specifically designed and carried out to provide academic and administrative support to instructional programs. It includes libraries, course and curriculum development, faculty professional development, and academic deans and management.
- Student services other than financial aid: Student services includes admissions, enrollment, and degree/certificate/program evaluation; activities contributing to students' emotional and physical well-being and intellectual, cultural, and social development outside the context of the formal instruction program; counseling and career guidance; and administration of student financial aid.
- Student loans and financial aid: Expenditures for scholarships, grants, work study, and other financial aid disbursed to students.
- Community services: Community services are non-instructional services beneficial to groups external to the college. Clackamas does not currently have any departments in this functional category.
- College support services other than facilities acquisition and construction: Expenditures for management and long-range planning for the entire institution, such as the governing board, planning, and legal services; fiscal operations; administrative computing; human resources functions; logistical activities that provide procurement, storerooms, safety,

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget Law, Format, and Financial Policies**

security, printing, and transportation services to the institution; and activities concerned with community and alumni relations, including development and fund raising.

- Facilities acquisition and construction: This is the capital budget for acquisition of land and buildings; major remodeling and construction of buildings; initial installation or extension of service systems and other built-in equipment; and major improvements to sites. Capital project expenditures for purchase and construction of land and buildings can be very large, and vary from year to year depending on the availability of funds and the timing of projects.

The budget displays resources and requirements. Resources are amounts available for expenditure, as follows:

- Beginning fund balance represents available spendable resources on July 1, the beginning of the fiscal year.
- Revenue is earned during the year from various sources, such as property taxes or tuition.
- Other sources is resources that are not “earned” in the same sense as revenues. Other sources are unique to entities using governmental accounting, and include transfers in from other funds; receipts from sale of fixed assets such as equipment and vehicles; and proceeds from issuance of long-term debt.

The requirements section shows what was done with the available resources, as follows:

- Expenditures are resources used to purchase goods and services.
- In other uses, costs of long-term debt issuance are the use of bond proceeds to refund debt or to pay the costs of issuing debt. Transfers out are the flip side of transfers in.
- Contingency is an amount set aside for unforeseen spending that may arise.
- Actual ending fund balance represents resources on hand at June 30, the end of the fiscal year. In the budget columns, fund balance is unappropriated ending fund balance.

Oregon budget law allows funds from which operating expenses are paid to budget contingency. If operations necessitate spending during the year on items that cannot be specifically identified at the time the budget is prepared, the Board of Education may approve transferring contingency to an expenditure budget, appropriating it so that it may be spent. Unappropriated ending fund balance cannot be transferred by resolution or used through a supplemental budget except in an emergency created by civil disturbance or natural disaster.

The College budgets contingency in each operating fund to maintain a buffer and provide flexibility for unforeseen events. Unappropriated ending fund balance is budgeted in the following funds:

- Debt Service Fund, for balances restricted by law or debt covenants. Unrestricted are budgeted as contingency.

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget Law, Format, and Financial Policies**

- The Bookstore Fund, for the estimated amount of net current assets. In operating funds, the purpose of unappropriated ending fund balance is to provide a cash or working capital balance with which to begin the fiscal year following the budget year.

A balanced budget is defined as one in which resources equal requirements, and contingency is not negative. The budget is balanced for each fund.

The budget shows the following columns, which are required by Oregon budget law:

- Actual for the preceding two completed fiscal years
- Budget for the current fiscal year. This includes the adopted budget and changes made by the Board during the year.
- The budget as proposed to the Budget Committee, approved by the Budget Committee, and adopted by the Board.

**FUND ACCOUNTING, MEASUREMENT FOCUS AND BASIS OF ACCOUNTING**

For accounting purposes, the college is a governmental entity subject to the pronouncements of the Governmental Accounting Standards Board. The college uses fund accounting, segregating resources into distinct funds in accordance with special regulations, restrictions, or managerial accountability.

Consistent with Oregon budget law, the college budgets current financial resources, on a modified accrual basis, in all funds. This differs from the accounting used by businesses, which measure economic resources and net income, on an accrual basis.

As a practical matter, the difference between governmental and business accounting is largely in the treatment of long-term debt and capital assets, as follows.

- When the college borrows money, the debt proceeds provide available spendable resources. Consequently, it records the debt proceeds as a source, similar to a revenue. Principal payments and interest payments are both recorded as expenditures. In a business, debt issuance would create a liability and principal payments would reduce the liability; neither would appear in the budget.
- When the college buys a vehicle or other capital asset, the cost is an expenditure. Depreciation is not recorded. In a business, the purchase would not appear in the budget; it would be recorded as an asset. Depreciation expense would be budgeted and recorded over the useful life of the item.

The audited comprehensive annual financial report presents budget and actual results for all funds on the current financial resources basis. The report also displays actual results for the college as a whole on the economic resources basis, as required by generally accepted accounting principles.

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget Law, Format, and Financial Policies**

**APPROPRIATIONS**

The term “fund” in Oregon budget law can legitimately be interpreted as what is more commonly understood as fund type: i.e. General, Special Revenue, Debt Service, Capital Projects, and Proprietary.

For accounting purposes, there are numerous individual Special Revenue, Capital Projects, and Proprietary funds. Each is described and budgeted in the Funds section of this document. All funds are included in the audited comprehensive annual financial report.

For appropriations, accounting funds in Special Revenue, Capital Projects, and Proprietary are grouped by the nature of restriction or purpose. Those groups are considered subdivisions of “fund” as interpreted in Oregon budget law.

**FINANCIAL POLICIES**

Financial policies are intended to ensure that the college maintains the ability to meet its immediate and long-term service objectives. Financial policies are designed to:

- provide timely, accurate information useful to college management, the Board of Education, and the citizenry in making good business decisions
- ensure compliance with all finance-related statutory and contractual requirements
- promote sound financial management
- safeguard college assets

Specific financial policies follow.

**Budgeting**

The adopted budget is balanced for each fund and must remain balanced with any subsequent budget amendments.

**Reserves**

To ensure sufficient cash flow and provide for unanticipated events, the proposed budget for the General Fund must include contingency equal to at least ten percent of budgeted revenue. The currently adopted budget is to be managed such that actual General Fund unreserved ending fund balance is at least ten percent of actual revenues.

Reserve funds, defined in Oregon budget law, save money from year to year. The College uses reserve funds to hold money for the future costs of retiree benefits, losses in excess of the insurance deductible amount, and future increases in PERS rates, and the planned replacement of information technology infrastructure and software.

**Financial Reporting and Review**

The Board of Education receives a monthly financial report for all funds and a more detailed report for the General Fund. A variety of reports for all funds, departments, projects and grants are on line and accessible to those responsible for budget management at any time.

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Budget Law, Format, and Financial Policies**

**Audit**

The college prepares a comprehensive annual financial report, audited by independent CPAs appointed by the Board of Education. The report is presented to the Board by the auditors.

**Purchasing**

Purchase orders are required for certain purchases. Purchasing approvals are governed by policy; processes are governed by rules of procurement adopted by the Board of Education acting as the Local Contract Review Board, in accordance with Oregon statutes.

**Cash and Investments**

Cash balances are maintained only at financial institutions included on the list of qualified depositories maintained by the Oregon State Treasurer. These institutions provide periodic reports to the State Treasurer, pledge collateral, and participate in a shared liability structure. Cash in excess of immediate needs is held in the Oregon Local Government Investment Pool or the Oregon Local Government Intermediate Fund, investment pools managed by the Oregon State Treasury, or otherwise invested in accordance with the policy approved by the Board.

**Capital Assets**

Capital assets are land, buildings and building improvements, equipment, and other durable items with a useful life of more than one year and an initial cost of \$5,000 or more. The Business Office maintains an inventory of capital assets, all licensed vehicles, instructional and sensitive equipment costing \$1,000 or more. Sensitive equipment includes items such as laptops, IPADS, cameras, and certain tools.

**Debt Policy**

College policy restricts short-term borrowing to temporary cash flow situations, or interim financing of capital assets to be replaced by long-term debt. The college has not issued short-term debt.

Long-term debt is issued only to finance capital assets. The sole exception was issuance of pension obligation bonds, where the debt proceeds were invested in a side account with PERS in order to reduce the rate paid with each payroll. The source of funds for repayment is identified prior to debt issuance. The repayment period of debt issued for capital assets cannot exceed the estimated useful life of the assets financed.

The amount of outstanding general obligations bonds is limited by statute. Board policy limits annual debt service for debt other than general obligation bonds to ten percent of General Fund revenue.

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget Calendar**

- Budget Advisory Group (BAG)  
 - Board of Education (BOE)

	M	T	W	T	F	
<b>September</b>		1	2	3	4	Sep. 08 Executive Team: Forecast Update
	7	8	9	10	11	Sep. 16 BOE
	14	15	16	17	18	Sept. 25 Leadership Cabinet: Forecast Scenarios/Budget Process
	21	22	23	24	25	
	28	29	30			

<b>October</b>				1	2	Oct. 13 BAG: Budget 101/Orientation
	5	6	7	8	9	Oct. 16 All Staff: All Staff budget 101, forecast scenarios
	12	13	14	15	16	Oct. 21 BOE: Forecast Update/Budget Process Timeline/Roles
	19	20	21	22	23	Oct. 27 BAG: Budget Reduction Process/Guiding Principles
	26	27	28	29	30	Oct. 28 ASG: Budget Conversation Q&A
						Oct. 30 All Staff: Budget Drop-In Session

<b>November</b>	2	3	4	5	6	Nov. 10 BAG: Equity Framework/BAG Guiding Principles
	9	10	11	12	13	Nov. 18 BOE: Develop Budget Principles/Budget Work Session
	16	17	18	19	20	Nov. 20 All Staff: Budget Message
	23	24	25	26	27	Nov. 20 All Staff: Budget Drop-In Session
	30					

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget Calendar**

**December**

	M	T	W	T	F
		1	2	3	4
7		8	9	10	11
14		15	16	17	18
21		22	23	24	25
28		29	30	31	

- Dec. 1      Presidents Council
- Dec. 4      College Council
- Dec. 8      BAG: Board Budget Principles/Updated Forecast
- Dec. 16     BOE: Budget Principles (second read)
- Dec. 17     All Staff: Budget Drop-In Session

**January**

				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

- Jan. 12     BAG: Work on Budget Reduction Rubric
- Jan. 20     BOE: Budget Amendment
- Jan. 26     BAG: DEI Training for BAG Members
- Jan. 27     ASG: Budget Conversation Q&A
- Jan. 29     All Staff: Budget Drop-In Session

**February**

1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26

- Feb. 2      All Staff: Budget Message
- Feb. 2      Presidents Council: Update status on budget process
- Feb. 9      BAG: Update on Tuition & Fees/Review Board Work Session
- Feb. 19     All Staff: Budget & ARE Forum
- Feb. 23     BOE: Budget Work Session/Tuition & Fees (first read)
- Feb. 25     All Staff: Budget & ARE Forum

**CLACKAMAS COMMUNITY COLLEGE**

**2021-22 BUDGET**

**Budget Calendar**

**March**

M	T	W	T	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30	31		

- Mar. 9 Budget & ARE: Budget and ARE All Staff Forum
- Mar. 9 BAG: Design Leadership Cabinet Budget Reduction Retreats
- Mar. 10 ASG: General budget and draft tuition and fees update
- Mar. 17 BOE: Forecast Update/Tuition and Fees (second read)
- Mar. 18 Leadership Cabinet: Budget Reduction Retreat
- Mar. 31 All Staff: Budget & ARE Forum
- Mar. 31 Leadership Cabinet: Budget Reduction Retreat
- Mar. 31 All Staff: Budget Message/Federal Stimulus Update

**April**

			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

- Apr. 1 All Staff: Budget & ARE Q&A
- Apr. 2 College Council: General Budget Update
- Apr. 5 BAG: Update on Forecast and Leadership Cabinet Retreat
- Apr. 21 BOE: Budget Update/Federal Stimulus Funds Work Session

**May**

3	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	27	28
31				

- May. 11 BAG: Proposed Budget Summary/Budget Process Improvement
- May. 12 Budget Committee Meeting
- May. 19 Board of Education/Budget Committee Meeting
- May. 21 All staff: Final budget message

CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budget Calendar

June

	M	T	W	T	F
		1	2	3	4
7	8	9	10	11	
14	15	16	17	18	
21	22	23	24	25	
28	29	30			

Jun. 30

BOE: Public Hearing/Adopt Budget

# **PERSONNEL**

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**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Personnel FTEs**

This schedule details employee FTEs. An FTE (full time equivalent) is the proportion of full time; for example, an employee regularly scheduled to work 30 hours per week is .75 FTE. In the columns, Administrative employees are those who are exempt from the overtime provisions of the Fair Labor Standards Act. Full-time faculty are faculty in that bargaining unit. Classified and confidential includes staff in the classified bargaining unit, non-represented confidential, and grant-funded non-exempt employees working half-time or more who are excluded from the bargaining unit. Part-time faculty are instructors in that bargaining unit. The final page in this schedule, FTEs by function, includes part-time administrative; part-time classified (PTC), who are hourly employees working less than half-time; and student employees, who are by definition enrolled for six or more credits per term.

		2020-21 Budget					2021-22 Budget				
		Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total	Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total
<b>GENERAL FUND</b>											
<b>EXECUTIVE</b>											
50132	President	1.00	-	1.00	-	2.00	1.00	-	1.00	-	2.00
50112	College Relations and Marketing	2.00	-	5.75	-	7.75	1.00	-	5.75	-	6.75
50129	Office of Diversity, Equity & Inclusion	-	-	-	-	-	1.00	-	-	-	1.00
50500	Foundation	1.00	-	3.00	-	4.00	1.00	-	3.00	-	4.00
	<b>Total Executive</b>	<b>4.00</b>	<b>-</b>	<b>9.75</b>	<b>-</b>	<b>13.75</b>	<b>4.00</b>	<b>-</b>	<b>9.75</b>	<b>-</b>	<b>13.75</b>
<b>INSTRUCTION AND STUDENT SERVICES</b>											
<b>Instruction &amp; Student Services Administration</b>											
10097	Instructional Control	-	-	-	0.98	0.98	-	-	-	1.00	1.00
50118	Instruction and Student Services	1.00	-	1.00	0.78	2.78	1.00	-	1.00	0.80	2.80
	Total Instruction and Student Services Admin	<b>1.00</b>	<b>-</b>	<b>1.00</b>	<b>1.76</b>	<b>3.76</b>	<b>1.00</b>	<b>-</b>	<b>1.00</b>	<b>1.80</b>	<b>3.80</b>
<b>Academic Foundations and Connections</b>											
10002	Skills Development	-	4.00	0.75	1.27	6.02	-	4.00	0.75	1.06	5.81
10029	English	-	11.00	-	10.48	21.48	-	11.00	-	11.12	22.12
10031	English for Speakers of Other Languages	-	4.00	1.00	3.50	8.50	-	4.00	1.00	5.04	10.04
10038	Health/Physical Education/Athletics	1.00	4.00	2.00	7.45	14.45	1.00	4.00	2.00	8.08	15.08
10056	Mathematics	-	11.00	-	11.57	22.57	-	11.00	-	12.64	23.64
20700	Learning Center	-	-	1.00	-	1.00	-	-	1.00	-	1.00
30095	Counseling	-	4.00	-	1.51	5.51	-	4.00	-	2.25	6.25
30098	Student and Academic Support Services	1.00	-	14.75	0.36	16.11	1.00	-	14.75	0.14	15.89

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Personnel FTEs**

		2020-21 Budget					2021-22 Budget				
		Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total	Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total
<b>Academic Foundations &amp; Connections (continued)</b>											
30099	Enrollment and Graduation Services	1.00	-	11.50	-	12.50	1.00	-	11.50	-	12.50
30100	Student Life and Leadership	1.00	-	1.00	0.26	2.26	1.00	-	1.00	0.26	2.26
30104	Academic Foundations and Connections	2.80	-	9.50	(1.35)	10.95	3.00	-	10.00	0.42	13.42
30111	Office of Financial Aid and Scholarships	1.00	-	8.00	-	9.00	1.00	-	8.00	-	9.00
30200	Student Services Enhancements	-	-	2.15	-	2.15	-	-	2.15	-	2.15
	Total Academic Foundations and Connections	<u>7.80</u>	<u>38.00</u>	<u>51.65</u>	<u>35.05</u>	<u>132.50</u>	<u>8.00</u>	<u>38.00</u>	<u>52.15</u>	<u>41.01</u>	<u>139.16</u>
<b>Arts and Sciences</b>											
10004	Art	-	4.00	0.44	3.48	7.92	-	4.00	0.44	3.14	7.58
10013	Business	-	5.00	-	10.67	15.67	-	5.00	-	10.25	15.25
10016	Communications and Theatre Arts	-	6.00	-	2.28	8.28	-	6.00	-	3.21	9.21
10017	Computer Science	-	4.00	0.56	5.21	9.77	-	4.00	0.56	4.49	9.05
10028	Engineering Sciences	-	4.00	-	0.67	4.67	-	4.00	-	0.95	4.95
10035	World Languages	-	3.00	-	2.18	5.18	-	3.00	-	2.50	5.50
10039	Horticulture	-	4.00	0.91	2.14	7.05	-	4.00	0.91	2.72	7.63
10057	Music	-	3.00	-	3.57	6.57	-	3.00	-	3.58	6.58
10066	Science	-	13.00	1.96	11.36	26.32	-	13.00	1.96	12.71	27.67
10074	Social Sciences	-	7.00	-	8.93	15.93	-	7.00	-	9.01	16.01
20082	Arts and Sciences	2.00	-	7.42	(1.78)	7.64	2.00	-	7.67	-	9.67
	Total Arts and Sciences	<u>2.00</u>	<u>53.00</u>	<u>11.29</u>	<u>48.71</u>	<u>115.00</u>	<u>2.00</u>	<u>53.00</u>	<u>11.54</u>	<u>52.56</u>	<u>119.10</u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Personnel FTEs**

		2020-21 Budget					2021-22 Budget				
		Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total	Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total
<b>Institutional Effectiveness and Planning</b>											
10026	Office of Education Partnerships	0.83	-	1.00	-	1.83	0.83	-	1.00	-	1.83
20084	Institutional Effectiveness and Planning	2.00	-	1.00	0.45	3.45	2.00	-	1.00	0.46	3.46
20088	Instructional Support & Professional Developmt	-	2.00	-	5.94	7.94	-	2.00	-	5.42	7.42
20089	Library	-	3.00	2.00	1.52	6.52	-	3.00	2.00	1.56	6.56
20097	Applied Technology	-	-	2.00	-	2.00	-	-	2.00	-	2.00
20098	Grants Development	1.00	-	-	-	1.00	1.00	-	-	-	1.00
20099	Online Learning	-	-	2.00	0.38	2.38	-	-	2.00	0.39	2.39
20401	Curriculum and Scheduling	1.00	-	2.00	-	3.00	1.00	-	2.00	-	3.00
50128	Event and Conference Services	-	-	0.83	-	0.83	-	-	2.00	-	2.00
50136	Institutional Research and Reporting	1.00	-	1.50	-	2.50	1.00	-	1.50	-	2.50
<b>Total Institutional Effectiveness and Planning</b>		<b>5.83</b>	<b>5.00</b>	<b>12.33</b>	<b>8.29</b>	<b>31.45</b>	<b>5.83</b>	<b>5.00</b>	<b>13.50</b>	<b>7.83</b>	<b>32.16</b>
<b>Technology, Applied Science &amp; Public Servcs</b>											
10001	Health Sciences	-	11.00	1.00	5.53	17.53	-	11.00	1.00	5.68	17.68
10007	Automotive and Welding Department	-	5.00	3.00	4.09	12.09	-	9.00	3.00	3.80	15.80
10018	Community Education	-	-	0.75	0.56	1.31	-	-	0.75	0.58	1.33
10020	Customized Training and Development Services	-	1.79	2.00	0.32	4.11	-	1.79	2.00	0.33	4.12
10033	Education, Human Services and Criminal Justice	-	5.00	1.00	3.79	9.79	-	5.00	1.00	4.07	10.07
10055	Industrial Technology	-	10.00	1.00	4.90	15.90	-	6.00	1.00	3.77	10.77
10058	Harmony Student Services and Instruction	1.00	-	2.00	11.25	14.25	1.00	-	2.00	11.56	14.56
10073	Small Business Development Center	1.00	1.00	-	0.27	2.27	1.00	1.00	-	0.27	2.27
10080	Wilsonville Student Services and Instruction	1.00	1.00	4.63	4.59	11.22	1.00	-	4.63	4.71	10.34
10085	Wildland Fire	-	-	-	-	-	-	1.00	-	-	1.00
20077	Connections with Business and Industry	1.00	-	-	-	1.00	1.00	-	-	-	1.00
20083	Technology, Applied Science & Public Services	3.00	-	2.75	(1.07)	4.68	3.00	-	2.75	0.44	6.19
20096	Workforce Development/WIOA	0.10	-	-	-	0.10	0.10	-	-	-	0.10
<b>Total Technology, Applied Science &amp; Public Svc</b>		<b>7.10</b>	<b>34.79</b>	<b>18.13</b>	<b>34.23</b>	<b>94.25</b>	<b>7.10</b>	<b>34.79</b>	<b>18.13</b>	<b>35.21</b>	<b>95.23</b>
<b>Total Instruction and Student Services</b>		<b>23.73</b>	<b>130.79</b>	<b>94.40</b>	<b>128.04</b>	<b>376.96</b>	<b>23.93</b>	<b>130.79</b>	<b>96.32</b>	<b>138.41</b>	<b>389.45</b>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Personnel FTEs**

		2020-21 Budget					2021-22 Budget				
		Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total	Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total
<b>COLLEGE SERVICES</b>											
<b>College Services Administration</b>											
50116	College Services	1.00	-	1.00	-	2.00	1.00	-	1.00	-	2.00
50134	College Safety	2.00	-	7.50	0.20	9.70	2.00	-	7.50	0.20	9.70
Total College Services Administration		3.00	-	8.50	0.20	11.70	3.00	-	8.50	0.20	11.70
<b>Business Services</b>											
50000	Accounts Receivable	1.00	-	3.00	-	4.00	1.00	-	3.00	-	4.00
50110	Business Office	1.00	-	7.15	-	8.15	1.00	-	7.40	-	8.40
Total Business Services		2.00	-	10.15	-	12.15	2.00	-	10.40	-	12.40
<b>Campus Services</b>											
50143	Environmental Health and Safety	-	-	1.00	-	1.00	-	-	1.00	-	1.00
50145	Shipping and Receiving	-	-	0.80	-	0.80	-	-	0.80	-	0.80
51103	Custodial Services	2.00	-	18.00	-	20.00	2.00	-	17.00	-	19.00
60150	Campus Services	2.00	-	15.00	-	17.00	2.00	-	15.00	-	17.00
Total Campus Services		4.00	-	34.80	-	38.80	4.00	-	33.80	-	37.80
<b>Human Resources</b>											
50127	Human Resources	2.00	-	5.60	0.21	7.81	2.00	-	5.60	-	7.60
<b>Information Technology</b>											
50115	Information Technology	3.00	-	14.80	-	17.80	3.00	-	14.80	-	17.80
<b>Total College Services</b>		14.00	-	73.85	0.41	88.26	14.00	-	73.10	0.20	87.30
<b>Total General Fund</b>		41.73	130.79	178.00	128.45	478.97	41.93	130.79	179.17	138.61	490.50
<b>Total full-time, General Fund</b>		<b>350.52</b>					<b>351.89</b>				

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Personnel FTEs**

		2020-21 Budget				2021-22 Budget					
		Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total	Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total
<b>FEE FUND</b>											
<b>INSTRUCTION AND STUDENT SERVICES</b>											
<b>Instruction &amp; Student Services Administration</b>											
10097	Instructional Control	-	-	-	-	-	-	-	-	-	-
<b>Academic Foundations and Connections</b>											
10002	Skills Development	-	-	0.25	-	0.25	-	-	0.25	-	0.25
10029	English	-	-	-	0.65	0.65	-	-	-	0.66	0.66
10031	English for Speakers of Other Languages	-	-	-	1.24	1.24	-	-	-	0.88	0.88
10038	Health/Physical Education/Athletics	-	-	-	0.29	0.29	-	-	-	0.28	0.28
10056	Mathematics	-	-	-	0.34	0.34	-	-	-	0.26	0.26
30095	Counseling	-	-	-	0.71	0.71	-	-	-	0.53	0.53
	Total Academic Foundations and Connections	-	-	0.25	3.23	3.48	-	-	0.25	2.61	2.86
<b>Arts and Sciences</b>											
10004	Art	-	-	0.03	0.80	0.83	-	-	0.03	0.78	0.81
10013	Business	-	-	-	-	-	-	-	-	-	-
10016	Communications and Theatre Arts	-	-	-	-	-	-	-	-	-	-
10017	Computer Science	-	-	0.44	-	0.44	-	-	0.44	-	0.44
10028	Engineering Sciences	-	-	0.08	0.83	0.91	-	-	0.08	0.81	0.89
10035	World Languages	-	-	-	-	-	-	-	-	-	-
10039	Horticulture	-	-	0.09	-	0.09	-	-	0.09	-	0.09
10057	Music	-	-	-	1.78	1.78	-	-	-	1.16	1.16
10066	Science	-	-	2.04	-	2.04	-	-	2.04	-	2.04
	Total Arts and Sciences	-	-	2.69	3.41	6.10	-	-	2.69	2.75	5.44
<b>Institutional Effectiveness and Planning</b>											
10026	Office of Education Partnerships	0.17	-	3.00	-	3.17	0.17	-	3.20	0.06	3.43
10099	High School Plus	-	-	-	6.29	6.29	-	-	-	4.64	4.64
	Total Institutional Effectiveness and Planning	0.17	-	3.00	6.29	9.46	0.17	-	3.20	4.70	8.07

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Personnel FTEs**

		2020-21 Budget					2021-22 Budget				
		Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total	Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total
<b>Technology, Applied Science &amp; Public Servcs</b>											
10001	Health Sciences	-	-	2.00	0.36	2.36	-	-	2.00	-	2.00
10007	Automotive and Welding Department	-	-	0.08	0.24	0.32	-	-	0.08	0.07	0.15
10018	Community Education	-	-	0.25	0.95	1.20	-	-	0.25	0.63	0.88
10033	Education, Human Services and Criminal Justice	-	-	-	0.02	0.02	-	-	-	0.02	0.02
10055	Industrial Technology	-	-	-	2.38	2.38	-	-	-	1.74	1.74
10058	Harmony Student Services and Instruction	-	-	-	-	-	-	-	-	-	-
10080	Wilsonville Student Services and Instruction	-	-	0.54	13.06	13.60	-	-	0.17	1.32	1.49
10085	Wildland Fire	-	-	-	-	-	-	-	-	0.81	0.81
10200	Emergency Management	-	-	-	-	-	-	-	-	-	-
10445	Apprenticeship	-	-	-	-	-	-	-	0.37	4.29	4.66
20083	Technology, Applied Science & Public Services	-	-	-	-	-	-	-	-	-	-
20135	Automotive Technology - Technical Mechanical	-	-	-	-	-	-	-	-	-	-
Total Technology, Applied Science & Public Svc		-	-	2.87	17.01	19.88	-	-	2.87	8.88	11.75
<b>Total Fee Fund</b>		<b>0.17</b>	<b>-</b>	<b>8.81</b>	<b>29.94</b>	<b>38.92</b>	<b>0.17</b>	<b>-</b>	<b>9.01</b>	<b>18.94</b>	<b>28.12</b>
<b>CAPITAL PROJECTS (BOND)</b>		-	-	1.25	-	1.25	-	-	-	-	-
<b>STUDENT TECHNOLOGY FUND</b>		-	-	4.86	-	4.86	-	-	5.03	-	5.03
<b>INTRAMURALS AND ATHLETICS FUND</b>		-	-	-	0.13	0.13	-	-	-	0.30	0.30
<b>STUDENT LIFE AND LEADERSHIP FUND</b>		-	-	-	0.10	0.10	-	-	-	0.09	0.09
<b>BOOKSTORE FUND</b>		-	-	1.17	-	1.17	-	-	1.00	-	1.00
<b>CUSTOMIZED TRAINING FUND</b>		2.00	0.21	1.00	-	3.21	2.00	0.21	1.00	2.32	5.53
<b>ENVIRONMENTAL LEARNING FUND</b>		-	-	-	0.33	0.33	-	-	-	0.33	0.33
<b>INTERNAL SERVICE FUND</b>		-	-	1.20	-	1.20	-	-	1.20	-	1.20

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Personnel FTEs**

		2020-21 Budget					2021-22 Budget				
		Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total	Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total
<b>GRANTS AND CONTRACTS FUND</b>											
73	Grants and Contracts	3.00	2.00	6.32	-	11.32	3.00	2.00	10.99	-	15.99
74	WIOA	1.90	-	7.85	-	9.75	1.90	-	6.81	-	8.71
	<b>Total Grants and Contracts Fund</b>	<b>4.90</b>	<b>2.00</b>	<b>14.17</b>	<b>-</b>	<b>21.07</b>	<b>4.90</b>	<b>2.00</b>	<b>17.80</b>	<b>-</b>	<b>24.70</b>
	<b>Total budgeted</b>	<b>48.80</b>	<b>133.00</b>	<b>210.46</b>	<b>158.95</b>	<b>551.21</b>	<b>49.00</b>	<b>133.00</b>	<b>214.21</b>	<b>160.59</b>	<b>556.80</b>
	<b>Total full-time, all funds</b>	<b>392.26</b>					<b>396.21</b>				

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Personnel FTEs**

	2019-20 Adopted Budget	2020-21 Adopted Budget	2021-22 Budget					Total
			Admin- istrative	Full-time Faculty	Classified & Confidential	Part-time Faculty	Other Part-time	
<b>FTEs BY FUNCTION</b>								
Instruction	361.43	334.58	7.00	124.00	36.35	147.00	16.70	331.05
Instructional support	71.73	55.69	13.00	5.00	36.55	8.27	3.77	66.59
Student services other than student loans and financial aid	76.38	78.87	8.00	4.00	52.25	3.99	8.43	76.67
Student loans and financial aid	5.54	5.54					5.54	5.54
College support services other than facilities acquisition and construction	124.81	124.45	21.00		89.05	1.33	13.21	124.59
<b>Total</b>	<b>639.89</b>	<b>599.13</b>	<b>49.00</b>	<b>133.00</b>	<b>214.20</b>	<b>160.59</b>	<b>47.65</b>	<b>604.44</b>

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**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Salaries of Employees**

This schedule provides salary information for officers and employees required by ORS 294.352(5).  
For administrative and classified, amounts are for the fiscal year. For full-time faculty, amounts are for the academic year.

	<u>Salary Range</u>	<u>Number of People</u>	<u>Amount of Combined Salaries</u>
<b>ADMINISTRATIVE</b>			
College President	\$237,918	1	\$ 237,918
Vice Presidents and Associate Vice President	194,726 - 194,681	2	389,407
Deans and Associate Deans	92,297 - 168,878	13	1,852,909
Managers and Directors	65,722 - 135,414	33	3,449,684
Total administrative		<u>49</u>	<u>5,929,918</u>
<b>FULL-TIME FACULTY</b>			
Step 0	\$97,877 - \$104,728	52	5,144,288
Step 1	93,308 - 100,159	21	1,954,460
Step 2	81,591 - 88,442	52	4,256,046
Step 3	68,523 - 75,374	8	552,984
Step 4	61,998 - 68,849	-	-
Total full-time faculty		<u>133</u>	<u>11,907,778</u>
<b>CLASSIFIED</b>			
Xt	\$78,377 - \$116,952	5	533,178
X	76,746 - 114,517	4	413,995
IXt	69,980 - 104,421	4	362,410
IX	67,321 - 100,453	3	256,419
VIII <sup>t</sup>	62,478 - 93,228	4	300,005
VIII	59,053 - 88,117	22	1,558,199
VII <sup>t</sup>	54,547 - 81,392	1	57,756
VII	51,801 - 77,295	70	4,502,093
VI <sup>t</sup>	49,897 - 74,454	6	380,802
VI	45,439 - 67,803	31	1,763,764

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Salaries of Employees**

	<u>Salary Range</u>	<u>Number of People</u>	<u>Amount of Combined Salaries</u>
<b>CLASSIFIED (continued)</b>			
Vt	44,810 - 66,863	-	-
V	39,859 - 59,477	42	2,050,904
IV	34,964 - 52,172	16	683,359
III	30,671 - 45,765		
Overtime			55,056
Total classified		<u>208</u>	<u>12,917,940</u>
<b>CONFIDENTIAL</b>			
C9	\$70,968 - \$107,659	2	168,016
C8	62,376 - 94,625	5	418,716
C7	54,840 - 83,192	2	101,356
C6	48,229 - 73,164	1	70,238
C5	42,430 - 64,366	-	-
Total confidential		<u>10</u>	<u>758,326</u>
<b>PART-TIME FACULTY</b>			6,917,841
Group 1, lecture courses, per contact hour			
Group 2, lecture/lab courses, per contact hour			
Group 3, lab courses, per contact hour			
Group 4, other assignments, per hour			
Group 5, student activities coaches/directors			
<b>OTHER</b>			
Part-time administrative			108,760
Part-time classified and students			1,506,354
Total by type			<u>40,046,917</u>
Other salaries, not specified by type			3,044,201
Total budget for wages and salaries			<u>\$43,091,118</u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budgetary Organization Charts -- Executive**

The budgetary organization charts, which begin on this page, show positions charged to the various departments. They do not display and are not intended to represent supervisory structure. In the "Total FTE" section, confidential employees are included in the classified line. Part-time faculty, part-time classified, and student workers are not listed in this section.

<b>EXECUTIVE</b>	
<b>President</b>	
FTE	1.00

<b>Special Assistant to the President</b>	
FTE	1.00

<b>Diversity, Equity &amp; Inclusion Office</b>	
FTE	1.00

<b>FOUNDATION</b>	
<b>Executive Director</b>	
FTE	1.00

<b>COLLEGE RELATIONS AND MARKETING</b>	
<b>Executive Director</b>	
FTE	1.00

<b>Administrative Assistant II</b>	
FTE	1.00

<b>Major Gifts / Assistant Director</b>	
FTE	1.00

<b>Creative Manager/Lead Designer</b>	
FTE	1.00

<b>Marketing &amp; Communications</b>	
FTE	1.00

<b>Foundation Events Coordinator</b>	
FTE	0.50

<b>Annual / Alumni Giving Officer</b>	
FTE	1.00

<b>Publication/Graphic Design</b>	
FTE	0.75

<b>Web Design/New Media Marketing Specialist</b>	
FTE	2.00

<b>Admin Coordinator</b>	
FTE	1.00

<b>College &amp; Community Relations Coordinator</b>	
FTE	1.00

<b>Total FTE</b>	
Administrative	5.0
Faculty	-
Classified & confidential	10.25
	<u>15.25</u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET**

**Budgetary Organization Charts -- Vice President of Instruction and Student Services**

<b>INSTRUCTION AND STUDENT SERVICES</b>	
<b>Vice President/ Provost</b>	
FTE	1.00

<b>Executive Assistant to the Vice President</b>	
FTE	1.00

<b>Total FTE</b>	
Administrative	1.00
Faculty	-
Classified & confidential	1.00
	<u>2.00</u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET**

**Budgetary Organization Charts -- Academic Foundations and Connections (Page 1 of 2)**

<b>ACADEMIC FOUNDATIONS AND CONNECTIONS</b>		Administrative Coordinator	1.00
<b>Dean</b>		ABS Outreach Coordinator	1.00
FTE	1.00	Administrative Assistant II	5.00
<b>Associate Dean</b>		Business Systems Analyst	1.00
FTE	1.00	Applied Information Systems Analyst	1.00
		Transportation Systems Analyst	0.35

<b>COUNSELING</b>	
<b>Full-Time Faculty</b>	
FTE	4.00

<b>ENGLISH FOR SPEAKERS OF OTHER LANGUAGES</b>	
<b>Research Specialist</b>	
FTE	.50

<b>ENROLLMENT &amp; GRADUATION SERVICES</b>	
<b>Registrar / Enrollment Services Operations Manager</b>	
FTE	1.00

<b>HEALTH/ PHYSICAL EDUCATION/ATHLETICS</b>	
<b>Director</b>	
FTE	1.00

<b>ENGLISH</b>	
<b>Full-Time Faculty</b>	
FTE	11.00

<b>Resource Specialist I</b>	
FTE	1.00

<b>Enrollment Services Coordinator</b>	
FTE	1.00

<b>Student Support / Retention Advisor</b>	
FTE	1.00

<b>Administrative Assistant</b>	
FTE	1.00

<b>Title III</b>	
<b>Director</b>	
FTE	1.00

<b>Full-Time Faculty</b>	
FTE	4.00

<b>Enrollment Services Specialist</b>	
FTE	3.50

<b>Assessment Services Program Specialist</b>	
FTE	1.00

<b>Athletic Trainer</b>	
FTE	1.00

<b>PASS Coordinator</b>	
FTE	3.00

<b>GED Wraparound Coordinator</b>	
FTE	.50

<b>Admissions Counselor</b>	
FTE	2.00

<b>Graduation Services Evaluator</b>	
FTE	2.00

<b>Full-Time Faculty</b>	
FTE	4.00

<b>Advising Specialist</b>	
FTE	1.00

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET**

**Budgetary Organization Charts -- Academic Foundations and Connections (Page 2 of 2)**

<b>LEARNING CENTER</b>	
<b>Lab Coordinator</b>	
FTE	1.00

<b>OFFICE OF FINANCIAL AID &amp; SCHOLARSHIPS</b>	
<b>Financial Aid Director</b>	
FTE	1.00

<b>SKILLS DEVELOPMENT</b>	
<b>Resource Specialist II</b>	
FTE	1.00

<b>STUDENT &amp; ACADEMIC SUPPORT SERVICES</b>	
<b>Director</b>	
FTE	1.00

<b>MATHEMATICS</b>	
<b>Full-Time Faculty</b>	
FTE	11.00

<b>Financial Aid Specialist</b>	
FTE	6.00

<b>Full-Time Faculty</b>	
FTE	4.00

<b>Academic and Career Coach</b>	
FTE	8.75

<b>Disabilities Resource Coordinator</b>	
FTE	1.00

<b>Total FTE</b>	
Administrative	9.00
Faculty	38.00
Class & Conf	56.25
	<u>103.25</u>

<b>Financial Aid Advisor / Scholarship Coordinator</b>	
FTE	1.00

<b>STUDENT LIFE AND LEADERSHP</b>	
<b>Director of Student Life</b>	
FTE	1.00

<b>Veterans Education Benefits Specialist</b>	
FTE	1.00

<b>Assistive Technology Specialist</b>	
FTE	1.00

<b>Financial Aid Analyst / Systems Support Specialist</b>	
FTE	1.00

<b>Student Life &amp; Leadership Coordinator</b>	
FTE	1.00

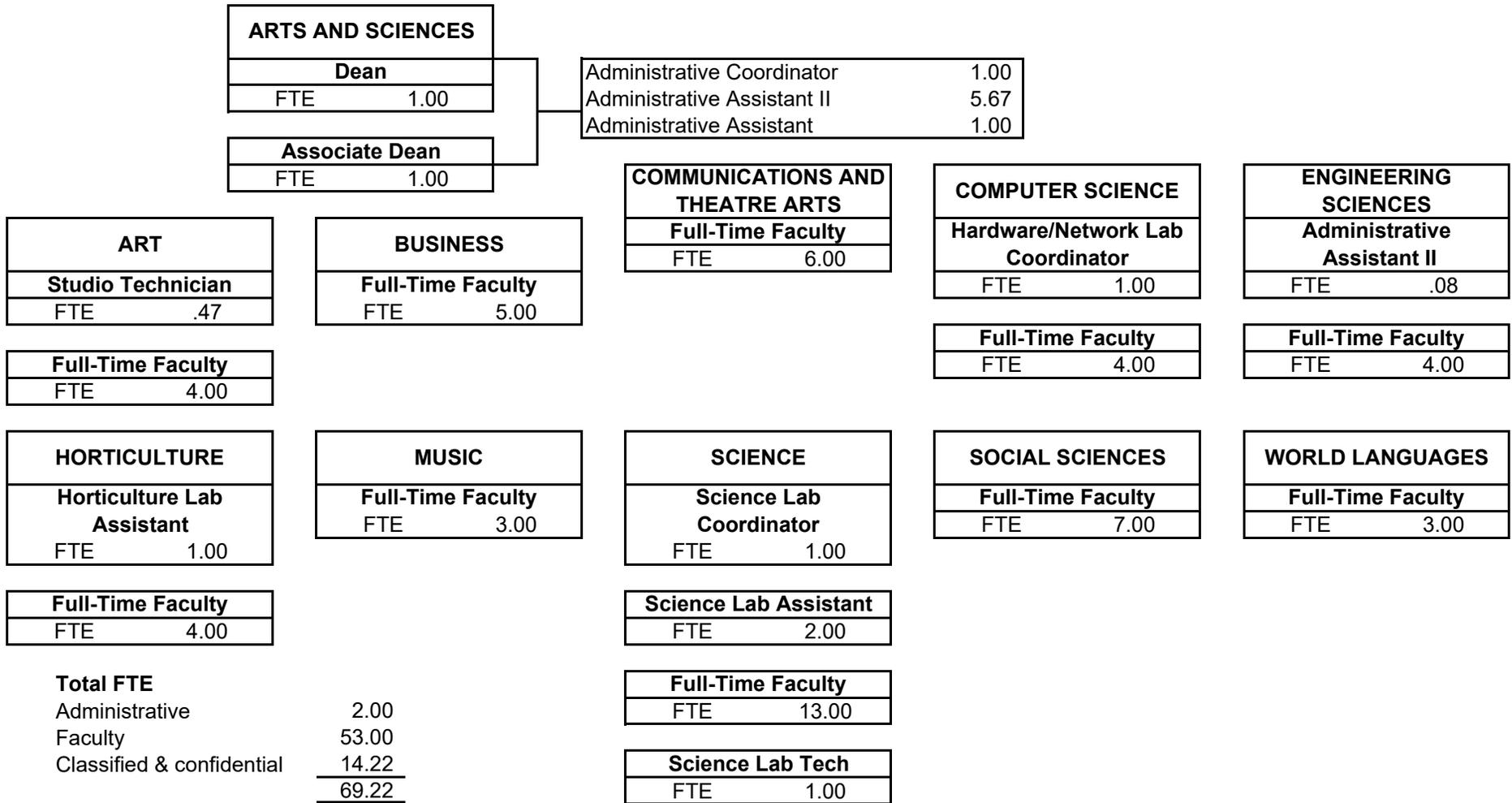
<b>Student Success and Completion Coordinator</b>	
FTE	1.00

<b>Veterans Affairs Coordinator</b>	
FTE	1.00

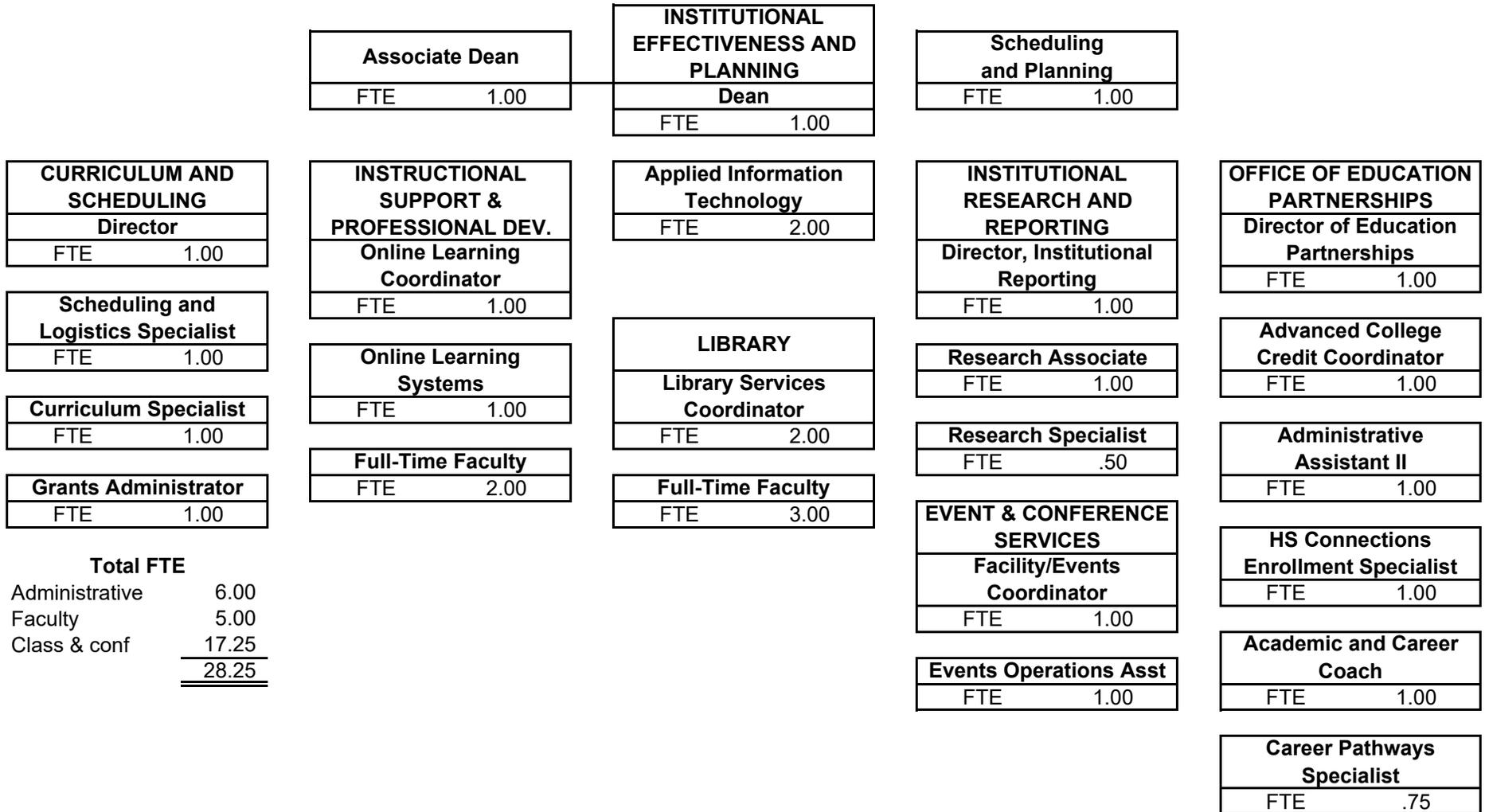
<b>Director of Adult Education</b>	
FTE	1.00

<b>STUDENT SERVICES ENHANCEMENTS</b>		
<b>Enrollment Services Specialist</b>	<b>Transportation Systems Analyst</b>	<b>Testing and Information Specialist</b>
FTE	FTE	FTE
.50	.65	1.00

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budgetary Organization Charts -- Arts and Sciences**



**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budgetary Organization Charts -- Institutional Effectiveness and Planning**



**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET**

**Budgetary Organization Charts -- Technology, Applied Science and Public Services (Page 1 of 2)**

<b>TECHNOLOGY, HEALTH OCCUPATIONS, AND WORKFORCE</b>	<b>Associate Dean</b>	Administrative Coordinator	1.00
	FTE 1.00	Administrative Assistant II	1.75
<b>Dean</b>			
FTE 1.00			

<b>AUTOMOTIVE &amp; WELDING</b>
FTE .08

<b>Lab Techs</b>
FTE 3.00

<b>Full-Time Faculty</b>
FTE 11.00

<b>HARMONY STUDENT SERVICES AND INSTRUCTION</b>
<b>Director</b>
FTE 1.00

<b>Student Services Coordinator</b>
FTE 1.00

<b>Advising Specialist</b>
FTE 1.00

<b>APPRENTICESHIPS, OREGON CITY</b>
<b>Apprenticeship Coordinator</b>
FTE 1.00

<b>COMMUNITY EDUCATION</b>
<b>Community Education Coordinator</b>
FTE 1.00

<b>INDUSTRIAL TECHNOLOGY</b>
<b>Lab Technician</b>
FTE 1.00

<b>Advising Specialist</b>
FTE 1.00

<b>Full-Time Faculty</b>
FTE 6.00

<b>EDUCATION, HUMAN SERVICES AND CRIMINAL JUSTICE</b>
<b>Administrative Assistant II</b>
FTE 1.00

<b>Full-Time Faculty</b>
FTE 5.00

<b>TECH HIRE GRANT</b>
<b>Director CTDS</b>
FTE 1.00

<b>Workforce Advisors</b>
FTE 2.00

<b>HEALTH SCIENCES</b>
<b>Director</b>
FTE 11.00

<b>Health Sciences Educ Systems Coordinator</b>
FTE 1.00

<b>Full-Time Faculty</b>
FTE 11.00

<b>WILDLAND FIRE</b>
<b>Full-Time Faculty</b>
FTE 1.00

<b>Administrative Assistant</b>
FTE 1.00

<b>Simulation Technician</b>
FTE 1.00

<b>WILSONVILLE STUDENT SERVICES AND INSTRUCTION</b>
<b>Director, Utility Training Alliance and Resource Management</b>
FTE 1.00

<b>Administrative Assistant II</b>
FTE 1.00

<b>Student Services Coordinator</b>
FTE 1.00

<b>Student Services / Facility Coordinator</b>
FTE 1.00

<b>Advising Specialist</b>
FTE 1.00

<b>Total FTE</b>	
Administrative	12.00
Faculty	37.00
Classified & Confidential	34.63
	<u>83.63</u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET**

**Budgetary Organization Charts -- Technology, Applied Science and Public Services (Page 2 of 2)**

<b>CUSTOMIZED TRAINING AND DEVELOPMENT SERVICES</b>	
<b>Executive Director</b>	
FTE	1.00

<b>Business &amp; Industry Training Manager</b>	
FTE	1.00

<b>Center for Business &amp; Industry Program Spec</b>	
FTE	1.00

<b>Training Services Coordinator</b>	
FTE	2.00

<b>Outreach Coordinator</b>	
FTE	1.00

<b>Full-Time Faculty</b>	
FTE	2.00

<b>SMALL BUSINESS DEVELOPMENT CENTER</b>	
<b>SBDC Director</b>	
FTE	1.00

<b>Program Specialist</b>	
FTE	1.80

<b>Full-Time Faculty</b>	
FTE	1.00

<b>WORKFORCE DEVELOPMENT/WIOA</b>	
<b>Director</b>	
FTE	1.00

<b>Operations Manager</b>	
FTE	1.00

<b>Rapid Response Coordinator</b>	
FTE	1.00

<b>Admin Assistant II</b>	
FTE	1.0

<b>Workforce Advisors</b>	
FTE	6.00

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budgetary Organization Charts -- College Services**

<b>COLLEGE SERVICES</b>	
<b>Vice President/ Chief Financial Officer</b>	
FTE	1.00

<b>Executive Assistant to the Vice President</b>	
FTE	1.00

<b>COLLEGE SAFETY</b>	
<b>Director</b>	
FTE	1.00

<b>Assistant to College Safety</b>	
FTE	0.50

<b>College Safety Manager</b>	
FTE	1.00

<b>College Safety Officer</b>	
FTE	7.00

<b>Total FTE</b>	
Administrative	3.00
Faculty	-
Classified & confidential	8.50
	<u>11.50</u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budgetary Organization Charts -- Business Services**

<b>BUSINESS OFFICE</b>	
<b>Dean of Business Services</b>	
FTE	1.00

<b>Business Services Coordinator</b>	
FTE	0.50

<b>Bookstore</b>	
FTE	1.00

<b>ACCOUNTS RECEIVABLE</b>	
<b>Bursar/Student Accounts Manager</b>	
FTE	1.00

<b>Financial Aid / Purchasing Accountant</b>	
FTE	1.00

<b>Accounts Payable Specialist</b>	
FTE	2.00

<b>Student Accounts Receivable Specialist</b>	
FTE	3.00

<b>Foundation / Cash Accountant</b>	
FTE	1.00

<b>Business &amp; Financial Analyst</b>	
FTE	1.00

<b>Grant Accountant</b>	
FTE	1.00

<b>Contracts Administrator</b>	
FTE	1.00

<b>Total FTE</b>	
Administrative	2.00
Faculty	-
Classified & confidential	11.50
	<u>13.50</u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budgetary Organization Charts -- Campus Services**

<b>Project Coordinator</b>	
FTE	1.00

<b>CAMPUS SERVICES</b>	
<b>Dean</b>	
FTE	1.00

<b>Administrative Coordinator</b>	
FTE	1.00

<b>CAMPUS SERVICES</b>	
<b>Director</b>	
FTE	1.00

<b>CUSTODIAL SERVICES</b>	
<b>Custodial Manager</b>	
FTE	1.00

<b>DUPLICATION</b>	
<b>Duplication Coordinator</b>	
FTE	1.00

<b>Maintenance Engineer</b>	
FTE	2.00

<b>Maintenance Specialist</b>	
FTE	7.00

<b>Custodial Supervisor</b>	
FTE	1.00

<b>ENVIRONMENTAL HEALTH AND SAFETY</b>	
<b>EH&amp;S Coordinator</b>	
FTE	1.00

<b>Energy Coordinator</b>	
FTE	1.00

<b>Custodial</b>	
FTE	17.00

<b>Groundskeeper</b>	
FTE	3.00

<b>SHIPPING AND RECEIVING</b>	
<b>Mailroom Coordinator</b>	
FTE	1.00

<b>Total FTE</b>	
Administrative	4.00
Faculty	-
Classified & confidential	35.00
	<u>39.00</u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budgetary Organization Charts -- Human Resources**

<b>HUMAN RESOURCES</b>	
<b>Chief HR Officer</b>	
FTE	1.00

<b>Director, HR Operations</b>	
FTE	1.00

<b>Learning &amp; Org Devel Coordinator</b>	
FTE	1.00

<b>Payroll Accountant</b>	
FTE	1.60

<b>HR Business Partner</b>	
FTE	3.00

<b>Total FTE</b>	
Administrative	2.00
Faculty	-
Classified & confidential	5.60
	<u>7.60</u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Budgetary Organization Charts -- Information Technology**

<b>Enterprise Project Management Specialist</b>
FTE      1.00

<b>INFORMATION TECHNOLOGY</b>
<b>Dean</b>
FTE      1.00

<b>Project and Procurement Specialist</b>
FTE      1.00

<b>Service Desk Manager</b>
FTE      1.00

<b>Service and Systems Administrator</b>
FTE      1.00

<b>Director, IT Operations</b>
FTE      1.00

<b>Network/Microcomputer Technician</b>
FTE      2.00

<b>Senior Web Developer</b>
FTE      1.00

<b>Systems Engineer</b>
FTE      2.00

<b>Network Analyst &amp; Services Technician</b>
FTE      4.00

<b>SQL Developer</b>
FTE      1.00

<b>Senior Network Engineer</b>
FTE      1.00

<b>Help Desk Team Lead</b>
FTE      1.00

<b>.Net Developer</b>
FTE      1.00

<b>Network and Storage Administrator</b>
FTE      1.00

<b>Enterprise Application Analyst</b>
FTE      1.00

<b>Senior Software Applications Specialist</b>
FTE      2.00

<b>Total FTE</b>	
Administrative	3.00
Faculty	-
Classified & confidential	20.00
	<u>23.00</u>

**FUNDS**

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**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Fund Descriptions**

This section describes each of the funds used by the College. The shaded bars on the left side show how the funds are grouped for appropriations on pages 18 and 19.

<u>Fund</u>	<u>Description</u>	<u>Revenue</u>	<u>Division - Department that Manages</u>
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The **General Fund** accounts for ongoing College operations. It records all activity not segregated in other specific-purpose funds.

<b>General Fund</b>	11 General Fund	The main operating fund for the College.	State community college support, property taxes, tuition and fees.	All departments have responsibility for a portion of General Fund expenditures. For the budget by department, see "General and Fee Fund Expenditures by Department" in the Funds section. Revenue is nondepartmental and is managed by College Services - Business Office.
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**Special Revenue** funds account for revenue that is legally restricted to specific purposes by outside parties, or designated for specific purposes by the Board of Education.

<b>Unrestricted</b>	12 Fee Fund	Accounts for course fees which cover costs beyond those of the normal classroom.	Course fees and facility use fees.	Instructional departments, and a few others, have fee funds.
	15 Innovation Fund	Pays for approved projects and purchases which advance strategic priorities.	Transfers from General Fund.	The department submitting the request manages the approved project.

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Fund Descriptions**

<u>Fund</u>	<u>Description</u>	<u>Revenue</u>	<u>Division - Department that Manages</u>	
<b>Special Revenue funds (continued)</b>				
33	Student Technology Fund	Purchases, replaces and upgrades student technology, software, and related infrastructure. It also covers a portion of IT staff attributable to instructional activities.	Student technology fee.	College Services - Information Technology
61	Intramurals and Athletics Fund	Intercollegiate athletic teams, intramural activities, and sports clubs. General student fee revenue is designated for teams; funds raised by student clubs are restricted for their use.	The general student fee is split between these three funds. Intramural and Athletics and Student Life and Leadership also earn revenue from student club activities and events.	Academic Foundations and Connections - Athletic Director and Teams
62	Student Life and Leadership Fund	Promotes student activities which stimulate social, physical, moral and intellectual life on campus. General student fee revenue is designated for ASG and related student life activities; funds raised by student clubs are restricted for their use.		Academic Foundations and Connections - ASG Activities
66	Computer Lab Fund	Pays for tutors in the Streeter computer labs.		Arts and Sciences - Computer Science

**Student Technology & General Student Fees**

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Fund Descriptions**

<u>Fund</u>	<u>Description</u>	<u>Revenue</u>	<u>Division - Department that Manages</u>	
<b>Special Revenue funds (continued)</b>				
<b>Externally Restricted</b>	71 Student Financial Aid Fund	Financial aid to students from grants, scholarships and work study.	Financial aid from federal, state, foundation, and other local sources.	Academic Foundations and Connections - Office of Financial Aid & Scholarships
	73 Grants and Contracts Fund 74	Includes two internal funds described below.  <i>Grants and Contracts 73:</i> Grants and contracts other than WIOA. There are typically 100 to 200 different funding sources tracked here. <i>WIOA 74:</i> The Workforce Innovation and Opportunity Act provides US Department of Labor grants to support and retrain adult and dislocated workers. The college receives funds through the Clackamas Workforce Partnership.	Operating grants and contracts.	College Services - Business Office
<b>Reserve Funds</b>	67 Retirement Fund	Early retirement stipends and post employment health insurance. Benefits are available to employees hired prior to July 1, 2011 who meet requirements when they end employment.	Transfers from General Fund	College Services - Business Office
	75 Insurance Reserve Fund	Reserves for the cost of damages not recoverable through insurance.		
	76 PERS Reserve Fund	Reserves available to mitigate future increases in PERS rates.		
	79 Technology Infrastructure and Software Implementation	Reserves for replacement of IT infrastructure and college-wide software.		

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Fund Descriptions**

Fund	Description	Revenue	Division - Department that Manages
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The **Debt Service** fund accounts for payment of principal and interest on long-term debt.

<b>Debt Service</b>	21 Debt Service Fund	Principal and interest payments on long-term debt.	Property taxes, self-assessed PERS charges, and payment from Clackamas County.	College Services - Business Office
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**Capital Projects** funds account for the construction of buildings, land improvements, utility and other infrastructure; major repair and renovation; and the purchase of equipment, land or buildings.

<b>Restricted</b>	25 Capital Projects (Bond) Fund	Construct buildings, modernize classrooms and equipment, perform deferred maintenance and infrastructure projects.	Proceeds from general obligation bonds authorized by the voters in 2014	College Services - Campus Services
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<b>Unrestricted</b>	29 Staff Computer Replacement Fund	Purchase computers for college staff.	Transfers from General Fund.	College Services - Information Technology
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<b>Unrestricted</b>	30 Equipment Replacement Fund	Purchase instructional and other equipment.	Transfers from General Fund.	College Services - Business Office
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<b>Unrestricted</b>	32 Major Maintenance Fund	Major repairs, remodeling, and preventative maintenance of buildings and infrastructure.	Transfers from General Fund.	College Services - Campus Services
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**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Fund Descriptions**

<u>Fund</u>	<u>Description</u>	<u>Revenue</u>	<u>Division - Department that Manages</u>
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**Proprietary** funds account for operations that are similar to private businesses, where the intent is that costs be recovered primarily through charges to those who use the services.

<b>Enterprise Funds</b>	52	Bookstore Fund	Provides textbooks, software, school supplies, and other merchandise to the college community.	Sales of merchandise.	College Services - Bookstore
	54	Customized Training Fund	Contracted training provided to business, industry, and government organizations.	Charges for work performed.	Connections with Business and Industry - Customized Training
	55	Environmental Learning Center	Professional development trainings (CEU), K-12 programs and community education workshops focused on environmental topics.	Charges for work performed.	Arts and Sciences - Environmental Learning Center
<b>Internal Service</b>	41	Internal Service Fund	Accounts for services provided to departments within the college on a cost-reimbursement basis.	Charges for centralized duplication, copiers, and motor pool.	College Services - Business Office and Campus Services

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
General Fund**

2019-18 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			<b>RESOURCES</b>			
\$ 10,449,503	\$ 9,020,700	\$ 6,462,000	Beginning fund balance	\$ 10,860,000	\$ 10,860,000	\$ 10,860,000
			State revenue			
16,086,121	19,212,671	18,744,286	State community college support	19,154,127	19,154,127	20,432,785
			Local revenue			
19,955,604	20,412,061	21,270,240	Property taxes	22,328,832	22,328,832	22,328,832
13,780,390	13,371,421	14,521,263	Tuition	14,039,746	14,039,746	13,920,716
1,342,346	1,116,765	1,252,357	Fees	1,032,896	1,032,896	1,032,896
100	-	-	Sales of goods and services	-	-	-
289,134	474,215	478,241	Local grants and contracts	482,297	482,297	482,297
-	-	-	Local student financial aid	-	-	-
1,444,306	1,427,390	1,341,318	Other local revenue	659,041	659,041	659,041
			Federal revenue			
-	862,463	-	Other federal revenue	-	-	-
<u>52,898,001</u>	<u>56,876,986</u>	<u>57,607,705</u>	Total revenue	<u>57,696,939</u>	<u>57,696,939</u>	<u>58,856,567</u>
			Other sources			
200,000	150,000	4,850,000	Transfers in	100,000	100,000	100,000
12,286	13,096	10,000	Sale of fixed assets	10,000	10,000	10,000
<u>212,286</u>	<u>163,096</u>	<u>4,860,000</u>	Total other sources	<u>110,000</u>	<u>110,000</u>	<u>110,000</u>
<u><b>\$ 63,559,790</b></u>	<u><b>\$ 66,060,782</b></u>	<u><b>\$ 68,929,705</b></u>	<b>Total resources</b>	<u><b>\$ 68,666,939</b></u>	<u><b>\$ 68,666,939</b></u>	<u><b>\$ 69,826,567</b></u>
			<b>REQUIREMENTS</b>			
			Expenditures			
			Personnel services			
30,756,033	32,413,203	\$ 34,024,227	Wages and salaries	\$ 35,412,549	\$ 35,412,549	\$ 35,407,014
13,440,035	15,132,454	15,967,038	Payroll taxes and benefits	17,291,514	17,291,514	17,299,340
-	750,000	-	Retiree stipend	-	-	-
<u>44,196,068</u>	<u>48,295,657</u>	<u>49,991,265</u>	Total personnel services	<u>52,704,063</u>	<u>52,704,063</u>	<u>52,706,354</u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
General Fund**

2019-18 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			Materials and services			
834,092	660,130	847,280	Supplies	815,300	815,300	815,300
207,232	133,268	244,971	Travel	239,319	239,319	239,319
385,854	198,157	428,793	Training and staff development	399,127	399,127	399,127
173,377	307,215	339,437	Publicity and public relations	323,881	323,881	323,881
451,733	211,163	292,372	Printing and publications	285,138	285,138	285,138
1,714,184	1,651,836	1,755,383	Repair and maintenance	1,766,310	1,766,310	1,766,310
1,824,563	1,421,128	1,928,166	Utilities	1,917,224	1,917,224	1,917,224
506,016	477,681	514,927	Fees and dues	512,666	512,666	512,666
353,767	386,223	442,300	Insurance	525,000	525,000	525,000
1,312,089	1,349,586	1,539,842	Professional services	1,494,227	1,494,227	1,494,227
8,496	75,643	17,718	Student financial aid	16,618	16,618	16,618
9	-	-	WIA payments for student expenses	-	-	-
570,243	433,687	439,319	Other materials and services	437,119	437,119	437,119
<u>8,341,655</u>	<u>7,305,717</u>	<u>8,790,508</u>	Total materials and services	<u>8,731,929</u>	<u>8,731,929</u>	<u>8,731,929</u>
			Capital outlay			
20,867	5,200	120,000	Vehicles and equipment	40,000	40,000	40,000
61,261	55,811	-	Library collection	77,500	77,500	77,500
<u>82,128</u>	<u>61,011</u>	<u>120,000</u>	Total capital outlay	<u>117,500</u>	<u>117,500</u>	<u>117,500</u>
<u>52,619,851</u>	<u>55,662,385</u>	<u>58,901,773</u>	Total expenditures	<u>61,553,492</u>	<u>61,553,492</u>	<u>61,555,783</u>
			Other uses			
1,919,240	1,835,600	1,915,600	Transfers out	1,815,600	1,815,600	1,815,600
-	-	8,112,332	Contingency	5,297,847	5,297,847	6,455,184
9,020,699	8,562,797	-	Ending fund balance	-	-	-
<u>10,939,939</u>	<u>10,398,397</u>	<u>10,027,932</u>	Total other uses	<u>7,113,447</u>	<u>7,113,447</u>	<u>8,270,784</u>
<u><b>\$ 63,559,790</b></u>	<u><b>\$ 66,060,782</b></u>	<u><b>\$ 68,929,705</b></u>	<b>Total requirements</b>	<u><b>\$ 68,666,939</b></u>	<u><b>\$ 68,666,939</b></u>	<u><b>\$ 69,826,567</b></u>

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**General and Fee Fund Expenditures by Department**

		General Fund				Fee Fund			
		Personnel Services	Materials & Services	Capital Outlay	Total Expenditures	Personnel Services	Materials & Services	Capital Outlay	Total Expenditures
<b>EXECUTIVE</b>									
50126	Board of Education	\$ -	\$ 77,160	\$ -	\$ 77,160	\$ -	\$ -	\$ -	\$ -
50132	President	466,906	173,961	-	640,867	-	-	-	-
50112	College Relations and Marketing	852,102	351,398	-	1,203,500	-	-	-	-
50129	Office of Diversity, Equity & Inclusion	185,134	30,000	-	215,134	-	-	-	-
50500	Foundation	515,541	26,898	-	542,439	-	-	-	-
	<b>Total Executive</b>	<b>2,019,683</b>	<b>659,417</b>	<b>-</b>	<b>2,679,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>INSTRUCTION &amp; STUDENT SERVICES</b>									
<b>Instruction &amp; Student Services Admin</b>									
10097	Instructional Control	57,703	34,938	-	92,641	-	-	-	-
50118	Instruction and Student Services	459,619	95,808	-	555,427	-	-	-	-
	<b>Total Instruction &amp; Student Svcs Admin</b>	<b>517,322</b>	<b>130,746</b>	<b>-</b>	<b>648,068</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Academic Foundations &amp; Connections</b>									
10002	Skills Development	702,330	36,493	-	738,823	24,719	-	-	24,719
10029	English	2,161,764	22,026	-	2,183,790	58,294	1,700	-	59,994
10031	English for Speakers of Other Languages	940,562	20,429	-	960,991	58,572	800	-	59,372
10038	Health/Physical Education/Athletics	1,503,848	39,883	-	1,543,731	16,108	30,000	-	46,108
10056	Mathematics	2,278,392	18,663	-	2,297,055	43,087	18,500	-	61,587
20700	Learning Center	107,309	21,105	-	128,414	-	-	-	-
30095	Counseling	676,092	13,863	-	689,955	30,873	-	-	30,873
30098	Student & Academic Support Services	1,739,207	147,590	-	1,886,797	13,423	4,750	-	18,173
30099	Enrollment and Graduation Services	1,305,003	58,478	-	1,363,481	34,565	5,000	-	39,565
30100	Student Life and Leadership	340,913	25,789	-	366,702	-	-	-	-
30104	Academic Foundations and Connections	1,534,132	39,086	-	1,573,218	-	-	-	-
30111	Office of Financial Aid and Scholarships	1,076,900	28,290	-	1,105,190	-	-	-	-
30200	Student Services Enhancements	265,260	297,738	-	562,998	-	-	-	-
	<b>Total Acad Foundations &amp; Connections</b>	<b>14,631,712</b>	<b>769,433</b>	<b>-</b>	<b>15,401,145</b>	<b>279,641</b>	<b>60,750</b>	<b>-</b>	<b>340,391</b>

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**General and Fee Fund Expenditures by Department**

		General Fund				Fee Fund			
		Personnel Services	Materials & Services	Capital Outlay	Total Expenditures	Personnel Services	Materials & Services	Capital Outlay	Total Expenditures
<b>Arts and Sciences</b>									
10004	Art	819,890	13,839	-	833,729	48,258	39,742	-	88,000
10013	Business	1,258,951	19,061	-	1,278,012	-	15,550	-	15,550
10016	Communications and Theatre Arts	1,067,341	61,203	-	1,128,544	-	25,846	-	25,846
10017	Computer Science	849,522	17,976	-	867,498	36,643	2,000	-	38,643
10028	Engineering Sciences	640,765	12,078	-	652,843	53,139	55,274	-	108,413
10035	World Languages	556,687	10,485	-	567,172	7,804	1,000	-	8,804
10039	Horticulture	701,675	12,577	-	714,252	21,452	41,566	5,000	68,018
10057	Music	649,140	31,460	-	680,600	75,169	1,000	-	76,169
10066	Science	2,797,467	10,480	-	2,807,947	167,354	52,645	-	219,999
10074	Social Sciences	1,440,781	31,637	-	1,472,418	-	1,000	-	1,000
20082	Arts and Sciences	1,134,836	4,686	-	1,139,522	-	-	-	-
	<b>Total Arts and Sciences</b>	<b>11,917,055</b>	<b>225,482</b>	<b>-</b>	<b>12,142,537</b>	<b>409,819</b>	<b>235,623</b>	<b>5,000</b>	<b>650,442</b>
<b>Institutional Effectiveness and Planning</b>									
10026	Office of Education Partnerships	254,464	6,984	-	261,448	329,300	42,500	-	371,800
10099	High School Plus	-	-	-	-	268,460	1,800	-	270,260
20084	Institutional Effectiveness & Planning	503,505	40,734	-	544,239	-	-	-	-
20088	Instr Support & Professional Developmt	567,204	57,024	-	624,228	-	-	-	-
20089	Library	655,397	158,629	77,500	891,526	-	-	-	-
20097	Applied Technology	301,529	-	-	301,529	-	-	-	-
20098	Grants Development	144,307	-	-	144,307	-	-	-	-
20099	Online Learning	248,383	62,500	-	310,883	-	-	-	-
20401	Curriculum and Scheduling	352,068	65,050	-	417,118	-	-	-	-
50128	Event and Conference Services	188,893	1,229	-	190,122	-	-	-	-
50136	Institutional Research and Reporting	342,966	43,684	-	386,650	-	-	-	-
	<b>Total IEP</b>	<b>3,558,716</b>	<b>435,834</b>	<b>77,500</b>	<b>4,072,050</b>	<b>597,760</b>	<b>44,300</b>	<b>-</b>	<b>642,060</b>

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**General and Fee Fund Expenditures by Department**

		General Fund				Fee Fund			
		Personnel Services	Materials & Services	Capital Outlay	Total Expenditures	Personnel Services	Materials & Services	Capital Outlay	Total Expenditures
<b>Technology, Applied Science and Public Services</b>									
10001	Health Sciences	1,858,523	25,987	-	1,884,510	166,853	82,500	-	249,353
10007	Automotive and Welding Department	1,721,936	143,899	-	1,865,835	17,310	15,200	-	32,510
10018	Community Education	124,317	88,525	-	212,842	80,293	5,700	-	85,993
10020	Customized Training & Development Svcs	493,874	42,688	-	536,562	-	-	-	-
10033	Educ, Human Svcs & Criminal Justice	965,184	19,428	-	984,612	1,343	3,500	-	4,843
10055	Industrial Technology	1,089,575	94,555	-	1,184,130	100,000	25,000	-	125,000
10058	Harmony Student Services & Instruction	1,120,308	13,619	-	1,133,927	4,027	1,500	-	5,527
10073	Small Business Development Center	310,908	10,710	-	321,618	-	-	-	-
10080	Wilsonville Student Svcs & Instruction	827,804	25,000	-	852,804	149,070	20,930	-	170,000
10085	Wildland Fire	137,519	25,000	-	162,519	48,323	40,200	-	88,523
10200	Emergency Management & GIS	105,369	1,787	-	107,156	-	-	-	-
10445	Apprenticeship	-	-	-	-	405,567	34,422	-	439,989
20077	Connections with Business and Industry	178,415	-	-	178,415	-	-	-	-
20083	Tech, Applied Science & Public Svcs	813,319	14,401	-	827,720	-	-	-	-
20096	Workforce Development/WIOA	35,505	13,336	-	48,841	-	-	-	-
20315	Auto Tech - Technical Mechanical	-	-	-	-	-	45,000	-	45,000
	<b>Total TAPS</b>	<u>9,782,556</u>	<u>518,935</u>	<u>-</u>	<u>10,301,491</u>	<u>972,786</u>	<u>273,952</u>	<u>-</u>	<u>1,246,738</u>
	<b>Total Instruction &amp; Student Services</b>	<u>40,407,361</u>	<u>2,080,430</u>	<u>77,500</u>	<u>42,565,291</u>	<u>2,260,006</u>	<u>614,625</u>	<u>5,000</u>	<u>2,879,631</u>
<b>COLLEGE SERVICES</b>									
<b>College Services Administration</b>									
50116	College Services	415,870	58,798	-	474,668	-	-	-	-
50125	General Administration	-	771,267	-	771,267	-	-	-	-
50134	College Safety	1,111,851	261,795	-	1,373,646	-	-	-	-
	<b>Total College Services Administration</b>	<u>1,527,721</u>	<u>1,091,860</u>	<u>-</u>	<u>2,619,581</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**General and Fee Fund Expenditures by Department**

		General Fund				Fee Fund			
		Personnel Services	Materials & Services	Capital Outlay	Total Expenditures	Personnel Services	Materials & Services	Capital Outlay	Total Expenditures
<b>Business Services</b>									
50000	Accounts Receivable	427,750	772,539	-	1,200,289	-	-	-	-
50110	Business Office	1,017,490	172,555	-	1,190,045	-	-	-	-
	<b>Total Business Services</b>	<b>1,445,240</b>	<b>945,094</b>	<b>-</b>	<b>2,390,334</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Campus Services</b>									
30125	Food Services	-	21,840	-	21,840	-	-	-	-
50143	Environmental Health and Safety	103,629	34,830	-	138,459	-	-	-	-
50145	Shipping and Receiving	65,497	106,841	-	172,338	-	-	-	-
51103	Custodial Services	1,550,062	133,794	20,000	1,703,856	-	-	-	-
60150	Campus Services	1,980,640	2,210,917	20,000	4,211,557	-	-	-	-
	<b>Total Campus Services</b>	<b>3,699,828</b>	<b>2,508,222</b>	<b>40,000</b>	<b>6,248,050</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Human Resources</b>									
20091	Staff Development, Instructional	-	75,000	-	75,000	-	-	-	-
50127	Human Resources	1,038,539	276,374	-	1,314,913	-	-	-	-
	<b>Total Human Resources</b>	<b>1,038,539</b>	<b>351,374</b>	<b>-</b>	<b>1,389,913</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Information Technology</b>									
50115	Information Technology	2,567,982	1,095,532	-	3,663,514	-	-	-	-
	<b>Total College Services</b>	<b>10,279,310</b>	<b>5,992,082</b>	<b>40,000</b>	<b>16,311,392</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total expenditures</b>	<b>\$ 52,706,354</b>	<b>\$ 8,731,929</b>	<b>\$ 117,500</b>	<b>\$ 61,555,783</b>	<b>\$ 2,260,006</b>	<b>\$ 614,625</b>	<b>\$ 5,000</b>	<b>\$ 2,879,631</b>

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Special Revenue Funds (Part 1 of 2)**

	<u>Unrestricted Operations</u>		<u>Student Technology and General Student Fees</u>			
	<u>Fee Fund</u>	<u>Innovation Fund</u>	<u>Student Technology Fund</u>	<u>Intramurals and Athletics Fund</u>	<u>Student Life and Leadership Fund</u>	<u>Computer Lab Fund</u>
<b>RESOURCES</b>						
Beginning fund balance	\$ 629,839	\$ 700,000	\$ 800,000	\$ 110,000	\$ 175,000	\$ 125,000
Local revenue						
Fees	2,312,167	-	700,000	285,000	55,000	50,000
Sales of goods and services	15,000	-	-	-	-	-
Local grants and contracts	300,000	-	-	-	-	-
Other local revenue	-	-	-	70,000	51,000	-
Total revenue	<u>2,627,167</u>	<u>-</u>	<u>700,000</u>	<u>355,000</u>	<u>106,000</u>	<u>50,000</u>
Other sources						
Transfers in	-	250,000	-	-	-	-
<b>Total resources</b>	<b><u>\$ 3,257,006</u></b>	<b><u>\$ 950,000</u></b>	<b><u>\$ 1,500,000</u></b>	<b><u>\$ 465,000</u></b>	<b><u>\$ 281,000</u></b>	<b><u>\$ 175,000</u></b>
<b>REQUIREMENTS</b>						
Expenditures						
Personnel services						
Wages and salaries	\$ 1,578,717	\$ 250,000	\$ 365,390	\$ 13,000	\$ 9,000	\$ 50,000
Payroll taxes and benefits	681,289	-	188,445	4,710	3,261	3,783
Total personnel services	<u>2,260,006</u>	<u>250,000</u>	<u>553,835</u>	<u>17,710</u>	<u>12,261</u>	<u>53,783</u>

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Special Revenue Funds (Part 1 of 2)**

	<i>Unrestricted Operations</i>		<i>Student Technology and General Student Fees</i>			
	Fee Fund	Innovation Fund	Student Technology Fund	Intramurals and Athletics Fund	Student Life and Leadership Fund	Computer Lab Fund
Materials and services						
Supplies	361,106	250,000	850,000	85,000	16,500	2,000
Travel	12,300	-	-	189,000	7,600	-
Training & staff development	5,200	-	-	-	3,000	-
Publicity & public relations	15,200	-	-	-	2,500	-
Printing and publications	21,295	-	30,000	1,000	11,000	-
Repair and maintenance	19,000	200,000	-	-	-	-
Utilities	-	-	-	-	-	-
Fees and dues	3,900	-	-	20,000	3,000	-
Insurance	-	-	-	45,000	-	-
Professional services	119,574	-	-	50,000	33,500	-
Cost of goods sold	45,000	-	-	-	-	-
Student financial aid	9,500	-	-	-	64,000	-
Other materials & services	2,550	250,000	-	-	30,500	-
<b>Total materials and services</b>	<b>614,625</b>	<b>700,000</b>	<b>880,000</b>	<b>390,000</b>	<b>171,600</b>	<b>2,000</b>
Capital outlay						
Vehicles and equipment	5,000	-	-	-	-	-
<b>Total expenditures</b>	<b>2,879,631</b>	<b>950,000</b>	<b>1,433,835</b>	<b>407,710</b>	<b>183,861</b>	<b>55,783</b>
Other uses						
Transfers out	-	-	-	-	-	-
Contingency	377,375	-	66,165	57,290	97,139	119,217
Ending fund balance	-	-	-	-	-	-
<b>Total other uses</b>	<b>377,375</b>	<b>-</b>	<b>66,165</b>	<b>57,290</b>	<b>97,139</b>	<b>119,217</b>
<b>Total requirements</b>	<b>\$ 3,257,006</b>	<b>\$ 950,000</b>	<b>\$ 1,500,000</b>	<b>\$ 465,000</b>	<b>\$ 281,000</b>	<b>\$ 175,000</b>

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Special Revenue Funds (Part 2 of 2)**

	<i>Externally Restricted</i>		<i>Reserve Funds</i>				2021-22 Budget
	Student Financial Aid Fund	Grants and Contracts Fund	Retirement Fund	Insurance Reserve Fund	PERS Reserve Fund	Technology Infrastructure and Software Implementation Fund	
<b>RESOURCES</b>							
Beginning fund balance	\$ 207,000	\$ 1,100,000	\$ 1,600,000	\$ 325,000	\$ 3,000,000	\$ 2,200,000	\$ 10,971,839
State revenue							
State grants and contracts	-	750,000	-	-	-	-	750,000
State student financial aid	1,400,000	-	-	-	-	-	1,400,000
Local revenue							
Fees	-	200,000	-	-	-	-	3,602,167
Sales of goods and services	-	-	-	-	-	-	15,000
Local grants and contracts	-	800,000	-	-	-	-	1,100,000
Local student financial aid	900,000	-	-	-	-	-	900,000
Other local revenue	-	1,250,000	-	-	-	-	1,371,000
Federal revenue							
Federal grants and contracts	-	13,500,000	-	-	-	-	13,500,000
Federal student financial aid	10,739,443	-	-	-	-	-	10,739,443
Other federal revenue	17,439	5,000	-	-	-	-	22,439
Total revenue	<u>13,056,882</u>	<u>16,505,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>33,400,049</u>
Other sources							
Transfers in	-	115,600	500,000	100,000	-	-	965,600
Total other sources	<u>-</u>	<u>115,600</u>	<u>500,000</u>	<u>100,000</u>	<u>-</u>	<u>-</u>	<u>965,600</u>
<b>Total resources</b>	<b><u>13,263,882</u></b>	<b><u>17,720,600</u></b>	<b><u>2,100,000</u></b>	<b><u>425,000</u></b>	<b><u>3,000,000</u></b>	<b><u>2,200,000</u></b>	<b><u>45,337,488</u></b>
<b>REQUIREMENTS</b>							
Expenditures							
Personnel services							
Wages and salaries	\$ 178,509	\$ 4,500,000	\$ -	\$ -	\$ -	\$ 140,000	\$ 7,084,616
Payroll taxes and benefits	714	2,000,000	671,200	-	-	45,752	3,599,154
Retiree stipend	-	-	221,400	-	-	-	221,400
Total personnel services	<u>179,223</u>	<u>6,500,000</u>	<u>892,600</u>	<u>-</u>	<u>-</u>	<u>185,752</u>	<u>10,905,170</u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET**

**Special Revenue Funds (Part 2 of 2)**

	<i>Externally Restricted</i>		<i>Reserve Funds</i>				2021-22 Budget
	Student Financial Aid Fund	Grants and Contracts Fund	Retirement Fund	Insurance Reserve Fund	PERS Reserve Fund	Technology Infrastructure and Software Implementation Fund	
Materials and services							
Supplies	-	500,000	-	400,000	-	-	2,464,606
Travel	-	100,000	-	-	-	-	308,900
Training & staff development	-	165,000	-	-	-	-	173,200
Publicity & public relations	-	15,000	-	-	-	-	32,700
Printing and publications	-	50,000	-	-	-	-	113,295
Repair and maintenance	-	50,000	-	-	-	300,000	569,000
Utilities	-	5,000	-	-	-	-	5,000
Fees and dues	-	15,000	-	-	-	-	41,900
Insurance	-	-	-	-	-	-	45,000
Professional services	-	500,000	-	-	-	500,000	1,203,074
Cost of goods sold	-	-	-	-	-	-	45,000
Student financial aid	12,852,834	6,500,000	-	-	-	-	19,426,334
WIA payments for students	-	900,000	-	-	-	-	900,000
Other materials & services	-	350,000	-	-	-	-	633,050
<b>Total materials and services</b>	<b>12,852,834</b>	<b>9,150,000</b>	<b>-</b>	<b>400,000</b>	<b>-</b>	<b>800,000</b>	<b>25,961,059</b>
Capital outlay							
Vehicles and equipment	-	200,000	-	-	-	-	205,000
Library collection	-	20,000	-	-	-	-	20,000
Buildings and infrastructure	-	-	-	-	-	1,000,000	1,000,000
<b>Total capital outlay</b>	<b>-</b>	<b>220,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>	<b>1,225,000</b>
<b>Total expenditures</b>	<b>13,032,057</b>	<b>15,870,000</b>	<b>892,600</b>	<b>400,000</b>	<b>-</b>	<b>1,985,752</b>	<b>38,091,229</b>
Other uses							
Transfers out	-	-	-	-	-	-	-
Contingency	231,825	1,850,600	1,207,400	25,000	3,000,000	-	7,032,011
Ending fund balance	-	-	-	-	-	214,248	214,248
<b>Total other uses</b>	<b>231,825</b>	<b>1,850,600</b>	<b>1,207,400</b>	<b>25,000</b>	<b>3,000,000</b>	<b>214,248</b>	<b>7,246,259</b>
<b>Total requirements</b>	<b>\$ 13,263,882</b>	<b>\$ 17,720,600</b>	<b>\$ 2,100,000</b>	<b>\$ 425,000</b>	<b>\$ 3,000,000</b>	<b>\$ 2,200,000</b>	<b>\$ 45,337,488</b>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Fee Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			<b>RESOURCES</b>			
\$ 2,279,751	\$ 2,585,587	\$ 2,288,100	Beginning fund balance	\$ 629,839	\$ 629,839	\$ 629,839
			Local revenue			
3,475,139	2,960,566	3,284,603	Fees	2,312,167	2,312,167	2,312,167
53,914	27,362	50,000	Sales of goods and services	15,000	15,000	15,000
537,441	519,480	450,000	Local grants and contracts	300,000	300,000	300,000
8,432	17,680	1,000	Other local revenue	-	-	-
<u>4,074,926</u>	<u>3,525,088</u>	<u>3,785,603</u>	Total revenue	<u>2,627,167</u>	<u>2,627,167</u>	<u>2,627,167</u>
			Other sources			
51,500	16,074	-	Transfers in	-	-	-
<u>\$ 6,406,177</u>	<u>\$ 6,126,749</u>	<u>\$ 6,073,703</u>	<b>Total resources</b>	<u>\$ 3,257,006</u>	<u>\$ 3,257,006</u>	<u>\$ 3,257,006</u>
			<b>REQUIREMENTS</b>			
			Expenditures			
			Personnel services			
2,160,221	2,062,888	\$ 2,076,245	Wages and salaries	\$ 1,569,764	\$ 1,569,764	\$ 1,578,717
589,183	631,615	801,140	Payroll taxes and benefits	674,946	674,946	681,289
<u>2,749,404</u>	<u>2,694,503</u>	<u>2,877,385</u>	Total personnel services	<u>2,244,710</u>	<u>2,244,710</u>	<u>2,260,006</u>
			Materials and services			
525,561	433,358	396,518	Supplies	361,106	361,106	361,106
76,752	25,443	11,900	Travel	12,300	12,300	12,300
11,240	2,812	17,150	Training and staff development	5,200	5,200	5,200
24,624	8,343	25,369	Publicity and public relations	15,200	15,200	15,200
56,997	34,243	49,823	Printing and publications	21,295	21,295	21,295
34,267	24,342	22,000	Repair and maintenance	19,000	19,000	19,000
3,926	3,981	6,500	Utilities	-	-	-
4,976	10,529	5,840	Fees and dues	3,900	3,900	3,900
150,124	109,463	131,476	Professional services	119,574	119,574	119,574
140,768	130,967	140,000	Cost of goods sold	45,000	45,000	45,000

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Fee Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
11,512	-	2,500	Student financial aid	9,500	9,500	9,500
19,740	13,443	50	Other materials and services	2,550	2,550	2,550
<u>1,060,487</u>	<u>796,924</u>	<u>809,126</u>	Total materials and services	<u>614,625</u>	<u>614,625</u>	<u>614,625</u>
			Capital outlay			
10,699	-	5,000	Vehicles and equipment	5,000	5,000	5,000
-	51,008	-	Buildings and infrastructure	-	-	-
<u>10,699</u>	<u>51,008</u>	<u>5,000</u>	Total capital outlay	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
<u>3,820,590</u>	<u>3,542,435</u>	<u>3,691,511</u>	Total expenditures	<u>2,864,335</u>	<u>2,864,335</u>	<u>2,879,631</u>
			Other uses			
-	-	1,700,000	Transfers out	-	-	-
-	-	682,192	Contingency	392,671	392,671	377,375
2,585,587	2,584,314	-	Ending fund balance	-	-	-
<u>2,585,587</u>	<u>2,584,314</u>	<u>2,382,192</u>	Total other uses	<u>392,671</u>	<u>392,671</u>	<u>377,375</u>
<u><b>\$ 6,406,177</b></u>	<u><b>\$ 6,126,749</b></u>	<u><b>\$ 6,073,703</b></u>	<b>Total requirements</b>	<u><b>\$ 3,257,006</b></u>	<u><b>\$ 3,257,006</b></u>	<u><b>\$ 3,257,006</b></u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Innovation Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			<b>RESOURCES</b>			
\$ 479,603	\$ 578,777	\$ 700,000	Beginning fund balance	\$ 700,000	\$ 700,000	\$ 700,000
			Other sources			
250,000	250,000	250,000	Transfers in	250,000	250,000	250,000
<b>\$ 729,603</b>	<b>\$ 828,777</b>	<b>\$ 950,000</b>	<b>Total resources</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>
			<b>REQUIREMENTS</b>			
			Expenditures			
			Personnel services			
\$ 10,341	\$ 16,298	\$ 250,000	Wages and salaries	\$ 250,000	\$ 250,000	\$ 250,000
3,366	2,327	-	Payroll taxes and benefits	-	-	-
<u>13,707</u>	<u>18,625</u>	<u>250,000</u>	Total personnel services	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>
			Materials and services			
1,330	4,203	250,000	Supplies	250,000	250,000	250,000
186	14,790	-	Travel	-	-	-
18,750	1,425	-	Publicity and public relations	-	-	-
23	(78)	-	Printing and publications	-	-	-
92,998	69,304	200,000	Repair and maintenance	200,000	200,000	200,000
23,819	7,000	-	Professional services	-	-	-
13	-	250,000	Other materials and services	250,000	250,000	250,000
<u>137,119</u>	<u>96,644</u>	<u>700,000</u>	Total materials and services	<u>700,000</u>	<u>700,000</u>	<u>700,000</u>
<u>150,826</u>	<u>115,269</u>	<u>950,000</u>	Total expenditures	<u>950,000</u>	<u>950,000</u>	<u>950,000</u>
			Other uses			
578,777	713,508	-	Ending fund balance	-	-	-
<u>578,777</u>	<u>713,508</u>	<u>-</u>	Total other uses	<u>-</u>	<u>-</u>	<u>-</u>
<b>\$ 729,603</b>	<b>\$ 828,777</b>	<b>\$ 950,000</b>	<b>Total requirements</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>	<b>\$ 950,000</b>

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**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Student Technology Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			<b>RESOURCES</b>			
\$ 899,668	\$ 996,882	\$ 640,000	Beginning fund balance	\$ 800,000	\$ 800,000	\$ 800,000
			Local revenue			
815,170	767,909	765,000	Fees	700,000	700,000	700,000
<b>\$ 1,714,838</b>	<b>\$ 1,764,791</b>	<b>\$ 1,405,000</b>	<b>Total resources</b>	<b>\$ 1,500,000</b>	<b>\$ 1,500,000</b>	<b>\$ 1,500,000</b>
			<b>REQUIREMENTS</b>			
			Expenditures			
			Personnel services			
\$ 280,457	\$ 289,096	\$ 329,087	Wages and salaries	\$ 365,390	\$ 365,390	\$ 365,390
141,195	139,294	171,235	Payroll taxes and benefits	188,445	188,445	188,445
421,652	428,390	500,322	Total personnel services	553,835	553,835	553,835
			Materials and services			
273,941	538,629	400,000	Supplies	850,000	850,000	850,000
22,364	12,503	30,000	Printing and publications	30,000	30,000	30,000
296,305	551,132	430,000	Total materials and services	880,000	880,000	880,000
717,957	979,522	930,322	Total expenditures	1,433,835	1,433,835	1,433,835
			Other uses			
-	-	224,678	Contingency	66,165	66,165	66,165
996,881	785,269	250,000	Ending fund balance	-	-	-
996,881	785,269	474,678	Total other uses	66,165	66,165	66,165
<b>\$ 1,714,838</b>	<b>\$ 1,764,791</b>	<b>\$ 1,405,000</b>	<b>Total requirements</b>	<b>\$ 1,500,000</b>	<b>\$ 1,500,000</b>	<b>\$ 1,500,000</b>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Intramurals and Athletics Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			<b>RESOURCES</b>			
\$ 53,207	\$ 49,441	\$ 45,000	Beginning fund balance	\$ 110,000	\$ 110,000	\$ 110,000
			Local revenue			
275,661	259,638	304,584	Fees	285,000	285,000	285,000
100,291	90,261	78,000	Other local revenue	70,000	70,000	70,000
<u>375,952</u>	<u>349,899</u>	<u>382,584</u>	Total revenue	<u>355,000</u>	<u>355,000</u>	<u>355,000</u>
			Other sources			
17,000	-	-	Transfers in	-	-	-
<u>17,000</u>	<u>-</u>	<u>-</u>	Total other sources	<u>-</u>	<u>-</u>	<u>-</u>
<u><b>\$ 446,159</b></u>	<u><b>\$ 399,340</b></u>	<u><b>\$ 427,584</b></u>	<b>Total resources</b>	<u><b>\$ 465,000</b></u>	<u><b>\$ 465,000</b></u>	<u><b>\$ 465,000</b></u>
			<b>REQUIREMENTS</b>			
			Expenditures			
			Personnel services			
-	-	\$ 5,330	Wages and salaries	\$ 13,000	\$ 13,000	\$ 13,000
<u>-</u>	<u>-</u>	<u>1,596</u>	Payroll taxes and benefits	<u>4,710</u>	<u>4,710</u>	<u>4,710</u>
<u>-</u>	<u>-</u>	<u>6,926</u>	Total personnel services	<u>17,710</u>	<u>17,710</u>	<u>17,710</u>
			Materials and services			
110,333	98,144	100,000	Supplies	85,000	85,000	85,000
193,979	127,734	176,500	Travel	189,000	189,000	189,000
197	228	1,000	Printing and publications	1,000	1,000	1,000
13,199	17,299	18,000	Fees and dues	20,000	20,000	20,000
38,089	38,730	45,000	Insurance	45,000	45,000	45,000
40,921	39,685	50,000	Professional services	50,000	50,000	50,000
<u>396,718</u>	<u>321,820</u>	<u>397,426</u>	Total expenditures	<u>407,710</u>	<u>407,710</u>	<u>407,710</u>
			Other uses			
-	-	30,158	Contingency	57,290	57,290	57,290
49,441	77,520	-	Ending fund balance	-	-	-
<u>49,441</u>	<u>77,520</u>	<u>30,158</u>	Total other uses	<u>57,290</u>	<u>57,290</u>	<u>57,290</u>
<u><b>\$ 446,159</b></u>	<u><b>\$ 399,340</b></u>	<u><b>\$ 427,584</b></u>	<b>Total requirements</b>	<u><b>\$ 465,000</b></u>	<u><b>\$ 465,000</b></u>	<u><b>\$ 465,000</b></u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Student Life and Leadership Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
<b>RESOURCES</b>						
\$ 135,646	\$ 166,416	\$ 170,000	Beginning fund balance	\$ 175,000	\$ 175,000	\$ 175,000
			Local revenue			
46,173	43,485	50,221	Fees	55,000	55,000	55,000
66	18	-	Sales of goods and services	-	-	-
127,612	74,868	101,000	Other local revenue	51,000	51,000	51,000
173,851	118,371	151,221	Total revenue	106,000	106,000	106,000
<b>\$ 309,497</b>	<b>\$ 284,787</b>	<b>\$ 321,221</b>	<b>Total resources</b>	<b>\$ 281,000</b>	<b>\$ 281,000</b>	<b>\$ 281,000</b>
<b>REQUIREMENTS</b>						
Expenditures						
			Personnel services			
-	-	\$ 9,000	Wages and salaries	\$ 9,000	\$ 9,000	\$ 9,000
-	-	3,584	Payroll taxes and benefits	3,261	3,261	3,261
-	-	12,584	Total personnel services	12,261	12,261	12,261
			Materials and services			
18,346	18,836	16,500	Supplies	16,500	16,500	16,500
6,465	8,720	7,600	Travel	7,600	7,600	7,600
4,128	4,865	3,000	Training and staff development	3,000	3,000	3,000
2,523	11,250	2,500	Publicity and public relations	2,500	2,500	2,500
9,320	9,518	11,000	Printing and publications	11,000	11,000	11,000
1,810	-	-	Repair and maintenance	-	-	-
1,530	1,128	3,000	Fees and dues	3,000	3,000	3,000
34,190	37,657	33,500	Professional services	33,500	33,500	33,500
17,684	29,865	14,000	Student financial aid	64,000	64,000	64,000
46,086	26,853	30,500	Other materials and services	30,500	30,500	30,500
142,082	148,692	121,600	Total materials and services	171,600	171,600	171,600
142,082	148,692	134,184	Total expenditures	183,861	183,861	183,861

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Student Life and Leadership Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			Other uses			
1,000	-	-	Transfers out	-	-	-
-	-	187,037	Contingency	97,139	97,139	97,139
166,415	136,095	-	Ending fund balance	-	-	-
<u>167,415</u>	<u>136,095</u>	<u>187,037</u>	Total other uses	<u>97,139</u>	<u>97,139</u>	<u>97,139</u>
<u><b>\$ 309,497</b></u>	<u><b>\$ 284,787</b></u>	<u><b>\$ 321,221</b></u>	<b>Total requirements</b>	<u><b>\$ 281,000</b></u>	<u><b>\$ 281,000</b></u>	<u><b>\$ 281,000</b></u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Computer Lab Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			<b>RESOURCES</b>			
\$ 115,783	\$ 110,932	\$ 100,000	Beginning fund balance	\$ 125,000	\$ 125,000	\$ 125,000
			Local revenue			
48,304	45,502	53,141	Fees	50,000	50,000	50,000
<b>\$ 164,087</b>	<b>\$ 156,434</b>	<b>\$ 153,141</b>	<b>Total resources</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>
			<b>REQUIREMENTS</b>			
			Expenditures			
			Personnel services			
51,424	51,435	\$ 55,000	Wages and salaries	\$ 50,000	\$ 50,000	\$ 50,000
1,312	2,645	550	Payroll taxes and benefits	3,783	3,783	3,783
<u>52,736</u>	<u>54,080</u>	<u>55,550</u>	Total personnel services	<u>53,783</u>	<u>53,783</u>	<u>53,783</u>
			Materials and services			
419	-	3,500	Supplies	2,000	2,000	2,000
-	-	950	Professional services	-	-	-
<u>419</u>	<u>-</u>	<u>4,450</u>	Total materials and services	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
<u>53,155</u>	<u>54,080</u>	<u>60,000</u>	Total expenditures	<u>55,783</u>	<u>55,783</u>	<u>55,783</u>
			Other uses			
-	-	93,141	Contingency	119,217	119,217	119,217
110,932	102,354	-	Ending fund balance	-	-	-
<u>110,932</u>	<u>102,354</u>	<u>93,141</u>	Total other uses	<u>119,217</u>	<u>119,217</u>	<u>119,217</u>
<b>\$ 164,087</b>	<b>\$ 156,434</b>	<b>\$ 153,141</b>	<b>Total requirements</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Student Financial Aid Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			<b>RESOURCES</b>			
\$ 155,664	\$ 139,042	\$ 140,000	Beginning fund balance	\$ 207,000	\$ 207,000	\$ 207,000
			State revenue			
2,857,377	3,377,324	1,700,000	State student financial aid	1,400,000	1,400,000	1,400,000
			Local revenue			
968,120	718,086	800,000	Local student financial aid	900,000	900,000	900,000
			Federal revenue			
6,583,226	7,426,638	7,338,280	Federal student financial aid	10,739,443	10,739,443	10,739,443
15,774	16,250	17,252	Other federal revenue	17,439	17,439	17,439
<u>10,424,497</u>	<u>11,538,298</u>	<u>9,855,532</u>	Total revenue	<u>13,056,882</u>	<u>13,056,882</u>	<u>13,056,882</u>
			Other sources			
-	-	-	Transfers in	-	-	-
<u><b>\$ 10,580,161</b></u>	<u><b>\$ 11,677,340</b></u>	<u><b>\$ 9,995,532</b></u>	<b>Total resources</b>	<u><b>\$ 13,263,882</b></u>	<u><b>\$ 13,263,882</b></u>	<u><b>\$ 13,263,882</b></u>
			<b>REQUIREMENTS</b>			
			Expenditures			
			Personnel services			
159,627	105,120	\$ 178,509	Wages and salaries	\$ 178,509	\$ 178,509	\$ 178,509
808	517	714	Payroll taxes and benefits	714	714	714
<u>160,435</u>	<u>105,637</u>	<u>179,223</u>	Total personnel services	<u>179,223</u>	<u>179,223</u>	<u>179,223</u>
			Materials and services			
10,244,332	11,353,232	9,649,271	Student financial aid	12,852,834	12,852,834	12,852,834
36,352	12,428	-	Other materials and services	-	-	-
<u>10,280,684</u>	<u>11,365,660</u>	<u>9,649,271</u>	Total materials and services	<u>12,852,834</u>	<u>12,852,834</u>	<u>12,852,834</u>
<u>10,441,119</u>	<u>11,471,297</u>	<u>9,828,494</u>	Total expenditures	<u>13,032,057</u>	<u>13,032,057</u>	<u>13,032,057</u>
			Other uses			
-	-	167,038	Contingency	231,825	231,825	231,825
139,042	206,043	-	Ending fund balance	-	-	-
<u>139,042</u>	<u>206,043</u>	<u>167,038</u>	Total other uses	<u>231,825</u>	<u>231,825</u>	<u>231,825</u>
<u><b>\$ 10,580,161</b></u>	<u><b>\$ 11,677,340</b></u>	<u><b>\$ 9,995,532</b></u>	<b>Total requirements</b>	<u><b>\$ 13,263,882</b></u>	<u><b>\$ 13,263,882</b></u>	<u><b>\$ 13,263,882</b></u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Grants and Contracts Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			<b>RESOURCES</b>			
\$ 687,440	\$ 946,296	\$ 650,000	Beginning fund balance	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
			State revenue			
1,106,196	540,232	500,000	State grants and contracts	750,000	750,000	750,000
			Local revenue			
234,792	248,128	200,000	Fees	200,000	200,000	200,000
520,855	324,796	750,000	Local grants and contracts	800,000	800,000	800,000
983,879	810,119	1,279,400	Other local revenue	1,250,000	1,250,000	1,250,000
			Federal revenue			
2,996,184	2,558,610	8,500,000	Federal grants and contracts	13,500,000	13,500,000	13,500,000
4,680	11,370	5,000	Other federal revenue	5,000	5,000	5,000
<u>5,846,586</u>	<u>4,493,255</u>	<u>11,234,400</u>	Total revenue	<u>16,505,000</u>	<u>16,505,000</u>	<u>16,505,000</u>
			Other sources			
267,670	115,600	115,600	Transfers in	115,600	115,600	115,600
<u>267,670</u>	<u>115,600</u>	<u>115,600</u>	Total other sources	<u>115,600</u>	<u>115,600</u>	<u>115,600</u>
<u><b>\$ 6,801,696</b></u>	<u><b>\$ 5,555,151</b></u>	<u><b>\$12,000,000</b></u>	<b>Total resources</b>	<u><b>\$17,720,600</b></u>	<u><b>\$17,720,600</b></u>	<u><b>\$17,720,600</b></u>
			<b>REQUIREMENTS</b>			
			Expenditures			
			Personnel services			
\$ 2,380,841	\$ 1,888,234	\$ 4,500,000	Wages and salaries	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000
924,942	774,529	2,000,000	Payroll taxes and benefits	2,000,000	2,000,000	2,000,000
<u>3,305,783</u>	<u>2,662,763</u>	<u>6,500,000</u>	Total personnel services	<u>6,500,000</u>	<u>6,500,000</u>	<u>6,500,000</u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Grants and Contracts Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			Materials and services			
308,232	212,985	460,000	Supplies	500,000	500,000	500,000
94,487	54,868	100,000	Travel	100,000	100,000	100,000
82,444	60,798	165,000	Training and staff development	165,000	165,000	165,000
40,594	8,305	15,000	Publicity and public relations	15,000	15,000	15,000
29,869	17,709	50,000	Printing and publications	50,000	50,000	50,000
16,909	29,425	50,000	Repair and maintenance	50,000	50,000	50,000
3,006	1,963	5,000	Utilities	5,000	5,000	5,000
29,788	6,384	15,000	Fees and dues	15,000	15,000	15,000
406,997	380,014	500,000	Professional services	500,000	500,000	500,000
148,821	193,176	500,000	Student financial aid	6,500,000	6,500,000	6,500,000
1,104,305	237,288	900,000	WIA payments for student expenses	900,000	900,000	900,000
223,282	382,732	350,000	Other materials and services	350,000	350,000	350,000
<u>2,488,734</u>	<u>1,585,647</u>	<u>3,110,000</u>	Total materials and services	<u>9,150,000</u>	<u>9,150,000</u>	<u>9,150,000</u>
			Capital outlay			
60,882	211,746	200,000	Vehicles and equipment	200,000	200,000	200,000
-	-	20,000	Library collection	20,000	20,000	20,000
<u>60,882</u>	<u>211,746</u>	<u>220,000</u>	Total capital outlay	<u>220,000</u>	<u>220,000</u>	<u>220,000</u>
<u>5,855,399</u>	<u>4,460,156</u>	<u>9,830,000</u>	Total expenditures	<u>15,870,000</u>	<u>15,870,000</u>	<u>15,870,000</u>
			Other uses			
-	16,074	-	Transfers out	-	-	-
-	-	2,170,000	Contingency	1,850,600	1,850,600	1,850,600
946,297	1,078,921	-	Ending fund balance	-	-	-
<u>946,297</u>	<u>1,094,995</u>	<u>2,170,000</u>	Total other uses	<u>1,850,600</u>	<u>1,850,600</u>	<u>1,850,600</u>
<u><b>\$ 6,801,696</b></u>	<u><b>\$ 5,555,151</b></u>	<u><b>\$12,000,000</b></u>	<b>Total requirements</b>	<u><b>\$17,720,600</b></u>	<u><b>\$17,720,600</b></u>	<u><b>\$17,720,600</b></u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Retirement Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-11 Approved	2021-22 Adopted
			<b>RESOURCES</b>			
\$ 1,879,430	\$ 1,804,728	\$ 1,800,000	Beginning fund balance	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000
			Other sources			
620,000	620,000	700,000	Transfers in	500,000	500,000	500,000
<b>\$ 2,499,430</b>	<b>\$ 2,424,728</b>	<b>\$ 2,500,000</b>	<b>Total resources</b>	<b>\$ 2,100,000</b>	<b>\$ 2,100,000</b>	<b>\$ 2,100,000</b>
			<b>REQUIREMENTS</b>			
			Expenditures			
			Personnel services			
\$ -	\$ 92,362	\$ -	Wages and salaries	\$ -	\$ -	\$ -
511,425	516,452	650,000	Payroll taxes and benefits	671,200	671,200	671,200
183,277	194,020	250,000	Retiree stipend	221,400	221,400	221,400
694,702	802,834	900,000	Total expenditures	892,600	892,600	892,600
			Other uses			
-	-	1,600,000	Contingency	1,207,400	1,207,400	1,207,400
1,804,728	1,621,894	-	Ending fund balance	-	-	-
1,804,728	1,621,894	1,600,000	Total other uses	1,207,400	1,207,400	1,207,400
<b>\$ 2,499,430</b>	<b>\$ 2,424,728</b>	<b>\$ 2,500,000</b>	<b>Total requirements</b>	<b>\$ 2,100,000</b>	<b>\$ 2,100,000</b>	<b>\$ 2,100,000</b>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Insurance Reserve Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			<b>RESOURCES</b>			
\$ 399,750	\$ 366,367	\$ 325,000	Beginning fund balance	\$ 325,000	\$ 325,000	\$ 325,000
			Other sources			
-	-	-	Transfers in	100,000	100,000	100,000
<b>\$ 399,750</b>	<b>\$ 366,367</b>	<b>\$ 325,000</b>	<b>Total resources</b>	<b>\$ 425,000</b>	<b>\$ 425,000</b>	<b>\$ 425,000</b>
			<b>REQUIREMENTS</b>			
			Expenditures			
			Personnel services			
\$ 25,000	\$ 663,985	\$ -	Wages and salaries	\$ -	\$ -	\$ -
3,681	234,253	-	Payroll taxes and benefits	-	-	-
-	(750,000)	-	Retiree stipend	-	-	-
28,681	148,238	-	Total personnel services	-	-	-
			Materials and services			
\$ -	\$ 51,932	\$ 300,000	Supplies	\$ 400,000	\$ 400,000	\$ 400,000
-	1,318	-	Travel	-	-	-
-	5,462	-	Repair and maintenance	-	-	-
-	296	-	Utilities	-	-	-
-	620	-	Fees and dues	-	-	-
-	33,496	-	Professional services	-	-	-
4,702	11,631	-	Other materials and services	-	-	-
4,702	104,755	300,000	Total materials and services	400,000	400,000	400,000
33,383	252,993	300,000	Total expenditures	400,000	400,000	400,000
			Other uses			
-	-	25,000	Contingency	25,000	25,000	25,000
366,367	113,374	-	Ending fund balance	-	-	-
<b>\$ 399,750</b>	<b>\$ 366,367</b>	<b>\$ 325,000</b>	<b>Total requirements</b>	<b>\$ 425,000</b>	<b>\$ 425,000</b>	<b>\$ 425,000</b>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
PERS Reserve Fund**

<u>2018-19 Actual</u>	<u>2019-20 Actual</u>	<u>2020-21 Budget</u>		<u>2021-22 Proposed</u>	<u>2021-22 Approved</u>	<u>2021-22 Adopted</u>
			<b>RESOURCES</b>			
\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	Beginning fund balance	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>	<b>Total resources</b>	<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>
			<b>REQUIREMENTS</b>			
			Other uses			
\$ -	\$ -	\$ 1,500,000	Transfers out	\$ -	\$ -	\$ -
-	-	1,500,000	Contingency	3,000,000	3,000,000	3,000,000
3,000,000	3,000,000	-	Ending fund balance	-	-	-
<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>	<b>Total requirements</b>	<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Technology Infrastructure and Software Replacement Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			<b>RESOURCES</b>			
\$ 2,700,000	\$ 2,700,651	\$ 2,400,000	Beginning fund balance	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000
			Other sources			
200,000	-	-	Transfers in	-	-	-
<b>\$ 2,900,000</b>	<b>\$ 2,700,651</b>	<b>\$ 2,400,000</b>	<b>Total resources</b>	<b>\$ 2,200,000</b>	<b>\$ 2,200,000</b>	<b>\$ 2,200,000</b>
			<b>REQUIREMENTS</b>			
			Expenditures			
			Personnel services			
\$ -	\$ 11,213	\$ 140,000	Wages and salaries	\$ 140,000	\$ 140,000	\$ 140,000
-	972	45,752	Payroll taxes and benefits	45,752	45,752	45,752
-	12,185	185,752	Total personnel services	185,752	185,752	185,752
			Materials and services			
-	100,000	-	Supplies	-	-	-
199,349	129,832	300,000	Repair and maintenance	300,000	300,000	300,000
-	-	750,000	Professional services	500,000	500,000	500,000
199,349	229,832	1,050,000	Total materials and services	800,000	800,000	800,000
			Capital outlay			
-	123,789	-	Vehicles and equipment	-	-	-
-	-	750,000	Buildings and infrastructure	1,000,000	1,000,000	1,000,000
-	123,789	750,000	Total capital outlay	1,000,000	1,000,000	1,000,000
199,349	365,806	1,985,752	Total expenditures	1,985,752	1,985,752	1,985,752
			Other uses			
2,700,651	2,334,845	414,248	Ending fund balance	214,248	214,248	214,248
2,700,651	2,334,845	414,248	Total other uses	214,248	214,248	214,248
<b>\$ 2,900,000</b>	<b>\$ 2,700,651</b>	<b>\$ 2,400,000</b>	<b>Total requirements</b>	<b>\$ 2,200,000</b>	<b>\$ 2,200,000</b>	<b>\$ 2,200,000</b>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Debt Service Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			<b>RESOURCES</b>			
\$ 4,876,166	\$ 3,840,775	\$ 3,676,112	Beginning fund balance	\$ 3,906,526	\$ 3,906,526	\$ 3,906,526
			Local revenue			
6,938,297	6,673,991	7,083,685	Property taxes	6,973,192	6,973,192	6,973,192
177,200	-	-	Local grants and contracts	-	-	-
2,480,744	2,656,837	2,698,670	Other local revenue	5,616,323	5,616,323	5,616,323
<u>9,596,241</u>	<u>9,330,828</u>	<u>9,782,355</u>	Total revenue	<u>12,589,515</u>	<u>12,589,515</u>	<u>12,589,515</u>
			Other sources			
		-	Proceeds from long-term debt	2,000,000	2,000,000	2,000,000
<u><b>\$ 14,472,407</b></u>	<u><b>\$ 13,171,603</b></u>	<u><b>\$ 13,458,467</b></u>	<b>Total resources</b>	<u><b>\$ 18,496,041</b></u>	<u><b>\$ 18,496,041</b></u>	<u><b>\$ 18,496,041</b></u>
			<b>REQUIREMENTS</b>			
			Expenditures			
			Debt service			
\$ 7,290,000	\$ 6,755,000	\$ 5,603,485	Principal	\$ 6,722,892	\$ 6,722,892	\$ 6,722,892
3,341,632	2,990,452	4,671,828	Interest	6,569,438	6,569,438	6,569,438
<u>10,631,632</u>	<u>9,745,452</u>	<u>10,275,313</u>	Total debt service	<u>13,292,330</u>	<u>13,292,330</u>	<u>13,292,330</u>
			Other uses			
-	-	1,500,000	Transfers out	2,000,000	2,000,000	2,000,000
-	-	1,483,154	Contingency	3,003,711	3,003,711	3,003,711
3,840,775	3,426,151	200,000	Ending fund balance	200,000	200,000	200,000
<u>3,840,775</u>	<u>3,426,151</u>	<u>3,183,154</u>	Total other uses	<u>5,203,711</u>	<u>5,203,711</u>	<u>5,203,711</u>
<u><b>\$ 14,472,407</b></u>	<u><b>\$ 13,171,603</b></u>	<u><b>\$ 13,458,467</b></u>	<b>Total requirements</b>	<u><b>\$ 18,496,041</b></u>	<u><b>\$ 18,496,041</b></u>	<u><b>\$ 18,496,041</b></u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Debt Service Fund by Debt Issue**

	General Obligation Bonds			Pension Obligation Bonds	Full Faith and Credit Obligations (FFCO)	Total
	2015	2017	Total		2009 Refunding of 1998 COPs	
<b>Fund balance June 30, 2020</b>			\$ 289,654	\$3,136,497	\$ -	\$3,426,151
<b>Projected 2020-21</b>						
Revenue			7,083,685	2,698,670	-	9,782,355
Expenditures						
Principal	\$ 2,670,083	\$ 1,073,402	3,743,485	1,860,000		5,603,485
Interest	1,050,017	2,588,248	3,638,265	1,033,563		4,671,828
Total debt service	<u>\$ 3,720,100</u>	<u>\$ 3,661,650</u>	<u>7,381,750</u>	<u>2,893,563</u>	-	<u>10,275,313</u>
Fund balance at end of year			(8,411)	2,941,604	-	2,933,193
<b>Budget 2021-22</b>						
Revenue			6,973,192	5,616,323	-	12,589,515
Transfers in			-	-	-	-
Total revenue & other sources			<u>6,973,192</u>	<u>5,616,323</u>	-	<u>12,589,515</u>
Expenditures						
Principal	\$ 2,668,611	\$ 1,224,281	3,892,892	2,070,000	-	5,962,892
Interest	1,176,489	2,550,119	3,726,608	937,830	-	4,664,438
Total debt service	<u>\$ 3,845,100</u>	<u>\$ 3,774,400</u>	<u>7,619,500</u>	<u>3,007,830</u>	-	<u>10,627,330</u>
Fund balance at end of year			<u>\$ (654,719)</u>	<u>\$ 5,550,097</u>	<u>\$ -</u>	<u>\$ 4,895,378</u>

**Restrictions on and use of fund balance**

*General obligation bonds:* Fund balance represents tax receipts in excess of current year debt payments. The money is legally restricted to future principal and interest payments on general obligation bonds.

*Pension obligation bonds:* The College accumulates money for debt service on the pension bonds by charging itself a rate on each payroll. The bonds were structured with increasing payments each year. These excess reserves are available to subsidize the self-assessment rate

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Description of Long-Term Debt**

The college's long-term debt issues are described here. Future payments are detailed in the following schedule of Debt Service Expenditures to Maturity. All debt service (principal and interest payments) is made from the Debt Service Fund.

**General Obligation Bonds**

General obligation bonds are authorized by district voters. Property taxes are levied annually in the amount needed to make principal and interest payments. The tax levy for the bonds, which appears in the Property Tax Levies schedule, is distinct from and in addition to the tax levy for operations. The operating levy is a fixed, permanent rate of .5582 per \$1,000 of assessed value.

General obligation bonds were issued in 2001 for capital construction. The 2007 bonds refunded the callable 2001 bonds to take advantage of lower interest rates.

In November 2014, district voters authorized issuance of \$90 million in general obligation bonds for construction, equipment, deferred maintenance improvements to facilities, and refunding of the 2006 debt incurred for construction at the Harmony community campus. In June 2015, the college issued \$44,924,012 of that authorization. In June of 2017, the college issued the remaining \$44,997,901 of that authorization.

**Pension Obligation Bonds**

The college contributes to the pension plans administered by the Oregon Public Employees Retirement System (PERS). PERS estimates the unfunded actuarial liability (UAL), the difference between the future cost of pension benefits and the assets estimated to be available to pay those benefits, and revises the percentage rate on subject wages paid by each public employer on July 1 of odd-numbered years.

In 2004 and 2005, a consortium of Oregon community colleges issued pension bonds to finance their UAL. Bond proceeds were invested by PERS and are being used over the life of the bonds to reduce the percentage rate paid by the college. The college uses the savings from the reduction in its employer rate for principal and interest payments on the bonds. So long as returns on the bond proceeds invested by PERS exceed the interest paid on the bonds, the college will pay less over time in debt service on the pension bonds than it would have paid to PERS had it not issued the bonds.

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Description of Long-Term Debt**

**Full Faith and Credit Obligations (FFCO)**

interest which would otherwise have been passed on to those who owned the full faith and credit obligations.

Full faith and credit obligations (FFCO) are used to finance capital assets in a manner similar to bonds, whereby investors may purchase a portion of the total debt issue. Full faith and credit means that the college has pledged its general taxing power for payment of the debt. Unlike general obligation bonds, there is no dedicated tax levy for repayment of FFCO debt, so the pledge refers to taxes levied for operations.

The 2009 FFCO advance refunded certificates of participation (COPs) issued for construction of the Public Safety Training Center and the Sheriff's precinct station in 1996, which was subsequently refunded in 1998. The station is being purchased from the college by the Clackamas County Sheriff. Rent payments received from the County approximate debt service on the 2009 FFCO.

In 2017-18, \$1,050,000 was transferred from General Fund reserves to the Debt Service fund to pay the debt principal when it is callable on June 1, 2019. The debt was called on June 1, 2019 and thus was paid off in full during fiscal year 2018-19.

Payments from the County will continue through 2026 pursuant to the original agreement. Those payments have since become General Fund revenue, recouping the transfer and providing interest income on the continued financing by the College for Clackamas County. Between 2020 and 2026, the General Fund will receive \$174,800 in

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Debt Service Expenditures to Maturity**

	General Obligation Bonds			Pension Obligation Bonds		Full Faith and Credit Obligation (FFCO)	Total
	2007 Refunding of 2001	2015	2017	2004	2005	2009 Refunding of 1998 COPs	
<b>Original amount</b>	\$ 31,850,000	\$ 44,996,012	\$ 44,997,901	\$ 15,695,000	\$ 14,620,000	\$ 2,770,000	\$ 154,928,913
<b>Principal balance at June 30, 2020</b>	\$ -	\$ 41,262,679	\$ 43,699,499	\$ 9,575,000	\$ 8,495,000	\$ -	\$ 103,032,178
<b>Payment source</b>	Property tax levy for debt service			College operations		Clackamas County	
<b>Purpose</b>	Refund 2001 GO bonds	Construction, equipment, refunding, deferred maintenance		Place resources with PERS in the amount of the unfunded actuarial liability at December 31, 2003		Refund 1998 debt related to Sheriff's Precinct	
<b>Coupon rates</b>	4.00-5.00%	2.00-5.00%	2.00-5.00%	3.35-5.50%	4.64-4.83%	3.00-4.00%	
<b>True interest cost</b>	3.95%	3.82%	3.72%	5.48%	4.86%	3.12%	
<b>Insurer</b>	Financial Guaranty Insurance Co	Oregon State Treasury, Debt Management Division	Charles Schwab & Co., Inc.	Financial Security Assurance	Ambac Assurance Corp	None	
<b>Underlying rating at issuance</b>							
S & P	AAA	AA	AA+	AAA	AAA	AA	
Moody's	Aaa	Aa2	Aa1	not rated	not rated	not rated	
<b>Current rating</b>							
S & P	AA	AA	AA+	AA	A+	AA	
Moody's	Aa2	Aa2	Aa1	not rated	not rated	not rated	



**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Debt Service Expenditures to Maturity**

Year Ending June 30	General Obligation Bonds			Pension Obligation Bonds		Full Faith and Credit Obligation (FFCO)	Total
	2007 Refunding of 2001	2015	2017	2004	2005	2009 Refunding of 1998 COPs	
				<i>Principal Portion</i>			
2022	-	2,671,111	1,224,281	1,080,000	990,000	145,000	6,110,392
2023	-	2,655,342	1,375,161	1,210,000	1,095,000	150,000	6,485,503
2024	-	3,455,000	1,538,973	1,345,000	1,205,000	155,000	7,698,973
2025	-	3,750,000	1,985,000	1,495,000	1,325,000	160,000	8,715,000
2026	-	4,010,000	-	1,655,000	1,450,000	170,000	7,285,000
2027	-	4,290,000	45,000	1,825,000	1,590,000	-	7,750,000
2028	-	2,774,613	95,000	965,000	840,000	-	4,674,613
2029	-	2,714,777	155,000	-	-	-	2,869,777
2030	-	2,645,997	210,000	-	-	-	2,855,997
2031	-	2,582,385	280,000	-	-	-	2,862,385
2032	-	2,515,818	350,000	-	-	-	2,865,818
2033	-	2,457,392	425,000	-	-	-	2,882,392
2034	-	2,394,575	505,000	-	-	-	2,899,575
2035	-	2,345,669	590,000	-	-	-	2,935,669
2036	-	-	6,395,000	-	-	-	6,395,000
2037	-	-	6,965,000	-	-	-	6,965,000
2038	-	-	6,805,044	-	-	-	6,805,044
2039	-	-	7,082,727	-	-	-	7,082,727
2040	-	-	7,673,313	-	-	-	7,673,313
<b>Total</b>	<b>\$ -</b>	<b>\$ 41,262,679</b>	<b>\$ 43,699,499</b>	<b>\$ 9,575,000</b>	<b>\$ 8,495,000</b>	<b>\$ 780,000</b>	<b>\$ 103,812,178</b>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Debt Service Expenditures to Maturity**

	General Obligation Bonds			Pension Obligation Bonds		Full Faith and Credit Obligation (FFCO)	Total
	2007 Refunding of 2001	2015	2017	2004	2005	2009 Refunding of 1998 COPs	
Year Ending June 30				<i>Interest Portion</i>			
2022	-	1,173,989	2,550,119	527,436	410,393	31,200	4,693,137
2023	-	1,314,758	2,503,239	468,685	362,567	25,400	4,674,649
2024	-	640,100	2,449,677	402,860	309,667	19,400	3,821,704
2025	-	477,350	2,114,400	328,482	251,454	13,200	3,184,886
2026	-	354,850	2,035,000	245,809	187,443	6,800	2,829,902
2027	-	214,500	2,035,000	154,287	117,393	-	2,521,180
2028	-	1,880,387	2,032,750	53,364	40,580	-	4,007,081
2029	-	2,090,223	2,028,000	-	-	-	4,118,223
2030	-	2,319,003	2,020,250	-	-	-	4,339,253
2031	-	2,542,615	2,009,750	-	-	-	4,552,365
2032	-	2,774,182	1,995,750	-	-	-	4,769,932
2033	-	3,007,608	1,978,250	-	-	-	4,985,858
2034	-	3,245,425	1,957,000	-	-	-	5,202,425
2035	-	3,479,331	1,931,750	-	-	-	5,411,081
2036	-	-	1,902,250	-	-	-	1,902,250
2037	-	-	1,582,500	-	-	-	1,582,500
2038	-	-	1,999,207	-	-	-	1,999,207
2039	-	-	1,988,023	-	-	-	1,988,023
2040	-	-	1,671,687	-	-	-	1,671,687
<b>Total</b>	<b>\$ -</b>	<b>\$ 25,514,321</b>	<b>\$ 38,784,602</b>	<b>\$ 2,180,923</b>	<b>\$ 1,679,497</b>	<b>\$ 96,000</b>	<b>\$ 68,255,343</b>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Debt Limitation**

The legal debt limitation in Oregon Revised Statutes 341.675 is 1.5% of the real market value of property. The limit applies to bonded indebtedness. Bonded indebtedness is the outstanding principal amount of general obligation bonds. The college may levy property taxes in the amount necessary to pay debt service on these bonds.

Real market value of property in the college district, 2020-21	\$ 63,334,364,737
Percentage limitation	<u>1.5%</u>
Legal debt limitation	950,015,471
Bonded indebtedness at June 30, 2021	<u>84,962,178</u>
Debt margin	<u><u>\$ 865,053,293</u></u>

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**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Capital Projects Funds**

	<i>Restricted</i>	<i>Unrestricted</i>			2021-22 Budget
	Capital Projects (Bond) Fund	Staff Computer Replacement Fund	Equipment Replacement Fund	Major Maintenance Fund	
<b>RESOURCES</b>					
Beginning fund balance	\$ 11,000,000	\$ 50,000	\$ 2,000,000	\$ 3,250,000	\$ 16,300,000
State revenue					
State grants and contracts	3,400,000	-	-	-	3,400,000
Local revenue					
Fees	-	-	25,000	-	25,000
Other local revenue	300,000	-	-	-	300,000
Total revenue	<u>3,700,000</u>	<u>-</u>	<u>25,000</u>	<u>-</u>	<u>3,725,000</u>
Other sources					
Transfers in	-	100,000	250,000	2,500,000	2,850,000
Proceeds from long-term debt	-	-	-	-	-
Total other sources	<u>-</u>	<u>100,000</u>	<u>250,000</u>	<u>2,500,000</u>	<u>2,850,000</u>
<b>Total resources</b>	<b><u>\$ 14,700,000</u></b>	<b><u>\$ 150,000</u></b>	<b><u>\$ 2,275,000</u></b>	<b><u>\$ 5,750,000</u></b>	<b><u>\$ 22,875,000</u></b>
<b>REQUIREMENTS</b>					
Expenditures					
Personnel services					
Wages and salaries	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
Payroll taxes and benefits	3,423	-	-	-	3,423
Total personal services	<u>13,423</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>13,423</u>
Materials and services					
Supplies	-	50,000	375,000	-	425,000
Repair and maintenance	-	-	-	300,000	300,000
Professional services	2,400,000	-	-	200,000	2,600,000
Total materials and services	<u>2,400,000</u>	<u>50,000</u>	<u>375,000</u>	<u>500,000</u>	<u>3,325,000</u>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Capital Projects Funds**

	<u>Restricted</u>	<u>Unrestricted</u>			
	<u>Capital Projects (Bond) Fund</u>	<u>Staff Computer Replacement Fund</u>	<u>Equipment Replacement Fund</u>	<u>Major Maintenance Fund</u>	<u>2021-22 Budget</u>
Capital outlay					
Vehicles and equipment	-	-	725,000	-	725,000
Buildings and infrastructure	12,000,000	-	-	2,000,000	14,000,000
Total capital outlay	<u>12,000,000</u>	<u>-</u>	<u>725,000</u>	<u>4,000,000</u>	<u>16,725,000</u>
Total expenditures	<u>14,413,423</u>	<u>50,000</u>	<u>1,100,000</u>	<u>4,500,000</u>	<u>20,063,423</u>
Other uses					
Transfers out	-	-	-	-	-
Contingency	286,577	100,000	1,175,000	1,250,000	2,811,577
Ending fund balance	-	-	-	-	-
Total other uses	<u>286,577</u>	<u>100,000</u>	<u>1,175,000</u>	<u>1,250,000</u>	<u>2,811,577</u>
<b>Total requirements</b>	<b><u>\$ 14,700,000</u></b>	<b><u>\$ 150,000</u></b>	<b><u>\$ 2,275,000</u></b>	<b><u>\$ 5,750,000</u></b>	<b><u>\$ 22,875,000</u></b>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Capital Projects (Bond) Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
<b>RESOURCES</b>						
\$ 29,817,503	\$ 22,311,758	\$ 16,000,000	Beginning fund balance	\$ 11,000,000	\$ 11,000,000	\$ 11,000,000
16,732,387	9,601,235	8,000,000	State revenue			
			State grants and contracts	3,400,000	3,400,000	3,400,000
863,478	414,556	300,000	Local revenue			
17,595,865	10,015,791	8,300,000	Other local revenue	300,000	300,000	300,000
			Total revenue	3,700,000	3,700,000	3,700,000
			Other sources			
-	180,000	-	Transfers in	-	-	-
<b>\$ 47,413,368</b>	<b>\$ 32,507,549</b>	<b>\$ 24,300,000</b>	<b>Total resources</b>	<b>\$ 14,700,000</b>	<b>\$ 14,700,000</b>	<b>\$ 14,700,000</b>
<b>REQUIREMENTS</b>						
Expenditures						
			Personnel services			
\$ 127,418	\$ 120,292	\$ 98,763	Wages and salaries	\$ 10,000	\$ 10,000	\$ 10,000
61,657	58,685	147,140	Payroll taxes and benefits	3,423	3,423	3,423
189,075	178,977	245,903	Total personal services	13,423	13,423	13,423
			Materials and services			
\$ 716,356	\$ 701,739	\$ -	Supplies	\$ -	\$ -	\$ -
667	211	-	Publicity and public relations	-	-	-
315	-	-	Printing and publications	-	-	-
54,415	227	-	Repair and maintenance	-	-	-
26,079	633	-	Insurance	-	-	-
3,871,035	5,891,295	4,000,000	Professional services	2,400,000	2,400,000	2,400,000
4,668,867	6,594,105	4,000,000	Total materials and services	2,400,000	2,400,000	2,400,000

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Capital Projects (Bond) Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			Capital outlay			
941,568	606,791	-	Vehicles and equipment	-	-	-
19,302,100	10,458,762	20,000,000	Buildings and infrastructure	12,000,000	12,000,000	12,000,000
20,243,668	11,065,553	20,000,000	Total capital outlay	12,000,000	12,000,000	12,000,000
25,101,610	17,838,635	24,245,903	Total expenditures	14,413,423	14,413,423	14,413,423
			Other uses			
-	-	54,097	Contingency	286,577	286,577	286,577
22,311,758	14,668,914	-	Ending fund balance	-	-	-
22,311,758	14,668,914	54,097	Total other uses	286,577	286,577	286,577
<b>\$ 47,413,368</b>	<b>\$ 32,507,549</b>	<b>\$ 24,300,000</b>	<b>Total requirements</b>	<b>\$ 14,700,000</b>	<b>\$ 14,700,000</b>	<b>\$ 14,700,000</b>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Staff Computer Replacement Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			<b>RESOURCES</b>			
\$ 226,783	\$ 64,235	\$ 150,000	Beginning fund balance	\$ 50,000	\$ 50,000	\$ 50,000
			Other sources			
159,140	100,000	100,000	Transfers in	100,000	100,000	100,000
<b>\$ 385,923</b>	<b>\$ 164,235</b>	<b>\$ 250,000</b>	<b>Total resources</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>
			<b>REQUIREMENTS</b>			
			Expenditures			
			Materials and services			
\$ 121,688	\$ 113,656	\$ 150,000	Supplies	\$ 50,000	\$ 50,000	\$ 50,000
			Other uses			
200,000	-	-	Transfers out	-	-	-
-	-	100,000	Contingency	100,000	100,000	100,000
64,235	50,579	-	Ending fund balance	-	-	-
264,235	50,579	100,000	Total other uses	100,000	100,000	100,000
<b>\$ 385,923</b>	<b>\$ 164,235</b>	<b>\$ 250,000</b>	<b>Total requirements</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Equipment Replacement Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			<b>RESOURCES</b>			
\$ 1,843,318	\$ 1,958,374	\$ 1,800,000	Beginning fund balance	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
			Local revenue			
51,684	17,363	25,000	Fees	25,000	25,000	25,000
			Other sources			
250,000	250,000	250,000	Transfers in	250,000	250,000	250,000
250,000	250,000	250,000	Total other sources	250,000	250,000	250,000
<b>\$ 2,145,002</b>	<b>\$ 2,225,737</b>	<b>\$ 2,075,000</b>	<b>Total resources</b>	<b>\$ 2,275,000</b>	<b>\$ 2,275,000</b>	<b>\$ 2,275,000</b>
			<b>REQUIREMENTS</b>			
			Expenditures			
			Materials and services			
\$ 128,696	\$ 80,646	\$ 125,000	Supplies	\$ 375,000	\$ 375,000	\$ 375,000
-	6,570	-	Repair and maintenance	-	-	-
788	-	-	Other materials and services	-	-	-
129,484	87,216	125,000	Total materials and services	375,000	375,000	375,000
			Capital outlay			
57,144	112,847	1,200,000	Vehicles and equipment	725,000	725,000	725,000
186,628	200,063	1,325,000	Total expenditures	1,100,000	1,100,000	1,100,000
			Other uses			
-	180,000	-	Transfers out	-	-	-
-	-	750,000	Contingency	1,175,000	1,175,000	1,175,000
1,958,374	1,845,674	-	Ending fund balance	-	-	-
1,958,374	2,025,674	750,000	Total other uses	1,175,000	1,175,000	1,175,000
<b>\$ 2,145,002</b>	<b>\$ 2,225,737</b>	<b>\$ 2,075,000</b>	<b>Total requirements</b>	<b>\$ 2,275,000</b>	<b>\$ 2,275,000</b>	<b>\$ 2,275,000</b>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Major Maintenance Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			<b>RESOURCES</b>			
\$ 2,785,953	\$ 3,013,973	\$ 3,250,000	Beginning fund balance	\$ 3,250,000	\$ 3,250,000	\$ 3,250,000
-	69,727	-	Local revenue			
			Other local revenue	-	-	-
500,000	500,000	500,000	Other sources			
			Transfers in	2,500,000	2,500,000	2,500,000
<b>\$ 3,285,953</b>	<b>\$ 3,583,700</b>	<b>\$ 3,750,000</b>	<b>Total resources</b>	<b>\$ 5,750,000</b>	<b>\$ 5,750,000</b>	<b>\$ 5,750,000</b>
			<b>REQUIREMENTS</b>			
			Expenditures			
			Materials and services			
\$ 65,826	\$ 35,504	\$ -	Supplies	\$ -	\$ -	\$ -
56,184	37,938	300,000	Repair and maintenance	300,000	300,000	300,000
146,716	88,547	200,000	Professional services	200,000	200,000	200,000
<u>268,726</u>	<u>161,989</u>	<u>500,000</u>	Total materials and services	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>
			Capital outlay			
-	173,274	-	Vehicles and equipment	-	-	-
3,254	380,326	2,000,000	Buildings and infrastructure	2,000,000	2,000,000	2,000,000
			Land	2,000,000	2,000,000	2,000,000
<u>3,254</u>	<u>553,600</u>	<u>2,000,000</u>	Total capital outlay	<u>4,000,000</u>	<u>4,000,000</u>	<u>4,000,000</u>
<u>271,980</u>	<u>715,589</u>	<u>2,500,000</u>	Total expenditures	<u>4,500,000</u>	<u>4,500,000</u>	<u>4,500,000</u>
			Other uses			
-	-	1,250,000	Contingency	1,250,000	1,250,000	1,250,000
3,013,973	2,868,111	-	Ending fund balance	-	-	-
<b>\$ 3,285,953</b>	<b>\$ 3,583,700</b>	<b>\$ 3,750,000</b>	<b>Total requirements</b>	<b>\$ 5,750,000</b>	<b>\$ 5,750,000</b>	<b>\$ 5,750,000</b>

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**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Proprietary Funds**

*Enterprise Funds*

	Bookstore Fund	Customized Training Fund	Environmental Learning Center Fund	Internal Service Fund	2021-22 Budget
<b>RESOURCES</b>					
Beginning fund balance	\$ 750,000	\$ 134,230	\$ -	\$ 275,000	\$ 1,159,230
Local revenue					
Fees	-	-	94,400	-	94,400
Sales of goods and services	-	-	100	395,000	395,100
Local grants and contracts	-	500,000	-	-	500,000
Local student financial aid	-	-	-	-	-
Other local revenue	147,662	-	26,640	-	174,302
Total revenue	<u>147,662</u>	<u>500,000</u>	<u>121,140</u>	<u>395,000</u>	<u>1,163,802</u>
<b>Total resources</b>	<b><u>\$ 897,662</u></b>	<b><u>\$ 634,230</u></b>	<b><u>\$ 121,140</u></b>	<b><u>\$ 670,000</u></b>	<b><u>\$ 2,323,032</u></b>
<b>REQUIREMENTS</b>					
Expenditures					
Personnel services					
Wages and salaries	\$ 53,955	\$ 378,757	\$ 80,460	\$ 76,316	\$ 589,488
Payroll taxes and benefits	18,707	162,274	27,541	36,762	245,284
Total personnel services	<u>72,662</u>	<u>541,031</u>	<u>108,001</u>	<u>113,078</u>	<u>834,772</u>
Materials and services					
Supplies	-	34,000	1,200	75,000	110,200
Travel	-	7,949	700	49,000	57,649
Training and staff development	-	5,000	-	-	5,000
Publicity and public relations	-	15,000	1,000	-	16,000
Printing and publications	-	4,000	500	-	4,500
Repair and maintenance	5,000	2,000	400	106,100	113,500
Utilities	-	250	20	-	270
Fees and dues	-	3,000	100	-	3,100

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Proprietary Funds**

*Enterprise Funds*

	Bookstore Fund	Customized Training Fund	Environmental Learning Center Fund	Internal Service Fund	2021-22 Budget
Insurance	-	-	-	-	-
Professional services	-	22,000	7,500	-	29,500
Cost of goods sold	-	-	200	-	200
Other materials and services	-	-	1,000	-	1,000
Total materials and services	<u>5,000</u>	<u>93,199</u>	<u>12,820</u>	<u>230,100</u>	<u>341,119</u>
Capital outlay					
Vehicles and equipment	-	-	-	102,800	102,800
Total capital outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>102,800</u>	<u>102,800</u>
Total expenditures	<u>77,662</u>	<u>634,230</u>	<u>120,821</u>	<u>445,978</u>	<u>1,278,691</u>
Other uses					
Transfers out	100,000	-	-	-	100,000
Contingency	220,000	-	319	224,022	444,341
Ending fund balance	500,000	-	-	-	500,000
Total other uses	<u>820,000</u>	<u>-</u>	<u>319</u>	<u>224,022</u>	<u>1,044,341</u>
<b>Total requirements</b>	<b><u>\$ 897,662</u></b>	<b><u>\$ 634,230</u></b>	<b><u>\$ 121,140</u></b>	<b><u>\$ 670,000</u></b>	<b><u>\$ 2,323,032</u></b>

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Bookstore Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			<b>RESOURCES</b>			
\$ 931,649	\$ 905,652	\$ 800,000	Beginning fund balance	\$ 750,000	\$ 750,000	\$ 750,000
			Local revenue			
38,622	7,165	-	Sales of goods and services	-	-	-
443,269	305,041	172,995	Other local revenue	173,069	173,069	147,662
481,891	312,206	172,995	Total revenue	173,069	173,069	147,662
<b>\$ 1,413,540</b>	<b>\$ 1,217,858</b>	<b>\$ 972,995</b>	<b>Total resources</b>	<b>\$ 923,069</b>	<b>\$ 923,069</b>	<b>\$ 897,662</b>
			<b>REQUIREMENTS</b>			
			Expenditures			
			Personnel services			
\$ 187,626	\$ 162,256	\$ 58,971	Wages and salaries	\$ 61,990	\$ 61,990	\$ 53,955
90,159	75,299	39,024	Payroll taxes and benefits	36,079	36,079	18,707
277,785	237,555	97,995	Total personnel services	98,069	98,069	72,662
			Materials and services			
291	-	-	Supplies	-	-	-
99	-	-	Travel	-	-	-
2,491	2,694	-	Printing and publications	-	-	-
24,333	-	5,000	Repair and maintenance	5,000	5,000	5,000
1,687	-	-	Utilities	-	-	-
3,306	530	-	Fees and dues	-	-	-
368	-	-	Professional services	-	-	-
467	28	-	Cost of goods sold	-	-	-
(2,938)	129,484	-	Other materials and services	-	-	-
30,104	132,736	5,000	Total materials and services	5,000	5,000	5,000
307,889	370,291	102,995	Total expenditures	103,069	103,069	77,662

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Bookstore Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
200,000	150,000	150,000	Other uses			
-	-	220,000	Transfers out	100,000	100,000	100,000
905,651	697,567	500,000	Contingency	220,000	220,000	220,000
1,105,651	847,567	870,000	Ending fund balance	500,000	500,000	500,000
<b>\$ 1,413,540</b>	<b>\$ 1,217,858</b>	<b>\$ 972,995</b>	Total other uses	820,000	820,000	820,000
			<b>Total requirements</b>	<b>\$ 923,069</b>	<b>\$ 923,069</b>	<b>\$ 897,662</b>

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Customized Training Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
<b>RESOURCES</b>						
\$ 396,828	\$ 220,754	\$ 112,000	Beginning fund balance	\$ -	\$ -	\$ 134,230
			Local revenue			
407,045	282,731	500,000	Local grants and contracts	500,000	500,000	500,000
-	-	-	Other local revenue	-	-	-
407,045	282,731	500,000	Total revenue	500,000	500,000	500,000
<b>\$ 803,873</b>	<b>\$ 503,485</b>	<b>\$ 612,000</b>	<b>Total resources</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 634,230</b>
<b>REQUIREMENTS</b>						
Expenditures						
			Personnel services			
244,456	255,762	\$ 263,102	Wages and salaries	\$ 278,757	\$ 278,757	\$ 378,757
87,276	96,367	119,568	Payroll taxes and benefits	128,044	128,044	162,274
331,732	352,129	382,670	Total personnel services	406,801	406,801	541,031
Materials and services						
29,967	36,137	37,300	Supplies	34,000	34,000	34,000
10,013	5,409	15,000	Travel	7,949	7,949	7,949
(195)	96	6,000	Training and staff development	5,000	5,000	5,000
1,819	10,505	37,000	Publicity and public relations	15,000	15,000	15,000
7,568	2,386	4,000	Printing and publications	4,000	4,000	4,000
-	-	-	Repair and maintenance	2,000	2,000	2,000
159	145	250	Utilities	250	250	250
2,167	2,024	1,000	Fees and dues	3,000	3,000	3,000
25	-	-	Insurance	-	-	-
4,795	4,983	17,000	Professional services	22,000	22,000	22,000
56,318	61,685	117,550	Total materials and services	93,199	93,199	93,199
388,050	413,814	500,220	Total expenditures	500,000	500,000	634,230
Other uses						
195,070	-	-	Transfers out	-	-	-
-	-	111,780	Contingency	-	-	-
220,753	89,671	-	Ending fund balance	-	-	-
415,823	89,671	111,780	Total other uses	-	-	-
<b>\$ 803,873</b>	<b>\$ 503,485</b>	<b>\$ 612,000</b>	<b>Total requirements</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 634,230</b>

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Environmental Learning Center**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2020-21 Proposed	2020-21 Approved	2020-21 Adopted
<b>RESOURCES</b>						
Local revenue						
\$ -	\$ -	\$ 56,900	Fees	\$ 94,400	\$ 94,400	\$ 94,400
-	-	200	Sales of goods and services	100	100	100
-	-	51,080	Other local revenue	26,640	26,640	26,640
<u>\$ -</u>	<u>\$ -</u>	<u>\$ 108,180</u>	<b>Total resources</b>	<u>\$ 121,140</u>	<u>\$ 121,140</u>	<u>\$ 121,140</u>
<b>REQUIREMENTS</b>						
Expenditures						
Personnel services						
-	-	\$ 80,460	Wages and salaries	\$ 80,460	\$ 80,460	\$ 80,460
-	-	26,615	Payroll taxes and benefits	27,541	27,541	27,541
<u>-</u>	<u>-</u>	<u>107,075</u>	Total personnel services	<u>108,001</u>	<u>108,001</u>	<u>108,001</u>
Materials and services						
-	-	300	Supplies	1,200	1,200	1,200
-	-	60	Travel	700	700	700
-	-	190	Publicity and public relations	1,000	1,000	1,000
-	-	100	Printing and publications	500	500	500
			Repair and maintenance	400	400	400
			Utilities	20	20	20
			Fees and dues	100	100	100
-	-	455	Professional services	7,500	7,500	7,500
-	-	-	Cost of goods sold	200	200	200
-	-	-	Student financial aid	200	200	200
-	-	-	Other materials and services	1,000	1,000	1,000
<u>-</u>	<u>-</u>	<u>1,105</u>	Total materials and services	<u>12,820</u>	<u>12,820</u>	<u>12,820</u>
<u>-</u>	<u>-</u>	<u>108,180</u>	Total expenditures	<u>120,821</u>	<u>120,821</u>	<u>120,821</u>
Other uses						
			Contingency	319	319	319
<u>\$ -</u>	<u>\$ -</u>	<u>\$ 108,180</u>	<b>Total requirements</b>	<u>\$ 121,140</u>	<u>\$ 121,140</u>	<u>\$ 121,140</u>

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Internal Service Fund**

2018-19 Actual	2019-20 Actual	2020-21 Budget		2021-22 Proposed	2021-22 Approved	2021-22 Adopted
			<b>RESOURCES</b>			
\$ 217,064	\$ 367,110	\$ 400,000	Beginning fund balance	\$ 275,000	\$ 275,000	\$ 275,000
			Local revenue			
464,101	301,151	395,000	Sales of goods and services	395,000	395,000	395,000
<b>\$ 681,165</b>	<b>\$ 668,261</b>	<b>\$ 795,000</b>	<b>Total resources</b>	<b>\$ 670,000</b>	<b>\$ 670,000</b>	<b>\$ 670,000</b>
			<b>REQUIREMENTS</b>			
			Expenditures			
			Personnel services			
\$ 69,935	\$ 70,261	\$ 74,292	Wages and salaries	\$ 76,316	\$ 76,316	\$ 76,316
33,440	32,047	35,267	Payroll taxes and benefits	36,762	36,762	36,762
103,375	102,308	109,559	Total personnel services	113,078	113,078	113,078
			Materials and services			
66,085	46,021	75,000	Supplies	75,000	75,000	75,000
36,863	51,556	49,000	Travel	49,000	49,000	49,000
17	13	-	Printing and publications	-	-	-
100,891	70,374	105,500	Repair and maintenance	106,100	106,100	106,100
99	630	-	Professional services	-	-	-
203,955	168,594	229,500	Total materials and services	230,100	230,100	230,100
			Capital outlay			
6,725	698	102,800	Vehicles and equipment	102,800	102,800	102,800
314,055	271,600	441,859	Total expenditures	445,978	445,978	445,978
			Other uses			
-	-	353,141	Contingency	224,022	224,022	224,022
367,110	396,661	-	Ending fund balance	-	-	-
367,110	396,661	353,141	Total other uses	224,022	224,022	224,022
<b>\$ 681,165</b>	<b>\$ 668,261</b>	<b>\$ 795,000</b>	<b>Total requirements</b>	<b>\$ 670,000</b>	<b>\$ 670,000</b>	<b>\$ 670,000</b>

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# **APPENDICES**

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Property Tax Levies**

	General Fund	Debt Service Fund	Total
Permanent rate, in dollars per \$1,000 of assessed valuation	0.5582	-	
Levy *	\$ 22,328,832	\$ 6,973,192	
Less uncollectible and discounts at 5%	(1,102,942)	(348,660)	
Plus collection of prior years past due taxes and other taxes	275,198	81,000	
Interest on property taxes	39,141	50,000	
Property taxes expected to be collected to balance the budget	<u>\$ 21,540,229</u>	<u>\$ 6,755,532</u>	<u>\$ 28,295,761</u>

\* The Debt Service levy amounts to approximately 19 cents per thousand dollars of assessed value.

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Tuition and Fees**

	Rate		Unit	Fund Receiving the Revenue, or Course
	2020-21	2021-22		
<b>TUITION</b>				General Fund
In state (in district and out of district border states)	\$ 108.00	\$ 111.00	per credit hour	
Out of state and international	274.00	277.00	per credit hour	
<b>UNIVERSAL FEES</b>				
General student fee: for non-specific course related services available to the general college community.	6.00	6.00	per credit hour	Online and Hybrid Classes Intramurals and Athletics Student Life and Leadership Computer Lab
Technology fee: for student computer labs and other technological enhancements directly related to teaching and learning.	5.50	5.00	per credit hour	Student Technology
College services fee	30.00	30.00	per term	General Fund
<b>SERVICE FEES</b>				
Deferred payment, non-payment, collection fees, nursing admission, international student application, challenge, credit for prior learning, challenge exam, etc.		various		General or Fee Fund

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Tuition and Fees**

		Rate		Unit	Fund Receiving the Revenue, or Course
		2020-21	2021-22		
<b>COURSE FEES AND SPECIAL PROGRAM FEES</b>					
10001	Health Science	140.00	40.00	Per course	Fee Fund CLA-100 Introduction to Health Care
10001	Health Science	200.00	-	Per course	CLA-101 Clinical Lab Assist Skills I, CLA-102 Clinical Lab Assist Skills II; CLA-118 Phlebotomy for CLA Lab
10001	Health Science	175.00	-	Per course	CLA-103 Clinical Lab Assist III
10001	Health Science	-	200.00	Per course	CLA-101L Clinical Lab Assist Skills Lab I; CLA-102L Clinical Lab Assist Skills Lab II
10001	Health Science	150.00	-	Per course	CLA-119 Lab/Phlebotomy Practicum 1
10001	Health Science	150.00	180.00	Per course	CLA-120 Lab/Phlebotomy Practicum 2
10001	Health Science	50.00	-	Per course	CLA-125 Intro to Clinical Research
10001	Health Science	75.00	-	Per course	CLA-130 Specimen Collection
10001	Health Science	-	175.00	Per course	CLA-118L Phlebotomy Lab for CLA
10001	Health Science	205.00	300.00	Per course	NRS-110-01 Health Promotion
10001	Health Science	100.00	150.00	Per course	NRS-110-01 Health Promotion - Clinical Component
10001	Health Science	205.00	300.00	Per course	NRS-111-01 Foundation of Nursing in Chron
10001	Health Science	100.00	150.00	Per course	NRS-111-C Foundations fo Nursing in Chronic Illness I - Clinical Component
10001	Health Science	205.00	300.00	Per course	NRS-112-01 Foundation of Nursing in Acute Illness I
10001	Health Science	75.00	150.00	Per course	NRS-112-C Foundations of Nursing in Acute Illness I - Clinical Component
10001	Health Science	100.00	175.00	Per course	NRS-221-01 Foundations of Nursing in Chronic Illness II
10001	Health Science	180.00	175.00	Per course	NRS-221-C Foundations of Nursing in Chronic Illness II - Clinical Component
10001	Health Science	100.00	175.00	Per course	NRS-222-01 Foundations of Nursing in Acute Illness III

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Tuition and Fees**

		Rate		Unit	Fund Receiving the Revenue, or Course
		2020-21	2021-22		
10001	Health Science	180.00	275.00	Per course	NRS-222-C Foundations of Nursing in Acute Illness III - Clinical Component
10001	Health Science	100.00	175.00	Per course	NRS-224-01 Integrative Practicum
10001	Health Science	180.00	275.00	Per course	NRS-224-C Integrative Practicum - Clinical Component
10001	Health Science	40.00	70.00	Per course	NRS-230 Clinical Pharmacology I
10001	Health Science	-	70.00	Per course	NRS-231 Clinical Pharmacology II
10001	Health Science	40.00	70.00	Per course	NRS-232 Pathophysiological Processes I
10001	Health Science	40.00	70.00	Per course	NRS-233 Pathophysiological Processes II
10001	Health Science	125.00	53.00	Per course	MA-112 Medical Office Practice
10001	Health Science	30.00	55.00	Per course	MA-145 Med Coding & Health Info Mng
10001	Health Science	40.00	36.00	Per course	MA-116 Introduction to Medications
10001	Health Science	125.00	52.00	Per course	MA-117 Clinical Lab Procedures I
10001	Health Science	-	55.00	Per course	MA-117L Clinical Lab Procedures I Lab
10001	Health Science	-	127.00	Per course	MA-118 Examination Room Techniques
10001	Health Science	-	107.00	Per course	MA-118L Examination Room Techniquet Lab
10001	Health Science	200.00	15.00	Per course	MA-115 Phlebotomy
10001	Health Science	-	94.00	Per course	MA-115L Phlebotomy Lab
10001	Health Science	150.00	101.00	Per course	MA-119 Medical Assistant Practicum I
10001	Health Science	175.00	109.00	Per course	MA-121 Clinical Lab Procedures II
10001	Health Science	290.00	300.00	Per course	NUR-100
10007	Automotive & Welding	41.00	42.00	Per credit	AB-101, AB-105
10007	Automotive & Welding	103.00	105.00	Per course	AB-106
10007	Automotive & Welding	26.00	27.00	Per credit	AB-113, AB-133, AB-222, AB-224, AB-226

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Tuition and Fees**

		Rate		Unit	Fund Receiving the Revenue, or Course
2020-21	2021-22				
10007	Automotive & Welding	45.00	46.00	Per credit	AB-149
10007	Automotive & Welding	26.00	27.00	Per credit	ABR-125, ABR-127, ABR-129, ABR-225, ABR-227
10007	Automotive & Welding	82.00	84.00	Per course	ABR-142
10007	Automotive & Welding	103.00	105.00	Per course	ABR-152
10007	Automotive & Welding	41.00	42.00	Per course	ABR-162
10007	Automotive & Welding	5.00	6.00	Per course	AM-100
10007	Automotive & Welding	52.00	53.00	Per course	AM-106
10007	Automotive & Welding	100.00	102.00	Per course	AM-118
10007	Automotive & Welding	62.00	63.00	Per course	AM-121, AM-122, AM-175, AM-185, AM-195, AM-223
10007	Automotive & Welding	175.00	179.00	Per course	AM-129, AM-130, AM-131, AM-133, AM-235, AM-243, AM-244
10007	Automotive & Welding	88.00	90.00	Per course	AM-224
10007	Automotive & Welding	82.00	84.00	Per course	AM-228
10007	Automotive & Welding	150.00	153.00	Per course	AM-245
10007	Automotive & Welding	61.00	62.00	Per credit	AB-112, AB-123, AB-235, WLD-100, WLD-102, WLD-103, WLD-104; WLD-110, WLD-111, WLD-111A, WLD-111B; WLD-113, WLD-113A, WLD-113B; WLD-115, WLD-115A, WLD-115B, WLD-150, WLD-200, WLD-203, WLD-210, WLD-211, WLD-212, WLD-213, WLD-215, WLD-230, WLD-250, WLD-251, WLD-252, WLD-261, WLD-270
10016	Communications and Theater Arts	25.00	35.00	Per course	TA-111/112/113, TA-211/212/213, TA-141/142/143, TA-195/295, XATH-0001, XATH-0002
10028	Engineering	85.00	100.00	Other	WET-109-1d
10028	Engineering	85.00	100.00	Other	WET-109-1s

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Tuition and Fees**

		Rate		Unit	Fund Receiving the Revenue, or Course
2020-21	2021-22				
10028	Engineering	185.00	200.00	Other	WET-109-2day
10028	Engineering	370.00	400.00	Other	WET-109-4day
10028	Engineering	470.00	500.00	Other	WET-109-5day
10029	English	17.00	19.00	Per course	All WR and WRD courses except WRD ASE sections
10029	English	25.00	40.00	Per course	WR-265 Digital Storytelling
10031	English for Speakers of Other Languages	30.00	35.00	Per course	ESL-067 Spelling
10039	Horticulture	30.00	45.00	Per course	HOR-140 Soils
10055	Industrial Technology	47.50	48.25	Per credit	CDT-102, CDT-103, CDT-108A, CDT-160, CDT-223, CDT-224, CDT-225
10055	Industrial Technology	40.25	41.00	Per credit	EET-112, EET-127, EET-137, EET-139, EET-141, EET-142, EET-157, EET-215, EET-227, EET-230, EET-239, EET-250, EET-252, EET-254, EET-257
10055	Industrial Technology	47.50	48.25	Per credit	MET-112, MET-170, MET-211, MET-213
10055	Industrial Technology	321.00	48.25	Per credit	ESH-100
10055	Industrial Technology	47.50	48.25	Per credit	MFG-103, MFG-104, MFG-105, MFG-106, MFG-107, MFG-109, MFG-110, MFG-111, MFG-112, MFG-113, MFG-123, MFG-130, MFG-131, MFG-132, MFG-133, MFG-140, MFG-201, MFG-202, MFG-203, MFG-204, MFG-205, MFG-206, MFG-209, MFG-210, MFG-211, MFG-219, MFG-221, MFG-271, MFG-272, MRG-273
10055	Industrial Technology	40.25	41.00	Per credit	SM-136, SM-150, SM-160, SM-170, SM-229
10055	Industrial Technology	47.50	48.50	Per credit	IMT-104, IMT-108, IMT-110, IMT-120, IMT-139, IMT-215, IMT-220, IMT-223, IMT-225, IMT-233, IMT-234, IMT-239
10066	Science	20.00	25.00	Per course	GS-107 and PH-121

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Tuition and Fees**

		Rate		Unit	Fund Receiving the Revenue, or Course
2020-21	2021-22				
10085	Wildland Fire	25.00	30.00	Per course	FRP-130 Intro Wildland Firefighting, FRP-201 Advance Forest Management; FRP-211 Pumps and Water Use;
10085	Wildland Fire	20.00	25.00	Per course	FRP-230 Crew Boss (Single Resource), FRP-231 Engine Boss (Single Resource), FRP-243 Wilderness I: Psychology of Survival, FRP-245 Wilderness III: Weather of the NW, FRP-265 Fire Prevention Education I, FRP-270 Basic Air Operations, FRP-275 Wildland Fire Management I
10085	Wildland Fire	25.00	20.00	Per course	FRP-205 Forest Management Assessment & Inventory
10085	Wildland Fire	40.00	50.00	Per course	FRP-246 Wilderness IV: Backcountry CPR/First Aid
10085	Wildland Fire	40.00	25.00	Per course	FRP-246 Wilderness V: Intro Search/Rescue
10085	Wildland Fire	-	30.00	Per course	FRP-250 Wilderness VI: Basic Tool Use and Care, FRP-296 Intro to Wildland Fire Behavior Calcs, GIS-101 Maps & Geospatial Concepts, IGS-205 Cartography and Map Making
10085	Wildland Fire	25.00	30.00	Per course	FRP-290 Intermediate Wildland Fire Behavior
10085	Wildland Fire	20.00	40.00	Per course	GIS-201 Intro to Geographic Information Systems, GIS-202 Intermediate Geographic Information Systems
10085	Wildland Fire	10.00	30.00	Per course	GIS-236 Intro to Programming for GIS

**CLACKAMAS COMMUNITY COLLEGE  
2021-22 BUDGET  
Transfers Between Funds**

		<i>Transfer out from:</i>					
<i>Transfer in to:</i>	Purpose	General Fund	Fee Fund	PERS Reserve	Debt Fund	Bookstore Fund	Total
General Fund	2	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
Innovation Fund	1	250,000	-	-	-	-	250,000
Grants and Contracts Fund	3	115,600	-	-	-	-	115,600
Retirement Fund	1	500,000	-	-	-	-	500,000
Insurance Reserve Fund	1	100,000	-	-	-	-	100,000
Staff Computer Replacement Fund	1	100,000	-	-	-	-	100,000
Equipment Replacement Fund	1	250,000	-	-	-	-	250,000
Major Maintenance Fund	1/4	500,000	-	-	2,000,000	-	2,500,000
Total transfers		\$ 1,815,600	\$ -	\$ -	\$2,000,000	\$ 100,000	\$ 3,915,600

**Purpose**

- 1 The college sets aside operating funds annually for projects and purchases accounted for in these funds.
- 2 Support for indirect costs incurred by General Fund on behalf of the Bookstore such as utilities, accounting, custodial services, and facility repair and maintenance.
- 3 Fund individual full-time faculty professional development.
- 4 Purchase of land adjacent to current college property.



**CLACKAMAS COMMUNITY COLLEGE  
2021-2022 BUDGET  
Statistical Section**

**Economy and Employment**

The economy of the metropolitan area is highly diversified and not reliant on any single industry. The principal economic activities in Clackamas County include agriculture, timber, manufacturing, and commerce. The County's largest employers are in health care and light manufacturing.

Comparative (seasonally adjusted) unemployment rates follow.

	February 2021	February 2020
US	3.5%	3.5%
Oregon	3.5%	3.3%
Portland-Vancouver-Hillsboro MSA	3.2%	3.3%
Clackamas County	3.0%	3.2%

True cash valuation of properties in the County shows strong growth, below. Assessed value, which is limited by ballot measures in the 1990s, has also rebounded.

Fiscal Year	Assessed Valuation		True Cash Valuation	
	Billions	Change	Billions	Change
2020-21	41.4	5.0%	63.3	5.2%
2019-20	39.5	4.4%	60.2	7.3%
2018-19	37.8	4.6%	56.1	9.3%
2017-18	36.1	4.9%	51.3	10.5%
2016-17	34.4	4.9%	46.4	13.0%

**Educational Options**

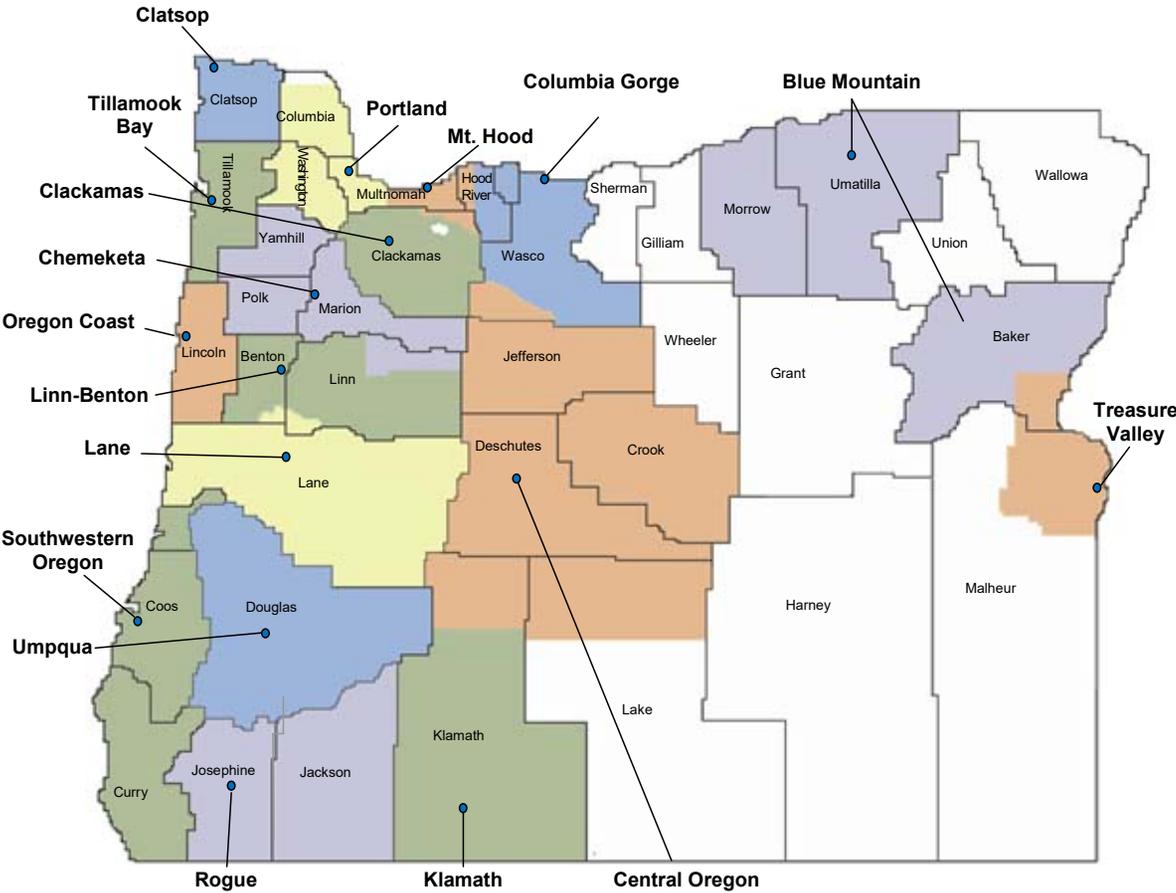
Numerous public and private educational institutions serve the metropolitan area. Multnomah and Clackamas counties contain three of the largest of Oregon's 17 community colleges. Full-time equivalent student enrollment at community colleges in 2020-2021 follows.

Community College Name and Location	Portland MSA	Other Areas	Total Enrollment
Portland (Portland)	23,343		
Chemeketa (Salem)		9,288	
Lane (Eugene)		7,514	
Mount Hood (Gresham)	7,187		
Clackamas (Oregon City)	6,252		
Linn Benton (Albany)		5,039	
Central Oregon (Bend)		4,274	
Rogue (Grants Pass)		4,105	
Other, less than 3,000 each		12,750	
<b>Total</b>	<b>36,782</b>	<b>42,970</b>	<b>79,752</b>
% all community colleges	46%	54%	

A map showing the location and service areas of all the community colleges is on the following page.

**CLACKAMAS COMMUNITY COLLEGE  
2021-2022 BUDGET  
Statistical Section**

**Oregon Community Colleges**



**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Glossary**

**AAOT:** Associate of Arts Oregon Transfer Degree, a two year degree designed for the student intending to transfer to a four-year college or university and pursuing upper division baccalaureate courses. Students who earn an AAOT are eligible for junior standing for the purposes of registration at any of the schools in the Oregon University System.

**ABE:** Adult basic education.

**ABS:** Adult basic skills.

**ACC:** Advanced college credit.

**Administrative:** Supervisory staff positions, exempt from the overtime pay provisions of the Fair Labor Standards Act

**Adopted budget:** The budget formally adopted by resolution by the Board of Education.

**AFAC:** Academic Foundations and Connections, a division of Instruction and Student Services.

**AGS:** Associate of General Studies, a two-year degree designed to provide flexibility, using a variety of course work to meet degree requirements.

**AHS:** Adult high school.

**Appropriation:** The authority, granted by the Board of Education, to incur expenditures. Appropriations are also the legal limitation on the amount of expenditures that can be made.

**Approved budget:** The budget approved by the Budget Committee and sent on to the Board of Education.

**ARE:** Academic Reduction and Elimination process.

**AS:** Associate of Science, a two-year degree in specific subjects which is articulated with a number of specific four-year universities.

**ASG:** Associated Student Government.

**ASOT:** Associate of Science Oregon Transfer Degree – Business, a two-year degree designed for the student intending to transfer to a four-year college or university within the Oregon University System and pursuing upper division baccalaureate courses in Business.

**BAG:** Budget advisory group.

**Balanced budget:** A budget in which contingency is not negative.

**Board of Education:** The local governing body of the college.

**Bonds:** Long-term debt.

**Budget Committee:** The Board of Education and an equal number of appointed members.

**Budget law:** Oregon Revised Statutes Chapter 294.

**Budget originator:** The individual administrator with the responsibility for budgetary control and compliance over a given department.

**Capital asset:** an item with a useful life of more than one year and a cost of \$5,000 or more. Capital assets include land, buildings and improvements, equipment, and vehicles.

**Capital outlay:** expenditures for capital assets. Capital outlay includes capital projects and operational capital outlays. Capital projects are the acquisition of land; purchase, remodeling and construction of buildings; upgrades to infrastructure such as paving and utilities; and the purchase and installation of certain equipment. Capital projects are managed by Campus Services and accounted for in the Capital Projects funds. Operational capital outlay is the simple purchase of assets such as vehicles, computers, equipment, and library collections. Operational capital outlays may be incurred by various departments and are accounted for in the fund that provides the resources.

**CLACKAMAS COMMUNITY COLLEGE**  
**2021-22 BUDGET**  
**Glossary**

**CCC:** Clackamas Community College.

**CCSSE:** Community College Survey of Student Engagement.

**CCSF:** Community College Support Fund, the legislative appropriation which partially funds Oregon's community colleges.

**CCWD:** Oregon Department of Community Colleges and Workforce Development, the State agency which supports the HECC in its oversight of community colleges.

**Classified:** Employees in the defined in the classified bargaining agreement. Excludes those exempt from the overtime provisions of the Fair Labor Standards Act; faculty; those working less than half-time; and certain grant-funded employees.

**CEU:** Continuing education unit.

**COLA:** Cost of living allowance, a periodic increase in wage rates to allow for inflation.

**COVID-19:** Corona Virus Disease 2019 – pandemic.

**Colleague/Datatel/Ellucian:** The software used by the college for administrative functions.

**College services fee:** A per-term fee that contributes toward fixed college costs and provides selected enhanced student services.

**Confidential:** Non-represented employees, excluded from the classified bargaining unit because of the nature of their work.

**Contingency:** A budget set aside for unforeseen spending that may arise. If actual results are exactly as budgeted, contingency will be the amount of fund balance at the end of the year.

**COPs:** Certificate of Participation, long-term debt which pledges the full faith and credit of the college for repayment.

**Course fees:** Course fees cover the costs beyond the normal classroom to ensure a competitive and quality program.

**CTE:** Career and Technical Education.

**CTEHS:** Career and Technical Education high school.

**CWP:** Clackamas Workforce Partnership.

**Debt service:** Principal and interest payments on long-term debt.

**DEI:** Diversity, Equity and Inclusion

**ESOL:** English for Speakers of Other Languages.

**Executive Council:** The college President, Vice Presidents, Associate Vice President, and Dean of Human Resources.

**FIPSE:** Fund for the Improvement of Postsecondary Education, a US Department of Education grant program.

**Fiscal year:** July 1 to June 30.

**Fixed asset:** An item with a useful life of more than one year and a cost of \$5,000 or more. Fixed assets include land, buildings and improvements, equipment, and vehicles.

**40/40/20:** At State goal that by the year 2025, 100 percent of Oregonians will earn a high school diploma or its equivalent, 40 percent will earn a post-secondary credential, and 40 percent will obtain a bachelor's degree or higher.

**FTE staff:** Full time equivalent staff is an expression of the number of hours worked. A full time employee is one FTE. Different calculations are used for faculty than for exempt and classified.

**FTE students:** Full time equivalent students. A measure of student enrollment which converts the total number of credit hours carried by all part time and full time students into full time equivalent. One FTE student is defined as 510 clock hours over three terms of instruction; essentially, a 15-credit load per term for three terms.

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**FTF:** Full-time faculty.

**Full faith and credit (FFCO):** The unconditional obligation to make debt service payments from any and all legally available taxes, revenues and other funds.

**Function:** A group of related activities aimed at accomplishing a major service or program of the college. Instruction and Student Services are examples.

**Fund balance:** Available spendable resources at a given point in time.

**FYE:** First year (student) experience.

**GAAP:** Generally accepted accounting principles.

**GASB:** The Governmental Accounting Standards Board, the body which sets GAAP for municipal entities.

**GE:** General education.

**GED:** General educational development. The GED test is an equivalency certificate, for those who do not have a high school diploma.

**General obligation bonds:** Long-term debt approved by the voters and repaid by property taxes levied for debt service.

**General student fee:** This fee covers the student's share of the cost for non-course related services available to the general college community, including athletics, student government, and computer labs.

**HECC:** Higher Education Coordinating Commission. The HECC develops biennial budget recommendations, makes funding allocations to community colleges and public universities, and approves new academic programs in the public system.

**HSP:** High School plus, classes taught by CCC faculty at the high school location.

**IA:** Institutional activity. Planned actions for the budget year which are key drivers in helping the college accomplish the strategic priorities.

**IEP:** Institutional Effectiveness and Planning.

**InSS:** Instruction and Student Services.

**LDC:** Lower division collegiate.

**Materials and services:** expenditures for items other than personal services, capital outlay, or debt service.

**NCRC:** National career readiness certificate.

**NWCCU:** Northwest Commission on Colleges and Universities, the accreditation agency for the college.

**OEIB:** Oregon Education Investment Board. Chaired by Oregon's Governor, this oversees and recommends efforts to "build a unified system for investing in and delivering public education from birth to college & career."

**OJT:** On-the-job training.

**OUS:** Oregon university system.

**PERS:** Oregon Public Employees Retirement System.

**Personnel Services:** Expenditures for employed staff -- salaries and wages, payroll taxes, and employee benefits.

**POR:** Position Opening Request, a process and form used to request filling a vacant or creating a new full-time staff position.

**Proposed budget:** The budget prepared by college staff and submitted to the Budget Committee.

**PTF:** Part-time faculty.

**Resources:** Amounts available for expenditure.

**SEM:** Strategic Enrollment Management

**Service fees:** Service fees are paid by the student or other users for services beyond the normal registration and payment process.

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**Special program fees:** These fees are designed to recover costs of a workshop, class, or activity targeted to a specific market segment or special population or controlled by third party contract.

**SPOL:** Strategic planning on line, the software used to manage funding requests for innovation and equipment.

**STEM:** Science, Technology, Engineering and Mathematics.

**TAPS:** Technology, Applied Science and Public Services, a division of Instruction and Student Services.

**Technology fee:** This fee supports technology for student use.

**Total public resources (TPR):** The sum of state appropriation plus property taxes assessed.

**Transfers:** Movement of resources between funds, with no expectation of repayment.

**Tuition:** Tuition is used as a means to transfer a portion of the costs of education to the user. Tuition revenue is intended to cover the student share of the instructional and facilities costs of normal classes taught in standard classrooms.

**UAL:** PERS unfunded actuarial liability, the difference between future costs of pension benefits and the assets estimated to be available to pay those benefits.

**UTA:** Utility Training Alliance.

**WIOA:** Workforce Innovation and Opportunity Act. Federal program designed to help job seekers access employment, education, training, and support services, and match employers with skilled workers. The College receives grant funds for workforce development programs under this program.