

CLACKAMAS COMMUNITY COLLEGE

2016-17 BUDGET

Available online at http://www.clackamas.edu/Budget_Committee.aspx

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**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Fifty Years**

At CCC, we're celebrating 50 years of providing education that works. Since 1966, Clackamas Community College has been making a difference in the community and transforming lives. Through transfer degrees, career technical programs, community enrichment and more, the college has been educating people in a variety of ways for the last five decades.

Our first budget, for 1966-67, is on the next page. Here we are in numbers, then and now.....

	1966-67	2016-17
Number of funds	1	21
Revenue from state sources	\$216,500	\$31,724,081
Revenue from property taxes	246,211	23,761,732
Personnel services expenditures	237,850	48,368,415
Capital outlay expenditures	132,850	48,953,915
Total budget	576,411	202,417,667



BUDGET SUMMARY GENERAL FUND

BUDGET RESOURCES	BUDGET FOR EN S I N G Y F A R	
	Prop ed	Appr ved
	(4)	(5)
Revenue from Local Sources except tax to be levied	\$112,500.00	\$112,500.00
Revenue from State Sources	216,500.00	216,500.00
Receipts from other School Districts	1,200.00	1,200.00
Total Budget Resources except tax to be levied	\$330,200.00	\$330,200.00
District Tax Received in Year Levied	x x x x x x	x x x x x x
District Tax Required to Balance Budget	\$ 246,211.00	\$ 246,211.00
TOTAL BUDGET RESOURCES	\$576,411.00	\$576,411.00
BUDGET REQUIREMENTS		
Administration—Salaries	\$ 23,400.00	23,400.00
—Other	15,015.00	15,015.00
Instruction—Salaries	207,800.00	207,800.00
—Other	73,000.00	73,000.00
Maintenance of Plant—Salaries	5,400.00	5,400.00
—Other	15,000.00	15,000.00
Fixed Charges	57,946.00	57,946.00
Student Body Activities—Salaries	1,250.00	1,250.00
—Other	1,250.00	1,250.00
Capital Outlay—Sites	6,000.00	6,000.00
—Buildings	24,550.00	24,550.00
—Equipment	108,300.00	108,300.00
Payments to other School Districts	7,500.00	7,500.00
Operating Contingency	30,000.00	30,000.00
TOTAL ESTIMATED EXPENDITURES	\$576,411.00	\$576,411.00
Unappropriated Balance	-0-	-0-
TOTAL BUDGET REQUIREMENTS	\$576,411.00	\$576,411.00

June 28 & July 1, 1966

COLLEGE ARCHIVES

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
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CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Mission Statement

Our Purpose is creating lifetime opportunities for success through responsive education.

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.

Our Code of Ethics is to perform our jobs in a way that fosters personal growth and academic excellence, recognizes the inherent goodness of all people, models personal and academic integrity, respects diversity, and shows concern for the needs and feelings of others.

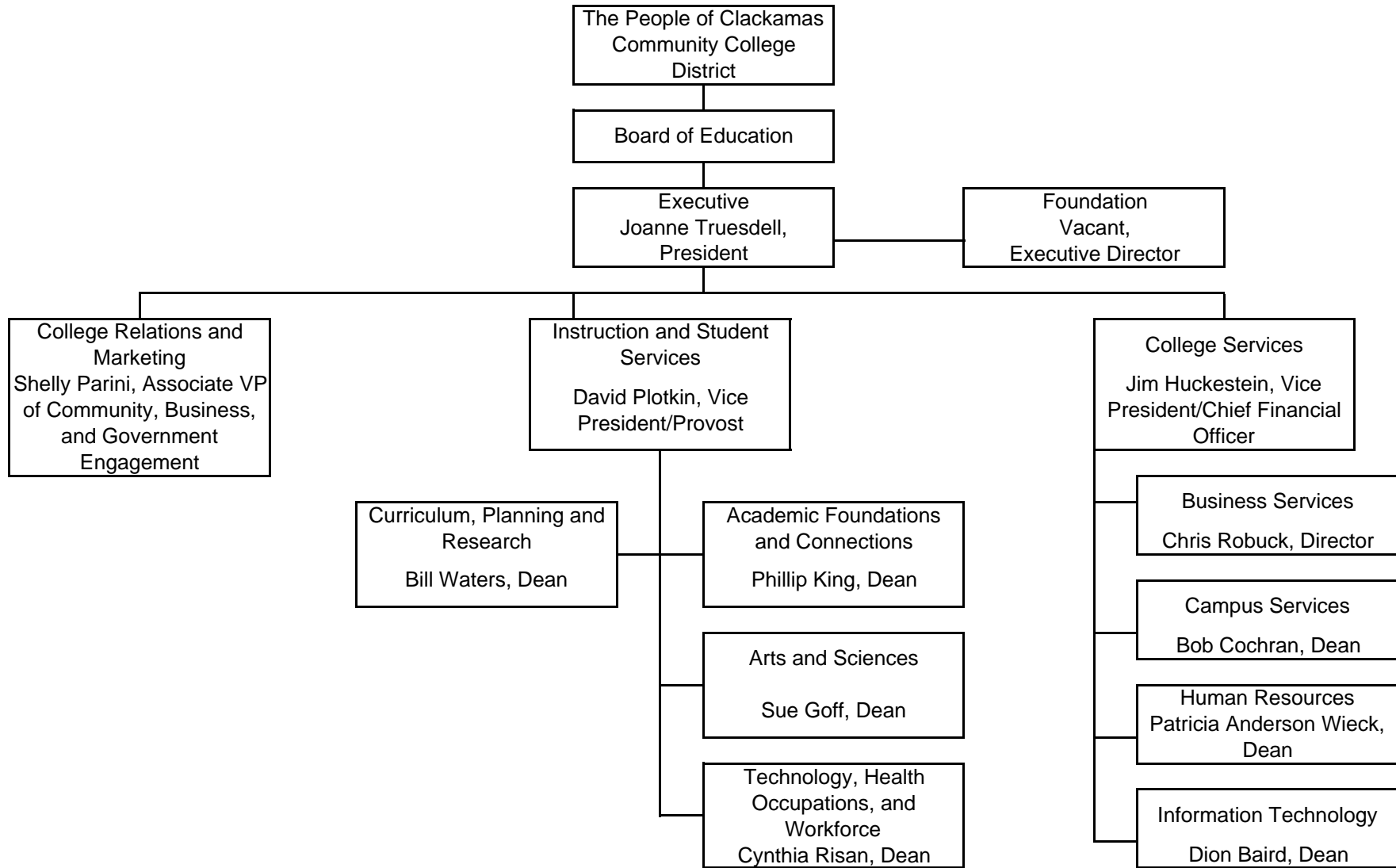
Core Themes describe the essential elements of our mission fulfillment. They are:

- Academic Transfer
- Career and Technical Education
- Essential Skills
- Lifelong Learning

**CLACKAMAS COMMUNITY COLLEGE
2016-17 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, 2019	David Bilby	June 30, 2017
Zone 2 Clackamas & North Clackamas County	Jean Bidstrup, Board Chair	June 30, 2017	Dave McTeague	June 30, 2018
Zone 3 Gladstone area	Dave Hunt	June 30, 2017	Wade Byers	June 30, 2019
Zone 4 Oregon City area	Chris Groener	June 30, 2019	Christine Didway	June 30, 2018
Zone 5 West Linn & Wilsonville Area	Ron Adams	June 30, 2019	Betty Reynolds, Budget Committee Chair	June 30, 2017
Zone 6 Estacada & East Clackamas County	Jane Reid	June 30, 2017	David Piper	June 30, 2017
Zone 7 Canby, Molalla & South Clackamas County	Richard Oathes, Board Vice Chair	June 30, 2017	Michael McNichols	June 30, 2018

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Organization Chart**



CLACKAMAS COMMUNITY COLLEGE
2016-17 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 community with education that is responsive to the needs of the people, businesses and industry in the district. The pioneering, can-do spirit of our first instructors teaching in borrowed classrooms remains today as we continue to evolve and grow to meet the needs of a changing community and economy.

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 unincorporated part of Clackamas County, includes the health sciences programs. 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. Dr. Joanne Truesdell serves as president at Clackamas.

Community colleges serve diverse populations ranging from high school students to senior citizens. Clackamas enrolled 25,793 students in the 2014-15 fiscal year with a full time equivalence of 7,138. The college employs about 380 full time and 600 part time staff. CCC is accredited by the Northwest Commission on Colleges and Universities.

The College district encompasses all of Clackamas County except the cities of Lake Oswego and Sandy. The estimated population of the College district is 350,000. Geographically, Clackamas County is one of the largest in the state, covering 1,893 square miles. The county is about 65 percent urban and 35 percent rural, which means people of many diverse needs, interests and skill levels attend CCC. Industry leaders can be found here in manufacturing, health care, high-tech, retail and agriculture. Selected regional and demographic data is in the Statistical Section in the Appendices.

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 \$565,000 in scholarships during 2014-15.

For more information about Clackamas Community College or the Foundation, visit the website at www.clackamas.edu.

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Award**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Clackamas Community College
Oregon**

For the Fiscal Year Beginning

July 1, 2015

Executive Director

5

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Clackamas Community College for its annual budget for the fiscal year beginning July 1, 2015. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Message

March 15, 2016

Dear Colleagues:

First off, I want to thank you all for your contributions to our continued efforts for our students to persist and complete. Our fiscal condition is stable at this time and our deliberations are on modest investments and shifting those positions that had been supported temporarily with other funds, back to the General Fund.

The process we have been using for the previous seven years continues to be improved. The process includes multiple representatives at each stage of budget deliberations, from our revised faculty Position Opening Request (POR) process to conversations within the Budget Advisory Group (BAG). I want to take some time to tell you about the outcome of this year's budget planning process.

After a number of years in which enrollments were escalating in concert with higher costs of operation and decreases in state funding, followed by decreasing enrollments and small increases in state funding we appear to have reached a plateau or stability period. Enrollments are essentially unchanged from a year ago and similar to pre-recession levels. Through your deliberations and actions over the past few years we appear to have reached a fiscal equilibrium as well. We have done this work together, and together we will respond to new challenges from a strengthened position.

The impact of passing the \$90 million capital construction bond on a potential operating deficit in fiscal year 2018-19 is substantial. The annual debt service on outstanding Certificates of Participation (COPs) has been removed as a general fund obligation and has been financed from bond proceeds.

Another significant change in our financial position came as the result of legislative action to reform PERS. We are temporarily experiencing this change in two ways – decreased PERS costs to the College and increased resources from the state.

The legislative fix scaled back PERS rate increases previously scheduled to take effect July 1, 2013, and lessened rates that took effect July 1, 2015. Unfortunately, the PERS reforms were largely reversed by the Oregon Supreme Court, and along with other developments will bring even greater PERS rate increases beginning July 2017 and will continue for at least two additional biennia.

While the improving economy combined with the delayed impact on the PERS rates freed up resources to reverse the trend of ever smaller appropriations to the Community College Support Fund (CCSF), it is only a short-term phenomenon. The Community College Support Fund was increased to \$550 million, \$50 million more than the Governor's Recommended Budget.

But after the court overturned PERS reforms the statewide unfunded actuarial liability (UAL) doubled from \$8 billion to

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Message

more than \$19 billion. We estimate Clackamas Community College's share of the UAL to be more than \$50 million.

Throughout our budget actions over the last seven years and the passing of our \$90 million bond, we have taken the opportunity to be strategic, recalibrate our work, and invest in creating organizational capacity. This year's budget process has focused on recalibrating our available reserves, prudent investments to better deliver expected outcomes in the near future, and creating a stable fiscal position to respond to either positive or negative outcomes in future legislative appropriations.

BUDGET CHANGES FOR 2016-17

In simplest terms, the underlying revenue and expenditure picture shows ongoing revenue that is projected to be up slightly and exceeds ongoing expenses in the short term. Together, with general fund reserves, this allows for a mix of one-time and ongoing investments targeted to build organizational capacity and better serve students. Even with planned investments we project a net positive contribution to our ending fund balance for 2016-17.

Some of the re-investments you see below are one-time dollars, taking advantage of one-time resources or reductions in expenditures. Some are ongoing commitments, such as general fund positions. Others are investments that can be discontinued if the budget picture changes or shifted if our priorities need to shift. A number of changes reverse temporary actions taken in prior budgets to shift expenses

from the general fund to other funds. Each of these moves is a recognition that these shifts are no longer sustainable, and to continue must be again placed in the general fund.

Another temporary budget element that is being brought to standard treatment is how courses are accounted for at the Wilsonville campus. Beginning in 2016-17, these courses will be charged regular tuition rather than equivalent fees, standardizing tuition across the college.

Below is a summary of recommended budget actions. Each of these reflects broad participation on the part of CCC employees with a focus on student success. Every action is intended to improve results in student progression, improve completion resulting in a credential or employment, enhance transfer, increase college wide security, or to build operational capacity. The internal process that resulted in these investments continues the trend of addressing critical needs that we realized this budget year.

A. Building Available Reserves

Last year the Board of Education updated its policy for Ending Fund Balance to no less than ten percent of revenue. Given the instability of Oregon's main revenue source – income tax – and the volatile nature of certain large expenses such as PERS, and the fact of the state's minimal rainy day funds, it's important we maintain at least ten percent in our Ending Fund Balance. In order to utilize reserves in tough times we have to build them in better times. We increased the minimum Ending Fund Balance target without affecting our trajectory to slowly

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Message

build expenses up to expected revenue levels in the short term.

It is important to note that our conservative approach to building reserves and holding PERS “savings” over the past few years, and the passing of the bond, allows us to now shift temporary savings to PERS reserves as well as plan to utilize reserved resources over the next five years. A transfer of \$2 million to PERS reserves in 2016-17 will be used in the 2019-2021 biennium to offset rate increases.

B. Revenue

Because CCC had above average property tax growth combined with prior enrollment declines, there is actually a decrease projected in state resources next year. Total public resources are essentially flat. Combining all sources of General Fund revenue we project a one percent overall increase, or just under \$600,000. That includes a tuition rate increase of \$3 – from \$87 to \$90 per credit hour – and a small increase in projected enrollment resulting in overall tuition revenue being up approximately \$600,000. Property tax growth is estimated at just under 5 percent.

With passage of the bond, the College has secured state matching funds of \$16 million toward construction of the new Harmony phase II and Industrial Technical Center buildings, which are included in Capital Project (Bond) Fund budget for 2016-17. Our Foundation has a capital campaign well under way which will provide additional resources for bond projects.

C. Targeted General Fund Investments - \$1.1 million

Each department and program was asked to identify budget adjustments and reinvestments to be considered for 2016-17. Along with department chairs, directors, associate deans, deans and the Budget Advisory Group, we have considered a tremendous amount of thoughtful input and ideas throughout the past few months to identify our highest priorities with an eye to the future and an understanding of the confines of what we could afford to do in the upcoming year.

We looked through three lenses, sometimes distinct and sometimes overlapping:

- Operational capacity – What investments should we make to improve lead time, reduce waste time, improve processes and provide for planned succession?
- Recalibration – What investments should we make to redirect resources based on new information and to better service new directions and priority outcomes?
- Strategic investment – What investments should we make to position the college for the future, understanding new revenue streams and changes in delivery of services?

The following is an overview of the targeted investments identified for next year.

Personnel: The College over the last several years has reduced general fund staff by 80 full-time equivalent positions at a time when enrollment also surged. In 2014-15 we began

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Message**

to make investments as our funding level inched its way up from the lowest levels since before 2000. We continue to reinvest in our staffing.

Our commitment for 2016-17 is to bring the number of full-time faculty up by two positions over the 2015-16 staffing levels and to increase our non-faculty positions by the equivalent of 7.5 FTE (\$468,954) over 2015-16 levels. To this end, the following positions are approved and are being incorporated into the 2016-17 budget.

Each of these faculty positions contribute to more than one of our core themes of Academic Transfer, Career and Technical Education, Essential Skills and Life-Long Learning. Our “range of motion” throughout our mission is essential as our enrollment mix changes during times of lower enrollment. The addition of a Faculty Assessment Coordinator ensures we have continuous review, learning and change as we anticipate the changes in the future of learning and our roles as facilitators.

- 1.0 Faculty Business and Computer Science: Accounting Instructor
- 1.0 Faculty Business and Computer Science: Project Management Instructor
- 1.0 Faculty Customized Training: Instructor
- 1.0 Faculty Horticulture: General Horticulture Instructor
- 1.0 Faculty Horticulture: Nursery Instructor
- 1.0 Faculty Instructional Support and Professional Development: Assessment Coordinator
- 1.0 Faculty Manufacturing Technology: Welding Instructor

- 1.0 Faculty Small Business Development Center: Instructor
- 1.0 Faculty World Languages: American Sign Language Instructor

- 1.0 Part-time faculty annually contracted – Automotive Technology for our Regional High School Automotive Program

To continue to support our students across their learning and leadership goals the following have been approved.

- 1.0 Classified Student Life and Leadership (shift from fee fund to general fund)
- 1.0 Classified Automotive Technical Specialist (shift from grant fund to general fund)
- 1.0 Classified Administrative Campaign Associate (shift from fee fund to general fund)
- 0.25 Increase for the Classified Administrative Assistant in Horticulture
- 0.25 Increase for the Secretary in ESL / Skills Development
- 1.0 Classified Service Desk Technician (student and staff Institutional Technology help) half paid from General fund/half from Technology Fee.
- 1.0 Classified Library and Institutional Information Technician required to maintain an Academic Library membership in ORBIS Cascade
- 1.0 Classified Plant Engineer-Maintenance three year limited duration
- 1.0 Classified Custodian
- 1.0 Classified Career and Technical Education Enrollment Specialist

CLACKAMAS COMMUNITY COLLEGE
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Budget Message

- 1.0 Confidential Executive Assistant to the Director of College Safety and the Vice President of College Services/CFO
- 1.0 Administrative Campus Safety Officer
- 1.0 Administrative Placement Assessment (PASS)
- 1.0 Administrative (reclassification of existing position) Curriculum Manager

In addition we invested in continuing the full-time First-Year Faculty Experience (FYFE). One-time General Fund investments include startup funds for a Grants Officer, and shorter term part-time investments across various service departments.

Materials and Services: Budgets were increased by two percent and additional targeted increases of \$150,000 were made in student and academic support services, learning center, library, human resources, and technology supporting students' access and success upon entry.

Designated Funds: The budget includes \$500,000 Instructional equipment replacement funds for the instructional equipment replacement needs not covered in the bond. An additional \$350,000 will be distributed through Innovation funds for one-time projects.

D. Targeted Non-General Fund Investments - \$128,643

Personnel: In addition to the general fund investments listed above, positions have been approved using fee or other funds. These positions each represent an important transition of part-

time personnel reconfigured into full-time positions due to demand and resource availability.

- 1.0 Part-time Faculty annually contracted – Automotive Technology for our Regional High School Automotive Program
- 1.0 Academic Career Coach

E. Other Non-General Fund Expenditures

A request by students to increase the College Services Fee by \$3 per term for credit students to keep the shuttle free and to provide discounted transit passes and enhance carpool services is included. A grant that had supported these expenses is ending.

Wilsonville courses currently charged fees in lieu of tuition will be charged standard tuition in the general fund, so corresponding expenses are reduced in the fee fund as well.

NEXT STEPS

In April, a more detailed version of the budget changes will be presented to Presidents' Council and College Council. The college's Budget Committee, comprised of the Board of Education and an equal number of citizen appointees, will meet in twice in May, culminating in approval of the proposed budget. In June, the Board of Education will formally adopt the budget, establish appropriations and authorize the levy of supporting property taxes.

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Message

Our past, present and future success depends on the extraordinary efforts of so many, and your continued input and involvement is crucial. Thanks 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. Joanne Truesdell
President

Jim Huckestein
Vice President, College Services

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CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget in Total

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
RESOURCES						
\$ 24,686,498	\$ 31,321,854	\$ 62,985,780	Beginning fund balance	\$ 52,773,235	\$ 52,773,235	\$ 52,776,235
State revenue						
12,848,594	13,035,663	12,844,886	State community college support	14,022,081	14,022,081	14,022,081
511,628	1,117,954	8,177,000	State grants and contracts	16,302,000	16,302,000	16,302,000
1,114,026	1,189,084	1,100,000	State student financial aid	1,400,000	1,400,000	1,400,000
Local revenue						
19,294,610	20,474,354	22,596,770	Property taxes	23,761,732	23,761,732	23,761,732
14,592,161	13,952,251	14,162,536	Tuition	14,581,349	14,581,349	14,581,349
6,230,309	6,093,174	6,109,973	Fees	5,571,421	5,571,421	5,571,421
2,602,100	2,619,267	2,582,250	Sales of goods and services	2,532,000	2,532,000	2,532,000
1,639,979	1,549,444	1,358,020	Local grants and contracts	1,410,289	1,410,289	1,485,836
850,374	945,566	950,000	Local student financial aid	1,000,000	1,000,000	1,000,000
6,367,933	3,833,083	6,656,935	Other local revenue	4,740,649	4,740,649	4,740,649
Federal revenue						
10,772,505	7,364,186	4,916,000	Federal grants and contracts	5,950,000	5,950,000	5,950,000
9,768,853	8,872,879	9,862,204	Federal student financial aid	8,560,382	8,560,382	8,560,382
20,791	18,991	10,000	Other federal revenue	17,395	17,395	17,395
<u>86,613,863</u>	<u>81,065,896</u>	<u>91,326,574</u>	Total revenue	<u>99,849,298</u>	<u>99,849,298</u>	<u>99,924,845</u>
Other sources						
9,597,451	7,331,040	2,576,524	Transfers in	4,691,587	4,691,587	4,691,587
22,197	1,250	27,355	Sale of fixed assets	25,000	25,000	25,000
-	44,996,012	-	Proceeds from long-term debt	45,000,000	45,000,000	45,000,000
<u>9,619,648</u>	<u>52,328,302</u>	<u>2,603,879</u>	Total other sources	<u>49,716,587</u>	<u>49,716,587</u>	<u>49,716,587</u>
<u>\$ 120,920,009</u>	<u>\$ 164,716,052</u>	<u>\$ 156,916,233</u>	Total resources	<u>\$ 202,339,119</u>	<u>\$ 202,339,119</u>	<u>\$ 202,417,667</u>
REQUIREMENTS						
Expenditures						
Personnel services						
\$ 32,333,437	\$ 31,598,057	\$ 32,432,714	Wages and salaries	\$ 34,396,499	\$ 34,396,499	\$ 34,448,341
12,563,759	12,921,639	12,860,433	Payroll taxes and benefits	13,712,269	13,712,269	13,735,974
278,635	252,525	209,420	Retiree stipend	184,100	184,100	184,100
<u>45,175,831</u>	<u>44,772,221</u>	<u>45,502,567</u>	Total personnel services	<u>48,292,868</u>	<u>48,292,868</u>	<u>48,368,415</u>

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget in Total

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
			Materials and services			
2,917,991	2,799,279	2,588,811	Supplies	2,603,857	2,603,857	2,645,861
583,359	514,434	548,147	Travel	481,830	481,830	485,830
285,669	317,115	398,721	Training and staff development	425,708	425,708	425,708
104,139	168,364	176,563	Publicity and public relations	168,125	168,125	168,125
395,738	420,100	383,349	Printing and publications	399,300	399,300	389,300
1,460,006	1,860,503	3,853,525	Repair and maintenance	2,047,383	2,047,383	2,047,383
1,409,894	1,528,002	1,608,487	Utilities	1,560,838	1,560,838	1,560,838
289,088	370,272	456,816	Fees and dues	527,395	527,395	543,895
352,340	389,193	412,000	Insurance	450,000	450,000	450,000
2,716,762	2,347,919	4,880,818	Professional services	6,212,231	6,212,231	6,513,992
1,652,336	1,695,496	1,596,550	Cost of goods sold	1,556,225	1,556,225	1,556,225
11,603,643	10,921,708	11,939,510	Student financial aid	10,918,584	10,918,584	10,915,134
685,729	1,242,751	1,443,000	WIA payments for student expenses	800,000	800,000	800,000
1,089,678	830,683	531,271	Other materials and services	334,615	334,615	334,615
<u>25,546,372</u>	<u>25,405,819</u>	<u>30,817,568</u>	Total materials and services	<u>28,486,091</u>	<u>28,486,091</u>	<u>28,836,906</u>
			Capital outlay			
731,566	622,556	1,619,063	Vehicles and equipment	932,788	932,788	932,788
182,147	287,015	100,500	Library collection	71,127	71,127	71,127
-	-	20,400,000	Buildings and infrastructure	47,950,000	47,950,000	47,950,000
-	-	3,300,000	Land	-	-	-
<u>913,713</u>	<u>909,571</u>	<u>25,419,563</u>	Total capital outlay	<u>48,953,915</u>	<u>48,953,915</u>	<u>48,953,915</u>
			Debt service			
4,760,000	5,180,000	5,170,000	Principal	5,715,000	5,715,000	5,715,000
3,604,788	3,407,188	3,169,354	Interest	2,905,151	2,905,151	2,905,151
<u>8,364,788</u>	<u>8,587,188</u>	<u>8,339,354</u>	Total debt service	<u>8,620,151</u>	<u>8,620,151</u>	<u>8,620,151</u>
<u>80,000,704</u>	<u>79,674,799</u>	<u>110,079,052</u>	Total expenditures	<u>134,353,025</u>	<u>134,353,025</u>	<u>134,779,387</u>
			Other uses			
-	13,152,417	-	Issuance/refunding of long-term debt	387,000	387,000	387,000
9,597,451	7,331,040	2,576,524	Transfers out	4,691,587	4,691,587	4,691,587
-	-	43,311,847	Contingency	61,957,507	61,957,507	61,609,693
31,321,854	64,557,796	948,810	Ending fund balance	950,000	950,000	950,000
<u>40,919,305</u>	<u>85,041,253</u>	<u>46,837,181</u>	Total other uses	<u>67,986,094</u>	<u>67,986,094</u>	<u>67,638,280</u>
<u>\$ 120,920,009</u>	<u>\$ 164,716,052</u>	<u>\$ 156,916,233</u>	Total requirements	<u>\$ 202,339,119</u>	<u>\$ 202,339,119</u>	<u>\$ 202,417,667</u>

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget by Fund Type

	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Proprietary Funds	2016-17 Budget
RESOURCES						
Beginning fund balance	\$ 18,613,498	\$ 4,903,725	\$ 2,600,463	\$ 24,808,000	\$ 1,850,549	\$ 52,776,235
State revenue						
State community college support	14,022,081	-	-	-	-	14,022,081
State grants and contracts	2,000	300,000	-	16,000,000	-	16,302,000
State student financial aid	-	1,400,000	-	-	-	1,400,000
Local revenue						
Property taxes	17,775,438	-	5,986,294	-	-	23,761,732
Tuition	14,581,349	-	-	-	-	14,581,349
Fees	1,550,740	3,985,681	-	35,000	-	5,571,421
Sales of goods and services	-	42,000	-	-	2,490,000	2,532,000
Local grants and contracts	263,489	645,547	176,800	-	400,000	1,485,836
Local student financial aid	-	1,000,000	-	-	-	1,000,000
Other local revenue	297,847	773,500	2,283,102	1,380,000	6,200	4,740,649
Federal revenue						
Federal grants and contracts	50,000	5,900,000	-	-	-	5,950,000
Federal student financial aid	-	8,560,382	-	-	-	8,560,382
Other federal revenue	-	17,395	-	-	-	17,395
Total revenue	<u>48,542,944</u>	<u>22,624,505</u>	<u>8,446,196</u>	<u>17,415,000</u>	<u>2,896,200</u>	<u>99,924,845</u>
Other sources						
Transfers in	230,000	3,265,669	-	1,195,918	-	4,691,587
Sale of fixed assets	25,000	-	-	-	-	25,000
Proceeds from long-term debt	-	-	-	45,000,000	-	45,000,000
Total other sources	<u>255,000</u>	<u>3,265,669</u>	<u>-</u>	<u>46,195,918</u>	<u>-</u>	<u>49,716,587</u>
Total resources	<u>\$ 67,411,442</u>	<u>\$ 30,793,899</u>	<u>\$ 11,046,659</u>	<u>\$ 88,418,918</u>	<u>\$ 4,746,749</u>	<u>\$ 202,417,667</u>
REQUIREMENTS						
Expenditures						
Personnel services						
Wages and salaries	\$ 27,642,853	\$ 6,168,135	\$ -	\$ -	\$ 637,353	\$ 34,448,341
Payroll taxes and benefits	10,734,497	2,773,280	-	-	228,197	13,735,974
Retiree stipend	-	184,100	-	-	-	184,100
Total personnel services	<u>38,377,350</u>	<u>9,125,515</u>	<u>-</u>	<u>-</u>	<u>865,550</u>	<u>48,368,415</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget by Fund Type**

	General Fund	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Proprietary Funds	2016-17 Budget
Materials and services						
Supplies	814,929	1,471,232	-	250,000	109,700	2,645,861
Travel	186,837	252,893	-	-	46,100	485,830
Training and staff development	335,558	81,750	-	-	8,400	425,708
Publicity and public relations	140,275	23,300	-	-	4,550	168,125
Printing and publications	273,143	106,907	-	-	9,250	389,300
Repair and maintenance	1,396,183	208,200	-	300,000	143,000	2,047,383
Utilities	1,540,138	5,300	-	-	15,400	1,560,838
Fees and dues	466,845	38,850	-	-	38,200	543,895
Insurance	400,000	50,000	-	-	-	450,000
Professional services	1,250,592	857,400	-	4,350,000	56,000	6,513,992
Cost of goods sold	-	75,000	-	-	1,481,225	1,556,225
Student financial aid	2,591	10,912,543	-	-	-	10,915,134
WIA payments for student expenses	-	800,000	-	-	-	800,000
Other materials and services	167,323	165,292	-	-	2,000	334,615
Total materials and services	6,974,414	15,048,667	-	4,900,000	1,913,825	28,836,906
Capital outlay						
Vehicles and equipment	55,146	240,000	-	400,000	237,642	932,788
Library collection	71,127	-	-	-	-	71,127
Buildings and infrastructure	-	-	-	47,950,000	-	47,950,000
Total capital outlay	126,273	240,000	-	48,350,000	237,642	48,953,915
Debt service						
Principal	-	-	5,715,000	-	-	5,715,000
Interest	-	-	2,905,151	-	-	2,905,151
Total debt service	-	-	8,620,151	-	-	8,620,151
Total expenditures	45,478,037	24,414,182	8,620,151	53,250,000	3,017,017	134,779,387
Other uses						
Costs of long-term debt issuance	-	-	-	387,000	-	387,000
Transfers out	4,406,587	215,000	-	-	70,000	4,691,587
Contingency	17,526,818	6,164,717	2,226,508	34,781,918	909,732	61,609,693
Ending fund balance	-	-	200,000	-	750,000	950,000
Total other uses	21,933,405	6,379,717	2,426,508	35,168,918	1,729,732	67,638,280
Total requirements	\$ 67,411,442	\$ 30,793,899	\$ 11,046,659	\$ 88,418,918	\$ 4,746,749	\$ 202,417,667

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Appropriations**

Appropriations authorize and limit expenditures. The College appropriates by fund and object category. For this purpose, fund is defined as described in Oregon budget law; hence, several of the funds defined internally and displayed elsewhere in this document are grouped together for purposes of appropriations.

	Personnel Services	Materials and Services *	Capital Outlay	Debt Service	Transfers Out
General Fund	\$ 38,377,350	\$ 6,974,414	\$ 126,273	\$ -	\$ 4,406,587
Special Revenue Funds					
Unrestricted operations	2,507,429	1,186,994	40,000	-	65,000
Student technology & general student fees	411,663	849,673	-	-	-
Externally restricted	5,419,223	12,812,000	200,000	-	150,000
Reserve funds	787,200	200,000	-	-	-
Debt Service Fund	-	-	-	8,620,151	-
Capital Projects Funds					
Restricted	-	4,387,000	46,800,000	-	-
Unrestricted	-	900,000	1,550,000	-	-
Proprietary Funds					
Enterprise funds	781,500	1,751,825	25,000	-	70,000
Internal service fund	84,050	162,000	212,642	-	-
Total appropriations	<u>\$ 48,368,415</u>	<u>\$ 29,223,906</u>	<u>\$ 48,953,915</u>	<u>\$ 8,620,151</u>	<u>\$ 4,691,587</u>

* The appropriation for materials and services includes the cost of issuance of long-term debt, displayed as "other uses" in the budget schedules.

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Appropriations**

	<u>Contingency</u>	<u>Total Appropriations</u>	<u>Unappropriated Ending Fund Balance</u>	<u>Total Budget</u>
General Fund	\$ 17,526,818	\$ 67,411,442	\$ -	\$ 67,411,442
Special Revenue Funds				
Unrestricted operations	613,544	4,412,967	-	4,412,967
Student technology & general student fees	193,619	1,454,955	-	1,454,955
Externally restricted	479,554	19,060,777	-	19,060,777
Reserve funds	4,878,000	5,865,200	-	5,865,200
Debt Service Fund	2,226,508	10,846,659	200,000	11,046,659
Capital Projects Funds				
Restricted	30,123,000	81,310,000	-	81,310,000
Unrestricted	4,658,918	7,108,918	-	7,108,918
Proprietary Funds				
Enterprise funds	725,875	3,354,200	750,000	4,104,200
Internal service fund	183,857	642,549	-	642,549
Total appropriations	<u>\$ 61,609,693</u>	<u>\$ 201,467,667</u>	<u>\$ 950,000</u>	<u>\$ 202,417,667</u>

CLACKAMAS COMMUNITY COLLEGE
2016-17 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.

	<u>Instruction</u>	<u>Instructional Support</u>	<u>Student Services</u>	<u>Student Loans and Financial Aid</u>	<u>College Support Services</u>	<u>Facilities Acquisition & Construction</u>
General Fund	\$ 21,973,985	\$ 3,674,287	\$ 5,361,523	\$ -	\$ 14,468,242	\$ -
Special Revenue Funds						
Fee Fund	3,164,314	126,565	93,544	-	-	-
Innovation Fund	105,000	70,000	70,000	-	105,000	-
Student Technology Fund	-	741,674	-	-	-	-
Intramurals and Athletics Fund	-	-	346,313	-	-	-
Student Life and Leadership Fund	-	-	115,324	-	-	-
Computer Lab Fund	-	58,025	-	-	-	-
Student Financial Aid Fund	-	-	-	11,031,223	-	-
Grants and Contracts Fund	3,330,000	3,330,000	370,000	-	370,000	-
Retirement Fund	-	-	-	-	787,200	-
Insurance Reserve Fund	-	-	-	-	200,000	-
PERS Reserve Fund	-	-	-	-	-	-
Debt Service Fund	-	-	-	-	-	-
Capital Projects Funds						
Capital Projects (Bond) Fund	-	-	-	-	-	51,187,000
Staff Computer Replacement Fund	90,800	14,500	17,300	-	27,400	-
Equipment Replacement Fund	345,000	15,000	15,000	-	125,000	-
Major Maintenance Fund	-	-	-	-	-	1,800,000
Proprietary Funds						
Bookstore Fund	-	-	2,106,599	-	-	-
Customized Training Fund	451,726	-	-	-	-	-
Internal Service Fund	-	-	-	-	458,692	-
Total	<u>\$ 29,460,825</u>	<u>\$ 8,030,051</u>	<u>\$ 8,495,603</u>	<u>\$ 11,031,223</u>	<u>\$ 16,541,534</u>	<u>\$ 52,987,000</u>

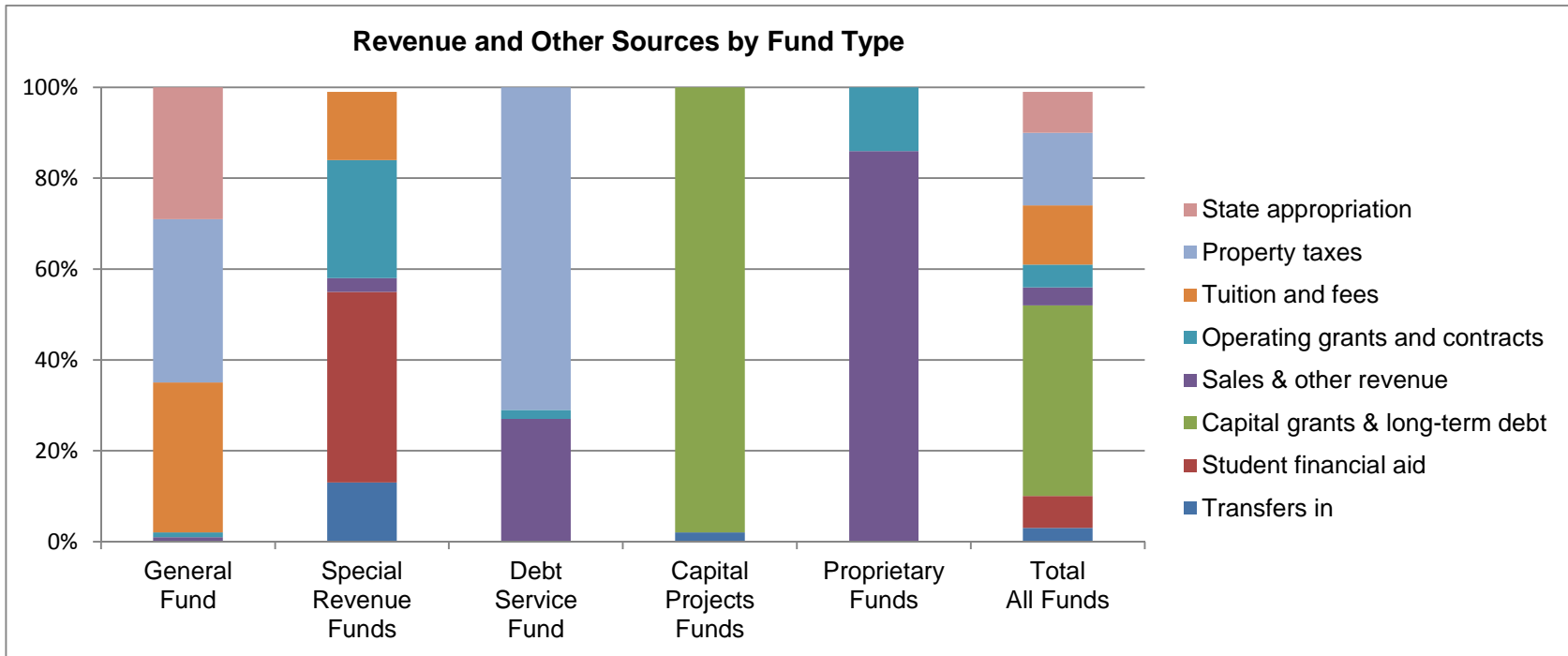
CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget by Function

	Debt Service	Transfer Out	Contingency	Total Appropriations	Unappropriated Ending Fund Balance	Total Budget
General Fund	\$ -	\$ 4,406,587	\$ 17,526,818	\$ 67,411,442	\$ -	\$ 67,411,442
Special Revenue Funds						
Fee Fund	-	65,000	613,544	4,062,967	-	4,062,967
Innovation Fund	-	-	-	350,000	-	350,000
Student Technology Fund	-	-	-	741,674	-	741,674
Intramurals and Athletics Fund	-	-	36,300	382,613	-	382,613
Student Life and Leadership Fund	-	-	106,726	222,050	-	222,050
Computer Lab Fund	-	-	50,593	108,618	-	108,618
Student Financial Aid Fund	-	-	29,554	11,060,777	-	11,060,777
Grants and Contracts Fund	-	150,000	450,000	8,000,000	-	8,000,000
Retirement Fund	-	-	1,768,000	2,555,200	-	2,555,200
Insurance Reserve Fund	-	-	110,000	310,000	-	310,000
PERS Reserve Fund	-	-	3,000,000	3,000,000	-	3,000,000
Debt Service Fund	8,620,151	-	2,226,508	10,846,659	200,000	11,046,659
Capital Projects Funds						
Capital Projects (Bond) Fund	-	-	30,123,000	81,310,000	-	81,310,000
Staff Computer Replacement Fund	-	-	50,000	200,000	-	200,000
Equipment Replacement Fund	-	-	1,618,000	2,118,000	-	2,118,000
Major Maintenance Fund	-	-	2,990,918	4,790,918	-	4,790,918
Proprietary Funds						
Bookstore Fund	-	70,000	627,601	2,804,200	750,000	3,554,200
Customized Training Fund	-	-	98,274	550,000	-	550,000
Internal Service Fund	-	-	183,857	642,549	-	642,549
Total	\$ 8,620,151	\$ 4,691,587	\$ 61,609,693	\$ 201,467,667	\$ 950,000	\$ 202,417,667

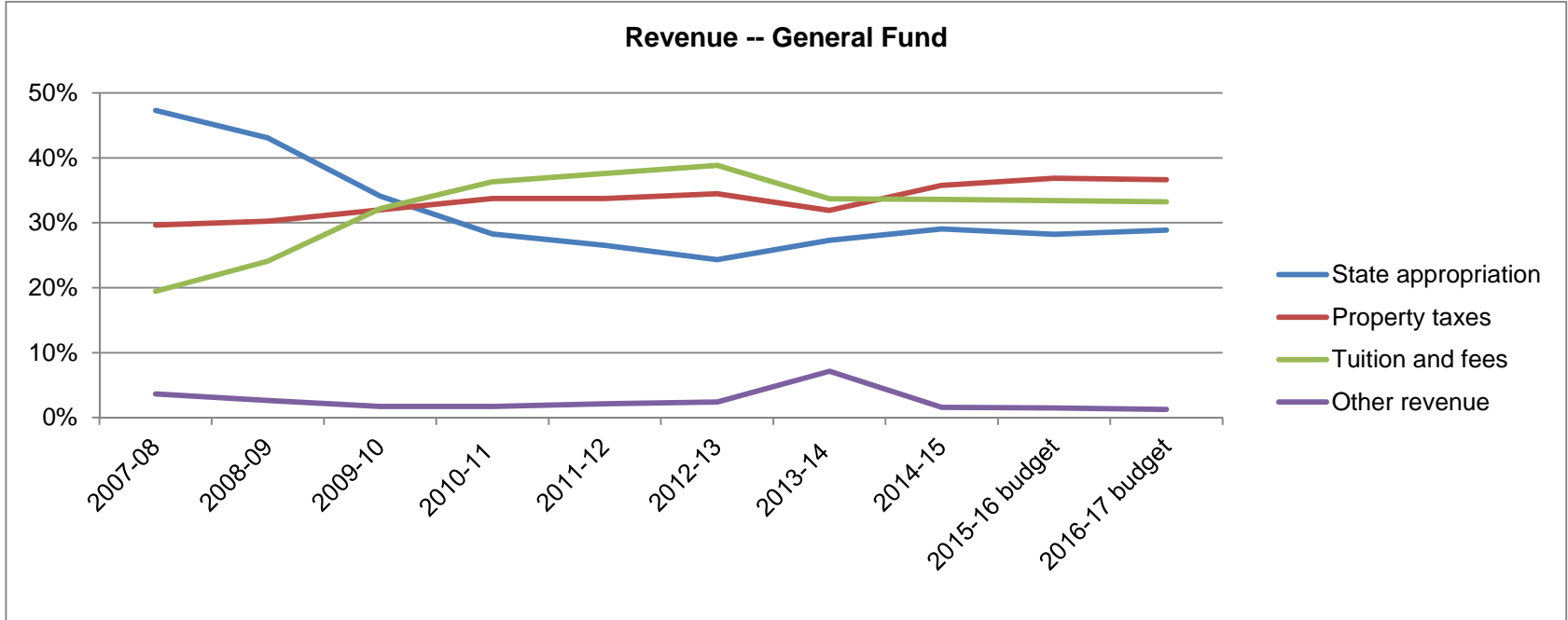
**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Analysis**

REVENUE AND OTHER SOURCES

The following charts display revenue and other sources by fund type, and historical revenue for the General Fund. Each component is explained in subsequent sections.



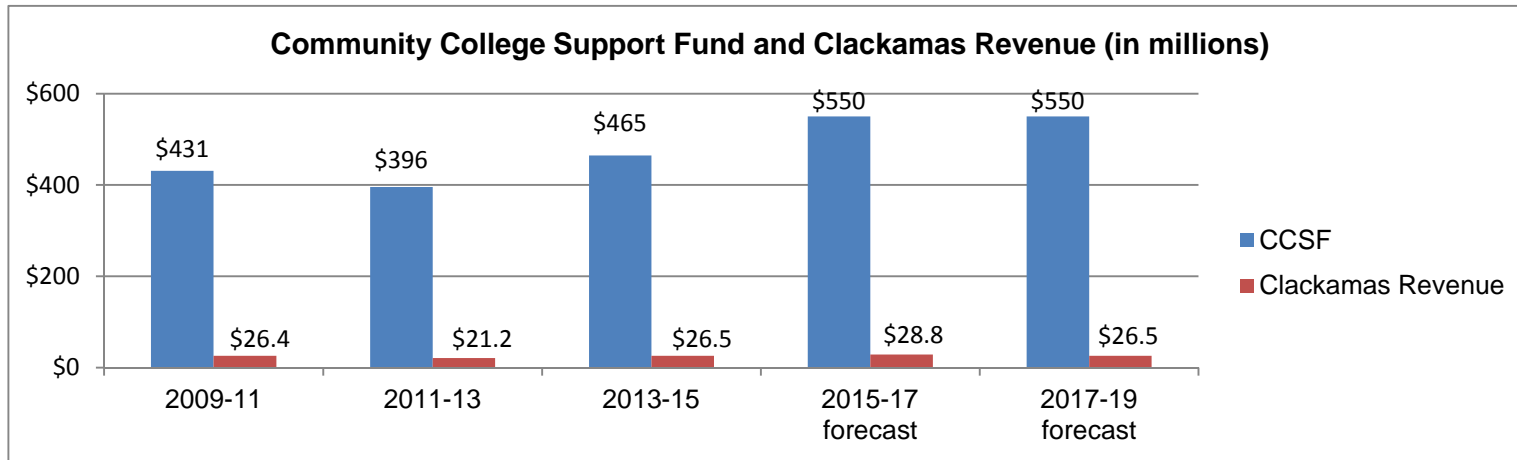
**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Analysis**



**CLACKAMAS COMMUNITY COLLEGE
2016-17 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 total CCSF, and Clackamas's portion, are shown below.



The state economic outlook is for positive but slowing growth. Increases in the state general fund, however, have not historically translated into increases in the CCSF. In the 2001-03 biennium, the CCSF was 4.8% of state general fund appropriations; in 2013-15, it was less than 3%. Further, increases in the CCSF do not necessarily increase revenue for Clackamas. From 2009-11 to 2017-19, displayed above, the CCSF increased 28% from \$431 million to \$550 million. In those same years, the college's state appropriation was virtually unchanged at \$26.5 million. Clackamas's enrollment was steady at about 7.4% of the total for all community colleges, so the flat appropriation was due to equalization, explained in the next section.

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Analysis

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.

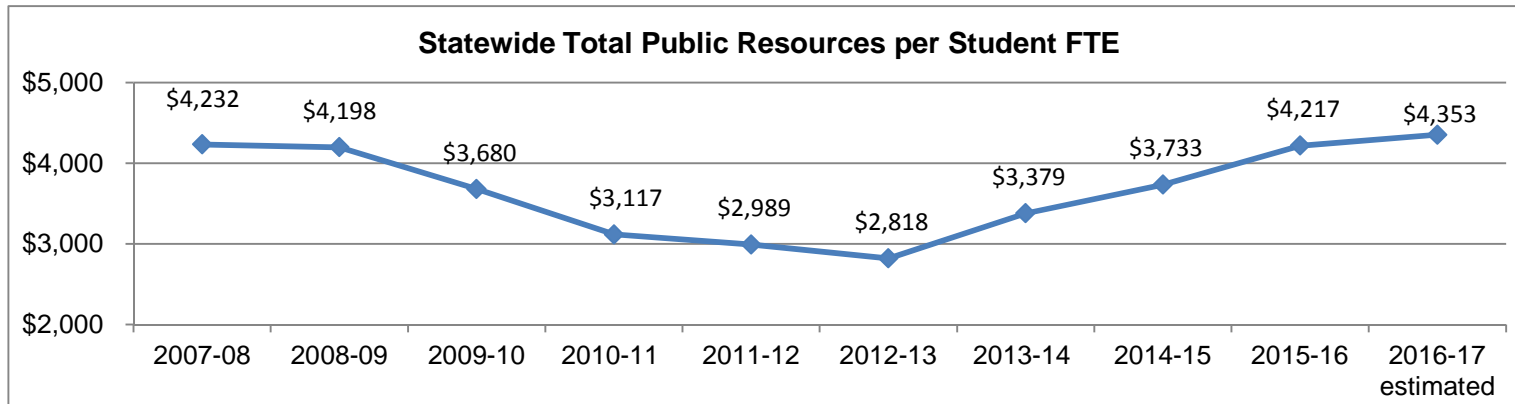
A cap on the amount of state appropriation allocated to each college essentially eliminates state appropriation payment for enrollment increases above a certain percentage. This was implemented during the great recession, when statewide enrollment growth resulted in less state funding per student FTE 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.

There has been extensive discussion about modifying the formula to distribute some portion of the CCSF on outcomes measures, rather than on student FTEs. The portion which would be outcomes based, the calculation methodology, and the timing are yet to be determined.

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Analysis**

Total public resources

Statewide total state appropriation and property taxes per student FTE are displayed below.



Total public resources for community colleges have returned to the pre-recession level of ten years ago. The Higher Education Price Index, an inflation index designed specifically to track the main cost drivers in higher education, increased 20% between 2007 and 2015*, forcing colleges to increase tuition despite the larger Community College Support Fund. The total costs of attendance for Clackamas in-district students, living off campus not with family, rose 26% during that same period. In a nutshell, the cost of higher education continues to shift from state and local public funding to financial aid and private sources.

* See <https://www.commonfund.org/commonfund-institute/higher-education-price-index-hepi/>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Analysis**

Property Taxes

Property taxes are levied for two purposes. The permanent rate levy of \$.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.

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
General Fund	\$15,025,340	\$16,041,193	\$16,795,698	\$17,775,438
Change in assessed value	4.1%	4.9%	4.7%	4.5%
Debt Service Fund	4,269,270	4,433,161	5,801,072	5,986,294

**CLACKAMAS COMMUNITY COLLEGE
2016-17 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			
2016-17 budget	\$90	\$3	3%	6,849	68	1%		
2015-16 budget	87	3	4%	6,781	(357)	-5%		
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
2011-12	77	3	4%	8,528	(233)	-3%	35,191	4.1
2010-11	74	2	3%	8,761	(73)	-1%	36,163	4.1
2009-10	72	8	13%	8,834	1,074	14%	38,639	4.4
2008-09	62 Fall/Winter 67 Spring	7	12%	7,760	344	5%	37,548	4.8
2007-08	57	1	2%	7,416	215	3%	35,008	4.7

Student FTEs have a strong inverse relationship with employment rates; as the economy improves, enrollment declines. The forecast assumes a small decrease in 2015-16, then largely flat enrollment thereafter.

The forecast does not presume passage of Initiative Petition 28, a gross receipts tax which is on the ballot in November 2016. If approved by voters, the tax would have a significant effect on the State budget, and presumably the CCSF. If the college's resources are greater than forecast and put us on a sustainable fiscal path, the Board of Education will revisit the tuition increase enacted for 2016-17 for the remainder of the fiscal year.

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Analysis**

Tuition revenue over the years follows.

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Tuition revenue	\$ 15,597,852	\$ 14,929,556	\$ 15,130,986	\$ 15,573,269
Less tuition waivers	1,005,691	977,305	968,450	991,920
Revenue net of waivers	<u>\$ 14,592,161</u>	<u>\$ 13,952,251</u>	<u>\$ 14,162,536</u>	<u>\$ 14,581,349</u>

Fees

Fee rates and revenue are:

	2013-14 Actual	2014-15 Actual	2015-16 Adopted Budget	2016-17 Budget
Per credit hour				
General student fee	\$2.00	\$2.00	\$2.00	\$2.00
Technology student fee	4.50	4.50	4.50	4.50
Per term				
College services fee	20.00	20.00	20.00	23.00
Revenue				
General student fee	\$ 364,433	\$ 345,930	\$ 336,900	\$ 329,612
Technology student fee	820,059	778,420	757,900	741,674
College services fee	396,237	384,274	370,062	419,820
Course fees	3,446,408	3,555,817	3,769,733	3,212,895
Service fees	1,203,172	1,033,229	875,378	902,420
Total revenue	<u>\$ 6,230,309</u>	<u>\$ 6,097,670</u>	<u>\$ 6,109,973</u>	<u>\$ 5,606,421</u>

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Analysis

The general and technology fees support student athletics, student life and Associated Student Government activities, computer labs, and technology 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, and graduation supplies. The increase for 2016-17 is dedicated to student transportation enhancements. Course fees are set to cover costs specific to a particular class. For 2016-17, Wilsonville and Wildland Fire courses were shifted from solely fee-based to tuition and fees. 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.

Capital Grants and Long-Term Debt

The Capital Projects (Bond) Fund includes \$16 million for state capital construction grants -- \$8,000,000 each for the new Harmony campus phase II and industrial technical center buildings. These grants are financed by State article XI-G bonds for community college capital construction and funds are available on a cost-reimbursement basis.

In November 2014, district voters authorized \$90 million in general obligation bonds for new facilities, equipment, and deferred maintenance. Half of that authorization was issued in June 2015. The Capital Projects (Bond) Fund budget includes \$45 million in proceeds from issuance of the remaining authorization planned for spring 2017.

Other Revenue and Sources

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.

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Analysis

Sales & other revenue

This revenue is largely:

- sales in the Bookstore Fund, \$2.2 million
- self-assessed revenue in the Debt Service Fund for pension bond debt service, \$2.3 million. 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 and disburses financial aid to students from various federal, state, and local entities. The largest financial aid programs are federal Pell grants, budgeted at \$8.3 million, and federal direct loans, which totaled \$11.6 million in 2014-15. 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.

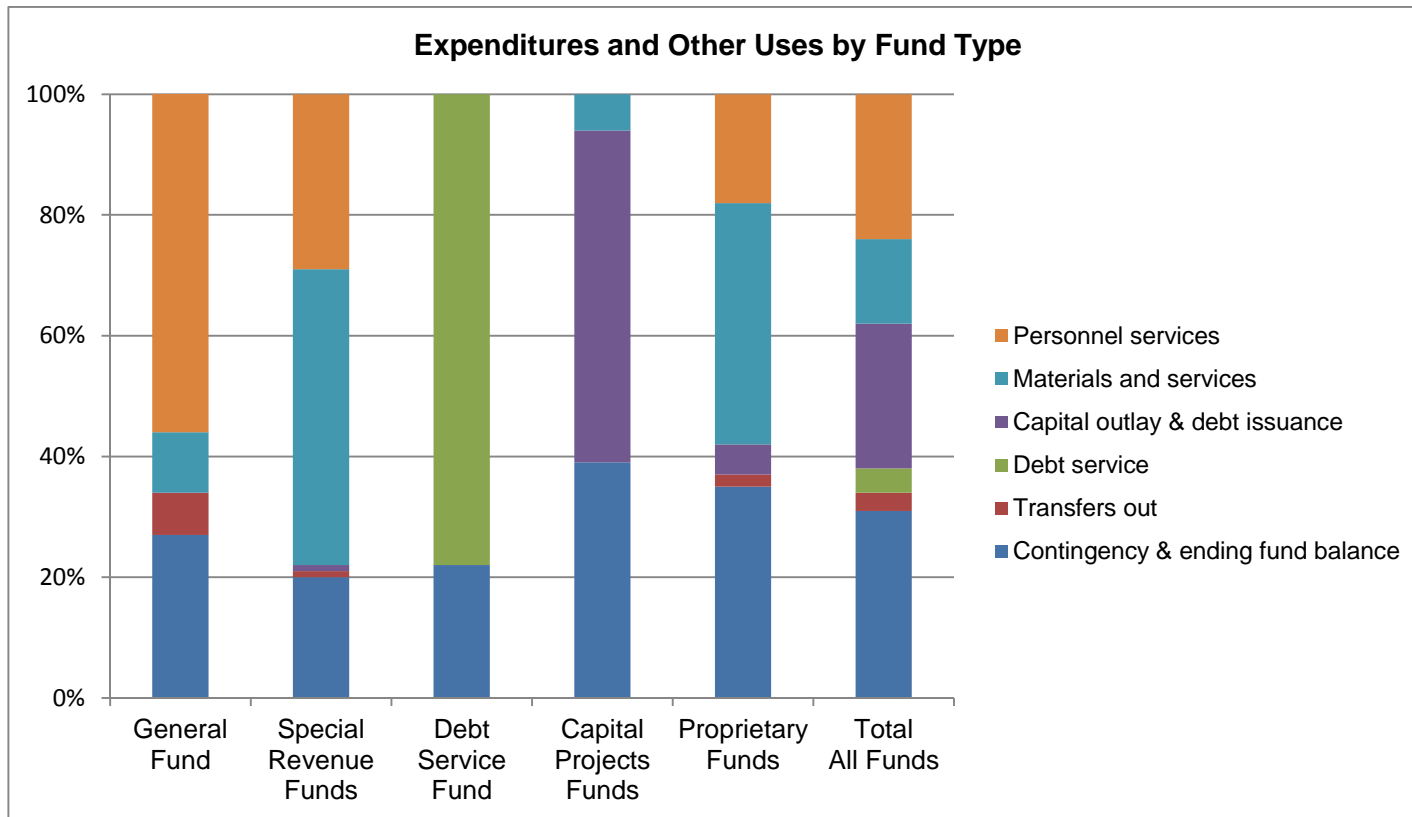
Transfers in

Transfers move unrestricted resources from one fund to another with no expectation of repayment. A list of all transfers and the reason for each is in the Appendices.

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Analysis**

EXPENDITURES AND OTHER USES

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



**CLACKAMAS COMMUNITY COLLEGE
2016-17 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.

	2015-16 Adopted Budget		2016-17 Budget		Increase (Decrease) from Prior Year			
					FTEs		Wages	
	FTEs	Wages	FTEs	Wages	Number	%	Amount	%
Budgeted by position								
Administrative	43.00	\$ 4,063,350	47.25	\$ 4,351,558	4.25	10%	\$ 288,208	7%
Full-time faculty	133.00	9,665,905	136.00	9,698,854	3.00	2%	32,949	0%
Classified and confidential	192.37	9,708,494	196.65	9,864,643	4.28	2%	156,149	2%
Total budgeted by position	368.37	23,437,749	379.90	23,915,055	11.53	3%	477,306	2%
Budgeted as total \$ amount								
Part-time faculty	171.09	6,191,377	171.05	6,190,078	(0.04)	0%	(1,299)	0%
Part-time administrative	3.08	253,180	3.10	255,180	0.02	1%	2,000	1%
Part-time classified & students	46.14	1,382,211	45.57	1,365,076	(0.57)	-1%	(17,135)	-1%
Total budgeted by type	588.68	31,264,517	599.62	31,725,389	10.94	2%	460,872	1%
Placeholder not budgeted by type		883,615		2,722,952			1,839,337	
Total		\$32,148,132		\$34,448,341			\$ 2,300,209	

All three bargaining agreements – full-time faculty, classified, and part-time faculty – are being negotiated for the 2016-19 period. No wage changes have been incorporated in this budget for any group, pending those agreements. A portion of General Fund contingency is designated for wage adjustments and will be reclassified to personnel services expenditures when the amounts are known.

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

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Analysis**

The change in FTEs for full-time positions and detail of new positions follows.

	Admin- istrative	Full-time Faculty	Classified & Confidential	Total Positions
Change in position FTEs, all funds				
2015-16 adopted budget	43.00	133.00	192.37	368.37
Changes:				
New positions	4.00	3.00	9.00	16.00
Change position FTE	-	-	0.67	0.67
Reclass positions	1.00	-	(1.00)	-
Revise grant-funded & temporary positions	(0.75)	-	(4.39)	(5.14)
Total change	4.25	3.00	4.28	11.53
2016-17 budget	47.25	136.00	196.65	379.90

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Analysis**

	<u>Admin- istrative</u>	<u>Full-time Faculty</u>	<u>Classified & Confidential</u>	<u>Total Positions</u>
New positions, by fund				
General Fund				
Career coaches	-	-	2.00	
Scheduling and Curriculum Specialist	-	-	1.00	
Marketing Manager	1.00	-	-	
Assessment Coordinator	-	1.00	-	
Welding	-	1.00	-	
Campus Safety Manager	1.00	-	-	
Grant Writer (1 year limited duration)	1.00	-	-	
PASS Manager	1.00	-	-	
Applied Information Technology Specialist	-	-	1.00	
Custodian	-	-	1.00	
Executive Assistant to VPCampus Safety	-	-	1.00	
Plant Engineer (3 year limited duration)	-	-	1.00	
Helpdesk Technician	-	-	0.50	
Total General Fund	<u>4.00</u>	<u>2.00</u>	<u>7.50</u>	
Fee Fund				
CTE Enrollment Specialist	-	-	1.00	
Student Technology Fund				
Helpdesk Technician	-	-	0.50	
Grants and Contracts Fund				
World of Speed	-	1.00	-	
Total new positions	<u><u>4.00</u></u>	<u><u>3.00</u></u>	<u><u>9.00</u></u>	<u><u>16.00</u></u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Analysis**

Payroll taxes and benefits

Taxes and benefits compared to the prior year are as follows.

	<u>2015-16 Adopted Budget</u>		<u>2016-17 Budget</u>	
	<u>Amount</u>	<u>% of Wages</u>	<u>Amount</u>	<u>% of Wages</u>
FICA (Social Security and Medicare)	\$ 2,355,334	7.5%	\$ 2,394,602	7.5%
PERS	3,591,563	11.5%	3,690,746	11.6%
Self-assessed PERS for pension bonds	2,467,475	7.9%	2,284,592	7.2%
Insurances (health, dental, disability, life)	3,261,113	10.4%	3,599,480	11.3%
Workers compensation	137,089	0.4%	127,256	0.4%
Unemployment	46,328	0.1%	47,019	0.1%
Subtotal excluding placeholders in Innovation and Grants and Contracts funds, and early retirement benefits	11,858,902	<u>37.9%</u>	12,143,695	<u>38.3%</u>
Placeholders in Innovation and Grants and Contracts funds	260,300		989,179	
FICA and health insurance in Retirement Fund	624,924		603,100	
Total taxes and benefits	<u>\$12,744,126</u>		<u>\$13,735,974</u>	

Public Employees Retirement System (PERS) consists of 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 year. PERS is projecting rate increases for each of the next three biennia. While the 2016-17 budget is not affected, the rate changes will increase expenditures significantly in 2017-18 and beyond. Current and forecast rates are as follows.

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Analysis**

	Effective July 1, 2015		Forecast July 1, 2017	
	Tier I/II	OPSRP	Tier I/II	OPSRP
Employer rate	10.16%	4.61%	15.89%	10.34%
Employee rate paid by College	6.00%	6.00%	6.00%	6.00%
Total paid to PERS as % of wages	<u>16.16%</u>	<u>10.61%</u>	<u>21.89%</u>	<u>16.34%</u>

This budget includes a transfer of \$2 million from the General Fund to the PERS Reserve Fund to be used to mitigate future PERS increases to some degree.

The self-assessed PERS expenditure is internal charges used to carve out money 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.

Materials and Services

Budgets for materials and services follow.

	2015-16 Adopted Budget	2016-17 Budget	Increase (Decrease)
General Fund	\$ 6,289,467	\$ 6,974,414	\$ 684,947
Student Financial Aid Fund	11,735,548	10,852,000	(883,548)
Grants and Contracts Fund	2,911,000	1,960,000	(951,000)
Capital Projects (Bond) Fund	5,000,000	100,000	(4,900,000)
Bookstore Fund	1,762,250	1,626,425	(135,825)
All other funds	3,008,303	7,324,067	4,315,764
Total	<u>\$ 30,706,568</u>	<u>\$ 28,836,906</u>	<u>\$ (1,869,662)</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Analysis**

Selected changes are:

- General Fund: 2% inflation increase; change Wilsonville general education courses and Wildland Fire courses from Fee Fund to General Fund.
- Student Financial Aid Fund: decrease the budget for federal Pell grants to align with historical trends.
- Capital Projects (Bond) Fund: decrease architectural and management fees as focus shifts to construction.

Capital Outlay and Debt Issuance

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. The cost of issuing long-term debt is also included in capital projects for this discussion. Operational capital outlay is the simple purchase of long-lived assets such as vehicles, computers, equipment, and library collections. Comparative budgets are displayed below.

Type Fund	Change for 2016-17	2015-16 Budget	2016-17 Budget
Operational capital outlay			
Grants and Contracts Fund	Reduce placeholder for equipment purchases since CASE grant ended September 30, 2015	350,000	200,000
Internal Service Fund	Copier/printer/fax machine upgrade and integration was completed in 2015-16	500,000	212,642
All other operating funds		869,563	591,273
Total operational capital outlay		1,719,563	1,003,915
Capital projects			
Capital Projects (Bond) Fund	Harmony campus construction and other bond projects, including costs of issuing long-term debt	23,700,000	47,187,000
Major Maintenance Fund	Environmental Learning Center remodeling	-	1,150,000
Total capital outlay		\$ 25,419,563	\$ 49,340,915

**CLACKAMAS COMMUNITY COLLEGE
2016-17 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.

CONTINGENCY AND ENDING FUND BALANCE

Actual fund balance represents resources on hand at the beginning or end of the fiscal year. Budgeted contingency and budgeted fund balance, together, can be thought of as *anticipated* ending fund balance; the distinction between the two in Oregon budget law is explained in the Budget Law, Format, and Financial Policies narrative. The sum of budgeted contingency and budgeted unappropriated ending fund balance follow.

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Analysis**

	2015-16 Adopted Budget	2016-17 Budget	Increase (Decrease)
General Fund			
Contingency for wage changes		\$ 1,115,143	
Board-mandated minimum		8,294,415	
Undesignated		8,117,260	
Total General Fund	<u>\$ 15,439,505</u>	<u>17,526,818</u>	<u>\$ 2,087,313</u>
Special Revenue Funds			
Unrestricted operations	1,293,270	613,544	(679,726)
Student technology and general student fees	533,856	193,619	(340,237)
Externally restricted	500,000	479,554	(20,446)
Reserve funds	2,895,656	4,878,000	1,982,344
Total Special Revenue Funds	<u>5,222,782</u>	<u>6,164,717</u>	<u>941,935</u>
Debt Service Fund	2,600,835	2,426,508	(174,327)
Capital Projects Funds	19,737,580	34,781,918	15,044,338
Proprietary Funds	1,771,844	1,659,732	(112,112)
Total	<u>\$ 44,772,546</u>	<u>\$ 62,559,693</u>	<u>\$ 17,787,147</u>

General Fund

As noted in the personnel services section, no wage changes have been incorporated in this budget because bargaining is under way. Instead, a portion of General Fund contingency has been carved out and designated for wage adjustments and will be reclassified to personnel services expenditures when the amounts are known.

Board policy requires a minimum General Fund balance equal to ten percent of revenue, adjusted for the accrued state appropriation payment. The state appropriation is paid in installments, five in the first fiscal year of the biennium and three in the second year. The college accrues the July payment so that four installments are recorded in each fiscal year as allowed

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Analysis

by statute for budgetary purposes, but adds that amount to the mandated minimum because it is not considered earned revenue in the economic resources model used in the annual audited basic financial statements. The adjusted ten percent minimum reflects an awareness of the need for healthy reserves given the demonstrated volatility in state support.

The increase in total General Fund budgeted fund balance is due to a) the Community College Support Fund, budgeted in 2015-16 at \$519 million but ultimately legislated at \$550 million for the 2015-17 biennium, and b) savings for PERS, awaiting the Oregon supreme court decision.

Special Revenue Funds – Reserve Funds

The PERS reserve fund balance will increase from \$1 million to \$3 million during 2016-17. The \$ 2 million transfer to the reserve fund in 2016-17 reflects the Board’s directive that the college create adequate reserves for PERS liabilities.

Capital Projects Funds - Capital Projects (Bond) Fund

The increased capital projects funds balance is due to issuance of the remaining bond authorization in spring 2017, which will be expended over the subsequent three years on construction and deferred maintenance projects approved by the voters.

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CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Planning and Budgeting Process – Institutional Planning

INSTITUTIONAL PLANNING

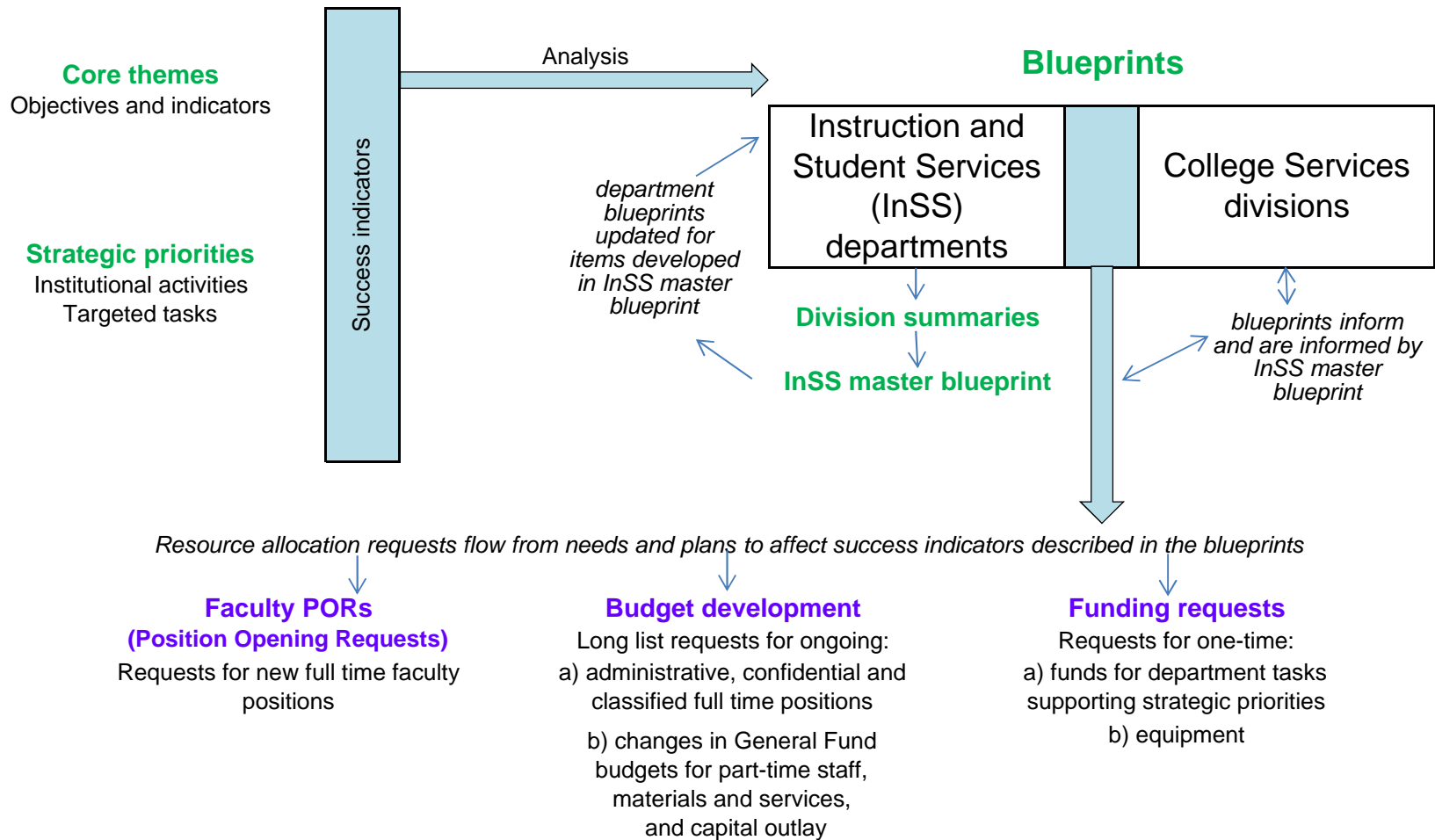
The goal of our planning process is to link what we do to what we believe, to ensure that our budget and policy decisions reflect our purpose, mission and values.

We plan so that we can:

- keep our focus on student success;
- direct resources toward our most important priorities;
- respond effectively to educational needs and opportunities;
- learn together from a shared base of information;
- strengthen sense of community across all segments of the college;
- be accountable to our students and community;
- satisfy state and federal government requirements by demonstrating the outcomes of our work.

The following graphic shows key elements of planning and how resource allocation processes flow from documented plans. Each of those elements and processes is described in turn in this Planning and Budgeting Process section.

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Planning and Budgeting Process - Planning and Resource Allocation Overview**



**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Planning and Budgeting Process – Core Themes**

CORE THEMES

The college has identified four core themes that manifest the essential elements of mission fulfillment.

- *Academic Transfer* – We provide education that results in successful academic transfer to a four-year institution.
- *Career and Technical Education* – We provide education and training that reflect the economic needs of the community and region and lead to successfully attaining employment.
- *Essential Skills* – We provide education that supports high school completion and learning English, and develops essential skills such as mathematics, reading, and writing.
- *Lifelong Learning* – We provide diverse special events, enrichment programs, and continuing education opportunities and develop strong partnerships with our community agencies.







Each of the four core themes has a set of indicators, data points designed to inform our continuous improvement and planning processes. Success indicators for all four core themes are grouped into objectives which measure the following.

- *Access*: Students' ability to access the college to achieve their goals.
- *Quality, Success and Support*: Quality learning experiences that support students in achieving their goals.
- *Outcomes and Transitions*: Students' success when they transition to the next step beyond CCC.

For the Career and Technical Education, there is an additional objective for:

- *Responsiveness to regional workforce needs*: Relevant programs which meet the needs of employers.

Core theme indicators and the outcomes for 2014-15 are displayed on the following pages. Outcomes for each indicator are color coded and rated as follows.

Color	Mission Fulfillment	Rating
	At or above aspirational goal	4
	At or above target	3
	At or above almost achieved; above concerns of critical but not at target	2
	At or above critical level, but short of almost achieved; nearly unacceptable	1
	Below critical level	0
	Data not yet available	

For each core theme, the number and proportion of indicators rated 3 or 4 is shown at the top of the page. The college has defined its acceptable threshold for mission fulfillment as each core theme having a score of 70% or higher, and met that threshold on each core theme for 2014-15.

Academic Transfer 2014-15 Performance		2013-14: 8 of 11 = 73% 2014-15: 8 of 11 = 73%
Objective 1: ACCESS		
1.1	Enrollment and FTE in LDC courses	Enrollment – 50,166 FTE – 4137
1.2	Headcount of students enrolled in LDC coursework	Headcount – 11,233
1.3	Headcount and percentage of high school students who obtain LDC credit	2836
Objective 2: QUALITY		
2.1	Rates of attainment of general education student learning outcomes for students within AAOT/ASOT GE courses, and percentage of GE courses assessed	NA
2.2	Rates of attainment of program student learning outcomes for students who complete transfer degree programs (AAOT, ASOT, AS).	NA
2.3	Student perception of education experience as measured key CCSSE score for academic transfer students	Full-time
		Part time
2.4a	% of transfer degree graduates indicating CCC prepared them for further education (Graduate Follow-Up).	Somewhat agree 11% Agree 39% Strongly agree 51%
2.4b	% of transfer degree graduates indicating CCC prepared them with a better understanding of career goals (Graduate Follow-up)	Somewhat agree 17% Agree 34% Strongly agree 44%
2.5	% of FT and PT transfer intent cohort earning 15 and 30 college credits within one and two years.	NA
Objective 3: OUTCOMES		
3.1	Number of transfer degree attained (AAOT/ASOT/AS)	379
3.2	Transfer rates of transfer degree completers to four-year institutions	80%
3.3	Average GPA of transfer students to formerly OUS institutions.	2.69
3.4	Four year degree attainment rates for CCC to University	70%
3.5	Four year degree attainment rates for CCC degree partnership students	NA

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Core Theme Results Key	Data not yet available	Below Critical Level	Nearly Critical	Almost Achieved	Target	Aspirational Goal
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Career Technical Education 2014-15 Performance		2013-14: 23 of 28 = 82% 2014-15: 18 of 25 = 72%	
Objective 1: ACCESS			
1.1	Enrollment and FTE in CTE Prep.	Enrollment – 10,812 FTE – 1092.21	
1.2	Headcount of students enrolled in CTE prep coursework.	Headcount – 3,587	
1.3	Headcount high school participation in dual credit CTE (ACC CTE, CTEHS, HSP CTE)	855	
1.4	Number of Program of Study Template (POSTs) alignments and districts/high schools partners	POSTs – 51 Partnerships - 10	
1.5	Headcount in supplemental workshops (excluding Community Ed Department)	5,474	
Objective 2: QUALITY			
2.1	Rates of attainment of related instruction student learning outcomes for students who complete CTE degree or certificate programs.	NA	
2.2	Rates of attainment of program student learning outcomes for students who complete degree or certificate programs.	83%	
2.3	% FT and PT students who "often" or "very often" talked about career plans with an instructor or advisor.	30% FT	18% PT
2.4	% of AAS and CC graduates indicating CCC prepared them to do the job required of them at job entry.	76% AAS	65% CC
2.5	% of FT and PT CTE intent cohort earning 15 and 30 college credits within one and two years.	[first generation data available end-of-year 15-16]	
2.6	% Customized Training Department employer satisfaction - rating a 4 or 5 on a 5 point scale as highest achievable on "gained knowledge and skills needed from the training."	37.5% "4 rating" and 56.5% "5 rating" (93.8%)	
2.7	% of Customized Training students with <u>overall satisfaction score</u> of 4.0 average or higher on five point scale.	4.44	

Objective 3: OUTCOMES				
3.1	Number of CTE degrees and certificates attained, and AGS degrees.	243 AAS	378 CC	216 AGS
3.2	% Employment within year for those who complete a degree or certificate program.	92%		89%
3.3	Employment rates of workforce development participants.	83.2%		85.4%
3.4	Passing rates of graduates on required certification and licensing exams.	97%		
3.5	The number of completers of: (a) business/industry credentials and certifications from Customized Training and Workforce Development; (b) OJTs; (c) CEUs and (d) NCRC.	Credentials: CT-42, WF-153	OJTs: 234 (exceeded grant goals)	CEUs: 349 NCRC: 470
3.6	Small Business Development Center <u>business start-ups</u> .	26		
Objective 4: RESPONSIVE TO REGIONAL WORKFORCE NEEDS				
4.1	% of employers highly satisfied with student preparation.	Implementation in 15-16, delayed from 14-15.		
4.2	Comparison of programs to projected regional job demand.	>60% of high demand occupations and 50% of high demand/high wage occupations are addressed by one or more programs		

- 38% above last year's baseline, but fell 25% short of the 625 14-15 improvement goal, but grant priorities changed to focus grant efforts more heavily on building partnerships

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Core Theme Results Key	Data not yet available	Below Critical Level	Nearly Critical	Almost Achieved	Target	Aspirational Goal
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Essential Skills 2014-15 Performance		2013-14: 6 of 8 = 75% 2014-15: 6 of 8 = 75%	
Objective 1: ACCESS			
1.1	Enrollment in ABE/GED/AHS (basic skills) programs (% of total enrollment relative to similar population within Clackamas County).	4.16%	
1.2	Enrollment in ESL programs (% of total enrollment relative to similar population within Clackamas County).	3.23%	
Objective 2: SUCCESS IN FOUNDATIONAL INSTRUCTION			
2.1	Rate at which developmental math students compete the math requirement for their degree or certificate.	Initial analysis and target setting will occur after 15-16 data is gathered using new student degree and program intent data.	
2.2	Rate at which developmental math students complete the math requirement for their degree or certificate within the first year of completing developmental math.		
2.3	Rate at which developmental writing students complete the writing requirement for their degree or certificate program.		
Surrogate Indicator - % of enrollment in developmental ed math who complete (A, B, C, P).		71.5%	
Surrogate Indicator - % of enrollment in developmental ed writing who complete (A, B, C, P).		79.4%	
Objective 3: QUALITY AND SUPPORT			
3.1a	CCSSE: Developmental education student perception of educational experience as reflected in CCSSE Active and Collaborative Learning and Support for Learners select indicators (see webpage for specific indicators selected)	"All Students" = FT and PT	
3.1b	SENSE: Developmental Education students perception of educational experience reflected in SENSE Early Connections and Clear Academic Plan and Pathway select indicators (see webpage for specific indicators selected)	"All Students" = FT and PT	
Objective 4: TRANSITION			
4.1a and 4.1b:	One College Credit - Rate at which Basic Skills and ESL students successfully complete at least one college level credit within 1 and 2 full academic yrs and distinct to date following their last basic skills/ESL course	ABE GED: 16.0%, 10.6%, 19.2%** (65 students)	ESL: 5.2%, 4.4%, 7.0%** (16 students)
4.2a and 4.2b:	Fifteen College Credits - Rate at which Basic Skills and ESL students successfully complete at least 15 college credits within 1 and 2 full academic yrs and distinct to date following their last basic skills/ESL course	Specific targets to be pursued after additional field research in 15-16.	

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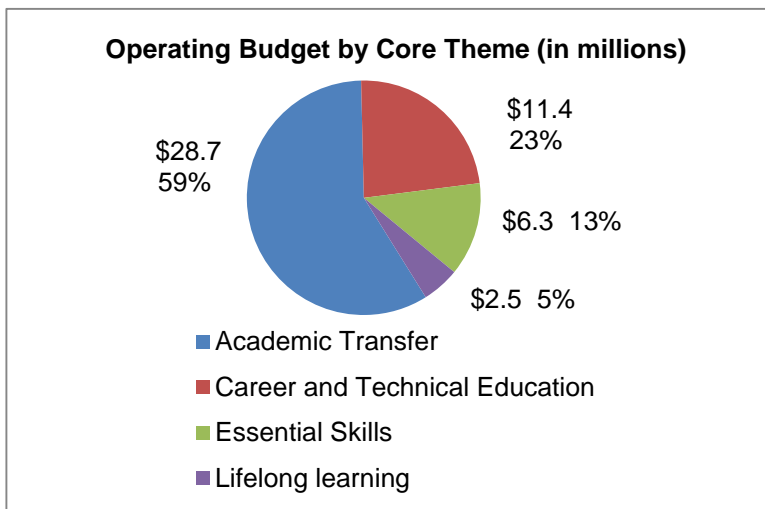
Core Theme Results Key	Data not yet available	Below Critical Level	Nearly Critical	Almost Achieved	Target	Aspirational Goal
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Lifelong Learning 2014-15 Performance		2013-14: 9 of 11 = 82% 2014-15: 10 of 11 = 91%
Objective 1: ACCESS		
1.1	Headcount Community Ed Department (workshops, adult continuing ed, and personal enrichment)	Headcount 5,286 (moved from green to red due to lower enrollment in 14-15)
Objective 2: QUALITY		
2.1	Number of educational partnerships (dual credit secondary, school districts, community colleges, four year colleges/universities)	ACC 31
		Community colleges 18
		Four-year schools 25
2.2	Number of partnerships with community agencies, businesses.	228+
2.3	% of faculty and staff who indicate they have adequate opportunity to connect with professional growth opportunities available on this campus or supported by the college (CCEA)	65%
2.4	% of faculty and staff who indicate they are encouraged to participate in the lifelong learning the college offers – arts, music, recreation, classes. (CCEA)	61%
Objective 3: OUTCOMES		
3.1	Number of college-wide special events for students and community.	1,350
3.2a	% of FT and PT students spending one or more hours a week <i>participating in</i> college-sponsored activities (CCSSE)	Full-time 24% (successfully moved to mission fulfillment in 14-15)
		Part-time 21% (successfully moved to mission fulfillment in 14-15)
3.2b	% of FT and PT students attending 1 or more events in the current academic year, including activities participated in (e.g., theater events, instrumental or vocal music events, art showings, author visits/writing events, watching sports or other recreational activities) (CCC spring survey of students). (NEW 15-16)	Baseline for full-time 33%
		Baseline for part-time 25%
3.3	% of FT and PT faculty and staff who participate in 2 or more college lifelong learning activities annually (professional development, arts, music, theatre, recreation, other) (NEW 14-15)	83%
3.4	Number of students taking credit courses for personal enrichment and sum of credits.	First generation data available in 15-16

Core Theme Results Key	Data not yet available	Below Critical Level	Nearly Critical	Almost Achieved	Target	Aspirational Goal
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**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Planning and Budgeting Process – Core Themes**

The approximate operating budget by core theme follows. For this purpose, the General, Fee, and Customized Training funds are included, since these are the funds accounting for instruction.



CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Planning and Budgeting Process – Strategic Priorities

STRATEGIC PRIORITIES

Strategic priorities are agreed-upon initiatives as to what the college must do to remain structurally and programmatically stable and/or to grow. These look forward over a period of three to five years. The college has adopted the following four strategic priorities for 2016-19.

1. *College Readiness* – Strengthen curricular, instructional, and student services partnerships with high schools in our college’s district to improve readiness for Clackamas Community College.
2. *Financial Sustainability* – 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.
3. *Academic Innovation and Relevance* – 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.
4. *Guided Pathways* – Degree- and certificate-seeking students will have clearly articulated guided educational and career pathways based on each student’s stated intent.

Institutional activities (IAs) are planned actions for the budget year which are key drivers in helping the college accomplish the strategic priorities. Targeted tasks are specific steps that must be done in order to accomplish institutional activities. Both IAs and targeted tasks are college-wide work that a broad swath of the college community can participate in to support the strategic priority. IAs and targeted tasks are intended to be substantially completed in a single year. IAs and targeted tasks are adopted by Presidents’ Council annually in May or June for the fiscal year beginning in July; those for 2016-17 are not yet finalized.

For each strategic priority, college-wide outcomes are defined. These are measurable targets and results, used to track progress on the strategic priority. Information about strategic priorities, institutional activities, targeted tasks, and outcomes is available to college staff on the Institutional Research and Reporting webpage. Results are reported to the Board of Education annually in January.

Individual departments detail department, program, and/or committee tasks in support of the college-wide targeted tasks using an annual targeted tasks planning template which is incorporated into their blueprint. Planned outcomes, both qualitative and quantitative, are delineated, and actual results are updated after the end of the fiscal year.

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Planning and Budgeting Process - Blueprints

BLUEPRINTS

Instruction and Student Services (InSS) Blueprints

Departments in Instruction and Student Services prepare a comprehensive planning document called the blueprint. This business planning document incorporates the department's mission and how it relates to the college mission and core themes, relevant history, data for analysis and decision making, short- and long-term recommended actions, and projected staffing, equipment, and other needs. Department-level blueprints are not combined into a single document for any internal or external reporting, nor are they reproduced in this document.

Each of the four InSS divisions prepares a Blueprint Summary and Analysis which synthesizes the department blueprints and summarizes how the division supports the college mission and core themes, and its strengths, opportunities, issues and challenges.

Finally, the InSS Master Blueprint contains clear goals and outcomes that provide direction for the Instruction and Student Services division for the next five years. Starting with the department blueprints – the foundational components – it then incorporates internal and external information, such as recommendations from college workgroups and task forces, the work of statewide groups, governance and funding factors and requirements, accreditation standards and self-study results, community feedback, and student voices. It is a dynamic plan, regularly reviewed and updated to ensure that

InSS is focused yet nimble. The draft InSS Master Blueprint was presented to the Board of Education in December, and is included at the end of the Planning and Policies section of this budget document, beginning on page 79.

College Services Blueprints and Other Long-Term Planning Documents

In College Services, each of the four divisions prepares blueprints using a format similar to InSS departments. In defining metrics and objectives, College Services departments may incorporate a balanced scorecard approach, where four different, competing perspectives are used to gauge performance: financial, customer, internal business processes, and organizational learning and growth.

In addition to blueprints, the Information Technology division has a five-year Strategic Technology Plan which articulates philosophy, goals, needs assessment techniques, and work plans. Infrastructure planning, managed by Campus Services, is described in Capital Improvement Plan beginning on the next page.

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Planning and Budgeting Process – Capital Improvement Plan

CAPITAL IMPROVEMENT PLAN

Capital Planning

With voter approval of the capital bond in 2014, college staff have been working diligently to put in place the necessary design and project management teams for the various projects. Currently, the college has selected a project management firm and design teams for the Harmony Phase II building, the Industrial Technical Center, Randall locker room upgrades, and the Oregon City campus elevator upgrades.

The College has a Master Plan or Development Document for each campus along with studies and reports that will be used for guidance during these effort. Those planning documents are described below.

In 2012, the College invested in a Facility Condition Assessment (FCA). This study reviewed and evaluated all twenty-six college buildings, inspecting HVAC (heating, ventilation, and air conditioning), electrical, roofing, plumbing, paint and floor coverings. In addition, college infrastructure (roads, parking lots, walkways, electrical, water, sewer, and storm system) were studied. The final report determined both the observed deficiencies and predicted renewal costs for the three campuses. These are the costs necessary to keep facilities at an acceptable level. The final report was presented to the College's Board of Education. The FCA was used during bond development for deferred maintenance items and will provide guidance to the College through annual budgeting, future capital requests and bond initiatives. FCA

items included in the budget for this fiscal year include reroofing of Dye Learning Center, Streeter Hall, Lewelling, and a portion of Gregory Forum, and the elevator upgrades mentioned previously. Staff will continuously evaluate, review and add major maintenance items to the project list.

In 2014 the College developed a Strategic Facilities Assessment (SFA). The SFA was a result of reviewing the college mission, interviewing all department staff, and analyzing current space use and future needs to determine where deficiencies exist. Draft findings were presented at various committees for input, and the final report was presented to the Board of Education. The SFA provided the foundation for the 2014 bond campaign. The SFA is the framework for the proposed bond building projects currently under way.

The "Clackamas Community College Master Plan - 2007" was created by Winterbrook Planning. The document provides guidance for future college development through 2020. The master plan addresses physical development of the Oregon City Campus to meet the needs of increasing enrollment and adding additional programs. The document identifies needed infrastructure improvements (both on and off-site) necessary for building growth at this campus. This master plan identifies 300,000 square feet of building space (more than 60% increase over existing condition) to the Oregon City Campus. The document does not address specific buildings or list the specific programs that need additional space. Those are addressed in the Strategic Facilities Assessment discussed above. Staff will be working with the City of

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Planning and Budgeting Process – Capital Improvement Plan

Oregon city to develop a master plan amendment to address specific changes to the Oregon City Campus with the bond related improvements.

Wilsonville

Clackamas Community College's Wilsonville campus has a Modified Stage 1 Master Plan and a Phase 1, Stage II Final Development Plan developed by Barrentine, Bates, Lee, Architects (et. al). This circa 1991 document provides a preliminary development concept for the entire eight acre parcel. The plan identifies future classrooms, administrative offices, conference rooms and advanced technology labs. In addition, the plan addresses parking requirements, and other vehicle and pedestrian movement needs along with preliminary stormwater and traffic plans.

Harmony

The Harmony Community Campus Conceptual Master Plan (October 2009) is a coordinated planning effort between four key partners in that area (Clackamas Community College, the Oregon Institute of Technology, North Clackamas Parks and Recreation and Clackamas County). This plan draws a vision for the future of the regional area and discusses transportation systems, natural resources, educational needs, and economic development. The plan concludes with the Harmony Unified Vision Conceptual Plan and lays out the footprint of future areas and buildings (educational, recreation, mixed use, and parking). For this fiscal year projects at the Harmony Community Campus include the demolition of the former OIT building (Dale Ickes Junior High) and the construction of the

Harmony Phase II facility. The Phase II facility is anticipated to be complete for fall term of 2017.

Building Construction and Operating Costs

Capital construction planned for the \$90 million bond authorization and related State capital grants includes two new buildings, the Harmony Phase II campus building and the Industrial Technical Center at Oregon City. This budget and the financial forecast include new staff for these facilities as follows.

2016-17 Budget

- Plant Engineer, temporary 3 years
- Janitor

2018-19 and 2020-21 Forecast

- one Janitor or other classified staff in each year

Utility costs for the new construction have been included in the financial forecast for future years at 90% of the costs for comparable existing square footage, given that the new buildings are expected to be more energy efficient.

Significant enrollment increases are not anticipated for the new buildings, so no other additional operating costs have been penciled into the forecast for them. Other bond projects include major remodeling, deferred maintenance and equipment, which should not materially change operating expenditures.

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CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Planning and Budgeting Process – Financial Planning

FINANCIAL PLANNING

The forecast maintained by the Vice President of College Services projects revenue, expenditures, and fund balance for the General Fund for the current year and at least three succeeding years. 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 forecast summary and key assumptions used for the presentation to the Board of Education in March is on the following two pages.

**Clackamas Community College
General Fund Projection**

<i>In Thousands (000's)</i>	2015-17 BIENNIUM		2017-19 BIENNIUM		2019-21 BIENNIUM	
	<u>Projected 2015-16</u>	<u>Projected 2016-17</u>	<u>Projected 2017-18</u>	<u>Projected 2018-19</u>	<u>Projected 2019-20</u>	<u>Projected 2020-21</u>
Revenue and Transfers In						
1. State Aid	\$ 14,787	\$ 14,022	\$ 13,436	\$ 13,089	\$ 13,436	\$ 13,089
2. Property Taxes	17,010	17,775	18,575	19,411	20,285	21,198
3. Total Public Resources	31,797	31,798	32,012	32,500	33,721	34,286
4. Tuition, Net of Waivers	13,753	14,358	14,836	15,314	15,793	16,271
5. Other Revenue	1,718	1,701	1,708	1,747	1,750	1,754
6. Transfers In, Ongoing	70	70	60	60	60	60
7. Total Operating Revenue	<u>47,337</u>	<u>47,927</u>	<u>48,616</u>	<u>49,621</u>	<u>51,324</u>	<u>52,372</u>
<i>Change Over Prior Year</i>	4%	1%	1%	2%	3%	2%
Expenditures and Transfers Out						
8. Wages	25,730	27,408	28,683	29,701	30,964	32,327
9. Payroll Taxes and Benefits	9,981	10,626	12,467	12,845	14,205	14,766
10. Materials & Services/Capital Outlay	6,261	6,810	7,038	7,548	7,710	7,881
11. Transfers Out, Ongoing	2,462	2,407	2,192	1,957	1,974	1,990
12. Total Operating Expenditures	<u>44,435</u>	<u>47,251</u>	<u>50,380</u>	<u>52,051</u>	<u>54,852</u>	<u>56,964</u>
<i>Change Over Prior Year</i>	6%	6%	7%	3%	5%	4%
13. Operating Surplus (Deficit)	2,903	676	(1,764)	(2,430)	(3,528)	(4,592)
14. Net Transfers In (Out), One-Time	-	(2,000)	500	500	1,000	1,000
15. Total Surplus (Deficit)	<u>2,903</u>	<u>(1,324)</u>	<u>(1,264)</u>	<u>(1,930)</u>	<u>(2,528)</u>	<u>(3,592)</u>
16. Ending Balance, June 30	<u>\$ 18,613</u>	<u>\$ 17,289</u>	<u>\$ 16,026</u>	<u>\$ 14,095</u>	<u>\$ 11,567</u>	<u>\$ 7,975</u>
Minimum Balance						
16. Ending Balance, June 30, above	\$ 18,613	\$ 17,289	\$ 16,026	\$ 14,095	\$ 11,567	\$ 7,975
17. Designate 1/2 of Savings from SB822	-	-	-	-	-	-
18. Deduct Accrued July State Payment	(2,782)	(2,782)	(2,782)	(2,782)	(2,782)	(2,782)
19. Undesignated Ending Balance	15,831	14,507	13,244	11,313	8,785	5,193
20. Minimum Balance -- 10% of Revenue	(4,727)	(4,786)	(4,856)	(4,956)	(5,126)	(5,231)
21. Fund Balance in Excess of Minimum	<u>\$ 11,104</u>	<u>\$ 9,721</u>	<u>\$ 8,388</u>	<u>\$ 6,357</u>	<u>\$ 3,659</u>	<u>\$ (38)</u>

**Clackamas Community College
General Fund Projection**

<i>In Thousands (000's)</i>	2015-17 BIENNIUM		2017-19 BIENNIUM		2019-21 BIENNIUM	
	Projected <u>2015-16</u>	Projected <u>2016-17</u>	Projected <u>2017-18</u>	Projected <u>2018-19</u>	Projected <u>2019-20</u>	Projected <u>2020-21</u>
<u>Revenue Assumptions</u>						
1. State Aid (in millions) CC Support Fund	550		550		550	
2. Property taxes Change in tax levy	5.72%	4.50%	4.50%	4.50%	4.50%	0.00%
4. Tuition, Net of Waivers						
In-state (and border states), per credit	\$87.00	\$90.00	\$93.00	\$96.00	\$99	\$102
Out-of-state (non-border & international),	\$266.00	\$275.00	\$284.00	\$293.00	302.00	311.00
Change in in-state enrollment	-5.00%	1.00%	0.00%	0.00%	0.00%	0.00%
<u>Expenditure Assumptions</u>						
8. Wages						
Change in budgeted GF full time FTE						
Administrative	3.80	4.50	-	(2.50)	-	-
Faculty, full time (regular salary)	3.15	2.00	-	-	-	-
Classified, full time (& confidential)	5.34	5.75	-	1.00	(1.00)	1.00
Change for COLA and steps						
Administrative	3.58%	3.58%	3.58%	3.58%	3.58%	3.58%
Faculty, full time (regular salary)	5.74%	5.86%	5.86%	5.86%	5.86%	5.86%
Faculty, part time (and FTF FACs)	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Classified, full time (& confidential)	3.90%	3.90%	3.90%	3.90%	3.90%	3.90%
9. PERS rate as % of wages						
Total rate paid to PERS	11.93%	11.78%	16.40%	16.25%	18.96%	18.81%
Rate for pension bonds	7.95%	7.27%	7.00%	7.00%	7.00%	7.00%
Total	<u>19.88%</u>	<u>19.05%</u>	<u>23.40%</u>	<u>23.25%</u>	<u>25.96%</u>	<u>25.81%</u>

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Planning and Budgeting Process – Fiscal Indicators

FISCAL INDICATORS

Fiscal indicators quantify financial strength and prospects. The college has adopted the comprehensive set of indicators displayed on the next page. There are four types of indicators.

- *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 operation 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.

Targets have been established for each indicator, and results are color coded so that the status is immediately apparent, as follows.

Positive: Performance meets or exceeds the target

Negative: performance did not meet target or there is a declining trend, to a slight degree

Critical: performance did not meet target or there is a declining trend, to a significant degree

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Planning and Budgeting Process - Fiscal Indicators**

	Type	6-30-15	Forecast 6-30-16	Forecast 6-30-17	Forecast 6-30-18	Forecast 6-30-19	Forecast 6-30-20	Forecast 6-30-21
General Fund balance in excess of minimum	reserves	\$ 8,259,187	\$ 11,104,498	\$ 9,721,337	\$ 8,387,572	\$ 6,357,472	\$ 3,659,283	\$ (38,077)
Change in General Fund balance in excess of minimum	reserves	83%	34%	-12%	-14%	-24%	-42%	-101%
Unrestricted fund balance - other operating funds	reserves	\$ 9,169,736						
Change in unrestricted fund balance	reserves	44%						
Change in major General Fund revenue sources	operations							
State appropriation		1%	13%	-5%	-4%	-3%	3%	-3%
Property taxes		7%	6%	5%	4%	4%	4%	5%
Tuition, before waivers		-4%	-1%	4%	3%	3%	3%	3%
General Fund operating surplus (deficit) as % of revenue	operations	11%	11%	6%	1%	-1%	-3%	-5%
Percentage of operating expenditures funded by grants	operations	12%						
Change in General Fund expenditures per student FTE	operations	7%	10%	7%	7%	4%	6%	4%
Accumulated depreciation as a % of asset cost	assets							
Buildings & improvements		32%						
Equipment		67%						
Debt service paid from operations as a % of General	debt	9%	5%	5%	5%	5%	5%	6%

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Planning and Budgeting Process – Budget Principles and Assumptions

BUDGET PRINCIPLES AND ASSUMPTIONS

The Board of Education approves budget principles and assumptions in January. As described in the Government Finance Officer Association's (GFOA) *Best Practices in Community College Budgeting*:

Budget principles are general guidelines that a college intends to honor through its budget process. Principles are not technical and can be understood and appreciated by all members of the organization and the public. By adopting budget principles, a college's decision makers can create overarching values to help frame and guide budget deliberations. A college should collaboratively develop budgeting principles and policies with those who have executive authority to propose a budget and those who have legislative authority to approve it, as well as the strategic planning and the finance departments.

Budget principles create overarching values for prioritization and resource allocation. Key principles to consider include defining goals for student achievement, using data to drive decision making, allocating dollars optimally to create the most benefit given the cost, reviewing past spending decisions, developing and adhering to a multi-year funding plan, and accounting for and reporting the true cost of serving students and the resulting outcome.

BUDGET PRINCIPLES

The college's measures by which we are able to gauge our success in achieving all aspects of our mission in statute, accreditation and board policy are reflected in our four Core Themes. Each core theme and their respective indicators are ultimately tied to the success of each of our students, communities, and the businesses CCC serves.

In developing the indicators that measure our goals and progress the college used a comprehensive data informed process. The data reviewed included student success, achievement and completion data. This process identified gaps in our data collection and gaps in our desired outcomes for our students. The gaps direct our strategic planning and influence where funds are directed. Through this gap analysis, we have identified important internal and external drivers that will inform our budget development process for 2016-17. These drivers include CCC core themes, 2016-19 strategic priorities, grant and contract requirements, community engagement results, and the state outcomes based funding direction.

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Planning and Budgeting Process – Budget Principles and Assumptions

2016-17 BUDGET DEVELOPMENT ASSUMPTIONS

2016-17 is the first year of a five year forecast model for 2016-21.

Revenues

- 2015-17 State support at \$550 million in the Community College Support Fund
- Property taxes: 2016-17 Statewide assessed values will likely increase by 4.5%
- Enrollment: Reimbursable FTEs increase one percent over current year
- Tuition increase \$3 per credit hour in 2016-17; \$3 per credit hour annually thereafter to smooth increases relative to forecasted expenditure increases.

Expenditures

- Material and Supplies Increase – 2.0% across the board
- Personnel Increase:
 - Salaries –3.6% placed in Personnel Services Contingency for open contracts.
 - FTE above current budget: 2 full-time faculty and up to 5 new classified/exempt positions
 - Includes 2.5 FTE Part-time Admin for transitional stability/succession for 2016-17 and 2017-18 only.
- PERS rate stable for 2015-17. Beginning 2017 model assumes PERS collared rates increase for next 3 biennia.

Reserves

- Instructional Equipment Replacement Schedule – maintain at \$250,000 for 2016-17
- Staff Computer Replacement – maintain at \$150,000 through VDI deployment for 2016-17
- Capital Maintenance Fund – inflationary increase of \$14,298 (3.0%) to a total of \$490,918 for 2016-17
- Transfer to PERS reserve of \$2,000,000 to capture overturned rate savings to mitigate future rate increases.
- Transfer To Innovation Fund –
 - Rebranding acceleration for 2016-2017 (\$150,000 less expected FY16 expense)
- Early Retirement Fund – Decrease in transfers due to actuarial valuation from \$1,000,000 to \$750,000.

General Fund - Ending Fund Balance

Maintain Target General Fund ending fund balance of 10%.

Risk factors that colleges should consider when setting the minimum reserve are revenue source stability, expenditure volatility, liquidity, fluctuation in student population, vulnerability to extreme and unexpected events, leverage (such as debt or other liabilities), other funds' dependency, and capital projects (non-bond funded).

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Planning and Budgeting Process – Resource Allocation

Blueprints and other planning documents describe the need for staff and funds for operations and initiatives. This section details the processes by which those resources are requested and allocated.

FULL TIME STAFF POSITIONS

Full-Time Faculty

Decisions about full-time faculty positions are made via the annual faculty forum process. In November, departments complete Position Opening Requests (PORs) and presentations, which are posted on Moodle, the college's on-line learning system. Discussion is opened to all staff on Moodle. In December, the faculty forum provides opportunity for face-to-face discussion. Feedback is collected electronically and the Executive Council decides in January which positions will be filled in the upcoming budget year.

The financial forecast includes the planned number of new full-time faculty positions for the budget and future years. The number of full-time faculty positions to be filled is typically the sum of new positions in the forecast, current vacancies, and positions for which the incumbent has submitted a retirement or resignation notice.

Full-Time Classified, Confidential, and Administrative

Classified, confidential and administration positions which are in the adopted budget may be filled as they become vacant at various times throughout the year. Position Opening Requests

(PORs) for budgeted positions are considered by the Leadership Cabinet, and if approved are forwarded to the Executive Team. Approval by the Executive Team authorizes Human Resources to start the recruitment process. Approved PORs are sent to Presidents' Council as information items.

New positions not in the adopted budget are proposed during the budget development process described below. As with full-time faculty, the financial forecast specifies the planned number of new positions for the budget year. In addition, if a budgeted position is vacant at December 31 and the budget originator and their Dean/Associate Dean agree that it is no longer needed, the position is eliminated as such, making it available for reassignment or elimination during the budget development process for the upcoming fiscal year described below.

BUDGET DEVELOPMENT

The heart of the annual budget development is the long list/short list process. The long list includes all requests; the short list is approved requests.

Initially, departments work with their Deans to compile needs identified in the blueprints into division lists. Requests include increases, decreases and reclassification in full-time positions other than full-time faculty; part-time staff; materials and services; and capital outlay, consistent with department blueprints and the strategic priorities. Deans rank all requests in their division in priority order. The ranked lists are then combined to become the long list.

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Planning and Budgeting Process – Resource Allocation

The list moves through a series of reviews, with opportunity for discussion, clarification and revision at each stage. The reviews include Leadership Cabinet; the Budget Advisory Group; and leadership of the full-time faculty, part-time faculty, and classified associations. The Executive Team narrows down the items to the short list, and the college President makes the final decisions about which items are approved.

FUNDING REQUESTS

Subsequent to the annual budget development process, there is a funding request process for one-time dollars for:

- Innovation Fund support for departmental work on items integral to achieving the 2016-19 strategic priorities, and
- Capital Project funds support for equipment.

Strategic priorities

The annual College Assessment for Planning event in April reviews the multi-year strategic priorities and sets the annual institutional activities and targeted tasks. In their targeted task planning templates, departments describe the activities they will undertake in support of the college-wide targeted tasks. Some of these planned activities require funding. Requests are typically for part-time staff to do selected work; part-time staff to backfill full-time staff who do the work; and various materials and services. Funding requests are proposed by a lead division or department, and often involve multiple divisions and departments. The relevant IA (institutional activity) number and name must be included in the request.

The Executive Team approves the individual projects and the amount allocated to each approved project. The expenditures are charged to the Innovation Fund and tracked by project. Unused funds may carry over to the next fiscal year if additional time is needed to complete the work.

Equipment

Money for the episodic replacement of equipment, furniture, vehicles, and selected computer hardware is transferred from the General Fund to various Capital Projects funds. The total amount available for annual expenditure is set during the budget development process. The funding request process described here is used by departments to request an allotment for these various types of capital outlay.

Funding requests are submitted by individual departments. Requests may be for a particular item or for a total dollar amount which encompass a number of items, and may include replacement with similar equipment or enhanced items with expanded capabilities. The need for the equipment must be articulated in the blueprints. The requests identify the core theme(s) which the equipment will support.

The Executive Team approves the funding requests. Expenditures are charged to the Staff Computer Replacement, Equipment Replacement, Student Technology, or other funds, and are tracked by department. Unused allotments generally expire at the end of the fiscal year.

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Planning and Budgeting Process – Planning, Resource Allocation and Accountability Cycle

**PLANNING, RESOURCE ALLOCATION AND
ACCOUNTABILITY CYCLE**

Planning define what we intend to do; resource allocation provides the means. There is a feedback cycle in which results of prior years' efforts are reviewed and used to adjust future plans. This final graphic illustrates the timing of these cycles:

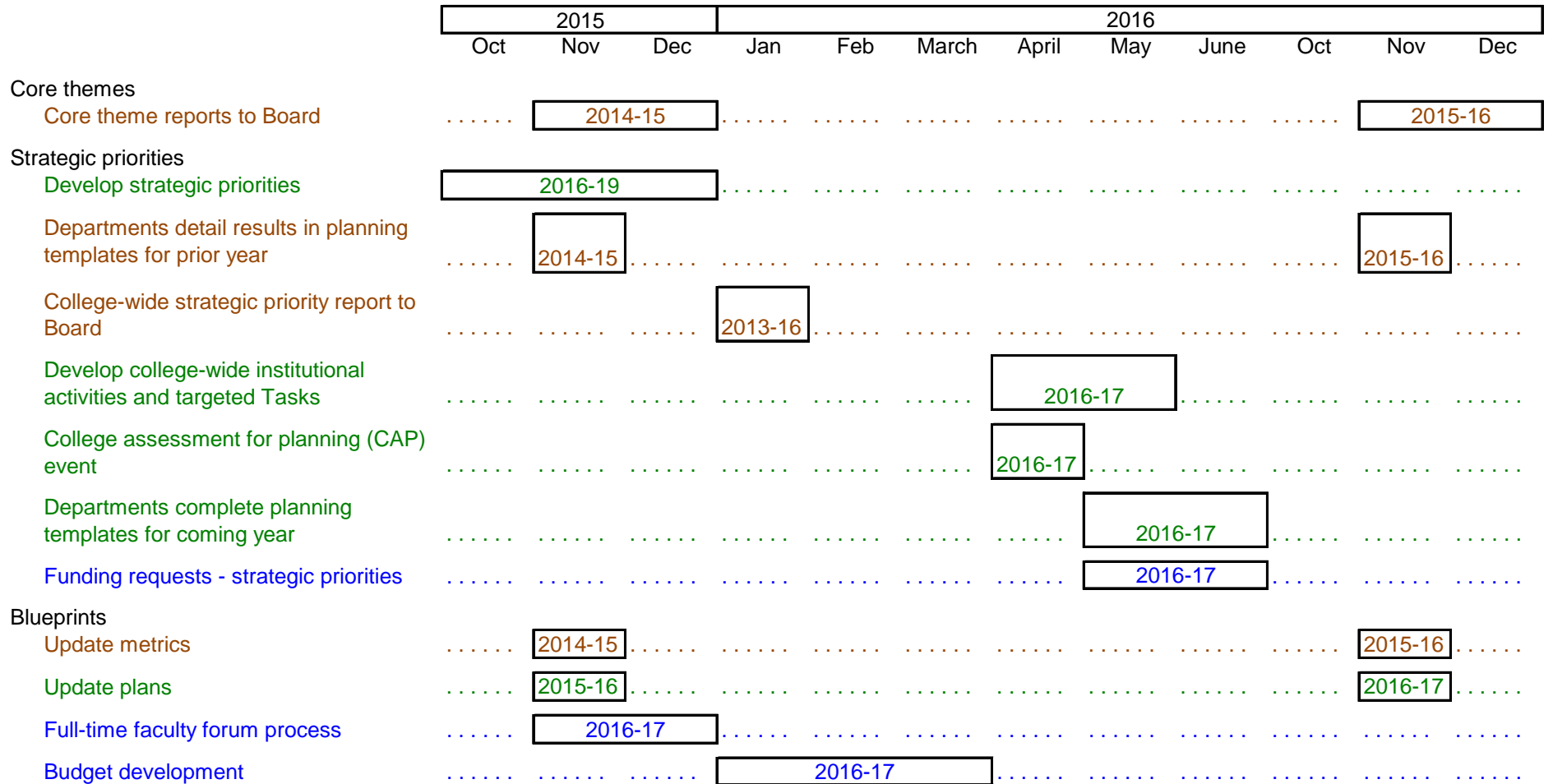
Planning

Resource Allocation

Accountability

The headers show the date the item is prepared or presented. The rows show the time period addressed in the item. For example, in the first row, core theme reports for 2014-15 are present to the Board of Education in November or December 2015.

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Planning and Budgeting Process – Planning, Resource Allocation and Accountability Cycle**



CLACKAMAS COMMUNITY COLLEGE
2016-17 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 limits 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/Budget_Committee.aspx, 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 limits 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
2016-17 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 the 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 student loans and 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, loans, work study, and other financial aid disbursed to students.
- Community services: Community services are noninstructional 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,

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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 amounts earned during the year from various sources, such as property taxes or tuition.
- Other sources provide resources but 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 resources are budgeted as contingency.

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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. The Bookstore requires cash and inventory to maintain ongoing operations.

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

CLACKAMAS COMMUNITY COLLEGE
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Budget Law, Format, and Financial Policies

college as a whole on the economic resources basis, as required by generally accepted accounting principles.

All funds are appropriated and all funds are included in this budget document and in the audited comprehensive annual financial report.

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
- 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.

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. Reports for the General and other selected funds are emailed to the Executive team and deans monthly. Reports for all funds, departments, projects and grants are available on line and accessible to those responsible for budget management at any time.

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.

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Purchasing

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 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 equipment costing \$1,000 or more, and sensitive equipment costing \$100 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
2016-17 BUDGET
Budget Calendar**

This budget calendar shows institutional processes and decisions in regular type. Logistical meetings and due dates are in red. F9 is the report writer used to provide financial information. The key below shows the various committee meetings and expected attendees.

BAG	Budget Advisory Group	The President, Vice Presidents and Associate VP, Deans, Associate Deans, Director of Fiscal Services, leadership of the full-time faculty, part-time faculty, and classified bargaining units, and leadership of the administrative/confidential group
D	InSS Deans	Instructional and Student Services Deans and Associate Deans
LC	Leadership Cabinet	Vice Presidents and Associate VP, Deans, Associate Deans, and the Director of Fiscal Services
PC	President's Council	The President, Vice Presidents and Associate VP, Dean of Human Resources, Public Information Officer, Chair of College Council, leadership of the full-time faculty, part-time faculty, and classified bargaining units, leadership of the administrative/confidential group, and leadership of Associated Student Government
CC	College Council	All college staff and leadership of Associated Student Government
DC	Department Chairs	Full time faculty who chair their departments
VP	Vice Presidents' meeting	All administrative staff and department chairs
BOE	Board of Education	The elected Board members and the appointed Budget Committee members

	Monday	Tuesday	Wednesday	Thursday	Friday
October 2015	26	27 BAG - forecast update	28 BAG	29	30

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Calendar

	Monday	Tuesday	Wednesday	Thursday	Friday		
November	2	3	D PC	4	5	6	CC
	9	10	BAG	11	12	13	DC
	16	17 Faculty POR forms and presentations due	D PC	18 BOE	19	20 Vice Presidents' meeting - forecast update	CC VP
	23 Faculty POR forms and presentations on Moodle	24	25	26	27		
	30						
December		1	D PC	2	3	4 Faculty Forum - present full-time faculty PORs	CC
	7	8		9 BOE	10	11	DC
	14	15	D PC	16	17	18	
	21	22		23	24	25	
	28	29		30	31		

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Calendar**

January
2016

Monday	Tuesday	Wednesday	Thursday	Friday
			1	1
4	5	6	7	8 Department Chairs meeting - discuss budget development, funding request process
		D PC		DC
11	12 Leadership Cabinet - discuss budget development process	13	14 Budget Originators meeting, 2:30 - 4, DJ 226 <i>Forms and templates available</i>	15 Budget Originators meeting, 1:00 - 2:30, DJ 226
		LC	BOE	CC
18	19	20	21	22 Budget proposals due (preliminary long list)
		D PC		
	26 Leadership Cabine & BAG - discuss forecast, budget process, and FTF positions BAG	27	28	29
		LC BAG		

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Calendar**

	Monday	Tuesday	Wednesday	Thursday	Friday
February	1	2 D PC	3	5	5 F9 drop-in, Business Office, 8:30 - 11:30 -VP CC
	8	9 Leadership Cabinet - discuss budget proposals (preliminary long list) LC	10 BOE	11 Budget forum - discuss budget process and financial forecast Dept descriptions, fee & tuition waiver request forms due from Budget Originators to Deans	12 DC
	15	16 D PC	17 Executive Team - review preliminary long list	18 F9 drop-in, Business Office, 12 - 4:30	19 F9 drop-in, Business Office, 9 - 3:30 CC
	22 Executive Team - create final long list for reinvestment and new positions F9 drop in, Business Office, 9 - 3:30	23 Leadership Cabinet and BAG - review long list LC BAG	24 Executive team meet with associations	25 Dept descriptions, fee & tuition waiver request forms due from Deans to Business Office Executive team meet with associations	26 Budget templates due from budget originators to Deans Executive team meet with associations
	29 President determines short list Executive team - review short list				

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Calendar**

	Monday	Tuesday	Wednesday	Thursday	Friday
March		1 BAG - review short list	2	3 President makes final budget decisions	4 CC
		BAG D PC			
7	8	LC	9 Business Office sends staff details to Deans	10 Vice Presidents' budget communication	11 Budget templates due from Deans to Business Office DC
14	15	BAG D PC	16 Corrections to staff details due to Business Office	17	18 CC
21	22		23	24	25
28	29		30 President's Budget Message due to Business Office	31	

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Calendar

Monday

Tuesday

Wednesday

Thursday

Friday

April

					1	CC
4	5	BAG D	6	7	8	DC
11	12	JD PC	13	BOE	14	15 College assessment for planning - all staff event on institutional activities and targeted tasks
18	19	BAG D	20	21	22	CC
25	26	PC	27	28	29	

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budget Calendar**

	Monday	Tuesday	Wednesday	Thursday	Friday			
May	2 Accreditation visit	3 BAG Accreditation visit	BAG D	4 Budget Committee meeting - receive budget message Accreditation visit	BOE	5	6	CC
	9	10	LC PC	11 Budget Committee meeting - public comment and approval	BOE	12	13	DC VP
	16	17	BAG D	18	19	20	20	CC
	23	24	PC	25	26	27		
	30	31	BAG					
June				1	2	3	3	CC
	6	7	D PC	8	9	10	10	DC
	13	14	LC	15	16	17		
	20	21	D PC	22 Board of Education - budget hearing and adoption	BOE	23	24	
	27	28		29	30			

Instruction and Student Services Master Blueprint 2016-19

PHOTOS OF STUDENTS AND STAFF



DRAFT

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**Clackamas Community College
Instruction and Student Services Master Blueprint 2016-2019**

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Acknowledgements

Special thanks to the Master Blueprint Team for their reading, analysis, and strategic thinking in preparation of this 2016-19 plan.

Matthew Altman	Jim Huckestein	Steffen Moller	Bill Waters
Nora Brodnicki	Phillip King	Melissa Padron	
Jil Freeman	Kara Leonard	David Plotkin	
Darlene Geiger	Elizabeth Lundy	Cynthia Risan	
Sue Goff	Jim Martineau	Tara Sprehe	

Our gratitude to the numerous faculty, staff and administrators who contributed their time and hard work through their department and division blueprints, focused research, participation in statewide initiatives, and committee and task force recommendations. We are grateful to those who stopped by the two open forums to share their thoughts and ideas with the team.

The success of this Master Blueprint, as with all planning processes, relies upon the individuals throughout the college who implement these action plans. Thank you to everyone whose day-to-day actions move these visions to reality.

Development of the Master Blueprint, version 1.0

- A. During the summer of 2014, InSS leadership identified the goals and purpose for the Master Blueprint and the research and information to be analyzed and synthesized in development of the blueprint. In addition to the foundational components – the department and division blueprints – resources included internal and external information, such as recommendations from our CCC workgroups and taskforces, the work of statewide groups, governance and funding factors and requirements, accreditation standards and self-study results, community feedback, and student voices. CCC committees, workgroups and task forces were asked to provide recommendations for future actions by March of 2015. A sampling of the identified resources is shown below:

Department Blueprints in Instruction and Student Services	Core Theme Team scorecards, reports and recommendations from each of the 4 Core Theme Teams
Division Blueprints—Strengths, Opportunities and Issues/Challenges	Strategic Priorities indicators
CCSSE and SENSE student survey results	Accreditation Steering Committee recommendations
Access, Retention and Completion Committee recommendations	CCC Testing Taskforce recommendations
Graduate Follow-Up survey results	Achievement Compacts data and multiyear trends
Enrollment and demographic trends	Local and national educational trends and best practices
Statewide Developmental Education Redesign Workgroup recommendations	Local and national tech trends and best practices
Local and regional labor market data	Imagine Clackamas results, including business round tables
Higher Education Coordinating Commission policies, standards, and regulations	Joint Board Articulation Commission recommendations
Current proposed legislation	Community college funding, and outcomes-based distribution recommendations
CCC financial forecast and budget actions	Strategic facilities assessment and bond projects
IT Five Year Plan (draft)	Oregon Community College Profiles

- B. The Master Blueprint Team was formed to analyze and synthesize relevant information into the first edition of a rolling three-year action plan for Instruction and Student Services at CCC. An open forum in March 2015 provided the College community with the opportunity to review the components of the analysis and comment upon the team’s work. The [Master Blueprint website¹](#) contains a complete list of resources studied as well as the materials themselves.
- C. Based on their research, readings and discussions, the team tentatively identified 15 strategic commitments with 53 action items for consideration. An open forum in April 2015 provided the College community the opportunity to comment on the draft, identify top priorities, share concerns and questions and note any gaps in the team’s work.
- D. The team further refined and prioritized the action items. The first draft of the Master Blueprint for 2016-19 was sent out for review and feedback in May 2015.
- E. In fall 2015, the Instruction and Student Services Vice President and Deans, with feedback from the Executive Team and President’s Council, narrowed the strategic commitments to 10, with sample action items for each commitment. A complete list of actions and implementation plans will be developed in April 2016.
- F. The InSS Master Blueprint for 2016-19 *draft* was distributed in December 2015, with actions and implementation plans to be finalized in spring 2016. These will guide Instruction and Student Services activities and, along with the Facilities Master Plan and the IT Strategic Plan, are important considerations in developing the 2016-19 Strategic Priorities.

¹ In development.
3/15/16

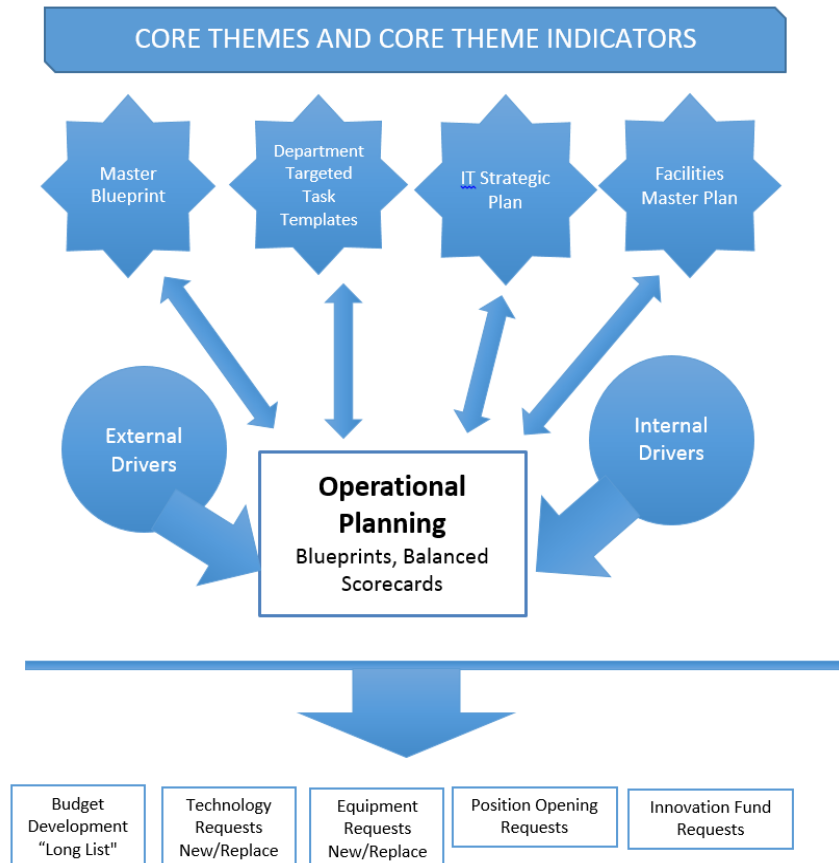
I Introduction

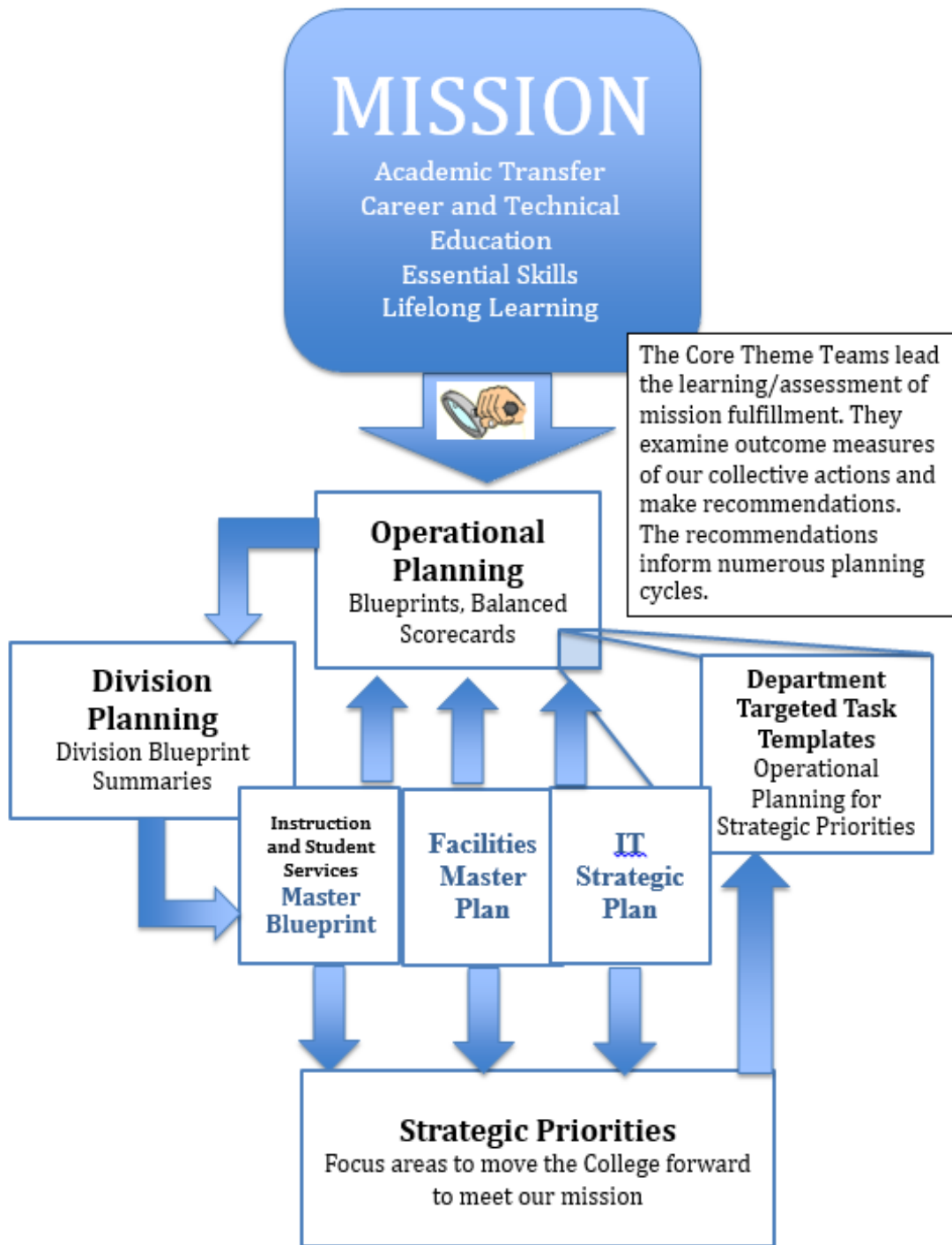
The Master Blueprint is a rolling three-year action plan for Instruction and Student Services, revised and updated annually to provide focus to our work and ensure we are continuously improving our programs and services in support of our mission and core themes. It ties together the many components of our work so that we understand and are intentional about current and future strengths and needs in serving our district.

Developing and updating the Master Blueprint is a collaborative effort with broad-based input and participation. The Instruction and Student Services planning processes emerged from work of the Budget Advisory Group in spring of 2009 and began with the development of its foundational blocks – the Instruction and Student Service Blueprints. These elements of the Master Plan provide department- and division-level analyses and recommendations that play a key role in planning.

The Master Blueprint combines department and service area input across divisions with internal and external information, such as recommendations from our CCC workgroups and taskforces, the work of statewide groups, governance and funding factors and requirements, accreditation standards and self-study results, and community and student feedback. The voices of our stakeholder groups are instrumental in the development of the plan.

In conjunction with the Technology Strategic Plan and the Facilities Master Plan, the Master Blueprint is a major component of the College’s operational planning process. Each of these plans is influenced by and influences the College’s Strategic Priorities.





Keeping the Master Blueprint Relevant and Current

Community colleges are nimble and responsive, and that is a reflection of our commitment to being adaptable and accountable. It follows that the master blueprint cannot be a static plan; it must be designed to change as our students and the education landscape changes. CCC’s Instruction and Student Services Master Blueprint is a three-year rolling plan that continues to evolve through annual revisions and updates.

In November of each year, in preparation for archiving for the previous year, the dean reviews and comments upon the blueprint for each department in the division. After this review, the dean develops a division overview of the threats, opportunities, weaknesses, and strengths, which is shared with the division for feedback before being finalized.

The vice president and deans review the current Master Blueprint in light of division blueprints as well as committee and task force recommendations and external factors that might require a change to the priority action items for Instruction and Student Services. This typically will occur spring term. Completed action items are removed, and action items are revised to show progress or changing priorities. Additional items may be added as appropriate to ensure the College is continually looking forward at least three years. Each year, the dates on the plan are revised to show the current three-year view. Every three years, a comprehensive analysis is undertaken in preparation for development of the next set of college strategic priorities.

II Context and Framing Assumptions

This action plan is shaped by the context in which CCC operates, and is guided by the assumptions that frame our conversations.

CCC is a mission-driven institution.

The Master Blueprint is an informed operational plan that reflects and is guided by CCC's mission:

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

That mission challenges us to continuously review and improve the quality of the education and training we provide and ensure we are truly accessible to all students, adaptable to changing needs and accountable to the community we serve.

The Master Blueprint was developed with careful attention to our four core themes, each of which manifests an essential component of our mission.

Academic Transfer – We provide education that results in successful academic transfer to a four-year institution.

Career and Technical Education – We provide education and training that reflect the economic needs of the community and region and lead to successfully attaining employment.

Essential Skills – We provide education that supports high school completion and learning English, and develops essential skills such as mathematics, reading and writing.

Lifelong Learning – We provide diverse special events, enrichment programs, and continuing education opportunities and develop strong partnerships with our community agencies.

The final version of the Master Blueprint will identify short- and long-term actions for Instruction and Student Services based on a commitment to meeting our mission and responding to our core theme indicators.

We make the following assumptions about the internal and external context for the future:

Our students have many options for postsecondary education and training.

CCC's mission is to serve the people of our district, which encompasses most of Clackamas County. The many post-secondary institutions in the Portland area and along the I-5 corridor provide our district residents with a number of options from which to choose. Students cross district boundaries for their education, both into and out of our service district. In 2013-14, CCC served 27,235 students; 64% of those students lived in our district.

Our programs and services reflect the array of needs in our district.

The CCC district is unique, cutting across urban, suburban, and rural settings. Covering all of Clackamas County except Lake Oswego, Sandy, Damascus and Boring, the 2014 estimated population of our service district is 336,605. Clackamas County continues to grow, having increased its population a bit more than 5% from 2010 to 2014. Although by geographic area Clackamas County is only 5% urban, approximately 80% of the total county population and 90% of the total job base is contained in that limited area. Each of CCC's three campuses is located in the urban portion of the county. Being a comprehensive community college in such a varied setting requires a wide variety of programming.

CCC's distribution of FTE in Developmental Education, Adult Continuing Education, Lower Division Collegiate, and Career and Technical Education reflects the breadth of our core themes. Our FTE in each of these areas is fairly well aligned with the cumulative distribution for community colleges in the state. Although individual community colleges have quite a bit of variation between them, CCC has stayed quite consistent over the years, with most fluctuations due to changes in state definitions or categories. Currently statewide efforts are focused on reducing the number of students and time spent in developmental education and increasing accelerated college credit options in high schools with greater participation by Oregon's public universities. Both of these changes could impact our otherwise steady distribution of students.

As an open door institution, we empower students to reach their potential. But we must do more to make sure that the door is truly open to all members of our community and that our practices and procedures are welcoming and supportive of all potential students in our district. Identifying unserved and underserved populations and adapting and augmenting our support services to ensure their success are paramount.

CCC has strong relationships with our district high schools. In 2011-12, 54% of the college going high school graduates came to CCC. In what is likely a related item, we also capture a significant number of first-time college students. In comparison to our standard comparators (the 5 largest community colleges in Oregon), Fall 2013 IPEDs data shows we are second highest in the percent of full-time credit students who are first-time college students and we are first in the percent of part-time credit students who are first-time college students.

CCC is committed to understanding and responding to the region's workforce needs, including helping students get a job, keep a job, advance in their career, and reskill for new opportunities. According to the Oregon Employment Department, the tri-county area

(Clackamas, Washington and Multnomah counties) is expected to grow 21% by the year 2020. By the end of the decade one out of every two jobs in Oregon will be in the tri-county area. In 2014, CCC entered into a five-year partnership with Economic Modeling Specialists International (EMSI) to conduct two gap analysis studies over the next five years, and adopt tools to assist students in understanding labor market opportunities.

CCC's relative size in the state will remain approximately the same.

CCC is considered a large community college in Oregon and its relative position among those colleges remains fairly steady. From a headcount perspective, CCC is generally between the 3rd and 5th largest community college in Oregon, swapping places during various years with Lane and Chemeketa for 3rd, 4th, and 5th place. Although we are very attentive to the funding effects of changes in enrollment, our major focus is not on growing our enrollment but rather on ensuring we are meeting the needs of our community and balancing revenue and expenditures. We continue to see small declines in enrollment, similar to our sister institutions, bringing us to pre-recession levels. We expect enrollment to level off and increase modestly over the next 3 years, based on community demographics.

CCC students are predominately part-time.

Although CCC fluctuates from 3rd to 5th largest based on headcount, from the perspective of FTE CCC remains solidly at #5. This reflects the significant number of our students that attend part-time. In 2013-14, 64% of our credit students, the population most likely to attend full-time, were part-time students. In addition, as the economy rebounds we see increases in the number of students who move from full-time to part-time reflecting their ability to find jobs.

Oregon state funding for Community colleges will continue to be volatile.

While state support appears to be inching up, we are not currently planning for any major increases in funding allocated to community colleges. In addition, the recent overturn of major portions of the PERS reforms will add significant expense to the college beginning in the 2017-19 biennium. And finally, although implementation has been delayed for further study, we expect to see a progressively larger percentage of our funding being distributed based upon specific performance outcomes. CCC is committed to providing affordable education and our tuition rates will remain among the lowest of the 17 community colleges. However, we need to do a better job of helping students understand the total costs for specific programs, including fees and other expenses.

CCC is moving forward with identified bond-funded projects.

Thanks to our community, CCC successfully passed a \$90 million bond in 2014. These dollars, coupled with matching money from the state and the support of donations to our foundation, will allow the college to move forward on approximately \$130 million in projects. These plans have been extensively discussed and will continue to be refined and vetted. Current bond information is available [HERE](#). We assume we will continue those plans and hence the only recommendations herein are around ensuring broadly participatory processes and communications.

The focus on completion and Oregon's 40/40/20 goals will continue.

In Oregon, and nation-wide, there is continued emphasis on moving students to completion. Ensuring that the open door is not a revolving door is at the forefront of student success initiatives. We see:

- an emphasis on providing strong support systems for students including customized/ individualized support systems specific to particular needs and goals,
- increased state and national attention on effective placement processes and instructional strategies in essential skills that effectively bridge to college-level work in a timely manner,
- a focus on seamless transitions between education institutions, with particular attention to the P-20 pipeline in Oregon, and
- a movement to capitalize on relevant experiential and prior learning that supports more rapid credential attainment.

Technology and changing expectations are shifting the educational landscape.

Using technology to deliver or support coursework has become the norm and the expectation of an increasingly tech savvy community. Students can quickly and easily access information on-demand and in multiple formats. Open Education Resources, MOOCs, online libraries and virtual classrooms provide opportunities to learn material previously accessed primarily through the college classroom. Evolving technology, desire for instant access and the pervasiveness of personal technology devices create tension with IT security and capacity.

There is a growing sense of individualization as students have come to experience and expect more personalized products and environments. Competency-based education and badges provide alternatives to cohorts in a classroom. The emerging consumerism of education is colliding with broader education goals that place a premium on educating the whole person.

∞

The need for greater accountability will continue.

There are increased expectations that all educational institutions attend to performance data, convert it to meaningful information that supports a culture of evidence for excellence, and make the results and ensuing improvements available to their constituents. This includes more robust assessment of mission fulfillment and the effectiveness of our programs and services.

There is particular attention on assessment of student learning. Fostering student success means publishing intended learning outcomes, regularly assessing them, analyzing and reflecting on, documenting, and communicating those assessment results, and continuously improving our teaching, our learning environments, our processes, our assumptions, our courses, and our programs based on the evidence of student achievement of our student learning outcomes.

Professional growth and development is a key component of our success.

Student success is the most important measure of our achievement as a college. Each and every one of us, whatever role we play at the college, is responsible for the success of our students. Supporting our students through the changing terrain requires a focus on our

most valuable asset – human capital. Anticipating and responding to emerging and future program and service needs in a rapidly changing environment require continued investment in the professional growth and development of CCC staff, faculty and administrators.

III Strengths and Challenges

Clackamas Community College has many significant strengths within departments and divisions that support our planning for the future, but the following global strengths for Instruction and Student Services provide solid footing for our action plans:

- The College’s mission as manifested in its core themes is widely understood and departments are well connected to these core themes.
- Instruction and Student Services has a high level of engagement and collaboration across divisions and departments.
- The college community is strongly supportive of and broadly engaged with the divisions within Instruction and Student Services.
- Instruction and Student Services has a long, productive history of partnerships and collaborations with higher education institutions, high schools, businesses, and government agencies.
- Instruction and Student Services faculty and staff members are resilient, talented and dedicated to assisting students in achieving their education and career goals.
- We have shown our ability to secure both large and small-scale grants and innovative partnerships to provide funds and equipment to support the needs of our students.
- We have highly qualified and innovative faculty who are committed to student success and willing to try new and creative ideas.

We also face a number of challenges which we must overcome to continue to improve and serve students and our districts more effectively:

- Completion and retention rates should be raised, since they are in part indicators that students are not achieving their goals.
- Student perceptions of their educational experience are not as positive as we hope, and for part-time students they are somewhat negative.
- We do not provide enough opportunities or systems for students to engage in educational or career planning.
- We need to extend more professional development opportunities and a learning community to part-time faculty and classified staff.
- We must make progress in engaging in educational assessment across all departments, including using evidence from assessment for continuous improvement.
- Curriculum and scheduling needs to be based more on student demand and need.

It is also important to recognize the many strengths and challenges within our individual departments and divisions, as well as collective, department and division opportunities, issues and threats that we respond to in our action planning. A summary of Strengths, Weaknesses, Opportunities, and Threats for Instruction and Student Services as a whole, as well as for each division, is available [HERE²](#).

² Website in development.
3/15/16

IV Action Plan

The Master Blueprint guides the work of Instruction and Student services with a multiyear view, identifying:

- key strategic commitments that are particularly critical and require new processes, structures or capacity and
- the most important ongoing operational activities that demand specific focus and attention.

Because of the iterative nature of strategic planning, the first year's commitments and actions (2016-17) will be more fully developed. Subsequent years will depend on implementation in 2016-17 and an annual analysis of threats, opportunities, weaknesses and strengths. 2017-19 are naturally to be considered in progress. This first version of the blueprint, disseminated in fall 2015, is intended to:

- communicate our priorities to the Executive Team, Leadership Cabinet and the Board and
- inform the creation of strategic priorities.

It will be revisited by the Instructional and Student Services Vice President and Divisional Deans in winter and spring 2016 for adjustments, based on feedback, analysis of data, and progress made towards existing priorities for 2015-16. At that time, a full range of actions and implementation plans will be crafted and distributed for review. This will form the prioritized plan for 2016-17, to which we will hold ourselves accountable.

Detailed implementation plans for FY 2016-17 will be crafted in spring 2016. Those identified as *on point* are responsible for drafting the implementation plans, which will include assigned responsibilities, activities, deadlines, and evaluation that will lead to improvement and inform future planning. In addition to the person on point, others will be engaged to accomplish the goals.

This blueprint is intended to indicate highest priorities, so as to guide investments of money, time and energy; it does not list all commitments, goals or activities that will be conducted in Instruction and Student Services.

Strategic Commitments and Sample Actions 2016-17

A. **Strategic:** Critical actions that require new structures, processes or capacity.

1. **Retention and Proactive Advising** *We are committed to ensuring that the open door is not a revolving door for our students.*

Sample action: Prioritize and vet high-impact retention-related enrollment best practices; identify an implementation schedule that is rapidly responsive to students, is fiscally appropriate, and includes timely professional development for CCC faculty, classified staff and administrative/supervisory staff. [Core Theme 1-3]

On point: Phillip King

2016-17	2017-18	2018-19
X	X	X

2. **Supporting Students to Completion** *We are committed to better assisting students toward completion through enhanced and consistent communication, streamlined and documented processes, and accessible and comprehensive support services.*

Sample action: Evaluate and improve student support for distance learners and part-time students. Review the impact of current policies and practices on distance and part-time students. [Core Theme 1-3]

On point: Bill Waters, Sue Goff

2016-17	2017-18	2018-19
X	X	X

3. **Curricular and Program Innovation** *We are committed to a curriculum that adjusts to the environment outside the institution (e.g. labor market, industry changes, new modes of learning) and embraces new content and modes of student learning (including prior learning and competency-based learning).*

Sample action: Explore accelerated and flexible time programs that support student success, where it is appropriate and meets student needs. Include evaluation of student success and the appropriate use of condensed timelines, credit for prior learning (CPL), competency-based education, etc. Formulate recommendations. [Core Theme 1-3]

On point: David Plotkin

2016-17	2017-18	2018-19
X		

16

4. Continuous Improvement and Assessment of Student Learning *We are committed to systematic assessment of student learning, thoughtful analysis and reflection upon evidence in order to make improvements. Continuous, intentional improvement is key to maintaining high-quality programs and services.*

Sample action: Create a culture of assessment that strongly involves faculty and student services staff to continually improve attainment of student learning outcomes (SLOs) at all levels. [Core Theme 1-3]

On point: Bill Waters, David Plotkin

2016-17	2017-18	2018-19
X	X	X

5. Learning College *We are committed to our own continuous process of acquiring new knowledge and skills that enhance our abilities to serve our students. We must be a learning college in order to be adaptable to a rapidly changing environment to serve students best. We value lifelong learning for all of our community.*

Sample action: Create a formalized, compelling, and incentivized professional development program for faculty to support a culture of learning. [Core Theme 1-3]

On point: Bill Waters

2016-17	2017-18	2018-19
X	X	X

6. Placement and Developmental Education *We are committed to exploring new ways to accurately guide students into writing and mathematics classes in which they will be successful and to support them through developmental education that allows them timely completion of their educational goals.*

Sample action: Implement holistic placement practices to inform students' educational planning, including integrated support services and appropriate course options. Continue participation in statewide efforts to improve placement processes. [Core Theme 1-3]

On point: Phillip King

2016-17	2017-18	2018-19
X	X	X

7. Education Partnerships *We are committed to seamless and streamlined student movement between high schools, community colleges, and universities.*

Sample action: Increase participation in dual enrollment (degree partnership) programs among students who are pursuing Associate of Science degrees that articulate with degree partners. [Core Theme 1]

On point: Bill Waters

2016-17	2017-18	2018-19
X	X	X

8. Diversity and Global Awareness *We are committed to student learning about diversity and globalization so that they build critical awareness and the ability to compete in an increasingly global society.*

Sample action: Clarify purpose for investments directed toward internationalization efforts, including study abroad and international student programs. [Core Theme 1-3]

On point: Sue Goff, Phillip King

2016-17	2017-18	2018-19
X		

9. The Equity Lens *We are committed to fostering a better understanding of the demographic make-up of our district and reaching and serving underserved groups.*

Sample action: While maintaining data integrity and confidentiality, analyze district and student demographic and other data to identify underserved student populations. [Core Theme 1-4]

On point: Bill Waters

2016-17	2017-18	2018-19
X		X

10. Information Technology (IT) Planning *We are committed to plan intentionally for and address the opportunities and issues associated with changing educational technology.*

Sample action: Partner to develop an institutional educational technology plan to support student learning and program goals and outcomes that reflects best practices in teaching and learning. Create an implementation schedule that is in response to immediate and anticipated needs of students and faculty, coordinated with capacity and support from IT, and includes timely professional development for CCC faculty, classified staff and administrative/supervisory staff. Plan should include digital literacy, how we support personal technology, and how we implement new technology to engage students in (lifelong) learning. [Core Theme1-4]

On point: Bill Waters, Cynthia Risan

2016-17	2017-18	2018-19
X		

B. Operational: Important ongoing operational activities that demand specific focus.

1. Retention and Proactive Advising

Sample action: Systematically review, test and improve registration systems for student enrollment (maybe an email confirmation, a wish list of classes) [Core Theme 1-4]

On point: Phillip King

2016-17	2017-18	2018-19
X	X	X

2. The Equity Lens

Sample action: Reduce the percentage of undeclared gender and race to enhance understanding of who we are serving and better provide appropriate support services. [Core Theme 1-4]

On point: Bill Waters

2016-17	2017-18	2018-19
X	X	X

3. Supporting Students to Completion

Sample action: Ensure that processes associated with degree and certificate completion are streamlined and well documented. [Core Theme 1, 2]

On point: Phillip King

2016-17	2017-18	2018-19
X	X	X

4. Data-based Decision-making *The college is committed to analyzing and synthesizing data in order to better inform decision-making.*

Sample action: Continue to have Core Theme Teams critically evaluate the appropriateness and usefulness of the data, indicators and core theme objectives for improving mission fulfillment. Further develop team members' abilities to analyze and use data for improving mission fulfillment. [Core Theme 1-4]

On point: David Plotkin

2016-17	2017-18	2018-19
X	X	X

5. Institutional Planning and Blueprints *As we become more knowledgeable about and proficient in planning and assessing our effectiveness, we are committed to continuous improvement of institutional planning processes and our annual operational planning blueprints.*

Sample action: Connect core themes to all planning and assessment processes in order to ensure all areas of the college focus on mission fulfillment. [Core Theme 1-4]

On point: David Plotkin

2016-17	2017-18	2018-19
X	X	X

DRAFT

Strategic Commitments 2017-18

A. **Strategic:** Critical actions that require new structures, processes or capacity.

1. **Retention and Proactive Advising** *We are committed to ensuring that the open door is not a revolving door for our students.*

2. **Supporting Students to Completion** *We are committed to better assisting students toward completion through enhanced and consistent communication, streamlined and documented processes, and accessible and comprehensive support services.*

3. **Curricular and Program Innovation** *We are committed to a curriculum that adjusts to the environment outside the institution (e.g. labor market, industry changes, new modes of learning) and embraces new content and modes of student learning (including prior learning and competency-based learning).*

4. **Continuous Improvement and Assessment of Student Learning** *We are committed to systematic assessment of student learning, thoughtful analysis and reflection upon evidence in order to make improvements. Continuous, intentional improvement is key to maintaining high-quality programs and services.*

5. **Learning College** *We are committed to our own continuous process of acquiring new knowledge and skills that enhance our abilities to serve our students. We must be a learning college in order to be adaptable to a rapidly changing environment to serve students best. We value lifelong learning for all of our community.*

6. **Placement and Developmental Education** *We are committed to exploring new ways to accurately guide students into writing and mathematics classes in which they will be successful and to support them through developmental education that allows them timely completion of their educational goals.*

7. **Education Partnerships** *We are committed to seamless and streamlined student movement between high schools, community colleges, and universities.*

B. **Operational**: Important ongoing operational activities that demand specific focus.

To be determined

DRAFT

Strategic Commitments 2018-19

A. **Strategic**: Critical actions that require new structures, processes or capacity.

1. **Retention and Proactive Advising** *We are committed to ensuring that the open door is not a revolving door for our students.*

2. **Supporting Students to Completion** *We are committed to better assisting students toward completion through enhanced and consistent communication, streamlined and documented processes, and accessible and comprehensive support services.*

3. **Curricular and Program Innovation** *We are committed to a curriculum that adjusts to the environment outside the institution (e.g. labor market, industry changes, new modes of learning) and embraces new content and modes of student learning (including prior learning and competency-based learning).*

4. **Continuous Improvement and Assessment of Student Learning** *We are committed to systematic assessment of student learning, thoughtful analysis and reflection upon evidence in order to make improvements. Continuous, intentional improvement is key to maintaining high-quality programs and services.*

5. **Learning College** *We are committed to our own continuous process of acquiring new knowledge and skills that enhance our abilities to serve our students. We must be a learning college in order to be adaptable to a rapidly changing environment to serve students best. We value lifelong learning for all of our community.*

6. **Placement and Developmental Education** *We are committed to exploring new ways to accurately guide students into writing and mathematics classes in which they will be successful and to support them through developmental education that allows them timely completion of their educational goals.*

7. **Education Partnerships** *We are committed to seamless and streamlined student movement between high schools, community colleges, and universities.*

8. **Diversity and Global Awareness** *We are committed to student learning about diversity and globalization so that they build critical awareness and the ability to compete in an increasingly global society.*

9. **The Equity Lens** *We are committed to fostering a better understanding of the demographic make-up of our district and reaching and serving underserved groups.*

10. **Information Technology (IT) Planning** *We are committed to plan intentionally for and address the opportunities and issues associated with changing educational technology.*

11. **Communication** *We are committed to work together to support our students and fulfill our mission by developing robust and effective communication channels, easy access to information, and opportunities to engage students.*

B. Operational: Important ongoing operational activities that demand specific focus.

To be determined

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**CLACKAMAS COMMUNITY COLLEGE
2016-17 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 classified 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) hourly employees working less than half-time; and student employees, who are by definition enrolled for six or more credits per term.

		2015-16 Adopted Budget					2016-17 Budget				
		Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total	Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total
GENERAL FUND											
EXECUTIVE											
50132	President	1.00	-	1.00	-	2.00	2.00	-	1.00	-	3.00
50500	Foundation	1.00	-	1.00	-	2.00	1.00	-	2.00	-	3.00
Total Executive		2.00	-	2.00	-	4.00	3.00	-	3.00	-	6.00
COLLEGE RELATIONS AND MARKETING											
50112	College Relations and Marketing	2.00	-	5.25	-	7.25	3.00	-	5.25	-	8.25
INSTRUCTION AND STUDENT SERVICES											
Instruction & Student Services Administration											
10099	Instructional Control	-	-	-	9.16	9.16	-	-	-	9.16	9.16
50118	Instruction and Student Services	1.00	-	0.50	0.72	2.22	1.00	-	1.00	0.72	2.72
Total Instruction and Student Services Admin		1.00	-	0.50	9.88	11.38	1.00	-	1.00	9.88	11.88
Academic Foundations and Connections											
10002	Skills Development	-	4.00	0.44	1.29	5.73	-	4.00	0.44	1.29	5.73
10029	English	-	11.00	-	7.84	18.84	-	11.00	-	7.88	18.88
10031	English as a Second Language	-	4.00	1.75	3.51	9.26	-	4.00	1.00	3.51	8.51
10038	Health/Physical Education/Athletics	1.00	6.00	2.00	6.40	15.40	1.00	6.00	2.00	6.40	15.40
10056	Mathematics	-	11.00	-	10.74	21.74	-	11.00	-	11.11	22.11
20089	Library	-	3.00	2.00	1.85	6.85	-	3.00	2.75	1.57	7.32
20700	Learning Center	-	-	1.00	-	1.00	-	-	1.00	-	1.00

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Personnel FTEs**

		2015-16 Adopted Budget					2016-17 Budget				
		Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total	Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total
Academic Foundations & Connections (continued)											
30095	Counseling	-	3.00	-	2.61	5.61	-	3.00	-	1.56	4.56
30098	Student and Academic Support Services	1.00	-	10.85	0.37	12.22	2.00	-	12.79	0.37	15.16
30099	Enrollment Services	1.00	-	9.50	-	10.50	1.00	-	9.50	-	10.50
30100	Student Life and Leadership	1.00	-	-	0.27	1.27	1.00	-	1.00	0.27	2.27
30104	Academic Foundations and Connections	3.00	-	8.00	0.38	11.38	3.00	-	9.00	1.21	13.21
30111	Office of Financial Aid and Scholarships	1.00	-	8.00	-	9.00	1.00	-	8.00	-	9.00
30200	Student Services Enhancements	-	-	1.83	-	1.83	-	-	2.15	-	2.15
	Total Academic Foundations and Connections	8.00	42.00	45.37	35.26	130.63	9.00	42.00	49.63	35.17	135.80
Arts and Sciences											
10004	Art	-	4.00	0.44	2.70	7.14	-	4.00	0.44	3.10	7.54
10013	Business	-	6.50	-	9.65	16.15	-	6.50	-	9.65	16.15
10016	Communications and Theatre Arts	-	6.00	-	3.34	9.34	-	6.00	-	3.34	9.34
10017	Computer Science	-	4.00	0.56	5.69	10.25	-	4.00	0.56	5.03	9.59
10028	Engineering Sciences	-	2.65	-	0.69	3.34	-	2.65	-	0.69	3.34
10035	World Languages	-	3.00	-	2.26	5.26	-	3.00	-	2.26	5.26
10039	Horticulture	-	4.00	0.91	3.02	7.93	-	4.00	0.91	2.62	7.53
10057	Music	-	3.00	-	3.30	6.30	-	3.00	-	3.30	6.30
10066	Science	-	13.00	0.96	12.25	26.21	-	13.00	0.96	14.58	28.54
10074	Social Sciences	-	8.00	-	8.06	16.06	-	8.00	-	8.40	16.40
20082	Arts and Sciences	2.00	-	6.42	-	8.42	2.00	-	6.67	-	8.67
	Total Arts and Sciences	2.00	54.15	9.28	50.96	116.39	2.00	54.15	9.53	52.97	118.65
Curriculum, Planning and Research											
10026	Office of Education Partnerships	0.83	-	-	-	0.83	0.83	-	-	-	0.83
20084	Curriculum, Planning and Research	1.00	-	2.00	-	3.00	1.00	-	2.25	-	3.25
20088	Instructional Support & Professional Developmt	-	-	-	0.98	0.98	-	2.00	3.00	4.33	9.33
20401	Curriculum and Scheduling	-	-	2.00	-	2.00	1.00	-	2.00	-	3.00
50128	Facilities Reservation	-	-	1.00	-	1.00	-	-	1.00	-	1.00
50136	Institutional Research and Reporting	1.00	-	1.50	-	2.50	1.00	-	1.50	-	2.50
	Total Curriculum, Planning and Research	2.83	-	6.50	0.98	10.31	3.83	2.00	9.75	4.33	19.91

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Personnel FTEs**

		2015-16 Adopted Budget					2016-17 Budget				
		Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total	Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total
Technology, Health Occupations, & Workforce											
10001	Health Sciences	1.00	11.00	1.00	7.71	20.71	1.00	11.00	1.00	5.71	18.71
10007	Automotive Technology	-	5.00	1.00	4.09	10.09	-	5.00	2.00	4.09	11.09
10018	Community Education	-	-	1.00	0.58	1.58	-	-	1.00	0.58	1.58
10020	Customized Training and Development Services	1.00	2.29	2.00	0.82	6.11	1.00	2.29	2.00	0.82	6.11
10033	Education, Human Services and Criminal Justice	-	6.00	1.00	2.44	9.44	-	5.00	1.00	2.44	8.44
10055	Manufacturing Technology	-	9.00	1.00	5.69	15.69	-	10.00	1.00	4.69	15.69
10058	Harmony Student Services and Instruction	1.00	-	2.00	11.66	14.66	1.00	-	2.00	11.66	14.66
10073	Small Business Development Center	1.00	1.00	-	0.28	2.28	1.00	1.00	-	0.28	2.28
10080	Wilsonville Student Services and Instruction	-	-	2.00	-	2.00	1.00	-	4.00	3.59	8.59
10085	Wildland Fire	-	-	-	-	-	-	1.00	-	1.17	2.17
10200	Energy and Utility Resource Mgmt, Wilsonville	1.00	-	1.00	-	2.00	-	-	-	-	-
10445	Apprenticeships, Oregon City	-	-	0.63	-	0.63	-	-	0.63	-	0.63
20083	Technology, Health Occupations and Workforce	2.00	-	2.75	1.35	6.10	2.00	-	2.75	1.35	6.10
20096	Workforce Development/WIOA	0.10	-	-	-	0.10	0.10	-	-	-	0.10
Total Tech, Health Occupations, and Workforce		7.10	34.29	15.38	34.62	91.39	7.10	35.29	17.38	36.38	96.15
Total Instruction and Student Services		20.93	130.44	77.04	131.70	360.11	22.93	133.44	87.30	138.73	382.40
COLLEGE SERVICES											
College Services Administration											
50116	College Services	1.00	-	0.50	-	1.50	1.00	-	0.50	-	1.50
Business Services											
50000	Accounts Receivable	1.00	-	4.00	-	5.00	1.00	-	4.00	-	5.00
50110	Business Office	1.00	-	4.90	-	5.90	1.00	-	4.90	-	5.90
Total Business Services		2.00	-	8.90	-	10.90	2.00	-	8.90	-	10.90
Campus Services											
50134	Campus Safety	-	-	4.00	0.20	4.20	1.00	-	4.50	0.20	5.70
50143	Environmental Health and Safety	1.00	-	-	-	1.00	1.00	-	-	-	1.00
50145	Shipping and Receiving	-	-	1.00	-	1.00	-	-	1.00	-	1.00
51103	Custodial Services	1.00	-	16.00	-	17.00	1.00	-	17.00	-	18.00
60150	Campus Services	2.00	-	14.00	-	16.00	2.00	-	15.00	-	17.00
Total Campus Services		4.00	-	35.00	0.20	39.20	5.00	-	37.50	0.20	42.70

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Personnel FTEs**

		2015-16 Adopted Budget					2016-17 Budget				
		Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total	Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total
Human Resources											
50127	Human Resources	2.00	-	4.00	0.21	6.21	2.00	-	4.00	0.21	6.21
Information Technology											
50115	Information Technology	2.70	-	14.40	-	17.10	2.85	-	15.05	-	17.90
Total College Services		<u>11.70</u>	<u>-</u>	<u>62.80</u>	<u>0.41</u>	<u>74.91</u>	<u>12.85</u>	<u>-</u>	<u>65.95</u>	<u>0.41</u>	<u>79.21</u>
Total General Fund		36.63	130.44	147.09	132.11	446.27	41.78	133.44	161.50	139.14	475.86
Total full-time, General Fund		314.16					336.72				
FEE FUND											
INSTRUCTION AND STUDENT SERVICES											
Instruction & Student Services Administration											
10099	Instructional Control	-	-	-	0.43	0.43	-	1.00	-	1.38	2.38
Academic Foundations and Connections											
10002	Skills Development	-	-	0.56	0.69	1.25	-	-	0.56	0.62	1.18
10029	English	-	-	-	0.56	0.56	-	-	-	0.30	0.30
10031	English as a Second Language	-	-	1.00	3.05	4.05	-	-	1.00	1.55	2.55
10038	Health/Physical Education/Athletics	-	-	-	0.83	0.83	-	-	-	-	-
10056	Mathematics	-	-	-	1.58	1.58	-	-	-	1.23	1.23
30098	Student and Academic Support Services	-	-	-	-	-	-	-	-	0.25	0.25
30100	Student Life and Leadership	-	-	-	0.21	0.21	-	-	-	-	-
Total Academic Foundations and Connections		<u>-</u>	<u>-</u>	<u>1.56</u>	<u>6.92</u>	<u>8.48</u>	<u>-</u>	<u>-</u>	<u>1.56</u>	<u>3.95</u>	<u>5.51</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Personnel FTEs**

		2015-16 Adopted Budget					2016-17 Budget				
		Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total	Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total
Arts and Sciences											
10004	Art	-	-	0.03	1.99	2.02	-	-	0.03	1.96	1.99
10013	Business	-	-	-	1.11	1.11	-	-	-	1.38	1.38
10016	Communications and Theatre Arts	-	-	-	0.17	0.17	-	-	-	0.01	0.01
10017	Computer Science	-	-	0.44	-	0.44	-	-	0.44	-	0.44
10028	Engineering Sciences	-	0.35	0.08	-	0.43	-	0.35	0.08	-	0.43
10039	Horticulture	-	-	0.09	0.06	0.15	-	-	0.09	0.07	0.16
10057	Music	-	-	-	2.18	2.18	-	-	-	2.18	2.18
10066	Science	-	-	2.04	-	2.04	-	-	2.04	-	2.04
	Total Arts and Sciences	-	0.35	2.69	5.51	8.55	-	0.35	2.69	5.60	8.64
Curriculum, Planning and Research											
10026	Office of Education Partnerships	0.17	-	2.00	0.26	2.43	0.17	-	3.00	0.28	3.45
20088	Instructional Support & Professional Developmt	-	1.00	3.00	0.55	4.55	-	-	-	-	-
	Total Curriculum, Planning and Research	0.17	1.00	5.00	0.81	6.98	0.17	-	3.00	0.28	3.45
Technology, Health Occupations, & Workforce											
10001	Health Sciences	-	-	1.75	-	1.75	-	-	1.75	0.61	2.36
10007	Automotive Technology	-	-	0.08	0.48	0.56	-	-	0.08	0.44	0.52
10018	Community Education	-	-	-	1.85	1.85	-	-	-	1.89	1.89
10033	Education, Human Services and Criminal Justice	-	-	-	1.66	1.66	-	-	-	1.11	1.11
10055	Manufacturing Technology	-	-	-	5.39	5.39	-	-	-	5.50	5.50
10080	Wilsonville Student Services and Instruction	-	-	1.00	4.70	5.70	-	-	-	-	-
10200	Energy and Utility Resource Mgmt, Wilsonville	-	-	-	1.52	1.52	-	-	-	0.08	0.08
10403	Apprenticeships, Wilsonville	-	-	-	-	-	-	-	-	2.85	2.85
10445	Apprenticeships, Oregon City	-	-	0.20	3.87	4.07	-	-	0.37	5.80	6.17
	Total Tech, Health Occupations, and Workforce	-	-	3.03	19.47	22.50	-	-	2.20	18.28	20.48
	Total Fee Fund	0.17	1.35	12.28	33.14	46.94	0.17	1.35	9.45	29.49	40.46

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Personnel FTEs**

	2015-16 Adopted Budget					2016-17 Budget				
	Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total	Admin- istrative	Full-time Faculty	Class & Conf	Part-time Faculty	Total
INNOVATION FUND	-	-	-	2.86	2.86	-	-	-	-	-
STUDENT TECHNOLOGY FUND	0.30	-	3.60	-	3.90	0.15	-	3.95	-	4.10
INTRAMURALS AND ATHLETICS FUND	-	-	-	0.19	0.19				0.19	0.19
STUDENT LIFE AND LEADERSHIP FUND	-	-	1.00	0.03	1.03				0.03	0.03
BOOKSTORE FUND	1.00	-	3.00	-	4.00	1.00	-	3.00	-	4.00
CUSTOMIZED TRAINING FUND	1.00	0.21	1.00	2.76	4.97	1.00	0.21	1.00	2.21	4.42
INTERNAL SERVICE FUND	-	-	1.00	-	1.00	-	-	1.00	-	1.00
GRANTS AND CONTRACTS FUND										
72 CASE	-	-	1.00	-	1.00	-	-	-	-	-
73 Grants and Contracts	2.00	1.00	9.80	-	12.80	1.25	1.00	3.40	-	5.65
74 WIOA	1.90	-	12.60	-	14.50	1.90	-	13.35	-	15.25
Total Grants and Contracts Fund	3.90	1.00	23.40	-	28.30	3.15	1.00	16.75	-	20.90
Total budgeted	43.00	133.00	192.37	171.09	539.46	47.25	136.00	196.65	171.06	550.96
Total full-time, all funds	368.37					379.90				

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Personnel FTEs**

	2014-15 Adopted Budget	2015-16 Adopted Budget	2016-17 Budget					Total
			Admin- istrative	Full-time Faculty	Classified & Confidential	Part-time Faculty	Other Part-time	
FTEs BY FUNCTION								
Instruction	340.53	351.75	8.25	128.00	33.93	158.79	15.80	344.77
Instructional support	54.74	56.34	8.15	5.00	37.72	7.25	3.78	61.90
Student services other than student loans and financial aid	67.63	67.47	9.00	3.00	46.30	3.88	11.29	73.47
Student loans and financial aid	6.02	6.27	-	-	-	-	5.96	5.96
College support services other than facilities acquisition and construction	109.07	106.86	21.85	-	78.70	1.13	11.85	113.53
Total	<u>577.99</u>	<u>588.69</u>	<u>47.25</u>	<u>136.00</u>	<u>196.65</u>	<u>171.05</u>	<u>48.67</u>	<u>599.62</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 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>
ADMINISTRATIVE			
College President	\$197,154	1	\$ 197,154
Vice Presidents and Associate Vice President	127,757 - 143,445	3	401,608
Deans and Associate Deans	90,074 - 121,456	11	1,184,460
Managers and Directors	62,693 - 102,909	33	2,568,336
Total administrative		<u>48</u>	<u>4,351,558</u>
FULL-TIME FACULTY			
Step 0	81,843 - 86,753	35	2,916,961
Step 1	78,022 - 82,933	41	3,213,522
Step 2	68,224 - 73,135	18	1,213,795
Step 3	57,298 - 62,208	28	1,628,788
Step 4	51,842 - 56,752	14	725,788
Total full-time faculty		<u>136</u>	<u>9,698,854</u>
CLASSIFIED			
Xt	\$67,121 - \$100,155	-	-
X	65,723 - 98,070	4	302,029
IXt	59,929 - 89,424	5	355,191
IX	57,652 - 86,026	2	126,258
VIII ^t	53,505 - 79,838	5	320,819
VIII	50,572 - 75,461	6	331,656
VII ^t	46,712 - 69,702	3	155,576
VII	44,361 - 66,194	64	3,359,391
VI ^t	42,731 - 63,761	5	243,940
VI	38,913 - 58,065	30	1,451,205

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Salaries of Employees**

	Salary Range	Number of People	Amount of Combined Salaries
CLASSIFIED (continued)			
Vt	38,374 - 57,260	-	-
V	34,135 - 50,934	47	1,946,005
IV	29,943 - 44,679	7	242,935
III	26,266 - 39,192	16	557,952
II	23,040 - 34,379	-	-
I	20,210 - 30,157	-	-
Overtime			47,268
Total classified		<u>194</u>	<u>9,440,225</u>
CONFIDENTIAL			
X	\$61,172 - \$89,741	-	-
IX	60,492 - 88,744	1	75,789
VIII	53,168 - 78,000	4	243,854
VII	46,745 - 68,576	1	61,266
VI	41,109 - 60,309	1	43,509
V	36,166 - 56,058	-	-
Total confidential		<u>7</u>	<u>424,418</u>
PART-TIME FACULTY			6,190,078
Group 1, lecture courses, per contact hour	\$56.32 - \$73.37		
Group 2, lecture/lab courses, per contact hour	46.95 - 61.20		
Group 3, lab courses, per contact hour	42.30 - 55.12		
Group 4, other assignments, per hour	28.16 - 36.69		
Group 5, student activities coaches/directors	4,408 - 8,816		
OTHER			
Part-time administrative			255,180
Part-time classified and students			1,365,076
Total by type			<u>31,725,389</u>
Grants & Contracts fund, not specified by type			2,722,952
Total budget for wages and salaries			<u>\$34,448,341</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 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.

EXECUTIVE		INSTRUCTION AND STUDENT SERVICES	COLLEGE SERVICES
President Joanne Truesdell		Vice President/ Provost David Plotkin	Vice President/ Chief Financial Officer Jim Huckestein
FTE 1.00	Special Assistant to the President Denice Bailey	FTE 1.00	FTE 1.00
	FTE 1.00		
	Grant Writer vacant		
	FTE 1.00	Executive Assistant Vacant	Executive Assistant Greer Gaston
		FTE 1.00	FTE .50
	FOUNDATION		
	Executive Director vacant		
	FTE 1.00		
	Administrative Coordinator Janet Meister		
	FTE 1.00		
	Major Gifts Officer Vicki Smith		
	FTE 1.00		
	Administrative Assistant II Julie Paulsen		
	FTE 1.00		
			Total FTE
			Administrative 6.00
			Faculty -
			Classified 4.50
			<u> 10.50</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budgetary Organization Charts -- College Relations and Marketing**

COLLEGE RELATIONS AND MARKETING			
Associate VP of Community, Business, and Government Engagement Shelly Parini			
		Administrative Assistant Vacant	
FTE	1.00	FTE	1.00

Executive Director of Marketing and Strategic Communications Jack Hardy	
FTE	1.00

Public Information Officer Lori Hall	
FTE	1.00

Marketing Manager vacant	
FTE	1.00

Creative Manager/Lead Designer Kevin Anspach	
FTE	1.00

Web/New Media Marketing Specialist Jessie Christiansen Kirk	
FTE	1.00

Publications Designer Diane Angelo Vacant	
FTE	1.25

Total FTE	
Administrative	3.00
Faculty	-
Classified	5.25
	<u>8.25</u>

Marketing/ Communications Justin Montgomery	
FTE	1.00

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET**

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

ACADEMIC FOUNDATIONS AND CONNECTIONS	Dean Phillip King	Tamara Strawn	Administrative Coordinator	1.00
	FTE 1.00	Molly Burns	ABS Outreach Coordinator	1.00
Associate Dean Darlene Geiger Tara Sprehe	FTE 2.00	Gloria Castaneda	Administrative Assistant II	1.00
		Robin Dryden	Administrative Assistant II	1.00
		Dena Gillenwater	Administrative Assistant II	1.00
		Rita Shaw	Administrative Assistant II	1.00
		Barbara Simington	Administrative Assistant II	1.00
		Tamera Davis	System Support Specialist	1.00
		Mark Kremkow	System Support Specialist	1.00
		Luke Norman	Transportation Systems Analyst	0.35

COUNSELING	
Full-Time Faculty Guadalupe Martinez Stephanie Schaefer Casey Sims	
FTE	3.00

ENGLISH AS A SECOND LANGUAGE	
Research Specialist Andrea Csavajda	
FTE	.50

ENROLLMENT SERVICES	
Registrar Chris Sweet	
FTE	1.00

HEALTH/ PHYSICAL EDUCATION/ATHLETICS	
Director Jim Martineau	
FTE	1.00

Resource Specialist Nena Monterroza	
FTE	1.00

Enrollment Services Specialist Maria Dixon Donna Ford Travis Swanson Vacant Vacant	
FTE	4.50

Student Support / Retention Advisor Ryan Stewart	
FTE	1.00

Administrative Assistant Dotty Coburn	
FTE	1.00

ENGLISH	
Full-Time Faculty James Bryant-Trerise Carol Burnell Amanda Coffey Ryan Davis Trevor Dodge Taylor Donnelly Susan Mach Jeffery McAlpine David Mount Nicole Rosevear Matthew Warren	
FTE	11.00

Career Coach Enrique Farrera	
FTE	1.00

Full-Time Faculty Laura Joyce Kathryn Long Suzanne Munro Andrea Vergun	
FTE	4.00

Admissions Counselor Klaudia Esquivel Carrie Sandberg	
FTE	2.00

Advising Specialist Ariane Rakich	
FTE	1.00

Athletic Trainer Kevin Arizo	
FTE	1.00

Assessment Services Program Specialist Rebecca Torres	
FTE	1.00

Full-Time Faculty Jessica Buel Keoni McHone Tracy Nelson Joshua Rhoden Robin Robinson Kathleen Woods	
FTE	6.00

LEARNING CENTER	
Lab Coordinator Josh Aman	
FTE	1.00

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET**

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

LIBRARY
Library Services Coordinator Alison Ihrke Vacant
FTE 2.00

Full-Time Faculty Jane Littlefield Terry Mackey Sarah Nolan
FTE 3.00

Applied Information Technology Specialist vacant
FTE .75

MATHEMATICS
Full-Time Faculty Stefan Baratto Adam Hall Mark Hull Carrie Kyser Kurt Lewandowski Kelly Mercer Ellis Meuser Rhonda Nordstrom Hull Scot Pruy Bruce Simmons Mark Yannotta
FTE 11.00

OFFICE OF FINANCIAL AID & SCHOLARSHIPS
Financial Aid Director Vacant
FTE 1.00

Financial Aid Specialist Sara Alexander Greg Anderson Rochelle Dawn Elizabeth Gotter Starr Muramaru Shannen Razumovsky
FTE 6.00

Financial Aid Advisor / Scholarship Coordinator Darcie Iven
FTE 1.00

Financial Aid Analyst / Systems Support Specialist Theresa Sanne
FTE 1.00

STUDENT SERVICES ENHANCEMENTS		
Enrollment Services Specialist Maria Dixon	Transportation Systems Analyst Luke Norman	Testing and Information Specialist Ric Jenkerson
FTE .50	FTE .65	FTE 1.00

SKILLS DEVELOPMENT
Resource Specialist Patrick Smida
FTE 1.00

Full-Time Faculty Brenda Marks Lisa Nielson Camilo Sanchez Vacant
FTE 4.00

STUDENT LIFE AND LEADERSHP
Director of Student Life John Ginsburg
FTE 1.00

Advising Specialist Michelle Baker
FTE 1.00

STUDENT & ACADEMIC SUPPORT SERVICES
Director Dustin Bare
FT 1.00

PASS Manager vacant
FTE 1.00

Academic and Career Coach Tawyna Dexter Laura Funnemark Polly Martineau Gwenda Richards Oshiro Jodi Stapleton vacant
FTE 5.75

Graduation Services Evaluator April Smith Kandie Starr Sarah Steidl
FTE 3.00

Disabilities Resource Coordinator Christina Bruck
FTE 1.00

Disabilities Resource Specialist Camala Foster Corley
FTE .54

Veterans Affairs Coordinator Ransom "RB" Green
FTE 1.00

Veterans Education Benefits Specialist Ebony Frederick-Pettway
FTE 1.00

Student Success and Completion Coordinator Kara Leonard
FTE 1.00

Total FTE	
Administrative	9.00
Faculty	42.00
Classified	52.54
	<u>103.54</u>

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budgetary Organization Charts -- Arts and Sciences (Page 1 of 2)

ARTS AND SCIENCES	
Dean Sue Goff	
FTE 1.00	
Associate Dean Matthew Altman	
FTE 1.00	

Beth Hodgkinson	Administrative Coordinator	1.00
Amy Burghardt	Administrative Assistant II	1.00
Loretta Mills	Administrative Assistant II	1.00
Mary Scheufeli	Administrative Assistant II	1.00
Naomi Sether	Administrative Assistant II	0.75
Aulani Wehage	Administrative Assistant II	0.92
Kelly White	Administrative Assistant II	1.00

ART
Studio Technician Katherine Simmons
FTE .47

Full-Time Faculty David Andersen Nora Brodnicki Thomas Wasson vacant
FTE 4.00

BUSINESS
Full-Time Faculty Pamela Akini Beverly Forney Robert Dale Hatfield Michael Moiso Sharon Parker vacant vacant
FTE 6.50

COMMUNICATIONS AND THEATRE ARTS
Full-Time Faculty Kelly Brennan James Eikren Kerrie Hughes Melissa Jones Alice Nelson Lewis Christopher Whitten
FTE 6.00

COMPUTER SCIENCE
Hardware/Network Lab Coordinator Eric McBride
FTE 1.00

Full-Time Faculty Richard Albers Debra Carino Rick Carino Jennifer Miller
FTE 4.00

ENGINEERING SCIENCES
Administrative Assistant II Naomi Sether
FTE .08

Full-Time Faculty Matthew LaForce Eric Lee James Nurmi
FTE 3.00

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budgetary Organization Charts -- Arts and Sciences (Page 2 of 2)

HORTICULTURE	
Horticulture Lab Assistant Timothy McDonough	
FTE	1.00

Full-Time Faculty April Chastain Christopher Konieczka Vacant Vacant	
FTE	4.00

MUSIC	
Full-Time Faculty Lars Campbell Kathleen Hollingsworth Brian Rose	
FTE	3.00

SCIENCE	
Science Lab Coordinator Joan Harrison-Buckley	
FTE	1.00

Science Lab Assistant Jennifer Pope	
FTE	1.00

Lab Technician Vacant	
FTE	1.00

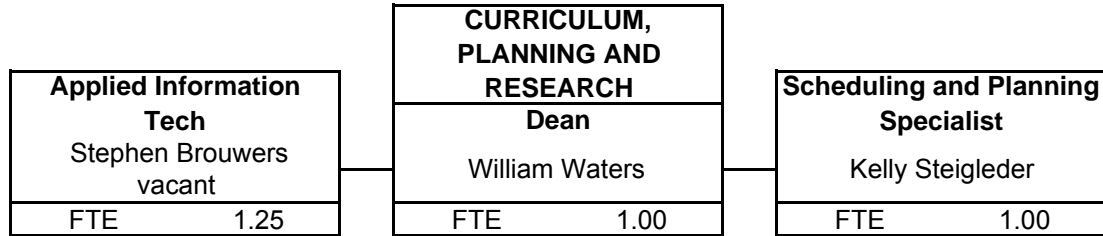
Full-Time Faculty Ernest Blackwell Gregory Bostrom Jennifer Bown George Burgess James Dickinson Eden Francis Nicholas Hamel Sarah Hoover Barry Kop Lilian Mayer Michael Patterson Richard Rueb Polly Schulz	
FTE	13.00

SOCIAL SCIENCES	
Full-Time Faculty Adelia Arguello Jackie Flowers Donald Hartsock Robert Keeler Eric Lewis Patricia McFarland Erich Pfeiffer Sandra Tobin	
FTE	8.00

WORLD LANGUAGES	
Full-Time Faculty Irma Bjerre David Miller vacant	
FTE	3.00

Total FTE	
Administrative	2.00
Faculty	54.50
Classified	12.22
	<u>68.72</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budgetary Organization Charts -- Curriculum, Planning and Research**



CURRICULUM AND SCHEDULING	
Curriculum Manager Dru Urbassik	
FTE	1.00

Scheduling and Logistics Specialist Miranda Butler	
FTE	1.00

Curriculum Specialist Megan Feagles	
FTE	1.00

INSTRUCTIONAL SUPPORT AND PROFESSIONAL DEVELOPMENT	
Distance Learning Operations Coordinator Sara (Ann) Tuttle	
FTE	1.00

Online Learning and Education Tech Coor Doreen Wood	
FTE	1.00

Online Learning Systems Daisy Calvert	
FTE	1.00

Full-Time Faculty Jil Freeman vacant	
FTE	2.00

FACILITIES RESERVATION Facility/Events Coordinator Jennifer Miller	
FTE	1.00

INSTITUTIONAL RESEARCH AND REPORTING	
Director, Institutional Reporting BJ Nicoletti	
FTE	1.00

Research Associate Bill Calebrese	
FTE	1.00

Research Specialist Andrea Csavajda	
FTE	.50

OFFICE OF EDUCATION PARTNERSHIPS	
Director of Education Partnerships Jaime Clarke	
FTE	1.00

Advanced College Credit Coordinator Cheryl Tallman	
FTE	1.00

Administrative Assistant I Joydean Overlin	
FTE	1.00

CTE Enrollment Specialist vacant	
FTE	1.00

Total FTE	
Administrative	5.00
Faculty	2.00
Classified	11.75
	<u>18.75</u>

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**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET**

Budgetary Organization Charts -- Technology, Health Occupations, and Workforce (Page 1 of 2)

TECHNOLOGY, HEALTH OCCUPATIONS, AND WORKFORCE	
Dean	
Cynthia Risan	
FTE	1.00

Associate Dean	
vacant	
FTE	1.00

Laura Lundborg	Administrative Coordinator	1.00
Sharon Brown	Administrative Assistant II	0.75
Kierstin McDowell	Administrative Assistant II	1.00

AUTOMOTIVE TECHNOLOGY	
Automotive Parts Technician	
Jessica Matthews	
FTE	1.00

Automotive and Toolroom Lab Tech	
Andrew Daniek	
FTE	1.00

Administrative Asst II	
Sharon Brown	
FTE	.08

Full-Time Faculty	
David Bradley	
Mark House	
Tom Landeen	
Jay Leuck	
Rick Lockwood	
Nick Miller	
vacant	
FTE	7.00

CUSTOMIZED TRAINING AND DEVELOPMENT	
Director	
Carrie Kraten	
FTE	1.00

Business & Industry Training Coordinator	
vacant	
FTE	1.00

Center for Business & Industry Program Spec	
Kay-Lani Munro	
FTE	1.00

Training Services Coordniator	
Theresa Olsen	
Teresa Robertson	
FTE	2.00

APPRENTICESHIPS, OREGON CITY	
Apprenticeship Coordinator	
Leslie Donohue	
FTE	1.00

Full-Time Faculty	
Pamela Akini	
Paul Wanner	
vacant	
FTE	2.50

ACTOn Grant	
Paul Moredock	
Pam Allen	
FTE	.50

COMMUNITY EDUCATION	
Community Education Coordinator	
Angie Byrd	
FTE	1.00

EDUCATION, HUMAN SERVICES AND CRIMINAL JUSTICE	
Administrative Assistant II	
Lizz Norrander	
FTE	1.00

Full-Time Faculty	
Ida Flippo	
Sharron Furno	
Dawn Hendricks	
Luaretta Scott	
Yvonne Smith	
FTE	5.00

HEALTH SCIENCES (continued)	
Health Sciences Educ Systems Coordinator	
Cindi Woodard	
FTE	1.00

HEALTH SCIENCES	
Director of Health Sci	
Jarett Gilbert	
FTE	1.00

Admin Assistant II	
Christy McClure	
FTE	1.00

Simulation Technician	
Vacant	
FTE	.75

Full-Time Faculty	
Debra Anderson	
Maria Corona	
Carol Dodson	
Christina Lee	
Karen Maynard	
Sarah Morris	
Nicole Reilly	
Carol Thorn	
Helen Wand	
Vacant	
Vacant	
FTE	11.00

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET**

Budgetary Organization Charts -- Technology, Health Occupations, and Workforce (Page 2 of 2)

HARMONY STUDENT SERVICES AND INSTRUCTION	
Director	
Sunny Olsen	
FTE	1.00

Student Services Coordinator	
Jann York	
FTE	1.00

Advising Specialist	
Philip Reid	
FTE	1.00

MANUFACTURING TECHNOLOGY	
Lab Technician	
Eduardo Hernandez	
FTE	1.00

Full-Time Faculty	
Craig Anderson	
Dustin Bates	
Sue Caldera	
Bob Delgatto	
Abe Fouhy	
Charlie Lettenmaier	
Wesley Locke	
Mike Mattson	
John Phelps	
Vacant	
FTE	10.00

SMALL BUSINESS DEVELOPMENT CENTER	
Small Business Development Center Director	
Rob Campbell	
FTE	1.00

Program Specialist	
Kathy Nishimoto	
David Page	
FTE	1.80

Full-Time Faculty	
vacant	
FTE	1.00

WILDLAND FIRE	
Full-Time Faculty	
Jeff Ennenga	
FTE	1.00

WILSONVILLE STUDENT SERVICES AND INSTRUCTION	
Director, Utility Training Alliance and Resource Management	
Shelly Tracy	
FTE	1.00

Administrative Assistant II	
Bernice Ivey	
FTE	1.00

Student Services Coordinator	
Joyce Gabriel	
FTE	1.00

Student Services / Facility Coordinator	
Vacant	
FTE	1.00

Advising Specialist	
Katelynn Karch	
FTE	1.00

WORKFORCE DEVELOPMENT/WIOA	
Associate Director	
Roni Wilhelm	
FTE	1.00

Operations Manager	
Bryan Fuentez	
FTE	1.00

WIOA	
Sheila Baack (.10)	
Irene Carrillo	
Peggie Landon	
Michael Shelley	
Linda Wood	
vacant	
FTE	4.6

Workforce Advisors	
Thomas Brown	
Diane Danielson	
William Erb	
Elena Esquivel de Gomez	
Kimberley Hikade	
Miranda Martine	
Deby McDowell	
Heather Smith	
Tiffany Taylor	
FTE	8.75

Total FTE	
Administrative	10.25
Faculty	37.50
Classified	35.98
	<u>83.73</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budgetary Organization Charts -- Business Services**

BOOKSTORE	
Director Carol DeSau	
FTE	1.00

Merchandise Clerk Julie Groner	
FTE	1.00

Bookkeeper Kristin Hawkins	
FTE	1.00

Cashier/Customer Service Specialist Janet Wells	
FTE	1.00

ACCOUNTS RECEIVABLE	
Bursar/Student Accounts Manager Jennifer Milldrum	
FTE	1.00

Student Accounts Receivable Specialist Linda Bonogofski Ryan Burch Steve Cameron	
FTE	3.00

SA Support / Fixed Assets Coordinator vacant	
FTE	1.00

BUSINESS OFFICE	
Director of Fiscal Services Chris Robuck	
FTE	1.00

Foundation / Cash Accountant Jill Johnston	
FTE	1.00

Financial Aid / Purchasing Accountant Elizabeth Cole	
FTE	1.00

Grant Accountant Sheila Baack	
FTE	.90

Accounts Payable Specialist Joan Da Silva Karen Shipp-Viles	
FTE	2.00

Total FTE	
Administrative	3.00
Faculty	-
Classified	11.90
	<u>14.90</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budgetary Organization Charts -- Campus Services**

		CAMPUS SERVICES			
Project Coordinator Mickey Yeager		Dean Bob Cochran		Administrative Coordinator Jennifer Nelson	
FTE	1.00	FTE	1.00	FTE	1.00

CAMPUS SAFETY	
Campus Safety Manager Vacant	
FTE	1.00

CAMPUS SERVICES	
Director Lloyd Helm	
FTE	1.00

CUSTODIAL SERVICES	
Custodial Supervisor Kelly Montgomery	
FTE	1.00

DUPLICATION	
Duplication Technician Kathy Bergin	
FTE	1.00

Executive Assistant Greer Gaston	
FTE	.50

Maintenance Engineer Rodney Osterhoudt Jeff Tapp	
FTE	2.00

Maintenance Specialist Delbert Dulley Gordon Hoffman James Logan Michael Pfaffle Phu Vu John Wilberg	
FTE	6.00

Custodial Scottie Adams Thomas Anderson Glenn Armstrong Ashley Bowman Claudia Fife Dale Forney Cary Glover Carl Graham Jeffrey John Brandon Keeler Mason Malchow Rodney Mankins Jim Olson Ranko Radanovic Anne Staggenborg vacant vacant	
FTE	17.00

SHIPPING AND RECEIVING	
Mailroom Coordinator Brian Nicholson	
FTE	1.00

Campus Safety Officer Brian Azule Tim Cato Pete Kandratieff Vacant	
FTE	4.00

Energy Coordinator Hilmo Ljucevic	
FTE	1.00

Groundskeeper Aaron Ingersoll Thomas Powell Michael Talipat	
FTE	3.00

Plant Engineer vacant	
FTE	1.00

ENVIRONMENTAL HEALTH AND SAFETY	
Director vacant	
FTE	1.00

Total FTE	
Administrative	5.00
Faculty	-
Classified	38.50
	<u>43.50</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budgetary Organization Charts -- Human Resources**

HUMAN RESOURCES	
Dean	
Patricia Anderson Wieck	
FTE	1.00

Director of Operations	
Vicki Hedges	
FTE	1.00

HR Generalist	
vacant	
vacant	
FTE	2.00

Payroll Accountant	
Michelle Dodgion	
FTE	1.00

HR Specialist	
Aldene Sumic	
FTE	1.00

Total FTE	
Administrative	2.00
Faculty	-
Classified	4.00
	<u>6.00</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Budgetary Organization Charts -- Information Technology**

INFORMATION TECHNOLOGY		Administrative Coordinator	
Dean Dion Baird		Jenelle Vader	
FTE	1.00	FTE	1.00

Director, IT Operations David Gates	
FTE	1.00

Director, Enterprise Application Services Shawn Swanner	
FTE	1.00

Systems Engineer Seth Allums Albert Lawson vacant	
FTE	3.00

Network/Microcomputer Technician Matthew Larkin Terry Reinecker Kyle Smith Brian Spring vacant	
FTE	5.00

Software Applications Specialist Dean Walch vacant	
FTE	2.00

Senior SQL Developer Trevyn Bowden	
FTE	1.00

Enterprise Application Analyst Kathy Bronson	
FTE	1.00

Network and Storage Administrator Scott Branscum	
FTE	1.0

Help Desk Team Lead William Tonkin	
FTE	1.00

Senior Web Developer vacant	
FTE	1.00

System Administrator, Foundation Vacant	
FTE	1.00

Web Developer Kirk Fryrear	
FTE	1.00

Total FTE	
Administrative	3.00
Faculty	-
Classified	19.00
	<u>22.00</u>

.Net Developer William Fricke	
FTE	1.00

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**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Fund Descriptions**

Fund	Description	Revenue	Division - Department that Manages	
The General Fund accounts for ongoing College operations. It records all activity not segregated in other specific-purpose funds.				
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 the Vice President of College Services and the executive team.
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.				
12	Fee Fund	Accounts for course fees which cover costs beyond those of the normal classroom.	Course 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.
33	Student Technology Fund	Purchases, replaces and upgrades student technology, software, and related infrastructure. It also covers certain operating costs directly related to maintenance of student technology.	\$4.50 per credit student technology fee.	College Services - Information Technology

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Fund Descriptions**

<u>Fund</u>	<u>Description</u>	<u>Revenue</u>	<u>Division - Department that Manages</u>
Special Revenue funds (continued)			
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.	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	The Streeter computer labs provide computers and tutorial assistance to students.	Arts and Sciences - Computer Science
71	Student Financial Aid Fund	Receipt and award of financial aid to students from grants, scholarships and work study.	Academic Foundations and Connections - Student Financial Aid

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Fund Descriptions**

Fund	Description	Revenue	Division - Department that Manages
Special Revenue funds (continued)			
73, 74	Grants and Contracts Fund	Cost-reimbursable grants and contracts. Appropriated as a single fund, this includes the following internal funds. Grants and Contracts 73: Grants and contracts other than WIOA. There are typically 100 to 200 different funding sources tracked here. WIOA 74: The Workforce Innovation and Opportunity Act provides US Department of Labor grants to support and retrain adult and dislocated workers. The college receives funding through the Clackamas Workforce Partnership.	Operating grants and contracts. College Services - Business Office Technology, Health Occupations, and Workforce - Workforce Development/WIOA
67	Retirement Fund	Early retirement stipends and post employment health insurance. The benefits are available to employees hired prior to July 1, 2011 who meet program requirements when they end employment.	College Services - Business Office
75	Insurance Reserve Fund	Reserves for the cost of insurance claims within self-insured retention.	
76	PERS Reserve Fund	Reserves available to mitigate future increases in PERS rates.	
		Transfers from General Fund	
The Debt Service fund accounts for payment of principal and interest on long-term debt.			
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

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Fund Descriptions**

Fund	Description	Revenue	Division - Department that Manages	
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.				
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
29	Staff Computer Replacement Fund	Purchase computers for college staff.	Transfers from General Fund.	College Services - Business Office
30	Equipment Replacement Fund	Purchase instructional and other equipment.	Transfers from General Fund.	College Services - Business Office
32	Major Maintenance Fund	Major repairs, remodeling, and preventative maintenance of buildings and infrastructure.	Transfers from General Fund.	College Services - Campus Services
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.				
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.	Technology, Health Occupations, and Workforce - Customized Training
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

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**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
General Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
RESOURCES						
\$ 9,734,053	\$ 12,180,027	\$ 15,117,000	Beginning fund balance	\$ 18,613,498	\$ 18,613,498	\$ 18,613,498
State revenue						
12,848,594	13,035,663	12,844,886	State community college support	14,022,081	14,022,081	14,022,081
306	7,587	2,000	State grants and contracts	2,000	2,000	2,000
Local revenue						
15,025,340	16,041,193	16,795,698	Property taxes	17,775,438	17,775,438	17,775,438
14,592,161	13,952,251	14,162,536	Tuition	14,581,349	14,581,349	14,581,349
1,264,826	1,123,037	1,062,740	Fees	1,550,740	1,550,740	1,550,740
440,323	257,438	259,595	Local grants and contracts	263,489	263,489	263,489
2,657,765	270,950	316,551	Other local revenue	297,847	297,847	297,847
Federal revenue						
251,057	178,462	100,000	Federal grants and contracts	50,000	50,000	50,000
47,080,372	44,866,581	45,544,006	Total revenue	48,542,944	48,542,944	48,542,944
Other sources						
821,769	436,200	70,000	Transfers in	230,000	230,000	230,000
22,197	1,250	27,355	Sale of fixed assets	25,000	25,000	25,000
843,966	437,450	97,355	Total other sources	255,000	255,000	255,000
\$ 57,658,391	\$ 57,484,058	\$ 60,758,361	Total resources	\$ 67,411,442	\$ 67,411,442	\$ 67,411,442
REQUIREMENTS						
Expenditures						
Personnel services						
23,480,947	24,054,334	\$ 26,516,015	Wages and salaries	\$ 27,642,853	\$ 27,642,853	\$ 27,642,853
8,782,550	9,744,109	10,261,106	Payroll taxes and benefits	10,734,497	10,734,497	10,734,497
32,263,497	33,798,443	36,777,121	Total personnel services	38,377,350	38,377,350	38,377,350

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
General Fund

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
			Materials and services			
768,909	877,762	754,098	Supplies	782,929	782,929	814,929
127,107	119,703	184,102	Travel	186,837	186,837	186,837
234,593	260,616	306,821	Training and staff development	335,558	335,558	335,558
86,867	127,909	137,483	Publicity and public relations	140,275	140,275	140,275
273,506	276,782	268,415	Printing and publications	273,143	273,143	273,143
876,989	1,065,211	1,202,344	Repair and maintenance	1,396,183	1,396,183	1,396,183
1,388,154	1,475,261	1,579,467	Utilities	1,540,138	1,540,138	1,540,138
217,770	300,885	391,116	Fees and dues	456,345	456,345	466,845
312,781	340,091	370,000	Insurance	400,000	400,000	400,000
904,432	1,001,884	908,753	Professional services	941,837	941,837	1,250,592
6,386	1,812	2,510	Student financial aid	2,591	2,591	2,591
-	2,150	2,000	WIA payments for student expenses	-	-	-
293,647	170,517	214,358	Other materials and services	167,323	167,323	167,323
<u>5,491,141</u>	<u>6,020,583</u>	<u>6,321,467</u>	Total materials and services	<u>6,623,159</u>	<u>6,623,159</u>	<u>6,974,414</u>
			Capital outlay			
27,451	132,481	195,000	Vehicles and equipment	55,146	55,146	55,146
93,845	100,127	100,500	Library collection	71,127	71,127	71,127
<u>121,296</u>	<u>232,608</u>	<u>295,500</u>	Total capital outlay	<u>126,273</u>	<u>126,273</u>	<u>126,273</u>
<u>37,875,934</u>	<u>40,051,634</u>	<u>43,394,088</u>	Total expenditures	<u>45,126,782</u>	<u>45,126,782</u>	<u>45,478,037</u>
			Other uses			
7,602,430	1,721,427	2,461,833	Transfers out	4,406,587	4,406,587	4,406,587
-	-	14,902,440	Contingency	17,878,073	17,878,073	17,526,818
12,180,027	15,710,997	-	Ending fund balance	-	-	-
<u>19,782,457</u>	<u>17,432,424</u>	<u>17,364,273</u>	Total other uses	<u>22,284,660</u>	<u>22,284,660</u>	<u>21,933,405</u>
<u>\$ 57,658,391</u>	<u>\$ 57,484,058</u>	<u>\$ 60,758,361</u>	Total requirements	<u>\$ 67,411,442</u>	<u>\$ 67,411,442</u>	<u>\$ 67,411,442</u>

CLACKAMAS COMMUNITY COLLEGE
2016-17 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
EXECUTIVE									
50126	Board of Education	\$ -	\$ 37,142	\$ -	\$ 37,142	\$ -	\$ -	\$ -	\$ -
50132	President	466,812	45,665	-	512,477	-	-	-	-
50500	Foundation	321,867	31,500	-	353,367	-	-	-	-
	Total Executive	<u>788,679</u>	<u>114,307</u>	<u>-</u>	<u>902,986</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
COLLEGE RELATIONS AND MARKETING									
50112	College Relations and Marketing	755,004	306,096	-	1,061,100	-	-	-	-
INSTRUCTION & STUDENT SERVICES									
Instruction & Student Services Admin									
10099	Instructional Control	427,241	-	-	427,241	140,477	-	-	140,477
50118	Instruction and Student Services	299,084	99,031	-	398,115	-	-	-	-
	Total Instruction & Student Svcs Admin	<u>726,325</u>	<u>99,031</u>	<u>-</u>	<u>825,356</u>	<u>140,477</u>	<u>-</u>	<u>-</u>	<u>140,477</u>
Academic Foundations & Connections									
10002	Skills Development	497,966	28,598	-	526,564	66,080	6,480	-	72,560
10029	English	1,527,808	26,367	-	1,554,175	36,029	5,120	5,000	46,149
10031	English as a Second Language	632,754	18,402	-	651,156	141,058	20,740	-	161,798
10038	Health/Physical Education/Athletics	1,261,228	47,640	8,500	1,317,368	-	50,000	-	50,000
10056	Mathematics	1,698,291	15,971	-	1,714,262	111,335	19,750	-	131,085
20089	Library	590,385	156,500	71,127	818,012	-	-	-	-
20700	Learning Center	70,801	30,300	-	101,101	-	-	-	-
30095	Counseling	369,668	15,511	-	385,179	16,239	4,614	-	20,853
30098	Student & Academic Support Services	1,198,268	222,353	-	1,420,621	11,947	8,800	-	20,747
30099	Enrollment Services	792,959	48,005	-	840,964	51,944	-	-	51,944
30100	Student Life and Leadership	243,242	28,121	-	271,363	-	-	-	-
30104	Academic Foundations and Connections	1,125,843	58,276	-	1,184,119	-	-	-	-

CLACKAMAS COMMUNITY COLLEGE
2016-17 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
Academic Foundations & Connections (cont)									
30111	Office of Financial Aid and Scholarships	769,528	24,893	-	794,421	-	-	-	-
30200	Student Services Enhancements	182,356	278,500	-	460,856	-	-	-	-
	Total Acad Foundations & Connections	10,961,097	999,437	79,627	12,040,161	434,632	115,504	5,000	555,136
Arts and Sciences									
10004	Art	604,620	11,884	-	616,504	93,117	18,803	-	111,920
10013	Business	1,068,935	20,739	-	1,089,674	68,948	17,000	-	85,948
10016	Communications and Theatre Arts	803,463	58,995	-	862,458	259	11,941	-	12,200
10017	Computer Science	661,833	19,841	-	681,674	27,390	17,000	-	44,390
10028	Engineering Sciences	306,625	13,250	-	319,875	41,184	71,893	-	113,077
10035	World Languages	442,298	10,131	-	452,429	20,728	1,200	-	21,928
10039	Horticulture	489,063	13,412	-	502,475	28,364	63,900	-	92,264
10057	Music	434,419	30,921	-	465,340	109,083	5,917	-	115,000
10066	Science	2,095,934	14,129	-	2,110,063	128,989	215,100	15,000	359,089
10074	Social Sciences	1,236,247	31,455	-	1,267,702	-	8,400	-	8,400
20082	Arts and Sciences	836,918	3,122	-	840,040	-	-	-	-
	Total Arts and Sciences	8,980,355	227,879	-	9,208,234	518,062	431,154	15,000	964,216
Curriculum, Planning and Research									
10026	Office of Education Partnerships	94,097	5,017	-	99,114	232,638	55,100	-	287,738
20084	Curriculum, Planning and Research	380,396	4,371	-	384,767	-	-	-	-
20088	Instr Support & Professional Developmt	569,738	104,356	-	674,094	-	-	-	-
20401	Curriculum and Scheduling	233,590	2,952	-	236,542	-	-	-	-
50128	Facilities Reservation	97,617	1,137	-	98,754	-	-	-	-
50136	Institutional Research and Reporting	240,758	57,449	-	298,207	-	-	-	-
	Total Curriculum, Planning & Research	1,616,196	175,282	-	1,791,478	232,638	55,100	-	287,738

CLACKAMAS COMMUNITY COLLEGE
2016-17 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
Tech, Health Occupations, & Workforce									
10001	Health Sciences	1,559,526	21,408	-	1,580,934	155,857	69,670	-	225,527
10007	Automotive Technology	870,092	75,747	-	945,839	43,337	21,500	-	64,837
10018	Community Education	120,362	83,977	-	204,339	88,954	546	-	89,500
10020	Customized Training & Develop Svcs	536,679	1,975	-	538,654	-	-	-	-
10033	Educ, Human Svcs & Criminal Justice	684,638	19,996	-	704,634	54,542	10,700	-	65,242
10055	Manufacturing Technology	1,263,949	122,590	-	1,386,539	271,962	43,138	-	315,100
10058	Harmony Student Services & Instruction	879,383	5,224	-	884,607	649	6,500	-	7,149
10073	Small Business Development Center	209,568	6,550	-	216,118	-	-	-	-
10080	Wilsonville Student Svcs & Instruction	627,050	35,103	-	662,153	24,675	13,600	-	38,275
10085	Wildland Fire	142,783	-	-	142,783	-	-	-	-
10200	Energy & Utility Resource Management	-	-	-	-	3,897	3,103	-	7,000
10403	Apprenticeships, Wilsonville	-	-	-	-	146,743	25,000	-	171,743
10445	Apprenticeships, Oregon City	38,811	-	-	38,811	290,018	15,900	20,000	325,918
20083	Tech, Health Occupations & Workforce	495,925	11,883	-	507,808	-	8,579	-	8,579
20096	Workforce Development/WIOA	30,546	9,377	-	39,923	-	-	-	-
20315	Auto Tech - Technical Mechanical	-	-	-	-	12,986	105,000	-	117,986
Total Tech, Health Occ, & Workforce		7,459,312	393,830	-	7,853,142	1,093,620	323,236	20,000	1,436,856
Total Instruction & Student Services		29,743,285	1,895,459	79,627	31,718,371	2,419,429	924,994	40,000	3,384,423

CLACKAMAS COMMUNITY COLLEGE
2016-17 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
COLLEGE SERVICES									
College Services Administration									
50116	College Services	532,887	7,448	-	540,335	-	-	-	-
50125	General Administration	-	598,000	-	598,000	-	-	-	-
Total College Services Administration		<u>532,887</u>	<u>605,448</u>	<u>-</u>	<u>1,138,335</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Business Services									
50000	Accounts Receivable	373,385	495,631	-	869,016	-	-	-	-
50110	Business Office	484,481	89,509	-	573,990	-	-	-	-
Total Business Services		<u>857,866</u>	<u>585,140</u>	<u>-</u>	<u>1,443,006</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Campus Services									
50134	Campus Safety	584,859	369,344	-	954,203	-	-	-	-
50143	Environmental Health and Safety	113,596	19,584	-	133,180	-	-	-	-
50145	Shipping and Receiving	62,921	124,795	5,000	192,716	-	-	-	-
51103	Custodial Services	1,062,648	99,900	16,646	1,179,194	-	-	-	-
60150	Campus Services	1,553,511	1,644,859	25,000	3,223,370	-	-	-	-
Total Campus Services		<u>3,377,535</u>	<u>2,258,482</u>	<u>46,646</u>	<u>5,682,663</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Human Resources									
20091	Staff Development, Instructional	-	64,000	-	64,000	-	-	-	-
50127	Human Resources	584,090	180,513	-	764,603	-	-	-	-
Total Human Resources		<u>584,090</u>	<u>244,513</u>	<u>-</u>	<u>828,603</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Information Technology									
50115	Information Technology	1,738,004	932,969	-	2,670,973	-	-	-	-
Total College Services		<u>7,090,382</u>	<u>4,626,552</u>	<u>46,646</u>	<u>11,763,580</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total expenditures		<u>\$38,377,350</u>	<u>\$6,942,414</u>	<u>\$126,273</u>	<u>\$ 45,446,037</u>	<u>\$2,419,429</u>	<u>\$ 924,994</u>	<u>\$40,000</u>	<u>\$3,384,423</u>

CLACKAMAS COMMUNITY COLLEGE
2016-17 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
RESOURCES						
Beginning fund balance	\$ 1,062,025	\$ -	\$ -	\$ 15,500	\$ 118,000	\$ 60,000
Local revenue						
Fees	2,814,395	-	741,674	241,444	39,550	48,618
Sales of goods and services	40,000	-	-	-	2,000	-
Local grants and contracts	145,547	-	-	-	-	-
Other local revenue	1,000	-	-	110,000	62,500	-
Total revenue	<u>3,000,942</u>	<u>-</u>	<u>741,674</u>	<u>351,444</u>	<u>104,050</u>	<u>48,618</u>
Other sources						
Transfers in	-	350,000	-	15,669	-	-
Sale of fixed assets	-	-	-	-	-	-
Proceeds from long-term debt	-	-	-	-	-	-
Total other sources	<u>-</u>	<u>350,000</u>	<u>-</u>	<u>15,669</u>	<u>-</u>	<u>-</u>
Total resources	<u>\$ 4,062,967</u>	<u>\$ 350,000</u>	<u>\$ 741,674</u>	<u>\$ 382,613</u>	<u>\$ 222,050</u>	<u>\$ 108,618</u>
REQUIREMENTS						
Expenditures						
Personnel services						
Wages and salaries	\$ 1,826,466	\$ 63,000	\$ 242,160	\$ 7,000	\$ 1,000	\$ 50,000
Payroll taxes and benefits	<u>592,963</u>	<u>25,000</u>	<u>105,295</u>	<u>1,909</u>	<u>274</u>	<u>4,025</u>
Total personnel services	<u>2,419,429</u>	<u>88,000</u>	<u>347,455</u>	<u>8,909</u>	<u>1,274</u>	<u>54,025</u>

CLACKAMAS COMMUNITY COLLEGE
2016-17 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	402,009	18,000	394,219	113,004	41,000	3,000
Travel	75,393	-	-	120,000	17,500	-
Training & staff development	6,750	50,000	-	-	5,000	-
Publicity & public relations	12,800	-	-	-	500	-
Printing and publications	65,507	18,000	-	400	2,000	1,000
Repair and maintenance	69,700	88,000	-	-	500	-
Utilities	5,300	-	-	-	-	-
Fees and dues	11,850	-	-	19,000	8,000	-
Insurance	-	-	-	50,000	-	-
Professional services	186,400	88,000	-	35,000	28,000	-
Cost of goods sold	75,000	-	-	-	-	-
Student financial aid	3,993	-	-	-	6,550	-
Other materials & services	10,292	-	-	-	5,000	-
Total materials and services	924,994	262,000	394,219	337,404	114,050	4,000
Capital outlay						
Vehicles and equipment	40,000	-	-	-	-	-
Total expenditures	3,384,423	350,000	741,674	346,313	115,324	58,025
Other uses						
Transfers out	65,000	-	-	-	-	-
Contingency	613,544	-	-	36,300	106,726	50,593
Total other uses	678,544	-	-	36,300	106,726	50,593
Total requirements	\$ 4,062,967	\$ 350,000	\$ 741,674	\$ 382,613	\$ 222,050	\$ 108,618

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Special Revenue Funds (Part 2 of 2)

	<i>Externally Restricted</i>		<i>Reserve Funds</i>			2016-17 Budget
	Student Financial Aid Fund	Grants and Contracts Fund	Retirement Fund	Insurance Reserve Fund	PERS Reserve Fund	
RESOURCES						
Beginning fund balance	\$ 33,000	\$ 600,000	\$ 1,805,200	\$ 210,000	\$ 1,000,000	\$ 4,903,725
State revenue						
State grants and contracts	-	300,000	-	-	-	300,000
State student financial aid	1,400,000	-	-	-	-	1,400,000
Local revenue						
Fees	-	100,000	-	-	-	3,985,681
Sales of goods and services	-	-	-	-	-	42,000
Local grants and contracts	-	500,000	-	-	-	645,547
Local student financial aid	1,000,000	-	-	-	-	1,000,000
Other local revenue	-	600,000	-	-	-	773,500
Federal revenue						
Federal grants and contracts	-	5,900,000	-	-	-	5,900,000
Federal student financial aid	8,560,382	-	-	-	-	8,560,382
Other federal revenue	17,395	-	-	-	-	17,395
Total revenue	<u>10,977,777</u>	<u>7,400,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>22,624,505</u>
Other sources						
Transfers in	50,000	-	750,000	100,000	2,000,000	3,265,669
Total resources	<u>11,060,777</u>	<u>8,000,000</u>	<u>2,555,200</u>	<u>310,000</u>	<u>3,000,000</u>	<u>30,793,899</u>
REQUIREMENTS						
Expenditures						
Personnel services						
Wages and salaries	\$ 178,509	\$ 3,800,000	\$ -	\$ -	\$ -	\$ 6,168,135
Payroll taxes and benefits	714	1,440,000	603,100	-	-	2,773,280
Retiree stipend	-	-	184,100	-	-	184,100
Total personnel services	<u>179,223</u>	<u>5,240,000</u>	<u>787,200</u>	<u>-</u>	<u>-</u>	<u>9,125,515</u>

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Special Revenue Funds (Part 2 of 2)

	<i>Externally Restricted</i>		<i>Reserve Funds</i>			2016-17 Budget
	Student Financial Aid Fund	Grants and Contracts Fund	Retirement Fund	Insurance Reserve Fund	PERS Reserve Fund	
Materials and services						
Supplies	-	300,000	-	200,000	-	1,471,232
Travel	-	40,000	-	-	-	252,893
Training & staff development	-	20,000	-	-	-	81,750
Publicity & public relations	-	10,000	-	-	-	23,300
Printing and publications	-	20,000	-	-	-	106,907
Repair and maintenance	-	50,000	-	-	-	208,200
Utilities	-	-	-	-	-	5,300
Fees and dues	-	-	-	-	-	38,850
Insurance	-	-	-	-	-	50,000
Professional services	-	520,000	-	-	-	857,400
Cost of goods sold	-	-	-	-	-	75,000
Student financial aid	10,852,000	50,000	-	-	-	10,912,543
WIA payments for students	-	800,000	-	-	-	800,000
Other materials & services	-	150,000	-	-	-	165,292
Total materials and services	10,852,000	1,960,000	-	200,000	-	15,048,667
Capital outlay						
Vehicles and equipment	-	200,000	-	-	-	240,000
Total expenditures	11,031,223	7,400,000	787,200	200,000	-	24,414,182
Other uses						
Transfers out	-	150,000	-	-	-	215,000
Contingency	29,554	450,000	1,768,000	110,000	3,000,000	6,164,717
Total other uses	29,554	600,000	1,768,000	110,000	3,000,000	6,379,717
Total requirements	\$ 11,060,777	\$ 8,000,000	\$ 2,555,200	\$ 310,000	\$ 3,000,000	\$ 30,793,899

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Fee Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
RESOURCES						
\$ 1,142,613	\$ 1,309,627	\$ 1,206,674	Beginning fund balance	\$ 1,062,025	\$ 1,062,025	\$ 1,062,025
Local revenue						
3,663,122	3,721,578	3,832,433	Fees	2,814,395	2,814,395	2,814,395
-	-	-	Sales of goods and services	40,000	40,000	40,000
43,985	33,503	20,000	Local grants and contracts	70,000	70,000	145,547
5,557	1,164	-	Other local revenue	1,000	1,000	1,000
<u>3,712,664</u>	<u>3,756,245</u>	<u>3,852,433</u>	Total revenue	<u>2,925,395</u>	<u>2,925,395</u>	<u>3,000,942</u>
Other sources						
112,842	14,186	-	Transfers in	-	-	-
<u>\$ 4,968,119</u>	<u>\$ 5,080,058</u>	<u>\$ 5,059,107</u>	Total resources	<u>\$ 3,987,420</u>	<u>\$ 3,987,420</u>	<u>\$ 4,062,967</u>
REQUIREMENTS						
Expenditures						
Personnel services						
2,044,919	2,267,377	\$ 2,205,356	Wages and salaries	\$ 1,774,624	\$ 1,774,624	\$ 1,826,466
504,879	571,326	674,636	Payroll taxes and benefits	569,258	569,258	592,963
<u>2,549,798</u>	<u>2,838,703</u>	<u>2,879,992</u>	Total personnel services	<u>2,343,882</u>	<u>2,343,882</u>	<u>2,419,429</u>
Materials and services						
452,932	509,856	472,335	Supplies	402,009	402,009	402,009
41,466	33,875	68,845	Travel	75,393	75,393	75,393
15,477	11,276	50,300	Training and staff development	6,750	6,750	6,750
4,550	14,231	17,230	Publicity and public relations	12,800	12,800	12,800
63,615	78,622	67,384	Printing and publications	65,507	65,507	65,507
38,188	39,590	79,181	Repair and maintenance	69,700	69,700	69,700
5,142	5,177	7,900	Utilities	5,300	5,300	5,300
3,353	3,155	3,700	Fees and dues	11,850	11,850	11,850
80,204	121,506	94,053	Professional services	186,400	186,400	186,400
-	880	-	Cost of goods sold	75,000	75,000	75,000

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Fee Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
-	1,143	2,500	Student financial aid	3,993	3,993	3,993
28,147	11,348	1,865	Other materials and services	10,292	10,292	10,292
<u>733,074</u>	<u>830,659</u>	<u>865,293</u>	Total materials and services	<u>924,994</u>	<u>924,994</u>	<u>924,994</u>
			Capital outlay			
-	2,600	59,563	Vehicles and equipment	40,000	40,000	40,000
<u>3,282,872</u>	<u>3,671,962</u>	<u>3,804,848</u>	Total expenditures	<u>3,308,876</u>	<u>3,308,876</u>	<u>3,384,423</u>
			Other uses			
375,620	55,200	-	Transfers out	65,000	65,000	65,000
-	-	1,254,259	Contingency	613,544	613,544	613,544
<u>1,309,627</u>	<u>1,352,896</u>	<u>-</u>	Ending fund balance	<u>-</u>	<u>-</u>	<u>-</u>
<u>1,685,247</u>	<u>1,408,096</u>	<u>1,254,259</u>	Total other uses	<u>678,544</u>	<u>678,544</u>	<u>678,544</u>
<u>\$ 4,968,119</u>	<u>\$ 5,080,058</u>	<u>\$ 5,059,107</u>	Total requirements	<u>\$ 3,987,420</u>	<u>\$ 3,987,420</u>	<u>\$ 4,062,967</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Innovation Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
			RESOURCES			
\$ -	\$ 587,167	\$ 239,000	Beginning fund balance	\$ -	\$ -	\$ -
5,000	-	-	State revenue			
			State grants and contracts	-	-	-
1,850	2,425	-	Local revenue			
6,850	2,425	-	Other local revenue	-	-	-
			Total revenue	-	-	-
1,309,990	315,000	470,000	Other sources			
			Transfers in	350,000	350,000	350,000
\$ 1,316,840	\$ 904,592	\$ 709,000	Total resources	\$ 350,000	\$ 350,000	\$ 350,000
			REQUIREMENTS			
			Expenditures			
			Personnel services			
\$ 32,765	\$ 107,933	\$ 144,324	Wages and salaries	\$ 63,000	\$ 63,000	\$ 63,000
8,708	26,278	41,527	Payroll taxes and benefits	25,000	25,000	25,000
41,473	134,211	185,851	Total personnel services	88,000	88,000	88,000
			Materials and services			
108,480	56,735	145,000	Supplies	18,000	18,000	18,000
22,510	7,407	18,000	Travel	-	-	-
12,516	22,741	9,000	Training and staff development	50,000	50,000	50,000
4,201	8,807	-	Publicity and public relations	-	-	-
11,875	32,825	9,000	Printing and publications	18,000	18,000	18,000
108,663	213,403	112,500	Repair and maintenance	88,000	88,000	88,000
-	28,030	-	Utilities	-	-	-
-	4,225	-	Fees and dues	-	-	-
367,301	137,951	163,962	Professional services	88,000	88,000	88,000
635,546	512,124	457,462	Total materials and services	262,000	262,000	262,000

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Innovation Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
52,654	19,303	22,500	Capital outlay			
729,673	665,638	665,813	Vehicles and equipment	-	-	-
			Total expenditures	350,000	350,000	350,000
			Other uses			
-	33,752	-	Transfers out	-	-	-
-	-	43,187	Contingency	-	-	-
587,167	205,202	-	Ending fund balance	-	-	-
587,167	238,954	43,187	Total other uses	-	-	-
\$ 1,316,840	\$ 904,592	\$ 709,000	Total requirements	\$ 350,000	\$ 350,000	\$ 350,000

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Student Technology Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
			RESOURCES			
\$ 261,842	\$ 278,764	\$ 300,000	Beginning fund balance	\$ -	\$ -	\$ -
			Local revenue			
820,059	778,420	757,900	Fees	741,674	741,674	741,674
\$ 1,081,901	\$ 1,057,184	\$ 1,057,900	Total resources	\$ 741,674	\$ 741,674	\$ 741,674
			REQUIREMENTS			
			Expenditures			
			Personnel services			
\$ -	\$ -	\$ 248,975	Wages and salaries	\$ 242,160	\$ 242,160	\$ 242,160
-	-	102,424	Payroll taxes and benefits	105,295	105,295	105,295
-	-	351,399	Total personnel services	347,455	347,455	347,455
			Materials and services			
464,916	418,293	350,000	Supplies	394,219	394,219	394,219
4,675	52,224	50,000	Repair and maintenance	-	-	-
22,546	4,835	-	Professional services	-	-	-
492,137	475,352	400,000	Total materials and services	394,219	394,219	394,219
492,137	475,352	751,399	Total expenditures	741,674	741,674	741,674
			Other uses			
311,000	311,000	-	Transfers out	-	-	-
-	-	306,501	Contingency	-	-	-
278,764	270,832	-	Ending fund balance	-	-	-
589,764	581,832	306,501	Total other uses	-	-	-
\$ 1,081,901	\$ 1,057,184	\$ 1,057,900	Total requirements	\$ 741,674	\$ 741,674	\$ 741,674

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Intramurals and Athletics Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
			RESOURCES			
\$ 22,180	\$ 19,331	\$ 21,000	Beginning fund balance	\$ 12,500	\$ 12,500	\$ 15,500
			Local revenue			
226,439	214,941	209,200	Fees	204,689	204,689	241,444
133,429	137,091	110,000	Other local revenue	110,000	110,000	110,000
<u>359,868</u>	<u>352,032</u>	<u>319,200</u>	Total revenue	<u>314,689</u>	<u>314,689</u>	<u>351,444</u>
			Other sources			
18,230	18,777	15,213	Transfers in	15,669	15,669	15,669
<u>\$ 400,278</u>	<u>\$ 390,140</u>	<u>\$ 355,413</u>	Total resources	<u>\$ 342,858</u>	<u>\$ 342,858</u>	<u>\$ 382,613</u>
			REQUIREMENTS			
			Expenditures			
			Personnel services			
2,872	829	\$ 10,000	Wages and salaries	\$ 7,000	\$ 7,000	\$ 7,000
460	264	2,788	Payroll taxes and benefits	1,909	1,909	1,909
<u>3,332</u>	<u>1,093</u>	<u>12,788</u>	Total personnel services	<u>8,909</u>	<u>8,909</u>	<u>8,909</u>
			Materials and services			
137,850	130,883	107,128	Supplies	103,000	103,000	113,004
165,933	188,481	121,000	Travel	116,000	116,000	120,000
84	770	-	Printing and publications	400	400	400
19,321	13,147	12,500	Fees and dues	13,000	13,000	19,000
39,559	44,102	42,000	Insurance	50,000	50,000	50,000
14,868	-	40,000	Professional services	18,689	18,689	35,000
-	1,084	-	Student financial aid	-	-	-
<u>377,615</u>	<u>378,467</u>	<u>322,628</u>	Total materials and services	<u>301,089</u>	<u>301,089</u>	<u>337,404</u>
<u>380,947</u>	<u>379,560</u>	<u>335,416</u>	Total expenditures	<u>309,998</u>	<u>309,998</u>	<u>346,313</u>
			Other uses			
-	-	19,997	Contingency	32,860	32,860	36,300
19,331	10,580	-	Ending fund balance	-	-	-
<u>19,331</u>	<u>10,580</u>	<u>19,997</u>	Total other uses	<u>32,860</u>	<u>32,860</u>	<u>36,300</u>
<u>\$ 400,278</u>	<u>\$ 390,140</u>	<u>\$ 355,413</u>	Total requirements	<u>\$ 342,858</u>	<u>\$ 342,858</u>	<u>\$ 382,613</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Student Life and Leadership Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
RESOURCES						
\$ 218,509	\$ 184,022	\$ 153,000	Beginning fund balance	\$ 118,000	\$ 118,000	\$ 118,000
			Local revenue			
84,283	80,004	78,000	Fees	76,305	76,305	39,550
1,888	3,847	-	Sales of goods and services	2,000	2,000	2,000
96,345	98,417	62,500	Other local revenue	62,500	62,500	62,500
182,516	182,268	140,500	Total revenue	140,805	140,805	104,050
\$ 401,025	\$ 366,290	\$ 293,500	Total resources	\$ 258,805	\$ 258,805	\$ 222,050
REQUIREMENTS						
Expenditures						
			Personnel services			
\$ 54,183	\$ 55,986	\$ 58,378	Wages and salaries	\$ 1,000	\$ 1,000	\$ 1,000
26,657	29,335	28,744	Payroll taxes and benefits	274	274	274
80,840	85,321	87,122	Total personnel services	1,274	1,274	1,274
			Materials and services			
29,848	23,645	29,000	Supplies	41,000	41,000	41,000
21,755	12,249	16,500	Travel	17,500	17,500	17,500
375	2,201	-	Training and staff development	5,000	5,000	5,000
-	246	-	Publicity and public relations	500	500	500
7,016	6,113	8,500	Printing and publications	12,000	12,000	2,000
-	1,697	500	Repair and maintenance	500	500	500
	56	-	Utilities	-	-	-
4,391	4,059	6,500	Fees and dues	8,000	8,000	8,000
35,425	24,016	24,500	Professional services	51,305	51,305	28,000
8,107	10,565	9,500	Student financial aid	10,000	10,000	6,550
29,246	26,870	5,000	Other materials and services	5,000	5,000	5,000
136,163	111,717	100,000	Total materials and services	150,805	150,805	114,050
217,003	197,038	187,122	Total expenditures	152,079	152,079	115,324

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Student Life and Leadership Fund**

<u>2013-14 Actual</u>	<u>2014-15 Actual</u>	<u>2015-16 Budget</u>		<u>2016-17 Proposed</u>	<u>2016-17 Approved</u>	<u>2016-17 Adopted</u>
-	-	106,378	Other uses			
184,022	169,252	-	Contingency	106,726	106,726	106,726
<u>184,022</u>	<u>169,252</u>	<u>106,378</u>	Ending fund balance	<u>-</u>	<u>-</u>	<u>-</u>
<u>\$ 401,025</u>	<u>\$ 366,290</u>	<u>\$ 293,500</u>	Total other uses	<u>106,726</u>	<u>106,726</u>	<u>106,726</u>
			Total requirements	<u>\$ 258,805</u>	<u>\$ 258,805</u>	<u>\$ 222,050</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Computer Lab Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
			RESOURCES			
\$ 115,998	\$ 117,856	\$ 105,000	Beginning fund balance	\$ 60,000	\$ 60,000	\$ 60,000
			Local revenue			
51,119	50,985	49,700	Fees	48,618	48,618	48,618
\$ 167,117	\$ 168,841	\$ 154,700	Total resources	\$ 108,618	\$ 108,618	\$ 108,618
			REQUIREMENTS			
			Expenditures			
			Personnel services			
\$ 45,410	\$ 49,811	\$ 50,000	Wages and salaries	\$ 50,000	\$ 50,000	\$ 50,000
167	292	220	Payroll taxes and benefits	4,025	4,025	4,025
<u>45,577</u>	<u>50,103</u>	<u>50,220</u>	Total personnel services	<u>54,025</u>	<u>54,025</u>	<u>54,025</u>
			Materials and services			
3,064	2,822	3,000	Supplies	3,000	3,000	3,000
468	42	500	Printing and publications	1,000	1,000	1,000
152	-	-	Professional services	-	-	-
<u>3,684</u>	<u>2,864</u>	<u>3,500</u>	Total materials and services	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>
<u>49,261</u>	<u>52,967</u>	<u>53,720</u>	Total expenditures	<u>58,025</u>	<u>58,025</u>	<u>58,025</u>
			Other uses			
-	-	100,980	Contingency	50,593	50,593	50,593
117,856	115,874	-	Ending fund balance	-	-	-
<u>117,856</u>	<u>115,874</u>	<u>100,980</u>	Total other uses	<u>50,593</u>	<u>50,593</u>	<u>50,593</u>
\$ 167,117	\$ 168,841	\$ 154,700	Total requirements	\$ 108,618	\$ 108,618	\$ 108,618

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Student Financial Aid Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
			RESOURCES			
\$ 37,163	\$ 14,582	\$ -	Beginning fund balance	\$ 33,000	\$ 33,000	\$ 33,000
1,114,026	1,189,084	1,100,000	State revenue			
			State student financial aid	1,400,000	1,400,000	1,400,000
850,374	945,566	950,000	Local revenue			
			Local student financial aid	1,000,000	1,000,000	1,000,000
9,768,853	8,872,879	9,862,204	Federal revenue			
			Federal student financial aid	8,560,382	8,560,382	8,560,382
15,871	15,796	10,000	Other federal revenue	17,395	17,395	17,395
<u>11,749,124</u>	<u>11,023,325</u>	<u>11,922,204</u>	Total revenue	<u>10,977,777</u>	<u>10,977,777</u>	<u>10,977,777</u>
			Other sources			
-	-	-	Transfers in	50,000	50,000	50,000
<u>\$ 11,786,287</u>	<u>\$ 11,037,907</u>	<u>\$ 11,922,204</u>	Total resources	<u>\$ 11,060,777</u>	<u>\$ 11,060,777</u>	<u>\$ 11,060,777</u>
			REQUIREMENTS			
			Expenditures			
			Personnel services			
\$ 205,548	\$ 223,579	\$ 187,904	Wages and salaries	\$ 178,509	\$ 178,509	\$ 178,509
667	1,172	752	Payroll taxes and benefits	714	714	714
<u>206,215</u>	<u>224,751</u>	<u>188,656</u>	Total personnel services	<u>179,223</u>	<u>179,223</u>	<u>179,223</u>
			Materials and services			
11,564,864	10,794,946	11,710,000	Student financial aid	10,852,000	10,852,000	10,852,000
626	-	23,548	Other materials and services	-	-	-
<u>11,565,490</u>	<u>10,794,946</u>	<u>11,733,548</u>	Total materials and services	<u>10,852,000</u>	<u>10,852,000</u>	<u>10,852,000</u>
<u>11,771,705</u>	<u>11,019,697</u>	<u>11,922,204</u>	Total expenditures	<u>11,031,223</u>	<u>11,031,223</u>	<u>11,031,223</u>
			Other uses			
-	-	-	Contingency	29,554	29,554	29,554
14,582	18,210	-	Ending fund balance	-	-	-
<u>14,582</u>	<u>18,210</u>	<u>-</u>	Total other uses	<u>29,554</u>	<u>29,554</u>	<u>29,554</u>
<u>\$ 11,786,287</u>	<u>\$ 11,037,907</u>	<u>\$ 11,922,204</u>	Total requirements	<u>\$ 11,060,777</u>	<u>\$ 11,060,777</u>	<u>\$ 11,060,777</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Grants and Contracts Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
RESOURCES						
\$ 1,677,104	\$ 565,343	\$ 500,000	Beginning fund balance	\$ 600,000	\$ 600,000	\$ 600,000
			State revenue			
233,850	812,461	100,000	State grants and contracts	300,000	300,000	300,000
			Local revenue			
120,461	124,209	120,000	Fees	100,000	100,000	100,000
515,517	640,033	500,000	Local grants and contracts	500,000	500,000	500,000
980,067	1,038,557	1,000,000	Other local revenue	600,000	600,000	600,000
			Federal revenue			
10,521,448	7,185,724	4,816,000	Federal grants and contracts	5,900,000	5,900,000	5,900,000
4,920	3,195	-	Other federal revenue	-	-	-
<u>12,376,263</u>	<u>9,804,179</u>	<u>6,536,000</u>	Total revenue	<u>7,400,000</u>	<u>7,400,000</u>	<u>7,400,000</u>
			Other sources			
10,620	-	-	Transfers in	-	-	-
<u>14,063,987</u>	<u>10,369,522</u>	<u>\$ 7,036,000</u>	Total resources	<u>\$ 8,000,000</u>	<u>\$ 8,000,000</u>	<u>\$ 8,000,000</u>
REQUIREMENTS						
			Expenditures			
			Personnel services			
\$ 5,849,727	\$ 4,236,696	\$ 2,370,000	Wages and salaries	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000
2,350,910	1,680,429	905,000	Payroll taxes and benefits	1,440,000	1,440,000	1,440,000
<u>8,200,637</u>	<u>5,917,125</u>	<u>3,275,000</u>	Total personnel services	<u>5,240,000</u>	<u>5,240,000</u>	<u>5,240,000</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Grants and Contracts Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
			Materials and services			
770,150	522,244	320,000	Supplies	300,000	300,000	300,000
147,000	97,469	64,000	Travel	40,000	40,000	40,000
20,772	17,852	22,000	Training and staff development	20,000	20,000	20,000
5,604	15,251	17,000	Publicity and public relations	10,000	10,000	10,000
32,221	18,983	20,000	Printing and publications	20,000	20,000	20,000
11,914	16,631	20,000	Repair and maintenance	50,000	50,000	50,000
4,553	4,588	5,000	Utilities	-	-	-
10,100	9,629	5,000	Fees and dues	-	-	-
1,055,502	662,596	498,200	Professional services	520,000	520,000	520,000
87	-	-	Cost of goods sold	-	-	-
24,286	112,158	215,000	Student financial aid	50,000	50,000	50,000
685,729	1,240,601	1,441,000	WIA payments for student expenses	800,000	800,000	800,000
738,254	621,239	283,800	Other materials and services	150,000	150,000	150,000
<u>3,506,172</u>	<u>3,339,241</u>	<u>2,911,000</u>	Total materials and services	<u>1,960,000</u>	<u>1,960,000</u>	<u>1,960,000</u>
			Capital outlay			
465,132	344,546	350,000	Vehicles and equipment	200,000	200,000	200,000
88,302	164,519	-	Library collection	-	-	-
<u>553,434</u>	<u>509,065</u>	<u>350,000</u>	Total capital outlay	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>
<u>12,260,243</u>	<u>9,765,431</u>	<u>6,536,000</u>	Total expenditures	<u>7,400,000</u>	<u>7,400,000</u>	<u>7,400,000</u>
			Other uses			
1,238,401	-	-	Transfers out	150,000	150,000	150,000
-	-	500,000	Contingency	450,000	450,000	450,000
565,343	604,091	-	Ending fund balance	-	-	-
<u>1,803,744</u>	<u>604,091</u>	<u>500,000</u>	Total other uses	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>
<u>\$ 14,063,987</u>	<u>\$ 10,369,522</u>	<u>\$ 7,036,000</u>	Total requirements	<u>\$ 8,000,000</u>	<u>\$ 8,000,000</u>	<u>\$ 8,000,000</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Retirement Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
RESOURCES						
\$ 1,556,042	\$ 1,760,897	\$ 1,645,000	Beginning fund balance	\$ 1,805,200	\$ 1,805,200	\$ 1,805,200
			Other sources			
1,169,000	822,000	1,000,000	Transfers in	750,000	750,000	750,000
<u>\$ 2,725,042</u>	<u>\$ 2,582,897</u>	<u>\$ 2,645,000</u>	Total resources	<u>\$ 2,555,200</u>	<u>\$ 2,555,200</u>	<u>\$ 2,555,200</u>
REQUIREMENTS						
Expenditures						
Personnel services						
\$ 685,510	\$ 653,503	\$ 624,924	Payroll taxes and benefits	\$ 603,100	\$ 603,100	\$ 603,100
278,635	252,525	209,420	Retiree stipend	184,100	184,100	184,100
<u>964,145</u>	<u>906,028</u>	<u>834,344</u>	Total personnel services	<u>787,200</u>	<u>787,200</u>	<u>787,200</u>
964,145	906,028	834,344	Total expenditures	787,200	787,200	787,200
Other uses						
-	-	1,810,656	Contingency	1,768,000	1,768,000	1,768,000
1,760,897	1,676,869	-	Ending fund balance	-	-	-
<u>1,760,897</u>	<u>1,676,869</u>	<u>1,810,656</u>	Total other uses	<u>1,768,000</u>	<u>1,768,000</u>	<u>1,768,000</u>
<u>\$ 2,725,042</u>	<u>\$ 2,582,897</u>	<u>\$ 2,645,000</u>	Total requirements	<u>\$ 2,555,200</u>	<u>\$ 2,555,200</u>	<u>\$ 2,555,200</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Insurance Reserve Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
RESOURCES						
\$ 203,050	\$ 252,882	\$ 185,000	Beginning fund balance	\$ 210,000	\$ 210,000	\$ 210,000
291,499	(3,765)	-	Local revenue			
			Other local revenue	-	-	-
-	100,000	100,000	Other sources			
			Transfers in	100,000	100,000	100,000
<u>\$ 494,549</u>	<u>\$ 349,117</u>	<u>\$ 285,000</u>	Total resources	<u>\$ 310,000</u>	<u>\$ 310,000</u>	<u>\$ 310,000</u>
REQUIREMENTS						
Expenditures						
Personnel services						
\$ 2,788	\$ -	\$ -	Wages and salaries	\$ -	\$ -	\$ -
769	-	-	Payroll taxes and benefits	-	-	-
<u>3,557</u>	<u>-</u>	<u>-</u>	Total personnel services	<u>-</u>	<u>-</u>	<u>-</u>
Materials and services						
8,070	4,863	200,000	Supplies	200,000	200,000	200,000
227,473	84,329	-	Repair and maintenance	-	-	-
-	45	-	Utilities	-	-	-
-	5,000	-	Insurance	-	-	-
2,567	17,469	-	Professional services	-	-	-
<u>238,110</u>	<u>111,706</u>	<u>200,000</u>	Total materials and services	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>
Capital outlay						
-	22,369	-	Library collection	-	-	-
<u>241,667</u>	<u>134,075</u>	<u>200,000</u>	Total expenditures	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>
Other uses						
-	-	85,000	Contingency	110,000	110,000	110,000
252,882	215,042	-	Ending fund balance	-	-	-
<u>\$ 494,549</u>	<u>\$ 349,117</u>	<u>\$ 285,000</u>	Total requirements	<u>\$ 310,000</u>	<u>\$ 310,000</u>	<u>\$ 310,000</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
PERS Reserve Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
			RESOURCES			
\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	Beginning fund balance	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	Total resources	<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>
			REQUIREMENTS			
			Other uses			
-	-	\$ 1,000,000	Contingency	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
1,000,000	1,000,000	-	Ending fund balance	-	-	-
<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	Total requirements	<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>

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**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Debt Service Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
			RESOURCES			
\$ 5,378,495	\$ 9,437,348	\$ 2,600,808	Beginning fund balance	\$ 2,600,463	\$ 2,600,463	\$ 2,600,463
			Local revenue			
4,269,270	4,433,161	5,801,072	Property taxes	5,986,294	5,986,294	5,986,294
178,400	178,555	178,425	Local grants and contracts	176,800	176,800	176,800
2,175,971	2,266,060	2,359,884	Other local revenue	2,283,102	2,283,102	2,283,102
<u>6,623,641</u>	<u>6,877,776</u>	<u>8,339,381</u>	Total revenue	<u>8,446,196</u>	<u>8,446,196</u>	<u>8,446,196</u>
			Other sources			
5,800,000	-	-	Transfers in	-	-	-
<u>\$ 17,802,136</u>	<u>\$ 16,315,124</u>	<u>\$ 10,940,189</u>	Total resources	<u>\$ 11,046,659</u>	<u>\$ 11,046,659</u>	<u>\$ 11,046,659</u>
			REQUIREMENTS			
			Expenditures			
			Debt service			
\$ 4,760,000	\$ 5,180,000	\$ 5,170,000	Principal	\$ 5,715,000	\$ 5,715,000	\$ 5,715,000
3,604,788	3,407,188	3,169,354	Interest	2,905,151	2,905,151	2,905,151
<u>8,364,788</u>	<u>8,587,188</u>	<u>8,339,354</u>	Total debt service	<u>8,620,151</u>	<u>8,620,151</u>	<u>8,620,151</u>
			Other uses			
-	5,125,475	-	Transfers out	-	-	-
-	-	2,402,025	Contingency	2,226,508	2,226,508	2,226,508
9,437,348	2,602,461	198,810	Ending fund balance	200,000	200,000	200,000
<u>9,437,348</u>	<u>7,727,936</u>	<u>2,600,835</u>	Total other uses	<u>2,426,508</u>	<u>2,426,508</u>	<u>2,426,508</u>
<u>\$ 17,802,136</u>	<u>\$ 16,315,124</u>	<u>\$ 10,940,189</u>	Total requirements	<u>\$ 11,046,659</u>	<u>\$ 11,046,659</u>	<u>\$ 11,046,659</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Debt Service Fund by Debt Issue**

	General Obligation Bonds			Pension Obligation Bonds	Full Faith and Credit Obligations (FFCO)	Total
	2007 Refunding of 2001	2015	Total		2009 Refunding of 1998 COPs	
Fund balance June 30, 2015			\$ 202,354	\$2,400,107	\$ -	\$2,602,461
Projected 2015-16						
Revenue			5,801,072	2,359,884	176,400	8,337,356
Expenditures						
Principal	\$ 3,540,000	\$ 515,000	4,055,000	1,000,000	115,000	5,170,000
Interest	1,056,000	692,070	1,748,070	1,359,884	61,400	3,169,354
Total debt service	<u>\$ 4,596,000</u>	<u>\$ 1,207,070</u>	<u>5,803,070</u>	<u>2,359,884</u>	<u>176,400</u>	<u>8,339,354</u>
Fund balance at end of year			200,356	2,400,107	-	2,600,463
Budget 2016-17						
Revenue			5,986,294	2,283,102	176,800	8,446,196
Expenditures						
Principal	\$ 3,865,000	\$ 585,000	4,450,000	1,145,000	120,000	5,715,000
Interest	879,000	657,650	1,536,650	1,311,701	56,800	2,905,151
Total debt service	<u>\$ 4,744,000</u>	<u>\$ 1,242,650</u>	<u>5,986,650</u>	<u>2,456,701</u>	<u>176,800</u>	<u>8,620,151</u>
Fund balance at end of year			<u>\$ 200,000</u>	<u>\$ 2,226,508</u>	<u>\$ -</u>	<u>\$ 2,426,508</u>
Restrictions on fund balance at end of budget year			Restricted for debt service	Unrestricted	Unrestricted	

CLACKAMAS COMMUNITY COLLEGE
2016-17 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.

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.

Full Faith and Credit Obligations (FFCO)

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.

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Description of Long-Term Debt**

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

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Debt Service Expenditures to Maturity**

	General Obligation Bonds		Pension Obligation Bonds		Full Faith and Credit Obligation (FFCO)	Total
	2007 Refunding of 2001	2015	2004	2005	2009 Refunding of 1998 COPs	
Original amount	\$ 31,850,000	\$ 44,996,012	\$ 15,695,000	\$ 14,620,000	\$ 2,770,000	\$ 109,931,012
Principal balance at June 30, 2016	\$ 17,580,000	\$ 44,520,041	\$ 13,380,000	\$ 12,130,000	\$ 1,420,000	\$ 89,030,041
Payment source	Property tax levy for debt service		College operations		Clackamas County	
Purpose	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 Public Safety Training Center	
Coupon rates	4.00-5.00%	2.00-5.00%	3.35-5.50%	4.64-4.83%	3.00-4.00%	
True interest cost	3.95%	3.82%	5.48%	4.86%	3.12%	
Insurer	Financial Guaranty Insurance Co	Oregon State Treasury, Debt Management Division	Financial Security Assurance	Ambac Assurance Corp	None	
Underlying rating at issuance						
S & P	AAA	AA	AAA	AAA	AA	
Moody's	Aaa	Aa2	not rated	not rated	not rated	
Current rating						
S & P	AA	AA	AA	A+	AA	
Moody's	Aa3	Aa2	not rated	not rated	not rated	

**CLACKAMAS COMMUNITY COLLEGE
2016-17 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	2004	2005	2009 Refunding of 1998 COPs	
			Total Principal and Interest			
2017	\$ 4,744,000	\$ 1,242,650	\$ 1,305,852	\$ 1,150,849	\$ 176,800	8,620,151
2018	4,890,750	640,100	1,361,545	1,199,384	172,000	8,263,779
2019	5,040,500	640,100	1,417,245	1,244,437	177,200	8,519,482
2020	5,192,250	640,100	1,481,444	1,296,007	172,000	8,781,801
2021	-	3,720,100	1,544,932	1,348,631	176,800	6,790,463
2022	-	3,845,100	1,607,436	1,400,393	176,200	7,029,129
2023	-	3,970,100	1,678,685	1,457,567	175,400	7,281,752
2024	-	4,095,100	1,747,860	1,514,667	174,400	7,532,027
2025	-	4,227,350	1,823,482	1,576,454	173,200	7,800,486
2026	-	4,364,850	1,900,809	1,637,443	176,800	8,079,902
2027	-	4,504,500	1,979,287	1,707,393	-	8,191,180
2028	-	4,655,000	1,018,364	880,580	-	6,553,944
2029	-	4,805,000	-	-	-	4,805,000
2030	-	4,965,000	-	-	-	4,965,000
2031	-	5,125,000	-	-	-	5,125,000
2032	-	5,290,000	-	-	-	5,290,000
2033	-	5,465,000	-	-	-	5,465,000
2034	-	5,640,000	-	-	-	5,640,000
2035	-	5,825,000	-	-	-	5,825,000
Total	\$ 19,867,500	\$ 73,660,050	\$ 18,866,941	\$ 16,413,805	\$ 1,750,800	\$ 130,559,096

**CLACKAMAS COMMUNITY COLLEGE
2016-17 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	2004	2005	2009 Refunding of 1998 COPs	
			<i>Principal Portion</i>			
2017	\$ 3,865,000	\$ 585,000	\$ 575,000	\$ 570,000	\$ 120,000	5,715,000
2018	4,205,000	-	660,000	645,000	120,000	5,630,000
2019	4,565,000	-	750,000	720,000	130,000	6,165,000
2020	4,945,000	-	855,000	805,000	130,000	6,735,000
2021	-	2,672,362	965,000	895,000	140,000	4,672,362
2022	-	2,671,111	1,080,000	990,000	145,000	4,886,111
2023	-	2,655,342	1,210,000	1,095,000	150,000	5,110,342
2024	-	3,455,000	1,345,000	1,205,000	155,000	6,160,000
2025	-	3,750,000	1,495,000	1,325,000	160,000	6,730,000
2026	-	4,010,000	1,655,000	1,450,000	170,000	7,285,000
2027	-	4,290,000	1,825,000	1,590,000	-	7,705,000
2028	-	2,774,613	965,000	840,000	-	4,579,613
2029	-	2,714,777	-	-	-	2,714,777
2030	-	2,645,997	-	-	-	2,645,997
2031	-	2,582,385	-	-	-	2,582,385
2032	-	2,515,818	-	-	-	2,515,818
2033	-	2,457,392	-	-	-	2,457,392
2034	-	2,394,575	-	-	-	2,394,575
2035	-	2,345,669	-	-	-	2,345,669
Total	\$ 17,580,000	\$ 44,520,041	\$ 13,380,000	\$ 12,130,000	\$ 1,420,000	\$ 89,030,041

**CLACKAMAS COMMUNITY COLLEGE
2016-17 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	2004	2005	2009 Refunding of 1998 COPs	
			<i>Interest Portion</i>			
2017	\$ 879,000	\$ 657,650	\$ 730,852	\$ 580,849	\$ 56,800	2,905,151
2018	685,750	640,100	701,545	554,384	52,000	2,633,779
2019	475,500	640,100	667,245	524,437	47,200	2,354,482
2020	247,250	640,100	626,444	491,007	42,000	2,046,801
2021	-	1,047,738	579,932	453,631	36,800	2,118,101
2022	-	1,173,989	527,436	410,393	31,200	2,143,018
2023	-	1,314,758	468,685	362,567	25,400	2,171,410
2024	-	640,100	402,860	309,667	19,400	1,372,027
2025	-	477,350	328,482	251,454	13,200	1,070,486
2026	-	354,850	245,809	187,443	6,800	794,902
2027	-	214,500	154,287	117,393	-	486,180
2028	-	1,880,387	53,364	40,580	-	1,974,331
2029	-	2,090,223	-	-	-	2,090,223
2030	-	2,319,003	-	-	-	2,319,003
2031	-	2,542,615	-	-	-	2,542,615
2032	-	2,774,182	-	-	-	2,774,182
2033	-	3,007,608	-	-	-	3,007,608
2034	-	3,245,425	-	-	-	3,245,425
2035	-	3,479,331	-	-	-	3,479,331
Total	<u>\$ 2,287,500</u>	<u>\$ 29,140,009</u>	<u>\$ 5,486,941</u>	<u>\$ 4,283,805</u>	<u>\$ 330,800</u>	<u>\$ 41,529,055</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 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, 2015-16	\$ 41,093,604,637
Percentage limitation	<u>1.5%</u>
Legal debt limitation	616,404,070
Bonded indebtedness at June 30, 2016	<u>62,100,041</u>
Debt margin	<u><u>\$ 554,304,029</u></u>

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**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Capital Projects Funds**

	<i>Restricted</i>	<i>Unrestricted</i>			2016-17 Budget
	Capital Projects (Bond) Fund	Staff Computer Replacement Fund	Equipment Replacement Fund	Major Maintenance Fund	
RESOURCES					
Beginning fund balance	\$ 20,230,000	\$ 50,000	\$ 1,528,000	\$ 3,000,000	\$ 24,808,000
State revenue					
State grants and contracts	16,000,000	-	-	-	16,000,000
Local revenue					
Fees	-	-	35,000	-	35,000
Other local revenue	80,000	-	-	1,300,000	1,380,000
Total revenue	<u>16,080,000</u>	<u>-</u>	<u>35,000</u>	<u>1,300,000</u>	<u>17,415,000</u>
Other sources					
Transfers in	-	150,000	555,000	490,918	1,195,918
Proceeds from long-term debt	45,000,000	-	-	-	45,000,000
Total other sources	<u>45,000,000</u>	<u>150,000</u>	<u>555,000</u>	<u>490,918</u>	<u>46,195,918</u>
Total resources	<u>\$ 81,310,000</u>	<u>\$ 200,000</u>	<u>\$ 2,118,000</u>	<u>\$ 4,790,918</u>	<u>\$ 88,418,918</u>
REQUIREMENTS					
Expenditures					
Materials and services					
Supplies	\$ -	\$ 150,000	\$ 100,000	\$ -	\$ 250,000
Repair and maintenance	-	-	-	300,000	300,000
Professional services	4,000,000	-	-	350,000	4,350,000
Total materials and services	<u>4,000,000</u>	<u>150,000</u>	<u>100,000</u>	<u>650,000</u>	<u>4,900,000</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Capital Projects Funds**

	<i>Restricted</i>	<i>Unrestricted</i>			
	Capital Projects (Bond) Fund	Staff Computer Replacement Fund	Equipment Replacement Fund	Major Maintenance Fund	2016-17 Budget
Capital outlay					
Vehicles and equipment	-	-	400,000	-	400,000
Buildings and infrastructure	46,800,000	-	-	1,150,000	47,950,000
Total capital outlay	<u>46,800,000</u>	<u>-</u>	<u>400,000</u>	<u>1,150,000</u>	<u>48,350,000</u>
Total expenditures	<u>50,800,000</u>	<u>150,000</u>	<u>500,000</u>	<u>1,800,000</u>	<u>53,250,000</u>
Other uses					
Issuance/refunding of long-term debt	387,000	-	-	-	387,000
Contingency	30,123,000	50,000	1,618,000	2,990,918	34,781,918
Total other uses	<u>30,510,000</u>	<u>50,000</u>	<u>1,618,000</u>	<u>2,990,918</u>	<u>35,168,918</u>
Total requirements	<u>\$ 81,310,000</u>	<u>\$ 200,000</u>	<u>\$ 2,118,000</u>	<u>\$ 4,790,918</u>	<u>\$ 88,418,918</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Capital Projects (Bond) Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
RESOURCES						
\$	-	\$ 32,846,794	Beginning fund balance	\$ 20,230,000	\$ 20,230,000	\$ 20,230,000
			State revenue			
	-	8,000,000	State grants and contracts	16,000,000	16,000,000	16,000,000
	-	2,800,000	Other local revenue	80,000	80,000	80,000
	13,420	10,800,000	Total revenue	16,080,000	16,080,000	16,080,000
	13,420		Other sources			
	-	-	Transfers in	-	-	-
	2,000,000	-	Proceeds from long-term debt	45,000,000	45,000,000	45,000,000
	44,996,012	-	Total other sources	45,000,000	45,000,000	45,000,000
	46,996,012	-	Total resources	\$ 81,310,000	\$ 81,310,000	\$ 81,310,000
\$	-	\$ 43,646,794		\$ 81,310,000	\$ 81,310,000	\$ 81,310,000
REQUIREMENTS						
Expenditures						
			Materials and services			
\$	-	\$ 2,000,000	Repair and maintenance	\$ -	\$ -	\$ -
	-	3,000,000	Professional services	4,000,000	4,000,000	4,000,000
	185,049	5,000,000	Total materials and services	4,000,000	4,000,000	4,000,000
	185,049		Capital outlay			
	-	-	Vehicles and equipment	-	-	-
	90,537	20,400,000	Buildings and infrastructure	46,800,000	46,800,000	46,800,000
	-	3,300,000	Land	-	-	-
	90,537	23,700,000	Total capital outlay	46,800,000	46,800,000	46,800,000
	275,586	28,700,000	Total expenditures	50,800,000	50,800,000	50,800,000
	-	-	Other uses			
	13,152,417	-	Issuance/refunding of long-term debt	387,000	387,000	387,000
	-	14,946,794	Contingency	30,123,000	30,123,000	30,123,000
	33,581,429	-	Ending fund balance	-	-	-
	46,733,846	14,946,794	Total other uses	30,510,000	30,510,000	30,510,000
\$	-	\$ 43,646,794	Total requirements	\$ 81,310,000	\$ 81,310,000	\$ 81,310,000

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Staff Computer Replacement Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
			RESOURCES			
\$ -	\$ -	\$ -	Beginning fund balance	\$ 50,000	\$ 50,000	\$ 50,000
			Other sources			
-	-	150,000	Transfers in	150,000	150,000	150,000
<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>	Total resources	<u>\$ 200,000</u>	<u>\$ 200,000</u>	<u>\$ 200,000</u>
			REQUIREMENTS			
			Expenditures			
			Materials and services			
\$ -	\$ -	\$ 119,000	Supplies	\$ 150,000	\$ 150,000	\$ 150,000
			Other uses			
-	-	31,000	Contingency	50,000	50,000	50,000
<u>\$ -</u>	<u>\$ -</u>	<u>\$ 150,000</u>	Total requirements	<u>\$ 200,000</u>	<u>\$ 200,000</u>	<u>\$ 200,000</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Equipment Replacement Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
			RESOURCES			
\$ -	\$ -	\$ 1,534,000	Beginning fund balance	\$ 1,528,000	\$ 1,528,000	\$ 1,528,000
-	-	-	Local revenue			
			Fees	35,000	35,000	35,000
			Other sources			
-	1,633,752	250,000	Transfers in	555,000	555,000	555,000
<u>\$ -</u>	<u>\$ 1,633,752</u>	<u>\$ 1,784,000</u>	Total resources	<u>\$ 2,118,000</u>	<u>\$ 2,118,000</u>	<u>\$ 2,118,000</u>
			REQUIREMENTS			
			Expenditures			
			Materials and services			
\$ -	\$ 77,111	\$ 10,000	Supplies	\$ 100,000	\$ 100,000	\$ 100,000
-	3,512	-	Repair and maintenance	-	-	-
<u>-</u>	<u>80,623</u>	<u>10,000</u>	Total materials and services	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
			Capital outlay			
-	15,000	340,000	Vehicles and equipment	400,000	400,000	400,000
<u>-</u>	<u>95,623</u>	<u>350,000</u>	Total expenditures	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>
			Other uses			
-	-	1,434,000	Contingency	1,618,000	1,618,000	1,618,000
-	1,538,129	-	Ending fund balance	-	-	-
<u>-</u>	<u>1,538,129</u>	<u>1,434,000</u>	Total other uses	<u>1,618,000</u>	<u>1,618,000</u>	<u>1,618,000</u>
<u>\$ -</u>	<u>\$ 1,633,752</u>	<u>\$ 1,784,000</u>	Total requirements	<u>\$ 2,118,000</u>	<u>\$ 2,118,000</u>	<u>\$ 2,118,000</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Lottery Bond Improvements Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted																																																																																																		
<table border="0" style="width: 100%;"> <tr> <td style="width: 10%;">\$</td> <td style="width: 15%; text-align: right;">44,691</td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 15%; text-align: right;">\$</td> <td style="width: 15%; text-align: right;">44,691</td> <td style="width: 15%; text-align: right;">\$</td> <td style="width: 15%; text-align: right;">44,691</td> </tr> <tr> <td></td> <td style="text-align: right;">272,472</td> <td></td> <td></td> <td></td> <td style="text-align: right;">297,906</td> <td></td> <td style="text-align: right;">75,000</td> </tr> <tr> <td></td> <td style="text-align: right; border-top: 1px solid black;">\$ 317,163</td> <td></td> <td></td> <td></td> <td style="text-align: right; border-top: 1px solid black;">\$ 342,597</td> <td></td> <td style="text-align: right; border-top: 1px solid black;">\$ 119,691</td> </tr> </table>	\$	44,691			\$	44,691	\$	44,691		272,472				297,906		75,000		\$ 317,163				\$ 342,597		\$ 119,691	<table border="0" style="width: 100%;"> <tr> <td style="width: 10%;"></td> <td style="width: 15%; 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border-top: 1px solid black;">50,000</td> <td style="text-align: right; border-top: 1px solid black;">-</td> </tr> <tr> <td></td> <td style="text-align: right;">177,343</td> <td></td> <td></td> <td style="text-align: right;">18,089</td> <td style="text-align: right;">25,000</td> <td style="text-align: right;">-</td> </tr> <tr> <td></td> <td style="text-align: right; border-top: 1px solid black;">272,472</td> <td></td> <td></td> <td style="text-align: right; border-top: 1px solid black;">297,906</td> <td style="text-align: right; border-top: 1px solid black;">75,000</td> <td style="text-align: right; border-top: 1px solid black;">-</td> </tr> <tr> <td></td> <td style="text-align: right;">-</td> <td></td> <td></td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">44,691</td> </tr> <tr> <td></td> <td style="text-align: right;">44,691</td> <td></td> <td></td> <td style="text-align: right;">44,691</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> </tr> <tr> <td></td> <td style="text-align: right; 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\$	44,691			\$	44,691	\$	44,691																																																																																																	
	272,472				297,906		75,000																																																																																																	
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	\$ 317,163			\$ 342,597	\$ 119,691	\$ 119,691																																																																																																		

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Major Maintenance Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
RESOURCES						
\$ 1,305,968	\$ 1,448,807	\$ 3,225,475	Beginning fund balance	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
17,618	-	-	Local revenue			
			Other local revenue	1,300,000	1,300,000	1,300,000
355,000	1,991,125	521,311	Other sources			
			Transfers in	490,918	490,918	490,918
<u>\$ 1,678,586</u>	<u>\$ 3,439,932</u>	<u>\$ 3,746,786</u>	Total resources	<u>\$ 4,790,918</u>	<u>\$ 4,790,918</u>	<u>\$ 4,790,918</u>
REQUIREMENTS						
Expenditures						
Materials and services						
\$ 29,702	\$ 10,462	\$ -	Supplies	\$ -	\$ -	\$ -
65,367	65,445	200,000	Repair and maintenance	300,000	300,000	300,000
134,710	182,427	100,000	Professional services	350,000	350,000	350,000
<u>229,779</u>	<u>258,334</u>	<u>300,000</u>	Total materials and services	<u>650,000</u>	<u>650,000</u>	<u>650,000</u>
Capital outlay						
-	-	100,000	Vehicles and equipment	-	-	-
-	-	-	Buildings and infrastructure	1,150,000	1,150,000	1,150,000
-	-	100,000	Total capital outlay	<u>1,150,000</u>	<u>1,150,000</u>	<u>1,150,000</u>
<u>229,779</u>	<u>258,334</u>	<u>400,000</u>	Total expenditures	<u>1,800,000</u>	<u>1,800,000</u>	<u>1,800,000</u>
Other uses						
-	-	3,346,786	Contingency	2,990,918	2,990,918	2,990,918
1,448,807	3,181,598	-	Ending fund balance	-	-	-
<u>\$ 1,678,586</u>	<u>\$ 3,439,932</u>	<u>\$ 3,746,786</u>	Total requirements	<u>\$ 4,790,918</u>	<u>\$ 4,790,918</u>	<u>\$ 4,790,918</u>

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**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Proprietary Funds**

	<i>Enterprise Funds</i>			
	Bookstore Fund	Customized Training Fund	Internal Service Fund	2016-17 Budget
RESOURCES				
Beginning fund balance	\$ 1,375,000	\$ 150,000	\$ 325,549	\$ 1,850,549
Local revenue				
Sales of goods and services	2,173,000	-	317,000	2,490,000
Local grants and contracts	-	400,000	-	400,000
Other local revenue	6,200	-	-	6,200
Total revenue	<u>2,179,200</u>	<u>400,000</u>	<u>317,000</u>	<u>2,896,200</u>
Total resources	<u>\$ 3,554,200</u>	<u>\$ 550,000</u>	<u>\$ 642,549</u>	<u>\$ 4,746,749</u>
REQUIREMENTS				
Expenditures				
Personnel services				
Wages and salaries	\$ 331,111	\$ 246,547	\$ 59,695	\$ 637,353
Payroll taxes and benefits	124,063	79,779	24,355	228,197
Total personnel services	<u>455,174</u>	<u>326,326</u>	<u>84,050</u>	<u>865,550</u>
Materials and services				
Supplies	9,700	56,000	44,000	109,700
Travel	5,400	8,700	32,000	46,100
Training and staff development	4,400	4,000	-	8,400
Publicity and public relations	1,850	2,700	-	4,550
Printing and publications	4,750	4,500	-	9,250
Repair and maintenance	57,000	-	86,000	143,000
Utilities	14,900	500	-	15,400
Fees and dues	36,700	1,500	-	38,200
Professional services	8,500	47,500	-	56,000
Cost of goods sold	1,481,225	-	-	1,481,225
Other materials and services	2,000	-	-	2,000
Total materials and services	<u>1,626,425</u>	<u>125,400</u>	<u>162,000</u>	<u>1,913,825</u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Proprietary Funds**

	<i>Enterprise Funds</i>			
	Bookstore Fund	Customized Training Fund	Internal Service Fund	2016-17 Budget
Capital outlay				
Vehicles and equipment	25,000	-	212,642	237,642
Total expenditures	<u>2,106,599</u>	<u>451,726</u>	<u>458,692</u>	<u>3,017,017</u>
Other uses				
Transfers out	70,000	-	-	70,000
Contingency	627,601	98,274	183,857	909,732
Ending fund balance	750,000	-	-	750,000
Total other uses	<u>1,447,601</u>	<u>98,274</u>	<u>183,857</u>	<u>1,729,732</u>
Total requirements	<u><u>\$ 3,554,200</u></u>	<u><u>\$ 550,000</u></u>	<u><u>\$ 642,549</u></u>	<u><u>\$ 4,746,749</u></u>

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Bookstore Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
RESOURCES						
\$ 1,311,228	\$ 1,292,298	\$ 1,375,000	Beginning fund balance	\$ 1,375,000	\$ 1,375,000	\$ 1,375,000
Local revenue						
2,174,083	2,183,373	2,310,250	Sales of goods and services	2,173,000	2,173,000	2,173,000
7,832	6,912	8,000	Other local revenue	6,200	6,200	6,200
2,181,915	2,190,285	2,318,250	Total revenue	2,179,200	2,179,200	2,179,200
\$ 3,493,143	\$ 3,482,583	\$ 3,693,250	Total resources	\$ 3,554,200	\$ 3,554,200	\$ 3,554,200
REQUIREMENTS						
Expenditures						
Personnel services						
\$ 322,743	\$ 325,859	\$ 336,446	Wages and salaries	\$ 331,111	\$ 331,111	\$ 331,111
121,405	119,879	112,571	Payroll taxes and benefits	124,063	124,063	124,063
444,148	445,738	449,017	Total personnel services	455,174	455,174	455,174
Materials and services						
5,896	12,011	10,250	Supplies	9,700	9,700	9,700
1,902	3,343	7,500	Travel	5,400	5,400	5,400
1,520	652	6,500	Training and staff development	4,400	4,400	4,400
2,823	1,811	3,150	Publicity and public relations	1,850	1,850	1,850
3,737	3,208	5,050	Printing and publications	4,750	4,750	4,750
37,368	40,666	68,000	Repair and maintenance	57,000	57,000	57,000
11,858	14,373	15,450	Utilities	14,900	14,900	14,900
33,630	34,477	36,500	Fees and dues	36,700	36,700	36,700
53,458	6,747	10,600	Professional services	8,500	8,500	8,500
1,525,761	1,571,353	1,596,550	Cost of goods sold	1,481,225	1,481,225	1,481,225
(242)	709	2,700	Other materials and services	2,000	2,000	2,000
1,677,711	1,689,350	1,762,250	Total materials and services	1,626,425	1,626,425	1,626,425

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Bookstore Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
8,986	-	27,000	Capital outlay			
2,130,845	2,135,088	2,238,267	Vehicles and equipment	25,000	25,000	25,000
			Total expenditures	2,106,599	2,106,599	2,106,599
			Other uses			
70,000	70,000	70,000	Transfers out	70,000	70,000	70,000
-	-	634,983	Contingency	627,601	627,601	627,601
1,292,298	1,277,495	750,000	Ending fund balance	750,000	750,000	750,000
1,362,298	1,347,495	1,454,983	Total other uses	1,447,601	1,447,601	1,447,601
\$ 3,493,143	\$ 3,482,583	\$ 3,693,250	Total requirements	\$ 3,554,200	\$ 3,554,200	\$ 3,554,200

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Technical Mechanical Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Proposed	2015-16 Approved	2015-16 Adopted
RESOURCES					
\$ 51,086	\$ 19,012	\$ -	<i>This fund was discontinued at June 30, 2015.</i>		
143,850	148,138	-			
\$ 194,936	\$ 167,150	\$ -			
REQUIREMENTS					
Expenditures					
Personnel services					
\$ 38,034	\$ 18,127	\$ -	Wages and salaries		
10,564	11,574	-	Payroll taxes and benefits		
<u>48,598</u>	<u>29,701</u>	<u>-</u>	Total personnel services		
Materials and services					
252	-	-	Supplies		
173	-	-	Travel		
92	-	-	Training and staff development		
321	-	-	Repair and maintenance		
126,488	123,263	-	Cost of goods sold		
<u>127,326</u>	<u>123,263</u>	<u>-</u>	Total materials and services		
<u>175,924</u>	<u>152,964</u>	<u>-</u>	Total expenditures		
Other uses					
-	14,186	-	Transfers out		
19,012	-	-	Ending fund balance		
<u>19,012</u>	<u>14,186</u>	<u>-</u>	Total other uses		
\$ 194,936	\$ 167,150	\$ -	Total requirements		

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Customized Training Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
RESOURCES						
\$ 203,749	\$ 316,338	\$ 316,338	Beginning fund balance	\$ 150,000	\$ 150,000	\$ 150,000
			Local revenue			
461,754	439,915	400,000	Local grants and contracts	400,000	400,000	400,000
\$ 665,503	\$ 756,253	\$ 716,338	Total resources	\$ 550,000	\$ 550,000	\$ 550,000
REQUIREMENTS						
Expenditures						
			Personnel services			
\$ 197,546	\$ 203,690	\$ 249,190	Wages and salaries	\$ 246,547	\$ 246,547	\$ 246,547
46,956	58,372	82,292	Payroll taxes and benefits	79,779	79,779	79,779
244,502	262,062	331,482	Total personnel services	326,326	326,326	326,326
Materials and services						
70,329	57,546	46,500	Supplies	56,000	56,000	56,000
4,989	10,927	8,200	Travel	8,700	8,700	8,700
324	1,777	4,100	Training and staff development	4,000	4,000	4,000
94	109	1,700	Publicity and public relations	2,700	2,700	2,700
3,159	2,745	4,500	Printing and publications	4,500	4,500	4,500
187	472	670	Utilities	500	500	500
511	551	1,500	Fees and dues	1,500	1,500	1,500
25,070	2,622	40,750	Professional services	47,500	47,500	47,500
104,663	76,749	107,920	Total materials and services	125,400	125,400	125,400
349,165	338,811	439,402	Total expenditures	451,726	451,726	451,726
Other uses						
		276,936	Contingency	98,274	98,274	98,274
316,338	417,442	-	Ending fund balance	-	-	-
316,338	417,442	276,936	Total other uses	98,274	98,274	98,274
\$ 665,503	\$ 756,253	\$ 716,338	Total requirements	\$ 550,000	\$ 550,000	\$ 550,000

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Internal Service Fund**

2013-14 Actual	2014-15 Actual	2015-16 Budget		2016-17 Proposed	2016-17 Approved	2016-17 Adopted
RESOURCES						
\$ 422,727	\$ 492,862	\$ 571,000	Beginning fund balance	\$ 325,549	\$ 325,549	\$ 325,549
			Local revenue			
282,279	283,909	272,000	Sales of goods and services	317,000	317,000	317,000
-	1,852	-	Other local revenue	-	-	-
282,279	285,761	272,000	Total revenue	317,000	317,000	317,000
\$ 705,006	\$ 778,623	\$ 843,000	Total resources	\$ 642,549	\$ 642,549	\$ 642,549
REQUIREMENTS						
Expenditures						
Personnel services						
\$ 53,126	\$ 53,836	\$ 56,126	Wages and salaries	\$ 59,695	\$ 59,695	\$ 59,695
23,542	25,106	23,449	Payroll taxes and benefits	24,355	24,355	24,355
76,668	78,942	79,575	Total personnel services	84,050	84,050	84,050
Materials and services						
25,279	28,435	22,500	Supplies	44,000	44,000	44,000
50,524	40,980	60,000	Travel	32,000	32,000	32,000
57	10	-	Printing and publications	-	-	-
58,988	64,839	71,000	Repair and maintenance	86,000	86,000	86,000
12	144	-	Fees and dues	-	-	-
616	567	-	Professional services	-	-	-
135,476	134,975	153,500	Total materials and services	162,000	162,000	162,000
Capital outlay						
-	-	500,000	Vehicles and equipment	212,642	212,642	212,642
212,144	213,917	733,075	Total expenditures	458,692	458,692	458,692
Other uses						
-	-	109,925	Contingency	183,857	183,857	183,857
492,862	564,706	-	Ending fund balance	-	-	-
492,862	564,706	109,925	Total other uses	183,857	183,857	183,857
\$ 705,006	\$ 778,623	\$ 843,000	Total requirements	\$ 642,549	\$ 642,549	\$ 642,549

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Property Tax Levies**

	General Fund	Debt Service Fund	Total
Permanent rate, in dollars per \$1,000 of assessed valuation	0.5582	-	
Levy *	\$ 18,183,661	\$ 6,186,625	
Less uncollectible and discounts at 5%	(909,183)	(309,331)	
Plus collection of prior years past due taxes	393,342	79,000	
Interest on taxes	107,618	30,000	
Property taxes expected to be collected to balance the budget	<u>\$ 17,775,438</u>	<u>\$ 5,986,294</u>	<u>\$ 23,761,732</u>

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

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Tuition and Fee Changes**

	Rate		Unit	Fund Receiving the Revenue, or Course	
	2015-16	2016-17			
TUITION				General Fund	
In state (in district and out of district border states)	\$87.00	\$90.00	per credit hour		
Out of state and international	257.00	257.00	per credit hour		
UNIVERSAL FEES					
General student fee: for non-course related services available to the general college community.	2.00	2.00	per credit hour	Intramurals and Athletics Student Life and Leadership Computer Lab	73.25% 12.00% 14.75%
Technology fee: for student computer labs and other technological enhancements directly related to teaching and learning.	4.50	4.50	per credit hour	Student Technology	
College services fee	20.00	23.00	per term	General Fund	
SERVICE FEES					
Deferred payment service fee	30.00	30.00		General Fund	
Non-payment fee	75.00	75.00		General Fund	
Collection fee	actual costs incurred			General Fund	
Other: Nursing admission, international student application, challenge, credit for prior learning, challenge exam, etc.	various			General or Fee Fund	

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Tuition and Fee Changes**

	Rate		Unit	Fund Receiving the Revenue, or Course
	2015-16	2016-17		
COURSE FEES AND SPECIAL PROGRAM FEES				
				Fee Fund
10016 Communication and Theater Arts	80.00	110.00	per course	TA-101, TA-102, TA-103 Theater Appreciation
10029 English	75.00	90.00	per course	WR-268-01 Nature Writing
10029 English	12.50	17.00	per course	WRD 90, WRD 98, WR 101, WR 121, WR 122, WR 227, WR 222
10031 Program of Intensive English (PIE)	various fees per hour	\$90 per hour		Move PIE courses form fee based to tuition (with a department code). \$90 of tuition equivalent to in-state to General Fund (AR code PIET).
10031 Program of Intensive English (PIE)	various fees per hour	\$87 per hour		Move PIE courses form fee based to tuition (with a department code). \$87 course fee remains in Fee Fund (PIEX).
10031 English as a Second Language	20.00	25.00	per course	ESL 010, ESL 014, ESL 020, ESL 025, ESL 030, ESL 031, ESL 032, ESL 035, ESL 040, ESL 041, ESL 042, ESL 045, ESL 047, ESL 048, ESL 050, ESL 051, ESL 052, ESL 053, ESL 060, ESL 061, ESL 062, ESL 063, ESL 064, ESL 065, ESL 066, ESL 067, ESL 068, ESL 082
10031 English as a Second Language	40.00	50.00	per course	ESL 012, ESL 015, ESL 016, ESL 024, ESL 034, ESL 044, ESL 046, ESL 054
10031 English as a Second Language	-	15.00	per course	ESL 091
10033 Education, Human Services and Criminal Justice	-	tuition per credit		FRP - all. Charge tuition per credit, and reduce course fees to amounts below.
10033 Education, Human Services and Criminal Justice	325.00	20.00	per course	FRP-107 Wildland Fire Career Portfolio
10033 Education, Human Services and Criminal Justice	160.00	50.00	per course	FRP-110 Basic Wildland Fire Investigation
10033 Education, Human Services and Criminal Justice	325.00	50.00	per course	FRP-130 Introduction to Wildland Firefighting

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Tuition and Fee Changes**

	Rate		Unit	Fund Receiving the Revenue, or Course
	2015-16	2016-17		
10033 Education, Human Services and Criminal Justice	160.00	50.00	per course	FRP-131 Advanced Firefighter Training
10033 Education, Human Services and Criminal Justice	271.00	20.00	per course	FRP-180 Wildland Fire/CWE
10033 Education, Human Services and Criminal Justice	160.00	50.00	per course	FRP-200 Basic Incident Command System
10033 Education, Human Services and Criminal Justice	325.00	150.00	per course	FRP-212 Wildfire Power Saws
10033 Education, Human Services and Criminal Justice	165.00	50.00	per course	FRP-220 Initial Attack Incident Commander
10033 Education, Human Services and Criminal Justice	325.00	50.00	per course	FRP-230 Crew Boss
10033 Education, Human Services and Criminal Justice	160.00	50.00	per course	FRP-231 Engine Boss
10033 Education, Human Services and Criminal Justice	207.00	50.00	per course	FRP-249 Leadership for Firefighters
10033 Education, Human Services and Criminal Justice	207.00	50.00	per course	FRP-259 Task Force / Strike Team Leader
10033 Education, Human Services and Criminal Justice	197.00	\$150 if helicopter is used, \$50 if not	per course	FRP-270 Basic Air Operations
10033 Education, Human Services and Criminal Justice	475.00	125.00	per course	FRP-271 Helicopter Crew Member
10033 Education, Human Services and Criminal Justice	310.00	75.00	per course	FRP-290 Intermediate Wildland Fire Behavior
10033 Education, Human Services and Criminal Justice	197.00	50.00	per course	FRP-294 Intermediate ICS
10033 Education, Human Services and Criminal Justice	197.00	50.00	per course	FRP-295 Advance ICS

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Tuition and Fee Changes**

	Rate		Unit	Fund Receiving the Revenue, or Course
	2015-16	2016-17		
10033 Education, Human Services and Criminal Justice	310.00	100.00	per course	FRP-296 Introduction to Wildland Fire Behavior Calculations
10039 Horticulture	-	70.00	per course	HOR-113 Organic Farming Practicum/Fall
10039 Horticulture	60.00	70.00	per course	HOR-135 Propagation of Edible Plants
10039 Horticulture	-	20.00	per course	HOR-149 Aquaponics
10039 Horticulture	35.00	70.00	per course	HOR-120 Pesticide Laws and Safety
10039 Horticulture	60.00	70.00	per course	HOR-136, HOR-141 Organic Farming Practicum/Winter & Spring
10039 Horticulture	35.00	25.00	per course	HOR-223 Applied Plant Science
10039 Horticulture	25.00	35.00	per course	HOR-112 Hort Career Explorations
10039 Horticulture	45.00	50.00	per course	HOR-133, HOR-143 Hort Practicum/Winter & Spring
10039 Horticulture	50.00	60.00	per course	HOR-148 Farm Equipment
10039 Horticulture	40.00	60.00	per course	HOR-224 Landscape Installation
10039 Horticulture	35.00	25.00	per course	HOR-225 Arboriculture I
10039 Horticulture	-	35.00	per course	HOR-260 Arboriculture II
10039 Horticulture	-	95.00	per course	HOR-263 Plant Health Care Practicum
10039 Horticulture	30.00	50.00	per course	HOR-230 Equipment Operation & Maintenance
10039 Horticulture	-	90.00	per course	HOR-261 Tree Diagnostics
10039 Horticulture	-	95.00	per course	HOR-264 Aerial Treework Practicum II
10039 Horticulture	95.00	60.00	per course	HOR-239 Tree Climber Training
10039 Horticulture	-	95.00	per course	HOR-262 Aerial Treework Practicum I
10039 Horticulture	55.00	65.00	per course	HOR-284 Organic Farming - Campus Farm/CWE
10066 Science	350.00	385.00	per course	Field trip course. The fee covers transportation, food and supplies, lodging (hotel and camping), fees paid to Death Valley National Park.
10074 Social Sciences	-	15.00	per course	HST220 - Introduction to Oral History
10074 Social Sciences	20.00	30.00	per course	ANT101, ANT103, and PSY110 online sections only.
10080 Wilsonville Student Services and Instruction	various fees per course	tuition per credit		Move Wilsonville general education courses form fee based to tuition (with a department code)

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Transfers Between Funds**

		<i>Transfer out from:</i>				
		General	Fee	Grants and Contracts	Bookstore	Total
<i>Transfer in to:</i>	Purpose	Fund	Fund	Fund	Fund	
General Fund	3	\$ -	\$ -	\$ -	\$ 70,000	\$ 70,000
General Fund	5		10,000	150,000		160,000
Innovation Fund	1	350,000	-	-	-	350,000
Intramurals and Athletics Fund	2	15,669	-	-	-	15,669
Student Financial Aid Fund	6	50,000	-	-	-	50,000
Retirement Fund	1	750,000	-	-	-	750,000
Insurance Reserve Fund	1	100,000	-	-	-	100,000
PERS Reserve Fund	4	2,000,000	-	-	-	2,000,000
Staff Computer Replacement Fund	1	150,000	-	-	-	150,000
Equipment Replacement Fund	1, 5	500,000	55,000	-	-	555,000
Major Maintenance Fund	1	490,918	-	-	-	490,918
Total transfers		<u>\$ 4,406,587</u>	<u>\$ 65,000</u>	<u>\$ 150,000</u>	<u>\$ 70,000</u>	<u>\$ 4,691,587</u>

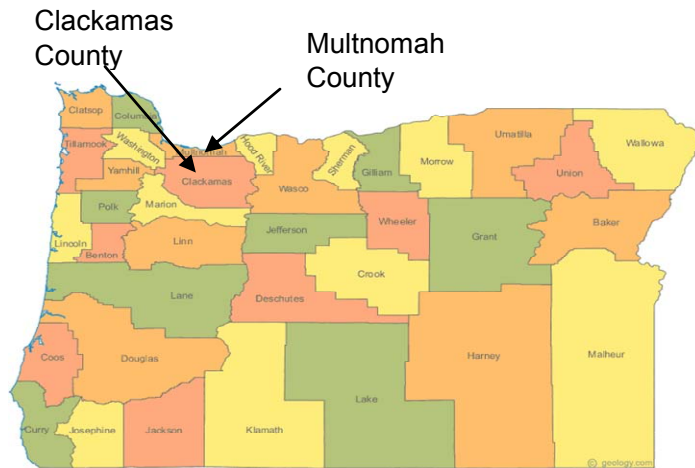
Purpose Explanations

- 1 The college sets aside operating funds annually for projects and purchases accounted for in these funds.
- 2 General Fund support for the increased cost of motor pool vans used for athletics travel.
- 3 Support for indirect costs incurred by General Fund on behalf of the Bookstore such as utilities, accounting, custodial services, and facility repair and maintenance.
- 4 A portion of the General Fund balance had been designated for PERS pending the outcome of court cases on PERS reforms. The reforms were largely overturned and PERS rates are projected to increase on July 1, 2017 and 2019. This transfer increases reserves which will be used in future years to mitigate rate increases.
- 5 Reclass residual unrestricted balances.
- 6 Provide the 25% match required by the Federal Work Study and Supplemental Educational Opportunity (SEOG) grants.

**CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Statistical Section**

Geography

Clackamas Community College is located in Clackamas County, Oregon, shown below.



The city of Portland, geographically centered in Multnomah County, is the hub of the Metropolitan Statistical Area (MSA) which includes Multnomah, Clackamas, Washington, Columbia, and Yamhill counties in Oregon, and Clark and Skamania counties across the Columbia River in Washington. The college is on the southern end of the Portland metropolitan area.

History

Established in 1843, Clackamas County is one of the original four Oregon districts and once covered parts of Canada. Oregon City is the county seat. In 1844, Oregon City became the first incorporated city west of the Rocky Mountains.

County Snapshot

- Average Temperatures: January: 40.2° , July: 68.4°
- Elevation at Oregon City: 55'
- Elevation at Mt. Hood: 11,245'
- Area: 1,879 square miles
- Population (2015 estimate): 401,515
- Annual Precipitation: 48.4"
- Principle Industries: Agriculture, metals manufacturing, trucking and warehousing, nursery stock, retail services, wholesale trade and construction.

Population

The five Oregon counties in the Portland MSA contain 1,918,000 people, 48% of Oregon's total population of 4,029,000.

**CLACKAMAS COMMUNITY COLLEGE
2016-17 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 unemployment rates follow.

	February <u>2016</u>	February <u>2015</u>
US	4.9%	5.5%
Oregon	4.8%	5.8%
Portland-Vancouver-Hillsboro MSA	4.3%	5.2%
Clackamas County	4.2%	5.3%

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
2015-16	32.8	4.9%	41.1	10.7%
2014-15	31.4	4.9%	37.1	11.0%
2013-14	29.9	4.1%	33.4	5.2%
2012-13	28.7	2.0%	31.8	-3.6%
2011-12	28.2	2.4%	33.0	-6.7%

Educational Options

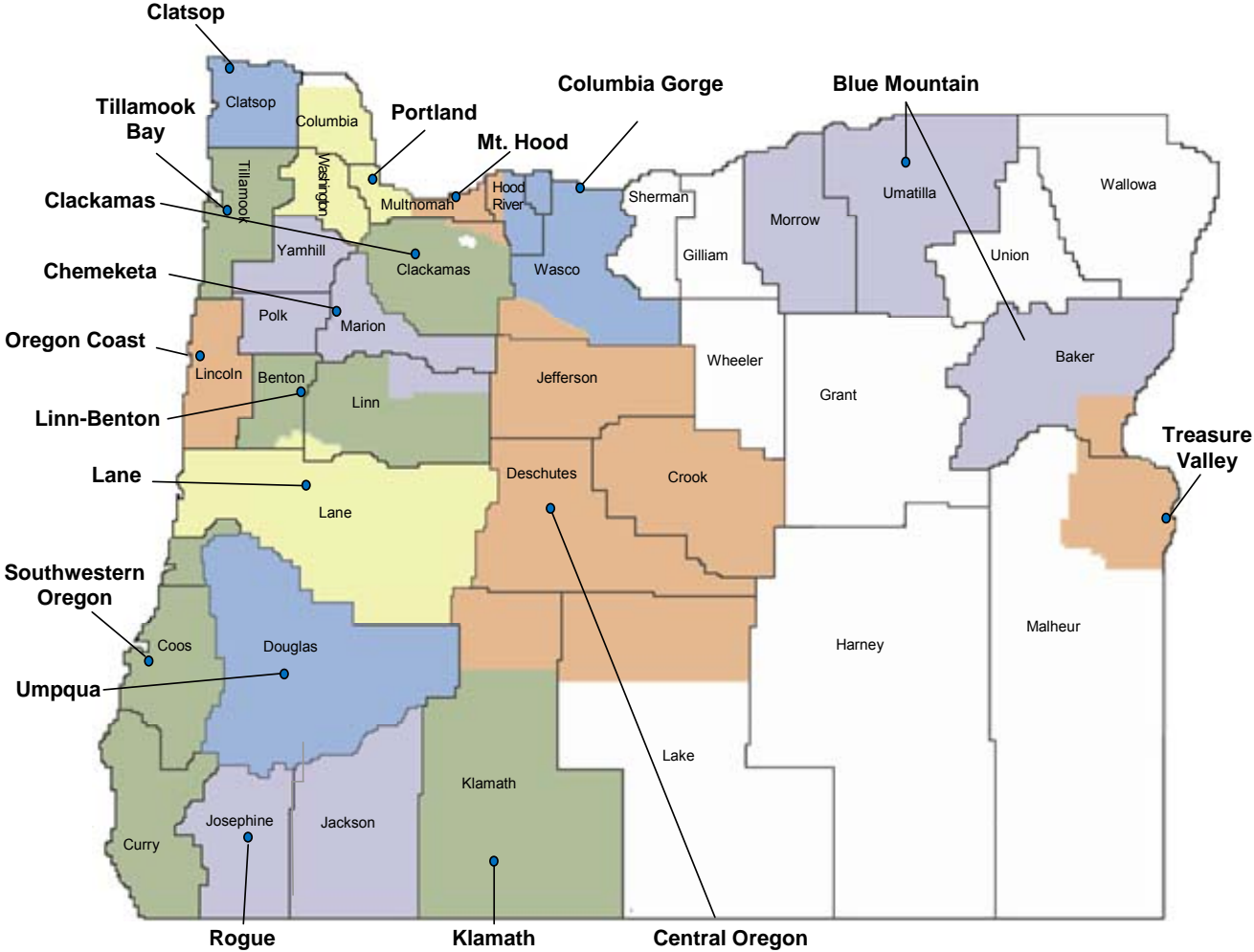
Numerous public and private educational institutions serve the metropolitan area. Multnomah and Clackamas counties contain three of the largest of Oregon's 17 community colleges. Full-time equivalent student enrollment at community colleges in 2014-15 follows.

<u>Community College Name and Location</u>	<u>Portland MSA</u>	<u>Other Areas</u>	<u>Total Enrollment</u>
Portland (Portland)	28,597		
Lane (Eugene)		10,109	
Chemeketa (Salem)		11,762	
Mount Hood (Gresham)	8,801		
Clackamas (Oregon City)	7,139		
Linn Benton (Albany)		5,823	
Central Oregon (Bend)		5,618	
Rogue (Grants Pass)		4,884	
All others		14,628	
Total	<u><u>44,537</u></u>	<u><u>52,824</u></u>	97,361

% 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
2016-17 BUDGET
Statistical Section**



CLACKAMAS COMMUNITY COLLEGE
2016-17 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.

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.

CASE: Credential, Acceleration, and Support for Employment, a consortium grant from the US Department of

CLACKAMAS COMMUNITY COLLEGE
2016-17 BUDGET
Glossary

Labor for all 17 Oregon community colleges, with Clackamas as the programmatic and fiscal lead. This grant ended September 30, 2015.

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.

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.

CPR: Curriculum, Planning and Research, a division of Instruction and Student Services.

CTE: Career and Technical Education.

CTEHS: Career and Technical Education high school.

Datatel/Elucian: The software used by the college for administrative functions.

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

ESL: English as a Second Language.

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

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hours over three terms of instruction; essentially, a 15-credit load per term for three terms.

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.

InSS: Instruction and Student Services.

K-12: Kindergarten through high school.

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.

Requirements: How available spendable resources were used.

Resources: Amounts available for expenditure.

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

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.

STEM: Science, Technology, Engineering and Mathematics.

Technology fee: This fee supports technology for student use.

THOW: Technology, Health Occupations, and Workforce, a division of Instruction and Student Services.

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.

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