

Adopted Budget Document

fiscal year 2022-2023



Umpqua Community College

2022-2023 Budget Committee

Zone 1 Hop Jackson Twila McDonald	Term Expiration June 2024 June 2023
Zone 2 Kristen Ball Melvin “Bud” Smith	Term Expiration June 2023 June 2023
Zone 3 Barry Robinson David Littlejohn	Term Expiration June 2023 June 2023
Zone 4 Sally Dunn Erica Mills	Term Expiration June 2024 June 2025
Zone 5 Rex Stevens Guy Kennerly	Term Expiration June 2023 June 2025
Zone 6 Joelle McGorty Randy Richardson	Term Expiration June 2023 June 2023
Zone 7 (at large) Aden Bliss Steve Loosley	Term Expiration June 2024 June 2025

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[Glossary](#) – commonly used terms

General Information

About Umpqua Community College

Umpqua Community College is a comprehensive public community college located in Douglas County in southwestern Oregon. The College District was established in 1964 by a vote of its residents. Umpqua strives to make quality post-secondary education affordable and accessible to district residents. The college offers transfer programs, and strong career and technical programs in business, computer science, engineering, human services, and nursing. UCC also provides adult basic education, workforce development and truck driving programs at off-site campus locations.

The main campus is comprised of 19 buildings located on park-like grounds at 1140 Umpqua Community College Road, Roseburg and an additional 4 off-site campus locations:

- H. Woolley Adult Basic Education Center located at 1634 W. Harvard, Roseburg,
- Umpqua Small Business Development Center located at 522 SE Washington Ave, Roseburg,
- South Umpqua School District Administration Building located at 558 Chadwick Lane, Myrtle Creek,
- Commercial Driving License Truck Shop located at 6482 Dole Road, Myrtle Creek.

The College District comprises 111,978 residents within the 5,036 square mile area of Douglas County. Douglas County is classified as isolated, rural, and economically distressed with a median household income of \$50,031. The largest population center is Roseburg (pop. 23,683); most residents live in towns with populations of less than 6,000 or in the rural, unincorporated areas between these small towns.

The college serves more than 11,000 unique students each year of which approximately 3,100 are credit students. The main campus is located six miles north of Roseburg on 100 acres of donated land overlooking the North Umpqua River.

Umpqua is accredited by the Northwest Commission on Colleges and Universities. Specialized accreditation has also been granted by the National Automotive Training and Educational Foundation, the Commission on Dental Accreditation, and the Committee on Accreditation of Educational Programs for the Emergency Medical Services Professions.

Our Mission

Umpqua Community College transforms lives and enriches communities.

Our Vision

Umpqua Community College will be a model for educational innovation, empowering all students to contribute to an ever-changing, diverse world with confidence, competence, and compassion.

Strategic Plan

In October 2018, the UCC Board of Education approved a new strategic plan for the College. The approval came after months of collective work with input from college employees, students, and community members through surveys, forums and meetings. The draft plan was reviewed and revised multiple times before the final plan was presented to the Board.

In March 2021, the UCC Board of Education approved a two-year extension of the strategic plan. After a review of progress on the 2018-2021 Strategic Plan, it was determined that the plan remains relevant and that continued work on the goals and objectives will strategically move the college forward. The Strategic Plan is updated each year following an annual assessment process, allowing fine-tuning and adjustments to the plan.

Goals

1. Cultivate a healthy and efficient institutional culture.
2. Deliver high quality, relevant education opportunities through innovative and specialized academic programming.
3. Support student success from recruitment through program progression, completion of programs, and transfer or entry to the workforce.
4. Enhance integration of the College with the community.

UCC's [Strategic Plan website](#) details the [strategic plan, goals](#) and [priorities, tactical plans](#), annual reports and more.

Affirmative Action Policy

Umpqua Community College complies with Title VI and VII of the Civil Rights Act of 1964, Equal Employment Act of 1965, Age Discrimination in Employment Act of 1967, Title IX of the Educational Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Vietnam Era Readjustment Assistance Act of 1974, the Americans with Disabilities Act of 1990, the Family Medical Leave Act of 1993, among other State and Federal Laws related to employment. Review and affirmation of college compliance will be held periodically.

Umpqua Community College does not discriminate on the basis of race, color, religion, gender, sexual orientation, marital status, age, national origin/ancestry, disability, family relationship or any other protected status in accordance with applicable law. The College's commitment to nondiscrimination applies to curriculum activity and all aspects of operation of the College.

Local Economy Information

Industry

The largest industries are Health Care & Social Assistance, Retail Trade, and Manufacturing, and timber. The heavily timbered county contains nearly 1.8 million acres of commercial forest lands and one of the oldest stands of old growth timber in the world. The forest products industry continues to play a significant economic role in the county.

Top Taxpayers

<u>Taxpayer</u>	<u>Nature of Business</u>	<u>Total Assessed Value</u>	<u>Percentage Of Total Assessed Value</u>	<u>Taxes</u>
2020-21:				
Pacificorp	Utility	\$ 510,720,000	4.52%	\$ 3,962,045
Roseburg Forest Products Co	Wood Products	152,667,811	1.35%	1,513,150
Roseburg Resources Co	Wood Products	87,590,682	0.78%	675,858
Weyerhaeuser Company	Wood Products	66,601,423	0.59%	483,193
Avista Corp	Utility	61,671,000	0.55%	732,953
Centurylink	Telecommunications	56,339,000	0.50%	614,668
Seneca Jones Timber Co	Wood Products	47,562,417	0.42%	357,993
Central Oregon & Pacific RR Co.	Freight Service	41,567,400	0.37%	310,322
Charter Communications	Telecommunications	37,422,200	0.33%	484,511
Verizon Communications	Telecommunications	26,886,000	0.24%	235,581
Subtotal - ten of the largest taxpayers		1,089,027,933	9.64%	
All other taxpayers in Douglas County		10,212,472,075	90.36%	
Total Douglas County Taxpayers		<u>\$ 11,301,500,008</u>	<u>100.00%</u>	

Employment

2022 update: Douglas County payroll employment increased a seasonally adjusted 180 jobs in March after a loss of 50 in February and a loss of 230 in January. Douglas County has gained back 68% of the jobs lost in March and April 2020 at the onset of the COVID-19 crisis. In the not seasonally adjusted private-sector industries in March, there were gains in private education and health services (50), retail trade (40), and leisure and hospitality (40). There was a loss in professional and business services of 50. Government gained 30 jobs from gains of 10 each in federal, state, and local government. When comparing March 2022 with March 2021, total nonfarm employment was unchanged. Large over-the-year gains were seen in leisure and hospitality (340); other services (150); and retail trade (50). There were losses in professional and business services (-300); transportation, warehousing, and utilities (-80); and construction (-40). Douglas County's seasonally adjusted unemployment rate was essentially unchanged at 4.6% in March compared with a revised 4.7% in February. The rate is down from 6.8% in March 2021. The Oregon seasonally adjusted March rate was 3.8% and the U.S. rate was 3.6%.

Community Information

Douglas County was named for U.S. Senator Steven A. Douglas (1813 to 1861). Senator Douglas was a Democratic candidate for the Presidency against Abraham Lincoln in 1860, and he was an enthusiastic Oregon supporter in the Congress. When first created on January 24, 1851, the County was part of Umpqua County. On January 7, 1852, the Territorial Legislature created new boundaries and renamed it Douglas County.

The County extends from sea level at the Pacific Ocean to 9,182-foot Mt. Thielsen in the Cascade Mountains. It has the entire Umpqua River watershed within its boundaries, and it contains nearly 2.8 million acres of commercial forest lands.

Douglas County is a prime location for outdoor recreation enthusiasts as it is surrounded by county, state and national parks, lakes, rivers, the ocean, valleys, and the mountains. Activities include cycling, mountain biking, golf, disc golf, hiking the vast North Umpqua trail system, rock climbing, rafting, kayaking, camping, fishing and more.

Board of Education

Seven elected, unpaid Board of Education members have primary authority to establish policies governing the operation of the college and to adopt its budget. Their charge is to encourage the development of programs and services that will best serve the needs of College District constituents.

Zone 1

Twila McDonald

Zone 2

Melvin “Bud” Smith

Zone 3

David Littlejohn

Zone 4

Erica Mills

Zone 5

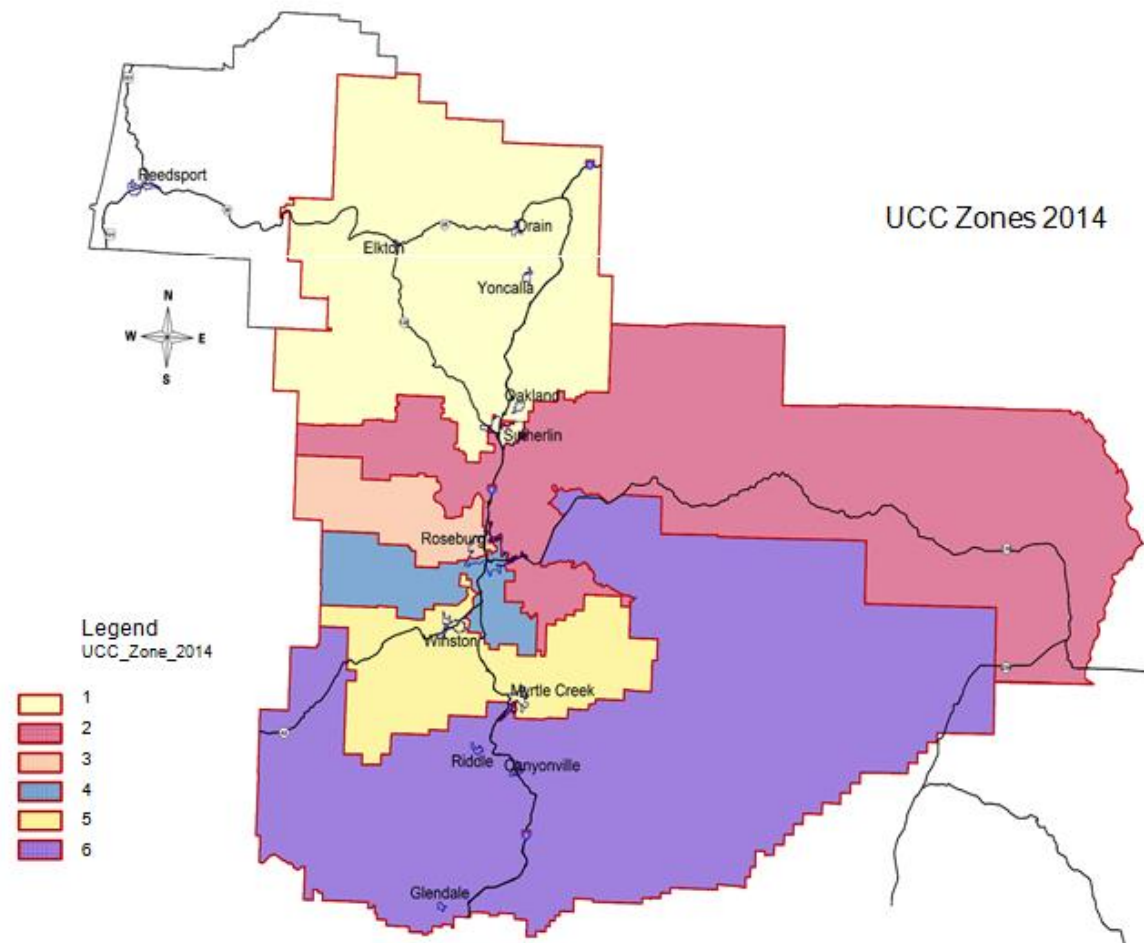
Guy Kennerly

Zone 6

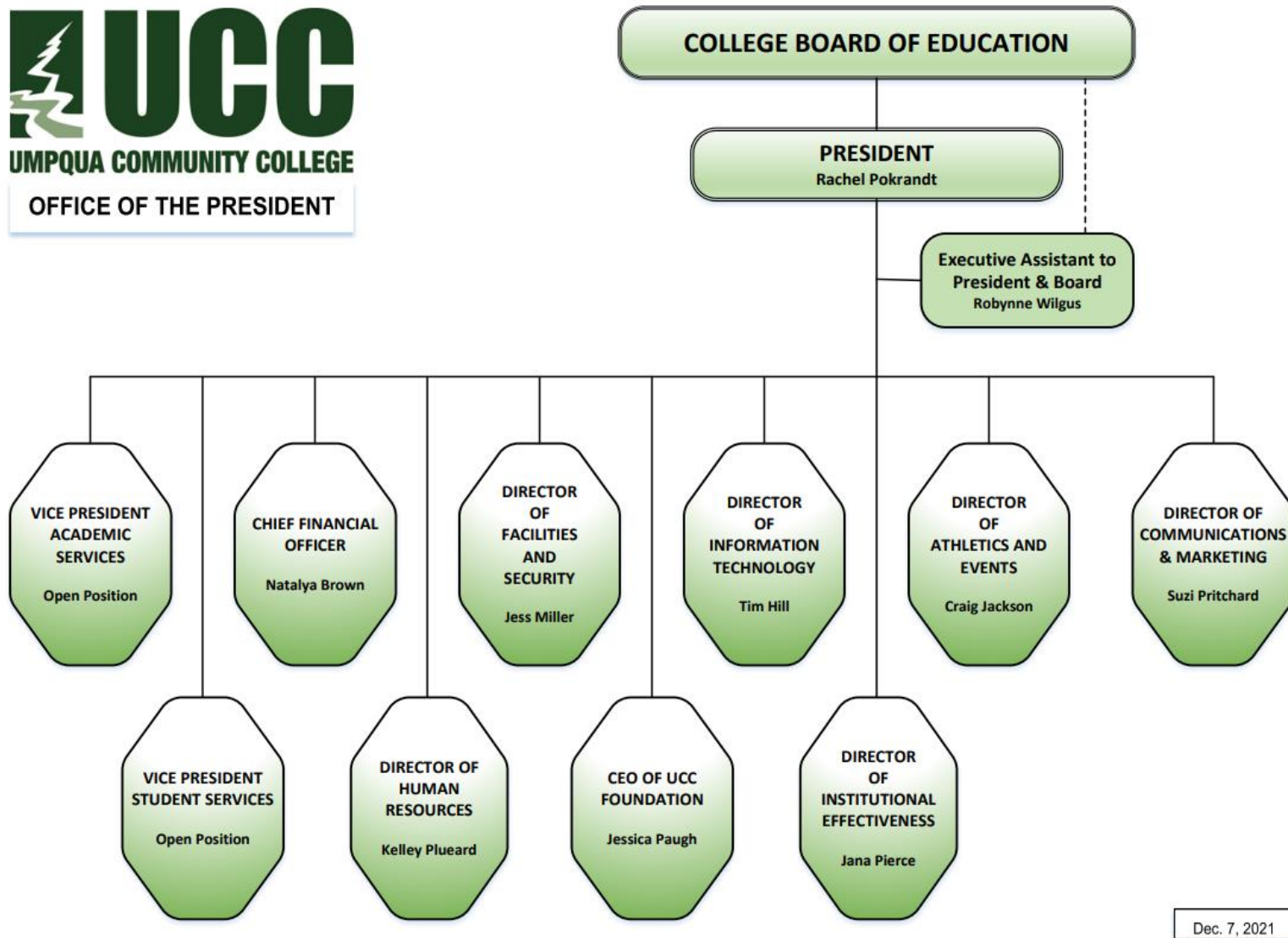
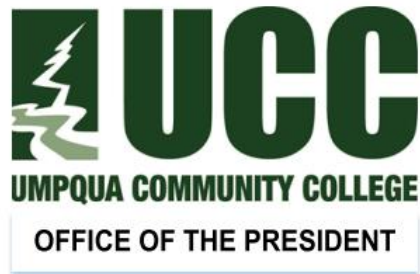
Randy Richardson

Zone 7 (at large)

Steve Loosley



Organizational Chart



Dec. 7, 2021

Additional institution [organizational charts](#) can be viewed on UCC's website.

Budget Structure and Functions

Basis of Budgeting

For the budget document, Oregon Budget Law requires that a modified accrual basis of accounting is used, which determines when and how transactions or events are recognized. This means “revenues are reported when earned, expenditures are reported when the liability is incurred and taxes are accounted for on a cash basis, i.e., when received. The result is that carryovers of financial obligations from year-to-year are precluded, and projections of anticipated revenue are not inflated.”

The college budgets all college funds required to be budgeted, the General Fund and all Auxiliary Funds, in accordance with the Oregon Local Budget Law on a Non-GAAP budgetary basis, whereas Generally Accepted Accounting Principles (GAAP) provides the structure for the basis of accounting used for financial statement reporting. The differences between GAAP and the budgetary basis of accounting generally concern timing of recognition of revenues and expenditures. Thus, there are no differences between fund structure in the financial statements and the budget document.

Under GAAP, the basic financial statements are reported using the economic resources measurement focus and accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. Property taxes are recognized as revenues in the years in which they are levied. Grants and other similar types of revenue are recognized as soon as all eligibility requirements imposed by the grantor have been met.

Material timing differences in expenditures between GAAP and the budgetary basis of accounting include capital expenditures, which under GAAP are allocated to depreciation expense over a specified period. In the budget document, capital expenditures are assigned in full to operations expense. With respect to debt service, payments to principal reduce the liability on the financial statements while interest payments are expensed. Under the budgetary basis of accounting both principal and interest are expensed to operations within the fiscal year.

Business Operation Policies and Audit

Umpqua Community College is guided in budgetary and financial management by policies as adopted by the Board of Education and as directed by the State of Oregon Budget Law. Policies are reviewed annually, and any modifications are prepared for College and Board review and adoption. The Business Office staff strive to always maintain compliance with policies and follow procedure for any operational adjustment needs that arise.

The College defines a **balanced budget** as a spending plan in which anticipated expenditures are equal to or less than anticipated resources including beginning fund balance if the reserves do not fall below the Board policy minimum requirement of 13% of operating budget.

Fund balance is defined as the difference of revenues, including beginning fund balances, and expenditures.

Budget

Number	Board Policy	Number	Administrative Procedure
6200	Budget Preparation	6200 AP	Budget Preparation
6250	Budget Management	6250 AP	Budget Management

Financial

Number	Board Policy	Number	Administrative Procedure
6300	Fiscal Management	6300 AP	Fiscal Management
		6305 AP	Reserves
		6310 AP	Accounting
6316	Debt Issuance and Management	6316 AP	Tax-Exempt Compliance Procedure
6320	Investments	6322 AP	Employee Indemnity Bonds
6400	Financial Audits	6400 AP	Financial Audits

Purchasing

Number	Board Policy	Number	Administrative Procedure
6330	Purchasing	6330 AP	Purchasing
		6331 AP	Credit Card Use
6335	Departmental Supply Purchases	6335 AP	Departmental Supply Purchases
6340	Bids and Contracts	6340 AP	Bids and Contracts

		6365 AP	Contracts - Accessibility of Information Technology
6550	Disposal of Surplus Property	6550 AP	Disposal of Surplus Property

Other

Number	Board Policy	Number	Administrative Procedure
6100	Delegation of Authority, Business and Fiscal Affairs	6100 AP	Delegation of Authority, Business and Fiscal Affairs
6150	Designation of Authorized Signers	6150 AP	Designation of Authorized Signers
6650	Strategic Energy Management	6650 AP	Strategic Energy Management
6660	New Construction, Renovation, and Building Improvement Energy Policy Guidelines	6660 AP	New Construction, Renovation, and Building Improvement Energy Policy Guidelines
6900	College Store	6901 AP	Textbooks & Course Materials Selection and Order Schedule

Audit Process

UCC captures the College's fiscal position annually through independently audited financial statements. A committee of stakeholders selects the certified public accounting firm via an RFP process. The Board approves the selected firm (BP6400, AP6400). The audit is conducted in collaboration with a certified public accountant in accordance with auditing standards accepted in the United States and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States. External auditors provide recommendations and findings on internal controls to the President, CFO, and Director of Accounting and Finance who review recommendations with areas impacted.

In November/December of each year, the external audit firm presents the results of the audit to the Board and includes findings and management letter recommendations. UCC has received unmodified financial audit opinion from the external auditors for the past decade. No material weaknesses or significant deficiencies were identified in the last three years.

[Annual Comprehensive Financial Reports](#)

Financial Stability, Sufficiency, & Reporting

UCC has established several best practices and measures to assess the financial position of the College, including:

- Preparation of an annual budget and monitoring of actual results compared to the budget throughout the year (BP6200, AP6200). The actuals-to-budget reports are provided to the Board on a quarterly basis.
- Maintenance of a multi-year forecast, which is updated annually and is presented for the Senior Leadership Team and the Board to review (Senior Leadership Team reviews the Fiscal Performance indicators annually).

- Unrestricted, designated, and restricted resources and associated expenditure are discretely managed within ten budgetary fund types according to the nature of the obligations.
- Use of software for budget tracking through the Banner Enterprise Resource Planning (Banner) budgeting system provides real-time information and strong internal controls to ensure effective budgetary and cash flow management.

This strong fiscal and budget management allowed the College to stabilize/improve its financial position starting FY2018 through FY2021 (last available data point) even though the College's resources were significantly impacted in the last half of FY2020 due to COVID-19. Nonetheless, utilizing the strict budget process, UCC was able to maintain the Board's mandated minimum 13% of general fund reserves requirements for the past decade (BP6300, AP6300). UCC established a targeted 20% general fund reserve in April 2021 and has demonstrated maintenance of that targeted reserve.

UCC has updated the Budget Management policy (BP6250, AP6250), and introduced a Reserve Procedure (AP6305), that revises the contingency and reserve percentage requirement and addresses long-term financial planning for capital and strategic investment initiatives. This intensive contingency and reserve management plan allowed UCC to eliminate the need for short-term borrowing; UCC has not used short-term borrowing in the last two decades.

Cash is reviewed daily/weekly by the accounting staff through Banner generated reports and is reported to the Board on a quarterly basis as part of the quarterly financial reporting process. Documentation of these processes can be found in the Cash-flow Annual & Quarterly Reports, Financial Reports to the Board, and Audit Reports to the Board on the Board Meetings webpage. In addition to these quarterly and annual reports, the Office of Business Services also provides periodic financial forecast updates. The UCC annual financial report is publicly available through the UCC Website.

Funds

Umpqua Community College's budget is segregated into the following funds, appropriated by the Board of Education. Each fund is independently budgeted, operated and accounted for. The college's primary budgeting and operational funds are the General Fund (I) and the Special Revenue Fund – Administratively Restricted (II b).

General Fund

Includes activities directly associated with operations related to the college's basic educational objectives.

Special Revenue Fund

Accounts for revenue sources that are legally restricted to expenditures for specific purposes.

a) Grants & Contracts

A special revenue fund used to budget and account for grants, contracts and projects funded from federal, state, and local agencies. Funds are restricted to the purpose designated by the grantee.

b) Administratively Restricted

A special revenue fund used to account for specific programs where monies are administratively restricted. Activities recorded in this fund generate revenue primarily through specifically assessed tuition and fees, or through other revenue-generating activities.

Financial Aid Fund

Used for the provision of grants, stipends, and other aid to enrolled students.

Capital Projects Fund

Used for the acquisition of land, new construction, major remodeling projects, and major equipment purchases.

Debt Service Fund

Accounts for the accumulation resources for, and payment of, general long-term debt, principal and interest.

Insurance Fund

Accounts for payments to the Oregon Employment Division for unemployment benefits paid to terminated employees. Payments are also made to early retirees for medical insurance premiums from this fund. Principal revenues are transfers from the General Fund and investment earnings.

Enterprise Fund

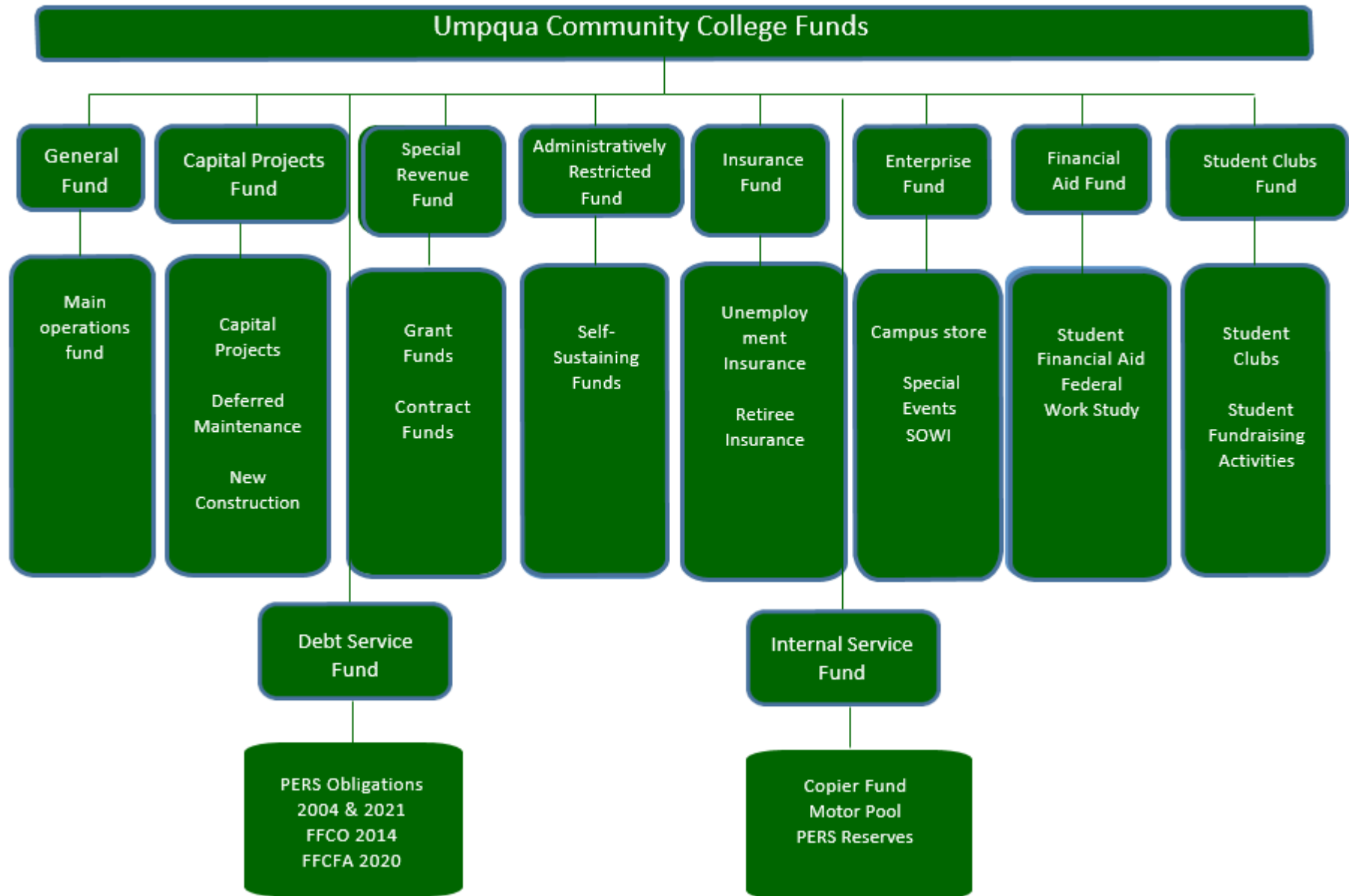
Includes activities that furnish goods or services to students, staff, or the public, for which charges or fees are assessed that are directly related to the cost of the good or service provided.

Internal Service Fund

Includes functions that exist primarily to provide goods or services to other instructional or administrative units of the college. The funds in this category are Motor Pool, Copiers and PERS Reserve.

Student Clubs Fund

Used to budget and account for the activities of the Associated Students of Umpqua Community College (ASUCC) student government, student clubs and outside agencies for which the College is acting as a fiscal agent. Each of the funds is accounted for separately.



Revenue Sources

Intergovernmental

Also known as total public resources, intergovernmental resources include Umpqua's allocation of community college funding from the State of Oregon, resources from various unrestricted federal, state, and local contracts, and local property tax revenue. **State community college funding resources** are determined by the state legislature's funding distribution formula and are calculated on a biennial basis. **Federal, state, and local unrestricted resources** are budgeted using statistical trend analysis. **Property tax** revenue is determined by annual property tax levy and is budgeted using estimates provided by the state and through statistical trend analysis.

Tuition

Credit tuition is generated by assessing students' per-credit-hour rates. Non-credit tuition is generated by charging varying rates per course, based on course costs and market forces. Tuition resources are budgeted based on enrollment projections developed by the college's Institutional Research department.

Instructional Fees

Instructional fees are generated by assessing students for course-related expenses. Some instructional fees are administratively restricted resources that are tied specifically to instructional expenditures and might not be available for general allocation. Departmental instructional fees are established based on estimated materials and services costs and are approved by the Board of Education. Instructional fees are budgeted based on enrollment projections that are developed by the college's Institutional Research department and historical trend analysis.

Interest Income

Interest income is derived from investment of operating capital in excess of daily requirements.

Fees (Non-Instructional)

Non-instructional fees are generated by assessing students for non-instructional expenses such as student body and technology fees. Individual fee amounts are approved by the Board of Education and budgeted based on enrollment projections and historical trend analysis.

Sale of Goods and Services

Sales of Goods and Services are generated through the college's Auxiliary Services, including such units as the Bookstore and Food Services. Sale of Goods and Services revenue is budgeted based on historical trends and factors in known variables.

Other Resources

Include resources from various activities such as finance charges, insurance proceeds, sales of equipment, enforcement fees and other nominal, one-time miscellaneous amounts. Budgeting is based on historical trend analysis.

Expense Functions

Instruction

Expenditures for all activities that are part of the college's instructional programs.

Instructional Support

Expenditures for activities carried out primarily to provide support services that are an integral part of the college's instructional programs. This category includes the media and technology employed by these programs as well as the administrative support operations that function within the various instructional units, and the retention, preservation, and display of materials. It also includes expenditures for chief instructional officers and their support where their primary assignment is administration.

Student Services

Expenditures for admissions, registration, record keeping, and other activities whose primary purpose is to contribute to students' well-being and to students' development outside the context of the formal instructional program.

College Support Services

Expenditures for activities whose primary purpose is to provide operational support for the ongoing operation of the college, excluding physical plant operations. Expenses include, for example, executive management, fiscal operations, administrative and logistical services, and community relations.

Plant Operations and Maintenance

Expenditures for the operation and maintenance of the physical plant. It includes services related to campus grounds and facilities, utilities, and property insurance. (Adopted together with College Support Services but reported separately for tracking purposes)

Financial Aid

Expenditures for loans, grants and trainee stipends to enrolled students.

Community Services

Expenditures for activities established primarily to provide non-instructional services to groups external to the college. One such activity involves making available to the public various resources and unique capabilities that exist within the college.

Facility Acquisition

Expenditures for land, land improvement, buildings, and major remodeling and renovation that is not a part of normal plant operation and maintenance.

Debt Services

Expenditures for the accumulation resources for, and payment of, general long-term debt, principal and interest.

Contingency

A budget account (not for expenditures) to provide for contingencies and unanticipated items, or to hold funds for future distribution. This function may also be used to provide expenditure authority for obligations created but not expended in previous years.

Reserves

A budget account used to hold funds for future spending.

Expenditure Categories

Personnel Services

Personnel Services expenditures include all full-time and part-time payroll plus other payroll expenses (OPE). Payroll is budgeted using actual position lists, factoring in performance and cost of living adjustments, and any anticipated contract changes to union wage schedules. OPE rates are budgeted using benefits cost projections, including amounts for various employment-related taxes, health and life insurance premiums, retirement fund contributions, and other direct employee benefits.

Materials & Services

Materials & Services expenditures include items such as office support supplies for instructional and operations departments, non-capitalized equipment, travel and maintenance. Materials & Services is budgeted using historical trend analysis.

Financial Aid

Financial Aid expenditures include tuition waivers and federal, state, or private financed scholarships or grants.

Capital Outlay

Capital Outlay expenditures include all equipment purchases with a single item cost in excess of \$5,000 and with a useful life exceeding one year.

Transfers

Inter-fund transfers include resource funding of specific amounts to another fund for an identified purpose. Most transfers occur in the General Fund and include items such as transfers to the Financial Aid Fund to cover institutional scholarships and institutional match obligations, and transfers to the Capital Projects Fund for capital repairs and improvements, special projects, capital reserves and deferred maintenance.

Contingency

A budget account (not for expenditures) to provide for contingencies and unanticipated items, or to hold funds for future distribution. This function may also be used to provide expenditure authority for obligations created but not expended in previous years.

Reserves

A budget account used to hold funds for future spending.

Budget Planning and Resource Allocation

UCC's decentralized budget development process is integrated with the resource allocation process and allows for broad participation by all areas of the College. The budget process is conducted considering several key components: the UCC mission statement, institutional effectiveness, student learning and achievement, and the Strategic Plan in conjunction with presidential priorities established with the Board. In addition, enrollment forecasts, economic projections, and facilities planning serve as guidelines in preparing operational and capital requests.

Budget Process

The Budget process is a triphasic process:

- Phase 1—Preparation of the proposed budget; involves feedback from faculty and staff through Directors and Deans passed on to Senior Leadership Team.
- Phase 2—Approval of the proposed budget by the External Budget Committee (seven Board and seven community members); reviews, revises, and approves the budget.
- Phase 3—Adoption of the Budget; involving a public hearing, Board formal resolution, and tax categorization.

Resource Allocation

The resource allocation process is guided by budget preparation (BP6200; AP6200), budget management (BP6250; AP6250), and fiscal management policies (BP6300, AP6300). The budget process starts with setting a budget development timeline that is presented to the Board for guidance and then presented to the campus. Budget training and instructions regarding the budget and resource allocation processes are offered campus-wide for all budget managers, who disseminate the information to their team members.

Inclusion

The Strategic Plan Oversight Committee meets and reviews the strategic priorities for the College. These priorities are incorporated into the budget assumptions and resource allocation process. Departments submit their budget requests beginning in November of the previous fiscal year for the new fiscal year. If additional resources are needed, departments submit additional resource requests that are reviewed and scored according to rubric criteria. The scored results and the process are reviewed by the Senior Leadership Team, who make final decisions on what projects and areas to fund. To further support the inclusive process, Senior Leadership Team members hold meetings throughout the year in their respective areas of responsibility to discuss the fiscal status of each area and any upcoming financial issues that may impact their operation, including factors influencing projected revenue.

Budget Adoption

Once the budget is balanced, the proposed budget is presented to the External Budget Committee for review and approval. The approved budget document is presented to the Board for adoption. While developing the budget, UCC takes into consideration the long-term effect of current economic challenges and the financial health of the College. The College is committed to balancing resources and requirements without depleting reserves and has a long history of conservative budgeting and resource management. Each year, the President, CFO, and Senior Leadership Team members take appropriate action to ensure that established budget development goals remain within approved spending limits, maintain the Board's mandated fund reserve requirements, and continue to align with the Strategic Plan. The Institutional

Effectiveness Committee reviews the budget resource allocation process annually and provides recommendations to the Senior Leadership Team and the campus. These decisions are reported on the UCC Budget Documents webpage.

Community Participation

Community members are invited to speak to the budget on two separate occasions. The first opportunity is at the publicly held Budget Committee Meeting and the second is at the Public Budget Hearing held prior to a regularly scheduled Board of Education meeting. Any comments are shared publicly, included on record and considered by the College and Board of Education. Both opportunities are advertised in local newspaper and on the College's website.

Budget Development and Adoption Timeline

In the budget development process outlined below, Umpqua Community College follows Oregon Local Budget Law. In addition to providing a financial plan for fiscal year revenues and expenses, Umpqua's budget document outlines programs and initiatives and implements controls on spending authority. The budget development process is designed to encourage citizen input and public opinion about college programs and fiscal policies.

October

- Develop criteria and fiscal indicators
- Strategic priorities identified and tactical plans developed
- First revenue and enrollment projections established
- Division Leaders discuss sustainability and reviews 2021-23 biennium forecast
- **October 25 (M):** Directors, deans, managers, chairs and coordinators begin discussing budgetary operations with staff and faculty

November

- **November 16 (T):** Provide training/information sessions to all of campus for development and resource allocation requests
- **November 15 (M):** Budget worksheets and resource allocation forms sent to Level I budget managers
- **November 29-30 (M-T):** Schedule meetings with all academic level I budget managers to go over budget development

December

- **December 6-10 (M-F):** Schedule meetings with all non-academic level I budget managers to go over budget development
- **December 17 (F):** All level I budgets and resource requests due to level II
- Review revenue and enrollment projections

January

- **January 7 (F):** All resource requests are due to Budget Manager
- **January 11-13 (T-TH):** Schedule meetings with all level II budget managers as needed to go over budget development
- Review budget development data elements and criteria
- **January 21 (F):** ALL budgets due from level II to Budget Manager
- Review revenue and enrollment projections

February

- Institutional Effectiveness Committee (IEC) reviews resource allocation requests and provides feedback to Division Leaders by **February 7**
- **February 9 (W)**: Confirm budget committee appointments and present tuition and fee proposal to the Board
- **February 14 (M)**: Draft budget document complete and to Division Leaders for review
- Balancing budget options and resource allocation by Division Leaders to ensure support of strategic priorities
- Discuss with IEC to ensure we are matching up with college priorities

March

- Finalize proposed budget
- **March 14 (M)**: Send 1st “Notice of Budget Committee Meeting” for publication in newspaper on March 22
- Continue monitoring revenue and enrollment projections
- **March 28 (M)**: Publish 2nd “Notice of Budget Committee Meeting” on UCC Website

April

- **April 7 (TH)**: Hold first External Budget Committee Meeting
- **April 18 (M)**: Send “Notice of Budget Hearing” (Via Newspaper and website) for publication on April 24
- **April 20 (W)**: Present tuition and fee increases to the Board for approval
- **April 21 (TH)**: Hold second External Budget Committee Meeting if needed
- Provide budget update to campus

May

- **May 11 (W)**: Hold Public Budget Hearing
- **May 11 (W)**: Appoint Budget Officer and budget committee for next budget year

June

- **June 8 (W)**: Board adopts budget
- Budget data is loaded into management system
- Budget is made available on the Web
- Budget is posted as required by law
- Hold budget process debriefing

July

- Submit tax certification documents to the assessor by July 15
- Submit copy of complete budget document to county clerk by July 15

2022-2023 Budget Message - Dr. Rachel Pokrandt, UCC President

March 2022

Umpqua Community College (UCC) has developed a FY 2023 balanced budget proposal for your consideration. UCC is open for business and poised to bounce back from the pandemic with innovation and energy. A renewed commitment to using the resources of the institution to positively impact community outcomes in Douglas County is the focus of college operations and will carry us out of a period of change and upheaval.

The college has faced challenges in recent years with declining enrollments and funding sources. Painful cuts have been made in programming and services and although continued enrollment woes are the story of the hour for higher education across the country, UCC is focused on growth in ways that focus our attention on how we can support the economy of the region with partnership opportunities, service to those who rely on us to make a better life, and opportunities for students that lead to a family supporting wage job. UCC plans to show its return on investment to the community through services that meet the needs of those seeking job ready skills in our most important industries and to those wishing to begin a path to a bachelor's degree and beyond. We know that some form of post-secondary education or training is the path to a family wage supporting job, and we owe it to the Douglas County community to illuminate that path with education that is the highest quality and the best return on investment. As we ask our students to invest a bit more in their future earning ability through a planned tuition increase, we will focus on the value proposition of several new initiatives where students will be able to see their money at work.

Those investments include software that will make the student interface more accessible and supportive, a remodeled and reimagined student support center with increased tutoring and learning assistance, the development of new programs that lead to family wage supporting jobs, increased number of courses with no-cost textbooks, and several student focused physical spaces to increase engagement on campus. These strategies have been designed to impact student success.

We choose to be bold and brave and to deploy our resources to prove our worth to the community and our relevance to the lives of our stakeholders. We have our eye on the long-term ramifications of today's budget decisions and we are ready to take strategic risks to forge forward. The college remains acutely aware of its privileged position in spending public money and the gravity of service that privilege carries.

In my first year of service as president of UCC, I have learned a great deal about the needs of the community. I have listened to your love of the college and also your expectations and hopes for our future. Everyone at UCC looks forward to exceeding your expectations in the coming years.

A handwritten signature in blue ink that reads 'Rachel Pokrandt'.

Dr. Rachel Pokrandt,
President Umpqua Community College

Office of the President

Purpose:

The mission of the President's Office is to advance UCC's strategic direction in order to achieve the College's vision and fulfill its mission. The President's Office collaborates with internal and external entities to meet the educational needs of the College's district and provides support and information for the College's Board of Education. By maintaining open lines of communication with students, employees and members of the public, the President's Office promotes a friendly, approachable, and positive environment. Visit [Office of the President](#)

President:

Central to the President's role is the advancement of the educational mission of the College so that students can achieve their educational and career goals. The President promotes a democratic, participatory decision-making process and fosters an inclusive, equitable campus culture. Included in the President's authority is directing the overall operation and administration of the College, in accordance with the mission and goals of the College, the Board of Education's policies and procedures, the regional accreditor's standards, and applicable laws and regulations. In cooperation with the Board and the College employees, the President enhances public relations by representing the College to the public, community organization, other schools' business and industry, and local and state government.

2022-2023 Activities

- Tell UCC Stories
- Create Academic, Facilities and Technology Master plans
- Maximize opportunities to partner across the community
- Adopt a strategic finance/strategic investment model
- Plan and execute a digital transformation across operations and teaching and learning

Division of Community Education and Partnerships

Description:

Dean of Community Education & Partnerships: The Dean of Community Education and Partnerships is responsible for establishing, growing, promoting, and sustaining viable community education programs, services, and partnerships within Douglas County and the City of Roseburg.

Adult Basic Skills: The UCC basic skills program prepares adult students to be college and career ready, to the 12th grade/high school graduation level. Instruction is offered in reading, writing, mathematics, science, social studies, critical thinking, and job skills preparation via our GED®, Skills Review, and English Language Acquisition/English as a Second Language (ELA) programs. Visit [Adult Basic Skills](#)

Apprenticeship: is the link between Umpqua Community College, Oregon Labor and Industries – Apprenticeship Training Division (OLI-ATD), state-registered Training Agents (employers) and state-registered apprentices enrolled at Umpqua Community College for related training. We provide advising services to apprentices for their journeyman training, certificates and applied associate of science degrees. We also oversee compliance with state and federal laws and rules governing apprenticeship for the local apprenticeship committees per language in the Supplemental Services Contract. Revenues from this contract assist with funding staff for Apprenticeship, space rent for the Apprenticeship Training Center and needed equipment and supplies. The mission of the Umpqua Community College – Apprenticeship Program is to progressively maintain and develop labor market driven pre-apprenticeships and apprenticeships to continue to satisfy our internal and external customers. Visit [Apprenticeship](#)

Community & Workforce Training: **Community & Workforce Training** (CWT) classes help you enhance skills for work, explore a personal interest or gain valuable safety and health training for you, for your job or for the community. We offer hundreds of non-credit classes to help you discover your passion! Visit [CWT](#)

Job Opportunity Basic Skills: The goal of the Umpqua Community College *Job Opportunities and Basic Skills* (JOBS) Program is to enable individuals to make the transition from public assistance to self-sufficiency. Students are referred by the Oregon Department of Human Services and work with JOBS Career Advisors to develop individual programs that help prepare them for full-time, unsubsidized employment. Visit [JOBS](#)

Small Business Development Center: The Small Business Development Center assists assist small business owners to promote growth, innovation, productivity and revenue. In addition to providing business advising to those planning for or running a small business, the center offers workshops, seminars, and technology assistance. Visit [Small Business Development Center](#)

Southern Oregon Wine Institute: The Southern Oregon Wine Institute (SOWI) supports and promotes the Oregon wine industry and enriches the community through seminars, partnerships, research-based training programs, and a wine tasting room offering wines made on site and by other regional wineries. SOWI also provides an incubator winery for startup wineries, provides custom winemaking services, and provides support and advocacy for the Oregon wine industry. Visit [SOWI](#)

2022-2023 Activities

- Implement pre-apprenticeship pilot program, and convene stakeholders interested in a new Trade for the apprenticeship program.
- Track matriculation of CEP students to other CEP programs and UCC certificate and degree studies.
- Ensure noncredit students have a registration process that promotes enrollment growth and good business practices.
- Create and implement a plan for SOWI viability and determine success indicators
- Remove barriers for noncredit divisions to utilize Canvas learning management system
- Implement methods to measure business and industry satisfaction
- Expand small business management cohort program to include SBM III and implement an Alumni program.

Dean of Learning Support Services

Purpose:

Support students with achieving their academic goals by identifying and implementing appropriate student-academic support systems and technology.

Description:

Dean of Learning Support Services: Provide leadership and supervision for the departments of Library, Tutoring/Success Center, UCCOnline and Learning Skills. Responsible for working closely with stakeholders across campus to assist programs and support student success.

Curriculum & Logistics: Coordinate and manage curriculum and instruction logistics.

Distance Education: UCCOnline is committed to inspiring and supporting excellence and innovation in teaching and learning.

- Enhance teaching and learning using innovative educational methods and technologies
- Improve the development and delivery of classes through collaboration with faculty
- Prepare faculty, students, and staff in the use of educational technologies through appropriate training and support
- Support our online learning management system, Canvas

Learning Skills: The Learning Skills Department focuses on the growth and development of all students through services which may include tutoring, career counseling, fundamentals of reading, writing and mathematics, and courses to improve learning skills. This includes a first-year experience course that fosters a sense of community among first year students, familiarizes students with the college environment.

Library: The Umpqua Community College Library and Success Center engages students in learning by providing access to an academic environment, learning opportunities, and information resources. Visit [Library](#)

Umpqua Community College Library engages its users by providing:

- Access to an academic environment, learning opportunities, and information resources to support student learning outcomes and research needs.

- Access to information resources to support several levels of instruction and student abilities.
- Access to material not available locally.
- Information literacy instruction and assessment, both online and in-person, to support course and program outcomes and student learning across the College.
- Research assistance to students, faculty, staff, and community members.
- Support to faculty in utilizing information resources for instruction.
- Individual and group study and collaborative space for students and community members.
- Access to learning opportunities, informational, and recreational resources for community members.
- Procedures and guidelines to facilitate shared use of learning and information resources owned and/or managed by the College.
- Systems, support, and technological environments to ensure access to information resources and enhance the learning experience.
- Sustainability by researching and using when appropriate shared resources, services, and/or consortia licensing provided through state, regional, local, and/or affinity groups.

Registration & Records: The department of Registration & Records practices integrity and quality in its offering of services both online and in-person to support students in their educational goals, through registration, transcripts, graduation, academic scheduling, and maintenance of electronic and paper student records. Ensure UCC's FERPA compliance.

Success Center: The Umpqua Community College Library and Success Center engages students in learning by providing access to an academic environment, learning opportunities, and information resources.

Success Center provides a casual study and learning environments for all students, provides access to academic coaches to support student learning along with study skill and subject knowledge support, and provides practical skill building and work experience for the Academic Coaches who are part-time employees of the college. Visit [Success Center](#)

2022-23 Activities

- Implement our Teaching and Learning Center
- Improve services & resources with an equity lens for student success with the development of a writing center and co-requisite courses

- Develop and launch mandatory First Year Experiences (FYE) courses for all degree-seeking students in collaboration with the Teaching and Learning Committee
- Implement a new early alert software to increase our support for our at risk students
- Develop and implement a coordinated in-house Professional Learning Community (PLC) for faculty

Division of Enrollment and Student Services

Purpose:

The Office of Enrollment Management and Student Services guides students through all stages of their college exploration and enrollment journey by working to break down barriers through planned activities, use of data, and quality service. After initial enrollment, the division creates a collaborative and inclusive student-centered environment through providing equitable services and programs that empower students to realize their educational and personal goals.

Description:

Assistant Vice President of Enrollment and Student Services (AVPESS): The AVPESS oversees all stages of enrollment and students services, including: onboarding, from initial inquiry to first term of enrollment; developing and implementing the Enrollment Management Plan around recruitment and retention; monitoring key data on enrollment trends and working with faculty and staff to understand that data; working with Special Projects and grants that aid in the success of students from under-privileged populations; and oversees the work of recruiting and admissions, advising, college transitions, financial aid, testing, admissions, life coach, accessibility, life coach, TRIO, and student engagement.

Academic Advising: The Academic Advising department provides guidance and support to empower students as they progress toward their academic and career goals, which includes determining programs of study related to career goals, academic advising, development of Student Educational Plans, and assistance to navigate college processes and timelines. Visit [Advising](#)

ACCESS Services: The ACCESS department fosters the learning process by empowering students to gain the skills needed to attain their academic, personal, and career goals. Essential to our **mission** is fostering a welcoming and affirming environment that honors diversity and values individual and cultural differences.

- Accessibility Services -- coordinates accommodations for students with disabilities and provides campus-wide support to create an inclusive learning environment for *all* students. Visit [Accessibility Services](#)
- Wellness Counseling -- provides equitable mental health services and programs that assist students in achieving their personal and educational goals, case management of students with mental health and behavioral needs, and support to staff and faculty working with students encountering personal and academic crises. Visit [Counseling Services](#)

- Community Support – Currently includes partnerships with Peace at Home Advocacy Center to facilitate the co-location of a confidential CARE advocate on the main UCC campus and with Creating Community Resilience to foster a network of community resources that support students' lives both on and off-campus.
- Success Navigator–provides campus and community resources to students to eliminate barriers to success. This position is the lead for UCC's participation in STEP.

Career Services: Career Services provides career preparation activities and services that assist students in determining their dream career path and how to obtain the educational and job skills to achieve that dream. Visit [Career Services](#)

College Transitions: College Transitions works primarily with high school age students taking college classes, including dual credit, Expanded Options, and those who come out and pay on their own. This work includes getting teachers approved, working with faculty to align curriculum, admitting, and registering students, and doing advising. In addition, College Transitions handles Career Pathways work and some special projects that help students successfully transition into UCC. Visit [College Transitions](#)

Enrollment Advising/Admissions: The Enrollment Advisors process all college admissions, facilitate student orientation, make presentations to the community; and help with all recruitment events. In addition, Enrollment Advisors help students one-on-one through the initial phases of onboarding, so they don't get lost while figuring out placement testing needs, how to access their accounts, financial aid and scholarships, and what major is best for their goal. Visit [Admissions](#)

Financial Aid/Veterans: Office manages all Federal student aid, including grants, loans and work-study programs, State grants, Institutional merit awards and Veteran's educational programs in accordance with College, Federal, and State regulations. Our offices provide quality customer service to students and their families regarding the financial aid and Veteran's education benefit processes by providing information about application procedures, available programs, student eligibility and students' rights and responsibilities. Visit [Financial Aid](#)

Recruitment: The Recruitment Coordinator is the key contact for all campus inquiries, events, college fairs, and campus visits. The Recruitment Coordinator develops strong partnerships with community members and high schools, works to ensure students successfully transition to Academic Advising, and collaborates closely with faculty and staff to promote their programs. Visit [Recruiting](#)

Student Engagement: The department of Student Engagement enhances the educational experience and development of all students through activities which increase student satisfaction, success, retention, and program completion. Student Engagement has administrative responsibility for student government, student activities, student leadership programs and extra & co-curricular programming. This department supports student success through student ambassadors, peer mentors, veterans center, and UCC Scholars. Student Engagement disseminates information related to campus service and activities and support student service functions through the information desk. The office serves as a primary source of information and advice about extra & co-curricular opportunities and campus resources. We assist students in becoming involved in campus life, conduct leadership development programs, provide support to student organizations and their leaders, manage organizational finances, educate students about college policies, advise event planners, and help students put classroom learning into practice through experiential education. Visit [Student Engagement](#)

Testing: The testing center handles all placement tests for incoming students, GED testing, a variety of industry-based exams, ACT testing, LSAT testing, and other testing needed for the community. Visit [Testing](#)

TRIO – Educational Talent Search: UCC’s Educational Talent Search is a federally funded TRIO project which provides opportunities for middle and high school students with academic advising, financial literacy, and career, college, and financial aid information while assisting them on their path toward post-secondary education. Visit [ETS](#)

TRIO – Student Support Services – Transfer Opportunity Program: UCC’s Student Support Services–Transfer Opportunity Program is a federally funded TRIO project which ensures equitable access to higher education to empower students, increase college retention, graduation, and transfer rates. Visit [TOP](#)

TRIO – Upward Bound: UCC’s Upward Bound is a federally funded TRIO project which provides motivational, educational, and cultural enrichment to qualified high school students to prepare them for success in post-secondary education. Visit [Upward Bound](#)

2022–23 Activities

- Ensure all policies and programs are reviewed with an equity lens.
- Increase the number of student engagement activities, as well as the number of students participating.
- Strengthen student services strategies that support Guided Pathways initiative (Flight Paths)

- Use data to inform program improvements
- Enhance recruitment efforts with cross-campus participation
- Enhance efficiency of enrollment and advising processes
- Continue to increase transfer resources and advising
- Enhance campus-wide retention efforts
- Explore increasing dual credit opportunities
- Increase UCC's presence in the community

Instruction

Purpose:

The purpose of instruction at Umpqua Community College is to enable students to gain meaningful employment and/or continue their collegiate endeavors through sharing of academic knowledge, supportive programs and services, campus activities and basic need support.

Description:

Department Chairs: Responsible for managing the operations of the department to which they are assigned and support the academic programs and related initiatives and services within the department. Areas of focus are leadership & management of department operations, hiring, scheduling & teaching, assessment, and community relations & promotion.

Program Coordinators/Directors: Accountable to, and holds the responsibility for, the success of their designated program(s) and/or department(s) in the areas of assessment, advertisement & promotion, Course Logistics, Recruitment, Advising, Scheduling, Adjunct Identification, High School Partnerships, Community Partnerships, College/University Partnerships and Budgeting.

Department of Arts & Humanities: Art Gallery, Communications & Journalism English, History, Music, Philosophy, Spanish, Theater Productions, Visual Arts, Writing

Department of Business Administration: Agriculture Management, Business Management, Entry Management, Executive Business Assistant, Marketing, Medical Office Administration, Retail Management

Department of Health and Emergency Services: Dental Assisting, EMS Paramedic, Fire Science, Nursing Assistant, Registered Nursing

Department of Science, Technology, Engineering and Mathematics: Automotive, Biological and Physical Science, Computer Information Systems, Engineering, Forestry Management, Manufacturing, Welding

Department of Social & Behavioral Sciences: Criminal Justice, Early Childhood Education, Education, Human Services, Paralegal Studies, Psychology, Social Sciences

2022-23 Activities

- Enhance collaboration within and between departments
- Increase completion rates; Improve student learning
- Create awareness of college paths for potential students
- Strengthen community involvement
- Bolster advisory committee ownership of academic programs. (Model the learning environment after the earning environment.)

Office of Institutional Effectiveness

Purpose

The Office of Institutional Effectiveness supports the College in the fulfillment of its mission and continual improvement of institutional outcomes by coordinating institutional effectiveness processes, managing institutional data, and overseeing compliance with accreditation requirements.

Description

The Office of Institutional Effectiveness is comprised of the Director of Institutional Effectiveness, the Institutional Researcher and the collaborative leadership guidance of the Institutional Effectiveness Committee. Institutional Effectiveness is the systematic process by which Umpqua Community College (UCC) engages in continuous improvement to accomplish its mission. The three key components of institutional effectiveness are planning, resource allocation, and assessment. This triad is guided by the National Commission of Colleges and Universities (NWCCU).

Institutional Effectiveness Committee

The Institutional Effectiveness Committee monitors the systematic implementation of processes according to the Institutional Effectiveness Plan, UCC needs, and NWCCU accreditation standards. The committee is made up of a collaborative team of administrators, faculty, classified staff, and students deriving from major organizational areas of UCC. The committee makes recommendations to the Senior Leadership Team based on the timeline for gathering evidence, processes and procedures for each institutional effectiveness component, assessment of the institutional effectiveness cycle, and necessities to maintain continued improvement.

Director of Institutional Effectiveness

Operating within the Office of Institutional Effectiveness, the Director of Institutional Effectiveness acts a liaison between the college and accreditation agencies to provide guidance, inspiration, and support to institutional effectiveness processes, committees, and college-wide offices of operation.

Institutional Researcher

Operating within the Office of Institutional Effectiveness, the Institutional Researcher is the primary source of campus data describing enrollment, student success, and student demographics. The Institutional Researcher interacts with every other area of operation in

support of their data needs, and with its counterparts at every Oregon community college to develop system-wide benchmarking. Finally, the Institutional Researcher is responsible for completing multiple state and federal annual reporting tasks.

Accreditation

The Office of Institutional Effectiveness assists with data analysis and accreditation compliance to maintain institutional effectiveness in accordance with national and regional accreditation standards.

Data Analysis

The Institutional Effectiveness team is responsible for development of meaningful, measurable indicators of mission fulfillment, then designs, builds, and clearly communicates indicator data to the campus through written, spoken, and graphical methods. These measurable indicators, along with other data from Institutional Research, provide the basis for areas of operation to evaluate the outcomes of their mission fulfillment strategies. The data-informed assessment and evaluation completed by each area of operation is critical to maintaining accreditation. The Office of Institutional Effectiveness, in collaboration with the Institutional Effectiveness Committee, uses this meaningful data to inform, train, and guide college-wide decisions relating to accreditation compliance, student achievement and learning, strategic planning and both maintenance of and future innovation design relating to institutional effectiveness and mission fulfillment.

Accreditation Compliance

Umpqua Community College maintains formal institutional accreditation through the Northwest Commission on Colleges and Universities (NWCCU), an independent, nonprofit organization recognized by the U.S. Department of Education. NWCCU accreditation indicates that UCC meets or exceeds standards for performance, integrity, and quality and represents UCC's voluntary and conscientious commitment to quality assurance and institutional improvement.

Accreditation by NWCCU is not partial but applies to the college-wide fulfillment of accreditation standards. In addition to collaboratively maintaining UCC regional accreditation through NWCCU, the Office of Institutional Effectiveness offers support and guidance to program specific accreditation compliance for areas of operation.

Assessment

Assessment at UCC is a systematic, iterative approach to collecting, analyzing, synthesizing, and acting on evidence to implement meaningful change. Assessment is used to answer the questions: "Does this work?", "How well is this working?", and "What should we

do next?”, thereby providing evidence used to make data-informed decisions that guide planning, resource allocation, support of student learning, and the fulfillment of the College’s mission. Assessment results are analyzed from institutional, academic, and support areas dimensions and reported periodically and systematically. In collaboration with the academic and support area departments, the Office of Institutional Effectiveness oversees the assessment process and provides the necessary data analysis and accreditation standards guidance that links all offices of operation of the college under UCC’s mission, values, goals.

2022–2023 Activities

- Continue ongoing assessment and evaluation of accreditation and IE processes to ensure continued improvement for institutional, academic, and support areas, with a student centric focus.
- Collaboratively design the Strategic Plan for 2023–2026.
- Improve ability of academic programs to assess their quality, efficiency, and effectiveness, in alignment with accreditation.
- Design, draft, and outline the Year–7 Evaluation of Institutional Effectiveness Report.
- In alignment with digital transformation, maintain and improve collection, distribution, and use of data to inform decisions.

Office of Business Services

Purpose:

The Office of Business Services enhances the educational experience of the college community through exceptional customer service, process improvement, and effective fiscal and resource management. Visit [Office of Business Services](#)

Description:

Chief Financial Officer: provides collaborative financial leadership for the College; ensures the short and long-term fiscal health of the College; oversees the business practices and ensures that the College utilizes its resources to achieve its education mission and improve institutional effectiveness. The CFO is responsible for oversight of all funds as prescribed by law and college policy and the maintenance of fiscal records.

Accounting and Finance: focuses on management of all aspects of accounting and financial reporting for the College and oversees compliance with administrative rules as well as various federal, state, and agency regulations. It is the primary supervisory and support office for the centralized accounting functions of general accounting, accounts payable, accounts receivable, student accounts, grant accounting, long-term debt, capital projects, cash and investments, fixed assets, inventory, and travel. Visit [Accounting and Finance](#)

Budget: plans and oversees the activities of the annual and interim budget cycles for internal, external, and capital planning. It facilitates the process of translating the College's academic and administrative plans into budgets utilized for state funding requests, internal allocations and utilization, and execution of the College's strategic goals and objectives. Visit [Budget](#)

Campus Store: sells course materials and supplies to meet the needs of the College. The store offers a variety of apparel, gifts, gift cards, spirit gear, laptops & other technology-based items, and a variety of food items. The store is a certified SNAP retailer and accepts EBT cards for qualifying purchases. The department collaborates with students, faculty, and staff to provide materials and services to campus and its community. Visit [Campus Store](#)

Purchasing: provides assistance throughout campus for the acquisition of goods & services with intent to properly steward that public funding entrusted to the College. It ensures compliance with all applicable federal laws, state statutes, and local policies, and guides departments through those different requirements based on mandated dollar thresholds. Visit [Purchasing](#)

2022-23 Activities

- Enhance the College's sustainability by fostering responsible environment supported by data driven decision making
- Strengthen quality, efficiency, and effectiveness of Business Service operations

Office of Communications & Marketing

Purpose:

The purpose of the Communications and Marketing Department is to drive brand awareness, increase community engagement, and be a part of improving completion rates of transformed lives.

Description:

Communications & Marketing: provides strategic communication, branding, visual identity, and marketing services to help support UCC's mission and strategic goals. The office works as a support entity for all College programs and departments – serving as the primary source for all internal and external communications. Visit [Communications & Marketing](#).

- **Digital Marketing:** oversees content management and measurement of marketing initiatives through marketing automation and analytics platforms (Facebook Ad Manager, AdWords Ad Manager, Google Analytics, etc.).
- **Graphic Design:** provides high-quality visual communications and creative services to meet strategic marketing goals through designing and creating an assortment of publications, digital communications, and web and social media sites materials for internal and external audiences.
- **Public Information Requests:** responsible for fulfilling public records requests pursuant to Oregon Revised Statutes.
- **Social Media Management:** planning, producing, publishing, and distributing content through a variety of multi-media platforms and creative mediums. Strategically selected and produced digital content that supports marketing initiatives, program- and department-focused projects, and special events are promoted through the College's current social media platforms (Facebook, Instagram, Twitter, LinkedIn, YouTube, and Snapchat).
- **Website Management:** designing, revising, and maintaining the College website and its associated pages. Work includes; projects to enhance web layout and navigation, deliver enhanced web services, train staff on use of technology, and manage web accessibility and security.

2022-23 Activities

- Demonstrate UCC's successes through creative storytelling showing that the College truly transform lives.
- Provide current marketing materials that support student recruitment and retention
- Develop website and marketing materials that support clear pathways to enroll, retain and graduate our students
- Streamline and enhance institutional communications platforms

Office of Human Resources

Purpose:

The Office of Human Resources provides quality services that foster a positive campus environment and attract, support, retain, and develop the diverse talent needed to achieve and sustain the college's mission and vision. Visit [Human Resources](#)

Description:

Director of Human Resources: reports to the President and has administrative responsibility for developing, implementing, and maintaining a full range of human resources programs and services in accordance with the policies, procedures, and practices of the College and in compliance with all applicable laws, regulations, and labor contracts. Areas of responsibility include planning, employee recruitment, benefits, leave management, compensation, payroll, collective bargaining agreements, employment contracts, job classification, staff development, disciplinary actions, affirmative action/equal employment opportunities, employee, and labor relations, complain investigations, EEO, and acts as the campus Title IX Coordinator.

Benefits: provides office management for the operation of the Human Resources Department. Provide technical assistance to all supervisors regarding the UCC recruitment process. Serves as a resource person to all employees of the College and the public relating to the wide variety of services provided by Human Resources. Provides administrative support for the Director of Human Resources.

Human Resources: responsible for managing the day-to-day operations of the Human Resources office. The HR Generalist manages the administration of the human resources policies, procedures, and programs. The HR Generalist carries out responsibilities in the following functional areas: staff development; Human Resource Information Systems (HRIS); training and development; organizational development compliance to regulatory concerns and reporting; employee safety, welfare, wellness, and health; recruitment and retention; performance management.

Compliance Officer: ensures the College maintains compliance with federal, state, and local agencies and initiatives, governing and impacting college operations serving students and employees. Areas of compliance include, but are not limited to, Title IX, Civil Rights, drug and alcohol abuse prevention, and cultural competence. This role supports the advancement of a safe and inclusive campus climate.

Payroll: performs functions necessary for preparation and summarization of the college payroll. Prepares necessary reports for state, federal, and other agencies (IE: PERS, SAIF). Works with a high degree of independence and responsibility.

2022-23 Activities

- Improve efficiencies of HR processes
- Advancement of a safe and inclusive campus climate

Office of Facilities and Security

Purpose:

The mission of Facilities Services is to enrich our community by providing a safe, welcoming, and well-maintained campus. Facilities works in concert with the Faculty and Staff using exceptional customer service to support the transformation of lives.

Description:

Director of Facilities & Security: The Director's duties and responsibilities are to be a good steward of college resources, to provide a safe, comfortable, clean, and resourceful environment for student success. The Director is responsible for conducting business in a professional manner in which UCC's community of student, staff, and faculty can be proud. Duties entail oversight and management of maintenance of buildings, new construction, remodels, grounds maintenance, janitorial services, special events, transportation, mail delivery, and campus security. Visit [Facilities & Security](#)

Building & Grounds Maintenance: The duties of our grounds keepers and maintenance staff is to represent the Facilities department in a professional manner with workmen-like precision and skill. These skilled professionals maintain campus through a variety of processes, which include but are not limited to Preventative Maintenance schedules, assessment of capital forecasting, and a work-order system. Maintenance and Grounds work directly with the Director of Facilities to offer expertise in the decision-making process.

Custodial: The duties of our Custodial Staff are to represent the Facilities department in a professional manner with workmen-like precision and skill. Custodial Services primary focus is to provide a safe, clean, and comfortable work and learning environment.

Mail: The duties of the Mail Clerk position are to serve as the primary resource for all mail, shipping, receiving, and delivery services. The Mail Clerk works with the Director of Facilities and the Facilities Assistant to ensure the college complies with Federal Mailing Laws.

Security: The primary responsibility of an Umpqua Community College Security Guard is to promote a safe environment for students and staff. Campus Security is responsible for locking and unlocking buildings, gates and monitoring the camera system around the college campus. Campus Security also coordinates the alarming and unlocking of buildings and classrooms for campus personnel. We

also conduct safety drills around campus that includes, lockdown drills, fire drills, earthquake drills etc. Campus security works 24 hours a day, seven days a week and is available by dialing 7777 from any campus phone or 541-440-7777 from any other phone.

2022-23 Activities

- Lower Energy Consumption at UCC
- Enhance a safe comfortable work environment
- Benchmark Facilities to other like institutions
- Support facility construction
- Provide professional development opportunities
- Improve Industrial Technology facilities for the teaching and learning environment

Office of Information Technology

Purpose:

The Office of Information Technology provides the technological infrastructure that supports learning, administrative operations, and student success within a professional customer service-oriented experience. Visit [Information Technology](#)

Description:

Director of Information Technology: The Director of Information Technology is responsible for all internal and external technological systems that serve the stakeholders of the College. The Director recommends college policies and procedures regarding technology and the use of technology; ensures new and continued availability of up-to-date IT systems that are dependable, responsive, and fully supports the internal and external needs of the College; and works closely with the College leadership team to lead the department through strategic and operational issues toward the success of the mission and goals of the College.

End User Support: Computer Technologist are responsible for the technical support of faculty, staff, and students computing needs by providing assistance via the ticketing software, phone, email, and face to face interactions with users. All technology on campus is supported via the end user support.

Enterprise Information Systems: Responsible for the programming and support functions associated with Banner and other enterprise applications. Maintenance of the databases and servers required to process enterprise applications.

Network & Systems Administration: Responsible for installing, maintaining, and upgrading any software or hardware required to efficiently run a computer network. The IT network may extend to a local area network, wide area network, the Internet and Intranet. Network Administrators engage in high-level technological support, such as maintaining network hardware and software equipment, and monitoring equipment to ensure overall network operations and configure the authorization and authentication of individuals or groups who access network resources. They also are responsible for the phone infrastructure applications, and support. They also are responsible for servers required for non-enterprise applications and the security of our technology on campus.

Project Management: Project coordinator is responsible for the management of multiple projects and required documentation. The Project Coordinator works in a team environment and may function as a scrum master in iterative situations.

2022-23 Activities

Digital transformation projects

Office of Athletics

Purpose:

The Department of Athletics builds Champions; champions in the classroom, champions in the community and champions in competition.

- A Champion enthusiastically embraces their role in serving the community of Douglas County, while striving to always represent them with excellence.
- A Champion puts uncommon effort into the common task because we understand that daily victories precede long-term success in academics, athletics and in building relationships.
- A Champion understands that choice, not chance determines your destiny and is committed to making the correct choices to fulfil their academic and athletic goals.

Description:

Varsity Athletics: The Department of Athletics includes the following varsity sports that provide an opportunity to link potential students to an activity while attending UCC: Men's and Women's Basketball, Volleyball, Men's and Women's Wrestling, Cross Country, Track and Field, Obstacle Course Racing, eSports, Women's Soccer and Baseball. This includes, but is not limited to recruitment and retention, academic advising and career services. Visit [UCC Athletics](#)

Development/Fundraising: The Department of Athletics focuses on a diverse fundraising plan that supports the mission and strategic plan of UCC. Visit [Athletic Fundraising](#)

Community Service: The Department of Athletics Champions in the Community program supports the mission of UCC by providing opportunities for our student athletes to service the communities and populations of Douglas County. Visit [Athletic Community Support](#)

2022-23 Activities

- Continue to develop and explore new academic and athletic programs while providing additional housing options, to help increase overall enrollment. In addition, instituting retention protocols to help to maintain steady, healthy, growth in support of the mission of UCC.

- Enhance all fundraising efforts to expand and develop a partially self-sustaining model for the Department of Athletics while providing an improved experience for all student athletes.
- Revitalize our Champions in the Community service platform to better serve our community partners and support the mission of UCC while bringing it back to pre-COVID levels.
- Strengthen protocols for recovery from the abrupt changes made because of COVID-19 and continue to work on ensuring the health, safety, and success of our students, while enhancing overall services.

2022-2023 Chief Financial Officer Message

The proposed budget for fiscal year 2022-23 was developed over several months with college-wide participation. Budget development at the College embeds the resource allocation process to align resources with the mission of the college through the College's established plans and priorities. As the College welcomed a new President, priorities have been to review the organizational needs of the campus, strengthen academic programs, update infrastructure and re-engage campus as a community partner. The 22/23 Budget takes into consideration the long-term effect of the current economic conditions and the financial health of the College with a commitment to balancing resources and requirements without depleting reserves as directed by the Board of Education. Budget highlights and assumptions used during the budget development process can be found throughout the document with corresponding funds.

Accounting methods: This Budget Document is consistent with the budget laws of the State of Oregon and other applicable policies. The College uses the modified accrual method of accounting for budgeting. No changes in accounting method have been made. The budget expresses the basic and essential fiscal requirements of Umpqua Community College. The 2022-23 Budget Document is submitted herewith for your consideration and action.

The staff and I are ready to assist you in the important task of reviewing this document.

Respectfully,

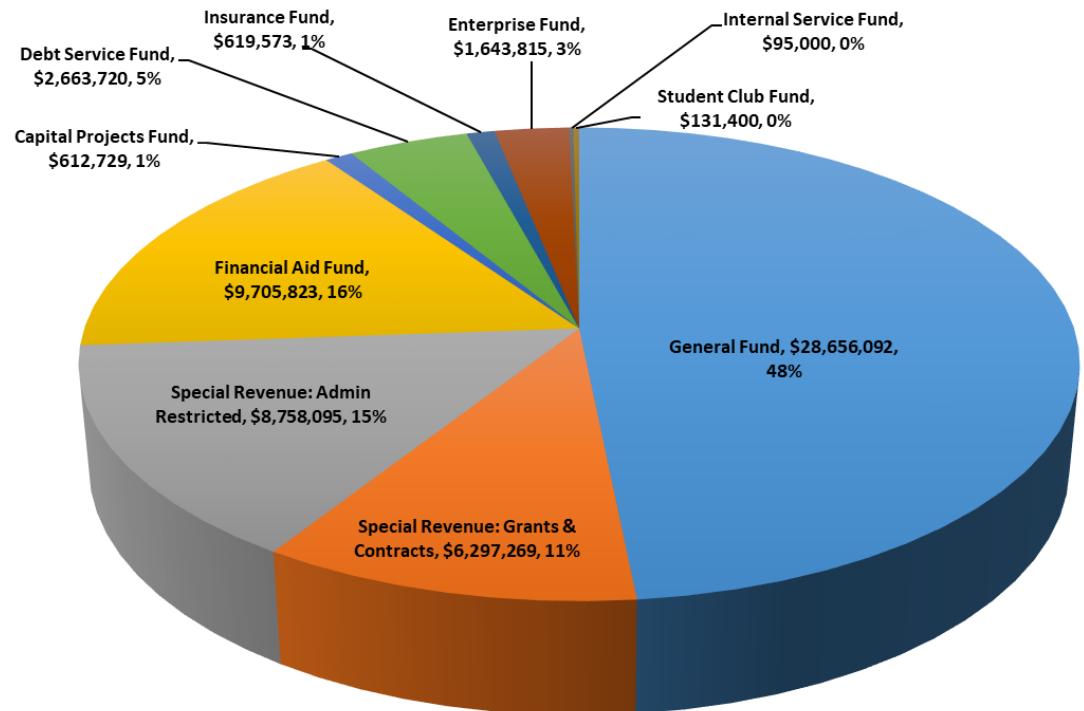


Natalya Brown
Chief Financial Officer

2022-23 All Fund Budget Summary

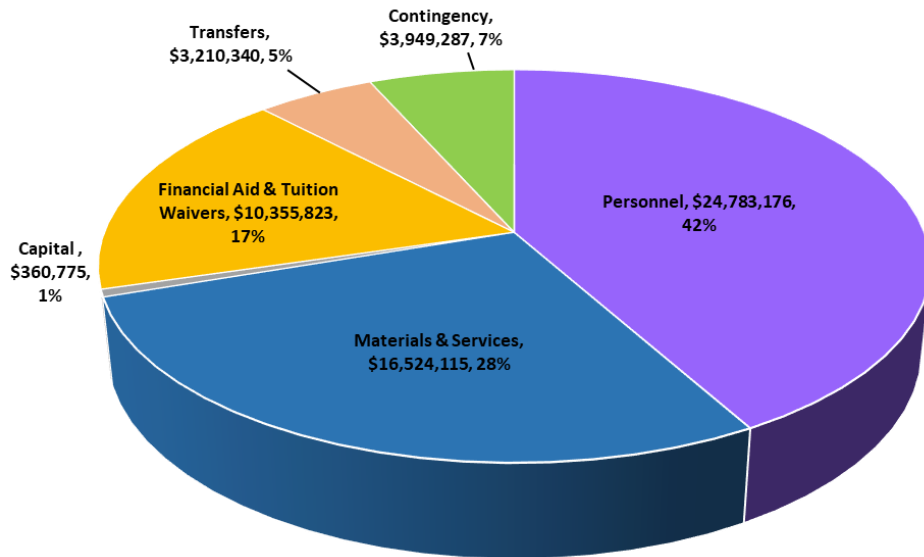
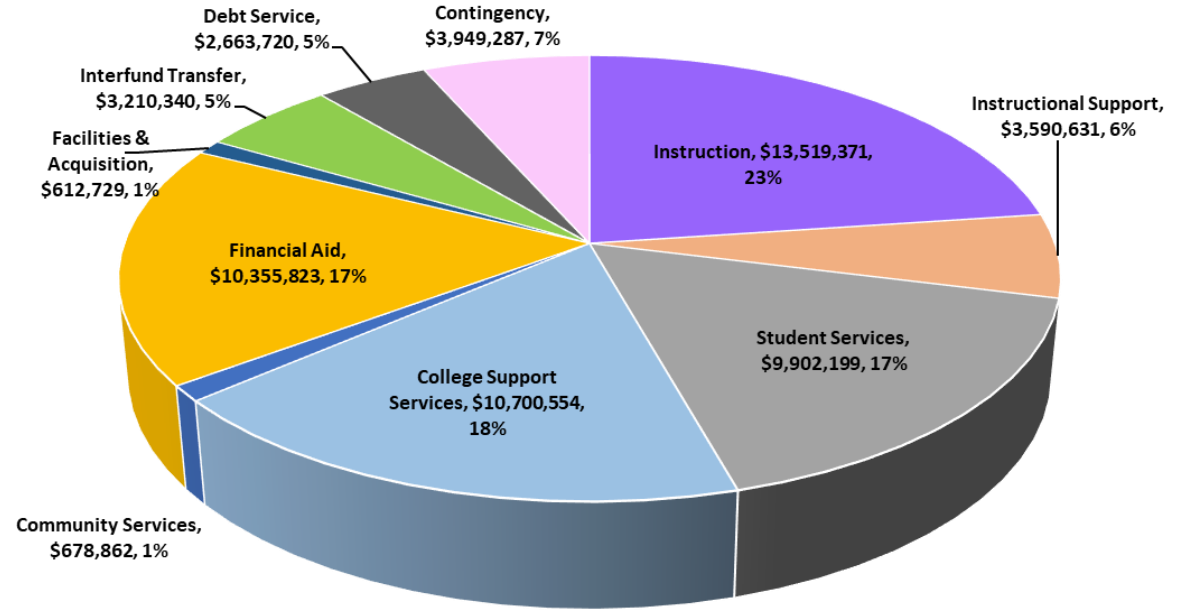
TOTAL BUDGET: ALL FUNDS

General Fund	\$28,656,092
Special Revenue: Grants & Contracts	\$6,297,269
Special Revenue: Admin Restricted	\$8,758,095
Financial Aid Fund	\$9,705,823
Capital Projects Fund	\$612,729
Debt Service Fund	\$2,663,720
Insurance Fund	\$619,573
Enterprise Fund	\$1,643,815
Internal Service Fund	\$95,000
Student Club Fund	\$131,400
Total Appropriations All Funds	\$ 59,183,516
Unappropriated and Reserve Amounts, All Funds	\$ 14,569,303
Total Adopted Budget	\$ 73,752,819



APPROPRIATED EXPENDITURE FUNCTIONS

Instruction	\$13,519,371
Instructional Support	\$3,590,631
Student Services	\$9,902,199
College Support Services	\$10,700,554
Community Services	\$678,862
Financial Aid	\$10,355,823
Facilities & Acquisition	\$612,729
Interfund Transfer	\$3,210,340
Debt Service	\$2,663,720
Contingency	\$3,949,287
Total Appropriated Functions	\$59,183,516



APPROPRIATED EXPENDITURE CATEGORIES

Personnel	\$24,783,176
Materials & Services	\$16,524,115
Capital	\$360,775
Financial Aid & Tuition Waivers	\$10,355,823
Transfers	\$3,210,340
Contingency	\$3,949,287
Total Appropriated Expenditures	\$59,183,516

Adopted Budget Document

UMPQUA COMMUNITY COLLEGE RESOLUTION NO. 17

ADOPTING THE BUDGET

BE IT RESOLVED, that the Board of Education of Umpqua Community College hereby adopts the budget for the fiscal year 2022-2023 in the total of \$73,752,819 now on file in the Library of Umpqua Community College, 1140 Umpqua College Road, Roseburg, Oregon and online at <https://www.umpqua.edu/budget-documents>

BE IT RESOLVED, that the amounts for the fiscal year beginning July 1, 2022, and for the purposes shown below are hereby appropriated:

GENERAL FUND		CAPITAL PROJECTS FUND	
Instruction	9,213,814	Facilities Acquisition/ Construction	612,729
Instruction Support	1,821,518	Reserves	604,000
Student Services	3,578,790	Total	1,216,729
College Support Services	8,289,928		
Financial Aid	650,000		
Transfers	3,119,340	DEBT SERVICE FUND	
Contingencies	1,982,702	Debt Service	2,663,720
Reserves	8,489,578	Unappropriated End. Fund Balance	3,523,284
Total	37,145,670	Total	6,187,004
Special Revenue Fund		INSURANCE FUND	
GRANTS & CONTRACTS		College Support Services	569,275
Instruction	1,242,775	Contingencies	50,298
Instruction Support	733,134	Total	619,573
Community Services	319,330		
Student Services	3,585,493	ENTERPRISE FUND	
College Support Services	416,537	Instructional Support	36,417
Total	6,297,269	Student Services	1,177,866
		Community Services	229,532
		Contingencies	200,000
		Total	1,643,815
Special Revenue Fund		INTERNAL SERVICE FUND	
ADMINISTRATIVELY RESTRICTED		College Support Services	95,000
Instruction	3,062,782	Unappropriated End. Fund Balance	848,441
Instruction Support	999,562	Total	943,441
Community Services	130,000		
Student Services	1,428,650	AGENCY FUND	
College Support Services	1,329,814	Student Services	131,400
Transfers	91,000	Total	131,400
Contingencies	1,716,287		
Reserves	1,104,000		
Total	9,862,095		
FINANCIAL AID FUND			
Student Loans and Financial Aid	9,705,823		
Total	9,705,823		
TOTAL APPROPRIATIONS ALL FUNDS		59,183,516	
Total Unappropriated and Reserve Amounts, All Funds		14,569,303	
TOTAL ADOPTED BUDGET		\$ 73,752,819	

Imposing the Tax

BE IT RESOLVED, that the Board of Education of Umpqua Community College hereby approves the imposed taxes provided for in the adopted budget at the rate of \$0.4551 / \$1,000 of assessed value for operations and that these taxes are hereby imposed and categorized for the tax year 2022-23 upon the assessed value of all taxable property within the district as follows:

Categorizing the Tax		Excluded from Limitation
Education Limitation		
General Fund:	\$0.4551 / \$1,000	-0-

THE ABOVE RESOLUTION STATEMENTS WERE APPROVED AND DECLARED ADOPTED BY THE BOARD OF EDUCATION OF UMPQUA COMMUNITY COLLEGE, DOUGLAS COUNTY, OREGON THIS 8TH DAY OF JUNE 2022.

UMPQUA COMMUNITY COLLEGE
DOUGLAS COUNTY, OREGON

By: 
Clerk of the Board

By: 
UCC Board Chair

Summary of Changes – Approved to Adopted

Summary of Changes				
	Approved	Adjustment	Adopted	Notes
<u>General Fund</u>				
Resources				
Beginning Fund Balance	11,675,715	-	11,675,715	
Taxes	4,521,700	-	4,521,700	
Interest	74,000	-	74,000	
State Support	14,304,085	-	14,304,085	
Tuition	5,831,320	-	5,831,320	
Fees	501,610	-	501,610	
Indirect Cost Revenue	130,000	-	130,000	
Miscellaneous Income	32,240	-	32,240	
Transfers In	75,000	-	75,000	
Total Resources	37,145,670	-	37,145,670	
Expenditures				
Instruction	9,222,753	(8,939)	9,213,814	Reorganization of personnel/positions
Instructional Support	1,821,518	-	1,821,518	
Student Services	3,504,229	74,561	3,578,790	Reorganization of personnel/positions
College Support Services	8,315,558	(25,630)	8,289,928	Rehire of retired personnel
Financial Aid - Tuition Waiv.	650,000	-	650,000	
Transfers	3,119,340	-	3,119,340	
Contingency	1,980,703	2,000	1,982,702	
Reserves	8,531,570	(41,993)	8,489,578	To adjust for change in budget appropriation above
Total Expenditures	37,145,670	-	37,145,670	
<u>Administratively Restricted</u>				
Resources				
Beginning Fund Balance	4,893,292	26,000	4,919,292	
Local Revenue	4,083,286	106,075	4,189,361	
Transfers In	753,442	-	753,442	
Total Resources	9,730,020	132,075	9,862,095	
Expenditures				
Instruction	3,036,782	26,000	3,062,782	Adjusting for equipment order arriving in FY23
Instructional Support	999,562	-	999,562	
Community Services	130,000	-	130,000	
Student Services	1,428,650	-	1,428,650	
College Support Services	1,223,739	106,075	1,329,814	Foundation staffing adjustment
Transfers	91,000	-	91,000	
Contingency	1,716,287	-	1,716,287	
Reserves	1,104,000	-	1,104,000	
Total Expenditures	9,730,020	132,075	9,862,095	

Summary of Changes – Approved to Adopted

Summary of Changes				
	Approved	Adjustment	Adopted	Notes
<u>Grants and Contracts Fund</u>				
Resources				
Federal Revenue	2,951,710	22,134	2,973,844	
State Revenue	1,717,021	76,965	1,793,986	
Local Revenue	1,064,929	464,510	1,529,439	
Total Resources	5,733,660	563,609	6,297,269	
Expenditures				
Instruction	1,097,265	145,510	1,242,775	
Instructional Support	733,134	-	733,134	Additional grant awards not known before proposed budget
Community Services	279,365	39,965	319,330	
Student Services	3,207,359	378,134	3,585,493	
College Support Services	416,537	-	416,537	
Total Expenditures	5,733,660	563,609	6,297,269	
<u>Capital Fund</u>				
Resources				
Beginning Fund Balance	568,979	-	568,979	
Local Revenue	16,500	14,250	30,750	Additional revenue from Montessori school renting additional space
Transfers In	617,000	-	617,000	
Total Resources	1,202,479	14,250	1,216,729	
Expenditures				
Facilities	598,479	14,250	612,729	Additional allocation in coordination with the above
Acquisition/Construction				
Reserves	604,000	-	604,000	
Total Expenditures	1,202,479	14,250	1,216,729	

General Fund Resources

General Fund Resources are budgeted at \$37.1 million. The General fund resources include three primary sources of revenue: *state appropriations, tuition and fees, and property taxes*.

The budget is based upon a *state* Community College Strategic Fund (CCSF) *appropriation* of \$699 million with estimated \$14.3 million allocated to the College for the fiscal year 2023 through the legislative action approved in 2021. Although some fluctuation in the state appropriation is expected due to the impact of 17 Oregon community college's enrollments and property taxes, the result is estimated to be inconsequential to the budget plan.

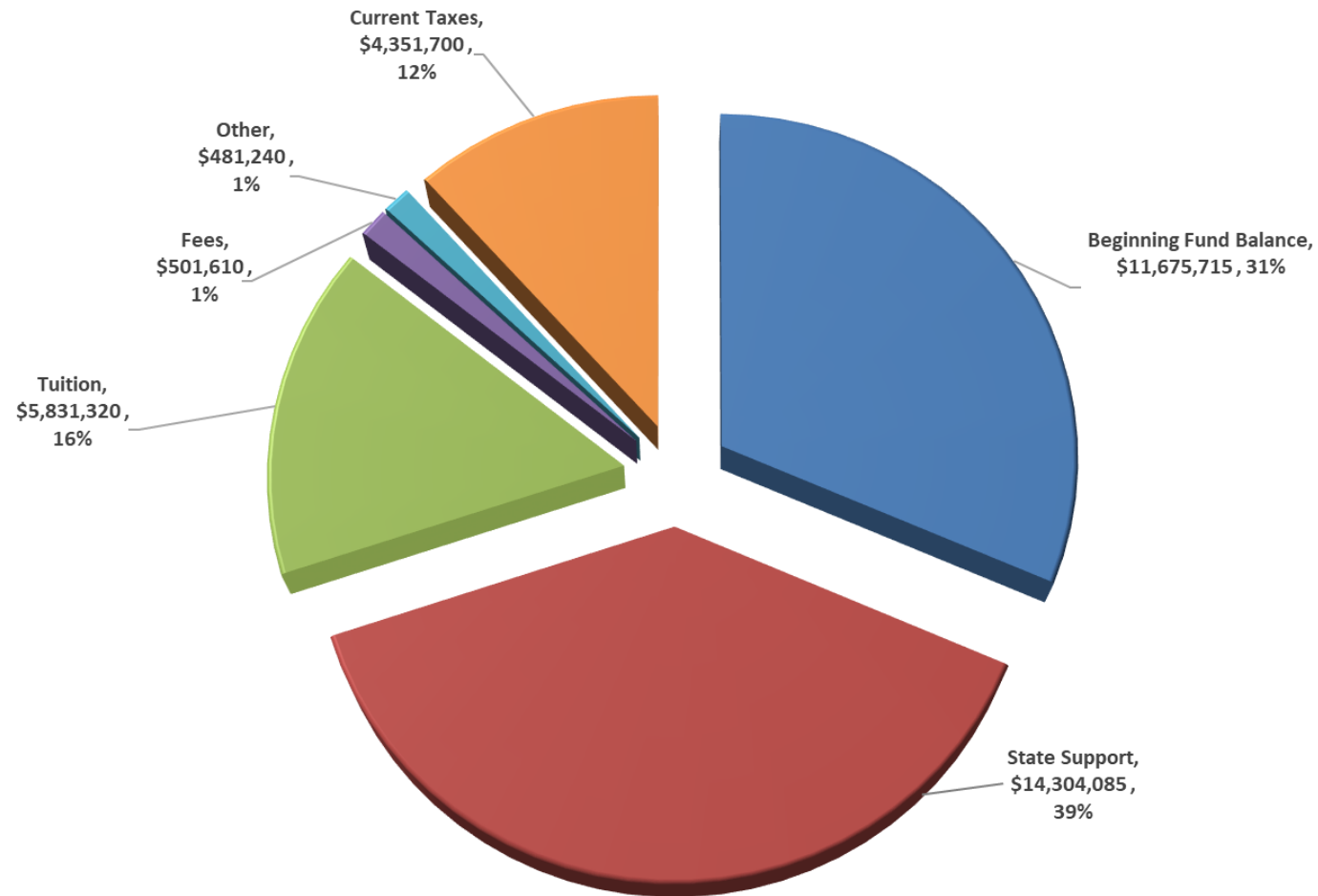
Budgeted *tuition and fees* revenues are \$6.3 million, reflecting a moderate 1% increase in credit enrollment and a proposed tuition only increase that brings the College to an average among our peers and allows the institution to invest in the future. The College enrollments have been impacted by the pandemic as students struggled with the pivot to remote education in Spring of 2020 through June of 2021. The College re-opened campus during fiscal year 2022 and as a result, enrollments have been less negatively impacted than many community colleges in the state. The College is committed to providing quality education offerings to our students by strengthening dual enrollment courses with high schools, investing in new programs that center on family supporting wage jobs and increasing metrics associated with credential completion.

The College anticipates receiving nearly \$4.35 million in current *property taxes* for the 2022-2023 fiscal year, representing 17% of the operating resources of the College. Though steady and predictable, property taxes are subject to statutory limitations that do not allow for local government control of revenue generation. Measure 50 established permanent tax rates for all local districts and limited future growth to the lower of real market value or assessed value not to exceed 3% increase per year. Local governing boards no longer have the ability to adjust levy rates. For the College, the permanent tax rate has been set at 0.4551 per \$1000. Despite the impact of the pandemic, collection rates on property taxes are expected to see minimal decline in the service district.

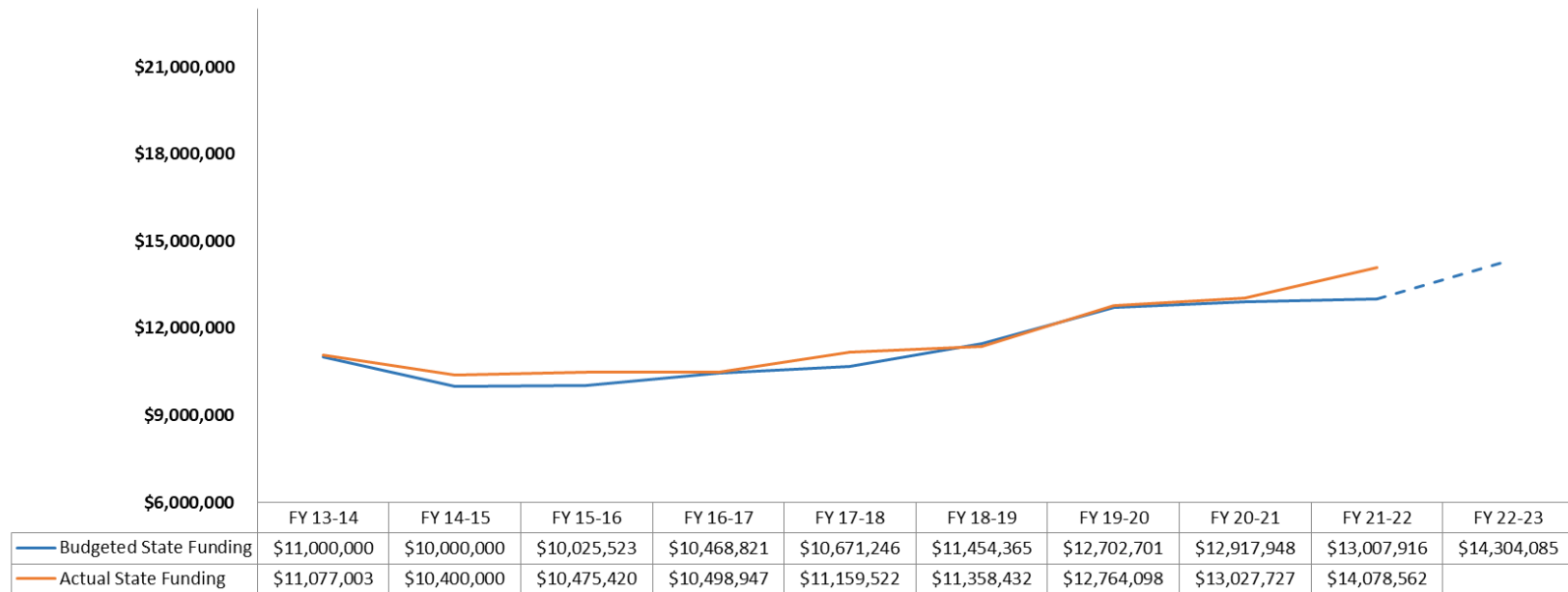
General Fund Resources

RESOURCE DESCRIPTION	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
Beginning Fund Balance	5,396,770	6,888,547	8,500,000	11,675,715	11,675,715	11,675,715
REVENUES						
State Support	12,764,098	13,027,727	13,007,916	14,304,085	14,304,085	14,304,085
Federal Grant & Contracts	-	1,281,106	-	-	-	-
Tuition	5,649,108	5,550,197	4,812,184	5,831,320	5,831,320	5,831,320
Fees	488,633	510,845	535,000	501,610	501,610	501,610
Indirect Cost Revenue	281,077	225,337	140,000	130,000	130,000	130,000
Miscellaneous Income	39,956	79,322	50,000	32,240	32,240	32,240
Interest	208,270	90,512	190,000	74,000	74,000	74,000
Estimated Property Taxes Current	-	-	4,075,622	4,351,700	4,351,700	4,351,700
Taxes Collected in Year Levied	3,836,916	4,033,620	-	-	-	-
Prior Property Taxes	176,870	259,912	170,000	170,000	170,000	170,000
TOTAL REVENUES	23,444,928	25,058,577	22,980,722	25,394,955	25,394,955	25,394,955
Transfers In	-	75,000	75,000	75,000	75,000	75,000
TOTAL RESOURCES	28,841,697	32,022,125	31,555,722	37,145,670	37,145,670	37,145,670

General Fund Resources



General Fund Resources – State Support FY 2014 – 2023



General Fund Requirements

General Fund Requirements increased 2.8% compared to fiscal year 2021-22 budget as a result of UCCs investment in technology infrastructure, increase in human capital costs and the anticipated increases in utilities and other materials and services. Personnel costs remain the largest piece of the institution's operations at 81%. The College is planning to make investments in human capital, through Spring negotiations with employee groups, that are subject to Board approval. These costs are incorporated into the contingency until these figures are set. Financial Aid -Tuition Waivers have been adjusted to reflect the actual spending trend in this area as well as plan to repackage several tuition waivers as Foundation scholarships.

Transfers Out reflect the transfers of resources to other funds for items such as debt service payments, insurance, contractual professional development for faculty and classified staff, and capital fund maintenance, as well as funding reserves designated for future deferred maintenance, strategic investments, and technology infrastructure investments.

Operating contingency and reserves are budgeted at \$10.5 million. The College established a targeted reserve policy of 20% of operating annual budgeted costs to provide adequate cash flow, continuity in service delivery, support the college's overall financial position and bond rating, and to prevent the need for costly short-term borrowing. In addition, the College established a General Fund contingency of no less than 5% of the annual operating budget to allow for one-time unanticipated costs or emergencies that arise during the budget year. The established budget meets the requirement of the policy and the direction of the Board of preserving the fund balance. Due to the uncertainty that the College faces in recovering from the impacts of the pandemic and the national rise in inflation, UCC has elected to retain additional reserves to ensure sustainability and to respond to the needs of the institution in the coming years.

General Fund Significant Budget Modifications

As the College settles into restructuring, many budgets are combined or adjusted to increase operating efficiencies. Some budgets will have increased, decreased or no funding for FY23 as funds are allocated elsewhere in support of reorganization and strategic priorities.

General Fund Requirements				
Instruction				
Department	Fiscal Year 2021-2022 Adjusted Budget	Fiscal Year 2022-2023 Adopted Budget	% Change (+/-)	Explanation of changes in budget greater than 10%
Adult Basic Education	286,527	261,657	-9%	
Apprenticeship	249,429	224,641	-10%	Retirement of full time apprenticeship manager and rehire
Art	209,142	203,829	-3%	
Automotive	161,813	161,946	0%	
Business	865,665	869,490	0%	
Community Ed	254,980	260,613	2%	
Communication Studies	143,213	143,870	0%	
Computer Info Systems	308,126	281,891	-9%	
Criminal Justice	49,665	46,412	-7%	
Dental Assisting	161,771	162,348	0%	
Early Childhood Ed	59,992	58,890	-2%	
Education	24,308	21,892	-10%	Budgeting estimated part-time faculty need
EMT	285,609	288,498	1%	
Engineering	159,186	200,353	26%	Reallocation of full-time faculty salary from Computer Info Systems
English	685,883	550,864	-20%	Full-time faculty retirement
Extra Sections	51,557	51,557	0%	
Fire Science	42,728	43,104	1%	
Foreign Language	109,747	111,560	2%	
Forestry	76,486	82,372	8%	
History	133,367	132,815	0%	
Human Services	128,640	99,089	-23%	Reallocation of full-time faculty salary to Social Science
Instructional Stipends	492,852	460,379	-7%	
Job Corps	295,360	290,173	-2%	
Journalism	55,583	55,309	0%	
Learning Skills Center	134,618	170,088	26%	Reallocation of full-time faculty salary from Success Center
Math	621,850	620,854	0%	
Music	190,178	187,630	-1%	
Nursing	781,793	834,848	7%	
Paralegal	162,959	153,046	-6%	
Physical Ed	409,075	429,967	5%	

General Fund Requirements				
Instruction				
Department	Fiscal Year 2021-2022 Adjusted Budget	Fiscal Year 2022-2023 Adopted Budget	% Change (+/-)	Explanation of changes in budget greater than 10%
Science	927,691	930,622	0%	
Small Business Management	103,022	103,289	0%	
Social Science	318,232	350,894	10%	Reallocation of full-time faculty salary
Theater	93,052	94,721	2%	
Viticulture and Enology	128,845	31,787	-75%	Restructure and move winery operations to new Winery Management budget
Welding	239,905	242,516	1%	
Budget Holding	47,419	-	-100%	Budget holding cost center for budget/finance use
Total	9,450,268	9,213,814	-3%	

General Fund Requirements				
Instructional Support				
Department	Fiscal Year 2021-2022 Adjusted Budget	Fiscal Year 2022-2023 Adopted Budget	% Change (+/-)	Explanation of changes in budget greater than 10%
Academic Development	197,504	198,246	0%	
Academic Support	102,007	170,181	67%	Reallocation of academic support salaries
Adjunct Faculty Staff Develop.	4,000	4,000	0%	
College Transitions	68,802	68,476	0%	
Dean of Instruction	200,354	264,909	32%	Positions vacant in FY22
Dean of Learning Support Services	365,289	192,214	-47%	Reallocation of academic support salaries
Institutional Effectiveness	248,136	249,671	1%	
Library	366,772	358,540	-2%	
Sabbatical	23,539	23,539	0%	
Vice President Academic Services	291,467	291,742	0%	
Budget Holding	9,927	-	-100%	Budget holding cost center for budget/finance use
	1,877,797	1,821,518	-3%	

General Fund Requirements				
Student Services				
Department	Fiscal Year 2021-2022 Adjusted Budget	Fiscal Year 2022-2023 Adopted Budget	% Change (+/-)	Explanation of changes in budget greater than 10%
Academic Advising	288,745	305,437	6%	
Accessibility Services	123,503	125,950	2%	
Baseball	164,199	169,492	3%	
Commencement	13,000	13,000	0%	
Cross Country	10,350	11,385	10%	Inflation increase for travel
Diversity, Equity, Inclusion	7,852	7,852	0%	
E-Sports	26,782	26,997	1%	
Enrollment Management	611,779	627,562	3%	
Financial Aid	565,760	562,744	-1%	
General Athletics	314,483	360,842	15%	Reinstated position for FT Athletic Trainer and inflation for travel
Men's Basketball	33,324	34,497	4%	
Men's Wrestling	39,597	73,181	85%	Full-time wrestling coach position
Obstacle Course Racing	22,631	23,681	5%	
Registration & Records	379,727	377,008	-1%	
Student Housing Director	-	73,382	100%	Restructure of operational areas
Student Services Support	-	7,000	100%	New budget for VP of Student Services expenditures for division
Teaching & Learning	-	117,877	100%	Establish budget for TITLE III grant match
Testing	75,808	75,364	-1%	
Track & Field	128,475	130,431	2%	
Vice President Student Service	-	200,995	100%	Restructure of operational area
Wellness Counselor	102,932	105,669	3%	
Women's Basketball	24,306	25,316	4%	
Women's Soccer	29,338	29,747	1%	
Women's Volleyball	19,697	20,200	3%	
Women's Wrestling	40,324	73,181	81%	Full-time wrestling coach position
Budget Holding	30,703	-	-100%	Budget holding cost center for budget/finance use
	3,053,315	3,578,790	17%	

General Fund Requirements				
College Support				
Department	Fiscal Year 2021-2022 Adjusted Budget	Fiscal Year 2022-2023 Adopted Budget	% Change (+/-)	Explanation of changes in budget greater than 10%
Accounting & Finance	626,447	697,492	11%	Budgeting for full staffing in FY22
Administrative Planning	20,000	10,000	-50%	FY22 increased for one time needs
Administrative & Exempt Staff Dev	9,000	9,000	0%	
Advancement	556,568	-	-100%	Office of Advancement restructured to Foundation and Communications & Marketing
Board of Education	12,300	16,300	33%	Increase for Board elections
Campus Events	7,400	7,400	0%	
Campus Technology	25,000	25,000	0%	
Chief Financial Officer	333,144	351,110	5%	
College Membership Dues	65,000	70,000	8%	
Communications & Marketing	-	511,730	100%	Office of Advancement restructured to Foundation and Communications & Marketing
Compliance	107,517	93,682	-13%	Medical benefit adjustment
Emergent Need Personnel	6,066	18,197	200%	Increase for additional need
Employee Wellness	2,000	2,000	0%	
Events	120,155	79,094	-34%	Restructure of personnel
Foundation	25,578	36,953	44%	Office of Advancement restructured to Foundation and Communications & Marketing
Grants	32,000	124,097	288%	Addition of full time position
Human Resources	434,300	505,728	16%	Budgeting for full staffing in FY22
Information Technology	1,295,617	1,208,471	-7%	
Legal and Auditing	183,100	182,200	0%	
Liability Insurance	260,000	310,170	19%	Projected increase in liability insurance
Mail Room	67,537	66,696	-1%	
Payroll	153,158	151,400	-1%	
Phones	70,500	71,500	1%	
President's Office	401,401	391,590	-2%	
Purchasing	122,274	96,813	-21%	Retirement and rehire of full time Purchasing Manager
Security	370,771	403,747	9%	
Technology Infrastructure	-	500,000	100%	Digital technology implementation
Tuition Waivers - Staff	100,000	100,000	0%	
Website Content & Design	-	200,000	100%	New budget for website content and redesign
Budget Holding	2,199	-	-100%	Budget holding cost center for budget/finance use
	5,409,032	6,240,370	15%	

General Fund Requirements				
Financial Aid				
Department	Fiscal Year 2021-2022 Adjusted Budget	Fiscal Year 2022-2023 Adopted Budget	% Change (+/-)	Explanation of changes in budget greater than 10%
Tuition Waivers - Student	949,430	650,000	-32%	Reduce to actual spending
	949,430	650,000	-32%	

General Fund Requirements				
Plant & Maintenance				
Department	Fiscal Year 2021-2022 Adjusted Budget	Fiscal Year 2022-2023 Adopted Budget	% Change (+/-)	Explanation of changes in budget greater than 10%
Custodial Services	646,870	625,596	-3%	
Director of Maintenance, Buildings & Grounds	232,304	206,862	-11%	Rehire of retiree
Landslide	245,000	-	-100%	One time allocation for landslide repair
Maintenance of Buildings	464,623	502,493	8%	
Maintenance of Grounds	110,296	103,031	-7%	
Utilities and Rents	447,400	497,380	11%	Increase in natural gas and electricity utilities
Winery Management	-	114,196	100%	Restructure of Viticulture budget/operations
	2,146,493	2,049,558	-5%	

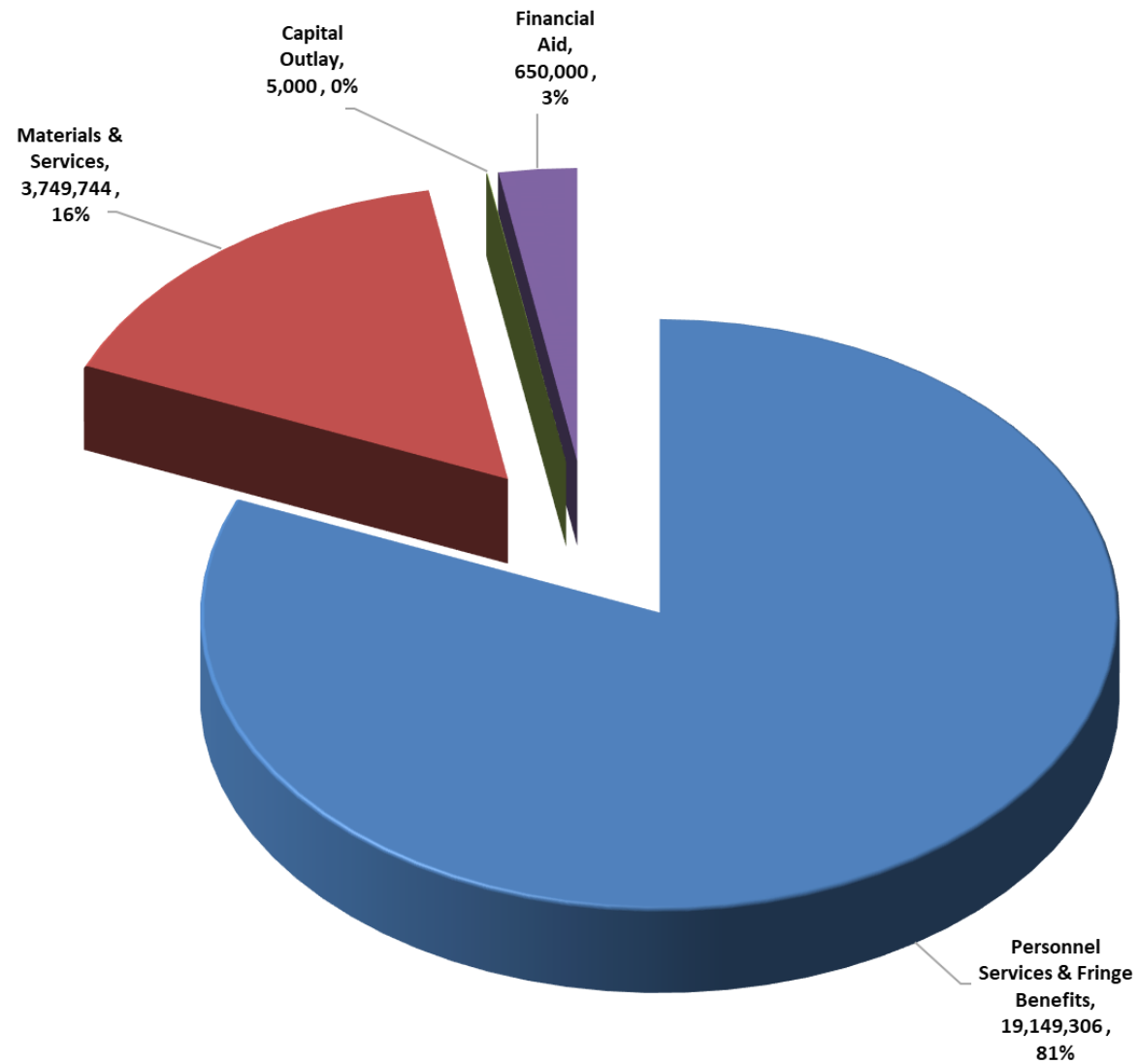
General Fund Requirements

	Fiscal Year 2019-2020 ACTUAL Amounts	Fiscal Year 2020-2021 ACTUAL Amounts	Fiscal Year 2021-2022 ADJUSTED Budget	Fiscal Year 2022-2023 PROPOSED Budget	Fiscal Year 2022-2023 APPROVED Budget	Fiscal Year 2022-2023 ADOPTED Budget
REQUIREMENT DESCRIPTION						
Personnel Services	11,591,840	10,843,717	12,994,230	13,298,210	13,298,210	13,299,146
Fringe Benefits	4,888,386	4,594,809	5,668,434	5,811,104	5,811,104	5,850,160
Materials & Services	2,157,226	1,985,951	3,269,241	3,749,744	3,749,744	3,749,744
Capital Outlay	529	5,000	5,000	5,000	5,000	5,000
Financial Aid - Tuition Waivers	647,989	576,942	949,430	650,000	650,000	650,000
Total Operating	19,285,971	18,006,420	22,886,335	23,514,058	23,514,058	23,554,050
TRANSFERS OUT TO:						
Enterprise Fund - Food Services/Catering	60,428	75,000	84,532	-	-	-
Insurance Fund - Early Retirement Reserve	175,000	175,000	175,000	50,000	50,000	50,000
Insurance Fund - Unemployment Compensation	120,000	138,000	120,000	120,000	120,000	120,000
Capital Fund	364,506	563,194	602,000	617,000	617,000	617,000
Admin. Rest. - AUTOS, TTENF, THOUS, ENTH	-	-	29,325	-	-	-
Admin. Rest. - Faculty Staff Development	51,536	56,690	62,359	68,595	68,595	68,595
Admin. Rest. - Flegel Center	275,000	-	-	-	-	-
Admin. Rest. - Ford Family Center	145,000	-	-	-	-	-
Admin. Rest. - Management Information Systems	-	45,000	302,000	402,000	402,000	402,000
Admin. Rest. - Staff Development (Non-Faculty)	47,077	51,784	56,962	52,549	52,549	52,549
Admin. Rest. - Strategic Fund	12,971	15,000	365,000	265,000	265,000	265,000
Debt Service - FFCO 2014, 2020	395,269	250,000	250,000	416,000	416,000	416,000
Debt Service - PERS	993,196	993,196	993,196	1,093,196	1,093,196	1,093,196
Student Club Fund	27,196	25,700	35,000	35,000	35,000	35,000
Total Transfers Out	2,667,179	2,388,564	3,075,374	3,119,340	3,119,340	3,119,340
Operating Contingency	-	-	450,331	1,980,703	1,980,703	1,982,702
Reserve	-	-	5,143,682	8,531,570	8,531,570	8,489,578
Total Contingency and Reserve	-	-	5,594,013	10,512,273	10,512,273	10,472,280
Ending Fund Balance	6,888,547	11,627,142	-	-	-	-
TOTAL REQUIREMENTS	28,841,697	32,022,125	31,555,722	37,145,670	37,145,670	37,145,670

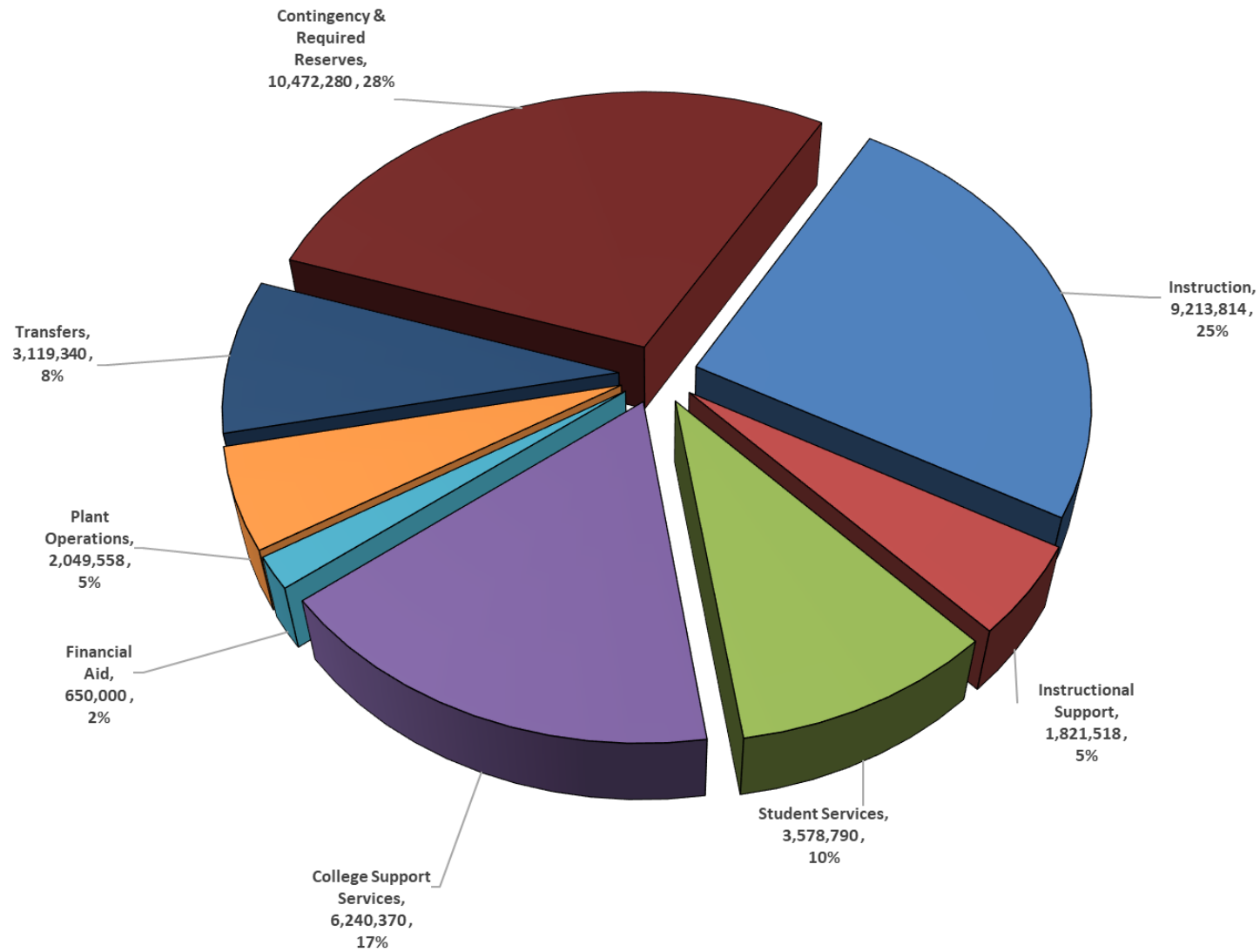
General Fund Summary by Use

Account	Instruction	Inst. Support	Student Services	College Support Services	Financial Aid	Plant Operations	Transfers	Reserves	TOTAL
PERSONNEL SERVICES	6,525,103	1,103,308	2,076,526	2,785,707	-	808,502	-	-	13,299,146
BENEFIT EXPENSES	2,556,337	491,971	1,007,715	1,333,961	-	460,176	-	-	5,850,160
MATERIALS & SERVICES	127,374	226,239	494,549	2,120,702	-	780,880	-	-	3,749,744
FINANCIAL AID	-	-	-	-	650,000	-	-	-	650,000
CAPITAL OUTLAY	5,000	-	-	-	-	-	-	-	5,000
CONTINGENCY	-	-	-	-	-	-	-	1,982,702	1,982,702
TRANSFERS OUT	-	-	-	-	-	-	3,119,340	-	3,119,340
REQUIRED RESERVES	-	-	-	-	-	-	-	8,489,578	8,489,578
TOTAL	9,213,814	1,821,518	3,578,790	6,240,370	650,000	2,049,558	3,119,340	10,472,280	37,145,670
FTE	96.9	15.7	35.6	42.8	-	17.6	-	-	208.7

General Fund Direct Operation Requirements

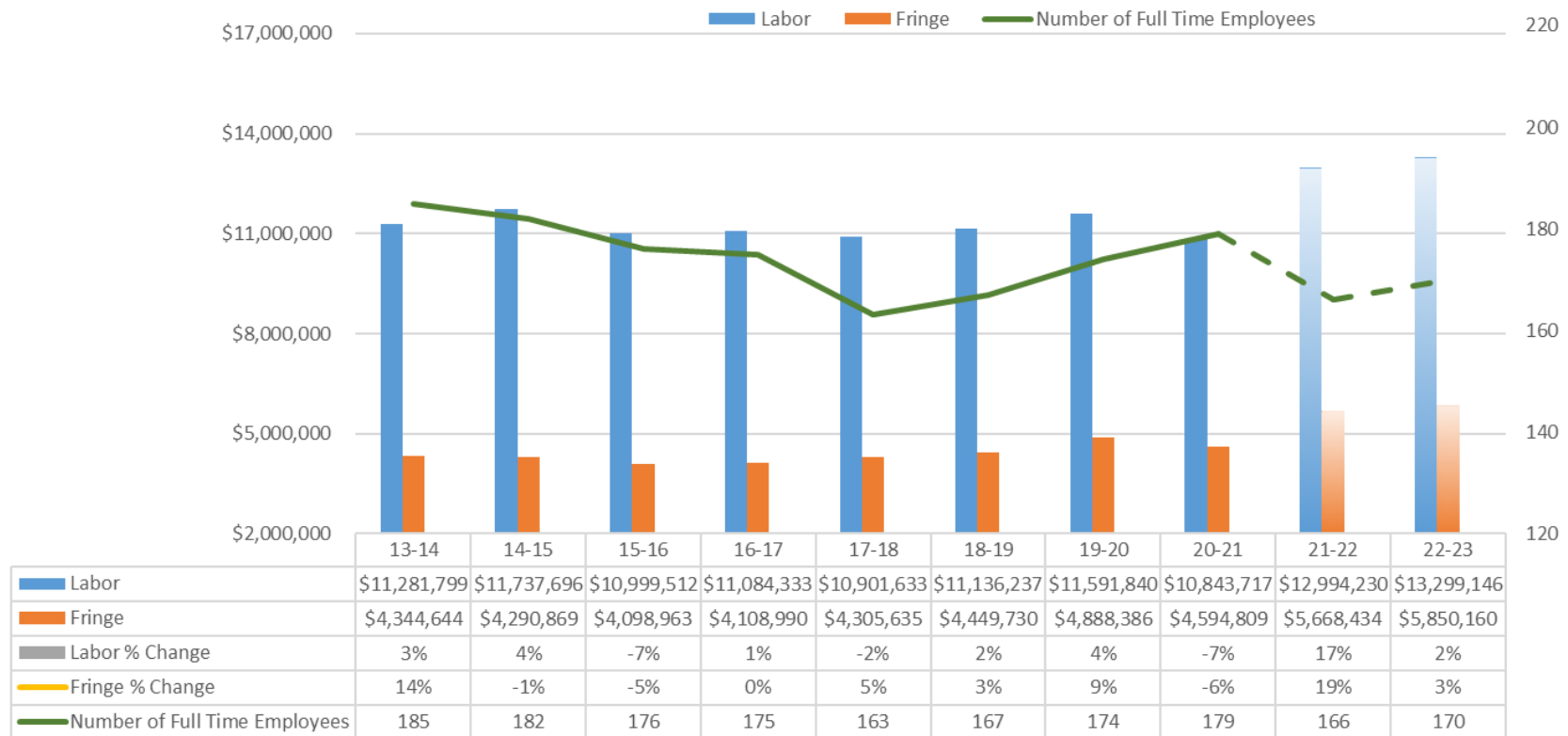


General Fund Direct Operations by Use



Labor and Fringe FY 2014 - 2023

The number of full-time employees has decreased 9% over the last ten years because of hiring freezes and reduction in force associated with restructuring as well as projected operational deficits. The total cost for labor, fringe and benefits has continued to increase due to PERS, benefit packages and modification of salary and wage schedules to become relevant in an increasingly competitive market drastically impacted by inflation rates.



Expenditures by Organization: Instruction

INSTRUCTION	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
ADULT BASIC EDUCATION						
Personnel Services	188,109	157,290	188,915	166,606	166,606	166,606
Fringe Benefits	81,756	79,035	87,612	85,051	85,051	85,051
Materials and Services	8,986	4,842	10,000	10,000	10,000	10,000
Total Requirements	278,850	241,168	286,527	261,657	261,657	261,657
APPRENTICESHIP						
Personnel Services	55,855	132,249	182,488	165,624	165,624	165,624
Fringe Benefits	14,627	38,693	66,941	59,017	59,017	59,017
Materials and Services	-	3	-	-	-	-
Total Requirements	70,482	170,945	249,429	224,641	224,641	224,641
ART						
Personnel Services	121,803	122,448	151,635	147,219	147,219	147,219
Fringe Benefits	31,118	58,691	52,157	51,260	51,260	51,260
Materials and Services	4,941	1,789	5,350	5,350	5,350	5,350
Total Requirements	157,862	182,928	209,142	203,829	203,829	203,829
AUTOMOTIVE						
Personnel Services	191,988	88,217	103,012	105,545	105,545	105,545
Fringe Benefits	84,737	31,642	39,801	39,401	39,401	39,401
Materials and Services	10,124	5,859	14,000	12,000	12,000	12,000
Capital Outlay	-	-	5,000	5,000	5,000	5,000
Total Requirements	286,849	125,718	161,813	161,946	161,946	161,946
BUSINESS						
Personnel Services	586,322	621,208	664,078	655,180	655,180	655,180
Fringe Benefits	157,371	189,976	194,587	207,310	207,310	207,310
Materials and Services	1,651	481	7,000	7,000	7,000	7,000
Total Requirements	745,345	811,665	865,665	869,490	869,490	869,490
COMMUNITY ED						
Personnel Services	140,637	153,422	168,909	175,330	175,330	175,330
Fringe Benefits	50,132	53,873	64,571	63,783	63,783	63,783
Materials and Services	17,467	14,027	21,500	21,500	21,500	21,500
Total Requirements	208,236	221,322	254,980	260,613	260,613	260,613

Expenditures by Organization: Instruction

INSTRUCTION	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
COMMUNICATION STUDIES						
Personnel Services	85,657	101,652	103,932	104,142	104,142	104,142
Fringe Benefits	28,438	33,835	38,656	39,103	39,103	39,103
Materials and Services	655	12	625	625	625	625
Total Requirements	114,749	135,499	143,213	143,870	143,870	143,870
COMPUTER INFO SYSTEMS						
Personnel Services	208,486	181,870	220,652	202,740	202,740	202,740
Fringe Benefits	79,577	65,576	84,920	76,599	76,599	76,599
Materials and Services	862	294	2,554	2,552	2,552	2,552
Total Requirements	288,925	247,740	308,126	281,891	281,891	281,891
CRIMINAL JUSTICE						
Personnel Services	59,048	32,819	39,428	36,800	36,800	36,800
Fringe Benefits	12,452	7,725	9,737	9,112	9,112	9,112
Materials and Services	645	394	500	500	500	500
Total Requirements	72,144	40,938	49,665	46,412	46,412	46,412
DENTAL ASSISTING						
Personnel Services	98,528	101,948	119,483	119,889	119,889	119,889
Fringe Benefits	32,522	33,357	42,288	42,459	42,459	42,459
Materials and Services	-	223	-	-	-	-
Total Requirements	131,050	135,528	161,771	162,348	162,348	162,348
EARLY CHILDHOOD ED						
Personnel Services	36,100	28,621	47,318	48,050	48,050	48,050
Fringe Benefits	5,428	5,257	11,874	10,240	10,240	10,240
Materials and Services	2,078	568	800	600	600	600
Total Requirements	43,605	34,445	59,992	58,890	58,890	58,890
EDUCATION						
Personnel Services	1,603.71	11,180	20,166	17,800	17,800	17,800
Fringe Benefits	128.59	2,746	3,842	3,792	3,792	3,792
Materials and Services	-	-	300	300	300	300
Total Requirements	1,732	13,926	24,308	21,892	21,892	21,892

Expenditures by Organization: Instruction

INSTRUCTION	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
E.M.T						
Personnel Services	137,087	183,571	190,388	193,322	193,322	193,322
Fringe Benefits	41,519	74,802	91,971	91,926	91,926	91,926
Materials and Services	554	1,680	3,250	3,250	3,250	3,250
Total Requirements	179,160	260,053	285,609	288,498	288,498	288,498
ENGINEERING						
Personnel Services	117,652	91,239	103,843	132,331	132,331	132,331
Fringe Benefits	49,999	37,369	49,343	62,022	62,022	62,022
Materials and Services	727	6,103	6,000	6,000	6,000	6,000
Total Requirements	168,378	134,711	159,186	200,353	200,353	200,353
ENGLISH						
Personnel Services	442,725	420,550	482,901	465,792	465,792	386,647
Fringe Benefits	168,836	167,203	194,482	189,493	189,493	155,717
Materials and Services	4,475	152	8,500	8,500	8,500	8,500
Total Requirements	616,036	587,905	685,883	663,785	663,785	550,864
EXTRA SECTIONS						
Personnel Services	6,486	17,693	42,500	42,500	42,500	42,500
Fringe Benefits	1,307	3,173	9,057	9,057	9,057	9,057
Materials and Services	144	-	-	-	-	-
Total Requirements	7,937	20,865	51,557	51,557	51,557	51,557
FIRE SCIENCE						
Personnel Services	40,049	27,479	32,055	32,283	32,283	32,283
Fringe Benefits	8,532	6,253	7,923	8,071	8,071	8,071
Materials and Services	427	455	2,750	2,750	2,750	2,750
Total Requirements	49,008	34,187	42,728	43,104	43,104	43,104
FOREIGN LANGUAGE						
Personnel Services	67,122	69,309	76,245	77,734	77,734	77,734
Fringe Benefits	28,715	29,721	33,152	33,476	33,476	33,476
Materials and Services	224	-	350	350	350	350
Total Requirements	96,060	99,030	109,747	111,560	111,560	111,560

Expenditures by Organization: Instruction

INSTRUCTION	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
FORESTRY						
Personnel Services	25,549	54,823	60,720	53,715	53,715	53,715
Fringe Benefits	6,060	12,905	15,466	28,357	28,357	28,357
Materials and Services	246	163	300	300	300	300
Total Requirements	31,856	67,891	76,486	82,372	82,372	82,372
HISTORY						
Personnel Services	73,661	89,604	95,470	95,049	95,049	95,049
Fringe Benefits	30,384	39,471	37,297	37,166	37,166	37,166
Materials and Services	1,279	333	600	600	600	600
Total Requirements	105,324	129,408	133,367	132,815	132,815	132,815
HUMAN SERVICES						
Personnel Services	43,096	30,636	91,643	64,368	64,368	70,118
Fringe Benefits	10,303	8,841	36,497	27,246	27,246	28,471
Materials and Services	165	-	500	500	500	500
Total Requirements	53,565	39,478	128,640	92,114	92,114	99,089
INSTRUCTIONAL EQUIPMENT						
Materials and Services	2,738	-	-	-	-	-
Capital Outlay	529	-	-	-	-	-
Total Requirements	3,267	-	-	-	-	-
INSTRUCTIONAL STIPENDS						
Personnel Services	228,313	251,990	403,211	376,830	376,830	376,830
Fringe Benefits	43,843	50,209	89,641	83,549	83,549	83,549
Total Requirements	272,156	302,198	492,852	460,379	460,379	460,379
JOB CORPS						
Personnel Services	213,963	135,819	201,857	197,594	197,594	197,594
Fringe Benefits	78,628	52,749	85,606	84,682	84,682	84,682
Materials and Services	5,705	3,610	7,897	7,897	7,897	7,897
Total Requirements	298,297	192,177	295,360	290,173	290,173	290,173

Expenditures by Organization: Instruction

	Fiscal Year 2019 - 2020	Fiscal Year 2020 - 2021	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023
INSTRUCTION	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED	ADOPTED
	Amounts	Amounts	Budget	Budget	Budget	Budget
JOURNALISM						
Personnel Services	37,732	35,693	37,349	37,121	37,121	37,121
Fringe Benefits	14,396	14,179	15,734	15,688	15,688	15,688
Materials and Services	247	208	2,500	2,500	2,500	2,500
Total Requirements	52,375	50,080	55,583	55,309	55,309	55,309
LEARNING SKILLS CENTER						
Personnel Services	110,194	86,743	93,196	117,529	117,529	117,529
Fringe Benefits	47,746	41,424	40,222	51,359	51,359	51,359
Materials and Services	350	0	1,200	1,200	1,200	1,200
Total Requirements	158,289	128,167	134,618	170,088	170,088	170,088
MATH						
Personnel Services	397,211	398,521	434,155	435,104	435,104	435,104
Fringe Benefits	159,652	155,470	175,995	174,050	174,050	174,050
Materials and Services	4,385	820	11,700	11,700	11,700	11,700
Total Requirements	561,248	554,811	621,850	620,854	620,854	620,854
MUSIC						
Personnel Services	114,124	98,092	136,248	134,072	134,072	134,072
Fringe Benefits	41,670	39,683	48,830	48,458	48,458	48,458
Materials and Services	5,076	2,158	5,100	5,100	5,100	5,100
Total Requirements	160,870	139,933	190,178	187,630	187,630	187,630
NURSING						
Personnel Services	508,983	467,047	530,844	533,198	533,198	570,865
Fringe Benefits	210,424	209,372	250,949	237,045	237,045	261,983
Materials and Services	-	-	-	2,000	2,000	2,000
Total Requirements	719,407	676,420	781,793	772,243	772,243	834,848
PARALEGAL						
Personnel Services	94,882	105,463	120,365	112,222	112,222	112,222
Fringe Benefits	32,747	35,202	42,594	40,824	40,824	40,824
Total Requirements	127,629	140,666	162,959	153,046	153,046	153,046

Expenditures by Organization: Instruction

INSTRUCTION	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
PHYSICAL ED & HEALTH						
Personnel Services	252,375	254,461	285,238	286,301	286,301	297,954
Fringe Benefits	114,289	117,038	122,937	125,224	125,224	131,113
Materials and Services	630	112	900	900	900	900
Total Requirements	367,294	371,611	409,075	412,425	412,425	429,967
PRACTICAL NURSING						
Personnel Services	2,110	-	-	-	-	-
Fringe Benefits	402	-	-	-	-	-
Total Requirements	2,512	-	-	-	-	-
PROGRAM DEVELOPMENT						
Personnel Services	8,264	-	-	-	-	-
Fringe Benefits	1,629	-	-	-	-	-
Materials and Services	5,109	-	-	-	-	-
Total Requirements	15,002	-	-	-	-	-
SCIENCE						
Personnel Services	566,162	587,445	647,217	649,856	649,856	649,856
Fringe Benefits	222,862	221,711	273,474	256,906	256,906	273,766
Materials and Services	6,057	228	7,000	7,000	7,000	7,000
Total Requirements	795,081	809,384	927,691	913,762	913,762	930,622
SMALL BUSINESS MANAGEMENT						
Personnel Services	74,239	70,355	70,932	67,741	67,741	67,741
Fringe Benefits	27,094	32,238	32,090	35,548	35,548	35,548
Total Requirements	101,334	102,593	103,022	103,289	103,289	103,289
SOCIAL SCIENCE						
Personnel Services	246,565	212,812	219,002	242,999	242,999	242,999
Fringe Benefits	93,917	80,959	97,230	105,895	105,895	105,895
Materials and Services	976	0	2,000	2,000	2,000	2,000
Total Requirements	341,458	293,771	318,232	350,894	350,894	350,894

Expenditures by Organization: Instruction

INSTRUCTION	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
THEATER						
Personnel Services	52,464	54,452	62,857	63,523	63,523	63,523
Fringe Benefits	23,911	26,927	29,445	30,448	30,448	30,448
Materials and Services	532	347	750	750	750	750
Total Requirements	76,908	81,727	93,052	94,721	94,721	94,721
TEN						
Personnel Services	150,553	80,791	-	-	-	-
Fringe Benefits	63,362	26,654	-	-	-	-
Materials and Services	12,009	4,715	-	-	-	-
Total Requirements	225,924	112,160	-	-	-	-
TUTORING						
Personnel Services	9,737	7,340	-	-	-	-
Fringe Benefits	1,822	292	-	-	-	-
Total Requirements	11,558	7,632	-	-	-	-
VITICULTURE AND ENOLOGY						
Personnel Services	108,770	99,865	74,621	21,817	21,817	21,817
Fringe Benefits	41,589	31,142	28,524	7,270	7,270	7,270
Materials and Services	27,780	13,794	25,700	2,700	2,700	2,700
Total Requirements	178,138	144,802	128,845	31,787	31,787	31,787
WELDING						
Personnel Services	127,910	157,332	169,110	171,252	171,252	171,252
Fringe Benefits	58,156	63,480	69,845	70,314	70,314	70,314
Materials and Services	887	1,071	950	950	950	950
Total Requirements	186,953	221,884	239,905	242,516	242,516	242,516
BUDGET HOLDING						
Personnel Services	-	-	40,556	-	-	-
Fringe Benefits	-	-	6,863	-	-	-
Total Requirements	-	-	47,419	-	-	-
TOTAL INSTRUCTION	8,362,853	8,065,363	9,450,268	9,222,753	9,222,753	9,213,814

Expenditures by Organization: Instructional Support

INSTRUCTIONAL SUPPORT	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
ACADEMIC DEVELOPMENT						
Personnel Services	95,375	120,370	133,407	134,000	134,000	134,000
Fringe Benefits	50,990	63,186	64,097	64,246	64,246	64,246
Total Requirements	146,365	183,556	197,504	198,246	198,246	198,246
ACADEMIC SUPPORT						
Personnel Services	-	-	70,910	95,696	95,696	95,696
Fringe Benefits	-	-	15,297	55,485	55,485	55,485
Materials and Services	-	17,935	15,800	19,000	19,000	19,000
Total Requirements	-	17,935	102,007	170,181	170,181	170,181
ADJUNCT FACULTY STAFF DEVELOPMENT						
Materials and Services	-	-	4,000	4,000	4,000	4,000
Total Requirements	-	-	4,000	4,000	4,000	4,000
COLLEGE TRANSITIONS						
Personnel Services	25,572	26,781	40,307	40,035	40,035	40,035
Fringe Benefits	14,596	15,777	25,495	25,441	25,441	25,441
Materials and Services	761	1,174	3,000	3,000	3,000	3,000
Total Requirements	40,929	43,732	68,802	68,476	68,476	68,476
DEAN OF INSTRUCTION						
Personnel Services	280,629	-	84,714	178,480	178,480	178,480
Fringe Benefits	106,258	-	35,140	72,229	72,229	72,229
Materials and Services	5,997	-	80,500	14,200	14,200	14,200
Total Requirements	392,883	-	200,354	264,909	264,909	264,909
DEAN OF LEARNING SUPPORT SERVICES						
Personnel Services	65,784	155,911	199,128	103,114	103,114	103,114
Fringe Benefits	24,932	75,291	95,561	39,100	39,100	39,100
Materials and Services	351	337	70,600	50,000	50,000	50,000
Total Requirements	91,067	231,540	365,289	192,214	192,214	192,214

Expenditures by Organization: Instructional Support

INSTRUCTIONAL SUPPORT	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
INSTITUTIONAL EFFECTIVENESS						
Personnel Services	90,830	102,190	145,193	136,563	136,563	136,563
Fringe Benefits	26,627	40,741	65,033	63,208	63,208	63,208
Materials and Services	39,679	23,592	37,910	49,900	49,900	49,900
Total Requirements	157,136	166,523	248,136	249,671	249,671	249,671
LIBRARY						
Personnel Services	217,871	140,862	197,934	189,981	189,981	189,981
Fringe Benefits	109,818	60,529	91,548	90,020	90,020	90,020
Materials and Services	63,455	76,934	77,290	78,539	78,539	78,539
Total Requirements	391,144	278,326	366,772	358,540	358,540	358,540
SABBATICAL						
Personnel Services	44,156	-	19,405	19,405	19,405	19,405
Fringe Benefits	22,090	(5,941)	4,134	4,134	4,134	4,134
Total Requirements	66,245	(5,941)	23,539	23,539	23,539	23,539
VICE PRESIDENT ACADEMIC SERVICES						
Personnel Services	138,549	201,577	209,194	206,034	206,034	206,034
Fringe Benefits	42,494	59,753	78,173	78,108	78,108	78,108
Materials and Services	1,420	2,966	4,100	7,600	7,600	7,600
Total Requirements	182,463	264,296	291,467	291,742	291,742	291,742
WORKFORCE & COMMUNITY EDUCATION						
Personnel Services	21,952	-	-	-	-	-
Fringe Benefits	4,432	-	-	-	-	-
Total Requirements	26,383	-	-	-	-	-
BUDGET HOLDING						
Personnel Services	-	-	9,072	-	-	-
Fringe Benefits	-	-	855	-	-	-
Total Requirements	-	-	9,927	-	-	-
TOTAL INST. SUPPORT	1,494,616.92	1,179,967	1,877,797	1,821,518	1,821,518	1,821,518

Expenditures by Organization: Student Services

	Fiscal Year 2019 - 2020	Fiscal Year 2020 - 2021	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023
STUDENT SERVICES	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED	ADOPTED
	Amounts	Amounts	Budget	Budget	Budget	Budget
ACADEMIC ADVISING						
Personnel Services	261,943	167,306	187,362	189,317	189,317	189,317
Fringe Benefits	137,683	89,575	95,383	95,360	95,360	110,120
Materials and Services	3,799	174	6,000	6,000	6,000	6,000
Total Requirements	403,425	257,055	288,745	290,677	290,677	305,437
ACCESSIBILITY SERVICES						
Personnel Services	66,929	85,668	82,912	84,990	84,990	84,990
Fringe Benefits	19,538	35,463	34,241	35,022	35,022	35,022
Materials and Services	1,873	2,625	6,350	5,938	5,938	5,938
Total Requirements	88,340	123,756	123,503	125,950	125,950	125,950
BASEBALL						
Personnel Services	80,142	80,623	87,210	88,148	88,148	88,148
Fringe Benefits	29,979	31,669	35,489	35,694	35,694	35,694
Materials and Services	36,816	34,505	41,500	45,650	45,650	45,650
Total Requirements	146,936	146,797	164,199	169,492	169,492	169,492
COMMENCEMENT						
Materials and Services	-	4,219	13,000	13,000	13,000	13,000
Total Requirements	-	4,219	13,000	13,000	13,000	13,000
CROSS COUNTRY						
Materials and Services	6,959	1,010	10,350	11,385	11,385	11,385
Total Requirements	6,959	1,010	10,350	11,385	11,385	11,385
DEAN OF STUDENT SERVICES						
Personnel Services	131,303	-	-	-	-	-
Fringe Benefits	61,939	-	-	-	-	-
Materials and Services	5,655	-	-	-	-	-
Total Requirements	198,897	-	-	-	-	-

Expenditures by Organization: Student Services

	Fiscal Year 2019 - 2020	Fiscal Year 2020 - 2021	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023
STUDENT SERVICES	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED	ADOPTED
	Amounts	Amounts	Budget	Budget	Budget	Budget
DIVERSITY, EQUITY, AND INCLUSION						
Personnel Services	-	-	4,000	4,000	4,000	4,000
Fringe Benefits	-	-	852	852	852	852
Materials and Services	1,366	267	3,000	3,000	3,000	3,000
Total Requirements	1,366	267	7,852	7,852	7,852	7,852
E-SPORTS						
Personnel Services	-	10,000	15,542	15,000	15,000	15,000
Fringe Benefits	-	795	3,240	3,197	3,197	3,197
Materials and Services	-	6,396	8,000	8,800	8,800	8,800
Total Requirements	-	17,191	26,782	26,997	26,997	26,997
ENROLLMENT MANAGEMENT						
Personnel Services	244,505	317,369	385,579	399,763	399,763	399,763
Fringe Benefits	126,148	159,707	205,200	206,799	206,799	206,799
Materials and Services	7,467	3,279	21,000	21,000	21,000	21,000
Total Requirements	378,120	480,355	611,779	627,562	627,562	627,562
FINANCIAL AID						
Personnel Services	254,933	308,987	343,008	340,488	340,488	340,488
Fringe Benefits	151,020	187,666	200,352	199,856	199,856	199,856
Materials and Services	15,789	10,136	22,400	22,400	22,400	22,400
Total Requirements	421,742	506,789	565,760	562,744	562,744	562,744
GENERAL ATHLETICS						
Personnel Services	154,751	114,324	168,499	202,191	202,191	202,191
Fringe Benefits	61,850	48,437	75,334	83,055	83,055	83,055
Materials and Services	77,590	86,970	70,650	75,596	75,596	75,596
Total Requirements	294,191	249,732	314,483	360,842	360,842	360,842
MEN'S BASKETBALL						
Personnel Services	7,664	10,792	11,795	11,317	11,317	11,317
Fringe Benefits	2,437	3,359	4,029	3,930	3,930	3,930
Materials and Services	17,500	17,091	17,500	19,250	19,250	19,250
Total Requirements	27,601	31,243	33,324	34,497	34,497	34,497

Expenditures by Organization: Student Services

	Fiscal Year 2019 - 2020	Fiscal Year 2020 - 2021	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023
STUDENT SERVICES	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED	ADOPTED
	Amounts	Amounts	Budget	Budget	Budget	Budget
MEN'S WRESTLING						
Personnel Services	15,000	15,000	15,000	15,000	15,000	35,305
Fringe Benefits	2,308	2,301	3,197	3,197	3,197	14,336
Materials and Services	21,250	10,857	21,400	23,540	23,540	23,540
Total Requirements	38,558	28,158	39,597	41,737	41,737	73,181
OBSTACLE COURSE RACING						
Personnel Services	-	10,000	10,000	10,000	10,000	10,000
Fringe Benefits	-	1,902	2,131	2,131	2,131	2,131
Materials and Services	12,200	10,500	10,500	11,550	11,550	11,550
Total Requirements	12,200	22,402	22,631	23,681	23,681	23,681
REGISTRATION & RECORDS						
Personnel Services	227,940	206,507	229,633	227,368	227,368	227,368
Fringe Benefits	125,536	120,770	133,588	133,140	133,140	133,140
Materials and Services	15,867	3,082	16,506	16,500	16,500	16,500
Total Requirements	369,343	330,359	379,727	377,008	377,008	377,008
STUDENT HOUSING DIRECTOR						
Personnel Services	-	-	-	57,260	57,260	57,260
Fringe Benefits	-	-	-	12,322	12,322	12,322
Materials and Services	-	-	-	3,800	3,800	3,800
Total Requirements	-	-	-	73,382	73,382	73,382
STUDENT SERVICES SUPPORT						
Materials and Services	-	-	-	7,000	7,000	7,000
Total Requirements	-	-	-	7,000	7,000	7,000
TEACHING & LEARNING CENTER						
Personnel Services	-	-	-	11,138	11,138	11,138
Fringe Benefits	-	-	-	6,739	6,739	6,739
Materials and Services	-	-	-	100,000	100,000	100,000
Total Requirements	-	-	-	117,877	117,877	117,877

Expenditures by Organization: Student Services

	Fiscal Year 2019 - 2020	Fiscal Year 2020 - 2021	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023
STUDENT SERVICES	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED	ADOPTED
	Amounts	Amounts	Budget	Budget	Budget	Budget
TESTING						
Personnel Services	35,607	36,682	40,560	40,189	40,189	40,189
Fringe Benefits	23,323	23,502	25,548	25,475	25,475	25,475
Materials and Services	5,632	775	9,700	9,700	9,700	9,700
Total Requirements	64,561	60,959	75,808	75,364	75,364	75,364
TRACK & FIELD						
Personnel Services	64,746	70,218	75,077	74,989	74,989	74,989
Fringe Benefits	27,970	29,202	32,898	32,892	32,892	32,892
Materials and Services	18,851	20,462	20,500	22,550	22,550	22,550
Total Requirements	111,568	119,882	128,475	130,431	130,431	130,431
VICE PRESIDENT STUDENT SERVICES						
Personnel Services	-	-	-	147,772	147,772	145,231
Fringe Benefits	-	-	-	48,710	48,710	48,164
Materials and Services	-	-	-	7,600	7,600	7,600
Total Requirements	-	-	-	204,082	204,082	200,995
WELLNESS COUNSELOR						
Personnel Services	61,971	79,654	66,878	69,622	69,622	69,622
Fringe Benefits	30,771	38,662	31,154	31,747	31,747	31,747
Materials and Services	2,930	2,640	4,900	4,300	4,300	4,300
Total Requirements	95,672	120,957	102,932	105,669	105,669	105,669
WOMEN'S BASKETBALL						
Personnel Services	5,000	5,000	5,613	5,000	5,000	5,000
Fringe Benefits	951	950	1,193	1,066	1,066	1,066
Materials and Services	16,520	14,762	17,500	19,250	19,250	19,250
Total Requirements	22,471	20,712	24,306	25,316	25,316	25,316

Expenditures by Organization: Student Services

	Fiscal Year 2019 - 2020	Fiscal Year 2020 - 2021	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023
STUDENT SERVICES	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED	ADOPTED
	Amounts	Amounts	Budget	Budget	Budget	Budget
WOMEN'S SOCCER						
Personnel Services	-	16,056	15,594	15,000	15,000	15,000
Fringe Benefits	-	2,107	3,244	3,197	3,197	3,197
Materials and Services	-	10,034	10,500	11,550	11,550	11,550
Total Requirements	-	28,197	29,338	29,747	29,747	29,747
WOMEN'S VOLLEYBALL						
Personnel Services	11,589	10,000	15,000	14,905	14,905	14,905
Fringe Benefits	1,877	1,901	3,197	3,645	3,645	3,645
Materials and Services	1,500	1,486	1,500	1,650	1,650	1,650
Total Requirements	14,967	13,387	19,697	20,200	20,200	20,200
WOMEN'S WRESTLING						
Personnel Services	15,000	15,000	15,602	15,000	15,000	35,305
Fringe Benefits	2,723	2,848	3,322	3,197	3,197	14,336
Materials and Services	20,525	21,210	21,400	23,540	23,540	23,540
Total Requirements	38,249	39,058	40,324	41,737	41,737	73,181
BUDGET HOLDING						
Personnel Services	-	-	25,625	-	-	-
Fringe Benefits	-	-	5,078	-	-	-
Total Requirements	-	-	30,703	-	-	-
TOTAL STUDENT SERVICES	2,331,741	2,602,485	3,053,315	3,504,229	3,504,229	3,578,790

Expenditures by Organization: College Support Services

	Fiscal Year 2019 - 2020	Fiscal Year 2020 - 2021	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023
COLLEGE SUPPORT SERVICES	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED	ADOPTED
	Amounts	Amounts	Budget	Budget	Budget	Budget
ACCOUNTING & FINANCE						
Personnel Services	331,361	244,234	345,662	383,551	383,551	383,551
Fringe Benefits	172,672	91,473	176,235	200,296	200,296	200,296
Materials and Services	19,905	121,085	104,550	113,645	113,645	113,645
Total Requirements	523,939	456,792	626,447	697,492	697,492	697,492
ADMINISTRATIVE PLANNING						
Materials and Services	6,466	2,492	20,000	10,000	10,000	10,000
Total Requirements	6,466	2,492	20,000	10,000	10,000	10,000
ADMINISTRATIVE & EXEMPT STAFF DEVELOPMENT						
Materials and Services	7,007	750	9,000	9,000	9,000	9,000
Total Requirements	7,007	750	9,000	9,000	9,000	9,000
ADVANCEMENT						
Personnel Services	126,428	181,272	219,682	-	-	-
Fringe Benefits	55,858	75,735	95,979	-	-	-
Materials and Services	1,316	99,201	240,907	-	-	-
Total Requirements	183,601	356,207	556,568	-	-	-
BOARD OF EDUCATION						
Materials and Services	4,979	12,600	12,300	16,300	16,300	16,300
Total Requirements	4,979	12,600	12,300	16,300	16,300	16,300
CAMPUS EVENTS						
Materials and Services	2,896	217	7,400	7,400	7,400	7,400
Total Requirements	2,896	217	7,400	7,400	7,400	7,400
CAMPUS TECHNOLOGY						
Materials and Services	29,531	8,227	25,000	25,000	25,000	25,000
Capital Outlay	-	5,000	-	-	-	-
Total Requirements	29,531	13,227	25,000	25,000	25,000	25,000

Expenditures by Organization: College Support Services

COLLEGE SUPPORT SERVICES	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
CHIEF FINANCIAL OFFICER						
Personnel Services	163,458	197,142	235,634	250,403	250,403	250,403
Fringe Benefits	62,760	70,333	84,510	87,707	87,707	87,707
Materials and Services	6,463	5,322	13,000	13,000	13,000	13,000
Total Requirements	232,681	272,797	333,144	351,110	351,110	351,110
COLLEGE MEMBERSHIP DUES						
Materials and Services	55,402	61,618	65,000	70,000	70,000	70,000
Total Requirements	55,402	61,618	65,000	70,000	70,000	70,000
COMMUNICATIONS & MARKETING						
Personnel Services	160,502	-	-	249,759	249,759	249,759
Fringe Benefits	71,377	-	-	121,064	121,064	121,064
Materials and Services	124,018	-	-	140,907	140,907	140,907
Total Requirements	355,896	-	-	511,730	511,730	511,730
COMPLIANCE						
Personnel Services	-	22,763	71,320	72,113	72,113	72,113
Fringe Benefits	-	1,909	32,197	15,569	15,569	15,569
Materials and Services	-	19	4,000	6,000	6,000	6,000
Total Requirements	-	24,692	107,517	93,682	93,682	93,682
EMERGENT NEED PERSONNEL						
Personnel Services	-	1,007	5,000	15,000	15,000	15,000
Fringe Benefits	-	211	1,066	3,197	3,197	3,197
Total Requirements	-	1,219	6,066	18,197	18,197	18,197
EMPLOYEE WELLNESS						
Materials and Services	245	1,966	2,000	2,000	2,000	2,000
Total Requirements	245	1,966	2,000	2,000	2,000	2,000

Expenditures by Organization: College Support Services

COLLEGE SUPPORT SERVICES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2022 - 2023	2022 - 2023
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED	ADOPTED
	Amounts	Amounts	Budget	Budget	Budget	Budget
EVENTS						
Personnel Services	63,580	26,637	77,287	54,233	54,233	54,233
Fringe Benefits	24,330	18,834	42,868	24,861	24,861	24,861
Total Requirements	87,911	45,471	120,155	79,094	79,094	79,094
FOUNDATION						
Personnel Services	-	-	15,837	24,050	24,050	24,050
Fringe Benefits	-	-	6,241	9,403	9,403	9,403
Materials and Services	-	-	3,500	3,500	3,500	3,500
Total Requirements	-	-	25,578	36,953	36,953	36,953
GRANTS						
Personnel Services	54,256	-	-	68,456	68,456	68,456
Fringe Benefits	21,662	-	-	31,641	31,641	31,641
Materials and Services	2,407	-	32,000	24,000	24,000	24,000
Total Requirements	78,324	-	32,000	124,097	124,097	124,097
HUMAN RESOURCES						
Personnel Services	169,612	221,941	225,257	284,479	284,479	284,479
Fringe Benefits	75,400	81,780	102,193	117,399	117,399	117,399
Materials and Services	55,976	39,036	106,850	103,850	103,850	103,850
Total Requirements	300,988	342,757	434,300	505,728	505,728	505,728
INFORMATIONAL TECHNOLOGY						
Personnel Services	605,483	599,944	745,124	654,245	654,245	654,245
Fringe Benefits	300,687	303,441	351,373	330,906	330,906	330,906
Materials and Services	148,033	150,223	199,120	223,320	223,320	223,320
Total Requirements	1,054,203	1,053,608	1,295,617	1,208,471	1,208,471	1,208,471
INSTITUTIONAL RESEARCH & PLANNING						
Personnel Services	56,553	-	-	-	-	-
Fringe Benefits	26,641	-	-	-	-	-
Materials and Services	458	-	-	-	-	-
Total Requirements	83,652	-	-	-	-	-

Expenditures by Organization: College Support Services

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
COLLEGE SUPPORT SERVICES						
LEGAL AND AUDITING						
Materials and Services	114,055	173,494	183,100	182,200	182,200	182,200
Total Requirements	114,055	173,494	183,100	182,200	182,200	182,200
LIABILITY INSURANCE						
Materials and Services	65,037	232,575	260,000	310,170	310,170	310,170
Total Requirements	65,037	232,575	260,000	310,170	310,170	310,170
MAIL ROOM						
Personnel Services	21,078	21,439	25,989	25,304	25,304	25,304
Fringe Benefits	4,164	4,514	5,548	5,392	5,392	5,392
Materials and Services	20,368	19,810	36,000	36,000	36,000	36,000
Total Requirements	45,610	45,763	67,537	66,696	66,696	66,696
PAYROLL						
Personnel Services	70,750	73,241	88,083	86,749	86,749	86,749
Fringe Benefits	37,051	38,335	44,575	44,151	44,151	44,151
Materials and Services	8,957	7,052	20,500	20,500	20,500	20,500
Total Requirements	116,758	118,628	153,158	151,400	151,400	151,400
PHONES						
Materials and Services	104,205	66,962	70,500	71,500	71,500	71,500
Total Requirements	104,205	66,962	70,500	71,500	71,500	71,500
PRESIDENT'S OFFICE						
Personnel Services	272,397	319,628	266,076	269,785	269,785	269,785
Fringe Benefits	84,530	84,323	97,048	100,305	100,305	100,305
Materials and Services	11,803	10,383	38,277	21,500	21,500	21,500
Total Requirements	368,730	414,333	401,401	391,590	391,590	391,590
PURCHASING						
Personnel Services	66,041	67,869	82,269	61,310	61,310	61,310
Fringe Benefits	28,430	29,197	34,605	30,103	30,103	30,103
Materials and Services	3,016	2,401	5,400	5,400	5,400	5,400
Total Requirements	97,487	99,466	122,274	96,813	96,813	96,813

Expenditures by Organization: College Support Services

COLLEGE SUPPORT SERVICES	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
SECURITY						
Personnel Services	155,376	175,959	210,498	236,911	236,911	236,911
Fringe Benefits	79,061	89,930	95,768	101,326	101,326	101,326
Materials and Services	24,591	35,746	64,505	65,510	65,510	65,510
Total Requirements	259,027	301,634	370,771	403,747	403,747	403,747
STUDENT INSURANCE						
Materials and Services	31,973	-	-	-	-	-
Total Requirements	31,973	-	-	-	-	-
TECHNOLOGY INFRASTRUCTURE						
Personnel Services	-	-	-	49,359	49,359	49,359
Fringe Benefits	-	-	-	10,641	10,641	10,641
Materials and Services	-	-	-	440,000	440,000	440,000
Total Requirements	-	-	-	500,000	500,000	500,000
TUITION WAIVERS - STAFF						
Fringe Benefits	63,386	81,734	100,000	100,000	100,000	100,000
Total Requirements	63,386	81,734	100,000	100,000	100,000	100,000
WEBSITE CONTENT & DESIGN						
Materials and Services	-	-	-	200,000	200,000	200,000
Total Requirements	-	-	-	200,000	200,000	200,000
BUDGET HOLDING						
Personnel Services	-	-	1,850	-	-	-
Fringe Benefits	-	-	349	-	-	-
Total Requirements	-	-	2,199	-	-	-
TOTAL COLLEGE SUPPORT SERVICES	4,273,991	4,181,001	5,409,032	6,240,370	6,240,370	6,240,370

Expenditures by Organization: Financial Aid

FINANCIAL AID	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
TUITION WAIVERS - STUDENT						
Materials and Services	-	3,936	-	-	-	-
Financial Aid - Tuition Waivers	647,989	576,942	949,430	650,000	650,000	650,000
Total Requirements	647,989	580,878	949,430	650,000	650,000	650,000
TOTAL FINANCIAL AID	647,989	580,878	949,430	650,000	650,000	650,000

Expenditures by Organization: Plant Operations & Maintenance

	Fiscal Year 2019 - 2020	Fiscal Year 2020 - 2021	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023
PLANT OPERATIONS & MAINTENANCE	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED	ADOPTED
	Amounts	Amounts	Budget	Budget	Budget	Budget
CUSTODIAL SERVICES						
Personnel Services	268,568	255,062	349,339	344,253	344,253	344,253
Fringe Benefits	183,585	181,025	217,003	214,815	214,815	214,815
Materials and Services	46,909	34,079	80,528	66,528	66,528	66,528
Total Requirements	499,062	470,166	646,870	625,596	625,596	625,596
DIRECTOR OF MAINTENANCE, BUILDINGS & GROUNDS						
Personnel Services	134,478	141,028	150,599	150,732	150,732	137,674
Fringe Benefits	72,500	75,626	77,705	77,760	77,760	65,188
Materials and Services	4,142	1,562	4,000	4,000	4,000	4,000
Total Requirements	211,119	218,216	232,304	232,492	232,492	206,862
DIRECTOR OF SAFETY, SECURITY & CUSTODIANS						
Personnel Services	33,697	-	-	-	-	-
Fringe Benefits	6,485	-	-	-	-	-
Materials and Services	17,567	-	-	-	-	-
Total Requirements	57,749	-	-	-	-	-
LANDSLIDE						
Materials and Services	-	-	245,000	-	-	-
Total Requirements	-	-	245,000	-	-	-
MAINTENANCE OF BUILDINGS						
Personnel Services	156,031	139,947	217,166	240,130	240,130	240,130
Fringe Benefits	92,582	80,949	120,816	135,722	135,722	135,722
Materials and Services	95,618	76,669	126,641	126,641	126,641	126,641
Total Requirements	344,231	297,566	464,623	502,493	502,493	502,493

Expenditures by Organization: Plant Operations & Maintenance

	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2022 - 2023	2022 - 2023
PLANT OPERATIONS & MAINTENANCE	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED	ADOPTED
	Amounts	Amounts	Budget	Budget	Budget	Budget
MAINTENANCE OF GROUNDS						
Personnel Services	30,335	25,677	39,266	33,542	33,542	33,542
Fringe Benefits	14,855	16,432	26,199	24,658	24,658	24,658
Materials and Services	49,099	29,209	44,831	44,831	44,831	44,831
Total Requirements	94,290	71,318	110,296	103,031	103,031	103,031
PROPERTY INSURANCE						
Materials and Services	127,175	-	-	-	-	-
Total Requirements	127,175	-	-	-	-	-
UTILITIES AND RENTS						
Materials and Services	437,723	339,461	447,400	497,380	497,380	497,380
Total Requirements	437,723	339,461	447,400	497,380	497,380	497,380
WINERY MANAGEMENT						
Personnel Services	-	-	-	52,903	52,903	52,903
Fringe Benefits	-	-	-	19,793	19,793	19,793
Materials and Services	-	-	-	41,500	41,500	41,500
Total Requirements	-	-	-	114,196	114,196	114,196
TOTAL PLANT OPERATIONS & MAINTENANCE	1,771,350	1,396,726	2,146,493	2,075,188	2,075,188	2,049,558

Special Revenue Fund: Grants and Contracts

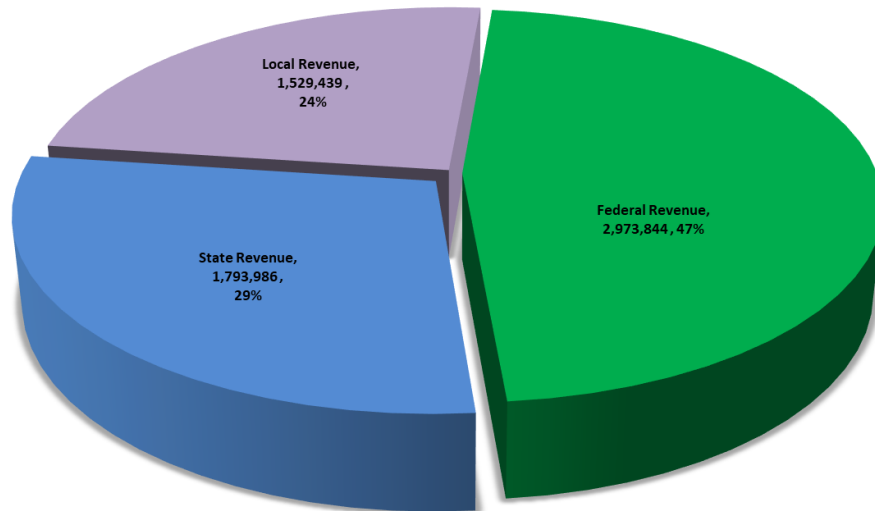
Summary of Resources and Requirements

The **Grants and Contracts fund** includes a budget of nearly \$6.3M for currently known Federal, State and Local grants and contracts that support various programs. This fund is dependent on grants and contract awards that will be received during the fiscal year. The proposed budget decreased due to the sunset of the Higher Education Emergency Relief Fund designated to combatting the effects of the Covid-19 pandemic. The College continues to actively explore and seek alternate sources of funding. The College recently secured funding for Title III, a multi-year grant focusing on designing a teaching and learning hub that facilitates more coordinated student support and effective student advising, improves student retention and graduation rates. In addition, the College applied and received funding for the vocational training scholarship for long-haul trucking program, that supports the urgent need of the local and nation-wide industry and most recently an Oregon Strategic Innovation Grant to support the new Friday Career academy program which is a partnership with Douglas County High Schools. The major source of revenue is from federal sources (47% of the budget).

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
RESOURCES						
Beginning Fund Balance	26,769	27,112	-	-	-	-
Federal Revenue	1,782,464	5,522,708	6,647,296	2,951,710	2,951,710	2,973,844
State Revenue	1,199,159	2,396,769	1,837,606	1,717,021	1,717,021	1,793,986
Local Revenue	727,291	803,622	780,523	1,064,929	1,064,929	1,529,439
TOTAL RESOURCES	3,735,683	8,750,212	9,265,425	5,733,660	5,733,660	6,297,269
REQUIREMENTS						
Personnel Services	2,045,100	2,010,283	2,533,010	2,509,540	2,509,540	2,782,759
Materials and Services	1,525,298	6,123,137	6,576,954	3,074,120	3,074,120	3,364,510
Capital Outlay	138,174	259,997	155,461	150,000	150,000	150,000
Sub-Total	3,708,572	8,393,418	9,265,425	5,733,660	5,733,660	6,297,269
Ending Fund Balance	27,112	356,794	-	-	-	-
TOTAL REQUIREMENTS	3,735,683	8,750,212	9,265,425	5,733,660	5,733,660	6,297,269

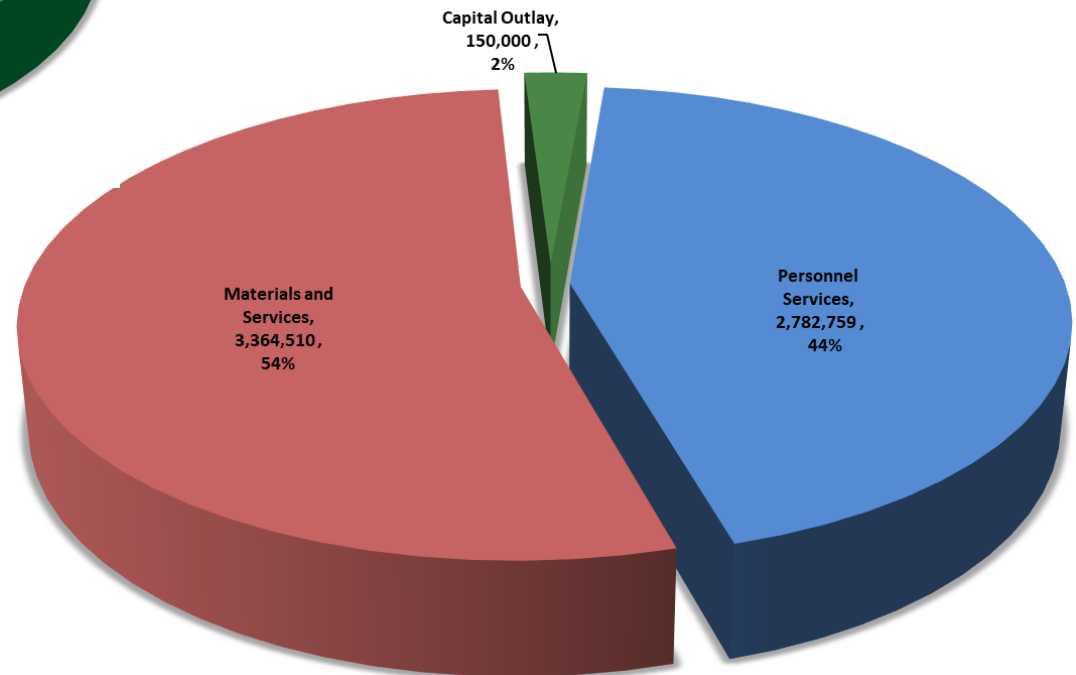
Special Revenue Fund: Grants and Contracts Resources & Requirements

Resources



Nearly 50% of the budgeted revenue is from federal sources, the remaining is split between state and local. TRIO programs and Title III account for some of the largest federal awards. Several new awards are expected during the 2022-23 fiscal year as we expand our operations and career programs.

Requirements



The largest expenditure category is Materials and Services. Several grant awards have been received that provide the opportunity to purchase supplies and equipment to replace failing and out of date equipment and for new academic programs. Personnel Services is the next largest, accounting for both short- and long-term positions.

Special Revenue Fund: Grants and Contracts

Summary by Use

Account	Instruction	Instructional Support	Community Services	Student Services	College Support Services	TOTAL
PERSONNEL SERVICES	785,358	178,288	64,525	1,754,588	-	2,782,759
MATERIALS & SERVICES	457,417	404,846	254,805	1,830,905	416,537	3,364,510
CAPITAL EXPENDITURES	-	150,000	-	-	-	150,000
TOTAL	1,242,775	733,134	319,330	3,585,493	416,537	6,297,269
FTE	10.5	2.2	1.0	26.3	-	40.0

Grants and Contracts: Resources

RESOURCES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2022 - 2023	2022 - 2023
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED	ADOPTED
	Amounts	Amounts	Budget	Budget	Budget	Budget
ABS Professional Development	13,251	10,075	6,673	-	-	-
Accountability	14,000	15,005	15,852	16,606	16,606	16,606
Athletic Bridge Funding	3,728	-	-	-	-	-
American Rescue Plan Act	-	877,715	1,205,362	100,000	100,000	100,000
Care Conn Emerg COVID19	6,726	3,265	-	-	-	-
Career Connected Learning	103,757	53,171	33,841	4,074	4,074	4,074
Career Pathways Grant	37,566	37,319	75,899	52,899	52,899	52,899
Carl Perkins	188,175	201,329	248,178	203,000	203,000	203,000
Childcare & Development Fund	278,691	39,387	-	-	-	-
Childcare Resource & Referral	50,530	230,940	-	-	-	-
Comprehensive	154,412	205,041	253,388	253,388	253,388	253,388
Coronavirus RRSAA	-	1,573,232	1,600,000	-	-	-
COVID Student Aid	-	495,650	65,277	-	-	-
Cow Creek Forestry	12,418	2,016	-	-	-	-
Cow Creek GED	7,400	-	-	-	-	-
CPI Training FF Grant	-	3,750	-	-	-	-
DC Truck Driving	-	-	36,000	132,000	132,000	132,000
DCIDB Aluminum Welding	92	-	-	-	-	-
Declaration of Cooperation	1,986	37,407	24,170	24,170	24,170	24,170
Dental Clinic	-	5,000	5,000	5,000	5,000	5,000
Developmental Education	6,207	6,263	-	5,663	5,663	5,663
Early Learning Professional Development	53,726	20,894	54,766	54,766	54,766	54,766
Educational Talent Search	299,421	309,081	353,384	333,164	333,164	333,164
Films on Demand	114,400	114,400	116,537	116,537	116,537	116,537
Focused Childcare Network	34,466	9,973	-	-	-	-
Ford Family Career Academy	-	-	-	100,000	100,000	100,000
Ford Family Rural Men	-	-	-	-	-	100,000
Ford Family SBDC Childcare	-	19,205	33,085	-	-	-
Forestry	40,849	20,125	-	17,500	17,500	17,500
Gear Up	-	52,850	22,653	-	-	-
GED WrapAround	-	71,926	-	-	-	-
GEER Distance Learning	-	18,741	89,806	-	-	-
GEER Student Support	-	188,070	-	-	-	-
Guided Pathways 2	621	7,349	-	-	-	-
Inclusive Career Advancement Program	-	-	-	-	-	27,000

Grants and Contracts: Resources

RESOURCES	Fiscal Year 2019 - 2020	Fiscal Year 2020 - 2021	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED	ADOPTED
	Amounts	Amounts	Budget	Budget	Budget	Budget
Job Corps	298,239	200,203	363,956	374,248	374,248	374,248
JOBS	602,588	533,964	714,387	586,845	586,845	586,845
Jordan Cove Project	2,129	371	-	-	-	-
Lead Learn Training	2,456	-	-	-	-	-
Lending Library	3,352	3,488	3,158	1,266	1,266	1,266
Liberal Arts Transfer Fund	-	1,000	-	-	-	-
Library ARP	-	-	15,510	-	-	-
Library CARES Act	-	3,064	-	-	-	-
Library Workforce Dev Partnership	-	-	5,000	-	-	-
Lottery Grant	82,648	61,352	72,000	75,000	75,000	75,000
Mathematics & Young Child Project	-	1,961	-	-	-	-
Nursing Accreditation	-	200,000	100,000	140,000	140,000	140,000
OCF EMS Mannequin	353	353	-	-	-	-
OpenTextbook Workshop	5,861	20,180	6,066	6,066	6,066	6,066
Open World Program	6,422	-	-	-	-	-
OR Innovation Career Academy	-	-	-	66,000	66,000	66,339
Pathways to Opportunity	21,301	42,193	25,582	17,709	17,709	17,709
PreK Network	46,107	36,148	15,070	-	-	-
Preschool Promise	24,970	-	-	-	-	-
Program Improvement	9,695	12,349	-	15,070	15,070	15,070
Resource Navigator	-	-	85,000	95,001	95,001	95,001
Retail Management Grant	605	2,795	-	-	-	-
RMC Walmart Brighter Futures	48,535	-	-	-	-	-
Rural CC Covid19 St Support	1,100	8,715	-	-	-	-
SAIF COVID Workers Safety	3,682	-	-	-	-	-
SB551 PT Medical Benefit	-	-	-	-	-	10,000
SBDC Cares	-	29,779	10,221	-	-	-
SBDC Federal	42,631	32,461	35,000	35,000	35,000	35,000
SBDC Ford Family Covid19	-	-	-	-	-	-
Seismic Rehabilitation WFA	69,798	1,533,505	-	-	-	-
SEM Intern	-	-	-	-	-	-
Snap 50/50	1,131	60,537	44,000	77,569	77,569	77,569
Soar to Success	143,407	-	-	-	-	-
SOWIB Dislocated Worker	-	-	-	-	-	229,000
SOWIB Mechatronics	-	-	-	-	-	135,510
Special Revenue Program	-	-	1,842,349	1,250,000	1,250,000	1,250,000

Grants and Contracts: Resources

RESOURCES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2022 - 2023	2022 - 2023
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED	ADOPTED
	Amounts	Amounts	Budget	Budget	Budget	Budget
Stem Hub Backbone Funding	17,573	-	-	-	-	-
Stem Hub Summer Advance	47,784	-	-	-	-	-
Stem Innovation Summer Advance	78,487	-	-	-	-	-
Step	-	5,858	27,835	-	-	-
Supplemental CARES Act	-	160,726	188,194	-	-	-
Teaching Skills that Matter	-	1,360	6,640	-	-	-
Title III	-	-	448,388	760,409	760,409	760,409
Torque Certification	2,082	86	-	-	-	-
Transfer Opportunity Program	316,077	333,107	371,143	320,768	320,768	320,768
Umpqua Cares 2020	98,107	451,230	-	-	-	-
Upward Bound Program	271,664	320,445	311,713	312,305	312,305	334,439
US Engineering	-	-	33,757	25,523	25,523	25,523
US Forestry	3,209	6,284	51,580	-	-	-
USDA General Recreation	-	5,911	20,858	-	-	-
VOCA	39,389	43,701	67,768	20,000	20,000	20,000
Walmart JRWA SNAP	16,183	-	7,931	-	-	-
Walmart JRWA SNAP Extension	5,697	7,911	-	-	-	-
Water Environment Federation	-	-	30,000	30,000	30,000	30,000
Whipple SAP	-	-	22,351	5,589	5,589	5,589
Youth Development	-	-	100,096	100,525	100,525	140,490
TOTAL RESOURCES	3,735,683	8,750,212	9,265,425	5,733,660	5,733,660	6,297,608

Grants and Contracts: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
ABS PROFESSIONAL DEVELOPMENT						
Personnel Services	5,796	4,838	-	-	-	-
Materials and Services	7,455	5,237	6,673	-	-	-
Total Fund Requirements	13,251	10,075	6,673	-	-	-
ACCOUNTABILITY						
Personnel Services	11,666	13,005	13,352	14,106	14,106	14,106
Materials and Services	2,334	2,000	2,500	2,500	2,500	2,500
Total Fund Requirements	14,000	15,005	15,852	16,606	16,606	16,606
AMERICAN RESCUE PLAN ACT						
Materials and Services	-	877,715	1,205,362	100,000	100,000	100,000
Total Fund Requirements	-	877,715	1,205,362	100,000	100,000	100,000
ATHLETIC BRIDGE FUNDING						
Materials and Services	3,728	-	-	-	-	-
Total Fund Requirements	3,728	-	-	-	-	-
CARE CONN EMERG COVID19						
Materials and Services	6,726	3,265	-	-	-	-
Total Fund Requirements	6,726	3,265	-	-	-	-
CAREER CONNECTED LEARNING						
Materials and Services	103,757	18,118	33,841	4,074	4,074	4,074
Ending Fund Balance	-	35,053	-	-	-	-
Total Fund Requirements	103,757	53,171	33,841	4,074	4,074	4,074
CAREER PATHWAY GRANT						
Personnel Services	12,794	18,939	62,259	42,496	42,496	42,496
Materials and Services	24,773	18,380	13,640	10,403	10,403	10,403
Total Fund Requirements	37,566	37,319	75,899	52,899	52,899	52,899
CARL PERKINS						
Materials and Services	50,001	46,126	92,717	53,000	53,000	53,000
Capital Expenses	138,174	155,203	155,461	150,000	150,000	150,000
Total Fund Requirements	188,175	201,329	248,178	203,000	203,000	203,000

Grants and Contracts: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
CHILDCARE & DEVELOPMENT FUND						
Personnel Services	203,951	15,694	-	-	-	-
Materials and Services	74,740	23,693	-	-	-	-
Total Fund Requirements	278,691	39,387	-	-	-	-
CHILDCARE RESOURCE & REFERRAL						
Personnel Services	41,445	176,017	-	-	-	-
Materials and Services	9,085	54,923	-	-	-	-
Total Fund Requirements	50,530	230,940	-	-	-	-
COMPREHENSIVE						
Personnel Services	136,107	156,872	219,948	221,707	221,707	221,707
Materials and Services	18,304	48,169	33,440	31,681	31,681	31,681
Total Fund Requirements	154,412	205,041	253,388	253,388	253,388	253,388
CORONAVIRUS RRSAA						
Materials and Services	-	1,553,497	1,600,000	-	-	-
Capital Expenses	-	19,735	-	-	-	-
Total Fund Requirements	-	1,573,232	1,600,000	-	-	-
COVID STUDENT AID						
Materials and Services	-	495,650	65,277	-	-	-
Total Fund Requirements	-	495,650	65,277	-	-	-
COW CREEK FORESTRY						
Materials and Services	12,418	2,016	-	-	-	-
Total Fund Requirements	12,418	2,016	-	-	-	-
COW CREEK GED						
Materials and Services	7,400	-	-	-	-	-
Total Fund Requirements	7,400	-	-	-	-	-
CPI TRAINING FF GRANT						
Materials and Services	-	3,750	-	-	-	-
Total Fund Requirements	-	3,750	-	-	-	-

Grants and Contracts: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
DC TRUCK DRIVING						
Materials and Services	-	-	36,000	132,000	132,000	132,000
Total Fund Requirements	-	-	36,000	132,000	132,000	132,000
DCIDB ALUMINUM WELDING						
Materials and Services	92	-	-	-	-	-
Total Fund Requirements	92	-	-	-	-	-
DECLARATION OF COOPERATION						
Materials and Services	1,986	8,409	24,170	24,170	24,170	24,170
Ending Fund Balance	-	28,998	-	-	-	-
Total Fund Requirements	1,986	37,407	24,170	24,170	24,170	24,170
DENTAL CLINIC						
Materials and Services	-	-	5,000	5,000	5,000	5,000
Ending Fund Balance	-	5,000	-	-	-	-
Total Fund Requirements	-	5,000	5,000	5,000	5,000	5,000
DEVELOPMENTAL EDUCATION WORKGROUP						
Personnel Services	6,207	-	-	-	-	-
Materials and Services	-	600	-	5,663	5,663	5,663
Ending Fund Balance	-	5,663	-	-	-	-
Total Fund Requirements	6,207	6,263	-	5,663	5,663	5,663
EARLY LEARNING PROFESSIONAL DEVELOPMENT						
Personnel Services	31,337	3,986	-	-	-	-
Materials and Services	22,389	16,908	54,766	54,766	54,766	54,766
Total Fund Requirements	53,726	20,894	54,766	54,766	54,766	54,766
EDUCATIONAL TALENT SEARCH						
Personnel Services	240,224	248,672	251,081	269,735	269,735	269,735
Materials and Services	59,197	60,408	102,303	63,429	63,429	63,429
Total Fund Requirements	299,421	309,081	353,384	333,164	333,164	333,164

Grants and Contracts: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
FOCUSED CHILDCARE NETWORK						
Personnel Services	12,593	4,356	-	-	-	-
Materials and Services	21,873	5,617	-	-	-	-
Total Fund Requirements	34,466	9,973	-	-	-	-
FORD FAMILY CAREER ACADEMY						
Personnel Services	-	-	-	-	-	87,709
Materials and Services	-	-	-	100,000	100,000	12,291
Total Fund Requirements	-	-	-	100,000	100,000	100,000
FORD FAMILY RURAL MEN						
Personnel Services	-	-	-	-	-	40,000
Materials and Services	-	-	-	-	-	60,000
Total Fund Requirements	-	-	-	-	-	100,000
FORD FAMILY SBDC CHILDCARE						
Personnel Services	-	16,026	21,361	-	-	-
Materials and Services	-	3,179	11,724	-	-	-
Total Fund Requirements	-	19,205	33,085	-	-	-
FORESTRY						
Personnel Services	40,849	1,827	-	-	-	-
Materials and Services	-	-	-	17,500	17,500	17,500
Ending Fund Balance	-	18,298	-	-	-	-
Total Fund Requirements	40,849	20,125	-	17,500	17,500	17,500
GEAR UP						
Personnel Services	-	17,065	4,489	-	-	-
Materials and Services	-	35,784	18,164	-	-	-
Total Fund Requirements	-	52,850	22,653	-	-	-
GED WRAPAROUND						
Personnel Services	-	8,573	-	-	-	-
Materials and Services	-	63,352	-	-	-	-
Total Fund Requirements	-	71,926	-	-	-	-

Grants and Contracts: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
GEER DISTANCE LEARNING						
Personnel Services	-	17,240	48,567	-	-	-
Materials and Services	-	1,500	41,239	-	-	-
Total Fund Requirements	-	18,741	89,806	-	-	-
GEER STUDENT SUPPORT						
Materials and Services	-	188,070	-	-	-	-
Total Fund Requirements	-	188,070	-	-	-	-
GUIDED PATHWAYS 2						
Personnel Services	-	349	-	-	-	-
Materials and Services	621	7,000	-	-	-	-
Total Fund Requirements	621	7,349	-	-	-	-
INCLUSIVE CAREER ADVANCEMENT PROGRAM						
Materials and Services	-	-	-	-	-	27,000
Total Fund Requirements	-	-	-	-	-	27,000
JOB CORPS						
Personnel Services	196,570	156,190	270,473	280,765	280,765	280,765
Materials and Services	101,668	44,012	93,483	93,483	93,483	93,483
Total Fund Requirements	298,239	200,203	363,956	374,248	374,248	374,248
JOBS						
Personnel Services	504,253	442,816	543,248	494,511	494,511	494,511
Materials and Services	71,577	65,085	171,139	92,334	92,334	92,334
Ending Fund Balance	26,759	26,064	-	-	-	-
Total Fund Requirements	602,588	533,964	714,387	586,845	586,845	586,845
JORDAN COVE PROJECT						
Materials and Services	2,129	371	-	-	-	-
Total Fund Requirements	2,129	371	-	-	-	-

Grants and Contracts: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
LEAD LEARN TRAINING						
Materials and Services	2,456	-	-	-	-	-
Total Fund Requirements	2,456	-	-	-	-	-
LENDING LIBRARY						
Materials and Services	3,352	351	3,158	1,266	1,266	1,266
Ending Fund Balance	-	3,137	-	-	-	-
Total Fund Requirements	3,352	3,488	3,158	1,266	1,266	1,266
LIBERAL ARTS TRANSFER FUND						
Ending Fund Balance	-	1,000	-	-	-	-
Total Fund Requirements	-	1,000	-	-	-	-
LIBRARY ARP						
Materials and Services	-	-	15,510	-	-	-
Total Fund Requirements	-	-	15,510	-	-	-
LIBRARY CARES ACT						
Materials and Services	-	3,064	-	-	-	-
Total Fund Requirements	-	3,064	-	-	-	-
LIBRARY ARP						
Materials and Services	-	-	5,000	-	-	-
Total Fund Requirements	-	-	5,000	-	-	-
LOTTERY GRANT						
Personnel Services	66,416	48,038	41,769	66,107	66,107	66,107
Materials and Services	16,232	13,314	30,231	8,893	8,893	8,893
Total Fund Requirements	82,648	61,352	72,000	75,000	75,000	75,000
MATHEMATICS & YOUNG CHILD PROJECT						
Materials and Services	-	1,961	-	-	-	-
Total Fund Requirements	-	1,961	-	-	-	-

Grants and Contracts: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
NURSING ACCREDITATION						
Personnel Services	-	42,751	89,636	93,929	93,929	93,929
Materials and Services	-	1,099	10,364	46,071	46,071	46,071
Ending Fund Balance	-	156,149	-	-	-	-
Total Fund Requirements	-	200,000	100,000	140,000	140,000	140,000
OCF EMS MANNEQUIN						
Ending Fund Balance	353	353	-	-	-	-
Total Fund Requirements	353	353	-	-	-	-
OPEN TEXTBOOK WORKSHOP						
Personnel Services	5,861	20,180	6,066	6,066	6,066	6,066
Total Fund Requirements	5,861	20,180	6,066	6,066	6,066	6,066
OPEN WORLD PROGRAM						
Materials and Services	6,422	-	-	-	-	-
Total Fund Requirements	6,422	-	-	-	-	-
OR INNOVATION CAREER ACADEMY						
Materials and Services	-	-	-	66,000	66,000	66,000
Total Fund Requirements	-	-	-	66,000	66,000	66,000
PATHWAYS TO OPPORTUNITY						
Personnel Services	13,734	14,416	10,437	10,918	10,918	10,918
Materials and Services	7,567	16,194	15,145	6,791	6,791	6,791
Ending Fund Balance	-	11,582	-	-	-	-
Total Fund Requirements	21,301	42,193	25,582	17,709	17,709	17,709
PREK NETWORK						
Personnel Services	34,197	28,899	-	-	-	-
Materials and Services	11,910	7,249	-	-	-	-
Total Fund Requirements	46,107	36,148	-	-	-	-

Grants and Contracts: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
PRESCHOOL PROMISE						
Materials and Services	24,970	-	-	-	-	-
Total Fund Requirements	24,970	-	-	-	-	-
PROGRAM IMPROVEMENT						
Personnel Services	5,969	10,052	10,797	10,797	10,797	10,797
Materials and Services	3,725	2,297	4,273	4,273	4,273	4,273
Total Fund Requirements	9,695	12,349	15,070	15,070	15,070	15,070
RESOURCE NAVIGATOR						
Personnel Services	-	-	60,396	76,171	76,171	76,171
Materials and Services	-	-	24,604	18,830	18,830	18,830
Total Fund Requirements	-	-	85,000	95,001	95,001	95,001
RETAIL MANAGEMENT GRANT						
Materials and Services	605	2,795	-	-	-	-
Total Fund Requirements	605	2,795	-	-	-	-
RMC WALMART BRIGHTER FUTURES						
Materials and Services	48,535	-	-	-	-	-
Total Fund Requirements	48,535	-	-	-	-	-
RURAL CC COVID19 ST SUPPORT						
Materials and Services	1,100	8,715	-	-	-	-
Total Fund Requirements	1,100	8,715	-	-	-	-
SAIF COVID WORKERS SAFETY						
Materials and Services	3,682	-	-	-	-	-
Total Fund Requirements	3,682	-	-	-	-	-
SB551 PT MEDICAL BENEFIT						
Personnel Services	-	-	-	-	-	10,000
Total Fund Requirements	-	-	-	-	-	10,000

Grants and Contracts: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
SBDC CARES						
Personnel Services	-	27,374	5,692	-	-	-
Materials and Services	-	2,405	4,530	-	-	-
Total Fund Requirements	-	29,779	10,221	-	-	-
SBDC FEDERAL						
Personnel Services	42,631	32,461	35,000	35,000	35,000	35,000
Total Fund Requirements	42,631	32,461	35,000	35,000	35,000	35,000
SEISMIC REHABILITATION WFA						
Materials and Services	69,798	1,533,505	-	-	-	-
Total Fund Requirements	69,798	1,533,505	-	-	-	-
SNAP 50/50						
Personnel Services	1,131	3,057	17,212	15,569	15,569	15,569
Materials and Services	-	-	26,788	62,000	62,000	62,000
Ending Fund Balance	-	57,479	-	-	-	-
Total Fund Requirements	1,131	60,537	44,000	77,569	77,569	77,569
SOAR TO SUCCESS						
Personnel Services	22,700	-	-	-	-	-
Materials and Services	120,707	-	-	-	-	-
Total Fund Requirements	143,407	-	-	-	-	-
SOWIB DISLOCATED WORKER						
Materials and Services	-	-	-	-	-	229,000
Total Fund Requirements	-	-	-	-	-	229,000
SOWIB MECHATRONICS						
Personnel Services	-	-	-	-	-	135,510
Total Fund Requirements	-	-	-	-	-	135,510
SPECIAL REVENUE (Community Services)						
Materials and Services	-	-	66,159	120,000	120,000	120,000
Total Fund Requirements	-	-	66,159	120,000	120,000	120,000

Grants and Contracts: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
SPECIAL REVENUE (Instruction)						
Materials and Services	-	-	255,999	300,000	300,000	300,000
Total Fund Requirements	-	-	255,999	300,000	300,000	300,000
SPECIAL REVENUE (Instruction Support)						
Materials and Services	-	-	173,924	250,000	250,000	250,000
Total Fund Requirements	-	-	173,924	250,000	250,000	250,000
SPECIAL REVENUE (Support Serv)						
Materials and Services	-	-	1,077,715	200,000	200,000	200,000
Total Fund Requirements	-	-	1,077,715	200,000	200,000	200,000
SPECIAL REVENUE (Student Serv)						
Materials and Services	-	-	268,552	380,000	380,000	380,000
Total Fund Requirements	-	-	268,552	380,000	380,000	380,000
STEM HUB BACKBONE FUNDING						
Materials and Services	17,573	-	-	-	-	-
Total Fund Requirements	17,573	-	-	-	-	-
STEM HUB SUMMER ADVANCE						
Materials and Services	47,784	-	-	-	-	-
Total Fund Requirements	47,784	-	-	-	-	-
STEM INNOVATION SUMMER ADVANCE						
Materials and Services	78,487	-	-	-	-	-
Total Fund Requirements	78,487	-	-	-	-	-
STEP						
Materials and Services	-	5,858	27,835	-	-	-
Total Fund Requirements	-	5,858	27,835	-	-	-
SUPPLEMENTAL CARES ACT						
Materials and Services	-	160,726	188,194	-	-	-
Total Fund Requirements	-	160,726	188,194	-	-	-

Grants and Contracts: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
TEACHING SKILLS THAT MATTER						
Personnel Services	-	1,360	6,640	-	-	-
Total Fund Requirements	-	1,360	6,640	-	-	-
TITLE III						
Personnel Services	-	-	183,205	286,668	286,668	286,668
Materials and Services	-	-	265,183	473,741	473,741	473,741
Total Fund Requirements	-	-	448,388	760,409	760,409	760,409
TORQUE CERTIFICATION						
Materials and Services	2,082	-	-	-	-	-
Ending Fund Balance	-	86	-	-	-	-
Total Fund Requirements	2,082	86	-	-	-	-
TRANSFER OPPORT PROGRAM						
Personnel Services	235,841	230,488	273,168	261,152	261,152	261,152
Materials and Services	80,236	102,619	97,975	59,616	59,616	59,616
Total Fund Requirements	316,077	333,107	371,143	320,768	320,768	320,768
UMPQUA CARES 2020						
Personnel Services	-	47,363	-	-	-	-
Materials and Services	98,107	318,808	-	-	-	-
Capital Expenses	-	85,059	-	-	-	-
Total Fund Requirements	98,107	451,230	-	-	-	-
UPWARD BOUND PROGRAM						
Personnel Services	170,129	191,131	212,619	212,155	212,155	212,155
Materials and Services	101,535	129,314	99,094	100,150	100,150	122,284
Total Fund Requirements	271,664	320,445	311,713	312,305	312,305	334,439
US ENGINEERING						
Personnel Services	-	-	30,397	22,163	22,163	22,163
Materials and Services	-	-	3,360	3,360	3,360	3,360
Total Fund Requirements	-	-	33,757	25,523	25,523	25,523

Grants and Contracts: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
US FORESTRY						
Personnel Services	2,696	5,280	43,380	-	-	-
Materials and Services	512	1,003	8,200	-	-	-
Total Fund Requirements	3,209	6,284	51,580	-	-	-
USDA GENERAL RECREATION						
Personnel Services	-	4,967	17,528	-	-	-
Materials and Services	-	944	3,331	-	-	-
Total Fund Requirements	-	5,911	20,858	-	-	-
VOCA						
Materials and Services	39,389	43,701	67,768	20,000	20,000	20,000
Total Fund Requirements	39,389	43,701	67,768	20,000	20,000	20,000
WALMART JRWA SNAP						
Materials and Services	16,183	-	7,931	-	-	-
Total Fund Requirements	16,183	-	7,931	-	-	-
WALMART JRWA SNAP Extension						
Materials and Services	5,697	(20)	-	-	-	-
Ending Fund Balance	-	7,931	-	-	-	-
Total Fund Requirements	5,697	7,911	-	-	-	-
WATER ENVIRONMENT FEDERATION						
Personnel Services	-	-	25,000	25,000	25,000	25,000
Materials and Services	-	-	5,000	5,000	5,000	5,000
Total Fund Requirements	-	-	30,000	30,000	30,000	30,000
WHIPPLE SAP						
Materials and Services	-	-	22,351	5,589	5,589	5,589
Total Fund Requirements	-	-	22,351	5,589	5,589	5,589

Grants and Contracts: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
YOUTH DEVELOPMENT						
Personnel Services	-	-	29,290	64,525	64,525	64,525
Materials and Services	-	-	70,806	36,000	36,000	75,965
Total Fund Requirements	-	-	100,096	100,525	100,525	140,490
TOTAL REQUIREMENTS	3,735,683	8,750,212	9,265,425	5,733,660	5,733,660	6,297,269

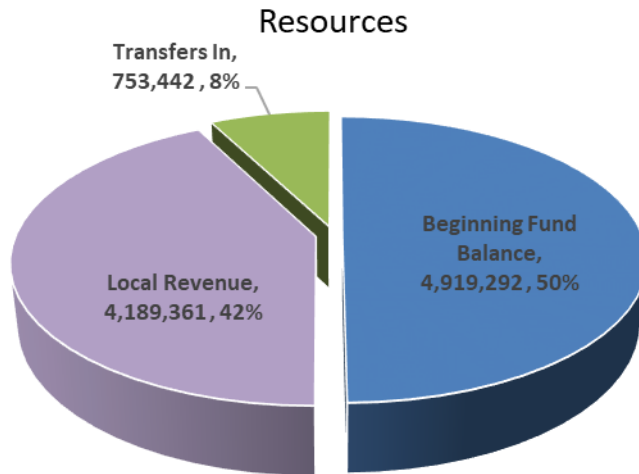
Special Revenue Fund: Administratively Restricted

Summary of Resources and Requirements

The **Administratively Restricted fund** decreased as the College closed out the one-time cost center that temporarily housed the proceeds from the 2021 Tax limited Pension Obligations. The proceeds were transferred to the State of Oregon to fund the College's portion of the unfunded actuarial liability in fiscal year 2022. The fund budgets transfers in from the General fund to build reserves for future use for much needed strategic investments and technology infrastructure. In addition, the College is in the process of applying for Employee Retention Tax Credit included in the Strategic Fund budget projections.

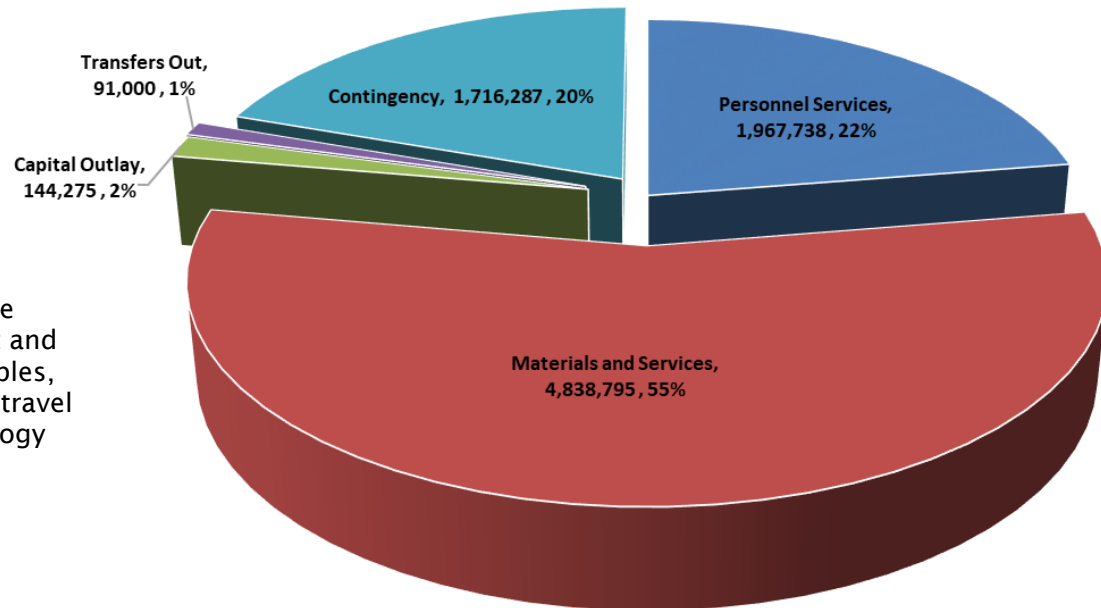
RESOURCES	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
Beginning Fund Balance	1,459,736	1,839,175	1,796,704	4,893,292	4,893,292	4,919,292
Local Revenue	2,897,961	3,669,426	22,002,557	4,083,286	4,083,286	4,189,361
Transfers In	531,584	168,492	815,646	753,442	753,442	753,442
TOTAL RESOURCES	4,889,281	5,677,093	24,614,907	9,730,020	9,730,020	9,862,095
REQUIREMENTS						
Personnel Services	1,293,334	1,194,238	1,708,726	1,861,663	1,861,663	1,967,738
Materials and Services	1,717,132	1,447,705	21,982,699	4,838,795	4,838,795	4,838,795
Capital Outlay	33,745	409,111	173,500	118,275	118,275	144,275
Transfers Out	5,895	79,600	89,000	91,000	91,000	91,000
Contingency	-	-	108,982	1,716,287	1,716,287	1,716,287
Sub-Total	3,050,106	3,130,653	24,062,907	8,626,020	8,626,020	8,758,095
Reserves	-	-	552,000	1,104,000	1,104,000	1,104,000
Ending Fund Balance	1,839,175	2,546,440	-	-	-	-
TOTAL REQUIREMENTS	4,889,281	5,677,093	24,614,907	9,730,020	9,730,020	9,862,095

Special Revenue Fund: Administratively Restricted Resources and Requirements



Beginning Fund Balance is estimated at 50% of resources for the 2022-23 fiscal year as we anticipate revenue being received at the end of fiscal year 2021-22 as well as the carryover of reserved amounts in Management Information Systems (Information Technology) and Strategic Fund.

Operating Requirements (excluding Reserves)



Materials & Services is more than 50% of the budgeted requirements and includes credit and non-credit instructional supplies, consumables, and equipment, athletic housing, gear and travel as well as strategic investment and technology expenses.

Special Revenue Fund: Administratively Restricted Summary by Use

Account	Instruction	Instructional Support	Community Services	Student Services	College Support Services	Transfers	Contingency	Reserves	TOTAL
PERSONNEL SERVICES	1,139,091	345,082	44,415	160,590	278,560	-	-	-	1,967,738
MATERIALS & SERVICES	1,789,416	654,480	85,585	1,268,060	1,041,254	-	-	-	4,838,795
CAPITAL EXPENDITURES	134,275	-	-	-	10,000	-	-	-	144,275
TRANSFERS OUT	-	-	-	-	-	91,000	-	-	91,000
CONTINGENCY	-	-	-	-	-	-	1,716,287	-	1,716,287
RESERVES	-	-	-	-	-	-	-	1,104,000	1,104,000
TOTAL	3,062,782	999,562	130,000	1,428,650	1,329,814	91,000	1,716,287	1,104,000	9,862,095
FTE	16.0	6.3	0.9	3.5	2.9	-	-	-	29.6

Administratively Restricted: Resources

RESOURCES	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
Adult Basic Skills	21,795	22,967	22,000	13,200	13,200	13,200
Apprenticeship Fees	41,692	49,209	60,000	43,125	43,125	43,125
Apprenticeship Coordinator	182,188	173,345	222,500	172,500	172,500	172,500
Art Fees	8,412	6,006	8,000	11,500	11,500	11,500
Athletic Concessions	54,415	113,314	110,000	156,000	156,000	156,000
Athletic Housing	124,211	480,416	309,700	318,134	318,134	318,134
Athletic Vending Machines	2,051	1,658	2,500	2,250	2,250	2,250
Automotive	(10,656)	(9,579)	18,000	11,450	11,450	11,450
Baseball Fees	34,523	33,573	25,800	24,700	24,700	24,700
Business Education	7,433	7,433	7,433	7,433	7,433	7,433
Business and Workforce Dev	81,706	54,306	45,000	39,500	39,500	39,500
Childcare Resource & Referral	38,302	22,528	-	-	-	-
Civil Engineering	11,892	17,880	11,689	13,500	13,500	13,500
Community Ed	204,288	198,652	230,000	235,000	235,000	235,000
Community Ed Conferences	12,344	29,086	87,500	95,000	95,000	95,000
Computer Information Systems	18,540	25,903	20,000	20,500	20,500	20,500
Conference on Aging	10,139	5,041	3,000	4,000	4,000	4,000
Construction 09	(87,416)	(76,952)	-	249,962	249,962	249,962
CPR Program	107,034	116,889	70,000	100,000	100,000	100,000
Criminal Justice	27,289	23,768	5,742	5,742	5,742	5,742
Cross Country	1,684	-	2,000	1,000	1,000	1,000
Culinary Arts	5,817	-	-	-	-	-
Curriculum Dev Dist Ed	65,000	-	-	-	-	-
DC Healthcare Career Pathways	419	-	-	-	-	-
Dental Assistant	55,016	63,779	74,373	85,000	85,000	85,000
Distance Ed	271,179	316,300	355,000	364,165	364,165	364,165
Driver's Ed	105,986	75,714	120,000	107,500	107,500	107,500
E-Sports	-	850	4,000	3,000	3,000	3,000
EMT	95,383	130,990	112,000	190,000	190,000	190,000
Engineering	3,917	6,102	6,900	7,000	7,000	7,000

Administratively Restricted: Resources

RESOURCES	Fiscal Year 2019 - 2020	Fiscal Year 2020 - 2021	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED	ADOPTED
	Amounts	Amounts	Budget	Budget	Budget	Budget
English Theater	3,951	(469)	9,250	9,250	9,250	9,250
Faculty Staff Development	86,802	120,296	112,656	143,595	143,595	143,595
Fire Science Fees	22,564	29,804	42,500	37,000	37,000	37,000
Fitness Center	5,889	4,404	14,000	11,037	11,037	11,037
Flegel Center	390,050	359,912	415,000	275,000	275,000	275,000
Ford Family Center	35	-	-	-	-	-
Forestry	1,256	4,434	5,000	7,700	7,700	7,700
Foundation Funded Emp	59,838	128,054	172,025	172,485	172,485	278,560
Health & Human Performance	7,744	5,899	12,500	12,500	12,500	12,500
Instructional Support	-	6,527	-	-	-	-
Library Book Sales	11,237	2,801	4,500	4,500	4,500	4,500
Management Information System	353,682	402,810	579,500	964,000	964,000	964,000
Men's Basketball Camp	13,771	6,149	15,500	7,000	7,000	7,000
Men's Wrestling	12,318	9,203	8,000	11,000	11,000	11,000
Music Lessons	12,289	3,331	20,897	18,197	18,197	18,197
Music - Vocal & Instrumental	21,423	18,156	29,200	28,000	28,000	28,000
Non Credit Online Registration	20,914	25,982	13,000	22,000	22,000	22,000
Nursing Fees	190,450	244,421	268,500	185,000	185,000	211,000
Nursing Instructional Fee	139,813	297,349	297,600	277,064	277,064	277,064
Obstacle Course Racing	1,312	1,537	2,500	1,000	1,000	1,000
OR Student Leadership Act & PD	-	16,541	38,541	38,325	38,325	38,325
Paralegal Online Fees	13,610	13,125	12,500	13,014	13,014	13,014
Parking Fees	14,731	14,831	14,831	14,831	14,831	14,831
PERS Pension Obligation Bond	-	-	18,000,000	-	-	-
Pool Operations	69,871	114,390	34,000	80,000	80,000	80,000
Practical Nursing	26,213	-	-	-	-	-
Recruitment & Retention	9,286	8,928	8,928	8,928	8,928	8,928
Retail Management	127,433	138,464	123,000	155,000	155,000	155,000
SAIF	52,947	63,982	38,108	60,874	60,874	60,874
SBDC Program	108,025	145,709	80,000	241,555	241,555	241,555
SBDC - UBC	50,039	-	-	-	-	-

Administratively Restricted: Resources

RESOURCES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2022 - 2023	2022 - 2023
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED	ADOPTED
	Amounts	Amounts	Budget	Budget	Budget	Budget
Science Fees	62,772	68,937	80,700	81,000	81,000	81,000
Staff Development	94,102	122,302	106,962	172,549	172,549	172,549
Strategic Fund	42,534	53,452	410,000	2,383,000	2,383,000	2,383,000
Student Activity Fee	163,806	147,618	145,000	147,000	147,000	147,000
Student Activity Fee Mainstream	9,203	11,040	14,360	18,000	18,000	18,000
Student Life	108,001	117,029	90,537	87,013	87,013	87,013
Student Newspaper	9,755	8,947	6,800	6,800	6,800	6,800
Student Success Initiatives	110,162	122,080	27,540	40,000	40,000	40,000
Student Success Fee (SD)	86,679	64,689	62,358	78,000	78,000	78,000
Student Success Fee	136,024	181,319	116,454	241,502	241,502	241,502
Student Technology Fees	367,004	298,744	236,900	280,000	280,000	280,000
T-TEN Fees	(14,213)	(5,576)	-	-	-	-
T-TEN Housing	(11,619)	(11,573)	-	-	-	-
Tech Fee TITLE II	4,003	4,815	5,300	5,800	5,800	5,800
Theater Arts	9,318	7,624	2,500	2,500	2,500	2,500
Track & Field Fees	5,787	7,252	18,600	8,500	8,500	8,500
Truck Driving	329,637	208,013	195,000	240,000	240,000	240,000
Umpqua Transit Bus Passes	5,900	550	25,000	20,000	20,000	20,000
Veteran's Program	5,365	6,656	1,800	1,800	1,800	1,800
Viticulture and Enology	8,124	7,327	7,000	7,800	7,800	7,800
Volleyball Camp	13,606	5,836	8,000	8,500	8,500	8,500
Volleyball Fees	16,996	14,352	17,000	17,000	17,000	17,000
Welding	34,602	59,479	70,523	69,040	69,040	69,040
Wildland Firefighting	24,018	42,783	85,000	57,000	57,000	57,000
Winter Intercession	-	-	15,000	15,000	15,000	15,000
Women's Basketball Camp	34,141	37,222	30,000	39,200	39,200	39,200
Women's Soccer	-	350	3,800	3,500	3,500	3,500
Women's Wrestling	8,530	20,081	29,500	69,500	69,500	69,500
Auxilliary Revenue Program	-	-	498,100	550,000	550,000	550,000
TOTAL RESOURCES	4,986,311	5,677,093	24,614,907	9,730,020	9,730,020	9,862,095

Administratively Restricted: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
ADULT BASIC SKILLS						
Personnel Services	(4,627)	233	-	-	-	-
Materials and Services	8,926	1,930	22,000	13,200	13,200	13,200
Ending Fund Balance	17,495	20,805	-	-	-	-
Total Fund Requirements	21,795	22,967	22,000	13,200	13,200	13,200
APPRENTICESHIP FEES						
Materials and Services	5,483	11,218	60,000	43,125	43,125	43,125
Ending Fund Balance	36,209	37,990	-	-	-	-
Total Fund Requirements	41,692	49,209	60,000	43,125	43,125	43,125
APPRENTICESHIP COORDINATOR						
Personnel Services	51,792	56,864	51,711	85,565	85,565	85,565
Materials and Services	43,934	40,325	60,789	19,992	19,992	19,992
Capital Outlay	2,865	7,800	75,000	36,943	36,943	36,943
Contingency	-	-	35,000	30,000	30,000	30,000
Ending Fund Balance	83,597	68,357	-	-	-	-
Total Fund Requirements	182,188	173,345	222,500	172,500	172,500	172,500
ART FEES						
Materials and Services	7,221	2,906	8,000	11,500	11,500	11,500
Ending Fund Balance	1,191	3,101	-	-	-	-
Total Fund Requirements	8,412	6,006	8,000	11,500	11,500	11,500
ATHLETIC CONCESSIONS						
Personnel Services	-	852	10,845	16,268	16,268	16,268
Materials and Services	21,048	26,459	99,155	139,732	139,732	139,732
Ending Fund Balance	33,367	86,004	-	-	-	-
Total Fund Requirements	54,415	113,314	110,000	156,000	156,000	156,000

Administratively Restricted: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
ATHLETIC HOUSING						
Personnel Services	-	-	-	8,134	8,134	8,134
Materials and Services	120,856	112,431	309,700	310,000	310,000	310,000
Capital Outlay	-	401,311	-	-	-	-
Ending Fund Balance	3,355	(33,326)	-	-	-	-
Total Fund Requirements	124,211	480,416	309,700	318,134	318,134	318,134
ATHLETIC VENDING MACHINES						
Materials and Services	648	1,313	2,500	2,250	2,250	2,250
Ending Fund Balance	1,403	345	-	-	-	-
Total Fund Requirements	2,051	1,658	2,500	2,250	2,250	2,250
AUTOMOTIVE						
Personnel Services	-	(1,380)	-	-	-	-
Materials and Services	78	27	13,000	11,450	11,450	11,450
Capital Outlay	-	-	5,000	-	-	-
Ending Fund Balance	(10,735)	(8,227)	-	-	-	-
Total Fund Requirements	(10,656)	(9,579)	18,000	11,450	11,450	11,450
BASEBALL FEES						
Materials and Services	9,675	16,701	25,800	24,700	24,700	24,700
Ending Fund Balance	24,848	16,872	-	-	-	-
Total Fund Requirements	34,523	33,573	25,800	24,700	24,700	24,700
BUSINESS EDUCATION						
Materials and Services	-	-	7,433	7,433	7,433	7,433
Ending Fund Balance	7,433	7,433	-	-	-	-
Total Fund Requirements	7,433	7,433	7,433	7,433	7,433	7,433

Administratively Restricted: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
BUSINESS & WORKFORCE DEV						
Personnel Services	20,108	15,676	19,667	21,558	21,558	21,558
Materials and Services	34,001	3,981	25,333	17,942	17,942	17,942
Ending Fund Balance	27,597	34,649	-	-	-	-
Total Fund Requirements	81,706	54,306	45,000	39,500	39,500	39,500
CHILDCARE RESOURCE & REFERRAL						
Personnel Services	494	-	-	-	-	-
Materials and Services	11,368	22,528	-	-	-	-
Ending Fund Balance	26,440	-	-	-	-	-
Total Fund Requirements	38,302	22,528	-	-	-	-
CIVIL ENGINEERING						
Personnel Services	-	-	5,939	5,939	5,939	5,939
Materials and Services	2,712	5,784	5,750	7,561	7,561	7,561
Ending Fund Balance	9,179	12,096	-	-	-	-
Total Fund Requirements	11,892	17,880	11,689	13,500	13,500	13,500
COMMUNITY ED						
Personnel Services	126,662	69,891	155,237	176,239	176,239	176,239
Materials and Services	55,039	48,279	74,763	58,761	58,761	58,761
Ending Fund Balance	22,587	80,482	-	-	-	-
Total Fund Requirements	204,288	198,652	230,000	235,000	235,000	235,000
COMMUNITY ED CONFERENCES						
Personnel Services	2,948	785	5,033	16,106	16,106	16,106
Materials and Services	1,532	318	82,467	78,894	78,894	78,894
Ending Fund Balance	7,864	27,983	-	-	-	-
Total Fund Requirements	12,344	29,086	87,500	95,000	95,000	95,000

Administratively Restricted: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
COMPUTER INFORMATION SYSTEMS						
Materials and Services	1,667	750	20,000	20,500	20,500	20,500
Ending Fund Balance	16,873	25,153	-	-	-	-
Total Fund Requirements	18,540	25,903	20,000	20,500	20,500	20,500
CONFERENCE ON AGING						
Personnel Services	2,254	2,439	-	-	-	-
Materials and Services	2,844	-	3,000	4,000	4,000	4,000
Ending Fund Balance	5,041	2,602	-	-	-	-
Total Fund Requirements	10,139	5,041	3,000	4,000	4,000	4,000
CONSTRUCTION 09						
Personnel Services						
Materials and Services	-	-	-	249,962	249,962	249,962
Ending Fund Balance	(87,416)	(76,952)	-	-	-	-
Total Fund Requirements	(87,416)	(76,952)	-	249,962	249,962	249,962
CPR PROGRAM						
Personnel Services	42,553	40,410	40,823	42,993	42,993	42,993
Materials and Services	47,521	43,775	29,177	57,007	57,007	57,007
Ending Fund Balance	16,960	32,705	-	-	-	-
Total Fund Requirements	107,034	116,889	70,000	100,000	100,000	100,000
CRIMINAL JUSTICE						
Materials and Services	4,047	17,500	5,742	5,742	5,742	5,742
Ending Fund Balance	23,243	6,268	-	-	-	-
Total Fund Requirements	27,289	23,768	5,742	5,742	5,742	5,742
CROSS COUNTRY						
Materials and Services	1,684	83	2,000	1,000	1,000	1,000
Ending Fund Balance	-	(83)	-	-	-	-
Total Fund Requirements	1,684	-	2,000	1,000	1,000	1,000

Administratively Restricted: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
CULINARY ARTS						
Intrafund Transfer Out	5,817	-	-	-	-	-
Total Fund Requirements	5,817	-	-	-	-	-
CURRICULUM DEV DIST						
Intrafund Transfer Out	65,000	-	-	-	-	-
Total Fund Requirements	65,000	-	-	-	-	-
DC HEALTHCARE CAREER PATHWAYS						
Personnel Services	415	-	-	-	-	-
Materials and Services	4	-	-	-	-	-
Total Fund Requirements	419	-	-	-	-	-
DENTAL ASSISTANT						
Personnel Services	424	47	-	-	-	-
Materials and Services	13,742	13,329	49,373	65,000	65,000	65,000
Capital Outlay	7,045	-	-	-	-	-
Contingency	-	-	25,000	20,000	20,000	20,000
Ending Fund Balance	33,805	50,404	-	-	-	-
Total Fund Requirements	55,016	63,779	74,373	85,000	85,000	85,000
DISTANCE ED						
Personnel Services	197,798	200,068	232,053	239,195	239,195	239,195
Materials and Services	19,088	8,592	122,947	124,970	124,970	124,970
Ending Fund Balance	54,292	107,640	-	-	-	-
Total Fund Requirements	271,179	316,300	355,000	364,165	364,165	364,165

Administratively Restricted: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
DRIVER'S ED						
Personnel Services	62,856	72,037	89,967	82,367	82,367	82,367
Materials and Services	8,141	6,101	30,033	25,133	25,133	25,133
Capital Outlay	23,606	-	-	-	-	-
Ending Fund Balance	11,383	(2,424)	-	-	-	-
Total Fund Requirements	105,986	75,714	120,000	107,500	107,500	107,500
E-SPORTS						
Materials and Services	-	28	4,000	3,000	3,000	3,000
Ending Fund Balance	-	822	-	-	-	-
Total Fund Requirements	-	850	4,000	3,000	3,000	3,000
EMT						
Personnel Services	10,917	4,404	15,883	14,596	14,596	14,596
Materials and Services	42,766	38,197	84,617	96,117	96,117	96,117
Capital Outlay	-	-	11,500	30,000	30,000	30,000
Contingency	-	-	-	49,287	49,287	49,287
Ending Fund Balance	41,700	88,389	-	-	-	-
Total Fund Requirements	95,383	130,990	112,000	190,000	190,000	190,000
ENGINEERING						
Materials and Services	6,039	5,752	6,900	7,000	7,000	7,000
Ending Fund Balance	(2,122)	350	-	-	-	-
Total Fund Requirements	3,917	6,102	6,900	7,000	7,000	7,000
ENGLISH THEATER						
Materials and Services	4,420	-	9,250	9,250	9,250	9,250
Ending Fund Balance	(469)	(469)	-	-	-	-
Total Fund Requirements	3,951	(469)	9,250	9,250	9,250	9,250

Administratively Restricted: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
FACULTY DEVELOPMENT						
Materials and Services	23,197	15,850	112,656	143,595	143,595	143,595
Ending Fund Balance	63,606	104,446	-	-	-	-
Total Fund Requirements	86,802	120,296	112,656	143,595	143,595	143,595
FIRE SCIENCE FEES						
Personnel Services	-	339	-	-	-	-
Materials and Services	1,961	83	42,500	37,000	37,000	37,000
Ending Fund Balance	20,604	29,382	-	-	-	-
Total Fund Requirements	22,564	29,804	42,500	37,000	37,000	37,000
FITNESS CENTER						
Personnel Services	10,902	10,247	13,173	11,037	11,037	11,037
Materials and Services	3,105	-	827	-	-	-
Ending Fund Balance	(8,119)	(5,843)	-	-	-	-
Total Fund Requirements	5,889	4,404	14,000	11,037	11,037	11,037
FLEGEL CENTER						
Materials and Services	195,414	184,280	340,000	200,000	200,000	200,000
Transfers Out	-	75,000	75,000	75,000	75,000	75,000
Ending Fund Balance	194,637	100,631	-	-	-	-
Total Fund Requirements	390,050	359,912	415,000	275,000	275,000	275,000
FORD FAMILY CENTER						
Materials and Services	35	-	-	-	-	-
Total Fund Requirements	35	-	-	-	-	-
FORESTRY						
Materials and Services	1,076	470	5,000	7,700	7,700	7,700
Ending Fund Balance	180	3,965	-	-	-	-
Total Fund Requirements	1,256	4,434	5,000	7,700	7,700	7,700

Administratively Restricted: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
FOUNDATION FUNDED EMP						
Personnel Services	59,838	128,054	172,025	172,485	172,485	278,560
Total Fund Requirements	59,838	128,054	172,025	172,485	172,485	278,560
HEALTH & HUMAN PERFORMANCE						
Materials and Services	7,205	267	12,500	12,500	12,500	12,500
Ending Fund Balance	539	5,632	-	-	-	-
Total Fund Requirements	7,744	5,899	12,500	12,500	12,500	12,500
INSTRUCTIONAL SUPPORT						
Personnel Services	-	4,115				
Materials and Services	-	760	-	-	-	-
Ending Fund Balance	-	1,652	-	-	-	-
Total Fund Requirements	-	6,527	-	-	-	-
LIBRARY BOOK SALES						
Personnel Services	9,145	-	-	-	-	-
Materials and Services	643	-	4,500	4,500	4,500	4,500
Transfers Out	195	-	-	-	-	-
Ending Fund Balance	1,254	2,801	-	-	-	-
Total Fund Requirements	11,237	2,801	4,500	4,500	4,500	4,500
MANAGEMENT INFO SYSTEM						
Materials and Services	275,076	273,818	277,500	360,000	360,000	360,000
Reserves	-	-	302,000	604,000	604,000	604,000
Ending Fund Balance	78,605	128,992	-	-	-	-
Total Fund Requirements	353,682	402,810	579,500	964,000	964,000	964,000

Administratively Restricted: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
MEN'S BASKETBALL CAMP						
Personnel Services	1,141	-	4,580	-	-	-
Materials and Services	9,736	4,204	10,920	7,000	7,000	7,000
Ending Fund Balance	2,895	1,945	-	-	-	-
Total Fund Requirements	13,771	6,149	15,500	7,000	7,000	7,000
MEN'S WRESTLING						
Materials and Services	5,296	362	8,000	11,000	11,000	11,000
Ending Fund Balance	7,023	8,841	-	-	-	-
Total Fund Requirements	12,318	9,203	8,000	11,000	11,000	11,000
MUSIC LESSONS						
Personnel Services	12,479	5,436	18,197	18,197	18,197	18,197
Materials and Services	2,248	-	2,700	-	-	-
Ending Fund Balance	(2,437)	(2,105)	-	-	-	-
Total Fund Requirements	12,289	3,331	20,897	18,197	18,197	18,197
MUSIC - VOCAL & INSTRUMENTAL						
Materials and Services	3,303	-	29,200	28,000	28,000	28,000
Ending Fund Balance	18,121	18,156	-	-	-	-
Total Fund Requirements	21,423	18,156	29,200	28,000	28,000	28,000
NON-CREDIT ON-LINE REGISTRATION						
Materials and Services	9,599	8,529	13,000	22,000	22,000	22,000
Ending Fund Balance	11,315	17,453	-	-	-	-
Total Fund Requirements	20,914	25,982	13,000	22,000	22,000	22,000

Administratively Restricted: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
NURSING FEES						
Personnel Services	-	3,644	-	-	-	-
Materials and Services	73,300	128,251	143,668	143,668	143,668	143,668
Capital Outlay	229	-	82,000	41,332	41,332	67,332
Contingency	-	-	42,832	-	-	-
Ending Fund Balance	116,921	112,526	-	-	-	-
Total Fund Requirements	190,450	244,421	268,500	185,000	185,000	211,000
NURSING INSTRUCTIONAL FEE						
Personnel Services	103,264	231,477	297,600	277,064	277,064	277,064
Ending Fund Balance	36,549	65,872	-	-	-	-
Total Fund Requirements	139,813	297,349	297,600	277,064	277,064	277,064
OBSTACLE COURSE RACING						
Materials and Services	70	1,107	2,500	1,000	1,000	1,000
Ending Fund Balance	1,242	430	-	-	-	-
Total Fund Requirements	1,312	1,537	2,500	1,000	1,000	1,000
OR STUDENT LEADERSHIP ACT & PD						
Materials and Services	-	-	38,541	38,325	38,325	38,325
Ending Fund Balance	-	16,541	-	-	-	-
Total Fund Requirements	-	16,541	38,541	38,325	38,325	38,325
PARALEGAL ONLINE FEES						
Personnel Services	456	-	7,887	7,885	7,885	7,885
Materials and Services	29	111	4,613	5,129	5,129	5,129
Ending Fund Balance	13,125	13,014	-	-	-	-
Total Fund Requirements	13,610	13,125	12,500	13,014	13,014	13,014

Administratively Restricted: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
PARKING FEES						
Materials and Services	-	-	14,831	14,831	14,831	14,831
Ending Fund Balance	14,731	14,831	-	-	-	-
Total Fund Requirements	14,731	14,831	14,831	14,831	14,831	14,831
PERS Pension Obligation Bond						
Materials and Services	-	-	18,000,000	-	-	-
Total Fund Requirements	-	-	18,000,000	-	-	-
POOL OPERATIONS						
Personnel Services	49,700	25,286	33,520	44,415	44,415	44,415
Materials and Services	3,591	715	480	35,585	35,585	35,585
Ending Fund Balance	16,581	88,388	-	-	-	-
Total Fund Requirements	69,871	114,390	34,000	80,000	80,000	80,000
PRACTICAL NURSING						
Intrafund Transfer Out	26,213	-	-	-	-	-
Total Fund Requirements	26,213	-	-	-	-	-
RECRUITMENT & RETENTION						
Personnel Services	358	-	-	-	-	-
Materials and Services	-	-	8,928	8,928	8,928	8,928
Ending Fund Balance	8,928	8,928	-	-	-	-
Total Fund Requirements	9,286	8,928	8,928	8,928	8,928	8,928
RETAIL MANAGEMENT						
Personnel Services	29,660	22,194	117,000	125,492	125,492	125,492
Materials and Services	7,010	7,604	6,000	29,508	29,508	29,508
Ending Fund Balance	90,764	108,665	-	-	-	-
Total Fund Requirements	127,433	138,464	123,000	155,000	155,000	155,000

Administratively Restricted: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
SAIF						
Materials and Services	29,313	-	38,108	50,874	50,874	50,874
Capital Outlay	-	-	-	10,000	10,000	10,000
Ending Fund Balance	23,634	63,982	-	-	-	-
Total Fund Requirements	52,947	63,982	38,108	60,874	60,874	60,874
SBDC PROGRAM						
Personnel Services	16,551	5,078	21,577	43,163	43,163	43,163
Materials and Services	23,362	35,242	58,423	181,392	181,392	181,392
Contingency	-	-	-	17,000	17,000	17,000
Ending Fund Balance	68,112	105,388	-	-	-	-
Total Fund Requirements	108,025	145,709	80,000	241,555	241,555	241,555
SBDC-UBC						
Personnel Services	29,157	-	-	-	-	-
Ending Fund Balance	20,882	-	-	-	-	-
Total Fund Requirements	50,039	-	-	-	-	-
SCIENCE FEES						
Personnel Services	5,048	-	-	-	-	-
Materials and Services	10,446	291	80,700	81,000	81,000	81,000
Ending Fund Balance	47,277	68,645	-	-	-	-
Total Fund Requirements	62,772	68,937	80,700	81,000	81,000	81,000
STAFF DEVELOPMENT						
Materials and Services	23,584	8,197	106,962	172,549	172,549	172,549
Ending Fund Balance	70,518	114,105	-	-	-	-
Total Fund Requirements	94,102	122,302	106,962	172,549	172,549	172,549

Administratively Restricted: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
STRATEGIC FUND						
Materials and Services	4,082	-	160,000	383,000	383,000	383,000
Contingency	-	-	-	1,500,000	1,500,000	1,500,000
Reserves	-	-	250,000	500,000	500,000	500,000
Ending Fund Balance	38,452	53,452	-	-	-	-
Total Fund Requirements	42,534	53,452	410,000	2,383,000	2,383,000	2,383,000
STUDENT ACTIVITY FEE						
Materials and Services	63,362	24,994	131,000	131,000	131,000	131,000
Transfers Out	5,700	4,600	14,000	16,000	16,000	16,000
Ending Fund Balance	94,744	118,023	-	-	-	-
Total Fund Requirements	163,806	147,618	145,000	147,000	147,000	147,000
STUDENT ACTIVITY FEE MAINSTREAM						
Materials and Services	1,970	46	14,360	18,000	18,000	18,000
Ending Fund Balance	7,233	10,994	-	-	-	-
Total Fund Requirements	9,203	11,040	14,360	18,000	18,000	18,000
STUDENT LIFE						
Personnel Services	102,098	94,260	87,013	87,013	87,013	87,013
Materials and Services	960	-	3,524	-	-	-
Ending Fund Balance	4,942	22,769	-	-	-	-
Total Fund Requirements	108,001	117,029	90,537	87,013	87,013	87,013
STUDENT NEWSPAPER						
Materials and Services	807	109	6,800	6,800	6,800	6,800
Ending Fund Balance	8,947	8,839	-	-	-	-
Total Fund Requirements	9,755	8,947	6,800	6,800	6,800	6,800

Administratively Restricted: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
STUDENT SUCCESS INITIATIVES						
Personnel Services	-	5,015	-	-	-	-
Materials and Services	6,000	52,461	27,540	40,000	40,000	40,000
Ending Fund Balance	104,162	64,604	-	-	-	-
Total Fund Requirements	110,162	122,080	27,540	40,000	40,000	40,000
STUDENT SUCCESS FEE (SD)						
Personnel Services	36,748	28,690	45,393	49,175	49,175	49,175
Materials and Services	40,002	7,398	16,965	28,825	28,825	28,825
Ending Fund Balance	9,929	28,600	-	-	-	-
Total Fund Requirements	86,679	64,689	62,358	78,000	78,000	78,000
STUDENT SUCCESS FEE (Tutoring)						
Personnel Services	72,396	36,784	98,968	105,887	105,887	105,887
Materials and Services	1,767	2,544	17,486	35,615	35,615	35,615
Contingency	-	-	-	100,000	100,000	100,000
Ending Fund Balance	61,861	141,990	-	-	-	-
Total Fund Requirements	136,024	181,319	116,454	241,502	241,502	241,502
STUDENT TECHNOLOGY FEES						
Materials and Services	277,361	178,838	236,900	280,000	280,000	280,000
Ending Fund Balance	89,642	119,906	-	-	-	-
Total Fund Requirements	367,004	298,744	236,900	280,000	280,000	280,000
T-TEN HOUSING						
Materials and Services	5,954	-	-	-	-	-
Ending Fund Balance	(17,573)	(11,573)	-	-	-	-
Total Fund Requirements	(11,619)	(11,573)	-	-	-	-

Administratively Restricted: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
T-TEN FEES						
Materials and Services	(5,383)	1,914	-	-	-	-
Ending Fund Balance	(8,830)	(7,490)	-	-	-	-
Total Fund Requirements	(14,213)	(5,576)	-	-	-	-
TECH FEE TITLE II						
Materials and Services	-	-	3,150	5,800	5,800	5,800
Contingency	-	-	2,150	-	-	-
Ending Fund Balance	4,003	4,815	-	-	-	-
Total Fund Requirements	4,003	4,815	5,300	5,800	5,800	5,800
THEATER ARTS						
Personnel Services	2,074	-	-	-	-	-
Materials and Services	3,134	4,096	2,500	2,500	2,500	2,500
Ending Fund Balance	4,111	3,528	-	-	-	-
Total Fund Requirements	9,318	7,624	2,500	2,500	2,500	2,500
TRACK & FIELD FEES						
Materials and Services	483	466	18,600	8,500	8,500	8,500
Ending Fund Balance	5,304	6,786	-	-	-	-
Total Fund Requirements	5,787	7,252	18,600	8,500	8,500	8,500
TRUCK DRIVING						
Personnel Services	226,356	120,775	112,886	150,157	150,157	150,157
Materials and Services	54,203	11,553	82,114	89,843	89,843	89,843
Ending Fund Balance	49,078	75,685	-	-	-	-
Total Fund Requirements	329,637	208,013	195,000	240,000	240,000	240,000

Administratively Restricted: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
UMPQUA TRANSIT BUS PASSES						
Materials and Services	5,900	550	25,000	20,000	20,000	20,000
Total Fund Requirements	5,900	550	25,000	20,000	20,000	20,000
VETERAN'S PROGRAM						
Materials and Services	868	-	1,800	1,800	1,800	1,800
Ending Fund Balance	4,498	6,656	-	-	-	-
Total Fund Requirements	5,365	6,656	1,800	1,800	1,800	1,800
VITICULTURE & ENOLOGY						
Materials and Services	1,922	875	3,000	7,800	7,800	7,800
Contingency	-	-	4,000	-	-	-
Ending Fund Balance	6,202	6,452	-	-	-	-
Total Fund Requirements	8,124	7,327	7,000	7,800	7,800	7,800
VOLLEYBALL CAMP						
Personnel Services	3,809	-	3,882	3,882	3,882	3,882
Materials and Services	6,861	4,056	4,118	4,618	4,618	4,618
Ending Fund Balance	2,936	1,781	-	-	-	-
Total Fund Requirements	13,606	5,836	8,000	8,500	8,500	8,500
VOLLEYBALL FEES						
Materials and Services	16,996	13,466	17,000	17,000	17,000	17,000
Ending Fund Balance	-	886	-	-	-	-
Total Fund Requirements	16,996	14,352	17,000	17,000	17,000	17,000
WELDING						
Materials and Services	26,599	38,376	70,523	69,040	69,040	69,040
Ending Fund Balance	8,003	21,103	-	-	-	-
Total Fund Requirements	34,602	59,479	70,523	69,040	69,040	69,040

Administratively Restricted: Requirements

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
WILDLAND FIREFIGHTING						
Personnel Services	7,561	8,750	32,867	38,211	38,211	38,211
Materials and Services	5,064	183	52,133	18,789	18,789	18,789
Ending Fund Balance	11,393	33,850	-	-	-	-
Total Fund Requirements	24,018	42,783	85,000	57,000	57,000	57,000
WINTER INTERCESSION						
Personnel Services	-	-	15,000	15,000	15,000	15,000
Total Fund Requirements	-	-	15,000	15,000	15,000	15,000
WOMEN'S BASKETBALL CAMP						
Personnel Services	-	1,766	-	3,640	3,640	3,640
Materials and Services	13,683	3,877	30,000	35,560	35,560	35,560
Ending Fund Balance	20,458	31,580	-	-	-	-
Total Fund Requirements	34,141	37,222	30,000	39,200	39,200	39,200
WOMEN'S SOCCER						
Materials and Services	-	289	3,800	3,500	3,500	3,500
Ending Fund Balance	-	61	-	-	-	-
Total Fund Requirements	-	350	3,800	3,500	3,500	3,500
WOMEN'S WRESTLING						
Materials and Services	1,455	3,168	29,500	69,500	69,500	69,500
Ending Fund Balance	7,075	16,913	-	-	-	-
Total Fund Requirements	8,530	20,081	29,500	69,500	69,500	69,500
AUXILLIARY REVENUE PROGRAM						
Materials and Services	-	-	498,100	550,000	550,000	550,000
Total Fund Requirements	-	-	498,100	550,000	550,000	550,000
TOTAL REQUIREMENTS	4,986,311	5,677,093	24,614,907	9,730,020	9,730,020	9,862,095

Financial Aid Fund

Summary of Resources and Requirements

The **Financial Aid fund** accounts for student financial assistance. Federal and state student aid programs provide most of the revenue in this fund. The appropriations for the fund decreased due to the sunset of the Higher Education Emergency Relief funding ending in fiscal year 2022.

RESOURCES	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
Federal Revenue	6,493,475	5,056,998	9,041,087	6,884,323	6,884,323	6,884,323
State Revenue	1,470,564	1,184,758	1,509,000	1,821,500	1,821,500	1,821,500
Local Revenue	632,413	543,096	2,000,000	1,000,000	1,000,000	1,000,000
TOTAL RESOURCES	8,596,453	6,784,852	12,550,087	9,705,823	9,705,823	9,705,823
REQUIREMENTS						
Personnel Services	95,531	55,013	107,047	107,047	107,047	107,047
Materials & Services	5,460	4,160	-	-	-	-
Financial Aid	8,495,462	6,725,679	12,443,040	9,598,776	9,598,776	9,598,776
TOTAL REQUIREMENTS	8,596,453	6,784,852	12,550,087	9,705,823	9,705,823	9,705,823

Financial Aid Fund
Summary by Use

Account	Financial Aid	Total
PERSONNEL SERVICES	107,047	107,047
FINANCIAL AID	9,598,776	9,598,776
TOTAL	9,705,823	9,705,823
FTE	4.28	4.28

Financial Aid Fund Resources

RESOURCES	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
AMERICAN RESCUE PLAN ACT						
Federal Revenue	-	-	2,356,764	-	-	-
Total Fund Resources	-	-	2,356,764	-	-	-
CARES						
Federal Revenue	560,927	-	-	-	-	-
Total Fund Resources	560,927	-	-	-	-	-
CHAFEE GRANT						
State Revenue	5,209	20,000	7,500	20,000	20,000	20,000
Total Fund Resources	5,209	20,000	7,500	20,000	20,000	20,000
DIRECT LOAN						
Federal Revenue	2,080,937	1,724,034	2,500,000	2,700,000	2,700,000	2,700,000
Total Fund Resources	2,080,937	1,724,034	2,500,000	2,700,000	2,700,000	2,700,000
FEDERAL WORK STUDY						
Federal Revenue	106,553	105,313	107,047	107,047	107,047	107,047
Local Revenue	468	-	-	-	-	-
Total Fund Resources	107,021	105,313	107,047	107,047	107,047	107,047
FSEOG						
Federal Revenue	77,276	76,964	77,276	77,276	77,276	77,276
Transfers	11,490	50,300	-	-	-	-
Total Fund Resources	88,766	127,264	77,276	77,276	77,276	77,276
IRAQ & AFGHANISTAN SERVICE GRANT						
Federal Revenue	5,829	-	-	-	-	-
Total Fund Resources	5,829	-	-	-	-	-

Financial Aid Fund Resources

RESOURCES	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
OR SUPP NEED BASED AID						
State Revenue	-	1,112	-	-	-	-
Total Fund Resources	-	1,112	-	-	-	-
OREGON OPPORTUNITY GRANT						
State Revenue	870,300	761,800	900,000	1,200,000	1,200,000	1,200,000
Total Fund Resources	870,300	761,800	900,000	1,200,000	1,200,000	1,200,000
OREGON PROMISE						
State Revenue	594,259	401,846	600,000	600,000	600,000	600,000
Total Fund Resources	594,259	401,846	600,000	600,000	600,000	600,000
PELL GRANT						
Federal Revenue	3,661,954	3,150,687	4,000,000	4,000,000	4,000,000	4,000,000
Total Fund Resources	3,661,954	3,150,687	4,000,000	4,000,000	4,000,000	4,000,000
SCHOLARSHIPS						
Local Revenue	631,946	543,096	2,000,000	1,000,000	1,000,000	1,000,000
Total Fund Resources	631,946	543,096	2,000,000	1,000,000	1,000,000	1,000,000
STATE TUITION ASSISTANCE						
State Revenue	796	-	1,500	1,500	1,500	1,500
Total Fund Resources	796	-	1,500	1,500	1,500	1,500
TOTAL RESOURCES	8,607,943	6,835,152	12,550,087	9,705,823	9,705,823	9,705,823

Financial Aid Fund Requirements

REQUIREMENTS	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
AMERICAN RESCUE PLAN ACT						
Financial Aid	-	-	2,356,764	-	-	-
Total Fund Requirements	-	-	2,356,764	-	-	-
CARES						
Financial Aid	560,927	-	-	-	-	-
Total Fund Requirements	560,927	-	-	-	-	-
CHAFEE GRANT						
Financial Aid	5,209	20,000	7,500	20,000	20,000	20,000
Total Fund Requirements	5,209	20,000	7,500	20,000	20,000	20,000
DIRECT LOAN						
Financial Aid	2,080,937	1,724,034	2,500,000	2,700,000	2,700,000	2,700,000
Total Fund Requirements	2,080,937	1,724,034	2,500,000	2,700,000	2,700,000	2,700,000
FEDERAL WORK STUDY						
Personnel Services	95,531	55,013	107,047	107,047	107,047	107,047
Transfers	11,490	50,300	-	-	-	-
Total Fund Requirements	107,021	105,313	107,047	107,047	107,047	107,047
FSEOG						
Financial Aid	88,766	127,264	77,276	77,276	77,276	77,276
Total Fund Requirements	88,766	127,264	77,276	77,276	77,276	77,276
IRAQ & AFGHANISTAN SERVICE GRANT						
Financial Aid	5,829	-	-	-	-	-
Total Fund Requirements	5,829	-	-	-	-	-

Financial Aid Fund Requirements

REQUIREMENTS	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
OR SUPP NEED BASED AID						
Financial Aid	-	1,112	-	-	-	-
Total Fund Requirements	-	1,112	-	-	-	-
OREGON OPPORTUNITY GRANT						
Financial Aid	870,300	761,800	900,000	1,200,000	1,200,000	1,200,000
Total Fund Requirements	870,300	761,800	900,000	1,200,000	1,200,000	1,200,000
OREGON PROMISE						
Financial Aid	594,259	401,846	600,000	600,000	600,000	600,000
Total Fund Requirements	594,259	401,846	600,000	600,000	600,000	600,000
PELL GRANT						
Materials & Services	5,460	4,160	-	-	-	-
Financial Aid	3,656,494	3,146,527	4,000,000	4,000,000	4,000,000	4,000,000
Total Fund Requirements	3,661,954	3,150,687	4,000,000	4,000,000	4,000,000	4,000,000
SCHOLARSHIPS						
Financial Aid	631,946	543,096	2,000,000	1,000,000	1,000,000	1,000,000
Total Fund Requirements	631,946	543,096	2,000,000	1,000,000	1,000,000	1,000,000
STATE TUITION ASSISTANCE						
Financial Aid	796	-	1,500	1,500	1,500	1,500
Total Fund Requirements	796	-	1,500	1,500	1,500	1,500
TOTAL REQUIREMENTS	8,607,943	6,835,152	12,550,087	9,705,823	9,705,823	9,705,823

Capital Projects Fund

Summary of Resources and Requirements

The **Capital Project fund** has a budget of \$612,729 for capital projects, deferred maintenance, furnishings, and equipment. The fund appropriations decreased for FY23 as several one-time projects completed in the prior year: landslide repair and Lockwood Hall remodel. The fund also includes a transfer from general fund to reserves in the amount of \$302,000 to provide funding for future deferred maintenance needs. The Board of Education approved \$1.00 of tuition increase up to \$50,000 to support capital maintenance needs effective in FY18. In addition, the Legacy Fee will transfer to support capital project needs of the campus once the debt service for Full Faith and Credit Obligations, Series 2014B is repaid.

UCC is primarily self-funded for capital projects and deferred maintenance through transfers from the general fund, greatly limiting the ability to stay current with maintenance and renovation needs. Grant funding is sought and applied for when available and a small amount of revenue is received from a multi-year facility lease with a local Montessori school for 1.25 buildings on campus. In fiscal year 2023 work will begin on a new facilities master plan in coordination with academic and technology master plans. Until the plan is complete, projects are attended to based on available funding and a priority report provided during a 2020 facilities condition assessment performed by a third-party consultant. During fiscal years 2022 and 2023, an additional transfer was made to begin building a reserve to support the new facilities master plan.

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
RESOURCES						
Beginning Fund Balance	259,148	479,985	493,583	568,979	568,979	568,979
Donations	-	138,383	-	-	-	-
Federal Grants	19,150	-	-	-	-	-
State Grant	-	-	578,142	-	-	-
Local Revenue	64,326	93,891	211,501	16,500	16,500	30,750
Transfers In	364,506	758,398	602,000	617,000	617,000	617,000
TOTAL RESOURCES	707,129	1,470,657	1,885,226	1,202,479	1,202,479	1,216,729
REQUIREMENTS						
Personnel Services	9,546	21,049	-	-	-	-
Materials and Services	251,893	780,097	1,262,549	546,979	546,979	561,229
Capital Outlay	(34,295)	153,100	320,677	51,500	51,500	51,500
Transfers	-	195,204	-	-	-	-
Sub-Total	227,144	1,149,450	1,583,226	598,479	598,479	612,729
Reserves	-	-	302,000	604,000	604,000	604,000
Ending Fund Balance	479,985	321,208	-	-	-	-
TOTAL REQUIREMENTS	707,129	1,470,657	1,885,226	1,202,479	1,202,479	1,216,729

Capital Projects Fund
Summary by Use

Account	Facilities Acquisition/C onstruction	Reserves	TOTAL
MATERIALS & SERVICES	561,229	-	561,229
CAPITAL OUTLAY	51,500	-	51,500
RESERVES	-	604,000	604,000
TOTAL	612,729	604,000	1,216,729
FTE	-	-	-

Capital Projects Fund

Resources and Requirements by Fund

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
RESOURCES						
CAPITAL PROJECTS						
Beginning Fund Balance	1,280	113,615	113,137	25,000	25,000	25,000
Local Revenue	546	56,440	40,000	-	-	-
Transfers In	321,270	343,194	250,000	250,000	250,000	250,000
Total Fund Resources	323,096	513,249	403,137	275,000	275,000	275,000
REQUIREMENTS						
CAPITAL PROJECTS						
Personnel Services	9,546	21,049	-	-	-	-
Materials and Services	199,934	294,552	316,697	275,000	275,000	275,000
Capital Outlay	-	84,511	86,440	-	-	-
Ending Fund Balance	113,615	113,137	-	-	-	-
Total Fund Requirements	323,096	513,249	403,137	275,000	275,000	275,000

Capital Projects Fund

Resources and Requirements by Fund

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
RESOURCES						
DEFERRED MAINT						
Beginning Fund Balance	153,941	308,305	249,881	537,000	537,000	537,000
Federal Grants	19,150	-	-	-	-	-
Local Revenue	63,780	37,451	58,000	16,500	16,500	30,750
Transfers In	43,236	50,000	352,000	352,000	352,000	352,000
Total Fund Resources	280,107	395,756	659,881	905,500	905,500	919,750
REQUIREMENTS						
DEFERRED MAINT						
Materials and Services	6,096	77,287	123,644	250,000	250,000	264,250
Capital Outlay	(34,295)	68,589	234,237	51,500	51,500	51,500
Reserves	-	-	302,000	604,000	604,000	604,000
Ending Fund Balance	308,305	249,881	-	-	-	-
Total Fund Requirements	280,107	395,756	659,881	905,500	905,500	919,750

Capital Projects Fund

Resources and Requirements by Fund

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
RESOURCES						
FURNISHINGS & EQUIPMENT						
Beginning Fund Balance	10,735	99	15,000	-	-	-
Transfers	-	20,000	-	15,000	15,000	15,000
Total Fund Resources	10,735	20,099	15,000	15,000	15,000	15,000
REQUIREMENTS						
FURNISHINGS & EQUIPMENT						
Materials and Services	10,635	10,672	15,000	15,000	15,000	15,000
Ending Fund Balance	99	9,427	-	-	-	-
Total Fund Requirements	10,735	20,099	15,000	15,000	15,000	15,000

Capital Projects Fund

Resources and Requirements by Fund

RESOURCES	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
INDUSTRIAL TECHNOLOGY						
Beginning Fund Balance	80,059	45,204	-	-	-	-
Transfers In	-	150,000	-	-	-	-
Total Fund Resources	80,059	195,204	-	-	-	-
REQUIREMENTS						
INDUSTRIAL TECHNOLOGY						
Materials and Services	34,855	-	-	-	-	-
Transfers Out	-	195,204	-	-	-	-
Ending Fund Balance	45,204	-	-	-	-	-
Total Fund Requirements	80,059	195,204	-	-	-	-

Capital Projects Fund

Resources and Requirements by Fund

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
RESOURCES						
LOCKWOOD HALL REMODEL						
Beginning Fund Balance	-	-	108,586	-	-	-
Donations	-	138,383	-	-	-	-
Transfers In	-	195,204	-	-	-	-
Total Fund Resources	-	333,587	108,586	-	-	-
REQUIREMENTS						
LOCKWOOD HALL REMODEL						
Materials and Services	-	333,133	108,586	-	-	-
Ending Fund Balance	-	454	-	-	-	-
Total Fund Requirements	-	333,587	108,586	-	-	-

Capital Projects Fund

Resources and Requirements by Fund

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
RESOURCES						
POOL REPAIR						
Beginning Fund Balance	13,133	12,762	6,979	6,979	6,979	6,979
Total Fund Resources	13,133	12,762	6,979	6,979	6,979	6,979
REQUIREMENTS						
POOL REPAIR						
Materials and Services	371	5,782	6,979	6,979	6,979	6,979
Ending Fund Balance	12,762	6,979	-	-	-	-
Total Fund Requirements	13,133	12,762	6,979	6,979	6,979	6,979

Capital Projects Fund

Resources and Requirements by Fund

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
RESOURCES						
LANDSLIDE						
State Grant & Contracts	-	-	578,142	-	-	-
Total Fund Resources	-	-	578,142	-	-	-
REQUIREMENTS						
LANDSLIDE						
Materials and Services	-	58,670	578,142	-	-	-
Ending Fund Balance	-	(58,670)	-	-	-	-
Total Fund Requirements	-	-	578,142	-	-	-

Capital Projects Fund
Resources and Requirements by Fund

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
RESOURCES						
CAPITAL BUDGET HOLDING						
Local revenue	-	-	113,501	-	-	-
Total Fund Resources	-	-	113,501	-	-	-
REQUIREMENTS						
CAPITAL BUDGET HOLDING						
Materials and Services	-	-	113,501	-	-	-
Total Fund Requirements	-	-	113,501	-	-	-

Debt Service Fund

The College's debt service fund consists of Limited Tax Pension Bonds Series 2004 and 2021, Full Faith and Credit Obligations Series B 2014 and Full Faith and Credit Financing Agreement 2020. The debt service fund is used for the accumulation of resources that in turn is used to fund principal, interest, and other related payments. In general, the College issues Full Faith and Credit Obligations to finance capital projects. In addition, the College may undergo actions, such as refinancing, to take advantage of lower interest rates.

S&P Global Ratings assigned its AA-/stable long-term rating to Umpqua Community College.

Legally, the College is not allowed to issue general obligation bonds in excess of 1.5% of the district's real market value of taxable property, or an estimated \$179,092,909. The College has not issued general obligation debt and therefore the full \$179,092,909 is available to the College.

The table below represents the outstanding obligations of the College on July 1, 2022, and the budgeted activity for fiscal year 2022-23 amounts due during the year and interest for the year. All debt service obligations are ultimately guaranteed by the general fund operations of the College.

FY23 Debt Service Budgeted Activity	Original Principal Amount	Pricipal Balance July 1, 2022	Principal Due FY22/23	Interest Due FY22/23	Pricipal Balance June 30, 2023
2004 Limited Tax Pension bonds Interest: 3.35 - 5.53%; Maturity: June 30, 2028	\$11,910,000	\$ 6,445,000	\$ 915,000	\$355,585	\$ 5,530,000
2014 Full Faith & Credit Obligations, Series B Interest: 2-4%; Maturity June 1, 2034	\$ 2,405,000	\$ 1,835,000	\$ 125,000	\$ 72,150	\$ 1,710,000
2020 Full Faith & Credit Financing Agreement Interest: 1.78%; Maturity June 30, 2035	\$ 2,895,800	\$ 2,552,544	\$ 176,347	\$ 45,435	\$ 2,376,197
2021 Limited Tax Pension bonds Interest: 0.199-2.945%; Maturity June 30, 2040	\$17,805,000	\$17,345,000	\$ 580,000	\$370,203	\$ 16,765,000
Totals	\$35,015,800	\$28,177,544	\$1,796,347	\$843,373	\$ 26,381,197

Pension Obligation Bonds, Series 2004

In February 2004, \$11,910,000 of limited Tax Pension Obligation Bonds were issued and transferred to the State of Oregon Public Employees Retirement System to cover a portion of the College's share of the cost sharing plan's unfunded actuarial liability. The resulting pension asset is being used to pay a portion of the annual required contribution. Principal payments are due annually in June through June 30, 2028, and interest payable in December and June of each year with rates ranging from 3.35% to 5.53%.

The College set up reserves in the amount of \$1.8M in the fund to help eliminate increases in the annual debt service repayment amounts through the end of the repayment period.

Future bonded debt requirements for the pension bond issue are as follows:

Year Ending June 30,	Principal	Interest	Total
2023	\$ 915,000	\$ 355,585	\$ 1,270,585
2024	1,020,000	305,809	1,325,809
2025	1,135,000	249,403	1,384,403
2026	1,255,000	186,638	1,441,638
2027	1,385,000	117,236	1,502,236
2028-2032	735,000	40,646	775,646
	<u>\$ 6,445,000</u>	<u>\$ 1,255,316</u>	<u>\$ 7,700,316</u>

Full Faith and Credit Obligations, Series 2014

In December 2014, \$5,500,000 of Full Faith and Credit Obligations, Series 2014A and \$2,405,000 of Full Faith and Credit Obligations, Series 2014B were issued to finance real and personal property including the construction, equipping, and furnishing of Bonnie J Ford Health, Nursing and Science Building. On December 1, 2019, the College exercised a call option to pay single principal payment of \$5,500,000 due on June 1st, 2024.

Principal payments for Series 2014B are due annually in June starting with June of 2018 through June 1, 2034, and interest payable in December and June of each year with rates ranging from 2% to 4%. Series 2014B have a ten-year call option and the College is planning to exercise this option in June 2025. The College established a fee that is covering the debt service payments.

Future maturities for the Full Faith and Credit Obligations, Series 2014B are as follows:

Year Ending June 30,	Principal	Interest	Total
2023	125,000	72,150	197,150
2024	125,000	68,400	193,400
2025	130,000	63,400	193,400
2026	135,000	58,200	193,200
2027	145,000	52,800	197,800
2028-2032	805,000	173,000	978,000
2033-2037	370,000	22,400	392,400
Total	<u>\$ 1,835,000</u>	<u>\$ 510,350</u>	<u>\$ 2,345,350</u>

Full Faith and Credit Financing Agreement 2020

On June 1, 2020, the College issued \$2,895,800 of Full Faith and Credit Financing Agreement 2020 inclusive in bond issuance costs to extinguish the remaining \$2,835,000 of Full Faith and Credit Obligations Series 2010. The series 2010 were issued to finance construction of Danny Lang Teaching, Learning, and Event Center. The College current refunded the Series 2010 debt to take advantage of lower interest rates. The series 2020 debt issue bears interest rate of 1.78% and the final maturity is June 30, 2035. Principal payments for debt service are due annually in June starting with June of 2021 through June 30, 2035, and interest payable in December and June of each year. Series 2020 debt has a prepayment option on or after June 30, 2030.

Future Full Faith and Credit Financial Agreement 2020 requirements are as follows:

<u>Year Ending June 30,</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023	176,347	45,435	221,782
2024	179,702	42,296	221,998
2025	182,967	39,098	222,065
2026	186,140	35,841	221,981
2027	188,696	32,528	221,224
2028-2032	996,998	110,892	1,107,890
2033-2037	641,694	22,980	664,674
	<u>\$ 2,552,544</u>	<u>\$ 329,070</u>	<u>\$ 2,881,614</u>

Pension Obligation Bonds, Series 2021

On August 31, 2021, \$17,805,000 of limited Tax Pension Obligation Bonds were issued and transferred to the State of Oregon Public Employees Retirement System to cover a portion of the College's share of the cost sharing plan's unfunded actuarial liability. The resulting pension asset is being used to pay a portion of the annual required contribution. Principal payments are due annually in June through June 30, 2040, and interest payable in December and June of each year with rates ranging from 0% to 2.945%.

Future Pension Obligation requirements are as follows:

Year Ending June 30,	Principal	Interest	Total
2023	580,000	370,203	950,203
2024	605,000	368,527	973,527
2025	640,000	365,000	1,005,000
2026	680,000	359,336	1,039,336
2027	720,000	351,550	1,071,550
2028-2032	4,370,000	1,571,842	5,941,842
2033-2037	5,975,000	1,049,633	7,024,633
2038-2042	3,775,000	203,500	3,978,500
	<u>\$ 17,345,000</u>	<u>\$ 4,639,591</u>	<u>\$ 21,984,591</u>

Debt Service Fund

Summary of Resources

RESOURCES	Fiscal Year 2019 - 2020	Fiscal Year 2020 - 2021	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023	Fiscal Year 2022 - 2023
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED	ADOPTED
	Amounts	Amounts	Budget	Budget	Budget	Budget
Beginning Fund Balance	7,794,239	2,752,559	2,964,183	2,948,042	2,948,042	2,948,042
Bond Proceeds	2,895,800	-	1,000,000	-	-	-
Fees	527,422	504,951	345,353	392,858	392,858	392,858
Interest	266,668	4,634	6,000	4,600	4,600	4,600
PERS Adjustment	-	-	-	1,332,308	1,332,308	1,332,308
Transfers In	4,223,465	1,243,196	1,243,196	1,509,196	1,509,196	1,509,196
TOTAL RESOURCES	15,707,594	4,505,340	5,558,732	6,187,004	6,187,004	6,187,004

Debt Service Fund

Summary of Requirements

REQUIREMENTS	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
2010 Full Faith and Credit Obligations						
Materials & Services	2,100	-	-	-	-	-
Principle (Issued Sept 2010)	2,985,000	-	-	-	-	-
Interest (Payments 12/1, 6/1)	151,880	-	-	-	-	-
Total Fund Requirements	3,138,980	-	-	-	-	-
2014 Full Faith and Credit Obligations						
Materials & Services	2,625	619	13,000	13,000	13,000	13,000
Principle (Issued Dec 2014)	5,615,000	115,000	120,000	125,000	125,000	125,000
Interest (Payments 12/1, 6/1)	172,696	77,867	75,750	72,150	72,150	72,150
Total Fund Requirements	5,790,322	193,486	208,750	210,150	210,150	210,150
Full Faith & Credit FA 2020						
Materials & Services	60,800	-	3,000	3,000	3,000	3,000
Principle (Issued June 2020)	-	170,353	172,903	176,347	176,347	176,347
Interest (Payments 12/31, 6/30)	4,215	51,483	48,513	45,435	45,435	45,435
Transfer Out	2,835,000	-	-	-	-	-
Total Fund Requirements	2,900,015	221,836	224,416	224,782	224,782	224,782
Pension Bonds Payable 2004						
Materials & Services	570	2,636	3,000	3,000	3,000	3,000
Principle (Issued Feb 2004)	650,000	730,000	820,000	915,000	915,000	915,000
Interest (Payments 12/30, 6/30)	475,150	439,905	400,193	355,585	355,585	355,585
Total Fund Requirements	1,125,719	1,172,541	1,223,193	1,273,585	1,273,585	1,273,585
Full Faith & Credit Pension 2021						
Materials & Services	-	-	74,478	5,000	5,000	5,000
Principle (Issued Aug 2021)	-	-	460,000	580,000	580,000	580,000
Interest (Payments 12/30, 6/30)	-	-	465,522	370,203	370,203	370,203
Total Fund Requirements	-	-	1,000,000	955,203	955,203	955,203
SUB -TOTAL	12,955,035	1,587,863	2,656,359	2,663,720	2,663,720	2,663,720
Unappropriated End. Fund Balance	-	-	2,902,373	3,523,284	3,523,284	3,523,284
Ending Fund Balance	2,752,559	2,917,477	-	-	-	-
TOTAL REQUIREMENTS	15,707,594	4,505,340	5,558,732	6,187,004	6,187,004	6,187,004

Debt Service Fund
Summary by Use

Account	Debt Service	Unappropriated Ending Fund Balance	TOTAL
DEBT SERVICE	2,663,720	-	2,663,720
UNAPPROPRIATED ENDING FUND BALANCE	-	3,523,284	3,523,284
TOTAL	2,663,720	3,523,284	6,187,004
FTE	-	-	-

Insurance Fund

Summary of Resources and Requirements

The **Insurance fund** operations are funded by transfer of resources from the general fund and any unspent ending fund balance from the previous year. Insurance fund accounts for self-funded unemployment insurance and early retirement health insurance provided to employees meeting specific service criteria requirements. The College increased appropriation in the fund as the state subsidy for unemployment coverage ceased in fiscal year 2022.

RESOURCES	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
Beginning Fund Balance	178,810	189,914	243,025	449,573	449,573	449,573
Transfers In	295,000	313,000	295,000	170,000	170,000	170,000
TOTAL RESOURCES	473,810	502,914	538,025	619,573	619,573	619,573
REQUIREMENTS						
Unemployment						
Personnel Services	130,052	56,824	145,000	269,275	269,275	269,275
Ending Fund Balance	49,889	131,065	-	-	-	-
Total Fund Requirements	179,941	187,889	145,000	269,275	269,275	269,275
Retiree						
Personnel Services	153,844	105,123	200,000	300,000	300,000	300,000
Contingency	-	-	193,025	50,298	50,298	50,298
Ending Fund Balance	140,025	209,901	-	-	-	-
Total Fund Requirements	293,869	315,025	393,025	350,298	350,298	350,298
TOTAL REQUIREMENTS	473,810	502,914	538,025	619,573	619,573	619,573

Insurance Fund
Summary by Use

Account	College Support Services	Reserves	TOTAL
PERSONNEL SERVICES	569,275	-	569,275
CONTINGENCY	-	50,298	50,298
TOTAL	569,275	50,298	619,573
FTE	-	-	-

Enterprise Fund

Summary of Resources and Requirements

The **Enterprise fund** highlights operations of the Campus Store, Incubator Program, Special Events, and Wine Sales programs. The fund generates revenues by providing goods and services to students, staff and public. The food services have been absorbed into Campus Store operations after cafeteria closure in 2019. Catering cost center's deficit was closed out via a budgeted transfer of the resources from General Fund in 2022. Wines Seminars cost center was closed out and merged with Wine Revenue.

RESOURCES	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
Beginning Fund Balance	176,871	113,057	169,968	703,955	703,955	703,955
Federal Revenue	-	346,877	-	-	-	-
Sales/Service Revenue	926,788	892,046	955,432	939,860	939,860	939,860
Transfers In	60,428	75,000	84,532	-	-	-
TOTAL RESOURCES	1,164,087	1,426,979	1,209,932	1,643,815	1,643,815	1,643,815
REQUIREMENTS						
Personnel Services	207,679	128,850	205,396	223,969	223,969	223,969
Fringe Benefits	84,373	61,028	76,650	90,129	90,129	90,129
Materials and Services	753,313	553,347	884,542	1,119,717	1,119,717	1,119,717
Capital Outlay	5,665	-	-	10,000	10,000	10,000
Contingency	-	-	43,344	200,000	200,000	200,000
Sub-Total	1,051,030	743,224	1,209,932	1,643,815	1,643,815	1,643,815
Ending Fund Balance	113,057	683,755	-	-	-	-
TOTAL REQUIREMENTS	1,164,087	1,426,979	1,209,932	1,643,815	1,643,815	1,643,815

Enterprise Fund Summary by Use

Account	Instructional Support	Community Services	Student Services	Reserves	TOTAL
PERSONNEL SERVICES	2,717	134,811	176,570	-	314,098
MATERIALS & SERVICES	33,700	94,721	991,296	-	1,119,717
CAPITAL EXPENDITURES	-	-	10,000	-	10,000
CONTINGENCY	-	-	-	200,000	200,000
TOTAL	36,417	229,532	1,177,866	200,000	1,643,815
FTE	0.3	2.9	2.7	-	5.9

Enterprise Fund

Resources and Requirements by Fund

RESOURCES

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
CAMPUS STORE						
Beginning Fund Balance	306,241	164,134	164,000	574,423	574,423	574,423
Federal Revenue	-	305,663	-	-	-	-
Sales/Service Revenue	811,976	842,656	731,784	728,443	728,443	728,443
Total Fund Resources	1,118,217	1,312,453	895,784	1,302,866	1,302,866	1,302,866

REQUIREMENTS

CAMPUS STORE						
Personnel Services	162,798	124,410	122,975	118,962	118,962	118,962
Fringe Benefits	75,608	57,958	58,109	57,608	57,608	57,608
Materials and Services	715,677	542,848	714,700	916,296	916,296	916,296
Capital Outlay	-	-	-	10,000	10,000	10,000
Contingency	-	-	-	200,000	200,000	200,000
Ending Fund Balance	164,134	587,237	-	-	-	-
Total Fund Requirements	1,118,217	1,312,453	895,784	1,302,866	1,302,866	1,302,866

Enterprise Fund

Resources and Requirements by Fund

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
RESOURCES						
CATERING						
Beginning Fund Balance	(220,220)	(159,982)	(84,532)	-	-	-
Sales/Service Revenue	4,896	772	-	-	-	-
Transfers In	60,428	75,000	84,532	-	-	-
Total Fund Resources	(154,896)	(84,210)	-	-	-	-
REQUIREMENTS						
CATERING						
Personnel Services	984.00	-	-	-	-	-
Fringe Benefits	99.09	-	-	-	-	-
Materials and Services	4,002	-	-	-	-	-
Ending Fund Balance	(159,982)	(84,210)	-	-	-	-
Total Fund Requirements	(154,896)	(84,210)	-	-	-	-

Enterprise Fund

Resources and Requirements by Fund

RESOURCES	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
INCUBATOR PROGRAM						
Beginning Fund Balance	30,587	70,074	65,000	58,500	58,500	58,500
Sales/Service Revenue	41,964	9,668	11,000	20,000	20,000	20,000
Total Fund Resources	72,551	79,742	76,000	78,500	78,500	78,500
REQUIREMENTS						
INCUBATOR PROGRAM						
Personnel Services	-	-	-	37,855	37,855	37,855
Fringe Benefits	-	-	-	16,663	16,663	16,663
Materials and Services	2,476	5,591	32,656	23,982	23,982	23,982
Contingency	-	-	43,344	-	-	-
Ending Fund Balance	70,074	74,151	-	-	-	-
Total Fund Requirements	72,551	79,742	76,000	78,500	78,500	78,500

Enterprise Fund

Resources and Requirements by Fund

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
RESOURCES						
SPECIAL EVENTS						
Beginning Fund Balance	48,021	31,847	25,000	71,032	71,032	71,032
Federal Grant Revenue	-	41,214	-	-	-	-
Sales/Service Revenue	51,277	38,951	89,715	30,000	30,000	30,000
Total Fund Resources	99,298	112,012	114,715	101,032	101,032	101,032
REQUIREMENTS						
SPECIAL EVENTS						
Personnel Services	43,528	4,440	73,421	64,652	64,652	64,652
Fringe Benefits	8,637	3,070	16,597	15,641	15,641	15,641
Materials and Services	9,620	108	24,697	20,739	20,739	20,739
Capital Outlay	5,665	-	-	-	-	-
Ending Fund Balance	31,847	104,394	-	-	-	-
Total Fund Requirements	99,298	112,012	114,715	101,032	101,032	101,032

Enterprise Fund

Resources and Requirements by Fund

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
RESOURCES						
WINE SEMINARS						
Beginning Fund Balance	16	16	-	-	-	-
Sales/Service Revenue	-	-	4,868	-	-	-
Total Fund Resources	16	16	4,868	-	-	-
REQUIREMENTS						
WINE SEMINARS						
Personnel Services	-	-	4,000	-	-	-
Fringe Benefits	-	-	868	-	-	-
Ending Fund Balance	16	16	-	-	-	-
Total Fund Requirements	16	16	4,868	-	-	-

Enterprise Fund
Resources and Requirements by Fund

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
RESOURCES						
WINE REVENUE						
Beginning Fund Balance	12,226	6,966	500	-	-	-
Sales/Service Revenue	16,675	-	13,565	11,417	11,417	11,417
Total Fund Resources	28,901	6,966	14,065	11,417	11,417	11,417
REQUIREMENTS						
WINE REVENUE						
Personnel Services	368	-	5,000	2,500	2,500	2,500
Fringe Benefits	30	-	1,076	217	217	217
Materials and Services	21,537	4,799	7,989	8,700	8,700	8,700
Ending Fund Balance	6,965.99	2,167	-	-	-	-
Total Fund Requirements	28,901	6,966	14,065	11,417	11,417	11,417

Enterprise Fund

Resources and Requirements by Fund

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
RESOURCES						
ENTREPRENEUR						
Sales/Service Revenue	-	-	104,500	150,000	150,000	150,000
Total Fund Resources	-	-	104,500	150,000	150,000	150,000
REQUIREMENTS						
ENTREPRENEUR						
Materials and Services	-	-	104,500	150,000	150,000	150,000
Total Fund Requirements	-	-	104,500	150,000	150,000	150,000

Internal Service Fund

Summary of Resources and Requirements

The **Internal Service fund** accounts for operations of the Motor Pool and Copiers funds that generate revenues by providing services on a cost reimbursement basis to college operating funds. Additionally, the fund accounts for PERS Reserves fund established in anticipation of PERS rate increases in 2010. The College established a separate fund in 2017. The contribution rates, as set by the PERS, increased by 1.2% compared to last biennium and based on advisory rates are anticipated to increase by about 1-2% in the upcoming 2023-25 biennium. The economic and market conditions may change the long-term cost outlook for this major operational cost in the future.

RESOURCES	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
Beginning Fund Balance	662,534	854,854	852,000	858,441	858,441	858,441
Intra College Sales - Motor Pool	24,223	18,088	25,000	35,000	35,000	35,000
Intra College Sales - Copiers	119,551	38,107	50,000	50,000	50,000	50,000
PERS Reserves	187,178	8,145	-	-	-	-
TOTAL RESOURCES	993,486	919,194	927,000	943,441	943,441	943,441
REQUIREMENTS						
Motor Pool						
Materials & Services	19,081	13,158	35,000	45,000	45,000	45,000
Ending Fund Balance	15,944	20,874	-	-	-	-
Total Fund Requirements	35,025	34,032	35,000	45,000	45,000	45,000
Copiers						
Materials & Services	119,551	38,107	50,000	50,000	50,000	50,000
Total Fund Requirements	119,551	38,107	50,000	50,000	50,000	50,000
PERS Reserves						
Unappropriated End. Fund Balance	-	-	842,000	848,441	848,441	848,441
Ending Fund Balance	838,910	847,055	-	-	-	-
Total Fund Requirements	838,910	847,055	842,000	848,441	848,441	848,441
TOTAL REQUIREMENTS	993,486	919,194	927,000	943,441	943,441	943,441

Internal Service Fund
Summary by Use

Account	College Support Services	Unappropriated Ending Fund Balance	TOTAL
MATERIALS & SERVICES	95,000	-	95,000
UNAPPROPRIATED ENDING FUND BALANCE	-	848,441	848,441
TOTAL	95,000	848,441	943,441
FTE	-	-	-

Student Clubs Fund

Summary of Resources and Requirements

The **Student Clubs fund** accounts for the activities of the student government (ASUCC) and student clubs. Primary sources of revenue consist of the club revenue generated by the students. The General fund supports operations of this fund by providing a \$35,000 transfer for ASUCC administration, Phi Theta Kappa and Skills USA travel. Expenditures recorded in this fund relate to student activities.

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
RESOURCES						
Beginning Fund Balance	26,079	42,506	53,553	68,900	68,900	68,900
Local Revenue	10,306	2,463	19,000	11,500	11,500	11,500
Transfers In	27,196	30,300	49,000	51,000	51,000	51,000
TOTAL RESOURCES	63,581	75,269	121,553	131,400	131,400	131,400
REQUIREMENTS						
Materials and Services	21,075	21,881	121,553	131,400	131,400	131,400
Transfers Out	-	18	-	-	-	-
Ending Fund Balance	42,506	53,370	-	-	-	-
TOTAL REQUIREMENTS	63,581	75,269	121,553	131,400	131,400	131,400

Student Clubs Fund
Summary by Use

Account	Student Services	TOTAL
MATERIALS & SERVICES	131,400	131,400
TOTAL	131,400	131,400
FTE	-	-

Student Clubs Fund Resources by Fund

RESOURCES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2022 - 2023	2022 - 2023
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED	ADOPTED
	Amounts	Amounts	Budget	Budget	Budget	Budget
ACM Programming Club	420	767	2,000	2,800	2,800	2,800
Association of Foreign Languages	1,096	1,346	2,500	2,350	2,350	2,350
ASUCC Administration	29,312	41,581	44,000	60,000	60,000	60,000
Business and Entrepreneurship	232	232	-	-	-	-
Campus Interfaith Coalition	30	30	-	-	-	-
Class Projects	1,250	1,191	3,191	2,000	2,000	2,000
Club of Chi	280	280	1,280	1,280	1,280	1,280
Computer Club	2,028	2,278	3,000	3,500	3,500	3,500
Debate Club	1,259	1,259	1,700	1,760	1,760	1,760
Drama Club	370	370	1,375	2,000	2,000	2,000
Engineering Club	1,108	890	2,500	2,900	2,900	2,900
Environmental Club	300	300	-	-	-	-
Forestry Club	977	877	2,500	2,400	2,400	2,400
Geology Club	864	770	4,000	2,200	2,200	2,200
Healthy Minds Club	846	1,096	2,000	2,600	2,600	2,600
Inactive Club Fund Balances	3,503	4,201	4,207	4,700	4,700	4,700
Library Lockers	187	18	-	-	-	-
National Student Nursing Assoc.	1,396	1,128	2,000	2,200	2,200	2,200
Nerd Herd Club	429	565	1,500	2,000	2,000	2,000
New Club Program	3,196	1,700	13,500	13,500	13,500	13,500
Non-Trads in the Trades Club	300	550	1,500	2,050	2,050	2,050
Phi Theta Kappa	4,367	3,913	8,200	4,750	4,750	4,750
Poly Club	310	310	1,800	1,310	1,310	1,310
Pre-Health Professionals Club	1,175	1,425	2,500	1,900	1,900	1,900
Queer Student Advocacy	1,175	1,471	3,000	2,500	2,500	2,500
RiverHawk Wrenches	1,898	1,316	3,000	2,800	2,800	2,800
Skills USA	2,146	2,024	5,800	3,600	3,600	3,600
UCC Armored Arts Club	197	197	-	-	-	-
UCC League of Legends Club	345	345	-	-	-	-
UCC Social Justice League	100	100	-	-	-	-
Veterans of UCC	2,484	2,738	4,500	4,300	4,300	4,300
TOTAL RESOURCES	63,581	75,269	121,553	131,400	131,400	131,400

Student Clubs Fund Requirements by Fund

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
ACM PROGRAMMING CLUB						
Materials and Services	53	-	2,000	2,800	2,800	2,800
Ending Fund Balance	367	767	-	-	-	-
Total Fund Requirements	420	767	2,000	2,800	2,800	2,800
ASSOC. OF FOREIGN LANGUAGES						
Materials and Services	-	-	2,500	2,350	2,350	2,350
Ending Fund Balance	1,096	1,346	-	-	-	-
Total Fund Requirements	1,096	1,346	2,500	2,350	2,350	2,350
ASUCC ADMINISTRATION						
Materials and Services	11,731	18,524	44,000	60,000	60,000	60,000
Ending Fund Balance	17,581	23,057	-	-	-	-
Total Fund Requirements	29,312	41,581	44,000	60,000	60,000	60,000
BUSINESS AND ENTREPRENEURSHIP						
Materials and Services	-	232	-	-	-	-
Ending Fund Balance	232	-	-	-	-	-
Total Fund Requirements	232	232	-	-	-	-
CAMPUS INTERFAITH COALITION						
Materials and Services	-	30	-	-	-	-
Ending Fund Balance	30	-	-	-	-	-
Total Fund Requirements	30	30	-	-	-	-
CLASS PROJECTS						
Materials and Services	59	-	3,191	2,000	2,000	2,000
Ending Fund Balance	1,191	1,191	-	-	-	-
Total Fund Requirements	1,250	1,191	3,191	2,000	2,000	2,000

Student Clubs Fund Requirements by Fund

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
CLUB OF CHI						
Materials and Services	-	-	1,280	1,280	1,280	1,280
Ending Fund Balance	280	280	-	-	-	-
Total Fund Requirements	280	280	1,280	1,280	1,280	1,280
COMPUTER CLUB						
Materials and Services	-	-	3,000	3,500	3,500	3,500
Ending Fund Balance	2,028	2,278	-	-	-	-
Total Fund Requirements	2,028	2,278	3,000	3,500	3,500	3,500
DEBATE CLUB						
Materials and Services	-	-	1,700	1,760	1,760	1,760
Ending Fund Balance	1,259	1,259	-	-	-	-
Total Fund Requirements	1,259	1,259	1,700	1,760	1,760	1,760
DRAMA CLUB						
Materials and Services	-	-	1,375	2,000	2,000	2,000
Ending Fund Balance	370	370	-	-	-	-
Total Fund Requirements	370	370	1,375	2,000	2,000	2,000
ENGINEERING CLUB						
Materials and Services	467	-	2,500	2,900	2,900	2,900
Ending Fund Balance	640	890	-	-	-	-
Total Fund Requirements	1,108	890	2,500	2,900	2,900	2,900
ENVIRONMENTAL CLUB						
Ending Fund Balance	300	300	-	-	-	-
Total Fund Requirements	300	300	-	-	-	-

Student Clubs Fund Requirements by Fund

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
FORESTRY CLUB						
Materials and Services	350	-	2,500	2,400	2,400	2,400
Ending Fund Balance	627	877	-	-	-	-
Total Fund Requirements	977	877	2,500	2,400	2,400	2,400
GEOLOGY CLUB						
Materials and Services	344	-	4,000	2,200	2,200	2,200
Ending Fund Balance	520	770	-	-	-	-
Total Fund Requirements	864	770	4,000	2,200	2,200	2,200
HEALTHY MINDS CLUB						
Materials and Services	-	-	2,000	2,600	2,600	2,600
Ending Fund Balance	846	1,096	-	-	-	-
Total Fund Requirements	846	1,096	2,000	2,600	2,600	2,600
INACTIVE CLUB FUND BALANCES						
Materials and Services	9	-	4,207	4,700	4,700	4,700
Ending Fund Balance	3,494	4,201	-	-	-	-
Total Fund Requirements	3,503	4,201	4,207	4,700	4,700	4,700
LIBRARY LOCKERS						
Materials and Services	169	-	-	-	-	-
Transfers Out	-	18	-	-	-	-
Ending Fund Balance	18	-	-	-	-	-
Total Fund Requirements	187	18	-	-	-	-
NATIONAL STUDENT ASSOC.						
Materials and Services	725	385	2,000	2,200	2,200	2,200
Ending Fund Balance	671	743	-	-	-	-
Total Fund Requirements	1,396	1,128	2,000	2,200	2,200	2,200

Student Clubs Fund Requirements by Fund

	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
NERD HERD CLUB						
Materials and Services	114	-	1,500	2,000	2,000	2,000
Ending Fund Balance	315	565	-	-	-	-
Total Fund Requirements	429	565	1,500	2,000	2,000	2,000
NEW CLUB PROGRAM						
Materials and Services	3,196	1,700	13,500	13,500	13,500	13,500
Total Fund Requirements	3,196	1,700	13,500	13,500	13,500	13,500
NON-TRADES IN THE TRADES CLUB						
Materials and Services	-	-	1,500	2,050	2,050	2,050
Ending Fund Balance	300	550	-	-	-	-
Total Fund Requirements	300	550	1,500	2,050	2,050	2,050
PHI THETA KAPPA						
Materials and Services	2,470	565	8,200	4,750	4,750	4,750
Ending Fund Balance	1,897	3,348	-	-	-	-
Total Fund Requirements	4,367	3,913	8,200	4,750	4,750	4,750
POLY CLUB						
Materials and Services	-	-	1,800	1,310	1,310	1,310
Ending Fund Balance	310	310	-	-	-	-
Total Fund Requirements	310	310	1,800	1,310	1,310	1,310
PRE-HEALTH PROFESSIONALS CLUB						
Materials and Services	-	-	2,500	1,900	1,900	1,900
Ending Fund Balance	1,175	1,425	-	-	-	-
Total Fund Requirements	1,175	1,425	2,500	1,900	1,900	1,900
QUEER STUDENT ADVOCACY						
Materials and Services	104	-	3,000	2,500	2,500	2,500
Ending Fund Balance	1,071	1,471	-	-	-	-
Total Fund Requirements	1,175	1,471	3,000	2,500	2,500	2,500

Student Clubs Fund Requirements by Fund

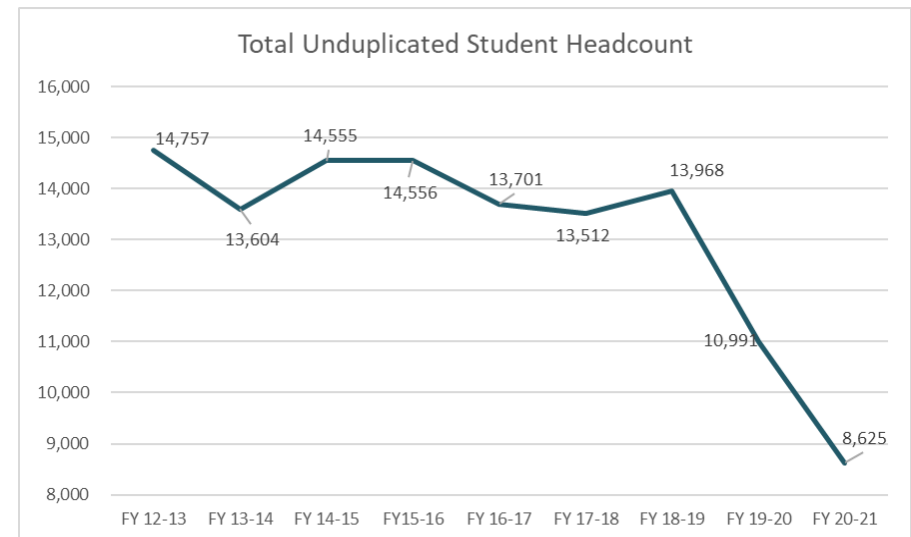
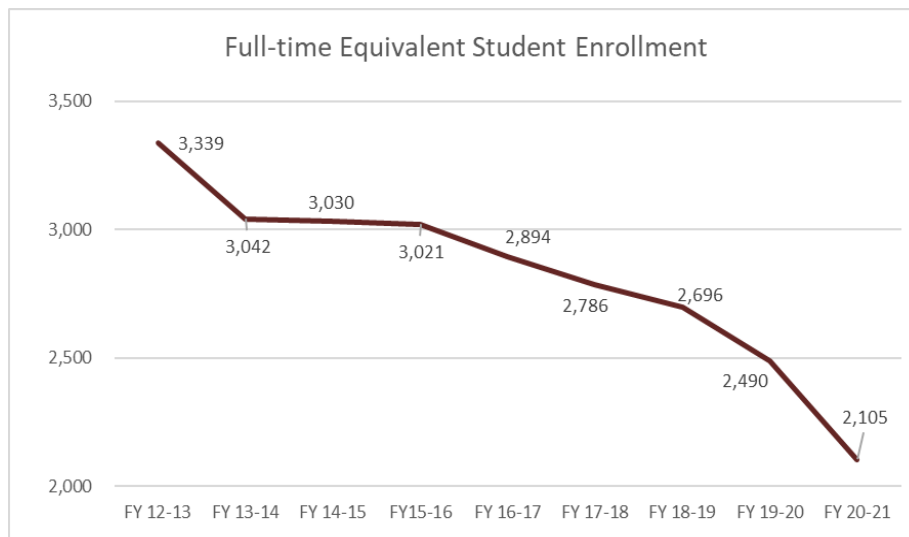
	Fiscal Year 2019 - 2020 ACTUAL Amounts	Fiscal Year 2020 - 2021 ACTUAL Amounts	Fiscal Year 2021 - 2022 ADJUSTED Budget	Fiscal Year 2022 - 2023 PROPOSED Budget	Fiscal Year 2022 - 2023 APPROVED Budget	Fiscal Year 2022 - 2023 ADOPTED Budget
RIVERHAWK WRENCHES						
Materials and Services	832	-	3,000	2,800	2,800	2,800
Ending Fund Balance	1,066	1,316	-	-	-	-
Total Fund Requirements	1,898	1,316	3,000	2,800	2,800	2,800
SKILLS USA						
Materials and Services	372	-	5,800	3,600	3,600	3,600
Ending Fund Balance	1,774	2,024	-	-	-	-
Total Fund Requirements	2,146	2,024	5,800	3,600	3,600	3,600
UCC ARMORED ARTS CLUB						
Ending Fund Balance	197	197	-	-	-	-
Total Fund Requirements	197	197	-	-	-	-
UCC LEAGUE OF LEGENDS						
Materials and Services	-	345	-	-	-	-
Ending Fund Balance	345	-	-	-	-	-
Total Fund Requirements	345	345	-	-	-	-
UCC SOCIAL JUSTICE LEAGUE						
Materials and Services	-	100	-	-	-	-
Ending Fund Balance	100	-	-	-	-	-
Total Fund Requirements	100	100	-	-	-	-
VETERANS OF UCC						
Materials and Services	79	-	4,500	4,300	4,300	4,300
Ending Fund Balance	2,405	2,738	-	-	-	-
Total Fund Requirements	2,484	2,738	4,500	4,300	4,300	4,300
TOTAL REQUIREMENTS	63,581	75,269	121,553	131,400	131,400	131,400

Statistical Information and Trends

This section of the College's budget document presents detailed statistical information as a context for understanding information in the budget document in relation to the overall operations and financial position of the institution.

Enrollment

As seen in the charts below, our enrollment has been on a steady decline over the last decade. Our full-time equivalency declined at a more rapid rate than our student headcount as many of our students continued to attend part time. However, in the spring of 2020 when Covid-19 began impacting our area, following state guidance we made the switch to online courses and canceled in-person instruction which included the majority of our CTE courses and programs. Enrollment dropped drastically through the following year. Though current year data is not yet available, we are still experiencing a minor decline in enrollment. The President's Message and Budget Highlights detail the efforts UCC is taking to steady and increase enrollment.



Staffing

Like enrollment, our personnel has declined in number with our Classified full and part time staff representing a large percent. Classified staff are greatly impacted by temporary grant positions, as well as position vacancies due to turnover from both promotion within and resignations/retirements as seen in the table below. Part time faculty is another employment category that has decreased over time as we

have reduced course offerings and made program adjustments to support the college during the prolonged period of low enrollment. The College has gone through reductions in force over the years, directly related to projected deficits, impacting staffing levels. Plans for increased operations, programs, and student support in fiscal year 2022-23 will bring additional positions to UCC as well as budgeting for all current vacancies. Several of the positions are grant funded for 1 to 3 years.

EMPLOYEE HEADCOUNT
LAST TEN FISCAL YEARS

Fiscal Year	Employee Headcount ¹					
	Administrative Full-time	Administrative Part-time	Faculty Full-time	Faculty Part-time	Classified Full-time	Classified Part-time
2022-23 ²	49	1	69	119	99	34
2021-22	39	2	66	119	90	34
2020-21	33	2	64	114	88	25
2019-20	37	3	64	83	100	40
2018-19	41	3	61	155	106	52
2017-18	39	0	60	158	98	61
2016-17	39	2	60	157	116	63
2015-16	42	3	59	159	113	52
2014-15	48	2	61	162	118	83
2013-14	42	0	64	170	114	67

¹ Umpqua Community College Human Resources

Counts are provided as of March 31st for each year

² Employee numbers for FY 2022-23 are projected



Financial Trends and Long-Term Planning

The general fund provides for the largest percent of our operations and is funded primarily through state allocation, tuition & fees, and property taxes. The state allocates funds on a biennial basis to be shared among all 17 Oregon community colleges using the Higher Education Coordinating Commissions' Community College Support Fund (CCSF) Distribution. More information on the equitable distribution can be reviewed [here](#). Tuition & fee revenue is directly related to credit enrollment and property tax is a set rate with a steady annual revenue growth. Expenditures include labor and fringe benefits, materials and supplies, and equipment for all departments that are not supported by special or revolving funds.

Umpqua Community College conducts long-range financial planning with the goal of maintaining financial sustainability. The forecast is frequently updated for changes in any of the primary revenue sources or operating expenses. Several significant challenges that will continue to impact UCC include decline in enrollment, the aging of capital assets, a volatility of state funding, legislative mandates, and impacts of COVID-19 pandemic on our students, community, workforce, and budget. The college will face several major cost drivers as required increases in PERS contributions take effect, state minimum wage laws continue to increase, and costs of healthcare rise. As we emerge from the pandemic, the college continues being conservative in spending focusing on investments that best serve students. Through careful resource allocation and budgeting, the college was able to set reserves for strategic investments in new programs, technology, and facilities. The college is committed to maintaining adequate level of reserves to help manage the volatility of General Fund revenues as well as continue strategic efforts in containing costs and raising new revenues.

Reserve and Unappropriated Ending Fund Balances by Fund:

Fund	Budgeted Balance
General Fund	8,489,578
Administratively Restricted	1,104,000
Capital Projects	604,000
Internal Service	848,441
Debt Service	3,523,284
	<hr/> 14,569,303

General Fund forecasting is complete through fiscal year 2024-25 using pre and post COVID operations, enrollment, revenue trends and expenditures with anticipated inflation growth and bargained personnel rates. The college is currently working towards long term goals, master plans and five-year departmental business plans that will allow for additional forecasting with greater clarity and accuracy.

In viewing the three-year forecast presented, year three represents an operation deficit. Plans to mitigate the deficit and balance the forecasted budget are currently underway. Current efforts include: streamlining course offerings and sections, reallocating and deploying personnel to areas of greatest need, new programs and opportunities for students and community members, and reevaluating business models with student success at the forefront.



Yearly College Operating Projections

2021-23 Biennium	2023-25 Biennium	
Fiscal Year	Fiscal Year	Fiscal Year
2022 - 2023	2023 - 2024	2024 - 2025
Forecast	Forecast	Forecast

OPERATING REVENUES

State Support	14,304,085	14,858,155	15,026,676
Tuition and Fees	6,132,690	6,291,726	6,433,091
Miscellaneous Revenue	383,468	383,468	383,468
Property Taxes	4,521,700	4,657,351	4,797,072
Transfers In	75,000	50,000	-
TOTAL OPERATING REVENUES	25,416,943	26,240,700	26,640,307

REQUIREMENT DESCRIPTION

OPERATING REQUIREMENTS

Personnel Services and Fringe Benefits	19,186,290	20,461,386	21,566,007
Materials & Services	3,249,744	3,347,236	3,447,653
Financial Aid - Tuition Waivers	649,430	399,430	299,430
Transfers Out	2,230,638	2,016,725	2,024,801
TOTAL OPERATING REQUIREMENTS	25,316,102	26,224,777	27,337,891
Operating Income (Loss)	100,841	15,923	(697,584)

Legal Notices

Affidavit of Publication
The News-Review
Of Douglas County

Roseburg, Oregon

ISSUED DAILY EXCEPT MONDAY & SATURDAY

STATE OF OREGON

COUNTY OF DOUGLAS } ss.

I, RACHELLE CARTER, being first duly sworn, depose and say that I am the GENERAL MANAGER, of The News-Review, a newspaper of general circulation, as defined by ORS 193.010 and 193.020; printed and published at Roseburg in the aforesaid county and state; that the

#73491 Legal Notice of #7647 BUDGET MEETING

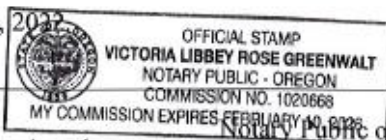
a printed copy of which is hereto annexed, was published in the entire issue of said newspaper for 1 successive and consecutive days in the following issue:

03/22/2022

The fee actually charged by such newspaper for such publication is \$191.25

Subscribed and sworn to before me this 22nd day of

March, 2022



3/25/2022

Form OR-LB-NBC Notice of Budget Committee Meeting
Oregon Department of Revenue

☒ B Use this notice if public comment will be taken at a later meeting.

A public meeting of the Budget Committee of the Umpqua Community Coll. Douglas State of Oregon,
(District/area) (County)
on the budget for the fiscal year July 1, 20 22 to June 30, 20 23, will be held at Lang Center 1140 College Rd. Roseburg
(Location)
The meeting will take place on April 7, 2022 at 6:00 ☐ a.m. ☒ p.m.
(Date) (Time)
The purpose of the meeting is to receive the budget message. This is a public meeting where deliberation of the Budget Committee will take place.
An additional, separate meeting of the Budget Committee will be held to take public comment. Any person may appear at the meeting and discuss the proposed programs with the Budget Committee. The meeting for public comment will be on April 21, 2022 at 6:00 ☐ a.m. ☒ p.m., held at Lang Center 1140 College Rd. Roseburg
(Date) (Time) (Location)
A copy of the budget document may be inspected or obtained on or after March 28, 2022 ☐ a.m. ☒ p.m.
at www.umpqua.edu/budget-documents between the hours of 12:01 ☐ p.m. and 11:59 ☒ p.m.
(Location)
#7647 Pub. Dates: March 22, 2022

Affidavit of Publication

The News-Review
Of Douglas County

Roseburg, Oregon

ISSUED DAILY EXCEPT MONDAY & SATURDAY

STATE OF OREGON

COUNTY OF DOUGLAS } ss.

I, RACHELLE CARTER, being first duly sworn, depose and say that I am the GENERAL MANAGER of The News-Review, a newspaper of general circulation, as defined by ORS 193.010 and 193.020; printed and published at Roseburg in the aforesaid county and state; that the

#74987 Legal Notice of #7753 BUDGET HEARING

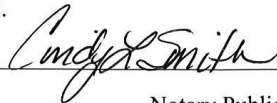
a printed copy of which is hereto annexed, was published in the entire issue of said newspaper for 1 successive and consecutive days in the following issue:

04/26/2022

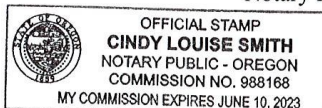
The fee actually charged by such newspaper for such publication is \$510.00



Subscribed and sworn to before me this 26th day of April, 2022.



Notary Public of Oregon



FORM OR-CC-1 NOTICE OF BUDGET HEARING
Oregon Department of Revenue

A public meeting of the UCC Board of Education will be held on May 11, 2022 at 4:00 ☐ a.m. at ☒ p.m.
(Governing body) (Date) (Time)

1140 Umpqua College Rd Roseburg - Danny Lang Event Center, Oregon. The purpose of this meeting is to discuss the
(Location)

budget for the fiscal year beginning July 1, 2022 as approved by the Umpqua Community College Budget Committee.
(District name)

A summary of the budget is presented below. A copy of the budget may be inspected or obtained at: 1140 Umpqua College Rd
(Street address)

Roseburg - Library between the hours of 8:00 a.m., and 5:00 p.m., or online at https://www.umpqua.edu/budget-documents

This budget is for an ☒ annual; ☐ biennial budget period. This budget was prepared on a basis of accounting that is: ☒ the same as;
☐ different than the preceding year. If different, the major changes and their effect on the budget are:

Contact: Katie Workman Telephone number: 541-440-7861 E-mail: Katie.Workman@umpqua.edu

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Budget 2020 - 2021	Adopted Budget This Year: 2021 - 2022	Approved Budget Next Year: 2022 - 2023
1. Beginning Fund Balance	13,187,708	15,073,016	22,166,897
2. Current Year Property Taxes, other than Local Option Taxes	4,033,620	4,075,622	4,351,700
3. Current Year Local Option Property Taxes	0	0	0
4. Tuition & Fees	6,061,042	5,347,184	6,332,930
5. Other Revenue from Local Sources	5,112,498	25,013,581	6,178,215
6. Revenue from State Sources	16,609,254	16,932,664	17,842,606
7. Revenue from Federal Sources	12,207,689	15,688,383	9,838,033
8. Interfund Transfers	2,663,386	3,164,374	3,175,638
9. All Other Budget Resources	2,259,437	2,931,785	3,160,866
10. Total Resources	62,134,635	88,226,609	73,042,886

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
	Actual Budget 2020 - 2021	Adopted Budget This Year: 2021 - 2022	Approved Budget Next Year: 2022 - 2023
11. Personnel Services	19,070,934	23,638,493	24,470,937
12. Materials & Services	10,967,543	34,182,538	13,555,755
13. Financial Aid	7,302,621	13,392,470	10,248,776
14. Capital Outlay	827,208	654,638	834,775
15. Debt Service	1,587,863	2,656,359	2,663,720
16. Interfund Transfers	2,663,385	3,164,374	3,210,340
17. Operating Contingency	0	795,682	3,947,288
18. All Other Expenditures	0	0	0
19. Unappropriated Ending Fund Balance & Reserves	19,715,081	9,742,055	14,611,295
20. Total Requirements	62,134,635	88,226,609	73,042,886

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY FUNCTION			
Function	Actual Budget 2020 - 2021	Adopted Budget This Year: 2021 - 2022	Approved Budget Next Year: 2022 - 2023
Instruction	9,815,579	13,294,006	13,356,800
FTE	107.94	125.52	123.21
Instructional Support	2,125,234	3,638,137	3,590,631
FTE	17	24	24
Student Services other than Student Loans & Financial Aid	6,386,007	8,303,750	9,449,504
FTE	57.22	60.14	64.42
Student Loans and Financial Aid	7,881,380	13,564,794	10,355,823
FTE	2.10	4.90	4.28
Community Services	420,464	481,467	638,897
FTE	5.03	3.82	4.74
College Support Services other than Facilities, Acquisition & Construction	10,605,396	31,002,759	10,620,109
FTE	55.06	55.34	62.3
Facility Acquisition & Construction	954,246	1,583,226	588,479
FTE	25	0	0
Interfund Transfers	2,663,386	3,164,374	3,210,340
Debt Service	1,587,863	2,656,359	2,663,720
Operating Contingency	0	795,682	3,947,288
Unappropriated Ending Fund Balance and Reserves	19,715,081	9,742,055	14,611,295
Total Requirements	62,134,635	88,226,609	73,042,886
Total FTE	244.29	273.74	283.38

STATEMENT OF CHANGES IN ACTIVITIES AND SOURCES OF FINANCING FROM LAST YEAR*

General Fund Highlights: Projected revenues have increased as we factor in the State's allocation for community colleges for the 2021-23 biennium, project a modest 1% increase in credit enrollment and propose a tuition only increase allowing UCC to invest in the future. Requirements increased 2.7% as a result in UCC's investment in technology infrastructure, increase in human capital costs and the anticipated increase in utilities and other materials and services. Grants and contracts are budgeted at \$5.7M, a 38% decrease over fiscal year 2021-22 due in large part to the sunset of the Higher Education Emergency Relief Fund designated to aid with the effects of the Covid-19 pandemic. The College recently secured funding for Title III, a multi-year grant focusing on designing a teaching and learning hub that facilitates more coordinated student support and effective student advising. Improves student retention and graduation rates. In addition, the College applied for and received funding for the vocational training scholarship for long-haul trucking program that supports the urgent need of the local and nationwide industry and most recently an Oregon Strategic Innovation Grant to support the new Friday, Career Academy program which is a partnership with Douglas County High Schools. The Administratively Restricted Fund decreased as the College closed out the one-time cost center that temporarily housed the proceeds from the 2021 Title III Limited Pension Obligations. The proceeds were transferred to the State of Oregon to fund the College's portion of the unfunded actuarial liability in P22.

PROPERTY TAX LEVIES			
	Rate or Amount Imposed	Rate or Amount Approved	
Permanent Rate Levy (Rate Limit \$0.4551 Per \$1000)	0.4551	0.4551	0.4551
Local Option Levy			
Levy for General Obligation Bonds			

STATEMENT OF INDEBTEDNESS		
Long Term Debt	Estimated Debt Outstanding on July 1	Estimated Debt Authorized, but not Incurred on July 1
General Obligation Bonds	0	
Other Bonds	25,625,000	
Other Borrowings	2,552,544	
Total	28,177,544	

#7753 Pub. Dates: April 29, 2022