

# Umpqua Community College

## Approved Budget Document

Fiscal Year 2024-2025



**UMPQUA**  
Community College

## 2024-2025 Budget Committee

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<p><b>Zone 2</b> Kristen Ball Melvin "Bud" Smith</p>	<p><b>Term Expiration</b> June 2026 June 2027</p>
<p><b>Zone 3</b> Barry Robinson David Littlejohn</p>	<p><b>Term Expiration</b> June 2026 June 2027</p>
<p><b>Zone 4</b> Sally Dunn Erica Mills</p>	<p><b>Term Expiration</b> June 2024 June 2025</p>
<p><b>Zone 5</b> Rex Stevens Guy Kennerly</p>	<p><b>Term Expiration</b> June 2026 June 2025</p>
<p><b>Zone 6</b> Joelle McGrorty Caroline Lydon</p>	<p><b>Term Expiration</b> June 2026 June 2027</p>
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## 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 \$52,479. The largest population center is Roseburg (pop. 23,831); 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 Oregon State Board of Nursing, 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 February 2023, the UCC Board of Education approved a new [Strategic “doing” Plan](#) that will drive and support UCC’s operations through FY2026. In addition, an Academic Strategy and Priorities (ASAP) plan and Facility Work Plan have been developed.

In addition the college now has Technology and Facilities Work Plans, a Student Support Plan and a UCC Foundation Work Plan that help inform this budget and resource priorities.

## **Affirmative Action Policy**

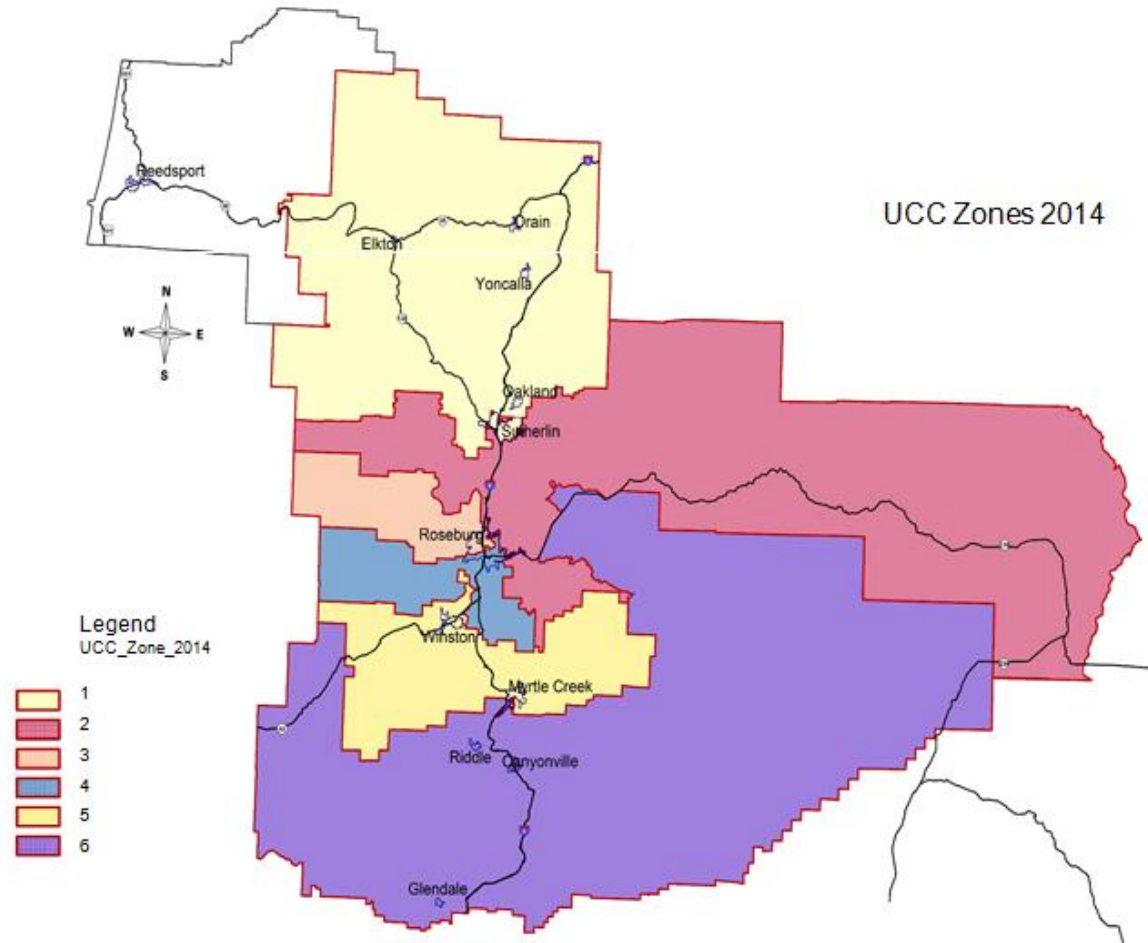
Umpqua Community College complies with Title VI and VII of the Civil Rights Act of 1964, Equal Employment Act of 1965, Age Discrimination in Employment Act of 1967, Title IX of the Educational Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Vietnam Era Readjustment Assistance Act 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 based on 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.

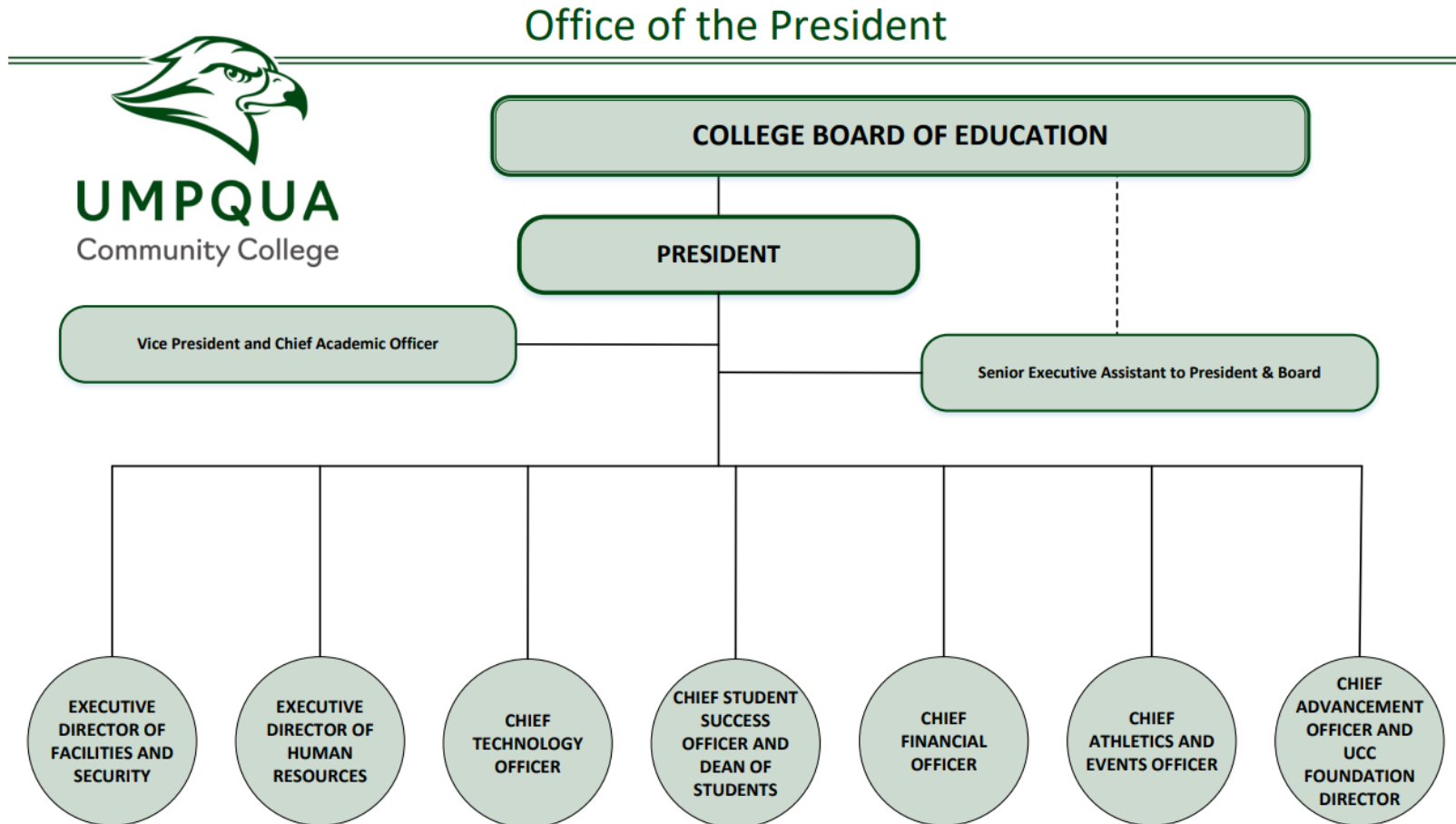
## Board of Education

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**  
Caroline Lydon
- Zone 7 (at large)**  
Steve Loosley



# Organizational Chart



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

## Budget Structure and Functions

### Basis of Budgeting

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.” No changes in accounting method have been made. The budget expresses the basic and essential fiscal requirements of Umpqua Community College.

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, 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 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.

### Budget

Number	Board Policy	Number	Administrative Procedure
<a href="#">6200</a>	Budget Preparation	<a href="#">6200 AP</a>	Budget Preparation
<a href="#">6250</a>	Budget Management	<a href="#">6250 AP</a>	Budget Management

### Financial

Number	Board Policy	Number	Administrative Procedure
<a href="#">6300</a>	Fiscal Management	<a href="#">6300 AP</a>	Fiscal Management
		<a href="#">6305 AP</a>	Reserves
		<a href="#">6310 AP</a>	Accounting
<a href="#">6316</a>	Debt Issuance and Management	<a href="#">6316 AP</a>	Tax-Exempt Compliance Procedure
<a href="#">6320</a>	Investments	<a href="#">6322 AP</a>	Employee Indemnity Bonds
<a href="#">6400</a>	Financial Audits	<a href="#">6400 AP</a>	Financial Audits

### Purchasing

Number	Board Policy	Number	Administrative Procedure
<a href="#">6330</a>	Purchasing	<a href="#">6330 AP</a>	Purchasing
		<a href="#">6331 AP</a>	Credit Card Use
<a href="#">6335</a>	Departmental Supply Purchases	<a href="#">6335 AP</a>	Departmental Supply Purchases
<a href="#">6340</a>	Bids and Contracts	<a href="#">6340 AP</a>	Bids and Contracts
		<a href="#">6365 AP</a>	Contracts - Accessibility of Information Technology
<a href="#">6550</a>	Disposal of Surplus Property	<a href="#">6550 AP</a>	Disposal of Surplus Property

### Other

Number	Board Policy	Number	Administrative Procedure
<a href="#">6100</a>	Delegation of Authority, Business and Fiscal Affairs	<a href="#">6100 AP</a>	Delegation of Authority, Business and Fiscal Affairs
<a href="#">6150</a>	Designation of Authorized Signers	<a href="#">6150 AP</a>	Designation of Authorized Signers
<a href="#">6650</a>	Strategic Energy Management	<a href="#">6650 AP</a>	Strategic Energy Management

<a href="#">6660</a>	New Construction, Renovation, and Building Improvement Energy Policy Guidelines	<a href="#">6660 AP</a>	New Construction, Renovation, and Building Improvement Energy Policy Guidelines
<a href="#">6900</a>	College Store	<a href="#">6901 AP</a>	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 an 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 President’s cabinet and the Board to review (Cabinet 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 FY2022 (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 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.

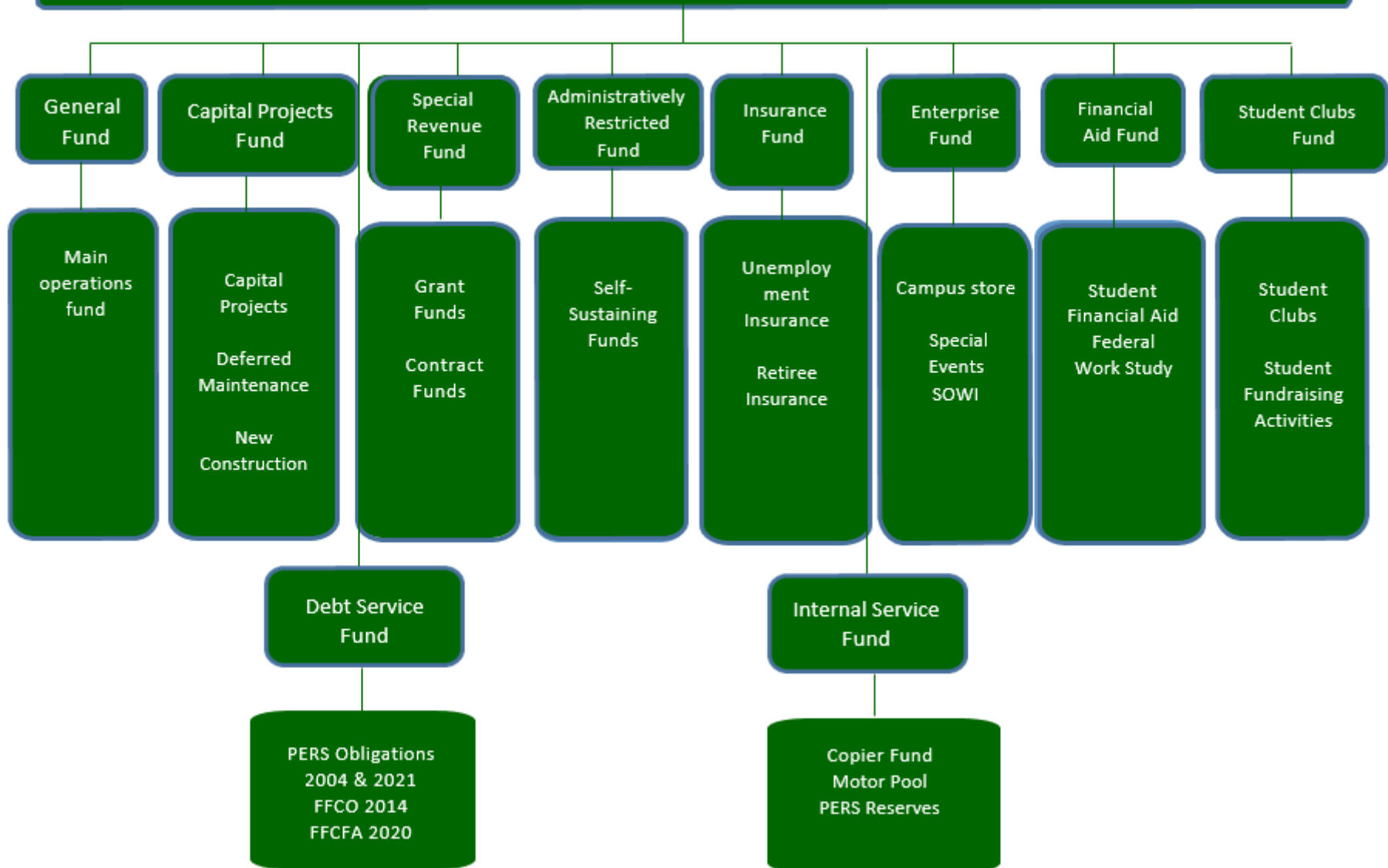
### Internal Service Fund

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.

# Umpqua Community College Funds



## 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 Cabinet members.
- 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

UCC has a comprehensive governance system that embodies and facilitates UCC's vision, mission, and core values and relies on the collective wisdom of faculty, staff, students, and administration in the development of college-wide plans, priorities, and policies. The system is characterized by open communication, collegiality, and transparency, resulting in collaborative and well-informed decision-making. Priorities are incorporated into the budget assumptions and resource allocation process. Each department submits their budget requests beginning in November of the previous fiscal year for the new fiscal year.

### 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 Cabinet 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 Resource Allocation Taskforce reviews the budget resource allocation process annually and provides recommendations to the Operations Council 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.

## Resource Allocation Process FY25

### **Introduction.**

The Resource Allocation Process for fiscal year 2024-25 aligned with the budget development timeline. Prior to beginning the process, a comprehensive review ensured that the college had the required resources such as personnel, expense budgets and contracted services. As a result of the review, the college budgeted within their current allocation reorganizing where appropriate. Identified gaps in resources were presented and reviewed against the FY25 initiatives.

### **Process.**

Organizational charts, vacant positions, operations, and initiatives were reviewed by department and division leads. Areas of strength and need were identified followed by assessment of resources. Identified gaps in resources were evaluated for allocation guided by the college's strategic, academic, student services, technology infrastructure update and facility work plans.

### **Funding decisions.**

Student Services division underwent a student enrollment process audit. Opportunities for improvement were identified and student services leadership worked on crafting a restructuring plan, which includes reevaluating existing roles, filling vacant positions, and creating new roles where necessary. This strategic approach aims to address any gaps in our services, ensuring that we continue to provide the best support possible to our students.

Information Technology has been conducting internal and external testing on equipment and software. Areas of improvement have been identified and resources are being allocated to address the need. The ongoing digital technology infrastructure upgrade, which commenced in FY23, continues to progress with dedicated resources allocated to support its implementation.

The expansion of student housing is well underway with two of our newest facilities currently under construction. The work will roll over into FY25 and appropriate resources have been allocated to ensure the timely completion of this work to provide affordable housing opportunities to our students.

The Facility Work Plan was complete in FY24 and work will begin in FY25 with new building roofs and boiler replacements.

## 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
- Presidential priorities identified and shared with campus
- First revenue and enrollment projections established
- Division Leaders discuss sustainability and review 2023-25 biennium forecast

### November

- Directors, deans, managers, chairs and coordinators begin discussing budgetary operations with staff and faculty
- **November 13 (M)**: Budget worksheets sent to Level I budget managers
- Meetings with all level I budget managers to go over budget development

### December

- **December 4 (M)**: All level I budgets due to level II
- Meetings with all level II budget managers as needed to go over budget development
- **December 22 (F)**: All level II budgets due to level III
- Review revenue and enrollment projections

### January

- Review budget development data elements and criteria
- Meetings with all level III budget managers to go over budget development
- **January 19 (F)**: All budgets due to Director of Budget and Campus Store

### February

- **February 12 (M)**: Draft budget document complete and to Cabinet for review
- **February 14 (W)**: Present fee changes to the Board for approval
- **February 14 (W)**: Confirm budget committee appointments
- Balancing budget options by Cabinet to ensure support of Strategic Plan

### March

- Finalize proposed budget
- **March 11 (M)**: Send 1<sup>st</sup> "Notice of Budget Committee Meeting" for publication in newspaper on March 17
- Continue monitoring revenue and enrollment projections
- **March 25 (M)**: Publish 2<sup>nd</sup> "Notice of Budget Committee Meeting" on UCC Website

### April

- **April 4 (TH)**: Hold first External Budget Committee Meeting
- **April 15 (M)**: Send "Notice of Budget Hearing" (Via Newspaper and website) for publication on April 21
- **April 18 (TH)**: Hold second External Budget Committee Meeting if needed
- Provide budget update to campus

### May

- **May 8** (W): Hold Public Budget Hearing
  - **May 8** (W): Appoint Budget Officer and budget committee for next budget year
- June**
- **June 12** (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

## 2024-2025 Budget Message – Dr. Rachel Pokrandt, UCC President March 2024

UCC turns 60 years old in 2024 and this balanced budget reflects our commitment to innovation and planning for the future, while honoring our past achievements in transforming lives and enriching the community in Douglas County. UCC has graduated over 30,000 students from certificate, degree and training programs in those 60 years and transferred countless others to our sister institutions to complete advanced degrees. It is with these students in mind that we evaluate how we serve in the 60 years to come and we start today with a budget that embodies the aspirations of the community.

UCC is moving into the second year of the 23-26 strategic 'Doing' plan and is continuing to make focused investments in ways that generate a direct return on investment and return on mission for our students, community and industry partners. Resources are directed to improving our key performance indicators and realizing the vision laid out in the plan. On the revenue side, the college is continuing to experience post-covid enrollment growth which is fueled by new and re-imagined degrees and certificates. This enrollment growth has helped ensure that the college can maintain its current operations while continuing to deploy the strategy that will prepare the college to serve the community in the years to come. We are proud that we have been able to significantly increase our impact while reorganizing divisions and maintaining staffing levels.

Significant investments in the following areas characterize the budget for 24/25:

- **New academic programming for high-wage, high-demand career preparation** in allied health, technical trades and advanced manufacturing, and business.
- **Housing** for living and learning in vibrant downtown Roseburg.
- **A new structure in the student services department** to modernize and better serve all students and community stakeholders.
- **Continued investment in digital upgrades** and modernization of operations to ensure that UCC's digital front door is as memorable as its physical front door.

UCC takes pride in knowing that this budget is realistic, forward-thinking and positions the institution to achieve its strategic commitments while adhering to its commitment to serving the community.

The challenges inherent in the years to come will be ensuring that our talented employees are properly compensated, and that the college can attract the very best team to serve the community, while at the same time keeping tuition rates attainable for those seeking to transform their lives at UCC. The college remains acutely aware of its privileged position in spending public money and the gravity of service that privilege carries. We stand ready to exceed your expectations.



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 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.

### **2024-25 Strategies**

- Increase opportunity for all students and the community to thrive intellectually and economically by removing barriers to student success.
- Increase value for students and the community through focused stewardship of state and community investment.
- Focus on the future of students and the community by staying current and relevant across operations. UCC graduates will drive a community that is cutting edge and ready.

### Strategic "doing" Plan

## Office of Academic Services

### **Purpose:**

Academic Services is the heart of Umpqua Community College and is the reason UCC exists. Through the work of dedicated staff, visionary administrators, and talented faculty, Academic Services provides all classes, academic support, instruction, job preparation and training, certificates, degrees and learning experiences at UCC. The work is operationalized through the Academic Strategies and Priorities Plan (ASAP) with four overarching goals (see 2023-2025 Activities below).

### **Description:**

**Vice President:** The VP leads, envisions, and oversees Academic Services. The VP also works collaboratively with the President, administrative leaders, and faculty to bridge operations of the college to successfully deliver transformational educational opportunities and serves as back-up to the President when needed. With a focus on quality educational experiences, the Office of Academic Services promotes innovative teaching and learning, engaging scholarship, intentional academic support, and purposeful student services to ensure students have every opportunity to achieve success at Umpqua Community College and beyond.

**Instructional Deans:** Responsible for managing the operations and divisions to which they are assigned. Areas of focus include accountability, leadership, visionary and inventive operations and oversight of staff, faculty, and administrators under their areas of responsibility. They are ultimately responsible to the VP of Academic Services for operations, hiring, scheduling & teaching, assessment, and community relations & promotion. Currently Deans of Instruction exist in three areas:

1. Career and Technical Education
2. General Education & Transfer
3. Health Education

**Academic Department Chairs:** Responsible for supporting and leading the operations of the department to which they are assigned and supports the academic programs and related initiatives and services within the department. Areas of focus are leadership 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, scheduling, adjunct identification, high school partnerships, community partnerships, assessment, budgeting, and special projects.

**Institutional Effectiveness:** 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).

- **Director of Curriculum, Assessment and Scheduling:** The Director of CAS is responsible for the tracking, compliance, quality, alignment, and oversight of all curricula, assessment, and scheduling for the college. The Director of CAS works closely with the Assessment and Curriculum Standards Committee (ACSC) and Academic Council (AC) to achieve these goals.
- **Institutional Researcher:** 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 VP of Academic Services also serves as the institution's Accreditation Liaison Officer and is responsible for fulfilling and overseeing all requirements of accreditation.
- **ETPL & NC SERA:** The Director of CAS is also responsible for the maintenance, oversight, and upkeep of the Eligible Training Provider List (ETPL) and the State Authorization Reciprocity Agreement (NC-SERA).

**Early College:** The Early College department works to ensure Douglas County youth have access to college-credit experiences while in high school and are exposed to various college and career paths. A key focus of the department is to expand and support high school age students taking college classes, including dual credit, Expanded Options, Friday Career Academy, and those who come out and pay on their own. In addition, the department works to develop events on campus focused on college and career paths, such as the Healthcare Showcase and Trades Expo. The department has several grants and special projects to support this work. The WIRE program is designed to assist rural students from seven high schools with college processes and help them persist once enrolling as undergraduate students. The TRIO Upward Bound and Talent Search program supports first generation and income eligible high school students in 12 Douglas County schools. The Rural Male project aims to increase the number of males who enroll and persist in college. Career Pathways builds short term certificates that help students increase their skills toward a higher paying job. The Work Based Learning Coordinator coordinates career assessments and is expanding CWE experiences. The Douglas PREPS Coordinator is dedicated to supporting aspiring teachers to fill critical educator positions in Douglas County. For more information, visit [High School Connections](#)

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

**Small Business Development Center:** The Small Business Development Center assists 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](#)

**Teaching and Learning:** The Teaching and Learning Hub is where teaching and learning support and innovation occurs for both students and faculty. Effective teaching requires relevant knowledge about students and pedagogy and using that knowledge to inform course design, classroom teaching and supported learning environments. The Teaching and Learning Hub educates, informs, leads, and partners with faculty to develop effective and cutting-edge instruction. It also supports learners outside of the classroom with the tools needed to be effective inside the classroom.

- **The Director of Teaching and Learning:** The Director of Teaching and Learning is responsible for leading and overseeing all Teaching and Learning operations, initiatives, and functions within this department. This position is also responsible for the first-year experience initiative and realizing the Title III vision of a true teaching and learning hub at UCC.
- **Library & Tutoring:** The Library is a gateway to culture and knowledge at the college and is responsible for creating opportunities that support learning, literacy, research, and academic support services for students and the community. The library also supports all faculty with research, learning opportunities, and Open Educational Resource development.

- **Title III Grant:** The current Title III grant supports the work of developing the Teaching and Learning Hub initiative.
- **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

### **2024-25 Activities (ASAP)**

Umpqua Community College (UCC) has worked incredibly hard on the ASAP plan since it was developed in December of 2023. The plan was released and socialized in winter of 2023. Each department in Academic Services did a self-assessment judging where they were on the ASAP plan and setting short term, midterm and long-term goals related to helping realize the plan. This year (2023-2024) the faculty reflected on their previous goals and adjusted them based on progress. In this way all of Academic Services is working towards completion of the ASAP.

Faculty are deservedly proud of the following work:

- Developmental education re-design and the writing co-requisite classes
- Complete re-design of curriculum maps and updates to the course catalog making it easier for students to see what is required for completion of their programs
- Multiple events across campus that engaged new students, high school students and current students
- New curriculum (Artificial Intelligence, Mechatronics, Accounting, and Allied Health)
- Number of GED completers
- Exciting new technology such as the EMS lab and Anomatage as well as multidisciplinary exercises across Allied Health
- The grand re-opening of the Library and Academic Services building

Faculty are most excited to work on the following during this next year:

- First Year Experience
- Scheduling software
- Increasing Job Corp students' college experiences
- The development of Canvas outcomes that allow faculty to unpack student learning outcomes by student demographics
- Career Academy expansion
- Increase in OER and low cost textbooks or textbook free programs
- Increased tutoring and student support

## Career & Technical Education

### **Purpose:**

Career Technical Education (CTE) provides students of all ages with the academic and technical skills, knowledge, and training necessary to succeed in the workforce, in future careers, and to become lifelong learners.

### **Description:**

**Dean of Instruction: Career & Technical Education:** The Dean of instruction for CTE is responsible for establishing, growing, promoting, and sustaining viable educational programs, services, and partnerships within Douglas County. The Dean provides leadership in teaching excellence and student learning with the goal of student success and continuous improvement of CTE programs. UCC Career and Technical Education is committed to listening to local industry and creating a pipeline for jobs in Douglas County.

**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](#)

### **Business and Community Services:**

This department includes Business, Paralegal, Early Childhood Education, and Criminal Justice.

The Business department has a newly restructured program which has a core business path along with seven (9) microcredentials. The microcredentials include Financial Services, Bookkeeping, Marketing and E Commerce, Business Technology, Human Resources, Entrepreneurship, Leadership, Accounting, and Retail Management. UCC is the only community college in Oregon with this structure and it will be appealing to new students working towards a degree as well as those in the workforce who want to build upon their current skills.

The Paralegal program requires students to work in the legal field to gain on the job training in their chosen career field. Students will be prepared for highly responsible positions as paralegals upon completion of this program.

The Early Childhood Education degrees and certificates prepare students to work with infants, toddlers, and preschool aged children in both public and private school settings. They help students meet differing requirements of the Oregon Registry Steps for the Oregon Center for Career Development in Childhood Care and Education.

The Criminal Justice program is applicable to areas such as human services, social work, juvenile justice, law enforcement, corrections, parole and probation, criminal law, and the courts. Criminal Justice is a multi-faceted field, and the Criminal Justice Program provides students the opportunities to acquire and practice desired career skills such as empathy, active listening, and cultural competency to engage in ethical practices that promote human and professional growth, dignity, respect, and self-determination.

**Community & Workforce Training:** Community & Workforce Training (**CWT**) classes help enhance skills for work, engage personal interests and gain valuable safety and health training. CWT offers hundreds of non-credit classes designed to help students get quickly into the workforce via short term training certificates (e.g., Truck Driving CDL), learn to drive (e.g., Driver's Education), train existing workers (e.g., customized training, water quality short school), and obtain a CPR or First Aid certificate (e.g., American Heart Saver). CWT also offers many classes that are fun and allow the community to engage with the college doing relaxing and exciting new things (e.g., wine tasting, cooking, art, crafts, languages, swimming lessons, water Zumba, and much, much, more. Visit [CWT](#)

**mainFRAME (Departments of: Machine Learning (AI), Automation, Engineering, Forestry, Robotics, Apprenticeship, Manufacturing, and Expert Systems).** UCC brings together the Computer Science, Forestry, Robotics, Automation, Manufacturing and Machine Learning and Engineering departments under the new umbrella of the mainFRAME. The term mainframe was derived from the large cabinet, called a main frame, that housed the central processing unit and main memory of early computers. Later, the term mainframe was used to distinguish high-end commercial computers from less powerful machines. This name mirrors that history by bringing together many of UCC's most successful programs to create partnerships and adjacencies that will help define future programming at the college. This new structure is designed to support visioning the future of work and industry which is increasingly merging skills across these disciplines. By creating an interdisciplinary department, UCC will serve students with academic and training programs that lead to high wage, high skill professions that exist now and will exist in the future.

**Occupational Skills Training and Cooperative Work Experience:** Occupational Skills Training (OST) is an organized program of study providing specific vocational skills leading to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced. CWE takes students beyond the classroom, providing an opportunity to put theory into practice, explore careers and expand skills in a real-world work environment. This exciting program allows students to earn a certificate in fields not offered currently at UCC (e.g., veterinarian technician, vintner certificate, wine marketing).

**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](#)

**STEAM HUB:** The Steam Hub provides innovative learning opportunities in collaboration with Business and Industry partners that motivate students through project-based learning in the classroom, after school programs, and summer camps. The Steam Hub leverages, coordinates, and supports relationships with stakeholders in K-12, higher education, business, industry, and community to bring rigor, relevance, and authentic learning experiences to students in pre-school through post-secondary education.

#### **2024-25 Objectives:**

- Grow advisory committees to include all industry in Douglas County
- Create inter-disciplinary learning, certificates, and micro-credentials in the mainframe.
- Engage with local K-12 schools and strengthen partnerships.
- Increase work-based-learning and on-the-job training
- Invest in and grow innovative delivery models that meet the needs of students.

## General Education & Transfer

### **Purpose:**

General Education and Transfer programs at Umpqua Community College is to enable students to gain meaningful foundational skills and knowledge, develop competencies for employment, and/or continue their collegiate endeavors through sharing of academic knowledge, supportive programs and services, campus activities and basic need support.

### **Description:**

**Dean of Instruction: General Education & Transfer:** The Dean's role is to support faculty and staff in the fulfillment of the UCC mission by mentoring, evaluating, and providing resources and direction regarding the academic and related activities of the division. In addition, the dean provides leadership of the division and instruction in general at UCC by collaborating with internal and external stakeholders to ensure that our programs are current, vital, and in alignment with the college mission and strategic goals.

**Department of Arts & Humanities:** Arts, Communications/Media, English/Writing, Music, Theatre Arts, World Languages, Art Gallery, Music Performances, Theatre Productions.

**Department of Science and Mathematics:** Biology, Chemistry, Forestry, Geology, Mathematics, Physics, Natural Resources, Nutrition Science

**Department of Social & Behavioral Sciences:** AAOT, Education (K-12), History/Political Science, Human Development and Family Services, Human Services, Psychology, Sociology

**University Hub & Articulations:** Maintain relationships with university partners regarding transfer practices and seek new partnerships. Explore and secure university partners to deliver four-year degree programs to be offered on the UCC articulated with UCC academic programs.

### **2024-25 Objectives**

- Launch the redesigned mathematics curriculum (eliminating developmental education).
- Move toward full transfer articulation outcomes for UCC students with private and public universities in Oregon.
- Continue successful, and develop new, Friday Career Academy offerings allowing high school students to explore UCC.
- Pursue additional opportunities for dual credit courses with local high schools.
- Expand course scheduling options to meet student needs and increase enrollment.

## Allied Health Education

### **Purpose:**

Dedicated to delivering outstanding educational experiences, our Allied Health programs aim to equip students with the skills necessary for impactful careers. Our commitment lies in providing innovative curriculum standards, fostering a conducive learning environment, and ensuring the success of our students.

### **Description:**

**Dean of Instruction for Allied Health:** Serves as a guiding force for students, staff, and faculty, fostering an educational environment that encourages excellence, growth, and innovation. Dedicated to expanding our healthcare academic programming to meet the needs of workforce of Douglas County.

**Allied Health:** Encompasses diverse fields such as Emergency Medical Services, Paramedic, Dental Assistant, Medical Assistant, Phlebotomy, Registered Nursing, and Nursing Assistant. Our commitment to hands-on learning is reflected in our state-of-the-art labs and clinical work experiences, providing students with real-world exposure.

**Fire Science:** We provide students with quality cognitive and psychomotor skills that will prepare them to be a firefighter and serve to protect others.

**Exercise Science:** Provide a path designed to expose students to a theory-based, research-led discipline that aims to understand and promote individual well-being.

**Medical College Partnerships:** Collaboration with many Douglas County partners in the medical field to meet the healthcare needs of our community.

### **2024-25 Objectives**

- Allied Healthcare Program expansions
- Create Allied Healthcare advisory committees that encompass our K-12 partnerships
- Create and implement our Earn 2 Learn program with community partners
- Update curriculum to align with workforce and community need

## College and Career Readiness

### Description:

The department of College and Career Readiness includes the the Adult Basic Skills (ABS) program with locations at the Woolley Center and South County Campus, the education program at Wolf Creek Job Corps, and the Job Opportunity Basic Skills (JOBS) program located within the Oregon Department of Health and Human Services (DHS).

### Purpose:

**Adult Basic Skills (ABS):** The UCC Adult Basic Skills program prepares adult students to be college and career ready. Instruction is offered in reading, writing, mathematics, science, social studies, critical thinking, and job skills. We have students participating via our GED, Skills Review, and English for Speakers of Other Languages (ESOL) programs. Visit [Adult Basic Skills](#)

### 2024-25 Objectives

- Expand the Integrated Education and Training (IET) program to enroll GED students in Medical Terminology I and start them on a career pathway.
- Conduct outreach activities to community partners to improve referrals and community participation.
- Implement a marketing plan and calendar to help boost enrollment.
- Streamline internal processes including HECC-required training.

**Wolf Creek Job Corps:** Job Corps is a no-cost education and vocational training program administered by the U.S. Department of Labor that helps young people ages 16-24 improve the quality of their lives by empowering them to get great jobs and become independent. UCC is under contract with Wolf Creek Job Corps in Glide to provide education services on-site including GED, Adult High School Diploma, ESOL, and Skills Review.

### 2024-25 Objectives

- Grow enrollment to full capacity of approximately 220 students.
- Explore opportunities for offering an Advanced Manufacturing trade in cooperation with the UCC Mechtronics program.
- Revise the Adult High School Diploma program to provide for more in-person activities and credit for prior learning.

**Job Opportunity Basic Skills (JOBS):** The UCC Job Opportunities and Basic Skills (JOBS) Program creates pathways to knowledge and skills necessary to come out of poverty for individuals receiving Temporary Assistance for Needy Families (TANF). Students are referred by the Oregon Department of Human Services. JOBS Career Advisors connect students with training and education opportunities that help prepare them for full-time employment. Visit [JOBS](#)

### 2024-25 Objectives

- Redesign the Life Skills Workshop program to be offered in multiple series sets with redefined objectives and learning outcomes for FTE.
- Re-ignite Supported Work, Work Experience, and JOBS Plus programs to include marketing materials aimed separately at potential community work sites and JOBS students.
- Streamline the intake process to include assessments that will assist Career Advisors in better identifying JOBS students' individual training and education needs.
- Redesign the Job Search program to provide JOBS students with clear guidelines and expectations that will aid in obtaining and retaining employment.

## Office of Student Services

### **Purpose:**

The Office of Student Services guides students through all stages of their college exploration and educational journey by providing a comprehensive network of support designed to break down barriers while offering all students excellent quality services. From initial inquiry to graduation, the division works to create a collaborative and inclusive student-centered environment, providing equitable services and programs that empower students to realize their educational and personal goals.

### **Description:**

**Chief Student Services Officer:** The CSSO oversees all student services departments including recruiting and admissions, advising, financial aid, grant administration, basic needs and STEP resources, testing, mental health counseling, accessibility, TRIO, and student engagement. The CSSO provides administrative oversight and direction for departmental and programmatic support to help all students achieve their academic and career goals. Collaboration with faculty and academic services, combined with data analysis helps guide the CSSO with strategic planning and decisions.

**Academic Advising and Retention:** 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](#)

**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](#)

**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](#)

**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](#)

**Student Community Services:** offers and coordinates a variety of services to students providing holistic support for academic and personal success. Student Community Services offices and staff are dedicated to fostering student engagement in community initiatives, volunteerism, and service-learning opportunities. We serve as a hub for connecting students with various supports both on and off campus. We provide equitable, inclusive opportunities to help foster a culture of personal wellness and civic responsibility.

**CARES Team:** This program is a multi-disciplinary CARE Team that receives student referrals in order to identify and enact appropriate strategies for addressing their unique needs. This is a campus-wide team that meets bi-monthly to review non-emergent student cases related to social, mental health, academic, behavioral, and/or a combination of these concerns.

**Code of Student Conduct:** delivers a multi-partial, educational approach to the student conduct process. The Code promotes a positive, safe, and civil campus climate. The conduct process supports students in their educational and personal development by challenging students when their behavior violates community standards and providing opportunities for them to make great choices in their futures.

**Housing:** offers affordable, community-oriented housing units that accommodate the needs of our diverse population of students from out of area. In this living and learning community we offer single to triple occupancy all conveniently situated near local restaurants and shops in downtown Roseburg. Visit [Housing](#)

**Mental Health 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 to foster a network of community resources that support students' lives both on and off-campus.

**Resource and Success Navigators:** provides campus and community resources to students to eliminate barriers to success.

**Student Support Specialist:** works in coordination with Financial Aid office staff to offer grant monies to students while meeting funder requirements for eligibility.

**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 peer navigators, veterans center, and UCC Scholars. Student Engagement disseminates information related to campus service and activities and supports 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](#)

**Enrollment Management and Registration:** recruits, admits, and registers all new students. Process all college admissions, facilitate student orientation, make presentations to the community; and oversees all recruitment events, onboarding, and registration processes. Visit [Admissions](#)

**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 new students successfully transition to Academic Advising, and collaborates closely with faculty and staff to promote their programs. Visit [Recruiting](#)

**Registration & Records:** The department 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. Visit [Registration and Records](#)

**Financial Aid/Veterans:** manages all Federal student aid, including grants, scholarships, 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 Veterans education benefit processes by providing information about application procedures, available programs, student eligibility and students' rights and responsibilities. Visit [Financial Aid](#)

**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](#)

### 2024-25 Objectives

- Utilize a cross-campus Strategic Enrollment Plan to guide efforts around recruitment and retention
- Stabilize the enrollment of a diverse student population
- Improve and clarify student onboarding processes
- Have an effective advising system with enrollment advisors, academic advisors, and faculty advisors
- Ensure UCC has effective transfer resources for students moving on to a university
- Increase participation in student engagement activities
- Use an inclusion lens to identify the current policies, forms, programs, and services that may negatively impact student demographic groups
- Develop quality relationships with community partners and K-12

## 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](#).

### **2024-25 Objectives**

- Develop comprehensive business plans aimed at strengthening college's sustainability
- Strengthen quality, efficiency and effectiveness of Business Service operations focusing on payroll
- Integrate forecasting with strategic planning

## **Office of Advancement**

### **Foundation and Communications & Marketing**

#### **Foundation**

##### **Purpose:**

The Umpqua Community College Foundation is dedicated to helping UCC transform lives by making higher education accessible to anyone who dreams of going to college and making a difference in their communities.

The Foundation leverages grants and private gifts of all sizes to fund scholarships and an array of other activities to make college more affordable for student, support technology and facility upgrades, enhance educational offerings and more.

##### **Description:**

The Foundation for Umpqua Community College (UCC) plays a pivotal role in supporting the educational institution's mission, programs, and students. Established to enhance the quality of education and opportunities available at UCC, the Foundation engages in a variety of activities aimed at bolstering the college's resources and facilitating student success.

One of the primary functions of the Foundation is fundraising. Through strategic initiatives and campaigns, the Foundation seeks financial support from donors, alumni, businesses, and community members. These funds are utilized to provide scholarships, grants, and other forms of financial assistance to students, ensuring that financial barriers do not hinder access to education for those in need. Additionally, the Foundation allocates funds to support faculty development, academic programs, and campus infrastructure, contributing to the overall growth and excellence of UCC.

Beyond financial support, the Foundation serves as a liaison between the college and the community, fostering partnerships and collaborations that benefit both parties. By engaging with local businesses, organizations, and individuals, the Foundation facilitates internship opportunities, workforce development initiatives, and community outreach programs, thereby strengthening ties between UCC and the surrounding region.

In essence, the Foundation for Umpqua Community College serves as a vital support system, working tirelessly to ensure that the college remains a beacon of learning, innovation, and opportunity for students and the broader community alike. Through its multifaceted efforts, the Foundation helps UCC fulfill its mission of providing accessible, high-quality education that empowers individuals and transforms lives. Visit [Foundation](#)

##### **Chief Advancement Officer:**

The role of the CAO in the Office of Advancement is multifaceted, encompassing various responsibilities aimed at enhancing the college's resources, fostering community engagement, and advancing its mission. Here's a breakdown of what the CAO typically does:

**Fundraising Strategy:** The CAO is responsible for developing and implementing comprehensive fundraising strategies to support UCC's initiatives. This involves identifying potential donors, cultivating relationships with existing donors, and seeking out new sources of funding. The CAO works closely with the advancement team to create targeted fundraising campaigns and events designed to attract donations and support.

**Donor Relations:** Building and maintaining relationships with donors is a critical aspect of the CAO's role. This involves regular communication with donors to express gratitude, provide updates on the impact of their contributions, and steward their ongoing support. The CAO may also personally engage with major donors through meetings, events, and other forms of outreach.

**Community Engagement:** The CAO serves as a liaison between UCC and the broader community, fostering connections and partnerships that benefit both parties. This may involve collaborating with local businesses, organizations, and government entities to support shared goals, such as workforce development initiatives or community outreach programs. The CAO may also represent UCC at community events and forums to raise awareness of the college's mission and achievements.

**Strategic Planning:** The CAO plays a pivotal role in strategic planning efforts within the Office of Advancement and across the college. This may involve assessing fundraising goals, evaluating the effectiveness of current strategies, and identifying opportunities for growth and improvement. The CAO collaborates with college leadership to align advancement priorities with UCC's overall mission and strategic objectives.

**Team Leadership:** As a senior leader within the Office of Advancement, the CAO provides guidance, mentorship, and support to advancement staff. This may include setting departmental goals, conducting performance evaluations, and fostering a collaborative and inclusive work environment where team members can thrive.

Overall, the Chief Advancement Officer at Umpqua Community College plays a pivotal role in driving fundraising efforts, building community relationships, and advocating for the college's mission and priorities. Through strategic leadership and collaboration, the CAO helps to ensure UCC's continued success and impact in serving its students and the broader community.

#### **2024-25 Objectives**

- Plan and conduct a capital campaign to support healthcare academic program expansion including lab spaces and a one stop shop student welcome center.
- Reignite the Employee Giving Campaign with UCCF Board voices for 'why' to engage UCC faculty and staff to become donors.
- Develop a UCC employee celebration plan that include Foundation Board volunteer efforts, celebration events, and retention strategies.
- Allocate funding resources to support UCC employee celebrations, rewards, and incentives.
- Continue and expand telling of the UCC/UCCF story through marketing and connecting efforts across the community and beyond including the Annual Hawks Highlights publication.
- Plan and execute 60th anniversary of UCC celebration events and communication

### **Communications & Marketing**

#### **Purpose:**

Communications & Marketing is the fundamental department to drive strategic communication that reflects UCC's unique offerings to targeted audiences. Resources are focused on establishing the brand foundation, increasing opportunity, focusing promotions with academic priorities, expanding community engagement, and partnering across the college to drive increased completion and transformed lives. Marketing resources support the mission of the college and are aligned to match strategic goals.

#### **Description:**

**Communications & Marketing:** provides strategic communication, brand management, 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](#)

**Brand Management:** defines the brand architecture, guidelines, templates, messaging, and logos to protect and build the college brand.

**Website Management:** designing, revising, and maintaining the college website and its associated pages. Work includes a complete website redesign, to provide improved security, accessibility, and modernize user experience.

**Digital Marketing:** oversees content management, delivery of our success stories, and measurement of marketing initiatives that include website, email, and social media marketing.

**Public Information Office:** responsible for media relations, managing community perception of the UCC brand, online media (Wikipedia, Niche, College Scorecard), and fulfilling public records requests pursuant to Oregon Revised Statutes, and emergency communications.

**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, success stories, program-focused projects, and special events are promoted through the college's current social media platforms (Facebook, Instagram, Twitter, LinkedIn, YouTube, and Tiktok).

**Graphic Design:** provides high-quality visual communications and creative services to meet strategic marketing goals through the design of publications, digital communications, and web and social media sites materials for internal and external audiences.

## 2024-25 Objectives

- **Establish the brand foundation**

Develop communications that build on the UCC brand identity system launched in 2022, and the umpqua.edu website to be launched in the spring of 2023. With the new website and CRM in place, establish metrics that drive quality brand impressions that align with our number one target audience's desires, goals, and preferences across all touchpoints; with the ultimate goal to deliver quality services from the first step onto campus to graduation, and throughout to alumni status and beyond.

- **Increase opportunity**

Further align Marketing to Admissions activities. Explore, identify, and develop markets to generate an increase in enrollment and graduation. Starting with the current student base and reinforcing the message of opportunities for transfer, certificate, or degree completion is the marketing priority, and has the lowest cost to the marketing budget. For prospective students, build messaging and brand experience into recruitment activities that extend throughout Douglas County and beyond. Complement admissions activities (phone, text, email), with coordinated print, digital, and email marketing.

- **Focus promotions**

Deliver marketing that supports innovative academic programming to match market interest and employer needs. This includes producing communications on short-term and alternative delivery academic programs in key fields. Establish communications that inspire our student base as UCC works to build on the success of our learning services to illuminate pathways to completion. Prioritize areas of focus and produce materials that align to reaching the desired audience.

- **Expand through community**

Engage the public and community to continue the momentum for future building of its vibrant campus programs in theatre, music, art, wine, personal enrichment, and professional development opportunities. Promote campus resources: living/learning opportunities, Swanson Amphitheater, Centerstage, Jacoby, Art Gallery, Paul Morgan Observatory, and the Danny Lang Center.

## Office of Human Resources

### **Purpose:**

The office of Human Resources embodies the spirit of Umpqua Community College's vision and values of learning, service, and innovation by providing excellent service to the campus and community. HR's purpose is to retain, support, attract, and develop a positive and diverse team of talented people creating a vibrant and inclusive student-focused environment.

### **Description**

**Executive Director of Human Resources:** This position reports directly to the President and supports the institution by fostering growth through the development of a full range of human resources programs. The Executive Director of Human Resources leads the Human Resources team to provide services in alignment with the policies, procedures, and practices of the college to ensure compliance with all applicable laws, regulations, and labor contracts. These 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, complaint investigations, and Title IX compliance.

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

**Human Resources Systems & Benefits Coordinator:** This position is responsible for the office management of the Human Resources Department. In addition to the administration of employee benefits, this position serves as a resource for all employees and industry partners. This position works closely with the Executive Director of Human Resources to provide support and leads the technical aspects of the department.

**Human Resources Recruitment & Onboarding Specialist:** This position is responsible for recruiting and onboarding new employees ensuring that vision and values of the college are at the core of these efforts. Using a lens of diversity and inclusion, this position supports the campus community by ensuring all legal hiring practices are adhered to and that candidates who best embody student focus, learning, and innovation are identified and recruited.

**Human Resources Generalist:** This position supports the efforts of the entire department. The Human Resources Generalist is cross trained in all areas and can answer general questions regarding all aspects of the department. This position is solely responsible for records retention and law compliance while acting as the department's office manager.

### **2024-25 Objectives**

- Improve technological use for greater accuracy and efficiency
- Develop and implement an employee handbook that includes all policies, procedures, laws, and Collective Bargaining Agreements
- Update HR team development with vital up-to-date training
- Redesign the Evaluation Process
- Launch supervisor training

## 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. Visit [Facilities and Security](#)

### **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, transportation, mail delivery, and campus security.

**Building & Grounds Maintenance:** The duties of our Grounds Keeping 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 is 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.

### **2024-25 Objectives**

- Enhance a safe comfortable work environment
- Support facility improvements
- Provide professional development opportunities. We currently have one staff in the LBME (limited building maintenance electrician) program.
- Repairs and installation of new roof on CWT
- 2 new boilers for the Gym Complex
- Completion of the downtown housing project

# 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 Technicians 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.

## **2024-25 Objectives**

- Experience configuration and implementation
- Computing form redesign
- Degree Works Transfer Equivalency
- Firewall purchase and implementation
- Recruit configuration and implementation
- Switch upgrades and replacements
- VDI configuration and redeploy
- Transition from paper forms to smart electronic forms
- Internal Pen Testing
- External Pen Testing
- VDI Pen Testing
- Vulnerability Testing
- Docuware training and upgrade



## Office of Athletics and Events

### 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 represent them with excellence at all times
- 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, Softball, 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](#)

#### **2024-25 Objectives**

- Monitor our new academic program for enrollment and success, along with promotion and education about it.
- Adding new athletic program to help fulfill our strategic plan of increasing enrollment and opportunities for local students to participate in athletics while attending UCC. Maintaining steady, healthy, growth in support of the mission of UCC
- Continuing to 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
- Develop new partners for our Champions in the Community service platform to better serve our community
- Shore up internal protocols for each sport and department to ensure compliance with state, federal, NWAC and NJCAA policies
- Break ground and complete the track renovation project

### Events

#### **Purpose:**

The Department of Events at Umpqua Community College provides top-level venues for events for the people of Douglas County.

UCC Events serves K-12, non-profit, for-profit, governmental, corporate and strategic partners, as well as the general public through the provision of event spaces for public uses and the holding of various events for public consumption.

UCC Events is committed to providing the best possible venues for all events, as well as top-notch customer service for our campus, constituents, and community.

**Description:**

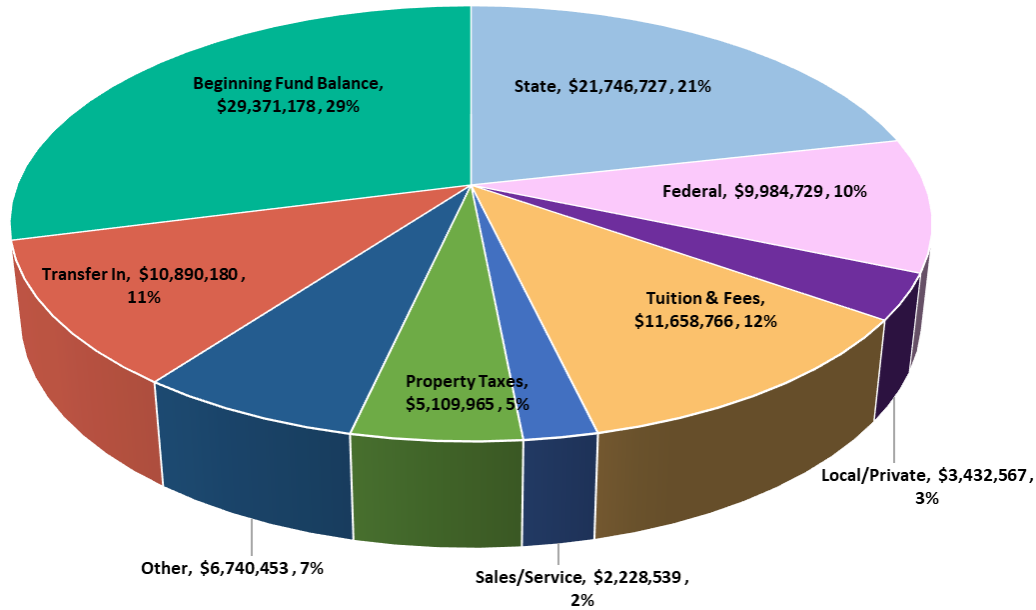
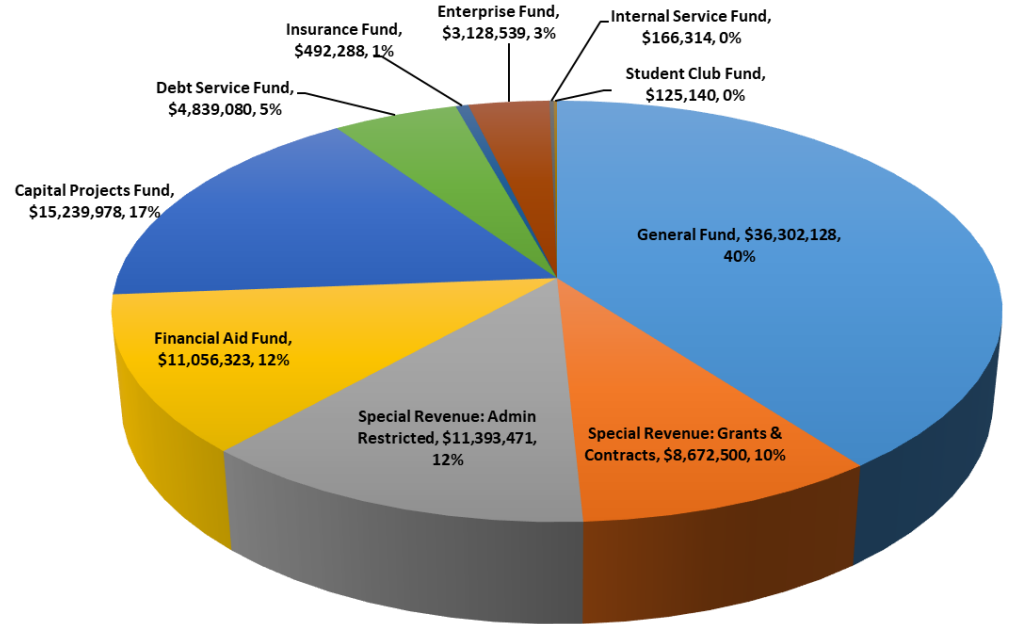
The UCC Department of Events includes all venues associated with the campus of Umpqua Community College, including but not limited to: Jacoby Auditorium, The Danny Lang Center and Swanson Auditorium. The Department of Events also includes all events that are associated with the UCC Department of Athletics, including of famous venues.

**2024-25 Objectives**

- To continue to refine the pricing structure for all UCC Events as well as the internal protocols for reservations through estimates and invoicing.
- Building a part-time labor pool to ensure the proper amount of staffing for all internal and external events.
- Streamlining and putting into place a protocol for all internal/sponsored events
- Completing an audit on Jacoby Auditorium, as well as Swanson Amphitheater and beginning the renovation/upgrading of the sound and lighting in both venues.
- Identify problems and fix any issues in Jacoby and Lang.
- Completing a year end revenue audit to build a self-sustaining event model

# 2024-25 All Fund Budget Summaries

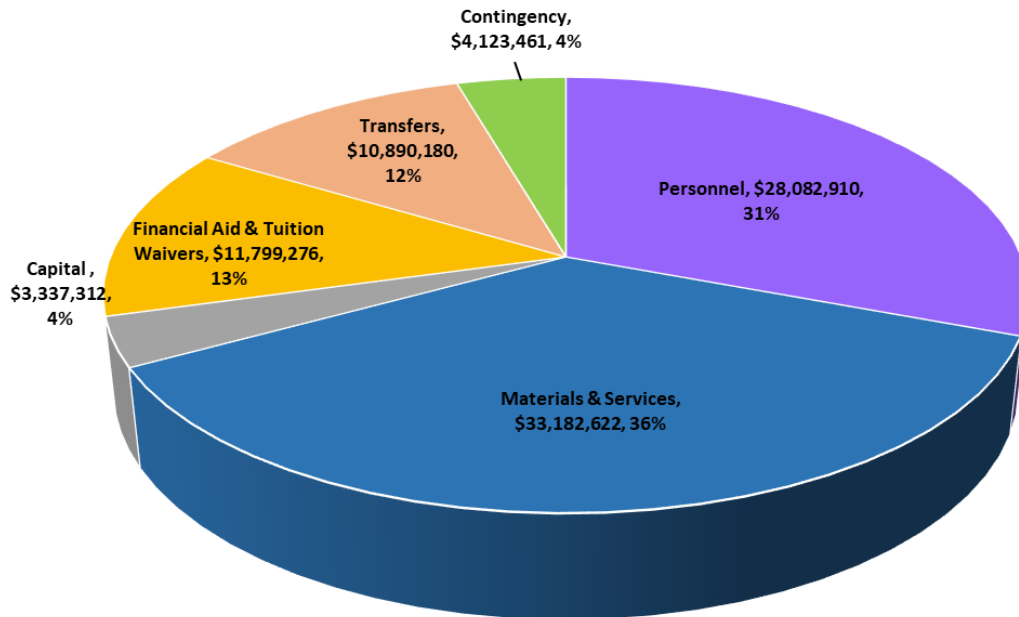
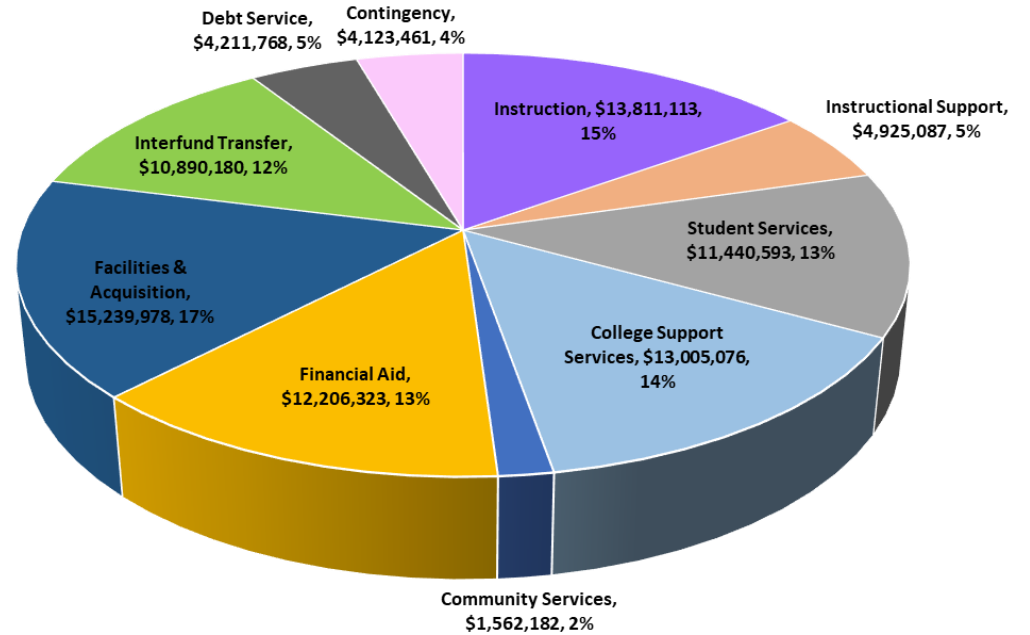
TOTAL BUDGET: ALL FUNDS	
General Fund	\$36,302,128
Special Revenue: Grants & Contracts	\$8,672,500
Special Revenue: Admin Restricted	\$11,393,471
Financial Aid Fund	\$11,056,323
Capital Projects Fund	\$15,239,978
Debt Service Fund	\$4,839,080
Insurance Fund	\$492,288
Enterprise Fund	\$3,128,539
Internal Service Fund	\$166,314
Student Club Fund	\$125,140
<b>Total Appropriations All Funds</b>	<b>\$ 91,415,761</b>
Unappropriated and Reserve Amounts, All Funds	\$ 9,747,343
<b>Total Adopted Budget</b>	<b>\$ 101,163,104</b>



Revenues by Major Type	
State	\$ 21,746,727
Federal	\$ 9,984,729
Local/Private	\$ 3,432,567
Tuition & Fees	\$ 11,658,766
Sales/Service	\$ 2,228,539
Property Taxes	\$ 5,109,965
Other	\$ 6,740,453
Transfer In	\$ 10,890,180
Beginning Fund Balance	\$ 29,371,178
	<b>\$ 101,163,104</b>

**APPROPRIATED EXPENDITURE FUNCTIONS**

Instruction	\$13,811,113
Instructional Support	\$4,925,087
Student Services	\$11,440,593
College Support Services	\$13,005,076
Community Services	\$1,562,182
Financial Aid	\$12,206,323
Facilities & Acquisition	\$15,239,978
Interfund Transfer	\$10,890,180
Debt Service	\$4,211,768
Contingency	\$4,123,461
<b>Total Appropriated Functions</b>	<b>\$91,415,761</b>



**APPROPRIATED EXPENDITURE CATEGORIES**

Personnel	\$28,082,910
Materials & Services	\$33,182,622
Capital	\$3,337,312
Financial Aid & Tuition Waivers	\$11,799,276
Transfers	\$10,890,180
Contingency	\$4,123,461
<b>Total Appropriated Expenditures</b>	<b>\$91,415,761</b>

## All Fund Resource Summary

The four-year summary of all fund revenues shows a decrease from FY22 to FY23 due in large part to Pension Obligation Bonds, Series 2021. The 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. A decrease was also realized in Federal Grants & Contracts as the HEERF funding was spent out.

FY24 shows an increase in Federal, State and Local Grants & Contracts compared to FY23 as UCC has received various awards for new program implementation and strategic initiatives. Sales and Service Revenues are estimated at a \$1M growth as many of our community and campus services and resale operations have increased with the growth in enrollment and community activity on campus.

State support is projected to increase in FY25 because of the biennium Community College allocation of \$795.6M. A substantial increase is seen in Beginning Fund Balance as funds are carried over from Reserves in General Fund, Administratively Restricted Fund, and Capital Fund. Grants and contracts remain relatively flat, and tuition and fees are projected to increase over the FY24 Adjusted Budget due to the increasing enrollment.

Other revenue sources have fluctuated over the years as they are directly impacted by enrollment in both credit and non-credit courses and trainings, donations, and interest rates.

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>RESOURCE DESCRIPTION</b>					
Beginning Fund Balance	19,715,081	27,471,026	23,806,719	29,371,178	29,371,178
<b>REVENUES</b>					
State Support	14,102,970	14,234,744	14,986,694	15,514,200	15,514,200
State Grant & Contracts	3,120,730	4,437,005	5,215,595	6,232,527	6,232,527
Federal Grant & Contracts	14,581,756	8,662,962	10,669,560	9,984,729	9,984,729
Local/Private Grant & Contracts	1,264,029	1,938,059	3,344,673	3,432,567	3,432,567
Tuition	5,180,550	5,663,451	5,699,832	7,465,211	7,465,211
Fees	3,609,192	3,936,158	4,058,864	4,193,555	4,193,555
Indirect Cost Revenue	266,368	466,949	200,000	200,000	200,000
Miscellaneous Income/Donations	1,160,667	981,650	1,147,047	4,521,181	4,521,181
Interest	172,605	620,221	312,000	553,226	553,226
Sales/Service Revenue	865,800	944,445	1,935,140	2,228,539	2,228,539
Intra College Sales	80,143	108,456	99,692	124,273	124,273
Bond Proceeds	18,941,158	-	-	-	-
PERS Adjustment	-	1,400,401	1,372,574	1,341,773	1,341,773
Estimated Property Taxes Current	-	-	4,531,778	4,939,965	4,939,965
Taxes Collected in Year Levied	4,217,349	4,460,591	-	-	-
Prior Property Taxes	176,328	134,444	170,000	170,000	170,000
<b>TOTAL REVENUES</b>	<b>67,739,644</b>	<b>47,989,536</b>	<b>53,743,449</b>	<b>60,901,746</b>	<b>60,901,746</b>
Transfers In	3,139,629	5,233,122	6,152,413	10,890,180	10,890,180
<b>TOTAL RESOURCES</b>	<b>90,594,355</b>	<b>80,693,685</b>	<b>83,702,581</b>	<b>101,163,104</b>	<b>101,163,104</b>

## All Fund Requirement Summary

In coordination with the decrease in revenue in FY23, requirements were also greatly impacted by the Pension Obligation Bonds, Series 2021. In FY23, the college realized an increase in Capital Outlay with an investment in student housing.

FY24 requirements remain increased as the college invests in technology infrastructure/digital transformation, student housing and personnel through cost-of-living increases, additional positions related to strategic priorities and grant and contract operations.

FY25 requirements are projected to increase compared to FY24 with planned work around various initiatives including, technology infrastructure, student housing, campus facility and equipment upgrades, new Allied Health program development and a strategic restructure of our Student Services division.

REQUIREMENT DESCRIPTION	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
Personnel Services & Fringe Benefits	20,886,229	22,882,505	26,644,690	28,082,910	28,082,910
Materials & Services	29,237,434	12,822,625	22,722,844	33,182,622	33,182,622
Capital Outlay	216,282	2,823,506	741,584	3,337,312	3,337,312
Financial Aid, Tuition Waivers	9,649,220	8,888,859	9,918,234	11,799,276	11,799,276
Transfers Out	3,139,628	5,233,122	6,152,413	10,890,180	10,890,180
Operating Contingency	-	-	4,343,583	4,123,461	4,123,461
Sub-Total	63,128,793	52,650,618	70,523,348	91,415,761	91,415,761
Reserve/Unappropriated Ending Fund Balance	-	-	13,179,233	9,747,343	9,747,343
Ending Fund Balance	27,465,561	28,043,068	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>90,594,355</b>	<b>80,693,685</b>	<b>83,702,581</b>	<b>101,163,104</b>	<b>101,163,104</b>

## General Fund Resources

**General Fund Resources** are budgeted at almost \$41.5 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 \$795.6 million with estimated \$15.5 million allocated to the college for the fiscal year 2025.

Budgeted *tuition and fees* revenues are \$8 million, reflecting an adjusted enrollment projection. The FY25 tuition and fee revenue reflects a 15% increase in student enrollment and a 10% increase in credit hours above projections for the current year. The college adopted a 3-year tuition guarantee model that took effect in FY23, guaranteeing students who are enrolled in a minimum of 12 credits per term, the tuition rate upon admission for up to 3-years. Effective July 1, 2024, the tuition rate is set at \$120 per credit for new students. The college continues to be 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.

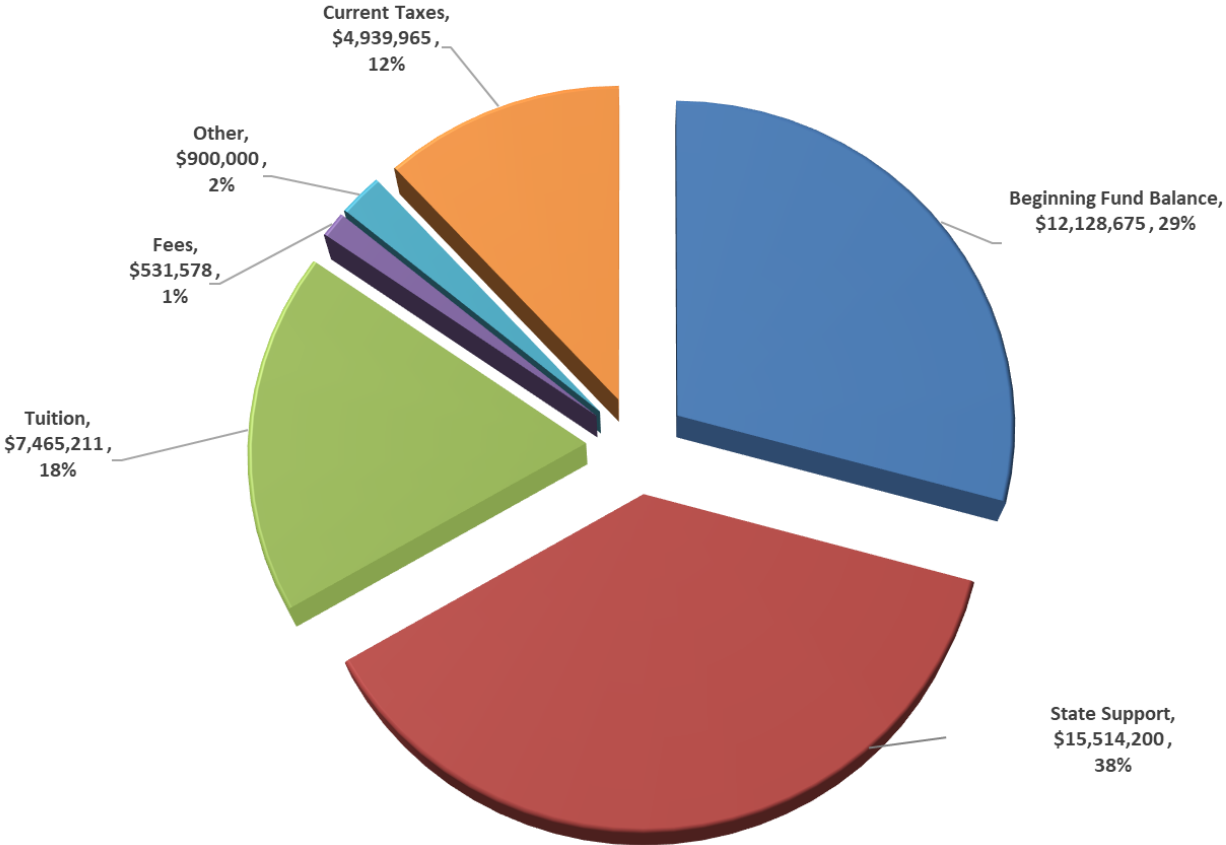
The college anticipates receiving \$4.9 million in current *property taxes* for the 2024-2025 fiscal year, representing 12% of the operating resources of the college. Though steady and predictable, property taxes are subject to statutory limitations that do not allow for local government control of revenue 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.

## General Fund Resources

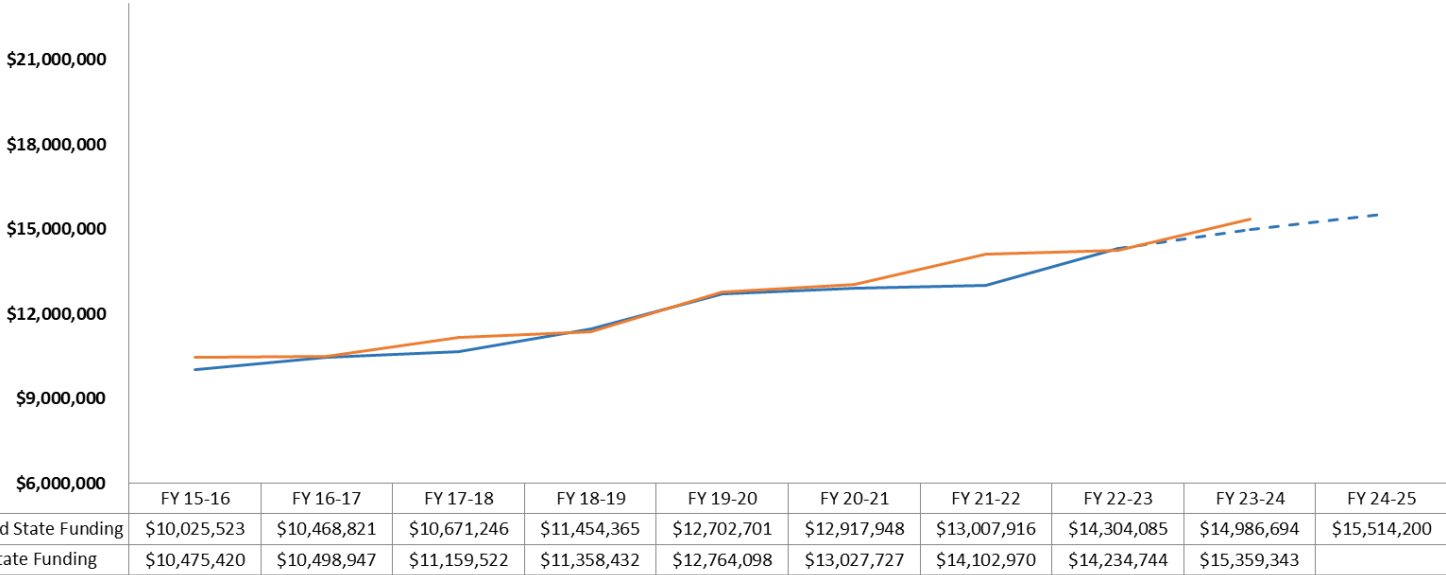
RESOURCE DESCRIPTION	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
Beginning Fund Balance	11,627,142	13,761,367	12,703,651	12,128,675	12,128,675
REVENUES					
State Support	14,102,970	14,234,744	14,986,694	15,514,200	15,514,200
Federal & State Grant & Contracts	837,827	111,532	-	-	-
Tuition	5,180,550	5,663,451	5,699,832	7,465,211	7,465,211
Fees	495,062	526,790	454,240	531,578	531,578
Indirect Cost Revenue	266,368	466,949	200,000	200,000	200,000
Miscellaneous Income	57,538	21,397	30,000	30,000	30,000
Interest	97,879	577,712	300,000	500,000	500,000
Estimated Property Taxes Current	-	-	4,531,778	4,939,965	4,939,965
Taxes Collected in Year Levied	4,217,349	4,460,591	-	-	-
Prior Property Taxes	176,328	134,444	170,000	170,000	170,000
TOTAL REVENUES	25,431,871	26,197,611	26,372,544	29,350,954	29,350,954
Transfers In	75,000	75,000	50,000	-	-
<b>TOTAL RESOURCES</b>	<b>37,134,012</b>	<b>40,033,978</b>	<b>39,126,195</b>	<b>41,479,629</b>	<b>41,479,629</b>



**General Fund Resources**



### General Fund Resources – State Support FY 2016-2025



## General Fund Requirements

**General Fund Requirements** increased 9.7% compared to fiscal year 2023-24 budget due to ongoing investments in personnel, technology and facility infrastructures. Transfers to investments in physical and technology infrastructure and strategic plans are budgeted and will only be made if resources are available. Personnel costs remain the largest piece of the institution's operations at 80%. Financial Aid - Tuition Waivers have been adjusted to reflect the actual spending trend.

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, strategic initiatives, program development, and capital fund maintenance and housing remodel.

Operating contingency and reserves are budgeted at \$8.2 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.

## 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 FY25 as funds are allocated elsewhere in support of reorganization and strategic priorities.

<b>General Fund Requirements</b>				
<b>Instruction</b>				
Department	Fiscal Year 2023-24 Adjusted Budget	Fiscal Year 2024-2025 Approved Budget	% Change (+/-)	Explanation of changes in budget greater than 10%
Adult Basic Education	165,579	172,587	4%	
Apprenticeship	232,053	165,697	-29%	**
Art	227,789	101,323	-56%	**
Automotive	167,866	144,517	-14%	**
Business	934,025	313,969	-66%	FT Faculty moved to Medical Office & Assistant. **
Community Ed	272,038	271,324	0%	
Communication Studies	154,746	102,058	-34%	**
Computer Info Systems	308,314	255,917	-17%	**
Criminal Justice	43,643	300	-99%	**
Dental Assisting	157,991	123,308	-22%	**
Early Childhood Ed	56,083	600	-99%	**
Education	19,286	18,981	-2%	
EMT	312,888	265,352	-15%	**
Engineering	221,305	205,978	-7%	
English	611,851	537,175	-12%	**
Fire Science	63,289	2,750	-96%	**
Foreign Language	123,530	123,659	0%	
Forestry & Natural Resources	197,925	211,797	7%	
History	94,004	75,330	-20%	**
Human Services	101,708	89,199	-12%	**
Instruction	51,727	1,866,667	3509%	** All part time faculty is budgeted in this line as a placeholder. This will allow departments to run the planned course sections and add sections as needed. At the end of each term, a budget adjustment will be made to move the actual used part time budget to each department.
Instructional Stipends	461,886	557,880	21%	**
Job Corps	268,578	279,031	4%	
Journalism	60,024	46,648	-22%	**
Math	750,365	604,642	-19%	**
Medical Office & Assistant	9,326	104,187	100%	FT Faculty from Business
Music	184,823	139,701	-24%	**
Nursing	835,430	957,845	15%	1 new FT Faculty position

<b>General Fund Requirements</b>				
<b>Instruction</b>				
Department	Fiscal Year 2023-24 Adjusted Budget	Fiscal Year 2024-2025 Approved Budget	% Change (+/-)	Explanation of changes in budget greater than 10%
Paralegal	165,809	124,363	-25%	**
Phlebotomy	3,938	-	-100%	**
Physical Ed	354,370	389,047	10%	Contractual salary increases
Science	872,164	785,822	-10%	**
Small Business Management	89,168	40,050	-55%	**
Social Science	408,509	372,593	-9%	**
Theater	96,667	102,609	6%	
Viticulture and Enology	32,342	14,389	-56%	**
Welding	249,807	231,603	-7%	
Budget Holding	(342,885)	(482,692)		Budget holding cost center for budget/finance use - personnel vacancy
Total	9,017,961	9,316,206	3%	

<b>General Fund Requirements</b>				
<b>Instructional Support</b>				
Department	Fiscal Year 2023-24 Adjusted Budget	Fiscal Year 2024-2025 Approved Budget	% Change (+/-)	Explanation of changes in budget greater than 10%
Academic Development	353,106	369,531	5%	
Academic Support	144,621	340,769	136%	FY24 budget reduced for vacancy. FY25 budget includes funding for P20 Coordinator and new program director
Adjunct Faculty Staff Develop.	4,000	4,000	0%	
Dean of Career & Technical Ed	138,012	147,943	7%	
Dean of General Ed & Transfer	107,220	137,588	28%	Budgeting personnel for full year
Dean of Social, Health and Behavioral Science	154,217	163,844	6%	
Director of Allied Healthcare	254,577	266,792	5%	
Institutional Effectiveness	331,191	350,470	6%	
Library	384,708	380,449	-1%	
Vice President Academic Services	320,175	338,619	6%	
Budget Holding	35,728	(44,758)		Budget holding cost center for budget/finance use - personnel vacancy
	2,227,556	2,455,247	10%	

<b>General Fund Requirements</b>				
<b>**Student Services</b>				
Department	Fiscal Year 2023-24 Adjusted Budget	Fiscal Year 2024-2025 Approved Budget	% Change (+/-)	Explanation of changes in budget greater than 10%
Academic Advising	661,207	524,154	-21%	Personnel moved to other departments as part of Student Services restructure
Accessibility Services	117,281	123,861	6%	
Baseball	180,195	186,304	3%	
Office of Chief Student Services Officer	50,508	269,982	435%	Moved personnel from Enrollment Management as part of Student Services restructure
Commencement	13,000	13,000	0%	
Cross Country	11,385	11,385	0%	
Diversity, Equity, Inclusion	5,852	4,000	-32%	DEI initiatives are embedded in all work at UCC, this budget is an "extra" for events and special projects
E-Sports	26,997	27,057	0%	
Early College	86,397	70,111	-19%	Reduction is result of Career Pathways & EC Coordinator position being partially grant funded
Enrollment & Registration	351,603	695,584	98%	Moved personnel from other departments as part of Student Services restructure
Enrollment Management	242,326	-	-100%	Moved to Office of Chief Student Services Officer budget
Financial Aid	561,645	558,330	-1%	
General Athletics	377,991	393,080	4%	
Men's Basketball	35,531	38,550	8%	
Men's Wrestling	76,903	78,506	2%	
Mental Health Counselor	101,737	140,893	38%	Budgeting personnel for full year
Obstacle Course Racing	23,721	23,721	0%	
Softball	22,160	50,908	130%	Budgeting for first competition year
Student Community Services	-	213,935	100%	New department. Part of Student Services restructure
Student Housing Director	96,563	99,305	3%	
Teaching & Learning	53,974	75,324	40%	Increase in personnel as the College absorbs the decrease in percent covered by Title III grant
Testing	78,573	87,308	11%	Budgeting personnel for full year
Track & Field	139,272	147,904	6%	
Women's Basketball	25,316	28,379	12%	Increase to assistant coach to align with other sports
Women's Soccer	36,197	36,257	0%	
Women's Volleyball	41,528	45,222	9%	
Women's Wrestling	76,903	78,506	2%	
Budget Holding	172,565	(179,233)		Budget holding cost center for budget/finance use - personnel vacancy
	3,667,330	3,842,333	5%	

\*\*Student Services is scheduled for an operational structure reorganization in the new fiscal year. Many budgets have been adjusted with an increase or decrease as personnel is reorganized to support the change.

<b>General Fund Requirements</b>				
<b>College Support</b>				
Department	Fiscal Year 2023-24 Adjusted Budget	Fiscal Year 2024-2025 Approved Budget	% Change (+/-)	Explanation of changes in budget greater than 10%
Accounting & Finance	796,858	835,514	5%	
Administrative Planning	10,000	10,000	0%	
Board of Education	5,700	11,700	105%	Increase in costs due to Board positions being open for election
Campus Events	12,400	17,400	40%	Add budget for 60th year celebration
Campus Technology	25,000	-	-100%	Combined with Information Technology budget
Office of Chief Financial Officer	378,946	392,108	3%	
College Membership Dues	70,000	73,000	4%	
Communications & Marketing	414,054	554,345	34%	Budgeting personnel for full year
Emergent Need Personnel	18,257	18,257	0%	
Employee Wellness	2,000	2,000	0%	
Events	25,694	26,775	4%	
Foundation	52,317	67,521	29%	Contractual wage increase
Grants	104,160	104,663	0%	
Human Resources	510,036	679,534	33%	Budgeting personnel for full year
Information Technology	1,650,365	1,861,601	13%	
Legal and Auditing	193,200	195,000	1%	
Liability Insurance	335,000	362,000	8%	
Mail Room	63,506	70,668	11%	Estimated need for full year operation
Payroll	130,501	107,205	-18%	New hire after long term employee retirement
Phones	71,500	-	-100%	Combined with Information Technology budget
President's Office	452,696	459,821	2%	
Professional Development	129,215	100,000	-23%	Travel and professional development has moved from individual department budgets to this budget. All administrative travel and PD will now be aligned directly with the strategic doing plan and run through a centralized process.
Purchasing	103,661	109,035	5%	
Security	406,066	438,159	8%	
Technology Infrastructure	300,000	960,000	220%	Budgeting for strategic and necessary technology upgrades, needs and digital transformation work to be complete in FY25
Tuition Waivers - Staff	110,000	125,000	14%	Increased in coordination with tuition rate
Website Content & Design	50,000	50,000	0%	
Budget Holding	(104,648)	(236,898)		Budget holding cost center for budget/finance use - personnel vacancy
	6,316,485	7,394,408	17%	

<b>General Fund Requirements</b>				
<b>Financial Aid</b>				
Department	Fiscal Year 2023-24 Adjusted Budget	Fiscal Year 2024-2025 Approved Budget	% Change (+/-)	Explanation of changes in budget greater than 10%
Tuition Waivers - Student	837,458	850,000	1%	
	837,458	850,000	1%	

<b>General Fund Requirements</b>				
<b>Plant &amp; Maintenance</b>				
Department	Fiscal Year 2023-24 Adjusted Budget	Fiscal Year 2024-2025 Approved Budget	% Change (+/-)	Explanation of changes in budget greater than 10%
Custodial Services	585,581	629,205	7%	
Director of Maintenance, Buildings & Grounds	206,402	219,383	6%	
Maintenance of Buildings	485,081	557,947	15%	Additional Maintenance Specialist Position
Maintenance of Grounds	183,665	190,612	4%	
Utilities and Rents	493,580	493,280	0%	
Winery Management	118,102	114,695	-3%	
Budget Holding	(23,725)	(35,368)		Budget holding cost center for budget/finance use - personnel vacancy
	2,048,686	2,169,754	6%	



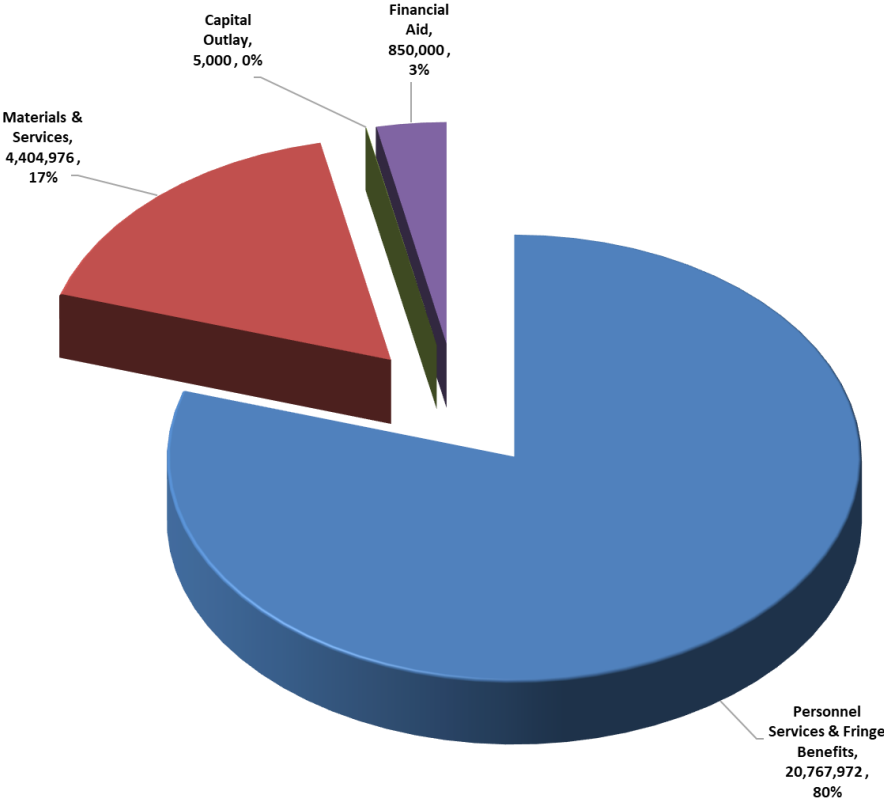
## General Fund Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>REQUIREMENT DESCRIPTION</b>					
Personnel Services	11,977,633	12,683,176	13,557,619	14,450,322	14,450,322
Fringe Benefits	4,941,790	5,229,248	5,893,149	6,317,650	6,317,650
Materials & Services	2,726,476	3,096,953	3,620,504	4,404,976	4,404,976
Capital Outlay	19,544	(601)	206,746	5,000	5,000
Financial Aid - Tuition Waivers	644,854	728,620	837,458	850,000	850,000
<b>Total Operating</b>	<b>20,310,297</b>	<b>21,737,397</b>	<b>24,115,475</b>	<b>26,027,948</b>	<b>26,027,948</b>
<b>TRANSFERS OUT TO:</b>					
Enterprise Fund - Food Services/Catering	84,210	-	-	-	-
Insurance Fund - Early Retirement Reserve	175,000	50,000	10,000	10,000	10,000
Insurance Fund - Unemployment Compensation	120,000	120,000	-	20,000	20,000
Capital Fund	602,000	2,617,000	3,702,000	5,302,000	5,302,000
Admin. Rest. - Various Deficits	27,760	-	8,993	-	-
Admin. Rest. - Faculty Staff Development	62,359	68,595	75,455	83,001	83,001
Admin. Rest. - Management Information Systems	302,000	402,000	456,000	260,000	260,000
Admin. Rest. - Staff Development (Non-Faculty)	52,029	52,549	53,075	53,606	53,606
Admin. Rest. - Strategic Fund	365,000	265,000	265,000	265,000	265,000
Debt Service - FFCO 2020	250,000	416,000	220,000	225,065	225,065
Debt Service - PERS	993,196	1,093,196	1,090,890	993,196	993,196
Student Club Fund	28,795	27,657	35,000	35,000	35,000
<b>Total Transfers Out</b>	<b>3,062,348</b>	<b>5,111,997</b>	<b>5,916,413</b>	<b>7,246,868</b>	<b>7,246,868</b>
Operating Contingency	-	-	3,370,071	3,027,312	3,027,312
Reserve	-	-	5,724,236	5,177,501	5,177,501
<b>Total Contingency and Reserve</b>	<b>-</b>	<b>-</b>	<b>9,094,307</b>	<b>8,204,813</b>	<b>8,204,813</b>
<b>Ending Fund Balance</b>	<b>13,761,367</b>	<b>13,184,584</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL REQUIREMENTS</b>	<b>37,134,012</b>	<b>40,033,978</b>	<b>39,126,195</b>	<b>41,479,629</b>	<b>41,479,629</b>

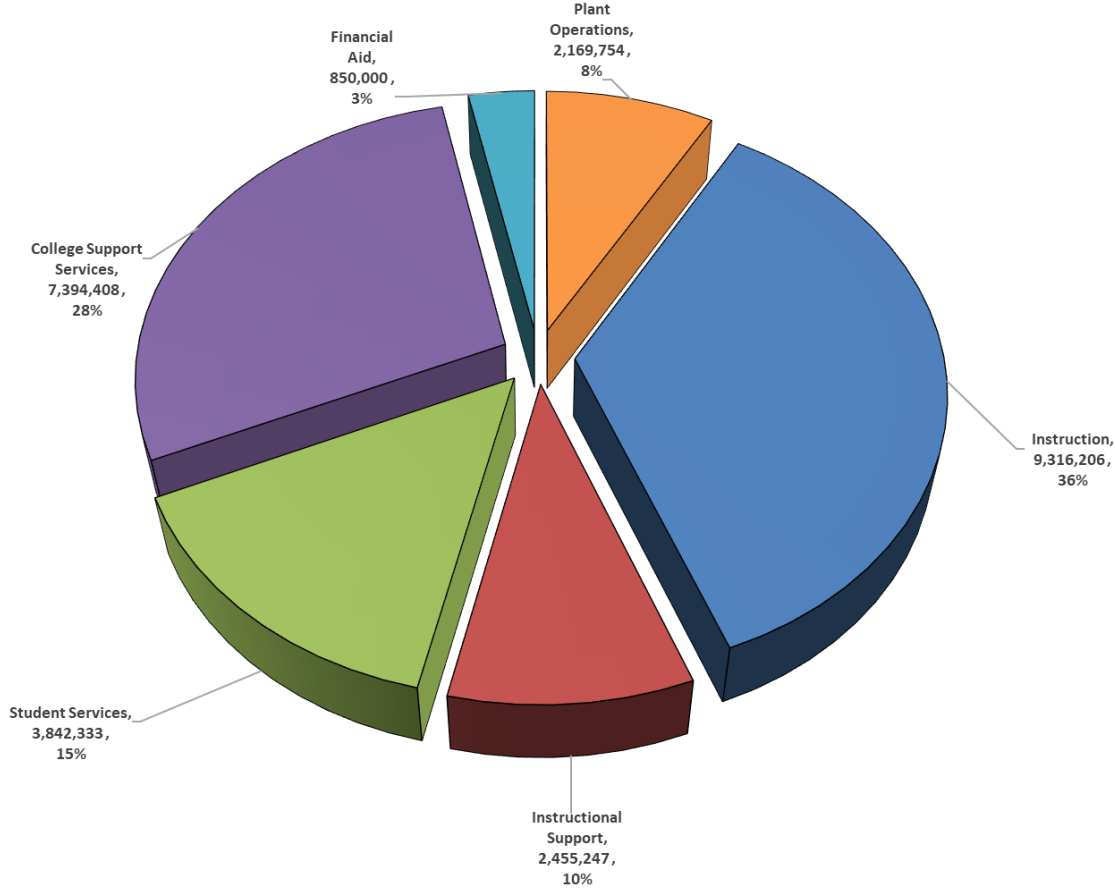
## General Fund Summary by Use

Account	Instruction	Inst. Support	Student Services	College Support Services	Financial Aid	Plant Operations	Transfers	Reserves	TOTAL
PERSONNEL SERVICES	6,623,895	1,527,255	2,304,857	3,119,450	-	874,865	-	-	14,450,322
BENEFIT EXPENSES	2,547,261	684,302	1,100,565	1,481,013	-	504,509	-	-	6,317,650
MATERIALS & SERVICES	140,050	243,690	436,911	2,793,945	-	790,380	-	-	4,404,976
FINANCIAL AID	-	-	-	-	850,000	-	-	-	850,000
CAPITAL OUTLAY	5,000	-	-	-	-	-	-	-	5,000
CONTINGENCY	-	-	-	-	-	-	-	3,027,312	3,027,312
TRANSFERS OUT	-	-	-	-	-	-	7,246,868	-	7,246,868
REQUIRED RESERVES	-	-	-	-	-	-	-	5,177,501	5,177,501
<b>TOTAL</b>	9,316,206	2,455,247	3,842,333	7,394,408	850,000	2,169,754	7,246,868	8,204,813	41,479,629
FTE	95.8	21.2	38.4	47.2	-	18.6	-	-	221.3

# General Fund Direct Operation Requirements



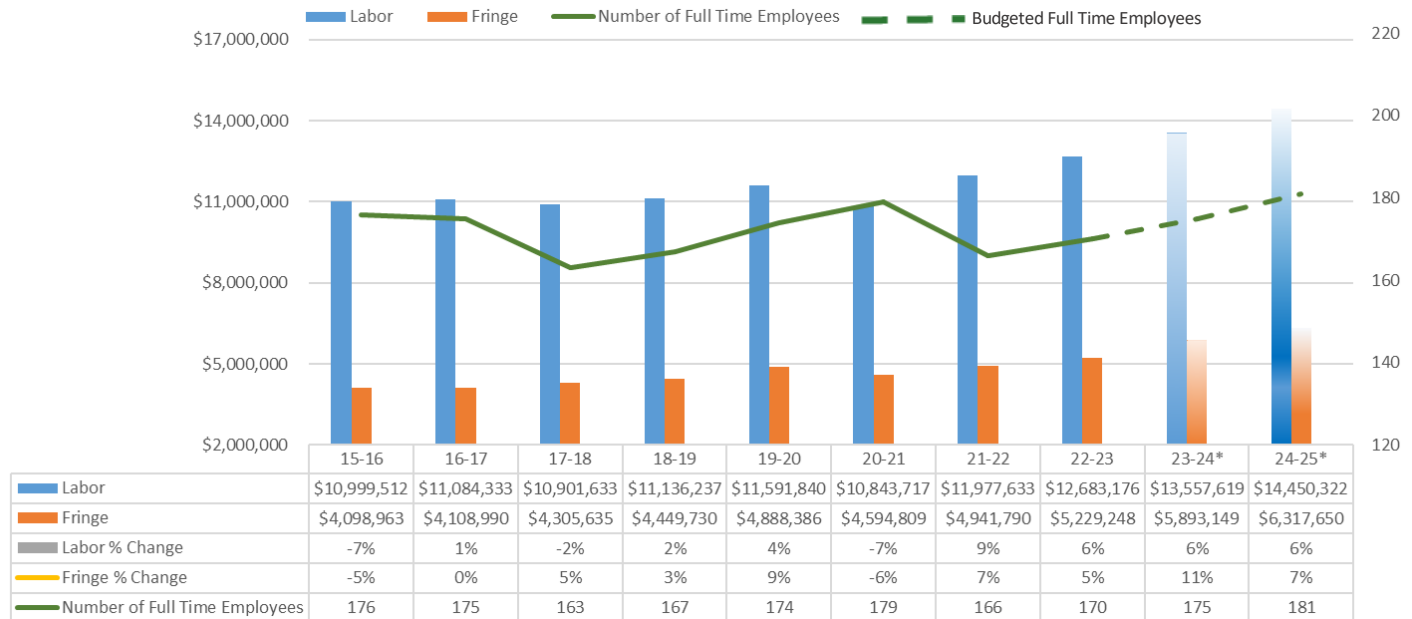
# General Fund Operating Requirements by Category



## Labor and Fringe FY 2016 – 2025

The number of full-time employees has fluctuated over the last ten years because of hiring freezes and reduction in force associated with restructuring as well as projected operational deficits. The last couple of years has shown a growth as we implement new programs and initiatives and hire personnel for positions that have been hard to fill. 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.

The labor and fringe are projected to increase approximately 6% due to contractual increases and operational restructuring, while the number of employees is projected at a 3% growth. The college is budgeting a personnel vacancy of 3-5% in each function. Actual personnel expenses are on average 5% less than budgeted due to turn over and retirements.



\*Gradient columns and dashed line in years 2023-24 and 2024-25 reflect budgeted numbers; all prior years are actual labor and fringe expenditures and filled positions (not inclusive of vacancies).

## Expenditures by Organization: Instruction

INSTRUCTION	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>ADULT BASIC EDUCATION</b>					
Personnel Services	178,499	178,252	106,133	111,465	111,465
Fringe Benefits	87,310	96,967	49,446	51,122	51,122
Materials and Services	5,272	7,176	10,000	10,000	10,000
<b>Total Requirements</b>	<b>271,081</b>	<b>282,395</b>	<b>165,579</b>	<b>172,587</b>	<b>172,587</b>
<b>APPRENTICESHIP</b>					
Personnel Services	155,608	146,803	170,228	115,264	115,264
Fringe Benefits	54,213	57,946	61,825	50,433	50,433
<b>Total Requirements</b>	<b>209,821</b>	<b>204,749</b>	<b>232,053</b>	<b>165,697</b>	<b>165,697</b>
<b>ART</b>					
Personnel Services	142,463	164,719	165,457	63,974	63,974
Fringe Benefits	43,815	48,211	56,982	31,999	31,999
Materials and Services	5,341	3,975	5,350	5,350	5,350
<b>Total Requirements</b>	<b>191,619</b>	<b>216,905</b>	<b>227,789</b>	<b>101,323</b>	<b>101,323</b>
<b>AUTOMOTIVE</b>					
Personnel Services	107,812	101,943	109,354	89,892	89,892
Fringe Benefits	39,330	38,528	41,512	37,625	37,625
Materials and Services	8,969	13,544	12,000	12,000	12,000
Capital Outlay	4,944	(601)	5,000	5,000	5,000
<b>Total Requirements</b>	<b>161,054</b>	<b>153,413</b>	<b>167,866</b>	<b>144,517</b>	<b>144,517</b>
<b>BUSINESS</b>					
Personnel Services	636,863	631,003	703,134	210,861	210,861
Fringe Benefits	195,741	184,729	223,891	100,108	100,108
Materials and Services	780	661	7,000	3,000	3,000
<b>Total Requirements</b>	<b>833,385</b>	<b>816,394</b>	<b>934,025</b>	<b>313,969</b>	<b>313,969</b>
<b>COMMUNITY ED</b>					
Personnel Services	162,469	123,347	158,710	164,797	164,797
Fringe Benefits	47,562	48,311	62,828	65,027	65,027
Materials and Services	21,508	27,428	50,500	41,500	41,500
<b>Total Requirements</b>	<b>231,539</b>	<b>199,087</b>	<b>272,038</b>	<b>271,324</b>	<b>271,324</b>

## Expenditures by Organization: Instruction

INSTRUCTION	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>COMMUNICATION STUDIES</b>					
Personnel Services	86,119	98,861	111,966	68,398	68,398
Fringe Benefits	23,481	34,411	42,080	32,960	32,960
Materials and Services	185	144	700	700	700
<b>Total Requirements</b>	<b>109,785</b>	<b>133,416</b>	<b>154,746</b>	<b>102,058</b>	<b>102,058</b>
<b>COMPUTER INFO SYSTEMS</b>					
Personnel Services	191,610	218,886	222,333	178,762	178,762
Fringe Benefits	71,472	77,718	83,430	74,605	74,605
Materials and Services	2,524	2,313	2,551	2,550	2,550
<b>Total Requirements</b>	<b>265,606</b>	<b>298,918</b>	<b>308,314</b>	<b>255,917</b>	<b>255,917</b>
<b>CRIMINAL JUSTICE</b>					
Personnel Services	28,464	35,517	34,600	-	-
Fringe Benefits	6,559	8,371	8,743	-	-
Materials and Services	5	-	300	300	300
<b>Total Requirements</b>	<b>35,027</b>	<b>43,888</b>	<b>43,643</b>	<b>300</b>	<b>300</b>
<b>DENTAL ASSISTING</b>					
Personnel Services	95,371	102,279	115,175	86,434	86,434
Fringe Benefits	33,941	35,346	42,816	36,874	36,874
<b>Total Requirements</b>	<b>129,312</b>	<b>137,625</b>	<b>157,991</b>	<b>123,308</b>	<b>123,308</b>
<b>EARLY CHILDHOOD ED</b>					
Personnel Services	21,271	33,097	45,750	-	-
Fringe Benefits	3,869	6,359	9,933	-	-
Materials and Services	464	493	400	600	600
<b>Total Requirements</b>	<b>25,604</b>	<b>39,948</b>	<b>56,083</b>	<b>600</b>	<b>600</b>
<b>EDUCATION</b>					
Personnel Services	9,750	10,236	15,600	12,374	12,374
Fringe Benefits	2,308	2,228	3,386	6,307	6,307
Materials and Services	1	-	300	300	300
<b>Total Requirements</b>	<b>12,059</b>	<b>12,464</b>	<b>19,286</b>	<b>18,981</b>	<b>18,981</b>

## Expenditures by Organization: Instruction

INSTRUCTION	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>E.M.T</b>					
Personnel Services	204,834	230,395	210,507	170,711	170,711
Fringe Benefits	84,676	98,864	99,131	91,391	91,391
Materials and Services	1,538	3,231	3,250	3,250	3,250
<b>Total Requirements</b>	<b>291,048</b>	<b>332,489</b>	<b>312,888</b>	<b>265,352</b>	<b>265,352</b>
<b>ENGINEERING</b>					
Personnel Services	91,376	93,841	147,633	134,547	134,547
Fringe Benefits	34,070	37,880	67,672	65,431	65,431
Materials and Services	6,414	2,324	6,000	6,000	6,000
<b>Total Requirements</b>	<b>131,859</b>	<b>134,045</b>	<b>221,305</b>	<b>205,978</b>	<b>205,978</b>
<b>ENGLISH</b>					
Personnel Services	422,231	399,463	426,676	366,507	366,507
Fringe Benefits	175,936	160,905	176,675	165,168	165,168
Materials and Services	1,699	666	8,500	5,500	5,500
<b>Total Requirements</b>	<b>599,866</b>	<b>561,034</b>	<b>611,851</b>	<b>537,175</b>	<b>537,175</b>
<b>FIRE SCIENCE</b>					
Personnel Services	35,916	41,613	48,348	-	-
Fringe Benefits	8,367	9,697	12,191	-	-
Materials and Services	139	313	2,750	2,750	2,750
<b>Total Requirements</b>	<b>44,422</b>	<b>51,624</b>	<b>63,289</b>	<b>2,750</b>	<b>2,750</b>
<b>FOREIGN LANGUAGE</b>					
Personnel Services	71,294	76,203	86,574	86,434	86,434
Fringe Benefits	31,813	33,161	36,606	36,875	36,875
Materials and Services	28	72	350	350	350
<b>Total Requirements</b>	<b>103,136</b>	<b>109,436</b>	<b>123,530</b>	<b>123,659</b>	<b>123,659</b>
<b>FORESTRY &amp; NATURAL RESOURCES</b>					
Personnel Services	41,169	85,415	133,108	144,012	144,012
Fringe Benefits	9,939	33,495	64,517	67,485	67,485
Materials and Services	30	267	300	300	300
<b>Total Requirements</b>	<b>51,139</b>	<b>119,177</b>	<b>197,925</b>	<b>211,797</b>	<b>211,797</b>



## Expenditures by Organization: Instruction

INSTRUCTION	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>HISTORY</b>					
Personnel Services	89,719	86,621	62,110	49,496	49,496
Fringe Benefits	38,670	38,474	31,294	25,234	25,234
Materials and Services	432	562	600	600	600
<b>Total Requirements</b>	<b>128,821</b>	<b>125,656</b>	<b>94,004</b>	<b>75,330</b>	<b>75,330</b>
<b>HUMAN SERVICES</b>					
Personnel Services	74,108	65,709	71,530	61,056	61,056
Fringe Benefits	31,971	28,240	29,778	27,743	27,743
Materials and Services	304	-	400	400	400
<b>Total Requirements</b>	<b>106,383</b>	<b>93,949</b>	<b>101,708</b>	<b>89,199</b>	<b>89,199</b>
<b>INSTRUCTION</b>					
Personnel Services	34,563	29,285	42,500	1,533,700	1,533,700
Fringe Benefits	7,442	6,347	9,227	332,967	332,967
<b>Total Requirements</b>	<b>42,006</b>	<b>35,632</b>	<b>51,727</b>	<b>1,866,667</b>	<b>1,866,667</b>
<b>INSTRUCTIONAL STIPENDS</b>					
Personnel Services	340,789	337,128	376,830	455,278	455,278
Fringe Benefits	72,640	71,419	85,056	102,602	102,602
<b>Total Requirements</b>	<b>413,429</b>	<b>408,547</b>	<b>461,886</b>	<b>557,880</b>	<b>557,880</b>
<b>JOB CORPS</b>					
Personnel Services	155,338	153,821	177,620	185,322	185,322
Fringe Benefits	72,680	58,742	83,058	85,809	85,809
Materials and Services	4,578	3,185	7,900	7,900	7,900
<b>Total Requirements</b>	<b>232,596</b>	<b>215,747</b>	<b>268,578</b>	<b>279,031</b>	<b>279,031</b>
<b>JOURNALISM</b>					
Personnel Services	39,318	43,421	40,532	29,428	29,428
Fringe Benefits	15,756	16,632	16,992	14,720	14,720
Materials and Services	-	-	2,500	2,500	2,500
<b>Total Requirements</b>	<b>55,075</b>	<b>60,053</b>	<b>60,024</b>	<b>46,648</b>	<b>46,648</b>

## Expenditures by Organization: Instruction

INSTRUCTION	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>LEARNING SKILLS CENTER</b>					
Personnel Services	88,178	7,230	-	-	-
Fringe Benefits	38,054	1,522	-	-	-
Materials and Services	13	248	-	-	-
<b>Total Requirements</b>	<b>126,245</b>	<b>9,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>MATH</b>					
Personnel Services	395,152	503,379	525,841	404,566	404,566
Fringe Benefits	160,778	204,677	212,824	188,376	188,376
Materials and Services	7,177	8,571	11,700	11,700	11,700
<b>Total Requirements</b>	<b>563,108</b>	<b>716,627</b>	<b>750,365</b>	<b>604,642</b>	<b>604,642</b>
<b>MEDICAL ASSISTANT &amp; OFFICE</b>					
Personnel Services	-	-	7,662	70,723	70,723
Fringe Benefits	-	-	1,664	33,464	33,464
<b>Total Requirements</b>	<b>-</b>	<b>-</b>	<b>9,326</b>	<b>104,187</b>	<b>104,187</b>
<b>MUSIC</b>					
Personnel Services	123,102	135,219	130,449	91,620	91,620
Fringe Benefits	43,429	46,382	49,274	41,381	41,381
Materials and Services	4,396	4,963	5,100	6,700	6,700
<b>Total Requirements</b>	<b>170,927</b>	<b>186,563</b>	<b>184,823</b>	<b>139,701</b>	<b>139,701</b>
<b>NURSING</b>					
Personnel Services	502,262	557,760	578,679	662,160	662,160
Fringe Benefits	215,767	239,219	254,751	293,685	293,685
Materials and Services	669	1,058	2,000	2,000	2,000
<b>Total Requirements</b>	<b>718,698</b>	<b>798,038</b>	<b>835,430</b>	<b>957,845</b>	<b>957,845</b>
<b>PARALEGAL</b>					
Personnel Services	115,346	117,651	121,630	87,299	87,299
Fringe Benefits	38,303	39,604	44,179	37,064	37,064
<b>Total Requirements</b>	<b>153,649</b>	<b>157,255</b>	<b>165,809</b>	<b>124,363</b>	<b>124,363</b>

## Expenditures by Organization: Instruction

<b>INSTRUCTION</b>	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>PHLEBOTOMY</b>					
Personnel Services	-	-	3,235	-	-
Fringe Benefits	-	-	703	-	-
<b>Total Requirements</b>	-	-	3,938	-	-
<b>PHYSICAL ED &amp; HEALTH</b>					
Personnel Services	270,179	283,840	250,121	280,754	280,754
Fringe Benefits	120,486	127,118	103,349	107,393	107,393
Materials and Services	1,068	1,060	900	900	900
<b>Total Requirements</b>	391,733	412,019	354,370	389,047	389,047
<b>SCIENCE</b>					
Personnel Services	645,309	595,132	608,654	535,741	535,741
Fringe Benefits	246,125	223,030	256,510	243,081	243,081
Materials and Services	1,338	2,832	7,000	7,000	7,000
<b>Total Requirements</b>	892,772	820,994	872,164	785,822	785,822
<b>SMALL BUSINESS MANAGEMENT</b>					
Personnel Services	68,048	64,110	58,562	27,799	27,799
Fringe Benefits	26,243	16,138	30,606	12,251	12,251
Materials and Services	-	24,531	-	-	-
<b>Total Requirements</b>	94,291	104,779	89,168	40,050	40,050
<b>SOCIAL SCIENCE</b>					
Personnel Services	235,263	260,530	287,993	257,694	257,694
Fringe Benefits	104,364	106,335	119,516	113,899	113,899
Materials and Services	452	1,274	1,000	1,000	1,000
<b>Total Requirements</b>	340,078	368,139	408,509	372,593	372,593
<b>THEATER</b>					
Personnel Services	62,937	60,585	64,222	68,398	68,398
Fringe Benefits	30,066	25,470	31,695	32,961	32,961
Materials and Services	678	750	750	1,250	1,250
<b>Total Requirements</b>	93,681	86,805	96,667	102,609	102,609

## Expenditures by Organization: Instruction

INSTRUCTION	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>VITICULTURE AND ENOLOGY</b>					
Personnel Services	46,498	6,305	22,128	7,304	7,304
Fringe Benefits	5,925	1,815	7,514	4,385	4,385
Materials and Services	21,327	1,337	2,700	2,700	2,700
<b>Total Requirements</b>	<b>73,749</b>	<b>9,456</b>	<b>32,342</b>	<b>14,389</b>	<b>14,389</b>
<b>WELDING</b>					
Personnel Services	141,476	166,918	175,201	159,751	159,751
Fringe Benefits	63,389	69,463	73,656	70,902	70,902
Materials and Services	814	676	950	950	950
<b>Total Requirements</b>	<b>205,679</b>	<b>237,057</b>	<b>249,807</b>	<b>231,603</b>	<b>231,603</b>
<b>BUDGET HOLDING</b>					
Personnel Services	41,555	-	(251,911)	(348,626)	(348,626)
Fringe Benefits	6,813	-	(111,448)	(134,066)	(134,066)
Materials and Services	-	-	20,474	-	-
<b>Total Requirements</b>	<b>48,368</b>	<b>-</b>	<b>(342,885)</b>	<b>(482,692)</b>	<b>(482,692)</b>
<b>TOTAL INSTRUCTION</b>	<b>8,548,651</b>	<b>8,693,326</b>	<b>9,017,961</b>	<b>9,316,206</b>	<b>9,316,206</b>

## Expenditures by Organization: Instructional Support

INSTRUCTIONAL SUPPORT	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>ACADEMIC DEVELOPMENT</b>					
Personnel Services	129,720	140,613	236,754	248,393	248,393
Fringe Benefits	57,285	65,034	116,352	121,138	121,138
<b>Total Requirements</b>	187,005	205,646	353,106	369,531	369,531
<b>ACADEMIC SUPPORT</b>					
Personnel Services	32,619	53,693	73,542	162,445	162,445
Fringe Benefits	5,818	37,361	48,329	91,074	91,074
Materials and Services	8,606	27,653	22,750	87,250	87,250
Capital Outlay	760	-	-	-	-
<b>Total Requirements</b>	47,802	118,706	144,621	340,769	340,769
<b>ADJUNCT FACULTY STAFF DEVELOPMENT</b>					
Materials and Services	-	-	4,000	4,000	4,000
<b>Total Requirements</b>	-	-	4,000	4,000	4,000
<b>COLLEGE TRANSITIONS</b>					
Personnel Services	37,886	7,573	-	-	-
Fringe Benefits	22,807	3,802	-	-	-
Materials and Services	573	129	-	-	-
<b>Total Requirements</b>	61,265	11,505	-	-	-
<b>DEAN OF CAREER &amp; TECH ED</b>					
Personnel Services	-	67,998	98,017	102,226	102,226
Fringe Benefits	-	26,767	38,995	40,517	40,517
Materials and Services	62,500	20,462	1,000	5,200	5,200
<b>Total Requirements</b>	62,500	115,227	138,012	147,943	147,943
<b>DEAN OF GENERAL ED &amp; TRANSFER</b>					
Personnel Services	43,641	77,938	77,110	95,372	95,372
Fringe Benefits	13,867	25,691	27,510	39,016	39,016
Materials and Services	2,300	20,592	2,600	3,200	3,200
<b>Total Requirements</b>	59,807	124,222	107,220	137,588	137,588
<b>DEAN OF SOCIAL, HEALTH &amp; BEHAVIORAL SCIENCE</b>					
Personnel Services	190,165	84,631	111,309	116,088	116,088
Fringe Benefits	90,685	32,174	41,908	43,556	43,556
Materials and Services	55,972	36,210	1,000	4,200	4,200
<b>Total Requirements</b>	336,822	153,015	154,217	163,844	163,844

## Expenditures by Organization: Instructional Support

INSTRUCTIONAL SUPPORT	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>DIRECTOR ALLIED HEALTHCARE</b>					
Personnel Services	-	59,092	178,443	187,477	187,477
Fringe Benefits	-	20,564	74,134	77,315	77,315
Materials and Services	-	-	2,000	2,000	2,000
<b>Total Requirements</b>	-	79,656	254,577	266,792	266,792
<b>INSTITUTIONAL EFFECTIVENESS</b>					
Personnel Services	144,659	146,754	209,023	216,077	216,077
Fringe Benefits	62,963	61,533	98,368	101,693	101,693
Materials and Services	26,238	52,042	23,800	32,700	32,700
<b>Total Requirements</b>	233,860	260,329	331,191	350,470	350,470
<b>LIBRARY</b>					
Personnel Services	132,206	188,441	203,084	195,172	195,172
Fringe Benefits	48,729	79,694	96,214	96,237	96,237
Materials and Services	67,173	84,735	85,410	89,040	89,040
<b>Total Requirements</b>	248,108	352,870	384,708	380,449	380,449
<b>OFFICE OF VP ACADEMIC SERVICES</b>					
Personnel Services	203,021	224,879	226,413	234,867	234,867
Fringe Benefits	39,766	82,248	84,612	87,652	87,652
Materials and Services	1,450	6,434	9,150	16,100	16,100
<b>Total Requirements</b>	244,237	313,561	320,175	338,619	338,619
<b>SABBATICAL</b>					
Personnel Services	-	7,584	-	-	-
Fringe Benefits	-	1,573	-	-	-
<b>Total Requirements</b>	-	9,158	-	-	-
<b>BUDGET HOLDING</b>					
Personnel Services	4,015	-	26,600	(30,862)	(30,862)
Fringe Benefits	850	-	9,128	(13,896)	(13,896)
<b>Total Requirements</b>	4,865	-	35,728	(44,758)	(44,758)
<b>TOTAL INST. SUPPORT</b>	<b>1,486,271</b>	<b>1,743,894</b>	<b>2,227,556</b>	<b>2,455,247</b>	<b>2,455,247</b>

## Expenditures by Organization: Student Services

STUDENT SERVICES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>ACADEMIC ADVISING</b>					
Personnel Services	161,816	355,668	425,380	344,952	344,952
Fringe Benefits	81,428	187,290	224,277	168,752	168,752
Materials and Services	2,230	10,719	11,550	10,450	10,450
<b>Total Requirements</b>	<b>245,474</b>	<b>553,678</b>	<b>661,207</b>	<b>524,154</b>	<b>524,154</b>
<b>ACCESSIBILITY SERVICES</b>					
Personnel Services	83,755	71,450	77,954	83,116	83,116
Fringe Benefits	34,308	24,789	34,877	36,295	36,295
Materials and Services	2,966	3,186	4,450	4,450	4,450
<b>Total Requirements</b>	<b>121,029</b>	<b>99,424</b>	<b>117,281</b>	<b>123,861</b>	<b>123,861</b>
<b>BASEBALL</b>					
Personnel Services	85,084	90,594	95,912	100,685	100,685
Fringe Benefits	33,917	34,753	38,633	39,969	39,969
Materials and Services	38,081	37,782	45,650	45,650	45,650
<b>Total Requirements</b>	<b>157,082</b>	<b>163,129</b>	<b>180,195</b>	<b>186,304</b>	<b>186,304</b>
<b>CHIEF STUDENT SERVICES OFFICER</b>					
Personnel Services	14,959	149,587	27,536	181,494	181,494
Fringe Benefits	3,620	54,732	9,871	75,888	75,888
Materials and Services	-	6,450	13,100	12,600	12,600
<b>Total Requirements</b>	<b>18,579</b>	<b>210,769</b>	<b>50,508</b>	<b>269,982</b>	<b>269,982</b>
<b>COMMENCEMENT</b>					
Materials and Services	9,801	15,395	13,000	13,000	13,000
<b>Total Requirements</b>	<b>9,801</b>	<b>15,395</b>	<b>13,000</b>	<b>13,000</b>	<b>13,000</b>
<b>CROSS COUNTRY</b>					
Materials and Services	9,752	7,659	11,385	11,385	11,385
<b>Total Requirements</b>	<b>9,752</b>	<b>7,659</b>	<b>11,385</b>	<b>11,385</b>	<b>11,385</b>
<b>DIVERSITY, EQUITY, AND INCLUSION</b>					
Personnel Services	-	-	4,000	-	-
Fringe Benefits	-	-	852	-	-
Materials and Services	-	-	1,000	4,000	4,000
<b>Total Requirements</b>	<b>-</b>	<b>-</b>	<b>5,852</b>	<b>4,000</b>	<b>4,000</b>

## Expenditures by Organization: Student Services

	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2023 - 2024	Fiscal Year 2024 - 2025	Fiscal Year 2024 - 2025
<b>STUDENT SERVICES</b>	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>E-SPORTS</b>					
Personnel Services	13,542	10,376	15,000	15,000	15,000
Fringe Benefits	1,557	820	3,197	3,257	3,257
Materials and Services	7,000	8,786	8,800	8,800	8,800
<b>Total Requirements</b>	<b>22,099</b>	<b>19,982</b>	<b>26,997</b>	<b>27,057</b>	<b>27,057</b>
<b>EARLY COLLEGE</b>					
Personnel Services	-	7,708	51,957	45,241	45,241
Fringe Benefits	-	3,248	31,440	21,870	21,870
Materials and Services	-	1,356	3,000	3,000	3,000
<b>Total Requirements</b>	<b>-</b>	<b>12,313</b>	<b>86,397</b>	<b>70,111</b>	<b>70,111</b>
<b>ENROLLMENT &amp; REGISTRATION</b>					
Personnel Services	217,924	220,642	225,630	446,241	446,241
Fringe Benefits	126,926	112,425	114,573	242,243	242,243
Materials and Services	6,330	15,056	11,400	7,100	7,100
<b>Total Requirements</b>	<b>351,179</b>	<b>348,123</b>	<b>351,603</b>	<b>695,584</b>	<b>695,584</b>
<b>ENROLLMENT MANAGEMENT</b>					
Personnel Services	325,029	143,784	162,542	-	-
Fringe Benefits	159,519	67,511	72,334	-	-
Materials and Services	11,662	5,906	7,450	-	-
<b>Total Requirements</b>	<b>496,210</b>	<b>217,201</b>	<b>242,326</b>	<b>-</b>	<b>-</b>
<b>FINANCIAL AID</b>					
Personnel Services	338,942	306,136	345,380	345,285	345,285
Fringe Benefits	195,863	174,733	201,165	196,945	196,945
Materials and Services	13,434	22,345	15,100	16,100	16,100
<b>Total Requirements</b>	<b>548,239</b>	<b>503,214</b>	<b>561,645</b>	<b>558,330</b>	<b>558,330</b>
<b>GENERAL ATHLETICS</b>					
Personnel Services	182,754	210,730	214,483	223,692	223,692
Fringe Benefits	67,227	71,377	87,912	91,292	91,292
Materials and Services	73,045	75,307	75,596	78,096	78,096
<b>Total Requirements</b>	<b>323,025</b>	<b>357,414</b>	<b>377,991</b>	<b>393,080</b>	<b>393,080</b>



## Expenditures by Organization: Student Services

STUDENT SERVICES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>MEN'S BASKETBALL</b>					
Personnel Services	11,790	11,633	12,064	14,523	14,523
Fringe Benefits	3,970	3,960	4,217	4,777	4,777
Materials and Services	16,049	19,244	19,250	19,250	19,250
<b>Total Requirements</b>	<b>31,809</b>	<b>34,837</b>	<b>35,531</b>	<b>38,550</b>	<b>38,550</b>
<b>MEN'S WRESTLING</b>					
Personnel Services	10,000	32,851	38,045	39,163	39,163
Fringe Benefits	2,069	12,561	15,318	15,803	15,803
Materials and Services	13,548	23,449	23,540	23,540	23,540
<b>Total Requirements</b>	<b>25,618</b>	<b>68,861</b>	<b>76,903</b>	<b>78,506</b>	<b>78,506</b>
<b>MENTAL HEALTH COUNSELOR</b>					
Personnel Services	70,787	67,798	52,796	81,186	81,186
Fringe Benefits	31,543	27,076	23,141	35,907	35,907
Materials and Services	2,670	1,937	25,800	23,800	23,800
<b>Total Requirements</b>	<b>105,000</b>	<b>96,811</b>	<b>101,737</b>	<b>140,893</b>	<b>140,893</b>
<b>OBSTACLE COURSE RACING</b>					
Personnel Services	10,000	10,000	10,000	10,000	10,000
Fringe Benefits	2,070	2,077	2,171	2,171	2,171
Materials and Services	9,944	10,632	11,550	11,550	11,550
<b>Total Requirements</b>	<b>22,013</b>	<b>22,709</b>	<b>23,721</b>	<b>23,721</b>	<b>23,721</b>
<b>SOFTBALL</b>					
Personnel Services	-	-	12,000	18,000	18,000
Fringe Benefits	-	-	2,160	3,908	3,908
Materials and Services	-	-	8,000	29,000	29,000
<b>Total Requirements</b>	<b>-</b>	<b>-</b>	<b>22,160</b>	<b>50,908</b>	<b>50,908</b>
<b>STUDENT COMMUNITY SERVICES</b>					
Personnel Services	-	-	-	144,820	144,820
Fringe Benefits	-	-	-	67,965	67,965
Materials and Services	-	-	-	1,150	1,150
<b>Total Requirements</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>213,935</b>	<b>213,935</b>

## Expenditures by Organization: Student Services

	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2023 - 2024	Fiscal Year 2024 - 2025	Fiscal Year 2024 - 2025
<b>STUDENT SERVICES</b>	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>STUDENT HOUSING DIRECTOR</b>					
Personnel Services	-	54,555	62,699	64,464	64,464
Fringe Benefits	-	25,229	31,264	32,241	32,241
Materials and Services	-	3,972	2,600	2,600	2,600
<b>Total Requirements</b>	-	83,756	96,563	99,305	99,305
<b>TEACHING &amp; LEARNING CENTER</b>					
Personnel Services	-	-	11,879	50,056	50,056
Fringe Benefits	-	-	7,095	25,268	25,268
Materials and Services	-	-	35,000	-	-
<b>Total Requirements</b>	-	-	53,974	75,324	75,324
<b>TESTING</b>					
Personnel Services	40,560	39,669	42,941	49,624	49,624
Fringe Benefits	25,113	17,623	26,832	28,884	28,884
Materials and Services	3,230	6,487	8,800	8,800	8,800
<b>Total Requirements</b>	68,904	63,780	78,573	87,308	87,308
<b>TRACK &amp; FIELD</b>					
Personnel Services	75,526	78,664	83,498	88,114	88,114
Fringe Benefits	32,631	32,984	33,224	37,240	37,240
Materials and Services	22,652	26,278	22,550	22,550	22,550
<b>Total Requirements</b>	130,809	137,925	139,272	147,904	147,904
<b>WOMEN'S BASKETBALL</b>					
Personnel Services	5,613	2,500	5,000	7,500	7,500
Fringe Benefits	1,161	518	1,066	1,629	1,629
Materials and Services	17,515	19,250	19,250	19,250	19,250
<b>Total Requirements</b>	24,289	22,268	25,316	28,379	28,379
<b>WOMEN'S SOCCER</b>					
Personnel Services	15,594	15,000	15,000	15,000	15,000
Fringe Benefits	3,017	1,185	3,197	3,257	3,257
Materials and Services	10,495	11,550	18,000	18,000	18,000
<b>Total Requirements</b>	29,106	27,735	36,197	36,257	36,257

## Expenditures by Organization: Student Services

	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2023 - 2024	Fiscal Year 2024 - 2025	Fiscal Year 2024 - 2025
<b>STUDENT SERVICES</b>	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>WOMEN'S VOLLEYBALL</b>					
Personnel Services	12,964	13,380	15,879	18,846	18,846
Fringe Benefits	224	5,361	6,399	7,126	7,126
Materials and Services	1,273	1,423	19,250	19,250	19,250
<b>Total Requirements</b>	14,460	20,164	41,528	45,222	45,222
<b>WOMEN'S WRESTLING</b>					
Personnel Services	15,102	34,351	38,045	39,163	39,163
Fringe Benefits	3,123	12,873	15,318	15,803	15,803
Materials and Services	21,399	22,175	23,540	23,540	23,540
<b>Total Requirements</b>	39,624	69,399	76,903	78,506	78,506
<b>BUDGET HOLDING</b>					
Personnel Services	25,624	-	142,944	(121,308)	(121,308)
Fringe Benefits	4,994	-	29,621	(57,925)	(57,925)
<b>Total Requirements</b>	30,619	-	172,565	(179,233)	(179,233)
<b>TOTAL STUDENT SERVICES</b>					
	2,824,718	3,156,547	3,667,330	3,842,333	3,842,333

## Expenditures by Organization: College Support Services

COLLEGE SUPPORT SERVICES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>ACCOUNTING &amp; FINANCE</b>					
Personnel Services	341,243	375,333	459,097	473,768	473,768
Fringe Benefits	141,590	161,643	228,116	248,101	248,101
Materials and Services	125,248	154,577	109,645	113,645	113,645
<b>Total Requirements</b>	<b>608,081</b>	<b>691,553</b>	<b>796,858</b>	<b>835,514</b>	<b>835,514</b>
<b>ADMINISTRATIVE PLANNING</b>					
Materials and Services	16,404	13,208	10,000	10,000	10,000
<b>Total Requirements</b>	<b>16,404</b>	<b>13,208</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>BOARD OF EDUCATION</b>					
Materials and Services	3,874	10,928	5,700	11,700	11,700
<b>Total Requirements</b>	<b>3,874</b>	<b>10,928</b>	<b>5,700</b>	<b>11,700</b>	<b>11,700</b>
<b>CAMPUS EVENTS</b>					
Personnel Services	-	41	-	-	-
Fringe Benefits	-	3	-	-	-
Materials and Services	4,981	5,107	12,400	17,400	17,400
<b>Total Requirements</b>	<b>4,981</b>	<b>5,152</b>	<b>12,400</b>	<b>17,400</b>	<b>17,400</b>
<b>CAMPUS TECHNOLOGY</b>					
Materials and Services	21,342	22,798	25,000	-	-
<b>Total Requirements</b>	<b>21,342</b>	<b>22,798</b>	<b>25,000</b>	<b>-</b>	<b>-</b>
<b>CHIEF FINANCIAL OFFICER</b>					
Personnel Services	239,837	257,915	271,581	281,983	281,983
Fringe Benefits	82,842	86,608	94,564	97,125	97,125
Materials and Services	5,209	7,724	12,800	13,000	13,000
<b>Total Requirements</b>	<b>327,888</b>	<b>352,248</b>	<b>378,946</b>	<b>392,108</b>	<b>392,108</b>
<b>COLLEGE MEMBERSHIP DUES</b>					
Materials and Services	67,113	69,151	70,000	73,000	73,000
<b>Total Requirements</b>	<b>67,113</b>	<b>69,151</b>	<b>70,000</b>	<b>73,000</b>	<b>73,000</b>

## Expenditures by Organization: College Support Services

COLLEGE SUPPORT SERVICES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>COMMUNICATIONS &amp; MARKETING</b>					
Personnel Services	220,957	220,042	198,940	294,472	294,472
Fringe Benefits	97,342	93,708	85,532	136,873	136,873
Materials and Services	152,138	129,136	129,582	123,000	123,000
<b>Total Requirements</b>	<b>470,437</b>	<b>442,885</b>	<b>414,054</b>	<b>554,345</b>	<b>554,345</b>
<b>COMPLIANCE</b>					
Personnel Services	71,320	74,277	-	-	-
Fringe Benefits	13,707	15,505	-	-	-
Materials and Services	2,757	288	-	-	-
<b>Total Requirements</b>	<b>87,784</b>	<b>90,070</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EMERGENT NEED PERSONNEL</b>					
Personnel Services	3,550	-	15,000	15,000	15,000
Fringe Benefits	746	-	3,257	3,257	3,257
<b>Total Requirements</b>	<b>4,296</b>	<b>-</b>	<b>18,257</b>	<b>18,257</b>	<b>18,257</b>
<b>EMPLOYEE WELLNESS</b>					
Materials and Services	918	497	2,000	2,000	2,000
<b>Total Requirements</b>	<b>918</b>	<b>497</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>EVENTS</b>					
Personnel Services	45,142	56,522	18,921	19,733	19,733
Fringe Benefits	20,541	23,856	6,773	7,042	7,042
<b>Total Requirements</b>	<b>65,683</b>	<b>80,378</b>	<b>25,694</b>	<b>26,775</b>	<b>26,775</b>
<b>FOUNDATION</b>					
Personnel Services	19,506	24,772	35,506	47,015	47,015
Fringe Benefits	4,856	9,101	13,310	17,006	17,006
Materials and Services	501	777	3,500	3,500	3,500
<b>Total Requirements</b>	<b>24,863</b>	<b>34,650</b>	<b>52,317</b>	<b>67,521</b>	<b>67,521</b>

## Expenditures by Organization: College Support Services

COLLEGE SUPPORT SERVICES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>GRANTS</b>					
Personnel Services	2,511	63,149	66,801	69,024	69,024
Fringe Benefits	227	27,601	32,159	33,239	33,239
Materials and Services	19,140	5,077	5,200	2,400	2,400
<b>Total Requirements</b>	<b>21,878</b>	<b>95,827</b>	<b>104,160</b>	<b>104,663</b>	<b>104,663</b>
<b>HUMAN RESOURCES</b>					
Personnel Services	216,538	241,576	292,005	403,270	403,270
Fringe Benefits	86,978	84,709	116,431	175,964	175,964
Materials and Services	82,076	90,955	101,600	100,300	100,300
<b>Total Requirements</b>	<b>385,591</b>	<b>417,241</b>	<b>510,036</b>	<b>679,534</b>	<b>679,534</b>
<b>INFORMATIONAL TECHNOLOGY</b>					
Personnel Services	641,560	652,444	709,731	939,690	939,690
Fringe Benefits	298,417	289,308	346,944	415,911	415,911
Materials and Services	134,997	182,956	403,512	506,000	506,000
Capital Outlay	-	-	190,178	-	-
<b>Total Requirements</b>	<b>1,074,974</b>	<b>1,124,707</b>	<b>1,650,365</b>	<b>1,861,601</b>	<b>1,861,601</b>
<b>LEGAL AND AUDITING</b>					
Materials and Services	153,663	224,472	193,200	195,000	195,000
<b>Total Requirements</b>	<b>153,663</b>	<b>224,472</b>	<b>193,200</b>	<b>195,000</b>	<b>195,000</b>
<b>LIABILITY INSURANCE</b>					
Materials and Services	266,438	273,204	335,000	362,000	362,000
<b>Total Requirements</b>	<b>266,438</b>	<b>273,204</b>	<b>335,000</b>	<b>362,000</b>	<b>362,000</b>
<b>MAIL ROOM</b>					
Personnel Services	25,226	26,629	27,174	28,484	28,484
Fringe Benefits	5,499	5,875	5,900	6,184	6,184
Materials and Services	21,565	23,285	30,432	36,000	36,000
<b>Total Requirements</b>	<b>52,290</b>	<b>55,789</b>	<b>63,506</b>	<b>70,668</b>	<b>70,668</b>

## Expenditures by Organization: College Support Services

COLLEGE SUPPORT SERVICES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>PAYROLL</b>					
Personnel Services	88,082	71,949	80,477	64,464	64,464
Fringe Benefits	42,692	33,020	39,524	32,241	32,241
Materials and Services	7,044	7,728	10,500	10,500	10,500
<b>Total Requirements</b>	<b>137,819</b>	<b>112,697</b>	<b>130,501</b>	<b>107,205</b>	<b>107,205</b>
<b>PHONES</b>					
Materials and Services	70,444	56,707	71,500	-	-
<b>Total Requirements</b>	<b>70,444</b>	<b>56,707</b>	<b>71,500</b>	<b>-</b>	<b>-</b>
<b>PRESIDENT'S OFFICE</b>					
Personnel Services	266,076	298,643	309,510	316,642	316,642
Fringe Benefits	89,987	103,711	115,686	115,679	115,679
Materials and Services	43,229	21,091	27,500	27,500	27,500
<b>Total Requirements</b>	<b>399,291</b>	<b>423,445</b>	<b>452,696</b>	<b>459,821</b>	<b>459,821</b>
<b>PROFESSIONAL DEVELOPMENT</b>					
Materials and Services	1,618	10,854	129,215	100,000	100,000
<b>Total Requirements</b>	<b>1,618</b>	<b>10,854</b>	<b>129,215</b>	<b>100,000</b>	<b>100,000</b>
<b>PURCHASING</b>					
Personnel Services	83,524	65,379	69,303	71,461	71,461
Fringe Benefits	31,199	30,464	32,708	33,774	33,774
Materials and Services	2,424	4,786	1,650	3,800	3,800
<b>Total Requirements</b>	<b>117,147</b>	<b>100,629</b>	<b>103,661</b>	<b>109,035</b>	<b>109,035</b>
<b>SECURITY</b>					
Personnel Services	200,736	236,053	236,562	255,117	255,117
Fringe Benefits	90,719	100,427	103,994	109,842	109,842
Materials and Services	54,169	60,190	65,510	73,200	73,200
<b>Total Requirements</b>	<b>345,625</b>	<b>396,670</b>	<b>406,066</b>	<b>438,159</b>	<b>438,159</b>
<b>TECHNOLOGY INFRASTRUCTURE</b>					
Personnel Services	-	-	49,197	-	-
Fringe Benefits	-	-	10,803	-	-
Materials and Services	-	179,229	240,000	960,000	960,000
<b>Total Requirements</b>	<b>-</b>	<b>179,229</b>	<b>300,000</b>	<b>960,000</b>	<b>960,000</b>

**Expenditures by Organization: College Support Services**

<b>COLLEGE SUPPORT SERVICES</b>	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>TUITION WAIVERS - STAFF</b>					
Fringe Benefits	69,544	95,823	110,000	125,000	125,000
<b>Total Requirements</b>	69,544	95,823	110,000	125,000	125,000
<b>WEBSITE CONTENT &amp; DESIGN</b>					
Materials and Services	-	101,548	50,000	50,000	50,000
<b>Total Requirements</b>	-	101,548	50,000	50,000	50,000
<b>BUDGET HOLDING</b>					
Personnel Services	1,439	-	(83,874)	(160,673)	(160,673)
Fringe Benefits	305	-	(20,774)	(76,225)	(76,225)
Capital Outlay	-	-	-	-	-
<b>Total Requirements</b>	1,745	-	(104,648)	(236,898)	(236,898)
<b>TOTAL COLLEGE SUPPORT SERVICES</b>	4,801,728	5,482,361	6,316,485	7,394,408	7,394,408



**Expenditures by Organization: Financial Aid**

<b>FINANCIAL AID</b>	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2023 - 2024	Fiscal Year 2024 - 2025	Fiscal Year 2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>TUITION WAIVERS - STUDENT</b>					
Personnel Services	582	-	-	-	-
Fringe Benefits	120	-	-	-	-
Materials and Services	-	914	5,770	-	-
Financial Aid - Tuition Waivers	644,854	728,620	831,688	850,000	850,000
<b>Total Requirements</b>	645,556	729,535	837,458	850,000	850,000
<b>TOTAL FINANCIAL AID</b>	645,556	729,535	837,458	850,000	850,000

## Expenditures by Organization: Plant Operations & Maintenance

PLANT OPERATIONS & MAINTENANCE	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>CUSTODIAL SERVICES</b>					
Personnel Services	334,264	326,298	319,340	338,434	338,434
Fringe Benefits	208,306	199,111	202,240	223,771	223,771
Materials and Services	55,998	96,310	64,000	67,000	67,000
Capital Outlay	13,841	-	-	-	-
<b>Total Requirements</b>	612,409	621,719	585,581	629,205	629,205
<b>DIRECTOR OF MAINTENANCE, BUILDINGS &amp; GROUNDS</b>					
Personnel Services	163,450	149,292	137,349	147,022	147,022
Fringe Benefits	76,569	59,897	65,053	68,361	68,361
Materials and Services	3,894	3,606	4,000	4,000	4,000
<b>Total Requirements</b>	243,913	212,795	206,402	219,383	219,383
<b>LANDSLIDE</b>					
Materials and Services	236,303	-	-	-	-
<b>Total Requirements</b>	236,303	-	-	-	-
<b>MAINTENANCE OF BUILDINGS</b>					
Personnel Services	184,917	236,749	219,269	271,790	271,790
Fringe Benefits	102,564	132,787	117,644	149,557	149,557
Materials and Services	127,455	132,241	136,600	136,600	136,600
Capital Outlay	-	-	11,568	-	-
<b>Total Requirements</b>	414,936	501,777	485,081	557,947	557,947
<b>MAINTENANCE OF GROUNDS</b>					
Personnel Services	36,263	26,704	79,531	82,073	82,073
Fringe Benefits	24,995	17,677	52,303	54,039	54,039
Materials and Services	45,748	50,316	51,831	54,500	54,500
<b>Total Requirements</b>	107,005	94,698	183,665	190,612	190,612

## Expenditures by Organization: Plant Operations & Maintenance

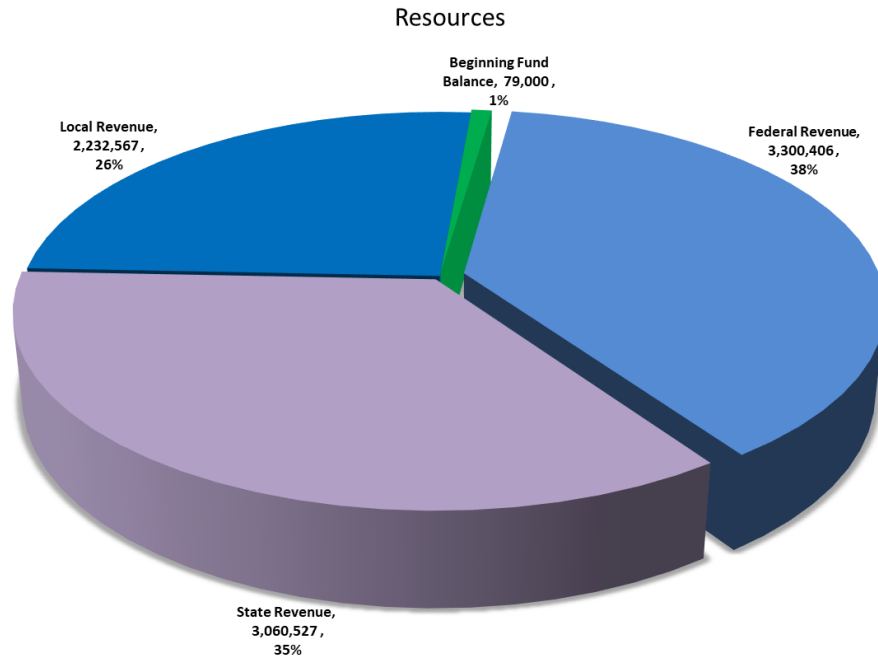
	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>PLANT OPERATIONS &amp; MAINTENANCE</b>					
<b>UTILITIES AND RENTS</b>					
Materials and Services	383,325	411,837	493,580	493,280	493,280
<b>Total Requirements</b>	383,325	411,837	493,580	493,280	493,280
<b>WINERY MANAGEMENT</b>					
Personnel Services	3,357	46,619	56,507	57,978	57,978
Fringe Benefits	1,691	15,089	21,095	21,717	21,717
Materials and Services	434	27,201	40,500	35,000	35,000
<b>Total Requirements</b>	5,483	88,909	118,102	114,695	114,695
<b>BUDGET HOLDING</b>					
Personnel Services	-	-	(4,045)	(22,432)	(22,432)
Fringe Benefits	-	-	(19,680)	(12,936)	(12,936)
<b>Total Requirements</b>	-	-	(23,725)	(35,368)	(35,368)
<b>TOTAL PLANT OPERATIONS &amp; MAINTENANCE</b>	<u>2,003,373</u>	<u>1,931,735</u>	<u>2,048,686</u>	<u>2,169,754</u>	<u>2,169,754</u>

## Special Revenue Fund: Grants and Contracts Summary of Resources and Requirements

The **Grants and Contracts fund** includes a budget of \$8.67M 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 current Truck Driving and STEAM grants ending, as well as the spend down of larger multi-year grants. 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. Additionally, a three-year grant from the US Department of Education was applied for and awarded for Work-based Integration to Rural Education (WIRE) focusing on assisting rural students from middle school through college explore careers, navigate college processes, and connect with aligned work opportunities. FY25 will complete the college's 3-year awards from The Ford Family Foundation for our innovative High School Career Academy Programs and Rural Male Initiatives. The college has partnered with the City of Roseburg and was awarded a four-year contract to establish new medical workforce training opportunities and develop pathways to degrees in various bachelor, masters, and doctoral level programs.

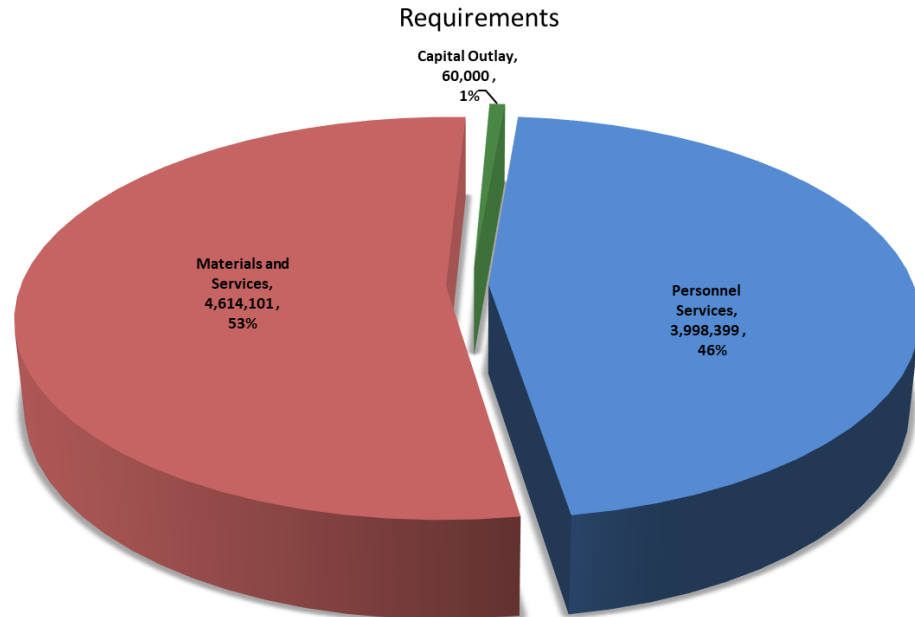
RESOURCES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL Amounts	ACTUAL Amounts	ADJUSTED Budget	PROPOSED Budget	APPROVED Budget
Beginning Fund Balance	356,794	298,697	2,417	79,000	79,000
Federal Revenue	3,244,708	2,948,120	4,485,237	3,300,406	3,300,406
State Revenue	1,006,326	2,586,658	3,212,095	3,060,527	3,060,527
Local Revenue	511,767	1,165,038	2,344,673	2,232,567	2,232,567
<b>TOTAL RESOURCES</b>	<b>5,119,596</b>	<b>6,998,512</b>	<b>10,044,422</b>	<b>8,672,500</b>	<b>8,672,500</b>
<b>REQUIREMENTS</b>					
Personnel Services	2,000,719	2,788,967	4,000,043	3,998,399	3,998,399
Materials and Services	2,739,328	3,512,687	5,892,219	4,614,101	4,614,101
Capital Outlay	80,852	548,220	152,160	60,000	60,000
Sub-Total	4,820,899	6,849,873	10,044,422	8,672,500	8,672,500
Ending Fund Balance	298,697	148,639	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>5,119,596</b>	<b>6,998,512</b>	<b>10,044,422</b>	<b>8,672,500</b>	<b>8,672,500</b>

## Special Revenue Fund: Grants and Contracts Resources & Requirements



38% of the budgeted revenue is from federal sources, the remaining is split between state and local. TRIO programs, Title III, and WIRE account for some of the largest federal awards. The largest anticipated state award is for the JOBS program.

The Materials and Services category accounts for 53% of the budgeted expenditures. Several grant awards provide the opportunity to replace equipment and the purchase of supplies and equipment for new academic programs. Personnel Services accounts for both short- and long-term positions.



**Special Revenue Fund: Grants and Contracts  
Summary by Use**

**SUMMARY BY USE  
SPECIAL REVENUE FUND - GRANTS AND CONTRACTS**

Account	Instruction	Instructional Support	Community Services	Student Services	College Support Services	Financial Aid	TOTAL
PERSONNEL SERVICES	855,933	444,025	247,605	2,450,836	-	-	3,998,399
MATERIALS & SERVICES	462,857	881,253	725,807	2,044,184	200,000	300,000	4,614,101
CAPITAL EXPENDITURES	-	30,000	-	30,000	-	-	60,000
<b>TOTAL</b>	1,318,790	1,355,278	973,412	4,525,020	200,000	300,000	8,672,500
FTE	11.4	5.6	2.5	28.2	-	-	47.7

## Grants and Contracts: Resources

RESOURCES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
ABS Professional Development	6,673	-	-	-	-
Academic Library Collection	4,000	-	-	-	-
Accountability	18,457	15,306	18,814	20,886	20,886
Advanced Medical Partnerships	-	-	51,195	164,618	164,618
AI Incubator	-	31,093	8,907	-	-
American Rescue Plan Act	1,023,551	181,741	-	-	-
Burlington English ABSD	-	-	2,520	-	-
Career Connected Learning	35,053	3,755	-	-	-
Career Pathways	28,134	38,650	231,968	279,457	279,457
Carl Perkins	181,473	297,176	198,716	98,000	98,000
CCL Systems Navigator	-	77,983	137,375	-	-
CHIP Basic Needs Support	-	-	16,693	16,692	16,692
CHIP GED	-	-	9,680	9,680	9,680
Comprehensive	254,257	260,242	287,453	284,807	284,807
Coronavirus RRSAA	283,270	175,967	-	-	-
COVID Student Aid	65,277	-	-	-	-
DC Truck Driving	7,997	145,014	155,000	-	-
DC Truck Driving - Yard Construction	-	83,624	116,376	-	-
Declaration of Cooperation	33,998	17,043	-	-	-
Dental Clinic	5,000	15,000	-	-	-
Developmental Education	5,663	5,663	-	-	-
Early Learning Professional Development	20,189	80,322	113,480	117,144	117,144
Educational Credit Management Corp	2,289	931	-	-	-
Educational Talent Search	294,621	288,999	401,548	347,037	347,037
ESD WBL Coordinator	-	-	95,000	51,197	51,197
Films on Demand	114,400	114,400	-	-	-
First Generation Student Success	-	-	170,035	172,838	172,838
Ford Family Career Academy	-	112,908	211,233	171,239	171,239
Ford Family Rural Men	-	80,838	94,718	77,983	77,983
Ford Family SBDC Childcare	21,848	25,018	-	-	-
Ford Family Small Business Management	-	-	5,000	-	-
Ford Family Student Meals	-	-	5,000	-	-
Forestry	18,298	17,378	16,000	14,000	14,000
Future Ready Credit for Prior Learning	-	264,201	-	-	-

## Grants and Contracts: Resources

RESOURCES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
Future Ready Oregon	-	610,820	-	-	-
Gear Up	19,179	-	-	-	-
GED WrapAround	-	62,040	-	-	-
GEER Distance Learning	89,905	-	-	-	-
GYO Education	-	-	247,061	297,871	297,871
Inclusive Career Advancement Program	637	2,219	-	123,596	123,596
Job Corps	294,374	329,326	411,569	426,275	426,275
JOBS	560,054	462,540	611,719	588,774	588,774
Lending Library	3,137	13	-	-	-
Liberal Arts Transfer Fund	1,000	1,000	-	1,000	1,000
Library ARP	14,245	1,265	-	-	-
Library Workforce Dev Partnership	4,984	16	-	-	-
Lottery Grant	68,040	81,505	75,000	75,000	75,000
Nursing Accreditation	256,149	126,296	111,298	-	-
OCF CDL Student Awards	-	-	20,000	20,000	20,000
OCF EMS Mannequin	353	-	-	-	-
OCF Furniture	-	-	-	-	-
OCF Library	-	-	22,000	-	-
OCF STEM Education	-	431	277,926	234,421	234,421
OHA Behavioral Health	-	-	150,000	150,000	150,000
OHA Medical	-	-	100,000	100,000	100,000
OpenTextbook Workshop	4,854	12,019	24,342	24,342	24,342
OR Innovation Career Academy	-	50,767	15,572	-	-
OR Pathways to Industrial Research	-	16,603	41,845	41,978	41,978
Pathways to Opportunity	25,582	24,924	14,000	-	-
Program Improvement	12,435	10,898	11,127	13,196	13,196
Resource Navigator	21,200	140,917	85,000	85,000	85,000
Roundhouse FA	-	30,000	45,000	-	-
SB551 PT Medical Benefit	-	-	10,000	10,000	10,000
SBDC Cares	10,221	-	-	-	-
SBDC Federal	38,705	42,117	52,038	35,000	35,000



## Grants and Contracts: Resources

RESOURCES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
SBDC Ford Family Covid19	9,984	-	-	-	-
Seismic Rehabilitation WFA	71,687	-	-	-	-
Snap 50/50	97,333	182,097	125,045	125,000	125,000
SOWIB Adult Worker	-	109,724	250,000	250,000	250,000
SOWIB Dislocated Worker	-	15,948	100,000	100,000	100,000
SOWIB Mechatronics	-	98,719	-	-	-
SOWIB Nursing 2nd Year ETPL	-	192,039	150,000	150,000	150,000
Special Revenue Program	-	-	1,147,588	1,400,000	1,400,000
STEM Computer Science	-	3,158	241,498	21,000	21,000
STEM Hub Backbone	-	214,473	279,200	200,847	200,847
STEM Innovation	-	238,129	496,650	300,000	300,000
STEM Math	-	2,809	80,981	-	-
Step	27,835	15,993	-	-	-
Strong Start to Finish Math	-	10,000	-	-	-
Supplemental CARES Act	188,194	-	-	-	-
Teaching Skills that Matter	3,991	-	-	-	-
Title III	74,186	371,163	1,002,205	544,953	544,953
Torque Certification	86	86	-	-	-
Transfer Opportunity Program	303,773	310,774	324,677	347,034	347,034
Umpqua Cares 2020	11,589	-	-	-	-
Upward Bound Program	332,260	347,504	310,524	325,264	325,264
US EFT Intern	-	6,454	-	38,114	38,114
US Engineering Intern	11,988	32,395	63,545	-	-
US Forestry Intern	20,559	15,277	27,892	43,057	43,057
US Wildlife Intern	-	7,725	22,548	11,971	11,971
USDA General Recreation	8,952	-	-	-	-
VOCA	54,093	25,050	70,509	-	-
Walmart JRWA SNAP	7,931	803	-	-	-
Water Environment Federation	4,102	22,356	-	-	-
Whipple SAP	16,763	5,588	-	-	-
Work Based Integration Rural Ed	-	297,629	336,945	436,453	436,453
Workforce Ready FRO	-	-	342,409	326,776	326,776
Youth Development	24,786	133,647	-	-	-
<b>TOTAL RESOURCES</b>	<b>5,119,596</b>	<b>6,998,512</b>	<b>10,044,422</b>	<b>8,672,500</b>	<b>8,672,500</b>

## Grants and Contracts: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>ABS PROFESSIONAL DEVELOPMENT</b>					
Materials and Services	6,673	-	-	-	-
<b>Total Fund Requirements</b>	<b>6,673</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ACADEMIC LIBRARY COLLECTION</b>					
Materials and Services	4,000	-	-	-	-
<b>Total Fund Requirements</b>	<b>4,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ACCOUNTABILITY</b>					
Personnel Services	13,809	14,399	17,114	18,386	18,386
Materials and Services	4,648	907	1,700	2,500	2,500
<b>Total Fund Requirements</b>	<b>18,457</b>	<b>15,306</b>	<b>18,814</b>	<b>20,886</b>	<b>20,886</b>
<b>ADVANCED MEDICAL PARTNERSHIPS</b>					
Personnel Services	-	-	46,041	145,653	145,653
Materials and Services	-	-	5,154	18,965	18,965
<b>Total Fund Requirements</b>	<b>-</b>	<b>-</b>	<b>51,195</b>	<b>164,618</b>	<b>164,618</b>
<b>AI INCUBATOR</b>					
Personnel Services	-	26,718	8,716	-	-
Materials and Services	-	4,375	191	-	-
<b>Total Fund Requirements</b>	<b>-</b>	<b>31,093</b>	<b>8,907</b>	<b>-</b>	<b>-</b>
<b>AMERICAN RESCUE PLAN ACT</b>					
Materials and Services	1,023,551	181,741	-	-	-
<b>Total Fund Requirements</b>	<b>1,023,551</b>	<b>181,741</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>BURLINGTON ENGLISH ABSD</b>					
Materials and Services	-	-	2,520	-	-
<b>Total Fund Requirements</b>	<b>-</b>	<b>-</b>	<b>2,520</b>	<b>-</b>	<b>-</b>
<b>CAREER CONNECTED LEARNING</b>					
Materials and Services	31,298	130	-	-	-
Ending Fund Balance	3,755	3,625	-	-	-
<b>Total Fund Requirements</b>	<b>35,053</b>	<b>3,755</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Grants and Contracts: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>CAREER PATHWAYS</b>					
Personnel Services	25,938	29,660	96,562	83,957	83,957
Materials and Services	2,196	8,990	135,406	195,500	195,500
<b>Total Fund Requirements</b>	<b>28,134</b>	<b>38,650</b>	<b>231,968</b>	<b>279,457</b>	<b>279,457</b>
<b>CARL PERKINS</b>					
Personnel Services	8,174	7,765	-	-	-
Materials and Services	92,800	132,206	100,000	98,000	98,000
Capital Expenses	80,499	157,204	98,716	-	-
<b>Total Fund Requirements</b>	<b>181,473</b>	<b>297,176</b>	<b>198,716</b>	<b>98,000</b>	<b>98,000</b>
<b>CCL SYSTEMS NAVIGATOR</b>					
Personnel Services	-	64,272	88,522	-	-
Materials and Services	-	13,711	48,853	-	-
<b>Total Fund Requirements</b>	<b>-</b>	<b>77,983</b>	<b>137,375</b>	<b>-</b>	<b>-</b>
<b>CHIP BASIC NEEDS SUPPORT</b>					
Materials and Services	-	-	16,693	16,692	16,692
<b>Total Fund Requirements</b>	<b>-</b>	<b>-</b>	<b>16,693</b>	<b>16,692</b>	<b>16,692</b>
<b>CHIP GED</b>					
Materials and Services	-	-	9,680	9,680	9,680
<b>Total Fund Requirements</b>	<b>-</b>	<b>-</b>	<b>9,680</b>	<b>9,680</b>	<b>9,680</b>
<b>COMPREHENSIVE</b>					
Personnel Services	201,832	226,366	253,470	267,644	267,644
Materials and Services	52,424	33,876	33,983	17,163	17,163
<b>Total Fund Requirements</b>	<b>254,257</b>	<b>260,242</b>	<b>287,453</b>	<b>284,807</b>	<b>284,807</b>
<b>CORONAVIRUS RRSAA</b>					
Personnel Services	31,496	-	-	-	-
Materials and Services	251,774	151,786	-	-	-
Capital Expenses	-	24,181	-	-	-
<b>Total Fund Requirements</b>	<b>283,270</b>	<b>175,967</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Grants and Contracts: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>COVID STUDENT AID</b>					
Materials and Services	65,277	-	-	-	-
<b>Total Fund Requirements</b>	<b>65,277</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DC TRUCK DRIVING</b>					
Materials and Services	7,997	145,014	155,000	-	-
<b>Total Fund Requirements</b>	<b>7,997</b>	<b>145,014</b>	<b>155,000</b>	<b>-</b>	<b>-</b>
<b>DC TRUCK DRIVING - YARD CONSTRUCTION</b>					
Materials and Services	-	83,624	116,376	-	-
<b>Total Fund Requirements</b>	<b>-</b>	<b>83,624</b>	<b>116,376</b>	<b>-</b>	<b>-</b>
<b>DECLARATION OF COOPERATION</b>					
Materials and Services	16,955	5,778	-	-	-
Ending Fund Balance	17,043	11,266	-	-	-
<b>Total Fund Requirements</b>	<b>33,998</b>	<b>17,043</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DENTAL CLINIC</b>					
Materials and Services	-	7,739	-	-	-
Ending Fund Balance	5,000	7,261	-	-	-
<b>Total Fund Requirements</b>	<b>5,000</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DEVELOPMENTAL EDUCATION WORKGROUP</b>					
Materials and Services	-	5,663	-	-	-
Ending Fund Balance	5,663	-	-	-	-
<b>Total Fund Requirements</b>	<b>5,663</b>	<b>5,663</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EARLY LEARNING PROFESSIONAL DEVELOPMENT</b>					
Personnel Services	-	921	5,926	-	-
Materials and Services	20,189	79,400	107,554	117,144	117,144
<b>Total Fund Requirements</b>	<b>20,189</b>	<b>80,322</b>	<b>113,480</b>	<b>117,144</b>	<b>117,144</b>
<b>EDUCATIONAL CREDIT MANAGEMENT CORP</b>					
Materials and Services	1,358	931	-	-	-
Ending Fund Balance	931	-	-	-	-
<b>Total Fund Requirements</b>	<b>2,289</b>	<b>931</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Grants and Contracts: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>EDUCATIONAL TALENT SEARCH</b>					
Personnel Services	211,485	196,657	255,815	245,615	245,615
Materials and Services	83,137	92,341	145,733	101,422	101,422
<b>Total Fund Requirements</b>	<b>294,621</b>	<b>288,999</b>	<b>401,548</b>	<b>347,037</b>	<b>347,037</b>
<b>ESD WBL COORDINATOR</b>					
Personnel Services	-	-	95,000	50,447	50,447
Materials and Services	-	-	-	750	750
<b>Total Fund Requirements</b>	<b>-</b>	<b>-</b>	<b>95,000</b>	<b>51,197</b>	<b>51,197</b>
<b>FILMS ON DEMAND</b>					
Materials and Services	114,400	114,400	-	-	-
<b>Total Fund Requirements</b>	<b>114,400</b>	<b>114,400</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FIRST GENERATION STUDENT SUCCESS</b>					
Personnel Services	-	-	60,177	62,856	62,856
Materials and Services	-	-	109,858	109,982	109,982
<b>Total Fund Requirements</b>	<b>-</b>	<b>-</b>	<b>170,035</b>	<b>172,838</b>	<b>172,838</b>
<b>FORD FAMILY CAREER ACADEMY</b>					
Personnel Services	-	91,427	134,836	136,819	136,819
Materials and Services	-	21,481	76,397	34,420	34,420
<b>Total Fund Requirements</b>	<b>-</b>	<b>112,908</b>	<b>211,233</b>	<b>171,239</b>	<b>171,239</b>
<b>FORD FAMILY RURAL MEN</b>					
Personnel Services	-	39,092	35,889	24,047	24,047
Materials and Services	-	8,428	58,829	23,936	23,936
Capital Expenses	-	33,317	-	30,000	30,000
<b>Total Fund Requirements</b>	<b>-</b>	<b>80,838</b>	<b>94,718</b>	<b>77,983</b>	<b>77,983</b>
<b>FORD FAMILY SBDC CHILDCARE</b>					
Personnel Services	19,690	23,337	-	-	-
Materials and Services	2,159	1,681	-	-	-
<b>Total Fund Requirements</b>	<b>21,848</b>	<b>25,018</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FORD FAMILY SMALL BUSINESS MANAGEMENT</b>					
Materials and Services	-	-	5,000	-	-
<b>Total Fund Requirements</b>	<b>-</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>-</b>

## Grants and Contracts: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>FORD FAMILY STUDENT MEALS</b>					
Materials and Services	-	-	5,000	-	-
<b>Total Fund Requirements</b>	-	-	5,000	-	-
<b>FORESTRY</b>					
Materials and Services	920	769	16,000	14,000	14,000
Ending Fund Balance	17,378	16,609	-	-	-
<b>Total Fund Requirements</b>	18,298	17,378	16,000	14,000	14,000
<b>FUTURE READY CREDIT FOR PRIOR LEARNING</b>					
Materials and Services	-	264,201	-	-	-
<b>Total Fund Requirements</b>	-	264,201	-	-	-
<b>FUTURE READY OREGON</b>					
Personnel Services	-	52,451	-	-	-
Materials and Services	-	287,859	-	-	-
Capital Expenses	-	270,509	-	-	-
<b>Total Fund Requirements</b>	-	610,820	-	-	-
<b>GEAR UP</b>					
Personnel Services	4,335	-	-	-	-
Materials and Services	14,844	-	-	-	-
<b>Total Fund Requirements</b>	19,179	-	-	-	-
<b>GED WRAPAROUND</b>					
Materials and Services	-	62,040	-	-	-
<b>Total Fund Requirements</b>	-	62,040	-	-	-
<b>GEER DISTANCE LEARNING</b>					
Personnel Services	58,942	-	-	-	-
Materials and Services	30,963	-	-	-	-
<b>Total Fund Requirements</b>	89,905	-	-	-	-
<b>GYO EDUCATION</b>					
Personnel Services	-	-	92,559	95,348	95,348
Materials and Services	-	-	154,502	202,523	202,523
<b>Total Fund Requirements</b>	-	-	247,061	297,871	297,871

## Grants and Contracts: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>INCLUSIVE CAREER ADVANCEMENT PROGRAM</b>					
Personnel Services	-	1,122	-	70,323	70,323
Materials and Services	637	1,097	-	53,273	53,273
<b>Total Fund Requirements</b>	637	2,219	-	123,596	123,596
<b>JOB CORPS</b>					
Personnel Services	183,800	187,124	377,379	392,565	392,565
Materials and Services	110,574	142,202	34,190	33,710	33,710
<b>Total Fund Requirements</b>	294,374	329,326	411,569	426,275	426,275
<b>JOBS</b>					
Personnel Services	464,914	375,773	508,769	541,939	541,939
Materials and Services	69,188	64,664	102,950	46,835	46,835
Ending Fund Balance	25,953	22,103	-	-	-
<b>Total Fund Requirements</b>	560,054	462,540	611,719	588,774	588,774
<b>LENDING LIBRARY</b>					
Materials and Services	3,124	13	-	-	-
Ending Fund Balance	13	-	-	-	-
<b>Total Fund Requirements</b>	3,137	13	-	-	-
<b>LIBERAL ARTS TRANSFER FUND</b>					
Materials and Services	-	-	-	1,000	1,000
Ending Fund Balance	1,000	1,000	-	-	-
<b>Total Fund Requirements</b>	1,000	1,000	-	1,000	1,000
<b>LIBRARY ARP</b>					
Materials and Services	14,245	1,265	-	-	-
<b>Total Fund Requirements</b>	14,245	1,265	-	-	-
<b>LIBRARY WORKFORCE DEV PARTNERSHIP</b>					
Materials and Services	4,984	16	-	-	-
<b>Total Fund Requirements</b>	4,984	16	-	-	-
<b>LOTTERY GRANT</b>					
Personnel Services	37,971	56,311	56,602	66,533	66,533
Materials and Services	30,525	25,194	18,398	8,467	8,467
Ending Fund Balance	(455)	-	-	-	-
<b>Total Fund Requirements</b>	68,040	81,505	75,000	75,000	75,000

## Grants and Contracts: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>NURSING ACCREDITATION</b>					
Personnel Services	102,712	96,377	101,381	-	-
Materials and Services	27,141	18,670	9,917	-	-
Ending Fund Balance	126,296	11,249	-	-	-
<b>Total Fund Requirements</b>	<b>256,149</b>	<b>126,296</b>	<b>111,298</b>	<b>-</b>	<b>-</b>
<b>OCF CDL STUDENT AWARDS</b>					
Materials and Services	-	-	20,000	20,000	20,000
<b>Total Fund Requirements</b>	<b>-</b>	<b>-</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>OCF EMS MANNEQUIN</b>					
Capital Expenses	353	-	-	-	-
<b>Total Fund Requirements</b>	<b>353</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OCF LIBRARY</b>					
Materials and Services	-	-	22,000	-	-
<b>Total Fund Requirements</b>	<b>-</b>	<b>-</b>	<b>22,000</b>	<b>-</b>	<b>-</b>
<b>OCF STEM EDUCATION</b>					
Personnel Services	-	-	-	12,686	12,686
Materials and Services	-	431	277,926	221,735	221,735
<b>Total Fund Requirements</b>	<b>-</b>	<b>431</b>	<b>277,926</b>	<b>234,421</b>	<b>234,421</b>
<b>OHA BEHAVIORAL HEALTH</b>					
Materials and Services	-	-	150,000	150,000	150,000
<b>Total Fund Requirements</b>	<b>-</b>	<b>-</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>OHA MEDICAL</b>					
Materials and Services	-	-	100,000	100,000	100,000
<b>Total Fund Requirements</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>OPEN TEXTBOOK WORKSHOP</b>					
Personnel Services	4,854	12,019	24,342	24,342	24,342
<b>Total Fund Requirements</b>	<b>4,854</b>	<b>12,019</b>	<b>24,342</b>	<b>24,342</b>	<b>24,342</b>
<b>OR INNOVATION CAREER ACADEMY</b>					
Personnel Services	-	15,524	5,572	-	-
Materials and Services	-	35,243	10,000	-	-
<b>Total Fund Requirements</b>	<b>-</b>	<b>50,767</b>	<b>15,572</b>	<b>-</b>	<b>-</b>



## Grants and Contracts: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>OR PATHWAYS TO INDUSTRIAL RESEARCH</b>					
Personnel Services	-	6,519	6,746	6,879	6,879
Materials and Services	-	10,084	35,099	35,099	35,099
<b>Total Fund Requirements</b>	-	16,603	41,845	41,978	41,978
<b>PATHWAYS TO OPPORTUNITY</b>					
Personnel Services	7,104	22,241	11,767	-	-
Materials and Services	7,554	2,683	2,233	-	-
Ending Fund Balance	10,924	-	-	-	-
<b>Total Fund Requirements</b>	25,582	24,924	14,000	-	-
<b>PROGRAM IMPROVEMENT</b>					
Personnel Services	3,825	8,627	4,852	10,796	10,796
Materials and Services	8,610	2,271	6,275	2,400	2,400
<b>Total Fund Requirements</b>	12,435	10,898	11,127	13,196	13,196
<b>RESOURCE NAVIGATOR</b>					
Personnel Services	14,452	58,482	66,664	70,323	70,323
Materials and Services	6,748	82,435	18,336	14,677	14,677
<b>Total Fund Requirements</b>	21,200	140,917	85,000	85,000	85,000
<b>ROUNDHOUSE FA</b>					
Materials and Services	-	30,000	45,000	-	-
<b>Total Fund Requirements</b>	-	30,000	45,000	-	-
<b>SB551 PT MEDICAL BENEFIT</b>					
Personnel Services	-	-	10,000	10,000	10,000
<b>Total Fund Requirements</b>	-	-	10,000	10,000	10,000
<b>SBDC CARES</b>					
Personnel Services	10,221	-	-	-	-
<b>Total Fund Requirements</b>	10,221	-	-	-	-
<b>SBDC FEDERAL</b>					
Personnel Services	38,705	42,117	45,738	35,000	35,000
Materials and Services	-	-	6,300	-	-
<b>Total Fund Requirements</b>	38,705	42,117	52,038	35,000	35,000

## Grants and Contracts: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>SBDC FORD FAMILY COVID19</b>					
Materials and Services	9,984	-	-	-	-
<b>Total Fund Requirements</b>	<b>9,984</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SEISMIC REHABILITATION WFA</b>					
Materials and Services	71,687	-	-	-	-
<b>Total Fund Requirements</b>	<b>71,687</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SNAP 50/50</b>					
Personnel Services	4,064	34,152	45,545	34,337	34,337
Materials and Services	8,963	72,495	79,500	90,663	90,663
Ending Fund Balance	84,306	75,450	-	-	-
<b>Total Fund Requirements</b>	<b>97,333</b>	<b>182,097</b>	<b>125,045</b>	<b>125,000</b>	<b>125,000</b>
<b>SOWIB ADULT WORKER</b>					
Personnel Services	-	-	27,545	29,571	29,571
Materials and Services	-	109,724	222,455	220,429	220,429
<b>Total Fund Requirements</b>	<b>-</b>	<b>109,724</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>
<b>SOWIB DISLOCATED WORKER</b>					
Personnel Services	-	-	21,865	44,357	44,357
Materials and Services	-	15,948	78,135	55,643	55,643
<b>Total Fund Requirements</b>	<b>-</b>	<b>15,948</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>SOWIB MECHATRONICS</b>					
Personnel Services	-	89,745	-	-	-
Materials and Services	-	8,974	-	-	-
<b>Total Fund Requirements</b>	<b>-</b>	<b>98,719</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SOWIB NURSING 2ND YEAR ETPL</b>					
Personnel Services	-	1,809	10,000	-	-
Materials and Services	-	190,230	140,000	150,000	150,000
<b>Total Fund Requirements</b>	<b>-</b>	<b>192,039</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>SPECIAL REVENUE (Community Services)</b>					
Materials and Services	-	-	63,086	100,000	100,000
<b>Total Fund Requirements</b>	<b>-</b>	<b>-</b>	<b>63,086</b>	<b>100,000</b>	<b>100,000</b>

## Grants and Contracts: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>SPECIAL REVENUE (Financial Aid)</b>					
Materials and Services	-	-	50,000	50,000	50,000
<b>Total Fund Requirements</b>	-	-	50,000	50,000	50,000
<b>SPECIAL REVENUE (Instruction)</b>					
Materials and Services	-	-	279,035	350,000	350,000
<b>Total Fund Requirements</b>	-	-	279,035	350,000	350,000
<b>SPECIAL REVENUE (Instruction Support)</b>					
Materials and Services	-	-	362,048	350,000	350,000
<b>Total Fund Requirements</b>	-	-	362,048	350,000	350,000
<b>SPECIAL REVENUE (Support Serv)</b>					
Materials and Services	-	-	273,000	200,000	200,000
<b>Total Fund Requirements</b>	-	-	273,000	200,000	200,000
<b>SPECIAL REVENUE (Student Serv)</b>					
Materials and Services	-	-	120,418	350,000	350,000
<b>Total Fund Requirements</b>	-	-	120,418	350,000	350,000
<b>STEM COMPUTER SCIENCE</b>					
Materials and Services	-	3,158	241,498	21,000	21,000
<b>Total Fund Requirements</b>	-	3,158	241,498	21,000	21,000
<b>STEM HUB BACKBONE</b>					
Personnel Services	-	55,039	179,699	184,472	184,472
Materials and Services	-	159,434	99,501	16,375	16,375
<b>Total Fund Requirements</b>	-	214,473	279,200	200,847	200,847
<b>STEM INNOVATION</b>					
Personnel Services	-	9,141	106,940	50,447	50,447
Materials and Services	-	181,949	336,265	249,553	249,553
Capital Expenses	-	47,039	53,444	-	-
<b>Total Fund Requirements</b>	-	238,129	496,650	300,000	300,000
<b>STEM MATH</b>					
Materials and Services	-	2,809	80,981	-	-
<b>Total Fund Requirements</b>	-	2,809	80,981	-	-

## Grants and Contracts: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>STEP</b>					
Materials and Services	27,835	15,993	-	-	-
<b>Total Fund Requirements</b>	<b>27,835</b>	<b>15,993</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>STRONG START TO FINISH MATH</b>					
Personnel Services	-	10,000	-	-	-
<b>Total Fund Requirements</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUPPLEMENTAL CARES ACT</b>					
Materials and Services	188,194	-	-	-	-
<b>Total Fund Requirements</b>	<b>188,194</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TEACHING SKILLS THAT MATTER</b>					
Personnel Services	3,991	-	-	-	-
<b>Total Fund Requirements</b>	<b>3,991</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TITLE III</b>					
Personnel Services	57,996	251,780	331,555	283,085	283,085
Materials and Services	16,190	103,414	670,650	231,868	231,868
Capital Expenses	-	15,969	-	30,000	30,000
<b>Total Fund Requirements</b>	<b>74,186</b>	<b>371,163</b>	<b>1,002,205</b>	<b>544,953</b>	<b>544,953</b>
<b>TORQUE CERTIFICATION</b>					
Materials and Services	-	86	-	-	-
Ending Fund Balance	86	-	-	-	-
<b>Total Fund Requirements</b>	<b>86</b>	<b>86</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TRANSFER OPPORTUNITY PROGRAM</b>					
Personnel Services	237,808	239,058	271,282	296,634	296,634
Materials and Services	65,965	71,716	53,395	50,400	50,400
<b>Total Fund Requirements</b>	<b>303,773</b>	<b>310,774</b>	<b>324,677</b>	<b>347,034</b>	<b>347,034</b>
<b>UMPQUA CARES 2020</b>					
Materials and Services	11,589	-	-	-	-
<b>Total Fund Requirements</b>	<b>11,589</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Grants and Contracts: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>UPWARD BOUND PROGRAM</b>					
Personnel Services	208,788	217,470	210,260	250,008	250,008
Materials and Services	123,472	130,034	100,264	75,256	75,256
<b>Total Fund Requirements</b>	<b>332,260</b>	<b>347,504</b>	<b>310,524</b>	<b>325,264</b>	<b>325,264</b>
<b>US EFT INTERN</b>					
Personnel Services	-	5,390	-	21,565	21,565
Materials and Services	-	1,064	-	16,549	16,549
<b>Total Fund Requirements</b>	<b>-</b>	<b>6,454</b>	<b>-</b>	<b>38,114</b>	<b>38,114</b>
<b>US ENGINEERING INTERN</b>					
Personnel Services	11,912	32,395	54,780	-	-
Materials and Services	76	-	8,765	-	-
<b>Total Fund Requirements</b>	<b>11,988</b>	<b>32,395</b>	<b>63,545</b>	<b>-</b>	<b>-</b>
<b>US FORESTRY INTERN</b>					
Personnel Services	17,276	14,786	24,045	34,985	34,985
Materials and Services	3,282	491	3,847	8,072	8,072
<b>Total Fund Requirements</b>	<b>20,559</b>	<b>15,277</b>	<b>27,892</b>	<b>43,057</b>	<b>43,057</b>
<b>US WILDLIFE INTERN</b>					
Personnel Services	-	6,492	18,548	9,255	9,255
Materials and Services	-	1,233	4,000	2,716	2,716
<b>Total Fund Requirements</b>	<b>-</b>	<b>7,725</b>	<b>22,548</b>	<b>11,971</b>	<b>11,971</b>
<b>USDA GENERAL RECREATION</b>					
Personnel Services	7,523	-	-	-	-
Materials and Services	1,429	-	-	-	-
<b>Total Fund Requirements</b>	<b>8,952</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>VOCA</b>					
Materials and Services	54,093	25,050	70,509	-	-
<b>Total Fund Requirements</b>	<b>54,093</b>	<b>25,050</b>	<b>70,509</b>	<b>-</b>	<b>-</b>

## Grants and Contracts: Requirements

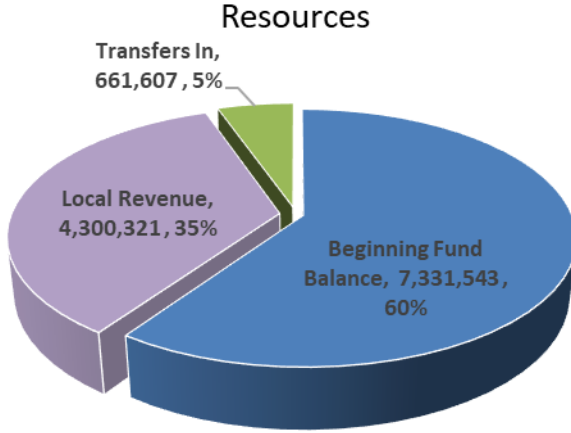
	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>WALMART JRWA SNAP</b>					
Materials and Services	7,128	726	-	-	-
Ending Fund Balance	803	77	-	-	-
<b>Total Fund Requirements</b>	<b>7,931</b>	<b>803</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>WATER ENVIRONMENT FEDERATION</b>					
Personnel Services	4,102	15,954	-	-	-
Materials and Services	-	6,403	-	-	-
<b>Total Fund Requirements</b>	<b>4,102</b>	<b>22,356</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>WHIPPLE SAP</b>					
Materials and Services	16,763	5,588	-	-	-
<b>Total Fund Requirements</b>	<b>16,763</b>	<b>5,588</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>WORK BASED INTEGRATION RURAL ED</b>					
Personnel Services	-	103,853	222,555	258,695	258,695
Materials and Services	-	193,776	114,390	177,758	177,758
<b>Total Fund Requirements</b>	<b>-</b>	<b>297,629</b>	<b>336,945</b>	<b>436,453</b>	<b>436,453</b>
<b>WORKFORCE READY FRO</b>					
Personnel Services	-	-	64,985	128,830	128,830
Materials and Services	-	-	277,424	197,946	197,946
<b>Total Fund Requirements</b>	<b>-</b>	<b>-</b>	<b>342,409</b>	<b>326,776</b>	<b>326,776</b>
<b>YOUTH DEVELOPMENT</b>					
Personnel Services	2,998	46,600	-	-	-
Materials and Services	21,788	87,048	-	-	-
<b>Total Fund Requirements</b>	<b>24,786</b>	<b>133,647</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL REQUIREMENTS</b>	<b>5,119,596</b>	<b>6,998,512</b>	<b>10,044,422</b>	<b>8,672,500</b>	<b>8,672,500</b>

## Special Revenue Fund: Administratively Restricted Summary of Resources and Requirements

The **Administratively Restricted fund** is expected to increase as the college anticipates funding received at the end of FY24 that will carry over to FY25 Beginning Fund Balance. The budgets within this fund support technology and software contracts, supplies and consumables for academic programs and athletic expenses. The fund budgets transfers in from the General fund for much needed strategic investments and technology infrastructure.

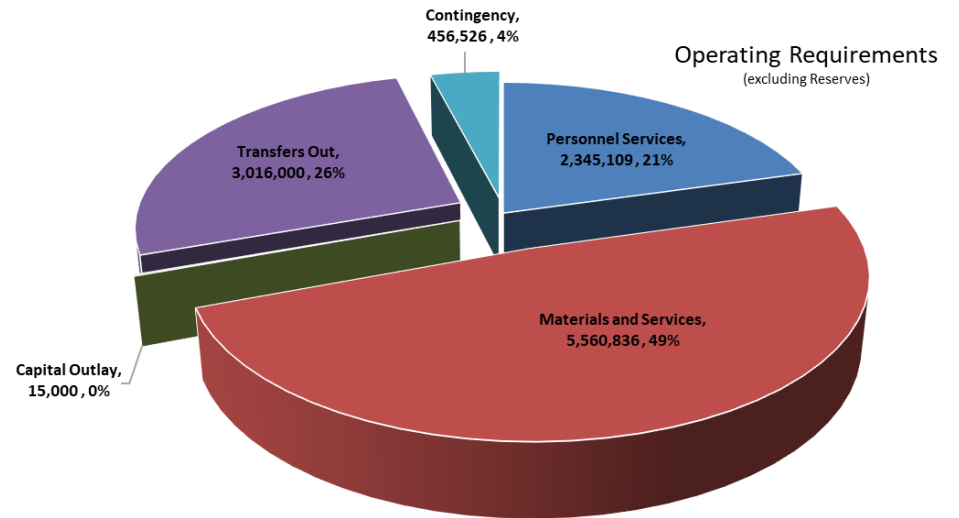
RESOURCES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
Beginning Fund Balance	2,546,440	7,049,105	3,669,996	7,331,543	7,331,543
Local Revenue	25,012,972	3,912,043	4,234,847	4,300,321	4,300,321
Transfers In	809,148	788,144	858,523	661,607	661,607
<b>TOTAL RESOURCES</b>	<b>28,368,560</b>	<b>11,749,292</b>	<b>8,763,366</b>	<b>12,293,471</b>	<b>12,293,471</b>
<b>REQUIREMENTS</b>					
Personnel Services	1,551,853	1,798,332	2,154,836	2,345,109	2,345,109
Materials and Services	19,659,621	2,425,626	4,290,532	5,560,836	5,560,836
Capital Outlay	30,701	306,741	182,678	15,000	15,000
Transfers Out	77,280	76,625	186,000	3,016,000	3,016,000
Contingency	-	-	299,320	456,526	456,526
Sub-Total	21,319,455	4,607,323	7,113,366	11,393,471	11,393,471
Reserves	-	-	1,650,000	900,000	900,000
Ending Fund Balance	7,049,105	7,141,969	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>28,368,560</b>	<b>11,749,292</b>	<b>8,763,366</b>	<b>12,293,471</b>	<b>12,293,471</b>

## Special Revenue Fund: Administratively Restricted Resources and Requirements



Beginning Fund Balance is estimated at 60% of resources for the 2024-25 fiscal year as we anticipate revenue being received at the end of fiscal year 2023-24 as well as the carryover of reserved amounts in Management Information Systems (Information Technology) and Strategic Fund.

Materials & Services is 49% of the budgeted requirements and includes credit and non-credit instructional supplies, consumables, and equipment, athletic gear and travel, as well as strategic investment and technology expenses. Transfers Out includes a large transfer of anticipated funding to Capital Projects and Student Activity Fee to Student Clubs Fund.





**Special Revenue Fund: Administratively Restricted  
Summary by Use**

<b>Account</b>	<b>Instruction</b>	<b>Instructional Support</b>	<b>Community Services</b>	<b>Student Services</b>	<b>College Support Services</b>	<b>Transfers</b>	<b>Contingency</b>	<b>Reserves</b>	<b>TOTAL</b>
PERSONNEL SERVICES	1,388,111	407,961	74,168	158,777	316,092	-	-	-	2,345,109
MATERIALS & SERVICES	1,773,006	623,031	73,332	793,933	2,297,534	-	-	-	5,560,836
CAPITAL EXPENDITURES	15,000	-	-	-	-	-	-	-	15,000
TRANSFERS OUT	-	-	-	-	-	3,016,000	-	-	3,016,000
CONTINGENCY	-	-	-	-	-	-	456,526	-	456,526
RESERVES	-	-	-	-	-	-	-	900,000	900,000
<b>TOTAL</b>	<b>3,176,117</b>	<b>1,030,992</b>	<b>147,500</b>	<b>952,710</b>	<b>2,613,626</b>	<b>3,016,000</b>	<b>456,526</b>	<b>900,000</b>	<b>12,293,471</b>
FTE	16.0	5.5	3.6	2.8	1.8	-	-	-	29.6

## Administratively Restricted: Resources

RESOURCES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
Adult Basic Skills	29,186	19,248	7,120	7,120	7,120
Apprenticeship Fees	50,990	20,542	22,500	6,375	6,375
Apprenticeship Coordinator	163,309	168,409	175,000	151,996	151,996
Art Fees	10,627	12,552	11,500	11,500	11,500
Athletic Concessions	164,601	205,824	169,000	169,000	169,000
Athletic Vending Machines	969	2,014	-	-	-
Automotive	10,127	12,004	21,500	34,000	34,000
Baseball Fees	54,421	75,174	74,700	104,700	104,700
Business Education	7,433	7,433	7,433	5,986	5,986
Business and Workforce Dev	34,349	29,175	-	-	-
CEP Marketing	-	71,000	71,000	45,140	45,140
Civil Engineering	15,006	13,453	12,500	12,500	12,500
Community Ed	247,996	318,124	210,000	310,000	310,000
Community Ed Conferences	83,541	94,419	108,000	83,000	83,000
Computer Information Systems	34,979	45,059	43,500	50,000	50,000
Conference on Aging	2,602	316	-	-	-
Construction 09	273,052	-	-	-	-
CPR Program	99,280	97,718	75,000	80,000	80,000
Criminal Justice	6,268	6,268	5,742	6,268	6,268
Cross Country	217	81	1,100	1,100	1,100
Dental Assistant	69,629	64,732	87,000	43,600	43,600
Distance Ed	331,801	387,711	350,000	405,000	405,000
Driver's Ed	89,655	61,713	90,000	85,000	85,000
E-Sports	2,216	3,351	5,500	5,500	5,500
EMT	156,659	172,180	170,367	115,000	115,000
Engineering	6,003	7,914	9,500	9,000	9,000
English Theater	-	-	9,250	9,250	9,250
Facility Equipment	-	254,377	40,737	33,500	33,500
Faculty Staff Development	166,805	192,676	225,455	248,001	248,001
Fire Science Fees	35,351	38,602	37,000	30,000	30,000
Fitness Center (Hawk's Nest)	2,901	2,367	5,500	4,000	4,000
Flegel Center	255,731	177,436	20,000	-	-
Forestry	7,479	22,047	8,600	59,000	59,000
Foundation Funded Emp	175,390	246,222	279,499	226,102	226,102

## Administratively Restricted: Resources

RESOURCES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
Health & Human Performance	14,870	14,743	15,000	15,000	15,000
Housing	201,610	382,570	150,000	-	-
Instructional Support	2,242	3,653	3,653	-	-
Library Book Sales	21,614	20,613	17,145	6,000	6,000
Management Information System	688,772	1,021,555	1,400,000	1,575,000	1,575,000
Mechatronics	-	-	4,680	4,680	4,680
Medical Assistant Fees	-	-	21,000	21,000	21,000
Men's Basketball Camp	29,919	33,656	20,500	14,500	14,500
Men's Wrestling	17,161	21,944	20,000	20,000	20,000
Music Lessons	8,995	18,159	18,257	18,257	18,257
Music - Vocal & Instrumental	29,391	46,470	27,000	65,000	65,000
Non Credit Online Registration	26,681	32,095	20,400	28,000	28,000
Nursing Fees	243,476	254,542	316,100	258,200	258,200
Nursing Instructional Fee	338,897	306,763	297,864	366,500	366,500
Obstacle Course Racing	2,357	280	3,000	3,000	3,000
OR Student Leadership Act & PD	16,541	16,325	-	-	-
Paralegal Online Fees	13,014	13,014	13,014	10,000	10,000
Parking Fees	14,856	14,856	14,831	14,856	14,856
PERS Pension Obligation Bond	17,805,000	-	-	-	-
Phlebotomy Fees	-	-	20,100	45,000	45,000
Pool Operations	144,002	151,206	97,500	97,500	97,500
Recruitment & Retention	8,928	8,928	6,500	4,819	4,819
Retail Management	150,665	141,775	162,673	154,000	154,000
SAIF	63,982	68,856	70,000	85,380	85,380
SBDC Program	190,195	201,647	217,000	190,000	190,000
Science Fees	81,488	79,189	81,000	88,000	88,000
Softball	-	-	-	9,200	9,200
Small Business CCD	-	1,755	2,600	-	-
Staff Development	166,134	212,345	238,075	278,606	278,606
Strategic Fund	3,798,482	4,044,079	883,000	4,345,042	4,345,042
Student Activity Fee	174,403	183,497	149,000	160,000	160,000
Student Activity Fee Mainstream	14,435	18,025	21,500	10,000	10,000
Student Life	96,235	84,994	82,393	95,952	95,952
Student Newspaper	8,839	8,564	6,800	1,800	1,800

## Administratively Restricted: Resources

RESOURCES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
Student Success Initiatives	64,604	43,154	43,154	43,154	43,154
Student Success Fee (SD)	77,596	76,430	80,000	68,000	68,000
Student Success Fee	239,954	247,318	285,000	245,000	245,000
Student Technology Fees	292,109	292,094	291,000	220,000	220,000
Tech Fee TITLE II	5,697	6,402	-		
Theater Arts	5,281	15,148	2,500	15,250	15,250
Track & Field Fees	23,239	14,849	12,000	12,000	12,000
Truck Driving	302,795	402,042	425,296	456,000	456,000
Umpqua Transit Bus Passes	4,100	3,800	25,000	25,000	25,000
Veteran's Program	8,528	9,449	7,785	7,785	7,785
Viticulture and Enology	7,852	7,852	7,852	7,852	7,852
Volleyball Camp	19,420	65,364	41,000	46,000	46,000
Volleyball Fees	12,676	5,155	-		
Welding	62,295	53,686	80,560	55,000	55,000
Wildland Firefighting	100,556	100,220	93,000	95,000	95,000
Women's Basketball Camp	91,284	104,661	71,000	71,000	71,000
Women's Soccer	9,801	4,864	7,500	7,500	7,500
Women's Wrestling	79,014	60,563	32,000	32,000	32,000
Auxilliary Revenue Program	-	-	504,132	550,000	550,000
<b>TOTAL RESOURCES</b>	<b>28,368,560</b>	<b>11,749,292</b>	<b>8,763,366</b>	<b>12,293,471</b>	<b>12,293,471</b>

## Administratively Restricted: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>ADULT BASIC SKILLS</b>					
Personnel Services	-	863	-	-	-
Materials and Services	3,826	7,496	7,120	7,120	7,120
Capital Outlay	14,569	-	-	-	-
Ending Fund Balance	10,791	10,890	-	-	-
<b>Total Fund Requirements</b>	<b>29,186</b>	<b>19,248</b>	<b>7,120</b>	<b>7,120</b>	<b>7,120</b>
<b>APPRENTICESHIP FEES</b>					
Personnel Services	-	2,171	-	-	-
Materials and Services	34,323	11,751	22,500	6,375	6,375
Ending Fund Balance	16,667	6,621	-	-	-
<b>Total Fund Requirements</b>	<b>50,990</b>	<b>20,542</b>	<b>22,500</b>	<b>6,375</b>	<b>6,375</b>
<b>APPRENTICESHIP COORDINATOR</b>					
Personnel Services	61,902	70,390	88,264	99,226	99,226
Materials and Services	6,203	11,064	23,000	11,300	11,300
Capital Outlay	-	-	30,000	-	-
Contingency	-	-	33,736	41,470	41,470
Ending Fund Balance	95,204	86,955	-	-	-
<b>Total Fund Requirements</b>	<b>163,309</b>	<b>168,409</b>	<b>175,000</b>	<b>151,996</b>	<b>151,996</b>
<b>ART FEES</b>					
Personnel Services	38	-	-	-	-
Materials and Services	7,822	12,198	11,500	11,500	11,500
Ending Fund Balance	2,767	354	-	-	-
<b>Total Fund Requirements</b>	<b>10,627</b>	<b>12,552</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>
<b>ATHLETIC CONCESSIONS</b>					
Personnel Services	16,228	13,627	16,200	16,200	16,200
Materials and Services	43,743	127,749	152,800	152,800	152,800
Ending Fund Balance	104,629	64,449	-	-	-
<b>Total Fund Requirements</b>	<b>164,601</b>	<b>205,824</b>	<b>169,000</b>	<b>169,000</b>	<b>169,000</b>
<b>ATHLETIC VENDING MACHINES</b>					
Ending Fund Balance	969	2,014	-	-	-
<b>Total Fund Requirements</b>	<b>969</b>	<b>2,014</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Administratively Restricted: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>AUTOMOTIVE</b>					
Materials and Services	2,069	3,203	21,500	19,000	19,000
Capital Outlay	5,000	-	-	15,000	15,000
Ending Fund Balance	3,059	8,802	-	-	-
<b>Total Fund Requirements</b>	10,128	12,004	21,500	34,000	34,000
<b>BASEBALL FEES</b>					
Materials and Services	15,325	12,298	74,700	104,700	104,700
Ending Fund Balance	39,096	62,876	-	-	-
<b>Total Fund Requirements</b>	54,421	75,174	74,700	104,700	104,700
<b>BUSINESS EDUCATION</b>					
Materials and Services	-	-	7,433	5,986	5,986
Ending Fund Balance	7,433	7,433	-	-	-
<b>Total Fund Requirements</b>	7,433	7,433	7,433	5,986	5,986
<b>BUSINESS &amp; WORKFORCE DEV</b>					
Personnel Services	6,205	33,440	-	-	-
Materials and Services	267	947	-	-	-
Ending Fund Balance	27,878	(5,212)	-	-	-
<b>Total Fund Requirements</b>	34,349	29,175	-	-	-
<b>CEP MARKETING</b>					
Materials and Services	-	62,861	71,000	45,140	45,140
Ending Fund Balance	-	8,139	-	-	-
<b>Total Fund Requirements</b>	-	71,000	71,000	45,140	45,140
<b>CIVIL ENGINEERING</b>					
Personnel Services	722	502	7,876	5,442	5,442
Materials and Services	831	305	4,624	7,058	7,058
Ending Fund Balance	13,453	12,646	-	-	-
<b>Total Fund Requirements</b>	15,006	13,453	12,500	12,500	12,500

## Administratively Restricted: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>COMMUNITY ED</b>					
Personnel Services	168,372	155,818	141,153	139,014	139,014
Materials and Services	57,624	85,649	68,847	170,986	170,986
Ending Fund Balance	22,000	76,657	-	-	-
<b>Total Fund Requirements</b>	<b>247,996</b>	<b>318,124</b>	<b>210,000</b>	<b>310,000</b>	<b>310,000</b>
<b>COMMUNITY ED CONFERENCES</b>					
Personnel Services	7,056	15,635	25,107	22,745	22,745
Materials and Services	55,135	66,844	82,893	60,255	60,255
Ending Fund Balance	21,350	11,940	-	-	-
<b>Total Fund Requirements</b>	<b>83,541</b>	<b>94,419</b>	<b>108,000</b>	<b>83,000</b>	<b>83,000</b>
<b>COMPUTER INFORMATION SYSTEMS</b>					
Materials and Services	608	4,417	43,500	50,000	50,000
Ending Fund Balance	34,371	40,642	-	-	-
<b>Total Fund Requirements</b>	<b>34,979</b>	<b>45,059</b>	<b>43,500</b>	<b>50,000</b>	<b>50,000</b>
<b>CONFERENCE ON AGING</b>					
Personnel Services	2,285	-	-	-	-
Materials and Services	1	0	-	-	-
Ending Fund Balance	316	316	-	-	-
<b>Total Fund Requirements</b>	<b>2,602</b>	<b>316</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CONSTRUCTION 09</b>					
Materials and Services	23,090	-	-	-	-
Ending Fund Balance	249,962	-	-	-	-
<b>Total Fund Requirements</b>	<b>273,052</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CPR PROGRAM</b>					
Personnel Services	42,234	41,909	49,040	51,797	51,797
Materials and Services	34,014	52,475	25,960	28,203	28,203
Ending Fund Balance	23,033	3,334	-	-	-
<b>Total Fund Requirements</b>	<b>99,280</b>	<b>97,718</b>	<b>75,000</b>	<b>80,000</b>	<b>80,000</b>

## Administratively Restricted: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>CRIMINAL JUSTICE</b>					
Materials and Services	-	-	5,742	6,268	6,268
Ending Fund Balance	6,268	6,268	-	-	-
<b>Total Fund Requirements</b>	6,268	6,268	5,742	6,268	6,268
<b>CROSS COUNTRY</b>					
Materials and Services	176	34	1,100	1,100	1,100
Ending Fund Balance	41	47	-	-	-
<b>Total Fund Requirements</b>	217	81	1,100	1,100	1,100
<b>DENTAL ASSISTANT</b>					
Personnel Services	214	-	-	-	-
Materials and Services	27,082	24,852	67,000	43,600	43,600
Contingency	-	-	20,000	-	-
Ending Fund Balance	42,332	39,880	-	-	-
<b>Total Fund Requirements</b>	69,629	64,732	87,000	43,600	43,600
<b>DISTANCE ED</b>					
Personnel Services	177,148	241,161	245,924	251,597	251,597
Materials and Services	9,931	5,199	104,076	53,403	53,403
Contingency	-	-	-	100,000	100,000
Ending Fund Balance	144,722	141,352	-	-	-
<b>Total Fund Requirements</b>	331,801	387,711	350,000	405,000	405,000
<b>DRIVER'S ED</b>					
Personnel Services	61,634	51,564	68,701	70,740	70,740
Materials and Services	11,113	7,027	21,299	14,260	14,260
Ending Fund Balance	16,909	3,122	-	-	-
<b>Total Fund Requirements</b>	89,655	61,713	90,000	85,000	85,000
<b>E-SPORTS</b>					
Materials and Services	56	21	5,500	5,500	5,500
Ending Fund Balance	2,160	3,329	-	-	-
<b>Total Fund Requirements</b>	2,216	3,351	5,500	5,500	5,500



## Administratively Restricted: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>EMT</b>					
Personnel Services	9,589	23,283	26,056	29,210	29,210
Materials and Services	44,178	75,513	73,000	85,790	85,790
Capital Outlay	11,132	14,413	30,000	-	-
Contingency	-	-	41,311	-	-
Ending Fund Balance	91,760	58,972	-	-	-
<b>Total Fund Requirements</b>	<b>156,659</b>	<b>172,180</b>	<b>170,367</b>	<b>115,000</b>	<b>115,000</b>
<b>ENGINEERING</b>					
Materials and Services	2,597	2,977	9,500	9,000	9,000
Ending Fund Balance	3,406	4,937	-	-	-
<b>Total Fund Requirements</b>	<b>6,003</b>	<b>7,914</b>	<b>9,500</b>	<b>9,000</b>	<b>9,000</b>
<b>ENGLISH THEATER</b>					
Materials and Services	-	-	9,250	9,250	9,250
<b>Total Fund Requirements</b>	<b>-</b>	<b>-</b>	<b>9,250</b>	<b>9,250</b>	<b>9,250</b>
<b>FACILITY EQUIPMENT</b>					
Materials and Services	-	-	40,737	33,500	33,500
Capital Outlay	-	218,525	-	-	-
Ending Fund Balance	-	35,852	-	-	-
<b>Total Fund Requirements</b>	<b>-</b>	<b>254,377</b>	<b>40,737</b>	<b>33,500</b>	<b>33,500</b>
<b>FACULTY DEVELOPMENT</b>					
Materials and Services	42,723	49,271	225,455	248,001	248,001
Ending Fund Balance	124,081	143,405	-	-	-
<b>Total Fund Requirements</b>	<b>166,805</b>	<b>192,676</b>	<b>225,455</b>	<b>248,001</b>	<b>248,001</b>
<b>FIRE SCIENCE FEES</b>					
Materials and Services	2,048	5,746	37,000	30,000	30,000
Ending Fund Balance	33,302	32,857	-	-	-
<b>Total Fund Requirements</b>	<b>35,351</b>	<b>38,602</b>	<b>37,000</b>	<b>30,000</b>	<b>30,000</b>
<b>FITNESS CENTER</b>					
Personnel Services	10,876	11,081	2,177	2,177	2,177
Materials and Services	-	82	3,323	1,823	1,823
Ending Fund Balance	(7,974)	(8,796)	-	-	-
<b>Total Fund Requirements</b>	<b>2,901</b>	<b>2,367</b>	<b>5,500</b>	<b>4,000</b>	<b>4,000</b>

## Administratively Restricted: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>FLEGEL CENTER (HAWK'S NEST)</b>					
Materials and Services	194,974	98,893	-	-	-
Transfers Out	75,000	75,000	20,000	-	-
Ending Fund Balance	(14,243)	3,543	-	-	-
<b>Total Fund Requirements</b>	<b>255,731</b>	<b>177,436</b>	<b>20,000</b>	<b>-</b>	<b>-</b>
<b>FORESTRY</b>					
Materials and Services	2,351	1,370	8,600	59,000	59,000
Ending Fund Balance	5,127	20,677	-	-	-
<b>Total Fund Requirements</b>	<b>7,479</b>	<b>22,047</b>	<b>8,600</b>	<b>59,000</b>	<b>59,000</b>
<b>FOUNDATION FUNDED EMP</b>					
Personnel Services	175,225	246,222	279,499	226,102	226,102
Ending Fund Balance	165	-	-	-	-
<b>Total Fund Requirements</b>	<b>175,390</b>	<b>246,222</b>	<b>279,499</b>	<b>226,102</b>	<b>226,102</b>
<b>HEALTH &amp; HUMAN PERFORMANCE</b>					
Materials and Services	11,220	10,841	15,000	15,000	15,000
Ending Fund Balance	3,650	3,902	-	-	-
<b>Total Fund Requirements</b>	<b>14,870</b>	<b>14,743</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>HOUSING</b>					
Personnel Services	2,587	863	-	-	-
Materials and Services	170,212	315,333	-	-	-
Transfers Out	-	-	150,000	-	-
Ending Fund Balance	28,810	66,373	-	-	-
<b>Total Fund Requirements</b>	<b>201,610</b>	<b>382,570</b>	<b>150,000</b>	<b>-</b>	<b>-</b>
<b>INSTRUCTIONAL SUPPORT</b>					
Personnel Services	622	-	-	-	-
Materials and Services	-	-	3,653	-	-
Ending Fund Balance	1,620	3,653	-	-	-
<b>Total Fund Requirements</b>	<b>2,242</b>	<b>3,653</b>	<b>3,653</b>	<b>-</b>	<b>-</b>
<b>LIBRARY BOOK SALES</b>					
Materials and Services	-	1,568	17,145	6,000	6,000
Ending Fund Balance	21,614	19,045	-	-	-
<b>Total Fund Requirements</b>	<b>21,614</b>	<b>20,613</b>	<b>17,145</b>	<b>6,000</b>	<b>6,000</b>

## Administratively Restricted: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>MANAGEMENT INFO SYSTEM</b>					
Materials and Services	273,874	286,768	500,000	525,000	525,000
Contingency	-	-	-	150,000	150,000
Reserves	-	-	900,000	900,000	900,000
Ending Fund Balance	414,898	734,787	-	-	-
<b>Total Fund Requirements</b>	<b>688,772</b>	<b>1,021,555</b>	<b>1,400,000</b>	<b>1,575,000</b>	<b>1,575,000</b>
<b>MECHATRONICS</b>					
Materials and Services	-	-	4,680	4,680	4,680
<b>Total Fund Requirements</b>	<b>-</b>	<b>-</b>	<b>4,680</b>	<b>4,680</b>	<b>4,680</b>
<b>MEDICAL ASSISTANT FEES</b>					
Personnel Services	-	-	15,880	6,673	6,673
Materials and Services	-	-	5,120	14,327	14,327
<b>Total Fund Requirements</b>	<b>-</b>	<b>-</b>	<b>21,000</b>	<b>21,000</b>	<b>21,000</b>
<b>MEN'S BASKETBALL CAMP</b>					
Personnel Services	6,637	6,477	-	-	-
Materials and Services	18,439	17,576	20,500	14,500	14,500
Ending Fund Balance	4,843	9,604	-	-	-
<b>Total Fund Requirements</b>	<b>29,919</b>	<b>33,656</b>	<b>20,500</b>	<b>14,500</b>	<b>14,500</b>
<b>MEN'S WRESTLING</b>					
Personnel Services	-	432	-	-	-
Materials and Services	439	19,890	20,000	20,000	20,000
Ending Fund Balance	16,723	1,623	-	-	-
<b>Total Fund Requirements</b>	<b>17,161</b>	<b>21,944</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>MUSIC LESSONS</b>					
Personnel Services	5,536	10,831	18,257	18,257	18,257
Ending Fund Balance	3,459	7,328	-	-	-
<b>Total Fund Requirements</b>	<b>8,995</b>	<b>18,159</b>	<b>18,257</b>	<b>18,257</b>	<b>18,257</b>
<b>MUSIC - VOCAL &amp; INSTRUMENTAL</b>					
Materials and Services	1,001	5,398	27,000	65,000	65,000
Ending Fund Balance	28,390	41,072	-	-	-
<b>Total Fund Requirements</b>	<b>29,391</b>	<b>46,470</b>	<b>27,000</b>	<b>65,000</b>	<b>65,000</b>

## Administratively Restricted: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>NON-CREDIT ON-LINE REGISTRATION</b>					
Materials and Services	10,670	12,240	20,400	28,000	28,000
Ending Fund Balance	16,011	19,855	-	-	-
<b>Total Fund Requirements</b>	<b>26,681</b>	<b>32,095</b>	<b>20,400</b>	<b>28,000</b>	<b>28,000</b>
<b>NURSING FEES</b>					
Materials and Services	118,819	140,258	251,100	258,200	258,200
Capital Outlay	-	26,646	65,000	-	-
Ending Fund Balance	124,657	87,638	-	-	-
<b>Total Fund Requirements</b>	<b>243,476</b>	<b>254,542</b>	<b>316,100</b>	<b>258,200</b>	<b>258,200</b>
<b>NURSING INSTRUCTIONAL FEE</b>					
Personnel Services	295,009	299,239	297,864	366,500	366,500
Ending Fund Balance	43,888	7,525	-	-	-
<b>Total Fund Requirements</b>	<b>338,897</b>	<b>306,763</b>	<b>297,864</b>	<b>366,500</b>	<b>366,500</b>
<b>OBSTACLE COURSE RACING</b>					
Materials and Services	2,930	20	3,000	3,000	3,000
Ending Fund Balance	(573)	260	-	-	-
<b>Total Fund Requirements</b>	<b>2,357</b>	<b>280</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>OR STUDENT LEADERSHIP ACT &amp; PD</b>					
Materials and Services	216	16,325	-	-	-
Ending Fund Balance	16,325	-	-	-	-
<b>Total Fund Requirements</b>	<b>16,541</b>	<b>16,325</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PARALEGAL ONLINE FEES</b>					
Personnel Services	-	-	7,885	5,477	5,477
Materials and Services	-	1,792	5,129	4,523	4,523
Ending Fund Balance	13,014	11,222	-	-	-
<b>Total Fund Requirements</b>	<b>13,014</b>	<b>13,014</b>	<b>13,014</b>	<b>10,000</b>	<b>10,000</b>
<b>PARKING FEES</b>					
Materials and Services	-	-	14,831	14,856	14,856
Ending Fund Balance	14,856	14,856	-	-	-
<b>Total Fund Requirements</b>	<b>14,856</b>	<b>14,856</b>	<b>14,831</b>	<b>14,856</b>	<b>14,856</b>

## Administratively Restricted: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>PERS Pension Obligation Bond</b>					
Materials and Services	17,805,000	-	-	-	-
<b>Total Fund Requirements</b>	17,805,000	-	-	-	-
<b>PHLEBOTOMY FEES</b>					
Personnel Services	-	-	5,347	9,632	9,632
Materials and Services	-	-	14,753	35,368	35,368
<b>Total Fund Requirements</b>	-	-	20,100	45,000	45,000
<b>POOL OPERATIONS</b>					
Personnel Services	48,485	66,118	72,366	74,168	74,168
Materials and Services	5,436	13,403	25,134	23,332	23,332
Ending Fund Balance	90,081	71,686	-	-	-
<b>Total Fund Requirements</b>	144,002	151,206	97,500	97,500	97,500
<b>RECRUITMENT &amp; RETENTION</b>					
Materials and Services	-	3,001	6,500	4,819	4,819
Ending Fund Balance	8,928	5,927	-	-	-
<b>Total Fund Requirements</b>	8,928	8,928	6,500	4,819	4,819
<b>RETAIL MANAGEMENT</b>					
Personnel Services	39,083	43,067	110,173	95,099	95,099
Materials and Services	11,083	16,946	17,500	16,250	16,250
Contingency	-	-	35,000	42,651	42,651
Ending Fund Balance	100,500	81,762	-	-	-
<b>Total Fund Requirements</b>	150,665	141,775	162,673	154,000	154,000
<b>SAIF</b>					
Materials and Services	2,942	1,000	70,000	85,380	85,380
Ending Fund Balance	61,041	67,856	-	-	-
<b>Total Fund Requirements</b>	63,982	68,856	70,000	85,380	85,380
<b>SBDC PROGRAM</b>					
Personnel Services	10,129	9,284	87,676	129,744	129,744
Materials and Services	40,489	44,970	94,612	30,860	30,860
Contingency	-	-	34,712	29,396	29,396
Ending Fund Balance	139,577	147,393	-	-	-
<b>Total Fund Requirements</b>	190,195	201,647	217,000	190,000	190,000

## Administratively Restricted: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>SCIENCE FEES</b>					
Materials and Services	15,201	7,339	81,000	88,000	88,000
Ending Fund Balance	66,286	71,850	-	-	-
<b>Total Fund Requirements</b>	81,488	79,189	81,000	88,000	88,000
<b>SMALL BUSINESS CCD</b>					
Personnel Services	-	1,176	2,600	-	-
Ending Fund Balance	-	579	-	-	-
<b>Total Fund Requirements</b>	-	1,755	2,600	-	-
<b>SOFTBALL</b>					
Materials and Services	-	-	-	9,200	9,200
<b>Total Fund Requirements</b>	-	-	-	9,200	9,200
<b>STAFF DEVELOPMENT</b>					
Materials and Services	6,338	11,759	238,075	278,606	278,606
Ending Fund Balance	159,796	200,586	-	-	-
<b>Total Fund Requirements</b>	166,134	212,345	238,075	278,606	278,606
<b>STRATEGIC FUND</b>					
Personnel Services	2,236	1,087	-	89,990	89,990
Materials and Services	19,500	183,220	133,000	1,255,052	1,255,052
Transfers Out	-	-	-	3,000,000	3,000,000
Reserves	-	-	750,000	-	-
Ending Fund Balance	3,776,746	3,859,772	-	-	-
<b>Total Fund Requirements</b>	3,798,482	4,044,079	883,000	4,345,042	4,345,042
<b>STUDENT ACTIVITY FEE</b>					
Materials and Services	49,298	101,557	133,000	144,000	144,000
Transfers Out	2,280	1,625	16,000	16,000	16,000
Ending Fund Balance	122,825	80,315	-	-	-
<b>Total Fund Requirements</b>	174,403	183,497	149,000	160,000	160,000
<b>STUDENT ACTIVITY FEE MAINSTREAM</b>					
Materials and Services	-	801	21,500	10,000	10,000
Ending Fund Balance	14,435	17,224	-	-	-
<b>Total Fund Requirements</b>	14,435	18,025	21,500	10,000	10,000

## Administratively Restricted: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>STUDENT LIFE</b>					
Personnel Services	87,966	80,137	82,393	95,352	95,352
Materials and Services	-	(139)	-	600	600
Ending Fund Balance	8,270	4,997	-	-	-
<b>Total Fund Requirements</b>	<b>96,235</b>	<b>84,994</b>	<b>82,393</b>	<b>95,952</b>	<b>95,952</b>
<b>STUDENT NEWSPAPER</b>					
Materials and Services	274	6,749	6,800	1,800	1,800
Ending Fund Balance	8,564	1,815	-	-	-
<b>Total Fund Requirements</b>	<b>8,839</b>	<b>8,564</b>	<b>6,800</b>	<b>1,800</b>	<b>1,800</b>
<b>STUDENT SUCCESS INITIATIVES</b>					
Personnel Services	4,827	-	-	-	-
Materials and Services	16,624	-	43,154	43,154	43,154
Ending Fund Balance	43,154	43,154	-	-	-
<b>Total Fund Requirements</b>	<b>64,604</b>	<b>43,154</b>	<b>43,154</b>	<b>43,154</b>	<b>43,154</b>
<b>STUDENT SUCCESS FEE (SD)</b>					
Personnel Services	38,261	46,318	52,225	47,225	47,225
Materials and Services	14,084	13,894	27,775	20,775	20,775
Ending Fund Balance	25,251	16,219	-	-	-
<b>Total Fund Requirements</b>	<b>77,596</b>	<b>76,430</b>	<b>80,000</b>	<b>68,000</b>	<b>68,000</b>
<b>STUDENT SUCCESS FEE (Tutoring)</b>					
Personnel Services	78,176	34,732	154,812	156,364	156,364
Materials and Services	16,779	5,074	35,627	35,627	35,627
Contingency	-	-	94,561	53,009	53,009
Ending Fund Balance	145,000	207,511	-	-	-
<b>Total Fund Requirements</b>	<b>239,954</b>	<b>247,318</b>	<b>285,000</b>	<b>245,000</b>	<b>245,000</b>
<b>STUDENT TECHNOLOGY FEES</b>					
Materials and Services	179,092	176,000	265,822	220,000	220,000
Capital Outlay	-	47,158	25,178	-	-
Ending Fund Balance	113,017	68,936	-	-	-
<b>Total Fund Requirements</b>	<b>292,109</b>	<b>292,094</b>	<b>291,000</b>	<b>220,000</b>	<b>220,000</b>

## Administratively Restricted: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>TECH FEE TITLE II</b>					
Materials and Services	341	6,402	-	-	-
Ending Fund Balance	5,356	-	-	-	-
<b>Total Fund Requirements</b>	5,697	6,402	-	-	-
<b>THEATER ARTS</b>					
Personnel Services	-	3,711	-	-	-
Materials and Services	3,418	7,946	2,500	15,250	15,250
Ending Fund Balance	1,863	3,490	-	-	-
<b>Total Fund Requirements</b>	5,281	15,148	2,500	15,250	15,250
<b>TRACK &amp; FIELD FEES</b>					
Materials and Services	24,036	14,742	12,000	12,000	12,000
Ending Fund Balance	(797)	107	-	-	-
<b>Total Fund Requirements</b>	23,239	14,849	12,000	12,000	12,000
<b>TRUCK DRIVING</b>					
Personnel Services	156,882	245,526	255,536	295,266	295,266
Materials and Services	50,216	53,220	137,260	160,734	160,734
Capital Outlay	-	-	32,500	-	-
Ending Fund Balance	95,698	103,296	-	-	-
<b>Total Fund Requirements</b>	302,795	402,042	425,296	456,000	456,000
<b>UMPQUA TRANSIT BUS PASSES</b>					
Materials and Services	4,100	3,750	25,000	25,000	25,000
Ending Fund Balance	-	50	-	-	-
<b>Total Fund Requirements</b>	4,100	3,800	25,000	25,000	25,000
<b>VETERAN'S PROGRAM</b>					
Materials and Services	791	532	7,785	7,785	7,785
Ending Fund Balance	7,737	8,917	-	-	-
<b>Total Fund Requirements</b>	8,528	9,449	7,785	7,785	7,785
<b>VITICULTURE &amp; ENOLOGY</b>					
Materials and Services	-	-	7,852	7,852	7,852
Ending Fund Balance	7,852	7,852	-	-	-
<b>Total Fund Requirements</b>	7,852	7,852	7,852	7,852	7,852



## Administratively Restricted: Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>VOLLEYBALL CAMP</b>					
Personnel Services	-	-	3,895	3,182	3,182
Materials and Services	6,776	28,934	37,105	42,818	42,818
Ending Fund Balance	12,645	36,430	-	-	-
<b>Total Fund Requirements</b>	<b>19,420</b>	<b>65,364</b>	<b>41,000</b>	<b>46,000</b>	<b>46,000</b>
<b>VOLLEYBALL FEES</b>					
Materials and Services	19,836	14,090	-	-	-
Ending Fund Balance	(7,160)	(8,935)	-	-	-
<b>Total Fund Requirements</b>	<b>12,676</b>	<b>5,155</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>WELDING</b>					
Materials and Services	63,002	58,204	80,560	55,000	55,000
Ending Fund Balance	(707)	(4,518)	-	-	-
<b>Total Fund Requirements</b>	<b>62,295</b>	<b>53,686</b>	<b>80,560</b>	<b>55,000</b>	<b>55,000</b>
<b>WILDLAND FIREFIGHTING</b>					
Personnel Services	31,283	38,402	34,290	34,290	34,290
Materials and Services	10,863	10,593	18,710	20,710	20,710
Contingency	-	-	40,000	40,000	40,000
Ending Fund Balance	58,409	51,225	-	-	-
<b>Total Fund Requirements</b>	<b>100,556</b>	<b>100,220</b>	<b>93,000</b>	<b>95,000</b>	<b>95,000</b>
<b>WOMEN'S BASKETBALL CAMP</b>					
Personnel Services	4,390	3,268	3,640	3,640	3,640
Materials and Services	8,330	22,531	67,360	67,360	67,360
Ending Fund Balance	78,565	78,862	-	-	-
<b>Total Fund Requirements</b>	<b>91,284</b>	<b>104,661</b>	<b>71,000</b>	<b>71,000</b>	<b>71,000</b>
<b>WOMEN'S SOCCER</b>					
Materials and Services	7,242	1,945	7,500	7,500	7,500
Ending Fund Balance	2,559	2,919	-	-	-
<b>Total Fund Requirements</b>	<b>9,801</b>	<b>4,864</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>
<b>WOMEN'S WRESTLING</b>					
Materials and Services	48,603	58,915	32,000	32,000	32,000
Ending Fund Balance	30,410	1,648	-	-	-
<b>Total Fund Requirements</b>	<b>79,014</b>	<b>60,563</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>

**Administratively Restricted: Requirements**

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>AUXILLIARY REVENUE PROGRAM</b>					
Materials and Services	-	-	504,132	550,000	550,000
<b>Total Fund Requirements</b>	-	-	504,132	550,000	550,000
<b>TOTAL REQUIREMENTS</b>	28,368,559	11,749,292	8,763,366	12,293,471	12,293,471

**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 increased due to the increase in processing more student aid and scholarships.

<b>RESOURCES</b>	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
Federal Revenue	7,056,620	5,604,510	6,184,323	6,684,323	6,684,323
State Revenue	1,477,592	1,849,147	2,003,500	3,172,000	3,172,000
Local Revenue	561,371	773,021	1,000,000	1,200,000	1,200,000
Transfers	-	44,500	-	-	-
<b>TOTAL RESOURCES</b>	<b>9,095,583</b>	<b>8,271,178</b>	<b>9,187,823</b>	<b>11,056,323</b>	<b>11,056,323</b>
<b>REQUIREMENTS</b>					
Personnel Services	86,227	62,004	107,047	107,047	107,047
Materials & Services	4,990	4,435	-	-	-
Financial Aid	9,004,366	8,160,239	9,080,776	10,949,276	10,949,276
Transfers	-	44,500	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>9,095,583</b>	<b>8,271,178</b>	<b>9,187,823</b>	<b>11,056,323</b>	<b>11,056,323</b>

## Financial Aid Fund Summary by Use

Account	Financial Aid	Total
PERSONNEL SERVICES	107,047	107,047
FINANCIAL AID	10,949,276	10,949,276
<b>TOTAL</b>	11,056,323	11,056,323
FTE	4.28	4.28

## Financial Aid Fund Resources

RESOURCES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022 ACTUAL Amounts	2022 - 2023 ACTUAL Amounts	2023 - 2024 ADJUSTED Budget	2024 - 2025 PROPOSED Budget	2024 - 2025 APPROVED Budget
<b>AMERICAN RESCUE PLAN ACT</b>					
Federal Revenue	2,205,200	153,544	-	-	-
<b>Total Fund Resources</b>	<b>2,205,200</b>	<b>153,544</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CARES</b>					
Federal Revenue	(1,980)	-	-	-	-
<b>Total Fund Resources</b>	<b>(1,980)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CHAFEE GRANT</b>					
State Revenue	25,000	30,419	25,000	42,000	42,000
<b>Total Fund Resources</b>	<b>25,000</b>	<b>30,419</b>	<b>25,000</b>	<b>42,000</b>	<b>42,000</b>
<b>DIRECT LOAN</b>					
Federal Revenue	1,498,033	1,753,526	2,000,000	2,000,000	2,000,000
<b>Total Fund Resources</b>	<b>1,498,033</b>	<b>1,753,526</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>FEDERAL WORK STUDY</b>					
Federal Revenue	107,047	106,457	107,047	107,047	107,047
Local Revenue	129	47	-	-	-
<b>Total Fund Resources</b>	<b>107,176</b>	<b>106,504</b>	<b>107,047</b>	<b>107,047</b>	<b>107,047</b>
<b>FSEOG</b>					
Federal Revenue	77,276	77,274	77,276	77,276	77,276
Transfers	20,949	44,500	-	-	-
<b>Total Fund Resources</b>	<b>98,225</b>	<b>121,774</b>	<b>77,276</b>	<b>77,276</b>	<b>77,276</b>
<b>OREGON OPPORTUNITY GRANT</b>					
State Revenue	1,066,289	1,204,097	1,200,000	2,000,000	2,000,000
<b>Total Fund Resources</b>	<b>1,066,289</b>	<b>1,204,097</b>	<b>1,200,000</b>	<b>2,000,000</b>	<b>2,000,000</b>

## Financial Aid Fund Resources

RESOURCES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022 ACTUAL Amounts	2022 - 2023 ACTUAL Amounts	2023 - 2024 ADJUSTED Budget	2024 - 2025 PROPOSED Budget	2024 - 2025 APPROVED Budget
<b>OREGON PROMISE</b>					
State Revenue	378,256	605,537	650,000	1,000,000	1,000,000
<b>Total Fund Resources</b>	<b>378,256</b>	<b>605,537</b>	<b>650,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>OREGON TRIBAL GRANT</b>					
State Revenue	-	79,474	125,000	125,000	125,000
<b>Total Fund Resources</b>	<b>-</b>	<b>79,474</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>
<b>PELL GRANT</b>					
Federal Revenue	3,171,044	3,513,709	4,000,000	4,500,000	4,500,000
<b>Total Fund Resources</b>	<b>3,171,044</b>	<b>3,513,709</b>	<b>4,000,000</b>	<b>4,500,000</b>	<b>4,500,000</b>
<b>RETENTION &amp; COMPLETION GRANT</b>					
State Revenue	-	7,500	-	-	-
<b>Total Fund Resources</b>	<b>-</b>	<b>7,500</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SCHOLARSHIPS</b>					
Local Revenue	561,242	693,500	1,000,000	1,200,000	1,200,000
<b>Total Fund Resources</b>	<b>561,242</b>	<b>693,500</b>	<b>1,000,000</b>	<b>1,200,000</b>	<b>1,200,000</b>
<b>STATE TUITION ASSISTANCE</b>					
State Revenue	8,047	1,594	3,500	5,000	5,000
<b>Total Fund Resources</b>	<b>8,047</b>	<b>1,594</b>	<b>3,500</b>	<b>5,000</b>	<b>5,000</b>
<b>TOTAL RESOURCES</b>	<b>9,116,532</b>	<b>8,271,178</b>	<b>9,187,823</b>	<b>11,056,323</b>	<b>11,056,323</b>

## Financial Aid Fund Requirements

REQUIREMENTS	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>AMERICAN RESCUE PLAN ACT</b>					
Financial Aid	2,205,200	153,544	-	-	-
<b>Total Fund Requirements</b>	<b>2,205,200</b>	<b>153,544</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CARES</b>					
Financial Aid	(1,980)	-	-	-	-
<b>Total Fund Requirements</b>	<b>(1,980)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CHAFEE GRANT</b>					
Financial Aid	25,000	30,419	25,000	42,000	42,000
<b>Total Fund Requirements</b>	<b>25,000</b>	<b>30,419</b>	<b>25,000</b>	<b>42,000</b>	<b>42,000</b>
<b>DIRECT LOAN</b>					
Financial Aid	1,498,033	1,753,526	2,000,000	2,000,000	2,000,000
<b>Total Fund Requirements</b>	<b>1,498,033</b>	<b>1,753,526</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>FEDERAL WORK STUDY</b>					
Personnel Services	86,227	62,004	107,047	107,047	107,047
Transfers	20,949	44,500	-	-	-
<b>Total Fund Requirements</b>	<b>107,176</b>	<b>106,504</b>	<b>107,047</b>	<b>107,047</b>	<b>107,047</b>
<b>FSEOG</b>					
Financial Aid	98,225	121,774	77,276	77,276	77,276
<b>Total Fund Requirements</b>	<b>98,225</b>	<b>121,774</b>	<b>77,276</b>	<b>77,276</b>	<b>77,276</b>
<b>OREGON OPPORTUNITY GRANT</b>					
Financial Aid	1,066,289	1,204,097	1,200,000	2,000,000	2,000,000
<b>Total Fund Requirements</b>	<b>1,066,289</b>	<b>1,204,097</b>	<b>1,200,000</b>	<b>2,000,000</b>	<b>2,000,000</b>

## Financial Aid Fund Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>REQUIREMENTS</b>					
<b>OREGON PROMISE</b>					
Financial Aid	378,256	605,537	650,000	1,000,000	1,000,000
<b>Total Fund Requirements</b>	<b>378,256</b>	<b>605,537</b>	<b>650,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>OREGON TRIBAL GRANT</b>					
Financial Aid	-	79,474	125,000	125,000	125,000
<b>Total Fund Requirements</b>	<b>-</b>	<b>79,474</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>
<b>PELL GRANT</b>					
Materials & Services	4,990	4,435	-	-	-
Financial Aid	3,166,054	3,509,274	4,000,000	4,500,000	4,500,000
<b>Total Fund Requirements</b>	<b>3,171,044</b>	<b>3,513,709</b>	<b>4,000,000</b>	<b>4,500,000</b>	<b>4,500,000</b>
<b>RETENTION AND COMPLETION GRANT</b>					
Financial Aid	-	7,500	-	-	-
<b>Total Fund Requirements</b>	<b>-</b>	<b>7,500</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SCHOLARSHIPS</b>					
Financial Aid	561,242	693,500	1,000,000	1,200,000	1,200,000
<b>Total Fund Requirements</b>	<b>561,242</b>	<b>693,500</b>	<b>1,000,000</b>	<b>1,200,000</b>	<b>1,200,000</b>
<b>STATE TUITION ASSISTANCE</b>					
Financial Aid	8,047	1,594	3,500	5,000	5,000
<b>Total Fund Requirements</b>	<b>8,047</b>	<b>1,594</b>	<b>3,500</b>	<b>5,000</b>	<b>5,000</b>
<b>TOTAL REQUIREMENTS</b>	<b>9,116,532</b>	<b>8,271,178</b>	<b>9,187,823</b>	<b>11,056,323</b>	<b>11,056,323</b>



## Capital Projects Fund Summary of Resources and Requirements

The **Capital Project fund** has a budget of \$15.2M for capital projects, deferred maintenance, furnishings, and equipment. The fund appropriations increased greatly for FY25 with a transfer in from the General and Administratively Restricted funds as we continue our housing investment work and focus on campus facility upgrades and renovations identified in the Facilities Work Plan. The College is gearing up for a new capital construction project that will further enhance campus infrastructure and support the evolving needs of our community. 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 at the beginning of FY25.

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. The new facilities master plan supporting the Strategic Plan and Academic Strategies and Priorities plan, is complete and projects will begin in FY25.

RESOURCES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
Beginning Fund Balance	321,208	707,254	1,098,867	2,943,056	2,943,056
State Grant	636,812	-	-	-	-
Local Revenue & Donations	278,819	46,782	47,750	3,367,610	3,367,610
Transfers In	602,000	2,617,000	3,702,000	8,929,312	8,929,312
<b>TOTAL RESOURCES</b>	<b>1,838,838</b>	<b>3,371,036</b>	<b>4,848,617</b>	<b>15,239,978</b>	<b>15,239,978</b>
<b>REQUIREMENTS</b>					
Materials and Services	1,046,399	364,454	4,072,617	11,982,666	11,982,666
Capital Outlay	85,185	1,956,746	200,000	3,257,312	3,257,312
Sub-Total	1,131,584	2,321,200	4,272,617	15,239,978	15,239,978
Reserves	-	-	576,000	-	-
Ending Fund Balance	707,254	1,049,836	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>1,838,838</b>	<b>3,371,036</b>	<b>4,848,617</b>	<b>15,239,978</b>	<b>15,239,978</b>

**Capital Projects Fund  
Summary by Use**

Account	Facilities Acquisition/ Construction	TOTAL
MATERIALS & SERVICES	11,982,666	11,982,666
CAPITAL OUTLAY	3,257,312	3,257,312
<b>TOTAL</b>	15,239,978	15,239,978
FTE		
	-	-

**Capital Projects Fund  
Resources and Requirements by Fund**

<b>RESOURCES</b>	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>CAPITAL PROJECTS</b>					
Beginning Fund Balance	113,137	152,452	210,000	215,000	215,000
Local Revenue	136,727	-	-	-	-
Transfers In	250,000	250,000	350,000	250,000	250,000
<b>Total Fund Resources</b>	499,864	402,452	560,000	465,000	465,000
<b>REQUIREMENTS</b>					
<b>CAPITAL PROJECTS</b>					
Materials and Services	321,367	224,320	560,000	465,000	465,000
Capital Outlay	26,045	26,559	-	-	-
Ending Fund Balance	152,452	151,573	-	-	-
<b>Total Fund Requirements</b>	499,864	402,452	560,000	465,000	465,000

**Capital Projects Fund  
Resources and Requirements by Fund**

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>RESOURCES</b>					
<b>DEFERRED MAINT</b>					
Beginning Fund Balance	249,881	547,823	871,888	494,000	494,000
Local Revenue	56,868	46,782	47,750	67,610	67,610
Transfers In	352,000	352,000	352,000	6,764,312	6,764,312
<b>Total Fund Resources</b>	658,748	946,605	1,271,638	7,325,922	7,325,922
<b>REQUIREMENTS</b>					
<b>DEFERRED MAINT</b>					
Materials and Services	51,785	126,355	495,638	4,068,610	4,068,610
Capital Outlay	59,140	-	200,000	3,257,312	3,257,312
Reserves	-	-	576,000	-	-
Ending Fund Balance	547,823	820,249	-	-	-
<b>Total Fund Requirements</b>	658,748	946,605	1,271,638	7,325,922	7,325,922

**Capital Projects Fund  
Resources and Requirements by Fund**

<b>RESOURCES</b>	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>FURNISHINGS &amp; EQUIPMENT</b>					
Beginning Fund Balance	9,427	-	10,000	9,622	9,622
Transfers	-	15,000	-	-	-
<b>Total Fund Resources</b>	9,427	15,000	10,000	9,622	9,622
<b>REQUIREMENTS</b>					
<b>FURNISHINGS &amp; EQUIPMENT</b>					
Materials and Services	9,427	3,905	10,000	9,622	9,622
Ending Fund Balance	-	11,095	-	-	-
<b>Total Fund Requirements</b>	9,427	15,000	10,000	9,622	9,622

**Capital Projects Fund  
Resources and Requirements by Fund**

<b>RESOURCES</b>	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>HOUSING ACQUISITION AND CONSTRUCTION</b>					
Beginning Fund Balance	-	-	-	1,785,000	1,785,000
Transfers In	-	2,000,000	2,500,000	1,715,000	1,715,000
<b>Total Fund Resources</b>	-	2,000,000	2,500,000	3,500,000	3,500,000
<b>REQUIREMENTS</b>					
<b>HOUSING ACQUISITION AND CONSTRUCTION</b>					
Materials and Services	-	9,874	2,500,000	3,500,000	3,500,000
Capital Outlay	-	1,930,187	-	-	-
Ending Fund Balance	-	59,939	-	-	-
<b>Total Fund Requirements</b>	-	2,000,000	2,500,000	3,500,000	3,500,000

**Capital Projects Fund  
Resources and Requirements by Fund**

<b>RESOURCES</b>	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>LOCKWOOD HALL REMODEL</b>					
Beginning Fund Balance	454	-	-	-	-
Donations	85,224	-	-	-	-
<b>Total Fund Resources</b>	<b>85,678</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REQUIREMENTS</b>					
<b>LOCKWOOD HALL REMODEL</b>					
Materials and Services	85,678	-	-	-	-
<b>Total Fund Requirements</b>	<b>85,678</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Capital Projects Fund  
Resources and Requirements by Fund**

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>RESOURCES</b>					
<b>NEW CONSTRUCTION</b>					
Local Revenue	-	-	-	1,000,000	1,000,000
<b>Total Fund Resources</b>	-	-	-	1,000,000	1,000,000
<b>REQUIREMENTS</b>					
<b>NEW CONSTRUCTION</b>					
Materials and Services	-	-	-	1,000,000	1,000,000
<b>Total Fund Requirements</b>	-	-	-	1,000,000	1,000,000



**Capital Projects Fund  
Resources and Requirements by Fund**

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>RESOURCES</b>					
<b>POOL REPAIR</b>					
Beginning Fund Balance	6,979	6,979	6,979	6,979	6,979
<b>Total Fund Resources</b>	6,979	6,979	6,979	6,979	6,979
<b>REQUIREMENTS</b>					
<b>POOL REPAIR</b>					
Materials and Services	-	-	6,979	6,979	6,979
Ending Fund Balance	6,979	6,979	-	-	-
<b>Total Fund Requirements</b>	6,979	6,979	6,979	6,979	6,979

**Capital Projects Fund  
Resources and Requirements by Fund**

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>RESOURCES</b>					
<b>LANDSLIDE</b>					
Beginning Fund Balance	(58,670)	-	-	-	-
State Grant & Contracts	636,812	-	-	-	-
<b>Total Fund Resources</b>	<b>578,142</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>REQUIREMENTS</b>					
<b>LANDSLIDE</b>					
Materials and Services	578,142	-	-	-	-
<b>Total Fund Requirements</b>	<b>578,142</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Capital Projects Fund  
Resources and Requirements by Fund**

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>RESOURCES</b>					
<b>TRACK</b>					
Beginning Fund Balance	-	-	-	432,455	432,455
Local Revenue	-	-	-	2,300,000	2,300,000
Transfers	-	-	500,000	200,000	200,000
<b>Total Fund Resources</b>	-	-	500,000	2,932,455	2,932,455
<b>REQUIREMENTS</b>					
<b>TRACK</b>					
Materials and Services	-	-	500,000	2,932,455	2,932,455
<b>Total Fund Requirements</b>	-	-	500,000	2,932,455	2,932,455

## 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 more than 1.5% of the district's real market value of taxable property (\$16,940,054,936), or an estimated \$254,100,824. The college has not issued general obligation debt and therefore the full \$254,100,824 is available to the college.

The table below represents the outstanding obligations of the college on July 1, 2024, and the budgeted activity for fiscal year 2024-25 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.

<b>FY25 Debt Service Budgeted Activity</b>	<b>Original Principal Amount</b>	<b>Principal Balance July 1, 2024</b>	<b>Principal Due FY24/25</b>	<b>Interest Due FY24/25</b>	<b>Pricipal Balance June 30, 2025</b>
2004 Limited Tax Pension bonds					
Interest: 3.35 - 5.53%; Maturity: June 30, 2028	\$ 11,910,000	\$ 4,510,000	\$ 1,135,000	\$ 249,403	\$ 3,375,000
2014 Full Faith & Credit Obligations, Series B *					
Interest: 2-4%; Maturity: June 1, 2034	\$ 2,405,000	\$ 1,585,000	\$ 130,000	\$ 63,400	\$ 1,455,000
2020 Full Faith & Credit Financing Agreement					
Interest: 1.78%; Maturity: June 30, 2035	\$ 2,895,800	\$ 2,196,495	\$ 182,967	\$ 39,098	\$ 2,013,528
2021 Limited Tax Pension bonds					
Interest: 0.199-2.945%; Maturity: June 30, 2040	\$ 17,805,000	\$ 16,160,000	\$ 640,000	\$ 365,000	\$ 15,520,000
<b>Total</b>	<b>\$ 35,015,800</b>	<b>\$ 24,451,495</b>	<b>\$ 2,087,967</b>	<b>\$ 716,901</b>	<b>\$ 22,363,528</b>

\* Umpqua Community College is planning to prepay the full outstanding principal of the Full Faith and Credit Obligations Series 2014B in Fiscal year 2025

### 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 \$1.4M 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:

<u>Year Ending June 30,</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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	735,000	40,646	775,646
	<u>\$ 4,510,000</u>	<u>\$ 593,922</u>	<u>\$ 5,103,922</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:

<u>Year Ending June 30,</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2025	\$ 130,000	\$ 63,400	\$ 193,400
2026	135,000	58,200	193,200
2027	145,000	52,800	197,800
2028	150,000	47,000	197,000
2029	155,000	41,000	196,000
2030-2035	870,000	107,400	977,400
Total	<u>\$ 1,585,000</u>	<u>\$ 369,800</u>	<u>\$ 1,954,800</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>
2025	\$ 182,967	\$ 39,098	\$ 222,065
2026	186,140	35,841	221,981
2027	188,696	32,528	221,224
2028	191,133	29,169	220,302
2029	198,449	25,767	224,216
2030-2034	1,030,590	75,047	1,105,637
2035-2039	218,520	3,890	222,410
	<u>\$ 2,196,495</u>	<u>\$ 241,338</u>	<u>\$ 2,437,833</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:

<u>Year Ending June 30,</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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	770,000	341,686	1,111,686
2029	820,000	329,982	1,149,982
2030-2034	4,950,000	1,402,488	6,352,488
2035-2039	6,780,000	727,259	7,507,259
2040-2044	800,000	23,560	823,560
	<u>\$ 16,160,000</u>	<u>\$ 3,900,861</u>	<u>\$ 20,060,861</u>

**Debt Service Fund  
Summary of Resources**

<b>RESOURCES</b>	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
Beginning Fund Balance	2,917,477	3,288,520	3,944,038	4,471,290	4,471,290
Bond Proceeds	1,136,158	-	-	-	-
Fees	391,888	409,368	404,624	461,977	461,977
Interest	4,066	25,735	12,000	25,226	25,226
PERS Adjustment	-	1,400,401	1,372,574	1,341,773	1,341,773
Transfers In	1,243,196	1,509,196	1,310,890	1,218,261	1,218,261
<b>TOTAL RESOURCES</b>	<b>5,692,784</b>	<b>6,633,220</b>	<b>7,044,126</b>	<b>7,518,527</b>	<b>7,518,527</b>

## Debt Service Fund Summary of Requirements

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>REQUIREMENTS</b>					
<b>2014 Full Faith and Credit Obligations</b>					
Materials & Services	600	675	13,000	1,000	1,000
Principle (Issued Dec 2014)	120,000	125,000	125,000	1,585,000	1,585,000
Interest (Payments 12/1, 6/1)	75,464	71,852	68,400	5,300	5,300
Transfer Out	-	-	-	627,312	627,312
<b>Total Fund Requirements</b>	<b>196,064</b>	<b>197,527</b>	<b>206,400</b>	<b>2,218,612</b>	<b>2,218,612</b>
<b>Full Faith &amp; Credit FA 2020</b>					
Materials & Services	-	-	3,000	3,000	3,000
Principle (Issued June 2020)	172,903	176,347	179,702	182,967	182,967
Interest (Payments 12/31, 6/30)	48,454	45,435	42,297	39,098	39,098
<b>Total Fund Requirements</b>	<b>221,357</b>	<b>221,782</b>	<b>224,999</b>	<b>225,065</b>	<b>225,065</b>
<b>Pension Bonds Payable 2004</b>					
Materials & Services	1,600	1,600	3,000	3,000	3,000
Principle (Issued Feb 2004)	820,000	915,000	1,020,000	1,135,000	1,135,000
Interest (Payments 12/30, 6/30)	400,193	355,585	305,809	249,403	249,403
<b>Total Fund Requirements</b>	<b>1,221,793</b>	<b>1,272,185</b>	<b>1,328,809</b>	<b>1,387,403</b>	<b>1,387,403</b>
<b>Full Faith &amp; Credit Pension 2021</b>					
Materials & Services	(4,216)	-	5,000	3,000	3,000
Principle (Issued Aug 2021)	460,000	580,000	605,000	640,000	640,000
Interest (Payments 12/30, 6/30)	309,266	370,203	368,527	365,000	365,000
<b>Total Fund Requirements</b>	<b>765,050</b>	<b>950,203</b>	<b>978,527</b>	<b>1,008,000</b>	<b>1,008,000</b>
<b>SUB -TOTAL</b>	<b>2,404,264</b>	<b>2,641,698</b>	<b>2,738,735</b>	<b>4,839,080</b>	<b>4,839,080</b>
Unappropriated End. Fund Balance	-	-	4,305,391	2,679,447	2,679,447
Ending Fund Balance	3,288,520	3,991,522	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>5,692,784</b>	<b>6,633,220</b>	<b>7,044,126</b>	<b>7,518,527</b>	<b>7,518,527</b>



**Debt Service Fund  
Summary by Use**

Account	Debt Service	Transfers	Unappropriated Ending Fund Balance	TOTAL
DEBT SERVICE	4,211,768	-	-	4,211,768
TRANSFERS OUT	-	627,312	-	627,312
UNAPPROPRIATED ENDING FUND BALANCE	-	-	2,679,447	2,679,447
<b>TOTAL</b>	4,211,768	627,312	2,679,447	7,518,527
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. During the height of the COVID-19 pandemic, the state subsidy for unemployment coverage greatly reduced UCC's required payments and allowed for growth in the fund. Though the state subsidy ended in 2022, our quarterly billings remain low and the number of staff currently receiving early retirement benefits and those that are eligible are decreasing requiring only a small transfer to ensure sufficient funding for the next several years.

<b>RESOURCES</b>	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
Beginning Fund Balance	340,966	479,841	560,824	462,288	462,288
Transfers In	295,000	170,000	10,000	30,000	30,000
<b>TOTAL RESOURCES</b>	<b>635,966</b>	<b>649,841</b>	<b>570,824</b>	<b>492,288</b>	<b>492,288</b>
<b>REQUIREMENTS</b>					
<b>Unemployment</b>					
Personnel Services	73,382	35,527	264,871	218,204	218,204
Ending Fund Balance	177,683	262,156	-	-	-
<b>Total Fund Requirements</b>	<b>251,065</b>	<b>297,683</b>	<b>264,871</b>	<b>218,204</b>	<b>218,204</b>
<b>Retiree</b>					
Personnel Services	82,743	61,473	295,000	274,084	274,084
Contingency	-	-	10,953	-	-
Ending Fund Balance	302,158	290,685	-	-	-
<b>Total Fund Requirements</b>	<b>384,901</b>	<b>352,158</b>	<b>305,953</b>	<b>274,084</b>	<b>274,084</b>
<b>TOTAL REQUIREMENTS</b>	<b>635,966</b>	<b>649,841</b>	<b>570,824</b>	<b>492,288</b>	<b>492,288</b>

**Insurance Fund  
Summary by Use**

Account	College Support Services	Reserves	TOTAL
PERSONNEL SERVICES	492,288	-	492,288
<b>TOTAL</b>	492,288	-	492,288
FTE	-	-	-

## Enterprise Fund Summary of Resources and Requirements

The **Enterprise fund** highlights operations of the Campus Store, Housing, Incubator Program, Special Events, and Wine Sales programs. The fund generates revenues by providing goods and services to students, staff, and the public. Enterprise operations are projected to increase with the addition of student housing.

RESOURCES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
Beginning Fund Balance	683,755	871,847	827,000	900,000	900,000
Sales/Service Revenue	834,297	944,445	1,935,140	2,228,539	2,228,539
Transfers In	84,210	-	170,000	-	-
<b>TOTAL RESOURCES</b>	<b>1,602,262</b>	<b>1,816,292</b>	<b>2,932,140</b>	<b>3,128,539</b>	<b>3,128,539</b>
<b>REQUIREMENTS</b>					
Personnel Services	125,335	164,481	264,647	279,788	279,788
Fringe Benefits	46,547	59,297	107,479	92,307	92,307
Materials and Services	558,532	662,458	1,846,775	2,148,135	2,148,135
Capital Outlay	-	12,400	-	-	-
Contingency	-	-	663,239	608,309	608,309
Transfers Out	-	-	50,000	-	-
Sub-Total	730,415	898,637	2,932,140	3,128,539	3,128,539
Ending Fund Balance	871,847	917,656	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>1,602,262</b>	<b>1,816,292</b>	<b>2,932,140</b>	<b>3,128,539</b>	<b>3,128,539</b>

**Enterprise Fund  
Summary by Use**

Account	Instructional Support	Community Services	Student Services	Reserves	TOTAL
PERSONNEL SERVICES	29,070	179,905	163,120	-	372,095
MATERIALS & SERVICES	54,500	261,365	1,832,270	-	2,148,135
CONTINGENCY	-	-	-	608,309	608,309
<b>TOTAL</b>	83,570	441,270	1,995,390	608,309	3,128,539
FTE	0.3	3.9	3.3	-	7.4

**Enterprise Fund  
Resources and Requirements by Fund**

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>RESOURCES</b>					
<b>CAMPUS STORE</b>					
Beginning Fund Balance	587,237	688,194	620,000	625,000	625,000
Sales/Service Revenue	772,784	778,265	724,000	604,600	604,600
<b>Total Fund Resources</b>	1,360,021	1,466,459	1,344,000	1,229,600	1,229,600
<b>REQUIREMENTS</b>					
<b>CAMPUS STORE</b>					
Personnel Services	111,656	104,109	112,319	94,956	94,956
Fringe Benefits	41,164	39,953	59,715	36,214	36,214
Materials and Services	519,007	644,432	616,000	596,100	596,100
Contingency	-	-	555,966	502,330	502,330
Ending Fund Balance	688,194	677,965	-	-	-
<b>Total Fund Requirements</b>	1,360,021	1,466,459	1,344,000	1,229,600	1,229,600

**Enterprise Fund  
Resources and Requirements by Fund**

	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2023 - 2024	Fiscal Year 2024 - 2025	Fiscal Year 2024 - 2025
<b>RESOURCES</b>	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>CATERING</b>					
Beginning Fund Balance	(84,210)	-	-	-	-
Transfers In	84,210	-	-	-	-
<b>Total Fund Resources</b>	-	-	-	-	-
<b>REQUIREMENTS</b>					
<b>CATERING</b>					
Ending Fund Balance	-	-	-	-	-
<b>Total Fund Requirements</b>	-	-	-	-	-

**Enterprise Fund  
Resources and Requirements by Fund**

	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2023 - 2024	Fiscal Year 2024 - 2025	Fiscal Year 2024 - 2025
<b>RESOURCES</b>	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>HAWKS LANDING</b>					
Beginning Fund Balance	-	-	-	65,000	65,000
Sales/Service Revenue	-	-	187,905	224,811	224,811
Transfers	-	-	120,000	-	-
<b>Total Fund Resources</b>	-	-	307,905	289,811	289,811
<b>REQUIREMENTS</b>					
<b>HAWKS LANDING</b>					
Personnel Services	-	-	-	13,104	13,104
Fringe Benefits	-	-	-	2,871	2,871
Materials and Services	-	-	227,905	196,560	196,560
Contingency	-	-	80,000	77,276	77,276
<b>Total Fund Requirements</b>	-	-	307,905	289,811	289,811



**Enterprise Fund  
Resources and Requirements by Fund**

<b>RESOURCES</b>	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>HAWKS NEST</b>					
Beginning Fund Balance	-	-	-	30,000	30,000
Sales/Service Revenue	-	-	184,735	152,595	152,595
Transfers	-	-	20,000	-	-
<b>Total Fund Resources</b>	-	-	204,735	182,595	182,595
<b>REQUIREMENTS</b>					
<b>HAWKS NEST</b>					
Personnel Services	-	-	-	13,104	13,104
Fringe Benefits	-	-	-	2,871	2,871
Materials and Services	-	-	154,735	166,620	166,620
Transfers Out	-	-	50,000	-	-
<b>Total Fund Requirements</b>	-	-	204,735	182,595	182,595

**Enterprise Fund  
Resources and Requirements by Fund**

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>RESOURCES</b>					
<b>INCUBATOR PROGRAM</b>					
Beginning Fund Balance	74,151	52,396	32,000	-	-
Sales/Service Revenue	14,767	10,537	25,000	27,043	27,043
<b>Total Fund Resources</b>	<b>88,917</b>	<b>62,932</b>	<b>57,000</b>	<b>27,043</b>	<b>27,043</b>
<b>REQUIREMENTS</b>					
<b>INCUBATOR PROGRAM</b>					
Personnel Services	3,357	32,689	33,262	17,865	17,865
Fringe Benefits	1,691	13,626	15,963	8,478	8,478
Materials and Services	31,473	663	7,775	700	700
Ending Fund Balance	52,396	15,954	-	-	-
<b>Total Fund Requirements</b>	<b>88,917</b>	<b>62,932</b>	<b>57,000</b>	<b>27,043</b>	<b>27,043</b>

**Enterprise Fund  
Resources and Requirements by Fund**

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>RESOURCES</b>					
<b>LEASED HOUSING</b>					
Sales/Service Revenue	-	-	337,722	372,990	372,990
Transfers	-	-	30,000	-	-
<b>Total Fund Resources</b>	-	-	367,722	372,990	372,990
<b>REQUIREMENTS</b>					
<b>LEASED HOUSING</b>					
Materials and Services	-	-	367,722	372,990	372,990
<b>Total Fund Requirements</b>	-	-	367,722	372,990	372,990

**Enterprise Fund  
Resources and Requirements by Fund**

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>RESOURCES</b>					
<b>SPECIAL EVENTS</b>					
Beginning Fund Balance	104,394	129,300	160,000	160,000	160,000
Federal Grant Revenue	-	-	-	-	-
Sales/Service Revenue	40,601	128,576	81,500	81,500	81,500
<b>Total Fund Resources</b>	144,995	257,876	241,500	241,500	241,500
<b>REQUIREMENTS</b>					
<b>SPECIAL EVENTS</b>					
Personnel Services	10,035	27,683	116,566	120,394	120,394
Fringe Benefits	3,623	5,719	31,574	33,168	33,168
Materials and Services	2,037	11,921	66,087	60,665	60,665
Capital Outlay	-	12,400	-	-	-
Contingency	-	-	27,273	27,273	27,273
Ending Fund Balance	129,300	200,154	-	-	-
<b>Total Fund Requirements</b>	144,995	257,876	241,500	241,500	241,500

**Enterprise Fund  
Resources and Requirements by Fund**

	Fiscal Year 2021 - 2022	Fiscal Year 2022 - 2023	Fiscal Year 2023 - 2024	Fiscal Year 2024 - 2025	Fiscal Year 2024 - 2025
<b>RESOURCES</b>	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
<b>WINE REVENUE</b>					
Beginning Fund Balance	2,183	1,957	15,000	20,000	20,000
Sales/Service Revenue	6,146	27,067	10,000	15,000	15,000
<b>Total Fund Resources</b>	<b>8,329</b>	<b>29,024</b>	<b>25,000</b>	<b>35,000</b>	<b>35,000</b>
<b>REQUIREMENTS</b>					
<b>WINE REVENUE</b>					
Personnel Services	287	-	2,500	20,365	20,365
Fringe Benefits	70	-	227	8,705	8,705
Materials and Services	6,015	5,442	22,273	4,500	4,500
Contingency	-	-	-	1,430	1,430
Ending Fund Balance	1,957	23,583	-	-	-
<b>Total Fund Requirements</b>	<b>8,329</b>	<b>29,024</b>	<b>25,000</b>	<b>35,000</b>	<b>35,000</b>

**Enterprise Fund  
Resources and Requirements by Fund**

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>RESOURCES</b>					
<b>ENTREPRENEUR</b>					
Sales/Service Revenue	-	-	384,278	750,000	750,000
<b>Total Fund Resources</b>	-	-	384,278	750,000	750,000
<b>REQUIREMENTS</b>					
<b>ENTREPRENEUR</b>					
Materials and Services	-	-	384,278	750,000	750,000
<b>Total Fund Requirements</b>	-	-	384,278	750,000	750,000

## 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. UCC's PERS contribution rates, based on advisory rates are anticipated to remain relatively flat in the 2023-25 biennium. The economic and market conditions may change the long-term cost outlook for this major operational cost in the future.

<b>RESOURCES</b>	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
Beginning Fund Balance	867,929	949,300	936,606	1,004,436	1,004,436
Intra College Sales - Motor Pool	32,555	39,182	47,000	55,000	55,000
Intra College Sales - Copiers	53,054	69,274	52,692	69,273	69,273
PERS Reserves	70,660	16,774	-	28,000	28,000
<b>TOTAL RESOURCES</b>	<b>1,024,198</b>	<b>1,074,529</b>	<b>1,036,298</b>	<b>1,156,709</b>	<b>1,156,709</b>
<b>REQUIREMENTS</b>					
<b>Motor Pool</b>					
Materials & Services	35,837	42,571	60,000	70,000	70,000
Ending Fund Balance	17,592	14,203	-	-	-
<b>Total Fund Requirements</b>	<b>53,429</b>	<b>56,774</b>	<b>60,000</b>	<b>70,000</b>	<b>70,000</b>
<b>Copiers</b>					
Materials & Services	39,061	45,713	52,692	65,000	65,000
Contingency	-	-	-	31,314	31,314
Ending Fund Balance	13,993	37,554	-	-	-
	53,054	83,266	52,692	96,314	96,314
<b>PERS Reserves</b>					
Unappropriated End. Fund Balance	-	-	923,606	990,395	990,395
Ending Fund Balance	917,715	934,489	-	-	-
<b>Total Fund Requirements</b>	<b>917,715</b>	<b>934,489</b>	<b>923,606</b>	<b>990,395</b>	<b>990,395</b>
<b>TOTAL REQUIREMENTS</b>	<b>1,024,198</b>	<b>1,074,529</b>	<b>1,036,298</b>	<b>1,156,709</b>	<b>1,156,709</b>

**Internal Service Fund  
Summary by Use**

Account	College Support Services	Contingency	Unappropriated Ending Fund Balance	TOTAL
MATERIALS & SERVICES	135,000	-	-	135,000
CONTINGENCY	-	31,314	-	31,314
UNAPPROPRIATED ENDING FUND BALANCE	-	-	990,395	990,395
<b>TOTAL</b>	135,000	31,314	990,395	1,156,709
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.

<b>RESOURCES</b>	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
Beginning Fund Balance	53,370	65,095	63,320	50,890	50,890
Local Revenue	3,576	1,428	34,450	23,250	23,250
Transfers In	31,075	29,282	51,000	51,000	51,000
<b>TOTAL RESOURCES</b>	<b>88,021</b>	<b>95,805</b>	<b>148,770</b>	<b>125,140</b>	<b>125,140</b>
<b>REQUIREMENTS</b>					
Materials and Services	22,926	26,031	148,770	125,140	125,140
Ending Fund Balance	65,095	69,775	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>88,021</b>	<b>95,805</b>	<b>148,770</b>	<b>125,140</b>	<b>125,140</b>

## Student Clubs Fund Summary by Use

<u>Account</u>	<u>Student Services</u>	<u>TOTAL</u>
MATERIALS & SERVICES	125,140	125,140
<b>TOTAL</b>	125,140	125,140

FTE	-	-
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**Student Clubs Fund  
Resources by Fund**

RESOURCES	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025	2024 - 2025
	ACTUAL	ACTUAL	ADJUSTED	PROPOSED	APPROVED
	Amounts	Amounts	Budget	Budget	Budget
ACM Programming Club	1,077	1,327	2,800	2,800	2,800
Association of Foreign Languages	1,686	1,936	2,350	2,350	2,350
ASUCC Administration	47,265	54,978	49,000	49,000	49,000
Class Projects	1,441	1,441	2,440	2,440	2,440
Club of Chi	280	280	1,280	-	-
Computer Club	2,278	2,278	3,000	-	-
Debate Club	1,259	1,259	1,800	-	-
Drama Club	370	370	1,375	-	-
Engineering Club	1,200	1,320	2,500	2,500	2,500
Environmental Club	300	-	-	-	-
Film Club	-	-	2,500	-	-
Forestry Club	1,202	1,452	2,000	-	-
Geology Club	770	770	2,500	2,500	2,500
Healthy Minds Club	1,096	1,096	2,300	-	-
Inactive Club Fund Balances	4,201	4,698	4,500	6,000	6,000
Multicultural Club	-	-	250	250	250
National Student Nursing Assoc.	1,443	1,023	2,000	2,000	2,000
Nerd Herd Club	565	565	1,500	-	-
New Club Program	4,795	3,657	36,250	37,000	37,000
Phi Theta Kappa	6,382	7,322	7,500	7,500	7,500
Poly Club	310	310	2,000	-	-
Pre-Health Professionals Club	1,425	1,425	2,425	-	-
Queer Student Advocacy	1,471	1,432	3,000	-	-
Riverhawk Metal Maniacs	800	800	1,800	1,800	1,800
RiverHawk Wrenches	1,316	1,316	2,700	-	-
Skills USA	2,024	2,024	4,500	4,500	4,500
UCC Armored Arts Club	197	-	-	-	-
Veterans of UCC	2,867	2,725	4,500	4,500	4,500
<b>TOTAL RESOURCES</b>	<b>88,021</b>	<b>95,805</b>	<b>148,770</b>	<b>125,140</b>	<b>125,140</b>

## Student Clubs Fund Requirements by Fund

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>ACM PROGRAMMING CLUB</b>					
Materials and Services	-	-	2,800	2,800	2,800
Ending Fund Balance	1,077	1,327	-	-	-
<b>Total Fund Requirements</b>	1,077	1,327	2,800	2,800	2,800
<b>ASSOC. OF FOREIGN LANGUAGES</b>					
Materials and Services	-	212	2,350	2,350	2,350
Ending Fund Balance	1,686	1,724	-	-	-
<b>Total Fund Requirements</b>	1,686	1,936	2,350	2,350	2,350
<b>ASUCC ADMINISTRATION</b>					
Materials and Services	16,287	19,333	49,000	49,000	49,000
Ending Fund Balance	30,978	35,646	-	-	-
<b>Total Fund Requirements</b>	47,265	54,978	49,000	49,000	49,000
<b>CLASS PROJECTS</b>					
Materials and Services	-	-	2,440	2,440	2,440
Ending Fund Balance	1,441	1,441	-	-	-
<b>Total Fund Requirements</b>	1,441	1,441	2,440	2,440	2,440
<b>CLUB OF CHI</b>					
Materials and Services	-	-	1,280	-	-
Ending Fund Balance	280	280	-	-	-
<b>Total Fund Requirements</b>	280	280	1,280	-	-
<b>COMPUTER CLUB</b>					
Materials and Services	-	-	3,000	-	-
Ending Fund Balance	2,278	2,278	-	-	-
<b>Total Fund Requirements</b>	2,278	2,278	3,000	-	-
<b>DEBATE CLUB</b>					
Materials and Services	-	-	1,800	-	-
Ending Fund Balance	1,259	1,259	-	-	-
<b>Total Fund Requirements</b>	1,259	1,259	1,800	-	-

**Student Clubs Fund  
Requirements by Fund**

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>DRAMA CLUB</b>					
Materials and Services	-	-	1,375	-	-
Ending Fund Balance	370	370	-	-	-
<b>Total Fund Requirements</b>	370	370	1,375	-	-
<b>ENGINEERING CLUB</b>					
Materials and Services	255	-	2,500	2,500	2,500
Ending Fund Balance	945	1,320	-	-	-
<b>Total Fund Requirements</b>	1,200	1,320	2,500	2,500	2,500
<b>ENVIRONMENTAL CLUB</b>					
Ending Fund Balance	300	-	-	-	-
<b>Total Fund Requirements</b>	300	-	-	-	-
<b>FILM CLUB</b>					
Materials and Services	-	-	2,500	-	-
<b>Total Fund Requirements</b>	-	-	2,500	-	-
<b>FORESTRY CLUB</b>					
Materials and Services	-	292	2,000	-	-
Ending Fund Balance	1,202	1,160	-	-	-
<b>Total Fund Requirements</b>	1,202	1,452	2,000	-	-
<b>GEOLOGY CLUB</b>					
Materials and Services	-	-	2,500	2,500	2,500
Ending Fund Balance	770	770	-	-	-
<b>Total Fund Requirements</b>	770	770	2,500	2,500	2,500
<b>HEALTHY MINDS CLUB</b>					
Materials and Services	-	(1)	2,300	-	-
Ending Fund Balance	1,096	1,097	-	-	-
<b>Total Fund Requirements</b>	1,096	1,096	2,300	-	-

## Student Clubs Fund Requirements by Fund

	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>INACTIVE CLUB FUND BALANCES</b>					
Materials and Services	-	5	4,500	6,000	6,000
Ending Fund Balance	4,201	4,694	-	-	-
<b>Total Fund Requirements</b>	4,201	4,698	4,500	6,000	6,000
<b>MULTICULTURAL CLUB</b>					
Materials and Services	-	-	250	250	250
<b>Total Fund Requirements</b>	-	-	250	250	250
<b>NATIONAL STUDENT ASSOC.</b>					
Materials and Services	670	1,137	2,000	2,000	2,000
Ending Fund Balance	773	(114)	-	-	-
<b>Total Fund Requirements</b>	1,443	1,023	2,000	2,000	2,000
<b>NERD HERD CLUB</b>					
Materials and Services	-	-	1,500	-	-
Ending Fund Balance	565	565	-	-	-
<b>Total Fund Requirements</b>	565	565	1,500	-	-
<b>NEW CLUB PROGRAM</b>					
Materials and Services	4,795	3,657	36,250	37,000	37,000
<b>Total Fund Requirements</b>	4,795	3,657	36,250	37,000	37,000
<b>PHI THETA KAPPA</b>					
Materials and Services	640	1,396	7,500	7,500	7,500
Ending Fund Balance	5,741	5,926	-	-	-
<b>Total Fund Requirements</b>	6,382	7,322	7,500	7,500	7,500
<b>POLY CLUB</b>					
Materials and Services	-	-	2,000	-	-
Ending Fund Balance	310	310	-	-	-
<b>Total Fund Requirements</b>	310	310	2,000	-	-

## Student Clubs Fund Requirements by Fund

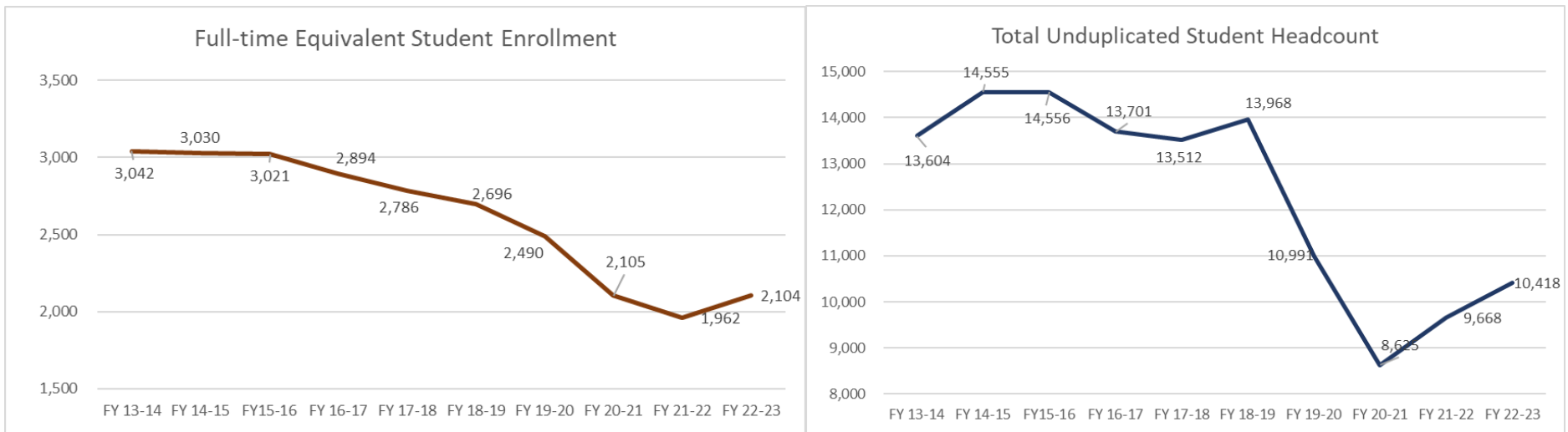
	Fiscal Year 2021 - 2022 ACTUAL Amounts	Fiscal Year 2022 - 2023 ACTUAL Amounts	Fiscal Year 2023 - 2024 ADJUSTED Budget	Fiscal Year 2024 - 2025 PROPOSED Budget	Fiscal Year 2024 - 2025 APPROVED Budget
<b>PRE-HEALTH PROFESSIONALS CLUB</b>					
Materials and Services	-	-	2,425	-	-
Ending Fund Balance	1,425	1,425	-	-	-
<b>Total Fund Requirements</b>	1,425	1,425	2,425	-	-
<b>QUEER STUDENT ADVOCACY</b>					
Materials and Services	39	-	3,000	-	-
Ending Fund Balance	1,432	1,432	-	-	-
<b>Total Fund Requirements</b>	1,471	1,432	3,000	-	-
<b>RIVERHAWK METAL MANIACS</b>					
Materials and Services	-	-	1,800	1,800	1,800
Ending Fund Balance	800	800	-	-	-
<b>Total Fund Requirements</b>	800	800	1,800	1,800	1,800
<b>RIVERHAWK WRENCHES</b>					
Materials and Services	-	-	2,700	-	-
Ending Fund Balance	1,316	1,316	-	-	-
<b>Total Fund Requirements</b>	1,316	1,316	2,700	-	-
<b>SKILLS USA</b>					
Materials and Services	-	-	4,500	4,500	4,500
Ending Fund Balance	2,024	2,024	-	-	-
<b>Total Fund Requirements</b>	2,024	2,024	4,500	4,500	4,500
<b>UCC ARMORED ARTS CLUB</b>					
Ending Fund Balance	197	-	-	-	-
<b>Total Fund Requirements</b>	197	-	-	-	-
<b>VETERANS OF UCC</b>					
Materials and Services	240	-	4,500	4,500	4,500
Ending Fund Balance	2,627	2,725	-	-	-
<b>Total Fund Requirements</b>	2,867	2,725	4,500	4,500	4,500
<b>TOTAL REQUIREMENTS</b>	<b>88,021</b>	<b>95,805</b>	<b>148,770</b>	<b>125,140</b>	<b>125,140</b>

## 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 until FY22 when we experienced an increase of 1,000 students and another 750 students in FY23. The increase in unduplicated student headcount and slight increase in full-time equivalency demonstrates that we have more students who are part-time than full-time. 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 beginning to experience an increase in both full-time equivalency and unduplicated student headcount. The President’s Message, Strategic “doing” Plan and Academic Strategy and Priority Plan detail the efforts UCC is taking to steady and increase enrollment.



### Staffing

As with 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. Grants, reorganization, and assessment of existing positions has resulted in a projected increase in administrative positions. Several of the positions are grant funded for 1 to 3 years.



**EMPLOYEE HEADCOUNT  
LAST TEN FISCAL YEARS**

Fiscal Year	Employee Headcount <sup>1</sup>					
	Administrative Full-time	Administrative Part-time	Faculty Full-time	Faculty Part-time	Classified Full-time	Classified Part-time
2024-25 <sup>2</sup>	83	1	69	94	80	26
2023-24	63	1	70	118	95	26
2022-23	60	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

2024-25 Employee Headcount by Fund				
	General Fund	Grants & Contracts	Enterprise	Administratively Restricted
Administrative Full-Time	58	18	2	5
Administrative Part-Time	1			
Faculty Full-Time	64	4		1
Faculty Part-Time	75	8		11
Classified Full-Time	59	15		6
Classified Part-Time	8	4	5	9

<sup>1</sup> Umpqua Community College Human Resources

Counts are provided as of March 31st for each year

<sup>2</sup> Employee numbers for FY 2024-25 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 are the aging of capital assets, 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. The college continues being strategic in spending while 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. While the college is committed to maintaining adequate level of reserves to help manage the volatility of General Fund revenues and planning for the future, large program development and capital projects will begin in FY25 reducing reserve balances in Administratively Restricted and Capital Projects Funds.

FY25 Reserve and Unappropriated Ending Fund Balances by Fund:

<b>Fund</b>	<b>Budgeted Balance</b>
General Fund	5,177,501
Administratively Restricted	900,000
Internal Service	990,395
Debt Service	2,679,447
	<u>9,747,343</u>

## Appendix A: Glossary

A list of commonly used accounting and budget terms

**Adjusted Budget:** In financial tables, the "Current Budget" is the current year adopted budget plus any board resolutions and additional supplemental budgets.

**Adopted Budget:** The total spending level for the year, based on estimates, that has been set by the Board of Education

**Appropriation:** Based on the adopted budget, an authorization from the Board of Education to make expenditures and incur obligations for specific purposes. The appropriation is limited to a single fiscal year.

**Approved Budget:** The budget that has been approved by the Budget Committee and sent to the Board of Education for adoption.

**Assessed Value:** Valuation set on real estate or personal property by the Property Appraiser as a basis for levying taxes.

**Balanced Budget:** A budget whereby operating expenditures do not exceed resources.

**Beginning Fund Balance:** The amount remaining after accounting for the previous year's revenues less the previous year's expenditures.

**Biennium:** A two-year [budget] period.

**Board of Education:** Committee of seven elected, unpaid citizens whose primary authority is to establish policies governing the operation of the college and to adopt the college budget.

**Bond:** A debt investment with which the investor loans money to an entity (company or government) that borrows the funds for a defined period of time at a specified interest rate.

**Budget:** A written report showing a comprehensive financial plan for one fiscal year.

**Budget Committee:** The fiscal planning board, consisting of the Board of Education plus an equal number of citizens at large from the College District.

**Budget Message:** An explanation of the budget and financial priorities, presented in writing by the College President as part of the budget document.

**Budget Officer:** Person appointed by the Board of Education to oversee the budget process.

**Budget Transfer:** Amounts moved from one fund to finance activities in another fund. They are shown as expenditures in the originating fund and revenues in the receiving fund.

**Capital Expenditure:** An expenditure for a single item with cost exceeding \$5,000 and an estimated useful life of three or more years.

**Capital Projects Fund:** Budget fund used for the acquisition of land, new construction, major remodeling projects, and major equipment purchases.

**Classified Employee:** An employee who perform a wide variety of clerical, technical, maintenance, and instructional support activities in support of college programs and activities

**College Council:** The college's main planning and policy body.

**College District:** The college's service area, which encompasses a 5,000 square mile area in Douglas County.

**College Support Services:** Expense function covering activities that support the ongoing operations of the college, including physical plant operations.

**Community Services:** Expense function covering non-instructional activities provided to external groups.

**Consumer Price Index:** A measure estimating the average price of consumer goods and services purchased by households.

**Contingency:** A budget account to provide for unanticipated occurrences, or funds to be held for future distribution.

**Debt Service:** Expenditure category for repayment of principle and interest on bonds, interest-bearing warrants, and short-term loans.

**Debt Service Fund:** Budget fund for accounting for general long-term debt, principal, and interest.

**Deferred Maintenance:** The practice of postponing maintenance activities such as repairs on both real property (i.e. infrastructure) and personal property (i.e. machinery) in order to save costs, meet budget funding levels, or realign available budget monies.

**Ending Fund Balance:** The beginning fund balance plus current year revenues, less current year expenditures.

**Enterprise Fund:** Budget fund for 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.

**Expenditure:** An amount of money, cash or checks actually paid or obligated for payment due to the purchase of goods and services, the payment of salaries and benefits, and the payment of debt service.

**Fees:** Revenue generated from assessing fees for non-instructional expenses.

**Financial Aid:** Expense function for student loans, grants and stipends.

**Financial Aid Fund:** Budget fund used for the provision of grants, stipends, and other aid to enrolled students.

**Fiscal Year (FY) (FYxxxx):** The twelve-month financial period used by the college, which begins July 1 and ends June 30.

**Full-Time Equivalent (FTE):** The equivalent of a full-time employee or student. For example, two half-time employees equal one FTE employee.

**Fund:** A division in the budget segregating independent fiscal and accounting requirements.

**Fund Balance:** The difference of revenues, including beginning fund balances, and expenditures.

**Fund Type:** One of nine fund types: General, special revenue, financial aid, capital projects, debt service, insurance, enterprise, internal service and student club.

**General Fund:** The primary operating fund of the college, that includes activities directly related to the college's basic educational objectives.

**Generally Accepted Accounting Principles (GAAP):** A widely accepted set of rules, conventions, standards, and procedures for reporting financial information, as established by the Financial Accounting Standards Board.

**Government Finance Officers Association (GFOA):** The professional association of state/provincial and local finance officers in the United States and Canada.

**Grant:** A donation or contribution in cash by one governmental unit to another unit which may be made to support a specified purpose or function, or general purpose.

**Higher Education Price Index (HEPI):** Inflation index designed specifically for higher education. A more accurate economic indicator for colleges and universities than the CPI.

**Instruction:** Expense function covering all activities related to instructional programs.

**Instructional Fees:** Revenue generated by assessing students for course-related expenses.

**Instructional Support:** Expense function covering activities that provide integral support services to instructional programs.

**Insurance Fund: Budget fund for self-funded insurance obligations.**

**Interest Income:** Revenue generated from investment of operating capital in excess of daily requirements.

**Interfund Transfer:** An amount to be given as a resource to another fund in the budget.

**Intergovernmental [Resource]:** Total public resources that include State and Federal funds and local property taxes.

**Internal Service Fund:** Budget fund for functions that exist primarily to provide goods and services to other instructional and administrative units of the college.

**Materials and Services (M&S):** An expenditure category that includes contractual and other services, materials, supplies, and other charges.

**Modified Accrual Basis:** Basis of accounting under which revenues are recorded when they become measurable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations, which is recorded when due.

**Non-Recurring Resources:** Resources (revenues) that are not part of an annual revenue stream to include: fund balances, reserves, one-time grants and awards, and special allocations.

**Oregon Administrative Rules (OAR):** A compilation of state agency rules and procedures.

**Oregon Public Employees Retirement System (PERS):** Retirement system provided by the State of Oregon for all public employees.

**Oregon Revised Statutes (ORS):** The codified laws of the State of Oregon. The ORS is published every two years to incorporate each legislative session's new laws.

**Other Payroll Expenses (OPE):** An expense classification that includes the costs of payroll taxes, PERS, medical insurance, and other fringe benefits and payroll-related items accruing to an employee.

**Other Resources:** Revenue generated from various activities such as finance charges, sale of equipment, enforcement fees and other nominal, one-time miscellaneous amounts.

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

**Personal Services:** An expenditure category that includes salaries and wages and other payroll expenses (OPE).

**Plant Operations and Maintenance:** Expense function covering the operation and maintenance of the physical plant, including grounds, facilities, and utilities.

**Proposed Budget:** Financial and operating plan prepared by the Budget Officer, submitted to the public and Budget Committee for review.

**Resolution:** An order of the Board of Education.

**Resources:** Estimated beginning fund balances on hand plus all anticipated revenues and transfers.

**Requirement:** A use of funds or expenditure.

**Revenue:** Monies received or anticipated.

**Sale of Goods and Services:** Revenue generated from the college's enterprise and special revenue activities.

**Senior Leadership Team:** The college's administrative leadership team, comprised of the president, vice presidents, chief officers, and deans, as well as invited participants.

**Special Revenue Fund:** Budget fund that accounts for revenues that are legally restricted to expenditures for specific purposes, such as federal grants and contracts.

**Special Revenue- Administratively Restricted Fund:** Budget fund for 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.

**Student Club Fund:** Budget fund used for on campus student organizations.

**Student Services:** Expense function covering activities to support students' success and development.

**Transfers Out:** An expenditure category that includes resource funding for specific purposes.

**Tuition:** Revenue generated by assessing students per-credit-hour rates.

**UAL:** See Unfunded Actuarial Liability

**Unappropriated Ending Fund Balance (UEFB):** A special amount set aside in a budget for use as a resource in the beginning of the next fiscal year after it was budgeted.

**Unfunded Actuarial Liability (UAL):** Amount PERS has determined to be owed by participating governments to fully fund the retirement system

# Appendix B: Legal Notices

## The News-Review

**AFFIDAVIT OF PUBLICATION**

State of Florida, County of Orange, ss:

Yuade Moore, being first duly sworn, deposes and says: That (s)he is a duly authorized signatory of Column Software, PBC, duly authorized agent of The News-Review, a newspaper printed and published in the City of Roseburg, County of Douglas, State of Oregon, and that this affidavit is Page 1 of 2 with the full text of the sworn-to notice set forth on the pages that follow, and the hereto attached:

**PUBLICATION DATES:**  
Mar. 17, 2024

**NOTICE ID:** gLHujATR7KHeOoPlsR81  
**PUBLISHER ID:** 100200  
**NOTICE NAME:** Notice of Budget Committee Meeting  
**Publication Fee:** \$174.92

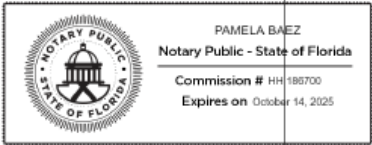
I declare under penalty of perjury under the law of Oregon that the foregoing is true and correct

(Signed) Yuade Moore

**VERIFICATION**  
State of Florida  
County of Orange

Subscribed in my presence and sworn to before me on this: 03/20/2024

[Signature]  
Notary Public  
Notarized remotely online using communication technology via Proof.



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

A | Use this notice if public comment will be taken at this meeting.

A public meeting of the Budget Committee of the Umpqua Community College, Douglas, State of Oregon, to discuss the budget for the fiscal year July 1, 2024 to June 30, 2025, will be held at UCC - Lang Event Center 1140 Umpqua College Rd Roseburg. The meeting will take place on April 4, 2024 at 6:00  a.m.  p.m.

The purpose of the meeting is to receive the budget message and to receive comment from the public on the budget.

This is a public meeting where deliberation of the Budget Committee will take place. Any person may appear at the meeting and discuss the proposed programs with the Budget Committee.

A copy of the budget document may be inspected or obtained on or after March 25, 2024 at UCC - Library, between the hours of 8:00  a.m.  p.m. and 5:00  a.m.  p.m.

150-504-063 (Rev. 11-19-21)