



Portland Community College

Portland, Oregon

**Adopted Budget**

2011-2013 Biennium

July 1, 2011 – June 30, 2013

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Oregon**

For the Biennium Beginning

**July 1, 2009**

President

Executive Director

## PORTLAND COMMUNITY COLLEGE

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Christina Day, Budget Manager  
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## DISTRICT PRESIDENT'S BUDGET MESSAGE

September 1, 2011

### Introduction

As required by Chapter 294, Sections 294.305 to 294.520 of the Oregon Revised Statutes, and Board Policies B213 and B214 as amended, I hereby present the Adopted Budget of the Portland Community College District for the 2011-2013 Biennium. On April 21, 2011, the Board of Directors of the District, acting as a budget committee, approved the Proposed Budget and the proposed property tax levies for submission to the Multnomah Tax Supervising and Conservation Commission (TSCC). On May 17, 2011, after due notice and public hearing, the TSCC heard and approved the District's Approved Budget for the 2011-2013 Biennium. On June 16, 2011, after due notice and public hearing, the Board heard and approved the resolution to adopt the budget and authorize the property tax levy for the Biennium Fiscal Years 2011-2013 as follows:

- Subject to the Education Limit:
  - Beginning July 1, 2011, \$0.2828 per \$1,000 of assessed value of properties within the district boundary  
Beginning July 1, 2012, \$0.2828 per \$1,000 of assessed value of properties within the district boundary
- Outside the Education Limit:
  - Beginning July 1, 2011, \$31,462,963 for payment of maturing principal and interest of voter approved General Obligation Bonds.
  - Beginning July 1, 2012, \$39,081,406 for payment of maturing principal and interest of voter approved General Obligation Bonds.

This budget has been prepared for a 24 month period. It balances the College's priorities and will continue to meet the College mission of offering accessible and affordable education to the residents of the district. This budget identifies the following focus areas for the 2011-13 Biennium:

- Maintain the same level of budget in the instructional programs and support services as developed in the FY09-11 Biennium to support the record level of enrollment;
- Technology: Keep the college infrastructure (data & telecom network, equipment and support) reasonably funded to provide better access to students;
- Enhance student access and success; and
- Keep PCC Programs affordable.

We are currently facing a challenge to provide affordable programs with fewer resources. The volatile nature of the economy is a challenge to meet the counter cyclical nature of our service. Economic recovery has been slow and the job growth has been marginal in the past two years. Predictions on economic recovery vary from a year to two years or more and we must continue to make sound budget decisions that support our mission and maximize our utilization of available resources despite these challenging economic times. When the economy is bad our enrollment increases as people go back to school to get additional training or change professions. This puts PCC and Oregon Community Colleges in the best position to help the economy to recover by providing educational programs and services at an affordable level.

The development of this budget took into consideration the long-term effect of the current economic challenges and the financial health of the College. We have proactively managed our financial resources

and have adopted budgetary principles that address the College priorities, revenue enhancement and the impact of our current actions on the future financial health of the College. This budget continues to adhere to the principles contained in the Board values and goals, as supported within the College Educational Master Plan. I have adopted the following budget development principles for this budget process with the help of the Cabinet and the internal Budget & Planning Advisory Committee (BPAC):

#### Principles for Developing the 2011-2013 Biennium Budget

- We will strive to maintain and improve affordability, access and student success.
- We will develop the budget in a way that supports the Mission of our College.
- What we do we will do well:
  - Invest to grow enrollment strategically
  - Set appropriate levels of staffing
  - Provide good and sustainable facilities/infrastructure
  - Develop sufficient communication & marketing
  - Utilize appropriate levels of stakeholder engagement
  - Appropriately provide continuous improvement including staff development
  - Comply with laws & regulations
  - Strategically analyze budgets
- We will strategically position our programs to meet future demand.
- We will prepare a budget that maintains a balanced curriculum between career and technical education (CTE), community education & continuing education, pre-college education, and lower collegiate transfer.
- We will foster the development of civic responsibility and engagement with our community (e.g. service learning).
- We will balance between instruction, instructional support, student support and administrative functions
  - Continue to consider funding restorations together with new ideas
  - Avoid across the board cuts
  - As we expand facilities to meet student needs, provide funding for success
- We will recognize the Full Time/Part Time Faculty Ratio Memorandum of Agreement, but also strive to attain a balance in staffing among instruction, instructional support, student support, and administrative support functions.
- We will examine proposals and ideas carefully, taking into consideration the impact and opportunity cost (other priorities).
  - New programs may be funded as pilots
  - Once new programs are approved for on-going status, they will be funded so that they can be sustained
- We will be entrepreneurial, innovative and creative, and continue to explore alternate resources including, but not limited to, foundation, partnership and grant opportunities.
- We will use fund balance to cover one time initiatives only and we will strive to maintain the average minimum 7% fund balance.

I have always advocated an open and participatory process to bring greater transparency, knowledge and accountability to the budget process, and as part of the development of this budget, I have continued to

meet and consult with the BPAC—its membership includes students, faculty, academic professionals, classified staff, managers and the President's Cabinet. These groups, as well as various citizen groups, have continued to provide me with insights, perspectives and ideas concerning budget priorities and have provided me with advice and suggestions on possible alternative approaches to budget challenges. In addition, I formed the Entrepreneurial Advisory Council to help me explore new and creative ways to increase resources and reduce expenditures in the long term.

Even with the prospect of continued significant reduction in state support revenue, I believe that the Proposed Biennium Budget will continue to address our needs and opportunities in serving our students and accomplishing our mission.

## **REVENUE PROJECTIONS AND ASSUMPTIONS**

For the FY09-11 Biennium, the District adopted a biennial budget based on a \$428 million Community College Support Fund (CCSF) budget in anticipation of challenges to the CCSF budget through voter referendum. In January 2010, voters approved Measures 66 and 67, confirming CCSF funding at \$450.5 million. Recognizing that the State might not be able to sustain this level of revenue, PCC took the approach to keep the FY 09-11 budget basis at a State funding level for community colleges of \$428 million and treat the "new" \$6.2 million as one-time money. On May 25, 2010, the State released its updated revenue projection. Due to a revenue shortfall of \$577 million in the State's 2009-11 biennium budget, the State Governor issued a directive to all state agencies including the Department of Community Colleges and Workforce Development (CCWD) to make across-the-board cuts of 9% for FY 2009-11. Ultimately, the state support made available to community colleges dropped to \$417 million during the FY 2009-11 biennium, translating to a reduction of \$5.64 million for PCC. Because of the decision to maintain the PCC budget at the original budget level of \$428 million CCSF funding, PCC was able to absorb this reduction within the approved supplemental budget by reducing fund transfers from the General Fund, increasing fund transfers into the General Fund, and reducing the ending fund balance.

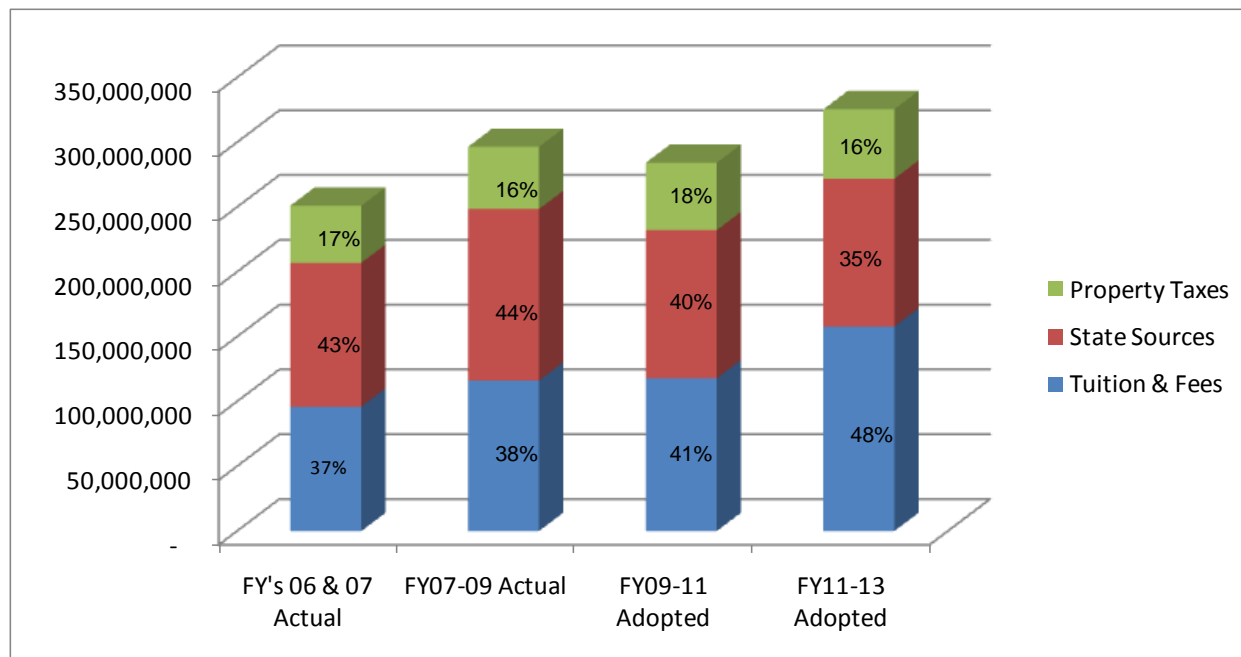
In February 2011, the new incoming Governor proposed an FY11-13 Biennium budget of \$410 million for Community College Support Fund (CCSF) allocation through the formula approved by the State Board of Education. Due to a large anticipated state budget shortfall, we expect this number to change further before our budget is finalized. Based on prior experience and other similar mid-biennium reductions from the State in the past, we continue to plan conservatively for the FY11-13 Biennium Budget, budgeting on a \$400 million state support level for community colleges. At the \$400 million level, State support accounts for approximately 35% of the General Fund operating resources in the FY 2011-13 Biennium budget, down from 40% in the current biennium's adopted budget.

The College has experienced unprecedented enrollment growth over the past biennium due to the economic downturn. For the FY 2011-13 Biennium, we believe that enrollment will plateau and maintain current levels. We anticipate that, as the economy strengthens, some students will return to the workforce, but new students will enroll as an affordable alternative to the higher-cost four-year universities. Additionally, as we build out new facilities through the bond program, we will reach new markets and student populations, increasing enrollment as well. Because of these factors, this budget includes a projected 1% increase in enrollment from the FY 2009-2011 Biennium. We are estimating an annual average enrollment of approximately 26,000 credit student full-time equivalent (FTE) per year of the biennium. The Adopted Budget includes a tuition fee increase of \$3 per credit hour in each year, an increase of 3.8% for the biennium. The tuition rate for the first year of the biennium period will be \$79 per credit hour and will increase to \$82 for the second year of the biennium period. Tuition and fees account for approximately 48% of the General Fund operating resources, up from 41% in the current biennium adopted budget. The phased-in increase in tuition is consistent with the Board's direction to not radically increase tuition charges to students. There are no budgeted increases in the major general fund fees for Technology or College Service. To partially address high parking demand and subsequent costs, the Board approved an increase to parking and transportation fees for FY11-13 as part of an overall Traffic Demand Management Plan. Net revenues will be used to increase the total number of subsidized TriMet Student Select Passes.



Property tax revenue is projected to increase by approximately 3% for the biennium. Property tax revenues account for approximately 16% of the General Fund operating resources. However, this revenue is added into the total public resources pool for funding allocation formula distribution. The current community college funding allocation formula is under review and changes are anticipated but the final impact is unknown at this time. The preliminary analysis of the impact points to a slight reduction of our share of the CCSF allocation.

Below is a chart illustrating the changes in PCC's top three General Fund revenue sources since FY 2005-06. Note that individual fiscal years 2005-06 and 2006-07 were combined for comparison.



## MAJOR RESOURCES

**State Resources:** The general state support to community colleges is based primarily on student enrollment. As mentioned earlier, the College's estimated share of the state support is based on \$400 million for community colleges for the FY 2011-13 Biennium. Through the allocation formula, our share of this is approximately \$114.0 million for the biennium - \$56.4 million for the first year and \$57.6 million for the second year.

The State also provides resources that are restricted to certain programs. These state-supported, program-specific resources are estimated at \$15.1 million for the biennium and are budgeted in the Contracts and Grants Fund. Some of the large state-funded contracts and grants include the Public School Dropout Recovery Program and Coffee Creek Corrections.

**Federal and Other Resources:** The College receives federal funds in support of student aid. These funds are budgeted in the Student Financial Aid Fund and are estimated at \$381.3 million for the biennium. Last year, President Obama signed the Health Care and Education Affordability Reconciliation Bill of 2010, which contains health-care legislation fixes and the Student Aid and Fiscal Responsibility Act (SAFRA). SAFRA eliminated the Federal Family Education Loan program and moved all federal student loans into the Direct Loan program, requiring colleges to fund and manage loans. In June 2010, PCC adopted a supplemental budget for its Student Financial Aid Fund to reflect this federal mandate, resulting in an

increase to the budget of \$163 million. The Adopted FY 2011-13 Budget continues to fund this change in the Student Financial Aid Fund.

Additionally, sponsored program revenue from federal sources, estimated at \$33.3 million, is budgeted in the Contracts and Grants Fund. Continuing grants that account for the majority of the federally funded programs include Steps to Success, Dislocated Worker's program, Vocational Education, Perkins Title I and grants from the Department of Education, National Science Foundation and the Department of Health and Human Services to fund special education programs. It also includes the Hispanic Head Start program, the low income, first generation migrant, underrepresented student groups and disabled worker's programs.

Tuition and Fees: Tuition and fee revenue accounts for approximately 48% of the total General Fund operating resources. The total revenue from tuition and fees is estimated at \$157.8 million for the biennium (\$77.7 million for FY 2011-2012 and \$80.1 million for FY 2012-13). The tuition and fee revenues are based on an increase of \$3 per credit beginning July 1, 2011 and another \$3 per credit beginning July 1, 2012. Tuition and fee revenue increased significantly during the FY 2009-11 Biennium due to unprecedented enrollment levels, and budgeted revenues in FY2011-13 reflect the increase needed to offset corresponding cost increases. The Adopted FY 2011-13 Budget continues to budget tuition and fee revenues at the adjusted revenue level.

Differentiated tuition and fees for self-improvement courses, continuing education units and community education classes are estimated at \$16.9 million for the biennium. These revenues are accounted for in the CEU/CED Fund and are assessed to pay for the programs and non-credit classes offered under this division. The CEU/CED Fund is designated as a self-supporting operation.

Property Taxes: The estimated property tax levy subject to the education limit set by Measure 5 (1990) and Measure 50 (1998) to support ongoing operation for the 2011-2013 biennium is estimated at \$52.1 million (\$25.7 million in the first year and \$26.5 in the second, net of uncollectible taxes and discounts) and is based on a per mil levy of \$0.2828 per one thousand of assessed value of properties within the district. This revenue accounts for approximately 16.5% of the General Fund operating resources and is calculated based on the college permanent rate of \$0.2828 per \$1,000 of assessed value subject to tax for each year of the biennium.

PCC also levies property taxes to pay for the maturing principal and interest on voter approved General Obligation bonds and this levy is outside the limit set forth by Measure 5. These taxes are estimated at \$67.8 million for the biennium (\$33.5 million for the first year and \$34.3 million for the second, net of uncollectible taxes and discounts) and average approximately \$0.349 per \$1,000 of assessed value for each year of the biennium period.

Enterprise and Internal Service Operations: The College Bookstore operation is estimated to generate a sales figure of approximately \$31.5 million for the biennium with a net profit projected at 5.1% of sales. The Food Services operation is projected to generate a sales figure of about \$9.9 million for the biennium with a net profit projected at approximately 1.2% of sales. Parking Operations revenue is estimated at \$10.7 million for the biennium, up substantially from the current biennium due to enrollment growth and a proposed rate increase. Parking Operations are expected to generate a net profit of about 2.8% at the end of the biennium.

The Print Center, an internal service operation, derives its income mostly from sales of graphic design and copy services to College departments. Revenue from this operation is estimated at \$2.3 million for the biennium. Since this is an internal service operation, the charges for services are reviewed annually to eliminate the element of any profit or loss from its operation. It is expected that this operation will be at breakeven at the end of the biennium. Profits are retained by these self-sufficient operations to fund working capital, infrastructure improvement not funded by the bond program, and equipment replacement.

## **MAJOR REQUIREMENTS**

The General Fund Budget for the FY 2011-2013 Biennium reflects the uncertainties of the state support. In order to compensate for the projected reduction in state support revenue, I have limited the number of new initiatives in the budget, and instructed staff to continue identifying areas of potential cost savings. These actions, coupled with the tuition fee increase, have enabled us to present a balanced budget with a modest ending fund balance. We will continue to review our FY 2011-13 budget and adjust the fund balance as available so we maintain a 7% ending fund balance.

Faculty and Classified Federation contracts expiring June 30, 2011 and August 31, 2011 were successfully renegotiated and ratified on August 26, 2011. Because there was an overlap between budget adoption and contract ratification, contract changes that affect the FY2011-13 contract will be included in a supplemental budget.

In 2003, the College issued a limited tax pension bond to offset our unfunded actuarial liability and lower our employer rates. For the current biennium, the reserve established by PERS using the bond proceeds has offset the College's employer rate to less than 1%. PERS recently notified the College of a 6.0-6.5% increase in the employer rate for the FY 2011-2013 Biennium. This rate increase equates to approximately \$4 million in additional cost for each year of the biennium. Because we had established an internal reserve to accumulate funds in anticipation of a large rate increase, we will be able to use those reserves to offset costs to our departments for this increase. However, it is apparent to the College that our ability to internally manage these costs will be more restricted in the future as the employer rate continues to rise.

On November 4, 2008 voters of the district approved a \$374 million ballot measure for the College to issue general obligation bonds to fund the acquisition, construction, renovation, and improvement of various college facilities and campuses. The passage of this measure was a welcome relief in setting aside funds required to pay for our deferred facilities maintenance and equipment replacement projects. This, together with the state stimulus grant, enabled us to reduce the General Fund annual support to pay for the deferred facilities maintenance and equipment replacement projects by approximately \$200,000 for each year of the current biennium. On March 19, 2009 the College sold \$200 million of the approved amount to finance the following projects:

- a) Willow Creek Center completed at \$35.2 million of which \$7.5 million was funded by the State
- b) The acquisition and renovation of the Willamette Block Building in downtown Portland to house various administrative functions (Financial Services, Human Resources, Institutional Effectiveness, and Enrollment Services) completed at \$14 million
- c) Acquisition/construction of the Newberg Center estimated at \$11.3 million and currently under construction, scheduled to start classes in fall 2011, and
- d) Other projects in the bond program anticipated to start and/or be completed during the next three years

The overall implementation of the bond program continues, with issuance of the remaining \$174 million in general obligation bonds anticipated in FY 2012-2013. For up-to-date details, visit the Bond Program website at <http://bond.pcc.edu>.

## **THE COMPREHENSIVE BUDGET**

The budget contained in this document has been prepared and presented in accordance with the requirements of the Oregon Budget Law. The College utilizes 18 funds to account for its operations. The General Fund is the primary operating fund of the College that finances the general instructional programs and the services that support these programs. The other funds receive and expend resources in support of their specific programs.

The following is a snapshot of the adopted budget for the FY 2011-2013 Biennium:

	1st Year of Biennium 2011-13	2nd Year of Biennium 2011-13	Total Biennium 2011-13
General Fund	\$ 178,755,740	\$ 185,606,750	\$ 364,362,490
CEU/CED Fund	8,351,650	8,559,349	16,910,999
Auxiliary Fund	814,270	814,468	1,628,738
Contracts and Grants Fund	29,771,786	35,206,963	64,978,749
Student Activities Fund	2,344,000	2,224,000	4,568,000
Student Financial Aid Fund	194,053,158	193,539,357	387,592,515
Capital Projects Fund	3,900,000	12,135,192	16,035,192
Capital Construction Fund	83,205,888	220,794,112	304,000,000
College Bookstore Fund	17,001,885	26,041,555	43,043,440
Food Services Fund	5,454,776	5,407,551	10,862,327
Parking Operations Fund	5,993,445	6,703,063	12,696,508
Print Center Fund	1,500,854	1,301,103	2,801,957
Risk Management Fund	2,190,276	4,016,891	6,207,167
P.E.R.S. Internal Reserve Fund	7,291,438	46,157,841	53,449,279
Debt Service (G.O.) Bond Fund	33,460,104	37,807,019	71,267,122
Capital Lease/Purchase Fund	195,450	247,168	442,618
P.E.R.S. Debt Service Fund	7,291,438	7,602,395	14,893,833
Early Retirement Fund	620,745	1,971,920	2,592,665
Total All Funds	<u>\$ 582,196,903</u>	<u>\$ 796,136,696</u>	<u>\$ 1,378,333,599</u>

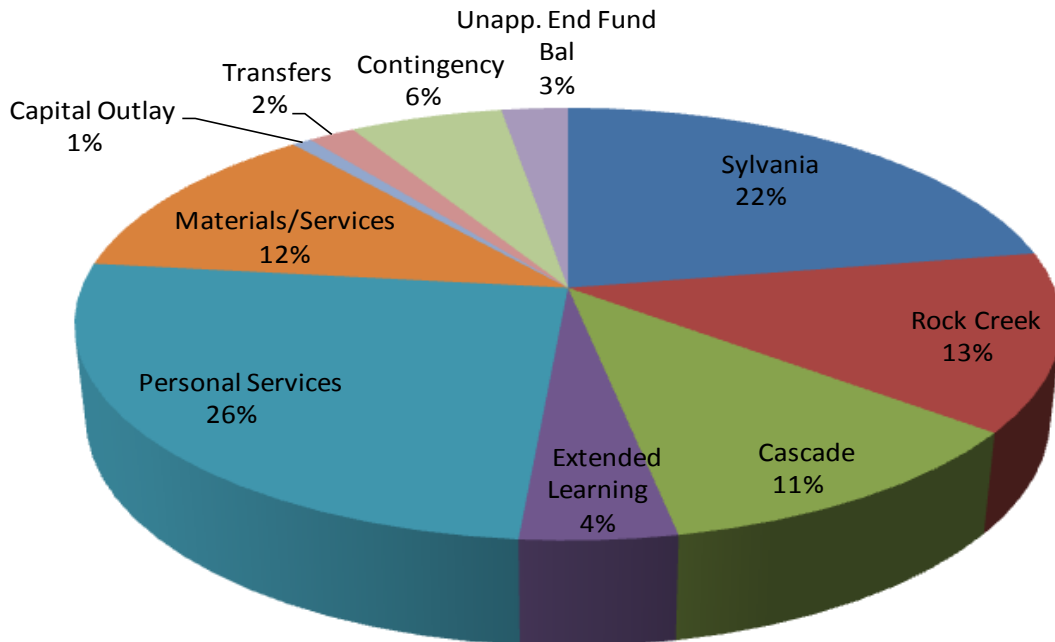
Note: the 2nd year Biennium total includes Unappropriated Ending Fund Balance

Hereunder is a summary of the General Fund appropriation requirement for the FY 2011-2013 Biennium:

<b>GENERAL FUND</b>	1st Year of Biennium 2011-13	2nd Year of Biennium 2011-13	Total Biennium 2011-13
<u>Campus programs areas:</u>			
Sylvania	\$ 40,524,026	\$ 40,771,475	\$ 81,295,501
Rock Creek Campus	\$ 24,239,742	\$ 24,262,315	48,502,057
Cascade	\$ 20,631,634	\$ 20,674,280	41,305,914
Extended Learning	\$ 7,999,137	\$ 7,995,574	15,994,711
<u>Non-program areas:</u>			
Personal Services	46,752,762	46,211,766	92,964,528
Materials & Services	21,017,913	23,145,123	44,163,036
Capital Outlay	1,352,860	1,404,020	2,756,880
Transfers	3,298,015	3,272,355	6,570,370
Contingency	12,939,651	8,542,363	21,482,014
TOTAL APPROPRIATIONS	<u>\$ 178,755,740</u>	<u>\$ 176,279,271</u>	<u>\$ 355,035,011</u>
Unappropriated Ending Fund Balance (see note)	0	9,327,479	9,327,479
TOTAL GENERAL FUND	<u>\$ 178,755,740</u>	<u>\$ 185,606,750</u>	<u>\$ 364,362,490</u>

Note: Unappropriated Ending Fund Balance is not an appropriation

## FY11-13 Adopted General Fund Requirements



### SIGNIFICANT COLLEGE ACCOMPLISHMENTS

PCC continues to stay focused on our Mission. In both the good and bad times of the past few years, PCC faculty and staff led the creation and achievement of bold new ideas and goals. A sampling of these accomplishments includes:

#### Instruction and Student Support

Estimates show that PCC experienced a 30% increase in total degrees/certificates awarded in 2009-10 compared to 2008-09. The number of two-year degrees grew by 24% and certificates grew by 62%. We expect this is due to several factors, including the weak economy contributing to students staying in school longer, increasing university costs, the removal of the graduation fee, and the cumulative effect of additional full-time credit students over the last several years.

In the 2009/10 academic year, the PCC Foundation awarded scholarships totaling approximately \$884,000, and averaging almost \$1,700 per award. While scholarship awards have grown four-fold in the past four years (from \$218,000 in 2005-06), there continues to be a huge gap between available scholarship dollars and student need; about half of the 900 students who applied for scholarships received them. The large increase in scholarship awards this past year was supported by the Miller match funds as well as approximately \$200,000 from Worksystems, Inc. The Foundation, in partnership with WSI and PCC's Workforce Network, provided tuition assistance and other financial support services to 79 low-income students who were on track to complete course requirements for degree or certificate programs by June 30, 2010 in manufacturing, science, technology, engineering or mathematics.

In the 2010/11 academic year, the PCC Foundation completed the fall 2010/11 scholarship cycle with awards of \$142,000 to 118 students. This brings the total for the 2010/11 academic year to \$745,000 in scholarships to 467 students. In addition, the Foundation, in partnership with Staff Development, awarded \$13,000 (total) in mini-grants to 9 faculty/staff projects that support student retention and success. For the past three consecutive years, the PCC Foundation has been awarded Miller match funds by the Miller Foundation at \$320,000 each year. These funds have provided much needed scholarship support during a time when financial aid requests have skyrocketed. The Foundation will continue to push its fundraising throughout the year to meet this unprecedented demand.

PCC is always seeking to utilize resource-saving technologies that benefit students as well, and has recently completed implementation of a new distance learning platform called Desire2Learn that will do both. The new Desire2Learn system is fully integrated with Banner, simplifying registration and other course management tasks for instructors and students. To date, over 800 courses have migrated. Faculty have been very engaged in this process. An added feature - online tutoring - is now available to all students as well, and is booming with hours of availability continually being added. Additionally, an online advisor is now working with students. Since September 2010, PCC has a full site license to use Elluminate Web conferencing for instruction, student support, and college business. This technology supports online meetings, presentations, and one-on-one conferencing.

For the 2010/11 academic year, PCC's Service Learning Program was awarded 60 slots for AmeriCorps students in Service. This program allows students to become AmeriCorps members, committing up to 300 hours of service in exchange for a \$1,000 education award. This means \$60,000 will potentially be awarded to PCC students toward their education and PCC students will contribute 18,000 hours of service in the Portland metropolitan area.

A new certificate in Geographic Information Systems was approved by the State March 12 and will be run out of the Rock Creek Campus beginning fall term 2011. The program, a repackaging of existing classes, will use the bond-funded, repurposed building 5 computer lab, which has ARC GIS software programming.

With the support of American Recovery and Reinvestment Act (ARRA) funding, three PCC Departments, Health Information Management; Computer Information Systems; and the Willow Creek Career Center are collaborating to develop and deliver a new six-month Health Informatics Concentration of Study Award to prepare students with previous IT or healthcare work experience for employment in the emerging field of Health Information Technology (HIT). PCC is the lead college and fiscal agent for a consortium of five Oregon colleges that will enroll 400 students and help 225 students gain employment in the HIT field.

#### Expanding Programs

The grand opening of the Intermodal Transit Facility in Hillsboro, which includes the new PCC Hillsboro Center, took place on August 31, during which several community leaders toured the yet-unfinished PCC facility. This space, offering over 25 core credit classes in fall 2010/11, will offer local students of Hillsboro, Cornelius and Forest Grove an alternative to classes at Rock Creek Campus.

PCC opened its Newberg Center in temporary quarters in the fall of 2010. The new center is slated to open in fall 2011. Winter term 2010/11 enrollment at the interim site was at 338 students.

PCC held its grand opening celebration for the new CLIMB Center for Advancement on September 28, 2010. The center brings together the resources of PCC to serve the professional training and business development needs of our region, in areas such as health care training, professional development, contract training and small business development.

PCC is holding five classes in St. Helens and Scappoose beginning in fall 2010/11, part of a cooperative plan in which Columbia County students can earn one-third of an Associate of Arts Oregon Transfer degree locally.

The Downtown Center, which opened at the end of 2009, is the home for PCC operations such as Human Resources, Finance, Community Education, Affirmative Action, and Institutional Effectiveness. PCC purchased and remodeled this building with plans to move these programs off campuses, thus freeing up space for much needed classrooms and labs. The site was selected due to its proximity to light rail aiding in the College's mission to be sustainable. The remodeled structure, formerly known as the Willamette Building, in downtown Portland is meeting the highest standards for sustainability and energy efficiency. The center is located on the corner of SW 2nd and Yamhill.

PCC's Willow Creek Center was completed in January 2010 and opened to the public in April. It is a three-story, 100,000 square foot facility located at the Willow Creek Transit Center. As a mixed-use development, the Willow Creek Center provides a new location for Washington County's Workforce Training Center, seven computer classrooms, 17 general purpose classrooms, a GED testing center, four labs, a wellness room, and a large multipurpose room for special events. The center also contains many college programs such as: GED classes, certified nursing assistant training, medical assisting and emergency medical services. The center is a partnership built with cooperation from TriMet, and creates a strong presence at this transit-oriented location. It brings together community service opportunities of higher education, workforce and continuing education and skills training. This facility reached a LEED Platinum certification level through innovative materials and design at little additional cost.

PCC purchased the 5-acre Swan Island motor pool site on June 2, 2010 for \$3.1 million. PCC staff is working with the city and business community to put together a long-term look at how we can best use the site, how to best help the industrial businesses on Swan Island and how to best meet the needs of the City of Portland. The site could become a trade-related jobs training center in the heart of Portland's industrial east side, allowing for expansion of a popular welding training program with long waiting lists.

#### Workforce and Economic Development

The Small Business Development Center – part of CLIMB – served more than 900 clients last year. In 2009, the center helped clients create 167 new jobs and retain 129 jobs, for a total of 296. With an annual budget of approximately \$538,000, the center's return on investment comes to 329 percent -- \$3.29 benefit to taxpayers for every \$1 invested by stakeholders. Another way to measure success is to track clients' ability to obtain financing to help their businesses to grow. In 2009, the center's clients received a total of \$5.73 million in debt or equity financing, and secured almost \$800,000 in Small Business Administration loans. Clients' sales increased by a total of \$5.26 million over the previous year.

In January 2011, the Willow Creek Center played host to the second annual Washington County Economic Summit. The Westside Economic Alliance and Greater Hillsboro Area Chamber of Commerce, led by Director Deanna Palm, organized the event. Lawmakers Sen. Bruce Starr and Reps. Shawn Lindsay and Katie Eyre Brewer were on hand.

PCC is now represented on the Workforce Investment Board for Oregon's Region 1, which includes Columbia, Clatsop and Tillamook Counties. Our participation is part of an overall outreach campaign to increase PCC services to Columbia County.

Workforce Network continues to exceed contracted job placement performance in the Steps to Success Welfare to Work Program. In December 2010, 213 people found employment. In January 2011, 177 job seekers went to work.

#### Partnerships

PCC staff continues to actively seek partnerships within the community to offer needed training and education. A recent contact was Legacy Health Systems to discuss mutual goals to diversify the healthcare workforce and increase educational access.

In preparation for its fall 2011 launch, the effort to expand the Middle College partnership with Portland Public schools is in full swing. Faculty and staff from Jefferson High School (JHS) and Cascade Campus

are teaming up to host a series of information nights at JHS for incoming freshmen and their parents. This program would transition Jefferson High School to a “focus option” school through the expansion of the current Middle College program, which enables students to simultaneously complete high-school and college courses.

The Portland Business Alliance and PCC’s Small Business Development Center (SBDC) announced a new partnership to support small business management. As part of the partnership, the Alliance is underwriting the cost for 12 small businesses to complete a one-year training course conducted by the SBDC. The partnership also includes a mentoring component and membership in the Alliance.

Portland Mayor Sam Adams, Multnomah County Chair Jeff Cogen, and their Education Cabinet hosted their first annual Education Town Hall and Summit April 10 and 12, 2010. PCC was well represented at both events, which featured information about the Education Cabinet’s strategies to reduce the dropout rate and increase post-secondary attendance, including the scholarship program for academic priority youth the Mayor has proposed in partnership with the PCC and MHCC Foundations.

The Portland City Council approved \$500,000 in funding for the Future Connect Program, which will offer scholarships to a target group of Multnomah County high school graduates to attend PCC or Mt. Hood Community College. Students will also receive comprehensive student support services to help with retention. The first group of Future Connect students would be served in fall 2011. I have pledged to work with the PCC Foundation to raise the funds to match the city allocation.

#### Sustainability

The Oregon Department of Environmental Quality requires larger employers to provide options to encourage employees to reduce auto trips to the work site. PCC recently conducted the biennial commute option survey required by DEQ. Based on a random sampling of PCC employees, with a 75% response rate, the PCC current auto trip rate fell below the DEQ target auto trip rate by 7 points (74% at PCC versus the DEQ goal of 81%). The decline in auto trips can be attributed to ongoing transportation demand and management strategies implemented by the Parking and Transportation Services Department to reduce carbon emissions and address the parking shortage.

Parking and Transportation Services has been granted preliminary certification for pass through business energy tax credits by the Oregon Department of Energy for \$277,164 at an approved pass-through rate of 25.7%. After savings have been realized, a suitable business partner will be sought that can utilize the credit. If successful, PCC will be awarded approximately \$80,000. The preliminary certification was predicated on energy savings realized by the TriMet Student Select Pass and Downtown Center annual all-zone employee bus subsidies. It is estimated that these subsidies will reduce 1,315,200 vehicle miles and save 52,608 gallons of fuel from September 1, 2010 to August 31, 2011.

On October 1, 2010, the Associated Students of PCC (ASPCC) piloted a new piece of composting equipment purchased with student fees dedicated to sustainability projects. The new Rocket Composter turns post-consumer waste into usable compost within five days. PCC will be the fourth institution in the United States and the first west of the Mississippi to own this technology, which will allow the Rock Creek Campus, where it is housed, to compost plates, utensils, and leftover food.

#### Legislative and Regulatory

In late fall 2010, the Oregon Community Colleges and Workforce Development Department presented a new “growth formula” for community college funding to the State Board of Education. The new formula, which will have the effect of capping funded enrollment, was approved by the community college presidents, despite PCC’s opposition. The Board of Education is expected to take action on the formula in early 2011. The principle underlying the current formula is stated in the OAR as “funding following the students”. The change proposed by the college presidents will in essence mean that “funding follows only a certain number of students,” and that State funding would not be provided for enrollments above a certain level, effectively implementing a cap on the number of students funded by the State at each college.



#### Other Initiatives and Accomplishments

PCC's In-service Day marked the kick off for planning for PCC's 50<sup>th</sup> Anniversary. The 50<sup>th</sup> will be celebrated during the 2011/12 academic year, and this fall students, staff, faculty and the community at large were given the opportunity to contribute to the planning of the celebration. We look forward to a year of great activities to celebrate PCC's past, present and future contributions to our community!

Since July 1, 2001, the College has received the Distinguished Budget Presentation Award each year from the Governmental Finance Officers' Association (GFOA). For 15 years consecutively, the College has also received the Excellence in Financial Reporting from the GFOA. These awards reflect the commitment by the College to financial reporting excellence and financial integrity.

#### Funded Grants

PCC has continued to actively seek available funding toward our mission to offer quality affordable programs. Below is a summary listing of major grants received between 2009 and 2011:

US Department of Education --- High School Equivalency Program (HEP) ---\$2,239,491. This five-year grant, based at Rock Creek Campus, will help migrant and seasonal farm workers (MSFW) and members of their immediate family obtain a GED, gain employment or be placed in post secondary education or training, or enter the military. One hundred students per year will be served.

US Department of Education --- TRIO Student Support Services – Sylvania --- \$1,277,500. A five-year renewal grant for the successful Sylvania ROOTS program will serve 170 students a year, increasing the retention, graduation and transfer rates of academically under-prepared low-income and first-generation students and students with disabilities.

US Department of Education --- TRIO Student Support Services – Cascade --- \$1,100,000. A new Cascade ROOTS program will be created to serve 140 low-income, first-generation students per year in a cohort model. Intensive academic advising, financial aid advocacy, college skill building, enhanced student leadership opportunities and cohort-building will be offered.

Oregon Department of Education --- PAVTEC Perkins Reserve --- \$234,142. To support PAVTEC activities related to Career and Technical Education in the following member school districts – Beaverton, Hillsboro, Portland, Tigard-Tualatin, Forest Grove, St. Helens, Gaston, Vernonia, Scappoose, and Sherwood.

US Department of Education – Title III --- Financial Literacy and Access to Improved Resources (FLAIR) - -- \$1,988,107. To improve student success by reducing institutional barriers to access and management of education-related finances. This project will provide immediate and comprehensive reform to PCC's student financial services by: re-engineering student financial services to a high tech-high touch approach; develop a comprehensive student financial literacy program; and cultivating private-sector support capacity in the Foundation.

US Department of Health & Human Services --- Predoctoral Training in General, Pediatric and Public Health Dentistry and Dental Hygiene Program --- \$409,946. To add the Restorative Dental Hygiene sequence of coursework to the existing Dental Hygiene program. This training will give our graduates a competitive edge for employment, since recent changes to the Oregon statute now allow hygienists to do restorative work, such as fillings.

US Department of Education – Fund for the Improvement of Postsecondary Education (FIPSE) --- Renewable Energy Technology Training --- \$350,000. This Congressionally-directed grant will purchase equipment to enhance the Electronic Engineering Technology and Renewable Energy course labs, to meet advancements in industry standards and improve students' employability.

Small Business Administration --- Congressional Earmark Program --- \$200,000. To contribute to the green economic recovery by enhancing the Automotive Service Technology program with hybrid vehicle curriculum development, offering a hybrid course series to students and incumbent workers and purchasing hybrid test vehicles and equipment to support these courses.

Atlantic Philanthropies --- \$505,000. To continue the Life by Design Program.

U.S. Department of Labor --- Healthcare Oregon Pathways to Employment Project (HOPE) --- \$4,841,299. For this Community-Based Job Training grant, PCC will lead a consortium project with six partner community colleges and their local WorkSource system partners to build on the work by the Oregon Pathways Alliance. The HOPE project will prepare and train 875 job-seekers for careers in high-demand, middle-skill health care fields, focusing on unemployed, dislocated and incumbent workers. This is likely the largest single federal grant PCC has ever received.

State of Oregon Department of Energy --- American Recovery Act State Energy Program --- \$1,000,000. As part of the statewide effort, PCC will implement energy efficiency measures throughout the Sylvania campus, including HVAC upgrades in several buildings and increased insulation.

Oregon Bureau of Labor and Industries --- Heavy Highway Workforce Development --- \$101,313. To provide career information, remedial training and support services to increase minority participation in the heavy highway industry in Oregon.

## **BOND PROGRAM UPDATE**

The College has initiated the bond program after the citizens of the District approved a \$374 million bond measure in November 2008. When completed in 2017, this program will, in summary, do the following for the College:

- Construct, equip, furnish new buildings for additional classrooms, and other college uses at all campuses, at Washington County Workforce Training Center, and in Newberg;
- Renovate, update existing College facilities needing heating, ventilation, plumbing, and lighting;
- Replace out-of-date equipment and facilities for workforce training;
- Expand and increase efficiency of instructional, library, student support services space, and classrooms in existing buildings at PCC campuses;
- Complete Phase I of moving SE Center to a comprehensive campus
- Upgrade technology including distance learning capabilities;
- Make health, life safety, accessibility upgrades including fire alarms, security systems, and electrical wiring;
- Expand students' childcare facilities;
- Acquire land and buildings for college services;
- Improve sustainability in current and future facilities to prepare students for the competitive workforce of the future across the District

**Bond Program Update as of March 2011:**

Work on the Transportation Demand Management (TDM) project is now underway. A TDM Steering Committee has been formed with a variety of representatives from all four campuses and the district to direct the project and craft and review all policy proposals. The committee will begin meeting in March and is continuing its work through the end of the calendar year.

The Technology Solutions Services department (TSS) project updates for this month consist of network infrastructure upgrades and the VoIP planning for the Rock Creek deployment. The data center committee has made the decision to lease rack space for disaster recovery and business continuity needs instead of building a new data center. We have identified an educational entity where we can lease rack space. A new group has been formed to identify services and applications we will locate at the site.

The new TSS Standards are nearing completion, pending final drawings. The ID cards and access control committee has identified next steps; an incremental proposal to upgrade the current systems is in development.

On-going meetings are taking place at Southeast and Sylvania to review TSS needs for telecom rooms and infrastructure needs for new buildings and renovated spaces. Discussion is underway with Newberg staff to discuss computer and phone needs for the new center.

The Bond team met to review the first progress report of the solar development study for the college district. We hope the final draft will be presented for review in March with recommendations and potential state and federal funding resources.

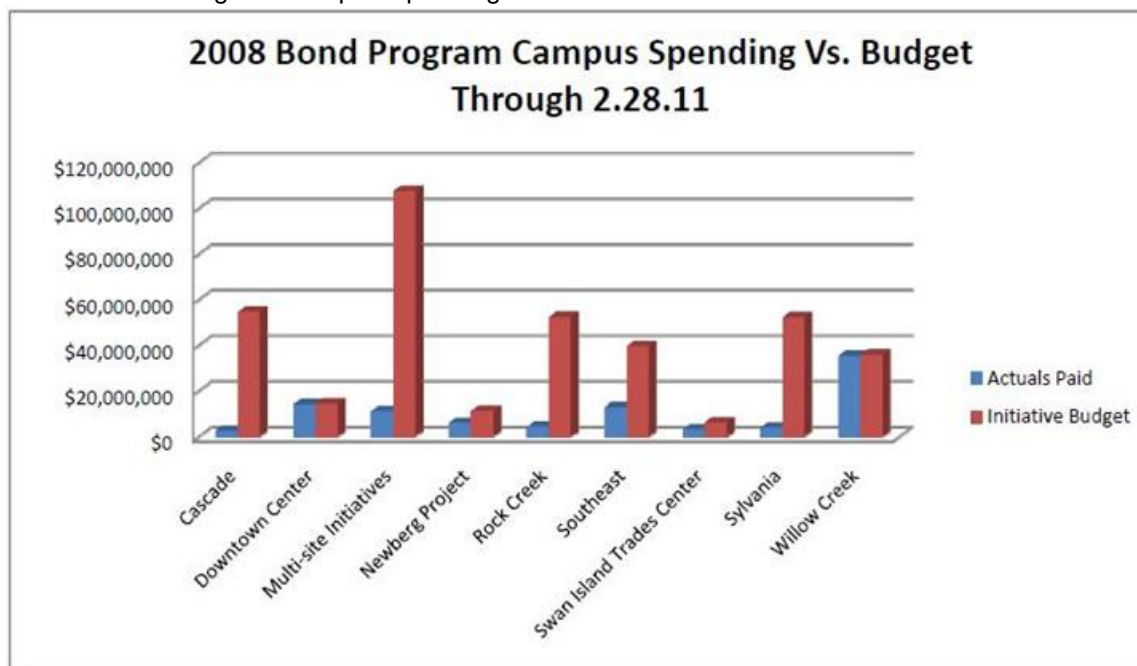
The multi-subject survey of staff, faculty, and students had good participation results with about 3,000 returns for the month of February. The survey was originally to be closed at the end of February; however, to increase student participation, we chose to keep it open for another week. Tent flyers were placed on the campuses in the high student use areas, such as cafeterias and student gathering spaces, to advertise the survey. Result tallies will be available and published approximately the first of April.

Below is a Financial Update as of February 28, 2011, as well as a representation of campus spending versus budget:

Table 1. Bond Program Financial Update

Campus/Initiative	Initiative Budget	Actuals Paid	% Spent of Initiative
Cascade	54,472,283	2,567,564	4.7%
Rock Creek	52,186,371	4,343,648	8.3%
Southeast	39,647,009	12,857,975	32.4%
Sylvania	52,128,873	3,846,491	7.4%
Downtown Center	14,300,000	14,074,117	98.4%
Newberg Project	11,306,720	6,032,228	53.4%
Swan Island Trades Center	6,213,793	3,134,496	50.4%
Willow Creek	35,700,000	35,216,857	98.6%
Multi-site Initiatives	107,326,068	11,111,944	10.4%
Total	\$ 373,281,117	\$ 93,185,320	25.0%

Table 2. Bond Program Campus Spending



## BUDGETING, ACCOUNTING AND FINANCIAL REPORTING METHOD

The basis of accounting used for purposes of financial reporting in accordance with generally accepted accounting principles (GAAP) is not the same basis used in preparing the budget document. The timing of revenue and expenditures may be different under the GAAP basis of accounting than under the budgetary basis of accounting. For example, in GAAP accounting, revenues are recognized when earned regardless of receipt of cash whereas revenue recognition under the budgetary basis of accounting may be deferred until amounts are actually received in cash.

For accounting and entity-wide financial reporting purposes, the College utilizes the GAAP basis of accounting. Under this method, revenues are recognized in the accounting period in which they are earned and become measurable and expenses are recognized in the period incurred. Also, under this method, receipt of long-term debt proceeds, capital outlays and debt service principal payments are not reported in operations but rather are classified as “other financing sources” and “other financing uses” and are reported as liabilities and assets respectively on the balance sheet. Likewise, depreciation and amortization are recorded as expenses.

For budgetary purposes, the term “basis of accounting” describes the timing of recognition when the effects of transactions or events are recognized. For example, property taxes are recognized as revenues in the years for which they are levied, and grants and similar items are recognized as revenues as soon as all eligibility requirements imposed by the grantor have been met. Also under the budgetary basis, long-term debt proceeds are reported as revenues while debt service payments and capital outlays are reported as expenditures. Depreciation and amortization are not recognized as expenditures under the budgetary basis of accounting.

Various transfers occur between the different funds of the College. Transfers to the General Fund are generally to reimburse the fund for costs incurred in providing support services to programs accounted for in the other funds. For example, Contracts and Grants, College Bookstores and Parking Operations reimburse the General Fund for various services provided to those operations. Transfers from the General Fund are for specific purposes required by contract or management decisions.

## **ACKNOWLEDGMENTS**

Finally, I would like to thank the Board of Directors for their continued support, leadership, and focus on doing “what is right” so that the College can continue to provide a strong learning environment for the citizens of the district. I also want to extend my gratitude to the members of the District Budget and Planning Advisory Committee (BPAC), to all faculty, academic professionals and classified employees, and to the confidential and management team, for their dedication, commitment and professionalism, especially to those who have put a considerable amount of time, energy, and patience into the development of this budget. With the College mission and priorities in mind, they have extended their unconditional support, cooperation and suggestions, and have resolved difficult questions that inevitably arise whenever the College must deal with budgeting constraints.



Dr. Preston Pulliams  
District President

## **COLLEGE OVERVIEW**

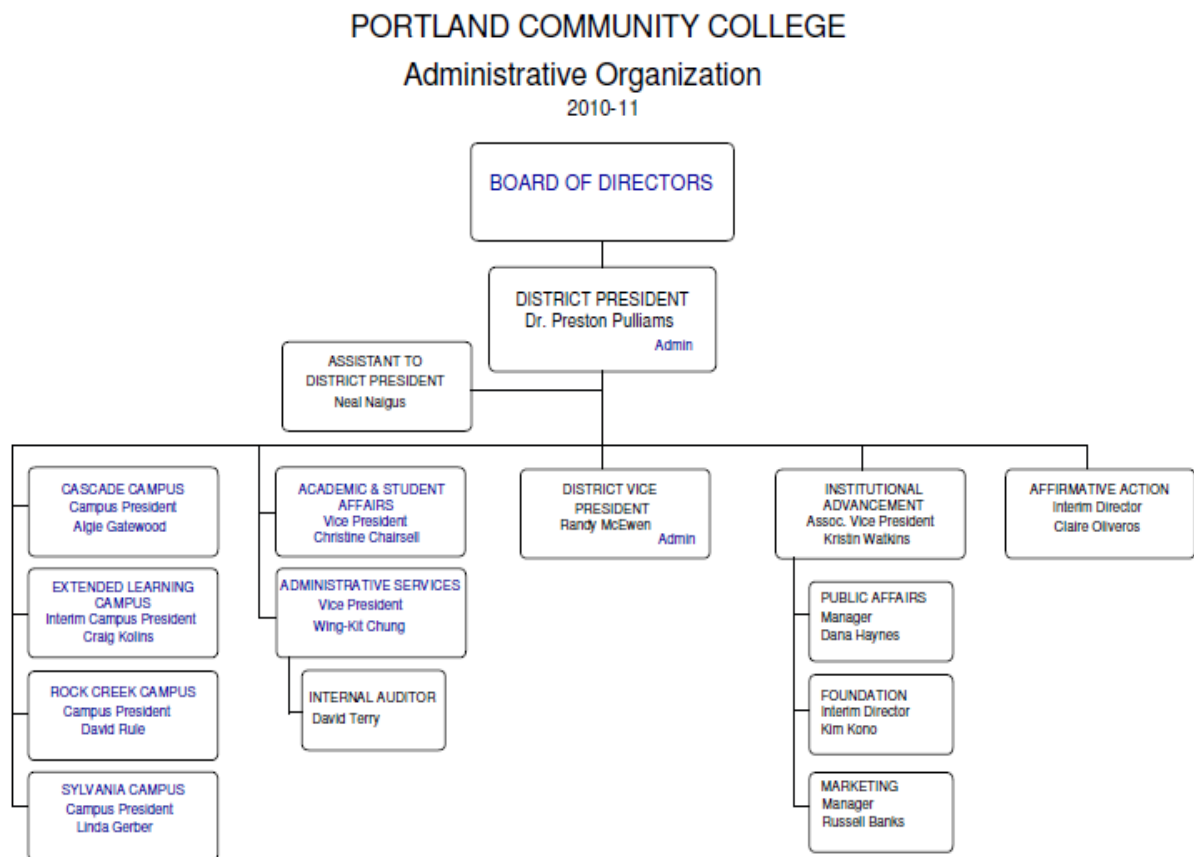
**PORTLAND COMMUNITY COLLEGE**  
ADOPTED BIENNIUM 2011-2013 BUDGET  
COLLEGE OVERVIEW

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Portland Community College is the largest institution of higher learning in the state, serving an estimated 1,182,385 residents in a five-county, 1500-square mile area in northwest Oregon. The district includes the state's largest city, Portland, and the most rapidly growing population areas in the state. The college has three comprehensive campuses which provide lower-division college transfer courses, two-year associate degree programs and professional and technical career training. The Open Campus provides job training, adult education and life-long learning, including welfare-to-work and alternative high school programs. Classes are offered at training centers and approximately 150 other locations throughout the district. PCC enrolls almost 100,000 students and serves more students than any other college in Oregon.

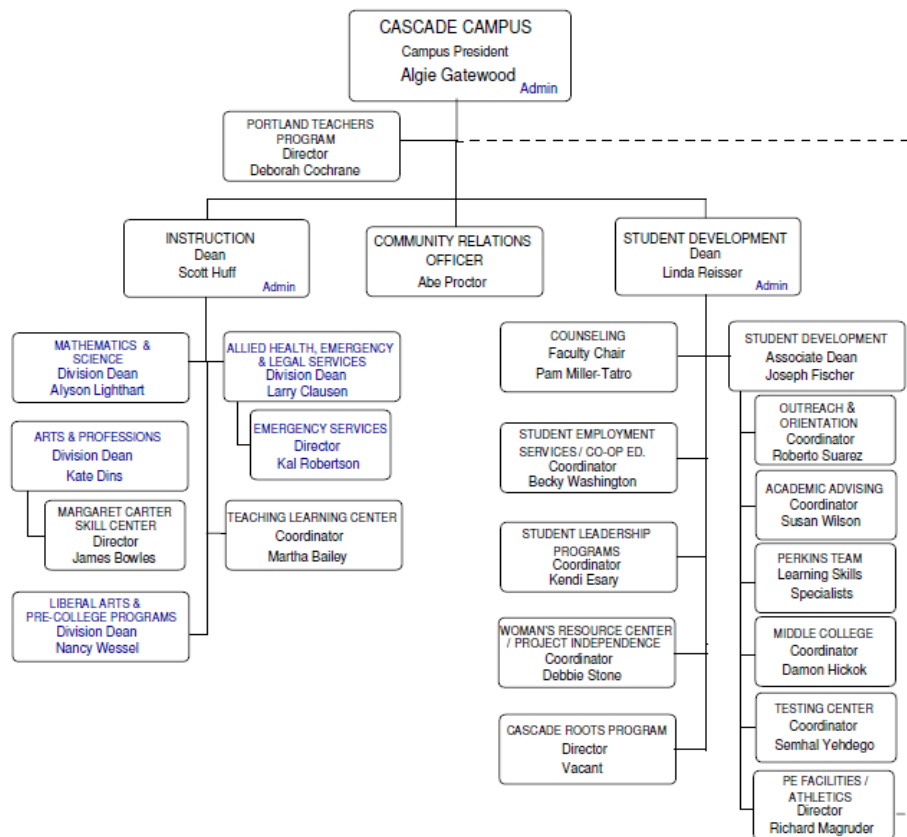
**TYPE OF COLLEGE:** Two-year public institution

**GOVERNANCE:** The College is governed by a seven-member Board of Directors elected by zones for a four-year term. The Board selects the President, approves the hiring of other staff and faculty, approves the college budget and establishes policies which govern the operation of the college.



**CAMPUSES AND  
DEPARTMENTS:**

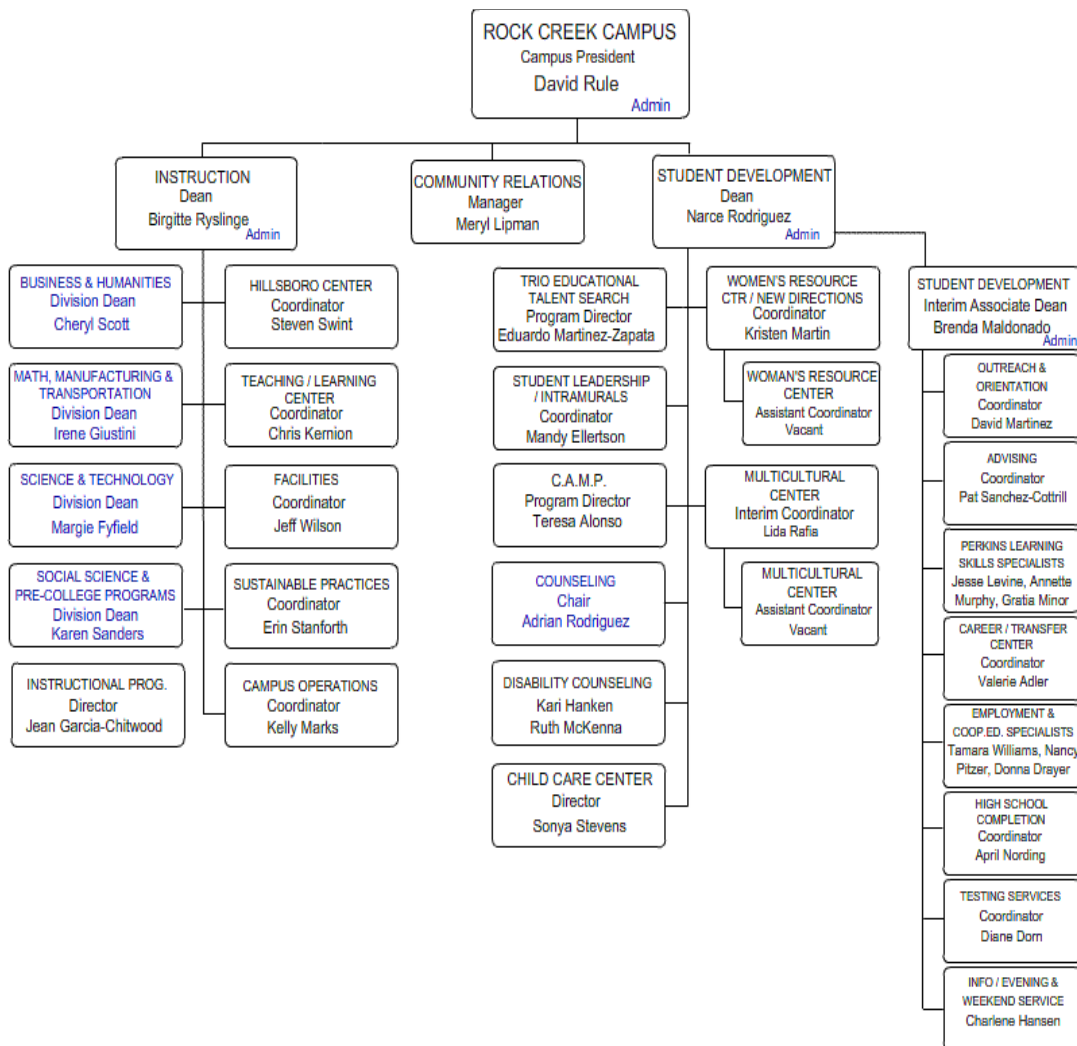
**CASCADE CAMPUS:** Located at 705 N.E. Killingsworth, Portland, Oregon in an urban setting with easy access to public transportation, the campus serves approximately 9,000 students each year. Cascade is unique due to its setting within an historic, urban neighborhood and an emerging commercial main street, and has the opportunity to significantly impact the surrounding community. The campus has become a focal point for rebirth in the neighborhood and many area residents have turned to Cascade Campus for job training, college transfer credit and self-improvement courses. Numerous community services—child care, legal aid, neighborhood associations and job referral services—are located either on the campus or within easy reach. This campus consists of approximately 323.3 FTE staff members, and has an FY11-13 Adopted budget of \$41.3 million.





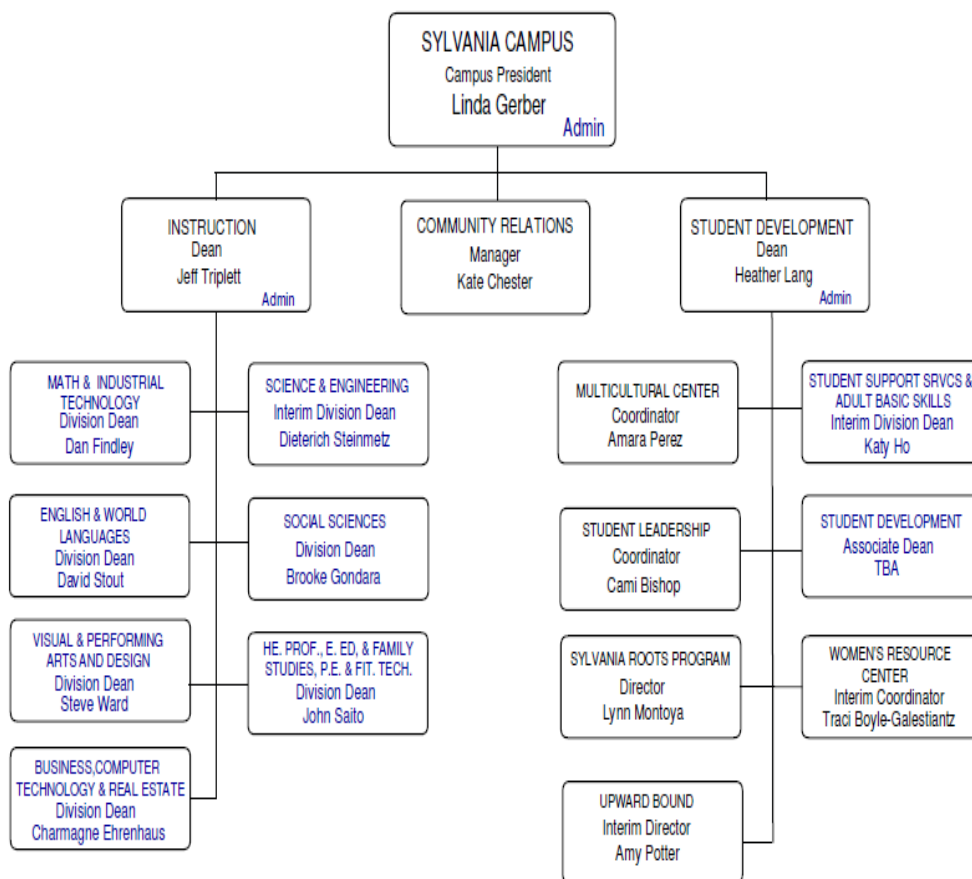
**ROCK CREEK CAMPUS:** Located at 17705 N.W. Springville Road, Portland, Oregon in a rapidly growing area, is approximately 15 miles west of downtown Portland serving the Beaverton-Hillsboro area of Washington County and serves almost 10,000 students annually. This campus opened in 1976 and rests on 256 acres of farm and wetlands. This rural setting provides a beautiful setting for college transfer and professional and technical programs, including Aviation Science and Maintenance Technology. The campus is a model for successful partnerships with area high schools. The science-technology building, completed in 1995, ensures continuing excellence of laboratory and classroom instruction. This campus consists of approximately 369.2 FTE staff members, and has an FY11-13 Adopted budget of \$48.5 million.

The Rock Creek Campus also operates the Hillsboro Center. Opened in winter 2002, this center recently moved to a new location in the Hillsboro Intermodal Transit Facility. The new location has updated classroom technology, wireless internet access, a testing room, a study room, three classrooms, a computer lab/classroom, an art room/classroom and commons area. This center serves approximately 300 FTE students each year.



**SYLVANIA CAMPUS:** Located at 12000 S.W. 49<sup>th</sup> Avenue, Portland, Oregon in suburban southwest Portland between Lake Oswego, Tigard and Portland, Sylvania is the largest campus, serving approximately 24,000 students annually. Sylvania is home for the PCC Nursing and Dental Programs, which have national reputations for excellence. Sylvania also provides college transfer, professional and technical programs, and developmental education. This campus consists of approximately 611.5 FTE staff members, and has an FY11-13 Adopted budget of \$81.3 million.

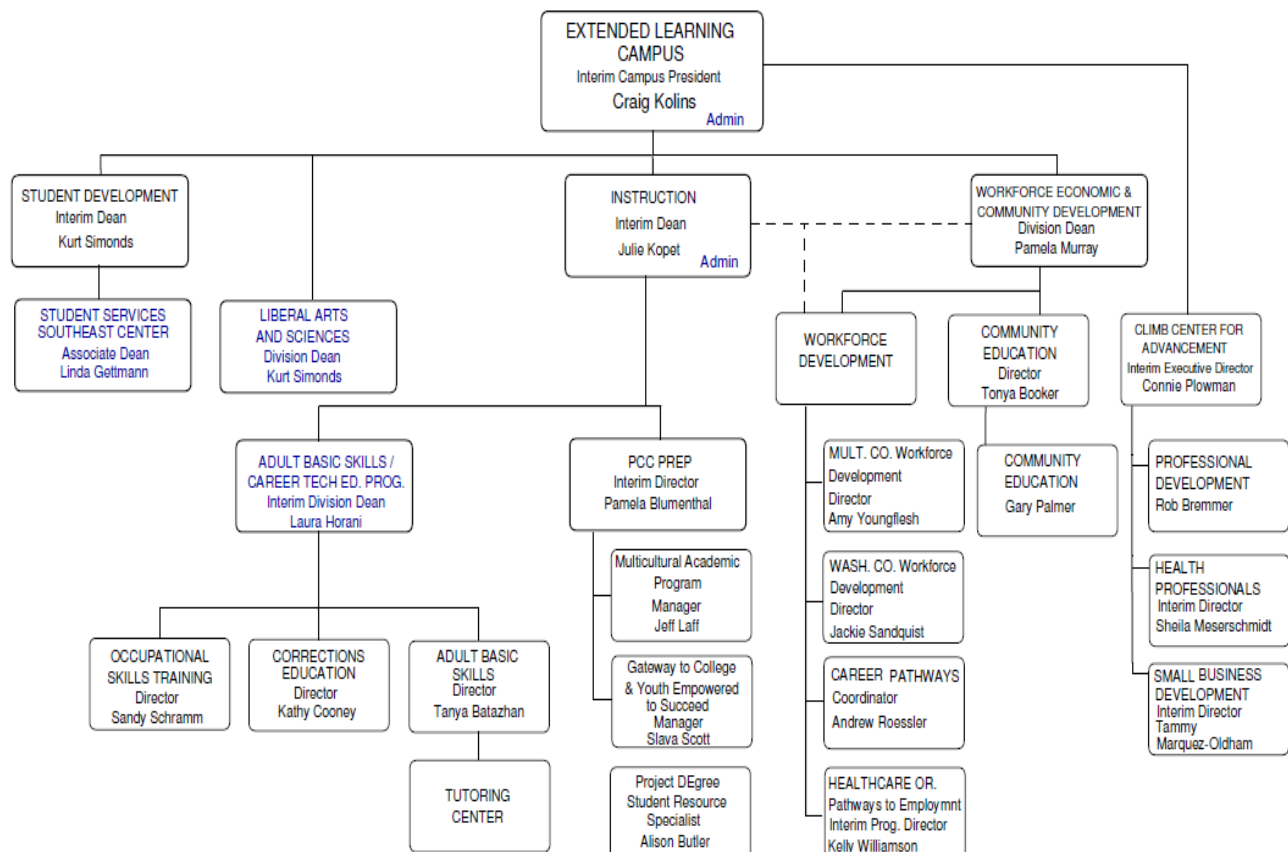
The Sylvania campus also operates the Newberg Center. PCC began offering lower division transfer courses at an interim site in Newberg in 2010-11, and has more than 300 students enrolled for fall term. Construction is currently underway on a new facility on 16 acres on Fernwood Road just off Highway 99W. Scheduled to open in the fall of 2011, this educational facility will be approximately 12,000 sq ft with room to expand in the future. Sustainability will be integral to the design of PCC's new center, which will include four to five classrooms, a conference room, administrative space and a reception area.



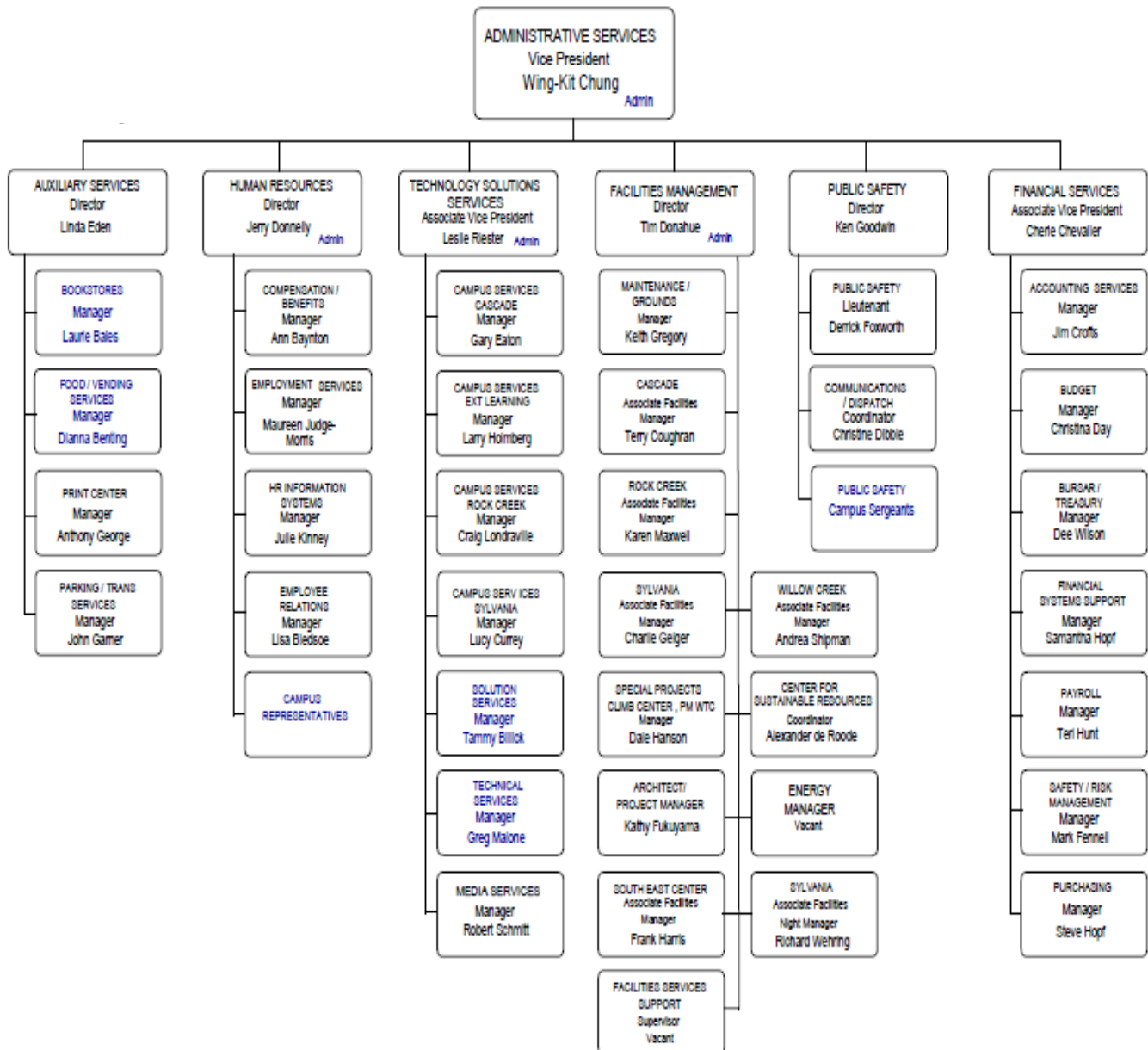
**EXTENDED LEARNING CENTER:** Located in diverse and growing Southeast Portland, the modern and airy new facility was built with bonds approved by district residents in 2000. The 94,000-square-foot Southeast Center at Southeast 82nd Avenue and Division Street opened to students in 2004. The center allows students to complete the first year of a college transfer degree and offers courses ranging from art, history and writing to math, business administration, economics and general science. The center also serves as headquarters for PCC's Extended Learning Campus, which offers a wide array of workforce training, adult basic education, personal interest and continuing education programs. The Southeast Center is home to approximately 11,500 students. This department consists of approximately 118.7 FTE staff members, and has an FY11-13 Adopted budget of \$16.0 million.

The Southeast Center also operates the CLIMB Center, housed at 1626 S.E. Water Avenue, Portland, Oregon. Formerly known as the Central Portland Workforce Training Center, the Continuous Learning for Individuals, Management and Business (CLIMB) center offers courses in management and professional development, computer training, life enrichment, small business development, English as a second language, senior studies and distance learning.

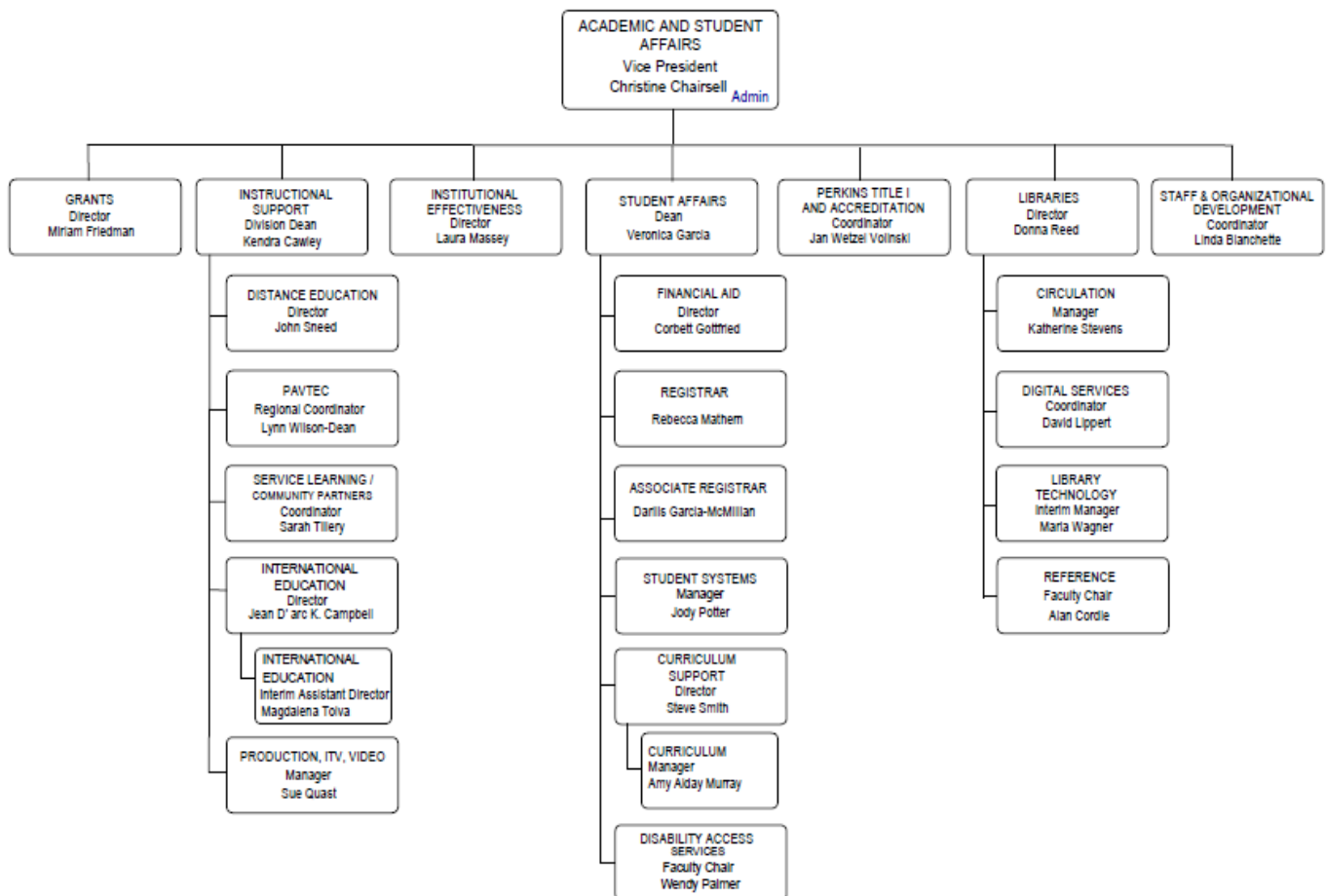
The Portland Metropolitan Workforce Training Center, located at 5600 N.E. 42<sup>nd</sup> Avenue, Portland, also serves through the Extended Learning Campus. The Center provides customized training for industry, English as a second language, welfare-to-work training program and houses the Northeast Skill Center Program.



**ADMINISTRATIVE SERVICES:** The Administrative Services Department provides the infrastructure, services and processes necessary to create and maintain an environment that supports PCC and promotes student success. These services include financial services, human resources management, public safety, facilities management, auxiliary services such as bookstores, print center, food services and parking, and technology solutions. Housed in various campus and center locations, Administrative Services is comprised of approximately 434.7 FTE staff members and has an FY11-13 Adopted budget of \$96.8 million.



**ACADEMIC AND STUDENT AFFAIRS:** The Academic and Student Affairs department provides support and resources for both faculty and students to ensure academic success. Services offered by ASA include curriculum development and instructional support, disability services, registration and financial aid, international education coordination, distance learning, library services, media services, student records, accreditation, and college mandated reporting. This department consists of approximately 219 FTE staff members, and has an FY11-13 Adopted budget of \$34.9 million.



**CENTERS AND OTHER LOCATIONS:**

**Willow Creek Center:** 241 SW Edgeway Drive, Beaverton, Oregon. The Willow Creek Center opened at the end of 2009 as part of the college's 2008 bond measure and special funding from the state. The 100,000 square-foot educational center serves as a one-stop for the unemployed and under-employed, and houses programs from the old Washington County Workforce Training Center and partner agencies. Programs at the site, located on Tri-Mets Blue Max Line, include GED classes, certified nursing assistant training, medical assisting and emergency medical services.

**Downtown Center:** 722 SW 2<sup>nd</sup> Ave, Portland, Oregon. The Downtown Center, which opened at the end of 2009, is the home for PCC operations such as Human Resources, Financial Services, Grants and Affirmative Action, among others. PCC purchased the building from the Oregon University System last year in hopes of moving these programs off of campuses, thus freeing up space for more badly needed classrooms and labs. The site was selected due to its proximity to light rail aiding in the college's mission to be sustainable. Several noon-hour fitness and exercise courses are offered at this center.

**Other Locations:** PCC also offers small business development and counseling through the Small Business Development Center at Montgomery Park, 2701 N.W. Vaughn Street and the Small Business International Trade Program at One World Trade Center, 121 S.W. Salmon Street in downtown Portland. Other PCC offices are in St. Helens at 1510 St. Helens Street and in downtown Portland on 1<sup>st</sup> and Taylor.

<b>ENROLLMENT (2009-2010):</b>	Unduplicated Headcount	93,800
	Full-Time Equivalent (Student)	31,164
<b>(2008-2009):</b>	Unduplicated Headcount	87,147
	Full-Time Equivalent (Student)	26,383

<b>GENDER OF STUDENTS:</b>	Female	52.6%
	Male	47.4%

<b>DEMOGRAPHICS:</b>	African American	6.0%
	American Indian/Alaskan Native	1.5%
	Asian/Pacific Islander	7.8%
	Caucasian	71.5%
	Hispanic	8.4%
	International	4.9%

<b>TUITION AND FEES:</b>	In-State (1 <sup>ST</sup> Year of Biennium 2011-2013)	\$79	per credit hour
	In-State (2 <sup>nd</sup> Year of Biennium 2011-2013)	\$82	per credit hour
	Out-of-State (1 <sup>st</sup> Yr. of Biennium 2011-13)	\$205	per credit hour
	Out-of-State (2 <sup>nd</sup> Yr. of Biennium 2011-13)	\$206	per credit hour
	Student Activity Fee	\$1.50 per credit hour—maximum of 15.00 credit hours	
	Technology Fee	\$4.50 per credit hour—maximum of 15.00 credit hours	

**COLLECTIVE BARGAINING AGREEMENTS:**

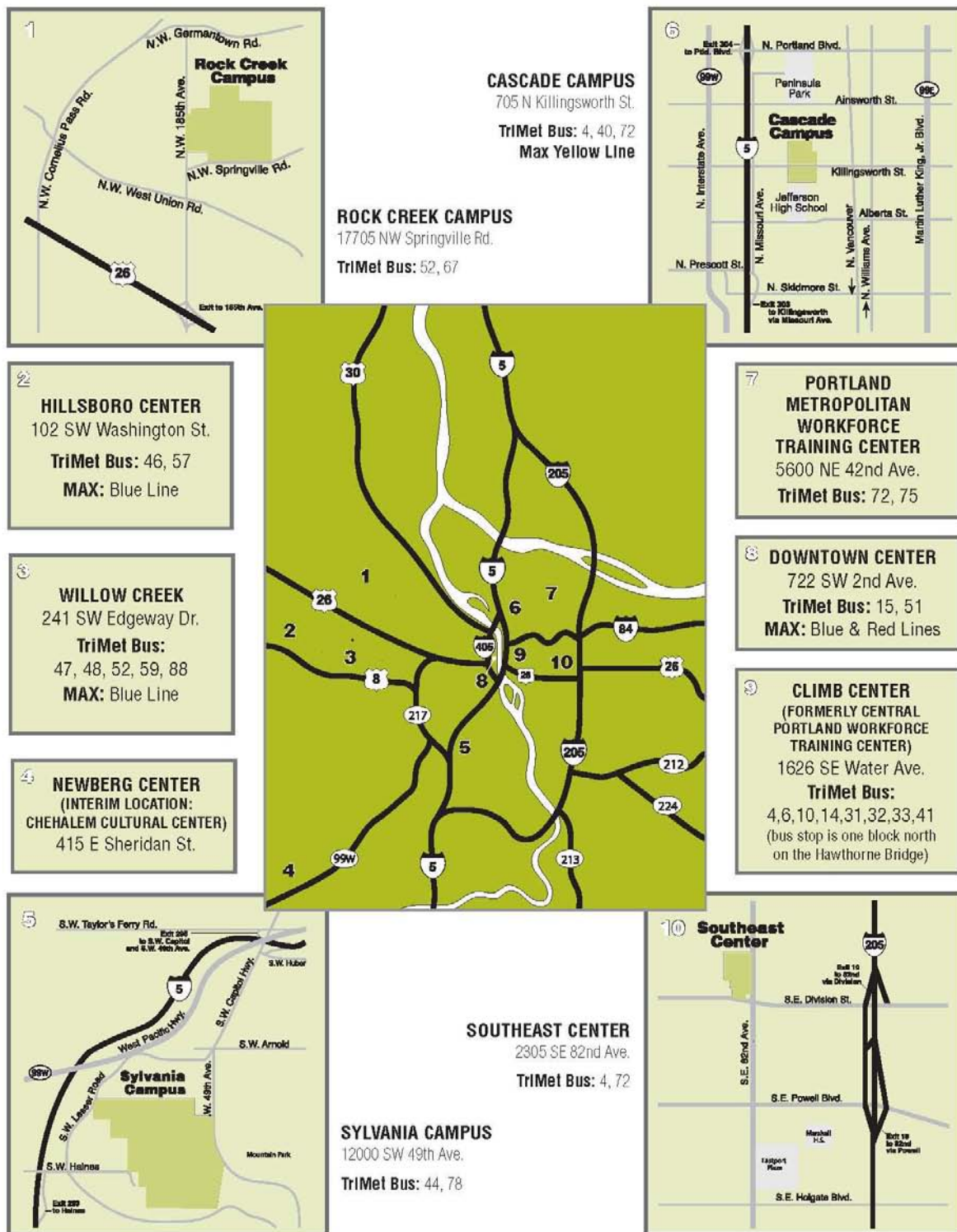
Full-Time Faculty (Teaching Faculty, Counselors, Librarians, ETS)	2011-2015
Part-Time Faculty	2011-2015
Classified Staff	2011-2015

**PROGRAM AREA DEFINITIONS:**

- **Lower Division Transfer:** Courses designated as transferable to most public and private colleges and universities. Courses may be applied to specific program requirements for Associate of Applied Science and Associate of General Studies degrees.
- **Professional Technical** (formerly Vocational Education): Includes courses designated as Vocational Preparatory (concerned with entry-level skills), Vocational Supplementary (concerned with skills upgrading), and Apprenticeship.
- **Developmental Education:** Represents enrollment in Post-secondary Remedial and Self-improvement courses, most of which are offered for credit.
- **Adult Education:** Includes Adult Basic Education (ABE), General Education Development (GED), English as a Second Language (ESL) and Adult High School. Most of these courses are non-credit.
- **Community Education:** Includes Self-improvement courses and courses (comprised largely of hobby and recreational classes) that do not qualify for State FTE reimbursement.



**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**COLLEGE OVERVIEW**







## **GOALS AND MEASURES**

## **Portland Community College**

# **2010-11 Institutional Effectiveness Reports**

Prepared for the Portland Community  
College Board of Directors

**Portland Community College Board of Directors**

<p style="text-align: center;"><b>Vision</b></p> <p style="text-align: center;">Building futures for our Students and Communities</p>
<p style="text-align: center;"><b>Mission</b></p> <p>Portland Community College advances the region's long-term vitality by delivering accessible, quality education to support the academic, professional, and personal development of the diverse students and communities we serve.</p>
<p style="text-align: center;"><b>Who We Are</b></p> <p>Portland Community College is a public, multi-campus, comprehensive community college serving the lifelong learning needs of our students. We offer college transfer programs; career and technical education programs; adult basic skills; opportunities to develop English as a second language; high school completion and dual credit; community and continuing education programs; and service-learning opportunities that foster the development of civic responsibility and engagement. Through extensive partnerships with business, industry, labor, educational institutions and the public sector, we provide training and learning opportunities for the local and state workforce and promote economic and community development.</p>
<p style="text-align: center;"><b>We Value</b></p> <ul style="list-style-type: none"> <li>• Effective teaching and student development programs that prepare students for their roles as citizens in a democratic society in a rapidly changing global economy</li> <li>• An environment that is committed to diversity as well as the dignity and worth of the individual</li> <li>• Leadership through innovation, continuous improvement, efficiency, and sustainability</li> <li>• Leadership through the effective use of technology in learning and all College operations</li> <li>• Being a responsible member of the communities we serve by actively participating in their development</li> <li>• Quality, lifelong learning experiences that helps students to achieve their personal and professional goals</li> <li>• Continuous professional and personal growth of our employees and students including an emphasis on fit and healthy lifestyles that decrease disease and disability</li> <li>• Academic Freedom and Responsibility - creating a safe environment where competing beliefs and ideas can be openly discussed and debated</li> <li>• Collaboration predicated upon a foundation of mutual trust and support</li> <li>• An agile learning environment that is responsive to the changing educational needs of our students and the communities we serve – making students marketable for jobs in the future and promoting economic development</li> <li>• The public's trust by effective and ethical use of public and private resources</li> </ul>
<p style="text-align: center;"><b>Institutional Goals</b></p> <p><b>Access:</b> Access to learning opportunities will be expanded through the cultivation of community and business partnerships.</p> <p><b>Diversity:</b> Lifelong learning opportunities will be accessible to all and enriched by the diversity of our students, faculty and staff.</p> <p><b>Quality Education:</b> Educational excellence will be supported through assessment of learning and practicing continuous improvement and innovation in all that we do.</p> <p><b>Student Success:</b> Outstanding teaching, student development programs and support services will provide the foundation for student skill development, degree completion and university transfer.</p> <p><b>Economic, Workforce, and Community Development:</b> Training provided to individuals, community and business partners will be aligned and coordinated with local economic, educational and workforce needs.</p> <p><b>Sustainability:</b> Effective use and development of college and community resources (human, capital and technological) will contribute to the social, financial and environmental well-being of communities served.</p>

### Access Goal

Access to learning opportunities will be expanded through the cultivation of community and business partnerships.

#### Key Measures:

- Community Highlight: Dual Credit Partnerships
- Business Highlight: Partnership with Vigor Industrial
- Distance learning enrollment trends (*carried forward from prior reporting*)
- Students applying/receiving financial aid (*carried forward from prior reporting*)

#### Relationship to the Legislature's Key Performance Measures:

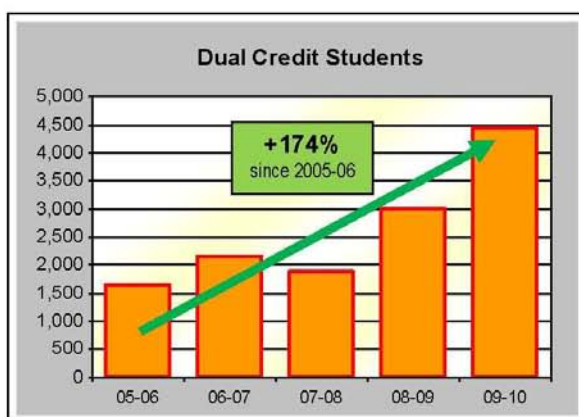
- No corresponding measure exists at this time.

*"At the desk where I sit, I have learned one great truth. The answer for all our national problems - the answer for all the problems of the world - come to a single word. That word is education."*

Lyndon B. Johnson

### Expanding Access through the PCC Dual Credit Program

PCC partnerships with 50 area high schools enabled **4,447 high school** students to earn college credits for coursework they completed in high school. A total of 25,490 college-level credits (**almost 6 credits per student**) were **earned at no cost** to the high school students.



**Opportunities for Dual Credit students expanded** as 35 additional high school instructors (for a total of 172 instructors) were approved for teaching dual credit.

**Technology is being used to increase registration efficiency** by expanding the College's online registration to now enable Dual Credit students to register from their local high schools.



### Expanding Access through Business Partnerships

In 2008, **PCC partnered with Vigor Industrial** to open the Swan Island Training Center to help meet employer demand for skilled welders and **increase access to students wanting to pursue a career in welding**. Although operating at full capacity, the Rock Creek Campus Welding Program continued to have long wait lists for classes. The more central **location of the center also expanded access** to students located in other parts of the community.

Instruction at the Swan Island Training Center is primarily targeted toward the shipping industry. In 2009-10, 42 students (generating 31.7 FTE) received training at the facility.

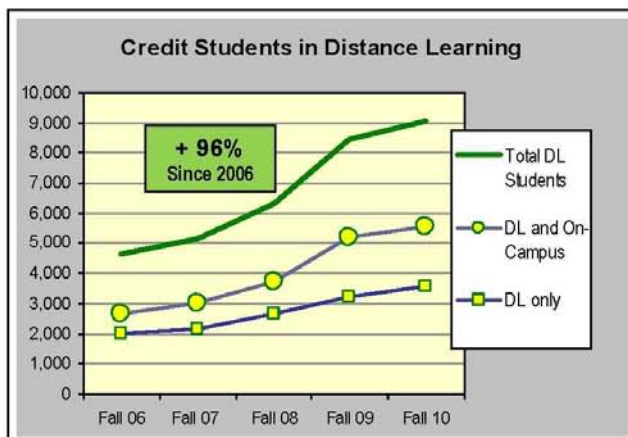


### Supporting Access with Distance Learning

Courses delivered over the Internet, as well as other technology enhanced delivery methods (i.e. campus based class with a web component) continue to supplement and/or provide students access to instruction.

An increasing number of students supplement their campus based course load with distance learning. Approximately **17% of all credit students** (Fall 2010) enrolled in **both campus and distance learning** courses. Most students taking distance learning fall into this category.

However, for **11% of credit students** (Fall 2010) **distance learning was their only access to the College**. In general, these students are older (average 32 years of age), female, and White.

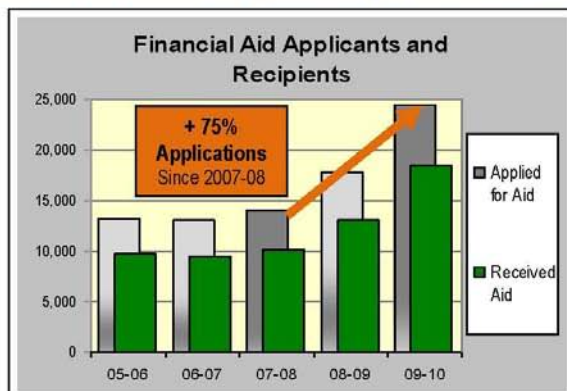


**Technology is being used to improve access to tutoring services.** On-line tutoring is available to all (both distance and campus) credit students.

**Faculty continue to expand distance learning opportunities** even in areas with traditional lab experiences. For example, 7 of 12 Chemistry courses are offered fully online with an at-home laboratory component.

### Supporting Access with Financial Aid

Financial aid dollars support college access for 40% of PCC credit students.



In 2009-10, a total of \$136,528,625 was disbursed in the form of

- Grants (\$52,353,983),
- Loans (\$82,489,151),
- College Work-Study (\$801,223) and
- PCC Foundation Scholarship Awards (\$884,269).

With record high numbers of students seeking financial assistance, the efficiency of institutional processes and the College's capacity to raise and manage scholarship dollars is more critical than ever. The Title III Grant will enable the College to address these critical areas.

**US Dept of Education, Title III = \$1,988,107**  
Grant to improve student success **by reducing institutional barriers to access**. Includes re-engineering student financial services, developing a financial literacy program, and increasing private-sector support capacity in the PCC Foundation.

In addition, **aspects of access the PCC Foundation Board is considering in fundraising** include:

- guaranteeing all students the financial resources to enroll and succeed in college,
- eliminating barriers to entering and completing college for students from diverse backgrounds,
- ensuring instructional programs meet student and employer demand, and
- reducing barriers to students coming on-campus for classes.

#### Data Sources

Dual credit information from the "PCC Dual Credit 2009-10 Annual Report."

Welding Program Review (November 2010)

Chemistry Program Review (November 2010)

Note: Financial Aid data include only aid applicants who also enrolled at PCC and does not include the applications received by non-students.

PCC Office of Institutional Effectiveness, Dec 2010, Im:Access2010Report.doc

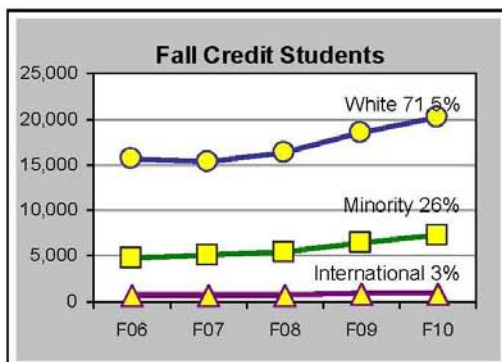
### Diversity Goal

Lifelong learning opportunities will be accessible to all and enriched by the diversity of our students, faculty and staff.

#### Key Measures:

- Credit and non-credit student racial/ethnic distribution
- PCC employee racial/ethnic distribution
- Recent/new hires racial/ethnic distribution by employee group

### Students in Credit Instruction



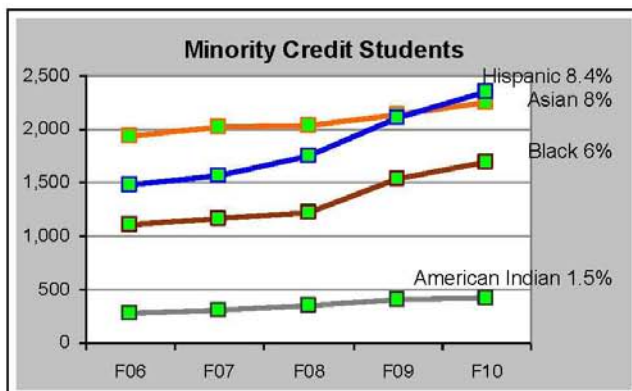
The record **32,000+ credit students** enrolled Fall 2010 reflected increases in students from all ethnic/racial categories.

The percent **growth was highest among Hispanics (+12%)**, followed by African-Americans (+10%) and White, Non-Hispanic (+9%) students.

For the first time, more Hispanic students (2,348 total) enrolled in credit courses than did Asian/Pacific Islanders

(2,236 total). This trend is likely to continue as the Hispanic population growth rate exceeds that of all other groups.

Compared to current population estimates, **all minority groups enroll in credit instruction at an equal or greater percentage** than found in the service area community **with the exception of the Hispanic population**.



### Celebrating Diversity

Each campus hosts at least one annual signature event celebrating the diversity of the community.

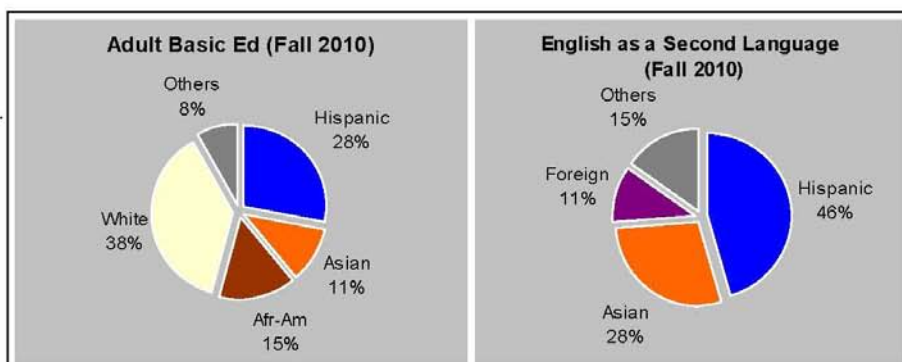
- Winter Powwow (Sylvania)
- Cascade Festival of African Films
- Asian New Year (Southeast Center)
- Semana de La Raza – Week of the People (Rock Creek)



### Students in Non-Credit Instruction

Non-credit instruction includes English as a Second Language, Adult Basic Education, Continuing Education, Workforce Development, and Community Education. In general, students enrolled in **non-credit instruction represent the greatest diversity** in the College although the distribution varies considerably depending on the type of instruction.

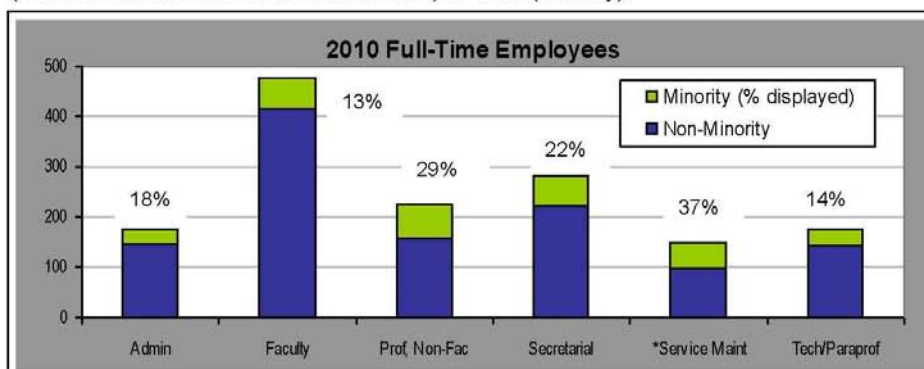
For example, minority population groups represent the majority of students in Adult Basic Education and English as a Second Language courses. And even when comparing these two instructional areas, the distributions vary considerably.



In contrast, 84% of students taking community education courses are White, followed by 6% Asian/Pacific Islander, 4% Hispanic and <2% African-American.

### Full-Time Employed Faculty, Staff and Administrators

**PCC employs 1,481 individuals of which 303 (20%) are minority.** This ratio has gradually increased over the years but does not yet reflect the diversity of the student or community population. The diversity of employees by job category ranges from 37% (Service Maintenance and Skilled Craft) to 13% (Faculty).



**Faculty, Staff and Administrators (cont.)**

More new employees (186 total) were hired in 2010 than the prior year. Of these employees, 19% are minority.

The PCC Office of Affirmative Action and Equity provides a comprehensive analysis of both full and part-time employees by job category in the annual Workforce Analysis Report. This report also includes labor market availability data which provides a context for understanding the qualified potential workforce for each job category.

2010 Full-Time New Hires by Job Category	Total Hired	Minority
Administrators	13	1
Faculty	58	8
Professional, Non-Faculty	32	7
Secretarial/Clerical	48	11
Service Maintenance/Skilled Craft	20	5
Technical/Paraprofessional	15	3

**Relationship to Legislative Key Performance Measures**

PCC's total student population meets the Legislature's Key Performance Measure (KPM) target that minority student representation be equal to or greater than the population diversity. The state does not have a corresponding KPM for employees.

**Notes:**

\*Service Maintenance also includes 14 "Skilled Craft" employee types of which 2 are minority.

Estimated PCC Service Area: White = 73%, Hispanic = 12%, Asian/Pacific Islander = 7.5%, Black = 4%, American Indian/Alaskan Native = 1%, Other/Multi-Race = 3% (based on Multnomah and Washington Counties) <http://quickfacts.census.gov/qfd/states/41/41051.html>, <http://quickfacts.census.gov/qfd/states/41/41051.html>

Census 2010 data will be available in greater geographic detail by next year's report and the PCC Service Area diversity will reflect that information.

Office of Institutional Effectiveness, Diversity2010Report.doc, Feb 2011

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**GOALS AND MEASURES**

**Full-Time Employee Counts  
by Funding Source and Job Category**

<b>Administrator/ Manager</b>	<b>General Fund</b>					<b>Non-General Fund</b>				
	2006	2007	2008	2009	2010	2006	2007	2008	2009	2010
African-American	8	10	11	11	12	1	1	1	1	0
Hispanic	2	3	4	5	6	2	3	3	3	2
Asian (+ Pac Island pre 2009)	5	5	5	6	6	0	0	0	0	0
Pac Island/Hawaiian (2009+)	--	--	--	0	2	--	--	--	0	0
Amer Indian/Alaskan Native	2	3	3	2	0	0	0	0	0	0
Two or more races (2009+)	--	--	--	3	4	--	--	--	0	0
Total Minority	17	21	23	27	30	3	4	4	4	2
Total Employees	132	128	135	143	154	22	24	27	24	23

<b>Faculty*</b>	<b>General Fund</b>					<b>Non-General Fund</b>				
	2006	2007	2008	2009	2010	2006	2007	2008	2009	2010
African-American	8	7	7	8	9	0	0	0	0	0
Hispanic	16	15	19	19	23	0	0	0	0	0
Asian (+ Pac Island pre 2009)	20	22	24	20	20	1	0	0	0	0
Pac Island/Hawaiian (2009+)	--	--	--	0	2	--	--	--	0	0
Amer Indian/Alaskan Native	3	2	2	3	0	0	0	0	0	0
Two or more races (2009+)	--	--	--	2	7	--	--	--	0	0
Total Minority	47	46	52	52	61	1	0	0	0	0
Total Employees	418	420	439	428	469	1	8	9	7	7

\*also includes Counselors and Librarians, ie. 2007: 18 Counselors, 6 Librarians in GF

<b>All Other Groups Combined**</b>	<b>General Fund</b>					<b>Non-General Fund</b>				
	2006	2007	2008	2009	2010	2006	2007	2008	2009	2010
African-American	32	34	38	39	40	24	16	12	15	14
Hispanic	30	34	40	43	46	17	16	15	14	22
Asian (+ Pac Island pre 2009)	55	60	62	59	56	11	11	10	11	12
Pac Island/Hawaiian (2009+)	--	--	--	1	6	--	--	--	0	1
Amer Indian/Alaskan Native	8	7	7	6	2	3	2	1	1	0
Two or more races (2009+)	--	--	--	5	8	--	--	--	1	3
Total Minority	125	135	147	153	158	55	45	38	42	52
Total Employees	598	609	632	658	683	185	148	131	125	145

\*\*Includes Secretarial/Clerical, Technical/Paraprofessional, Skilled Craft, Service Maintenance and Professional/Non-Technical job categories

**Notes:**

Federal reporting changes implemented in 2009 resulted in "Asian/Pacific Islander" becoming two categories 1)Asian and 2) Pacific Islander or Native Hawaiian. "Two or more races" is also now reported and indicates two or more races, where the ethnicity is 'not Hispanic or Latino'.

Employee data provided by PCC Office of Human Resources

Full-TimeEmployees2010.docx

### Quality Education Goal

Educational excellence will be supported through assessment of learning and practicing continuous improvement and innovation in all that we do.

#### Key Measures:

##### External Assessment of Quality

- Licensure and certification exam pass rates
- Student academic performance after transfer

##### Internal Assessment of Learning and Continuous Improvement

- *Presentation: Shirlee Geiger, Learning Assessment Council Faculty Chair*

### External Assessment of Learning

One indicator that PCC students receive a quality education is their subsequent performance on certification and licensure exams.

**PCC students consistently have high pass rates on certification and licensure exams.**

This is also one of the Oregon Legislature's Key Performance Measures for community colleges. National 2008-09 comparison rates were available for occupational areas denoted with an "\*" in the table on right. **PCC students exceeded national performance averages in all comparisons.**

Certification/Licensure Pass Rates (09-10)		
Occupational Area	PCC Students Tested	Pass Rate
*Aviation Maint/Technician	19	100%
*Certified Med Assistants	18	95%
*Dental Assistants	37	92%
*Dental Hygiene	21	100%
*Health Information Mgt	14	100%
*EMT- All levels (2008-09)	306	93%
*Med Lab Tech (ASCP & NCA)	42	93%
*Nursing (2008-09)	107	94%
Ophthalmic Medical Tech	9	78%
*Radiography	32	100%
Welding (2008-09)	27	100%

Student performance after transfer is another indicator PCC students receive a quality education. **PCC students who transfer to the Oregon University System have the third highest grade point average (gpa = 3.11) among transfer students from all Oregon community colleges (gpa range for schools = 2.85 - 3.18).** Furthermore, PCC transfers are academically competitive with continuing university students (gpa = 3.08).

### Internal Assessment of Learning and Continuous Improvement

*Special Presentation:* Shirlee Geiger, Faculty Chair of PCC's Learning Assessment Council will provide an overview of the faculty led council's journey to create a culture of assessment at the college.

Transfer performance data provided by the Oregon University System, Office of Institutional Research. It compares Oregon Community College transfer students at OUS in 2008-09 to other transfer and continuing OUS students.  
[http://www.pcc.edu/ir/studentoutcomes/OUS\\_gpa\\_report\\_0708\\_0809.pdf](http://www.pcc.edu/ir/studentoutcomes/OUS_gpa_report_0708_0809.pdf)  
Office of Institutional Effectiveness, Quality2010Report.doc, June 2011



### Student Success Goal

Outstanding teaching, student development programs and support services will provide the foundation for student skill development, degree completion and university transfer.

#### Key Measures:

- Student enrollment and FTE trends
- Next term retention
- Course success rates
- Degrees/certificates awarded
- Student transfers to 4-year universities – *Special Focus Topic*

Note: PCC's Student Success Goal aligns with several of the Oregon Legislature's Key Performance Measures (KPMs) for community colleges. While updated information was not available at the time of this report, it will be included in the 2011-12 Institutional Effectiveness reports.

***Student success defined as skill development, degree completion and/or university transfer begins with enrollment and is supported through retention.***

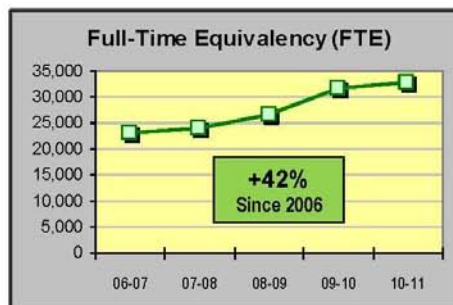
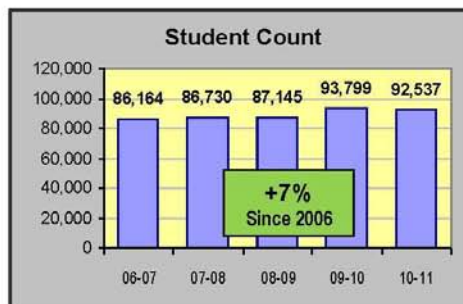
### College Enrollment

**PCC student enrollment declined slightly (-1.3%) in 2010-11 compared to 2009-10.**

The decrease was predominately due to fewer community education students. Similar community education declines occurred at other Oregon community colleges as well.

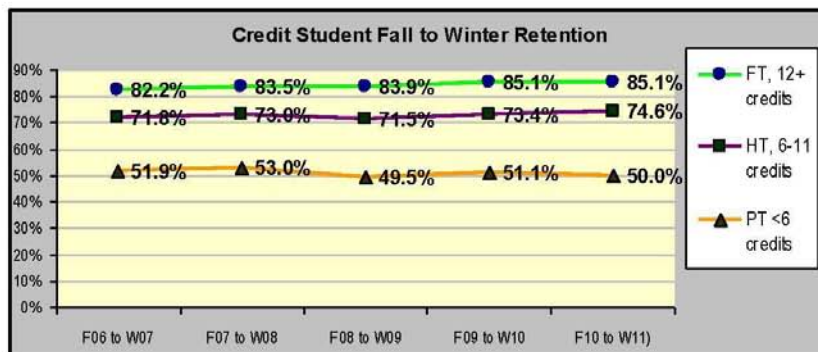
In contrast, the amount of instruction provided in 2010-11 as measured by full-time equivalence (FTE) **increased 4.1% and set a new record high for the college.**

A larger than pre-recession percentage of students continue to enroll full-time (i.e. Fall 2010 = 41% vs Fall 2007 = 36%). These enrollments in lower division collegiate and career technical courses generate the majority of FTE.



### Fall to Winter Retention

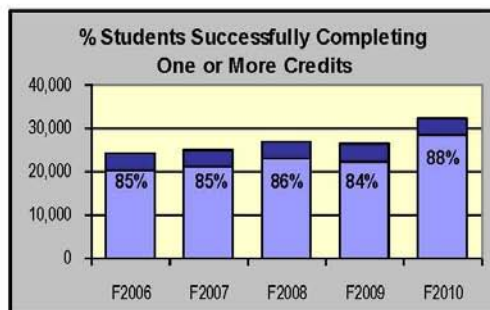
Approximately **73% of fall credit degree-seeking students reenrolled in the winter**. Both full and part-time student retention remain higher than pre-recession rates however the same is not true among part-time students.



A recent study of PCC full and part-time students indicated a relationship between financial aid and retention. Fall **full-time students receiving aid had a 90% winter retention** rate compared to 77% of students without aid. A significant difference was also found for half-time students where **84% of half-time students receiving aid were retained** compared to 66% of students without aid. Part-time students were excluded from comparisons due to the relative small percentage who receive financial aid.

### Student Skill Development

The percent of total grades awarded which are **passing grades (A,B,C, or P)** has **consistently ranged from 77.6% to 78.4%** over the last five fall terms. Career and Technical Education courses continue to have the highest success rates (82%) followed by Lower Division Transfer courses (79%). Post-secondary remedial instruction is the most challenging for students with an average passing rate of 66%.



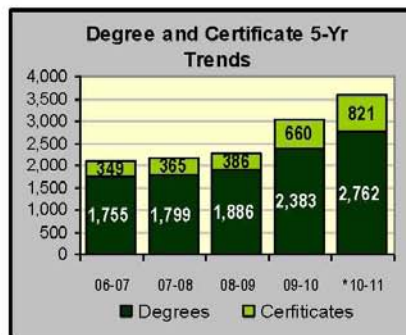
Another way to track success is at the student level. Over **88% of Fall 2010 students successfully completed at least one credit**. This rate exceeds the four prior fall terms.

**Completing one or more credits is also correlated to retention**. Fall 2010 students earning one or more credits had a 76% winter retention rate compared to 28% for students completing zero credits.

### Degrees and Certificates Awarded

Based on \*preliminary counts, the total number of **degrees and certificates awarded exceeded the prior year's number by 18%.**

College practices such as the removal of the degree evaluation fee (effective 2009-10), "up front" transcript evaluation, and awarding of multiple degrees/certificates when earned to individual students support increased completions. More full-time students and higher retention rates also contribute to increased awards.



### Transfers to Public and Private Institutions - *Special Focus Topic*

Prior reports targeted transfer to the Oregon University System. This report tracks students to any National Clearinghouse institution which includes 93% of all higher education in the country.

**Almost 9,000 PCC 2008-09 students transferred** to another institution of higher education sometime during 2009-10.

#### Public Institutions (7,297 student transfers)

- Students transferred to 414 different public colleges and universities located in 48 states; however 85% remained in Oregon
- Portland State University (49% of public transfer total) followed by Oregon State University (7%) were top enrolling universities for PCC public transfers
- Most transfer students (86%) did not first complete a PCC degree or certificate

#### Portland State University Transfers (3,500 PCC students in 2009-10)

- 48% previously in PCC Developmental Education (DE)
- 74% White, 13% Asian/Pacific Islander, 6% Hispanic, 5% African-American and 1% Native American/Alaskan Native
- Credits completed before transfer:  
 Students w/no DE = 28 avg credits  
 Students w/PCC DE = 57 avg credits

#### Private Institutions (1,599 student transfers)

- Students transferred to 220 different private colleges and universities located in 40 states; however 67% remained in Oregon
- Marylhurst University (10% of private transfer total), University of Portland (9%) and Pacific University (9%) were top enrolling universities for PCC private transfers
- Most transfer students (86%) did not first complete a PCC degree or certificate

In conclusion, the *Quality Education Goal* report detailed the academic success of PCC transfer students at OUS. Comparable data is not available for private institutions.



## APPENDIX

*National and state completion related discussions frequently address the need for community colleges to produce more graduates. The following provides an overview of a common graduation rate measurement and the significance of student transfer before community college degree completion.*

**PCC Graduation Rate Talking Point: PCC students are less likely to graduate but more likely to transfer compared to students at peer colleges.**

**Background:** A common measurement of "graduation rate" is the Federal Student Right to Know (SRTK) calculation. A cohort of "first-time" college students, enrolled full-time their first term who indicated they are degree-seeking are tracked for three years.

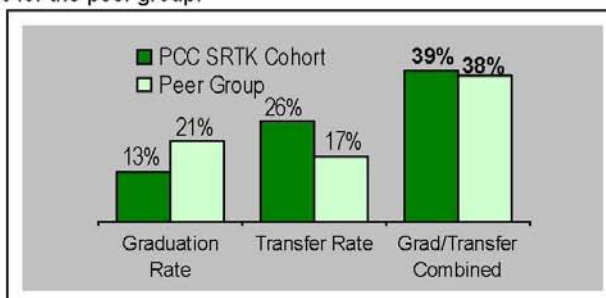
This approach is sometimes criticized since it excludes the majority of community college students who do not enroll full-time. Additionally, many students transfer before completing a degree and even those students who transfer and graduate from another institution are not counted in the SRTK graduation rate for either school.

In spite of the above limitations, the SRTK graduation rate is reported by all institutions receiving Federal Financial Aid and therefore, a frequently cited graduation rate.

**Findings:** PCC Graduation Rate: 13% of the PCC's 2006 SRTK cohort completed a degree and/or certificate within 150% of time expected for completion. This compares to a 21% average graduation rate based on a national group of 29 peer institutions.

When student transfer is also addressed, it becomes evident that more PCC students transfer within this time period than graduate. An additional 26% of PCC's SRTK cohort transferred compared to 17% average transfer of the peer institution group.

While a less frequently used measure, the combined graduation transfer rate for PCC is 39% compared to 38% for the peer group.



Peer Group = Twenty-nine large public 2-year colleges in the western states with similar size enrollment.

Source: IPEDS Data Feedback Report 2010, <http://www.pcc.edu/ir/Reports/IPEDS/IPEDSReport-2010.pdf>



### Economic, Workforce, and Community Development Goal

Training provided to individuals, community and business partners will be aligned and coordinated with local economic, educational and workforce needs.

#### Key Measures:

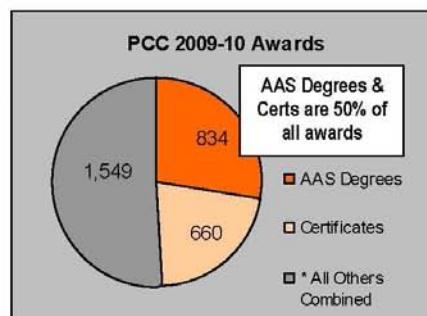
- Career and Technical Education (CTE) degree and certificate trends
- CTE Employment and wage follow-up
- *Special CTE Focus:* Occupational Skills Training program
- Continuous Learning for Individuals, Management & Business (CLIMB) Center for Advancement - training and service update

Through Career and Technical Education programs and the CLIMB Center for Advancement's numerous educational offerings and services, Portland Community College plays a key role in creating, sustaining and retaining the region's viable workforce. As a result, demand for programs and services is influenced by the financial climate of the local economy.

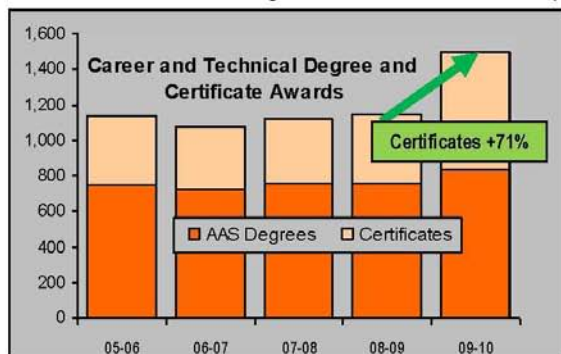
#### Career and Technical Education (CTE)

The college offers **140+ CTE major and degree combinations** ranging from short-term certificates to the 2-year Associate of Applied Science (AAS) degree. Through each, students can prepare for a career, occupation or to advance within their current field.

With more than 30,000 students enrolled in at least one CTE course, the **one-year enrollment growth in CTE (+22.5% FTE 2008-09 to 2009-10)** exceeded that of most instructional areas in the college. Enrollments in CTE courses generate 27% of the total college FTE.



The number of AAS degrees awarded increased (+10%) as did certificates (+71%) over the prior year.



the prior year. **Short-term certificates**, those less than one year in length, **accounted for the majority of the growth.**

Health occupations (i.e. nursing, dental hygiene, radiography, etc.), Computer Information Systems, Criminal Justice, Paralegal, and Fire Protection are among the career areas in which the largest number of degrees and certificates are completed.

**(Career and Technical Education cont.)**

Although 24% of CTE graduates continue their education at another institution, **most CTE graduates are employed\*\*** and not enrolled in a college or university. Among those graduates who did not continue their education,

- 82% are employed full-time for one or more quarters the year following graduation and
- earn a **median hourly wage of \$21.20**, ranging from \$12.10 to \$38.31 per hour.

**Special CTE Focus: Occupational Skills Training Program (OST)**

Individuals out of work due to injury, disability, job displacement, and other circumstances can pursue training for a new occupation through the Occupational Skills Training program. In this **individualized program, students train in a setting where the work site is the classroom and a PCC approved employer is the instructor.**

OST students are primarily injured workers of Oregon who qualify for training benefits, male and have established work histories. An increasing number of military veterans are also students. More than 50% of the students are over the age of 40 and 25% over the age of 50.

In 2009-10, 164 students generating 227 FTE trained at 140 different work sites. **One-half of these students were employed in entry-level positions earning an average hourly wage of \$15.14 within two months of finishing the program.**

**OST Students may train in areas including those typically not offered at PCC such as**

- Bicycle Mechanic,
- Barber/Hair Stylist,
- Plumbing Inspector,
- Job Coach,
- Waste Water Treatment,
- Loan Processor,
- Prosthetics Assistant, and many others.

**PCC's CLIMB Center for Advancement**

The training and services provided by the CLIMB Center are focused in four areas:

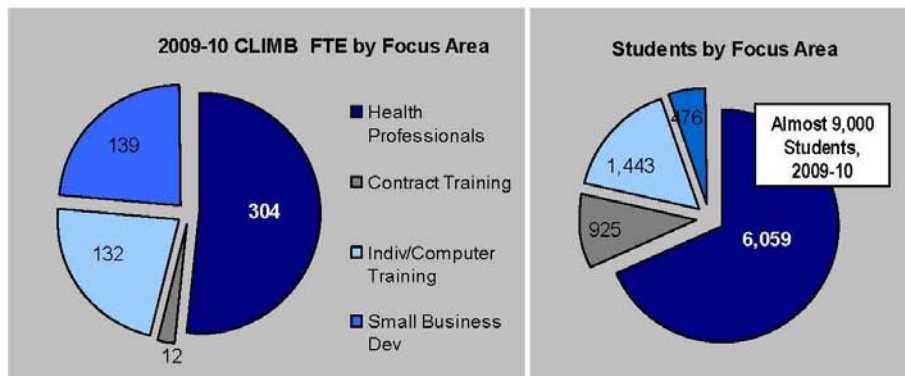
- Health Professionals,
- Contract Training
- Individual Professional/Computer Training and the
- Small Business Development Center.



CLIMB clients range from individuals seeking skills for entry into the job market to employers who contract for the delivery of customized training to their existing employees. The economy influences the demand for CLIMB's services in different ways. **Climb-Health Professionals continues to serve the highest numbers of students and generate the most FTE** as employment in these areas is strong even during the recession. In contrast, **Climb-Contract Training is most challenged**

**(CLIMB Center cont.)**

during difficult economic times as employer spending on customized training and development tends to be reduced or even eliminated.



**Relationship of PCC Goal to Legislative Key Performance Measures**

The total number of awarded CTE degrees and certificates is a state performance measure. The most recent report to the Legislature showed that PCC awarded 25% of these credentials earned in the state which corresponds to the college's percentage of the state FTE.

**Notes:**

\*All Others Combined includes Associate of Arts-Oregon Transfer, Associate of Science-Oregon Transfer, Associate of Science and Associate of General Studies degrees.

\*\*Wage matching data reflects the employment status of 2006-07 CTE graduates for one year after completing their PCC credential. Graduates who did not provide a social security number on their PCC application, those in the military, and those employed out of state or self-employed are excluded. Data by program area are detailed at <http://www.pcc.edu/ir/studentoutcomes/employment/WageMatchDefinitions06-07.pdf>

2010-11 Institutional Effectiveness Reporting to the PCC Board of Directors    **Sustainability Goal Report**

**Sustainability Goal**

Effective use and development of college and community resources (human, capital and technological) will contribute to the social, financial and environmental well-being of communities served.

*This is a new goal for the College and will be reported on to the PCC Board of Directors in October or November 2011.*

**Notes:**

Office of Institutional Effectiveness, Sustainability2010Report.doc, Feb 2011



## **BUDGET PROCESS AND STRUCTURE**



Local governments in Oregon that are authorized to impose a property tax levy, including PCC, are subject to the requirements of the Oregon Local Budget law. The law sets out several specific procedures that must be followed during the budgeting process. Foremost is that the budget must be adopted by the governing body by resolution or ordinance by June 30—the day before the start of the fiscal year to which the budget applies. Without a budget for the new fiscal year in place, the local government’s authority to levy property taxes and to spend money or incur obligations expires on June 30.

Oregon’s Local Budget Law has two important objectives. They are:

- Establish standard procedures for preparing, presenting, and administering the budget, and
- Provide for citizen involvement in preparing the budget and public exposure of the budget before its formal adoption.

The Oregon Department of Revenue has the statutory authority to ensure compliance with Local Budget Law and all other laws relating to the imposition of property taxes by municipal corporations. The department has the sole authority to interpret and administer Local Budget Law and to issue rules for compliance.

In accordance with Oregon Administrative Rule 150-294.352(1)(B), PCC prepares a “balanced budget”, which is achieved when total requirements within each fund balance with total resources.

The Tax Supervising and Conservation Commission (TSCC), an oversight agency created under Oregon Revised Statute (ORS) 294.610, supervises local government budgeting and taxing activities within its jurisdiction. The commission is established in counties with over 500,000 in population. Currently, only Multnomah County has such a commission. The commission reviews and certifies budgets from all units of local government within its jurisdiction.

Annual, biennial, and supplemental budgets are reviewed by the commission:

- for compliance with local finance laws,
- to examine program content,
- to judge whether the estimates are reasonable, and
- to coordinate financial planning among the various local governments.

The Commission also conducts hearings on budgets, local option taxes and bond proposals. These proposals must be discussed with governing bodies. It has the authority to inquire into management, accounts and systems used by local governments. It has the authority to call a joint meeting of taxing bodies to discuss financial planning and cooperative ventures.

Because the College levies property taxes in Multnomah County, its budget process is under the supervision of the Tax Supervising and Conversation Commission (TSCC).

Although it doesn’t have a formal commission, Washington County is also subject to the additional requirements for counties with over 500,000 in population. Washington County compiles and posts financial summaries for all jurisdictions in its boundaries to facilitate public disclosure and comparison.

## **THE BUDGET PROCESS**

The following is a summary of steps in the budgeting process at PCC:

1. Budget Officer is appointed. For PCC, the Budget Officer is responsible to annually prepare and submit a proposed budget for Board review and approval to the District President.
2. Budget Policy for the upcoming fiscal year is formulated. (At PCC, the District President and the Cabinet determine the budget policy applicable for the fiscal year.)
3. Proposed Budget is prepared based on policies.
4. Notice of Budget Committee meeting is published. (The notice of the meeting must be published twice in a newspaper of general circulation not less than 5 days nor more than 30 days before the scheduled meeting date. The publication must be separated by at least 5 days.)
5. Budget Committee meets to receive the budget message, discuss the budget, hold a public hearing, and approve the budget and the property tax levy for submission to TSCC.
6. Budget Summary and Notice of TSCC Budget Hearing is published. (Notice of the meeting must be published twice in a newspaper of general circulation not less than 5 days nor more than 30 days before the scheduled meeting date. The publication must be separated by at least 5 days.)
7. TSCC holds a public hearing on the District's budget, reviews the budget, makes recommendation/s, and approves the budget.
8. After the budget is approved by TSCC, the budget is published in a newspaper of general circulation and the Board is required to hold a public hearing prior to the adoption of the budget by resolution. The resolution must be approved by the Board by June 30 and must contain the appropriation level and tax levies.

During the deliberation and approval of the budget, the Board may make changes prior to the adoption of the budget subject to the following limitations:

- The property tax levy may not be increased over the amount approved by the Budget Committee, and
- Estimated expenditures in a fund from the approved budget cannot be increased by more than \$5,000 for annual budget and more than \$10,000 for biennial budget, or 10 percent of the total fund appropriation, whichever is greater.

--Note that the term "estimated expenditures" as used in the Statute and as defined in the Oregon Administrative Ruling does not include transfers, contingency and unappropriated ending fund balance.

--Neither of the two limitations can be exceeded without re-publishing a revised budget summary and holding another budget hearing (start the process again from step 3).

9. Tax Levy is certified. A copy of the budget, certification form and resolution adopting the budget is submitted to the county assessors and relevant State agencies by July 15.



**PORTLAND COMMUNITY COLLEGE**  
ADOPTED BIENNIUM 2011-2013 BUDGET  
BUDGET PROCESS & STRUCTURE

**September 2010**

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

**Sept 2010  
to Jan 2011**

Executive level determination of budget policies, including any discussion on reductions and augmentations. District President and Cabinet will develop the budget policy decisions based on the College Educational Master Plan and the academic planning process.

**Sept. 16, 2010 Board Meeting**

**October 2010**

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

**Oct. to Nov.  
2010**

President and Cabinet to establish the budget process based on the feedback from the College Budget Planning & Advisory Committee.

**Oct. 07, 2010 BPAC Meeting:** Review the preliminary budget calendar & budget guiding principles.

**Oct. 14, 2010 Board Meeting: (Sylvania)**

**Oct. 27, 2010** End of Fourth Week Fall Term: Associate Vice President of Finance & Vice President to present an updated estimate of revenues and expenditures for the Biennial Fiscal Year 2011-2013 and present initial budget assumptions for Cabinet discussion.

**November 2010**

S	M	T	W	T	F	S
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28	29	30				

**Nov. 04, 2010**

**BPAC Meeting:** AVP of Financial Services to present the preliminary budget outlook for FY 2011-13 and solicit comments/suggestions.

**Nov. 10, 2010**

District President and Cabinet to finalize detail of the Biennium Budget Calendar.

**Nov. 18, 2010**

**Board Meeting: (Cascade)** Staff presentation to the Board on the Biennium Budget process & calendar for 2011-2013. President to present budget assumptions for Board discussion.

**December 2010**

S	M	T	W	T	F	S
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12	13	14	15	16	17	18
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26	27	28	29	30	31	

**Dec. 01, 2010**

Budget Office issues an updated Base Budget Report for the Biennium.

**Dec. 02, 2010**

President's all managers meeting: President's budget forum for managers input. President to review initial budget assumptions and processes.

**Dec. 02, 2010**

**BPAC Meeting:** Discuss the Governor's budget proposal (if released by Dec. 1, 2010).

**Dec. 16, 2010**

**Board Meeting: (Rock Creek)** Discuss the Governor's budget proposal (TENTATIVE)

**Dec. 17, 2010**

New initiatives for the 2011-13 biennium are due to the Cabinet.

**Dec. 20, 2010**

Associate Vice President, Finance to provide the report summarizing the initiatives.

Draft of the Budget Preparation Manual is sent to the Vice President, Administrative Services for review and comments.

**January 2011**

S	M	T	W	T	F	S
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

**Jan. 06, 2011**

**BPAC Meeting:** Associate Vice President of Finance to update the committee on revenue forecasts, legislative issues, and other factors that will affect the Biennial FY 2011-2013 budget.

**Jan. 20, 2011**

**Board Meeting: (Sylvania)** Vice President-Admin. Svcs. & Associate Vice President of Finance will brief the Board on budget assumptions.

**Jan. 21, 2011**

Budget Office provides the Budget Preparation Manual and budget worksheets.

Departments\ Divisions will be granted access to the budget system to make changes within each Executive Officer's base budget. A Base Budget report that includes all known budget adjustments affecting the 2011-13 biennium budget process will also be provided.

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**BUDGET PROCESS & STRUCTURE**

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**February 2011**

S	M	T	W	T	F	S
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27	28					

- Feb. 03, 2011** **BPAC Meeting: Discuss the President's proposed budget for the Biennium FY 2011-13.**
- Feb. 17, 2011** **Board Meeting: (Sylvania)** Budget update.
- Feb. 25, 2011** **Deadline** for departments to submit position changes to the Budget Office.
- Feb. 28, 2011** All department changes are to be completed. Access to Banner Budget Form is deactivated. Departments will not be able to make any more changes to the preliminary budget after this date. Budget Office reviews changes and makes further corrections as needed. The preliminary budget phase will be closed & the proposed budget phase will be activated.
- Feb. 1-28, 2011** President holds campus budget forums on the Biennial FY 2011-2013 budget.

**March 2011**

S	M	T	W	T	F	S
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6	7	8	9	10	11	12
13	14	15	16	17	18	19
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27	28	29	30	31		

- Mar. 02, 2011** President's all managers meeting: President to update the managers of the budget status.
- Mar. 03, 2011** **BPAC Meeting: Discuss the President's proposed budget for the Biennium FY 2011-13.**
- Mar. 11, 2011** Draft of the District President's Budget Message to be sent to the Vice President, Administrative Svcs and the Director, Institutional Advancement for review and comments.
- Mar. 1-15, 2011** President holds campus budget forums on the Biennial FY 2011-2013 budget.
- Mar. 17, 2011** **Board Meeting: (Rock Creek)** Board meets as the Budget Committee (Budget Planning/Work Session) to hold its first meeting. President, Vice President, Administrative Services, and the Associate Vice President, Finance to give budget update, discuss budget assumptions and solicit Board input on the budget process.
- Mar. 21-25, 2011** Spring Break
- Mar. 25, 2011** 2nd and Final Report: Budget Office issues the final Proposed Budget Report for review by the departments.
- Mar. 30, 2011** Final draft of the President's Budget Message is sent to the District President for review and approval.
- Mar. 31, 2011** Publish 1st Notice of Budget Committee meeting.

**April 2011**

S	M	T	W	T	F	S
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24	25	26	27	28	29	30

- Apr. 01, 2011** Proposed Budget document is sent to Print Center for duplication and printing.
- Apr. 07, 2011** **BPAC Meeting**
- Apr. 07, 2011** Publish 2nd Notice of Budget Committee Meeting.
- Apr. 11, 2011** Deliver the District President's Budget Message and a copy of the Proposed 2011-13 Biennium Budget to the Board.
- Apr. 21, 2011** **Board Meets as the Budget Committee: (Cascade)** The Budget Committee to hold a meeting on the Proposed 2011-13 Biennium Budget and to approve the budget. The Budget Committee also approves the proposed property tax levies (2 years) for the biennium.
- Apr. 26, 2011** **Submit the approved Biennial Budget to TSCC**

**May 2011**

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

- May 5, 2011** **BPAC Meeting**
- May 10, 2011** Publish the approved 2011-13 Biennium Budget and the notice of the scheduled public hearing with TSCC. (ED forms)
- May 17, 2011** Staff to present the approved budget to TSCC. TSCC conducts a public hearing on the budget, approves and certifies the budget **(1:30 pm @ TSCC Office)**
- May 19, 2011** **Board Meeting (Sylvania)**

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**BUDGET PROCESS & STRUCTURE**

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**June 2011**

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
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19	20	21	22	23	24	25
26	27	28	29	30		

**Jun. 01, 2011** President's all managers meeting:  
**Jun. 02, 2011** **BPAC Meeting**

**Jun. 16, 2011** **Board Meeting: (Southeast) Board approval of Resolution to adopt the 2011-13 Biennium Budget** and make appropriations. Board also approves a resolution to levy and categorize property taxes for the 1st year and 2nd year of the biennium.

**July 2011**

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

**Jul. 1, 2011** Adopted Budget document to print  
**Jul. 15, 2011** Deadline to file all Property Tax Levy Forms, Adopted Budget Resolution and Adopted Budget Document with TSCC, County Assessors and the Oregon Dept. of Revenue.  
**Jul. 21, 2011** **Board Meeting (Sylvania)**

## **BUDGET STRUCTURE**

Portland Community College structures its budget by program. A program is a group of related activities aimed at accomplishing a major service or function. When budgeting by program, the budget must contain the following:

1. The estimated expenditures of the General Fund and all Special Revenue Funds must be arranged by organizational unit or program, and expenditures must be categorized by personal services, materials and services, capital outlay, transfers, etc. Community colleges are required to further detail expenditure estimates by account within object classification.
2. The estimated expenditures for special payments, operating expenses and general capital outlay which cannot be allocated by program.
3. The estimated expenditures for repaying bond principal and interest for each bond issue.

In order to provide responsible spending and monitoring of the budget and to make good use of resources, in 1995 with the approval of TSCC, the district structured the General Fund budget appropriation by campus and cost center. Since then, this has been the basis of the district's legal compliance to the appropriation requirement of the Oregon Budget Law.

During the biennium 2007-2009 budget process, the General Fund appropriations were structured so that the four major campuses (Sylvania, Rock Creek, Cascade, and Extended Learning Campus) were budgeted as programs while the Office of Academic and Student Affairs, Office of the President, Office of the District Vice President and Administrative Services Division were budgeted as an organizational unit or department and their budgets were further categorized by personal services, materials and services, and capital outlay. Therefore, the legal compliance to the appropriation requirements of the Oregon Budget Law is as follows:

### **GENERAL FUND**

The following are budgeted at a program level:

- Sylvania Campus
- Rock Creek Campus
- Cascade Campus
- Extended Learning Campus

For the following non-program areas: Office of Academic and Student Affairs; Office of the President; Office of the District Vice President; and Administrative Services Division; the budget appropriations are by major category of expenditures, as follows:

- Personal Services
- Materials and Services
- Capital Outlay

### **SPECIAL REVENUE FUNDS:**

The following funds are classified as Special Revenue Funds and are budgeted at the program level.

- a) CEU/CED 1900 Fund
  - Sylvania Campus
  - Cascade Campus
  - Extended Learning Campus
- b) Auxiliary Fund
  - Facilities Usage
  - Campus Activities
- c) Contracts and Grants Fund
  - State Grants
  - Federal Grants
  - Local Contracts
- d) Student Activities Fund

- Sylvania Campus
- Rock Creek Campus
- Cascade Campus
- Extended Learning Campus
- e) Student Financial Aid Fund
  - College Funded Programs
  - Federal Programs
  - Short-term Student Loan Program

#### CAPITAL PROJECTS FUND

These funds are budgeted as follows:

- a) Capital Projects Fund
  - Capital Outlay
- b) Capital Construction Fund (at program level)
  - Physical Plant
  - Sylvania Campus Projects
  - Rock Creek Campus Projects
  - Cascade Campus Projects
  - Extended Learning Campus
  - District-wide Projects

#### ENTERPRISE FUNDS

These funds are budgeted at program level:

- a) College Bookstore Operations
- b) Food Services Operations
- c) Parking Operations

#### INTERNAL SERVICE FUNDS

These funds are budgeted at program level:

- a) Print Center Fund
- b) Risk Management Fund
- c) Internal Charge-PERS Reserve Fund

#### FIDUCIARY FUND

This fund is budgeted at program level:

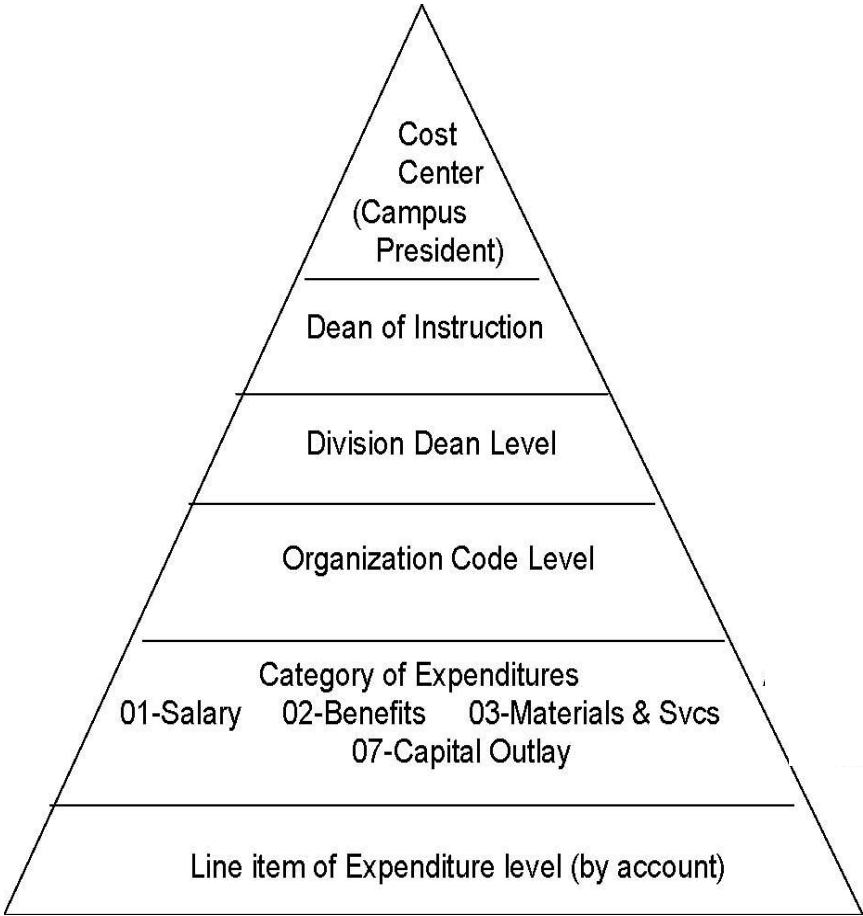
- a) Early Retirement Fund

#### DEBT SERVICE FUND

The estimated expenditures for these funds are to pay for the annual maturing principal and interest of the district's bonded debt. The following are the district's debt service funds:

- a) Capital Lease/Purchase Fund
  - Principal
  - Interest
- b) P.E.R.S. Bond Fund
  - Principal
  - Interest
- c) Debt Service (General Obligation Bonds) Fund
  - Principal
  - Interest

EXAMPLE – PROGRAM LEVEL BUDGETS  
 GENERAL FUND



Fund Code: 1000

**FOR PROGRAM LEVEL**

Compliance with Oregon Budget Law ([at program level](#))  
 Example: A

Instruction at roll-up level  
 Example: A4

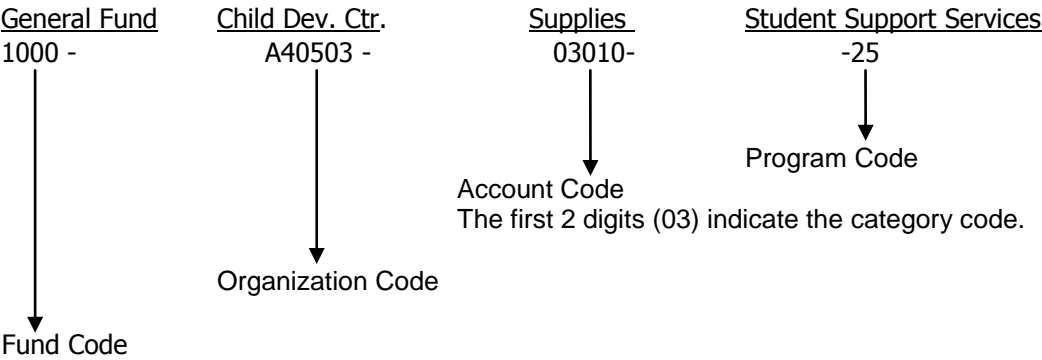
At roll-up level  
 Example: A405-Health & Family

At Organizational Code Level  
 Example: A40503-Child Dev Ctr

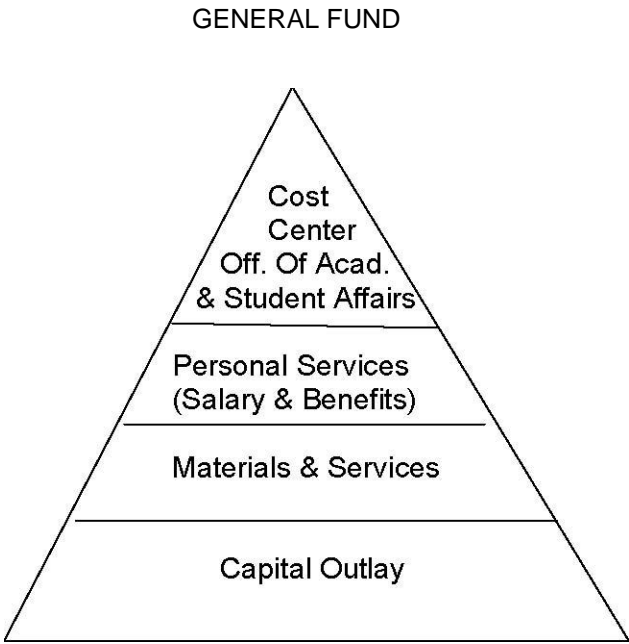
At category of expenditures  
 Example: 03010-Supplies 03 is the category of exp.

Line item budget is the lowest level of budget control. At this level, the complete set of account codes is required.

Example: A set of account codes is comprised of: Fund–Organization–Account–Program as follows:



EXAMPLE



Fund Code: 1000

**FOR NON-PROGRAM LEVEL**

Compliance with Oregon Budget Law  
 Example: T

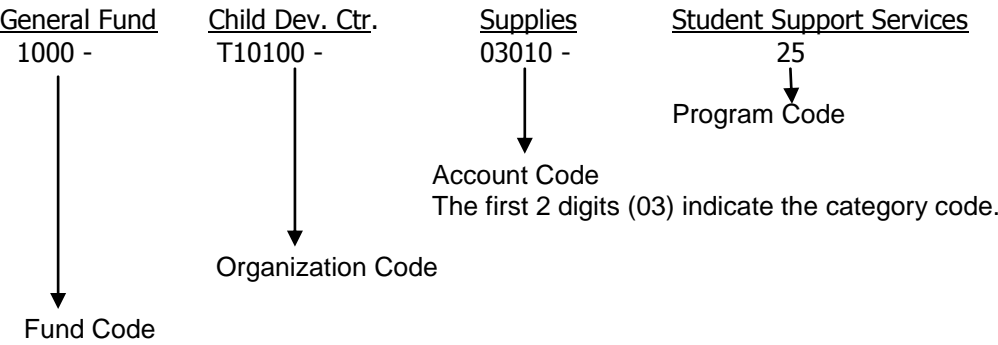
At roll-up level

At roll-up level

At roll-up level

Line item budget is the lowest level of budgetary control. At this level, the complete set of account codes is required.

Example: A set of account codes is comprised of: Fund-Organization-Account-Program as follows:



**PORTLAND COMMUNITY COLLEGE**  
ADOPTED BIENNIUM 2011-2013 BUDGET  
BUDGET PROCESS & STRUCTURE

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The budget administration policy is formulated to provide incentives to use financial resources wisely, to give responsibility for budget management to the managers, and to increase flexibility to address changing needs.

The Executive Officers (District President, Campus Presidents and Vice Presidents) are responsible for ensuring legal compliance to the appropriation requirement of the Oregon Budget Law. The Executive Officers are responsible for spending and monitoring their budget in a manner that makes good use of resources and does not result in an over expenditure at program level or object of category level.

**BASE BUDGET**

For the General Fund, cost centers are allocated a base amount of budget. A Base Budget is defined as the adopted budget for the fiscal year immediately preceding the budget year, adjusted for any permanent budget changes such as cost of living increases, changes in fringe benefits, allocation of additional monies via consumption of the contingency account, permanent transfer of spending authority from one cost center to another, or other augmentations approved by the District President.

Budget augmentations outside of the biennial budget development process are considered temporary (one-time) unless:

- 1) The additional funding is approved by the District President, or
- 2) Global augmentation for Cost of Living Adjustment (COLA) after the biennial budget process is completed, or
- 3) Budget augmentations as a requirement of the labor contract provisions that were settled after the biennial budget process is completed.

For the Biennium 2011-2013:

- The Base Budget for the 1<sup>st</sup> year of the Biennium 2011-13 (FY 2012) is the total budget of the 2<sup>nd</sup> year of the biennium period 2009-11 budget (FY 2011) as adjusted for any permanent budget changes that occurred during the year and for budget augmentations or reductions made during the budget process.
- The Base Budget for the 2nd year of the Biennium 2011-13 (FY 2013) is the total of the base budget of the 1st year (FY 2012) adjusted for any permanent budget changes affecting the second year of the biennium.
- The final base budget for the Biennium is the total of the 1st and the 2nd year budgets.

**BASE STUDENT F.T.E. (Full-Time Equivalent) TARGET**

At the beginning of the budget process, a base student F.T.E. target is set for each campus through budget deliberations at the Cabinet level. This target is used as a basis in projecting the tuition revenues. The base student F.T.E. is defined as the total campus student F.T.E. count from the previous fiscal year adjusted by any assumptions affecting the projected student enrollment for the upcoming biennium budget year. The base student F.T.E. does not include student F.T.E. from incentive margin classes. It is assumed that the cost center's base budget is sufficient to meet the target F.T.E. established for the biennium.

For the 1<sup>st</sup> year of the Biennium 2011-13 (FY 2012) the following is the set Student F.T.E. target by campus:

	FY 2010	FY 2011	FY 2012
Sylvania Campus	8,770	10,100	10,236
Rock Creek Campus	4,899	5,500	5,750
Cascade Campus	4,348	4,948	4,948
Extended Learning	1,024	1,139	1,139





## **ADOPTED BIENNIUM 2011-2013 BUDGET**

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**CONSOLIDATED RESOURCES AND REQUIREMENTS – ALL FUNDS**

	2006-2007	2007-2009	Total Biennium 2009-11	Total Biennium 2011-13	Total Biennium 2011-13	Total Biennium 2011-13
<b><u>SUMMARY OF ALL FUNDS</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Adopted Budget</u></b>	<b><u>Proposed</u></b>	<b><u>Approved</u></b>	<b><u>Adopted</u></b>
<b>Current Operating Resources:</b>						
Local Sources:						
Property Taxes	\$39,076,327	\$85,918,298	\$116,180,107	\$121,773,331	\$121,773,331	\$121,773,331
Tuition and Fees (credit & non-credit)	50,056,583	\$119,556,951	117,848,724	\$161,489,298	\$161,489,298	\$161,489,298
General Obligation Bond Proceeds	0	\$213,313,143	0	\$174,000,000	\$174,000,000	\$174,000,000
CEU/CED Revenues	5,726,508	\$11,762,939	14,952,897	\$16,533,530	\$16,533,530	\$16,533,530
Enterprise Revenues	16,032,898	\$36,688,889	39,407,606	\$52,187,389	\$52,187,389	\$52,187,389
Local Contracts	4,129,481	12,029,596	10,960,803	\$12,975,608	\$12,975,608	\$12,975,608
Interest Earnings	4,051,251	\$7,635,702	9,430,628	\$5,452,030	\$5,452,030	\$5,452,030
Service Charges & fees	3,714,702	\$4,643,070	8,488,762	\$5,097,466	\$5,097,466	\$5,097,466
Miscellaneous	13,508,676	28,983,240	12,991,653	\$18,151,925	\$18,151,925	\$18,151,925
State Sources	63,489,019	148,349,992	144,710,379	\$137,211,605	\$137,211,605	\$137,211,605
Federal Sources	36,886,716	83,804,217	99,874,700	\$414,630,108	\$414,630,108	\$414,630,108
Student Loan Repayments	2,193,563	\$506,311	6,188,088	\$4,312,404	\$4,312,404	\$4,312,404
Fund Transfers	<u>15,005,597</u>	<u>\$36,335,439</u>	<u>28,968,655</u>	<u>\$30,578,801</u>	<u>\$30,578,801</u>	<u>\$30,578,801</u>
<b>Total Current Operating Resources</b>	<b><u>\$253,871,321</u></b>	<b><u>\$789,527,786</u></b>	<b><u>\$610,003,002</u></b>	<b><u>\$1,154,393,495</u></b>	<b><u>\$1,154,393,495</u></b>	<b><u>\$1,154,393,495</u></b>
<b>Current Requirements:</b>						
<b>By Function:</b>						
Instruction Services-Classroom	\$97,323,239	203,990,126	\$208,117,904	223,221,293	223,221,293	\$222,101,867
Support Services:						
Student Services	13,772,627	31,542,289	34,097,922	41,167,264	41,167,264	\$41,207,243
Instructional Support	14,152,941	29,938,826	32,537,134	41,071,230	41,071,230	\$41,518,036
Administration	2,771,192	6,492,056	6,806,666	7,422,388	7,422,388	\$7,422,388
Facility Operations & Maintenance	14,232,717	30,466,665	33,186,823	38,766,966	38,766,966	\$39,477,736
Central & Business Services	<u>17,690,512</u>	<u>45,365,166</u>	<u>49,066,503</u>	<u>52,331,234</u>	<u>52,331,234</u>	<u>\$52,331,234</u>
<b>Sub-Total</b>	<b><u>\$159,943,228</u></b>	<b><u>\$347,795,128</u></b>	<b><u>\$363,812,952</u></b>	<b><u>\$403,980,375</u></b>	<b><u>\$403,980,375</u></b>	<b><u>\$404,058,504</u></b>
Enterprise and Community Services						
Bookstore	\$10,010,298	\$22,177,628	\$24,306,538	29,925,692	29,925,692	29,955,132
Food Services	3,227,510	\$7,400,309	8,336,133	9,828,544	9,828,544	9,880,312
Parking	1,354,048	\$4,200,392	4,420,292	8,828,199	8,828,199	8,828,199
Print Center	1,042,651	\$1,996,236	2,181,129	2,156,568	2,156,568	2,156,568
Risk Management	<u>1,199,609</u>	<u>\$2,846,797</u>	<u>3,295,780</u>	<u>3,338,802</u>	<u>3,338,802</u>	<u>3,338,802</u>
<b>Sub-Total</b>	<b><u>\$16,834,116</u></b>	<b><u>\$38,621,362</u></b>	<b><u>\$42,539,872</u></b>	<b><u>\$54,077,805</u></b>	<b><u>\$54,077,805</u></b>	<b><u>\$54,159,013</u></b>
Facilities Acquisition & Construction	5,876,456	\$40,799,715	192,226,126	\$118,011,776	\$118,011,776	\$118,011,776
Student Loans & Financial Aid	23,481,635	\$57,675,143	69,594,862	\$386,650,968	\$386,650,968	\$386,650,968
Trust Funds	561,138	\$849,759	1,030,494	\$1,041,490	\$1,041,490	\$1,041,490
Debt Service	24,739,670	\$51,233,603	79,462,939	\$83,050,275	\$83,050,275	\$83,050,275
Fund Transfers	15,005,597	\$36,335,439	28,968,655	\$30,578,801	\$30,578,801	\$30,578,801
Contingencies	0	0	<u>53,993,765</u>	<u>90,461,969</u>	<u>90,461,969</u>	<u>\$95,163,183</u>
<b>Sub-Total</b>	<b>\$69,664,496</b>	<b>\$186,893,659</b>	<b>\$425,276,841</b>	<b>\$709,795,279</b>	<b>\$709,795,279</b>	<b>\$714,496,493</b>
<b>Total Current Requirements</b>	<b><u>\$246,441,840</u></b>	<b><u>\$573,310,149</u></b>	<b><u>\$831,629,665</u></b>	<b><u>\$1,167,853,459</u></b>	<b><u>\$1,167,853,459</u></b>	<b><u>\$1,172,714,010</u></b>
<b>Excess (deficit) Current Resources</b>						
<b>Current Requirements</b>	7,429,481	216,217,638	(221,626,663)	(13,459,964)	(13,459,964)	(18,320,515)
<b>Beginning Fund Balances</b>	<b><u>58,771,318</u></b>	<b><u>66,155,770</u></b>	<b><u>283,636,728</u></b>	<b><u>216,435,985</u></b>	<b><u>216,435,985</u></b>	<b><u>223,940,103</u></b>
<b>Ending Fund Balances</b>	<b><u>\$66,200,799</u></b>	<b><u>\$282,373,408</u></b>	<b><u>\$62,010,065</u></b>	<b><u>\$202,976,021</u></b>	<b><u>\$202,976,021</u></b>	<b><u>\$205,619,589</u></b>

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**CONSOLIDATED RESOURCES AND REQUIREMENTS – ALL FUNDS**

<b>SUMMARY OF ALL FUNDS - continued</b>			Total	Total	Total	Total
	2006-2007	2007-2009	Biennium 2009-11	Biennium 2011-13	Biennium 2011-13	Biennium 2011-13
<b>Requirements By Expenditure Category</b>	<u>Actual</u>	<u>Actual</u>	<u>Adopted Budget</u>	<u>Proposed</u>	<u>Approved</u>	<u>Adopted</u>
Personal Services	\$135,008,669	\$294,664,564	\$302,341,660	338,711,138	338,711,138	338,762,907
Materials, Services & Supplies	64,233,769	152,776,564	169,096,089	503,954,250	503,954,250	504,181,821
Capital Outlay	7,454,135	38,299,977	197,766,557	121,097,023	121,097,023	120,977,023
Fund Transfers	15,005,597	36,335,437	28,968,655	30,578,801	30,578,801	30,578,801
Contingency	0	0	53,993,765	90,461,969	90,461,969	95,163,183
Debt Service	24,739,670	51,233,603	79,462,939	83,050,275	83,050,275	83,050,275
Total Expenditures By Category	\$246,441,840	\$573,310,145	\$831,629,665	\$1,167,853,456	\$1,167,853,456	\$1,172,714,009
Ending Fund Balance	<u>66,200,799</u>	<u>282,373,408</u>	<u>62,010,065</u>	<u>202,976,022</u>	<u>202,976,022</u>	<u>205,619,589</u>
<b>TOTAL</b>	<u><b>\$312,642,639</b></u>	<u><b>\$855,683,553</b></u>	<u><b>\$893,639,730</b></u>	<u><b>\$1,370,829,478</b></u>	<u><b>\$1,370,829,478</b></u>	<u><b>\$1,378,333,598</b></u>

**SUMMARY OF CHANGES IN FUND BALANCE BY FISCAL YEAR**

			Total	1st Year of	2nd Year of	Total
	2006-2007	2007-2009	Biennium 2009-11	Biennium 2011-13	Biennium 2011-13	Biennium 2011-13
<b>SUMMARY OF ALL FUNDS</b>	<u>Actual</u>	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Adopted</u>
<b>Total Current Operating Resources</b>	<u>\$253,871,321</u>	<u>\$789,527,786</u>	<u>\$610,003,002</u>	<u>\$476,356,678</u>	<u>\$678,036,817</u>	<u>\$1,154,393,495</u>
<b>Total Current Requirements</b>	<u>\$246,441,840</u>	<u>\$573,310,149</u>	<u>\$831,629,665</u>	<u>\$582,211,622</u>	<u>\$590,502,388</u>	<u>\$1,172,714,010</u>
<b>Excess (deficit) Current Resources</b>						
<b>Current Requirements</b>	7,429,481	216,217,638	(221,626,663)	(105,854,944)	87,534,429	(18,320,515)
<b>Beginning Fund Balances</b>	<u>58,771,318</u>	<u>66,155,770</u>	<u>283,636,728</u>	<u>223,940,103</u>	<u>118,085,160</u>	<u>342,025,263</u>
<b>Ending Fund Balances</b>	<u>\$66,200,799</u>	<u>\$282,373,408</u>	<u>\$62,010,065</u>	<u>\$118,085,160</u>	<u>\$205,619,589</u>	<u>\$205,619,589</u>

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**SUMMARY – ALL FUNDS**

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	Fiscal Year 2006-2007		Biennium Fiscal Year 2007-2009 ACTUAL		Biennium Fiscal Year 2009-2011 ADOPTED		Biennium Fiscal Year 2011-2013 ADOPTED	
	<u>FTE</u>	<u>Actual</u>	<u>FTE</u>	<u>Budget</u>	<u>FTE</u>	<u>Budget</u>	<u>FTE</u>	<u>Budget</u>
General Fund	1,708.39	\$149,204,904	1,804.43	\$327,975,689	1,878.67	\$327,675,350	2,102.00	\$364,362,490
CEU/CED-1900 Fund	101.65	5,825,921	94.75	11,408,824	95.53	15,355,188	99.68	\$16,910,999
Auxiliary Fund	4.00	920,540	5.70	1,523,139	5.45	1,572,042	5.58	\$1,628,738
Contracts and Grants Fund	475.44	30,093,942	532.00	52,765,753	454.37	68,079,054	452.20	\$64,978,748
Student Activities Fund	15.81	1,164,495	17.78	2,703,632	21.46	3,047,172	22.05	\$4,568,000
Student Financial Aid Fund	5.00	23,937,371	5.00	58,444,082	5.00	70,741,211	5.00	\$387,592,515
Capital Projects Fund	0.00	6,968,984	0.00	24,432,803	0.00	19,258,965	0.00	\$16,035,192
Capital Construction Fund	8.00	3,205,173	0.00	214,343,570	24.00	199,566,166	37.20	\$304,000,000
College Bookstore Fund	32.97	18,832,605	36.75	33,763,155	37.30	36,361,310	38.00	\$43,043,440
Food Services Fund	51.81	3,681,024	51.44	7,837,799	51.71	9,509,137	57.61	\$10,862,327
Parking Operations Fund	16.98	2,653,684	18.48	5,737,414	19.62	5,948,034	20.51	\$12,696,508
Internal Service-PERS/Reserve	0.00	4,672,544	0.00	47,491,590	0.00	6,363,913	0.00	\$53,449,279
Risk Management Fund	3.08	1,488,743	3.36	6,222,853	3.36	2,767,613	3.36	\$6,207,167
Print Center Fund	10.15	30,415,312	8.15	2,593,477	8.15	42,670,542	8.15	\$2,801,957
Early Retirement Fund	0.00	2,256,078	0.00	3,216,024	0.00	2,297,655	0.00	\$2,592,665
Debt Service Fund (G.O. Bonds)	0.00	20,194,549	0.00	41,014,483	0.00	68,085,294	0.00	\$71,267,122
P.E.R.S. Debt Service Fund	0.00	6,883,879	0.00	13,768,159	0.00	13,898,475	0.00	\$14,893,833
Capital Lease/Purchase Fund	0.00	242,891	0.00	441,107	0.00	442,609	0.00	442,618.00
Total	<u>2,433.28</u>	<u>\$312,642,639</u>	<u>2,577.84</u>	<u>\$855,683,553</u>	<u>2,604.62</u>	<u>\$893,639,730</u>	<u>2,851.34</u>	<u>\$1,378,333,597</u>

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**REQUIREMENT BY EXPENDITURE CATEGORY – ALL FUNDS**

		Fiscal Year 2011-2013 ADOPTED Budget	Personal Services	Materials, Services & Supplies	Capital Outlay	Debt Service	Transfers	Contingency	Ending Fund Balance
	FTE								
General Fund	2,102.00	\$364,362,490	\$267,564,398	\$55,640,381	\$3,777,848	\$0	\$6,570,370	\$21,482,014	\$9,327,479
CEU/CED-1900 Fund	99.68	16,910,999	9,634,104	6,327,962	140,000	0	450,000	358,933	0
Auxiliary Fund	5.58	1,628,738	364,080	958,225	0	0	106,434	200,000	0
Contracts and Grants Fund	452.20	64,978,748	41,661,227	13,404,695	217,584	0	4,228,186	2,975,538	2,491,518
Student Activities Fund	22.05	4,568,000	1,057,048	3,310,952	0	0	0	200,000	0
Student Financial Aid Fund	5.00	387,592,515	2,207,104	384,443,864	0	0	426,390	515,157	0
Capital Projects Fund	0.00	16,035,192	0	300,000	4,800,000	0	0	3,000,000	7,935,192
Capital Construction Fund	37.20	304,000,000	3,411,776	0	109,500,000	0	0	60,000,000	131,088,224
College Bookstore Fund	38.00	43,043,440	3,390,882	25,543,334	1,020,916	0	1,045,229	2,295,733	9,747,346
Food Services Fund	57.61	10,862,327	4,784,190	4,795,033	301,089	0	97,914	884,101	0
Parking Operations Fund	20.51	12,696,508	2,075,484	5,783,364	969,351	0	1,272,031	1,596,278	1,000,000
Internal Service-PERS/Reserve	0.00	53,449,279	0	0	0	0	16,186,728	0	37,262,551
Risk Management Fund	3.36	6,207,167	489,832	2,848,970	0	0	0	1,005,559	1,862,806
Print Center Fund	8.15	2,801,957	1,081,292	825,041	250,235	0	195,519	449,870	0
Early Retirement Fund	0.00	2,592,665	1,041,490	0	0	0	0	200,000	1,351,175
Debt Service Fund (G.O. Bonds)	0.00	71,267,122	0	0	0	67,762,122	0	0	3,505,000
Capital Lease/Purchase Fund	0.00	442,618	0	0	0	394,320	0	0	48,298
P.E.R.S. Debt Service Fund	0.00	14,893,833	0	0	0	14,893,833	0	0	0
Total	2,851.34	\$1,378,333,597	\$338,762,907	\$504,181,821	\$120,977,023	\$83,050,275	\$30,578,801	\$95,163,183	\$205,619,589

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**SUMMARY BY PROGRAM – ALL FUNDS**

<u>FUND TYPES</u>	<u>Instructional Services</u>	<u>Instructional Support Services</u>	<u>Student Support Services</u>	<u>College Support Services</u>	<u>Plant Services</u>	<u>Enterprise and Community Services</u>	<u>Inter-Fund Transfers</u>	<u>Debt Service</u>	<u>Contingency</u>	<u>Unappropriated Ending Fund Balance (see Note)</u>	<u>TOTAL</u>
<b>General Fund</b>	\$150,716,294	\$41,518,036	\$36,839,243	\$58,431,318	\$39,477,736		\$6,570,370		\$21,482,014	\$9,327,479	\$364,362,490
<b><u>Special Revenue Funds:</u></b>											
Continuing & Community Education Fund	16,102,066						450,000		358,933		16,910,999
Auxiliary Fund				1,322,304			106,434		200,000		1,628,738
Student Activities Fund			4,368,000						200,000		4,568,000
Contracts and Grants Fund	55,283,507						4,228,186		2,975,538	2,491,518	64,978,749
Student Financial Aid Fund			386,650,967				426,390		515,158		387,592,515
<b><u>Capital Projects Funds:</u></b>											
Capital Projects Fund				5,100,000					3,000,000	7,935,192	16,035,192
Capital Construction Fund				112,911,776					60,000,000	131,088,224	304,000,000
<b><u>Enterprise Funds:</u></b>											
Food Services Fund						9,880,311	97,914		884,102		10,862,327
College Bookstore Fund						29,955,132	1,045,229		2,295,733	9,747,346	43,043,440
Parking Operations Fund						8,828,198	1,272,031		1,596,279	1,000,000	12,696,508
<b><u>Internal Service Funds:</u></b>											
Print Center Fund						2,156,568	195,519		449,870		2,801,957
Risk Management Fund						3,338,802			1,005,559	1,862,806	6,207,167
P.E.R.S. Internal Service Fund							16,186,728			37,262,551	53,449,279
<b><u>Fiduciary Funds:</u></b>											
Early Retirement Fund				1,041,490					200,000	1,351,175	2,592,665
<b><u>Debt Service Funds:</u></b>											
G.O. Debt Service Fund								67,762,122		3,505,000	71,267,122
Capital Lease/Purchase Fund								394,320		48,298	442,618
P.E.R.S. Debt Service Fund								14,893,833			14,893,833
<b>TOTAL - COLLEGE</b>	<b><u>\$222,101,867</u></b>	<b><u>\$41,518,036</u></b>	<b><u>\$427,858,210</u></b>	<b><u>\$178,806,888</u></b>	<b><u>\$39,477,736</u></b>	<b><u>\$54,159,011</u></b>	<b><u>\$30,578,801</u></b>	<b><u>\$83,050,275</u></b>	<b><u>\$95,163,185</u></b>	<b><u>\$205,619,589</u></b>	<b><u>\$1,378,333,597</u></b>

Note: Unappropriated Ending Fund Balance is not an appropriation.

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**SUMMARY BY APPROPRIATIONS – ALL FUNDS**

**GENERAL FUND**

Campus programs areas:

Sylvania Campus	\$81,295,501
Rock Creek Campus	48,502,057
Cascade Campus	41,305,914
Extended Learning Campus	15,994,711

Non-program areas:

Personal Services	92,964,528
Materials & Services	44,163,036
Capital Outlay	2,756,880
Transfers	6,570,370
Contingency	21,482,014
<b>TOTAL APPROPRIATIONS</b>	<b>\$355,035,011</b>
Unappropriated Ending Fund Balance (see note)	9,327,479
<b>TOTAL GENERAL FUND</b>	<b>\$364,362,490</b>

**CONTRACTS AND GRANTS FUND**

State Grants	\$14,087,027
Federal Grants	30,916,993
Local Contracts	10,279,487
Transfers	4,228,186
Contingency	2,975,538
<b>TOTAL APPROPRIATIONS</b>	<b>\$62,487,231</b>
Unappropriated Ending Fund Balance (see note)	2,491,518
<b>TOTAL CONTRACTS AND GRANTS FUND</b>	<b>\$64,978,749</b>

**STUDENT FINANCIAL AID FUND**

College Funded Programs	\$924,300
Federal Programs	385,130,668
Short Term Student Loan Program	596,000
Transfer	426,390
Contingency	515,157
<b>TOTAL STUDENT FINANCIAL AID FUND</b>	<b>\$387,592,515</b>

**COLLEGE BOOKSTORE FUND**

Bookstore Operations	\$29,955,132
Transfers	1,045,229
Contingency	2,295,733
<b>TOTAL APPROPRIATIONS</b>	<b>\$33,296,094</b>
Unappropriated Ending Fund Balance (see note)	9,747,346
<b>TOTAL COLLEGE BOOKSTORE FUND</b>	<b>\$43,043,440</b>

**FOOD SERVICES FUND**

Food Services Operations	\$9,880,312
Transfers	97,914
Contingency	884,101
<b>TOTAL FOOD SERVICES FUND</b>	<b>\$10,862,327</b>

Note: Unappropriated Ending Fund Balance is not an appropriation.

**CEU/CED (1900) FUND**

Sylvania Campus	\$528,530
Cascade Campus	79,420
Extended Learning Campus	15,494,116
Transfers	450,000
Contingency	358,933
<b>TOTAL CEU/CED (1900) Fund</b>	<b>\$16,910,999</b>

**AUXILIARY FUND**

Facilities Usage	\$735,731
Campus Activities	586,573
Transfers	106,434
Contingency	200,000
<b>TOTAL AUXILIARY FUND</b>	<b>\$1,628,738</b>

**STUDENT ACTIVITIES FUND**

Sylvania Campus Programs	\$1,552,792
Rock Creek Campus Programs	\$1,129,521
Cascade Campus Programs	\$981,329
Extended Learning Campus Programs	\$320,658
District-wide Programs	\$383,700
Contingency	\$200,000
<b>TOTAL STUDENT ACTIVITIES FUND</b>	<b>\$4,568,000</b>

**CAPITAL PROJECTS FUND**

Capital Outlay	5,100,000
Contingency	3,000,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$8,100,000</b>
Unappropriated Ending Fund Balance (see note)	7,935,192
<b>TOTAL CAPITAL PROJECTS FUND</b>	<b>\$16,035,192</b>

**CAPITAL CONSTRUCTION FUND**

Sylvania Campus	\$35,000,000
Cascade Campus	\$16,000,000
Rock Creek Campus	\$17,000,000
Southeast Center	\$18,000,000
District-wide Projects	\$25,911,776
Bond Issuance Costs	\$1,000,000
Contingency	60,000,000
<b>TOTAL APPROPRIATIONS</b>	<b>172,911,776</b>
Unappropriated Ending Fund Balance (see note)	131,088,224
<b>TOTAL CAPITAL CONSTRUCTION FUND</b>	<b>\$304,000,000</b>

**INTERNAL SERVICE-P.E.R.S. RESERVE**

Transfers	\$16,186,728
Unappropriated Ending Fund Balance (see note)	37,262,551
<b>TOTAL INTERNAL CHARGE-P.E.R.S. RESERVE</b>	<b>\$53,449,279</b>



**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**SUMMARY BY APPROPRIATIONS – ALL FUNDS**

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**PARKING OPERATIONS FUND**

Parking Operations	\$8,828,199
Transfers	1,272,031
Contingency	<u>1,596,278</u>
TOTAL APPROPRIATIONS	\$11,696,508
Unappropriated Ending Fund Balance (see note)	<u>1,000,000</u>
TOTAL PARKING OPERATIONS FUND	<u>\$12,696,508</u>

**PRINT CENTER FUND**

Print Center Operations	\$2,156,568
Transfers	195,519
Contingency	<u>449,870</u>
TOTAL APPROPRIATIONS	\$2,801,957
Unappropriated Ending Fund Balance (see note)	<u>0</u>
TOTAL PRINT CENTER FUND	<u>\$2,801,957</u>

**RISK MANAGEMENT FUND**

Self Insurance & Risk Administration	\$3,338,802
Contingency	<u>1,005,559</u>
TOTAL APPROPRIATIONS	\$4,344,361
Unappropriated Ending Fund Balance (see note)	<u>1,862,806</u>
TOTAL RISK MANAGEMENT FUND	<u>\$6,207,167</u>

Note: Unappropriated Ending Fund Balance is not an appropriation.

**EARLY RETIREMENT FUND**

Personal Services	\$1,041,490
Contingency	<u>200,000</u>
TOTAL APPROPRIATIONS	\$1,241,490
Unappropriated Ending Fund Balance (see note)	<u>1,351,175</u>
TOTAL EARLY RETIREMENT FUND	<u>\$2,592,665</u>

**DEBT SERVICE (G.O. Bonds) FUND**

Debt Service	\$67,762,122
Unappropriated Ending Fund Balance (see note)	<u>3,505,000</u>
TOTAL DEBT SERVICE (G.O. Bonds) FUND	<u>\$71,267,122</u>

**CAPITAL LEASE/PURCHASE FUND**

Debt Service	\$394,320
Unappropriated Ending Fund Balance (see note)	<u>48,298</u>
TOTAL CAPITAL LEASE/PURCHASE FUND	<u>\$442,618</u>

**P.E.R.S. DEBT SERVICE FUND**

Debt Service	\$14,893,833
TOTAL DEBT SERVICE (G.O. Bonds) FUND	<u>\$14,893,833</u>

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**SCHEDULE OF INTERFUND TRANSFERS**

	Transfer <u>Revenue</u>	Transfer <u>Expenditures</u>	<u>Remarks</u>
<b>GENERAL FUND</b>			
Transfer to Capital Projects Fund		\$4,000,000	Annual transfer for maintenance expenditures
Transfer to Contracts and Grants Fund		380,920	Grant matching funds
Transfer to Student Financial Aid Fund		1,338,844	Grant matching funds
Transfer to Retirement Fund		456,288	Annual Contribution to retirement fund
Transfer to Debt Services (COP)		394,320	For payment of principal & interest on debt service
Transfer from Financial Aid	\$426,390		General Fund Overhead Reimbursement
Transfer from Auxiliary Fund	106,434		General Fund Overhead Reimbursement
Transfer from Contracts and Grants Fund-Overhead	4,228,186		General Fund Overhead Reimbursement
Transfer from CEU/CED Fund	450,000		Profit sharing transfer to General Fund
Transfer from Print Center Fund	93,748		General Fund Overhead Reimbursement
Transfer from Bookstore Fund	945,578		General Fund Overhead Reimbursement
Transfer from Food Services Fund	100,032		General Fund Overhead Reimbursement
Transfer from Internal PERS/Reserve	1,292,895		Transfer from Reserve to pay increased PERS costs
Transfer from Parking Operations Fund	1,172,380		General Fund Overhead Reimbursement
TOTAL	<u>\$8,815,643</u>	<u>\$6,570,372</u>	
<b>AUXILIARY FUND</b>			
Transfer to General Fund		47,324	General Fund Overhead Reimbursement
Transfer to General Fund-Direct Cost Reimbursement		\$59,110	General Fund Overhead Reimbursement
TOTAL		<u>106,434</u>	
<b>CEU/CED</b>			
Transfer to General Fund		<u>\$450,000</u>	Profit sharing transfer to General Fund
<b>STUDENT FINANCIAL AID FUND</b>			
Transfer from General Fund	<u>\$1,338,844</u>		Grant matching funds
Transfer to General Fund		<u>\$426,390</u>	General Fund Overhead Reimbursement
<b>CAPITAL PROJECTS FUND</b>			
Transfer from General Fund	<u>\$4,000,000</u>		Annual transfer of maintenance expenditures
<b>CONTRACTS &amp; GRANTS</b>			
Transfer from General Fund	<u>380,920</u>		Grant matching funds
Transfer to General Fund		<u>4,228,186</u>	General Fund Overhead Reimbursement
<b>FOOD SERVICES FUND</b>			
Transfer to General Fund		\$100,032	General Fund overhead reimbursement
Transfer from Bookstore Fund	99,651		1/4 share of the Auxiliary Services Admin. expenses.
Transfer from Print Center Fund	99,651		1/4 share of the Auxiliary Services Admin. expenses.
Transfer from Parking Fund	99,651		1/4 share of the Auxiliary Services Admin. expenses.
TOTAL	<u>\$298,953</u>	<u>\$100,032</u>	
<b>COLLEGE BOOKSTORE FUND</b>			
Transfer to Food Services Fund		\$99,651	1/4 share of the Auxiliary Services Admin. Expenses
Transfer to General Fund		945,578	General Fund overhead reimbursement
TOTAL	<u>\$0</u>	<u>\$1,045,229</u>	
<b>PARKING OPERATIONS FUND</b>			
Transfer to Food Services Fund		\$99,651	1/4 share of the Auxiliary Services Admin. Expenses
Transfer to General Fund		1,172,380	General Fund overhead reimbursement
TOTAL	<u>\$0</u>	<u>\$1,272,031</u>	

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**SCHEDULE OF INTERFUND TRANSFERS**

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**PRINT CENTER FUND**

Transfer to General Fund		\$93,748	General Fund overhead reimbursement
Transfer to Food Services Fund		99,651	1/4 share of the Auxiliary Services Admin. Expenses
TOTAL		<u>\$193,399</u>	

**INTERNAL SERVICE-P.E.R.S./Reserve Fund**

Transfer To General Fund		1,292,895	Transfer from Reserve to pay increased PERS costs
Transfer to PERS Debt Service		\$14,893,833	For payment of principal & interest of PERS Taxable Bonds
TOTAL	<u>\$0</u>	<u>\$16,186,728</u>	

**EARLY RETIREMENT FUND**

Transfer from General Fund	<u>\$456,288</u>	Annual contribution to the retirement fund
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**CAPITAL LEASE / PURCHASE FUND**

Transfer from General Fund	<u>\$394,320</u>	For payment of principal & interest of debt service
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**P.E.R.S. Debt Service Fund**

Transfer from Internal Svc-P.E.R.S./Reserve Fund	<u>\$14,893,833</u>	For payment of principal & interest of debt service
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**TOTAL- ALL FUNDS**

<u>\$30,578,801</u>	<u>\$30,578,801</u>
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## **DEBT SUMMARY**

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**DEBT SUMMARY**

The College has a policy of utilizing cash, short-term debt, long-term debt, and grants as tools to manage the funding requirements of its capital investment strategy. Additionally, the College opted to issue pension bonds to prepay the College's pension unfunded actuarial liability through the Public Employees Retirement System.

On November 4, 2008, Portland area voters approved a \$374 million bond measure to provide for expansions in academic space and college programs within the five-county college service district. In March 2009, the College issued General Obligation Bonds, Series 2009, in the amount of \$200 million. The proceeds of the bonds are being used to expand, modernize and construct facilities for additional students and programs, and to upgrade technology. At present, the College anticipates the need to issue the remaining \$174 million in debt late in FY2013, with debt service beginning in FY2014.

As of July 1, 2011, the College's long-term indebtedness consisted of the following:

	Date of Issue	Payment Dates	Date of Maturity	Amount of Outstanding Principal at 7/1/11
<b>UNLIMITED TAX GENERAL OBLIGATION BONDS</b>				
Zero Coupon Bonds (Citizens Bonds)	3/24/1993		7/1/2013	\$ 984,236
Series 2001 A&B, General Obligation Bonds	5/15/2001	June 1 / Dec 1	6/1/2012	\$ -
Series 2002, General Obligation Bonds	5/1/2002	June 1 / Dec 1	6/1/2013	\$ 5,825,000
Series 2005 Refunding Series	6/15/2005	Dec 15 / June 15	6/15/2018	\$ 78,395,000
Series 2008 Refunding Series	5/29/2008	July 1 / Jan 1	7/1/2013	\$ 6,260,000
Series 2009 Refunding Series	3/19/2009	Dec 15 / June 15	12/15/2029	\$ 189,190,000
<b>TOTAL TAX SUPPORTED GENERAL OBLIGATION BONDS</b>				<b>\$ 280,654,236</b>
<b>DEBT PAID/SECURED BY THE GENERAL FUND</b>				
Series 1998, Certificates of Participation Bonds	4/21/1998		1/15/2018	\$ 1,150,000
Series 2003, Limited Tax Pension Bonds	6/30/2003		6/30/2027	\$ 107,470,000
				<b>\$ 108,620,000</b>
<b>TOTAL OF OUTSTANDING LONG-TERM DEBT as of July 1, 2011</b>				<b>\$ 389,274,236</b>

The College's legal debt limitation, as defined in Oregon Revised Statutes, shall not exceed 1.5% of the true cash value of all property by law assessable for state and county purposes within the College's boundaries. The limitation applies to the aggregate of all outstanding General Obligation Bonds. Further, the College's Board has adopted a debt management policy (see appendix) stipulating that "the College's outstanding debt at any time shall not exceed 65% of the legal debt margin." The table below illustrates the debt margin calculation for the past 5 years. Audited FY2011 information is not yet available.

**Legal Debt Margin**  
Last Five Fiscal Years (in Thousands)

Fiscal year ended June 30	Real Market Value	Legal Debt Limitation	General Obligation Indebtedness	Current % of Debt Limit	Debt Margin Available
2010	165,721,635	2,485,825	295,650	11.9%	2,190,175
2009	172,500,177	2,587,503	307,383	11.9%	2,280,120
2008	163,621,726	2,454,326	123,777	5.0%	2,330,549
2007	143,776,579	2,156,649	136,030	6.3%	2,020,619
2006	123,143,688	1,847,155	145,873	7.9%	1,701,282

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**DEBT SUMMARY**

The table below illustrates the debt service requirements over the life of the current outstanding bonds:

<b>Principal</b> YE June 30,	G.O. Bond Series 2002A	93 Citizens Bond	G.O Bond Series 2001A	G.O Bond Series 2001B	G.O Bond Series 2005	G.O Bond Series 2008	G.O. Bond Series 2009	Total Bonds	Tax Pension Series 2003	98 COP	Grand Total
2012	1,165,000	-	-	-	8,725,000	3,050,000	6,850,000	19,790,000	2,290,000	140,000	22,220,000
2013	1,155,000	-	-	-	10,000,000	3,210,000	7,055,000	21,420,000	2,685,000	150,000	24,255,000
2014	3,505,000	984,236	-	-	10,835,000	-	7,410,000	22,734,236	3,110,000	155,000	25,999,236
2015	-	-	-	-	10,635,000	-	7,780,000	18,415,000	3,565,000	165,000	22,145,000
2016	-	-	-	-	11,635,000	-	8,170,000	19,805,000	4,060,000	170,000	24,035,000
2017	-	-	-	-	12,710,000	-	8,575,000	21,285,000	4,590,000	180,000	26,055,000
2018	-	-	-	-	13,855,000	-	9,005,000	22,860,000	5,165,000	190,000	28,215,000
2019	-	-	-	-	-	-	9,455,000	9,455,000	5,810,000	-	15,265,000
2020	-	-	-	-	-	-	9,930,000	9,930,000	6,505,000	-	16,435,000
2021	-	-	-	-	-	-	10,425,000	10,425,000	7,250,000	-	17,675,000
2022	-	-	-	-	-	-	10,945,000	10,945,000	8,050,000	-	18,995,000
2023	-	-	-	-	-	-	11,495,000	11,495,000	8,910,000	-	20,405,000
2024	-	-	-	-	-	-	12,070,000	12,070,000	9,825,000	-	21,895,000
2025	-	-	-	-	-	-	12,675,000	12,675,000	10,810,000	-	23,485,000
2026	-	-	-	-	-	-	13,305,000	13,305,000	11,860,000	-	25,165,000
2027	-	-	-	-	-	-	13,970,000	13,970,000	12,985,000	-	26,955,000
2028	-	-	-	-	-	-	14,670,000	14,670,000	-	-	14,670,000
2029	-	-	-	-	-	-	15,405,000	15,405,000	-	-	15,405,000
<b>Grand Total</b>	<b>5,825,000</b>	<b>984,236</b>	<b>-</b>	<b>-</b>	<b>78,395,000</b>	<b>6,260,000</b>	<b>189,190,000</b>	<b>280,654,236</b>	<b>107,470,000</b>	<b>1,150,000</b>	<b>389,274,236</b>
<b>Interest</b> YE June 30,	G.O. Bond Series 2002A	93 Citizens Bond	G.O Bond Series 2001A	G.O Bond Series 2001B	G.O Bond Series 2005	G.O Bond Series 2008	G. O. Bond Series 2009	Total Bonds	Tax Pension Series 2003	98 COP	Grand Total
2012	265,891	-	-	-	3,907,563	174,150	9,322,500	13,670,104	5,001,438	55,450	18,726,992
2013	217,319	-	-	-	3,483,500	64,200	9,117,000	12,882,019	4,917,395	48,870	17,848,284
2014	96,388	180,764	-	-	2,983,500	-	8,764,250	12,024,902	4,815,097	41,820	16,881,819
2015	-	-	-	-	2,441,750	-	8,393,750	10,835,500	4,693,496	34,380	15,563,376
2016	-	-	-	-	1,910,000	-	8,004,750	9,914,750	4,551,252	26,460	14,492,462
2017	-	-	-	-	1,328,250	-	7,596,250	8,924,500	4,385,198	18,130	13,327,828
2018	-	-	-	-	692,750	-	7,167,500	7,860,250	4,192,877	9,310	12,062,437
2019	-	-	-	-	-	-	6,717,250	6,717,250	3,944,441	-	10,661,691
2020	-	-	-	-	-	-	6,244,500	6,244,500	3,664,980	-	9,909,480
2021	-	-	-	-	-	-	5,748,000	5,748,000	3,352,089	-	9,100,089
2022	-	-	-	-	-	-	5,226,750	5,226,750	3,003,364	-	8,230,114
2023	-	-	-	-	-	-	4,679,500	4,679,500	2,616,159	-	7,295,659
2024	-	-	-	-	-	-	4,104,750	4,104,750	2,187,588	-	6,292,338
2025	-	-	-	-	-	-	3,501,250	3,501,250	1,715,006	-	5,216,256
2026	-	-	-	-	-	-	2,867,500	2,867,500	1,195,045	-	4,062,545
2027	-	-	-	-	-	-	2,202,250	2,202,250	624,579	-	2,826,829
2028	-	-	-	-	-	-	1,503,750	1,503,750	-	-	1,503,750
2029	-	-	-	-	-	-	770,250	770,250	-	-	770,250
<b>Grand Total</b>	<b>579,598</b>	<b>180,764</b>	<b>-</b>	<b>-</b>	<b>16,747,313</b>	<b>238,350</b>	<b>101,931,750</b>	<b>119,677,775</b>	<b>54,860,004</b>	<b>234,420</b>	<b>174,772,199</b>
<b>Total FY11-13 Debt Service</b>	<b>2,803,210</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26,116,063</b>	<b>6,498,350</b>	<b>32,344,500</b>	<b>67,762,123</b>	<b>14,893,833</b>	<b>394,320</b>	<b>83,050,276</b>





## **CAPITAL IMPROVEMENTS SUMMARY**

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**CAPITAL IMPROVEMENTS SUMMARY**

The College has developed two primary plans that guide capital improvements: PCC's Focus for the Future bond investment plan (v1.6a), and the Facilities Management 10-year Plan.

**Focus for the Future**

As discussed earlier, on November 4, 2008, Portland area voters approved a \$374 million bond measure to provide for expansions in academic space and college programs within the five-county college service district. In March 2009, the College issued General Obligation Bonds, Series 2009, in the amount of \$200 million. The proceeds of the bonds are being used to expand, modernize and construct facilities for additional students and programs, and to upgrade technology. The Focus for the Future plan centers on project utilizing these bond funds. This plan also utilizes economic stimulus grant funds and energy grants for projects. Below is a summary of Bond Program plans as of June 30, 2011:

<b>Portland Community College</b>										
<b>2008 Bond Program Summary</b>										
<b>As of 6/30/2011</b>										
	Organization Code	Organization Construction Budget	FY 08 Revenue/ Expenditures	FY 09 Revenue/ Expenditures	FY 10 Revenue/ Expenditures	FY 11 Revenue/ Expenditures	Encumbrance	Total Revenue/ Expenditures	Under (Over) Budget	Percentage of Budget
<b>Revenues:</b>										
Proceeds from G.O. Bond (2009)		200,000,000	-	200,000,000	-	-	-	200,000,000		
Bond premium (2009)		13,313,143	-	13,313,143	-	-	-	13,313,143		
Proceeds from future G.O. Bond (20xx)		174,000,000	-	-	-	-	-	-		
Anticipated future bond premium (20xx) (1)		2,000,000	-	-	-	-	-	-		
State support		15,230,000	-	-	7,020,835	1,120,000	-	8,140,835		
Investment earnings (estimated) (2)		8,300,000	-	1,035,944	1,832,774	1,839,365	-	4,708,083		
State Pool (estimated) (2)		1,000,000	-	(16,836)	189,348	107,574	-	280,086		
Gain/Loss - Investment		-	-	-	71,810	104,884	-	176,694		
Other sources (estimated) (3)		3,738,394	-	-	3,738,394	-	-	3,738,394		
State economic stimulus funding		6,415,000	-	-	-	-	-	-		
State Energy Program grant		1,000,000	-	-	-	-	-	-		
Non Bond Funding		-	-	11,320	61,471	221,413	-	294,204		
<b>Total Revenues</b>		<b>424,996,537</b>	<b>-</b>	<b>214,343,570</b>	<b>12,914,631</b>	<b>3,393,237</b>	<b>-</b>	<b>230,651,438</b>		
<b>Expenditures:</b>										
College wide	S60300	109,838,422	253,582	1,451,362	2,081,885	4,547,526	758,077	8,884,957	100,953,465	8.09%
Sylvania	S60310	52,309,291	-	44,825	545,938	3,054,270	5,002,606	8,647,639	43,661,652	16.53%
Newberg/Sherwood	S60381	11,837,171	-	13,183	3,981,088	5,074,056	2,702,130	11,770,457	66,714	99.44%
Rock Creek	S60320	52,206,682	-	2,851,736	522,134	779,564	608,248	4,761,682	47,445,000	9.12%
Cascade	S60330	54,472,282	1,023,800	6,167	244,425	1,519,466	750,322	3,549,155	50,923,127	6.52%
Southeast	S60340	39,647,009	-	16,740	12,475,495	730,859	939,021	14,364,614	25,282,395	36.23%
Willow Creek	S60355	35,700,000	668,274	21,540,557	12,923,398	120,950	1,064,535	36,317,715	(617,715)	101.73%
Willamette Building	S60356	14,300,000	-	7,001,900	6,950,422	124,563	10,745	14,087,630	212,370	98.51%
Swan Island	S60357	3,091,159	-	-	3,121,309	18,142	25,000	3,164,452	(73,293)	102.37%
Columbia County	S60382	2,273,275	-	-	-	28,254	86,031	114,285	2,158,990	5.03%
State Stimulus Lottery Funded	S60391	4,778,500	-	386,322	1,285,879	883,537	547,672	3,103,411	1,675,090	64.95%
State Stimulus XI-G Funded	S60392	3,327,500	-	389,468	2,856,405	1,720,986	210,303	5,177,162	(1,849,662)	155.59%
Contingency	S60300	32,467,718	-	-	-	-	-	-	32,467,718	0.00%
<b>Total Expenditures</b>		<b>416,249,009</b>	<b>1,945,656</b>	<b>33,702,260</b>	<b>46,988,378</b>	<b>18,602,174</b>	<b>12,704,691</b>	<b>113,943,159</b>	<b>302,305,850</b>	
<b>Available Balance</b>		<b>8,747,528</b>	<b>(1,945,656)</b>	<b>180,641,310</b>	<b>(34,073,747)</b>	<b>(15,208,937)</b>	<b>(12,704,691)</b>	<b>116,708,279</b>		
(1) Estimated premium.										
(2) Estimated investment earnings for the life of the bond.										
(3) Net proceed from the sale of Capital Center (see comment.) Revenue is in Fund 2000. Lease expense is in General Fund.										

### **College Wide Projects**

College-wide, the largest project has been the construction of the Willow Creek Center. Located in Washington County (185th and Baseline Road), it was opened at the end of 2009 and was funded from a combination of the College's 2008 bond measure and special funding from the state. The 100,000 square-foot educational center serves as a one-stop for the unemployed and under-employed, and houses programs from the old Washington County Workforce Training Center and partner agencies. Programs at the site, located on TriMet's Blue Max Line, includes GED classes, certified nursing assistant training, medical assisting and emergency medical services. This project cost a total of \$36.3 million.

In addition to the Willow Creek Center, the College purchased the Willamette Building in May 2009, on the corner of SW 2nd and Yamhill in downtown Portland. Formerly home to the U of O Ducks Store, the building was renovated to house support operations and free up space for more badly needed classrooms and labs at campuses. This project was completed in early 2010 at a total cost of \$14.1 million and is meeting the highest standards for sustainability and energy efficiency.

### **Sylvania Campus**

The largest project for the 2008 bond at the Sylvania campus will be the renovation of the College Center (CC) Building, which houses the student services areas, and is estimated to cost \$17.9 million. This project is slated for completion in 2014. Other objectives for the Sylvania campus include:

#### **Add and Renovate Workforce Training, Instructional Facilities**

- Update and expand dental assisting and dental hygiene facilities to serve more students
- Upgrade machine manufacturing, radiography, photography and design facilities
- Renovate classrooms and update science labs, including chemistry and biology
- Upgrade engineering facilities to add training for renewable energy systems and biomedical technology
- Upgrade automotive facilities to add an alternative fuel program and integrate hybrid safety
- Add classrooms to offer more courses

#### **Renovate and Modernize Student Services Areas**

- Renovate student services areas including admissions, registration, advising, counseling, and business office, to make them more convenient to students
- Build a new, larger child-care facility to serve more students
- Increase space for student activities

#### **Make Health and Safety Upgrades; Increase Energy Efficiency**

- Upgrade fire and alarm systems and lighting in parking lots and walkways
- Install mass notification system for emergency communication
- Make electrical and plumbing upgrades, repair and/or replace roofs
- Replace heating, ventilating, air conditioning equipment
- Increase energy efficiency of buildings, including repair and upgrade of solar panels
- Upgrade storm water management to prevent runoff
- Make improvements to increase access for students with disabilities

### **Rock Creek Campus**

The largest project slated at Rock Creek is the replacement of an older building with a new Academic Building. This project is estimated to cost approximately \$21.0 million, and is scheduled for completion in 2015. Additionally, a new Health Professional Building is slated for construction in 2013 at an estimated cost of \$15.4 million. Other objectives for the Rock Creek campus include:

#### **Add and Renovate Workforce Training, Instructional Facilities**

- Add space to offer allied health care nursing and training
- Upgrade career technical areas
- Add classrooms to offer more courses
- Modernize arts instruction facilities

**Renovate and Modernize Student Services Areas**

- Expand the child-care facility to serve more students
- Add space for admissions, registration, advising, counseling, testing and financial aid to serve more students
- Improve space for student resource and support centers
- Increase access to food services

**Make Health and Safety Upgrades; Increase Energy Efficiency**

- Install mass notification system for emergency communication
- Upgrade fire and alarm systems and lighting in parking lots and walkways to enhance student and staff safety
- Make electrical and plumbing upgrades, repair and/or replace roofs
- Replace heating, ventilating and air conditioning equipment
- Increase energy efficiency of buildings
- Make improvements to increase access for students with disabilities

**Cascade Center**

Because of its urban location, campus improvements can significantly impact the surrounding community, and the College has worked hard to fully engage the neighborhood residents, business and property owners, churches, schools and other organizations in the area. One significant factor in capital improvement at this campus is parking, which will be addressed through construction of a parking structure at a cost of approximately \$14.0 million. In addition to the parking structure, the largest project for Cascade campus is the construction of a new Student Center Building and Library. This project will cost approximately \$18.6 million, and is slated for completion in 2015. An additional building, the Education Program Building, is slated for completion in 2014 at an estimated cost of \$17.0 million, with \$8.0 million funded through a State grant. Other objectives for the Cascade campus include:

**Increase workforce training & instructional facilities.**

- Add simulation lab for first responder and allied health students
- Add space for early childhood education program
- Add space to expand instruction for careers in education
- Add classrooms to offer more courses
- Upgrade teaching and learning center facility that supports improvement of faculty instruction
- Explore and implement parking solutions

**Renovate and modernize student services areas.**

- Increase capacity of library to serve students
- Add child care facility for student parents
- Increase capacity of admissions, registration, advising, financial aid, and testing to serve more students
- Increase space for student activities
- Increase access to food services

**Make health and safety upgrades; increase energy efficiency.**

- Install mass notification system for emergency communication
- Upgrade fire and alarm systems and lighting in parking lots and walkways
- Make electrical and plumbing upgrades, repair and/or replace roofs
- Replace heating, ventilating and air conditioning equipment
- 
- Increase energy efficiency of buildings
- Make improvements to increase access for students with disabilities

**Extended Learning / Southeast Center**

Bond projects at the Southeast center are planned with the ultimate goal of expanding this center to a full campus. The largest project planned as part of the 2008 bond is the expansion of Mt Tabor Hall at an estimated cost of \$18.9 million. This project is scheduled for completion in 2015. Other objectives for the Southeast center include:

**Add and Renovate Workforce Training, Instructional Facilities**

- Add science labs for biology, chemistry and physics classes
- Add career training facilities
- Add classrooms to offer more courses
- Add computer lab facilities
- Add a library and tutoring center

**Renovate and Modernize Student Services Areas**

- Increase capacity of admissions, registration, advising, counseling and financial aid offices to serve more students
- Add a child-care facility for students who are parents
- Increase study space for students
- Increase space for student activities
- Increase capacity of student resource and support centers
- Increase access to food services

**Make Health and Safety Upgrades; Increase Energy Efficiency**

- Install mass notification system for emergency communication
- Upgrade fire and alarm systems and lighting in parking lots and walkways
- Increase energy efficiency of buildings
- Make improvements to increase access for students with disabilities

**PORTLAND COMMUNITY COLLEGE**  
ADOPTED BIENNIUM 2011-2013 BUDGET  
CAPITAL IMPROVEMENTS SUMMARY

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**Operational Costs**

As buildings are constructed and/or expanded, maintenance and supply costs increase, as will staffing costs for these functions. In addition to the initial investment outlined in the Focus for the Future plan, staff has identified ongoing operational costs considering when new buildings and square footage become operational (see table below), and has factored those costs into our operating budget for FY11-13 and beyond.

Table 3: Estimated Cumulative Operational Costs for New Square Footage

<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>
\$900,000	\$1,700,000	\$3,300,000	\$4,000,000	\$4,600,000	\$5,000,000

In addition to operational costs, support services costs were included as well. Facilities maintenance costs were estimated at approximately \$4.65/square foot, and additional costs for paper supplies and custodial, mail delivery, technical support, and public safety were included. Staff expects these costs to be offset through higher enrollment available with the increased space, along with savings from energy efficiency and income from leased spaces.

**Facilities Management 10-year Plan**

Based on our most recent facility condition assessment, Portland Community College has developed a 10 year deferred maintenance plan to address high priority infrastructure issues and proactively address critical systems. The plan was developed in conjunction with an outside consulting firm, which helped identify deferred maintenance projects and created initial cost estimations. These estimates have been refined and projects adjusted based on PCC priorities and bond program work.

A summary of the plan follows on the next page.

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**CAPITAL IMPROVEMENTS SUMMARY**

	Facilities Management Plan										
	FY11	FY12	FY13	FY14	FY15	FY16	FY16	FY18	FY19	FY20	TOTAL
CC - Dist Pres Chiller Replacement	90,000										90,000
Alumicoat		207,000	50,000	164,500							421,500
SY CC Presidents Area Reroof		50,000									50,000
SY Library Gutters		35,000									35,000
Building Reroof				35,000		170,000					205,000
ARC Fault Correct Available Fault Current	365,404										365,404
ARC Fault Intermediate Fault Overcurrent Protection		909,283									909,283
ARC Fault Ultimate Fault Current Protection										1,100,543	1,100,543
Built-up roof Re-coating						33,544				33,965	67,509
Built-up roof Replacement		35,207					1,914,560	798,942			2,748,709
CSB FMS Remodel Estimate	300,000										300,000
Domestic Water Supply Upgrade	1,696,935										1,696,935
Electrical Systems Repairs						44,186	62,166				106,352
Exterior Door Replacement									347,217		347,217
Heating and Ventilation System Replacement			4,024,399		300,442	21,260			26,046		4,372,147
Interior/Exterior Lighting Upgrade & Replacement	71,389						45,103	759,390			875,882
Lighting Controls Sylvania		250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000		2,000,000
Pool Infrastructure & Repairs	545,733	650,000								1,500,000	2,695,733
Powder Coat Architectural Steel		165,000									165,000
Pressure wash and Seal LRC		40,000									40,000
Refinish Ceilings									56,238		56,238
Refinish Flooring / New Sheet Flooring			270,000		88,049						358,049
Refinish Walls						161,342		76,404			237,745
Refurbish Dental Cabinets	75,000										75,000
Refurbish Former Home-Ec. Rooms					150,000						150,000
Repair Gutters LRC	35,000										35,000
Replace electrical service substations					294,610			412,720			707,330
Replace exterior stairs CC/SS	40,000										40,000
Replace switchgear assemblies									105,312		105,312
Site and parking lot lighting replacement		200,000								5,641,202	5,841,202
Stormwater improvements/mitigation									83,440	20,925	104,365
Boiler Replacement & Cooling Tower	2,047,000	100,000									2,147,000
Sylvania Grounds Greenhouse & Shade House	56,723										56,723
Sylvania Gym Floor Replacement	405,881										405,881
TCB Winter Garden/Computer Server Room Remodel	60,000	60,000									120,000
Tunnel Waterproofing								300,000			300,000
Walkway Repairs and Upgrades							516,717				516,717
<b>TOTAL</b>	<b>5,789,065</b>	<b>2,701,490</b>	<b>4,594,399</b>	<b>449,500</b>	<b>1,083,101</b>	<b>680,331</b>	<b>2,788,547</b>	<b>2,597,457</b>	<b>868,253</b>	<b>8,296,635</b>	<b>29,848,778</b>





## **GENERAL FUND**

The General Fund is the College's primary operating fund. It accounts for all major instructional programs and services supporting these programs. Principal sources of revenue are property taxes, tuition and community college funding from the State of Oregon. For budgetary compliance, expenditures are budgeted by campus and non-campus programs. For reporting purposes, expenditures are further categorized into instruction, instructional support, student support, college support, facilities maintenance and operations, and transfers to other funds.

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**GENERAL FUND – REVENUE SUMMARY**

	Fiscal Year 2006-07 <u>Actual</u>	Fiscal Year 2007-2009 <u>Actual</u>	Biennium Fiscal Years 2009-2011 <u>ADOPTED Budget</u>	Biennium Fiscal Years 2011-2013 <u>PROPOSED Budget</u>	Biennium Fiscal Years 2011-2013 <u>APPROVED Budget</u>	Biennium Fiscal Years 2011-2013 <u>ADOPTED Budget</u>
<b>REVENUES:</b>						
From local sources						
Property Tax - current year (see Note)	\$22,120,376	\$47,292,907	\$50,516,356	\$52,125,293	\$52,125,293	\$52,125,293
Property Tax - prior year	391,264	776,244	1,434,169	1,434,170	1,434,170	1,434,170
Tuition and fees	50,056,583	117,153,373	117,848,724	157,849,298	157,849,298	157,849,298
Interest from investments	1,456,306	2,427,679	1,344,004	1,079,268	1,079,268	1,079,268
Other local sources	1,445,409	3,174,260	3,439,284	2,210,710	2,210,710	2,210,710
From state sources	56,675,000	132,343,877	114,341,381	114,040,332	114,040,332	114,040,332
Operating transfers in:						
From Contracts & Grants Fund	2,088,640	3,816,989	4,161,481	4,228,186	4,228,186	4,228,186
From Capital Construction	0	253,582		0	0	0
From Capital Projects	0	1,114,497		0	0	0
From Internal PERS Reserve	0	0	0	1,292,895	1,292,895	1,292,895
From CEU/CED Fund	0	0	0	450,000	450,000	450,000
From Bookstore Fund	343,900	708,600	726,585	945,578	945,578	945,578
From Auxiliary Fund	22,117	140,244	101,047	106,434	106,434	106,434
From Student Financial Aid Fund	219,667	138,198	615,000	426,390	426,390	426,390
From Print Center Fund	41,000	84,400	87,773	95,868	95,868	95,868
From Parking Operations Fund	343,900	687,850	798,405	1,172,378	1,172,378	1,172,378
From Food Services Fund	40,300	68,829	86,331	97,914	97,914	97,914
Total Operating Revenues	<u>\$135,244,462</u>	<u>\$310,181,528</u>	<u>\$295,500,540</u>	<u>\$337,554,714</u>	<u>\$337,554,714</u>	<u>\$337,554,714</u>
Beginning Fund Balance	<u>13,960,442</u>	<u>17,794,161</u>	<u>32,174,810</u>	<u>19,303,658</u>	<u>19,303,658</u>	<u>26,807,776</u>
<b>TOTAL REVENUES</b>	<u><b>\$149,204,904</b></u>	<u><b>\$327,975,689</b></u>	<u><b>\$327,675,350</b></u>	<u><b>\$356,858,372</b></u>	<u><b>\$356,858,372</b></u>	<u><b>\$364,362,490</b></u>

Note:

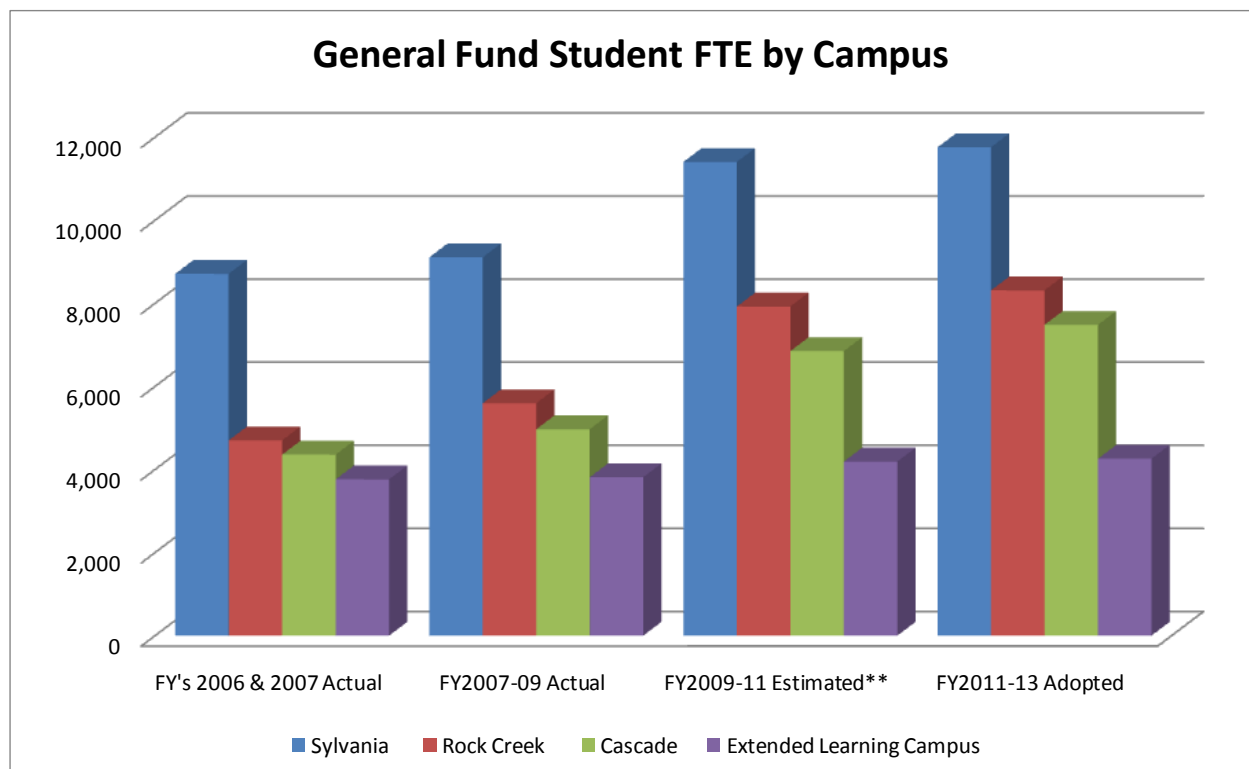
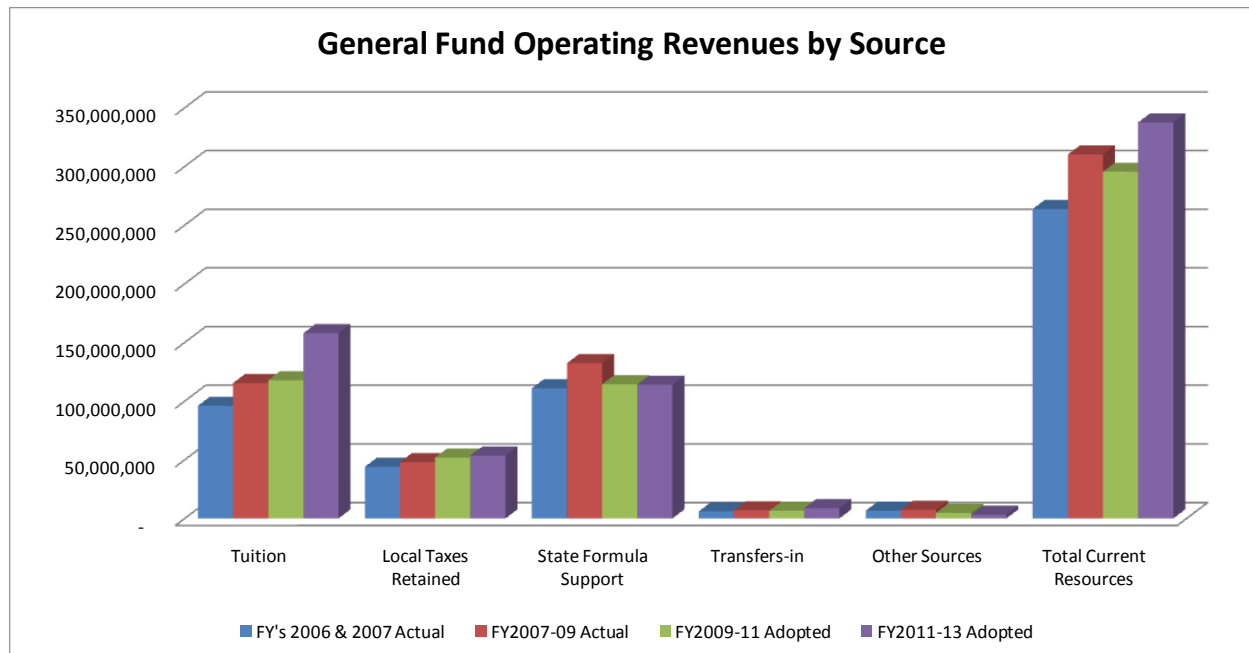
**Property Taxes:** Beginning 2006, 100% of property tax revenues is added to the State formula funding allocation (see subsequent note).

**State Formula Funding:** Beginning 2006, the Community College Revenue Distribution formula adopted by the State Board of Higher Education combines State Funding with 100% of the property taxes collected by Community Colleges within their district. For the biennium fiscal year 2011-13 the College share of the projected state support revenues of \$400 million is estimated at \$114.0 million. This accounts for 34.7% total General Fund operating revenue.

**Tuition:** Tuition revenue accounts for approximately 48.0% of the total General Fund operating resources. Tuition is calculated at \$79 per credit hour for the 1st year of the biennium period and at \$82 per credit hour for the 2nd year of the biennium period. The estimated revenue base target is factored on a projected average enrollment figure of about 26,000 SFTE per biennium period. It includes technology fees estimated at \$8.0 million and general lab fees of \$2.6 million. An additional \$27.6 million is included in anticipation of enrollment spikes above the base target.

**Transfer Revenues:** Transfer revenues which totals \$8.8 million for the biennium fiscal year are charges to other funds for overhead reimbursement. This revenues accounts for approximately 2.6% of the total resources.

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**GENERAL FUND – REVENUE SUMMARY**



**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**GENERAL FUND – EXPENDITURES AND OPERATING REQUIREMENTS**

EXPENDITURES AND OTHER REQUIREMENTS	Fiscal Year 2006-07		Biennium Fiscal Year 2007-09		Biennium Fiscal Years 2009-2011 ADOPTED		Biennium Fiscal Years 2011-13 PROPOSED		Biennium Fiscal Years 2011-13 APPROVED		Biennium Fiscal Years 2011-13 ADOPTED	
	F.T.E.	Actual	F.T.E.	Actual	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget
<b>Sylvania Campus</b>												
Instruction	442.37	\$30,324,373	454.66	\$64,134,027	464.43	\$62,005,146	532.19	\$70,339,886	532.19	\$70,339,886	532.19	\$69,363,070
Instructional Support Services	16.10	1,268,509	19.78	2,458,728	17.88	3,149,914	17.19	\$3,971,926	17.19	\$3,971,926	17.19	\$3,914,747
Student Support Services	51.63	3,180,194	58.74	6,646,221	50.76	6,593,368	62.10	7,985,982	62.10	7,985,982	62.10	8,017,684
Total	510.10	\$34,773,076	533.18	\$73,238,976	533.07	\$71,748,428	611.48	\$82,297,794	611.48	\$82,297,794	611.48	\$81,295,501
<b>Rock Creek Campus</b>												
Instruction	248.72	\$16,481,949	272.60	\$38,384,034	297.53	\$36,603,448	303.33	\$38,674,948	303.33	\$38,674,948	303.33	\$38,644,098
Instructional Support Services	15.93	1,284,950	12.10	2,435,000	11.98	2,424,324	27.6	\$4,827,506	27.6	\$4,827,506	27.6	\$4,827,506
Student Support Services	35.46	2,545,583	42.71	4,425,336	29.26	3,830,894	38.24	5,022,176	38.24	5,022,176	38.24	5,030,453
Total	300.11	\$20,312,482	327.41	\$45,244,370	338.77	\$42,858,666	369.17	\$48,524,630	369.17	\$48,524,630	369.17	\$48,502,057
<b>Cascade Campus</b>												
Instruction	201.77	\$13,464,862	214.17	\$31,713,283	251.09	\$29,787,668	272.73	\$33,335,158	272.73	\$33,335,158	272.73	\$33,223,398
Instructional Support Services	8.05	802,220	8.27	1,860,510	9.27	1,970,772	8.87	\$2,080,282	8.87	\$2,080,282	8.87	\$2,080,282
Student Support Services	34.92	2,322,339	35.79	5,016,924	36.47	5,177,038	41.7	6,002,234	41.7	6,002,234	41.7	6,002,234
Total	244.74	\$16,589,421	258.23	\$38,590,717	296.83	\$36,935,478	323.30	\$41,417,674	323.30	\$41,417,674	323.30	\$41,305,914
<b>Extended Learning Campus</b>												
Instruction	104.02	\$4,656,740	86.53	\$11,131,017	74.65	\$8,704,920	80.57	\$9,485,728	80.57	\$9,485,728	80.57	\$9,485,728
Instructional Support Services	13.62	1,473,394	18.91	3,813,934	21.70	4,172,544	22.07	\$4,626,472	22.07	\$4,626,472	22.07	\$4,621,035
Student Support Services	0.00	505,039	11.89	1,476,868	12.79	1,578,466	16.06	1,887,948	16.06	1,887,948	16.06	1,887,948
Total	117.64	\$6,635,173	117.33	\$16,421,819	109.14	\$14,455,930	118.70	\$16,000,148	118.70	\$16,000,148	118.70	\$15,994,711
Total Campus Requirements	1,172.59	\$78,310,152	1,236.15	\$173,495,882	1,277.81	\$165,998,502	1,422.65	\$188,240,246	1,422.65	\$188,240,246	1,422.65	\$187,098,183
<b>President and Governing Board</b>												
Instructional Support Services	0.00	\$3,979	2.26	\$24,044	2.26	\$372,386	0	\$234,114	0	\$234,114	0	\$234,114
Student Support Services		3,545	0.00	6,545	0.00	\$16,484	0	\$16,484	0	\$16,484	0	\$16,484
College Support Services	18.30	2,771,192	22.13	6,492,056	23.55	6,806,666	24.55	7,422,388	24.55	7,422,388	24.55	7,422,388
Total	18.30	\$2,778,716	24.39	\$6,522,645	25.81	\$7,195,536	24.55	\$7,672,986	24.55	\$7,672,986	24.55	\$7,672,986
<b>Office of the District Vice President</b>												
College Support Services	0.00	\$0	0.00	\$234,121	2.50	\$669,890	1.00	\$405,012	1.00	\$405,012	1.00	\$405,012
Total	0.00	\$0	0.00	\$234,121	2.50	\$669,890	1.00	\$405,012	1.00	\$405,012	1.00	\$405,012

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**GENERAL FUND – EXPENDITURES AND OPERATING REQUIREMENTS**

EXPENDITURES AND OTHER REQUIREMENTS: -continued	Fiscal Year 2006-07		Biennium Fiscal Year 2007-09		Biennium Fiscal Years 2009-11 ADOPTED		Biennium Fiscal Years 2011-13 PROPOSED		Biennium Fiscal Years 2011-13 APPROVED		Biennium Fiscal Years 2011-13 ADOPTED	
	F.T.E.	Actual	F.T.E.	Actual	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget
<b>Ofc. of Academic &amp; Student Affairs</b>												
Instruction	5.33	\$432,278	7.17	\$1,133,707	0.00	\$0	0	0	0	0	0	0
Instructional Support Services	92.13	6,853,371	98.92	13,987,805	90.90	14,446,090	104.01	17,937,674	104.01	17,937,674	104.01	18,447,096
Student Support Services	58.96	4,150,097	63.56	11,598,705	92.64	13,507,110	111.09	15,884,440	111.09	15,884,440	111.09	15,884,440
College Support Services	2.41	271,222	3.77	516,364	3.75	613,420	4.03	646,238	4.03	646,238	4.03	646,238
Total	158.83	\$11,706,968	173.42	\$27,236,581	187.29	\$28,566,620	219.13	\$34,468,352	219.13	\$34,468,352	219.13	\$34,977,774
<b>Administrative/Physical Plant</b>												
Instructional Support Services	27.53	\$2,466,518	27.39	\$5,358,805	27.82	\$6,301,104	25.66	7,393,256	25.66	7,393,256	25.66	7,393,256
College Support Services	178.75	17,019,217	189.68	42,931,255	194.93	47,021,793	205.61	49,957,680	205.61	49,957,680	205.61	49,957,680
Physical Plant	152.39	14,232,717	153.40	30,466,665	162.51	33,186,823	203.40	38,766,966	203.40	38,766,966	203.40	39,477,736
Total	358.67	\$33,718,452	370.47	\$78,756,725	385.26	\$86,509,720	434.67	\$96,117,902	434.67	\$96,117,902	434.67	\$96,828,672
Total Operating Expenditures		\$126,514,288		\$286,245,954		\$288,940,268		\$326,904,498		\$326,904,498		\$326,982,627
Transfers out:												
To Capital Projects Fund		\$3,180,000		\$10,026,000		\$5,816,000		4,000,000		4,000,000		4,000,000
To Capital Construction Fund		0		0		0		0		0		0
To CEU/CED Program		0		0		0		0		0		0
To Contracts & Grants Fund		74,220		163,656		171,838		380,920		380,920		380,920
To Student Financial Aid Fund		623,755		1,442,568		1,354,845		1,338,842		1,338,842		1,338,842
To Retirement Fund		819,945		1,356,288		456,288		456,288		456,288		456,288
To Capital Lease/Purchase Fund		198,535		396,610		394,170		394,320		394,320		394,320
To Auxiliary Fund		0		33,112		0		0		0		0
Total		\$4,896,455		\$13,418,234		\$8,193,141		\$6,570,370		\$6,570,370		\$6,570,370
Contingency		0		0		16,650,057		16,699,592		16,699,592		21,482,014
<b>Total Requirements:</b>	1,708.39	\$131,410,743	1,804.43	\$299,664,188	1,878.67	\$313,783,466	2,102.00	\$350,174,460	2,102.00	\$350,174,460	2,102.00	\$355,035,011
Unappropriated Ending Fund Balance		17,794,161		28,311,501		13,891,884		6,683,912		6,683,912		9,327,479
<b>TOTAL GENERAL FUND</b>	<u>1,708.39</u>	<u>\$149,204,904</u>	<u>1,804.43</u>	<u>\$327,975,689</u>	<u>1,878.67</u>	<u>\$327,675,350</u>	<u>2,102.00</u>	<u>\$356,858,372</u>	<u>2,102.00</u>	<u>\$356,858,372</u>	<u>2,102.00</u>	<u>\$364,362,490</u>

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**GENERAL FUND – EXPENDITURES AND OPERATING REQUIREMENTS**

**SUMMARY OF EXPENDITURES**

**BY PROGRAM:**

	Fiscal Year		Biennium		Biennium		Biennium		Biennium		Biennium	
	2006-07		2007-09		2009-2011		2011-13		2011-13		2011-13	
	F.T.E.	Actual	F.T.E.	Actual	F.T.E.	ADOPTED Budget	F.T.E.	PROPOSED Budget	F.T.E.	APPROVED Budget	F.T.E.	ADOPTED Budget
Instruction	1,002.21	\$65,360,202	1,035.13	\$146,496,068	1,087.70	\$137,101,182	1,188.82	\$151,835,720	1,188.82	\$151,835,720	1,188.82	\$150,716,294
Instructional Support	173.36	14,152,941	187.63	29,938,826	181.81	32,837,134	205.40	41,071,230	205.40	41,071,230	205.40	41,518,036
Student Support Services	180.97	12,706,797	212.69	29,170,599	221.92	30,703,360	269.19	36,799,264	269.19	36,799,264	269.19	36,839,243
College Support Services	199.46	20,061,631	215.58	50,173,796	224.73	55,111,769	235.19	58,431,318	235.19	58,431,318	235.19	58,431,318
Physical Plant	152.39	14,232,717	153.40	30,466,665	162.51	33,186,823	203.40	38,766,966	203.40	38,766,966	203.40	39,477,736
Transfers		4,896,455		13,418,234		8,193,141		6,570,370		6,570,370		6,570,370
Contingency		0		0		16,650,057		16,699,592		16,699,592		21,482,014
<b>Total Operating Expenditures</b>	<b>1,708.39</b>	<b>\$131,410,743</b>	<b>1,804.43</b>	<b>\$299,664,188</b>	<b>1,878.67</b>	<b>\$313,783,466</b>	<b>2,102.00</b>	<b>\$350,174,460</b>	<b>2,102.00</b>	<b>\$350,174,460</b>	<b>2,102.00</b>	<b>\$355,035,011</b>
Unappropriated Ending Balance		17,794,161		28,311,501		13,891,884		6,683,912		6,683,912		9,327,479
<b>TOTAL GENERAL FUND</b>	<b>1,708.39</b>	<b>\$149,204,904</b>	<b>1,804.43</b>	<b>\$327,975,689</b>	<b>1,878.67</b>	<b>\$327,675,350</b>	<b>2,102.00</b>	<b>\$356,858,372</b>	<b>2,102.00</b>	<b>\$356,858,372</b>	<b>2,102.00</b>	<b>\$364,362,490</b>

**BY APPROPRIATION UNIT:**

**Program Areas**

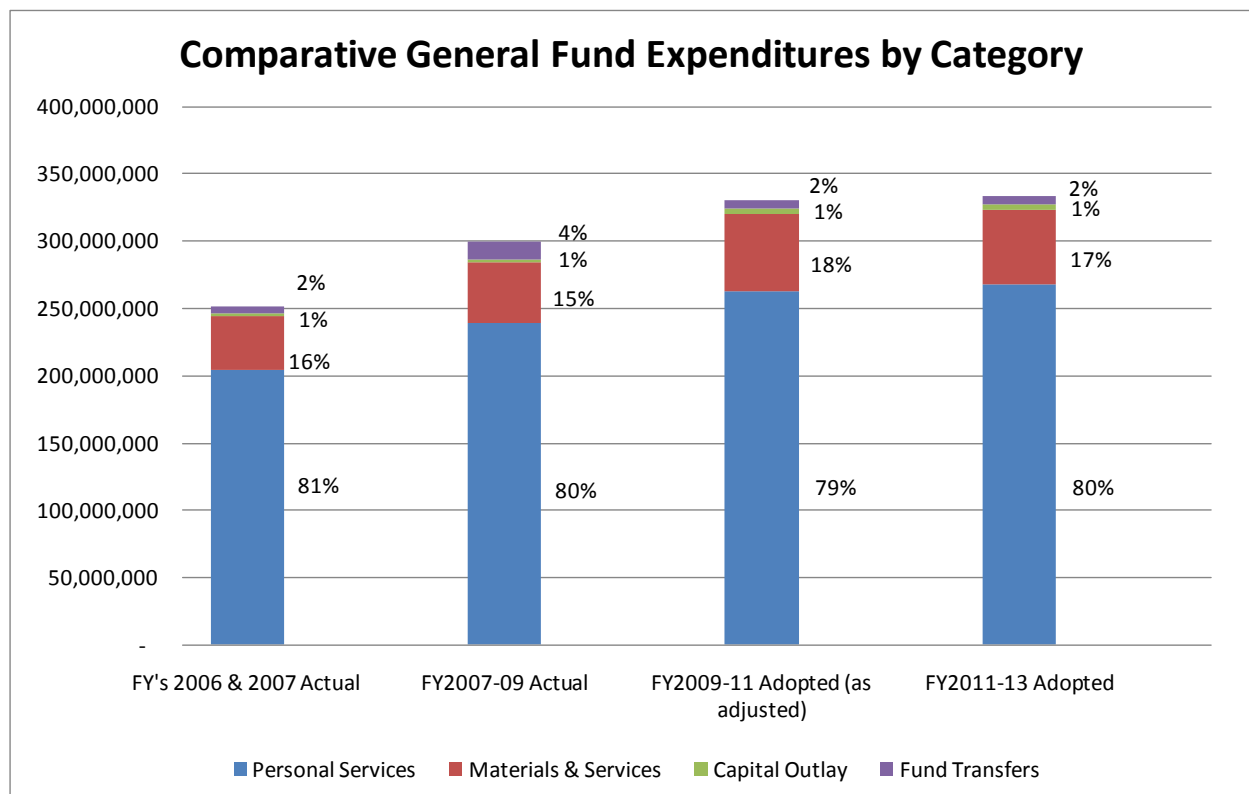
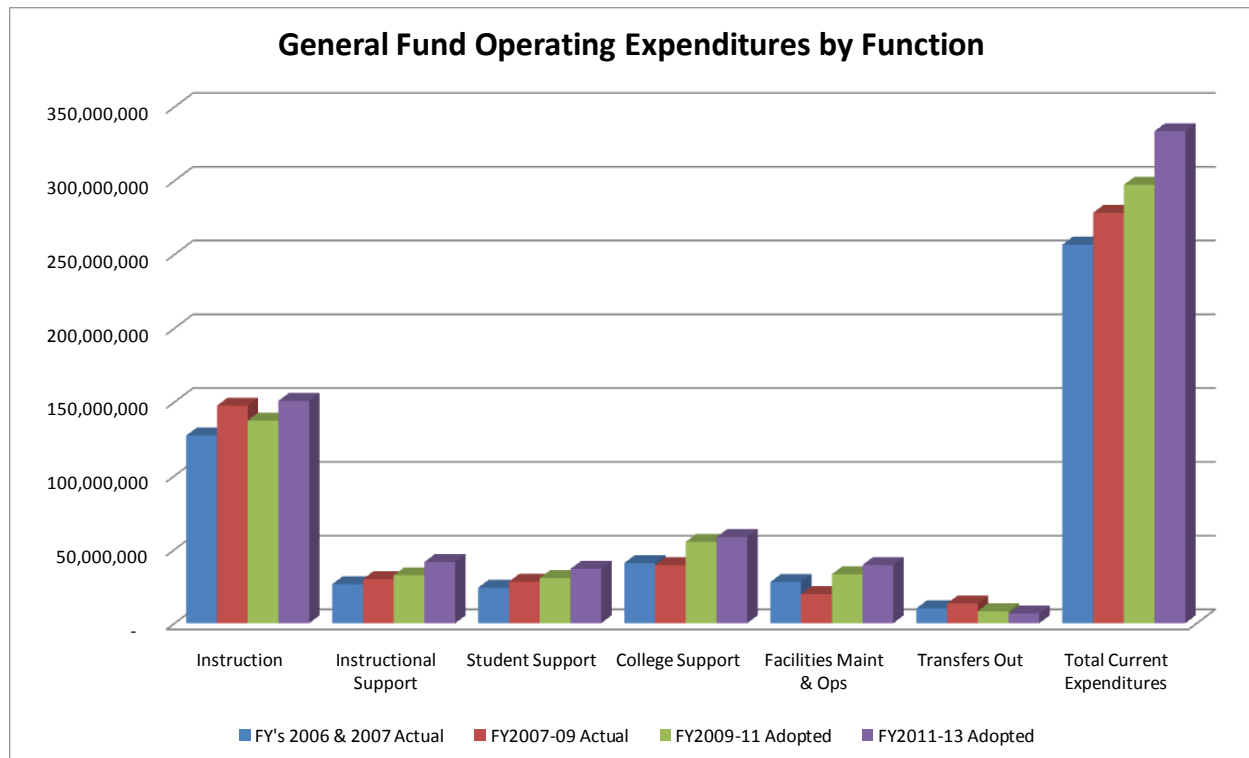
Sylvania	510.10	\$34,773,076	533.18	\$73,238,976	533.07	\$71,748,428	611.48	\$82,297,794	611.48	\$82,297,794	611.48	\$81,295,501
Rock Creek	300.11	20,312,482	327.41	45,244,370	338.77	42,858,666	369.17	48,524,630	369.17	48,524,630	369.17	48,502,057
Cascade	244.74	16,589,421	258.23	38,590,717	296.83	36,935,478	323.30	41,417,674	323.30	41,417,674	323.30	41,305,914
Extended Learning	117.64	6,635,173	117.33	16,421,819	109.14	14,455,930	118.70	16,000,148	118.70	16,000,148	118.70	15,994,711
<b>Non-program areas:</b>												
Personal Services	535.80	31,701,202	568.28	77,241,440	600.86	80,809,877	679.35	91,774,764	679.35	91,774,764	679.35	92,964,528
Materials, Services & Supplies		15,419,087		34,245,806		39,145,757		44,081,448		44,081,448		44,163,036
Capital Outlay		1,083,847		1,262,826		2,986,132		2,808,040		2,808,040		2,756,880
Transfers		4,896,455		13,418,234		8,193,141		6,570,370		6,570,370		6,570,370
Contingency		0		0		16,650,057		16,699,592		16,699,592		21,482,014
<b>Total Appropriation</b>	<b>1,708.39</b>	<b>\$131,410,743</b>	<b>1,804.43</b>	<b>\$299,664,188</b>	<b>1,878.67</b>	<b>\$313,783,466</b>	<b>2,102.00</b>	<b>\$350,174,460</b>	<b>2,102.00</b>	<b>\$350,174,460</b>	<b>2,102.00</b>	<b>\$355,035,011</b>
Unappropriated Ending Fund Balance		17,794,161		28,311,501		13,891,884		6,683,912		6,683,912		9,327,479
<b>TOTAL GENERAL FUND</b>	<b>1,708.39</b>	<b>\$149,204,904</b>	<b>1,804.43</b>	<b>\$327,975,689</b>	<b>1,878.67</b>	<b>\$327,675,350</b>	<b>2,102.00</b>	<b>\$356,858,372</b>	<b>2,102.00</b>	<b>\$356,858,372</b>	<b>2,102.00</b>	<b>\$364,362,490</b>

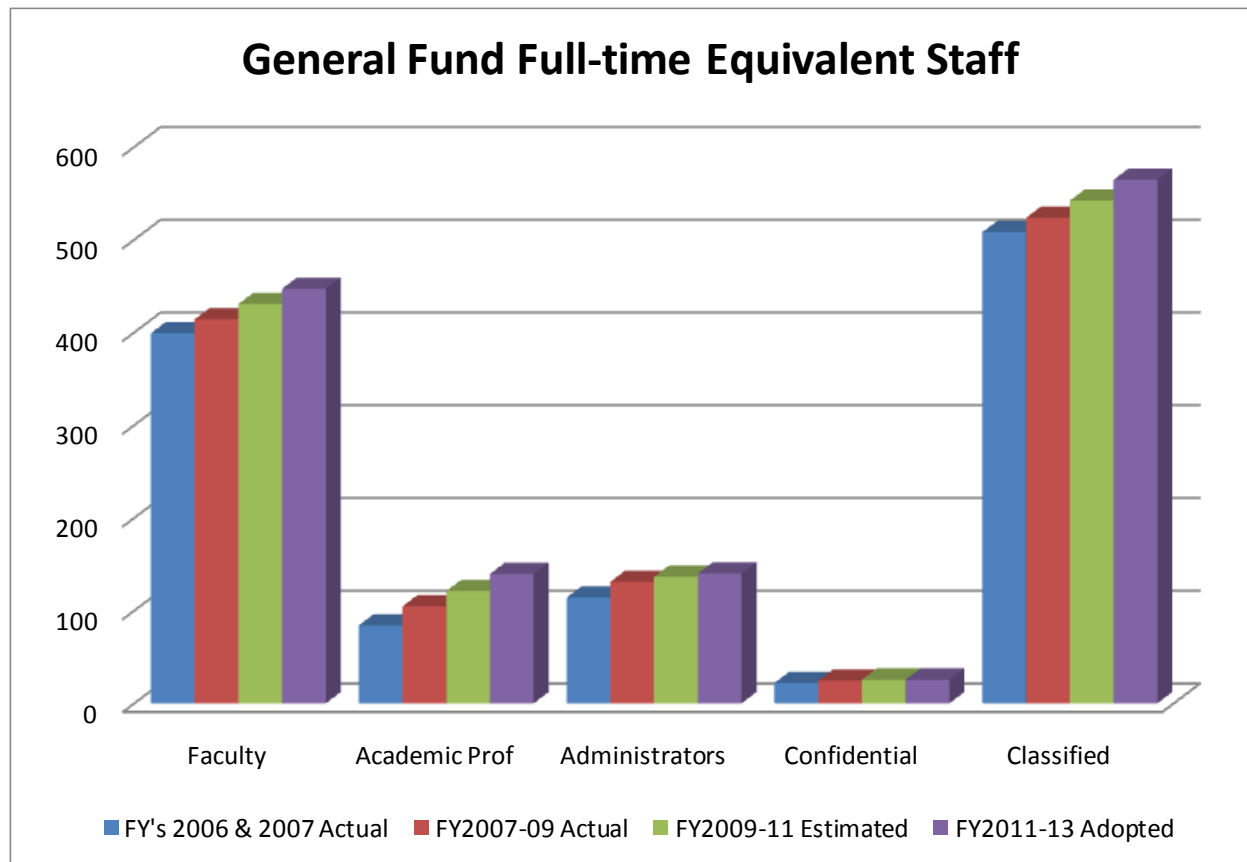
**SUMMARY OF RESOURCES AND REQUIREMENTS:**

Total Operating Revenues	\$135,244,462	\$310,181,528	\$295,500,540	\$337,554,714	\$337,554,714	\$337,554,714
Less: Total Operating Expenditures	131,410,743	299,664,188	313,783,466	350,174,460	350,174,460	355,035,011
Excess of revenues						
over (under) expenditures	\$3,833,719	\$10,517,341	(\$18,282,927)	(\$12,619,746)	(\$12,619,746)	(\$17,480,297)
Beginning Fund Balance	13,960,442	17,794,161	32,174,810	19,303,658	19,303,658	26,807,776
Ending Fund Balance	<u>\$17,794,161</u>	<u>\$28,311,502</u>	<u>\$13,891,884</u>	<u>\$6,683,912</u>	<u>\$6,683,912</u>	<u>\$9,327,479</u>



**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**GENERAL FUND – EXPENDITURES AND OPERATING REQUIREMENTS**





# SPECIAL REVENUE FUNDS

The Special Revenue Funds account for revenue sources that are legally restricted to expenditures for specific purposes. Funds included in the Special Revenue Fund category are:

## **Auxiliary Fund:**

This fund accounts for a variety of pilot programs and other College sponsored activities which cannot be accounted for in other funds or in the General Fund. Major sources of revenue include facilities usage charges and a variety of campus activities. Major program expenditures include management of campus facility rental activities and other College sponsored activities.

## **CEU/CED (1900) Fund:**

This fund was established to provide a separate accounting of revenues and expenditures for self-improvement classes and non-traditional credit courses. Programs in this fund are to be self-sufficient. Registration fees and other charges provide the majority of revenue in this fund.

## **Contracts and Grants Fund:**

This fund accounts for Federal, State, and Local grants and contracts that fund various training and literary programs, the development and operation of experimental programs, and the improvement and enhancement of existing programs. This fund is dependent on grants and contract awards that will be received during the fiscal year. The major source of revenue is from federal, state, and local contracts and grants.

## **Student Activities Fund:**

This fund was established to account for programs and activities related to student functions. The resources for this fund come from student fees and from fund raising activities. Programs under this fund are Child Care, Student Government, intramural activities, other student activities and membership in Phi Theta Kappa National Honor Society.

## **Student Financial Aid Fund:**

This fund was established to provide for a separate accounting of student financial assistance. Federal and state student aid programs provide the majority of revenue in this fund.

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**AUXILIARY FUND**

	Fiscal Year		Biennium		Biennium		Biennium		Biennium		Biennium	
	2006-07		2007-09		2009-11		2011-13		2011-13		2011-13	
	F.T.E.	Actual	F.T.E.	Actual	F.T.E.	ADOPTED Budget	F.T.E.	PROPOSED Budget	F.T.E.	APPROVED Budget	F.T.E.	ADOPTED Budget
<b>REVENUES:</b>												
Facilities usage charges		\$311,823		\$620,667		\$650,471		\$715,782		\$715,782		\$715,782
Campus activities		145,115		371,010		322,452		\$268,994		\$268,994		\$268,994
Other Revenues		0		0		53,918		\$67,800		\$67,800		\$67,800
Transfer from General Fund		0		33,112		0		0		0		0
Total Operating Revenues		<u>\$456,938</u>		<u>\$1,024,789</u>		<u>\$1,026,841</u>		<u>\$1,052,576</u>		<u>\$1,052,576</u>		<u>\$1,052,576</u>
Beginning Fund Balance		<u>463,602</u>		<u>498,350</u>		<u>545,201</u>		<u>576,162</u>		<u>576,162</u>		<u>576,162</u>
<b>TOTAL REVENUES</b>		<u><u>\$920,540</u></u>		<u><u>\$1,523,139</u></u>		<u><u>\$1,572,042</u></u>		<u><u>\$1,628,738</u></u>		<u><u>\$1,628,738</u></u>		<u><u>\$1,628,738</u></u>
<b>EXPENDITURES AND OTHER REQUIREMENTS:</b>												
FACILITIES USAGE	2.42	\$306,512	4.64	\$606,505	4.16	\$751,400	4.29	\$724,736	4.29	\$724,736	4.29	\$735,731
CAMPUS ACTIVITIES	0.97	93,561	1.29	226,201	1.29	516,452	1.29	\$597,568	1.29	\$597,568	1.29	\$586,573
TRANSFER TO GENERAL FUND		22,117		140,244		101,047		\$106,434		\$106,434		\$106,434
CONTINGENCY		0		0		203,143		200,000		200,000		200,000
<b>Sub-total</b>	4.00	<u>\$422,190</u>	5.93	<u>\$972,950</u>	5.45	<u>\$1,572,042</u>	5.58	<u>\$1,628,738</u>	5.58	<u>\$1,628,738</u>	5.58	<u>\$1,628,738</u>
Unappropriated Ending Fund Balance		<u>498,350</u>		<u>550,189</u>		<u>0</u>		<u>0</u>		<u>0</u>		<u>0</u>
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	4.00	<u><u>\$920,540</u></u>	5.93	<u><u>\$1,523,139</u></u>	5.45	<u><u>\$1,572,042</u></u>	5.58	<u><u>\$1,628,738</u></u>	5.58	<u><u>\$1,628,738</u></u>	5.58	<u><u>\$1,628,738</u></u>
<b>SUMMARY OF RESOURCES AND REQUIREMENTS:</b>												
Total Operating Revenues		\$456,938		\$1,024,789		\$1,026,841		\$1,052,576		\$1,052,576		\$1,052,576
Less: Total Operating Expenditures		<u>422,190</u>		<u>972,950</u>		<u>1,572,042</u>		<u>1,628,738</u>		<u>1,628,738</u>		<u>1,628,738</u>
Excess of revenues, over (under) expenditures		<u>\$34,748</u>		<u>\$51,839</u>		<u>(\$545,201)</u>		<u>(\$576,162)</u>		<u>(\$576,162)</u>		<u>(\$576,162)</u>
Beginning Fund Balance		<u>463,602</u>		<u>498,350</u>		<u>545,201</u>		<u>576,162</u>		<u>576,162</u>		<u>576,162</u>
Ending Fund Balance		<u><u>\$498,350</u></u>		<u><u>\$550,189</u></u>		<u><u>\$0</u></u>		<u><u>\$0</u></u>		<u><u>\$0</u></u>		<u><u>\$0</u></u>

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**COMMUNITY EDUCATION AND DEVELOPMENT (CEU/CED) FUND**

	Fiscal Year		Biennium		Biennium		Biennium		Biennium		Biennium	
	2006-07		2007-09		2009-2011		2011-13		2011-13		2011-13	
	Actual		Actual		ADOPTED		PROPOSED		APPROVED		ADOPTED	
	F.T.E.		F.T.E.		F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget
<b>REVENUES:</b>												
From local sources												
CEU/CED charges		\$4,463,248		\$9,148,669		\$10,454,099		\$12,431,462		\$12,431,462		\$12,431,462
Other local sources		1,263,260		2,614,270		4,498,798		\$4,102,068		\$4,102,068		\$4,102,068
Transfer from General Fund		0		0		0		0		0		0
Total Operating Revenues		\$5,726,508		\$11,762,939		\$14,952,897		\$16,533,530		\$16,533,530		\$16,533,530
Beginning Fund Balance		99,413		(354,114)		402,291		377,469		377,469		377,469
<b>TOTAL REVENUES</b>		<u>\$5,825,921</u>		<u>\$11,408,825</u>		<u>\$15,355,188</u>		<u>\$16,910,999</u>		<u>\$16,910,999</u>		<u>\$16,910,999</u>
<b>EXPENDITURES AND OTHER REQUIREMENTS</b>												
Sylvania Campus	1.16	\$44,194	4.45	\$53,362	1.28	\$528,626	1.28	\$528,530	1.28	\$528,530	1.28	\$528,530
Extended Learning Campus	99.48	6,135,841	90.00	10,809,008	93.24	14,634,588	97.47	\$15,494,116	97.47	\$15,494,116	97.47	\$15,494,116
Cascade Campus	1.01	0	1.00	50,708	1.01	91,974	0.93	\$79,420	0.93	\$79,420	0.93	\$79,420
Transfer to General Fund		0		0		0		\$450,000		\$450,000		\$450,000
Contingency				0		100,000		358,933		358,933		358,933
Total Operating Expenditures	101.65	\$6,180,035	95.45	\$10,913,078	95.53	\$15,355,188	99.68	\$16,910,999	99.68	\$16,910,999	99.68	\$16,910,999
Unappropriated Ending Balance		(354,114)		495,747		0		0		0		0
<b>TOTAL CEU/CED (1900) FUND</b>	<u>101.65</u>	<u>\$5,825,921</u>	<u>95.45</u>	<u>\$11,408,825</u>	<u>95.53</u>	<u>\$15,355,188</u>	<u>99.68</u>	<u>\$16,910,999</u>	<u>99.68</u>	<u>\$16,910,999</u>	<u>99.68</u>	<u>\$16,910,999</u>

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**CONTRACTS AND GRANTS FUND**

	Fiscal Year		Fiscal Year		Biennium Fiscal Years 2009-2011 ADOPTED		Biennium Fiscal Years 2011-13 PROPOSED		Biennium Fiscal Years 2011-13 APPROVED		Biennium Fiscal Years 2011-13 ADOPTED	
	F.T.E.	Actual	F.T.E.	Actual	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget
<b>REVENUES:</b>												
From local sources		\$3,935,499		\$8,656,506		\$10,960,803		10,694,898		10,694,898		10,694,898
From state sources		6,814,019		13,962,961		17,084,698		15,171,273		15,171,273		15,171,273
From federal sources		17,185,462		27,764,154		37,457,915		33,296,602		33,296,602		33,296,602
Transfer from General Fund		74,220		163,656		171,838		380,920		380,920		380,920
Total Operating Revenues		<u>\$28,009,200</u>		<u>\$50,547,277</u>		<u>\$65,675,254</u>		<u>59,543,693</u>		<u>59,543,693</u>		<u>59,543,693</u>
Beginning Fund Balance		<u>2,084,742</u>		<u>2,218,476 *</u>		<u>2,403,800</u>		<u>5,435,056</u>		<u>5,435,056</u>		<u>5,435,056</u>
<b>TOTAL REVENUES</b>		<u><b>\$30,093,942</b></u>		<u><b>\$52,765,753</b></u>		<u><b>\$68,079,054</b></u>		<u><b>\$64,978,749</b></u>		<u><b>\$64,978,749</b></u>		<u><b>\$64,978,749</b></u>
<b>EXPENDITURES AND OTHER REQUIREMENTS:</b>												
State Grants	116.47	\$6,418,443	115.28	\$12,627,945	78.39	\$13,867,228	77.04	14,087,027	77.04	14,087,027	77.04	14,087,027
Federal Contracts	278.97	15,506,157	327.42	25,594,549	117.55	31,241,725	119.42	30,916,993	119.42	30,916,993	119.42	30,916,993
Local Contracts-general	80.00	3,858,402	89.30	8,358,486	258.43	10,352,581	255.74	10,279,487	255.74	10,279,487	255.74	10,279,487
Transfers:												
To General Fund-overhead		1,762,805		3,816,989		3,630,147		4,228,186		4,228,186		4,228,186
To General Fund-direct cost reimb.		325,835		0		531,334		0		0		0
Contingency		0		0		3,020,983		2,975,538		2,975,538		2,975,538
<b>Sub-total</b>	<b>475.44</b>	<b>\$27,871,642</b>	<b>532.00</b>	<b>\$50,397,969</b>	<b>454.37</b>	<b>\$62,643,998</b>	<b>452.20</b>	<b>62,487,231</b>	<b>452.20</b>	<b>62,487,231</b>	<b>452.20</b>	<b>62,487,231</b>
Unappropriated Ending Fund Balance		<u>2,222,300</u>		<u>2,367,784</u>		<u>5,435,056</u>		<u>2,491,518</u>		<u>2,491,518</u>		<u>2,491,518</u>
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	<b>475.44</b>	<u><b>\$30,093,942</b></u>	<b>532.00</b>	<u><b>\$52,765,753</b></u>	<b>454.37</b>	<u><b>\$68,079,054</b></u>	<b>452.20</b>	<u><b>\$64,978,749</b></u>	<b>452.20</b>	<u><b>\$64,978,749</b></u>	<b>452.20</b>	<u><b>\$64,978,749</b></u>
<b>SUMMARY OF RESOURCES AND REQUIREMENTS:</b>												
Total Operating Revenues		\$28,009,200		\$50,547,277		\$65,675,254		\$59,543,693		\$59,543,693		\$59,543,693
Less: Total Operating Expenditures		<u>27,871,642</u>		<u>50,397,969</u>		<u>62,643,998</u>		<u>62,487,231</u>		<u>62,487,231</u>		<u>62,487,231</u>
Revenues, over (under) expenditures		<u>\$137,558</u>		<u>\$149,308</u>		<u>\$3,031,256</u>		<u>(\$2,943,538)</u>		<u>(\$2,943,538)</u>		<u>(\$2,943,538)</u>
Beginning Fund Balance		<u>2,084,742</u>		<u>2,218,476</u>		<u>2,403,800</u>		<u>5,435,056</u>		<u>5,435,056</u>		<u>5,435,056</u>
Ending Fund Balance		<u><u>\$2,222,300</u></u>		<u><u>\$2,367,784</u></u>		<u><u>\$5,435,056</u></u>		<u><u>\$2,491,519</u></u>		<u><u>\$2,491,519</u></u>		<u><u>\$2,491,519</u></u>

\* Includes a prior year adjustment implemented in the FY07-09 CAFR

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**CONTRACTS AND GRANTS FUND**

Fiscal Year 2006-2007		Fiscal Year 2007-2009		Fiscal Year 2009-2011		<b>SUMMARY OF REQUIREMENTS</b>	Fiscal Year 2011-2013		Fiscal Year 2011-2013		Fiscal Year 2011-2013	
<u>FTE</u>	<u>ACTUAL</u>	<u>FTE</u>	<u>Actual</u>	<u>FTE</u>	<u>ADOPTED</u>		<u>FTE</u>	<u>PROPOSED</u>	<u>FTE</u>	<u>APPROVED</u>	<u>FTE</u>	<u>ADOPTED</u>
80.00	3,858,402	89.30	8,358,486	78.39	10,352,581	Local Expenditures:	77.04	10,279,486	77.04	10,279,486	77.04	10,279,486
	1,689,648		3,660,297		4,533,539	Direct Personnel Services		4,501,530		4,501,530		4,501,530
	617,140		1,336,915		1,655,865	Personnel Benefits		1,644,173		1,644,173		1,644,173
	1,551,614		3,361,273		4,163,177	Supplies, Materials and Services		4,133,782		4,133,782		4,133,782
	-		-		-	Capital Outlay		-		-		-
116.47	6,418,443	115.28	12,627,944	117.55	13,867,228	State Expenditures	119.42	14,087,027	119.42	14,087,027	119.42	14,087,027
	3,792,414		7,461,374		8,208,320	Direct Personnel Services		8,323,490		8,323,490		8,323,490
	1,585,881		3,120,137		3,432,489	Personnel Benefits		3,480,650		3,480,650		3,480,650
	1,038,398		2,042,993		2,226,419	Supplies, Materials and Services		2,279,048		2,279,048		2,279,048
	1,749		3,441		-	Capital Outlay		3,839		3,839		3,839
278.97	15,506,157	327.42	25,594,549	258.43	31,241,725	Federal Expenditures	255.74	30,916,993	255.74	30,916,993	255.74	30,916,993
	8,270,906		13,746,387		16,779,388	Direct Personnel Services		16,604,980		16,604,980		16,604,980
	3,539,685		5,883,017		7,181,045	Personnel Benefits		7,106,404		7,106,404		7,106,404
	3,589,100		5,788,196		7,065,302	Supplies, Materials and Services		6,991,864		6,991,864		6,991,864
	106,466		176,948		215,990	Capital Outlay		213,745		213,745		213,745
	2,088,640		3,816,989		4,161,481	Transfers		4,228,186		4,228,186		4,228,186
	2,088,640		3,816,989		3,630,147	Transfer to General Fund - overhead		4,228,186		4,228,186		4,228,186
	-		-		531,334	Transfer to General Fund - direct cost reimbursement						
	-		-		3,020,983	Contingencies		2,975,538		2,975,538		2,975,538
	2,222,300		2,367,784		5,435,056	Ending Fund Balance		2,491,518		2,491,518		2,491,518
<u>475.44</u>	<u>30,093,942</u>	<u>531.99</u>	<u>52,765,752</u>	<u>454.37</u>	<u>68,079,054</u>	<b>Total Expenditures</b>	<u>452.20</u>	<u>64,978,748</u>	<u>452.20</u>	<u>64,978,748</u>	<u>452.20</u>	<u>64,978,748</u>



**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**STUDENT ACTIVITIES FUND**

	Fiscal Year		Fiscal Year		Biennium Fiscal Years 2009-2011 ADOPTED		Biennium Fiscal Years 2011-13 PROPOSED		Biennium Fiscal Years 2011-13 APPROVED		Biennium Fiscal Years 2011-13 ADOPTED	
	F.T.E.	Actual	F.T.E.	Actual	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget
<b>REVENUES:</b>												
Student activities fees		\$979,167		\$2,403,578		\$2,578,555		\$3,640,000		\$3,640,000		\$3,640,000
Other local sources		69,414		198,830		264,000		\$70,000		\$70,000		\$70,000
Interest from investments		5,489		6,930		7,000		8,000		8,000		8,000
Total Operating Revenues		<u>\$1,054,070</u>		<u>\$2,609,338</u>		<u>\$2,849,555</u>		<u>\$3,718,000</u>		<u>\$3,718,000</u>		<u>\$3,718,000</u>
Beginning Fund Balance		110,425		94,294 *		197,617		850,000		850,000		850,000
<b>TOTAL REVENUES</b>		<u><u>\$1,164,495</u></u>		<u><u>\$2,703,632</u></u>		<u><u>\$3,047,172</u></u>		<u><u>\$4,568,000</u></u>		<u><u>\$4,568,000</u></u>		<u><u>\$4,568,000</u></u>
<b>EXPENDITURES AND OTHER REQUIREMENTS</b>												
Child Care	0.00	\$162,951	0.00									
Student Governance	15.27	810,286	0.00									
Intramural Activities	0.54	31,321	0.00									
Student Activities		37,497	0.00									
Phi Theta Kappa		23,775	0.00									
Sylvania Programs			8.85	989,358	9.10	1,095,508	9.10	\$1,501,931	9.10	\$1,501,931	9.10	\$1,552,792
Rock Creek Programs			3.96	661,973	4.09	694,876	4.43	\$1,096,513	4.43	\$1,096,513	4.43	\$1,129,521
Cascade Programs			4.26	587,019	4.51	831,208	4.76	\$951,732	4.76	\$951,732	4.76	\$981,329
Extended Learning Campus Programs			0.71	133,340	3.76	256,518	3.76	\$314,124	3.76	\$314,124	3.76	\$320,658
District-Wide Programs				0		0		\$503,700		\$503,700		\$383,700
Contingency		0		0		169,062		200,000		200,000		200,000
<b>Sub-total</b>	15.81	\$1,065,830	17.78	\$2,371,690	21.46	\$3,047,172	22.05	\$4,568,000	22.05	\$4,568,000	22.05	\$4,568,000
Unappropriated Ending Fund Balance		98,665		331,942		0		0		0		0
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	<u>15.81</u>	<u><u>\$1,164,495</u></u>	<u>17.78</u>	<u><u>\$2,703,632</u></u>	<u>21.46</u>	<u><u>\$3,047,172</u></u>	<u>22.05</u>	<u><u>\$4,568,000</u></u>	<u>22.05</u>	<u><u>\$4,568,000</u></u>	<u>22.05</u>	<u><u>\$4,568,000</u></u>
<b>SUMMARY OF RESOURCES AND REQUIREMENTS:</b>												
Total Operating Revenues		\$1,054,070		\$2,609,338		\$2,849,555		\$3,718,000		\$3,718,000		\$3,718,000
Less: Total Operating Expenditures		<u>1,065,830</u>		<u>2,371,690</u>		<u>3,047,172</u>		<u>4,568,000</u>		<u>4,568,000</u>		<u>4,568,000</u>
Revenues over (under) expenditures		<u>(\$11,760)</u>		<u>\$237,648</u>		<u>(\$197,617)</u>		<u>(\$850,000)</u>		<u>(\$850,000)</u>		<u>(\$850,000)</u>
Beginning Fund Balance		<u>110,425</u>		<u>94,294</u>		<u>197,617</u>		<u>850,000</u>		<u>850,000</u>		<u>850,000</u>
Ending Fund Balance		<u><u>\$98,665</u></u>		<u><u>\$331,942</u></u>		<u><u>\$0</u></u>		<u><u>\$0</u></u>		<u><u>\$0</u></u>		<u><u>\$0</u></u>

\* Includes a prior year adjustment implemented in the FY07-09 CAFR

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**STUDENT FINANCIAL AID FUND**

	Fiscal Year		Fiscal Year		Biennium Fiscal Years 2009-2011 ADOPTED		Biennium Fiscal Years 2011-13 PROPOSED		Biennium Fiscal Years 2011-13 APPROVED		Biennium Fiscal Years 2011-13 ADOPTED	
	F.T.E.	Actual	F.T.E.	Actual	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget
<b>REVENUES:</b>												
From private sources		\$2,193,563		\$506,311		\$6,188,088		\$4,312,404		\$4,312,404		\$4,312,404
From federal sources		19,701,254		56,040,063		62,416,785		\$381,333,506		\$381,333,506		\$381,333,506
Interest from investments		31,505		39,924		53,274		\$17,174		\$17,174		\$17,174
Transfer from General Fund		623,755		1,621,715		1,354,845		1,338,844		1,338,844		1,338,844
Total Operating Revenues		<u>\$22,550,077</u>		<u>\$58,208,013</u>		<u>\$70,012,992</u>		<u>\$387,001,928</u>		<u>\$387,001,928</u>		<u>\$387,001,928</u>
Beginning Fund Balance		<u>1,387,294</u>		<u>236,069</u>		<u>728,219</u>		<u>590,587</u>		<u>590,587</u>		<u>590,587</u>
<b>TOTAL REVENUES</b>		<u><u>\$23,937,371</u></u>		<u><u>\$58,444,082</u></u>		<u><u>\$70,741,211</u></u>		<u><u>\$387,592,515</u></u>		<u><u>\$387,592,515</u></u>		<u><u>\$387,592,515</u></u>
<b>EXPENDITURES AND OTHER REQUIREMENTS:</b>												
College Funded Programs	1.00	\$1,154,904	1.00	\$218,557	1.00	\$898,800	1.00	\$924,300	1.00	\$924,300	1.00	\$924,300
Federal Programs	4.00	22,114,251	4.00	56,949,165	4.00	67,891,930	4.00	\$385,130,668	4.00	\$385,130,668	4.00	\$385,130,668
Short Term Student Loan Program		212,480		507,421		804,132		\$596,000		\$596,000		\$596,000
Transfer to General Fund		219,667		317,345		615,000		\$426,390		\$426,390		\$426,390
Contingency		0		0		531,349		515,157		515,157		515,157
<b>Sub-total</b>	5.00	<u>\$23,701,302</u>	5.00	<u>\$57,992,488</u>	5.00	<u>\$70,741,211</u>	5.00	<u>\$387,592,515</u>	5.00	<u>\$387,592,515</u>	5.00	<u>\$387,592,515</u>
Unappropriated Ending Fund Balance		<u>236,069</u>		<u>451,594</u>		<u>0</u>		<u>0</u>		<u>0</u>		<u>0</u>
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	5.00	<u><u>\$23,937,371</u></u>	5.00	<u><u>\$58,444,082</u></u>	5.00	<u><u>\$70,741,211</u></u>	5.00	<u><u>\$387,592,515</u></u>	5.00	<u><u>\$387,592,515</u></u>	5.00	<u><u>\$387,592,515</u></u>
<b>SUMMARY OF RESOURCES AND REQUIREMENTS:</b>												
Total Operating Revenues		<u>\$22,550,077</u>		<u>\$58,208,013</u>		<u>\$70,012,992</u>		<u>\$387,001,928</u>		<u>\$387,001,928</u>		<u>\$387,001,928</u>
Less: Total Operating Expenditures		<u>23,701,302</u>		<u>57,992,488</u>		<u>70,741,211</u>		<u>387,592,515</u>		<u>387,592,515</u>		<u>387,592,515</u>
Excess of revenues, over (under) expenditures		<u>(\$1,151,225)</u>		<u>\$215,525</u>		<u>(\$728,219)</u>		<u>(\$590,587)</u>		<u>(\$590,587)</u>		<u>(\$590,587)</u>
Beginning Fund Balance		<u>1,387,294</u>		<u>236,069</u>		<u>728,219</u>		<u>590,587</u>		<u>590,587</u>		<u>590,587</u>
Ending Fund Balance		<u><u>\$236,069</u></u>		<u><u>\$451,594</u></u>		<u><u>\$0</u></u>		<u><u>\$0</u></u>		<u><u>\$0</u></u>		<u><u>\$0</u></u>



## CAPITAL PROJECTS FUNDS

These funds account for the College's major capital expenditures relating to the acquisition, construction, and remodeling of capital facilities. Revenue sources to finance the expenditures include the sale of General Obligation Bonds and Certificate of Participation Bonds, sale of property and transfers from other funds. Funds included in the Capital Projects Fund category are:

### **Capital Projects Fund:**

This fund was established to account for expenditures for minor construction projects, remodeling, major maintenance of facilities, and replacement of major equipment. The major source of funding is a transfer from the General Fund.

### **Capital Construction Fund:**

This fund accounts for all activities relating to major construction projects not accounted for in the Capital Projects Fund. This fund was established in 1992 to account for projects provided for by the voter approved bond authority.

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**CAPITAL PROJECTS FUND**

	Fiscal Year		Fiscal Year		Biennium Fiscal Years 2009-2011 ADOPTED		Biennium Fiscal Years 2011-2013 PROPOSED		Biennium Fiscal Years 2011-2013 APPROVED		Biennium Fiscal Years 2011-2013 ADOPTED	
	F.T.E.	Actual	F.T.E.	Actual	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget
<b>REVENUES:</b>												
Interest from investments		\$223,034		\$657,761		\$471,343		\$200,000		\$200,000		\$200,000
State Sources		\$0		\$2,043,154		\$0		\$0		\$0		\$0
Sale of Property		0		5,463,023		0		\$0		\$0		\$0
From other sources		124,568		253,090		56,944		\$200,000		\$200,000		\$200,000
Operating transfers in:								\$0		\$0		\$0
From General Fund		3,180,000		10,026,000		5,816,000		\$4,000,000		\$4,000,000		\$4,000,000
From Capital Construction Fund				1,692,074		0		0		0		0
Total Operating Revenues		\$3,527,602		\$20,135,102		\$6,344,287		\$4,400,000		\$4,400,000		\$4,400,000
Beginning Fund Balance		3,441,382		4,297,701		12,914,678		11,635,192		11,635,192		11,635,192
<b>TOTAL REVENUES</b>		<b>\$6,968,984</b>		<b>\$24,432,803</b>		<b>\$19,258,965</b>		<b>\$16,035,192</b>		<b>\$16,035,192</b>		<b>\$16,035,192</b>
<b>EXPENDITURES AND OTHER REQUIREMENTS:</b>												
Capital Outlay		\$2,671,283		\$7,879,658		\$17,194,229		\$5,100,000		\$5,100,000		\$5,100,000
Transfers Out		\$0		\$1,114,497		\$0		\$0		\$0		\$0
Contingency		0		0		2,064,736		3,000,000		3,000,000		3,000,000
<b>Sub-total</b>		<b>\$2,671,283</b>		<b>\$8,994,155</b>		<b>\$19,258,965</b>		<b>\$8,100,000</b>		<b>\$8,100,000</b>		<b>\$8,100,000</b>
Unappropriated Ending Fund Balance		4,297,701		15,438,648		0		7,935,192		7,935,192		7,935,192
<b>TOTAL EXPENDITURES AND AND OTHER REQUIREMENTS</b>	<b>0.00</b>	<b>\$6,968,984</b>	<b>0.00</b>	<b>\$24,432,803</b>	<b>0.00</b>	<b>\$19,258,965</b>	<b>0.00</b>	<b>\$16,035,192</b>	<b>0.00</b>	<b>\$16,035,192</b>	<b>0.00</b>	<b>\$16,035,192</b>
<b>SUMMARY OF RESOURCES AND REQUIREMENTS:</b>												
Total Operating Revenues		\$3,527,602		\$20,135,102		\$6,344,287		\$4,400,000		\$4,400,000		\$4,400,000
Less: Total Operating Expenditures		2,671,283		8,994,155		19,258,965		8,100,000		8,100,000		8,100,000
Revenues over (under) expenditures		\$856,319		\$11,140,947		(\$12,914,678)		(\$3,700,000)		(\$3,700,000)		(\$3,700,000)
Beginning Fund Balance		3,441,382		4,297,701		12,914,678		11,635,192		11,635,192		11,635,192
Ending Fund Balance		<b>\$4,297,701</b>		<b>\$15,438,648</b>		<b>\$0</b>		<b>\$7,935,192</b>		<b>\$7,935,192</b>		<b>\$7,935,192</b>

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**CAPITAL CONSTRUCTION FUND**

	Fiscal Year		Fiscal Year		Biennium Fiscal Years 2009-2011 ADOPTED		Biennium Fiscal Years 2011-13 PROPOSED		Biennium Fiscal Years 2011-13 APPROVED		Biennium Fiscal Years 2011-13 ADOPTED	
	F.T.E.	Actual	F.T.E.	Actual	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget
<b>REVENUES:</b>												
Interest from investments		\$52,080		\$1,019,108		\$5,244,652		\$2,800,000		\$2,800,000		\$2,800,000
Proceeds from Bond Sales		0		\$213,313,143		\$0		\$174,000,000		\$174,000,000		\$174,000,000
State Sources		0		0		13,284,300		\$8,000,000		\$8,000,000		\$8,000,000
Other revenues		11,376		11,319		0		\$200,000		\$200,000		\$200,000
Transfer from Bookstore Fund		0		0		0		\$0		\$0		\$0
Transfer from General Fund		0		0		0		\$0		\$0		\$0
Transfer from Parking Operations Fund		0		0		0		0		0		0
Total Operating Revenues		\$63,456		\$214,343,570		\$18,528,952		\$185,000,000		\$185,000,000		\$185,000,000
Beginning Fund Balance		3,141,717		0		181,037,214		119,000,000		119,000,000		119,000,000
<b>TOTAL REVENUES</b>		<b>\$3,205,173</b>		<b>\$214,343,570</b>		<b>\$199,566,166</b>		<b>\$304,000,000</b>		<b>\$304,000,000</b>		<b>\$304,000,000</b>
<b>EXPENDITURES AND OTHER REQUIREMENTS</b>												
Physical Plant	8.00	\$396,500		\$0		\$0		\$0		\$0		\$0
Sylvania Campus		1,619,881		44,825		14,792,000		\$35,000,000		\$35,000,000		\$35,000,000
Cascade Campus		1,150,390		6,167		33,615,000		\$16,000,000		\$16,000,000		\$16,000,000
Rock Creek Campus		38,402		2,851,736		33,720,000		\$17,000,000		\$17,000,000		\$17,000,000
Southeast Center		0		16,740		42,500,000		\$18,000,000		\$18,000,000		\$18,000,000
District-wide Projects		0		30,000,589	24.00	50,404,897	37.20	\$25,911,776	37.20	\$25,911,776	37.20	\$25,911,776
Bond Issuance Costs		0		782,202		0		\$1,000,000		\$1,000,000		\$1,000,000
Transfers		0		1,945,656		0		\$0		\$0		\$0
Contingency				0		24,534,269		60,000,000		60,000,000		60,000,000
<b>Sub-total</b>	8.00	\$3,205,173	0.00	\$35,647,915	24.00	\$199,566,166	37.20	172,911,776	37.20	172,911,776	37.20	172,911,776
Unappropriated Ending Fund Balance		0		178,695,655		0		131,088,224		131,088,224		131,088,224
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	8.00	<b>\$3,205,173</b>	0.00	<b>\$214,343,570</b>	24.00	<b>\$199,566,166</b>	37.20	<b>\$304,000,000</b>	37.20	<b>\$304,000,000</b>	37.20	<b>\$304,000,000</b>
<b>SUMMARY OF RESOURCES AND REQUIREMENTS:</b>												
Total Operating Revenues		\$63,456		\$214,343,570		\$18,528,952		\$185,000,000		\$185,000,000		\$185,000,000
Less: Total Operating Expenditures		3,205,173		35,647,915		199,566,166		172,911,776		172,911,776		172,911,776
Revenues over (under) expenditures		<b>(\$3,141,717)</b>		<b>\$178,695,655</b>		<b>(\$181,037,214)</b>		<b>\$12,088,224</b>		<b>\$12,088,224</b>		<b>\$12,088,224</b>
Beginning Fund Balance		3,141,717		0		181,037,214		119,000,000		119,000,000		119,000,000
Ending Fund Balance		<b>\$0</b>		<b>\$178,695,655</b>		<b>\$0</b>		<b>\$131,088,224</b>		<b>\$131,088,224</b>		<b>\$131,088,224</b>



# ENTERPRISE FUNDS

These funds account for operations that are financed and operated in a manner similar to private business. Funds in this category are:

**Bookstore Fund:**

The College Bookstore operation provides students and staff with books and instructional supplies needed to carry out their educational programs. The principal source of revenue is from sales of merchandise.

**Food Services Fund:**

This fund accounts for the operation of the cafeterias and related food services. The principal source of revenue is from food sales.

**Parking Operations Fund:**

This fund accounts for the College parking program. Resources are expended for alternative transportation options and maintenance of the parking lots. The major sources of revenue are from parking permits and parking fines.



**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**COLLEGE BOOKSTORE FUND**

	Fiscal Year		Fiscal Year		Biennium		Biennium		Biennium		Biennium	
	2006-07		2007-09		2009-2011		2011-13		2011-13		2011-13	
	ADOPTED		ADOPTED		ADOPTED		PROPOSED		APPROVED		ADOPTED	
	F.T.E.	Actual	F.T.E.	Actual	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget
<b>REVENUES:</b>												
Sales of merchandise		\$10,972,816		\$24,859,300		\$25,123,600		\$31,519,242		\$31,519,242		\$31,519,242
Interest from investments		295,575		501,560		548,513		155,846		155,846		155,846
Miscellaneous income		61,335		115,286		80,000		116,040		116,040		116,040
Total Operating Revenues		\$11,329,726		\$25,476,146		\$25,752,113		\$31,791,128		\$31,791,128		\$31,791,128
Beginning Fund Balance		7,502,879		8,287,011 *		10,609,197		11,252,312		11,252,312		11,252,312
<b>Total Resources</b>		<u>\$18,832,605</u>		<u>\$33,763,157</u>		<u>\$36,361,310</u>		<u>\$43,043,440</u>		<u>\$43,043,440</u>		<u>\$43,043,440</u>
<b>EXPENDITURES AND OTHER REQUIREMENTS:</b>												
Bookstore Operations	36.75	\$10,010,298	37.15	\$22,177,628	37.15	\$24,306,538	37.46	\$29,925,692	37.46	\$29,925,692	37.46	\$29,955,132
Transfers out:												
To General Fund		343,900		708,600		726,585		945,578		945,578		945,578
To Food Services Fund		41,913		88,212		100,139		99,651		99,651		99,651
To Capital Construction Fund		0		0		0		0		0		0
Contingency		0		0		3,460,723		2,325,173		2,325,173		2,295,733
<b>Sub-total</b>	36.75	\$10,396,111	37.15	\$22,974,440	37.15	\$28,593,985	37.46	\$33,296,094	37.46	\$33,296,094	37.46	\$33,296,094
Unappropriated Ending Fund Balance		8,436,494		10,788,717		7,767,325		9,747,346		9,747,346		9,747,346
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	36.75	<u>\$18,832,605</u>	37.15	<u>\$33,763,157</u>	37.15	<u>\$36,361,310</u>	37.46	<u>\$43,043,440</u>	37.46	<u>\$43,043,440</u>	37.46	<u>\$43,043,440</u>

\* Includes a prior year adjustment implemented in the FY07-09 CAFR

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**FOOD SERVICES FUND**

	Fiscal Year		Fiscal Year		Biennium Fiscal Years 2009-2011 ADOPTED		Biennium Fiscal Years 2011-13 PROPOSED		Biennium Fiscal Years 2011-13 APPROVED		Biennium Fiscal Years 2011-13 ADOPTED	
	F.T.E.	Actual	F.T.E.	Actual	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget
<b>REVENUES:</b>												
Food sales		\$3,084,621		\$7,166,107		\$8,623,579		\$9,949,853		\$9,949,853		\$9,949,853
Interest from investments		14,040		14,450		18,219		6,090		6,090		6,090
Operating transfers in:												
From Bookstore Fund		41,913		88,212		100,139		99,651		99,651		99,651
From Print Center Fund		41,913		88,212		100,139		99,651		99,651		99,651
From Parking Operations Fund		41,913		88,212		100,139		99,651		99,651		99,651
Total Operating Revenues		\$3,224,400		\$7,445,193		\$8,942,215		\$10,254,896		\$10,254,896		\$10,254,896
Beginning Fund Balance		456,624		392,606 *		566,922		607,431		607,431		607,431
<b>TOTAL REVENUES</b>		<u>\$3,681,024</u>		<u>\$7,837,799</u>		<u>\$9,509,137</u>		<u>\$10,862,327</u>		<u>\$10,862,327</u>		<u>\$10,862,327</u>
<b>EXPENDITURES AND OTHER REQUIREMENTS</b>												
Food Services Operations	51.44	\$3,227,510	51.62	\$7,400,309	51.62	\$8,336,133	57.61	9,880,312	57.61	9,880,312	57.61	9,880,312
Transfer to General Fund		40,300		68,829		86,331		97,914		97,914		97,914
Contingency				0		1,086,673		884,101		884,101		884,101
<b>Sub-total</b>	51.44	\$3,267,810	51.62	\$7,469,138	51.62	\$9,509,137	57.61	10,862,327	57.61	10,862,327	57.61	10,862,327
Unappropriated Ending Fund Balance		413,214		368,661		0		0		0		0
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	51.44	<u>\$3,681,024</u>	51.62	<u>\$7,837,799</u>	51.62	<u>\$9,509,137</u>	57.61	<u>\$10,862,327</u>	57.61	<u>\$10,862,327</u>	57.61	<u>\$10,862,327</u>

\* Includes a prior year adjustment implemented in the FY07-09 CAFR

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**PARKING OPERATIONS FUND**

	Fiscal Year		Fiscal Year		Biennium Fiscal Years 2009-2011 ADOPTED		Biennium Fiscal Years 2011-13 PROPOSED		Biennium Fiscal Years 2011-13 APPROVED		Biennium Fiscal Years 2011-13 ADOPTED	
	F.T.E.	Actual	F.T.E.	Actual	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget
<b>REVENUES:</b>												
Parking permits		\$1,759,400		\$3,917,023		\$4,481,192		\$7,711,086		\$7,711,086		\$7,711,086
Parking fines		186,761		326,912		278,035		\$465,608		\$465,608		\$465,608
Miscellaneous revenue (Trimet Passes)		29,300		419,547		901,200		\$2,541,600		\$2,541,600		\$2,541,600
Interest from investments		54,355		59,124		11,780		35,582		35,582		35,582
Total Operating Revenues		\$2,029,816		\$4,722,606		\$5,672,207		\$10,753,876		\$10,753,876		\$10,753,876
Beginning Fund Balance		623,868		1,014,808 *		275,827		1,942,632		1,942,632		1,942,632
<b>TOTAL REVENUES</b>		<u>\$2,653,684</u>		<u>\$5,737,414</u>		<u>\$5,948,034</u>		<u>\$12,696,508</u>		<u>\$12,696,508</u>		<u>\$12,696,508</u>
<b>EXPENDITURES AND OTHER REQUIREMENTS:</b>												
Parking Operations	18.48	\$1,443,080	18.98	\$4,200,392	18.98	\$4,420,292	20.51	\$8,828,199	20.51	\$8,828,199	20.51	\$8,828,199
Transfers out:								\$0		\$0		\$0
To General Fund		343,900		687,850		798,405		\$1,172,380		\$1,172,380		\$1,172,380
Transfer to Capital Construction Fund		0		0		0		\$0		\$0		\$0
To Food Services Fund		41,913		88,212		100,139		\$99,651		\$99,651		\$99,651
Contingency						629,198		1,596,278		1,596,278		1,596,278
<b>Sub-total</b>	18.48	\$1,828,893	18.98	\$4,976,454	18.98	\$5,948,034	20.51	\$11,696,508	20.51	\$11,696,508	20.51	\$11,696,508
Unappropriated Ending Fund Balance		824,791		760,960		0		1,000,000		1,000,000		1,000,000
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	18.48	<u>\$2,653,684</u>	18.98	<u>\$5,737,414</u>	18.98	<u>\$5,948,034</u>	20.51	<u>\$12,696,508</u>	20.51	<u>\$12,696,508</u>	20.51	<u>\$12,696,508</u>

\* Includes a prior year adjustment implemented in the FY07-09 CAFR

## INTERNAL SERVICE FUNDS

These funds account for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis. Funds in this category are:

### **Print Center Fund:**

This fund was established to account for the College's expenses relating to printing and photocopying. The primary source of revenue is from charges for services to the College's operating funds.

### **Internal Service-P.E.R.S./Reserve Fund:**

This fund was established to centrally manage and account for the additional P.E.R.S. employer rate. The primary source of revenue is from charges to the College's operating funds on all salaries subject to P.E.R.S. Primary expenditure is a transfer of accumulated charges to the P.E.R.S. Bond Fund.

### **Risk Management Fund:**

This fund accounts for the expenses relating to the College's management of its self-insurance operation which includes property, casualty, unemployment and worker's compensation insurance. The primary source of revenue is from charges to the College's operating funds.

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**PRINT CENTER FUND**

	Fiscal Year		Fiscal Year		Biennium Fiscal Years 2009-2011 ADOPTED		Biennium Fiscal Years 2011-13 PROPOSED		Biennium Fiscal Years 2011-13 APPROVED		Biennium Fiscal Years 2011-13 ADOPTED	
	F.T.E.	Actual	F.T.E.	Actual	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget	F.T.E.	Budget
<b>REVENUES:</b>												
Charges for services-internal		\$482,187		\$1,008,901		\$1,136,047		\$1,109,558		\$1,109,558		\$1,109,558
Charges for services-external		30,008		63,572		74,852		\$61,430		\$61,430		\$61,430
Copy machine revenues		528,907		1,091,241		1,174,207		\$1,172,713		\$1,172,713		\$1,172,713
Miscellaneous		26,908		34,312		14,371		8,386		8,386		8,386
Total Operating Revenues		<u>\$1,068,010</u>		<u>\$2,198,026</u>		<u>\$2,399,477</u>		<u>\$2,352,087</u>		<u>\$2,352,087</u>		<u>\$2,352,087</u>
Beginning Fund Balance		<u>420,734</u>		<u>395,451 *</u>		<u>368,136</u>		<u>449,870</u>		<u>449,870</u>		<u>449,870</u>
<b>TOTAL REVENUES</b>		<u><u>\$1,488,744</u></u>		<u><u>\$2,593,477</u></u>		<u><u>\$2,767,613</u></u>		<u><u>\$2,801,957</u></u>		<u><u>\$2,801,957</u></u>		<u><u>\$2,801,957</u></u>
<b>EXPENDITURES AND OTHER REQUIREMENTS:</b>												
Print Center Operations	8.15	\$1,042,651	8.15	\$1,996,236	8.15	\$2,181,129	8.15	\$2,156,568	8.15	\$2,156,568	8.15	\$2,156,568
Transfer to Food Services Fund		41,913		88,212		100,139		\$99,651		\$99,651		\$99,651
Transfer to General Fund		41,000		84,400		87,773		\$95,868		\$95,868		\$95,868
Contingency		0		0		398,572		449,870		449,870		449,870
<b>Sub-total</b>	8.15	<u>\$1,125,564</u>	8.15	<u>\$2,168,848</u>	8.15	<u>\$2,767,613</u>	8.15	<u>\$2,801,957</u>	8.15	<u>\$2,801,957</u>	8.15	<u>\$2,801,957</u>
Unappropriated Ending Fund Balance		<u>363,180</u>		<u>424,629</u>		<u>0</u>		<u>0</u>		<u>0</u>		<u>0</u>
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	8.15	<u><u>\$1,488,744</u></u>	8.15	<u><u>\$2,593,477</u></u>	8.15	<u><u>\$2,767,613</u></u>	8.15	<u><u>\$2,801,957</u></u>	8.15	<u><u>\$2,801,957</u></u>	8.15	<u><u>\$2,801,957</u></u>

\* Included a prior period restatement

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**INTERNAL SERVICE – P.E.R.S RESERVE FUND**

	Fiscal Year 2006-07 <u>Actual</u>	Fiscal Year 2007-09 <u>Actual</u>	Biennium Fiscal Years 2009-2011 <b>ADOPTED</b> <u>Budget</u>	Biennium Fiscal Years 2011-13 <b>PROPOSED</b> <u>Budget</u>	Biennium Fiscal Years 2011-13 <b>APPROVED</b> <u>Budget</u>	Biennium Fiscal Years 2011-13 <b>ADOPTED</b> <u>Budget</u>
<b><u>REVENUES:</u></b>						
Charges to departments & other revenues	\$11,774,918	\$21,936,395	\$8,760,084	\$16,446,017	\$16,446,017	\$16,446,017
Interest from investments	1,224,688	2,023,762	1,268,434	741,952	741,952	741,952
Total Operating Revenues	\$12,999,606	\$23,960,157	\$10,028,518	\$17,187,969	\$17,187,969	\$17,187,969
Beginning Fund Balance	17,415,706	23,531,433	32,642,024	36,261,310	36,261,310	36,261,310
<b>TOTAL REVENUES</b>	<b>\$30,415,312</b>	<b>\$47,491,590</b>	<b>\$42,670,542</b>	<b>\$53,449,279</b>	<b>\$53,449,279</b>	<b>\$53,449,279</b>
<b><u>EXPENDITURES AND OTHER REQUIREMENTS:</u></b>						
Transfer to General Fund	0	\$0	\$0	\$1,292,895	\$1,292,895	\$1,292,895
Transfer to P.E.R.S. Bond Fund	\$6,883,879	\$13,768,159	\$13,898,475	\$14,893,833	\$14,893,833	\$14,893,833
Contingency		0	0	0	0	0
<b>Sub-total</b>	<b>\$6,883,879</b>	<b>\$13,768,159</b>	<b>\$13,898,475</b>	<b>\$16,186,728</b>	<b>\$16,186,728</b>	<b>\$16,186,728</b>
Unappropriated Ending Fund Balance	23,531,433	33,723,431	28,772,067	37,262,551	37,262,551	37,262,551
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS:</b>	<b>\$30,415,312</b>	<b>\$47,491,590</b>	<b>\$42,670,542</b>	<b>\$53,449,279</b>	<b>\$53,449,279</b>	<b>\$53,449,279</b>
<b><u>SUMMARY OF RESOURCES AND REQUIREMENTS:</u></b>						
Total Operating Revenues	\$12,999,606	\$23,960,157	\$10,028,518	\$17,187,969	\$17,187,969	\$17,187,969
Less: Total Operating Expenditures	6,883,879	13,768,159	13,898,475	16,186,728	16,186,728	16,186,728
Excess of revenues, over (under) expenditures	\$6,115,727	\$10,191,998	(\$3,869,957)	\$1,001,241	\$1,001,241	\$1,001,241
Beginning Fund Balance	17,415,706	23,531,433	32,642,024	36,261,310	36,261,310	36,261,310
Ending Fund Balance	<b>\$23,531,433</b>	<b>\$33,723,431</b>	<b>\$28,772,067</b>	<b>\$37,262,551</b>	<b>\$37,262,551</b>	<b>\$37,262,551</b>

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**RISK MANAGEMENT FUND**

	Fiscal Year 2006-07		Fiscal Year 2007-09		Biennium Fiscal Years 2009-2011 ADOPTED		Biennium Fiscal Years 2011-13 PROPOSED		Biennium Fiscal Years 2011-13 APPROVED		Biennium Fiscal Years 2011-13 ADOPTED	
	F.T.E.	Actual	F.T.E.	Actual	F.T.E.	Budget	F.T.E.	Budget	Budget		Budget	
<b>REVENUES:</b>												
Charges to departments & other revenues		\$1,382,610		\$2,578,920		\$2,874,630		\$2,882,072		\$2,882,072		\$2,882,072
Other insurance reimbursements		43,615		2,603		600		600		600		600
Interest from investments		189,980		168,395		149,549		136,948		136,948		136,948
Total Operating Revenues		\$1,616,205		\$2,749,918		\$3,024,779		3,019,620		3,019,620		3,019,620
Beginning Fund Balance		3,056,339		3,472,935		3,339,134		3,187,547		3,187,547		3,187,547
<b>TOTAL REVENUES</b>		<b>\$4,672,544</b>		<b>\$6,222,853</b>		<b>\$6,363,913</b>		<b>\$6,207,167</b>		<b>\$6,207,167</b>		<b>\$6,207,167</b>
<b>EXPENDITURES AND OTHER REQUIREMENTS:</b>												
Insurance and Other Charges												
Self Insurance and Risk Administration	3.08	\$1,199,609	3.36	\$2,846,797	3.36	\$3,295,780	3.36	\$3,338,802		\$3,338,802		\$3,338,802
Transfer to General Fund		0		\$0		\$945,000		0		0		0
Contingency		0		0		0		1,005,559		1,005,559		1,005,559
<b>Sub-total</b>	3.08	\$1,199,609	3.36	\$2,846,797	3.36	\$4,240,780	3.36	\$4,344,361		\$4,344,361		\$4,344,361
Unappropriated Ending Fund Balance		3,472,935		3,376,057		2,123,133		1,862,806		1,862,806		1,862,806
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS:</b>	3.08	<b>\$4,672,544</b>	3.36	<b>\$6,222,854</b>	3.36	<b>\$6,363,913</b>	3.36	<b>\$6,207,167</b>		<b>\$6,207,167</b>		<b>\$6,207,167</b>
<b>SUMMARY OF RESOURCES AND REQUIREMENTS:</b>												
Total Operating Revenues		\$1,616,205		\$2,749,918		\$3,024,779		\$3,019,620		\$3,019,620		\$3,019,620
Less: Total Operating Expenditures		1,199,609		2,846,797		4,240,780		4,344,361		4,344,361		4,344,361
Excess of revenues, over (under) expenditures		\$416,596		(\$96,879)		(\$1,216,001)		(\$1,324,741)		(\$1,324,741)		(\$1,324,741)
Beginning Fund Balance		3,056,339		3,472,935		3,339,134		3,187,547		3,187,547		3,187,547
Ending Fund Balance		<b>\$3,472,935</b>		<b>\$3,376,056</b>		<b>\$2,123,133</b>		<b>\$1,862,806</b>		<b>\$1,862,806</b>		<b>\$1,862,806</b>

# FIDUCIARY FUND

Fiduciary funds account for assets held by the College in a trustee capacity or as an agent on behalf of others. The fund in this category is:

**Pension Trust Fund: Early Retirement**

This fund was established to account for the accumulation of resources to meet future obligations on the College's early retirement program. Principal sources of revenue are a transfer from the General Fund and interest earnings from investments.



**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**EARLY RETIREMENT FUND**

	Fiscal Year 2006-07 <u>Actual</u>	Fiscal Year 2007-09 <u>Actual</u>	Biennium Fiscal Years 2009-2011 <b>ADOPTED</b> <u>Budget</u>	Biennium Fiscal Years 2011-13 <b>PROPOSED</b> <u>Budget</u>	Biennium Fiscal Years 2011-13 <b>APPROVED</b> <u>Budget</u>	Biennium Fiscal Years 2011-13 <b>ADOPTED</b> <u>Budget</u>
<b>REVENUES:</b>						
Interest from investments	\$90,303	\$164,797	\$127,009	\$120,554	\$120,554	\$120,554
Transfer from General Fund	819,945	1,356,288	456,288	456,288	456,288	456,288
Total Operating Revenues	<u>\$910,248</u>	<u>\$1,521,085</u>	<u>\$583,297</u>	<u>\$576,842</u>	<u>\$576,842</u>	<u>\$576,842</u>
Beginning Fund Balance	<u>1,345,830</u>	<u>1,694,940</u>	<u>1,714,358</u>	<u>2,015,823</u>	<u>2,015,823</u>	<u>2,015,823</u>
<b>TOTAL REVENUES</b>	<u><u>\$2,256,078</u></u>	<u><u>\$3,216,025</u></u>	<u><u>\$2,297,655</u></u>	<u><u>\$2,592,665</u></u>	<u><u>\$2,592,665</u></u>	<u><u>\$2,592,665</u></u>
<b>EXPENDITURES AND OTHER REQUIREMENTS:</b>						
Other post-retirement benefits	\$561,138	\$849,759	\$1,030,494	\$1,041,490	\$1,041,490	\$1,041,490
Contingency	0	0	200,000	200,000	200,000	200,000
<b>Sub-total</b>	<u>\$561,138</u>	<u>\$849,759</u>	<u>\$1,230,494</u>	<u>\$1,241,490</u>	<u>\$1,241,490</u>	<u>\$1,241,490</u>
Unappropriated Ending Fund Balance	<u>1,694,940</u>	<u>2,366,266</u>	<u>1,067,161</u>	<u>1,351,175</u>	<u>1,351,175</u>	<u>1,351,175</u>
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	<u><u>\$2,256,078</u></u>	<u><u>\$3,216,025</u></u>	<u><u>\$2,297,655</u></u>	<u><u>\$2,592,665</u></u>	<u><u>\$2,592,665</u></u>	<u><u>\$2,592,665</u></u>
<b>SUMMARY OF RESOURCES AND REQUIREMENTS:</b>						
Total Operating Revenues	\$910,248	\$1,521,085	\$583,297	\$576,842	\$576,842	\$576,842
Less: Total Operating Expenditures	<u>561,138</u>	<u>849,759</u>	<u>1,230,494</u>	<u>1,241,490</u>	<u>1,241,490</u>	<u>1,241,490</u>
Excess of revenues, over (under) expenditures	<u>\$349,110</u>	<u>\$671,326</u>	<u>(\$647,197)</u>	<u>(\$664,648)</u>	<u>(\$664,648)</u>	<u>(\$664,648)</u>
Beginning Fund Balance	<u>1,345,830</u>	<u>1,694,940</u>	<u>1,714,358</u>	<u>2,015,823</u>	<u>2,015,823</u>	<u>2,015,823</u>
Ending Fund Balance	<u><u>\$1,694,940</u></u>	<u><u>\$2,366,266</u></u>	<u><u>\$1,067,161</u></u>	<u><u>\$1,351,175</u></u>	<u><u>\$1,351,175</u></u>	<u><u>\$1,351,175</u></u>

## DEBT SERVICE FUNDS

The Debt Service Funds account for debt activities relating to the College's bonded debt obligations. Funds in this category are:

### **Debt Service-General Obligation Bond Fund:**

This fund was established to account for the accumulation of resources for the payment of principal and interest on the general obligation bonds. The principal source of revenue is from property taxes.

### **Capital Lease/Purchase Fund:**

This fund was established to account for the accumulation of resources for the payment of principal and interest on the non-enterprise portion of the Certificate of Participation Bonds issued in 1992. The primary source of revenue is a transfer from the General Fund.

### **P.E.R.S. Debt Service Fund:**

This fund was established to account for the accumulation of resources for the payment of principal and interest on the taxable Bonds issue. The primary source of revenue is a transfer from the Internal Charge-P.E.R.S./Reserve Fund.

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**DEBT SERVICE (GENERAL OBLIGATION BONDS) FUND**

			Biennium Fiscal Years 2009-2011 ADOPTED Budget	Biennium Fiscal Years 2011-13 PROPOSED Budget	Biennium Fiscal Years 2011-13 APPROVED Budget	Biennium Fiscal Years 2011-13 ADOPTED Budget
	Fiscal Year 2006-07 Actual	Fiscal Year 2007-09 Actual				
<b>REVENUES:</b>						
Property Tax - current year	\$16,230,535	\$37,202,722	\$63,065,226	\$66,311,707	\$66,311,707	\$66,311,707
Property Tax - prior year	334,152	646,425	1,164,356	1,902,161	1,902,161	1,902,161
Net Proceeds from sale of refunding bonds	0	75,971	0	0	0	0
Interest from investments	413,896	552,212	184,270	148,254	148,254	148,254
Total Operating Revenues	\$16,978,583	\$38,477,330	\$64,413,852	\$68,362,122	\$68,362,122	\$68,362,122
Beginning Fund Balance	3,215,966	2,537,151	3,671,442	2,905,000	2,905,000	2,905,000
<b>TOTAL REVENUES</b>	<b>\$20,194,549</b>	<b>\$41,014,481</b>	<b>\$68,085,294</b>	<b>\$71,267,122</b>	<b>\$71,267,122</b>	<b>\$71,267,122</b>
<b>EXPENDITURES AND OTHER REQUIREMENTS:</b>						
Debt Service:						
Principal - G.O. Bonds	\$10,735,000	\$24,845,000	\$33,430,000	\$41,210,000	\$41,210,000	\$41,210,000
Interest - G. O. Bonds	6,922,398	12,224,090	31,750,294	26,552,122	26,552,122	26,552,122
Bond Issuance Costs	0	68,518	0	0	0	0
<b>Sub-total</b>	<b>\$17,657,398</b>	<b>\$37,137,608</b>	<b>\$65,180,294</b>	<b>\$67,762,122</b>	<b>\$67,762,122</b>	<b>\$67,762,122</b>
Unappropriated Ending Fund Balance	2,537,151	3,876,873	2,905,000	3,505,000	3,505,000	3,505,000
<b>TOTAL EXPENDITURES AND OTHER REQUIRMENTS</b>	<b>\$20,194,549</b>	<b>\$41,014,481</b>	<b>\$68,085,294</b>	<b>\$71,267,122</b>	<b>\$71,267,122</b>	<b>\$71,267,122</b>

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**CAPITAL/LEASE PURCHASE FUND**

			Biennium Fiscal Years 2009-2011 ADOPTED <u>Budget</u>	Biennium Fiscal Years 2011-13 PROPOSED <u>Budget</u>	Biennium Fiscal Years 2011-13 APPROVED <u>Budget</u>	Biennium Fiscal Years 2011-13 ADOPTED <u>Budget</u>
	Fiscal Year 2006-07 <u>Actual</u>	Fiscal Year 2007-09 <u>Actual</u>				
<b>REVENUES:</b>						
Transfer from General Fund	\$198,535	\$396,610	\$394,170	\$394,320	\$394,320	\$394,320
Interest from investments	0	0	2,581	2,362	2,362	2,362
Total Operating Revenues	\$198,535	\$396,610	\$396,751	\$396,682	\$396,682	\$396,682
Beginning Fund Balance	44,356	44,498	45,858	45,936	45,936	45,936
<b>TOTAL REVENUES</b>	<u>\$242,891</u>	<u>\$441,108</u>	<u>\$442,609</u>	<u>\$442,618</u>	<u>\$442,618</u>	<u>\$442,618</u>
<b>EXPENDITURES AND OTHER REQUIREMENTS:</b>						
Debt Service:						
Principal	\$115,000	\$245,000	\$265,000	\$290,000	\$290,000	\$290,000
Interest	83,393	151,353	129,170	104,320	104,320	104,320
<b>Sub-total</b>	\$198,393	\$396,353	\$394,170	\$394,320	\$394,320	\$394,320
Unappropriated Ending Fund Balance	44,498	44,755	48,439	48,298	48,298	48,298
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	<u>\$242,891</u>	<u>\$441,108</u>	<u>\$442,609</u>	<u>\$442,618</u>	<u>\$442,618</u>	<u>\$442,618</u>

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**P.E.R.S. DEBT SERVICE FUND**

	Fiscal Year	Fiscal Year	Biennium Fiscal Years 2009-2011 ADOPTED Budget	Biennium Fiscal Years 2011-13 PROPOSED Budget	Biennium Fiscal Years 2011-13 APPROVED Budget	Biennium Fiscal Years 2011-13 ADOPTED Budget
	2006-07 Actual	2007-09 Actual				
<b>REVENUES:</b>						
Transfer from PERS Reserve Fund	\$6,883,879	\$13,768,159	\$13,898,475	\$14,893,833	\$14,893,833	\$14,893,833
Interest from investments						
Total Operating Revenues	<u>\$6,883,879</u>	<u>\$13,768,159</u>	<u>\$13,898,475</u>	<u>\$14,893,833</u>	<u>\$14,893,833</u>	<u>\$14,893,833</u>
Beginning Fund Balance	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<u><u>\$6,883,879</u></u>	<u><u>\$13,768,159</u></u>	<u><u>\$13,898,475</u></u>	<u><u>\$14,893,833</u></u>	<u><u>\$14,893,833</u></u>	<u><u>\$14,893,833</u></u>
<b>EXPENDITURES AND OTHER REQUIREMENTS:</b>						
Debt Service:						
Principal - Pension Obligation Bonds	\$1,635,000	\$3,380,000	\$3,695,000	\$4,975,000	\$4,975,000	\$4,975,000
Interest - Pension Obligation Bonds	5,248,879	10,388,159	10,193,475	9,918,833	9,918,833	9,918,833
Bond cost		0	10,000	0	0	0
<b>Sub-total</b>	<u>\$6,883,879</u>	<u>\$13,768,159</u>	<u>\$13,898,475</u>	<u>\$14,893,833</u>	<u>\$14,893,833</u>	<u>\$14,893,833</u>
Unappropriated Ending Fund Balance	0	0	0	0	0	0
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	<u><u>\$6,883,879</u></u>	<u><u>\$13,768,159</u></u>	<u><u>\$13,898,475</u></u>	<u><u>\$14,893,833</u></u>	<u><u>\$14,893,833</u></u>	<u><u>\$14,893,833</u></u>

## **BUDGET PROCESS INFORMATION**

### **NOTICE OF BUDGET COMMITTEE MEETING**

RESOLUTION 11-098 RESOLUTION APPROVING THE PROPOSED  
BUDGET AND PROPERTY TAX LEVY FOR THE  
BIENNIUM 2011-2013

RESOLUTION 11-133 RESOLUTION ADOPTING THE PORTLAND  
COMMUNITY COLLEGE BUDGET FOR THE 2011-2013  
BIENNIUM COMMENCING JULY 1, 2011, MAKING  
APPROPRIATIONS AND DETERMINING AND  
DECLARING AD VALOREM TAX LEVIES

### **NOTICE OF BUDGET COMMITTEE MEETING**

A public meeting of the Budget Committee of the Portland Community College District, Clackamas, Columbia, Multnomah, Yamhill and Washington Counties, State of Oregon, to discuss the budget for the biennium fiscal period beginning July 1, 2011 to June 30, 2013, will be held at the Cascade Campus, Moriarty Arts and Humanities Building, 705 N. Killingsworth St., Portland, Oregon. The meeting will take place on April 21, 2011 at 7:30pm. The purpose of the meeting is to receive the President's budget message and the Proposed Budget document for the Biennium Fiscal Year 2011-2013. A copy of the document may be inspected or obtained on or after April 18, 2011 at the Financial Services Office, Downtown Center, 722 SW 2<sup>nd</sup> Ave, Portland, Oregon between the hours of 8:30am and 4:30pm during regular business days. 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.

Published in the Oregonian  
April 1, 2011 & April 8, 2011

April 21, 2011

11-098

APPROVAL OF THE PORTLAND COMMUNITY COLLEGE PROPOSED BUDGET AND  
THE PROPERTY TAX LEVIES FOR THE 2011-2013 BIENNIUM.

PREPARED BY: Christina Day, Budget Manager

APPROVED BY: Cherie Chevalier, Associate Vice President, Finance  
Wing-Kit Chung, Vice President, Administrative Services  
Dr. Preston Pulliams, District President

REPORT: The President has delivered his budget message and the budget document for the 2011-2013 biennium to the Board of Directors of Portland Community College District. The Board, acting as the Budget Committee, has reviewed and completed the public input process on the Proposed Biennial Budget for 2011-2013 as required by ORS 294.406.

RECOMMENDATION: That the Board of Directors, acting as the Budget Committee of the College, approves the Portland Community College District Proposed Budget for 2011-2013 Biennium, including the property tax levies for the next 2 years as outlined below, for submission to the Multnomah County Tax Supervising and Conservation Commission.

For the 1<sup>st</sup> year of the biennium period July 1, 2011 to June 30, 2012:

Amount Subject to the Education Limitation:

General Fund	\$0.2828* per \$1,000 of assessed value *constitutionally established by Ballot Measure 50
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Amount Excluded from the Limitation (to repay G.O. Bonds):

Debt Service Fund	\$31,462,963
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For the 2nd year of the biennium period July 1, 2012 to June 30, 2013:

Amount Subject to the Education Limitation:

General Fund	\$0.2828* per \$1,000 of assessed value *constitutionally established by Ballot Measure 50
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Amount Excluded from the Limitation (to repay G.O. Bonds):

Debt Service Fund	\$39,081,406
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APPROVED BY THE GOVERNING BOARD OF THE PORTLAND COMMUNITY COLLEGE DISTRICT THIS 21st DAY OF APRIL 2011.

ATTEST:

APPROVED:

\_\_\_\_\_  
Dr. Preston Pulliams  
District President

\_\_\_\_\_  
David Squire  
Chair, Board of Directors



## NOTICE OF BUDGET HEARING

A public hearing will be held by the Tax Supervising and Conservation Commission on the budget approved by the budget committee for Portland Community College, Multnomah, Washington, Yamhill, Columbia, and Clackamas Counties, State of Oregon, for the budget period July 1, 2011 to June 30, 2013. The hearing will be held at 1120 SW 5<sup>th</sup> Ave, Portland, Oregon – 15<sup>th</sup> floor SED Training Room on the day of May 17<sup>th</sup>, 2011 at 1:30pm. The purpose of the hearing is to discuss the budget with interested persons. A copy of the budget document may be inspected or obtained at 722 SW 2<sup>nd</sup> Ave, Portland, Oregon between the hours of 8:30am and 4:30pm.

Total Budget Requirements	Last Year's Total Levy		This Year's Total Levy		Change from last year	
	Rate	Amount	Rate	Amount	Rate	Amount
\$1,370,829,481	.2828	\$117,607,022	.2828	\$122,669,662	0	\$5,062,640

June 16, 2011

11-133

RESOLUTION ADOPTING THE PORTLAND COMMUNITY COLLEGE  
BUDGET FOR THE 2011-2013 BIENNIUM COMMENCING JULY 1, 2011,  
MAKING APPROPRIATIONS AND DETERMINING AND DECLARING AD  
VALOREM TAX LEVIES

PREPARED BY: Christina Day, Budget Manager

APPROVED BY: Cherie Chevalier, Associate Vice President of Finance  
Wing-Kit Chung, Vice President- Administrative Services  
Dr. Preston Pulliams, District President

REPORT: On April 21, 2011, the Board of Directors of Portland Community College District, acting as the Budget Committee, approved the Biennium 2011-2013 budget.

On May 17, 2011, the Multnomah County Tax Supervising and Conservation Commission (TSCC), after due notice and a public hearing on the budget and by a majority vote of members of the Commission, certified the Biennium 2011-2013 budget with no objection and in substantial compliance with the requirement of the Oregon Budget Law.

There were changes made to the budget after TSCC's certification. This information was not available at the time the budget was approved. These changes are described and listed in Attachment "A" of this resolution.

The budget changes are within the scope and limitation allowed by ORS 294.435 and will not change the property tax levy as approved by the Budget Committee on April 21, 2011 and by the Tax Commission on May 17, 2011.

RECOMMENDATION:

That the Board of Directors approve this resolution adopting the budget of the Portland Community College District for the Biennium 2011-2013 commencing July 1, 2011 in the total sum of \$1,378,333,599 for the following funds and appropriations as set forth as follows:

June 16, 2011

11-133

RESOLUTION ADOPTING THE PORTLAND COMMUNITY COLLEGE BUDGET  
FOR THE 2011-2013 BIENNIUM COMMENCING JULY 1, 2011, MAKING  
APPROPRIATIONS AND DETERMINING AND DECLARING AD VALOREM TAX  
LEVIES -continued

BE IT RESOLVED that the Board of Directors of the Portland Community College District hereby adopts the budget for the Biennium 2011-2013 in the total amount of \$1,378,333,599.

BE IT FURTHER RESOLVED that the amounts for the fiscal year beginning JULY 1, 2011 and for the purposes shown below are hereby appropriated.

	Total Fund Appropriations	Unappropriated Ending Fund Balance	Total Fund
General Fund	\$355,035,009	\$9,327,481	\$364,362,490
CEU/CED (1900) Fund	16,910,999	0	16,910,999
Auxiliary Fund	1,628,738	0	1,628,738
Contracts and Grants Fund	62,487,231	2,491,518	64,978,749
Student Activities Fund	4,568,000	0	4,568,000
Student Financial Aid Fund	387,592,515	0	387,592,515
Capital Projects Fund	8,100,000	7,935,192	16,035,192
Capital Construction Fund	172,911,776	131,088,224	304,000,000
College Bookstore Fund	33,296,094	9,747,346	43,043,440
Food Services Fund	10,862,327	0	10,862,327
Parking Operations Fund	11,696,508	1,000,000	12,696,508
Print Center Fund	2,801,957	0	2,801,957
Internal Charge-P.E.R.S./Reserve	16,186,728	37,262,551	53,449,279
Risk Management Fund	4,344,361	1,862,806	6,207,167
Early Retirement Fund	1,241,490	1,351,175	2,592,665
Debt Service Fund (G.O. Bonds)	67,762,122	3,505,000	71,267,122
P.E.R.S. Bond Fund	14,893,833	0	14,893,833
Capital Lease/Purchase Fund	394,320	48,298	442,618
TOTAL	<u>\$1,172,714,008</u>	<u>\$205,619,591</u>	<u>\$1,378,333,599</u>

Note: Unappropriated Ending Fund Balance is not an appropriation.

June 16, 2011

11-133

**RESOLUTION ADOPTING THE PORTLAND COMMUNITY COLLEGE BUDGET  
FOR THE 2011-2013 BIENNIUM COMMENCING JULY 1, 2011, MAKING  
APPROPRIATIONS AND DETERMINING AND DECLARING AD VALOREM TAX  
LEVIES -continued**

**GENERAL FUND**

Campus programs areas:

Sylvania Campus	\$81,295,499
Rock Creek Campus	48,502,057
Cascade Campus	41,305,914
Extended Learning Campus	15,994,711

Non-program areas:

Personal Services	92,964,528
Materials & Services	44,163,036
Capital Outlay	2,756,880
Transfers	6,570,370
Contingency	21,482,014
TOTAL APPROPRIATIONS	\$355,035,009
Unappropriated Ending Fund Balance (see note)	9,327,481
TOTAL GENERAL FUND	<u>\$364,362,490</u>

**CONTRACTS AND GRANTS FUND**

State Grants	\$14,087,027
Federal Grants	30,916,993
Local Contracts	10,279,487
Transfers	4,228,186
Contingency	2,975,538
TOTAL APPROPRIATIONS	\$62,487,231
Unappropriated Ending Fund Balance (see note)	2,491,518
TOTAL CONTRACTS AND GRANTS FUND	<u>\$64,978,749</u>

**STUDENT FINANCIAL AID FUND**

College Funded Programs	\$924,300
Federal Programs	385,130,668
Short Term Student Loan Program	596,000
Transfer	426,390
Contingency	515,157
TOTAL STUDENT FINANCIAL AID FUND	<u>\$387,592,515</u>

**COLLEGE BOOKSTORE FUND**

Bookstore Operations	\$29,955,132
Transfers	1,045,229
Contingency	2,295,733
TOTAL APPROPRIATIONS	\$33,296,094
Unappropriated Ending Fund Balance (see note)	9,747,346
TOTAL COLLEGE BOOKSTORE FUND	<u>\$43,043,440</u>

Note: Unappropriated ending Fund Balance is not an appropriation.

June 16, 2011

11-133

RESOLUTION ADOPTING THE PORTLAND COMMUNITY COLLEGE BUDGET  
FOR THE 2011-2013 BIENNIUM COMMENCING JULY 1, 2011, MAKING  
APPROPRIATIONS AND DETERMINING AND DECLARING AD VALOREM TAX  
LEVIES –continued

**FOOD SERVICES FUND**

Food Services Operations	\$9,880,312
Transfers	97,914
Contingency	884,101
TOTAL FOOD SERVICES FUND	<u>\$10,862,327</u>

**PARKING OPERATIONS FUND**

Parking Operations	\$8,828,199
Transfers	1,272,031
Contingency	1,596,278
TOTAL APPROPRIATIONS	<u>\$11,696,508</u>
Unappropriated Ending Fund Balance (see note)	1,000,000
TOTAL PARKING OPERATIONS FUND	<u>\$12,696,508</u>

**PRINT CENTER FUND**

Print Center Operations	\$2,156,568
Transfers	195,519
Contingency	449,870
TOTAL APPROPRIATIONS	<u>\$2,801,957</u>
Unappropriated Ending Fund Balance (see note)	0
TOTAL PRINT CENTER FUND	<u>\$2,801,957</u>

**RISK MANAGEMENT FUND**

Self Insurance & Risk Administration	\$3,338,802
Contingency	1,005,559
TOTAL APPROPRIATIONS	<u>\$4,344,361</u>
Unappropriated Ending Fund Balance (see note)	1,862,806
TOTAL RISK MANAGEMENT FUND	<u>\$6,207,167</u>

Note: Unappropriated ending Fund Balance is not an appropriation.

June 16, 2011

11-133

**RESOLUTION ADOPTING THE PORTLAND COMMUNITY COLLEGE BUDGET  
FOR THE 2011-2013 BIENNIUM COMMENCING JULY 1, 2011, MAKING  
APPROPRIATIONS AND DETERMINING AND DECLARING AD VALOREM TAX  
LEVIES -continued**

**CEU/CED (1900) FUND**

Sylvania Campus	\$528,530
Cascade Campus	79,420
Extended Learning Campus	15,494,116
Transfers	450,000
Contingency	358,933
<b>TOTAL CEU/CED (1900) Fund</b>	<b>\$16,910,999</b>

**AUXILIARY FUND**

Facilities Usage	\$735,731
Campus Activities	586,573
Transfers	106,434
Contingency	200,000
<b>TOTAL AUXILIARY FUND</b>	<b>\$1,628,738</b>

**STUDENT ACTIVITIES FUND**

Sylvania Campus Programs	\$1,552,792
Rock Creek Campus Programs	\$1,129,521
Cascade Campus Programs	\$981,329
Extended Learning Campus Programs	\$320,658
District-wide Programs	\$383,700
Contingency	\$200,000
<b>TOTAL STUDENT ACTIVITIES FUND</b>	<b>\$4,568,000</b>

**CAPITAL PROJECTS FUND**

Capital Outlay	5,100,000
Contingency	3,000,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$8,100,000</b>
Unappropriated Ending Fund Balance (see note)	7,935,192
<b>TOTAL CAPITAL PROJECTS FUND</b>	<b>\$16,035,192</b>

**CAPITAL CONSTRUCTION FUND**

Sylvania Campus	\$35,000,000
Cascade Campus	\$16,000,000
Rock Creek Campus	\$17,000,000
Southeast Center	\$18,000,000
District-wide Projects	\$25,911,776
Bond Issuance Costs	\$1,000,000
Contingency	60,000,000
<b>TOTAL APPROPRIATIONS</b>	<b>172,911,776</b>
Unappropriated Ending Fund Balance (see note)	131,088,224
<b>TOTAL CAPITAL CONSTRUCTION FUND</b>	<b>\$304,000,000</b>

Note: Unappropriated ending Fund Balance is not an appropriation.

June 16, 2011

11-133

**RESOLUTION ADOPTING THE PORTLAND COMMUNITY COLLEGE BUDGET  
FOR THE 2011-2013 BIENNIUM COMMENCING JULY 1, 2011, MAKING  
APPROPRIATIONS AND DETERMINING AND DECLARING AD VALOREM TAX  
LEVIES -continued**

**INTERNAL SERVICE-P.E.R.S\RESERVE**

Transfers	\$16,186,728
Unappropriated Ending Fund Balance (see note)	<u>37,262,551</u>
TOTAL INTERNAL CHARGE-P.E.R.S\RESERVE	<u><u>\$53,449,279</u></u>

**EARLY RETIREMENT FUND**

Personal Services	\$1,041,490
Contingency	<u>200,000</u>
TOTAL APPROPRIATIONS	\$1,241,490
Unappropriated Ending Fund Balance (see note)	<u>1,351,175</u>
TOTAL EARLY RETIREMENT FUND	<u><u>\$2,592,665</u></u>

**DEBT SERVICE (G.O. Bonds) FUND**

Debt Service	\$67,762,122
Unappropriated Ending Fund Balance (see note)	<u>3,505,000</u>
TOTAL DEBT SERVICE (G.O. Bonds) FUND	<u><u>\$71,267,122</u></u>

**CAPITAL LEASE/PURCHASE FUND**

Debt Service	\$394,320
Unappropriated Ending Fund Balance (see note)	<u>48,298</u>
TOTAL CAPITAL LEASE/PURCHASE FUND	<u><u>\$442,618</u></u>

**P.E.R.S. DEBT SERVICE FUND**

Debt Service	\$14,893,833
TOTAL DEBT SERVICE (G.O. Bonds) FUND	<u><u>\$14,893,833</u></u>

Note: Unappropriated ending Fund Balance is not an appropriation.

June 16, 2011

11-133

RESOLUTION ADOPTING THE PORTLAND COMMUNITY COLLEGE BUDGET  
FOR THE 2011-2013 BIENNIUM COMMENCING JULY 1, 2011, MAKING  
APPROPRIATIONS AND DETERMINING AND DECLARING AD VALOREM TAX  
LEVIES -continued

NOW THEREFORE BE IT RESOLVED, that the Board of Directors of the Portland Community College District hereby imposes the taxes provided for in the adopted budget and that these taxes are hereby imposed and categorized for the tax year 2011-2012 and for 2012-2013 upon the assessed value of all taxable property within the Portland Community College District of Clackamas, Columbia, Multnomah, Washington, and Yamhill Counties, of the State of Oregon. The following allocation and categorization, subject to the limit of Section 11b, Article XI of the Oregon Constitution make up the aforementioned levy:

For the 1<sup>st</sup> year of the biennium period July 1, 2011 to June 30, 2012:

Amount Subject to the Education Limitation:

*General Fund                      \$0.2828\* per \$1,000 of assessed value*

*\*constitutionally established by Ballot Measure 50*

Amount Excluded from the Limitation (to repay G.O. Bonds):

*Debt Service Fund                      \$31,462,963*

For the 2nd year of the biennium period July 1, 2012 to June 30, 2013:

Amount Subject to the Education Limitation:

*General Fund                      \$0.2828\* per \$1,000 of assessed value*

*\*constitutionally established by Ballot Measure 50*

Amount Excluded from the Limitation (to repay G.O. Bonds):

*Debt Service Fund                      \$39,081,406*

AND, that the President of the Portland Community College District be hereby authorized and directed to file with the County Assessor of each County in which the Portland Community College District is located, a notice of tax levy and a true copy of the budget as finally adopted in accordance with the provisions of ORS 310.060 and ORS 294.555.

ADOPTED BY THE GOVERNING BOARD OF THE PORTLAND COMMUNITY COLLEGE DISTRICT  
THIS 16th DAY OF JUNE, 2011.

**ATTEST:**

**APPROVED:**

\_\_\_\_\_  
Dr. Preston Pulliams  
District President

\_\_\_\_\_  
David Squire  
Chair, Board of Directors



June 16, 2011

11-133

RESOLUTION ADOPTING THE PORTLAND COMMUNITY COLLEGE BUDGET  
FOR THE 2011-2013 BIENNIUM COMMENCING JULY 1, 2011, MAKING  
APPROPRIATIONS AND DETERMINING AND DECLARING AD VALOREM TAX  
LEVIES -continued

**Attachment "A"**

**GENERAL FUND**

**Changes in Available Resources after April 21, 2011:**

Total Available Resources as of April 21, 2011, Approved Budget	\$356,858,372
Increase in estimated Beginning Fund Balance based on updated information	<u>\$ 7,504,118</u>
<b>Total Available Resources as adjusted for Adoption</b>	<u><b>\$364,362,490</b></u>

**Changes in Expenditure requirements since April 21, 2011:**

Total Expenditure Requirements as of April 21, 2011, Approved Budget	\$350,174,460
Increase in Contingency for PERS increase offset, approved initiatives	<u>\$ 4,782,422</u>
<b>Total Expenditures as adjusted for Adoption</b>	<u><b>\$355,035,009</b></u>

Unappropriated Ending Fund Balance in the Approved Budget	\$ 6,683,912
Increase resulting from changes in projected beginning fund balance	<u>\$ 2,643,569</u>
	<u>\$ 9,327,481</u>
<b>TOTAL GENERAL FUND</b>	<u><b>\$364,362,490</b></u>

## **ED FORMS**

ED-50: Notice of Property Tax & Certification of Intent to  
Impose a Tax, Fee, Assessment or Charge on  
Property for Education District

ED-1: Notice of Budget Hearing

ED-2: Funds Not Requiring a Property Tax to be Levied

ED-3: Funds Requiring a Property Tax to be Levied

**Notice of Property Tax and Certification of Intent to Impose a Tax,  
Fee, Assessment or Charge on Property for Education District**

**FORM ED-50**

**2011-2012**

To assessor of: Clackamas, Columbia, Multnomah, Yamhill, and Washington, County.

☐ Check here if this is an amended form.

\*File no later than July 15

\*Be sure to read instructions in the 2011-2012 Notice of Property Tax Levy Forms and Instructions booklet.

The PORTLAND COMMUNITY COLLEGE DISTRICT has the responsibility and authority to place the following property tax, fee, charge or  
assessment on the tax roll of CLACKAMAS, COLUMBIA, MULTNOMAH, YAMHILL, WASHINGTON County. The property tax, fee charge or  
assessment is categorized as stated in this form.

12000 S.W. 49th Avenue	Portland	Oregon	97219
Mailing Address of District	City	State	ZIP
Cherie Chevalier	Assist. Vice President of Finance	(971) 722-2911	June 30, 2011
Contact Person	Title	Daytime Telephone	Date

**CERTIFICATION -- Check one box.**

- ☒ The Tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.  
☐ The Tax rate or levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.435.

**PART I: TOTAL PROPERTY TAX LEVY**

		Subject to Education Limit
		Rate-or-Dollar Amount
1. Permanent rate limit tax (per \$1,000) .....	1	\$0.2828
2. Local option operating tax .....	2	Excluded from
3. Local option capital project tax .....	3	Measure 5 Limits
4. Levy for "Gap Bonds" .....	4	Amount of Levy
5a. Levy for bonded indebtedness from bonds approved by voters prior to October 6, 2001 .....	5a	\$16,255,755
5b. Levy for bonded indebtedness from bonds approved by voters after to October 6, 2001 .....	5b	\$15,207,208
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b) .....	5c	\$31,462,963

**PART II: RATE LIMIT CERTIFICATION**

6. Permanent rate limit in dollars and cents per \$1,000 .....	6	\$0.2828
7. Date received voter approval for rate limit if new district .....	7	
8. Estimated permanent rate limit for newly merged/consolidated district .....	8	

**PART III: SCHEDULE OF LOCAL OPTION TAXES** - Enter all local option taxes on this schedule. If there are more than two taxes, attach a sheet showing the information for each.

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First Year Levied	Final Year to be levied	Total tax amount-or-rate Authorized per year by voters

150-504-075-6 (Rev. 01-10)

(see the back for worksheet for lines 5a, 5b and 5c)

File with your assessor no later than July 15, unless granted an extension in writing

Bonds approved **prior to** October 6, 2001 (including advanced refunding issues):

	Principal	Interest	Total
Bond Issue 1	1,165,000	265,891	1,430,891
Bond Issue 2	8,725,000	3,907,563	12,632,563
Bond Issue 3	3,050,000	174,150	3,224,150
	Total A		17,287,604

Bonds approved **on or after** October 6, 2001:

	Principal	Interest	Total
Bond Issue 1	\$6,850,000	\$9,322,500	\$16,172,500
Bond Issue 2			\$0
Bond Issue 3			\$0
	Total B		\$16,172,500
	Total Bond (A + B)		\$33,460,104

**Total Bonds**

Total A	=	\$17,287,604	=	Allocation %	X Bond Levy	=	
Total A + B	=	\$33,460,104		51.67%	\$31,462,963		\$16,255,755

(enter on line 5a on the front)

**Total Bonds**

Total B	=	\$16,172,500	=	Allocation %	X Bond Levy	=	
Total A + B	=	\$33,460,104		48.33%	\$31,462,963		\$15,207,208

(enter on line 5b on the front)

Total Bond Levy  
(enter on line 5c on the front)

**Example --Total Bond Levy = \$5,000**

Bonds approved **prior to** October 6, 2001 (including advanced refunding issues):

	Principal	Interest	Total
Bond Issue 1	5,000.00	500.00	5,500.00
Bond Issue 2	3,000.00	250.00	3,250.00
Bond Issue 3	1,000.00	100.00	1,100.00
	Total A		9,850.00

Bonds approved **after** October 6, 2001 (including advanced refunding issues):

	Principal	Interest	Total
Bond Issue 1	3,000.00	50.00	3,050.00
Bond Issue 2			
	Total B		3,050.00
	Total Bond (A + B)		\$12,900.00

**Total Bonds**

Total A	=	\$ 9,850.00	=	Allocation %	X Bond Levy	=	
Total A + B	=	\$ 12,900.00		76.357%	\$5,000		\$3,818

(enter on line 5a on the front)

**Total Bonds**

Total B	=	\$3,050	=	Allocation %	X Bond Levy	=	
Total A + B	=	\$12,900		23.643%	\$5,000		\$1,182

(enter on line 5b on the front)

Total Bond Levy  
(enter on line 5c on the front)

**Notice of Property Tax and Certification of Intent to Impose a Tax,  
Fee, Assessment or Charge on Property for Education District**

**FORM ED-50**

**2012-2013**

To assessor of: Clackamas, Columbia, Multnomah, Yamhill, and Washington, County.

☐ Check here if this is an amended form.

\*File no later than July 15

\*Be sure to read instructions in the 2003-2004 Notice of Property Tax Levy Forms and Instructions booklet.

The PORTLAND COMMUNITY COLLEGE DISTRICT has the responsibility and authority to place the following property tax, fee, charge or  
assessment on the tax roll of CLACKAMAS, COLUMBIA, MULTNOMAH, YAMHILL, WASHINGTON County. The property tax, fee charge or  
assessment is categorized as stated in this form.

12000 S.W. 49th Avenue	Portland	Oregon	97219
Mailing Address of District	City	State	ZIP
Cherie Chevalier	Asst. Vice President of Finance	(971) 722-2911	June 30, 2011
Contact Person	Title	Daytime Telephone	Date

**CERTIFICATION -- Check one box.**

- ☒ The Tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.  
☐ The Tax rate or levy amounts certified in Part I where changed by the governing body and republished as required in ORS 294.435.

**PART I: TOTAL PROPERTY TAX LEVY**

		Subject to Education Limit
		Rate-or-Dollar Amount
1. Permanent rate limit tax (per \$1,000).....	1	\$0.2828
2. Local option operating tax.....	2	Excluded from Measure 5 Limits
3. Local option capital project tax.....	3	
4. Levy for "Gap Bonds".....	4	Amount of Levy
5a. Levy for bonded indebtedness from bonds approved by voters prior to October 6, 2001.....	5a	\$20,656,120
5b. Levy for bonded indebtedness from bonds approved by voters after to October 6, 2001.....	5b	\$18,425,286
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b).....	5c	\$39,081,406

**PART II: RATE LIMIT CERTIFICATION**

6. Permanent rate limit in dollars and cents per \$1,000 .....	6	\$0.2828
7. Date received voter approval for rate limit if new district .....	7	
8. Estimated permanent rate limit for newly merged/consolidated district.....	8	

**PART III: SCHEDULE OF LOCAL OPTION TAXES - Enter all local option taxes on this schedule. If there are more than two taxes, attach a sheet showing the information for each.**

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First Year Levied	Final Year to be levied	Total tax amount-or-rate Authorized per year by voters

150-504-075-6 (Rev. 12-05)

(see the back for worksheet for lines 5a, 5b and 5c)

File with your assessor no later than July 15, unless granted an extension in writing

Bonds approved **prior to** October 6, 2001 (including advanced refunding issues):

	Principal	Interest	Total
Bond Issue 1	1,155,000	217,319	1,372,319
Bond Issue 2	10,000,000	3,483,500	13,483,500
Bond Issue 3	3,210,000	64,200	3,274,200
	Total A		18,130,019

Bonds approved **after** October 6, 2001 (including advanced refunding issues):

	Principal	Interest	Total
Bond Issue 1	\$7,055,000	\$9,117,000	\$16,172,000
Bond Issue 2			\$0
Bond Issue 3			\$0
	Total B		\$16,172,000
	Total Bond (A + B)		\$34,302,019

**Total Bonds**

Total A	=	\$18,130,019	=	Allocation %	X Bond Levy	=	
Total A + B	=	\$34,302,019		52.85%	\$39,081,406		\$20,656,120

(enter on line 5a on the front)

**Total Bonds**

Total B	=	\$16,172,000	=	Allocation %	X Bond Levy	=	
Total A + B	=	\$34,302,019		47.15%	\$39,081,406		\$18,425,286

(enter on line 5b on the front)

Total Bond Levy  
(enter on line 5c on the front)

**Example --Total Bond Levy = \$5,000**

Bonds approved **prior to** October 6, 2001 (including advanced refunding issues):

	Principal	Interest	Total
Bond Issue 1	5,000.00	500.00	5,500.00
Bond Issue 2	3,000.00	250.00	3,250.00
Bond Issue 3	1,000.00	100.00	1,100.00
	Total A		9,850.00

Bonds approved **after** October 6, 2001 (including advanced refunding issues):

	Principal	Interest	Total
Bond Issue 1	3,000.00	50.00	3,050.00
Bond Issue 2			
	Total B		3,050.00
	Total Bond (A + B)		\$12,900.00

**Total Bonds**

Total A	=	\$ 9,850.00	=	Allocation %	X Bond Levy	=	
Total A + B	=	\$ 12,900.00		76.357%	\$5,000		\$3,818

(enter on line 5a on the front)

**Total Bonds**

Total B	=	\$3,050	=	Allocation %	X Bond Levy	=	
Total A + B	=	\$12,900		23.643%	\$5,000		\$1,182

(enter on line 5b on the front)

Total Bond Levy  
(enter on line 5c on the front)

**FORM  
ED-1**

**NOTICE OF BUDGET HEARING**

☐ Renewal/Continuation

A meeting of the **Board of Directors of Portland Community College District** will be held on **June 16, 2011**  
(Governing Body) (Date)

at **7:30** ☐ a.m. ☒ p.m. **Southeast Center, Mt Tabor Hall-Room 143 & 144, 2305 S.E. 82nd Avenue, Portland, Oregon.**  
(Location)

The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2011 as approved by the **Budget Committee of the**  
(District Name)

**Portland Community College District.**

A summary of the budget is presented below. A copy of the budget may be inspected or obtained at **722 SW 2nd Ave, Portland Oregon, 97204**  
between the hours of **8:00 a.m.** and **5:00 p.m.** This budget was prepared on

a basis of accounting that is ☒ consistent ☐ not consistent with the basis of accounting used during the preceding year.

Major changes, if any, and their effect on the budget are explained below. This budget is for: ☐ Annual Period ☒ 2-Year Period

County	City	Date	Chairperson of Governing Body	Telephone Number
<b>Multnomah</b>	<b>Portland, Oregon</b>	<b>March 31, 2011</b>	<b>David Squire, Board Chair</b>	<b>(971) 722-2911</b>

**FINANCIAL SUMMARY**

TOTAL OF ALL FUNDS		Adopted Budget This year 2009-2011	Approved Budget Next Year 2011-2013
<b>Anticipated Requirements</b>	1. Total Instruction .....	\$207,817,904	\$222,101,867
	2. Total Support Services .....	\$247,100,413	\$578,087,897
	3. Total Enterprise and Community Services .....	\$39,244,092	\$50,820,211
	4. Total Facilities Acquisition and Construction .....	\$175,031,897	\$112,911,776
	5. Total Other Uses (includes Debt Service and Transfers) .....	\$109,386,594	\$113,629,076
	6. Total Contingencies .....	\$53,048,765	\$95,163,183
	7. Total All Other Expenditures and Requirements .....	\$831,629,665	\$1,172,714,010
	8. Total Unappropriated or Ending Fund Balance .....	\$62,010,065	\$205,619,589
	9. <b>Total Requirements</b> - add lines 1 through 8 .....	\$893,639,730	\$1,378,333,599
<b>Anticipated Resources</b>	10. Total Resources Except Property Taxes .....	\$780,058,148	\$1,259,896,599
	11. Total Property Taxes to be Received .....	113,581,582	118,437,000
	12. <b>Total Resources</b> - add lines 10 and 11 .....	\$893,639,730	\$1,378,333,599
<b>Estimated Ad Valorem Property Taxes</b>	13. Total Property Taxes to be Received (line 11) .....	113,581,582	118,437,000
	14. Plus: Estimated Property Taxes Not to be Received		
	A. Loss due to constitutional limit .....	0	0
	B. Discounts Allowed, Other Uncollected Amounts .....	4,025,440	4,232,662
	15. <b>Total Tax Levy</b> - add lines 13 and 14 .....	\$117,607,022	\$122,669,662
<b>Taxes By Type</b>		Rate or Amount	Rate or Amount
	16. Permanent Rate Limit Levy (rate limit <u>\$0.2828</u> ) .....	\$0.2828	\$0.2828
	17. Local Option Taxes .....	\$0	\$0
	18. Levy for Payment of Bonded Debt .....	\$67,090,666	\$70,544,369

**STATEMENT OF INDEBTEDNESS**

Debt Outstanding		Debt Authorized, Not Incurred	
<input type="checkbox"/> None	<input checked="" type="checkbox"/> As Summarized Below	<input type="checkbox"/> None	<input checked="" type="checkbox"/> As Summarized Below

**PUBLISH BELOW ONLY IF COMPLETED**

Long-Term Debt	Estimated Debt Outstanding at the Beginning of the Budget Year	Estimated Debt Authorized, Not Incurred at the Beginning of the Budget Year
	July 1, 2011	July 1, 2011
Bonds .....	\$280,654,236	\$174,000,000
Interest Bearing Warrants .....	None	None
Other .....	108,620,000	None
Total Indebtedness .....	\$389,274,236	None

**Short-Term Debt**

This budget includes the intention to borrow in anticipation of revenue ("Short-Term Borrowing") as summarized below:

FUND LIABLE	Estimated Amount to be borrowed	Estimated Interest Rate	Estimated Interest Cost
General Fund	\$0	0.00%	\$0

**FORM  
ED-2**

**FUNDS NOT REQUIRING A  
PROPERTY TAX TO BE LEVIED**

☐ Renublication

Publish ONLY completed portion of this page. Total Anticipated Requirements **must equal** Total Resources.

<b>Name of Fund</b>	<b>Actual Data</b>	<b>Adopted Budget</b>	<b>Approved Budget</b>
<b>Capital Projects Fund</b>	<b>Last Year 2007-2009</b>	<b>This Year 2009-2011</b>	<b>Next Year 2011-2013</b>
1. Total Instruction .....	0	0	0
2. Total Support Services .....	7,879,658	17,194,229	5,100,000
3. Total Enterprise and Community Services .....	0	0	0
4. Total Facilities Acquisition and Construction ...	0	0	0
5. Total Other Uses .....	1,114,497	0	0
6. Total Contingencies .....	0	2,064,736	3,000,000
7. Total All Other Expenditures and Requirements ...	8,994,155	19,258,965	8,100,000
8. Total Unappropriated or Ending Fund Balance ....	15,438,648	0	7,935,192
9. Total Requirements .....	24,432,803	19,258,965	16,035,192
10. Total Resources Except Property Taxes .....	24,432,803	19,258,965	16,035,192
<b>Name of Fund</b>	<b>Actual Data</b>	<b>Adopted Budget</b>	<b>Approved Budget</b>
<b>Capital Construction Fund</b>	<b>Last Year 2007-2009</b>	<b>This Year 2009-2011</b>	<b>Next Year 2011-2013</b>
1. Total Instruction .....	0	0	0
2. Total Support services .....	0	0	0
3. Total Enterprise and Community Services .....	0	0	0
4. Total Facilities Acquisition and Construction ...	33,702,259	175,031,897	112,911,776
5. Total Other Uses .....	1,945,656	0	0
6. Total Contingencies .....	0	24,534,269	60,000,000
7. Total All Other Expenditures and Requirements ...	35,647,915	199,566,166	172,911,776
8. Total Unappropriated or Ending Fund Balance ....	178,695,655	0	131,088,224
9. Total Requirements .....	214,343,570	199,566,166	304,000,000
10. Total Resources Except Property Taxes .....	214,343,570	199,566,166	304,000,000
<b>Name of Fund</b>	<b>Actual Data</b>	<b>Adopted Budget</b>	<b>Approved Budget</b>
<b>Food Services Fund</b>	<b>Last Year 2007-2009</b>	<b>This Year 2009-2011</b>	<b>Next Year 2011-2013</b>
1. Total Instruction .....	0	0	0
2. Total Support services .....	0	0	0
3. Total Enterprise and Community Services .....	7,400,309	8,336,133	9,880,312
4. Total Facilities Acquisition and Construction ...	0	0	0
5. Total Other Uses .....	68,829	86,331	97,914
6. Total Contingencies .....	0	1,086,673	884,101
7. Total All Other Expenditures and Requirements ...	7,469,138	9,509,137	10,862,327
8. Total Unappropriated or Ending Fund Balance ....	368,661	0	0
9. Total Requirements .....	7,837,799	9,509,137	10,862,327
10. Total Resources Except Property Taxes .....	7,837,799	9,509,137	10,862,327
<b>Name of Fund</b>	<b>Actual Data</b>	<b>Adopted Budget</b>	<b>Approved Budget</b>
<b>Auxiliary Fund</b>	<b>Last Year 2007-2009</b>	<b>This Year 2009-2011</b>	<b>Next Year 2011-2013</b>
1. Total Instruction .....	0	0	0
2. Total Support services .....	832,706	1,267,852	1,322,304
3. Total Enterprise and Community Services .....	0	0	0
4. Total Facilities Acquisition and Construction ...	0	0	0
5. Total Other Uses .....	140,244	101,047	106,434
6. Total Contingencies .....	0	203,143	200,000
7. Total All Other Expenditures and Requirements ...	972,950	1,572,042	1,628,738
8. Total Unappropriated or Ending Fund Balance ....	550,189	0	0
9. Total Requirements .....	1,523,139	1,572,042	1,628,738
10. Total Resources Except Property Taxes .....	1,523,139	1,572,042	1,628,738



**FORM  
ED-2**

**FUNDS NOT REQUIRING A  
PROPERTY TAX TO BE LEVIED**

☐ Renewal/Extension

Publish ONLY completed portion of this page. Total Anticipated Requirements **must equal** Total Resources.

<b>Name of Fund</b>	<b>Actual Data</b>	<b>Adopted Budget</b>	<b>Approved Budget</b>
<b>Student Activities Fund</b>	<b>Last Year 2007-2009</b>	<b>This Year 2009-2011</b>	<b>Next Year 2011-2013</b>
1. Total Instruction .....	0	0	0
2. Total Support services .....	2,371,690	2,878,110	4,368,000
3. Total Enterprise and Community Services .....	0	0	0
4. Total Facilities Acquisition and Construction ...	0	0	0
5. Total Other Uses .....	0	0	0
6. Total Contingencies .....	0	169,062	200,000
7. Total All Other Expenditures and Requirements ...	2,371,690	3,047,172	4,568,000
8. Total Unappropriated or Ending Fund Balance ....	331,942	0	0
9. Total Requirements .....	2,703,632	3,047,172	4,568,000
10. Total Resources Except Property Taxes .....	2,703,632	3,047,172	4,568,000
<b>Name of Fund</b>	<b>Actual Data</b>	<b>Adopted Budget</b>	<b>Approved Budget</b>
<b>Contracts and Grants Fund</b>	<b>Last Year 2007-2009</b>	<b>This Year 2009-2011</b>	<b>Next Year 2011-2013</b>
1. Total Instruction .....	46,580,980	55,461,534	55,283,507
2. Total Support services .....	0	0	0
3. Total Enterprise and Community Services .....	0	0	0
4. Total Facilities Acquisition and Construction ...	0	0	0
5. Total Other Uses .....	3,816,989	4,161,481	4,228,186
6. Total Contingencies .....	0	3,020,983	2,975,538
7. Total All Other Expenditures and Requirements ...	50,397,969	62,643,998	62,487,231
8. Total Unappropriated or Ending Fund Balance ....	2,367,784	5,435,056	2,491,518
9. Total Requirements .....	52,765,753	68,079,054	64,978,749
10. Total Resources Except Property Taxes .....	52,765,753	68,079,054	64,978,749
<b>Name of Fund</b>	<b>Actual Data</b>	<b>Adopted Budget</b>	<b>Approved Budget</b>
<b>Financial Aid Fund</b>	<b>Last Year 2007-2009</b>	<b>This Year 2009-2011</b>	<b>Next Year 2011-2013</b>
1. Total Instruction .....	0	0	0
2. Total Support services .....	57,675,143	69,594,862	386,650,968
3. Total Enterprise and Community Services .....	0	0	0
4. Total Facilities Acquisition and Construction ...	0	0	0
5. Total Other Uses .....	317,345	615,000	426,390
6. Total Contingencies .....	0	531,349	515,157
7. Total All Other Expenditures and Requirements ...	57,992,488	70,741,211	387,592,515
8. Total Unappropriated or Ending Fund Balance ....	451,594	0	0
9. Total Requirements .....	58,444,082	70,741,211	387,592,515
10. Total Resources Except Property Taxes .....	58,444,082	70,741,211	387,592,515
<b>Name of Fund</b>	<b>Actual Data</b>	<b>Adopted Budget</b>	<b>Approved Budget</b>
<b>Bookstore Fund</b>	<b>Last Year 2007-2009</b>	<b>This Year 2009-2011</b>	<b>Next Year 2011-2013</b>
1. Total Instruction .....	0	0	0
2. Total Support services .....	0	0	0
3. Total Enterprise and Community Services .....	22,177,628	24,306,538	29,955,132
4. Total Facilities Acquisition and Construction ...	0	0	0
5. Total Other Uses .....	796,812	826,724	1,045,229
6. Total Contingencies .....	0	3,460,723	2,295,733
7. Total All Other Expenditures and Requirements ...	22,974,440	28,593,985	33,296,094
8. Total Unappropriated or Ending Fund Balance ....	10,788,717	7,767,325	9,747,346
9. Total Requirements .....	33,763,157	36,361,310	43,043,440
10. Total Resources Except Property Taxes .....	33,763,157	36,361,310	43,043,440

**FORM  
ED-2**

**FUNDS NOT REQUIRING A  
PROPERTY TAX TO BE LEVIED**

☐ Renublication

Publish ONLY completed portion of this page. Total Anticipated Requirements **must equal** Total Resources.

<b>Name of Fund</b>	<b>Actual Data</b>	<b>Adopted Budget</b>	<b>Approved Budget</b>
<b>Parking Operations Fund</b>	<b>Last Year 2007-2009</b>	<b>This Year 2009-2011</b>	<b>Next Year 2011-2013</b>
1. Total Instruction .....	0	0	0
2. Total Support services .....	0	0	0
3. Total Enterprise and Community Services .....	4,200,392	4,420,292	8,828,199
4. Total Facilities Acquisition and Construction ...	0	0	0
5. Total Other Uses .....	776,062	898,544	1,272,031
6. Total Contingencies .....	0	629,198	1,596,278
7. Total All Other Expenditures and Requirements ...	4,976,454	5,948,034	11,696,508
8. Total Unappropriated or Ending Fund Balance ....	760,960	0	1,000,000
9. Total Requirements .....	5,737,414	5,948,034	12,696,508
10. Total Resources Except Property Taxes .....	5,737,414	5,948,034	12,696,508
<b>Name of Fund</b>	<b>Actual Data</b>	<b>Adopted Budget</b>	<b>Approved Budget</b>
<b>Risk Management Fund</b>	<b>Last Year 2007-2009</b>	<b>This Year 2009-2011</b>	<b>Next Year 2011-2013</b>
1. Total Instruction .....	0	0	0
2. Total Support services .....	2,846,797	3,295,780	3,338,802
3. Total Enterprise and Community Services .....	0	0	0
4. Total Facilities Acquisition and Construction ...	0	0	0
5. Total Other Uses .....	0	945,000	0
6. Total Contingencies .....	0	0	1,005,559
7. Total All Other Expenditures and Requirements ...	2,846,797	4,240,780	4,344,361
8. Total Unappropriated or Ending Fund Balance ....	3,376,057	2,123,133	1,862,806
9. Total Requirements .....	6,222,854	6,363,913	6,207,167
10. Total Resources Except Property Taxes .....	6,222,854	6,363,913	6,207,167
<b>Name of Fund</b>	<b>Actual Data</b>	<b>Adopted Budget</b>	<b>Approved Budget</b>
<b>Print Center Fund</b>	<b>Last Year 2007-2009</b>	<b>This Year 2009-2011</b>	<b>Next Year 2011-2013</b>
1. Total Instruction .....	0	0	0
2. Total Support services .....	0	0	0
3. Total Enterprise and Community Services .....	1,996,236	2,181,129	2,156,568
4. Total Facilities Acquisition and Construction ...	0	0	0
5. Total Other Uses .....	172,612	187,912	195,519
6. Total Contingencies .....	0	398,572	449,870
7. Total All Other Expenditures and Requirements ...	2,168,848	2,767,613	2,801,957
8. Total Unappropriated or Ending Fund Balance ....	424,629	0	0
9. Total Requirements .....	2,593,477	2,767,613	2,801,957
10. Total Resources Except Property Taxes .....	2,593,477	2,767,613	2,801,957
<b>Name of Fund</b>	<b>Actual Data</b>	<b>Adopted Budget</b>	<b>Approved Budget</b>
<b>Early Retirement Fund</b>	<b>Last Year 2007-2009</b>	<b>This Year 2009-2011</b>	<b>Next Year 2011-2013</b>
1. Total Instruction .....	0	0	0
2. Total Support services .....	849,759	1,030,494	1,041,490
3. Total Enterprise and Community Services .....	0	0	0
4. Total Facilities Acquisition and Construction ...	0	0	0
5. Total Other Uses .....	0	0	0
6. Total Contingencies .....	0	200,000	200,000
7. Total All Other Expenditures and Requirements ...	849,759	1,230,494	1,241,490
8. Total Unappropriated or Ending Fund Balance ....	2,366,266	1,067,161	1,351,175
9. Total Requirements .....	3,216,025	2,297,655	2,592,665
10. Total Resources Except Property Taxes .....	3,216,025	2,297,655	2,592,665

**FORM  
ED-2**

**FUNDS NOT REQUIRING A  
PROPERTY TAX TO BE LEVIED**

☐ Renewal/Extension

Publish ONLY completed portion of this page. Total Anticipated Requirements **must equal** Total Resources.

<b>Name of Fund</b>	<b>Actual Data</b>	<b>Adopted Budget</b>	<b>Approved Budget</b>
<b>Capital Lease Purchase Fund</b>	<b>Last Year 2007-2009</b>	<b>This Year 2009-2011</b>	<b>Next Year 2011-2013</b>
1. Total Instruction .....	0	0	0
2. Total Support services .....	0	0	0
3. Total Enterprise and Community Services .....	0	0	0
4. Total Facilities Acquisition and Construction ...	0	0	0
5. Total Other Uses .....	396,353	394,170	394,320
6. Total Contingencies .....	0	0	0
7. Total All Other Expenditures and Requirements ...	396,353	394,170	394,320
8. Total Unappropriated or Ending Fund Balance ....	44,755	48,439	48,298
9. Total Requirements .....	441,108	442,609	442,618
10. Total Resources Except Property Taxes .....	441,108	442,609	442,618
<b>Name of Fund</b>	<b>Actual Data</b>	<b>Adopted Budget</b>	<b>Approved Budget</b>
<b>P.E.R.S. Bond Fund</b>	<b>Last Year 2007-2009</b>	<b>This Year 2009-2011</b>	<b>Next Year 2011-2013</b>
1. Total Instruction .....	0	0	0
2. Total Support services .....	0	0	0
3. Total Enterprise and Community Services .....	0	0	0
4. Total Facilities Acquisition and Construction ...	0	0	0
5. Total Other Uses .....	13,768,159	13,898,475	14,893,833
6. Total Contingencies .....	0	0	0
7. Total All Other Expenditures and Requirements ...	13,768,159	13,898,475	14,893,833
8. Total Unappropriated or Ending Fund Balance ....	0	0	0
9. Total Requirements .....	13,768,159	13,898,475	14,893,833
10. Total Resources Except Property Taxes .....	13,768,159	13,898,475	14,893,833
<b>Name of Fund</b>	<b>Actual Data</b>	<b>Adopted Budget</b>	<b>Approved Budget</b>
<b>Internal Charges-P.E.R.S.\Reserve Fund</b>	<b>Last Year 2007-2009</b>	<b>This Year 2009-2011</b>	<b>Next Year 2011-2013</b>
1. Total Instruction .....	0	0	0
2. Total Support services .....	0	0	0
3. Total Enterprise and Community Services .....	0	0	0
4. Total Facilities Acquisition and Construction ...	0	0	0
5. Total Other Uses .....	13,768,159	13,898,475	16,186,728
6. Total Contingencies .....	0	0	0
7. Total All Other Expenditures and Requirements ...	13,768,159	13,898,475	16,186,728
8. Total Unappropriated or Ending Fund Balance ....	33,723,431	28,772,067	37,262,551
9. Total Requirements .....	47,491,590	42,670,542	53,449,279
10. Total Resources Except Property Taxes .....	47,491,590	42,670,542	53,449,279
<b>Name of Fund</b>	<b>Actual Data</b>	<b>Adopted Budget</b>	<b>Approved Budget</b>
<b>CEU/CED (1900) Fund</b>	<b>Last Year 2007-2009</b>	<b>This Year 2009-2011</b>	<b>Next Year 2011-2013</b>
1. Total Instruction .....	10,913,078	15,255,188	16,102,066
2. Total Support services .....	0	0	0
3. Total Enterprise and Community Services .....	0	0	0
4. Total Facilities Acquisition and Construction ...	0	0	0
5. Total Other Uses .....	0	0	450,000
6. Total Contingencies .....	0	100,000	358,933
7. Total All Other Expenditures and Requirements ...	10,913,078	15,355,188	16,910,999
8. Total Unappropriated or Ending Fund Balance ....	495,747	0	0
9. Total Requirements .....	11,408,825	15,355,188	16,910,999
10. Total Resources Except Property Taxes .....	11,408,825	15,355,188	16,910,999

**FORM  
ED-3**

**FUNDS REQUIRING A  
PROPERTY TAX TO BE LEVIED**

Publish ONLY completed portion of this page.

Name of Fund General Fund	Actual Data	Adopted Budget	Approved Budget
	Last Year 2007-2009	This Year 2009-2011	Next Year 2011-2013
1. Total Instruction .....	\$146,496,068	\$137,101,182	\$150,716,294
2. Total Support services .....	139,749,886	151,839,086	176,266,333
3. Total Enterprise and Community Services .....	0	0	0
4. Total Facilities Acquisition and Construction .....	0	0	0
5. Total Other Uses .....	13,418,234	8,193,141	6,570,370
6. Total Contingencies .....	0	16,650,057	21,482,014
7. Total All Other Expenditures and Requirements .....	0	0	0
8. Total Unappropriated or Ending Fund Balance .....	28,311,501	13,891,884	9,327,479
9. Total Requirements .....	\$327,975,689	\$327,675,350	\$364,362,490
10. Total Resources Except Property Taxes .....	280,682,782	277,158,994	312,237,197
11. Property Taxes to be Received .....	47,292,907	50,516,356	52,125,293
12. Total Resources (add lines 10 and 11) .....	\$327,975,689	\$327,675,350	\$364,362,490
13. Property Taxes to be Received (from line 11) .....		50,516,356	52,125,293
14. Estimated Property Taxes Not to be Received .....			
A. Loss Due to Constitutional Limit .....		0	252,791
B. Discounts, Other Uncollected Amounts .....		3,224,448	3,327,146
15. Total Tax Levy (add line 13 and 14) .....		\$53,740,804	\$55,705,230
		Rate or Amount	Rate or Amount
16. Permanent Rate Limit Levy (rate limit <u>\$0.2828</u> ) .....		\$0.2828	\$0.2828
17. Local Option Tax .....		0	0
18. Levy for Payment of Bonded Debt .....		0	0

Name of Fund Debt Service Fund	Actual Data	Adopted Budget	Approved Budget
	Last Year 2007-2009	This Year 2009-2011	Next Year 2011-2013
1. Total Instruction .....	0	0	0
2. Total Support services .....	0	0	0
3. Total Enterprise and Community Services .....	0	0	0
4. Total Facilities Acquisition and Construction .....	0		0
5. Total Other Uses .....	37,137,608	\$65,180,294	\$67,762,122
6. Total Contingencies .....		0	0
7. Total All Other Expenditures and Requirements .....	0	0	0
8. Total Unappropriated or Ending Fund Balance .....	3,876,873	2,905,000	3,505,000
9. Total Requirements .....	\$41,014,481	\$68,085,294	\$71,267,122
10. Total Resources Except Property Taxes .....	3,811,759	5,020,068	4,955,415
11. Property Taxes to be Received .....	37,202,722	63,065,226	66,311,707
12. Total Resources (add lines 10 and 11) .....	\$41,014,481	\$68,085,294	\$71,267,122
13. Property Taxes to be Received (from line 11) .....		63,065,226	66,311,707
14. Estimated Property Taxes Not to be Received .....			
A. Loss Due to Constitutional Limit .....		0	0
B. Discounts, Other Uncollected Amounts .....		4,025,440	4,232,662
15. Total Tax Levy (add line 13 and 14) .....		\$67,090,666	\$70,544,369
		Rate or Amount	Rate or Amount
16. Permanent Rate Limit Levy (rate limit <u>\$</u> ) .....		\$0	\$0
17. Local Option Tax .....		0	0
18. Levy for Payment of Bonded Debt .....		\$67,090,666	\$70,544,369



**FINANCIAL MANAGEMENT POLICY  
BUDGETARY POLICY  
DEBT MANAGEMENT POLICY  
INVESTMENT POLICY  
POLICY ON CHANGES AFTER BUDGET ADOPTION  
POLICY ON BUDGET TRANSFERS**

**PORTLAND COMMUNITY COLLEGE**  
ADOPTED BIENNIUM 2011-2013 BUDGET  
FINANCIAL MANAGEMENT POLICY

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**GOAL:** To ensure the integrity of the College financial accounting and budgetary system and records; to prevent the unauthorized use and disposition of the College assets and resources; to ensure compliance with all existing laws, regulations and guidelines governing the accounting and budgetary operations of the College.

**OBJECTIVES:** To provide a solid and reliable foundation for financial planning and decision making by the Board of Directors, Budget Committee, the President and College staff.

- The College will maintain an accounting and financial reporting system that conforms to Generally Accepted Accounting Principles (GAAP) adopted by the Government Accounting Standards Board (GASB), the National Association of College and University Business Officers (NACUBO) and the Oregon Local Budget Law.
- The College will issue an audited Comprehensive Annual Financial Report (CAFR) that conforms with GAAP and GASB requirements and the standards and reporting guidelines of the Government Finance Officers Association (GFOA) of the United States and Canada.
- The College will utilize a basis of accounting designed for governmental operations in the General Fund, Special Revenue Funds, Capital Projects Funds and Debt Service Funds.
- The College will utilize a basis of accounting designed for proprietary fund type to account for operations that are financed and operated in a manner similar to a private business enterprise—where the intent is that costs (including depreciation) of providing goods or services on a continuing basis be financed or recovered primarily through fees and charges; or that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.
- The College will maintain an adequate cash balance equivalent to the total of the first three months of the fiscal year's expenditure requirements and shall provide a means to maintain the reserve through short-term borrowing, if necessary, in the event the goal is not achieved at the beginning of each fiscal year.
- The College will provide projections of operating revenues and expenditures, capital expenditures and debt service requirements comprised of the current fiscal year's projected results of operation and forecasts for the next two to three fiscal years.

**PORTLAND COMMUNITY COLLEGE**  
ADOPTED BIENNIUM 2011-2013 BUDGET  
BUDGETARY POLICY

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**GOAL:** To present a balanced budget that complies with the requirements of the state budget law; to provide a budget with a financial base sufficient to support high quality and innovative educational programs that are accessible and affordable to the residents of the district. To help the College administrators make informed choices about the provision of educational services and capital assets and to promote stakeholder participation in the process.

**OBJECTIVES:** To provide incentives to use financial resources wisely, to give responsibility for budget management to cost centers, and to increase flexibility to address changing needs.

- The College will maintain a balanced revenue portfolio including establishing tuition, fees, charges and an indirect costs rate that are sufficient to recover the cost of providing the services.
- The College will maintain an unappropriated balance in the General Fund equivalent to a minimum of 7% of the total operating expenditure requirements for the fiscal year.
- The College will establish a General Fund base budget for each cost center by taking the adopted budget for the current year and adjusting it for all policy level decisions that impact the budget. Policy level decisions are changes that affect the base budget and include, but are not limited to; budget augmentations as a result of granting cost of living increases, contractual salary requirements, changes in benefit costs, and other augmentations authorized by the President and the Board.
- General Fund operating surplus, if any, will be used first to bring the fund balance to a minimum 7% level and any excess will be allocated to enhance instructional programs including allocating resources to finance critical equipment needs and technological infrastructure.
- The College will maintain a contingency account to meet unanticipated requirements that may occur during the budget year.
- The College will maintain and update a multi-year capital maintenance project list. This list will be the basis in budgeting for the annual capital maintenance requirements. The College will also maintain a Capital Projects Fund to account for capital expenditures, including the annual appropriation of resources to finance the capital maintenance requirements. In the event that available resources are not sufficient to fund the annual capital maintenance requirements, projects in the lists will be prioritized based on the following criteria: a) maintenance projects to correct safety and health issues, b) maintenance projects to correct potential liability issues including compliance with the ADA (Americans with Disabilities Act) requirements, and c) energy saving projects.
- The College will seek to maximize the use of one-time resources for those programs and projects that would generate future benefits/savings and will not use them to fund on-going commitments.
- The College will annually review the results of the operations of the Proprietary Funds to ensure that fees and charges are set at the level sufficient to recover the cost of providing the services.
- The College will strive to provide maximum flexibility to cost center managers in budgeting for experimental programs.



**PORTLAND COMMUNITY COLLEGE**  
ADOPTED BIENNIUM 2011-2013 BUDGET  
DEBT MANAGEMENT POLICY

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**GOAL:** To ensure compliance with the requirement of the Oregon Revised Statute governing public borrowing and issuance of bonds. To provide sufficient funds to meet current and future debt service requirements on all indebtedness and to ensure full compliance with the terms and conditions outlined in the bond resolution.

**OBJECTIVES:** To provide the most efficient means of financing the College's short-term and long-term capital needs and to provide sufficient resources to pay for the College's obligations when they mature.

1) The College shall issue bonds and other obligations in accordance with the guidelines and limitations set forth in Chapters 287 and 288 of the Oregon Revised Statutes (ORS) and Chapter 170, Divisions 55, 60, 61, 62, 63 and 71 of the Oregon Administrative Rules (OAR).

a) **LIMITATION ON INDEBTEDNESS:**

- i) The College's outstanding debt at anytime shall not exceed 65 percent of the Colleges' legal debt margin. (The legal debt margin of the College is currently at 1.5% of the total real market value of properties within the assessment district.)
- ii) Obligations issued in anticipation of taxes (TAN) and other revenues (TRAN) shall not exceed 80 percent of the amount budgeted to be received for the fiscal year and shall not be issued prior to the beginning of, and shall mature not later than the end of the fiscal year in which the taxes or other revenues are expected to be received. The College shall follow the Federal laws and regulations governing these types of obligations at all times.

b) **METHOD OF SALE:**

- i) The College shall use the competitive bid process when issuing debt obligations, except for section iii provided below.
- ii) The College shall prepare and make available upon request, to bidders and investors, a preliminary official statement containing all relevant information required by Section 287.018.
- iii) The College may use an alternative method such as negotiated sale, private placement or limited public offering if it can be clearly demonstrated that such method may produce the most cost effective results.
- iv) The College shall maintain a debt rating of no lower than A on all its outstanding indebtedness.
- v) The College may obtain a credit enhancement device providing additional security for the payment of all or any portion of the amounts owing on the bonds or for the purpose of funding, in lieu of cash, all or any portion of the debt service reserve. Credit enhancement may be in the form of letter of credit, line of credit, municipal bond insurance or other device or facility used to enhance the creditworthiness or marketability of the obligations.

2) The College shall maintain a debt service fund to account for property tax revenues levied to pay for the maturing principal and interest of general obligation bonds and to establish an adequate fund balance to meet the cash outlay requirements until property tax revenues are received.

a) **FINANCIAL ACCOUNTABILITY:**

- i) The College shall establish a debt service fund to account for the revenues and other financing sources for payment of the maturing principal and interest on its outstanding obligations.
- ii) The College shall maintain adequate funds in the debt service account to meet the cash outlay requirement for payment of maturing principal and interest until property tax revenues and revenues from other financing sources are received.

3) General obligation indebtedness shall only be used to finance major capital construction, acquisition and maintenance projects.

a) **FINANCING PROPOSALS:**

- i) Financing proposals or other extensions of College credit through sale of securities, execution of loans or making of guarantees directly or indirectly, or the lending or pledging of the College credit, shall be referred

to the Associate Vice President of Finance who shall be responsible to secure the approvals of the Vice President of Administrative Services and the President.

- ii) The College shall consider seeking voter approval on all general obligation bond issues for major capital improvement projects before considering other financing options.
  - iii) The College may consider using certificate of participation bonds to fund capital and other major projects if sufficient revenues are available to pay the obligation in the future. In addition, the College may consider other types of lease arrangements if deemed beneficial to the College.
- 4) The College shall periodically monitor the changes in interest rates and where feasible and beneficial, refund the existing debt in accordance with the guidelines, procedures and policies of the Office of the State Treasurer.
- a) For advance refunding, a minimum of 3.00% in present value savings shall be achieved before proceeding.
  - b) For current refunding, the College shall review on a case-by-case basis the benefits that the refunding in question would generate.
- 5) The College shall employ professional, technical and legal services to ensure the most cost effective method of selling the bonds. These services may include legal services (bond counsel), financial advisory services and paying agents. The College shall avoid, when appropriate, employing the services of financial advisors who can also be underwriters in order to avoid conflicts of interest and to achieve the best benefits for the College.
- 6) The College shall secure ratings from Moody's, Standards and Poor's and/or other rating agencies on all sales of indebtedness when it is deemed to be beneficial to the College.
- 7) Debt service reserves for non-voter approved obligations:

Indebtedness under this category includes, but is not limited to, certificate of participation (COP) bonds, revenue bonds, limited taxable general obligation bonds, pension obligation bonds and certain long-term lease financing.

- a) Unlike voter approved obligations where the payment for debt service is made through an annual property tax levy, the resources to pay the debt service on non-voter approved obligations come from the general operating resources of the College. It is a good financial practice to set aside a reserve to pay the debt services of these obligations to prevent default in time of financial difficulties.
- b) As a guide, the College shall consider maintaining a debt service reserve equal to 100% of one year's debt service requirement. This is to allow the College to have more time to implement measures due to contractual obligations. The exact level will be determined on a case by case basis by the President, based on recommendations from the Vice President of Administrative Services and the Associate Vice President of Finance.
- c) Exception—exceptions can be made if the annual debt service payment on the indebtedness is under \$250,000 or as directed by the President when such an exception is warranted.

**PORTLAND COMMUNITY COLLEGE**  
ADOPTED BIENNIUM 2011-2013 BUDGET  
INVESTMENT POLICY

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**Scope**

This Policy applies to activities of PCC with regard to investing all corporate cash. Even if not expressly referenced or cited, this Policy is intended to comply with Oregon Revised Statutes, Chapter 294, or other regulations governing Oregon public agencies. Investment of any tax-exempt borrowing proceeds and of any debt service funds will comply with section 148 of the 1986 Tax Reform Act, and related amendments.

The PCC Board adopted the Oregon Public Contract Guideline 125-310-090 under which the College may, without competitive bidding, contract for the purpose of the investment or borrowing of funds when such investment or borrowing is contracted pursuant to duly enacted statute.

**Objectives**

The primary objectives of investment activities shall be:

1. Preservation of capital - Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate default risk and interest rate risk.<sup>1</sup>
  - A. Default Risk - The risk of default may be mitigated by investing in high grade securities, and diversifying the investment portfolio so that potential losses on individual securities will be minimized.
  - B. Interest Rate Risk - The risk that the market value of securities in the portfolio will decline due to changes in general interest rates shall be mitigated by structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations.
2. Liquidity - Investments shall be undertaken in a manner that seeks to ensure sufficient liquidity to meet all operating requirements which might be reasonably anticipated.
3. Diversification - Investments shall be taken in a manner that seeks to avoid incurring unreasonable and avoidable risks by concentration in specific security types, industries or financial institutions.
4. Yield - The investment office shall strive to maintain a maximum rate of return throughout budgetary and economic cycles given the constraints and spirit of these Guidelines. Performance of the investment portfolio shall be measured against the yield of the 13-week Treasury Bill, and/or the monthly net yield of the Local Government Investment Pool.

**Delegation of Authority**

The Associate Vice President of Finance shall function as the Investment Officer and shall maintain the right to approve staff members to authorize transactions on behalf of PCC, subject to the investment policies contained herein. The Investment Officer and staff members approved to authorize transactions must be bonded individuals.

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<sup>1</sup>The portfolio will assume some risk by allowing investment in non-government obligations. Sovereign and exchange risk are not a factor as the College is prohibited from investing in foreign assets.

**PORTLAND COMMUNITY COLLEGE**  
ADOPTED BIENNIUM 2011-2013 BUDGET  
INVESTMENT POLICY

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PCC will hold the investment officer, staff and PCC officials harmless from personal liability for losses that might occur pursuant to administering investments while acting in accordance with these Investment Guidelines.

**Prudence**

Funds of the College shall be invested only in eligible investments specified in ORS 294.035, and based on policy approved by the Board of Directors. In choosing among eligible investments, the Investment Officer shall be governed by the *"Prudent Investor"* rule, which states, *"Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the safety of their capital as well as the income to be derived."* The prudent investor rule shall be applied in the context of managing the overall portfolio.

**Investment Maturity**

Maturity limitations will depend upon whether the funds being invested are considered short-term or long-term. Funds required for current operating expenses will be considered short-term, all other funds will be considered long-term. Investments will be limited to those which, based on PCC's then-current projected cash requirements, can be held to maturity. Investments shall not be made predicated upon selling the security prior to maturity. However, the Investment Office may adjust the contents of the portfolio based on the available markets and the relative values of competing instruments. Investment maturities for operating funds shall be scheduled to coincide with projected cash flow needs. Unless matched to a specific cash flow, the College will not invest in securities maturing more than three (3) years from the date of purchase. Investment of capital project funds will be timed to meet projected contractor payments.

**Monitoring and Adjusting the Portfolio**

The Investment Office shall routinely monitor the contents of the portfolio comparing the holdings to the markets, relative values of competing instruments, changes in credit quality, and benchmarks. If there are advantageous transactions, the portfolio may be adjusted accordingly.

**Guidelines Review**

These Guidelines shall be reviewed and readopted annually by PCC's Board of Directors to ensure it is updated to reflect any changes from the legislature. Prior to adoption, the Guidelines will be submitted to the Oregon Short-Term Fund Board for comment in accordance with ORS 294.135a.

**Accounting Method**

PCC shall comply with all required legal provisions and Generally Accepted Accounting Principles (GAAP). The accounting principles are those contained in the pronouncements of authoritative bodies including but not necessarily limited to, the American Institute of Certified Public Accountants (AICPA); the Government Accounting Standards Board (GASB); and the Financial Accounting Standards Board (FASB).

**Reports**

A quarterly report of outstanding investments will be prepared at the direction of the Associate Vice President of Finance and distributed to the Vice President of Administrative Services.

**Total Prohibitions**

Purchase of standby commitments, or forward commitments in excess of 14 days ( in accordance with ORS 294.145(1))are specifically prohibited.

Securities not specifically addressed by these Guidelines are prohibited for investment purposes.

**Diversification by Security Type and Institution**

*Authorized U.S. Securities* - The following U.S. Government and Federal Agency securities are authorized for purchase (Obtain a periodical update from State Treasury):

<u>Investment Instrument</u>	<u>Maximum Percent of Portfolio</u>
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U.S. Treasury Obligations	100%
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Securities of U.S. Government Agencies and Instrumentalities	100%
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Bankers' Acceptances and Bank Deposits -	50%
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Demand deposits, certificates of deposit, or bankers' acceptances issued by approved commercial banks which have obtained a rating of A1 (Standard and Poor's) or A2 (Moody's), or an equivalent rating by any nationally recognized rating agency, must meet the same asset requirements as those discussed under *Repurchase Agreements*. Bank deposits must be FDIC Insured, and collateralized at 25%.

Exception to the yield objective and asset requirements (discussed under Repurchase Agreements) may be made for deposits in financially sound community banks and savings & loan associations for up to \$100,000 if it is deemed by the President to be pertinent to the College's financial and operational interests.

No more than 25% of the total portfolio shall be invested in instruments which represent the liability of a single commercial bank, bank holding company, or savings & loan association.

Corporate Indebtedness	35%
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Commercial paper must be rated A1 by Standard & Poors or P1 by Moody's, or an equivalent rating by any nationally recognized rating agency. Corporate notes, bonds and debentures must be rated AA or better by Standard & Poor's or Aa or better by Moody's, or an equivalent rating by any nationally recognized rating agency.

Corporate indebtedness is subject to a valid registration statement on file with the Securities and Exchange Commission (SEC) or issued under the authority of section 3(a)(2) or 3(a)(3) of the Securities Act of 1933 as amended. Corporate indebtedness must be issued by a commercial, industrial or utility business enterprise, or by or on behalf of a financial institution.

Investment in corporate indebtedness shall be limited to a maximum of 5% for one corporate entity.

Repurchase Agreements -	25%
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In accordance with ORS 294.035(11), investments in repurchase agreements must be for no more than seven (7) days and must be at least 102% collateralized by direct U.S. Government or U.S. Government agency securities. Banking institutions from which repurchase agreements are purchased must have holding company assets of at least \$5 billion and execute a master repurchase agreement with the College. PCC will not enter into any reverse repurchase agreements.

Regional, State and Municipal Debt Obligations -	25%
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PCC will limit its purchase of debt obligations to municipalities which have obtained a rating of A (Standard and Poor's) or A2 (Moody's) or better on Revenue Bonds, or an equivalent rating by any nationally recognized rating agency, or a BBB+ (Standard and

**PORTLAND COMMUNITY COLLEGE**  
ADOPTED BIENNIUM 2011-2013 BUDGET  
INVESTMENT POLICY

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Poor's) or Baa-1 (Moody's) rating or better on General Obligation Bonds or an equivalent rating by any nationally recognized rating agency.

Investment Pools - PCC is allowed to participate in the following pools:

- |                          |  |       |
|--------------------------|--|-------|
| <input type="checkbox"/> | Local Government Investment Pool (LGIP), up to the legal limit according to ORS 294.810.                                   | 75%   |
| <input type="checkbox"/> | Oregon Arbitrage and Investment Management Program (OAIM) established by ORS 902.107 & 108, with the consent of the Board. | 100%* |

\* Bond proceeds only.

**Safekeeping and Collateralization**

All securities purchased other than the Pools pursuant to these Guidelines will be held in safekeeping. The purchase and sale of securities will be on a delivery versus payment basis. Securities will be held in the custody of PCC's relationship banks. The custodian shall issue a safekeeping receipt to PCC listing the specific instrument, rate, maturity and other pertinent information. In the event that a security delivery fails, the primary investment agent shall issue a "due bill" and shall not collect the settlement proceeds until the security is duly delivered in accordance with ORS 294.145(4). Repurchase agreements will be subject to the safekeeping requirements. Demand and time deposits shall be collateralized through the state collateral pool as required by statute for any excess over the amount insured by an agency of the United States government.

ORS 294.145 (11) requires repurchase agreement collateral to be limited in maturity to three years and priced according to percentages prescribed by written policy of the Oregon Investment Council or the Oregon Short-Term-Fund (OSTF) Board. On March 12, 1996, the OSTF Board adopted the following margins:

US Treasury Securities:	102%
US Agency Discount and Coupon Securities:	102%
Mortgage Backed and Other:	103%

**Primary Investment Agents**

Primary investment agents should be licensed securities dealers and financial institutions who are financially sound and have a good reputation in the community. The Investment Officer shall maintain a list of authorized investment agents and will be responsible for ensuring that all investment agents are presented with a copy of these Guidelines prior to entering into any transaction. On an annual basis, the firms performing investment services shall provide their most recent financial statements or Consolidated Report of Condition (call report) for review. Further, there should be in place, proof as to all the necessary credentials and licenses held by employees of the broker/dealers who will have contact with PCC. PCC shall conduct an annual evaluation of each firm to determine if it should remain on the list. The authorized agent must acknowledge that all investments transactions entered into with PCC will be made in accordance with the Guidelines. Any firm is eligible to make an application to PCC to be added to the list of authorized investment agents, and upon due consideration and approval may be added to the list. If a primary agent does not comply with the Guidelines, they will be removed from the list and will not be considered for future services.

**Investment Guidelines Adoption**

These Investment Guidelines are adopted by the PCC Board this 21<sup>st</sup> day of August, 1997.

### **BUDGET TRANSFERS**

In the General Fund, there are two different methods of establishing legal budget authority. These methods determine the level of the College's budgetary compliance with the requirement of the Oregon Revised Statute governing budgets. For campuses, a total amount is appropriated for each of the following cost centers:

- Sylvania Campus
- Rock Creek Campus
- Cascade Campus
- Extended Learning Campus

For non-program areas (Office of Academic and Student Affairs; Office of the President; Office of the District Vice President; and Administrative Services Division), budgets are adopted by major category of expenditure, as follows:

- Personal Services
- Materials and Services
- Capital Outlay
- Transfers

Generally, budget changes do not increase the overall spending authority for a program or department; they simply move spending authority from one account to another. With the exception of the non-program areas (Office of Academic and Student Affairs, Office of the President, Office of the District Vice President and Administrative Services), campuses and/or programs may transfer spending authority between and within categories of expenditures (personal services, materials and services, and capital outlay).

Examples:

- Monies budgeted for materials, services and supplies may be transferred to equipment, or salary budget may be moved to supplies, etc. with the approval of the cost center manager or Campus President.
- Transfers that do not increase or decrease the cost center base budget. Example: Transfer of money between object code and/or program within the Cost Center budget like from A40100 account 03010 Supplies to A40100 account 03925 Travel or from A40100 Dean of Instruction to A40414 Mathematics program. Note that in this example, the budget remains within the cost center.
- For cost centers that are budgeted by expense category, transfers of funds within the expenditure category. Example: from one salary account to another salary account.

For the Non-Program areas, budget transfers between object category of expenditures (i.e., from salary to materials and services or vice versa) will require Board approval through a supplement budget process (see below) to meet the legal requirements. However, internally, the budget authority is still at the Executive level.

### **SUPPLEMENTAL BUDGETS**

Should circumstances arise during the fiscal year that require expenses to be paid that were not budgeted, the College receives revenue it did not plan for in its budget, or changes in budget authority levels are needed, it may be possible to change the Adopted Budget through the supplemental budget process.

**I. CRITERIA**

Changes to the budget can be made after adoption through a supplemental budget process, but they are restricted by statute. The conditions under which an entity may propose a supplemental budget are:

- a. An occurrence or condition which was not known at the time the budget was prepared which requires a change in financial planning.
- b. To expend specific purpose grants, gifts, bequests, or devices received after the budget was adopted.
- c. To expend proceeds of certain bonds.
- d. To provide for the debt service of certain bonds.

**II. SUPPLEMENTAL BUDGET TYPES**

There are two types of supplemental budgets. The size of the budget change is the primary determining factor as to which type of supplemental budget must be used. A supplemental budget is valid only through June 30 of the biennium fiscal period in which it is adopted. A supplemental budget does not authorize the governing body to impose additional property taxes.

**1) Supplemental Budget by governing body resolution. Examples:**

- Budget transfers between appropriation units within a Fund or transfers of money that increase or decrease the base budget of the cost center:  
Example: Transfer from the general contingency account to an appropriation unit or transfers between Cost Centers, i.e.: moving funding from the Sylvania Campus to the Cascade Campus or vice versa.
- For cost centers that are budgeted by expenditures category, transfers between categories of expenditures at a consolidated level requires Board approval by resolution. Example: transfer from a salary account to a materials and services account or vice versa.
- Changes to Budgeted Inter-fund Transfers (Transfers between funds)  
Example: transfer from the General Fund to the Contracts and Grants Fund, or from the Student Activities Fund to the General Fund.

**2) Supplemental Budget by public hearing. Examples:**

- Transfers between Cost Centers, programs, expenditure categories, or funds that have no prior budget for transfers in or transfers out, and
- The amount of the transfer exceeds the established threshold (see formula below).

**III. PROCESS AND PREPARATION OF SUPPLEMENTAL BUDGET**

**1)** If the supplemental budget will adjust the current adopted budget by more than 10 percent of the fund's expenditures, or if the supplemental budget will create a new fund, program, or appropriation category, the process to adopt the supplemental budget must follow the same approval and notification process used in adopting a biennial operating budget. Budget Committee approval is not required, but the changes must be adopted through a public hearing.

To calculate the 10% threshold:

	Total Fund, Program, or Appropriation Category Budget
Less	<u>Budgeted Transfers, Unappropriated Ending Fund Balance and Contingency</u>
	Net Operating Budget
X	<u>10%</u>
	Maximum Budget Increase Allowed without Budget Committee Approval

**2)** If the supplemental budget will adjust the current budget by less than 10 percent of the fund's budgeted expenditures, the supplemental budget may be adopted by resolution of the governing body at a regularly scheduled board meeting. Notice of the regular meeting in which the supplemental budget will be adopted must be published once not less than 7 days before the meeting.



#### **IV. PERMANENT VS. TEMPORARY TRANSFERS**

##### **• TEMPORARY**

These are transfers of funds made during the budget period that “temporarily” increase or decrease the cost center/department/division budget without affecting the cost center’s base budget total. These are generally housekeeping entries with a goal of eliminating a perceived over expenditure in a line item. An example of this is a transaction moving budgeted appropriation from a supplies account to a travel account. This kind of budget transfer only affects the budget period in which it is processed.

##### **• PERMANENT**

These are transfers of funds that increase or decrease the cost center base budget, the effect of which carries over to the ensuing fiscal year. An example of this is updating the cost center budget for a cost of living increase.

#### **V. EXCEPTIONS TO THE SUPPLEMENTAL BUDGET PROCESS**

Certain expenditures are exempt from the requirement of the Local Budget Law. The most common exceptions are:

- a. Expenditures of proceeds from sale of certain bonds may be made during the current year without adopting a supplemental budget. An example would be expenditures of the proceeds of a voter approved general obligation bond.
- b. Expenditures to pay debt service on certain bonds, which are authorized and issued during the biennium fiscal period, may be made without adopting a supplemental budget. An example of this is a bond issued for refunding purposes.
- c. Expenditure of funds irrevocably placed in escrow for the purpose of defeasing and paying bonds.
- d. Expenditure of funds to deal with damage or destruction from a civil disturbance or natural disaster may be made after enactment of a resolution authorizing the expenditure or adoption of a supplemental budget.
- e. Expenditures of money refunded after a purchase has been returned may be made after enactment of a resolution authorizing the expenditures.

**PORTLAND COMMUNITY COLLEGE**  
**ADOPTED BIENNIUM 2011-2013 BUDGET**  
**POLICY ON BUDGET TRANSFERS**

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**OBJECTIVE:**

To provide the most efficient means of managing budget transfer transactions processed during the budget period; to provide better control in managing the budget and to limit budget transfers to transactions that have a material effect in the cost center/department/division budget.

**BACKGROUND:**

Each year the Budget Office processes and posts an average of 11,500 budget transfer transactions ranging from transfers from the contingency account to transfers between line items within the campus/department/division budgets. In FY 2010 there were 6,116 budget transfer transactions processed and posted, of which 1,980 were initiated at the campus / department / division budget level transferring budget between line items. Amounts ranged anywhere from \$10 to a few thousand and were mostly submitted to provide funds for unbudgeted expenditures incurred within an organization code or to eliminate a perceived over-expenditure.

**RECOMMENDATION:**

In order to minimize staff time and to efficiently and effectively manage and monitor the campus/ division/ department's budget, the following is recommended:

- 1) Record the expense where it is incurred. If the expense is for supplies, put it in supplies; if it is for travel, put it in travel. Do not search for a line item with a budget that will accommodate the charges. Recording an expense in the proper account code will create historical information on the level of expenditures required for the program and this will help managers to determine the amount of annual budget needed to operate the program. This will also help justify the need for any budget augmentation requests.
- 2) Do not chase over-expenditures with budget transfers. Check the Organization code bottom line total for sufficient unencumbered funds to accommodate the expenditures. If not available, check the budget at the roll-up level.
- 3) If two or more departments pool their purchase for savings and/or to use discounts, put the account codes in the requisition. Refrain from transferring funds between departments.
- 4) The best time to evaluate your budget needs is the beginning of the biennial budget process. This process is your opportunity to budget the money where you plan to spend it. After the budget is adopted, your budget is established for two years. Therefore, when evaluating your current fiscal year's need, it is advisable to monitor and check your budget on a quarterly or monthly basis, especially if you find a need to do budget transfers to re-align your line item expenditures.
- 5) Consider the materiality of the amount being transferred. As a general rule, we recommend limiting budget transfers to amounts greater than \$500. Use Banner Form FWAJVCQ to process your transfer. Call or email the Budget Office if you need assistance on the use of the form.
- 6) Recall that we operate on a base budget principle, meaning, your current year budget is the same as last year's budget, adjusted only for globally approved augmentations such as cost of living increases or any new initiatives approved by the Cabinet. This means the amount in your line item budget last year is carried forward to your current year's budget. Therefore, any budget transfers processed and posted during the current year are all temporary in nature. If the intent is to make the budget transfer permanent, notify the Budget Office so the next year's budget will be adjusted to reflect the changes.
- 7) Charging labor cost to another campus/division/department can be accomplished using payroll FOAPAL override on the timesheet. You do not need to process a budget transfer for these transactions unless the charges are permanent in nature, meaning it will carry-over to the next fiscal year in which case, you will need to work with the Budget Office to effect the transfer. Please check with the Payroll Office regarding how to do a FOAPAL override.



## **GLOSSARY & ACRONYMS**

**Appropriation**

The legal authorization to spend and collect funds. The Board of Directors adopts a Resolution and Order setting budget appropriations for the ensuing year. Expenditures cannot legally exceed appropriations, and appropriations lapse at the end of the fiscal year.

**Approved Budget**

(see BUDGET PHASES)

**Assessed Value (AV)**

The value of a property, as determined by the Department of Assessment and Taxation.

**Audit**

The annual review and report of the financial status and procedures of the College, performed by an outside auditor. The report addresses the financial condition of each fund and compares actual expenditure and revenues to budgeted amounts. The audit also reviews procedures for compliance with statutes.

**Benchmarking**

A systematic process of searching for best practices, innovative ideas, and highly effective operating procedures that leads to superior performance—and then adapting those practices, ideas and procedures to improve the performance of one's own organization.

**Biennium**

The College prepares and adopts a budget based on a 2-year period from 12:01 a.m. July 1 to midnight the June 30 two years later. For example, the current FY11-13 biennium begins 7/1/11 and ends 6/30/13.

**Board of Directors**

The seven-member policy board for the College, comprised of elected officials.

**Bonded Debt**

Debt which is in the form of General Obligation or Revenue Bonds. Repayment is made by revenues from tax collections and operating revenues.

**Bond Rating**

A rating based on the issuer's perceived ability to repay a bond debt. The College continues to maintain favorable bond ratings with Standard and Poor's Corporation and Moody's Investors Service, Inc, which rate the College at AA respectively.

**Budget Committee**

The Board of Directors, which reviews the Proposed Budget. Their action on the Proposed Budget results in the Approved Budget.

**Budget Phases**

Local Budget Law and College procedures require that the adopted budget for each fiscal year be the result of a three-step process that requires input by the Board of Directors, the Budget and Policy Advisory Commission, management, and citizens before final appropriations are authorized. These three steps include:

Proposed Budget- The document developed by College management based on requests for programs and appropriations from staff and reviews by the Budget Committee in a public hearing(s).

Approved Budget- The Proposed Budget is reviewed, modified, and developed into the Approved Budget, which then is submitted to the Board of Directors for adoption following additional public hearing(s).

Adopted Budget- The acceptance of the Approved Budget authorizes actual appropriations. Rates and charges and other specific actions are adopted by the Board, in addition to the Budget Resolution.

**Budget Planning and Advisory Committee (BPAC)**

An internal advisory group consisting of College leadership staff to provide insight, perspectives, and ideas to the President concerning strategic planning, budget priorities and opportunities, and to integrate the College Educational Master Plan into planning for the "next biennium" and "next year" College budget.

**Budget Resolution**

The Resolution and Order adopted by the Board of Directors which sets appropriations for the ensuing biennium. Expenditures cannot legally exceed appropriations, and appropriations lapse at the end of the biennium.

**Business Process Reengineering (BPR)**

This is the fundamental rethinking and redesign of business process to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed.

**Capital Threshold**

The point at which equipment and improvements are capitalized as an asset of the College on the financial statements. Equipment costing over \$5,000 is capitalized, and buildings and improvements costing over \$50,000.

**Contingency**

An appropriated amount in a given fund which can be used for the purchase of Personal Services, Materials & Services, or Capital Outlay. Expenditure of the contingency funds does not require a supplemental budget or public hearing, but does require Board action to transfer the contingency to line item appropriation(s).

**Discretionary Resources**

Funds that can be spent for virtually any purpose, unlike a grant which must be spent on a specific project. Discretionary resources may be appropriated for any purpose within the restrictions set by the Budget Committee, Local Budget Law, and the Board of Directors.

**Expenditure**

An expense made by the College for any purpose.

**Fiscal Year**

The period from 12:01 a.m. July 1 to midnight the following June 30.

**FTE**

An acronym for full-time equivalent which typically aggregates all subjects (part-time and/or full-time) to a single full-time equivalency. For PCC, this acronym may be referring to either full-time equivalent employees or full-time equivalent students, dependent upon the context.

**Fund**

An independent budgetary, fiscal, and accounting entity used to track the expenditure and collection of appropriations for a specified purpose.

**Fund Balance**

In the case of funds subject to budgetary accounting, "Fund Balance" represents the excess of the fund's assets and estimated revenues for the period over its liabilities, reserves, and appropriations for the period.

**General Obligation Debt**

Long-term debt which is backed by credit and can be paid by assessment of property taxes.

**Grant**

A donation or contribution of cash by a third party.

**Instruction**

Techniques or procedures used to conduct learning activities. For budgetary purposes, it includes, but is not limited to, expenditures relating to the salary and benefits of instructors, instructional supplies, teaching aides, references and methods of testing and evaluation.

**Instructional Support Services**

Activities and programs that support instruction. It includes, but is not limited to, administrative support, supplies and equipment, and office space.

**Internal Service Fund**

A fund properly authorized to finance, on a cost reimbursement basis, goods or services provided by one organizational unit to other organizational units of the municipal College.

**Lower Division Transfer (LDT)**

Courses designated as transferable to most public and private colleges and universities. Courses may be applied to specific program requirements or to General Education elective requirements for Associate of Applied Science and Associate of General Studies Degrees.

**Materials and Services**

Expenditure category including costs of commodities, supplies and services provided by sources either outside or within the College (e.g. interfund reimbursements).

**Modified Accrual Basis**

The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under this basis of accounting, revenues and other financial resource increments, such as bond proceeds, are recognized when they become susceptible to accrual, that is, when they become both measureable and available to finance expenditures in the current period.

**Non-Credit Enrollment**

Students enrolled only in non-credit courses or for whom non-credit classes constitute the majority of their course load.

**Object Code**

The accounting category to which an expenditure or revenue should be charged. (e.g. Travel)

**Pay Plan**

Plan specifying the rate of pay for each job classification and employee of the College.

**Personal Services**

Expenditures for College related personnel costs (salaries and benefits).

**Population**

The number of inhabitants in the District according to certified estimates of population made by the State Board of Higher Education.

**Portal**

A system of integrated programs designed to make it easier for a user to find information. A portal is simply a web site that offers a doorway into a world of information. The portal provides access to personal records, business services and advanced communication tools in a collaborative environment. These tools include e-mail, chat, forums, course tools, targeted announcements and more. The purpose of all these integrated programs is to provide convenience and a sense of community to the user. A portal assists the user struggling with the current puzzle of diverse content and services in our journey to offer convenient, streamlined and individualized services.

**Professional Technical (or Vocational Education)**

Courses designed to build skills and knowledge which will qualify the student for employment in business and industry. It includes courses designated as Vocational Preparatory (entry level skills), Vocational Supplementary (skills upgrading) and Apprenticeship.

**Program**

A group of related activities aimed at accomplishing a major service or function for which the College is responsible.

**Project**

A budget unit relating to a defined set of improvements or a study.

**Proposed Budget**

(See Budget Phases)

**Publish or publication**

The method of giving notice or making information or documents available to members of the general public.

**Restricted Fund Balance**

Any portion of ending fund balance of which the use is subject to externally enforceable legal restrictions imposed by creditors, grantors, contributors, laws or regulations of other governments.

**Revenue**

The gross receipts and receivables derived from taxes, tuition fees, state shared revenues and from all other sources, but excluding appropriations, allotments and return of principal from investment of surplus funds.

**Special Revenue Fund**

A fund authorized and used to finance particular activities from the receipts of revenues that are legally restricted to expenditures for specific purposes.

**Student Support Services**

Programs and activities that support student needs including, but not limited to, student services administration, social and cultural development, counseling and career guidance, financial aid administration, admission, student records, intramurals and athletics and student organizations.

**Unappropriated Ending Fund Balance**

Unappropriated ending fund balances are requirements, but are not appropriated expenditures. According to Oregon Local Budget Law, ending fund balances and reserves for future expenditures must be included in the totals for each fund in the publication of the budget's financial summary. They are not intended to be spent in the budget year, however, and so are not appropriated. The purpose of estimating an unappropriated fund balance is to provide a cash or working capital balance with which to begin the following year.

**Unduplicated Headcount**

The number of students enrolled during a given term/year. A student is counted once for each campus where he/she attends classes; the same individual is counted only once for college-wide data.



## **Acronyms (as used in this document and/or related to PCC business)**

<b>ABE</b>	Adult Basic Education
<b>ABS</b>	Adult Basic Skills
<b>ABSD</b>	Adult Basic Skills Division
<b>ACT</b>	American College Testing
<b>ADA</b>	Americans with Disabilities Act
<b>ADE</b>	Adult Development Education
<b>AI</b>	Appreciative Inquiry
<b>AP</b>	Academic Policy
<b>ASA</b>	Academic & Student Affairs
<b>ASOT</b>	Associate of Science Oregon Transfer degree
<b>BPAC</b>	Budget Planning & Advisory Committee
<b>BRAVO</b>	Bilingual Resource Assistance Volunteer Organization
<b>BS</b>	Basic Skills
<b>BSCC</b>	Basic Skills Coordinating Committee
<b>BSTF</b>	Basic Skills Task Force
<b>CA</b>	Cascade Campus
<b>CALL</b>	Computer Assisted/Aided Language Learning
<b>CED</b>	Continuing Education
<b>CEU</b>	Continuing Education Units
<b>CIS</b>	Computer Information System
<b>COD</b>	Contract-Out-of-District
<b>COMPASS</b>	Comprehensive, computer-adaptive testing system for class placement
<b>CPC</b>	Career Pathways Committee
<b>CS</b>	Computer Science
<b>CSET</b>	Computer Software Engineering Technology
<b>CTC</b>	Community Technology Centers
<b>CTCP</b>	Community Technology Centers Program
<b>DE</b>	Development Education
<b>DEQ</b>	Department of Environmental Quality
<b>DL</b>	Distance Learning
<b>DOI</b>	Dean of Instruction
<b>DOS</b>	Dean of Students
<b>DVR</b>	Department of Vocational Rehabilitation
<b>DWP</b>	Dislocated Workers Program
<b>EAC</b>	Educational Advisory Council
<b>ECE</b>	Early Childhood English
<b>ELC</b>	Extended Learning Campus
<b>EMP</b>	Educational Master Plan
<b>ENL</b>	English as a Native Language
<b>ESL</b>	English as a Second Language
<b>EST</b>	Employment Skills Training
<b>FTE</b>	Full Time Equivalent
<b>GEARUP</b>	Gaining Early Academic Performance Readiness for Undergraduate Programs
<b>GED</b>	General Education Diploma
<b>HAP</b>	Housing Authority of Portland
<b>HPPI</b>	Health Professionals Partnership Initiative
<b>IAP</b>	Increasing Academic Performance
<b>IDT</b>	Integrated Device Technology
<b>IE</b>	International Education
<b>IHP</b>	Institute of Health Professionals
<b>IIP</b>	Instructional Improvement Projects
<b>IMPD</b>	Institute of Management and Professional Development
<b>IMS</b>	Instructional Media Services
<b>IR</b>	Institutional Research
<b>ISC</b>	Instructional Services Committee
<b>JTPA</b>	Job Training Partnership Act
<b>MTH</b>	Math

<b>NAC</b>	Network Advisory Committee
<b>NAPIC</b>	National Association of Private Individual Councils
<b>NSF</b>	National Science Foundation
<b>OC</b>	Open Campus
<b>OCEPT</b>	Oregon Collaborative for Excellence in the Preparation of Teachers
<b>ODCCWD</b>	Oregon Department of Community Colleges and Workforce Development
<b>OHSU</b>	Oregon Health and Science University
<b>OLMIS</b>	Oregon Labor Market Information System
<b>OPB</b>	Oregon Public Broadcasting
<b>ONT</b>	Oregon Tradesman's Network
<b>PAVTEC</b>	Portland Area Vocational/Technical Education Program
<b>R&amp;D</b>	Research & Development
<b>RC</b>	Rock Creek Campus
<b>RITA</b>	Recruiting for the Information Technology Age
<b>RLD</b>	Reusable Learning Objects
<b>ROOTS</b>	Program for academically under-prepared, low income, 1 <sup>st</sup> generation college students
<b>RWRT</b>	Regional Workforce Response Team
<b>SAC</b>	Subject Area Curriculum
<b>SACC</b>	Subject Area Curriculum Committee
<b>SD</b>	Staff Development
<b>SDC</b>	Staff Development Committee
<b>SDSC</b>	Staff Development Steering Committee
<b>TELT</b>	Training Effective Literacy Tutors
<b>TLC</b>	Teaching and Learning Centers or Community
<b>TOPS</b>	Tracking of Programs & Students
<b>TPC</b>	Technology Policy Committee
<b>TRIO</b>	Federal Grant from US Dept of Education for low income 1 <sup>st</sup> generation migrants and disabled students
<b>TSCC</b>	Tax Supervising and Conservation Commission
<b>WANTO</b>	Women in Non-Traditional Occupation
<b>WIA</b>	Workforce Investment Act
<b>WIB</b>	Workforce Investment Board
<b>WR</b>	Writing
<b>YES</b>	Youth Educational Services