



Portland Community College

# ADOPTED BUDGET

**2025 – 2027 BIENNIUM**

JULY 1, 2025 – JUNE 30, 2027







Bicycle at Cascade Campus

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# President's Budget Message

## Portland Community College Community,

Portland Community College stands at a defining moment – one that calls us to rebuild, reframe, and redesign our financial and operational strategies to sustain our mission of equitable access, student success, and workforce readiness. I envision PCC as “the community’s college,” serving in excellence as a conduit of opportunity to advance equity learning, work-ready skills, and economic and social mobility for all.

We’ve taken intentional steps to build a budget that reflects our fiscal realities fulfilling our commitment to the people we serve. With funding challenges and new opportunities ahead in the 2025-27 biennium such as the planning and implementation of the new Workday enterprise and financial reporting system, Portland Community College has positioned itself to meet the future head-on, ensuring our community has the resources needed to thrive.

As we progress through the budget process and legislative session, we remain committed to advocating strongly for our students, reinforcing our mission of supporting student success, providing quality education, advancing economic development, and promoting sustainability within a collaborative culture of diversity, equity, and inclusion.

As President, I serve as a champion in leading the charge to:

- **ENSURE** equitable access, opportunity, affordability, and successful outcomes for all students
- **BALANCE** commitment to quality learning experiences, economic and workforce development, performance outcomes, and strategic priorities
- **PRESERVE** the authenticity of our reputation and articulate the value of our institution throughout the community, region, and state
- **CULTIVATE** an environment where the tenets of diversity, equity, and inclusion are intentional, consistent, and effective

I am pleased to present to the Portland Community College Board of Directors a balanced budget for the 2025-27 biennium that ensures the institution’s financial stability and commitment to student success.

This budget represents our institution’s financial commitment to cultivating a long-term, sustainable college enterprise in alignment with Board Policies B213 (College President’s Duties and Responsibilities) and B214 (Board Duties and Responsibilities) pursuant to Oregon Local Budget Law (ORS 294.305 to 294.565). The Adopted Biennium Budget continues to prioritize ongoing budget reductions and savings, identify capacity and staffing resources for permanent reductions across the college, and ensure an ongoing communication plan with key stakeholders, including faculty, staff, and the Board of Directors.

## Overview of Current Budget Situation and Future Outlook

Portland Community College is navigating a challenging and unpredictable economic landscape, requiring targeted budget reductions of \$14.78 million for the 2025-27 biennium. Since launching our Fiscal Sustainability Framework and Action Plan in late 2024 we’ve diligently identified these necessary reductions while carefully considering all available options.

Our budget will be informed by the Governor’s recommended community college funding (CCSF) of \$870.4 million, reflecting an approximate 6.9% increase from the previous biennium, with PCC historically receiving around 33% of this allocation. This forecasted increase is significantly less than in years past. While navigating this uncertain financial environment, we continue exploring revenue-enhancing opportunities, including strategic enrollment initiatives and active legislative advocacy.



## Fiscal Sustainability Framework and Action Plan (FSAP)

Beginning in September 2024, using a collaborative college-wide six-year plan, the college launched the Fiscal Sustainability Action Plan focusing on budget planning, while emphasizing transparency and long-term sustainability. The FSAP will guide us through difficult decisions over the next three bienniums, ensuring that PCC is able to maintain our commitment to providing quality education and support services to our diverse student population. In alignment with our guiding principles and policies, we identified 6 focus areas:

1. Budget Reductions

2. Cost-Saving Measures

3. Revenue Generation Enhancements
4. Tuition and Fee Increase

5. Strategic Enrollment Management

6. Affordability Initiatives

## Strategic Plan

The Board of Directors approved Strategic Themes for Portland Community College's 2025-2028 Strategic Plan.

The 2025-2028 Strategic Themes are:

- **Operational Excellence:**  
Efficiency, Effectiveness and Fiscal Sustainability
  - **Shared Values:**  
People, Connectedness and Empowerment
  - **Technological Transformation:**  
Agility, Innovation and Readiness
- **Holistic Student Support:**  
Integrated, Affordable and Accessible
  - **Academic Excellence:**  
Student Success, Delivery and Programming
  - **Community Engagement:**  
Workforce, Education and Industry Alignment

The framework of the Portland Community College Strategic Plan was developed by the collective insights and aspirations of our academic community. Over three months, we engaged faculty, staff, and students to gather their aspirations for our institution's future. Recognizing the value of diverse perspectives, we actively sought input from all stakeholders. This collaborative effort reflects our commitment to inclusivity and excellence, ensuring our strategic plan is both visionary and grounded in the real experiences of those who shape Portland Community College daily.

## Strategic Enrollment Plan

The changing landscape of higher education presents ongoing challenges, with anticipated disruptions posing a potential negative impact on enrollment. Now more than ever, it is critical to adopt a strategic and well-planned approach to effectively manage enrollment and ensure the institution's long-term success and sustainability.

Identified in the Portland Community College Strategic Plan, the need for a strategic enrollment management plan focuses on a call to action across two bienniums 2023-25 and 2025-27. In January 2023, the College launched the Strategic Enrollment Plan (SEP) in draft form which will address the planning phase of 2024-2025 and 2025-2026. Strategies in three main areas were identified: new student acquisition, student engagement and success, and the learning experience. Eight prioritized strategies were recommended:

1. Program, Pathway and Sector Marketing

2. Target Market Development

3. Improved Yield Communication and Processes

4. Redesign New Student Onboarding
5. Design and Implement a First Year Experience Program

6. Develop systems for Internal Student Migration

7. Re-Yield of Stopped-Out Students

8. Refine Pathway Advising

The process identified Strategic Enrollment investments in student-facing roles including investments in technology and infrastructure to support student success. Additional information on the SEM Plan can be found on page 33 of this document.

## President's Workplan: Rebuilding, Reframing, Redesigning

Portland Community College supports student success by delivering access to quality education while advancing economic development and promoting sustainability in a collaborative culture of diversity, equity, and inclusion. This mission remains our guiding light as we navigate a period of opportunity and change. To realize this mission in a rapidly evolving environment, we must rebuild our systems, reframe our approaches, and redesign our strategies to better serve the region. My Work Plan guides this effort, centered on four core pillars:

1. Student Success

2. Operational Excellence
3. Culture

4. College Relations

The President's Work Plan is the blueprint that informs our most critical efforts and determines how we navigate this moment to deliver on our mission. The Strategic Enrollment Plan, Fiscal Sustainability Framework and Action Plan, and the 2025-2028 Strategic Plan emerge from the Work Plan's Pillars to create a holistic image of a college that is positioned to be financially responsible, mission-aligned and, above all, student-centered. Together, these plans guide our college into the future.

## Acknowledgments

I extend my sincere appreciation to the Portland Community College Board of Directors for their support and leadership as we navigate the uncertainties and challenges of the upcoming biennium. My gratitude also goes to Vice President Dina Farrell, Interim Associate Vice President Mike Mathews, Budget Director Aaron Hill, and the entire Budget and Finance team for their dedication and meticulous work in developing this biennial budget, guided by fiscal sustainability, enrollment growth, academic viability, and long-term strategic planning.

This budget represents a collective, district-wide effort demonstrating our community's commitment to fiscal responsibility, collaboration, and prioritizing the needs of our students. Thank you to all faculty, staff, administrators, and student leaders whose daily contributions ensure we maintain academic excellence and equitable student success, even during times of limited resources.



One Together. Together One.

Dr. Adrien L. Bennings,  
President, Portland Community College



# Board Action

As required by Chapter 294, Sections 294.305 to 294.565 of the Oregon Revised Statutes and Board Policies B213 (College President's Duties and Responsibilities) and B214 (Board Duties and Responsibilities) as amended, I hereby present the Adopted Budget of the Portland Community College (PCC) District for the 2025-27 biennium.

The PCC Board of Directors, acting as the College Budget Committee, considered and approved the proposed budget and property tax levies on April 17, 2025, for submission to the Multnomah County Tax Supervising and Conservation Commission (TSCC). On May 15, 2025, after due notice and public hearing, the TSCC considered and certified the College's 2025-2027 Approved Biennium Budget. On June 18, 2025, after the TSCC certified the approved budget, and after due notice and public hearing, the PCC Board of Directors approved the resolution to adopt the budget and authorize the property tax levy for the 2025-27 biennium as follows:

## Subject to the Education Limit:

- Beginning July 1, 2025 – \$0.2828 per \$1,000 of assessed value of properties within the District boundary
- Beginning July 1, 2026 – \$0.2828 per \$1,000 of assessed value of properties within the District boundary

## Outside the Education Limit:

- Beginning July 1, 2025 – \$67,062,724 for payment of maturing principal and interest of voter-approved General Obligation Bonds
- Beginning July 1, 2026 – \$69,107,835 for payment of maturing principal and interest of voter-approved General Obligation Bonds

This budget has been prepared for a 24-month period.



Student walking across Rock Creek Campus





Welcome pole at Sylvania Campus

# College Overview

Portland Community College (PCC) began as the adult education program of the Portland Public Schools. On May 15, 1961, the school district established the College as a separate governmental operating unit with its own elected Board. Because PCC included students from many areas outside of Portland, the school board appointed an advisory council in 1965 to supervise the institution and to give representation to areas beyond the school district boundaries.

In 1968, voters of the five-county area approved the formation of a new college district named the Metropolitan Area Education District. It included the school districts in Portland, Sauvie Island and Riverdale in Multnomah County; St. Helens, Scappoose, and Vernonia in Columbia County; Newberg in Yamhill County; and all of Washington County. In 1971, the name of the district was changed to Portland Community College District.

Today, as the largest post-secondary institution in Oregon, PCC serves over 1.3 million residents, and enrolls approximately 53,000 full-time and part-time students in a five-county, 1,500-square mile area. It fills a unique role, one that offers high-quality education and opportunities for our students, which in turn contributes to the vibrancy of Portland’s economic community.

The College remains dedicated to strengthening the region’s economy by educating a skilled workforce, preparing students to successfully transfer to four-year colleges and universities, enriching the community through lifelong learning, building a greener workforce while shrinking its carbon footprint, and maintaining PCC’s responsibility to be a sound financial steward of public dollars.

**Type of College:** Two-year public institution

**Collective Bargaining Agreements:**

- Faculty and Academic Professionals Agreement 2023-2027
- Classified Staff Agreement 2023-2027

**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 for Speakers of Other Languages (ESOL) and Adult High School. Most of these courses are non-credit.

**Community Education:** Includes non-credit self-improvement courses and courses comprised largely of hobby and recreational classes that do not qualify for state FTE reimbursement.

# Tuition and Fees

Tuition and Fees	
In-State (1st Year of 2025-27 Biennium)	\$138 per credit hour
In-State (2nd Year of 2025-27 Biennium)	\$143 per credit hour
Out-of-State (1st Year of 2025-27 Biennium)	\$288 per credit hour
Out-of-State (2nd Year of 2025-27 Biennium)	\$298 per credit hour
Instructional Technology Fee	\$7.35 per credit
Student Activity Fee	\$4.25 per credit
College Service Fee	\$15 per term, per student



# Administration and Board of Directors

## Governance:

The College is governed by a seven-member Board of Directors that are elected by zones for a four-year term. The Board selects the President, approves the College budget, and establishes policies which govern the operation of the College.



ZONE 1  
**Laurie Cremona Wagner**  
Elected 2025



ZONE 2  
**Tiffani Penson**  
Reelected 2023



ZONE 3  
**Kien Truong**  
Elected 2023



ZONE 4  
**Brandy Penner**  
Elected 2025



ZONE 5  
**Dan Saltzman**  
Elected 2025



ZONE 6  
**Gregory McKelvey**  
Elected 2023

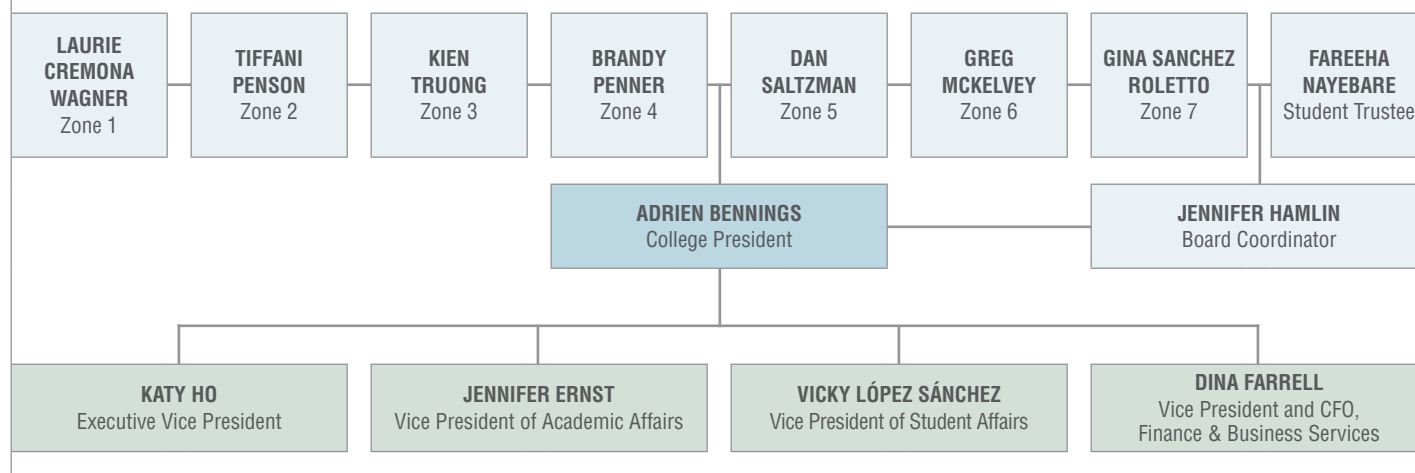


ZONE 7  
**Gina Sanchez Roletto**  
Elected 2025

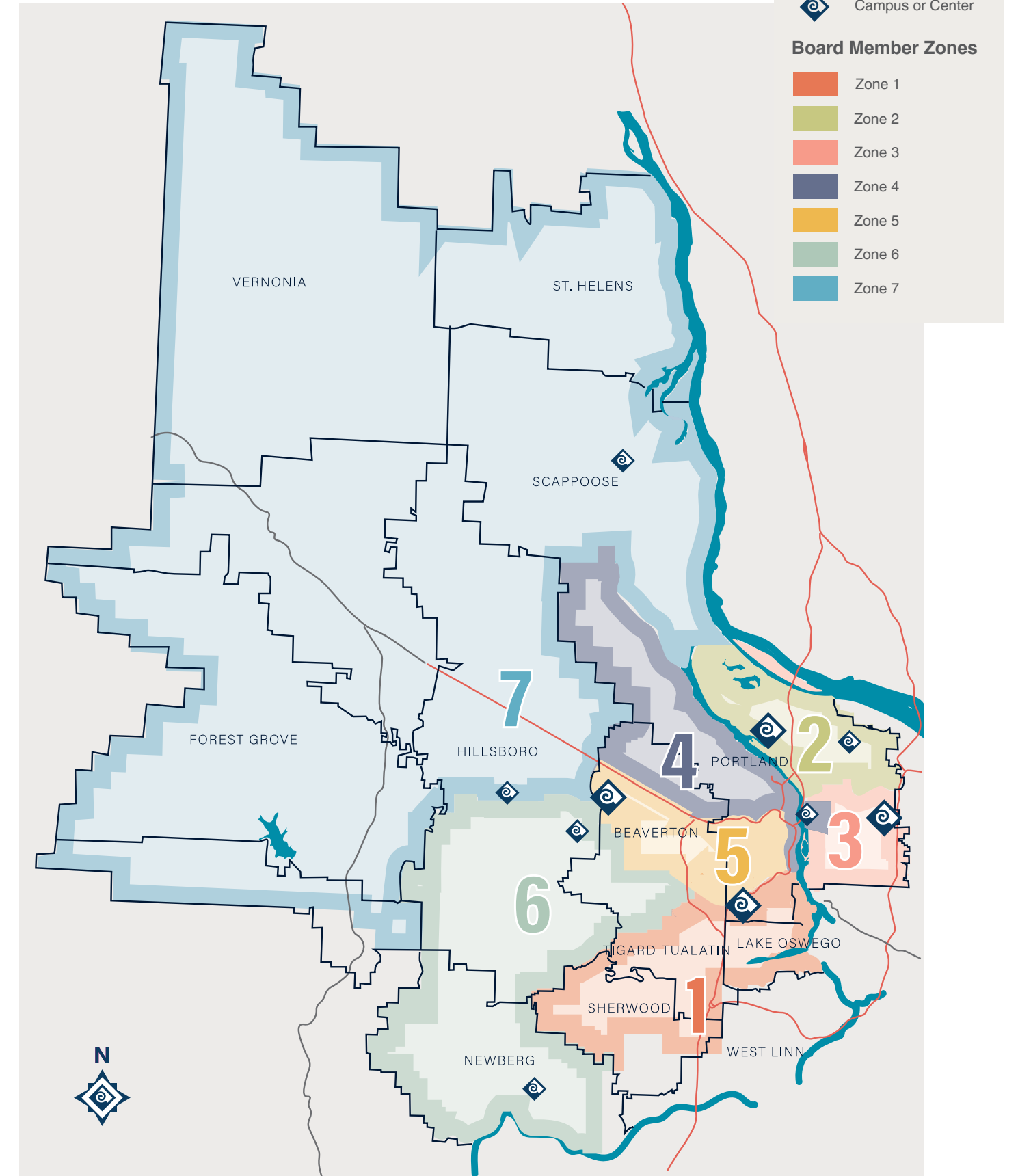


STUDENT TRUSTEE  
**Fareeha Nayebara**  
Appointed in 2025

## PCC Board of Directors and Administration



# District Zones





# Student Demographics

## Age

### Credit Students

Less Than 25 Years	50%
Average Age	26 years (est)

### Non-credit students

Less Than 25 Years	14%
Average Age	48 years (est)

## Student Enrollments

### 2023-24

Total Student Headcount	53,820
Credit Students	29,913
Dual Credit Students	5,349
Non-Credit Only/Other Students	18,558
Full-Time Equivalent (FTE)	19,221

## Credentials Awarded

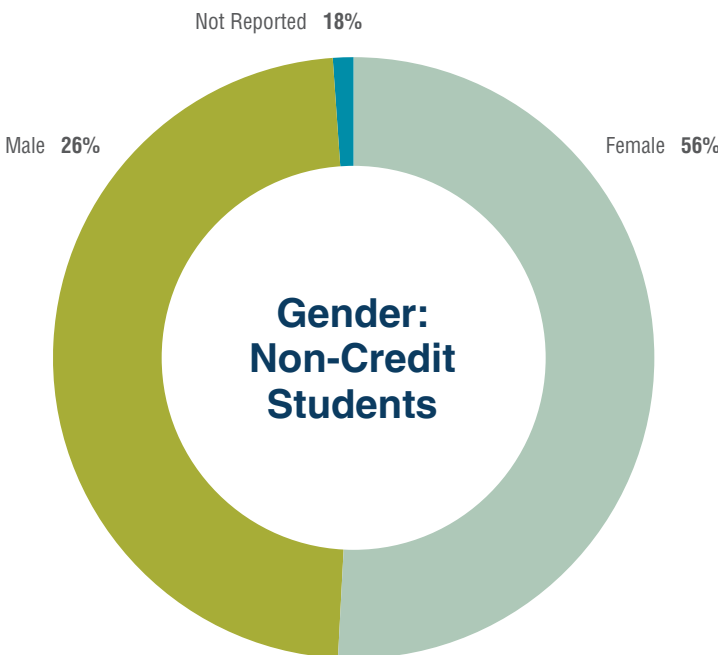
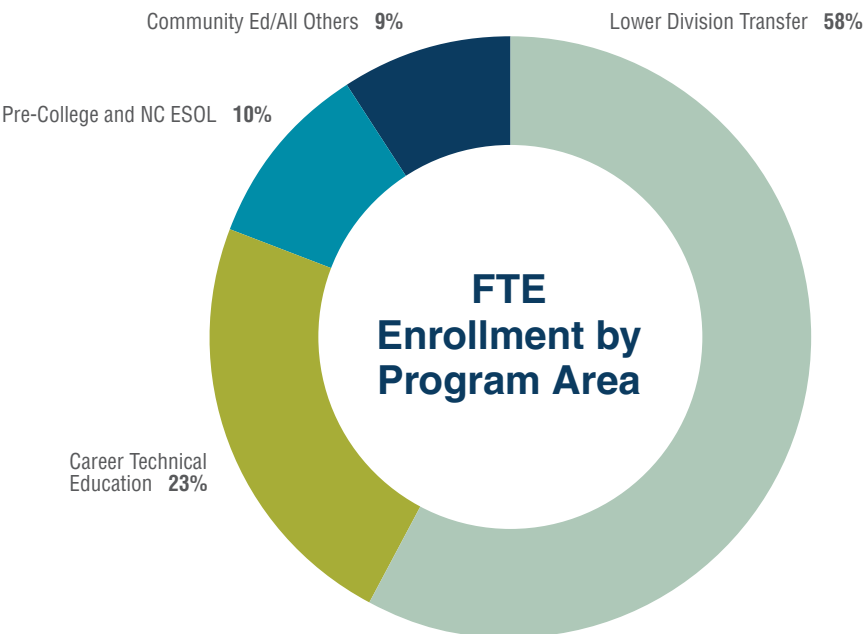
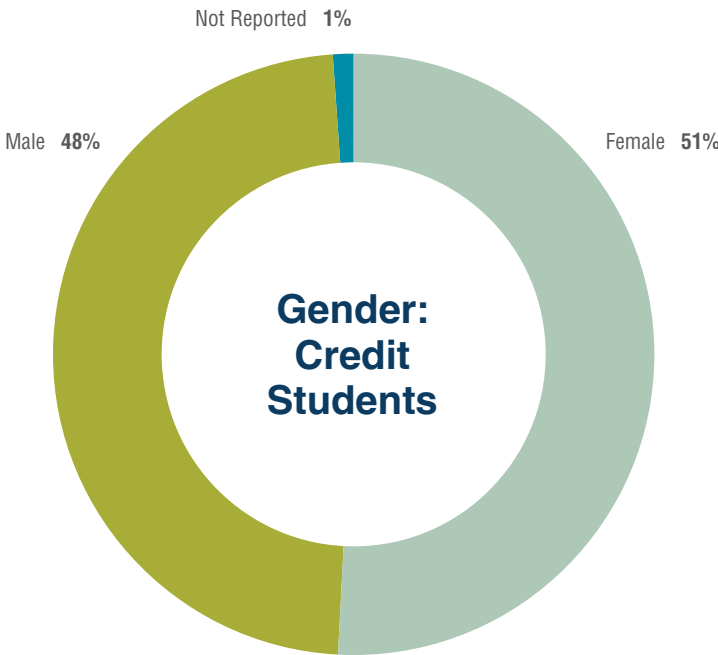
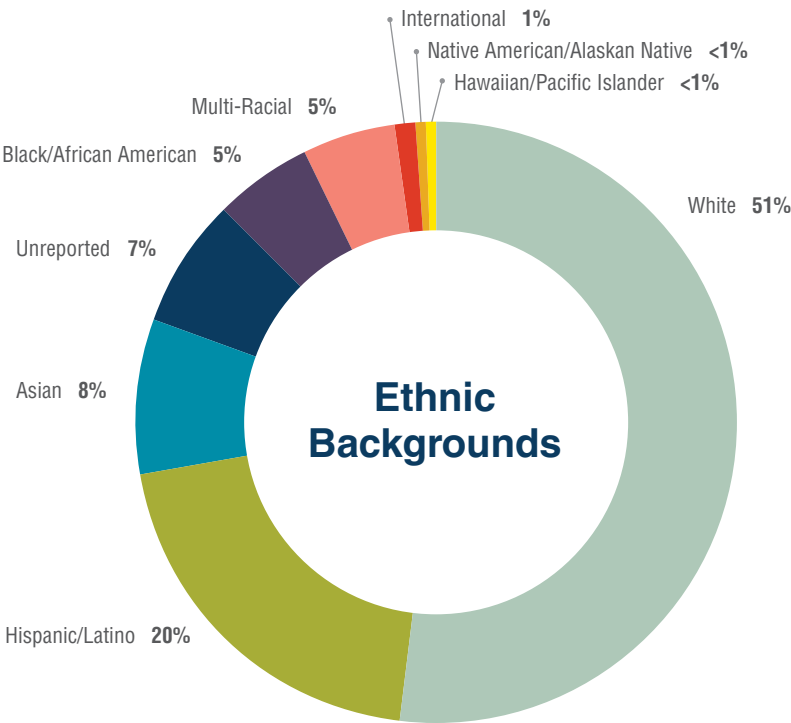
Degrees	2,719
Certificates	1,456

## Pell Grant Recipients

33%

## Student Transfers to Universities

Students Who Transfer 6,869



## Household Income

### Median Income

Oregon	\$53.3K
Portland Metro	\$62.8K

## Local Information

### Oregon Job Vacancies

(Fall 2024)

Vacancies	49,903
Average Hourly Wage	\$26.50
Full-time Positions Filled	80%
Permanent Positions Filled	97%
Required Education Beyond High School	39%
Requiring Previous Experience	61%
Difficult to Fill	63%

### Major Industries

(Employee headcount)

Healthcare	203,298
Computers & Electronics	41,400
Software	35,264
Design & Media	33,000
Food & Beverage	29,700

### Top Employers

(Employee headcount)

Providence Health & Services	23,100
Intel	22,328
Oregon Health & Science University	19,603
Nike	13,964



# Challenges and Opportunities

Portland Community College faces significant challenges in the years ahead, with budget constraints expected to continue into the 2025-27 biennium, necessitating reductions. Like many colleges nationwide, PCC is navigating an unpredictable economic landscape that has created hardships for many in our community. Since launching our Fiscal Sustainability Framework and Action Plan last year, we have worked diligently to identify the targeted \$14.78 million in necessary reductions for the 2025-27 budget cycle. While we have managed these challenges thus far, our measured reductions have prioritized program viability, staffing, and student needs. However, anticipated budget cuts in future bienniums will require careful and strategic considerations across the college.

The early projections and budget assumptions in the 2025-2027 Adopted Biennium Budget remain relatively conservative. As we navigate uncertainties throughout the budget process and legislative session, we will continue to advocate and reaffirm PCC’s mission to support student success, expand access to quality education, promote economic development, and advance sustainability. We will closely monitor financial conditions – including economic trends, revenue projections, enrollment, and operating costs – and adjust our Fiscal Sustainability Framework and Action Plan as needed.

## Economic Environment

The Oregon economic environment continues to be difficult to predict. The Oregon Office of Economic Analysis’ quarterly forecast states that while the economy is slowing down from the inflationary boom, state revenues have continued to outpace expectations in recent months. Both personal and corporate income taxes have come in noticeably higher than the previous forecast. More specifically, as of the forecast released in September 2024, one of the most significant factors that drives the economy is household income. The median earnings for full-time workers rose 5.3% last year before inflation and have averaged 5.1% per year since 2019. In terms of household income by race and ethnicity, growth has been strongest among Black, Indigenous, and People of Color (BIPOC) Oregonians. In recent years the trend has lessened. The subject population, however, is relatively small, and adjustments can be volatile. Based on the current picture, households’ median income increased 6% before inflation in 2023, and 2.1% in real, or inflation-adjusted, terms last year. That increase ranked 6th highest nationwide across all states. This equates to a level which is 3.1% higher than the national median. Going back to 1970, this is the highest relative increase on record.

The latest forecast increased available state general fund resources for the 2023-25 biennium by 2% while decreasing resources slightly for 2025-27. The economic forecast based on population statistics indicates a modest rebound in migration leading to slow, positive population gains in the state. The labor market is expected to remain at or near full employment. The unemployment rate will remain in the low 4% range, while the share of working-age Oregonians with a job will be at or near an all-time high. The strong labor market translates into average wage growth per worker of approximately 4% on an annualized basis. The Oregon Employment Department reports the unemployment rate for Portland is 4.0% for September 2024, up from 3.4% from one year ago. Over the past 12 months, nonfarm payrolls lost 3,400 jobs, a 0.3% decrease.

Evaluating the current state of Oregon’s economy is challenging; all indicators including economic performance have been solid. Employment gains, income growth, and population change are right in the middle compared to all states, but when compared to other states identified as typical, Oregon is slightly behind. These data could be the first indication that Oregon’s patterns of growth have shifted out of the pandemic-era pause and towards an economic expansion.

As the state experiences less inflationary increases, state revenue and tax receipts continue to increase. However, as the uncertainty of the nationwide economic expansion continues, it will likely mean that Oregon’s continued revenue growth may not materialize. Oregon will need to continue to focus on jobs, an adequate supply of housing and sustained growth and progress for the community.

The long-term financial plan for the College is detailed in the Fiscal Sustainability Framework and Action Plan found on page 29.



Medical Assisting student in class



Accreditation

The Northwest Commission on Colleges and Universities (NWCCU) granted accreditation to Portland Community College in 1970. The NWCCU reaffirmed the accreditation of the College based on a comprehensive, full-scale evaluation and visit that took place in Spring 2022. The Oregon Department of Education has approved all of the career-technical programs and college transfer courses. Professional associations have also accredited those career-technical programs requiring approval.

The ad hoc report for the Fall 2024 Evaluation of Institutional Effectiveness was completed and officially accepted. The Mid-Cycle Self Evaluation Review report was submitted in March 2025. Additional components include the Spring 2025 Evaluation of Institutional Effectiveness, followed by the Year 6 Standard 2 Policies, Regulations and Financial Review Spring 2028 and Year 7 Evaluation of Institutional Effectiveness Spring 2029.

State Funding Outlook

Budget development for the 2025-27 biennium will be informed by legislatively determined state support with the current Governor’s recommended budget for community colleges at \$870.4 million, of which Portland Community College historically receives approximately 33% of the funding allocation. The budget has been developed using the best available estimates as the legislative process advances. Based on the Governor’s recommended budget, the increase in the Community College Support Fund (CCSF) is estimated to be a 6.9% increase compared to the 2023-25 Legislatively Approved Budget. At this time, the State is faced with many competing economic priorities and continues to navigate uncertainty around federal funding.

Workday ERP

Over the next five years, PCC will adopt Workday to replace Banner, streamlining day-to-day operations such as financial reporting, payroll and leave tracking, bill payment, course registration, and student records. The Board approved Workday as the ERP system to replace the legacy Banner system in January of 2024. Implementation began in the Fall of 2024 and is scheduled to go live for financial management (FDM), and human capital management (HCM) on July 1, 2025.

Workday is a fast, smart, and agile enterprise resource planning (ERP) system that serves as a cloud-based platform for HR (PSEC), Finance, Planning, and Student Services.

Workday’s modern, mobile-friendly interface will transform how employees and students interact with college systems, enabling anytime, anywhere access. As a critical part of PCC’s mission, Workday supports student success and empowers higher education institutions like PCC to lead in innovation and efficiency across student information systems. The student information system implementation begins in 2025 and will go-live in 2027.

We expect that the new Workday ERP system will result in streamlined business processes and additional financial forecasting and budgeting capabilities.

Additional Budget Assumptions

Budget development for the 2025-27 biennium is guided by the Fiscal Sustainability Framework and Action Plan, which focuses on transparency and long-term planning over the next six years to support the College’s mission. In making budget recommendations, the College prioritized protecting its students’ needs so that it can ensure the community has the quality educational experience it has come to expect from Portland Community College for generations. Still, the College recognizes that any reduction comes with a significant impact, and it has considered every possible path forward before making these decisions.

At the same time, the College has not given up on pursuing every opportunity for increased revenue. In addition to investments in the Strategic Enrollment Plan, the College Relations team is championing Portland Community College’s value with state legislators, and it continues to monitor the many federal funding uncertainties that may impact higher education in the coming years. While some of these external factors remain in flux, the College is doing everything it can to ensure Portland Community College remains a reliable foundation for its students.



Physical Education students in class



# Strategic Planning 2025-2028

Under the direction of PCC President Dr. Adrien Bennings, The Rising Tide of Change: 2025-2028 Strategic Plan was developed in 2024 through countless hours of collaboration, dialogue, and reflection across our vibrant community. Guided by our commitment to equity, access, and excellence, PCC has charted a path that places student success at the heart of all we do, while embracing innovation and resilience to meet the evolving needs of our community.

Collaboration was at the heart of PCC's process. The PCC community began to build our Strategic Plan through twenty-four deep-dive conversations and engagement opportunities. Combined with a broadly distributed survey, we received a total of 769 staff and faculty member and 649 student responses. Drawing from the input collected from staff, faculty, students and community partners, six strategic themes and aspirational statements were developed and approved by the board of directors in October 2024.

## Strategic Themes



### Operational Excellence: Efficiency, Effectiveness, and Fiscal Sustainability

We are a high-performing institution, achieving long-term fiscal sustainability through implementing best practices in our financial and reporting systems, streamlining administrative processes, and attracting alternative revenue sources.



### Shared Values: People, Connectedness, and Empowerment

Through a human-centered approach, we foster a vibrant college community by cultivating a sense of belonging and care through shared governance, professional development, and transparency in decision-making.



### Technological Transformation: Agility, Innovation, and Readiness

Through a forward-looking mindset, we maintain a sustainable technology infrastructure, supporting instructional and operational readiness, enabling the college to remain agile in the evolving higher education environment.



### Holistic Student Support: Integrated, Affordable, and Accessible

We provide holistic student support by integrating comprehensive wrap-around services, support for basic needs, and financial assistance, creating a supportive environment where every student thrives.



### Academic Excellence: Student Success, Delivery, and Programming

As an institution of choice, our diverse modalities, equity driven student-centered approach, and robust academic and career pathways empower students to achieve economic mobility, enhanced by quality instruction grounded in inclusive teaching practices, and strategic enrollment planning practices.



### Community Engagement: Workforce, Education, and Industry Alignment

We maintain strong partnerships with community, education, and industry partners, offering premier workforce and training programs, collaborating to address regional employment needs to increase local economic growth, supporting underserved communities, and ensuring workforce readiness and living wages for our students.



Across the college, employees participated in identifying their department, division, and college unit imperatives, which were developed into key goals and objectives. This resulted in twenty goals and objectives, with five each from the college units: Academic Affairs, Student Affairs, the Office of the President, and the Office of the Executive Vice President. After consolidation, the college shared twelve goals and their related objectives widely throughout the college community. In November 2024, students, staff, faculty, and board members prioritized the proposed goals and objectives, with 960 students, 365 employees, and 5 board members participating in the survey. The four goals with the highest priority rating across three groups – students, employees, and board – were identified and approved by the board in January 2025.

# Strategic Goals and Objectives

New Student Onboarding

THEME: Holistic Student Support

- OBJECTIVE 1

Redesign New Student Orientation experience and learning outcomes that align with the First Year Experience, ongoing student engagement, and just-in-time information for all credit and academic noncredit incoming students.
- OBJECTIVE 2

Optimize the use of existing student support technology, as part of the new student onboarding experience.
- OBJECTIVE 3

Develop onboarding processes that are accessible, available in multiple languages, and informed by culturally responsive, identity-affirming, and trauma-sensitive practices, starting with the “steps to enroll” web pages.

Fully Implement Strategic Course Scheduling

THEMES: Operational and Academic Excellence

- OBJECTIVE 1

Fully Implement Strategic Course Scheduling recommendations and move to an annualized schedule to increase fill rates, utilization of data, and improve operational practices.

Fully Implement Guided Pathways

THEMES: Academic Excellence, Holistic Student Support

- OBJECTIVE 1

Create a program map of all academic programs and transfer disciplines.
- OBJECTIVE 2

Create and pilot a mechanism for continuous improvement of Pathway Teams.
- OBJECTIVE 3

Design a continuous improvement framework for assessing program map functionality and performance.

Increase Student Scholarships and Funds for Wrap-Around Supports

THEME: Holistic Student Support

- OBJECTIVE 1

Cultivate and sustain thriving philanthropic partnerships that significantly increase revenue to address unmet student needs.
- OBJECTIVE 2

Grow and engage donors and funding partners through acquisition, renewal and retention.

# Project Development

The Strategic Plan implementation begins in Spring of 2025. Referencing the College’s approved Strategic Plan themes, goals, and objectives, departments and/or divisions will be invited to submit project proposals, including both new projects and those that have begun outside of the strategic plan, outlining project expectations, timelines, and deliverables. As part of this process, the Strategic Planning Manager will work with the Application Systems, Support, and Project Management Team to transition projects within Academic and Student Affairs portfolios aligned with the approved goals.

In April 2025, Cabinet will review the drafted proposals. A Balanced Scorecard will be used to evaluate and prioritize proposals with a focus on equitable student success. Proposals will be evaluated by the following criteria:

- **Student Impact:** Will this proposal increase the College’s ability to attract, retain, or graduate students?
- **Operational Excellence:** Is this proposal critical for mitigating processes, spaces, systems, or hardware that is past useful life or in substandard condition?
- **Student Experience:** Will this proposal enhance the student’s learning experience, access to resources or information?
- **Relationships:** Will this proposal contribute to student, faculty and employee morale, culture, and engagement?
- **Identity, Culture and Community:** Will this proposal directly support conveying the College’s identity, culture, and principles towards a welcoming and accessible campus?
- **Financial Viability (if applicable):** Will this proposal show a clear return on investment or long-term cost savings to the college?
- **Codes, Regulations, Policies and Guidelines:** Is this proposal necessary to support the College in meeting institutional goals, regulatory codes, or accreditation standards?



Strategic Planning Goals & Objectives 2025-2028				
COLLEGE UNIT	GOAL	OBJECTIVES	OBJECTIVE THEMES	INTERSECTIONS
Executive Vice President and Operations	<b>Increase the effectiveness and responsiveness of PCC's business processes and systems</b>  <b>THEMES:</b> Operational Excellence, Shared Values, Technological Transformation	1: Achieve Full Implementation of Workday ERP: Successfully implement and prepare for the adoption of Workday ERP, meeting all key milestones, and setting the foundation for Workday Student to begin in 2025.	Technological Transformation	EVP: College Operations and OP: Financial Services
		2: Enhance Operational Efficiency and User-Centered Processes: Redesign business processes in Workday to increase operational efficiency and consistency, emphasizing user-centered design to ensure accessibility, responsiveness, and alignment with the needs of PCC's diverse community.	Operational Excellence and Shared Values	
		3: Enable Robust Financial Planning and Reporting: Leverage Workday's budgeting, reporting, and Adaptive Planning capabilities to improve financial modeling, provide real-time data access for end-users, and enhance fiscal planning to support PCC's long-term financial sustainability.	Operational Excellence	
Executive Vice President and Student Affairs	<b>Elevate Employee and Student Experience Through Communication Effectiveness</b>  <b>THEME:</b> Shared Values	1: Develop clear and measurable communication standards for messaging to ensure alignment and transparency. Audit and identify areas for improvement to internal and student communication.	Shared Values, Operational Excellence	EVP: Brand Management and Student Affairs
		2: Create and disseminate standardized templates and communication tools for sharing operational updates, ensuring that 100% of departments are equipped to communicate effectively to internal audiences.	Shared Values	
		3: Establish a coordinated feedback and communication loop with PSEC and Comms teams to continuously monitor and improve employee communications, with quarterly reviews and adjustment meetings.	Shared Values	
Executive Vice President, Student Affairs, and Academic Affairs	<b>Establish Inclusive, Accessible, and Dynamic Data Practices Through Data Governance</b>  <b>THEMES:</b> Operational Excellence, Technological Transformation	1: IT will create a three-year system integration plan that includes the creation of a data warehouse, data lake, or search AI platforms.	Technological Transformation	EVP: Strategic Planning, IT, Academic and Student Affairs
		2: Leverage Institutional Effectiveness and Planning to establish norms and standards for data definitions and collection; and to establish systems for report distribution, interpretation and assessment.	Shared Values	
		3: Provide professional development and training resources to build data governance capacity for the college community, including, but not limited to, data literacy, awareness, management, and security.	OpEx	
Executive Vice President, Student Affairs, and Academic Affairs	<b>Professional Development and Training</b>  <b>THEME:</b> Shared Values	1: Development of an employee-centered professional development, recognition, and incentive framework.	Shared Values	EVP: People Strategy, Equity and Culture (late starting project); Academic and Student Affairs
Executive Vice President	<b>Empower Organizational Emergency Preparedness and Resilience</b>  <b>THEMES:</b> Operational Excellence, Shared Values, Technological Transformation	1: Increase awareness and participation of the college community in emergency preparedness and business continuity practices.	Operational Excellence	EVP: Strategic Planning and College Operations
		2: Enhance training of key personnel responsible for emergency response and preparedness with a focus on best practices in support for emergency preparedness, community safety, and business continuity.	Operational Excellence	
		3: Convene joint training with local, regional, and state organizations to strengthen interoperability and enhance business continuity strategies.	Operational Excellence	

Executive Vice President	<b>Strengthen PCC's Brand Identity</b>  <b>THEMES:</b> Operational Excellence	1: Complete a full brand audit and update brand guidelines to include digital, print, and multimedia assets.	Operational Excellence	EVP: Brand Management
		2: Implement a college-wide brand training program for all marketing, communication, and academic departments.	Operational Excellence	
		3: Launch a quarterly brand review and feedback process to monitor compliance and identify areas for improvement.	Operational Excellence	
Student Affairs	<b>New Student Onboarding</b>  <b>THEME:</b> Holistic Student Support	1: Redesign New Student Orientation experience and learning outcomes that align with the First Year Experience, ongoing student engagement, and just-in-time information for all credit and academic noncredit incoming students.	Holistic Student Support	Student Affairs and EVP: IT and Brand Management
		2: Optimize use of existing student support technology, as part of the new student onboarding experience.	Holistic Student Support	
		3: Develop onboarding processes that are accessible, available in multiple languages, and informed by culturally responsive, identity-affirming, and trauma-sensitive practices, starting with the “steps to enroll” web pages.	Holistic Student Support	
Academic Affairs and Student Affairs	<b>Fully Implement Guided Pathways</b>  <b>THEMES:</b> Academic Excellence, Holistic Student Support	1: Create a program map of all academic programs and transfer disciplines	Academic Excellence	Academic Affairs and Student Affairs
		2: Create and pilot a mechanism for continuous improvement of Pathway Teams	Academic Excellence	
		3: Design a continuous improvement framework for assessing program map functionality and performance	Academic Excellence	
Academic Affairs	<b>Fully Implement Strategic Course Scheduling</b>  <b>THEME:</b> Operational Excellence	1: Fully Implement Strategic Course Scheduling recommendations and move to an annualized schedule to increase fill rates, utilization of data, and improve operational practices.	Operational Excellence	Academic Affairs
Academic Affairs	<b>Expand Online Offerings and OER Resources</b>  <b>THEME:</b> Technological Transformation	1: Expand fully online degrees and/or certificate offerings	Technological Transformation	Academic Affairs
		2: Increase reliance on OERs in individual course sections	Operational Excellence and Holistic Student Support	
Academic Affairs	<b>Foster Inclusive Teaching and Learning</b>  <b>THEMES:</b> Holistic Student Support, Academic Excellence	1: Expand training for faculty in trauma-informed practices	Operational Excellence	Academic Affairs
		2: Pilot and systematize a year-long New FT Faculty Onboarding program	Academic Excellence	
		3: Provide development and refresher training to faculty who teach in online learning modalities	Holistic Student Support	
Operations	<b>Increase Student Scholarships</b>  <b>THEME:</b> Holistic Student Support	1: Cultivate and sustain thriving philanthropic partnerships that significantly increase revenue to address unmet student needs	Holistic Student Support	Office of the President: The Foundation
		2: Grow and engage donors and funding partners through acquisition, renewal and retention	Holistic Student Support	



While developing a new project does not always include funding, developing new project opportunities always requires human and financial resources, so resource allocation decisions must be made. To guide these decisions, the Balanced Scorecard will assess each proposal, rating them:

1. **Low Priority:** Is not aligned with the College's mission, is not critical to student success, and will not have a transformative impact. It is of lesser importance and can be addressed later or deprioritized.
2. **Moderate Priority:** Partially aligns with the College's mission, may have some relevance to student success, and could have limited transformative impact. While it may not be essential, it deserves some attention and consideration.
3. **High Priority:** Aligns with the College's mission, has a significant impact on student success, and can bring about noticeable transformation. It requires prompt attention, resources, and action to address effectively.
4. **Essential Priority:** Fully aligns with the College's mission, is critical to student success, and has the potential for a profound transformative impact. It is of utmost importance and should be given top priority and immediate action.

To the extent that PCC possesses capacity to pursue a new project opportunity without significant budgetary support, the decision to pursue or not resides within the President's Cabinet. If approved, the project development process begins with assigning a Project Manager (PM), identifying Functional Managers (FM), and forming project teams, ensuring clear assignment of roles and responsibilities. The FM oversees the department(s) for the related project(s).

The PM and FM, along with technical leads and subject matter experts, will work together to develop key project documents, including:

- Project Charter – Defines the project's purpose, scope, and objectives.
- Work Breakdown Structure – Outlines tasks and deliverables.
- Project Timeline – Establishes key milestones and deadlines.
- Execution Plan – Details implementation steps, including communication, training, and documentation strategies.

## Project Completion

Project teams will collectively review and sign off on these documents before the project moves forward. The process will also be used for projects outside of the AA/SA portfolio, but a PM for those projects will be assigned from their functional area.

When the project nears completion, the project team will verify that all goals have been met according to the agreed-upon plan. A project closure meeting will be held to:

- Reflect on successes and challenges.
- Gather feedback from the project team.
- Identify insights and lessons learned for future projects.
- Determine how to integrate improvements into future project management processes.

This structured approach will ensure strategic alignment, accountability, and continuous improvement in project execution for the Strategic Plan.



Student studying in Health Technology (HT) building



# Fiscal Sustainability Framework and Action Plan (FSAP)

Based on the year-end forecast for FY 2024, the College's reserve or ending fund balance had depleted significantly over the pandemic years. The federal COVID relief funds ended in 2022, significantly reducing this component of our "revenue loss replacement" funding. As we returned to full-service levels in person, the savings from pandemic level operating expenses were not sustainable. Based on normal operations pre-pandemic and post-pandemic costs, operating costs were forecast to accelerate. These anticipated increases were a result of increased demand and limited supply levels. In turn, this fueled inflation during the 2023-25 biennium. Inflation is expected to continue to impact costs through the 2025-2027 biennium. Without increased revenue, increases in labor costs and inflation will result in both cost increases and decreases in fund balance over the next six years at almost exponential levels.

As a result, the College embarked on a fiscal sustainability plan to right-size revenue and expenditures over the next six-year period. Below, you will see the detailed steps that were taken during the second quarter of the 2024-25 fiscal year to develop the plan. With input from the College through community forums, Board involvement, and extensive work by the President's Cabinet, questions and recommendations were gathered, evaluated, and assembled towards building the Fiscal Sustainability Plan. The Fiscal Sustainability Framework and Action Plan (FSAP) identified a projected ending fund balance within the target range of 12% to 18%. This plan was finalized and published on November 19, 2024. The initial budget reduction recommendation of \$14,784,036 for the 2025-2027 Adopted Biennium Budget was established to achieve the minimum 12% sustained ending fund balance.

## Key Dates and Events:

- **July 2024** – Initiated pre-planning for the Fiscal Sustainability Framework and Action Plan (FSAP), including a high-level overview presented at a Board Work Session.
- **August 2024** – Completed initial budget forecast scenarios for upcoming bienniums and presented them to the Cabinet.
- **September 2024** – Transitioned from the College Budget Planning Committee to the Integrated Budget & Planning Council (IBPC), introduced FSAP, and announced community forums.
- **September 30 – October 30, 2024** – Conducted College Community Forums across campuses to gather input from faculty, students, staff, and leadership.
- **October 2024** – Reviewed FSAP draft recommendations, presented fiscal sustainability forum feedback to IBPC, and updated the PCC Board on progress. Finalized FSAP budget reduction scenarios with Cabinet approval.
- **November 2024 – November 19, 2024** – FSAP was published to the College community via the FSAP web page (November 19, 2024) and presented to the Board.
- **December 2024** – Provided FSAP updates to Cabinet, reviewed IBPC Charter, and requested reduction proposals.
- **January 2025** – Cabinet evaluated budget reduction proposals, comparing them to initial recommendations.
- **February 2025** – Final decisions on budget reductions were adopted based on community input and financial planning.

## Key Accomplishments:

### Early Budget Forecast and Ending Fund Balance to inform the 2025-27 Budget Development:

- Established a six-year Fiscal Sustainability Plan to address the declining ending fund balance forecast
- Developed revenue and expenditure budget assumptions
- Created Ending Fund Balance scenarios
- Projection of the ending fund balance for the 2023-25 biennium



Increased Community Engagement in the College Budget Decision-Making Processes:

- Conducted Fiscal Sustainability Forums across the district.
- Established the Fiscal Sustainability Action Plan web page.
- Introduction and feedback were gathered from the PCC Board, President’s Cabinet, President’s Leadership Council, managers, staff, students, Educational Advisory Council, FFAP, and FCE union executive councils and members.
- Charter creation and launch of the Integrated Budget & Planning Council to gather and elevate recommendations from the college community to the President and Cabinet for final decision-making.
- Designed the Frequently Asked Question (FAQs) process to involve community members in submitting their questions and recommendations. Published FAQ answers to the FSAP website to further engage with the College community and to work towards establishing final recommendations.

Results/Impact:

Throughout October, Finance hosted a series of Fiscal Sustainability Forum sessions to reach broad audiences across our campus community. These sessions were intended as a first step towards creating strategies for financial stewardship to support our mission while addressing economic challenges. They provided an initial opportunity for faculty, staff, and members of the College community to ask questions and provide suggestions.

- Total number of Fiscal Sustainability Forums: **12 total sessions across 4 campuses**
- Total number of Attendees across all 12 forums: **427 participants**
- Feedback received from the PCC community: **Over 835 specific questions and/or suggestions**
- FAQs: **37 focused core community questions were compiled and addressed from 835 responses received**

A frequently asked question (FAQ) document was created based on the questions and recommendations raised during the Fiscal Sustainability Forum sessions. We have identified and addressed ten common themes during the community forums:

1. Fiscal Sustainability

2. Budget Development and Process

3. Fiscal Requirements and Targets

4. Accountability, Communication, and Transparency

5. Employee Involvement in Decision-Making and Impact
6. Equity and Fairness in Budget Decisions

7. Staffing and Compensation

8. State Appropriations and Legislative Influence

9. Affordability and Student and Community Impact

10. Community Suggestions and Feedback

A targeted reduction of \$14,784,036 in the 2025-27 biennium was identified in the General Fund. This reduction for the first biennium in the six-year plan provides for a forecasted 12% ending fund balance. The plan and the 2025-27 forecast reductions provide the foundation or first step toward a sustainable fund balance over the next six years.

Identification of Recommended Budget Reductions to Inform the 2025-2027 Budget Development Process:

- Determined the recommended reduction amount of \$14,784,036 for the 2025-2027 Adopted Biennium Budget.
- Using input from the College forums, FAQs, and discussions, the Board, Cabinet, Integrated Budget Planning Council (IBPC), and management level reductions are being implemented and used to establish the 2025-2027 Adopted Biennium Budget.

Budget Reduction Assumptions included in the 2025-2027 Adopted Biennium Budget:

- \$3,495,841 reduction in materials, supplies, and services.
- \$11,288,195 in personnel and benefits cost reductions.
- 89% of incumbent position eliminations come from management and confidential classifications. \$638,748 (or 11%) comes from non-management and confidential incumbent positions.
- \$1,501,161 represents savings from the 1.58% salary reduction for management and confidential employees, equivalent to a salary freeze during the next 2 fiscal years or the 2025-27 biennium.

FSAP Budget Assumptions Used in the 2025-2027 Biennium Budget:

- 6.9% increase in CCSF per the Governor’s Recommended Budget (GRB)

• 4.75% increase in tax revenues

• 4% increase in enrollment

• \$5 per credit increase in tuition

• 4% increase in fringe rates

• 5% increase in MS&S

• Approximately 1% general contingency

• 8% utility increase projected based on FY 2024 and FY 2025 actuals

• \$4.0M set aside for ERP

• \$300K increase to non-bond funded Capital Projects

• 12% ending fund balance composed of the 3% unrestricted ending fund balance emergency reserve and 9% unappropriated ending fund balance

• \$3.0M legal and all other dedicated contingency commitments

Forecasted Revenue and Expense Summary Over Six Fiscal Years from July 1, 2025 to June 30, 2031 to Support a Minimal Sustained Fund Balance of 12%

Revenue and Expense Summary							
Minimal Sustained Fund Balance 12%							
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	TOTAL
Revenue	\$294,207,172	\$302,114,359	\$317,285,573	\$325,927,448	\$342,208,759	\$351,646,909	
Expense	\$307,926,712	\$317,661,097	\$317,330,673	\$324,944,242	\$340,305,800	\$350,459,067	
Reduction	(\$5,016,040)	(\$9,767,996)	(\$13,382,088)	(\$7,764,247)	(\$3,423,475)	(9,675,003)	(\$49,028,849)
Projected EFB	\$53,662,105	\$38,115,366	\$38,070,266	\$39,053,472	\$40,956,431	\$42,144,273	
PERCENT OF EXPENSES	17.60%	12.00%	12.00%	12.02%	12.04%	12.03%	
CUMULATIVE CHANGE PER BIENNIUM		(\$14,784,036)		(\$21,146,335)		(\$13,098,478)	

NOTE: Forecast Established September 2024 to be updated on an ongoing basis



# Strategic Enrollment Management

Strategic Enrollment Management (SEM) was first identified as a critical project included in our 2020-25 Strategic Plan. Enrollment at community colleges has been on the decline nationally over the past decade; Oregon community college enrollment declined 39% between 2009-10 and 2019-20. The pandemic accelerated this pattern of enrollment declines for most community colleges. Portland Community College's (PCC) enrollment followed these national and statewide trends, resulting in a decline in enrollment of 50% in both key performance indicators – headcount and full-time equivalents – since 2011-12.

College enrollment is a primary driver of tuition-related revenue for the College. The continued declines in enrollment require us to take a different, more proactive approach to managing enrollment. Strategic Enrollment Management (SEM) is the term used in higher education to describe this approach of developing a written plan of action that connects our mission, current state, and the changing external landscape to our long-term financial health. Continued enrollment challenges have underscored the importance of a long-range approach to managing our enrollment, ensuring our enrollment planning and budgeting processes are fully integrated.

The strategic enrollment management plan development process began in Fall 2021 and the planning preparation phase concluded in Fall 2023. As a result of that college-wide, strategic effort, eight enrollment strategies were identified and prioritized by the President's Cabinet for inclusion in the formal SEM plan.

## Prioritized Enrollment Management Strategies

1

### Program, Pathway, and Sector Marketing

The purpose of this Strategic Enrollment Planning project is to develop marketing and recruitment plans for each pathway that align with/complement overall (college-wide) Admissions marketing strategies in such a way that educates prospective students about opportunities within each pathway.

#### Key Project Activities:

- Develop and hire pathway-specific recruiter positions.
- Develop pathway-specific marketing pieces.
- Develop process maps, understanding key decision points and processes for how students enter programs.
- Hire additional dual credit coordinator.

#### Project Investments

- 2 FTE Pathway recruiters, estimated salary and benefits of \$163,506.
- 1 FTE Dual Credit Coordinator, salary and benefits of \$107,942 – hired.
- Materials, Supplies, and Services (MS&S) Investment Estimates – Equip/Tech \$3,600, Advertising \$5,000, and Travel \$10,000.



2

Target Market Development

The goal of this project is to develop a robust and consistent plan to outreach to adult learners through key channels, locations, organizations, and entities. Adult students represent an area of opportunity for enrollment growth for PCC. As part of this work, we need to determine what parts of the adult market are a shared, college-wide focus.

Key Project Activities:

- Dedicate an Admissions and Recruitment coordinator to focus on coordinating the work with adult student populations as we develop our approach.
- Collaboratively build internal recruitment strategies to leverage existing internal pipelines, such as students in academic noncredit programs such as ABE/GED and others.
- Develop sector-based marketing and outreach campaigns, focused on connecting.
- Audit and analyze existing services and processes for alignment with the needs of the adult market; facilitate regular adult learner focus groups.

Project Investments:

- MS&S Investment Estimates – Hospitality \$4,000 and Marketing \$25,000.

3

Improved Yield Communication and Processes

Automate communications that move students to their next onboarding step (as much as possible) and/or build that step completion into our current practices and plans.

At present, there are several student types with varying flavors of onboarding steps and a lack of clarity on how all of these overlap and intertwine. By working on this issue, we will reduce student confusion by having consistent messaging throughout the onboarding process, and have an opportunity to streamline our processes in such a way that increases ease of access to the institution.

Key Project Activities:

- Identify and map the onboarding steps for various PCC incoming student types.
- Clarify roles for teams that guide students through the onboarding process by identifying hand-off points to ensure consistency in messaging and service delivery, as well as reduce confusion among staff with regards to areas of responsibility at each step.
- Develop a targeted communications strategy to move students through each step and assign internal responsibility for executing the determined strategy.
- Share the streamlined processes with students via updated print and website resources (communicate to all frontline PCC staff as well).
- Leverage existing technology resources to communicate and track student onboarding next steps.

Project Investments:

- 1 FTE Outreach and Engagement Manager, estimated salary and benefits \$140,839.
- MS&S Investment Estimates – Travel \$3,000.

4

Redesign New Student Onboarding

Redesign our new student onboarding programming and processes, from the point of admit to pathway advisor assignment.

Key Project Activities:

- Map out student experience with existing onboarding processes across student types.
- Identify the topics, resources, and connections that every student needs to know before starting classes.
- Replace existing online orientation and Online Start Guide; implement new technology platform to administer orientation/onboarding content.
- Transition to a pathway-specific model for relevant aspects of onboarding.
- Integrate other work related to onboarding improvements (i.e. placement) into overall redesign planning.
- Develop and implement a peer advisor program to expand support for new students as they navigate their onboarding steps.

Project Investments:

- Student Ambassadors (non-FTE generating) \$125,000.
- MS&S Investment Estimates – Supplies \$3,000, Consultants/Prof. Services \$15,000, Printing \$1,000 and Software \$125,000.

5

Design and Implement a First Year Experience (FYE) Program

Develop FYE pilot for Fall 2024 that leads to full FYE for all students from Fall 2024 to Fall 2026. This project will take many parts of the college to work together to create a fully integrated FYE. This FYE will be robust and will increase retention, completion and overall guided pathways connection. The overall approach will scale up our current Future Connect model, providing coaching, texting/communication support, and a first year experience course.

Key Project Activities:

- Personnel: FYE coaches will support FYE students with wayfinding and connecting to PCC resources.
- Wayfinding: Responsive communication method to deliver just-in-time information to first-year students.
- Curriculum: Online, non-credit, interactive curriculum to help first-year students connect to PCC resources, other students, and to their Academic and Career Pathway.

Project Investments:

- 4 FTE FYE Leads (1 per campus), estimated salary and benefits of \$327,012 and a faculty budget of \$100,000.
- MS&S Investment Estimates – Supplies \$5,000, Equip/Tech \$5,000, Printing \$3,500 and Travel \$4,000.



6

Develop Systems for Internal Student Migration

In alignment with Academic & Career Pathways, market and connect current and former PCC students with related PCC academic program opportunities to further their education.

Continued evolution of bringing our Guided Pathways model to life – helping students clarify academic and career goals, find opportunities that they may not have been aware of that connect to career and/or transfer opportunities, strengthening connections between non-credit and credit programs.

Key Project Activities:

- Develop system for non-credit to credit marketing and recruitment.
- Develop communication and outreach campaigns, focused on students who have completed non-credit programs on taking the next step.
- Develop system for migration among credit programs, connected with students clarifying and validating their academic goals/enrollment intent regularly with their assigned advisor.

Project Investments:

- MS&S Investment Estimates – Marketing \$10,000.

7

Re-Yield of Stopped-out Students

Build on and expand existing systems to re-engage and re-enroll students who have “stopped out” at PCC prior to completing their academic goal.

Lack of a unified system of re-engagement when a student stops enrolling at PCC before achieving their academic and career goals. This is a missed opportunity to remove barriers and re-enroll the student.

Key Project Activities:

- Expand current re-engagement campaigns from assigned advisors to reach out to students for up to 1 year of inactivity.
- Explore partnership with a third party vendor who specializes in re-engagement activity to utilize additional analytics and communication channels to reach students who have been out for longer than one year.
- Clarify business processes and areas of responsibilities along the student journey for students returning to PCC.

Project Investments:

- MS&S Investment Estimates – Software \$12,500.

8

Refine Pathway Advising

Continued implementation of a case management advising model, aligned with Guided Pathways, where all students are assigned a Pathway advisor.

This strategy provides coordinated, sustained, strategic, integrated, proactive, and personalized support to students to help keep them on track to achieve academic and career goals through an assigned Pathway advisor. Assigning all students an advisor provides more equitable access to support and coordinated care.

Key Project Activities:

- Training and development of current staff in building a shared understanding of case-managed advising.
- Expand usage of EAB Navigate as part of case-managed advising.
- Strengthen capacity of pathway advising model by hiring additional advising staff.
- Support students to clarify and enter a pathway.
- Provide advising in a variety of models and modalities (self-service, group, cohort) to reach a greater number of students.

Project Investments:

- 3 FTE Pathway Advisors, estimated salary and benefits of \$245,259.
- MS&S Investment Estimates – Equip/Tech \$5,400.

Enrollment Management Council

To support the implementation of the SEM plan, the President’s Cabinet chartered a new shared governance group, the Enrollment Management Council. The purpose of the Enrollment Management Council (SEMC) is to develop and support the overall enrollment priorities of Portland Community College (PCC) by gathering and sharing information, analyzing available data and making recommendations for appropriate actions. The SEMC will guide PCC’s enrollment, retention, and student success strategies through a collective problem solving and data-informed approach and make recommendations to the College’s President and/or the President’s Cabinet.

The Council will fulfill its purpose through:

- **Accountability:** A system of best practices, procedures, evaluation, and documentation.
- **Collaboration:** Working together to inform and facilitate decision-making through inclusive and purposeful dialogue.
- **Transparency:** Periodic and timely reports and communications to college stakeholders.

The EMC began meeting in Summer 2024 and is composed of a cross-functional team of college stakeholders as well as enrollment project leaders.





Architectural Design and Drafting student in class

# Fiscal Projections and Assumptions

## State Funding Level

For the 2025-27 biennium, the Higher Education Coordinating Commission (HECC) recommended a 6.9% increase in state funding for the Community College Support Fund (CCSF) over the \$814.49 million budget approved for the 2023-25 biennium. The Governor’s Recommended Base Budget (GRB) for the 2025-27 biennium was nearly identical, representing a recommended increase of 6.9% from the previous biennium. This allocation includes approximately \$300,000 less than the CCSF’s Agency Request Budget (ARB).

The CCSF distribution formula is designed to provide a financial foundation for supporting undergraduate and lower-division education, career technical education, workforce training, and other educational services essential at the local and state levels. However, the proposed 6.9% increase is insufficient to meet PCC’s needs, strategic goals, and the state’s educational attainment objectives.

After the 2025-27 development adoption, and before the creation of this budget document, the Governor’s Budget was released on July 1, 2025. The state allocation for the CCSF remained the same (a 6.9% increase) as it was outlined in the Governor’s Recommended Budget (GRB).

## Enrollment and Tuition

PCC experienced an average annual decline in full-time equivalent (FTE) enrollment of 6.21% from FY 2014 to FY 2023, resulting in a total decline of 44.05% over that period. However, beginning in FY 2024, enrollment increased by 7.04%, and a projected increase of 7%-10% is anticipated for FY 2025.

For the 2025-27 biennium, enrollment trends may also be influenced by uncertainties surrounding federal funding. Nevertheless, based on the Strategic Enrollment Management (SEM) plan, PCC projects a cautiously optimistic FTE growth rate of 4% in each year of the biennium. The projected increase of 4% is conservative when compared to the increases observed in FY 2024 and those anticipated for FY 2025.

Enrollment Statistics						
	2018-19 ACTUAL	2019-20 ACTUAL	2020-21 ACTUAL	2021-22 ACTUAL	2022-23 ACTUAL	2023-24 ACTUAL
Lower Division Transfer	15,126	14,137	13,672	11,888	10,672	11,196
Career Technical Ed	5,428	4,411	3,586	4,017	3,965	4,150
Pre-College	1,809	1,577	1,287	1,126	968	1,077
CEU	360	267	236	239	234	218
ESOL (non-credit)	645	555	383	538	890	1,139
Career Tech Apprentice	71	76	69	74	73	91
Community Ed	445	313	245	240	256	280
Other	1,716	1,373	1,084	1,059	940	1,072
TOTAL FULL-TIME EQUIVALENT STUDENTS	25,084	22,320	20,248	18,867	17,999	19,222
TOTAL UNDUPLICATED HEADCOUNT	67,858	60,037	50,576	50,533	51,033	53,820



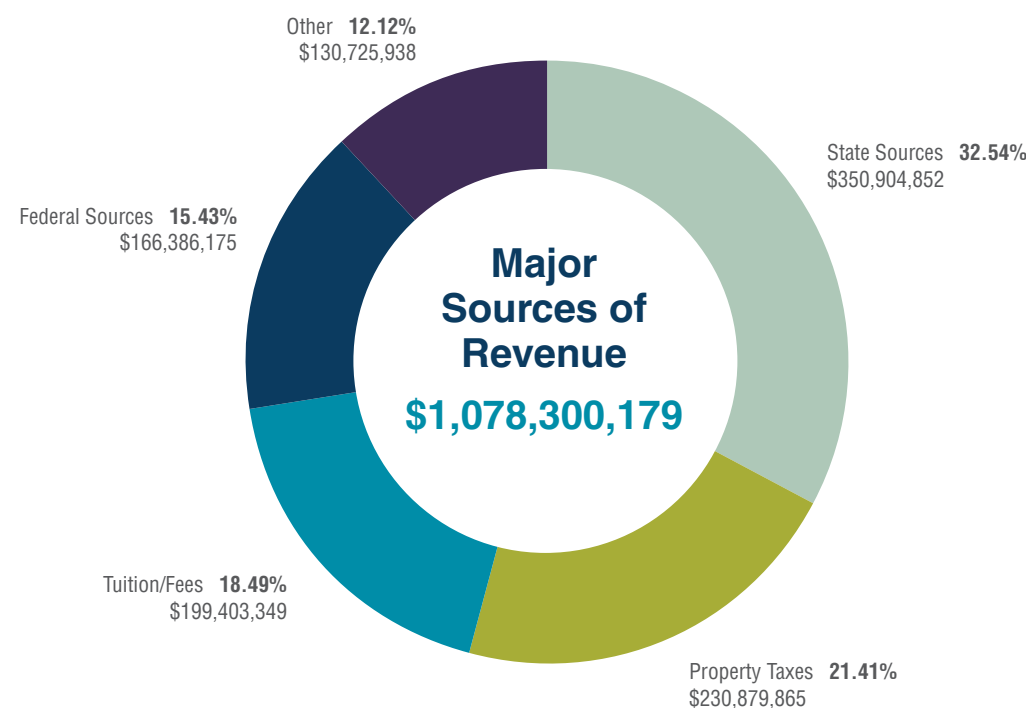
Rising costs and inflation have precipitated an annual tuition increase of approximately 3.76% for each year of the upcoming biennium. The Adopted Budget includes a tuition increase of \$5 per credit hour annually for resident and border state resident students, raising tuition from \$133 per credit hour to \$138 in FY 2026 and \$143 in FY 2027. For international students, tuition will increase by \$10 per credit hour annually, from \$278 to \$288 in FY 2026 and \$298 in FY 2027. The Instructional Technology Fee for Online Learning will remain unchanged at \$7.35 per credit hour. The Student Activities Fee, however, will increase by \$0.85, from \$3.40 to \$4.25 per credit hour for the 2025-27 biennium.

Revenues from differentiated tuition and fees for self-improvement courses, continuing education units (CEUs), and community education classes are projected at \$12.4 million for the biennium. These revenues are recorded in the CEU/CED Fund, which is designated as a self-supporting fund and is used to cover the costs of programs and non-credit classes offered within this division.

## Property Taxes

Property tax revenue is based on current growth projections and historical trends and is forecasted to increase by approximately 4.75% annually during the 2025-27 biennium. The estimated property tax levy, subject to the education limits established by Measures 5 (1990) and 50 (1998), is projected to generate \$101.9 million for the biennium (\$49.9 million in FY 2026 and \$51.9 million in FY 2027, net of uncollectible taxes and discounts). This revenue accounts for approximately 18% of General Fund operating resources and is based on the College's permanent tax rate of \$0.2828 per \$1,000 of assessed value for each year of the biennium.

Additionally, PCC levies property taxes to cover the maturing principal and interest on voter-approved General Obligation Bonds, which are exempt from Measure 5 limits. These levies are projected to total \$136.2 million for the biennium (\$67.1 million in FY 2026 and \$69.1 million in FY 2027).



NOTE: Four major revenue sources are identified as sources that comprise more than 10% of total revenue and combine for more than 75% of total revenue. The four major revenue sources comprise 87.88% of total revenue, less transfers. All minor revenue sources are aggregated as "Other" for this illustration.

## Enterprise and Internal Service Operations

The College Bookstore is estimated to generate approximately \$8.5 million in sales during the biennium. Due to increasing costs it is expected to deplete its ending fund balance. The Food Services operation is projected to generate about \$3.5 million in sales for the biennium. Revenue from Transportation and Parking Services is estimated at \$3.6 million for the biennium, while Print Center Operations, an internal service fund, is anticipated to generate approximately \$2.2 million over the same period.

## Major Requirements

The budget has been prepared with the following budget principles and guidelines in mind:

- Address negative net change in position in the budget by committing to the Fiscal Sustainability Framework and Action Plan by committing to making reductions in college expenses.
- Leverage, evaluate, and advocate for resources, including, but not limited to, strategic foundation, grant, state/federal funding, and partnership opportunities.
- Continue to strive for greater operational efficiencies, including, but not limited to, scheduling, purchasing, space planning, and other business processes.
- Maintain an unrestricted fund balance for the general fund annual operating expenditures and transfers to ensure a sustained fund balance in accordance with the Fiscal Sustainability Framework and Action Plan of a 12%-18% institutional stability and long-term fiscal integrity.
- Strive to maintain and improve affordability, access, and equitable student success.
- Develop the budget to strategically align with the One College model and the Strategic Plan to improve opportunity and strive toward more equitable student success.
- Drive enrollment growth by strategic enrollment management (SEM) planning.
- Consider issues of disparate impact when making budget decisions.

Staff will continue efforts to eliminate redundancies and inefficiencies by identifying non-essential programs and initiatives to position PCC for this biennium and sustain an ending fund balance to support the 2025-27 biennium. We continue to closely monitor all budget activity to help strategize a clear path toward aligning expenditures and revenues. We also aim to maintain an overall fund balance of 12%-18% of annual operating expenditures and transfers.

The Faculty and Academic Professional Federation contract is in effect through August 31, 2027, and the Classified Federation contract is in effect through June 30, 2027.

The College continues to benefit from the two pension bonds issued in 2003 and 2018 to offset our unfunded actuarial liability and lower our Oregon Public Employee Retirement System (PERS) employer contribution rates. Together, the two pension bonds created two PERS side accounts, generating a total side account rate relief of 18.50%. The savings generated from this rate reduction continues to fund the principal and interest debt obligations for both pension bonds and offset the College's combined PERS rates.

Due to a growing PERS internal service fund balance before 2024, employer contribution rates have been reduced by 4% in the PERS Internal Service Fund to smooth out the anticipated increase to the PERS employer rate for the 2025-27 biennium. The PERS rates for the 2025-27 biennium represent a decrease of 2.52% for Tier 1/Tier 2 employees and an increase of 4.08% for OPSRP employees over the 2023-25 rates. The total expected overall rate between the two accounts is nearly flat, with a projected 0.24% increase.

The rates effective July 1, 2025, are: PERS Tier 1/2 9.67% and PERS OPSRP 7.06%.



# Budget Process and Structure

## Compliance Overview

Local governments in Oregon that are authorized to impose a property tax levy, including Portland Community College (PCC), are subject to the requirements of the Oregon Local Budget Law under ORS 294.305 to 294.565. 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.

Under ORS 294.393, community colleges are required to prepare expenditure estimates according to accounting codes prescribed by the Department of Community Colleges and Workforce Development (CCWD) and the Oregon Department of Revenue (ODR). The accounting codes previously used included groupings by Instruction, Instructional Support, Student Support, College Support, and Plant Services. After consultation with both CCWD and ODR, staff adopted a change in the appropriation method that would enable the College to use a single methodology to adopt the budget by program, while still providing expenditure estimates to the CCWD by the accounting codes previously used. Both CCWD and ODR accepted the adopted change, and that change was reflected first in the 2015-2017 Biennium Budget and carried forward in subsequent budgets. Official appropriations are now made by program area for all college departments, rather than the previous method of using two different appropriation levels – program area and expenditure category. Staff will still prepare expenditure estimates by accounting code to report to CCWD. This appropriation method aligns with budget responsibility for each department, enabling managers to have a clearer picture of their budgetary responsibility, while still meeting the reporting needs of CCWD.

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

Because the College levies property taxes in Multnomah County, its budget process is under the supervision of the Tax Supervising and Conservation Commission (TSCC). The TSCC, an oversight agency created under Oregon Revised Statute (ORS 294.608), 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. Although it does not have a formal commission, Washington County is also subject to the additional requirements for counties with over 500,000 in population. However, since the College has property of the highest real market value within Multnomah County, PCC is only subject to Multnomah County TSCC jurisdiction (ORS 294.608).

The TSCC 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, judge whether the estimates are reasonable, and 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. The TSCC has the authority to inquire into management, accounts and systems used by local governments, as well as call a joint meeting of taxing bodies to discuss financial planning and cooperative ventures.



Diesel Service Technology students in class



# Budget Process

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

1. **Per Board Policy B213 and B214.** The College President is appointed to serve as the Budget Officer. The College President is responsible for preparing and submitting the Biennium Budget for Board review and approval.
2. **The Budget process begins** by establishing budget principles, guidelines, and goals. These guidelines are presented and input is incorporated from the Cabinet and the Integrated Budget & Planning Council. With the creation of the Fiscal Sustainability Framework and Action Plan (FSAP), an overview of the College’s budget and budget assumptions as well as the Budget Goals and Principles for the next biennium are presented to college faculty, staff, and students through budget forums.
3. **The Adopted Budget is prepared** based on budget policies and the approved budget principles, and guidelines within the Fiscal Sustainability Framework and Action Plan.
4. **Notice of Budget Committee meeting is published.** Notice of the meeting must be published either 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 OR The notice of the meeting may be published once in a newspaper of general circulation, not more than 30 days before the meeting date and not less than 5 days before the meeting date, and once on the PCC Internet website in a prominent manner and maintained on the website for at least 10 days before the meeting date. The newspaper notice must contain the internet website address on which the notice is posted.
5. **The 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 either 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 OR The notice of the meeting may be published once in a newspaper of general circulation, not more than 30 days before the meeting date and not less than 5 days before the meeting date, and once on the PCC Internet website in a prominent manner and maintained on the website for at least 10 days before the meeting date. The newspaper notice must contain the internet website address on which the notice is posted.
7. **TSCC holds a public hearing on the District’s budget,** reviews the budget, makes recommendation(s), and certifies the budget.
8. **After the budget is certified 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.
  - Estimated expenditures in a fund from the approved budget cannot be increased by more than \$5,000 for an annual budget and more than \$10,000 for a biennial budget, or 10% 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 Rules does not include transfers, contingency funds, 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.

# 2025-2027 Biennium Budget Calendar

September

Sep. 30      Fiscal Sustainability Forum SE Campus

October

Oct. 01      Fiscal Sustainability Forum RC Campus  
Oct. 08      Fiscal Sustainability Forum CA Campus  
Oct. 18      Fiscal Sustainability Forum EAC  
Oct. 21      Fiscal Sustainability Forum SY Campus  
Oct. 29      Fiscal Sustainability Forum FCE  
Oct. 30      Fiscal Sustainability Forum FFAP

November

Nov. 21      [PCC Board Meeting](#): 2025-2027 Biennium Budget Calendar Presentation

[pcc.edu/about/wp-content/uploads/sites/98/2025/08/amending-budget-after-adoption.pdf](https://pcc.edu/about/wp-content/uploads/sites/98/2025/08/amending-budget-after-adoption.pdf)



December

Dec. 02      Release of Governor’s Recommended Budget (GRB)  
Dec. 10      Integrated Budget & Planning Council (IBPC) Meeting

January

Jan. 16      [PCC Board Meeting](#): Student Activity Update.

[youtube.com/live/3n-oj3YKd-Y](https://youtube.com/live/3n-oj3YKd-Y)



Jan. 25      **PCC Board Winter Retreat:** Tuition and Mandatory Fee Update (first reading).  
Jan. 28      Integrated Budget & Planning Council (IBPC) Meeting

February


Feb. 05      **Cabinet Meeting:** Budget Reductions for 2025-2027 Proposed Biennium Budget.  
Feb. 18      Integrated Budget & Planning Council (IBPC) Meeting  
Feb. 20      [PCC Board Meeting](#): The Board reviews proposed increases in tuition for credit and non-credit programs, as well as adjustments to the student activity fee and mandatory fees for the 2025-27 biennium.

[youtube.com/watch?v=T9B55IO6\\_bE](https://youtube.com/watch?v=T9B55IO6_bE)








March

Mar. 20	<a href="#">PCC Board Meeting</a>	<a href="https://www.youtube.com/live/BVUR45BzQ_c">youtube.com/live/BVUR45BzQ_c</a>	
Mar. 25	Integrated Budget & Planning Council (IBPC) Meeting		


April

Apr. 07	Publish Notice of Budget Committee Meeting in the Oregonian and PCC Website.		
Apr. 17	<a href="#">PCC Board Meets as the College Budget Committee</a> : The College Budget Committee holds a meeting to consider approval of the 2025-2027 Proposed Biennium Budget and proposed tax levies for the biennium.	<a href="https://www.youtube.com/watch?v=4IM_DfMFwIY">youtube.com/watch?v=4IM_DfMFwIY</a>	
Apr. 21	Following Board approval, submit the 2025-2027 Biennium Budget to TSCC.		
Apr. 22	Integrated Budget & Planning Council (IBPC) Meeting		
Apr. 23	2025-2027 Proposed Biennium Budget Forum		


May

May 02	Publish Notice of TSCC Budget Hearing in Oregonian and PCC Website.		
May 15	TSCC conducts a public hearing on the budget to consider certifying the 2025-2027 Biennium Budget, Location: Sylvania campus 3PM.	<a href="https://www.youtube.com/watch?v=GzrsF-7XXyl">youtube.com/watch?v=GzrsF-7XXyl</a>	
	<a href="#">PCC Board Meeting</a>	<a href="https://www.youtube.com/watch?v=gjHaXUhejGo">youtube.com/watch?v=gjHaXUhejGo</a>	
May 20	Integrated Budget & Planning Council (IBPC) Meeting		

June

Jun. 02	Publish the Notice of the PCC 2023-2025 Supplemental Biennium Budget in the Oregonian and on the PCC Website.		
Jun. 17	Integrated Budget & Planning Council (IBPC) Meeting		
Jun. 18	<a href="#">PCC Board Meeting</a> : The Board considers approval of the Resolution to adopt the 2025-2027 Biennium Budget, make appropriation and levy and property taxes for the 1st year and 2nd year of the biennium.	<a href="https://www.youtube.com/watch?v=xNoxFMRj6q4">youtube.com/watch?v=xNoxFMRj6q4</a>	
	The PCC Board meets as a Budget Committee and holds a Public Hearing if required to consider adoption of the 2023-2025 Supplemental Biennium Budget.		

July

Jul. 15	Deadline to file all Property Tax Levy Forms, Adopted Budget Resolution, and Adopted Budget Documents with TSCC, County Assessors, and the Oregon Dept. of Revenue.		
Jul. 17	<a href="#">PCC Board Meeting</a>	<a href="https://www.youtube.com/watch?v=De4UvHvHwxg">youtube.com/watch?v=De4UvHvHwxg</a>	
Jul. 29	Integrated Budget & Planning Council (IBPC) Meeting		

Updated August 2025

# All Fund Budget Structure

The 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. Other estimated expenditures include 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.

As the District continues to develop and implement its Strategic Plan and One-College model, a reorganization of the General Fund budget structure and its number of program areas is necessary. The General Fund budget appropriations structure now consists of four program areas: Academic Affairs, Student Affairs, Office of the Executive Vice President, and Office of the President.

Therefore, the list of funds and programs to meet the legal compliance of Oregon Budget Law appropriation requirements are as follows:



General Fund

THE FOLLOWING ARE BUDGETED AT A PROGRAM LEVEL:
Academic Affairs
Student Affairs
Office of the President
Office of the Vice President

Special Revenue Funds

THE FOLLOWING FUNDS ARE CLASSIFIED AS SPECIAL REVENUE FUNDS AND ARE BUDGETED AT A PROGRAM LEVEL:
CEU/CED FUND
Cascade Campus
Workforce Development and Community Education

AUXILIARY FUND
Facilities Usage
Campus Activities
Sustainability Projects

CONTRACTS AND GRANTS FUND
State Grants
Federal Grants

STUDENT ACTIVITIES FUND
Civic Leadership
Student Engagement
Basic Needs and Sustainability Leadership
ASPPC Senate
Student Belonging and Wellbeing
Emergency Grants
Student Life and Leadership Initiatives

STUDENT FINANCIAL AID FUND
College Funded Programs
Federal Programs
State Programs
Short-Term Student Loan Program

Capital Projects Funds

THE FOLLOWING ARE BUDGETED AT A PROGRAM LEVEL:
CAPITAL PROJECTS FUND
Capital Outlay

CAPITAL CONSTRUCTION FUND
Sylvania Campus Projects
Rock Creek Campus Projects
Cascade Campus Projects
Southeast Campus Projects
District-wide Projects

Enterprise Funds

THE FOLLOWING ARE BUDGETED AT A PROGRAM LEVEL:
College Bookstore Operations
Food Services
Transportation and Parking Services

Internal Service Funds

THE FOLLOWING ARE BUDGETED AT A PROGRAM LEVEL:
Print Center Fund
Risk Management Fund
Internal Service – PERS Reserve Fund

Fiduciary Fund

THE FOLLOWING ARE BUDGETED AT A PROGRAM LEVEL:
Early Retirement Fund

Debt Service Funds

THE FOLLOWING ARE THE DISTRICT'S DEBT SERVICE FUNDS:
<i>The estimated expenditures for these funds are to pay for the annual maturing principal and interest of the District's bonded debt.</i>
PERS DEBT SERVICE FUND
Principal
Interest
DEBT SERVICE GENERAL OBLIGATION BOND FUND
Principal
Interest



Student working at Cascade Campus



# President and Board of Directors

## Strategic Priorities for the 2025-27 Biennium

- Chief of Staff & College Relations
- Finance & Business Services
- Portland Community College Foundation

**PCC Board of Directors and Administration**

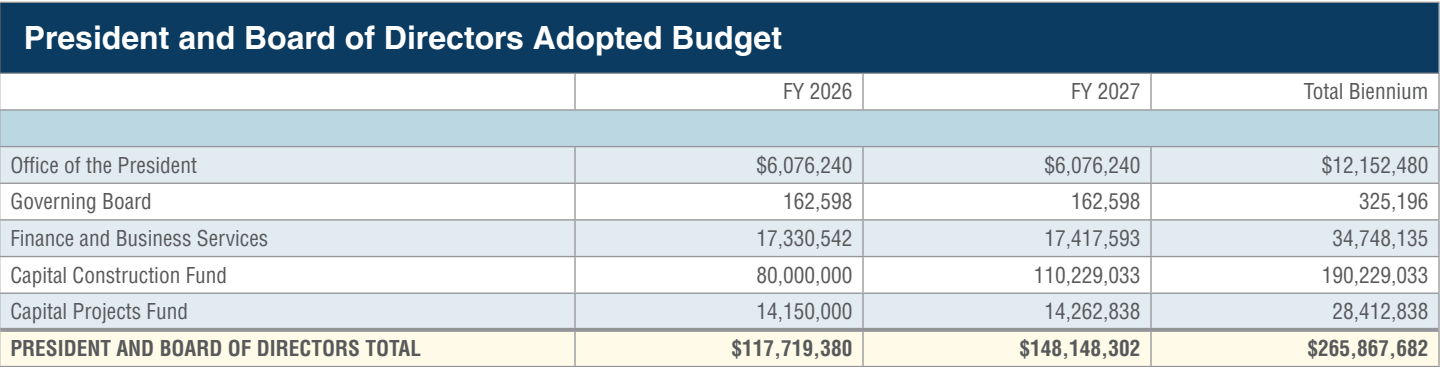
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graph TD
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        Z1[LAURIE CREMONA WAGNER  
Zone 1] --- Z2[TIFFANI PENSON  
Zone 2]
        Z2 --- Z3[KIEN TRUONG  
Zone 3]
        Z3 --- Z4[BRANDY PENNER  
Zone 4]
        Z4 --- Z5[DAN SALTZMAN  
Zone 5]
        Z5 --- Z6[GREG MCKELVEY  
Zone 6]
        Z6 --- Z7[GINA SANCHEZ ROLETTO  
Zone 7]
        Z7 --- Z8[FAREEHA NAYEBARE  
Student Trustee]
    end

    Board --- President[DR. ADRIEN BENNINGS  
College President]

    President --- VP1[KATY HO  
Executive Vice President]
    President --- VP2[JENNIFER ERNST  
Vice President of Academic Affairs]
    President --- VP3[VICKY LÓPEZ SÁNCHEZ  
Vice President of Student Affairs]
    President --- VP4[DINA FARRELL  
Vice President and CFO,  
Finance & Business Services]

    President --- IA[INSTITUTIONAL ADMINISTRATION]
    IA --- IC[TIA CHIAPPE  
Executive Coordinator]
    IA --- JH[JENNIFER HAMLIN  
Board Coordinator]
    IA --- CK[CHRISTINA KLINE  
Executive Director of PCC Foundation]
    IA --- SL[SAGE LEARN  
Executive Director of College Relations]
  
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NOTE: Totals include General Fund programs and programs budgeted in other Funds to show scope for illustrated purposes and therefore may not tie back to other schedules.



# Office of the Executive Vice President

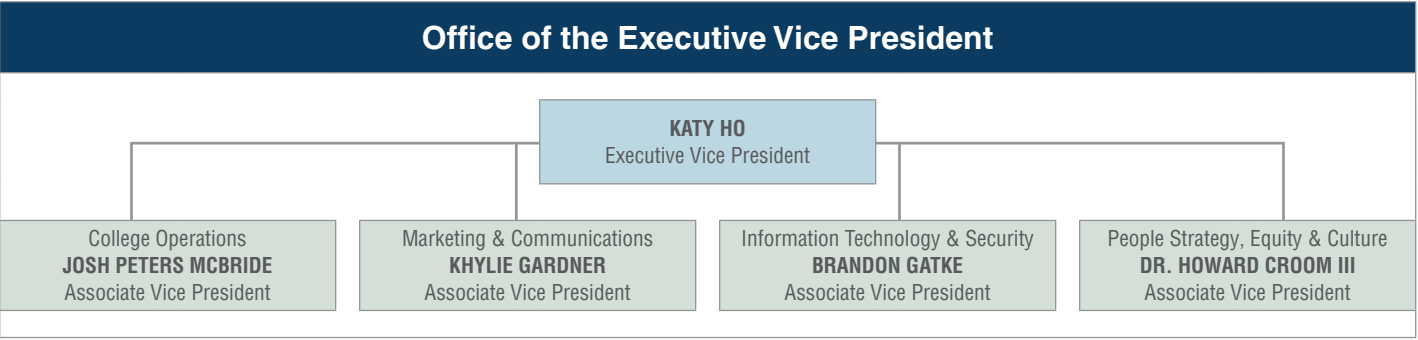
The Executive Vice President’s portfolio includes the following divisions: People Strategy, Equity & Culture (PSEC); Marketing & Communications; College Operations; Information Technology; Policy; Institutional Effectiveness & Planning; and Strategic Planning.

These areas provide direct services to the PCC community while also delivering business, technical, and strategic leadership that advance the College’s mission. Collectively, the divisions under the Executive Vice President consist of approximately 559 FTE staff members and has a 2025-27 biennium budget of \$187,409,797 of which \$153,699,928 comes from the General Fund.

## Strategic Priorities for the 2025-27 Biennium

To ensure alignment with PCC’s mission and strategic direction, the Executive Vice President’s Office, in collaboration with other departments, plans to:

- Increase the effectiveness and responsiveness of PCC business processes and systems.
- Elevate the employee and student experience through more effective communication.
- Establish inclusive, accessible, and dynamic data practices through robust data governance.
- Develop an employee-centered framework for professional development, recognition, and incentives.
- Empower organizational resilience through comprehensive emergency preparedness planning.
- Strengthen and unify PCC’s brand identity.





# Academic Affairs

Academic Affairs provides support for both faculty and students to ensure educational opportunities and academic success. Services offered by Academic Affairs include teaching and learning support, online learning, library services, workforce development, and curriculum development and delivery. Academic Affairs consists of approximately 1,413 FTE staff members and has a 2025-27 biennium budget of \$323,075,694.

## Strategic Priorities for the 2025-27 Biennium

### Guided Pathways

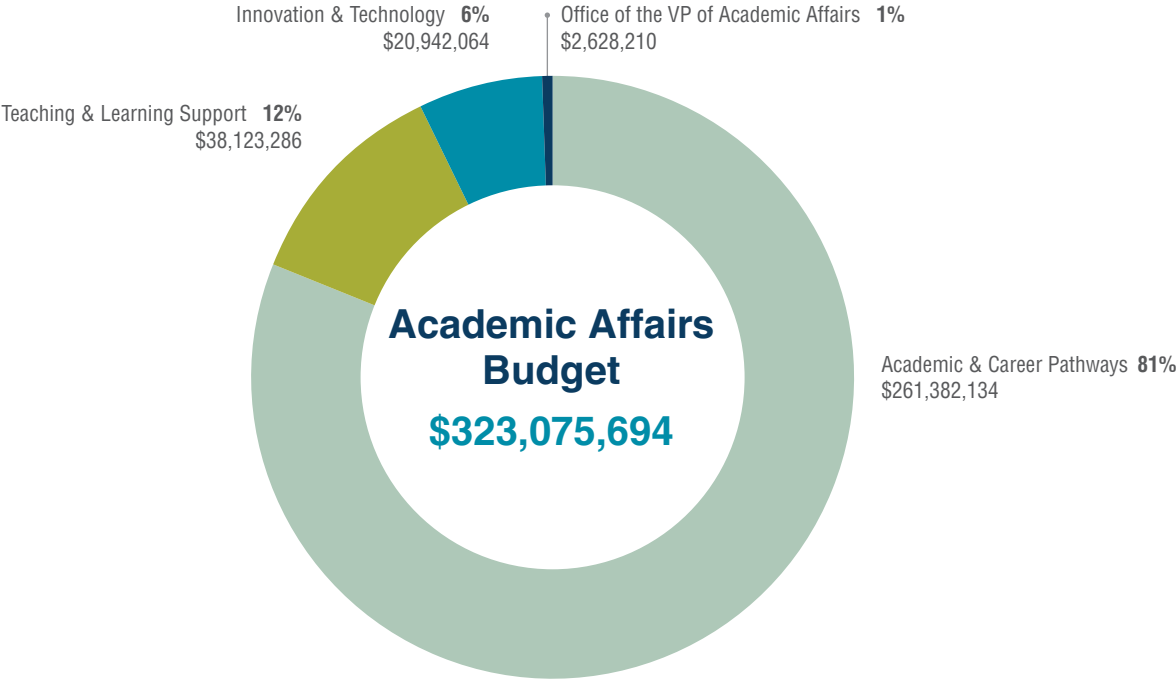
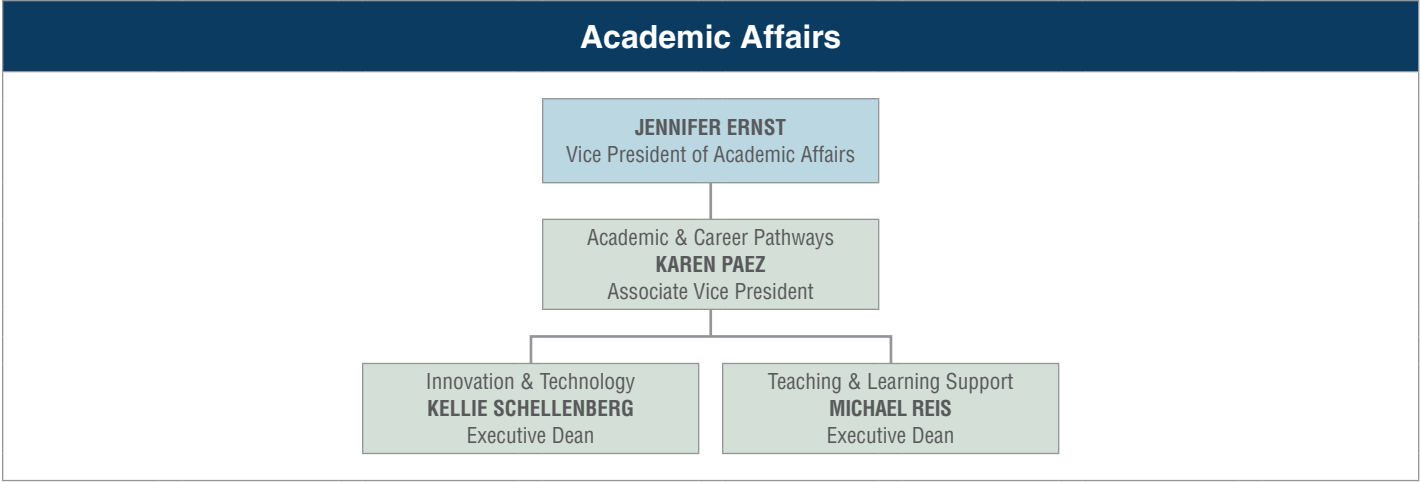
One of the main priorities for Academic Affairs in the 2025-27 biennium will be taking Guided Pathways to the next level. The focus will be on creating and publishing program maps for nearly 100 programs. As those maps begin to appear on the program websites, enhancements will be made to program pages to more firmly align with their pathways, providing students with a fuller connection to their chosen pathways and supporting them on their journey.

### Program Sustainability and Viability

As Academic Affairs fully embraces continuous improvement, work to build an enhanced data-informed decision-making capacity and build robust program review processes will be done. The enhanced, data-informed program review process will allow the College to align current programs and innovate new programs with an eye toward creating efficient transfer pathways and pathways to high-demand, high-wage careers.

### Strategic Course Scheduling

Building on pathway and program enhancements, Academic Affairs will also focus on strategic course scheduling. New processes will allow the College to better meet student needs and move toward providing optimized annual scheduling to increase opportunities for student completion.



### Academic Affairs Adopted Budget

	FY 2026	FY 2027	Total Biennium
Office of the VP of Academic Affairs	\$1,314,105	\$1,314,105	\$2,628,210
Academic and Career Pathways	130,787,239	130,594,895	261,382,134
Teaching and Learning Support	19,061,643	19,061,643	38,123,286
Innovation and Technology	10,471,032	10,471,032	20,942,064
ACADEMIC AFFAIRS OPERATIONS TOTAL	\$161,634,019	\$161,441,675	\$323,075,694



# Student Affairs

Student Affairs fosters an environment where all students are empowered to achieve their academic and personal goals through comprehensive support services, innovative programming, and collaborative partnerships. We are committed to advancing accessibility, equity, and inclusion to ensure student success.

Student Affairs includes International Student Services, Enrollment Management & Services, Advising & Career Support, Financial Aid, Veterans Educational Benefits, Admissions and Recruitment, Student Records, Counseling Services, College Success Programs (CAMP, TRIO SSS, Future Connect), College Access Programs (HEP, Partnership Programs (Dual Credit, Early College, PACTEC)), and Student Wellbeing, Engagement, & Belonging. Student Affairs consists of approximately 297 FTE staff members, and has a 2025-27 biennium budget of \$71,299,398.

### Mission

Student Affairs fosters an environment where ALL are empowered to achieve their academic and personal goals through comprehensive support services, innovative programming, and collaborative partnerships, while advancing accessibility, equity, and inclusion for student success.

### Vision

Student Affairs will create a culture of belonging, continuous improvement, and equity to ensure that every interaction, program, and service contributes to student success and holistic well-being.

### Core Values

Service Excellence: We are committed to providing exceptional, student-centered service, consistently exceeding expectations and embodying this value in every interaction.

## Strategic Priorities for the 2025-27 Biennium

### New Student Onboarding

Redesign the onboarding experience through the Guided Pathways framework to ensure a welcoming, informative, and personalized process for all credit and academic noncredit incoming students. This includes increasing orientation completion rates, utilizing student support technologies, and creating accessible and culturally responsive processes.

### Student Affairs Learning Outcomes & Program Evaluation

Establish a standardized assessment framework and evaluation calendar to improve service delivery and ensure continuous improvement. Engagement from Student Affairs teams and students will shape the development of meaningful outcomes.

### Communication Strategy

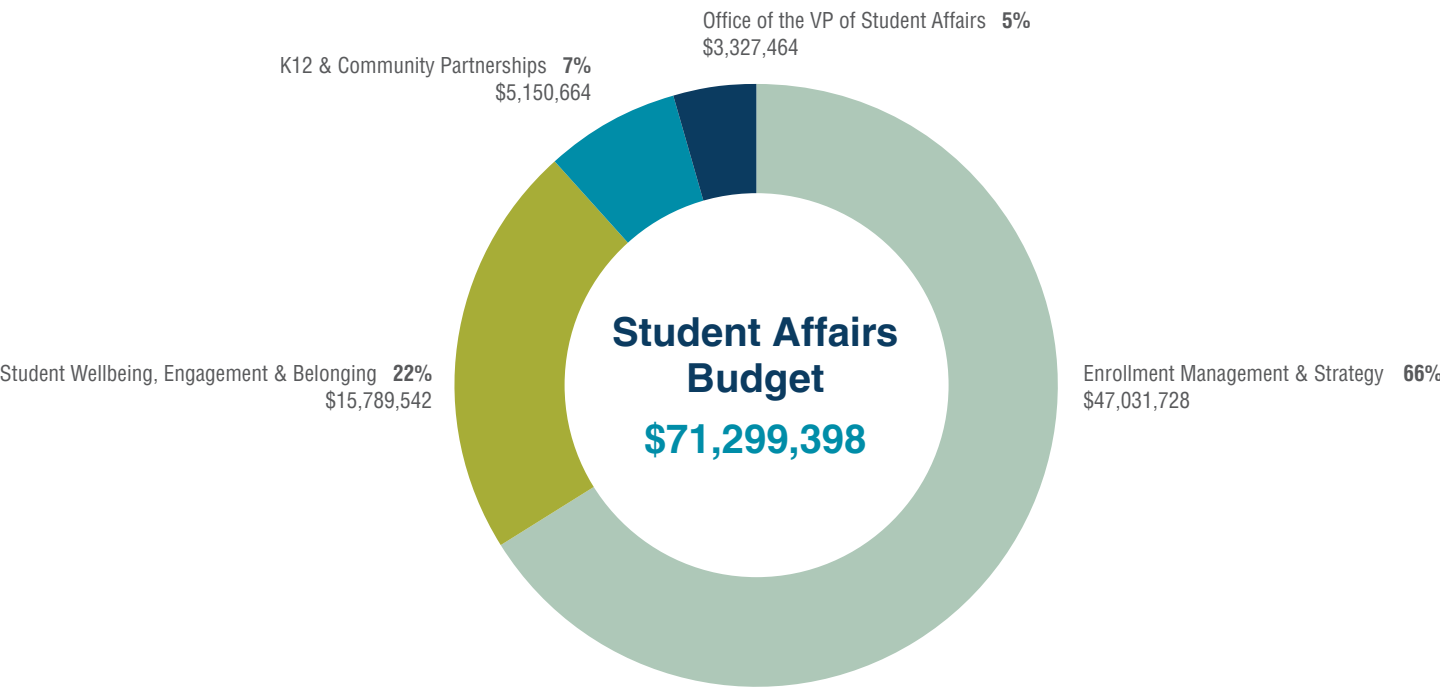
Develop a comprehensive communication strategy to strengthen transparency, alignment, and collaboration across departments. Includes an internal audit, communication alignment review, and adoption of a new framework to enhance information-sharing and engagement.

### Professional Development & Training

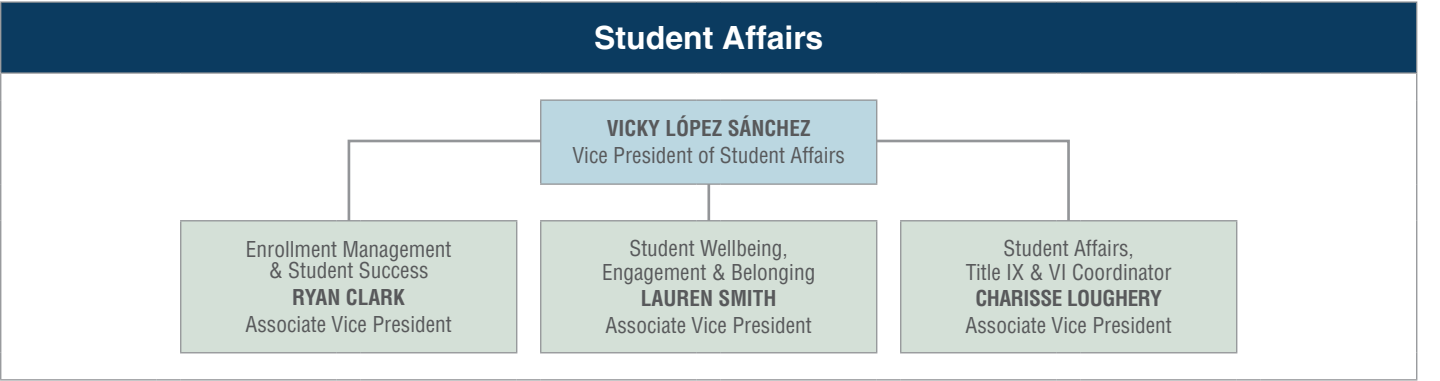
Implement a professional development strategy to build staff capacity in assessment, communication, accessibility, and best practices. A recognition framework and training menu will support continuous learning and innovation among Student Affairs professionals.

### Data-Informed Decision Making & Budgeting

Create a framework for data-informed decision making and budgeting that supports strategic priorities, transparency, and institutional alignment. This includes dashboards, KPIs, and capacity-building to ensure Student Affairs departments use real-time data to drive student success and sustainability.



Student Affairs Adopted Budget			
	FY 2026	FY 2027	Total Biennium
Office of the VP of Student Affairs	\$1,663,732	\$1,663,732	\$3,327,464
Enrollment Management and Strategy	23,643,625	23,388,103	47,031,728
K12 and Community Partnerships	2,575,332	2,575,332	5,150,664
Student Wellbeing, Engagement and Belonging	7,894,771	7,894,771	15,789,542
STUDENT AFFAIRS OPERATIONS TOTAL	\$35,777,460	\$35,521,938	\$71,299,398





# Comprehensive Budget

The budget contained in this document has been prepared and presented in accordance with the requirements of Oregon Budget Law and is subject to review by the Tax Supervising and Conservation Commission (TSCC) of Multnomah County. The College utilizes 17 funds to account for its operation. 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 2025-27 Adopted Biennium Budget reflects no changes in appropriation levels from the Proposed budget.

Comprehensive Budget				
	Proposed Biennium 2025-27	1st Year of Adopted Biennium 2025-27	2nd Year of Adopted Biennium 2025-27	Total Adopted Biennium 2025-27
General Fund	\$674,541,737	\$324,135,121	\$350,406,616	\$674,541,737
CEU/CED Fund	18,615,843	9,307,921	9,307,922	18,615,843
Auxiliary Fund	6,824,760	2,382,574	4,442,186	6,824,760
Contracts and Grants Fund	66,958,600	32,140,128	34,818,472	66,958,600
Student Activities Fund	7,764,162	3,882,081	3,882,081	7,764,162
Student Financial Aid Fund	183,285,812	91,513,014	91,772,798	183,285,812
Capital Projects Fund	28,412,838	14,150,000	14,262,838	28,412,838
Capital Construction Fund	190,229,033	80,000,000	110,229,033	190,229,033
College Bookstore Fund	11,722,126	5,866,160	5,855,966	11,722,126
Food Services Fund	7,149,191	3,574,596	3,574,595	7,149,191
Transportation and Parking Fund	11,297,069	5,720,577	5,576,492	11,297,069
Internal Service-PERS Reserve Fund	76,993,071	28,596,837	48,396,234	76,993,071
Risk Management Fund	24,439,180	8,130,703	16,308,477	24,439,180
Print Center Fund	3,541,484	1,765,739	1,775,745	3,541,484
Early Retirement Fund	2,877,647	1,109,286	1,768,361	2,877,647
Debt Service Fund (GO Bonds)	139,187,682	64,709,588	74,478,094	139,187,682
PERS Debt Service Fund	52,695,026	25,846,837	26,848,189	52,695,026
TOTAL ALL FUNDS	\$1,506,535,261	\$702,831,162	\$803,704,099	\$1,506,535,261

NOTE: The 2nd year Biennium total includes Unappropriated Ending Fund Balance

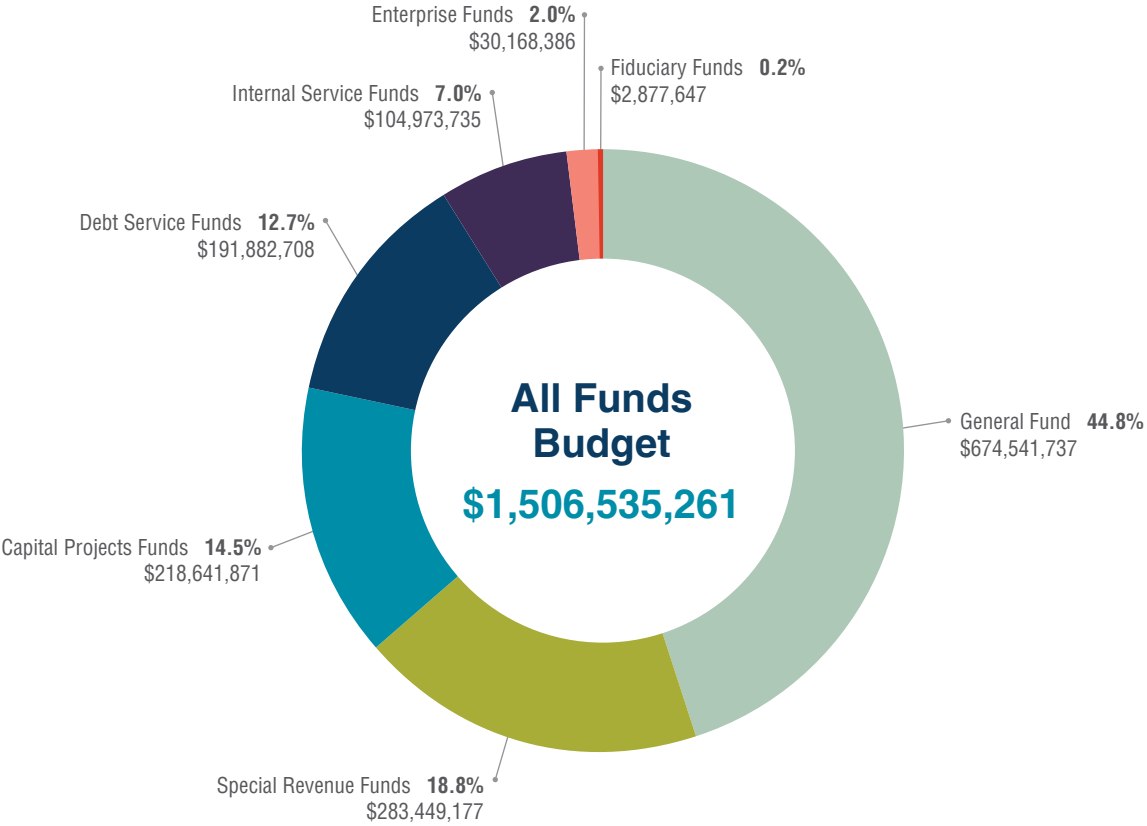


Ophthalmic Medical Technology students in class



All Funds Budget Summary		
	2025-27 Biennium Budget Total	% of Total Budget – All Funds
<strong>*GENERAL FUND:</strong>		
<strong>SUBTOTAL</strong>	<strong>\$674,541,737</strong>	<strong>44.8%</strong>
<strong>SPECIAL REVENUE FUNDS:</strong>		
Continuing and Community Education Fund	18,615,843	1.2%
Auxiliary Fund	6,824,760	0.5%
Student Activities Fund	7,764,162	0.5%
Contracts and Grants Fund	66,958,600	4.4%
*Student Financial Aid Fund	183,285,812	12.2%
<strong>SUBTOTAL</strong>	<strong>\$283,449,177</strong>	<strong>18.8%</strong>
<strong>CAPITAL PROJECTS FUNDS:</strong>		
Capital Projects Fund	28,412,838	1.9%
*Capital Construction Fund	190,229,033	12.6%
<strong>SUBTOTAL</strong>	<strong>\$218,641,871</strong>	<strong>14.5%</strong>
<strong>ENTERPRISE FUNDS:</strong>		
Food Services Fund	7,149,191	0.5%
College Bookstore Fund	11,722,126	0.8%
Transportation and Parking Fund	11,297,069	0.7%
<strong>SUBTOTAL</strong>	<strong>\$30,168,386</strong>	<strong>2.0%</strong>
<strong>INTERNAL SERVICE FUNDS:</strong>		
Print Center Fund	3,541,484	0.2%
Risk Management Fund	24,439,180	1.6%
PERS Internal Service Fund	76,993,071	5.1%
<strong>SUBTOTAL</strong>	<strong>\$104,973,735</strong>	<strong>7.0%</strong>
<strong>FIDUCIARY FUNDS:</strong>		
Early Retirement Fund	2,877,647	0.2%
<strong>SUBTOTAL</strong>	<strong>\$2,877,647</strong>	<strong>0.2%</strong>
<strong>DEBT SERVICE FUNDS:</strong>		
GO Debt Service Fund	139,187,682	9.2%
PERS Debt Service Fund	52,695,026	3.5%
<strong>SUBTOTAL</strong>	<strong>\$191,882,708</strong>	<strong>12.7%</strong>
<strong>TOTAL – COLLEGE</strong>	<strong>\$1,506,535,261</strong>	<strong>100%</strong>

\*NOTE: These funds are designated as Major Funds, as their percentage of the total budget exceeds 10%.





# Changes in FTE Positions

The past two years have also seen a decrease in the number of full-time equivalent (FTE) positions at PCC, primarily due to changing enrollment and instruction needs as well as departmental reorganizations. Following is a chart showing changes in position levels at PCC:

Overview Snapshot of FTE Changes				
	Biennium 2019-21 ACTUAL FTE	Biennium 2021-23 ACTUAL FTE	Biennium 2023-25 REVISED FTE	Biennium 2025-27 ADOPTED FTE
General Fund	2,512.63	2,269.76	2,281.89	2,284.69
CEU/CED-1900 Fund	94.08	65.30	51.19	47.16
Auxiliary Fund	6.06	6.09	4.01	4.07
Contracts and Grants Fund	212.02	135.88	119.58	126.06
Student Activities Fund	39.43	31.84	39.33	41.86
Student Financial Aid Fund	4.43	4.22	4.22	4.22
Capital Construction Fund	13.09	32.90	41.77	43.49
College Bookstore Fund	60.00	31.19	30.86	29.86
Food Services Fund	68.02	45.79	37.21	33.82
Transportation and Parking Fund	32.94	32.02	27.22	27.92
Risk Management Fund	4.28	4.59	4.59	4.59
Print Center Fund	7.10	7.35	6.61	7.35
TOTAL	3,054.08	2,666.93	2,648.48	2,655.09

Below is a summary of the General Fund appropriation requirement for the 2025-27 Biennium:

General Fund Program Areas			
	1st Year of Biennium 2025-27	2nd Year of Biennium 2025-27	Total Biennium 2025-27
Office of the President	\$23,569,380	\$23,656,431	\$47,225,811
Office of the Exec Vice President	76,565,078	77,134,850	153,699,928
Academic Affairs	161,634,019	161,441,675	323,075,694
Student Affairs	35,777,460	35,521,938	71,299,398
Transfers	7,628,587	6,893,187	14,521,774
Contingency	18,960,596	18,960,595	37,921,191
TOTAL APPROPRIATIONS	\$324,135,121	\$323,608,676	\$647,743,797
Unappropriated Ending Fund Balance	0	26,797,940	26,797,940
TOTAL GENERAL FUND	\$324,135,121	\$350,406,616	\$674,541,737

NOTE: Unappropriated Ending Fund Balance is not an appropriation

# Funded Grants

PCC has continued to actively seek available grant funding toward our mission to offer quality, affordable programs. Below is a sample listing of major grants received between 2022 and 2024:

## US Department of Education – Child Care Access Means Parents in School (CCAMPIS) – \$2,474,224

Low-income student parents across the District receive subsidized childcare slots and wraparound services, including individualized coaching and academic advising to increase retention and graduation rates. Student parents most in need are prioritized for support.

## US Department of Education – Community Project Funding – \$1,675,000

The Mental Health and Community Wellness Initiative will expand the healthcare workforce in the region by connecting individuals to careers in behavioral healthcare, and expanding training to incumbents in the field to combat the severe shortage of behavioral health professionals in the State.

## US Department of Commerce – Build Back Better Regional Challenge – \$1,575,000

As a subgrantee of the Port of Portland, PCC will recruit and prepare prospective students, provide curricula, credentials, and non-credit training (which could include pre-apprentice-ships) for Mass Timber. This training partnership will emphasize recruiting, enrolling and matriculating underserved students from throughout the region and state.

## OR Higher Education Coordinating Committee – Workforce Ready: Round 3 – \$842,773

Revitalizing the Certified Nursing Assistant (CNA) education program will increase PCC’s capacity to provide workforce programs to advance educational attainment, economic mobility, and career advancement. The project will also enhance the nursing career pathway and promote inter-professional development between CNAs and RNs.

## Youth Development Oregon – Regional Reengagement – \$250,000

The Yes to College (YtC) program will support individuals seeking to finish their high school education by earning a GED. Services include outreach at school districts in the PCC District, exam preparation courses, academic and career coaching, and connection with Support Services such as housing and childcare assistance.

## National Institutes of Health – Bridges to Baccalaureate – \$226,738

Bridges to Baccalaureate (B2B) provides structured activities to prepare community college students to transfer to and complete a bachelor’s degree in biomedical research fields. The B2B program is a two-year program that begins during a student’s sophomore year at Portland Community College or Clackamas Community College (Year 1) and continues as students transfer to Portland State University for their junior year (Year 2).

## Metro Regional Travel Options – Transit Options for PCC Students (TOPS) – \$178,312

TOPS improves transit accessibility for PCC students and staff by creating seamless trip-planning, transit tracking, and wayfinding between the PCC shuttle system and Trimet. Transportation Ambassadors will help students and staff find alternatives to driving with outreach events and individualized transportation planning support.



# Reporting Method

## 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, while 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, while 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 other funds. For example, Contracts and Grants, College Bookstores and Transportation and Parking Services 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.



Student at Rock Creek Campus





Bioscience Technology student in class

# Consolidated Resources and Requirements

## Summary of All Funds

Summary of All Funds							
	Biennium 2019-21 ACTUAL	Biennium 2021-23 ACTUAL	Biennium 2023-25 ADOPTED	Biennium 2023-25 REVISED	1st Year of 2025-27 ADOPTED	2nd Year of 2025-27 ADOPTED	Biennium 2025-27 ADOPTED
CURRENT OPERATING RESOURCES – LOCAL RESOURCES:							
Property Taxes	\$187,337,866	\$203,317,087	\$211,709,435	\$211,709,435	\$113,475,150	\$117,404,715	\$230,879,865
Tuition and Fees (Credit and Non-credit)	181,600,445	155,129,390	157,390,597	170,879,901	96,212,767	103,190,582	199,403,349
General Obligation Bond Proceeds	756,886	225,000,000	0	0	0	0	0
GO Bond Issuance Cost	(749,065)	28,541,309	0	0	0	0	0
CEU/CED Revenues	7,742,527	9,078,855	10,307,260	10,307,260	6,199,172	6,199,172	12,398,344
Enterprise Revenues	14,058,131	9,762,661	15,284,466	15,284,466	8,054,859	8,191,837	16,246,696
Local Contracts	10,734,931	18,970,739	16,576,600	20,483,720	9,166,808	9,738,292	18,905,100
Interest Earnings	10,105,068	12,953,001	9,816,894	13,827,590	8,633,863	8,245,851	16,879,714
Service Charges and Fees	8,828,435	8,778,691	9,553,453	9,429,731	5,614,698	5,656,877	11,271,575
Miscellaneous	158,460,128	43,228,307	49,989,354	49,989,354	26,617,515	27,291,994	53,909,509
State Sources	251,256,907	299,940,391	326,716,610	335,276,109	174,191,576	176,713,276	350,904,852
Federal Sources	227,758,002	186,985,218	176,006,843	182,763,208	82,821,949	83,564,226	166,386,175
Student Loan Repayments	460,308	0	821,531	821,531	557,500	557,500	1,115,000
Fund Transfers	113,916,943	97,402,962	70,262,361	88,418,296	45,258,375	44,093,696	89,352,071
TOTAL CURRENT OPERATING RESOURCES	\$1,172,267,514	\$1,299,088,611	\$1,054,435,404	\$1,109,190,601	\$576,804,232	\$590,848,018	\$1,167,652,250

CURRENT REQUIREMENTS BY FUNCTION:							
Instruction Services-Classroom	\$258,509,018	\$269,484,584	\$290,111,315	\$347,862,833	\$167,873,268	\$170,180,088	\$338,053,356
Student Services	28,520,311	31,329,773	79,276,674	89,749,589	42,610,742	42,355,220	84,965,962
Instructional Support	74,405,247	94,727,034	59,680,400	68,907,923	33,935,151	33,935,150	67,870,301
Administration	5,211,955	5,575,425	28,301,078	118,227,569	22,969,413	23,056,464	46,025,877
Facility Operations and Maintenance	53,534,633	58,983,754	65,943,085	70,615,048	37,281,366	37,851,137	75,132,503
Central and Business Services	79,246,599	83,242,600	76,292,851	19,464,310	40,566,701	38,821,021	79,387,722
SUB-TOTAL	\$499,427,763	\$543,343,170	\$599,605,403	\$714,827,274	\$345,236,641	\$346,199,081	\$691,435,722

ENTERPRISE AND COMMUNITY SERVICES:							
Bookstore	\$12,696,662	\$10,466,713	\$12,658,393	\$13,028,927	\$5,712,466	\$5,705,966	\$11,418,432
Food Services	4,066,887	3,060,180	7,781,798	8,133,312	3,406,549	3,406,549	6,813,098
Transportation and Parking	5,272,305	2,986,284	7,082,747	7,587,297	4,481,492	4,343,345	8,824,837
Print Center	2,061,195	2,445,958	2,726,530	2,861,628	1,514,983	1,524,989	3,039,972
Risk Management	5,875,265	6,566,903	13,318,456	13,289,196	5,630,703	6,411,953	12,042,656
SUB-TOTAL	\$29,972,314	\$25,526,038	\$43,567,924	\$44,900,361	\$20,746,193	\$21,392,802	\$42,138,995



Summary of All Funds (continued)							
	Biennium 2019-21 ACTUAL	Biennium 2021-23 ACTUAL	Biennium 2023-25 ADOPTED	Biennium 2023-25 REVISED	1st Year of 2025-27 ADOPTED	2nd Year of 2025-27 ADOPTED	Biennium 2025-27 ADOPTED
Facilities Acquisition and Construction	\$96,604,673	\$122,737,283	\$159,651,585	\$173,157,295	\$72,500,000	\$92,500,000	\$165,000,000
Student Loans and Financial Aid	184,207,219	178,272,316	191,975,750	192,645,964	90,025,300	90,136,800	180,162,100
Trust Funds	1,533,640	1,186,774	1,718,572	1,757,574	859,286	859,286	1,718,572
Debt Service	268,334,412	164,621,455	172,651,046	172,651,046	90,556,425	93,500,632	184,057,057
Fund Transfers	113,916,943	97,799,332	70,262,361	88,418,296	45,258,375	44,093,696	89,352,071
Contingencies	0	0	98,092,649	46,771,859	37,648,942	37,948,369	75,597,311
SUB-TOTAL	\$664,596,886	\$564,617,161	\$694,351,963	\$675,402,034	\$336,848,328	\$359,038,783	\$695,887,112
TOTAL CURRENT REQUIREMENTS	\$1,193,996,963	\$1,133,486,369	\$1,337,525,290	\$1,435,129,668	\$702,831,162	\$726,630,666	\$1,429,461,828
Excess (deficit) Current Resources Current Requirements	(21,729,449)	165,602,242	(283,089,886)	(325,939,067)	(126,026,930)	(135,782,648)	(261,809,578)
Beginning Fund Balances	317,947,553	313,787,392	435,720,602	482,395,679	338,883,011	0	338,883,011
ENDING FUND BALANCES	\$296,218,104	\$479,389,634	\$152,630,716	\$156,456,612	\$0	\$77,073,433	\$77,073,433

## Requirements by Expenditure Category

Requirements By Expenditure Category							
	Biennium 2019-21 ACTUAL	Biennium 2021-23 ACTUAL	Biennium 2023-25 ADOPTED	Biennium 2023-25 REVISED	1st Year of 2025-27 ADOPTED	2nd Year of 2025-27 ADOPTED	Biennium 2025-27 ADOPTED
Personal Services	\$447,486,185	\$471,879,910	\$530,621,437	\$618,566,623	\$306,886,165	\$308,002,136	\$614,888,301
Materials, Services and Supplies	288,964,057	294,496,480	301,322,248	321,531,393	144,857,217	147,362,900	292,220,117
Capital Outlay	75,295,366	104,689,192	164,575,549	187,190,451	77,624,038	95,722,933	173,346,971
Fund Transfers	113,916,943	97,799,332	70,262,361	88,418,296	45,258,375	44,093,696	89,352,071
Contingency	0	0	98,092,649	46,771,859	37,648,942	37,948,369	75,597,311
Debt Service	268,334,412	164,621,455	172,651,046	172,651,046	90,556,425	93,500,632	184,057,057
TOTAL EXPENDITURES BY CATEGORY	\$1,193,996,964	\$1,133,486,369	\$1,337,525,290	\$1,435,129,668	\$702,831,162	\$726,630,666	\$1,429,461,828
ENDING FUND BALANCE	296,218,104	479,389,634	152,630,716	156,456,612	0	77,073,433	77,073,433
TOTAL	\$1,490,215,068	\$1,612,876,003	\$1,490,156,006	\$1,591,586,280	\$702,831,162	\$803,704,099	\$1,506,535,261

## Summary of Changes in Fund Balance by Fiscal Year

Summary of Changes in Fund Balance by Fiscal Year							
	Biennium 2019-21 ACTUAL	Biennium 2021-23 ACTUAL	Biennium 2023-25 ADOPTED	Biennium 2023-25 REVISED	1st Year of 2025-27 ADOPTED	2nd Year of 2025-27 ADOPTED	Biennium 2025-27 ADOPTED
SUMMARY OF ALL FUNDS:							
Total Current Operating Resources	\$1,172,267,514	\$1,299,088,611	\$1,054,435,404	\$1,109,190,601	\$576,804,232	\$590,848,018	\$1,167,652,250
Total Current Requirements	\$1,193,996,964	\$1,133,486,369	\$1,337,525,290	\$1,435,129,668	\$702,831,162	\$726,630,666	\$1,429,461,828
Excess (deficit) Current Resources Current Requirements	(21,729,450)	165,602,242	(283,089,886)	(325,939,067)	(126,026,930)	(135,782,648)	(261,809,578)
BEGINNING FUND BALANCES	317,947,553	313,787,392	435,720,602	482,395,679	338,883,011	0	338,883,011
ENDING FUND BALANCES	\$296,218,104	\$479,389,634	\$152,630,716	\$156,456,612	\$0	\$77,073,433	\$77,073,433



# Requirements by Expenditure Category – All Funds

Requirements by Expenditure Category – All Funds									
	FTE	2025-27 ADOPTED Budget	Personal Services	Materials, Services and Supplies	Capital Outlay	Debt Service	Transfers	Contingency	Ending Fund Balance
General Fund	2,284.69	\$674,541,737	\$531,430,466	\$57,685,806	\$6,184,560	\$0	\$14,521,774	\$37,921,191	\$26,797,940
CEU/CED-1900 Fund	47.16	18,615,843	8,863,342	4,148,370	0	0	263,749	5,340,382	0
Auxiliary Fund	4.07	6,824,760	383,997	3,158,615	580,000	0	56,729	641,092	2,004,327
Contracts and Grants Fund	126.06	66,958,600	37,377,700	22,947,500	2,153,900	0	2,419,250	2,060,250	0
Student Activities Fund	41.86	7,764,162	4,020,660	2,950,806	0	0	0	792,696	0
Student Financial Aid Fund	4.22	183,285,812	1,312,000	178,850,100	0	0	253,175	2,870,537	0
Capital Projects Fund	0.00	28,412,838	0	0	9,550,000	0	12,500,000	3,000,000	3,362,838
Capital Construction Fund	43.49	190,229,033	11,991,816	0	153,008,184	0	0	15,000,000	10,229,033
College Bookstore Fund	29.86	11,722,126	5,285,818	6,130,614	2,000	0	203,694	100,000	0
Food Services Fund	33.82	7,149,191	5,038,698	1,774,400	0	0	0	336,093	0
Transportation and Parking Fund	27.92	11,297,069	4,916,688	2,054,822	1,853,327	0	938,674	1,533,558	0
Internal Service-PERS Reserve Fund	0.00	76,993,071	0	0	0	0	58,195,026	0	18,798,045
Risk Management Fund	4.59	24,439,180	937,280	11,090,376	15,000	0	0	5,000,000	7,396,524
Print Center Fund	7.35	3,541,484	1,611,264	1,428,708	0	0	0	501,512	0
Early Retirement Fund	0.00	2,877,647	1,718,572	0	0	0		500,000	659,075
Debt Service Fund (GO Bonds)	0.00	139,187,682				131,362,031	0	0	7,825,651
PERS Debt Service Fund	0.00	52,695,026	0	0	0	52,695,026	0	0	0
TOTAL	2,655.09	\$1,506,535,261	\$614,888,301	\$292,220,117	\$173,346,971	\$184,057,057	\$89,352,071	\$75,597,311	\$77,073,433

## Summary by Program – All Funds

Summary by Program - All Funds												
	Instructional Services	Instructional Support Services	Student Support Services	College Support Services	Plant Services	Facilities Construction and Acquisition	Enterprise and Community Services	Transfers	Debt Service	Contingency	Unappropriated Ending Fund Balance (see Note)	TOTAL
FUND TYPES:												
General Fund	\$262,562,544	\$67,870,301	\$77,994,496	\$111,740,987	\$75,132,503			\$14,521,774		\$37,921,191	\$26,797,940	\$674,541,737
SPECIAL REVENUE FUNDS:												
Continuing and Community Education Fund	13,011,712							263,749		5,340,382	0	18,615,843
Auxiliary Fund				4,122,612				56,729		641,092	2,004,327	6,824,760
Student Activities Fund			6,971,466							792,696	0	7,764,162
Contracts and Grants Fund	62,479,100							2,419,250		2,060,250	0	66,958,600
Student Financial Aid Fund			180,162,100					253,175		2,870,537	0	183,285,812
CAPITAL PROJECTS FUNDS:												
Capital Projects Fund				9,550,000				12,500,000		3,000,000	3,362,838	28,412,838
Capital Construction Fund						165,000,000				15,000,000	10,229,033	190,229,033
ENTERPRISE FUNDS:												
Food Services Fund							6,813,098	0		336,093	0	7,149,191
College Bookstore Fund							11,418,432	203,694		100,000	0	11,722,126
Transportation and Parking Fund							8,824,837	938,674		1,533,558	0	11,297,069
INTERNAL SERVICE FUNDS:												
Print Center Fund							3,039,972	0		501,512	0	3,541,484
Risk Management Fund							12,042,656	0		5,000,000	7,396,524	24,439,180
PERS Internal Service Fund								58,195,026		0	18,798,045	76,993,071
FIDUCIARY FUNDS:												
Early Retirement Fund				1,718,572						500,000	659,075	2,877,647
DEBT SERVICE FUNDS:												
GO Debt Service Fund									131,362,031		7,825,651	139,187,682
PERS Debt Service Fund									52,695,026		0	52,695,026
TOTAL – COLLEGE	\$338,053,356	\$67,870,301	\$265,128,062	\$127,132,171	\$75,132,503	\$165,000,000	\$42,138,995	\$89,352,071	\$184,057,057	\$75,597,311	\$77,073,433	\$1,506,535,261

NOTE: Unappropriated Ending Fund Balance is not an appropriation.



# Schedule of Appropriations – All Funds

Schedule of Appropriations	
GENERAL FUND:	
Office of the President	\$47,225,811
Office of the Vice President	153,699,928
Academic Affairs	323,075,694
Student Affairs	71,299,398
Transfers	14,521,774
Contingency	37,921,191
TOTAL APPROPRIATIONS	\$647,743,797
Unappropriated Ending Fund Balance (see note)	26,797,940
TOTAL GENERAL FUND	\$674,541,737

CONTRACTS AND GRANTS FUND:	
State Grants	\$24,633,700
Federal Grants	22,680,900
Local Contracts	15,164,500
Transfers	2,419,250
Contingency	2,060,250
TOTAL APPROPRIATIONS	\$66,958,600
Unappropriated Ending Fund Balance (see note)	0
TOTAL CONTRACTS AND GRANTS FUND	\$66,958,600

STUDENT FINANCIAL AID FUND:	
College Funded Programs	\$792,300
Federal Programs	138,049,500
State Programs	41,300,000
Short Term Student Loan Program	20,300
Transfers	253,175
Contingency	2,870,537
TOTAL APPROPRIATIONS	\$183,285,812
Unappropriated Ending Fund Balance (see note)	0
TOTAL STUDENT FINANCIAL AID FUND	\$183,285,812

COLLEGE BOOKSTORE FUND:	
Bookstore Operations	\$11,418,432
Transfers	203,694
Contingency	100,000
TOTAL APPROPRIATIONS	\$11,722,126
Unappropriated Ending Fund Balance (see note)	0
TOTAL COLLEGE BOOKSTORE FUND	\$11,722,126

Note: Unappropriated Ending Fund Balance is not an appropriation.

FOOD SERVICES FUND:	
Food Services Operations	\$6,813,098
Transfers	0
Contingency	336,093
TOTAL APPROPRIATIONS	\$7,149,191
Unappropriated Ending Fund Balance (see note)	0
TOTAL FOOD SERVICES FUND	\$7,149,191

TRANSPORTATION AND PARKING SERVICES FUND:	
Parking Operations	\$8,824,837
Transfers	938,674
Contingency	1,533,558
TOTAL APPROPRIATIONS	\$11,297,069
Unappropriated Ending Fund Balance (see note)	0
TOTAL PARKING OPERATIONS FUND	\$11,297,069

PRINT CENTER FUND:	
Print Center Operations	\$3,039,972
Contingency	501,512
TOTAL APPROPRIATIONS	\$3,541,484
Unappropriated Ending Fund Balance (see note)	0
TOTAL PRINT CENTER FUND	\$3,541,484

RISK MANAGEMENT FUND:	
Self Insurance and Risk Administration	\$12,042,656
Transfers	0
Contingency	5,000,000
TOTAL APPROPRIATIONS	\$17,042,656
Unappropriated Ending Fund Balance (see note)	7,396,524
TOTAL RISK MANAGEMENT FUND	\$24,439,180

CEU/CED FUND:	
Sylvania Campus	\$0
Cascade Campus	20,230
Workforce and Community Development	12,991,482
Transfers	263,749
Contingency	5,340,382
TOTAL APPROPRIATIONS	\$18,615,843
Unappropriated Ending Fund Balance (see note)	0
TOTAL CEU/CED Fund	\$18,615,843

Schedule of Appropriations (continued)	
AUXILIARY FUND:	
Facilities Usage	\$1,949,363
Campus Activities	1,973,249
Sustainability Projects	200,000
Transfers	56,729
Contingency	641,092
TOTAL APPROPRIATIONS	\$4,820,433
Unappropriated Ending Fund Balance (see note)	2,004,327
TOTAL AUXILIARY FUND	\$6,824,760

STUDENT ACTIVITIES FUND:	
Civic Leadership Development	\$495,228
Student Engagement	1,544,960
Basic Needs and Sustainability Leadership	1,144,554
ASPCC Senate	525,754
Student Belonging and Wellbeing	1,307,068
Emergency Grants	289,926
Student Life and Leadership Initiatives	1,663,976
Contingency	792,696
TOTAL APPROPRIATIONS	\$7,764,162
Unappropriated Ending Fund Balance (see note)	0
TOTAL STUDENT ACTIVITIES FUND	\$7,764,162

CAPITAL PROJECTS FUND:	
Capital Outlay	\$9,550,000
Transfers	12,500,000
Contingency	3,000,000
TOTAL APPROPRIATIONS	\$25,050,000
Unappropriated Ending Fund Balance (see note)	3,362,838
TOTAL CAPITAL PROJECTS FUND	\$28,412,838

CAPITAL CONSTRUCTION FUND:	
Sylvania Campus	\$55,000,000
Rock Creek Campus	30,000,000
Cascade Campus	9,000,000
Southeast Campus	2,000,000
District-wide Projects	69,000,000
Contingency	15,000,000
TOTAL APPROPRIATIONS	\$180,000,000
Unappropriated Ending Fund Balance (see note)	10,229,033
TOTAL CAPITAL CONSTRUCTION FUND	\$190,229,033

INTERNAL SERVICE-PERS RESERVE FUND:	
Transfers	\$58,195,026
Contingency	0
Unappropriated Ending Fund Balance (see note)	18,798,045
TOTAL INTERNAL SERVICE-PERS RESERVE FUND	\$76,993,071

EARLY RETIREMENT FUND	
Personal Services	\$1,718,572
Contingency	500,000
TOTAL APPROPRIATIONS	\$2,218,572
Unappropriated Ending Fund Balance (see note)	659,075
TOTAL EARLY RETIREMENT FUND	\$2,877,647

DEBT SERVICE (GO BONDS) FUND:	
Debt Service	\$131,362,031
Unappropriated Ending Fund Balance (see note)	7,825,651
TOTAL DEBT SERVICE (GO Bonds) FUND	\$139,187,682

PERS DEBT SERVICE FUND:	
Debt Service	\$52,695,026
TOTAL PERS DEBT SERVICE FUND	\$52,695,026



# Schedule of Transfers

Adopted Schedule of Transfers			
	Transfer Revenue	Transfer Expenditures	Remarks
GENERAL FUND:			
Transfer to Capital Projects Fund		\$7,600,000	Annual transfer for maintenance expenditures and ERP Replacement
Transfer to Contracts and Grants Fund		382,200	Grant matching funds
Transfer to Student Financial Aid Fund		1,637,000	College Funded Program Reimbursement
Transfer to Retirement Fund		2,150,000	Annual Contribution to Early Retirement Fund
Transfer to Bookstore Fund		405,791	Transfer for Operational Expenditures
Transfer to Food Services Fund		130,783	Transfer for Operational Expenditures
Transfer to Risk Mgmt Fund		2,140,000	To fund Insurance costs paid from Risk Mgmt Fund
Transfer to Print Center Fund		76,000	Transfer for Student Printing Expenditures
Transfer from Capital Projects Fund	\$12,500,000		ERP Replacement Reimbursement
Transfer from Student Financial Aid	253,175		General Fund Overhead Reimbursement
Transfer from Auxiliary Fund	56,729		General Fund Overhead Reimbursement
Transfer from Contracts and Grants Fund	2,419,250		General Fund Overhead Reimbursement
Transfer from CEU/CED Fund	263,749		Profit sharing transfer to General Fund
Transfer from Internal PERS Reserve Fund	5,500,000		Reduction in Reserve
Transfer from Transportation and Parking Fund	0		General Fund Overhead Reimbursement
TOTAL	\$20,992,903	\$14,521,774	
AUXILIARY FUND:			
Transfer to General Fund-Direct Cost Reimbursement		\$56,729	General Fund Overhead Reimbursement
CEU/CED:			
Transfer to General Fund		\$263,749	Profit sharing transfer to General Fund
STUDENT FINANCIAL AID FUND:			
Transfer to General Fund		\$253,175	General Fund Overhead Reimbursement
Transfer from General Fund	1,637,000		College Funded Program Reimbursement
CAPITAL PROJECTS FUND:			
Transfer from General Fund	\$7,600,000		Annual transfer of maintenance expenditures and ERP Replacement
Transfer to General Fund		12,500,000	ERP Replacement Reimbursement
CONTRACTS AND GRANTS:			
Transfer from General Fund	\$382,200		Grant matching funds
Transfer to General Fund		2,419,250	General Fund Overhead Reimbursement
FOOD SERVICES FUND:			
Transfer from General Fund	\$130,783		Transfer for Operational Expenditures
Transfer from Transportation and Parking Fund	511,284		Transfer for Operational Expenditures
TOTAL	\$642,067		

Adopted Schedule of Transfers (continued)			
	Transfer Revenue	Transfer Expenditures	Remarks
COLLEGE BOOKSTORE FUND:			
Transfer to Print Center Fund		\$203,694	Transfer for Operational Expenditures
Transfer from General Fund	405,791		Transfer for Operational Expenditures
TRANSPORTATION AND PARKING FUND:			
Transfer to Print Center Fund		\$427,390	Transfer for Operational Expenditures
Transfer to Food Services Fund		511,284	Transfer for Operational Expenditures
TOTAL		\$938,674	
PRINT CENTER FUND:			
Transfer from Bookstore Fund	\$203,694		Transfer for Operational Expenditures
Transfer from Transportation and Parking Fund	427,390		Transfer for Operational Expenditures
Transfer from General Fund	76,000		Transfer for Student Printing Expenditures
TOTAL	\$707,084		
RISK MANAGEMENT FUND:			
Transfer from General Fund	\$2,140,000		To fund Insurance costs paid from Risk Mgmt Fund
INTERNAL SERVICE-PERS RESERVE FUND:			
Transfer to General Fund		\$5,500,000	Reduction in Reserve
Transfer to PERS Debt Service Fund		52,695,026	For payment of principal and interest on PERS Taxable Bonds
TOTAL		\$58,195,026	
EARLY RETIREMENT FUND:			
Transfer from General Fund	\$2,150,000		Annual contribution to the Early Retirement Fund
PERS DEBT SERVICE FUND:			
Transfer from Internal Service-PERS Reserve Fund	\$52,695,026		For payment of principal and interest on PERS Taxable Bonds
TOTAL – ALL FUNDS	\$89,352,071	\$89,352,071	





Veterinary Technology student at Rock Creek Campus Farm

# 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 in 2003 and again in 2018.

On November 4, 2008, Portland area voters approved a \$374 million bond measure to fund new academic and support space 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 were used to expand, modernize, and construct facilities for additional students and programs, and to upgrade technology. In March 2013, the College issued the remaining \$174 million in debt, with debt service beginning in FY 2014, to complete the General Obligation Bonds authorized by voters in November 2008. On December 15, 2016, the College refunded the Series 2009 General Obligation Bonds, receiving a bond premium and a lower interest rate.

Following approval from voters on the November 7, 2017 ballot, the College issued Series 2018 General Obligation Bonds for \$185 million on April 4, 2018. Funds from this bond were used to modernize and renovate facilities, improve safety, and replace outdated technology and equipment.

In November 2022, voters approved a \$450 million bond measure and on March 16, 2023, the College issued the first half of the Series 2023 General Obligation Bonds for \$225 million to be used to update classrooms, technology, facilities, and equipment; improve accessibility; increase facility lifespan and efficiency; improve campus safety, lighting, and transit stops; expand career technical facilities in Washington County; rebuild/modernize Rock Creek and Sylvania facilities and classrooms; and, site improvements, demolition, furnishing, equipping, acquiring land, and bond issuance cost. This has been made possible by the [AA+ bond rating](#) awarded by S&P Global.

As of July 1, 2025, the College’s long-term indebtedness is projected to consist of the following:

General Obligation Bonds				
	DATE OF ISSUE	PAYMENT DATES	DATE OF MATURITY	BONDS OUTSTANDING AS OF 2/6/25
Series 2016	12/15/16	Dec/June 15th	6/15/29	\$66,405,000
Series 2018	4/4/18	Dec/June 15th	6/15/33	106,570,000
Series 2020 Refunding 2013	12/17/20	Dec/June 15th	6/15/33	79,185,000
Series 2023	3/16/23	Dec/June 15th	6/15/38	214,780,000
TOTAL				\$466,940,000

Debt Secured by the General Fund				
	DATE OF ISSUE	PAYMENT DATES	DATE OF MATURITY	BONDS OUTSTANDING AS OF 3/20/25
Series 2003 Limited Tax Pension Bonds	6/30/03	Dec/June 1st	6/1/27	\$35,655,000
Series 2018 Full Faith and Credit Pension Bonds	11/27/18	Dec/June 1st	6/1/38	150,215,000
TOTAL				185,870,000
GRAND TOTAL				\$652,810,000



# Legal Debt Margin

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 accessible 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 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 10 years. Audited FY 2025 information is not yet available.

Legal Debt Margin (in thousands) by Fiscal Year					
FISCAL YEAR ENDED 30-JUN	REAL MARKET VALUE	LEGAL DEBT LIMITATION	GENERAL OBLIGATION INDEBTEDNESS	CURRENT % OF DEBT LIMIT	DEBT MARGIN AVAILABLE
2024	348,515,086	5,227,726	690,603	13.21%	4,537,123
2023	338,121,391	5,071,821	747,023	14.73%	4,324,798
2022	300,682,899	4,510,243	561,764	12.46%	3,948,479
2021	282,679,399	4,240,191	621,587	14.66%	3,618,604
2020	269,739,841	4,046,098	676,898	16.72%	3,369,200
2019	260,781,492	3,911,722	725,406	18.54%	3,186,316
2018	240,182,547	3,602,738	595,777	16.54%	3,006,961
2017	213,829,495	3,207,442	421,918	13.15%	2,785,524
2016	186,844,997	2,802,675	456,432	16.29%	2,346,243
2015	170,320,945	2,554,814	480,852	18.82%	2,073,962

Source: Tax Supervising and Conservation Commission

# Debt Service Requirements

Debt Service Requirements Starting From 2026								
last updated: 3/14/2025								
PRINCIPAL - FYE JUNE 30	TAX PENSION SERIES 2003	GO BOND 2016 REFUNDING REFUNDS 2009	GO BOND 2018	2018 PENSION BONDS	GO BOND 2020 REFUNDING 2013	GO BOND 2023	TOTAL ALL BONDS	GRAND TOTAL OF PRINCIPAL + INTEREST
2026	11,860,000	12,615,000	9,435,000	6,380,000	8,470,000	15,470,000	64,230,000	90,556,425
	1,195,045	2,719,250	4,939,250	6,411,792	1,028,588	10,032,500	26,326,425	
2027	12,985,000	13,250,000	11,190,000	7,075,000	8,550,000	16,895,000	69,945,000	93,500,632
	624,579	2,088,500	4,467,500	6,163,610	952,443	9,259,000	23,555,632	
2028		13,910,000	13,085,000	7,815,000	8,635,000	18,410,000	61,855,000	82,348,736
		1,426,000	3,908,000	5,882,733	862,754	8,414,250	20,493,736	
2029		14,610,000	15,100,000	8,610,000	8,750,000	-	47,070,000	64,867,241
		730,500	3,253,750	5,568,570	750,671	7,493,750	17,797,241	
2030			10,790,000	9,465,000	8,870,000	7,655,000	36,780,000	52,611,240
			2,498,750	5,210,394	628,346	7,493,750	15,831,240	
2031			11,880,000	10,380,000	9,010,000	8,530,000	39,800,000	54,169,360
			1,959,250	4,807,185	491,926	7,111,000	14,369,360	
2032			13,035,000	11,365,000	9,160,000	9,470,000	43,030,000	55,774,204
			1,365,250	4,354,617	339,837	6,684,500	12,744,204	
2033			14,270,000	12,420,000	9,325,000	10,470,000	46,485,000	57,435,567
			713,500	3,850,011	176,056	6,211,000	10,950,567	
2034				13,550,000		19,125,000	32,675,000	41,653,611
				3,291,111		5,687,500	8,978,611	
2035				14,770,000		20,830,000	35,600,000	42,994,047
				2,662,797		4,731,250	7,394,047	
2036				16,060,000		22,635,000	38,695,000	44,362,662
				1,977,912		3,689,750	5,667,662	
2037				17,440,000		24,560,000	42,000,000	45,791,210
				1,233,210		2,558,000	3,791,210	
2038				9,155,000		26,600,000	35,755,000	37,509,517
				424,517		1,330,000	1,754,517	
Total Principal	24,845,000	54,385,000	98,785,000	144,485,000	70,770,000	200,650,000	593,920,000	\$763,574,453
Total Interest	1,819,623	6,964,250	23,105,250	51,838,459	5,230,621	80,696,250	169,654,453	
TOTAL DEBT	\$26,664,623	\$61,349,250	\$121,890,250	\$196,323,459	\$76,000,621	\$281,346,250	\$763,574,453	



# Planning and Capital Construction

In 2022 the College completed its Facilities Plan, which is a comprehensive assessment of all the College's built assets. From this, Planning and Capital Construction derives its capital project program, including the projects noted in the Bond Program Update below.

## 2022 Bond Program Update

The College has been busy implementing the 2022 Bond Program since the citizens of the District approved a \$450 million bond measure in November 2022. The college elected to conduct the bond sale in two tranches and sold its first installment of \$225 million in Spring 2023. With bond premium, interest earnings, and state funds, the funds available for projects grew to \$253 million.

The college had identified two shovel-ready projects at the start of this bond: a new roof on the 185,000 square foot College Center (CC) and renovation of the west side of the Health Technology (HT West) building, which will complete the renovation of the nearly 200,000 square foot building. The CC roof project is complete and came in under budget at \$14 million. The HT West project is now under construction and on schedule to be open in Spring 2026.

Other projects slated for this bond include:

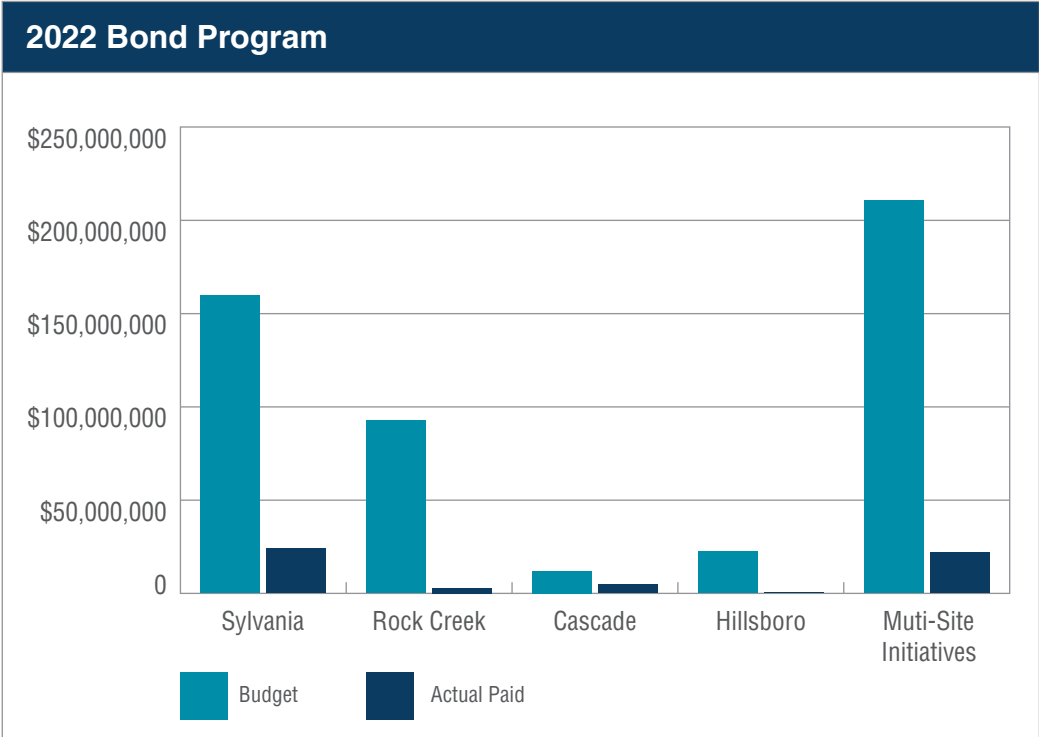
- **Rock Creek Campus:** Renovation of Building 2 (B2), a 180,000 square foot building with a variety of classrooms, student resource centers, faculty office space and career technical education programs. This project will include building new CTE space and reducing the overall footprint of B2 to better support efficient college operations. This contract will be a CM/GC for which the designer, Bora, and contractor, Fortis, are onboard and predesign/programming is now underway.
  - **Sylvania Campus:** Along with the CC Roof and HT West project, the 80,000 square foot Communications Technology building will undergo a major renovation. With a focus on arts, this building houses a variety of uses including the campus art gallery, ceramics lab, graphic arts, and more. The project is in the design phase and will include temporary and permanent swing space to encourage greater clarity in program delivery.
  - **Cascade Campus and Southeast Campus:** Both Cascade and Southeast Campuses will undergo a planning exercise. At Cascade, the College Facilities Plan identified possible program shifts that could respond to the employment opportunities within close proximity to campus. Mt Tabor Hall on the Southeast Campus will be assessed for replacement in the next bond, anticipated in 2033.
- Also on the Cascade Campus, the Public Safety Office will be moved into the Public Service Education Building for better service delivery and the 28,000 square foot building roof will be redone.
- **Hillsboro Center:** The college intends to replace the Hillsboro Center, located in what is now leased space, with new space owned outright by the college. A program has been identified for a 30,000 square foot building in downtown Hillsboro in partnership with Hillsboro School District and Virginia Garcia Memorial Health Center. A Memorandum of Understanding is being drafted among the partners currently as the college prepares to move forward with a CM/GC contract for this project.
  - **District Wide:** As with every PCC bond measure, funding has been allocated to deferred maintenance, technology infrastructure, public safety and accessibility. A variety of projects will continue to be identified and advance throughout the life of the bond.



Health Technology Building at Sylvania Campus



# Financial Snapshot



2022 Bond Program			
Actual spending vs Budget through March 16, 2025			
CAMPUS/CENTER	BUDGET	ACTUALS PAID	% SPENT
Sylvania	\$159,027,248	\$23,922,493	15%
Rock Creek	92,500,000	2,942,633	3%
Cascade	12,276,273	4,465,811	36%
Hillsboro	22,000,000	93,469	0%
Multi-Site Initiatives	209,991,093	21,470,202	10%
TOTAL	\$495,794,614	\$52,894,608	11%

Includes bond premium on first sale

# 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 have identified ongoing operational costs, considering when new buildings and square footage become operational, and have factored those costs into the operating budget for the 2025-27 biennium. In past years, the additional costs have been added to the budget and carried forward as part of the base budget.

In addition to operational costs, support services costs have been included as well. Facilities maintenance costs were estimated at approximately \$7.92/square foot and additional costs including custodial, groundskeeping, warehousing, distribution, public safety and fleet maintenance services were included. The average cost of utilities across the district is \$2.57 per square foot. Staff expect these costs to be offset through savings from energy efficiency and income from leased spaces.

# Facilities Management Plan

Based on our most recent facility condition assessment in 2019, PCC 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 create initial cost estimations. These estimates have been refined and projects adjusted based on college priorities and bond program work.

Facilities Management Project Plan FY 2026						
CAMPUS	BUILDING	PROJECT DESCRIPTION	CATEGORY	FY 2026	FY 2027	TOTAL
Writers House	Writers House	Exterior log treatment	Interior / Exterior Finishes	\$60,000	\$40,000	\$100,000
Southeast	Campus-wide	Arc Fault Electrical Compliance, Repairs	Electrical	250,000		250,000
Sylvania	Campus-wide	Arc Fault Electrical Compliance, Investigation	Electrical		300,000	300,000
District-wide	District-wide	CDW inspections and battery replacement for all contracted UPS	Electrical	200,000	200,000	400,000
District-wide	District-wide	Replace aging Uninterruptible Power Supplies (UPS) in support of network infrastructure	Electrical	100,000	100,000	200,000
District-wide	District-wide	Fire damper system testing and repairs	Life Safety	100,000	125,000	225,000
District-wide	District-wide	Add telcom room cooling systems to back-up generators	Electrical	100,000	100,000	200,000
District-wide	District-wide	Classroom furnishings, replacements and repairs	Interior Finishes	50,000	50,000	100,000
District-wide	District-wide	Replace failing mechanical equipment, fans, motors and pumps	Mechanical	250,000	300,000	550,000
District-wide	District-wide	Classroom Modernization, flooring, furniture and blinds	Interior Finishes	75,000	75,000	150,000
District-wide	District-wide	Fall protection upgrades to deficient roofing areas	Safety	100,000	100,000	200,000
District-wide	District-wide	Common Area Modernization, flooring furniture and blinds	Interior Finishes	100,000	100,000	200,000
District-wide	District-wide	District Signage Equipment Replacements, Custodial and Maintenance	Signage	45,000	50,000	95,000
District-wide	District-wide	Planting material for grounds, trees, plants and shrubs	Landscape	20,000	20,000	40,000
Sylvania	Grounds	Campus-wide grounds improvements to landscaping and shrubbery	Landscape		100,000	100,000
Sylvania	CSB	Build shelter to protect grounds equipment	Structural		50,000	50,000
Rock Creek	Building 1	Waterline replacement	Plumbing		140,000	140,000
Sylvania	PAC and LRC (lib)	Repaint exterior steel beams and railing	Exterior Finishes	400,000		400,000
TOTAL				\$1,850,000	\$1,850,000	\$3,700,000





Aviation Maintenance Technology students in class

# 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 program. For reporting purposes, expenditures are further categorized into instruction, instructional support, student support, college support, facilities maintenance and operations and transfers to other funds.

## General Fund Revenues

General Fund Revenues					
	2019-21 Biennium ACTUAL	2021-23 Biennium ACTUAL	2023-25 Biennium ADOPTED Budget	2023-25 Biennium REVISED Budget	2025-27 Biennium ADOPTED Budget
FROM LOCAL SOURCES:					
Property Tax – Current Year (See Note)	\$76,017,124	\$83,409,960	\$88,874,142	\$88,874,142	\$100,129,591
Property Tax – Prior Year	897,995	935,800	2,268,045	2,268,045	1,462,592
Tuition and Fees	176,959,908	151,297,058	153,774,954	167,264,258	194,176,099
Interest From Investments	2,151,882	4,670,825	1,700,000	5,710,696	8,600,000
Other Local Sources	2,577,538	5,247,812	3,619,000	3,619,000	4,318,200
GO Bond Proceeds	756,886	1,172,079	0	0	0
GO Bond Issuance Cost	(749,065)	0	0	0	0
From State Sources	216,060,028	237,371,838	262,577,150	262,577,150	280,362,352
From Federal Sources	6,186,143	0	0	0	0
OPERATING TRANSFERS IN:					
From Capital Projects Fund	0	0	0	5,950,000	12,500,000
From Contracts and Grants Fund	40,901,120	18,243,607	3,375,590	4,673,479	2,419,250
From Capital Construction	0	0	0	0	0
From Internal PERS Reserve	1,250,000	0	0	0	5,500,000
From CEU/CED Fund	426,383	207,282	200,188	525,188	263,749
From Bookstore Fund	122,101	199,203	230,405	230,405	0
From Auxiliary Fund	18,094	9,350	197,799	223,372	56,729
From Student Financial Aid Fund	489,704	248,911	258,734	258,734	253,175
From Print Center Fund	0	51,435	94,230	317,528	0
From Transportation and Parking Fund	208,079	130,043	214,825	400,000	0
From Food Services Fund	0	15,310	47,359	47,359	0
Total Operating Revenues	\$524,273,922	\$503,210,513	\$517,432,421	\$542,939,356	\$610,041,737
Beginning Fund Balance	42,082,929	101,209,081	95,496,056	105,812,923	64,500,000
TOTAL REVENUES	\$566,356,851	\$604,419,594	\$612,928,477	\$648,752,249	\$674,541,737

- NOTE:
- Property Taxes:** Beginning 2006, 100% of property tax revenues is added to the State formula funding allocation. This accounts for approximately 18% total General Fund operating revenue.
  - 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 2025-27 biennium, the College share of the projected State support revenues of \$870 million is estimated at \$280 million. This accounts for 48% General Fund operating revenue.



NOTE (continued):

- **Tuition:** Tuition revenue accounts for approximately 34% of the General Fund operating resources. Tuition is calculated at \$138 per credit hour for the 1st year of the biennium period and at \$143 per credit hour for the 2nd year of the biennium period. The estimated tuition revenue is forecasted using a 4% increase in full-time equivalent students in FY 2026 and 4% increase in enrollment in FY 2027. It includes technology fees estimated at \$9.16 million and General Fund lab fees of \$1.7 million.
- **Transfer Revenues:** Transfer revenues which totals approximately \$21 million for the biennium fiscal year are charges to other funds for overhead reimbursement. This revenue accounts for approximately 3% of the total resources.
- **Student Support and Success Funding:** Beginning in FY 2025, the CCSF now distributes some funding on the basis of student support which provides funding to support traditionally underrepresented students who have faced the highest barriers to success, and student success, which will incentivize progression toward and completion of credentials in alignment with existing state higher education goals. This funding will total \$21M in FY 2026 and \$29M in FY 2027. In FY 2025, PCC received 25.4% of student support funds and 29.8% of student success funds. Distributions during the 2025-27 biennium should remain generally consistent with these proportions.

## General Fund Revenues by Source

General Fund Revenues					
	2019-21 Biennium ACTUAL	2021-23 Biennium ACTUAL	2023-25 Biennium ADOPTED Budget	2023-25 Biennium REVISED Budget	2025-27 Biennium ADOPTED Budget
FROM LOCAL SOURCES:					
Property Tax – Current Year	\$76,017,124	\$83,409,960	\$88,874,142	\$88,874,142	\$100,129,591
Property Tax – Prior Year	897,995	935,800	2,268,045	2,268,045	1,462,592
Tuition and Fees	176,959,908	151,297,058	153,774,954	167,264,258	194,176,099
Interest From Investments	2,151,882	4,670,825	1,700,000	5,710,696	8,600,000
Other Local Sources	2,577,538	5,247,812	3,619,000	3,619,000	4,318,200
GO Bond Proceeds	756,886	1,172,079	0	0	0
GO Bond Issuance Cost	(749,065)	0	0	0	0
From State Sources	216,060,028	237,371,838	262,577,150	262,577,150	280,362,352
From Federal Sources	6,186,143	0	0	0	0
OPERATING TRANSFERS IN:					
From Capital Projects Fund	0	0	0	5,950,000	12,500,000
From Contracts and Grants Fund	40,901,120	18,243,607	3,375,590	4,673,479	2,419,250
From Capital Construction Fund	0	0	0	0	0
From Risk Mgmt Fund	0	0	0	0	0
From CEU/CED Fund	426,383	207,282	200,188	525,188	263,749
From PERS Internal Reserve	1,250,000	0	0	0	5,500,000
From Bookstore Fund	122,101	199,203	230,405	230,405	0
From Auxiliary Fund	18,094	9,350	197,799	223,372	56,729
From Student Financial Aid Fund	489,704	248,911	258,734	258,734	253,175
From Print Center Fund	0	51,435	94,230	317,528	0
From Transportation and Parking Fund	208,079	130,043	214,825	400,000	0
From Food Services Fund	0	15,310	47,359	47,359	0
Total Transfers in:	43,415,481	19,105,141	4,619,130	12,626,065	20,992,903
Total Operating Revenues	\$524,273,922	\$503,210,513	\$517,432,421	\$542,939,356	\$610,041,737
Beginning Fund Balance	42,082,929	101,209,081	95,496,056	105,812,923	64,500,000
TOTAL RESOURCES	\$566,356,851	\$604,419,594	\$612,928,477	\$648,752,276	\$674,541,737

## Expenditures and Other Requirements

Expenditures and Other Requirements										
	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
SYLVANIA CAMPUS:										
Instruction	521.60	\$77,066,942	436.36	\$75,670,724	0.00	\$0	0.00	\$0	0.00	\$0
Instructional Support Services	25.20	3,622,489	17.08	2,414,549	0.00	0	0.00	0	0.00	0
Student Support Services	57.64	8,154,931	57.85	8,756,361	0.00	0	0.00	0	0.00	0
TOTAL	604.44	\$88,844,362	511.29	\$86,841,635	0.00	\$0	0.00	\$0	0.00	\$0
ROCK CREEK CAMPUS:										
Instruction	415.28	\$60,515,538	350.97	\$62,681,339	0.00	\$0	0.00	\$0	0.00	\$0
Instructional Support Services	14.83	2,156,344	10.77	1,351,937	0.00	0	0.00	0	0.00	0
Student Support Services	34.91	5,991,863	31.15	6,273,380	0.00	0	0.00	0	0.00	0
TOTAL	465.03	\$68,663,745	392.89	\$70,306,657	0.00	\$0	0.00	\$0	0.00	\$0
CASCADE CAMPUS:										
Instruction	293.86	\$42,294,194	249.07	\$40,782,738	0.00	\$0	0.00	\$0	0.00	\$0
Instructional Support Services	9.31	2,089,373	3.18	456,786	0.00	0	0.00	0	0.00	0
Student Support Services	47.99	7,113,077	48.53	8,238,126	0.00	0	0.00	0	0.00	0
TOTAL	351.16	\$51,496,643	300.78	\$49,477,651	0.00	\$0	0.00	\$0	0.00	\$0
SOUTHEAST CAMPUS:										
Instruction	165.14	\$20,995,100	114.65	\$19,716,621	0.00	\$0	0.00	\$0	0.00	\$0
Instructional Support Services	17.54	2,429,933	14.05	1,199,315	0.00	0	0.00	0	0.00	0
Student Support Services	28.40	3,877,885	33.47	5,002,655	0.00	0	0.00	0	0.00	0
TOTAL	211.08	\$27,302,917	162.17	\$25,918,591	0.00	\$0	0.00	\$0	0.00	\$0
TOTAL CAMPUS REQUIREMENTS	1,631.71	\$236,307,667	1,367.13	\$232,544,534	0.00	\$0	0.00	\$0	0.00	\$0

NOTE: As of FY 2023-25 the College is budgeting at a “one college” level and therefore campus based budgets are now reflected in Academic Affairs and Student Affairs going forward.



Expenditures and Other Requirements (continued)										
	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
PRESIDENT AND GOVERNING BOARD:										
Instruction	0.00	\$0	0.00	\$0	0.00	\$0	2.00	\$937,801	0.00	\$0
Instructional Support Services	0.00	2,565	0.00	0	6.61	1,704,390	14.72	4,403,915	0.00	0
Student Support Services	0.00	182	0.00	375	0.00	16,148	0.00	16,148	0.00	0
College Support Services	12.99	5,209,207	28.18	5,575,051	88.61	28,301,078	103.33	37,507,204	111.76	46,025,877
Plant Operations	0.00	0	0.00	0	0.00	0	0.00	0	3.63	1,199,934
TOTAL	12.99	\$5,211,954	28.18	\$5,575,425	95.22	\$30,021,616	120.05	\$42,865,070	115.39	\$47,225,811
OFFICE OF THE EXECUTIVE VICE PRESIDENT:*										
Instruction	4.94	\$1,155,868	2.94	\$942,475	0.00	\$0	0.00	\$0	8.18	\$3,034,724
Instructional Support Services	14.64	3,961,025	17.04	6,403,619	0.00	0	0.00	0	43.02	9,630,130
Student Support Services	68.47	16,782,564	69.07	18,747,287	0.00	0	0.00	0	6.10	1,387,394
College Support Services	0.00	0	0.00	0	0.00	0	0.00	0	184.71	65,715,110
Plant Operations	0.00	0	0.00	0	0.00	0	0.00	0	217.79	73,932,569
TOTAL	88.05	\$21,899,458	89.05	\$26,093,381	0.00	\$0	0.00	\$0	459.80	\$153,699,928
OFFICE OF ACADEMIC AFFAIRS:										
Instruction	0.00	(\$4,979)	0.00	\$0	1,188.18	\$222,562,389	1,174.10	\$253,686,328	1,133.50	\$253,531,486
Instructional Support Services	124.82	25,112,157	169.50	41,435,291	188.44	51,488,388	189.26	56,841,258	217.55	56,704,180
Student Support Services	0.00	18,356	0.00	137,696	29.91	5,266,476	62.78	13,029,082	61.84	12,840,028
TOTAL	124.82	\$25,125,535	169.50	\$41,572,988	1,406.53	\$279,317,253	1,426.15	\$323,556,668	1,412.89	\$323,075,694
OFFICE OF STUDENT AFFAIRS:										
Instruction	0.00	\$180	0.00	\$0	4.48	\$1,270,284	4.48	\$1,497,431	26.64	\$5,996,334
Instructional Support Services	0.00	29,741,364	0.00	33,728,557	7.08	1,583,066	10.23	2,356,558	6.15	1,535,990
Student Support Services	167.06	0	166.41	0	309.79	67,335,726	283.50	69,728,611	263.82	63,767,074
TOTAL	167.06	\$29,741,544	166.41	\$33,728,557	321.35	\$70,189,076	299.21	\$73,582,600	296.61	\$71,299,398
FINANCE AND BUSINESS SERVICES:*										
Instructional Support Services	0.00	\$28	0.00	\$0	0.00	\$0	28.30	\$5,306,192	0.00	\$0
Student Support Services	31.15	5,289,996	26.32	7,736,980	28.23	4,904,556	0.00	0	0.00	0
College Support Services	184.42	59,508,347	184.56	59,382,119	175.83	62,952,795	184.69	80,720,365	0.00	0
Plant Operation	241.67	53,534,633	238.61	58,983,754	227.34	65,943,085	224.50	70,615,048	0.00	0
TOTAL	457.24	\$118,333,005	449.49	\$126,102,853	431.40	\$133,800,436	437.49	\$156,641,605	0.00	\$0
TOTAL OPERATING EXPENDITURES		\$436,619,162		\$465,617,739		\$513,328,381		\$596,645,943		\$595,300,832

NOTE: As of FY 2025-27, Finance and Administration has been reorganized into Finance and Business Services and reports to the Office of the President.

Expenditures and Other Requirements (continued)										
	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
TRANSFERS OUT:										
To Capital Projects Fund		\$8,337,500		\$11,580,391		\$10,800,000		\$20,800,000		\$7,600,000
To CEU/CED Program		2,964,318		1,561,594		0		0		0
To Auxiliary Services		0		241,236		0		0		0
To Contracts and Grants Fund		386,972		343,486		399,900		449,900		382,200
To Student Activities Fund		242,623		68,984		0		0		0
To Student Financial Aid Fund		0		0		0		0		1,637,000
To Retirement Fund		950,000		2,087,569		2,185,648		2,185,648		2,150,000
To Transportation and Parking Fund		3,997,859		3,568,098		0		0		0
To Bookstore Fund		4,105,412		3,934,076		0		0		405,791
To Print Center Fund		1,218,206		1,325,000		0		39,000		76,000
To Food Services Fund		4,244,576		3,002,000		0		60,000		130,783
To Risk Mgmt Fund		2,081,170		4,026,500		2,693,383		2,693,383		2,140,000
To Internal PERS Fund		0		1,250,000		0		0		0
TOTAL		\$28,528,636		\$32,988,934		\$16,078,931		\$26,227,931		\$14,521,774
Contingency		0		0		59,971,029		2,328,269		37,921,191
TOTAL REQUIREMENTS	2,481.86	\$465,147,799	2,269.76	\$498,606,673	2,254.50	\$589,378,341	2,281.89	\$625,202,143	2,284.69	\$647,743,797
Unappropriated Ending Fund Balance		101,209,081		105,812,923		23,550,136		23,550,136		26,797,940
TOTAL GENERAL FUND	2,481.86	\$566,356,880	2,269.76	\$604,419,595	2,254.50	\$612,928,477	2,281.89	\$648,752,279	2,284.69	\$674,541,737



# Summary of Expenditures by Program

Summary of Expenditures by Program										
	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
BY PROGRAM:										
Instruction	1,400.82	\$202,022,842	1,153.99	\$199,793,898	1,188.18	\$223,832,673	1,194.17	\$256,121,560	1,167.89	\$262,562,544
Instructional Support	237.49	74,405,247	257.94	94,727,034	216.67	59,680,400	214.21	68,907,923	266.72	67,870,301
Student Support Services	336.00	25,156,294	337.41	28,408,594	309.79	72,618,350	360.99	82,773,841	331.76	77,994,496
College Support Services	265.88	81,500,118	281.81	83,704,458	264.44	91,253,873	288.02	118,227,569	296.47	111,740,987
Physical Plant	241.67	53,534,633	238.61	58,983,754	227.34	65,943,085	224.50	70,615,048	221.42	75,132,503
Transfers		28,528,636		32,988,934		16,078,931		26,227,931		14,521,774
Contingency		0		0		59,971,029		2,328,269		37,921,191
TOTAL OPERATING EXPENDITURES	2,481.86	\$465,147,771	2,269.76	\$498,606,671	2,206.42	\$589,378,341	2,281.89	\$625,202,143	2,284.69	\$647,743,797
Unappropriated Ending Balance		101,209,081		105,812,923		23,550,136		23,550,136		26,797,940
TOTAL GENERAL FUND	2,481.86	\$566,356,852	2,269.76	\$604,419,594	2,206.42	\$612,928,477	2,281.99	\$648,752,279	2,284.69	\$674,541,737

# Summary of Expenditures Appropriation

By Appropriation Unit										
	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
PROGRAM AREAS:										
Sylvania	604.44	\$88,844,362	511.29	\$86,841,635	0.00	\$0	0.00	\$0	0.00	\$0
Rock Creek	465.03	68,663,745	392.89	70,306,657	0.00	0	0.00	0	0.00	0
Cascade	351.16	51,496,643	300.78	49,477,651	0.00	0	0.00	0	0.00	0
Southeast	211.08	27,302,917	162.17	25,918,591	0.00	0	0.00	0	0.00	0
Office of the President	12.99	5,211,954	28.18	5,575,425	95.22	30,021,616	120.05	42,865,070	115.39	47,225,811
Office of the Exec Vice President	88.05	21,899,458	89.05	26,093,381	0.00	0	0.00	0	459.80	153,699,928
Finance and Administration	457.24	118,333,005	449.49	126,102,853	431.40	133,800,436	437.49	156,641,605	0.00	0
Academic Affairs	124.82	25,125,535	169.50	41,572,988	1,406.53	279,317,253	1,426.15	323,556,668	1,412.89	323,075,694
Student Affairs	167.06	29,741,544	166.41	33,728,557	321.35	70,189,076	298.21	73,582,600	296.61	71,299,398
NON-PROGRAM AREAS:										
Transfers		28,528,636		32,988,934		16,078,931		26,227,931		14,521,774
Contingency		0		0		59,971,029		2,328,269		37,921,191
TOTAL APPROPRIATION	2,481.86	\$465,147,800	2,269.76	\$498,606,671	2,254.50	\$589,378,341	2,281.89	\$625,202,143	2,284.69	\$647,743,797
Unappropriated Ending Fund Balance		101,209,081		105,812,923		23,550,136		23,550,136		26,797,940
TOTAL GENERAL FUND	2,481.86	\$566,356,881	2,269.76	\$604,419,594	2,254.50	\$612,928,477	2,281.95	\$648,752,279	2,284.69	\$674,541,737

# Summary of Resources and Requirements

Summary of Resources and Requirements										
	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
Total Operating Revenues		\$524,273,922		\$503,210,513		\$517,432,421		\$542,939,356		\$610,041,737
Less: Total Operating Expenditures		465,147,771		498,606,671		589,378,341		625,202,143		647,743,797
Excess of Revenues Over (under) Expenditures		59,126,151		4,603,842		(71,945,920)		(82,262,787)		(37,702,060)
Beginning Fund Balance		42,082,929		101,209,081		95,496,056		105,812,923		64,500,000
ENDING FUND BALANCE		\$101,209,080		\$105,812,923		\$23,550,136		\$23,550,136		\$26,797,940



# 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 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 activities fees and from fundraising activities. Programs under this fund are: Civic Leadership Development, Student Engagement, Basic Needs and Sustainability Leadership, Associated Students of Portland Community College (ASPPC) Senate, Student Belonging and Wellbeing, Emergency Grants and Student Life and Leadership Initiatives.
- **Student Financial Aid Fund:** This fund was established to provide for a separate accounting of student financial assistance.



Students participating in PCC's Holi Festival



# Auxiliary Fund

Auxiliary Fund										
	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
REVENUES:										
Facilities Usage Charges		\$964,719		\$804,242		\$1,376,816		\$1,376,816		\$1,684,570
Campus Activities		600,554		1,297,830		1,527,200		1,403,478		1,702,200
Transfers from General Fund		0		\$241,236		0		0		0
Total Operating Revenues		\$1,565,273		\$2,343,308		2,904,016		2,780,294		3,386,770
Beginning Fund Balance		1,479,223		2,154,211		2,833,513		2,973,132		3,437,990
TOTAL REVENUES		\$3,044,496		\$4,497,519		\$5,737,529		\$5,753,426		\$6,824,760

EXPENDITURES AND OTHER REQUIREMENTS:										
Facilities Usage	5.37	\$434,613	5.37	\$295,146	3.29	\$1,693,539	3.29	\$1,695,196	3.35	\$1,949,363
Campus Activities	0.72	437,578	0.72	1,343,612	0.72	1,801,517	0.72	1,801,811	0.72	1,973,249
Sustainability	0.00	0	0.00	0	0.00	200,000	0.00	200,000	0.00	200,000
Transfer to General Fund		18,094		9,351		197,799		223,372		56,729
Contingency		0		0		400,000		388,373		641,092
Sub-total	6.09	\$890,285	6.09	\$1,648,109	4.01	\$4,292,855	4.01	\$4,308,752	4.07	\$4,820,433
Unappropriated Ending Fund Balance		2,154,211		2,849,410		1,444,674		1,444,674		2,004,327
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	6.09	\$3,044,496	6.09	\$4,497,519	4.01	\$5,737,529	4.01	\$5,753,426	4.07	\$6,824,760

SUMMARY OF RESOURCES AND REQUIREMENTS:										
Total Operating Revenues		\$1,565,273		\$2,343,308		\$2,904,016		\$2,780,294		\$3,386,770
Less: Total Operating Expenditures		890,285		1,648,109		4,292,855		4,308,752		4,820,433
Excess of Revenues, Over (under) Expenditures		674,988		695,199		(1,388,839)		(1,528,458)		(1,433,663)
Beginning Fund Balance		1,479,223		2,154,211		2,833,513		2,973,132		3,437,990
ENDING FUND BALANCE		\$2,154,211		\$2,849,410		\$1,444,674		\$1,444,674		\$2,004,327

# Community Education and Development (CEU/CED) Fund

Community Education and Development (CEU/CED) Fund										
	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
REVENUES:										
From Local Sources										
CEU/CED Charges		\$6,615,679		\$7,864,564		\$9,112,260		\$9,112,260		\$10,498,344
Other Local Sources		1,126,848		1,214,291		1,195,000		1,195,000		1,900,000
Transfer from General Fund		2,996,876		1,561,594		0		0		0
Total Operating Revenues		\$10,739,403		\$10,640,449		\$10,307,260		\$10,307,260		\$12,398,344
Beginning Fund Balance		3,026,205		4,020,671		5,627,613		5,398,532		6,217,499
TOTAL REVENUES		\$13,765,608		\$14,661,120		\$15,934,873		\$15,705,792		\$18,615,843

EXPENDITURES AND OTHER REQUIREMENTS:										
Workforce/Community Ed	85.40	\$9,298,544	64.96	\$9,045,126	52.50	\$11,612,854	50.87	\$12,688,059	47.08	\$12,991,482
Cascade Campus	0.62	20,010	0.34	10,180	0.32	50,048	0.32	57,136	0.08	20,230
Transfer to General Fund		426,383		207,282		200,188		525,188		263,749
Contingency		0		0		4,071,783		2,435,409		5,340,382
Total Operating Expenditures	86.02	\$9,744,937	65.30	\$9,262,588	52.82	\$15,934,873	51.19	\$15,705,792	47.16	\$18,615,843
Unappropriated Ending Balance		4,020,671		5,398,532		0		0		0
TOTAL CEU/CED FUND	86.02	\$13,765,608	65.30	\$14,661,120	52.82	\$15,934,873	51.19	\$15,705,792	47.16	\$18,615,843

SUMMARY OF RESOURCES AND REQUIREMENTS:										
Total Operating Revenues		\$10,739,403		\$10,640,449		\$10,307,260		\$10,307,260		\$12,398,344
Less: Total Operating Expenditures		9,744,937		9,262,588		15,934,873		15,705,792		18,615,843
Excess of Revenues, Over (under) Expenditures		994,466		1,377,861		(5,627,613)		(5,398,532)		(6,217,499)
Beginning Fund Balance		3,026,205		4,020,671		5,627,613		5,398,532		6,217,499
ENDING FUND BALANCE		\$4,020,671		\$5,398,532		\$0		\$0		\$0



# Contracts and Grants Fund

Contracts and Grants Fund										
	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
REVENUES:										
From Local Sources		\$8,030,375		\$13,654,813		\$12,315,600		\$16,222,720		\$13,944,900
From State Sources		21,642,476		25,402,594		18,379,460		26,938,959		24,292,500
From Federal Sources		37,952,958		38,636,368		30,419,290		37,175,655		28,339,000
Transfer from General Fund		386,972		394,000		399,900		449,900		382,200
Total Operating Revenues		\$68,012,781		\$78,087,775		61,514,250		80,787,234		66,958,600
Beginning Fund Balance		3,757,328		1,238,096		0		2,882,323		0
TOTAL REVENUES		\$71,770,109		\$79,325,871		\$61,514,250		\$83,669,557		\$66,958,600

EXPENDITURES AND OTHER REQUIREMENTS:										
Local Contracts-general	38.25	\$9,544,899	38.37	\$12,658,800	37.08	\$13,878,055	37.08	\$18,589,600	42.70	\$15,164,500
State Grants	51.43	20,790,470	28.48	24,452,016	26.07	18,573,955	26.07	29,016,766	38.36	24,633,700
Federal Contracts	110.62	16,832,253	69.03	23,524,564	56.43	22,163,730	56.43	31,389,712	45.00	22,680,900
Transfers:										
To General Fund-overhead		40,933,678		18,690,491		3,375,590		4,673,479		2,419,250
Contingency		0		0		3,522,920		0		2,060,250
Sub-total	200.30	\$88,101,300	135.88	\$79,325,871	119.58	\$61,514,250	119.58	\$83,669,557	126.06	66,958,600
Unappropriated Ending Fund Balance		(16,331,191)		0		0		0		0
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	200.30	\$71,770,109	135.88	\$79,325,871	119.58	\$61,514,250	119.58	\$83,669,557	126.06	\$66,958,600

SUMMARY OF RESOURCES AND REQUIREMENTS:										
Total Operating Revenues		\$68,012,781		\$78,087,775		\$61,514,250		\$80,787,234		\$66,958,600
Less: Total Operating Expenditures		88,101,300		79,325,871		61,514,250		83,669,557		66,958,600
Revenues, Over (under) Expenditures		(20,088,519)		(1,238,096)		0		(2,882,323)		0
Beginning Fund Balance		3,757,328		1,238,096		0		2,882,323		0
ENDING FUND BALANCE		(\$16,331,191)		\$0		\$0		\$0		\$0

NOTE: Transfers out in FY 2021 exceeded FY 2020 by \$38.3 million and 2930% due to federal relief dollars received. Those relief dollars were transferred out to the General Fund to be distributed to other PCC funds to help cover lost revenues and additional expenses caused by the Covid-19 pandemic. Fiscal Year 2022 initially began with a negative beginning fund balance of (\$16,331,191), however revenue was higher leaving the Beginning Fund Balance positive per the Annual Comprehensive Financial Report.

# Student Activities Fund

Student Activities Fund										
	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
REVENUES:										
Student Activities Fees		\$4,640,537		\$3,832,332		\$3,615,643		\$3,615,643		\$5,227,250
Federal Sources		0		3,000		0		0		0
Other Local Sources		127,018		68,114		642,000		642,000		642,000
Interest from Investments		14,688		104,191		17,000		17,000		40,000
Transfer from General Fund		242,623		68,984		0		0		0
Total Operating Revenues		\$5,024,866		\$4,076,621		\$4,274,643		\$4,274,643		\$5,909,250
Beginning Fund Balance		232,964		1,893,813		3,102,351		3,049,255		1,854,912
TOTAL REVENUES		\$5,257,830		\$5,970,434		\$7,376,994		\$7,323,898		\$7,764,162

EXPENDITURES AND OTHER REQUIREMENTS:										
Civic Leadership Development		\$0		\$0	2.06	\$485,482	2.06	\$493,195*	2.23	\$495,228
Student Engagement		0		0	9.19	1,489,128	9.19	1,521,585*	9.28	1,544,960
Basic Needs and Sustainability Leadership		0		0	6.69	1,035,336	6.69	1,051,860*	7.94	1,144,554
ASPPC Senate		0		0	1.12	520,566	4.27	524,538*	4.45	525,754
Student Belonging and Wellbeing		0		0	10.03	1,239,760	10.03	1,272,452*	10.87	1,307,068
Emergency Grants		0		0	0.00	289,926	0.00	289,926*	0.00	289,926
Student Life and Leadership Initiatives		0		0	7.09	1,598,126	7.09	1,822,193*	7.09	1,663,976
Sylvania Programs	9.63	495,986	7.33	345,308	0	0		0		0
Rock Creek Programs	7.10	411,238	6.26	357,344	0	0		0		0
Cascade Programs	5.96	384,474	5.44	354,774	0	0		0		0
Southeast Campus Programs	4.67	277,070	4.75	365,771	0	0		0		0
District-wide Programs	9.82	1,795,249	8.06	1,497,982	0	0		0		0
Contingency		0		0	0	718,670		348,150		792,696
Sub-total	37.18	\$3,364,017	31.84	\$2,921,179	36.18	\$7,376,994	39.33	\$7,323,898	41.86	\$7,764,162
Unappropriated Ending Fund Balance		1,893,813		3,049,255		0		0		0
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	37.18	\$5,257,830	31.84	\$5,970,434	36.18	\$7,376,994	39.33	\$7,323,898	41.86	\$7,764,162

SUMMARY OF RESOURCES AND REQUIREMENTS:										
Total Operating Revenues		\$5,024,866		\$4,076,621		\$4,274,643		\$4,274,643		\$5,909,250
Less: Total Operating Expenditures		3,364,017		2,921,179		7,376,994		7,323,898		7,764,162
Revenues, Over (under) Expenditures		1,660,849		1,155,442		(3,102,351)		(3,049,255)		(1,854,912)
Beginning Fund Balance		232,964		1,893,813		3,102,351		3,049,255		1,854,912
ENDING FUND BALANCE		\$1,893,813		\$3,049,255		\$0		\$0		0

NOTE: Beginning in the 2023-25 Biennium, the Student Activities Fund budget appropriations changed due to the College Reorganization using Civic Leadership Development, Student Engagement, Basic Needs and Sustainability Leadership, ASPPC Senate, Student Belonging and Wellbeing, Emergency Grants, and Student Life and Leadership Initiatives as the new budget appropriation categories. Prior to 2023-25, historical data was appropriated by the four Campus and District-wide Programs' budgets.



# Student Financial Aid Fund

Student Financial Aid Fund										
	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
REVENUES:										
From Private Sources		\$460,308		\$0		\$821,531		\$821,531		\$1,115,000
From Federal Sources		183,618,901		148,345,850		145,587,553		145,587,553		138,047,175
From State Sources		0		29,898,909		45,760,000		45,760,000		41,300,000
Interest from Investments		24,205		15,541		8,000		8,000		70,600
Transfer from General Fund		0		0		0		0		1,637,000
Total Operating Revenues		\$184,103,414		\$178,260,300		\$192,177,084		\$192,177,084		\$182,169,775
Beginning Fund Balance		2,076,372		1,482,863		1,239,910		1,221,937		1,116,037
TOTAL REVENUES		\$186,179,786		\$179,743,163		\$193,416,994		\$193,399,021		\$183,285,812
EXPENDITURES AND OTHER REQUIREMENTS:										
College Funded Programs	0.93	\$453,943	0.22	\$117,673	0.22	\$103,300	0.22	\$768,348	0.22	\$792,300
Federal Programs	4.00	156,473,017	4.00	148,255,734	4.00	146,092,150	4.00	146,097,316	4.00	138,049,500
State Programs	0.00	27,219,846	0.00	29,898,909	0.00	45,760,000	0.00	45,760,000	0.00	41,300,000
Short Term Student Loan Program	0.00	60,413	0.00	0	0.00	20,300	0.00	20,300	0.00	20,300
Transfer to General Fund		489,704		248,910		258,734		258,734		253,175
Contingency		0		0		1,182,510		494,323		2,870,537
Sub-total	4.93	\$184,696,923	4.22	\$178,521,226	4.22	\$193,416,994	4.22	\$193,399,021	4.22	\$183,285,812
Unappropriated Ending Fund Balance		1,482,863		1,221,937		0		0		0
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	4.93	\$186,179,786	4.22	\$179,743,163	4.22	\$193,416,994	4.22	\$193,399,021	4.22	\$183,285,812
SUMMARY OF RESOURCES AND REQUIREMENTS:										
Total Operating Revenues		\$184,103,414		\$178,260,300		\$192,177,084		\$192,177,084		\$182,169,775
Less: Total Operating Expenditures		184,696,923		178,521,226		193,416,994		193,399,021		183,285,812
Excess of Revenues, Over (under) Expenditures		(593,509)		(260,926)		(1,239,910)		(1,221,937)		(1,116,037)
Beginning Fund Balance		2,076,372		1,482,863		1,239,910		1,221,937		1,116,037
ENDING FUND BALANCE		\$1,482,863		\$1,221,937		\$0		\$0		\$0

The College acknowledges that the nature of the Student Financial Aid Fund qualifies as a Major Fund by GFOA standards; thus, the long-range financial plan for this fund is incorporated through our Strategic Enrollment Management Plan (SEM) and the Fiscal Sustainability Framework & Action Plan (FSAP).



Foods and Nutrition students in class



# Capital Project 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 voter-approved bond authority.

## Capital Projects Fund

### Capital Projects Fund

	2019-21 Biennium ACTUAL	2021-23 Biennium ACTUAL	2023-25 Biennium ADOPTED Budget	2023-25 Biennium REVISED Budget	2025-27 Biennium ADOPTED Budget
<b>REVENUES:</b>					
Interest from Investments	\$45,442	\$572,482	\$70,000	\$70,000	\$700,000
From Other Sources	256,976	635,294	355,000	355,000	290,000
Operating Transfers In:					
From General Fund	8,337,500	11,580,391	10,800,000	20,800,000	7,600,000
Total Operating Revenues	\$8,639,918	\$12,788,167	\$11,225,000	\$21,225,000	\$8,590,000
Beginning Fund Balance	2,050,272	\$8,603,946	17,416,459	17,917,303	19,822,838
<b>TOTAL REVENUES</b>	<b>\$10,690,190</b>	<b>\$21,392,113</b>	<b>\$28,641,459</b>	<b>\$39,142,303</b>	<b>\$28,412,838</b>

<b>EXPENDITURES AND OTHER REQUIREMENTS:</b>					
Capital Outlay	\$2,086,244	\$3,474,810	\$9,645,000	\$15,767,303	\$9,550,000
Transfers Out	0	0	0	5,950,000	12,500,000
Contingency	0	0	1,571,459	0	3,000,000
Sub-total	\$2,086,244	\$3,474,810	\$11,216,459	\$21,717,303	\$25,050,000
Unappropriated Ending Fund Balance	8,603,946	\$17,917,303	17,425,000	17,425,000	3,362,838
<b>TOTAL EXPENDITURES AND OTHER REQUIREMENTS</b>	<b>\$10,690,190</b>	<b>\$21,392,113</b>	<b>\$28,641,459</b>	<b>\$39,142,303</b>	<b>\$28,412,838</b>

<b>SUMMARY OF RESOURCES AND REQUIREMENTS:</b>					
Total Operating Revenues	\$8,639,918	\$12,788,167	\$11,225,000	\$21,225,000	\$8,590,000
Less: Total Operating Expenditures	2,086,244	3,474,810	11,216,459	21,717,303	25,050,000
Revenues Over (under) Expenditures	6,553,674	9,313,357	8,541	(492,303)	(16,460,000)
Beginning Fund Balance	2,050,272	8,603,946	17,416,459	17,917,303	19,822,838
<b>ENDING FUND BALANCE</b>	<b>\$8,603,946</b>	<b>\$17,917,303</b>	<b>\$17,425,000</b>	<b>\$17,425,000</b>	<b>\$3,362,838</b>



Nursing students in campus



# Capital Construction Fund

Capital Construction Fund											
	FTE	2019-21 Biennium ACTUAL	FTE	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
REVENUES:											
Interest from Investments		\$6,198,109			\$4,811,004		\$7,321,073		\$7,321,073		\$5,750,000
Proceeds from Bond Sales		0			223,827,921		0		0		0
Premium on Bonds Issued		0			28,541,309		0		0		0
State Sources		13,554,403			7,267,050		0		0		4,950,000
Other Revenues		721,835			351,245		0		0		700,000
Transfer from Bookstore Fund		2,667,002			2,667,002		0		0		0
Total Operating Revenues		\$20,474,347			\$264,798,529		\$7,321,073		\$7,321,073		\$11,400,000
Beginning Fund Balance		215,732,729			139,602,403		254,436,373		281,663,649		178,829,033
TOTAL REVENUES		\$236,207,076			\$404,400,932		\$261,757,446		\$288,984,722		\$190,229,033

EXPENDITURES AND OTHER REQUIREMENTS:											
Sylvania Campus		\$23,210,089			\$57,289,833		\$61,259,130		\$70,759,131		\$55,000,000
Rock Creek Campus		13,139,651			11,898,806		16,733,299		19,098,299		30,000,000
Cascade Campus		921,292			2,114,077		5,821,519		10,821,519		9,000,000
Southeast Campus		60,841			2,850,974		243,681		1,143,681		2,000,000
District-wide Projects	29.72	59,272,800	31.71	32.90	48,583,593	30.75	75,593,956	41.77	71,334,665	43.49	69,000,000
Contingency		0			0		20,000,000		33,721,566		15,000,000
Sub-total	29.72	\$96,604,673	31.71	32.90	\$122,737,283	30.75	\$179,651,585	41.77	\$206,878,861	43.49	\$180,000,000
Unappropriated Ending Fund Balance		139,602,403			281,663,649		82,105,861		82,105,861		10,229,033
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	29.72	\$236,207,076	31.71	32.90	\$404,400,932	30.75	\$261,757,446	41.77	\$288,984,722	43.49	\$190,229,033

SUMMARY OF RESOURCES AND REQUIREMENTS:											
Total Operating Revenues		\$20,474,347			\$264,798,529		\$7,321,073		\$7,321,073		\$11,400,000
Less: Total Operating Expenditures		96,604,673			122,737,283		179,651,585		206,878,861		180,000,000
Revenues Over (under) Expenditures		(76,130,326)			142,061,246		(172,330,512)		(199,557,788)		(168,600,000)
Beginning Fund Balance		215,732,729			139,602,403		254,436,373		281,663,649		178,829,033
ENDING FUND BALANCE		\$139,602,403			\$281,663,649		\$82,105,861		\$82,105,861		\$10,229,033



Student at Sylvania Campus





Cafe at Rock Creek Campus

# 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.
- **Transportation and Parking Services 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 fines.

## College Bookstore Fund

College Bookstore Fund									
	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	2025-27 Biennium ADOPTED Budget
REVENUES:									
Sales of Merchandise		\$9,340,589		\$6,640,113		\$8,411,467		\$8,411,467	\$8,509,391
Interest from Investments		155,703		250,652		115,634		115,634	140,634
Miscellaneous income		180,156		251,409		356,024		356,024	366,310
Transfer from General Fund		4,105,412		3,934,076		0		0	405,791
Total Operating Revenues		\$13,781,860		\$11,076,250		\$8,883,125		\$8,883,125	\$9,422,126
Beginning Fund Balance		4,989,288		5,952,385		6,754,530		6,362,718	2,300,000
Total Resources		\$18,771,148		\$17,028,635		\$15,637,655		\$15,245,843	\$11,722,126
EXPENDITURES AND OTHER REQUIREMENTS:									
Bookstore Operations	40.24	\$12,696,662	31.19	\$10,466,713	31.19	\$12,658,393	30.86	\$13,028,927	\$11,418,432
Transfers Out:									
To General Fund		122,101		199,204		230,405		230,405	0
To Print Center Fund		0.00		0		731,309		731,309	203,694
Contingency		0		0		2,017,548		1,255,202	100,000
Sub-total	40.24	\$12,818,763	31.19	\$10,665,917	31.19	\$15,637,655	30.86	\$15,245,843	\$11,722,126
Unappropriated Ending Fund Balance		5,952,385		6,362,718		0		0	0
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	40.24	\$18,771,148	31.19	\$17,028,635	31.19	\$15,637,655	30.86	\$15,245,843	\$11,722,126
	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	2025-27 Biennium ADOPTED Budget
SUMMARY OF RESOURCES AND REQUIREMENTS:									
Total Operating Revenues		\$13,781,860		\$11,076,250		\$8,883,125		\$8,883,125	\$9,422,126
Less: Total Operating Expenditures		12,818,763		10,665,917		15,637,655		15,245,843	11,518,432
Revenues Over (under) Expenditures		963,097		410,333		(6,754,530)		(6,362,718)	(2,096,306)
Beginning Fund Balance-Budgetary Basis		4,989,288		5,952,385		6,754,530		6,362,718	2,300,000
Ending Fund Balance – Budgetary Basis		\$5,952,385		\$6,362,718		\$0		\$0	\$203,694



# Food Services Fund

Food Services Fund										
	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
REVENUES:										
Food Sales		\$2,094,639		\$1,530,932		\$4,735,844		\$4,735,844		\$4,044,764
Interest From Investments		(4,782)		136,043		10,000		10,000		71,843
Operating Transfers in:										
From Parking Operations Fund		0		0		0		0		511,284
From General Fund		4,244,576		3,002,000		0		60,000		130,783
Total Operating Revenues		\$6,334,433		\$4,668,975		\$4,745,844		\$4,805,844		\$4,758,674
Beginning Fund Balance		278,926		2,546,472		3,824,064		4,139,957		2,390,517
TOTAL REVENUES		\$6,613,359		\$7,215,447		\$8,569,908		\$8,945,801		\$7,149,191

EXPENDITURES AND OTHER REQUIREMENTS:										
Food Services Operations	55.39	\$4,066,887	45.79	\$3,060,180	38.94	\$7,781,798	37.21	\$8,133,312	33.82	\$6,813,098
Transfer to General Fund		0		15,310		47,359		47,359		0
Contingency		0		0		740,751		765,130		336,093
Sub-total	55.39	\$4,066,887	45.79	\$3,075,490	38.94	\$8,569,908	37.21	\$8,945,801	33.82	\$7,149,191
Unappropriated Ending Fund Balance		2,546,472		4,139,957		0		0		0
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	55.39	\$6,613,359	45.79	\$7,215,447	38.94	\$8,569,908	37.21	\$8,945,801	33.82	\$7,149,191

	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
SUMMARY OF RESOURCES AND REQUIREMENTS:										
Total Operating Revenues		\$6,334,433		\$4,668,975		\$4,745,844		\$4,805,844		\$4,758,674
Less: Total Operating Expenditures		4,066,887		3,075,490		8,569,908		8,945,801		7,149,191
Revenues Over (under) Expenditures		2,267,546		1,593,485		(3,824,064)		(4,139,957)		(2,390,517)
Beginning Fund Balance-Budgetary Basis		278,926		2,546,472		3,824,064		4,139,957		2,390,517
ENDING FUND BALANCE – BUDGETARY BASIS		\$2,546,472		\$4,139,957		\$0		\$0		\$0

# Transportation and Parking Services Fund

Transportation and Parking Services Fund										
	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
REVENUES:										
Parking Permits		\$1,677,847		\$1,064,595		\$1,846,751		\$1,846,751		\$2,636,331
Parking Fines		244,167		109,674		95,265		95,265		355,460
Miscellaneous Revenue (Trimet Passes)		700,889		417,347		195,139		195,139		700,750
Transfer from General Fund		3,997,859		3,568,098		0		0		0
Interest from Investments		106,014		291,598		35,451		35,451		268,277
Total Operating Revenues		\$6,726,776		\$5,451,312		\$2,172,606		\$2,172,606		\$3,960,818
Beginning Fund Balance		4,921,726		6,168,118		6,354,544		8,503,103		7,336,251
TOTAL REVENUES		\$11,648,502		\$11,619,430		\$8,527,150		\$10,675,709		\$11,297,069

EXPENDITURES AND OTHER REQUIREMENTS:										
Parking Operations	31.64	\$5,272,305	32.02	\$2,986,284	27.60	\$7,082,747	27.22	\$7,587,297	27.92	\$8,824,837
Transfers Out:						\$0				
To General Fund		208,079		130,043		214,825		400,000		0
Transfer to Capital Construction Fund						\$0		0		\$0
To Food Services Fund		0		0		0		0		511,284
To Print Center Fund		0		0		0		0		427,390
Contingency		0		0		1,229,578		1,288,412		1,533,558
Sub-total	31.64	\$5,480,384	32.02	\$3,116,327	27.60	\$8,527,150	27.22	\$9,275,709	27.92	\$11,297,069
Unappropriated Ending Fund Balance		6,168,118		8,503,103		0		1,400,000		0
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	31.64	\$11,648,502	32.02	\$11,619,430	27.60	\$8,527,150	27.22	\$10,675,709	27.92	\$11,297,069

	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
SUMMARY OF RESOURCES AND REQUIREMENTS:										
Total Operating Revenues		\$6,726,776		\$5,451,312		\$2,172,606		\$2,172,606		\$3,960,818
Less: Total Operating Expenditures		5,480,384		3,116,327		8,527,150		9,275,709		11,297,069
Revenues Over (under) Expenditures		1,246,392		2,334,985		(6,354,544)		(7,103,103)		(7,336,251)
Beginning Fund Balance-Budgetary Basis		4,921,726		6,168,118		6,354,544		8,503,103		7,336,251
ENDING FUND BALANCE – BUDGETARY BASIS		\$6,168,118		\$8,503,103		\$0		\$1,400,000		\$0





Diesel Service Technology student in class

# 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:

- **Internal Service – PERS Reserve Fund:** This fund was established to centrally manage and account for the additional PERS employer rate. The primary source of revenue is from charges to the College’s operating funds on all salaries subject to PERS. Primary expenditure is a transfer of accumulated charges to the PERS Bond Fund.
- **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.
- **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 and a transfer from the General Fund.

## Internal Service – PERS Reserve Fund

Internal Service – PERS Reserve					
	2019-21 Biennium ACTUAL	2021-23 Biennium ACTUAL	2023-25 Biennium ADOPTED Budget	2023-25 Biennium REVISED Budget	2025-27 Biennium ADOPTED Budget
REVENUES:					
Bond Issuance	\$0	\$0	\$0	\$0	\$0
Charges to Departments and Other Revenues	38,686,782	41,929,843	49,209,875	49,209,875	52,493,071
Interest from Investments	578,740	737,309	250,000	250,000	500,000
Transfer from General Fund	0	1,250,000	0	0	0
Total Operating Revenues	\$39,265,522	\$43,917,152	\$49,459,875	\$49,459,875	\$52,993,071
Beginning Fund Balance	21,730,740	17,805,994	14,108,916	16,464,773	24,000,000
TOTAL REVENUES	\$60,996,262	\$61,723,146	\$63,568,791	\$65,924,648	\$76,993,071

EXPENDITURES AND OTHER REQUIREMENTS:					
Bond Issuance Costs	\$0	\$0	\$0	\$0	\$0
Payment to PERS Side Account U.A.L.	0	0	0	0	0
Transfer to General Fund	1,250,000	0	0	0	5,500,000
Transfer to PERS Bond Fund	41,940,268	45,258,373	48,832,991	48,832,991	52,695,026
Contingency	0	0	0	2,355,857	0
Sub-total	\$43,190,268	\$45,258,373	\$48,832,991	\$51,188,848	\$58,195,026
Unappropriated Ending Fund Balance	17,805,994	16,464,773	14,735,800	14,735,800	18,798,045
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	\$60,996,262	\$61,723,146	\$63,568,791	\$65,924,648	\$76,993,071

SUMMARY OF RESOURCES AND REQUIREMENTS:					
Total Operating Revenues	\$39,265,522	\$43,917,152	\$49,459,875	\$49,459,875	\$52,993,071
Less: Total Operating Expenditures	43,190,268	45,258,373	48,832,991	51,188,848	58,195,026
Excess of Revenues, Over (under) Expenditures	(3,924,746)	(1,341,221)	626,884	(1,728,973)	(5,201,955)
Beginning Fund Balance	21,730,740	17,805,994	14,735,800	16,464,773	24,000,000
ENDING FUND BALANCE	\$17,805,994	\$17,259,238	\$15,362,684	\$14,735,800	\$18,798,045



# Print Center Fund

Print Center Fund										
	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
REVENUES:										
Charges for Services-Internal		\$567,508		\$659,148		\$657,184		\$657,184		\$842,887
Charges for Services-External		43,943		85,370		107,640		107,640		54,612
Copy Machine Revenues		641,423		506,742		859,613		859,613		1,277,306
Transfer from General Fund		1,218,206		1,325,000		0		39,000		76,000
Transfer from Bookstore Fund		0		0		731,309		731,309		203,694
Transfer from Parking and Trans Fund		0		0		0		0		427,390
Miscellaneous		6,265		60,516		3,455		3,455		41,728
Total Operating Revenues		\$2,477,345		\$2,636,776		\$2,359,201		\$2,398,201		\$2,923,390
Beginning Fund Balance		225,421		641,571		627,960		780,955		617,867
TOTAL REVENUES		\$2,702,766		\$3,278,347		\$2,987,161		\$3,179,156		\$3,541,484

EXPENDITURES AND OTHER REQUIREMENTS:										
Print Center Operations	8.16	\$2,061,195	7.35	\$2,445,958	7.35	\$2,726,530	6.61	\$2,861,628	7.35	\$3,039,972
Transfer to General Fund		0		51,434		94,230		317,528		0
Contingency		0		0		166,401		0		501,512
Sub-total	8.16	\$2,061,195	7.35	\$2,497,392	7.35	\$2,987,161	6.61	\$3,179,156	7.35	\$3,541,484
Unappropriated Ending Fund Balance		641,571		780,955		0		0		0
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	8.16	\$2,702,766	7.35	\$3,278,347	7.35	\$2,987,161	6.61	\$3,179,156	7.35	\$3,541,484

	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
SUMMARY OF RESOURCES AND REQUIREMENTS:										
Total Operating Revenues		\$2,477,345		\$2,636,776		\$2,359,201		\$2,398,201		\$2,216,533
Less: Total Operating Expenditures		2,061,195		2,497,392		2,987,161		3,179,156		3,541,484
Revenues Over (under) Expenditures		416,150		139,384		(627,960)		(780,955)		(1,324,951)
Beginning Fund Balance		225,421		\$641,571		\$627,960		\$780,955		617,867
ENDING FUND BALANCE		\$641,571		\$780,955		\$0		\$0		\$707,084

# Risk Management Fund

Risk Management Fund										
	FTE	2019-21 Biennium ACTUAL	FTE	2021-23 Biennium ACTUAL	FTE	2023-25 Biennium ADOPTED Budget	FTE	2023-25 Biennium REVISED Budget	FTE	2025-27 Biennium ADOPTED Budget
REVENUES:										
Charges to Departments and Other Revenues		\$6,010,288		\$5,425,359		\$5,025,000		\$5,025,000		\$5,710,000
Other Insurance Reimbursements		0		0		65,000		65,000		18,400
Transfer from General Fund		2,081,170		4,026,500		2,693,383		2,693,383		2,140,000
Interest from Investments		243,067		511,958		105,376		105,376		500,000
Total Operating Revenues		\$8,334,525		\$9,963,817		7,888,759		7,888,759		8,368,400
Beginning Fund Balance		8,903,420		11,362,680		15,897,686		14,759,594		16,070,780
TOTAL REVENUES		\$17,237,945		\$21,326,497		\$23,786,445		\$22,648,353		\$24,439,180

EXPENDITURES AND OTHER REQUIREMENTS:										
Self Insurance and Risk Administration	4.59	\$5,875,265	4.59	\$6,566,903	4.59	\$13,318,456	4.59	\$13,289,196	4.59	\$12,042,656
Transfer to General Fund		0		0		0		0		0
Contingency		0		0		2,000,000		891,168		5,000,000
Sub-total	4.59	\$5,875,265	4.59	\$6,566,903	4.59	\$15,318,456	4.59	\$14,180,364	4.59	\$17,042,656
Unappropriated Ending Fund Balance		11,362,680		14,759,594		8,467,989		8,467,989		7,396,524
TOTAL EXPENDITURES AND OTHER REQUIREMENTS:	4.59	\$17,237,945	4.59	\$21,326,497	4.59	\$23,786,445	4.59	\$22,648,353	4.59	\$24,439,180

SUMMARY OF RESOURCES AND REQUIREMENTS:										
Total Operating Revenues		\$8,334,525		\$9,963,817		\$7,888,759		\$7,888,759		\$8,368,400
Less: Total Operating Expenditures		5,875,265		6,566,903		15,318,456		14,180,364		17,042,656
Excess of Revenues, Over (under) Expenditures		2,459,260		3,396,914		(7,429,697)		(6,291,605)		(8,674,256)
Beginning Fund Balance		8,903,420		11,362,680		15,897,686		14,759,594		16,070,780
ENDING FUND BALANCE		\$11,362,680		\$14,759,594		\$8,467,989		\$8,467,989		\$7,396,524





Magnetic Resonance Imaging Technology students in class

# Fiduciary Fund

The Fiduciary fund accounts 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: Early Retirement Fund

This fund was established to account for the accumulation of resources to meet future obligations on the College’s early retirement program for Federation of Faculty and Academic Professionals (FFAP) and Federation of Classified Employees (FCE) members. Principal sources of revenue are a transfer from the General Fund and interest earnings from investments.

Early Retirement Fund					
	2019-21 Biennium ACTUAL	2021-23 Biennium ACTUAL	2023-25 Biennium ADOPTED Budget	2023-25 Biennium REVISED Budget	2025-27 Biennium ADOPTED Budget
REVENUES:					
Interest from Investments	\$23,391	\$24,636	\$34,360	\$34,360	\$38,360
Transfer from General Fund	950,000	2,087,569	2,185,648	2,185,648	2,150,000
Total Operating Revenues	\$973,391	\$2,112,205	\$2,220,008	\$2,220,008	\$2,188,360
Beginning Fund Balance	573,640	13,391	899,820	938,822	689,287
TOTAL REVENUES	\$1,547,031	\$2,125,596	\$3,119,828	\$3,158,830	\$2,877,647
EXPENDITURES AND OTHER REQUIREMENTS:					
Other Post-retirement Benefits	\$1,533,640	\$1,186,774	\$1,718,572	\$1,757,574	\$1,718,572
Contingency	0	0	500,000	500,000	500,000
Sub-total	\$1,533,640	\$1,186,774	\$2,218,572	\$2,257,574	\$2,218,572
Unappropriated Ending Fund Balance	13,391	938,822	901,256	901,256	659,075
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	\$1,547,031	\$2,125,596	\$3,119,828	\$3,158,830	\$2,877,647
SUMMARY OF RESOURCES AND REQUIREMENTS:					
Total Operating Revenues	\$973,391	\$2,112,205	\$2,220,008	\$2,220,008	\$2,188,360
Less: Total Operating Expenditures	1,533,640	1,186,774	2,218,572	2,257,574	2,218,572
Excess of Revenues, Over (under) Expenditures	(\$560,249)	\$925,431	\$1,436	(\$37,566)	(\$30,212)
Beginning Fund Balance	573,640	13,391	899,820	938,822	689,287
ENDING FUND BALANCE	\$13,391	\$938,822	\$901,256	\$901,256	\$659,075





Graphic Design students in class

# 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.
- **PERS 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 – PERS Reserve Fund.

## Debt Service – General Obligation Bond Fund

Debt Service – General Obligation Bond Fund					
	2019-21 Biennium ACTUAL	2021-23 Biennium ACTUAL	2023-25 Biennium ADOPTED Budget	2023-25 Biennium REVISED Budget	2025-27 Biennium ADOPTED Budget
REVENUES:					
Property Tax – Current Year	109,182,444	\$117,728,761	\$120,267,248	\$120,267,248	\$128,887,682
Property Tax – Prior Year	1,240,303	1,242,566	300,000	300,000	400,000
Net Proceeds from Sale of Refunding Bonds	118,608,114	0	0	0	0
Interest from Investments	568,609	826,762	150,000	150,000	200,000
Total Operating Revenues	\$229,599,470	\$119,798,089	\$120,717,248	\$120,717,248	\$129,487,682
Beginning Fund Balance	5,886,370	9,091,696	7,100,807	9,526,703	9,700,000
TOTAL REVENUES	\$235,485,840	\$128,889,785	\$127,818,055	\$130,243,951	\$139,187,682
EXPENDITURES AND OTHER REQUIREMENTS:					
Debt Service:					
Principal – GO Bonds	\$70,395,000	\$93,480,000	\$78,645,000	\$78,645,000	\$95,875,000
Interest – GO Bonds	37,391,030	25,883,082	45,173,055	45,173,055	35,487,031
Defeased Bond Payment to Escrow	118,608,114	0	0	0	0
Sub-total	\$226,394,144	\$119,363,082	\$123,818,055	\$123,818,055	\$131,362,031
Unappropriated Ending Fund Balance	9,091,696	9,526,703	4,000,000	6,425,896	7,825,651
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	\$235,485,840	\$128,889,785	\$127,818,055	\$130,243,951	\$139,187,682



PERS Debt Service Fund

PERS Debt Service Fund					
	2019-21 Biennium ACTUAL	2021-23 Biennium ACTUAL	2023-25 Biennium ADOPTED Budget	2023-25 Biennium REVISED Budget	2025-27 Biennium ADOPTED Budget
REVENUES:					
Transfer from PERS Reserve Fund	\$41,940,268	\$45,258,373	\$48,832,991	\$48,832,991	\$52,695,026
Total Operating Revenues	\$41,940,268	\$45,258,373	\$48,832,991	\$48,832,991	\$52,695,026
Beginning Fund Balance	0	0	0	0	0
TOTAL REVENUES	\$41,940,268	\$45,258,373	\$48,832,991	\$48,832,991	\$52,695,026
EXPENDITURES AND OTHER REQUIREMENTS:					
Debt Service:					
Principal – Pension Obligation Bonds	\$20,375,000	\$25,555,000	\$31,490,000	\$31,490,000	\$38,300,000
Interest – Pension Obligation Bonds	21,565,268	19,703,373	17,342,991	17,342,991	14,395,026
Sub-total	\$41,940,268	\$45,258,373	\$48,832,991	\$48,832,991	\$52,695,026
Unappropriated Ending Fund Balance	0	0	0	0	0
TOTAL EXPENDITURES AND OTHER REQUIREMENTS	\$41,940,268	\$45,258,373	\$48,832,991	\$48,832,991	\$52,695,026



Veterans Resource Centers at Sylvania Campus



# Budget Forms

## Notice of Budget Committee Meeting

### NOTICE OF BUDGET COMMITTEE MEETING

A public meeting of the Budget Committee of the Portland Community College District of Clackamas, Columbia, Multnomah, Yamhill, and Washington Counties, State of Oregon, will be held to discuss the budget for the biennium fiscal period beginning July 1, 2025 to June 30, 2027. The meeting will be held on Thursday, April 17, 2025 at 7:30 p.m., at the Sylvania Campus, 12000 SW 49th Ave, Portland, Oregon, CC Building, Rooms 233 A/B, as well as remotely. Please see <https://www.pcc.edu/board/meetings/> for access codes to join the meeting. The purpose of the meeting is to receive the President's Budget Message and the Proposed Biennium 2025-27 Budget document. A copy of the Proposed Budget document will be available online on or after April 10, 2025 at [www.pcc.edu](http://www.pcc.edu). This is a public meeting where deliberation of the Budget Committee will take place. Any person may participate in the meeting and discuss the proposed programs with the Budget Committee. This notice will also be posted on the District's website at [www.pcc.edu](http://www.pcc.edu).

Published in The Oregonian and on PCC's website beginning April 9, 2025.



Fire Protection Technology student in class



Proposed Resolution

April 17, 2025

25-061 APPROVAL OF THE PORTLAND COMMUNITY COLLEGE PROPOSED BUDGET AND THE PROPERTY TAX LEVIES FOR THE 2025-2027 BIENNIUM

PREPARED BY: Aaron Hill, Budget Director

APPROVED BY: Dina Farrell, Vice President & CFO, Finance & Business Services  
Michael Mathews, Interim Associate Vice President, Finance & Business Services  
Dr. Adrien L. Bennings, President

STRATEGIC THEME: Enterprise: Cultivate a long-term sustainable college enterprise

REPORT: The President has delivered her budget message and the budget document for the 2025-2027 Biennium to the Board of Directors of the Portland Community College District. The Board, acting as the Budget Committee of the College, has reviewed and completed the public input process on the 2025-2027 Proposed Biennium Budget, as required by ORS 294.428.

RECOMMENDATION: That the Board of Directors, acting as the Budget Committee of the College, approve the Portland Community College District 2025-2027 Proposed Biennium Budget, including the property tax levies for the next 2 years as outlined below, for submission to the Multnomah County Tax Supervising and Conservation Commission as outlined in the attached Exhibit A.

For the 1<sup>st</sup> year of the biennium period: July 1, 2025, to June 30, 2026:  
Amount Subject to the Education Limitation:  
General Fund \$0.2828\* per \$1,000 of assessed value of properties within the District boundary  
(\*Constitutionally established by Ballot Measure 50)

Amount Excluded from the Education Limitation (for payment of maturing principal and interest of voter-approved General Obligation Bonds):  
Debt Service Fund \$67,062,724

For the 2nd year of the biennium period: July 1, 2026, to June 30, 2027:  
Amount Subject to the Education Limitation:  
General Fund \$0.2828\* per \$1,000 of assessed value of properties within the District boundary  
(\*Constitutionally established by Ballot Measure 50)

Amount Excluded from the Education Limitation (for payment of maturing principal and interest of voter-approved General Obligation Bonds):  
Debt Service Fund \$69,107,835

APPROVED BY THE GOVERNING BOARD OF THE PORTLAND COMMUNITY COLLEGE DISTRICT THIS 17th DAY OF APRIL, 2025.

ATTEST: APPROVED:

  
Dr. Adrien L. Bennings  
President

  
Wani Penson  
Chair, Board of Directors

Notice of Budget Hearing

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 District of Multnomah County, State of Oregon, for the budget period July 1, 2025 to June 30, 2027. The hearing will be held at the Sylvania Campus, 12000 SW 49th Ave, Portland, Oregon, CC Building, Rooms 233 A/B on May 15, 2025 at 3:00pm. Please see [www.pcc.edu](http://www.pcc.edu) to download the 2025-2027 Approved Biennium Budget document or for information on attending the hearing. The purpose of the hearing is to discuss the budget with interested persons. This notice will also be posted on the District’s website at [www.pcc.edu](http://www.pcc.edu).

Fiscal Year	Total Budget Requirements	Last Biennium’s Total Levy		This Biennium’s Total Levy		Change from Last Year	
		Rate	Amount	Rate	Amount	Rate	Amount
2024	\$652,030,671	.2828	\$61,183,618			0	\$(1,815,431)
2025	\$685,494,619	.2828	\$66,400,771			0	\$5,217,153
2026	\$702,831,162			.2828	\$67,062,724	0	\$661,953
2027	\$726,630,666			.2828	\$69,107,835	0	\$2,045,111

Published in The Oregonian on May 4, 2025, and prominently displayed on the Portland Community College website at [www.pcc.edu](http://www.pcc.edu) beginning May 4, 2025 through May 15, 2025.



# Letter from Tax Supervising and Conservation Commission



808 SW 3rd Ave, Suite 540  
Portland, Oregon, 97204  
(503) 988-3054  
TSCC@multco.us  
tsccmultco.com

5/15/2025

Chair Tiffani Penson and Board of Directors  
Portland Community College  
P.O. Box 19000  
Portland, Oregon 97280

**RE: Portland Community College's 2025-27 Approved Budget Certification**

Dear Chair Tiffani Penson and Board of Directors,

The Tax Supervising and Conservation Commission met with the County Commissioners today to review, discuss, and conduct a public hearing on Portland Community College's 2025-27 Approved Budget. This hearing and the TSCC review of the Portland Community College's budget were conducted according to ORS 294.605 to 294.705 to confirm compliance with Oregon local budget laws and to determine the adequacy of estimates necessary to support the efficient and economical administration of the district.

The budget was filed with TSCC prior to the May 15<sup>th</sup> deadline and at least 20 days prior to the budget hearing, as required by statute. The estimates (shown on the following page) were judged reasonable for the purposes indicated, and the document complied with local budget law. As a result, the TSCC certifies by a majority vote of the commissioners that it has no recommendations or objections to make concerning the budget.

Please file a complete copy of the Adopted Budget with the Commission no later than July 15, 2025. If extra time is needed, please request an extension from TSCC staff.

Thank you for the opportunity to discuss this budget with you.

Yours truly,  
TAX SUPERVISING & CONSERVATION COMMISSION

Harmony Quiroz, Chair

Dr. Rita Moore, Commissioner

Matt Donahue, Commissioner

Allison Lugo Knapp, Commissioner

Tod A. Burton, Commissioner

Commissioners Harmony Quiroz, Chair | Matt Donahue | Tod Burton | Allison Lugo Knapp | Rita Moore

## Portland Community College

Fund	Appropriations	Unappropriated Fund Balance	Total Budget
General Fund	647,743,797	26,797,940	674,541,737
CEU/CED Fund	18,615,843	0	18,615,843
Capital Projects Fund	25,050,000	3,362,838	28,412,838
Capital Construction Fund	180,000,000	10,229,033	190,229,033
Auxiliary Fund	4,820,433	2,004,327	6,824,760
Student Activities Fund	7,764,162	0	7,764,162
Contracts & Grants Fund	66,958,600	0	66,958,600
Student Financial Aid Fund	183,285,812	0	183,285,812
College Bookstore Fund	11,722,126	0	11,722,126
Food Services Fund	7,149,191	0	7,149,191
Parking Operations Fund	11,297,069	0	11,297,069
Risk Management Fund	17,042,656	7,396,524	24,439,180
Print Center Fund	3,541,484	0	3,541,484
PERS Reserve Fund	58,195,026	18,798,045	76,993,071
Early Retirement Fund	2,218,572	659,075	2,877,647
Debt Service Fund	131,362,031	7,825,651	139,187,682
PERS DEBT Service Fund	52,695,026	0	52,695,026
Total	\$1,429,461,828	\$77,073,433	\$1,506,535,261

**Education Tax Levy**

1<sup>st</sup> year of Biennium: Permanent Rate of \$0.2828 per \$1,000 of Assessed Value  
2<sup>nd</sup> year of Biennium: Permanent Rate of \$0.2828 per \$1,000 of Assessed Value

**General Obligation Bond Tax Levy**

1<sup>st</sup> year of Biennium: \$67,062,724  
2<sup>nd</sup> year of Biennium: \$69,107,835



# Adopted Resolution

June 18, 2025

25-079                      RESOLUTION ADOPTING THE PORTLAND COMMUNITY COLLEGE SUPPLEMENTAL BUDGET FOR THE 2023-2025 BIENNIUM, AUTHORIZING TRANSFERS BETWEEN APPROPRIATION UNITS, CATEGORIES AND FUNDS; USE OF CONTINGENCY FUNDS; AND CHANGES IN TOTAL BUDGET AUTHORITY IN ACCORDANCE WITH ORS 294.463-473

PREPARED BY:            Aaron Hill, Budget Director

APPROVED BY:           Dina Farrell, Vice President & CFO, Finance & Business Services  
                                 Michael Mathews, Interim Associate Vice President, Finance & Business Services  
                                 Dr. Adrien L. Bennings, President

STRATEGIC THEME:    Enterprise: Cultivate a long-term sustainable college enterprise

REPORT:                    In June 2023, the District adopted a biennial budget based on estimated fund balances and labor negotiation results. Staff now finds it necessary to present a supplemental budget to adjust the 2023-2025 Biennium Adopted Budget for changes related to labor negotiations, finalization of the annual audit, changes in State of Oregon community college funding allocations and other minor adjustments.


                                  The changes presented are necessary to ensure compliance with the requirements of Sections 294.463 (Transfer of appropriations within fund or between funds) and 294.471/294.473 (Supplemental Budgets) of the Oregon Revised Statutes. This budget amendment will not require an additional tax levy.

RECOMMENDATION:    Staff recommends that the Board of Directors, acting as the College Budget Committee, approve this Resolution to amend the 2023-2025 Biennium Budget as outlined in the attached Exhibit A.

                                  BE IT THEREFORE RESOLVED that the budget for the Portland Community College District, as adopted for the 2023-2025 biennium commencing July 1, 2023, is hereby amended as outlined in Exhibit A.

ADOPTED BY THE GOVERNING BOARD OF THE PORTLAND COMMUNITY COLLEGE DISTRICT THIS 18th DAY OF June, 2025.

ATTEST:

  
Dr. Adrien L. Bennings  
President

APPROVED:


  
Tiffani Penson  
Chair, Board of Directors



Exhibit A

	2023-25 Biennium ADOPTED BUDGET	2023-25 Biennium #1 Supplemental BUDGET	2023-25 Biennium #2 Supplemental Budget	2023-25 Biennium ADJUSTED BUDGET
<b>GENERAL FUND</b>				
<b>REVENUES:</b>				
From local sources				
Property Tax - current year	\$88,874,142	\$0	\$0	\$88,874,142
Property Tax - prior year	2,268,045	0	0	2,268,045
Tuition and fees	153,774,954	0	13,489,304	167,264,258
Interest from investments	1,700,000	0	4,010,696	5,710,696
Other local sources	3,619,000	0	0	3,619,000
From state sources	262,577,150	0	0	262,577,150
Operating transfers in:				
From Capital Projects Fund	0	1,500,000	4,450,000	5,950,000
From Contracts & Grants Fund	3,375,590	379,717	918,172	4,673,479
From CEU/CED Fund	200,188	0	325,000	525,188
From Bookstore Fund	230,405	0	0	230,405
From Auxiliary Fund	197,799	0	25,573	223,372
From Student Financial Aid Fund	258,734	0	0	258,734
From Print Center Fund	94,230	223,298	0	317,528
From Transportation & Parking Fund	214,825	185,175	0	400,000
From Food Services Fund	47,359	0	0	47,359
Total Operating Revenues	\$517,432,421	\$2,288,190	\$23,218,745	\$542,939,356
Beginning Fund Balance	95,496,056	10,316,867	0	105,812,923
<b>TOTAL GENERAL FUND REVENUES</b>	<b>\$612,928,477</b>	<b>\$12,605,057</b>	<b>\$23,218,745</b>	<b>\$648,752,279</b>
<b>BY APPROPRIATION UNIT:</b>				
<b>Program Areas</b>				
Office of the President	30,021,616	7,734,855	5,108,599	42,865,070
Finance & Administration	133,800,436	12,060,386	10,780,783	156,641,605
Academic Affairs	279,317,253	15,562,965	28,676,450	323,556,668
Student Affairs	70,189,076	4,888,298	(1,494,774)	73,582,600
Transfers	16,078,931	6,110,000	4,039,000	26,227,931
Contingency	59,971,029	(33,751,448)	(23,891,312)	2,328,269
Total Appropriation	\$589,378,341	\$12,605,057	\$23,218,745	\$625,202,143
Unappropriated Ending Fund Balance	23,550,136	0	0	23,550,136
<b>TOTAL GENERAL FUND REQUIREMENTS</b>	<b>\$612,928,477</b>	<b>\$12,605,057</b>	<b>\$23,218,745</b>	<b>\$648,752,279</b>
<b>AUXILIARY FUND</b>				
<b>REVENUES:</b>				
Facilities Usage	\$1,376,816	\$0	\$0	\$1,376,816
Campus Activities	1,527,200	(123,722)	0	1,403,478
Total Operating Revenues	\$2,904,016	(\$123,722)	\$0	\$2,780,294
Beginning Fund Balance	2,833,513	139,619	0	2,973,132
<b>TOTAL AUXILIARY FUND REVENUES</b>	<b>\$5,737,529</b>	<b>\$15,897</b>	<b>\$0</b>	<b>\$5,753,426</b>
<b>EXPENDITURES AND OTHER REQUIREMENTS:</b>				
Facilities Usage	\$1,693,539	\$1,176	\$481	\$1,695,196
Campus Activities	1,801,517	210	84	1,801,811
Sustainability Projects	200,000	0	0	200,000
Transfers	197,799	0	25,573	223,372
Contingency	400,000	14,511	(26,138)	388,373
<b>Sub-total</b>	<b>\$4,292,855</b>	<b>\$15,897</b>	<b>\$0</b>	<b>\$4,308,752</b>
Unappropriated Ending Fund Balance	1,444,674	0	0	1,444,674
<b>TOTAL AUXILIARY FUND REQUIREMENTS</b>	<b>\$5,737,529</b>	<b>\$15,897</b>	<b>\$0</b>	<b>\$5,753,426</b>

	2023-25 Biennium ADOPTED BUDGET	2023-25 Biennium #1 Supplemental BUDGET	2023-25 Biennium #2 Supplemental BUDGET	2023-25 Biennium ADJUSTED BUDGET
<b>CEU/CED FUND</b>				
<b>REVENUES:</b>				
CEU/CED Charges	\$9,112,260	\$0	\$0	\$9,112,260
Other local sources	1,195,000	0	0	1,195,000
Total Operating Revenues	\$10,307,260	\$0	\$0	\$10,307,260
Beginning Fund Balance	5,627,613	(229,081)	0	5,398,532
<b>TOTAL REVENUES</b>	<b>\$15,934,873</b>	<b>(\$229,081)</b>	<b>\$0</b>	<b>\$15,705,792</b>
<b>EXPENDITURES AND OTHER REQUIREMENTS:</b>				
Workforce/Community Ed	\$11,612,854	\$393,023	682,182	\$12,688,059
Cascade Campus	50,048	3,312	3,776	57,136
Transfers	200,188	0	325,000	525,188
Contingency	4,071,783	(625,416)	(1,010,958)	2,435,409
<b>Sub-total</b>	<b>\$15,934,873</b>	<b>(\$229,081)</b>	<b>\$0</b>	<b>\$15,705,792</b>
Unappropriated Ending Fund Balance	0	0	0	0
<b>TOTAL FUND REQUIREMENTS</b>	<b>\$15,934,873</b>	<b>(\$229,081)</b>	<b>\$0</b>	<b>\$15,705,792</b>
<b>CONTRACTS AND GRANTS FUND</b>				
<b>REVENUES:</b>				
Local Sources	\$12,315,600	\$1,256,643	\$2,650,477	\$16,222,720
State Sources	18,379,460	4,793,357	3,766,142	26,938,959
Federal Sources	30,419,290	(20,283)	6,776,648	37,175,655
Transfers	399,900	50,000	0	449,900
Total Operating Revenues	\$61,514,250	\$6,079,717	\$13,193,267	\$80,787,234
Beginning Fund Balance	0	2,882,323	0	2,882,323
<b>TOTAL REVENUES</b>	<b>\$61,514,250</b>	<b>\$8,962,040</b>	<b>\$13,193,267</b>	<b>\$83,669,557</b>
<b>EXPENDITURES AND OTHER REQUIREMENTS:</b>				
Local Contracts	\$13,878,055	\$500,000	\$4,211,545	\$18,589,600
State Grants	18,573,955	4,700,000	5,742,811	29,016,766
Federal Grants	22,163,730	2,500,000	6,725,982	31,389,712
Transfers	3,375,590	379,717	918,172	4,673,479
Contingency	3,522,920	882,323	(4,405,243)	0
<b>Sub-total</b>	<b>\$61,514,250</b>	<b>\$8,962,040</b>	<b>\$13,193,267</b>	<b>\$83,669,557</b>
Unappropriated Ending Fund Balance	0	0	0	0
<b>TOTAL FUND REQUIREMENTS</b>	<b>\$61,514,250</b>	<b>\$8,962,040</b>	<b>\$13,193,267</b>	<b>\$83,669,557</b>



STUDENT ACTIVITIES FUND

REVENUES:

	2023-25 Biennium ADOPTED BUDGET	2023-25 Biennium #1 Supplemental BUDGET	2023-25 Biennium #2 Supplemental BUDGET	2023-25 Biennium ADJUSTED BUDGET
Student Activities Fee	\$3,615,643	\$0	\$0	\$3,615,643
Other local sources	642,000	0	0	642,000
Interest Income	17,000	0	0	17,000
Total Operating Revenues	\$4,274,643	\$0	\$0	\$4,274,643
Beginning Fund Balance	3,102,351	(53,096)	0	3,049,255
TOTAL REVENUES	\$7,376,994	(\$53,096)	\$0	\$7,323,898

EXPENDITURES AND OTHER REQUIREMENTS:

Civic Leadership Development	\$485,482	\$5,678	\$2,034	\$493,194
Student Engagement	1,489,128	23,896	8,561	1,521,585
Basic Needs & Sustainability Leadership	1,035,336	12,130	4,394	1,051,860
ASPPC Senate	520,566	2,924	1,048	524,538
Student Belonging & Wellbeing	1,239,760	24,068	8,624	1,272,452
Emergency Grants	289,926	0	0	289,926
Student Life & Leadership Initiatives	1,598,126	24,044	200,023	1,822,193
Contingency	718,670	(145,836)	(224,684)	348,150
Sub-total	\$7,376,994	(\$53,096)	\$0	\$7,323,898
Unappropriated Ending Fund Balance	0	0	0	0
TOTAL FUND REQUIREMENTS	\$7,376,994	(\$53,096)	\$0	\$7,323,898

STUDENT FINANCIAL AID FUND

REVENUES:

	2023-25 Biennium ADOPTED BUDGET	2023-25 Biennium #1 Supplemental BUDGET	2023-25 Biennium #2 Supplemental BUDGET	2023-25 Biennium ADJUSTED BUDGET
College Funded Sources	\$821,531	\$0	\$0	\$821,531
Federal Sources	145,587,553	0	0	145,587,553
State Sources	45,760,000	0	0	45,760,000
Interest from Investments	8,000	0	0	8,000
Transfers	0	0	0	0
Total Operating Revenues	\$192,177,084	\$0	\$0	\$192,177,084
Beginning Fund Balance	1,239,910	(17,973)	0	1,221,937
TOTAL REVENUES	\$193,416,994	(\$17,973)	\$0	\$193,399,021

EXPENDITURES AND OTHER REQUIREMENTS:

College Funded Programs	\$103,300	\$665,048	\$0	\$768,348
Federal Programs	146,092,150	5,166	0	146,097,316
State Programs	45,760,000	0	0	45,760,000
Short Term Student Loans	20,300	0	0	20,300
Transfers	258,734	0	0	258,734
Contingency	1,182,510	(688,187)	0	494,323
Sub-total	\$193,416,994	(\$17,973)	\$0	\$193,399,021
Unappropriated Ending Fund Balance	0	0	0	0
TOTAL FUND REQUIREMENTS	\$193,416,994	(\$17,973)	\$0	\$193,399,021

CAPITAL PROJECTS FUND

REVENUES:

	2023-25 Biennium ADOPTED BUDGET	2023-25 Biennium #1 Supplemental BUDGET	2023-25 Biennium #2 Supplemental BUDGET	2023-25 Biennium ADJUSTED BUDGET
Other Sources	\$355,000	\$0	\$0	\$355,000
Interest	70,000	0	0	70,000
Transfers	10,800,000	6,000,000	4,000,000	20,800,000
Total Operating Revenues	\$11,225,000	\$6,000,000	\$4,000,000	\$21,225,000
Beginning Fund Balance	17,416,459	500,844	0	17,917,303
TOTAL REVENUES	\$28,641,459	\$6,500,844	\$4,000,000	\$39,142,303

EXPENDITURES AND OTHER REQUIREMENTS:

Capital Outlay	\$9,645,000	\$5,000,000	\$1,122,303	\$15,767,303
Transfers	0	1,500,000	4,450,000	5,950,000
Contingency	1,571,459	844	(1,572,303)	0
Sub-total	\$11,216,459	\$6,500,844	\$4,000,000	\$21,717,303
Unappropriated Ending Fund Balance	17,425,000	0	0	17,425,000
TOTAL FUND REQUIREMENTS	\$28,641,459	\$6,500,844	\$4,000,000	\$39,142,303

CAPITAL CONSTRUCTION FUND

REVENUES:

	2023-25 Biennium ADOPTED BUDGET	2023-25 Biennium #1 Supplemental BUDGET	2023-25 Biennium #2 Supplemental BUDGET	2023-25 Biennium ADJUSTED BUDGET
Interest	\$7,321,073	\$0	\$0	\$7,321,073
Beginning Fund Balance	254,436,373	27,227,276	0	281,663,649
TOTAL REVENUES	\$261,757,446	\$27,227,276	\$0	\$288,984,722

EXPENDITURES AND OTHER REQUIREMENTS:

Sylvania Campus	\$61,259,130	\$9,500,001	\$0	\$70,759,131
Rock Creek Campus	16,733,299	2,365,000	0	19,098,299
Cascade Campus	5,821,519	5,000,000	0	10,821,519
Southeast Campus	243,681	900,000	0	1,143,681
District-wide Projects	75,593,956	(5,561,508)	1,302,217	71,334,665
Transfers	0	0	0	0
Contingency	20,000,000	15,023,783	(1,302,217)	33,721,566
Sub-total	\$179,651,585	\$27,227,276	\$0	\$206,878,861
Unappropriated Ending Fund Balance	82,105,861	0	0	82,105,861
TOTAL FUND REQUIREMENTS	\$261,757,446	\$27,227,276	\$0	\$288,984,722



COLLEGE BOOKSTORE FUND

REVENUES:

Sale of Merchandise	\$8,411,467	\$0	\$0	\$8,411,467
Interest	115,634	0	0	115,634
Miscellaneous Income	356,024	0	0	356,024
Total Operating Revenues	\$8,883,125	\$0	\$0	\$8,883,125
Beginning Fund Balance	6,754,530	(391,812)	0	6,362,718
TOTAL RESOURCES	\$15,637,655	(\$391,812)	\$0	\$15,245,843

EXPENDITURES AND OTHER REQUIREMENTS:

Bookstore Operations	\$12,658,393	\$24,017	\$346,517	\$13,028,927
Transfers	961,714	0	0	961,714
Contingency	2,017,548	(415,829)	(346,517)	1,255,202
Sub-total	\$15,637,655	(\$391,812)	\$0	\$15,245,843
Unappropriated Ending Fund Balance	0	0	0	0
TOTAL FUND REQUIREMENTS	\$15,637,655	(\$391,812)	\$0	\$15,245,843

FOOD SERVICES FUND

REVENUES:

Food Sales	\$4,735,844	\$0	\$0	\$4,735,844
Interest	10,000	0	0	10,000
Transfers	0	60,000	0	60,000
Total Operating Revenues	\$4,745,844	\$60,000	\$0	\$4,805,844
Beginning Fund Balance	3,824,064	315,893	0	4,139,957
TOTAL REVENUES	\$8,569,908	\$375,893	\$0	\$8,945,801

EXPENDITURES AND OTHER REQUIREMENTS:

Food Service Operations	\$7,781,798	\$78,768	\$272,746	\$8,133,312
Transfers	47,359	0	0	47,359
Contingency	740,751	297,125	(272,746)	765,130
Sub-total	\$8,569,908	\$375,893	\$0	\$8,945,801
Unappropriated Ending Fund Balance	0	0	0	0
TOTAL FUND REQUIREMENTS	\$8,569,908	\$375,893	\$0	\$8,945,801

TRANSPORTATION & PARKING SERVICES FUND

REVENUES:

Parking Permits	\$1,846,751	\$0	\$0	\$1,846,751
Parking Fines	95,265	0	0	95,265
Misc. Revenue	195,139	0	0	195,139
Interest	35,451	0	0	35,451
Transfers	0	0	0	0
Total Operating Revenues	\$2,172,606	\$0	\$0	\$2,172,606
Beginning Fund Balance	6,354,544	2,148,559	0	8,503,103
TOTAL REVENUES	\$8,527,150	\$2,148,559	\$0	\$10,675,709

EXPENDITURES AND OTHER REQUIREMENTS:

Parking Operations	\$7,082,747	\$223,933	\$280,617	\$7,587,297
Transfers	214,825	185,175	0	400,000
Contingency	1,229,578	339,451	(280,617)	1,288,412
Sub-total	\$8,527,150	\$748,559	\$0	\$9,275,709
Unappropriated Ending Fund Balance	0	1,400,000	0	1,400,000
TOTAL FUND REQUIREMENTS	\$8,527,150	\$2,148,559	\$0	\$10,675,709

PRINT CENTER FUND

REVENUES:

Internal Charges	\$657,184	\$0	\$0	\$657,184
External Charges	107,640	0	0	107,640
Copy Machine revenues	859,613	0	0	859,613
Misc. revenues	3,455	0	0	3,455
Transfers	731,309	0	39,000	770,309
Total Operating Revenues	\$2,359,201	\$0	\$39,000	\$2,398,201
Beginning Fund Balance	627,960	152,995	0	780,955
TOTAL REVENUES	\$2,987,161	\$152,995	\$39,000	\$3,179,156

EXPENDITURES AND OTHER REQUIREMENTS:

Print Center Operations	\$2,726,530	(\$23,625)	\$158,723	\$2,861,628
Transfers	94,230	223,298	0	317,528
Contingency	166,401	(46,678)	(119,723)	0
Sub-total	\$2,987,161	\$152,995	\$39,000	\$3,179,156
Unappropriated Ending Fund Balance	0	0	0	0
TOTAL FUND REQUIREMENTS	\$2,987,161	\$152,995	\$39,000	\$3,179,156

PERS INTERNAL SERVICE FUND

REVENUES:

Charges to Depts	\$49,209,875	\$0	\$0	\$49,209,875
Interest	250,000	0	0	250,000
Total Operating Revenues	\$49,459,875	\$0	\$0	\$49,459,875
Beginning Fund Balance	14,108,916	2,355,857	0	16,464,773
TOTAL REVENUES	\$63,568,791	\$2,355,857	\$0	\$65,924,648

EXPENDITURES AND OTHER REQUIREMENTS:

Contingency	\$0	\$2,355,857	\$0	\$2,355,857
Transfers	48,832,991	0	0	48,832,991
Sub-total	\$48,832,991	\$0	\$0	\$51,188,848
Unappropriated Ending Fund Balance	14,735,800	0	0	14,735,800
TOTAL FUND REQUIREMENTS	\$63,568,791	\$2,355,857	\$0	\$65,924,648



RISK MANAGEMENT FUND

REVENUES:

	2023-25 Biennium ADOPTED BUDGET	2023-25 Biennium #1 Supplemental BUDGET	2023-25 Biennium #2 Supplemental BUDGET	2023-25 Biennium ADJUSTED BUDGET
Charges to Depts	\$5,025,000	\$0	\$0	\$5,025,000
Insurance Reimbursements	65,000	0	0	65,000
Interest	105,376	0	0	105,376
Transfers	2,693,383	0	0	2,693,383
Total Operating Revenues	\$7,888,759	\$0	\$0	\$7,888,759
Beginning Fund Balance	15,897,686	(1,138,092)	0	14,759,594
TOTAL REVENUES	\$23,786,445	(\$1,138,092)	\$0	\$22,648,353

EXPENDITURES AND OTHER REQUIREMENTS:

Self-insurance and Risk Admin	\$13,318,456	(\$137,054)	\$107,794	\$13,289,196
Contingency	2,000,000	(1,001,038)	(107,794)	891,168
Sub-total	\$15,318,456	(\$1,138,092)	\$0	\$14,180,364
Unappropriated Ending Fund Balance	8,467,989	0	0	8,467,989
TOTAL FUND REQUIREMENTS	\$23,786,445	(\$1,138,092)	\$0	\$22,648,353

EARLY RETIREMENT FUND

REVENUES:

	2023-25 Biennium ADOPTED BUDGET	2023-25 Biennium #1 Supplemental BUDGET	2023-25 Biennium #2 Supplemental BUDGET	2023-25 Biennium ADJUSTED BUDGET
Interest	\$34,360	\$0	\$0	\$34,360
Transfers	2,185,648	0	0	2,185,648
Total Operating Revenues	\$2,220,008	\$0	\$0	\$2,220,008
Beginning Fund Balance	899,820	39,002	0	938,822
TOTAL REVENUES	\$3,119,828	\$39,002	\$0	\$3,158,830

EXPENDITURES AND OTHER REQUIREMENTS:

Other post-retirement benefits	\$1,718,572	\$39,002	\$0	\$1,757,574
Contingency	500,000	0	0	500,000
Sub-total	\$2,218,572	\$39,002	\$0	\$2,257,574
Unappropriated Ending Fund Balance	901,256	0	0	901,256
TOTAL FUND REQUIREMENTS	\$3,119,828	\$39,002	\$0	\$3,158,830

DEBT SERVICE (GO BOND) FUND

REVENUES:

	2023-25 Biennium ADOPTED BUDGET	2023-25 Biennium #1 Supplemental BUDGET	2023-25 Biennium #2 Supplemental BUDGET	2023-25 Biennium ADJUSTED BUDGET
Property Tax - current	\$120,267,248	\$0	\$0	\$120,267,248
Property Tax - prior	300,000	0	0	300,000
Interest	150,000	0	0	150,000
Total Operating Revenues	\$120,717,248	\$0	\$0	\$120,717,248
Beginning Fund Balance	7,100,807	2,425,896	0	9,526,703
TOTAL REVENUES	\$127,818,055	\$2,425,896	\$0	\$130,243,951

EXPENDITURES AND OTHER REQUIREMENTS:

Debt Service - Principal	\$78,645,000	\$0	\$0	\$78,645,000
Debt Service - Interest	45,173,055	0	0	45,173,055
Sub-total	\$123,818,055	\$0	\$0	\$123,818,055
Unappropriated Ending Fund Balance	4,000,000	2,425,896	0	6,425,896
TOTAL FUND REQUIREMENTS	\$127,818,055	\$2,425,896	\$0	\$130,243,951

PERS DEBT SERVICE FUND

REVENUES:

	2023-25 Biennium ADOPTED BUDGET	FY 24 #1 Supplemental Budget	FY25 #2 Supplemental Budget	2023-25 Biennium ADJUSTED BUDGET
Transfer from Internal PERS/Reserve	\$48,832,991	\$0	\$0	\$48,832,991
Total Operating Revenues	\$48,832,991	\$0	\$0	\$48,832,991
Beginning Fund Balance	0	0	0	0
TOTAL REVENUES	\$48,832,991	\$0	\$0	\$48,832,991

EXPENDITURES AND OTHER REQUIREMENTS:

Debt Service - Principal	\$31,490,000	\$0	\$0	\$31,490,000
Debt Service - Interest	17,342,991	0	0	17,342,991
Sub-total	\$48,832,991	\$0	\$0	\$48,832,991
Unappropriated Ending Fund Balance	0	0	0	0
TOTAL FUND REQUIREMENTS	\$48,832,991	\$0	\$0	\$48,832,991



ED-50 Forms for Fiscal Year 26

Notice of Property Tax and Certification of Intent to Impose a Tax on Property for Education Districts

FORM ED-50

2025-2026

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

☐ Check here if this is an amended form.

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 by this form.

PO Box 19000PortlandOregon97280June 30, 2025

Michael MathewsInterim Associate Vice President, Finance & Business Svrs(971) 722-2831mike.mathews@pcc.edu

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 294.456.

PART I: TOTAL PROPERTY TAX LEVY

1Rate per \$1,000 levied (within permanent rate limit).

2Local option operating tax

3Local option capital project tax

4aLevy for bonded indebtedness from bonds approved by voters prior to October 6, 2001.

4bLevy for bonded indebtedness from bonds approved by voters after to October 6, 2001.

4cTotal levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b).

Subject to Education Limit

Rate-or-Dollar Amount

\$0.2828

\$0

\$67,062,724

\$67,062,724

Excluded from Measure 5 Limits

Amount of Levy

PART II: RATE LIMIT CERTIFICATION

5Permanent rate limit in dollars and cents per \$1,000

6Election date when your new district received voter approval for your permanent rate limit

7Estimated permanent rate limit for newly merged/consolidated district

\$0.2828

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. 12-12)

(see the back for worksheet for lines 4a, 4b and 4c)

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

134 PORTLAND COMMUNITY COLLEGE 2025-2027 ADOPTED BIENNIUM BUDGET

Budget Forms

ED-50 Forms for Fiscal Year 27

Notice of Property Tax and Certification of Intent to Impose a Tax on Property for Education Districts

FORM ED-50

2026-2027

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

☐ Check here if this is an amended form.

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PO Box 19000PortlandOregon97280June 30, 2026

Michael MathewsInterim Associate Vice President, Finance & Business Svrs(971) 722-2831mike.mathews@pcc.edu

CERTIFICATION--Check one box.

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4aLevy for bonded indebtedness from bonds approved by voters prior to October 6, 2001.

4bLevy for bonded indebtedness from bonds approved by voters after to October 6, 2001.

4cTotal levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b).

Subject to Education Limit

Rate-or-Dollar Amount

\$0.2828

\$0

\$69,107,835

\$69,107,835

Excluded from Measure 5 Limits

Amount of Levy

PART II: RATE LIMIT CERTIFICATION

5Permanent rate limit in dollars and cents per \$1,000

6Election date when your new district received voter approval for your permanent rate limit

7Estimated permanent rate limit for newly merged/consolidated district

\$0.2828

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 4a, 4b and 4c)

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

PORTLAND COMMUNITY COLLEGE 2025-2027 ADOPTED BIENNIUM BUDGET 135



FORM  
CC-1

## NOTICE OF BUDGET HEARING

A meeting of the Board of Directors of Portland Community College District will be held on May 18, 2025  
(Governing Body) (Date)  
 at 3:00 ☐ a.m. ☒ p.m. Sylvania Campus, 12000 SW 49th Ave, Portland OR 97219 The purpose of this meeting  
(Location)  
 is to discuss the budget for the BIENNIUM beginning July 1, 2025 as approved by the Portland Community College Budget Committee.  
(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  
 between the hours of 8:00 a.m. and 4:00 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. This budget is for an ☐ annual; ☒ biennial budget period.  
 Major changes, if any, and their effect on the budget are explained below.

Contact	Telephone Number	E-mail
Interim Associate Vice President, Finance & Business Svcs	(971) 722-2831	mike.mathews@pcc.edu

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual 2021-2023	Revised Budget This year 2023-2025	Approved Budget Next Year 2025-2027
1. Beginning Fund Balance .....	\$296,218,105	\$482,395,679	\$338,883,011
2. Current Year Property Taxes, other than Local Option Taxes. . . .	\$201,138,721	\$209,141,390	\$229,017,273
3. Current Year Local Option Property Taxes .....	\$0	\$0	\$0
4. Tuition and Fees .....	\$155,129,390	\$170,879,901	\$199,403,349
5. Other Revenue from Local Sources .....	\$74,178,782	\$58,073,222	\$60,684,307
6. Revenue from State Sources .....	\$302,034,863	\$335,276,109	\$350,904,852
7. Revenue from Federal Sources .....	\$201,687,672	\$182,763,208	\$166,386,175
8. Interfund Transfers .....	\$97,352,448	\$88,418,296	\$89,352,071
9. All Other Budget Resources .....	\$281,181,308	\$64,638,475	\$71,904,223
10. Total Resources .....	\$1,608,921,290	\$1,591,586,280	\$1,506,535,261

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
11. Personnel Services .....	\$464,279,478	\$617,214,661	\$613,553,776
12. Materials & Services .....	\$109,822,962	\$119,667,697	\$101,578,892
13. Financial Aid .....	184,207,219	203,215,658	191,975,750
14. Capital Outlay .....	\$106,365,770	\$187,190,451	\$173,346,971
15. Debt Service .....	\$164,621,455	\$172,651,046	\$184,057,057
16. Interfund Transfers .....	\$97,352,449	\$88,418,296	\$89,352,071
17. Operating Contingency .....	\$0	\$46,771,859	\$75,597,311
18. All Other Expenditures .....	\$0	\$0	\$0
19. Unappropriated Ending Fund Balance & Reserves .....	\$482,271,957	\$156,456,612	\$77,073,433
20. Total Requirements .....	\$1,608,921,290	\$1,591,586,280	\$1,506,535,261

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY FUNCTION			
Function			
Full-Time Equivalent Employees (FTE) for Function			
Instruction	\$263,094,430	\$347,862,833	\$338,053,356
FTE	1,355.17	1,364.94	1,341.54
Instructional Support	\$94,727,034	\$68,907,923	\$67,870,301
FTE	257.94	214.21	266.72

[illegible]



# Policies

## Administrative Procedures and Board Adopted Policies

Portland Community College Budgetary and Financial Administrative Procedures include:

- Financial Management
- Budgetary
- Debt Management
- Investment
- Budget Changes After Adoption
- Budget Transfers

The Portland Community College Board has adopted several Business and Fiscal Affairs Policies, including:

- Budget Development
- Fiscal Management
- Financial Audits
- Cash and Investment Program
- Student Tuition and Fees
- Past Due Debts
- Purchasing and Contracting
- Minority, Women-Owned and Emerging Small Business Participation and Workforce Development
- Safety and Risk Management
- College Debts
- Reserve Funds
- Use of District Facilities and Equipment
- Parking at College Facilities



These Budgetary and Financial Administrative Procedures can be found here:  
[pcc.edu/about/administration/budget/procedures.pdf](https://pcc.edu/about/administration/budget/procedures.pdf)



These Business and Fiscal Affairs Policies can be found here:  
[pcc.edu/board/policies](https://pcc.edu/board/policies)





Southeast Campus

# Glossary

Academic Affairs	The division of a college responsible for academic programs, curriculum development, faculty oversight, and student learning outcomes.
Appropriations Schedule	A timeline detailing when and how allocated funds will be made available for use.
Auxiliary Fund	A fund for self-supporting services like bookstores, housing, or food services that operate separately from the main instructional budget.
Board Action	A formal decision or vote taken by the governing board.
Board Adopted Policies	Official rules and guidelines formally approved by the institution’s governing board.
Board of Directors	The elected or appointed governing body responsible for overseeing the institution’s operations and policy direction.
Board of Directors District Map	A map showing the geographic areas represented by each member of the governing board.
Board Resolution to Adopt the Budget	A formal, legally binding statement from the board approving the institution’s budget.
Bookstore Fund	A specific fund for managing revenues and expenses from campus bookstore operations.
Budget Calendar	A schedule outlining deadlines and steps in the budget preparation and approval process.
Budget Forms	Standardized documents used to collect, organize, and present budget information.
Budget Hearing Notice	An official public announcement of a meeting where the proposed budget will be reviewed and discussed.
Budget Message	A statement from the president or chief financial officer explaining the key priorities, changes, and challenges in the proposed budget.
Budget Principles and Guidelines	Agreed-upon rules and priorities that guide how resources are allocated during budget development.
Budget Structure	The framework that organizes the budget into funds, departments, programs, and expenditure categories.
Budgeting, Accounting, and Financial Reporting Method	The system and standards used to prepare, record, and present financial information.
Budget Process and Structure	The steps, timelines, and organizational layout used to develop, approve, and manage the budget.
Capital Asset	The long-term asset that is not purchased or sold in the normal course of business.
Capital Construction Fund	A fund dedicated to financing major building and infrastructure projects.



Capital Construction Projects	Large-scale building or renovation projects funded through dedicated capital resources.
Capital Expenditure	The amount used during a particular period to acquire or improve long-term assets such as property, plant, or equipment.
Capital Projects Fund	A fund used to account for resources restricted to major capital asset purchases or construction.
CC-1 Forms	State-required budget forms used to summarize resources, expenditures, and other financial data for compliance purposes.
CCSF	See Community College Support Fund
CED	Continuing Education Division
CEU	Continuing Education Unit
CEU/CED Fund	See Continuing Education Unit/Continuing Education Division Fund
Challenges and Opportunities	A section of budget or planning documents outlining anticipated obstacles and potential areas for growth or improvement.
Collective Bargaining Agreements	Legally binding labor contracts between the institution and employee unions.
College Administration	The leadership and management team responsible for running the College's operations.
College Overview	A general description of the College, its mission, programs, and key statistics.
Community College Support Fund (CCSF)	The primary source of state funding for community colleges in Oregon.
Consolidated Resources & Requirements	A budget summary showing total revenues (resources) and planned expenditures (requirements) across all funds.
Continuing Education Unit/ Continuing Education Division Fund	A fund for continuing education and non-credit instructional programs.
Contracts and Grants Fund	A fund for managing financial resources from external contracts and grant awards.
Debt Margin	The remaining capacity the institution has to issue additional debt without exceeding legal limits.
Debt Service Funds	Funds set aside to pay principal and interest on outstanding debt.
Debt Summary	A report detailing the institution's current debt obligations and repayment schedules.
Department of Education Forms	Official forms required by the U.S. Department of Education for compliance and reporting.

Department Summaries	Budget or operational summaries for individual departments within the institution.
Early Retirement Fund	A fund set aside to cover costs associated with early retirement programs for employees.
Enrollment Trends	Patterns in student enrollment over time, often used for planning and forecasting.
Enrollment Statistics	Quantitative data on the number and characteristics of enrolled students.
Enterprise Funds	Funds used for self-supporting services provided to students or the public, such as housing, dining, or parking.
Facilities Management Plan	A document outlining maintenance, repair, and improvement strategies for campus facilities.
Facilities Planning	The process of evaluating and scheduling facility-related needs and projects.
Finance and Administration	The division responsible for financial management, budgeting, human resources, and operational support services.
Fiscal Projections and Assumptions	Forecasted financial outcomes based on key economic and operational assumptions.
Fiscal Sustainability Framework & Action Plan (FSAP)	A 6-year plan to right-size the College's revenues and expenditures
Food Services Fund	A fund for managing revenues and expenses from campus dining operations.
FSAP	See Fiscal Sustainability Framework & Action Plan
FTE	Full-Time Employee or Full-Time Equivalent
FTE (Employees) Changes	Adjustments in the number of full-time equivalent employees from year to year.
Fund Balance	The total accumulation of operating surpluses and deficits since the beginning of a fiscal or budgetary period.
General Fund	The primary operating fund supporting the institution's instructional and administrative activities.
General Fund Revenue	Income sources that support the general fund, such as tuition, fees, and state appropriations.
General Obligation Bond Fund (GO Bond)	A fund used to account for revenues from voter-approved bonds backed by property taxes.
General Obligation Bonds (GO Bond)	Bonds issued with the guarantee that they will be repaid through property tax revenues.
Generally Accepted Accounting Principles (GAAP)	Standardized accounting rules used in financial reporting.



<b>Governor’s Recommended Budget</b>	The state governor’s proposed budget for the upcoming biennium, which influences funding allocations.
<b>Grant Funding</b>	Financial support from external organizations for specific programs or projects.
<b>Internal Service Funds</b>	Funds for services provided internally within the institution, such as IT or print services.
<b>Legal Debt Margin</b>	The maximum amount of debt the institution can legally incur under state law.
<b>Office of the President</b>	The administrative office of the college president, responsible for leadership and strategic direction.
<b>Oregon Budget Law</b>	The state laws governing how public budgets are prepared, adopted, and reported in Oregon.
<b>Oregonian Budget Notice</b>	A public notice published in The Oregonian to inform citizens about the budget hearing.
<b>Pension Trust Fund: Early Retirement</b>	A fund holding assets for employee pension obligations related to early retirement.
<b>PERS</b>	Public Employees Retirement System
<b>PERS Employer Rates</b>	The percentage of payroll an employer must contribute to the Oregon Public Employees Retirement System (PERS).
<b>PERS Pension Bonds</b>	Bonds issued to cover pension liabilities, often to reduce long-term costs.
<b>PERS Reserve Fund</b>	A fund set aside to help meet future pension obligations.
<b>President and Board of Directors</b>	The leadership team comprising the college president and the institution’s governing board.
<b>President’s Letter</b>	An introductory statement from the president providing context and priorities for the budget.
<b>Print Center Funds</b>	Funds for managing revenues and expenses from campus printing and copying services.
<b>Property Taxes</b>	Local taxes on property that serve as a key revenue source for public institutions.
<b>Requirements by Expenditure Category (All Funds)</b>	A breakdown of total spending across all funds by type of expense (e.g., personnel, materials, capital).
<b>Risk Management Fund</b>	A fund for covering insurance costs and managing institutional risks.
<b>Schedule of Transfers</b>	A record of planned fund transfers between different accounts or funds.
<b>Special Revenue Funds</b>	Funds used to account for revenues legally restricted for specific purposes.
<b>State Funding Level</b>	The amount of financial support provided to the institution from the state government.
<b>Strategic Enrollment Planning</b>	A process for aligning enrollment goals with institutional capacity and resources.

<b>Strategic Initiatives</b>	Major projects or actions designed to advance the institution’s strategic plan.
<b>Strategic Planning</b>	The process of setting long-term institutional goals and determining how to achieve them.
<b>Student Activities Fund</b>	A fund for managing resources dedicated to student clubs, events, and organizations.
<b>Student Affairs</b>	The division responsible for student services, engagement, and support programs.
<b>Student Demographics</b>	Data describing the characteristics of the student body (e.g., age, ethnicity, gender).
<b>Student Financial Aid Fund</b>	A fund for managing scholarships, grants, and other student financial assistance.
<b>Summary of All Funds</b>	A consolidated view of revenues, expenditures, and balances for all institutional funds.
<b>Tax Supervising and Conservation Commission (TSCC)</b>	An independent agency in Oregon that reviews and certifies local government budgets.
<b>Transportation &amp; Parking Fund</b>	A fund for managing revenues and expenses related to transportation and parking services.
<b>TSCC</b>	See Tax Supervising and Conservation Commission
<b>Tuition and Fees</b>	Charges students pay for instruction and related services.



