



# Proposed Budget

2021-2023 Biennium

**April 15, 2021**

FY 2021-23 Proposed Budget  
Presentation to the College Budget Committee



Portland Community College  
**PROPOSED BUDGET  
2021 - 2023 BIENNIUM**  
July 1, 2021 - June 30, 2023



PROPOSED BIENNIUM 2021-2023 BUDGET		PROPOSED BIENNIUM 2021-2023 BUDGET	
Hereunder is a summary of the General Fund appropriation requirement for the FY 2021-23 Biennium:			
GENERAL FUND PROGRAM AREAS:	1st Year of Biennium 2021-23	2nd Year of Biennium 2021-23	
Sylvia	\$30,655,899	\$30,655,899	
Rock Creek	38,623,049	38,623,049	
Cascade	28,778,913	28,778,913	
Southwest	15,575,531	15,575,531	
Office of the President	2,403,355	2,403,355	
Office of the Vice President	11,626,384	11,626,384	
Finance & Administration	63,816,472	63,816,472	
Academic Affairs	16,494,224	16,494,224	
Student Affairs	17,295,580	17,295,580	
Transfer	14,532,499	13,768,148	
Contingency	12,347,188	22,468,357	
Total Appropriations	\$377,252,314	\$381,741,752	
Unappropriated Ending Fund Balance	0	23,288,858	
Total General Fund	\$377,252,314	\$381,741,752	

**Note:** Unappropriated Ending Fund Balance is not an appropriation

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PROPOSED BIENNIUM 2021-2023 BUDGET

CONSOLIDATED RESOURCES  
& REQUIREMENTS

SCHEDULE OF APPROPRIATIONS—ALL FUNDS

GENERAL FUND		COLLEGE BOOKSTORE FUND	
<b>PROGRAM AREAS</b>		Bookstore Operations	\$13,338,483
Sylvia Campus	\$341,268,188	Transfer	\$46,978
Rock Creek Campus	\$728,698	Contingency	\$,995,841
Cascade Campus	\$7,557,866	Total Appropriations	\$14,381,302
Southwest Campus	\$1,141,363	Unappropriated Ending Fund Balance (See Note)	0
Office of the President	\$,626,710	Total College Bookstore Fund	\$14,381,302
Office of the Vice President	\$7,212,368		
Finance and Administration	\$7,626,384	<b>FOOD SERVICES FUND</b>	
Academic Affairs	\$7,288,858	Food Services Operations	\$8,432,385
Student Affairs	\$4,491,146	Transfer	\$6,452
Transfer	\$28,778,913	Contingency	\$,899,245
Contingency	\$9,955,545	Total Food Services Fund	\$11,341,682
Total Appropriations	\$306,993,666		
Unappropriated Ending Fund Balance (See Note)	\$23,288,858	<b>TRANSPORTATION &amp; PARKING SERVICES FUND</b>	
Total General Fund	\$330,282,524	Parking Operations	\$16,341,138
		Transfer	\$55,208
		Contingency	\$,499,245
		Total Appropriations	\$16,895,591
		Unappropriated Ending Fund Balance (See Note)	0
		Total Parking Operations Fund	\$16,895,591
		<b>POINT CENTER FUND</b>	
		Point Center Operations	\$2,783,126
		Transfer	\$38,138
		Contingency	\$,995,841
		Total Appropriations	\$3,817,105
		Unappropriated Ending Fund Balance (See Note)	\$38,138
		Total Point Center Fund	\$3,855,243
		<b>STUDENT FINANCIAL AID FUND</b>	
		College-Sponsored Programs	\$19,208
		Student Programs	\$72,143,623
		State Programs	\$3,000,000
		Short-Term Student Loan Program	\$16,300
		Transfer	\$,000,000
		Contingency	\$,000,000
		Total Student Financial Aid Fund	\$90,367,131

Note: Unappropriated Ending Fund Balance is not an appropriation.

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- This has been a challenging budget process due to all the complexities of dealing with the COVID pandemic.
- Oregon's economy is poised for a strong rebound.
- Federal aid and Federal stimulus funds will bolster the state and regional economy.
- While the economy is improving, much uncertainty remains regarding the final allocation of state support that PCC can expect for the next biennium.
- Community colleges like PCC are “economic first responders,” retraining dislocated workers and helping them reenter the workforce.
- This biennial budget begins to incorporate our new PCC Strategic Plan. The plan will be implemented over the next five to six years, yet will offer a 10-to-20-year vision related to future needs and opportunities.

1. Convene as the College Budget Committee to conduct a public meeting regarding the Proposed Biennial Budget with public comment.
2. Consider and approve the Proposed Budget as presented by the President in accordance with the College President's Duties and Responsibilities (B213) and Board Duties and Responsibilities (B214).
3. Levy Property Taxes for the next two years.
4. Submit the Approved Budget to the Tax Supervising and Conservation Commission (TSCC) for review and certification.
5. Consider and adopt the biennial budget

- Began budget discussions and planning – Summer/Fall 2020
- Staff developed the budget in line with established budget assumptions and goals, as well as the approved budget principles.
- The budget was developed to begin alignment with the new Strategic Plan and Reorganization that reinforces PCC as “One College” dedicated to equitable student success.
- Conducted three remote budget forums in February, including one designed specifically for students.

- Use the current estimated state base-level student funding allocation for Oregon's community colleges (Community College Support Fund) of \$640.9 million.
- Forecast 3.5% decline in full-time equivalent (FTE) students in FY 2022 and 0% decline (flat) in FY 2023.
- Plan for property tax revenues to grow 3% annually.
- Assume no increase in Tuition or Fees for both years of the Biennium.
- Build a General Fund unrestricted fund balance of at least 9% of annual operating expenditures and transfers, to ensure institutional stability, and long-term fiscal integrity consistent with Board Policy B510 (Reserve Funds).

- Assume budgeting for the Biennium 2021-23 is based on a “hold the line” FY21 or current year adjusted budget level.
- Develop the budget to begin strategically aligning with the Reorganization and new Strategic Plan to improve affordability, equitable access and student success.
- Full budget realignment to the new Strategic Plan and Reorganization is planned for the FY 2023-25 Biennium.



Transform Our  
Learning Culture  
Toward Creating a  
Sense of Belonging  
and Well-being for  
Every Student

**BELONGING**

Redefine Time, Place,  
and Systems of  
Educational Delivery to  
Create a More  
Learner-Centric  
Ecosystem

**DELIVERY**

Cultivate a Long-term  
Sustainable College  
Enterprise

**ENTERPRISE**

Respond to  
Community and  
Workforce Needs  
by Developing a  
Culture of Agility

**WORKFORCE**



# Budget Overview – Comprehensive Budget

Fund	1st Year FY 21-23	2nd Year FY 21-23	Total Biennium
General Fund	\$277,252,314	\$305,030,002	\$582,282,316
Special Revenue Funds	\$157,462,466	\$137,245,404	\$294,707,870
Capital Projects Funds	\$87,328,692	\$115,584,221	\$202,912,913
Enterprise Funds	\$24,202,877	\$24,295,892	\$48,498,769
Fiduciary Funds	\$1,220,347	\$1,220,347	\$2,440,694
Debt Service Funds	\$82,013,065	\$86,908,390	\$168,921,455
<b>Total - All Funds</b>	<b>\$662,501,391</b>	<b>\$729,242,454</b>	<b>\$1,391,743,845</b>

- Coronavirus Aid, Relief, and Economic Security (CARES) Act
- Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)
- American Rescue Plan Act (ARPA)

Federal Stimulus Funds	FY 2019-21 Biennium		FY 2021-23 Biennium	
	College Support	Student Support	College Support	Student Support
CARES Act	\$7,172,310	\$7,581,937		
CRRSAA	\$24,756,727	\$6,269,372		
ARPA (projected)	\$13,169,000	\$13,169,000	\$13,169,000	\$13,169,000
Total	\$45,098,037	\$27,020,309	\$13,169,000	\$13,169,000

The above amounts also include allocations for HEERF Title III/SIP, CARES GEER/HECC Student Support and CARES GEER/HECC Distance Learning Support

## FY2021-2023 General Fund Budget

**Base Operating revenues:**

**\$496.3 Million**



**Total GF Requirements:**

**\$582.2 Million**

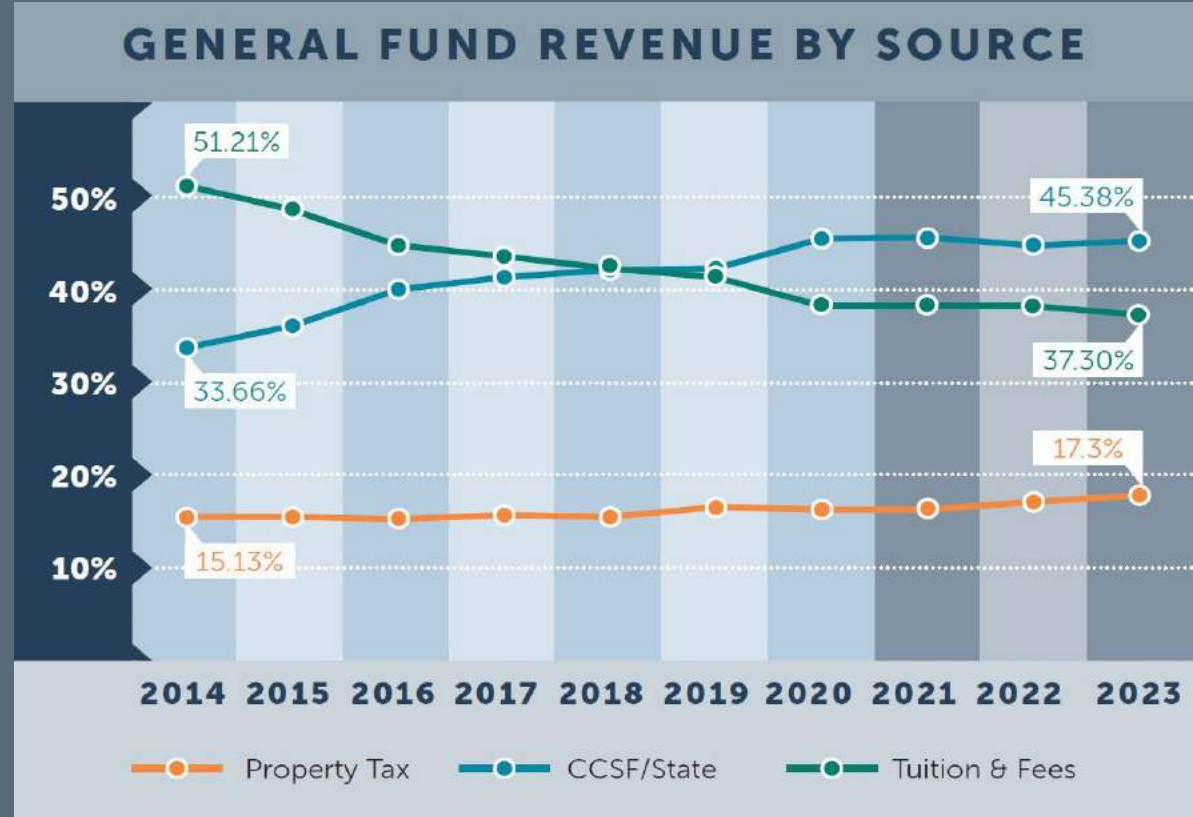
The FY2022 Beginning Fund Balance  
closes the gap due to one-time factors

## General Fund – By the Numbers

Total Operating Expenditures	\$490,745,254
Total Transfers Out	28,292,667
Total contingency	39,955,545
Unappropriated Ending Fund Balance ("Reserves")	<u>23,288,850</u>
<b>Total General Fund Requirements</b>	<b>\$582,282,316</b>

Total General Fund Operating Revenues	\$496,315,214
Beginning Fund Balance	<u>85,967,102</u>
<b>Total General Fund Resources</b>	<b>\$582,282,316</b>

- Over the last decade Tuition and Fees have decreased as a percentage of GF Operating Revenues
- In 2014 Tuition and Fees represented 51.21% of General Fund operating Revenues and is projected to be 37.30% by 2023
- The College has become increasingly more dependent on State funding over the last decade



**Special revenue funds are designed so that expenditures are used only for specific purposes or activities.**

- Auxiliary Fund
- CEU/CED Fund
- Contracts and Grants Fund
- Student Activities Fund
- Student Financial Aid Fund

This fund accounts for a variety of pilot programs and other College-sponsored activities which cannot be accounted for in other funds. Major sources of revenue include facilities usage charges and a variety of campus activities such as visual and performing arts events, conferences and job fairs.

*Schedule of Fund Appropriations:*

AUXILIARY FUND	
Facilities Usage	\$1,585,622
Campus Activities	748,442
Sustainability Projects	200,000
Transfers	48,150
Contingency	500,000
Total Appropriations	\$3,082,214
Unappropriated Ending Fund Balance	1,448,512
Total Auxiliary Fund	\$4,530,726



This fund was established to provide a separate accounting of revenues and expenditures for self-improvement classes, non-credit community education classes, workforce training and non-traditional credit courses.

**Programs in this fund are meant to be self-sufficient.** Registration fees, community education lab fees and other charges provide the majority of revenue in this fund.

*Schedule of Fund Appropriations:*

CEU/CED FUND	
Sylvania Campus	\$0
Cascade Campus	90,472
Workforce & Cmnty Dev	13,017,861
Transfers	6,000
Contingency	2,576,775
Total Appropriations	\$15,691,108
Total CEU/CED Fund	\$15,691,108

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 and that require external reporting. The major source of revenue is from federal, state and local contracts and grants.

*Schedule of Fund Appropriations:*

CONTRACTS AND GRANTS FUND	
State Grants	\$13,492,290
Federal Grants	21,155,030
Local Contracts	12,658,800
Transfers	16,053,350
Contingency	1,032,440
Total Appropriations	\$64,391,910
Unappropriated Ending Fund Balance (see note)	0
Total Contracts and Grants Fund	\$64,391,910

This fund was established to account for programs and activities related to student functions. The resources for this fund come from student fees and from fundraising activities. Programs provided by this fund include Student Government, support for Identity Based Equity Centers, grants for Sustainable Development, Civic Engagement Opportunities through Alternative Break and Legislative Internships, as well as direct student support funds like emergency support and Campus Food Pantries

## *Schedule of Fund Appropriations:*

STUDENT ACTIVITIES FUND	
Sylvania Campus Programs	\$945,349
Rock Creek Campus Programs	906,164
Cascade Campus Programs	711,722
Southeast Campus	650,767
District-wide Programs	2,062,013
Contingency	686,629
Total Student Activities Fund	\$5,962,644

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

*Schedule of Fund Appropriations:*

STUDENT FINANCIAL AID FUND	
College Funded Programs	\$149,200
Federal Programs	172,163,922
State Programs	30,000,000
Short Term Student Loan Program	276,000
Transfer	309,693
Contingency	1,232,667
Total Student Financial Aid Fund	\$204,131,482

These two 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, sale of property, and transfers from other funds.

- **Capital Projects Fund:** Accounts for expenditures for minor construction projects, remodeling, major maintenance of facilities and replacement of major equipment or systems.
- **Capital Construction Fund:** Accounts for all activities relating to major construction projects not accounted for in the Capital Projects Fund. Activities are primarily Bond funded.

This fund was established to account for expenditures for minor construction projects, remodeling, major maintenance of facilities and replacement of major equipment and systems. The major source of funding is a transfer from the General Fund. A few projects to be worked on over the biennium include electrical compliance investigations and repairs, classroom modernizations, and work on HVAC systems. This fund also houses the ERP replacement funds as a capital reserve.

*Schedule of Fund Appropriations:*

CAPITAL PROJECTS FUND	
Capital Outlay	\$3,080,000
Contingency	577,384
Total Appropriations	\$3,657,384
Unappropriated Ending Fund Balance (see note)	11,000,000
Total Capital Projects Fund	\$14,657,384

This fund accounts for all activities relating to major construction projects not accounted for in the Capital Projects Fund. The projects are provided for by the 2017 voter-approved bond authority. Current projects consist of Sylvania's Health Technology building renovation, Portland Metropolitan Workforce Training Center (PMWTC) redevelopment, Cascade Campus Public Safety building redevelopment, the OMIC center (Oregon Manufacturing Innovation Center) located in Scappoose, and the new Vanport building in downtown Portland (which will house PCC's Dental Hygiene and Dental Assisting programs).

*Schedule of Fund Appropriations:*

CAPITAL CONSTRUCTION FUND	
Sylvania Campus	\$62,000,000
Cascade Campus	5,500,000
Rock Creek Campus	9,500,000
Southeast Campus	2,000,000
District-wide Projects	78,000,000
Contingency	25,000,000
Total Appropriations	\$182,000,000
Unappropriated Ending Fund Balance (see note)	6,255,529
Total Capital Construction Fund	\$188,255,529



Enterprise Funds account for operations that are financed and operated in a manner similar to private business activities. Enterprise funds are meant to be self-supporting.

- Bookstore Fund
- Food Services Fund
- Transportation & Parking Services 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 books, course materials, and merchandise.

*Schedule of Fund Appropriations:*

COLLEGE BOOKSTORE FUND	
Bookstore Operations	\$13,558,603
Transfers	340,970
Contingency	6,995,346
Total Appropriations	\$20,894,919
Unappropriated Ending Fund Balance (see note)	0
Total College Bookstore Fund	\$20,894,919

This fund accounts for the operation of the cafeterias and related food services. The principal sources of revenue are from food sales, catering, and vending machine income.

*Schedule of Fund Appropriations:*

FOOD SERVICES FUND	
Food Services Operations	\$8,422,580
Transfers	50,682
Contingency	2,894,343
Total Food Services Fund	\$11,367,605

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, parking fines, revenue collected for Tri-Met passes and a student transportation fee assessed at registration.

*Schedule of Fund Appropriations:*

TRANSPORTATION & PARKING SERVICES FUND	
Parking Operations	\$10,061,128
Transfers	475,720
Contingency	5,699,397
Total Appropriations	\$16,236,245
Unappropriated Ending Fund Balance (see note)	0
Total Parking Operations Fund	\$16,236,245

Internal Service Funds are utilized for activities provided by one department to another department on a cost-reimbursement basis.

- Print Center Fund
- Internal Service – PERS Reserve Fund
- Risk Management 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 other College operating funds.

*Schedule of Fund Appropriations:*

PRINT CENTER FUND	
Print Center Operations	\$2,783,126
Transfers	120,113
Contingency	241,022
Total Appropriations	\$3,144,261
Unappropriated Ending Fund Balance (See Note)	238,609
Total Print Center Fund	\$3,382,870

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.

*Schedule of Fund Appropriations:*

INTERNAL SERVICE-PERS\RESERVE FUND	
Transfers	\$47,758,373
Contingency	\$200,000
Unappropriated Ending Fund Balance (see note)	16,728,631
Total Internal Service-PERS/Reserve	\$64,687,004



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.

*Schedule of Fund Appropriations:*

RISK MANAGEMENT FUND	
Risk Management Fund	\$12,747,129
Contingency	2,200,000
Total Appropriations	\$14,947,129
Unappropriated Ending Fund Balance (See Note)	8,962,825
Total Risk Management Fund	\$23,909,954

Accounts for assets held by the College in a trustee capacity or as an agent on behalf of others.

- Pension Trust Fund: 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. Principal sources of revenue are a transfer from the General Fund and interest earnings from investments.

*Schedule of Fund Appropriations:*

EARLY RETIREMENT FUND	
Personal Services	\$2,440,694
Contingency	0
Total Appropriations	\$2,440,694
Unappropriated Ending Fund Balance (see note)	0
Total Early Retirement Fund	\$2,440,694

Accounts for debt activities, the repayment of principal and interest, related to the College's bonded debt obligations.

- General Obligation Bond Fund
- PERS Debt Service 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.

*Schedule of Fund Appropriations:*

DEBT SERVICE (GO BONDS) FUND	
Debt Service	\$119,363,082
Unappropriated Ending Fund Balance (see note)	4,300,000
Total Debt Service (GO Bonds) Fund	\$123,663,082

This fund was established to account for the accumulation of resources for the payment of principal and interest on the Pension Obligation Bonds. The primary source of revenue is a transfer from the Internal Charge - PERS/Reserve Fund.

*Schedule of Fund Appropriations:*

PERS DEBT SERVICE FUND	
Debt Service	\$45,258,373
Total Pers Debt Service Fund	\$45,258,373

**April 15**

Board meets as Budget Committee to consider the proposed biennial budget.

**May 20**

TSCC Public Hearing to approve and certify budget.

**June 17**

Board holds public meeting to adopt the biennial budget and appropriations and approve resolution to levy taxes.

**July 15**

File Property Tax Levy Forms & Adopted Budget with TSCC, County Assessors, and Oregon Department of Revenue.



**Total Budget – All Funds:                      \$1,391,743,845**

**Total Budget - General Fund:                      \$582,282,316**

- The Budget uses one-time Federal stimulus funds to ensure a flat budget model for the next Biennium and bridge the gap between General Fund requirements and General Fund operating resources.
- Due to the pandemic and uncertainties in state funding, revenues are difficult to forecast.
- This budget has been developed conservatively, knowing it will need to serve our needs not only this next Biennium but also to prepare us for long term financial stability.

Questions?

