

**From:** [Kattie Riggs](#)  
**To:** [Kattie Riggs](#)  
**Cc:** [Tim Cook](#); [Jeff Shaffer](#); [Christina Owen](#)  
**Subject:** RE: Materials as follow-up from Budget Committee  
**Date:** Wednesday, May 15, 2024 8:37:31 AM

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Budget Committee Members,

There was an additional question regarding where the 10% reserve for contingency came from, where was that exact percentage developed?

Please see the response below

Here is the Board policy for the 10% of revenues ending fund balance policy.

<https://policy.osba.org/clackcc/D/DBDB%20G1.PDF>

While footnoted in the policy, a couple pieces of clarification. This is only specific to our general operating fund (General Fund) and came from Government Finance Officers Association (GFOA) best practices for community colleges, that I believe were updated in 2015 at that 10% of revenues threshold. Capital fund programs are not expensed within our General Fund, and in fact, over 96% of our capital expenditures over the last 10 years have come from taxpayer approved bonds, which are issued prior to construction and never impact cash flows. So our capital bond program would never cross over into an ending fund balance policy should it pass. And if anything, having bond programs generally improve overall college bank account cash flows as we inevitably have extra bond revenues in the bank as we issue bonds based on perfect construction timelines, and inevitably construction projects always take longer than expected so the expenses lag behind.

Generally speaking, the 10% of revenues for our General Fund is a very conservative threshold for cash flows (in my experience) as many colleges have 5%, 6% or 8% minimums because we have three consistent revenues sources, and very predictable expenses with much of our expenses coming from monthly payroll of staff.

There would be no specific budget committee work immediately around the bond passage. You are correct in that where the budget committee gets directly involved is in the subsequent (2025-26) budget process where we are proposing the initial bond project expenses that will be appropriated in that subsequent year using those bond funds that get issued in summer of 2025. There are still welcomed opportunities for involvement in either our PAC (political action committee – Friends of CCC) or on what likely will be our Bond Oversight Committee that will come after we pass the bond measure, which is where we invite public members who would like to be more engaged specifically in our bond program to get involved.

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**From:** Kattie Riggs <kattie.riggs@clackamas.edu>  
**Sent:** Tuesday, May 14, 2024 1:52 PM  
**To:** Kattie Riggs <kattie.riggs@clackamas.edu>  
**Cc:** Tim Cook <tim.cook@clackamas.edu>; Jeff Shaffer <jeff.shaffer@clackamas.edu>; Christina Owen <christina.owen@clackamas.edu>  
**Subject:** Materials as follow-up from Budget Committee  
**Importance:** High

Hello Budget Committee-

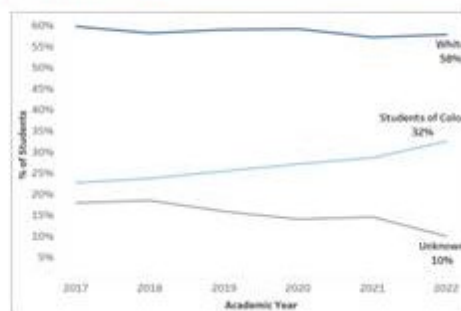
We have the following items attached to this email in support of your questions from our meeting on May 8, 2024. The attachments have additional details on our student profiles that you may also find helpful in your role on the budget committee.

*For questions on the High School Partnerships trend over time-* please see the spreadsheet HSC FTE for 2023\_20230509. The data goes back to academic year 2018 and includes the proportion of HSP programs as part of the reimbursable student FTE. The percentage of total enrollment has fluctuated between 18%-23% over this time. The current academic year is in week five, and reports a lower overall percentage of FTE students in the program as compared to the total reimbursable student population.

The Institutional Research and Reporting Department has provided additional analysis of the program and student profile for HS partnerships in the attached PDF titled ACC Outcome review Winter 2024.

*For questions about demographics-* the attached power point has the most recent results of our student survey. This survey includes self-identification for demographic data. Slide five shows the chart below on the trend of increasing enrollment of students color increasing since 2017 to the current reported level of 32%.

## Race & Ethnicity



*For questions on Beginning Fund Balance.*

The attached Excel spreadsheet has a ten year history of the ending balance for the General Fund and the percentage change year over year. There are notes where significant activities, such as the receipt of federal funds in the last few years, or the growth in fund balance during periods of peak enrollment are notated by fiscal year. As Jeff mentioned at the May 8 meeting, the College has policies in place to leave 10% reserve for contingency, so the reserve should not be going below the \$7-7.5M range.

We have also attached a copy of the projects proposed to be included in the Bond renewal. You can find information on our website here: <https://www.clackamas.edu/about-us/vision-initiatives/ccc-2024-proposed-bond-measure>

Please let us know if you have any additional questions. We will see you all tomorrow night at 6:00 p.m. for the next Budget Committee meeting.

Thank you,  
Kattie

**Kattie Riggs** (*she/her*)

Executive Assistant to the President and Board of Education

**Clackamas Community College**

19600 Molalla Ave, Oregon City, OR 97045

503-594-3004 • [kattie.riggs@clackamas.edu](mailto:kattie.riggs@clackamas.edu)

**MY ON-CAMPUS DAYS:** Mon, Tues, and Wed

**MY REMOTE WORK DAYS:** Thur and Fri



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<u>Year</u>	<u>Ending Fund Balance</u>	<u>% Change over prior year</u>	<u>Notes</u>
2025-26 forecast	\$ 7,214,000	-29%	Doesn't assume budget reductions in 25-26 budget process (where there likely will be)
2024-25 forecast	\$ 10,104,000	-25%	Burning down excess reserves built up since 2021
2023-24 projected	\$ 13,475,000	-19%	Burning down excess reserves built up since 2021
2022-23	\$ 16,719,469	16%	Employee Retention Credit first \$3M check offset much of deficit last year + added surplus
2021-22	\$ 14,414,311	-2%	
2020-21	\$ 14,745,984	72%	COVID: ARPA Funds backfilled lost revenues while college saw expense savings
2019-20	\$ 8,562,797	-5%	
2018-19	\$ 9,020,700	-14%	
2017-18	\$ 10,449,504	-40%	\$5.5 million transferred out to reserve funds (majority still there today)
2016-17	\$ 17,273,054	-7%	
2015-16	\$ 18,670,488	19%	Post Recession (good times)
2014-15	\$ 15,710,997	29%	Post Recession (good times)
2013-14	\$ 12,180,027	25%	Post Recession (good times)
2012-13	\$ 9,734,053	3%	
2011-12	\$ 9,435,521	-21%	
2010-11	\$ 11,886,417	19%	
2009-10	\$ 10,017,054	12%	
2008-09	\$ 8,905,161		

General Fund Ending Fund Balances

<u>Year</u>	<u>Ending Fund Balance</u>	<u>Notes</u>
2025-26 forecast	\$ 7,214,000	Doesn't assume budget reductions in 25-26 budget process (where there likely will be)
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**Academic Year 2021**

Term Sort	ACC	HSP	EOP	CTEP	EOP and CTEP	College_FTE
2021.01	1.59					352.82
2021.02	250.70	29.21	68.06	5.91	1.95	1,481.73
2021.03	80.81	30.46	67.21	5.72	0.84	1,226.71
2021.04	404.56	25.20	67.41	5.18	0.32	1,517.36

HSC FTE	1,045
College FTE	4,579
Percent of all FTE	23%

**Academic Year 2022**

Term Sort	ACC	HSP	EOP	CTEP	EOP and CTEP	College_FTE
2022.01						340.66
2022.02	248.44	22.41	58.40	8.10	0.39	1,523.07
2022.03	88.44	23.05	61.86	8.74		1,351.55
2022.04	435.55	22.81	62.58	5.87		1,624.37

HSC FTE	1,047
College FTE	4,840
Percent of all FTE	22%

**Academic Year 2023 (as of Week 5)**

Term Sort	ACC	HSP	EOP	CTEP	EOP and CTEP	College_FTE
2022.01						420.95
2022.02	207.61	25.91	65.48	5.59	0.76	1,573.57
2022.03	94.11	21.60	68.30	6.90	0.51	1,410.55
2022.04	282.09	22.43	73.51	6.10		1,545.13

HSC FTE	881
College FTE	4,950
Percent of all FTE	18%

# Student Engagement

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STUDENT EXPERIENCE AND PROGRESSION

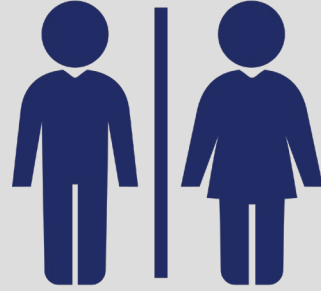
BOARD WORK SESSION | DECEMBER 20, 2023

# Today's Roadmap

- Student Demographics
- Campus Experience
- Academic Progression
- After Clackamas







# Student Demographics

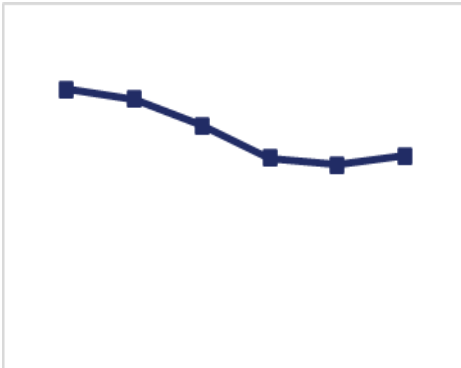
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# Total Student Enrollment *(through 2022-23)*

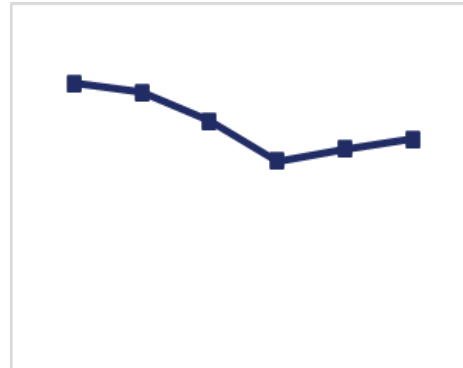
## FTE

4,840



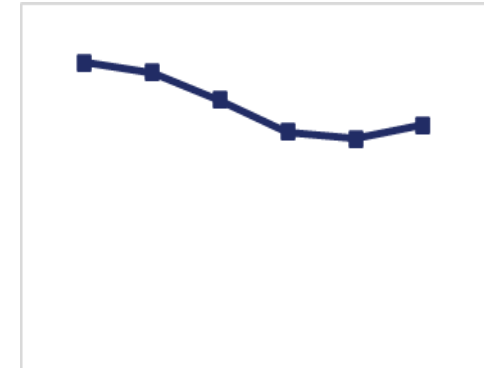
## Headcount

19,857



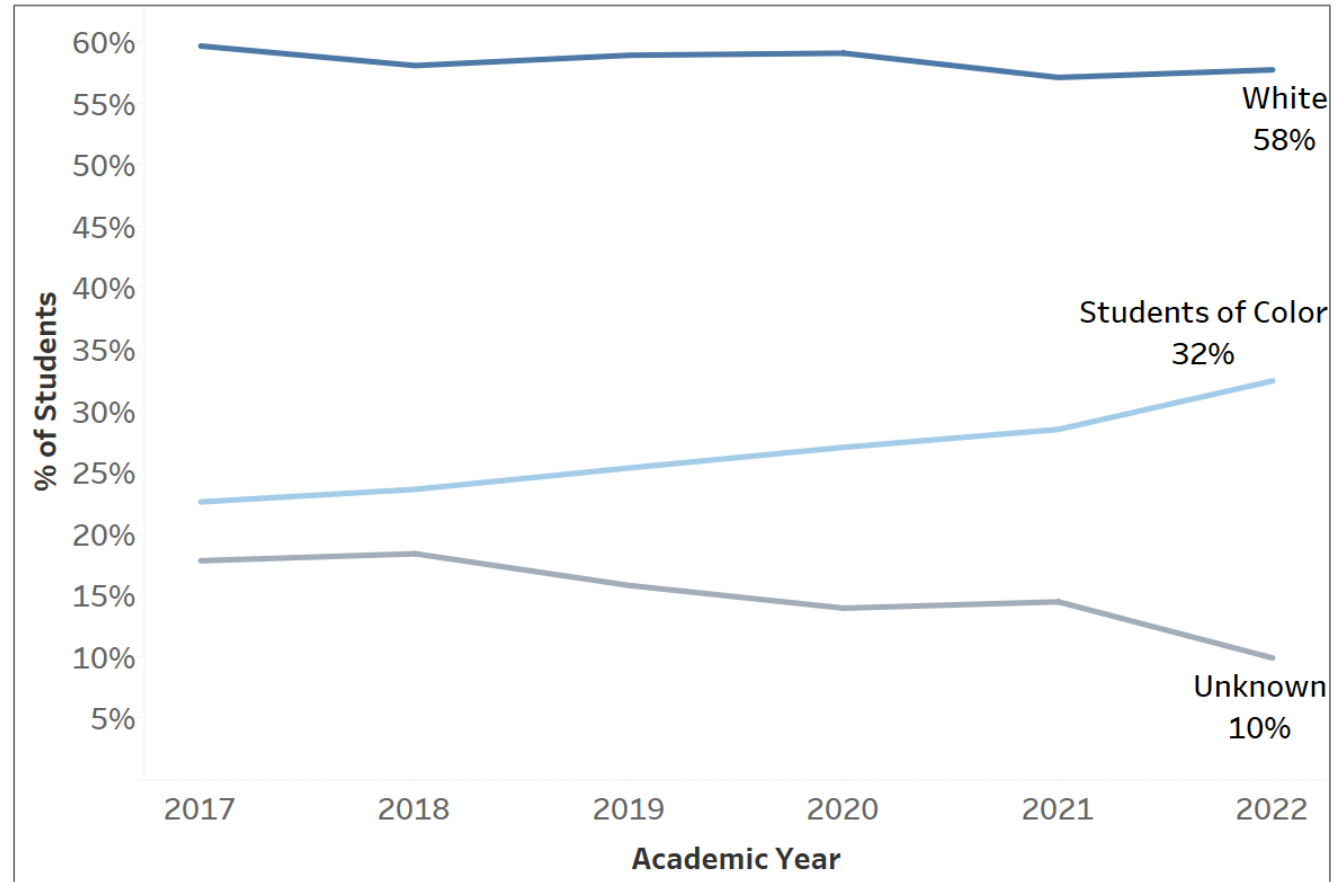
## Enrollment

70,855



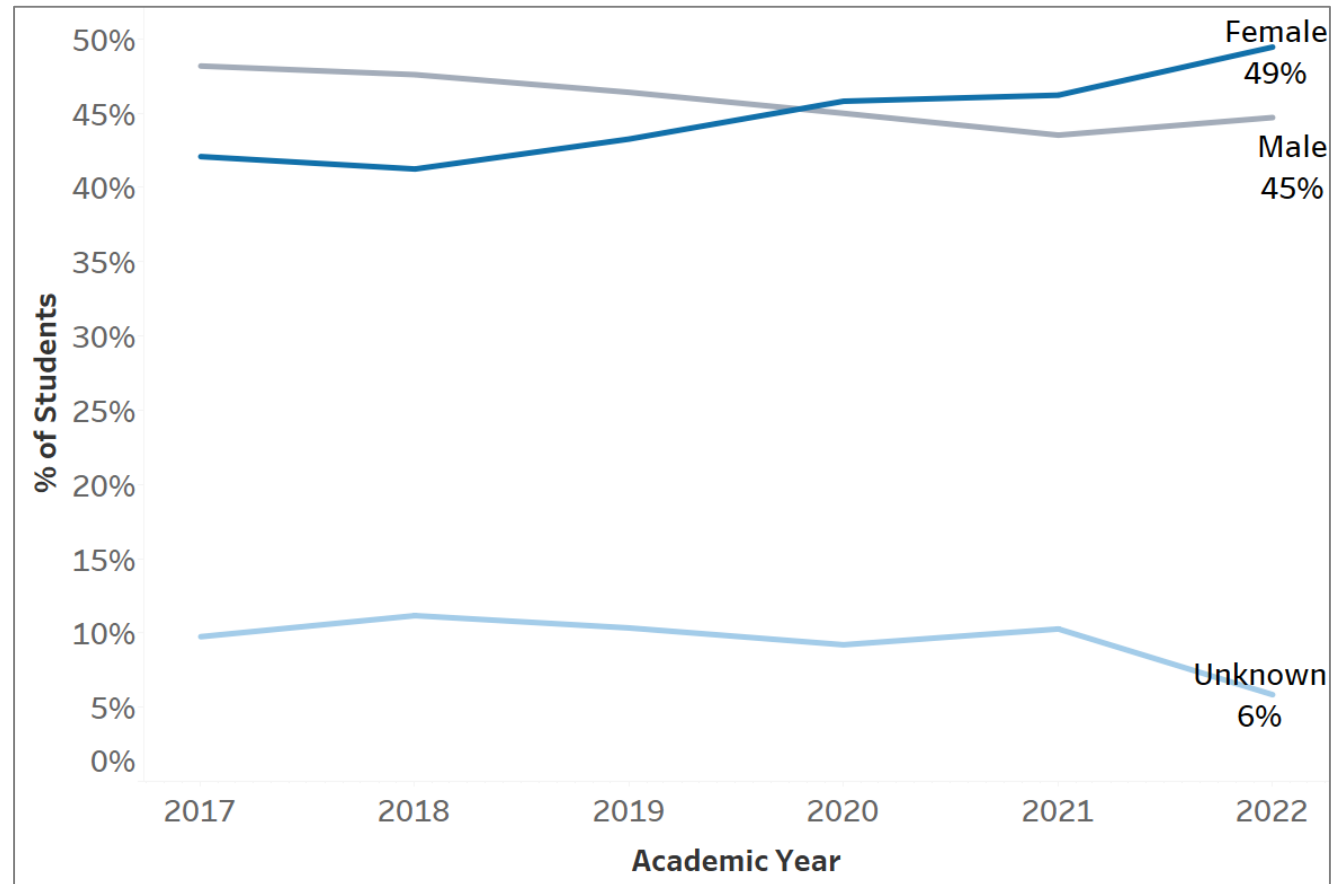


# Race & Ethnicity



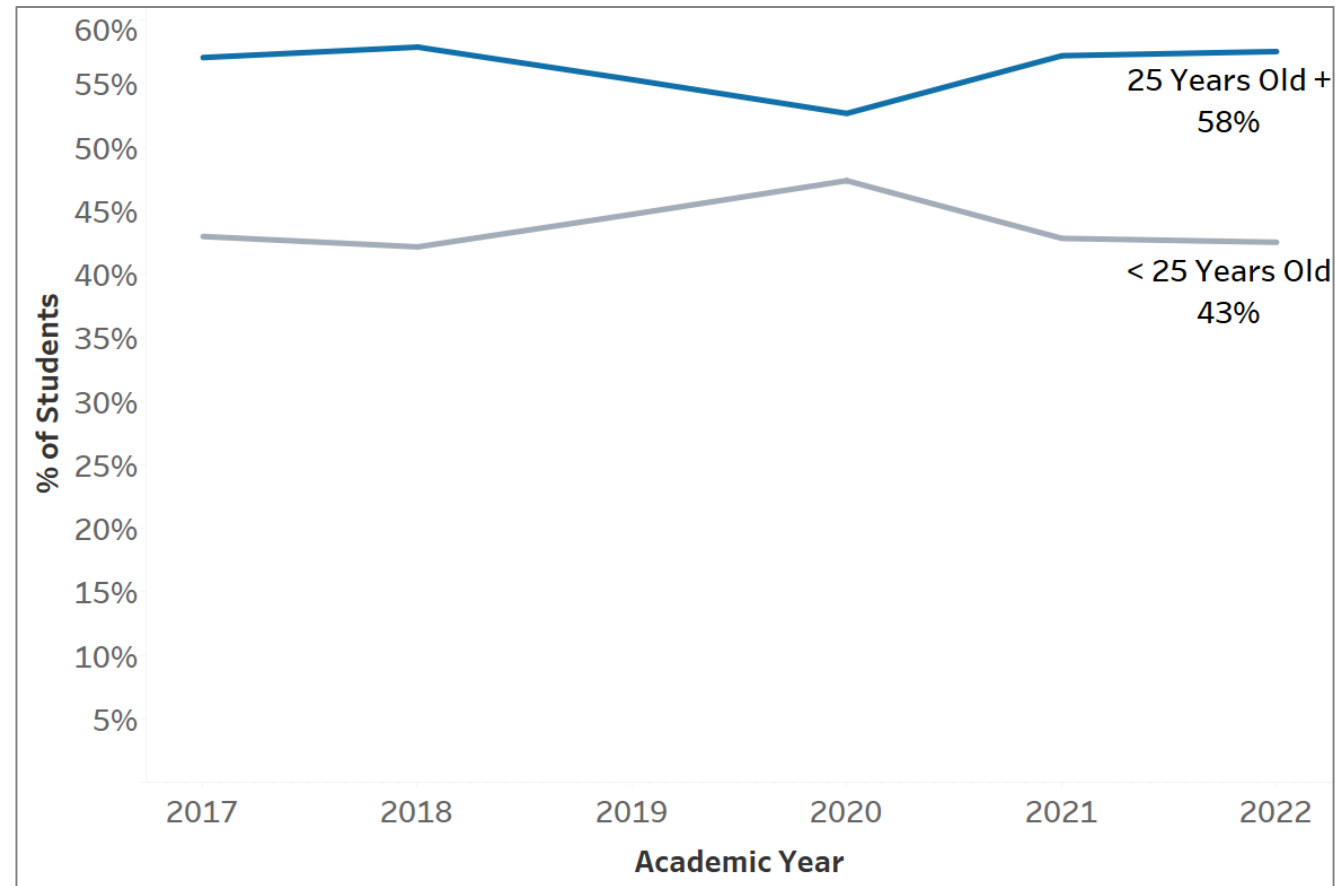


# Legal Sex



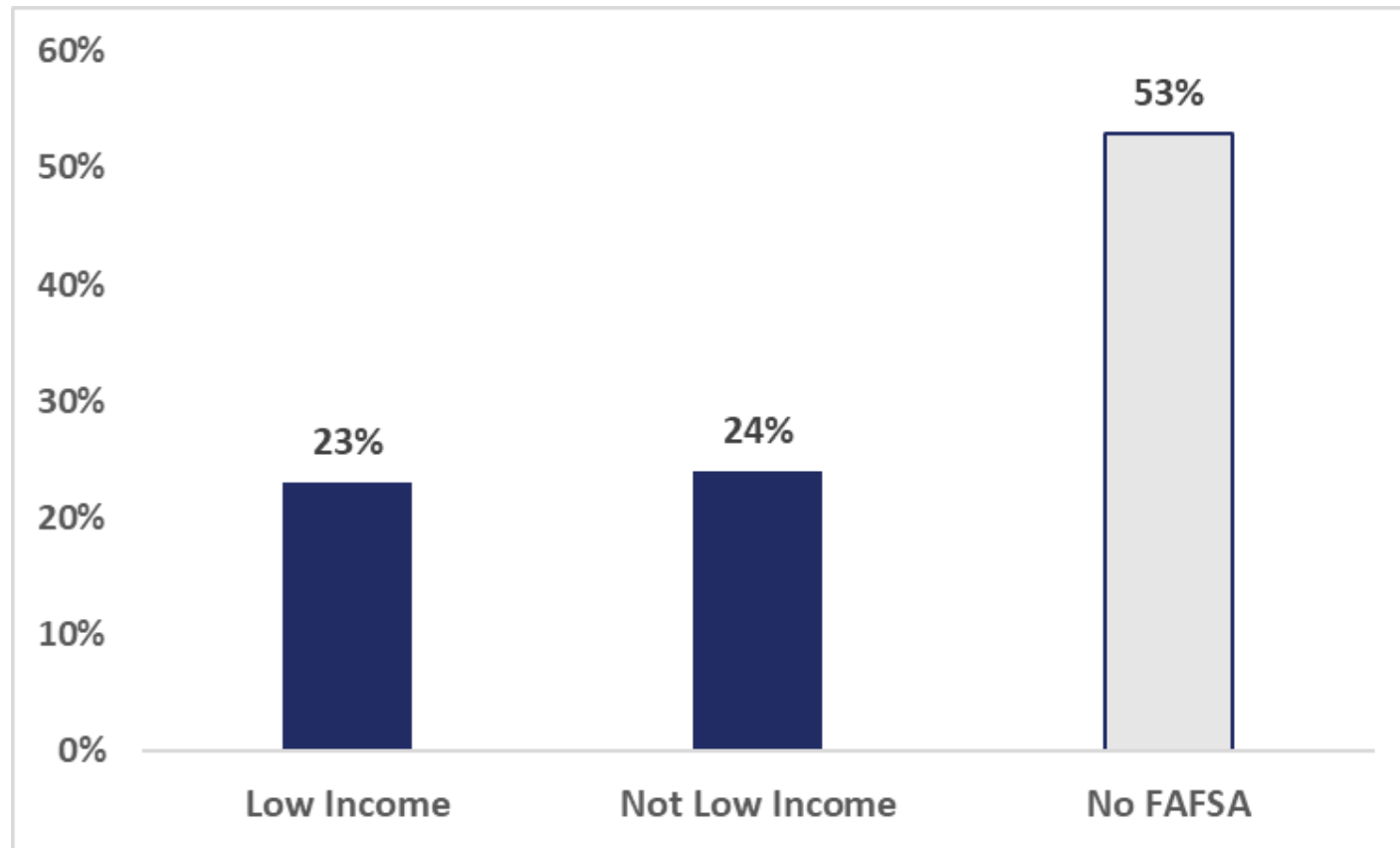


# Age Range





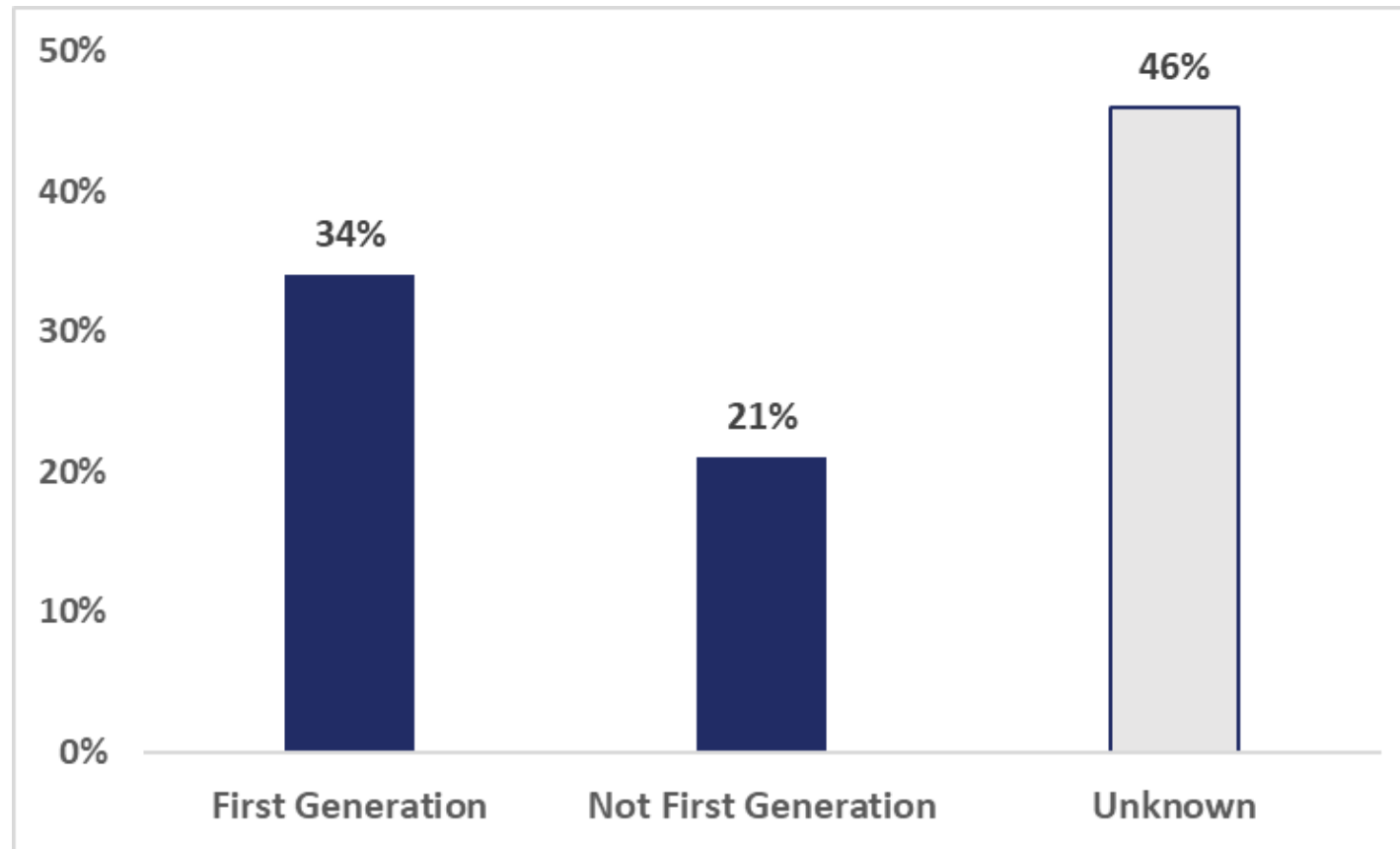
# Low Income





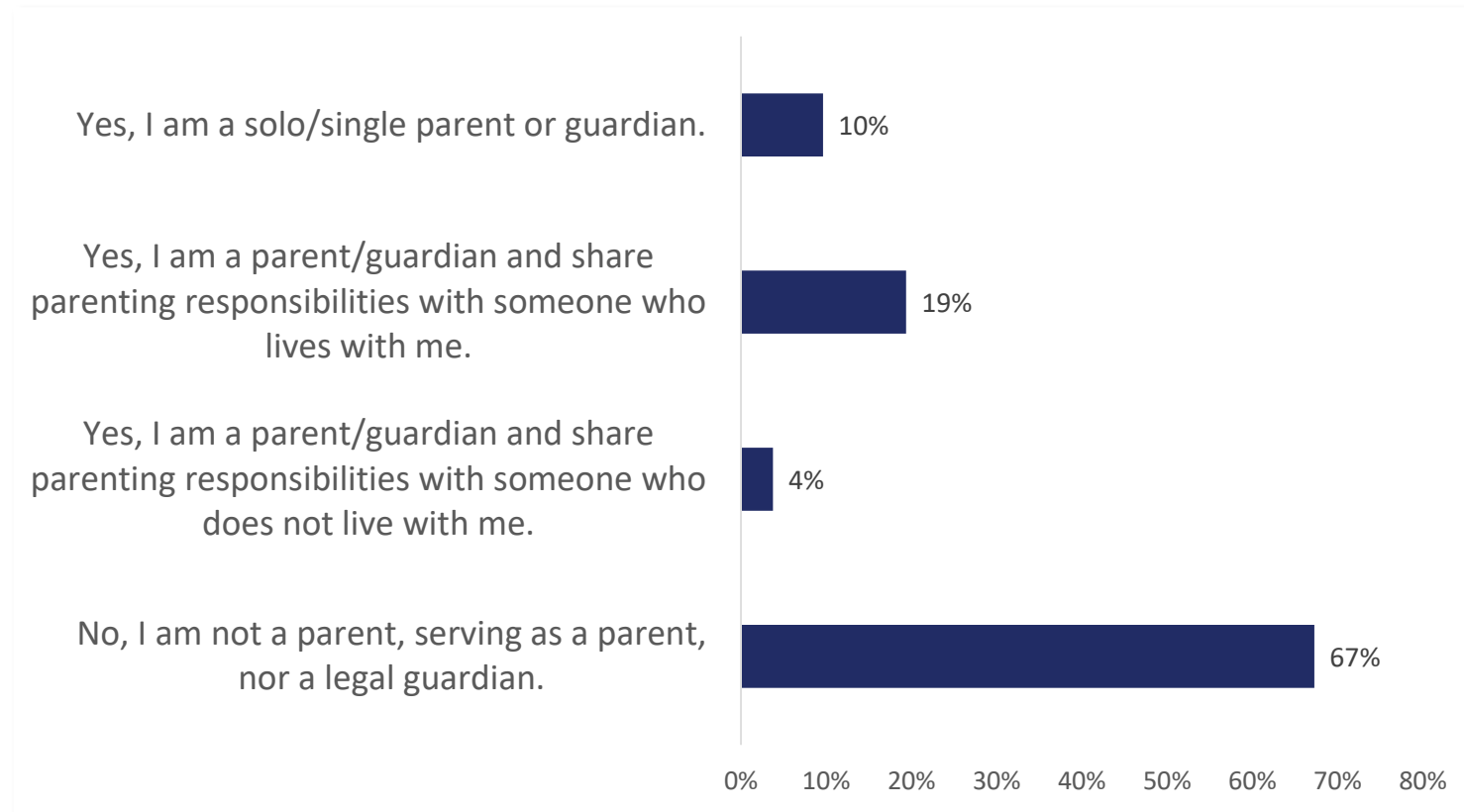
# First Generation

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# Student Parents







A+

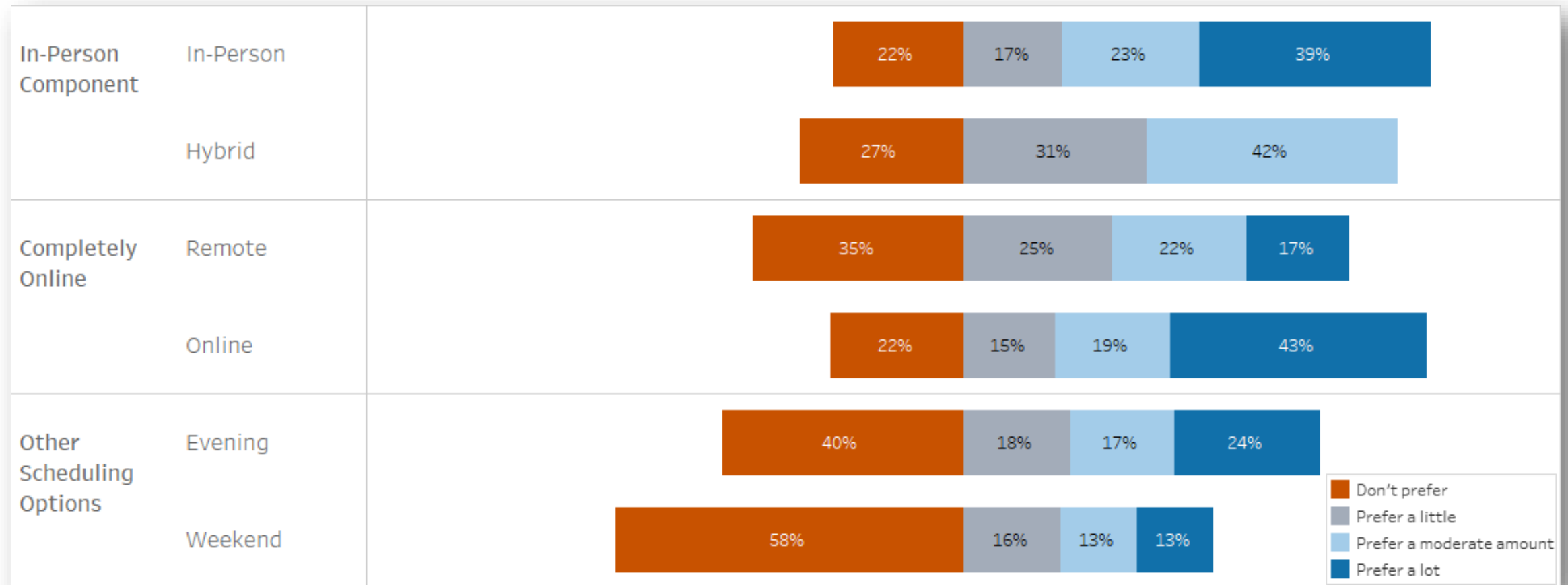


# Campus Experience

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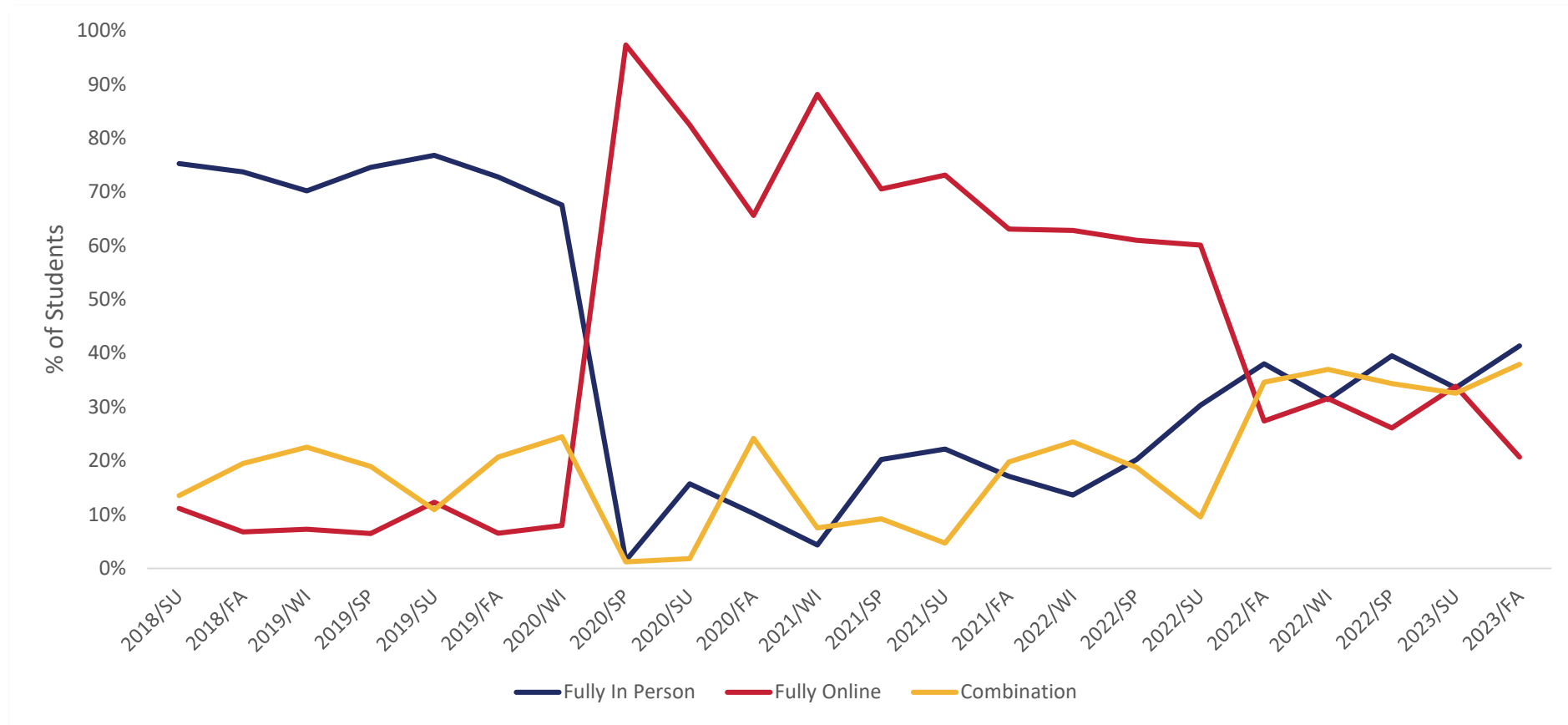


# Modality: Student Preferences



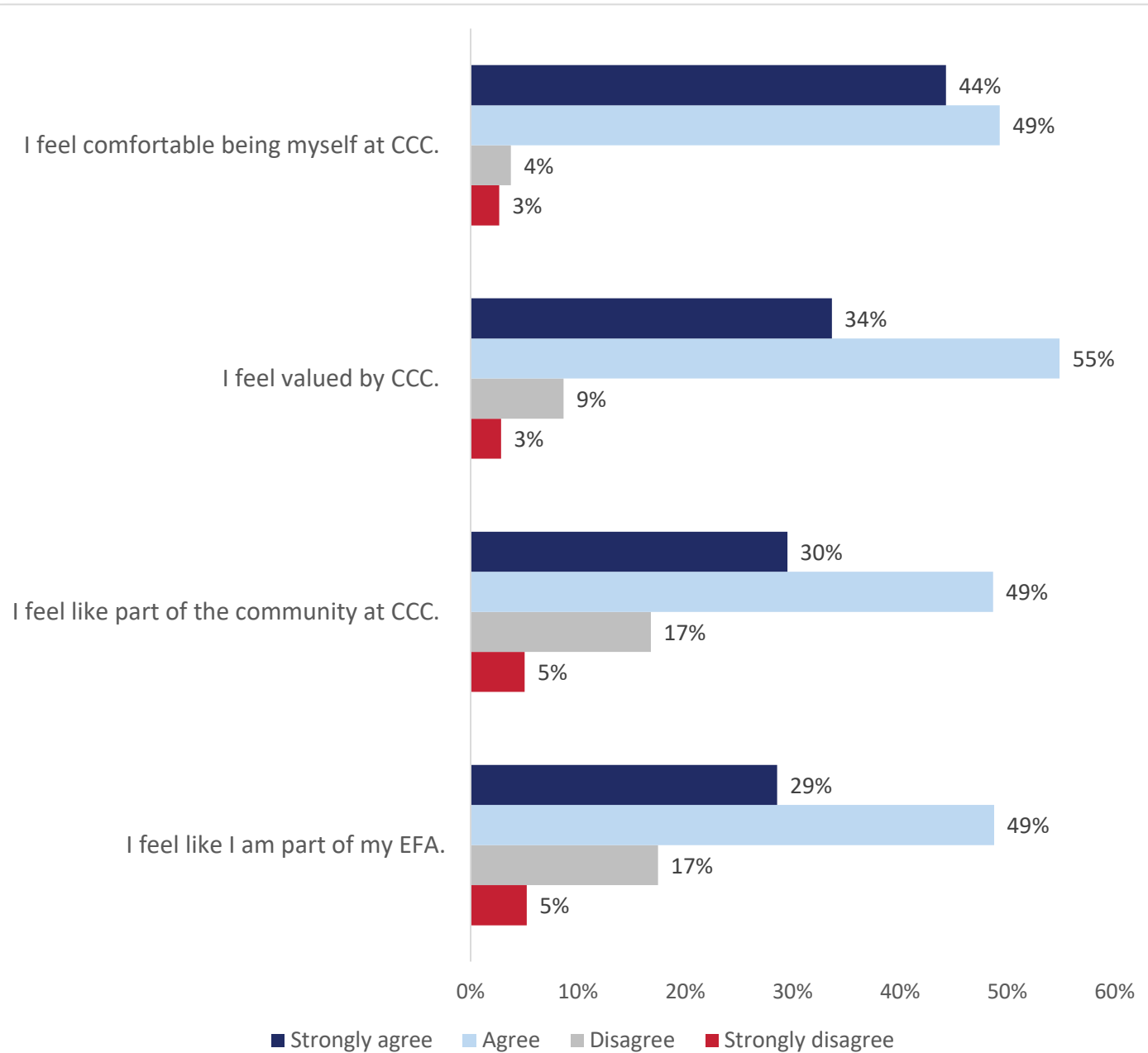


# Modality: Enrollment Changes



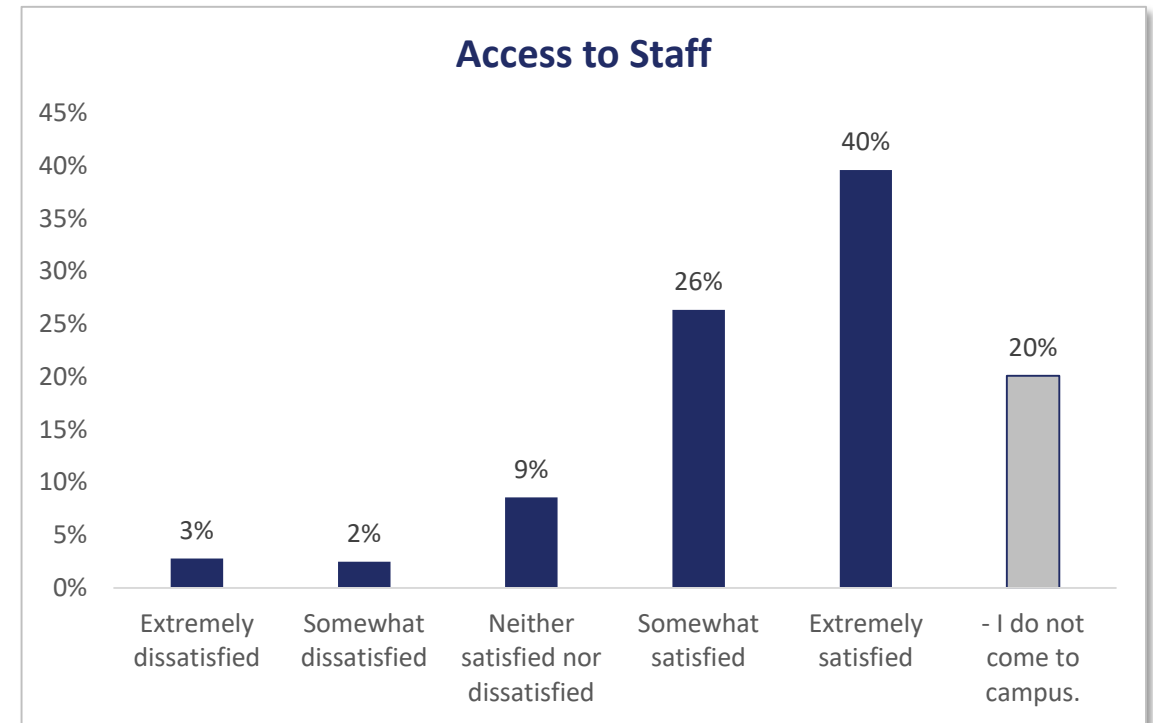
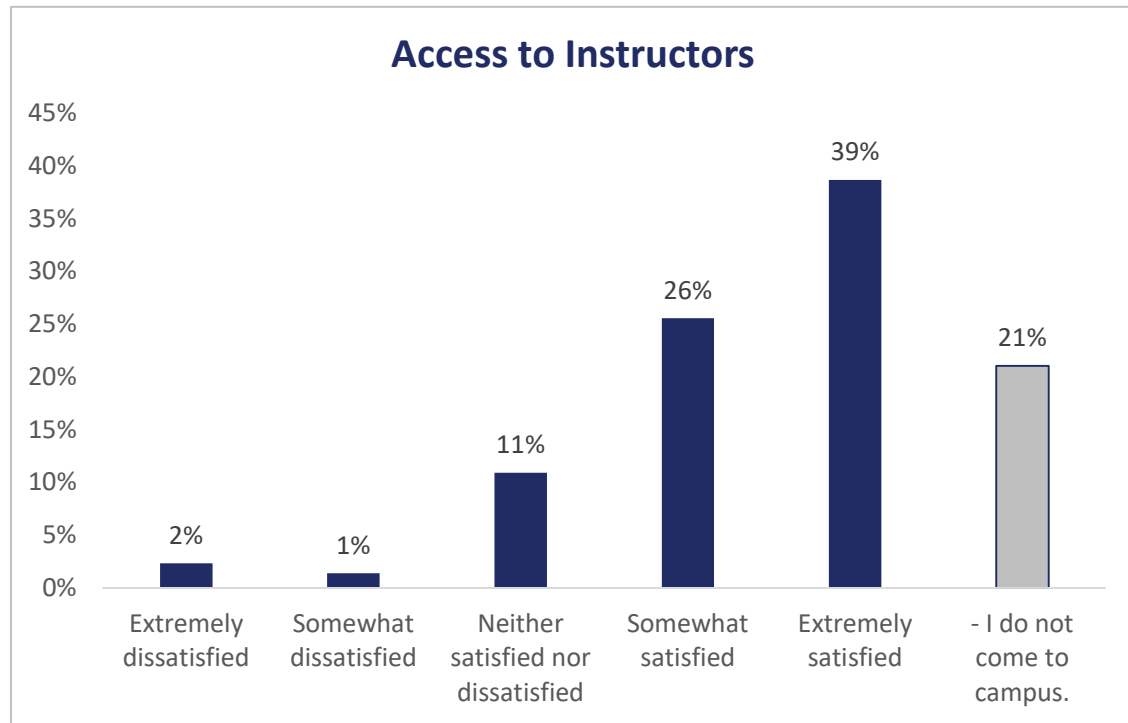


# Belonging





# Access to Support on Campus



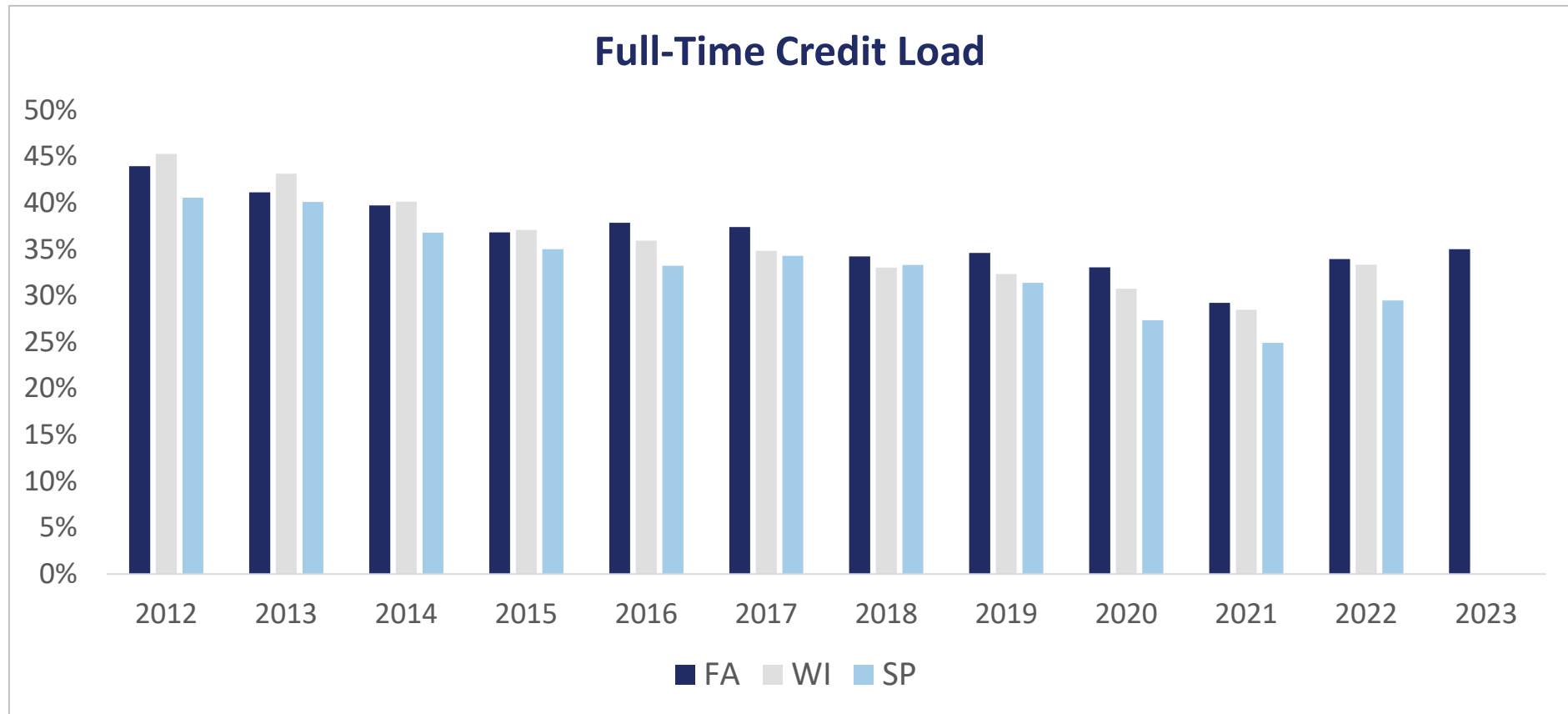


# Academic Progression

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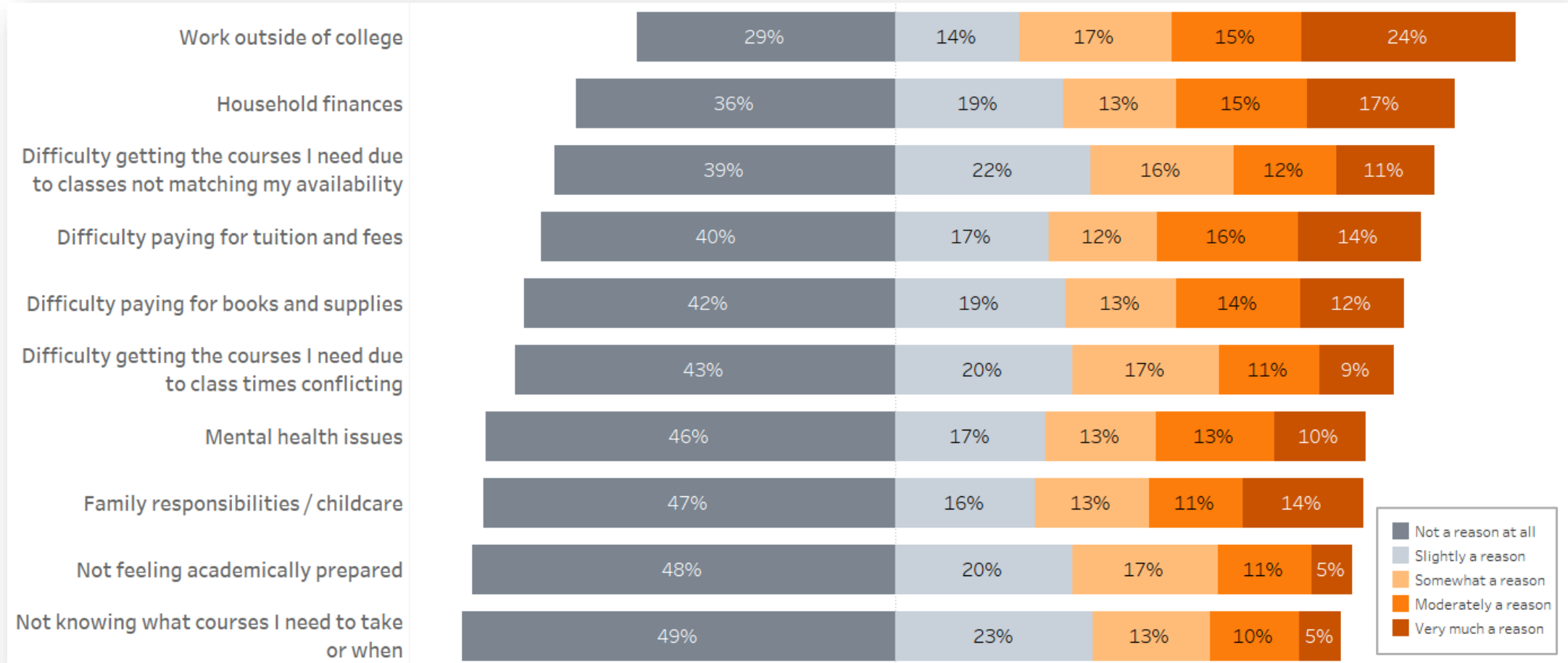


# Credit Load

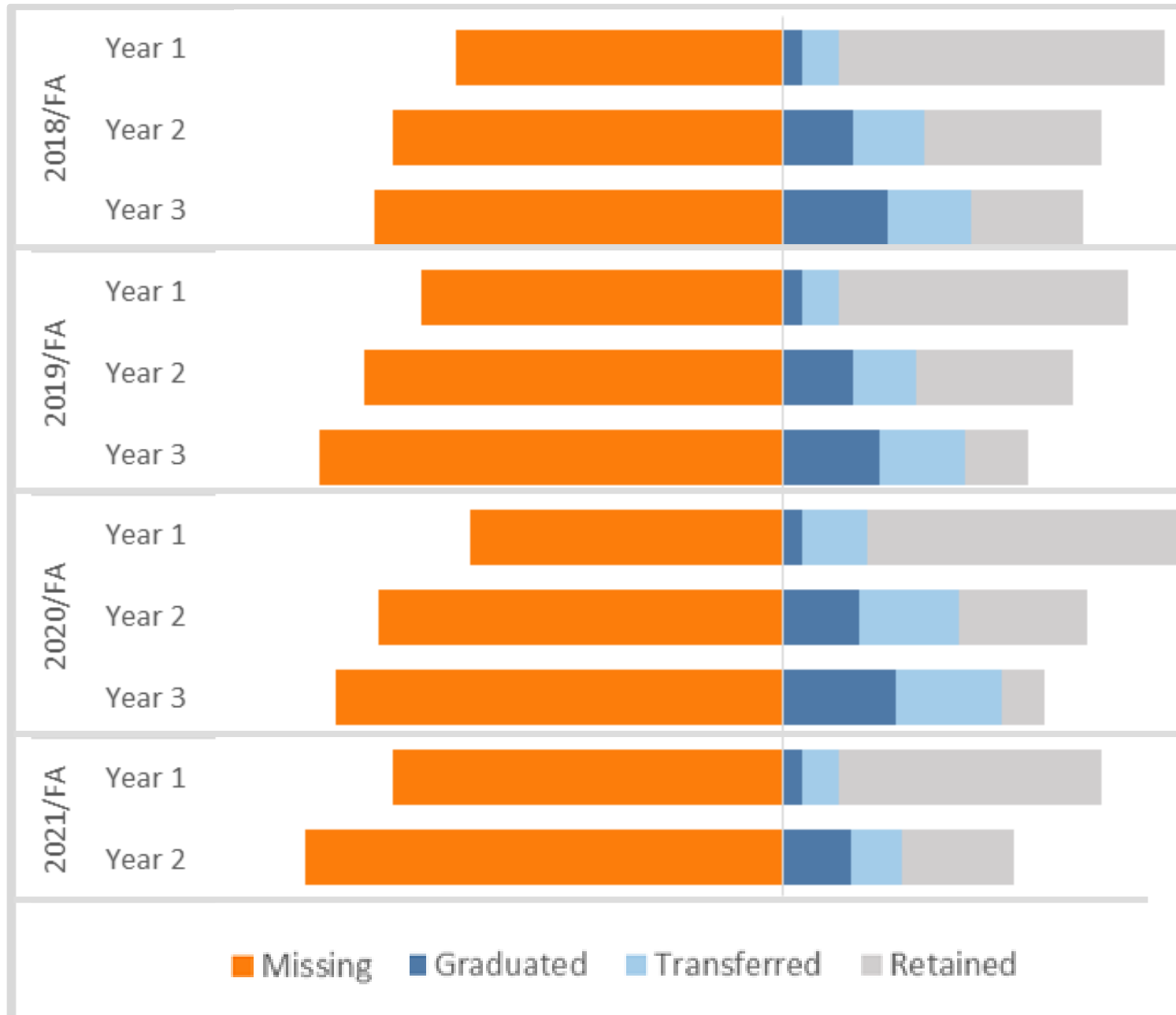




# Top Barriers *(Endorsed by 50% of students or more)*







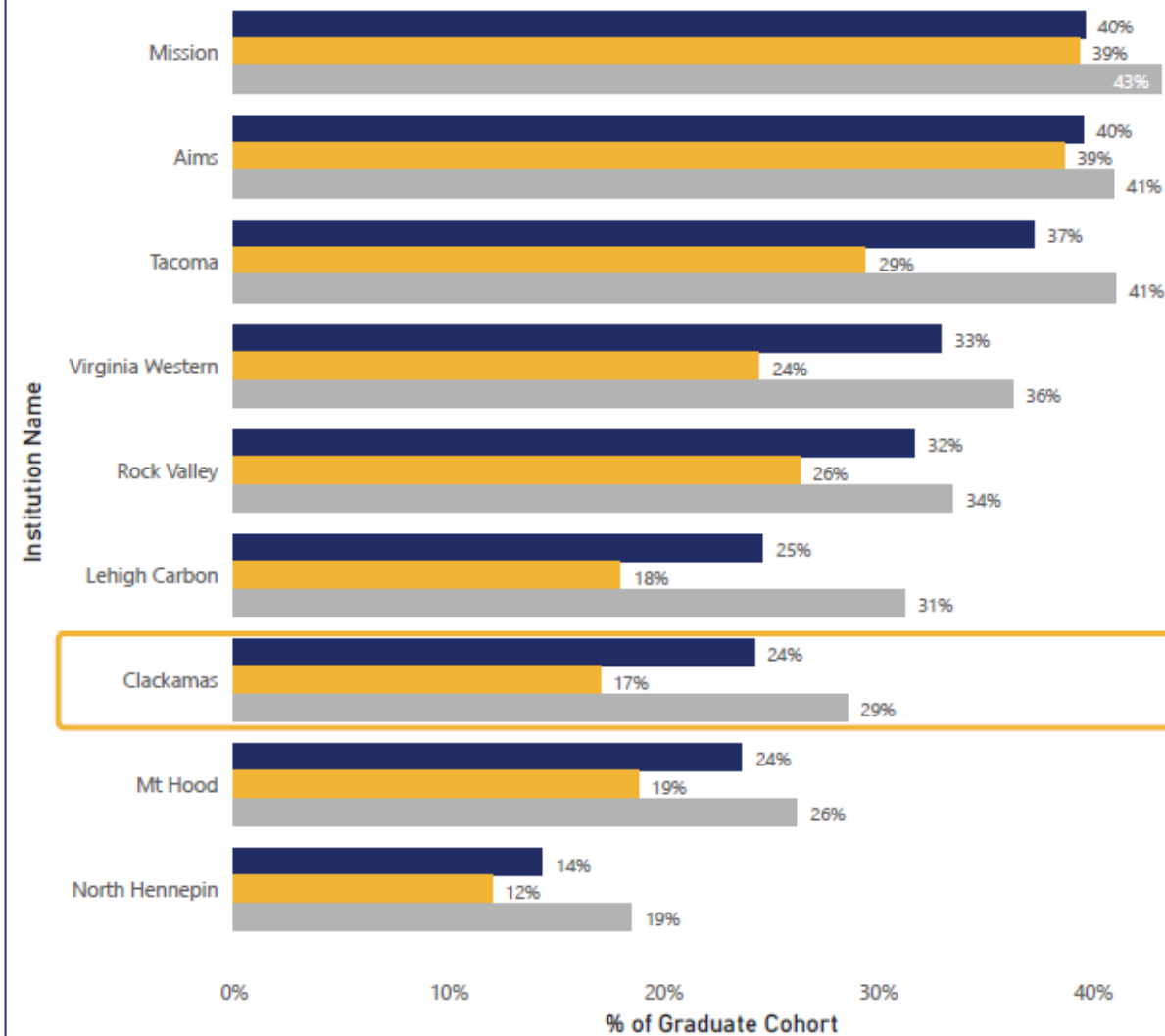
Persistence



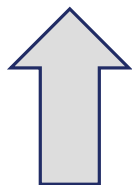
## Percent of Graduate Cohort who Completed within 150% of Time

2018 Fall Cohort of Full-Time, First-Time Degree/Certificate-Seeking Students

● % Overall ● % of Students of Color ● % of White Students



# Graduation

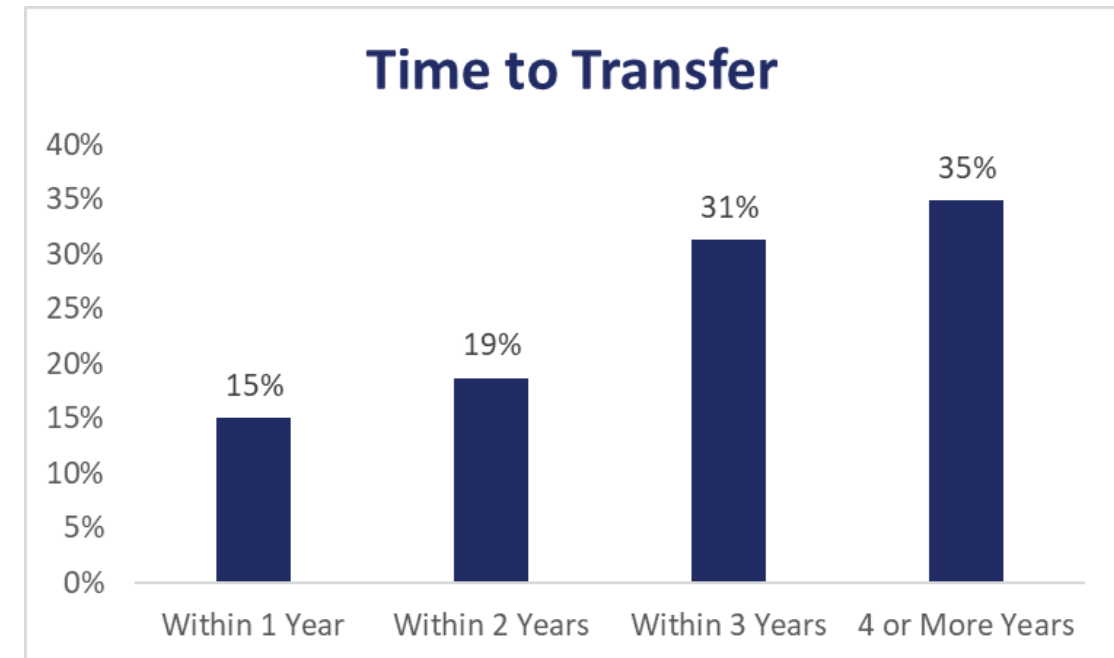
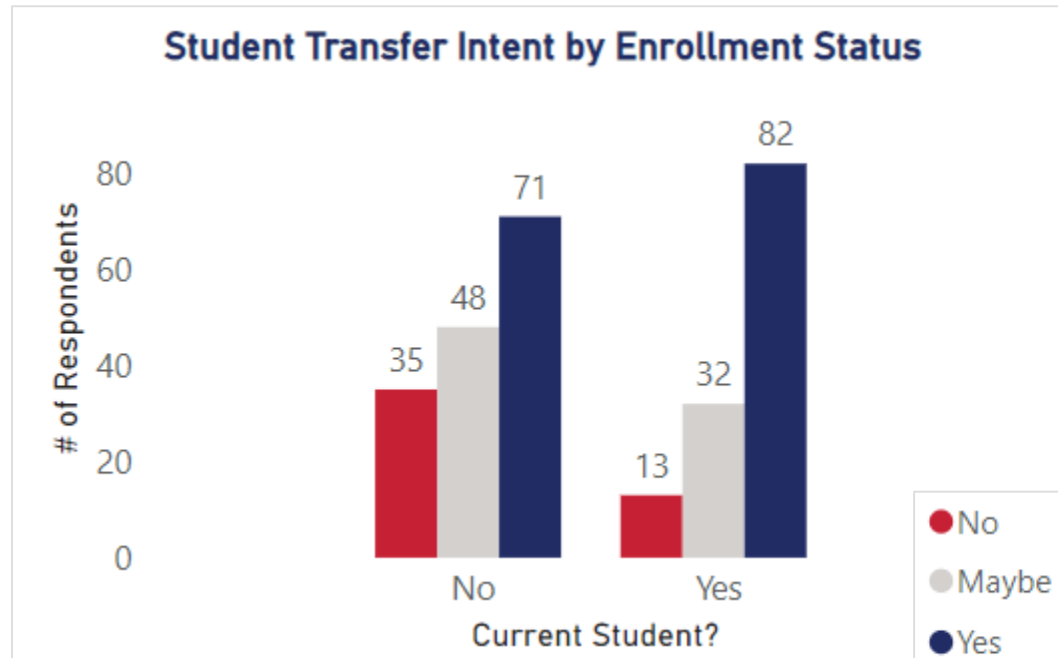


# After Clackamas

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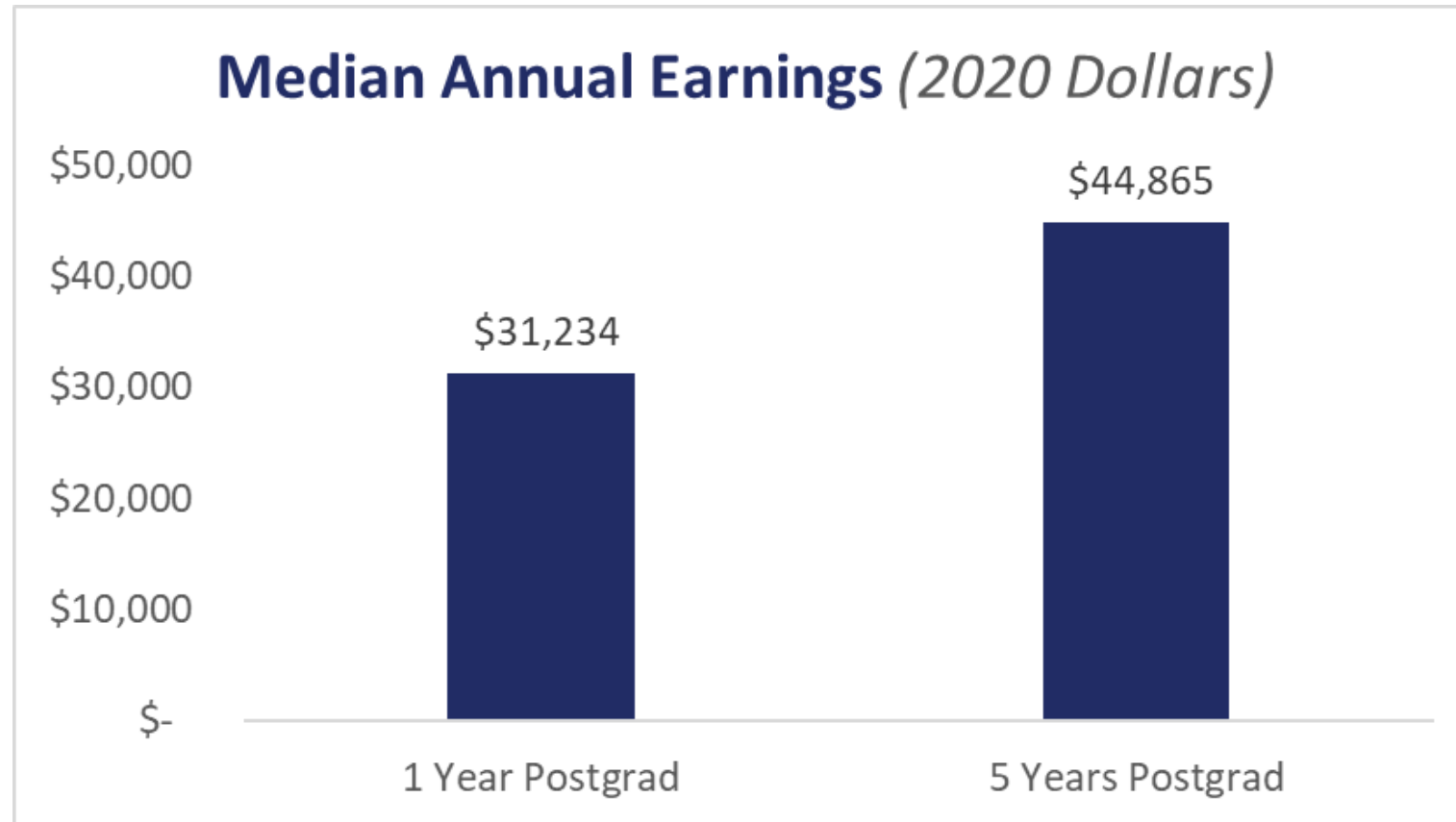


# University Transfer





# Employment Outcomes



*2011-2015 Graduates*

# Wow, that was rad.

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QUESTIONS?