



**Administration Responses
to Information Requests**

May 22, 2024

1. Provide information on what a typical revenue increase at the state level has looked like historically.

Community College Support Fund

	2009-11	2011-13	2013-15	2015-17	2017-19	2019-21	2021-23	2023-25
Leg. Approved Budget	\$418M	\$395M	\$450M	\$550M	\$570M	\$641M	\$703M	\$800M
% Change		-5.5%	13.9%	22.2%	3.6%	12.5%	9.7%	13.8%

2. Will the positions listed in the May 1, 2024 Responses to Information Request document be held vacant?

To remind the committee of the positions being discussed in the May 15th document, this topic includes the Director of Communications, Post awards Grant Administrator, Dean of Mathematics, Director of Institutional Research, and two student advisor positions. The positions will be delayed ranging from 3 to 6 months creating an estimated savings of approximately \$400,000.

3. How many vacant positions are in the budget, and what is the monetary significance of that in the budget?

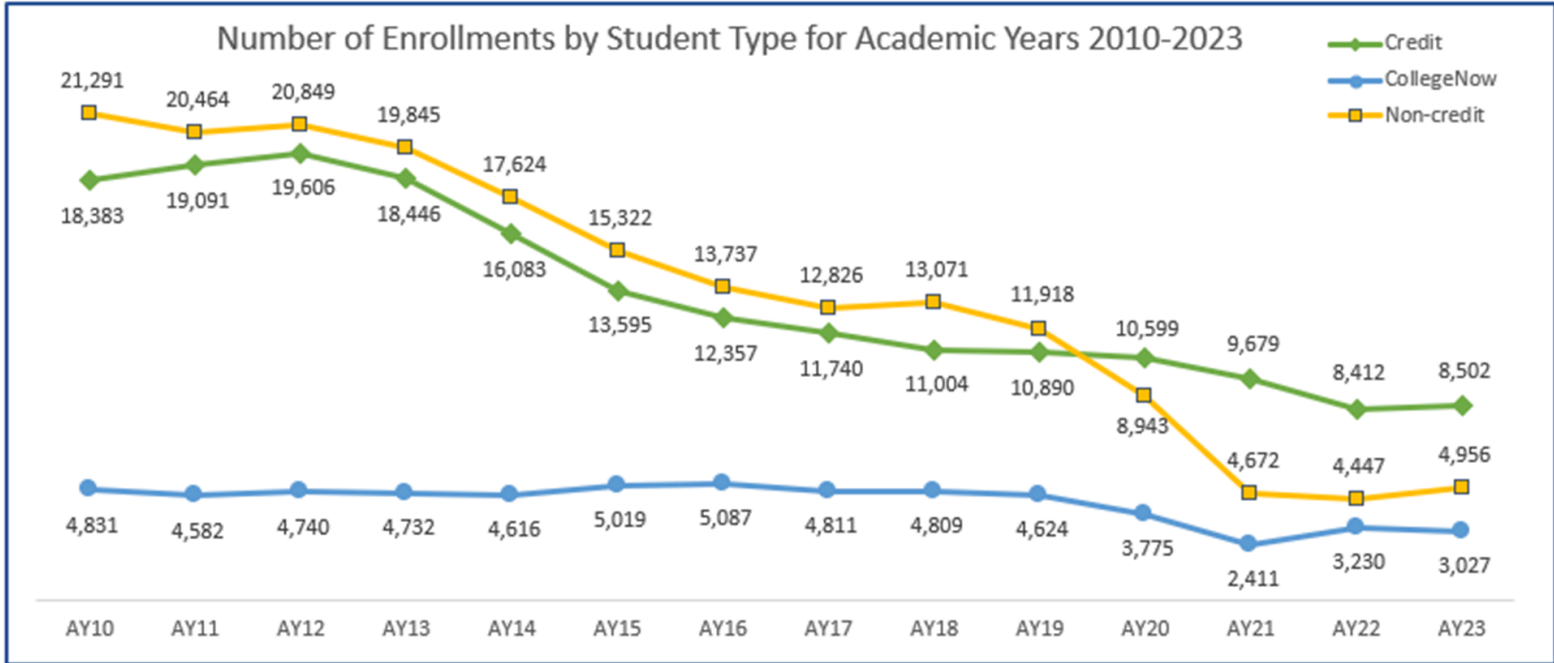
Currently, 51 positions included in the proposed budget are vacant, which equates to \$4.1 million if left vacant for the entire fiscal year. A total of 523 positions are in the proposed FY 25 budget. These are all active positions and are functional roles within the college.

4. Provide an explanation of SWIRL, and what the SWIRL savings have been for the last 5 budget years.

SWIRL is an internal legacy term that generally refers to turnover in staff. The industry-wide term is “vacancy savings,” which is determined by a “vacancy rate.” Vacancy savings is the difference between the budgeted cost (salary and benefits) and the actual cost of employee positions during the fiscal year. The historical actual vacancy savings rate is listed below:

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Average
Surplus/Deficit A	1,111,473	779,706	880,610	1,242,532	1,610,646	1,174,484	75,969	(654,861)	(63,690)	2,106,941	500,838	2,706,867	1,031,861
Percentage ("swirl")	3.0%	2.1%	2.3%	3.3%	4.4%	3.2%	0.2%	-1.9%	-0.2%	5.5%	1.3%	6.4%	2.5%

5. Provide data on enrollment growth and the types of students.



The tuition forecast is an overall forecast based on paid credit enrollment and not by individual group, as the groups can fluctuate.

6. Provide information on the mechanism of the reserve for revenue shortfall (RRS).

The RRS is a withholding of a portion of operational expenditure budget authority until specific revenue targets have been met. If revenue targets are met, the Board may authorize the College to transfer that budget authority into the operating budget. If those revenue targets are not realized during the fiscal year, that budget authority should not be transferred.

7. Summarize the roles and responsibilities of the following groups in the annual budget development process: the Budget Development Subcommittee, College Council, the administration, the Budget committee, the Board. Please identify the authority of each of these groups as well as the limits of the authority of each group. Please include deadlines.

The Board of Education consists of seven elected, non-paid persons (five elected by zone, two at-large) who have primary authority for establishing policies governing the operation of the college and adopting the college's annual budget no later than June 30th of the prior fiscal year. The Board's authority is established in ORS Chapter 341 (Community Colleges). The Board establishes policy to guide the budget development and approval process.

The Budget Committee consists of the seven members of the Board of Education as well as seven citizens from the community. The Budget Committee reviews the proposed budget each fiscal year and makes a recommendation on the budget in accordance with Oregon's

Local Budget Law for final enactment. The Budget Committee's authority is established in state statute. The Budget Committee must approve the budget to allow sufficient time for the Board to adopt it by June 30th.

The Administration is led by the College President, the Board of Education's sole employee. The President is tasked by the Board of Education through multiple board policies to develop the institution's annual budget. Board Policy 6200 states that, "each year, the President shall present a budget to the Board of Education."

The College Council is the major college planning and college policy body of the college's internal governance system. Its work focuses on strategic planning, college effectiveness, and the governance system.

The Budget Development Subcommittee (BDS) is part of the college governance system. It exists as a subcommittee of the College Council. Its scope of work is to support the annual budget development process through representative engagement, and provide balanced budget recommendations to College Council.

Please reference the following policies:

Board Policy 325

Board Policy 6200

- 8. With the goal being to approve the budget next week, I have a question in case there's still a hesitation over the reserve amount, or whether or not a reserve is needed. If there was a request to have \$1M set aside as not only a safeguard for revenue shortfall but used against any unknowns, how would you go about increasing it from \$350K?**

Instead of moving \$423,460 to the administrative contingency as recommended by staff, that amount could be moved to the reserve for revenue shortfall instead. To reach \$1M, staff could additionally identify a \$226,540 additional budget to reallocate to the RRS, which will likely need to come from salaries and benefits given that those costs represent 84% of the general fund operational budget.

- 9. What positions are being delayed in hiring? Is it any of the 6 positions that were included in the previous info request?**

Out of the 51 vacant positions, at least 25% will likely not be hired until October due to the hiring processes over the summer month which will help achieve another \$350,000 in vacancy savings. Out of the 523 college wide positions, the proposed budget includes two duplicate positions. Removing these positions provides an additional savings of \$300,000.

10. Does a swirl/vacancy saving mean not hiring positions?

No. It can mean not hiring positions if those positions are intentionally held vacant. Any difference from actual expenditures versus budgeted is a vacancy savings, unless expenditures exceed budget. See question 4 above.

11. Does the contingency fund roll into the beginning fund if not used?

The beginning fund balance is determined by the prior year's net surplus/deficit (revenue less expenditures) plus the actual ending fund balance from the year before. If all revenues are achieved and contingencies are not expended, then that amount is rolled into the beginning fund balance for the next fiscal year.

12. Is the contingency fund different from the reserve fund? If so, how?

Yes, they are different. Both reserves and contingencies need Board approval to transfer budget authority into the operating budget. However, they each target a different set of variables and strategies. Reserve for revenue shortfall is when revenue targets are met and contingencies are used for expenditures that exceed budget authority. See question 6 and page 42 of the proposed budget document.

13. Are the vacancy savings the same as personnel expenditure reductions?

No, however if planned early enough in a budget phase then vacancy savings can be used in lieu of personnel reductions.

14. Are the risk mitigation options listed in the PPT projected? If so, can they be changed?

While the contingency, RRS and matching the strategic initiatives with one-time funding are included in the proposed budget and could be changed, staff believes that the \$6.5 million of potential mitigation options is a prudent number given that both state revenue and property tax revenues are both materially assured. The vacancy savings of \$2 million and the underspending of \$1 million are projected potential savings based on historical experience.

15. When was the last time the land acknowledgment was reviewed?

The language was updated during the 2023-24 academic year. Any change to the land acknowledgement would require the board to change the language.

16. I heard about equity lens questions in the board meeting. Does the budget committee use these equity questions? If so, how? If not, why?

Currently, the Budget Committee has not received the same equity lens training as the Board of Education; however the budget was developed using this tool.