

FY2023

# OPERATING & CAPITAL BUDGETS



WE ARE WHAT'S

**NEXT**

CAMDEN  
COUNTY  
COLLEGE

# Fiscal Year 2023

## Operating and Capital Budgets

The total recommended FY 2023 operating budget for Camden County College is **\$64,551,741**. This represents a **\$1,994,857** or **3%** increase over the FY 2022 approved budget. This budget is built around the College's established strategic priorities, which are geared toward moving the College forward despite the pandemic related challenges we have faced.

We are proud that we have once again included a tuition discount of **\$99 per credit** in the summer 2022 and fall 2022 semesters, in recognition of the financial hardships our students are experiencing as a result of the pandemic. The College's enrollment continues to decline as a result of the public health crisis of the past two years. A 5% decline in credit enrollment is budgeted for FY 2023.

The Governor's proposed FY 2023 budget includes level funding for community colleges. The state aid for Camden County College is projected at **\$9,602,894**.

The FY 2023 budget includes **\$12,750,000** in county aid, the same as in FY 2022. In addition, the County will forgive approximately **\$1.8** of the **\$2 million** in debt service payments.

Miscellaneous revenue continues to increase as a result of additional high school partnerships and the continued support of COVID-19 related funding. This category also includes **\$5,083,847** transfer from the FY 2021 surplus.

A reallocation of funding of **\$675,163** is included in the budget to address a number of critical areas that align with our 2020-2023 Strategic Plan and Institutional Goals.

The FY 2023 budget focuses on the following strategic priorities and provides the resources to serve our students and the community in the year ahead:

- > Implement strategies to address retention and completion
- > Expand the Grants office to increase external funding
- > Increase partnerships with high schools including growth in Gateway and Transition to College programs
- > Expand the Nursing partnerships with OLOL/Virtua and Rowan University
- > Increase funding for student life in both Blackwood and Camden
- > Offer additional outreach for services to students who left college without completing their degree
- > Create additional workforce opportunities and funding options for the students
- > Continue to invest in technology upgrades to improve campus access, remote and in person classroom, communication and security management
- > Expand services at the Camden Campus

# **MISSION, VISION, GOALS and INITIATIVES**

## **Mission Statement:**

Camden County College is a learning community committed to the success of our diverse student population in achieving their full academic, career, and personal potential while delivering a high-quality, inclusive, affordable, and accessible education.

## **Vision:**

Camden County College will be the regional leader in the provision of innovative academic and workforce training pathways to best serve our community.

## **STRATEGIC DIRECTIONS AND INSTITUTIONAL GOALS**

### **Direction 1: STUDENT SUCCESS**

Build academic pathways to increase equitable outcomes in recruitment, retention, and credential/degree completion for transfer and employment opportunities.

- > **Goal 1:** Equitably implement Guided Pathways to Success model across campuses and modalities.
- > **Goal 2:** Recruit more students into and increase yield from pre-enrollment programs.

### **Direction 2: ADAPTIVE INNOVATION**

Promote a culture of innovation, cooperation, and receptiveness to adapt quickly to the changing landscape in higher education.

- > **Goal 1:** Expand access to professional development experiences and resources college wide.
- > **Goal 2:** Develop and sustain partnerships with higher education institutions, private and public sector industries, and community organizations.
- > **Goal 3:** Expand and improve our eLearning division with ongoing professional development on effective teaching/learning strategies and additional fully online programs.

### **Direction 3: LEADERS IN WORKFORCE DEVELOPMENT & COMMUNITY ENGAGEMENT**

Become a regional leader in workforce development and community engagement through strategic partnerships with business, industry, and premier institutions to deliver a career-ready education to students.

- > **Goal 1:** Promote the College as an industry-driven partner responsive to the needs of the surrounding community and employer pool by offering educational programs and preparation for high demand occupations.
- > **Goal 2:** Offer exploratory opportunities to promote career knowledge and develop industry focused programs that reflect the needs of the region.

#### **Direction 4: ORGANIZATIONAL SUSTAINABILITY**

Position the College for long-term sustainability with a focus on financial stability, human capital, resource allocation, and succession planning.

- > **Goal 1:** Commit to a sustainable future by improving social, economic, and environmental health for both the College and surrounding community.
- > **Goal 2:** Develop operational plans to maintain financial sustainability and leverage technology to drive operational efficiencies.
- > **Goal 3:** Sustain an inclusive culture by establishing a framework for a collaborative decision-making process to enhance the long-term viability of the College and the surrounding community while upholding its core values.

#### **Direction 5: SOCIAL JUSTICE**

Create and support a culture that demonstrates an ongoing commitment to Social Justice that strengthens our institution and community.

- > **Goal 1:** Create a Social Justice framework to guide/recommend changes to our campus, policies, and practices to embrace diversity, inclusion, fairness, and equity.
- > **Goal 2:** Develop programming for our faculty, staff, students, and community to address and combat racism.



# Fiscal Year 2023

## College Initiatives

Each area of the College has participated in the development of initiatives for FY 2023 in support of the 2020-2023 strategic plan priorities.

In the following section, the FY 2023 area initiatives are presented for each of the five strategic directions. Some initiatives will support achievement for more than one strategic direction.

### Direction 1: STUDENT SUCCESS

Build academic pathways to increase equitable outcomes in recruitment, retention, and credential/degree completion for transfer and employment opportunities.

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- > Develop and implement the College's first eSports degree program (eSports Production).
  - > Situate Lincoln Hall to support the existing visual performing and media arts degrees and coursework along with expanded, inclusive community programming.
  - > Implement the Diversity and Social Justice associate degree program (DSJ.AA).
  - > Develop and implement a Technical Theatre associate degree program.
  - > Continue College adoption of First Day digital textbook and curriculum options.
  - > Increase online degree program partnership enrollment (STEP PATH) with Wilmington University.
  - > Develop 3 + 1 or 2 + 2 articulation agreements with baccalaureate partners for the EDU.AS degree, Data Science, Nursing, Cybersecurity, and Computer Integrated Manufacturing.
  - > Redesign the academic Master Schedule in conjunction with Just in Time (JIT) enrollment management practice.
  - > Strengthen retention and completion by use of early alert (Aviso) support software and interventions.
  - > Develop and implement enrollment communications plan with all pre-college students.
  - > Offer recruitment programming/events targeted to parents/guardians of pre-college students
  - > Design and implement targeted recruitment plan for Hispanic/LatinX populations and faith based organizations
  - > Increase the capture rate of Dual Credit students enrolling at the Camden County College.
  - > Identify opportunities to create pathways from non-credit to credit programs.
  - > Create academic and workforce training opportunities for under-represented adult populations.
  - > Partner with school districts to provide high school diploma completion programs and college readiness.
  - > Institute marketing plan efforts around targeted marketing for new and reclaimed students
  - > Integrate Aviso early alert system with information systems
  - > Implement Enterprise communication solution
  - > Streamline maintenance of academic catalog on our website
  - > Implement new Instant Enrollment register and pay system
  - > Upgrade employee, student, and applicant portals

## Direction 2: ADAPTIVE INNOVATION

Promote a culture of innovation, cooperation, and receptiveness to adapt quickly to the changing landscape in higher education.

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- > Develop and implement the College's first eSports degree program (eSports Production).
- > Provide faculty members professional development to understand and utilize the hybrid classroom for effective in-person and online student support.
- > Promote student-centered learning pedagogies through the Teaching and Learning Center and eLearning training workshops and webinars.
- > Establish a Community of Inquiry (Col) model as the framework for online course design.
- > Collaborate with academic departments and individual faculty members to encourage the use of best practices principles in designing online course content.
- > Implement Quality Matters (QM) training and expand the support role of QM-certified faculty peer mentors.
- > Research and propose Virtual Reality (VR) pilot programs an array of degree and certificate program offerings (e.g., Surgical Technology, Game Design).
- > Encourage the creation of departmental online master courses, which can be shared with part-time and full-time faculty members and which adhere to Col, QM, NC-SARA and other best practices in online course design and delivery.
- > Explore relationships between CCC online degree programs and fully-established online degree programs at 4-year institutions throughout the state, region, country, and world.
- > Research and design a Learning Commons for the Wolverton Library to include tutoring, group and individual study, and virtual literacy training.
- > Transition the OLOL /Virtua Nursing Program to the Blackwood campus; solidify 3+1 BSN nursing pathways with Rowan University.
- > Finalize full transition from the CCC LPN-RN degree program to a Rutgers-Camden BSN.
- > Increase transfer enrollment with premier and online partners (Rutgers Camden/Wilmington University)
- > Develop and offer robust professional development schedule for Student Affairs staff with special emphasis on DEI/J initiative
- > Continue to support the First Day digital textbook initiative to improve student success and decrease costs.
- > Expand student funding opportunities through innovative partnerships with local organizations that provide personal and financial services
- > Continue to facilitate community use of event space
- > Nurture premier partnerships through marketing/communications
- > Continue to work with food vendor to set up innovative and cost-effective ways to supply our students with nutritional food choices
- > Implement telecom audit software to improve customer service
- > Create documents and videos to improve the use of software to support constituents
- > Act upon best practices and recommendations from collaboration with other schools in Campusworks project to enhance use of ERP
- > Implement Hyflex Adaptive Remote Technology (HART) to adapt to changing remote and in person classroom

### **Direction 3: LEADERS IN WORKFORCE DEVELOPMENT & COMMUNITY ENGAGEMENT**

Become a regional leader in workforce development and community engagement through strategic partnerships with business, industry, and premier institutions to deliver a career-ready education to students.

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- > Expand industry advisory boards to serve as a platform for strengthening partnerships, assessment, and for informing employer needs and required training.
- > Enhance the role of program advisory boards in the development of existing and potential CTE programs.
- > Expand the educational and community service footprint of the newly renovated Lincoln Hall, featuring the Dennis Flyer Theatre, Marlin Gallery, and Black Box Theater, as well as state-of-the art instructional space.
- > Re-establish the William G. Rohrer Center as a hub for business and technology (e.g., Cybersecurity, Esports, and Workforce Development).
- > Work with regional partners and experts in the field of eSports to develop pathways for students directly into the eSports industry
- > Sustain the Princeton University-Camden County College Teaching Partnership for doctoral student fellowship exchange
- > Identify and develop service-learning opportunities for students in the Diversity and Social Justice AA degree and other degree programs
- > Build capacity to deliver workforce training and trade programs
- > Increase workforce certifications, micro-credentialing, and apprenticeship programs
- > Create a robust community engagement campaign that fosters community, cultivate relationships and position the campus to serve as an asset to establish and maintain sustainable communities in the City of Camden
- > Implement new register and pay system with different pay methods for Workforce programs

## Direction 4: ORGANIZATIONAL SUSTAINABILITY

Position the College for long-term sustainability with a focus on financial stability, human capital, resource allocation, and succession planning.

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- > Continue to explore grant opportunities which support the College's strategic plan priorities.
- > Expand faculty and staff development through the organizing TLC platform, Quality Matters for online instruction, and Social Justice Education practice.
- > Implement OER and inclusive digital source cost savings to students for educational materials.
- > Review current academic programs for currency and viability; provide additional resources for those showing growth, and sunset those that are not sustainable.
- > Undertake facility upgrades (Camden science labs, Rohrer Center office and classrooms, Papiano Gym) to support credit and non-credit programming.
- > Prepare for and secure Middle States Mid-point Peer Review (MPPR) reaccreditation (2023).
- > Provide equitable and accessible non-academic student supports to undergraduate students
- > Formalize student activities programming and increase participation in student clubs and events
- > Develop and implement campus-wide texting protocols to increase enrollment and retention
- > Continue to develop positive labor relations for union and non-affiliated employees.
- > Events: streamline tracking system to identify revenue generated from event usage; advertise event space availability
- > Evaluate procedures for the Return to Campus committee regarding confidential COVID-19 reporting and vaccinations status.
- > Implement new federal Title IX regulations.
- > Prepare pay equity data based on current college job titles and job descriptions as recommended by CUPA and other resources
- > Assure major facilities upgrades are consistent with the facilities, academic, enrollment, workforce and technology plans established for CCC. Currently, improvements are underway at College Hall/CTC, RETC and Rohrer Center to include the innovative eSports program
- > Continue to invest in College-wide building infrastructure and grounds in accordance with budgetary approval while being environmentally responsible and resource-efficient
- > Continue to have flexible operations and incorporate new procedures and/or processes as it relates to the Covid-19 pandemic
- > Continue the implementation of energy-efficiency initiatives to include the installation of LED lighting, signage, etc.
- > Continue to establish new sustainability initiatives that are derived from our Green Team meetings
- > Maintain high level of emergency readiness and safety on-campus
- > Continue to support County-wide initiatives, including community Covid-19 vaccinations and testing
- > Support OIT efforts, including One Card, access systems, technology upgrades to improve campus access, communication and security management
- > Continue to actively manage payment plans to increase enrollment and to reduce write-offs
- > Increase external funding to support the College's strategic plan
- > Continue to increase revenue through partnerships
- > Continue to use federal funding to support COVID related initiatives
- > Convert physical server to virtual server environment reducing power consumption
- > Move all virtual server and storage appliances to energy efficient data center in Philadelphia
- > Implement from physical desktop infrastructure to virtual desktop infrastructure reducing cost of ownership and improving management capabilities
- > Implement one card system to centralize management of access to facilities
- > Implement centralized digital display management system to provide college messaging at different campuses and buildings and also act as emergency message system for public safety.
- > Replace wireless and network switching infrastructures
- > Replace and upgrade server application and storage infrastructures
- > Implement security solutions and new camera security system at all campuses
- > Upgrade emergency telecom system



## Direction 5: SOCIAL JUSTICE

Create and support a culture that demonstrates an ongoing commitment to Social Justice that strengthens our institution and community.

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- > Programmatically infuse degree and course curricula with critical thinking content related to Social Justice Education.
- > Ensure that issues of social justice are actively addressed in all settings, even if a program is not specifically centered on that subject matter.
- > In collaboration with the Social Justice Education Committee (SJEC) of the President's Advisory Council, actively offer professional development lectures courses, and workshops that directly impact social justice practice.
- > Implement College-wide distribution of a Social Justice Glossary of terms (SJEC).
- > Encourage a climate of inclusion through the Arts@Camden County College by sponsoring arts-related activities from historically underrepresented groups.
- > Promote an expanded, more diverse and inclusive candidate pool for faculty and staff recruitment.
- > Develop and implement a behavioral intervention team to address student conduct violations through a holistic lens
- > Implement best practices to enhance and support Title IX compliance and sexual assault awareness
- > Review and evaluate the Student Code of Conduct and judicial affairs functioning with an emphasis on DEI/J.
- > Seek out internal and external partners and stakeholders to provide anti-racism professional development and training for faculty, staff, and students.
- > Identify data points that will allow the Executive Team to determine gaps in services and supports in order to develop opportunities to address these needs.
- > Provide fundraisers and/or funding opportunities through the Foundation.
- > Implement marketing plan strategies around equity and access.
- > Evaluate and expand the Professional Development training offerings in conjunction with the Social and Human Capital Committee on Diversity.
- > Ensure the hiring committee represents diversity and look for ways to understand and remove common biases.
- > Promote staff participation in diversity initiatives and training.
- > Ensure our workplace is a welcoming space for all students, staff, employees and visitors.
- > Provide additional funding and resources for the Camden Campus to strengthen the experience and ensure equity for the students who enroll there.
- > Offer tuition discounts to minimize costs and increase students' access to affordable educational opportunities.
- > Create opportunities to increase staff diversity in the Office of Information Technology department
- > Align Executive decisions with social justice goals

# I BUDGET SUMMARY

## CCC – FY 2023 Budgeted Expenditures

Detail Table I attached

Salaries & Wages	\$35,461,044
Fringe Benefits	\$13,135,550
Contractual Services	\$7,825,239
Materials & Supplies	\$2,026,480
Conferences & Meetings	\$673,842
Fixed Charges	\$1,759,300
Utilities	\$3,356,211
Student Aid	180,000
Miscellaneous	\$134,075
<b>TOTAL EXPENDITURES</b>	<b>\$64,551,741</b>

## CCC – FY 2023 Budgeted Revenues

Detail Table II attached

Credit Tuition	\$16,500,000
Credit Fees	\$8,500,000
Continuing Education	\$2,615,000
State Appropriation	\$9,602,894
County Appropriation	\$12,750,000
Miscellaneous	\$14,583,847
<b>TOTAL REVENUE</b>	<b>\$64,551,741</b>

# Fiscal Year 2023

## Expenditures

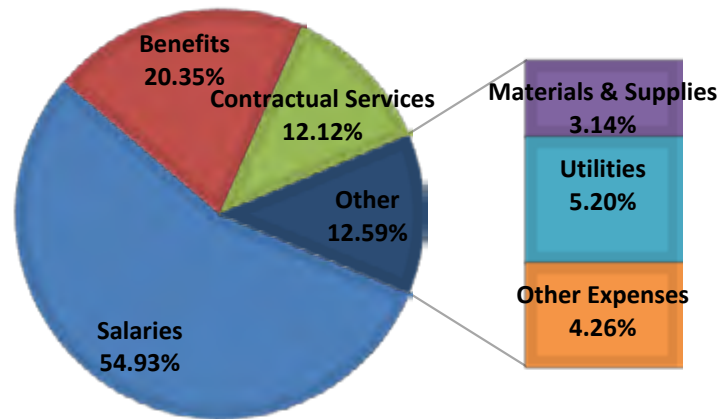
The College's FY 2023 Operating Budget totals **\$64,551,741**. This represents an increase of **\$1,994,890** which is 3% higher than the FY 2022 approved budget. The majority of the initiatives will be achieved through a commitment of existing resources. Some initiatives will require the reallocation of funds as follows:

- > **Director for Instructional Support** – Instructional support redesign will increase the capacity and outreach to at risk students. Coupled with the Early Alert system, intrusive, on-time tutoring will increase retention by contributing to student success on the course level. SP: Direction 2; AMP:G3 (\$48,843)
- > **Increase Student Engagement**
  1. **Camden Campus - Life Coordinator** – This position will help support student persistence and retention efforts at the campus. Working collaboratively with the Assistant Campus Dean office will help us create a consistent culture of student engagement on the campus. SP: Direction 1 G2 (\$20,000)
  2. **Blackwood Campus Student Life Associate** – Temporary part-time Student Life Associate to coordinate and facilitate student life activities. This position will aid in the College's retention efforts and enhance our student life programming. SP: Direction 1, Direction 5; AMP: G2; SEM:G2, G3 (\$16,720)
- > **Dental Clinic Administrator** – To provide coverage and instruction at the front desk and to maintain clinic records in accordance with HIPAA and accreditation standards. SP: Direction 1, Direction 3:G1, G2; AMP (\$42,000)
- > **Career and Technical Institute Manager** –With the implementation of additional projects and programming within the department of Workforce Training & Continuing Education, this position will provide oversight for all CTI operations including but not limited to the oversight of all Technical Institute programs. SP: Direction 3 (\$50,000)
- > **Grants Office** – To increase the capacity of the grants office to assist faculty and staff to identify and obtain external funding from public and private sources. SP: Direction 4; Direction 5 (\$100,000)
- > **Nursing Program** – Additional funding for the Nursing program to accommodate the expansion of the LPN and RN programs. SP: Direction 2 G1; Direction 3 G1; AMP 2 (\$37,000)
- > **Veterinary Technology Program** – To support the curriculum change in the Veterinary Technology program. The extra funding is needed in order to support the students and their success in the program. SP: Direction 1, 2, 3 & 4 (\$15,000)
- > **Software Maintenance Agreements** – Support for online applications and remote instruction SP: Direction 2 G3; Direction 4 G2 (\$190,000)
- > **Arts at CCC/Art Gallery/Theater Production** – Expansion of the arts activities and support for Arts at CCC events. It also includes the production of 2 live theater productions. SP: Direction 2; AMP:G2 (\$74,000)
- > **eSports** – Includes miscellaneous needs to support the eSports activities at the Rohrer Center. SP: Direction 2; AMP:G2 (\$40,000)
- > **Student Services** – To assist with campus-wide system needs. SP: Direction 1; SEM:G1, G2 (\$41,600)

# OBJECT CATEGORY

As noted in the following chart, salaries and fringe benefits continue to encompass the majority of the expenditures. Approximately 75% of the Operating Budget is for employee compensation. The remaining 25% budgeted for operating is spent on contractual services (12%), which includes projected increases for the contracts currently out for bid; materials and supplies (3%); conferences & meetings (1%); fixed charges (3%); utilities (5%); student aid (<1%); and capital (<1%).

Salaries Benefits Contractual Services Materials & Supplies Utilities Other Expenses



## SALARIES AND WAGES

The salary budget totals \$35,461,044, an increase of \$452,777 in comparison to the FY2022 approved budget. The salary budget includes negotiated salary increases for all applicable bargaining units along with estimates for those that will be negotiated over the next several months.

There are 344 full-time positions budgeted which represents an increase of twenty-three positions in comparison to the FY2022 budget. This number does not include grant funded or vacant positions.

The College experienced retirements which lead to the reallocation of positions to accomplish the FY2023 new initiatives.

## FRINGE BENEFITS

For the first time in many years, the College is not anticipating an increase in health care costs. However, an increase in PERS payments is budgeted due to additional employees.

## UTILITIES

The utilities budget increased by \$156,211 as a result of a rise in energy prices. The College continues to invest in the HVAC system to control the cost of utilities.

## CONTRACTUAL SERVICES AND OTHER OPERATING COSTS

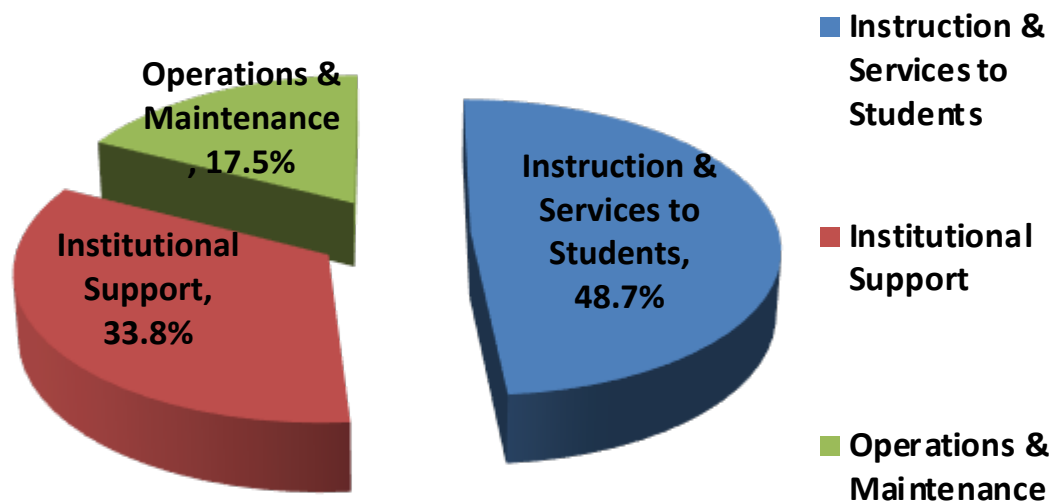
The next largest dollar increase in spending is in contractual services which increased by \$477,758. The increase reflects costs associated with increases in custodial services, facilities and maintenance contracts as well as increases in technology contracts to support online applications and remote instruction.

## DEBT SERVICE PAYMENTS

The County continues to forgive approximately \$1.8 million of the \$2 million in debt service payments.

# FUNCTIONAL CATEGORY

As seen from a functional perspective, expenditures are budgeted in several categories as follows:



FUNCTION	%	FY2023
Instruction	28%	\$18,355,685
Public Service	3%	\$1,803,607
Academic Support	10%	\$6,304,721
Student Services	8%	\$4,948,278
Institutional Support	34%	\$21,844,274
Operations & Maintenance	17%	\$11,295,176
TOTAL	100%	\$64,551,741

As shown in the preceding graph, approximately **49%** of the College’s operating expenditures are spent supporting the instructional programs.

# Fiscal Year 2023

## Revenues

The College supports the budget from the revenue categories as summarized below:

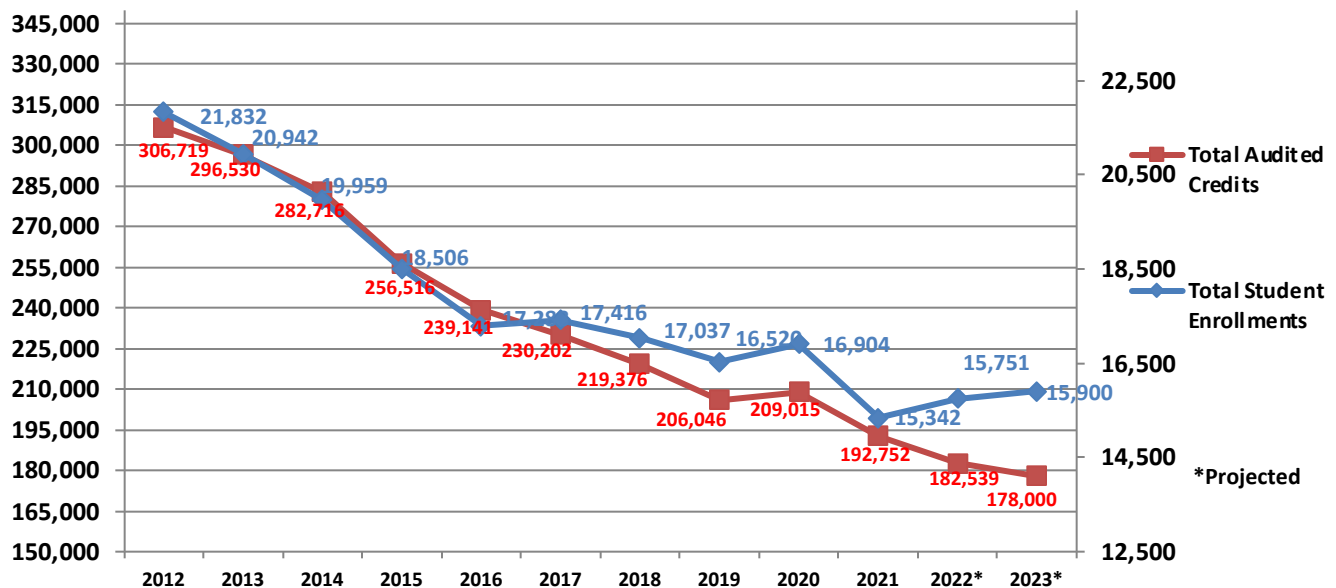
Student Tuition, Fees	\$25,000,000
Continuing Education	\$2,615,000
State Appropriation	\$9,602,894
County Appropriation	\$12,750,000
Miscellaneous Revenue	\$14,583,847
<b>Total Revenue</b>	<b>\$64,551,741</b>

### Student Tuition and Fees

Since tuition and fee revenues are based on enrollment projections, increases and decreases in enrollment have a significant effect on the institution's revenues.

As shown below, while total enrollment had begun to increase in fall 2019, the impact that COVID-19 pandemic had on CCC's enrollment can be seen in fall 2020 enrollment which continued into fall 2021. Total credit enrollment is projected to decline by 5% for next year. Despite the pandemic related credit declines, dual enrollments continue to increase as a result of increased partnerships with school districts.

Tuition and fee revenue is budgeted at \$600,000 less than the FY2022 approved budget. FY2023 budget, once again includes a discount for our students, \$99 per credit for summer 22 and fall 22. In addition, lower student write-offs are expected as a result of the CARES grants covering past balances.



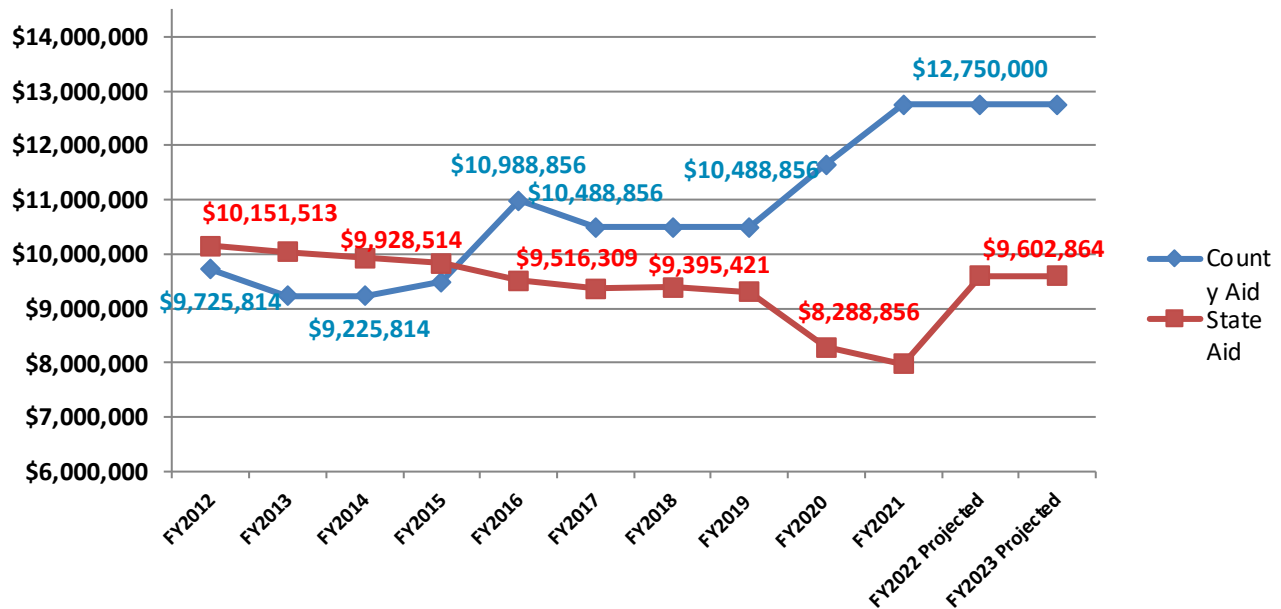


# STATE AND COUNTY AID

State aid is projected to be **\$9,602,894** which is \$298,819 higher than the FY2022 approved budget but the same as projected for the year.

The County appropriation for FY2023 is projected to be **\$12,750,000** which is the same as the FY2022 approved budget.

The share of the College's operating budget for FY2023 is 15% from the State and 19% from the County.



## Miscellaneous Sources

Miscellaneous sources continue to increase. Revenue from the Gateway to College program in Camden and the Transition to College program in Blackwood are projected to increase substantially. This category includes \$2.2 million from the Gateway program and \$600,000 from the Transition program. It also includes revenue from the eSports program in Cherry Hill.

This category also includes a carry-over of \$5,083,847 from the FY2021 budget. The surplus in FY2021 was possible through the COVID-19 related funding.

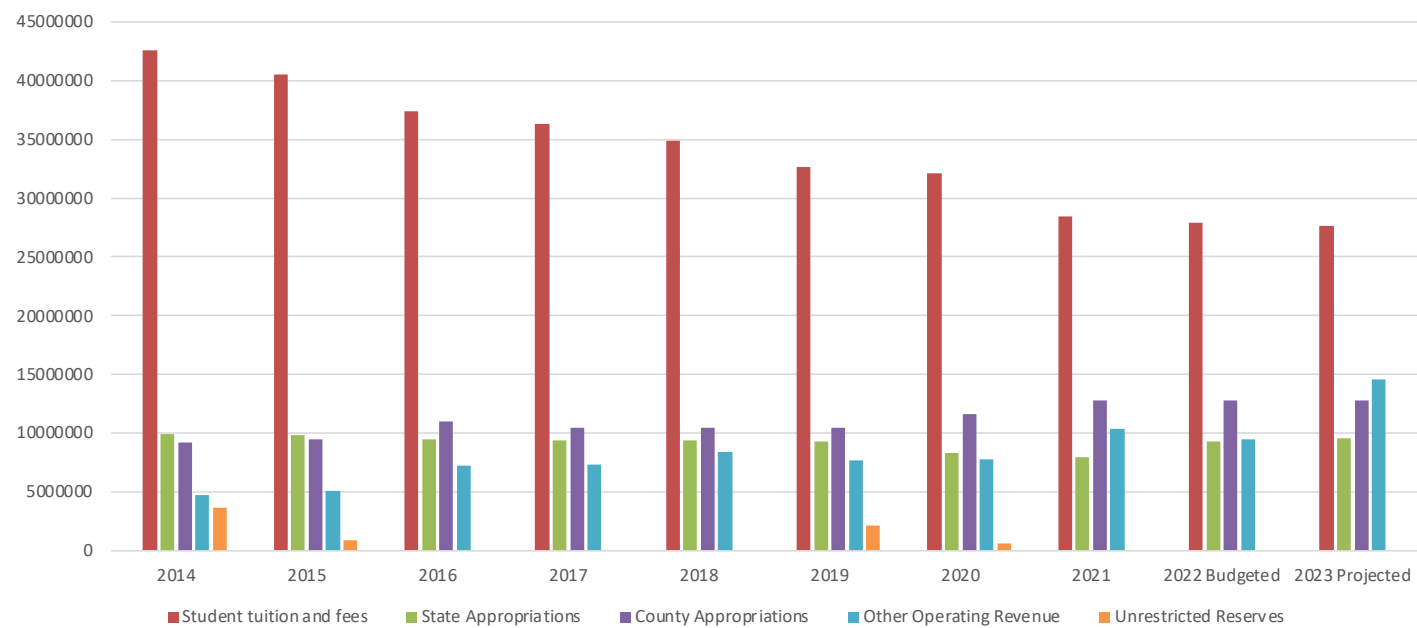
# REVENUE COMPARISONS

## FY2014 TO FY2023

Revenue History and Projections:

FY2014-2021 Actual

FY2022 - FY2023 - Projected



**TABLE I** Camden County College Expenditure Comparison

Expenditures	GENERAL OPERATING				CONTINUING EDUCATION				AUXILIARY SERVICES				TOTAL CURRENT UNRESTRICTED				"Difference Between FY2022 Projections &cFY2023 Budgeted"
	Actual FY2021	Budgeted FY2022	"Year End FY2022 Projections"	"Budgeted FY2023"	Actual FY2021	Budgeted FY2022	"Year End FY2022 Projections"	"Budgeted FY2023"	Actual FY2021	Budgeted FY2022	"Year End FY2022 Projections"	"Budgeted FY2023"	Actual FY2021	Budgeted FY2022	"Year End FY2022 Projections"	"Budgeted FY2023"	
Salaries	\$21,601,111	27,376,666	26,281,661	\$27,883,580	\$1,294,005	1,635,626	1,574,391	1,670,354	\$244,211	309,506	297,127	315,237	\$23,139,327	\$29,326,160	\$28,153,179	\$29,869,171	\$1,715,992
Overloads	\$4,825,642	5,682,107	5,346,821	\$5,591,873									\$4,825,642	\$5,682,107	\$5,346,821	\$5,591,873	\$245,052
Fringe Benefits	\$12,020,911	12,304,950	11,815,340	\$12,721,392	\$280,327	286,951	275,533	296,662	\$111,026	113,649	109,127	117,496	\$12,412,264	\$12,705,550	\$12,200,000	\$13,135,550	\$935,550
Contractual Services	\$4,991,605	6,876,696	6,876,696	\$7,323,842	\$52,880	72,850	72,850	77,587	\$288,850	397,935	397,935	423,810	\$5,333,335	\$7,347,481	\$7,347,481	\$7,825,239	\$477,758
Materials & Supplies	\$676,789	1,323,932	1,078,445	\$1,456,965	\$234,028	457,805	372,917	503,806	\$30,523	59,709	48,638	65,709	\$941,340	\$1,841,445	\$1,500,000	\$2,026,480	\$526,480
Conferences/Meetings	\$313,355	557,247	524,426	\$670,370	\$1,623	2,886	2,716	3,472		0		0	\$314,978	\$560,133	\$527,142	\$673,842	\$146,700
Fixed Charges	\$1,179,559	1,675,615	1,654,640	\$1,712,358	\$30,333	43,089	42,550	44,034	\$2,003	2,845	2,810	2,908	\$1,211,895	\$1,721,550	\$1,700,000	\$1,759,300	\$59,300
Utilities	\$1,922,132	2,800,524	2,928,692	\$3,071,659	\$58,166	84,747	88,626	92,952	\$119,896	\$174,687	182,682	191,600	\$2,100,194	\$3,059,958	\$3,200,000	\$3,356,211	\$156,211
Student Aid	\$186,613	284,969	249,973	\$250,000	\$20	31	0						\$186,633	\$285,000	\$250,000	\$180,000	(\$70,000)
Capital	\$22,858	9,672	0	\$14,163	\$5,636	2,385	3,894	0	\$4,591				\$33,085	\$14,000	\$22,858	\$20,500	(\$2,358)
Miscellaneous	\$0												\$0	\$0	\$0	\$0	\$0
Contingency	\$0	0	0	\$0	\$0					0			\$0	\$13,500	\$0	\$113,575	\$113,575
Transfers													\$0	\$0	\$0	\$0	\$0
													\$0	\$0			
TOTAL EXPENDITURES	\$47,740,575	\$58,892,378	\$56,756,694	\$60,696,202	\$1,957,018	\$2,586,370	\$2,433,478	\$2,688,868	\$801,100	\$1,058,332	\$1,038,318	\$1,116,759	\$50,498,693	\$62,556,884	\$60,247,481	\$64,551,741	\$4,304,260

**TABLE II** Camden County College Revenue Comparison

Revenue	GENERAL OPERATING				CONTINUING EDUCATION				AUXILIARY SERVICES				TOTAL CURRENT UNRESTRICTED				"Difference Between FY2022 Projections & FY2023 Budgeted"
	Actual FY2021	Revised Budget FY2022	"Year End FY2022 Projections"	"Budgeted FY2023"	Actual FY2021	Revised Budget FY2022	"Year End FY2022 Projections"	"Budgeted FY2023"	Actual FY2021	Revised Budget FY2022	"Year End FY2022 Projections"	"Budgeted FY2023"	Actual FY2021	Revised Budget FY2022	"Year End FY2022 Projections"	"Budgeted FY2023"	
Student Tuition	\$17,967,961	\$17,000,000	\$16,500,000	\$16,500,000	\$1,542,218	\$2,300,000	\$2,200,000	\$2,615,000					\$19,510,179	\$19,300,000	\$18,700,000	\$19,115,000	\$415,000
Student Enrollment Fees	\$8,665,463	\$8,600,000	\$8,330,000	\$8,500,000									\$8,665,463	\$8,600,000	\$8,330,000	\$8,500,000	\$170,000
Student Service Fees	\$205,791												\$205,791	\$0	\$0	\$0	\$0
Student Penalties	\$78,833												\$78,833	\$0	\$0	\$0	\$0
County Chargebacks	\$16,989												\$16,989	\$0	\$0	\$0	\$0
Federal Government	\$18,155												\$18,155	\$0	\$0	\$0	\$0
State Appropriation	\$7,976,403	\$9,304,075	\$9,602,894	\$9,602,894									\$7,976,403	\$9,304,075	\$9,602,894	\$9,602,894	\$0
"County Appropriations (Net of Stab. Fund)"	\$12,750,000	\$12,750,000	\$12,750,000	\$12,750,000									\$12,750,000	\$12,750,000	\$12,750,000	\$12,750,000	\$0
Other Revenue	\$0	\$0	\$0	\$0					\$10,095,633	\$9,500,000	\$13,000,000	\$9,500,000	\$10,095,633	\$9,500,000	\$13,000,000	\$9,500,000	-\$3,500,000
Parking Garage Fees									0				\$0	\$0	\$0	\$0	\$0
CCC Current Unrestricted Reserves		\$0		\$0								\$5,083,847	\$0	\$0	\$0	\$5,083,847	\$5,083,847
Net Transfers/Auxiliary Expenses	\$0												\$0	\$0	\$0	\$0	\$0
Interest	\$0	\$0	\$0	\$0					\$195,312				\$195,312	\$0	\$0	\$0	\$0
Alternate Benefit Program		\$0	\$0										\$0	\$0	\$0	\$0	\$0
Total Revenue	\$47,679,595	\$47,654,075	\$47,182,894	\$47,352,894	\$1,542,218	\$2,300,000	\$2,200,000	\$2,615,000	\$10,290,945	\$9,500,000	\$13,000,000	\$14,583,847	\$59,512,758	\$59,454,075	\$62,382,894	\$64,551,741	\$2,168,847

# Fiscal Year 2023

## Capital Budget Overview

Capital needs, including facility upgrades, are an ongoing critical College expense priority. The College maintains approximately one million square feet of facilities in all campuses and locations. Funding is also requested for additional support to enhance technological upgrades to improve both in-class and remote learning experiences. The FY2023 capital budget addresses the most urgent repairs, renovations and equipment identified and prioritized by the College.

The College continues to use current grants, which include the Perkins Career and Technical Education Grant for updates to equipment and allowable upgrades to facilities.

The FY2023 capital plan totals **\$5,313,000** of which **\$4,313,000** is included in the FY2023 Chapter 12 application and **\$1,000,000** funded by the County.

Below are two charts; Chart I lists the projects and estimated costs and Chart II is a capital plan matrix that links these projects to the College's plans.

### CHART I

#### CHAPTER 12

Camden Campus Renovations	\$ 2,913,000
Polk Hall Renovations	\$ 1,150,000
RETC Upgrades	\$ 250,000
<b>Total Chapter 12</b>	<b>\$ 4,313,000</b>

#### CAPITAL

Information Technology	\$ 500,000
Student Affairs	\$ 100,000
Academic Affairs -Automotive Technology	\$ 40,000
Facilities Equipment and Upgrades	\$ 260,000
Public Safety Equipment	\$ 100,000
<b>Total Capital</b>	<b>\$ 1,000,000</b>

<b>TOTAL FUNDING</b>	<b>\$ 5,313,000</b>
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## CHART II

	Strategic Plan	Facilities Master Plan	Strategic Enrollment Management Plan	Academic Master Plan	Technology Plan
<b>INFRASTRUCTURE RENEWAL</b>					
RETC Upgrades	I	D	I	D	D
Polk Hall Renovations	D	D	I	D	N
<b>EQUIPMENT UPGRADES</b>					
Information Technology	D	N	D	D	D
Academic Affairs – Automotive Technology	D	D	I	D	N
Facilities Equipment and Upgrades	I	D	I	I	D
Public Safety Equipment	D	D	I	I	I
Student Affairs – Athletics	D	D	D	D	N
<b>EXPANSION OF EXISTING FACILITIES</b>					
Camden Campus Renovations	D	D	D	D	D

### ALIGNMENT:

D = Direct

I = Indirect

N = None



## CAMDEN CAMPUS RENOVATIONS - \$2,913,000

This project includes making necessary upgrades and improvements to the HVAC system, as well as supporting building systems, including associated mechanical, electrical and plumbing systems. In summary, as part of this project, the HVAC system will be fully upgraded, along with the exhaust system. The new system will be significantly more energy efficient; require less maintenance and associated costs; and dramatically improve indoor occupant comfort and wellbeing. The building's electrical service will also be upgraded in order to support the projected increase in electrical demand necessitated by the various types of cosmetology equipment.

### The Scope of Improvements will generally include:

- > Removal of existing lighting, HVAC equipment, plumbing fixtures
- > Interior and exterior signage
- > LED Lighting
- > Power for general use, equipment and technology
- > Electrical service upgrades as necessary to accommodate the project
- > Mechanical and exhaust system upgrades as necessary to accommodate the project
- > HVAC upgrades and improvements, including distribution and devices
- > Temperature and humidity controls
- > Roof replacement (flat roof)

The project will also include a full replacement of the roof, and associated building envelope work, for the entire building. The existing roof is old; is no longer under warranty; and has outlived its useful life. The cost for continual repair and maintenance is no longer in balance with the targeted benefits of replacing the roof with a new warranted system.

## POLK HALL RENOVATIONS - \$1,150,000

### The proposed scope of improvements of this project will generally include:

- > Demolition of existing HVAC equipment and system
- > HVAC upgrades and improvements
- > Roofing replacement and associated improvements (flat roof)

This project addresses necessary building wide renovations and improvements. This includes the re-roofing of the entire building, as the existing roof is old, no longer under warranty and has outlived its useful life. The cost for continual repair and maintenance is no longer in balance with the targeted benefits of replacing the roof assembly with a new warranted system.

Additionally, the HVAC system for the building will be replaced in its entirety. The existing two-pipe system that is supported by the campus steam loop will be replaced with new rooftop mounted HVAC equipment and ducted distribution throughout the building, with each room receiving temperature and humidity controls and sensors. The new system will be significantly more energy efficient; require less maintenance and associated costs; and also dramatically improve indoor occupant comfort and wellbeing.

## REGIONAL EMERGENCY TRAINING CENTER UPGRADES - \$250,000

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The proposed scope of work includes making certain upgrades and improvements to the HVAC system. This work is being done on a proactive basis, as the existing rooftop units (RTUs) are original to the building and are nearing the end of life expectancy of the units. During their lifespan, factors such as the need for continuous operation and failing mechanical components have resulted in costly repairs. The current system has infrastructure and major equipment that is nearing and/or exceeded its' useful life. In the interest of energy conservation and long term cost savings, the project consists of the full replacement of three RTUs, selected on a prioritized basis. Additionally, repairs/improvements to the major building systems; including electrical, mechanical and plumbing systems; may be necessary to support the new HVAC system.

## ACADEMIC AFFAIRS – AUTOMOTIVE TECHNOLOGY - \$40,000

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This is the first phase of the replacement of the flooring in the Automotive Technology Labs in Truman Hall.

## INFORMATION TECHNOLOGY - \$500,000

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**Funding is requested to update/replace the following equipment and software:**

- > Replace outdated classroom equipment and to enhance technological capabilities for in-person classes
- > Digital signage will be replaced for student and staff information
- > Current timeclocks that are out of warranty and not supported anymore will be replaced
- > Upgrade 30% of the classroom and/or office printers
- > Replace the gateway to the existing Avaya phone system that is at the end of life to a CM10 phone system
- > Update the Avaya license that will be used to build a second onsite session manager server at the Blackwood campus for telephony redundancy
- > Replacement of cameras, camera systems, emergency and office phone sets and computers that fail

## FACILITIES EQUIPMENT AND UPGRADES- \$260,000

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**FACILITIES UPGRADES** – Funding is needed to maintain emergency upgrades including fire safety upgrades, equipment replacements and improvements. The College will focus on high priority items that are at or beyond their useful life.

**FACILITIES EQUIPMENT** – To purchase equipment necessary to keep the College's buildings and grounds running efficiently and safely such as: various equipment for cleaning facilities and maintaining grounds.

## **PUBLIC SAFETY EQUIPMENT - \$100,000**

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The purchase of additional security cameras and associated equipment on the Blackwood campus. These cameras will increase the level of security/safety by providing Public Safety the ability to monitor vulnerable areas remotely.

## **STUDENT AFFAIRS – ATHLETICS - \$100,000**

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The Athletics department has expanded their programs and roster sizes have increased requiring the purchase of a new athletic van. Funding is also requested to resurface the quarter mile track around the soccer field.