

College: Red Rocks Community College

	FY 2022-23 Actual	FY 2023-24 Budgeted	FY 2023-24 Final Projected	FY 2024-25 Estimated
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Student Enrollment

Resident SFTE	4,114	4,107	4,440	4,440
Non-Resident SFTE	190	192	198	198
Total SFTE	4,304	4,299	4,638	4,638

Staffing

Classified FTE	67	68	67	66
Exempt FTE	269	266	265	282
Full-Time Faculty FTE	104	104	102	102
Adjunct Instructors	146	125	134	134
Total Staffing FTE	586	563	568	584

General Fund Revenues

College Opportunity Fund/ Fee for Service (gross)	\$20,922,611	\$23,531,123	\$23,487,117	\$25,414,348
Governor's COVID Relief Funding	\$0	\$0	\$0	\$0
HEERF Revenue Recovery	\$0	\$0	\$0	\$0
Amendment 50	\$2,941,100	\$2,963,994	\$2,722,983	\$2,782,666
Resident Tuition, Student Share (gross)	\$24,481,848	\$24,137,826	\$25,678,135	\$26,448,473
Non-Resident Tuition (gross)	\$3,326,913	\$3,505,875	\$3,404,312	\$3,506,442
Fees - Instructional/Student Activity (gross)	\$2,359,339	\$2,598,267	\$2,756,059	\$2,838,741
Other GF (includes net transfers)	\$2,261,312	\$1,635,097	\$2,810,839	\$2,500,000
Total General Fund Revenue	\$56,293,123	\$58,372,182	\$60,859,445	\$63,490,670

General Fund Expenses

Instruction	\$29,089,892	\$30,696,072	\$31,478,030	\$32,636,254
Public Service	\$0	\$0	\$0	\$0
Academic Support	\$3,647,232	\$6,048,006	\$4,403,059	\$5,338,045
Student Services	\$5,877,297	\$7,663,117	\$6,616,783	\$8,143,881
Institutional Support	\$4,892,513	\$7,288,707	\$6,811,228	\$7,918,390
Operation & Maintenance of Plant	\$4,650,974	\$6,064,324	\$5,832,696	\$6,763,332
Scholarships & Fellowships	\$555,327	\$523,239	\$546,291	\$544,790
Total General Fund Expenses	\$48,713,235	\$58,283,465	\$55,688,087	\$61,344,692

Other Revenues

Auxiliary and Self-Funded	\$7,503,193	\$7,100,000	\$7,871,096	\$7,871,096
Restricted/Grants	\$15,471,936	\$13,900,000	\$15,505,237	\$15,650,000
HEERF (Student)	\$0	\$0	\$0	\$0
HEERF (Institutional)	\$0	\$0	\$0	\$0

Other Expenses

Auxiliary and Self-Funded	\$7,503,193	\$7,100,000	\$7,871,096	\$7,871,096
Restricted/Grants	\$15,471,936	\$13,900,000	\$15,505,237	\$15,650,000
HEERF (Student)	\$0	\$0	\$0	\$0
HEERF (Institutional)	\$0	\$0	\$0	\$0
Total Revenues	\$79,268,252	\$79,372,182	\$84,235,778	\$87,011,766
Total Expenses	\$71,688,364	\$79,283,465	\$79,064,420	\$84,865,788
Total Revenues less Expenses	\$7,579,888	\$88,717	\$5,171,358	\$2,145,978

One-Time Expenditures From Reserves

(List Description for Each)

Lakewood Campus Space Planning	\$301,348	\$65,000	\$123,320	\$65,000
HVAC Repair Maintenance	\$29,898	\$150,000	\$85,000	\$150,000
Facilities Master Planning				\$150,000
HVAC Controls Upgrade	\$10,444	\$200,000	\$95,264	\$200,000
Carpet refresh		\$100,000		\$200,000
Lakewood Campus Space Planning		\$65,000	\$123,320	\$100,000
Maintenance/Repair Misc.	\$78,293	\$200,000	\$121,631	\$200,000
Cafeteria Hood Suppression Replacement		\$45,000	\$22,143	
Exterior Wayfind Signage			\$80,000	\$200,000
Science Labs Refresh	\$2,238		\$63,000	
Trades/Maintenance Buildings	\$25,600	\$3,000,000		\$3,000,000
Bathroom Floor Repair/Refresh Arvada		\$50,000		\$200,000

Lighting Retrofit		\$200,000		\$200,000
Nursing Facility Planning		\$250,000		\$250,000
Floor Repair Lakewood		\$5,000	\$14,375	
Fireproofing Repair				\$180,000
Main Entry Courtyard				\$150,000
Human Resource restructure/refresh				\$250,000
IT/AV Refresh		\$250,000		\$250,000
Total One-Time Reserve Expenditures		\$447,821	\$728,053	\$5,745,000

Beginning Reserve Balance		\$70,787,337	\$70,787,337	\$75,230,642
Change to Projected Reserves		(\$4,491,283)	\$4,443,305	(\$3,599,022)
Ending Reserve Balance		\$70,787,337	\$75,230,642	\$71,631,620

Brief Description of Key Initiatives for FY 2024-25

I. Transform the Student Experience

- A. RRCC will strategically invest in baccalaureate opportunities to satisfy student needs and workforce demand. We will participate in the CO Online consortium to provide BAS programs for Business Administration and Cyber Security. We are also in development of a Bachelors in Sonography and are in consideration of additional programs in Nursing, Construction Technology and Behavioral Health.
- B. Our Associates Degree in Nursing will launch in Fall of 2025 with the support of Career Advance Colorado, and HB23-1246. This program will help meet the demand for short-term education and training in the field.
- C. Scheduling to meet student needs has been made a focused priority. RRCC is investing in data analytics to support the scheduling process so we can meet student needs by offering times that fit student schedules. This will also increase operational efficiency with the expectation of increasing class size.
- D. The Early Childhood Education department received credential-as-you go grant to launch a non-credit PLA portfolio coaching course for ECE Apprentices through Child Care Innovations. Learners work with a coach gather evidence of learning from work experience for portfolios applied to 1-5 courses and transcribed as PLA

II. Transform Our Own Workforce

- A. We will roll out new Community of Belonging training for faculty and staff, as well as community- or event-specific development opportunities (i.e. Safe Zone, etc.), and ongoing reading groups and professional learning communities looking at inclusion and equity at the college. Established affinity groups for LGBTQIAA+, BIPOC, and disabled employees/employees with disabilities will continue.
- B. Assess and enhance the programs offered by Human Resources with a primary focus on recruitment and selection, employee engagement and development, and retention. Identify new advertising sources to attract larger pools of diverse qualified candidates and assure our compensation package is competitive.
- C. The college formed an HSI task force to guide us in our ever-evolving efforts to more robustly serve our Hispanic and Latinx students. The task force wrote a 3-year plan to scale up professional development, physical and digital spaces, support services, and community partnerships. Key plan priorities for AY24-25 include revising our hiring process to increase Hispanic and Latino representation for faculty and administrators, incentivizing Spanish language acquisition among employees, and development of a Latinx leadership program for students.

III. Create Education Without Barriers Through Transformational Partnerships

- A. Continue our EAB Moon Shot for Equity by Developing the RRCC DEI plan to reflect current priorities, create a student DEI advisory board that is responsible for providing feedback on our initiatives and goals, establish a committee structure to review and monitor procedures and operational guidelines to ensure that they are inclusive and equitable. Our first year practice teams are currently working on hold reform, retention grants, transfer pathways, and coordinated care.

- B. Work with Opportunity Now stakeholders to build out an EV Charging Station workforce program. Identify and build out space for the competency-based learning lab. Partner with Warren Tech to support a collaborative training approach for electricians and mechanics.
- C. RRCC is a Subgrantee on the Denver Workforce Services Opportunity Now grant for Electric Vehicle Charging Station Installation, Maintenance, and Repair courses. Target audience is incumbent electricians and may integrate into existing credit courses for the Electrical Technology degree (in 2025/2026).
- D. Launched a FREE Competency-based Digital Literacy program for students and the community. The Americorps Digital Navigator operates an open lab that paces learners through individualized learning plans catered to their educational goal. These foundational certificates can stack into Microsoft Office Certifications (Coming Summer 2025) offered in continuing ed and an opportunity to embed in existing credit courses.
- E. Partnered with the Colorado Department of Corrections to launch a non-credit equivalent Adult Basic Education micro credential program for 2 cohorts of learners and staff at the CDOC. We are working with the Department of Education Adult Education Initiatives office to recognize the program as equivalent to the Adult Basic Education Authorization for those with criminal background barriers to authorization.
- F. Working with Denver Public Health and Environment Office to offer Laundry to Landscape courses and Greywater for Installers classes. These courses may further lattice into our Water Quality Management program.

IV. Redefine Our Value Proposition

- A. RRCC received a \$1.2M ARPA Colorado OEDIT Opportunity Now grant to diversify and grow the advanced manufacturing and aerospace talent pipeline through in-demand industry-informed micro-credentials
- B. RRCC is positioning to be an Authorized Training Provider for Project Management Institute. Feedback from non-credit students and our workforce/chamber/EDC partners all expressed interest in this.

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Capital and Controlled Maintenance Expenditures

Project Description	FY 2023-24 Estimated			FY 2024-25 Projected		
	State Appropriated	Other	Total Expenditures	State Appropriated	Other	Total Expenditures
2019-089M21 West Wing Elevator	\$249,341		\$249,341			\$0
2023-084M22 Replace East Roof 4610	\$1,723,340		\$1,723,340	\$66,578		\$66,578
Replace East Wing Roof 2023084M22			\$0	\$1,897,913		\$1,897,913
Upgrade West End Rooftop Unit, Lakewood Campus			\$0	\$480,462		\$480,462
Replace/Upgrade Emergency Generator	\$34,200		\$34,200	\$860,140		\$860,140
Lakewood Campus Space Planning		\$123,320	\$123,320		\$65,000	\$65,000
HVAC Controls Upgrade		\$95,264	\$95,264		\$200,000	\$200,000
Carpet refresh			\$0		\$200,000	\$200,000
Lakewood Campus Space Planning		\$123,320	\$123,320		\$100,000	\$100,000
Maintenance/Repair Misc.		\$121,631	\$121,631		\$200,000	\$200,000
Cafeteria Hood Suppression Replacement		\$22,143	\$22,143			\$0
Exterior Wayfind Signage		\$80,000	\$80,000		\$200,000	\$200,000
Science Labs Refresh		\$63,000	\$63,000			\$0
Trades/Maintenance Buildings			\$0		\$300,000	\$300,000
Bathroom Floor Repair/Refresh Arvada			\$0		\$200,000	\$200,000
Lighting Retrofit			\$0		200,000.00	\$200,000
Nursing Facility Planning			\$0		\$250,000	\$250,000
Floor Repair Lakewood		\$14,375	\$14,375			\$0
Fireproofing Repair			\$0		\$180,000	\$180,000
Main Entry Courtyard			\$0		\$150,000	\$150,000
Human Resource restructure/refresh			\$0		\$250,000	\$250,000
IT/AV Refresh			\$0		\$250,000	\$250,000
Subtotal	\$2,006,881	\$643,053	\$2,649,934	\$3,305,093	\$2,745,000	\$6,050,093
Amount Already Included in Operating/One-time Reserve Budgets			\$0			\$0
Net Total Additional Expenditures	\$2,006,881	\$643,053	\$2,649,934	\$3,305,093	\$2,745,000	\$6,050,093

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FY 2023 Foundation Financial Report

FY2023			
Revenue, Gains and Other Support:	Without Donor Restrictions	With Donor Restrictions	Total
Contributions	\$329,666	\$1,302,992	\$1,632,658
Grants			\$ -
Investment earnings	\$153,976	\$291,820	\$445,796
Rental income			\$ -
Special events			\$ -
Net assets released from restriction	\$1,178,530	(\$1,178,530)	\$ -
Reclassification of net assets			\$ -
Other income			\$ -
Total Revenue, Gains, and Other Support	\$1,662,172	\$416,282	\$2,078,454

Expenses:

Program services	\$1,307,076		\$1,307,076
Fundraising services	\$139,550		\$139,550
Management and general expenses	\$105,514		\$105,514
Transfer to Primary Government			\$ -
Total Expenses	\$1,552,140	\$ -	\$1,552,140