

Long-term strategies and recommendations to promote sustainable budget

1. Evaluate Titan court:
 - a. Titan Court has a loss of approximately \$635K per year, which impacts the general fund and total college funds. The college owes approximately \$16M, and the debt is scheduled to be paid through 2036. The most recent appraisal from a couple of years ago valued the property at approximately \$14M.
 - b. Obtain a current market valuation
 - c. Evaluate amortization schedule and complete cost/benefit analysis of continuing ownership of the property.
 - d. Evaluate relationship between the expense / activity and the college mission.
2. Bond
 - a. Consider incorporating major maintenance, which is \$1.1M of FY20 general fund budget, into bond expenditures in order to reduce or eliminate recurring expense.
 - b. Evaluate long-term fiscal impact of new buildings (e.g. long-term maintenance); consider complete cost/benefit analysis.
3. Comprehensive analysis of all real estate holdings -- Review real estate holdings; obtain current market valuations of all properties, including:
 - a. Downtown Center, new downtown campus, Cottage Grove, etc.
 - b. All other developed properties
 - c. Substantial acreage in undeveloped land owned by LCC
4. Fundraising -- expand use of donations
 - a. Typical expenditures that community colleges pay via fundraising include: Board member travel and President travel
 - b. Consider repurposing funds that become unrestricted after temporary restriction
5. Comprehensive staffing analysis -- all employee groups, all funds
6. Consider, evaluate option of operating levy
7. Avoid across the board budget reductions --
 - a. For example, analyze needs and expenditures from standpoint of both college mission and fiscal sustainability.
 - b. Apply to Materials and Supplies expenditures (approx \$12M of general fund) as well as part-time budgets.
8. Continue thorough review and evaluation of fund structure, including all revenues and expenses within each fund.
9. Consider updating BP 245, Ending Fund Balance policy, to include total for all funds, rather than a single fund (Fund I) which is comprises less than than 45% of total from all funds. A comprehensive policy could require that the total in ending fund balances from all funds be at least 10%, for example.
10. Continue support for successful enrollment growth endeavors
 - a. Online course development and Z-degrees
 - b. Growth in high demand disciplines and programs (e.g. Anthropology)
11. Continue collaborative legislative efforts; consider tying tuition to state funding like Clackamas CC Board, which voted for 3-10% increase but with decrease if CCSF increases.