

Board of Education/Budget Development Subcommittee Integrated Calendar

BDS work plan in green

Fall Term		Winter Term		Spring Term	
November	Standard data elements updated and published	January	List of potential program and service investments and reductions	April 9	Amendments and adjustments submitted for Board of Education packet
Oct/Nov	Budget Development Subcommittee (BDS) convened	January --> January 9	Analysis of balancing proposals Develop balancing worksheet template	April 11	Board discussion of BDS amendments and adjustments
Oct/Nov	BDS feedback on prior year process	January 9	Develop budget assumptions and scenarios	April 11	Administrative balancing options (if needed)
November 15	Budget outlook/initial projections	January 9	Develop enrollment estimate	April 11	Program/service change and investment decisions
November 29	Integrated budget development calendar submitted for Board of Education packet	January 10	Budget update	May 1	Final day minority report submissions will be accepted by the Board of Education
December 5	Review budget development data elements, principles and criteria	February 13	Initial balancing proposals to College Council and campus community	May	Budget Committee meetings commence
December 5	Review budget execution from prior year process	February 14	Budget update		
December 12	Integrated budget development calendar to College Council	February 20	Campus Forum		
December 13	Board discussion of BDS integrated calendar	February 22	Balancing proposals submitted for Board of Education packet		
		February 28	Categorical funding decisions		
		March 14	Planning projection		
		March 14	Board tuition decision		
		March 14	Investment options and recommendations		
		March 14	Board discussion of BDS balancing proposals		
		March 19	Campus Forum		
		March 20	BDS budget recommendations to College Council ¹²		

**FY2018-FY2020
Projection Estimate**

March 14, 2019

	FY2018 Actual Funds I & IX 6.5% CR decrease	3.14.19 Estimate FY2019 Funds I & IX -1.2% CR change	3.14.19 Estimate FY2020 Funds I & IX -0.0% CR change	Notes
REVENUE				
Intergovernmental				
State Funding	24,884,595	22,479,200	22,885,800	\$590.6CCSF, 7.75% allocation
Property Taxes	19,728,801	20,500,000	21,422,500	4.5% increase
	44,613,396	42,979,200	44,308,300	
Tuition & Fees				
Tuition	23,208,944	23,871,100	23,871,100	Current enrollment levels 0% tuition rate change
Student Fees	9,365,850	9,233,800	9,233,800	
Other Fees & Charges	1,325,861	1,185,000	1,185,000	
	33,900,655	34,289,900	34,289,900	
Other Revenue Sources				
Administrative Recovery	1,898,029	4,002,500	2,652,500	Standard schedule
Gifts & Donations	1,235,416	1,587,000	1,587,000	
Other Revenue	1,211,734	1,370,000	1,245,000	
Sale of Goods & Services	2,656,417	2,776,300	3,276,300	
	7,001,596	9,735,800	8,760,800	
Operating Transfers In				
Transfers In	2,605,257	1,214,100	1,077,100	Standard schedule
	2,605,257	1,214,100	1,077,100	
	88,120,904	88,219,000	88,436,100	
EXPENDITURES				
Personnel				
Personnel - Contracted	35,530,159	35,799,800	37,234,900	Current position list; 2% swirl
Personnel - P/T	12,028,058	11,955,000	11,955,000	
OPE	27,037,859	27,132,400	28,373,300	\$860K PERS reserve OPE Rates: 64% FT, 38% PT
	74,596,076	74,887,200	77,563,200	
Other Expenditures				
Materials & Services	11,826,249	12,410,000	13,050,000	Mandatory increases
Capital Outlay	798,651	475,000	860,000	
Goods for Resale	643,106	660,000	660,000	
	13,268,006	13,545,000	14,570,000	
Operating Transfers Out				
Transfers Out	2,500,958	3,638,300	3,604,600	\$2.5M major maintenance
Enterprise Fund Subsidy	-	-	1,166,000	Food service and Titan Store subsidies
	2,500,958	3,638,300	4,770,600	
	90,365,040	92,070,500	96,903,800	
Revenue Over/Under Expenditures	(2,244,136)	(3,851,500)	(8,467,700)	
Beginning PERS Reserve	5,535,938	4,675,938	3,815,938	
Ending PERS Reserve	4,675,938	3,815,938	2,955,938	

Projection Categories, Components, Data Sources and Key Assumptions

Funds I & IX

Category	Components	Data Sources	Key Assumptions
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REVENUE

Intergovernmental

State Funding	State of Oregon Community College & Workforce Development (CCWD) funding	CCWD funding worksheet (updated quarterly), Lane enrollment trends, enrollment trends from other colleges, tax revenues	-\$590.6MM biennial funding base -Lane enrollment, property taxes -Other Oregon community colleges' enrollment, property taxes
Property Taxes	Property taxes (Primarily Lane county; also Linn, Benton, Douglas)	County assessed value and collection rates, actual collections, housing market trends and forecasts	-% increase/decrease

Tuition & Fees

Tuition	Credit and non-credit tuition payments	Credit enrollment, actual receipts, trend analysis	-Tuition rate -Enrollment % change
Student Fees	Mandatory/instructional course fees, including continuing education, transportation, technology fees	Credit and Continuing Education enrollment, fee changes, actual receipts, trends analysis	-Fee rates -Enrollment % change
Other Fees & Charges	Income Credit Program (ICP), child development center, admissions fees, contracts, user fees, rent, bad debt provision	Credit enrollment, service and activity levels, department plans and forecasts, trend analysis, bad debt analysis and collection rates	-Enrollment % change -Service and activity changes

Projection Categories, Components, Data Sources and Key Assumptions

Funds I & IX

Category	Components	Data Sources	Key Assumptions
Other Revenue Sources			
Administrative Recovery	Grant indirect, Pell grant indirect, Foundation salary reimbursement, Titan Store and International general fund contributions	Grant activity, Foundation position list, Titan Store and International operating income and forecasts, department plans and forecasts	-Standard schedule
Gifts & Donations	KLCC memberships, miscellaneous program support from foundation	KLCC trends and forecasts, foundation activity	-KLCC membership % change -Peace Health program support
Other Revenue Sources	Investment income; miscellaneous other revenue	Investment portfolio, rates, actual receipts; credit and CE enrollment, department plans and forecasts, trend analysis	-Investment portfolio base, return rate -Enrollment % change
Sale of Goods & Services	Specialized Support Services (S3), KLCC underwriting, health and dental clinic billing, books, other sales	Service and activity levels, actual receipts, department plans and forecasts, trend analysis	-Service and activity changes
Operating Transfers In	Interfund transfers	Budgeted transfers, actual transfers, scheduled updates	-Standard schedule

Projection Categories, Components, Data Sources and Key Assumptions

Funds I & IX

Category	Components	Data Sources	Key Assumptions
EXPENDITURES			
Personnel			
Contracted	Contracted faculty, staff and manager salary and wages	Position list, salary schedule and step adjustments or bargaining parameters, "swirl" factor	-Staffing levels -Swirl factor -Bargaining
Part-Time	Hourly (non-contracted) faculty, staff and manager wages	Enrollment and activity levels, contracted staffing (backfill offsets), bargaining parameters	-Enrollment % change -Bargaining
Other Personnel Expenses (OPE)	Employee benefits and payroll taxes	Actual collections and expenses, base salary levels, Public Employee Retirement System (PERS) rates, trend analysis	-Staffing levels, total salaries and wages -Health insurance premiums -PERS rates, PERS reserve transfers
Other Expenditures			
Materials & Services	Instructional and administrative materials, supplies and services, utilities	Enrollment and activity levels, actual expenditures, department plans and forecasts, trend analysis	-Enrollment and activity levels
Capital Outlay	Goods and equipment in excess of \$10K and/or depreciable (e.g. library books)	Capital outlay allocation, department plans, trend analysis	-Allocation funding
Goods for Resale	Lane Transit District (LTD) passes, ICP supplies	Sales revenue, actual expenditures, department plans and forecasts, trend analysis	-Main campus credit enrollment -Sales forecasts
Operating Transfers Out	Interfund transfers	Budgeted transfers, actual transfers, scheduled updates	-Standard schedule

Policy Number: BP245

Policy Type: BUDGET AND FINANCIAL

Policy Title: ENDING FUND BALANCE

Lane Community College shall maintain an unrestricted General Fund Ending Fund Balance equal to or greater than 10% of total expenditures and transfers.

The Ending Fund Balance target shall include the Unappropriated Ending Fund Balance (UEFB) as set by board policy BP 295. When the Ending Fund Balance falls to 9% or less, the college shall adopt a plan to replenish the Ending Fund Balance to 10% within two years. When the Ending Fund Balance exceeds 11%, balances in excess may be set aside for reserves or investment in one time expenditures.

If the total Ending Fund Balance (including restricted) falls to levels that require short-term borrowing, the levels set by this policy shall be automatically reviewed and adjusted as necessary.

ADOPTED: January 14, 2004

REVIEWED: February 14, 2007

REVISED: October 19, 2009

REVISED: November 4, 2014

		% of EFB
FY19 Beginning General Fund Balance	\$ 7,783,419	9.3%
FY19 Estimated Surplus/Deficit*	\$ (3,786,500)	
Estimated FY19 Ending General Fund Balance	\$ 3,996,919	4.8%
10% Total General Fund Expenditures & Transfers <i>Policy requirement</i>	\$ 8,354,100	
Estimated Surplus/deficit over policy requirement	\$ (4,357,181)	

*March 14, 2019 Estimate

Fiscal Year 2019-2020 Balancing Levers

Funds I & IX

The Budget Development Subcommittee of College Council continues its work towards a budget recommendation.

In addition to discussing and reviewing projection assumptions, the committee develops a list of potential balancing levers.

Revenue Levers

- Tuition
- Student Fees
- Administrative Recovery
- Entrepreneurial Activities

Expense Levers

- Early separation incentives
- Vacancies
- Efficiencies & restructuring
- Classified, faculty, & management contracted positions
- Classified, faculty, & management part-time reductions
- Health insurance restructuring
- Materials & services
- Capital outlay
- Major maintenance
- Program and service reductions
- Outsourcing

Other Considerations

- Personnel cost adjustments
- Fund balance/reserve funds
- Deferred maintenance needs
- PERS cost escalation

Summary of Board Directions and Recommendations

The college budget should:

Invest in strategic priorities: student success, access and equity, and economic development

Be based on strategic and operational plans with measurable goals and outcomes

Allocate resources based on college mission; limit scope

Reflect an equity lens and mitigate disproportionate impact to underserved and underrepresented communities

Limit the use of one-time funds

Avoid involuntary layoffs of permanent employees

See also Financial Planning Principles, Criteria and Data Elements
(College Governance document)

https://www.lanecc.edu/sites/default/files/budget/financial_planning_principles_criteria_and_data_elements.pdf

FY20 Budget Allocations (Investments) from Strategic Planning, Program Review and Department Planning

Included in Planning Projection

Category	Amount	Strategic Priority		
		Student Success	Access & Equity	Economic Driver
Assessment of Student Learning (course, program, core learning outcomes)	\$ 90,000	X	X	
Curriculum Development	98,100	X		X
New Contracted Faculty Positions	1,300,000	X		
Increased Funding for Student Resource Centers, Labs, Early Alert Program	272,000	X	X	
Increased Funding for Academic Technology, Online/OER	140,000	X	X	
Student Success Coaching	110,000	X	X	
Increased Funding for Multicultural Center, Access & Equity Initiatives	225,000	X	X	
Classroom Technology & Equipment	70,500	X	X	
Increased Funding for Information Technology Upgrades, Security	539,000	X		
Institutional Advancement, External Affairs and Data Analytics	536,000	X	X	X
Increased Funding for Recruitment	81,000	X	X	X
Total Investment	\$ 3,461,600			

Additional Recommended Investments

Category	Amount	Strategic Priority		
		Student Success	Access & Equity	Economic Driver
Increased Funding for Marketing and Website Redesign	100,000	X	X	X
Bond Information Campaign	250,000			X
Total	\$ 350,000			

Early Separation Incentive Report

In February 2019 eligible contracted classified staff, faculty, and administrators were offered an early separation incentive (ESI) of continued employer health insurance coverage for 1 year or a \$10,000 one-time stipend payment.

2019 eligibility requirement for all groups: 55 or older by July 31, 2019 and hire into a contracted assignment on or before January 1, 2009.

Additional eligibility requirement for faculty: active in payroll in Winter term 2019 and a minimum of 7 years service in a contracted faculty assignment.

Budget savings can be realized through early separation incentives through reorganization and efficiencies, lower salary schedule placement for new hires, holding vacant positions open, and reduced benefit costs.

The notification deadline for the 2019 incentive was extended to March 8 due to the prior week's snow closure. Over the next several weeks, department administrators will be developing plans and staffing proposals related to ESI vacancies for Cabinet consideration.

	2019	2018	2017	2016	2015
Participants					
Classified Staff	16	20	18	40	34
Faculty	9	11	9		
Administrators	2	1	5		
	27	32	32	40	34
Positions Filled	tbd	21	18	21	13
Net Savings (Year 1)	tbd	\$ 642,200	\$ 643,800	\$ 1,006,800	\$ 909,000
Recurring Savings	tbd	\$ 847,600	\$ 843,600	\$ 1,063,700	\$ 1,046,800

Updated 3.14.19

	FY2020 Budget Scenario #1: Expense Reductions		FY2020 Budget Scenario #2: Strategic Investments with Foodservices & Bookstore Subsidies	
REVENUE				
State Funding	22,885,800	\$590.6M CCSF, est. 7.75%	22,885,800	\$590.6M CCSF, est. 7.75%
Property Taxes	21,422,500	4.5% property tax increase	21,422,500	4.5% property tax increase
Tuition	23,871,100	No tuition increase	26,309,100	\$11.50 tuition increase (10.1%)
Fees	10,418,800		10,568,800	
Other Revenue	8,760,800		8,760,800	
Transfer In	1,077,100		1,077,100	
	\$ 88,436,100		\$ 91,024,100	
EXPENDITURES				
Contracted Personnel	35,134,900	\$2.1M reduction (5.1%)	36,034,900	\$1.2M reduction (3.2%)
Personnel - PT	10,495,000	\$1.46M reduction (12.2%)	11,005,000	\$950K reduction (7.9%)
OPE	26,474,400		27,244,200	
Other Expenditures	13,070,000	Reduce M&S and capital outlay \$1.5M (10.9%)	13,230,000	Withhold \$550K capital outlay (80%); Reduce M&S \$1.14M (8.7%); \$250K bond campaign investment; \$100K marketing investment
Enterprise Subsidies	1,166,000	Maintain internal bookstore and foodservices	1,166,000	Maintain internal bookstore and foodservices
Transfer Out	2,104,600	\$1M major maintenance funding	2,354,600	\$1.25M major maintenance funding
Revenue Over/Under Expenditures	\$ 88,444,900		\$ 91,034,700	
	\$ (8,800)		\$ (10,600)	
	FY2020 Budget Scenario #3: Maintain Current Service Levels		FY2020 Budget Scenario #4: Strategic Investments with Foodservices and Bookstore Partnerships	
REVENUE				
State Funding	22,885,800	\$590.6M CCSF, est. 7.75%	22,885,800	\$590.6M CCSF, est. 7.75%
Property Taxes	21,422,500	4.5% property tax increase	21,422,500	4.5% property tax increase
Tuition	31,927,100	\$38 tuition increase (33.5%)	25,143,100	\$6 tuition increase (5.3%)
Fees	10,818,800		10,493,800	
Other Revenue	8,760,800		8,760,800	
Transfer In	1,077,100		1,077,100	
	\$ 96,892,100		\$ 89,783,100	
EXPENDITURES				
Contracted Personnel	37,234,900	Maintain current staffing levels	36,034,900	\$1.2M reduction (3.2%)
Personnel - PT	11,955,000		10,955,000	\$1M reduction (8.4%)
OPE	28,373,200		27,225,200	
Other Expenditures	14,570,000	Maintain current expenditure levels	13,230,000	Withhold \$550K capital outlay (80%); Reduce M&S \$1.14M (8.7%); \$250K bond campaign investment; \$100K marketing investment
Enterprise Expenses	1,166,000	Maintain internal bookstore and foodservices	-	Reassign foodservices and bookstore contracted classified staff
Transfer Out	3,604,600	\$2.5M major maintenance funding	2,354,600	\$1.25M major maintenance funding
Revenue Over/Under Expenditures	\$ 96,903,700		\$ 89,799,700	
	\$ (11,600)		\$ (16,600)	

FY2020 Budget Scenario 1: Expense Reductions with Foodservices and Bookstore Subsidies

Total Budget, Funds I & IX: \$88,444,900

Updated 3.14.19

Balancing Revenues: \$0 (0%) Balancing Expense Reductions: \$8,458,900 (100%)

Assumptions

\$590.6M state funding; 7.75% allocation

No tuition or fee increases

Increased rental, gifts and donations revenue: \$500K

\$2.1M (5.6%) reduction in contracted personnel

\$1.46M (12.2%) reduction in part-time personnel

Health insurance redesign, resulting in \$500K savings

\$1.5M (10.9%) reduction in materials, services, travel and capital outlay

Maintain internal foodservices and bookstore operations

\$1M major maintenance funding (\$1.5M decrease from FY19 level)

Strategic Implications

Student Success

This level of personnel cuts will directly impact student-facing services. Strategic investments in advising, success coaching, tutoring, and recruitment will be rolled back. Hours of operation will be reduced in all departments.

Essential contracted faculty positions will be held open, resulting in limited growth and program development.

Part-time faculty reductions will result in reduced sections and will limit the flexibility of deans in optimizing enrollment. This will impact students' ability to progress and complete.

Access & Equity

Personnel reductions will curtail expanded recruitment and retention efforts for underrepresented and underserved communities, and limit expansion of online educational opportunities. Programming in the Multicultural Center, Gender Equity Center, and Student Life and Leadership Development will be impacted.

Regional Economic Driver

Planned investments in economic and workforce investment, institutional advancement, and data analytics will be substantively curtailed. Limited funding will be available for bond planning and communications.

Summary

This budget scenario will inhibit the college from moving forward with strategic investments and priorities. It will result in a drastic reduction of staff, and will disproportionately impact underrepresented and underserved students and communities. It will reverse progress in enrollment and student success.

Impacts

Contracted employees: reduction in force of 25-35 positions including retrenchment and involuntary layoffs

Part-time personnel: reduction of 35-45 faculty and staff positions, ~400-500 class sections

Reduced student access and equity; decline in student enrollment, retention and goal attainment

No change in cost of attendance

FY2020 Budget Scenario 2: Strategic Investments with Foodservices & Bookstore Subsidies

Total Budget, Funds I & IX: \$91,034,700

Updated 3.14.19

Balancing Revenues: \$2,588,000 (31%) Balancing Expense Reductions: \$5,869,100 (69%)

Assumptions

\$590.6M state funding; 7.75% allocation

\$11.50 (10.1%) tuition increase to support strategic investments and subsidize enterprise units

Increased rental, gifts and donations revenue: \$500K

\$1.2M (3.2%) reduction in contracted personnel

\$950K (7.9%) reduction in part-time personnel

Health insurance redesign, resulting in \$500K savings

\$550K (80%) reduction of capital outlay budget, limited to essential IT infrastructure needs and Perkins funded instructional equipment. Pursue grant and external funding for other identified capital needs, including through the bond.

\$1.14M (8.7%) reduction in materials and services, realized through centralizing supplies, eliminating telephone charge backs, continuing to limit travel and review contracts and mandatories.

\$250K investment in bond campaign; \$100K (15%) investment in marketing and website redesign

\$1.25M major maintenance funding (\$250K increase over FY18 level; \$1.25M decrease from FY19 level)

Maintain internal foodservices and bookstore operations

Strategic Implications

Student Success

The college will continue to invest in enrollment growth and student success strategies including advisors, success coaches, tutoring, and recruitment. Department hours of operation will be maintained.

Part-time budgets will be reduced through scheduling, enrollment management, and faculty assignment. Part-time funding will be sufficient to optimize sections in support of student enrollment, progression and completion, and to maintain services and operations. \$6 of the tuition increase will provide essential revenues to support investments in instruction and student services. \$5.50 of the tuition increase will be used to subsidize foodservices and bookstore operations.

Access & Equity

Total cost of attendance will increase by 8.6% for students taking 12 credits per term.

The college will continue to invest in access, equity, and inclusion work to include recruitment of diverse students and staff, development and implementation of a college-wide equity lens, and programming in the Multicultural Center, Gender Equity Center, and Student Life and Leadership Development.

Regional Economic Driver

The college will invest in economic and workforce development and institutional advancement, which will provide both regional economic impact and improved long-term financial sustainability.

Summary

This budget scenario includes essential investments to support student success, and college strategic priorities, and long-term financial sustainability. It will provide resources to continue improving student enrollment, student success initiatives, and program and curricular development and redesign.

It involves raising student tuition in order to subsidize enterprise operating losses.

Impacts

Contracted employees: reduction of 10-14 positions through voluntary separation incentives, attrition, and reorganization.

Part-time personnel: some part-time faculty and staff will have reduced assignments and hours; these may be restored with enrollment gains

While investments will be made in student success, access and equity initiatives, the 10.1% tuition increase will likely have a detrimental impact on access, equity, and enrollment.

Increased annual cost of attendance: \$517 (8.8%) at 15 credits/term; \$414 (8.6%) at 12 credits/term

FY2020 Budget Scenario 3: Maintain Current Service Levels

Total Budget, Funds I & IX: \$96,903,700

Updated 3.14.19

Balancing Revenues: \$8,456,000 (100%) Balancing Expense Reductions: \$0 (0%)

Assumptions

\$590.6M state funding; 7.75% allocation

\$38 (33.5%) tuition increase to maintain current service levels

Increased rental, gifts and donations revenue: \$500K

Maintain internal foodservices and bookstore operations

Maintain current staffing, expenditures and major maintenance funding levels

Strategic Implications

Student Success

Existing instructional and student services service levels will be maintained.

A 33.5% tuition increase is expected to create significant barriers to student entry, retention, and completion.

Access & Equity

Existing programs, services, and initiatives in support of access, equity and inclusion will be maintained.

However, a 33.5% tuition increase is expected to substantively limit access and opportunity, and will have a disproportionate impact on underrepresented and underserved communities.

Regional Economic Driver

Existing programs and efforts will be maintained.

Summary

This budget scenario will maintain current staffing and service levels, including internal operations of foodservices and bookstore operations, while dramatically increasing tuition and the cost of attendance.

Impacts

No change in contracted or part time staffing levels

Reduced student access and equity; decline in student enrollment, retention and goal attainment

Increased annual cost of attendance: \$1,710 (29%) at 15 credits/term, \$1,368 (28.5%) at 12 credits/term

FY2020 Budget Scenario 4: Strategic Investments

Total Budget, Funds I & IX: \$89,708,700

Updated 3.14.19

Balancing Revenues: \$1,347,000 (16%) Balancing Expense Reductions: \$7,104,000 (8.4%)

Assumptions

\$590.6M state funding; 7.75% allocation

\$6.00 (5.3%) tuition increase to support strategic investments

Increased rental, gifts and donations revenue: \$500K

\$1.2M (3.2%) reduction in contracted personnel

\$1M (8.4%) reduction in part-time personnel

Health insurance redesign, resulting in \$500K savings

\$550K (80%) reduction of capital outlay budget, limited to essential IT infrastructure needs and Perkins funded instructional equipment. Pursue grant and external funding for other identified capital needs, including through the bond.

\$1.14M (8.7%) reduction in materials and services, realized through centralizing supplies, eliminating telephone charge backs, continuing to limit travel and review contracts and mandates.

\$250K investment in bond campaign; \$100K (15%) investment in marketing and website redesign

\$1.25M major maintenance funding (\$250K increase over FY18 level; \$1.25M decrease from FY19 level)

Local foodservices partnerships; bookstore contract services

Strategic Implications

Student Success

The college will continue to invest in enrollment growth and student success strategies including advisors, success coaches, tutoring, and recruitment. Department hours of operation will be maintained.

Part-time budgets will be reduced through scheduling, enrollment management, and faculty assignment. Part-time funding will be sufficient to optimize sections in support of student enrollment, progression and completion, and to maintain services and operations. A \$6 tuition increase will provide essential revenues to support investments in instruction and student

Access & Equity

Total cost of attendance will increase by 4.5% for students taking 12 credits per term. This increase is fully covered by the Pell Grant for students with an EFC of \$1,900 or less.

The college will continue to invest in access, equity, and inclusion work to include recruitment of diverse students and staff, development and implementation of a college-wide equity lens, and programming in the Multicultural Center, Gender Equity Center, and Student Life and Leadership Development.

Regional Economic Driver

The college will invest in economic and workforce development and institutional advancement, which will provide both regional economic impact and improved long-term financial sustainability.

Summary

This budget scenario balances moderate increases in the cost of attendance with essential investments to support student success, college strategic priorities, and long-term financial sustainability. It will provide resources to continue improving student enrollment, student success initiatives, and program and curricular development and redesign.

Impacts

Contracted employees: reduction of 10-14 positions through voluntary separation incentives, attrition, and reorganization.

Contracted classified staff in the bookstore and foodservices will be provided opportunities for continued employment at the college.

Part-time personnel: some part-time faculty and staff will have reduced assignments and hours; these may be restored with enrollment gains

Continued support of student access and equity goals; continued gains in student enrollment and retention

Increased annual cost of attendance: \$270 (4.6%) at 15 credits/term; \$216 (4.5%) at 12 credits/term

Tuition Rate Scenarios

Increase	Current Tuition Rate	New Rate	Change to Total Cost of Attendance (Tuition and Fees) at 12 credits	
\$ -	\$ 113.50	\$ 113.50	\$ 4,794	0.0%
\$ 3.50*	\$ 113.50	\$ 117.00	\$ 4,920	2.6%
\$ 4.50	\$ 113.50	\$ 118.00	\$ 4,956	3.4%
\$ 5.50	\$ 113.50	\$ 119.00	\$ 4,992	4.1%
\$ 6.00^	\$ 113.50	\$ 119.50	\$ 5,010	4.5%
\$ 11.50	\$ 113.50	\$ 125.00	\$ 5,208	8.6%

* 2018 HEPI is 2.8%; which equates to a \$3.50 increase over current rates

^ Total cost of attendance at a tuition rate of \$119.50 is fully covered by the Pell Grant for students taking 12+ credits and an EFC of \$1,900 or less. This currently represents 60% of Lane credit students.

Oregon Community Colleges are discussing tuition and fee increases in the range of 5% to 10% for FY20 based upon current state funding projections.

Annual Cost of Attendance (Tuition and Fees)

Credit student taking 15 credits per term at main campus						
Does not include course-specific fees						
	Current	Scenario 1	Scenario 2	Scenario 3	Scenario 4	
Tuition	\$ 5,108	\$ 5,108	\$ 5,625	\$ 6,818	\$ 5,378	
Technology Fee	405	405	405	405	405	
Transportation Fee	81	81	81	81	81	
Student Activity Fee	168	168	168	168	168	
Health Clinic Fee	135	135	135	135	135	
Total	\$ 5,897	\$ 5,897	\$ 6,414	\$ 7,607	\$ 6,167	
% Increase over current	0.0%	0.0%	8.8%	29.0%	4.6%	

Credit student taking 12 credits per term at main campus						
Does not include course-specific fees						
	Current	Scenario 1	Scenario 2	Scenario 3	Scenario 4	
Tuition	\$ 4,086	\$ 4,086	\$ 4,500	\$ 5,454	\$ 4,302	
Technology Fee	324	324	324	324	324	
Transportation Fee	81	81	81	81	81	
Student Activity Fee	168	168	168	168	168	
Health Clinic Fee	135	135	135	135	135	
Total	\$ 4,794	\$ 4,794	\$ 5,208	\$ 6,162	\$ 5,010	
% Increase over current	0.0%	0.0%	8.6%	28.5%	4.5%	

Credit student taking 9 credits per term at main campus						
Does not include course-specific fees						
	Current	Scenario 1	Scenario 2	Scenario 3	Scenario 4	
Tuition	\$ 3,065	\$ 3,065	\$ 3,375	\$ 4,091	\$ 3,227	
Technology Fee	243	243	243	243	243	
Transportation Fee	81	81	81	81	81	
Student Activity Fee	168	168	168	168	168	
Health Clinic Fee	135	135	135	135	135	
Total	\$ 3,692	\$ 3,692	\$ 4,002	\$ 4,718	\$ 3,854	
% Increase over current	0.0%	0.0%	8.4%	27.8%	4.4%	

Technology Fee \$ 9/credit
 Transportation Fee \$ 27/term
 Student Activity Fee \$ 56.05/term
 Health Clinic Fee \$ 45/term

State Funding Scenarios

	Community College Support Fund (Biennium)	Lane Allocation	Total Revenue
Base Planning Projection	\$ 590,600,000	7.75%	\$ 22,885,800
Change per 1/2% change in Lane allocation			\$ 1,476,500
Change per \$10M change in support fund			\$ 387,500

The state community college funding level for the 2020-2022 biennium will likely not be determined prior to the college's legal budget development timeline. The college's percent allocation is determined through the state funding formula's FTE calculation, which won't be determined until after final 2018-2019 FTE figures from each college are processed.

The college is using \$590.6M state funding for its planning and budget development figure, based on OCCA recommendations and the Co-Chair Budget released on March 7. Lane's Budget Office estimates the college will receive 7.75% of the final CCSF based upon the FTE- and property tax-driven state funding formula.

If the college's state revenue is **HIGHER** than projected due to higher levels of overall funding, including CTE funding and/or a higher percent allocation due to relative enrollment gains, the college will explore:

- 1) reducing the cost of attendance through tuition reductions
- 2) increased investments in student success, access and equity, and driving the regional economy. These investments will come primarily in the form of personnel.
- 3) investments in capital outlay and major maintenance

If state funding for the 2019-2020 biennium comes in **LOWER** than the college's planning projection, the college will hold vacant positions open and further limit part-time and materials and services expenditures. The college may also need to consider program and service reductions based on reduced state funding.

Food Services Report

	2015	2016	2017	2018	2019 Est.
Credit Student Headcount	18,383	17,212	16,376	15,623	15,400
Revenue	\$ 1,275,932	\$ 980,963	\$ 696,705	\$ 731,409	\$ 570,500
Personnel					
Management	\$ 114,066	\$ 116,674	\$ 56,369	\$ 101,976	\$ 103,110
Contracted Staff	266,178	181,925	137,273	166,603	172,200
PT Staff	229,323	225,709	223,936	188,437	122,500
OPE	328,885	277,396	209,132	248,337	226,700
	\$ 938,452	\$ 801,704	\$ 626,710	\$ 705,353	\$ 624,510
Materials and Supplies	\$ 861,736	\$ 571,041	\$ 478,561	\$ 522,853	\$ 366,000
Operating Income	\$ (524,256)	\$ (391,782)	\$ (408,566)	\$ (496,797)	\$ (420,010)
Capital Outlay	79,351	28,915	-	-	-
Ending Fund Balance	\$ (564,082)	\$ (984,779)	\$ (1,393,345)	\$ (1,890,142)	\$ (2,310,152)
Sales/Student	\$ 69	\$ 57	\$ 43	\$ 47	\$ 37
Current Staff	Headcount	FTE	Notes		
Management	2	1.5	one manager split 50/50 with CML		
Contracted Classified	5	3.9	one split 50/25/25 with CML, CAHMT		
Part-Time Classified	23	5.2	average 40 hours/month fall term 2018		

Titan Store Report

	2015	2016	2017	2018	2019 Est.
Credit Student Headcount	18,383	17,212	16,376	15,623	15,400
Revenue	\$ 5,119,981	\$ 4,540,269	\$ 3,767,507	\$ 3,117,322	\$ 2,493,900
Personnel					
Contracted Management	\$ 59,825	\$ 61,180	\$ 63,795	\$ 74,877	\$ 56,800
Contracted Staff	539,571	459,109	441,691	370,440	231,700
PT Staff	319,329	283,502	243,403	201,998	202,000
OPE	504,885	441,076	416,364	368,591	266,300
	\$ 1,423,610	\$ 1,244,867	\$ 1,165,253	\$ 1,015,906	\$ 756,800
Materials and Supplies	\$ 4,165,525	\$ 3,474,339	\$ 2,850,186	\$ 2,422,146	\$ 1,995,100
Operating Income	\$ (469,154)	\$ (178,937)	\$ (247,932)	\$ (320,730)	\$ (258,000)
Capital Outlay	48,979	214	-	-	-
General Fund Contribution	50,731	550,000	500,000	500,000	500,000
Ending Fund Balance	\$ 2,817,861	\$ 2,088,710	\$ 1,340,778	\$ 520,048	\$ (237,952)
Sales/Student	\$ 279	\$ 264	\$ 230	\$ 200	\$ 162
Current Staff	Headcount	FTE	Notes		
Management	1	0.6	one manager split 60/40 with P&G		
Contracted Classified	5	3.5	2 staff partially reassigned		
Part-Time Classified	49	7.0	average 24 hours/month fall term 2018		