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Ventura County Community College District
Guiding Principles for Budget Reductions
October, 2020

5 The COVID-19 worldwide pandemic has significantly impacted the way of life and the lives of citizens
6 around the world, including all Californians. Further, COVID-19 has caused substantial economic
7 damage to local, regional, state, national and global economies. Because of COVID-19 and its impact on
8 the California economy, the state has projected a revenue shortfall totaling a combined \$54 billion
9 dollars for 2020-21 and 2021-22. At this time, the corresponding revenue shortfalls being passed on to
10 the Ventura County Community College District by the state are in the form of cash deferrals, rather
11 than a requirement for ongoing budget cuts. Simply put, cash deferrals result from the State delaying
12 apportionment payments to districts. While cash flow challenges can result from these delayed revenue
13 payments, cash deferrals are a preferred method to temporarily mitigate revenue shortfalls so that the
14 District's base funding is maintained for future years. The size of the revenue deferrals from the state is
15 quite large and this method of mitigation may not be sustainable for the long-term. Hence, the Ventura
16 County Community College District shall continue to utilize all resources wisely at all times while we
17 prepare for the possibility of implementing ongoing budget reductions in 2021-2022 and beyond, as
18 necessary. To that end, the following principles and priorities shall be used to guide the District's varied
19 and diverse constituencies during the necessary discussions, recommendations and actions that will
20 occur as the District prepares for potential upcoming fiscal challenges. Each item listed is of high priority
21 and stands on its own merit. Items are not listed or ranked by order of priority.

- 22 • Decisions must place priority on the colleges and District's missions and service to students.
23 Colleges will consider the needs of their most vulnerable students impacted by COVID-19 in
24 their budget decisions. Budget reduction strategies, prioritization and recommendations will
25 focus on preserving programs and services to students, staff and community.
- 26 • Decisions to reduce expenses should have the least possible impact on students, should
27 recognize and not erode contractual agreements, and should be made by each college and the
28 district office in a strategic way so as to position the District to emerge from the impending fiscal
29 challenge for recovery and growth.
- 30 • Budget reduction strategies, prioritization and recommendations will be transparent, with
31 ongoing and timely communication from District with campus leadership, bargaining unit
32 leadership and all constituencies.
- 33 • District and campus fund balances and reserves will be considered and utilized, as appropriate,
34 to mitigate reductions. The use of fund balances and reserves should be prudent and in
35 amounts germane to the challenge but balanced by the need to sustain the purposes for which
36 the fund balances or reserves were established. Reserves and fund balances should not be
37 depleted too rapidly or precipitously and they should be utilized strategically in a measured way
38 to help weather difficult financial circumstances. The use of reserves and fund balances should
39 be recognized as one-time dollars and should not be relied upon as a sole solution to mitigate
40 for ongoing, long-term budget reductions. Reserves and fund balances should be utilized in
41 conjunction with ongoing operational budget reductions.
- 42 • To the greatest extent possible, VCCCD will generate ongoing cost savings by driving
43 inefficiencies out of campus and District operations.

- 44 • Reduction of positions should happen by natural attrition rather than layoffs, whenever
45 possible.
- 46 • Budget reductions will not compromise the safety and health of students, faculty, staff or
47 visitors, or VCCCD's compliance with applicable laws.
- 48 • Budget reductions will not prevent the District from conducting the essential operation or
49 maintenance of our physical plants.
- 50 • Fiscal year 2020-21 will be utilized to plan for and prioritize budget reductions, whether or not
51 any such reductions will ultimately be necessary to implement.

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