



# C A R L SANDBURG C O L L E G E

ILLINOIS COMMUNITY COLLEGE DISTRICT 518  
GALESBURG, ILLINOIS  
[www.sandburg.edu](http://www.sandburg.edu)

**JULY 1, 2021 – JUNE 30, 2022  
BUDGET**

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**Educational &  
Financial Plan**

# CARL SANDBURG COLLEGE

## Budget for Fiscal Year 2022

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# I. Strategic Forecast



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# CARL SANDBURG COLLEGE

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## EXECUTIVE SUMMARY

**TO:** Board of Trustees, Carl Sandburg College  
Community College District #518

**FROM:** Seamus Reilly, President

**SUBJECT:** Budget for Fiscal Year 2022

Carl Sandburg College has been dealing with the significant impacts of COVID-19 on community colleges across the nation. While the federal assistance has helped students and institutions, the college continues to be impacted by the mandated changes to how we deliver coursework. Thanks to the faculty and staff, students at Carl Sandburg have continued to make progress towards completion of their studies.

Carl Sandburg faculty and staff have been working to implement key components of the strategic plan and have begun to implement the strategic enrollment initiatives developed in conjunction with an outside consultant. Enrollment continues to be a top priority as it is one way to stabilize the institution. We will continue to explore ways to increase service to our district. In addition, student success and completion are at the forefront of everything we do at the College. Increasing persistence and retention will continue to help stabilize the College's financial situation.

The FY 2022 budget is developed on credit hour projections developed in conjunction with the Instructional Team. Given that two (2) of our three (3) major funding sources are directly affected by the number of credit hours produced in each program, the College's Administration placed a high priority on this aspect of our planning process.

**The FY 2022 budget incorporates and reflects recognition of several significant factors:**

1. The College budget will be adopted in accordance with the timeline approved by the Board of Trustees in January 2021.
2. Consistent with our assessment process, there is a commitment to look inward on the quality and efficiencies of current programs/activities to determine ways to provide better academic programming and services.
3. A new labor agreement was negotiated through June 30, 2026, through our commitment to Interest Based Bargaining (IBB) process with the Sandburg Education Association (SEA).

While the College continues to face challenging financial times, we remain committed internally and externally to achieving excellence in all that we do. Above all else, we remain committed to the students we serve.

April 22, 2021

To the Carl Sandburg College Board of Trustees:

Presented in this document is the Budget for Carl Sandburg College for the fiscal year ending June 30, 2022. The Annual Budget serves as the financial plan for all funds of the College. It has been developed utilizing a comprehensive, quality-enhancing approach designed to make the budget easily understood. We believe the following budget information presents the College's future plans and financial impact and includes information that has been suggested by the Board of Trustees, community members, and staff. All interested parties are encouraged to interact with College administration. Interaction among interested groups consistently leads to operational and educational improvements.

## **Organizational Summary**

### **Background**

Carl Sandburg College was established, by authority of the Illinois Community College Act of 1965, and was approved by voters in a September 1966 referendum. In 2010, The Higher Learning Commission North Central Association of College and Schools continued accreditation for ten years and indicated that fiscal management was a strong asset of the College.

The budget involves evaluating historical information and planning to meet future needs of our district as per our strategic plan. Budget managers have the ability to review all budgets and external audit reports as well as all financial transactions related to their responsibilities in a budget to actual format. With this information and their commitment to teaching and learning, they are able to contribute meaningful information for the budget.

The goal of any strategic planning process is simply to identify current needs and trends of an organization as well as to anticipate future necessities and opportunities. This reflective and proactive approach thereby allows an institution to develop a framework for considering both the current and future opportunities it has. Additionally, it provides a guiding light for everyone in the organization to see and understand where the organization is headed and why. The planning process also allows for formal action plans with measurable objectives to be developed so the organization can determine how best to allocate its scarce resources and also to have a mechanism in place to determine if it has met its goals.

The strategic planning process for Carl Sandburg College has these same goals. Carl Sandburg College has a rich and varied history; however, it has, over time, consistently maintained a strong commitment to its students and to all of the communities it serves. Additionally, it has come to be known as the Sandburg family to its employees. It is with this strong commitment to students, outreach and to each other, this strategic plan was formulated.



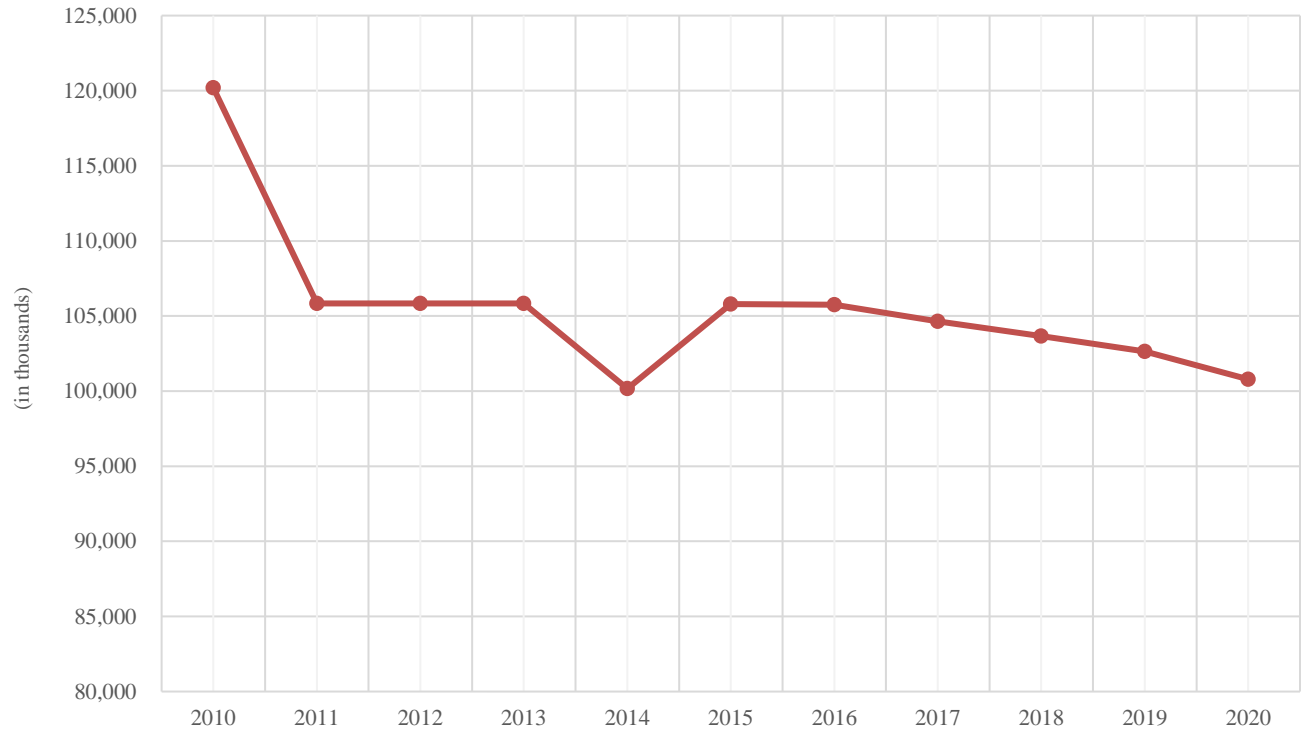
## PRINCIPAL EMPLOYERS

Employer	<u>2020</u>			<u>2011</u>		
	Employees	Rank	Percentage of Total District Employment	Employees	Rank	Percentage of Total District Employment
Smithfield Foods (Farmland)	1,700	1	1.58%	1,400	1	2.25%
Burlington Northern Santa Fe Railroad	1,031	2	0.96%	1,115	2	1.79%
OSF (Galesburg, Monmouth)	780	3	0.73%	1,025	3	1.65%
Dick Blick Art Materials	683	4	0.64%	550	6	0.88%
Galesburg Cottage Hospital	620	5	0.58%	730	4	1.17%
HyVee Food Stores	578	6	0.54%	574	5	0.92%
Galesburg School District #205	455	7	0.42%	542	7	0.87%
Knox County	450	8	0.42%	420	10	0.68%
Carl Sandburg College	377	9	0.35%	454	8	0.73%
Bridgeway/Bridgeway Training	324	10	0.30%	450	9	0.72%
Total	6,998		6.52%	7,260		11.66%

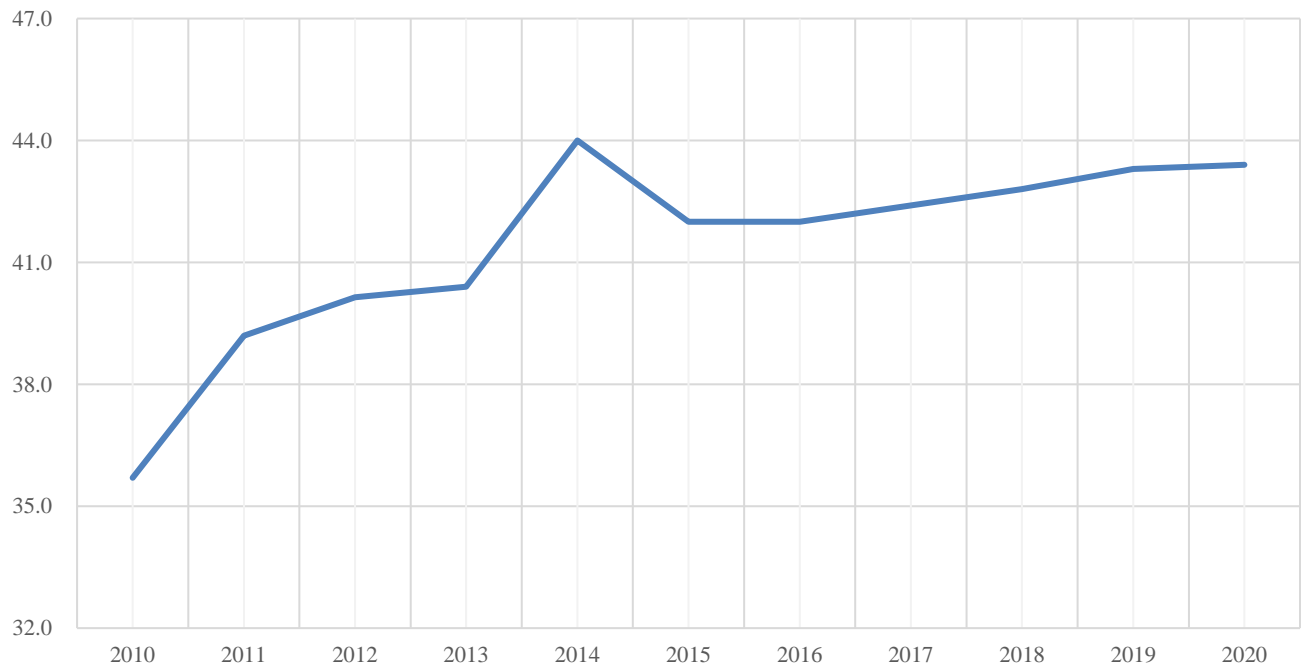
While these are not unique occurrences across the American landscape, when they happen in a sparsely populated, 3,000 square mile community college district, their impact is greatly amplified when:

1. Half of our district households earn less than \$25,000 a year.
2. Nearly (1/3) of families are eligible for free/reduced lunches.
3. 40% of single parent families live in poverty.
4. Only 22.6% of area residents hold bachelor's degrees (34.7% statewide).
5. Nearly 13% of adults lack a high school diploma.
6. 60% of students in our district are "underprepared" based on the Accuplacer Placement Test placing them in the Developmental (remedial) classes (33% nationally).

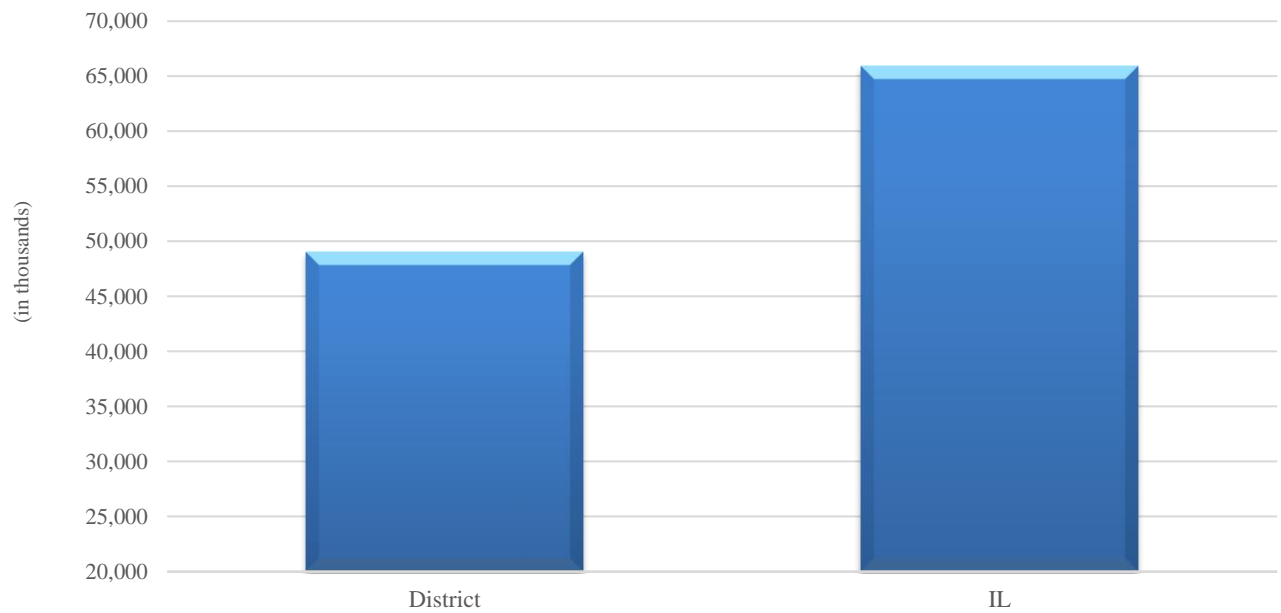
### District Population



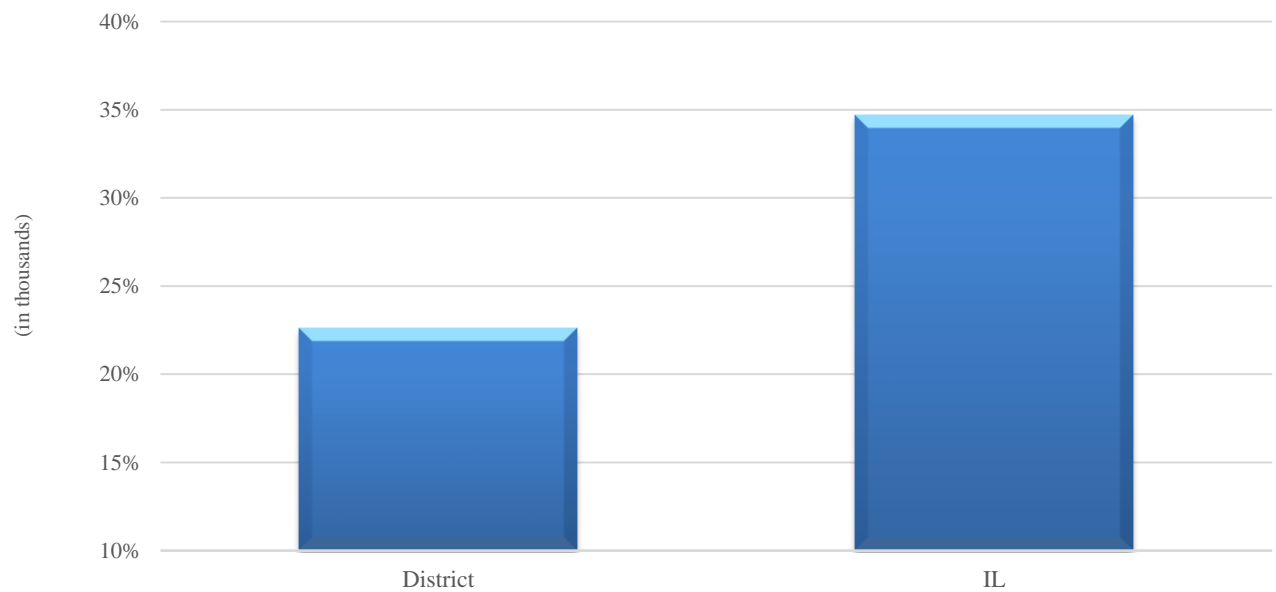
### District Median Age



## Median Household Income

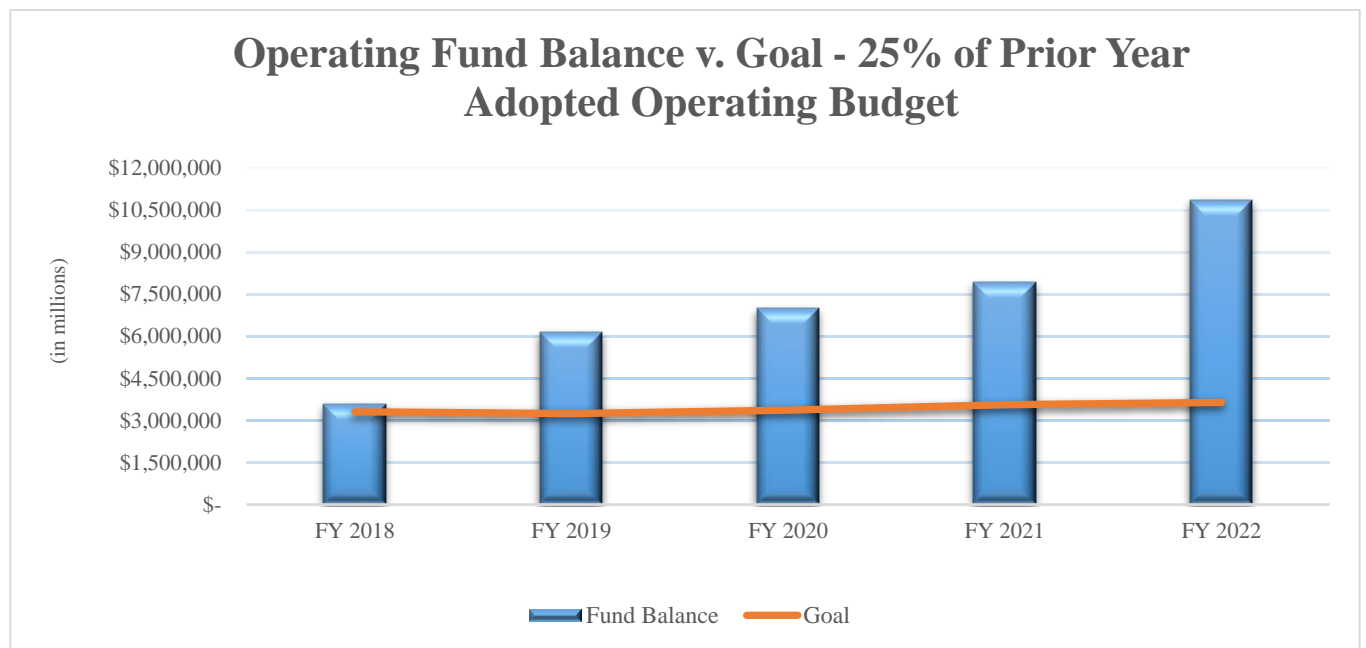


## % of Person 25 years+ with Bachelor's degree or higher



## Long Range Financial Forecast

The College strategic plan adopted a financial goal of maintaining an operating fund balance equal to 25% of the previous year's adopted operating budget. The College had increased the average operating fund balance over the last several years. This allowed the College to be more adaptable in periods of economic downturn. With the lack of a state budget fund balances drew below the 25% goal in FY 2016 and FY 2017. Starting in FY 2018, state funding was received and reserves began to climb again. Despite downturns from COVID-19 reserves are expected to remain within the district's 25% goal.

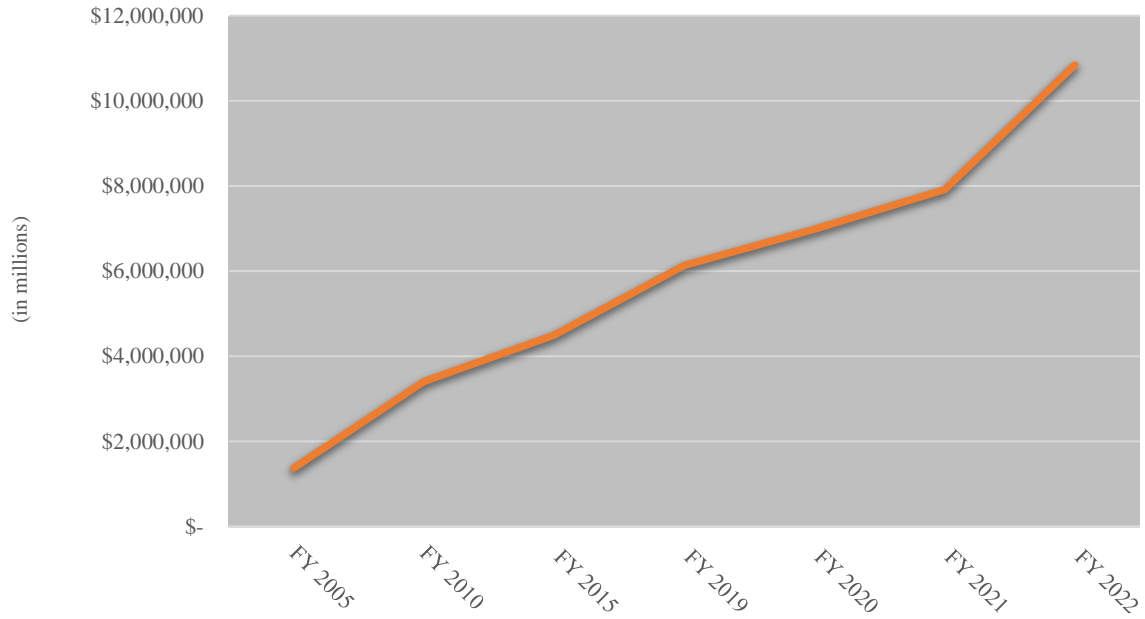


## General Funds Projected Fund Balance

The College has constructed the FY 2022 operating budget as conservatively as possible. Federal funding, in conjunction with cost savings measures are expected to maintain fund balances in FY 2022. Fund balances are expected to decrease as the effects of COVID-19 are fully realized in FY 2023 and beyond.

At year end, unexpended and unencumbered monies held within a particular fund accumulate from year to year and are designated as fund balances. Various reasons can account for the accumulation of fund balances. In some instances, conservative spending of budgeted monies creates a surplus at year-end. In other instances, monies are received in one fiscal year with the intent to be expended in a subsequent year for a particular purpose. This would be typical for a capital construction project that takes potentially longer to complete. Accumulated fund balances are available for appropriation in subsequent years. The graph below reflects the accumulation of fund balances through prudent fiscal management.

## Fund Balance - General Funds

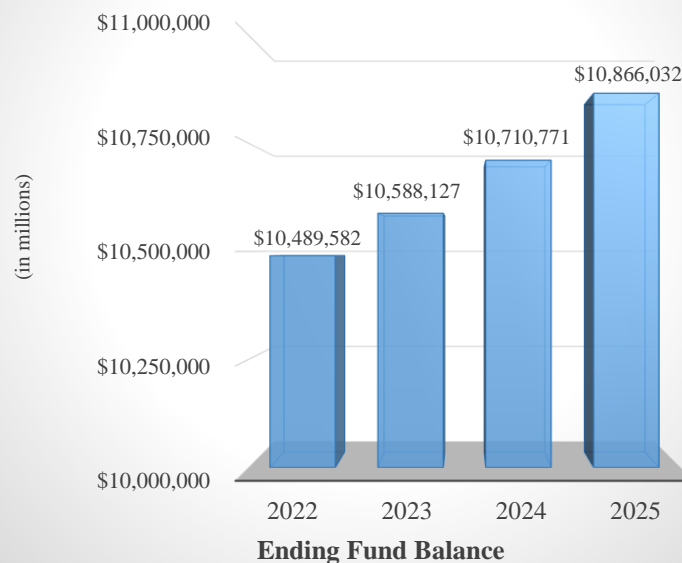


### Carl Sandburg College General Funds - Projected Changes in Fund Balance Fiscal Years 2022 - 2025

	2022	2023	2024	2025
Beginning Balance	\$ 9,629,077	\$ 10,489,582	\$ 10,588,127	\$ 10,710,771
Revenues	\$ 14,715,490	\$ 13,969,565	\$ 14,139,502	\$ 14,319,416
Expenditures	14,148,965	14,290,455	14,433,359	14,577,693
Revenues Over (Under) Expenditures	\$ 566,525	\$ (320,890)	\$ (293,857)	\$ (258,277)
Transfers	293,980	419,435	416,501	413,537
Ending Fund Balance	\$ 10,489,582	\$ 10,588,127	\$ 10,710,771	\$ 10,866,032

Transfers in for capital expenditures funded from STEF and Working Cash.  
Transfers out for student activities.

## General Funds - Projected Changes in Fund Balance Fiscal Years 2022 - 2025



### Budget Development

Planning is a continuous process, which takes place at various management levels of the College and involves students, administrators, faculty, staff and stakeholders in a coordinated effort to constantly improve the College's ability to best serve the residents of the District. Energies focus on stakeholder concerns, community condition, capital asset assessment, debt levels, performance measures and safety.

It is the philosophy of the College, that a balanced budget is a fundamental element of financial accountability. Expenditures for a given year should be no greater than projected resources available. Thus, the first step in the budgeting process is development of a comprehensive revenue estimate. This estimate is extracted from the most recent known data and projections from the five-year forecasting model of assumptions used by the budget committee. Revenue projections are refined as the College progresses through the budget process.

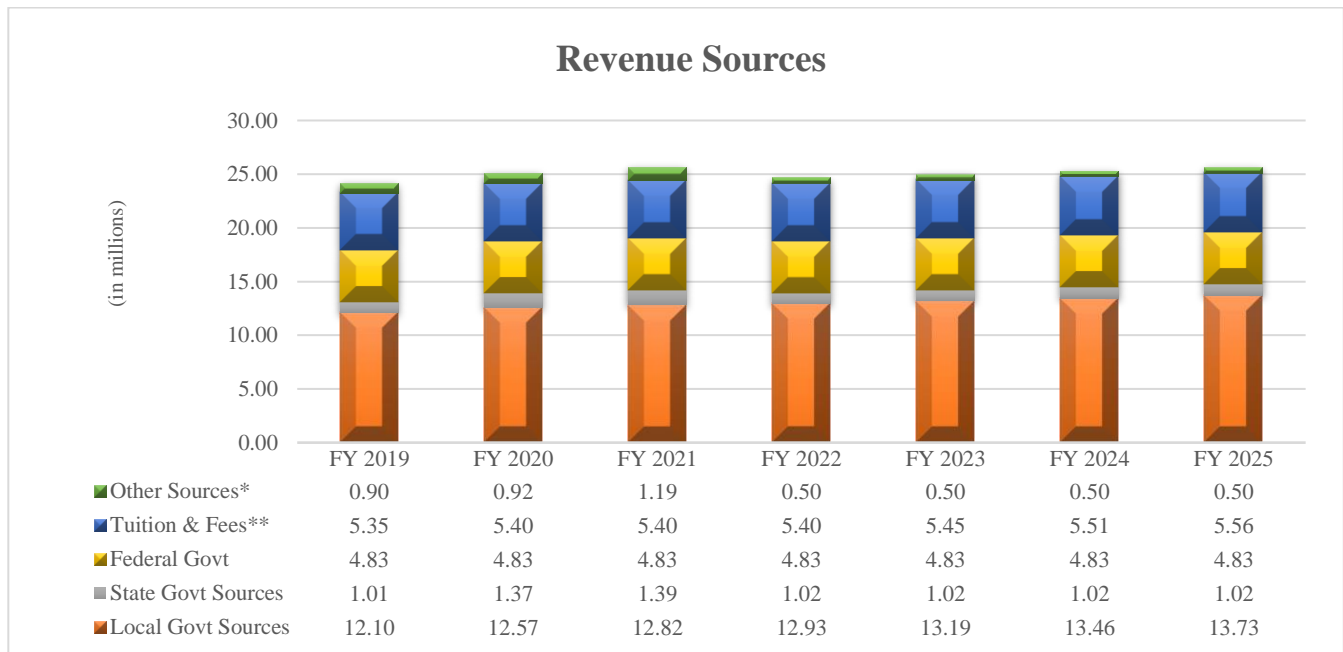
### Significant Financial and Demographic Changes

The most critical issues facing the College in the near future are enrollment and property tax base changes. Many factors affect student enrollment including economic factors, financial aid factors, population trends and barriers specific to individual students. The College continues to work diligently to assure that all students apply to receive all financial aid they are qualified to receive. This can include federal funding sources such as Pell Grants, Direct Loans, and/or state monetary award grants. In recent years, these sources have been increased. The Department of Education rules now state that loans are to be disbursed by the College's Financial Aid Department. The college has seen an 8% increase in the average amount of aid our students receive. Population for the district and the K-12 schools within our district has declined and unemployment rates remain above the state average.



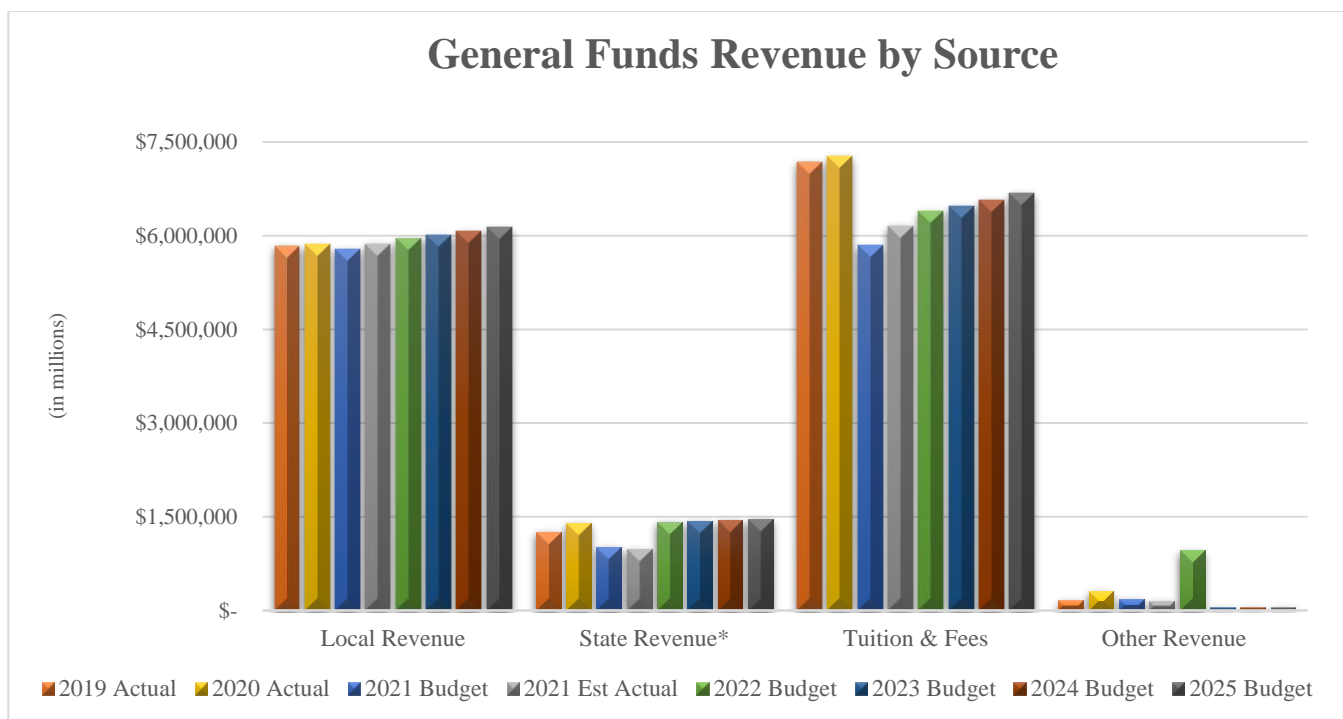
## General Funds Revenue

Revenue within each fund is classified according to source: Local Sources, State Sources, Federal Sources, tuition and fees, and other sources (not including Transfers In). The chart below illustrates revenue sources for the FY 2022 budget through the projected FY 2025 budget. In the past, the College has relied on three major sources of revenue for operating – Local Government Sources (property taxes), State Government Sources (ICCB grants), and tuition and fees. Federal Sources reflect grants received and restricted to expenditures for specific purposes. Fund balance appropriations are not included. The FY 2022 budget reflects a conservative approach to state funds.



\*Excluding SURS on behalf

\*\*Net of Scholarship Allowances



\*Excluding SURS on behalf

## Tax Base Trends

Taxes are generated from a general property tax placed upon all real property within the College district. For FY 2022, local tax revenues include taxes levied on property owners for calendar year 2020, payable in June and September of 2021. The taxable value or equalized assessed valuation (EAV) approximates one-third of the market value of the land in the district. The underlying value of this real property has experienced long-term growth of approximately 3% annually.

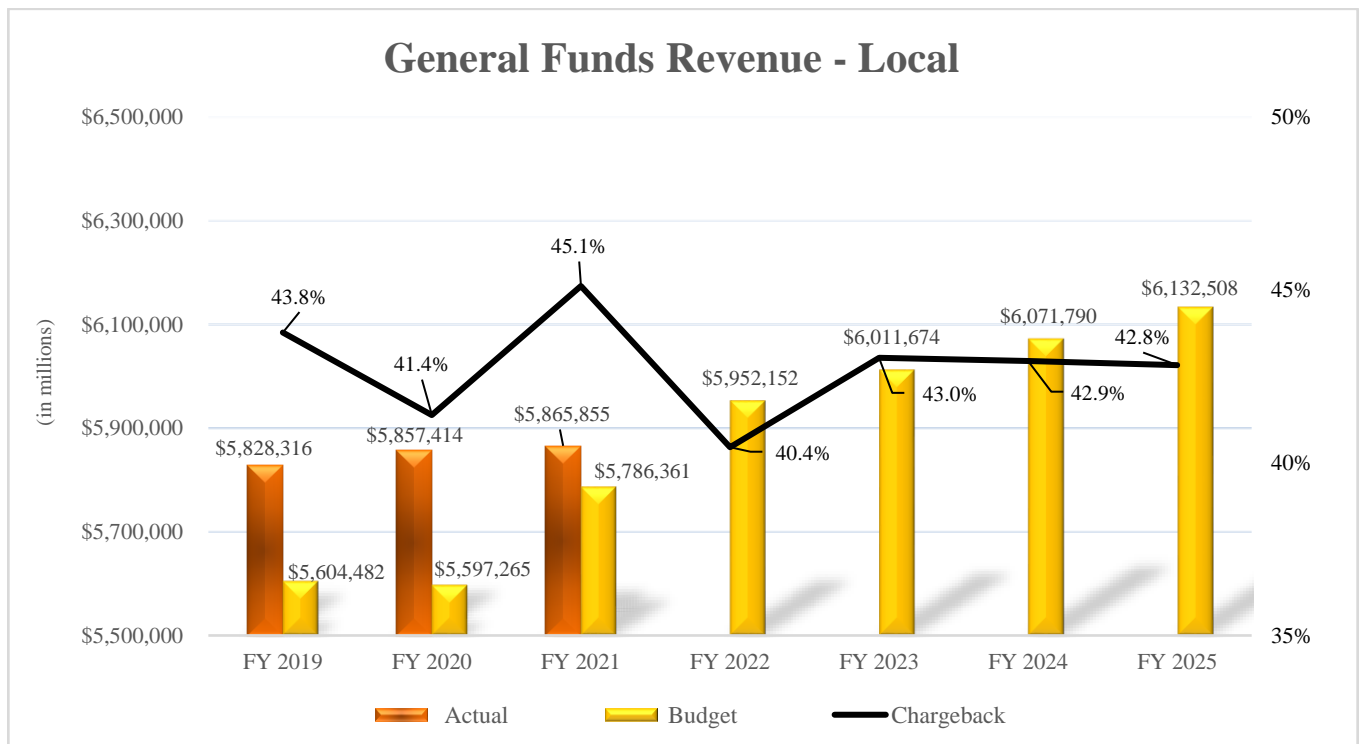
Economic conditions in the communities served by Carl Sandburg College District 518 are such that many industries have moved from the area. We are also faced with 40% of our district being comprised of farmland. The loss of industry has affected our tax base; however, future possibilities for the community look promising and we anticipate level to small increases in FY 2022-2025.

## Property Taxes

The following table illustrates the College's property tax levy rates and EAV over the last fiscal years.

EAV supporting our fiscal year:

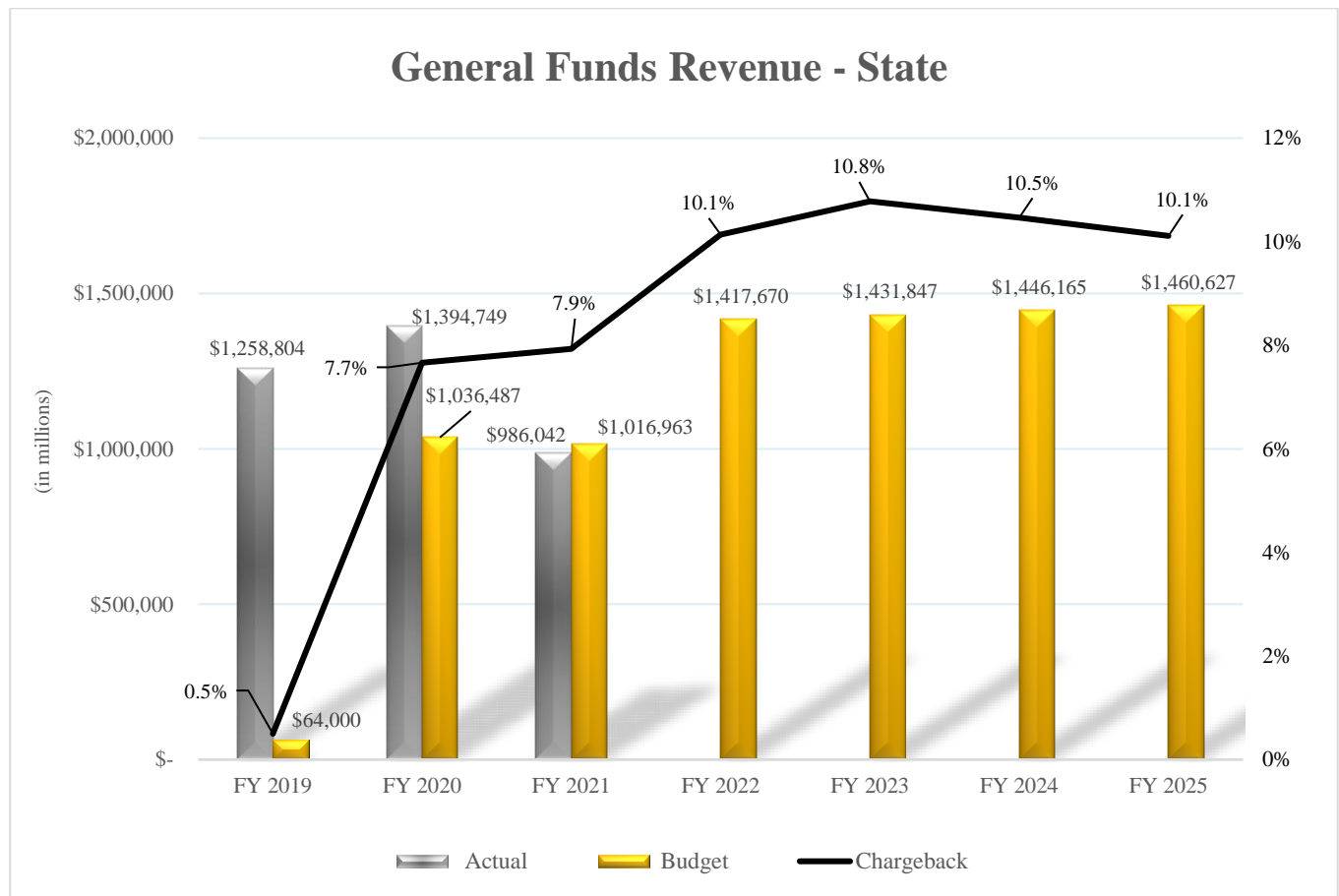
FY	2019	2020	2021	2022	2023	2024	2025
<b>Assessed Valuation</b>	\$ 1,819,707,031	\$ 1,928,400,162	\$ 1,977,507,771	\$ 2,036,833,004	\$ 2,077,569,664	\$ 2,119,121,057	\$ 2,161,503,479
% increase/(decrease)	3.2%	6.0%	2.5%	3.0%	2.0%	2.0%	2.0%
<b>Levy Rate</b>	0.6524	0.6431	0.6594	0.6594	0.6594	0.6594	0.6594
(per \$100 of assessed valuation per levy year)							
% increase/(decrease)	-2.2%	-1.4%	2.5%	0.0%	0.0%	0.0%	0.0%
<b>Change in tax extension</b>	\$ 105,486	\$ 529,773	\$ 638,145	\$ 391,191	\$ 268,618	\$ 273,990	\$ 279,470
% increase/(decrease)	0.90%	4.46%	5.15%	3.00%	2.00%	2.00%	2.00%



## State Revenue

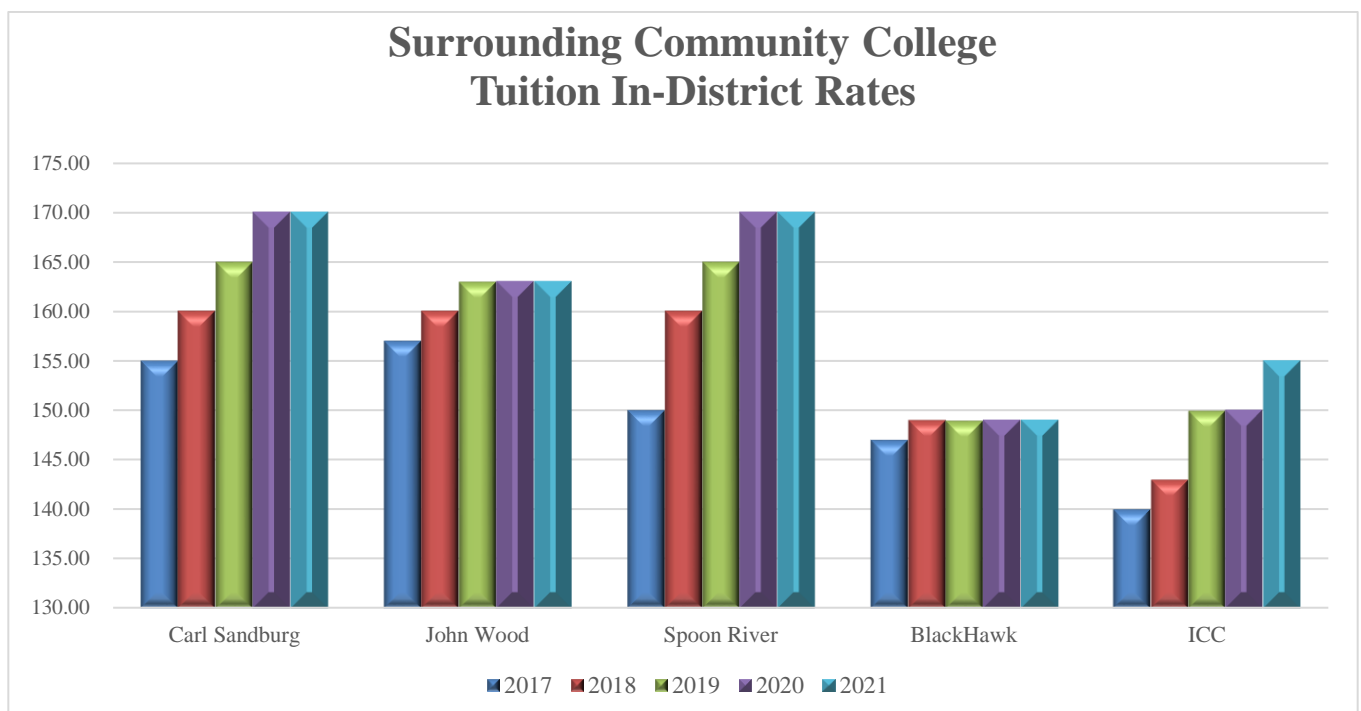
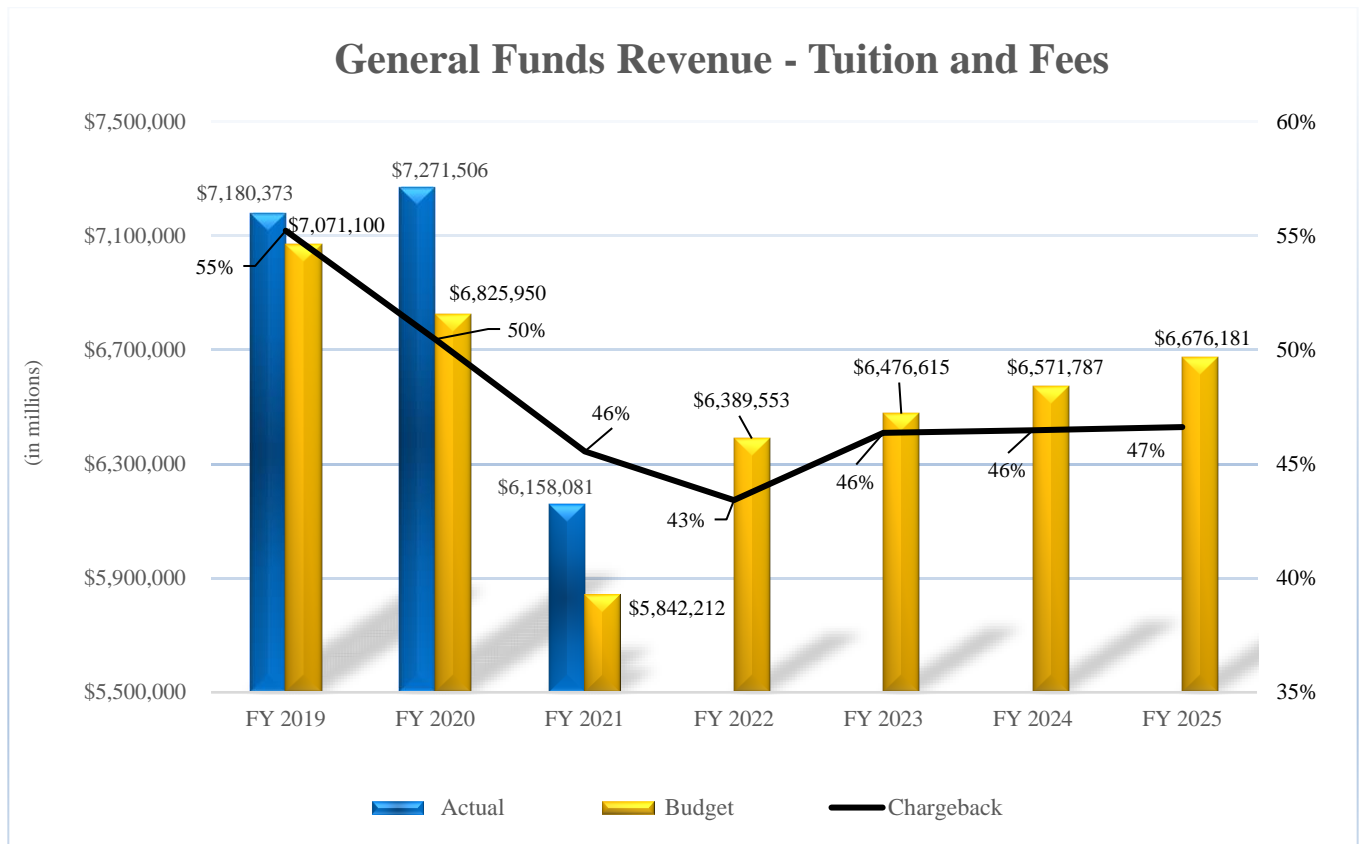
The FY 2022 State of Illinois appropriations have been included in the budget. With less political uncertainty facing the State of Illinois the College has budgeted a conservative amount of State Appropriations. Should funding become scarce the College is prepared to use its Working Cash fund to finance budgetary shortfalls. However, issues with the COVID19 pandemic could affect the ability of some payers in the county to pay.

Substantially, all employer contributions to the State University Retirement System have been recorded by the State of Illinois on behalf of the individual employers at an actuarially determined rate. These contributions have not been fully funded. The College recognizes the proportionate share of collective pension expense as both revenue and matching expenditure in the financial statements. These amounts are not being shown in the budget.



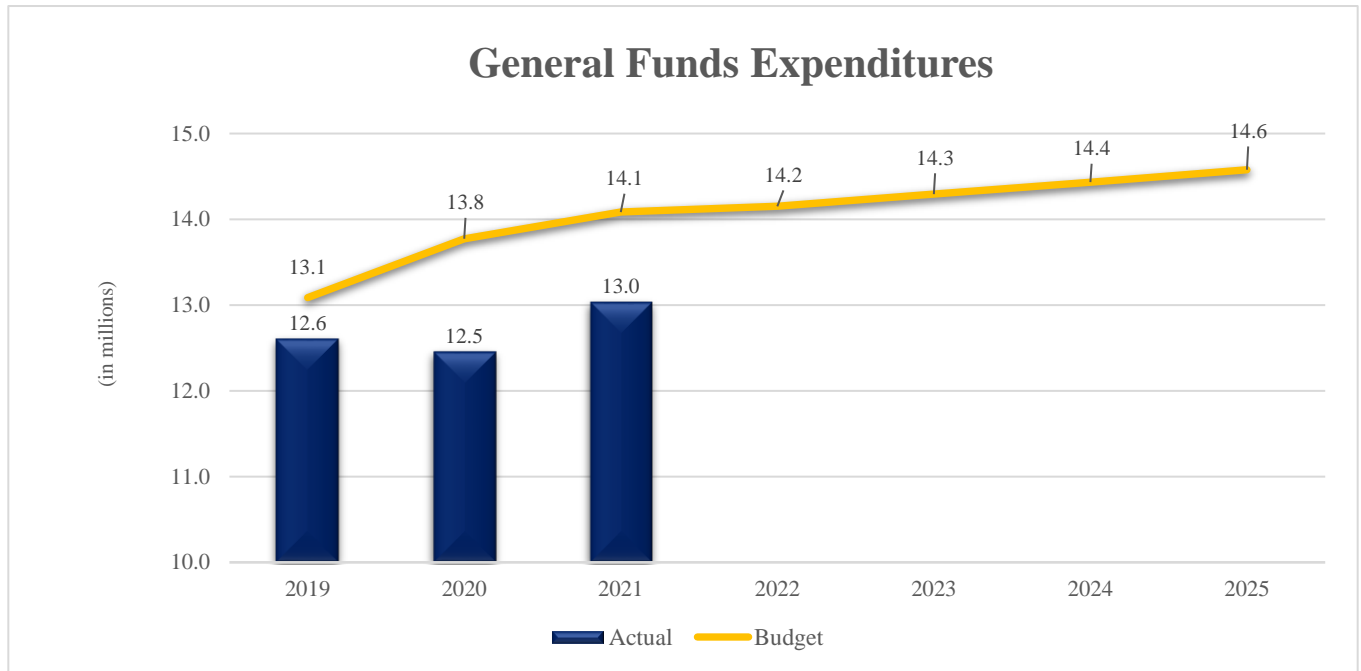
## Tuition and Fee Revenue

- Tuition rates per credit hour will be between 80% and 100% of the College's most recently audited per capita cost (excluding bond and interest payments) per board resolution in January 2008. Tuition is expected to decrease due to continued effects of the COVID-19 pandemic. Recovery is expected to take several years.



## General Funds Expenditures

The rolling salary agreement in effect through FY 2026 allows the College to project known salary increases. FY 2022 includes a 2.75% increase in salaries. As medical costs continue to increase, the administration, in an effort to operate knowing maximum costs, changed the employee health insurance to a wholly funded plan, which began January 1, 2006. This enabled the College to budget with known costs for the balance of calendar year 2021 of \$10,800 per full-time employee. College scholarships for students have been budgeted based on prior actual figures as tuition revenue and student service other expense at \$625,000.



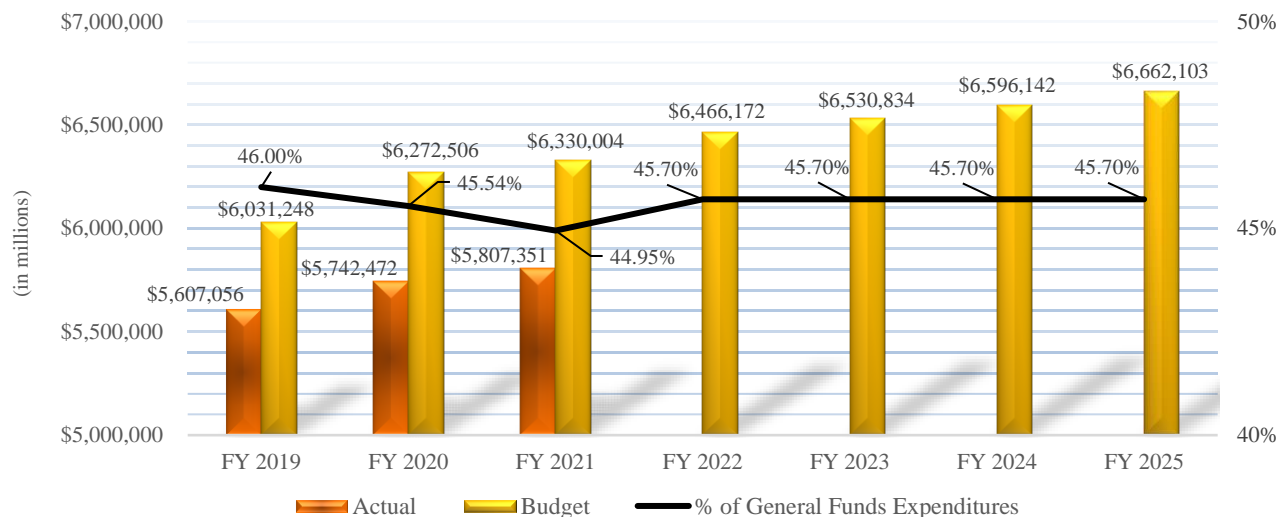
## General Funds Expenditures cost per credit hour

	Certified Credit Hours	Ed/O&M Operating Expenses	Cost per credit hour
<b>2020</b>	35,298.5	\$ 12,624,916	\$ 357.66
<b>2019</b>	35,282.0	\$ 12,832,608	\$ 363.72
<b>2018</b>	35,696.5	\$ 12,665,181	\$ 354.80
<b>2017</b>	36,862.5	\$ 13,382,906	\$ 363.05

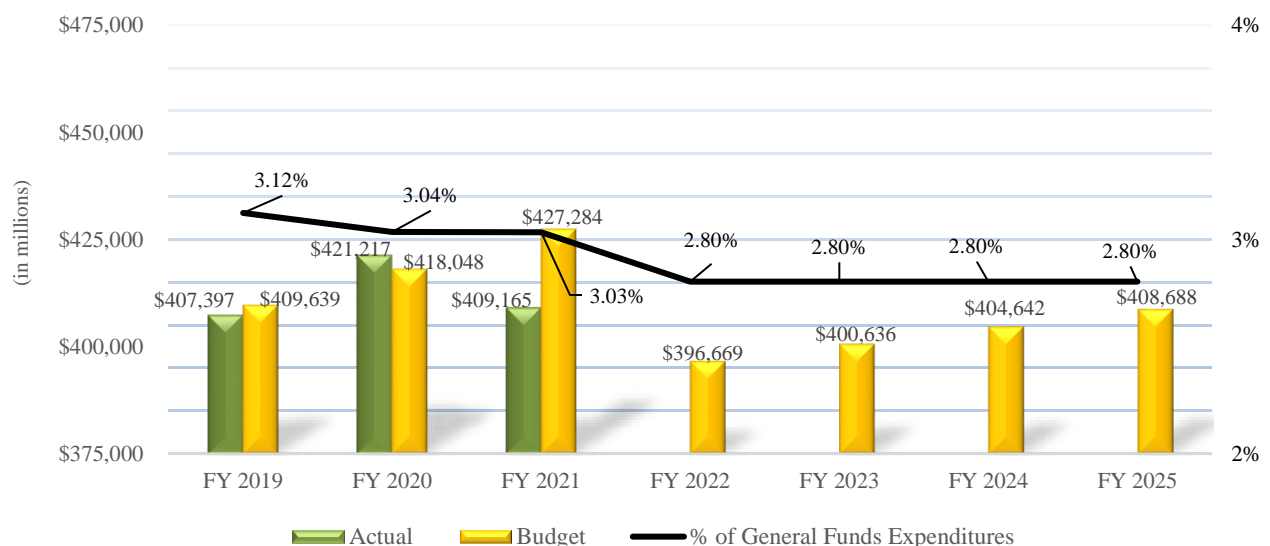
## Projected General Funds Expenditures

- Projected expenditures reflect the known 2.75% negotiated increase in salary in FY 2022. FY 2023 is shown with a negotiated rate of 3.00%. Small projected retirements are also shown.
- Benefits reflect a 5% increase annually to cover potential health insurance increases, possible contributions to SURS and a potential decrease in full-time employees.
- Contractual services and general materials and supplies are adjusted by 1.5% annually for a cost of living adjustment.
- Utilities assume a 3% increase in FY 2022. The College has locked in electric rates by extending our contract through November 2023.
- All other expenses are assumed to remain flat.
- State on behalf payments to SURS are not shown in the budget.

### General Funds Expenditures - Instruction

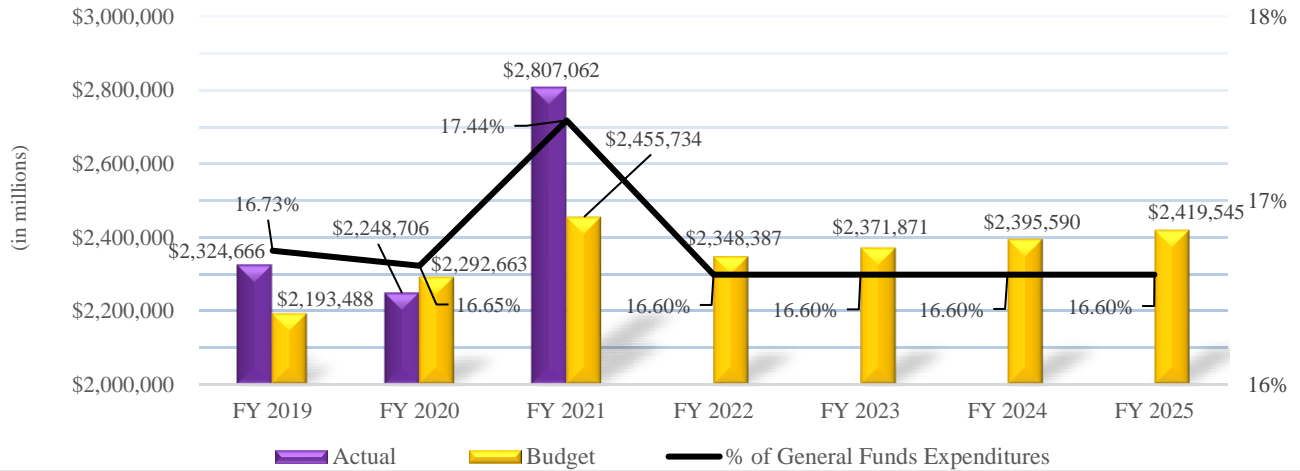


### General Funds Expenditures - Academic Support

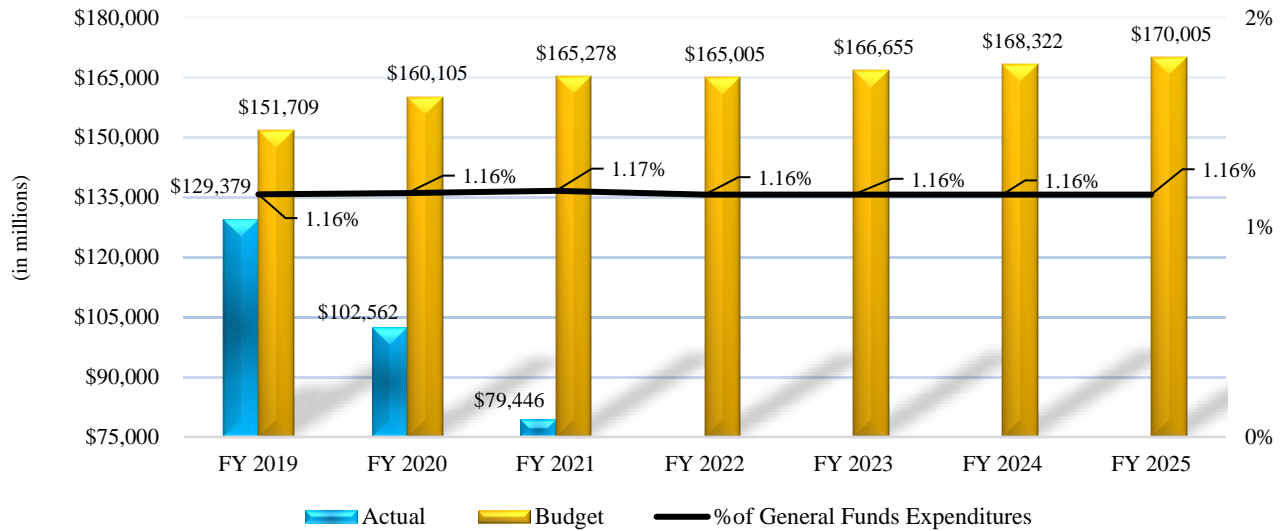




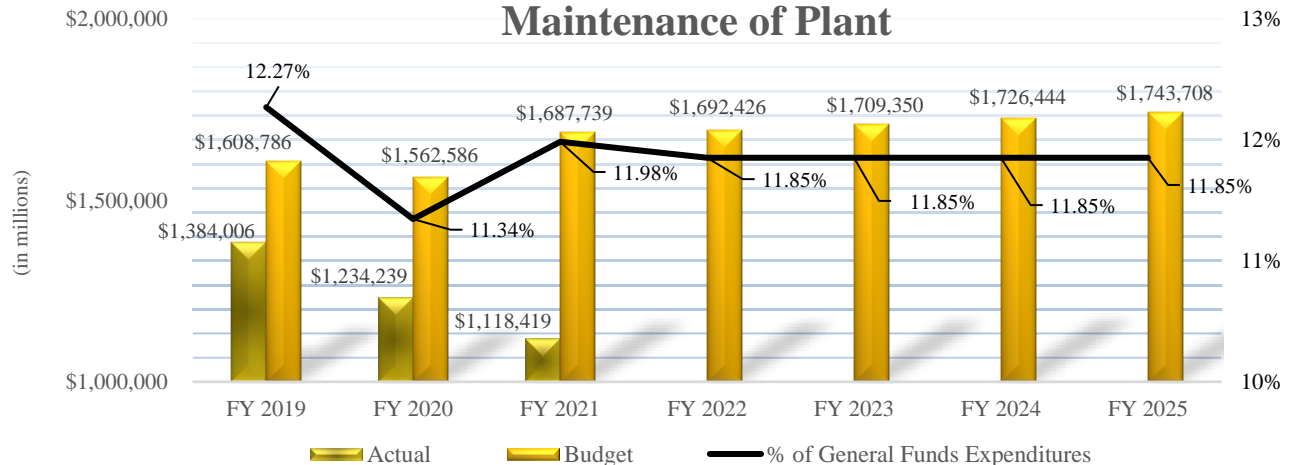
## General Funds Expenditures - Student Services

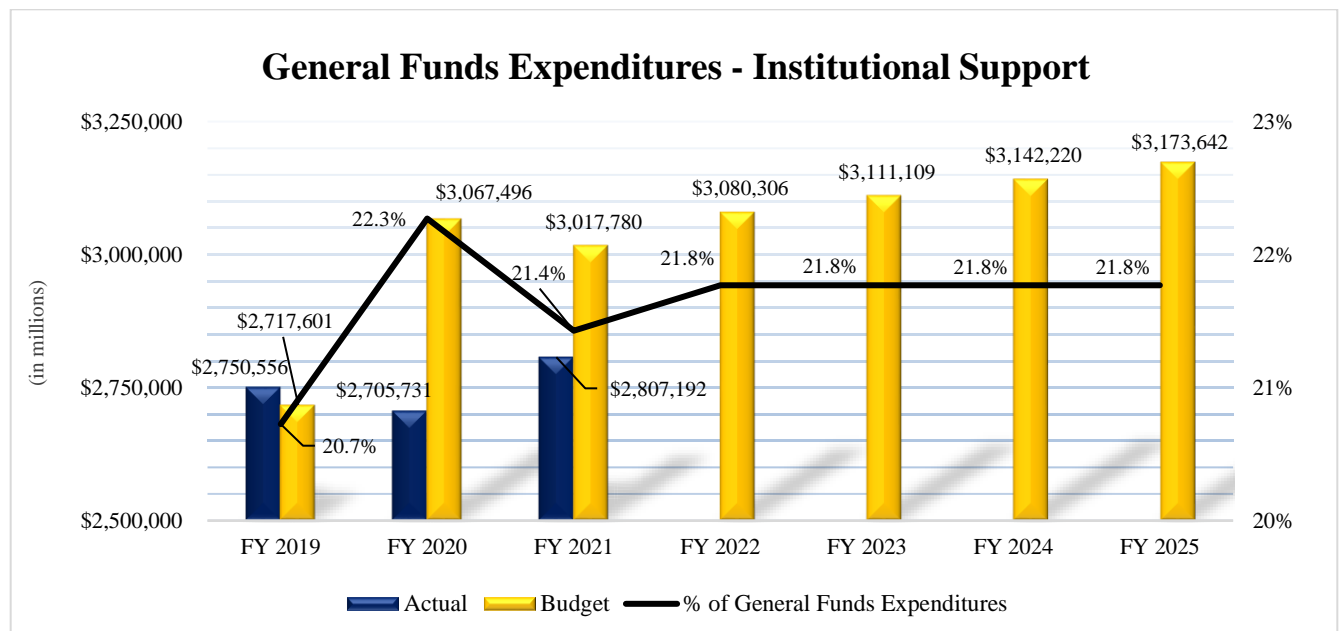


## General Funds Expenditures - Public Services



## General Funds Expenditures - Operations and Maintenance of Plant





## Student Enrollment Trends

We serve a diverse group of students. In the fall of 2019, the College enrolled 1,925 students, with an average age of 22 years. Women represented 64 percent of the student body and 56 percent of the student body were part-time students. Many students balance the demands of College with work and family responsibilities.

The following table illustrates enrollments and total credit hours for FY 2019-2020, and projected information for FY 2021, 2022, 2023, 2024, and 2025.

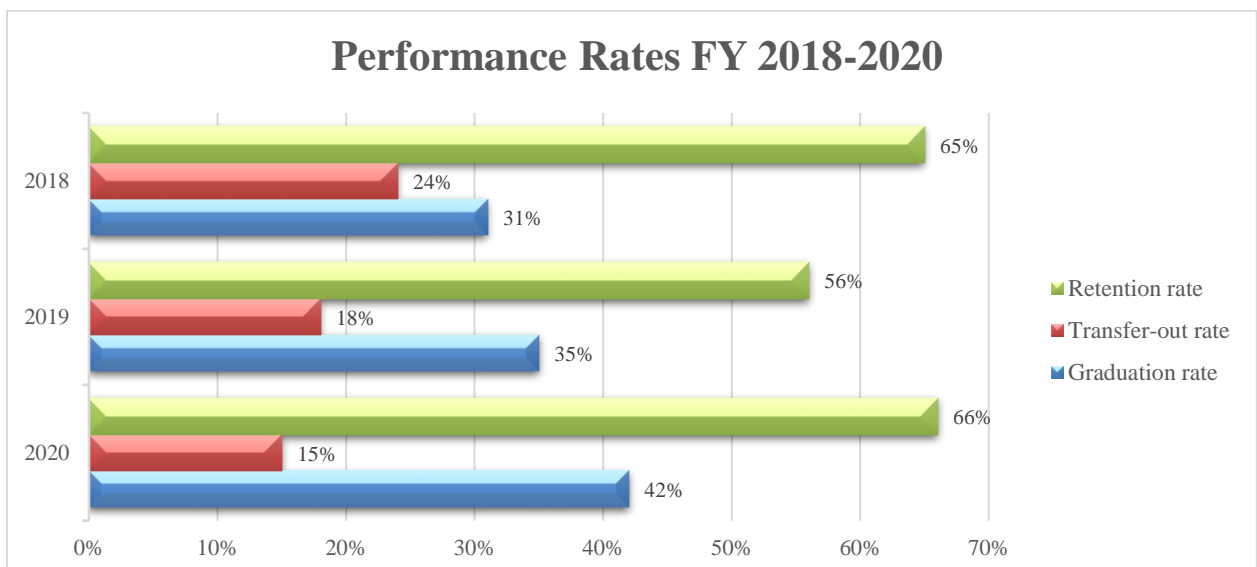
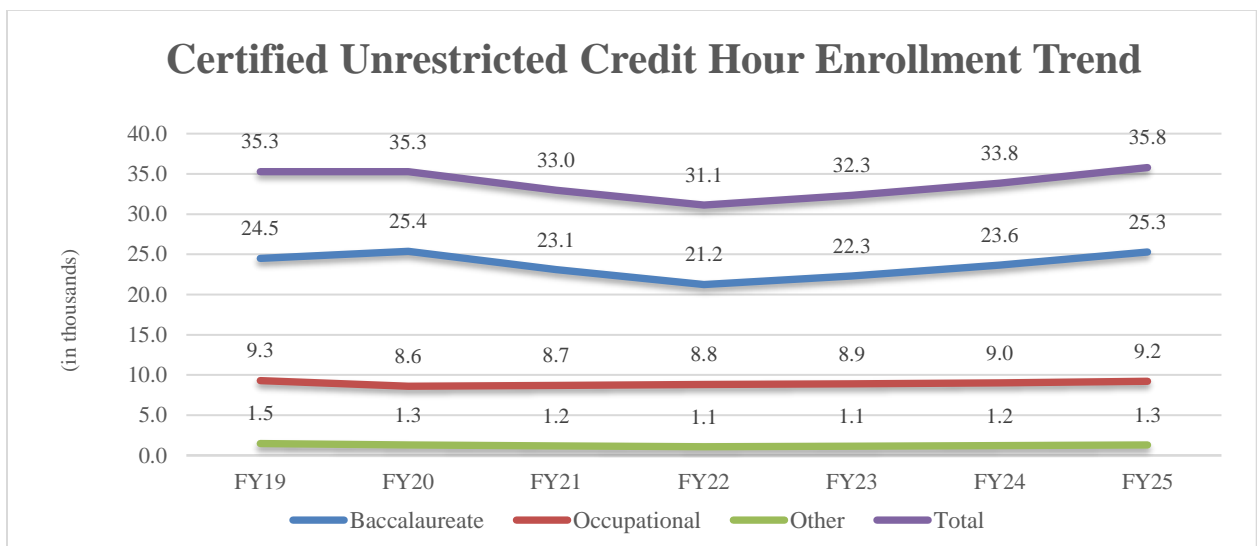
Fiscal Year	2019	2020	Estimated 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025
Fall College Enrollment	1,860	1,925	1,992	2,032	2,073	2,114	2,157
Annual Full-time equivalent students	1,177	1,177	1,195	1,218	1,243	1,268	1,293
Continuing Education CH	718	428	432	437	441	445	450
Total Annual CH	35,282	35,308	35,838	36,554	37,285	38,031	38,792

The College has the resources required to serve student enrollment. We have demonstrated our ability to serve increasing enrollments due to dislocated workers but also acknowledge those students have completed their education and reentered the workforce.

## Enrollment Data

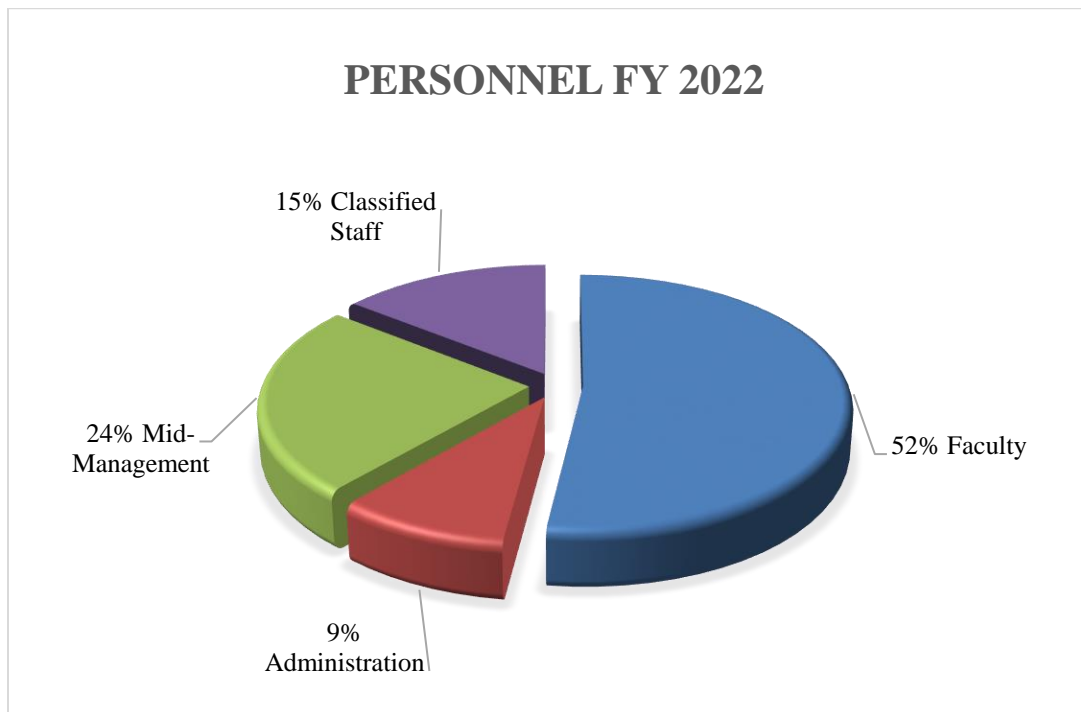
Historically, most employment in the Carl Sandburg College district had been in manufacturing and farming. However, our district has experienced continued economic stress with the loss of several manufacturing plants over the last several years.

- New programs are being designed to meet potential employment opportunities within our district.
- The administration estimates that currently 20% of our full-time students are participating in our athletic programs. The College has recently added Men's and Women's Golf, Cross Country, Soccer and E-Gaming to meet our students' interests.
- Post COVID-19, Baccalaureate/Transfer enrollment is expected to be steady to small growth. There can be significant savings in completing general education requirements through the community college and then transferring to complete your degree. Projections show a slight decrease followed by a recovery.
- The Enrollment Management commission has also been established to develop a comprehensive enrollment management program. Implementation will increase recruitment and retention. Initial calculations show FTE students decreasing in FY 2022 with subsequent recovery.



## Personnel Resource Allocations

The College continues to evaluate positions and responsibilities in order to maintain an effective and efficient learning process. Faculty represents the number of employees in instruction for the College. This is currently projected to be 52% of the College workforce. Administration includes primary officers of the College including the President, Vice Presidents, Associate Vice President, Deans of the instructional divisions of the College, and Directors of non-academic divisions or major departments of the College. Mid-Management personnel have consistent exercise of discretion and judgment in performing support activities. This category also includes technical staff. Classified staff includes clerical and physical plant employees.



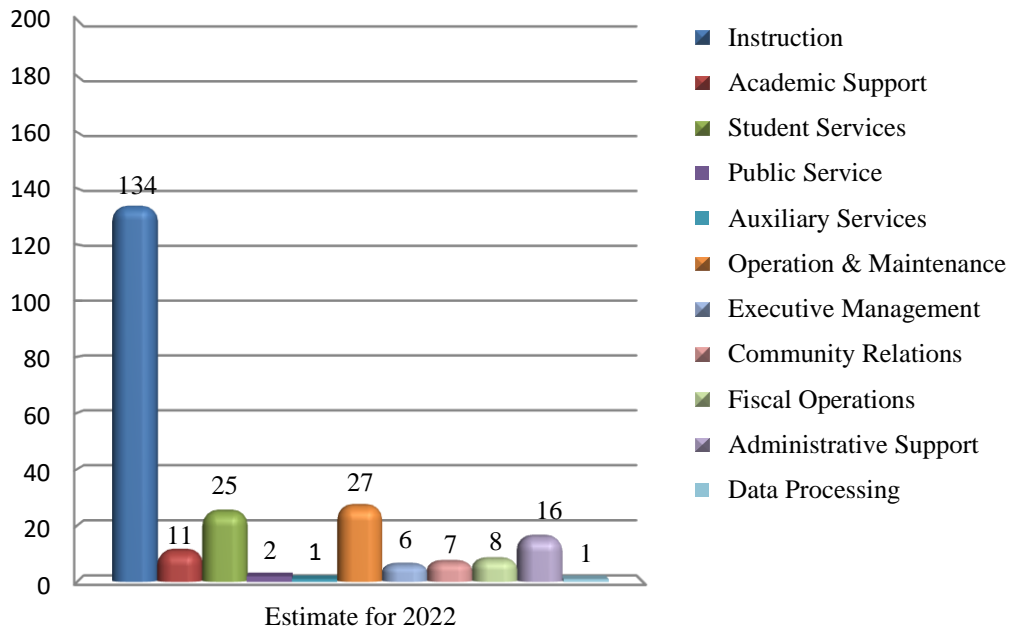
**Carl Sandburg College  
Personnel Resource Allocation  
Employee Headcount 2019 - 2022**

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Fiscal Year	2019	2020	2021	Projected 2022
<b>Faculty</b>				
Full-Time	41	42	43	43
Part-Time	94	97	80	80
Subtotal	135	139	123	123
<b>Administration</b>				
Full-Time	23	22	22	22
Part-Time	0	0	0	0
Subtotal	23	22	22	22
<b>Mid-Management</b>				
Full-Time	55	55	56	56
Part-Time	1	1	1	1
Subtotal	56	56	57	57
<b>Classified Staff</b>				
Full-Time	39	34	34	34
Part-Time	2	2	2	2
Subtotal	41	36	36	36
<b>GRAND TOTAL</b>	255	253	236	238

- In the past five years, faculty have been able to serve the fluctuation of the number of students by adjusting the number of part-time instructors and class sizes.
- The President's Cabinet monitors all non-instructional hiring in an effort to use College resources in the most conservative way and to ensure that requests for replacements are essential to College operations.

## Employee Headcount



## Personnel Resources

Carl Sandburg College is committed to its employees. Our faculty and staff are paramount to our mission to provide all students with opportunities for success. The College dedicates approximately 71% of the operating budget to salaries and benefits. Total general fund salaries include 50% for direct instruction and 13% for student services salaries. This critical investment in people equates to a total of 42 full-time and 97 part-time faculty in FY 2020 and projected 43 full-time and 97 part-time faculty in FY 2021.

The workforce is determined by projected student enrollment and curriculum requirements. With the concentration on meeting the changing needs in our community to provide quality education, the College continues to search for professional, skilled employees.



**Acknowledgments:**

We would like to express our appreciation to the Board of Trustees for their continued interest in planning and conducting the fiscal operations of the College in a responsible and accountable manner.

Respectfully submitted,

By: s/s Cory Gall

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Cory Gall  
Chief Financial Officer

By: s/s Carrie Hawkinson

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Carrie Hawkinson  
Vice President of Academic Services

## II. Resource Allocation



## Budget Development

Planning is a continuous process, which takes place at various management levels of the College and involves students, administrators, faculty, staff and stakeholders in a coordinated effort to constantly improve the College's ability to best serve the residents of the District. Energies focus on stakeholder concerns, community condition, capital asset assessment, debt levels, performance measures and safety.

### Major programs are:

- **Instruction** consists of those activities dealing directly with the teaching of students. It includes the activities of faculty in the baccalaureate-oriented/transfer, occupational-technical career, general studies, and remedial and ABE/ASE programs (associate degree credit and certificate credit). It includes expenditures for department chairpersons, administrators, and support staff for whom instruction is an important role. It also includes all equipment, materials, supplies, and costs that are necessary to support the instructional program.
- **Academic Support** includes the operation of the library, educational media services, instructional materials center, and academic computing used in the learning process. Some other activities include tutoring, learning skills centers, and reading and writing centers.
- **Student Services** function provides assistance in the areas of financial aid, admissions and records, placement, testing, counseling, and student activities.
- **Public Service/Continuing Education** consists of noncredit classes and other activities of an educational nature, such as workshops, seminars, forums, exhibits, and the provision of college facilities and expertise to the community designed to be of service to the public.
- **Auxiliary Services** provides for the operation of the cafeteria, bookstore, student organizations, athletics, and other related activities. Activities included in Auxiliary Services should be self-supporting.
- **Operation and Maintenance of Plant** consists of housekeeping activities necessary in order to keep the physical facilities open and ready for use. Maintenance of plant consists of those activities necessary to keep the grounds, buildings, and equipment operating efficiently. This function also provides for plant utilities as well as equipment, materials, supplies, fire protection, property insurance, and other costs that are necessary to support this function.
- **Institutional Support** includes expenditures for central executive-level activities and support services that benefit the entire institution. Examples include expenses for the governing board, administrative data processing, fiscal operations, legal services, public relations, etc.

## Use of Funds

	Student Access & Success	Teaching & Learning	Community Alliances	Operational Sustainability & Excellence
<b>Instruction Activities</b> Activities dealing directly with the teaching of students.	X	X	X	
VP of Academic Services				
Deans & Associate Deans				
Director of Corporate & Leisure Colleges				
<b>Academic Support</b> Activities designed to provide support services for instruction and research, including the library, educational media services and academic computing used in the learning process.	X	X		X
VP of Academic Services				
VP of Student Services				
Dean of Institutional Effectiveness & Human Resources				
Associate Director of Technology Services				
<b>Student Services</b> Provides assistance in the areas of financial aid, admissions and records, placement, testing, counseling and student activities.	X	X	X	X
VP of Student Services				
Dean of Student Success				
Director of Admissions & Records				
Athletic Director				
Director of Financial Aid				
Director of Recruiting				
Director of TRIO Student Support Services				
Director of TRIO Upward Bound				
<b>Public Service/Continuing Education</b> Non-credit classes and other activities of an educational nature, such as workshops and seminars.	X	X	X	
VP of Academic Services				
Dean of Career and Corporate Development				
Director of Corporate & Leisure Colleges				
<b>Institutional Support</b> Central executive-level activities and support services that benefit the entire institution.	X	X	X	X
President				
Chief Financial Officer				
Dean of Extension Services				
Dean of Institutional Effectiveness & Human Resources				
Director of Human Resources				
Director of Institutional Effectiveness				
Director of Marketing & Public Relations				
Associate Director of Technology Services				
<b>Operations &amp; Maintenance</b> Housekeeping activities necessary in order to keep the physical facilities open and ready for use, security and plant utilities.	X	X		X
VP of Student Services				
Chief Financial Officer				
Director of Public Safety				

	General Fund	Special Revenue	Bond & Interest	Capital Projects	Auxiliary Fund	Working Cash Fund
<b>Instruction</b>	X	X				
<b>Academic Instruction</b>	X	X				
<b>Academic Support</b>	X					
<b>Library</b>	X					
<b>Student Services</b>	X	X			X	
<b>Admissions/Records</b>	X					
<b>Enrollment Services</b>	X	X				
<b>Financial Aid</b>	X	X				
<b>Recruitment</b>	X				X	
<b>Athletic Director</b>					X	
<b>Public Services</b>	X					
<b>Community Service</b>	X					
<b>Continuing Education</b>	X					
<b>O&amp;M Physical Plant</b>	X					
<b>Building Maintenance</b>	X					
<b>Custodial Services</b>	X					
<b>Utilities</b>	X					
<b>Auxiliary Fund</b>					X	
<b>Bookstore</b>					X	
<b>Student Activities</b>					X	
<b>Institutional Support</b>	X	X	X	X		X
<b>Audit</b>		X				
<b>Bond &amp; Interest Payments</b>			X			
<b>Cash Transfers</b>	X	X		X		X
<b>Communications</b>	X					
<b>Human Resources</b>	X					
<b>Marketing &amp; Public Relations</b>	X					
<b>PHS</b>				X		
<b>Security/Risk Management</b>		X				

# **Carl Sandburg College**

## **Strategic Plan 2019-2024**

### **A. Student Access and Success**

1. Advance equitable access, engagement, and success of all students.
  1. Provide institutional leadership that integrates inclusion in all aspects of the College.
  2. Champion engagement with external partners and stakeholders.
  3. Provide academic and co-curricular opportunities that facilitate inclusivity.
2. Implement strategies as determined by the student's voice.
  1. Build student support structures that respond to individual student's needs while maintaining quality.
  2. Create avenues in which current and potential students can provide the college input on their needs.
  3. Advance connections between students and college personnel.
3. Increase the retention, persistence, and completion of an inclusive student body.
  1. Expand efforts to attract a diverse student population.
  2. Enable the student experience to flow seamlessly from recruitment through completion.
  3. Create learning opportunities through community partnerships.
  4. Expand efforts to provide financial support for students.
4. Increase direct communication with students and employees at all locations.
  1. Embed ambassadorship into all college position responsibilities.
  2. Initiate avenues that provide the sharing and accessibility of resources, new initiatives, and best practices of all departments.

### **B. Teaching and Learning**

1. Ensure the quality of educational programs, learning environments, and support services through continuous improvements.
2. Develop and cultivate industry-specific partnerships to expand the breadth of offerings at Carl Sandburg College.
  1. Establish an understanding of how stakeholders define quality.
  2. Cultivate a comprehensive understanding of student and community needs.
  3. Respond timely to district needs.
  4. Utilize partnerships to increase the variety of educational offerings throughout the district.
3. Implement an enhanced student experience that results in greater opportunities for employment.
  1. Adapt student pathways through accessibility, program flexibility, and course availability.
  2. Sustain a comprehensive understanding of the labor market's needs.
  3. Expand efforts to provide transition services to employment for students.
4. Increase flexibility of course delivery using technology.
5. Create environments for students that nurture engagement.



## **C. Community Alliances**

1. Broaden dynamic connections with stakeholders: students, alumni, K-12 programs, community members and business partners through targeted communication.
2. Bolster education opportunities using off-site/partner locations throughout the district.
3. Deliver consistent dual credit programs which provide students access to college services and support.
4. Strengthen partnerships with four-year colleges and universities.
5. Meet training needs of college district and region.

## **D. Operational Sustainability and Excellence**

1. Promote an environment of understanding between the college and stakeholders.
  1. Amplify institutional standards and practices to streamline internal and external communication.
  2. Provide targeted and timely communication.
  3. Expand information sharing practices.
  4. Establish communication methods that promote the free exchange of ideas from stakeholders.
2. Attain an institutional culture of integrated problem-solving.
  1. Develop an avenue to identify and discuss cross-departmental problems/issues.
  2. Empower “problem-solving” teams to implement and assess continuous improvement efforts.
  3. Advance the use of data in the institutional culture for decision-making.
3. Strengthen human resource capital.
  1. Administer a competitive compensation program that enables the College to attract and retain a quality workforce.
  2. Execute strategies focused on employee retention.
  3. Cultivate a commitment to inclusivity in hiring.
  4. Ensure professional development opportunities for college employees.
4. Assure the innovative use of resources.
  1. Maintain a sustainable budget that fully meets the College’s needs and responsibly uses the resources of the district.
  2. Obtain new grant funding and maintain ethical stewardship of grant money.
  3. Maintain and refresh high-quality facilities and grounds that support innovation, teaching, and learning.
5. Assure compliance with accrediting bodies and governmental agencies.

# Institutional Key Performance Indicators

## Carl Sandburg College Strategic Plan 2019-2024

### **A. Student Access and Success**

1. Increase the retention rate to 65% for full-time, first-time degree or certificate seeking students through September 30, 2024.
2. Increase the retention rate to 37% for part-time, first-time degree or certificate seeking students through September 30, 2024.
3. Increase the graduation rate to 32% for full-time, first-time degree or certificate seeking students within 150% of the normal time of program completion through September 30, 2024.
4. Increase the transfer-out rate to 27% for full-time, first-time degree or certificate seeking students within 150% of the normal time of program completion through September 30, 2024.

### **B. Teaching and Learning**

1. Document program outcomes in college documents by September 30, 2024. Review and/or update all course briefs to include GEOs as outcomes. Review all existing programs for program level outcomes. Ensure that all program level outcomes are published in the catalog.
2. Assessment results will be shared, in the form of data and best practices, annually at institutional, departmental, and program level venues through September 30, 2024.
3. Document and report co-curricular activity across the campus through September 30, 2024.

### **C. Community Alliances**

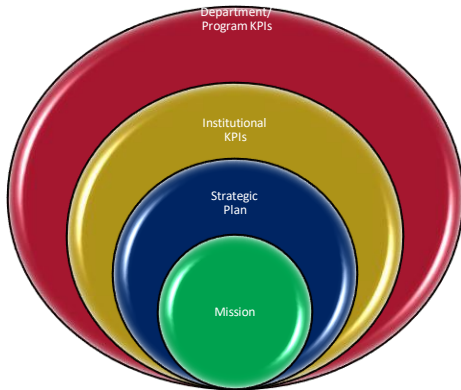
1. Establish a benchmark of customer service satisfaction from community members by September 30, 2020.
2. Construct guided pathways for career, technical and health care professions by September 30, 2020.

### **D. Operational Sustainability and Excellence**

1. Increase paid credit hours generated by 6% annually, using FY 19 as a baseline, by September 30, 2024.
2. Maintain an annual operating balance of 25% of previous year's budget annually through September 30, 2024.
3. Maintain a cash balance of 60 operating days annually through September 30, 2024.
4. Generate \$250,000.00 in grant dollars through community, stakeholder, and external partnerships for student success initiatives through September 30, 2024.
5. Remain at 100% compliance with all accrediting bodies and governmental agencies annually through September 30, 2024.

## Department/Program KPIs

Department and programs specific KPIs are created to support institutional KPIs, the Strategic Plan and the institution's Mission.



## Assessment Design

Institutional, departmental, and program KPIs are reviewed intermittently throughout the fiscal year. Progress is shared at corresponding department meetings, instructional team meetings, faculty assembly meetings, and administration team meetings. Best practices and required changes are incorporated into revised KPIs.

## Student Access and Success

- Dual Enrollment Pell Grant Experiment
  - In 2016, Carl Sandburg College was selected as one of only 44 postsecondary institutions in the country to take part in an experimental program from the US Department of Education that allows dual enrollment students to access Federal Pell Grants during their high school careers. Pell grants are awarded to low-income students and do not have to be repaid. During the 2019-2020 academic year, 582 students from 14 high schools in Sandburg's district were enrolled in dual credit courses. According to [www.illinoisreportcard.com](http://www.illinoisreportcard.com), 12 of the 14 high school districts within Sandburg's district have more than 45 percent of their students classified as low-income.
  - The College's objectives as part of the plan are to:
    - Expand access to dual enrollment courses for low-income, first generation students
    - Increase postsecondary education enrollment for students who participate in the dual enrollment program
    - Increase persistence rates for students in the program
    - Increase collaboration with high school district partners
  - Research shows that participation in dual enrollment courses can lead to better grades in high school, higher rates of persistence in college, greater credit accumulation and increased rates of credential attainment.

- The College has also embedded an Associate in Arts degree in a local high school with interest in expanding to additional district high schools.
- The Carl Sandburg College Tutoring Program is a fantastic, free resource for all Carl Sandburg College students. Through tutoring, our goal is to provide friendly, accessible academic assistance in all subject areas. Tutoring is available primarily on a walk-in basis, though students can call ahead to schedule an appointment.
  - Students have access to tutoring any day, any time with Brainfuse. If you have internet access and a Carl Sandburg College student email account, you can take advantage of this resource.
  - Online tutoring is free, one-on-one, real-time tutoring via your computer, tablet, or smart phone. Brainfuse records your documents and tutoring sessions, so they are easily accessible as study notes later, or sent to your instructor. Best of all, it is a tutoring service that conforms to *your* schedule—even if that means you are getting tutored at 3 AM! Brainfuse also offers skill building exercises, video tutorials, practice tests, and much more.
  - In addition to Brainfuse online tutoring, Skype sessions with tutors at the Galesburg campus's Tutoring Center are available by arrangement.

## Teaching and Learning

- Changing the traditional classroom structure has allowed team-based learning environments. Rather than a traditional desk and chair setup, the classroom has students arranged in “pods” with comfortable, living room style chairs. Students like the relaxed setting and the discussion aspects. Students are engaged.



- Some classes are not utilizing a textbook. The College Open Education Resource Course Initiative (OERCI) is looking to save the student money and still provide quality education.

## Operational Sustainability and Excellence

- Technology in academic programs continues to expand. The biology lab is using a MiPlatform, a device that mounts smartphones to microscopes. The instrument allows students

to see the same image on a larger screen at the same time rather than taking turns on the same microscope or using several microscopes for the entire class.

- Telepresence robots, which look like iPads mounted on small Segway self-balancing, battery powered machines, are making distance learning easier, clearer and more realistic for online students. The remote student simply connects to the robot via a smartphone, desktop computer or tablet using a Chrome browser. This allows the remote students to roam across a classroom, listen in to conversations, “sit” at a table and participate in group projects. The learner’s image and voice are broadcast from a screen on the robot.



- The One Button Studio allows students and staff an area to easily record video and audio. The content is stored on a flash drive in an mp4 and mp3 format. One Button Studio provides high quality video and audio at the push of a button.





# Carl Sandburg College

## Summary of All Funds Fiscal Year 2019-2025

### Summary of Revenue by Fund

	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
General Funds										
Education Fund	\$ 11,180,417	\$ 12,588,566	\$ 11,819,998	\$ 12,967,232	\$ 11,152,577	\$ 11,497,123	\$ 12,838,917	\$ 12,144,005	\$ 12,265,291	\$ 12,387,796
Operations & Maintenance Fund	\$ 1,624,700	\$ 1,837,620	\$ 1,705,804	\$ 1,861,835	\$ 1,674,059	\$ 1,660,990	\$ 1,876,573	\$ 1,825,560	\$ 1,874,211	\$ 1,931,620
Special Revenue Funds										
Restricted Purpose Fund	\$ 4,832,800	\$ 4,852,375	\$ 4,832,800	\$ 4,852,375	\$ 4,832,800	\$ 4,852,375	\$ 4,832,800	\$ 4,900,899	\$ 4,949,908	\$ 4,999,407
Audit Fund	\$ 91,154	\$ 90,122	\$ 90,990	\$ 93,491	\$ 95,465	\$ 95,849	\$ 98,329	\$ 99,312	\$ 100,305	\$ 101,308
Liability Protection Settlement Fund	\$ 2,230,550	\$ 2,250,127	\$ 2,218,763	\$ 2,474,377	\$ 2,510,875	\$ 2,602,414	\$ 2,540,908	\$ 2,566,455	\$ 2,592,260	\$ 2,618,324
SIL0 Fund	\$ 5,780	\$ 1,115	\$ 5,780	\$ 25,099	\$ 5,780	\$ 13,878	\$ 2,500	\$ 2,538	\$ 2,576	\$ 2,614
Debt Service Fund	\$ 3,172,271	\$ 3,146,269	\$ 3,268,251	\$ 3,229,293	\$ 3,291,249	\$ 3,286,874	\$ 3,389,984	\$ 3,389,985	\$ 3,389,986	\$ 3,389,987
Capital Projects Funds										
Operations & Maintenance Restricted Fund	\$ 909,811	\$ 902,798	\$ 1,070,196	\$ 985,959	\$ 952,345	\$ 1,044,142	\$ 980,462	\$ 990,267	\$ 1,000,169	\$ 1,010,171
Strategic Technology Endowment Fund	\$ 246,451	\$ 293,681	\$ 246,451	\$ 316,326	\$ 246,451	\$ 132,358	\$ 36,000	\$ 36,540	\$ 37,088	\$ 37,644
Auxiliary Fund	\$ 263,875	\$ 289,459	\$ 263,875	\$ 263,445	\$ 242,705	\$ 223,010	\$ 242,705	\$ 235,424	\$ 228,361	\$ 221,510
Working Cash Fund	\$ 79,870	\$ 125,603	\$ 79,870	\$ 174,743	\$ 82,266	\$ 90,992	\$ 8,000	\$ 8,120	\$ 8,242	\$ 8,365
Total Revenues	\$ 24,637,679	\$ 26,377,734	\$ 25,602,778	\$ 27,244,176	\$ 25,086,572	\$ 25,500,005	\$ 26,847,178	\$ 26,199,104	\$ 26,448,397	\$ 26,708,748
Interfund Transfers	\$ 1,053,690	\$ 402,815	\$ 1,150,540	\$ 481,631	\$ 1,185,540	\$ 1,022,770	\$ 1,185,014	\$ 1,220,014	\$ 1,255,014	\$ 1,290,014
Funds Used/(Carried Forward)	\$ 375,462	\$ (1,826,920)	\$ 436,427	\$ (3,072,159)	\$ 1,354,830	\$ (1,076,154)	\$ (274,268)	\$ 521,553	\$ 435,512	\$ 404,073

### Summary of Expenditures by Fund

	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
General Funds										
Education Fund	\$ 11,795,575	\$ 11,426,920	\$ 12,487,858	\$ 11,439,840	\$ 12,716,320	\$ 12,158,489	\$ 12,655,919	\$ 12,652,834	\$ 12,779,363	\$ 12,907,156
Operations & Maintenance Fund	\$ 1,669,786	\$ 1,548,486	\$ 1,735,286	\$ 1,405,216	\$ 1,852,239	\$ 1,312,161	\$ 1,911,926	\$ 1,931,045	\$ 1,950,356	\$ 1,969,859
Special Revenue Funds										
Restricted Purpose Fund	\$ 4,832,800	\$ 4,852,375	\$ 4,832,800	\$ 4,842,092	\$ 4,842,092	\$ 4,886,003	\$ 4,886,003	\$ 4,886,003	\$ 4,886,003	\$ 4,949,414
Audit Fund	\$ 68,812	\$ 62,887	\$ 78,023	\$ 64,448	\$ 91,332	\$ 65,135	\$ 91,915	\$ 93,018	\$ 94,320	\$ 95,829
Liability Protection Settlement Fund	\$ 2,287,491	\$ 2,096,635	\$ 2,308,420	\$ 1,960,927	\$ 2,488,509	\$ 2,309,753	\$ 2,541,258	\$ 2,566,671	\$ 2,592,337	\$ 2,618,261
SIL0 Fund	\$ 58,500	\$ -	\$ 58,500	\$ -	\$ 58,500	\$ -	\$ 58,500	\$ 59,500	\$ 60,500	\$ 61,500
Debt Service Fund	\$ 3,126,102	\$ 3,053,408	\$ 3,274,662	\$ 3,274,662	\$ 3,273,613	\$ 3,113,689	\$ 3,273,532	\$ 3,389,985	\$ 3,389,986	\$ 3,389,987
Capital Projects Funds										
Operations & Maintenance Restricted Fund	\$ 923,083	\$ 1,242,190	\$ 1,085,135	\$ 910,436	\$ 967,345	\$ 962,880	\$ 995,462	\$ 1,007,408	\$ 1,019,496	\$ 1,031,730
Strategic Technology Endowment Fund	\$ 504,000	\$ 1,600	\$ 505,250	\$ -	\$ 505,250	\$ -	\$ 505,250	\$ 505,250	\$ 505,250	\$ 505,250
Auxiliary Fund	\$ 662,382	\$ 638,658	\$ 685,511	\$ 702,386	\$ 693,442	\$ 585,511	\$ 699,859	\$ 709,657	\$ 721,012	\$ 732,548
Working Cash Fund	\$ 138,300	\$ 30,469	\$ 138,300	\$ 53,640	\$ 138,300	\$ 53,000	\$ 138,300	\$ 139,300	\$ 140,300	\$ 141,300
Total Expenditures	\$ 26,066,831	\$ 24,953,628	\$ 27,189,745	\$ 24,653,648	\$ 27,626,942	\$ 25,446,621	\$ 27,757,924	\$ 27,940,671	\$ 28,138,923	\$ 28,402,835

**CARL SANDBURG COLLEGE**  
**SUMMARY OF FISCAL YEAR 2022 FINAL BUDGET BY FUND TYPE**

	General Funds	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Total Governmental Funds
Beginning Fund Balance*	\$ 9,984,401	\$ 5,607,636	\$ 626,633	\$ 7,541,591	\$ 23,760,260
Budgeted Revenues	13,940,475	7,474,537	3,389,984	1,016,462	25,821,458
Local	5,952,152	2,611,637	3,389,914	980,452	12,934,155
State	1,417,670			-	1,417,670
Federal		4,832,800			4,832,800
Tuition & Fees	6,389,553				6,389,553
Other	181,100	30,100	70	36,010	247,280
Budgeted Transfers from Other Funds	712,860			15,000	727,860
Budgeted Expenditures	(14,148,965)	(4,030,044)	(3,273,532)	(996,712)	(22,449,253)
Instruction	6,466,172	388,342			6,854,514
Academic Support	396,669				396,669
Student Services	2,348,387	1,008,529			3,356,916
Public Services	165,005				165,005
Institutional Support	3,080,306	2,633,173	3,273,532	996,712	9,983,723
Operations & Maintenance	1,692,426				1,692,426
Budgeted Transfers to Other Funds	(484,740)	58,500		504,000	77,760
Ending Fund Balance	<u>\$ 10,004,031</u>	<u>\$ 9,110,629</u>	<u>\$ 743,085</u>	<u>\$ 8,080,341</u>	<u>\$ 27,938,085</u>

	Proprietary Fund	Total Proprietary Fund
Beginning Fund Balance	\$ 198,585	\$ 198,585
Budgeted Revenues	577,920	577,920
Budgeted Transfers from Other Funds	354,910	354,910
Budgeted Expenditures	(585,511)	(585,511)
Budgeted Transfers to Other Funds	(418,880)	(418,880)
Ending Fund Balance	<u>\$ 127,024</u>	<u>\$ 127,024</u>

	Fiduciary Fund	Total Fiduciary Fund
Beginning Fund Balance	8,504,695	8,504,695
Budgeted Revenues	90,992	90,992
Budgeted Transfers from Other Funds	-	-
Budgeted Expenditures	(53,000)	(53,000)
Budgeted Transfers to Other Funds	(53,000)	(53,000)
Ending Fund Balance	<u>\$ 8,489,687</u>	<u>\$ 8,489,687</u>

\*These represent the actual Fund Balances for Fiscal Year 2021 adjusted for expected operating results for Fiscal Year 2022.

## Financial Section

### Overall Budget Summary

The College budget is primarily a communications document, presenting the College's financial plans to the residents of the District in a reasonably compact but informative format. The budget represents our efforts to control expenditures while still maintaining the quality of education, technological foresight, and responsiveness to community educational needs. Shown below is the projected consolidated financial overview of the College for FY 2021.

#### CARL SANDBURG COLLEGE SUMMARY OF FISCAL YEAR 2022 FINAL BUDGET

Budgeted Operating Revenues	\$ 6,158,081
Budgeted Operating Expenditures	<u>(35,329,878)</u>
Budgeted Operating Loss	<u>\$ (29,171,797)</u>
Budgeted Nonoperating Revenues	\$ 28,025,698
Budgeted Nonoperating Expenditures	<u>(110,991)</u>
	.
Budgeted Net Nonoperating Expenditures	<u>\$ 27,914,707</u>
Budgeted Decrease in Net Assets	<u><u>\$ (1,257,090)</u></u>

At year end, unexpended and unencumbered monies held within a particular fund accumulate from year to year and are designated as fund balances. Various reasons can account for the accumulation of fund balances. In some instances, conservative spending of budgeted monies creates a surplus at year end. In other instances, monies are received in one fiscal year with the intent to be expended in a subsequent year for a particular purpose. This would be typical for a capital construction project that takes potentially longer to complete. Accumulated fund balances are available for appropriation in subsequent years.



## General Funds

### General Funds Narrative

The General Funds consists of two individual “sub-funds” – the Education Fund and the Operations & Maintenance Fund. These funds are used to account for all revenues and expenditures related to the educational functions of the College. Revenue for the General Funds is derived from the following sources: Local Government, State Government, Tuition and Fees, and Other Sources of Revenue.

### Education Fund

One “sub-fund” of the General Funds is the Education Fund. The Education Fund is used to account for the revenues and expenditures of the academic and service programs of the College. It includes the cost of instructional, administrative and professional salaries, supplies and movable equipment, library books and materials, maintenance of instructional and administrative equipment and other costs pertaining to the educational programs of the College.

### Operations and Maintenance Fund

The Operations and Maintenance Fund (O&M) is also a general funds type. The O&M Fund is used to account for expenditures for the improvement, maintenance, repair, or benefit of buildings and property, including the cost of interior decorating and the installation, improvement, repair, replacement, and maintenance of building fixtures; rental of buildings and property for community college purposes; salaries of maintenance and custodial employees; all costs of fuel, lights, gas, water, telephone service and custodial supplies and equipment.

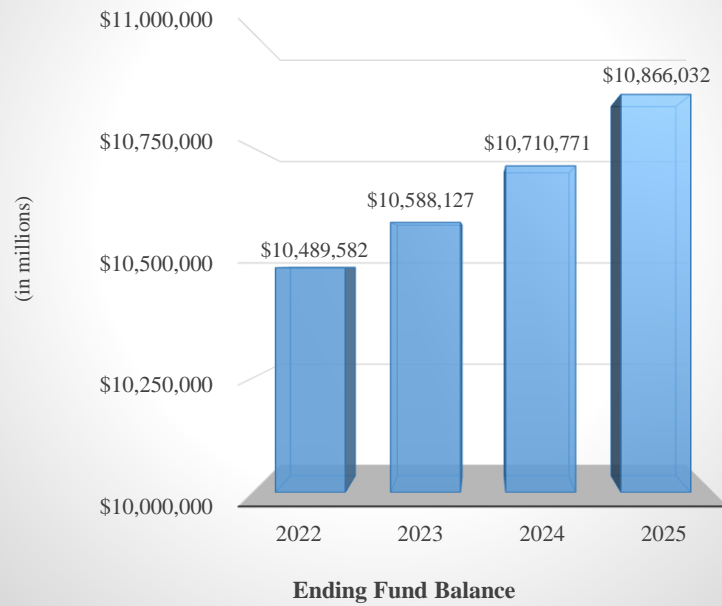
## Carl Sandburg College General Funds-Projected Changes in Fund Balance

	2022	2023	2024	2025
Beginning Balance	\$ 9,629,077	\$ 10,489,582	\$ 10,588,127	\$ 10,710,771
Revenues	\$ 14,715,490	\$ 13,969,565	\$ 14,139,502	\$ 14,319,416
Expenditures	14,148,965	14,290,455	14,433,359	14,577,693
Revenues Over (Under) Expenditures	\$ 566,525	\$ (320,890)	\$ (293,857)	\$ (258,277)
Transfers	293,980	419,435	416,501	413,537
Ending Fund Balance	\$ 10,489,582	\$ 10,588,127	\$ 10,710,771	\$ 10,866,032

Transfers in for capital expenditures funded from STEF and Working Cash.

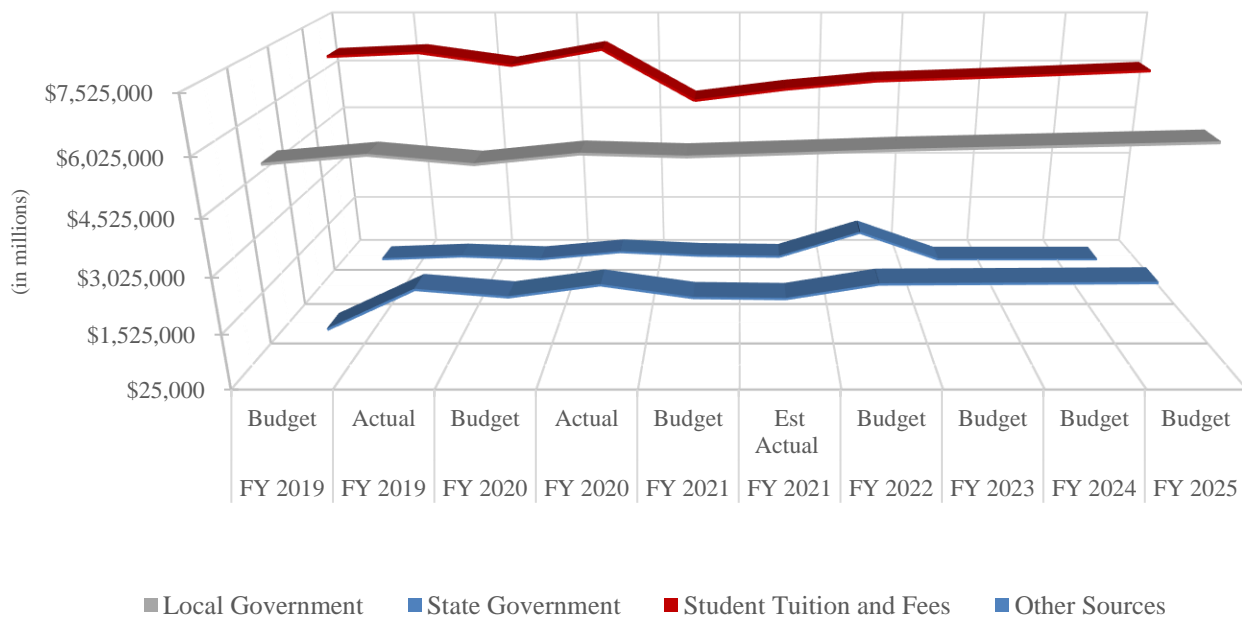
Transfers out for student activities.

## General Funds - Projected Changes in Fund Balance Fiscal Years 2022 - 2025



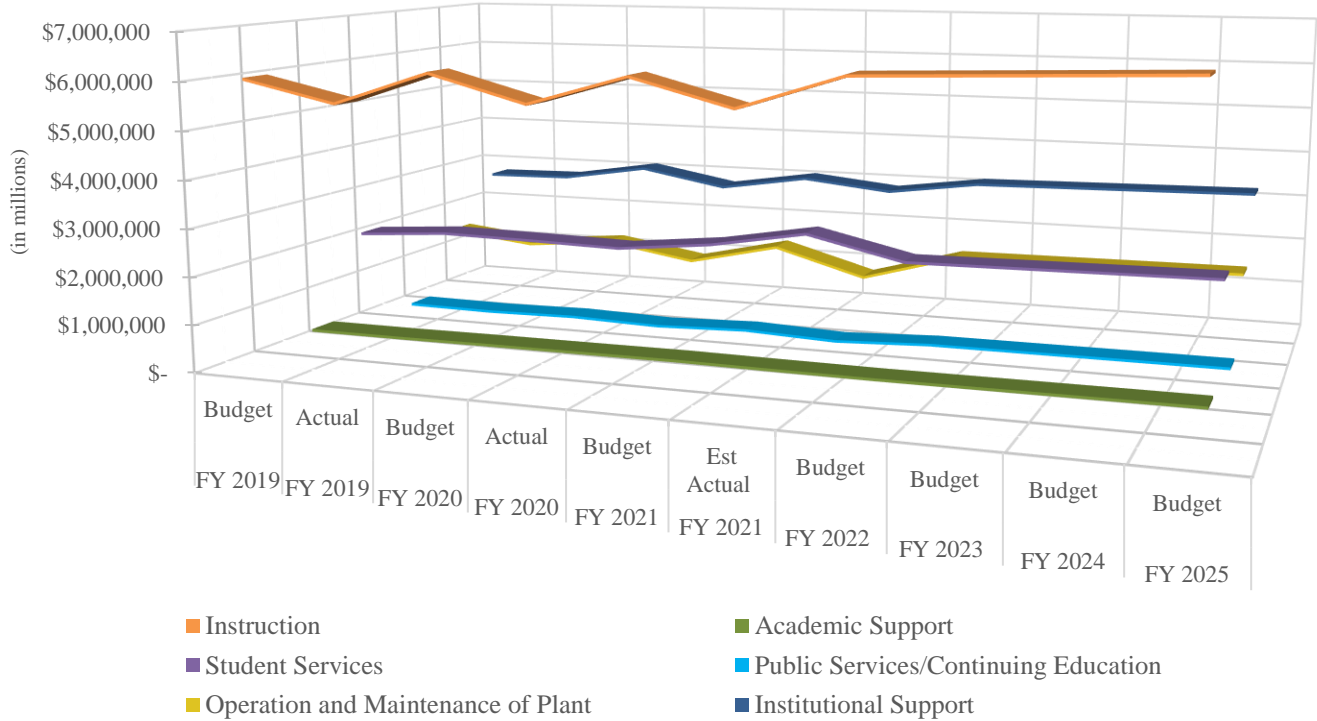
## General Funds Revenue and Expenditures Seven Year Comparison

### General Funds Revenue FY 2019 - FY 2025



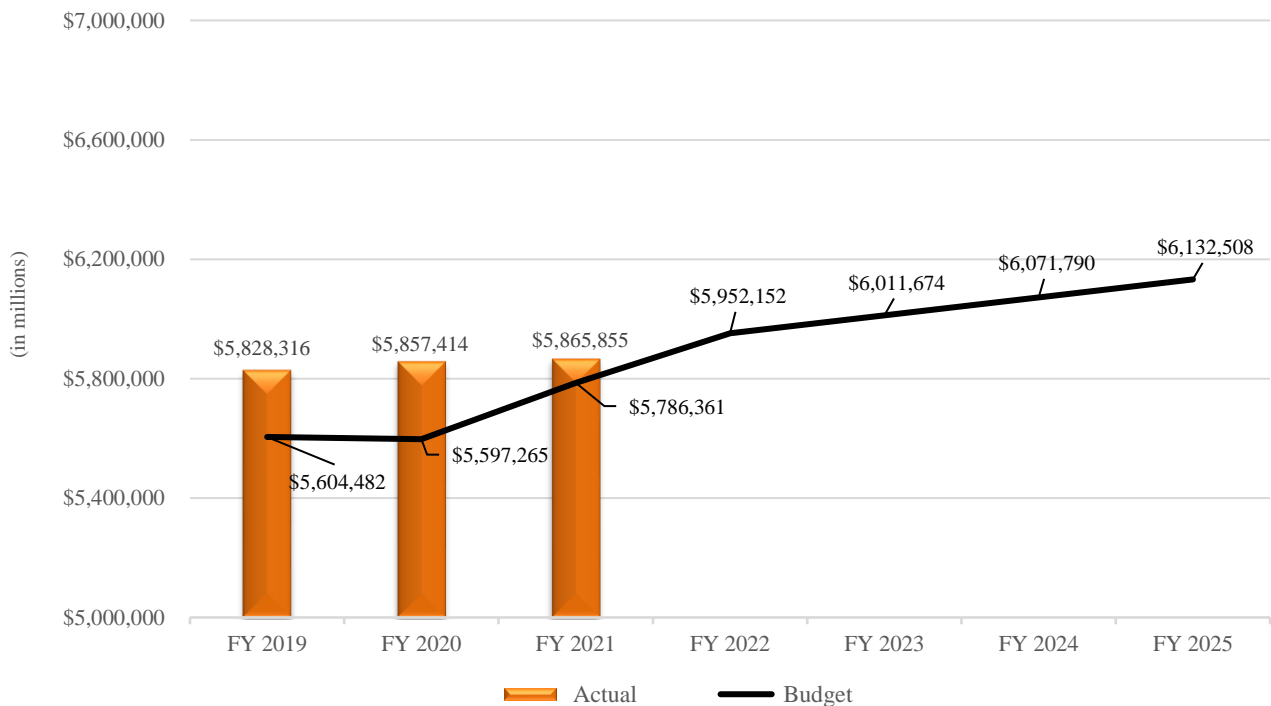
\*Excludes State of Illinois SURS on-behalf payments

## General Funds Expenditures FY 2019 - FY 2025

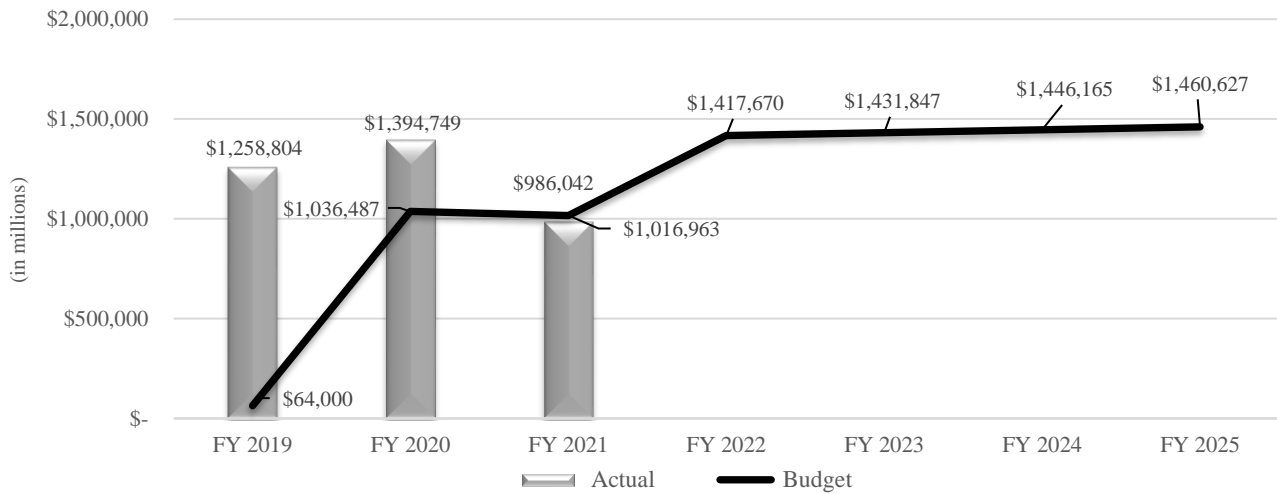


\*Excludes State of Illinois SURS on-behalf payments

## General Funds Revenue - Local

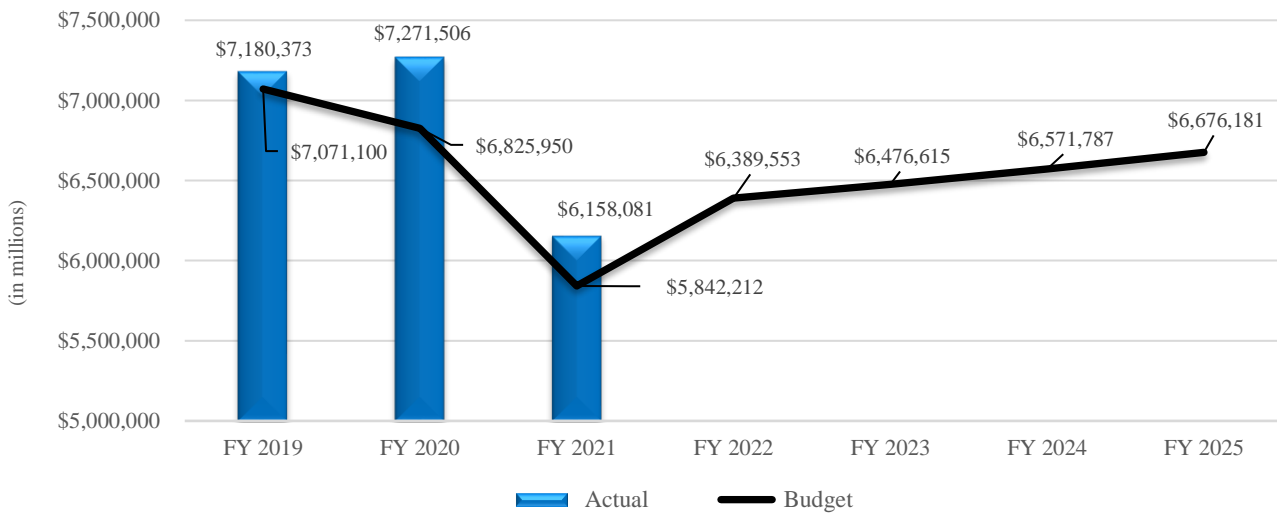


## General Funds Revenue - State

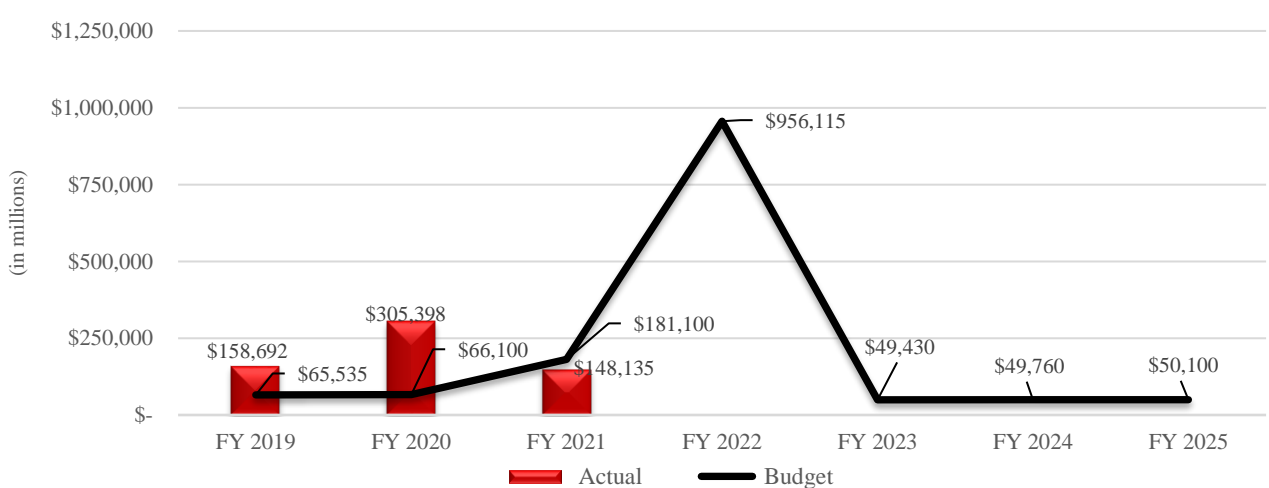


\*Excludes State of Illinois SURS on-behalf payments

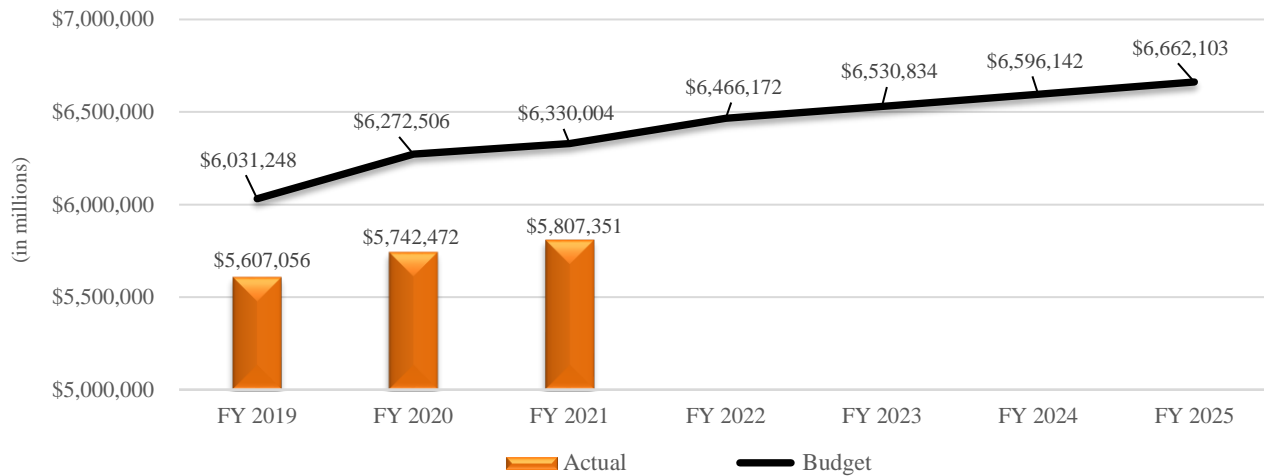
## General Funds Revenue - Tuition and Fees



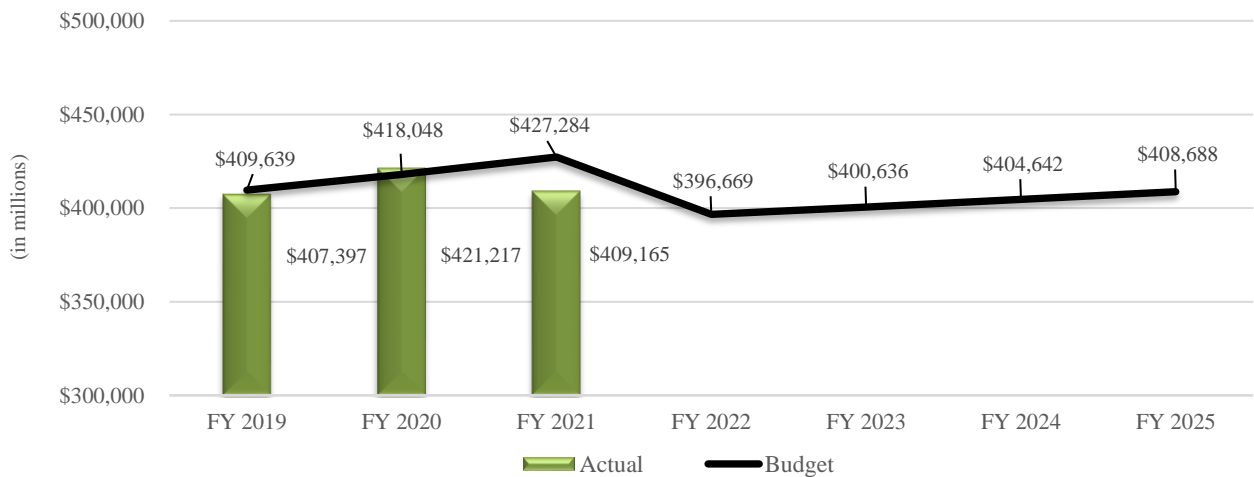
## General Funds Revenue - Other Sources



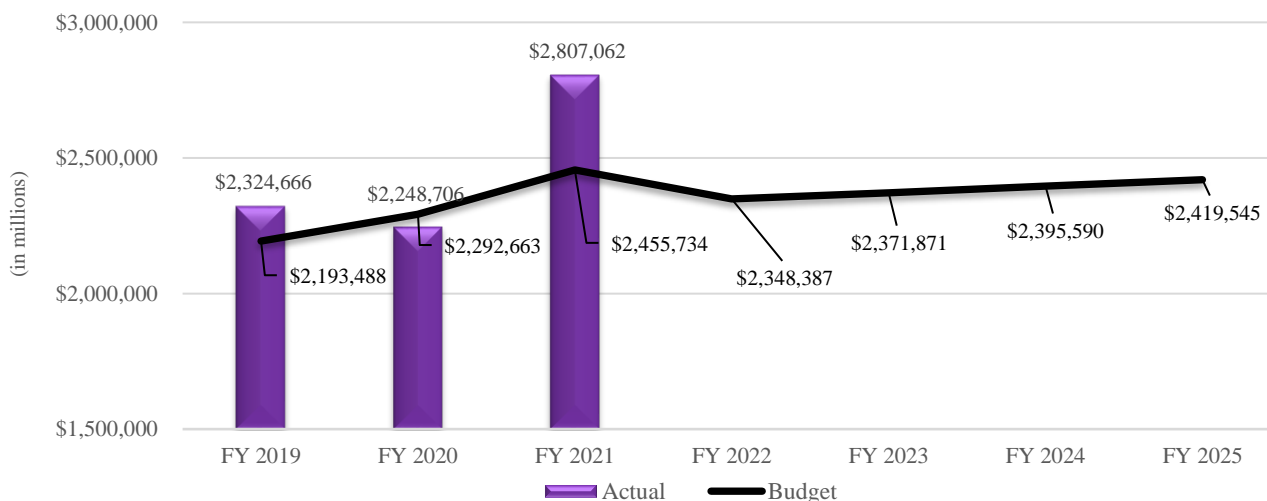
## General Funds Expenditures - Instruction



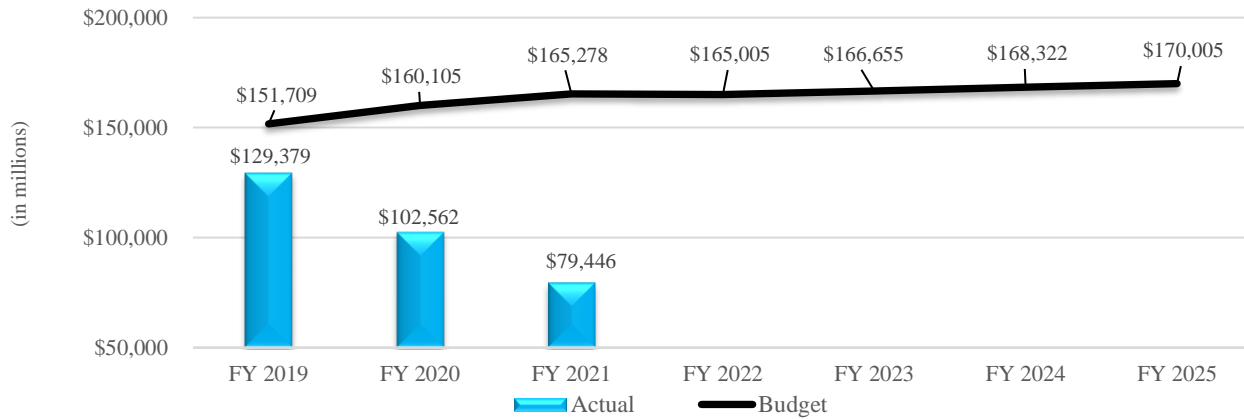
## General Funds Expenditures - Academic Support



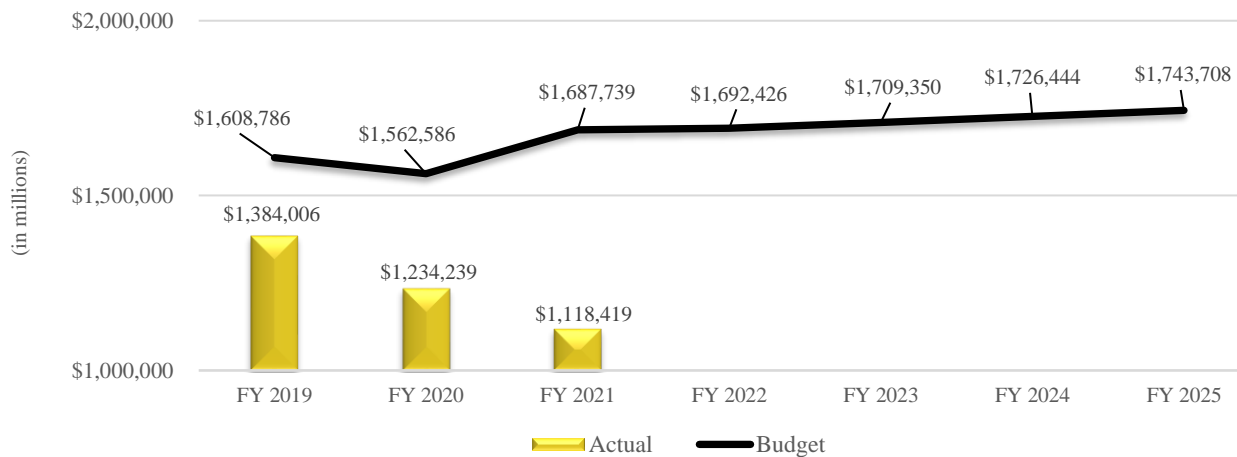
## General Funds Expenditures - Student Services



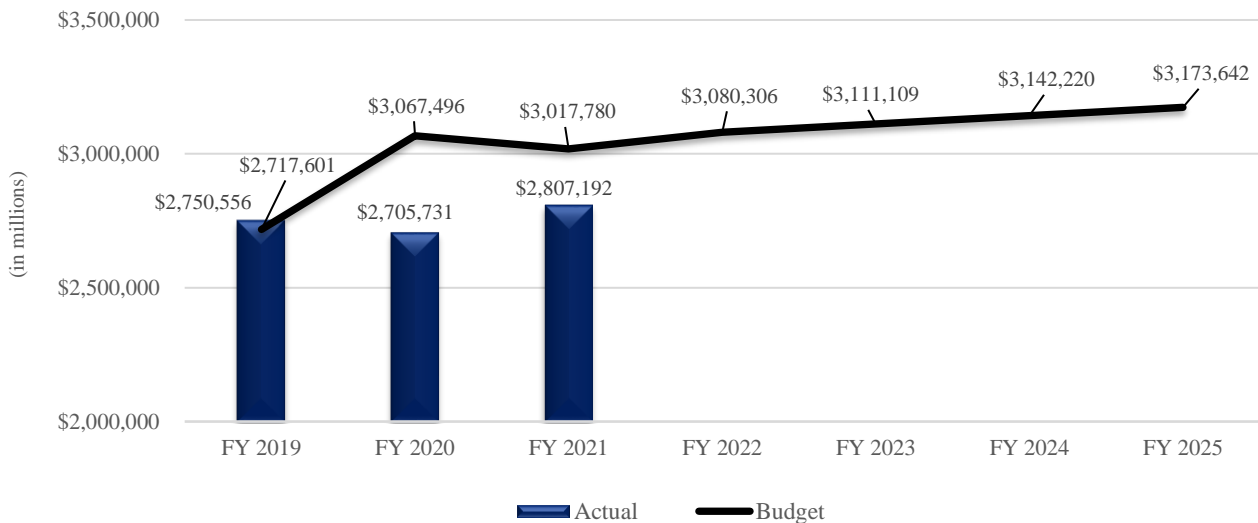
## General Funds Expenditures - Public Services



## General Funds Expenditures - Operations and Maintenance of Plant

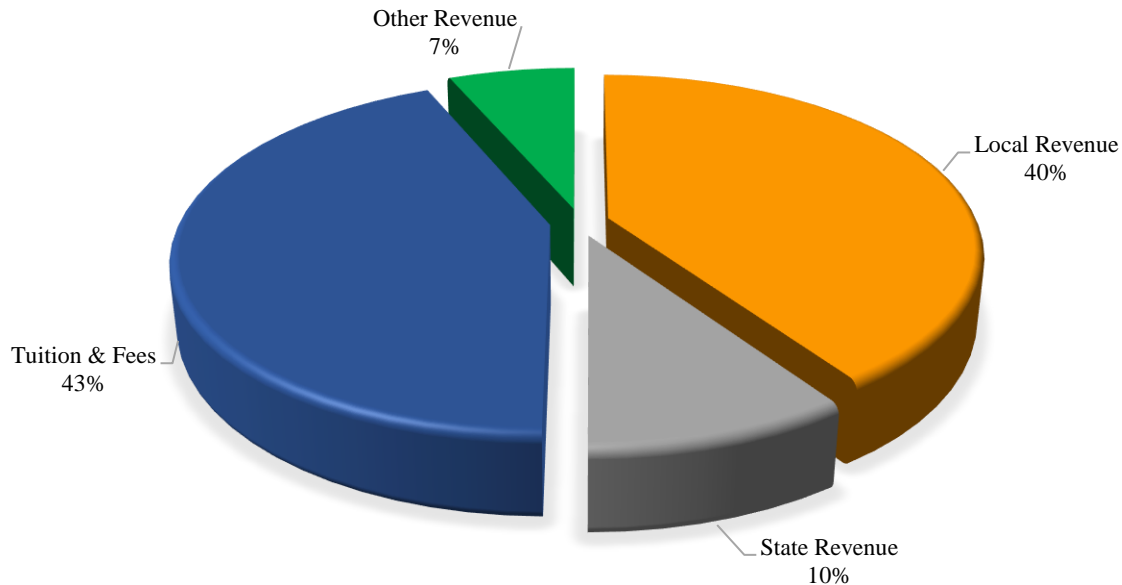


## General Funds Expenditures - Institutional Support

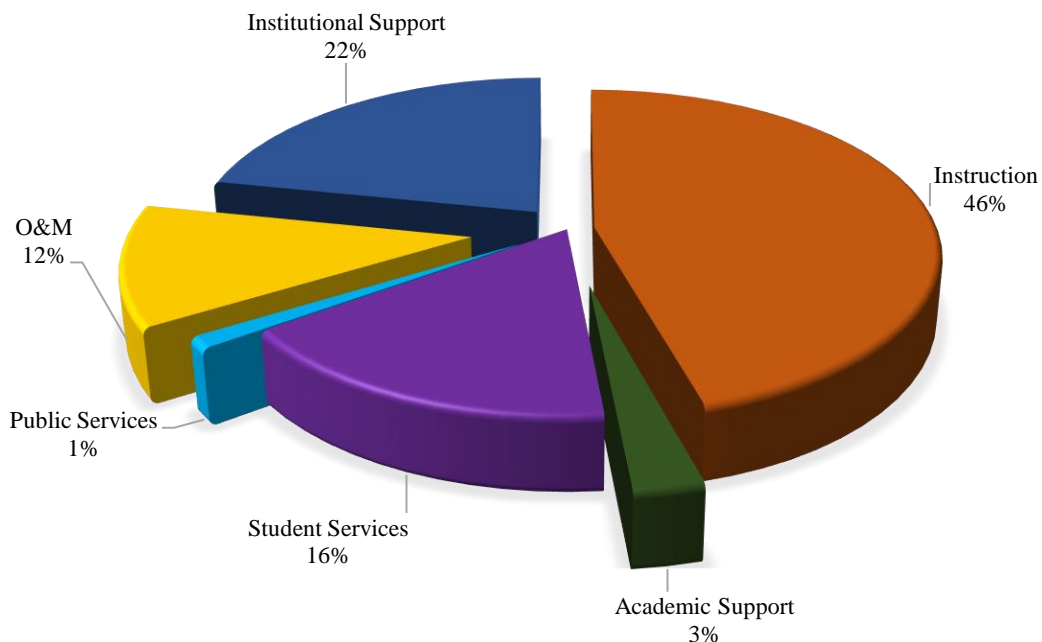


\*Excludes State of Illinois SURS on-behalf payments

## FY 2022 % OF TOTAL GENERAL FUNDS REVENUE BY SOURCE

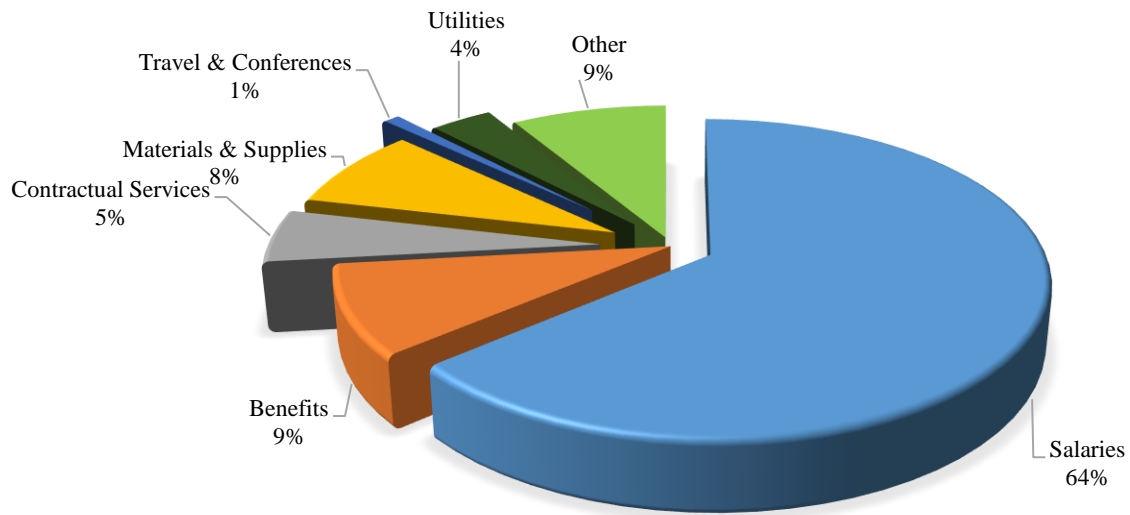


## FY 2022 % OF TOTAL GENERAL FUNDS EXPENDITURES BY PROGRAM



Instruction represents 46% of the General Funds budget. This proportion is comparable to the state average of 41%. The second largest category, Institutional Support, represents 22% of the budget compared to 21% for the statewide average. (Source: ICCB FY 2019 Audited Operating Expenditures by Function Table in the Data & Characteristics Report).

### FY 2022 % OF TOTAL GENERAL FUNDS EXPENDITURES BY OBJECT



Salaries and benefits represent 64% of the General Funds budget, compared with a statewide average of 78% (Source: FY 2019 ICCB Audited Operating Expenditures by Object Table in the Data & Characteristics Report).



## General Funds Revenue Fiscal Year 2019-2025

Operating Revenue by Sources	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Local Government:</b>										
Current Taxes	\$ 5,354,482	\$ 5,558,987	\$ 5,347,265	\$ 5,566,192	\$ 5,526,361					
Replacement Taxes	250,000	269,329	250,000	291,222	260,000					
Other	-	-	-	-	-					
Chargeback	-	-	-	-	-					
<b>Total Local Government</b>	<b>\$ 5,604,482</b>	<b>\$ 5,828,316</b>	<b>\$ 5,597,265</b>	<b>\$ 5,857,414</b>	<b>\$ 5,786,361</b>	<b>\$ 5,865,855</b>	<b>\$ 5,952,152</b>	<b>\$ 6,011,674</b>	<b>\$ 6,071,790</b>	<b>\$ 6,132,508</b>
<b>State Government:</b>										
ICCB Credit Hour Grant	\$ 64,000	\$ 1,197,990	\$ 1,033,689	\$ 1,331,713	\$ 954,708					
ICCB Equalization Grant	-	50,000	2,798	50,000	30,000					
ICCB Small College Grant	-	10,814	-	13,036	-					
ISBE Vocational Ed/ICCB CTE Gra	-	-	-	-	32,255					
Other State sources	-	-	-	-	-					
State University Retirement	-	-	-	-	-					
<b>Total State Government</b>	<b>\$ 64,000</b>	<b>\$ 1,258,804</b>	<b>\$ 1,036,487</b>	<b>\$ 1,394,749</b>	<b>\$ 1,016,963</b>	<b>\$ 986,042</b>	<b>\$ 1,417,670</b>	<b>\$ 1,431,847</b>	<b>\$ 1,446,165</b>	<b>\$ 1,460,627</b>
<b>Student Tuition and Fees:</b>										
Tuition	\$ 6,714,100	\$ 6,755,978	\$ 6,498,950	\$ 6,864,404	\$ 5,513,487					
Fees	357,000	424,396	327,000	407,102	328,725					
<b>Total Tuition and Fees</b>	<b>\$ 7,071,100</b>	<b>\$ 7,180,373</b>	<b>\$ 6,825,950</b>	<b>\$ 7,271,506</b>	<b>\$ 5,842,212</b>	<b>\$ 6,158,081</b>	<b>\$ 6,389,553</b>	<b>\$ 6,476,615</b>	<b>\$ 6,571,787</b>	<b>\$ 6,676,181</b>
<b>Other Sources:</b>										
Interest Income	\$ 34,435	\$ 117,384	\$ 35,000	\$ 232,933	\$ 150,000	\$ 142,565	\$ 22,000	\$ 22,330	\$ 22,660	\$ 23,000
Federal Government	-	-	-	-	-	-	907,015	-	-	-
Other Income	31,100	41,308	31,100	72,465	31,100	5,570	27,100	27,100	27,100	27,100
<b>Total Other Sources</b>	<b>\$ 65,535</b>	<b>\$ 158,692</b>	<b>\$ 66,100</b>	<b>\$ 305,398</b>	<b>\$ 181,100</b>	<b>\$ 148,135</b>	<b>\$ 956,115</b>	<b>\$ 49,430</b>	<b>\$ 49,760</b>	<b>\$ 50,100</b>
<b>Total Revenue before Interfunds &amp; Nonoperating Items</b>	<b>\$ 12,805,117</b>	<b>\$ 14,426,185</b>	<b>\$ 13,525,802</b>	<b>\$ 14,829,067</b>	<b>\$ 12,826,636</b>	<b>\$ 13,158,113</b>	<b>\$ 14,715,490</b>	<b>\$ 13,969,565</b>	<b>\$ 14,139,502</b>	<b>\$ 14,319,416</b>
<b>Interfund Transfers</b>	<b>640,000</b>	<b>-</b>	<b>712,860</b>	<b>38,487</b>	<b>712,860</b>	<b>667,860</b>	<b>712,860</b>	<b>712,860</b>	<b>712,860</b>	<b>712,860</b>
<b>Subtotal</b>	<b>\$ 13,445,117</b>	<b>\$ 14,426,185</b>	<b>\$ 14,238,662</b>	<b>\$ 14,867,554</b>	<b>\$ 13,539,496</b>	<b>\$ 13,825,973</b>	<b>\$ 15,428,350</b>	<b>\$ 14,682,425</b>	<b>\$ 14,852,362</b>	<b>\$ 15,032,276</b>
<b>Less Operating Items*:</b>										
Tuition Chargeback Revenue	-	-	-	-	-	-	-	-	-	-
<b>Adjusted Revenue- (After above reduction)</b>	<b>\$ 13,445,117</b>	<b>\$ 14,426,185</b>	<b>\$ 14,238,662</b>	<b>\$ 14,867,554</b>	<b>\$ 13,539,496</b>	<b>\$ 13,825,973</b>	<b>\$ 15,428,350</b>	<b>\$ 14,682,425</b>	<b>\$ 14,852,362</b>	<b>\$ 15,032,276</b>

\*Interdistrict revenues that do not generate related local district credit hours are subtracted to allow for statewide comparison. On-Behalf revenue is not included.

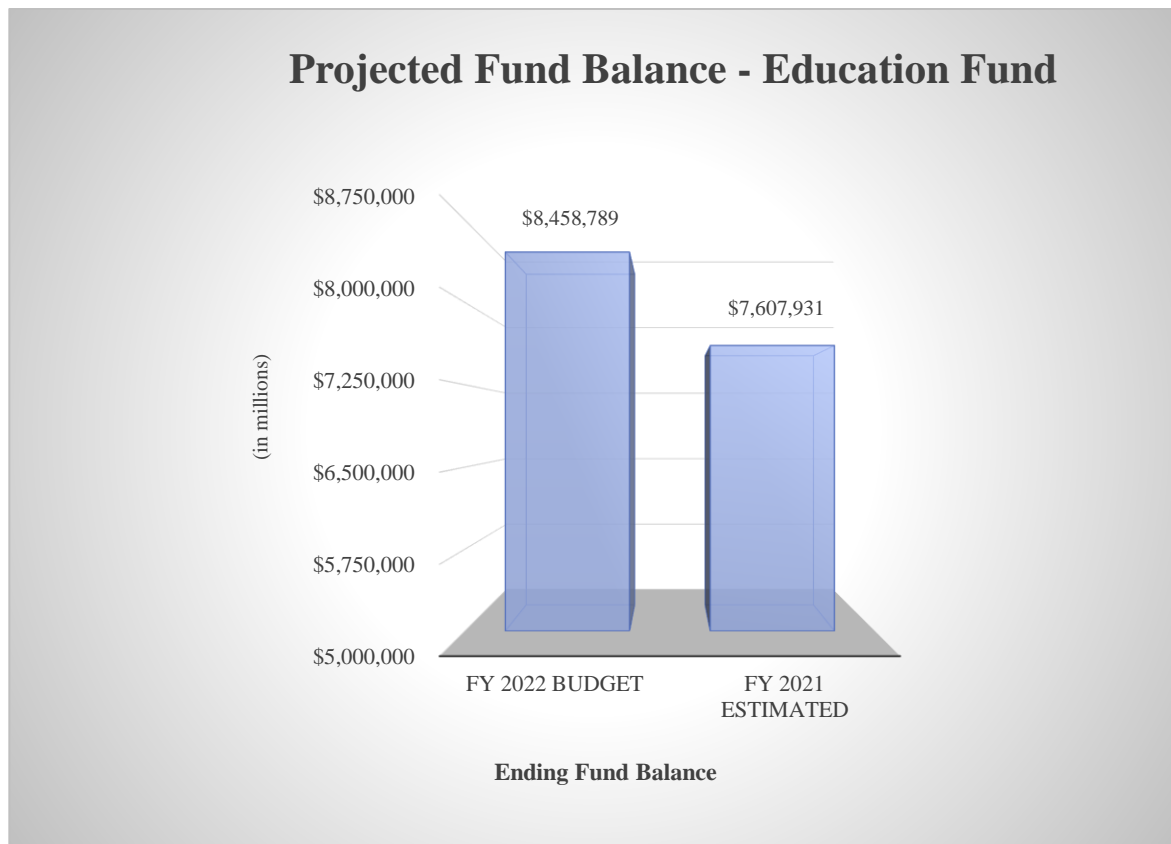
# General Funds Expenditures

## Fiscal Year 2019-2025

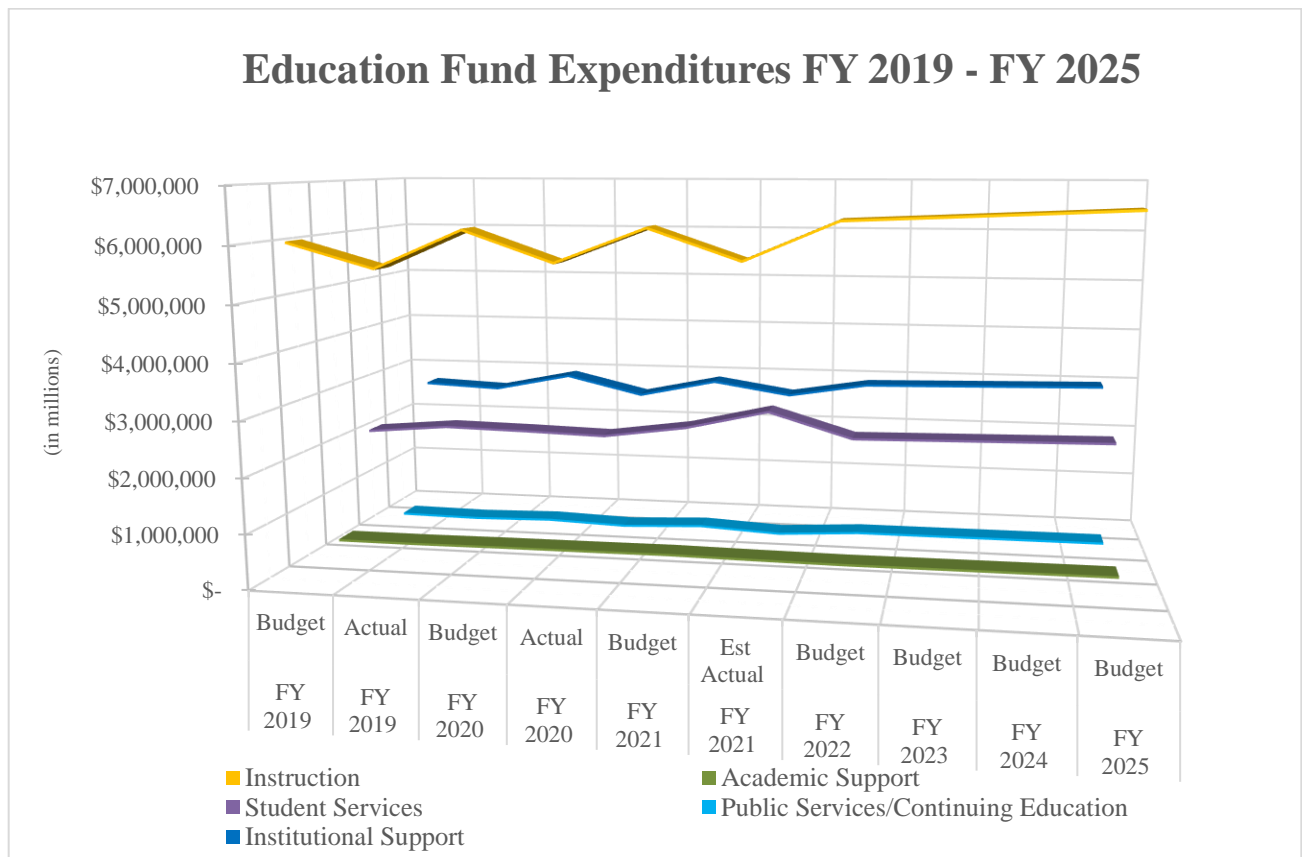
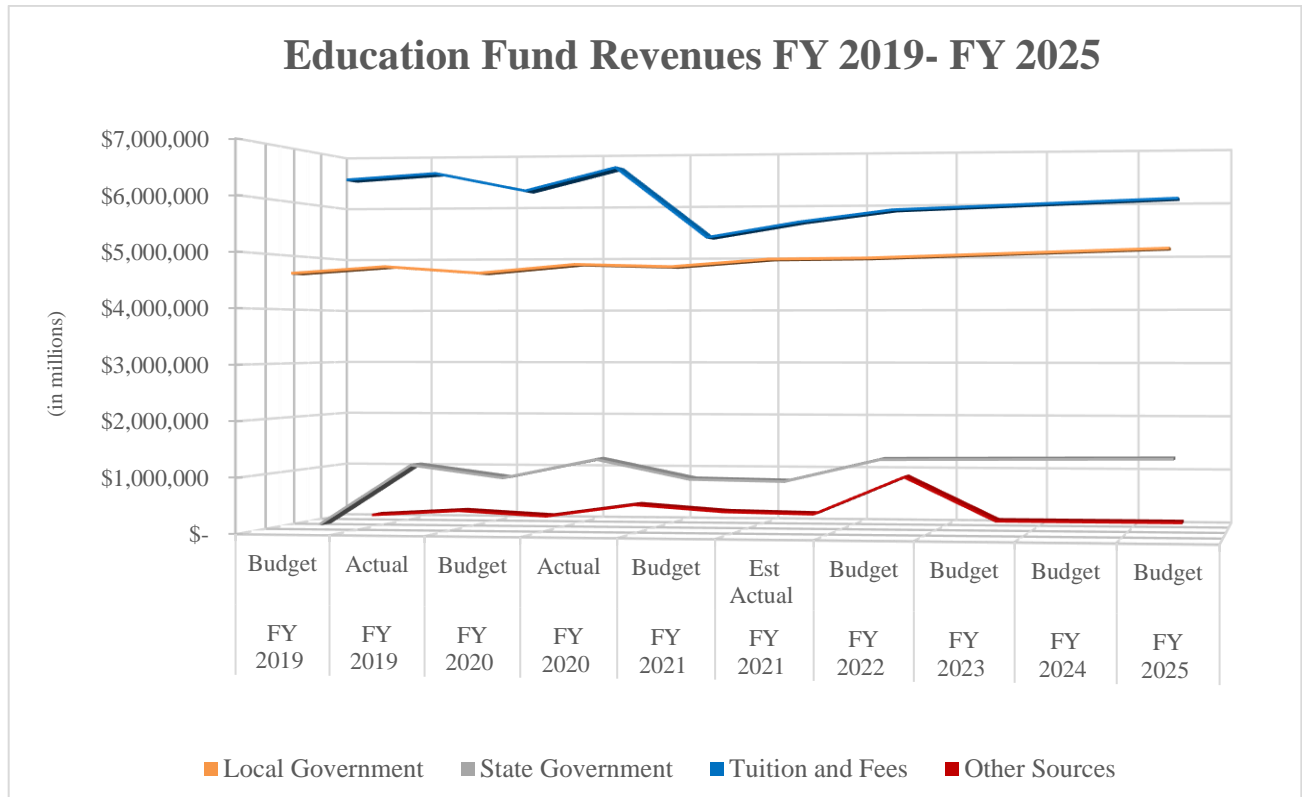
	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Instruction</b>										
Salaries	\$ 4,690,767	\$ 4,544,981	\$ 4,866,147	\$ 4,663,061	\$ 4,991,044					
Employee Benefits	566,250	485,155	676,500	503,582	561,893					
Contractual Services	213,036	170,046	233,027	194,501	292,407					
General Maintenance and Supplies	313,935	292,398	326,788	267,248	245,960					
Travel and Conference/Meeting Expense	82,850	75,429	85,650	50,198	86,850					
Capital Outlay	72,860	-	-	49,354	67,300					
Other Expenditures	91,550	39,046	84,395	14,528	84,550					
<b>Total Instruction</b>	<b>\$ 6,031,248</b>	<b>\$ 5,607,056</b>	<b>\$ 6,272,506</b>	<b>\$ 5,742,472</b>	<b>\$ 6,330,004</b>	<b>\$ 5,807,351</b>	<b>\$ 6,466,172</b>	<b>\$ 6,530,834</b>	<b>\$ 6,596,142</b>	<b>\$ 6,662,103</b>
<b>Academic Support</b>										
Salaries	\$ 229,364	\$ 229,150	\$ 230,108	\$ 240,978	\$ 237,505					
Employee Benefits	38,325	34,900	45,990	37,435	47,829					
Contractual Services	81,500	94,759	83,000	105,675	81,500					
General Maintenance and Supplies	58,950	47,328	56,550	35,176	58,950					
Travel and Conference/Meeting Expense	1,500	1,260	2,400	1,953	1,500					
<b>Total Academic Support</b>	<b>\$ 409,639</b>	<b>\$ 407,397</b>	<b>\$ 418,048</b>	<b>\$ 421,217</b>	<b>\$ 427,284</b>	<b>\$ 409,165</b>	<b>\$ 396,669</b>	<b>\$ 400,636</b>	<b>\$ 404,642</b>	<b>\$ 408,688</b>
<b>Student Services</b>										
Salaries	\$ 1,159,792	\$ 1,167,630	\$ 1,178,097	\$ 1,184,683	\$ 1,335,715					
Employee Benefits	217,350	199,677	260,820	196,536	229,973					
Contractual Services	64,613	54,458	72,113	91,685	72,613					
General Maintenance and Supplies	34,641	30,110	43,205	31,033	49,641					
Travel and Conference/Meeting Expense	32,850	19,394	32,850	16,361	34,050					
Other	684,242	853,396	705,578	728,408	733,742					
<b>Total Student Services</b>	<b>\$ 2,193,488</b>	<b>\$ 2,324,666</b>	<b>\$ 2,292,663</b>	<b>\$ 2,248,706</b>	<b>\$ 2,455,734</b>	<b>\$ 2,807,062</b>	<b>\$ 2,348,387</b>	<b>\$ 2,371,871</b>	<b>\$ 2,395,590</b>	<b>\$ 2,419,545</b>
<b>Public Services/Continuing Education</b>										
Salaries	\$ 98,644	\$ 98,261	\$ 99,305	\$ 84,204	\$ 101,770					
Employee Benefits	21,000	9,090	25,200	9,359	26,208					
Contractual Services	13,800	13,560	15,525	5,822	18,875					
General Maintenance and Supplies	13,865	4,724	10,035	2,165	13,950					
Travel and Conference/Meeting Expense	1,900	1,872	1,725	681	1,775					
Fixed Charges	1,200	1,000	-	-	1,200					
Other	1,300	872	8,315	331	1,500					
<b>Total Public Services/Continuing Education</b>	<b>\$ 151,709</b>	<b>\$ 129,379</b>	<b>\$ 160,105</b>	<b>\$ 102,562</b>	<b>\$ 165,278</b>	<b>\$ 79,446</b>	<b>\$ 165,005</b>	<b>\$ 166,655</b>	<b>\$ 168,322</b>	<b>\$ 170,005</b>
<b>Operation &amp; Maintenance of Plant</b>										
Salaries	\$ 571,866	\$ 544,063	\$ 549,677	\$ 533,872	\$ 588,196					
Employee benefits	182,700	159,817	219,240	168,459	211,793					
Contractual Services	143,000	67,622	182,680	58,450	192,000					
General Maintenance and Supplies	85,000	91,455	97,050	98,670	95,000					
Travel & Conference/Meeting Expense	2,850	2,886	2,850	1,761	3,850					
Fixed Charges	3,000	1,350	3,000	1,424	3,000					
Utilities	499,370	526,148	538,020	435,426	544,900					
Capital Outlay	6,000	58,506	6,000	29,162	56,000					
Other Expenditures	115,000	29,586	61,269	11,300	82,000					
<b>Total Operation and Maintenance of Plant</b>	<b>\$ 1,608,786</b>	<b>\$ 1,384,006</b>	<b>\$ 1,562,586</b>	<b>\$ 1,234,239</b>	<b>\$ 1,687,739</b>	<b>\$ 1,118,419</b>	<b>\$ 1,692,426</b>	<b>\$ 1,709,350</b>	<b>\$ 1,726,444</b>	<b>\$ 1,743,708</b>
<b>Institutional Support</b>										
Salaries	\$ 1,261,011	\$ 1,271,715	\$ 1,442,406	\$ 1,249,777	\$ 1,426,805					
Employee Benefits	339,877	317,687	346,977	358,827	309,299					
Contractual Services	146,500	133,735	208,500	217,856	181,500					
General Maintenance and Supplies	666,158	633,043	664,578	600,611	687,421					
Travel and Conference/Meeting Expense	60,380	60,477	99,579	41,549	96,080					
Fixed Charges	115,425	91,465	106,425	74,747	106,425					
Utilities	20,500	-	-	-	-					
Other Expenditures	107,750	118,398	90,331	52,448	109,750					
<b>Total Institutional Support</b>	<b>\$ 2,717,601</b>	<b>\$ 2,750,556</b>	<b>\$ 3,067,496</b>	<b>\$ 2,705,731</b>	<b>\$ 3,017,780</b>	<b>\$ 2,807,192</b>	<b>\$ 3,080,306</b>	<b>\$ 3,111,109</b>	<b>\$ 3,142,220</b>	<b>\$ 3,173,642</b>
<b>Total before transfers</b>	<b>\$ 13,112,471</b>	<b>\$ 12,603,060</b>	<b>\$ 13,773,404</b>	<b>\$ 12,454,927</b>	<b>\$ 14,083,819</b>	<b>\$ 13,028,636</b>	<b>\$ 14,148,965</b>	<b>\$ 14,290,455</b>	<b>\$ 14,433,359</b>	<b>\$ 14,577,693</b>
<b>Proceeds from capital lease Transfers</b>	<b>352,890</b>	<b>372,346</b>	<b>449,740</b>	<b>390,129</b>	<b>484,740</b>	<b>442,013</b>	<b>418,880</b>	<b>293,425</b>	<b>296,359</b>	<b>299,323</b>
<b>GRAND TOTAL</b>	<b>\$ 13,465,361</b>	<b>\$ 12,975,406</b>	<b>\$ 14,223,144</b>	<b>\$ 12,845,056</b>	<b>\$ 14,568,559</b>	<b>\$ 13,470,649</b>	<b>\$ 14,567,845</b>	<b>\$ 14,583,880</b>	<b>\$ 14,729,718</b>	<b>\$ 14,877,016</b>

## Carl Sandburg College Education Fund-Projected Fund Balance

	<b>FY 2022 Budget</b>	<b>FY 2021 Estimated</b>	<b>Change</b>	<b>%</b>
Revenues	\$ 12,838,917	\$ 11,497,123	\$ 1,341,794	11.67%
Expenditures	12,237,039	11,798,695	438,344	3.72%
Revenues Over (Under) Expenditures	\$ 601,878	\$ (301,572)	\$ 903,450	-299.58%
Transfers	248,980	225,847	23,133	10.24%
Change in fund balance	\$ 850,858	\$ (75,726)	\$ 926,584	-1223.60%
Fund equity beginning of year	7,607,931	7,683,657	(75,726)	-0.99%
Fund equity end of year	<u>\$ 8,458,789</u>	<u>\$ 7,607,931</u>	<u>\$ 850,858</u>	<u>11.18%</u>



## Education Fund Revenue and Expenditures Seven Year Comparison



## Education Fund Revenue Fiscal Year 2019-2025

Operating Revenue by Sources	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Local Government:</b>										
Current Taxes	\$ 4,471,399	\$ 4,598,601	\$ 4,463,199	\$ 4,614,841	\$ 4,574,466					
Replacement Taxes	150,000	134,664	150,000	145,611	140,000					
Other	-	-	-	-	-					
Chargeback	-	-	-	-	-					
<b>Total Local Government</b>	<b>\$ 4,621,399</b>	<b>\$ 4,733,266</b>	<b>\$ 4,613,199</b>	<b>\$ 4,760,452</b>	<b>\$ 4,714,466</b>	<b>\$ 4,839,207</b>	<b>\$ 4,851,700</b>	<b>\$ 4,900,217</b>	<b>\$ 4,949,219</b>	<b>\$ 4,998,711</b>
<b>State Government:</b>										
ICCB Credit Hour Grant	\$ 64,000	\$ 1,102,930	\$ 939,669	\$ 1,225,985	\$ 878,652					
ICCB Equalization Grant	-	46,000	-	46,000	27,600					
ICCB Small College Grant	-	10,814	-	13,036	-					
ISBE Vocational Ed/ICCB CTE Grant	-	-	-	-	32,255					
Other State sources	-	-	-	-	-					
State University Retirement	-	-	-	-	-					
<b>Total State Government</b>	<b>\$ 64,000</b>	<b>\$ 1,159,744</b>	<b>\$ 939,669</b>	<b>\$ 1,285,021</b>	<b>\$ 938,507</b>	<b>\$ 912,042</b>	<b>\$ 1,313,722</b>	<b>\$ 1,326,859</b>	<b>\$ 1,340,128</b>	<b>\$ 1,353,529</b>
<b>Student Tuition and Fees:</b>										
Tuition	\$ 6,196,890	\$ 6,227,176	\$ 5,979,030	\$ 6,326,630	\$ 5,081,919					
Fees	242,000	317,171	227,000	298,727	241,585					
<b>Total Tuition and Fees</b>	<b>\$ 6,438,890</b>	<b>\$ 6,544,347</b>	<b>\$ 6,206,030</b>	<b>\$ 6,625,357</b>	<b>\$ 5,323,504</b>	<b>\$ 5,598,629</b>	<b>\$ 5,810,395</b>	<b>\$ 5,868,499</b>	<b>\$ 5,927,184</b>	<b>\$ 5,986,456</b>
<b>Other Sources:</b>										
Interest Income	\$ 30,028	\$ 117,384	\$ 35,000	\$ 232,933	\$ 150,000	\$ 142,565	\$ 22,000	\$ 22,330	\$ 22,660	\$ 23,000
Federal Government	-	-	-	-	-	-	815,000	-	-	-
Other Income	26,100	33,825	26,100	63,469	26,100	4,680	26,100	26,100	26,100	26,100
<b>Total Other Sources</b>	<b>\$ 56,128</b>	<b>\$ 151,209</b>	<b>\$ 61,100</b>	<b>\$ 296,402</b>	<b>\$ 176,100</b>	<b>\$ 147,245</b>	<b>\$ 863,100</b>	<b>\$ 48,430</b>	<b>\$ 48,760</b>	<b>\$ 49,100</b>
<b>Total Revenue before Interfunds &amp; Nonoperating Items</b>	<b>\$ 11,180,417</b>	<b>\$ 12,588,566</b>	<b>\$ 11,819,998</b>	<b>\$ 12,967,232</b>	<b>\$ 11,152,577</b>	<b>\$ 11,497,123</b>	<b>\$ 12,838,917</b>	<b>\$ 12,144,005</b>	<b>\$ 12,265,291</b>	<b>\$ 12,387,796</b>
<b>Interfund Transfers</b>	<b>595,000</b>	<b>-</b>	<b>667,860</b>	<b>38,487</b>	<b>667,860</b>	<b>667,860</b>	<b>667,860</b>	<b>667,860</b>	<b>667,860</b>	<b>667,860</b>
<b>Subtotal</b>	<b>\$ 11,775,417</b>	<b>\$ 12,588,566</b>	<b>\$ 12,487,858</b>	<b>\$ 13,005,719</b>	<b>\$ 11,820,437</b>	<b>\$ 12,164,983</b>	<b>\$ 13,506,777</b>	<b>\$ 12,811,865</b>	<b>\$ 12,933,151</b>	<b>\$ 13,055,656</b>
<b>Less Operating Items*:</b>										
Tuition Chargeback Revenue	-	-	-	-	-	-	-	-	-	-
<b>Adjusted Revenue- (After above reduction)</b>	<b>\$ 11,775,417</b>	<b>\$ 12,588,566</b>	<b>\$ 12,487,858</b>	<b>\$ 13,005,719</b>	<b>\$ 11,820,437</b>	<b>\$ 12,164,983</b>	<b>\$ 13,506,777</b>	<b>\$ 12,811,865</b>	<b>\$ 12,933,151</b>	<b>\$ 13,055,656</b>

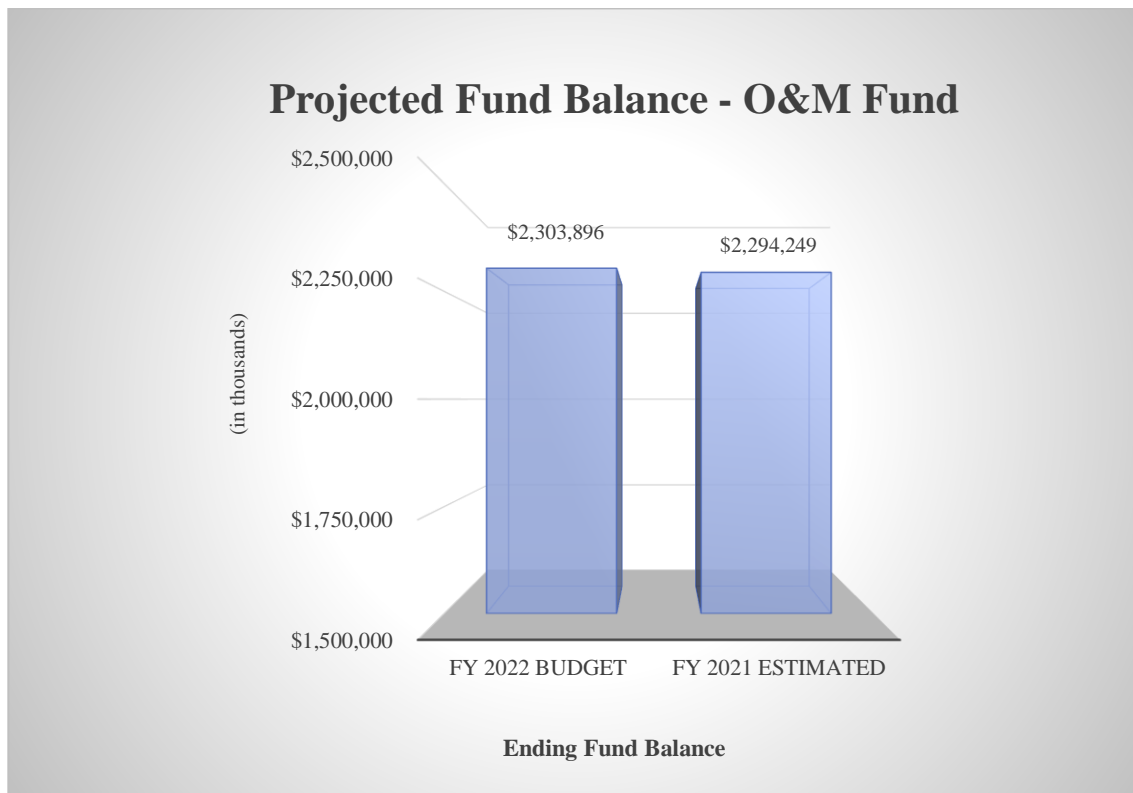
\*Interdistrict revenues that do not generate related local district credit hours are subtracted to allow for statewide comparison. On-Behalf revenue is not included.

## Education Fund Expenditures Fiscal Year 2019-2025

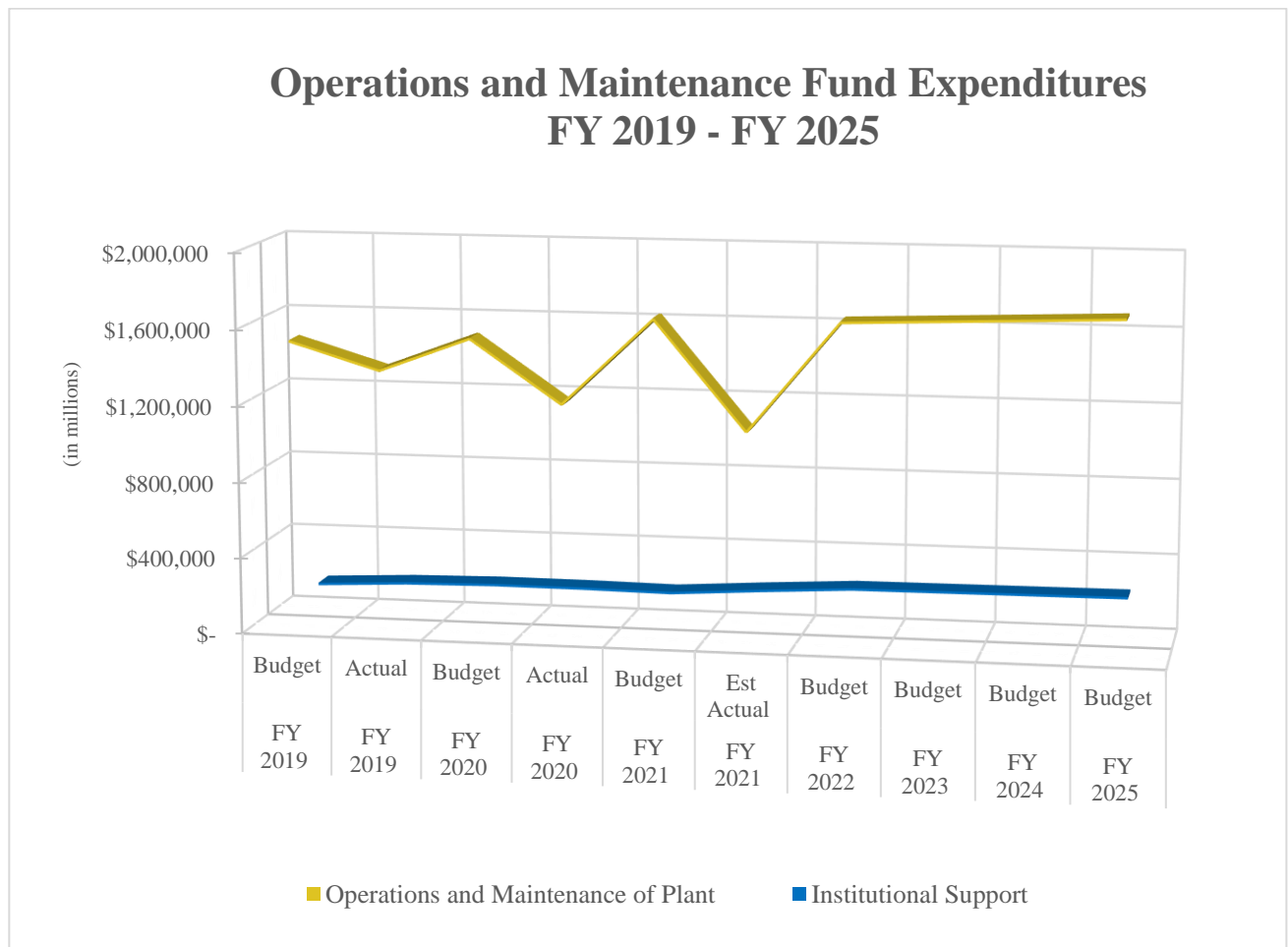
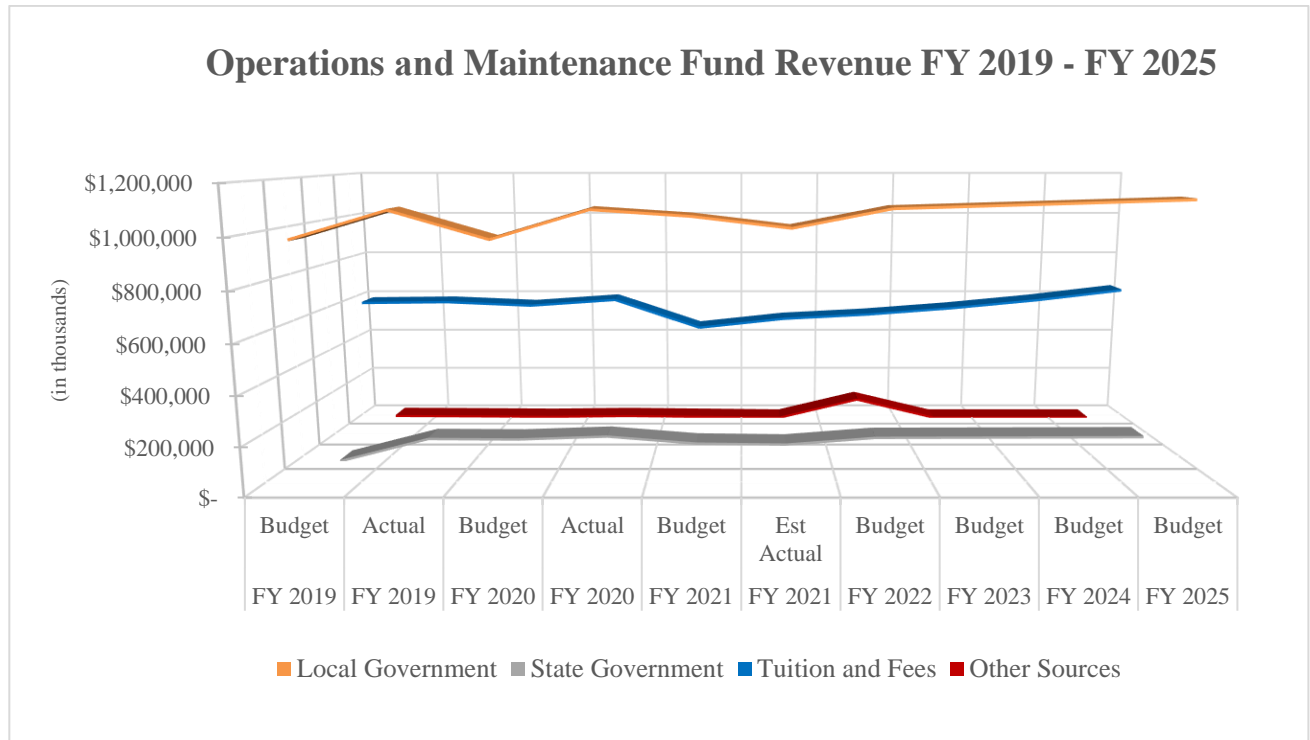
	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Instruction</b>										
Salaries	\$ 4,690,767	\$ 4,544,981	\$ 4,866,147	\$ 4,663,061	\$ 4,991,044					
Employee Benefits	566,250	485,155	676,500	503,582	561,893					
Contractual Services	213,036	170,046	233,027	194,501	292,407					
General Maintenance and Supplies	313,935	292,398	326,788	267,248	245,960					
Travel and Conference/Meeting Expense	82,850	75,429	85,650	50,198	86,850					
Capital Outlay	72,860	-	-	49,354	67,300					
Other Expenditures	91,550	39,046	84,395	14,528	84,550					
<b>Total Instruction</b>	<b>\$ 6,031,248</b>	<b>\$ 5,607,056</b>	<b>\$ 6,272,506</b>	<b>\$ 5,742,472</b>	<b>\$ 6,330,004</b>	<b>\$ 5,807,351</b>	<b>\$ 6,466,172</b>	<b>\$ 6,530,834</b>	<b>\$ 6,596,142</b>	<b>\$ 6,662,103</b>
<b>Academic Support</b>										
Salaries	\$ 229,364	\$ 229,150	\$ 230,108	\$ 240,978	\$ 237,505					
Employee Benefits	38,325	34,900	45,990	37,435	47,829					
Contractual Services	81,500	94,759	83,000	105,675	81,500					
General Maintenance and Supplies	58,950	47,328	56,550	35,176	58,950					
Travel and Conference/Meeting Expense	1,500	1,260	2,400	1,953	1,500					
<b>Total Academic Support</b>	<b>\$ 409,639</b>	<b>\$ 407,397</b>	<b>\$ 418,048</b>	<b>\$ 421,217</b>	<b>\$ 427,284</b>	<b>\$ 409,165</b>	<b>\$ 396,669</b>	<b>\$ 400,636</b>	<b>\$ 404,642</b>	<b>\$ 408,688</b>
<b>Student Services</b>										
Salaries	\$ 1,159,792	\$ 1,167,630	\$ 1,178,097	\$ 1,184,683	\$ 1,335,715					
Employee Benefits	217,350	199,677	260,820	196,536	229,973					
Contractual Services	64,613	54,458	72,113	91,685	72,613					
General Maintenance and Supplies	34,641	30,110	43,205	31,033	49,641					
Travel and Conference/Meeting Expense	32,850	19,394	32,850	16,361	34,050					
Other	684,242	853,396	705,578	728,408	733,742					
<b>Total Student Services</b>	<b>\$ 2,193,488</b>	<b>\$ 2,324,666</b>	<b>\$ 2,292,663</b>	<b>\$ 2,248,706</b>	<b>\$ 2,455,734</b>	<b>\$ 2,807,062</b>	<b>\$ 2,348,387</b>	<b>\$ 2,371,871</b>	<b>\$ 2,395,590</b>	<b>\$ 2,419,545</b>
<b>Public Services/Continuing Education</b>										
Salaries	\$ 98,644	\$ 98,261	\$ 99,305	\$ 84,204	\$ 101,770					
Employee Benefits	21,000	9,090	25,200	9,359	26,208					
Contractual Services	13,800	13,560	15,525	5,822	18,875					
General Maintenance and Supplies	13,865	4,724	10,035	2,165	13,950					
Travel and Conference/Meeting Expense	1,900	1,872	1,725	681	1,775					
Fixed Charges	1,200	1,000	-	-	1,200					
Other	1,300	872	8,315	331	1,500					
<b>Total Public Services/Continuing Education</b>	<b>\$ 151,709</b>	<b>\$ 129,379</b>	<b>\$ 160,105</b>	<b>\$ 102,562</b>	<b>\$ 165,278</b>	<b>\$ 79,446</b>	<b>\$ 165,005</b>	<b>\$ 166,655</b>	<b>\$ 168,322</b>	<b>\$ 170,005</b>
<b>Institutional Support</b>										
Salaries	\$ 1,261,011	\$ 1,271,715	\$ 1,442,406	\$ 1,249,777	\$ 1,426,805					
Employee Benefits	339,877	317,687	346,977	358,827	309,299					
Contractual Services	134,000	120,223	195,000	204,226	168,000					
General Maintenance and Supplies	617,658	585,611	626,578	557,133	649,421					
Travel and Conference/Meeting Expense	60,380	60,477	87,079	37,596	83,580					
Fixed Charges	115,425	91,465	106,425	74,747	106,425					
Capital Outlay	20,500	20,500	-	-	-					
Other Expenditures	107,750	118,398	90,331	52,448	109,750					
<b>Total Institutional Support</b>	<b>\$ 2,656,601</b>	<b>\$ 2,586,076</b>	<b>\$ 2,894,796</b>	<b>\$ 2,534,754</b>	<b>\$ 2,853,280</b>	<b>\$ 2,613,450</b>	<b>\$ 2,860,806</b>	<b>\$ 2,889,414</b>	<b>\$ 2,918,308</b>	<b>\$ 2,947,491</b>
<b>Total before transfers</b>	<b>\$ 11,442,685</b>	<b>\$ 11,054,574</b>	<b>\$ 12,038,118</b>	<b>\$ 11,049,711</b>	<b>\$ 12,231,580</b>	<b>\$ 11,716,476</b>	<b>\$ 12,237,039</b>	<b>\$ 12,359,409</b>	<b>\$ 12,483,003</b>	<b>\$ 12,607,834</b>
<b>Transfers</b>	<b>352,890</b>	<b>372,346</b>	<b>449,740</b>	<b>390,129</b>	<b>484,740</b>	<b>442,013</b>	<b>418,880</b>	<b>293,425</b>	<b>296,359</b>	<b>299,323</b>
<b>GRAND TOTAL</b>	<b>\$ 11,795,575</b>	<b>\$ 11,426,920</b>	<b>\$ 12,487,858</b>	<b>\$ 11,439,840</b>	<b>\$ 12,716,320</b>	<b>\$ 12,158,489</b>	<b>\$ 12,655,919</b>	<b>\$ 12,652,834</b>	<b>\$ 12,779,363</b>	<b>\$ 12,907,156</b>

**Carl Sandburg College**  
**Operations and Maintenance Fund-Projected Fund Balance**

	<b>FY 2022 Budget</b>		<b>FY 2021 Estimated</b>		<b>Change</b>	<b>%</b>
Revenues	\$	1,876,573	\$	1,660,990	\$ 215,583	12.98%
Expenditures		1,911,926		1,312,161	599,765	45.71%
Revenues Over (Under) Expenditures	\$	(35,353)	\$	348,829	\$ (384,182)	-110.13%
Transfers		45,000		-	45,000	0.00%
Change in fund balance	\$	9,647	\$	348,829	\$ (339,182)	-97.23%
Fund equity beginning of year		2,294,249		1,945,420	348,829	17.93%
Fund equity end of year	\$	2,303,896	\$	2,294,249	\$ 9,647	0.42%



## Operations and Maintenance Fund Revenue and Expenditures Seven Year Comparison





## Operations and Maintenance Fund Revenue Fiscal Year 2019-2025

Operating Revenue by Sources	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Local Government:</b>										
Current Taxes	\$ 883,083	960,386	884,066	951,351	951,895					
Replacement Taxes	100,000	134,664	100,000	145,611	120,000					
<b>Total Local Government</b>	<b>\$ 983,083</b>	<b>\$ 1,095,050</b>	<b>\$ 984,066</b>	<b>\$ 1,096,962</b>	<b>\$ 1,071,895</b>	<b>\$ 1,026,648</b>	<b>\$ 1,100,452</b>	<b>\$ 1,111,457</b>	<b>\$ 1,122,571</b>	<b>\$ 1,133,797</b>
<b>State Government:</b>										
ICCB Credit Hour Grant	\$ -	\$ 95,060	\$ 94,020	\$ 105,728	\$ 76,056					
ICCB Equalization Grant	-	4,000	2,798	4,000	2,400					
<b>Total State Government</b>	<b>\$ -</b>	<b>\$ 99,060</b>	<b>\$ 96,818</b>	<b>\$ 109,728</b>	<b>\$ 78,456</b>	<b>\$ 74,000</b>	<b>\$ 103,948</b>	<b>\$ 104,987</b>	<b>\$ 106,037</b>	<b>\$ 107,098</b>
<b>Student Tuition and Fees:</b>										
Tuition	\$ 517,210	\$ 528,802	\$ 519,920	\$ 537,774	\$ 431,568					
Fees	115,000	107,225	100,000	108,375	87,140					
<b>Total Tuition and Fees</b>	<b>\$ 632,210</b>	<b>\$ 636,027</b>	<b>\$ 619,920</b>	<b>\$ 646,149</b>	<b>\$ 518,708</b>	<b>\$ 559,452</b>	<b>\$ 579,158</b>	<b>\$ 608,116</b>	<b>\$ 644,603</b>	<b>\$ 689,725</b>
<b>Other Sources:</b>										
Interest Income	\$ 4,407	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Government	-	-	-	-	-	-	92,015	-	-	-
Building Rentals	5,000	6,939	5,000	8,773	5,000	425	1,000	1,000	1,000	1,000
Other Income	-	544	-	224	-	465	-	-	-	-
<b>Total Other Sources</b>	<b>\$ 9,407</b>	<b>\$ 7,483</b>	<b>\$ 5,000</b>	<b>\$ 8,996</b>	<b>\$ 5,000</b>	<b>\$ 890</b>	<b>\$ 93,015</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>
<b>Total Revenue before Interfunds &amp; Nonoperating Items</b>	<b>\$ 1,624,700</b>	<b>\$ 1,837,620</b>	<b>\$ 1,705,804</b>	<b>\$ 1,861,835</b>	<b>\$ 1,674,059</b>	<b>\$ 1,660,990</b>	<b>\$ 1,876,573</b>	<b>\$ 1,825,560</b>	<b>\$ 1,874,211</b>	<b>\$ 1,931,620</b>
<b>Interfund Transfers</b>	<b>45,000</b>	<b>-</b>	<b>45,000</b>	<b>-</b>	<b>45,000</b>	<b>-</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>
<b>Grand Total</b>	<b>\$ 1,669,700</b>	<b>\$ 1,837,620</b>	<b>\$ 1,750,804</b>	<b>\$ 1,861,835</b>	<b>\$ 1,719,059</b>	<b>\$ 1,660,990</b>	<b>\$ 1,921,573</b>	<b>\$ 1,870,560</b>	<b>\$ 1,919,211</b>	<b>\$ 1,976,620</b>

## Operations and Maintenance Fund Expenditures

### Fiscal Year 2019-2025

	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Operation &amp; Maintenance of Plant</b>										
Salaries	\$ 571,866	\$ 544,063	\$ 549,677	\$ 533,872	\$ 588,196					
Employee benefits	182,700	159,817	219,240	168,459	211,793					
Contractual Services	143,000	67,622	182,680	58,450	192,000					
General Maintenance and Supplies	85,000	91,455	97,050	98,670	95,000					
Travel & Conference/Meeting Expense	2,850	2,886	2,850	1,761	3,850					
Fixed Charges	3,000	1,350	3,000	1,424	3,000					
Utilities	417,170	428,721	440,820	331,141	455,900					
Capital Outlay	6,000	58,506	6,000	29,162	56,000					
Other Expenditures	115,000	29,586	61,269	11,300	82,000					
<b>Total Operation and Maintenance of Plant</b>	<b>\$ 1,526,586</b>	<b>\$ 1,384,006</b>	<b>\$ 1,562,586</b>	<b>\$ 1,234,239</b>	<b>\$ 1,687,739</b>	<b>\$ 1,118,419</b>	<b>\$ 1,692,426</b>	<b>\$ 1,709,350</b>	<b>\$ 1,726,444</b>	<b>\$ 1,743,708</b>
<b>Institutional Support</b>										
Contractual Services	\$ 12,500	\$ 13,512	\$ 13,500	\$ 13,630	\$ 13,500					
General Maintenance and Supplies	\$ -	\$ 6,110	\$ 10,000	\$ 5,631	\$ 10,000					
Travel & Conference/Meeting Expense	\$ -	\$ -	\$ 1,500	\$ -	\$ 1,500					
Principal retirement	48,500	47,432	38,000	43,478	38,000					
Interest	-	-	12,500	3,953	12,500					
Utilities	82,200	97,427	97,200	104,285	89,000					
<b>Total Institutional Support</b>	<b>\$ 143,200</b>	<b>\$ 164,480</b>	<b>\$ 172,700</b>	<b>\$ 170,977</b>	<b>\$ 164,500</b>	<b>\$ 193,742</b>	<b>\$ 219,500</b>	<b>\$ 221,695</b>	<b>\$ 223,912</b>	<b>\$ 226,151</b>
<b>Total before Interfund Transfers</b>	<b>\$ 1,669,786</b>	<b>\$ 1,548,486</b>	<b>\$ 1,735,286</b>	<b>\$ 1,405,216</b>	<b>\$ 1,852,239</b>	<b>\$ 1,312,161</b>	<b>\$ 1,911,926</b>	<b>\$ 1,931,045</b>	<b>\$ 1,950,356</b>	<b>\$ 1,969,859</b>
<b>Proceeds from capital leases Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GRAND TOTAL</b>	<b>\$ 1,669,786</b>	<b>\$ 1,548,486</b>	<b>\$ 1,735,286</b>	<b>\$ 1,405,216</b>	<b>\$ 1,852,239</b>	<b>\$ 1,312,161</b>	<b>\$ 1,911,926</b>	<b>\$ 1,931,045</b>	<b>\$ 1,950,356</b>	<b>\$ 1,969,859</b>

## **Special Revenue Funds**

### Special Revenue Funds Narrative

The Special Revenue Funds consists of four individual “sub-funds” - the Restricted Purpose Fund, the Audit Fund, the Liability, Protection & Settlement Fund and the Quasi-Endowment “SILO” Fund. The Restricted Purpose Fund is not reflected in detail in this budget since all revenues are received through grants and legally restricted to expenditures for specific purposes. Revenue for the Special Revenue Funds is derived from the following sources: Local Government, State Government, Federal Government and Other Sources of Revenue.

### Audit Fund

The Audit Fund is used to record revenues and expenditures related to the annual audit. The College levies property taxes for this expense. Each year, the College retains the services of an external independent audit firm to perform the audit and compile related reports and statements. In the winter of 2020, an RFP for audit services was conducted. After reviewing experience, timeliness and cost, our current partner for audit services was renewed. Revenue is derived mainly from property taxes.

### Liability, Protection, and Settlement Fund

The Liability, Protection & Settlement Fund (LP&S) is used to record revenues and expenditures related to protection of the District’s assets. The fund receives property tax revenue for the portion of the annual levy associated with tort liability and insurance. The fund also earns interest on its investments.

### Quasi-Endowment “SILO” Fund

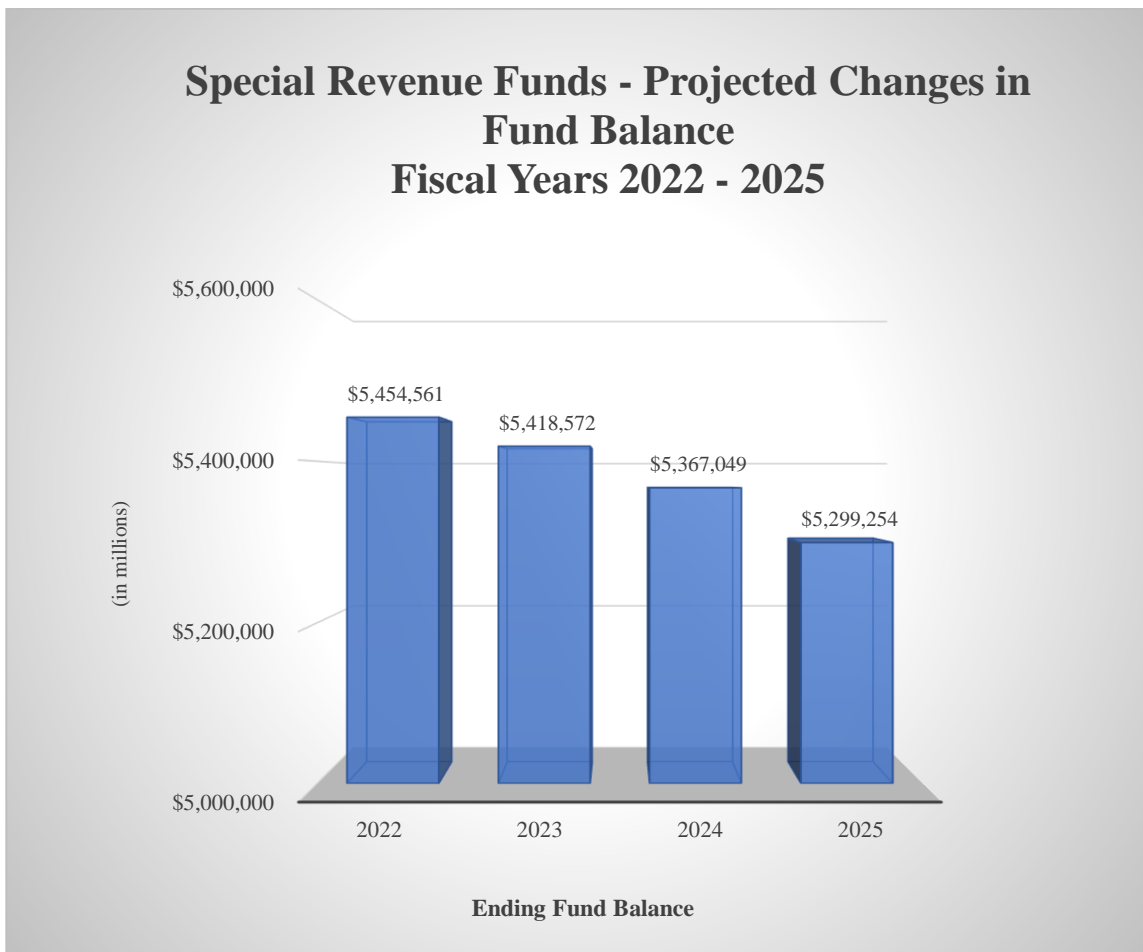
The Quasi-Endowment “SILO Fund” is used to generate interest income to be placed under the tutelage of the Vice President of Academic Services, who will in turn work with the College’s Instructional Team to prioritize the use of these funds to launch new “SILOS of Opportunity”.

The establishment of the “SILO” Fund was accomplished by transferring existing fund balance from the Education and O&M Funds and accumulated interest from the Working Cash fund.

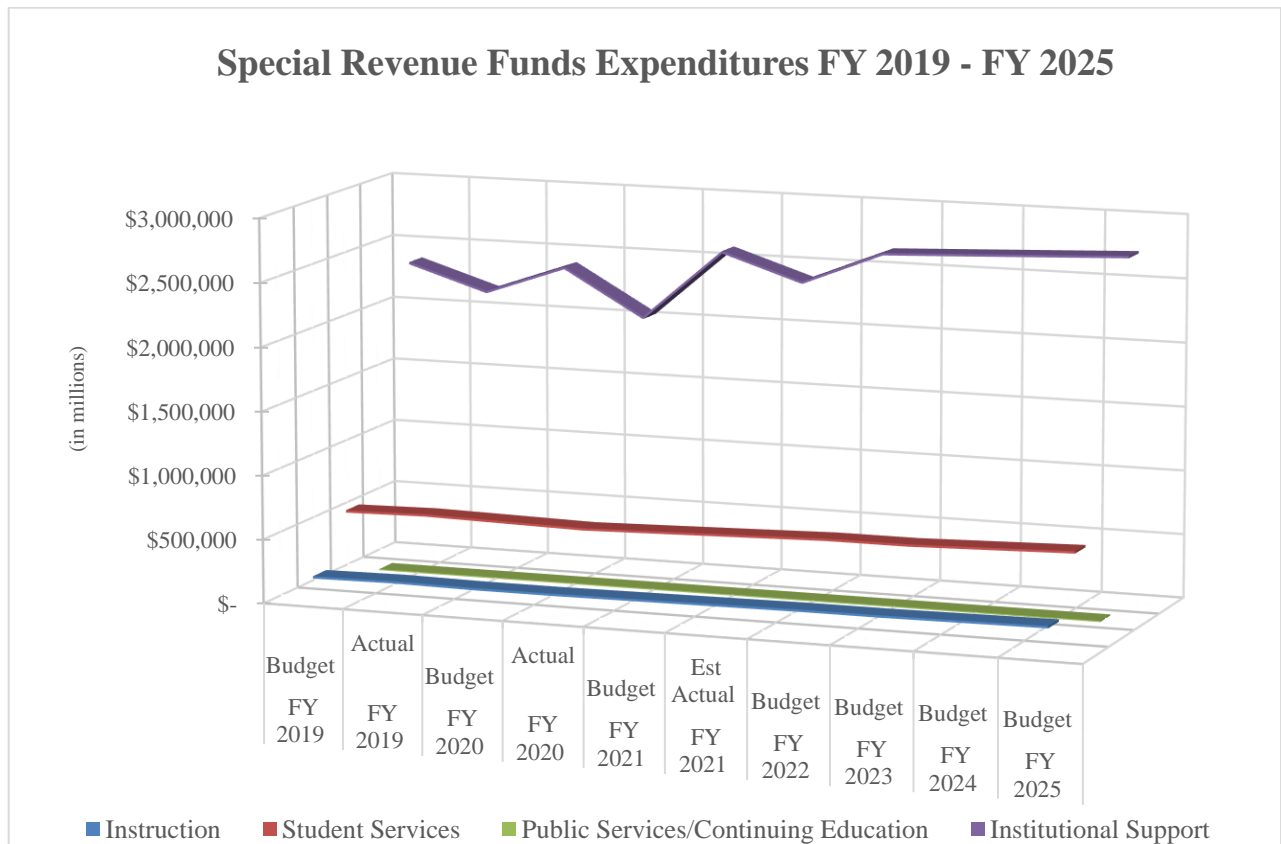
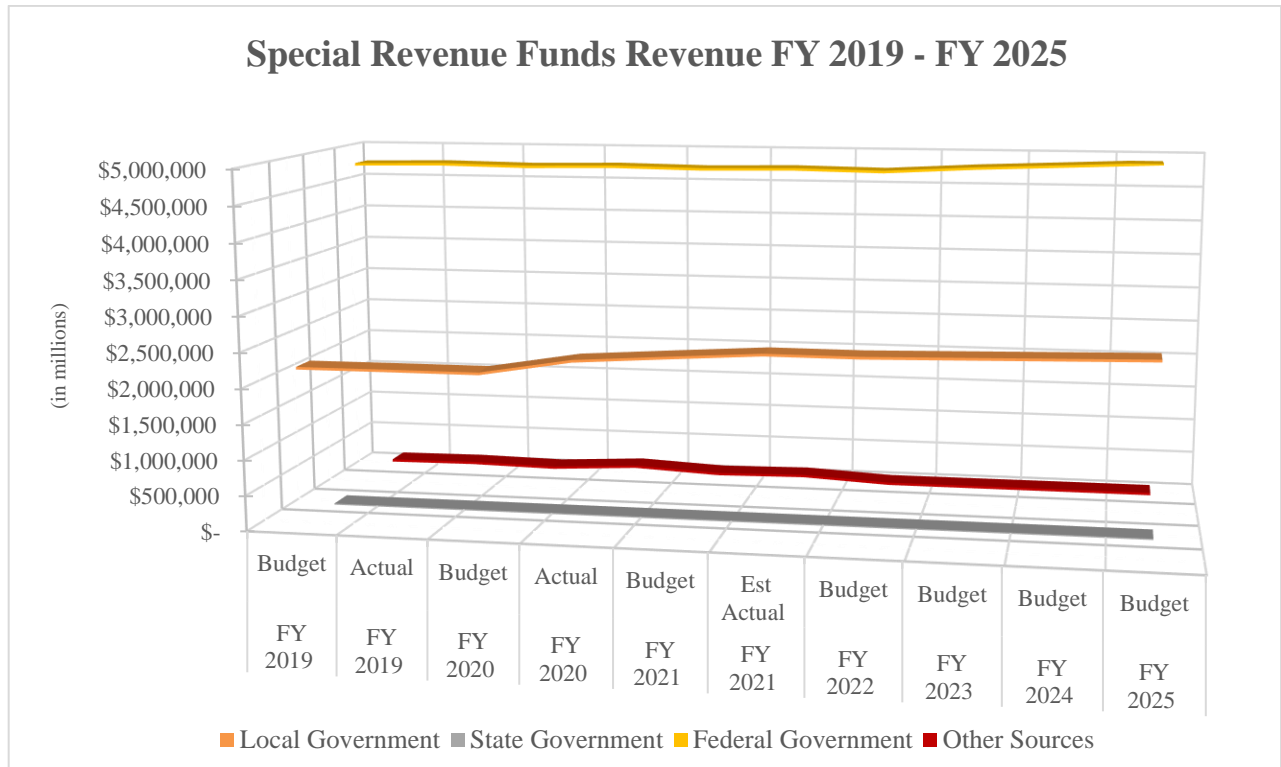
**Carl Sandburg College**  
**Special Revenue Funds-Projected Changes in Fund Balance**

	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Beginning Balance	\$ 5,557,700	\$ 5,454,561	\$ 5,418,572	\$ 5,367,049
Revenues	7,474,537	7,569,204	7,645,048	7,721,654
Expenditures	7,519,176	7,545,692	7,636,072	7,727,949
Revenues Over (Under) Expenditures	\$ (44,639)	\$ 23,512	\$ 8,977	\$ (6,295)
Transfers	(58,500)	(59,500)	(60,500)	(61,500)
Ending Fund Balance	<u>\$ 5,454,561</u>	<u>\$ 5,418,572</u>	<u>\$ 5,367,049</u>	<u>\$ 5,299,254</u>

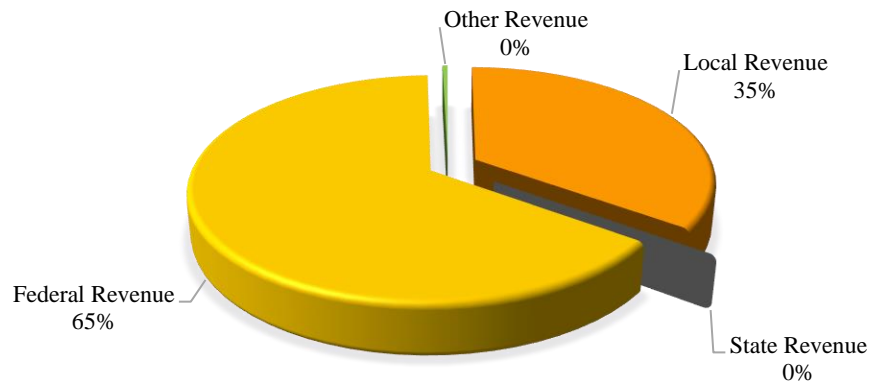
(Transfers out for instructional opportunities)



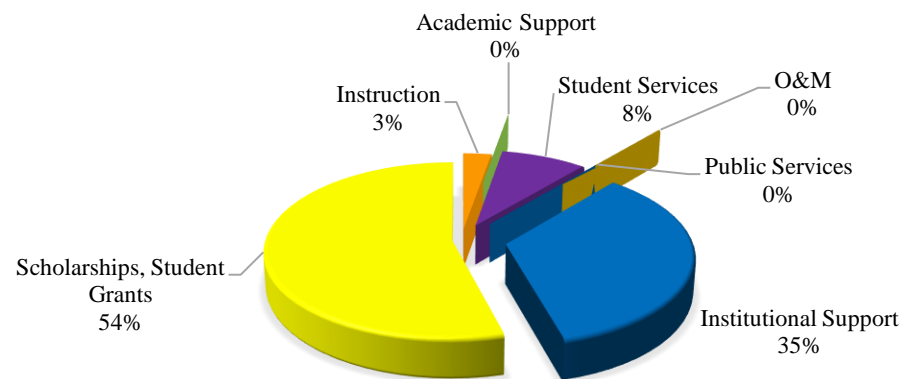
## Special Revenue Funds Revenue and Expenditures Seven Year Comparison



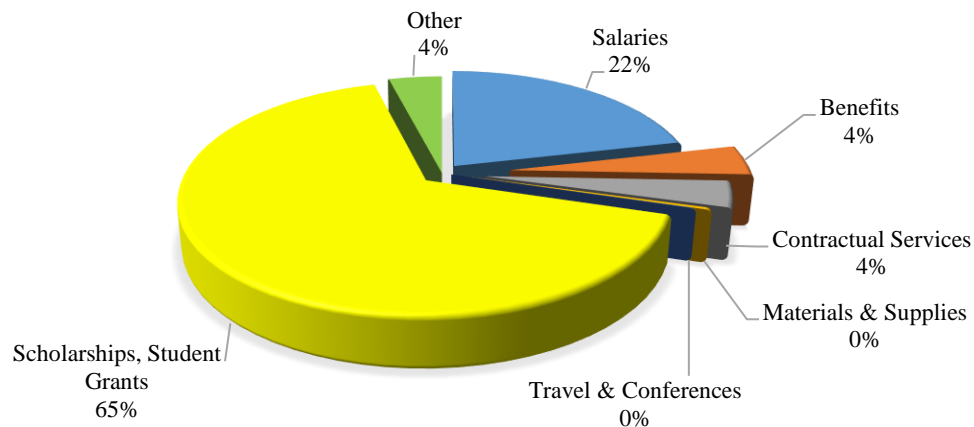
### FY 2022 % OF TOTAL SPECIAL REVENUE FUNDS REVENUE BY SOURCE



### FY 2022 % OF TOTAL SPECIAL REVENUE FUNDS EXPENDITURES BY PROGRAM



### FY 2022 % OF TOTAL SPECIAL REVENUE FUNDS EXPENDITURES BY OBJECT



## Special Revenue Funds Revenue Fiscal Year 2019-2025

Operating Revenue by Sources	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Local Government:</b>										
Current Taxes	\$ 2,238,423	\$ 2,241,466	\$ 2,240,753	\$ 2,452,345	\$ 2,535,570					
Local Government Grants	-	-	-	-	-					
Other	-	-	-	-	-					
<b>Total Local Government</b>	<b>\$ 2,238,423</b>	<b>\$ 2,241,466</b>	<b>\$ 2,240,753</b>	<b>\$ 2,452,345</b>	<b>\$ 2,535,570</b>	<b>\$ 2,614,744</b>	<b>\$ 2,611,637</b>	<b>\$ 2,637,753</b>	<b>\$ 2,664,131</b>	<b>\$ 2,690,772</b>
<b>State Government:</b>										
ICCB Grants	\$ -	\$ -	\$ -	\$ -	\$ -					
Other State Grants	-	-	-	-	-					
Illinois Map Grant	-	-	-	-	-					
Other State sources	-	-	-	-	-					
<b>Total State Government</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Federal Government:</b>										
Department of Education	\$ 4,687,816	\$ 4,706,804	\$ 4,687,816	\$ 4,706,804	\$ 4,687,816					
Department of Labor	144,984	145,571	144,984	145,571	144,984					
<b>Total Federal Government</b>	<b>\$ 4,832,800</b>	<b>\$ 4,852,375</b>	<b>\$ 4,832,800</b>	<b>\$ 4,852,375</b>	<b>\$ 4,832,800</b>	<b>\$ 4,852,375</b>	<b>\$ 4,832,800</b>	<b>\$ 4,900,899</b>	<b>\$ 4,949,908</b>	<b>\$ 4,999,407</b>
<b>Student Tuition and Fees:</b>										
Tuition	\$ -	\$ -	\$ -	\$ -	\$ -					
Fees	-	-	-	-	-					
<b>Total Tuition and Fees</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Sources:</b>										
Interest Income	\$ 79,061	\$ 88,717	\$ 64,780	\$ 126,765	\$ 66,550					
Other Non-Government Gifts, Grants	10,000	11,181	10,000	13,857	10,000					
Other Income	-	-	-	-	-					
<b>Total Other Sources</b>	<b>\$ 89,061</b>	<b>\$ 99,898</b>	<b>\$ 74,780</b>	<b>\$ 140,622</b>	<b>\$ 76,550</b>	<b>\$ 97,397</b>	<b>\$ 30,100</b>	<b>\$ 30,552</b>	<b>\$ 31,010</b>	<b>\$ 31,475</b>
<b>Total Revenue before Interfunds &amp; Nonoperating Items</b>	<b>\$ 7,160,284</b>	<b>\$ 7,193,739</b>	<b>\$ 7,148,333</b>	<b>\$ 7,445,342</b>	<b>\$ 7,444,920</b>	<b>\$ 7,564,516</b>	<b>\$ 7,474,537</b>	<b>\$ 7,569,204</b>	<b>\$ 7,645,048</b>	<b>\$ 7,721,654</b>
<b>Interfund Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Subtotal</b>	<b>\$ 7,160,284</b>	<b>\$ 7,193,739</b>	<b>\$ 7,148,333</b>	<b>\$ 7,445,342</b>	<b>\$ 7,444,920</b>	<b>\$ 7,564,516</b>	<b>\$ 7,474,537</b>	<b>\$ 7,569,204</b>	<b>\$ 7,645,048</b>	<b>\$ 7,721,654</b>
<b>Less Operating Items*:</b>										
Tuition Chargeback Revenue	-	-	-	-	-	-	-	-	-	-
<b>Adjusted Revenue- (After above reduction)</b>	<b>\$ 7,160,284</b>	<b>\$ 7,193,739</b>	<b>\$ 7,148,333</b>	<b>\$ 7,445,342</b>	<b>\$ 7,444,920</b>	<b>\$ 7,564,516</b>	<b>\$ 7,474,537</b>	<b>\$ 7,569,204</b>	<b>\$ 7,645,048</b>	<b>\$ 7,721,654</b>

\*Interdistrict revenues that do not generate related local district credit hours are subtracted to allow for statewide comparison. On-Behalf revenue is not included.

## Special Revenue Funds Expenditures Fiscal Year 2019-2025

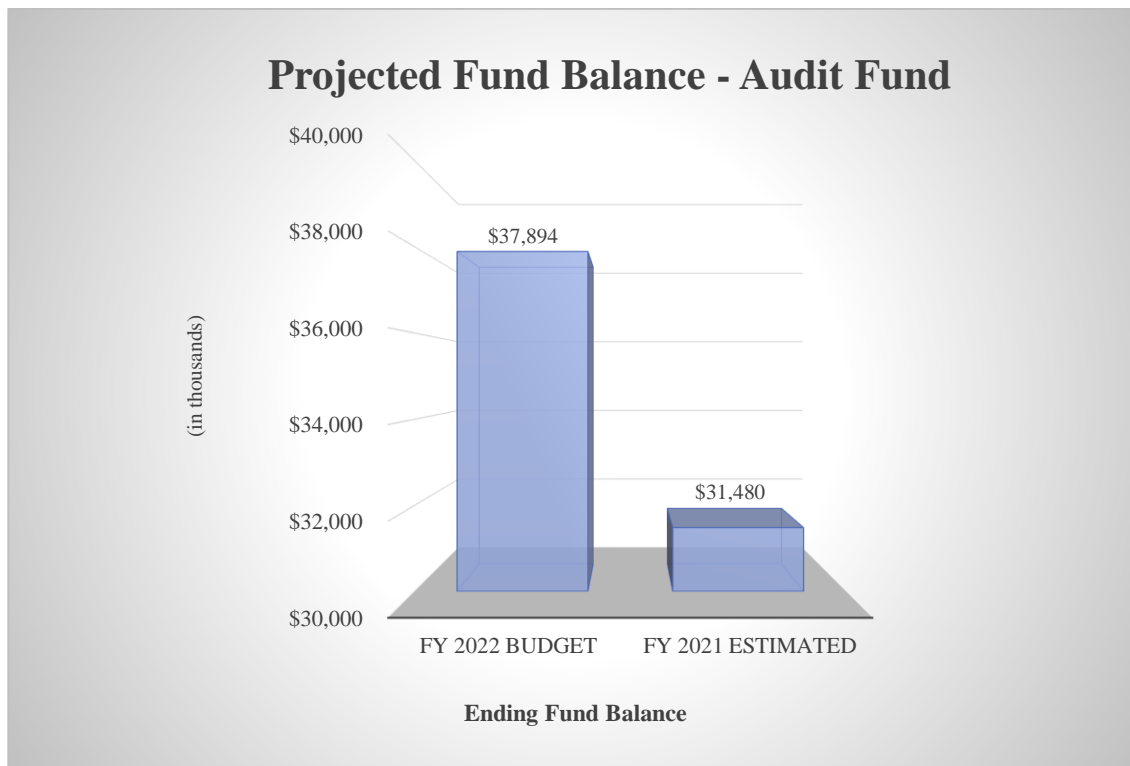
	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Instruction</b>	\$ 188,947	\$ 196,734	\$ 188,947	\$ 188,947	\$ 194,143					
<b>Total Instruction</b>	\$ 188,947	\$ 196,736	\$ 188,947	\$ 188,947	\$ 194,143	\$ 199,482	\$ 204,968 <span style="color: green;">▲</span>	\$ 204,968	\$ 210,604	\$ 216,396
<b>Academic Support</b>	\$ -	\$ -	\$ -	\$ -	\$ -					
<b>Total Academic Support</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Student Services</b>	\$ 589,315	\$ 601,101	\$ 589,315	\$ 577,529	\$ 593,411					
<b>Total Student Services</b>	\$ 589,315	\$ 601,101	\$ 589,315	\$ 577,529	\$ 593,411	\$ 609,730	\$ 626,498 <span style="color: green;">▲</span>	\$ 626,498	\$ 643,726	\$ 661,429
<b>Public Services/Continuing Education</b>	\$ -	\$ -	\$ -	\$ -	\$ -					
<b>Total Public Services/Continuing Education</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operation &amp; Maintenance of Plant</b>	\$ -	\$ -	\$ -	\$ -	\$ -					
<b>Total Operation and Maintenance of Plant</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Institutional Support</b>	\$ -	\$ -	\$ -	\$ -	\$ -					
<b>Total Institutional Support</b>	\$ 2,356,303	\$ 2,159,522	\$ 2,386,443	\$ 2,025,375	\$ 2,579,841	\$ 2,374,888	\$ 2,633,173	\$ 2,659,689	\$ 2,686,658	\$ 2,714,090
<b>Scholarships, student grants, and waivers</b>	\$ 4,054,538	\$ 4,054,538	\$ 4,054,538	\$ 4,054,538	\$ 4,054,538	\$ 4,054,538	\$ 4,054,538	\$ 4,054,538	\$ 4,095,083	\$ 4,136,034
<b>Total before transfers</b>	\$ 7,189,103	\$ 7,011,897	\$ 7,219,243	\$ 6,846,390	\$ 7,421,933	\$ 7,238,638	\$ 7,519,176	\$ 7,545,692	\$ 7,636,072	\$ 7,727,949
<b>Transfers</b>	58,500	-	58,500	-	58,500	-	58,500	59,500	60,500	61,500
<b>GRAND TOTAL</b>	\$ 7,247,603	\$ 7,011,897	\$ 7,277,743	\$ 6,846,390	\$ 7,480,433	\$ 7,238,638	\$ 7,577,676	\$ 7,605,192	\$ 7,696,572	\$ 7,789,449



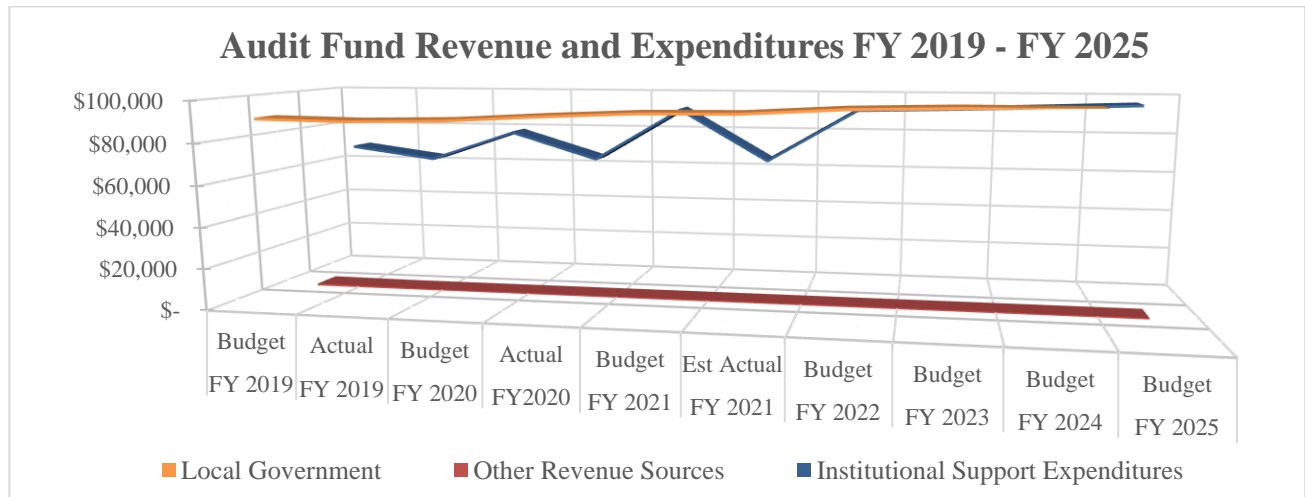
**Carl Sandburg College**  
**Audit Fund-Projected Fund Balance**

	<b>FY 2022 Budget</b>	<b>FY 2021 Estimated</b>	<b>Change</b>	<b>%</b>
Revenues	\$ 98,329	\$ 95,849	\$ 2,480	2.59%
Expenditures	91,915	65,135	26,780	41.12%
Revenues Over (Under) Expenditures	\$ 6,414	\$ 30,714	\$ (24,300)	-79.12%
Transfers	-	-	-	0.00%
Change in fund balance	\$ 6,414	\$ 30,714	\$ (24,300)	-79.12%
Fund equity (deficit) beginning of year	31,480	766	30,714	4009.66%
Fund equity (deficit) end of year	\$ 37,894	\$ 31,480	\$ 6,414	20.37%

Management has realigned the expenditures in this fund to stop the additional losses. Continued monitoring of expenditures and levied revenue will help eliminate this negative position.



## Audit Fund Revenue and Expenditures Seven Year Comparison

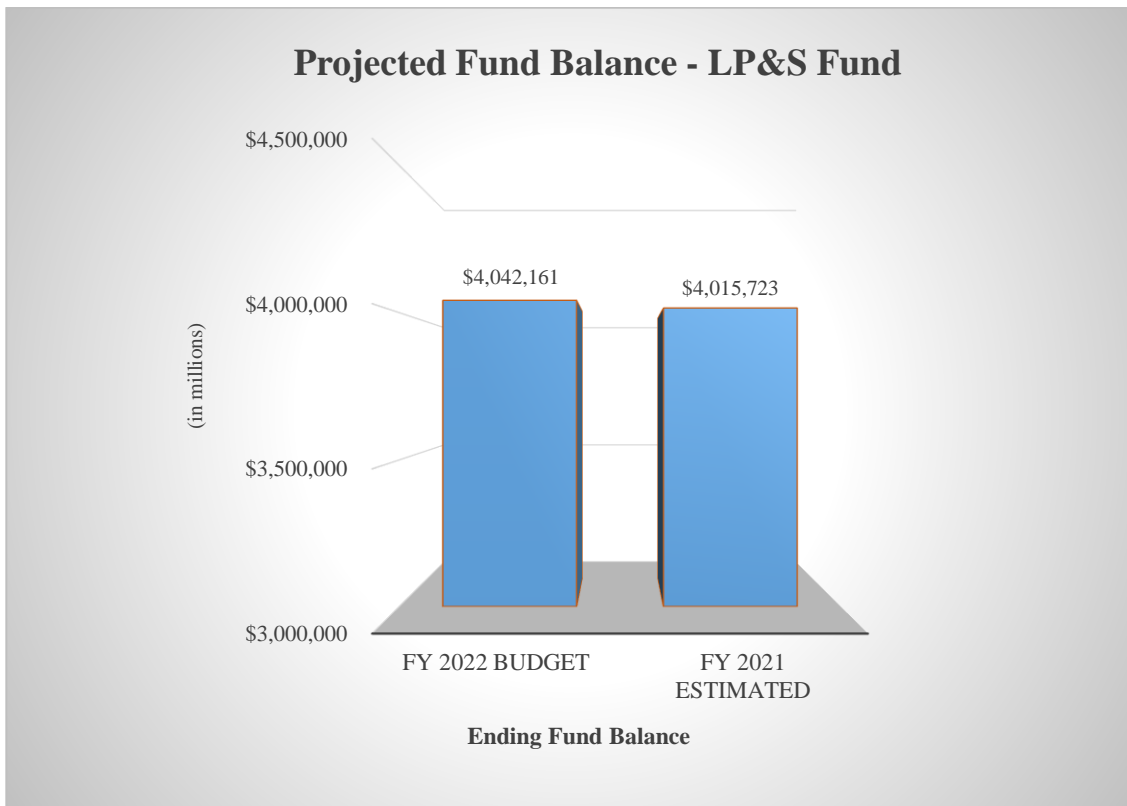


### Audit Fund Revenue and Expenditures Fiscal Year 2019-2025

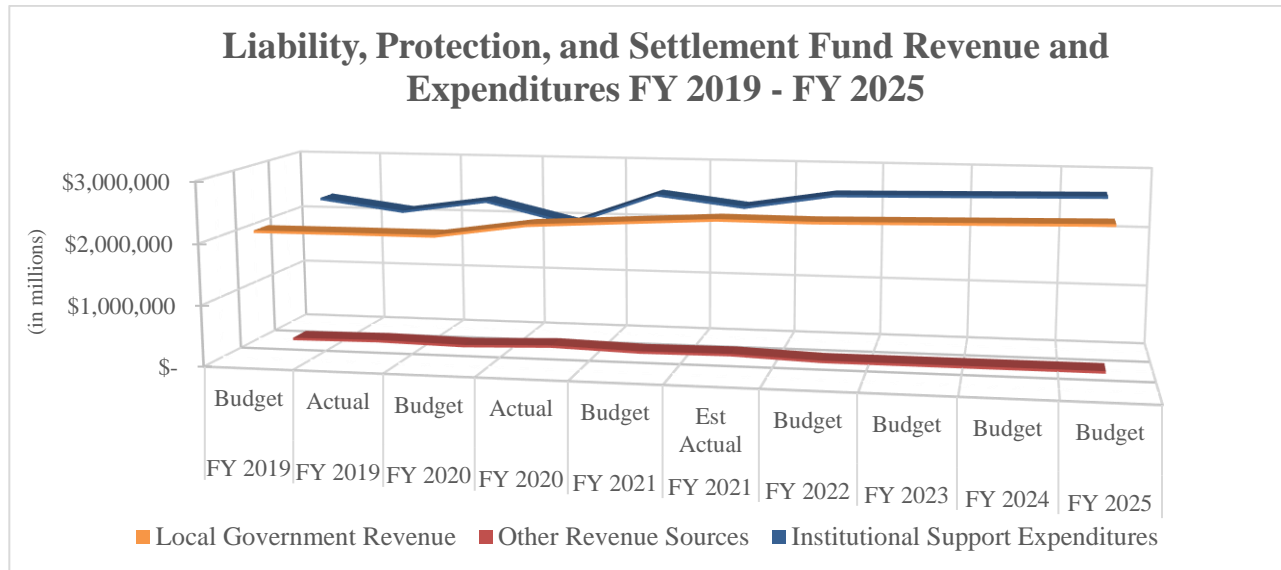
	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Local Governmental Sources:</b>										
Current Taxes	\$ 90,808	\$ 90,122	\$ 90,990	\$ 93,491	\$ 95,465					
<b>Total Local Government</b>	\$ 90,808	\$ 90,122	\$ 90,990	\$ 93,491	\$ 95,465	\$ 95,849	\$ 98,329	\$ 99,312	\$ 100,305	\$ 101,308
<b>Other Sources:</b>										
Interest Income	\$ 346	\$ -	\$ -	\$ -	\$ -					
<b>Total Other Sources</b>	\$ 346	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue before Interfunds &amp; Nonoperating Items</b>	\$ 91,154	\$ 90,122	\$ 90,990	\$ 93,491	\$ 95,465	\$ 95,849	\$ 98,329	\$ 99,312	\$ 100,305	\$ 101,308
<b>Interfund Transfers</b>	-	-	-	-	-	-	-	-	-	-
<b>GRAND TOTAL</b>	\$ 91,154	\$ 90,122	\$ 90,990	\$ 93,491	\$ 95,465	\$ 95,849	\$ 98,329	\$ 99,312	\$ 100,305	\$ 101,308
	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Institutional Support</b>										
Salaries	\$ 7,662	\$ 7,662	\$ 7,873	\$ 7,873	\$ 21,182					
Contractual Services	56,500	55,225	65,500	56,575	\$ 65,500					
General Material & Supplies	650	-	650	-	\$ 650					
Travel/Meeting	4,000	-	4,000	-	\$ 4,000					
Capital Outlay	-	-	-	-	\$ -					
<b>GRAND TOTAL</b>	\$ 68,812	\$ 62,887	\$ 78,023	\$ 64,448	\$ 91,332	\$ 65,135	\$ 91,915	\$ 93,018	\$ 94,320	\$ 95,829

**Carl Sandburg College**  
**LP&S Fund-Projected Fund Balance**

	<b>FY 2022 Budget</b>	<b>FY 2021 Estimated</b>	<b>Change</b>	<b>%</b>
Revenues	\$ 2,540,908	\$ 2,602,414	\$ (61,506)	-2.36%
Expenditures	2,514,470	2,309,753	204,717	8.86%
Revenues Over (Under) Expenditures	\$ 26,438	\$ 292,661	\$ (266,223)	-90.97%
Transfers	-	-	-	0.00%
Change in fund balance	\$ 26,438	\$ 292,661	\$ (266,223)	-90.97%
Fund equity (deficit) beginning of year	4,015,723	3,723,062	292,661	7.86%
Fund equity (deficit) end of year	<u>\$ 4,042,161</u>	<u>\$ 4,015,723</u>	<u>\$ 26,438</u>	<u>0.66%</u>



## Liability, Protection, and Settlement Fund Seven Year Comparison



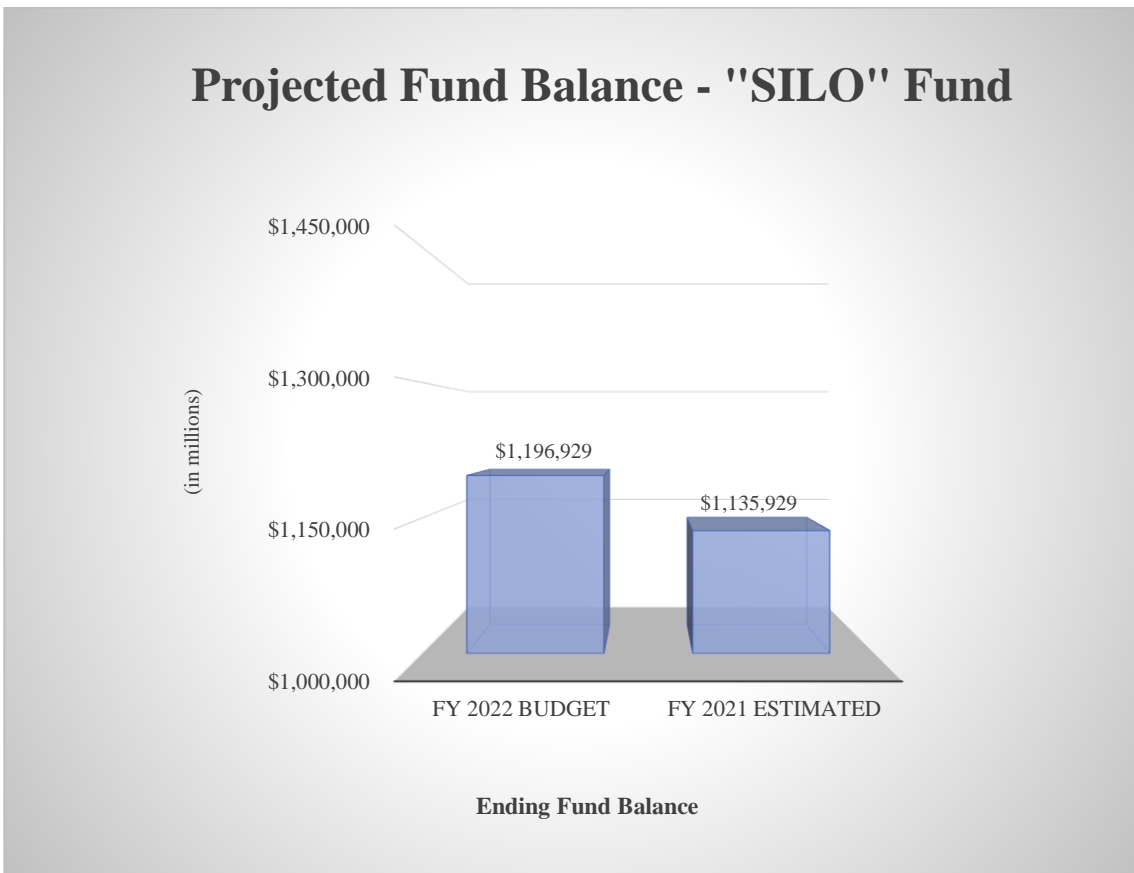
### Liability, Protection, and Settlement Fund Revenue and Expenditures Fiscal Year 2019-2025

	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Local Governmental Sources:</b>										
Current Taxes	\$ 2,147,615	\$ 2,151,344	\$ 2,149,763	\$ 2,358,854	\$ 2,440,105					
<b>Total Local Government</b>	\$ 2,147,615	\$ 2,151,344	\$ 2,149,763	\$ 2,358,854	\$ 2,440,105	\$ 2,518,895	\$ 2,513,308	\$ 2,538,441	\$ 2,563,825	\$ 2,589,464
<b>Other Sources:</b>										
Other Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -					
Other Non-Government Gifts, Grants	10,000	11,181	10,000	13,857	10,000					
Interest Income	72,935	87,602	59,000	101,666	60,770					
Other Income	-	-	-	-	-					
<b>Total Other Sources</b>	\$ 82,935	\$ 98,783	\$ 69,000	\$ 115,523	\$ 70,770	\$ 83,519	\$ 27,600	\$ 28,014	\$ 28,434	\$ 28,861
<b>Total Revenue before Interfunds</b>	\$ 2,230,550	\$ 2,250,127	\$ 2,218,763	\$ 2,474,377	\$ 2,510,875	\$ 2,602,414	\$ 2,540,908	\$ 2,566,455	\$ 2,592,260	\$ 2,618,324
<b>Interfunds</b>	-	-	-	-	-	-	-	-	-	-
<b>GRAND TOTAL</b>	\$ 2,230,550	\$ 2,250,127	\$ 2,218,763	\$ 2,474,377	\$ 2,510,875	\$ 2,602,414	\$ 2,540,908	\$ 2,566,455	\$ 2,592,260	\$ 2,618,324

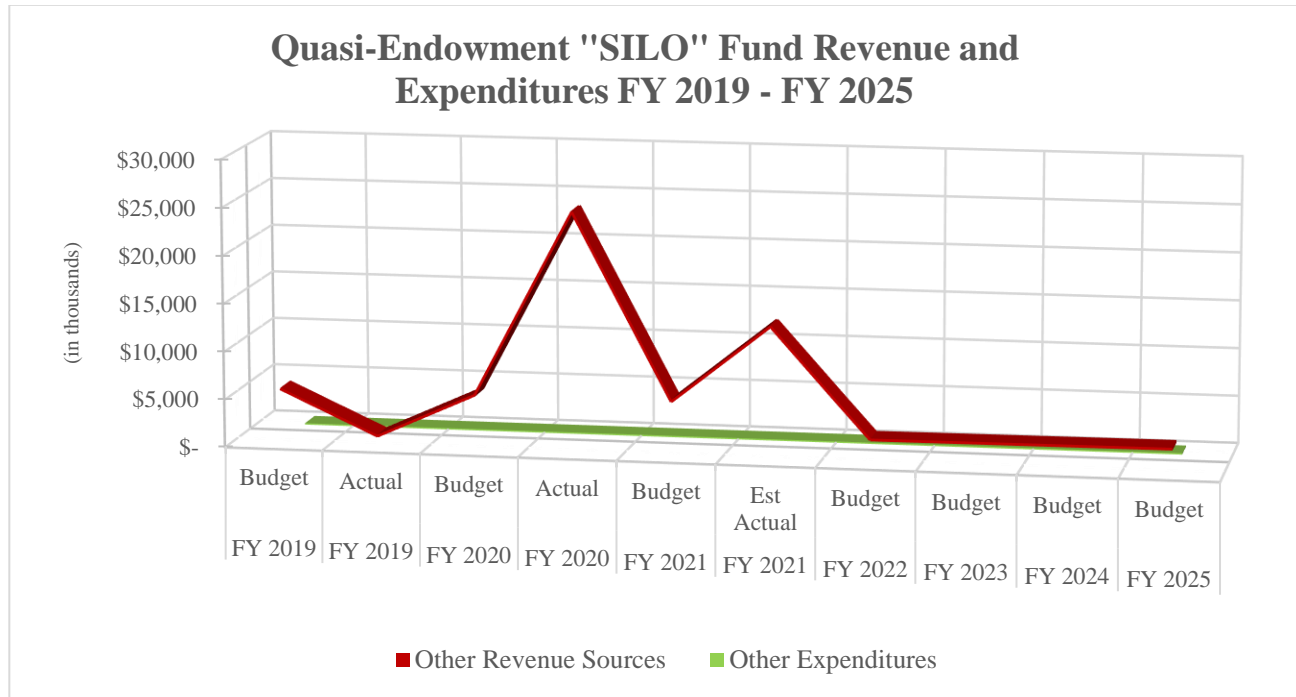
	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Institutional Support</b>										
Salaries	\$ 1,436,461	\$ 1,398,151	\$ 1,437,398	\$ 1,370,132	\$ 1,579,280					
Employee Benefits	283,210	263,656	303,202	271,817	308,600					
Contractual Services	274,234	176,334	274,234	136,663	274,234					
General Material & Supplies	24,086	6,903	24,086	-	21,395					
Travel/Meeting	4,500	338	4,500	342	4,500					
Fixed Charges	255,000	234,420	255,000	168,521	280,500					
Capital Equipment	-	-	-	-	-					
Other Expenditures	10,000	16,832	10,000	13,454	20,000					
<b>Total Expenditures before Interfunds</b>	\$ 2,287,491	\$ 2,096,635	\$ 2,308,420	\$ 1,960,927	\$ 2,488,509	\$ 2,309,753	\$ 2,541,258	\$ 2,566,671	\$ 2,592,337	\$ 2,618,261
<b>Transfers</b>	-	-	-	-	-	-	-	-	-	-
<b>GRAND TOTAL</b>	\$ 2,287,491	\$ 2,096,635	\$ 2,308,420	\$ 1,960,927	\$ 2,488,509	\$ 2,309,753	\$ 2,541,258	\$ 2,566,671	\$ 2,592,337	\$ 2,618,261

**Carl Sandburg College**  
**"SILO" Fund-Projected Fund Balance**

	<b>FY 2022 Budget</b>		<b>FY 2021 Estimated</b>		<b>Change</b>	<b>%</b>
Revenues	\$	2,500	\$	13,878	\$ (11,378)	-81.99%
Expenditures	\$	-	\$	-	-	0.00%
Revenues Over (Under) Expenditures	\$	2,500	\$	13,878	\$ (11,378)	-81.99%
Transfers		58,500		-	58,500	0.00%
Change in fund balance	\$	61,000	\$	13,878	\$ 47,122	339.55%
Fund equity (deficit) beginning of year		1,135,929		1,122,051	13,878	1.24%
Fund equity (deficit) end of year	\$	1,196,929	\$	1,135,929	\$ 61,000	5.37%



## Quasi-Endowment “SILO” Fund Seven Year Comparison



### Quasi-Endowment “SILO” Fund Revenue and Expenditures Fiscal Year 2019-2025

	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Other Sources:</b>										
Interest Income	\$ 5,780	\$ 1,115	\$ 5,780	\$ 25,099	\$ 5,780					
Net increase (decrease) in fair value of investments	-	-	-	-	-					
<b>Total before Nonoperating</b>	\$ 5,780	\$ 1,115	\$ 5,780	\$ 25,099	\$ 5,780	\$ 13,878	\$ 2,500	\$ 2,538	\$ 2,576	\$ 2,614
Transfers	-	-	-	-	-	-	-	-	-	-
<b>GRAND TOTAL</b>	\$ 5,780	\$ 1,115	\$ 5,780	\$ 25,099	\$ 5,780	\$ 13,878	\$ 2,500	\$ 2,538	\$ 2,576	\$ 2,614

	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Other Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -					
<b>Total before transfers</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	58,500	-	58,500	-	58,500	-	58,500	59,500	60,500	61,500
<b>GRAND TOTAL</b>	\$ 58,500	\$ -	\$ 58,500	\$ -	\$ 58,500	\$ -	\$ 58,500	\$ 59,500	\$ 60,500	\$ 61,500

## **Debt Service Fund**

### Debt Service Fund Narrative

The Debt Service Fund consists of the Bond and Interest Fund. It accounts for the accumulation of resources for and the payment of debt principal, interest, and related costs. The College has used the issuance of general obligation bonds to finance capital projects, energy savings, and to establish a Working Cash fund. Refunding bonds have also been used to take advantage of lower interest rates.

FY 2010 saw the College issued \$2,000,000 of General Obligation Bonds to increase the Working Cash Fund. With State payments delinquent by in excess of 180 days, and little prospects of improvement in the new term, the College determined to issue Working Cash Bonds to provide an additional cushion in its reserves, and retain the ability to internally cash flow the operations without interruption.

FY 2010 also allowed the College to issue \$5,895,000 of General Obligation Refunding Bonds during a highly favorable interest rate environment. The College was able to issue these bonds and deliver to residents a net neutral tax result.

Again in December 2010, the College issued \$2,500,000 of Taxable General Obligation Bonds to increase the Working Cash Fund to the legal limit.

In addition, \$1,610,000 General Obligation Refunding Bonds were issued to refund the District's outstanding General Obligation Bonds, Series 2001A.

FY 2013 included issuing General Obligation Bonds, Series 2012A in the amount of \$5,100,000. Funding was for the HVAC and water heater replacements and refunding a portion of the Series 2004B bonds. This refunding helped maximize the net debt service savings and manage the College's total tax rate.

With refunding of existing debt obligations in FY 2015 and FY 2016, the college was able to generate debt service savings of approximately \$1,000,000.

In FY 2019 the College issued \$2,920,000 General Obligation Refunding Bonds to refund the District's outstanding General Obligation Bonds, Series 2009 and 2010. Favorable interest rates resulted in net savings of \$51,000 without a significant change to the tax rate.

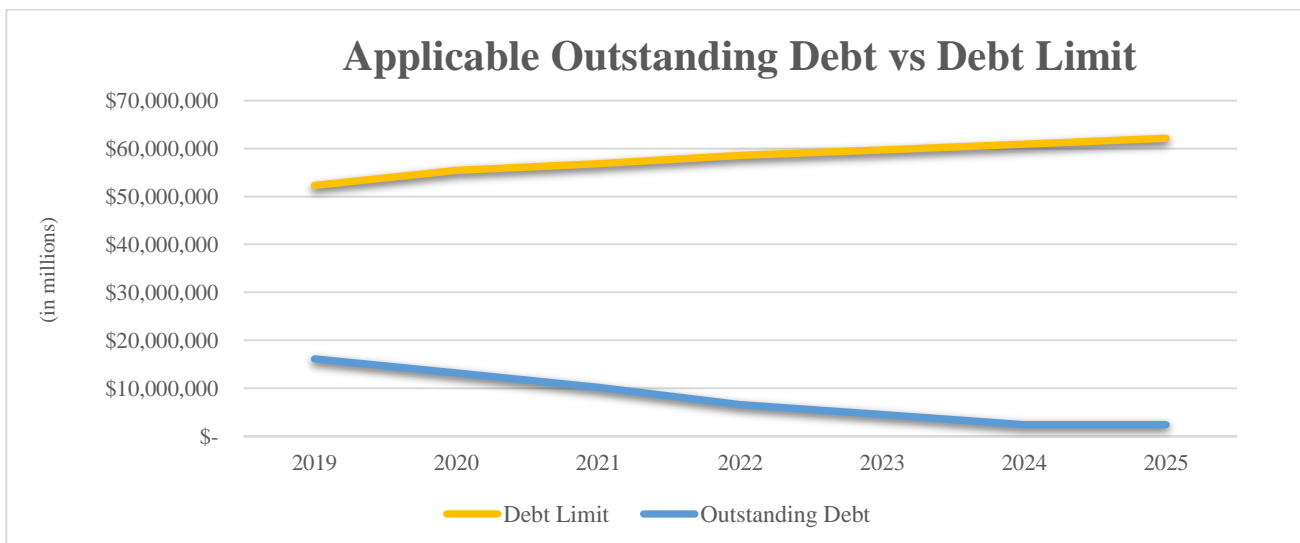
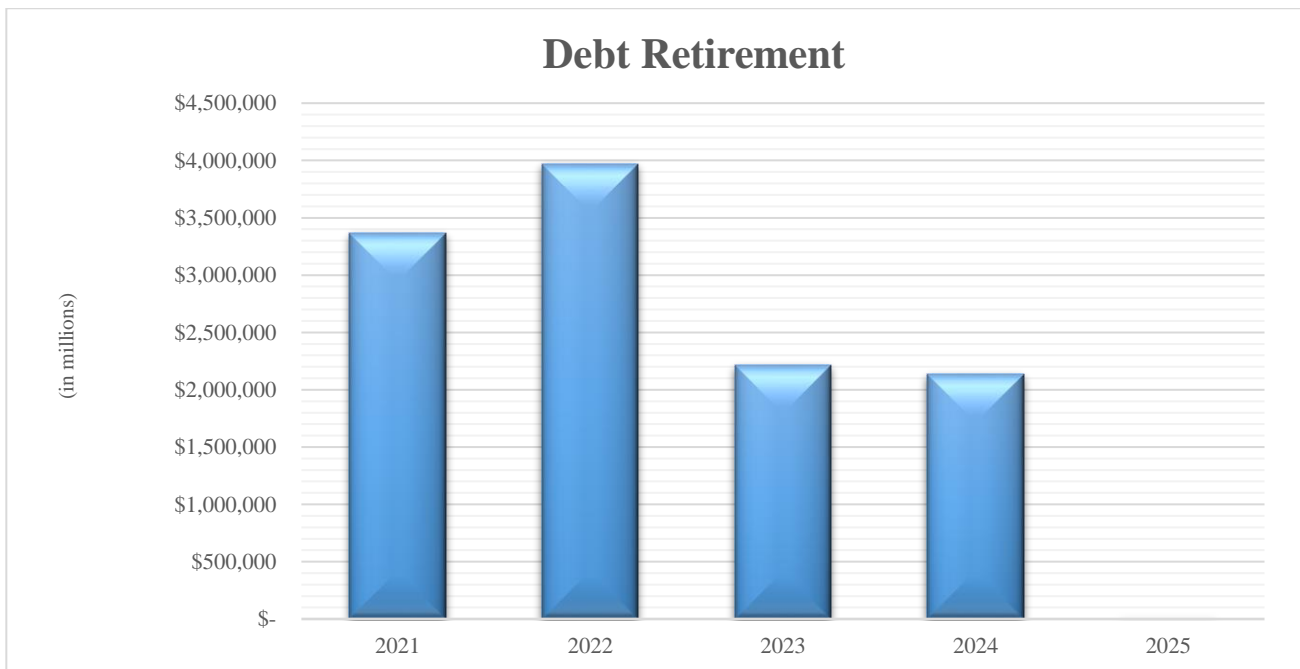
Legally, the College is not allowed to have debt in excess of 2.875% of the District's EAV, or an estimated \$56,853,348. The current general obligation debt of the College is \$11,031,102. Therefore, the amount of debt available to be issued is the difference between these two numbers or the legal debt margin of \$45,822,246. Debt limitations will factor into future possibilities, although the College goal is to pay down its debt with the total debt service being retired in the coming five-year period.

## **Debt Administration**

Debt of the College is comprised of General Obligation Bonds and Capital Leases. The bond payments are funded through the tax levy. The FY 2022 budget anticipates no new debt issued, to reflect a decrease in outstanding principal.

## Debt Amortization

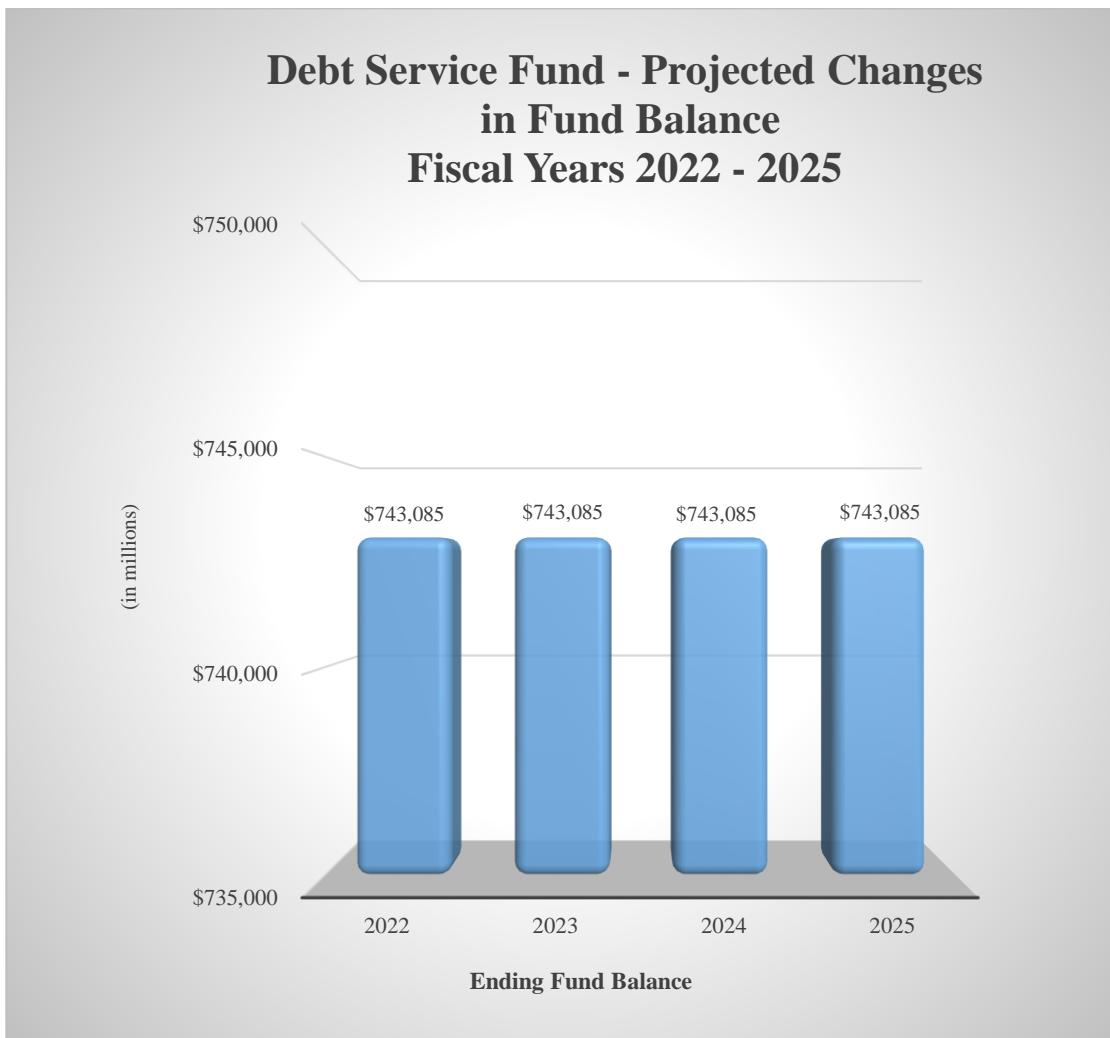
Year Ending June 30,	General Obligation Bonds	Capital Lease Obligations	Compensated Absences	Bond premiums (discounts)	Total Principal	Interest	Total Principal & Interest
2021	2,965,000	34,574	289,360	79,521	3,368,555	-	3,368,555
2022	3,610,000	43,378	142,521	66,987	3,862,886	104,139	3,967,025
2023	2,110,000			52,335	2,162,335	50,013	2,212,348
2024	2,085,000			27,685	2,112,685	24,359	2,137,044
2025	470,000					4,498	4,998
<b>Total</b>	<b>\$11,240,000</b>	<b>\$78,052</b>	<b>\$431,881</b>	<b>\$226,528</b>	<b>\$11,506,461</b>	<b>\$183,509</b>	<b>\$11,689,970</b>



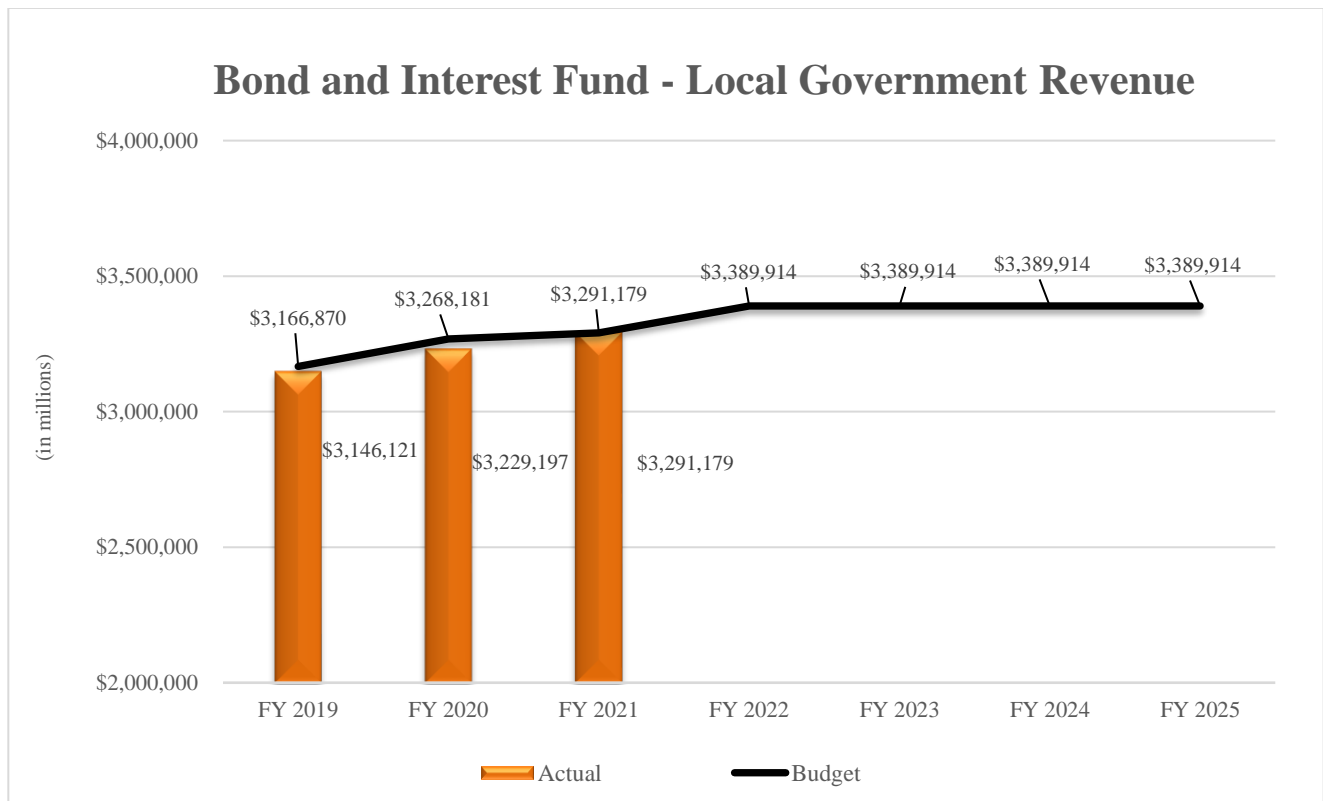
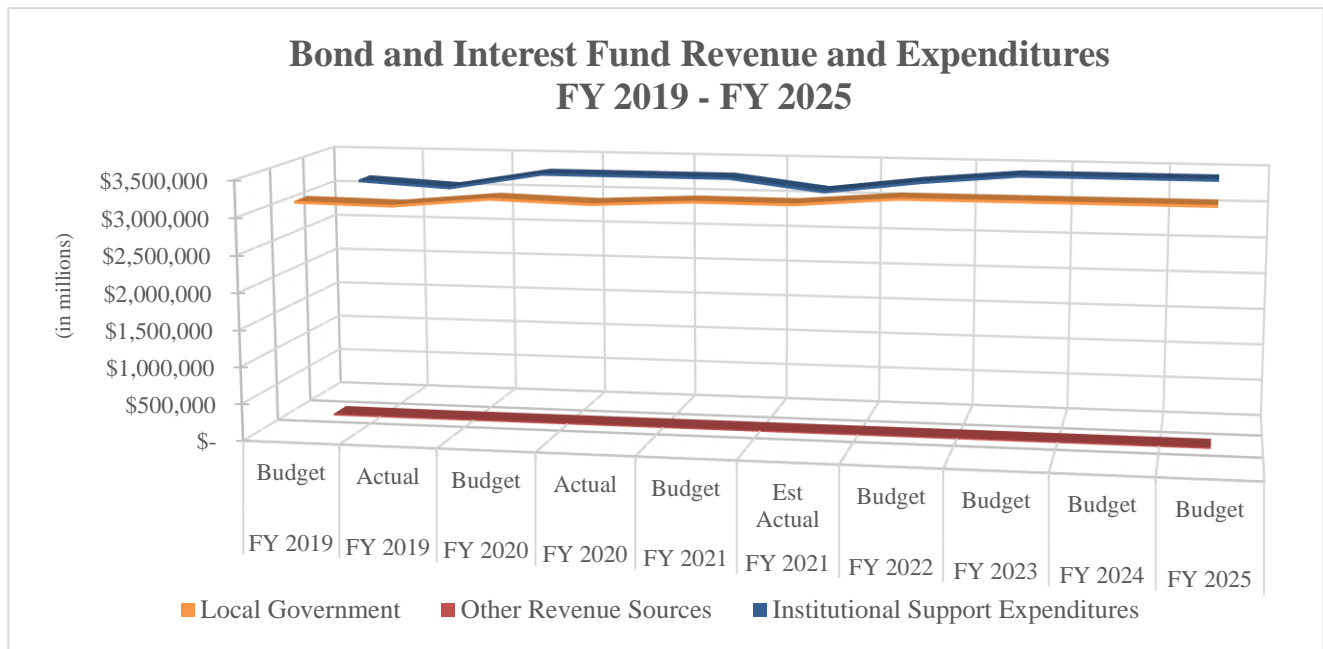


**Carl Sandburg College**  
**Debt Service Fund-Projected Fund Balance**

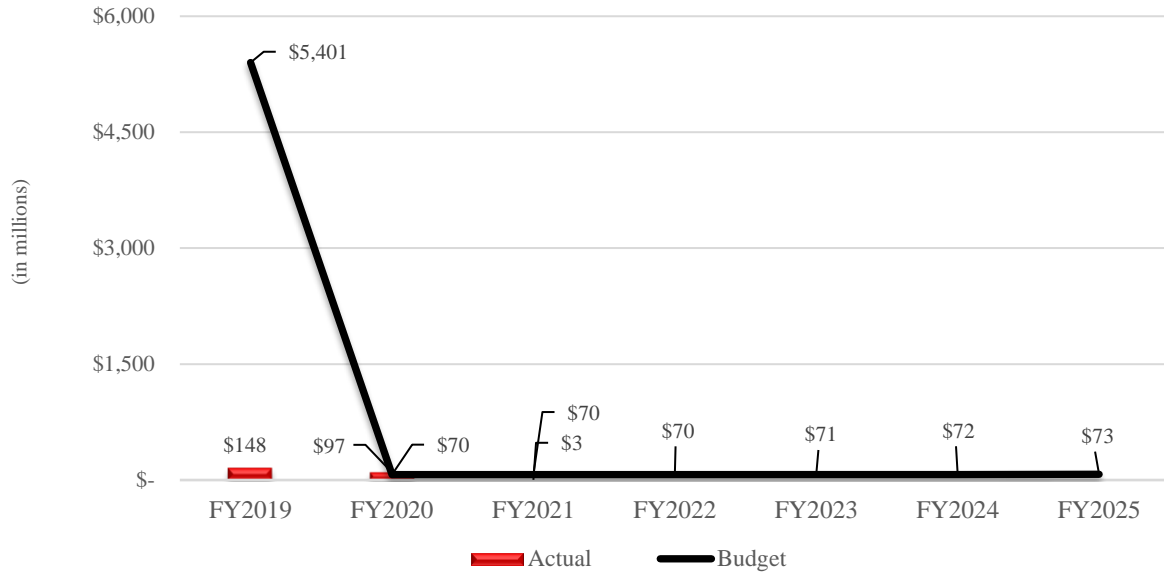
	2022	2023	2024	2025
Beginning Balance	\$ 626,633	\$ 743,085	\$ 743,085	\$ 743,085
Revenues	\$ 3,389,984	\$ 3,389,985	\$ 3,389,986	\$ 3,389,987
Expenditures	\$ 3,273,532	\$ 3,389,985	\$ 3,389,986	\$ 3,389,987
Revenues Over (Under) Expenditures	\$ 116,452	\$ -	\$ -	\$ -
Transfers	-	-	-	-
Ending Fund Balance	\$ 743,085	\$ 743,085	\$ 743,085	\$ 743,085



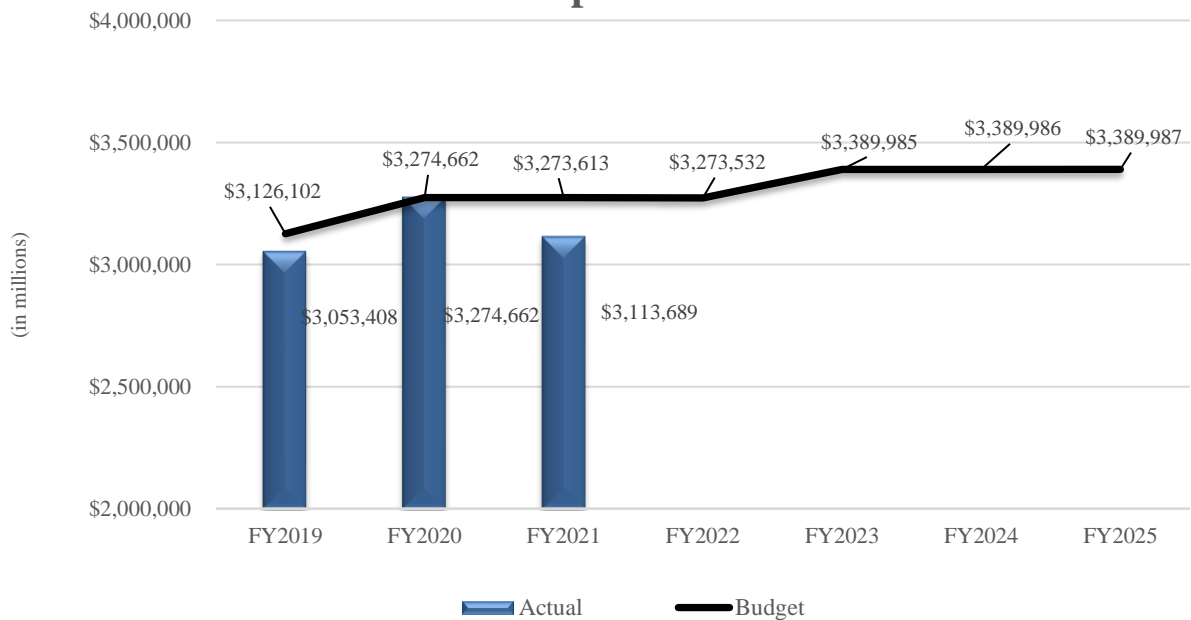
## Bond and Interest Fund Revenue and Expenditures Seven Year Comparison



## Bond and Interest Fund - Other Revenue Sources



## Bond and Interest Fund - Institutional Support Expenditures



## Bond and Interest Fund Revenue and Expenditures

### Fiscal Year 2019-2025

Operating Revenue by Sources	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Local Government:</b>										
Current Taxes	\$ 3,166,870	\$ 3,146,121	\$ 3,268,181	\$ 3,229,197	\$ 3,291,179					
<b>Total Local Government</b>	\$ 3,166,870	\$ 3,146,121	\$ 3,268,181	\$ 3,229,197	\$ 3,291,179	\$ 3,286,872	\$ 3,389,914	\$ 3,389,914	\$ 3,389,914	\$ 3,389,914
<b>Other Sources:</b>										
Interest Income	\$ 5,401	\$ 148	\$ 70	\$ 97	\$ 70					
<b>Total Other Sources</b>	\$ 5,401	\$ 148	\$ 70	\$ 97	\$ 70	\$ 3	\$ 70	\$ 71	\$ 72	\$ 73
<b>Total Revenue before Interfunds &amp; Nonoperating Items</b>	\$ 3,172,271	\$ 3,146,269	\$ 3,268,251	\$ 3,229,293	\$ 3,291,249	\$ 3,286,874	\$ 3,389,984	\$ 3,389,985	\$ 3,389,986	\$ 3,389,987
<b>Interfund Transfers</b>	-	-	-	-	-					
<b>Debt Proceeds</b>	-	-	-	-	-					
<b>Grand Total</b>	\$ 3,172,271	\$ 3,146,269	\$ 3,268,251	\$ 3,229,293	\$ 3,291,249	\$ 3,286,874	\$ 3,389,984	\$ 3,389,985	\$ 3,389,986	\$ 3,389,987

	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Institutional Support</b>										
Fixed Charges	\$ 3,118,812	\$ 3,015,870	\$ 3,268,182	\$ 3,268,182	\$ 3,267,133					
Capital Outlay	-	-	-	-	-					
Other Expenditures	7,290	37,538	6,480	6,480	6,480					
<b>Total Expenditures before Interfunds</b>	\$ 3,126,102	\$ 3,053,408	\$ 3,274,662	\$ 3,274,662	\$ 3,273,613	\$ 3,113,689	\$ 3,273,532	\$ 3,389,985	\$ 3,389,986	\$ 3,389,987
<b>Interfund Transfers</b>	\$ -	\$ -	\$ -	\$ -	\$ -					
<b>Discount on bond issuance</b>	-	-	-	-	-					
<b>Payment to refunding bond escrow agent</b>	-	-	-	-	-					
<b>GRAND TOTAL</b>	\$ 3,126,102	\$ 3,053,408	\$ 3,274,662	\$ 3,274,662	\$ 3,273,613	\$ 3,113,689	\$ 3,273,532	\$ 3,389,985	\$ 3,389,986	\$ 3,389,987

## Capital Projects Fund

### Capital Projects Fund Narrative

The Operations and Maintenance Fund (Restricted) and The Capital Endowment Fund make up the Capital Projects Fund. These funds account for financial resources to be used for the acquisition or construction of major capital facilities and technology enhancements. Capital assets include property, equipment, and infrastructure assets, such as roads and sidewalks. The College defines capital assets as assets with an initial unit cost of \$5,000 or more and an estimated useful life in excess of two years. Such assets are recorded at historical cost. Donated capital assets are recorded at estimated fair value at the date of donation. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are not capitalized. Major outlays for capital assets and improvements are capitalized as projects are constructed. Revenue for the Capital Projects Funds is derived from Local Government and Other Sources of Revenue. These two sources are independent of our operating budget. With the establishment of the STEF fund, we have been able to enhance technology through the use of accumulated interest income.

### Capital Improvements

The College is constantly assessing its future needs and making improvements. With the understanding of the intended future of the college and under the guidance of college leadership, master planning was executed by means of four steps:

1. Assess gaps between existing capacity and design of campus buildings, grounds, and infrastructure and those required to fulfill the College's vision.
2. Create development concepts that meet college goals and future capacity needs through improvement of campus land use, open space and circulation.
3. Synthesize initial concepts into a cohesive campus-wide master plan.
4. Implement campus master plan through identification of general phasing and campus improvements.

Recommendation include strategies to improve overall building space utilization, improve quality of interior circulation between buildings, location of a future auditorium site, invite access by creating additional "community" entries to campus, preserving and enhancing historic views to the lake, and improving ease of access by creating key gateways from the road to main building entries. The master plan presents a comprehensive, feasible, and flexible development plan to guide the college in creating a physical environment that supports a vibrant learning community of students.

Capital projects planned during FY 2022 include:

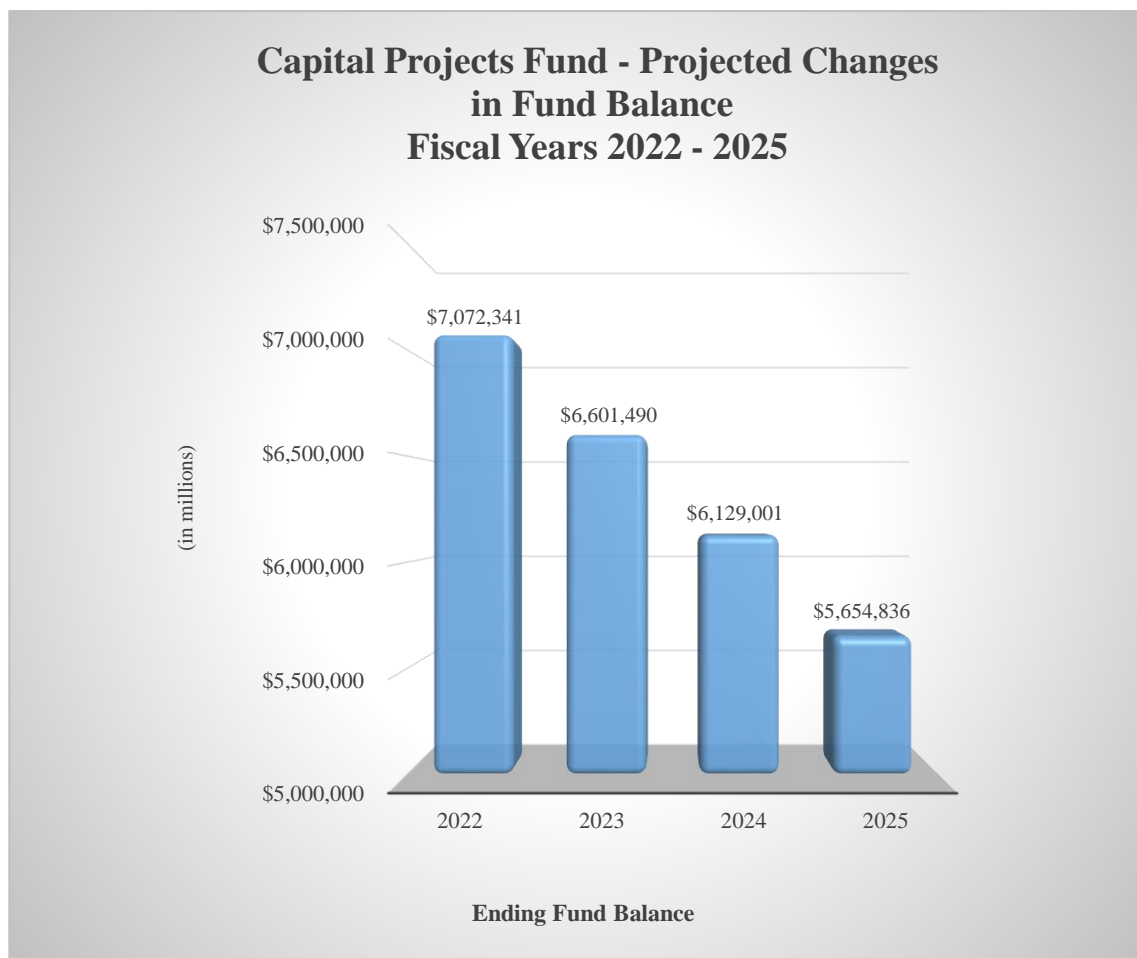
		<u>Funding Source</u>
Campus Improvement Plan	\$ 15,000	accumulated interest earnings
Main Campus - Building Automation Controls	\$ 800,000	Protection, Health, Safety Levy
Main Campus - Road Repair	<u>\$ 141,000</u>	Protection, Health, Safety Levy
	<u>\$ 956,000</u>	

**Carl Sandburg College**  
**Capital Projects Fund-Projected Changes in Fund Balance**

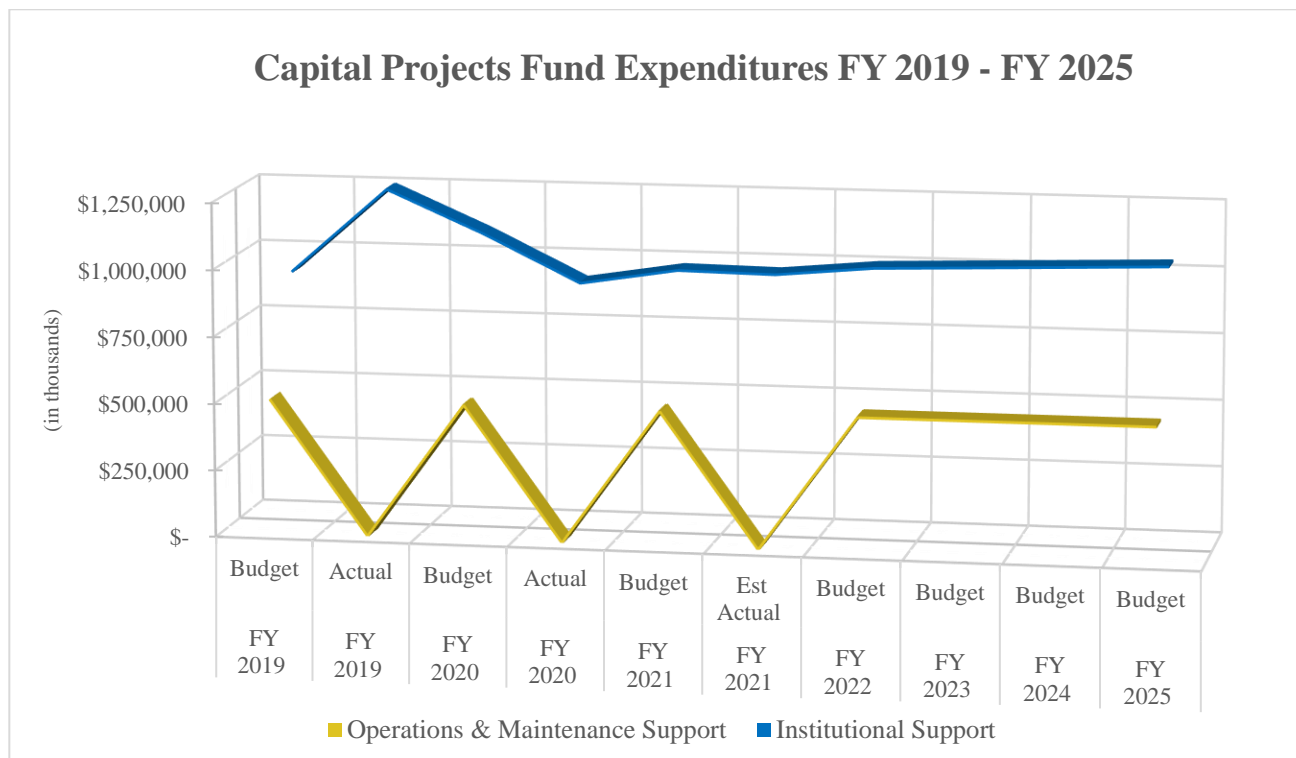
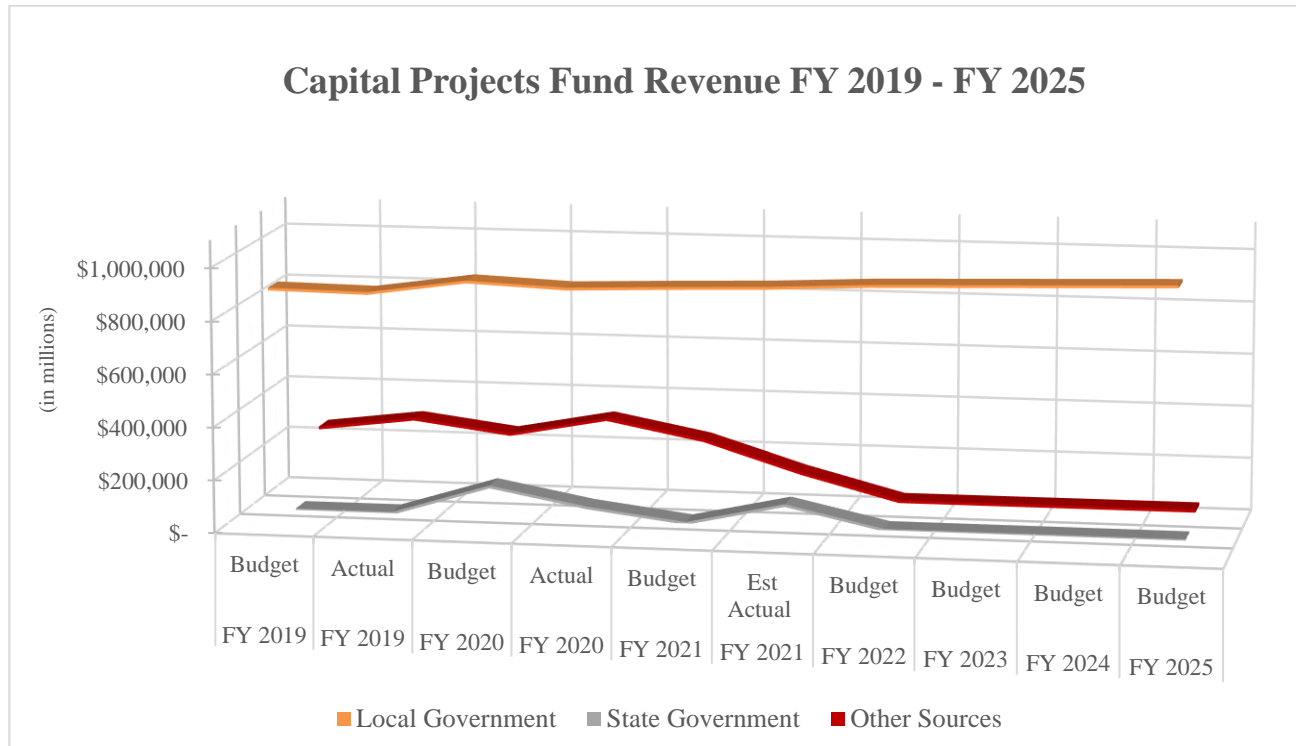
	2022	2023	2024	2025
Beginning Balance	\$ 7,541,591	\$ 7,072,341	\$ 6,601,490	\$ 6,129,001
Revenues	\$ 1,016,462	\$ 1,026,807	\$ 1,037,257	\$ 1,047,816
Expenditures	\$ 996,712	\$ 1,008,658	\$ 1,020,746	\$ 1,032,980
Revenues Over Expenditures	\$ 19,750	\$ 18,149	\$ 16,511	\$ 14,835
Transfers	(489,000)	(489,000)	(489,000)	(489,000)
Ending Fund Balance	\$ 7,072,341	\$ 6,601,490	\$ 6,129,001	\$ 5,654,836

Transfers in for capital expenditures funded from STEF and Working Cash.

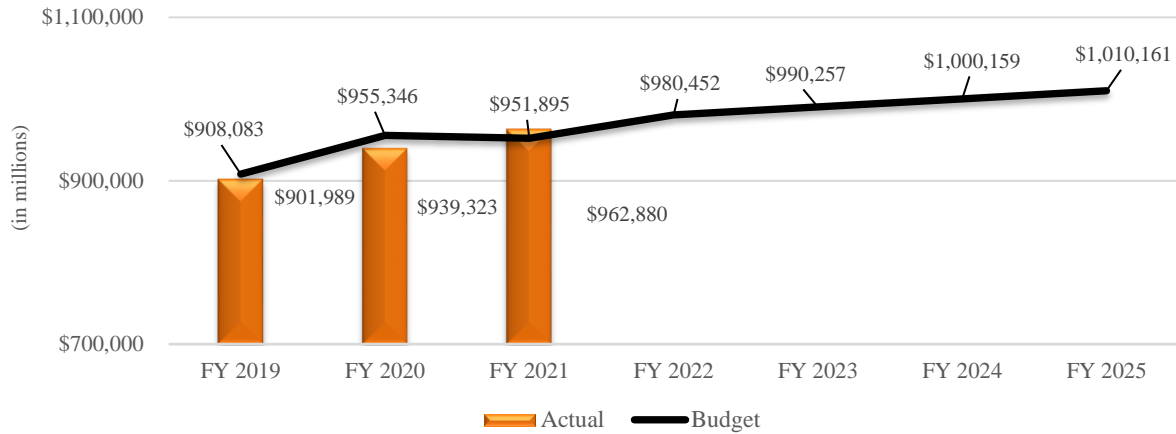
Transfers out for student activities.



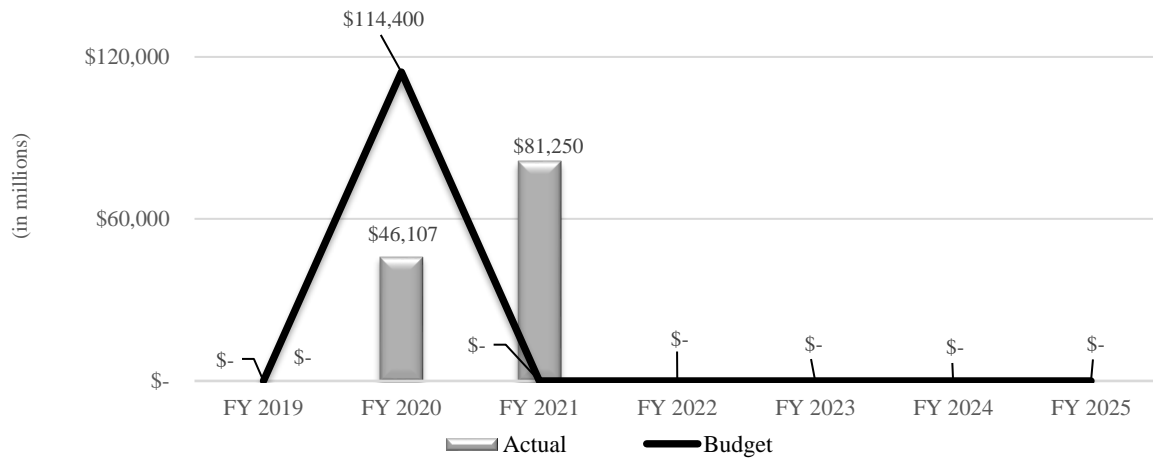
## Capital Projects Fund Revenue and Expenditures Seven Year Comparison



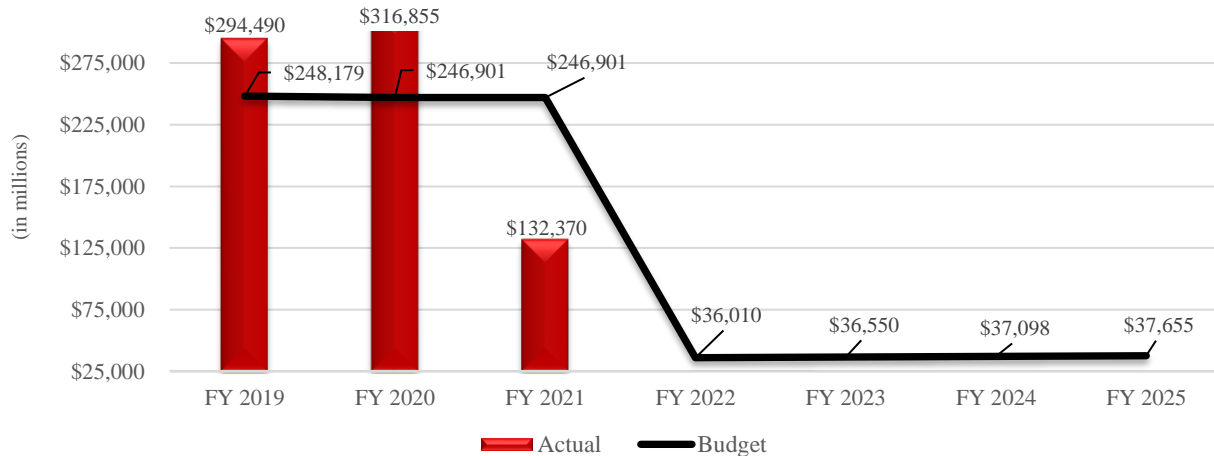
## Capital Projects Fund Revenue - Local Government



## Capital Projects Fund Revenue - State Government

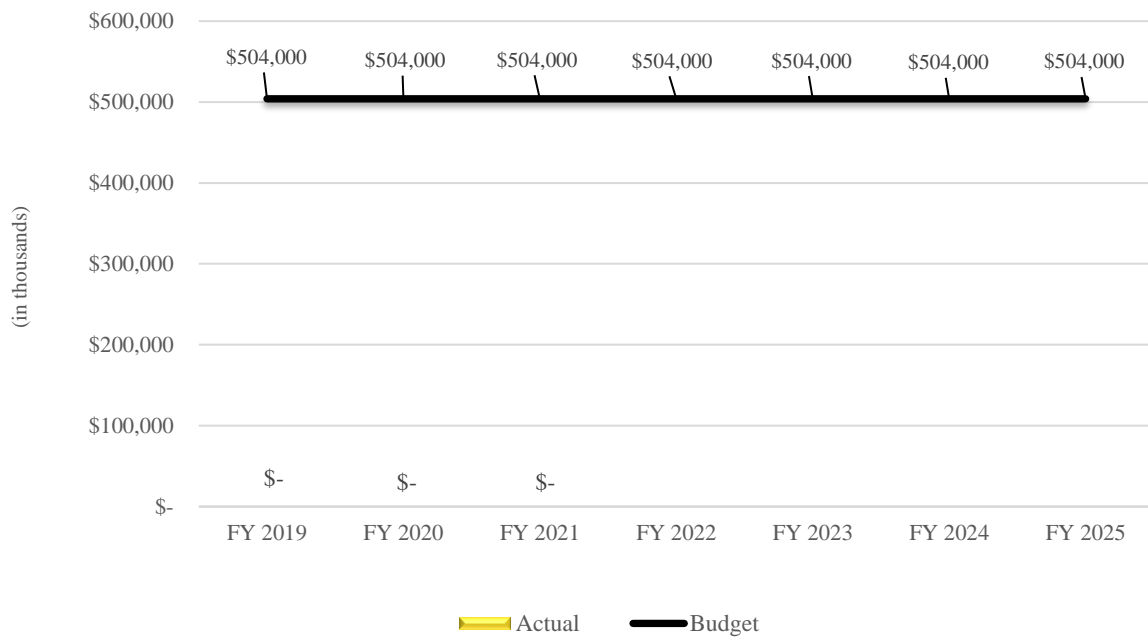


## Capital Projects Fund Revenue - Other Sources

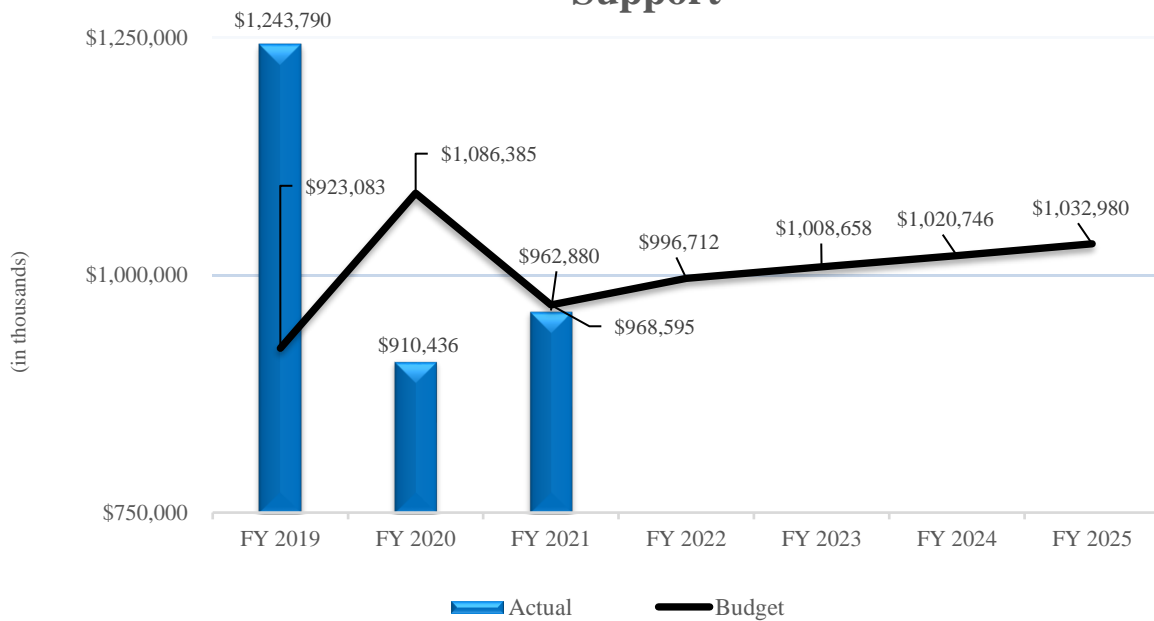




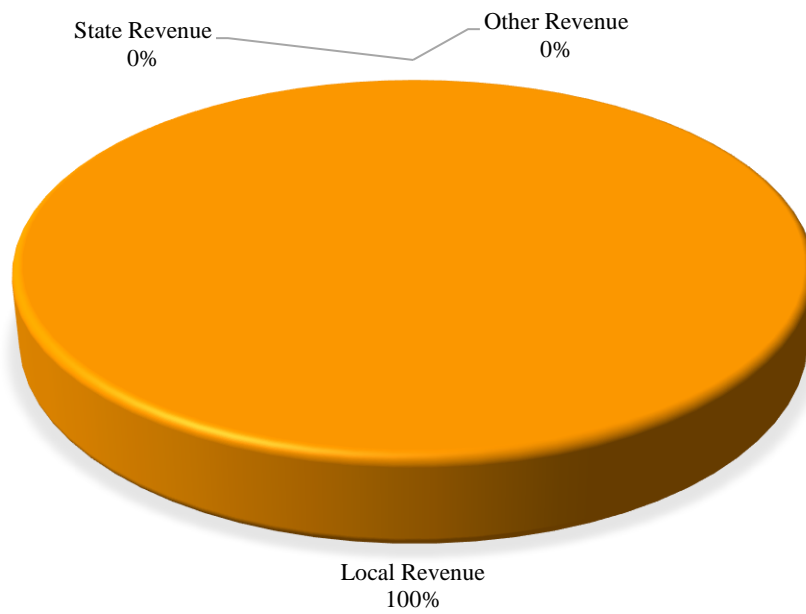
## Capital Projects Fund Expenditures - O/M of Plant



## Capital Projects Fund Expenditures - Institutional Support



**FY 2022 % OF TOTAL CAPITAL PROJECTS FUND  
REVENUE BY SOURCE**



## Capital Projects Fund Revenue Fiscal Year 2019-2025

Operating Revenue by Sources	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Local Government:</b>										
Current Taxes	\$ 908,083	\$ 901,989	\$ 955,346	\$ 939,323	\$ 951,895					
Other	-	-	-	-	-					
<b>Total Local Government</b>	<b>\$ 908,083</b>	<b>\$ 901,989</b>	<b>\$ 955,346</b>	<b>\$ 939,323</b>	<b>\$ 951,895</b>	<b>\$ 962,880</b>	<b>\$ 980,452</b>	<b>\$ 990,257</b>	<b>\$ 1,000,159</b>	<b>\$ 1,010,161</b>
<b>State Government:</b>										
ICCB Grants	\$ -	\$ -	\$ -	\$ -	\$ -					
Other	-	-	114,400	46,107	-	81,250				
<b>Total State Government</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 114,400</b>	<b>\$ 46,107</b>	<b>\$ -</b>	<b>\$ 81,250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Federal Government:</b>										
Department of Education	\$ -	\$ -	\$ -	\$ -	\$ -					
<b>Total Federal Government</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Student Tuition and Fees:</b>										
Tuition	\$ -	\$ -	\$ -	\$ -	\$ -					
Fees	-	-	-	-	-					
<b>Total Tuition and Fees</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other Sources:</b>										
Interest Income	\$ 248,179	\$ 294,490	\$ 246,901	\$ -	\$ 450					
Other Non-Government Gifts, Grants	-	-	-	-	-					
Other Income	-	-	-	-	-					
<b>Total Other Sources</b>	<b>\$ 248,179</b>	<b>\$ 294,490</b>	<b>\$ 246,901</b>	<b>\$ 316,855</b>	<b>\$ 246,901</b>	<b>\$ 132,370</b>	<b>\$ 36,010</b>	<b>\$ 36,550</b>	<b>\$ 37,098</b>	<b>\$ 37,655</b>
<b>Total Revenue before Interfunds &amp; Nonoperating Items</b>	<b>\$ 1,156,262</b>	<b>\$ 1,196,479</b>	<b>\$ 1,316,647</b>	<b>\$ 1,302,285</b>	<b>\$ 1,198,796</b>	<b>\$ 1,176,500</b>	<b>\$ 1,016,462</b>	<b>\$ 1,026,807</b>	<b>\$ 1,037,257</b>	<b>\$ 1,047,816</b>
<b>Interfund Transfers</b>	<b>15,000</b>	<b>-</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>-</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Subtotal</b>	<b>\$ 1,171,262</b>	<b>\$ 1,196,479</b>	<b>\$ 1,331,647</b>	<b>\$ 1,317,285</b>	<b>\$ 1,213,796</b>	<b>\$ 1,176,500</b>	<b>\$ 1,031,462</b>	<b>\$ 1,041,807</b>	<b>\$ 1,052,257</b>	<b>\$ 1,062,816</b>
<b>Less Operating Items*:</b>										
Tuition Chargeback Revenue	-	-	-	-	-	-	-	-	-	-
<b>Adjusted Revenue- (After above reduction)</b>	<b>\$ 1,171,262</b>	<b>\$ 1,196,479</b>	<b>\$ 1,331,647</b>	<b>\$ 1,317,285</b>	<b>\$ 1,213,796</b>	<b>\$ 1,176,500</b>	<b>\$ 1,031,462</b>	<b>\$ 1,041,807</b>	<b>\$ 1,052,257</b>	<b>\$ 1,062,816</b>

\*Interdistrict revenues that do not generate related local district credit hours are subtracted to allow for statewide comparison. On-Behalf revenue is not included.

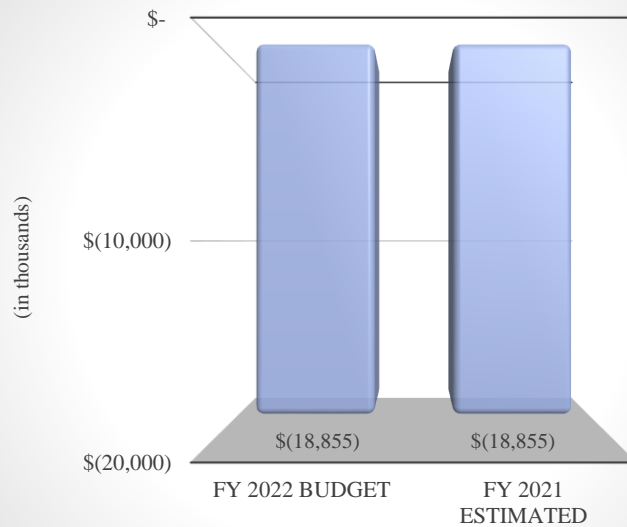
## Capital Projects Fund Expenditures Fiscal Year 2019-2025

	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Operation &amp; Maintenance of Plant</b>										
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	-				
Contractual Services	-	-	-	-	-	-				
<b>Total Operation &amp; Maintenance of Plant</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Institutional Support</b>										
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	-				
Contractual Services	171,500	557,750	1,070,135	866,387	952,345					
General Maintenance and Supplies	-	-	-	-	-					
Capital Outlay	751,583	684,440	15,000	44,049	15,000					
Other Expenditures	-	1,600	1,250	-	-					
<b>Total Institutional Support</b>	\$ 923,083	\$ 1,243,790	\$ 1,086,385	\$ 910,436	\$ 968,595	\$ 962,880	\$ 996,712	\$ 1,008,658	\$ 1,020,746	\$ 1,032,980
<b>Total Expenditures before Interfunds</b>	\$ 923,083	\$ 1,243,790	\$ 1,086,385	\$ 910,436	\$ 968,595	\$ 962,880	\$ 996,712	\$ 1,008,658	\$ 1,020,746	\$ 1,032,980
<b>Interfund Transfers</b>	504,000	-	504,000	-	504,000	-	504,000	504,000	504,000	504,000
<b>GRAND TOTAL</b>	\$ 1,427,083	\$ 1,243,790	\$ 1,590,385	\$ 910,436	\$ 1,472,595	\$ 962,880	\$ 1,500,712	\$ 1,512,658	\$ 1,524,746	\$ 1,536,980

**Carl Sandburg College**  
**O&M Fund (Restricted)-Projected Fund Balance**

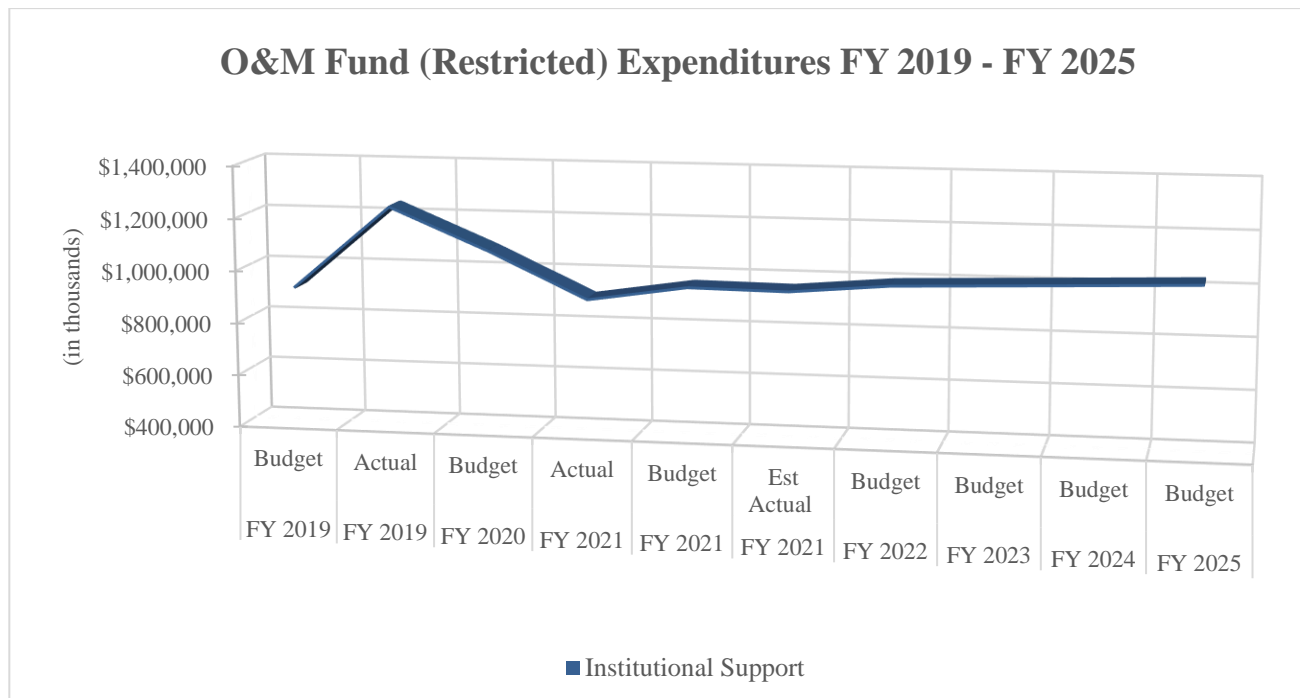
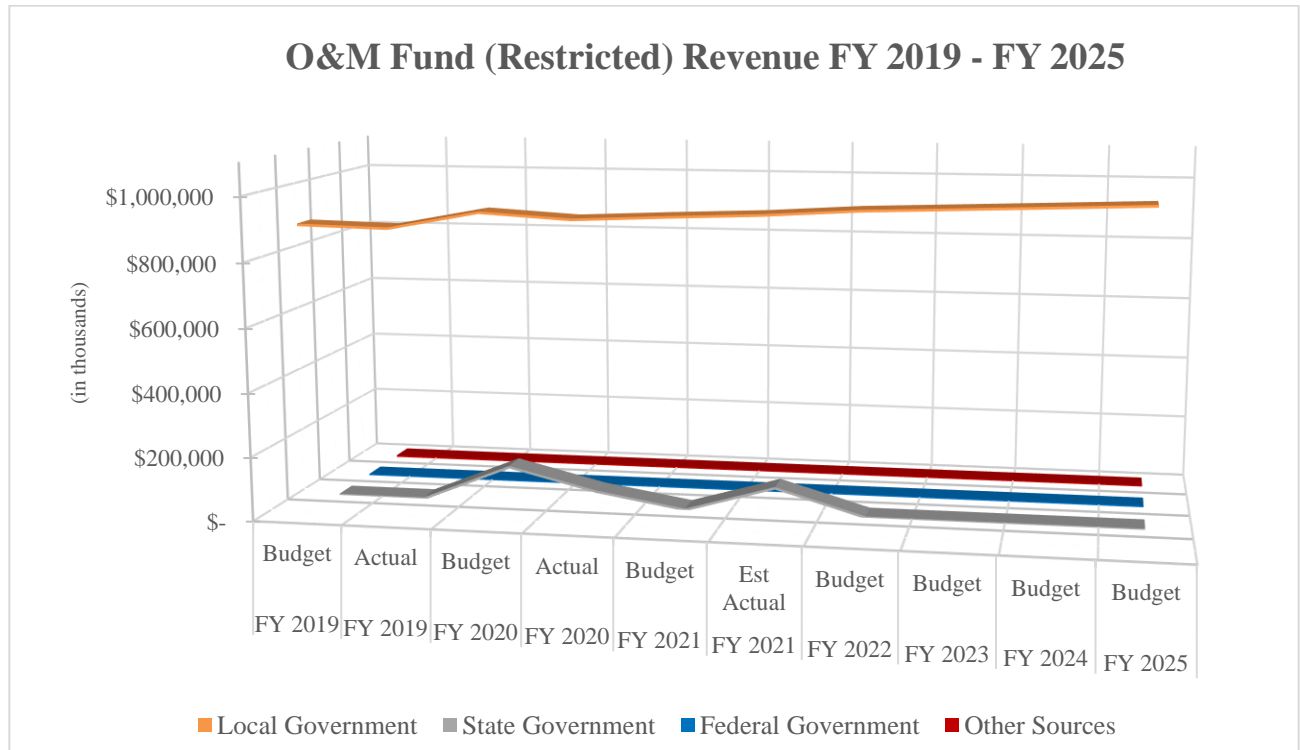
	<b>FY 2022 Budget</b>	<b>FY 2021 Estimated</b>	<b>Change</b>	<b>%</b>
Revenues	\$ 980,462	\$ 1,044,142	\$ (63,680)	-6.10%
Expenditures	995,462	962,880	32,582	3.38%
Revenues Over (Under) Expenditures	\$ (15,000)	\$ 81,262	\$ (96,262)	-118.46%
Transfers	15,000	-	15,000	0.00%
Change in fund balance	\$ -	\$ 81,262	\$ (81,262)	-100.00%
Fund equity (deficit) beginning of year	(18,855)	(100,117)	81,262	-81.17%
Fund equity end of year	<u>\$ (18,855)</u>	<u>\$ (18,855)</u>	<u>\$ -</u>	<u>0.00%</u>

**Projected Fund Balance - O&M (Restricted) Fund**



**Ending Fund Balance**

## Operations and Maintenance Fund (Restricted) Revenue and Expenditures Seven Year Comparison



# Operations and Maintenance Fund (Restricted) Revenue and Expenditures

## Fiscal Year 2019-2025

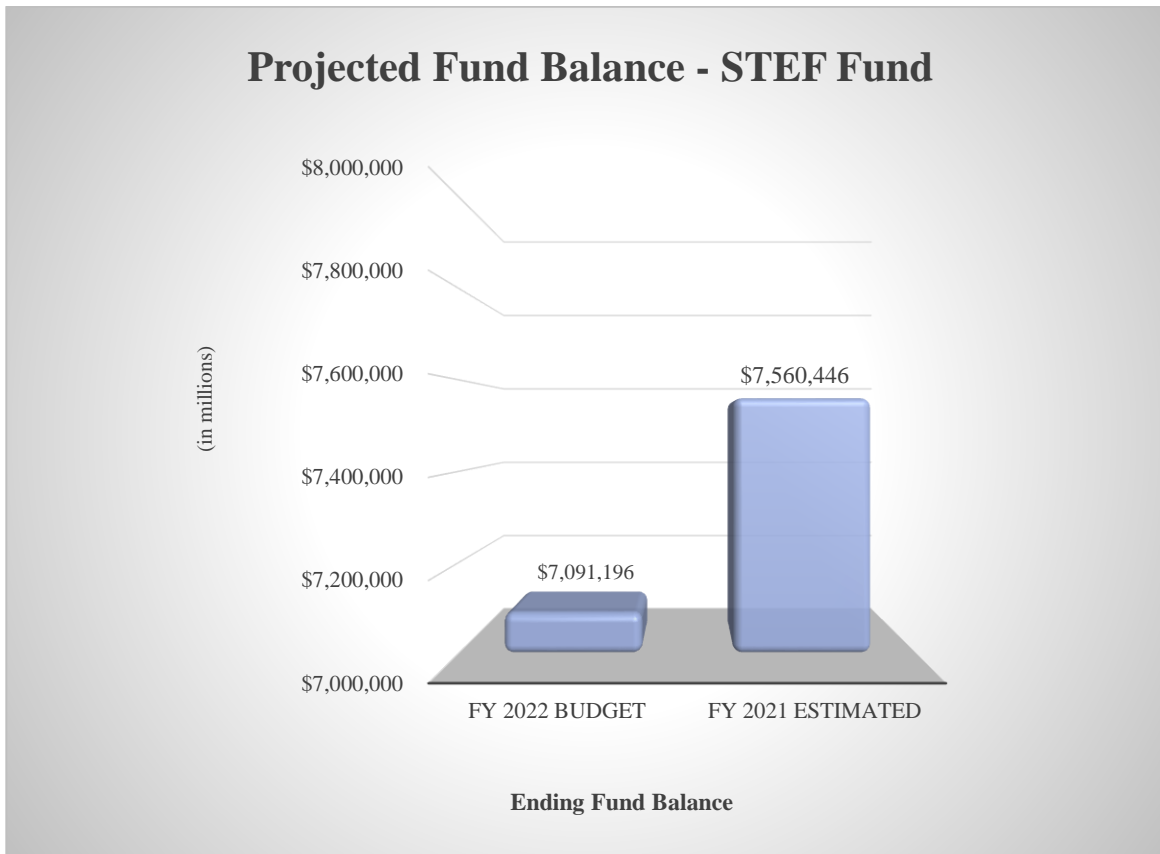
Operating Revenue by Sources	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Local Government:</b>										
Current Taxes	\$ 908,083	\$ 901,989	\$ 955,346	\$ 939,323	\$ 951,895	\$ -				
<b>Total Local Government</b>	\$ 908,083	\$ 901,989	\$ 955,346	\$ 939,323	\$ 951,895	\$ 962,880	\$ 980,452	\$ 990,257	\$ 1,000,159	\$ 1,010,161
<b>State Government:</b>										
ICCB Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Other State Grants	-	-	114,400	46,107	-	81,250				
<b>Total State Government</b>	\$ -	\$ -	\$ 114,400	\$ 46,107	\$ -	\$ 81,250	\$ -	\$ -	\$ -	\$ -
<b>Federal Government</b>										
Other Federal Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
<b>Total Federal Government</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Other Sources:</b>										
Sales and Service Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Interest Income	1,728	809	450	529	450	-				
Other Income	-	-	-	-	-	-				
<b>Total Other Sources</b>	\$ 1,728	\$ 809	\$ 450	\$ 529	\$ 450	\$ 12	\$ 10	\$ 10	\$ 10	\$ 10
<b>Total Revenue before Interfunds &amp; Nonoperating Items</b>	\$ 909,811	\$ 902,798	\$ 1,070,196	\$ 985,959	\$ 952,345	\$ 1,044,142	\$ 980,462	\$ 990,267	\$ 1,000,169	\$ 1,010,171
<b>Interfund Transfers</b>	15,000	-	15,000	15,000	15,000	-	15,000	15,000	15,000	15,000
<b>Bond &amp; Lease Certificate Proceeds</b>	-	-	-	-	-	-				
<b>Grand Total</b>	\$ 924,811	\$ 902,798	\$ 1,085,196	\$ 1,000,959	\$ 967,345	\$ 1,044,142	\$ 995,462	\$ 1,005,267	\$ 1,015,169	\$ 1,025,171

	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Operation &amp; Maintenance of Plant</b>										
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	-				
Contractual Services	-	-	-	-	-	-				
<b>Total Operation &amp; Maintenance of Plant</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Institutional Support</b>										
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	-				
Contractual Services	171,500	557,750	1,070,135	866,387	952,345					
General Maintenance and Supplies	-	-	-	-	-					
Capital Outlay	751,583	684,440	15,000	44,049	15,000					
Other Expenditures	-	-	-	-	-					
<b>Total Institutional Support</b>	\$ 923,083	\$ 1,242,190	\$ 1,085,135	\$ 910,436	\$ 967,345	\$ 962,880	\$ 995,462	\$ 1,007,408	\$ 1,019,496	\$ 1,031,730
<b>Total Expenditures before Interfunds</b>	\$ 923,083	\$ 1,242,190	\$ 1,085,135	\$ 910,436	\$ 967,345	\$ 962,880	\$ 995,462	\$ 1,007,408	\$ 1,019,496	\$ 1,031,730
<b>Interfund Transfers</b>	-	-	-	-	-	-	-	-	-	-
<b>GRAND TOTAL</b>	\$ 923,083	\$ 1,242,190	\$ 1,085,135	\$ 910,436	\$ 967,345	\$ 962,880	\$ 995,462	\$ 1,007,408	\$ 1,019,496	\$ 1,031,730

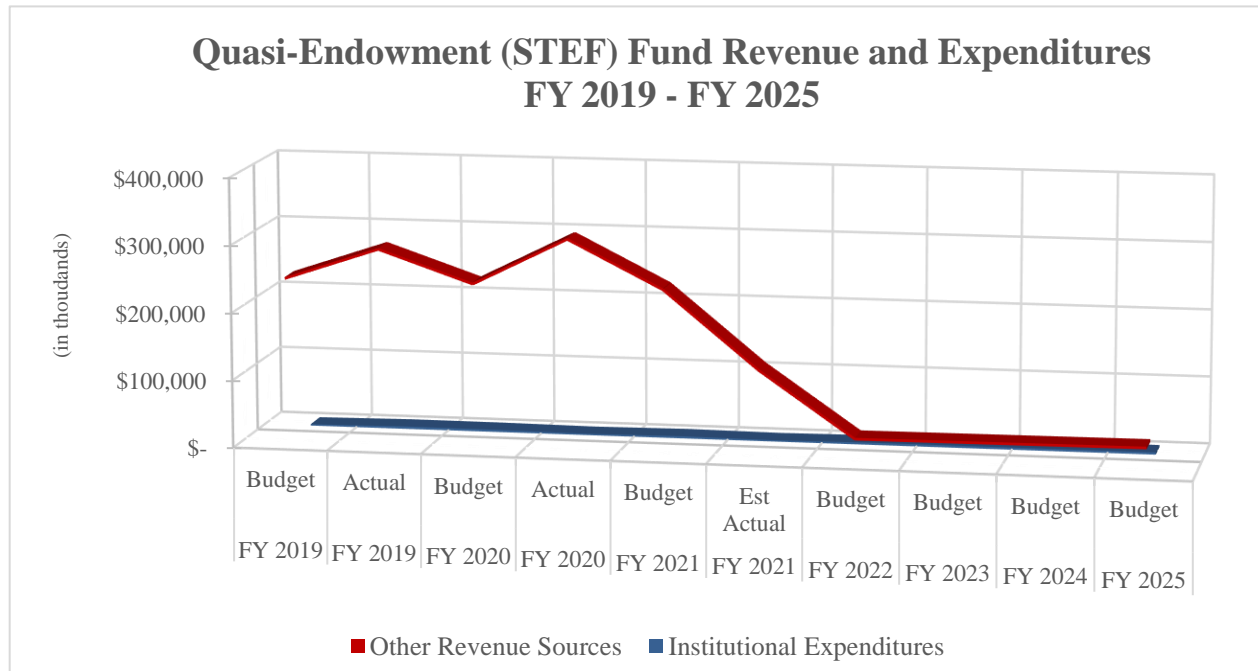
**Carl Sandburg College**  
**Quasi-Endowment (STEF) Fund-Projected Fund Balance**

	<b>FY 2022 Budget</b>	<b>FY 2021 Estimated</b>	<b>Change</b>	<b>%</b>
Revenues	\$ 36,000	\$ 132,358	\$ (96,358)	-72.80%
Expenditures	1,250	-	1,250	0.00%
Revenues Over Expenditures	\$ 34,750	\$ 132,358	\$ (97,608)	-73.75%
Transfers	(504,000)	-	(504,000)	0.00%
Change in fund balance	\$ (469,250)	\$ 132,358	\$ (601,608)	-454.53%
Fund equity (deficit) beginning of year	7,560,446	7,428,088	132,358	1.78%
Fund equity (deficit) end of year	\$ 7,091,196	\$ 7,560,446	\$ (469,250)	-6.21%





## Quasi-Endowment (STEF) Fund Revenue and Expenditures Seven Year Comparison



### Quasi-Endowment Fund (STEF) Revenue and Expenditures Fiscal Year 2019-2025

	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Other Sources:</b>										
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -					
Interest Income	246,451	293,681	246,451	316,326	-					
Net increase (decrease) in fair value of investments	-	-	-	-	-					
<b>Total before Interfund Transfers and Nonoperating</b>	\$ 246,451	\$ 293,681	\$ 246,451	\$ 316,326	\$ 246,451	\$ 132,358	\$ 36,000	\$ 36,540	\$ 37,088	\$ 37,644
Transfers	-	-	-	-	-	-				
<b>GRAND TOTAL</b>	\$ 246,451	\$ 293,681	\$ 246,451	\$ 316,326	\$ 246,451	\$ 132,358	\$ 36,000	\$ 36,540	\$ 37,088	\$ 37,644
	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Institutional Support</b>										
Fixed Charges	\$ -	\$ 1,600	\$ 1,250	\$ -	\$ -					
Other Expenditures	-	-	-	-	-					
<b>Total Expenditures before Interfund</b>	\$ -	\$ 1,600	\$ 1,250	\$ -	\$ 1,250	\$ -	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Transfers	504,000	-	504,000	-	504,000	-	504,000	504,000	504,000	504,000
<b>GRAND TOTAL</b>	\$ 504,000	\$ 1,600	\$ 505,250	\$ -	\$ 505,250	\$ -	\$ 505,250	\$ 505,250	\$ 505,250	\$ 505,250

## **CAPITAL EQUIPMENT BUDGET FY 2022**

<b>Sources</b>	<b>APPLICATIONS <sup>1</sup></b>			
	<b>Instructional Services</b>	<b>Student Services</b>	<b>Business Services</b>	<b>Institutional Support</b>
Working Cash Accumulated Interest    Total \$138,300		\$7,800 Athletics  \$10,000 Fitness Center Equipment	\$25,000 CIPS \$15,000 Capital Refresh \$28,000 Rolling Stock	\$30,000 SURS 6% \$2,500 Ergonomic \$20,000 Contingency
STEF Accumulated Interest \$0 interest \$495,000 principal  Total \$495,000	\$20,000 Instructional Technology  \$15,000 Academic Program Equipment		\$95,000 Printers	\$115,000 Contingency \$30,000 PC Maint. Non-faculty \$5,000 R&D Tech Staff \$30,000 IT Infrastructure \$185,000 Access
Perkins 06 Fund \$50,000	\$50,000 Laptops & Equipment			
Tech Fee (2) \$5.50	\$99,920			
SILO Total \$58,500	\$58,500			

1 All of these dollar allocations are included in the draft budget.

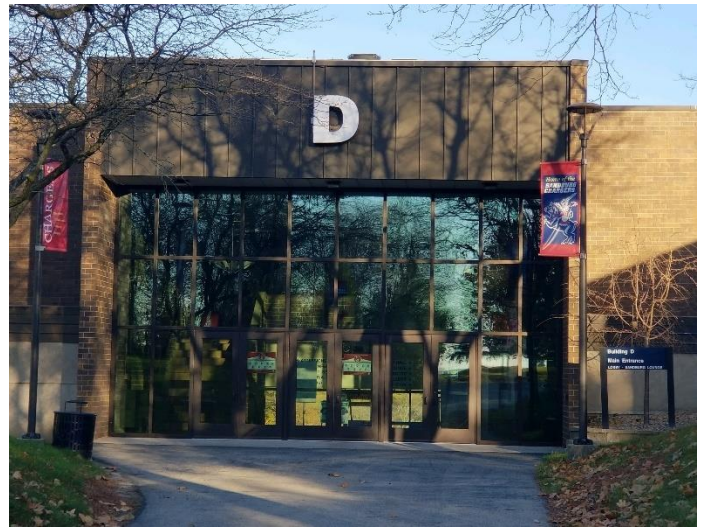
2 Tech fee revenue less salaries in department 3071

## Capital Projects Fiscal Year 2021

*PHS CME sidewalk*



*PHS Windows Bldg C*



*PHS Windows Bldg D*



*PHS Windows Bldg E*

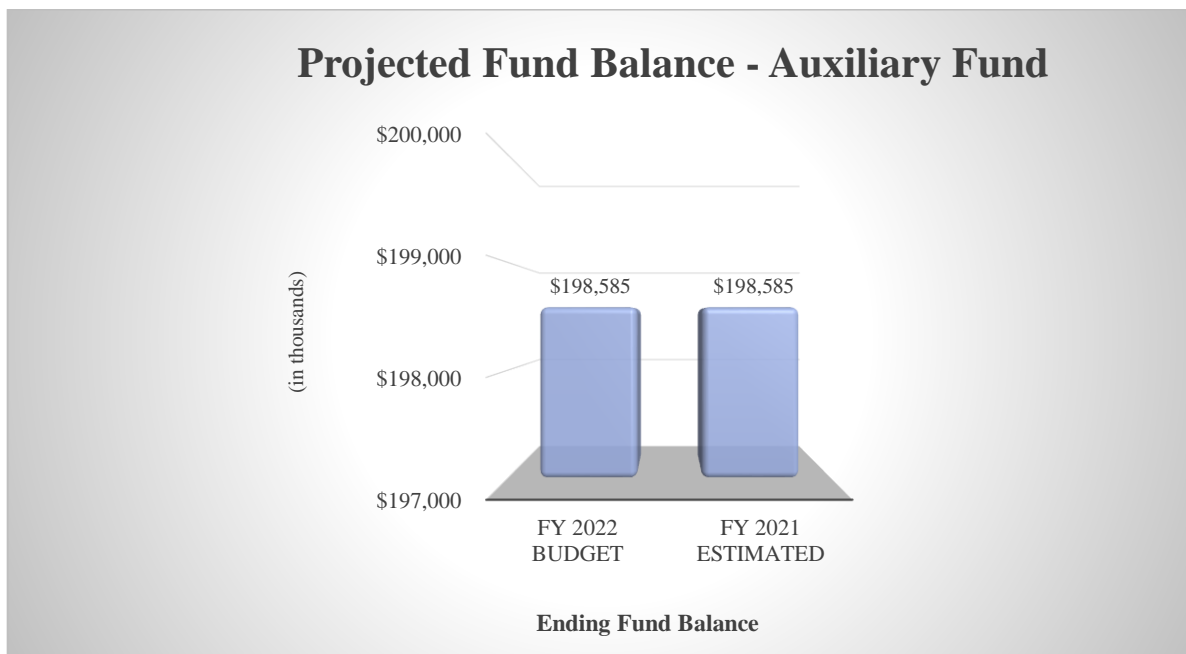
## Proprietary Fund

### Auxiliary Enterprise Fund Narrative

The Auxiliary Enterprise Fund is used to account for college services where a fee is charged to users or allocated to the specific use from revenues and the activity is intended to be self-supporting. Each enterprise/service should be accounted for separately using a group of self-balancing accounts within the fund. Included in this fund are the Auto Mechanics, Food Service, Bookstore, Athletics, and Dental Hygiene Clinic.

### Carl Sandburg College Auxiliary Fund-Projected Fund Balance

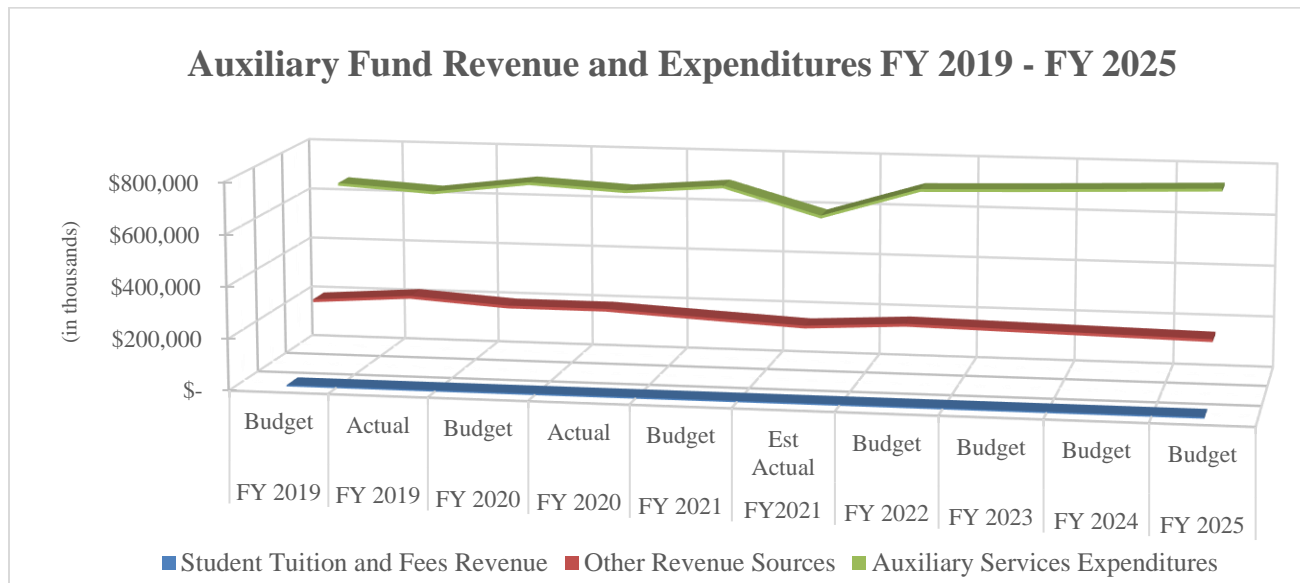
	<b>FY 2022 Budget</b>	<b>FY 2021 Estimated</b>	<b>Change</b>	<b>%</b>
Revenues	\$ 242,705	\$ 223,010	\$ 19,695	8.83%
Expenditures	699,859	585,511	114,348	19.53%
Revenues Over (Under) Expenditures	\$ (457,154)	\$ (362,501)	\$ (94,653)	26.11%
Transfers	457,154	354,910	102,244	28.81%
Change in fund balance	\$ -	\$ (7,591)	\$ 7,591	-100.00%
Fund equity beginning of year	198,585	206,176	(7,591)	-3.68%
Fund equity end of year	<u>\$ 198,585</u>	<u>\$ 198,585</u>	<u>\$ -</u>	<u>0.00%</u>



Management continues to monitor each area to determine feasibility to continue the program. There is consensus that some programs will run with a deficit and be subsidized with other sources.



## Auxiliary Fund Revenue and Expenditures Seven Year Comparison



### Auxiliary Fund Revenue and Expenditures Fiscal Year 2019-2025

	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Student Tuition and Fees:</b>										
Tuition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Activity Fee Revenue	-	-	-	-	-	-				
<b>Total Student Tuition and Fees</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Other Sources:</b>										
Sales & Service Income	\$ 167,550	\$ 172,766	\$ 167,970	\$ 172,978	\$ 168,550					
Commissions	91,000	97,959	91,000	72,893	69,830					
Federal Government	-	-	-	-	-					
Other Income	5,325	18,734	4,905	17,574	4,325					
<b>Total Other Sources</b>	\$ 263,875	\$ 289,459	\$ 263,875	\$ 263,445	\$ 242,705	\$ 223,010	\$ 242,705	\$ 235,424	\$ 228,361	\$ 221,510
<b>Total Revenue before Interfunds &amp; Nonoperating Items</b>	\$ 263,875	\$ 289,459	\$ 263,875	\$ 263,445	\$ 242,705	\$ 223,010	\$ 242,705	\$ 235,424	\$ 228,361	\$ 221,510
<b>Interfund Transfers</b>	398,690	402,815	422,680	428,144	457,680	354,910	457,154	492,154	527,154	562,154
<b>Grand Total</b>	\$ 662,565	\$ 692,274	\$ 686,555	\$ 691,590	\$ 700,385	\$ 577,920	\$ 699,859	\$ 727,578	\$ 755,515	\$ 783,664
	FY 2019 Budget	FY 2019 Actual	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	FY 2021 Est Actual	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	FY 2025 Budget
<b>Auxiliary Services</b>										
Salaries	\$ 216,025	\$ 214,338	\$ 221,846	\$ 221,538	\$ 233,273					
Employee Benefits	36,540	31,069	43,848	28,077	45,602					
Contractual Services	55,640	44,673	53,869	39,003	45,640					
General Maintenance and Supplies	218,904	194,618	233,040	227,954	224,654					
Travel and Conference/Meeting Expense	46,833	58,173	49,923	48,935	48,833					
Capital Outlay	28,000	15,245	28,000	32,996	28,000					
Depreciation	-	21,566	-	15,115	-					
Other	60,440	58,975	54,985	50,281	62,440					
<b>Total before transfers</b>	\$ 662,382	\$ 638,658	\$ 685,511	\$ 663,899	\$ 693,442	\$ 585,511	\$ 699,859	\$ 709,657	\$ 721,012	\$ 732,548
<b>Interfund Transfers</b>	-	-	-	38,487	-	-	-	-	-	-
<b>GRAND TOTAL</b>	\$ 662,382	\$ 638,658	\$ 685,511	\$ 702,386	\$ 693,442	\$ 585,511	\$ 699,859	\$ 709,657	\$ 721,012	\$ 732,548

## Nonexpendable Trust Fund

### Working Cash Fund Narrative

The Working Cash Fund was established for the purpose of enabling the district to have on hand at all times sufficient cash to meet the demands for ordinary and necessary expenditures. Bonds may be issued, without voter approval, in an amount or amounts not to exceed in the aggregate 75% of the total tax extension from the authorized maximum rates for the Education Fund and the Operations and Maintenance Fund combined, plus 75% of last known corporate personal property replacement tax allocation.

This fund is used to account for the proceeds of working cash bonds. By making temporary transfers, the Working Cash Fund is used as a source of working capital by other funds. Such temporary transfers assist operating funds in meeting the demands for ordinary and necessary expenditures during periods of temporary low cash balances.

The College currently shows a principal balance of \$8,183,720, which is invested in staggered maturities to insure liquidity and follows the board's Investment Policy. Interest earned in this fund may be transferred to the General Fund with Board approval. The transfer of interest has become an important source of college revenue.

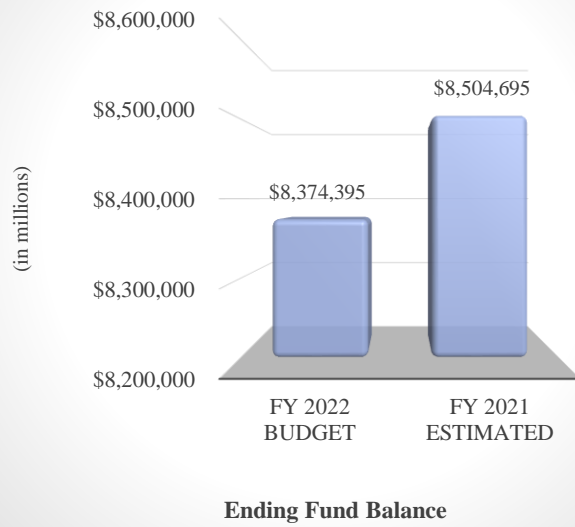
### Working Cash Fund Projected Fund Balance

Revenue for this fund is derived solely from investment earnings. For FY 2022, these earnings are projected to decrease due to changes in interest rates related to the COVID-19 pandemic.

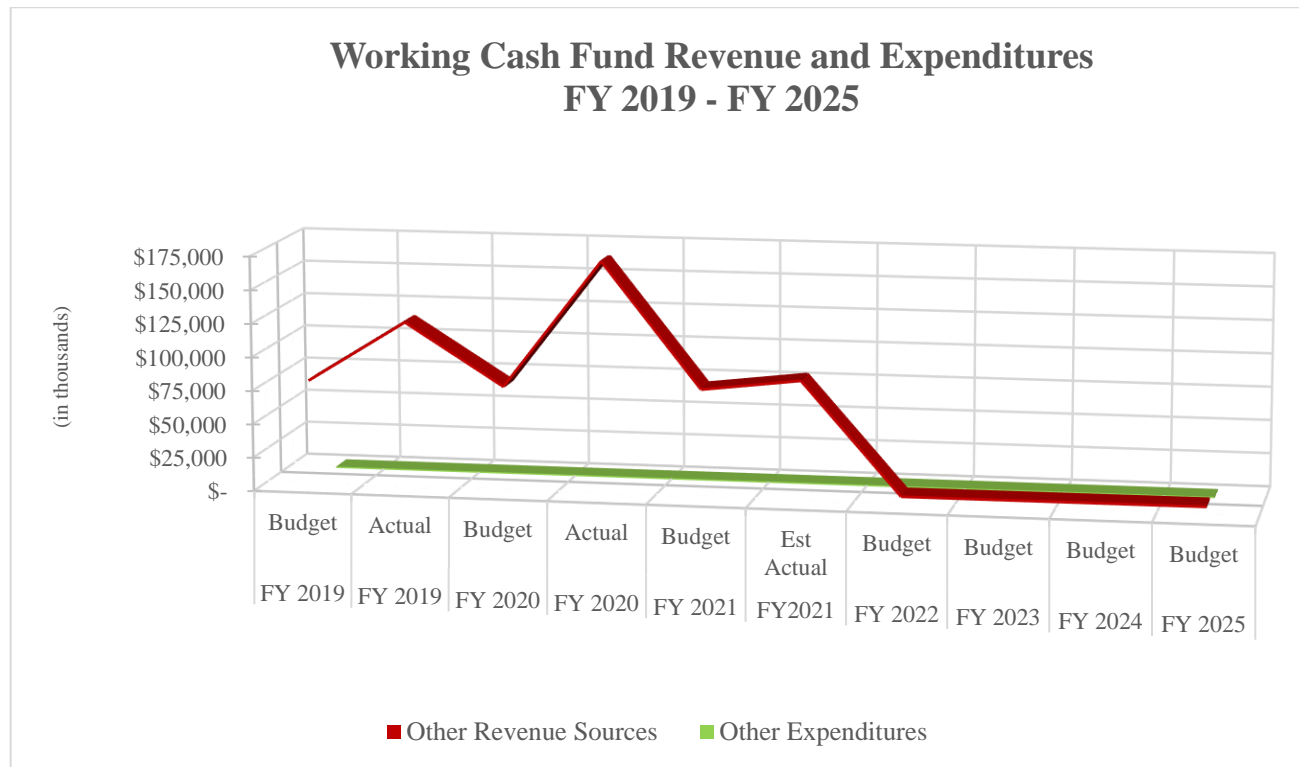
#### **Carl Sandburg College Working Cash Fund-Projected Fund Balance**

	<b>FY 2022 Budget</b>	<b>FY 2021 Estimated</b>	<b>Change</b>	<b>%</b>
Revenues	\$ 8,000	\$ 90,992	\$ (82,992)	-91.21%
Expenditures	-	-	-	0.00%
Revenues Over Expenditures	\$ 8,000	\$ 90,992	\$ (82,992)	-91.21%
Transfers	(138,300)	(53,000)	(85,300)	160.94%
Change in fund balance	\$ (130,300)	\$ 37,992	\$ (168,292)	-442.97%
Fund equity beginning of year	8,504,695	8,466,703	37,992	0.45%
Fund equity end of year	\$ 8,374,395	\$ 8,504,695	\$ (130,300)	-1.53%

## Projected Fund Balance - Working Cash Fund



## Working Cash Fund Revenue and Expenditures Seven Year Comparison



**Working Cash Fund Revenue and Expenditures**  
**Fiscal Year 2019-2025**

	<b>FY 2019 Budget</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Budget</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2021 Est Actual</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>	<b>FY 2025 Budget</b>
<b>Other Sources:</b>										
Interest Income	\$ 79,870	\$ 125,603	\$ 79,870	\$ 174,743	\$ 82,266					
Net increase (decrease) in fair value of investments	-	-	-	-	-					
<b>Total before Nonoperating</b>	\$ 79,870	\$ 125,603	\$ 79,870	\$ 174,743	\$ 82,266	\$ 90,992	\$ 8,000	\$ 8,120	\$ 8,242	\$ 8,365
Transfers	-	-	-	-	-	-	-	-	-	-
<b>GRAND TOTAL</b>	\$ 79,870	\$ 125,603	\$ 79,870	\$ 174,743	\$ 82,266	\$ 90,992	\$ 8,000	\$ 8,120	\$ 8,242	\$ 8,365

	<b>FY 2019 Budget</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Budget</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2021 Est Actual</b>	<b>FY 2022 Budget</b>	<b>FY 2023 Budget</b>	<b>FY 2024 Budget</b>	<b>FY 2025 Budget</b>
<b>Other Expenditures</b>	\$ -	\$ 3,200	\$ -	\$ 625	\$ -					
<b>Total before transfers</b>	\$ -	\$ -	\$ -	\$ -	\$ -					
Transfers	138,300	30,469	138,300	53,015	138,300	53,000	138,300	139,300	140,300	141,300
<b>GRAND TOTAL</b>	\$ 138,300	\$ 30,469	\$ 138,300	\$ 53,640	\$ 138,300	\$ 53,000	\$ 138,300	\$ 139,300	\$ 140,300	\$ 141,300

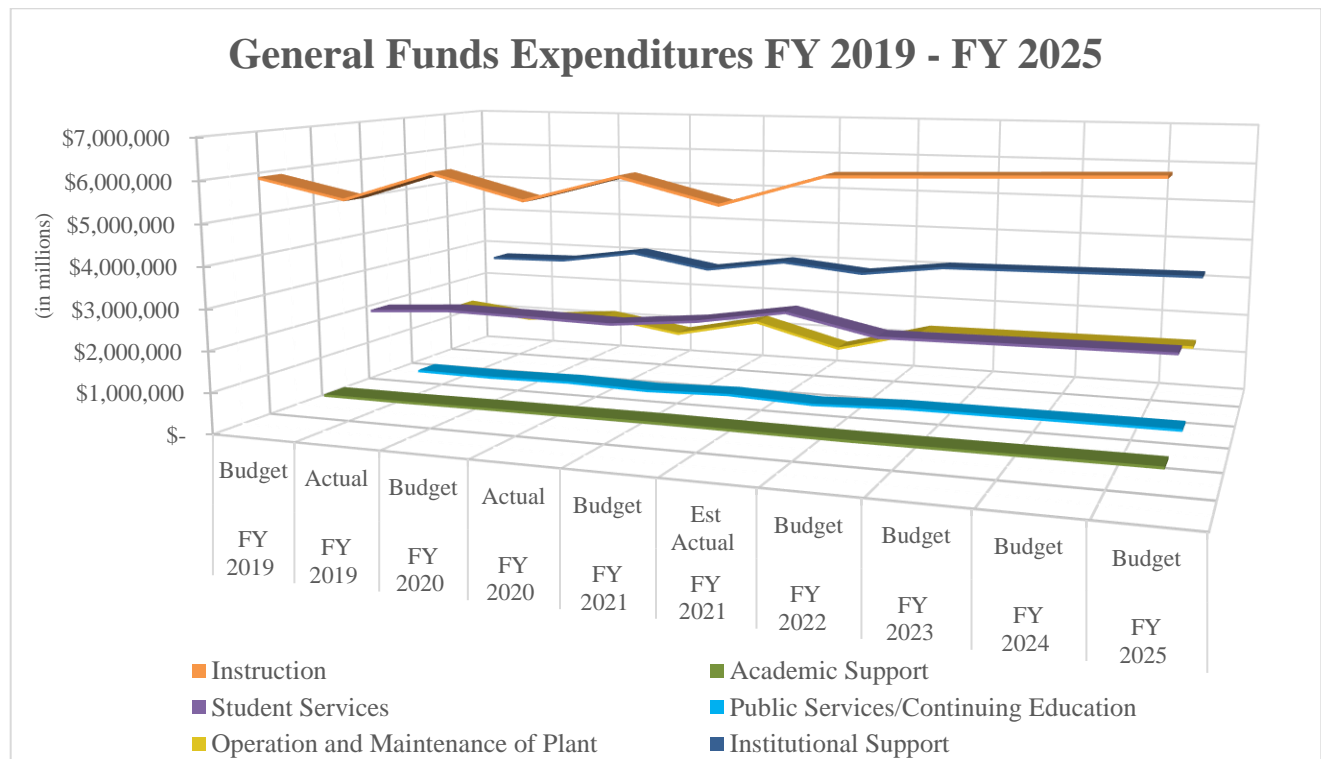


### III. Performance



## Check Performance

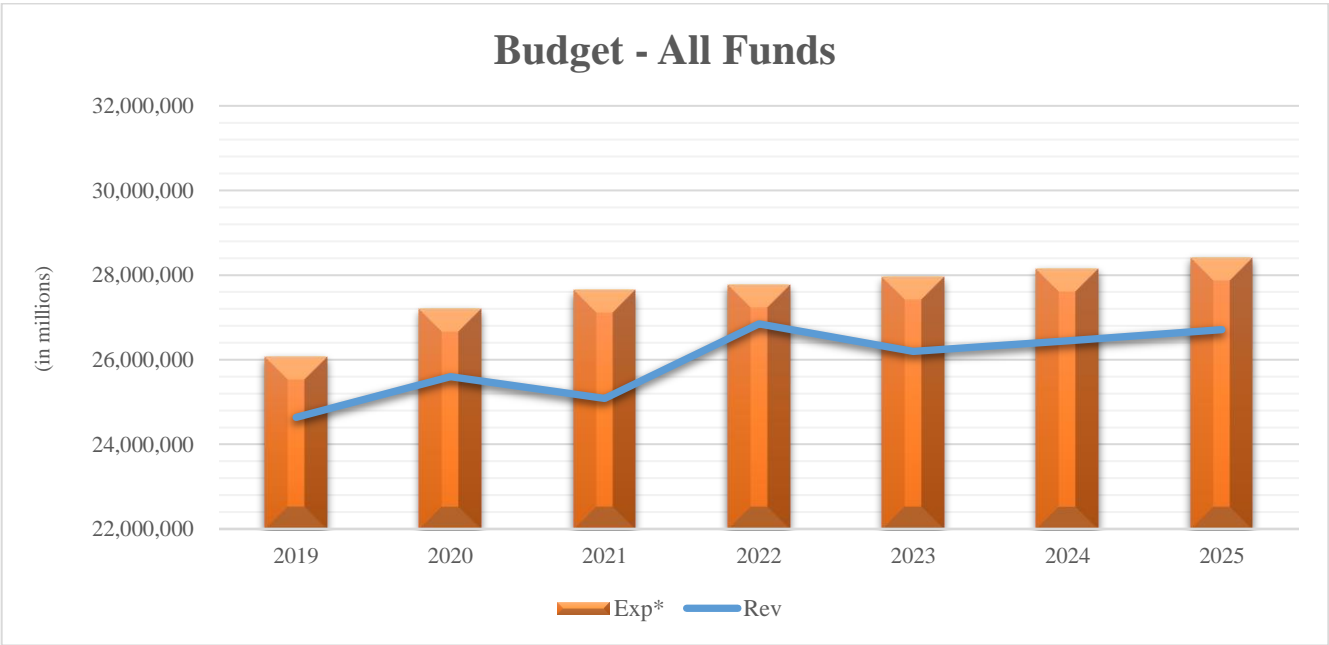
The primary focus for the FY 2022 budget is dedicated to student success. This begins with recruitment and continues as the student enrolls, attends classes and receives assistance if needed in pursuit of their education. The allocation of resources reflects the dollars for instruction and student support services. The college has also established funds to maintain and enhance technology to meet students varying levels of ability. Performance indicators have been established to assist in evaluating progress toward institutional goals.



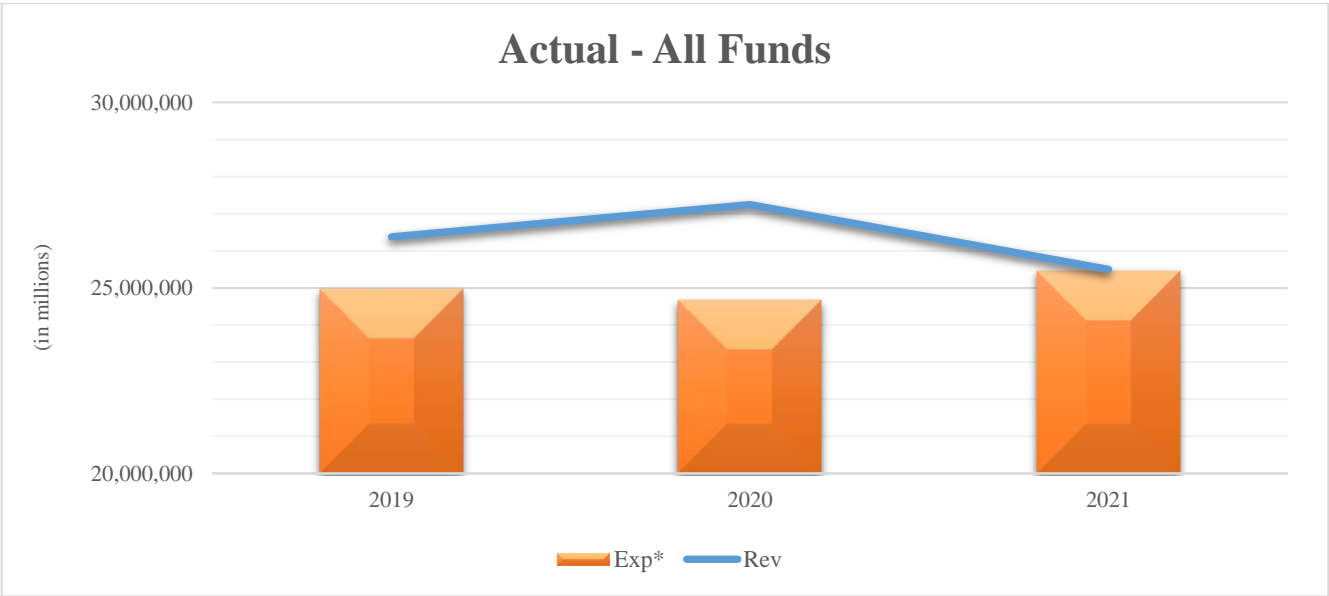
\*Excludes State of Illinois SURS on-behalf payments

**Budget and Financial Summaries for 2018-2020**

A balanced budget is a fundamental element of financial accountability. Expenditures in excess of revenues must be covered with accumulated fund balance. This has been budgeted by using STEF funds to cover technology enhancements. Actual expenditures have not exceeded revenues.



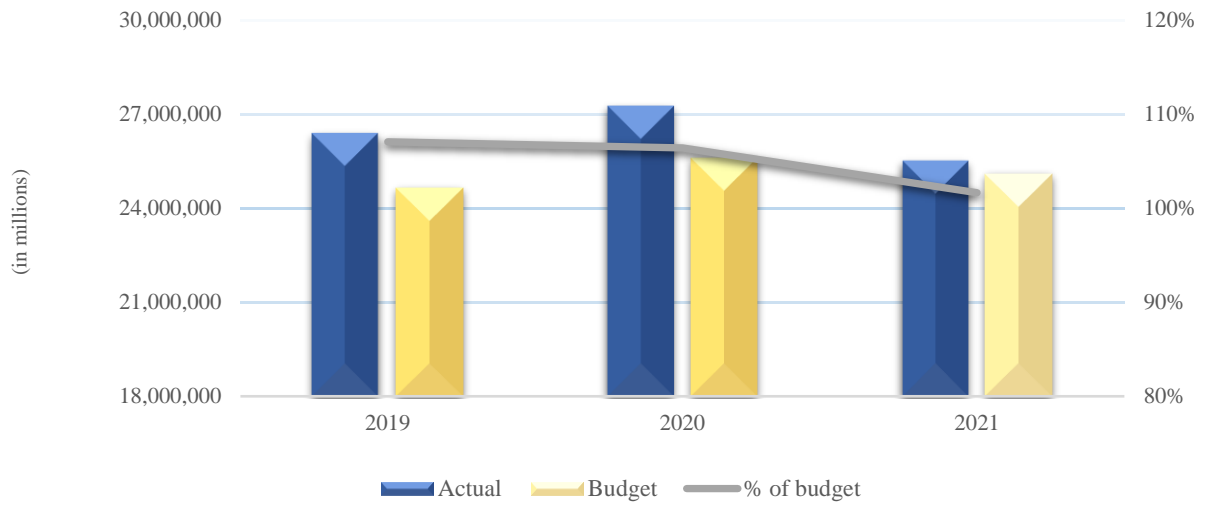
\*without gain (loss) on disposal of assets



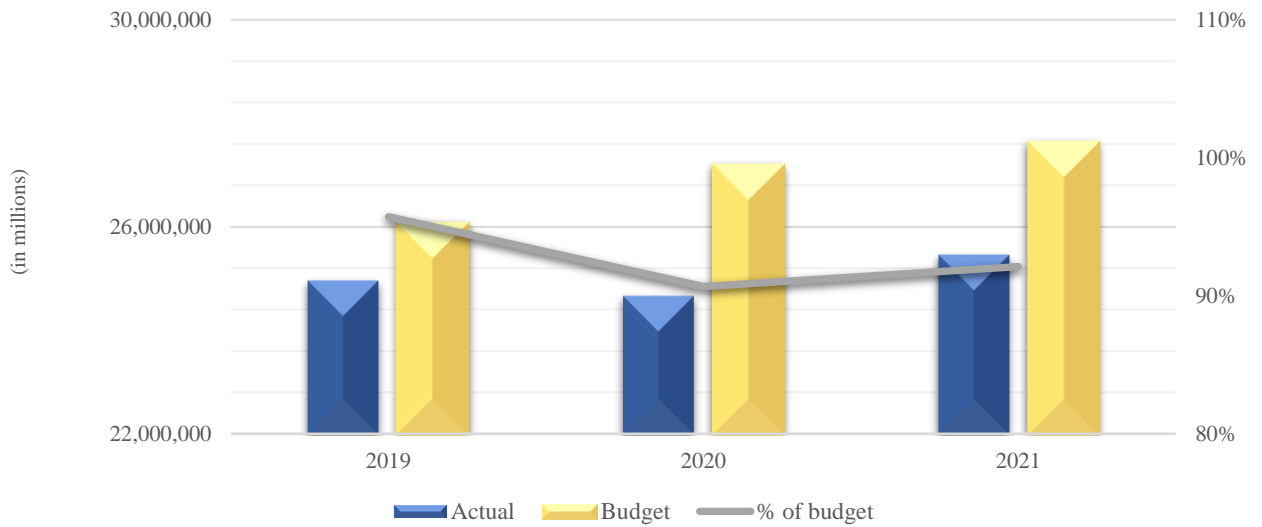
\*without gain (loss) on disposal of assets

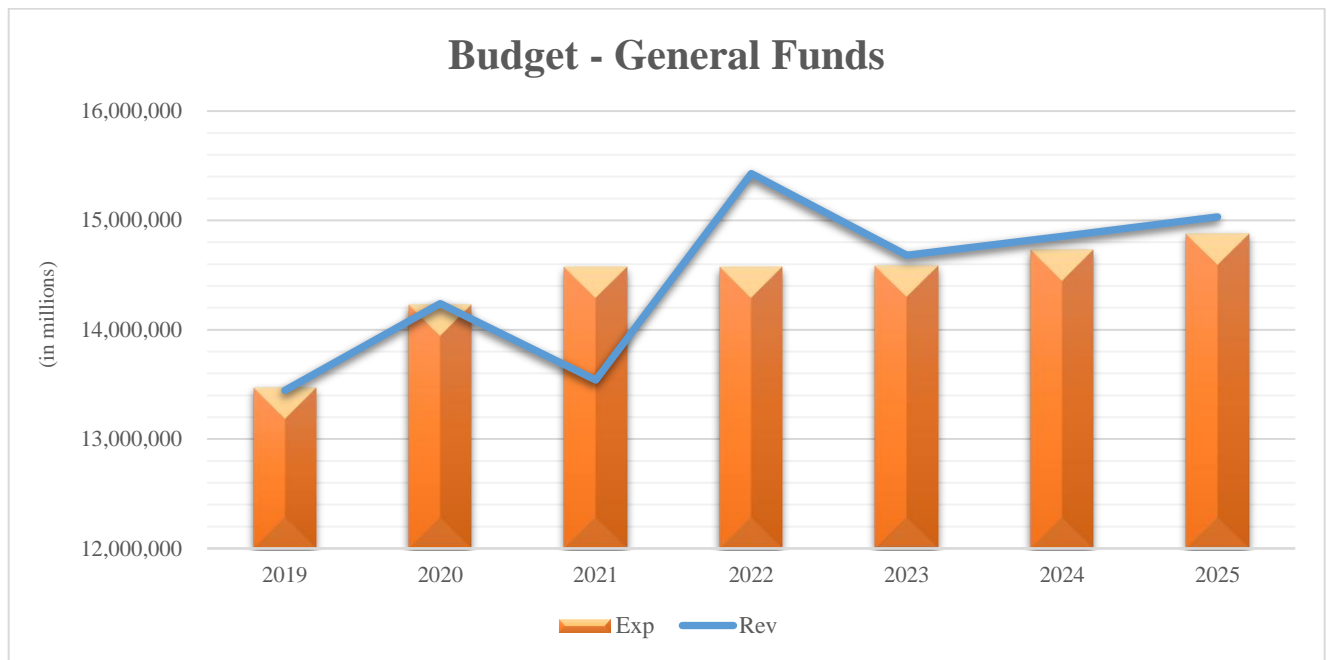
Revenues have typically been within 90% of budgeted amounts with expenditures staying below 100% of budgeted numbers.

## Revenue - All Funds Budget to Actual

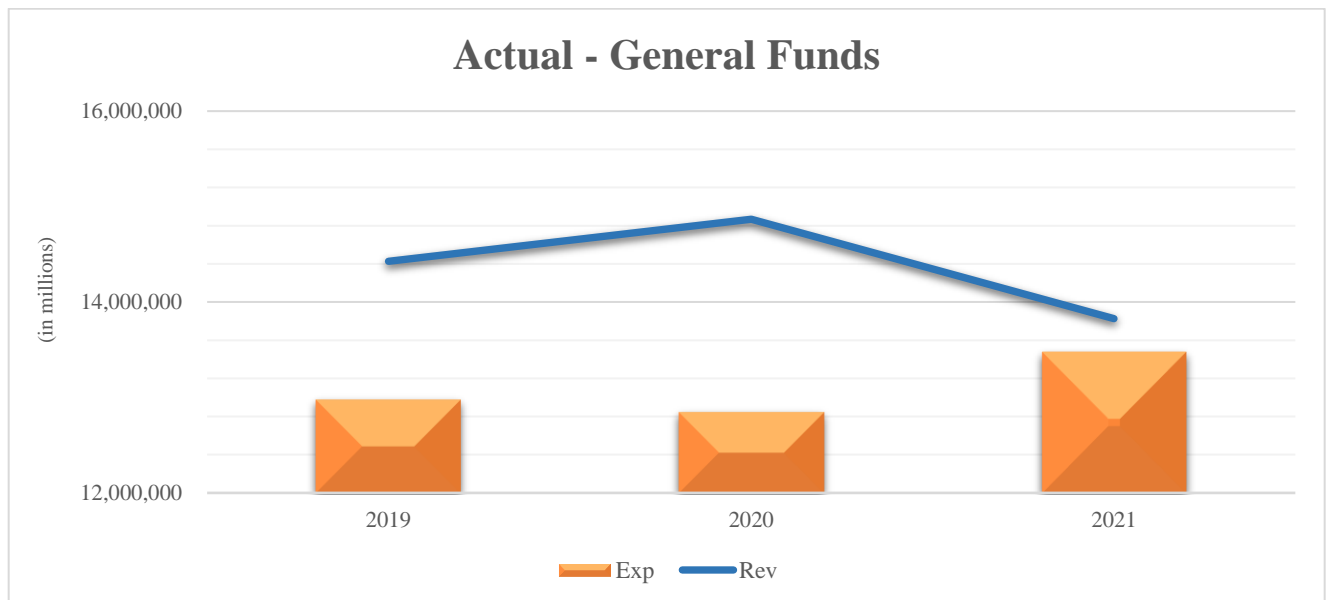


## Expenditures - All Funds Budget to Actual

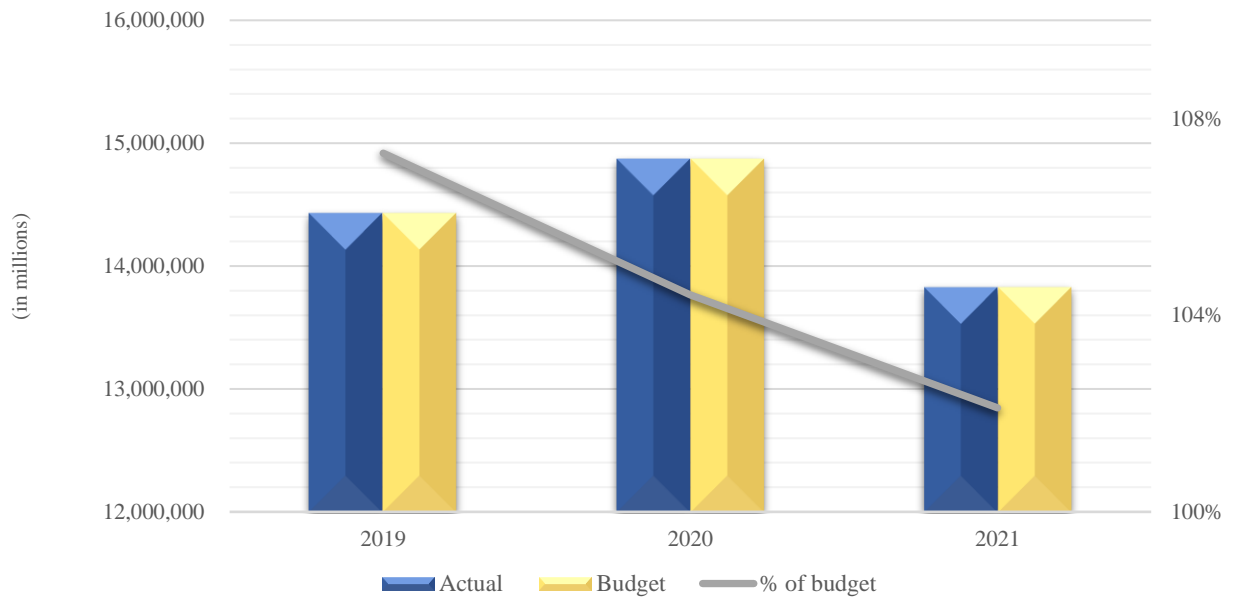




In fiscal year 2021, actual operating expenditures were in excess of revenue. This was a result of decreases in enrollment due to COVID-19.



## Revenue - General Funds Budget to Actual



## Expenditures - General Funds Budget to Actual

