



C A R L
S A N D B U R G
C O L L E G E

ILLINOIS COMMUNITY COLLEGE DISTRICT 518
GALESBURG, ILLINOIS
www.sandburg.edu

JULY 1, 2018 – JUNE 30, 2019
BUDGET

**Educational &
Financial Plan**

CARL SANDBURG COLLEGE
Budget for Fiscal Year 2019
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I. Strategic Forecast



CARL SANDBURG COLLEGE

EXECUTIVE SUMMARY

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

FROM: Lori L. Sundberg, President

SUBJECT: Budget for Fiscal Year 2019

Transmitted herewith is the budget for Carl Sandburg College District #518 for fiscal year 2019 (beginning July 1, 2018 and ending June 30, 2019).

The College's strategic plan for 2016-2018 is coming to a close. The College is in the process of initiating the next strategic planning process. The environmental scan takes place this spring and summer with the development of the key priorities for fall. With the retirement of the current president, the College delayed the strategic planning process for six months to allow the installation of a new president.

This budget was developed in light of the overall strategic plan and its priorities but most importantly, in light of the Illinois budget crisis. The College experienced stopgap funding during the height of the budget crisis and late in fiscal year 2018 received all of the funding appropriated for fiscal year 2017. In light of ongoing political uncertainty in the state, the College built the budget with minimal state funding.

Enrollment continues to be a top priority as it is one way to stabilize the institution. However, population declines are continuing in the district and the average age of those remaining is increasing. Our Recruitment team has been challenged with considering ways to increase enrollment in the coming years. In addition, student success and completion is at the forefront of everything we do at the College. Increasing persistence and retention will continue to help stabilize the College's financial situation as well.

The FY 2019 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 2019 budget incorporates and reflects recognition of several significant factors:

1. We still face one of the most financially challenging landscapes ever faced by the State of Illinois and the Country as a whole.
2. Despite uncertainty over the local and state economy, the College budget will be adopted in accordance with the timeline approved by the Board of Trustees in January 2018.
3. 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.
4. Our labor agreement was successfully extended through June 30, 2022, through our commitment to Interest Based Bargaining (IBB) process with the Sandburg Education Association (SEA).

While the College continues to face the most challenging financial times it has faced in its history, 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.

May 24, 2018

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, 2019. 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.

Carl Sandburg College Strategic Plan 2015-2018

Strategic Planning Process

The Strategic Planning process for Carl Sandburg College includes an environmental scan, SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis with the entire College community, a review of the mission statement, current focal points and goals, and a determination of core values. In addition to the planning process shared by the greater college community, the Board of Trustees participated in a planning process at their winter retreat.

Based upon feedback from the process, the following **Mission Statement** was crafted:

**The mission of Carl Sandburg College is to provide
all students with opportunities for success.**

The following four **Core Values** have been affirmed:

Excellence, Collaboration, Integrity and Respect

Based upon feedback from the previous strategic planning process, the following **Vision Statement** was crafted:

Where dreams come to life, and lives come to change.

Carl Sandburg College Strategic Plan 2015-2018

Strategic Planning Principles

Five Strategic Questions to Answer:

1. Are there resources to support our mission and vision?
2. Are the sources and use of funds matched appropriately?
3. Is the organization sustainable? (Can it survive?)
4. Is the organization practicing sustainable decision-making? (Are we making decisions for today AND five years from now?)
5. Is effectiveness (the right thing to do) and efficiency (doing it right) considered?

Strategic Plan Components: Awareness of current state

- Benchmark competitors and guidelines from accrediting bodies
- SMART goals: specific, measurable, attainable, relevant and timely
- Action steps
- Assignments
- Assess progress formally--Key Performance Indicators (KPIs) for every goal
- Annual assessment
- Assess, analyze and act on needed changes

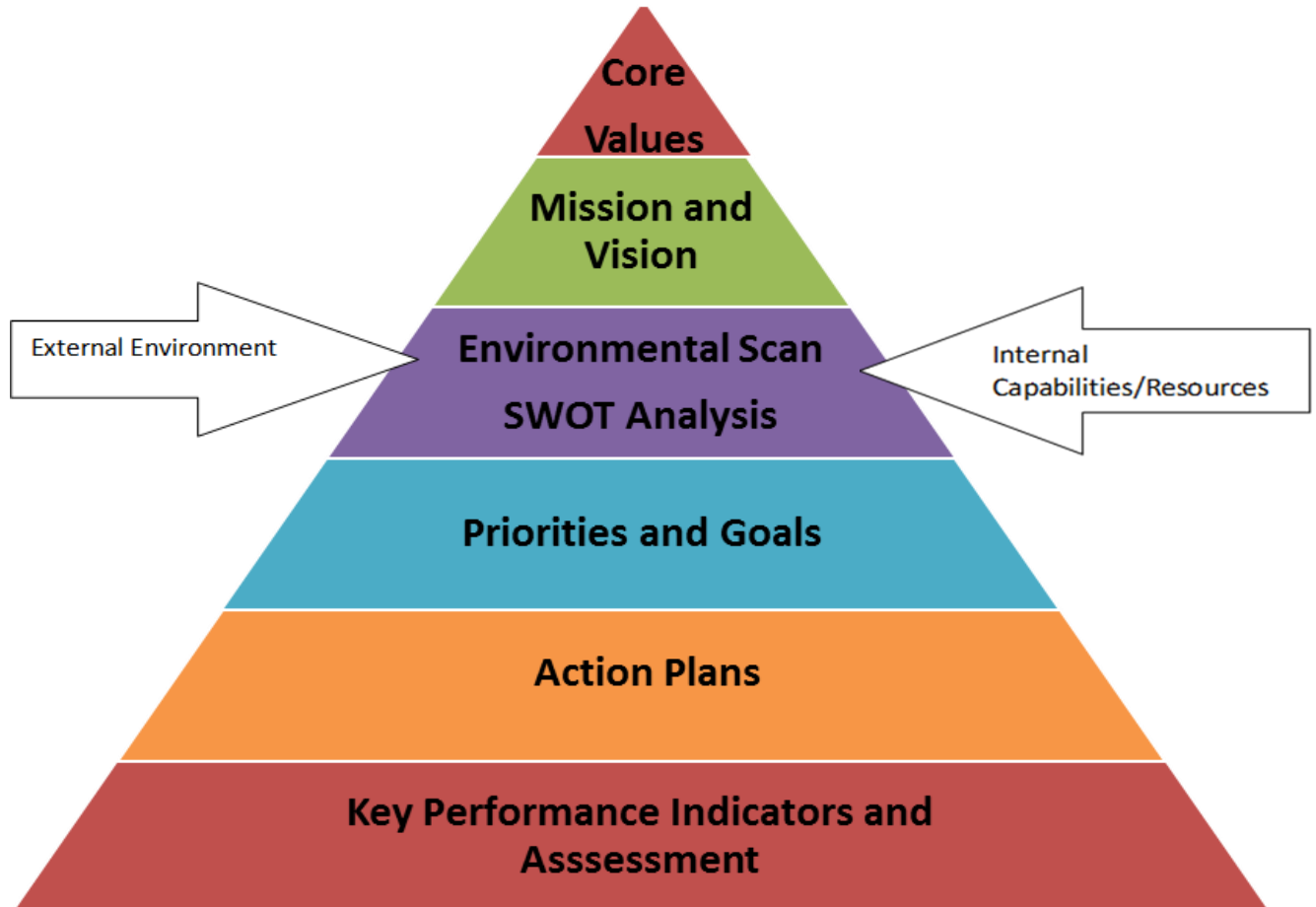
As an institution, we need to think in terms of Return on Investment (ROI). What is our return on investment for various strategies or what can we expect for the money we are spending. ROI needs to be considered in the greater context of academics and learning and in our overall mission. In other words, we cannot make decisions solely on ROI, but ultimately, we have to be able to keep the College afloat.

Ultimate Question: What, if anything, are we going to do differently based on our mission and the data?

“In the absence of a strategic plan the budget becomes the strategic plan.”

Carl Sandburg College Strategic Plan 2015-2018

Process Design



Carl Sandburg College

Strategic Plan 2015-2018

Environmental Scan

The Reality

1. Enrollment is down (1995 levels)
 2. Population is down
 3. Market penetration is down
 4. State funding is down
 5. Mandates continue to increase
-

What Can We Do?

1. Increase market penetration
2. Increase retention
3. Increase graduation rates
4. Reallocate space to accommodate growth where possible
5. Increase efforts by Foundation/Advancement to provide additional funding for students without financial aid
6. Downsize operations*

Short Term: Enrollment Management Plan (1, 2, 3)

Long Term: Increasing efforts of the Foundation/Advancement (5)

*Downsize if above efforts do not produce additional enrollment (6)

The college has seen declining credit hour production over the last several years. We generate approximately 25% of our fiscal year credit hours in the occupational area, offering various career, technical and health education options as listed previously. The ability to earn an associate in applied science degree is an option to students in addition to the various certificates offered. The College continues to generate over 50% in the baccalaureate area, offering associate degrees for students who may wish to continue their education with a four-year university.

The enrollment of Carl Sandburg College has declined due to: declining district population, increasing age of district population and to completion of retraining offered to laid off workers from plant closures.

Briggs Manufacturing (Abingdon) closed in 2000, 300 jobs lost

Maytag Refrigeration Products (Knox County's largest employer) downsized 300 workers in July 2002, followed by October 2002 announcement of closing, additional loss of 2,400 jobs

Methode Electronics (Carthage) announced restructuring, January 2008, estimated 550 jobs lost.

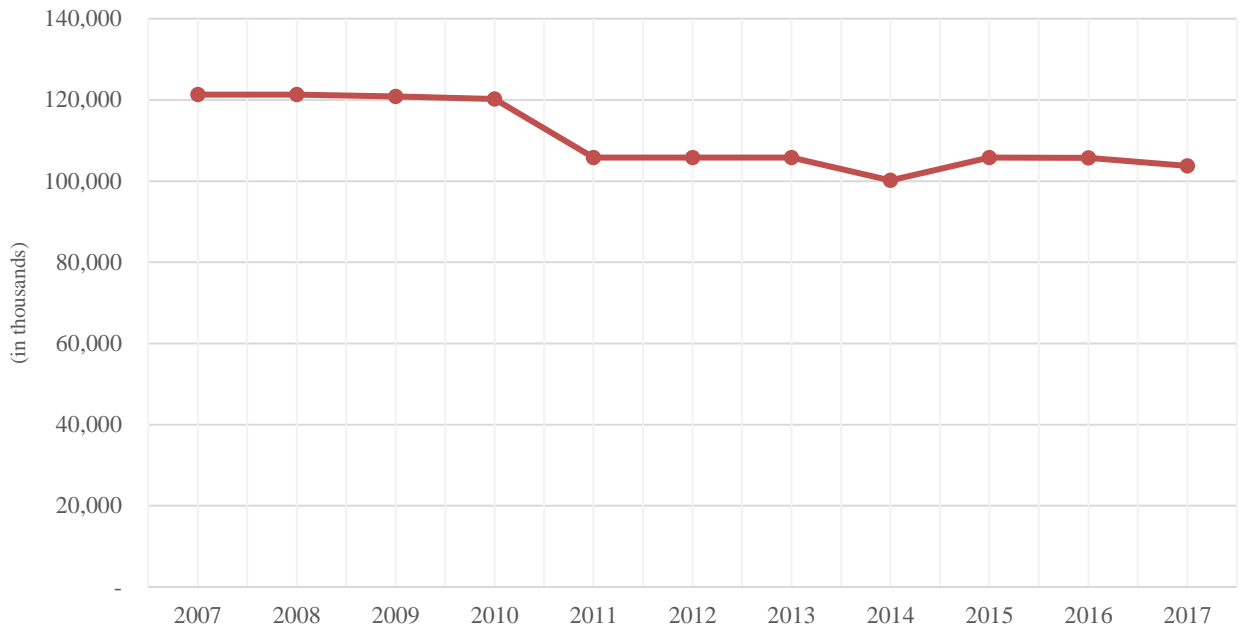
PRINCIPAL EMPLOYERS

Employer	2017			2008		
	Employees	Rank	Percentage of Total District Employment	Employees	Rank	Percentage of Total District Employment
Smithfield Foods (Farmland)	1,600	1	1.61%	1,350	1	2.01%
Burlington Northern Santa Fe Railroad	1,250	2	1.26%	1,115	2	1.66%
OSF (Galesburg, Monmouth)	856	3	0.86%	1,025	3	1.52%
Dick Blick Art Materials	670	4	0.68%	550	6	0.82%
Galesburg Cottage Hospital	615	5	0.62%	730	5	1.08%
Community School District #205	594	6	0.60%	542	7	0.80%
Hy-Vee Food Stores	578	7	0.58%	525	8	0.78%
Knox County	420	8	0.42%	420	10	0.62%
Carl Sandburg College	332	9	0.33%	454	9	0.67%
Bridgeway/Bridgeway Training	250	10	0.25%			
Method Electronics				800	4	1.19%
Total	7,165		7.22%	7,511		11.16%

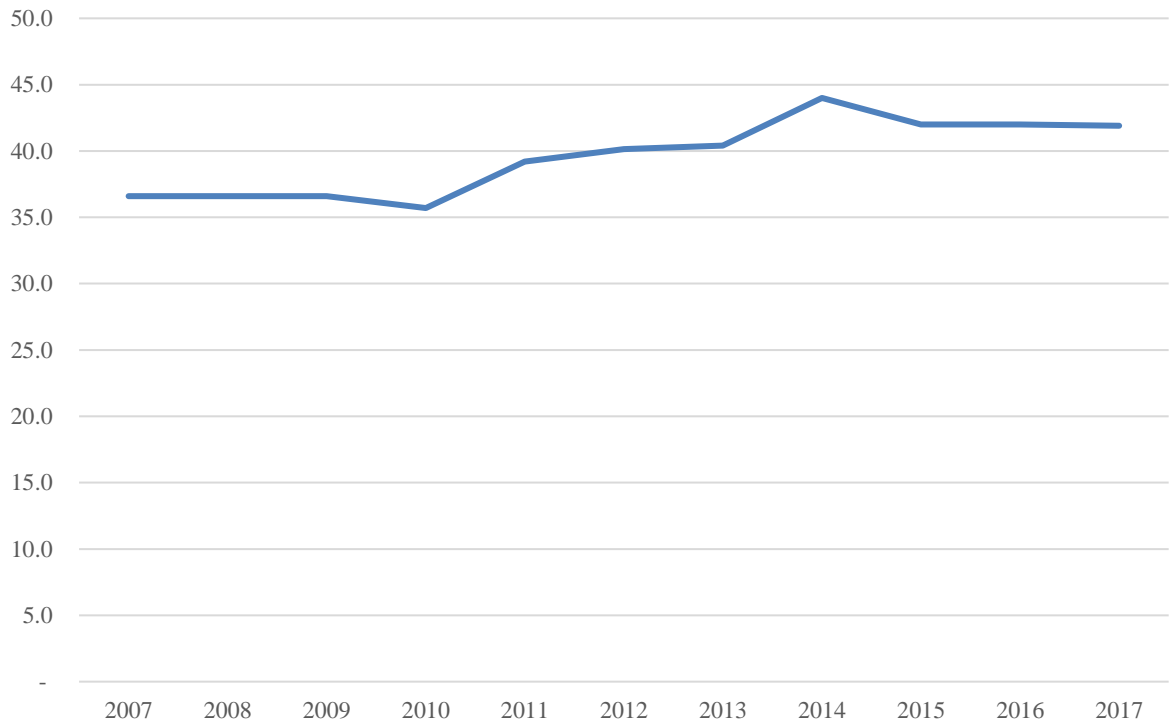
While these are not unique occurrences across the American landscape, when they happen in a sparsely populated, 3,000 square mile community college district, their impact is greatly amplified when:

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 13.6% of area residents hold bachelor's degrees (20.2% statewide).
5. Nearly 12% of adults lack a high school diploma.
6. 80% of students in our district are "underprepared" based on the Accuplacer Placement Test placing them in the Developmental (remedial) classes (33% nationally).

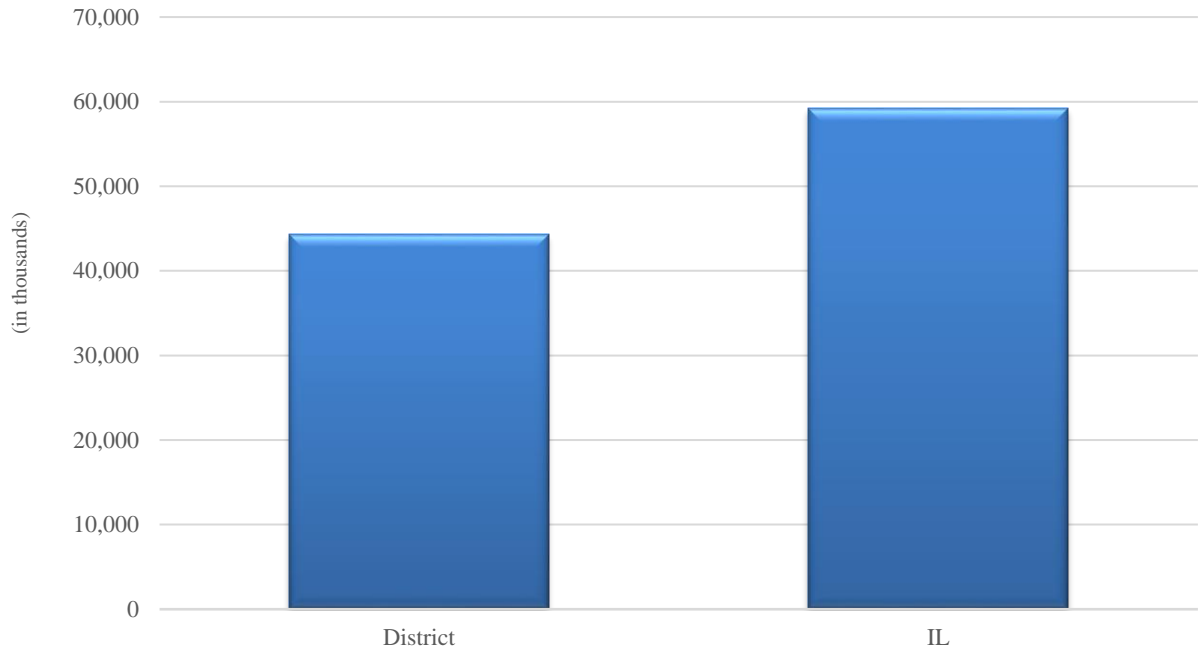
District Population



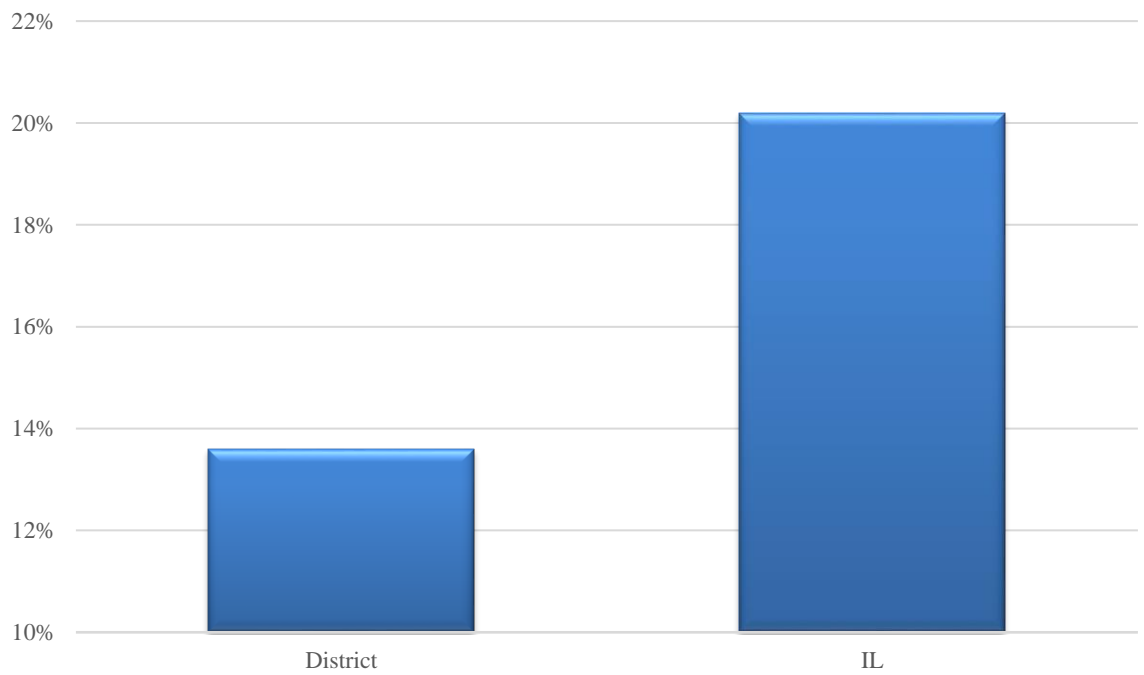
District Median Age



Median Household Income



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



Carl Sandburg College Strategic Plan 2015-2018

SWOT Analysis

The SWOT analysis revealed the following Strengths, Weaknesses, Opportunities and Threats. Keeping in mind that strengths and weaknesses are internal to the College and opportunities and threats are external.

- Strengths:**
- caring faculty and staff
 - small class sizes
 - affordable
 - beautiful campuses and facilities
 - technology
 - customer services (student services)
 - student success efforts
 - mindset to collaborate with business and community partners
- Weaknesses:**
- lack of cohesive and well-planned online education communication
 - aging facilities
 - lack of a college-wide culture of assessment
- Opportunities:**
- student housing
 - international recruitment
 - recruitment of minority populations
 - expanded partnerships with other academic institutions (four-year colleges/universities and K-12 schools) and business partners
- Threats:**
- a stagnant economy
 - declining population and enrollment
 - shrinking state funding
 - lack of growth in assessed valuations
 - loss of jobs in the region
 - increased federal and state regulations
 - increased unfunded mandates
 - academically underprepared students with additional financial and personal challenges
 - increased consumerism expectations on the part of students and parents

Strategic Priorities

Carl Sandburg College Strategic Plan 2015-2018

Priorities: Areas of focus taking precedence in an environment of limited resources

A. Student Access and Success

1. Create, market, and implement educational programs to meet the needs of our district.
2. Create opportunities for students to have access to higher education.
3. Prepare students for their educational goals (i.e. adult and developmental education, financial aid, counseling, employability skills).
4. Provide student support services to ensure student success.
5. Create opportunities for lifelong learning.

B. Teaching and Learning

1. Ensure student learning and outcomes are achieved at all program levels (i.e. class, course, and program levels including general education outcomes).
2. Ensure and increase student retention and success.
3. Re-affirm a commitment, which recognizes the need for diversity.
4. Create opportunities for all within the College community to interact with understanding, appreciation and respect for others.
5. Ensure quality of educational programs, learning environments and support services through continuous improvement.

C. Community Alliances

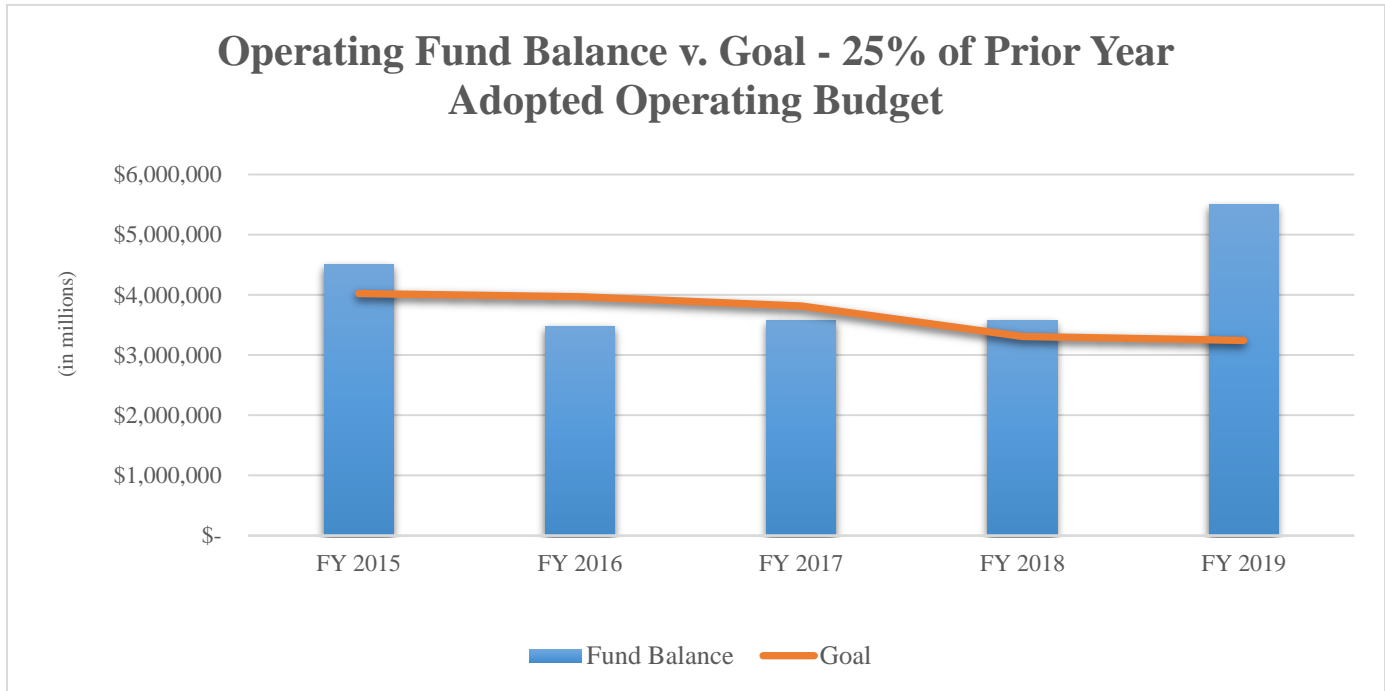
1. Expand partnerships with four-year colleges and universities.
2. Work collaboratively with K-12 school districts.
3. Develop programs in cooperation with neighboring institutions.
4. Work with local industry and workforce partners to build relationships to strengthen the workforce.

D. Operational Sustainability and Excellence

1. Embed the use of data into the culture for decision-making.
2. Develop and utilize an enrollment management plan to stabilize and guide the institution's enrollment.
3. Establish and maintain effective technology in academic programs and support functions.
4. Ensure professional development opportunities are available to all employees.
5. Ensure the financial stability of the College.
6. Maintain a competitive compensation program to enable the College to attract and retain a quality workforce.
7. Commit to diversity in hiring.
8. Maintain and refresh all College facilities.
9. Commit to all feasible sustainability efforts.
10. Insure compliance with accrediting bodies and governmental agencies.

Long Range Financial Forecast

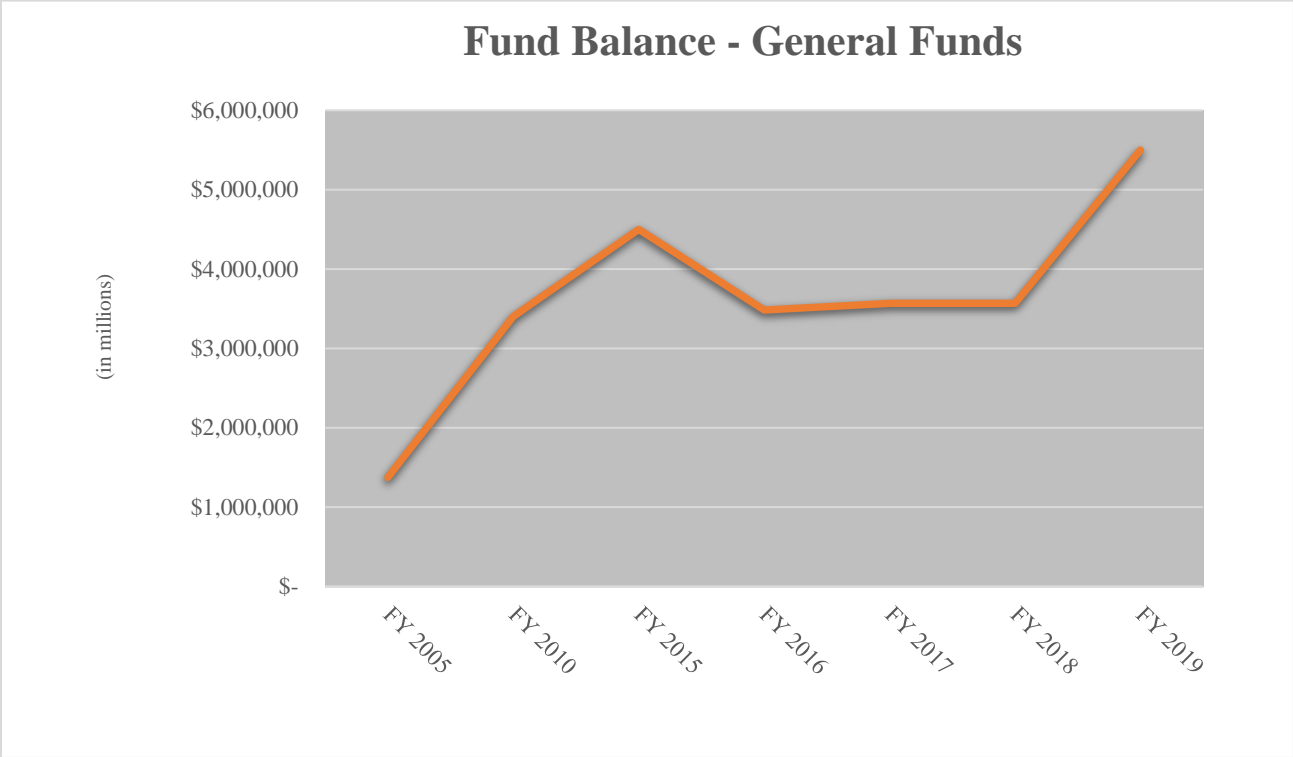
The College strategic plan adopted a financial goal of maintaining an operating fund balance equal to 25% of the previous year's adopted operating budget. The College had increased the average operating fund balance over the last several years. This allowed the College to be more adaptable in periods of economic downturn. With the lack of a state budget fund balances drew below the 25% goal in FY 2016 and FY 2017. In FY 2018, state funding was received and reserves are expected to climb in FY 2019.



General Funds Projected Fund Balance

The College has constructed the FY 2019 operating budget as conservatively as possible, especially with the continued uncertainty with state funding. Still, the College will use fund balance appropriations of approximately \$160,000 in FY 2019 to upgrade technology and extend student services through tutoring efforts.

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 use of general fund balance in FY 2016, due to lack of state funding and a projected recovery of that balance through FY 2019.

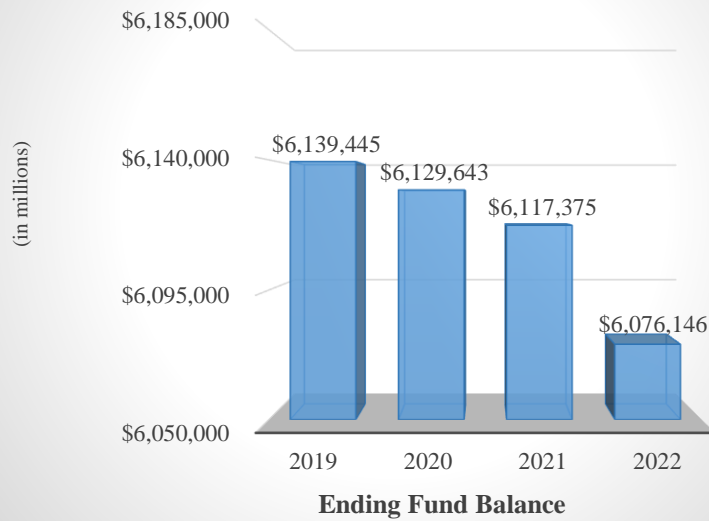


Carl Sandburg College General Funds - Projected Changes in Fund Balance

	2019	2020	2021	2022
Beginning Balance	\$ 6,139,189	\$ 6,139,445	\$ 6,129,643	\$ 6,117,375
Revenues	\$ 12,805,117	\$ 12,924,437	\$ 13,110,711	\$ 13,299,986
Expenditures	13,091,971	\$ 13,249,075	\$ 13,434,562	\$ 13,649,515
Revenues Over (Under) Expenditures	\$ (286,854)	\$ (324,638)	\$ (323,851)	\$ (349,529)
Transfers	287,110	314,836	311,584	308,300
Ending Fund Balance	\$ 6,139,445	\$ 6,129,643	\$ 6,117,375	\$ 6,076,146

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

General Funds - Projected Changes in Fund Balance



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.

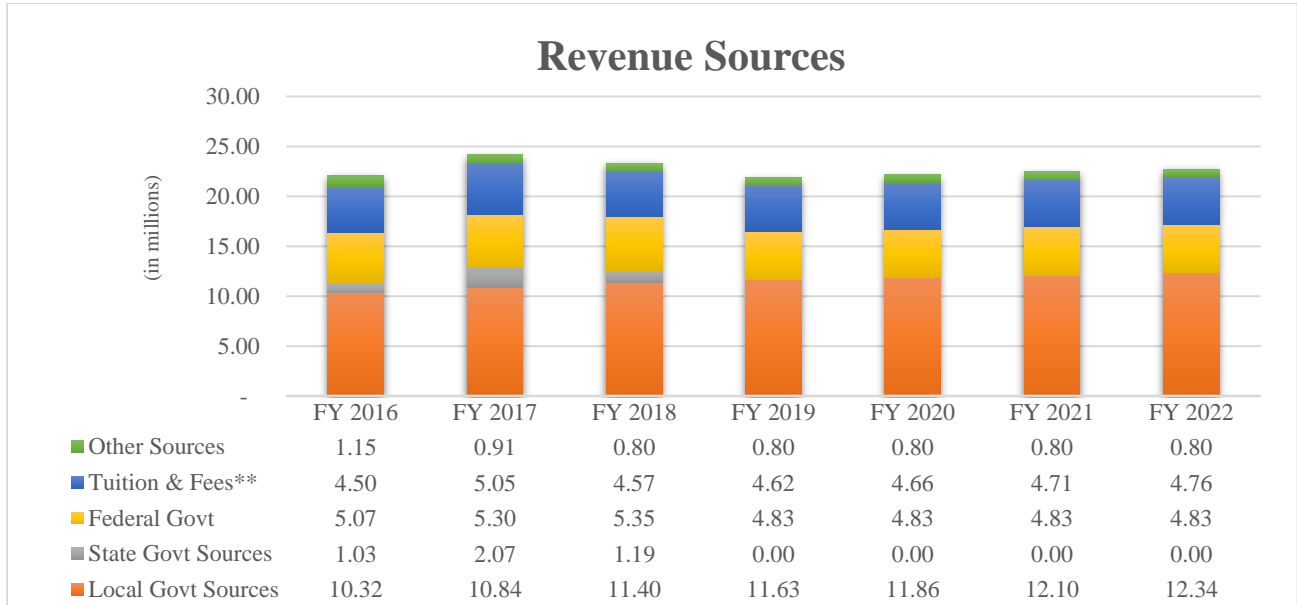
It is the philosophy of the College, that a balanced budget is a fundamental element of financial accountability. Expenditures for a given year should be no greater than projected resources available. Thus, the first step in the budgeting process is development of a comprehensive revenue estimate. This 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, property tax base changes or state mandated property tax freeze and lack of state budget or cuts. 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, if funded by the State of Illinois. In recent years, these sources have been reduced. 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.

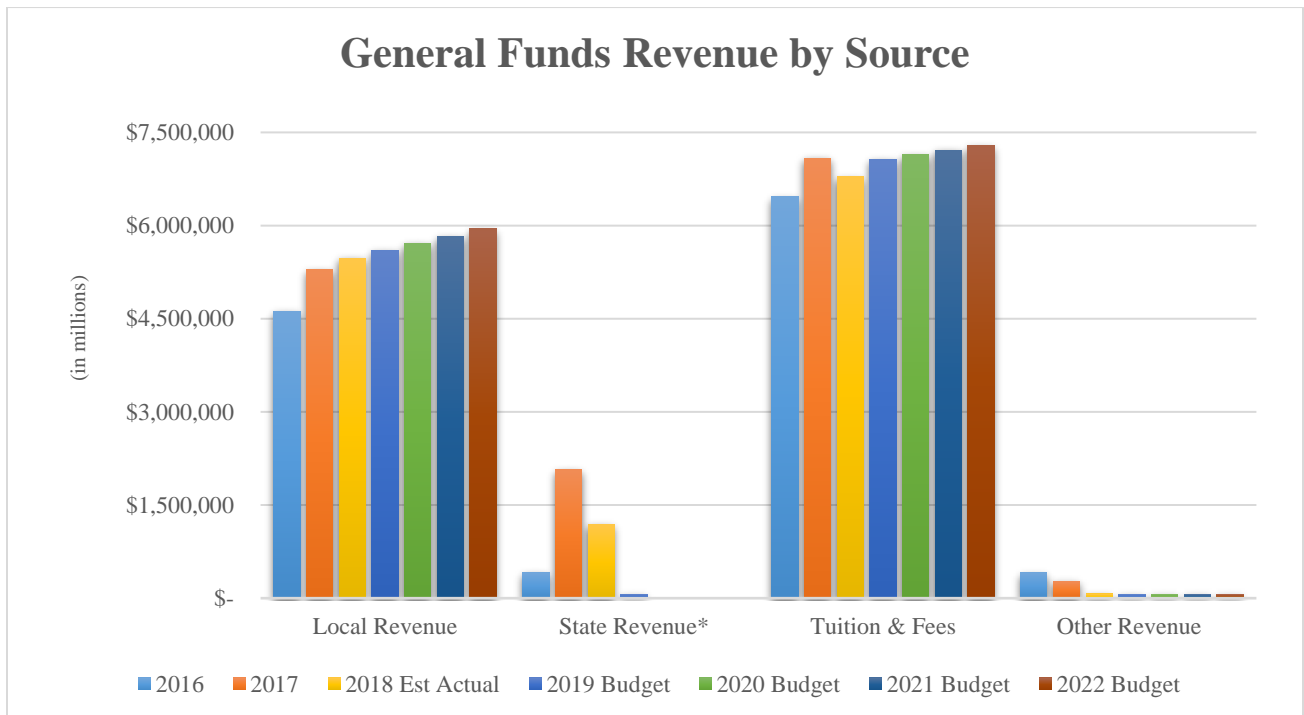
General Funds Revenue

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 2019 budget through the projected FY 2022 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 2019 budget reflects a more conservative approach to state funds. State government sources are minimal.



*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 2019, local tax revenues include taxes levied on property owners for calendar year 2017, payable in June and September of 2018. 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 2% annually.

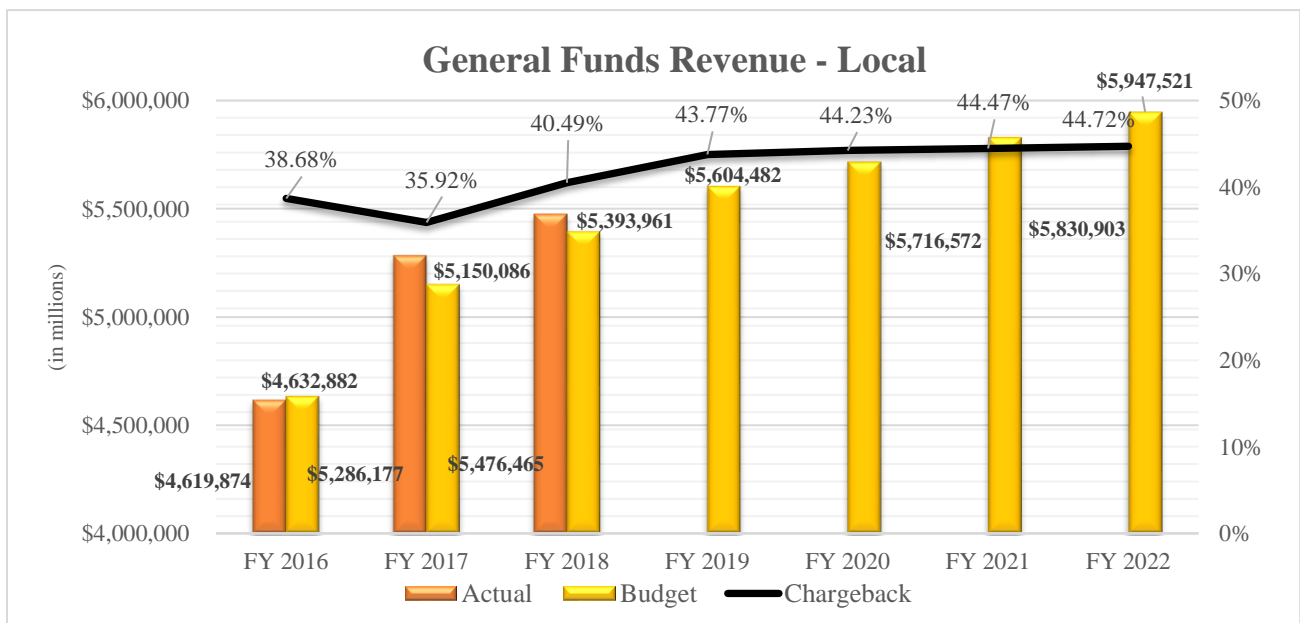
Economic conditions in the communities served by Carl Sandburg College District 518 are such that many industries have moved from the area. We are also faced with 40% of our district being comprised of farmland. The loss of industry has affected our tax base; however, future possibilities for the community look promising and we anticipate level to small increases in FY 2019-2022.

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:

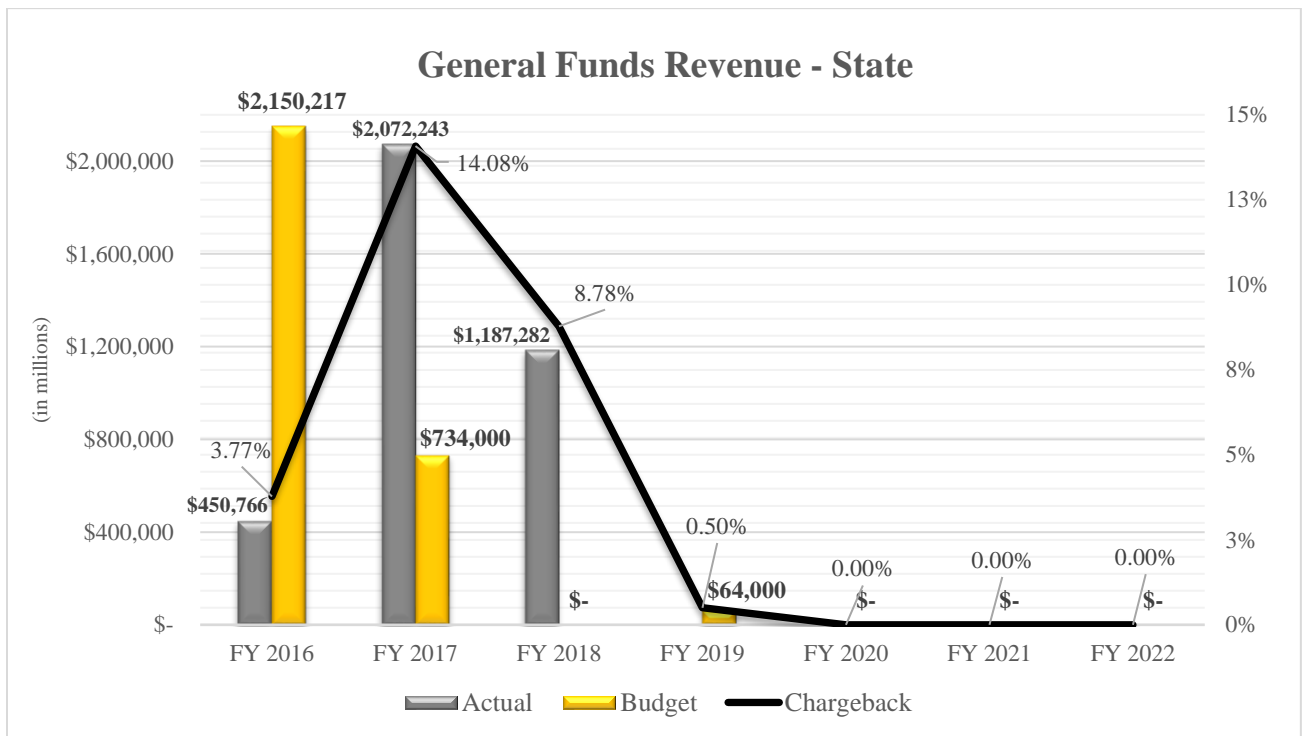
FY	2016	2017	2018	2019	2020	2021	2022
Assessed Valuation	\$ 1,621,847,863	\$ 1,666,378,733	\$ 1,763,267,253	\$ 1,798,532,598	\$ 1,834,503,250	\$ 1,871,193,315	\$ 1,908,617,181
% increase/(decrease)	3.5%	2.7%	5.8%	2.0%	2.0%	2.0%	2.0%
Levy Rate	\$ 0.6192	0.6317	0.6673	0.6449	0.645	0.645	0.645
(per \$100 of assessed valuation per levy year)							
% increase/(decrease)	-1.0%	2.0%	5.6%	-3.4%	0.0%	0.0%	0.0%
Change in tax extensior	\$ 241,520	\$ 484,032	\$ 1,239,767.92	\$ (167,545.65)	\$ 233,809	\$ 236,651	\$ 241,384
% increase/(decrease)	2.46%	4.82%	11.78%	-1.42%	2.02%	2.00%	2.00%



State Revenue

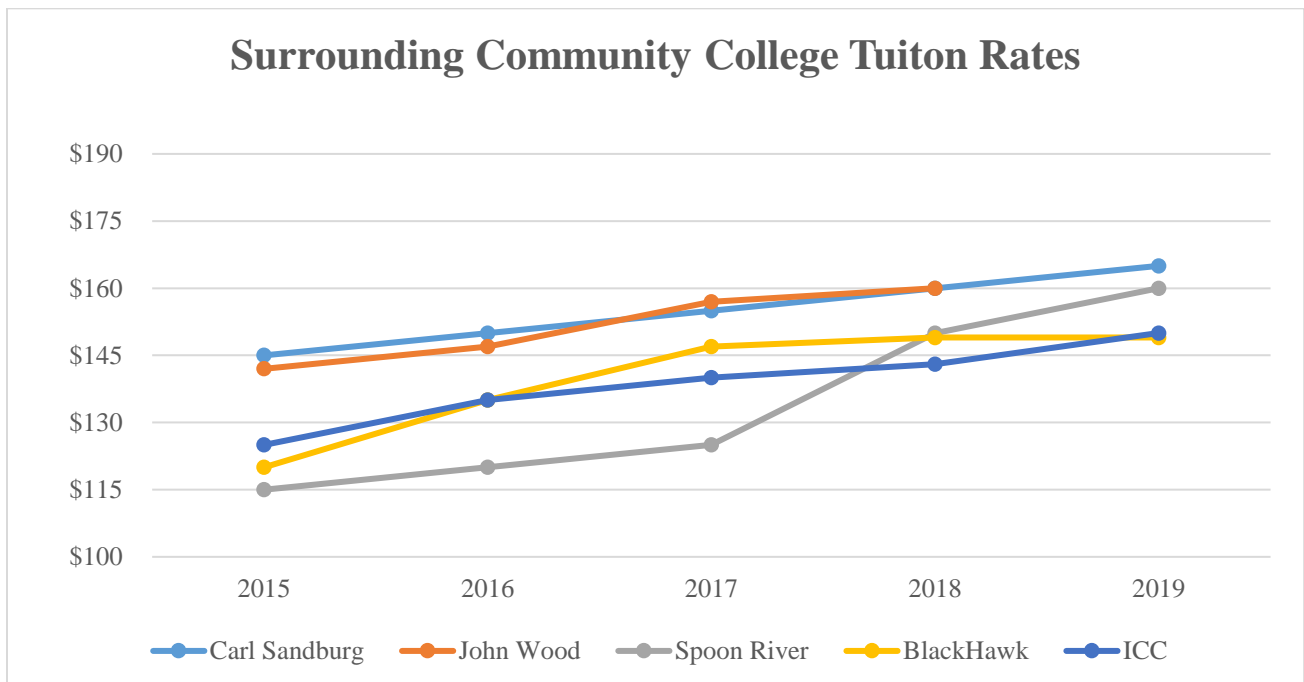
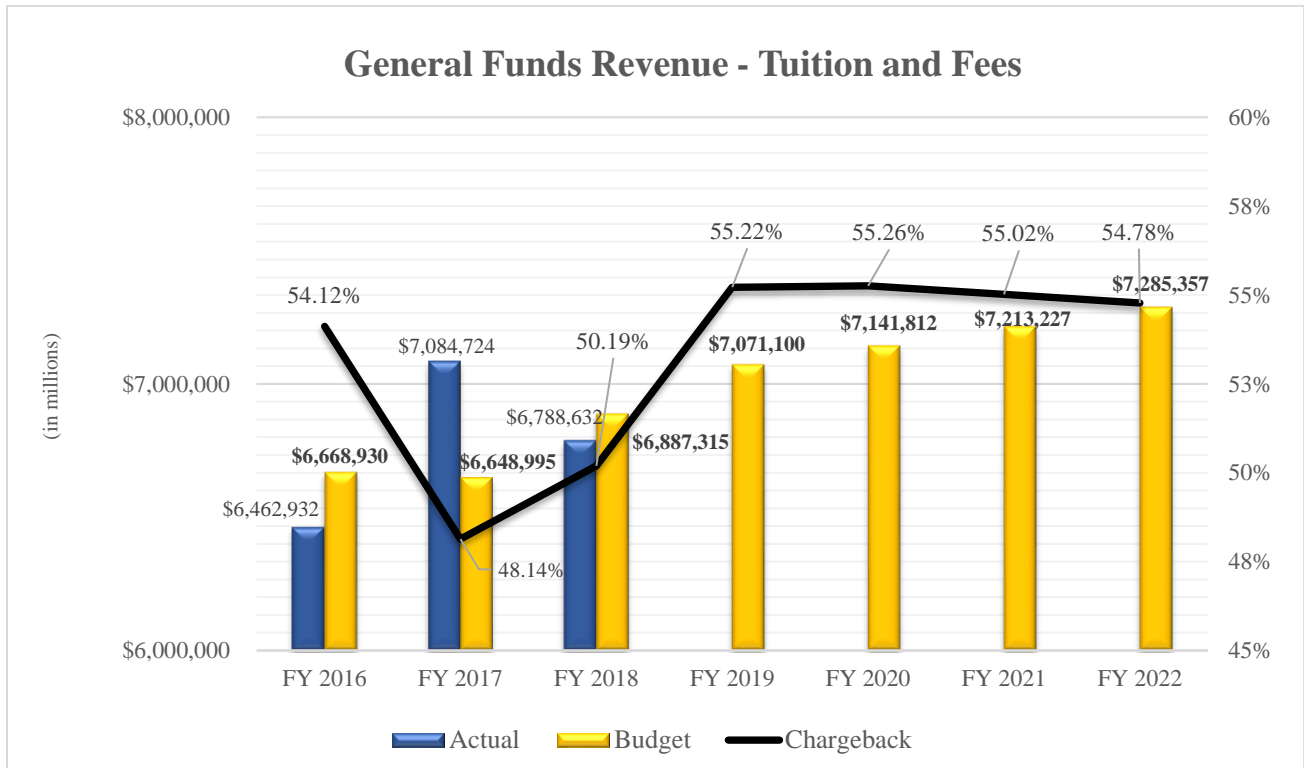
FY 2019 State of Illinois appropriations remain unknown due to the financial difficulties the state faces. While state funds were received for FY 2017 in FY 2018, continued political uncertainties remain and state funds are minimal for the FY 2019 budget. With continuing shortfalls in state funding, the college is prepared to utilize our Working Cash fund to ensure that payments of all obligations are met in a timely fashion.

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

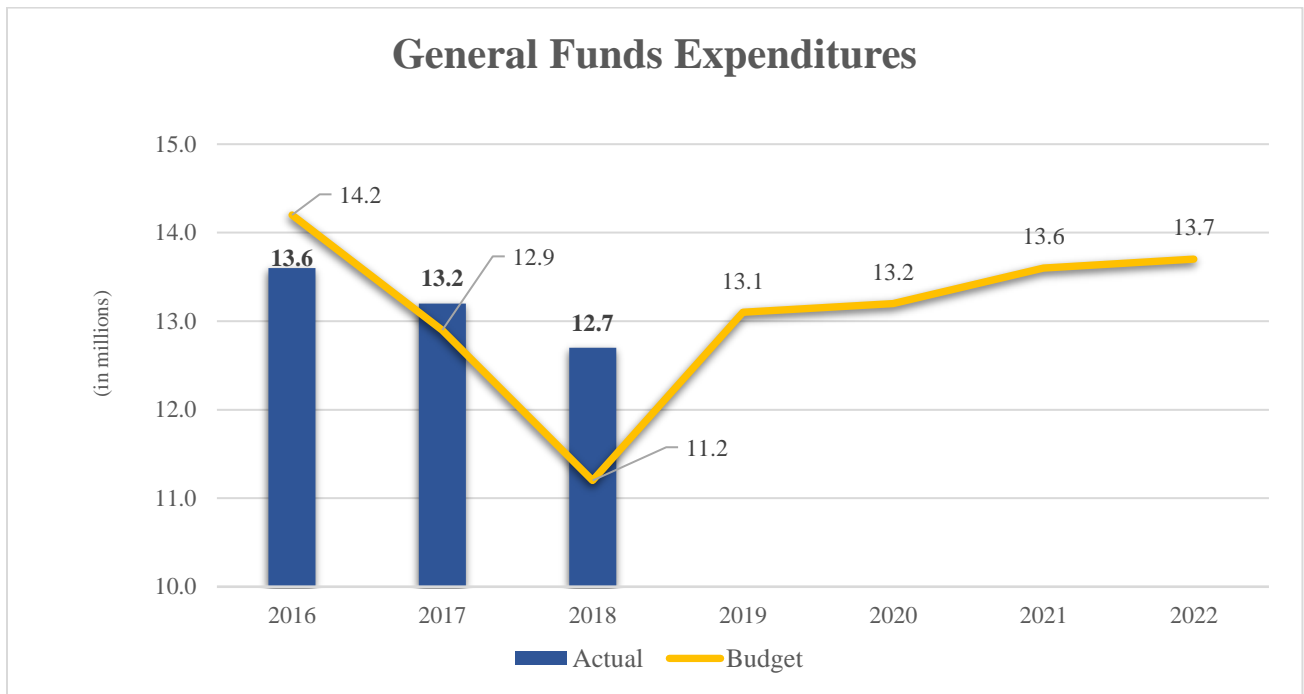
- Tuition rates per credit hour will be between 80% and 100% of the College's most recently audited per capita cost (excluding bond and interest payments) per board resolution in January 2008. Tuition is expected to increase an average of 2% annually over the next four years. With a small increase in the per credit hour tuition rate and fairly flat credit hours projected, there will be small increases in tuition and fee revenue.



*(John Wood has not figured their 2018-2019 tuition rates – as of 04/12/18)

General Funds Expenditures

The rolling salary agreement in effect through FY 2022 allows the College to project known salary increases. FY 2019 includes a 3.25% increase in salaries. As medical costs continue to soar, 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 2018 of \$10,467 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.

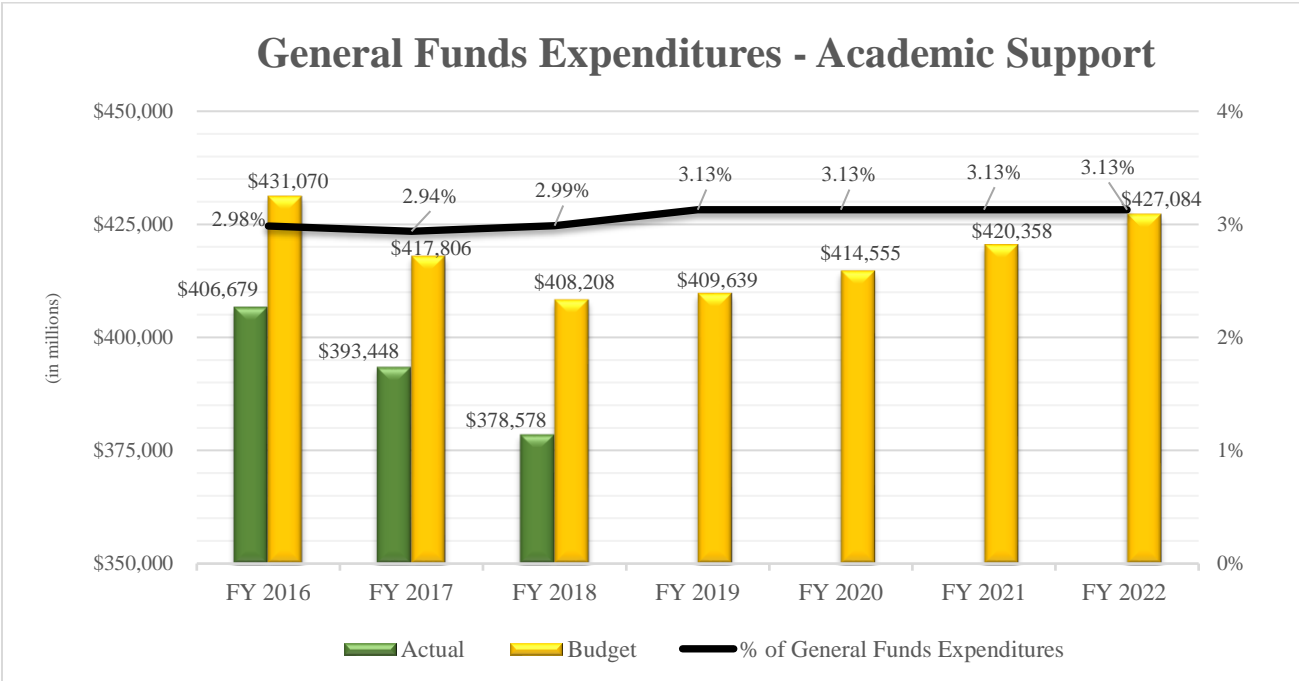
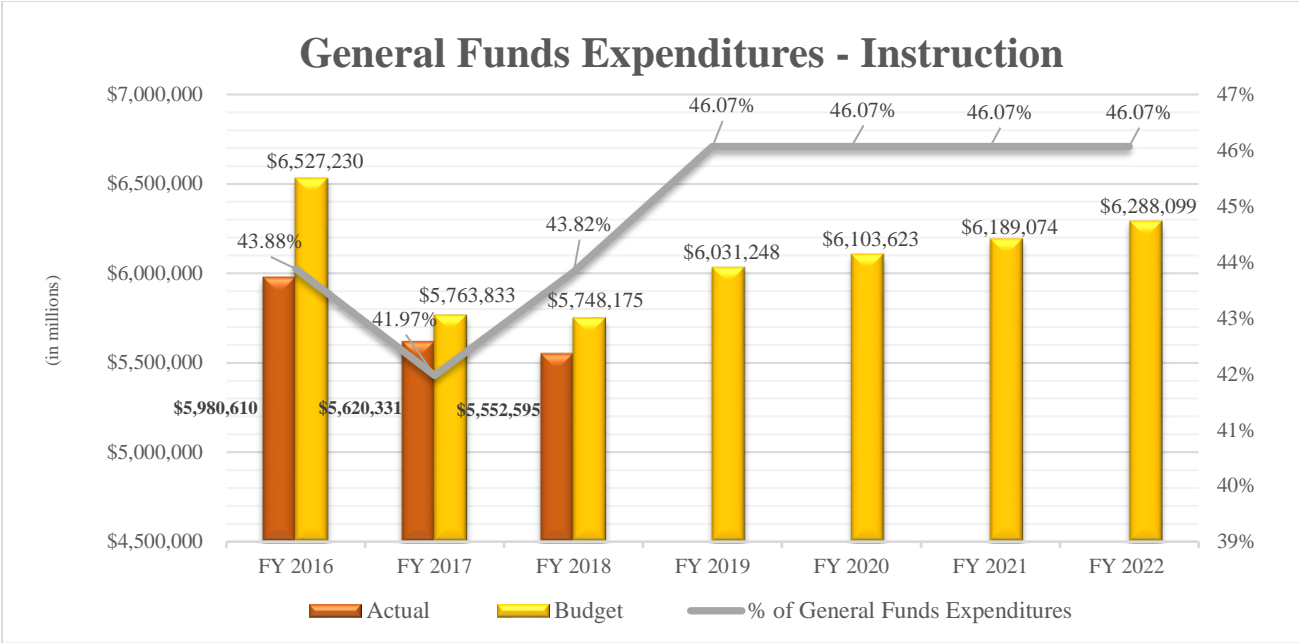


General Funds Expenditures cost per credit hour

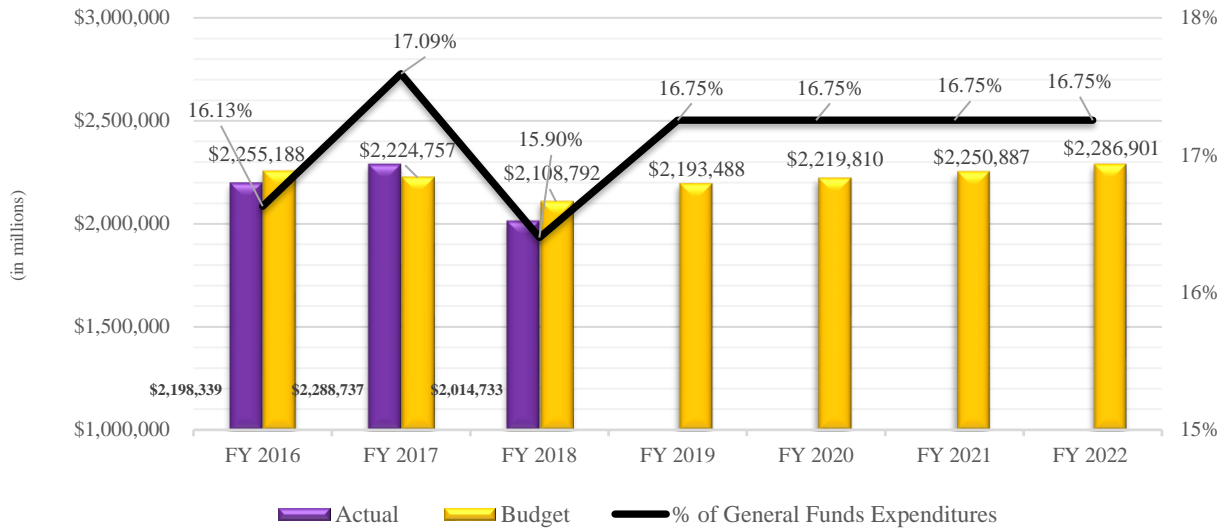
	Certified Credit Hours	Ed/O&M Operating Expenses	Cost per credit hour
2017	36,862.5	\$ 13,382,906	\$ 363.05
2016	37,747.8	\$ 13,578,896	\$ 359.73
2015	40,171.5	\$ 13,585,934	\$ 338.20
2014	43,525.3	\$ 13,552,996	\$ 311.38

Projected General Funds Expenditures

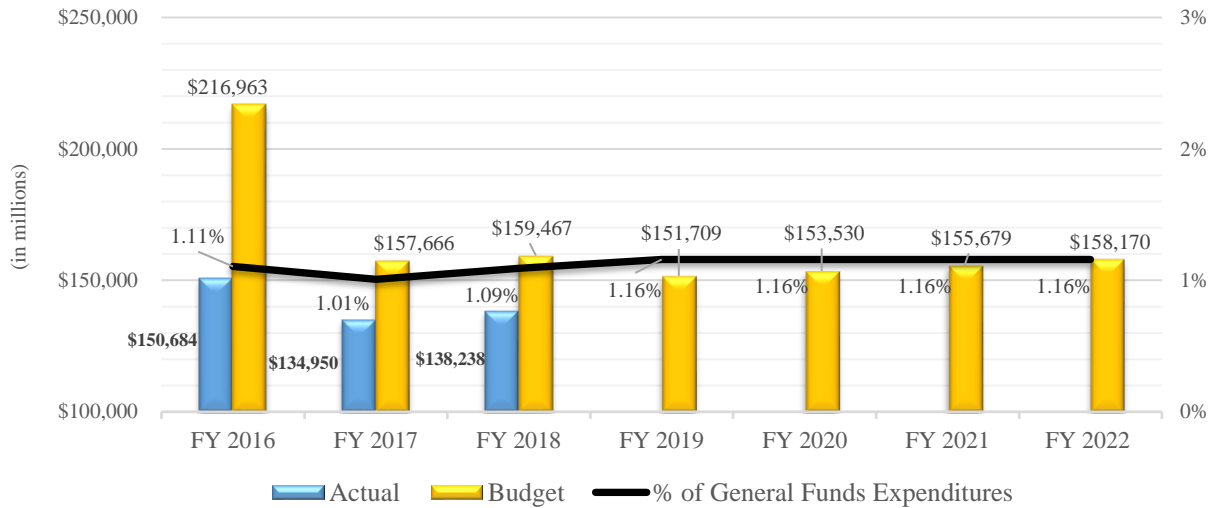
- Projected expenditures reflect the known 3.25% negotiated increase in salary in FY 2019. FY 2020 is shown with a negotiated rate of 2.75%. Small projected retirements/layoff are also shown.
- Benefits reflect a 5% increase annually to cover potential health insurance increases, possible contributions 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 2019-2020. The College has locked in electric rates by extending our contract through November 2019. We have also negotiated a natural gas contract through June 2018.
- All other expenses are assumed to remain flat.
- State on behalf payments to SURS are not shown in the budget.



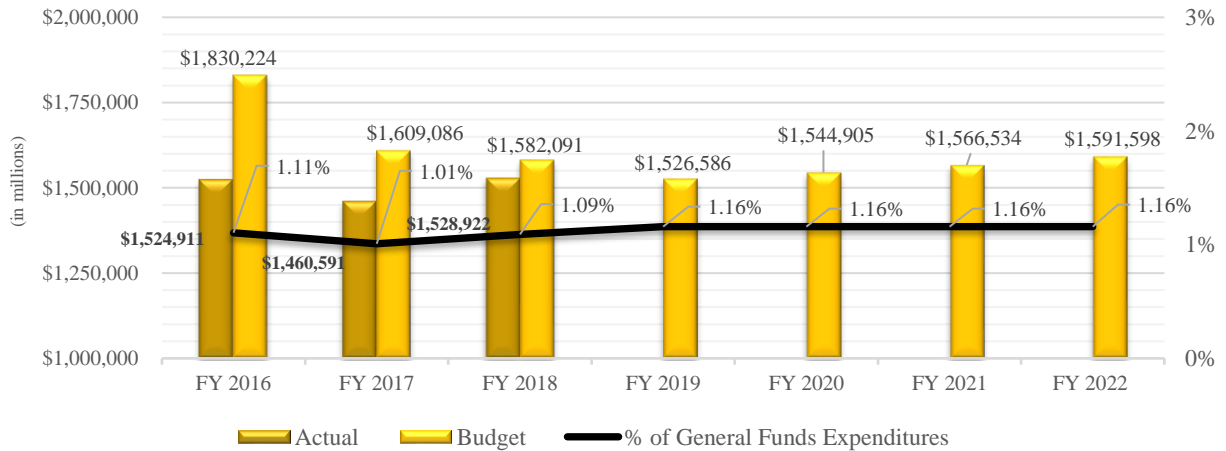
General Funds Expenditures - Student Services

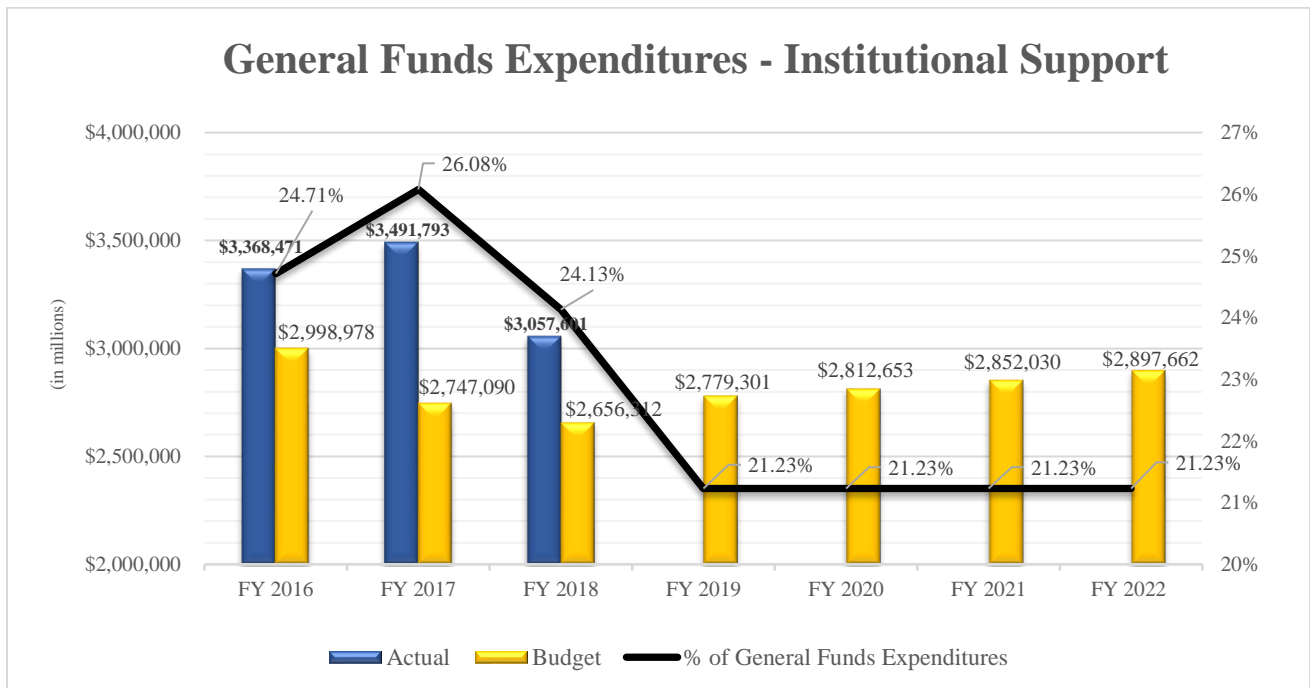


General Funds Expenditures - Public Services



General Funds Expenditures - Operations and Maintenance of Plant





Student Enrollment Trends

We serve a diverse group of students. In the fall of 2017, the College enrolled 1,947 students, with an average age of 24 years. Women represented 61 percent of the student body and 55 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 2016-2018, and projected information for FY 2019, 2020, 2021, and 2022.

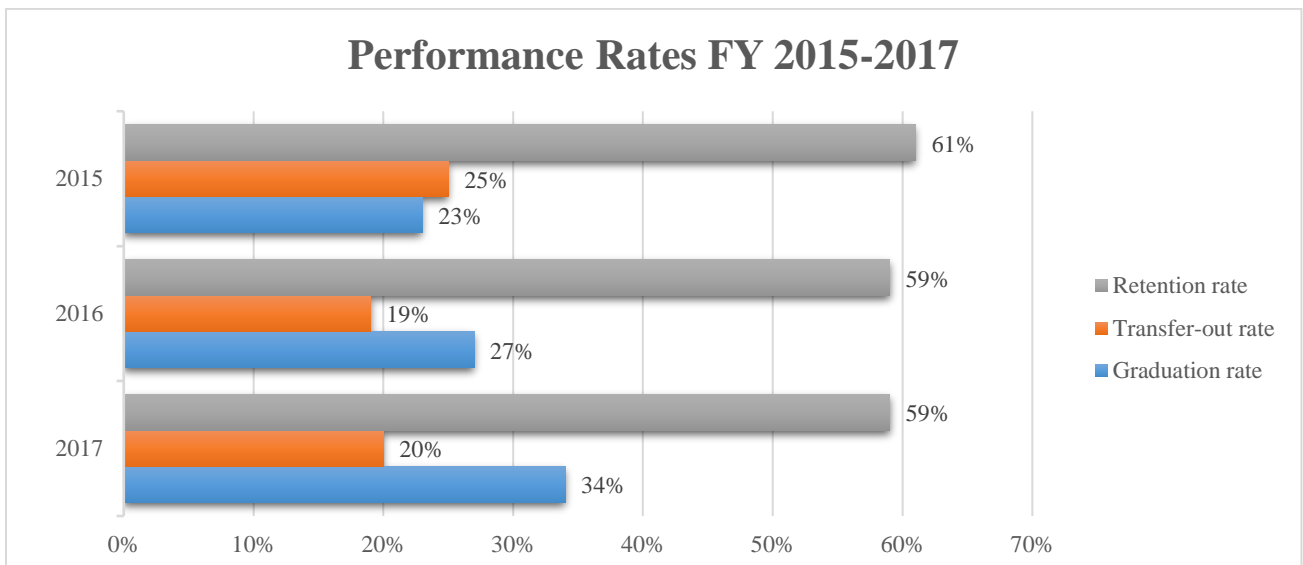
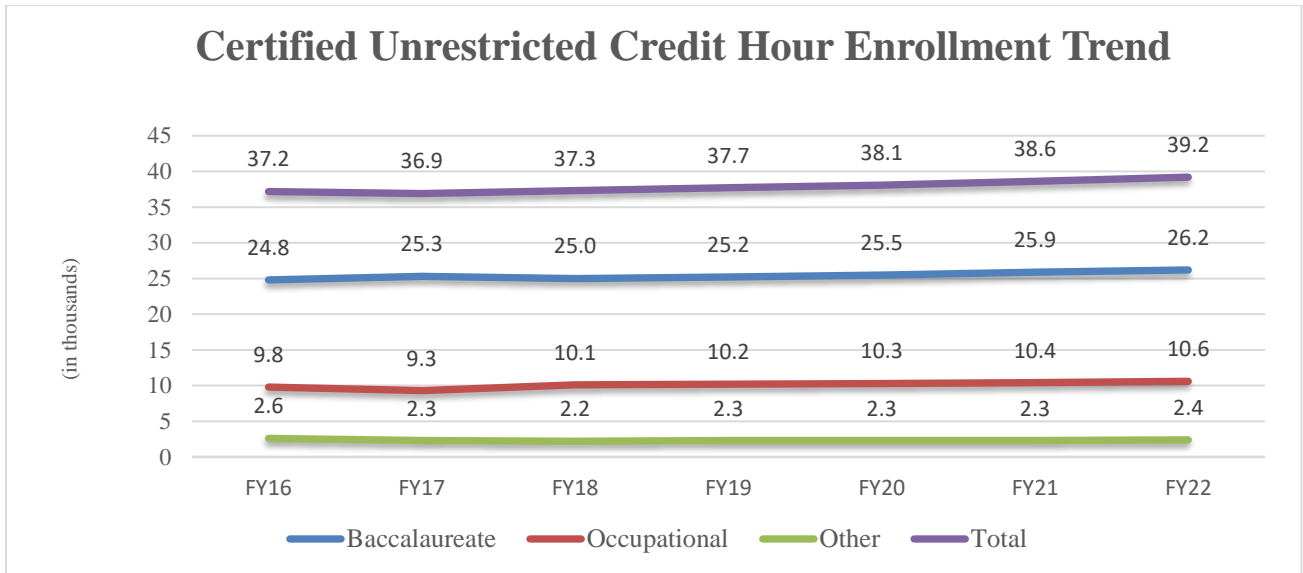
Fiscal Year	2016	2017	Estimated 2018	Projected 2019	Projected 2020	Projected 2021	Projected 2022
Fall College Enrollment	2,082	1,927	1,947	1,947	1,976	2,016	2,056
Annual Full-time equivalent students	1,258	1,229	1,242	1,242	1,261	1,286	1,312
Continuing Education CH	517	430	656	659	666	673	679
Total Annual CH	37,748	36,863	37,265	37,265	37,824	38,580	39,352

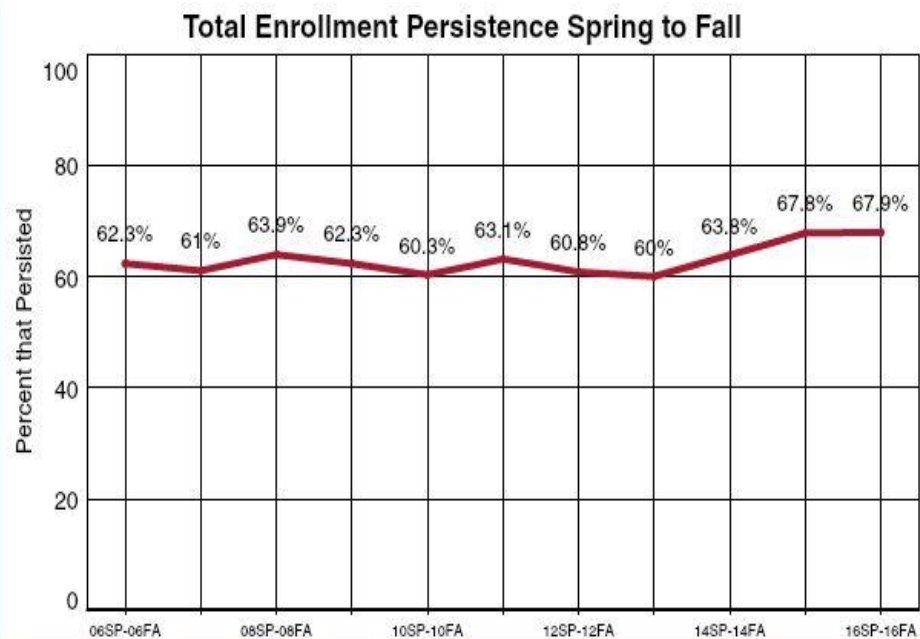
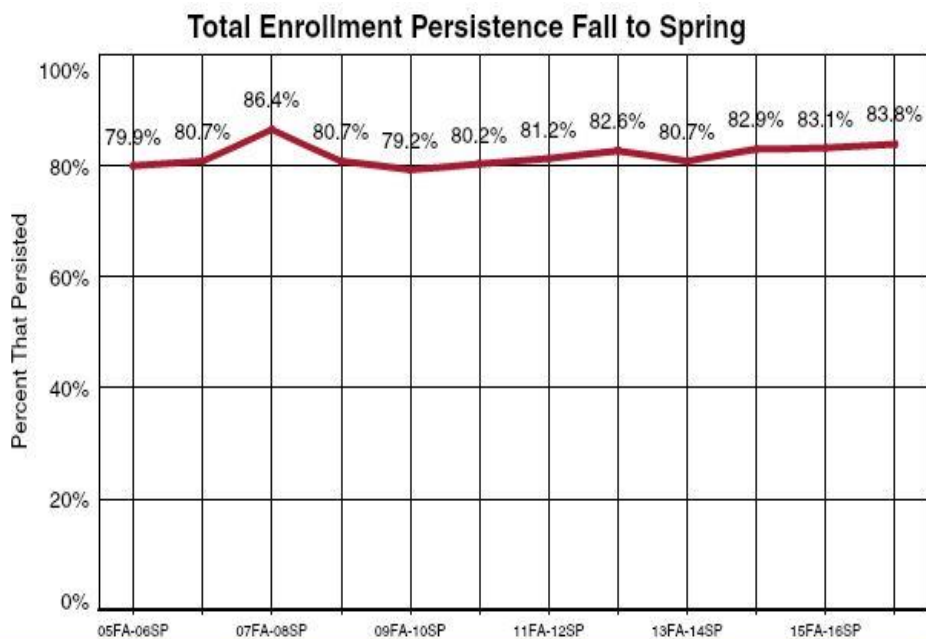
The College has the resources required to serve student enrollment. We have demonstrated our ability to serve increasing enrollments due to dislocated workers but also acknowledge those students have completed their education and reentered the workforce. We are now faced with the continued unemployment rate rising and retraining needed due to the economic condition of the area.

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, and Soccer to meet our students’ interests.
- Baccalaureate/Transfer enrollment will continue 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 1% - 2% increase per year.
- 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 increasing an average of 6% annually over the next four years. For budget purposes, a more conservative 0 - 2% increase is shown





Aggregated Data Not reported to IPEDS

Notes

Registered Anyone within the specified term who was ever registered in an undergraduate level (UG) class with a credit hour value greater than zero.

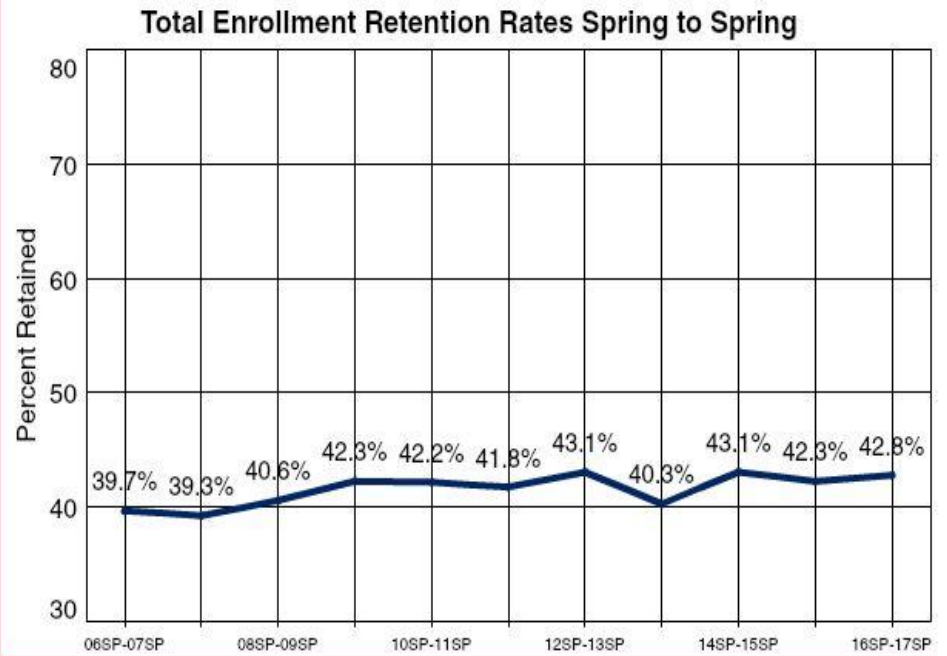
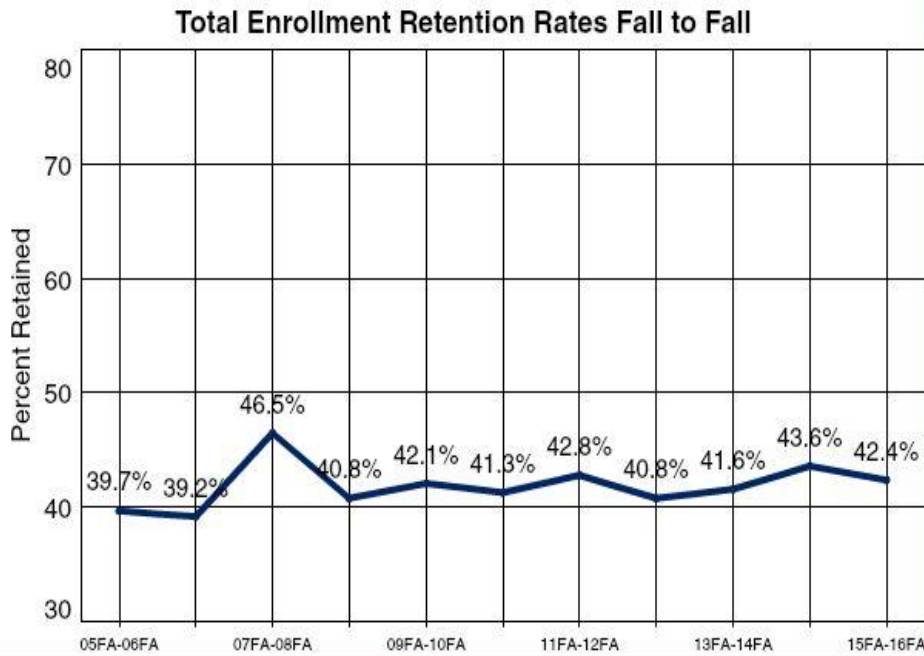
1st Day Anyone from the Registered group who is actively registered in at least one of their classes on the first day of that class.

10th Day Anyone from the 1st Day group who is actively registered in at least one of their classes on the 10th day of that class.

Mid-Term Anyone from the 10th Day group who is actively registered in at least one of their classes on the midterm date of that class.

Final Anyone from the Mid-Term group who is actively registered in at least one of their classes on the final day of that class regardless of final grade.

Retained Anyone from the Final group who is actively registered in at least one of their classes on the 10th day of the same term in the next year.



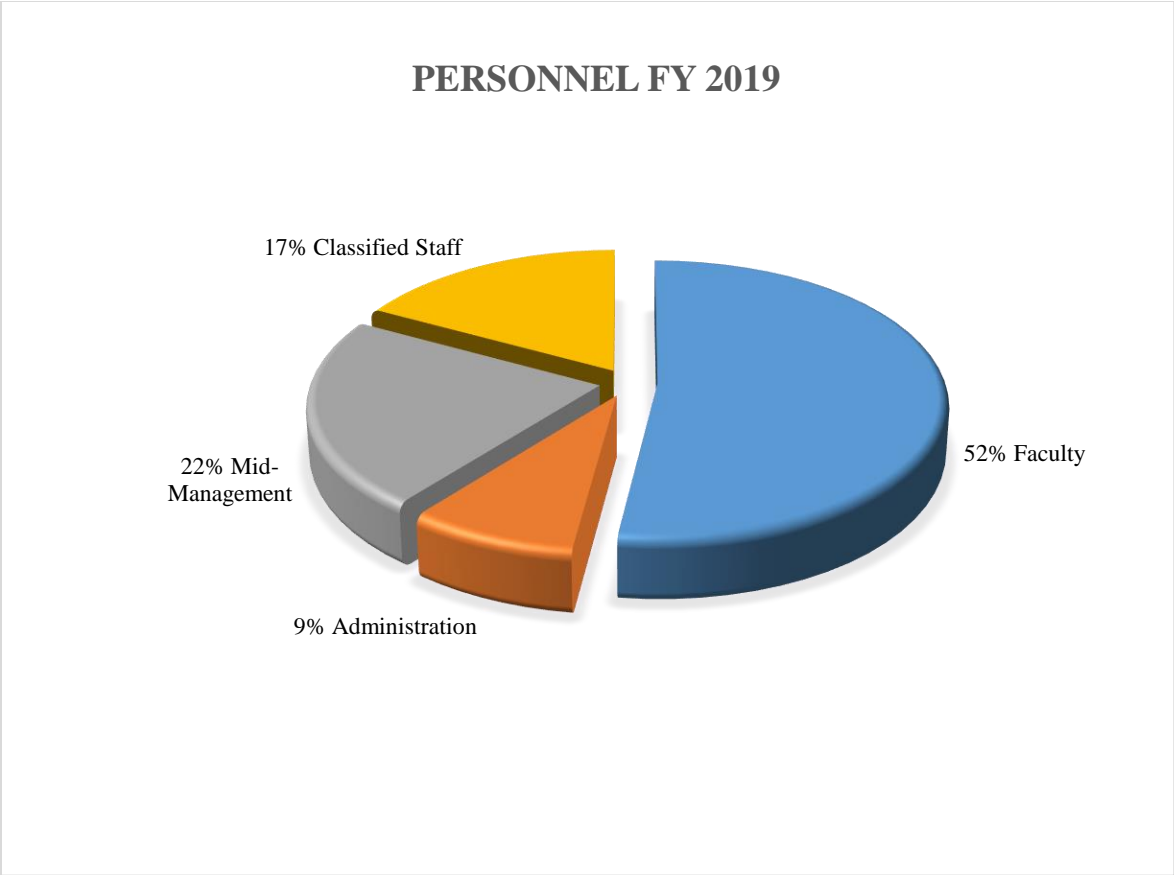
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Personnel Resource Allocations

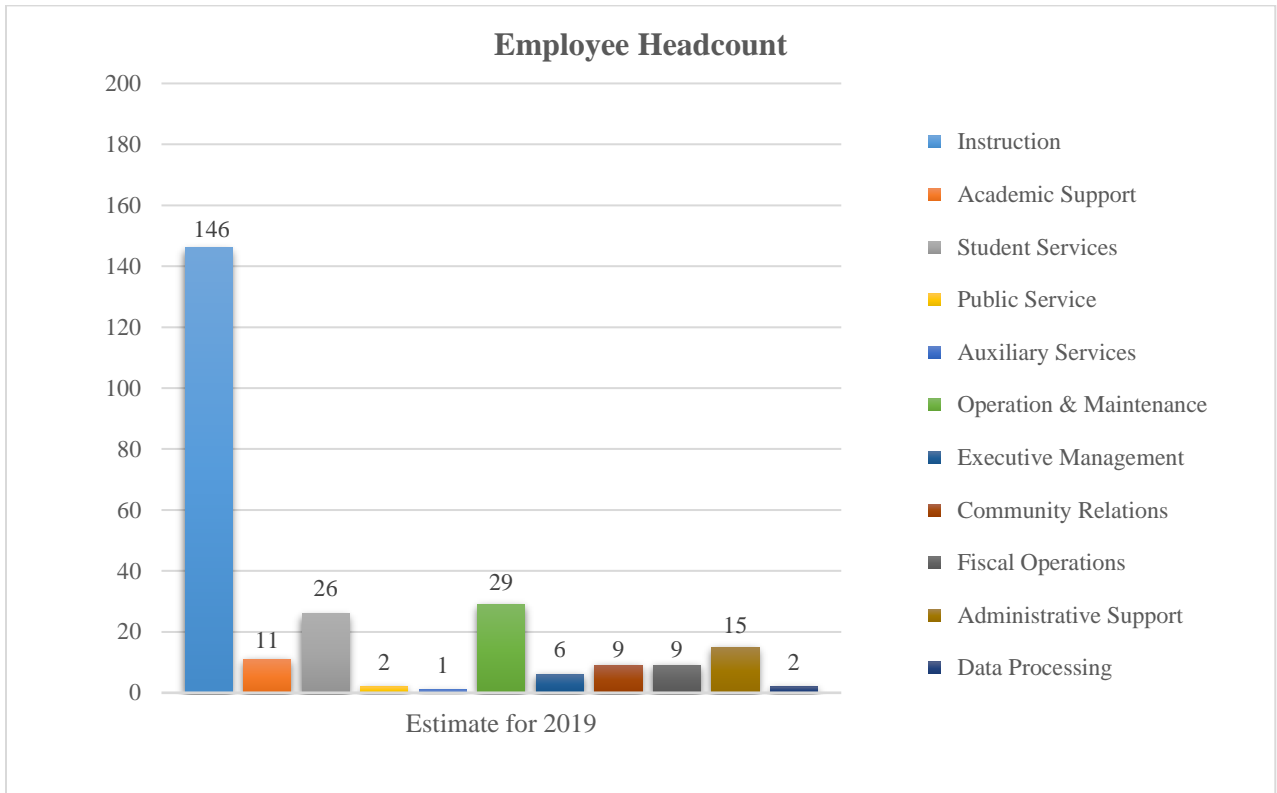
The College continues to evaluate positions and responsibilities in order to maintain an effective and efficient learning process. Faculty represents the number of employees in instruction for the College. This is currently projected to be 52% of the College workforce. Administration includes primary officers of the College including the President, Vice Presidents, 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 2016 - 2019**

Fiscal Year	2016	2017	2018	Projected 2019
Faculty				
Full-Time	50	47	43	43
Part-Time	99	73	91	91
Subtotal	149	120	134	134
Administration				
Full-Time	21	19	22	22
Part-Time	0	1	0	0
Subtotal	21	20	22	22
Mid-Management				
Full-Time	53	51	55	54
Part-Time	3	3	2	2
Subtotal	56	54	57	56
Classified Staff				
Full-Time	43	41	42	42
Part-Time	4	3	2	2
Subtotal	47	44	44	44
GRAND TOTAL	273	238	257	256

- 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 now 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.
- FY 2016 included many restructured programs and employee re-classifications with the on-going absence of state funding. This included the suspension of the Adult Education site in Galesburg, as well as the programs available at that location. We made the transition away from maintaining a brick-and-mortar facility in Bushnell and are providing more access to online education. By making these changes, administration was reduced by two positions and staff by three. Full-time faculty was reduced by one and the average employment of adjunct faculty reduced from 111 in 2015 to 99 in 2016. These changes allow us to budget personnel in a more effective manner to better serve our district.
- FY 2017 showed continued overall decrease in employee headcount as the state budget crisis continued. While the College did not experience layoffs reductions in the workforce through attrition were not filled where possible to maintain a lean operating environment. As state funds were received in FY 2018 unfilled positions began to be staffed.



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 72% 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 46 full-time and 72 part-time faculty in FY 2018 and projected 43 full-time and 91 part-time faculty in FY 2019.

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 Dr. Ellen Crowe

Dr. Ellen Crowe
Vice President of Academic Services

By: s/s Cory J. Gall

Cory J. Gall
Chief Financial Officer

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, leaning 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
Instruction Activities Activities dealing directly with the teaching of students.	X	X	X	
VP of Academic Services				
Deans & Associate Deans				
Director of Corporate & Leisure Colleges				
Academic Support 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				
Student Services 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				
Public Service/Continuing Education 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				
Institutional Support 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				
Operations & Maintenance 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
Instruction	X	X				
Academic Instruction	X	X				
Academic Support	X					
Library	X					
Student Services	X	X			X	
Admissions/Records	X					
Enrollment Services	X	X				
Financial Aid	X	X				
Recruitment	X				X	
Athletic Director					X	
Public Services	X					
Community Service	X					
Continuing Education	X					
O&M Physical Plant	X					
Building Maintenance	X					
Custodial Services	X					
Utilities	X					
Auxiliary Fund					X	
Bookstore					X	
Student Activities					X	
Institutional Support	X	X	X	X		X
Audit		X				
Bond & Interest Payments			X			
Cash Transfers	X	X		X		X
Communications	X					
Human Resources	X					
Marketing & Public Relations	X					
PHS				X		
Security/Risk Management		X				

Challenges

- a stagnant economy
- declining population and enrollment
- shrinking state funding
- lack of growth in assessed valuations
- loss of jobs in the region
- increased federal and state regulations
- increased unfunded mandates
- academically underprepared students with additional financial and personal challenges
- increased consumerism expectations on the part of students and parents

The most critical issues facing the College in the near future are enrollment, property tax base changes or state mandated property tax freeze and lack of state budget or cuts. 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, if funded by the State of Illinois. In recent years, these sources have been reduced. The Department of Education rules now state that loans are to be disbursed by the college 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.

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 2018-2020.

Strategic Priorities

Carl Sandburg College Strategic Plan 2015-2018

Priorities: Areas of focus taking precedence in an environment of limited resources

A. Student Access and Success

1. Create, market and implement educational programs to meet the needs of our district.
2. Create opportunities for students to have access to higher education.
3. Prepare students for their educational goals (i.e. adult and developmental education, financial aid, counseling, employability skills).
4. Provide student support services to ensure student success (instruction, student services, cohorts, TRIO and 24/7 tutor).
5. Create opportunities for lifelong learning.

B. Teaching and Learning

1. Ensure student learning and outcomes are achieved at all program levels (i.e. class, course, and program levels including general education outcomes).
2. Ensure and increase student retention and success.
3. Re-affirm a commitment which recognizes the need for diversity.
4. Create opportunities for all within the College community to interact with understanding, appreciation and respect for others.
5. Ensure quality of educational programs (increase pass rates, CARS, PARS), learning environments (revenue/cost) and support services (advisory committees) through continuous improvement.

C. Community Alliances

1. Expand partnerships with four-year colleges and universities.
2. Work collaboratively with K-12 school districts.
3. Develop programs in cooperation with neighboring institutions.
4. Work with local industry and workforce partners to build relationships to strengthen the workforce.

D. Operational Sustainability and Excellence

1. Embed the use of data into the culture for decision-making.
2. Develop and utilize an enrollment management plan to stabilize and guide the institution's enrollment.
3. Establish and maintain effective technology in academic programs and support functions (STEF).
4. Ensure professional development opportunities are available to all employees.
5. Ensure the financial stability of the College.
6. Maintain a competitive compensation program to enable the College to attract and retain a quality workforce.
7. Commit to diversity in hiring.
8. Maintain and refresh all College facilities.
9. Commit to all feasible sustainability efforts.
10. Insure compliance with accrediting bodies and governmental agencies.

Carl Sandburg College
Strategic Plan 2015-2018

Institutional Key Performance Indicators

A. Student Access and Success

1. Increase persistence of all students to 85% by the end of FY 18.
2. Retain 65% of all students by the end of FY 18.
3. Increase the completion rate, using FY 15 data as a baseline, by 3% by the end of FY 16, 4% by the end of FY 17, and 5% by the end of FY 18.
4. Increase Graduation/Transfer Rate (IPEDS) to a total of 55% by the end of FY 18.
5. Score in the top 15% of the cohort/comparison group institutions in all benchmark areas of the CCSSE by the end FY 18.

B. Teaching and Learning

1. 100% of faculty will annually assess, analyze and implement an action as documented on the Classroom Assessment Reports (CAR) by the end of FY 16.
2. 100% of all disciplines and programs are annually assessed, analyzed and acted upon with actions documented on the Program Assessment Reports (PAR) by the end of FY 17.
3. 100% of transfer faculty will assess, analyze and act on at least one General Education Outcome (Communication, Critical Thinking, Cultural Diversity, Information Technology and Quantitative Skills) annually through FY 18.

C. Community Alliances (These KPIs will be on ongoing through the end of FY 18.)

1. Determine community workforce needs (through Advisory Committees, DOL statistics, business partner feedback, Work Force Investment Board feedback, Graduate follow-up study, etc.).
2. Expand awareness and opportunities for 2 + 2 college/university partnerships while maintaining established partnerships.
3. Sustain and expand efforts with K-12 and business partners.

D. Operational Sustainability and Excellence

1. Increase enrollment by 10% by the end of FY 18.
2. Maintain an annual operating balance of 25% of previous year's budget annually through FY 18.
3. Maintain a cash balance of 60 operating days annually through FY 18.
4. 100% compliance with all accrediting bodies and governmental agencies annually through FY 18.
5. 100% of all programs will be positive on the revenue/cost report annually through FY 18.
6. Create and maintain alignment of goals and priorities between the Carl Sandburg College Foundation and the College to expand the Foundation's support of the College annually through FY 18.
7. Decrease salary support by 25% to the Carl Sandburg College Foundation by the end of FY 18.

Student Access and Success

- Dual Enrollment Pell Grant Experiment
 - 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 2015-2016 academic year, 438 students from 12 high schools in Sandburg's district were enrolled in dual credit courses. According to www.illinoisreportcard.com, 12 of the 14 high school districts within Sandburg's district have more than 40 percent of their students classified as low-income.
 - The College's objectives as part of the plan are to:
 - Expend 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

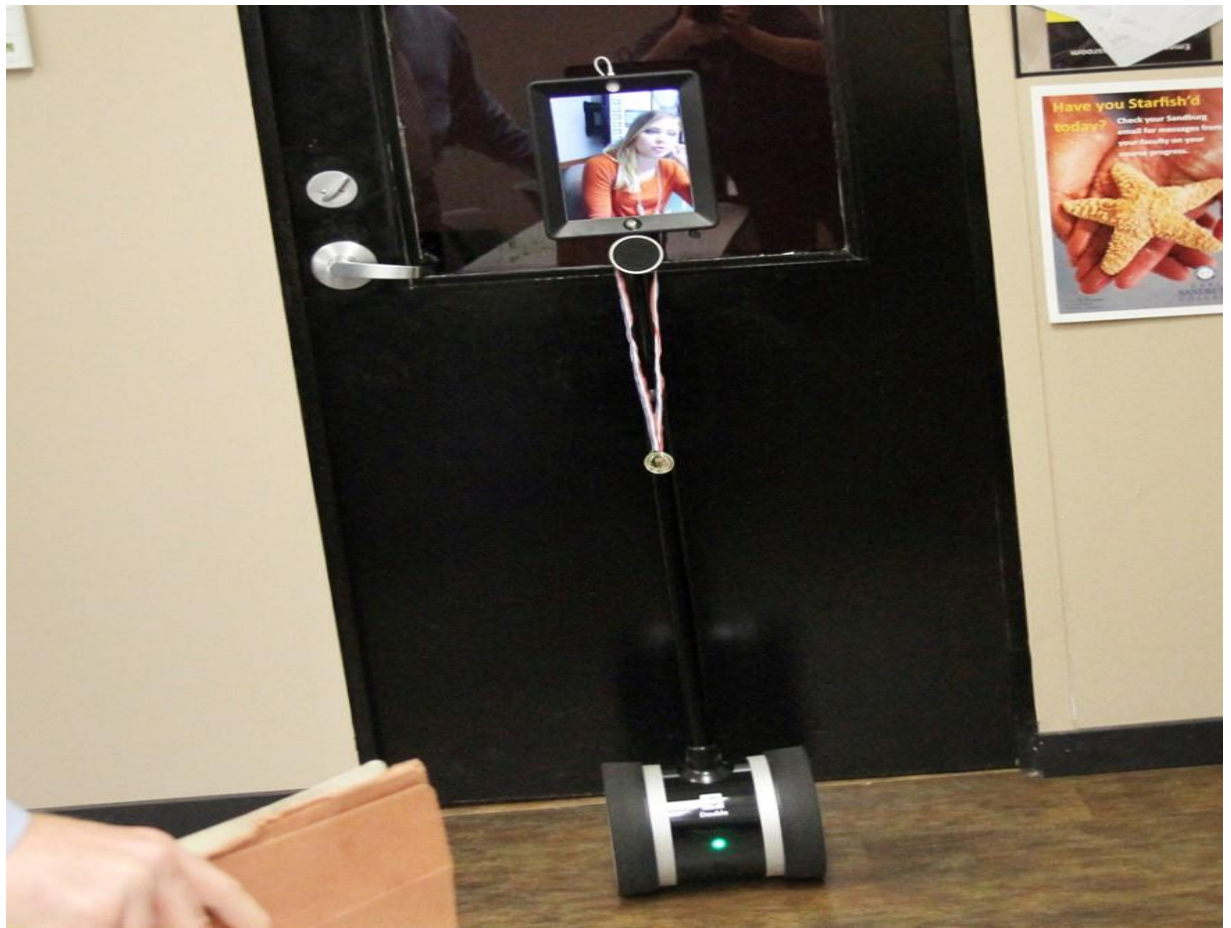
- Changing the traditional classroom structure has allowed team-based learning environments. Rather than a traditional desk and chair setup, the classroom has students arranged in “pods” with comfortable, living room style chairs. Students like the relaxed setting and the discussion aspects. Students 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 2016-2022

Summary of Revenue by Fund

	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
General Funds										
Education Fund	\$ 11,780,900	\$ 10,105,132	\$ 11,029,022	\$ 12,868,920	\$ 10,740,954	\$ 11,848,881	\$ 11,180,417	\$ 11,273,687	\$ 11,433,454	\$ 11,595,756
Operations & Maintenance Fund	\$ 1,703,489	\$ 1,837,819	\$ 1,561,359	\$ 1,849,442	\$ 1,598,690	\$ 1,675,690	\$ 1,624,700	\$ 1,650,750	\$ 1,677,257	\$ 1,704,230
Special Revenue Funds										
Restricted Purpose Fund	\$ 7,259,684	\$ 5,725,339	\$ 5,786,399	\$ 5,309,281	\$ 5,241,813	\$ 5,349,464	\$ 4,832,800	\$ 4,832,800	\$ 4,832,800	\$ 4,832,800
Audit Fund	\$ 82,425	\$ 81,384	\$ 82,863	\$ 82,960	\$ 85,989	\$ 87,911	\$ 91,154	\$ 92,975	\$ 94,833	\$ 96,728
Liability Protection Settlement Fund	\$ 2,197,935	\$ 2,192,543	\$ 2,177,550	\$ 2,147,090	\$ 2,183,046	\$ 2,184,752	\$ 2,230,550	\$ 2,274,746	\$ 2,319,820	\$ 2,365,790
SILO Fund	\$ 5,500	\$ 6,050	\$ 5,500	\$ 6,618	\$ 5,500	\$ 8,398	\$ 5,780	\$ 5,867	\$ 5,955	\$ 6,044
Debt Service Fund	\$ 3,398,463	\$ 7,492,935	\$ 2,572,210	\$ 2,583,518	\$ 2,916,144	\$ 2,923,342	\$ 3,172,271	\$ 2,666,233	\$ 4,115,212	\$ 3,934,976
Capital Projects Funds										
Operations & Maintenance Restricted Fund	\$ 94,145	\$ 122,373	\$ 820,880	\$ 818,314	\$ 859,030	\$ 876,592	\$ 909,811	\$ 927,999	\$ 946,550	\$ 965,472
Strategic Technology Endowment Fund	\$ 232,500	\$ 257,190	\$ 200,000	\$ 179,193	\$ 240,625	\$ 228,830	\$ 246,451	\$ 250,148	\$ 253,900	\$ 257,708
Auxiliary Fund	\$ 586,569	\$ 578,598	\$ 332,023	\$ 291,025	\$ 303,875	\$ 301,412	\$ 263,875	\$ 250,681	\$ 243,161	\$ 235,866
Working Cash Fund	\$ 79,625	\$ 112,331	\$ 63,000	\$ 72,760	\$ 67,575	\$ 101,364	\$ 79,870	\$ 81,068	\$ 82,284	\$ 83,518
Total Revenues	\$ 27,421,235	\$ 28,511,694	\$ 24,630,806	\$ 26,209,121	\$ 24,243,241	\$ 25,586,637	\$ 24,637,679	\$ 24,306,954	\$ 26,005,226	\$ 26,078,888
Interfund Transfers	938,755	714,715	1,010,170	787,974	999,800	940,358	1,053,690	1,015,164	\$ 1,018,416	\$ 1,021,700
Funds Used/(Carried Forward)	\$ 435,584	\$ 1,192,706	\$ 258,695	\$ (1,537,306)	\$ 461,981	\$ (1,779,244)	\$ 356,212	\$ 444,273	\$ 438,314	\$ 466,087

Summary of Expenditures by Fund

	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
General Funds										
Education Fund	\$ 12,422,429	\$ 11,775,396	\$ 11,619,022	\$ 12,162,469	\$ 11,328,954	\$ 11,309,070	\$ 11,775,075	\$ 11,884,415	\$ 12,049,496	\$ 12,240,318
Operations & Maintenance Fund	\$ 1,837,224	\$ 1,854,298	\$ 1,615,586	\$ 1,520,612	\$ 1,643,091	\$ 1,672,824	\$ 1,669,786	\$ 1,689,823	\$ 1,713,481	\$ 1,740,897
Special Revenue Funds										
Restricted Purpose Fund	\$ 7,259,684	\$ 5,741,813	\$ 5,786,399	\$ 5,309,281	\$ 5,241,813	\$ 5,349,464	\$ 4,832,800	\$ 4,832,800	\$ 4,832,800	\$ 4,832,800
Audit Fund	\$ 69,798	\$ 66,298	\$ 70,058	\$ 61,554	\$ 70,326	\$ 61,353	\$ 68,812	\$ 69,638	\$ 70,613	\$ 71,742
Liability Protection Settlement Fund	\$ 1,981,854	\$ 1,883,718	\$ 2,037,917	\$ 1,930,996	\$ 2,295,326	\$ 2,322,539	\$ 2,287,491	\$ 2,314,941	\$ 2,347,350	\$ 2,384,908
SILO Fund	\$ 100,000	\$ 39,720	\$ 48,500	\$ -	\$ 58,500	\$ 48,500	\$ 58,500	\$ 59,500	\$ 60,500	\$ 61,500
Debt Service Fund	\$ 3,401,891	\$ 7,404,031	\$ 2,576,801	\$ 2,544,086	\$ 2,913,494	\$ 2,897,269	\$ 3,126,102	\$ 2,666,233	\$ 4,115,212	\$ 3,934,976
Capital Projects Funds										
Operations & Maintenance Restricted Fund	\$ 209,000	\$ 343,538	\$ 835,000	\$ 631,371	\$ 873,185	\$ 213,381	\$ 923,083	\$ 934,160	\$ 947,238	\$ 962,394
Strategic Technology Endowment Fund	\$ 760,380	\$ 596,171	\$ 628,250	\$ 617,555	\$ 505,250	\$ 339,800	\$ 505,250	\$ 505,250	\$ 505,250	\$ 505,250
Auxiliary Fund	\$ 673,689	\$ 633,657	\$ 661,838	\$ 646,156	\$ 646,783	\$ 513,251	\$ 662,382	\$ 670,331	\$ 679,715	\$ 690,591
Working Cash Fund	\$ 79,625	\$ 80,475	\$ 20,300	\$ 35,709	\$ 128,300	\$ 20,300	\$ 138,300	\$ 139,300	\$ 140,300	\$ 141,300
Total Expenditures	\$ 28,795,574	\$ 30,419,115	\$ 25,899,671	\$ 25,459,789	\$ 25,705,022	\$ 24,747,751	\$ 26,047,581	\$ 25,766,391	\$ 27,461,956	\$ 27,566,675

CARL SANDBURG COLLEGE
SUMMARY OF FISCAL YEAR 2019 FINAL BUDGET BY FUND TYPE

	General Funds	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Total Governmental Funds
Beginning Fund Balance*	\$ 6,139,189	\$ 4,515,209	\$ 388,063	\$ 7,607,834	\$ 18,650,295
Budgeted Revenues	12,805,117	7,160,284	3,172,271	1,156,262	24,293,934
Local	5,604,482	2,238,423	3,166,870	908,083	11,917,858
State	64,000	-	-	-	64,000
Federal grants	-	4,832,800	-	-	4,832,800
Tuition & Fees	7,071,100	-	-	-	7,071,100
Other	65,535	89,061	5,401	248,179	408,176
Budgeted Transfers from Other Funds	640,000	-	-	15,000	655,000
Budgeted Expenditures	(13,091,971)	(7,189,103)	(3,126,102)	(924,333)	(24,331,509)
Instruction	6,031,248	188,947	-	-	6,220,195
Academic Support	409,639	-	-	-	409,639
Student Services	2,193,488	589,315	-	-	2,782,803
Public Services	151,709	-	-	-	151,709
Institutional Support	2,779,301	6,410,841	3,126,102	924,333	13,240,577
Operations & Maintenance	1,526,586	-	-	-	1,526,586
Budgeted Transfers to Other Funds	(352,890)	(58,500)	-	(504,000)	(915,390)
Ending Fund Balance	<u>\$ 6,139,445</u>	<u>\$ 4,427,890</u>	<u>\$ 434,232</u>	<u>\$ 7,350,763</u>	<u>\$ 18,352,330</u>

	Proprietary Fund	Total Proprietary Fund
Beginning Fund Balance*	\$ 170,684	\$ 170,684
Budgeted Revenues	263,875	263,875
Budgeted Transfers from Other Funds	398,690	398,690
Budgeted Expenditures	(662,382)	(662,382)
Budgeted Transfers to Other Funds	-	-
Ending Fund Balance	<u>\$ 170,867</u>	<u>\$ 170,867</u>

	Fiduciary Fund	Total Fiduciary Fund
Beginning Fund Balance*	8,312,858	\$ 8,312,858
Budgeted Revenues	79,870	79,870
Budgeted Transfers from Other Funds	-	-
Budgeted Expenditures	-	-
Budgeted Transfers to Other Funds	(138,300)	(138,300)
Ending Fund Balance	<u>\$ 8,254,428</u>	<u>\$ 8,254,428</u>

*These represent the actual Fund Balances for Fiscal Year 2018 adjusted for expected operating results for Fiscal Year 2019.

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 2019. The budgeted increase in net assets is due primarily to a conservative budgetary process due to the uncertainty of state funding.

CARL SANDBURG COLLEGE SUMMARY OF FISCAL YEAR 2019 FINAL BUDGET

Budgeted Operating Revenues	\$ 7,071,100
Budgeted Operating Expenditures	<u>(25,884,396)</u>
Budgeted Operating Loss	<u>\$ (18,813,296)</u>
Budgeted Nonoperating Revenues	\$ 19,029,282
Budgeted Nonoperating Expenditures	<u>(572,198)</u>
Budgeted Net Nonoperating Expenditures	<u>\$ 18,457,084</u>
Budgeted Decrease in Net Assets	<u><u>\$ (356,212)</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.

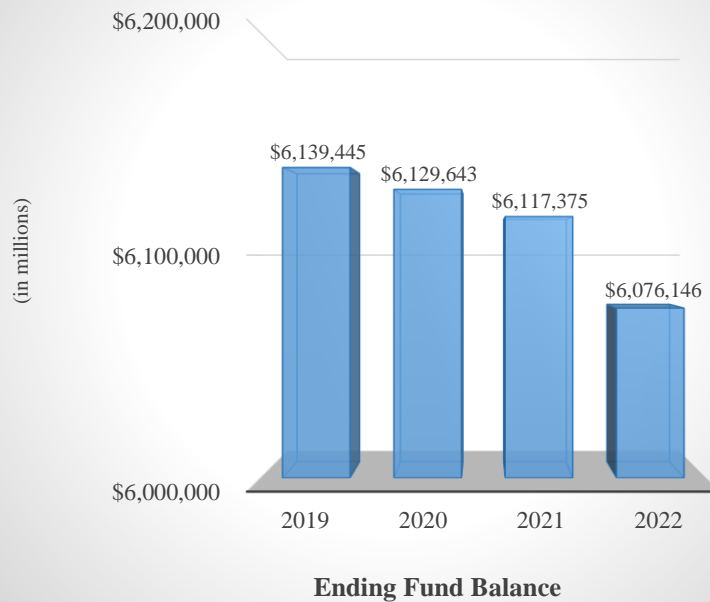
Carl Sandburg College General Funds-Projected Changes in Fund Balance

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Beginning Balance	\$ 6,139,189	\$ 6,139,445	\$ 6,129,643	\$ 6,117,375
Revenues	\$12,805,117	\$ 12,924,437	\$ 13,110,711	\$ 13,299,986
Expenditures	13,091,971	\$ 13,249,075	\$ 13,434,562	\$ 13,649,515
Revenues Over (Under) Expenditures	\$ (286,854)	\$ (324,638)	\$ (323,851)	\$ (349,529)
Transfers	287,110	314,836	311,584	308,300
Ending Fund Balance	<u>\$ 6,139,445</u>	<u>\$ 6,129,643</u>	<u>\$ 6,117,375</u>	<u>\$ 6,076,146</u>

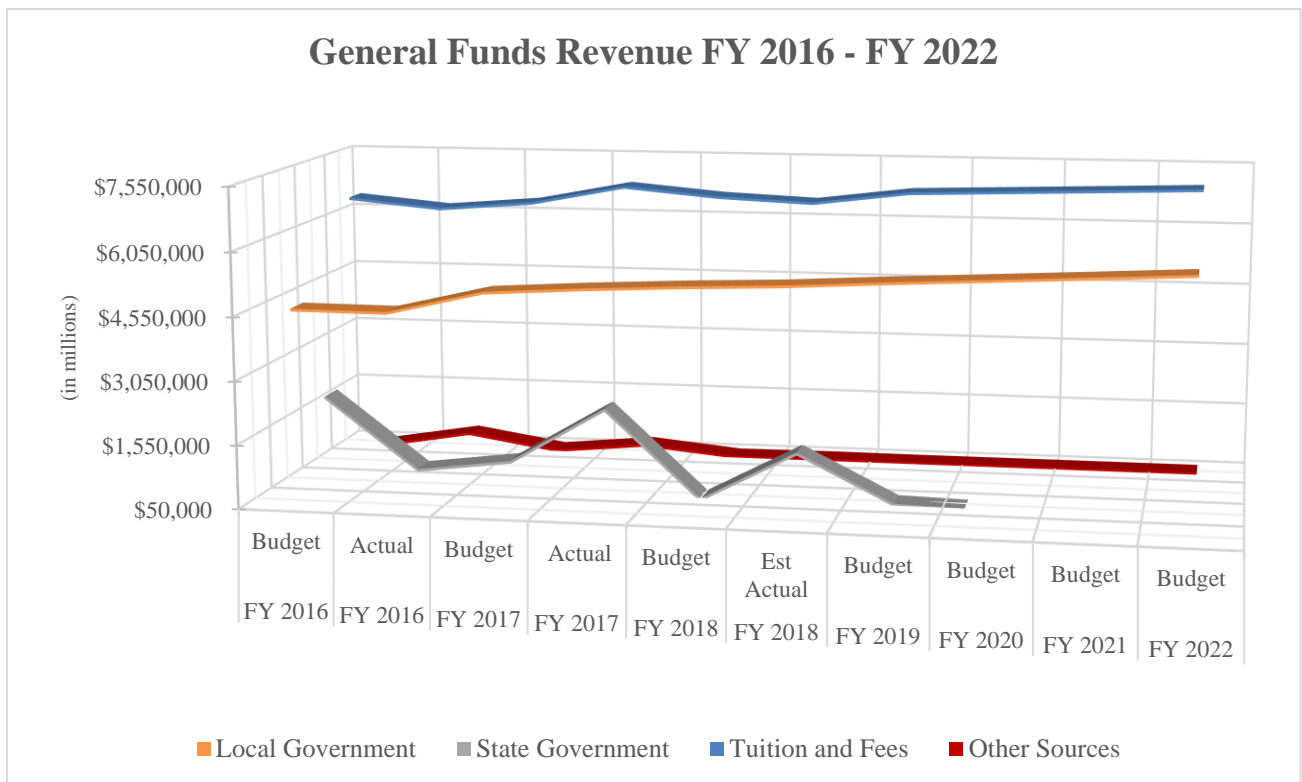
Transfers in for capital expenditures funded from STEF and Working Cash.

Transfers out for student activities.

General Funds - Projected Changes in Fund Balance

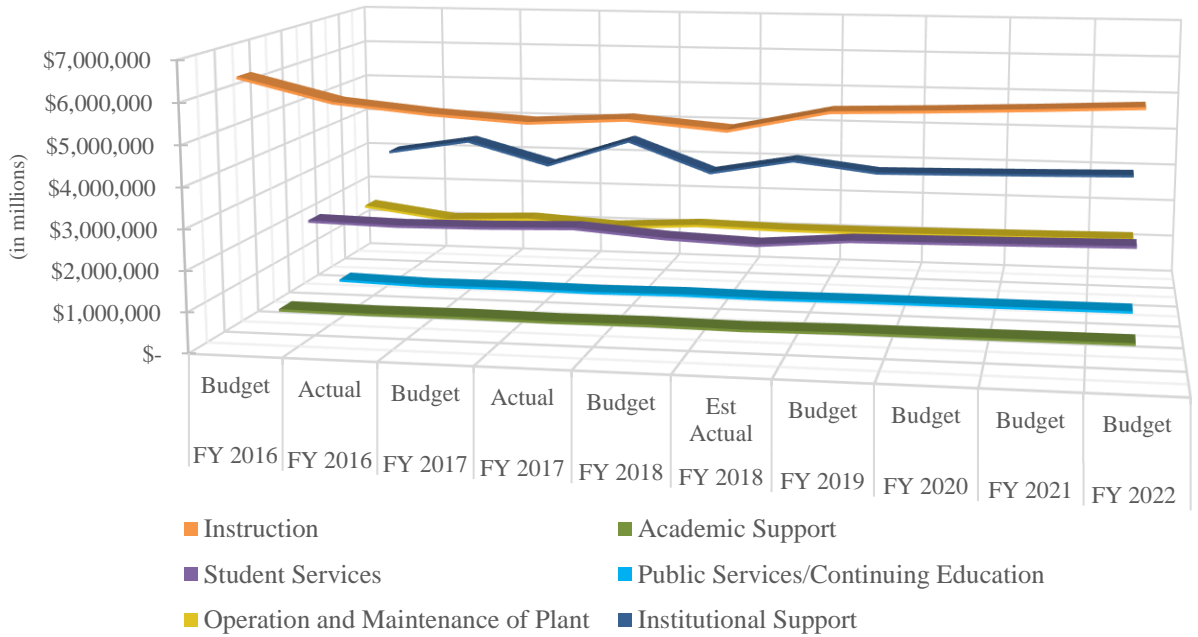


General Funds Revenue and Expenditures Seven Year Comparison



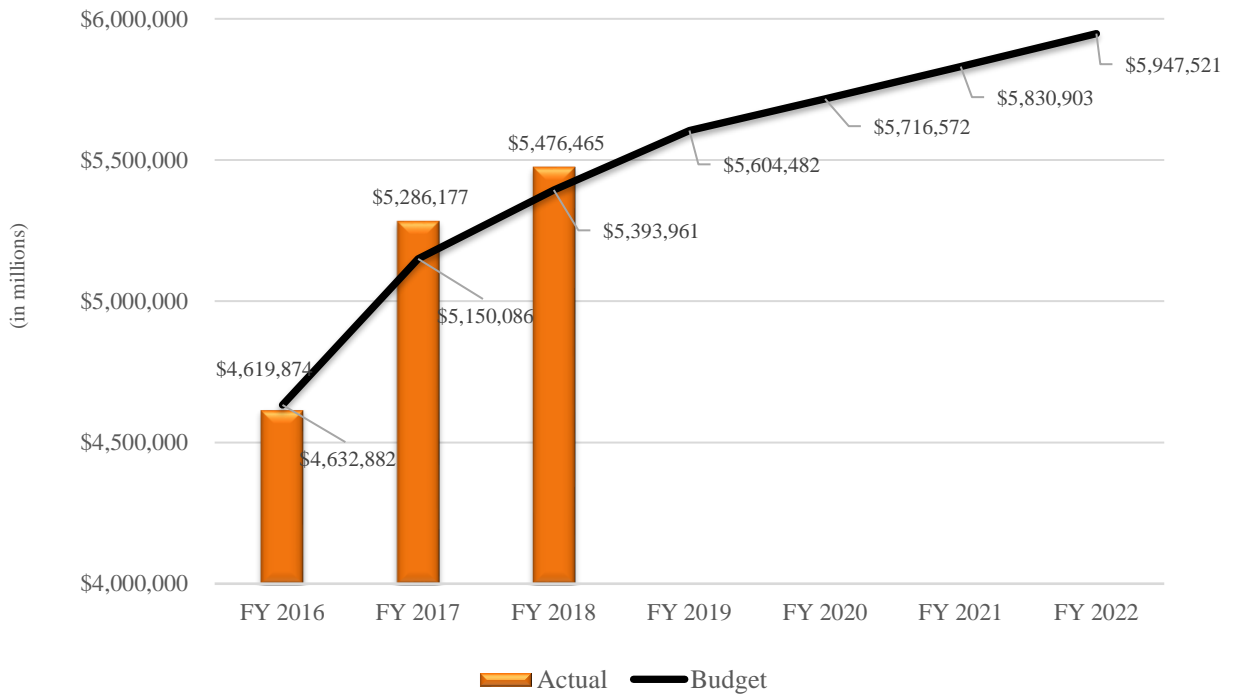
*Excludes State of Illinois SURS on-behalf payments

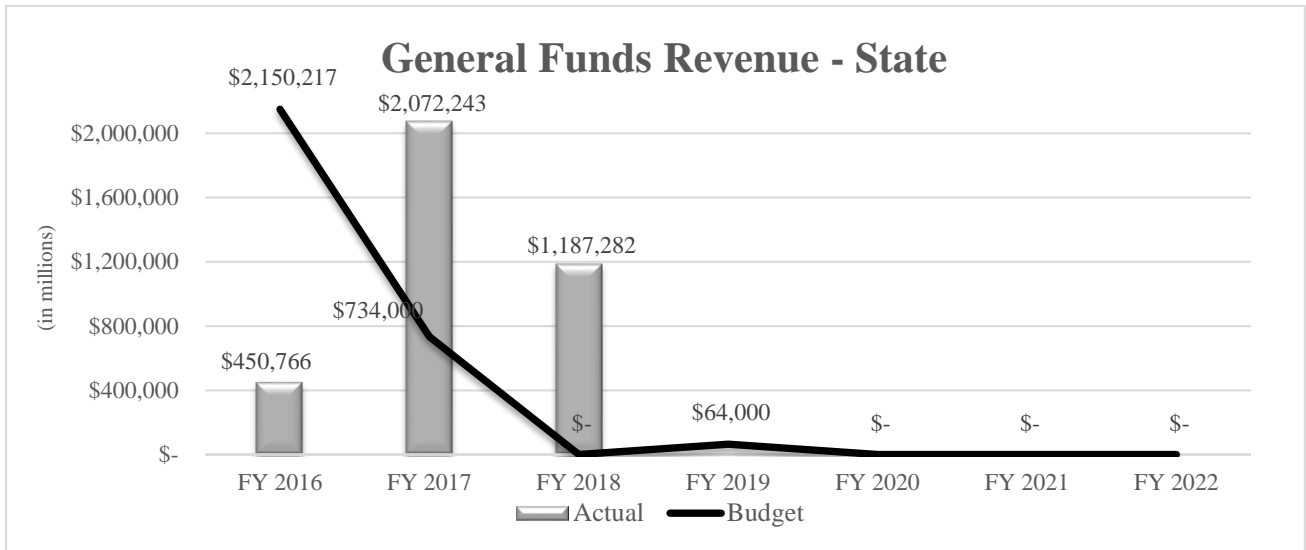
General Funds Expenditures FY 2016 - FY 2022



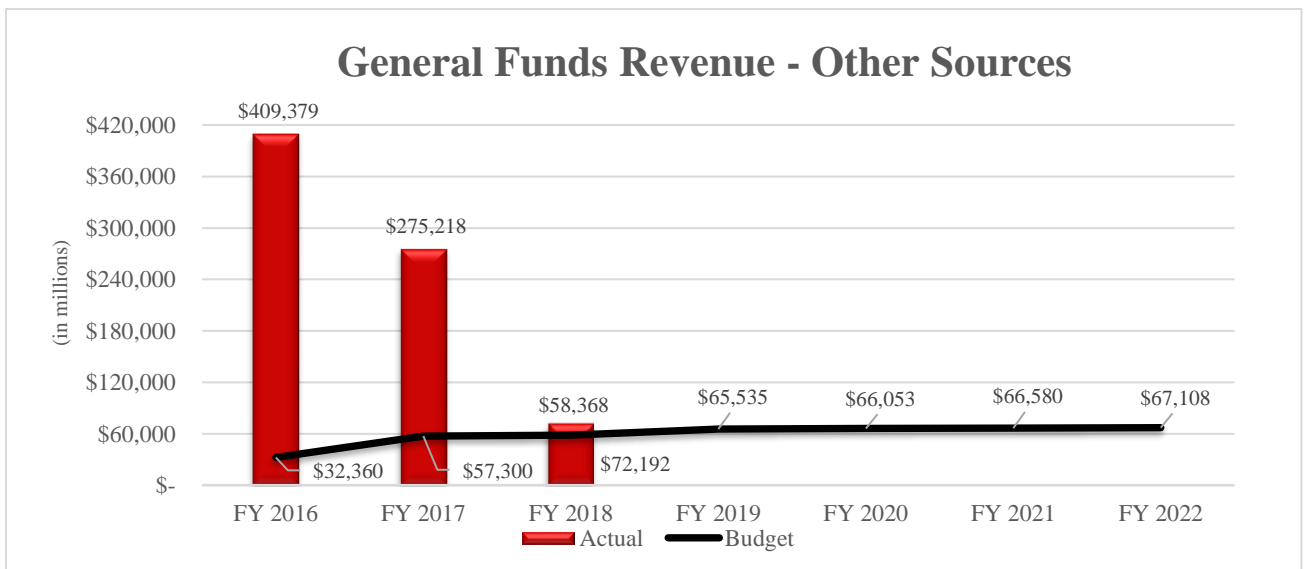
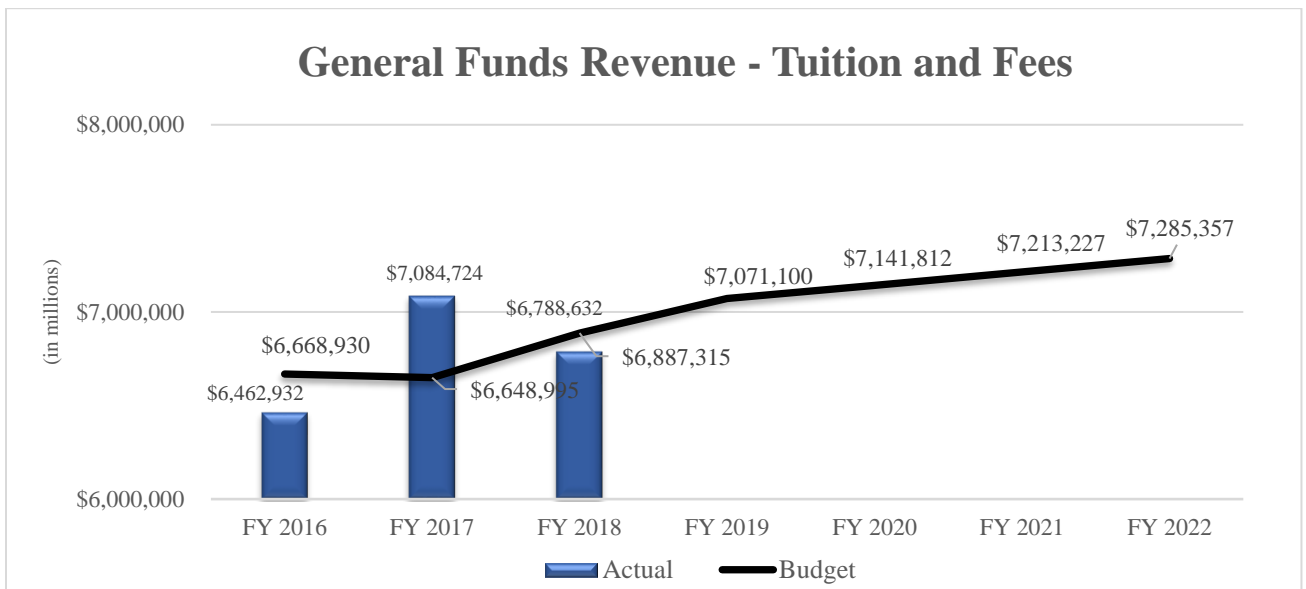
*Excludes State of Illinois SURS on-behalf payments

General Funds Revenue - Local

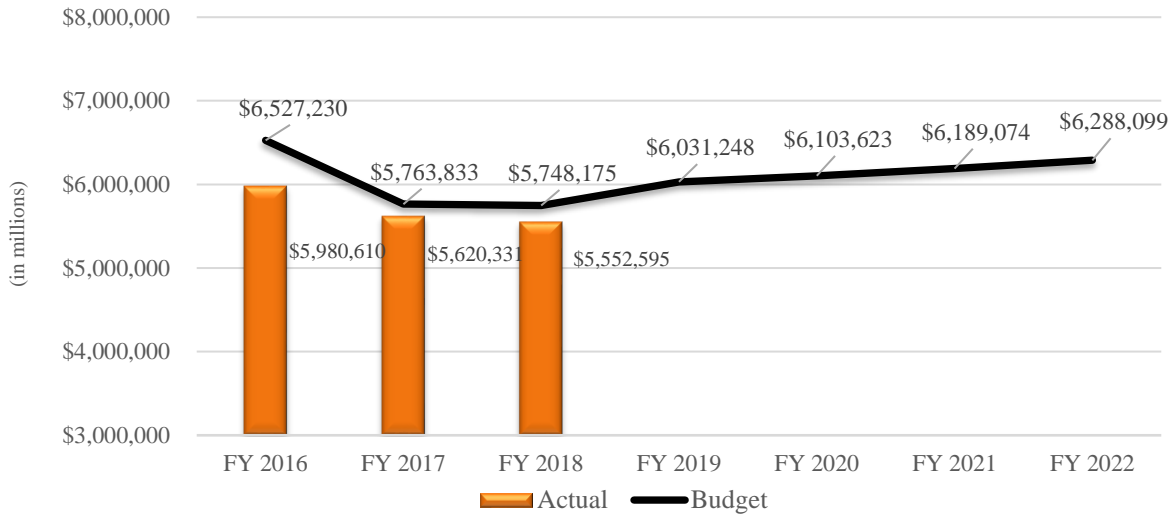




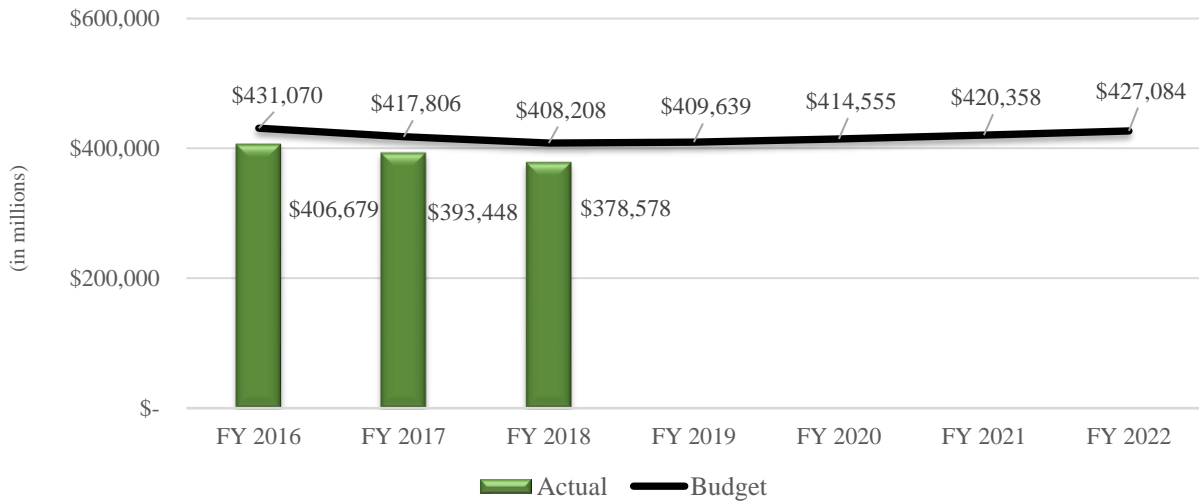
*Excludes State of Illinois SURS on-behalf payments



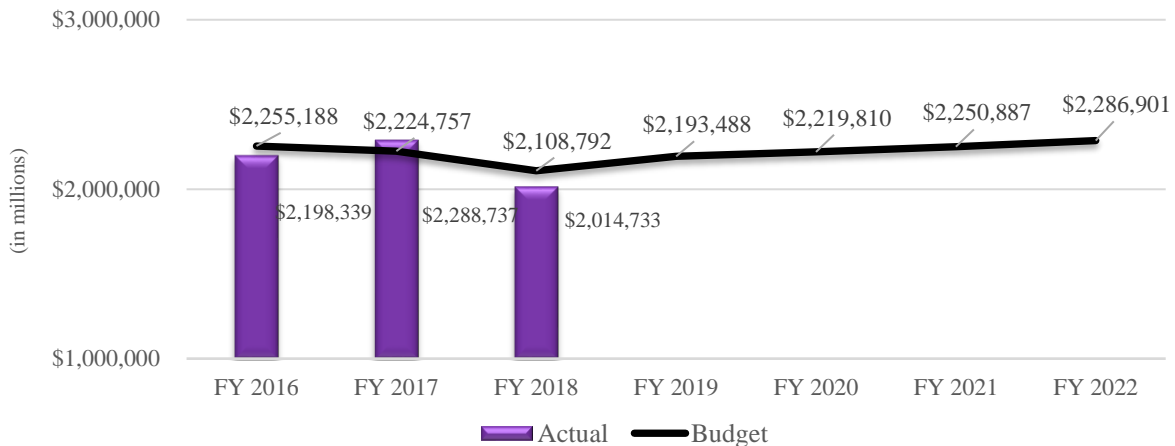
General Funds Expenditures - Instruction



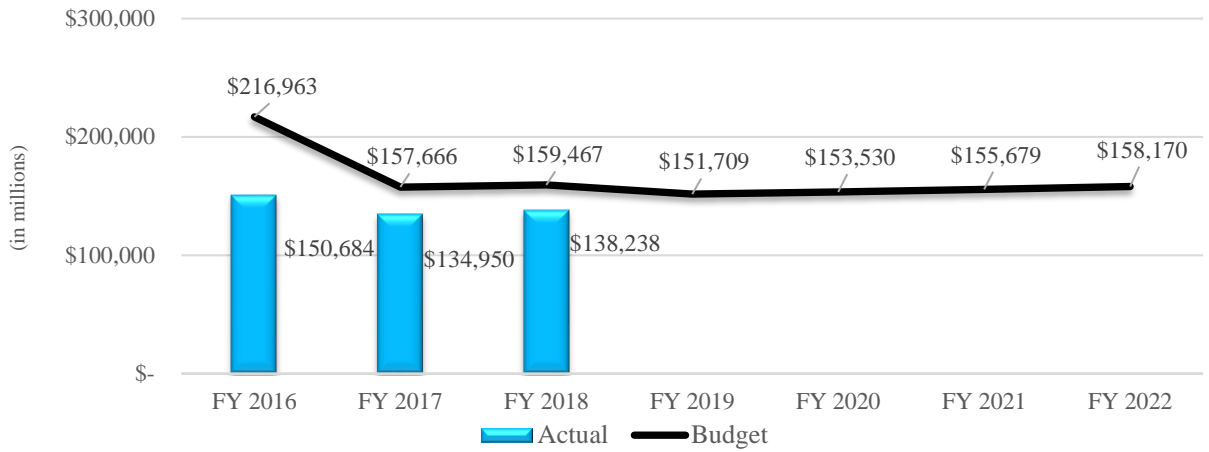
General Funds Expenditures - Academic Support



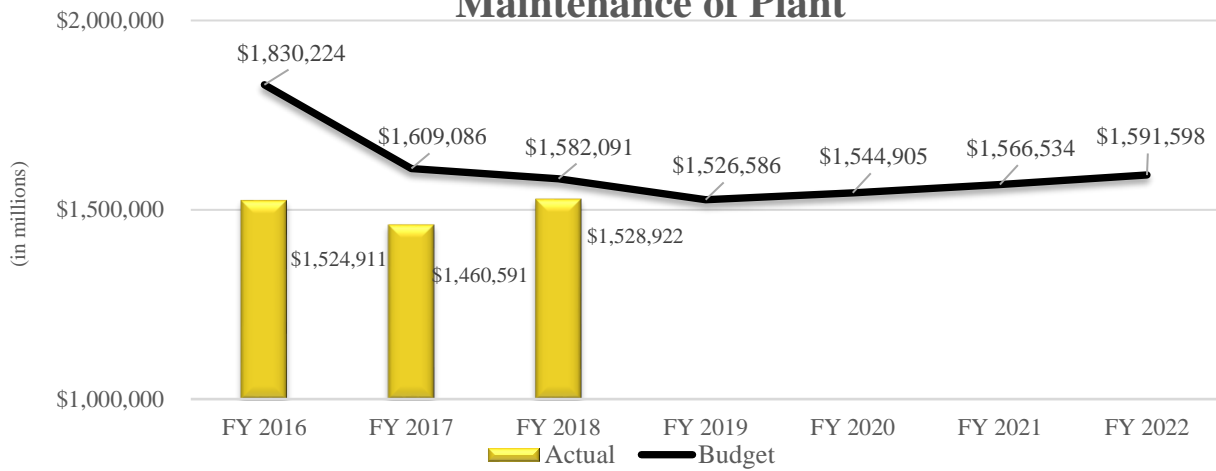
General Funds Expenditures - Student Services



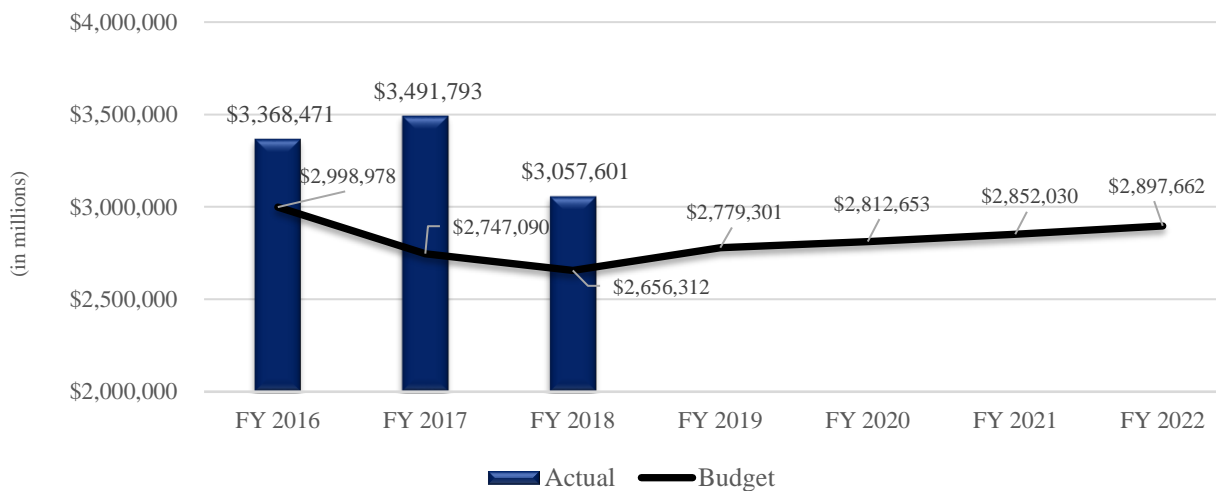
General Funds Expenditures - Public Services



General Funds Expenditures - Operations and Maintenance of Plant

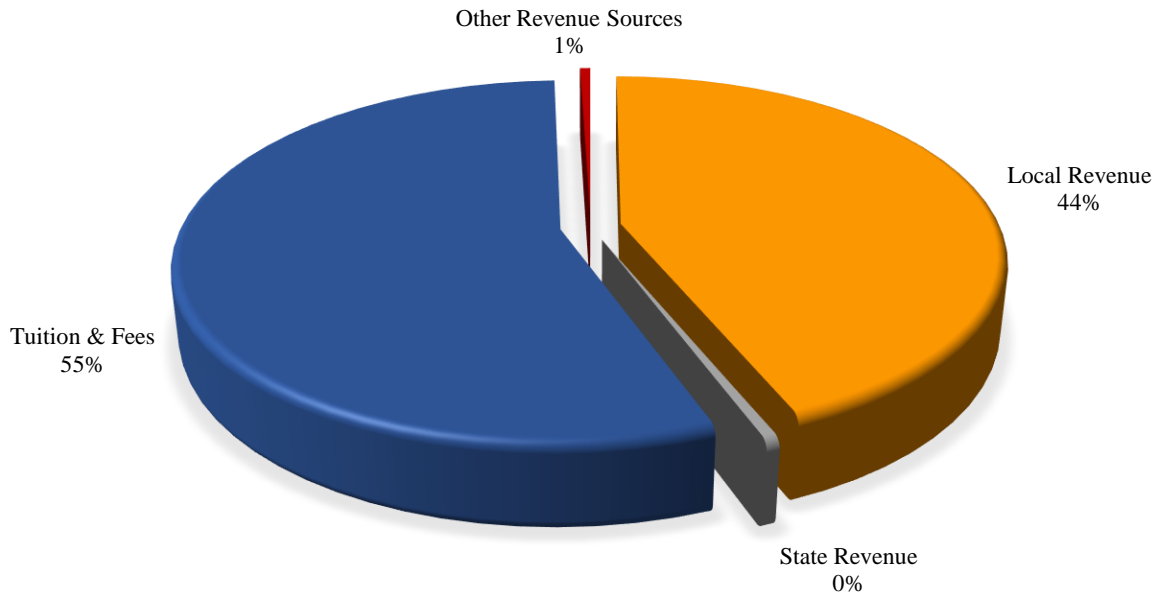


General Funds Expenditures - Institutional Support

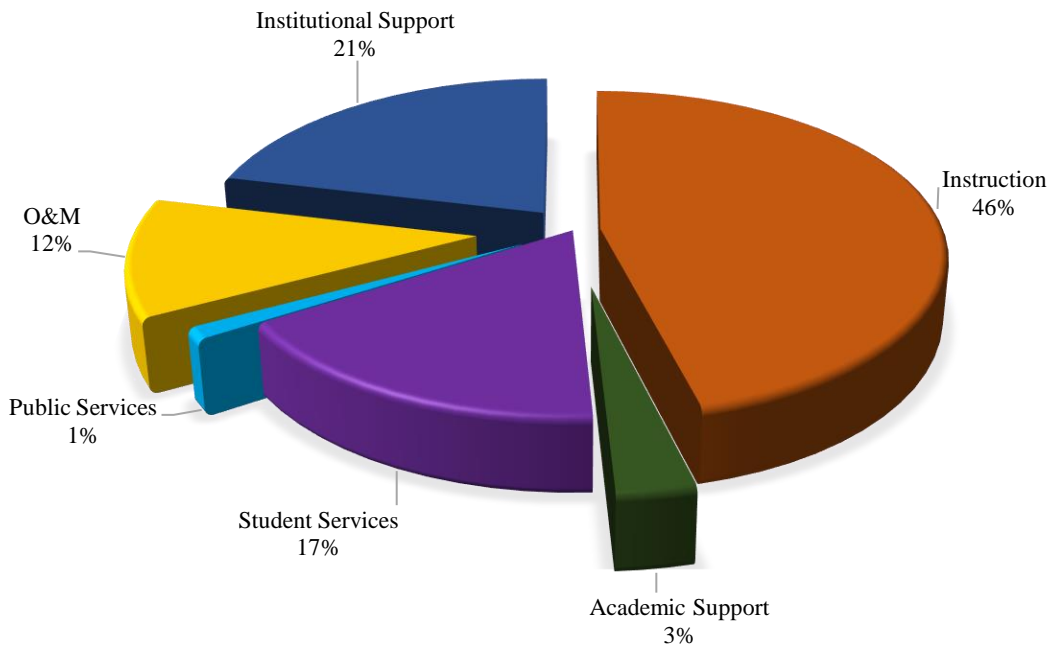


*Excludes State of Illinois SURS on-behalf payments

FY 2019 % OF TOTAL GENERAL FUNDS REVENUE BY SOURCE

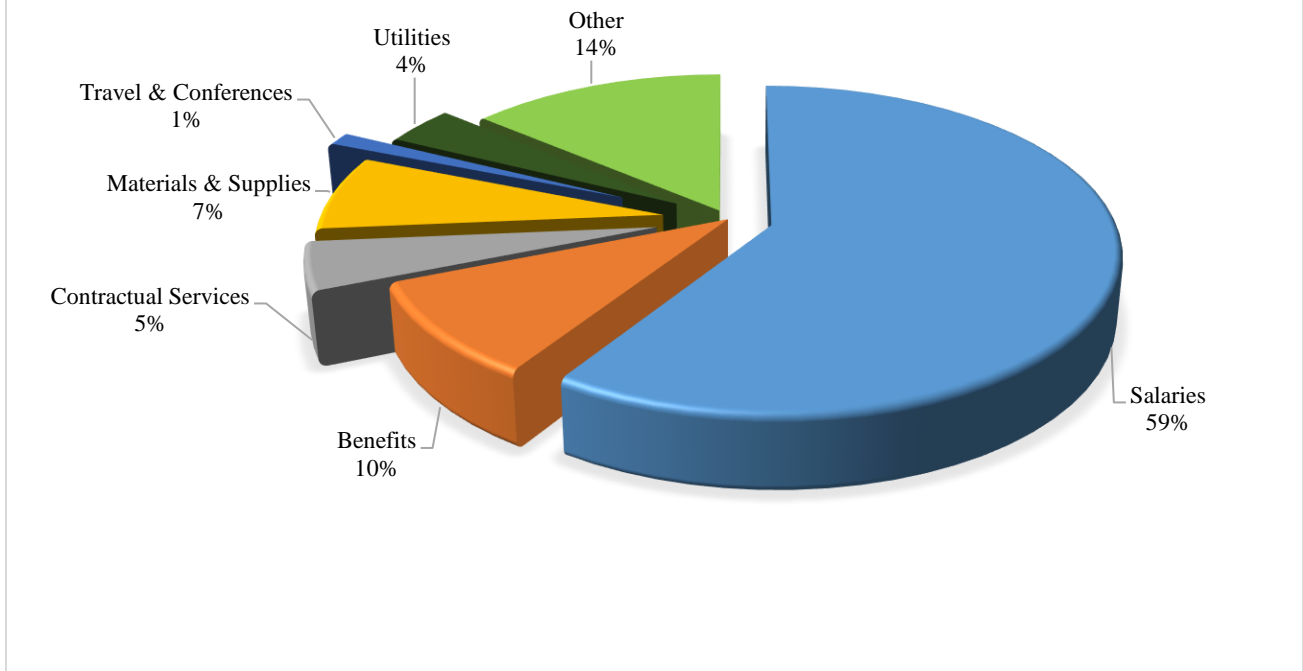


FY 2019 % OF TOTAL GENERAL FUNDS EXPENDITURES BY PROGRAM



Instruction represents 46% of the General Funds budget. This proportion is comparable to the state average of 42%. The second largest category, Institutional Support, represents 21% of the budget compared to 22% for the statewide average. (Source: ICCB FY 2016 Audited Operating Expenditures by Function Table in the Data & Characteristics Report).

FY 2019 % OF TOTAL GENERAL FUNDS EXPENDITURES BY OBJECT



Salaries and benefits represent 69% of the General Funds budget, compared with a statewide average of 78% (Source: FY 2016 ICCB Audited Operating Expenditures by Object Table in the Data & Characteristics Report).

General Funds Revenue Fiscal Year 2016-2022

Operating Revenue by Sources	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Local Government:										
Current Taxes	\$ 4,412,882	\$ 4,353,674	\$ 4,900,086	\$ 4,992,165	\$ 5,143,961					
Replacement Taxes	220,000	266,200	250,000	294,012	250,000					
Other	-	-	-	-	-					
Chargeback	-	-	-	-	-					
Total Local Government	\$ 4,632,882	\$ 4,619,874	\$ 5,150,086	\$ 5,286,177	\$ 5,393,961	\$ 5,476,465	\$ 5,604,482	\$ 5,716,572	\$ 5,830,903	\$ 5,947,521
State Government:										
ICCB Credit Hour Grant	\$ 1,457,655	\$ 357,921	\$ 684,000	\$ 1,370,482	\$ -					
ICCB Equalization Grant	532,562	50,000	-	447,479	-					
ICCB Small College Grant	50,000	-	50,000	254,282	-					
ISBE Vocational Ed/ICCB CTE Grant	110,000	-	-	-	-					
Other State sources	-	-	-	-	-					
State University Retirement	-	42,845	-	-	-					
Total State Government	\$ 2,150,217	\$ 450,766	\$ 734,000	\$ 2,072,243	\$ -	\$ 1,187,282	\$ 64,000	\$ -	\$ -	\$ -
Student Tuition and Fees:										
Tuition	\$ 6,203,480	\$ 6,462,932	\$ 6,275,530	\$ 6,637,736	\$ 6,528,040					
Fees	465,450	-	373,465	446,988	359,275					
Total Tuition and Fees	\$ 6,668,930	\$ 6,462,932	\$ 6,648,995	\$ 7,084,724	\$ 6,887,315	\$ 6,788,632	\$ 7,071,100	\$ 7,141,812	\$ 7,213,227	\$ 7,285,357
Other Sources:										
Interest Income	\$ 12,960	\$ 17,000	\$ 16,200	\$ 22,314	\$ 17,268	\$ 41,618	\$ 34,435	\$ 34,953	\$ 35,480	\$ 36,008
Federal Government	-	-	-	-	-					
Other Income	19,400	392,379	41,100	252,904	41,100	30,575	31,100	31,100	31,100	31,100
Total Other Sources	\$ 32,360	\$ 409,379	\$ 57,300	\$ 275,218	\$ 58,368	\$ 72,192	\$ 65,535	\$ 66,053	\$ 66,580	\$ 67,108
Total Revenue before Interfunds & Nonoperating Items	\$ 13,484,389	\$ 11,942,951	\$ 12,590,381	\$ 14,718,362	\$ 12,339,644	\$ 13,524,572	\$ 12,805,117	\$ 12,924,437	\$ 13,110,711	\$ 13,299,986
Interfund Transfers	777,955	668,915	635,000	439,284	640,000	640,000	640,000	640,000	640,000	640,000
Subtotal	\$ 14,262,344	\$ 12,611,866	\$ 13,225,381	\$ 15,157,646	\$ 12,979,644	\$ 14,164,572	\$ 13,445,117	\$ 13,564,437	\$ 13,750,711	\$ 13,939,986
Less Operating Items*:										
Tuition Chargeback Revenue	-	-	-	-	-					
Adjusted Revenue- (After above reduction)	\$ 14,262,344	\$ 12,611,866	\$ 13,225,381	\$ 15,157,646	\$ 12,979,644	\$ 14,164,572	\$ 13,445,117	\$ 13,564,437	\$ 13,750,711	\$ 13,939,986

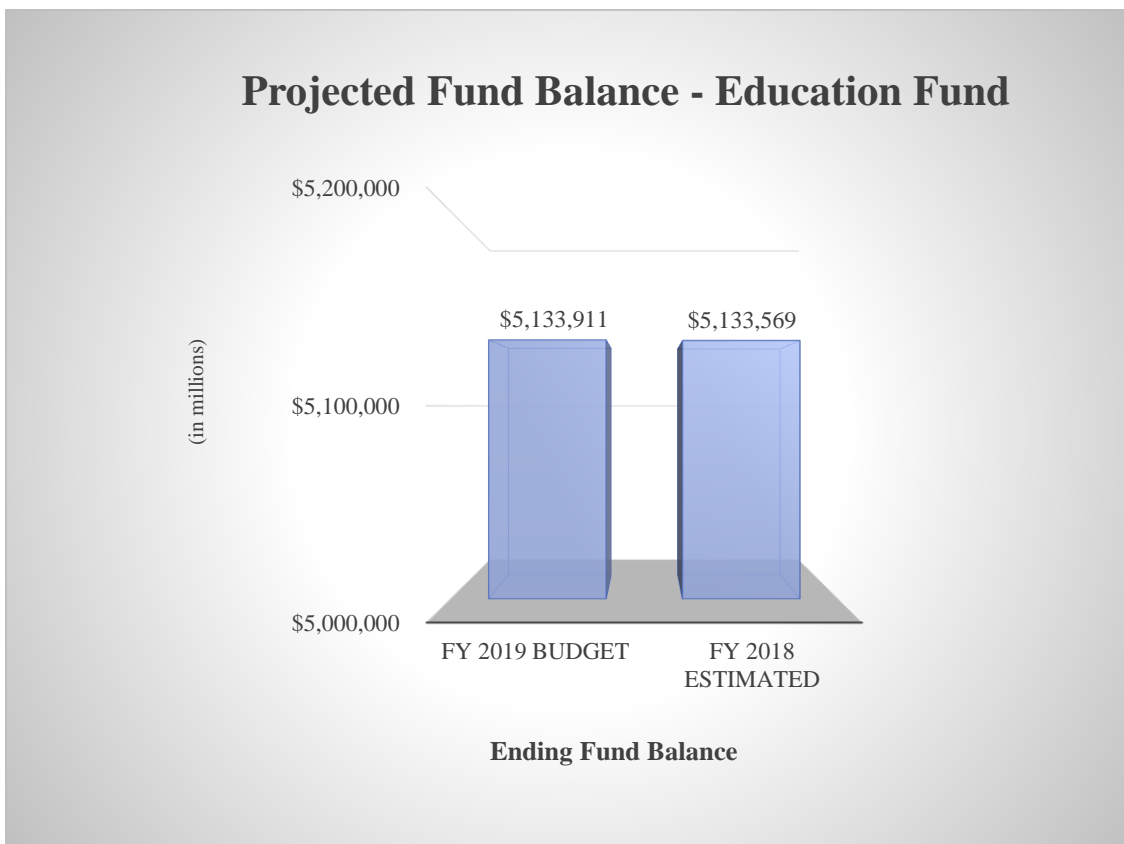
*Interdistrict revenues that do not generate related local district credit hours are subtracted to allow for statewide comparison. On-Behalf revenue is not included.

General Funds Expenditures Fiscal Year 2016-2022

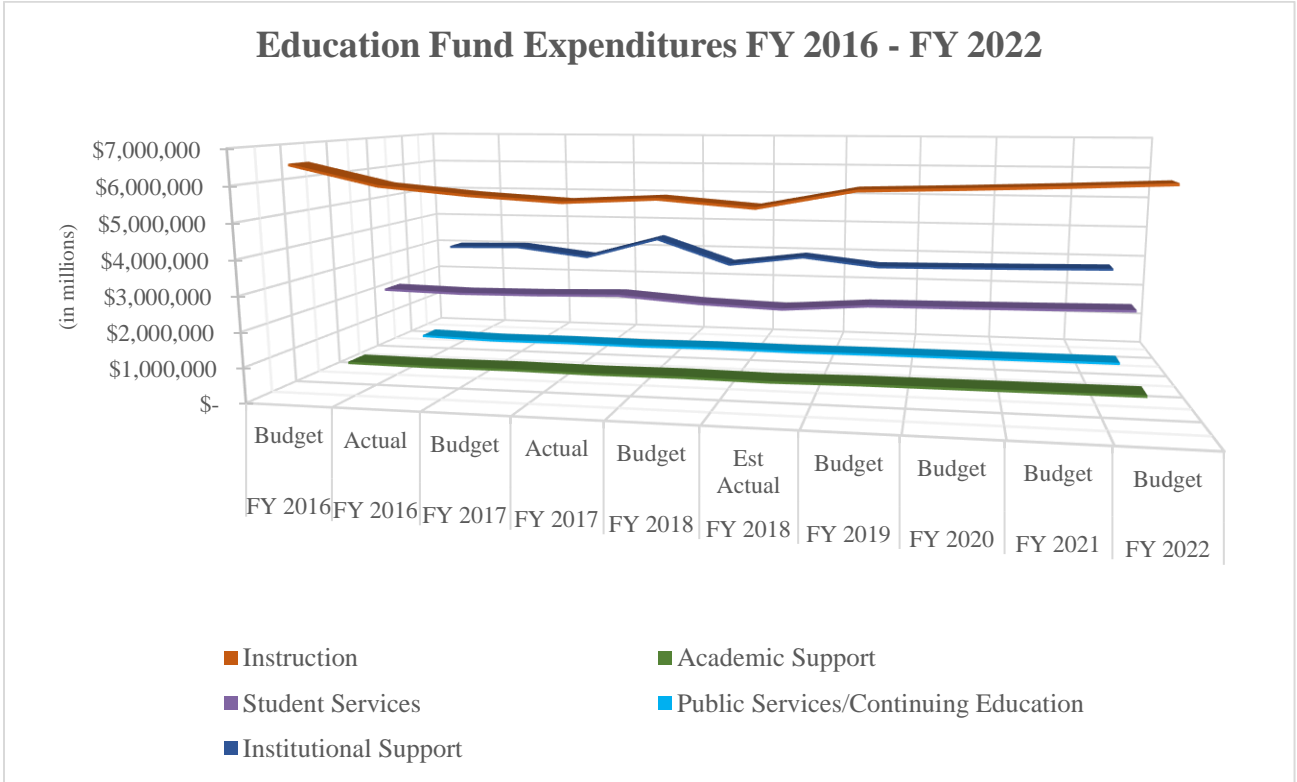
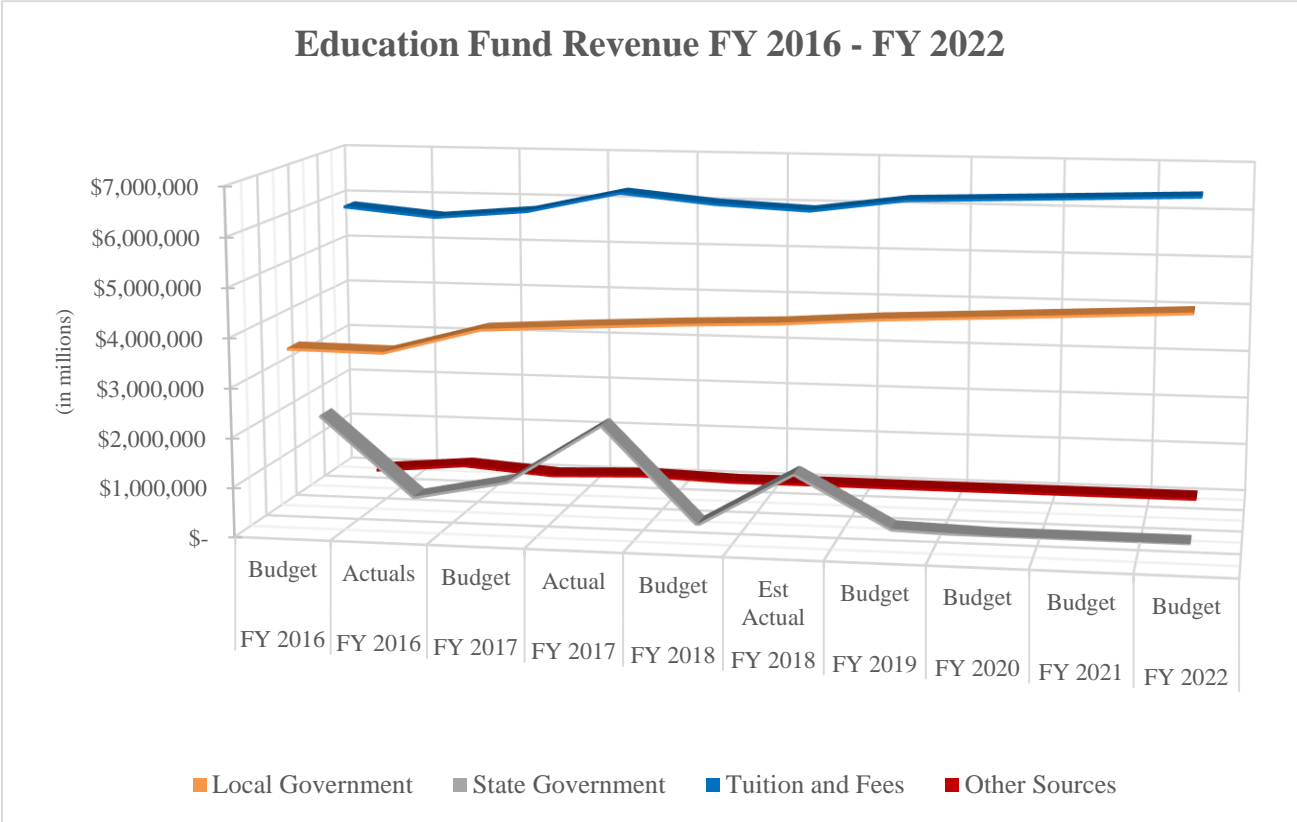
	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Instruction										
Salaries	\$ 5,119,974	\$ 4,847,712	\$ 4,529,931	\$ 4,552,868	\$ 4,511,220					
Employee Benefits	670,000	512,665	600,000	483,743	540,000					
Contractual Services	176,538	170,310	175,509	202,099	211,680					
General Maintenance and Supplies	239,812	201,632	222,706	250,217	239,625					
Travel and Conference/Meeting Expense	95,026	98,725	81,547	87,679	82,850					
Capital Outlay	97,700	118,448	79,590	37,264	77,250					
Other Expenditures	128,180	31,118	74,550	6,461	85,550					
Total Instruction	\$ 6,527,230	\$ 5,980,610	\$ 5,763,833	\$ 5,620,331	\$ 5,748,175	\$ 5,552,595	\$ 6,031,248	\$ 6,103,623	\$ 6,189,074	\$ 6,288,099
Academic Support										
Salaries	\$ 253,431	\$ 241,566	\$ 240,751	\$ 223,981	\$ 229,758					
Employee Benefits	39,000	31,350	35,000	34,649	36,500					
Contractual Services	59,954	80,403	83,050	84,413	81,500					
General Maintenance and Supplies	75,526	51,227	57,101	50,095	58,950					
Travel and Conference/Meeting Expense	3,159	2,133	1,904	310	1,500					
Total Academic Support	\$ 431,070	\$ 406,679	\$ 417,806	\$ 393,448	\$ 408,208	\$ 378,578	\$ 409,639	\$ 414,555	\$ 420,358	\$ 427,084
Student Services										
Salaries	\$ 1,245,450	\$ 1,222,189	\$ 1,246,719	\$ 1,192,080	\$ 1,125,359					
Employee Benefits	232,300	188,098	207,000	189,777	207,000					
Contractual Services	19,000	28,667	19,000	28,075	28,300					
General Maintenance and Supplies	33,597	25,087	32,285	29,707	31,041					
Travel and Conference/Meeting Expense	39,861	28,379	35,511	22,484	32,850					
Other	684,980	705,919	684,242	826,614	684,242					
Total Student Services	\$ 2,255,188	\$ 2,198,339	\$ 2,224,757	\$ 2,288,737	\$ 2,108,792	\$ 2,014,733	\$ 2,193,488	\$ 2,219,810	\$ 2,250,887	\$ 2,286,901
Public Services/Continuing Education										
Salaries	\$ 133,633	\$ 102,673	\$ 105,431	\$ 88,169	\$ 106,182					
Employee Benefits	22,600	23,512	20,000	16,453	20,000					
Contractual Services	28,400	10,114	16,100	19,185	16,200					
General Maintenance and Supplies	27,270	9,276	11,985	5,471	12,485					
Travel and Conference/Meeting Expense	3,110	1,275	1,800	2,183	2,100					
Fixed Charges	1,250	1,000	1,200	1,200	1,200					
Other	700	2,834	1,150	2,289	1,300					
Total Public Services/Continuing Education	\$ 216,963	\$ 150,684	\$ 157,666	\$ 134,950	\$ 159,467	\$ 138,238	\$ 151,709	\$ 153,530	\$ 155,679	\$ 158,170
Operation & Maintenance of Plant										
Salaries	\$ 610,824	\$ 542,439	\$ 565,066	\$ 545,488	\$ 573,071					
Employee benefits	180,000	141,073	174,000	149,602	174,000					
Contractual Services	133,360	183,496	132,700	93,632	143,000					
General Maintenance and Supplies	94,915	72,259	85,750	68,058	85,000					
Travel & Conference/Meeting Expense	2,250	2,406	2,250	1,333	2,850					
Fixed Charges	24,750	18,194	1,500	1,697	3,000					
Utilities	626,025	448,239	489,320	514,359	480,170					
Capital Outlay	10,000	6,077	6,000	2,898	6,000					
Other Expenditures	148,100	110,728	152,500	83,524	115,000					
Total Operation and Maintenance of Plant	\$ 1,830,224	\$ 1,524,911	\$ 1,609,086	\$ 1,460,591	\$ 1,582,091	\$ 1,528,922	\$ 1,526,586	\$ 1,544,905	\$ 1,566,534	\$ 1,591,598
Institutional Support										
Salaries	\$ 1,444,696	\$ 1,300,723	\$ 1,340,074	\$ 1,328,040	\$ 1,249,922					
Employee Benefits	477,400	481,933	394,125	417,006	321,877					
Contractual Services	127,980	99,085	188,530	208,771	142,000					
General Maintenance and Supplies	623,449	601,756	523,103	638,490	658,958					
Travel and Conference/Meeting Expense	66,538	57,272	59,713	56,781	60,380					
Fixed Charges	131,820	115,890	125,795	113,290	115,425					
Utilities	-	310,929	-	-	-					
Other Expenditures	127,095	400,883	115,750	729,415	107,750					
Total Institutional Support	\$ 2,998,978	\$ 3,368,471	\$ 2,747,090	\$ 3,491,793	\$ 2,656,312	\$ 3,057,601	\$ 2,779,301	\$ 2,812,653	\$ 2,852,030	\$ 2,897,662
Total before transfers	\$ 14,259,653	\$ 13,629,694	\$ 12,920,238	\$ 13,389,850	\$ 12,663,045	\$ 12,670,666	\$ 13,091,971	\$ 13,249,075	\$ 13,434,562	\$ 13,649,515
Proceeds from capital lease Transfers	-	-	314,370	293,231	309,000	311,228	352,890	325,164	328,416	331,700
GRAND TOTAL	\$ 14,259,653	\$ 13,629,694	\$ 13,234,608	\$ 13,683,081	\$ 12,972,045	\$ 12,981,894	\$ 13,444,861	\$ 13,574,239	\$ 13,762,977	\$ 13,981,214

Carl Sandburg College
Education Fund-Projected Fund Balance

	FY 2019 Budget	FY 2018 Estimated	Change	%
Revenues	\$ 11,180,417	\$ 11,848,881	\$ (668,464)	-5.64%
Expenditures	11,422,185	10,997,842	424,343	3.86%
Revenues Over (Under) Expenditures	\$ (241,768)	\$ 851,039	\$ (1,092,807)	-128.41%
Transfers	242,110	283,772	(41,662)	-14.68%
Change in fund balance	\$ 342	\$ 1,134,811	\$ (1,134,469)	-99.97%
Fund equity beginning of year	5,133,569	3,998,758	1,134,811	28.38%
Fund equity end of year	<u>\$ 5,133,911</u>	<u>\$ 5,133,569</u>	<u>\$ 342</u>	<u>0.01%</u>



Education Fund Revenue and Expenditures Seven Year Comparison



Education Fund Revenue Fiscal Year 2016-2022

Operating Revenue by Sources	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Local Government:										
Current Taxes	\$ 3,589,890	\$ 3,541,724	\$ 4,073,207	\$ 4,164,922	\$ 4,285,776					
Replacement Taxes	116,600	141,086	125,000	147,006	125,000					
Other	-	-	-	-	-					
Chargeback	-	-	-	-	-					
Total Local Government	\$ 3,706,490	\$ 3,682,810	\$ 4,198,207	\$ 4,311,928	\$ 4,410,776	\$ 4,487,887	\$ 4,621,399	\$ 4,713,827	\$ 4,808,104	\$ 4,904,266
State Government:										
ICCB Credit Hour Grant	\$ 1,337,043	\$ 264,857	\$ 684,000	\$ 1,305,009	\$ -					
ICCB Equalization Grant	489,957	37,000	-	411,681	-					
ICCB Small College Grant	50,000	-	50,000	254,282	-					
ISBE Vocational Ed/ICCB CTE Grant	110,000	-	-	-	-					
Other State sources	-	-	-	-	-					
State University Retirement	-	42,845	-	-	-					
Total State Government	\$ 1,987,000	\$ 344,702	\$ 734,000	\$ 1,970,972	\$ -	\$ 1,117,660	\$ 64,000	\$ -	\$ -	\$ -
Student Tuition and Fees:										
Tuition	\$ 5,720,360	\$ 5,880,566	\$ 5,788,250	\$ 6,132,272	\$ 6,034,700					
Fees	340,450	-	258,465	337,361	244,275					
Total Tuition and Fees	\$ 6,060,810	\$ 5,880,566	\$ 6,046,715	\$ 6,469,633	\$ 6,278,975	\$ 6,183,143	\$ 6,438,890	\$ 6,503,280	\$ 6,568,310	\$ 6,633,990
Other Sources:										
Interest Income	\$ 11,200	\$ 14,487	\$ 14,000	\$ 19,294	\$ 15,103	\$ 35,878	\$ 30,028	\$ 30,480	\$ 30,940	\$ 31,400
Federal Government	-	-	-	-	-	-	-	-	-	-
Other Income	15,400	182,567	36,100	97,093	36,100	24,313	26,100	26,100	26,100	26,100
Total Other Sources	\$ 26,600	\$ 197,054	\$ 50,100	\$ 116,387	\$ 51,203	\$ 60,191	\$ 56,128	\$ 56,580	\$ 57,040	\$ 57,500
Total Revenue before Interfunds & Nonoperating Items	\$ 11,780,900	\$ 10,105,132	\$ 11,029,022	\$ 12,868,920	\$ 10,740,954	\$ 11,848,881	\$ 11,180,417	\$ 11,273,687	\$ 11,433,454	\$ 11,595,756
Interfund Transfers	642,825	582,545	590,000	395,684	595,000	595,000	595,000	595,000	595,000	595,000
Subtotal	\$ 12,423,725	\$ 10,687,677	\$ 11,619,022	\$ 13,264,604	\$ 11,335,954	\$ 12,443,881	\$ 11,775,417	\$ 11,868,687	\$ 12,028,454	\$ 12,190,756
Less Operating Items*:										
Tuition Chargeback Revenue	-	-	-	-	-					
Adjusted Revenue- (After above reduction)	\$ 12,423,725	\$ 10,687,677	\$ 11,619,022	\$ 13,264,604	\$ 11,335,954	\$ 12,443,881	\$ 11,775,417	\$ 11,868,687	\$ 12,028,454	\$ 12,190,756

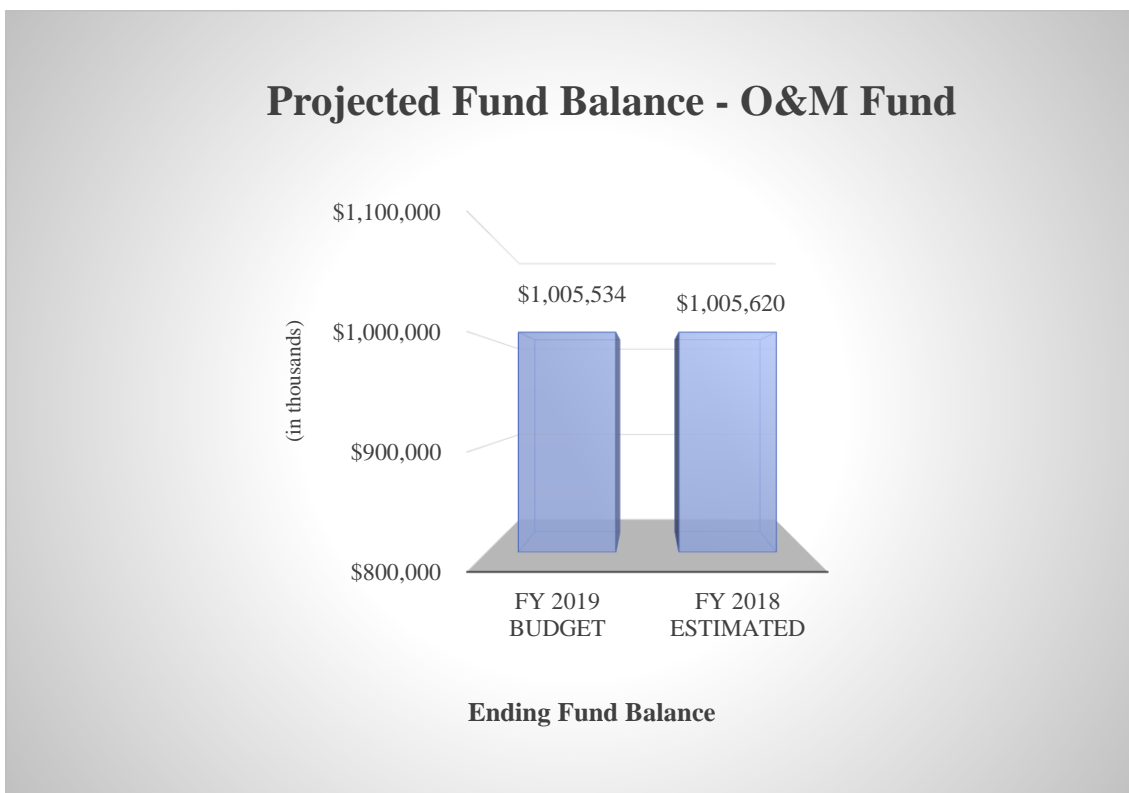
*Interdistrict revenues that do not generate related local district credit hours are subtracted to allow for statewide comparison. On-Behalf revenue is not included.

Education Fund Expenditures Fiscal Year 2016-2022

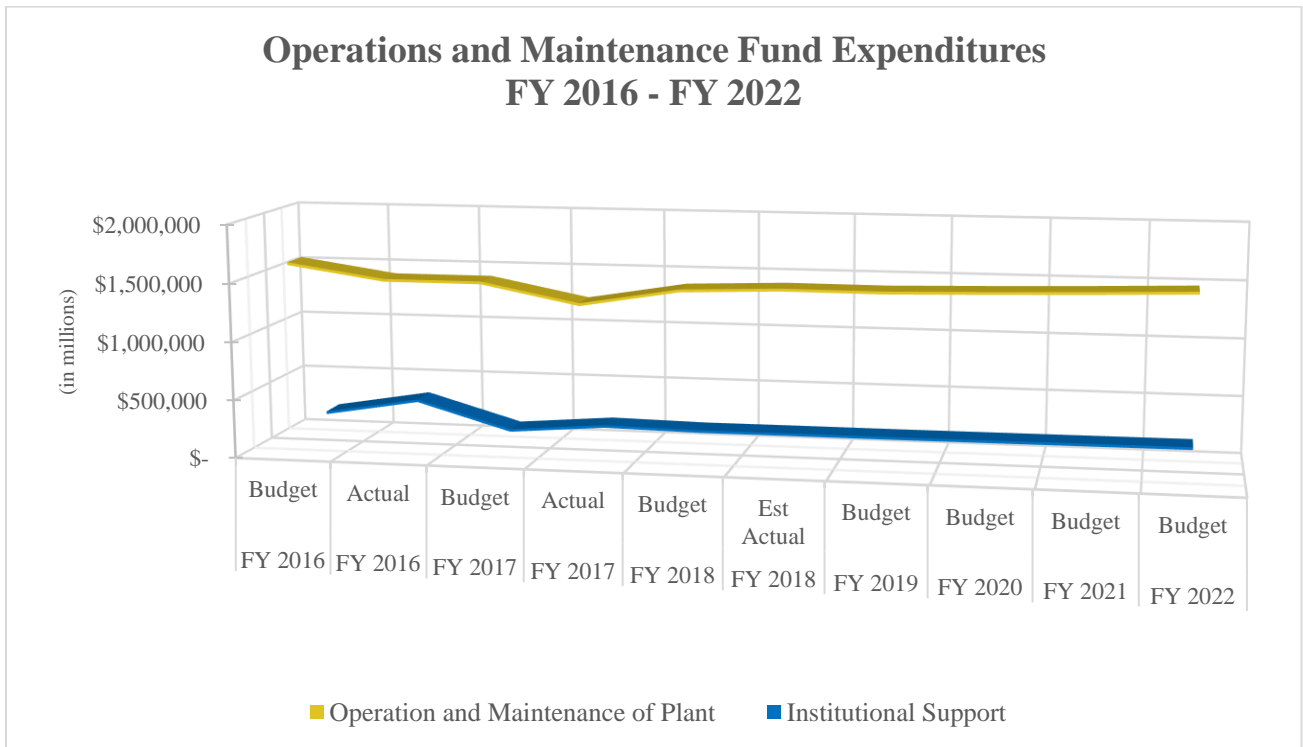
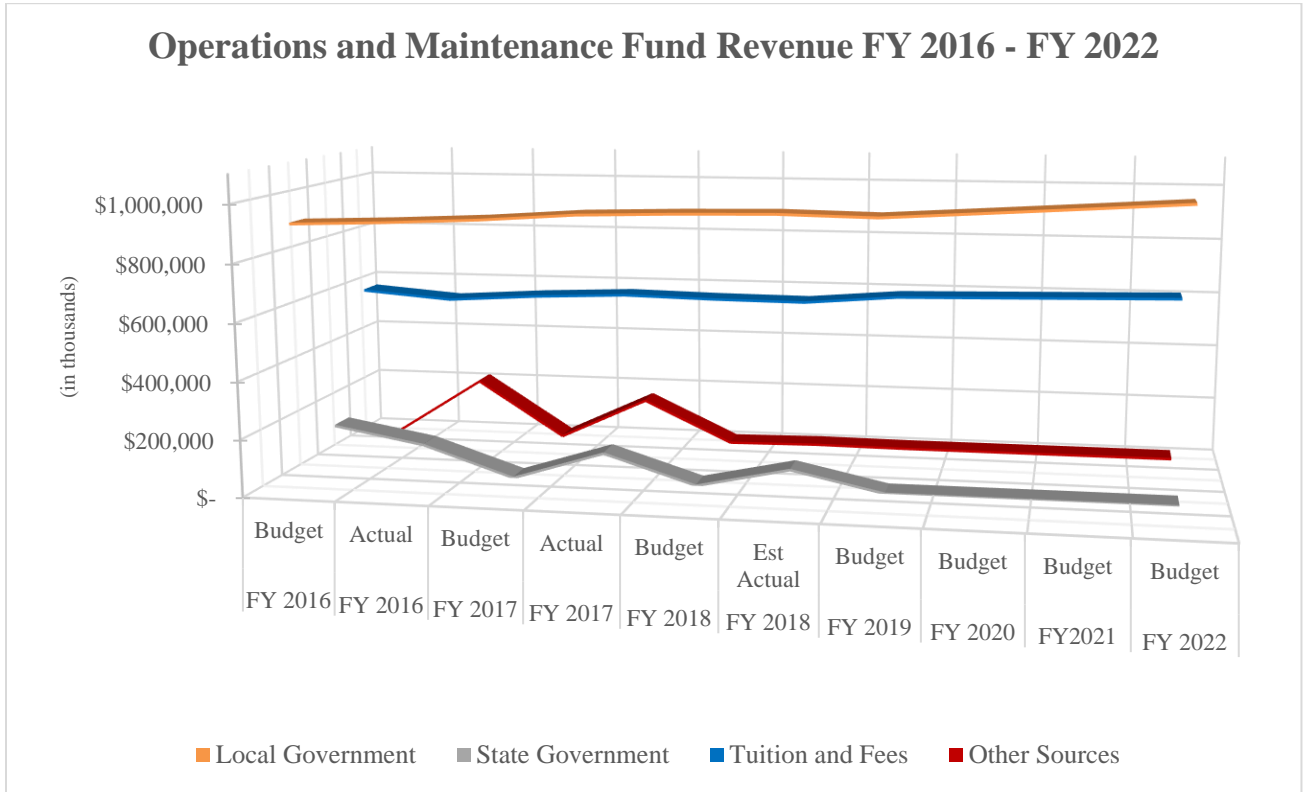
	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Instruction										
Salaries	\$ 5,119,974	\$ 4,847,712	\$ 4,529,931	\$ 4,552,868	\$ 4,511,220					
Employee Benefits	670,000	512,665	600,000	483,743	540,000					
Contractual Services	176,538	170,310	175,509	202,099	211,680					
General Maintenance and Supplies	239,812	201,632	222,706	250,217	239,625					
Travel and Conference/Meeting Expense	95,026	98,725	81,547	87,679	82,850					
Capital Outlay	97,700	118,448	79,590	37,264	77,250					
Other Expenditures	128,180	31,118	74,550	6,461	85,550					
Total Instruction	\$ 6,527,230	\$ 5,980,610	\$ 5,763,833	\$ 5,620,331	\$ 5,748,175	\$ 5,552,595	\$ 6,031,248	\$ 6,103,623	\$ 6,189,074	\$ 6,288,099
Academic Support										
Salaries	\$ 253,431	\$ 241,566	\$ 240,751	\$ 223,981	\$ 229,758					
Employee Benefits	39,000	31,350	35,000	34,649	36,500					
Contractual Services	59,954	80,403	83,050	84,413	81,500					
General Maintenance and Supplies	75,526	51,227	57,101	50,095	58,950					
Travel and Conference/Meeting Expense	3,159	2,133	1,904	310	1,500					
Total Academic Support	\$ 431,070	\$ 406,679	\$ 417,806	\$ 393,448	\$ 408,208	\$ 378,578	\$ 409,639	\$ 414,555	\$ 420,358	\$ 427,084
Student Services										
Salaries	\$ 1,245,450	\$ 1,222,189	\$ 1,246,719	\$ 1,192,080	\$ 1,125,359					
Employee Benefits	232,300	188,098	207,000	189,777	207,000					
Contractual Services	19,000	28,667	19,000	28,075	28,300					
General Maintenance and Supplies	33,597	25,087	32,285	29,707	31,041					
Travel and Conference/Meeting Expense	39,861	28,379	35,511	22,484	32,850					
Other	684,980	705,919	684,242	826,614	684,242					
Total Student Services	\$ 2,255,188	\$ 2,198,339	\$ 2,224,757	\$ 2,288,737	\$ 2,108,792	\$ 2,014,733	\$ 2,193,488	\$ 2,219,810	\$ 2,250,887	\$ 2,286,901
Public Services/Continuing Education										
Salaries	\$ 133,633	\$ 102,673	\$ 105,431	\$ 88,169	\$ 106,182					
Employee Benefits	22,600	23,512	20,000	16,453	20,000					
Contractual Services	28,400	10,114	16,100	19,185	16,200					
General Maintenance and Supplies	27,270	9,276	11,985	5,471	12,485					
Travel and Conference/Meeting Expense	3,110	1,275	1,800	2,183	2,100					
Fixed Charges	1,250	1,000	1,200	1,200	1,200					
Other	700	2,834	1,150	2,289	1,300					
Total Public Services/Continuing Education	\$ 216,963	\$ 150,684	\$ 157,666	\$ 134,950	\$ 159,467	\$ 138,238	\$ 151,709	\$ 153,530	\$ 155,679	\$ 158,170
Institutional Support										
Salaries	\$ 1,444,696	\$ 1,300,723	\$ 1,340,074	\$ 1,328,040	\$ 1,249,922					
Employee Benefits	477,400	481,933	394,125	417,006	321,877					
Contractual Services	120,980	92,486	182,030	196,182	129,500					
General Maintenance and Supplies	623,449	601,756	523,103	591,058	610,458					
Travel and Conference/Meeting Expense	66,538	57,272	59,713	56,781	60,380					
Fixed Charges	131,820	115,890	125,795	113,290	115,425					
Other Expenditures	127,095	389,024	115,750	729,415	107,750					
Total Institutional Support	\$ 2,991,978	\$ 3,039,084	\$ 2,740,590	\$ 3,431,772	\$ 2,595,312	\$ 2,913,699	\$ 2,636,101	\$ 2,667,734	\$ 2,705,082	\$ 2,748,364
Total before transfers	\$ 12,422,429	\$ 11,775,396	\$ 11,304,652	\$ 11,869,238	\$ 11,019,954	\$ 10,997,842	\$ 11,422,185	\$ 11,559,251	\$ 11,721,081	\$ 11,908,618
Transfers	-	-	314,370	293,231	309,000	311,228	352,890	325,164	328,416	331,700
GRAND TOTAL	\$ 12,422,429	\$ 11,775,396	\$ 11,619,022	\$ 12,162,469	\$ 11,328,954	\$ 11,309,070	\$ 11,775,075	\$ 11,884,415	\$ 12,049,496	\$ 12,240,318

Carl Sandburg College
Operations and Maintenance Fund-Projected Fund Balance

	FY 2019 Budget	FY 2018 Estimated	Change	%
Revenues	\$ 1,624,700	\$ 1,675,690	\$ (50,990)	-3.04%
Expenditures	1,669,786	1,672,824	(3,038)	-0.18%
Revenues Over (Under) Expenditures	\$ (45,086)	\$ 2,867	\$ (47,953)	-1672.82%
Transfers	45,000	45,000	-	0.00%
Change in fund balance	\$ (86)	\$ 47,867	\$ (47,953)	-100.18%
Fund equity beginning of year	1,005,620	957,753	47,867	5.00%
Fund equity end of year	<u>\$ 1,005,534</u>	<u>\$ 1,005,620</u>	<u>\$ (86)</u>	<u>-0.01%</u>



Operations and Maintenance Fund Revenue and Expenditures Seven Year Comparison



Operations and Maintenance Fund Revenue Fiscal Year 2016-2022

Operating Revenue by Sources	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY2021 Budget	FY 2022 Budget
Local Government:										
Current Taxes	\$ 822,992	\$ 811,950	\$ 826,879	\$ 827,243	\$ 858,185					
Replacement Taxes	103,400	125,114	125,000	147,006	125,000					
Total Local Government	\$ 926,392	\$ 937,064	\$ 951,879	\$ 974,249	\$ 983,185	\$ 988,578	\$ 983,083	\$ 1,002,745	\$ 1,022,800	\$ 1,043,256
State Government:										
ICCB Credit Hour Grant	\$ 120,612	\$ 93,064	\$ -	\$ 65,473	\$ -					
ICCB Equalization Grant	42,605	13,000	-	35,798	-					
Total State Government	\$ 163,217	\$ 106,064	\$ -	\$ 101,271	\$ -	\$ 69,623	\$ -	\$ -	\$ -	\$ -
Student Tuition and Fees:										
Tuition	\$ 483,120	\$ 582,366	\$ 487,280	\$ 505,464	\$ 493,340					
Fees	125,000	-	115,000	109,627	115,000					
Total Tuition and Fees	\$ 608,120	\$ 582,366	\$ 602,280	\$ 615,091	\$ 608,340	\$ 605,488	\$ 632,210	\$ 638,532	\$ 644,917	\$ 651,367
Other Sources:										
Interest Income	\$ 1,760	\$ 2,513	\$ 2,200	\$ 3,020	\$ 2,165	\$ 5,740	\$ 4,407	\$ 4,473	\$ 4,540	\$ 4,608
Federal Government	-	-	-	-	-	-	-	-	-	-
Building Rentals	4,000	8,580	5,000	9,068	5,000	6,249	5,000	5,000	5,000	5,000
Other Income	-	201,232	-	146,743	-	12				
Total Other Sources	\$ 5,760	\$ 212,325	\$ 7,200	\$ 158,831	\$ 7,165	\$ 12,001	\$ 9,407	\$ 9,473	\$ 9,540	\$ 9,608
Total Revenue before Interfunds & Nonoperating Items	\$ 1,703,489	\$ 1,837,819	\$ 1,561,359	\$ 1,849,442	\$ 1,598,690	\$ 1,675,690	\$ 1,624,700	\$ 1,650,750	\$ 1,677,257	\$ 1,704,230
Interfund Transfers	135,130	86,370	45,000	43,600	45,000	45,000	45,000	45,000	45,000	45,000
Grand Total	\$ 1,838,619	\$ 1,924,189	\$ 1,606,359	\$ 1,893,042	\$ 1,643,690	\$ 1,720,690	\$ 1,669,700	\$ 1,695,750	\$ 1,722,257	\$ 1,749,230

**Operations and Maintenance Fund Expenditures
Fiscal Year 2016-2022**

	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Operation & Maintenance of Plant										
Salaries	\$ 610,824	\$ 542,439	\$ 565,066	\$ 545,488	\$ 573,071					
Employee benefits	180,000	141,073	174,000	149,602	174,000					
Contractual Services	133,360	183,496	132,700	93,632	143,000					
General Maintenance and Supplies	94,915	72,259	85,750	68,058	85,000					
Travel & Conference/Meeting Expense	2,250	2,406	2,250	1,333	2,850					
Fixed Charges	24,750	18,194	1,500	1,697	3,000					
Utilities	441,995	448,239	404,320	416,347	398,170					
Capital Outlay	10,000	6,077	6,000	2,898	6,000					
Other Expenditures	148,100	110,728	152,500	83,524	115,000					
Total Operation and Maintenance of Plant	\$ 1,646,194	\$ 1,524,911	\$ 1,524,086	\$ 1,362,579	\$ 1,500,091	\$ 1,528,922	\$ 1,526,586	\$ 1,544,905	\$ 1,566,534	\$ 1,591,598
Institutional Support										
Contractual Services	\$ 7,000	\$ 6,599	\$ 6,500	\$ 12,589	\$ 12,500					
Principal retirement	-	8,505	-	47,432	48,500					
Interest	-	3,354	-	-	-					
Utilities	184,030	310,929	85,000	98,012	82,000					
Total Institutional Support	\$ 191,030	\$ 329,387	\$ 91,500	\$ 158,033	\$ 143,000	\$ 143,902	\$ 143,200	\$ 144,918	\$ 146,947	\$ 149,298
Total before Interfund Transfers	\$ 1,837,224	\$ 1,854,298	\$ 1,615,586	\$ 1,520,612	\$ 1,643,091	\$ 1,672,824	\$ 1,669,786	\$ 1,689,823	\$ 1,713,481	\$ 1,740,897
Proceeds from capital leases	-	-	-	-	-					
Transfers	-	-	-	-	-	-	-	-	-	-
GRAND TOTAL	\$ 1,837,224	\$ 1,854,298	\$ 1,615,586	\$ 1,520,612	\$ 1,643,091	\$ 1,672,824	\$ 1,669,786	\$ 1,689,823	\$ 1,713,481	\$ 1,740,897

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 2014, 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 budgeted at \$85,819 for FY 2018.

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”.

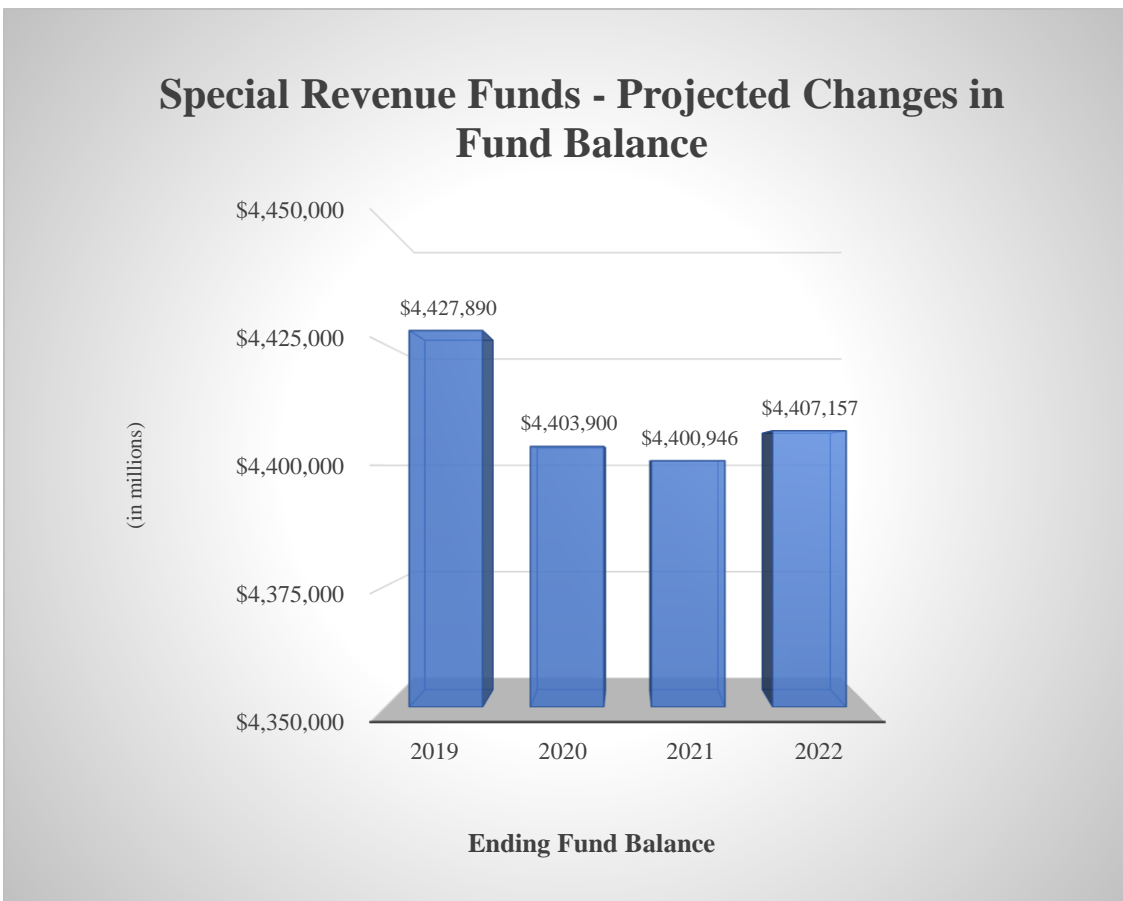
The establishment of the “SILO” Fund was accomplished by transferring existing fund balance from the Education and O&M Funds and accumulated interest from the Working Cash fund.

- Education fund balance transfer in FY 2008, \$400,000.
- O&M fund balance transfer in FY 2008, \$100,000.
- Transfer of accumulated interest from the Working Cash fund in the amount of \$100,000.
- Education fund balance transfer in FY 2009, \$400,000.

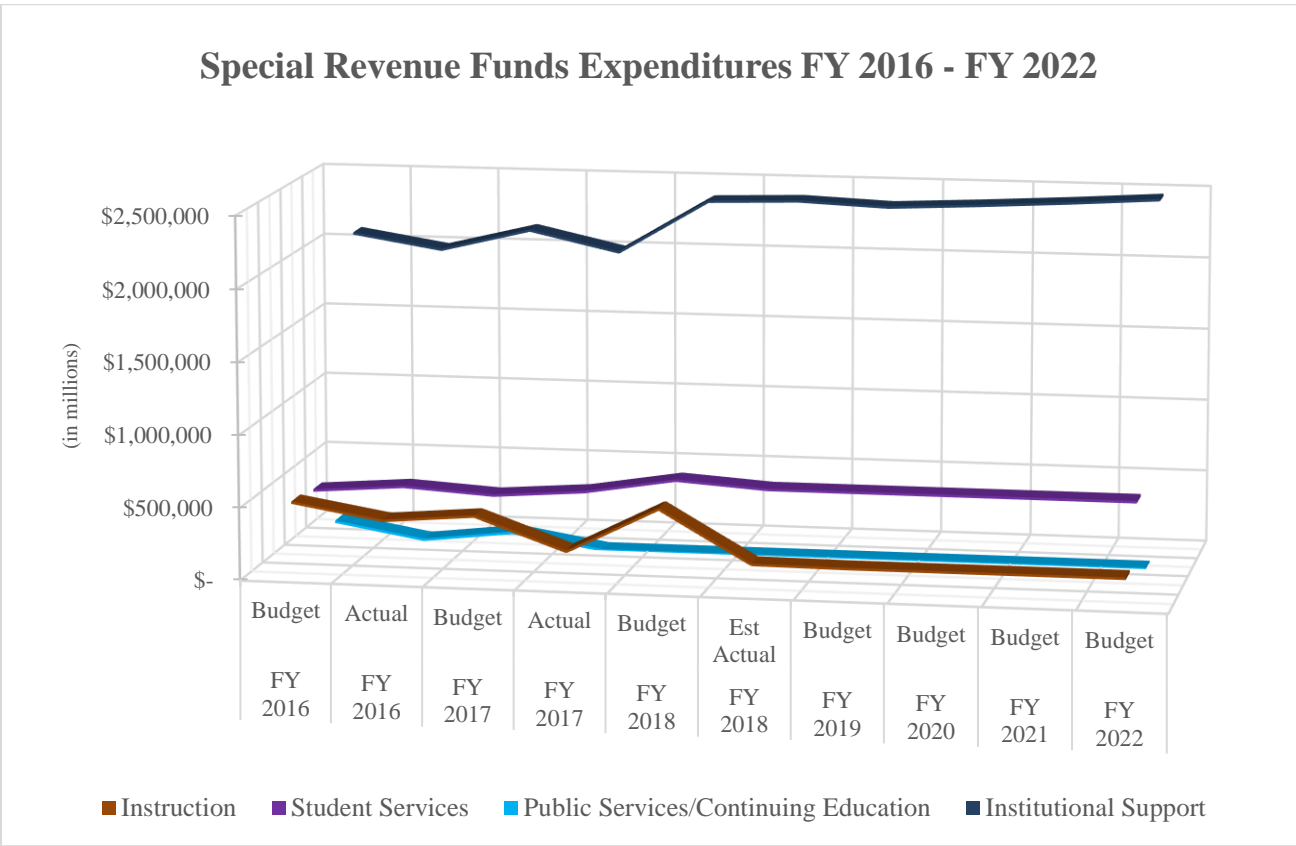
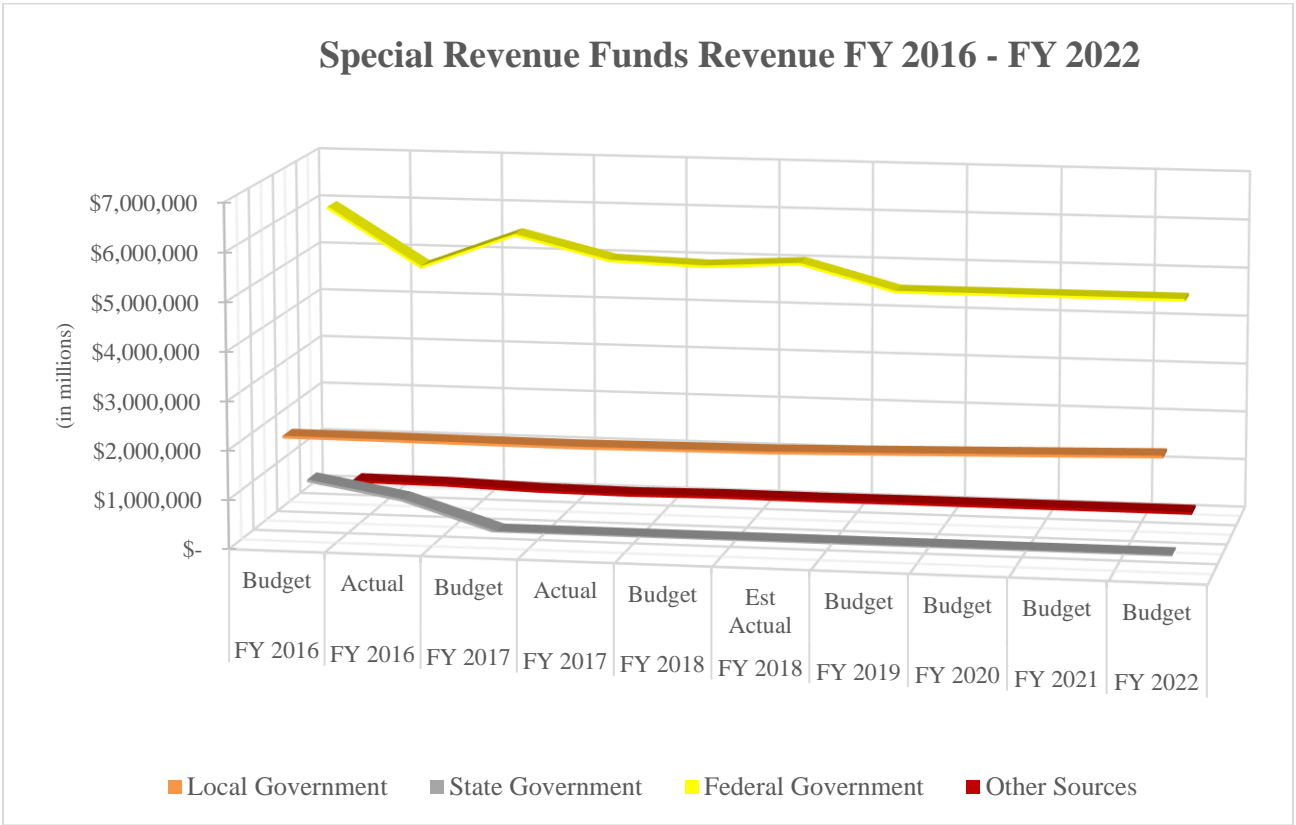
Carl Sandburg College
Special Revenue Funds-Projected Changes in Fund Balance

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Beginning Balance	\$ 4,515,209	\$ 4,427,890	\$ 4,403,900	\$ 4,400,946
Revenues	7,160,284	7,206,388	7,253,408	7,301,362
Expenditures	<u>7,189,103</u>	<u>7,217,379</u>	<u>7,250,763</u>	<u>7,289,450</u>
Revenues Over (Under) Expenditures	\$ (28,819)	\$ (10,990)	\$ 2,645	\$ 11,911
Transfers	<u>(58,500)</u>	<u>(13,000)</u>	<u>(5,600)</u>	<u>(5,700)</u>
Ending Fund Balance	<u>\$ 4,427,890</u>	<u>\$ 4,403,900</u>	<u>\$ 4,400,946</u>	<u>\$ 4,407,157</u>

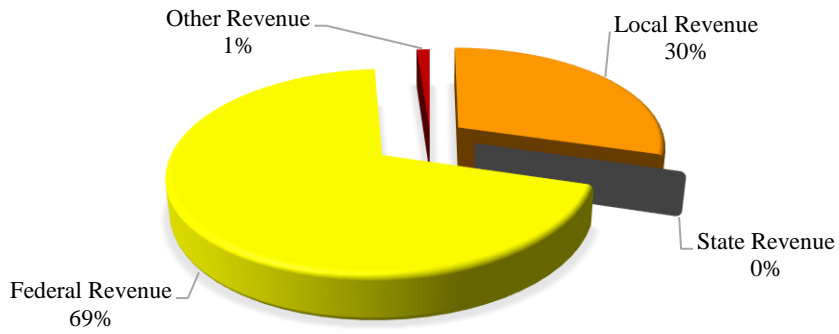
(Transfers out for instructional opportunities)



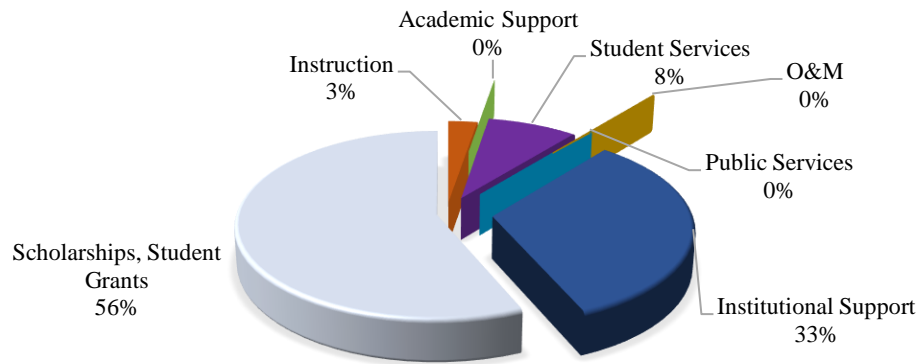
Special Revenue Funds Revenue and Expenditures Seven Year Comparison



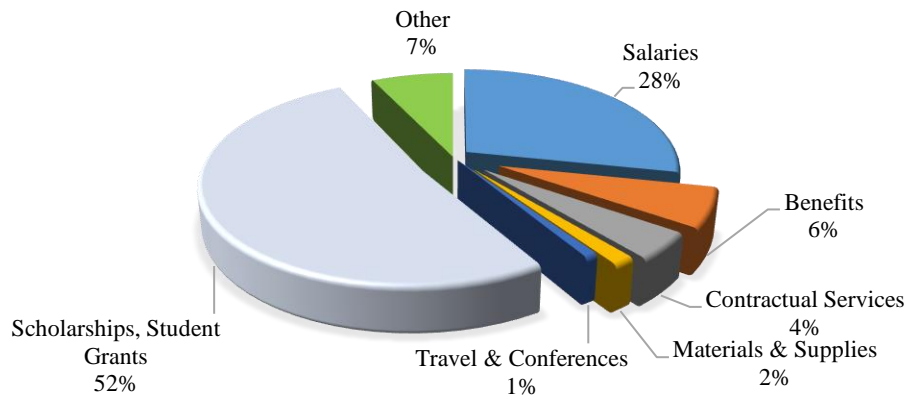
FY 2019 % OF TOTAL SPECIAL REVENUE FUNDS REVENUE BY SOURCE



FY 2019 % OF TOTAL SPECIAL REVENUE FUNDS EXPENDITURES BY PROGRAM



FY 2019 % OF TOTAL SPECIAL REVENUE FUNDS EXPENDITURES BY OBJECT



Special Revenue Funds Revenue Fiscal Year 2016-2022

Operating Revenue by Sources	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Local Government:										
Current Taxes	\$ 2,178,294	\$ 2,190,965	\$ 2,180,138	\$ 2,171,031	\$ 2,185,255					
Local Government Grants	16,630	-	-	-	-					
Other	-	-	-	-	-					
Total Local Government	\$ 2,194,924	\$ 2,190,965	\$ 2,180,138	\$ 2,171,031	\$ 2,185,255	\$ 2,198,316	\$ 2,238,423	\$ 2,283,191	\$ 2,328,855	\$ 2,375,432
State Government:										
ICCB Grants	\$ 134,114	\$ -	\$ -	\$ -	\$ -					
Other State Grants	89,775	-	-	-	-					
Illinois Map Grant	706,985	599,319	-	-	-					
Other State sources	-	-	-	-	-					
Total State Government	\$ 930,874	\$ 599,319	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Government:										
Department of Education	\$ 6,077,480	4,883,780	\$ 5,373,478	\$ 5,095,952	\$ 5,084,559					
Department of Labor	177,968	183,383	412,921	123,446	157,254					
Total Federal Government	\$ 6,255,448	\$ 5,067,163	\$ 5,786,399	\$ 5,309,281	\$ 5,241,813	\$ 5,349,464	\$ 4,832,800	\$ 4,832,800	\$ 4,832,800	\$ 4,832,800
Student Tuition and Fees:										
Tuition	\$ -	\$ -	\$ -	\$ -	\$ -					
Fees	-	-	-	-	-					
Total Tuition and Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Sources:										
Interest Income	\$ 90,940	\$ 56,336	\$ 68,775	\$ 55,931	\$ 73,030					
Other Non-Government Gifts, Grants	16,626	7,403	17,000	9,706	16,250					
Other Income	56,732	84,130	-	-	-					
Total Other Sources	\$ 164,298	\$ 147,869	\$ 85,775	\$ 65,637	\$ 89,280	\$ 82,745	\$ 89,061	\$ 90,397	\$ 91,753	\$ 93,129
Total Revenue before Interfunds & Nonoperating Items	\$ 9,545,544	\$ 8,005,316	\$ 8,052,312	\$ 7,545,949	\$ 7,516,348	\$ 7,630,525	\$ 7,160,284	\$ 7,206,388	\$ 7,253,408	\$ 7,301,362
Interfund Transfers	-	-	-	-	-	-	-	-	-	-
Subtotal	\$ 9,545,544	\$ 8,005,316	\$ 8,052,312	\$ 7,545,949	\$ 7,516,348	\$ 7,630,525	\$ 7,160,284	\$ 7,206,388	\$ 7,253,408	\$ 7,301,362
Less Operating Items*:										
Tuition Chargeback Revenue	-	-	-	-	-					
Adjusted Revenue- (After above reduction)	\$ 9,545,544	\$ 8,005,316	\$ 8,052,312	\$ 7,545,949	\$ 7,516,348	\$ 7,630,525	\$ 7,160,284	\$ 7,206,388	\$ 7,253,408	\$ 7,301,362

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

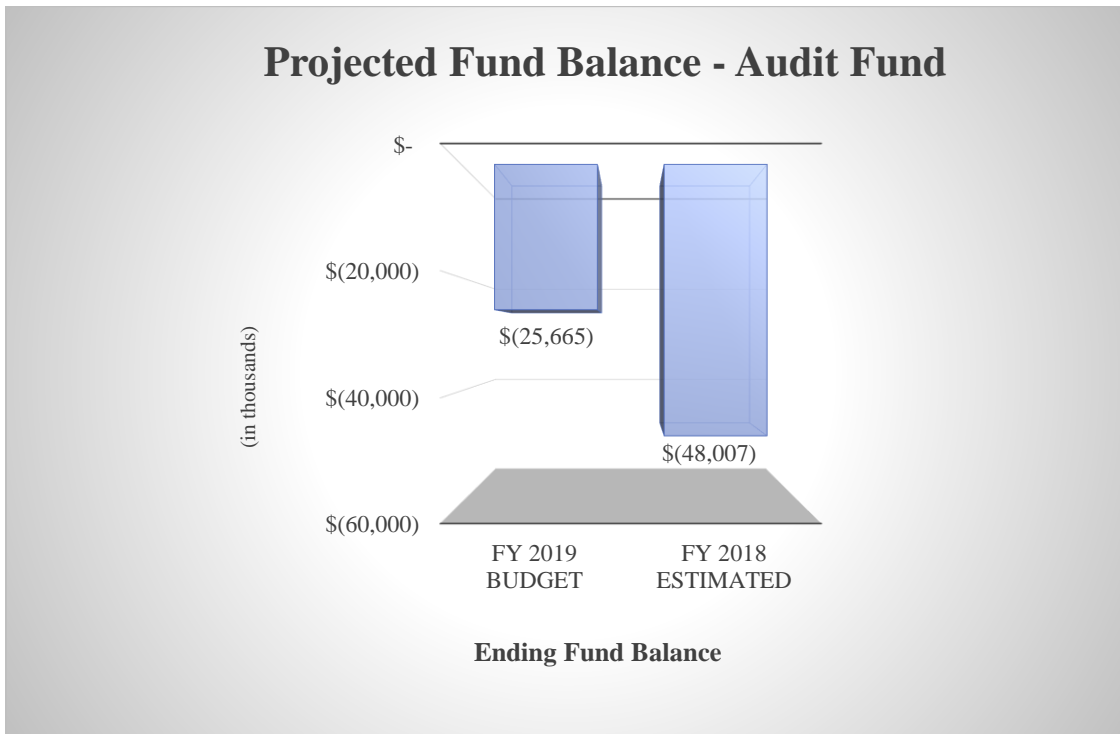
Special Revenue Funds Expenditures Fiscal Year 2016-2022

	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Instruction										
Total Instruction	\$ 516,169	\$ 411,525	\$ 463,170	\$ 240,711	\$ 554,863	\$ 194,788	\$ 188,947	\$ 188,947	\$ 188,947	\$ 188,947
Academic Support										
Total Academic Support	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Student Services										
Total Student Services	\$ 479,831	\$ 526,447	\$ 486,604	\$ 531,798	\$ 632,412	\$ 589,315	\$ 589,315	\$ 589,315	\$ 589,315	\$ 589,315
Public Services/Continuing Education										
Total Public Services/Continuing Education	\$ 139,033	\$ 31,663	\$ 103,006	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operation & Maintenance of Plant										
Total Operation and Maintenance of Plant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Institutional Support										
Total Institutional Support	\$ 2,076,806	\$ 1,977,573	\$ 2,130,146	\$ 1,992,550	\$ 2,365,652	\$ 2,383,892	\$ 2,356,303	\$ 2,384,579	\$ 2,417,963	\$ 2,456,650
Scholarships, student grants, and waivers	\$ 6,099,497	\$ 4,744,621	\$ 4,711,448	\$ 5,046,056	\$ 4,054,538	\$ 4,565,361	\$ 4,054,538	\$ 4,054,538	\$ 4,054,538	\$ 4,054,538
Total before transfers	\$ 9,311,336	\$ 7,691,829	\$ 7,894,374	\$ 7,811,115	\$ 7,607,465	\$ 7,733,356	\$ 7,189,103	\$ 7,217,379	\$ 7,250,763	\$ 7,289,450
Transfers	100,000	39,720	48,500	48,500	58,500	58,500	58,500	13,000	5,600	5,700
GRAND TOTAL	\$ 9,411,336	\$ 7,731,549	\$ 7,942,874	\$ 7,859,615	\$ 7,665,965	\$ 7,791,856	\$ 7,247,603	\$ 7,230,379	\$ 7,256,363	\$ 7,295,150

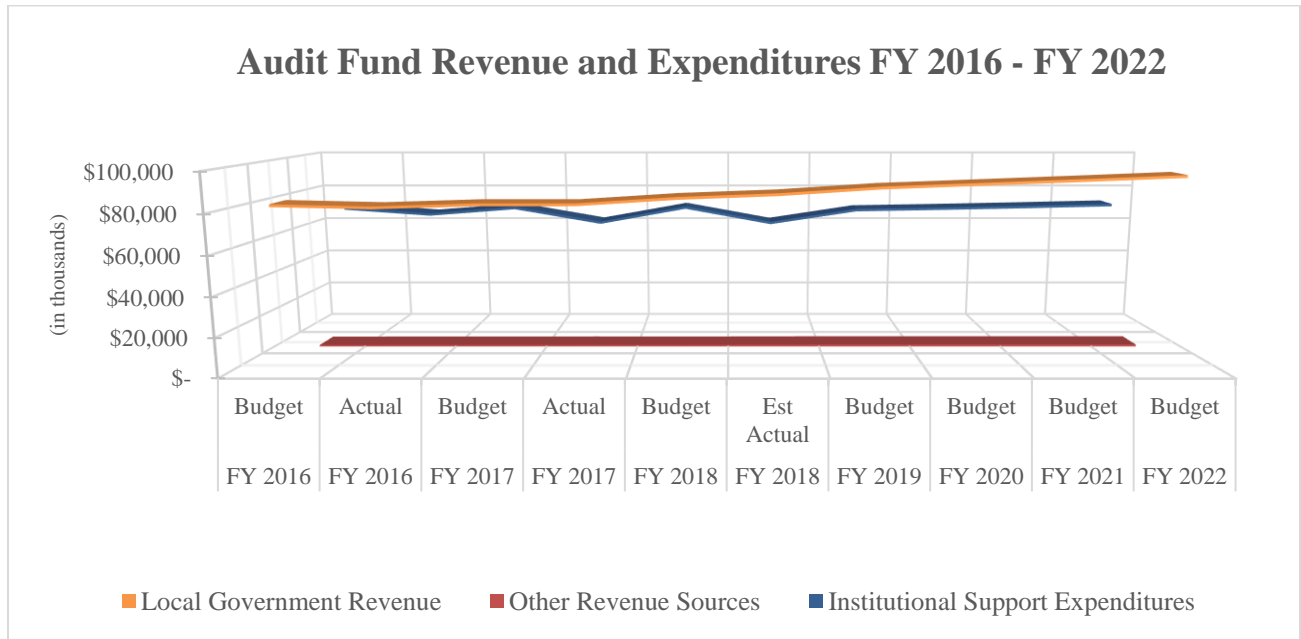
Carl Sandburg College
Audit Fund-Projected Fund Balance

	FY 2019		FY 2018		Change	%
	Budget		Estimated			
Revenues	\$ 91,154	\$	87,911	\$	3,243	3.69%
Expenditures	68,812		61,353		7,459	12.16%
Revenues Over (Under) Expenditures	\$ 22,342	\$	26,558	\$	(4,216)	-15.88%
Transfers	-		-		-	0.00%
Change in fund balance	\$ 22,342	\$	26,558	\$	(4,216)	-15.88%
Fund equity (deficit) beginning of year	(48,007)		(74,565)		26,558	-35.62%
Fund equity (deficit) end of year	\$ (25,665)	\$	(48,007)	\$	22,342	-46.54%

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



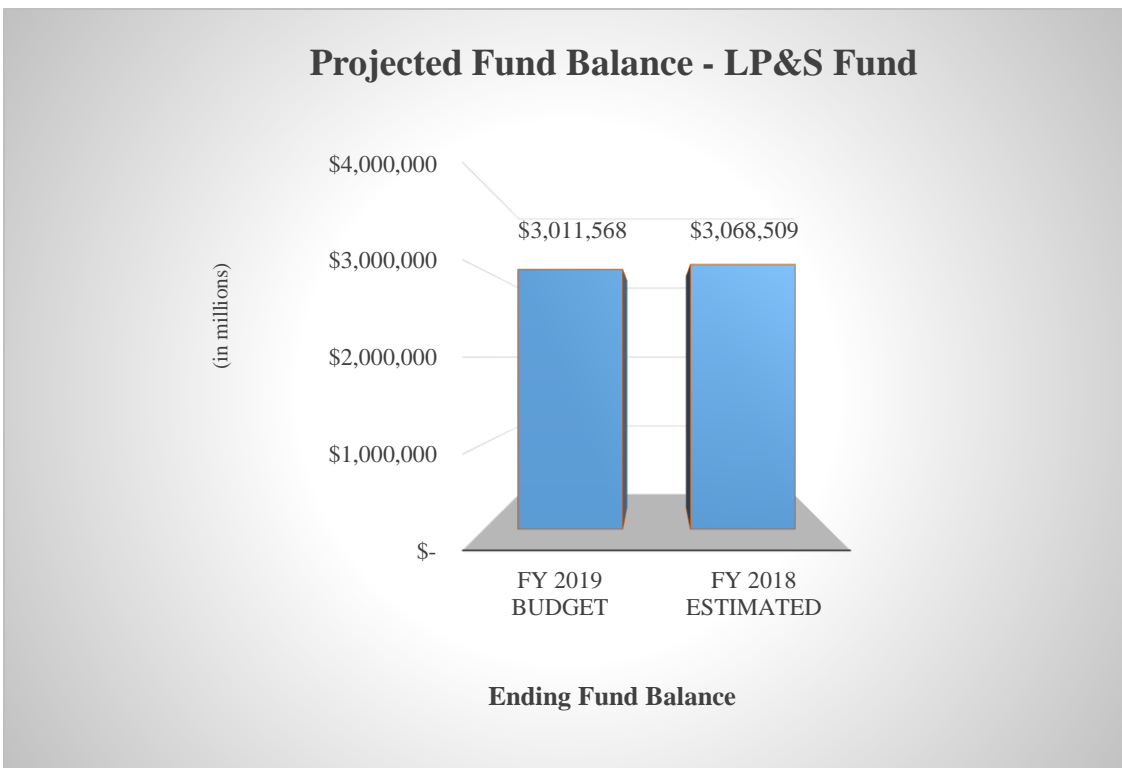
Audit Fund Revenue and Expenditures Fiscal Year 2016-2022

	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Local Governmental Sources:										
Current Taxes	\$ 82,299	\$ 81,195	\$ 82,688	\$ 82,725	\$ 85,819					
Total Local Government	\$ 82,299	\$ 81,195	\$ 82,688	\$ 82,725	\$ 85,819	\$ 87,624	\$ 90,808	\$ 92,624	\$ 94,477	\$ 96,366
Other Sources:										
Interest Income	\$ 126	\$ 189	\$ 175	\$ 235	\$ 170					
Total Other Sources	\$ 126	\$ 189	\$ 175	\$ 235	\$ 170	\$ 287	\$ 346	\$ 351	\$ 356	\$ 362
Total Revenue before Interfunds & Nonoperating It	\$ 82,425	\$ 81,384	\$ 82,863	\$ 82,960	\$ 85,989	\$ 87,911	\$ 91,154	\$ 92,975	\$ 94,833	\$ 96,728
Interfund Transfers	-	-	-	-	-	-	-	-	-	-
GRAND TOTAL	\$ 82,425	\$ 81,384	\$ 82,863	\$ 82,960	\$ 85,989	\$ 87,911	\$ 91,154	\$ 92,975	\$ 94,833	\$ 96,728

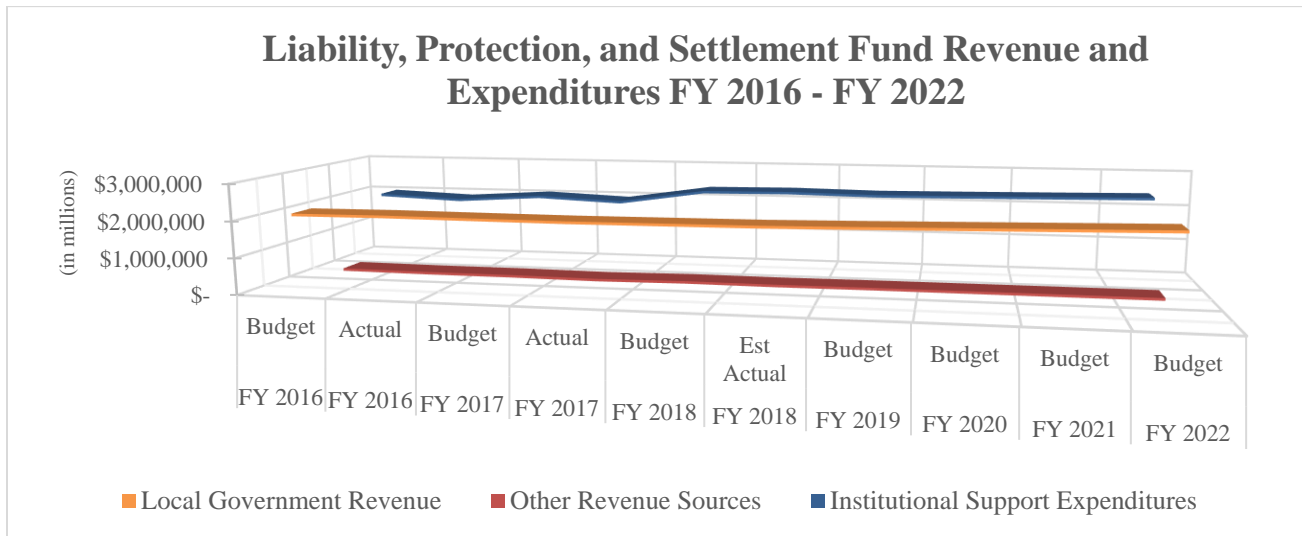
	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Institutional Support										
Salaries	\$ 8,648	\$ 8,648	\$ 8,908	\$ 8,908	\$ 9,176					
Contractual Services	56,500	57,650	56,500	52,550	56,500					
General Material & Supplies	650	-	650	96	650					
Travel/Meeting	4,000	-	4,000	-	4,000					
Capital Outlay	-	-	-	-	-					
GRAND TOTAL	\$ 69,798	\$ 66,298	\$ 70,058	\$ 61,554	\$ 70,326	\$ 61,353	\$ 68,812	\$ 69,638	\$ 70,613	\$ 71,742

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

	FY 2019 Budget	FY 2018 Estimated	Change	%
Revenues	\$ 2,230,550	\$ 2,184,752	\$ 45,798	2.10%
Expenditures	2,287,491	2,322,539	(35,048)	-1.51%
Revenues Over (Under) Expenditures	\$ (56,941)	\$ (137,787)	\$ 80,846	-58.67%
Transfers	-	-	-	0.00%
Change in fund balance	\$ (56,941)	\$ (137,787)	\$ 80,846	-58.67%
Fund equity (deficit) beginning of year	3,068,509	3,206,296	(137,787)	-4.30%
Fund equity (deficit) end of year	<u>\$ 3,011,568</u>	<u>\$ 3,068,509</u>	<u>\$ (56,941)</u>	<u>-1.86%</u>



Liability, Protection, and Settlement Fund Seven Year Comparison

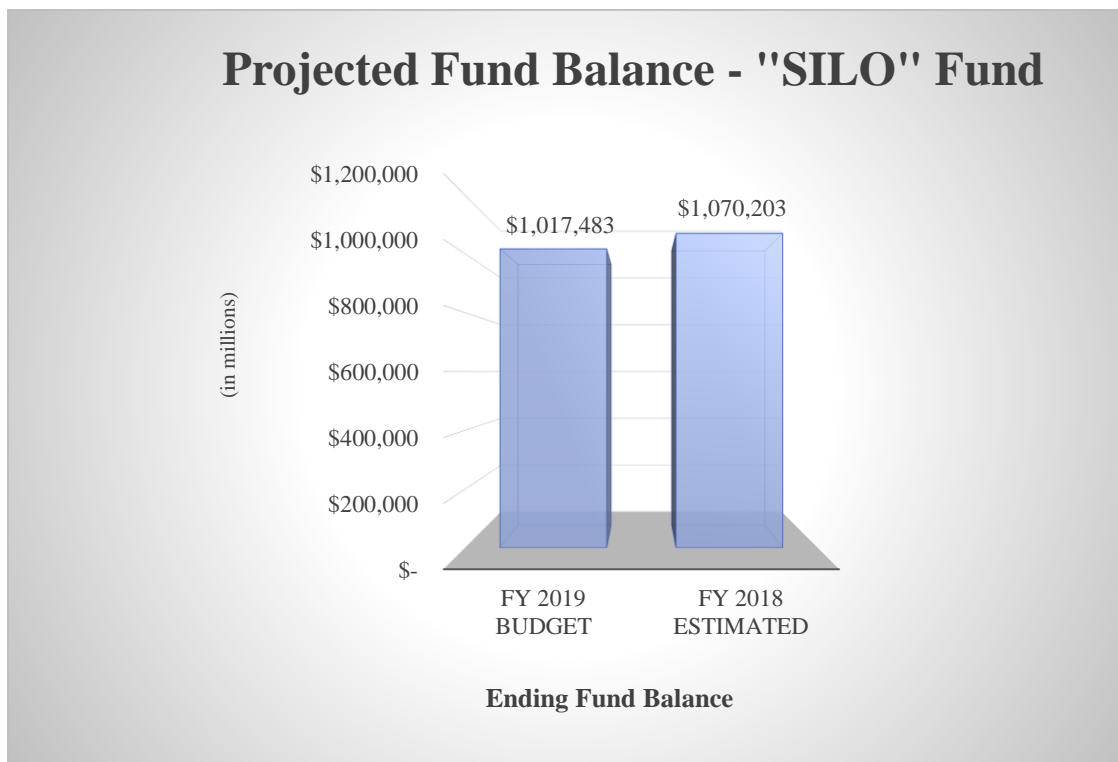


Liability, Protection, and Settlement Fund Revenue and Expenditures Fiscal Year 2016-2022

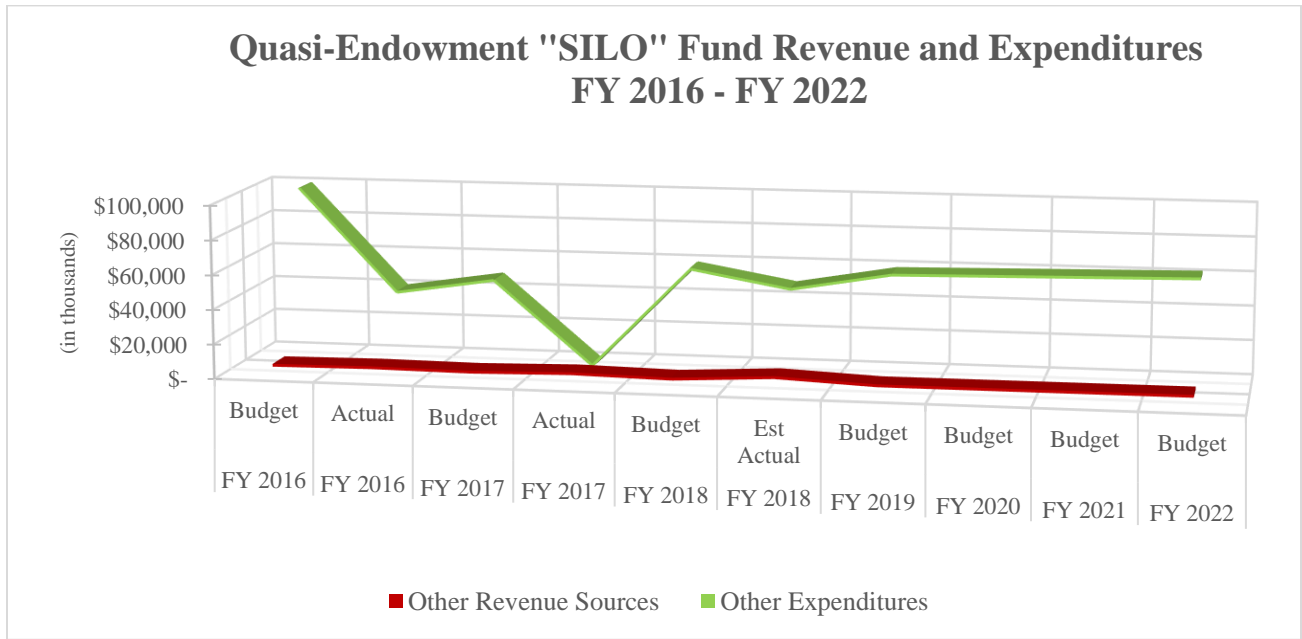
	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Local Governmental Sources:										
Current Taxes	\$ 2,095,995	\$ 2,109,770	\$ 2,097,450	\$ 2,088,306	\$ 2,099,436					
Total Local Government	\$ 2,095,995	\$ 2,109,770	\$ 2,097,450	\$ 2,088,306	\$ 2,099,436	\$ 2,110,693	\$ 2,147,615	\$ 2,190,567	\$ 2,234,379	\$ 2,279,066
Other Sources:										
Other Sales & Services	\$ -	\$ -	\$ -	\$ -	\$ -					
Other Non-Government Gifts, Grar	16,626	-	17,000	9,706	16,250					
Interest Income	85,314	81,948	63,100	49,078	67,360					
Other Income	-	825	-	-	-					
Total Other Sources	\$ 101,940	\$ 82,773	\$ 80,100	\$ 58,784	\$ 83,610	\$ 74,060	\$ 82,935	\$ 84,179	\$ 85,442	\$ 86,723
Total Revenue before Interfunds	\$ 2,197,935	\$ 2,192,543	\$ 2,177,550	\$ 2,147,090	\$ 2,183,046	\$ 2,184,752	\$ 2,230,550	\$ 2,274,746	\$ 2,319,820	\$ 2,365,790
Interfunds	-	-	-	15,878	-	-	-	-	-	-
GRAND TOTAL	\$ 2,197,935	\$ 2,192,543	\$ 2,177,550	\$ 2,162,968	\$ 2,183,046	\$ 2,184,752	\$ 2,230,550	\$ 2,274,746	\$ 2,319,820	\$ 2,365,790
	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Institutional Support										
Salaries	\$ 1,099,451	\$ 1,102,469	\$ 1,152,111	\$ 1,165,629	\$ 1,461,772					
Employee Benefits	322,971	233,831	327,971	262,397	278,450					
Contractual Services	261,018	272,431	261,018	189,171	261,518					
General Material & Supplies	24,086	22,235	24,086	12,584	24,086					
Travel/Meeting	4,747	1,581	4,000	3,181	4,500					
Fixed Charges	265,850	243,133	265,000	236,247	255,000					
Capital Equipment	-	-	-	-	-					
Other Expenditures	3,731	8,038	3,731	61,787	10,000					
Total Expenditures before Interfunds	\$ 1,981,854	\$ 1,883,718	\$ 2,037,917	\$ 1,930,996	\$ 2,295,326	\$ 2,322,539	\$ 2,287,491	\$ 2,314,941	\$ 2,347,350	\$ 2,384,908
Transfers	-	-	-	-	-	-	-	-	-	-
GRAND TOTAL	\$ 1,981,854	\$ 1,883,718	\$ 2,037,917	\$ 1,930,996	\$ 2,295,326	\$ 2,322,539	\$ 2,287,491	\$ 2,314,941	\$ 2,347,350	\$ 2,384,908

Carl Sandburg College
"SILO" Fund-Projected Fund Balance

	FY 2019 Budget	FY 2018 Estimated	Change	%
Revenues	\$ 5,780	\$ 8,398	\$ (2,618)	-31.18%
Expenditures	-	-	-	0.00%
Revenues Over (Under) Expenditures	\$ 5,780	\$ 8,398	\$ (2,618)	-31.18%
Transfers	(58,500)	(48,500)	(10,000)	20.62%
Change in fund balance	\$ (52,720)	\$ (40,102)	\$ (12,618)	31.47%
Fund equity (deficit) beginning of year	1,070,203	1,110,305	(40,102)	-3.61%
Fund equity (deficit) end of year	<u>\$ 1,017,483</u>	<u>\$ 1,070,203</u>	<u>\$ (52,720)</u>	<u>-4.93%</u>



Quasi-Endowment “SILO” Fund Seven Year Comparison



Quasi-Endowment “SILO” Fund Revenue and Expenditures Fiscal Year 2016-2022

	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Other Sources:										
Interest Income	\$ 5,500	\$ 6,050	\$ 5,500	\$ 6,618	\$ 5,500					
Net increase (decrease) in fair value of investments	-	-	-	-	-					
Total before Nonoperating	\$ 5,500	\$ 6,050	\$ 5,500	\$ 6,618	\$ 5,500	\$ 8,398	\$ 5,780	\$ 5,867	\$ 5,955	\$ 6,044
Transfers	-	-	-	-	-	-	-	-	-	-
GRAND TOTAL	\$ 5,500	\$ 6,050	\$ 5,500	\$ 6,618	\$ 5,500	\$ 8,398	\$ 5,780	\$ 5,867	\$ 5,955	\$ 6,044

	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Other Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Total before transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	100,000	39,720	48,500	-	58,500	48,500	58,500	59,500	60,500	61,500
GRAND TOTAL	\$ 100,000	\$ 39,720	\$ 48,500	\$ -	\$ 58,500	\$ 48,500	\$ 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.

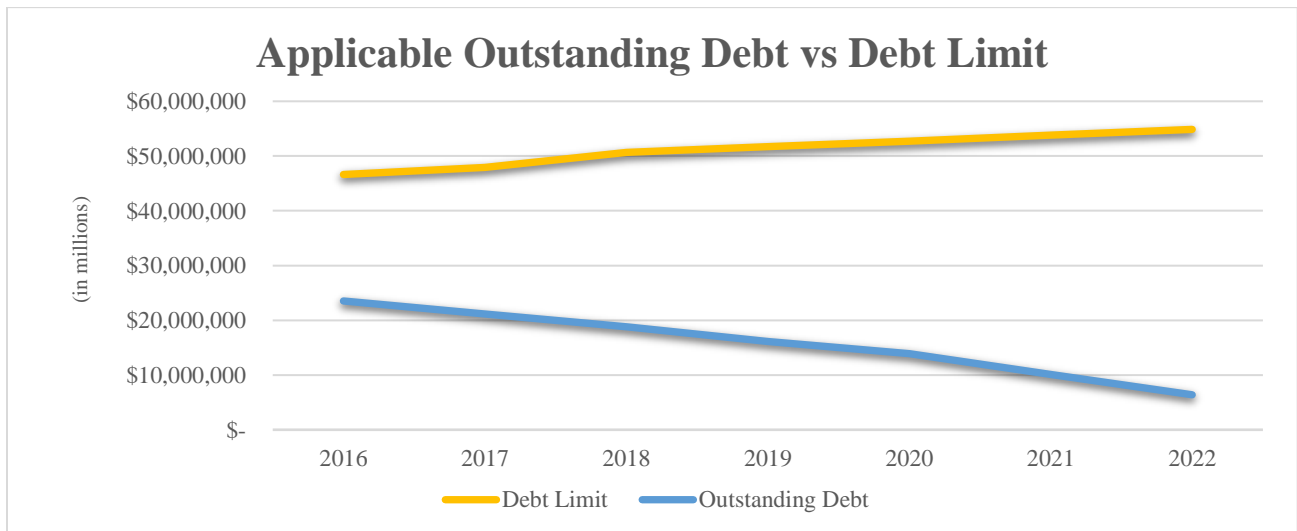
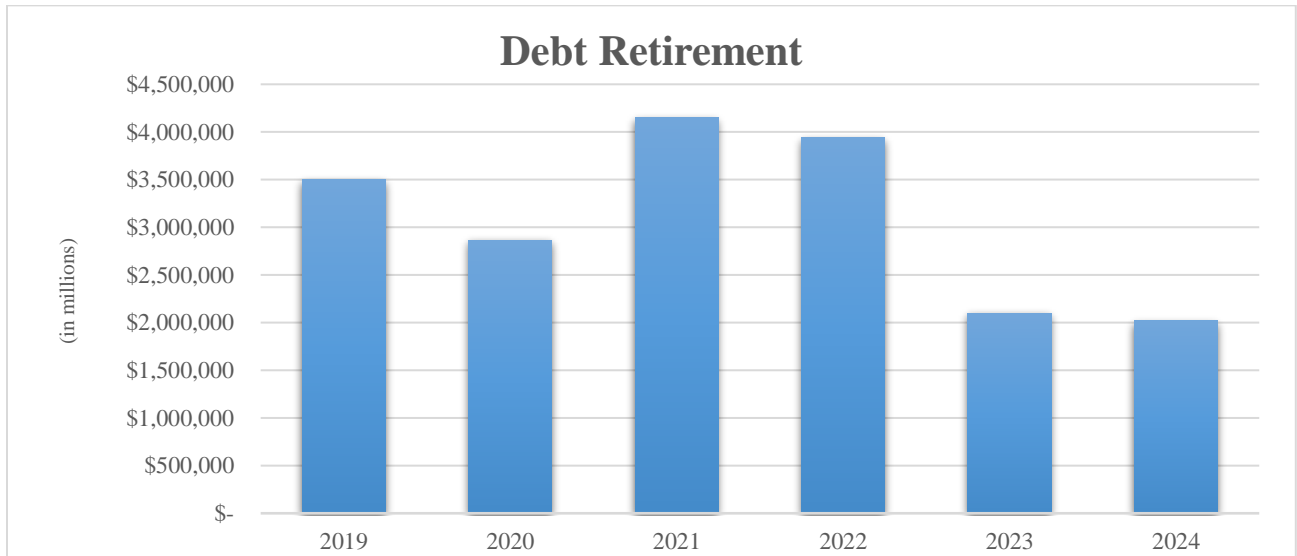
Legally, the College is not allowed to have debt in excess of 2.875% of the District's EAV, or an estimated \$50,693,934. The current general obligation debt of the College is \$19,107,060. Therefore, the amount of debt available to be issued is the difference between these two numbers or the legal debt margin of \$31,586,874. Debt limitations will factor into future possibilities, although the College goal is to aggressively pay down its debt with the total debt service being retired in the coming ten-year period.

Debt Administration

Debt of the College is comprised of General Obligation Bonds and Capital Leases. The bond payments will be funded through the tax levy. The FY 2019 budget anticipates no new debt issued, to reflect a 16% decrease in outstanding principal.

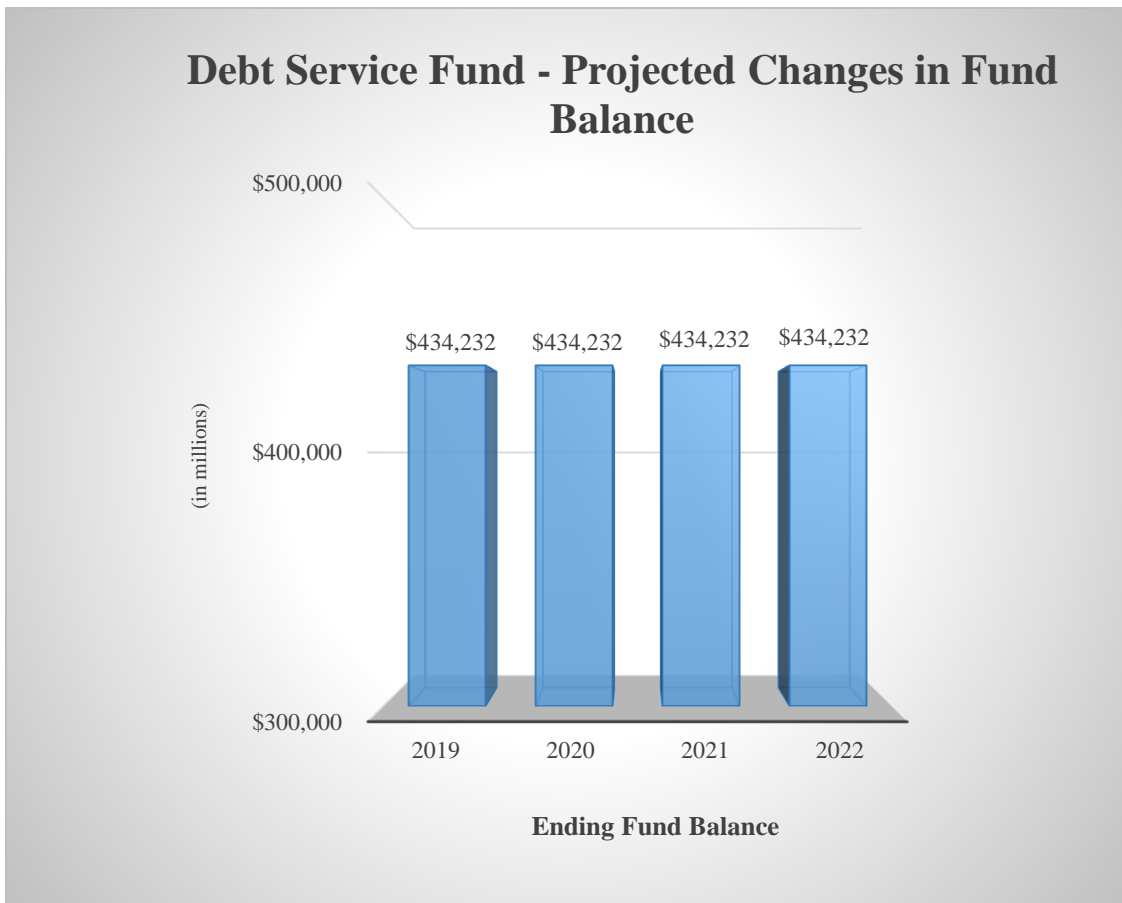
Debt Amortization

Year Ending June 30,	General Obligation Bonds	Capital Lease Obligations	Compensated Absences	Bond premiums (discounts)	Total Principal	Interest	Total Principal & Interest
2019	2,620,000	40,635	246,224	79,074	2,985,933	513,669	3,499,602
2020	2,210,000	43,478	121,274	79,074	2,453,826	411,784	2,865,610
2021	3,745,000	34,574		79,758	3,859,332	288,099	4,147,431
2022	3,720,000			65,790	3,785,790	152,992	3,938,782
2023	1,955,000			51,138	2,006,138	91,071	2,097,209
2024	1,950,000			26,487	1,976,487	41,775	2,018,262
Total	\$16,200,000	\$118,687	\$367,498	\$381,320	\$17,067,505	\$1,499,390	\$18,566,895

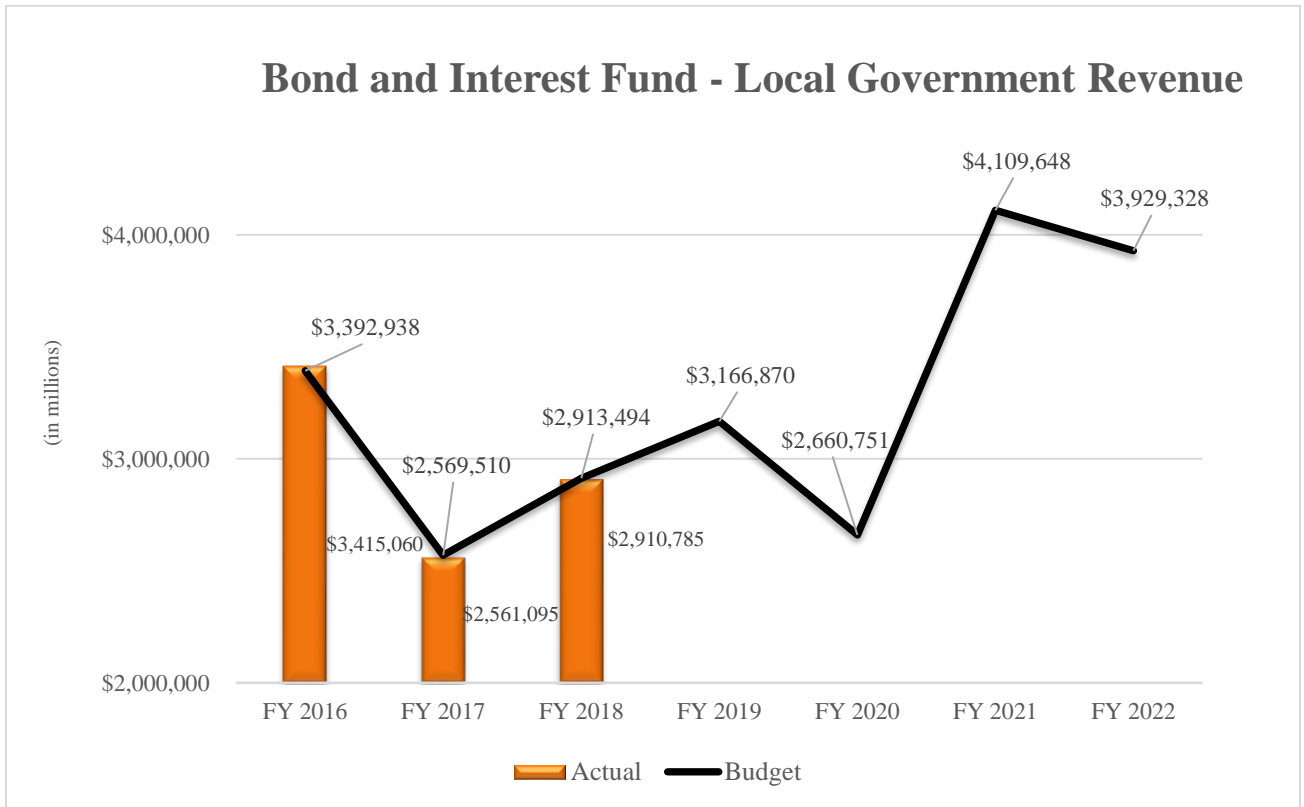
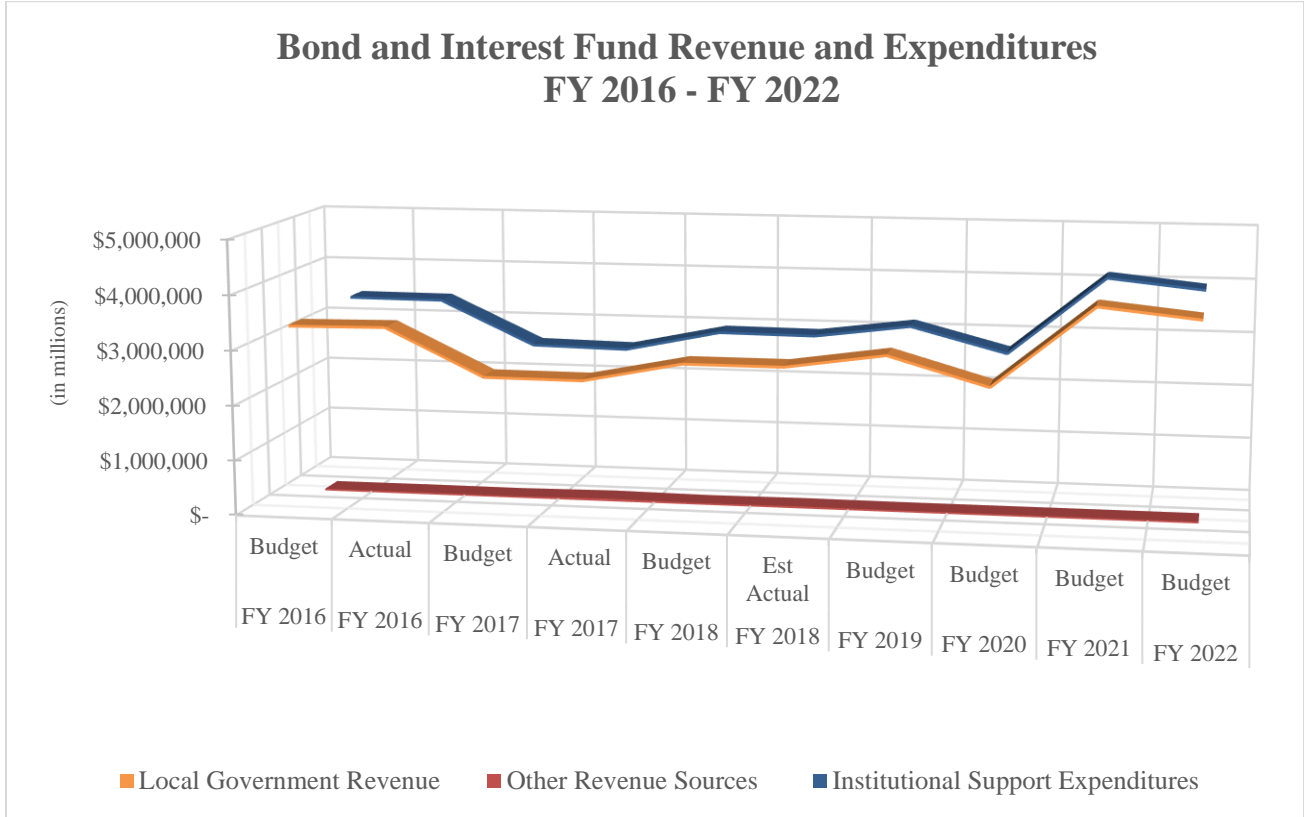


Carl Sandburg College
Debt Service Fund-Projected Fund Balance

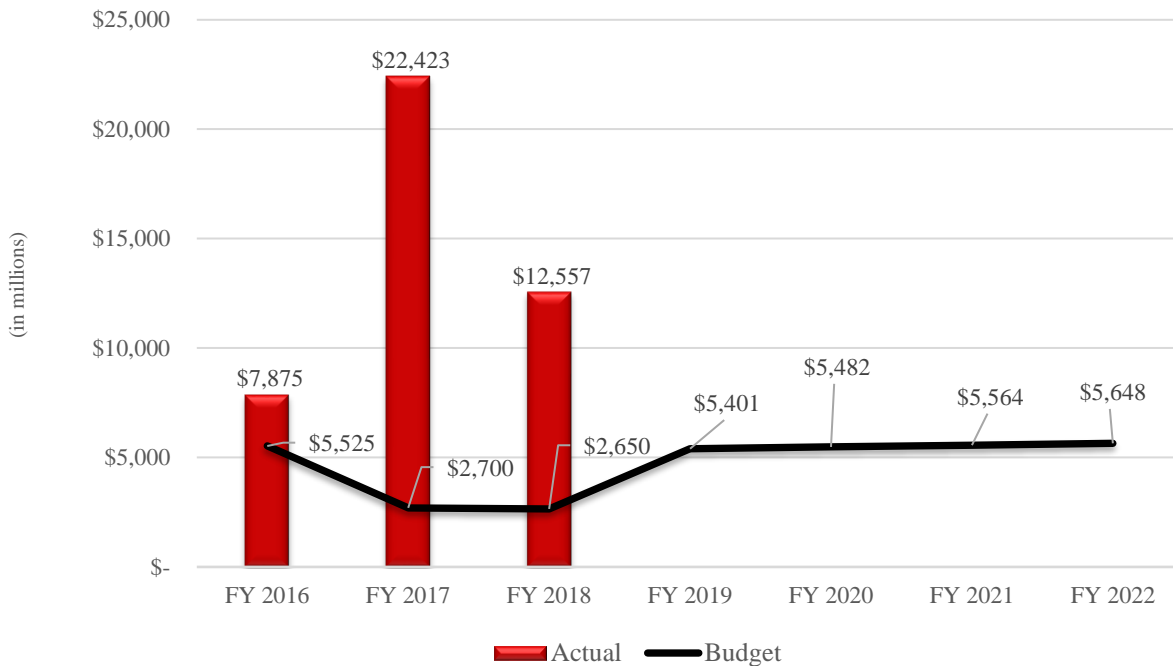
	2019	2020	2021	2022
Beginning Balance	\$ 388,063	\$ 434,232	\$ 434,232	\$ 434,232
Revenues	\$3,172,271	\$2,666,233	\$4,115,212	\$3,934,976
Expenditures	3,126,102	\$2,666,233	\$4,115,212	\$3,934,976
Revenues Over Expenditures	\$ 46,169	\$ -	\$ -	\$ -
Transfers	-	-	-	-
Ending Fund Balance	<u>\$ 434,232</u>	<u>\$ 434,232</u>	<u>\$ 434,232</u>	<u>\$ 434,232</u>



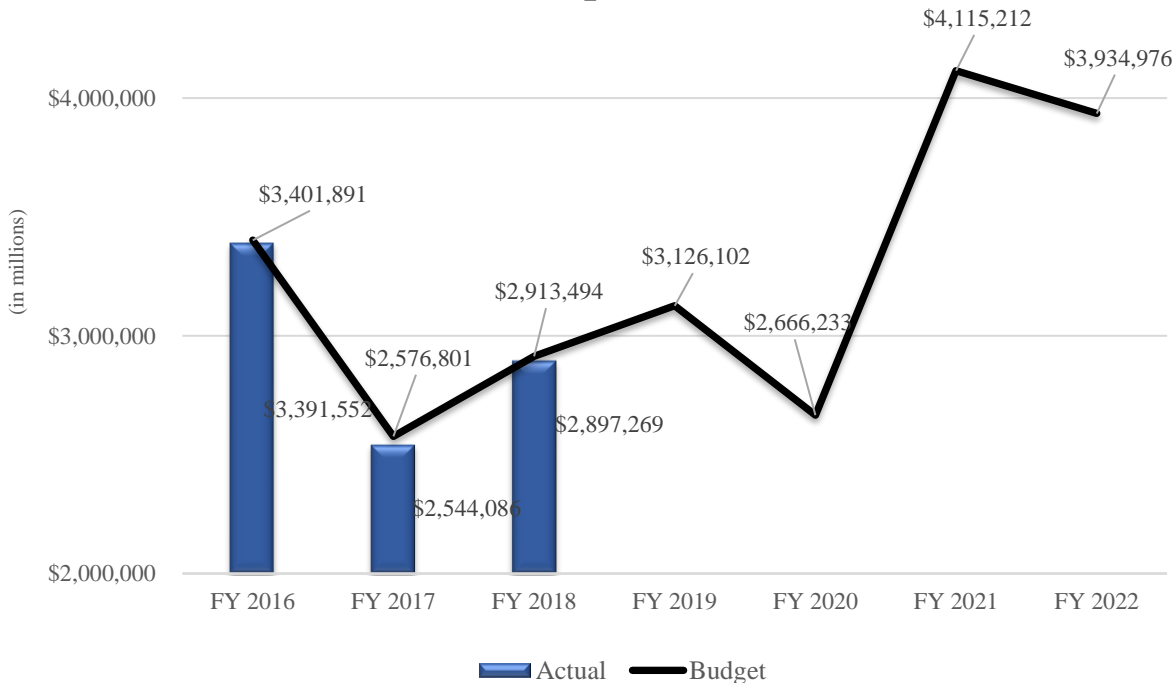
Bond and Interest Fund Revenue and Expenditures Seven Year Comparison



Bond and Interest Fund - Other Revenue Sources



Bond and Interest Fund - Institutional Support Expenditures



Bond and Interest Fund Revenue and Expenditures Fiscal Year 2016-2022

Operating Revenue by Sources	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Local Government:										
Current Taxes	\$ 3,392,938	\$ 3,415,060	\$ 2,569,510	\$ 2,561,095	\$ 2,913,494					
Total Local Government	\$ 3,392,938	\$ 3,415,060	\$ 2,569,510	\$ 2,561,095	\$ 2,913,494	\$ 2,910,785	\$ 3,166,870	\$ 2,660,751	\$ 4,109,648	\$ 3,929,328
Other Sources:										
Interest Income	\$ 5,525	\$ 7,875	\$ 2,700	\$ 22,423	\$ 2,650					
Total Other Sources	\$ 5,525	\$ 7,875	\$ 2,700	\$ 22,423	\$ 2,650	\$ 12,557	\$ 5,401	\$ 5,482	\$ 5,564	\$ 5,648
Total Revenue before Interfunds & Nonoperating Items	\$ 3,398,463	\$ 3,422,935	\$ 2,572,210	\$ 2,583,518	\$ 2,916,144	\$ 2,923,342	\$ 3,172,271	\$ 2,666,233	\$ 4,115,212	\$ 3,934,976
Interfund Transfers	-	-	-	-	-	-	-	-	-	-
Debt Proceeds	-	4,070,000	-	-	-	-	-	-	-	-
Grand Total	\$ 3,398,463	\$ 7,492,935	\$ 2,572,210	\$ 2,583,518	\$ 2,916,144	\$ 2,923,342	\$ 3,172,271	\$ 2,666,233	\$ 4,115,212	\$ 3,934,976

Institutional Support	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Fixed Charges	\$ 3,395,441	\$ 3,386,283	\$ 2,569,511	\$ 2,539,422	\$ 2,906,204					
Capital Outlay	-	-	-	-	-					
Other Expenditures	6,450	5,269	7,290	4,664	7,290					
Total Expenditures before Interfunds	\$ 3,401,891	\$ 3,391,552	\$ 2,576,801	\$ 2,544,086	\$ 2,913,494	\$ 2,897,269	\$ 3,126,102	\$ 2,666,233	\$ 4,115,212	\$ 3,934,976
Interfund Transfers	-	-	-	-	-	-	-	-	-	-
Discount on bond issuance	-	-	-	-	-	-	-	-	-	-
Payment to refunding bond escrow agent	-	4,012,479	-	-	-	-	-	-	-	-
GRAND TOTAL	\$ 3,401,891	\$ 7,404,031	\$ 2,576,801	\$ 2,544,086	\$ 2,913,494	\$ 2,897,269	\$ 3,126,102	\$ 2,666,233	\$ 4,115,212	\$ 3,934,976

Capital Projects Fund

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. Capital assets are defined by the College 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. The original STEF principle remains intact as of the end of FY 2017.

Capital Improvements

As the future of the college continues to change, a new facilities master plan was approved for adoption in January 2012. The campus master planning process began with consideration of the goals set forth in the Strategic Plan 2011-2014. 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 that are planned during FY 2019 include:

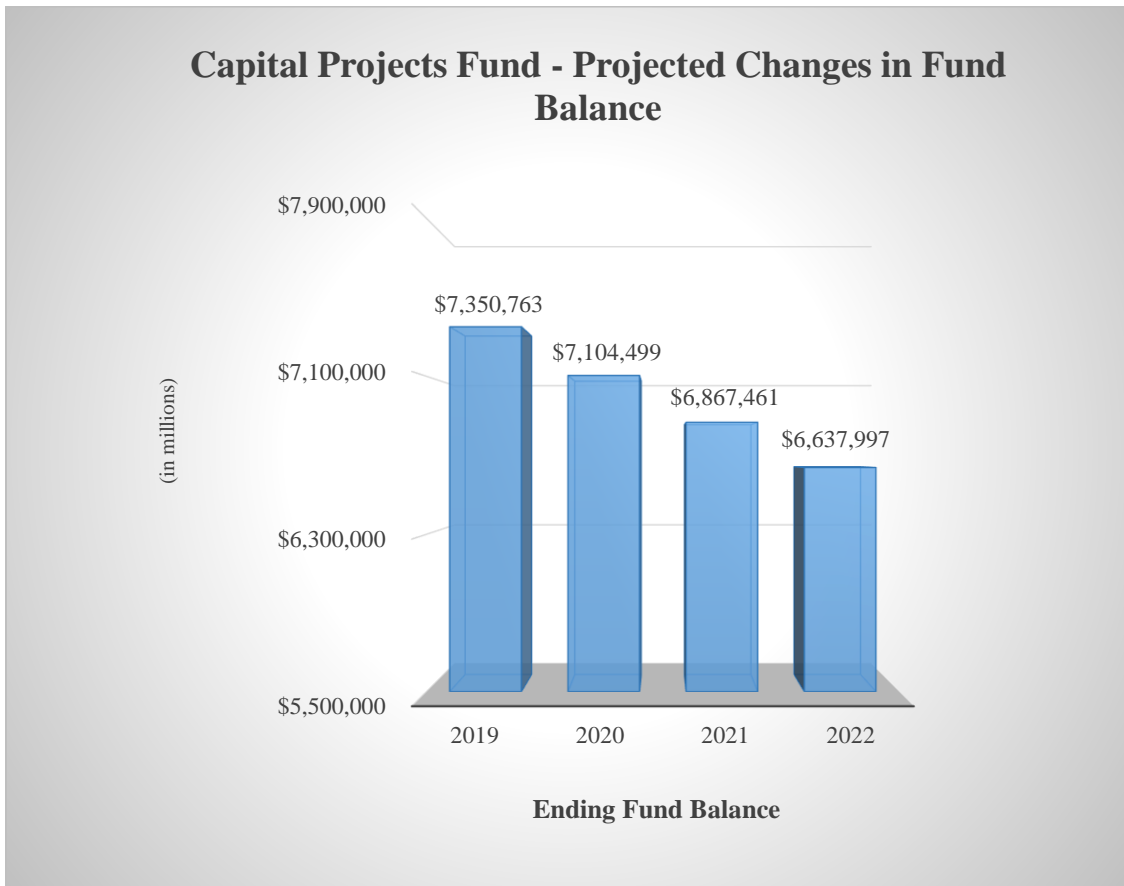
Capital Projects Budget		
FY 2019		
		<u>Funding Source</u>
Campus Improvement Plan	\$ 15,000	accumulated interest earnings
Main Campus - Fire Alarm Upgrade	\$ 171,500	Protection, Health, Safety Levy
Main Campus - Patio Project	\$ 736,583	Protection, Health, Safety Levy
	<u>\$ 923,083</u>	

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

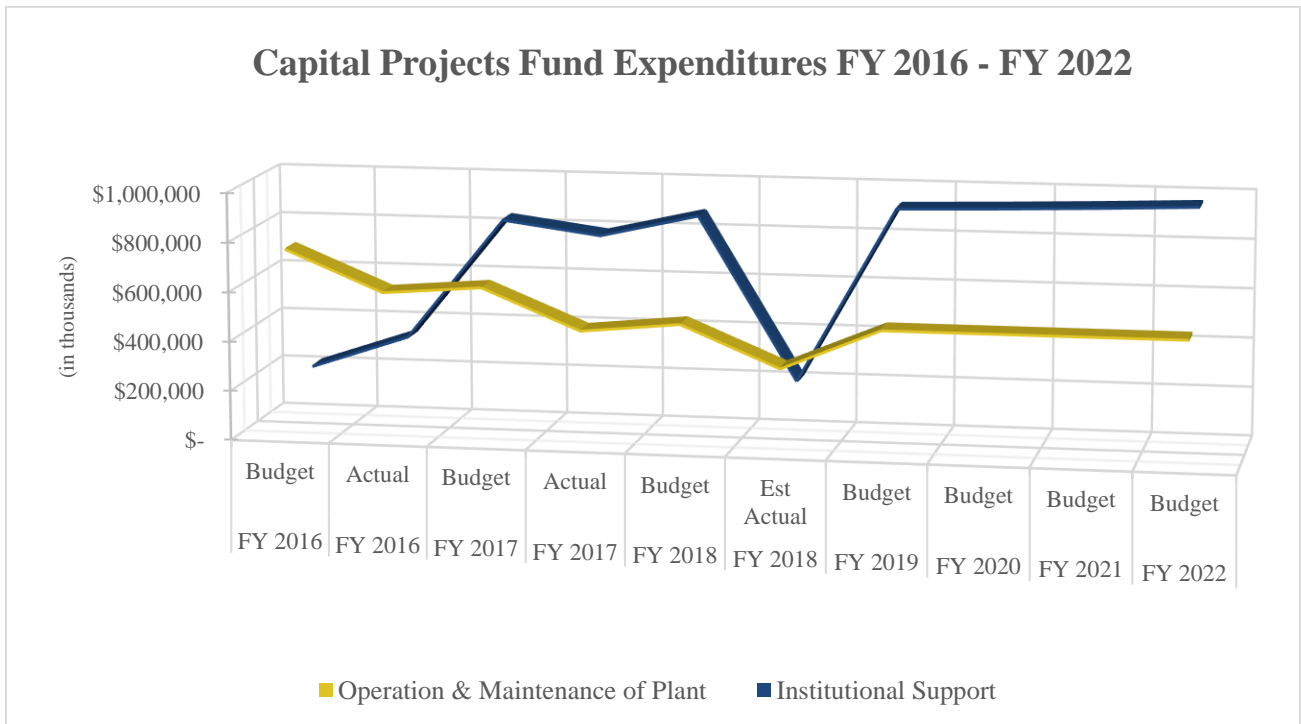
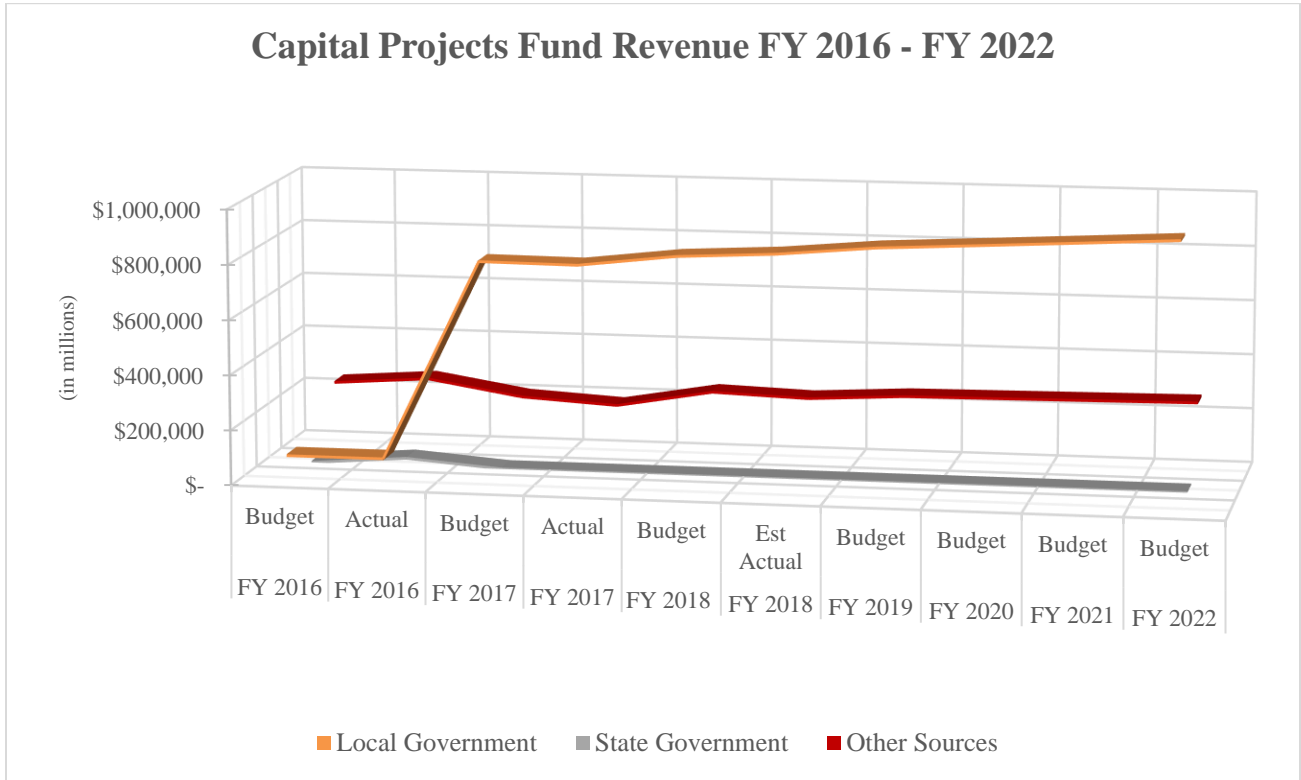
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Beginning Balance	\$ 7,607,834	\$ 7,350,763	\$ 7,104,499	\$ 6,867,461
Revenues	\$ 1,156,262	\$ 1,178,146	\$ 1,200,450	\$ 1,223,180
Expenditures	924,333	\$ 935,410	\$ 948,488	\$ 963,644
Revenues Over Expenditures	\$ 231,929	\$ 242,736	\$ 251,962	\$ 259,536
Transfers	(489,000)	(489,000)	(489,000)	(489,000)
Ending Fund Balance	<u>\$ 7,350,763</u>	<u>\$ 7,104,499</u>	<u>\$ 6,867,461</u>	<u>\$ 6,637,997</u>

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

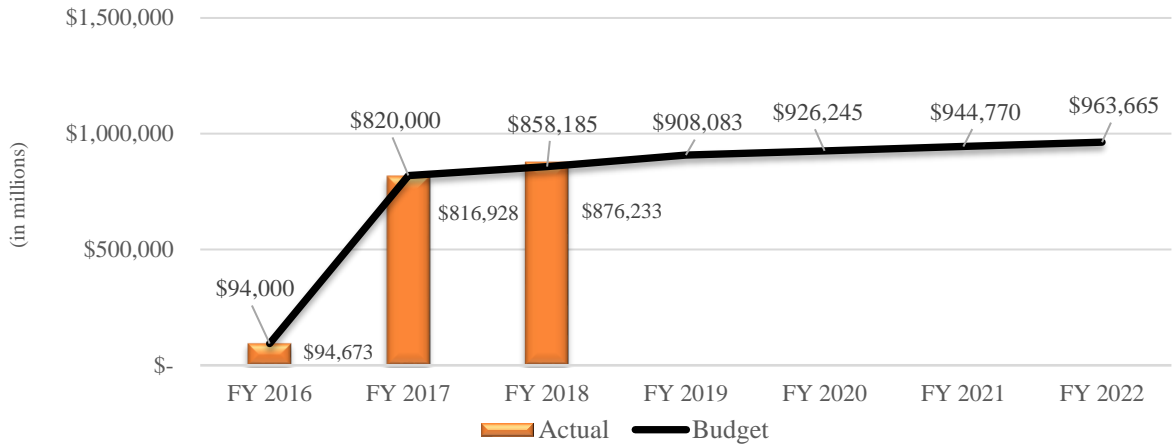
Transfers out for student activities.



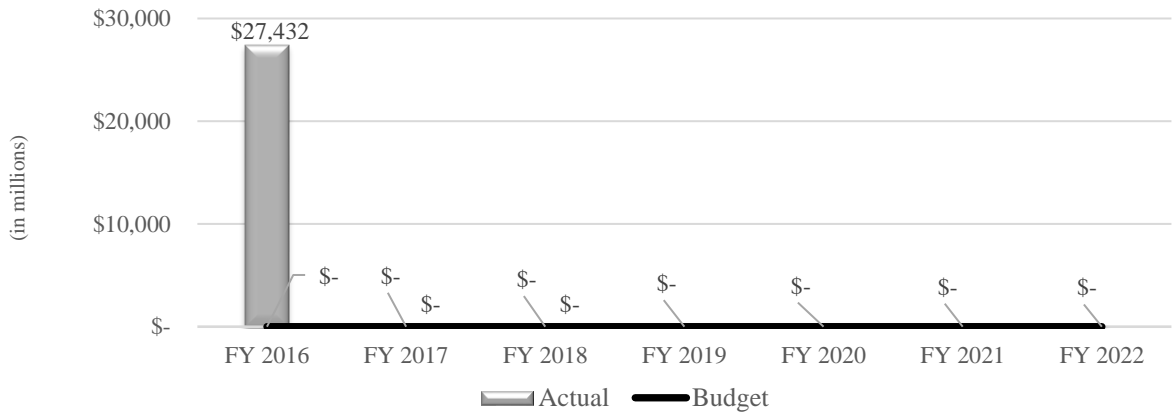
Capital Projects Fund Revenue and Expenditures Seven Year Comparison



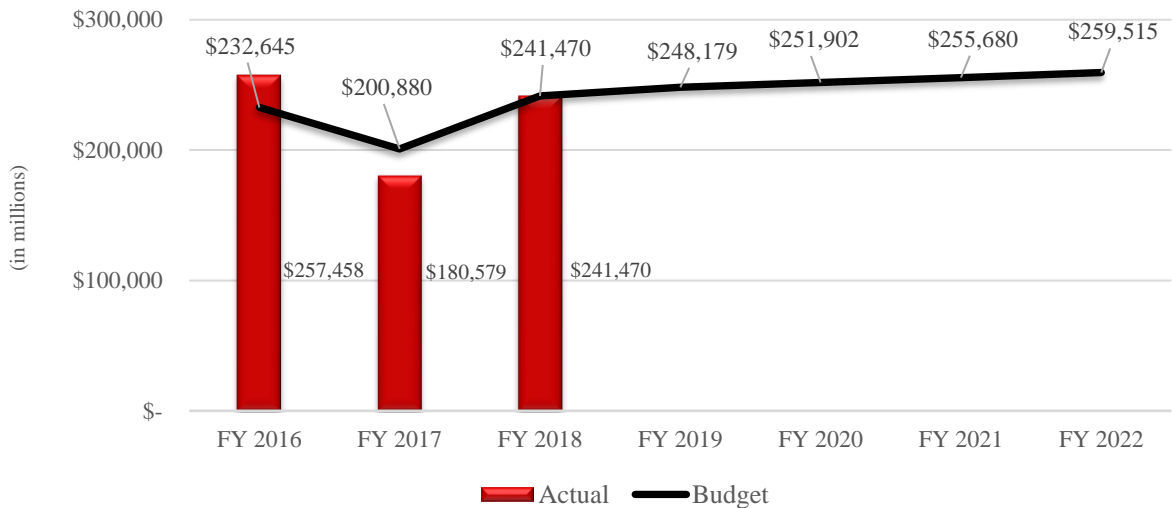
Capital Projects Fund Revenue - Local Government



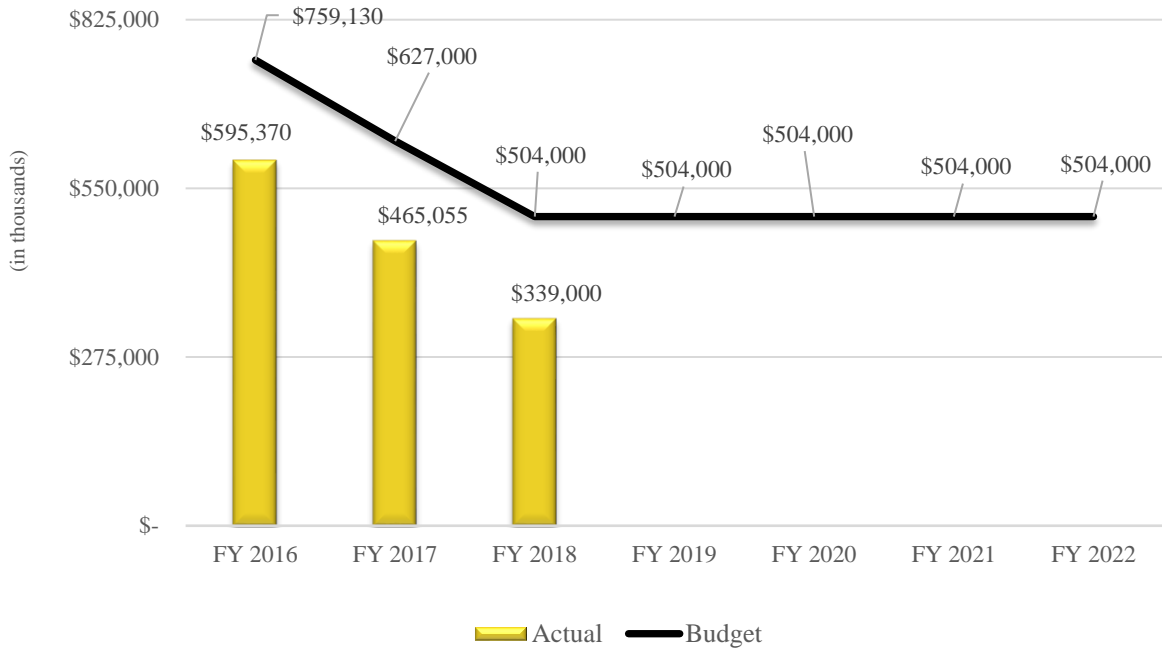
Capital Projects Fund Revenue - State Government



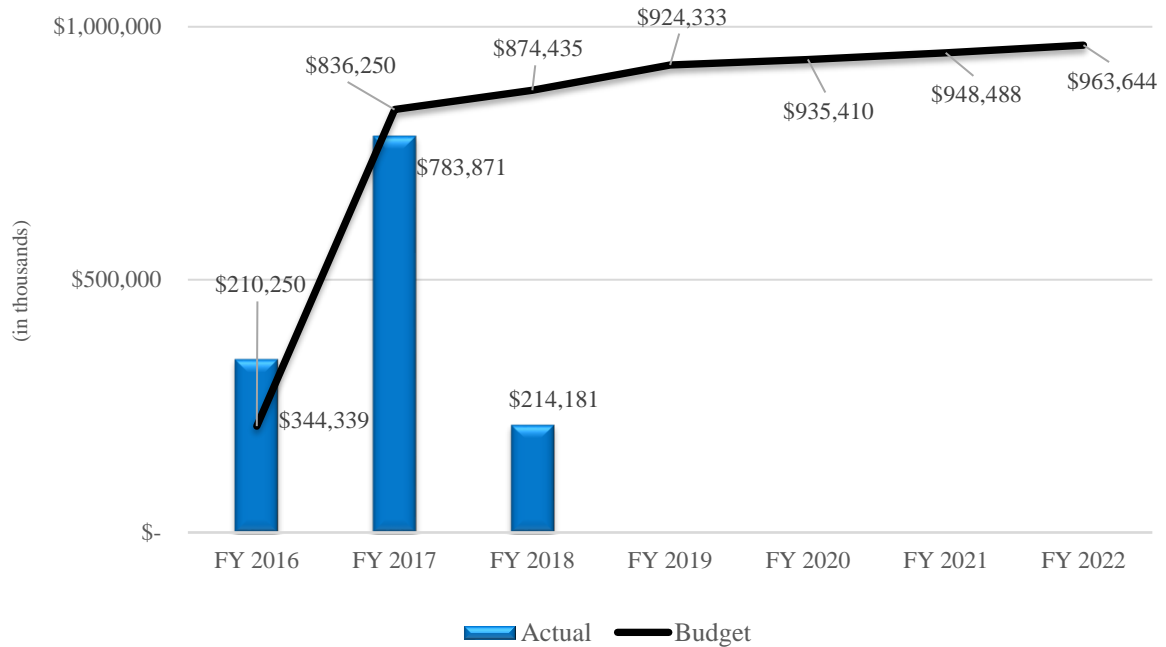
Capital Projects Fund Revenue - Other Sources



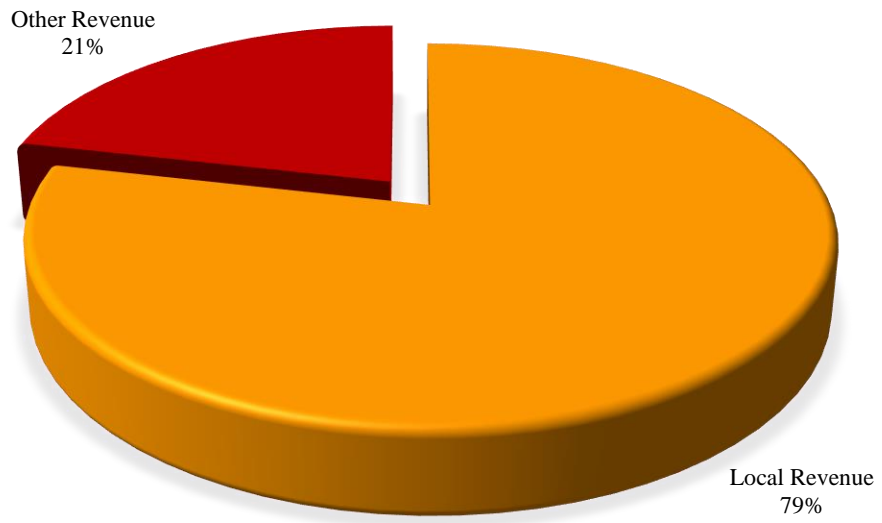
Capital Projects Fund Expenditures - O/M of Plant



Capital Projects Fund Expenditures - Institutional Support



**FY 2019 % OF TOTAL CAPITAL PROJECTS FUND
REVENUE BY SOURCE**



Capital Projects Fund Revenue Fiscal Year 2016-2022

Operating Revenue by Sources	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Local Government:										
Current Taxes	\$ 94,000	\$ 94,673	\$ 820,000	\$ 816,928	\$ 858,185					
Other	-	-	-	-	-					
Total Local Government	\$ 94,000	\$ 94,673	\$ 820,000	\$ 816,928	\$ 858,185	\$ 876,233	\$ 908,083	\$ 926,245	\$ 944,770	\$ 963,665
State Government:										
ICCB Grants	\$ -	\$ -	\$ -	\$ -	\$ -					
Other State sources	-	27,432	-	-	-					
Total State Government	\$ -	\$ 27,432	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Government:										
Department of Education	\$ -	\$ -	\$ -	\$ -	\$ -					
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Student Tuition and Fees:										
Tuition	\$ -	\$ -	\$ -	\$ -	\$ -					
Fees	-	-	-	-	-					
Total Tuition and Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Sources:										
Interest Income	\$ 232,645	\$ 180,593	\$ 200,880	\$ 180,579	\$ 241,470					
Other Non-Government Gifts, Grants	-	-	-	-	-					
Other Income	-	76,865	-	-	-					
Total Other Sources	\$ 232,645	\$ 257,458	\$ 200,880	\$ 180,579	\$ 241,470	\$ 229,189	\$ 248,179	\$ 251,902	\$ 255,680	\$ 259,515
Total Revenue before Interfunds & Nonoperating Items	\$ 326,645	\$ 379,563	\$ 1,020,880	\$ 997,507	\$ 1,099,655	\$ 1,105,422	\$ 1,156,262	\$ 1,178,146	\$ 1,200,450	\$ 1,223,180
Interfund Transfers	115,000	-	15,000	-	15,000	15,000	15,000	15,000	15,000	15,000
Subtotal	\$ 441,645	\$ 379,563	\$ 1,035,880	\$ 997,507	\$ 1,114,655	\$ 1,120,422	\$ 1,171,262	\$ 1,193,146	\$ 1,215,450	\$ 1,238,180
Less Operating Items*:										
Tuition Chargeback Revenue	-	-	-	-	-					
Adjusted Revenue- (After above reduction)	\$ 441,645	\$ 379,563	\$ 1,035,880	\$ 997,507	\$ 1,114,655	\$ 1,120,422	\$ 1,171,262	\$ 1,193,146	\$ 1,215,450	\$ 1,238,180

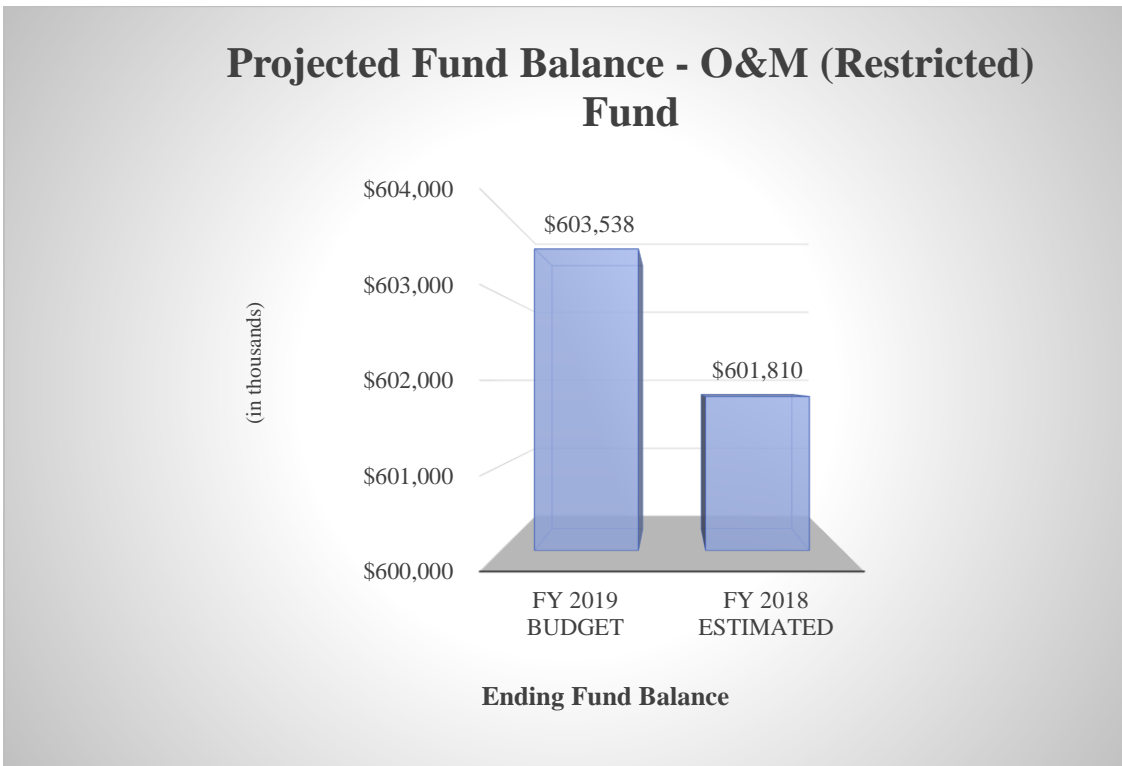
*Interdistrict revenues that do not generate related local district credit hours are subtracted to allow for statewide comparison. On-Behalf revenue is not included.

Capital Projects Fund Expenditures Fiscal Year 2016-2022

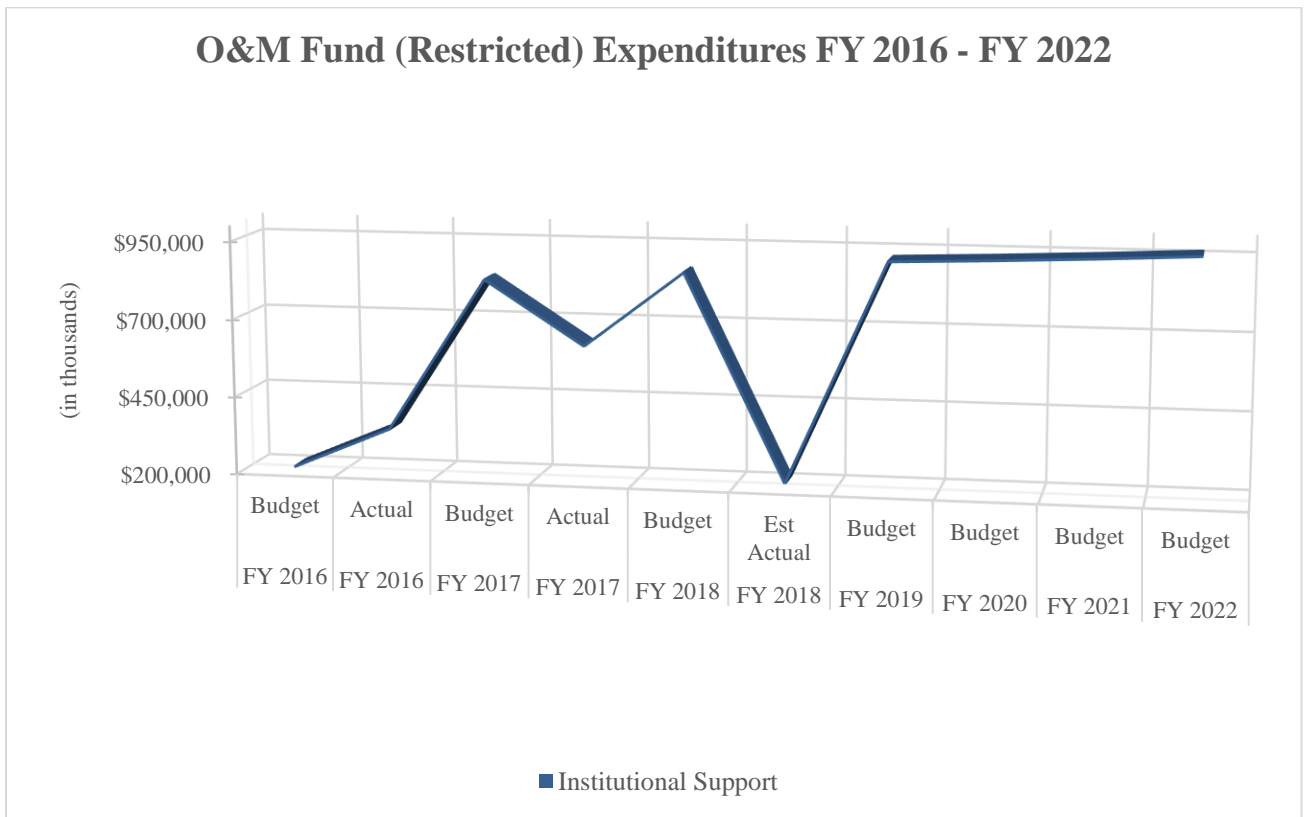
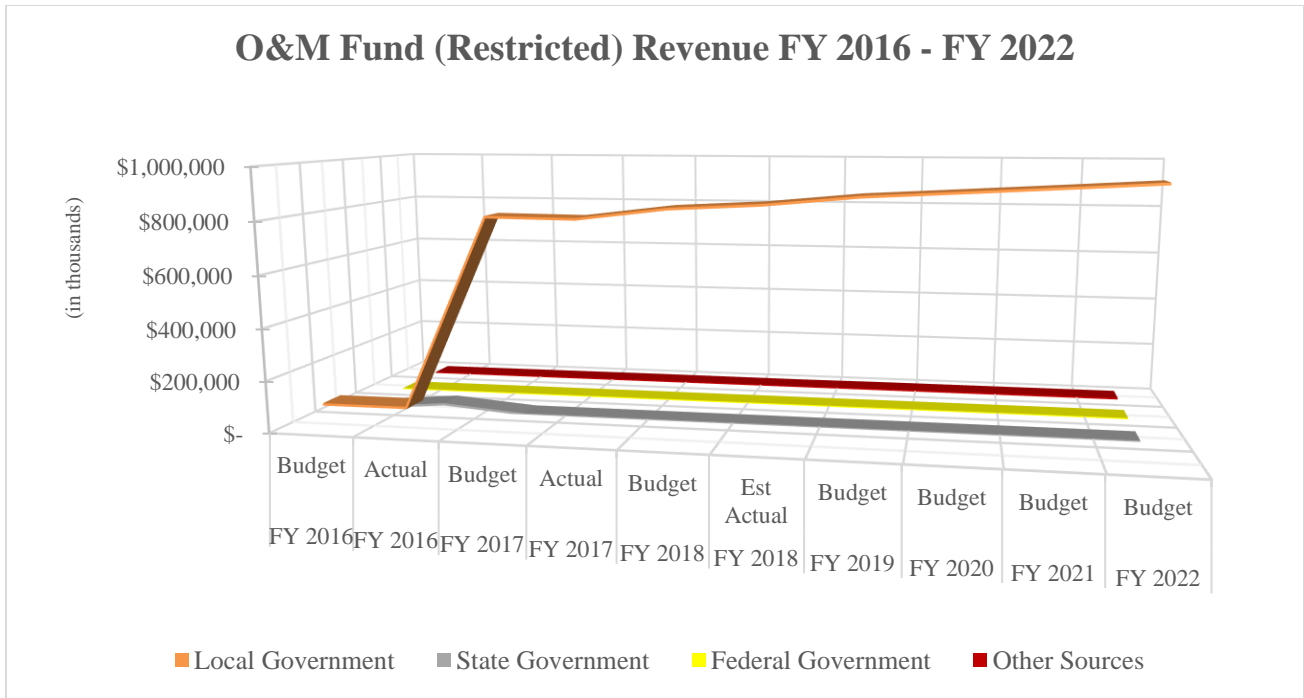
	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Operation & Maintenance of Plant										
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	-				
Contractual Services	-	-	-	-	-	-				
Total Operation & Maintenance of Plant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Institutional Support										
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	-				
Contractual Services	-	259,903	820,000	631,371	858,185					
General Maintenance and Supplies	100,000	2,260	-	-	-					
Capital Outlay	109,000	81,375	15,000	-	15,000					
Other Expenditures	1,250	801	1,250	152,500	1,250					
Total Institutional Support	\$ 210,250	\$ 344,339	\$ 836,250	\$ 783,871	\$ 874,435	\$ 214,181	\$ 924,333	\$ 935,410	\$ 948,488	\$ 963,644
Total Expenditures before Interfunds	\$ 210,250	\$ 344,339	\$ 836,250	\$ 783,871	\$ 874,435	\$ 214,181	\$ 924,333	\$ 935,410	\$ 948,488	\$ 963,644
Interfund Transfers	759,130	595,370	627,000	465,055	504,000	339,000	504,000	504,000	504,000	504,000
GRAND TOTAL	\$ 969,380	\$ 939,709	\$ 1,463,250	\$ 1,248,926	\$ 1,378,435	\$ 553,181	\$ 1,428,333	\$ 1,439,410	\$ 1,452,488	\$ 1,467,644

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

	FY 2019 Budget	FY 2018 Estimated	Change	%
Revenues	\$ 909,811	\$ 876,592	\$ 33,219	3.79%
Expenditures	923,083	213,381	709,702	332.60%
Revenues Over (Under) Expenditures	\$ (13,272)	\$ 663,211	\$ (676,483)	-102.00%
Transfers	15,000	15,000	-	0.00%
Change in fund balance	\$ 1,728	\$ 678,211	\$ (676,483)	-99.75%
Fund equity (deficit) beginning of year	601,811	(76,400)	678,211	-887.71%
Fund equity end of year	<u>\$ 603,539</u>	<u>\$ 601,811</u>	<u>\$ 1,728</u>	<u>0.29%</u>



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



Operations and Maintenance Fund (Restricted) Revenue Fiscal Year 2016-2022

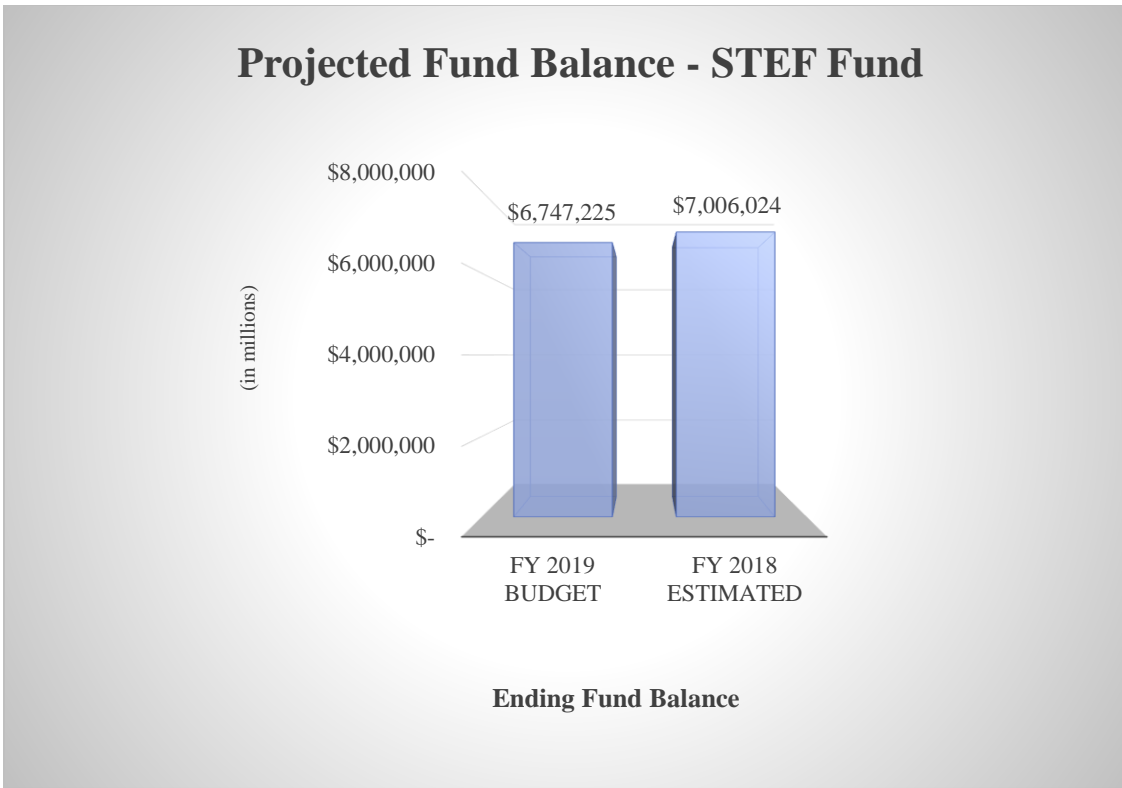
Operating Revenue by Sources	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Local Government:										
Current Taxes	\$ 94,000	\$ 94,673	\$ 820,000	\$ 816,928	\$ 858,185					
Total Local Government	\$ 94,000	\$ 94,673	\$ 820,000	\$ 816,928	\$ 858,185	\$ 876,233	\$ 908,083	\$ 926,245	\$ 944,770	\$ 963,665
State Government:										
Other State Revenues	\$ -	\$ 27,432	\$ -	\$ -	\$ -					
ICCB Deferred Maintenance Grant	-	-	-	-	-					
Total State Government	\$ -	\$ 27,432	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Government										
Other Federal Revenues	\$ -	\$ -	\$ -	\$ -	\$ -					
Total Federal Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Sources:										
Sales and Service Fees	\$ -	\$ -	\$ -	\$ -	\$ -					
Interest Income	145	268	880	1,386	845					
Other Income	-	-	-	-	-					
Total Other Sources	\$ 145	\$ 268	\$ 880	\$ 1,386	\$ 845	\$ 359	\$ 1,728	\$ 1,754	\$ 1,780	\$ 1,807
Total Revenue before Interfunds & Nonoperating Items	\$ 94,145	\$ 122,373	\$ 820,880	\$ 818,314	\$ 859,030	\$ 876,592	\$ 909,811	\$ 927,999	\$ 946,550	\$ 965,472
Interfund Transfers	115,000	-	15,000	-	15,000	15,000	15,000	15,000	15,000	15,000
Bond & Lease Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Grand Total	\$ 209,145	\$ 122,373	\$ 835,880	\$ 818,314	\$ 874,030	\$ 891,592	\$ 924,811	\$ 942,999	\$ 961,550	\$ 980,472

**Operations and Maintenance Fund (Restricted) Expenditures
Fiscal Year 2016-2022**

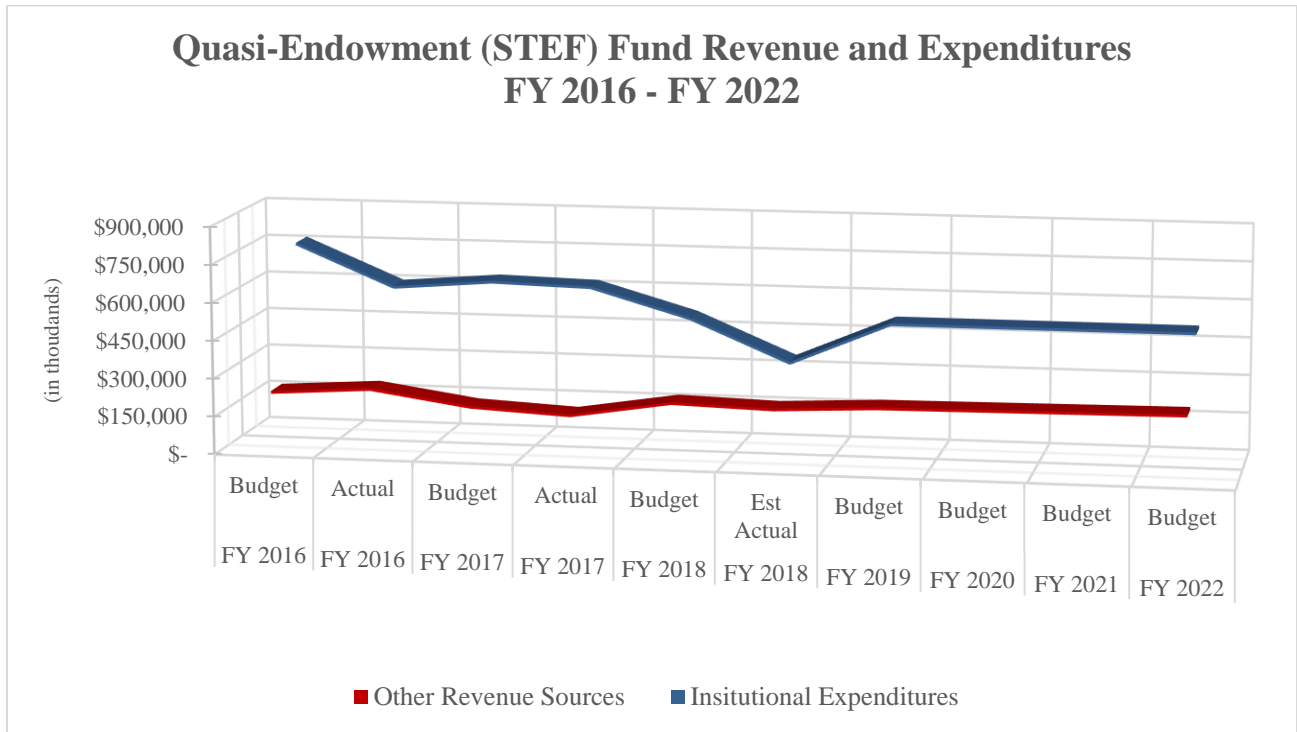
	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Operation & Maintenance of Plant										
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Contractual Services	-	-	-	-	-	-				
Total Operation & Maintenance of Plant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Institutional Support										
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Contractual Services	-	259,903	820,000	631,371	858,185					
General Maintenance and Supplies	100,000	2,260	-	-	-					
Capital Outlay	109,000	81,375	15,000	-	15,000					
Other Expenditures	-	-	-	-	-					
Total Institutional Support	\$ 209,000	\$ 343,538	\$ 835,000	\$ 631,371	\$ 873,185	\$ 213,381	\$ 923,083	\$ 934,160	\$ 947,238	\$ 962,394
Total Expenditures before Interfunds	\$ 209,000	\$ 343,538	\$ 835,000	\$ 631,371	\$ 873,185	\$ 213,381	\$ 923,083	\$ 934,160	\$ 947,238	\$ 962,394
Interfund Transfers	-	-	-	-	-	-	-	-	-	-
GRAND TOTAL	\$ 209,000	\$ 343,538	\$ 835,000	\$ 631,371	\$ 873,185	\$ 213,381	\$ 923,083	\$ 934,160	\$ 947,238	\$ 962,394

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

	FY 2019 Budget	FY 2018 Estimated	Change	%
Revenues	\$ 246,451	\$ 228,830	\$ 17,621	7.70%
Expenditures	1,250	800	450	56.25%
Revenues Over Expenditures	\$ 245,201	\$ 228,030	\$ 17,171	7.53%
Transfers	(504,000)	(339,000)	(165,000)	48.67%
Change in fund balance	\$ (258,799)	\$ (110,970)	\$ (147,829)	133.21%
Fund equity (deficit) beginning of year	7,006,024	7,116,994	(110,970)	-1.56%
Fund equity (deficit) end of year	<u>\$ 6,747,225</u>	<u>\$ 7,006,024</u>	<u>\$ (258,799)</u>	<u>-3.69%</u>



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



Quasi-Endowment (STEF) Fund Revenue and Expenditures Fiscal Year 2016-2022

	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Other Sources:										
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Interest Income	232,500	180,325	200,000	179,193	240,625					
Net increase (decrease) in fair value of investments	-	76,865	-	-	-					
Total before Interfund Transfers and Nonoperating	\$ 232,500	\$ 257,190	\$ 200,000	\$ 179,193	\$ 240,625	\$ 228,830	\$ 246,451	\$ 250,148	\$ 253,900	\$ 257,708
Transfers	-	-	-	-	-	-	-	-	-	-
GRAND TOTAL	\$ 232,500	\$ 257,190	\$ 200,000	\$ 179,193	\$ 240,625	\$ 228,830	\$ 246,451	\$ 250,148	\$ 253,900	\$ 257,708

	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Institutional Support										
Fixed Charges	\$ 1,250	\$ 801	\$ 1,250	\$ -	\$ 1,250					
Other Expenditures	-	-	-	152,500	-					
Total Expenditures before Interfunds	\$ 1,250	\$ 801	\$ 1,250	\$ 152,500	\$ 1,250	\$ 800	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Transfers	759,130	595,370	627,000	465,055	504,000	339,000	504,000	504,000	504,000	504,000
GRAND TOTAL	\$ 760,380	\$ 596,171	\$ 628,250	\$ 617,555	\$ 505,250	\$ 339,800	\$ 505,250	\$ 505,250	\$ 505,250	\$ 505,250

CAPITAL EQUIPMENT BUDGET FY 2019

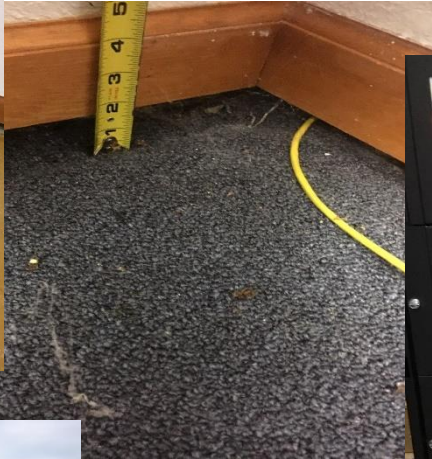
Sources	APPLICATIONS ¹			
	Instructional Services	Student Services	Business Services	Institutional Support
Working Cash Accumulated Interest Total \$128,300		\$7,800 Soccer \$10,000 Fitness Center Equipment	\$25,000 CIPS \$15,000 Capital Refresh \$28,000 Rolling Stock	\$30,000 SURS 6% \$2,500 Ergonomic \$20,000 Contingency
STEF Accumulated Interest \$246,451 interest \$257,549 principal Total \$504,000	\$20,000 Instructional Technology \$15,000 Academic Program Equipment		\$104,000 Xerox	\$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	\$95,930			
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



Carthage Campus - floor - sinking



The Main Campus - PHS Fire Alarm



Carthage Campus - Mudjacking



The Main Campus - Men's locker room shower area



The Main Campus – PHS Building AA HVAC Replacement

The Main Campus – Women's locker room shower area



The Main Campus - Theatre window

Proprietary Fund

Auxiliary Enterprise Fund

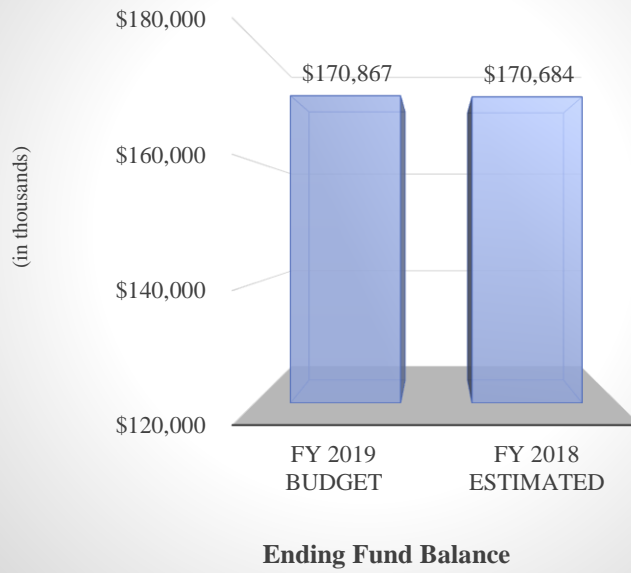
The Auxiliary Enterprise Fund is used to account for college services where a fee is charged to users or allocated to the specific use from revenues and the activity is intended to be self-supporting. Each enterprise/service should be accounted for separately using a group of self-balancing accounts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

Dental Hygiene Clinic is budgeted at \$25,000. They expect revenues of \$25,000 which will offset the expenses for the supplies and equipment. The College has moved the cost of the dentist to the Education and Risk Management areas.

Carl Sandburg College Auxiliary Fund-Projected Fund Balance

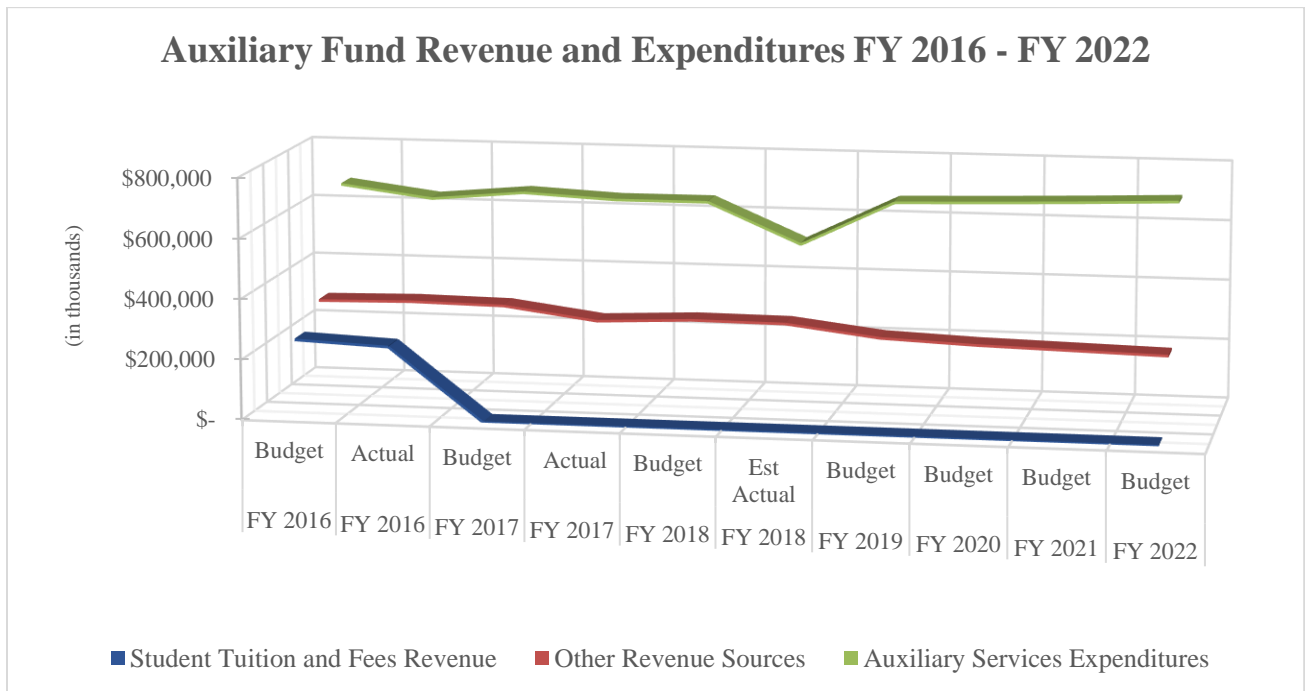
	FY 2019 Budget	FY 2018 Estimated	Change	%
Revenues	\$ 263,875	\$ 301,412	\$ (37,537)	-12.45%
Expenditures	662,382	513,251	149,131	29.06%
Revenues Over (Under) Expenditures	\$ (398,507)	\$ (211,838)	\$ (186,669)	88.12%
Transfers	398,690	285,358	113,332	39.72%
Change in fund balance	\$ 183	\$ 73,520	\$ (73,337)	-99.75%
Fund equity beginning of year	170,684	97,164	73,520	75.67%
Fund equity end of year	\$ 170,867	\$ 170,684	\$ 183	0.11%

Projected Fund Balance - Auxiliary Fund



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 2016-2022

	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Student Tuition and Fees:										
Tuition	\$ -	\$ -	\$ -	\$ -	\$ -					
Activity Fee Revenue	255,600	241,824	-	-	-					
Total Student Tuition and Fees	\$ 255,600	\$ 241,824	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Sources:										
Sales & Service Income	\$ 190,646	\$ 215,673	\$ 191,700	\$ 179,931	\$ 167,550					
Commissions	131,000	113,548	139,323	109,534	135,325					
Federal Government-USDA Reimbursement	-	-	-	-	-					
Other Income	9,323	7,553	1,000	1,560	1,000					
Total Other Sources	\$ 330,969	\$ 336,774	\$ 332,023	\$ 291,025	\$ 303,875	\$ 301,412	\$ 263,875	\$ 250,681	\$ 243,161	\$ 235,866
Total Revenue before Interfunds & Nonoperating Items	\$ 586,569	\$ 578,598	\$ 332,023	\$ 291,025	\$ 303,875	\$ 301,412	\$ 263,875	\$ 250,681	\$ 243,161	\$ 235,866
Interfund Transfers	45,800	45,800	360,170	332,812	344,800	285,358	398,690	360,164	363,416	366,700
Grand Total	\$ 632,369	\$ 624,398	\$ 692,193	\$ 623,837	\$ 648,675	\$ 586,770	\$ 662,565	\$ 610,845	\$ 606,576	\$ 602,565

	FY2016 Budget	FY 2016 Actual	FY2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Auxiliary Services										
Salaries	\$ 208,561	\$ 202,192	\$ 204,537	\$ 212,713	\$ 213,866					
Employee Benefits	38,700	23,512	34,800	30,991	34,800					
Contractual Services	60,452	44,326	55,452	47,614	52,440					
General Maintenance and Supplies	225,503	215,962	227,776	203,949	210,404					
Travel and Conference/Meeting Expense	46,833	46,822	46,833	48,073	46,833					
Capital Outlay	28,200	28,738	28,000	26,300	28,000					
Depreciation	-	15,169	-	14,785	-					
Other	65,440	56,936	64,440	61,731	60,440					
Total before transfers	\$ 673,689	\$ 633,657	\$ 661,838	\$ 646,156	\$ 646,783	\$ 513,251	\$ 662,382	\$ 670,331	\$ 679,715	\$ 690,591
Interfund Transfers	-	-	-	-	-	-	-	-	-	-
GRAND TOTAL	\$ 673,689	\$ 633,657	\$ 661,838	\$ 646,156	\$ 646,783	\$ 513,251	\$ 662,382	\$ 670,331	\$ 679,715	\$ 690,591

Nonexpendable Trust Fund

Working Cash Fund

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.

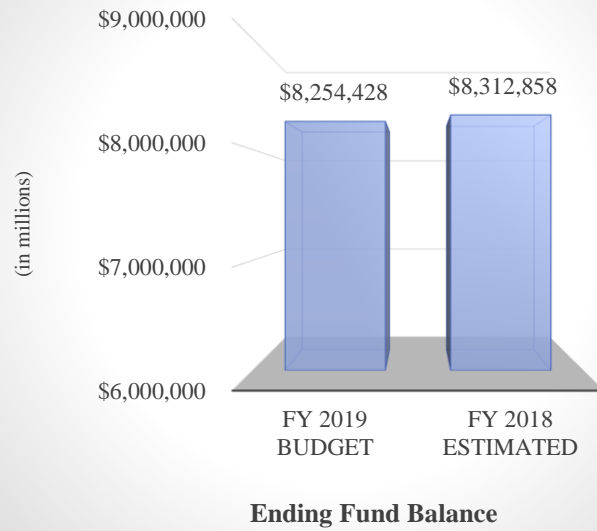
Working Cash Fund Projected Fund Balance

Revenue for this fund is derived solely from investment earnings. For FY 2019, these earnings are projected to increase slightly consistent due to increasing rates on short term investments.

Carl Sandburg College Working Cash Fund-Projected Fund Balance

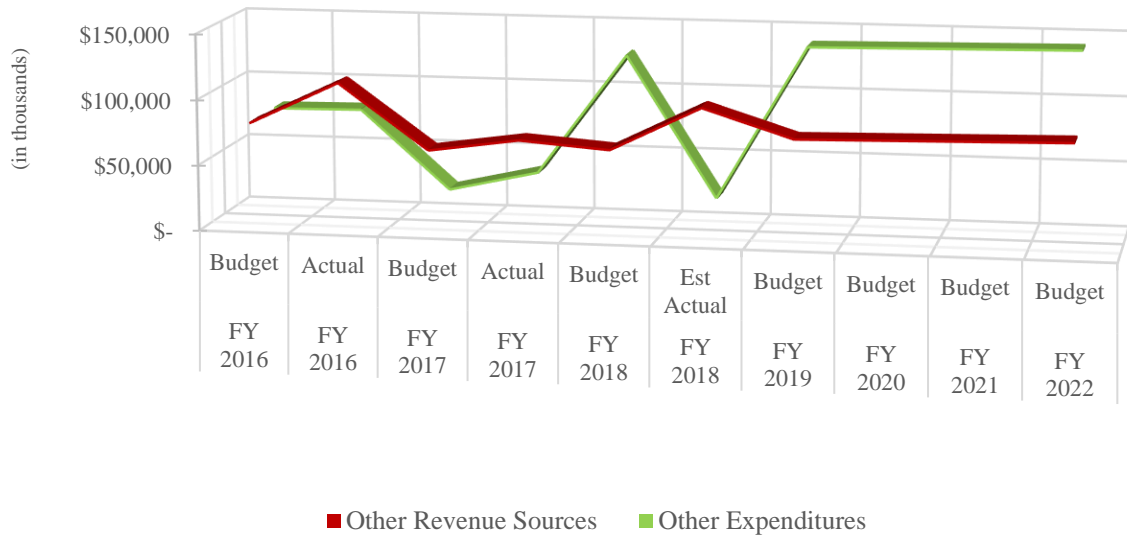
	FY 2019 Budget	FY 2018 Estimated	Change	%
Revenues	\$ 79,870	\$ 101,364	\$ (21,494)	-21.20%
Expenditures	-	-	-	0.00%
Revenues Over Expenditures	\$ 79,870	\$ 101,364	\$ (21,494)	-21.20%
Transfers	(138,300)	(20,300)	(118,000)	581.28%
Change in fund balance	\$ (58,430)	\$ 81,064	\$ (139,494)	-172.08%
Fund equity beginning of year	8,312,858	8,231,794	81,064	0.98%
Fund equity end of year	\$ 8,254,428	\$ 8,312,858	\$ (58,430)	-0.70%

Projected Fund Balance - Working Cash Fund



Working Cash Fund Revenue and Expenditures Seven Year Comparison

Working Cash Fund Revenue and Expenditures FY 2016 - FY 2022



**Working Cash Fund Revenue and Expenditures
Fiscal Year 2016-2022**

	FY 2016 Budget	FY 2016 Actual	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Other Sources:										
Interest Income	\$ 79,625	\$ 68,789	\$ 63,000	\$ 72,760	\$ 67,575					
Net increase (decrease) in fair value of investments	-	43,542	-	-	-					
Total before Nonoperating	\$ 79,625	\$ 112,331	\$ 63,000	\$ 72,760	\$ 67,575	\$ 101,364	\$ 79,870	\$ 81,068	\$ 82,284	\$ 83,518
Transfers	-	-	-	-	-	-	-	-	-	-
GRAND TOTAL	\$ 79,625	\$ 112,331	\$ 63,000	\$ 72,760	\$ 67,575	\$ 101,364	\$ 79,870	\$ 81,068	\$ 82,284	\$ 83,518

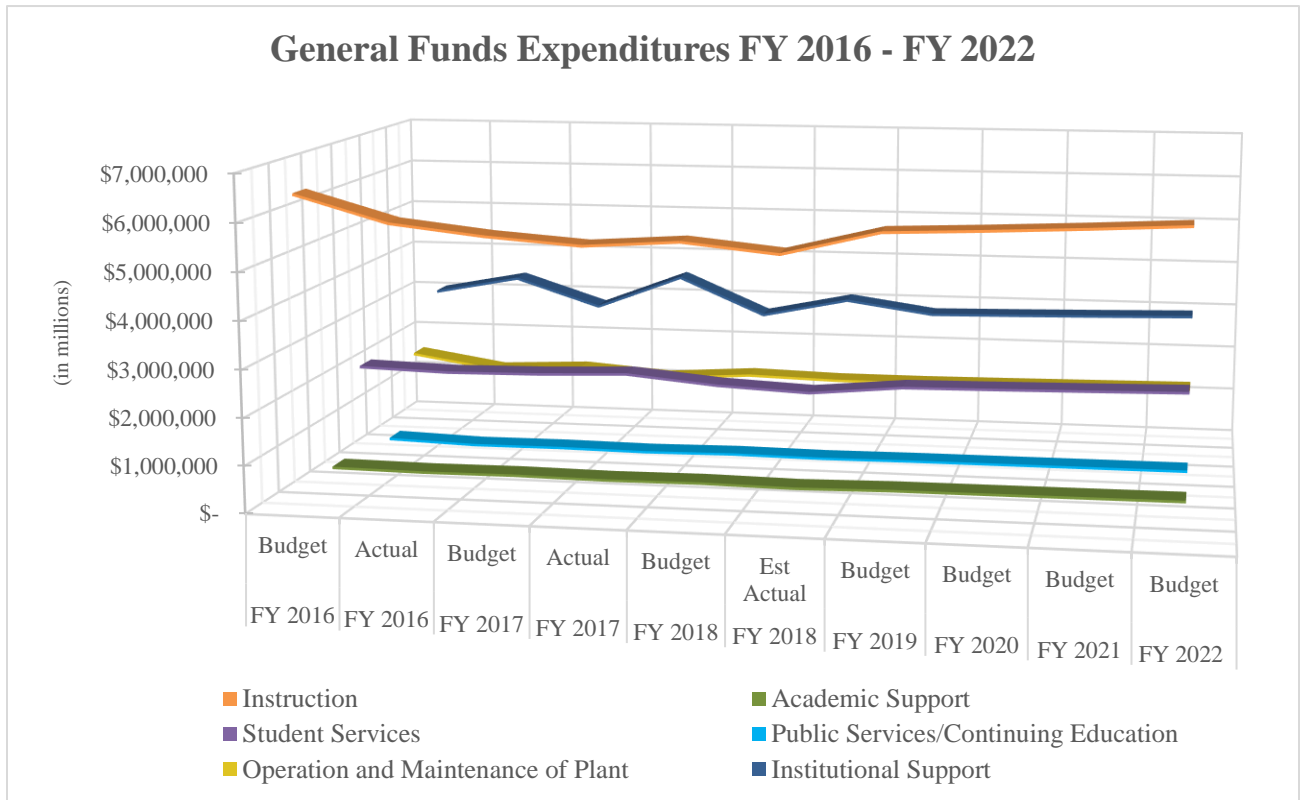
	FY 2016 Budget	FY 2016 Est Actuals	FY 2017 Budget	FY 2017 Actual	FY 2018 Budget	FY 2018 Est Actual	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Other Expenditures	\$ -	\$ 850	\$ -	\$ 21,900	\$ -					
Total before transfers	\$ -	\$ 850	\$ -	\$ 21,900	\$ -					
Transfers	79,625	79,625	20,300	13,809	128,300	20,300	138,300	139,300	140,300	141,300
GRAND TOTAL	\$ 79,625	\$ 80,475	\$ 20,300	\$ 35,709	\$ 128,300	\$ 20,300	\$ 138,300	\$ 139,300	\$ 140,300	\$ 141,300

III. Performance



Check Performance

The primary focus for the FY 2019 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.

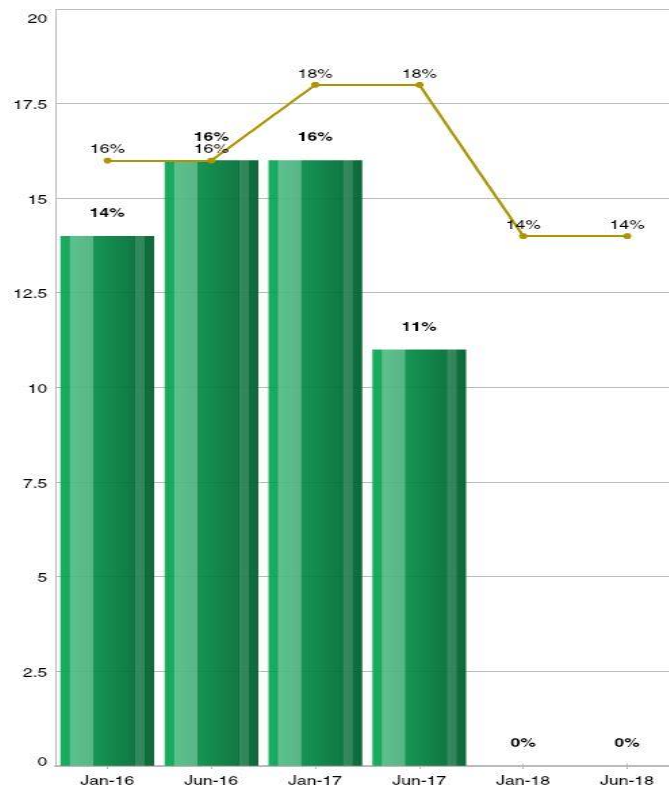


*Excludes State of Illinois SURS on-behalf payments

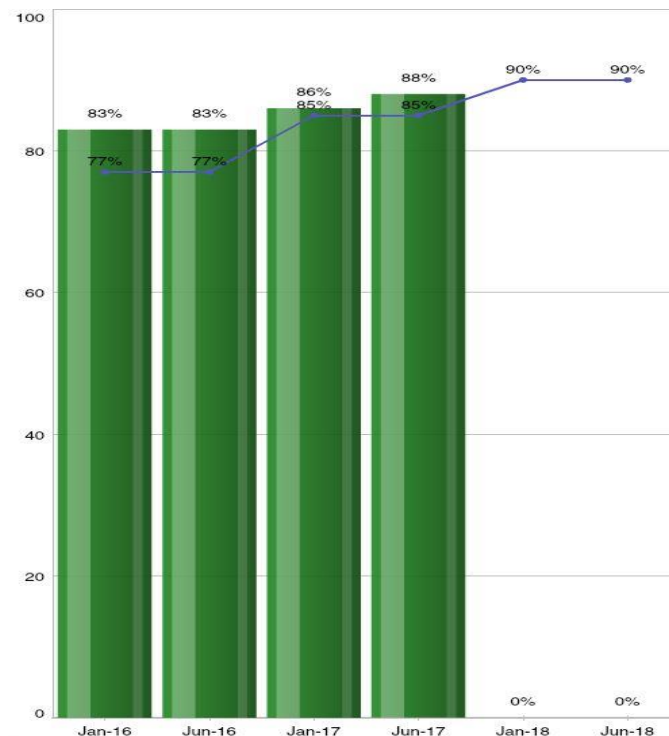
A. Student Access and Success

a) Student Success Academic Support

Increase the usage of tutoring services by the student body to 14% by the end of FY18 from an 11% 2017 baseline

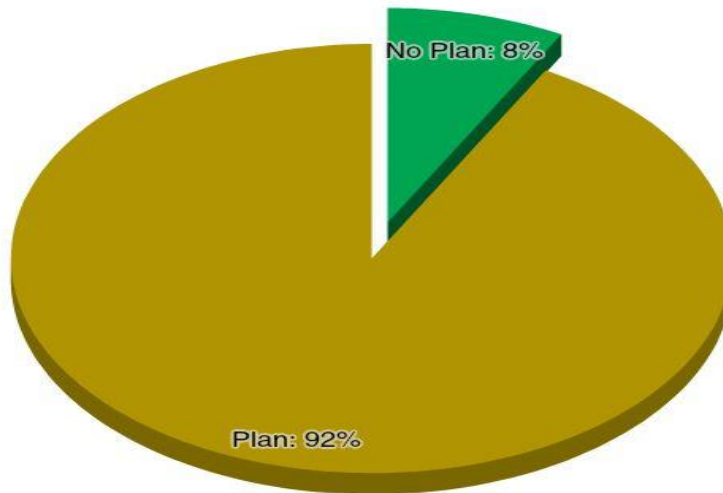


Increase the percentage of students receiving a grade of A, B, or C to 90% as a result of using tutoring services by the end of FY18 from an 88% FY17 baseline

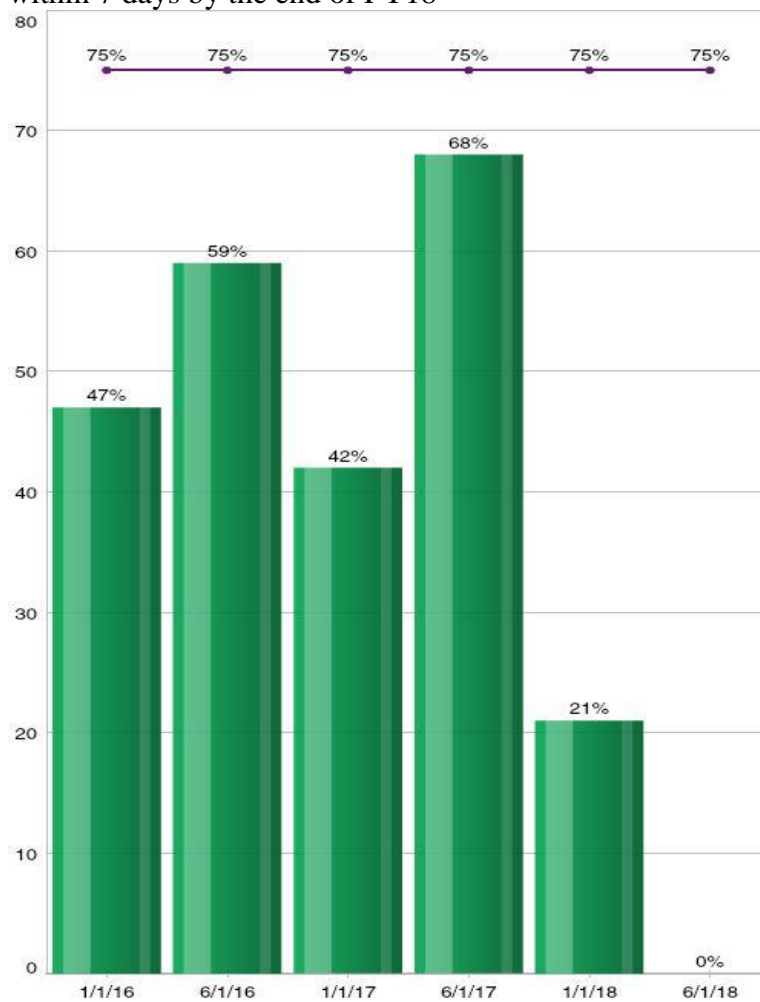


b) Student Success Advising and Counseling

Develop an educational plan for 100% of FTFTDS students by the end of their 2nd semester by the end of FY18

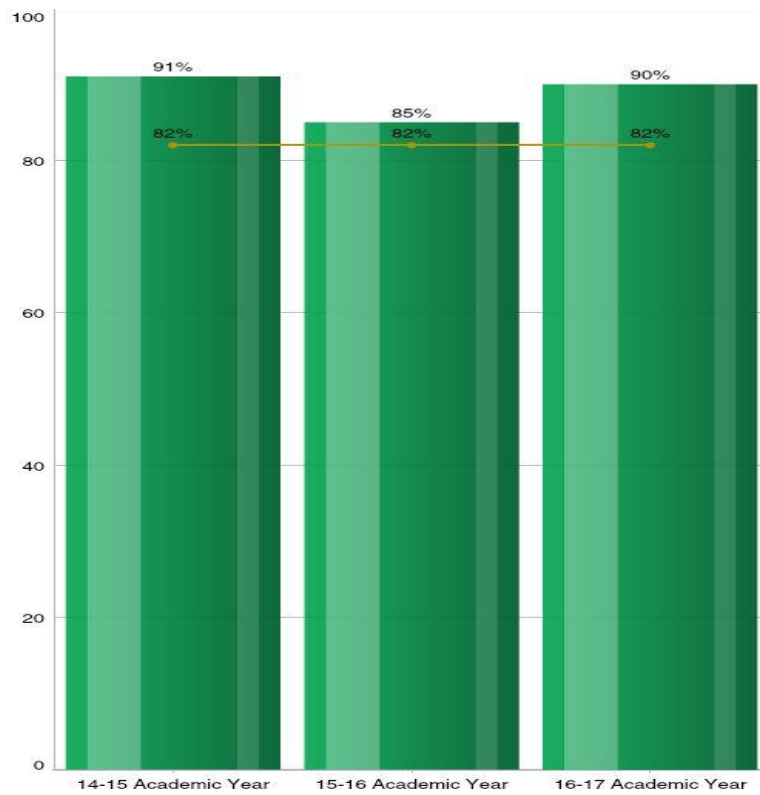


Provide academic advisement of 75% of the students who receive a high concern flag within 7 days by the end of FY18

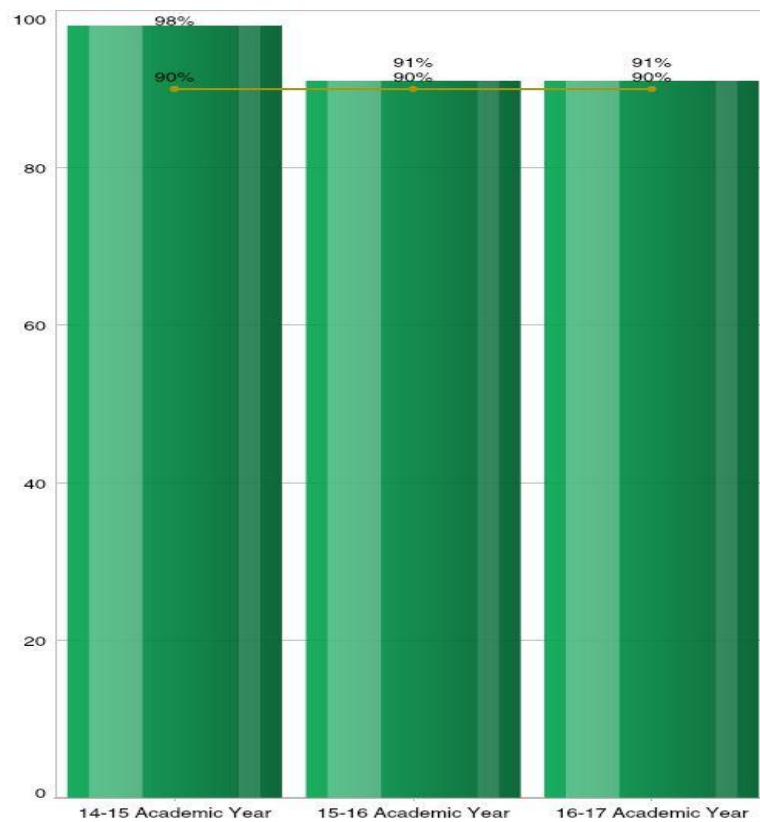


c) Student Success TRIO – SSS

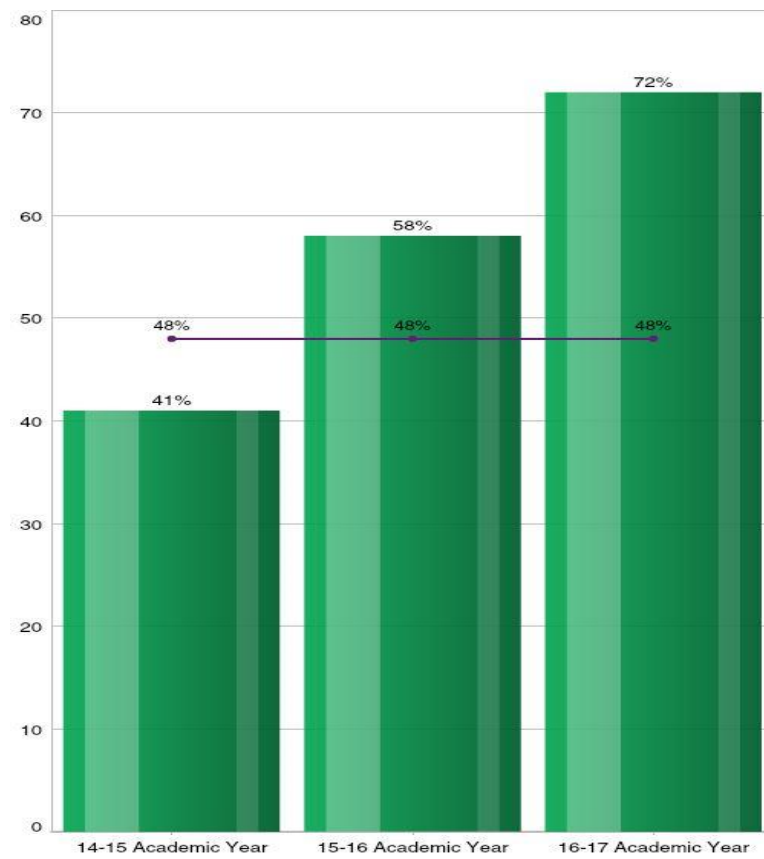
Increase persistence (as defined by grant language) of all TRIO SSS participants to 82% by the end of FY18



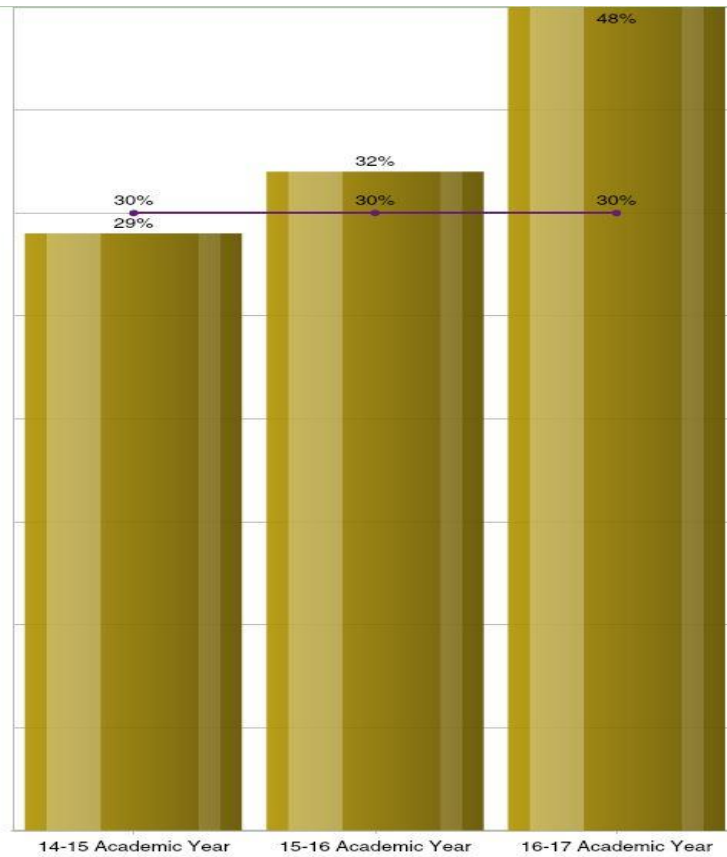
Increase annual good academic standing rates of all TRIO SSS participants to 90% by the end of FY18



Increase 4-year graduation rates of each TRIO SSS cohort to 48% by the end of FY18



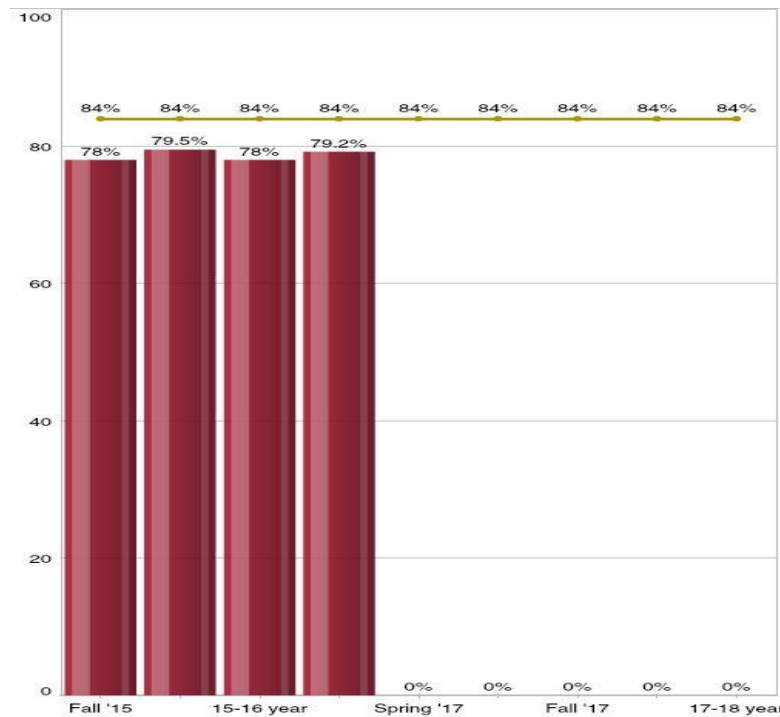
Increase 4-year transfer with degree rates of each TRIO SSS to 30% by the end of FY18



B. Teaching and Learning

a) Math and Natural Science

Increase the number of students passing Math and Natural Science course sections by at least 5% by the end of FY18



b) CTHE

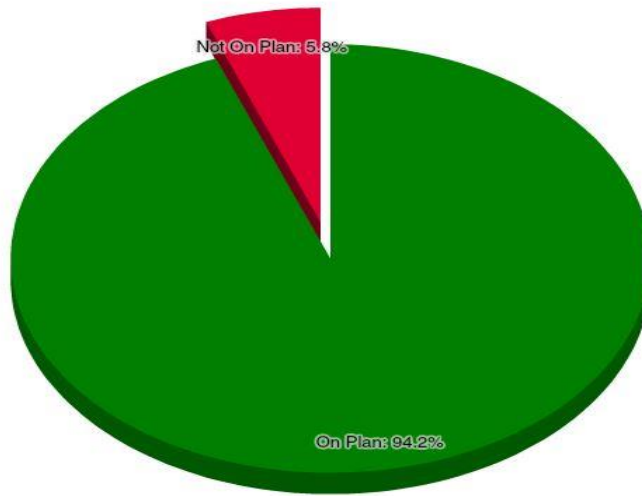
Increase student participation in the ESA (Employability Skills Academy) by 80% by the end of FY18



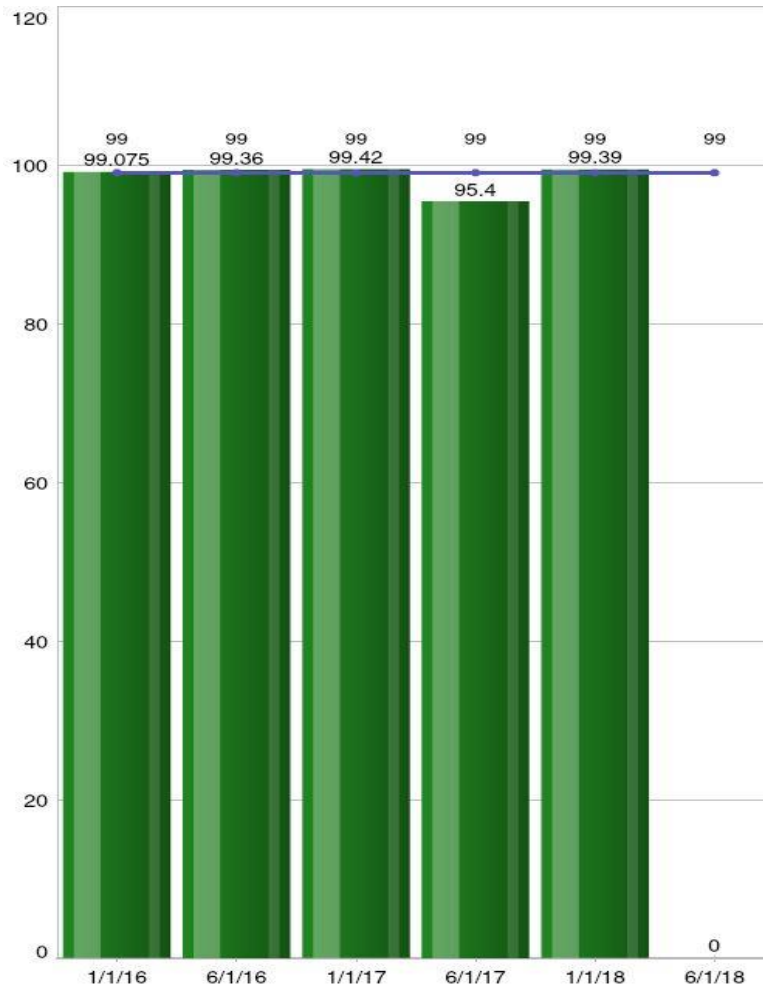
C. Operational Sustainability and Excellence

Technology Services

100% of students in each career, technical and health programs are on an academic plan by the end of FY18

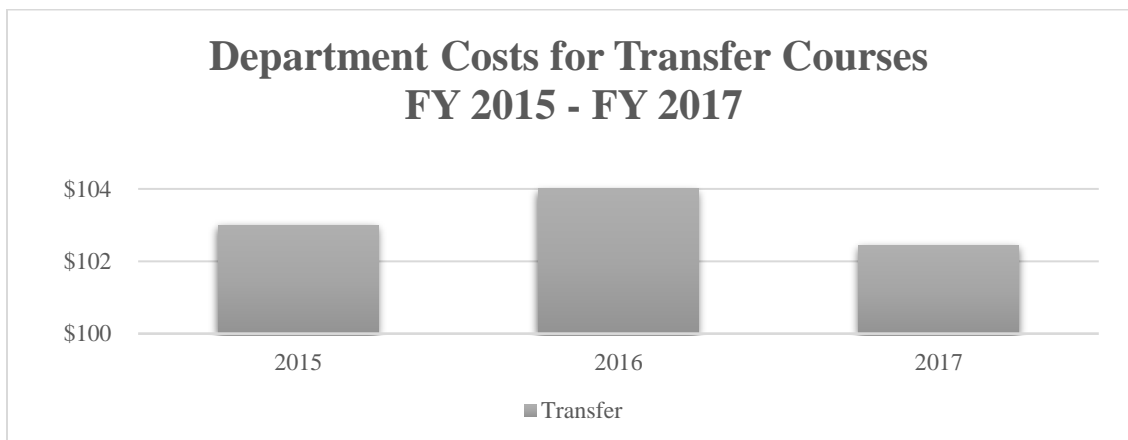
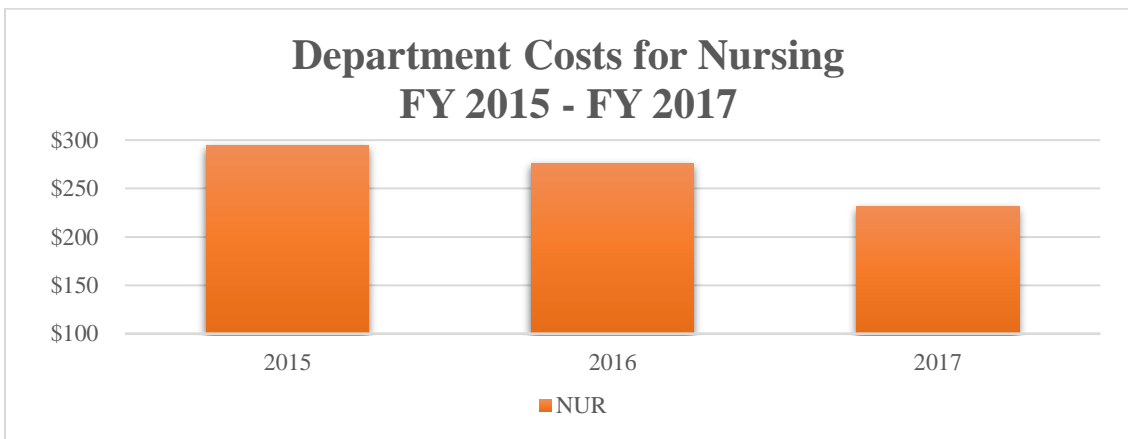
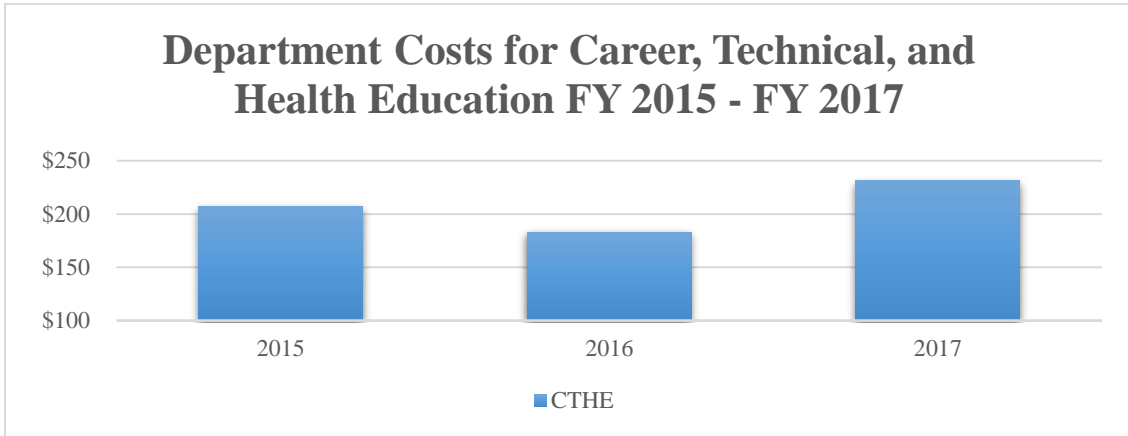


Monitor network to ensure 99% uptime through FY18



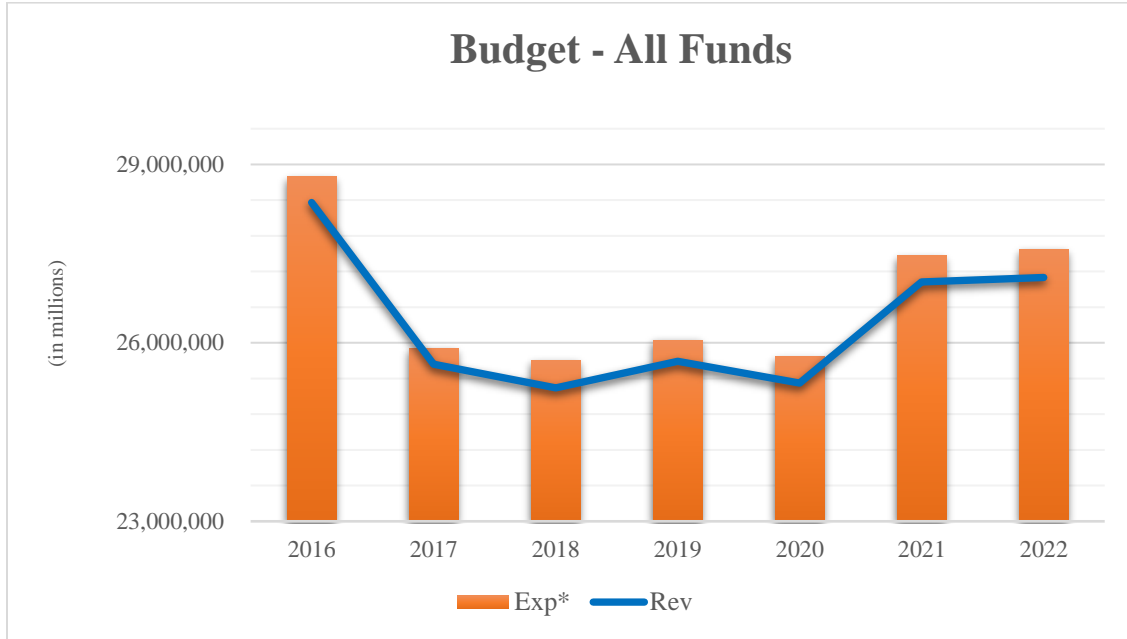
After the first year of tracking information, the college departments reported out to each other in an institutional effectiveness meeting. This was a long day with a lot of information. We have moved to a process of a few departments reporting out to our administrative team each month. This allows for discussion and other thoughts to be presented.

Revenue cost reports have been prepared for more than ten years. These started as a tool to review each department. It has been determined to move this analysis to the program area rather than the larger department. Faculty may teach across departments and will be allocated, based on the program. Expenditure tracking has also been started for recruitment/program, related marketing materials, and in house print jobs. These reports are presented to cabinet and to the program budget officer. Decisions can be made based on data presented.

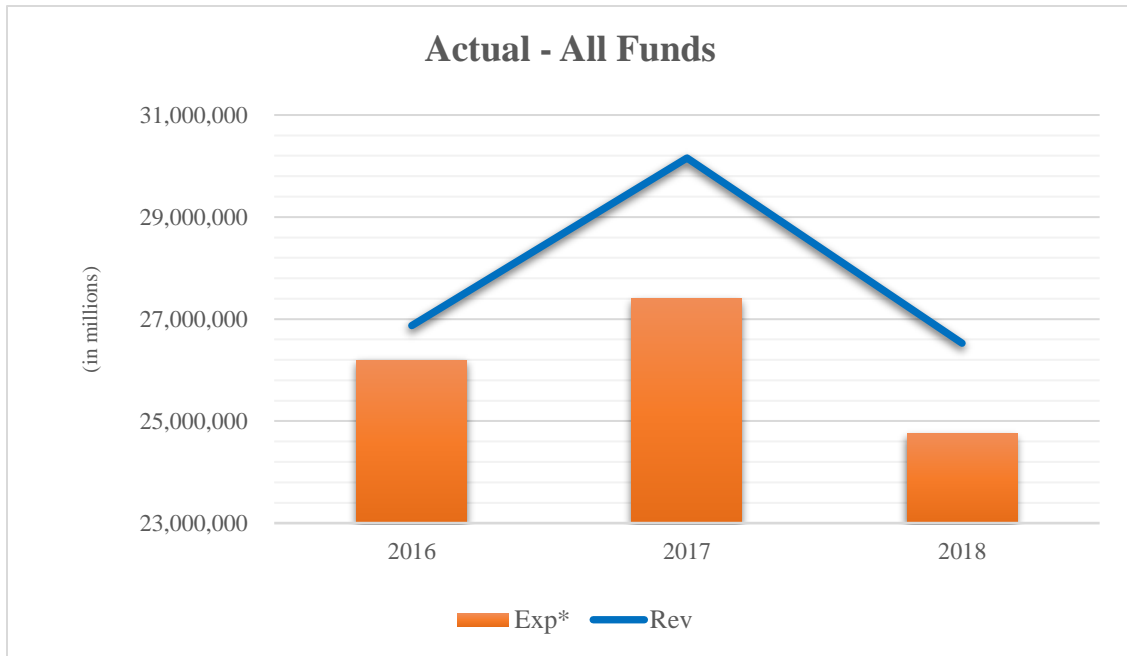


Budget and Financial Summaries for 2016-2018

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.



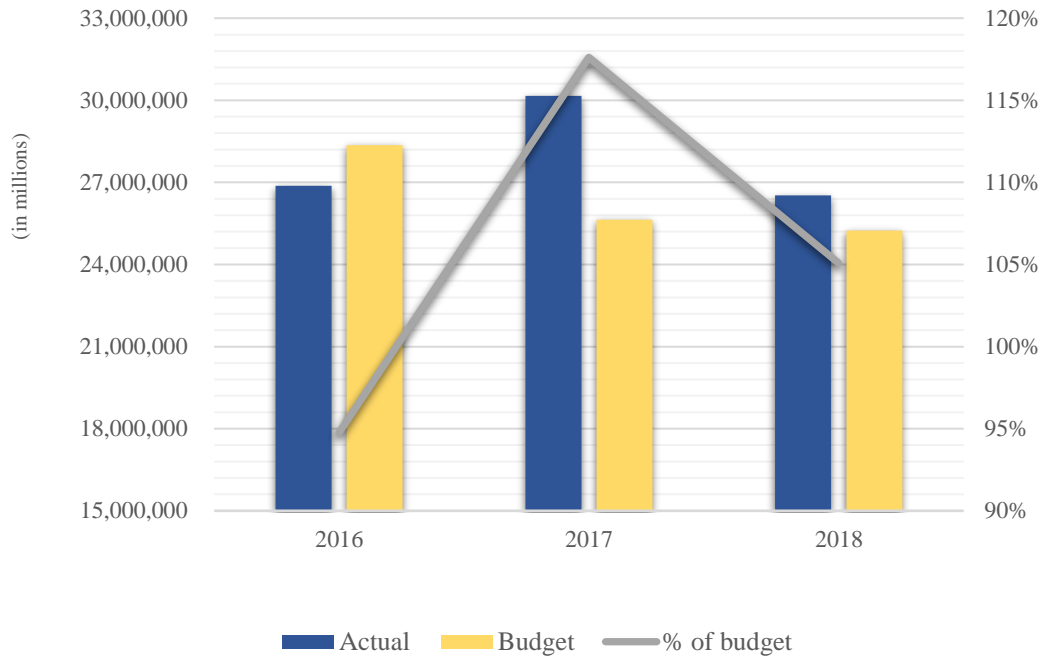
* without gain (loss) on disposal of assets



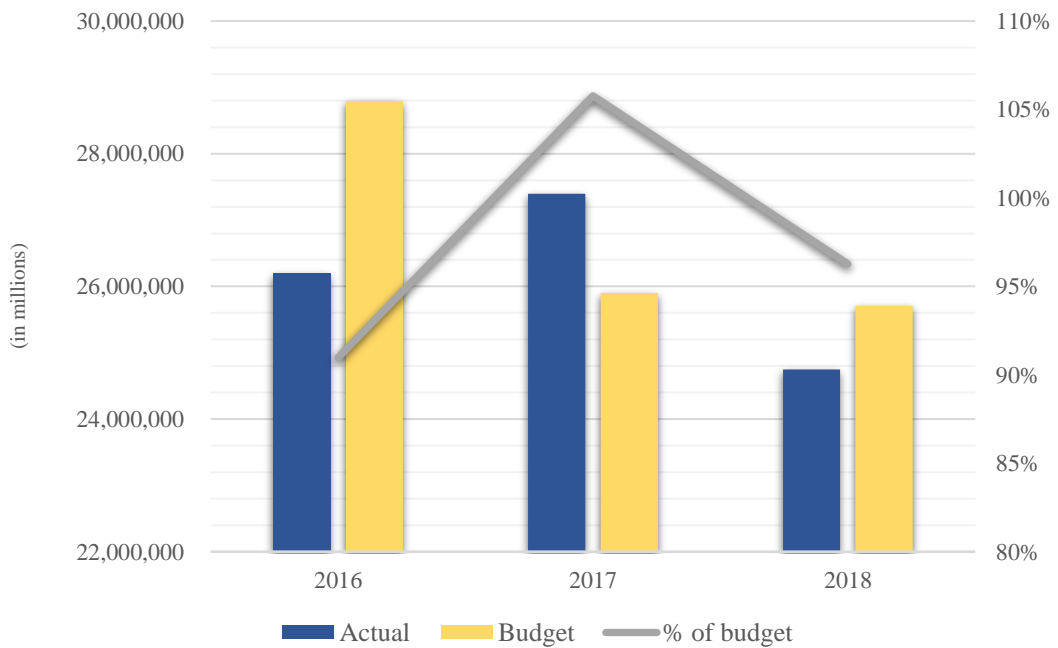
* without gain (loss) on disposal of assets

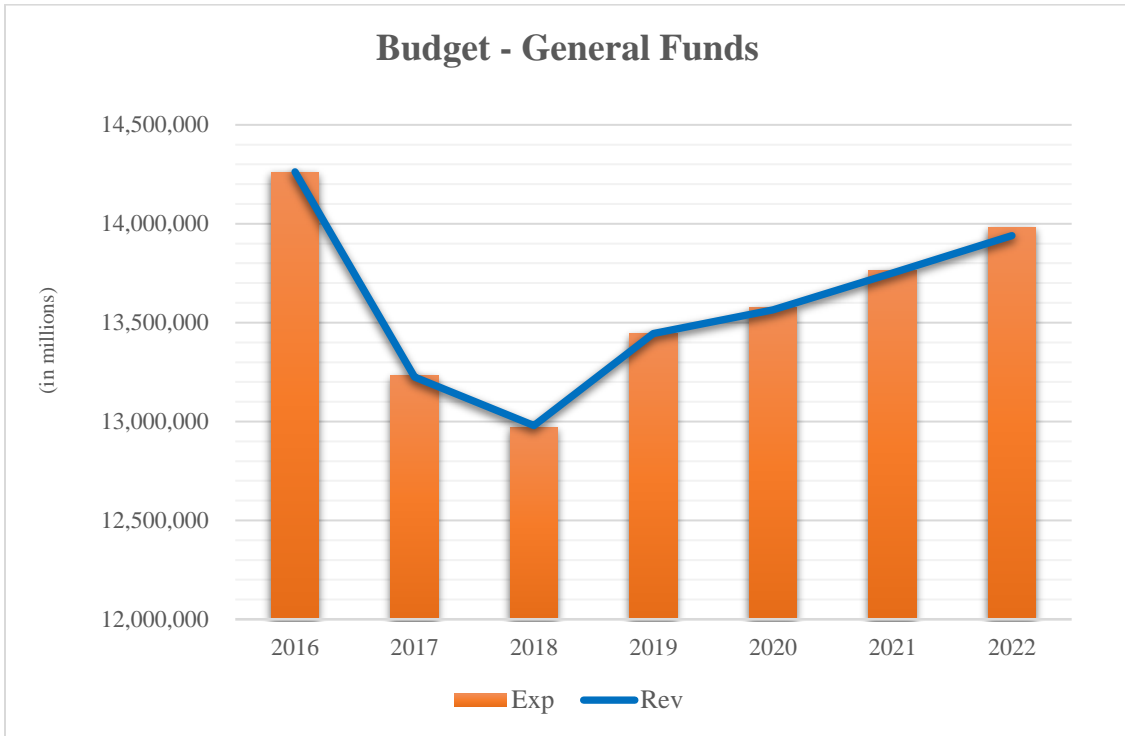
Revenues have typically been within 90% of budgeted amounts with expenditures staying below 100% of budgeted numbers.

Revenue - All Funds Budget to Actual

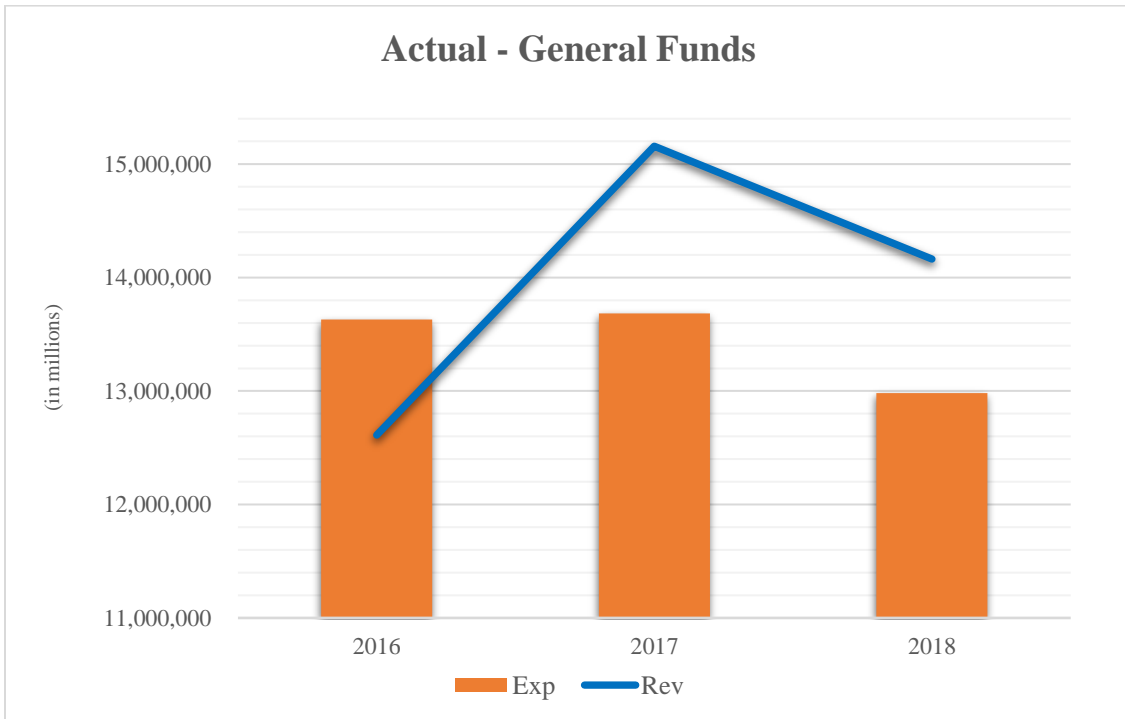


Expenditures - All Funds Budget to Actual

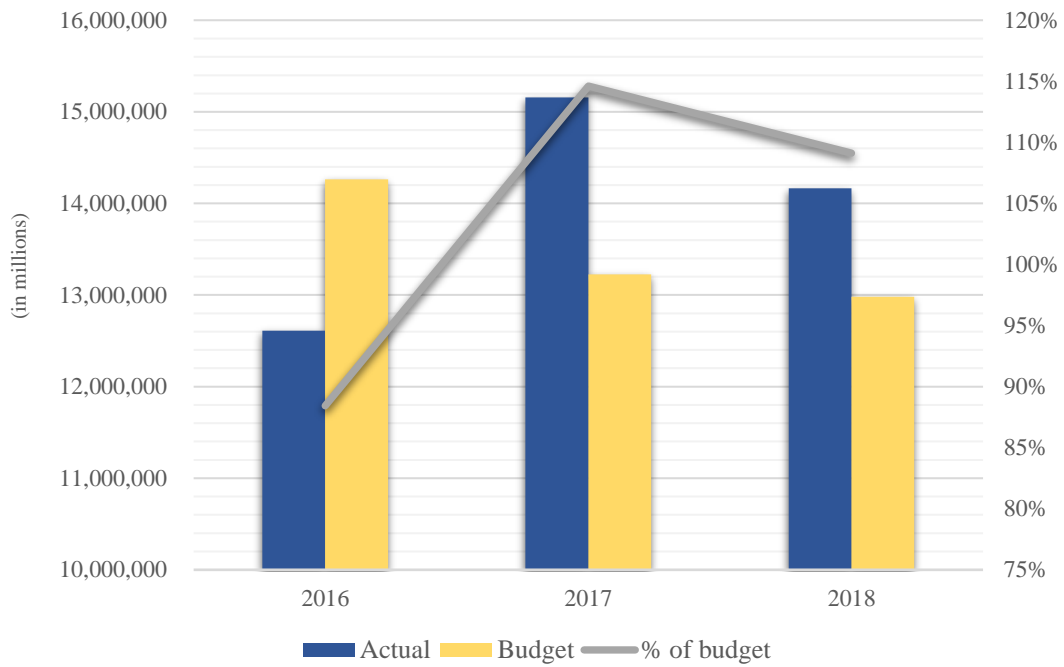




In fiscal year 2016, actual operating expenditures were in excess of revenue. This was a result of lack of state funding.



Revenue - General Funds Budget to Actual



Expenditures - General Funds Budget to Actual

