

RICHLAND COMMUNITY COLLEGE DISTRICT NO. 537

Annual Budget

FISCAL YEAR | 2017 2018



Richland
COMMUNITY COLLEGE

One College Park
Decatur, Illinois 62521
www.richland.edu

RICHLAND COMMUNITY COLLEGE DISTRICT #537
FISCAL YEAR 2018 ANNUAL BUDGET

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I. INTRODUCTORY SECTION

RICHLAND COMMUNITY COLLEGE DISTRICT #537
FISCAL YEAR 2018 ANNUAL BUDGET
EXECUTIVE SUMMARY

FISCAL YEAR 2018 BUDGET PROCESS

Determination to use Zero Based Budgeting

The economic climate in higher education is experiencing dramatic changes that have not been previously witnessed. External factors are affecting major assumptions in new and different ways. This environment is further impacted by the State of Illinois' significant and disastrous fiscal crisis. Shifting funding patterns and continuing declines in enrollments are having major detrimental impacts on college and university budgets. Higher education is in a transitional time and must make sound fiscal policy changes and address difficult decisions in order to survive with strength.

No longer can college simply assume that the students will sign up and attend with the hope of future success. Students are more critically assessing their wants and desires for additional training and more education. Many students are dependent on obtaining financial assistance that is quickly becoming scarce and more competitive. Fear of exiting college with high debt loads in a strained job market may be keeping students from seeking more training and education. The net result of these actions is a continuing trend of lower enrollment.

Due to Illinois's fiscal crisis, State grant revenue has become greatly diminished and extremely unreliable. The FY18 budget marks the second year where State grant funding, typically received through the Illinois Community College Board, will not be included in the Operating Budget. In fiscal year 2015 the College budgeted approximately \$2.2 million in State funding while only receiving \$559,000. The state appropriated a "stop gap" budget in FY16 from which the College received \$763,000. These funds were used to repay funds borrowed from the Working Cash Fund. The net result is that no State funding was applied to Operations and the Working Cash Fund currently has a balance due.

College operating revenues are projected to remain near current levels that is, no State funding, reduced student tuition, and essentially flat local tax revenue. The base tuition rate included in this budget was increased by 3.1%. However, student enrollment is anticipated to continue in decline, trending down 3.5% FY18. The overall operating revenue is budgeted at .007% above the FY17 amount.

With fewer students to serve and essentially flat revenue, the College needed to address the institution's fiscal health. Several actions have been implemented and are on-going. One of the actions is to change the budgeting process to Zero-Based Budgeting (ZBB) rather than to use the previous request and approve method.

The College administration initiated the ZBB program in January 2017 with the start of the budget development. Dr. Cristobal Valdez started by soliciting employees to participate on a Budget Review Committee. The Committee was representative of various categories of employees ranging from faculty, administrative staff, to maintenance personnel. The Committee also included the President, three Vice Presidents, Director of Budgeting, and the Director of Accounting.

First Steps

The Spring 2017 Semester began with an all-College meeting where the College's fiscal condition was shared with all faculty and staff. This presentation included the College's recent fiscal years' results and the current State of the College finances. With salary and benefits composing 80 percent of the College operating budget, comparisons between Richland and peer institutions were made for expenditures on salary and benefits. Comparisons of two peer groups indicated that Richland was at the high end of each group. A strategic decision was made to move the College's salary and benefit expenditures toward a more sustainable ratio of 70 percent of the operational budget. This rightsizing initiative information was shared with the College community.

The meeting also served as the first of a series of information sharing sessions. This first session included an initial presentation of the new organizational structure under the rightsizing initiative. The College President with the oversight of the Board of Trustees developed the first step of the rightsizing, the elimination and consolidation of positions. Included in the reduction-in-force were two executive level positions, one director position, elimination of nine full-time staff positions and six part-time positions. Additionally, this initial action closed the College's Copy Center and Early Childhood Development Center.

The second step in the rightsizing action was to develop a voluntary separation incentive plan. The plan was introduced in February, closed in March and completed by June 30th. This plan yielded 14 additional staff exiting the institution.

Information was shared at monthly all-College meetings and through regular e-mails to communicate updates to all employees.

The combined effect of the rightsizing action, the voluntary separation incentive plan and a freeze in hiring from the prior fiscal year was a 28 percent staff reduction and a salary reduction of \$2.5 million. Benefit savings will be \$800,000 annually. Because of these employment actions, the Budget Committee was not asked to review permanent staff positions.

Budget Requests

Under the ZBB process, each budget manager was asked to develop expected annual expenditure budgets for each account in the areas for which they have responsibility. The expected expenditures were to be "built" on the minimum cost for operating a specific activity. The areas were essentially the same, but the accounts did not include any expenditures from prior years, which is a departure from past practice. Through the rightsizing and reorganization, some managers would be developing a cost center for new centers. New forms include space for a justification as well as a priority number for each item requested. This shift from the usual process posed a challenge for the budget managers. The end result was twofold. Budget managers are much more knowledgeable about the various items in their area of responsibility. Secondly, the initial requests submitted to the Budget Review Committee were within one percent of the revenue projections. Under the previous process, Business Office staff would have returned budgets to the managers to cut significant amounts to bring the budget into line with the projected revenues. This budget's closeness of expenditure requests to anticipated revenue was a first for the College.

The Budget Review Committee

The charge of the Committee was to review requests for funding from each budget manager and determine whether the request was with merit and deserved to be funded or if the funding should be reduced or eliminated. Costs for salary and benefits were reviewed but limited in scope of possible actions. A rightsizing and reorganization action was started prior to the budget process and was implemented concurrently with the budget development.

The Budget Review Committee's composition consisted of non-accountant non-budget employees as well as individuals who have budget responsibility as part of their job. Given the makeup of this group, a substantial portion of the early meetings were educational and covered the different funds under the College accounting system. One major goal was to get the Committee up-to-speed on the mechanics of the accounting structure and interconnectedness of the Funds. While the College maintains nine funds, the work of the Committee was directed to the Operating Funds as the majority of the College activity is accounted for within these funds.

Committee meetings were held in February and March, and concluded in April. Access to the College's budget development software was provided to these individuals so that they could spend time reviewing and questioning the planned expenditures. At each meeting of the Committee, a different part of the budget was presented and reviewed with open conversation and detailed explanation of the request. In certain instances, the budget manager was asked to come and answer the Committee's questions.

The final charge of the Committee was to make a recommendation for a complete budget to the College President. The Committee was open and engaged and often had vibrant discussion concerning various aspects of spending in areas that a particular member may have had no understanding about previously.

The Budget Review Committee finalized its discussion and developed recommendations. The data and budget document was forwarded to the President for review and final comment.

President's Budget Review

The President reviewed the budget document, comments, and final recommendations put forth by the Committee. Upon concluding his review, his agreement with the Committee's recommendations laid the final piece in the ZBB process needed to publish the budget.

Zero Based Budgeting was a new and challenging experience in the budget development process. The Committee gained broader knowledge of the College finances, and transparency increased when information was shared with the larger College community. This process has been embraced and will be refined for future years' budget development.

Some of the lessons learned from the ZBB activity include better understanding of the actual activities and costs across the various budget areas, greater transparency for the whole College constituency, and a stronger budget in difficult financial times. The real work will begin as the budget managers implement the approved budget.

Key Assumptions for Budget Development

The following items provide several highlights to the budget development and the basis for the budget development:

- Revenue assessment and assumptions
 - State Funding continues to be intermittent and greatly reduced. No base operating grants are included in the Operating Budget.
 - Tax base is remaining stable with limited growth effectively keeping tax revenue at the same level as in previous years.
 - Exelon Power Station taxes (which makes up 10% of the local tax base) will be at the same level for the next 10 years.
 - Tuition revenue is estimated at a 3% decline from the previous year.
- Staff reduction and rightsizing
 - A net 9% reduction in total full-time staff is included in the FY18 budget.
 - Health insurance benefits will be modified to keep premiums at the FY17 rates.
- Working toward a healthy budget
 - The budget will continue to be reduced to a sustainable level in terms of revenues and expenditures.
 - Shifts in spending priorities will continue toward benchmark levels for the general object accounts.
 - The budget establishes a target of 70% of operational expenditures for salary and benefit expenditures.
 - The budget establishes a contingency for the first time in over a decade.

Budget Review Committee Highlights

The Budget Review Committee reviewed and made recommendations to establish a contingency as close to \$200,000 as possible and to modify requested expenditures in the following account items: coordinator salaries, publications and dues, travel and staff development, new initiatives, and transfers to other programs of the College.

- Reduced or eliminated five program coordination positions. Cost reduction: \$30,890
- Eliminated a second testing center. Cost reduction: \$12,460
- Discontinued several different professional/organizational memberships for FY18. Cost reduction: \$2,605
- Discussed the anticipated cost of redesigning the College's website. It was determined that the \$15,000 requested and allocated was appropriate.
- Reduced a requested \$9,000 for a new text messaging service to \$5,000.
- Reduced several CPED budget activities/programs thus lessening the transfer from the education fund. Cost reduction: \$14,000
- Recommended further review of the viability of the Fairview Plaza Extension site.
- Recommended continuing to seek funding for the Trustee's Scholarship Program (currently a waiver program).
- Recommended travel funds at the requested levels and the development of a task force to create a comprehensive travel and staff development plan.
- The Program Viability Committee will review Continuing Professional Education Division (CPED) programs to determine whether RCC should continue to offer the hobby and leisure classes.
- Established a first ever contingency of \$116,000.

STRATEGIC PLAN INITIATIVES

The College's strategic plan approved originally in 2015, addresses enhancing teaching and learning, student engagement, workforce development, and creating a sustainable organization. Goal 4, creating a sustainable organization, focused on empowering employees, creating a sustainable facility, seeking grant funding, and measuring class and laboratory utilization. Attention to financial sustainability was not addressed by the strategic plan.

Combining the State of Illinois' fiscal crisis with shrinking enrollments, the College's financial situation has followed suit. At the end of FY13, Operating Funds had a balance of \$1,983,517. As a result of declining enrollment and not receiving budgeted State operating funding, the Operating Funds ended FY16 at \$267,682. Substantial measures needed to be undertaken to place the College on a better financial path and re-establish a strong financial position. One of the actions taken was to revise the strategic plan's goal 4 to be more directed toward strategies that over time will place the College in a much better fiscal situation.

A team from the Finance and Administration Division formed an ad-hoc committee committed to developing goals and strategies that lead to a sustainable financial future. Subsequently, the strategies and outcomes under a revised goal 4 will be used over the next few budget cycles to measure the success of the budgeting process.

A result of the strategic plan committee was to develop a goal statement for restoring financial strength that would guide specific strategies and set an end with which direct action could be aligned. The Board of Trustees adopted this revised goal as part of the strategic plan in November 2016. The revised goal follows:

Create a robust financial structure that has the buoyancy to accommodate change, including managing long-term operating funds, maintaining cost control and effective systems, stabilizing revenue over time, and defining an appropriate organizational structure.

From this over-arching goal, 4 main strategies emerged. Specific actions to be completed are shown following the strategy.

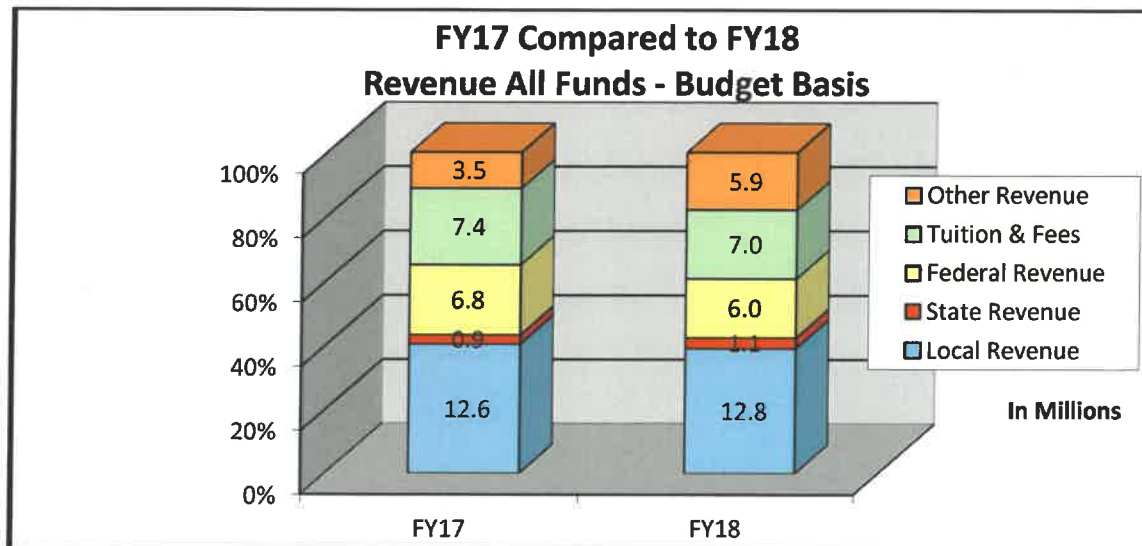
- Strategy 1 - Develop and implement a working capital model that addresses the College's deficiency of working capital.
 - File with Court of Claims for all FY16 unpaid State contracts.
 - Monitor Working Cash Fund balance and State Appropriations.
 - Develop a Cash flow model that reduces the need to use Working Cash Funds
- Strategy 2 - Establish a Fund Balance Policy providing a framework and process to identify appropriate Fund Balances and actions that lead to and provide support of a strong financial position within a designated time frame.
 - Establish Fund Balance targets for Ed Fund, O&M, Auxiliary, and Tort funds.
 - Examine revenue and determine whether revenue generations support associated activities.
 - Work with Richland Foundation to establish appropriate funding of operations and scholarships.
 - Review and revise tuition pricing model.
 - Identify future revenue source for program continuance.
 - Evaluate the travel policy and procedures and align with institutional need.

- Build in contingency costing during the budget process.
- Strategy 3 - Conduct a comprehensive study of organizational structure and adjust based on findings.
 - Define the core business of Richland Community College.
 - Identify programs and activities that are necessary to operate the core business.
 - Analyze positions and reporting structure leading to reorganization to improve functionality for the core business.
 - Analyze salary and benefits as related to College programs.
 - Initiate process to adjust positions identified for change, reorganization, or withdrawal.
- Strategy 4 – Conduct a comprehensive study of facilities and equipment to address current needs and accommodate the College's core business.
 - Identify deferred maintenance projects and project expenditures.
 - Create a master equipment replacement plan including funding options.
 - Analyze current personnel resources to determine if they are sufficient to support optimal functioning of facilities.

Using these strategies to achieve the overall goal will allow the College to benchmark its progress toward a performance - based budget and a solid financial footing.

BUDGET OVERVIEW

The FY 2018 Budget is a balanced budget including funding sources and uses of over \$32.8 million for all College funds combined. The budgeted FY 2018 revenues increased by \$1.32 million over FY 2017. However, when revenue for the Restricted Operations and Maintenance Fund is taken out of the total, revenue is down from FY17 by a little over \$1 million. The College increased the FY18 per credit hour tuition by \$4.00. Due to a continuing trend in declining enrollments, even with this increase the College is anticipating a 5% decrease in tuition and fee revenue. Local Government Revenue increased by 2%, because the College increased the Bond Fund levy due to the working cash bonds issued in FY17.



Sources – All Funds

Sources of revenue for the College across all funds are generated from taxes, tuition, and governmental sources. Taxes are generated from a general property tax placed upon all real property within the College's District. For FY 2018, local tax revenues include taxes levied on property owners for calendar year 2016, payable in June and September of 2017. The taxable value or equalized assessed valuation (EAV) approximates one-third of the market value of the land in the District. Exelon Corporation, the owner of the nuclear power station in DeWitt County negotiated a freeze on its EAV of the power plant for the next ten years.

Maintaining affordable tuition is a primary focus for Richland Community College. Access to higher education is part of the core mission of the College. Although increased expenses and the loss of State Funding have created the need for a tuition increase for the coming fiscal year, Richland's tuition is still one of the lowest among community colleges in Illinois. Tuition for FY18 has been increased to \$133 per credit hour for in-district students, \$168 per credit hour for online courses, and \$160 per credit hour for variable tuition courses and is estimated to produce total tuition revenue of approximately \$7 million, including related course fees.

Governmental sources of revenue are divided into Federal and State grants and State Personal Property Replacement Taxes. Federal revenues are derived mainly from student financial aid (Pell Grants and Direct Loans) as well as other programmatic grants. Personal Property Replacement Taxes are revenues collected by the State of Illinois and paid to local governments to replace money that was lost by local governments when the State terminated their ability to impose personal property taxes on corporations, partnerships, and other business entities. This tax is determined by the retail sales generated in the College's District. The anticipated revenue in FY18 is expected to increase slightly based on receipts from the last half of FY17.

The category entitled Other Sources in the FY18 Budget includes interest earnings, fund balance appropriations, gifts and donations, scholarships, community training revenues, facility rental fees, and other miscellaneous items. Total funding in this category is anticipated to show an increase in FY18, due to continuing remodeling projects at the College funded by local donations to the Richland Community College Foundation.

Uses – All Funds

Uses or expenditures budgeted for FY18 total approximately \$32.8 million for all Funds. Expenditures for the College are driven primarily by salaries and benefits as well as capital projects that are planned for FY18. Richland's personnel represent over 75% of General Fund Expenditures and 48% of expenses for all funds. This percentage has decreased from prior years due to the College's rightsizing initiative and Voluntary Separation Program. This budget also includes a contingency expense fund for the first time in ten years.

II. ORGANIZATIONAL SECTION

RICHLAND COMMUNITY COLLEGE DISTRICT #537

FISCAL YEAR 2018 ANNUAL BUDGET

ORGANIZATIONAL SECTION

Principal Officials as of July 1, 2017

Board of Trustees

<u>Name</u>	<u>Position</u>	<u>Term Expires</u>
Tom Ritter	Chairman	2021
Dr. David Coopriider	Vice Chairman	2019
Bishop Wayne Dunning	Secretary	2023
Randy Prince	Trustee	2021
Dale Colee	Trustee	2019
Bruce Campbell	Trustee	2023
Jim Underwood	Trustee	2023
Lee Trimble	Student Trustee	2018

Executive Staff of the College

Dr. Cristobal Valdez	President
Dr. Marcus Brown	Vice President, Student Success
Dr. Denise Crews	Vice President, Academic Services
Joe Feinstein	Chief Information Technology Officer
Greg Florian	Vice President, Finance and Administration
Tracy Withrow	Director, Marketing and Public Relations

VISION, MISSION AND CORE VALUES

VISION

To be the premier source for education, workforce training, partnerships, and economic development. (Reaffirmed March 2015)

MISSION

To provide innovative educational environments, opportunities, and experiences that enable individuals, communities, and the region to grow, thrive, and prosper. (Reaffirmed March 2015)

CORE VALUES

Richland has endeavored to identify its Core Values through a series of reflective activities conducted initially through College-wide evaluations and then through the work of a Continuous Improvement Process Team. In the spring of 2003, the College adopted five core values: **Commitment, Respect, Excellence, Accountability, and Diversity.**

STATEMENT OF PURPOSE

The primary purpose of Richland Community College is to improve the quality of life in Central Illinois by actively serving the educational needs of the people, organizations, and institutions it serves. Richland pledges to provide equal access to education and training for all citizens regardless of race, age, gender, religion, national origin, ethnic background or disability.

Richland achieves its mission and purpose by offering the following programs as outlined in the Public Community College Act:

- The first two years of a baccalaureate, transfer education;
- Occupational/Technical courses, certificates, and degrees leading directly to work
- Basic educational courses and programs designed to prepare students to engage in college-level study;
- Continuing and community education courses and programs designed to provide and encourage opportunities for lifelong learning;
- Student development programs and services designed to help students identify educational and career goals, set realistic career paths, and develop skills necessary to achieve intellectual and personal growth;
- Academic programs and services that provide supplemental support to both teaching and learning;
- Community education activities and programs that complement, enhance, and contribute to the growth and enrichment of students and the community, both inside and outside of the classroom; and
- Community service activities and programs that promote linkages with business, industry, and governmental agencies designed to meet the changing needs of the market place and promote economic growth in Central Illinois.

HISTORY, LOCATION AND DEMOGRAPHICS

HISTORY

- 1971** - The Community College of Decatur is established by referendum as a comprehensive two-year institution and is housed in a vacated bank building in downtown Decatur, Illinois. A Board of Trustees is to be the ruling body that governs the College.
- 1975** - The College is re-named Richland Community College to better represent the College's expanded district parameters.
- 1979** - Richland expands and moves to a new location in an industrial park – a temporary site while a permanent facility is planned.
- 1980** - Richland Community College Foundation is established.
- 1984** - Voters approve a bond referendum for the construction of a permanent site.
- 1988** - Richland relocates to a newly constructed campus offering 151,000 square feet on the Northeast corner of Decatur, Illinois. First classes were held in September.
- 1991** - The Weidenbacher Greenhouse is constructed and ready for classes.
- 1992** - The Shilling Community Education Center is built onto the existing permanent structure, adding an additional square footage of 44,600.
- 2001** - Dr. Gayle Saunders becomes first female President of Richland Community College.
- 2002** - Two additional wings are added to the campus. The Schrodt Health Education Center and the Industrial Technology wing add 50,000 square feet to the College.
- 2005** - Richland opens classrooms at the new Hope Academy Center, 1050 E. Sangamon, Decatur IL 62521. The Brush College, LLC, is created and the first Farm Progress Show is held at Progress City USA.
- 2007** - Richland hosts the Farm Progress Show in Progress City, USA. The ground is broken for the Early Childhood Classroom and Fitness Center.
- 2007** - The Agribusiness and Occupational Technology Center is dedicated in November.
- 2008** - In February, The Agribusiness and Occupational Technology Center is renamed the Dwayne O. Andreas Agribusiness Education Center.
- 2008** - Ground was broken for the Center for Sustainability and Innovation in September.
- 2008** - The Fitness Center opened in its new location in the fall.
- 2009** - In January the Fairview Park Plaza Center opened as a site for credit and non-credit classes.
- 2009** - The Adele P. Glenn Academy of Early Childhood Education was dedicated in April.

- 2009** - The Center for Sustainability and Innovation opened in July.
- 2009** - In August, the wind turbine started operation; it was dedicated in September.
- 2009** - In September, Richland hosted the third Farm Progress Show on the campus.
- 2010** - The first graduates of the Culinary Arts Institute participated in Commencement.
- 2010** - The Richland Foundation announced that it had reached its Major Gifts Campaign goal of \$17 million.
- 2010** - The Mathematics Enrichment Center was dedicated with funding from the James Millikin Trust.
- 2010** - Richland was notified by the U.S. Green Building Council that the Center for Sustainability and Innovation has received the Leadership in Energy and Environmental Design (LEED) Platinum designation.
- 2011** – Richland was notified by the Association for the Advancement of Sustainability in Higher Education that the College had been awarded a STARS Bronze Institute based on its accomplishments in campus sustainability.
- 2012** – College completed the installation of the New Energy Management System. This involved a total replacement of the College’s heating and cooling systems.
- 2012** – Richland was designated as a “tree campus” by the National Arbor Day Foundation.
- 2012** – A state-of-the-art National Sequestration Education Center was opened.
- 2012** – State of Illinois announced release of funding to build a new Student Success Center.
- 2012** – Richland Transfer Academy opened.
- 2013** – Richland was recognized as a finalist for 2013 American Association of Community Colleges Award of Excellence in the Outstanding College/Corporate Partnership category.
- 2013** – The groundbreaking was held for the Workforce Development Institute.
- 2014** – The permanent location of the Clinton Higher Education Center opened.
- 2014** – The Culinary Art Institute restaurant, Bistro 537 opened.
- 2014** – The Workforce Development Institute was completed
- 2015** – The groundbreaking was held for the Student Success Center.
- 2017** – Construction began on Carroll Center for Innovative Learning.

LOCATION

Located in Decatur, Illinois, the College serves an eight-county district with a population of approximately 133,000. Three hours from Chicago, Illinois, and two hours from St. Louis, Missouri, the College is centrally located within Illinois. The primary campus encompasses 155 acres. The College also operates an attendance center in Clinton, Illinois, which is roughly 25 miles north of the main campus and an attendance center in the Fairview Park Plaza Center, located on the West side of Decatur.

The District is home to a variety of regional and international companies including Archer Daniels Midland, Caterpillar, Tate & Lyle, Fuyao Glass of Illinois, Mueller Company and Ameren IP. Decatur is the North American headquarters for Archer Daniels Midland Company, recognized as a leader in applied agricultural research. While much of the District's focus is on manufacturing, nearly half of all businesses fall within the service sector, including health care. Decatur is also the home of the Farm Progress Show, held biannually at Richland Community College.

The College also is centrally located to a variety of four-year universities and colleges where Richland graduates can further pursue a baccalaureate degree. In addition to Millikin University, a private university located in the city of Decatur, the College also is within a one-hour drive from three public universities – the University of Illinois in Champaign-Urbana, the University of Illinois in Springfield, and Illinois State University in Bloomington-Normal. Private universities in the area include Illinois Wesleyan University, Lincoln College, Lincoln Christian University and Benedictine University in Springfield.

DEMOGRAPHICS

Counties: Of the 8 counties touched by Richland's services, Macon County and DeWitt County provide the largest residence base. 96% of Richland's population base resides in Macon County and DeWitt County. The other counties in District #537 include Christian, Piatt, Logan, Sangamon, Moultrie, and Shelby.

Population: In 2016, Richland's District included a population base of 127,329. This is a decrease of about 4.9% from 2007. Of the ten K-12 school districts within Richland's population base, the top five account for nearly 83% of Richland's population base. The two largest school districts experienced a decrease in population between 2000 and 2010 of roughly 4,600 residents or approximately 5.1%.

Employment/Unemployment: The three major industries in the area are: 1) educational, health and social services, 2) manufacturing, and 3) retail trade. From 2000 to 2013, Macon County experienced over 8,000 job losses mostly resulting from plant closings within the manufacturing sector. This change has had a direct impact on the population decline within the District. Production occupations, which historically make up the largest portion of jobs in the area, are expected to decrease by 6%.

Healthcare is an evolving field. With the change in federal requirements for electronic medical records, training needs for new and incumbent workers are expected to change. Currently, employment within the Health Professions and Education sectors account for the other major employment fields in the area. By 2020, healthcare positions in the College's district are projected to increase by 10%. These projections, taken from the Illinois Department of Employment Security's Economic Information and Analysis Division, are utilized when making decisions about future program offerings at Richland.

From 1980 to 2000, the unemployment rate in the region decreased from approximately 11.1% to 5.2% and it remained fairly constant through midyear 2008. Starting midyear 2008 the unemployment rate steadily increased to a high of 13.4% in March of 2010. By April of 2012 the rate had decreased

to 9.5% as the local economy slowly improved. As of June 2017 the rate had dropped to 6.7%. At this time, the rate is still one of the highest in the State of Illinois. The local economy is still struggling to regain the job losses of the 2008 recession.

Historically, high unemployment rates tend to correlate with increasing student enrollments. Typically community colleges experience an increase in student enrollments and when unemployment increases, with the enrollments stabilizing as the employment rate remains steady. Unfortunately this has not been the case following the recession of 2008. The College experienced record high enrollments in FY2010 and FY2011 followed by a decline in credit hours starting in FY2012. Historically, this downward trend would be expected to continue for two or three years and then stabilize. Enrollments have continued to drop and the College is anticipating another 3% decline for FY2018. This downward trend in enrollments is not unique to Richland, as most other Colleges in the State continue to experience drops in their enrollments.

Education: As reflected in the data from Richland's Environmental Scan for 2014, the percentage of the population in Richland's District with at least a high school diploma has grown from 83.2% in 2000 to 89.5% in 2012. However in Macon County, over 40% of the population ended their educational attainment with a high school diploma or less. This percentage is higher for DeWitt County at over 50%. Overall, both counties are undereducated compared to the State and nation. These figures suggest that Richland has a growing pool of available students. One important aspect to address for the College is reaching those students and providing the educational services needed.

Financial Aid: Financial aid and scholarship awards for FY 2016 totaled \$6.7 million distributed to 1,739 students. In FY 2015 financial aid and scholarship awards totaled \$6.8 million distributed to 2,035 students. An increasing number of the District's students rely on financial aid for higher education. The number of students awarded Pell Grants has remained steady over the last 5 years, while the number of students awarded State MAP Grants has declined mainly due to earlier and earlier deadlines for applying due to funding difficulties with the State of Illinois. Due to the lack of a State budget the College suspended all funding for the MAP Grants starting in January of 2016. This suspension will remain in effect until the State resolves the budget impasse. The College has seen a steady increase in the number of scholarships provided by the Richland Community College Foundation which has helped to bridge the gap between need and available financial aid.

According to national statistics on persons below poverty level, there was a 2.6% increase in the national poverty rate from 13.3% in 2005 to 15.9% in 2012. For Macon County the increase was higher, rising 8.2 percentage points from 15.1% in 2005 to 23.3% in 2012.

Student Body: Richland experienced the highest enrollments in its history in FY 2010 with total certified credit hours reaching 74,970. Since that time enrollments have fallen back to a projected level of 50,033 certified credit hours for FY 2017. The FY 2018 Budget is based on Certified Credit Hours decreasing approximately 3% from FY 2017 enrollments.

The Richland District includes 15 public and private high schools. Historically about 22% of all graduates at these high schools subsequently enroll at Richland Community College.

The fall 2016 headcount for credit classes and full-time equivalency were 3,368 and 1,778 respectively, as compared to 3,369 and 1,801 for fall 2015. For 2016, the average age of a Richland student enrolled in classes was 26. The ratio of part-time to full-time students was 70/30 and female to male students was 62/38. Roughly 71.7% of the student body is Caucasian while 13.9% is African American and the remaining 14.4% is comprised of other ethnic groups.

The College also offers Dual Credit courses which allow high school students to take college-level classes for college and high school credit at the same time. High school students who rank above

average in academic achievement may enroll in selected college classes, which must be 100 level or higher.

The College has agreements in place with nine high schools in the District covering dual credit. Students may be enrolled via one of four methods: The Richland Transfer Academy, on their own, at their respective high school or through Heartland Technical Academy.

Faculty/Staff: In the fall of 2016, Richland had 303 employees. Of this, 186 were full/part-time faculty, 41 administrative, and the remainder is support personnel. The ethnicity of the faculty and staff included 32 African Americans, 2 Native Americans, and 6 Hispanics. 61% of the College's full-time employees are females compared to 39% males. 167 of the College's employees possess a Master's or Doctoral Degree; another 93 possess a Bachelor degree.

Physical Facilities Square Footage:

Main Campus – Original	154,796
Shilling Center	44,607
Workforce Development Institute	40,260
Agricultural / Maintenance	12,876
Schrodt Health Education Center	25,570
Industrial Technology Center	23,550
Andreas Agribusiness Ed Center	17,861
National Sequestration & Ed Center	15,531
Center for Sustainability and Innovation	14,680
Macon County Soil & Water Building	<u>7,815</u>
TOTAL	<u>357,546</u>

FINANCIAL INFORMATION

BASIS OF ACCOUNTING

The College follows generally accepted accounting principles of the United States as set forth in the Governmental Accounting Standards Board (GASB) Codification and as applicable to colleges and universities. As such, the modified accrual basis of accounting is used, whereby revenues are recognized when measurable and available, and expenditures (other than interest on long-term debt) are generally recognized when the liability is incurred.

For budgetary purposes and financial reporting, summer session revenues and expenditures are deferred and reported in the succeeding fiscal year in which the program is predominantly conducted. This is considered an immaterial difference from accrual accounting primarily because it is consistently applied from year to year.

The College operates on a fiscal year ending June 30th. In accordance with the GASB Statement #33, the College's Board of Trustees adopts a property tax levy in December of each year, which explicitly links such property taxes to the fiscal year beginning the following July. On June 30th, the financial statements reflect property taxes receivable and deferred property tax revenues for the prior calendar year.

In FY 2004, the College implemented several new GASB Pronouncements that resulted in the financial statements being presented in a comprehensive single-column format combining all funds of the College. It is intended to facilitate a better understanding of College operations by presenting financial information in a format more typically used by business entities.

BASIS OF BUDGETING

The College follows a cash basis for budgetary purposes, which differs from generally accepted accounting principles (GAAP) as follows: 1) For budgetary purposes, encumbrances are recorded as expenditures, but are reflected as reservations of Fund Balance for GAAP purposes. 2) For GAAP purposes, and as stipulated by GASB 24, the College reports retirement contributions made by the State of Illinois on behalf of the College as both a revenue and expenditure; however, such contributions are not reflected within the budget. 3) Though budgeted, capital expenditures will be eliminated from the statement of revenues, expenses and changes in net assets, and depreciation expense will instead be reflected. 4) Internal service and intra-agency (primarily student financial aid used to fund tuition) revenue and expenditures, while budgeted, will be eliminated for financial reporting.

FUND GROUPS

For budgetary control and to comply with legal regulations, the College's accounts are organized into funds and account groups, each of which is considered a separate accounting entity. Expenditures within each fund are further delineated by function and object to more fully reflect the planned activities of the fund.

<u>Fund Type</u>	<u>Fund</u>	<u>Fund #</u>
<u>Governmental</u>		
General	Education	01
	Operations and Maintenance	02
Special Revenue	Restricted Purpose	06
	Audit	11
	Liability, Protection and Settlement	12
Debt Service Fund	Bond and Interest	04
Capital Projects Fund	Operations and Maintenance (Restricted)	03
<u>Proprietary</u>	Auxiliary Enterprise	05
<u>Fiduciary</u>	Trust and Agency	10
	Working Cash	07
<u>Account Groups</u>	General Fixed Asset	08
	General Long Term Debt	09

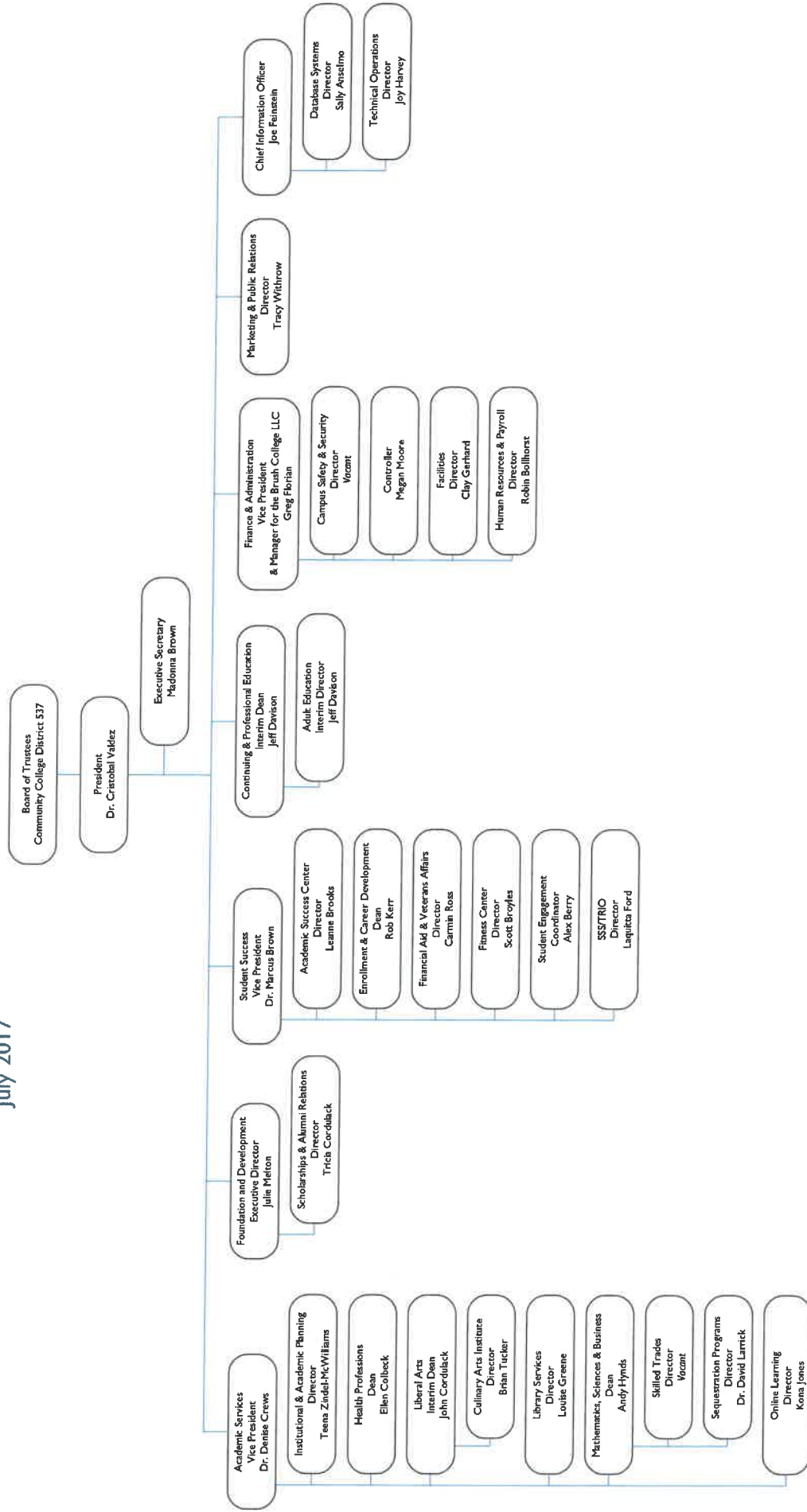
MONITORING AND REPORTING

Overall responsibility for budget management lies with the Vice President of Finance and Administration. Day-to-day oversight is the responsibility of the Controller. Day-to-day operations require the use of various management information reports by the Controller and Vice President of Finance and Administration. All budget managers have daily access to an on-line database query of the detail of expenditures and budget transactions under their control.

The monitoring of revenue is a crucial component of budget management. In the event of an unexpected decline in revenue, certain non-essential expenses would be identified and frozen to insure a balanced budget at year-end. This requires the cooperation and assistance of all Budget Managers in keeping purchase requisitions limited to only those items which are essential for the provision of services.

Detailed budgetary financial reports are prepared monthly for the Board of Trustees. These reports include comparisons by fund of actual expenditures against budgets by function and object; revenue receipts against budget; total salary commitments against budget; and cash and investment balances. Additionally, the reports include a listing of bills paid by fund. The Board is asked to review and approve these monthly reports.

Richland Community College
 Organizational Responsibility by Function
 July 2017





RICHLAND COMMUNITY COLLEGE

2015-2018 STRATEGIC PLAN

Goal 1	Goal 2	Goal 3	Goal 4
<p>Elevate Teaching and Learning Standards</p>	<p>Foster Student Success and Completion</p>	<p>Create and Advance Workforce Development Partnerships</p>	<p>Ensure a Sustainable Organization</p>
<p>Sustain and improve instruction through the assessment of student learning outcomes.</p>	<p>Sustain an environment that embraces students and advances them toward goal clarity and completion of their identified goal(s).</p>	<p>Enhance and cultivate partnerships in business, education, government, and the community to meet current needs of students and emerging trends of the region.</p>	<p>Create a robust financial structure that has the buoyancy to accommodate change.</p>
<p>Key Result</p>	<p>Key Result</p>	<p>Key Result</p>	<p>Key Result</p>
<p>Multiple measures that demonstrate student learning</p>	<p>End of program success</p>	<p>Collective impact on workforce and partnership development</p>	<p>Richland's Principles of Sustainability are maximized for long-term College viability.</p>
<p>Implementation Strategies</p>	<p>Implementation Strategies</p>	<p>Implementation Strategies</p>	<p>Implementation Strategies</p>
<p>A. Utilize Richland's Cross Disciplinary Outcomes process to assess student learning.</p>	<p>A. Engage in activities that improve the college and career readiness of Richland students.</p>	<p>A. Discover common workforce needs and opportunities to strengthen community relationships.</p>	<p>A. Develop & implement a working capital model that addresses the College's deficiency of working capital.</p>
<p>B. Demonstrate the assessment of program student learning outcomes.</p>	<p>B. Advance a comprehensive Strategic Enrollment Management process and completion agenda.</p>	<p>B. Identify and implement new career and technical education programs of study and workforce development programs reflecting community economic development initiatives.</p>	<p>B. Establish a fund balance policy to provide a strong financial position.</p>
<p>C. Engage faculty and staff in program review using the established process.</p>	<p>C. Engage students in the holistic development of educational pathways.</p>	<p>C. Actively engage in legislative and government relations that serve to further Richland's mission.</p>	<p>C. Conduct a comprehensive study of the organizational structure.</p>
<p>D. Enhance teaching and learning through faculty development opportunities.</p>	<p>D. Implement student success strategies to address progress expectations and identified momentum points.</p>	<p>D. Proactively secure opportunities for media to highlight the vast portfolio of offerings available to District residents.</p>	<p>D. Conduct a comprehensive study of facilities and equipment.</p>
<p>E. Deploy innovative instructional delivery and assessment systems.</p>	<p>E. Establish robust student support systems including proactive advising and work-based career-focused experiences.</p>	<p>E. Facilitate workforce and economic development opportunities through business incubator and other entrepreneurial training.</p>	
<p>F. Expand project-based and other career-focused learning experiences for students.</p>		<p>F. Successfully fulfill the design, development and delivery of a new school of business integrated curriculum.</p>	

III. FINANCIAL SECTION

RICHLAND COMMUNITY COLLEGE DISTRICT #537

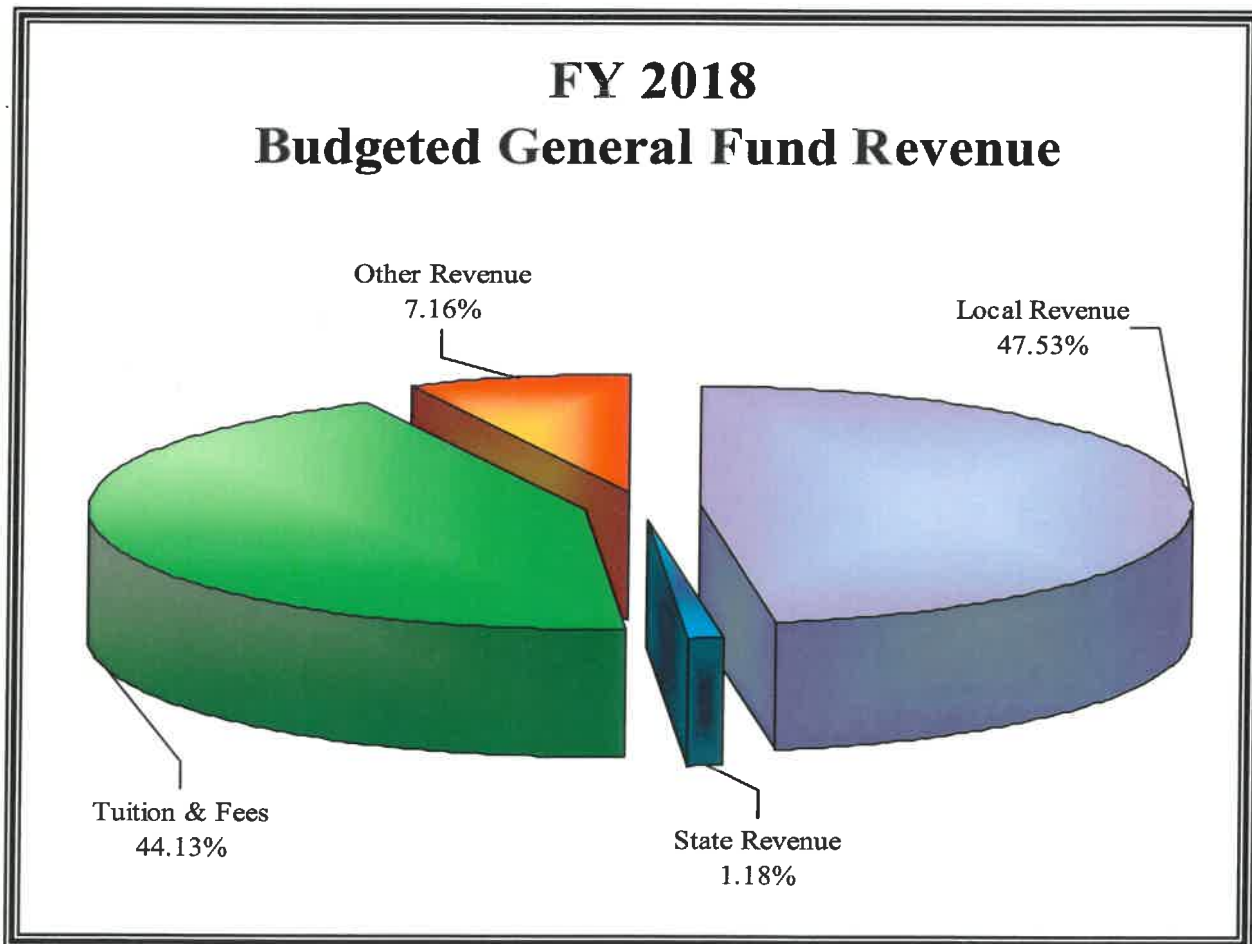
FINANCIAL SECTION

General Fund Revenue Budget

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

As illustrated below, the FY 2018 revenue budget of \$15,835,082 represents a increase of approximately 0.007%, or \$1,065 over the FY 2017 budget.

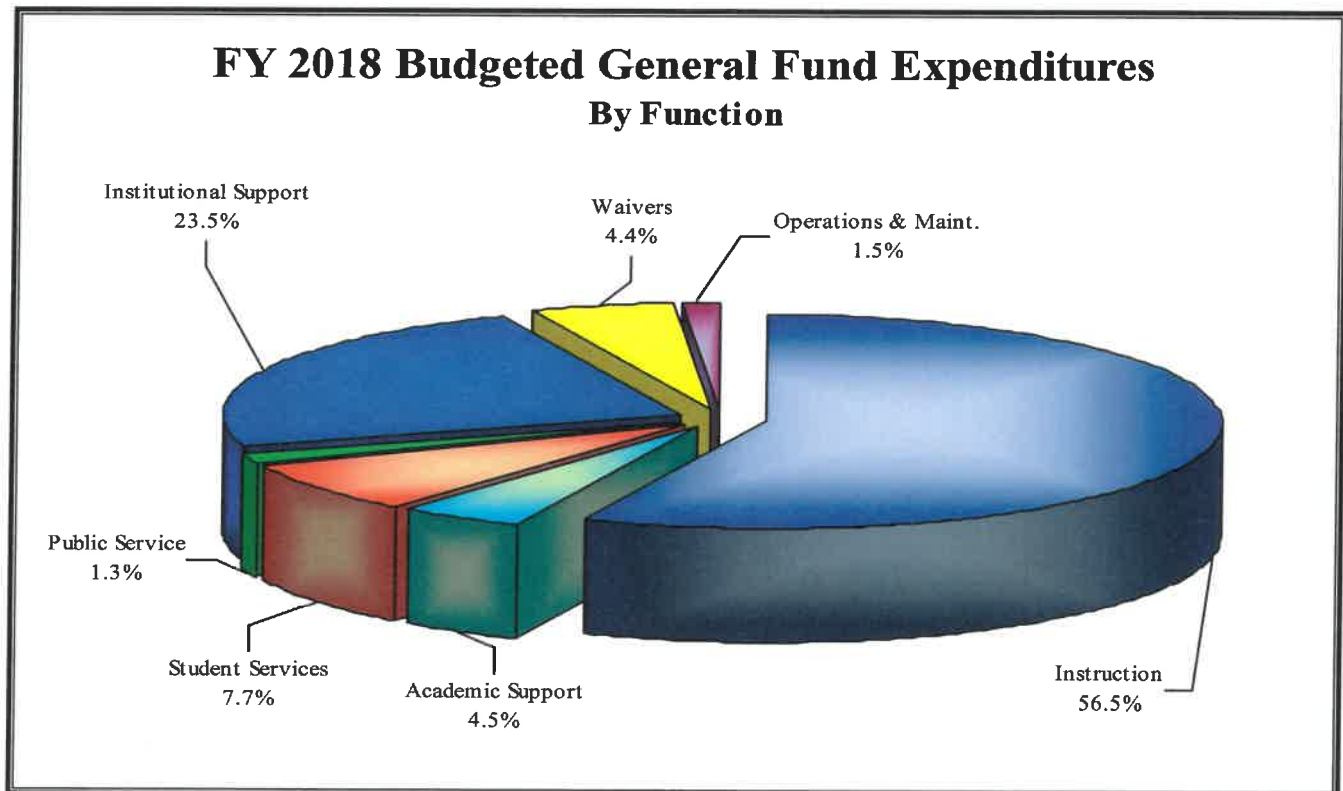
Source	FY 2017 Budget (Current Year)	FY 2018 Budget (Proposed)	Increase / (Decrease)
Local Revenue	\$ 7,553,272	\$ 7,529,067	\$ (24,205)
State Revenue	\$ -	\$ 187,135	\$ 187,135
Tuition and Fees	\$ 7,384,634	\$ 6,991,503	\$ (393,131)
Other Revenue	\$ 896,111	\$ 1,127,377	\$ 231,266
Total	\$ 15,834,017	\$ 15,835,082	\$ 1,065



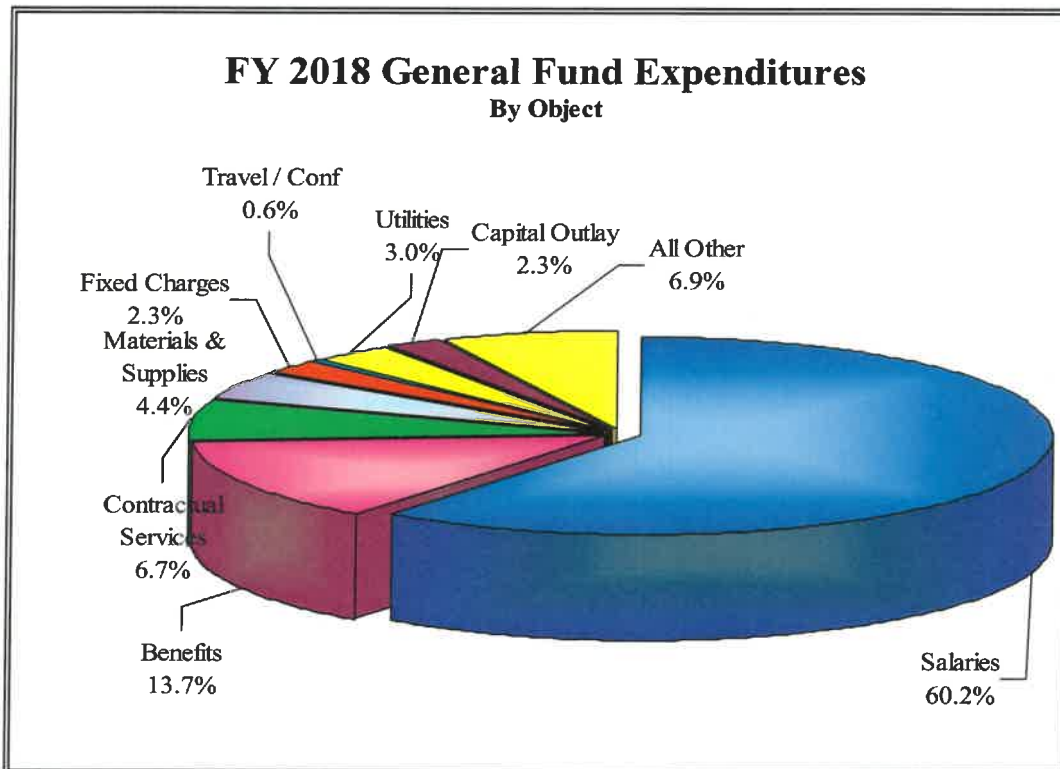
General Fund Expenditure Budget

Fiscal year 2018 budgeted expenditures for the General Fund are \$15,835,082, which includes a Transfer Out of \$95,850. Of the total amount, \$13,736,894 is budgeted for the Educational Fund and \$2,098,188 in the Operations and Maintenance Fund. Expenditure information is presented in two formats. Expenditures are classified by Function (Instruction, Academic Support, Student Services, Public Service/Continuing Education, Institutional Support, and Scholarships and Waivers), and by Object (Salaries, Benefits, Contractual, Materials, Conference & Meeting, Fixed Charges, Utilities, and Capital Outlay). The following tables and graphs detail the budgeted expenditures.

Function	Education Fund	Operations & Maintenance Fund	Total General Fund
Instruction	\$ 7,881,456	\$ -	\$ 7,881,456
Academic Support	\$ 636,383	\$ -	\$ 636,383
Student Services	\$ 1,092,006	\$ -	\$ 1,092,006
Public Service	\$ 174,782	\$ -	\$ 174,782
Institutional Support	\$ 3,254,267	\$ -	\$ 3,254,267
Scholarships / Waivers	\$ 698,000	\$ -	\$ 698,000
Operations & Maint.	\$ -	\$ 2,098,188	\$ 2,098,188
Total	\$ 13,736,894	\$ 2,098,188	\$ 15,835,082



Object	Education Fund	Operations & Maintenance Fund	Total General Fund
Salaries	\$ 9,338,978	\$ 193,841	\$ 9,532,819
Benefits	\$ 2,115,458	\$ 54,809	\$ 2,170,267
Contractual Services	\$ 458,060	\$ 622,058	\$ 1,080,118
Materials & Supplies	\$ 587,802	\$ 110,960	\$ 698,762
Travel & Conferences	\$ 89,421	\$ 2,189	\$ 91,610
Fixed Charges	\$ 86,030	\$ 276,520	\$ 362,550
Utilities	\$ 3,540	\$ 471,518	\$ 475,058
Capital Outlay	\$ -	\$ 363,382	\$ 363,382
Waivers & Chargebacks	\$ 698,000	\$ -	\$ 698,000
Other	\$ 263,755	\$ 2,911	\$ 266,666
Transfer Out	\$ 95,850	\$ -	\$ 95,850
Total	\$ 13,736,894	\$ 2,098,188	\$ 15,835,082



The following tables compare FY 2017 and FY 2018 revenue and expenditure budgets for each fund.

Revenue Comparison All Funds

Fund	FY 2017 Budget (Current Year)	FY 2018 Budget (Proposed)	Prior vs. Current Increase / (Decrease)
Education	\$ 14,035,010	\$ 13,736,894	\$ (298,116)
Operations & Maint.	\$ 1,799,007	\$ 2,098,188	\$ 299,181
Operations & Maint. (Restricted)*	\$ 629,816	\$ 3,275,339	\$ 2,645,523
Bond & Interest	\$ 3,288,856	\$ 3,338,926	\$ 50,070
Auxiliary Enterprises	\$ 1,195,276	\$ 898,359	\$ (296,917)
Restricted Purposes*	\$ 8,705,532	\$ 7,716,927	\$ (988,605)
Working Cash	\$ 5,000	\$ 15,000	\$ 10,000
Trust & Agency Funds	\$ 86,500	\$ 95,479	\$ 8,979
Audit	\$ 87,705	\$ 64,258	\$ (23,447)
Liability, Protection & Settlement	\$ 1,676,541	\$ 1,598,220	\$ (78,321)
Total All Funds	\$ 31,509,243	\$ 32,837,590	\$ 1,328,347

*Fund balance appropriations are included here

Expenditure Comparison All Funds

Fund	FY 2017 Budget (Current Year)	FY 2018 Budget (Proposed)	Prior vs. Current Increase / (Decrease)
Education	\$ 14,035,010	\$ 13,736,894	\$ (298,116)
Operations & Maint.	\$ 1,799,007	\$ 2,098,188	\$ 299,181
Operations & Maint. (Restricted)	\$ 629,816	\$ 3,275,339	\$ 2,645,523
Bond & Interest	\$ 3,288,856	\$ 3,338,926	\$ 50,070
Auxiliary Enterprises	\$ 1,195,276	\$ 898,359	\$ (296,917)
Restricted Purposes	\$ 9,007,777	\$ 7,651,972	\$ (1,355,805)
Working Cash	\$ 5,000	\$ 15,000	\$ 10,000
Trust & Agency Funds	\$ 86,500	\$ 95,479	\$ 8,979
Audit	\$ 61,233	\$ 64,258	\$ 3,025
Liability, Protection & Settlement	\$ 1,676,541	\$ 1,598,220	\$ (78,321)
Total All Funds	\$ 31,785,016	\$ 32,772,635	\$ 987,619

Revenue within each fund is classified according to source: Local sources, State sources, Tuition and Fees, and Other Sources (includes Transfers In). The table below illustrates revenue sources by fund for the FY 2018 budget.

Revenue Sources All Funds

Fund	Local Govt. Sources	State Govt Sources	Federal Govt Sources	Tuition and Fees	Other Sources*	Total
Education	\$ 6,628,428	\$ 187,135	\$ -	\$ 6,556,071	\$ 365,260	\$ 13,736,894
Operations & Maint.	\$ 900,639	\$ -	\$ -	\$ 435,432	\$ 762,117	\$ 2,098,188
Operations & Maint. (Restricted)*	\$ 325,100	\$ -	\$ -	\$ -	\$ 2,950,239	\$ 3,275,339
Bond & Interest	\$ 3,336,926	\$ -	\$ -	\$ -	\$ 2,000	\$ 3,338,926
Auxiliary Enterprises	\$ -	\$ -	\$ -	\$ -	\$ 898,359	\$ 898,359
Restricted Purposes*	\$ -	\$ 959,368	\$ 6,021,304	\$ -	\$ 736,255	\$ 7,716,927
Working Cash	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000
Trust & Agency Funds	\$ -	\$ -	\$ -	\$ -	\$ 95,479	\$ 95,479
Audit	\$ 64,108	\$ -	\$ -	\$ -	\$ 150	\$ 64,258
Liability, Protection & Settlement	\$ 1,581,520	\$ -	\$ -	\$ -	\$ 16,700	\$ 1,598,220
Total All Funds	\$ 12,836,721	\$ 1,146,503	\$ 6,021,304	\$ 6,991,503	\$ 5,841,559	\$ 32,837,590

*Fund balance appropriations are included here

**Richland Community College
Summary of Fiscal Year 2018 Budget by Fund**

	General Funds		Special Revenue Funds			
	Education Fund	Operations and Maintenance Fund	Restricted Purposes Fund	Audit Fund	Liability Protection and Settlement Fund	
Beginning Fund Balance *	(\$532,873)	\$549,443	(\$64,955)	\$21,458	\$682,097	
Revenues	13,721,894	2,098,188	7,716,927	64,258	1,598,220	
Expenditures	(13,641,044)	(2,098,188)	(7,651,972)	(64,258)	(1,598,220)	
Net Operating Transfers	(80,850)	0	0	0	0	
Ending Fund Balance	<u>(\$532,873)</u>	<u>\$549,443</u>	<u>\$0</u>	<u>\$21,458</u>	<u>\$682,097</u>	

	Debt Service Fund	Capital Projects Fund	Proprietary Fund	Fiduciary Funds		Totals
	Bond and Interest Fund	Operations & Maintenance Fund (Restricted)	Auxiliary Enterprises Fund	Working Cash Fund	Trust and Agency Fund	
Beginning Fund Balance *	\$32,894	\$941,884	\$791,649	\$8,349,893	\$0	\$10,771,490
Revenues	3,338,926	3,275,339	817,509	15,000	95,479	\$32,741,740
Expenditures	(3,338,926)	(3,275,339)	(898,359)	0	(95,479)	(\$32,661,785)
Net Operating Transfers	0	0	80,850	(15,000)	0	(\$15,000)
Ending Fund Balance	<u>\$32,894</u>	<u>\$941,884</u>	<u>\$791,649</u>	<u>\$8,349,893</u>	<u>\$0</u>	<u>\$10,836,445</u>

*estimated

**Education Fund Revenue
Fiscal Year 2017/2018**

<u>Operating Revenue by Sources</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Actual</u>	<u>FY 2016 Actual</u>	<u>FY 2017 Budget</u>	<u>FY 2018 Budget</u>
Local Government:					
Current Taxes	\$6,048,270	\$6,048,995	\$6,077,182	\$6,209,722	\$6,184,828
Replacement Taxes	\$439,376	\$459,888	\$445,778	\$442,000	\$443,000
Chargeback	\$15,002	\$14,658	\$6,227	\$6,200	\$0
Interest on Taxes	<u>\$607</u>	<u>\$769</u>	<u>\$300</u>	<u>\$500</u>	<u>\$600</u>
Total Local Government	<u>\$6,503,255</u>	<u>\$6,524,310</u>	<u>\$6,529,487</u>	<u>\$6,658,422</u>	<u>\$6,628,428</u>
State Government:					
ICCB Base Operating Grant	\$2,045,489	\$1,952,449	\$433,400	\$0	\$187,135
ICCB Equalization Grant	<u>\$302,569</u>	<u>\$75,345</u>	<u>\$50,000</u>	<u>\$0</u>	<u>\$0</u>
Total State Government	<u>\$2,348,058</u>	<u>\$2,027,794</u>	<u>\$483,400</u>	<u>\$0</u>	<u>\$187,135</u>
Student Tuition and Fees:					
Tuition	\$5,431,451	\$5,274,554	\$5,625,672	\$6,339,572	\$5,922,438
Fees	<u>\$619,346</u>	<u>\$722,027</u>	<u>\$723,002</u>	<u>\$726,616</u>	<u>\$633,633</u>
Total Tuition and Fees	<u>\$6,050,797</u>	<u>\$5,996,581</u>	<u>\$6,348,674</u>	<u>\$7,066,188</u>	<u>\$6,556,071</u>
Other Sources:					
Interest Income	\$1,739	\$1,583	\$2,010	\$2,000	\$4,000
Revenue - Bookstore	\$98,810	\$97,818	\$81,946	\$95,000	\$82,000
Foundation - Gifts	\$96,677	\$150,000	\$150,000	\$150,000	\$150,000
Revenue - Contractual	\$83,319	\$94,281	\$90,349	\$54,500	\$88,760
Revenue - Other Sources	<u>\$15,881</u>	<u>\$10,467</u>	<u>\$12,577</u>	<u>\$10,100</u>	<u>\$25,500</u>
Total Other Sources	<u>\$296,426</u>	<u>\$354,149</u>	<u>\$336,882</u>	<u>\$311,600</u>	<u>\$350,260</u>
Total Revenue Before Interfunds & Nonoperating Items	<u>\$15,198,536</u>	<u>\$14,902,834</u>	<u>\$13,698,443</u>	<u>\$14,036,210</u>	<u>\$13,721,894</u>
Interfund Transfers	<u>\$3,561</u>	<u>\$10,258</u>	<u>\$9,713</u>	<u>\$5,000</u>	<u>\$15,000</u>
Subtotal	<u>\$15,202,097</u>	<u>\$14,913,092</u>	<u>\$13,708,156</u>	<u>\$14,041,210</u>	<u>\$13,736,894</u>
Less Nonoperating Items*:					
Tuition Chargeback Revenue	<u>\$15,002</u>	<u>\$14,658</u>	<u>\$6,227</u>	<u>\$6,200</u>	<u>\$0</u>
Adjusted Revenue (After above reduction)	<u>\$15,187,095</u>	<u>\$14,898,434</u>	<u>\$13,701,929</u>	<u>\$14,035,010</u>	<u>\$13,736,894</u>

*On-Behalf revenue is not included above.

**Education Fund Expenditures
Fiscal Year 2017/2018**

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<u>Instruction</u>					
Salaries	\$7,030,688	\$7,085,934	\$6,895,829	\$6,701,333	\$6,503,562
Employee Benefits	\$1,123,239	\$1,140,332	\$1,136,524	\$1,044,117	\$1,160,941
Contractual Services	\$27,396	\$13,706	\$17,276	\$30,195	\$44,533
General Materials and Supplies	\$215,058	\$199,096	\$166,941	\$153,176	\$144,857
Travel and Conference/Meeting Expense	\$34,099	\$36,175	\$16,838	\$10,517	\$27,563
Capital Outlay	<u>\$3,131</u>	<u>\$10,577</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Instruction	<u>\$8,433,611</u>	<u>\$8,485,820</u>	<u>\$8,233,408</u>	<u>\$7,939,338</u>	<u>\$7,881,456</u>
<u>Academic Support</u>					
Salaries	\$387,971	\$361,992	\$339,541	\$345,109	\$318,384
Employee Benefits	\$80,438	\$90,811	\$85,964	\$86,725	\$84,104
Contractual Services	\$6,356	\$4,479	\$3,593	\$1,853	\$4,359
General Materials and Supplies	\$199,796	\$198,080	\$194,264	\$219,202	\$222,806
Travel and Conference/Meeting Expense	\$7,836	\$3,774	\$714	\$553	\$6,730
Utilities	\$11,207	\$11,212	\$12,005	\$13,200	\$0
Capital Outlay	<u>\$3,917</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Academic Support	<u>\$697,521</u>	<u>\$670,348</u>	<u>\$636,081</u>	<u>\$666,642</u>	<u>\$636,383</u>
<u>Student Services</u>					
Salaries	\$1,067,280	\$943,398	\$910,972	\$925,785	\$844,019
Employee Benefits	\$211,923	\$200,389	\$191,457	\$186,621	\$193,568
Contractual Services	\$99	\$175	\$498	\$109	\$0
General Materials and Supplies	\$40,972	\$31,304	\$45,937	\$43,321	\$45,016
Travel and Conference/Meeting Expense	\$8,908	\$5,904	\$1,956	\$498	\$9,403
Capital Outlay	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Student Services	<u>\$1,329,182</u>	<u>\$1,181,170</u>	<u>\$1,150,820</u>	<u>\$1,156,334</u>	<u>\$1,092,006</u>
<u>Public Service/Continuing Education</u>					
Salaries	\$185,310	\$210,107	\$180,720	\$177,446	\$123,300
Employee Benefits	\$58,429	\$70,827	\$57,305	\$52,472	\$44,427
Contractual Services	\$340	\$40	\$825	\$0	\$300
General Materials and Supplies	\$12,989	\$9,469	\$9,284	\$7,291	\$4,905
Travel and Conference/Meeting Expense	\$2,621	\$3,016	\$742	\$429	\$1,850
Utilities	<u>\$600</u>	<u>\$600</u>	<u>\$600</u>	<u>\$600</u>	<u>\$0</u>
Total Public Service/Continuing Education	<u>\$260,289</u>	<u>\$294,059</u>	<u>\$249,476</u>	<u>\$238,238</u>	<u>\$174,782</u>

(Continued on next page)

**Education Fund Expenditures
(Continued)**

	FY 2014 <u>Actual</u>	FY 2015 <u>Actual</u>	FY 2016 <u>Actual</u>	FY 2017 <u>Budget</u>	FY 2018 <u>Budget</u>
<u>Institutional Support</u>					
Salaries	\$2,369,520	\$2,358,189	\$2,255,645	\$1,951,408	\$1,549,713
Employee Benefits	\$530,190	\$563,554	\$509,372	\$502,623	\$632,418
Contractual Services	\$255,177	\$243,792	\$281,769	\$287,378	\$408,868
General Materials and Supplies	\$357,325	\$292,196	\$256,236	\$248,698	\$170,218
Travel and Conference/Meeting Expense	\$111,376	\$70,307	\$56,602	\$53,454	\$43,875
Fixed Charges	\$118,880	\$97,711	\$75,164	\$74,000	\$86,030
Utilities	\$1,468	\$1,362	\$1,548	\$600	\$3,540
Capital Outlay	\$1,769	\$0	\$0	\$0	\$0
Other Expenditures	\$72,472	\$145,522	\$149,213	\$124,297	\$150,077
Contingency	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$113,678</u>
Total Institutional Support	<u>\$3,818,177</u>	<u>\$3,772,633</u>	<u>\$3,585,549</u>	<u>\$3,242,458</u>	<u>\$3,158,417</u>
<u>Scholarships and Waivers</u>					
Other Expenditures	<u>\$796,903</u>	<u>\$719,007</u>	<u>\$772,781</u>	<u>\$707,000</u>	<u>\$698,000</u>
Total Scholarships and Waivers	<u>\$796,903</u>	<u>\$719,007</u>	<u>\$772,781</u>	<u>\$707,000</u>	<u>\$698,000</u>
Total Expenditures before Interfunds	<u>\$15,335,683</u>	<u>\$15,123,037</u>	<u>\$14,628,115</u>	<u>\$13,950,010</u>	<u>\$13,641,044</u>
Interfund Transfers	<u>\$385,203</u>	<u>\$283,688</u>	<u>\$214,794</u>	<u>\$85,000</u>	<u>\$95,850</u>
GRAND TOTAL	<u>\$15,720,886</u>	<u>\$15,406,725</u>	<u>\$14,842,909</u>	<u>\$14,035,010</u>	<u>\$13,736,894</u>

**Operations & Maintenance Fund Revenue
Fiscal Year 2017/2018**

<u>Operating Revenue by Source</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Actual</u>	<u>FY 2016 Actual</u>	<u>FY 2017 Budget</u>	<u>FY 2018 Budget</u>
Local Government:					
Current Taxes	\$879,307	\$879,221	\$883,801	\$894,350	\$900,539
Interest on Taxes	\$86	\$110	\$44	\$500	\$100
Total Local Government	<u>\$879,393</u>	<u>\$879,331</u>	<u>\$883,845</u>	<u>\$894,850</u>	<u>\$900,639</u>
State Government:					
ICCB Sq. Footage & Base Operating Grant	\$167,589	\$89,798	\$47,133	\$0	\$0
Total State Government	<u>\$167,589</u>	<u>\$89,798</u>	<u>\$47,133</u>	<u>\$0</u>	<u>\$0</u>
Student Tuition and Fees:					
Tuition	\$526,219	\$513,223	\$538,371	\$222,446	\$340,182
Fees	\$0	\$0	\$102,392	\$96,000	\$95,250
Total Tuition and Fees	<u>\$526,219</u>	<u>\$513,223</u>	<u>\$640,763</u>	<u>\$318,446</u>	<u>\$435,432</u>
Other Sources:					
Other Sources	\$269,195	\$316,590	\$641,688	\$585,711	\$762,117
Total Other Sources	<u>\$269,195</u>	<u>\$316,590</u>	<u>\$641,688</u>	<u>\$585,711</u>	<u>\$762,117</u>
GRAND TOTAL	<u>\$1,842,396</u>	<u>\$1,798,942</u>	<u>\$2,213,429</u>	<u>\$1,799,007</u>	<u>\$2,098,188</u>

**Operations & Maintenance Fund Expenditures
Fiscal Year 2017/2018**

	<u>FY 2014 Actual</u>	<u>FY 2015 Actual</u>	<u>FY 2016 Actual</u>	<u>FY 2017 Budget</u>	<u>FY 2018 Budget</u>
<u>Operation and Maintenance of Plant</u>					
Salaries	\$399,378	\$329,698	\$354,319	\$282,708	\$193,841
Employee Benefits	\$97,067	\$96,813	\$105,304	\$84,278	\$54,809
Contractual Services	\$487,431	\$346,221	\$487,793	\$528,111	\$622,058
General Materials and Supplies	\$135,158	\$82,761	\$136,212	\$120,050	\$110,960
Travel and Conference/Meeting Expense	\$1,449	\$584	\$321	\$950	\$2,189
Fixed Charges	\$200,753	\$171,446	\$241,268	\$326,665	\$276,520
Utilities	\$462,840	\$326,637	\$491,831	\$454,170	\$471,518
Capital Outlay	\$43,991	\$0	\$269,399	\$2,075	\$363,382
Contingency	\$0	\$0	\$0	\$0	\$2,911
Total Operation & Maintenance	<u>\$1,828,067</u>	<u>\$1,354,160</u>	<u>\$2,086,447</u>	<u>\$1,799,007</u>	<u>\$2,098,188</u>
GRAND TOTAL	<u>\$1,828,067</u>	<u>\$1,354,160</u>	<u>\$2,086,447</u>	<u>\$1,799,007</u>	<u>\$2,098,188</u>

**Operations & Maintenance Fund Revenue
(Restricted)
Fiscal Year 2017/2018**

	<u>FY 2014 Actual</u>	<u>FY 2015 Actual</u>	<u>FY 2016 Actual</u>	<u>FY 2017 Budget</u>	<u>FY 2018 Budget</u>
Local Government:					
Current Taxes	\$0	\$0	\$0	\$0	\$325,000
Interest on Taxes	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$100</u>
Total Local Government	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$325,100</u>
Federal Government:					
Grants Revenue	<u>\$35,540</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Federal Government	<u>\$35,540</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Other Sources:					
Bond Proceeds	\$0	\$0	\$0	\$0	\$50,000
Interest Income	\$18,285	\$1,910	\$1,201	\$600	\$2,000
Gifts/Donations	\$280,864	\$1,492,771	\$435,386	\$535,000	\$2,898,239
Other Income	\$0	\$31,998	\$13,032	\$39,400	\$0
Transfers	\$177,172	\$432,278	\$0	\$0	\$0
Fund Balance Appropriations	<u>\$11,878,181</u>	<u>\$1,298,841</u>	<u>\$685,388</u>	<u>\$54,816</u>	<u>\$0</u>
Total Other Sources	<u>\$12,354,502</u>	<u>\$3,257,798</u>	<u>\$1,135,007</u>	<u>\$629,816</u>	<u>\$2,950,239</u>
GRAND TOTAL	<u>\$12,390,042</u>	<u>\$3,257,798</u>	<u>\$1,135,007</u>	<u>\$629,816</u>	<u>\$3,275,339</u>

**Operations & Maintenance Fund Expenditures
(Restricted)
Fiscal Year 2017/2018**

	<u>FY 2014 Actual</u>	<u>FY 2015 Actual</u>	<u>FY 2016 Actual</u>	<u>FY 2017 Budget</u>	<u>FY 2018 Budget</u>
<u>Operation and Maintenance of Plant</u>					
Contractual Services	\$0	\$5,011	\$9,870	\$0	\$109,707
Capital Outlay	<u>\$12,155,063</u>	<u>\$2,785,461</u>	<u>\$1,125,137</u>	<u>\$629,816</u>	<u>\$3,165,632</u>
Total Operation and Maintenance	<u>\$12,155,063</u>	<u>\$2,790,472</u>	<u>\$1,135,007</u>	<u>\$629,816</u>	<u>\$3,275,339</u>
Interfund Transfers	<u>\$234,979</u>	<u>\$467,326</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
GRAND TOTAL	<u>\$12,390,042</u>	<u>\$3,257,798</u>	<u>\$1,135,007</u>	<u>\$629,816</u>	<u>\$3,275,339</u>

**Bond and Interest Fund Revenue
Fiscal Year 2017/2018**

	FY 2014 <u>Actual</u>	FY 2015 <u>Actual</u>	FY 2016 <u>Actual</u>	FY 2017 <u>Budget</u>	FY 2018 <u>Budget</u>
Local Government:					
Current Taxes	\$2,408,481	\$2,435,644	\$2,403,248	\$3,288,656	\$3,336,676
Interest on Taxes	<u>\$237</u>	<u>\$313</u>	<u>\$119</u>	<u>\$100</u>	<u>\$250</u>
Total Local Government	<u>\$2,408,718</u>	<u>\$2,435,957</u>	<u>\$2,403,367</u>	<u>\$3,288,756</u>	<u>\$3,336,926</u>
Other Sources:					
Interest Income	\$343	\$138	\$512	\$100	\$2,000
Fund Balance Appropriation	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Other Sources	<u>\$343</u>	<u>\$138</u>	<u>\$512</u>	<u>\$100</u>	<u>\$2,000</u>
GRAND TOTAL	<u>\$2,409,061</u>	<u>\$2,436,095</u>	<u>\$2,403,879</u>	<u>\$3,288,856</u>	<u>\$3,338,926</u>

**Bond and Interest Fund Expenditures
Fiscal Year 2017/2018**

	FY 2014 <u>Actual</u>	FY 2015 <u>Actual</u>	FY 2016 <u>Actual</u>	FY 2017 <u>Budget</u>	FY 2018 <u>Budget</u>
<u>Institutional Support</u>					
Contractual Services	\$2,500	\$2,500	\$2,500	\$3,000	\$5,000
Bonds Payable	\$1,515,000	\$1,575,000	\$1,635,000	\$2,450,000	\$2,590,000
Interest on Bond Debt	<u>\$921,908</u>	<u>\$976,960</u>	<u>\$786,076</u>	<u>\$835,856</u>	<u>\$743,926</u>
GRAND TOTAL	<u>\$2,439,408</u>	<u>\$2,554,460</u>	<u>\$2,423,576</u>	<u>\$3,288,856</u>	<u>\$3,338,926</u>

**Auxiliary Enterprises Fund Revenue
Fiscal Year 2017/2018**

	FY 2014 <u>Actual</u>	FY 2015 <u>Actual</u>	FY 2016 <u>Actual</u>	FY 2017 <u>Budget</u>	FY 2018 <u>Budget</u>
<u>Operating Revenue by Source</u>					
Training & Community Education Revenues	\$623,679	\$403,340	\$575,911	\$542,900	\$507,700
Shilling Community Center	\$35,928	\$19,930	\$34,396	\$35,000	\$31,800
Miscellaneous Revenue	\$182,765	\$68,916	\$158,919	\$95,376	\$73,100
Sales Revenue	\$109,244	\$69,516	\$124,531	\$144,500	\$102,980
Fitness Center Revenue	\$0	\$32,022	\$40,759	\$52,000	\$84,629
Food Service Vending Revenue	\$12,530	\$7,788	\$13,832	\$14,000	\$12,500
Interest Income	\$123	\$30	\$374	\$0	\$800
Child Care Revenue	\$123,271	\$86,518	\$125,071	\$127,000	\$0
Revenue - Copy Center Fees	\$42,322	\$26,883	\$72,515	\$36,000	\$0
Revenue Contractural	<u>\$20,945</u>	<u>\$2,673</u>	<u>\$5,390</u>	<u>\$3,500</u>	<u>\$4,000</u>
Total Sources	<u>\$1,150,807</u>	<u>\$717,616</u>	<u>\$1,151,698</u>	<u>\$1,050,276</u>	<u>\$817,509</u>
Interfund Transfers	<u>\$95,500</u>	<u>\$27,000</u>	<u>\$184,457</u>	<u>\$145,000</u>	<u>\$80,850</u>
GRAND TOTAL	<u>\$1,246,307</u>	<u>\$744,616</u>	<u>\$1,336,155</u>	<u>\$1,195,276</u>	<u>\$898,359</u>

**Auxiliary Enterprises Fund Expenditures
Fiscal Year 2017/2018**

	<u>FY 2014</u> <u>Actual</u>	<u>FY 2015</u> <u>Actual</u>	<u>FY 2016</u> <u>Actual</u>	<u>FY 2017</u> <u>Budget</u>	<u>FY 2018</u> <u>Budget</u>
<u>Instruction</u>					
Salaries	\$234,876	\$162,419	\$224,941	\$213,694	\$188,362
Employee Benefits	\$28,310	\$22,984	\$40,345	\$37,309	\$42,414
Contractual Services	\$36,994	\$19,828	\$29,829	\$33,600	\$20,775
General Materials and Supplies	\$103,479	\$25,483	\$46,901	\$48,420	\$37,220
Travel and Conference/Meeting Expense	\$1,969	\$206	\$660	\$2,275	\$1,810
Fixed Charges	\$27,119	\$18,000	\$24,224	\$24,000	\$24,250
Capital Outlay	\$0	\$0	\$0	\$0	\$3,400
Other Expenditures	<u>\$5,876</u>	<u>\$126</u>	<u>\$643</u>	<u>\$1,075</u>	<u>\$475</u>
Total Instruction	<u>\$438,623</u>	<u>\$249,046</u>	<u>\$367,543</u>	<u>\$360,373</u>	<u>\$318,706</u>
<u>Public Service/Administration</u>					
Salaries	\$341,189	\$244,007	\$339,292	\$322,990	\$318,562
Employee Benefits	\$83,106	\$61,354	\$80,055	\$73,520	\$75,022
Contractual Services	\$65,256	\$20,530	\$82,493	\$22,300	\$61,500
General Materials and Supplies	\$96,781	\$93,813	\$151,869	\$136,887	\$116,519
Travel and Conference/Meeting Expense	\$1,923	\$1,454	\$3,086	\$2,425	\$650
Fixed Charges	\$3,624	\$5,162	\$9,010	\$6,600	\$6,000
Capital Outlay	\$0	\$840	\$0	\$0	\$0
Other Expenditures	<u>\$55</u>	<u>\$3,086</u>	<u>\$2,481</u>	<u>\$3,750</u>	<u>\$1,400</u>
Total Public Service/Administration	<u>\$591,934</u>	<u>\$430,246</u>	<u>\$668,286</u>	<u>\$568,472</u>	<u>\$579,653</u>
<u>Child Care</u>					
Salaries	\$152,867	\$88,245	\$139,141	\$133,332	\$0
Employee Benefits	\$58,059	\$34,584	\$45,388	\$37,499	\$0
Contractual Services	\$19,968	\$11,186	\$22,371	\$21,000	\$0
General Materials and Supplies	\$1,503	\$815	\$506	\$3,300	\$0
Travel and Conference/Meeting Expense	\$1,939	-\$500	\$152	\$300	\$0
Write-offs	<u>-\$2,326</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Child Care	<u>\$232,010</u>	<u>\$134,330</u>	<u>\$207,558</u>	<u>\$195,431</u>	<u>\$0</u>
<u>Institutional Support & College Copy Ctr</u>					
Contractual Services	\$132	\$0	\$0	\$0	\$0
General Materials and Supplies	\$41,322	\$13,492	\$26,847	\$18,000	\$0
Fixed Charges	\$1,170	\$0	\$24,168	\$0	\$0
Depreciation	\$10,333	\$0	\$10,333	\$0	\$0
Interest	\$3,467	\$0	\$0	\$0	\$0
Other Expense	\$0	\$0	\$0	\$0	\$0
Installment Payment/Lease	<u>\$41,861</u>	<u>\$36,570</u>	<u>\$21,823</u>	<u>\$53,000</u>	<u>\$0</u>
Total Institutional Support	<u>\$98,285</u>	<u>\$50,062</u>	<u>\$83,171</u>	<u>\$71,000</u>	<u>\$0</u>
Total Expenditures before Interfunds	<u>\$1,360,852</u>	<u>\$863,684</u>	<u>\$1,326,558</u>	<u>\$1,195,276</u>	<u>\$898,359</u>
Interfund Transfers	\$0	\$0	\$0	\$0	\$0
Grand Total	<u>\$1,360,852</u>	<u>\$863,684</u>	<u>\$1,326,558</u>	<u>\$1,195,276</u>	<u>\$898,359</u>

**Restricted Purposes Fund Revenue
Fiscal Year 2017/2018**

<u>Operating Revenue by Source</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Actual</u>	<u>FY 2016 Actual</u>	<u>FY 2017 Budget</u>	<u>FY 2018 Budget</u>
State Government Sources:					
MAP Financial Aid	\$420,334	\$436,073	\$254,626	\$112,542	\$120,000
Illinois Veteran's Grant	\$41,666	\$66,500	\$0	\$0	\$0
Unfunded Illinois Veteran's Grant	\$112,687	\$33,376	\$68,425	\$100,000	\$70,000
Illinois National Guard Grant	\$0	\$0	\$0	\$0	\$0
Unfunded Illinois National Guard Grant	\$26,446	\$27,597	\$21,529	\$29,000	\$30,000
Grants Revenue	\$613,301	\$824,220	\$686,012	\$1,002,739	\$731,368
Revenue - Contractual	<u>\$776,628</u>	<u>\$794,100</u>	<u>\$220,565</u>	<u>\$8,000</u>	<u>\$8,000</u>
Total State Government	<u>\$1,991,062</u>	<u>\$2,181,866</u>	<u>\$1,251,157</u>	<u>\$1,252,281</u>	<u>\$959,368</u>
Federal Government Sources:					
PELL Financial Aid Awards	\$4,766,753	\$4,576,172	\$4,276,030	\$4,200,000	\$3,800,000
PELL Admin. Allow. Revenue	\$8,100	\$7,790	\$6,735	\$6,500	\$6,000
Direct Loans	\$1,928,966	\$1,452,269	\$1,444,897	\$1,450,000	\$1,400,000
Federal Work Study	\$57,210	\$84,810	\$55,029	\$65,800	\$54,282
SEOG Financial Awards	\$29,812	\$48,627	\$29,927	\$46,550	\$50,367
SEOG Admin Allow Revenue	\$4,495	\$3,461	\$4,408	\$2,200	\$1,500
Workforce Investment Grants	\$265,614	\$332,589	\$326,803	\$300,000	\$280,000
Trade Recovery Act Aid Revenue	\$0	\$0	\$18,690	\$37,000	\$25,000
Post 9/11 Aid Revenue	\$104,961	\$112,184	\$118,900	\$125,000	\$125,000
Grants Revenue	<u>\$613,301</u>	<u>\$824,220</u>	<u>\$509,689</u>	<u>\$549,405</u>	<u>\$279,155</u>
Total Federal Government	<u>\$7,779,212</u>	<u>\$7,442,122</u>	<u>\$6,791,108</u>	<u>\$6,782,455</u>	<u>\$6,021,304</u>
Other Sources:					
Interest Income	\$1,213	\$848	\$1,021	\$300	\$300
Gifts/Donations	\$62,148	\$63,420	\$100,605	\$43,703	\$38,000
Foundation Scholarship	\$459,046	\$619,999	\$639,981	\$575,000	\$625,000
Transfer In	\$347,875	\$255,606	\$113,500	\$0	\$0
Revenue - Other Sources	\$55,380	\$73,907	\$44,214	\$8,700	\$8,000
Fund Balance Appropriation	<u>\$0</u>	<u>\$0</u>	<u>\$71,539</u>	<u>\$43,093</u>	<u>\$64,955</u>
Total Other Sources	<u>\$925,662</u>	<u>\$1,013,780</u>	<u>\$970,860</u>	<u>\$670,796</u>	<u>\$736,255</u>
GRAND TOTAL	<u>\$10,695,935</u>	<u>\$10,637,767</u>	<u>\$9,013,125</u>	<u>\$8,705,532</u>	<u>\$7,716,927</u>

**Restricted Purposes Fund Expenditures
Fiscal Year 2017/2018**

	<u>FY 2014 Actual</u>	<u>FY 2015 Actual</u>	<u>FY 2016 Actual</u>	<u>FY 2017 Budget</u>	<u>FY 2018 Budget</u>
<u>Instruction</u>					
Salaries	\$393,836	\$322,653	\$253,937	\$358,921	\$85,206
Employee Benefits	\$115,114	\$79,560	\$42,974	\$80,143	\$6,989
Contractual Services	\$29,169	\$748	\$13,504	\$65,000	\$15,500
General Materials and Supplies	\$95,703	\$94,805	\$38,052	\$70,000	\$24,400
Travel and Conference/Meeting Expense	\$528	\$2,038	\$8,356	\$2,500	\$230
Capital Outlay	<u>\$41,649</u>	<u>\$271,241</u>	<u>\$97,743</u>	<u>\$150,000</u>	<u>\$65,000</u>
Total Instruction	<u>\$675,999</u>	<u>\$771,045</u>	<u>\$454,566</u>	<u>\$726,564</u>	<u>\$197,325</u>
<u>Academic Support</u>					
Salaries	\$14,762	\$12,367	\$12,357	\$20,000	\$15,000
General Materials and Supplies	\$35,936	\$8,972	\$0	\$3,000	\$5,000
Capital Outlay	<u>\$0</u>	<u>\$0</u>	<u>\$1,980</u>	<u>\$10,000</u>	<u>\$0</u>
Total Academic Support	<u>\$50,698</u>	<u>\$21,339</u>	<u>\$14,337</u>	<u>\$33,000</u>	<u>\$20,000</u>
<u>Student Services</u>					
Salaries	\$548,214	\$542,344	\$436,962	\$508,227	\$338,150
Employee Benefits	\$160,047	\$162,192	\$163,717	\$153,688	\$109,300
Contractual Services	\$41,506	\$33,227	\$103,972	\$25,000	\$182,100
General Materials and Supplies	\$95,003	\$108,537	\$13,536	\$75,000	\$10,275
Travel and Conference/Meeting Expense	\$45,890	\$36,784	\$13,066	\$35,000	\$17,000
Fixed Charges	\$9,289	\$6,348	\$42,554	\$25,000	\$46,730
Utilities	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$1,279	\$20,116	\$0	\$35,000	\$2,500
Other	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Student Services	<u>\$901,228</u>	<u>\$909,548</u>	<u>\$773,807</u>	<u>\$856,915</u>	<u>\$706,055</u>
<u>Public Service</u>					
Salaries	\$159,936	\$224,284	\$225,731	\$161,717	\$34,000
Employee Benefits	\$43,946	\$52,709	\$56,695	\$34,489	\$125
Contractual Services	\$24,384	\$41,429	\$23,198	\$50,000	\$93,600
General Materials and Supplies	\$58,254	\$55,455	\$52,814	\$70,000	\$34,125
Travel and Conference/Meeting Expense	\$56,619	\$48,181	\$17,858	\$34,000	\$0
Fixed Charges	\$5,544	\$5,800	\$8,650	\$8,500	\$0
Utilities	\$2,548	\$2,700	\$3,064	\$4,500	\$0
Capital Outlay	\$25,069	\$1,667	\$790	\$11,000	\$0
Other Expenditures	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Public Service	<u>\$376,300</u>	<u>\$432,225</u>	<u>\$388,800</u>	<u>\$374,206</u>	<u>\$161,850</u>

(Continued on next page)

**Restricted Purposes Fund Expenditures
(Continued)**

	FY 2014 <u>Actual</u>	FY 2015 <u>Actual</u>	FY 2016 <u>Actual</u>	FY 2017 <u>Budget</u>	FY 2018 <u>Budget</u>
<u>Operation and Maintenance of Plant</u>					
General Materials and Supplies	\$4,007	\$31,893	\$2,911	\$0	\$3,000
Capital Outlay	<u>\$31,421</u>	<u>-\$30</u>	<u>\$44,759</u>	<u>\$0</u>	<u>\$800</u>
Total Operation and Maintenance	<u>\$35,428</u>	<u>\$31,863</u>	<u>\$47,670</u>	<u>\$0</u>	<u>\$3,800</u>
<u>Institutional Support</u>					
Salaries	\$238,960	\$258,429	\$143,164	\$20,000	\$17,200
Employee Benefits	\$80,212	\$81,214	\$44,748	\$3,000	\$2,875
Contractual Services	\$6,431	\$5,180	\$1,766	\$2,000	\$4,500
General Materials and Supplies	\$14,617	\$19,147	\$6,713	\$1,000	\$5,000
Travel and Conference/Meeting Expense	\$9,189	\$13,512	\$8,000	\$8,000	\$1,000
Fixed Charges	\$44,597	\$43,716	\$25,250	\$6,000	\$5,000
Capital Outlay	\$94,752	\$10,675	\$10,599	\$2,000	\$2,000
Other	<u>\$0</u>	<u>\$258</u>	<u>\$250</u>	<u>\$0</u>	<u>\$0</u>
Total Institutional Support	<u>\$488,758</u>	<u>\$432,131</u>	<u>\$240,490</u>	<u>\$42,000</u>	<u>\$37,575</u>
<u>Scholarship and Waivers</u>					
Foundation Scholarship	\$459,372	\$624,681	\$624,444	\$575,000	\$625,000
Direct Loans	\$1,928,966	\$1,453,220	\$1,444,897	\$1,450,000	\$1,400,000
PELL Tuition Paid	\$4,766,753	\$4,576,172	\$4,276,029	\$4,200,000	\$3,800,000
Trade Recovery Act Tuition	\$7,050	\$0	\$15,429	\$37,000	\$25,000
Workforce Investment Tuition Paid	\$258,981	\$309,268	\$343,580	\$300,000	\$280,000
Illinois Veterans Grant Tuition Paid	\$154,971	\$99,876	\$67,284	\$100,000	\$70,000
Illinois National Guard Tuition Paid	\$26,446	\$27,597	\$21,529	\$29,000	\$30,000
Post 9/11 Veterans Grant Tuition Paid	\$110,021	\$112,190	\$118,899	\$125,000	\$125,000
SEOG Tuition Paid	\$29,812	\$48,750	\$29,804	\$46,550	\$50,367
MAP Expense	<u>\$420,334</u>	<u>\$436,073</u>	<u>\$254,626</u>	<u>\$112,542</u>	<u>\$120,000</u>
Total Scholarship and Waivers	<u>\$8,162,706</u>	<u>\$7,687,827</u>	<u>\$7,196,521</u>	<u>\$6,975,092</u>	<u>\$6,525,367</u>
Total Expenditures before Interfunds	<u>\$10,691,117</u>	<u>\$10,285,978</u>	<u>\$9,116,191</u>	<u>\$9,007,777</u>	<u>\$7,651,972</u>
Interfund Transfers	<u>\$366</u>	<u>\$9,631</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
GRAND TOTAL	<u>\$10,691,483</u>	<u>\$10,295,609</u>	<u>\$9,116,191</u>	<u>\$9,007,777</u>	<u>\$7,651,972</u>

**Working Cash Fund Revenue
Fiscal Year 2017/2018**

	FY 2014 <u>Actual</u>	FY 2015 <u>Actual</u>	FY 2016 <u>Actual</u>	FY 2017 <u>Budget</u>	FY 2018 <u>Budget</u>
Other Sources:					
Bond Proceeds	\$0	\$0	\$3,000,000	\$0	\$0
Interest Income	<u>\$3,561</u>	<u>\$2,468</u>	<u>\$9,462</u>	<u>\$5,000</u>	<u>\$15,000</u>
GRAND TOTAL	<u>\$3,561</u>	<u>\$2,468</u>	<u>\$3,009,462</u>	<u>\$5,000</u>	<u>\$15,000</u>

**Working Cash Fund Expenditures
Fiscal Year 2017/2018**

	FY 2014 <u>Actual</u>	FY 2015 <u>Actual</u>	FY 2016 <u>Actual</u>	FY 2017 <u>Budget</u>	FY 2018 <u>Budget</u>
Other Uses:					
Transfer Out	<u>\$3,561</u>	<u>\$2,468</u>	<u>\$9,462</u>	<u>\$5,000</u>	<u>\$15,000</u>
GRAND TOTAL	<u>\$3,561</u>	<u>\$2,468</u>	<u>\$9,462</u>	<u>\$5,000</u>	<u>\$15,000</u>

**Trust & Agency Fund Revenues
Fiscal Year 2017/2018**

	<u>FY 2014 Actual</u>	<u>FY 2015 Actual</u>	<u>FY 2016 Actual</u>	<u>FY 2017 Budget</u>	<u>FY 2018 Budget</u>
Sources:					
Student Club/Organization Revenue	\$30,168	\$17,527	\$22,659	\$38,500	\$24,000
Interest Income	\$56	\$14	\$49	\$0	\$50
Contributions	<u>\$58,000</u>	<u>\$55,500</u>	<u>\$50,500</u>	<u>\$48,000</u>	<u>\$71,429</u>
Total Sources	<u>\$88,224</u>	<u>\$73,041</u>	<u>\$73,208</u>	<u>\$86,500</u>	<u>\$95,479</u>
Interfund Transfers	<u>\$7,936</u>	<u>\$0</u>	<u>\$780</u>	<u>\$0</u>	<u>\$0</u>
GRAND TOTAL	<u>\$96,160</u>	<u>\$73,041</u>	<u>\$73,988</u>	<u>\$86,500</u>	<u>\$95,479</u>

**Trust & Agency Fund Expenditures
Fiscal Year 2017/2018**

	<u>FY 2014 Actual</u>	<u>FY 2015 Actual</u>	<u>FY 2016 Actual</u>	<u>FY 2017 Budget</u>	<u>FY 2018 Budget</u>
<u>Clubs & Organizations</u>					
Contractual Services	\$51,542	\$42,013	\$30,049	\$82,350	\$51,675
General Materials and Supplies	\$26,568	\$24,245	\$29,698	\$2,525	\$41,729
Travel and Conference/Meeting Expense	\$6,734	\$10,003	\$15,132	\$1,625	\$1,575
Capital Outlay	\$0	\$0	\$675	\$0	\$0
Other Expenditures	<u>\$3,324</u>	<u>\$3,816</u>	<u>\$5,628</u>	<u>\$0</u>	<u>\$500</u>
Total Expenditures Before Interfunds	<u>\$88,168</u>	<u>\$80,077</u>	<u>\$81,182</u>	<u>\$86,500</u>	<u>\$95,479</u>
Interfund Transfers	<u>\$7,936</u>	<u>\$1,600</u>	<u>\$780</u>	<u>\$0</u>	<u>\$0</u>
GRAND TOTAL	<u>\$96,104</u>	<u>\$81,677</u>	<u>\$81,962</u>	<u>\$86,500</u>	<u>\$95,479</u>

**Audit Fund Revenue
Fiscal Year 2017/2018**

	FY 2014 <u>Actual</u>	FY 2015 <u>Actual</u>	FY 2016 <u>Actual</u>	FY 2017 <u>Budget</u>	FY 2018 <u>Budget</u>
Local Governmental Sources:					
Current Taxes	\$60,404	\$68,359	\$71,560	\$87,650	\$64,098
Interest on Taxes	<u>\$6</u>	<u>\$4</u>	<u>\$4</u>	<u>\$10</u>	<u>\$10</u>
Total Local Government	<u>\$60,410</u>	<u>\$68,363</u>	<u>\$71,564</u>	<u>\$87,660</u>	<u>\$64,108</u>
Other Sources:					
Interest Income	\$14	\$6	\$65	\$45	\$150
Revenue - Other Sources	<u>\$3,550</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Other Sources	<u>\$3,564</u>	<u>\$6</u>	<u>\$65</u>	<u>\$45</u>	<u>\$150</u>
GRAND TOTAL	<u>\$63,974</u>	<u>\$68,369</u>	<u>\$71,629</u>	<u>\$87,705</u>	<u>\$64,258</u>

**Audit Fund Expenditures
Fiscal Year 2017/2018**

	FY 2014 <u>Actual</u>	FY 2015 <u>Actual</u>	FY 2016 <u>Actual</u>	FY 2017 <u>Budget</u>	FY 2018 <u>Budget</u>
<u>Institutional Support</u>					
Salaries & Benefits	\$14,968	\$15,525	\$16,342	\$16,033	\$14,201
Contractual Services	\$42,265	\$44,200	\$45,800	\$45,200	\$46,600
Other Expenditures	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$3,457</u>
GRAND TOTAL	<u>\$57,233</u>	<u>\$59,725</u>	<u>\$62,142</u>	<u>\$61,233</u>	<u>\$64,258</u>

**Liability, Protection & Settlement Fund Revenue
Fiscal Year 2017/2018**

	<u>FY 2014 Actual</u>	<u>FY 2015 Actual</u>	<u>FY 2016 Actual</u>	<u>FY 2017 Budget</u>	<u>FY 2018 Budget</u>
Local Governmental Sources:					
Current Taxes	\$1,221,597	\$1,355,702	\$1,448,205	\$1,655,491	\$1,581,345
Interest on Taxes	<u>\$120</u>	<u>\$176</u>	<u>\$72</u>	<u>\$200</u>	<u>\$175</u>
Total Local Government	<u>\$1,221,717</u>	<u>\$1,355,878</u>	<u>\$1,448,277</u>	<u>\$1,655,691</u>	<u>\$1,581,520</u>
Other Sources:					
Interest Income	\$381	\$79	\$514	\$850	\$3,200
Student Insurance Fee	\$19,272	\$14,920	\$16,624	\$20,000	\$13,500
Fund Balance Appropriation	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Other Sources	<u>\$19,653</u>	<u>\$14,999</u>	<u>\$17,138</u>	<u>\$20,850</u>	<u>\$16,700</u>
GRAND TOTAL	<u>\$1,241,370</u>	<u>\$1,370,877</u>	<u>\$1,465,415</u>	<u>\$1,676,541</u>	<u>\$1,598,220</u>

**Liability, Protection & Settlement Fund Expenditures
Fiscal Year 2017/2018**

	<u>FY 2014 Actual</u>	<u>FY 2015 Actual</u>	<u>FY 2016 Actual</u>	<u>FY 2017 Budget</u>	<u>FY 2018 Budget</u>
Institutional Support					
Salaries	\$416,881	\$235,672	\$307,943	\$650,347	\$592,183
Employee Benefits	\$280,911	\$171,170	\$200,520	\$365,539	\$368,569
Contractual Services	\$263,985	\$184,359	\$172,790	\$296,000	\$269,380
General Materials and Supplies	\$6,652	\$4,420	\$4,381	\$7,550	\$7,650
Travel and Conference/Meeting Expense	\$0	\$0	\$1,389	\$3,000	\$3,250
Fixed Charges	\$220,181	\$212,780	\$223,949	\$270,000	\$250,000
Capital Outlay	\$399	\$39,897	\$600	\$0	\$5,000
Contingency	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$102,188</u>
Total Institutional Support	<u>\$1,189,009</u>	<u>\$848,298</u>	<u>\$911,572</u>	<u>\$1,592,436</u>	<u>\$1,598,220</u>
Fund Balance Appropriation	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$84,105</u>	<u>\$0</u>
GRAND TOTAL	<u>\$1,189,009</u>	<u>\$848,298</u>	<u>\$911,572</u>	<u>\$1,676,541</u>	<u>\$1,598,220</u>

**RICHLAND COMMUNITY COLLEGE
DISTRICT NO. 537
ONE COLLEGE PARK
DECATUR, ILLINOIS 62521**

RESOLUTION NO. 17-2: RESOLUTION FOR FISCAL YEAR TAX LEVY

WHEREAS, the Board of Trustees of Community College District No. 537 (Richland Community College), Counties of Macon, Christian, DeWitt, Logan, Moultrie, Piatt, Sangamon, and Shelby, and State of Illinois, annually adopts a budget and appropriates monies for educational purposes and for operations and maintenance purposes for a fiscal year beginning July 1 and ending June 30, and

WHEREAS, the levy for the year 2016 will be allocated 100% for the fiscal year 2018 beginning July 1, 2017.


NOW, THEREFORE, BE IT RESOLVED that the said Board of Trustees hereby does levy against all taxable property of said Community College District for the year 2016 the sum of \$6,365,307 for educational purposes, the sum of \$926,200 for operations and maintenance purposes, the sum of \$1,400,000 for tort liability purposes, the sum of \$175,945 for Social Security and Medicare insurance purposes, the sum of \$63,600 for financial audit purposes, and the sum of \$325,000 for protection, health and safety purposes, and

BE IT FURTHER RESOLVED that the Chairman and Secretary of said Board of Trustees be and they hereby are authorized to execute and file with the County Clerk of the Counties of Macon, Christian, DeWitt, Logan, Moultrie, Piatt, Sangamon, and Shelby on or before the last Tuesday of December, 2016, a certificate of tax levy showing the aforementioned amounts.

BY:


Bruce Campbell, Chairman

ATTEST:


Dr. David Coopriker, Secretary

DATE: December 20, 2016 (SEAL)



**RICHLAND COMMUNITY COLLEGE
DISTRICT NO. 537
ONE COLLEGE PARK
DECATUR, ILLINOIS 62521**

RESOLUTION NO. 17-12: RESOLUTION ADOPTING FISCAL YEAR 2018 BUDGET

WHEREAS, the Board of Trustees of Community College District No. 537 (Richland Community College), Counties of Macon, Christian, DeWitt, Logan, Moultrie, Piatt, Sangamon, and Shelby, and State of Illinois, caused to be prepared in tentative form a budget, and the Secretary of said Board has made the said budget conveniently available to public inspection for at least 30 days prior to final action thereon, and

WHEREAS, a public hearing was held as to such budget on the 20th day of June, 2017, notice of said hearing having been given at least 30 days prior thereto as required by law and all other legal requirements having been complied with,

NOW, THEREFORE, BE IT RESOLVED THAT

- (1) The fiscal year of said Community College District be and the same hereby is fixed and declared to begin July 1, 2017, and to end June 30, 2018, and
- (2) The budget of estimated sources and uses from each fund separately shall be as noted below and the same adopted as the budget of said Community College District No. 537 for the said fiscal year:

Fund	Sources	Uses
Education Fund	\$ 13,736,894	\$ 13,736,894
Operations and Maintenance Fund	\$ 2,098,188	\$ 2,098,188
Operations and Maintenance (Restricted)	\$ 3,275,339	\$ 3,275,339
Bond and Interest Fund	\$ 3,338,926	\$ 3,338,926
Auxiliary Enterprise	\$ 898,359	\$ 898,359
Restricted Purposes	\$ 7,716,927	\$ 7,716,927
Working Cash	\$ 15,000	\$ 15,000
Trust and Agency Fund	\$ 95,479	\$ 95,479
Audit	\$ 64,258	\$ 64,258
Liability, Protection and Settlement	<u>\$ 1,598,220</u>	<u>\$ 1,598,220</u>
Total	\$ 32,837,590	\$ 32,837,590

Resolution No. 17-12
June 20, 2017
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COMMUNITY COLLEGE DISTRICT NO. 537 OF
MACON, CHRISTIAN, DEWITT, LOGAN,
MOULTRIE, PIATT, SANGAMON AND SHELBY
COUNTIES, AND STATE OF ILLINOIS

BY: _____
Tom Ritter, Chairman

ATTEST:

Bishop Wayne Dunning, Secretary

DATE: June 20, 2017 (SEAL)