



Community College District 509
1700 Spartan Drive, Elgin, IL

2017 Annual Budget

Fiscal Year Ended June 30, 2017

Adopted June 14, 2016



Elgin
Community
College

Bright Choice. Bright Future.

ELGIN
COMMUNITY
COLLEGE

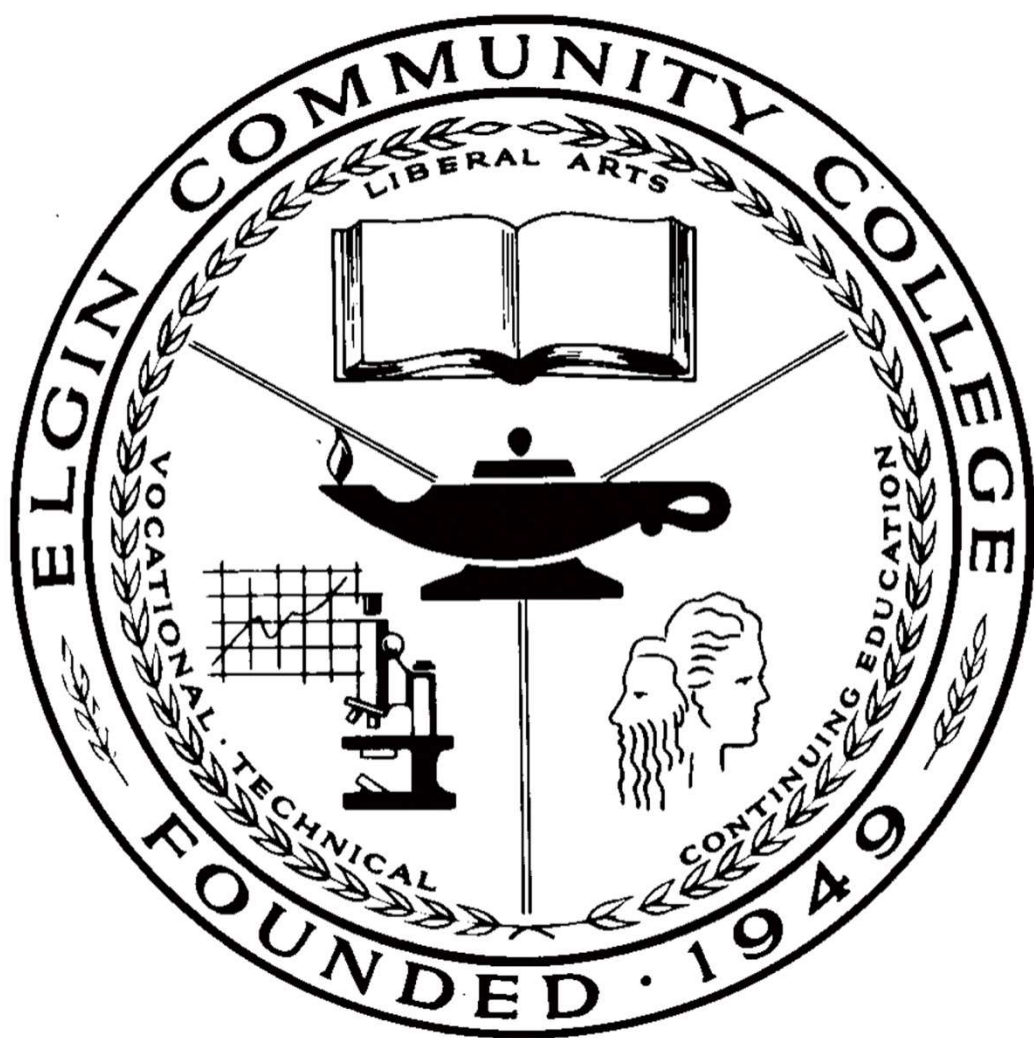
Annual Budget

For the
Fiscal Year Ended June 30, 2017

Adopted June 14, 2016

Board of Trustees

Community College District 509
1700 Spartan Drive
Elgin, Illinois 60123
www.elgin.edu





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
Award*

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**Elgin Community College
Illinois**

For the Fiscal Year Beginning

July 1, 2015

Jeffrey R. Enos

Executive Director

ELGIN COMMUNITY COLLEGE
Community College District No. 509

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INTRODUCTORY SECTION

ELGIN COMMUNITY COLLEGE
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Budget Assumptions for Fiscal Year 2017

Revenue Assumptions

Tuition increased from \$119 to \$125 per credit hour with a 3.0% decline in enrollment.

Consumer Price Index used for Property Tax Revenue is 0.8% for the 2015 levy and 0.7% for 2016.

At this time, the College has budgeted \$1.4 million in operating revenues from the State of Illinois until such time that the State approves and appropriates a fiscal year 2017 budget.

Expenditure Assumptions

Faculty salaries are based on contractual obligations which include an average increase of 2.7% effective on January 1, 2017. This increase includes lane and step movement on the 2016 salary schedule (no increase to the base), and the longevity step.

Administrative and tutor salaries include a 0% salary increase effective July 1, 2016.

As of today (June 2, 2016), the Support staff and IBEW staff include a 4.0% salary increase effective on July 1, 2016. The College is continuing to work with these bargaining units for cost savings measures.

Employee benefits are anticipated to increase 4% for medical insurance and 10% for dental insurance.

Reductions in a number of expense categories have been incorporated into this budget including, but not limited to, non-required out of state travel, food and beverages for internal meetings and training, tuition waivers, deferrable projects, and other non-essential expenditures for normal operations.

Auxiliary Operating Parameters

Fiscal year 2017 Auxiliary Operating Parameters are included in the attached table and approved through a separate Board action.

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Operating Parameters

| <u>Department</u> | <u>Fiscal Year 2016</u> | <u>Fiscal Year 2017</u> |
|-----------------------------|--|--|
| Athletics | An operating transfer in the amount of \$463,893 from the Education Fund to subsidize this operation. | An operating transfer in the amount of \$491,944 from the Education Fund to subsidize this operation. |
| Bookstore | Return at least 9% of net sales. The funds returned are utilized to subsidize the Childcare Center and Continuing Education. | Return at least 9% of net sales. The funds returned are utilized to subsidize the Childcare Center and Continuing Education. |
| Childcare Center | Bookstore profitability will subsidize up to \$176,526. | Bookstore profitability will subsidize up to \$278,557. |
| Continuing Education | Bookstore profitability will subsidize up to \$139,000. | Bookstore profitability will subsidize up to \$64,623. |
| Food Service | Break-even. | Break-even. |
| Production Services | Break-even. | Break-even. |
| Student Life | An operating transfer in the amount of \$389,769 from the Education Fund to subsidize this operation. | An operating transfer in the amount of \$386,249 from the Education Fund to subsidize this operation. |
| VPAC | Break-even. | Break-even. |
| Facilities Rental | An amount of \$151,876 will be subsidized by operating funds. | An amount of \$148,567 will be subsidized by operating funds. |

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FINANCIAL OUTLOOK

Budget forecasting can be very difficult. Revenues and expenditures depend upon numerous external factors, including many that are beyond our control. Examples of the external factors are enrollment, legislation for property taxes or services, grant opportunities, and state funding streams. Economic times have proven to be challenging. Although the economy is on the road to recovery, it has been slow and gradual. Enrollment reached record levels in 2011 and has been declining since. Additionally, legislation to freeze property tax extensions and the State of Illinois budget impasse threaten the other primary funding sources of the College. The following key factors were considered when setting revenue expectations for fiscal year 2017.

State of Illinois

The State of Illinois has yet to pass a budget for fiscal year 2016. In April, a bill was passed to provide funding for Higher Education. Elgin Community College was allocated \$1.4 million in apportionment funding which is 27% percent of the funding received in fiscal year 2015. Due to the upcoming elections and potential changes in legislators, a final budget for fiscal year 2016 is doubtful and the potential for a budget for fiscal year 2017 for the State of Illinois is questionable. Due to the uncertainty of state funding, the College has conservatively budgeted to receive \$1.4 million in fiscal year 2017, an amount equal to fiscal year 2016 funding received as of this point in time.

In addition to the reduction in apportionment, the State has not committed funding for MAP grants for students. The Board of Trustees at Elgin Community College values students, understands the burdens of paying for an education, and has approved the funding of MAP grants for students for fiscal year 2016 fall and spring semesters in anticipation of the state allocating funds to MAP. In the event the State does not fund MAP grants, the College will fund replacement awards and not seek repayment from the students at a cost of approximately \$0.9 million in fiscal year 2016. With the uncertainty of future funding levels, the Board will need to evaluate MAP funding and the potential for state funds as they approach fall and spring semesters in fiscal year 2017.

The State legislators have proposed legislation for State University Retirement System (SURS) pension reform. Proposals range from gradually shifting the pension cost to the districts at the rate of 0.5% of covered payroll per year until the normal cost is reached, which is currently 12.69% of covered payroll (\$6,775,116) to shifting the College's portion of the unfunded pension liability (\$283,916,422 as of June 30, 2015) over a period of time. The shift of the unfunded liability could be detrimental to the College depending on the terms of the transfer. The College continues to monitor potential legislation and evaluate the impact of each proposal on the College; however, due to the uncertainty and varying scenarios, the fiscal year 2017 budget does not contain funding for a pension shift.

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Along with SURS pension reform, the state has proposed shifting the state portion of health insurance for retired employees to the College. Currently, the College funds 0.5%, the State funds 0.5%, and the employees fund 0.5% of covered payroll to fund the College Insurance Program (CIP). The shift could push the State's share of 0.5% of covered payroll to the College.

Additionally, state legislation has been proposed to freeze property tax revenue for two years. As discussed below, the College's taxing ability is limited by the property tax extension limitation law (PTELL) which limits the increase in the tax extension to the lesser of 5% or Consumer Price Index – Urban (CPI-U), whichever is less. CPI-U for tax levy year 2015 and 2016 is 0.7% and 0.8%, respectively. The new legislation will eliminate already limited increase in revenue potential from property taxes.

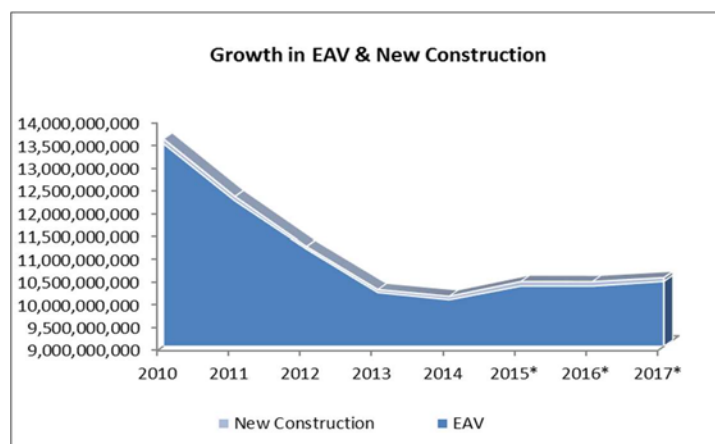
As indicated above, the College is facing uncertainty and potential limits on all three of the major revenue sources for the College. The College continues to monitor legislation, enrollment, and other factors and will make adjustments to revenue estimates and adjust spending accordingly.

REVENUES

Property Taxes

The equation to calculate the property tax extension for each levy year is complex and based upon several different assumptions. Each fiscal year recognizes 50% of two levy years. For example, fiscal year 2017 property tax revenue is comprised of 50% of the 2015 tax levy and 50% of the 2016 tax levy. The 2015 tax levy was filed with the five counties of the district in December of 2015. The final tax extensions were received from the counties in April, with the exception of Cook County, which will not be received until July or later. The 2016 tax levy will be approved by the Board and presented to the counties in December of 2016. The tax extension is calculated based on the equalized assessed values (EAV) of the properties within the College's district multiplied by the extension rate of the College and adjusted for percent of burden in each county. The amount the tax extension can increase each year is limited to the lesser of the consumer price index-urban (CPI-U) or 5%, unless voters pass a referendum to allow excess increases. CPI-U used by the counties for the calculation is CPI-U for the month of December of the prior year, not an annualized rate. New property within the district is excluded from the increase base when determining the limiting rate for that year; therefore, our total extension may exceed 105% (or CPI-U plus 100 percent) of the prior year extension. Most of this information is not available to the College during the budget process.

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Several assumptions were made for the calculation of projected property tax revenues for fiscal year 2017. The College anticipates an increase in EAV of 3.0% for the 2015 levy based on current economic conditions and preliminary reports from the counties. This is the first increase in EAV after five years of declining EAV's. Previous to the declines, EAV's were increasing on average by five to ten percent and new construction was

typically in excess of \$200 million per year. During these years, the College's tax rate was slowly declining due to the limit on the tax extension of 5% or CPI. For the past 5 years, EAV's have decreased on average by approximately 8 percent per year and new construction has dropped to a low of 50 million, averaging around 75 million over the same four years. The decrease in the EAV's has caused the tax rate to increase. The College has projected that EAV will stabilize at the 2015 level going forward. New growth in EAV is expected to continue to slowly increase and is anticipated to reach \$95 million in the 2016 levy year.

CPI-U for the 2014, 2015 and 2016 tax levy is 1.5%, 0.8%, and 0.7%, respectively. Based on these assumptions, property tax revenue for fiscal year 2017 is estimated to be \$44,647,280 for the operating funds. This is an increase of \$1,157,714 or 2.7% over fiscal year 2016. Property taxes represent 57.3% of the revenue for the Operating Funds and 51.9% of the revenues for the entire College.

The College has issued General Obligation Taxable Build America Bonds in various issuances (see pages 47-49 for detailed debt information). Pursuant to the American Recovery and Reinvestment Act, the College is eligible to receive a rebate from the U.S. Treasury Department of 35% of the interest paid each year on these bonds. In fiscal year 2017, the College will receive \$2,359,221 in interest rebates; \$835,581 of the rebates have been pledged to offset future debt service obligations by abating property taxes for that amount and the remaining \$1,523,640 is subject to the discretion of the Board of Trustees. In fiscal year 2017, the Board has elected to use the rebates to fund current year capital projects in place of an operating transfer from the Education Fund to the Capital Projects fund. Each year, the Board will discuss the interest rebates and determine how they will be used.

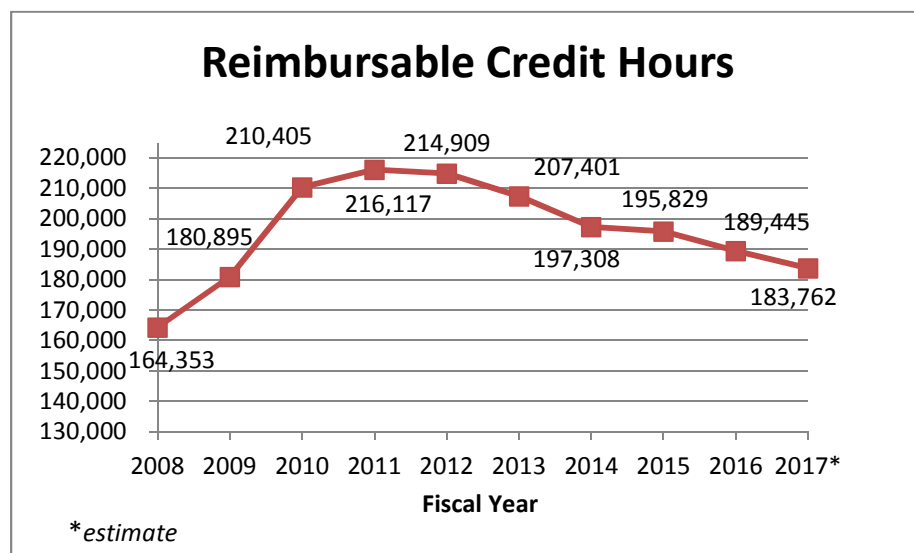
Tuition and Student Fees

Tuition rates are established based on preliminary projections prepared by the College. The projections include the cost to continue operating the College at its current capacity. Any anticipated new initiatives and new position requests for the year are presented with these projections, but are separated out for consideration. The first goal is to ensure funding for our current operating levels, and then add new programs, projects, or initiatives pending available funds. Tuition is then set to recoup any shortfall to balance the budget or to fund new initiatives, whichever the case may be. For fiscal year 2017, the College has limited new initiatives and

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new positions, reduced costs related to travel, internal food at meetings, and any other expenditures possible to contain costs with limited impact on students. The College has increased tuition from \$119 per credit hour to \$125 per credit hour to cover the operating costs for fiscal year 2017.

Predicting student enrollment is the key to predicting tuition and fees. The Board of Trustees usually establishes tuition and fee rates in the fall/early spring for the next fiscal year. These



rates are utilized to develop a revenue projection based upon expected enrollment. In fiscal year 2011, credit hours for the College hit an all-time high at 216,117 claimed credit hours. In fiscal year 2012, enrollment started to decline to 214,909 credit hours and continued the decline to 189,445 credit hours in fiscal year 2016. The College has assumed a

decrease in enrollment of 3% and included an estimate of 183,762 credit hours for fiscal year 2017.

Through its Planning and Institutional Research office, the College analyzes trends, current data, and the environment to establish a plan and goals for managing enrollment and student success. Some of the focus areas of the current strategic plan are recruitment efforts in under-represented populations within the College, managing enrollment and retention efforts to retain students who are at risk, to engage faculty in the retention efforts of those students, and to promote learning communities to integrate learning, experiences across disciplines for the common cohort of students.

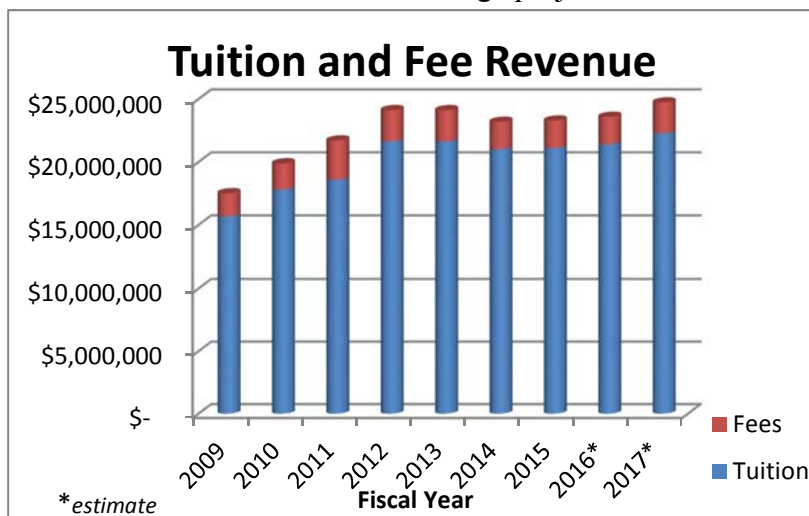
The College continually monitors enrollment. Adjustments are made as needed to offset any downfalls in revenue as a result of declining enrollment and to monitor and control costs as enrollment increases to ensure courses and related expenditures are added effectively to accommodate course demand while maintaining a cost benefit situation.

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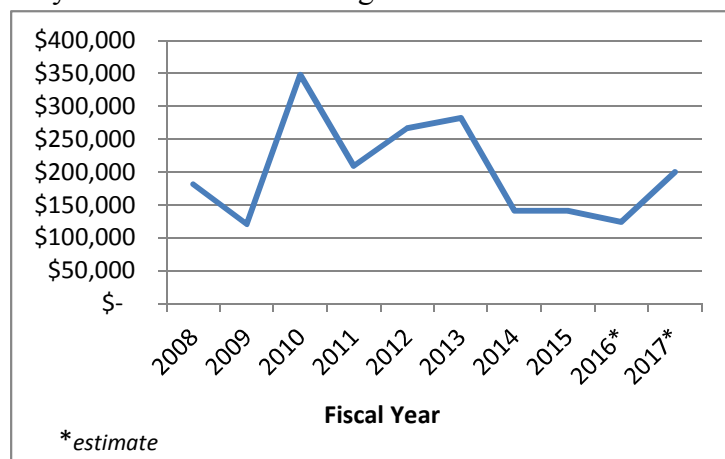
Tuition and fee revenue decreased from fiscal year 2012 to fiscal year 2014 and leveled off in 2015 and 2016 despite the expected decrease in enrollment. The College projected additional revenue growth in fiscal year 2017 over fiscal year 2016

estimated actual revenue due to a \$6 per credit hour increase in tuition, as well as increases in selected student fees as needed in certain programs as illustrated in the graph. Student fees are intended to cover consumable instructional supplies, special publications or software needed for the courses, and other course specific expenditures. These fees are recommended by the

deans of the various divisions of the College and approved by the Board. The fiscal year 2017 budget includes increases in fees as recommended by the divisional deans to offset the rising costs of supplies and additional program offerings.



The College has taken actions to minimize uncollected tuition. The College has a daily drop for non-payment policy. If a student registers for a class after the payment due date, the student is dropped if payment is not submitted before 7:00 pm the following evening. To accommodate students, the College offers payment plans via the web that automatically draw the money from a designated bank account or credit card. The payment plans and daily drop policy have proven very successful in collecting tuition and fees. The write-off of uncollectable tuition and fees



decreased from approximately \$1 million dollars in fiscal year 2006 to approximately \$110,000 in fiscal years 2008 and 2009. Nearly all students in the classroom had paid for their seat! Uncollected tuition and fees began to creep up in fiscal year 2010 to \$348,000 due to students dropping their classes after receiving emergency loan payments leaving a balance on their accounts. The College has adjusted the loan disbursement policy to distribute the funds after 30 days

into the semester instead of the first day of classes as done in the past. At the 30-day mark, the students will have fulfilled the requirements for the loan allowing them to defer the payments instead of being expected to return the loan funds immediately. Fiscal year 2017 budget includes a budgeted level of \$200,000 for uncollected tuition.

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State Funding

State funding in recent years has been more and more unpredictable. The College continues to be conservative in its estimate of state funding levels. In recent years, the Illinois Community College Board (ICCB) has presented preliminary funding levels to the colleges; however, the funding levels supported in the State budget have been significantly less. The state average credit hour rate declined from \$39.24 per credit hour in 2010 to \$32.29 per credit hour in 2015. The State has reduced funding to the Community College System, has recognized losses and budget cuts in the past, and has not proportionately increased funding in correlation to additional credit hours generated by the system as a whole. In fiscal year 2015, the State decreased the funding to the Community Colleges by 2.25% mid-way through the year. The decrease was \$117,930 for Elgin Community College. As discussed earlier, the State of Illinois has not adopted a budget for fiscal year 2016 and approved stop gap funding for the Community College System in April 2016. The College's portion of this funding was \$1.4 million. This was a decrease in apportionment revenue of \$4.15 million for fiscal year 2016. As we move into fiscal year 2017 without a budget from the state, the College has conservatively budgeted \$1.4 million in apportionment revenue for 2017.

The State continues to recognize the need to fund higher education in general; however, the State has experienced difficulties with cash flow. Although it continues to support higher education, the State cannot promise when the funds will be distributed to the constituents once it is allocated. In fiscal year 2017, State funding represents only 1.7% of the operating budget for the College, down from 7.3% in fiscal year 2015, the last budgeted year for the state. The College has reserves to offset any burden presented by late payments from the State. The College continues to monitor the State's funding levels and will make additional cuts within the budget in the event that funding is reduced below the budgeted amount. In the event that specific program funding from the State is reduced or eliminated, the College will also reduce or eliminate that same program unless the program is required by state mandate.

State statute allows for senior citizens and members of the armed forces to attend college and pay no tuition. The College is responsible for providing the services to the seniors and waives tuition at the College's cost. The State, however, is to provide the funding for members of the armed forces. The State has not funded 100% of this initiative. In fiscal years 2016, 2015, and 2014, the State underfunded the program by \$174,578, \$166,444, and \$226,947, respectively. Each year, collectability has been questionable. In response to the instability of State funding, the College has estimated that the State will underfund the initiative in 2017 by \$190,000 and that the ICCB will not be able to absorb any of the cost.

EXPENDITURES

Salaries and Benefits

Salaries and benefits make up approximately 71.6% of the operating budget for the College. The majority of the College's salaries are driven by set contractual parameters making the budget process relatively straightforward for salaries in most years. Full-time salaries are budgeted by position. Each full-time Faculty is budgeted based on the contractual grade and step he or she will be at for the fiscal year. The Faculty Contract includes an average increase in the rate of

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compensation of 2.7%. An increase of 4.0% has been included for support staff based on the current contract for fiscal year 2017. Administrative positions and tutors will not receive an increase in 2017 in an effort to contain costs. Any vacant or new positions are conservatively budgeted at the midpoint salary of the range, which is the most one can be hired in at without specific board approval.

The benefits for each employee are budgeted based on the current benefit elections plus any anticipated change in the rates for each full-time employee. Based on market trends and historical claims, the College estimates an increase in medical insurance rates of 4% and dental rates of 10%. Benefits for vacant and new positions are conservatively budgeted at a weighted average of the plan selected by employees to ensure proper funding for insurance coverage is maintained. Additional benefits are based on contractual obligations or administrative procedures; for example, professional development, professional expense, and tuition reimbursement.

Staffing

As the College continues to offer additional programs and initiatives, the staffing needs of the College change. As positions become vacant, the College assesses the job description and the need for the position before refilling it. In some cases, positions are re-hired in different capacities due to the changing needs of the College. The College will have several retirements and some vacated positions that will be evaluated and may be converted into other positions to better serve the College. Due to the decrease in State funding, the College will be evaluating and freezing unfilled positions that do not directly impact students or safety and security of the campus. The statistics below are as of fall semester for the fiscal year listed as reported to the Illinois Community College Board. The College continually has vacancies and unfilled positions that are not represented below for actual years, but are included for the 2017 projected levels. Frozen positions are not included in the position count for fiscal year 2017.

Due to the uncertainty of State funding, the College has decided to place a hold on planned full-time faculty additions for fiscal years 2016 and 2017. Staffing for the Center for Emergency Services includes two police officers and a building engineer. Other planned new positions for operations and maintenance of the Center have been delayed and accommodated through the use of main campus employees. Initially, the programs offered at the center will be staffed with current faculty and staff from main campus. As programs are added at the site, additional faculty and program staff may be needed at the facility and will be included in future years.

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| Employee Group | Projected 2017 | 2016 | 2015 | 2014 | 2013 | 2012 |
|--------------------------------|---------------------------|-------------|-------------|-------------|-------------|-------------|
| Faculty | | | | | | |
| Full-time FTE | 137 | 135 | 133 | 132 | 130 | 132 |
| Part-time FTE | 200 | 195 | 205 | 219 | 209 | 200 |
| Total FTE | 337 | 330 | 338 | 351 | 339 | 332 |
| Administrators | | | | | | |
| Full-time FTE | 48 | 45 | 44 | 43 | 43 | 40 |
| Part-time FTE | - | 0 | 0 | 0 | 0 | 0 |
| Total FTE | 48 | 45 | 44 | 43 | 43 | 40 |
| Nonteaching Professional Staff | | | | | | |
| Full-time FTE | 197 | 194 | 189 | 166 | 171 | 180 |
| Part-time FTE | 45 | 48 | 48 | 51 | 49 | 51 |
| Total FTE | 242 | 242 | 237 | 217 | 220 | 231 |
| Classified Staff | | | | | | |
| Full-time FTE | 108 | 107 | 102 | 112 | 107 | 111 |
| Part-time FTE | 58 | 63 | 69 | 75 | 69 | 66 |
| Total FTE | 166 | 170 | 171 | 187 | 176 | 177 |

Operating Expenditures

Due to decline in state revenue, the College took a close look at all expenditures to reduce costs to balance the budget. Budget officers were asked to prioritize expenditures and include items to continue current operations at current levels or to shift expenditures to offset the cost of new offerings. Generally, conference and meeting expense and out of state travel have been eliminated with the exception of required travel and training needed for certification or accreditation. Food and beverages at internal meetings have been eliminated. Promotional items and give aways have been reduced and centralized in an effort to contain costs. Items of print have reduced the number of issues to be delivered in fiscal year 2017 or moved to electronic delivery to reduce costs. The College reduced the tuition waivers and institutional scholarships offered by the College and encouraged students to seek scholarships at the Elgin Community College Foundation. The scholarship categories that were reduced are categories the Foundation has scholarships available for awards. Additionally, the College's policy for state mandated senior waivers was adjusted to mirror the statute. Previously, the College's policy was more generous than the state requirement.

Overall, reductions by object code within the education fund include approximately \$1.4 million in salaries, \$0.48 million in benefits, \$0.52 million in contractual services, \$0.42 million professional development, \$0.375 million in waivers and institutional scholarships, and a reduction in operating transfers to other funds of \$2.6 million.

Operations and Maintenance Fund

With the addition of new buildings and aging of the existing buildings, the College recognizes the importance of maintaining the buildings and is committed to including a budget for deferred

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maintenance annually. In fiscal year 2016, a transfer was made of \$1.5 million from the Operations and Maintenance Fund into the Capital Projects Fund to fund deferred maintenance projects. Due to the uncertainty of state funds, capital improvements and deferred maintenance projects were delayed and not completed in fiscal year 2016. The transfer will not be completed in fiscal year 2017 from the Operations and Maintenance Fund into the Capital Projects Fund. This will retain the \$1.5 million in the operations and maintenance fund to offset operational costs.

During fiscal year 2016, the College was able to lock in utility rates for the next five years at very favorable rates. The College budgeted a savings of \$0.4 million in fiscal year 2017 due to the new utility rates.

The Center of Emergency Management opened in the spring of 2016. The 2017 budget contains an additional \$0.5 million in expenditures to operate and maintain the new facility. Total operational costs of \$975,000 for the new site are included in fiscal year 2017 to maintain the buildings and grounds for the first full year of services at the facility. The programs offered at the Center in fiscal year 2017 will be relocated from main campus; therefore, additional program costs within the Education Fund are minimal.

The property taxes levied for the Operations and Maintenance fund are limited to a rate of 0.1000 of the Equalized Assessed Value (EAV) of the District. The operational needs of the fund exceed the property taxes raised by the maximum rate allowed for the fund. The Education Fund will provide an operating transfer of \$104,567 to support the operations and maintenance fund.

Auxiliary Funds

The parameters for the auxiliary services adopted at the June 14th Board meeting have been reflected in the budget. The Early Childhood Lab School (ECLS) is subsidized by net sales of the Bookstore. The maximum subsidy for fiscal year 2017 will be \$278,557, up from \$176,526 in fiscal year 2016. The subsidy and in-kind contributions are the only reason that the Lab School is able to provide services to students at a reasonable cost. This is a valuable service to the students and staff at the College. The parameters for Facilities Rental, Food Service, and Continuing Education have always been to break even in the past; however, in recent years, operations have not been at a break-even level. Additional subsidies have been approved after the end of the fiscal year to approve a transfer for the losses incurred by these subfunds. Adjustments have been made to the staffing for Food Service which is expected to result in break even operations for fiscal year 2017. However, Facilities Rental and Continuing Education will be subsidized in fiscal year 2017. Continuing Education will receive a \$64,623 subsidy from the Bookstore and Facilities Rental will receive a \$148,567 subsidy from operating funds in fiscal year 2017, down from \$151,876.

The College has looked at every expense to reduce costs to offset the reduction of state funding and has attempted to continue the operations of the College with minimum impact to the students. We have successfully prepared a balanced operating budget that will allow the College to continue operating at its current capacity.

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Principal Officials

BOARD OF TRUSTEES

Members

Eleanor MacKinney, Chairperson
Jeffrey A. Meyer, Vice Chairperson

Angela Causey

John Duffy

Clare Ollayos

Donna Redmer

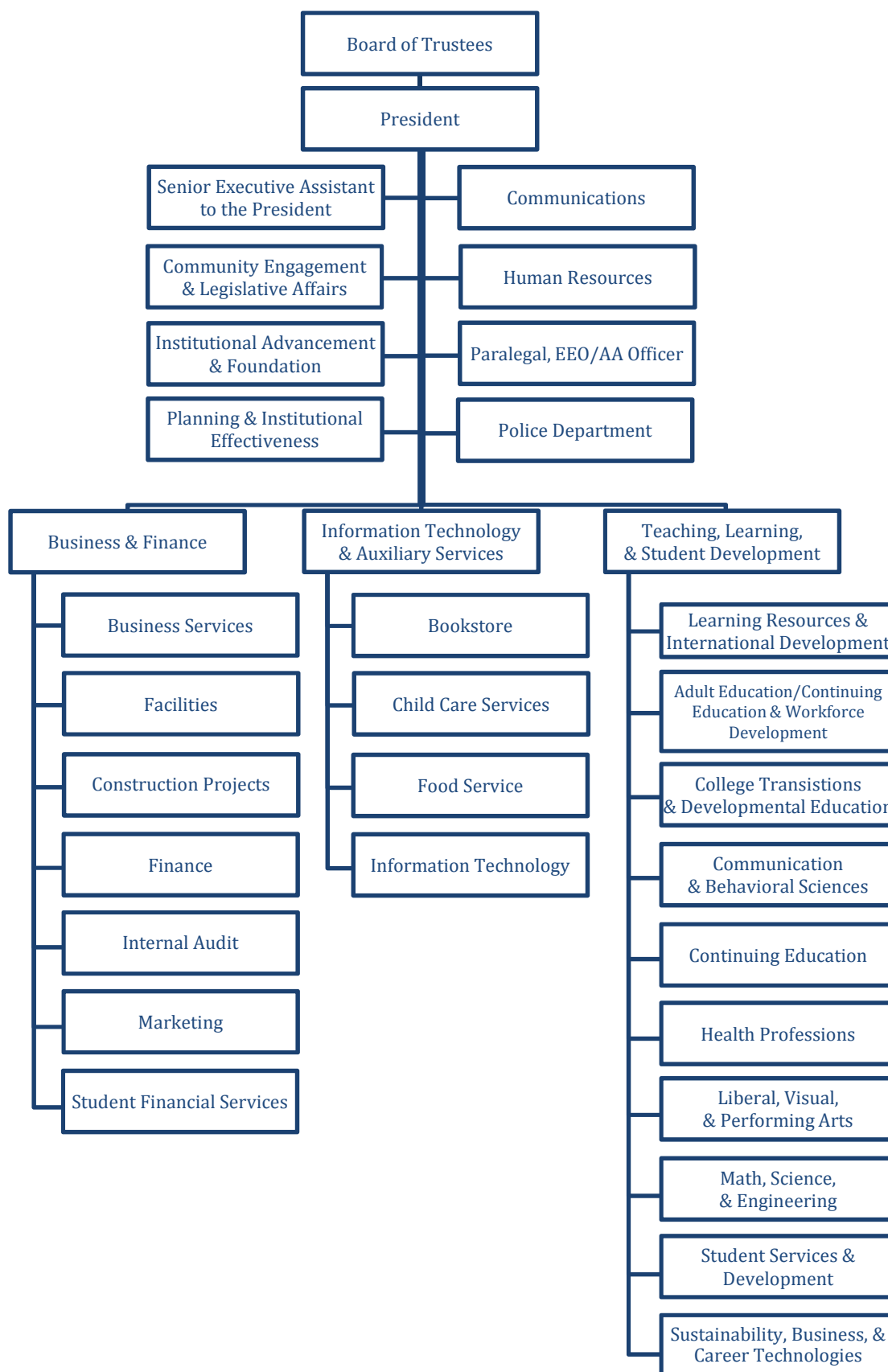
Art Saucedo

Diego Gonzalez, Student Member of the Board

David Sam, President

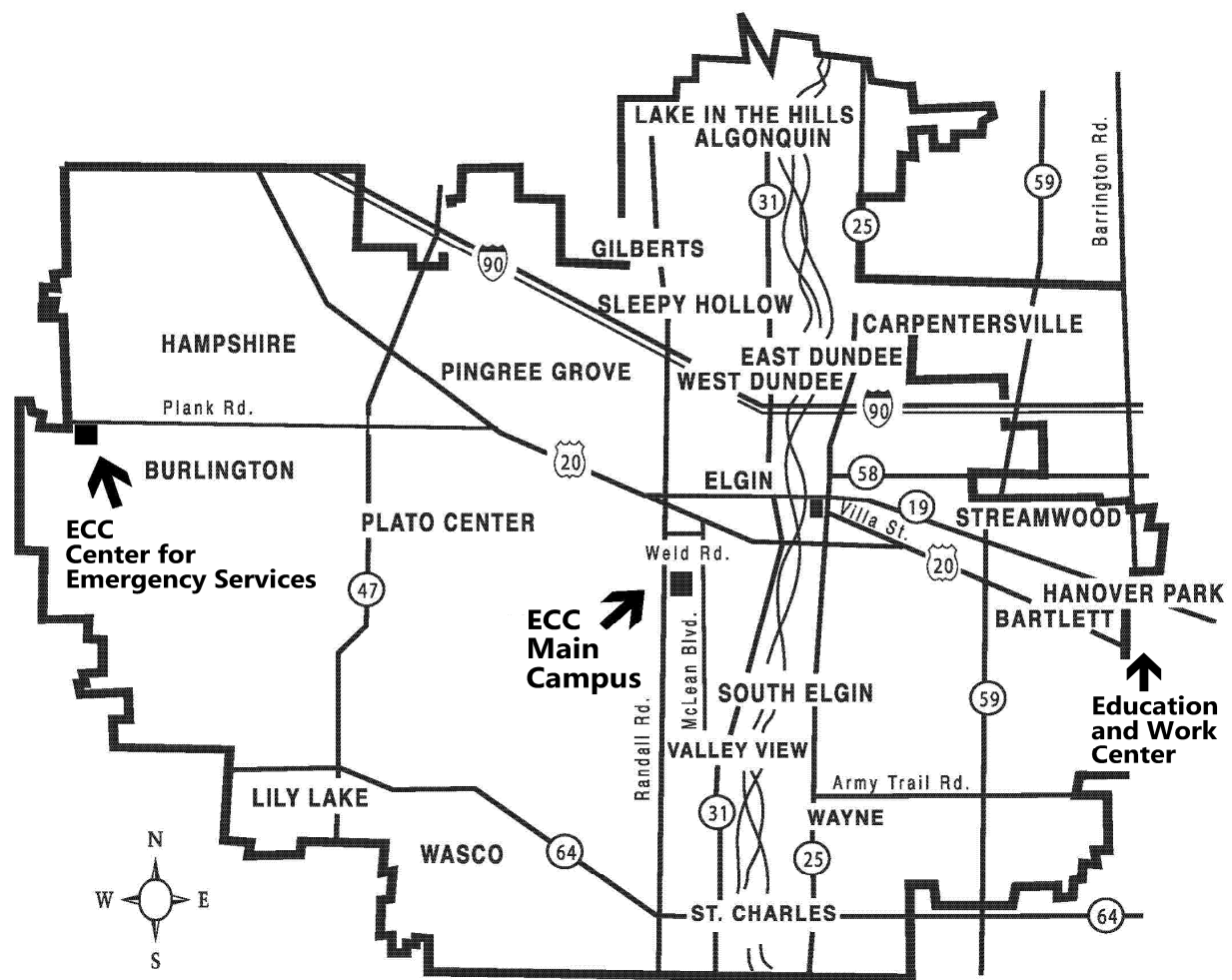
ELGIN COMMUNITY COLLEGE
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Organizational Chart



ELGIN COMMUNITY COLLEGE
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District Map



Serving the counties of:

Cook
DeKalb
DuPage
Kane
McHenry

ELGIN COMMUNITY COLLEGE

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THE COLLEGE AND COMMUNITY

THE COMMUNITY

Elgin Community College (ECC) District 509 is one of 39 community college districts in the Illinois Community College System. District 509 covers approximately 360 square miles, including the following rural and urban municipalities: Algonquin, Bartlett, Burlington, Carpentersville, East Dundee, Elgin, Gilberts, Hampshire, Hanover Park, Lake in the Hills, Lily Lake, Pingree Grove, Plato Center, Sleepy Hollow, South Elgin, St. Charles, Streamwood, Valley View, Wasco, Wayne, and West Dundee. In addition to these municipalities, some people with the following addresses are also district residents: Carol Stream, Cary, Elburn, Fox River Grove, Hoffman Estates, Huntley, LaFox, Maple Park, Schaumburg, Sycamore, and West Chicago.

ECC serves residents of public school districts U-46, 300, 301, and 303. In-district public high schools are: Bartlett High School, Bartlett; Central High School, Burlington; Dundee-Crown High School, Carpentersville; Elgin High School and Larkin High School, Elgin; Hampshire High School, Hampshire; Jacobs High School, Algonquin; South Elgin High School, South Elgin; St. Charles East High School and St. Charles North High School, St. Charles; and Streamwood High School, Streamwood. In-district private high schools in Elgin are Elgin Academy, Fox Valley Lutheran Academy, St. Edward High School, Einstein Academy, and Westminster Christian.

HISTORY OF THE COLLEGE

The district was originally founded as part of the University of Illinois Agricultural Extension Service. In 1949, the board of Unit School District Number 46 subsequently took over the District's functions. In May 1950, the College became a member of the American Association of Junior Colleges. In 1965, the State of Illinois developed a community college system; one year later in 1966, Elgin Community College District 509 became a part of this system. The College was granted Class I Junior College status by the State Board of Higher Education. The college designation changed from Junior College District 509 to Community College District 509 in 1975.

Initially housed in the former Elgin High School, the College purchased its first permanent building next door and named it Renner Hall after the College's first president, Gilbert I. Renner, in 1959. Until its move in 1970 to its current main campus site, the College was situated in various buildings in Elgin. Six buildings were built between 1970 and 1979 on the campus, which completed about 60 percent of the original master plan.

After joining the Illinois Community College System, the College extended its offerings of formalized vocational programs, adding over 20 programs between 1966 and 1970. District 509 doubled in size in 1967 when Community Unit School District 300 joined the college district, and again in 1974 when Community Unit School Districts 303 and 301 joined. The college district boundaries have remained unchanged from 1974 to present.

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The recession of the early 1980s resulted in skyrocketing student enrollment, which prompted a search for additional space and alternative delivery systems. In a cooperative venture with the City of Elgin, renovation began on a downtown retail building and the Fountain Square Campus opened in 1983. A system of outreach centers was also established in local public schools. Modifications to the existing six buildings at the Main Campus were made in order to house new services, including a fitness center, career center, minority affairs, and corporate development.

As state funding dwindled and the recession brought local growth to a standstill, dollars became scarce. The College was forced to reduce its expenses even further, and the ECC Foundation was established in 1984 to help fill the gaps. In addition, district citizens supported an increase in taxes for the Education Fund in 1986.

In the last decade (2000 to 2010), semester enrollments at the College have increased 15%. Population estimates show an increase of more than 50,000 residents in the District over the same period, an increase of over 18%. Given these population increases, campus building has flourished in recent years. Under a new campus master plan approved in the late 1980's, construction began in 1991 on the Visual & Performing Arts Center, the Business Conference Center, and classroom building and science additions.

Late in 1999, taxpayers passed a \$41 million building fund referendum. Between 2000 and 2006, the College was able to add the Culinary Arts building; expand the Events Center and the Student Resource Center Administration Wing; purchase and renovate the Industrial Training Center; renovate the Advanced Technology Center; purchase two additional buildings for future expansion; extend Spartan Drive through to Randall Road; and complete various deferred maintenance projects on existing buildings.

In spring of 2009, the taxpayers approved another referendum to allow the sale of building bonds for \$178 million to fund projects outlined in the College's Facilities Master Plan. These projects include a new Academic Library and Learning Center, a Health and Life Sciences Building, a Public Safety Training Center, a Multi-Purpose Classroom Facility, renovations to the Student Resource Center, and other items such as deferred maintenance on existing site and structures.

With the additional of the new Multi-Purpose Classroom facility, the programs that had been offered at the Fountain Square Campus were moved to main campus. The Foundation Square Campus was sold in 2011.

DEMOGRAPHIC TRENDS

According to the US Census's 2014 American Community Survey estimates (5-year average), the College serves an area of 433,186 residents. The population is predominantly in Kane County, though the district includes portions of Cook, McHenry, DeKalb, and DuPage counties. The city of Elgin comprises the largest portion of the District's population at approximately 25%, followed by Bartlett at 10%, Streamwood and Hanover Park at approximately 9% each, and St. Charles at 8%. The fastest rate of growth in the district comes from communities in the western part of the district, such as the Village of Burlington and the Village of Pinegree Grove, where the populations for each are expected to triple by 2040. Even the population of district

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509's largest municipality, Elgin, is projected to increase by 50% over the next 20 years. The total population of the district will continue to grow in the near future, according to the 2010 report of the Chicago Metropolitan Agency for Planning, making the greater Elgin area one of the fastest growing in the state.

Historically, Illinois is and has been a destination for immigrants. This influx of immigrants seeks employment in the state and brings a greater need for training in many skill areas, from Basic English as a Second Language courses to technical credentials. As immigration continues to rise, the convenience, affordability, and accessibility of community colleges will be essential to training this new workforce. According to the latest census estimates (from the 2014 American Community Survey), the district is just over 62% White and 25% Hispanic/Latino; however, the Latino population is not evenly disbursed throughout the district and is much higher in certain communities, such as Carpentersville at 50%, Elgin at 44%, Streamwood at 37%, Hanover Park at 33%, and Bartlett at 13%. Other racial/ethnic minorities in the district are Asian/Pacific Islander at 8% and Black/African American at 3%.

According to census estimates, males and females equally represent the district compared to the Illinois state levels of 49% for males and 51% for females. Seventy-eight percent (78%) of district residents are 15 years of age and over, and 26% are between the ages of 15 and 34. The city of Elgin has 73% of residents who are 18 years of age and over.

Like many communities across the nation, income levels in the district are becoming increasingly polarized. In 2014, the median household income for Kane County, the largest county in the district, was \$70,514, placing it well above the state of Illinois median of \$57,166 (see www.census.gov, American Community Survey 2014 5-year estimates). At the same time, however, an estimated 11.5% of Kane County residents had income levels below the poverty level, a figure that has risen slowly over the last decade.

EMPLOYMENT TRENDS

Like many Illinois communities, the greater Elgin area has traditionally been a region of manufacturing, an industry that continues to support many district residents. Over the years, much of the area's heavy manufacturing has given way to a host of service occupations, the largest of which are in healthcare, architecture/engineering, media/technology, and retail. The largest industries in the area include educational services, healthcare, and social assistance (19%), manufacturing (17%), retail trade (12%) and professional, scientific, management administrative and waste management services (12%).

Industry of Workers

Civilian Employed Population 16 and Over

| | |
|---|------|
| Agriculture, Fishing, Hunting, and Mining | < 1% |
| Construction | 6% |
| Manufacturing | 17% |
| Wholesale Trade | 4% |
| Retail Trade | 12% |

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| | |
|---|-----|
| Transportation, Warehousing, and Utilities | 6% |
| Information | 3% |
| Finance, Insurance, Real Estate, Rental, and Leasing | 8% |
| Professional, Scientific, Management, Administrative, and Waste Management Services | 12% |
| Educational Services, Healthcare, and Social Assistance | 19% |
| Arts, Entertainment, Recreation, Food Services, and Accommodation | 8% |
| Other Services (except Public Administration) | 4% |
| Public Administration | 3% |

Source: 2014 American Community Survey, 5-year estimates of selected economic characteristics for District 509 boundary.

Like many areas in the nation, unemployment for Kane County has been increasing over the past several years, but recently appears to be declining. According to the US Bureau of Labor Statistics, the unemployment rate for Kane county was 13.4% at the start of 2010 but has fallen to 5.3% as of May 2016, placing it slightly below the state's unemployment rate of 5.7%, but higher than the US unemployment average of 4.7% for that same time period.

ECC STUDENTS

The student population at ECC represents the district well. In term of race/ethnicity, Black and Hispanic/Latino students are slightly over-represented at ECC compared to their relative proportions in the district (for Black students, 6% at ECC v. 3% in the district; for Hispanic/Latino students, 37% at ECC v. 25% in the district).

Race/Ethnicity of ECC Credit Students

| Race/Ethnicity | ECC (FY2014) | | District 509 Pop. (2014) | |
|--------------------------------|---------------|-------------|--------------------------|-------------|
| | Number | % | Number | % |
| Asian/Pacific Islander | 1,132 | 7% | 33,902 | 8% |
| American Indian/Alaskan Native | 63 | <1% | 361 | <1% |
| Black (Non-Hispanic) | 955 | 6% | 15,104 | 3% |
| Hispanic | 6,243 | 37% | 110,052 | 25% |
| White (Non-Hispanic) | 8,190 | 48% | 267,819 | 62% |
| Unknown/Two or More Races | 538 | 3% | 5,948 | 1% |
| Total | 17,121 | 100% | 433,186 | 100% |

Sources: ECC Institutional Research, A1 Data, FY2014; U.S. Census, 2014 American Community Survey 5-year estimates for D509 boundary.

According to data compiled by the American Association of Community Colleges, the average age of a community college student nationwide is 28. Comparably, the College's average age for students is 27. In addition, at ECC approximately 54% of students are female on average, which is typical of the nation's community colleges where 57% of students are female. Just over 35% of ECC students enroll with only a high school diploma, and 5% have earned a bachelor's, graduate, or professional degree (bachelor's degree or higher). Credit students in career-technical and university-transfer programs make up approximately 83% of ECC's student credit

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population as of fiscal year 2014, while 17% enroll in Adult Basic Education and English as a Second Language programs. Finally, in fiscal year 2016, 3,502 students enrolled in non-credit, continuing education or corporate training courses.

STRATEGIC AND OPERATIONAL PLANNING

Strategic Planning. All major initiatives at ECC are guided by the institution-wide *ECC Strategic Plan*, which is renewed every three to five years by the Strategic Planning Committee, a cross-functional team of faculty, administrators and support staff members. The plan is divided into several broad components, which include: the mission, vision, shared values, strategic goals and strategic objectives.

| Component | |
|----------------|--|
| Mission: | The mission describes why the college exists |
| Vision: | The vision describes our future and where we are headed as a college |
| Shared Values: | Shared values reflect the core principles and beliefs that guide our work |
| Goals: | Strategic goals are broad intentions that we expect to accomplish during the life of the strategic plan |
| Objectives: | Strategic objectives are reportable actions that we expect to accomplish for each strategic goal |
| Activities: | Activities are operational tasks, within each objective, that cross-functional committees and/or departments carry out; activities can change frequently |

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|----------------|--|
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The current strategic plan was approved by the ECC Board of Trustees on August 14, 2012. It contains 6 goals and 23 objectives and will remain in effect until the end of fiscal year 2017 (June 30, 2017). Goals within the plan include: student success (Goals 1 and 2); cultural competency and equity (Goal 3); operational/process improvements (Goal 4); community service goals (Goal 5); and employee training and development goals (Goal 6). Within the goals, strategic objectives detail the nature of work to be performed. For example, within Goal 1 (*Foster a learning-centered environment*), the college commits to expand supplemental instruction, teach students skills in self-assessment, expand active learning pedagogies, ensure consistency between ECC curricula and the curricula at area high schools, and build a comprehensive approach to student advising. The college is nearing the end of its current five-year plan and in the process of creating a new plan for fiscal years 2018 to 2023 (calendar years 2017 to 2022), which will be finalized in summer 2017.

Operational Planning. While the strategic plan sets large-scale directions, operational plans specify particular activities to be done within departments, programs, offices, and committees. They are set by campus budget officers, deans, and directors, and are reviewed the senior executives. For example, the Vice President of Teaching, Learning and Student Development reviews operational plans for academic departments and student service areas, while the Vice President of Business and Finance reviews plans in the areas of accounting, business services, marketing, and campus and facilities planning. The Board of Trustees monitors annual business plans for campus auxiliary units, such as the bookstore.

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Operational goals and accomplishments are documented every year and used to guide budgets. The college's Annual Planning Calendar provides a rough timeline for when various phases of operational planning and budgeting occur. Although the length and timing of these phases are inexact, each is sequenced to interrelate and inform the next.

Plan development is the first phase. Activities in this phase include defining activities, analyzing data, and gathering vendor quotes and bids. In the table, these activities are represented in light blue. The second phase is budgeting and resource allocation, which is represented in light green. This phase starts with discussions of "big ticket" expenses such as tax levies, costs for insurance and infrastructure needs, and tuition rates. These discussions inform the preparation of annual goals and business plan goals, which are compiled by individual budget officers in early spring and compiled by the Business and Finance office for Board approval in May. The third phase of work, represented in yellow, involves reporting. This phase involves annual review of accomplishments and final audits. Most end-of-year reports are done in late summer. The most comprehensive of these – the Performance Report, the Program Review Report, and the audited financial report – are finalized in early September.

| ANNUAL PLANNING CALENDAR | | | | | | | | | | | | |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| OPERATIONAL PLANNING ACTIVITIES | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |
| 1. Plan Development | | | | | | | | | | | | |
| Departments create their operating goals and objectives for the next fiscal year | | | | | | | | | | | | |
| Departments link dollars to operating plans through the budgeting process | | | | | | | | | | | | |
| 2. Budgeting and Resource Allocation | | | | | | | | | | | | |
| Budget & Finance analyzes major spending needs and priorities for the next fiscal year | | | | | | | | | | | | |
| Business & Finance distributes and collects budget books for the next fiscal year | | | | | | | | | | | | |
| Business & Finance displays the Annual Budget | | | | | | | | | | | | |
| 3. Reporting and Communication | | | | | | | | | | | | |
| Departments report their accomplishments from the preceding year | | | | | | | | | | | | |
| Planning & Institutional Effectiveness compiles end-of-year summary reports | | | | | | | | | | | | |
| Business & Finance compiles the final audited report from the preceding year | | | | | | | | | | | | |
| Departments review their current spending levels when they prepare budgets | | | | | | | | | | | | |
| Business & Finance hosts the annual audit to review the preceding year | | | | | | | | | | | | |

Note: This list displays major events that impact strategic planning and is not comprehensive of all planning activities.

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MISSION STATEMENT, SHARED VALUES, GOALS, AND OBJECTIVES

MISSION

The mission of Elgin Community College is to improve people's lives through learning.

VISION

We pursue our mission by focusing all our efforts on making Elgin Community College one of the best centers of learning in the United States. In recognition of our role as a comprehensive community college, we will strive to create high quality learning opportunities that respond to the needs of the residents of our district.

SHARED VALUES

Excellence

All college functions and services must strive for the highest level of excellence to successfully achieve our mission. Learning activities must be of the highest quality to help students achieve their goals.

Freedom of Inquiry

We believe a learning community is most engaging and viable when a spirit of free inquiry exists, allowing everyone the freedom to explore new and diverse ideas and to express their interests and attitudes.

Equity

We believe that everyone must have an equal opportunity to grow through learning and pledge to provide all who take part in our learning activities with the opportunities and supports needed for success.

Ethical Practices

As we strive to develop our learning community, we will maintain at all times the highest level of honesty, communication, cooperation and credibility in all relationships.

Accountability

As a public institution, we believe we must assume responsibility for all our decisions and actions, and we must also be open and honest in all our affairs and always ensure that we are making the best use of our resources.

Respect for Diversity

All constituencies are important to achieving our vision. Therefore, we must respect the unique and diverse perspectives each person offers and embrace those differences as the means for developing the strongest learning community possible. We promote individual growth and a positive sense of self-worth for all members of the college community.

Community Engagement

As an active and involved part of our community, we must play an integral role in developing, advancing and serving the local community.

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ECC STRATEGIC PLAN for FISCAL YEARS 2013 THROUGH 2017
STRATEGIC GOALS AND OBJECTIVES

GOAL 1: FOSTER A LEARNING-CENTERED ENVIRONMENT

Objective 1.1: Expand the use of supplemental instruction models

Example Activities:

- *Expand and develop learning labs*
- *Expand the use of peer-to-peer instruction*
- *Increase student-to-instructor time*
- *Strengthen the use of tutoring*

Objective 1.2: Teach students the skills needed to assume responsibility for their own learning

Example Activities:

- *Teach students how to self-monitor progress*
- *Teach students to self-assess their learning*
- *Teach students skills in self-advocacy*

Objective 1.3: Expand the use of active learning pedagogies

Example Activities:

- *Promote higher-order thinking skills, analysis and synthesis*
- *Apply learning to real-world problems*
- *Create supportive intellectual and emotional environments*
- *Expand interdisciplinary and co-curricular connections, including service learning*

Objective 1.4: Ensure consistency among Elgin Community College, high schools (i.e., Common Core State Standards) and senior institutions

Example Activities:

- *Through the Alliance for College Readiness, encourage the development, approval and delivery of courses that are aligned across high school and college transitions*
- *Strengthen partnerships with 4-year colleges and universities to facilitate transitions and transfer*

Objective 1.5: Build a comprehensive approach to student advising

Example Activities:

- *Engage multiple units of the college in advising students*
- *Identify students' educational and career goals at entry and reassess regularly*

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GOAL 2: PROMOTE STUDENT GOAL COMPLETION

Objective 2.1: Accelerate student progression through coursework

Example Activities:

- *Expand accelerated or short-term courses*
- *Strengthen integrated career prep/academic prep programs/bridge programs and workforce transitions programs*
- *Expand modular and differentiated learning*
- *Expand early college credit options (e.g., dual credit, dual enrollment, tech prep)*

Objective 2.2: Develop coherent and intentional student pathways toward completion

Example Activities:

- *Require prescribed plans at entry (i.e., improved use of the course planning tool by students)*
- *Create plans with broader horizons (e.g., block schedules, two-year plans)*
- *Leverage the use of hybrid and online courses*
- *Leverage the use of learning communities*

Objective 2.3: Improve success milestones among students with the greatest achievement gaps

Example Activities:

- *Continuously define and refine guidelines/criteria for milestones and gap measures*
- *Link achievement gap data to existing support structures in order to better target and strengthen improvement efforts*

Objective 2.4: Improve placement processes to assist and support various student populations

Example Activities:

- *Incorporate assessment of English language skills*
- *Leverage assessment practices that require multiple measures*
- *Explore requiring students to review prior to testing*

GOAL 3. PROMOTE A CLIMATE OF COLLABORATION, EQUITY AND INCLUSION AMONG ALL COLLEGE CONSTITUENCIES

Objective 3.1: Expand cultural competency awareness and skills across campus

Example Activities:

- *Increase participation in cultural competency awareness workshops*
- *Incorporate cultural competency skills more directly into our everyday work*

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Objective 3.2: Implement diverse cross-functional teams to broadly promote equity and enhance decision-making

Example Activities:

- Engage faculty, staff, administrators and students in processes that address equity and student success
- Document and report accomplishments in reaching equity and student success outcomes

Objective 3.3: Increase partnerships and programs that encourage interactions with people from diverse backgrounds and cultures

Example Activities:

- Expand programming that promotes the success of diverse groups and individuals
- Increase international student enrollment
- Expand partnerships in emerging economies to prepare students, local citizens and businesses for a global economy (i.e., focus on BRICS nations: Brazil, Russia, India, China, and South Africa)

GOAL 4. PROMOTE GREATER TRANSPARENCY, EFFICIENCY AND ACCOUNTABILITY IN COLLEGE PROCESSES AND SYSTEMS

Objective 4.1: Proactively solicit feedback from stakeholders (students, employees, and communities) in the evaluation and improvement of processes

Example Activities:

- Expand or create implementation teams to track, document and record process mapping efforts
- Discuss and review strengths and challenges with current systems (e.g., Ellucian Colleague [formerly Datatel], the Applicant Tracking System, CurricUNET)
- Examine acceptable levels of risk in policies (e.g., safety and security, independent contractors, teleworking)

Objective 4.2: Make optimal use of student success data to inform future programs and services

Example Activities:

- Regularly study and discuss outcomes related to student performance
- Study and discuss data related to perceptions and attitudes (e.g., surveys, focus groups)
- Formalize Review Team criteria and expectations to make evidence-based decisions

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Objective 4.3: Develop operational processes that are responsive to the strategic priorities identified in this plan

Example Activities:

- *Align department and committee operating plans to institutional priorities*
- *Align department and committee budgets to institutional priorities*
- *Align employee performance to institutional priorities*
- *Develop a decision-making process for capital requests*

GOAL 5. DEVELOP RELATIONSHIPS WITH EDUCATIONAL AND WORKFORCE PARTNERS TO CREATE A MORE RESPONSIVE AND SUSTAINABLE COMMUNITY

Objective 5.1: Formalize expectations for advisory boards and other sources that inform future curricula, programs and services

Example Activities:

- *Create and adapt curricula through program review and analysis*
- *Ascertain soft skills needed by employers and demonstrated by graduates*
- *Track the continued career success of students in the workforce (e.g., career-tech students) and the continued academic success of students in higher education (e.g., university transfer students)*

Objective 5.2: Leverage community partnerships and legislative advocacy efforts in ways that support learning and student success

Example Activities:

- *Expand the use of Elgin Community College ambassadors*
- *Meet with opinion leaders and elected officials*
- *Participate in meetings with local chambers of commerce*
- *Improve outreach efforts in targeted areas/communities*

Objective 5.3: Effectively communicate results, successes, benefits and offerings to community stakeholders

Example Activities:

- *Strengthen and promote technologies for communication (e.g., web site)*
- *Increase the number of community members who participate in student success efforts*

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GOAL 6. ENHANCE ELGIN COMMUNITY COLLEGE AS AN EMPLOYER OF CHOICE

Objective 6.1: Proactively recruit diverse individuals to work at ECC

Example Activities:

- *Enrich and develop community relationships for new avenues of recruitment*
- *Expand and develop new search committee processes*

Objective 6.2: Improve the efficiency of hiring, onboarding and off-boarding employees

Example Activities:

- *Streamline hiring procedures to minimize delays*
- *Develop benchmarks for onboarding and off-boarding employees*

Objective 6.3: Establish career pathways for employees

Example Activities:

- *Explore the use of job shadowing, job swapping, mentoring, etc.*
- *Strengthen the use of staff and administration 'ladders' and succession planning*

Objective 6.4: Implement professional development opportunities for faculty, staff and administrators based on industry best practices

Example Activities:

- *Expand professional development in developmental education for faculty*
- *Expand professional development in strategic and operational planning for all employees*

Objective 6.5: Enhance work-life balance

Example Activities:

- *Work toward a more equitable application of employee work schedules*
- *Optimize the use of benefits (e.g., smoking cessation programs, health and wellness, etc.)*
- *Better advocate for the physical and mental health of employees*

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STRATEGIC INITIATIVES FOR FISCAL YEAR 2017

The fiscal year 2017 budget has been prepared in as prudent a manner as possible. With declining enrollments and uncertainties in state funding, the college has made every effort to minimize expenses while delivering quality education. The following categories encompass the work planned for 2017: student success; strategic planning; regional safety and security; facilities master planning; and technology improvements. Brief description of each area follow.

Student Success

The *ECC Strategic Plan* is anchored around the college's mission *to improve people's lives through learning*. The bulk of work planned for fiscal year 2017 remains student success – in particular, implementing interventions to improve college success for at-risk students. At ECC, these students include: African-American students, low-income students, first-generation students, and students who are pre-college (i.e., at developmental or remedial standing). Our research shows that when college interventions support these populations, success improves for all students.

ECC student success projects – and all ECC projects regardless of type – undergo a period of trial implementation/testing before they are permanently budgeted. Throughout this section, projects are divided into three levels: (1) those projects which are institutionalized after having been tested and scaled; (2) those currently being piloted with a strong likelihood of being institutionalized in the short run; and (3) those currently being tested but with uncertain results. The first tier, described below, includes projects which are permanently institutionalized:

Alliance for College Readiness. The Alliance for College is a nationally recognized partnership between ECC and surrounding public school districts to ensure that high school graduates are college-ready upon graduation. Work within the Alliance consists of number of initiatives occurring simultaneously: aligning curricula between high schools and college; coordinating high school dual enrollment; and combining developmental and college-level education in accelerated courses. A number of programs and interventions are housed under the Alliance and include: the Transition Academy, Accelerate College, College 101, and Supporting Transitions/Engaging Parents & Students (STEPS). Brief descriptions follow:

- *Transition Academy.* The Transition Academy focuses on at-risk populations of high school students in grades 9 through 12. Students are identified by high school teachers and guidance counselors as having high ability but low performance in classes. Meeting one Saturday a month for seven months, students participate in a guided curriculum designed to increase motivation, self-regulation, and subject-matter skills. Each student is co-taught by high school and college faculty, and volunteer community mentors help students with college and career preparation.
- *Accelerate College.* Accelerate College is a dual enrollment program that allows qualifying high school seniors to enroll full-time at ECC and earn credits toward associate degrees. Students can earn college credit in either career-technical courses, such as automotive repair,

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or university-transfer credit, such as English composition. Some high schools also allow credits earned at ECC to count as high school credit.

- *College 101 (Introduction to Student Success).* College 101 is a required first semester course for all new full-time students at ECC. First launched in 2006, this course introduces students to educational planning, key campus services, technology, and positive mindsets for success. Our research consistently shows that students who complete College 101 are more likely to graduate than students who do not. Recently, the Alliance has partnered with the Kane County Juvenile Justice Center to offer College 101 to teenage residents of that facility.
- *Supporting Transitions/Engaging Parents & Students (STEPS) Program.* This program engages parents of high school students to get more involved in college readiness efforts. Currently, parents participate in workshops on affect and motivation, financial aid, and career planning. Workshops are organized by ECC administrators and high school guidance counselors and are offered in Spanish as well as English.

Student Financial Literacy. Financial Smarts, ECC's financial literacy program, includes a multitude of events for students and parents: an online module incorporated into College 101 courses, a community fair, various parent events, and Free Application for Federal Student Aid (FAFSA) completion workshops. In fiscal year 2016, the College launched a free, easily accessible online course on financial aid basics and scholarships.

Student Success Week. ECC's research has uncovered that students who complete 20 hours their first year of college are more than five times more likely to complete on time. Student Success Week, which began in 2013, celebrates this fact with a variety of sponsored events, from professional speakers to scenarios and games. It is held during the critical thirteenth week of the fall term, a time when at-risk students are most vulnerable for dropping out. Fiscal year 2016 marked the fourth consecutive year that this program was held, and during that same period, ECC's student year-to-year persistence rate for full-time students has risen from 66% to 75% (see Performance Report). This program has been institutionalized and is included in the operational budget of the Student Life Office.

Academic Advising Model. In 2014, the college implemented a new academic advising model to address an important component of the *ECC Strategic Plan* (Objective 1.2: Teach students the skills needed to assume responsibility for their own learning). According to the model, students are assigned a designated advisor who stays with them throughout their program and intervenes at various milestones as credits accrue. Advisors offer assistance with educational and career planning, and transfer options and guidelines; additionally, key services are strengthened during the critical first weeks of a new semester. In fiscal year 2014, 9 full-time and 3 part-time academic advisors were hired, and the College reallocated funds to hire two (2) full-time student wellness professionals to serve students' mental health and wellness needs.

In addition the institutionalized projects above, the fiscal year 2017 budget will fund several projects moving toward institutionalization in the near future:

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African-American Student Outreach, \$33,000. An unfortunate reality at many colleges is that, on average, African-American students underperform on many success measures compared to White, Asian, and Hispanic students. This is the case at ECC as well as elsewhere. Funding in fiscal year 2017 will be set aside to hire a part-time student outreach coordinator to work with at-risk African-American students to coordinate events and introduce students to campus offices designed to support their continued persistence. Funds will also be used to support welcome receptions in which new students meet each other and campus professionals for the first time.

International Student Recruitment, \$20,000. Begun in fiscal year 2013, the goal of the International Student Recruitment project is to recruit new international students to study in ECC's Intensive English program and matriculate to an associate degree program. This project has been ongoing since 2013 and supports *ECC Strategic Plan Objective 3.3 (Increase partnerships and programs that encourage interactions with people from diverse backgrounds and cultures)* while building strong alliances with educational institutions in the world's fastest-growing economies, such as China and India.

Diversity in Recruiting and Hiring, \$22,000. Supporting *ECC Strategic Plan Objective 3.1 (Expand cultural competency awareness and skills across campus)*, this project provides workshops for ECC employees to improve their own skills in cultural competence as it pertains to hiring and serving on hiring committees. The long-term goal of this project is to improve employee onboarding and employee retention. Since 2015, the college has worked with expert trainer/facilitator to provide workshops, and program evaluation is provided by the Student Success Infrastructure.

New Faculty Orientation Model, \$7,000. This project, which began in 2015, expands the college's faculty orientation and onboarding process from informal department-specific meetings to a common college-wide web-based online course with standard learning outcomes and deliverables across all ECC departments and programs. Current areas of focus include syllabus preparation, classroom management, and assessing student learning.

A final tier of projects include those which are being funded in fiscal year 2017 but for which results are still inconclusive. For these projects, more rigorous testing and research is in order before a decision regarding permanent institutionalization will be made. These projects include:

Faculty Research Community, \$11,200. This project, which began in 2014, is designed to encourage faculty to engage in action research within their own classrooms – piloting new innovations, course or project portfolios, etc. – and use the data collected to guide professional growth. Funding consists of a stipend to support a faculty member to oversee the project, recruit faculty participants, and organize students to participate on a review committee. Results are discussed in the college's annual assessment forum and in professional organizations.

Faculty Mentoring Faculty, \$5,460. The goal of the Faculty Mentoring Faculty project is to pair new ECC faculty with seasoned full-time faculty mentors to get them up-to-speed quickly with college expectations for pedagogy and instructional delivery. Currently, there are seven

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mentor-mentee pairings, early results indicate satisfaction both on the part of both new as well as seasoned faculty members.

Supplemental Instruction, \$4,100. Supplemental instruction provides assisted learning to students in the form of weekly study sessions led by student mentors. Mentors are students who successfully completed the same class a prior semester and can thus assist new students in understanding concepts and developing proper study habits. Funding for supplemental instruction will be used to compensate peer leaders, develop study-related materials, and obtain training at the University of Missouri's nationally recognized training program.

Finally, apart from funded projects, many initiatives done at the College do not depend of budgeted dollars. Rather, these projects amount to restructuring existing courses, schedules, or committees in ways to better leverage resources and strengthen efficiencies. Examples include the Accelerated Learning Project, in which developmental and college-level writing courses are sequenced to promote the integration of skills; placement testing predictive analytics, in which students' entry placement scores are analyzed to determine appropriate cutoff scores that promote course success; and Pathways for Career Programs, in which current many offices involved in promoting business partnerships are reorganized to reduce redundancies and promote strategic discussions.

Strategic Planning, \$49,500.

The *ECC Strategic Plan* expires in July 2017, and the College's strategic planning team is holding discussions to create new five-year goals for 2018 to 2023. Funding has been set aside to inform this process and includes a comprehensive survey of community residents and area employers and a regional economic outlook/labor market scan. These studies will help the College understand public perceptions and guide future opportunities. They will also help the College plan and adapt to trends affecting higher education, such as technological changes and renewed interest in college-to-career preparation. Additional funds will be used to facilitate face-to-face meetings and focus groups with external partners which will be guided by an expert facilitator.

Regional safety and security.

The *ECC Strategic Plan* commits to strengthening industry partnerships (Goal 5: *Strengthen educational and workforce partnership to create a more responsive and sustainable community*), and the college has, for many years, offered programs to train local firefighters, paramedics, and safety officers. To accomplish this goal, ECC will open its long-awaited Center for Emergency Services in September 2016 which is dedicated to the training and education needs of current and future first responders. Located in Burlington, Illinois, the facility offers state of the art equipment and training opportunities to students and community members, including driving simulators, a burn tower, a dive pond, a table top model city, and a variety of training obstacles and equipment.

The Center will offer fire science and criminal justice courses in fall 2016 before scaling to include emergency medical technician (paramedic) courses. In fiscal year 2015, which the most recent year for which annual figures are compiled, the college's fire science, public safety, and

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paramedic programs generated 2,800 total credit hours, while criminal justice generated 2,650 credit hours. Together, these amounted to over \$681,000 in collected tuition and fees, or about 3% of the \$23 million in tuition and fees collected that year (out of a total of over \$80 million in revenues from all state, local, and grant sources). In the College's fiscal year 2017 budget, \$0.5 million has been allocated from institutional resources to cover instructional costs at the Center for Emergency Services, which includes supplies and support staff compensation. The College estimates another \$1 million to cover facilities and utilities which reflect about 2% of the college's estimated \$80 million in planned operating expenditures.

Employee Professional Development.

Campus safety, disaster preparedness, risk assessment, and risk management are critical areas which ensure the College's readiness for unforeseen disasters and its ability to manage risk and assess contingencies should incidences occur. The College is obligated through contracts with faculty and support staff to implement full-scale training. Further, institutions of higher education are required by law to carry out what is mandated by the Federal Emergency Management Agency (FEMA) and the State of Illinois relative to emergency management/preparedness, prevention and mitigation, and business continuity.

Facilities Master Plan

An updated facilities master plan was adopted in July 2012. The 2012 campus plan contains plans for general site improvements as well as physical and deferred maintenance projects, and includes the development and construction of the Center for Emergency Services in Burlington, Illinois.

As noted above, the Center for Emergency Services will start providing services to students and community members. The Center for Emergency Services was the last major construction project affiliated with the April 2009 bond referendum, as well as, the largest project contained in the current facilities master plan.

As the college campus grows, planning for deferred maintenance will become more and more important. The College has been increasing the transfer from the Operations and Maintenance Fund to the Restricted Operations and Maintenance Fund for capital expenditures. The transfer for fiscal year 2016 was \$1.5 million. Unfortunately, due to the uncertainty with the State of Illinois, the College has not budgeted a transfer in fiscal year 2017 and does not plan to complete capital projects in fiscal year 2017.

As the referendum projects come to an end, the College is analyzing and prioritizing the remaining deferred maintenance needs on campus and will start the process to update the deferred maintenance plan for the next five to ten years.

Technology improvements

Fiscal year 2017 will focus on efficiency and effectiveness in a time of constrained resources. Careful management of core network infrastructure components and strategic partnerships with other governmental units in the district will yield continued stability with increased bandwidth to support the constantly growing internet access needs of ECC users. This year the migration of

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all college applications and computing resources to a single user-ID will be completed enabling secure and convenient access to all services for users. Ellucian Colleague, the College's primary administrative and student information system, will continue to evolve with better tools and services for students to manage their academic careers at ECC.

Project Implementation and Budgeting

Since 2012, ECC has focused efforts to link fiscal year budgets to demonstrated results in the areas above. The college's 2015 *Purposeful Budgeting* quality initiative for the Higher Learning Commission explains the College's shift to zero-based budgeting and the increased calls for accountability that this shift has entailed. The report details ECC's Framework for Accountability and Data-Based Decision-Making, which contains nine steps critical to institutionalization: (1) defining the broad issue; (2) defining the specific project or purpose; (3) identifying resources for deployment; (4) establishing goals and targets; (5) implementation; (6) analysis of results; (7) reflection; (8) sharing findings; and (9) deciding about institutionalization (see figure).



Adopted in 2012, the framework is still a work in progress but has already ushered in a renewed sense of accountability when it comes to onboarding projects. Processes, forms, and criteria needed are overseen by a variety of campus teams. In the case of student success, oversight is provided by the Student Success Infrastructure using disaggregated data on persistence and completion. In the case of academic programs, oversight is provided by the Teaching, Learning, and Student Development Office using five-year self-study reports. Finally, for annual budgets, oversight is provided by the Strategic Planning and Budgeting Council, using justifications contained in annual goals and accomplishment reports, capital and equipment requests, and new position requests.

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An example of applying the model from start to finish comes from the financial literacy program, which began in 2009. As described earlier, this program aims to improve students' skills at planning and saving for college. The program was identified through careful examination of financial data (Step 1). After designing a plan and approach (Step 2), the Financial Aid Office worked with the Marketing and Communications Offices to identify resources (Step 3) and with the Planning and Institutional Effectiveness Office to set goals and targets (Step 4). The program was implemented (Step 5) in 2009, and results were gathered in 2010 (Step 6). Unfortunately, while the College had good intentions, the program was not entirely successful its first year. Community workshops to teach financial literacy skills were not well attended, and materials were not well-received. Following the initial launch, considerable time was spent analyzing outcomes (Step 7) and sharing findings (Step 8). Subsequently, the program was redesigned from a single event to a series of interactive, web-based tutorials and modularized and hands-on workshops. It was relaunched the following year (back to Step 1) and today is one of the College's most well-recognized and successful endeavors.

The framework has garnered recognition externally. In 2012 and in 2015, the College earned Leader College status through Achieving the Dream, Inc. for deploying student interventions in consistent, data-driven ways. In 2014, the College was recognized as an Aspen Top 150 College (by the Aspen Institute) for similar excellence. Finally, in 2015, the College was recognized by the Bill and Melinda Gates Foundation and the Higher Learning Commission for noted improvements using data to prioritize decisions. These recognitions afford the College access to special grants and other honors.

Accountability

A variety of formative measures are used to monitor the success of particular projects according to the framework. In the financial literacy example above, formative measures include the number of workshops and the number of attendees in any given year. Taken together with other formative measures (e.g., student surveys, borrowing rates, etc.), the College is able to gauge the impact of these project-level measures on fulfillment of overarching summative indicators. Key summative indicators for financial stewardship include the amount of loan aid received by students and the amount of scholarships awarded. Financial literacy workshops and other projects of contribute to gains in these indicators, and in fact, for many years, the College has reduced its loan aid (from nearly \$19M in fiscal year 2012 to under \$14M in fiscal year 2016) while increasing scholarships (from under \$93K in fiscal year 2012 to \$489K in fiscal year 2016). All summative metrics and others are reported annually in the College's Performance Report and posted on the College's website.

Another example comes from College Readiness. Like the Financial Aid Office, the Alliance for College Readiness relies on an number for formative measures to assess whether its programs are on track. For example, when Alliance partners created a new math course for high school seniors in 2014, it used class attendance as a formative measure to assess whether students were taking the course. This measure, along with other formative measures tracked by the Alliance, helps the college assess progress in reaching summative indicators. A summative indicator in this area is the percentage of new high school students testing college-ready upon arrival at ECC,

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and the College is proud of the fact Alliance programs have led to steady gains in this indicator for nearly ten years. According to the 2016 Performance Report, 44% of incoming students are college-ready in math (up from 32% in 2007), and 75% are college-ready in English (up from 56% in 2007). In any given year, thirty or so summative measures help the College's senior leaders and Board of Trustees gauge the effectiveness of programs to make funding decisions.

ORGANIZATION

THE BOARD OF TRUSTEES

The Board of Trustees is comprised of seven members elected at large from District 509 to six-year terms on a rotating basis. An eighth member is a student elected annually in April by other students.

Together, the trustees serve as a deliberative, legislative, and planning body, governing the college in accordance with Illinois law and the US Constitution. They determine the policies that guide ECC, monitor its fiscal affairs and oversee the administration of the institution by the President. Final resolution of any issue is decided by a vote of the majority.

Elections are held the first Tuesday following the first Monday in April in odd numbered years. In the event of a Board vacancy, remaining members appoint a replacement. Student government appoints a replacement for any vacancy of the student member. Board officers are elected or appointed in April and serve a one-year term.

THE PRESIDENT

The President of the College is accountable to the full Board. The President is responsible for creating the planning processes and objectives that accomplish institutional goals; developing and implementing administrative procedures in accordance with the Board policies; and delegating Board authority to staff. The President is responsible for the outcome of the College as a whole. In order to attain his objectives, the President has several departments or divisions reporting to him directly: the Executive Assistant to the President; the Paralegal EEO/AA Officer; Police Department; Business and Finance; Teaching, Learning and Student Development; Institutional Advancement and Foundation; Information Technology and Auxiliary Services; Human Resources; Planning and Institutional Effectiveness; Community Engagement and Legislative Affairs; and Communications.

PLANNING AND INSTITUTIONAL EFFECTIVENESS

The Executive Director of Planning and Institutional Effectiveness reports directly to the President of the college and is responsible for the development and implementation of college-wide strategic goals and objectives. The Executive Director works with the Strategic Planning Committee to make recommendations to the President and Board regarding recurring and new goals for the College. The Executive Director also works with the Business and Finance Office to ensure that costs are associated with strategic priorities. As discussed previously, the Strategic Planning Committee has created an ECC Strategic Plan to carry the College from the present

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time to the start of fiscal year 2017. A Strategic Planning and Budgeting Council, a subcommittee of the Strategic Planning Committee, meets to ensure that budgets are allocated in accordance with approved goals. Departmental goals are prepared and reviewed annually during all college meetings, and budgeting workshops are held annually with budget officers prior to department budget deadlines.

COMMUNITY ENGAGEMENT AND LEGISLATIVE AFFAIRS

In addition to building productive partnerships and strategic relationships with businesses, institutions, and individuals throughout the College Community, the Managing Director of Community Engagement and Legislative Affairs reports to the President and oversees the college's legislative initiatives. This department has been instrumental in securing access to governing events, meetings with elected officials, chamber of commerce meetings, and other educational and cultural organizations that promote mutual concerns.

COMMUNICATIONS

The Communications Office promotes the College and its students, faculty and staff through comprehensive and coordinated media and public relations efforts, internal and external communications plans, and a robust social media and online communication strategy. Staff members work with the news media, online outlets, and community partners to share the stories of Elgin Community College. In addition to these areas, the Communications Office also focuses on crisis communications and advising the President and senior staff on key messaging for the college.

TEACHING, LEARNING AND STUDENT DEVELOPMENT

The Vice President of Teaching, Learning and Student Development reports directly to the President of the College and is responsible for aligning academic activities and new initiatives to the College's Strategic Plan. The Vice President guides the instructional deans and student services on a global level and within each division through the development of general goals and objectives, and determines timelines and costs for accomplishing each task.

Sustainability, Business, and Career Technologies Division

The Sustainability, Business, and Career Technologies division consists of Accounting, Management, Marketing, Entrepreneurship, Culinary and Hospitality, Paralegal, Emergency Services, Digital Technologies and Technical Education. In the Fall of 2016, the division launched the Center for Emergency Services, which is a new state of the art additional campus location exclusively for Fire Science, Public Safety Communications and Digital Forensics programs.

Communications and Behavioral Sciences Division

The Communications and Behavioral Sciences division generates sizable transfer and developmental enrollment, provides services to a diversified student population, and provides valuable services to the community. This division offers general education courses for transfer degrees and vocational certificate programs. The academic programs offered by the division are: Anthropology, Geography, Psychology, Sociology, English, English Literature and Journalism, Reading, Speech, Education and Human Services, Project S.T.E.P. (Staircase to Education

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Professionals), the Montessori Program, the Para-professional Program, the Write Place Student Writing Lab, and the Forensics Program. The major goal of Project S.T.E.P. is to prepare a pool of over 100 educational professionals for the schools in the communities served by Elgin Community College and Harper College, Palatine. The Early Childhood Education/Montessori Teacher Education program prepares directors, teachers, and aides for careers in the Montessori system. The rapidly growing Human Service program offers a number of vocational certificates: Family Violence Counseling, Mental Health Generalist, Psychiatric Rehabilitation, and Substance Abuse Counseling & Prevention. This division, with all its programs, generates the largest proportion of credits for the college.

Math, Science, and Engineering Division

The division of Math, Science and Engineering offers programs of study in Biology, Chemistry, Geology, Physical Geography, Physics, Astronomy, and Mathematics. Strong demand for classes in these programs is the key reality that guides new program development and planning for the division.

Health Professions Division

The Health Professions division consists of Clinical Lab and Histotechnology, Dental Assisting, Health, Wellness, and Fitness Professions, Massage Therapy, Nursing, Physical Education, Physical Therapist Assisting, Radiography, Mammography, Computed Tomography (CT) scan, Magnetic Resonance Imaging (MRI), and Surgical Technology.

The expansion of health professions has resulted in the need for more class sections, laboratory/classroom space, faculty, and technical support staff. The expansion and addition of new programs in the health professions bring the added challenge of finding qualified faculty to teach in these programs as well as finding additional clinical sites for the students.

Liberal, Visual and Performing Arts Division

The academic programs of the Liberal, Visual and Performing Arts division are Art, Music, Theater, Graphic Design, Photography, History, Political Science, Humanities, Foreign Languages and International Studies. All programs are committed to broadening students' perspectives and preparing them to become responsible global citizens. Programs within the division regularly collaborate with outside agencies, not-for-profit organizations, and other college departments. The arts and humanities play a crucial role in developing a creative workforce, actively engaging the community in a diverse range of cultural experiences, and broadening the worldview of those engaged in these pursuits.

The Visual & Performing Arts (VPA) department collaborates with not-for-profit organizations to provide special performing arts experiences/classes for children, youth, and adults. Six in-residence partners offer classes in choral music, symphony, musical theatre, folkloric dance, symphonic choral music, and opera.

College Transitions and Developmental Education Division

With nearly 70 percent of new students placing into one or more developmental courses, it was necessary that the College put in place a structure to address the challenges in this sector of the

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College's offerings. The division of college transitions and developmental education is a new division of five years created to address the special needs of developmental students and includes College Readiness, the TRiO and Upward Bound Programs, Talent Search, Retention, and Student Outreach Services as well as dual credit. This division plays a key role in developing student success strategies, and bridging gaps in student achievement.

TRiO is responsible for Retention and Student Outreach Services, assisting underrepresented students in preparation for and completion of a college education and is funded by a federal grant through the Department of Education. Eligible students receive tutorial support, cultural and social activities, program scholarships, college tours, leadership conferences, and computer lab access. The Upward Bound Program assists qualified high school students to enhance their opportunities for college education by concentrating on their academic and personal development. Talent Search is our newest TRIO program, which reaches out to 500 middle school and high school students at three targeted schools and its feeder middle schools.

The Academy for College Excellence, Transition Academy, and VALUE programs – described earlier as part of ECC's student success initiatives – are contained within the College Transitions and Developmental Education Division. ECC's Alliance for College Readiness, a formal partnership among ECC and the 4 public schools districts that comprise our district, is also housed within this Division. Overall college readiness rates have risen 14 % during the past ten years for students graduating from Community College District 509 high schools. ECC data suggest that investment in this Division, which began in 2010, is paying off substantially. A high school senior math course, developed jointly by ECC and high school faculty within the Alliance for College Readiness, was offered for the first time in fiscal year 2014, and results collected to date indicate that college-bound seniors successfully completing this course matriculate through developmental math and onto college-level math faster than students who do not take this course. Similar gains have been obtained from the Alliance's intensive Summer Bridge program. Finally, data sharing among Alliance high schools and ECC show that college-readiness rates among ECC feeder high schools – i.e., the proportion of high school graduates deemed completely college-ready upon placement testing – is higher than state and national rates.

Learning Resources and International Development Division

Academic Development and Learning Resources offers various support services for students and employees including The Renner Learning Resources Center (library), the Intensive English as a Second Language program, student accommodations, tutoring support, and Distance Learning. These resources are available to ensure success and provide alternative learning options for students and employees.

The Center for International Education and Programs serves non-immigrant international students, including full-time F-1, J-1 and M-1 visa holders, study abroad students, faculty and administrators on international exchanges, and community members in the International Student

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Homestay Program. The department provides education abroad and international exchange opportunities in a wide variety of countries, manages partnerships with foreign institutions of higher education, and recruits international students to campus, with a significant focus on BRICS countries (Brazil, Russia, India, China and South Africa).

Adult Basic Education Center (ABEC), Continuing Education, and Workforce Development Division

The Adult Basic Education Center generates a substantial student enrollment in the following areas: English as a Second Language (ESL), which consists of ESL, Citizenship, and English Language/Civics (EL/Civics) classes; Adult Basic Education (ABE), which offers individual classes in reading, math, and writing; and General Educational Development (GED), which prepares students for the GED test. In general, these students are categorized as the hardest to reach and the hardest to teach. They represent various age groups and diverse ethnic, socio-economic, and educational backgrounds.

The newest project within this Division is the Education and Work Center (EWC) in Hanover Park, a partnership between ECC, Harper College, the Chicago Cook Workforce Partnership, the Village of Hanover Park, and the state of Illinois. The purpose of the EWC is to stimulate skill development and reduce unemployment in Hanover Park, a village with a large Latino population that is jointly served by each college. ABE and ESL classes held at the Center enrolled 282 students in fall 2014 and 409 students in spring 2015 with a waitlist of students waiting get into the program. The EWC receives on average 22 walk-in clients per day and more than 200 clients have received one-on-one job search assistance through the Illinois WorkNet Center, which is also located at the site. The EWC Partnership is a three-year pilot program in which ECC is committed to funding \$250,000 per year to fund the program. Fiscal year 2016 is the second year of the pilot.

Continuing Education is an auxiliary unit that offers non-credit programs of customized training and contracted training of workplace skills for district employers. The division also offers programs for personal enrichment to the general public. The learning experiences provided through these programs include fun-to-learn subject matter and career-oriented competencies that enable residents to gain needed skills to access opportunities in the job market. Some of the offerings focus on developing Personal Interest (Ballroom Dancing, Gardening, Martial Arts, and Photography), Business-Directed Products (Supervisory Skills, Leadership Development, and ISO Auditor Training), and Professional/Career Development (Medical Billing, Medical Coding, Real Estate Appraisal, and Home Inspection). In addition, the Illinois Small Business Development Center provides one-on-one confidential counseling to existing and potential business owners. Another department of the division manages on-site and/or off-site customized training to local businesses in five major categories: Management, Safety, Computer, Technical Skills, and Quality. Open enrollment classes are offered to the general public on business-related topics. This division also helps businesses access the workforce in our district in addition to the workforces of other community colleges.

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Institutional Compliance and Curriculum Division

Institutional Compliance and Curriculum is responsible for improving institutional effectiveness by fulfilling the reporting academic requirements mandated by state and federal agencies and assisting all departments and units of the College with their course and program outcomes and data analysis needs. Additional responsibilities include maintaining college services related to the development, maintenance and quality control functions pertinent to curriculum and student systems information in Colleague, course schedule development, printed and web catalogs, Student Planning module, and fee master and course master maintenance.

This department also is responsible for academic program effectiveness. As a member of the ICCB, ECC adheres to a 5-year program review cycle, in which all academic programs and service units assess their effectiveness through evaluation frameworks. Since fiscal year 2013, ECC has reenergized this process by refocusing efforts around analyzing student performance data by program (e.g., persistence, course achievement, graduation, and job attainment rates) and evaluating progress based on criteria established by an internal Review Team of faculty, administrators and support staff. Because of these efforts, the quality of program review reports has improved substantially and the utility of these reports for annual budgeting is streamlined.

STUDENT SERVICES AND DEVELOPMENT

The division of Student Services manages operations in supporting student learning. Its multiple functions are crucial to the success of ECC students as well as to that of the school.

Dean of Students Office

The Student Services Office is in charge of the policies and procedures in student affairs and activities, such as chargeback and joint agreement information, student right to know, the behavioral intervention team, and notary public services.

Admissions and Recruitment Department

The Admissions Office coordinates recruitment and outreach activities for middle school and high school students, parents, returning adult students, and multicultural students.

Registration and Records Department

The Records Office handles grades, transcripts, records, degree audit, graduation, nursing admissions, and transcript analysis. The Registration Office handles admission processing, registering and withdrawing students, conducts enrollment verification, name, address, and phone number changes, residency verification, and processing joint agreements.

Academic Advising and Wellness Services

ECC disbanded its former Counseling Center to establish an Academic Advising Services Office, which is made up of nine academic advisors who assist students with course selection, sequencing, planning and transfer using a caseload advising management model per the National Academic Advising Association. This model requires advising based on credit-hour attainment, intentional career development, and case managers for specialized populations of students (e.g., veterans, athletes, and international students). Additionally, ECC created a separate Wellness

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Services Office, consisting two full-time professionals to assist students with psychological support, wellness, and referrals to community resources.

Career Services Department

The Career Services Center maintains the career inventory/career assessment package, career counseling, web resources for occupational research and internet-based job-listing system, *CCJobNet.com*, and organizes the annual Career Expo and Job Fair. Career Services coordinates the High School Career Awareness Program, welcoming approximately 2,000 District 509 high school students to campus annually.

Athletic & Wellness Departments

The Athletics Department runs 12 intercollegiate teams, offering students opportunities to compete, develop skills, and acquire leadership and teamwork experiences. The Fitness Center offers physical education credit classes Monday - Thursday, 7 am-7 pm and Friday, 7 am-4 pm.

Student Activities

The Student Life Department directs the Orientation Program, supports 32 different student clubs and organizational groups, supervises student activities and lockers, the student assistance program, and student government. The department also handles student appeals, discipline, and student legal assistance, sponsors the student newspaper, study abroad programs, and volunteer program, in addition to managing the student areas, Gaming Area, TV, and bulletin board postings, and van rental for college activities.

BUSINESS AND FINANCE

The Vice President of Business and Finance reports directly to the President of the college and is responsible for the oversight of Finance, Business Services, Facilities, and Marketing. Additionally, the Vice President of Business and Finance serves as the Treasurer of the Board of Trustees by appointment. As Treasurer, the Vice President is authorized by the investment policy of the College to manage the investment program and is required to provide a monthly investment report to the Board. The Treasurer provides the Board of Trustees with financial reports on a monthly basis, which includes the income statement and balance sheet for all budgeted funds.

Finance

Finance encompasses four departments: Accounting, Student Accounts, Financial Aid, and Internal Audit.

The Accounting Department handles the day-to-day accounting functions of the College including budgeting, financial reporting, investment management with idle funds, accounts payable, fixed asset accounting, bank reconciliations, general ledger transaction processing and all financial reporting for the College. It oversees and directs grant processes and interprets and implements rules and regulations to ensure compliance and proper use of grant funds.

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The Student Accounts Department handles the day-to-day cash and receivable activities of the College for student, college, and auxiliary units, including billing, receipt of funds, reconciliation, coordination of collection efforts, recommendation for write-off and financial aid disbursements.

The Financial Aid Department assists students and their parents in finding resources to fund their educational goals. The College participates in federal and state aid programs, and works closely with the College's Foundation and private donors in helping students pay for their educational expenses.

The Internal Auditor is responsible for identifying and assessing risk, developing internal audit programs, and testing internal controls throughout the College.

Business Services

Business Services is comprised of the following functions: purchasing, record retention and disposal management, shipping and receiving, mailroom, facilities rental, and fixed asset and surplus property management. Facilities rental is an auxiliary unit that provides meeting spaces and other peripherals to external businesses and internal customers of the College. Facilities rental is expected to function on a break-even basis and is reported as a subfund of the operations and maintenance fund. The Managing Director of Business Services reports to the Vice President of Business and Finance.

Facilities

Facilities, Housekeeping, and Grounds manage the operations and maintenance of the buildings and grounds, including daily operations of the buildings and grounds, repairs and maintenance of capital assets, and deferred maintenance of buildings. The department also coordinates new capital and remodeling projects.

Marketing

The Managing Director of Marketing Strategy reports directly to the Vice President of Business and Finance and is responsible for the oversight of publications, public events and the college's website. This office also develops and implements effective and integrated institutional marketing.

Production Services, an auxiliary unit within the College, is part of the marketing team. Production Services provides centralized duplicating and printing services to faculty, staff, students and affiliated groups.

INFORMATION TECHNOLOGY AND AUXILIARY SERVICES

The Information Technology Department has four main functions within the College: academic computing, application development, network operations, and technology services. These areas all work together to ensure that the employees, students and community members of the College have the technological resources available for their purposes at the College.

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The Early Childhood Lab School is an auxiliary unit that provides childcare services to students and staff of the College. The center serves not only as a service to those who use it for childcare, but also as a learning tool for students. The Center has observation booths for students to observe the classroom environment and behavior patterns as required by course curriculum. The Center also utilizes student workers to provide them with hands on training and supplemental income.

The Bookstore is an auxiliary unit that provides customer service for all customer needs and purchases to the students and staff of the College. The bookstore processes the ordering, receiving and returning of textbooks, book buy back, and pricing. The Bookstore also provides an array of supplies and sundry items to students, staff, and education discounts on computers, software and electronics. The Bookstore is expected to return 9% of net sales to the College. The profits from the Bookstore are used to support many student functions and initiatives within the College.

Food Service is an auxiliary unit that provides catering of food and beverages and operates the cafeteria at main campus of the College. The unit is expected to function on a break-even basis. Food service works in conjunction with facilities rental to offer a full range of services to external businesses and internal customers of the College.

The Chief Information Officer reports directly to the President of the College.

HUMAN RESOURCES

The Human Resources Department provides the college community with the support to promote a safe and positive work environment. Human Resources staff members schedule campus-wide training events and other seminars to educate employees. The department provides services to managers to hire, discipline, and terminate employees. The Payroll and Benefits Department resides within Human Resources. This department helps employees understand their benefits to help ensure full use of College-offered incentives.

The Chief Human Resources Officer reports directly to the President.

POLICE DEPARTMENT

The Police Department reports directly to the President of the College. It employs officers and security guards to ensure the safety of the campus. Campus Security has been expanding its force and increasing the minimum requirements for the officers. As campus security officers resign, sworn officers replace them. Sworn officers have gone through the police academy and are certified to carry guns. These changes are a result of the changing needs of the College and the desire to be prepared for random acts of violence and other emergencies.

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Community College District No. 509

FINANCIAL INFORMATION

BASIS OF ACCOUNTING AND BUDGETING

The financial statements of Elgin Community College District Number 509 (the College) are prepared in conformity with accounting principles generally accepted in the United States of America, as applied to government units (hereinafter referred to as generally accepted accounting principles (GAAP)). The Governmental Accounting Standards Board (GASB) is the standard-setting body for governmental accounting and financial reporting principles. In addition, the district presents its financial statements in accordance with accounting practices prescribed or permitted by the Illinois Community College Board. The financial statements are prepared using the economic resources measurement focus and the accrual basis of accounting. Under the accrual basis, revenues are recognized when earned and expenses are recorded when an obligation has been incurred.

The College budgets on the same basis as its financial reporting with the exception of capital assets. All capital expenditures are budgeted at anticipated cost in the year of purchase instead of allocating the costs over the life of the capital asset through depreciation.

FUNDS

The College budgets and records its transactions in the following funds:

The Education Fund and the Operations and Maintenance Fund are considered the operating funds of the College.

The Bond and Interest Fund; Audit Fund; Liability, and Protection and Settlement Fund are used to account for revenue sources that are restricted to specific purposes through the property tax levy.

The Capital Projects Fund is used to account for funds reserved for capital improvements within the College. The Building Fund and the Bond Proceeds Fund are also used to account for capital improvements; however, they include only the projects that are funded through bond issuances. Budgeted expenditures in these funds may exceed budgeted revenue since projects may take more than one year to complete and funding may accumulate for several years to reach the cost of a project.

Food Services, Production Services, Bookstore, Early Childhood Lab School, Visual and Performing Arts Center, Student Life, Athletics, Continuing Education and the Internal Service Fund are the Auxiliary Units within the College. Each unit represents a sub fund within the Auxiliary Enterprise Fund. The sub funds are used to account for college services where a fee is charged and the activity is intended to be self-supporting.

The Restricted Purposes Fund, Federal Financial Aid Fund, and Federal Grants Fund are not included in the College's budget. The revenue sources for these funds are primarily grants, which are undeterminable at the time of the budget and vary from year to year. A budget is adopted upon notification from the granting agency for each grant.

ELGIN COMMUNITY COLLEGE

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At the end of fiscal year 2011, the PBC Operations and Maintenance Fund and the PBC Rental Funds were closed due to the retirement of the capital lease obligation and the transfer of the related buildings to the College. These funds are presented within the statistical section for historical purposes.

The legal level of budgetary control – the level at which expenditures cannot exceed the budgeted amount – is established at the fund level. Transfers are allowed between various accounts within a fund but may not exceed in aggregate 10% of the total budget for that fund. If a transfer is needed in excess of the 10% aggregate for that fund, the Board is required to amend the original budget. The College has a policy to adopt a balanced operating budget. A balanced budget has funding sources equivalent to budgeted expenditures and may include the allocation of prior year excess or fund balance to offset current year anticipated expenditures. The College is pleased to present a balanced operating budget for fiscal year 2016.

The College maintains an encumbrance accounting system as one technique to accomplish budgetary control. Encumbered amounts lapse at year-end.

BUDGET PLANNING

The budget planning process starts in August for the next fiscal year. The general parameters for the proposed budget are established based on historical trends and the state of the economy. The objective is to continue operations at current operating levels, taking into account any significant changes, and implementing new initiatives if resources are still available. Additionally, the various planning documents for the College are reviewed and any financial affects are considered. These plans include the Strategic Plan and progress in achieving the previous year's objectives, the Campus Master Plan, the Resource Allocation Management Plan (RAMP), and the Information Technology Plan. All administrators within the College are asked to provide input pertaining to any new needs for their departments that are not contained within the above noted plans, and likewise, any expiring requirements for funding. These needs may include equipment replacement, software upgrades, contractual services for specific events, one-time costs for the implementation of a specific project, and additional needs based on growth or other changes. These additional needs are considered when preparing the base projections.

In general, the base projections include estimated revenues based on anticipated enrollment, the state of the economy, estimated property tax levies, expected revenues from the state, and other pertinent sources of revenue. The expenditures are based on historical trends, anticipated program expansion, new initiatives, contractual obligations, economic impact, and other anticipated changes and requirements. The base projections are presented to the Board in October as a planning tool for the establishment of tuition and fees for the coming budget year. Tuition and fees are set for adoption in the winter, along with the tax levy for the next levy year.

In January, electronic budget books are opened to the budget officers for input, review, and analysis of their related departments. The College uses a zero based budgeting model in which the budget officers are asked to prepare the budget for operational expenditures for their areas

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starting with a clean slate. Salaries and benefits for existing employees are included within their budget book to start; however, all other cost categories start with zero. The budget officer is required to provide line item detail for each cost. Each line item is prioritized within the following ranking; (1) continuing operational item, (2) an item that may be eliminated but could impact programs, services, or operational goals if not funded, (3) an item that can be eliminated or postponed without a large impact to programs or services, and (SSI) an item that has been or will be vetted through the Student Support Infrastructure. As appropriate, line items are tied to the strategic plan.

The budget books are locked for compilation into the final budget in March for presentation to the Board in May. The Strategic Planning and Budgeting Council, a cross functional team, reviews the budget requests from the budget officers, determines the priority level the budget will support, discusses requests with officers, and prioritizes requests for the College as a whole in order to balance the budget. Based on the Council's review and any additional information affecting the budget is incorporated into a proposed budget. The budget is then placed on public display in May for final adoption in June. The Illinois Compiled Statutes require that a tentative budget be available to the public for inspection for at least 30 days prior to final action. The budget is required by Illinois Compiled Statutes to be adopted by September 30 of the budgeted fiscal year. The Board has a policy allowing the College to continue operations in anticipation of an adopted budget. The current practice of the College is to adopt the budget in June in order to enter the new fiscal year with an adopted budget and a full understanding of the anticipated activities for the coming year.

INTERNAL CONTROLS

Management of the College is responsible for establishing and maintaining effective internal controls to ensure compliance with requirements of laws, regulations, contracts and grants. Internal controls are designed to limit the College's exposure to risks, to safeguard the College's assets from theft or misuse, and to provide adequate documentation for the preparation of the financial statements in conformity with accounting principles generally accepted in the United States of America and those prescribed by the Illinois Community College Board. The internal controls are designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that the cost of the control should not exceed the expected benefits and estimates and judgments by management are required for the valuation of the costs and benefits.

CASH MANAGEMENT POLICIES AND PRACTICE

For the purpose of overall investment of excess funds, the College is governed by the Illinois Public Community College Act (Chapter 110. Of Illinois Compiled Statutes Act 805) and the Illinois Public Funds Investment Act (Chapter 30. Of Illinois Compiled Statutes Act 235). The fiduciary responsibility for said investments is entrusted to the College Board of Trustees who has delegated this function to the Treasurer and Controller of the College as permitted by the Illinois Community College Act.

Cash temporarily idle during the year is invested in the Illinois State Treasurer's pool (Illinois Funds), U.S. Treasury Securities, Certificates of Deposit, and money market investment

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accounts. The funds invested in the Illinois Funds are immediately available. The College Board approved an investment policy that details the cash management objectives and guidelines for investing College cash. The College's investment policy is to preserve the principal of the overall portfolio, provide sufficient liquidity to pay obligations as they come due, attain an average rate of return equal to or greater than the U.S. Treasury Bill rate for a given period and to maintain the public's trust and confidence in the College and the Board. In addition, funds on deposits in excess of FDIC limits must be secured by collateral held in safekeeping by a third party. The College invests excess funds in a conservative, prudent manner in accordance with the investment policy.

CAPITAL ASSETS

Capital assets include property, plant, equipment and infrastructure assets, such as roads and sidewalks. Capital assets are defined by the district as assets with an initial unit cost of \$5,000 or more depending on the classification as noted below and an estimated useful life in excess of three years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market 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. For financial statement purposes, capital assets are depreciated using the straight-line method over the following useful lives:

| Assets | Threshold | Years |
|-------------------------|-----------|-------|
| Buildings | \$100,000 | 10-50 |
| Building improvements | \$50,000 | 10-50 |
| Site improvements | \$50,000 | 5-10 |
| Machinery and equipment | \$5,000 | 3-8 |
| Furniture and fixtures | \$5,000 | 5 |

As noted previously, capital expenditures are budgeted at anticipated costs in the year of purchase instead of allocating the costs over the life of the capital asset through depreciation. These costs are included in capital outlay within the budget.

Equipment purchases are included annually within the operating budget based on enrollment projections. Embedded in the tuition charge is a technology fee of \$5 per credit hour and an instructional equipment charge of \$2 per credit hour. These funds are budgeted to be collected and spent annually for their respective purchases. For instructional equipment, the academic deans submit requests for their divisions to the Vice President of Teaching, Learning, and Student Development where the requests are prioritized and approved prior to the start of the fall semester after the budget has been approved. Technology replacement and upgrades are

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prioritized and funded through the technology fee. Occasionally, these funds go unspent and are earmarked for future technological expenditures. For fiscal year 2017, the budget includes \$380,000 for instructional equipment and \$900,000 for technological equipment. Prioritization of these funds will occur in the fall of 2016.

Individual purchases or other requests are presented during the planning stages of the budget and evaluated at that time. Computer replacement within the College is scheduled on a 5-year replacement plan.

Operations and Maintenance maintains a capital improvement plan that includes a list of equipment, useful lives, and future equipment needs. Accordingly, equipment needs as described in the plan have been included within the budget for fiscal year 2017.

The College minimizes the impact of deferred maintenance and non –routine capital expenditures by including funds for repairs and remodeling dollars within the operations and maintenance fund budget and dollars earmarked for the same in the restricted operations and maintenance fund. Projects for these funds are not necessarily identified at the time of the budget. Currently, the budget for fiscal year 2017 does not include any capital projects due to the lack of funding from the state.

DEBT MANAGEMENT

State statute allows the College to incur regular debt up to 2.875% of the district's equalized assessed valuation (EAV). Presently, the College has the capacity to issue debt up to \$297 million. The College's current debt that is subject to the debt limit is \$185,049,198 or 62.3% of the allowable limit.

The debt issuances of the College were either authorized by referendum for capital expenditures or are refundings of referendum bonds which are all funded through the taxing authority of the district. The following is a summary of the long-term debt of the district:

General Obligation Bonds

The District issues general obligation bonds to finance various capital improvements. General Obligation Bonds are comprised of the following:

\$8,798,748 General Obligation (Capital Appreciation) Bonds, Series 2001B, dated June 28, 2001. The bonds are payable in annual installments of \$100,000 - \$2,000,000 from December 15, 2005 – December 15, 2020. Interest is not payable annually but rather accretes semi-annually at rates of 4.00% - 5.40% to the principal each June 15 and December 15 and is payable upon maturity.

\$4,800,000 General Obligation Taxable Build America Bonds, Series 2009B, dated December 8, 2009. The bonds are payable in one installment of \$4,800,000 on December 15, 2023. Interest is payable semi-annually each June 15 and December 15 at a rate of 5.375%. Pursuant to the American Recovery and Reinvestment Act, the District is eligible to receive a rebate from the

ELGIN COMMUNITY COLLEGE
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U.S. Treasury Department of 35% of the interest paid each year. The net interest rate for the Series 2009B Build America Bonds, after rebate, is 3.494%.

\$35,000,000 General Obligation Taxable Build America Bonds, Series 2009C, dated December 8, 2009. The bonds are payable in installments of \$11,500,000 to \$12,000,000 annually on December 15, 2032 through December 15, 2034. Interest is payable semi-annually each June 15 and December 15 at a rate of 6.000% - 6.125%. Pursuant to the American Recovery and Reinvestment Act, the District is eligible to receive a rebate from the U.S. Treasury Department of 35% of the interest paid each year. The net interest rate for the Series 2009C Build America Bonds, after rebate, is 3.494%.

\$4,000,000 General Obligation Taxable Build America Bonds, Series 2010A, dated August 12, 2010. The bonds are payable in installments of \$1,000,000 on December 15, 2016 through December 15, 2019. Interest is payable semi-annually each June 15 and December 15 at a rate of 2.80% - 4.15%. Pursuant to the American Recovery and Reinvestment Act, the District is eligible to receive a rebate from the U.S. Treasury Department of 35% of the interest paid each year. The net interest rate for the Series 2010A Build America Bonds, after rebate, is 1.82% to 2.70%.

\$6,000,000 General Obligation Taxable Build America Bonds, Series 2010B, dated August 12, 2010. The bonds are payable in one installment of \$6,000,000 on December 15, 2026. Interest is payable semi-annually each June 15 and December 15 at a rate of 5.125%. Pursuant to the American Recovery and Reinvestment Act, the District is eligible to receive a rebate from the U.S. Treasury Department of 35% of the interest paid each year. The net interest rate for the Series 2010B Build America Bonds, after rebate, is 3.33%.

\$35,000,000 General Obligation Taxable Build America Bonds, Series 2010C, dated August 12, 2010. The bonds are payable in installments of \$3,105,000 to \$10,050,000 annually on December 15, 2028 through December 15, 2034. Interest is payable semi-annually each June 15 and December 15 at a rate of 5.45% - 5.70%. Pursuant to the American Recovery and Reinvestment Act, the District is eligible to receive a rebate from the U.S. Treasury Department of 35% of the interest paid each year. The net interest rate for the Series 2010C Build America Bonds, after rebate, is 3.54% to 3.71%.

\$40,000,000 General Obligation Taxable Build America Bonds, Series 2010D, dated November 23, 2010. The bonds are payable in installments of \$630,000 to \$12,460,000 annually on December 15, 2016 through December 15, 2027 with one final payment on December 15, 2035. Interest is payable semi-annually each June 15 and December 15 at a rate of 2.50% - 6.00%. Pursuant to the American Recovery and Reinvestment Act, the District is eligible to receive a rebate from the U.S. Treasury Department of 35% of the interest paid each year. The net interest rate for the Series 2010D Build America Bonds, after rebate, is 3.54% to 3.71%.

\$8,040,000 General Obligation Refunding Bonds, Series 2012, dated March 13, 2012. The bonds are payable in installments of \$380,000 to \$2,975,000 annually on December 15, 2016 through

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2022. Interest is payable semi-annually each June 15 and December 15 at a rate of 2.00% - 2.40%.

\$38,000,000 General Obligation Bonds, Series 2013A, dated April 1, 2013. The bonds are payable in installments of \$800,000 to \$6,100,000 annually on December 15, 2016 through December 15, 2029. Interest is payable semiannually each June 15 and December 15 at a rate of 3.00% to 4.00%.

\$10,000,000 General Obligation Bonds, Series 2013B, dated April 16, 2013. The bonds are payable in installments of \$1,000,000 to \$6,200,000 annually on December 15, 2016 through December 15, 2029. Interest is payable semiannually each June 15 and December 15 at a rate of 3.15% to 3.30%.

Debt service to maturity on these issues is as follows:

| Fiscal Year | General Obligation Bonds | | | General Obligation Capital Appreciation Bonds 2001B | |
|----------------|--------------------------|---------------|---------------|---|-------------|
| | Principal | Interest | Total | Accretion | Repayment |
| 2017 | 3,965,000 | 8,618,583 | 12,583,583 | 100,706 | 480,000 |
| 2018 | 4,030,000 | 8,508,744 | 12,538,744 | 80,718 | 480,000 |
| 2019 | 4,535,000 | 8,381,658 | 12,916,658 | 59,428 | 480,000 |
| 2020 | 5,140,000 | 8,220,682 | 13,360,682 | 36,758 | 480,000 |
| 2021 | 5,095,000 | 8,034,483 | 13,129,483 | 12,569 | 480,000 |
| 2022 | 5,980,000 | 7,815,507 | 13,795,507 | - | - |
| 2023 | 6,825,000 | 7,577,283 | 14,402,283 | - | - |
| 2024 | 7,100,000 | 7,287,082 | 14,387,082 | - | - |
| 2025 | 7,300,000 | 6,976,583 | 14,276,583 | - | - |
| 2026 | 7,910,000 | 6,669,607 | 14,579,607 | - | - |
| 2027 | 9,000,000 | 6,291,633 | 15,291,633 | - | - |
| 2028 | 9,600,000 | 5,864,382 | 15,464,382 | - | - |
| 2029 | 9,900,000 | 5,419,082 | 15,319,082 | - | - |
| 2030 | 11,100,000 | 4,942,457 | 16,042,457 | - | - |
| 2031 | 11,455,000 | 4,443,492 | 15,898,492 | - | - |
| 2032 | 20,850,000 | 3,866,746 | 16,716,746 | - | - |
| 2033 | 14,605,000 | 3,097,210 | 17,702,210 | - | - |
| 2034 | 15,390,000 | 2,192,415 | 17,582,415 | - | - |
| 2035 | 16,600,000 | 1,237,950 | 17,837,950 | - | - |
| 2036 | 12,460,000 | 373,800 | 12,833,800 | - | - |
| TOTAL | \$188,840,000 | \$115,819,379 | \$296,659,379 | \$290,179 | \$2,400,000 |

WORKING CAPITAL/OPERATIONAL RESERVES

During fiscal year 2016, the Board updated the required operating reserves policy to maintain working capital equal to six months of operating expenses in the operating funds (the education fund and the operations and maintenance subfunds) instead of the previous requirement of four months. Due to the lack of a budget and appropriations from the State of Illinois, the College realizes the importance of planning for the success of students. By requiring the maintenance of

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six months of operating expenditures in working capital, the College will ensure that it has the reserves available to complete a semester of operations once it has started regardless of state funding levels.

The College has Board designated net assets for projects submitted on the Resource Allocation Maintenance Plan (RAMP) report to the State of Illinois. The State requires the College to have 25% of the project reserved. Fiscal year 2016 RAMP requirements were \$17,599,000 for two building projects submitted to ICCB; however, for fiscal year 2017, one project was withdrawn reducing the required RAMP reserve to \$7,727,100 releasing previously designated assets to make them available for the six months operating reserve requirement. The College remains conservative with working capital levels. The College has been able to maintain four months of operating expenses in the past and has achieved the increase in the reserve requirement to six months of reserves through fiscal responsibility and conservative budgeting.

RISK MANAGEMENT

The College purchases commercial insurance from an independent third party to cover risks related to torts, theft of, damage to, and destruction of assets, errors and omissions, injuries to employees, and natural disasters. By policy, the Board of Trustees requires insurance coverage of at least 80% of the replacement value of assets and requires that all personnel with access to material amounts of funds be bonded.

The College offers its employees health coverage through a health maintenance organization. The College has purchased specific and aggregate excess insurance to help limit its exposure from health claims. The College maintains adequate reserves to cover potential losses.

FINANCIAL REPORTING

State statutes require an annual audit by an independent certified public accountant. The accounting firm of Sikich LLP is the College's auditor. The auditor's report which contained an unmodified opinion on the College's financial statements for the years ended June 30, 2015 and 2016 is included in the College's Comprehensive Annual Financial Report for the respective years. As previously noted, the Comprehensive Annual Financial Report has received the GFOA's Certification of Achievement for Excellence in Financial Reporting annually since 2003. The College is subject to the requirements of the Uniform Grant Guidance (the Single Audit). Both reports are available under separate cover.

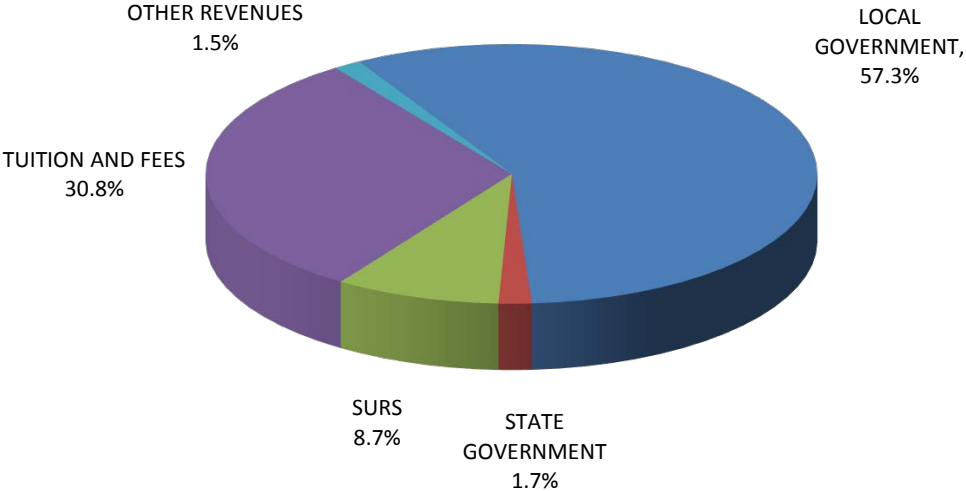
Additionally, the College is required by the Illinois Community College Board (ICCB) to publish an annual report in a newspaper of general circulation in the district prior to November 15 of each year. The annual report contains financial information including tax rates and extensions, assessed valuation, bonded debt and financial summaries for property tax supported funds.

The College also provides unit cost data to the ICCB which reports programmatic and administrative costs. This data is used by the ICCB for program review and for allocating the base operating grant to the various colleges.

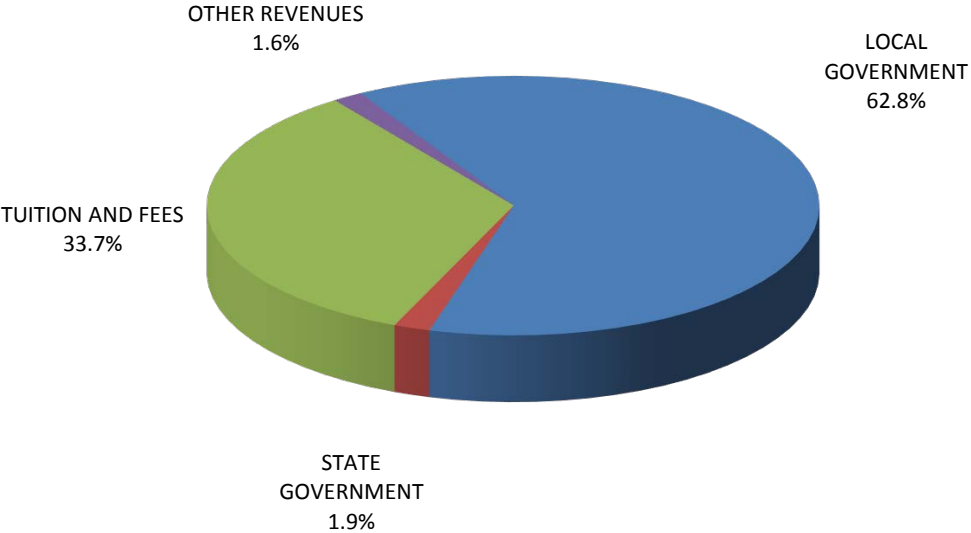
BUDGET SECTION

ELGIN COMMUNITY COLLEGE
Community College District 509

Budgeted Operating* Revenues by Source
With SURS on behalf
Fiscal Year 2017



Budgeted Operating* Revenues by Source
Without SURS on behalf
Fiscal Year 2017



* Includes Education and Operations & Maintenance Funds

ELGIN COMMUNITY COLLEGE
Community College District 509

Schedule of Budgeted Operating Revenues by Source

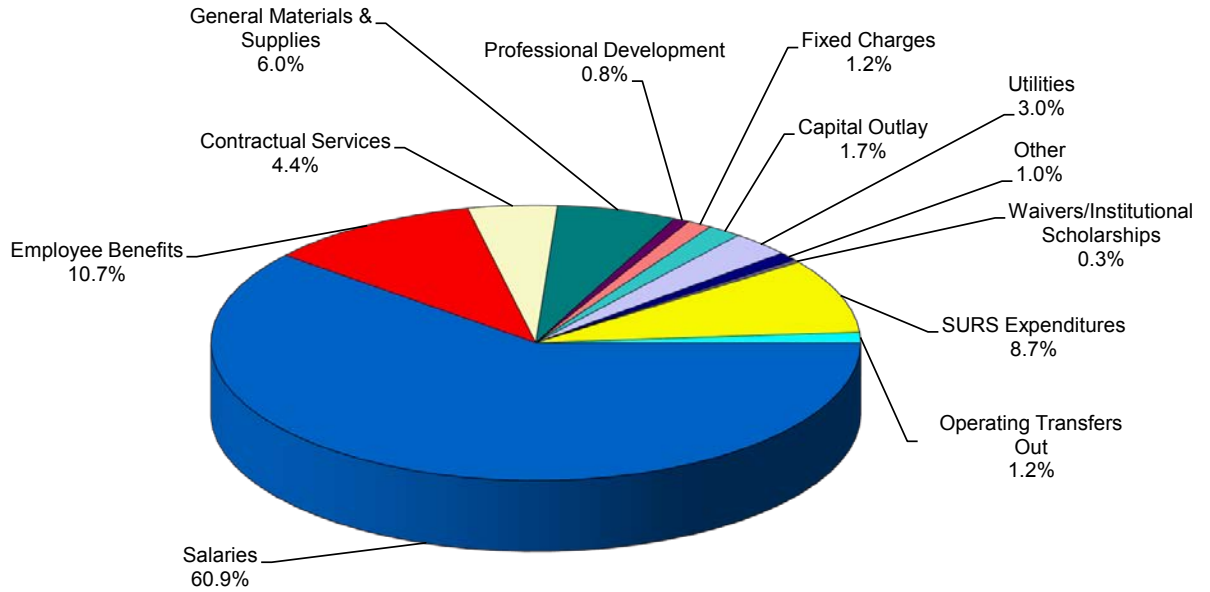
For the Fiscal Year Ended June 30, 2017

| | Education Fund | Operations and Maintenance Fund | Total Operating Funds | Percent of Total |
|-------------------------------|----------------------|---------------------------------------|-----------------------------|------------------------|
| LOCAL GOVERNMENT | | | | |
| Property Taxes | \$ 34,154,549 | \$ 10,492,731 | \$ 44,647,280 | |
| Local Grants and Contracts | 758,468 | | 758,468 | |
| Corp. Replacement Tax | 570,000 | | 570,000 | |
| Chargeback Revenue | 30,000 | - | 30,000 | |
| Total Local Government | \$ 35,513,017 | \$ 10,492,731 | \$ 46,005,748 | 57.3% |
| STATE GOVERNMENT | | | | |
| ICCB | \$ 1,400,000 | \$ - | \$ 1,400,000 | |
| Total State Government | \$ 1,400,000 | \$ - | \$ 1,400,000 | 1.7% |
| SURS Payments | 7,000,000 | - | 7,000,000 | |
| Total SURS | \$ 7,000,000 | \$ - | \$ 7,000,000 | 8.7% |
| TUITION AND FEES | | | | |
| Tuition | \$ 22,282,043 | \$ - | \$ 22,282,043 | |
| Laboratory Fees | 2,000,000 | - | 2,000,000 | |
| Other Student Fees | 287,757 | - | 287,757 | |
| Payment Plan & Late Fees | 155,000 | - | 155,000 | |
| Total Tuition and Fees | \$ 24,724,800 | \$ - | \$ 24,724,800 | 30.8% |
| OTHER REVENUES | | | | |
| Miscellaneous Revenue | \$ 407,450 | \$ 132,110 | \$ 539,560 | |
| Interest on Investments | 325,000 | - | 325,000 | |
| Building Rental | - | 199,350 | 199,350 | |
| Operating Transfers In | - | 104,567 | 104,567 | |
| Total Other Revenues | \$ 732,450 | \$ 436,027 | \$ 1,168,477 | 1.5% |
| TOTAL REVENUES | \$ 69,370,267 | \$ 10,928,758 | \$ 80,299,025 | 100% |

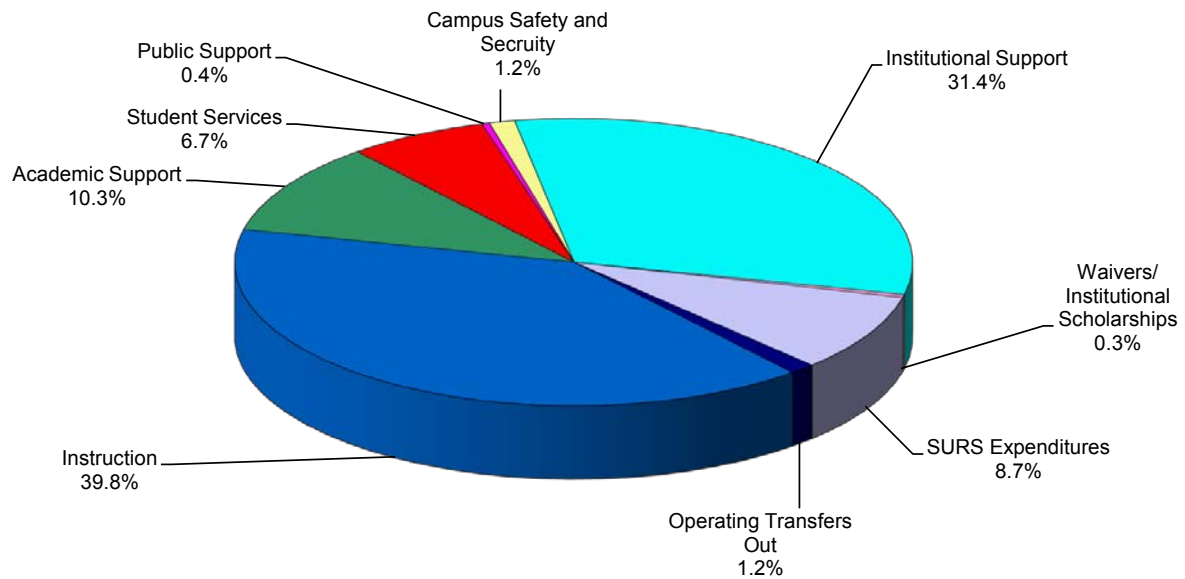
ELGIN COMMUNITY COLLEGE **Communit College District 509**

Budgeted Operating Expenditures **Fiscal Year 2017**

By Object



By Function



ELGIN COMMUNITY COLLEGE
Community College District 509

Schedule of Budgeted Operating Expenditures

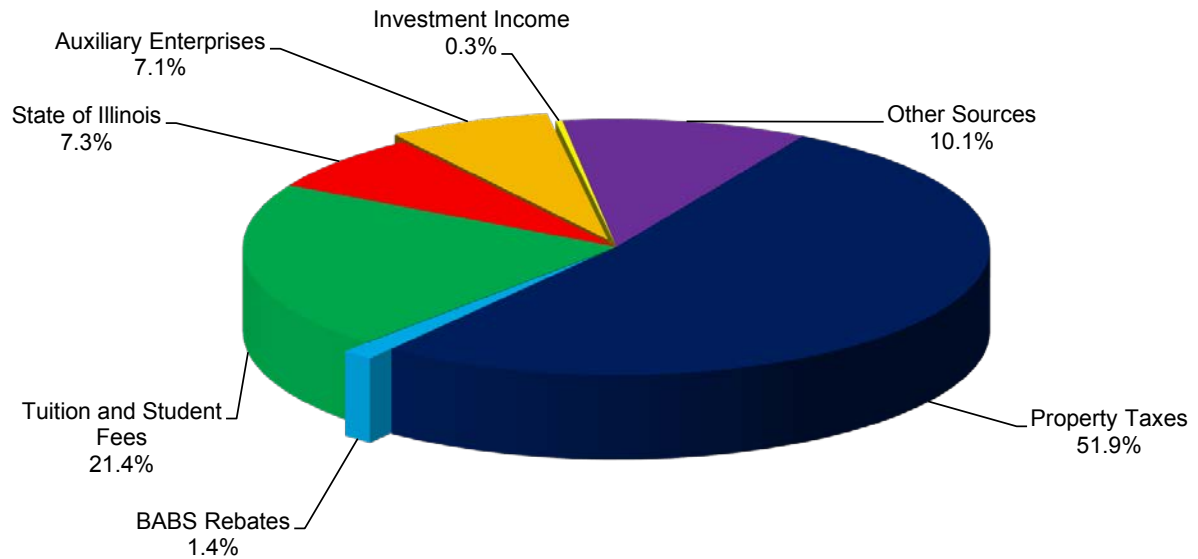
For the Fiscal Year Ended June 30, 2017

| | Education Fund | Operations and Maintenance Fund | Total Operating Funds | Percent of Total |
|---------------------------------------|----------------------|---------------------------------------|-----------------------------|------------------------|
| BY FUNCTION | | | | |
| Instruction | \$ 31,932,235 | \$ - | \$ 31,932,235 | 39.8% |
| Academic Support | 8,275,487 | - | 8,275,487 | 10.3% |
| Student Services | 5,341,389 | - | 5,341,389 | 6.7% |
| Public Support | 292,908 | - | 292,908 | 0.4% |
| Campus Safety and Security | - | 972,905 | 972,905 | 1.2% |
| Institutional Support | 15,270,488 | 9,955,853 | 25,226,341 | 31.4% |
| Waivers/Institutional Scholarships | 275,000 | - | 275,000 | 0.3% |
| SURS Expenditures | 7,000,000 | - | 7,000,000 | 8.7% |
| Operating Transfers Out | 982,760 | - | 982,760 | 1.2% |
| TOTAL EXPENDITURES BY FUNCTION | \$ 69,370,267 | \$ 10,928,758 | \$ 80,299,025 | 100.0% |
| BY OBJECT | | | | |
| Salaries | \$ 43,882,629 | \$ 4,941,091 | \$ 48,823,720 | 60.9% |
| Employee Benefits | 7,571,433 | 983,152 | 8,554,585 | 10.7% |
| Contractual Services | 2,766,699 | 801,076 | 3,567,775 | 4.4% |
| General Materials & Supplies | 3,973,271 | 981,688 | 4,954,959 | 6.0% |
| Professional Development | 597,222 | 16,515 | 613,737 | 0.8% |
| Fixed Charges | 264,241 | 722,500 | 986,741 | 1.2% |
| Capital Outlay | 1,266,165 | 93,000 | 1,359,165 | 1.7% |
| Utilities | 1,300 | 2,384,211 | 2,385,511 | 3.0% |
| Other | 789,547 | 5,525 | 795,072 | 1.0% |
| Waivers/Institutional Scholarships | 275,000 | - | 275,000 | 0.3% |
| SURS Expenditures | 7,000,000 | - | 7,000,000 | 8.7% |
| Operating Transfers Out | 982,760 | - | 982,760 | 1.2% |
| TOTAL EXPENDITURES BY OBJECT | \$ 69,370,267 | \$ 10,928,758 | \$ 80,299,025 | 100.0% |

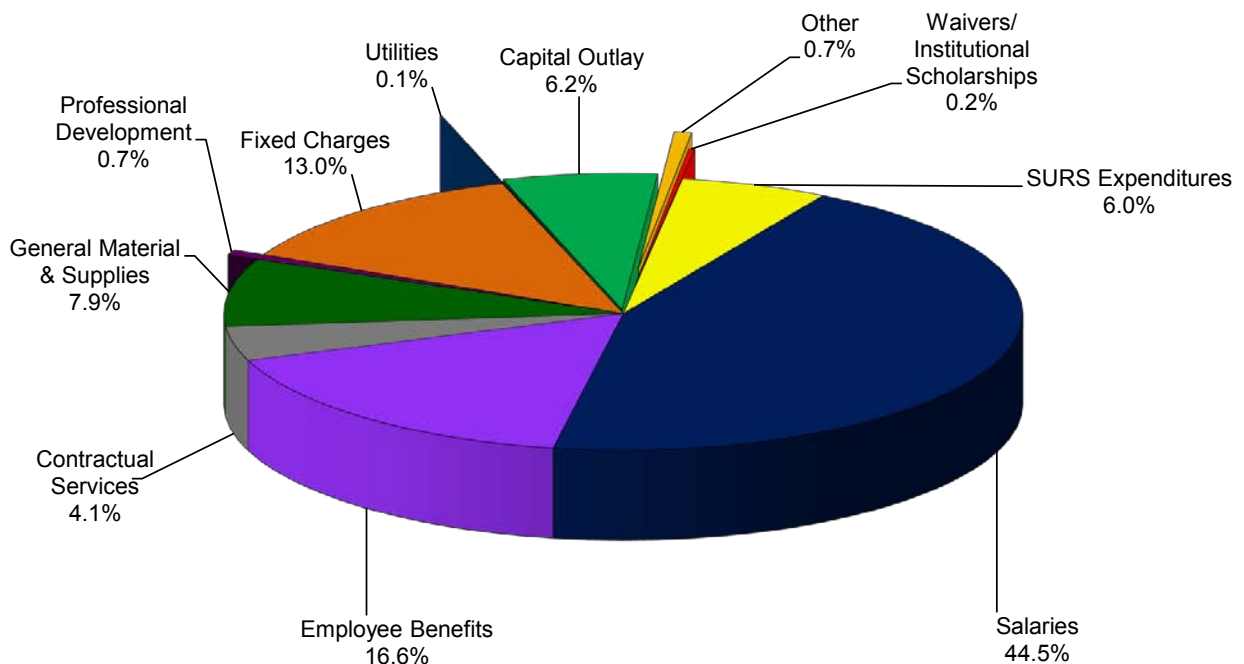
ELGIN COMMUNITY COLLEGE
Community College District 509

Comparison of Revenues and Expenditures by Source - All Funds

Fiscal Year 2017 Projected Revenues



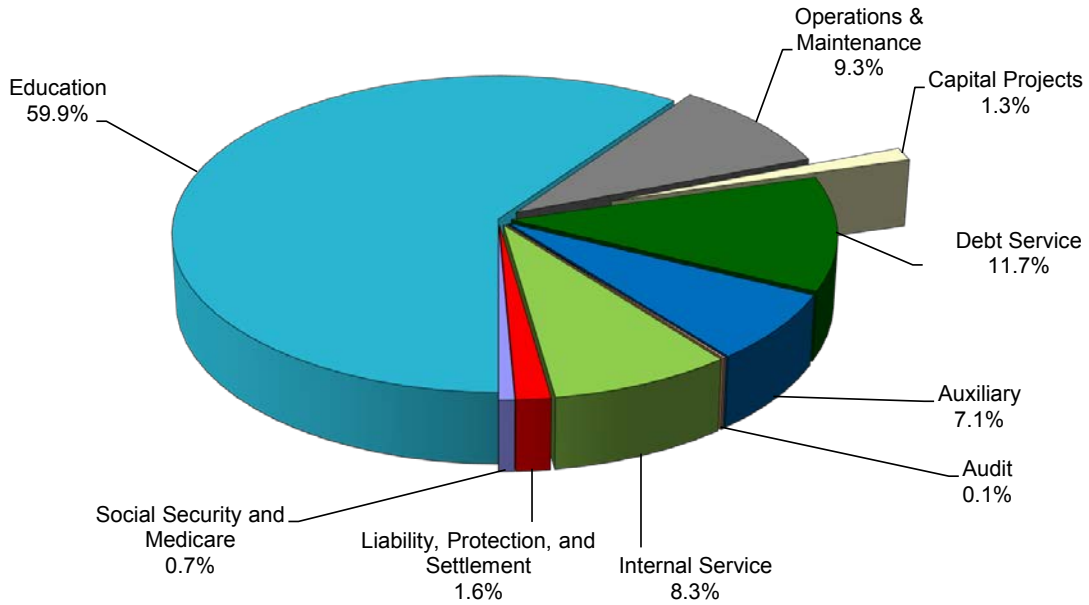
Fiscal Year 2017 Budgeted Expenditures



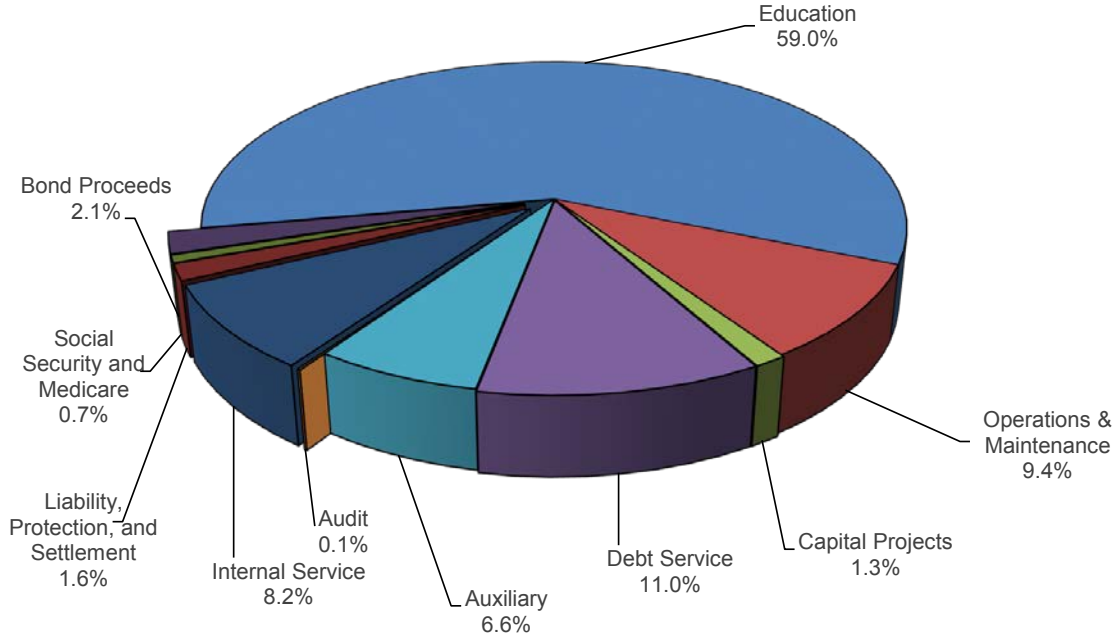
ELGIN COMMUNITY COLLEGE
Community College District 509

Comparison of Revenues and Expenditures by Fund - All Funds

Fiscal Year 2017 Projected Revenues by Fund



Fiscal Year 2017 Budgeted Expenditures by Fund



ELGIN COMMUNITY COLLEGE

Community College District 509

Schedule of Combined Revenues and Expenditures All Funds

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|---|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| REVENUES | | | | | |
| Property Taxes | \$ 60,855,978 | \$ 60,113,168 | \$ 61,825,294 | \$ 59,081,172 | \$ 60,164,400 |
| Tuition and Student Fees | 25,723,384 | 23,298,302 | 25,896,197 | 23,754,891 | 24,754,800 |
| State of Illinois | 5,641,350 | 5,554,422 | 5,117,215 | - | 1,400,000 |
| Auxiliary Enterprises | 8,908,668 | 7,606,367 | 8,509,377 | 6,183,751 | 8,184,060 |
| Build America Bond Interest Rebates | 1,585,119 | 2,944,738 | 1,606,082 | 1,813,958 | 3,117,689 |
| SURS Revenue | 3,000,000 | 19,638,462 | 7,000,000 | - | 7,000,000 |
| Other Sources | 1,532,708 | 10,845,979 | 10,514,385 | 9,002,522 | 11,236,957 |
| TOTAL REVENUES | \$ 107,247,207 | \$ 130,001,438 | \$ 120,468,550 | \$ 99,836,294 | \$ 115,857,906 |
| EXPENDITURES BY OBJECT | | | | | |
| Salaries | \$ 51,567,157 | \$ 49,891,363 | \$ 53,932,595 | \$ 42,756,862 | \$ 52,192,315 |
| Employee Benefits | 10,401,563 | 17,810,618 | 19,425,162 | 13,610,055 | 19,469,439 |
| Contractual Services | 25,931,156 | 15,880,338 | 15,269,672 | 12,019,003 | 4,812,231 |
| General Material & Supplies | 9,826,345 | 8,661,211 | 9,486,858 | 6,837,269 | 9,419,281 |
| Professional Development | 1,501,226 | 1,074,687 | 1,015,176 | 542,001 | 709,306 |
| Fixed Charges | 21,422,382 | 18,044,352 | 17,205,708 | 12,504,895 | 15,224,675 |
| Utilities | 3,038,226 | 2,247,829 | 2,797,891 | 1,735,968 | 2,385,511 |
| Capital Outlay | 3,635,158 | 2,855,133 | 11,700,688 | 3,208,512 | 5,034,805 |
| Other | 992,385 | 874,950 | 1,045,811 | 323,937 | 830,480 |
| Waivers/Institutional Scholarships | 722,000 | 611,249 | 650,000 | 984,795 | 275,000 |
| SURS Expenditures | 3,000,000 | 19,444,716 | 7,000,000 | - | 7,000,000 |
| TOTAL EXPENSES | \$ 132,037,598 | \$ 137,396,446 | \$ 139,529,561 | \$ 94,523,297 | \$ 117,353,043 |
| Other Financing Sources (Uses) | | | | | |
| Transfers to non-budgeted funds | (267,744) | - | (94,775) | - | - |
| Total Other Financing Sources | \$ (267,744) | \$ - | \$ (94,775) | \$ - | \$ - |
| Excess (deficiency) of revenues over expenditures and other sources (uses) | (25,058,135) | (7,395,008) | (19,155,786) | 5,312,997 | (1,495,137) |
| Fund Balances at beginning of year | 116,017,344 | 116,017,344 | 108,622,336 | 108,622,336 | 113,935,332 |
| Fund Balances transfer to establish the fund | - | - | - | - | - |
| Fund Balances | \$ 90,959,209 | \$ 108,622,336 | \$ 89,466,550 | \$ 113,935,333 | \$ 112,440,195 |

ELGIN COMMUNITY COLLEGE

Community College District 509

Summary of Revenues and Expenditures - All Fund Groups

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|---|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| Education Fund | | | | | |
| Total Revenues | 69,126,892 | 83,480,993 | 75,128,313 | 58,826,306 | 69,370,267 |
| Total Expenditures | 66,572,606 | 78,470,973 | 71,485,573 | 48,896,350 | 68,387,507 |
| Net Transfer In (Out) | (2,554,286) | (4,351,917) | (3,642,740) | (3,380,447) | (982,760) |
| Net Income (Loss) | - | 658,103 | - | 6,549,509 | - |
| Operations & Maintenance Subfund | | | | | |
| Total Revenues | 10,907,416 | 9,960,808 | 10,251,650 | 9,852,094 | 10,624,841 |
| Total Expenditures | 11,222,790 | 9,884,243 | 11,340,039 | 7,973,473 | 10,581,370 |
| Net Transfer In (Out) | 306,896 | 184,173 | 1,305,500 | 1,238,000 | 104,567 |
| Net Income (Loss) | (8,478) | 260,738 | 217,111 | 3,116,621 | 148,038 |
| Operations & Maintenance Subfund-Facility Rental | | | | | |
| Total Revenues | 173,415 | 166,682 | 120,000 | 165,763 | 199,350 |
| Total Expenditures | 164,937 | 207,455 | 337,111 | 272,253 | 347,388 |
| Net Income (Loss) | 8,478 | (40,773) | (217,111) | (106,490) | (148,038) |
| Capital Project Fund | | | | | |
| Total Revenues | - | 1,419,511 | - | 713,584 | 1,523,640 |
| Total Expenditures | 1,460,500 | 1,035,365 | 1,500,000 | 1,625,867 | 1,523,640 |
| Net Transfer In (Out) | 1,460,500 | 1,460,500 | 1,500,000 | 1,500,000 | - |
| Net Income (Loss) | - | 1,844,646 | - | 587,717 | - |
| Bond and Interest Fund | | | | | |
| Total Revenues | 15,415,146 | 15,515,254 | 14,620,174 | 13,739,247 | 13,563,929 |
| Total Expenditures | 19,058,058 | 15,689,868 | 15,254,808 | 10,918,255 | 13,074,953 |
| Operating Transfer In (Out) | - | - | - | - | - |
| Net Income (Loss) | (3,642,912) | (174,614) | (634,634) | 2,820,992 | 488,976 |
| Auxiliary Services Fund | | | | | |
| Total Revenues | 8,908,668 | 7,606,367 | 8,509,377 | 6,183,751 | 8,184,060 |
| Total Expenditures | 9,354,307 | 8,541,136 | 9,177,714 | 6,935,288 | 8,602,366 |
| Net Transfer In (Out) | 519,146 | 19,761 | 603,465 | 642,447 | 878,193 |
| Net Income (Loss) | 73,507 | (915,008) | (64,872) | (109,090) | 459,887 |
| Working Cash Fund | | | | | |
| Total Revenues | 10,000 | 3,637 | 10,000 | 17,493 | 10,000 |
| Total Expenditures | - | - | - | - | - |
| Net Income (Loss) | 10,000 | 3,637 | 10,000 | 17,493 | 10,000 |
| Audit Fund | | | | | |
| Total Revenues | 131,670 | 129,941 | 131,175 | 145,633 | 135,714 |
| Total Expenditures | 131,670 | 130,797 | 131,175 | 94,352 | 135,714 |
| Net Income (Loss) | - | (856) | - | 51,281 | - |
| Internal Service Fund | | | | | |
| Total Revenues | - | 9,272,381 | 9,136,236 | 7,642,901 | 9,593,047 |
| Total Expenditures | - | 7,947,327 | 9,136,236 | 5,804,857 | 9,593,047 |
| Net Transfer In (Out) | - | 1,602,035 | - | - | - |
| Net Income (Loss) | - | 2,927,089 | - | 1,838,044 | - |
| Liability, Protection, and Settlement SubFund | | | | | |
| Total Revenues | 1,744,000 | 1,596,854 | 1,731,625 | 1,847,174 | 1,823,058 |
| Total Expenditures | 1,744,000 | 2,269,615 | 1,731,625 | 1,339,452 | 1,823,058 |
| Net Income (Loss) | - | (672,761) | - | 507,722 | - |
| Social Security and Medicare SubFund | | | | | |
| Total Revenues | 830,000 | 821,315 | 830,000 | 692,650 | 830,000 |
| Total Expenditures | 830,000 | 821,315 | 830,000 | 692,650 | 830,000 |
| Net Income (Loss) | - | - | - | - | - |
| Bond Proceeds Fund | | | | | |
| Total Revenues | - | 27,695 | - | 9,698 | - |
| Total Expenditures | 21,498,730 | 12,398,352 | 18,605,280 | 9,970,500 | 2,454,000 |
| Net Income (Loss) | (21,498,730) | (12,370,657) | (18,605,280) | (9,960,802) | (2,454,000) |

ELGIN COMMUNITY COLLEGE

Community College District 509

EDUCATION FUND

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|---|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| REVENUES | | | | | |
| Property Taxes | \$ 32,805,777 | \$ 32,988,369 | \$ 35,235,750 | \$ 33,292,997 | \$ 34,154,549 |
| Local Grants and Contracts | 749,538 | 750,642 | 770,501 | 710,994 | 758,468 |
| Chargeback Revenue | 30,000 | 20,193 | 30,000 | 29,342 | 30,000 |
| Corporate Personal Property Replacement Tax | 555,500 | 599,266 | 570,000 | 460,250 | 570,000 |
| Illinois Community College Board | 5,641,350 | 5,554,422 | 5,117,215 | - | 1,400,000 |
| SURS Payments | 3,000,000 | 19,638,462 | 7,000,000 | - | 7,000,000 |
| Student Tuition and Fees | 25,533,384 | 23,113,624 | 25,706,197 | 23,582,499 | 24,569,800 |
| Payment Plan and Late Fees | 160,000 | 164,485 | 160,000 | 143,050 | 155,000 |
| Interest | 260,000 | 302,824 | 160,000 | 312,935 | 325,000 |
| Miscellaneous External Revenue | 385,843 | 339,196 | 375,650 | 286,650 | 401,950 |
| Miscellaneous Internal Revenue | 5,500 | 9,510 | 3,000 | 7,589 | 5,500 |
| TOTAL REVENUES | \$ 69,126,892 | \$ 83,480,993 | \$ 75,128,313 | \$ 58,826,306 | \$ 69,370,267 |
| EXPENDITURES BY OBJECT | | | | | |
| Salaries | \$ 43,386,572 | \$ 41,822,453 | \$ 45,118,467 | \$ 35,973,080 | \$ 43,882,629 |
| Employee Benefits | 7,963,067 | 7,602,123 | 7,979,198 | 5,937,006 | 7,571,433 |
| Contractual Services | 3,315,856 | 2,351,961 | 2,541,932 | 1,755,149 | 2,766,699 |
| General Material & Supplies | 4,104,030 | 3,557,809 | 3,759,218 | 2,530,840 | 3,973,271 |
| Professional Development | 1,381,806 | 972,593 | 923,215 | 492,894 | 597,222 |
| Fixed Charges | 275,235 | 251,130 | 229,350 | 183,944 | 264,241 |
| Utilities | - | - | 1,200 | 728 | 1,300 |
| Capital Outlay | 1,464,325 | 1,350,495 | 2,294,840 | 716,488 | 1,266,165 |
| Other | 959,715 | 506,444 | 988,153 | 321,426 | 789,547 |
| Waivers/Institutional Scholarships | 722,000 | 611,249 | 650,000 | 984,795 | 275,000 |
| SURS Expenditures | 3,000,000 | 19,444,716 | 7,000,000 | - | 7,000,000 |
| | - | - | - | - | - |
| TOTAL EXPENDITURES BY OBJECT | \$ 66,572,606 | \$ 78,470,973 | \$ 71,485,573 | \$ 48,896,350 | \$ 68,387,507 |
| EXPENDITURES BY FUNCTION | | | | | |
| Instruction | \$ 31,451,069 | \$ 30,202,943 | \$ 33,195,575 | \$ 25,036,498 | \$ 31,932,235 |
| Academic Support | 8,935,057 | 8,221,120 | 8,822,551 | 6,747,091 | 8,275,487 |
| Student Services | 6,238,088 | 5,605,045 | 5,962,624 | 4,609,856 | 5,341,389 |
| Public Services | 284,991 | 313,872 | 249,317 | 209,669 | 292,908 |
| Institutional Support | 15,941,401 | 14,072,028 | 15,605,506 | 11,308,441 | 15,270,488 |
| Waivers/Institutional Scholarships | 722,000 | 611,249 | 650,000 | 984,795 | 275,000 |
| SURS Expenditures | 3,000,000 | 19,444,716 | 7,000,000 | - | 7,000,000 |
| TOTAL EXPENDITURES BY FUNCTION | \$ 66,572,606 | \$ 78,470,973 | \$ 71,485,573 | \$ 48,896,350 | \$ 68,387,507 |
| Excess (deficiency) of revenues over expenditures | \$ 2,554,286 | \$ 5,010,020 | \$ 3,642,740 | \$ 9,929,956 | \$ 982,760 |
| OTHER FINANCING SOURCES (USES) | | | | | |
| Transfers from Other Funds | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfer to Operations & Maintenance | (1,767,396) | (3,583,726) | (2,805,500) | (2,738,000) | (104,567) |
| Transfer to Student Life | (369,454) | (332,092) | (376,772) | (281,558) | (386,249) |
| Transfer to Athletics | (417,436) | (436,099) | (460,468) | (360,889) | (491,944) |
| Release of Reserved Fund Balance | - | - | - | - | - |
| TOTAL OTHER FINANCING SOURCES (USES) | \$ (2,554,286) | \$ (4,351,917) | \$ (3,642,740) | \$ (3,380,447) | \$ (982,760) |
| Excess (deficiency) of revenues over expenditures and other sources (uses) | \$ - | \$ 658,103 | \$ - | \$ 6,549,509 | \$ - |
| Fund Balances at beginning of year | \$ 49,028,181 | \$ 49,028,181 | \$ 49,686,284 | \$ 49,686,284 | \$ 56,235,793 |
| Fund Balances | \$ 49,028,181 | \$ 49,686,284 | \$ 49,686,284 | \$ 56,235,793 | \$ 56,235,793 |

ELGIN COMMUNITY COLLEGE

Community College District 509

OPERATIONS AND MAINTENANCE FUND

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|--|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| REVENUES | | | | | |
| Property Taxes | \$ 10,764,966 | \$ 9,836,020 | \$ 10,112,151 | \$ 9,752,851 | \$ 10,492,731 |
| Local Government Grants and Contracts | 82,450 | 57,358 | 79,499 | 48,812 | 82,110 |
| Miscellaneous External Revenue | 20,000 | 22,897 | 20,000 | 6,902 | 10,000 |
| Miscellaneous Internal Revenue | 40,000 | 44,533 | 40,000 | 43,529 | 40,000 |
| TOTAL REVENUES | \$ 10,907,416 | \$ 9,960,808 | \$ 10,251,650 | \$ 9,852,094 | \$ 10,624,841 |
| EXPENDITURES BY OBJECT | | | | | |
| INSTITUTIONAL SUPPORT | | | | | |
| Salaries | \$ 4,058,582 | \$ 4,021,088 | \$ 4,358,541 | \$ 3,268,047 | \$ 4,048,343 |
| Employee Benefits | 842,085 | 754,709 | 793,402 | 599,132 | 719,107 |
| Contractual Services | 741,586 | 544,195 | 718,839 | 391,939 | 773,760 |
| General Material & Supplies | 674,271 | 550,344 | 744,411 | 435,087 | 863,494 |
| Professional Development | 24,973 | 11,105 | 8,000 | 736 | 1,550 |
| Fixed Charges | 621,586 | 706,927 | 722,500 | 678,063 | 722,500 |
| Capital Outlay | 299,558 | 234,289 | 246,124 | 124,788 | 90,500 |
| Utilities | 3,037,826 | 2,247,478 | 2,773,691 | 1,704,494 | 2,384,211 |
| Other | - | - | 27,300 | - | 5,000 |
| TOTAL INSTITUTIONAL SUPPORT | \$ 10,300,467 | \$ 9,070,135 | \$ 10,392,808 | \$ 7,202,286 | \$ 9,608,465 |
| CAMPUS SAFETY AND SECURITY | | | | | |
| Salaries | \$ 570,697 | \$ 574,723 | \$ 678,694 | \$ 546,170 | \$ 657,712 |
| Employee Benefits | 191,208 | 145,680 | 123,492 | 131,014 | 194,676 |
| Contractual Services | 11,789 | 8,523 | 15,343 | 9,631 | 18,916 |
| General Material & Supplies | 113,060 | 56,512 | 127,502 | 82,247 | 88,761 |
| Professional Development | 8,240 | 1,341 | 2,200 | 2,125 | 12,315 |
| Fixed Charges | - | - | - | - | - |
| Capital Outlay | 27,329 | 27,329 | - | - | - |
| Other | - | - | - | - | 525 |
| TOTAL CAMPUS SAFETY AND SECURITY | \$ 922,323 | \$ 814,108 | \$ 947,231 | \$ 771,187 | \$ 972,905 |
| TOTAL EXPENDITURES BY OBJECT | \$ 11,222,790 | \$ 9,884,243 | \$ 11,340,039 | \$ 7,973,473 | \$ 10,581,370 |
| EXPENDITURES BY FUNCTION | | | | | |
| Campus Safety and Security | \$ 922,323 | \$ 814,108 | \$ 947,231 | \$ 771,187 | \$ 972,905 |
| Institutional Support | 10,300,467 | 9,070,135 | 10,392,808 | 7,202,286 | 9,608,465 |
| TOTAL EXPENDITURES BY FUNCTION | \$ 11,222,790 | \$ 9,884,243 | \$ 11,340,039 | \$ 7,973,473 | \$ 10,581,370 |
| Excess (deficiency) of revenues over expenditures | \$ (315,374) | \$ 76,565 | \$ (1,088,389) | \$ 1,878,621 | \$ 43,471 |
| OTHER FINANCING SOURCES (USES) | | | | | |
| Transfers from the Education Fund | \$ 1,767,396 | \$ 1,644,673 | \$ 2,805,500 | \$ 2,738,000 | \$ 104,567 |
| Transfers to Other Funds | (1,460,500) | (1,460,500) | (1,500,000) | (1,500,000) | - |
| Release of Reserved Fund Balance | \$ 306,896 | \$ 184,173 | \$ 1,305,500 | \$ 1,238,000 | \$ 104,567 |
| TOTAL OTHER FINANCING SOURCES (USES) | \$ 306,896 | \$ 184,173 | \$ 1,305,500 | \$ 1,238,000 | \$ 104,567 |
| Excess (deficiency) of revenues over expenditures and other sources (uses) | \$ (8,478) | \$ 260,738 | \$ 217,111 | \$ 3,116,621 | \$ 148,038 |
| Fund Balances at beginning of year | \$ 11,777,942 | \$ 11,777,942 | \$ 12,038,680 | \$ 12,038,680 | \$ 15,155,301 |
| Fund Balance | \$ 11,462,568 | \$ 12,038,680 | \$ 12,255,791 | \$ 15,155,301 | \$ 15,303,339 |

ELGIN COMMUNITY COLLEGE

Community College District 509

OPERATIONS AND MAINTENANCE FUND-FACILITY RENTAL

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|---|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| REVENUES | | | | | |
| Building Rental External Revenue | \$ 173,415 | \$ 166,682 | \$ 120,000 | \$ 165,763 | \$ 199,350 |
| TOTAL REVENUES | \$ 173,415 | \$ 166,682 | \$ 120,000 | \$ 165,763 | \$ 199,350 |
| EXPENDITURES BY OBJECT | | | | | |
| Salaries | \$ 78,002 | \$ 127,489 | \$ 220,536 | \$ 182,765 | \$ 235,036 |
| Employee Benefits | 36,119 | 26,776 | 60,190 | 55,139 | 69,369 |
| Contractual Services | 12,461 | 10,040 | 16,196 | 18,791 | 8,400 |
| General Material & Supplies | 31,591 | 34,901 | 29,689 | 12,822 | 29,433 |
| Professional Development | 6,364 | 7,898 | 8,000 | 98 | 2,650 |
| Fixed Charges | - | - | - | - | - |
| Utilities | 400 | 351 | - | 195 | - |
| Capital Outlay | - | - | - | - | 2,500 |
| Other | - | - | 2,500 | 2,443 | - |
| TOTAL EXPENDITURES BY OBJECT | \$ 164,937 | \$ 207,455 | \$ 337,111 | \$ 272,253 | \$ 347,388 |
| EXPENDITURES BY FUNCTION | | | | | |
| Institutional Support | \$ 164,937 | \$ 207,455 | \$ 337,111 | \$ 272,253 | \$ 347,388 |
| TOTAL EXPENDITURES BY FUNCTION | \$ 164,937 | \$ 207,455 | \$ 337,111 | \$ 272,253 | \$ 347,388 |
| Excess (deficiency) of revenues over expenditures and other sources (uses) | \$ 8,478 | \$ (40,773) | \$ (217,111) | \$ (106,490) | \$ (148,038) |
| Fund Balances at beginning of year | \$ (37,885) | \$ (37,885) | \$ (78,658) | \$ (78,658) | \$ (185,148) |
| Fund Balance | \$ (29,407) | \$ (78,658) | \$ (295,769) | \$ (185,148) | \$ (333,186) |

ELGIN COMMUNITY COLLEGE

Community College District 509

CAPITAL PROJECTS FUND

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|--|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| REVENUES | | | | | |
| BABS Rebates | \$ - | \$ 1,419,511 | \$ - | \$ 713,584 | \$ 1,523,640 |
| Miscellaneous Revenue | - | - | | | - |
| TOTAL REVENUES | \$ - | \$ 1,419,511 | \$ - | \$ 713,584 | \$ 1,523,640 |
| EXPENDITURES BY OBJECT | | | | | |
| Contractual Services | \$ 60,533 | \$ 191,731 | \$ 19,025 | \$ 33,220 | \$ 235,000 |
| Capital Outlay | 939,467 | 205,250 | 1,480,975 | 1,592,647 | 1,288,640 |
| Fixed Charges | 460,500 | 638,384 | - | - | - |
| TOTAL EXPENDITURES BY OBJECT | \$ 1,460,500 | \$ 1,035,365 | \$ 1,500,000 | \$ 1,625,867 | \$ 1,523,640 |
| EXPENDITURES BY FUNCTION | | | | | |
| Institutional Support | \$ 1,460,500 | \$ 1,035,365 | \$ 1,500,000 | \$ 1,625,867 | \$ 1,523,640 |
| TOTAL EXPENDITURES BY FUNCTION | \$ 1,460,500 | \$ 1,035,365 | \$ 1,500,000 | \$ 1,625,867 | \$ 1,523,640 |
| Excess (deficiency) of revenues over expenditures | \$ (1,460,500) | \$ 384,146 | \$ (1,500,000) | \$ (912,283) | \$ - |
| OTHER FINANCING SOURCES (USES) | | | | | |
| Transfer from Other Funds | \$ 1,460,500 | \$ 1,460,500 | \$ 1,500,000 | \$ 1,500,000 | \$ - |
| TOTAL OTHER FINANCING SOURCES (USES) | \$ 1,460,500 | \$ 1,460,500 | \$ 1,500,000 | \$ 1,500,000 | \$ - |
| Excess (deficiency) of revenues over expenditures and other sources (uses) | \$ - | \$ 1,844,646 | \$ - | \$ 587,717 | \$ - |
| Fund Balances at beginning of year | \$ 11,684,910 | \$ 11,684,910 | \$ 13,529,556 | \$ 13,529,556 | \$ 14,117,272 |
| Fund Balances | \$ 11,684,910 | \$ 13,529,556 | \$ 13,529,556 | \$ 14,117,272 | \$ 14,117,272 |

ELGIN COMMUNITY COLLEGE

Community College District 509

BOND AND INTEREST FUND

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|--|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| REVENUES | | | | | |
| Property Taxes | \$ 14,579,565 | \$ 14,740,669 | \$ 13,784,593 | \$ 13,349,867 | \$ 12,728,348 |
| BABS Rebates | 835,581 | 774,585 | 835,581 | 389,380 | 835,581 |
| TOTAL REVENUES | \$ 15,415,146 | \$ 15,515,254 | \$ 14,620,174 | \$ 13,739,247 | \$ 13,563,929 |
| EXPENDITURES BY OBJECT | | | | | |
| Contractual Services | \$ - | \$ - | \$ - | \$ - | \$ - |
| Fixed Charges | 19,058,058 | 15,689,868 | 15,254,808 | 10,918,255 | 13,074,953 |
| TOTAL EXPENDITURES BY OBJECT | \$ 19,058,058 | \$ 15,689,868 | \$ 15,254,808 | \$ 10,918,255 | \$ 13,074,953 |
| EXPENDITURES BY FUNCTION | | | | | |
| Institutional Support | \$ 19,058,058 | \$ 15,689,868 | \$ 15,254,808 | \$ 10,918,255 | \$ 13,074,953 |
| TOTAL EXPENDITURES BY FUNCTION | \$ 19,058,058 | \$ 15,689,868 | \$ 15,254,808 | \$ 10,918,255 | \$ 13,074,953 |
| OTHER FINANCING SOURCES (USES) | | | | | |
| Transfers from Fund | \$ - | \$ - | \$ - | \$ - | \$ - |
| TOTAL OTHER FINANCING SOURCES (USES) | \$ - | \$ - | \$ - | \$ - | \$ - |
| Excess (deficiency) of revenues over expenditures and other financing sources | \$ (3,642,912) | \$ (174,614) | \$ (634,634) | \$ 2,820,992 | \$ 488,976 |
| Fund Balances at beginning of year | \$ 4,610,459 | \$ 4,610,459 | \$ 4,435,845 | \$ 4,435,845 | \$ 7,256,837 |
| Fund Balances | \$ 967,547 | \$ 4,435,845 | \$ 3,801,211 | \$ 7,256,837 | \$ 7,745,813 |

Note: Budget is on cash basis for tax levy purposes.

ELGIN COMMUNITY COLLEGE

Community College District 509

AUXILIARY SERVICES FUND CONTINUING EDUCATION

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|--|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| OPERATING REVENUES | | | | | |
| Miscellaneous Revenue | \$ 640,000 | \$ 404,663 | \$ 430,000 | \$ 375,409 | \$ 450,000 |
| TOTAL OPERATING REVENUES | \$ 640,000 | \$ 404,663 | \$ 430,000 | \$ 375,409 | \$ 450,000 |
| OPERATING EXPENSES | | | | | |
| Salaries | \$ 346,546 | \$ 372,664 | \$ 370,811 | \$ 291,632 | \$ 271,840 |
| Employee Benefits | 71,572 | 57,230 | 35,810 | 36,016 | 41,383 |
| Contractual Services | 166,568 | 161,966 | 100,277 | 111,533 | 146,500 |
| General Material & Supplies | 60,025 | 48,981 | 61,207 | 39,102 | 53,500 |
| Professional Development | 4,646 | 2,456 | 895 | 947 | 1,400 |
| Depreciation | - | 1,134 | - | - | - |
| TOTAL OPERATING EXPENSES | \$ 649,357 | \$ 644,431 | \$ 569,000 | \$ 479,230 | \$ 514,623 |
| Excess revenues over expenditures | \$ (9,357) | \$ (239,768) | \$ (139,000) | \$ (103,821) | \$ (64,623) |
| OTHER FINANCING SOURCES (USES) | | | | | |
| Transfers from Other Funds | \$ - | \$ 574,232 | \$ 139,000 | \$ - | \$ 64,623 |
| TOTAL OTHER FINANCING SOURCES (USES) | \$ - | \$ 574,232 | \$ 139,000 | \$ - | \$ 64,623 |
| Net Income (Loss) | \$ (9,357) | \$ 334,464 | \$ - | \$ (103,821) | \$ - |
| Retained Earnings at beginning of year | \$ (334,464) | \$ (334,464) | \$ - | \$ - | \$ (103,821) |
| Retained Earnings | \$ (343,821) | \$ - | \$ - | (103,821.00) | \$ (103,821) |

ELGIN COMMUNITY COLLEGE

Community College District 509

AUXILIARY SERVICES FUND BOOKSTORE

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|---|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| OPERATING REVENUES | | | | | |
| Sales | \$ 4,782,740 | \$ 4,127,220 | \$ 4,438,902 | \$ 3,269,210 | \$ 4,117,776 |
| Miscellaneous Revenue | 120,006 | 144,508 | 120,000 | 36,062 | 153,952 |
| TOTAL OPERATING REVENUES | \$ 4,902,746 | \$ 4,271,728 | \$ 4,558,902 | \$ 3,305,272 | \$ 4,271,728 |
| OPERATING EXPENSES | | | | | |
| Salaries | \$ 398,495 | \$ 391,409 | \$ 415,008 | \$ 346,079 | \$ 342,416 |
| Employee Benefits | 93,466 | 93,394 | 93,069 | 77,981 | 85,566 |
| Contractual Services | 28,000 | 24,871 | 29,000 | 27,647 | 33,000 |
| General Material & Supplies | 3,802,855 | 3,279,304 | 3,604,124 | 2,777,771 | 3,190,120 |
| Professional Development | 300 | 225 | 3,000 | 667 | 300 |
| Capital Outlay | 5,402 | 5,402 | 4,400 | - | 6,000 |
| Depreciation | - | 7,392 | - | - | 7,392 |
| Other | - | (45) | - | 25 | 16 |
| TOTAL OPERATING EXPENSES | \$ 4,328,518 | \$ 3,801,952 | \$ 4,148,601 | \$ 3,230,170 | \$ 3,664,810 |
| Excess revenues over expenditures | \$ 574,228 | \$ 469,776 | \$ 410,301 | \$ 75,102 | \$ 606,918 |
| OTHER FINANCING SOURCES (USES) | | | | | |
| Transfers to Other Funds | \$ (441,270) | \$ (1,097,854) | \$ (410,301) | \$ - | \$ (343,180) |
| TOTAL OTHER FINANCING SOURCES (USES) | \$ (441,270) | \$ (1,097,854) | \$ (410,301) | \$ - | \$ (343,180) |
| Net Income (Loss) | \$ 132,958 | \$ (628,078) | \$ - | \$ 75,102 | \$ 263,738 |
| Retained Earnings at beginning of year | \$ 628,078 | \$ 628,078 | \$ - | \$ - | \$ 75,102 |
| Retained Earnings | \$ 761,036 | \$ - | \$ - | \$ 75,102 | \$ 338,840 |

ELGIN COMMUNITY COLLEGE

Community College District 509

AUXILIARY SERVICES FUND CHILD CARE

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|--|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| OPERATING REVENUES | | | | | |
| Sales | \$ 489,697 | \$ 268,391 | \$ 481,331 | \$ 361,778 | \$ 423,000 |
| TOTAL OPERATING REVENUES | \$ 489,697 | \$ 268,391 | \$ 481,331 | \$ 361,778 | \$ 423,000 |
| OPERATING EXPENSES | | | | | |
| Salaries | \$ 489,269 | \$ 450,160 | \$ 488,539 | \$ 404,640 | \$ 515,396 |
| Employee Benefits | 122,929 | 111,613 | 119,648 | 91,208 | 127,331 |
| Contractual Services | 960 | 1,125 | 2,890 | 3,400 | 2,530 |
| General Material & Supplies | 50,065 | 36,086 | 55,354 | 35,650 | 49,663 |
| Professional Development | - | 70 | - | 170 | 6,637 |
| TOTAL OPERATING EXPENSES | \$ 663,223 | \$ 599,054 | \$ 666,431 | \$ 535,068 | \$ 701,557 |
| Excess revenues over expenditures | \$ (173,526) | \$ (330,663) | \$ (185,100) | \$ (173,290) | \$ (278,557) |
| OTHER FINANCING SOURCES (USES) | | | | | |
| Transfers from Other Funds | \$ 173,526 | \$ 349,424 | \$ 176,526 | \$ - | \$ 278,557 |
| TOTAL OTHER FINANCING SOURCES | \$ 173,526 | \$ 349,424 | \$ 176,526 | \$ - | \$ 278,557 |
| Net Income (Loss) | \$ - | \$ 18,761 | \$ - | \$ (173,290) | \$ - |
| Retained Earnings at beginning of year | \$ (18,761) | \$ (18,761) | \$ - | \$ - | \$ (173,290) |
| Retained Earnings | \$ (18,761) | \$ - | \$ - | \$ (173,290) | \$ (173,290) |

ELGIN COMMUNITY COLLEGE

Community College District 509

AUXILIARY SERVICES FUND FOOD SERVICE

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|--|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| OPERATING REVENUES | | | | | |
| External Sales | \$ 1,231,269 | \$ 1,064,301 | \$ 1,311,436 | \$ 938,295 | \$ 1,308,566 |
| Internal Sales | 240,000 | 316,229 | 240,000 | 215,639 | 252,468 |
| TOTAL OPERATING REVENUES | <u>\$ 1,471,269</u> | <u>\$ 1,380,530</u> | <u>\$ 1,551,436</u> | <u>\$ 1,153,934</u> | <u>\$ 1,561,034</u> |
| OPERATING EXPENSES | | | | | |
| Salaries | \$ 754,319 | \$ 658,477 | \$ 699,520 | \$ 464,822 | \$ 631,333 |
| Employee Benefits | 122,699 | 111,266 | 87,909 | 67,585 | 98,798 |
| Contractual Services | 53,042 | 31,174 | 30,300 | 16,476 | 33,072 |
| General Material & Supplies | 651,318 | 794,284 | 732,207 | 667,742 | 814,494 |
| Professional Development | 520 | 1,169 | 1,000 | 174 | 1,228 |
| Capital Outlay | 7,000 | - | 500 | - | - |
| Other | - | (1,111) | - | 43 | - |
| TOTAL OPERATING EXPENSES | <u>\$ 1,588,898</u> | <u>\$ 1,595,259</u> | <u>\$ 1,551,436</u> | <u>\$ 1,216,842</u> | <u>\$ 1,578,925</u> |
| Excess revenues over expenditures | <u>\$ (117,629)</u> | <u>\$ (214,729)</u> | <u>\$ -</u> | <u>\$ (62,908)</u> | <u>\$ (17,891)</u> |
| OTHER FINANCING SOURCES (USES) | | | | | |
| Transfers from Other Funds | \$ - | \$ 511,216 | \$ - | \$ - | \$ - |
| TOTAL OTHER FINANCING SOURCES | <u>\$ -</u> | <u>\$ 511,216</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| Net Income (Loss) | <u>\$ (117,629)</u> | <u>\$ 296,487</u> | <u>\$ -</u> | <u>\$ (62,908)</u> | <u>\$ (17,891)</u> |
| Retained Earnings at beginning of year | <u>\$ (296,487)</u> | <u>\$ (296,487)</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ (62,908)</u> |
| Retained Earnings | <u>\$ (414,116)</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ (62,908)</u> | <u>\$ (80,799)</u> |

ELGIN COMMUNITY COLLEGE

Community College District 509

AUXILIARY SERVICES FUND VISUAL AND PERFORMING ARTS CENTER

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|--|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| OPERATING REVENUES | | | | | |
| External Operations | \$ 535,652 | \$ 449,085 | \$ 620,822 | \$ 347,928 | \$ 653,482 |
| Internal Operations | 220,160 | 224,907 | 235,983 | 162,912 | 214,318 |
| TOTAL OPERATING REVENUES | <u>\$ 755,812</u> | <u>\$ 673,992</u> | <u>\$ 856,805</u> | <u>\$ 510,840</u> | <u>\$ 867,800</u> |
| OPERATING EXPENSES | | | | | |
| Salaries | \$ 189,970 | \$ 206,009 | \$ 160,635 | \$ 124,617 | \$ 142,896 |
| Employee Benefits | 9,096 | 10,427 | 13,548 | 11,146 | 13,648 |
| Contractual Services | 262,825 | 191,976 | 351,439 | 158,579 | 363,554 |
| General Material & Supplies | 107,008 | 91,649 | 116,309 | 90,207 | 120,636 |
| Professional Development | 5,104 | 3,335 | 15,372 | 5,431 | 10,868 |
| Fixed Charges | 2,800 | - | 4,800 | 3,817 | 7,000 |
| Capital Outlay | 114,000 | 25,197 | 112,000 | 6,615 | - |
| Depreciation | - | - | - | - | - |
| TOTAL OPERATING EXPENSES | <u>\$ 690,803</u> | <u>\$ 528,593</u> | <u>\$ 774,103</u> | <u>\$ 400,412</u> | <u>\$ 658,602</u> |
| Excess revenues over expenditures | <u>\$ 65,009</u> | <u>\$ 145,399</u> | <u>\$ 82,702</u> | <u>\$ 110,428</u> | <u>\$ 209,198</u> |
| OTHER FINANCING SOURCES (USES) | | | | | |
| Transfers from Other Funds | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfers to Other Funds | - | - | - | - | - |
| TOTAL OTHER FINANCING SOURCES (USES) | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| Net Income (Loss) | <u>\$ 65,009</u> | <u>\$ 145,399</u> | <u>\$ 82,702</u> | <u>\$ 110,428</u> | <u>\$ 209,198</u> |
| Retained Earnings at beginning of year | <u>\$ 427,889</u> | <u>\$ 427,889</u> | <u>\$ 573,288</u> | <u>\$ 573,288</u> | <u>\$ 683,716</u> |
| Retained Earnings | <u>\$ 492,898</u> | <u>\$ 573,288</u> | <u>\$ 655,990</u> | <u>\$ 683,716</u> | <u>\$ 892,914</u> |

ELGIN COMMUNITY COLLEGE

Community College District 509

AUXILIARY SERVICES FUND PRODUCTION SERVICES

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|--|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| OPERATING REVENUES | | | | | |
| External Sales | \$ - | \$ 5,014 | \$ - | \$ 2,629 | \$ 2,000 |
| Internal Sales | 637,894 | 590,712 | 630,903 | 469,331 | 608,498 |
| TOTAL OPERATING REVENUES | \$ 637,894 | \$ 595,726 | \$ 630,903 | \$ 471,960 | \$ 610,498 |
| OPERATING EXPENSES | | | | | |
| Salaries | \$ 183,695 | \$ 184,178 | \$ 193,516 | \$ 164,128 | \$ 197,241 |
| Employee Benefits | 47,575 | 47,627 | 48,486 | 37,301 | 45,415 |
| Contractual Services | - | - | 1,235 | 2,805 | - |
| General Material & Supplies | 122,130 | 98,697 | 127,308 | 69,855 | 125,000 |
| Professional Development | 500 | - | 250 | 250 | - |
| Fixed Charges | 243,705 | 225,037 | 232,250 | 152,222 | 210,000 |
| Capital Outlay | 6,295 | 218 | - | - | - |
| Depreciation | 31,468 | 31,932 | 27,858 | - | 28,000 |
| TOTAL OPERATING EXPENSES | \$ 635,368 | \$ 587,689 | \$ 630,903 | \$ 426,561 | \$ 605,656 |
| Excess revenues over expenditures | \$ 2,526 | \$ 8,037 | \$ - | \$ 45,399 | \$ 4,842 |
| OTHER FINANCING SOURCES (USES) | | | | | |
| Transfers from Other Funds | \$ - | \$ - | \$ - | \$ - | \$ - |
| Transfers to Other Funds | - | - | - | - | - |
| TOTAL OTHER FINANCING SOURCES (USES) | \$ - | \$ - | \$ - | \$ - | \$ - |
| Net Income (Loss) | \$ 2,526 | \$ 8,037 | \$ - | \$ 45,399 | \$ 4,842 |
| Retained Earnings at beginning of year | \$ 321,215 | \$ 321,215 | \$ 329,252 | \$ 329,252 | \$ 374,651 |
| Retained Earnings | \$ 323,741 | \$ 329,252 | \$ 329,252 | \$ 374,651 | \$ 379,493 |

ELGIN COMMUNITY COLLEGE

Community College District 509

AUXILIARY SERVICES FUND STUDENT LIFE

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|--|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| OPERATING REVENUES | | | | | |
| External Sales | \$ 7,500 | \$ 6,662 | \$ - | \$ 2,604 | \$ - |
| TOTAL OPERATING REVENUES | \$ 7,500 | \$ 6,662 | \$ - | \$ 2,604 | \$ - |
| OPERATING EXPENSES | | | | | |
| Salaries | \$ 259,505 | \$ 234,298 | \$ 257,379 | \$ 208,956 | \$ 296,265 |
| Employee Benefits | 52,607 | 47,458 | 60,526 | 36,576 | 40,169 |
| Contractual Services | 990 | 726 | 926 | 926 | 1,050 |
| General Material & Supplies | 52,752 | 44,978 | 52,697 | 36,278 | 46,465 |
| Professional Development | 9,898 | 9,771 | 5,244 | 1,426 | 2,300 |
| Other | 1,202 | 1,523 | - | - | - |
| TOTAL OPERATING EXPENSES | \$ 376,954 | \$ 338,754 | \$ 376,772 | \$ 284,162 | \$ 386,249 |
| Excess revenues over expenditures | \$ (369,454) | \$ (332,092) | \$ (376,772) | \$ (281,558) | \$ (386,249) |
| OTHER FINANCING SOURCES (USES) | | | | | |
| Transfers from Other Funds | \$ 369,454 | \$ 332,092 | \$ 376,772 | \$ 281,558 | \$ 386,249 |
| TOTAL OTHER FINANCING SOURCES (USES) | \$ 369,454 | \$ 332,092 | \$ 376,772 | \$ 281,558 | \$ 386,249 |
| Net Income (Loss) | \$ - | \$ - | \$ - | \$ - | \$ - |
| Retained Earnings at beginning of year | \$ 50,748 | \$ 50,748 | \$ 50,748 | \$ 50,748 | \$ 50,748 |
| Retained Earnings | \$ 50,748 | \$ 50,748 | \$ 50,748 | \$ 50,748 | \$ 50,748 |

ELGIN COMMUNITY COLLEGE

Community College District 509

AUXILIARY SERVICES FUND INTERCOLLEGIATE ATHLETICS

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|--|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| OPERATING REVENUES | | | | | |
| Miscellaneous Revenues | \$ 3,750 | \$ 4,675 | \$ - | \$ 1,954 | \$ - |
| TOTAL OPERATING REVENUES | \$ 3,750 | \$ 4,675 | \$ - | \$ 1,954 | \$ - |
| OPERATING EXPENSES | | | | | |
| Salaries | \$ 236,808 | \$ 232,278 | \$ 243,080 | \$ 200,736 | \$ 232,117 |
| Employee Benefits | 19,140 | 33,673 | 43,648 | 32,444 | 39,497 |
| Contractual Services | 39,625 | 37,805 | 45,250 | 33,881 | 71,750 |
| General Material & Supplies | 56,240 | 67,071 | 68,490 | 53,967 | 63,744 |
| Professional Development | 58,875 | 64,724 | 48,000 | 37,083 | 72,836 |
| Fixed Charges | 10,498 | 9,853 | 12,000 | 4,732 | 12,000 |
| Other | - | - | - | - | - |
| TOTAL OPERATING EXPENSES | \$ 421,186 | \$ 445,404 | \$ 460,468 | \$ 362,843 | \$ 491,944 |
| Excess revenues over expenditures | \$ (417,436) | \$ (440,729) | \$ (460,468) | \$ (360,889) | \$ (491,944) |
| OTHER FINANCING SOURCES (USES) | | | | | |
| Transfers from Other Funds | \$ 417,436 | \$ 436,099 | \$ 460,468 | \$ 360,889 | \$ 491,944 |
| Transfers to Other Funds | - | - | - | - | - |
| TOTAL OTHER FINANCING SOURCES (USES) | \$ 417,436 | \$ 436,099 | \$ 460,468 | \$ 360,889 | \$ 491,944 |
| Net Income (Loss) | \$ - | \$ (4,630) | \$ - | \$ - | \$ - |
| Retained Earnings at beginning of year | \$ 1,947 | \$ 1,947 | \$ (2,683) | \$ (2,683) | \$ (2,683) |
| Retained Earnings | \$ 1,947 | \$ (2,683) | \$ (2,683) | \$ (2,683) | \$ (2,683) |

ELGIN COMMUNITY COLLEGE

Community College District 509

WORKING CASH FUND

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|---|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| REVENUES | | | | | |
| Investment Income | \$ 10,000 | \$ 3,637 | \$ 10,000 | \$ 17,493 | \$ 10,000 |
| TOTAL REVENUES | \$ 10,000 | \$ 3,637 | \$ 10,000 | \$ 17,493 | \$ 10,000 |
| EXPENDITURES BY OBJECT | | | | | |
| Contractual Services | \$ - | \$ - | \$ - | \$ - | \$ - |
| General Material & Supplies | - | - | - | - | - |
| TOTAL EXPENDITURES BY OBJECT | \$ - | \$ - | \$ - | \$ - | \$ - |
| EXPENDITURES BY FUNCTION | | | | | |
| Institutional Support | \$ - | \$ - | \$ - | \$ - | \$ - |
| TOTAL EXPENDITURES BY FUNCTION | \$ - | \$ - | \$ - | \$ - | \$ - |
| Excess (deficiency) of revenues over expenditures and other sources (uses) | \$ 10,000 | \$ 3,637 | \$ 10,000 | \$ 17,493 | \$ 10,000 |
| Fund Balances at beginning of year | \$ 4,361,846 | \$ 4,361,846 | \$ 4,365,483 | \$ 4,365,483 | \$ 4,382,976 |
| Fund Balances | \$ 4,371,846 | \$ 4,365,483 | \$ 4,375,483 | \$ 4,382,976 | \$ 4,392,976 |

ELGIN COMMUNITY COLLEGE

Community College District 509

AUDIT FUND

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|---|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| REVENUES | | | | | |
| Local Government Services: | | | | | |
| Property Taxes | \$ 131,670 | \$ 129,941 | \$ 131,175 | \$ 145,633 | \$ 135,714 |
| TOTAL REVENUES | \$ 131,670 | \$ 129,941 | \$ 131,175 | \$ 145,633 | \$ 135,714 |
| EXPENDITURES BY OBJECT | | | | | |
| Salaries | \$ 44,000 | \$ 46,492 | \$ 49,175 | \$ 34,369 | \$ 50,014 |
| Contractual Services | 87,270 | 83,710 | 81,000 | 59,983 | 85,000 |
| General Material & Supplies | 400 | 595 | 1,000 | - | 700 |
| TOTAL EXPENDITURES BY OBJECT | \$ 131,670 | \$ 130,797 | \$ 131,175 | \$ 94,352 | \$ 135,714 |
| EXPENDITURES BY FUNCTION | | | | | |
| Institutional Support | \$ 131,670 | \$ 130,797 | \$ 131,175 | \$ 94,352 | \$ 135,714 |
| TOTAL EXPENDITURES BY FUNCTION | \$ 131,670 | \$ 130,797 | \$ 131,175 | \$ 94,352 | \$ 135,714 |
| Excess (deficiency) of revenues over expenditures and other sources (uses) | \$ - | \$ (856) | \$ - | \$ 51,281 | \$ - |
| Fund Balances at beginning of year | \$ 112,257 | \$ 112,257 | \$ 111,401 | \$ 111,401 | \$ 162,682 |
| Fund Balances | \$ 112,257 | \$ 111,401 | \$ 111,401 | \$ 162,682 | \$ 162,682 |

ELGIN COMMUNITY COLLEGE

Community College District 509

INTERNAL SERVICE FUND

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|---|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| REVENUES | | | | | |
| Benefit Charges | \$ - | \$ 9,272,381 | \$ 9,136,236 | \$ 7,642,901 | \$ 9,593,047 |
| Other | - | - | - | - | - |
| TOTAL REVENUES | \$ - | \$ 9,272,381 | \$ 9,136,236 | \$ 7,642,901 | \$ 9,593,047 |
| EXPENDITURES BY OBJECT | | | | | |
| Employee Benefits | \$ - | \$ 7,947,327 | \$ 9,136,236 | \$ 5,804,857 | \$ 9,593,047 |
| TOTAL EXPENDITURES BY OBJECT | \$ - | \$ 7,947,327 | \$ 9,136,236 | \$ 5,804,857 | \$ 9,593,047 |
| EXPENDITURES BY FUNCTION | | | | | |
| Institutional Support | \$ - | \$ 7,947,327 | \$ 9,136,236 | \$ 5,804,857 | \$ 9,593,047 |
| TOTAL EXPENDITURES BY FUNCTION | \$ - | \$ 7,947,327 | \$ 9,136,236 | \$ 5,804,857 | \$ 9,593,047 |
| Excess (deficiency) of revenues over expenditures | \$ - | \$ 1,325,054 | \$ - | \$ 1,838,044 | \$ - |
| OTHER FINANCING SOURCES (USES) | | | | | |
| Transfers from Other Funds | \$ - | \$ 1,602,035 | \$ - | \$ - | \$ - |
| Transfers to Other Funds | - | - | - | - | - |
| TOTAL OTHER FINANCING SOURCES (USES) | \$ - | \$ 1,602,035 | \$ - | \$ - | \$ - |
| Excess (deficiency) of revenues over expenditures and other sources (uses) | \$ - | \$ 2,927,089 | \$ - | \$ 1,838,044 | \$ - |
| Fund Balances at beginning of year | \$ - | \$ - | \$ 2,927,089 | \$ 2,927,089 | \$ 4,765,133 |
| Fund Balances | \$ - | \$ 2,927,089 | \$ 2,927,089 | \$ 4,765,133 | \$ 4,765,133 |

ELGIN COMMUNITY COLLEGE

Community College District 509

LIABILITY, PROTECTION AND SETTLEMENT SUBFUND

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|---|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| REVENUES | | | | | |
| Local Government Services: | | | | | |
| Property Taxes | \$ 1,744,000 | \$ 1,596,854 | \$ 1,731,625 | \$ 1,847,174 | \$ 1,823,058 |
| TOTAL REVENUES | \$ 1,744,000 | \$ 1,596,854 | \$ 1,731,625 | \$ 1,847,174 | \$ 1,823,058 |
| EXPENDITURES BY OBJECT | | | | | |
| INSTITUTIONAL SUPPORT | | | | | |
| Contractual Services | \$ 289,197 | \$ 742,347 | \$ 302,931 | \$ 228,732 | \$ 200,000 |
| Fixed Charges | 750,000 | 523,153 | 750,000 | 563,862 | 933,981 |
| Other | - | 327,681 | - | - | - |
| TOTAL INSTITUTIONAL SUPPORT | \$ 1,039,197 | \$ 1,593,181 | \$ 1,052,931 | \$ 792,594 | \$ 1,133,981 |
| CAMPUS SAFETY AND SECURITY | | | | | |
| Salaries | \$ 570,697 | \$ 569,645 | \$ 678,694 | \$ 546,821 | \$ 689,077 |
| Contractual Services | 134,106 | 106,789 | - | - | - |
| General Material & Supplies | - | - | - | 37 | - |
| TOTAL CAMPUS SAFETY AND SECURITY | \$ 704,803 | \$ 676,434 | \$ 678,694 | \$ 546,858 | \$ 689,077 |
| TOTAL EXPENDITURES BY OBJECT | \$ 1,744,000 | \$ 2,269,615 | \$ 1,731,625 | \$ 1,339,452 | \$ 1,823,058 |
| EXPENDITURES BY FUNCTION | | | | | |
| Campus Safety | \$ 704,803 | \$ 676,434 | \$ 678,694 | \$ 546,858 | \$ 689,077 |
| Institutional Support | 1,039,197 | 1,593,181 | 1,052,931 | 792,594 | 1,133,981 |
| TOTAL EXPENDITURES BY FUNCTION | \$ 1,744,000 | \$ 2,269,615 | \$ 1,731,625 | \$ 1,339,452 | \$ 1,823,058 |
| Excess (deficiency) of revenues over expenditures and other sources (uses) | \$ - | \$ (672,761) | \$ - | \$ 507,722 | \$ - |
| Fund Balances at beginning of year | \$ 4,267,956 | \$ 4,267,956 | \$ 3,595,195 | \$ 3,595,195 | \$ 4,102,917 |
| Fund Balances | \$ 4,267,956 | \$ 3,595,195 | \$ 3,595,195 | \$ 4,102,917 | \$ 4,102,917 |

ELGIN COMMUNITY COLLEGE **Community College District 509**

SOCIAL SECURITY AND MEDICARE SUBFUND

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|---|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| REVENUES | | | | | |
| Local Government Services: | | | | | |
| Property Taxes | \$ 830,000 | \$ 821,315 | \$ 830,000 | \$ 692,650 | \$ 830,000 |
| TOTAL REVENUES | <u>\$ 830,000</u> | <u>\$ 821,315</u> | <u>\$ 830,000</u> | <u>\$ 692,650</u> | <u>\$ 830,000</u> |
| EXPENDITURES BY OBJECT | | | | | |
| INSTITUTIONAL SUPPORT | | | | | |
| Medicare/Social Security | \$ 830,000 | \$ 821,315 | \$ 830,000 | \$ 692,650 | \$ 830,000 |
| TOTAL INSTITUTIONAL SUPPORT | <u>\$ 830,000</u> | <u>\$ 821,315</u> | <u>\$ 830,000</u> | <u>\$ 692,650</u> | <u>\$ 830,000</u> |
| Excess (deficiency) of revenues over expenditures and other sources (uses) | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| Fund Balances at beginning of year | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| Fund Balances | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |

ELGIN COMMUNITY COLLEGE

Community College District 509

BOND PROCEEDS FUND

| | Adopted Budget FY2015 | Audited June 30th FY2015 | Adopted Budget FY2016 | April 30, 2016 Actual FY2016 | Proposed Budget FY2017 |
|---|-----------------------------|--------------------------------|-----------------------------|------------------------------------|------------------------------|
| REVENUES | | | | | |
| Interest | \$ - | \$ 27,695 | \$ - | \$ 9,698 | \$ - |
| Miscellaneous Revenue | | | | | |
| TOTAL REVENUES | \$ - | \$ 27,695 | \$ - | \$ 9,698 | \$ - |
| EXPENDITURES BY OBJECT | | | | | |
| INSTITUTIONAL SUPPORT | | | | | |
| Contractual Services | \$ 20,726,348 | \$ 11,391,399 | \$ 11,013,089 | \$ 9,166,311 | \$ 73,000 |
| General Material & Supplies | 600 | - | 7,342 | 5,664 | - |
| Fixed Charges | - | - | - | - | - |
| Utilities | - | - | 23,000 | 30,551 | - |
| Capital Outlay | 771,782 | 1,006,953 | 7,561,849 | 767,974 | 2,381,000 |
| TOTAL INSTITUTIONAL SUPPORT | \$ 21,498,730 | \$ 12,398,352 | \$ 18,605,280 | \$ 9,970,500 | \$ 2,454,000 |
| EXPENDITURES BY FUNCTION | | | | | |
| Institutional Support | \$ 21,498,730 | \$ 12,398,352 | \$ 21,498,730 | \$ 9,970,500 | \$ 2,454,000 |
| TOTAL EXPENDITURES BY FUNCTION | \$ 21,498,730 | \$ 12,398,352 | \$ 21,498,730 | \$ 9,970,500 | \$ 2,454,000 |
| Excess (deficiency) of revenues over expenditures and other sources (uses) | \$ (21,498,730) | \$ (12,370,657) | \$ (18,605,280) | \$ (9,960,802) | \$ (2,454,000) |
| Fund Balances at beginning of year | \$ 29,431,513 | \$ 29,431,513 | \$ 17,060,856 | \$ 17,060,856 | \$ 7,100,054 |
| Fund Balances | \$ 7,932,783 | \$ 17,060,856 | \$ (1,544,424) | \$ 7,100,054 | \$ 4,646,054 |

STATISTICAL INFORMATION

ELGIN COMMUNITY COLLEGE

Community College District 509

History of Actual Operating Revenues by Source

For the Fiscal Years Ended June 30, 2008 - 2017

| | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 April 30, 2016 | FY2017 Proposed Budget |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------------|---------------------------|
| | Actual | Actual | Actual | Actual | Actual | Actual | Actual | Actual | Actual | |
| REVENUES | | | | | | | | | | |
| Property Taxes | \$ 34,338,875 | \$ 38,078,944 | \$ 38,353,812 | \$ 40,527,236 | \$ 41,525,595 | \$ 42,202,600 | \$ 43,010,018 | \$ 42,824,389 | \$ 43,045,848 | \$ 44,647,280 |
| Chargeback Revenue | 28,689 | 14,761 | 32,717 | 32,185 | 9,480 | 19,240 | 4,080 | 20,193 | 29,342 | 30,000 |
| Corp. Replacement Tax | 651,785 | 571,390 | 474,436 | 585,266 | 516,189 | 546,333 | 546,333 | 599,266 | 460,250 | 570,000 |
| Other Local Revenue | 1,608,795 | 2,212,789 | 1,103,870 | 5,596,207 | - | - | - | - | 710,994 | 758,468 |
| Total Local Government | \$ 36,628,144 | \$ 40,877,884 | \$ 39,964,835 | \$ 46,740,894 | \$ 42,051,264 | \$ 42,768,173 | \$ 43,560,431 | \$ 43,443,848 | \$ 44,246,434 | \$ 46,005,748 |
| STATE GOVERNMENT | | | | | | | | | | |
| ICCB | \$ 5,185,917 | \$ 5,119,216 | \$ 5,089,891 | \$ 5,416,249 | \$ 5,650,457 | \$ 5,493,977 | \$ 5,493,977 | \$ 5,554,422 | \$ - | \$ 1,400,000 |
| SURS Payments | 3,543,774 | 4,854,931 | 7,863,257 | 9,253,618 | 11,414,645 | 16,175,287 | 17,204,929 | 19,638,462 | - | 7,000,000 |
| Other State Sources | - | - | - | - | - | - | - | 57,358 | 48,812 | 82,110 |
| Total State Government | \$ 8,729,691 | \$ 9,974,147 | \$ 12,953,148 | \$ 14,669,867 | \$ 17,065,102 | \$ 21,669,264 | \$ 22,698,906 | \$ 25,250,242 | \$ 48,812 | \$ 8,482,110 |
| TUITION AND FEES | | | | | | | | | | |
| Tuition and Student Fees | \$ 15,855,945 | \$ 17,402,059 | \$ 19,760,834 | \$ 20,978,067 | \$ 22,387,424 | \$ 22,906,937 | \$ 23,035,346 | \$ 23,113,624 | \$ 23,582,499 | \$ 24,569,800 |
| Payment Plan & Late Fees | 113,577 | 133,610 | 146,374 | 143,649 | 146,234 | 158,805 | 166,225 | 164,485 | 143,050 | 155,000 |
| Total Tuition and Fees | \$ 15,969,522 | \$ 17,535,669 | \$ 19,907,208 | \$ 21,121,716 | \$ 22,533,658 | \$ 23,065,742 | \$ 23,201,571 | \$ 23,278,109 | \$ 23,725,549 | \$ 24,724,800 |
| OTHER REVENUES | | | | | | | | | | |
| Miscellaneous Revenue | \$ 392,525 | \$ 463,785 | \$ 677,200 | \$ 509,176.00 | \$ 434,630 | \$ 346,436 | \$ 452,519 | \$ 416,136 | \$ 344,670 | \$ 457,450 |
| Interest on Investments | 2,473,430 | 1,156,384 | 263,402 | 154,868 | 128,968 | 108,699 | 109,203 | 302,824 | 312,935 | 325,000 |
| BABS Rebates | - | - | - | - | - | - | - | 750,642 | - | - |
| Building Rental | - | 165,562 | 136,687 | 131,845 | 145,588 | 125,029 | 126,670 | 166,682 | 165,763 | 199,350 |
| Sales and Service Fees | - | - | - | - | - | 975 | - | - | - | - |
| Operating Transfers In | 369,013 | 380,083 | 395,286 | 84,175 | 1,735,555 | 2,466,935 | 2,196,000 | 1,644,673 | 2,738,000 | 104,567 |
| Total Other Revenues | \$ 3,234,968 | \$ 2,165,814 | \$ 1,472,575 | \$ 880,064 | \$ 2,444,741 | \$ 3,048,074 | \$ 2,884,392 | \$ 3,280,957 | \$ 3,561,368 | \$ 1,086,367 |
| | \$ 64,562,325 | \$ 70,553,514 | \$ 74,297,766 | \$ 83,412,541 | \$ 84,094,765 | \$ 90,551,253 | \$ 92,345,300 | \$ 95,253,156 | \$ 71,582,163 | \$ 80,299,025 |
| Total Budgeted Revenue | \$ 62,084,708 | \$ 66,494,199 | \$ 72,659,753 | \$ 77,379,716 | \$ 76,509,271 | \$ 76,509,271 | \$ 80,092,273 | \$ 81,975,119 | \$ 88,305,463 | \$ 80,299,025 |
| Amount Over (Under) Budget | \$ 2,477,617 | \$ 4,059,315 | \$ 1,638,013 | \$ 6,032,825 | \$ 7,585,494 | \$ 11,028,724 | \$ 12,289,601 | \$ 13,278,037 | \$ (16,723,300) | \$ - |
| Percent Over (Under) Budget | 4% | 6% | 2% | 8% | 10% | 14% | 15% | 16% | -19% | 0% |

NOTES

Operating funds include the Education Fund, Operations and Maintenance Fund, and Public Building Commission Operations and Maintenance Fund.

ELGIN COMMUNITY COLLEGE

Community College District 509

History of Actual Operating Expenditures

For the Fiscal Years Ended June 30, 2008 - 2017

| | FY2008 | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 April 30, 2016 | FY2017 Proposed Budget |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------------|------------------------------|
| | Actual | Actual | Actual | Actual | Actual | Actual | Actual | Actual | Actual | |
| BY FUNCTION | | | | | | | | | | |
| Instruction | \$ 22,229,454 | \$ 23,893,859 | \$ 26,402,731 | \$ 26,636,609 | \$ 28,489,330 | \$ 28,396,524 | \$ 29,807,857 | \$ 30,202,943 | \$ 25,036,498 | \$ 31,932,235 |
| Academic Support | 5,406,917 | 6,132,380 | 6,663,083 | 7,672,559 | 7,532,235 | 7,702,493 | 7,912,744 | 8,221,120 | \$ 6,747,091 | \$ 8,275,487 |
| Student Services | 4,735,180 | 4,762,848 | 5,067,532 | 5,128,829 | 5,419,290 | 5,518,722 | 5,455,756 | 5,605,045 | \$ 4,609,856 | \$ 5,341,389 |
| Public Support | 372,097 | 334,474 | 393,005 | 262,139 | 288,678 | 278,744 | 284,657 | 313,872 | 209,669 | 292,908 |
| Operation & Maintenance of Plant | 8,535,359 | 12,243,018 | 9,612,209 | 9,505,100 | 8,435,473 | 8,342,075 | 765,475 | 814,108 | 771,187 | 972,905 |
| Institutional Support | 10,259,831 | 10,586,025 | 13,649,285 | 13,229,075 | 12,685,289 | 14,427,782 | 22,214,316 | 23,349,618 | 18,858,115 | 25,226,341 |
| Waivers/Institutional Scholarships | 539,288 | 541,872 | 631,057 | 624,583 | 595,959 | 622,101 | 617,486 | 611,249 | 984,795 | 275,000 |
| SURS Expenditures | 3,543,775 | 4,854,931 | 7,863,257 | 9,253,618 | 11,414,645 | 16,175,286 | 17,204,929 | 19,444,716 | - | 7,000,000 |
| Operating Transfers Out | 1,969,312 | 1,996,399 | 2,042,400 | 1,259,408 | 3,306,767 | 4,378,183 | 4,391,837 | 5,851,917 | 4,880,447 | 982,760 |
| TOTAL EXPENDITURES BY FUNCTION | \$ 57,591,213 | \$ 65,345,806 | \$ 72,324,559 | \$ 73,571,920 | \$ 78,167,666 | \$ 85,841,910 | \$ 88,655,057 | \$ 94,414,588 | \$ 62,097,658 | \$ 80,299,025 |
| BY OBJECT | | | | | | | | | | |
| Salaries | \$ 34,893,261 | \$ 36,976,530 | \$ 40,399,441 | \$ 43,287,488 | \$ 44,147,377 | \$ 44,434,361 | \$ 46,067,380 | \$ 46,545,754 | \$ 39,970,062 | \$ 48,823,720 |
| Employee Benefits | 4,199,907 | 4,113,331 | 5,596,371 | 5,985,183 | 6,255,834 | 7,047,210 | 6,311,806 | 8,529,288 | 6,722,291 | 8,554,585 |
| Contractual Services | 2,176,623 | 2,789,258 | 2,686,664 | 2,778,632 | 2,554,837 | 2,680,285 | 3,106,916 | 2,914,719 | 2,175,510 | 3,567,775 |
| General Materials & Supplies | 3,742,759 | 4,112,118 | 4,459,083 | 4,481,178 | 4,433,925 | 4,621,997 | 4,385,362 | 4,199,566 | 3,060,996 | 4,954,959 |
| Professional Development | 567,470 | 744,158 | 871,714 | 763,697 | 871,002 | 938,306 | 1,105,042 | 992,937 | 495,853 | 613,737 |
| Fixed Charges | 195,079 | 236,174 | 733,541 | 736,377 | 542,483 | 673,183 | 675,075 | 958,057 | 862,007 | 986,741 |
| Utilities | 2,733,849 | 2,865,173 | 2,715,863 | 2,250,027 | 2,097,249 | 1,842,476 | 2,510,589 | 234,640 | 125,711 | 2,385,511 |
| Capital Outlay | 2,644,658 | 5,836,473 | 3,640,509 | 1,727,202 | 1,513,771 | 1,777,318 | 1,693,265 | 3,625,302 | 2,420,982 | 1,359,165 |
| Other | 384,960 | 279,389 | 384,659 | 424,527 | 433,817 | 651,204 | 699,667 | 506,444 | 323,869 | 795,072 |
| Waivers/Institutional Scholarships | 539,561 | 541,872 | 931,057 | 624,583 | 595,959 | 622,101 | 617,486 | 611,249 | 984,795 | 275,000 |
| SURS Expenditures | 3,543,775 | 4,854,931 | 7,863,257 | 9,253,618.00 | 11,334,645 | 16,175,286 | 17,204,929 | 19,444,716 | - | 7,000,000 |
| Operating Transfers Out | 1,969,311 | 1,996,399 | 2,042,400 | 1,259,408 | 3,386,767 | 4,378,183 | 4,391,837 | 5,851,917 | 4,880,447 | 982,760 |
| TOTAL EXPENDITURES BY OBJECT | \$ 57,591,213 | \$ 65,345,806 | \$ 72,324,559 | \$ 73,571,920 | \$ 78,167,666 | \$ 85,841,910 | \$ 88,769,354 | \$ 94,414,589 | \$ 62,022,523 | \$ 80,299,025 |
| Total Budget Expenditures | \$ 61,715,695 | \$ 69,429,199 | \$ 70,407,689 | \$ 74,171,425 | \$ 72,999,602 | \$ 79,522,529 | \$ 80,137,873 | \$ 81,975,119 | \$ 88,305,463 | \$ 80,299,025 |
| Amount Over (Under) Budget | \$ (4,124,482) | \$ (4,083,393) | \$ 1,916,870 | \$ (599,505) | \$ 5,168,064 | \$ 6,319,381 | \$ 8,631,481 | \$ 12,439,470 | \$ (26,282,940) | \$ - |
| Percent Over (Under) Budget | -7% | -6% | 3% | -1% | 7% | 8% | 11% | 15% | -30% | 0% |

NOTES

Operating funds include the Education Fund, Operations and Maintenance Fund, and Public Building Commission Operations and Maintenance Fund.

ELGIN COMMUNITY COLLEGE

Community College District 509

History of Operating Fund Reserves

For the Fiscal Years Ended June 30, 2013 - 2017

| | FY13 | FY14 | FY15 | FY16 | FY17 |
|--|---------------|---------------|---------------|---------------|---------------|
| | <i>Actual</i> | <i>Actual</i> | <i>Actual</i> | <i>Actual</i> | <i>Budget</i> |
| Education Fund (01) | | | | | |
| Reserved-Employee Benefits | 3,749,247 | 3,749,247 | - | - | - |
| Reserved-Information Technology | 1,792,665 | 1,792,665 | 1,484,009 | 1,792,665 | 1,792,665 |
| Reserved-Capital Improvements | 16,719,700 | 16,831,500 | 17,031,900 | 17,599,000 | 7,728,100 |
| Unreserved | 24,298,484 | 26,654,769 | 31,170,375 | 36,844,128 | 46,715,028 |
| Subtotal | 46,560,096 | 49,028,181 | 49,686,284 | 56,235,793 | 56,235,793 |
| Operations & Maintenance Fund (02) | | | | | |
| Unreserved | 10,387,521 | 11,740,055 | 11,960,022 | 14,970,153 | 14,970,153 |
| Operations & Maintenance Restricted Fund (03) | | | | | |
| Reserved-Capital Improvements | 10,770,958 | 11,684,910 | 13,529,556 | 14,117,272 | 14,117,272 |
| Bond & Interest Fund (04) | | | | | |
| Restricted by Tax Levy | 5,419,399 | 4,610,459 | 4,435,845 | 7,256,837 | 7,745,813 |
| Auxiliary Fund (05) | | | | | |
| Reserved-Auxiliary Units | 984,224 | 780,159 | 950,605 | 841,515 | 1,301,402 |
| Working Cash Fund (07) | | | | | |
| Unreserved | 4,353,938 | 4,361,846 | 4,365,483 | 4,382,976 | 4,392,976 |
| Audit Fund (11) | | | | | |
| Restricted by Tax Levy | 104,343 | 112,257 | 111,401 | 162,682 | 162,682 |
| Internal Service Fund (18) | | | | | |
| Reserved-Employee Benefits | - | - | 2,927,089 | 4,765,133 | 4,765,133 |
| Liability Protection & Settlement Fund (12) | | | | | |
| Restricted by Tax Levy | 4,172,712 | 4,267,956 | 3,595,195 | 4,102,917 | 4,102,917 |
| Bond Proceeds Fund (13) | | | | | |
| Reserved-Capital Improvements | 42,539,998 | 29,431,513 | 17,060,856 | 7,100,054 | 4,646,054 |
| Site and Construction Fund (16) | | | | | |
| Reserved-Capital Improvements | 1,108,194 | - | - | - | - |
| Total All Funds | 126,401,383 | 116,017,336 | 108,622,336 | 113,935,332 | 112,440,195 |
| Total All Funds | | | | | |
| Reserved-Employee Benefits | 3,749,247 | 3,749,247 | 2,927,089 | 4,765,133 | 4,765,133 |
| Reserved-Information Technology | 1,792,665 | 1,792,665 | 1,484,009 | 1,792,665 | 1,792,665 |
| Reserved-Capital Improvements | 71,138,850 | 57,947,923 | 47,622,312 | 38,816,326 | 26,491,426 |
| Restricted by Tax Levy | 9,696,454 | 8,990,672 | 8,142,441 | 11,522,436 | 12,011,412 |
| Reserved-Auxiliary Units | 984,224 | 780,159 | 950,605 | 841,515 | 1,301,402 |
| Unreserved | 39,039,943 | 42,756,670 | 47,495,880 | 56,197,257 | 66,078,157 |
| Total All Funds | 126,401,383 | 116,017,336 | 108,622,336 | 113,935,332 | 112,440,195 |
| Total Annual Operating Expenses | 65,968,367 | 66,095,189 | 68,349,764 | 75,325,483 | 71,438,072 |
| Board Required Reserve Levels* | 21,989,456 | 22,031,730 | 22,783,255 | 37,662,742 | 35,719,036 |
| RAMP Report Required Reserve Levels | 16,719,700 | 16,831,500 | 17,031,900 | 17,599,000 | 7,728,100 |

Current Board Policy EP3:3

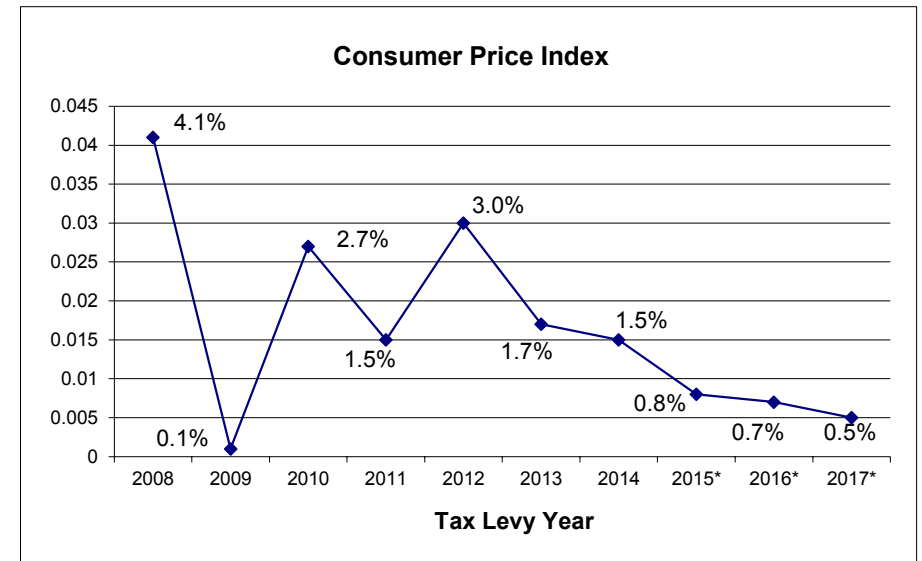
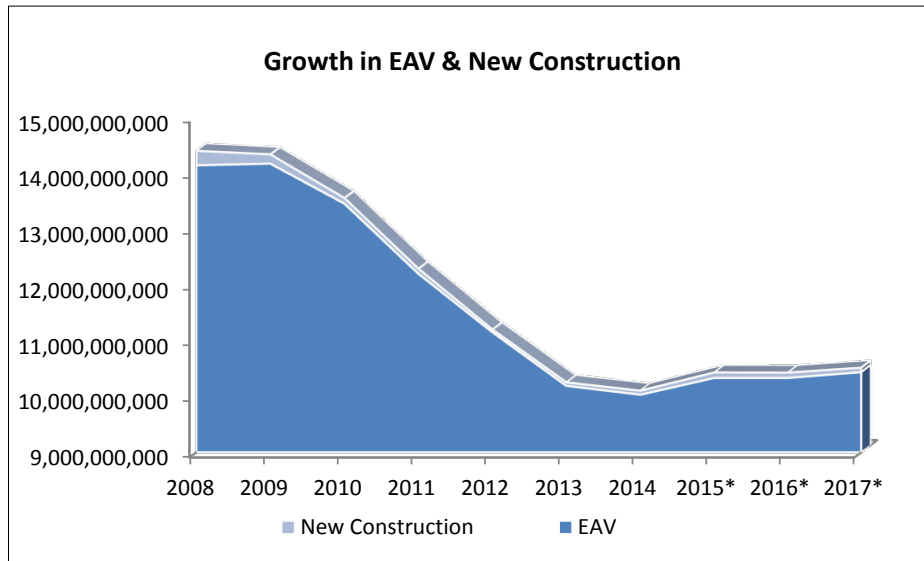
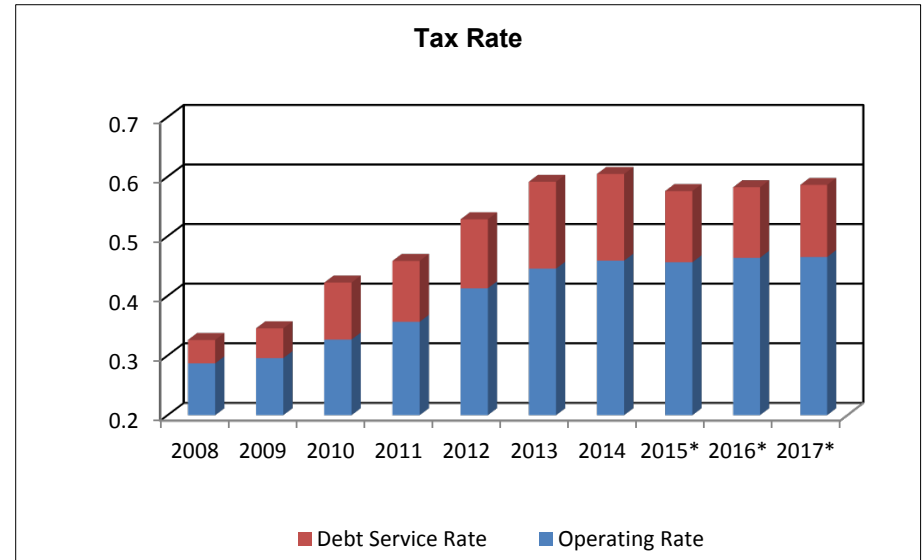
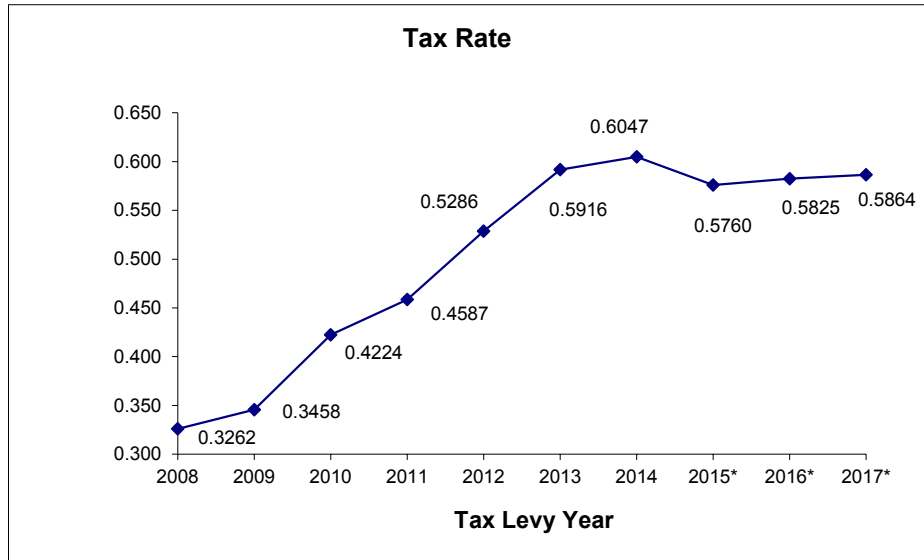
Beginning in FY2005, a reserve of 3 months operating expenses was required. Prior to 2005 only 2 months of reserve was required.

In FY2009, the working capital reserve was increased to 4 months of operating expenses.

In FY2017, the working capital reserve was increased to 6 months of operating expenses

In FY2017, the Report Reserves were reduced due to the removal of the Academic Classroom Building from the project submittal to ICCB.

ELGIN COMMUNITY COLLEGE Historical Tax Levy Information



*Estimate

ELGIN COMMUNITY COLLEGE

Community College District 509

Property Tax Assessed Valuations, Rates, Extensions and Collections

Last Ten Tax Levy Years

| Tax Levy Year | 2006 | 2007 | 2008 | 2009 | 2010 |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| ASSESSED VALUATION | | | | | |
| Kane County Portion | \$ 7,504,107,881 | \$ 8,229,232,283 | \$ 8,678,342,450 | \$ 8,626,606,265 | \$ 8,088,145,166 |
| Cook County Portion | 2,022,865,465 | 2,577,398,696 | 2,741,789,677 | 2,840,896,671 | 2,840,896,671 |
| Dosage County Portion | 1,413,552,561 | 1,498,205,564 | 1,562,785,289 | 1,551,725,544 | 1,432,372,152 |
| DeKalb County Portion | 246,962 | 281,085 | 298,485 | 275,045 | 276,686 |
| McHenry County Portion | <u>1,060,964,276</u> | <u>1,128,483,634</u> | <u>1,154,441,538</u> | <u>1,148,297,200</u> | <u>1,088,390,057</u> |
| TOTAL ASSESSED VALUATION | <u>\$ 12,001,737,145</u> | <u>\$ 13,433,601,262</u> | <u>\$ 14,137,657,439</u> | <u>\$ 14,167,800,725</u> | <u>\$ 13,450,080,732</u> |
| | Rate* Amount | Rate* Amount** | Rate* Amount | Rate* Amount | Rate* Amount |
| TAX EXTENSIONS | | | | | |
| Education fund | 0.2129 \$ 25,549,309 | 0.2032 \$ 27,300,420 | 0.2058 \$ 29,091,194 | 0.2121 \$ 30,047,959 | 0.2339 \$ 31,459,797 |
| Operations and maintenance fund | 0.0672 8,061,746 | 0.0660 8,869,335 | 0.0647 9,147,777 | 0.0666 9,441,001 | 0.0781 10,504,906 |
| Operations and maintenance restricted fund | - - | - - | - - | - - | - - |
| Liability, protection and settlement fund | 0.0267 3,208,779 | 0.0260 3,498,584 | 0.0160 2,259,735 | 0.0166 2,343,334 | 0.0168 2,257,462 |
| Audit fund | 0.0009 112,020 | 0.0006 85,177 | 0.0005 70,536 | 0.0006 83,530 | 0.0006 80,641 |
| Public building commission rental funds | 0.0365 4,380,127 | 0.0321 4,312,790 | 0.0299 4,227,672 | 0.0188 2,670,492 | 0.0000 - |
| Bond and interest fund | 0.0010 122,245 | 0.0098 1,322,497 | 0.0093 1,314,018 | 0.0620 8,782,817 | 0.0956 12,855,482 |
| TOTAL TAX EXTENSIONS | <u>0.3452 \$ 41,434,226</u> | <u>0.3377 \$ 45,388,803</u> | <u>0.3262 \$ 46,110,932</u> | <u>0.3767 \$ 53,369,133</u> | <u>0.4250 \$ 57,158,288</u> |
| TOTAL PROPERTY TAX COLLECTIONS | <u>\$ 41,297,610</u> | <u>\$ 44,901,099</u> | <u>\$ 45,806,809</u> | <u>\$ 53,186,861</u> | <u>\$ 56,632,812</u> |
| PERCENT COLLECTED | <u>99.67%</u> | <u>98.93%</u> | <u>99.34%</u> | <u>99.66%</u> | <u>98.11%</u> |

ELGIN COMMUNITY COLLEGE Community College District 509

Property Tax Assessed Valuations, Rates, Extensions and Collections (Continued)

Last Ten Tax Levy Years

| Tax Levy Year | 2011 | 2012 | 2013 | 2014 | 2015 ** |
|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|--------------------------|
| ASSESSED VALUATION | | | | | |
| Kane County Portion | \$ 7,552,107,388 | \$ 8,088,145,166 | \$ 6,451,612,866 | \$ 6,334,143,533 | 6,642,992,397 |
| Cook County Portion | 2,349,562,822 | 2,840,896,671 | 1,828,640,351 | 1,855,351,129 | 1,855,351,129 |
| DuPage County Portion | 1,318,913,339 | 1,432,372,152 | 1,123,443,060 | 1,093,105,344 | 1,125,700,616 |
| DeKalb County Portion | 275,471 | 276,686 | 257,006 | 278,333 | 277,307 |
| McHenry County Portion | 971,565,032 | 1,088,390,057 | 781,219,894 | 743,562,207 | 756,521,307 |
| TOTAL ASSESSED VALUATION | <u>\$ 12,192,424,052</u> | <u>\$ 13,450,080,732</u> | <u>\$ 10,185,173,177</u> | <u>\$ 10,026,440,546</u> | <u>\$ 10,380,842,756</u> |
| | Rate* Amount | Rate* Amount | Rate* Amount | Rate* Amount | Rate* Amount |
| TAX EXTENSIONS | | | | | |
| Education fund | 0.2532 \$ 30,865,637 | 0.2948 \$ 32,854,380 | 0.3105 \$ 32,822,446 | 0.3364 \$ 33,726,627 | 34,068,144 |
| Operations and maintenance fund | 0.0842 10,262,265 | 0.0942 10,491,715 | 0.0890 10,118,412 | 0.0963 9,651,276 | 10,227,121 |
| Liability, protection and settlement fund | 0.0184 2,244,659 | 0.0227 2,535,021 | 0.0215 2,323,865 | 0.0253 2,534,481 | 2,620,646 |
| Audit fund | 0.0009 111,453 | 0.0011 121,426 | 0.0011 122,805 | 0.0014 138,310 | 136,455 |
| Public building commission rental funds | - - | - - | - - | - - | 0 |
| Bond and interest fund | 0.1020 12,436,664 | 0.1158 12,905,212 | 0.1311 14,858,179 | 0.1473 14,769,795 | 12,385,195 |
| TOTAL TAX EXTENSIONS | <u>0.4587 \$ 55,920,678</u> | <u>0.5286 \$ 58,907,754</u> | <u>0.5532 \$ 60,245,707</u> | <u>0.6067 \$ 60,820,489</u> | <u>\$ 59,437,561</u> |
| TOTAL PROPERTY TAX COLLECTIONS | <u>\$ 55,644,304</u> | <u>\$ 58,474,867</u> | <u>\$ 59,911,793</u> | <u>\$ 60,350,605</u> | <u>\$ 6,093,281</u> |
| PERCENT COLLECTED | <u>99.51%</u> | <u>99.27%</u> | <u>99.45%</u> | <u>99.23%</u> | <u>10.25%</u> |

* Property tax rates are per \$100 of assessed valuation.

** Estimate

Data Source

College Records and Various Counties

Tax Levy Files

ELGIN COMMUNITY COLLEGE
Community College District 509

Tuition Rate History

| Fiscal Year | | Tuition/Credit Hour | % Increase |
|--------------------|-------------------------------------|----------------------------|-------------------|
| FY 2017 | | \$125.00 | 5.04% |
| | general | \$116.00 | |
| | student activities | \$1.00 | |
| | technology replacement and services | \$5.00 | |
| | instructional equipment | \$2.00 | |
| | course management system | \$1.00 | |
| FY 2016 | | \$119.00 | 4.39% |
| | general | \$111.00 | |
| | student activities | \$1.00 | |
| | technology replacement and services | \$5.00 | |
| | instructional equipment | \$2.00 | |
| FY 2015 | | \$114.00 | 4.59% |
| | general | \$106.00 | |
| | student activities | \$1.00 | |
| | technology replacement and services | \$5.00 | |
| | instructional equipment | \$2.00 | |
| FY 2014 | | \$109.00 | 3.81% |
| | general | \$101.00 | |
| | student activities | \$1.00 | |
| | technology replacement and services | \$5.00 | |
| | instructional equipment | \$2.00 | |
| FY 2013 | | \$105.00 | 6.06% |
| | general | \$97.00 | |
| | student activities | \$1.00 | |
| | technology replacement and services | \$5.00 | |
| | instructional equipment | \$2.00 | |
| FY 2012 | | \$99.00 | 8.79% |
| | general | \$91.00 | |
| | student activities | \$1.00 | |
| | technology replacement and services | \$5.00 | |
| | instructional equipment | \$2.00 | |
| FY 2011 | | \$91.00 | 0.00% |
| | general | \$83.00 | |
| | student activities | \$1.00 | |
| | technology replacement and services | \$5.00 | |
| | instructional equipment | \$2.00 | |
| FY 2010 | | \$91.00 | 0.00% |
| | general | \$83.00 | |
| | student activities | \$1.00 | |
| | technology replacement and services | \$5.00 | |
| | instructional equipment | \$2.00 | |
| FY 2009 | | \$91.00 | 0.00% |
| | general | \$83.00 | |
| | student activities | \$1.00 | |
| | technology replacement | \$5.00 | |
| | instructional equipment | \$2.00 | |
| FY 2008 | | \$91.00 | 8.33% |
| | general | \$83.00 | |
| | student activities | \$1.00 | |
| | technology replacement | \$5.00 | |
| | instructional equipment | \$2.00 | |

ELGIN COMMUNITY COLLEGE
Community College District 509

Enrollment Statistics - Student Headcount

Last Ten Fiscal Years

| Fiscal Year | Semester | Student Headcount |
|-------------|-----------|-------------------|
| 2016 | Fall 2015 | 10,336 |
| 2015 | Fall 2014 | 10,937 |
| 2014 | Fall 2013 | 11,285 |
| 2013 | Fall 2012 | 11,554 |
| 2012 | Fall 2011 | 11,813 |
| 2011 | Fall 2010 | 12,219 |
| 2010 | Fall 2009 | 11,705 |
| 2009 | Fall 2008 | 9,613 |
| 2008 | Fall 2007 | 10,072 |
| 2007 | Fall 2006 | 10,449 |

*Note - Above statistics reflect total students enrolled in credit classes the fall term of the years listed.

Data Source
College Records

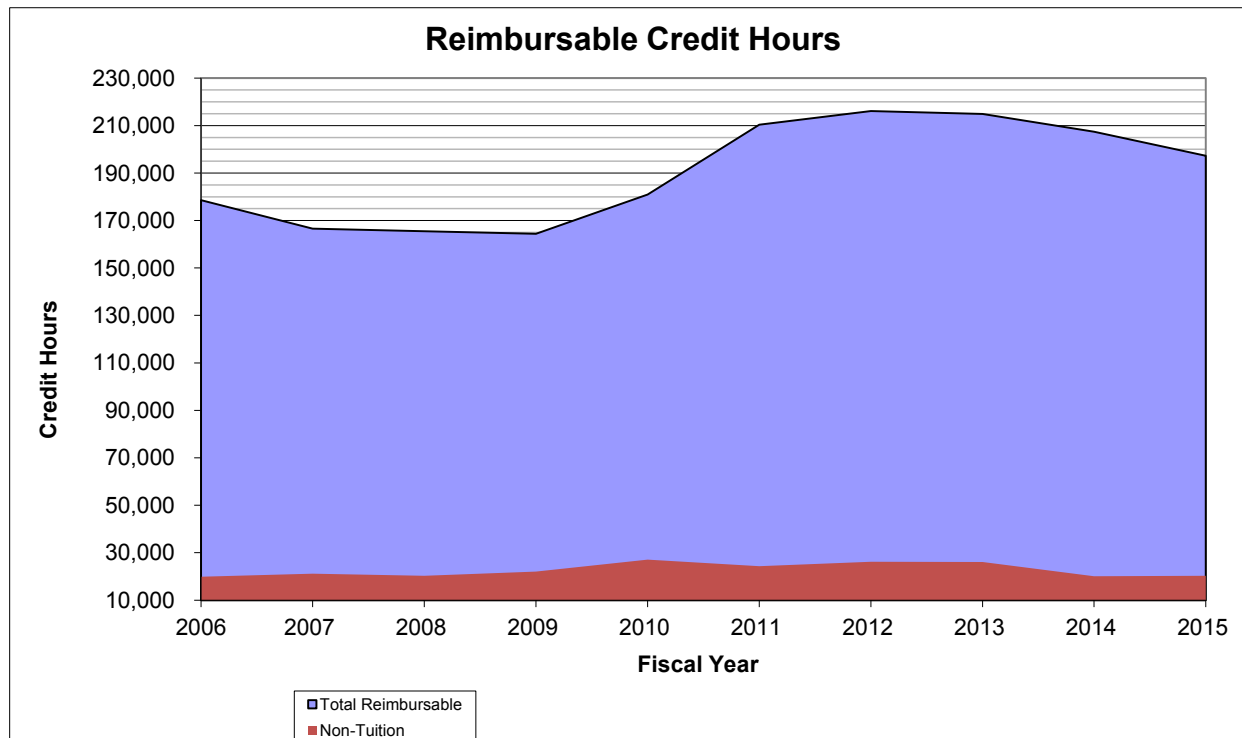
ELGIN COMMUNITY COLLEGE

Community College District 509

Enrollment Statistics - Credit Hours by Instructional/Funding Category

Last Ten Fiscal Years

| Fiscal Year | Baccalaureate | Business Occupational | Technical Occupational | Health Occupational | Remedial Development | Adult Basic Secondary Education | Total Claimed Credit Hours |
|-------------|---------------|-----------------------|------------------------|---------------------|----------------------|---------------------------------|----------------------------|
| 2015 | 112,957 | 12,203 | 17,198 | 12,040 | 16,826 | 24,605 | 195,829 |
| 2014 | 115,845 | 12,900 | 18,953 | 12,196 | 17,271 | 20,143 | 197,308 |
| 2013 | 117,315 | 13,074 | 19,588 | 12,698 | 18,573 | 26,153 | 207,401 |
| 2012 | 119,163 | 14,877 | 21,055 | 13,468 | 20,142 | 26,204 | 214,909 |
| 2011 | 118,824 | 15,722 | 21,573 | 15,158 | 20,480 | 24,360 | 216,117 |
| 2010 | 114,554 | 14,204 | 20,862 | 14,419 | 19,254 | 27,112 | 210,405 |
| 2009 | 99,377 | 12,561 | 17,724 | 12,366 | 16,764 | 22,103 | 180,895 |
| 2008 | 90,401 | 11,801 | 17,578 | 10,483 | 14,828 | 19,262 | 164,353 |
| 2007 | 89,541 | 12,486 | 18,122 | 10,200 | 14,028 | 21,147 | 165,524 |
| 2006 | 94,275 | 12,353 | 18,513 | 10,466 | 11,604 | 19,362 | 166,573 |



*Estimate
Data Source
 College Records

ADDITIONAL INFORMATION

COMMUNITY COLLEGE DISTRICT NO. 509
COUNTIES OF
KANE, COOK, DUPAGE, MCHENRY and DEKALB

RESOLUTION TO ADOPT 2016-2017 BUDGET

For Fiscal Year Beginning July 1, 2016 and Ending June 30, 2017

WHEREAS, the Board of Community College District No. 509, Counties of Kane, Cook, DuPage, McHenry and DeKalb, State of Illinois, caused to be prepared in tentative form a budget, and a Secretary of the Board has made the same conveniently available to public inspection for at least thirty (30) days prior to final action thereon:

AND WHEREAS, a public hearing will be held on such budget on the 14th day of June, 2016, a notice of said hearing will be given at least thirty (30) days prior thereto as required by law and all other legal requirements have been complied with;

AND THEREFORE, BE IT RESOLVED, by the Board and said Community College District as follows:

Section 1: That the fiscal year of this Community College is fixed and declared to be July 1, 2016 and ending June 30, 2017.

Section 2: That the following budget containing an estimate of amounts available to fund the expenditures in each fund as follows: Education; Operations and Maintenance; Capital Projects; Bond and Interest; Audit; Internal Service Fund; Liability, Protection and Settlement; Social Security and Medicare; Bond Proceeds; Site and Construction; and Auxiliary Enterprises each separately, and is hereby proposed as the budget of this Community College District for the said fiscal year.

| | |
|--------------------------------------|-------------------|
| Education | \$68,387,507 |
| Operations and Maintenance | 10,928,758 |
| Capital Projects | 1,523,640 |
| Bond and Interest | 13,074,953 |
| Auxiliary Enterprises | 8,602,366 |
| Audit | 135,714 |
| Internal Service | 9,593,047 |
| Liability, Protection and Settlement | 1,823,058 |
| Social Security and Medicare | 830,000 |
| Bond Proceeds | 2,454,000 |
| TOTAL | \$117,353,043 |


Chairman, Board of Trustees


Secretary, Board of Trustees

June 14, 2016

STATE OF ILLINOIS

COUNTY OF KANE

I, the undersigned, Secretary of the Board of Trustees of Community College District No. 509, Counties of Kane, Cook, DuPage, McHenry, and DeKalb and State of Illinois, do hereby certify that the attached resolution is a true, complete, and correct copy of the resolution authorizing the approval of the Fiscal Year 2017 budget, which was approved by the Board, by a vote of Tayes Orrays, of said Community College District No. 509 and approved by the Chairman on the 14th day of June, 2016 the same appears in the records and files in my office.

Given under my hand this 14th day of June, 2016.



Secretary, Board of Trustees
Community College District No. 509
Counties of Kane, Cook, DuPage, McHenry,
And DeKalb and State of Illinois



Notary Public





Elgin
Community
College

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