



Budget Analysis Fiscal Year 2023

John A. Logan College

Cartersville, IL 62918

June 28, 2022

**JOHN A. LOGAN COLLEGE
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BUDGET ANALYSIS
FY 2023**

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Budget Calendar – FY 2023

FEBRUARY

- New budget version was created in budgeting software
- Historical data for FY 2020 & FY 2021 actual expenditures & FY 2022 budget imported in software
- Salary and fringe benefit projections started

MARCH & APRIL

- Refresher trainings with Budget Officers were held in person, March 4 - 14, 2022
- Performed initial revenue projections
- Budget Officers worked to build detailed departmental budgets and justify requests
- Budget Officers submitted departmental budgets to next level of review
- Memo from ICCB regarding the FY 2023 state budget signed by the Governor on April 19, 2022
 - Supplemental FY 2022 allocations of 5% were awarded
 - FY 2023 maintained a 5% increase over the original FY 2022 allocations

MAY

- Reviewers met with division heads to discuss budgets and perform adjustments
- Projection of FY 2022 ending fund balances
- Updated salary and fringe benefit projections
- Updated tuition and fee revenues based on more current numbers
- Additional budget analysis and discussion by Administration
- Legal budget preparation by the Vice-President for Business Services
- ICCB notification on May 24, 2022 of individual college allocations for:
 - Base operating, Equalization, and CTE Vocational funds
- Tentative budget submitted to Board of Trustees, May 24, 2022
- Notification in local newspaper
- Tentative budget put on public display for a 30-day inspection period

JUNE

- Updated State revenues to actual allocations prior to final proposed budget
- Updated property tax revenues based on EAV's from two counties prior to final proposed budget
- Updated expenditure estimates in areas related to technology and academic support
- Public budget hearing, June 28, 2022 6:00 p.m.
- Proposed final budget submitted to the Board of Trustees for consideration, June 28, 2022

FACTORS AFFECTING FY 2023 BUDGET PROCESS:

On April 19, 2022, the College received notification that the Governor had signed a state budget with 5% increases for higher education. With complicated funding formulas, this does not necessarily mean increased funding for all individual colleges. On May 24, 2022, the College received notice from the ICCB of budget allocations for its significant state funding sources: Base Operating, Equalization, and the CTE Vocational grant. After adding a Small College grant, Performance Funding, and an expected Veteran's grant the total state funding is over \$10 million.

The College had a decline in funded unrestricted credit hours which are the basis of the formula for calculating the Base Operating grant. CTE state allocations are based on funded hours for Business, Technical and Health which also experienced a decline. Funded credit hours will be discussed more in the Budget Message. There was also a decrease of \$69,850 in Equalization funding. The Equalization grant is based on the difference between the College's calculated in-district revenue per FTE and the statewide calculated threshold multiplied by JALC's FTE. JALC's FTE decreased by 10.9%.

Overall state appropriations seeing a 5% increase in Base Operating, Equalization, and CTE grants helped offset some of the decline due to decreases in funded credit hours and FTE that would have occurred, if state funding had remained flat over prior year. The receipt of the individual state allocations helps improve the accuracy of final revenue projections and adjustments to actual were made between the tentative and the proposed budget.

Statewide enrollment trends and credit hour generation have been on the decline. Tuition and fee estimates have more uncertainty than property taxes or state revenue. Tuition estimates represent a tuition increase of \$7 a credit hour, but also depend on some credit hour recovery to come to fruition. Even with lower enrollment trends, student tuition/fee revenue is the single largest resource in the budget at just under 36% followed closely by state revenue at just over 34%.

As with the last several years, attrition planning was factored into this budget process. Retirements include two full-time Faculty, three Professional staff, one Operational staff, and one Building Maintenance employee. This budget also includes funding for some new positions. A Risk Manager is being budgeted in the Liability, Protection, and Settlement fund. The area of Academic Support includes an Administrative Assistant in the area of Curriculum and Instruction, an LMS Coordinator, and a part-time Coordinator for a Police Academy. The College will have new full-time faculty hires for fall 2022 in Biology, Digital Media, Music, and Nursing. Salary increases for each employee group and a health insurance increase of 5% were factored into the FY 2023 budget.

Technology needs are a significant factor in the budget process. Support for the ERP system, network services, LMS system, and other software are key elements in College operations. The budget has 12 months of funding for the new VoIP phone system. It includes classroom technology upgrades, student lab computers, and a new student communications tool from technology fee funds.

STRATEGIC PLAN GOALS / ITEMS EMPHASIZED IN BUDGET:

A long-range Strategic Plan Steering Committee and Task Force were created from both external and internal constituents to develop a five-year strategic plan and information is being presented to the Board of Trustees in June for initial review. Below are the proposed strategic pillars and proposed core values. The budget process for FY 2024 will work in conjunction with the future five-year strategic plan goals which will be developed in July. Below are expected institutional accomplishments and areas of the FY 2023 budget that align with Student Success.

STRATEGIC PILLARS:

- Student Success
- Arts, Culture, & Community Engagement
- Regional Career and Economic Development
- Organizational Culture

CORE VALUES:

- Student-Centered, Integrity, Respect, Community, Optimism

INSTITUTIONAL ACCOMPLISHMENTS EXPECTED IN FY 2023:

- Create an updated Student Enrollment Management (SEM) plan
- Create an updated financial literacy program for students
- Continued support for Diversity and Inclusion events and workshops
- Create a more robust student life department
- Implement new course offerings beyond the traditional 8 – 16 weeks
- Implement a winter session
- Develop new retention strategies
- Transition Graphic Design to a new program of Digital Media with a full-time Faculty member
- Continue with the development of pathways
- Implementation of the TransferBoost program with SIU (Computer Information Systems)
- Begin Early Childhood ECACE Consortium program initiative
- Implement a new assessment software
- Prepare for the CTE expansion and new construction through anticipated EDA grant funding
- Complete the Pedestrian Pathway project from the west entry to Logan Fitness
- Design work for the renovation of upper C and E wing instructional hallway and lobby
- Complete the design for the expansion of the west entry to create the new “front door” to campus with assistance from the Capital Development Board (CDB)

BUDGET MESSAGE – FY 2023 *Stacy Buckingham*, Vice-President of Business Services / CFO

The College has three main sources of operating revenue: student tuition and fees, IL state funding, and local property taxes. In contrast to FY 2021 and FY 2022, this year the College will not be able to rely on federal Higher Education emergency revenues to offset the impacts from COVID-19 and low enrollment. On the student side, the College still has \$630,552 in federal emergency grants remaining for disbursement in the Summer semester of 2022.

With the district's two largest counties reporting growth in EAV, budgeted property tax revenue reflects an increase of \$290,000 from the prior year. The budget for tuition and fees has been increased by \$168,000 or 1.63%. Lower enrollments were partially mitigated by the proactive 4-year tuition plan approved by the Board of Trustees in FY2020, which included a \$7 per credit hour increase in tuition for FY2023. Tuition/student fee revenue has maintained its proportion of total revenues consistently over the last several years with FY 2023 at almost 36%. Essentially, losses in credit hour generation and associated revenue have been held proportional to reductions in state revenues which are budgeted at just over 34%. Total anticipated operating revenues are \$29,264,804 which is a decrease of 1.66%.

Operating expenditures are anticipated to increase by 1.44% over last fiscal year for a total of \$32,908,829. The largest dollar increases are in fringe benefits and transfers to support other funds. This includes an increase in health insurance costs and support of Auxiliary fund activities.

With both an increase in expenditures and revenue loss, the combination has grown the FY 2023 budgeted deficit by \$960,517 over the prior year. If every budgeted dollar were spent, this would result in a deficit of \$3,019,350 in the Education fund and \$624,675 in the Operations and Maintenance fund for a total operating deficit of \$3,644,025. Expenditures include only \$150,000 of contingency funds. In such case, the ending accrual-based operating reserves would be \$6.8 million. Assuming that the \$2.7 million in budgeted transfers to other funds will be carried out as planned, the College would need 11.89% in expenditure underspend to eliminate the budgeted operating deficit. With 66% of expenditures budgeted for salaries and fringe benefits, this amount of underspend is unlikely.

The enrollment impact of COVID-19 is lingering. In looking at the ICCB technical appendix on funding levels, the data table following this budget message shows credit hour data that is frankly a little hard to take in. But we all need to absorb it, and prepare that the College's state funding is likely to be impacted the next couple of years.

As you will see from the credit hour data, the impact has been felt in almost all funding categories. For FY 2022, original system allocations were supplemented by approximately 5%. When comparing John A. Logan's Base Operating funding for FY 2023 to the increased FY 2022 levels, the College experienced a 4.6% decline, due to a loss in funded credit hours.

BUDGET MESSAGE – Continued

The College experienced a **20.1%** decline in unrestricted credit hours for FY 2021 and a **10.3%** decline in unrestricted credit hours for the three-year average of FY 2019 – FY 2021. Funding is based on a two-year lag. The greater of these two categories were used to fund the FY 2023 Base Operating grant. The three-year average which was the greater of the two, basically caught us from falling as far. More specifically, FY 2019 hours worked to offset declines in the two subsequent years, and helped pull the average up.

A state budget that reflected 5% increases over the original FY 2022 funding allocations helped offset some of the decline from decreased credit hours and decreased FTE that would have occurred if funding levels had remained flat over the prior year. I do not believe that we can realistically expect to receive 5% state budget increases every year.

This budget illustrates that almost 70% of operating revenues are connected to enrollment either through student tuition or state funding formulas. The Administration recognizes that enrollment recovery with increased FTE and credit hour growth are crucial to long-term financial health.

I have heard people bring up that the budget has reflected a deficit the last couple of years, but things turn out okay when it is all said and done. So, is FY 2023 going to be the same? At this point, specific allocations are already known for Base Operating, Equalization, and CTE Vocational dollars. Property taxes have been budgeted aggressively and are still contingent upon seeing 1.50% growth in the district's three smaller counties. The biggest unknown is the funding level of Corporate Personal Property Replacement Tax (CPPRT). FY 2023 estimated funding has not yet been released by the IL Department of Revenue.

Here are a few other things to consider. The last two years the College had assistance for lost revenue recovery from federal stimulus funds. These funds were budgeted conservatively as somewhat of an unknown in how the funds would be fully utilized. These funds will no longer be available in FY 2023. IL Colleges received 5% in supplemental ICCB funds for FY 2022 which has already been factored into FY 2023 allocations.

Underspend gets less each year as we continue to zero in on the specifics of budgeted expenses. When enrollment is down, there are some corresponding expenses that also tend to go down and when it recovers certain expenses go back up. There are some areas such as utilities, facility maintenance, and contractual obligations that are not going to fluctuate too much either way. We obviously have no way of knowing yet where fall and spring enrollments are truly going to finish. But, tuition estimates are contingent upon recovering a portion of lost credit hours.

I wish I had a crystal ball, but instead we have to put together a budget that represents what we feel are reasonable estimates of our resources and try to reflect what is needed to serve our students. The Budget Managers have put a great deal of work into detailing out these specific needs, and I greatly appreciate their efforts. We must closely monitor spending and resources throughout the entire year and respond accordingly as we have more up-to-date information.

ICCB BASE OPERATING FUNDING - UNRESTRICTED CREDIT HOURS

	FY 2023	FY 2022
Funding	ICCB Allocations	ICCB Allocations
Base Operating	\$3,064,374	\$3,060,040
Supplemental	0	151,090
Total	\$3,064,374	\$3,211,130
Decline	-4.6% (FY 23 vs. FY22 with supplemental funds)	

Small College Grant \$27,420 \$0

Category	FY 2021 Hours Unrestricted	FY 2020 Hours Unrestricted	FY 2019 Hours Unrestricted
Baccalaureate	34,744.00	41,598.00	45,620.00
Business	4,036.50	4,917.00	5,725.00
Technical	6,425.50	10,356.50	11,187.00
Health	8,912.50	10,639.50	11,684.50
Remedial	1,123.00	1,653.00	2,564.00
ABE/ASE	973.00	1,184.00	941.00
Total	56,214.50	70,348.00	77,721.50
	(14,133.50)	(7,373.50)	
	-20.1%	-9.5%	

Category	FY19/FY20/FY21 Three-Year Avg Unrestricted Hours	FY18/FY19/FY20 Three-Year Avg Unrestricted Hours	FY17/FY18/FY19 Three-Year Avg Unrestricted Hours
Baccalaureate	40,654.00	44,520.70	46,112.30
Business	4,892.80	5,535.70	6,209.30
Technical	9,323.00	10,964.20	11,588.20
Health	10,412.20	11,558.30	12,944.70
Remedial	1,780.00	2,434.00	2,840.70
ABE/ASE	1,032.70	940.30	1,002.50
Total	68,094.70	75,953.20	80,697.70
	Funded Hours	Funded Hours	Funded Hours
	(7,858.50)	(4,744.50)	
	-10.3%	-5.9%	

<p>Base Operating funded hours are the greater of the unrestricted credit hours for two years prior to the formula being calculated or the average of the last three fiscal years. FY 2023 was funded on the average of FY19/FY20/FY21.</p>

OPERATING FUND DESCRIPTIONS:

John A. Logan College has two Operating funds: The Education Fund and the Operations and Maintenance Fund. The Education fund works in combination with the Operations and Maintenance Fund to make up the College's General Fund.

EDUCATION FUND:

The Education Fund is used to account for the revenues and expenditures of the academic and service programs of the college. It includes the cost of instructional, administrative, and professional salaries; supplies and moveable equipment; library books and materials; maintenance of instructional and administrative equipment; and other costs pertaining to the educational programs of the college. This fund supports all instructional programs, provides numerous forms of student services, and has a public service component as well as providing institutional support. In addition, it includes funds for student scholarships and tuition waivers.

OPERATIONS AND MAINTENANCE FUND:

This fund is used to account for expenditures for the improvement, maintenance, repair, or benefit of buildings and property, including the cost of interior decorating and the installation, improvement, repair, replacement, and maintenance of building fixtures; rental of buildings and property for community college purposes. If approved by resolution of the local board, the payment of salaries of janitors, engineers, or other custodial employees; all costs of fuel, lights, gas, water, telephone service, custodial supplies, and equipment; and professional surveys of the condition of college buildings are allowed. It also supports the expenditures related to the College's purchasing and receiving functions.



OPERATING FUNDS RESOURCE INFORMATION FY 2023

The current operating revenue projection of \$29,264,804 reflects a decrease of **\$494,815** or **1.66%** down as compared to \$29,759,619 budgeted for FY 2022. This projection is significantly below the funding levels the College received for many years. During a stretch from FY 2007 to FY 2015, the College's actual operating revenues ranged from a low of \$31m to a high of \$36m. More recent years have not produced the same level of funding from the State of Illinois and from student tuition. Additionally, temporary assistance from federal stimulus funding for lost revenue is projected to be fully expended in FY 2022 with no remaining funds for FY 2023.

LOCAL GOVERNMENT SOURCES: \$8,030,000 or 27.4% of Budgeted Operating Revenues:

Property tax revenues are budgeted to be \$7,230,000 or 24.71% of operating revenues. This amount is a projected budgeted increase of \$290,000 or up 4.18%. At the time of the proposed final budget estimate, actual EAV numbers were received from the College's two largest counties, Williamson and Jackson, for the 2021 tax year payable in 2022. The other three counties were estimated at a 1.50% growth from the prior year. These numbers reflect an estimated 2.94% EAV increase from the prior year. Based on 2.63% prior tax year EAV growth, this is an aggressive budget calculation. The maximum allowed tax rates of .30 and .05 were assumed for the Education fund and the Operations and Maintenance fund, respectively. Computation reports for both Williamson and Jackson counties, reflect these maximum rates. After taxes were estimated, a 1% allowance for uncollected taxes was assumed. The 2021 tax year is applied 100% toward the FY 2023 fiscal year. A table later in the document shows both this year's calculation and historical EAV's.

In other local sources, Corporate Personal Property Replacement Tax is budgeted at \$800,000 which represents 2.73% of total operating revenues. This is a budgeted increase of \$200,000 as compared to the prior year's budget. FY 2022 saw drastic statewide increases of 14.3% in actual funding levels, but it is unclear if funding levels will remain this high. At this time, FY 2023 estimates by local government entity have not been published on the IL Revenue website. For budget purposes, a more conservative approach more in line with FY 2021 levels has been elected.

STATE GOVERNMENTAL SOURCES: \$10,046,304 or 34.32% of Budgeted Operating Revenues:

Based on allocation data from the ICCB for FY 2023 funding levels, the entire Community College system will receive allocations of \$188,937,200 for Base Operating Grants, \$74,764,100 for Equalization funding, and \$16,453,499 for CTE Vocational grants from the State. These amounts represent 5% increases over original FY 2022 dollars. In addition, flat funding of \$4,264,400 was allocated for Veterans Grants to be disbursed among all the Colleges, \$548,400 for Small College grants, and \$359,000 for Performance Based funds.

Even with Statewide funding increases, due to the nature of the funding formula, some colleges

receive increases while others will receive less funding than in fiscal year FY 2022. Formulas take into consideration the number of credit hours generated, types of credit hours, the amount of local revenues, in-district hours, and FTE. State revenue sources reflect a historical decline in budgeted revenue as compared to many past years.

For FY 2023, ICCB Base Operating grant funds are allocated for John A. Logan College at \$3,064,374, plus an addition of \$27,420 in Small College funds for a total of \$3,091,794. This is 10.56% of total budgeted operating funds which is an increase of \$31,754 or 1.04% from the original FY 2022 budget. With the state budget increasing overall, the funding formula reflects a loss of credit hour generation.

Equalization dollars were allocated at \$6,472,510. This accounts for 22.12% of expected revenue which is a decrease of \$69,850 or 1.07% down from the prior year's original allocation. Equalization funding was impacted by a loss of FTE. Internally, Base Operating and Equalization grants were allocated to support the Education fund and to the Operations and Maintenance Fund.

ICCB Vocational grants for CTE programs are budgeted at \$380,000 for FY 2023 which is a slight decrease with the prior budgeted amount of \$381,239. The College's actual FY 2023 allocation was received from the ICCB after the tentative budget and reflects an actual award of \$380,267 with 25,049 in CTE funded hours.

While individual allocations are still unknown for FY 2023, the College is estimating based on past awards that it will receive \$92,000 for a special designated Veterans grant. With a flat Community College system allocation of only \$359,000 for Performance Based funding, the College is estimating its share of Performance revenue at a nominal \$10,000. This Performance funding is based on completion data and other metrics. The amount varies each year, but FY 2022 was a stronger year with \$23,860 in revenue.

TUITION AND STUDENT FEES: \$10,484,500 or 35.83% of Budgeted Operating Revenues:

For FY 2023, the in-district tuition rate is at \$140 per credit hour along with a \$5 per hour technology fee. Student tuition of \$9,750,000 and fees of \$734,500 total \$10,484,500 in student revenue. This is compared to total student revenue of \$10,316,500 budgeted for the prior year. This is a projected increase of \$168,000 or 1.63% from the prior budget. Calculations of student revenue were performed by looking at where FY 2022 revenue numbers are estimated to finish and factoring in the \$7 per hour tuition increase with an assumption of partial credit hour recovery of 500 summer hours and 7,000 hours between fall and spring semesters combined.

As mentioned before, the \$5 per hour technology fee revenue projected at \$280,000 will be divided to support three areas: classroom technology upgrades, lab computer replacements, implementation if a Jenzabar J1 student communications module, and course evaluation software.

FEDERAL GOVERNMENT REVENUE SOURCES:

This budget reflects \$512,000 of operating revenue from the federal grants that provide indirect cost allocations. These are such grants as Perkins, TRIO, Child Care Resource & Referral, and the Highway Construction Training Program.

OTHER REVENUE SOURCES: \$192,000 or 0.66% of Budgeted Operating Revenues:

Remaining sources of budgeted operating revenue include sales and service fees of \$52,500, interest income of \$37,500 (includes an estimated \$15,000 transfer of working cash interest), facilities revenue of \$68,000 based on lease agreements with outside agencies and conference and meeting room fees. There is also \$34,000 in other various nominal sources. Interest income is considerably less compared to many years when the Fed Funds target rate was much more favorable.

Sales and Service revenue normally includes various areas such as Workforce Development fees, Performing Arts, special events, cosmetology services, and this year Community Education public service fees were reclassified as sales and service to better align with the ICCB fiscal management manual.

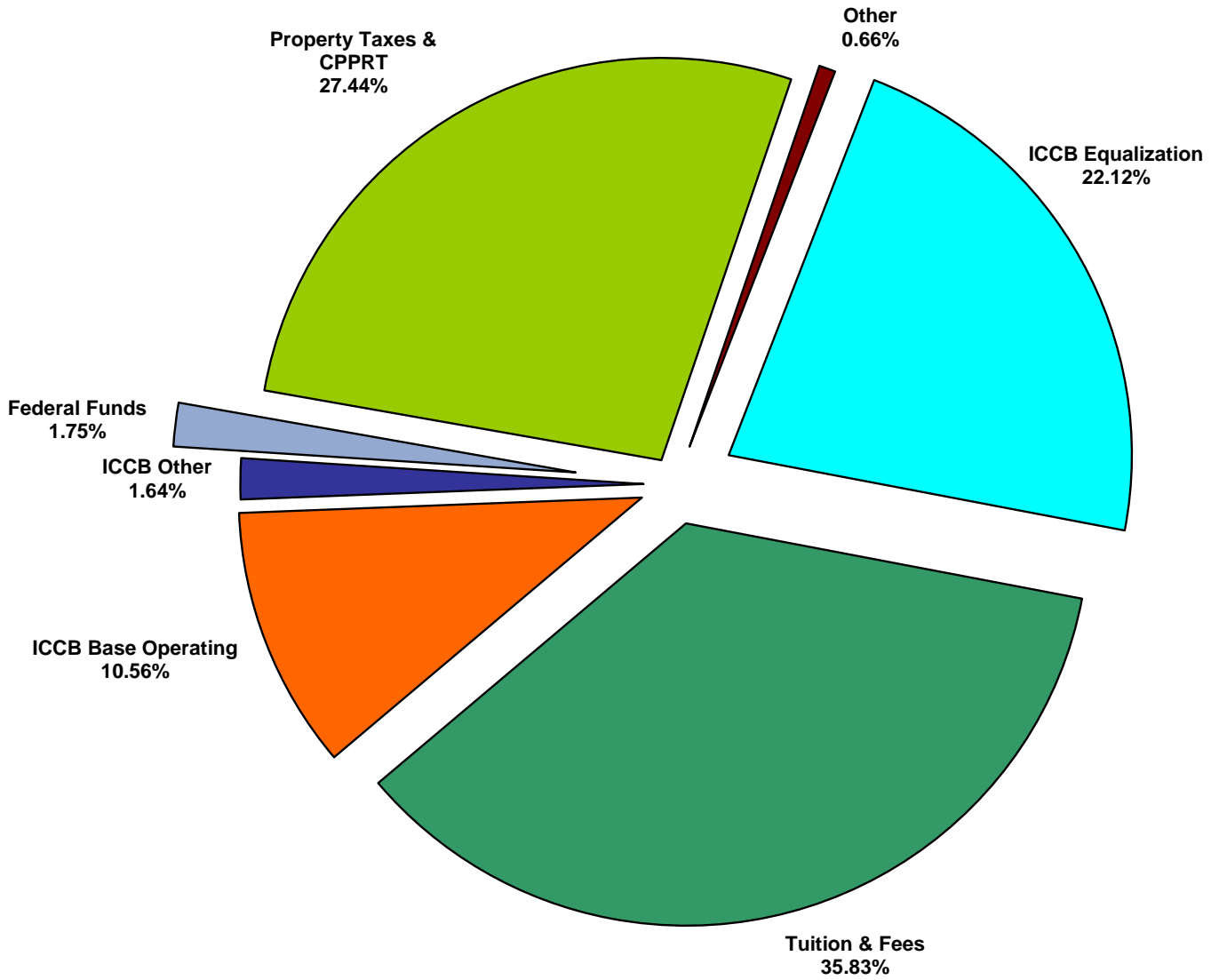
RESOURCE COMPARISON BY SOURCE - FY 2023 to FY 2022
OPERATING FUNDS - Fund 01 & Fund 02

BY REVENUE SOURCE:	FY 2023 Proposed Budget	FY 2022 Adopted Budget	\$ Increase (Decrease)	% Increase (Decrease)	% of Total FY 23 Revenue
LOCAL PROPERTY TAXES	7,230,000	6,940,000	290,000	4.18%	24.71%
CORPORATE PERSONAL PROPERTY REPLACEMENT TAX	800,000	600,000	200,000	33.33%	2.73%
ICCB BASE OPERATING GRANTS	3,091,794	3,060,040	31,754	1.04%	10.56%
ICCB EQUALIZATION GRANTS	6,472,510	6,542,360	(69,850)	(1.07%)	22.12%
ICCB VOCATIONAL GRANTS	380,000	381,239	(1,239)	(0.32%)	1.30%
ICCB PERFORMANCE ALLOCATION	10,000	10,000	-	0.00%	0.03%
ICCB VETERANS GRANT	92,000	92,000	-	0.00%	0.31%
FEDERAL FUNDS	512,000	1,680,000	(1,168,000)	-	1.75%
STUDENT TUITION & FEES	10,484,500	10,316,500	168,000	1.63%	35.83%
SALES & SERVICE FEES	52,500	28,500	24,000	84.21%	0.18%
FACILITY USE	68,000	36,980	31,020	83.88%	0.23%
INTEREST ON INVESTMENTS	37,500	37,500	-	0.00%	0.13%
OTHER INCOME	34,000	34,500	(500)	(1.45%)	0.12%
TOTAL	\$ 29,264,804	\$ 29,759,619	\$ (494,815)	(1.66%)	100.00%

Note: Includes Education and Operations & Maintenance Funds.

Fund 01	24,841,084
Fund 02	4,423,720
Operating Funds	\$29,264,804

Revenues Operating Funds FY 2023

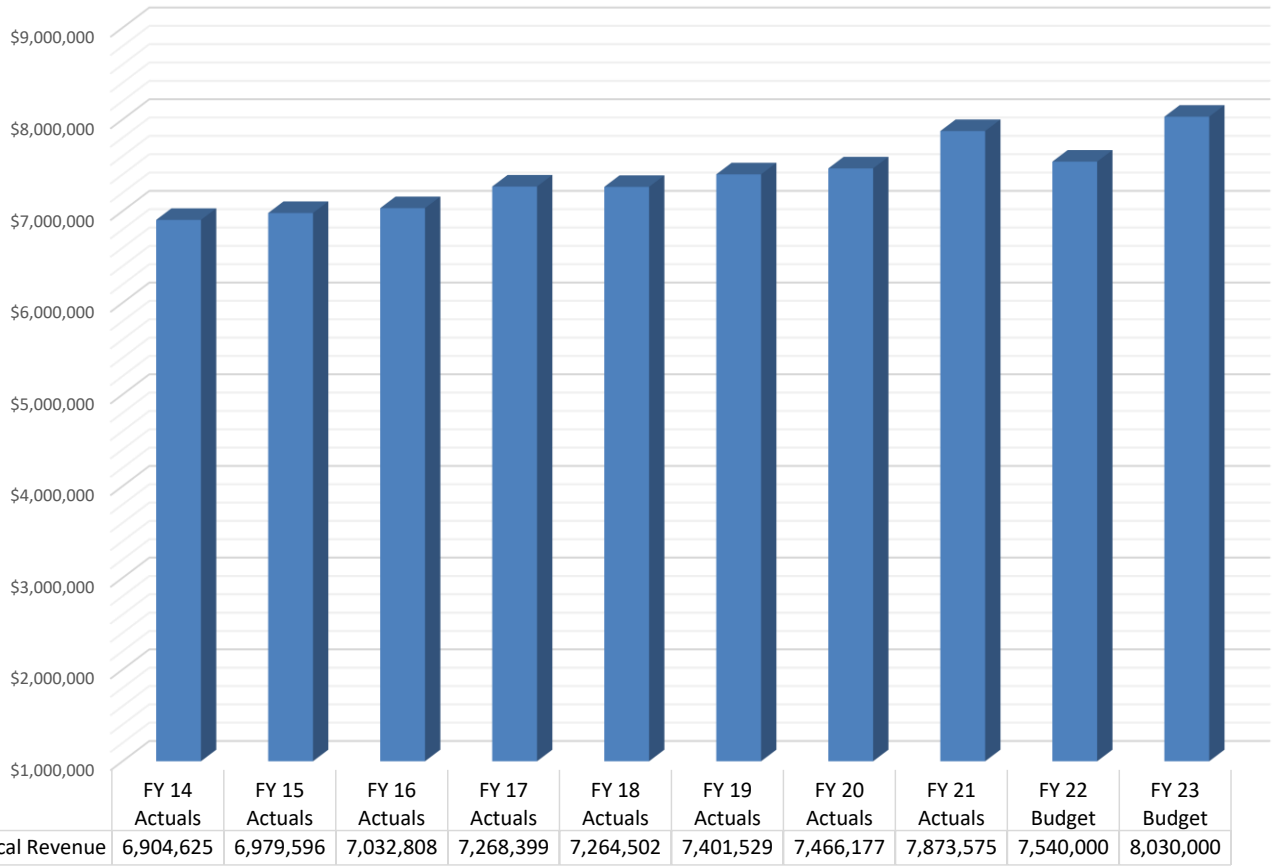


REVENUE BY SOURCE (OPERATING FUNDS)										
REVENUE:	FY 14 Actuals	FY 15 Actuals	FY 16 Actuals	FY 17 Actuals	FY 18 Actuals	FY 19 Actuals	FY 20 Actuals	FY 21 Actuals	FY 22 Budget	FY 23 Budget
Local Revenue	6,904,625	6,979,596	7,032,808	7,268,399	7,264,502	7,401,529	7,466,177	7,873,575	7,540,000	8,030,000
% of Total	20.42%	21.63%	28.49%	29.71%	22.05%	26.04%	25.52%	25.75%	25.34%	27.44%
State Revenue	12,310,024	11,516,216	4,004,468	5,224,477	13,609,066	9,011,766	10,004,630	9,602,632	10,085,639	10,046,304
% of Total	36.41%	35.70%	16.22%	21.35%	41.30%	31.70%	34.20%	31.41%	33.89%	34.32%
Federal Revenue	0	0	0	0	0	0	0	3,117,217	1,680,000	512,000
% of Total	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	10.19%	5.64%	1.75%
Tuition & Fees	14,156,792	13,328,268	13,043,265	11,654,852	11,489,124	11,323,037	11,241,166	9,762,429	10,316,500	10,484,500
% of Total	41.88%	41.31%	52.83%	47.63%	34.87%	39.83%	38.43%	31.93%	34.66%	35.83%
Other Revenue	434,690	438,406	607,078	320,081	586,439	688,602	540,816	220,649	137,480	192,000
% of Total	1.29%	1.36%	2.47%	1.31%	1.78%	2.43%	1.85%	0.72%	0.47%	0.66%
Total Operating Revenue	33,806,131	32,262,486	24,687,619	24,467,809	32,949,131	28,424,934	29,252,789	30,576,502	29,759,619	29,264,804
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

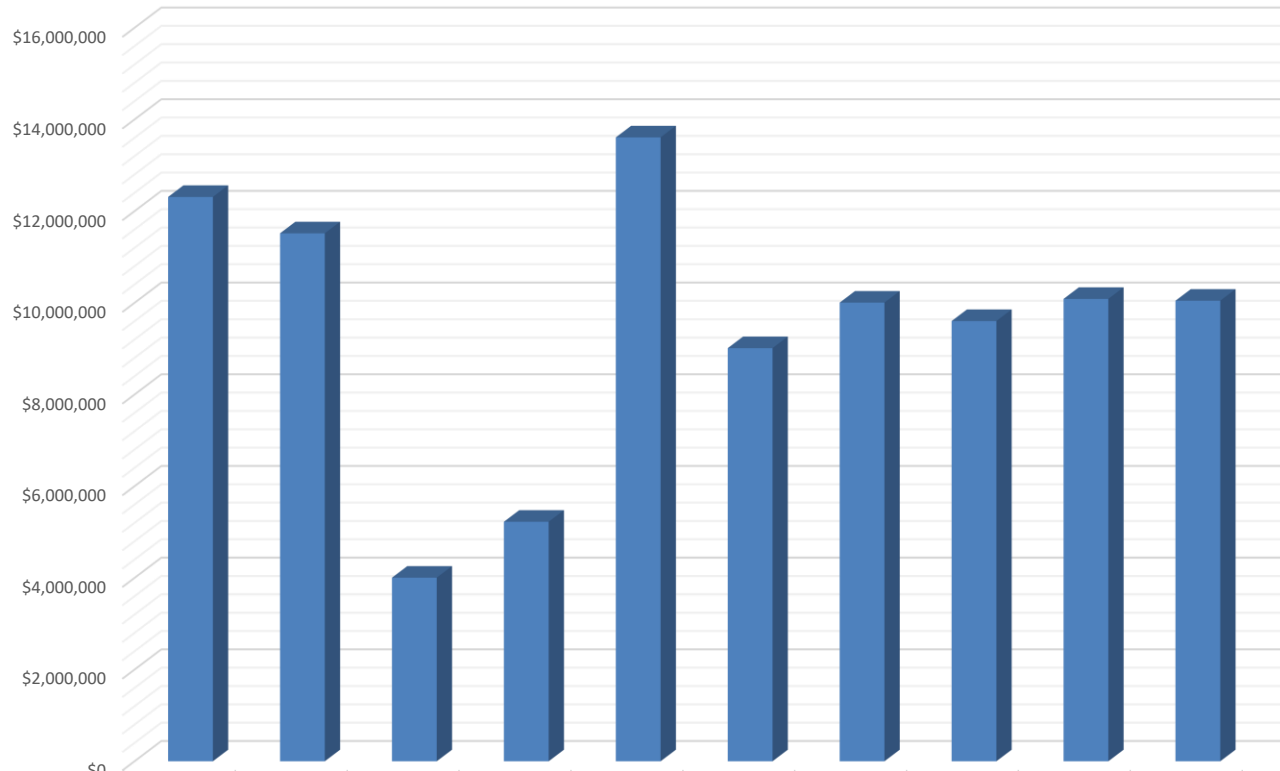
Notes:

- 1) Includes the Education fund and the Operations and Maintenance fund.
- 2) FY 2022 included federal stimulus HEERF funds. FY 2023 only includes federal grant administration fees.

LOCAL SOURCES OF OPERATING REVENUE (Property Taxes & CPPRT)

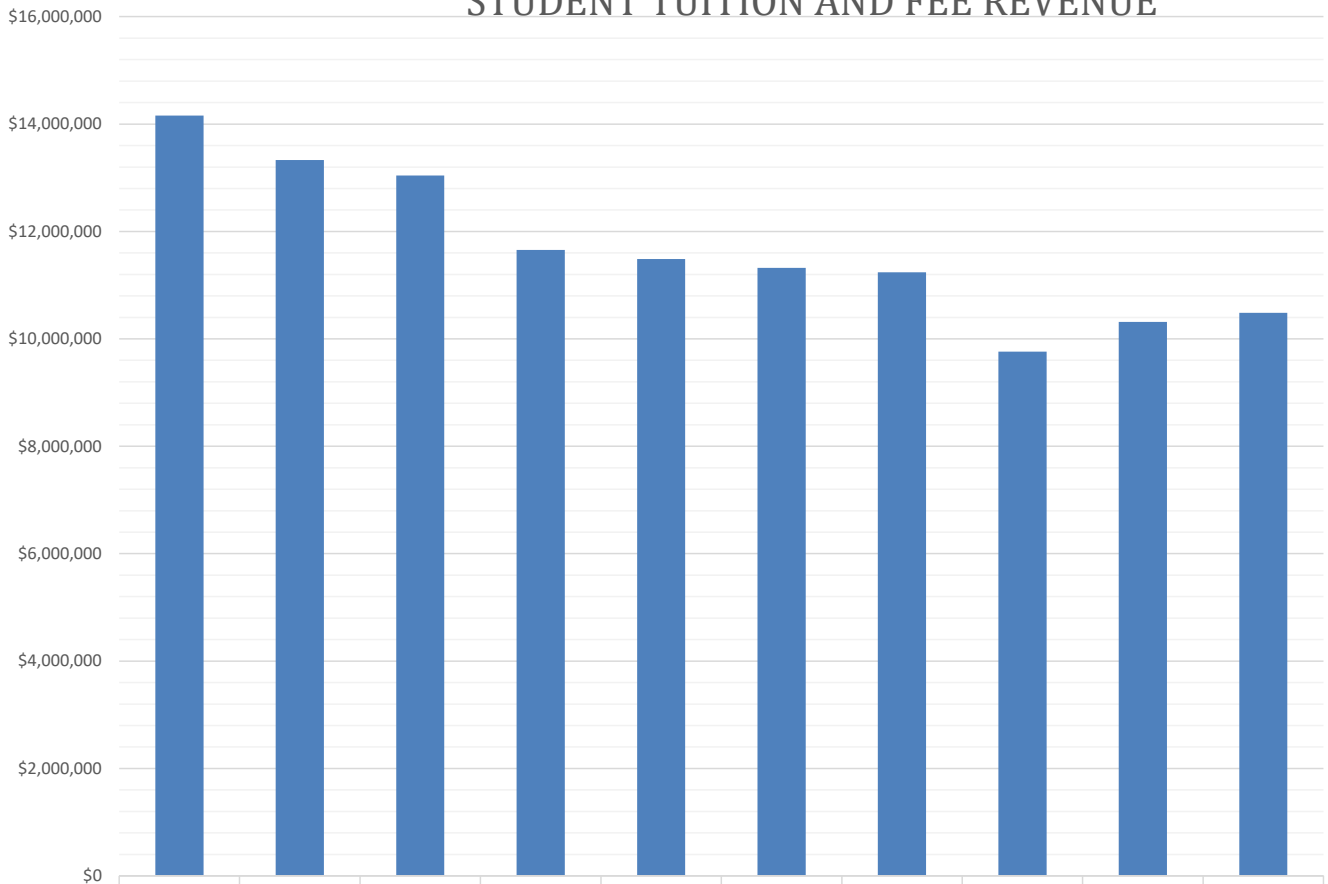


STATE SOURCES OF OPERATING REVENUE (Base Operating, Equalization, CTE Vocational, Other State grants)



	FY 14 Actuals	FY 15 Actuals	FY 16 Actuals	FY 17 Actuals	FY 18 Actuals	FY 19 Actuals	FY 20 Actuals	FY 21 Actuals	FY 22 Budget	FY 23 Budget
State Revenue	12,310,024	11,516,216	4,004,468	5,224,477	13,609,066	9,011,766	10,004,630	9,602,632	10,085,639	10,046,304

STUDENT TUITION AND FEE REVENUE



	FY 14 Actuals	FY 15 Actuals	FY 16 Actuals	FY 17 Actuals	FY 18 Actuals	FY 19 Actuals	FY 20 Actuals	FY 21 Actuals	FY 22 Budget	FY 23 Budget
■ Tuition & Fees	14,156,792	13,328,268	13,043,265	11,654,852	11,489,124	11,323,037	11,241,166	9,762,429	10,316,500	10,484,500

EQUALIZED ASSESSED VALUATION								
County	Estimated 2021 Payable in 2022	Actual 2020 Payable in 2021	Actual 2019 Payable in 2020	Actual 2018 Payable in 2019	Actual 2017 Payable in 2018	Actual 2016 Payable in 2017	Actual 2015 Payable in 2016	Actual 2014 Payable in 2015
Williamson	1,161,880,804	\$1,117,807,799	\$1,078,712,881	\$1,046,667,240	\$1,028,897,830	\$1,014,817,466	\$982,107,912	\$950,562,817
Jackson	709,927,451	\$697,616,552	\$691,194,351	\$702,228,672	\$709,623,960	\$700,982,631	\$687,768,397	675,757,450
Perry	107,222,950	\$105,638,374	\$99,955,768	\$95,552,899	\$94,038,523	\$91,232,451	\$88,977,600	85,122,356
Randolph	13,282,762	\$13,086,465	\$12,857,942	\$12,380,954	\$11,208,485	\$11,547,935	\$10,919,160	11,055,039
Franklin	98,197,608	\$96,746,412	\$96,171,054	\$91,991,429	\$86,523,070	\$86,483,459	\$88,025,530	83,697,751
Total EAV	\$2,090,511,575	\$2,030,895,602	\$1,978,891,996	\$1,948,821,194	\$1,930,291,868	\$1,905,063,942	\$1,857,798,599	\$1,806,195,413
	2.94%	2.63%	1.54%	0.96%	1.32%	2.54%	2.86%	

	Est. Taxes				Formula
Fund 01	\$6,271,535				EAV / 100 * \$.30 max rate Education
Fund 02	\$1,045,256				EAV / 100 * \$.05 max rate Operations Maintenance
Adjust	1% Allowance	Budget FY 23			
Fund 01	\$6,208,819	\$6,200,000			
Fund 02	\$1,034,803	\$1,030,000			

Budget estimates based on:
Actual EAV's for Williamson and Jackson Counties
 1.5% estimated EAV growth for Perry, Randolph, and Franklin
 1% allowance for doubtful collections

OPERATING FUNDS
(Education Fund & Operations and Maintenance Fund)
EXPENDITURE INFORMATION – BY OBJECT & BY PROGRAM FY 2023

Budget Officers and their staff across all departments of the campus were trained on budget development for detailed expenditure requests. For comparison purposes, each department was given detailed information on actual expenditures for both FY 2021 and FY 2020 and also the budget numbers for FY 2022.

Total budgeted operating expenditures for FY 2023 are \$32,908,829 as compared to \$32,443,127 for FY 2022. This is an increase of \$465,702 or 1.44%. This is compared to recent increases of 0.23%, 2.22%, and 4.51% for FY 2022, FY 2021, and FY 2020, respectively. As you will see from a historical comparison on page 27, this current level of budgeted expenditures are in between budgeted expenditure levels for FY 2005 at \$31.5m and FY 2006 which was \$33.8m. However, this is the sixth straight year of expenditure growth since significant cuts were made in FY 2017 in response to the state budget crisis which held budgeted expenditures to only \$28.9m.

EXPENDITURE INFORMATION BY OBJECT:

Salaries of \$19,076,189 represent 57.97% of operating expenses and reflect a small decrease of **\$36,329** from the prior year. Seven retirements impacted budgeted salaries along with a review of current spend amounts in varying categories such as adjunct, modified, and summer instruction. Benefit expenses of \$2,668,867 reflect a 9.54% increase. Salary increases for all employee groups are reflected in the budget. Replacements, and new positions have also been factored into the budget. More detailed historical data on salary and benefit amounts are provided on page 25.

Contractual services represent 6.22% of the operating budget or \$2,047,688. Compared to the prior year, this is a decrease of **\$233,662** or **10.24%**. Some contractual areas include two remaining months of consulting in the financial aid area, Jenzabar ERP system maintenance, network consulting, library databases, LMS maintenance, and facility maintenance services.

Materials and supplies reflect an increase of \$144,413 or 7.94%. This is a budget of \$1,963,253 and 5.97% of operating expenditures. Capital outlay requests slightly decreased from \$165,016 to \$159,589 and represent only 0.48%. Requests include a nursing mannequin and simulation equipment, network server replacements, a walk-behind floor sweeper, a grounds maintenance truck and trailer, and two utility vehicles. Capital Outlay represents items \$5,000 or greater.

Conference and meeting expenses increased overall by \$46,950 to \$505,915 representing 1.54% of the operating budget. Conference travel is beginning to grow as more face-to-face events return.

Utilities are budgeted at \$849,190 or 2.58%. This is an increase of \$63,380 and includes a full 12 months of a new VoIP phone system. The College has a long-term agreement for the delivery of solar energy at \$0.04 per kilowatt.

Institutional scholarships and waivers were decreased from the prior budget by \$185,625 to \$2,835,600. FY 2022 actual expenditures are projected at approximately \$2.6 million. However, budget amounts were then adjusted for a \$7 tuition increase.

Operating transfers to support other funds were increased overall by \$510,425 for a total of \$2,247,300. Transfers specifically from the Education Fund to support other funds were increased from \$1,536,875 to \$2,147,300 for FY 2023. These transfers include a \$280,000 transfer of student technology fees to support upgrades of classroom and lab technology. \$20,000 is required for a grant matching component. A transfer of \$47,300 to reimburse staff wellness expenses at the Logan Fitness facility, and a subsidy of \$1,800,000 was budgeted to support activities in the Auxiliary Fund operations such as Athletics and Fitness Center operations. From the Operations and Maintenance Fund, the transfer to support non-PHS construction projects was decreased from \$200,000 to \$100,000 for FY 2023.

Operating expenditures include a small provision for contingency funds of \$150,000 which is 0.46% of budgeted expenditures. These funds are available for emergencies and unforeseen budget issues, and close monitoring of these funds will be performed by the College Administration. \$50,000 is specifically in the Operations and Maintenance fund to assist with unforeseen facility issues. The remainder resides in the Education fund. \$20,000 is allocated to Instruction, \$20,000 to Student Services, \$10,000 to Business Services as well as \$50,000 to a general institutional contingency.

EXPENDITURE INFORMATION BY PROGRAM:

INSTRUCTION: \$10,067,952 or 30.59% of Budgeted Operating Expenditures

Instruction consists of those activities dealing directly with the teaching of students. It includes the activities of faculty in the baccalaureate-oriented/transfer, occupational-technical career, general studies, and remedial and ABE/ASE programs. SICCM seat assessment fees are part of the Instructional costs.

As compared to the prior year's budget, Instruction expenditures decreased by \$375,628 or 3.60%. Some of this decrease is in salaries with two retirements. The CIS position had been replaced ahead of the retirement and at this time a pause has been placed on replacing the full-time position in Massage Therapy. In addition, there are small decreases in contractual services and supplies. SICCM program seat fees were reduced by \$62,954 to \$300,000.

ACADEMIC SUPPORT: \$2,779,596 or 8.45% of Budgeted Operating Expenditures

This category includes activities designed to provide support services for the institution's primary missions of instruction and public service. Academic support includes the operation of the library, educational media services, and academic computing used in the learning process.

As compared to the prior year's budget, Academic Support experienced an overall increase of \$356,929 or 14.73%. The increase was primarily in salaries and benefits along with small increases in contractual services and conference and meeting expenses. Two new positions in this budget relate to a support staff member for Curriculum and Instruction and also an LMS Coordinator.

Funds were budgeted to support computer labs with supplies and printer replacements. Funds were also budgeted to support adobe cloud licensing, the maintenance of the Desire2Learn LMS system. In the Library area, there are funds to support various databases and reference sources.

STUDENT SERVICES: \$2,947,202 or 8.96% of Budgeted Operating Expenditures

The student services function supports the areas of financial aid, admissions, advisement, placement, testing, counseling, tutoring, recruitment, and student activities.

As compared to the prior year's budget, Student Services expenditures have increased by \$169,326 or 6.10%. The increase was reflected across salaries, benefits, contractual, and travel expenses.

In addition to services such as Admissions, Advisement, and Financial Aid some examples of normal budget requests in the Student Services area would be to provide student assistance in the areas of testing, interpreting and tutoring services, along with the job fair and other career services. Also, included in this area are recruitment expenses.

PUBLIC SERVICES: \$739,953 or 2.25% of Budgeted Operating Expenditures

Public service consists of Community Education (non-credit) classes and other activities of an educational nature, such as workshops, seminars, and the provision of college facilities and expertise to the community designed to be of service to the public.

As compared to the prior year's budget, Public Services experienced an increase of \$11,323 or 1.55%. This was due to increases in contractual services and conference and meeting expenses, but was partially offset by a reduction in salaries from a retirement.

INSTITUTIONAL SUPPORT: \$6,819,467 or 20.72% of Budgeted Operating Expenditures

Institutional support includes expenditures for central executive-level activities and support services that benefit the entire institution. Examples include expenses for the governing board, administrative offices, information technology, fiscal operations, human resources, institutional research, grant development, college relations, legal services, etc.

As compared to the prior year's budget, Institutional Support decreased by \$188,949 or 2.70%. The largest portion of this decrease is in contractual services due to technology savings from the ERP

system. Due to the retirement of an Administrator, salaries also saw a decrease. However, there were still smaller increases in benefit expenses and supplies and materials. Institutional Support also includes expenses related to information technology such as the ERP system, network services, and desktop technology. It also includes general contingency funds.

OPERATION & MAINT. OF PLANT: \$4,471,759 or 13.59% of Budgeted Operating Expenditures

Operation and maintenance of plant consists of those activities necessary to keep the grounds, buildings, and equipment operating efficiently and ready for use. This function also provides for plant utilities, as well as equipment, materials, supplies, fire protection, and other costs necessary to support this function. This program area increased by \$167,900 or 3.90%. Increases are seen in salaries, benefits, supplies, and utilities. The new phone system is having an impact on utilities.

SCHOLARSHIPS & WAIVERS: \$2,835,600 or 8.62% of Budgeted Operating Expenditures

As compared to last year's budget, this area was adjusted down by **\$185,625** or **6.14%**. Tuition increased by \$7 per credit hour, but credit hours are down from prior years. It is difficult to know how much various waivers will be impacted by enrollment changes. Areas that are larger in waiver expense amounts such as Dual Credit and Dual Enrollment hours are not experiencing the same loss as other areas. A review of FY 2022 waivers was performed along with tuition rate adjustments.

Along with amounts for student scholarships, this category includes both mandated waivers such as those for ABE/GED/ASE students and Senior Citizens along with institutional waivers for Dual Credit, Workforce Development, FAVAS Academic Awards, Competition Winners, Student Ambassadors, Departmental Waivers, and designated Presidential waivers. Athletic waivers are budgeted separately in the Auxiliary fund.

EXPENDITURE SUMMARY:

In the next several pages that follow, you will see a comparison of budgeted operating expenditures FY 2023 vs. FY 2022 along with graphs that break down the proposed expenditures both by program categories and by account objects. Then, you will see a more detailed historical view of amounts budgeted for salary and benefit expenses as compared to the total operating expenditures for each year. Finally, you will find a chart and a graph that shows several years of historical data on the adopted operating expenditures.

**EXPENDITURE COMPARISON - FY 2023 to FY 2022
OPERATING FUNDS (Education and Operations & Maintenance)**

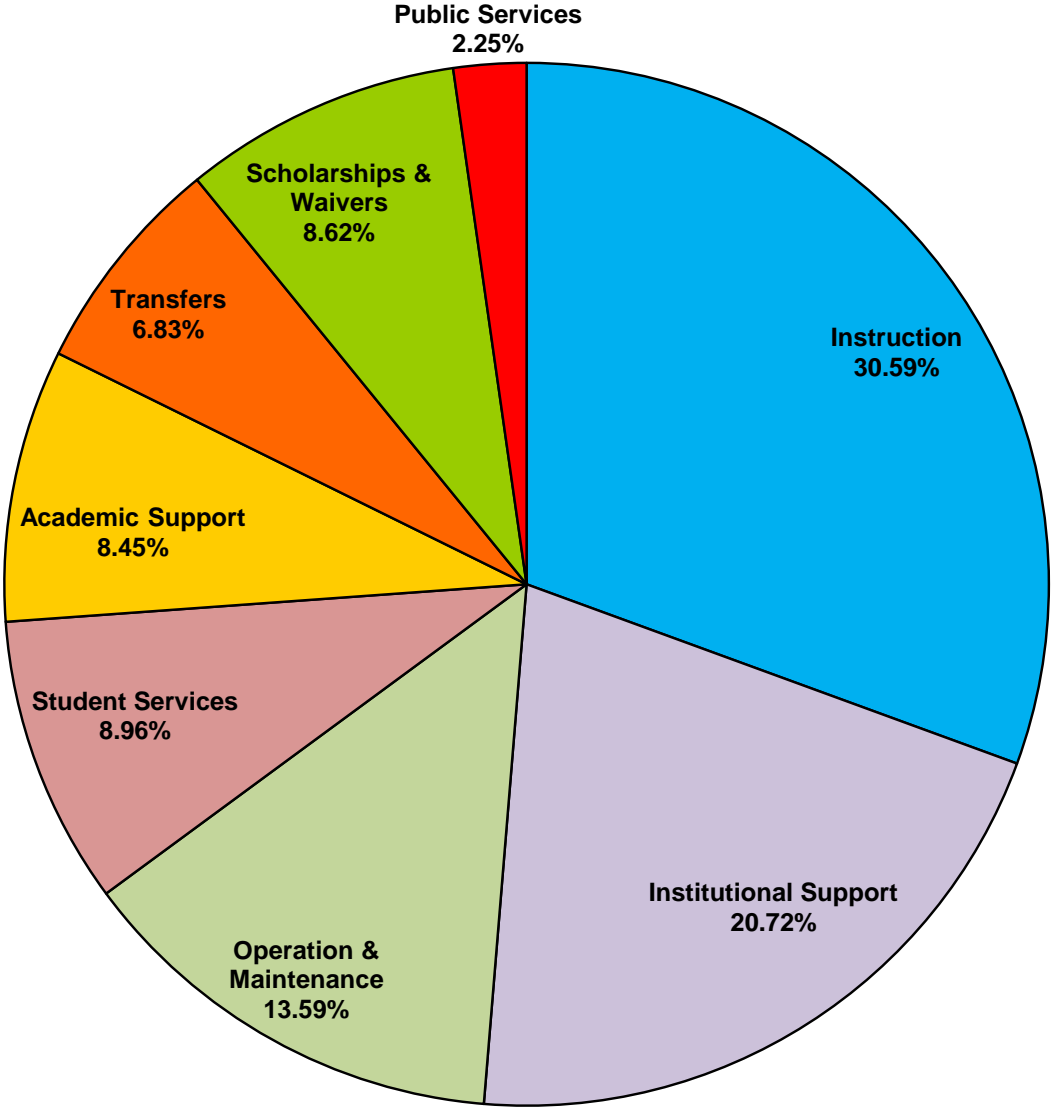
EXPENDITURES BY PROGRAM:	FY 23 Proposed Budget	FY 22 Adopted Budget	\$ Increase (Decrease)	% Increase (Decrease)	% of Total FY 23 Budget
INSTRUCTION	\$10,067,952	\$10,443,579	(\$375,627)	(3.60%)	30.59%
ACADEMIC SUPPORT	2,779,596	2,422,667	356,929	14.73%	8.45%
STUDENT SERVICES	2,947,202	2,777,876	169,326	6.10%	8.96%
PUBLIC SERVICES	739,953	728,630	11,323	1.55%	2.25%
OPERATION & MAINTENANCE	4,471,759	4,303,859	167,900	3.90%	13.59%
INSTITUTIONAL SUPPORT	6,819,467	7,008,416	(188,949)	(2.70%)	20.72%
SCHOLARSHIPS & WAIVERS	2,835,600	3,021,225	(185,625)	(6.14%)	8.62%
TRANSFERS	2,247,300	1,736,875	510,425	29.39%	6.83%
TOTALS	\$ 32,908,829	\$ 32,443,127	\$465,702	1.44%	100.0%

EXPENDITURES BY OBJECT:	FY 23 Proposed Budget	FY 22 Adopted Budget	\$ Increase (Decrease)	% Increase (Decrease)	% of Total FY 23 Budget
SALARIES	\$19,076,189	\$19,112,518	(\$36,329)	(0.19%)	57.97%
EMPLOYEE BENEFITS	2,668,867	2,436,379	232,488	9.54%	8.11%
CONTRACTUAL SERVICES	2,047,688	2,281,350	(233,662)	(10.24%)	6.22%
MATERIALS & SUPPLIES	1,963,253	1,818,840	144,413	7.94%	5.97%
CONFERENCE & MEETING	505,915	458,965	46,950	10.23%	1.54%
FIXED CHARGES	39,238	38,995	243	0.62%	0.12%
UTILITIES	849,190	785,810	63,380	8.07%	2.58%
CAPITAL OUTLAY	159,589	165,016	(5,427)	(3.29%)	0.48%
OTHER	3,201,600	3,458,379	(256,779)	(7.42%)	9.73%
CONTINGENCY	150,000	150,000	-	0.00%	0.46%
TRANSFERS	2,247,300	1,736,875	510,425	29.39%	6.83%
TOTALS	\$32,908,829	\$ 32,443,127	\$465,702	1.44%	100.0%

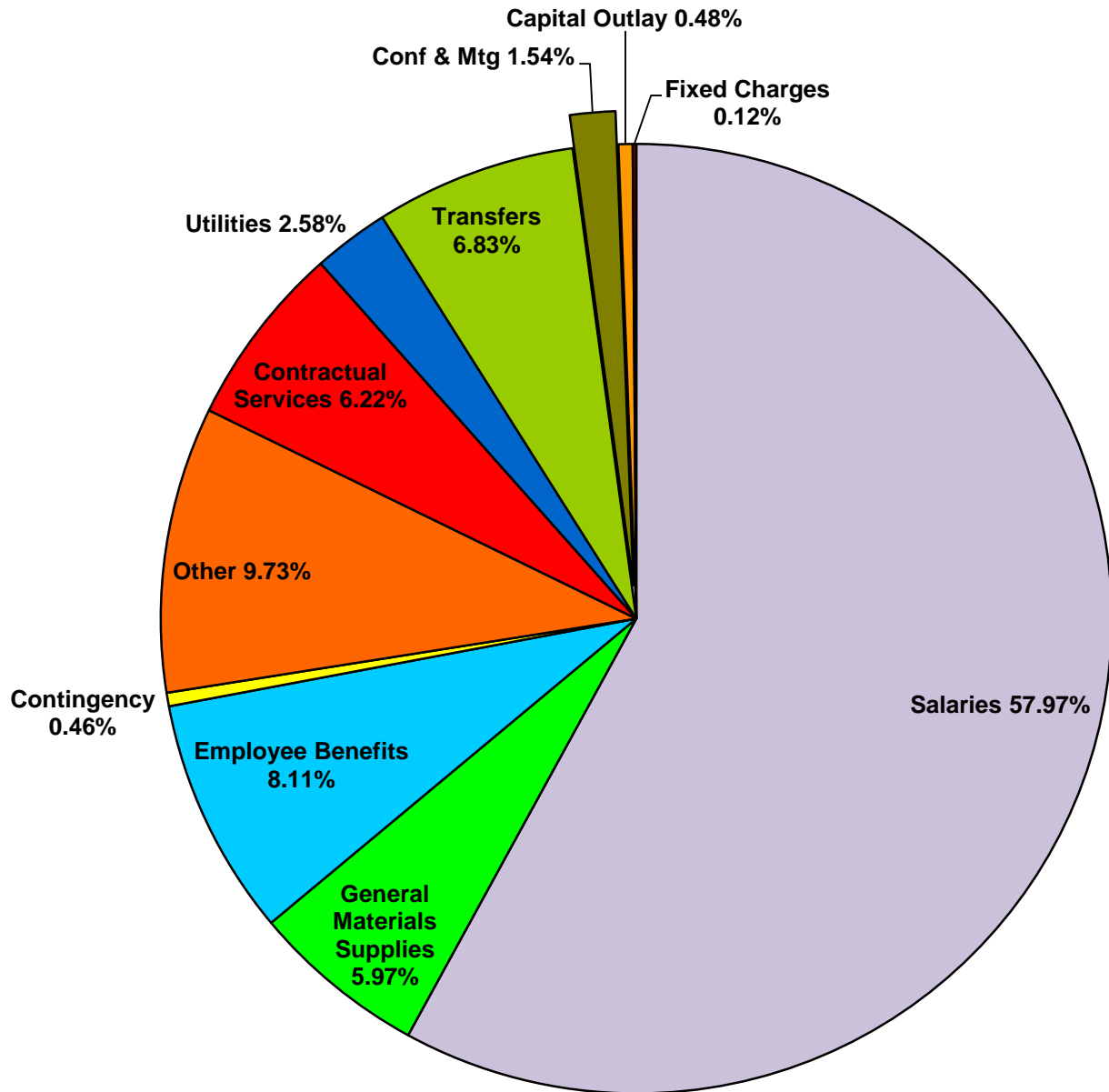
Note: Includes Education and Operations & Maintenance Funds.

Fund 01	27,860,434
Fund 02	5,048,395
Operating Funds	\$32,908,829

**Expenditures by Program
FY 2023**



Expenditures by Object FY 2023

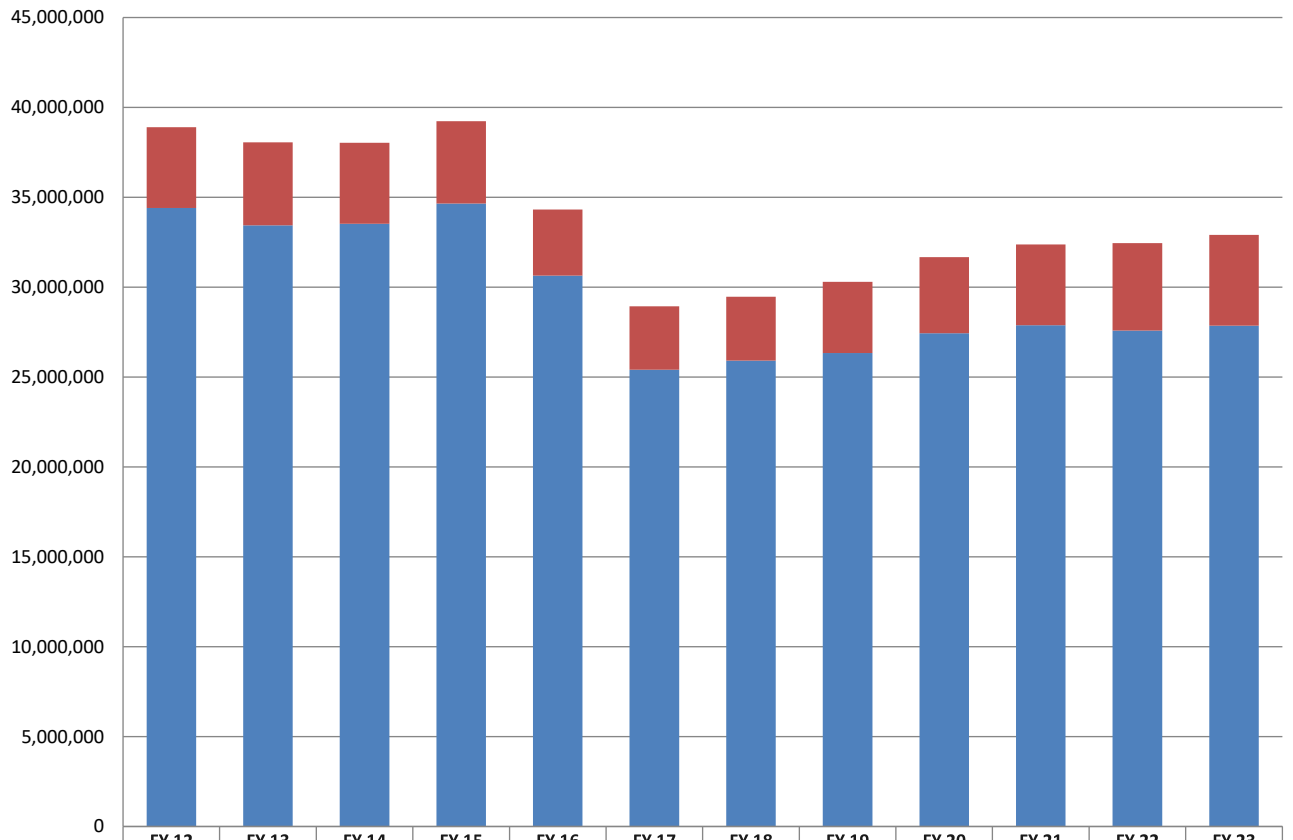


BUDGET FOR HUMAN RESOURCES - OPERATING FUNDS								
\$ Budgeted:	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Proposed FY 2023	Seven-Year Average
Salaries	17,281,063	17,630,322	17,855,263	18,373,374	18,965,713	19,112,518	19,076,189	18,327,777
Benefits	1,842,344	1,892,979	2,029,791	2,089,928	2,276,002	2,436,379	2,668,867	2,176,613
Staff Resources	\$19,123,407	\$19,523,301	\$19,885,054	\$20,463,302	\$21,241,715	\$21,548,897	\$21,745,056	\$20,504,390
Total Operating Expenditures	\$28,928,331	\$29,467,518	\$30,300,198	\$31,665,984	\$32,369,718	\$32,443,127	\$32,908,829	\$31,154,815
% of Operating Funds:	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Proposed FY 2023	Seven-Year Average
Salaries	59.7%	59.8%	58.9%	58.0%	58.6%	58.9%	57.9%	58.8%
Benefits	6.4%	6.4%	6.7%	6.6%	7.0%	7.5%	8.1%	7.0%
Staff Resources	66.1%	66.2%	65.6%	64.6%	65.6%	66.4%	66.0%	65.8%

Adopted Budget History Operating Fund Expenditures FY 2000 - FY 2023 (Proposed)				
Fiscal Year	Education	Operations & Maintenance	Total Operating Funds	Increase (Decrease) From Prior Year
FY 00	19,046,734	2,737,552	21,784,286	
FY 01	20,297,130	3,672,809	23,969,939	10.03%
FY 02	21,918,087	3,600,289	25,518,376	6.46%
FY 03	24,195,342	4,027,502	28,222,844	10.60%
FY 04	24,365,041	4,538,181	28,903,222	2.41%
FY 05	26,571,301	5,004,526	31,575,827	9.25%
FY 06	28,109,073	5,741,445	33,850,518	7.20%
FY 07	30,337,763	5,487,059	35,824,822	5.83%
FY 08	33,235,496	5,844,366	39,079,862	9.09%
FY 09	33,397,236	6,096,541	39,493,777	1.06%
FY 10	35,436,271	5,490,121	40,926,392	3.63%
FY 11	33,393,581	4,889,387	38,282,968	(6.46%)
FY 12	34,407,822	4,489,562	38,897,384	1.60%
FY 13	33,443,145	4,607,250	38,050,395	(2.18%)
FY 14	33,521,198	4,507,278	38,028,476	(0.06%)
FY 15	34,649,364	4,579,846	39,229,210	3.16%
FY 16	30,648,249	3,671,272	34,319,521	(12.52%)
FY 17	25,410,904	3,517,427	28,928,331	(15.71%)
FY 18	25,920,747	3,546,771	29,467,518	1.86%
FY 19	26,340,135	3,960,063	30,300,198	2.83%
FY 20	27,442,034	4,223,950	31,665,984	4.51%
FY 21	27,885,843	4,483,875	32,369,718	2.22%
FY 22	27,580,842	4,862,285	32,443,127	0.23%
FY 23	27,860,434	5,048,395	32,908,829	1.44%

Note: FY 2023 is based on the proposed budget.

Adopted Budget History - Operating Expenditures FY 12 to FY 23 (Proposed)



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23
■ Oper & Maint. Fund	4,489,562	4,607,250	4,507,278	4,579,846	3,671,272	3,517,427	3,546,771	3,960,063	4,223,950	4,483,875	4,862,285	5,048,395
■ Education Fund	34,407,822	33,443,145	33,521,198	34,649,364	30,648,249	25,410,904	25,920,747	26,340,135	27,442,034	27,885,843	27,580,842	27,860,434
■ Operating Funds	38,897,384	38,050,395	38,028,476	39,229,210	34,319,521	28,928,331	29,467,518	30,300,198	31,665,984	32,369,718	32,443,127	32,908,829

NON-OPERATING BUDGETARY FUNDS

BOND AND INTEREST FUND:

This fund is established for the payment of principal, interest and related charges of any outstanding bond or debt issuance. For FY 2023, \$4,125,000 in principal, \$877,586 for interest, and \$2,375 in fee payments are scheduled for a total of \$5,004,961. The breakdown is shown below:

- \$416,625 bonds issued 2014 to refinance debt certificates for the purchase of an ERP system
- \$430,560 bonds issued 2016 for funding a post-employment benefit for retiree insurance
- \$641,500 interest and fees on refunding of 2007 bonds issued as 2017A
- \$1,412,943 on \$5.5 million in working cash bonds issued as 2017B
- \$2,103,333 bonds issued as 2020A for construction and renovation

AUXILIARY ENTERPRISES FUND:

The Auxiliary Enterprises Fund accounts for college services where a fee is charged to students/staff and the activity is intended to be self-supporting. Examples of accounts in this fund include food services, bookstore, copy/supply center, athletics, and the Logan Fitness facility.

Including the transfers in, revenue for the Auxiliary fund is projected at \$2,851,445. Subsidies for Auxiliary Services by the Education Fund should be shown as transfers to the appropriate account. For FY 2023, \$47,300 is being provided by transfers budgeted from the Education Fund specifically related to reimbursing the Logan Fitness facility for the cost of staff wellness waivers agreed to by the College in policy and various union contracts. For this year, there is also a transfer of \$1,800,000 budgeted to support Athletic programs and Fitness Center operations. Total expenditures are estimated at \$2,888,593. The projected ending fund balance is \$36,852.

AUDIT FUND:

The Audit Fund is established for recording the payment of auditing expenses. During FY 2023, \$59,500 will be budgeted to cover expenditures in this fund. This amount includes an estimated \$61,000 for the performance of an external audit by an independent CPA firm less \$1,800 of the cost anticipated to be funded by a grant. It also includes \$300 for a GASB requirement to conduct an actuarial study of post-employment benefits. Revenue of \$57,420 is anticipated from local property taxes along with interest of \$200. The FY 2023 projected ending fund balance is \$26,620.

LIABILITY, PROTECTION AND SETTLEMENT FUND:

This fund accepts special levies for tort liability, property insurance, Medicare insurance, FICA taxes and workers' compensation. The monies in this fund should be used only for the payment of tort liability, property, unemployment or workers compensation insurance or claims, risk mitigation, and the cost of participation in the Federal Medicare program. Expenditures in this fund include insurance costs for property and casualty, an athletic insurance policy, and the cost of maintaining the Campus Police operations. The College will include a portion of staff members' time who are active in the functions of risk management.

During FY 2023, budgeted expenditures are \$2,494,079. Expected revenues include local property taxes of \$2,296,800, and \$2,500 in interest. The FY 2023 projected ending fund balance is \$295,221.

RESTRICTED PURPOSES FUND:

This fund is for the purpose of accounting for monies that have restrictions regarding their use. This fund accounts for state and federal grants plus other specific use contracts. Student financial aid funds are a primary source of expenditures in this fund. During FY 2023, we will budget \$17,000,000 in this fund for expenditures with offsetting revenue for the majority of this amount.

As discussed below, there is not current year revenue for the payment of post-employment retiree insurance benefits. This is being funded from previous bond proceeds. The College will utilize the Restricted Fund to establish grant budgets.

ADDITIONAL BUDGET INFORMATION RESTRICTED PURPOSES FUND 06:

For FY 2023, the College has placed \$280,000 of expected new technology expenditures in the restricted purposes fund and budgeted a transfer in of an equal amount from student technology fee revenue to assist with three specific projects: implementation of the Jenzabar J1 student communications module, classroom technology upgrades including eight new Instructor smart workstations, lab computer replacements, and maintenance for course evaluation software.

In 2016, the College issued bonds related to funding a liability for post-employment benefits. These payments are for obligations related to assisting retirees with a portion of the cost of their health insurance. For FY 2023, the College has budgeted expected expenditures of \$400,000 in the Restricted Purposes Fund for retiree payments.

OPERATIONS AND MAINTENANCE (RESTRICTED) FUND:

This fund is utilized to account for monies restricted for building purposes and site acquisition. Funds are provided in the Operation and Maintenance (Restricted) for completion of approved protection, health, safety projects as well as some general construction improvements. This fund will be expending protection, health, and safety (PHS) levies, bond proceeds, plus transfers from operating funds, and interest earnings.

Total expenditures of \$11,334,097 are being budgeted in this fund with \$1,222,097 of those being Protection Health Safety projects (PHS) funded by tax levy. An operating transfer of \$100,000 is budgeted from the Operations and Maintenance Fund to support non-PHS construction. Below are details of existing or potential capital projects. Not all approved projects will come to full completion within FY 2023 and some may only be in the design phase.

CAPITAL PROJECT INFORMATION:						
Project Description:	Total Cost Estimate	JALC Funds	JALC Type	Outside Agency Funds	Agency Type	Notes
Transformer C wing	182,900	182,900	PHS prior levy	0	n/a	
West Entry Elevator and Mezzanine	339,875	84,875	PHS prior levy	255,000	CDB	Approved by State of Illinois
Upper C Wing Air Handlers	904,322	904,322	PHS levy 2021	0	n/a	
Upper C & E Wing Renovations	2,300,000	575,000	Bonds 2020A	1,725,000	CDB	Approved by State of Illinois
Pedestrian Pathway / Bell Tower Relocation	1,568,000	803,000	Bonds 2020A	765,000	CDB	Approved by State of Illinois
West Lobby Expansion	5,033,333	1,258,333	Bonds 2020A	3,775,000	CDB	Approved by State of Illinois
CTE Program Consolidation Renovation	8,400,000	4,200,000	Bonds 2020A	4,200,000	EDA	Grant Application 50% match
Student Services reno & Conference Room	150,000	150,000	O&M-Rest.	0	n/a	
Cooling Tower Repairs - 2 Units	100,000	100,000	O&M-Rest.	0	n/a	
Hoffard Pond-Drain, Dredge, Remove Silt	100,000	100,000	O&M-Rest.	0	n/a	
Gym Floor Refinish	24,000	24,000	O&M-Rest.	0	n/a	
Logan Fitness Saunas Refinish	10,000	10,000	O&M-Rest.	0	n/a	
Physics Labs Flooring Project	25,000	25,000	O&M-Rest.	0	n/a	
Architectural & Engineering Services	250,000	250,000		0	n/a	
Contingency	200,000	200,000		0	n/a	

Potential Future Projects (seeking approvals):						
Project Description:	Total Cost Estimate	JALC Funds	JALC Type	Outside Agency Funds	Agency Type	Notes
Chemistry Classrooms / Labs - Lower G wing	1,560,341	390,085	Bonds 2020A	1,170,256	State	ICCB RAMP submission
Parking Lot and Roadway Resurfacing	3,679,107	919,777	Bonds 2020A	2,759,330	State	ICCB RAMP submission
Student Life / Library Renovation	2,031,514	507,879	Bonds 2020A	1,523,636	State	ICCB RAMP submission

Notes:

Capital Development Board (CDB)

Economic Development Administration (EDA)