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Quad-Cities Campus
District Offices
Moline, Illinois

East Campus
Kewanee, Illinois



FISCAL YEAR
2009
BUDGET





Annual Budget

for the
Fiscal Year Ended June 30, 2009

Board of Trustees
Illinois Community College District No. 503
6600 34th Avenue
Moline, Illinois 61265

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Illinois Community College District No. 503

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**Black Hawk College
Illinois Community College District No. 503
Fiscal Year 2009 Budget**

Table of Contents

I. Introductory Section

Letter from the President	1
Fiscal Year 2009 Budget Highlights	3
Vision, Values, Mission and Goals	9
Strategic Priorities	10
Organization Chart	15
Organization Overview	16

II. Budget Authorization and Preparation

Statutory Authority	22
Basis of Budgeting	24
Budget Preparation Process	26
Fiscal Year 2009 Budget Calendar	28

III. Financial Section

Fund Organization Chart	30
Fund Descriptions	31
Revenue Overview	35
Expenditure Overview	39
Key Financial Policies	43
Debt	53
Financial Information by Fund	55
All Funds	56
Operating Funds	65
Education Fund	71
Operations and Maintenance Fund	77
Auxiliary Enterprises Fund	81
Liability, Protection, and Settlement Fund	85
Audit Fund	91
Bond and Interest Fund	95
Restricted Purposes Fund	99
Operations and Maintenance Restricted Fund	105
Working Cash Fund	111
Statement of Cash Flow	114
Fund Balance Analysis by Fund	115
Notes to Financial Information by Fund	116

**Black Hawk College
Illinois Community College District No. 503
Fiscal Year 2009 Budget**

Table of Contents - continued

IV. Statistical Information

Student Enrollment and Demographic Statistics.....	118
Students at a Glance	119
Credit Hour Information.....	120
Illinois Community College Tuition & Fees Analysis	121
Illinois Community College Tuition & Fees and Credit Hour Analysis.....	122
State Equalization Grant Funding History & Accumulated Deficit.....	123
State Credit Hour Grant Funding History & Accumulated Deficit.....	124
District Property Tax Rates by Purpose.....	125
District Property Tax Rate History.....	126
District Equalized Assessed Valuation History by County	127
District Equalized Assessed Valuation Percentage by County	128
District Equalized Assessed Valuation Trend	129
District Property Tax Extensions.....	130
Operating Funds Budgeted FTE Summary.....	131
Comparative Staffing by Employee Classification	132
Operating Funds Budgeted FTE by Reporting Classification	133

V. Appendices

Appendix A – Illinois Community College District Map	136
Appendix B – Black Hawk College District Map.....	137
Appendix C – History of Black Hawk College	138
Appendix D – Economic Overview of the District.....	139
Appendix E – Employee Headcount	147
Appendix F – Glossary.....	148
Appendix G – Acronyms	156

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**Black Hawk
COLLEGE**

Office of the President
6600 34th Avenue
Moline, Illinois 61265-5899
(309) 796-5001

To: Board of Trustees, Black Hawk College
Illinois Community College District #503

From: Interim President Gardner

Date: August 14, 2008

Re: Fiscal Year 2009 Budget

The FY2009 Proposed Operating Budget represents a balanced budget based on certain assumptions that appear to be very realistic. Although I have not been in this office very long, it is my understanding that the development of a balanced budget has been a difficult project on an annual basis. Former President Miller has indicated that this budget was developed following a good deal of hard work and cooperation on the part of all Black Hawk employees. For that, I extend my thanks and appreciation to all who have participated.

This budget reflects the commitment to the Financial Plan which was previously presented to the Board. I believe there is consensus that we must continue to invest in the long-term viability of the College. This budget accomplishes that.

I have been advised that the entire Board of Trustees has diligently pursued all possible funding sources and has expressed a willingness to adopt a plan of funding the college operations primarily based on our three primary sources of funding.

As each of you know, we will continue to face some difficult funding challenges during the current fiscal year; however, we believe with continued support and guidance from the Black Hawk Board of Trustees as well as the entire College community that we will be successful in meeting our mission of educational service. With these thoughts in mind, I recommend this budget to the Board for your consideration. Thank you.

Interim President, Black Hawk College

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**Black Hawk College
Fiscal Year 2009 Budget**

Fiscal Year 2009 Budget Highlights

Black Hawk College continues to face challenges with regard to state funding levels and declining enrollment. In fact, the College has experienced a significant decline in state funding since FY2002. As a result, many steps have been taken to offset the negative impact of inadequate state funding and declining enrollment. These steps include:

- Cost containment and reduction of departmental budgets
- Greater focus on alternative sources of revenue
- Tuition and fee increases
- Review and redesign of key business processes and technology to improve efficiency
- Completion of an organizational restructuring plan
- Implementation of new programs to strengthen enrollment
- More aggressive curriculum and outreach development

In addition, the College has begun utilizing an annual Financial Plan, initially presented each January, to ensure that focus and attention are given to critical areas before the annual budget process begins each spring. This Financial Plan is provided to the Board of Trustees by the Administration and presents a variety of financial and operational trend information. It also highlights opportunities for improvement or further analysis. The updated annual Financial Plan is published as the budget process begins.

The College has been very responsive to the need to effectively manage spending levels over the previous fiscal years, thus minimizing the negative impact on programs and services to students and the financial health of the institution. This commitment to strong fiscal management and responsibility will continue to be a critical success factor for the College in the upcoming fiscal year and beyond. The Fiscal Year 2009 Budget is a result of this commitment and highlights the three main goals outlined in the March 2008 Financial Plan:

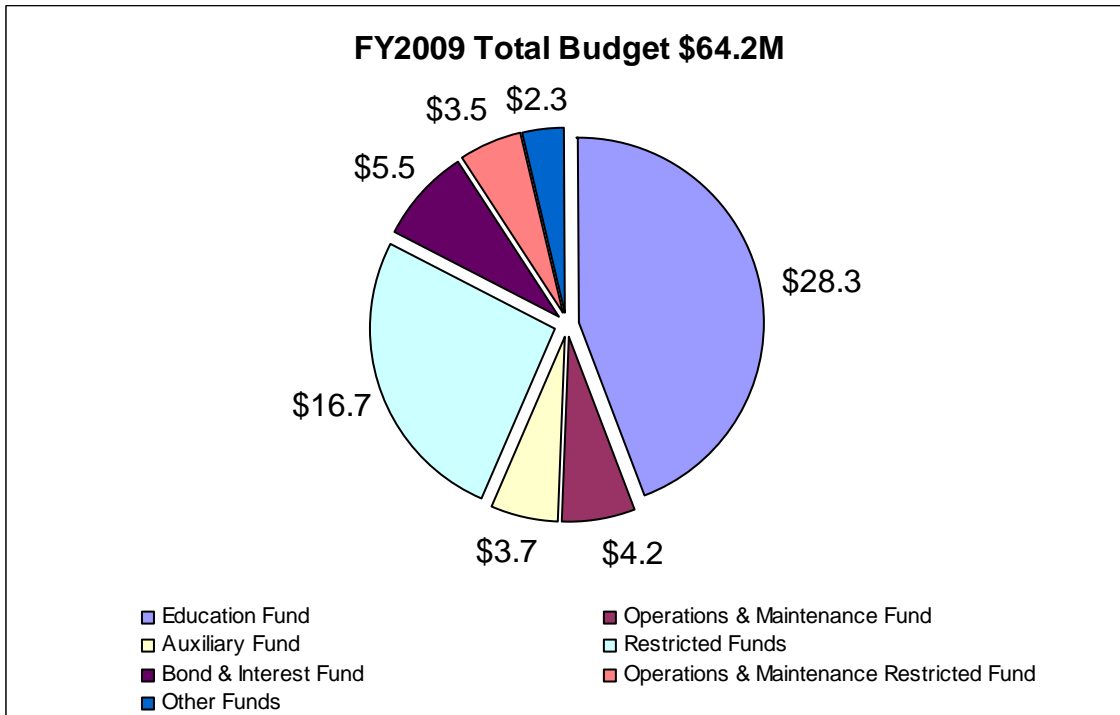
1. Balance the FY2009 Operating Budget before the bond transfer for health insurance.
2. Provide for the funding of technology, instructional equipment and other capital needs.
3. Build the unrestricted fund balance of the General Fund to acceptable levels.

It should be noted that while the three main budget goals outlined above have been developed and approved, circumstances beyond the College's control may exist that prohibit successful completion of each goal in FY2009. The College has taken many steps in previous years to minimize spending and maximize services and these steps will continue into the foreseeable future as we continue to feel financial pressures from insufficient state funding levels.

Black Hawk College Fiscal Year 2009 Budget

Fiscal Year 2009 Budget Highlights – Continued

The appropriation for all funds, including transfers, for FY2009 totals \$64.2 million. This figure includes all expenses related to instruction, operations, capital projects and all other ancillary operations at Black Hawk College. Of this amount, the total Operating Budget for FY2009 is \$32.5 million. Compared to last year's Operating Budget of \$32.7 million, this represents relatively level spending year over year.



Balanced Operating Budget

The Operating (Education and Operations & Maintenance Funds) Budget is submitted as balanced before all transfers.

The budget is guided by both the Three-Year Financial Plan and the Financial Information for Review, which were presented to the Board of Trustees at the February 2008 Board Retreat. Each of these documents included the following assumptions for FY2009:

- Total property tax revenue growth of 4%
- In-district tuition and fee increase of \$3.50 or 4.32%
- Personnel expenditure decrease of 2%
- Benefit expenditures relatively flat
- 3%-5% increases in all other expenditure objects

Black Hawk College Fiscal Year 2009 Budget

Fiscal Year 2009 Budget Highlights – Continued

The Operating Budget is the most widely utilized budget and was submitted with a \$1.2 million deficit in FY2008. At the present time it is projected that actual results for the FY08 Operating Budget will produce a modest surplus before all transfers. The primary reason for these results relates to higher than anticipated Corporate Personal Property Replacement Tax (CPPRT) as well as higher than anticipated tuition and fees, coupled with lower expenditures across the board. The College has made a concerted effort in recent years to bring spending in line with actual resources in order to avoid large deficits and negative effects on fund balances, and this year was no exception.

The FY2009 Operating Budget as submitted includes a 4.5% increase in property tax revenue, which is relatively unchanged from the increase projected in the Financial Plan. The District as a whole has experienced relatively stable growth in equalized assessed values (EAV) over recent years, and discussions with several counties have resulted in the expectation that this trend will continue. With that said, the District is comprised of relatively rural counties, and a few of these counties have reported a modest decline in EAV for farmland for this upcoming tax year. This was taken into account when developing the current year property tax projections.

The Board of Trustees was asked at its February Board meeting to consider an increase in the in-district tuition and fee rate for the upcoming year in the amount of \$3.50 per credit hour. The Board voted to proceed with the increase as requested, and as a result the FY2009 Operating Budget includes a 5% increase in tuition and fees over the FY2008 adopted budget. As part of this increase, the Technology Fee will be raised \$0.50 in an effort to offset the continually rising costs of annual licensing and maintenance fees for systems used to provide core College-related services. The Technology Fee had been unchanged since the spring of 2004.

In accordance with labor agreements, the College will provide virtually all employees with an average wage increase of 3% for FY2009. However, as explained in more detail below, the College completed an organizational restructuring in FY2008 that resulted in the elimination of approximately 20 positions district-wide. As a result, the FY2009 budgeted amount for salaries is slightly lower than the FY2008 adopted budget amount.

The College is self-funded for health benefits and has incurred considerable increases in health care expense over the previous several fiscal years. However, the actuarially computed cost for FY2009 indicates that claims experience will be relatively flat in FY2009. As such, the FY2009 Operating Budget includes a 2.7% decrease in total benefits costs from the FY2008 budget. In addition, the College made some relatively minor changes to its health plan during FY2008. The College went through the Request for Proposal process and subsequently changed Pharmacy Benefit Managers in order to lower the cost of the prescription drug plan. Several changes were also made to co-pays required for various medical services as well, which are expected to result in savings to the College in FY2009.

Black Hawk College Fiscal Year 2009 Budget

Fiscal Year 2009 Budget Highlights - Continued

State Funding

The FY2009 budget includes the assumption that the College will realize a 1% decrease in state funding in the upcoming fiscal year. The actual amount the College can expect is still undecided as the budget for the State of Illinois is not approved at this time. The lack of adequate state funding has affected the College for several years. The College has experienced an average annual change in state funding for the Operating Budget from FY2001 to FY2007 of -0.29%.

Reorganization

The College completed an organizational restructuring effort in FY2008 which included offering Voluntary Termination of Employment Plans (VTEP) to employees that met certain age and years of service requirements, the elimination of several open positions, and the reorganization of several departments to ensure efficient use of all personnel. Additionally, the College made the determination not to refill the vacated Vice President for Administration position and instead realigned those duties to other vice presidents in an effort to maximize efficiency throughout the District. Finally, the College made the decision to discontinue operation of the Center for Early Learning which provided child care services to students, faculty and staff. All of these changes have resulted in the inclusion of a 2.1% decrease in salaries expenditures in the FY2009 Operating Budget as compared to the FY2008 Operating Budget.

Budget Priorities

The Three-Year Financial Plan included three primary goals with the premise of providing the College with the necessary tools to progress while strengthening its financial position. These three main goals are outlined above and are supported by the College's strategic priorities of:

- Connecting with the Learner
- Connecting with the Community
- Connecting Internally

Black Hawk College has implemented various new programs to meet these strategic priorities and better serve its district. The FY2009 budget includes the addition of one faculty position for the Nursing program as it continues to see an increase in the need for these programs in the community and a strong demand from the student population. In addition, the FY2009 budget includes filling faculty positions for general education courses such as Math and specialty career courses such as Engineering Technology. The College also continues to develop and implement additional online courses each semester to help meet the demand for these courses as well.

The FY2009 budget also includes increased support for the student advising areas and various community outreach programs. The Outreach Program is a tremendous asset to the Black Hawk College community and offers courses such as GED and English as a Second Language to better improve the knowledge, skills, and abilities of District residents.

**Black Hawk College
Fiscal Year 2009 Budget**

Fiscal Year 2009 Budget Highlights - Continued

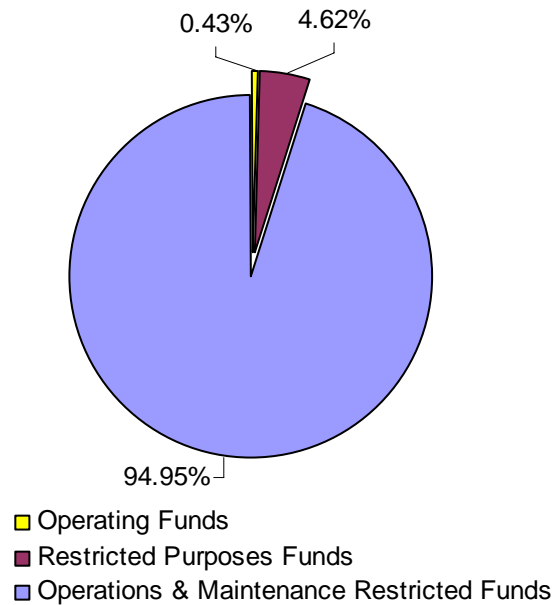
Capital Outlay and Technology

Capital expenditures are defined by the College as amounts incurred for assets with an initial, individual cost of more than \$2,500 and an initial useful life of one year or greater.

The College has implemented a strategy of issuing funding bonds to fund technology and other capital needs every three years. Technology has continued to be an ongoing priority for the College. The Information Technology Systems (ITS) departments and various instructional departments have been working to improve and keep the College current with the ever-changing infrastructure, instructional delivery systems, and training needs related to technology. The ITS management group has developed various Technology Refresh Plans, and funding for the plans is included in the Operations and Maintenance Restricted Funds within the FY2009 budget.

In addition to the technology refresh projects currently underway, the College will also be using bond proceeds accounted for in the Operations and Maintenance Restricted Funds to update instructional equipment and furniture throughout the District, as well as update District facilities such as restrooms and stairways.

FY2009 Budgeted Capital Outlay by Fund



FY2009 budgeted capital outlay is \$3.5 million, which is a 53% decrease from the FY2008 budgeted capital outlay of \$7.3 million. This decrease is primarily driven by the completion of construction on the Community Education Center in Kewanee, Illinois during FY2008 and no major facility construction projects planned for FY2009.

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Black Hawk College
Fiscal Year 2009 Budget

Vision, Values, Mission and Goals

Vision Statement

Total accessibility, quality instructional programs, student-centered services, and strategic alliances position Black Hawk College as the preferred choice for education and training.

Core Values

Appreciation of Diversity
Caring and Compassion
Fairness
Honesty

Integrity
Respect
Responsibility

Mission

Black Hawk College provides the environment and resources for individuals to become lifelong learners.

Goals

We carry out this mission by:

Providing the best atmosphere for successful **academic student outcomes**. Our students rank academically as well or better than native students at Illinois four-year universities.

Providing the best atmosphere for continued **career learning**. Our students will be the most sought after by business and industry.

Providing the local and global community with **continuing education and personal and professional development**. Our students will set the standard for personal enrichment.

Operating within the framework of our identified institutional **core values**. Our administration, faculty, and staff will model these values in our interactions with students, each other, and all those with whom we come into contact.

Providing leadership in **community and economic development** through training, partnerships, and services. Our students and staff will set the standard for contributing to the growth and development of our communities.

**Black Hawk College
Fiscal Year 2009 Budget**

Strategic Priorities

Connecting with the Learner

Support Student Success: Promoting a Positive Atmosphere for Successful Academic Student Outcomes

Learning and teaching are core processes of Black Hawk College, and promoting student success is of strategic importance. More and more of the students who will come to BHC will have special needs and will be under prepared for the rigors of college coursework. More students will have limited English skills, and the College has accountability pressures to increase completion rates and assess student-learning outcomes. Several Illinois Community College Board reports require the College address these challenges and report on how the College is ensuring access, affordability, and degree/certificate completion.

To support student success, students' educational and employment goals and opportunities must be factored into curricular plans and decisions. This curriculum must be responsive and proactive to meet the needs of nontraditional and part-time students. Course offerings and student services responsive to a diverse student body will be critical to creating a positive climate for learning.

Transfer programs continue to be an important service, which the College must not allow to be diminished. It is imperative that the College's students have the opportunity to achieve success in their academic programs – especially those students who start with basic skills deficiencies, participate in English as a Second Language programs, have minimum success in their previous academic experiences, or have a number of years' hiatus from formal education. When graduates do transfer, they must be competitive with the universities' native students and achieve the same levels of success.

The Strategic Planning Committee established the following college wide objectives and tactical Action Plans.

Student Success

65% of Black Hawk College full-time, first-time students will complete their Certificate/Degree programs, be still enrolled, or transferred within 150% of program length.

Action Plans:

1. Developmental Education Student Course Completion – Address needs of students taking developmental courses to ensure their successful course completion.
2. Minority Student Persistence to Completion – Create proactive strategies to assist minority students in completing their educational goals by graduating, transferring, or staying enrolled at the community college.
3. Transfer Student Success – Assess and promote achievement of general education core competencies ensuring successful transition to baccalaureate programs.

**Black Hawk College
Fiscal Year 2009 Budget**

Strategic Priorities – Continued

Student Satisfaction

Black Hawk College students will be satisfied with their overall experience at the College as reflected by a Community College Survey of Student Engagement mean score of 3.15 for their overall educational experience.

Action Plans:

1. Academic Advising – Implement initiatives focused on increasing student use of the Advising Center as a resource to assist them in completion of their educational goals.
2. Course schedule and support services to nontraditional and part-time students

Connecting with the Community

Access to Higher Education Through Collaborative Programming With Business and Industry, District-Wide K-12 Systems, and Institutions of Higher Education

The College must be closely connected with the larger community it serves if it is to truly “connect with the community” and prepare students for successful, independent, and personally fulfilling lives that also benefit society. That connection comes from intentionally sharing resources and exploring shared values and interests with the larger community. Many of those collaborations are already in place. However, the College recognizes that it must continually be proactive in developing new academic collaborations, new funding streams, and resource opportunities that will serve all students and the community at large.

Business and industry in high-growth industries face increased difficulty in finding workers with the skills they need as a result of globalization, the aging of America’s workforce, and the fact that technology and innovation are continuously changing the nature of work. As a result, Black Hawk College will be an increasingly critical provider for workers needing to retrain, advance, or broaden their skills. Partnerships between Black Hawk College and local business and industry will be critical to developing and maintaining a local workforce prepared to meet the needs of business and industry.

The Strategic Planning Committee established the following college wide objectives and tactical Action Plans.

Access

Increase the number of dually enrolled high school students to 300 and the number of credit hours generated, ensuring that all District high school students have access and an opportunity to participate in higher education.

Action Plan:

1. Collaborative Relationships with K-12 systems focusing on developing dual enrollment agreements with 100% of the District high schools.

**Black Hawk College
Fiscal Year 2009 Budget**

Strategic Priorities – Continued

Employment

86% of Black Hawk College career and technical education program completers will be employed in a related field as the College continues to focus on high quality, challenging academic programs that respond to business and industry needs.

Action Plan:

1. New Program Development - Develop strategies to evaluate current and potential opportunities for new educational programs with a minimum of one new academic/career program developed annually.

Partnership

Increase the number of articulated agreements and collaborative programming, particularly with Western Illinois University, to enhance student opportunities and success and to strengthen the economic and educational vitality of public higher education in the Quad Cities region.

Action Plans:

1. New articulation agreements will be developed with University of Illinois and other four-year universities to promote seamless transition by BHC agriculture-related students to four-year universities.
2. Western Illinois University – Create proactive strategies to strengthen communication and the development of new, collaborative programs with WIU that enhance successful student transition.
3. Improve internal and external awareness of articulated agreements and collaborative programming through marketing initiatives.

Workforce Development

Strengthen and promote Black Hawk College as a premier workforce training enterprise by achieving an increase in revenues and the number of businesses and individuals served through business and professional training.

Action Plan:

1. Develop internal collaborative partnerships and new program service designs between credit and noncredit programming that result in serving a greater number of businesses and individuals.

Connecting Internally

*Supporting Human Resources through Faculty and Staff Recognition,
Training and Development, Innovation, and Performance Motivation*

To serve Black Hawk College's changing population, the faculty and staff must be encouraged to engage as fully as possible in the processes of the College. As a service organization, the delivery of education is dependent on a highly skilled workforce. The College can maintain excellence only if its faculty, staff, and administrators continue to develop and grow professionally. The College must ensure that personnel have the knowledge and skills to adapt

Black Hawk College Fiscal Year 2009 Budget

Strategic Priorities - Continued

to changing student requirements, best practices in management, technology, pedagogy, and specific job skills. Faculty need the support necessary to stay current in their disciplines and to incorporate the most productive teaching methods. While the College continues to be more efficient with its resources, it must seek innovative ways to continually recognize, motivate, and empower its faculty and staff.

Black Hawk College is committed to quality and affordability. Given the high quality of education, variety of programs, student support services, and opportunities offered at the College, it is an excellent value for tuition dollars spent. The State of Illinois continues to be in a statewide financial crisis, and funding for community colleges will continue to decline. With these constraints, Black Hawk College expects no increases in the absolute dollars in state and county funding over the next three years.

Additionally, the College is committed to maintaining a tuition and fee structure that is affordable to the population it serves. By increasing enrollment and retention – particularly by nontraditional learners, part-time learners, and minority student learners – the College can garner more financial support. However, with a College that is feeling the strain in terms of demands on faculty, staff, and classroom availability during peak times of the day, the additional enrollment, while bringing in needed revenues, presents a continuous challenge to staff, the physical facilities, faculty, and students themselves.

With the anticipated need to increase productivity of staff and facility usage and keep the College mission of affordability and access a priority, the Strategic Planning Committee believes it is of strategic importance that the College address the following recommended objectives and tactical initiatives (Action Plans). Communication is an essential element by which this Strategic Plan is built. It ties the life of the College to the community it serves and provides a way of unifying the myriad of micro-units that necessarily exist in a large organization. The ongoing need for clear and open communication emerged as a strategic imperative from all of the internal scans and faculty and staff forums.

The Strategic Planning Committee identified the strategic importance of building an informed community and established the following college wide objectives and tactical Action Plans.

Fiscal Planning

Black Hawk College will achieve and maintain a balanced budget as it continues to provide responsive, efficient, and cost-effective educational programs and services.

Action Plans:

1. Increase non-traditional student enrollments through recruitment activities.
2. Business Process Improvement – The College will make strategic decisions in the distribution of limited resources and define, revise, and implement processes that enhance quality, demonstrate effectiveness, and ensure public accountability.
3. Increase alternative funding resources (grant acquisitions and Bonding) for program development and classroom equipment enhancements.
4. Conduct a College-wide Master (Facilities) Planning process.

**Black Hawk College
Fiscal Year 2009 Budget**

Strategic Priorities – Continued

Recognition and Innovation

Black Hawk College will achieve an average score of 3.71 or better on the faculty and staff Personal Assessment of College Environment (PACE) survey formal influence (leadership domain) scale by focusing on employee recognition, innovation, faculty and staff training and development and performance motivation.

Action Plans:

1. Enhance and support faculty and staff recognition initiatives
2. Encourage and promote innovation in what and how work is done
3. Revitalize faculty and staff training and development

Collaboration

Black Hawk College will achieve an average score of 3.63 or better on the Personal Assessment of College Environment (PACE) faculty and staff perceptions of collaboration scale. The College will support an environment of teamwork, collaboration, trust, and accountability.

Action Plans:

1. Define and implement the structure by which cross-departmental Action Teams work toward the achievement of the strategic objectives set forth in this plan.
2. Revise the Strategic Planning process

Communication

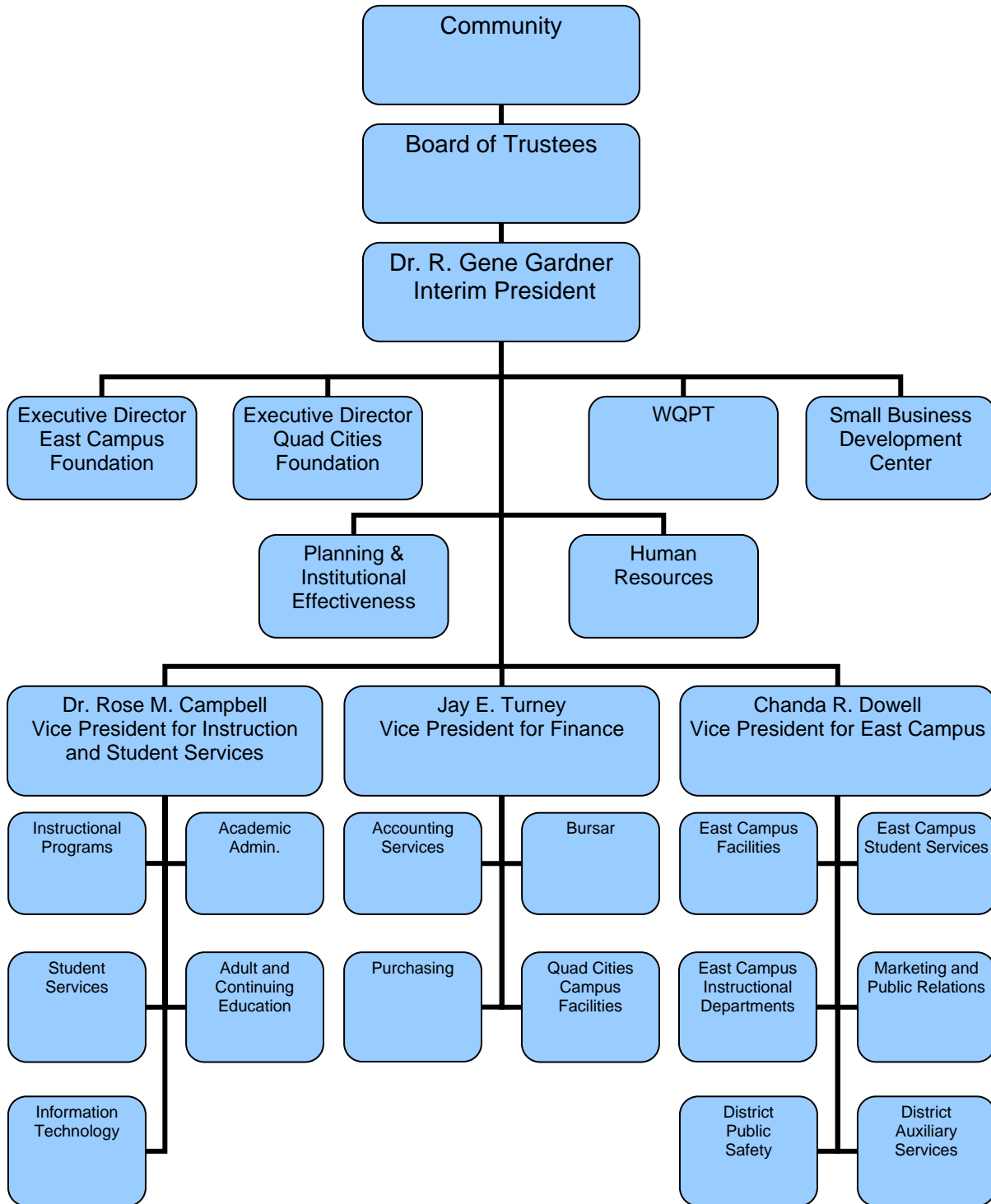
Black Hawk College will achieve an average score of 3.48 or better on the Personal Assessment of College Environment (PACE) scale of faculty and staff perceptions of communication within the organization. The College will accomplish this by creating an environment and providing the means for open and transparent communication that encourages the sharing of timely information and feedback throughout the organization with faculty and staff.

Action Plan:

1. Design communication structures that are open and transparent and provide for the timely sharing of information.

**Black Hawk College
Fiscal Year 2009 Budget**

Organization Chart



**Black Hawk College
Fiscal Year 2009 Budget**

Organization Overview

Board of Trustees

The operation of Black Hawk College is governed by a seven-member Board of Trustees elected by voters of the District. In addition to these seven members, the student body also elects one student trustee member to the board each year. The present members of the Board are as follows:

Title	Name	Current Term Expires
Chair	Steven J. Ballard	2011
Vice Chair	Evelyn L. Phillips	2013
Secretary	Diana K. Shreck	2011
Trustee	Fred R. Leggett	2009
Trustee	Tim A. Black	2009
Trustee	Barbara A. Terry	2009
Trustee	John T. Ahern	2013
Student Trustee	Joellyn M. Schott	2009

Responsibilities of the Board of Trustees include the following categories as outlined in more detail in the most recent Black Hawk College Board Policy Manual:

- Policy Making
- Community Relations
- Personnel and Organizational Administration
- Financial Administration
- Program and Curriculum Administration

Administration

Black Hawk College is organized in a manner that provides for effective and efficient operations of the College.

Position	Name
Interim President	Dr. R. Gene Gardner
Vice President for Instruction and Student Services	Dr. Rose M. Campbell
Vice President for East Campus	Chanda R. Dowell
Vice President for Finance	Jay E. Turney

**Black Hawk College
Fiscal Year 2009 Budget**

Organization Overview – Continued

President

Black Hawk College will begin FY2009 with an Interim President, Dr. R. Gene Gardner. The College will conduct a nationwide search to secure a new college president in FY2009.

The College has six directors and three vice presidents that report to the President:

- Director of Planning and Institutional Effectiveness
- Executive Director of the Quad-Cities Campus Foundation
- Executive Director of the East College Foundation
- Director of Human Resources
- Director of the Illinois Small Business Development Center
- Director of WQPT
- Vice President for Instruction and Student Services
- Vice President for East Campus
- Vice President for Finance

Director of Planning and Institutional Effectiveness – This office is responsible for strategic planning, information management, research, continuous improvement, and state reporting.

Executive Director of the Quad-Cities Campus Foundation – This office manages a comprehensive development program, which includes the procurement, investment, and management of gifts to enhance student opportunities and bridge funding gaps at the College.

Executive Director of East College Foundation – This office manages a comprehensive development program, which includes the procurement, investment, and management of gifts to enhance student opportunities and bridge funding gaps at the College's East Campus. The Foundation also manages its student apartment complex, Prairie Pointe Apartments.

Director of Human Resources – This office is responsible for coordinating recruitment and staffing, employee relations, employee training and development, compensation and benefits, employee services, and regulatory compliance.

Director of the Illinois Small Business Development Center (SBDC) – This office administers the federal Illinois Small Business Development Center grant for promoting the growth and development of small businesses and the State of Illinois Procurement Technical Assistance Center grant for promoting government contracting. The SBDC office supports the Illinois SBDC/International Trade Center grant to facilitate foreign trade and the Business Training Center to coordinate customized business training.

Director of WQPT – This department is responsible for the operation of public television station, WQPT, for which the College is the license-holder.

**Black Hawk College
Fiscal Year 2009 Budget**

Organization Overview – Continued

Vice President for Instruction and Student Services

As the chief academic officer, the Vice President for Instruction and Student Services has responsibility for all instructional matters district-wide as well as leadership for student services functions and information technology systems. The following functional areas are included:

- **Instruction and Student Learning** – This area includes the academic departments of Allied Health, English, Music, Art, Psychology/Sociology, History, Health/P.E., as well as English as a Second Language, student learning assessment, and career and technical education grants.
- **Instruction and Academic Support** – This area includes the academic departments of Math, Science, Computer Science, Engineering Technology, Business, as well as High School Dual Enrollment, Library Services, and the Teaching/Learning Center.
- **Adult and Continuing Education** – This area includes Continuing and Professional Education, Adult Education, and English as a Second Language.
- **Enrollment and Student Services** – This area includes Enrollment Services, Registrar, Advising, Student Success Center, Career Placement Center, Counseling, Orientation, Tutoring, Disability Services, Financial Aid, Student Life and Athletics.
- **Information Technology Services** – This area is responsible for all aspects of the technology environment including data center, infrastructure, instructional and administrative desktop computing, and enterprise resource planning applications (Banner), telecommunications, video conferencing, and media services.

Vice President for Finance

This position also serves as the Treasurer of the Board of Trustees. As chief financial officer for the College, the Vice President for Finance is responsible for receiving and disbursing funds, accounting, financial management, budget, risk management, and also oversees the following areas:

- **Accounting Services** – This area includes accounting, grant accounting, accounts payable, the budget office and asset control.
- **Bursar** – This area provides cashiering, setting up payment plans, processing student refunds, and monitoring the financial aspects of student accounts.
- **Purchasing** – The area is responsible for vendor relations, letting bids, issuing purchase orders, and complying with legal purchasing requirements of the State of Illinois.
- **Facilities** – This department is responsible for district-wide major construction and protection, health, safety projects as well as the daily management of the Quad Cities area facilities including roads and grounds, custodial services, HVAC, electrical, and maintenance.

**Black Hawk College
Fiscal Year 2009 Budget**

Organization Overview- Continued

Vice President for East Campus

The Vice President for East Campus is responsible for the day-to-day operations of the East Campus including serving as the Dean of the Applied Science and Liberal Arts and Science departments, and responsibility for East Campus student services and facilities. District-wide leadership for marketing, public relations, public safety, and auxiliary services also falls within this area.

- **East Campus Instructional Departments** – The instructional departments of the East Campus include the Applied Sciences Department and the Liberal Arts and Sciences Department.
- **East Campus Student Services** – This department coordinates advising, enrollment services, counseling, tutoring, career services, athletics, and the Learning Resource Center operations.
- **East Campus Facilities** – This department is responsible for the building, custodial, and grounds maintenance of the East Campus and Kewanee Community Education Center.
- **Marketing, Public Relations, and Recruiting** – This department is responsible for all media relations, advertising, promotions, publications, recruiting, and the College website.
- **Public Safety** – This department is responsible for the safety and security of all College facilities and guests.
- **Auxiliary Services** - This department is responsible for the College bookstore operations, food service operations, mail operations, and pool vehicles.

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Budget Authorization and Preparation

**Black Hawk College
Fiscal Year 2009 Budget**

Statutory Authority

**Adoption of Annual Budget
Process for Amending Annual Budget**

(110 ILCS 805/3-20.1) (from Ch. 122, par. 103-20.1) Sec.3-20.1

The board of each community college district shall within or before the first quarter of each fiscal year, adopt an annual budget which it deems necessary to defray all necessary expenses and liabilities of the district, and in such annual budget shall specify the objects and purposes of each item and amount needed for each object or purpose.

The budget shall contain a statement of the cash on hand at the beginning of the fiscal year, an estimate of the cash expected to be received during such fiscal year from all sources, an estimate of the expenditures contemplated for such fiscal year, and a statement of the estimated cash expected to be on hand at the end of such year. The estimate of taxes to be received may be based upon the amount of actual cash receipts that may reasonably be expected by the district during such fiscal year, estimated from the experience of the district in prior years and with due regard for other circumstances that may substantially affect such receipts. Nothing in this Section shall be construed as requiring any district to change or preventing any district from changing from a cash basis of financing to a surplus or deficit basis of financing; or as requiring any district to change or preventing any district from changing its system of accounting.

The board of each community college district shall fix a fiscal year. If the beginning of the fiscal year of a district is subsequent to the time that the tax levy for such fiscal year shall be made, then such annual budget shall be adopted prior to the time such tax levy shall be made.

Such budget shall be prepared in tentative form by some person or persons designated by the board, and in such tentative form shall be made conveniently available to public inspection for at least 30 days prior to final action thereon. At least one public hearing shall be held as to such budget prior to final action thereon. Notice of availability for public inspection and of such public hearing shall be given by publication in a newspaper published in such district, at least 30 days prior to the time of such hearing. If there is no newspaper published in such district, notice of such public hearing shall be given by posting notices thereof in 5 of the most public places in such district. It shall be the duty of the secretary of the board to make the tentative budget available to public inspection, and to arrange for such public hearing. The board may from time to time make transfers between the various items in any fund not exceeding in the aggregate 10% of the total of such fund as set forth in the budget. The board may from time to time amend such budget by the same procedure as is herein provided for its original adoption.

(Source: P. A. 78-669.)

**Black Hawk College
Fiscal Year 2009 Budget**

Statutory Authority- Continued

(110 ILCS 805/3-20.2) (from Ch. 122, par. 103-20.2) Sec. 3-20.2

Whenever the voters of a community college district have voted in favor of an increase in the annual tax rate for educational or operation and maintenance of facilities purposes or both at an election held after the adoption of the annual community college budget for any fiscal year, the board may adopt or pass during that fiscal year an additional or supplemental budget under the sole authority of this Section by a vote of a majority of the full membership of the board, any other provision of this Article to the contrary notwithstanding, in and by which such additional or supplemental budget the board shall appropriate such additional sums of money as it may find necessary to defray expenses and liabilities of that district to be incurred for educational or operation and maintenance of facilities purposes or both of the district during that fiscal year, but not in excess of the additional funds estimated to be available by virtue of such voted increase in the annual tax rate for educational or operation and maintenance of facilities purposes or both. Such additional or supplemental budget shall be regarded as an amendment of the annual community college budget for the fiscal year in which it is adopted, and the board may levy the additional tax for educational or operation and maintenance of facilities purposes or both to equal the amount of the additional sums of money appropriated in that additional or supplemental budget, immediately.

(Source: P.A. 85-1335.)

**Black Hawk College
Fiscal Year 2009 Budget**

Basis of Budgeting

Black Hawk College adheres to all generally accepted accounting principles (GAAP) applicable to Government units and Illinois community colleges. In addition, the Governmental Accounting Standards Board (GASB) is the standard setting body which establishes requirements the College adheres to for accounting and financial reporting purposes. The College also adheres to any and all financial reporting requirements enforced by the Illinois Community College Board (ICCB) as set forth in the ICCB Fiscal Management Manual. All funds use the modified accrual basis of accounting.

For financial reporting purposes, the College is considered a special-purpose government engaged only in business-type activities. Accordingly, the College's financial statements are presented 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. On an accrual basis, revenue from property taxes is recognized in the period for which the levy is intended to finance. Revenues from grants, state appropriations, and other contributions are recognized in the year in which all eligibility requirements have been satisfied. Eligibility requirements include timing requirements, which specify the year when the resources are required to be used or the fiscal year when the use is first permitted, matching requirements, in which the College must provide local resources to be used for a specified purpose, and expenditure requirements, in which the resources are provided to the College on a reimbursement basis.

To ensure consistency in financial reporting and economy of effort in financial operations and analysis, the College budgets and accounts for its financial operations on the same basis. Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applies. Both GASB and ICCB require accounting by funds so that limitations and restrictions on resources can be easily accounted for. The College utilizes fund based accounting to record all revenues and expenditures incurred. Accordingly, individual budgets are prepared for each fund. The College develops and administers budgets on the same basis as its financial reporting.

All governmental funds are budgeted using the modified accrual basis of accounting. There are no exceptions to the modified accrual basis of accounting for revenues. All revenues are recognized when they become measurable and available as current assets of the College. Revenues considered to be susceptible to accrual are:

- Real estate tax
- Corporate Personal Property Replacement Tax
- Tuition and Fees
- Interest
- Allocations from State and Federal Governments

**Black Hawk College
Fiscal Year 2009 Budget**

Basis of Budgeting – Continued

Taxpayer-assessed taxes are considered “measurable” when in the hands of the intermediary collecting governments and are recognized as revenue at that time. Conversely, anticipated refunds of such taxes are recorded as liabilities and reductions of revenue when they are measurable and the validity certain.

Expenditures are generally accounted for using the modified accrual basis of accounting. They are recorded when the related fund liability is incurred. Expenditures are recorded on the modified accrual basis except for inventory items, such as materials and supplies, which are accounted for using the purchases method, which dictates that they are considered expenditures in the period purchased. However, any significant amounts of inventory are reported on the balance sheet.

As part of its budgetary organization and control, budget levels are established for each fund and within the fund by object and function. Managers at all levels are charged with continuously monitoring expenditures within their programs. While the legal limits on expenditures are established by the amounts of the legal budget, the usual management practice is to monitor expenditures by department and line item within the department.

The College also maintains an encumbrance accounting system as one technique of accomplishing budgetary control.

**Black Hawk College
Fiscal Year 2009 Budget**

Budget Preparation Process

The Vice President for Finance, with assistance from various members of the Accounting Services Department, is responsible for the design and administration of the budget process at Black Hawk College. The annual budget process combines planning and budgeting to assist individual units in developing budgets that are consistent with their specific unit objectives as well as the College's strategic goals and objectives.

The annual budget process begins in the fall of the preceding year when the Board of Trustees approves the annual audited financial statements. At this time, the Accounting Services Department begins preparing various trend reports that detail actual activity for previous years. These actual financial results are then used to prepare projections for the current fiscal year as well as form the basis for the preliminary temporary budget.

Black Hawk College currently utilizes a combination of line item and pool budgeting techniques. Line item budgeting is used for all revenue accounts as well as all salaries and benefits, while pool budgeting is used for all other expenditure categories.

Revenue budgets are based on actual revenues received in previous years as well as anticipated changes in enrollment, tuition and fee rates, state funding levels, and equalized assessed values (EAV) within the District. Expenditure budgets are also based on actual amounts incurred in previous years as well as anticipated changes in contracted wage rates, projected benefit costs, price changes in supplies and services, capital requirements, and projected contractual services needs.

Once the preliminary temporary budget has been developed, each department budget manager receives a budget worksheet containing previous year actual figures, current year-to-date actual data, and the preliminary temporary budget dollars as determined by the Vice President for Finance. Budget managers are then asked to review the information provided and make changes as necessary. If a budget manager requests a change of more than 10% to a specific expenditure item, the budget manager must provide a written explanation supporting the request and submit that document along with their revised budget to the Budget Office for review and final approval.

After all departmental budgets are submitted to the Budget Office; the requested budget is summarized and presented to the Vice President for Finance for review and discussion with other members of the Administration. Once the Administration has reviewed and approved the requested budget, a rough draft budget is submitted to the Board of Trustees by mid July for discussion and feedback. Upon receiving feedback from the Board of Trustees and the Administration, the Accounting Services Department compiles the formal proposed budget document that will be placed on public display in August.

Since the FY2009 Budget is not adopted prior to July 1, the Board of Trustees approves a Resolution at its June meeting that authorizes the College President to receive and expend funds for the first three months of fiscal year 2009 (July 1, 2008 thru June 30, 2009) to maintain normal operations until a full fiscal year budget is in place.

**Black Hawk College
Fiscal Year 2009 Budget**

Budget Preparation Process - Continued

A public hearing on the proposed budget is held in September and the public is encouraged to attend and provide feedback on the proposal. It is anticipated that the Board will adopt the budget during the September Board meeting and once adopted, the budget is submitted to the Illinois Community College Board (ICCB) and all county clerk's offices within the District in compliance with state statutes.

Adjustments to the adopted budget can only be made after the budget has been published as a legal document. Budget adjustments are made periodically during the year in the event that revenue/expenditure levels change beyond the scope of the appropriated amount. The Accounting Services Department continually monitors budgeted funds and actual amounts to ensure that all variances are identified as early as possible and any necessary adjustments are made in a timely manner. Each budget adjustment must be approved by the department budget manager, at a minimum, but may also require the approval of the Vice President for Finance.

The Vice President for Finance provides a monthly comparative report of actual revenues and expenditures and budgeted amounts to the Board of Trustees. This report is presented in open session and public comment is welcome.

**Black Hawk College
Fiscal Year 2009 Budget**

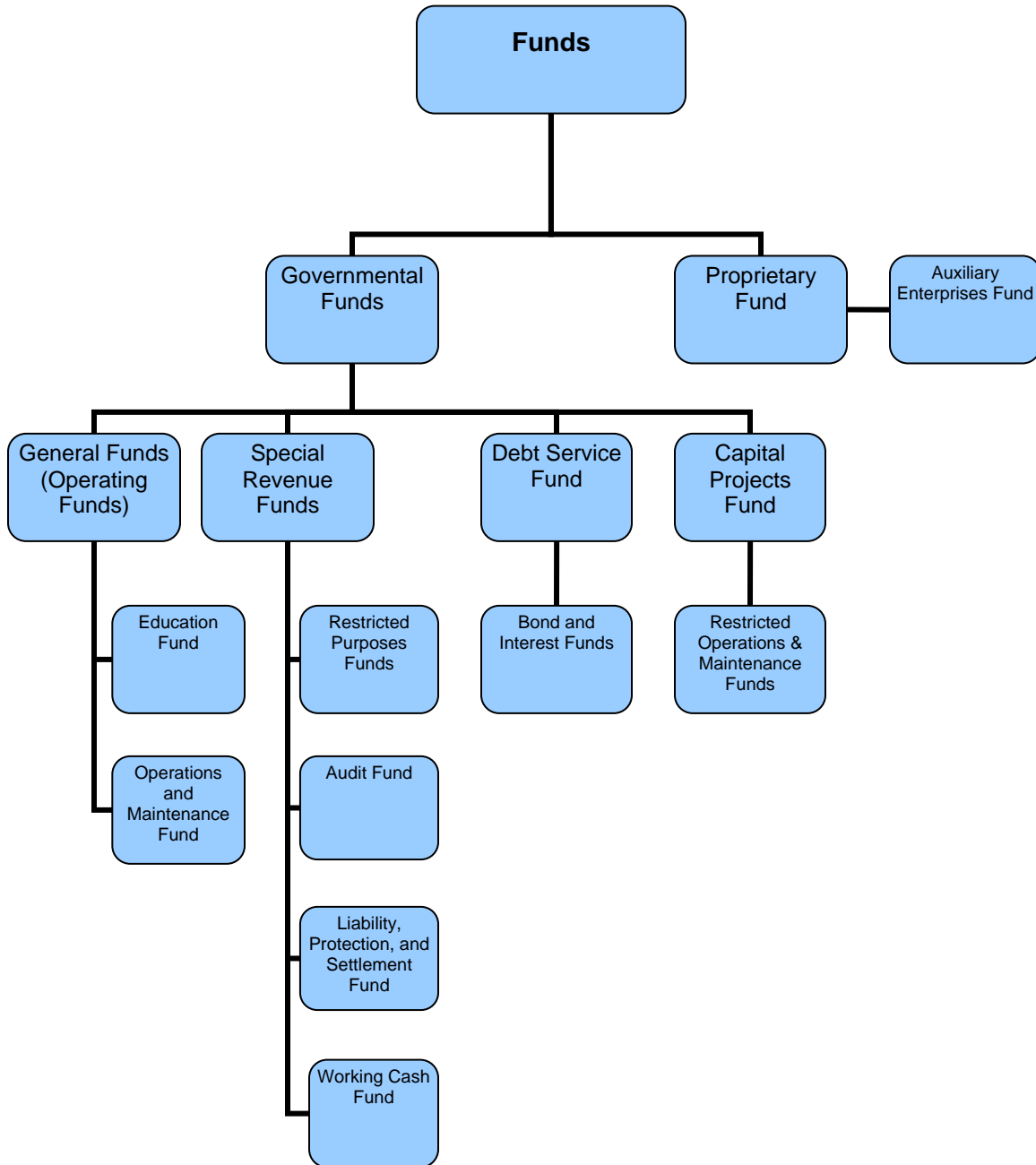
Fiscal Year 2009 Budget Calendar

January 2008	Annual Financial Plan is updated and presented to the Board
February 2008	The preliminary temporary budget is determined by the Vice President for Finance
March 2008	Actual budget process officially starts with instructions & packets issued to department budget managers
April 2008	Budget worksheets and other forms due in the Budget Office
May 2008	Complete administrative review process
June 2008	Present a one-page recap of the requested FY2009 Budget and the projected FY2008 actual estimates to Board of Trustees
July 2008	Rough draft budget document available to the Board
August 2008	Presentation of Proposed Budget to the Board of Trustees and begin 30 day public display of the document
September 2008	Public hearing and adoption of the budget by the Board of Trustees

Financial Section

**Black Hawk College
Fiscal Year 2009 Budget**

Fund Organization Chart



**Black Hawk College
Fiscal Year 2009 Budget**

Fund Descriptions

The College uses funds to report on its financial position and the results of its operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain college functions or activities.

A fund is a separate accounting entity with a self-balancing set of accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. College resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

Funds are classified into two types: governmental and proprietary. The governmental fund type, in turn, is divided into separate categories.

Governmental Fund Types

Most governmental functions are accounted for through governmental funds. The acquisition, use, and balances of the government's expendable financial resources and the related current liabilities - except those accounted for in proprietary funds - are accounted for through governmental funds (general, special revenue, debt service, and capital projects funds).

General Fund (Operating Funds)

The Education Fund and Operations and Maintenance Fund together comprise most of instructional, instructional support, student services, and operational activities of the College. When grouped together, these funds are referred to as the "Operating Funds." The Illinois Community College Board uses the combined Education and Operations and Maintenance Funds as the "Operating Funds" for financial reporting purposes. The local Board of Trustees may make a determination within the budget for the distribution of unrestricted revenues other than local property taxes among the Operating Funds.

Education Fund – The Education Fund is established by Section 3-1 of the Illinois Public Community College Act. The statutory maximum tax rate for the Education Fund is 75 cents per \$100 of equalized assessed valuation for community college districts in cities with less than 500,000 inhabitants. The current voter approved maximum is 12 cents per \$100 of equalized assessed valuation.

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; and other costs pertaining to the educational programs of the college.

Operations and Maintenance Fund – The Operations and Maintenance Fund is established by Section 3-20.3 of the Illinois Public Community College Act. The statutory maximum tax rate is set at 10 cents per \$100 of equalized assessed valuation for community college districts in cities with less than 500,000 inhabitants. The current voter approved maximum is 7 cents per \$100 of equalized assessed valuation. This fund is used to account for expenditures for the improvement, maintenance, repair, or benefit of buildings and property. The payment of custodial and maintenance employees, cost for fuel, lights, gas, water, telephone service, maintenance supplies and equipment are allowed.

**Black Hawk College
Fiscal Year 2009 Budget**

Fund Descriptions - Continued

Special Revenue Fund Types

Funds classified as Special Revenue Funds are used to account for revenues and expenditures associated with a specific source or legally restricted purpose. Black Hawk College has four Special Revenue Funds: the Working Cash Fund, the Audit Fund, the Restricted Purposes Fund, and the Liability, Protection and Settlement Fund. Each of these funds is described below.

Working Cash Fund

The Working Cash Fund is established by Section 3-33.1 of the Public Community College Act. This fund is first established without voter approval by resolution of the local board of trustees for the purpose of enabling the district to have on hand at all times sufficient cash to meet the demands for ordinary and necessary expenditures. Additional bonds may be issued, without voter approval, in an amount or amounts not to exceed in the aggregate 75 percent of the total tax extension from the authorized maximum rates for the Education Fund and the Operations and Maintenance Fund combined, plus 75 percent of last known corporate personal property replacement tax allocation.

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

The Working Cash Fund is used to account for financial resources held by the college to be used for temporary transfer to the operating funds. Bonds may be issued by resolution of the Board of Trustees to establish or increase the fund.

Payments for the principal or interest of working cash bonds should be made from the Bond and Interest Fund. (Section 3-33.1 through Section 3-33.6 of the Public Community College Act relate to various provisions for the Working Cash Fund.)

For purposes of GASB reporting in the annual external audit, the Working Cash Fund bond principal would be classified as Restricted - Expendable since procedures for the abolishment of this fund exist in 110 ILCS 805/3-33.6. and interest earned by the bond principal would be classified as Unrestricted since 110 ILCS 805/3-33.6. allows the earned interest to be transferred to the education or operation and maintenance funds with no restrictions and no requirement for repayment.

Audit Fund – The Audit Fund is established by Chapter 50, Act 310, Section 9 of the Illinois Compiled Statutes for recording the payment of auditing expenditures. The portion of property taxes received for the audit levy is recorded in this fund and monies in this fund should only be used for the payment of auditing expenditures.

**Black Hawk College
Fiscal Year 2009 Budget**

Fund Descriptions – Continued

Restricted Purposes Fund – The Restricted Purposes Fund is for the purpose of accounting for monies that have restrictions regarding their use. Each specific project should be accounted for separately using a complete group of self-balancing accounts within the Restricted Purposes Fund.

Appropriate steps are taken when establishing each group of self-balancing accounts to ensure that the accounting and reporting requirements of all grantors are met. If a grantor provides an accounting manual, that manual is followed when accounting for the group of self-balancing accounts. This fund should be used to account for state, federal, or other funds which are restricted for a specific purpose.

Liability, Protection, and Settlement Fund – The Liability, Protection, and Settlement Fund is established by 745 ILCS 10/9-107 and 40 ILCS 5/21-110.1 of the Illinois Compiled Statutes. The tort liability, Medicare insurance/FICA, unemployment insurance, and worker's compensation levies should be recorded in this fund. The monies in this fund, including interest earned on the assets of this fund, should be used only for the purposes authorized in 745 ILCS 10/9, for example, the payment of tort liability, unemployment, workers' compensation, and Medicare/FICA. Revenues receipted into this fund include property taxes levied for actual expenditures for authorized items only.

Debt Service Fund

Debt Service Funds are used to account for revenues and expenditures associated with the issuance and payment of general, long-term debt principal, interest, and other related costs.

Bond and Interest Fund – The Bond and Interest Fund is the debt service fund of the College and is established by Section 3A-1 of the Illinois Public Community College Act. This fund is used to account for payment of principal, interest, and related charges on any outstanding bonds. Debt service for each bond issue must be accounted for separately using a group of self-balancing accounts within the fund. Black Hawk College currently has four separate bond and interest funds, one fund for each bond issuance the College has outstanding.

Capital Projects Fund

Capital Project Funds are used to account for revenues and expenditures specifically associated with the acquisition, construction or improvement of facilities.

Operations and Maintenance Restricted Fund – The Operations and Maintenance Restricted Fund is established by Section 3-14 of the Illinois Public Community College Act. The local Board of Trustees may establish this fund by permitting an accumulation of funds for building purposes and site acquisition. Protection, health, and safety levies, building bond proceeds; capital renewal grants; and accumulation monies restricted from the operations and maintenance levy for building purposed be accounted for in a series of self-balancing accounts in this fund.

**Black Hawk College
Fiscal Year 2009 Budget**

Fund Descriptions – Continued

Proprietary Fund Types

Proprietary fund types account for the College's ongoing activities, which are similar to those often found in the private sector, where the determination of net income is necessary or useful to sound financial administration, or where services from such activities can be provided to outside parties (enterprise funds or to other departments or agencies primarily within the College's internal service funds). The College has one Proprietary Fund, the Auxiliary Enterprises Fund.

Auxiliary Enterprises Fund – The Auxiliary Enterprises Fund is established by Section 3-31.1 of the Illinois Community College Act. The Auxiliary Enterprises Fund exists to furnish a service to students and staff for which a fee is charged that is directly related to, although not necessarily equal to, the cost of the service. Examples of accounts in this fund include food services, student stores, and intercollegiate athletics.

The main sources of revenue in this fund are student fees, food service sales and bookstore sales. Additionally, student fees are assessed on a credit hour basis.

Non-Appropriated Funds

The College does not budget for revenues and expenses incurred in either the Investment in Plant Fund or the General Long Term Debt Fund. These funds are ICCB mandated account groups utilized for tracking either the value of plant assets or long-term liabilities.

**Black Hawk College
Fiscal Year 2009 Budget**

Revenue Overview

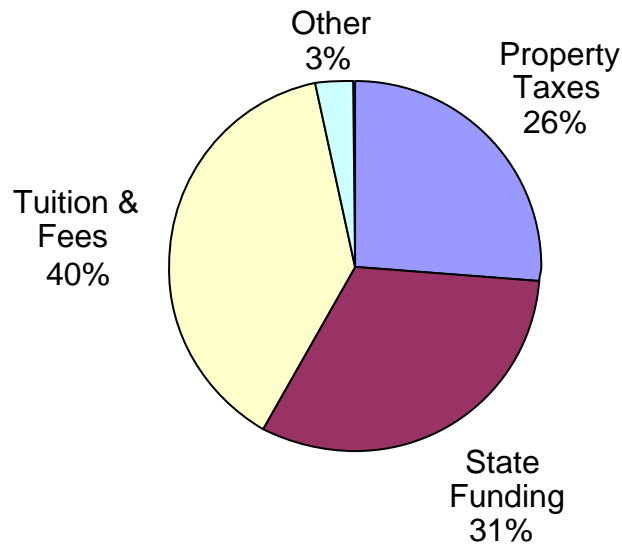
Black Hawk College has three primary sources of Operating Funds revenue:

- Tuition and Fees
- State Funding
- Property Taxes

These three sources comprise approximately 97% of total revenues as depicted in the chart below. The remaining sources of revenue, 3%, include the following:

- Interest income
- Facilities rental
- Federal sources
- Customized training and professional testing

**FY2009 Total Revenues
Operating Funds**



Credit Hours

As shown in the Credit Hour Information table on page 120, the College continues to realize declines in total credit hours, which includes both restricted and unrestricted hours. This trend is expected to continue in FY2009. The FY2009 budget is based on 123,954 total credit hours, which is a 3.5% decrease over FY2008 actual total credit hours.

**Black Hawk College
Fiscal Year 2009 Budget**

Revenue Overview - Continued

Tuition and Fees

Tuition and Fees comprise approximately 40% of the overall revenue received. The Board of Trustees approved the following FY2009 Tuition and Fee rates at the February 21, 2008 meeting:

Tuition:

In-district residents	\$ 77.00
Illinois out-of-district residents	151.00
Iowa contiguous county residents	111.00
All other out-of-state residents	270.00
Online Courses (Illinois residents)	91.00
Online Courses (Out-of-state residents)	270.00

Fees:

Instructional Materials Fee	\$ 2.00
Auxiliary Fee	2.00
Technology Fee	3.50

The average annual change in total tuition and fee revenue for the Operating Funds (Education and Operations & Maintenance Funds) from FY2001 to FY2007 is 3.56%. The increase in Tuition and Fees for FY2009 is expected to produce additional revenue in an amount consistent with this trend.

Black Hawk College has increased in-district mandatory tuition and fees by an average annual change of 5.52% from FY2001 to FY2007. It should be noted that the ICCB state average tuition and fees for the same time period has increased by 6.22%. Additionally, the College continues to have the lowest tuition and fee rates in the community when compared to nearby Community Colleges and Four-year Colleges and Universities.

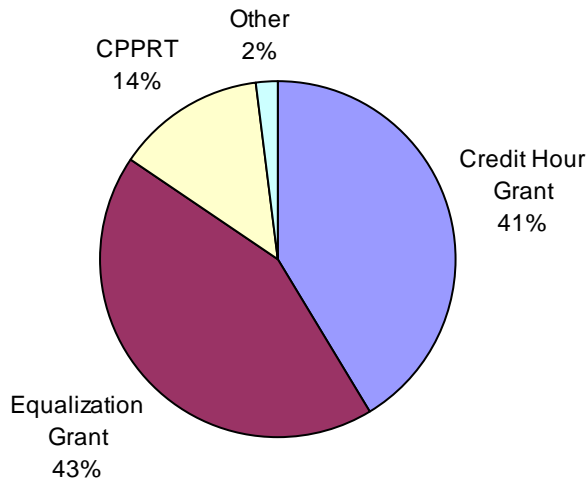
**Black Hawk College
Fiscal Year 2009 Budget**

Revenue Overview - Continued

State Funding

State funding for the Operating Funds is received through three primary sources: ICCB Equalization Grant, ICCB Credit Hour Grant, and Corporate Personal Property Replacement Tax (CPPRT). These three sources comprise approximately 98% of the total state funding received by the College. The remaining 2% of state funding is received through various state grants.

**FY2009 State Funding Sources
Operating Funds**



The Equalization Grant attempts to reduce the disparity in local funds available per student among each district. This grant is expected to comprise 43% of total state funding received in FY2009. Due to decreasing state funding and the anticipation that this trend will continue in future years, the projected Equalization Grant for FY2009 has been budgeted at approximately 93% of the FY2008 amount and only 84.3% of the FY2005 amount.

The ICCB Credit Hour Grant is based on credit hours earned during the two years prior to the current year, multiplied by the current year reimbursement rate. The state categorizes credit hours into one of six classifications: baccalaureate, business occupational, technical occupational, health occupation, remedial/development, and adult basic education/adult secondary education. The reimbursement rate received varies by both year and classification. The projected Credit Hour Grant for FY2009 has been budgeted at approximately 98% of the FY2008 amount and only 89% of the FY2005 amount.

Corporate Personal Property Replacement Tax (CPPRT) is collected by the Illinois Department of Revenue each year. The College has experienced consistent increases in this revenue source each year over the previous five fiscal years and is projecting a minimal increase again for FY2009. The amount included in the FY2009 budget for CPPRT is \$1,400,000.

**Black Hawk College
Fiscal Year 2009 Budget**

Revenue Overview - Continued

The remaining 2% of state funds projected for FY2009 is comprised of a projected \$200,000 grant from the state for career and technical education, which is based on credit hours two years prior to the budget year in the area of business and occupational programs. This grant encourages instructional spending for career programs, but does not impose spending restrictions.

Property Taxes

Property taxes are levied each year for all taxable real property in the District on the basis of the equalized assessed property values (EAV). Assessed values are established by each of the respective counties. Property taxes are billed and collected by the nine different counties within the District's boundaries. These taxes are certified on or before the last Tuesday in December and are attached as an enforceable lien on the property as of the preceding January 1.

Equalized assessed values in the District have been increasing steadily over the past several years, and while farm land values continue to decline in several of our contributing counties, it is estimated that we will see an increase in EAV of at least 4% for the 2008 property tax year.

The overall 2008 tax levy is currently estimated to increase by 13% for budget purposes. This increase is an estimate based upon the 4% projected increase in EAV and a 9.5% increase in the tax rate. The total increase in the College's levy was 14.8% for the 2007 levy year. Therefore the 13% projected increase is a realistic assumption and is based on average EAV growth in the District for the last three years. For the 2008 levy year, the EAV is estimated to be \$3.4 billion compared to \$3.2 billion for the 2007 levy year.

The budget for FY2009 property taxes by each Operating Fund is as follows:

	FY2007		FY2008		FY2009
	Budget	Actual	Budget	Actual	Budget
Education Fund	\$ 5,046,803	\$ 5,091,284	\$ 5,079,322	\$ 5,046,761	\$ 5,319,788
Operations & Maintenance Fund	2,591,106	2,595,556	2,967,875	2,949,465	3,108,382
Total	\$ 7,637,909	\$ 7,686,840	\$ 8,047,197	\$ 7,996,226	\$ 8,428,170

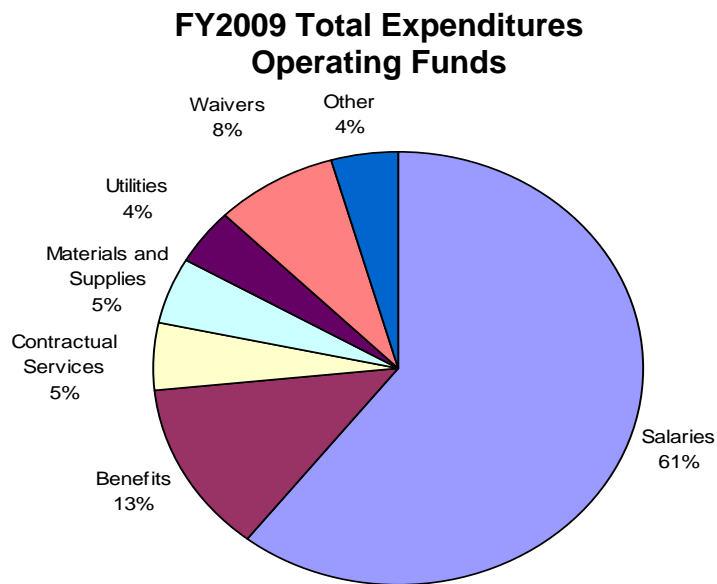
**Black Hawk College
Fiscal Year 2009 Budget**

Expenditure Overview

Black Hawk College has six primary sources of Operating Funds expenditures:

- Salaries
- Benefits
- Waivers
- Materials and Supplies
- Contractual Services
- Utilities

The largest expenditure for the College is incurred for salaries and benefits. These two expenditure categories comprise approximately 74% of the total expenditures each fiscal year. The overall contribution of each category is depicted in the chart below.



Expenditure assumptions utilized in the FY2009 budget include the following:

1. Departmental non-personnel budgets for materials/supplies, contractual services, conferences/meetings and travel were based on prior year actual expenditures where possible with an appropriate inflation factor used for FY2009.
2. Salary budgets were based on contractual agreements for all union employees, with the same increase of approximately 3% for all non-union employees. Changes due to the recent reorganization were also factored into the FY2009 Budget.
3. The Benefits budget assumes the cost of health insurance is expected to remain relatively flat from FY2008 to FY2009.
4. The Utilities budget assumes a 10% increase in utility costs because of deregulation of the State of Illinois electric market during FY2007 and the recent opening of the new, larger Community Education Center in Kewanee, Illinois.
5. A 70% reduction in Capital Outlay expenditures from Operating Funds as these purchases will be made from Operations and Maintenance Restricted Funds.

Black Hawk College Fiscal Year 2009 Budget

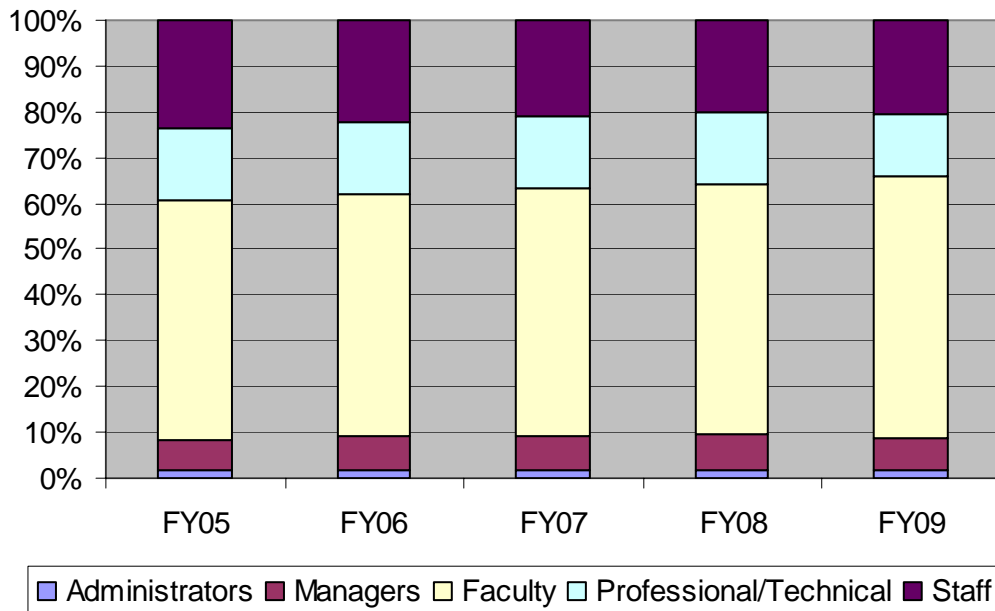
Expenditure Overview - Continued

Personnel

There are four bargaining units at Black Hawk College:

1. Full-Time Faculty and Professional/Technical Staff, represented by the Illinois Federation of Teachers Local 1836
2. Part-Time Faculty, represented by the Illinois Federation of Teachers Local 4939
3. Classified Staff, represented by UAW Amalgamated Local 2282
4. Public Safety, represented by the Illinois Education Association – Police Chapter

The College utilizes five different classifications for categorizing employees: Administrators, Managers, Faculty, Professional/Technical, and Staff. The placement of an employee into a specific category is primarily based on their individual pay grade. The following chart highlights the budgeted contribution of each category to the total FTE population at BHC from FY2005 through FY2009.



As a result of the continual decline in state funding levels as well as declining enrollment, Black Hawk College underwent an organizational restructuring in FY2008. The College offered a Voluntary Termination of Employment Plan to qualifying employees, eliminated several unfilled positions, and restructured several departments to more effectively utilize personnel. It is anticipated that the College will realize significant annual savings as a result of this restructuring.

Benefits

The College currently offers health benefits to substantially all full-time employees, their covered dependents, former employees electing coverage under federally mandated benefit provisions, and retirees separating from the College under certain voluntary separation plans and their covered spouses through the Black Hawk College Health Benefit Plan Trust. The cost of providing benefits under this plan is shared by the College and participating employees. The

**Black Hawk College
Fiscal Year 2009 Budget**

Expenditure Overview - Continued

College pays various percentages of health, dental, and vision premiums for all full-time employees' individual coverage and various percentages of premiums for dependents of full-time employees. The College determines the amount to be contributed by the employee and the College based on actuarial calculations and contractual agreements with various employee groups.

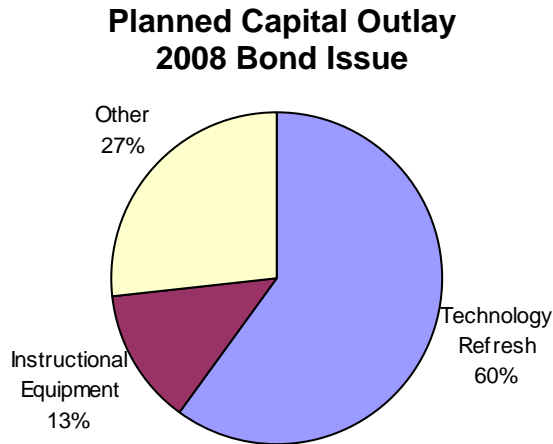
The plan has purchased specific excess loss insurance to cover individual claims exceeding \$125,000 per year up to a lifetime maximum of \$3,000,000 for each individual covered. In addition, the plan has purchased aggregate excess loss insurance to cover medical with standalone prescription drug program with a minimum annual aggregate deductible of approximately \$6 million.

Health insurances costs for the College have increased less than the national trend this last year in part because of changes made the past several years that included switching to a different pharmacy benefit manager and increasing certain employee co-pays. The Benefits budget assumes the cost of health insurance is expected to remain relatively flat from FY2008.

Capital Outlay and Technology

The College has implemented a strategy of issuing funding bonds to fund technology and other capital needs every three years. Technology has continued to be an ongoing priority for the College. The Information Technology Systems (ITS) Department and various instructional departments have been working to improve and keep the College current with the ever-changing infrastructure, instructional delivery systems, and training needs related to technology. The ITS management group has developed various Technology Refresh Plans, and funding for the plans is included in the Operations and Maintenance Restricted Funds budget.

In addition to the technology refresh projects currently underway, the College will also be using bond proceeds accounted for in the Operations and Maintenance Restricted Funds to update instructional equipment and furniture throughout the District, as well as update District facilities such as restrooms and stairways. The planned breakdown of capital spending from the bonds issued in 2008 is shown in the following chart.



**Black Hawk College
Fiscal Year 2009 Budget**

Expenditure Overview - Continued

Summary

The FY2009 Budget for the Operating Funds is submitted as balanced before all transfers. The FY2009 Budget includes:

- The impact of state funding increases that are less than inflation
- Realistic projections in property tax revenues
- Minimal decline in enrollment
- Responsible reserves

The FY2009 Budget includes recommendations from the strategic planning process and related College initiatives primarily in the area of technology and has been prepared in concert with the Three-Year Financial Plan dated March 2008.

**Black Hawk College
Fiscal Year 2009 Budget**

Key Financial Policies

In addition to Black Hawk College policies and procedures, major aspects of budgeting and finance are prescribed by the Illinois Public Community College Act and the Illinois Community College Board (ICCB). Synopses of these guidelines are listed below.

Black Hawk College Board Approved Policies

4.50 Finance

The College's educational services and facilities must be developed, maintained, and utilized within the resources available to the College. Adequate long-range planning and priority setting for the College District's financial resources are the responsibility of the President with the approval of the Board of Trustees.

The financial program of the College District shall be set forth in the annual budget which, when approved by the Board of Trustees, shall serve as the plan for management of the financial resources by all members of the College District staff.

It is the responsibility of the administration to develop and adhere to an annual budgetary planning schedule.

AMENDED 11/16/82, B.R. #3108
AMENDED 3/2/95, B.R. #5486

4.51 Purchasing of Supplies, Materials and Equipment

It is the policy of the Black Hawk College Board of Trustees to provide needed supplies, materials, equipment and work to support the educational programs of the College District through the use of sound, efficient, and effective purchasing procedures, which (1) requires Board approval for award of contracts for supplies, materials, equipment, or work involving an expenditure in excess of the amount currently authorized by the Illinois Public Community College Act, Chapter 110, Illinois Compiled Statutes, 805/3-27.1, and (2) authorizes the College administration to award contracts involving the expenditures up to and including the amount currently authorized by the Illinois Public Community College Act, Chapter 110, Illinois Compiled Statutes, 805/3-27.1; the Board charges the administration with the responsibility and delegates the necessary authority to develop appropriate guidelines, regulations, and procedures that adhere to statutory requirements for implementation of this policy.

ADOPTED 3/18/75, B.R. #1563
AMENDED 11/16/82, B.R. #3108
AMENDED 5/15/86, B.R. #3878
AMENDED 9/17/92, B.R. #5144

**Black Hawk College
Fiscal Year 2009 Budget**

Key Financial Policies - Continued

4.52 Designation of Depository

The Board will designate depositories for College District funds effective January 1 for a minimum term of three years. Those designations are to be considered at the September regular meeting immediately prior to the effective date.

ADOPTED 4/22/80, B.R. #2584
AMENDED 11/16/82, B.R. #3108

4.53 Conflict of Interest

1. General Statement. It is the intention of Black Hawk College to avoid any real or apparent conflicts of interest on the part of its employees and Trustees. All College employees and Trustees serve a public interest role and, thus, have a clear obligation to conduct all affairs of the institution in a manner consistent with this concept. All decisions made in the capacity of a Trustee or employee of Black Hawk College are to be made in the interest of Black Hawk College and the public good. In accordance with this expectation, all College employees and Trustees are expected to avoid improper outside influences on their work-related decisions or activities.
2. Definitions. The following definitions apply to this policy:
 - (a) The phrase "transact(s) College business" means the purchase of real or personal property, goods, services and the entry into contracts of any kind or nature by the College. This policy is not applicable to the hiring or retention of College employees.
 - (b) The phrase "family member" means the employee or Trustee and a spouse, child, parent, brother, and sister of the employee or Trustee.
 - (c) The phrase "entity in which the employee or Trustee has an interest" means a corporation, partnership or other form of business enterprise in which any family member owns, in whole or in part, an interest, but does not include a corporation whose stock is traded through a public stock exchange.
3. Specific Conflicts Prohibited. No Black Hawk College employee or Trustee shall, in whole or in part, approve or transact College business with any entity in which the employee or Trustee has an interest or with any family member of the employee or Trustee. This prohibition also applies to any College employee or Trustee who, in whole or in part,
 - (a) is designated by College policy or job description to transact the business in question,
 - (b) reviews or has responsibility for reviewing the business in question,
 - (c) supervises an employee included in subparagraphs (a) and (b) above, or
 - (d) attempts to influence the decision to transact the business in question.

This prohibition applies regardless of whether a decision to transact College business requires the approval of the College Board or supervisory personnel.

**Black Hawk College
Fiscal Year 2009 Budget**

Key Financial Policies - Continued

After full disclosure in writing by any employee or Trustee of his or her interest that would preclude a particular business transaction under this Section 3, the College Board may, nonetheless, determine that it is in the best interest of the College to enter into the transaction and waive the prohibition of this section. Where such a waiver occurs, the employee or Trustee making the disclosure shall suffer no penalty and shall not be disciplined.

4. Gift and Gratuities. No College employee or Trustee shall accept any gift or gratuity greater in value than twenty-five dollars (\$25.00), with the exception of textbooks and examination copies, from any person or entity which transacts College business or which seeks to transact such business where that employee or Trustee, in whole or in part, (1) approves or transacts that business with the person or entity, or (2) would occupy such a position if the person or entity seeking to transact such business was successful in obtaining that business, or (3) who occupies or would occupy with respect to that person or entity one of the positions described in paragraphs (a) through (d) in Section 3 of this policy.
5. Violations and Discipline. All College employees who violate Sections 3 or 4 of this policy are subject to disciplinary action up to and including termination of employment. An employee who is subject to disciplinary action based on an allegation of a violation of this policy shall be entitled to full due process rights provided under the appropriate grievance process for his/her classification.
6. Certification. All College employees and Trustees who are subject to the provisions of this policy shall certify on a written form provided by the College that he/she has received, read and understands the provisions of this policy including the potential disciplinary action for violation of the policy.
7. Independent Contractors. This policy has no application to independent contractors who maintain a business or professional relationship with the College but who are not College employees or Trustees.

ADOPTED 5/16/91, B.R. #4897

**Black Hawk College
Fiscal Year 2009 Budget**

Key Financial Policies - Continued

4.54 Annual Audit Certification

On an annual basis, the President, as Chief Executive Officer, and the Chief Financial Officer will deliver a written certification to the Board of Trustees. This certification will include, but not be limited to, the following: 1) The President and the Chief Financial Officer have reviewed the financial statements and agree with the basis for all estimates, reserves, compliance with grantor restrictions and requirements. 2) The financial statements, as certified by the College auditors, are a fair presentation of the financial condition of the College as of the date of the audit. 3) All necessary information has been provided to the College auditors. 4) There is nothing that has been identified subsequently that now needs to be disclosed.

This certification will be delivered to the Board of Trustees no later than five months after the end of each fiscal year.

ADOPTED 12/19/02, B.R. #6750

4.55 Investment of College Funds

The Treasurer, or designee, is responsible for maintaining adequate cash balances to pay current obligations and for determining when funds are temporarily available for investment to accrue interest to the College. The Treasurer has the authority to determine the base mix of investments for liquidity, safety and return within the confines of this policy. The Treasurer will act as the chief investment officer of the College and be responsible for assuring that all investments meet the criteria and restrictions of this policy.

When it has been determined that funds are available for investment, the following criteria must be met:

1. Funds may be deposited in Certificate of Deposit, Money Market Accounts, Time Deposits, or Savings Accounts, only with banks, savings banks, and savings and loan associations that are insured by the FDIC (Bank Insurance Fund or Savings Association Insurance Fund).
2. All in-district banks and savings and loan associations that are insured by the FDIC (Bank Insurance Fund or Savings Association Insurance Fund) are designated as depositories by this policy. Out-of-district banks will be used only when separately designated by the Board of Trustees.
3. Investments may be made in bonds, notes, certificates of indebtedness, treasury bills, or other securities that are guaranteed by the full faith and credit of the United States of America as to principal and interest. Investments may be made in short-term discount obligations of agencies of the United States Government, but which are not guaranteed by the full faith and credit of the United States Government. The longest remaining maturity of any investment at the time of purchase is six (6) months.
4. Financial institutions must collateralize all time deposits in excess of \$100,000 to 110% of market value and collateral held by a third-party custodian.

**Black Hawk College
Fiscal Year 2009 Budget**

Key Financial Policies - Continued

5. Acceptable collateral will include the following:
 - a. Bonds, notes, certificates of indebtedness, treasury bills, or other securities now or hereafter issued which are guaranteed by the full faith and credit of the United States of America as to principal and interest;
 - b. Obligations of United States Government Agencies, including mortgage-backed securities (not REMIC's or CMO's).
6. The College may invest in the Illinois Public Treasurer's Investment Pool (IPTIP) and the Illinois School District Liquid Asset Fund (ISDLAF).
7. The College may invest in a Savings Account if the rates paid on Certificates of Deposit, Time Deposits, ISDLAF or IPTIP are less than the Savings Account rate.
8. Whenever investments require collateral in accordance with Items 4 or 5 above, an executed collateral agreement must be on file with Black Hawk College.

The Treasurer, or designee, will review the cash balances on a daily basis to determine if funds are available for investment. If funds are available, they will be invested according to the following procedure:

1. The various forms of investment will be reviewed to determine the highest yield subject to the provisions of Board policy.
2. The current portfolio will be evaluated for diversification needs and a decision made on the investment(s) to be purchased.
3. If Certificates of Deposit or Time Deposits are to be used, the College will solicit telephone quotes from all interested in-district financial institutions and will invest such funds at the highest rate of return.
4. The College will invest in instruments such as Money Market Accounts, IPTIP, and ISDLAF to maintain an adequate degree of liquidity.
5. Monthly investment schedules will be provided to the Board.
6. The College will invest funds consistent with all procedures and restrictions included herein using the "prudent man rule" as a guiding principle as well.
7. The Treasurer, or designee, shall have no real or perceived conflict of interest with any financial institution the College is currently using or may utilize in the future. All placements of investments shall be done in an open, fair manner.

ADOPTED 3/6/97, B.R. #5786
AMENDED 1/20/00, B.R. #6288

4.56 Ethics Policy

The Illinois General Assembly enacted the State Officials and Employees Ethics Act which revises the State statutes regulating ethical conduct, political activities, and the solicitation and acceptance of gifts by State officials and employees. The Board of Trustees has adopted a resolution that includes provisions for a gift ban, prohibited political activities, "revolving door prohibitions," and many other items.

STATUTE 5 ILCS 420/1-1
ADOPTED 5/13/04, B.R. #6926

**Black Hawk College
Fiscal Year 2009 Budget**

Key Financial Policies - Continued

ICCB REGULATIONS

Requirements for Financial Transactions

The Public Community College Act and ICCB rules contain many financial requirements. Although several requirements are highlighted below, you are encouraged to review the Public Community College Act and ICCB rules.

Annual Budget

The budget is a controlled plan to be used in implementing the philosophy and the objectives of the college. Its development should involve maximum participation and, therefore, the aims and objectives of the college should be reflected at each level. Colleges are encouraged to use either of the following budgetary formats: line-item appropriation or program budgeting in conjunction with program performance budgeting (PPB), or zero-based budgeting (ZBB). However, a budgetary crosswalk may be necessary to complete the line-item appropriation by function budget required by the ICCB.

Each local Board of Trustees must adopt a budget for each fiscal year within or before the first quarter of each fiscal year. Moreover, a tentative budget must be available for public inspection for at least 30 days, or ten days for community college districts in cities of over 500,000 inhabitants, prior to final adoption; and at least one public hearing must be held on the tentative budget.

It is anticipated that each district will develop an expanded operational budget that is more detailed than the budget required by the ICCB. Care should be taken that any budget adopted by the local Board of Trustees meets the requirements of Section 3-20.1 of the Public Community College Act for community college districts in cities with less than 500,000 inhabitants or Sections 7-8 through 7-16 for other community college districts.

The budget shall contain a statement of the cash on hand at the beginning of the fiscal year, an estimate of the cash expected to be received during such fiscal year from all sources, an estimate of the expenditures contemplated for such fiscal year, and a statement of the estimated cash expected to be on hand at the end of such year. The estimate of taxes to be received may be based upon the amount of actual cash receipts that may reasonably be expected by the district during such fiscal year, estimated from the experience of the district in prior years and with due regard for other circumstances that may substantially affect such receipts. (Section-3-20.1)

The budget shall set forth estimates, by classes, of all current assets and liabilities of each fund of the board as of the beginning of the fiscal year, and the amounts of those assets estimated to be available for appropriation in that year, either for expenditures or charges to be made or incurred during that year or for liabilities unpaid at the beginning thereof. Estimates of taxes to be received from the levies of prior years shall be net, after deducting amounts estimated to be sufficient to cover the loss and cost of collecting those taxes and also deferred collections thereof and abatements in the amount of those taxes extended or to be extended upon the collector's books. (Section 7-9)

**Black Hawk College
Fiscal Year 2009 Budget**

Key Financial Policies - Continued

The local Boards of Trustees of community college districts in cities of less than 500,000 inhabitants may transfer among budgeted items in a fund, providing that all transfers do not exceed 10 percent of the total of such fund as set forth in the budget. The local Board of Trustees also may amend the budget by using the same procedure as the original adoption.

One copy of the annual budget in the format prescribed shall be filed with the ICCB no later than October 15.

Certificate of Tax Levy

The language for the Certificate of Tax Levy suggested by Section 3-20.5 of the Public Community College Act is included in this section. This certificate must be filed with each county clerk on or before the last Tuesday in December. A copy of the certificate, along with each county clerk's verification of the levy, should be filed with the ICCB no later than January 31. In addition to the adopted annual budget, each college must file with each county clerk, within 30 days of its adoption, the local board's budget resolution and a certified summary of anticipated revenues for the fiscal year. Failure to file these documents authorizes the county clerk to refuse to extend the district's tax levy. Suggested forms for the budget resolution and the summary of anticipated revenues are included as part of this section.

Moreover, when a district levies more than 105 percent of the previous year's tax extensions, the district must have at least one public hearing which may not coincide with the hearing on the tentative budget. The notice must fulfill the following requirements: The notice shall appear no more than 14 days nor less than 7 days prior to the date of the public hearing. The notice shall be no less than one-eighth page in size, and the smallest type used shall be 12 point and shall be enclosed in a black border no less than 1/4 inch wide. The notice shall not be placed in that portion of the newspaper where legal notices and classified advertisements appear. The notice shall state in plain and simple language the following information: (1) the legal name of the taxing district; (2) the commonly known name of the taxing district; (3) the amount of property taxes, exclusive of election costs, extended or estimated to be extended on behalf of the taxing district for the preceding year; (4) the amount of the proposed levy, exclusive of election costs, for the current year; (5) the percentage increase; and (6) the date, time and place of the public hearing concerning the proposed budget and the proposed levy increase. Such hearing may not coincide with the hearing on the proposed budget of the taxing district. Any notice which includes information substantially in excess of that specified and required by this Act shall be an invalid notice. (Chapter 120, Section 866)

Additionally, an amended Certificate of Tax Levy may be filed within ten days of notification from the county clerk of the multiplier providing such multipliers will alter the amount of revenue received by the district.

External Audit

Each district is required to submit three copies of its external audit to the ICCB by October 15 following the end of the fiscal year. Required schedules and recommended formats are detailed by the ICCB.

Black Hawk College Fiscal Year 2009 Budget

Key Financial Policies - Continued

Annual Financial Report

Pursuant to Section 3-22.2 of the Public Community College Act, each district is required to publish a financial statement at least once annually prior to November 15 in a newspaper of general circulation in the district, and a copy of this publication must be filed with the ICCB by December 1.

Community College Treasurer's Bond

Each community college treasurer must be bonded. A copy of each bond must be filed with the county clerk(s) and the ICCB.

Payment of Orders and Bills

The local Boards of Trustees of community college districts in cities of less than 500,000 inhabitants must approve payment of all bills showing to whom and for what purpose each payment is to be made and to what budgetary item each payment should be debited. The payment's purpose and budgetary line item can be shown by Fiscal Management Manual account codes. College staff should ensure that each item is properly charged to the correct account and that authority exists for such a transaction. For example, custodial salaries and utilities can be paid from the Operations and Maintenance Fund only upon resolution of the local Board of Trustees.

Bidding Policy

Section 3.27.1 of the Public Community College Act requires each district to let all contracts for supplies, materials, or work involving an expenditure in excess of \$10,000 to the lowest responsible bidder after due advertisement, excluding the exceptions which are listed in Section 3-27.1 of the Act. The local board may adopt a more restrictive bidding policy.

THE PUBLIC ACT REGULATIONS

805/3-20.1. Adoption of Annual Budget--Contents--Fiscal year

Community college boards are required to adopt a budget before or within the first quarter of a new fiscal year. The budget must "...specify the objects and purposes of each item and amount needed for each object or purpose." The budget must contain a statement of cash on hand at the beginning of a fiscal year, an estimate of cash to be received and expended during the year, and an estimate of cash expected on hand at the end of the fiscal year. Nothing in this section is to be interpreted as a requirement for a district to change its basis or system of accounting. The board is required to establish the fiscal year. The budget "...shall be prepared in tentative form by some person or persons designated by the board, and in such tentative form shall be made conveniently available to inspection for at least 30 days prior to final action thereon. At least one public hearing shall be held as to such budget prior to final action thereon." Districts are required to publish a notice of the availability of the budget for public inspection, and notice of the public hearing. Finally, this section authorizes the board to "...from time to time make transfers between the various items in any fund not exceeding in the aggregate 10% of the total of such fund as set forth in the budget." The board may amend the budget by following the same procedures for the original adoption outlined in this section.

**Black Hawk College
Fiscal Year 2009 Budget**

Key Financial Policies - Continued

805/3-20.2. Additional or Supplemental Budget

If the voters of a community college district approve an increase in the district's tax rate for the Education or Operations and Maintenance Funds after the budget for that period has been adopted, the board may adopt or pass a budget reflecting the supplemental or additional funds to be collected.

805/3-20.3. Expenses Payable from Taxes for Operation and Maintenance of Facilities Purposes and for Purchase of College Grounds--Educational Fund

This section specifies expenditures that must be paid from the amount levied for operations and maintenance purposes. Included are "...obligations incurred 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, for the rental of buildings and property for community college purposes..." Other expenditures are to be paid from the Educational Fund.

805/3-20.5. Determination of Amount to be Raised by Tax for Educational Purposes and for Operations and Maintenance of Facilities Purposes--Certificate of Tax Levy

Each year, the College must determine the amount of funds to be raised by the tax levy for the ensuing year. These amounts must be certified by the board and submitted to the county clerk before the last Tuesday in December each year. Suggested language for the Certificate of Tax Levy is also included in this section.

805/3-20.6. Districts in Two or More Counties--Determination of Amounts--Certificates of Tax Levy

If a college district lies in two or more counties, the Certificate of Tax Levy must be filed with each of the county clerks within the district. Each county clerk is then to determine the portion of the district valuation that lies within the county and provide this information to the county clerk where the institution is located. Based on the levy certification, the county clerk will determine the tax rates for all of the counties.

805/3-27. Payment of Orders and Bills--Revolving Funds--Collection of Funds

The board may include in the authorized minutes a list of bills approved for payment, showing to whom and for what purpose the debt was incurred. This does not preclude the board from authorizing a voucher system or other system in accordance with the State Board. The board may establish revolving funds, providing they are in the custody of a bonded employee and are subject to annual audit by a licensed public accountant.

805/2-27.1. Contracts

Contracts for the purchase of supplies, materials, or work exceeding \$10,000 are awarded to the lowest responsible bidder considering conformity with specifications, terms of delivery, quality, and serviceability. Several exceptions to this rule are noted in this section, including (1) services of individuals possessing a high degree of professional skill, (2) contracts for printing financial reports, (3) contracts for printing or engraving bonds or other debt instruments, (4) and many others as outlined in the statute. This section also includes procedures for awarding contracts through the sealed bid process.

**Black Hawk College
Fiscal Year 2009 Budget**

Key Financial Policies - Continued

805/3-33.5. Working Cash Fund--Monies Derived from Bonds--State and Federal Funds

Funds raised by the sale of working cash bonds must be maintained in a separate fund, and they are not to be appropriated in the annual budget. The Board may transfer from the Working Cash Fund in anticipation of the receipt of federal or state funds, but the debt to the Working Cash Fund must be satisfied.

805/3-33.6. Working Cash Fund--Transfers of Monies--Abolition of Fund

Transfers from the Working Cash Fund to the Education or Operations and Maintenance Fund may be made only by board resolution. This section also specifies the terms of such a resolution. The board may also issue a resolution to abolish the Working Cash Fund and direct the treasurer as to directing the transfer. If it is abolished, a district may not establish another Working Cash Fund without voter approval. Interest earned by the fund may be transferred to the Education or Operations and Maintenance Fund by board resolution.

**Black Hawk College
Fiscal Year 2009 Budget**

Debt

Debt Summary

By law, the College is permitted to incur regular debt up to 2.875% of the District's equalized assessed valuation (EAV). At the present time, using the 2007 EAV, the limit calculates to \$92.5 million on an equalized assessed valuation of \$3.2 billion. The College's current debt applicable to the legal debt limit is \$17.3 million or approximately 19% of the allowable limit.

EAV X 2.875% =	Allowable Debt
\$3,229,766,461 X 2.875% =	\$92,855,786

Allowable Debt – Outstanding Debt =	Debt Margin
\$92,855,786 - \$17,300,000 =	\$75,555,786

2004 Bond Issue

On November 10, 2004, the College issued \$5,300,000 in General Obligation Bonds to refund \$5,300,000 in short-term debt certificates. The debt certificates were issued and received by the College July 14, 2004. The purpose of issuing these debt certificates was to use the proceeds to expand and renovate facilities throughout the College and to expand and upgrade the College's technology infrastructure. This included acquiring and implementing additional software to assist in the College's services and effectiveness. Principal and interest payments on the General Obligation Bonds are to be paid annually on December 1 with the final payment on December 1, 2009. Interest only payments are due June 1 of each year beginning June 1, 2006. Interest rates range from 2.0% to 4.0% over the life of the bonds.

The annual debt service requirements to maturity, including principal and interest, for the General Obligation Bonds as of June 30, 2008 are as follows:

		Principal	Interest	Total
Year ending June 30,	2008	\$ 1,220,000	\$ 118,212	\$ 1,338,212
Year ending June 30,	2009	1,265,000	74,613	1,339,613
Year ending June 30,	2010	1,315,000	24,656	1,339,656
Total		<u>\$ 3,800,000</u>	<u>\$ 217,481</u>	<u>\$ 4,017,481</u>

2006 Bond Issue

On November 9, 2006, the College issued \$4,800,000 in General Obligation Bonds to refund \$4,800,000 in short-term debt certificates. The debt certificates were issued and received by the College July 14, 2006. The purpose of issuing these debt certificates was to temporarily increase funding levels throughout the College. Principal and interest payments on the General Obligation Bonds are to be paid annually on December 1 with the final payment on December 1, 2009. Interest only payments are due June 1 of each year beginning June 1, 2008. Interest rates range from 2.0% to 4.0% over the life of the bonds.

**Black Hawk College
Fiscal Year 2009 Budget**

Debt - Continued

The annual debt service requirements to maturity, including principal and interest for the General Obligation Bonds as of June 30, 2008 are as follows:

		Principal	Interest	Total
Year ending June 30,	2008	\$ 600,00	\$ 510,714	\$ 1,110,714
Year ending June 30,	2009	1,700,000	238,675	1,938,675
Year ending June 30,	2010	2,500,000	89,375	2,589,375
Total		<u>\$ 4,800,000</u>	<u>\$ 817,950</u>	<u>\$ 5,638,764</u>

2008 Bond Issue

On January 29, 2008, the College issued \$4,500,000 in General Obligation Bonds to refund \$4,500,000 in short-term debt certificates. The debt certificates were issued and received by the College October 11, 2007. The purpose of issuing these debt certificates was to pay for capital needs of the College including technology, instructional equipment, and other capital needs. Principal and interest payments on the General Obligation Bonds are to be paid annually on December 1 with the final payment in December 2011. Interest only payments are due June 1 of each year beginning June 1, 2009. Interest rates range from 2.0% to 4.0% over the life of the bonds.

The annual debt service requirements to maturity, including principal and interest, for the General Obligation Bonds as of June 30, 2008 are as follows:

		Principal	Interest	Total
Year ending June 30,	2009	\$ 0	\$ 230,958	\$ 230,958
Year ending June 30,	2010	300,000	167,250	467,250
Year ending June 30,	2011	1,200,000	141,000	1,341,000
Year ending June 30,	2012	3,000,000	60,000	3,060,000
Total		<u>\$ 4,500,000</u>	<u>\$ 599,208</u>	<u>\$ 5,099,208</u>

On January 29, 2008, the College also issued \$4,100,000 in General Obligation Bonds. The College was authorized by the Board of Trustees on August 16, 2007, to issue bonds to increase the Working Cash Fund. Principal and interest payments on the General Obligation Bonds are to be paid annually on December 1 with the final payment on December 1, 2010. Interest only payments are due June 1 of each year beginning June 1, 2009. Interest rates range from 2.0% to 4.52% over the life of the bonds.

The annual debt service requirements to maturity, including principal and interest, for the General Obligation Bonds as of June 30, 2008, are as follows:

		Principal	Interest	Total
Year ending June 30,	2009	\$ 205,000	\$ 227,056	\$ 432,056
Year ending June 30,	2010	950,000	143,735	1,093,735
Year ending June 30,	2011	2,945,000	61,845	3,006,845
Total		<u>\$ 4,100,000</u>	<u>\$ 432,636</u>	<u>\$ 4,532,636</u>

Financial Information By Fund

Black Hawk College
All Funds - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances
FY2003 through FY2009

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
	Actual	Actual	Actual	Actual	Actual	Budget	Budget
Revenues:							
Local governmental sources							
Property taxes	\$ 10,110,571	\$ 10,721,008	\$ 11,403,125	\$ 12,280,184	\$ 13,231,160	\$ 16,243,151	\$ 18,008,415
Tuition chargeback	43,005	65,881	43,451	39,822	38,421	10,000	-
Other	5,245	7,500	4,760	7,638	28,532	-	-
Total local government sources	10,158,821	10,794,389	11,451,336	12,327,644	13,298,113	16,253,151	18,008,415
State governmental sources	16,667,736	14,756,792	13,876,740	13,523,521	14,370,178	17,645,082	15,435,602
Federal governmental sources	7,572,422	7,908,014	7,661,777	7,090,387	6,922,766	9,607,015	9,015,583
Student tuition and fees	9,072,173	9,885,721	10,787,398	11,226,002	11,927,173	12,330,846	12,988,394
Sales, services and rental of facilities and equip	4,201,923	4,189,840	4,311,216	4,142,714	4,136,648	3,982,255	3,943,868
Investment earnings	566,729	441,356	556,738	710,851	1,076,367	508,000	588,000
Other sources	2,047,401	1,392,612	1,185,602	1,101,164	1,485,996	4,352,690	3,960,950
Total revenues	50,287,205	49,368,724	49,830,807	50,122,283	53,217,241	64,679,039	63,940,812
Expenditures:							
Current							
Instruction	12,080,606	12,404,701	12,936,348	12,902,864	13,044,708	14,392,814	14,433,832
Academic support	3,341,645	3,496,669	3,465,583	3,528,485	3,942,838	6,299,127	5,998,239
Student services	3,609,090	3,152,770	3,233,551	3,418,731	3,181,465	5,284,986	4,835,799
Public services	5,714,255	3,842,913	3,034,234	3,025,891	2,779,866	4,649,630	4,351,081
Institutional support	7,255,723	7,348,901	13,146,888	8,739,367	10,777,511	16,281,145	13,821,619
Auxiliary services	3,523,090	3,528,149	3,918,720	3,716,139	3,481,200	3,857,353	3,697,117
Scholarships, student grants, and waivers	9,873,876	9,982,625	10,057,404	9,417,425	9,906,378	10,150,000	9,556,846
Operation of physical facilities	4,762,643	6,545,239	5,736,770	6,033,633	7,502,290	9,010,919	7,489,051
Total expenditures	50,160,928	50,301,967	55,529,498	50,782,535	54,616,256	69,925,974	64,183,584
Excess (deficiency) of revenues over expenditures	126,277	(933,243)	(5,698,691)	(660,252)	(1,399,015)	(5,246,935)	(242,772)
Other financing sources (uses):							
Bond Proceeds	-	-	10,750,295	-	4,995,986	8,600,000	-
Bond Premium	-	-	-	-	-	-	-
Operating transfers in	222,196	159,756	6,459,461	352,433	2,014,556	6,105,000	2,000,000
Operating transfers out	(222,196)	(159,756)	(6,459,461)	(352,433)	(2,014,556)	(6,105,000)	(2,000,000)
Capital contribution	360,000	-	-	-	-	-	-
Total other financing sources (uses)	360,000	-	10,750,295	-	4,995,986	8,600,000	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	486,277	(933,243)	5,051,604	(660,252)	3,596,971	3,353,065	(242,772)
Fund balance							
Beginning	\$ 16,178,698	\$ 16,678,092	\$ 15,744,849	\$ 20,796,453	\$ 14,020,610	\$ 17,617,581	\$ 20,970,646
Ending	\$ 16,664,975	\$ 15,744,849	\$ 20,796,453	\$ 20,136,201	\$ 17,617,581	\$ 20,970,646	\$ 20,727,874

**Black Hawk College
Combining All Funds
FY2009 Budget**

	Operating Funds							Total		
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund	Liability, Protection, and Settlement Fund	Bond & Interest Fund		Operations & Maintenance, Restricted	Working Cash Fund
Revenues:										
Local governmental sources										
Property taxes	\$ 5,319,788	\$ 3,108,382	\$ -	\$ -	\$ 83,679	\$ 2,400,950	\$ 5,490,016	\$ 1,605,600	\$ -	\$ 18,008,415
Tuition chargeback	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total local government sources	5,319,788	3,108,382	-	-	83,679	2,400,950	5,490,016	1,605,600	-	18,008,415
State governmental sources										
Federal governmental sources	9,231,597	799,736	-	5,404,269	-	-	-	-	-	15,435,602
Student tuition and fees	33,000	-	-	8,982,583	-	-	-	-	-	9,015,583
Sales, services and rental of facilities and equipment	12,257,894	95,000	226,000	409,500	-	-	-	-	-	12,988,394
Investment earnings	654,268	130,000	3,159,600	-	-	-	-	-	-	3,943,868
Other sources	186,000	2,000	-	-	-	-	-	-	400,000	588,000
	408,600	275,700	431,650	1,845,000	-	-	-	1,000,000	-	3,960,950
Total revenues	28,091,147	4,410,818	3,817,250	16,641,352	83,679	2,400,950	5,490,016	2,605,600	400,000	63,940,812
Expenditures:										
Current										
Instruction	13,821,362	-	-	612,470	-	-	-	-	-	14,433,832
Academic support	3,248,972	-	-	2,749,267	-	-	-	-	-	5,998,239
Student services	2,264,532	-	-	2,571,267	-	-	-	-	-	4,835,799
Public services	645,548	-	-	3,705,533	-	-	-	-	-	4,351,081
Institutional support	5,708,749	-	-	74,478	58,800	1,629,576	5,490,016	860,000	-	13,821,619
Auxiliary services	-	-	3,692,520	4,597	-	-	-	-	-	3,697,117
Scholarships, student grants, and waivers	2,660,691	-	-	6,896,155	-	-	-	-	-	9,556,846
Operation of physical facilities	-	4,152,111	-	27,585	-	703,755	-	2,605,600	-	7,489,051
Total expenditures	28,349,854	4,152,111	3,692,520	16,641,352	58,800	2,333,331	5,490,016	3,465,600	-	64,183,584
Excess (deficiency) of revenues over expenditures	(258,707)	258,707	124,730	-	24,879	67,619	-	(860,000)	400,000	(242,772)
Other financing sources (uses):										
Operating transfers in	2,000,000	-	-	-	-	-	-	-	-	2,000,000
Operating transfers out	-	-	-	(1,600,000)	-	-	-	-	(400,000)	(2,000,000)
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	2,000,000	-	-	(1,600,000)	-	-	-	-	(400,000)	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	1,741,293	258,707	124,730	(1,600,000)	24,879	67,619	-	(860,000)	-	(242,772)
Fund balance										
Beginning (estimated)	\$ 1,727,691	\$ (702,577)	\$ (119,201)	\$ 3,807,088	\$ 96,505	\$ 443,803	\$ (769,325)	\$ 5,367,730	\$ 11,118,932	\$ 20,970,646
Ending (estimated)	\$ 3,468,984	\$ (443,870)	\$ 5,529	\$ 2,207,088	\$ 121,384	\$ 511,422	\$ (769,325)	\$ 4,507,730	\$ 11,118,932	\$ 20,727,874

**Black Hawk College
Combining All Funds
FY2008 Budget**

	Operating Funds				Restricted Purposes Funds	Auxiliary Fund	Audit Fund	Liability, Protection, and Settlement Fund	Bond & Interest Fund	Operations & Maintenance, Restricted	Working Cash Fund	Total
	Education Fund	Operations and Maintenance Fund										
Revenues:												
Local governmental sources												
Property taxes	\$ 5,079,322	\$ 2,967,875	\$ -	\$ -	\$ 79,805	\$ 2,489,927	\$ 4,028,288	\$ 1,597,934	\$ -	\$ -	\$ 16,243,151	
Tuition chargeback	10,000	-	-	-	-	-	-	-	-	-	10,000	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total local government sources	5,089,322	2,967,875	-	-	79,805	2,489,927	4,028,288	1,597,934	-	-	16,253,151	
State governmental sources	9,342,553	788,835	-	6,213,694	-	-	-	1,300,000	-	-	17,645,082	
Federal governmental sources	33,000	-	-	9,574,015	-	-	-	-	-	-	9,607,015	
Student tuition and fees	11,656,346	100,000	234,000	340,500	-	-	-	-	-	-	12,330,846	
Sales, services and rental of facilities and equip	620,040	127,000	3,235,215	-	-	-	-	-	-	-	3,982,255	
Investment earnings	156,000	2,000	-	-	-	-	-	-	-	350,000	508,000	
Other sources	416,700	285,700	429,985	1,970,305	-	-	-	1,250,000	-	-	4,352,690	
Total revenues	27,313,961	4,271,410	3,899,200	18,098,514	79,805	2,489,927	4,028,288	4,147,934	-	350,000	64,679,039	
Expenditures:												
Current												
Instruction	13,726,714	-	-	666,100	-	-	-	-	-	-	-	14,392,814
Academic support	3,309,127	-	-	2,990,000	-	-	-	-	-	-	-	6,299,127
Student services	2,488,572	-	-	2,796,414	-	-	-	-	-	-	-	5,284,986
Public services	619,630	-	-	4,030,000	-	-	-	-	-	-	-	4,649,630
Institutional support	5,818,228	-	-	81,000	61,200	1,792,429	4,028,288	4,500,000	-	-	-	16,281,145
Auxiliary services	-	-	3,852,353	5,000	-	-	-	-	-	-	-	3,857,353
Scholarships, student grants, and waivers	2,650,000	-	-	7,500,000	-	-	-	-	-	-	-	10,150,000
Operation of physical facilities	-	4,113,468	-	30,000	-	719,517	-	4,147,934	-	-	-	9,010,919
Total expenditures	28,612,271	4,113,468	3,852,353	18,098,514	61,200	2,511,946	4,028,288	8,647,934	-	-	-	69,925,974
Excess (deficiency) of revenues over expenditures	(1,298,310)	157,942	46,847	-	18,605	(22,019)	-	(4,500,000)	-	350,000	(5,246,935)	
Other financing sources (uses):												
Operating transfers in	1,950,000	-	-	55,000	-	-	-	-	-	-	4,100,000	6,105,000
Operating transfers out	(55,000)	-	-	-	-	-	(5,700,000)	-	-	(350,000)	-	(6,105,000)
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	4,100,000	4,500,000	-	-	-	8,600,000
Total other financing sources (uses)	1,895,000	-	-	55,000	-	-	(1,600,000)	4,500,000	-	3,750,000	8,600,000	
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	596,690	157,942	46,847	55,000	18,605	(22,019)	(1,600,000)	-	-	4,100,000	3,353,065	
Fund balance												
Beginning	\$ 1,131,001	\$ (860,519)	\$ (166,048)	\$ 3,752,088	\$ 77,900	\$ 465,822	\$ 830,675	\$ 5,367,730	\$ 7,018,932	\$ -	\$ 17,617,981	
Ending (estimated)	\$ 1,727,691	\$ (702,577)	\$ (119,201)	\$ 3,807,088	\$ 96,505	\$ 443,803	\$ (769,325)	\$ 5,367,730	\$ 11,118,932	\$ -	\$ 20,970,646	

**Black Hawk College
Combining All Funds
FY2007 Actual**

	Operating Funds							Total	
	Education Fund	Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund	Liability, Protection, and Settlement Fund	Bond & Interest Fund		Operations & Maintenance, Restricted
Revenues:									
Local governmental sources									
Property taxes	\$ 5,101,377	\$ 2,600,419	\$ -	\$ -	\$ 69,720	\$ 2,155,568	\$ 1,800,339	\$ 1,503,737	\$ -
Tuition chargeback	38,421	-	-	-	-	-	-	-	-
Other	-	18,450	-	10,082	-	-	-	-	-
Total local government sources	5,139,798	2,618,869	-	10,082	69,720	2,155,568	1,800,339	1,503,737	-
State governmental sources	9,644,013	828,273	-	3,795,275	-	-	-	102,617	-
Federal governmental sources	46,822	-	-	6,875,944	-	-	-	-	-
Student tuition and fees	11,257,766	69,036	238,515	361,856	-	-	-	-	-
Sales, services and rental of facilities and equip	625,043	249,677	3,218,771	43,157	-	-	-	-	-
Investment earnings	116,736	-	-	887	-	-	18,863	559,444	380,437
Other sources	299,270	34,522	121,750	1,030,454	-	-	-	-	-
Total revenues	27,129,448	3,800,377	3,579,036	12,117,655	69,720	2,155,568	1,819,202	2,165,798	380,437
Expenditures:									
Current									
Instruction	12,430,949	-	-	613,759	-	-	-	-	-
Academic support	2,845,270	-	-	1,097,568	-	-	-	-	-
Student services	2,044,183	-	-	1,137,282	-	-	-	-	-
Public services	880,120	-	-	1,899,746	-	-	-	-	-
Institutional support	7,499,026	-	-	75,208	59,500	1,409,320	1,569,346	165,111	-
Auxiliary services	-	-	3,474,982	6,218	-	-	-	-	-
Scholarships, student grants, and waivers	2,456,217	-	-	7,450,161	-	-	-	-	-
Operation of physical facilities	-	3,493,937	-	35,452	-	653,198	-	3,319,703	-
Total expenditures	28,155,765	3,493,937	3,474,982	12,315,394	59,500	2,062,518	1,569,346	3,484,814	-
Excess (deficiency) of revenues over expenditures	(1,026,317)	306,440	104,054	(197,739)	10,220	93,050	249,856	(1,319,016)	380,437
Other financing sources (uses):									
Operating transfers in	1,920,000	-	-	94,556	-	-	-	-	-
Operating transfers out	(94,556)	-	-	(1,600,000)	-	-	-	-	(320,000)
Bond & Debt Certificate Proceeds	-	-	-	4,995,986	-	-	-	-	-
Total other financing sources (uses)	1,825,444	-	-	3,490,542	-	-	-	-	(320,000)
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	799,127	306,440	104,054	3,292,803	10,220	93,050	249,856	(1,319,016)	60,437
Fund balance									
Beginning	\$ 331,874	\$ (1,166,959)	\$ (270,102)	\$ 459,285	\$ 67,680	\$ 372,772	\$ 580,819	\$ 6,686,746	\$ 6,958,495
Ending	\$ 1,131,001	\$ (860,519)	\$ (166,048)	\$ 3,752,088	\$ 77,900	\$ 465,822	\$ 830,675	\$ 5,367,730	\$ 7,018,932
									\$ 17,617,581

**Black Hawk College
Combining All Funds
FY2006 Actual**

	Operating Funds			Auxiliary Fund	Restricted Purposes Funds	Audit Fund	Liability, Protection, and Settlement Fund	Bond & Interest Fund	Operations & Maintenance, Restricted	Working Cash Fund	Total
	Education Fund	Maintenance Fund	Operations and Fund								
Revenues:											
Local governmental sources	\$ 4,950,141	\$ 2,504,339	\$ -	\$ -	\$ 71,112	\$ 2,122,739	\$ 1,150,348	\$ 1,481,505	\$ -	\$ 12,280,184	
Property taxes	39,822	-	-	-	-	-	-	0	-	39,822	
Tuition chargeback	-	-	-	-	7,638	-	-	-	-	7,638	
Other	-	-	-	-	-	-	-	-	-	-	
Total local government sources	4,989,963	2,504,339	-	7,638	71,112	2,122,739	1,150,348	1,481,505	-	12,327,644	
State governmental sources	9,097,279	872,067	-	3,539,191	-	-	-	14,984	-	13,523,521	
Federal governmental sources	60,020	-	-	7,030,367	-	-	-	-	-	7,090,387	
Student tuition and fees	10,549,291	70,516	241,591	364,604	-	-	-	-	-	11,226,002	
Sales, services and rental of facilities and equip	732,264	95,708	3,272,589	42,153	-	-	-	-	-	4,142,714	
Investment earnings	66,952	-	-	-	-	-	9,695	297,914	-	710,851	
Other sources	46,173	21,270	122,201	911,520	-	-	-	-	-	1,101,164	
Total revenues	25,541,942	3,563,900	3,636,381	11,895,473	71,112	2,122,739	1,160,043	1,794,403	336,290	50,122,283	
Expenditures:											
Current											
Instruction	12,245,786	-	-	657,078	-	-	-	-	-	12,902,864	
Academic support	2,719,155	-	-	809,330	-	-	-	-	-	3,528,485	
Student services	2,290,953	-	-	1,127,778	-	-	-	-	-	3,418,731	
Public services	1,067,360	-	-	1,958,531	-	-	-	-	-	3,025,891	
Institutional support	6,475,752	-	-	26,860	62,000	1,461,291	648,145	65,319	-	8,739,367	
Auxiliary services	-	-	3,708,740	7,399	-	-	-	-	-	3,716,139	
Scholarships, student grants, and waivers	2,286,035	-	-	7,131,390	-	-	-	-	-	9,417,425	
Operation of physical facilities	-	3,150,117	-	42,139	-	621,600	-	2,219,777	-	6,033,633	
Total expenditures	27,085,041	3,150,117	3,708,740	11,760,505	62,000	2,082,891	648,145	2,285,096	-	50,782,535	
Excess (deficiency) of revenues over expenditures	(1,543,099)	413,783	(72,359)	134,968	9,112	39,848	511,898	(490,693)	336,290	(660,252)	
Other financing sources (uses):											
Operating transfers in	250,000	-	-	102,433	-	-	-	-	-	352,433	
Operating transfers out	(102,433)	-	-	-	-	-	-	-	(250,000)	(352,433)	
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-	
Total other financing sources (uses)	147,567	-	-	102,433	-	-	-	-	(250,000)	-	
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(1,395,532)	413,783	(72,359)	237,401	9,112	39,848	511,898	(490,693)	86,290	(660,252)	
Fund balance											
Beginning	\$ 4,190,235	\$ (332,905)	\$ (197,743)	\$ 221,884	\$ 93,978	\$ 1,389,320	\$ 644,333	\$ 7,915,146	\$ 6,872,205	\$ 20,796,453	
Ending	\$ 2,794,703	\$ 80,878	\$ (270,102)	\$ 459,285	\$ 103,090	\$ 1,429,168	\$ 1,156,231	\$ 7,424,453	\$ 6,958,495	\$ 20,136,201	

**Black Hawk College
Combining All Funds
FY2005 Actual**

	Operating Funds				Restricted Purposes Funds	Audit Fund	Liability, Protection, and Settlement Fund	Bond & Interest Fund	Operations & Maintenance, Restricted	Working Cash Fund	Total
	Education Fund	Maintenance Fund	Auxiliary Fund	Operations and Maintenance Fund							
Revenues:											
Local governmental sources	\$ 4,815,099	\$ 2,255,353	\$ -	\$ 79,381	\$ -	\$ 2,103,564	\$ 732,435	\$ 1,417,293	\$ -	\$ 11,403,125	
Property taxes	43,451	-	-	-	-	-	-	-	-	43,451	
Tuition chargeback	-	-	-	-	4,760	-	-	-	-	4,760	
Other	-	-	-	-	-	-	-	-	-	-	
Total local government sources	4,858,550	2,255,353	-	79,381	4,760	2,103,564	732,435	1,417,293	-	11,451,336	
State governmental sources	9,557,415	764,027	-	-	3,516,060	-	-	39,238	-	13,876,740	
Federal governmental sources	84,410	-	-	-	7,577,367	-	-	-	-	7,661,777	
Student tuition and fees	10,080,993	83,067	248,578	-	374,760	-	-	-	-	10,787,398	
Sales, services and rental of facilities and equip	852,276	69,187	3,353,934	-	35,819	-	-	-	-	4,311,216	
Investment earnings	53,920	-	-	-	-	-	284	237,035	-	556,738	
Other sources	18,054	32,055	93,870	-	953,211	-	-	88,412	-	1,185,602	
Total revenues	25,505,618	3,203,689	3,696,382	79,381	12,461,977	2,103,564	732,719	1,781,978	265,499	49,830,807	
Expenditures:											
Current											
Instruction	12,271,849	-	-	-	664,499	-	-	-	-	12,936,348	
Academic support	2,584,869	-	-	-	880,714	-	-	-	-	3,465,583	
Student services	2,250,581	-	-	-	982,970	-	-	-	-	3,233,551	
Public services	1,021,586	-	-	-	2,012,648	-	-	-	-	3,034,234	
Institutional support	5,586,931	-	-	64,885	18,438	1,495,057	5,411,250	570,327	-	13,146,888	
Auxiliary services	-	-	3,913,561	-	5,159	-	-	-	-	3,918,720	
Scholarships, student grants, and waivers	2,203,357	-	-	-	7,854,047	-	-	-	-	10,057,404	
Operation of physical facilities	-	3,517,751	-	-	23,752	600,790	-	1,594,477	-	5,736,770	
Total expenditures	25,919,173	3,517,751	3,913,561	64,885	12,442,227	2,095,847	5,411,250	2,164,804	-	55,529,498	
Excess (deficiency) of revenues over expenditures	(413,555)	(314,062)	(217,179)	14,496	19,750	7,717	(4,678,531)	(382,826)	265,499	(5,698,691)	
Other financing sources (uses):											
Operating transfers in	1,030,000	-	-	-	106,597	-	5,322,864	-	-	6,459,461	
Operating transfers out	(106,597)	-	-	-	-	-	-	(5,322,864)	(1,030,000)	(6,459,461)	
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	10,750,295	-	10,750,295	
Total other financing sources (uses)	923,403	-	-	-	106,597	-	5,322,864	5,427,431	(1,030,000)	10,750,295	
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	509,848	(314,062)	(217,179)	14,496	126,347	7,717	644,333	5,044,605	(764,501)	5,051,604	
Fund balance											
Beginning	\$ 3,680,387	\$ (18,843)	\$ 19,436	\$ 79,482	\$ 95,537	\$ 1,381,603	\$ -	\$ 2,870,541	\$ 7,636,706	\$ 15,744,849	
Ending	\$ 4,190,235	\$ (332,905)	\$ (197,743)	\$ 93,978	\$ 221,884	\$ 1,389,320	\$ 644,333	\$ 7,915,146	\$ 6,872,205	\$ 20,796,453	

**Black Hawk College
Combining All Funds
FY2004 Actual**

	Operating Funds					Liability, Protection, and Settlement Fund	Bond & Interest Fund	Operations & Maintenance, Restricted	Working Cash Fund	Total
	Education Fund	Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund					
Revenues:										
Local governmental sources										
Property taxes	\$ 4,982,540	\$ 2,340,655	\$ -	\$ -	\$ 80,260	\$ 1,989,100	\$ -	\$ 1,328,453	\$ -	\$ 10,721,008
Tuition chargeback	65,881	-	-	-	-	-	-	0	-	65,881
Other	-	-	-	7,500	-	-	-	-	-	7,500
Total local government sources	5,048,421	2,340,655	-	7,500	80,260	1,989,100	-	1,328,453	-	10,794,389
State governmental sources	9,672,720	954,228	-	4,129,844	-	-	-	0	-	14,756,792
Federal governmental sources	70,203	-	-	7,837,811	-	-	-	-	-	7,908,014
Student tuition and fees	9,464,425	-	250,434	170,862	-	-	-	-	-	9,885,721
Sales, services and rental of facilities and equip	732,584	78,846	3,354,731	23,679	-	-	-	-	-	4,189,840
Investment earnings	77,243	-	-	5,417	-	-	-	99,616	-	441,356
Other sources	30,837	32,159	95,066	975,235	-	-	-	259,315	-	1,392,612
Total revenues	25,096,433	3,405,888	3,700,231	13,150,348	80,260	1,989,100	-	1,687,384	259,080	49,368,724
Expenditures:										
Current										
Instruction	11,742,851	-	-	661,850	-	-	-	-	-	12,404,701
Academic support	2,618,405	-	-	878,264	-	-	-	-	-	3,496,669
Student services	2,146,891	-	-	1,005,879	-	-	-	-	-	3,152,770
Public services	1,040,616	-	-	2,802,297	-	-	-	-	-	3,842,913
Institutional support	5,411,831	-	-	70,405	62,529	1,804,136	-	-	-	7,348,901
Auxiliary services	-	-	3,522,481	5,668	-	-	-	-	-	3,528,149
Scholarships, student grants, and waivers	1,993,293	-	-	7,989,332	-	-	-	-	-	9,982,625
Operation of physical facilities	-	3,381,652	-	30,628	-	509,417	-	2,623,542	-	6,545,239
Total expenditures	24,953,887	3,381,652	3,522,481	13,444,323	62,529	2,313,553	-	2,623,542	-	50,301,967
Excess (deficiency) of revenues over expenditures	142,546	24,236	177,750	(293,975)	17,731	(324,453)	-	(936,158)	259,080	(933,243)
Other financing sources (uses):										
Operating transfers in	-	-	-	109,756	-	-	-	50,000	-	159,756
Operating transfers out	(109,756)	(50,000)	-	-	-	-	-	-	-	(159,756)
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	(109,756)	(50,000)	-	109,756	-	-	-	50,000	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	32,790	(25,764)	177,750	(184,219)	17,731	(324,453)	-	(886,158)	259,080	(933,243)
Fund balance										
Beginning	\$ 3,647,597	\$ 6,921	\$ (158,314)	\$ 279,756	\$ 61,751	\$ 1,706,056	\$ -	\$ 3,756,689	\$ 7,377,626	\$ 16,676,092
Ending	\$ 3,680,387	\$ (18,843)	\$ 19,436	\$ 95,537	\$ 79,482	\$ 1,381,603	\$ -	\$ 2,870,541	\$ 7,636,706	\$ 15,744,849

**Black Hawk College
Combining All Funds
FY2003 Actual**

	Operating Funds				Liability, Protection, and Settlement Fund	Bond & Interest Fund	Operations & Maintenance, Restricted	Working Cash Fund	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds					
Revenues:									
Local governmental sources									
Property taxes	\$ 4,888,625	\$ 2,156,573	\$ -	\$ -	\$ 76,872	\$ -	\$ 1,102,788	\$ -	\$ 10,110,571
Tuition chargeback	43,005	-	-	-	-	-	-	-	43,005
Other	-	-	-	5,245	-	-	-	-	5,245
Total local government sources	4,931,630	2,156,573	-	5,245	76,872	-	1,102,788	-	10,158,821
State governmental sources	9,525,840	998,286	-	5,954,079	-	-	189,531	-	16,667,736
Federal governmental sources	65,081	-	-	7,507,341	-	-	-	-	7,572,422
Student tuition and fees	8,821,210	-	250,963	-	-	-	-	-	9,072,173
Sales, services and rental of facilities and equip	791,367	80,969	3,195,253	134,334	-	-	-	-	4,201,923
Investment earnings	71,547	1,887	-	833	51	1,561	163,672	327,178	566,729
Other sources	23,499	47,200	92,316	1,853,318	-	-	31,068	-	2,047,401
Total revenues	24,230,174	3,284,915	3,538,532	15,455,150	76,923	-	1,487,059	327,178	50,287,205
Expenditures:									
Current									
Instruction	11,062,257	-	-	1,018,349	-	-	-	-	12,080,606
Academic support	2,596,823	-	-	744,822	-	-	-	-	3,341,645
Student services	2,169,671	-	-	987,836	-	451,583	-	-	3,609,090
Public services	1,288,897	-	-	4,425,358	-	-	-	-	5,714,255
Institutional support	5,292,719	-	-	191,019	62,576	1,709,409	-	-	7,255,723
Auxiliary services	-	-	3,522,521	569	-	-	-	-	3,523,090
Scholarships, student grants, and waivers	1,909,437	-	-	7,964,439	-	-	-	-	9,873,876
Operation of physical facilities	-	3,302,306	-	14,480	-	-	1,445,857	-	4,762,643
Total expenditures	24,319,804	3,302,306	3,522,521	15,346,872	62,576	-	1,445,857	-	50,160,928
Excess (deficiency) of revenues over expenditures	(89,630)	(17,391)	16,011	108,278	14,347	-	41,202	327,178	126,277
Other financing sources (uses):									
Operating transfers in	-	-	-	122,196	-	-	100,000	-	222,196
Operating transfers out	(122,196)	(100,000)	-	-	-	-	-	-	(222,196)
Capital Contribution	360,000	-	-	-	-	-	-	-	360,000
Bond & Debt Certificate Proceeds	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	237,804	(100,000)	-	122,196	-	-	100,000	-	360,000
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	148,174	(117,391)	16,011	230,474	14,347	-	141,202	327,178	486,277
Fund balance									
Beginning	\$ 3,499,423	\$ 124,312	\$ (174,325)	\$ 36,165	\$ 47,404	\$ -	\$ 3,615,497	\$ 7,050,448	\$ 16,178,698
Ending	\$ 3,647,597	\$ 6,921	\$ (158,314)	\$ 266,639	\$ 61,751	\$ -	\$ 3,756,699	\$ 7,377,626	\$ 16,664,975

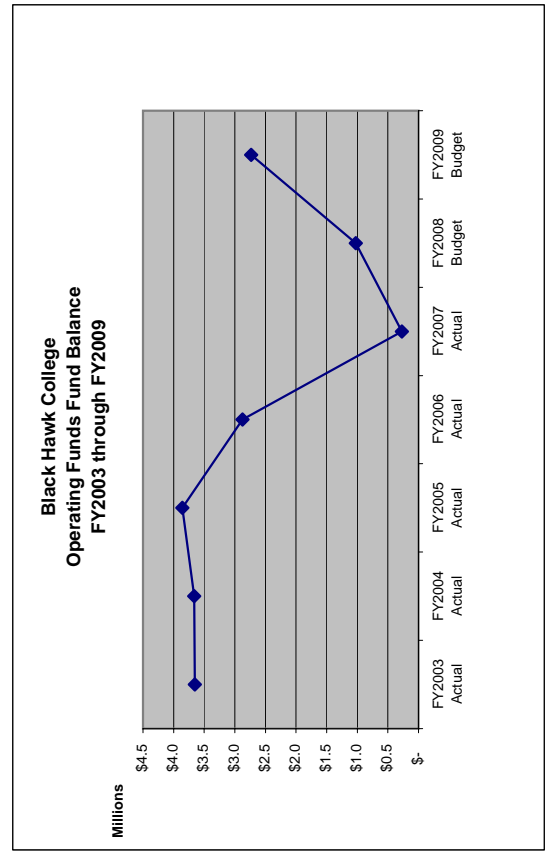
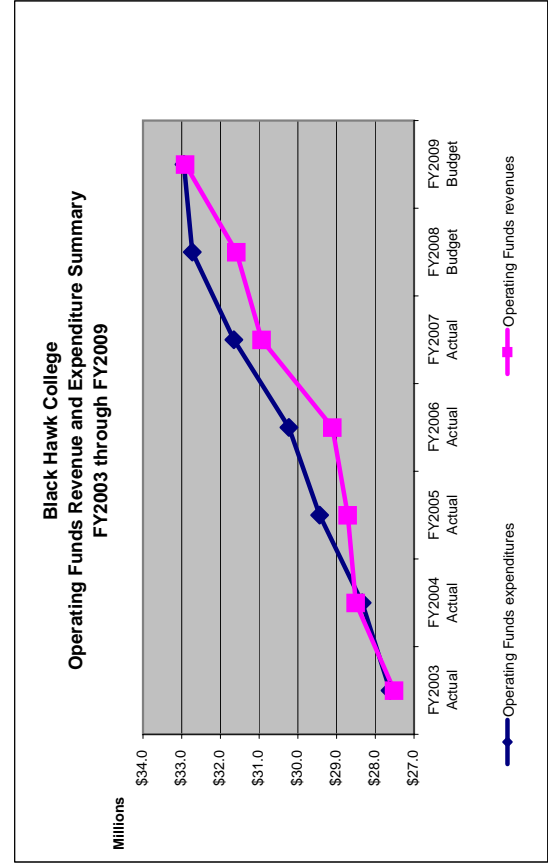
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**Black Hawk College
Fiscal Year 2009 Budget**

General Fund (Operating Funds) - The Education Fund and Operations and Maintenance Fund together comprise most of instructional, instructional support, student services, and operational activities of the College. When grouped together, these funds are referred to as the "Operating Funds." The Illinois Community College Board uses the combined Education and Operations and Maintenance Funds as the "Operating Funds" for financial reporting purposes. The local Board of Trustees may make a determination within the budget for the distribution of unrestricted revenues other than local property taxes among the Operating Funds.

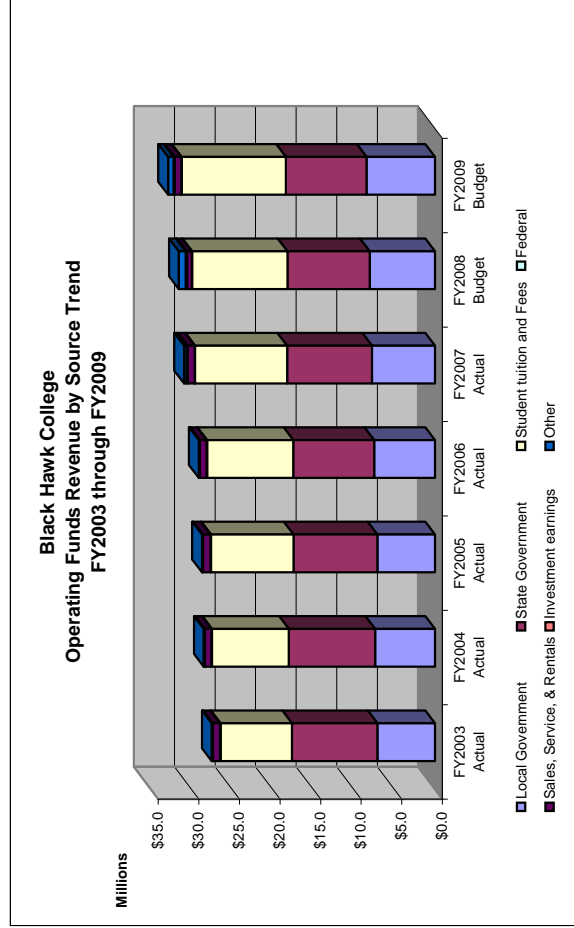
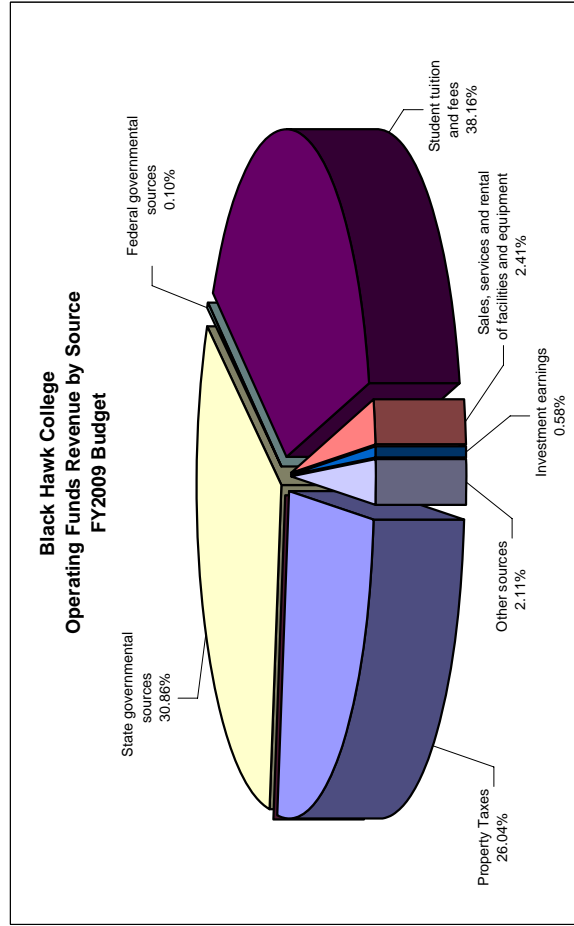
Black Hawk College
Operating Funds Revenue and Expenditure Summary
FY2003 through FY2009

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
	Actual	Actual	Actual	Actual	Actual	Budget	Budget
Total revenues	\$ 27,515,089	\$ 28,502,321	\$ 28,709,307	\$ 29,105,842	\$ 30,929,825	\$ 31,585,371	\$ 32,501,965
Total expenditures	27,622,110	28,335,539	29,436,924	30,235,158	31,649,702	32,725,739	32,501,965
Excess (deficiency) of revenues over expenditures	(107,021)	166,782	(727,617)	(1,129,316)	(719,877)	(1,140,368)	-
Other financing sources (uses):							
Operating transfers in	-	-	1,030,000	250,000	1,920,000	1,950,000	2,000,000
Operating transfers out	(222,196)	(159,756)	(106,597)	(102,433)	(94,556)	(55,000)	-
Capital contribution	360,000	-	-	-	-	-	-
Total other financing sources (uses)	137,804	(159,756)	923,403	147,567	1,825,444	1,895,000	2,000,000
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	\$ 30,783	\$ 7,026	\$ 195,786	\$ (981,749)	\$ 1,105,567	\$ 754,632	\$ 2,000,000
Fund balance							
Beginning	\$ 3,623,735	\$ 3,654,518	\$ 3,661,544	\$ 3,857,330	\$ (835,085)	\$ 270,482	\$ 1,025,114
Ending	\$ 3,654,518	\$ 3,661,544	\$ 3,857,330	\$ 2,875,581	\$ 270,482	\$ 1,025,114	\$ 3,025,114



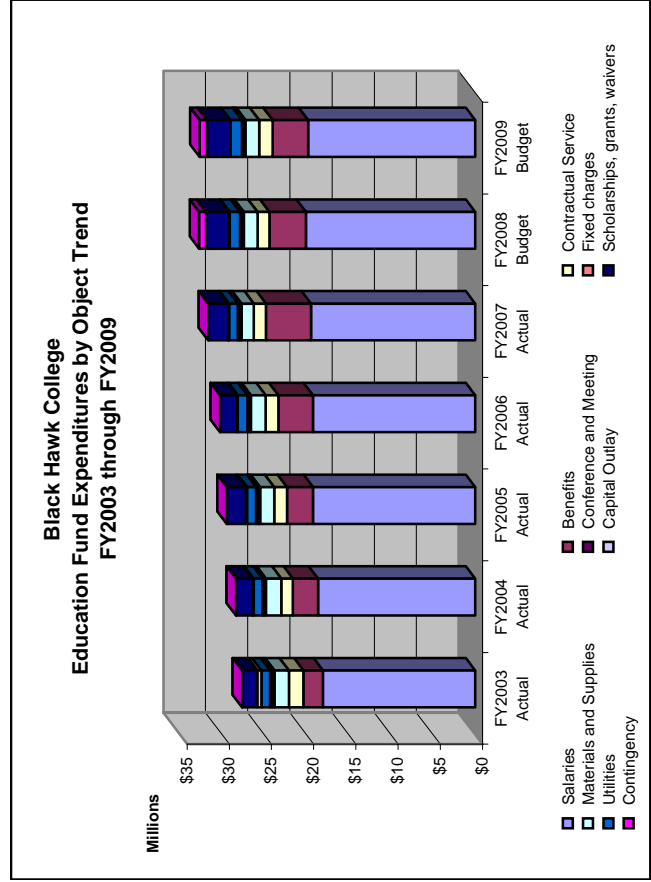
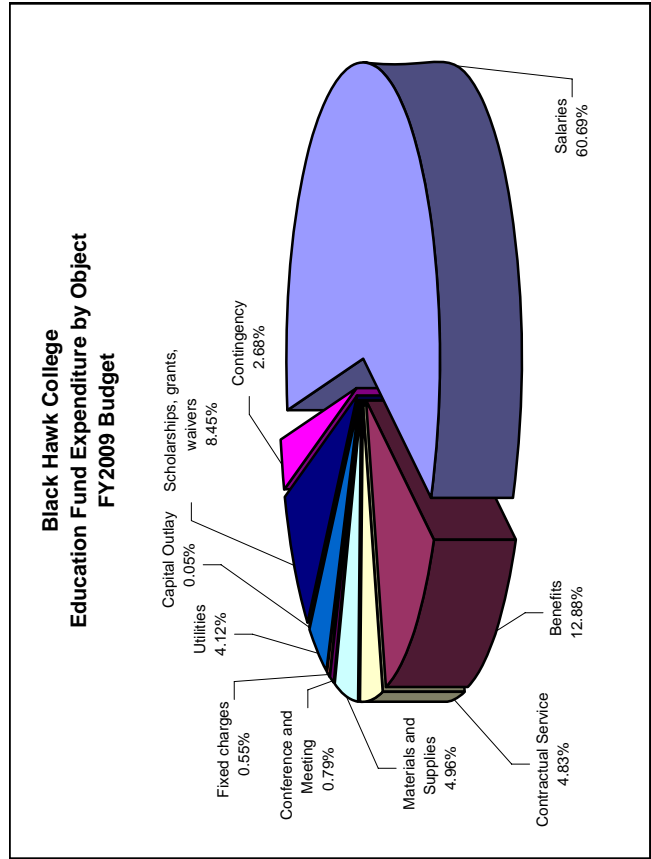
**Black Hawk College
Operating Funds Revenue by Source
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Revenues:							
Local governmental sources							
Property taxes	\$ 7,045,198	\$ 7,323,195	\$ 7,070,452	\$ 7,454,480	\$ 7,701,796	\$ 8,047,197	\$ 8,428,170
Tuition chargeback	43,005	65,881	43,451	39,822	38,421	10,000	-
Other	-	-	-	-	18,450	-	-
Total local government sources	7,088,203	7,389,076	7,113,903	7,494,302	7,758,667	8,057,197	8,428,170
State governmental sources							
Federal governmental sources	10,524,126	10,626,948	10,321,442	9,969,346	10,472,286	10,131,388	10,031,333
Student tuition and fees	65,081	70,203	84,410	60,020	46,822	33,000	33,000
Sales, services and rental of facilities and equipment	8,821,210	9,464,425	10,164,060	10,619,807	11,326,802	11,756,346	12,352,894
Investment earnings	872,336	811,430	921,463	827,972	874,720	747,040	784,268
Other sources	73,434	77,243	53,920	66,952	116,736	158,000	188,000
	70,699	62,996	50,109	67,443	333,792	702,400	684,300
Total revenues	\$ 27,515,089	\$ 28,502,321	\$ 28,709,307	\$ 29,105,842	\$ 30,929,825	\$ 31,565,371	\$ 32,501,965



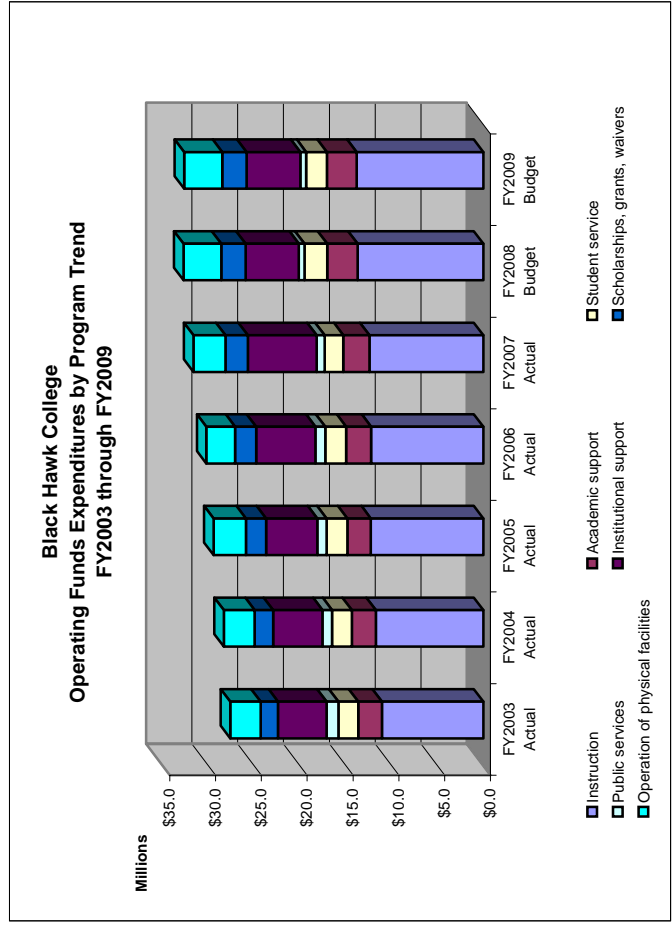
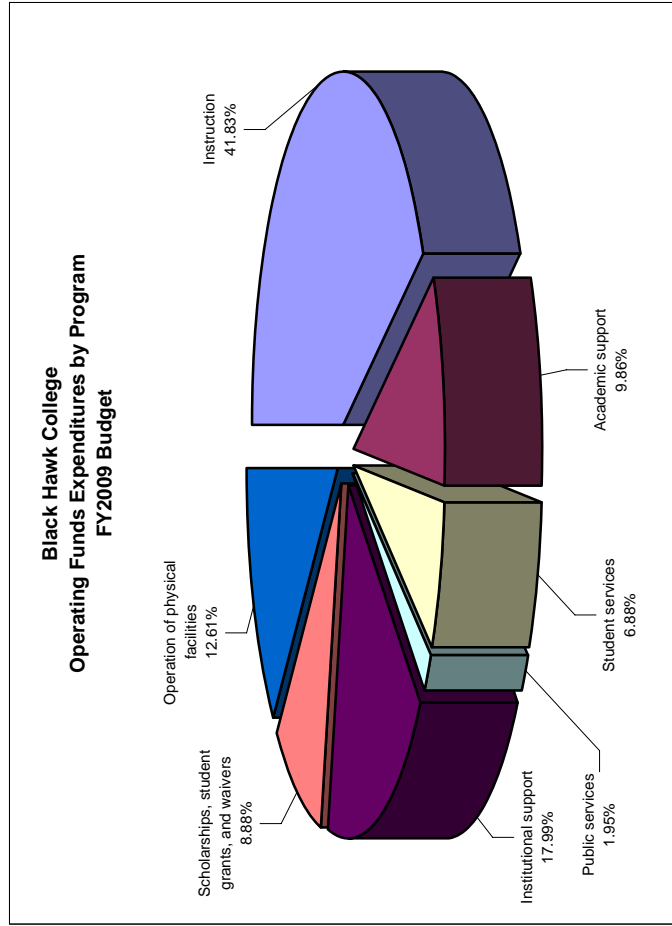
Black Hawk College Operating Funds Expenditures by Object FY2003 through FY2009

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Expenditures:							
Salaries	\$ 18,046,238	\$ 18,647,774	\$ 19,228,854	\$ 19,245,336	\$ 19,471,718	\$ 20,083,737	\$ 19,661,864
Benefits	2,312,280	2,974,209	3,088,424	4,093,726	5,325,688	4,324,701	4,207,313
Contractual Service	1,730,542	1,353,474	1,505,851	1,499,711	1,446,552	1,408,233	1,578,236
Materials and Supplies	1,704,738	1,820,393	1,672,205	1,739,750	1,464,152	1,609,812	1,621,620
Conference and Meeting	250,798	244,669	253,016	220,344	219,437	257,305	257,641
Fixed charges	289,581	175,331	228,164	223,467	212,038	214,800	180,320
Utilities	1,027,473	1,053,755	1,063,962	1,113,538	1,045,615	1,216,951	1,344,280
Capital Outlay	461,755	137,625	154,046	146,449	98,212	50,000	15,000
Scholarships, grants, waivers	1,798,705	1,928,309	2,242,402	1,952,837	2,366,290	2,735,200	2,760,691
Contingency	-	-	-	-	-	825,000	875,000
Total expenditures	\$ 27,622,110	\$ 28,335,539	\$ 29,436,924	\$ 30,235,158	\$ 31,649,702	\$ 32,725,739	\$ 32,501,965



**Black Hawk College
Operating Funds Expenditures by Program
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Expenditures:							
Instruction	\$ 11,062,257	\$ 11,742,851	\$ 12,271,849	\$ 12,245,786	\$ 12,430,949	\$ 13,726,714	\$ 13,821,362
Academic support	2,596,823	2,618,405	2,584,869	2,719,155	2,845,270	3,309,127	3,248,972
Student services	2,169,671	2,146,891	2,250,581	2,290,953	2,044,183	2,488,572	2,264,532
Public services	1,288,897	1,040,616	1,021,586	1,067,360	880,120	619,630	645,548
Institutional support	5,292,719	5,411,831	5,586,931	6,475,752	7,499,026	5,818,228	5,708,749
Scholarships, student grants, and waivers	1,909,437	1,993,293	2,203,357	2,286,035	2,456,217	2,650,000	2,660,691
Operation of physical facilities	3,302,306	3,381,652	3,517,751	3,150,117	3,493,937	4,113,468	4,152,111
Total expenditures	\$ 27,622,110	\$ 28,335,539	\$ 29,436,924	\$ 30,235,158	\$ 31,649,702	\$ 32,725,739	\$ 32,501,965



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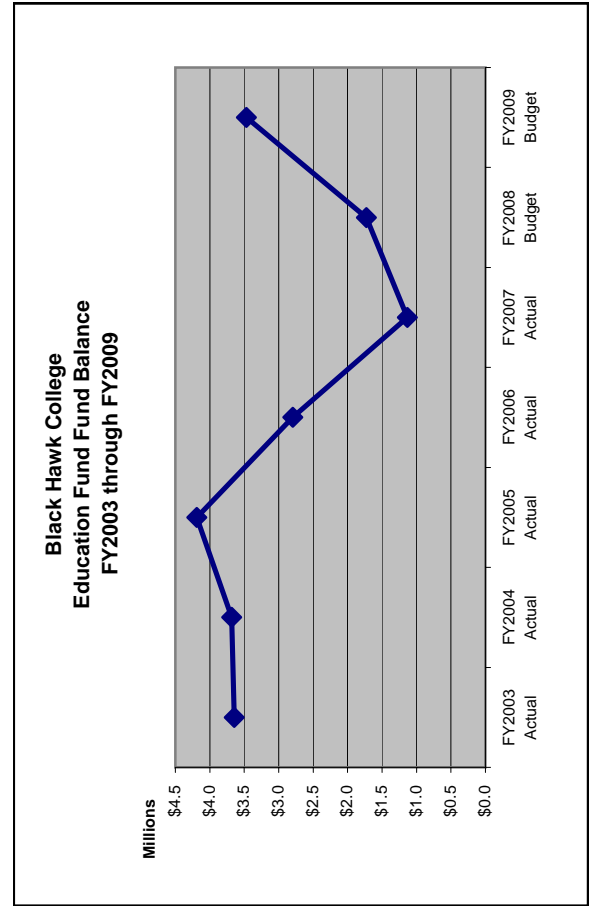
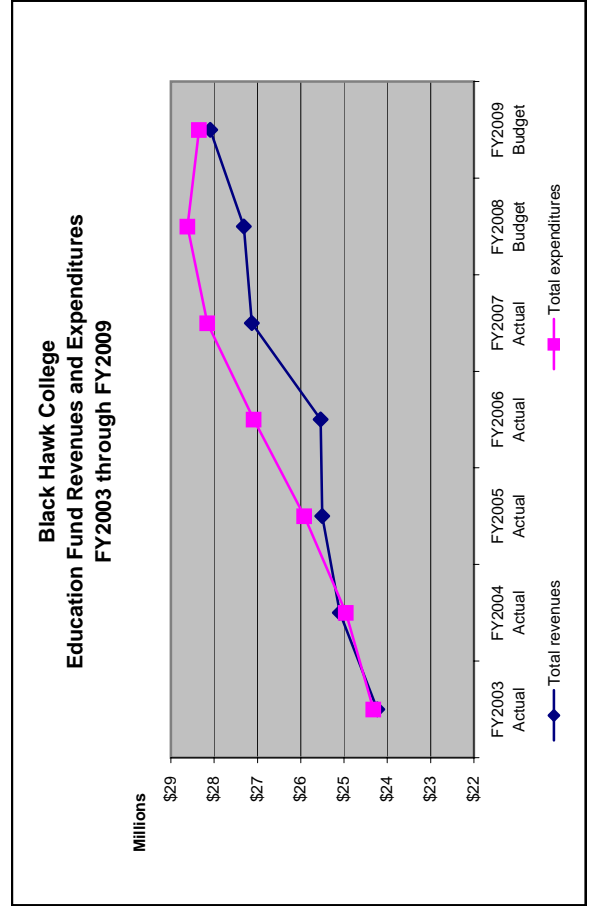
**Black Hawk College
Fiscal Year 2009 Budget**

Education Fund – The Education Fund is established by Section 3-1 of the Illinois Public Community College Act. The statutory maximum tax rate for the Education Fund is 75 cents per \$100 of equalized assessed valuation for community college districts in cities with less than 500,000 inhabitants. The current voter approved maximum is 12 cents per \$100 of equalized assessed valuation.

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; and other costs pertaining to the educational program of the college.

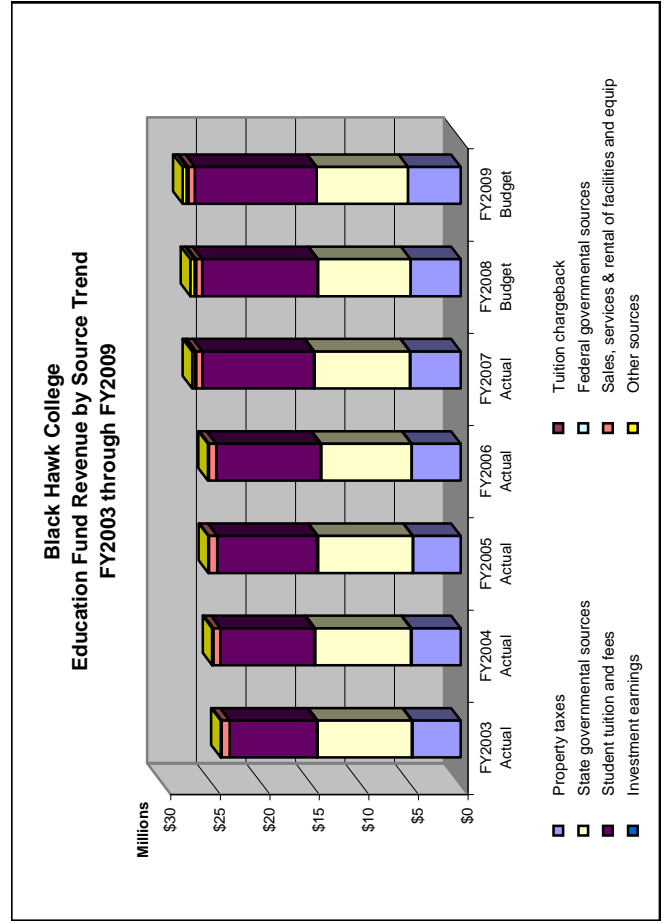
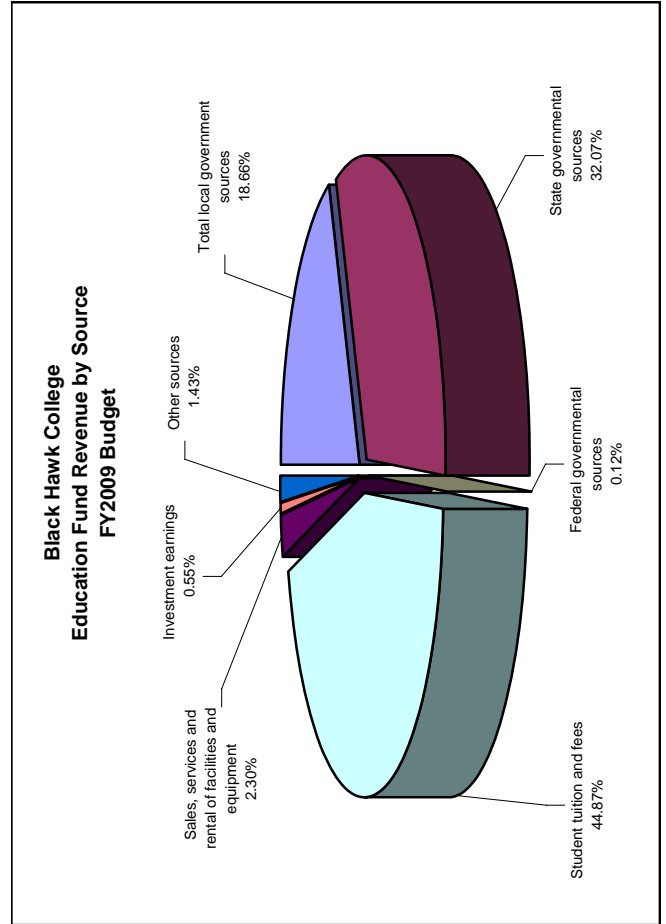
**Black Hawk College
Education Fund Revenue and Expenditure Summary
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Total revenues	\$ 24,230,174	\$ 25,096,433	\$ 25,505,618	\$ 25,541,942	\$ 27,129,448	\$ 27,313,961	\$ 28,091,147
Total expenditures	24,319,804	24,953,887	25,919,173	27,085,041	28,155,765	28,612,271	28,349,854
Excess (deficiency) of revenues over expenditures	(89,630)	142,546	(413,555)	(1,543,099)	(1,026,317)	(1,298,310)	(258,707)
Other financing sources (uses):							
Operating transfers in	-	-	1,030,000	250,000	1,920,000	1,950,000	2,000,000
Operating transfers out	(122,196)	(109,756)	(106,597)	(102,433)	(94,556)	(55,000)	-
Capital Contribution	360,000	-	-	-	-	-	-
Total other financing sources (uses)	237,804	(109,756)	923,403	147,567	1,825,444	1,895,000	2,000,000
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	\$ 148,174	\$ 32,790	\$ 509,848	\$ (1,395,532)	\$ 799,127	\$ 596,690	\$ 1,741,293
Fund balance							
Beginning	\$ 3,499,423	\$ 3,647,597	\$ 3,680,387	\$ 4,190,235	\$ 331,874	\$ 1,131,001	\$ 1,727,691
Ending	\$ 3,647,597	\$ 3,680,387	\$ 4,190,235	\$ 2,794,703	\$ 1,131,001	\$ 1,727,691	\$ 3,468,984



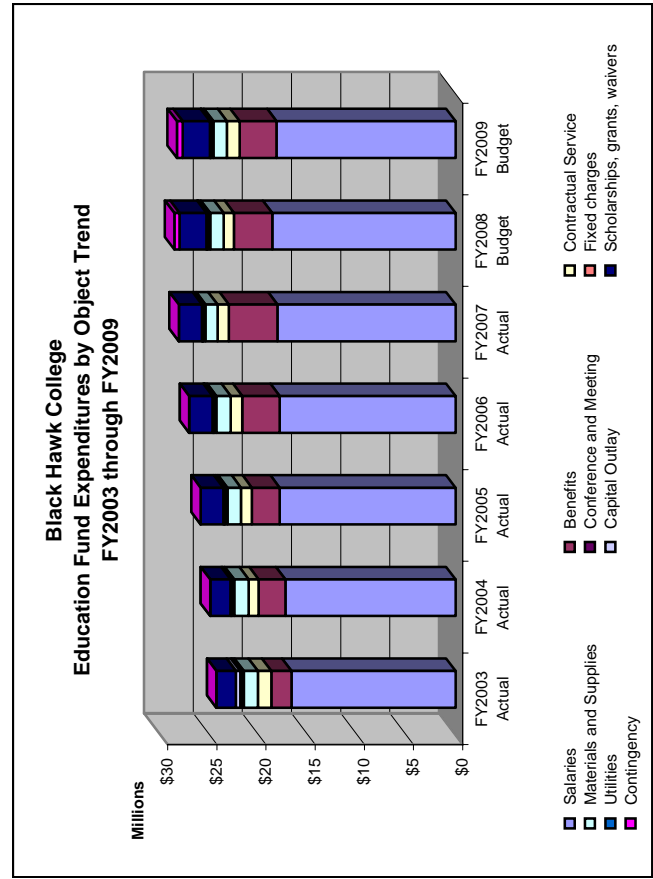
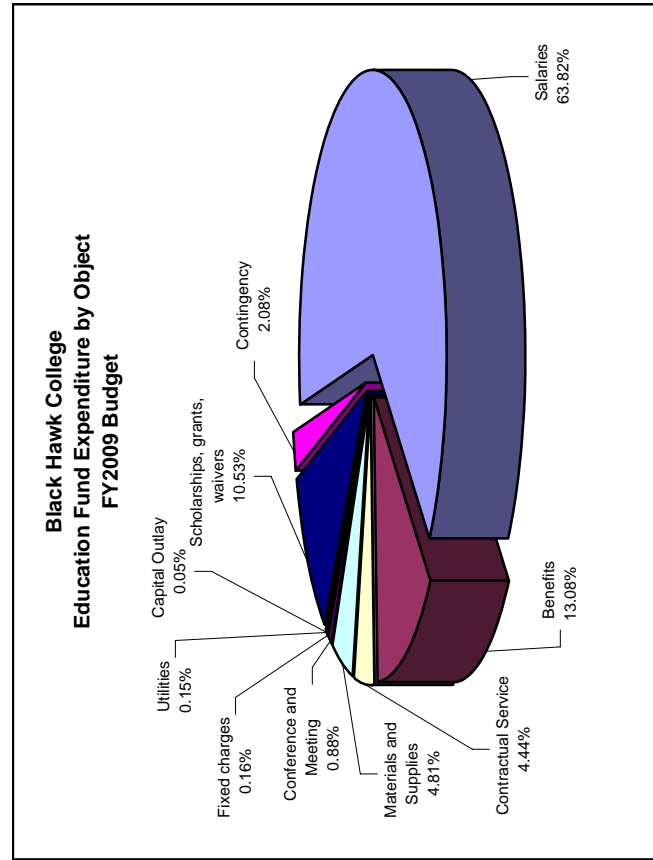
Black Hawk College Education Fund Revenue by Source FY2003 through FY2009

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Revenues:							
Local governmental sources							
Property taxes	\$ 4,888,625	\$ 4,982,540	\$ 4,815,099	\$ 4,950,141	\$ 5,101,377	\$ 5,079,322	\$ 5,319,788
Tuition chargeback	43,005	65,881	43,451	39,822	38,421	10,000	-
Total local government sources	4,931,630	5,048,421	4,858,550	4,989,963	5,139,798	5,089,322	5,319,788
State governmental sources	9,525,840	9,672,720	9,557,415	9,097,279	9,644,013	9,342,553	9,231,597
Federal governmental sources	65,081	70,203	84,410	60,020	46,822	33,000	33,000
Student tuition and fees	8,821,210	9,464,425	10,080,993	10,549,291	11,257,766	11,656,346	12,257,894
Sales, services & rental of facilities and equip	791,367	732,584	852,276	732,264	625,043	620,040	654,268
Investment earnings	71,547	77,243	53,920	66,952	116,736	156,000	186,000
Other sources	23,499	30,837	18,054	46,173	299,270	416,700	408,600
Total revenues	\$ 24,230,174	\$ 25,096,433	\$ 25,505,618	\$ 25,541,942	\$ 27,129,448	\$ 27,313,961	\$ 28,091,147



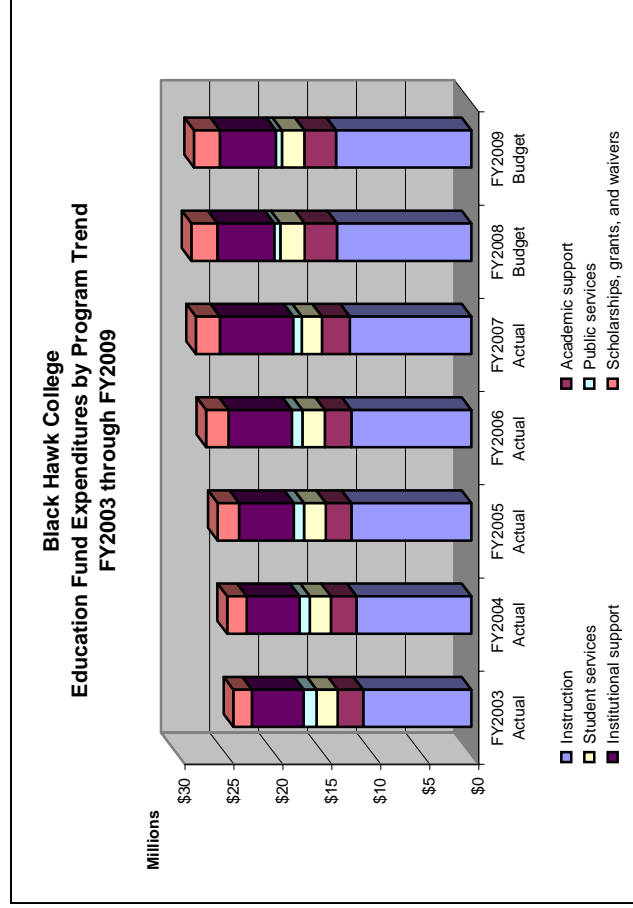
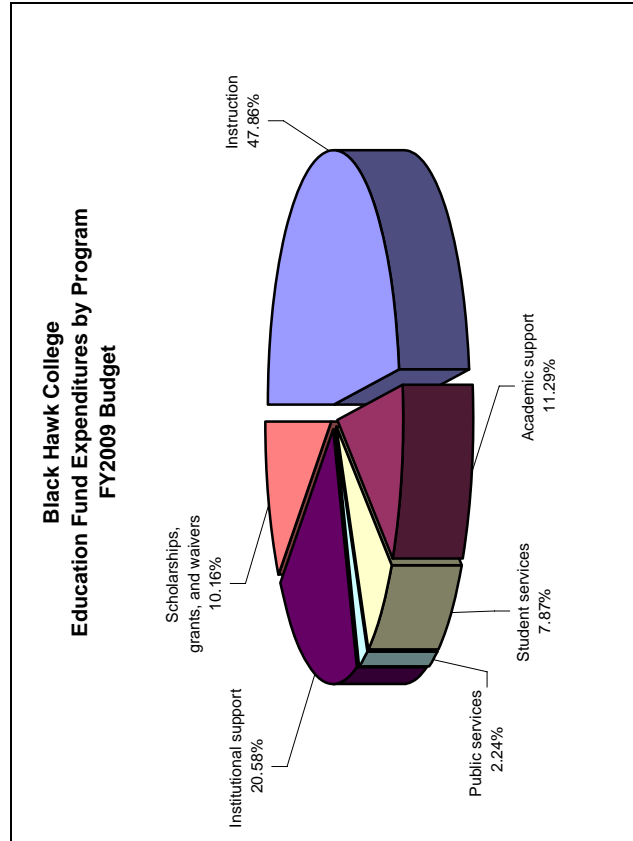
**Black Hawk College
Education Fund Expenditures by Object
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Expenditures:							
Salaries	\$ 16,685,178	\$ 17,311,505	\$ 17,875,609	\$ 17,885,146	\$ 18,103,591	\$ 18,639,374	\$ 18,205,836
Benefits	2,057,341	2,713,569	2,831,747	3,808,108	4,944,981	3,889,095	3,763,880
Contractual Service	1,369,356	1,012,181	1,107,263	1,162,586	1,156,355	1,066,707	1,277,436
Materials and Supplies	1,435,103	1,473,293	1,378,569	1,463,035	1,222,931	1,359,162	1,385,370
Conference and Meeting	239,411	234,261	248,874	216,682	215,030	252,598	252,641
Fixed charges	97,216	47,623	67,157	53,528	50,424	48,400	45,820
Utilities	22,799	18,467	19,073	36,430	37,161	46,735	43,180
Capital Outlay	428,635	78,619	97,571	89,312	59,002	25,000	15,000
Scholarships, grants, waivers	1,984,765	2,064,369	2,293,310	2,370,214	2,366,290	2,735,200	2,760,691
Contingency	-	-	-	-	-	550,000	600,000
Total expenditures	\$ 24,319,804	\$ 24,953,887	\$ 25,919,173	\$ 27,085,041	\$ 28,155,765	\$ 28,612,271	\$ 28,349,854



**Black Hawk College
Education Fund Expenditures by Program
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Expenditures:							
Instruction	\$ 11,062,257	\$ 11,742,851	\$ 12,271,849	\$ 12,245,786	\$ 12,430,949	\$ 13,726,714	\$ 13,821,362
Academic support	2,596,823	2,618,405	2,584,869	2,719,155	2,845,270	3,309,127	3,248,972
Student services	2,169,671	2,146,891	2,250,581	2,290,953	2,044,183	2,488,572	2,264,532
Public services	1,288,897	1,040,616	1,021,586	1,067,360	880,120	619,630	645,548
Institutional support	5,292,719	5,411,831	5,586,931	6,475,752	7,499,026	5,818,228	5,708,749
Scholarships, grants, and waivers	1,909,437	1,993,293	2,203,357	2,286,035	2,456,217	2,650,000	2,660,691
Total expenditures	\$ 24,319,804	\$ 24,953,887	\$ 25,919,173	\$ 27,085,041	\$ 28,155,765	\$ 28,612,271	\$ 28,349,854



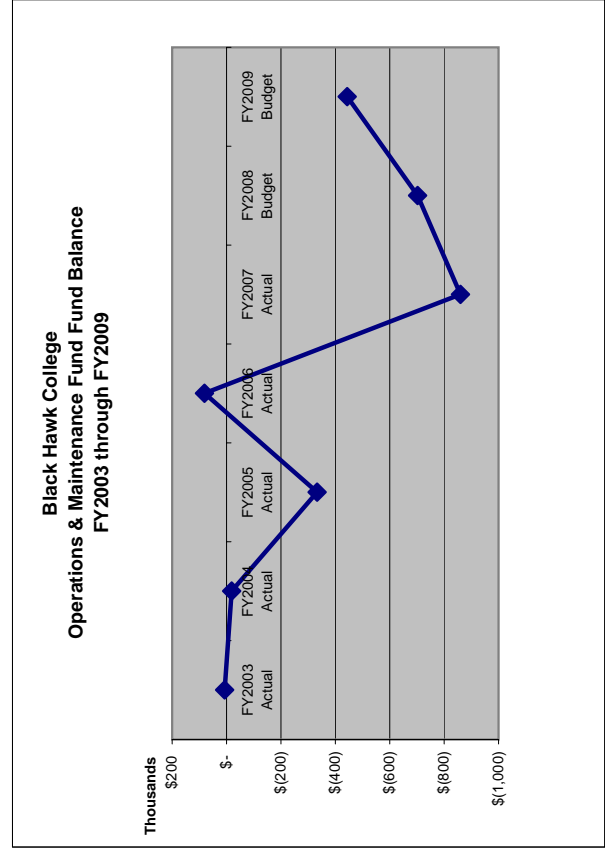
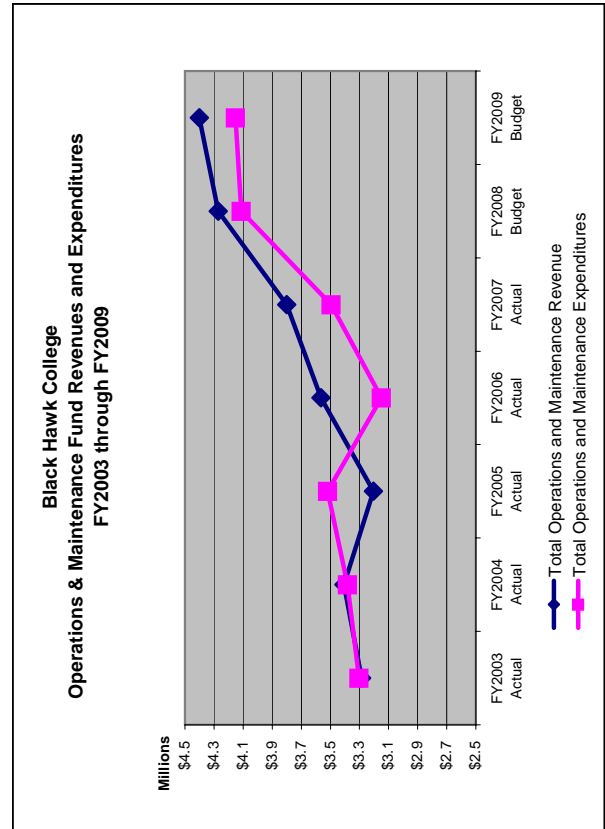
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**Black Hawk College
Fiscal Year 2009 Budget**

Operations and Maintenance Fund – The Operations and Maintenance Fund is established by Section 3-20.3 of the Illinois Public Community College Act. The statutory maximum tax rate is set at 10 cents per \$100 of equalized assessed valuation for community college districts in cities with less than 500,000 inhabitants. The current voter approved maximum is 7 cents per \$100 of equalized assessed valuation. This fund is used to account for expenditures for the improvement, maintenance, repair, or benefit of buildings and property. The payment of custodial and maintenance employees, cost for fuel, lights, gas, water, telephone service, maintenance supplies and equipment are allowed.

**Black Hawk College
Operations and Maintenance Revenue and Expenditure Summary
FY2003 through FY2009**

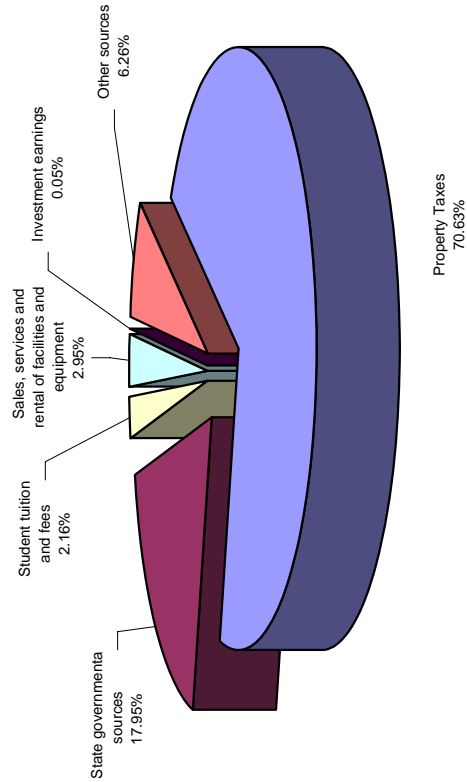
	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Total revenues	\$ 3,284,915	\$ 3,405,888	\$ 3,203,689	\$ 3,563,900	\$ 3,800,377	\$ 4,271,410	\$ 4,410,818
Total expenditures	3,302,306	3,381,652	3,517,751	3,150,117	3,493,937	4,113,468	4,152,111
Excess (deficiency) of revenues over expenditures	(17,391)	24,236	(314,062)	413,783	306,440	157,942	258,707
Other financing sources (uses):							
Operating transfers out	(100,000)	(50,000)	-	-	-	-	-
Total other financing sources (uses)	(100,000)	(50,000)	-	-	-	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	\$ (117,391)	\$ (25,764)	\$ (314,062)	\$ 413,783	\$ 306,440	\$ 157,942	\$ 258,707
Fund balance							
Beginning	\$ 124,312	\$ 6,921	\$ (18,843)	\$ (332,905)	\$ (1,166,959)	\$ (860,519)	\$ (702,577)
Ending	\$ 6,921	\$ (18,843)	\$ (332,905)	\$ 80,878	\$ (860,519)	\$ (702,577)	\$ (443,870)



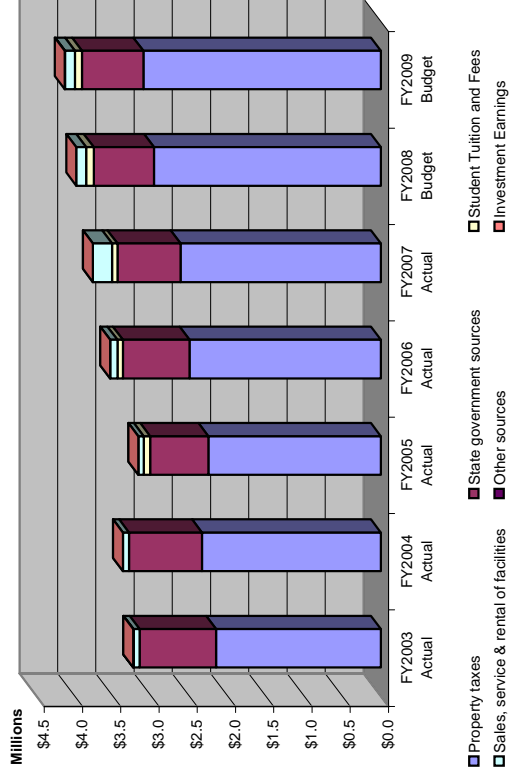
**Black Hawk College
Operations and Maintenance Fund Revenue by Source
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Revenues:							
Local governmental sources							
Property taxes	\$ 2,156,573	\$ 2,340,655	\$ 2,255,353	\$ 2,504,339	\$ 2,600,419	\$ 2,967,875	\$ 3,108,382
Other	-	-	-	-	18,450	-	-
Total local government sources	2,156,573	2,340,655	2,255,353	2,504,339	2,618,869	2,967,875	3,108,382
State governmental sources	998,286	954,228	764,027	872,067	828,273	788,835	799,736
Student tuition and fees	-	-	83,067	70,516	69,036	100,000	95,000
Sales, services and rental of facilities and equip	80,969	78,846	69,187	95,708	249,677	127,000	130,000
Investment earnings	1,887	-	-	-	-	2,000	2,000
Other sources	47,200	32,159	32,055	21,270	34,522	285,700	275,700
Total Revenues	\$ 3,284,915	\$ 3,405,888	\$ 3,203,689	\$ 3,563,900	\$ 3,800,377	\$ 4,271,410	\$ 4,410,818

**Black Hawk College
Operations & Maintenance Fund Revenue by Source
FY2009 Budget**

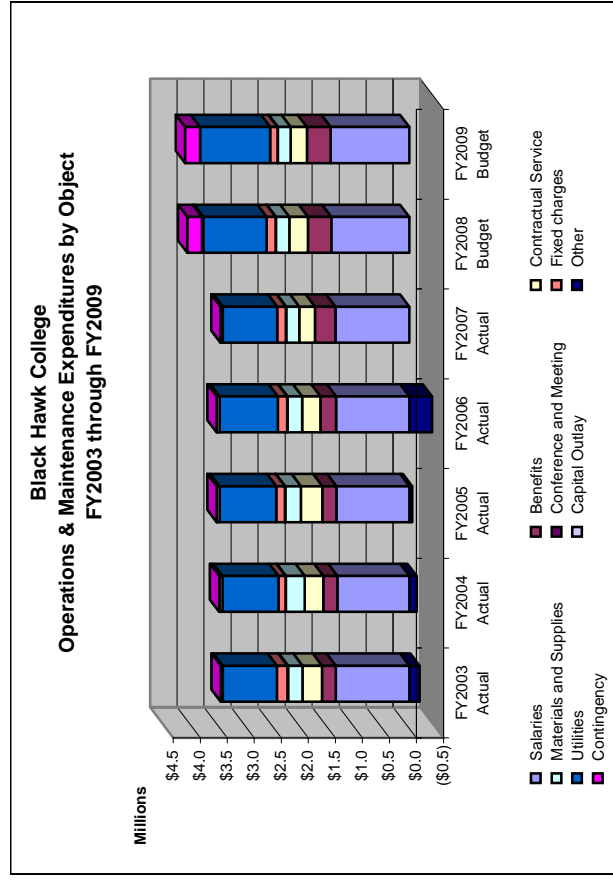
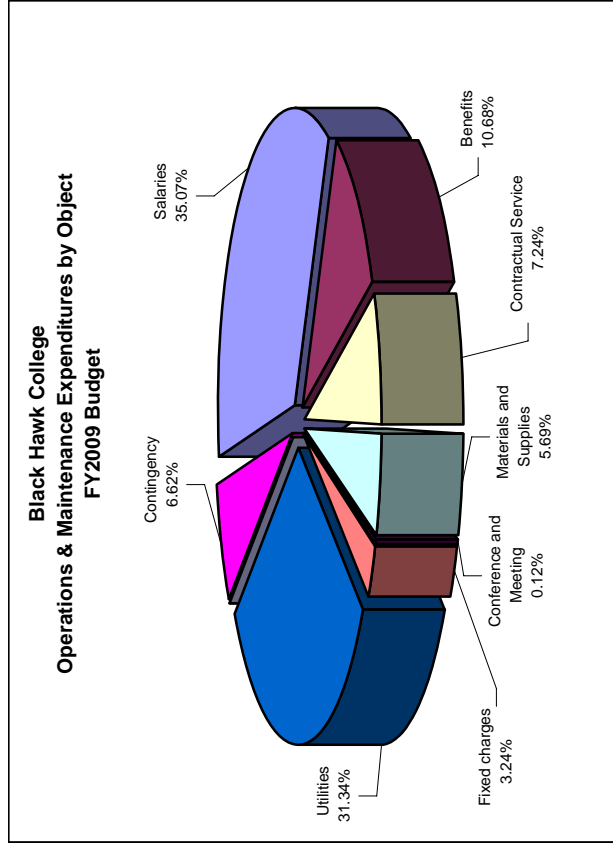


**Black Hawk College
Operations & Maintenance Revenue by Source Trend
FY2003 through FY2009**



**Black Hawk College
Operations and Maintenance Fund Expenditure by Object
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Expenditures:							
Salaries	\$ 1,361,060	\$ 1,336,269	\$ 1,353,245	\$ 1,360,190	\$ 1,368,127	\$ 1,444,363	\$ 1,456,028
Benefits	254,939	260,640	256,677	285,618	380,707	435,606	443,433
Contractual Service	361,186	341,293	398,588	337,124	290,197	341,526	300,800
Materials and Supplies	269,635	347,100	293,636	276,715	241,221	250,650	236,250
Conference and Meeting	11,387	10,408	4,142	3,662	4,407	4,707	5,000
Fixed charges	192,365	127,708	161,007	169,939	161,614	166,400	134,500
Utilities	1,004,674	1,035,288	1,044,889	1,077,108	1,008,454	1,170,216	1,301,100
Capital Outlay	33,120	59,006	56,475	57,137	39,209	25,000	-
Other	(186,060)	(136,060)	(50,908)	(417,377)	-	-	-
Contingency	-	-	-	-	-	275,000	275,000
Total expenditures	\$ 3,302,306	\$ 3,381,652	\$ 3,517,751	\$ 3,150,117	\$ 3,493,937	\$ 4,113,468	\$ 4,152,111



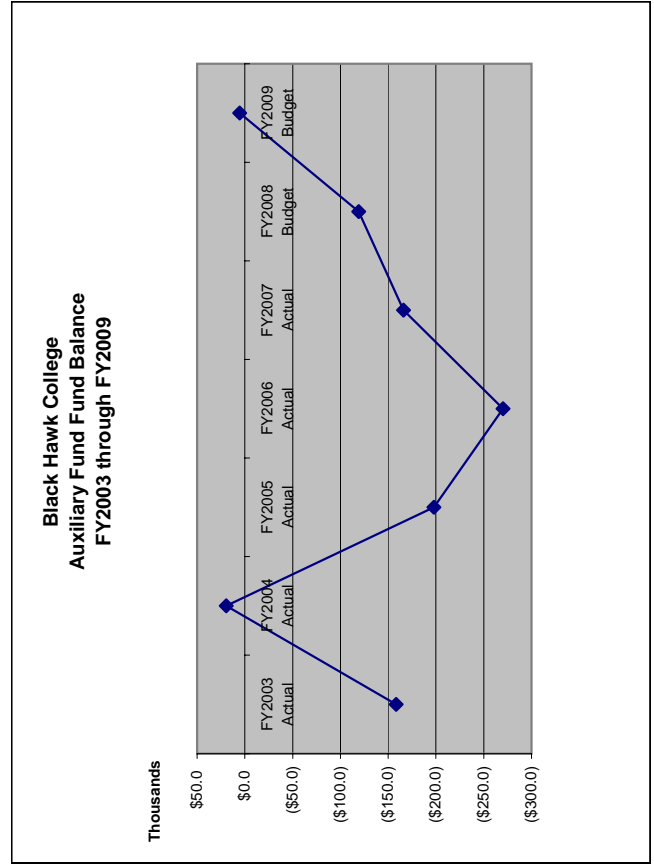
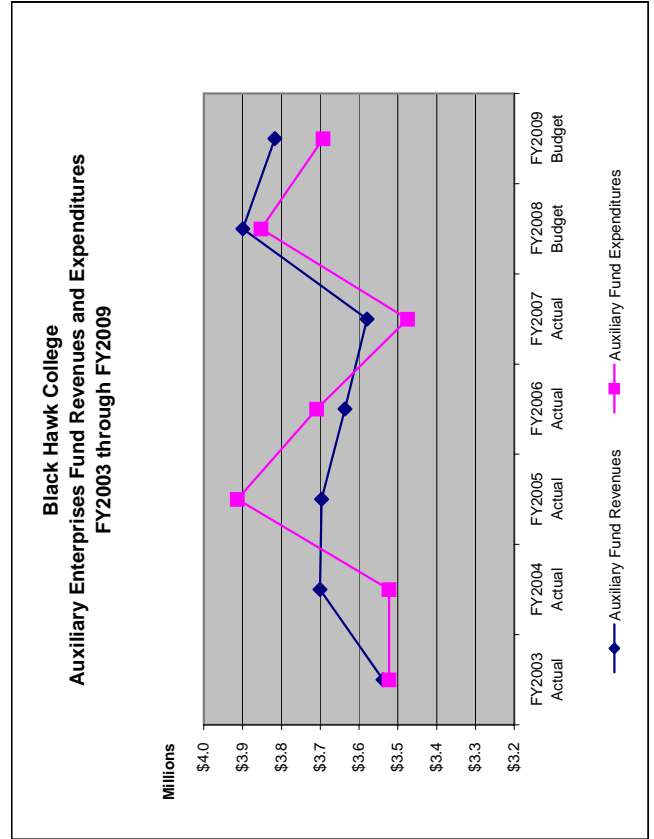
**Black Hawk College
Fiscal Year 2009 Budget**

Auxiliary Enterprises Fund – The Auxiliary Enterprises Fund is established by Section 3-31.1 of the Illinois Community College Act. The Auxiliary Enterprises Fund exists to furnish a service to students and staff for which a fee is charged that is directly related to, although not necessarily equal to, the cost of the service. Examples of accounts in this fund include food services, student stores, and intercollegiate athletics.

The main sources of revenue in this fund are student fees, food service and bookstore sales. Additionally, student fees are assessed on a credit hour basis.

**Black Hawk College
Auxiliary Enterprises Fund Revenue and Expenditure Summary
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Total revenues	\$ 3,538,532	\$ 3,700,231	\$ 3,696,382	\$ 3,636,381	\$ 3,579,036	\$ 3,899,200	\$ 3,817,250
Total expenditures	3,522,521	3,522,481	3,913,561	3,708,740	3,474,982	3,852,353	3,692,520
Excess (deficiency) of revenues over expenditures	16,011	177,750	(217,179)	(72,359)	104,054	46,847	124,730
Total other financing sources (uses)	-	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	\$ 16,011	\$ 177,750	\$ (217,179)	\$ (72,359)	\$ 104,054	\$ 46,847	\$ 124,730
Fund balance							
Beginning	\$ (174,325)	\$ (158,314)	\$ 19,436	\$ (197,743)	\$ (270,102)	\$ (166,048)	\$ (119,201)
Ending	\$ (158,314)	\$ 19,436	\$ (197,743)	\$ (270,102)	\$ (166,048)	\$ (119,201)	\$ 5,529

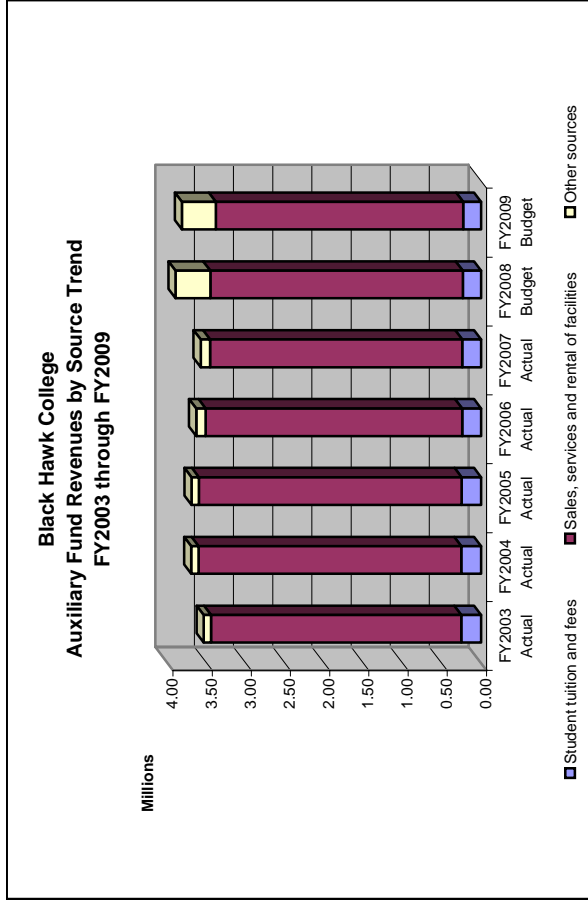
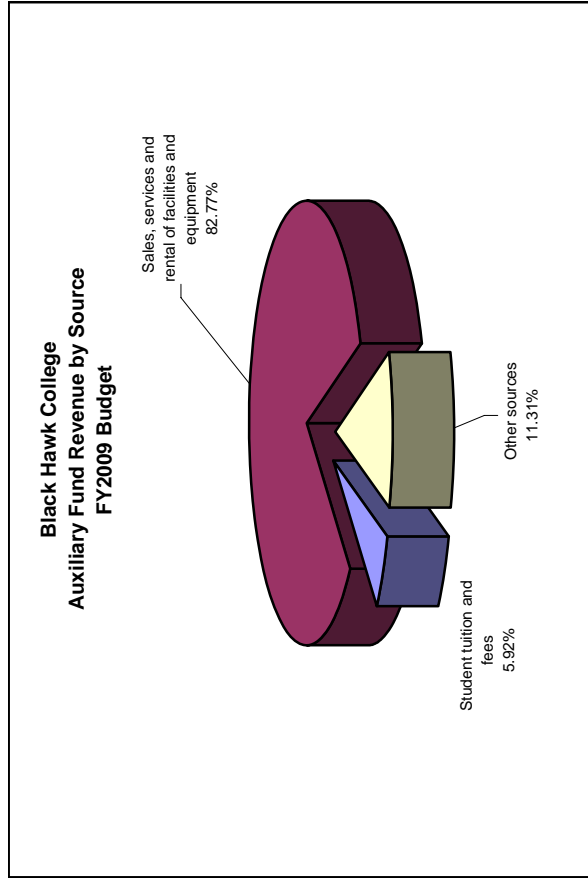


**Black Hawk College
Auxiliary Enterprises Fund Revenue by Source
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Student tuition and fees	\$ 250,963	\$ 250,434	\$ 248,578	\$ 241,591	\$ 238,515	\$ 234,000	\$ 226,000
Sales, services and rental of facilities and equipment	3,195,253	3,354,731	3,353,934	3,272,589	3,218,771	3,235,215	3,159,600
Other sources	92,316	95,066	93,870	122,201	121,750	429,985	431,650
Total revenues	\$ 3,538,532	\$ 3,700,231	\$ 3,696,382	\$ 3,636,381	\$ 3,579,036	\$ 3,899,200	\$ 3,817,250

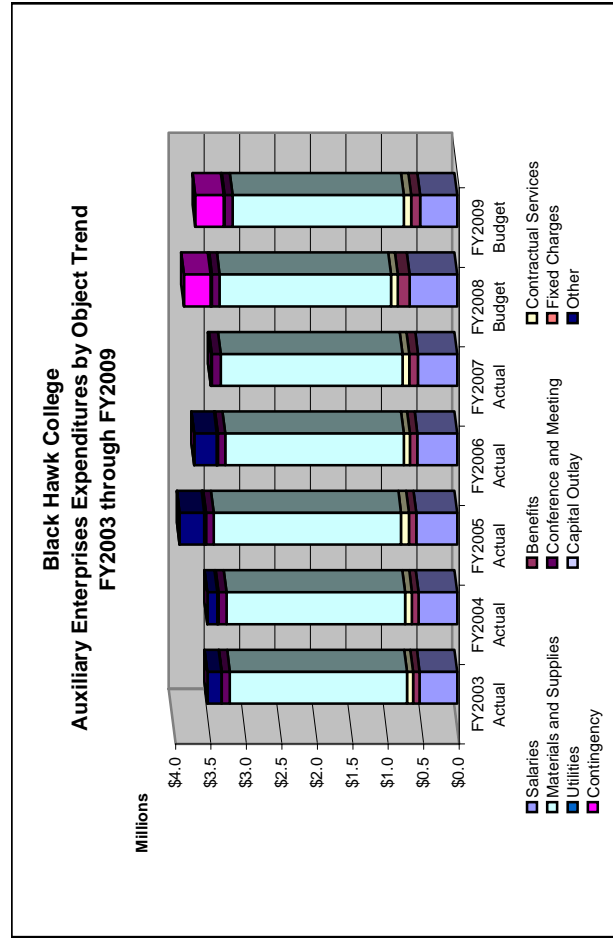
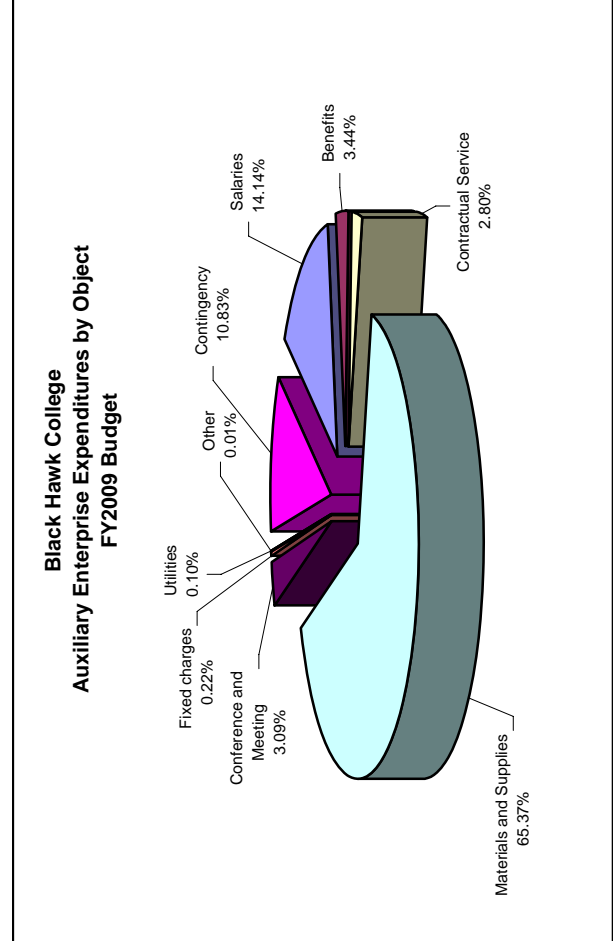
Revenues:

Student tuition and fees	\$ 250,963	\$ 250,434	\$ 248,578	\$ 241,591	\$ 238,515	\$ 234,000	\$ 226,000
Sales, services and rental of facilities and equipment	3,195,253	3,354,731	3,353,934	3,272,589	3,218,771	3,235,215	3,159,600
Other sources	92,316	95,066	93,870	122,201	121,750	429,985	431,650
Total revenues	\$ 3,538,532	\$ 3,700,231	\$ 3,696,382	\$ 3,636,381	\$ 3,579,036	\$ 3,899,200	\$ 3,817,250



**Black Hawk College
Auxiliary Enterprises Expenditures by Object
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Expenditures:							
Salaries	\$ 529,208	\$ 545,156	\$ 577,144	\$ 559,833	\$ 551,247	\$ 670,341	\$ 522,065
Benefits	93,547	92,160	103,452	107,239	123,424	166,188	126,876
Contractual Service	83,512	97,645	110,305	85,825	94,713	95,594	103,378
Materials and Supplies	2,498,777	2,518,516	2,641,728	2,517,734	2,565,231	2,416,765	2,413,950
Conference and Meeting	113,849	111,556	108,418	102,255	125,078	108,915	114,226
Fixed charges	5,790	11,186	14,311	14,056	11,196	14,650	8,100
Utilities	1,132	951	1,389	2,350	3,276	4,900	3,725
Capital Outlay	-	6,479	9,858	-	-	-	-
Other	196,706	138,831	346,956	319,448	816	-	200
Contingency	-	-	-	-	-	375,000	400,000
Total expenditures	\$ 3,522,521	\$ 3,522,481	\$ 3,913,561	\$ 3,708,740	\$ 3,474,982	\$ 3,852,353	\$ 3,692,520

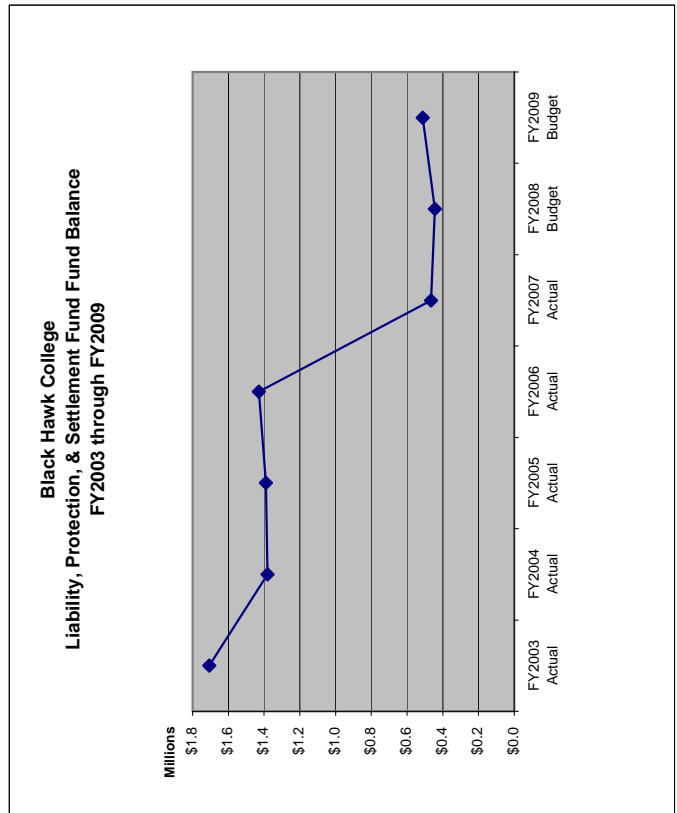
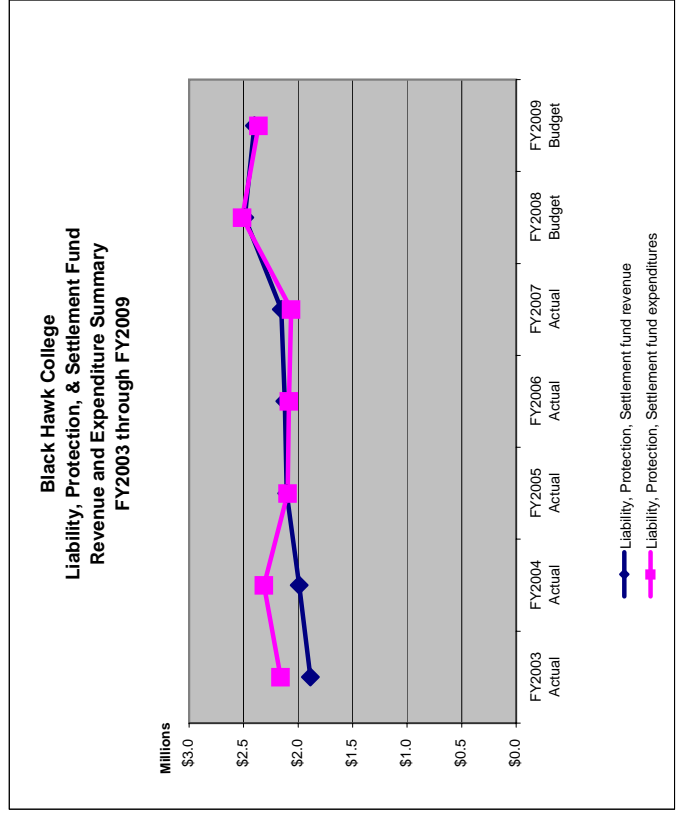


**Black Hawk College
Fiscal Year 2009 Budget**

Liability, Protection, and Settlement Fund – The Liability, Protection, and Settlement Fund is established by 745 ILCS 10/9-107 and 40 ILCS 5/21-110.1 of the Illinois Compiled Statutes. The tort liability, Medicare insurance/FICA, unemployment insurance, and worker's compensation levies should be recorded in this fund. The monies in this fund, including interest earned on the assets of this fund, should be used only for the purposes authorized in 745 ILCS 10/9, for example, the payment of tort liability, unemployment, workers' compensation, and Medicare/FICA. Revenues received into this fund include property taxes levied for actual expenditures for authorized items only.

Black Hawk College
Liability, Protection, and Settlement Fund Revenue and Expenditure Summary
FY2003 through FY2009

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Total revenues	\$ 1,887,274	\$ 1,989,100	\$ 2,103,564	\$ 2,122,739	\$ 2,155,568	\$ 2,489,927	\$ 2,400,950
Total expenditures	2,160,992	2,313,553	2,095,847	2,082,891	2,062,518	2,511,946	2,333,331
Excess (deficiency) of revenues over expenditures	(273,718)	(324,453)	7,717	39,848	93,050	(22,019)	67,619
Total other financing sources (uses)	-	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(273,718)	(324,453)	7,717	39,848	93,050	(22,019)	67,619
Fund balance							
Beginning	\$ 1,979,774	\$ 1,706,056	\$ 1,381,603	\$ 1,389,320	\$ 372,772	\$ 465,822	\$ 443,803
Ending	\$ 1,706,056	\$ 1,381,603	\$ 1,389,320	\$ 1,429,168	\$ 465,822	\$ 443,803	\$ 511,422



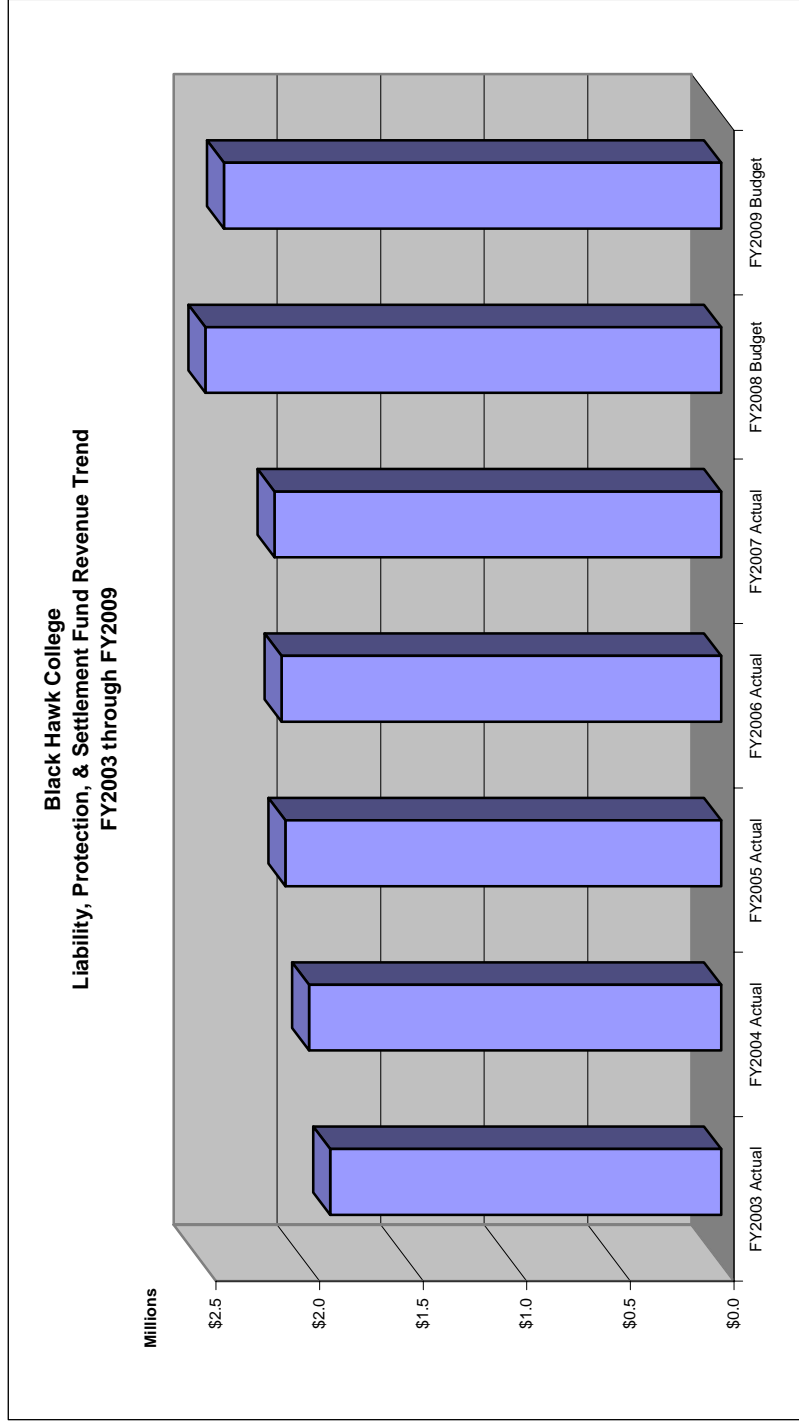
Black Hawk College
Liability, Protection, and Settlement Fund Revenue by Source
FY2003 through FY2009

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
	Actual	Actual	Actual	Actual	Actual	Budget	Budget
Local governmental sources	\$ 1,887,274	\$ 1,989,100	\$ 2,103,564	\$ 2,122,739	\$ 2,155,568	\$ 2,489,927	\$ 2,400,950
Total revenues	\$ 1,887,274	\$ 1,989,100	\$ 2,103,564	\$ 2,122,739	\$ 2,155,568	\$ 2,489,927	\$ 2,400,950

Revenues:

Local governmental sources

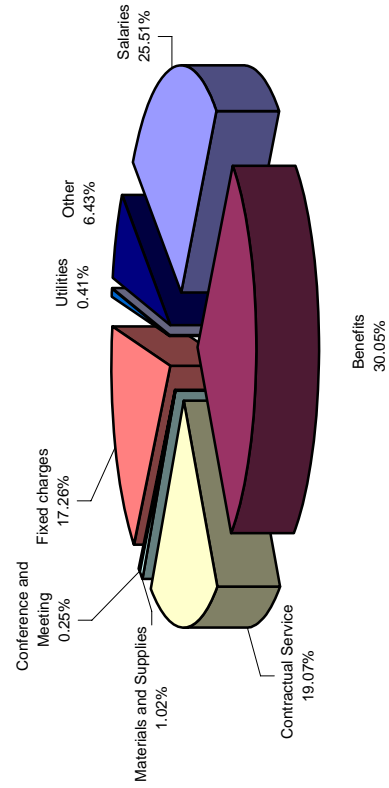
Total revenues



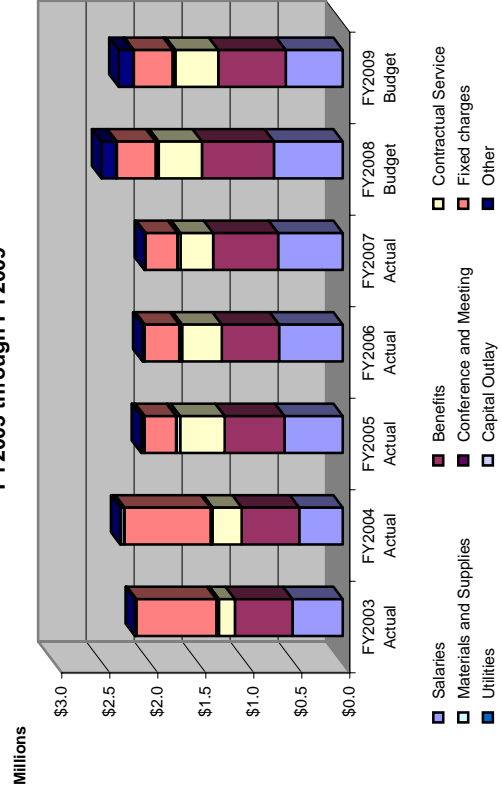
Black Hawk College
Liability, Protection, and Settlement Fund Expenditures by Object
FY2003 through FY2009

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Expenditures:							
Salaries	\$ 523,750	\$ 453,559	\$ 608,195	\$ 665,073	\$ 673,810	\$ 718,104	\$ 595,299
Benefits	599,258	598,026	621,172	595,340	677,406	749,502	701,547
Contractual Service	165,592	303,491	463,955	410,455	336,266	448,795	445,295
Materials and Supplies	26,366	19,412	35,569	27,460	30,213	25,800	22,800
Conference and Meeting	2,232	3,003	6,640	3,553	5,659	7,500	5,945
Fixed charges	832,119	893,203	326,867	358,869	329,092	402,800	402,800
Utilities	5,377	7,874	8,985	7,674	10,072	9,445	9,645
Capital Outlay	6,299	34,985	24,464	14,467	-	-	-
Other	-	-	-	-	-	150,000	150,000
Total expenditures	\$ 2,160,992	\$ 2,313,553	\$ 2,095,847	\$ 2,082,891	\$ 2,062,518	\$ 2,511,946	\$ 2,333,331

Black Hawk College
Liability, Protection, & Settlement Expenditures by Object
FY2009 Budget

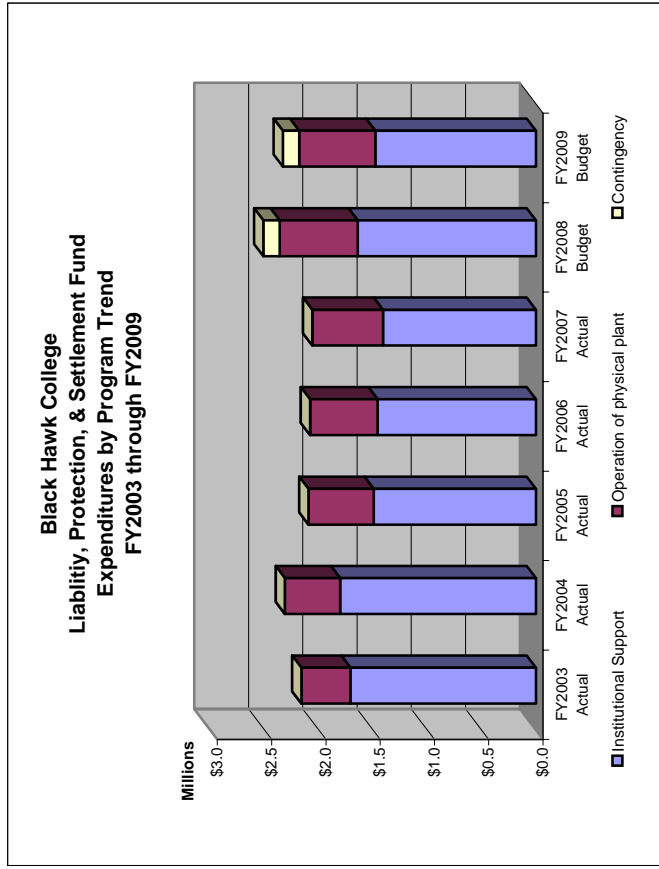
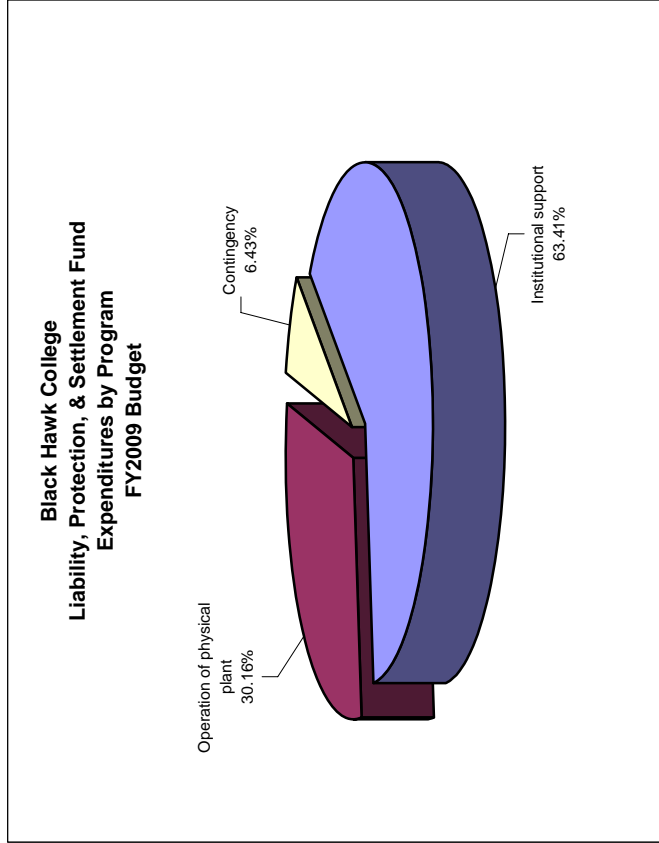


Black Hawk College
Liability, Protection, & Settlement by Object Trend
FY2003 through FY2009



**Black Hawk College
Liability, Protection, and Settlement Fund Expenditures by Program
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Expenditures:							
Institutional support	\$ 1,709,409	\$ 1,804,136	\$ 1,495,057	\$ 1,461,291	\$ 1,409,320	\$ 1,642,429	\$ 1,479,576
Operation of physical plant	451,583	509,417	600,790	621,600	653,198	719,517	703,755
Contingency	-	-	-	-	-	150,000	150,000
Total expenditures	\$ 2,160,992	\$ 2,313,553	\$ 2,095,847	\$ 2,082,891	\$ 2,062,518	\$ 2,511,946	\$ 2,333,331



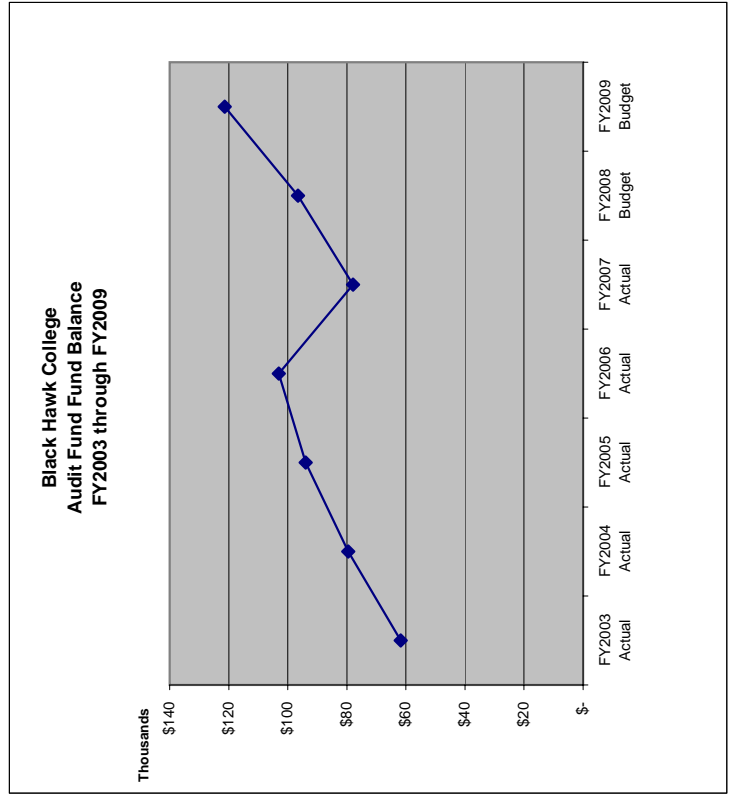
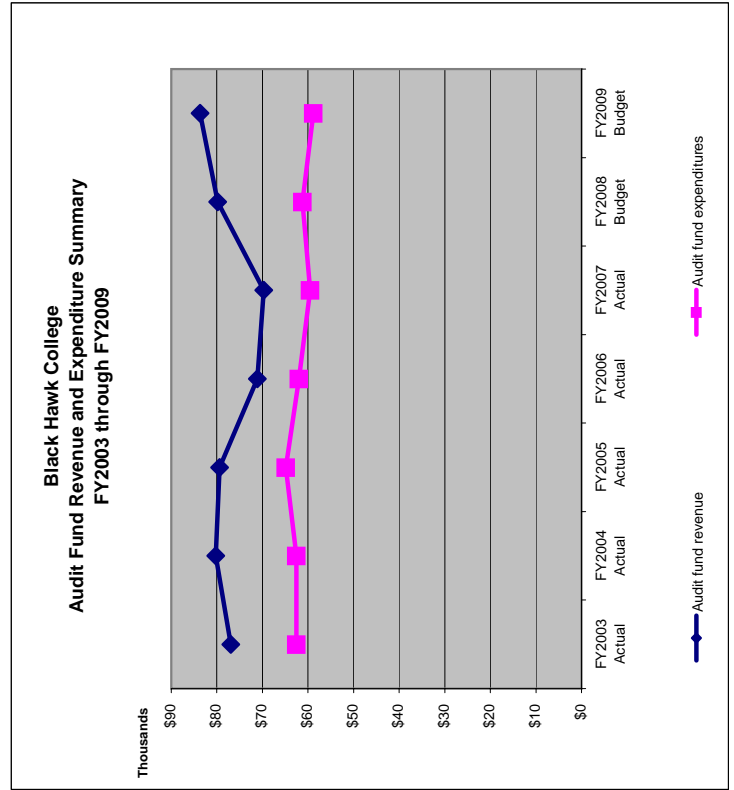
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**Black Hawk College
Fiscal Year 2009 Budget**

Audit Fund – The Audit Fund is established by Chapter 50, Act 310, Section 9 of the Illinois Compiled Statutes for recording the payment of auditing expenditures. The portion of property taxes received for the audit levy is recorded in this fund and monies in this fund should only be used for the payment of auditing expenditures.

**Black Hawk College
Audit Fund Revenue and Expenditure Summary
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Total revenues	\$ 76,923	\$ 80,260	\$ 79,381	\$ 71,112	\$ 69,720	\$ 79,805	\$ 83,679
Total expenditures	62,576	62,529	64,885	62,000	59,500	61,200	58,800
Excess (deficiency) of revenues over expenditures	14,347	17,731	14,496	9,112	10,220	18,605	24,879
Total other financing sources (uses)	-	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	14,347	17,731	14,496	9,112	10,220	18,605	24,879
Fund balance Beginning	\$ 47,404	\$ 61,751	\$ 79,482	\$ 93,978	\$ 67,680	\$ 77,900	\$ 96,505
Ending	\$ 61,751	\$ 79,482	\$ 93,978	\$ 103,090	\$ 77,900	\$ 96,505	\$ 121,384



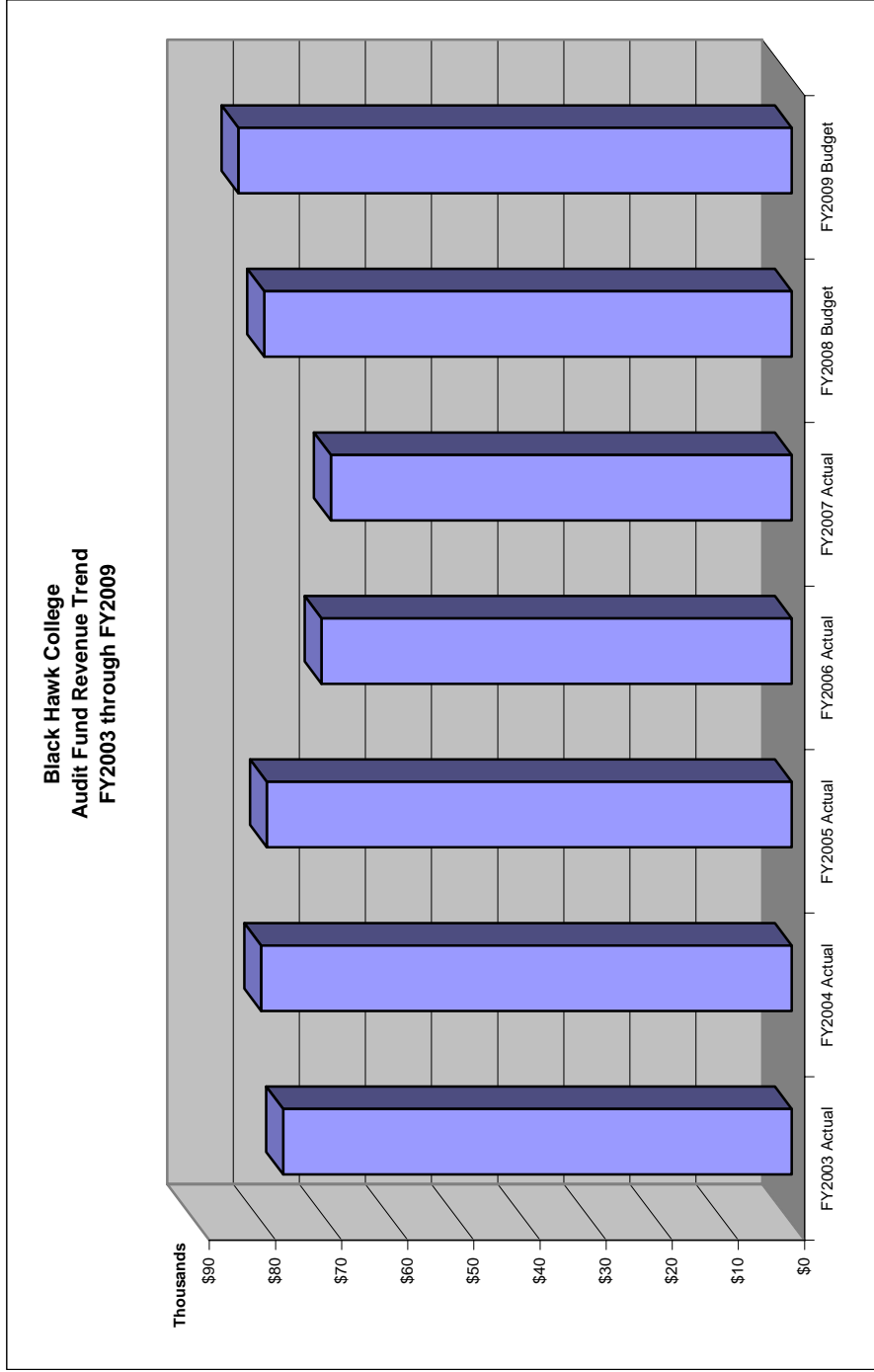
**Black Hawk College
Audit Fund by Revenue by Source
FY2003 through FY2009**

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
	Actual	Actual	Actual	Actual	Actual	Budget	Budget
Local governmental sources	\$ 76,923	\$ 80,260	\$ 79,381	\$ 71,112	\$ 69,720	\$ 79,805	\$ 83,679
Total revenues	\$ 76,923	\$ 80,260	\$ 79,381	\$ 71,112	\$ 69,720	\$ 79,805	\$ 83,679

Revenues:

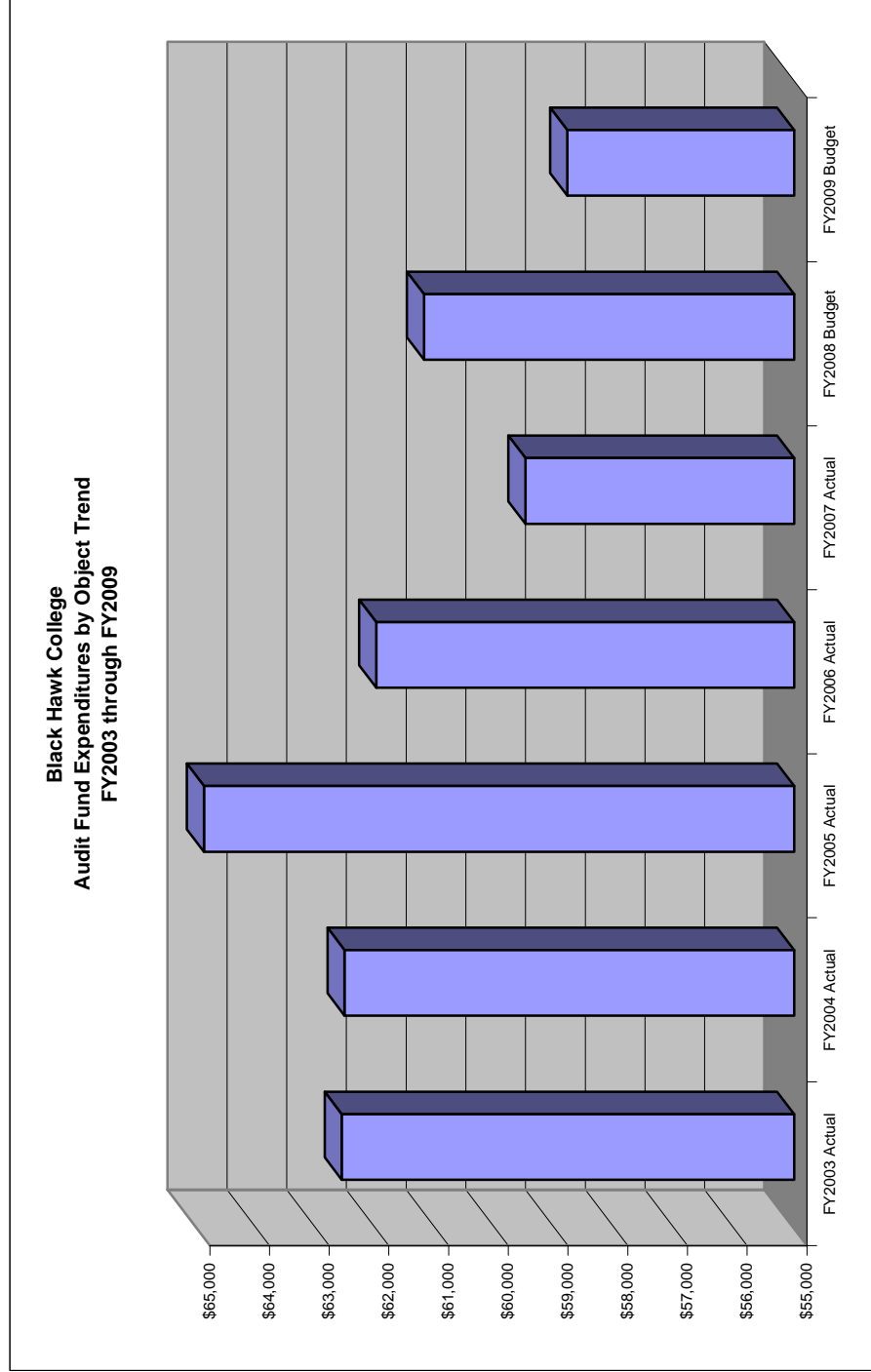
Local governmental sources

Total revenues



**Black Hawk College
Audit Fund Expenditures by Object
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Actual	FY2009 Budget
Expenditures:							
Contractual Service	\$ 62,576	\$ 62,529	\$ 64,885	\$ 62,000	\$ 59,500	\$ 61,200	\$ 58,800
Total expenditures	\$ 62,576	\$ 62,529	\$ 64,885	\$ 62,000	\$ 59,500	\$ 61,200	\$ 58,800

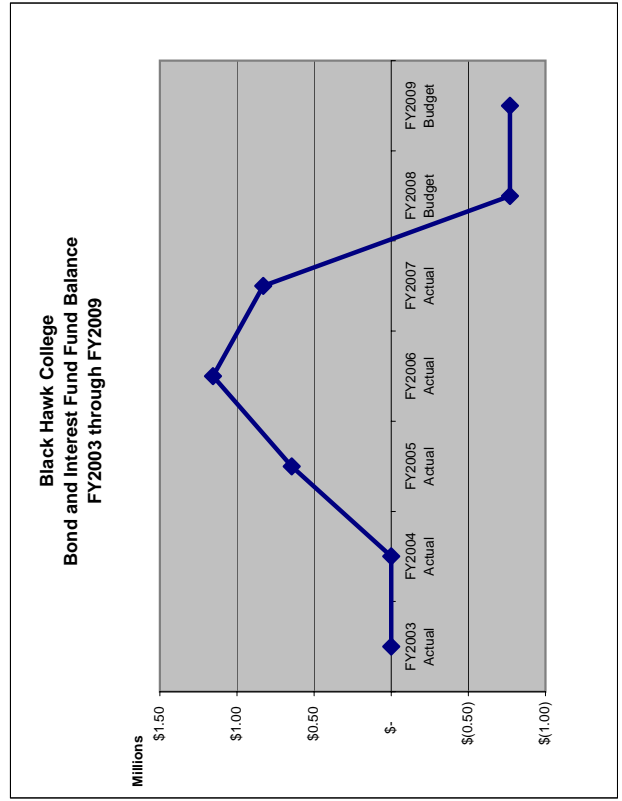
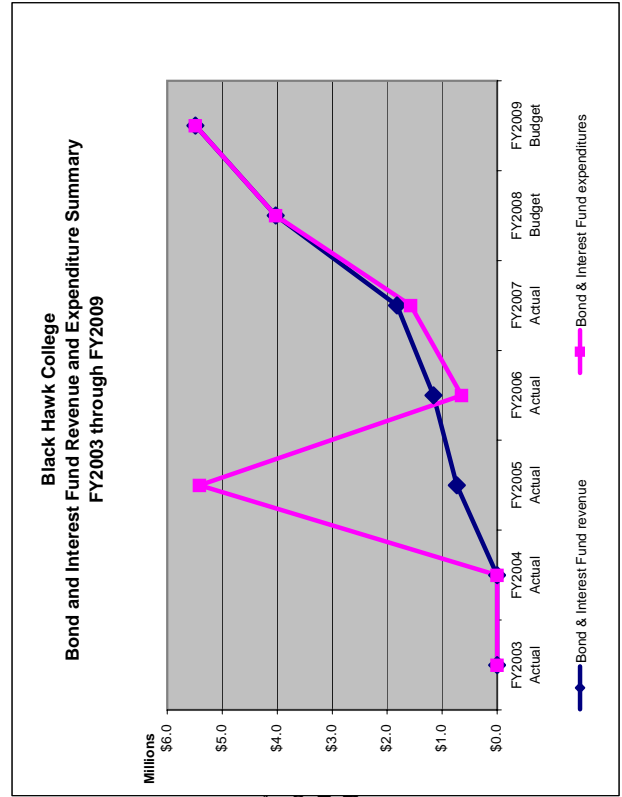


**Black Hawk College
Fiscal Year 2009 Budget**

Bond and Interest Fund – The Bond and Interest Fund is the debt service fund of the College and is established by Section 3A-1 of the Illinois Public Community College Act. This fund is used to account for payment of principal, interest, and related charges on any outstanding bonds. Debt service for each bond issue must be accounted for separately using a group of self-balancing accounts within the fund.

**Black Hawk College
Bond and Interest Fund Revenue and Expenditure Summary
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Total revenues	\$ -	\$ -	\$ 732,719	\$ 1,160,043	\$ 1,819,202	\$ 4,028,288	\$ 5,490,016
Total expenditures	-	-	5,411,250	648,145	1,569,346	4,028,288	5,490,016
Excess (deficiency) of revenues over expenditures	-	-	(4,678,531)	511,898	249,856	-	-
Other financing sources (uses):							
Operating transfers in	-	-	5,322,864	-	-	-	-
Operating transfers out	-	-	-	-	-	(5,700,000)	-
Bond & Debt Certificate Proceeds	-	-	-	-	-	4,100,000	-
Total other financing sources (uses)	-	-	5,322,864	-	-	(1,600,000)	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	\$ -	\$ -	\$ 644,333	\$ 511,898	\$ 249,856	\$ (1,600,000)	\$ -
Fund balance							
Beginning	\$ -	\$ -	\$ -	\$ 644,333	\$ 580,819	\$ 830,675	\$ (769,325)
Ending	\$ -	\$ -	\$ 644,333	\$ 1,156,231	\$ 830,675	\$ (769,325)	\$ (769,325)



**Black Hawk College
Bond and Interest Fund Revenue by Source
FY2003 through FY2009**

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Actual	Actual	Actual	Actual	Actual	Actual	Budget	Budget
Local governmental sources	\$ -	\$ -	732,435	1,150,348	1,800,339	4,028,288	5,490,016
Total local government sources	-	-	732,435	1,150,348	1,800,339	4,028,288	5,490,016
Investment income	-	-	284	9,695	18,863	-	-
Total revenues	\$ -	\$ -	732,719	1,160,043	1,819,202	4,028,288	5,490,016

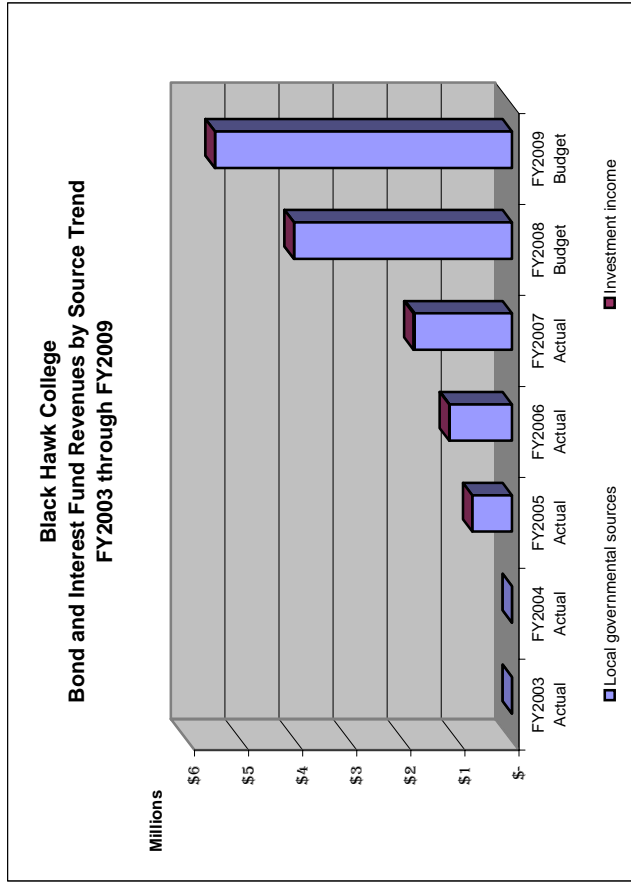
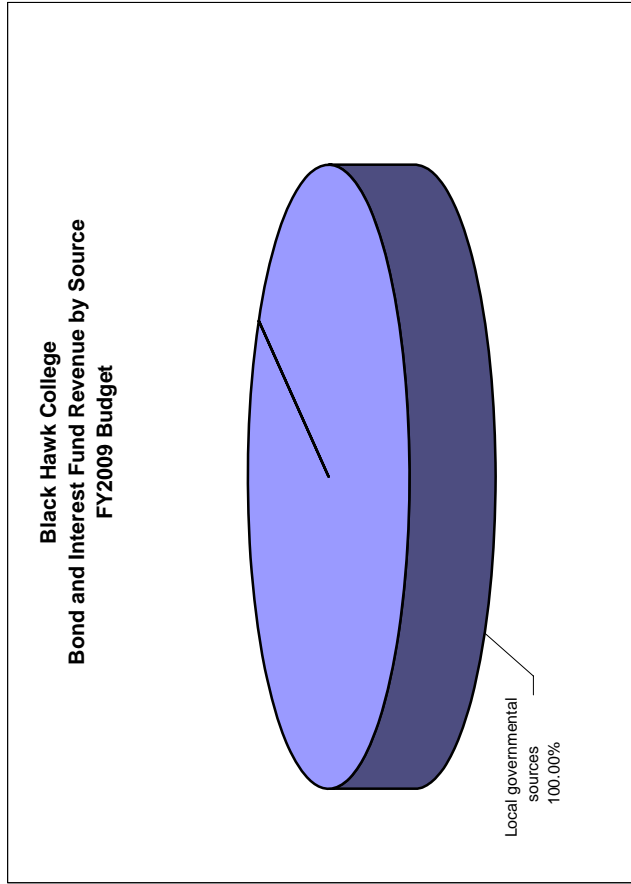
Revenues:

Local governmental sources

Total local government sources

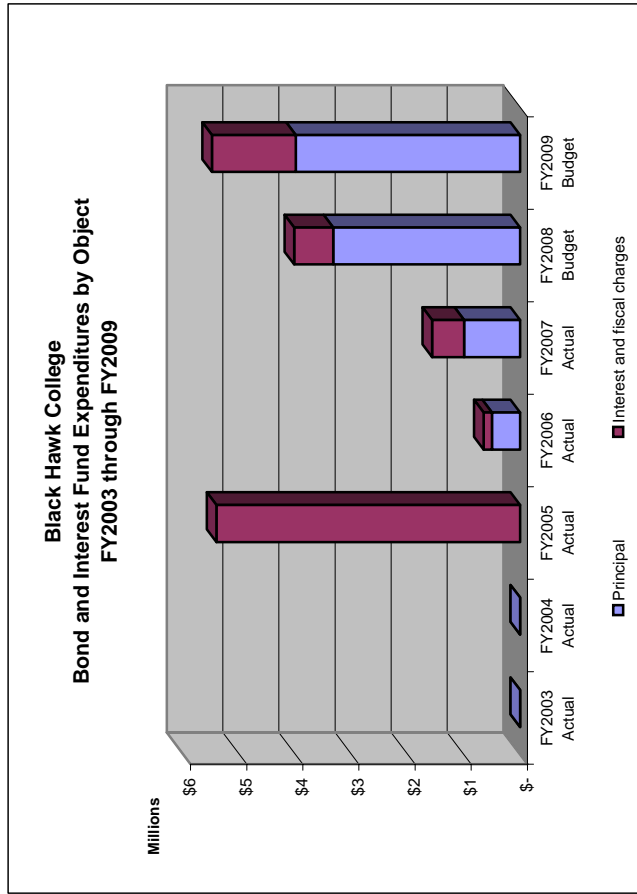
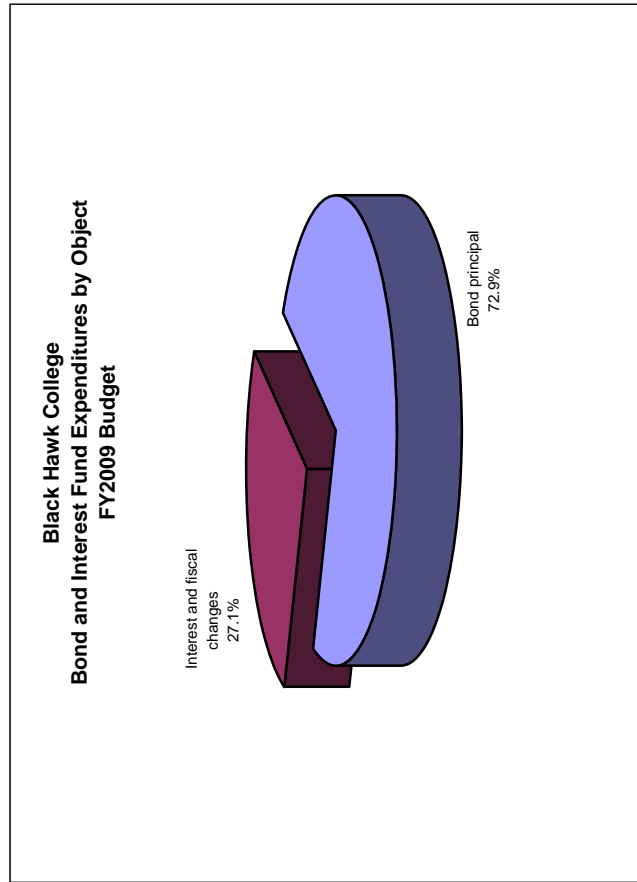
Investment income

Total revenues



**Black Hawk College
Bond and Interest Fund Expenditures by Object
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Expenditures:							
Bond principal	\$ -	\$ -	\$ -	\$ 500,000	\$ 1,000,000	\$ 3,328,288	\$ 4,000,000
Interest and fiscal charges	\$ -	\$ -	\$ 5,411,250	\$ 148,145	\$ 569,346	\$ 700,000	\$ 1,490,016
Total expenditures	\$ -	\$ -	\$ 5,411,250	\$ 648,145	\$ 1,569,346	\$ 4,028,288	\$ 5,490,016



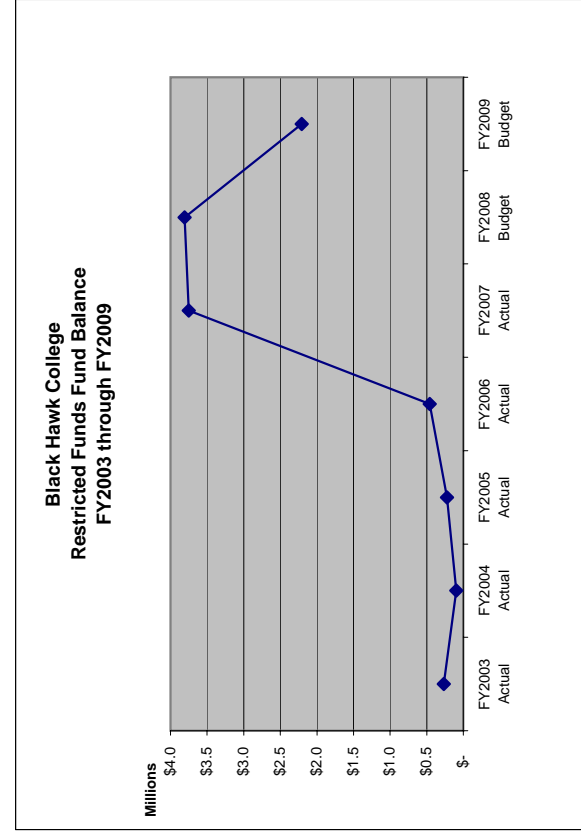
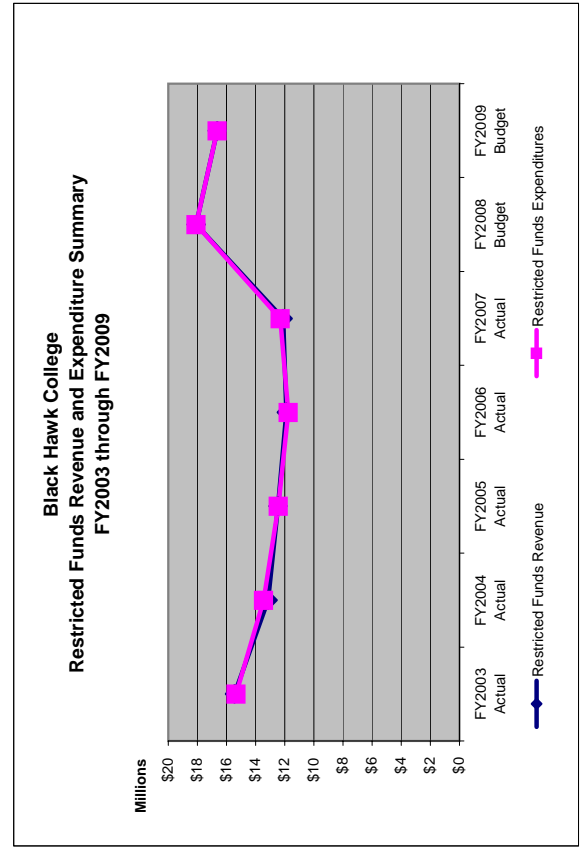
**Black Hawk College
Fiscal Year 2009 Budget**

Restricted Purposes Fund – The Restricted Purposes Fund is for the purpose of accounting for monies that have restrictions regarding their use. Each specific project should be accounted for separately using a complete group of self-balancing accounts within the Restricted Purposes Fund.

Appropriate steps are taken when establishing each group of self-balancing accounts to ensure that the accounting and reporting requirements of all grantors are met. If a grantor provides an accounting manual, that manual is followed when accounting for the group of self-balancing accounts. This fund should be used to account for state, federal, or other funds which are restricted for a specific purpose.

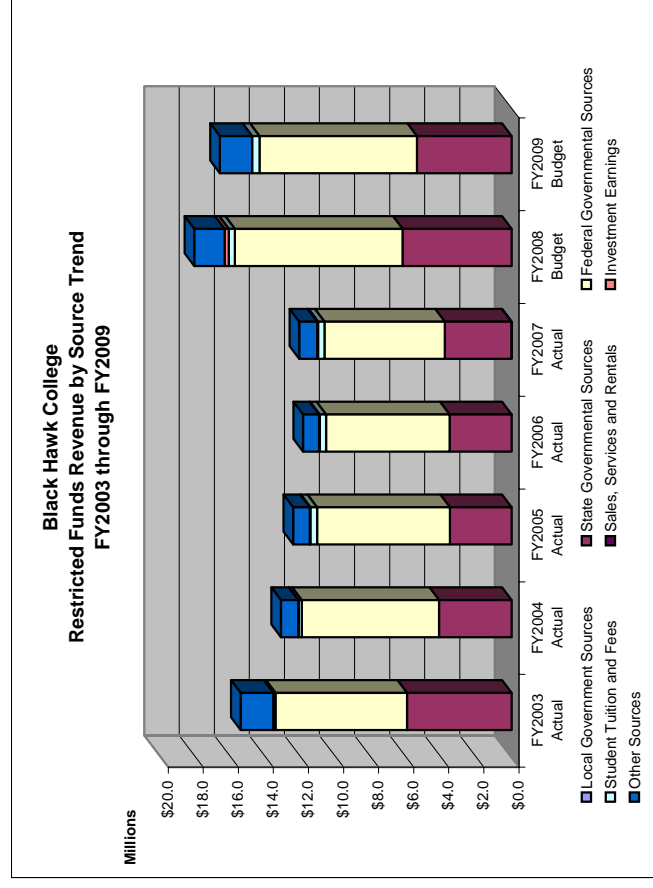
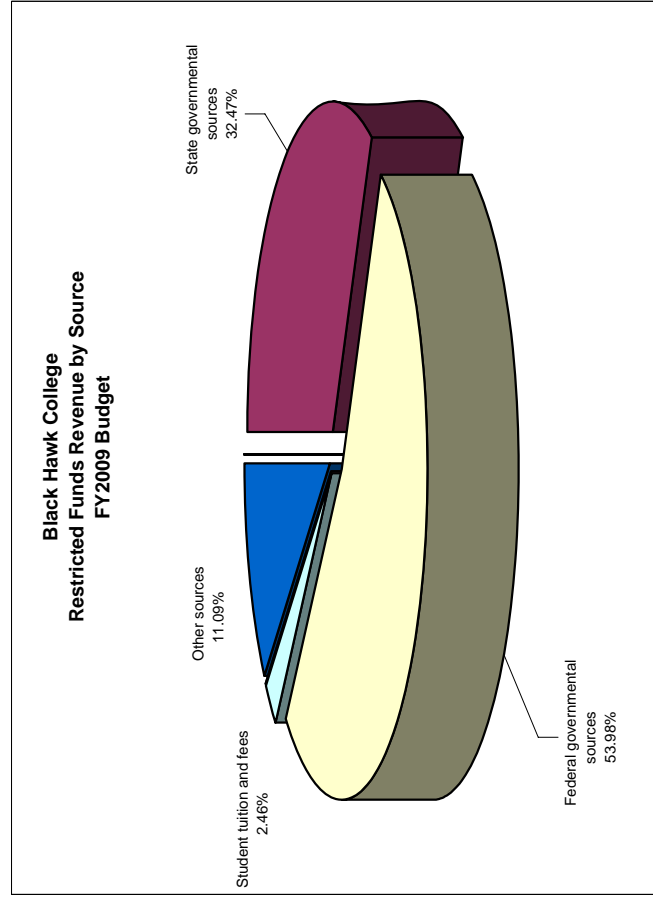
**Black Hawk College
Restricted Purposes Funds Revenue and Expenditure Summary
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Total revenues	\$ 15,455,150	\$ 13,150,348	\$ 12,461,977	\$ 11,895,473	\$ 12,117,655	\$ 18,098,514	\$ 16,641,352
Total expenditures	15,346,872	13,444,323	12,442,227	11,760,505	12,315,394	18,098,514	16,641,352
Excess (deficiency) of revenues over expenditures	108,278	(293,975)	19,750	134,968	(197,739)	-	-
Other financing sources (uses):							
Operating transfers in	122,196	109,756	106,597	102,433	94,556	55,000	-
Operating transfers out	-	-	-	-	(1,600,000)	-	(1,600,000)
Bond & Debt Certificate Proceeds	-	-	-	-	4,995,986	-	-
Total other financing sources (uses)	122,196	109,756	106,597	102,433	3,490,542	55,000	(1,600,000)
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	\$ 230,474	\$ (184,219)	\$ 126,347	\$ 237,401	\$ 3,292,803	\$ 55,000	\$ (1,600,000)
Fund balance							
Beginning	\$ 36,165	\$ 279,756	\$ 95,537	\$ 221,884	\$ 459,285	\$ 3,752,088	\$ 3,807,088
Ending	\$ 266,639	\$ 95,537	\$ 221,884	\$ 459,285	\$ 3,752,088	\$ 3,807,088	\$ 2,207,088



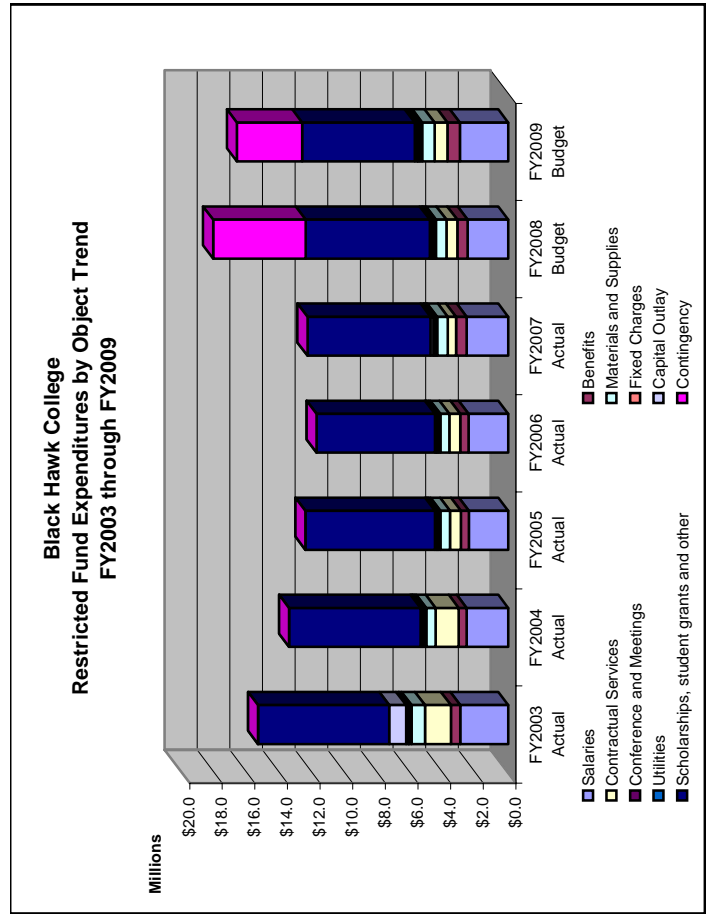
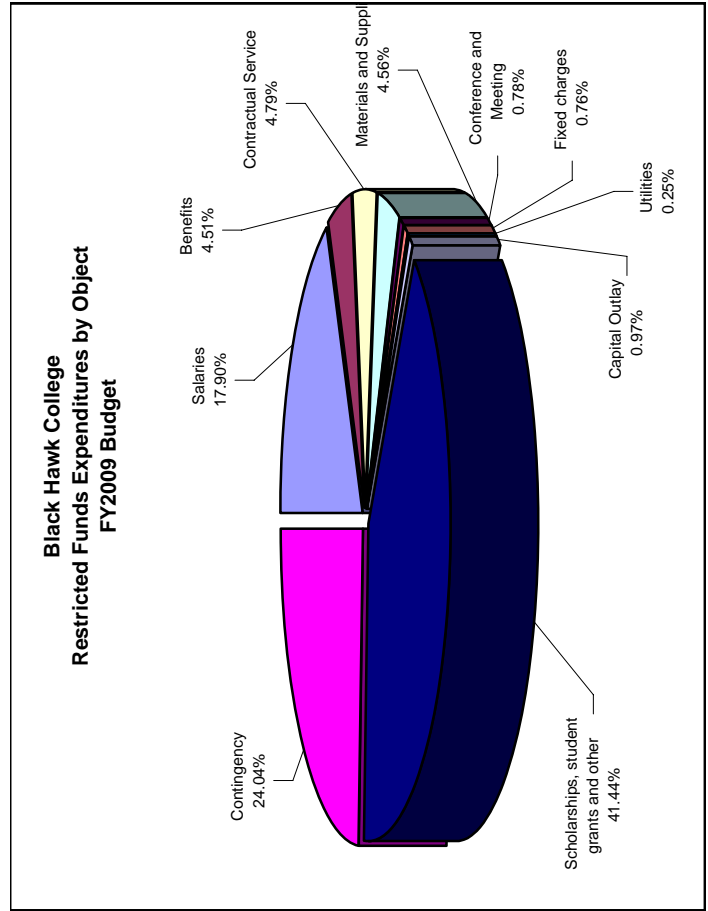
**Black Hawk College
Restricted Purposes Funds Revenue by Source
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Revenues:							
Local governmental sources	\$ 5,245	\$ 7,500	\$ 4,760	\$ 7,638	\$ 10,082	\$ -	\$ -
Other	5,245	7,500	4,760	7,638	10,082	-	-
Total local government sources							
State governmental sources	5,954,079	4,129,844	3,516,060	3,539,191	3,795,275	6,213,694	5,404,269
Federal governmental sources	7,507,341	7,837,811	7,577,367	7,030,367	6,875,944	9,574,015	8,982,583
Student tuition and fees	-	170,862	374,760	364,604	361,856	340,500	409,500
Sales, services and rental of facilities and equipment	134,334	23,679	35,819	42,153	43,157	-	-
Investment earnings	833	5,417	-	-	887	-	-
Other sources	1,853,318	975,235	953,211	911,520	1,030,454	1,970,305	1,845,000
Total revenues	\$ 15,455,150	\$ 13,150,348	\$ 12,461,977	\$ 11,895,473	\$ 12,117,655	\$ 18,098,514	\$ 16,641,352



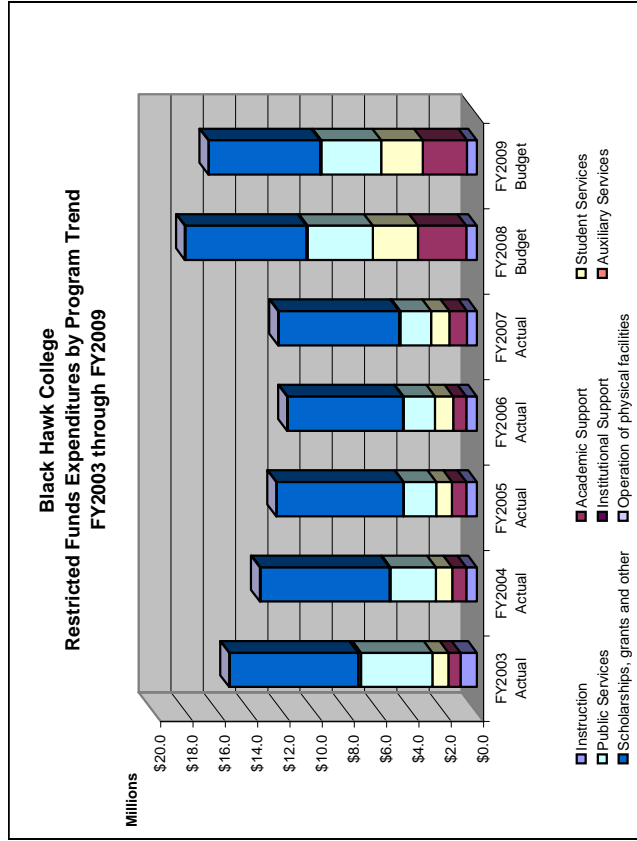
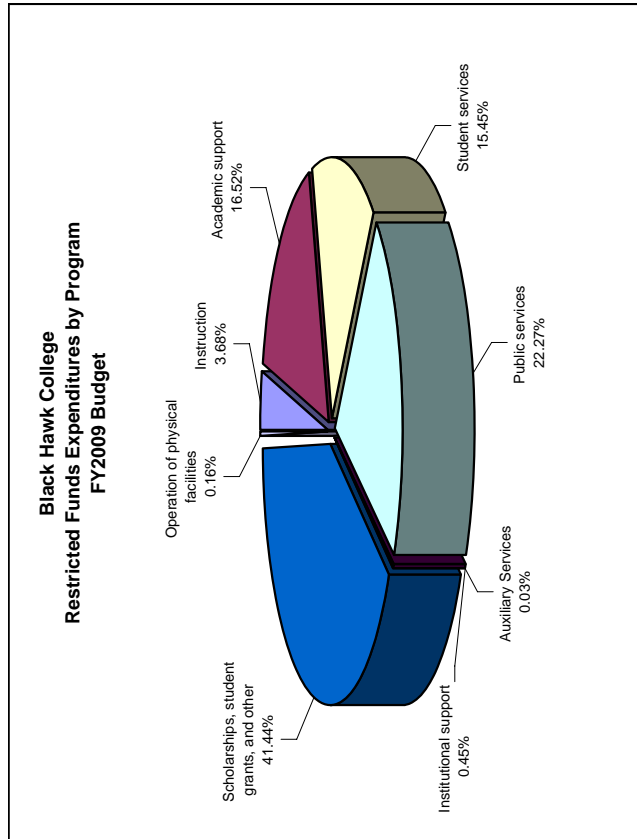
**Black Hawk College
Restricted Purposes Funds Expenditures by Object
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Expenditures:							
Salaries	\$ 2,944,802	\$ 2,554,312	\$ 2,421,471	\$ 2,438,347	\$ 2,560,609	\$ 2,500,000	\$ 2,979,132
Benefits	583,847	496,613	488,769	506,925	649,938	630,000	750,741
Contractual Service	1,586,512	1,407,621	667,920	672,410	506,594	669,000	797,216
Materials and Supplies	824,138	578,438	583,390	554,618	653,468	637,000	759,083
Conference and Meeting	142,354	121,687	109,828	109,598	92,220	109,100	130,009
Fixed charges	34,470	106,775	81,026	110,400	98,466	106,000	126,315
Utilities	160,687	35,130	52,623	33,103	35,750	35,100	41,827
Capital Outlay	1,023,845	91,092	89,571	83,676	180,467	135,000	160,873
Scholarships, student grants and other	8,046,218	8,052,655	7,947,629	7,251,428	7,537,882	7,600,000	6,896,155
Contingency	-	-	-	-	-	5,677,314	4,000,000
Total expenditures	\$ 15,346,872	\$ 13,444,323	\$ 12,442,227	\$ 11,760,505	\$ 12,315,394	\$ 18,098,514	\$ 16,641,352



**Black Hawk College
Restricted Purposes Funds Expenditures by Program
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Expenditures:							
Instruction	\$ 1,018,349	\$ 661,850	\$ 664,499	\$ 657,078	\$ 613,759	\$ 666,100	\$ 612,470
Academic support	744,822	878,264	880,714	809,330	1,097,568	2,990,000	2,749,267
Student services	987,836	1,005,879	982,970	1,127,778	1,137,282	2,796,414	2,571,267
Public services	4,425,358	2,802,297	2,012,648	1,958,531	1,899,746	4,030,000	3,705,533
Institutional support	191,019	70,405	18,438	26,860	75,208	81,000	74,478
Auxiliary Services	569	5,668	5,159	7,399	6,218	5,000	4,597
Scholarships, student grants, and other	7,964,439	7,989,332	7,854,047	7,131,390	7,450,161	7,500,000	6,896,154
Operation of physical facilities	14,480	30,628	23,752	42,139	35,452	30,000	27,585
Total expenditures	\$ 15,346,872	\$ 13,444,323	\$ 12,442,227	\$ 11,760,505	\$ 12,315,394	\$ 18,098,514	\$ 16,641,352



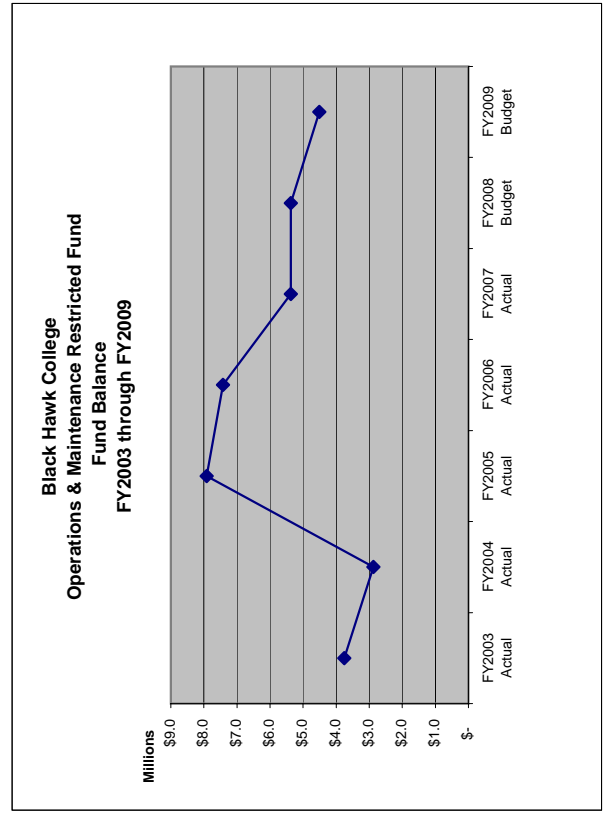
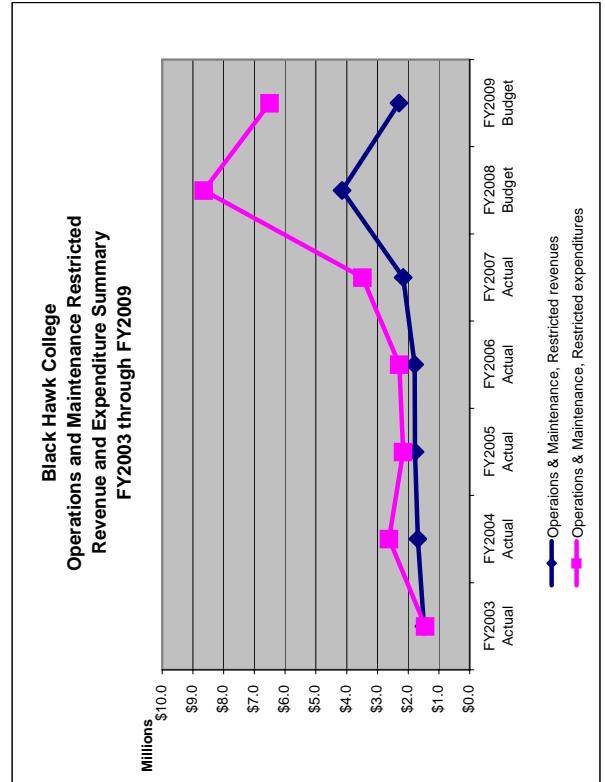
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**Black Hawk College
Fiscal Year 2009 Budget**

Operations and Maintenance Restricted Fund – The Operations and Maintenance Restricted Fund is established by Section 3-14 of the Illinois Public Community College Act. The local Board of Trustees may establish this fund by permitting an accumulation of funds for building purposes and site acquisition. Protection, health, and safety levies, building bond proceeds; capital renewal grants; and accumulation monies restricted from the operations and maintenance levy for building purposes be accounted for in a series of self-balancing accounts in this fund.

**Black Hawk College
Operations and Maintenance Restricted Fund Revenue and Expenditure Summary
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Total revenues	\$ 1,487,059	\$ 1,687,384	\$ 1,781,978	\$ 1,794,403	\$ 2,165,798	\$ 4,147,934	\$ 2,605,600
Total expenditures	1,445,857	2,623,542	2,164,804	2,285,096	3,484,814	8,647,934	3,465,600
Excess (deficiency) of revenues over expenditures	41,202	(936,158)	(382,826)	(490,693)	(1,319,016)	(4,500,000)	(860,000)
Other financing sources (uses):							
Operating transfers in	100,000	50,000	-	-	-	-	-
Operating transfers out	-	-	(5,322,864)	-	-	-	-
Bond & Debt Certificate Proceeds	-	-	10,750,295	-	-	4,500,000	-
Total other financing sources (uses)	100,000	50,000	5,427,431	-	-	4,500,000	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	\$ 141,202	\$ (886,158)	\$ 5,044,605	\$ (490,693)	\$ (1,319,016)	\$ -	\$ (860,000)
Fund balance							
Beginning	\$ 3,615,497	\$ 3,756,699	\$ 2,870,541	\$ 7,915,146	\$ 6,686,746	\$ 5,367,730	\$ 5,367,730
Ending	\$ 3,756,699	\$ 2,870,541	\$ 7,915,146	\$ 7,424,453	\$ 5,367,730	\$ 5,367,730	\$ 4,507,730



**Black Hawk College
Operations and Maintenance Restricted Fund Revenue by Source
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Local governmental sources	\$ 1,102,788	\$ 1,328,453	\$ 1,417,293	\$ 1,481,505	\$ 1,503,737	\$ 1,597,934	\$ 1,605,600
Property taxes	1,102,788	1,328,453	1,417,293	1,481,505	1,503,737	1,597,934	1,605,600
Total local government sources							
State governmental sources	189,531	-	39,238	14,984	102,617	1,300,000	-
Investment earnings	-	99,616	237,035	297,914	559,444	-	-
Other sources	194,740	259,315	88,412	-	-	1,250,000	1,000,000
Total revenues	\$ 1,487,059	\$ 1,687,384	\$ 1,781,978	\$ 1,794,403	\$ 2,165,798	\$ 4,147,934	\$ 2,605,600

Revenues:

Local governmental sources

Property taxes

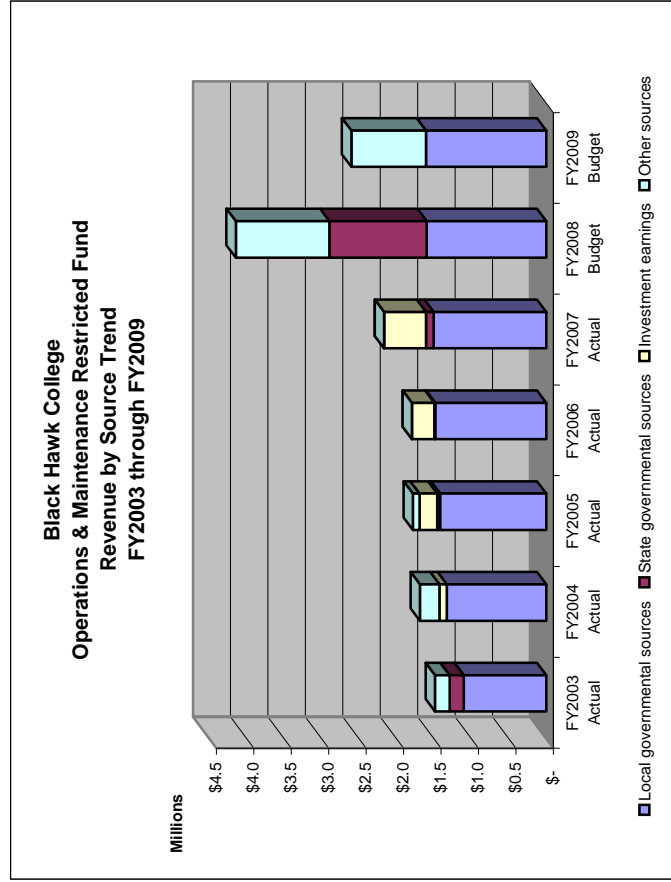
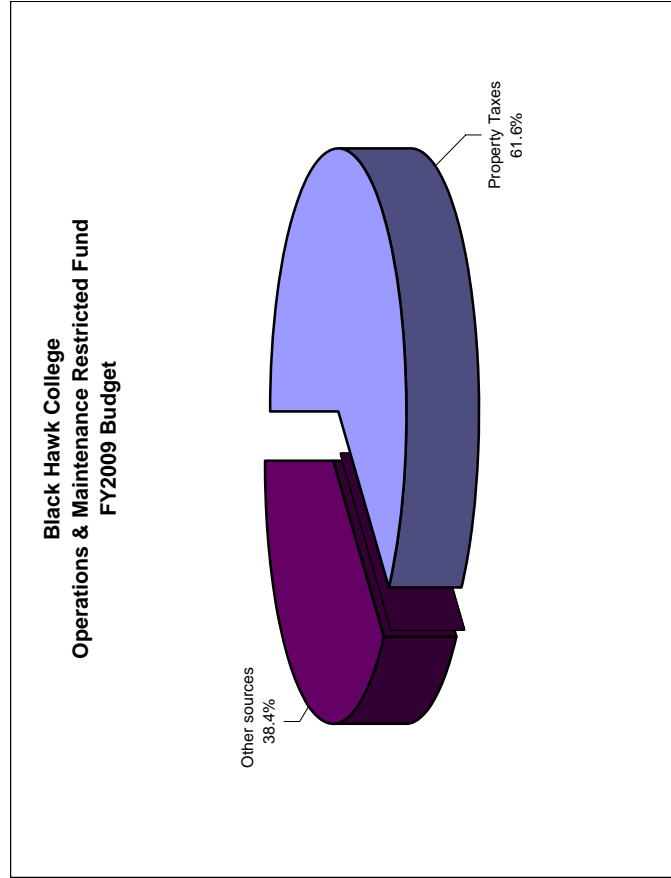
Total local government sources

State governmental sources

Investment earnings

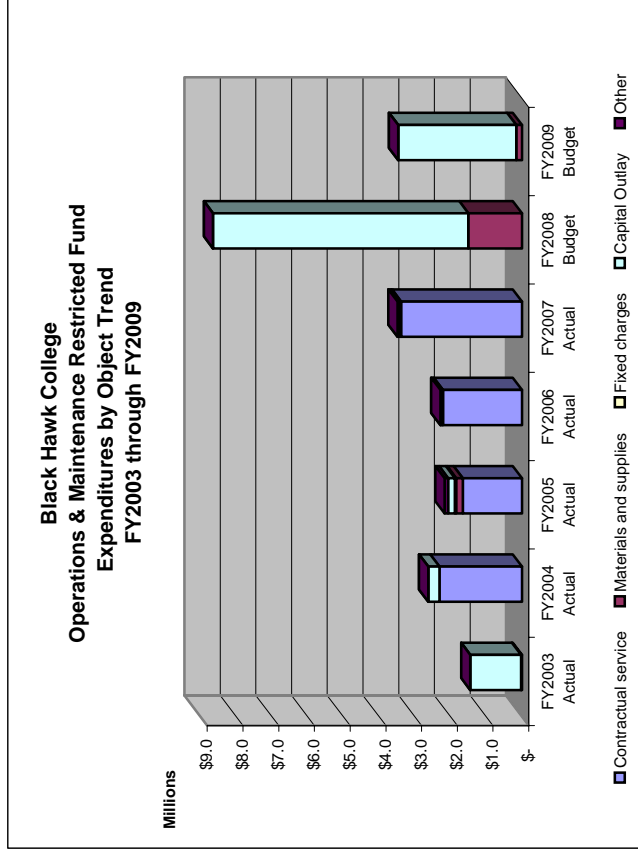
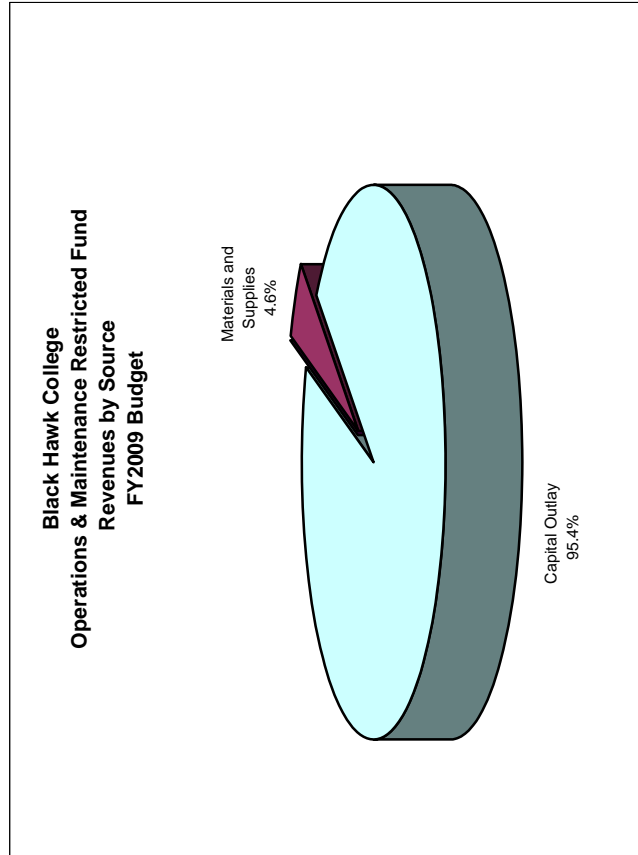
Other sources

Total revenues



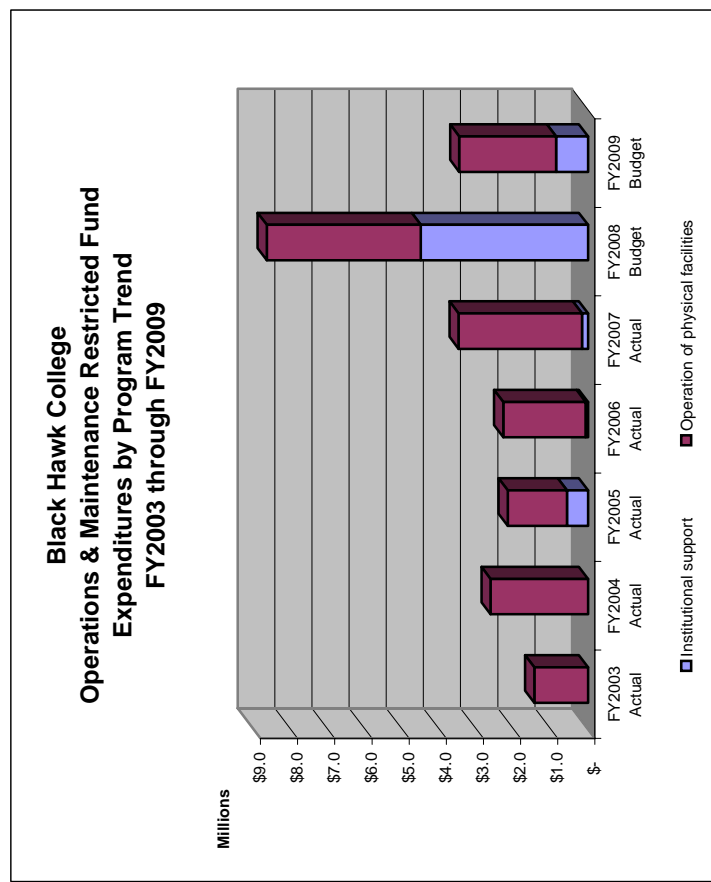
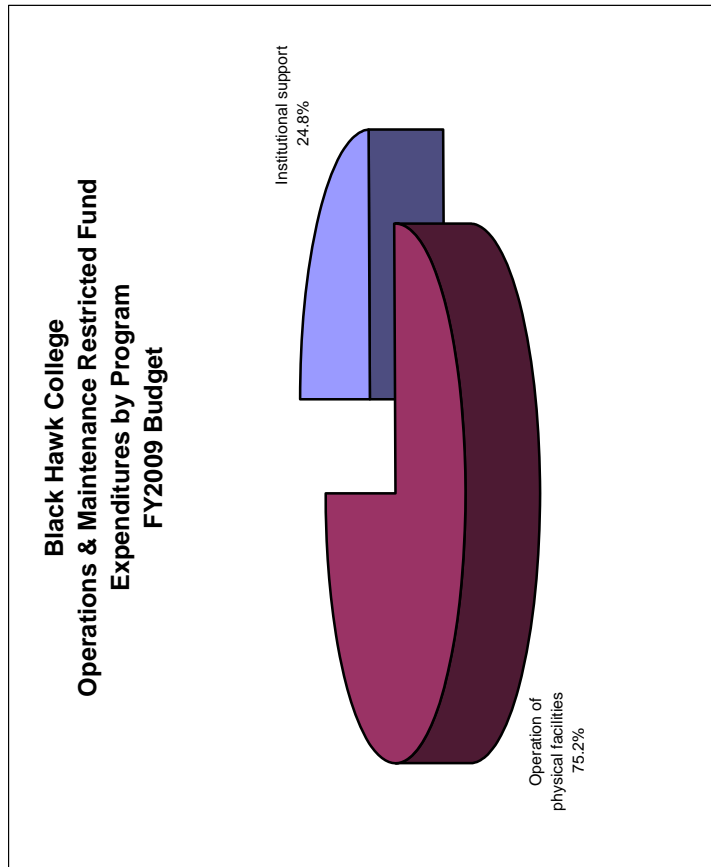
**Black Hawk College
Operations and Maintenance Restricted Fund Expenditures by Object
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Expenditures:							
Contractual Service	\$ 13,431	\$ 2,310,220	\$ 1,653,493	\$ 2,210,905	\$ 3,379,251	\$ -	\$ -
Materials and Supplies	13,983	-	186,939	29,461	32,614	1,500,000	160,000
Fixed charges	-	-	34,156	-	-	-	-
Capital Outlay	1,418,443	313,322	186,941	44,730	72,949	7,147,934	3,305,600
Other	-	-	103,275	-	-	-	-
Total expenditures	\$ 1,445,857	\$ 2,623,542	\$ 2,164,804	\$ 2,285,096	\$ 3,484,814	\$ 8,647,934	\$ 3,465,600



**Black Hawk College
Operations and Maintenance Restricted Fund Expenditures by Program
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Expenditures:							
Institutional support	\$ -	\$ -	\$ 570,327	\$ 65,319	\$ 165,111	\$ 4,500,000	\$ 860,000
Operation of physical facilities	1,445,857	2,623,542	1,594,477	2,219,777	3,319,703	4,147,934	2,605,600
Total expenditures	\$ 1,445,857	\$ 2,623,542	\$ 2,164,804	\$ 2,285,096	\$ 3,484,814	\$ 8,647,934	\$ 3,465,600



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**Black Hawk College
Fiscal Year 2009 Budget**

Working Cash Fund

The Working Cash Fund is established by Section 3-33.1 of the Public Community College Act. This fund is first established without voter approval by resolution of the local board of trustees for the purpose of enabling the district to have on hand at all times sufficient cash to meet the demands for ordinary and necessary expenditures. Additional bonds may be issued, without voter approval, in an amount or amounts not to exceed in the aggregate 75 percent of the total tax extension from the authorized maximum rates for the Education Fund and the Operations and Maintenance Fund combined, plus 75 percent of last known corporate personal property replacement tax allocation.

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

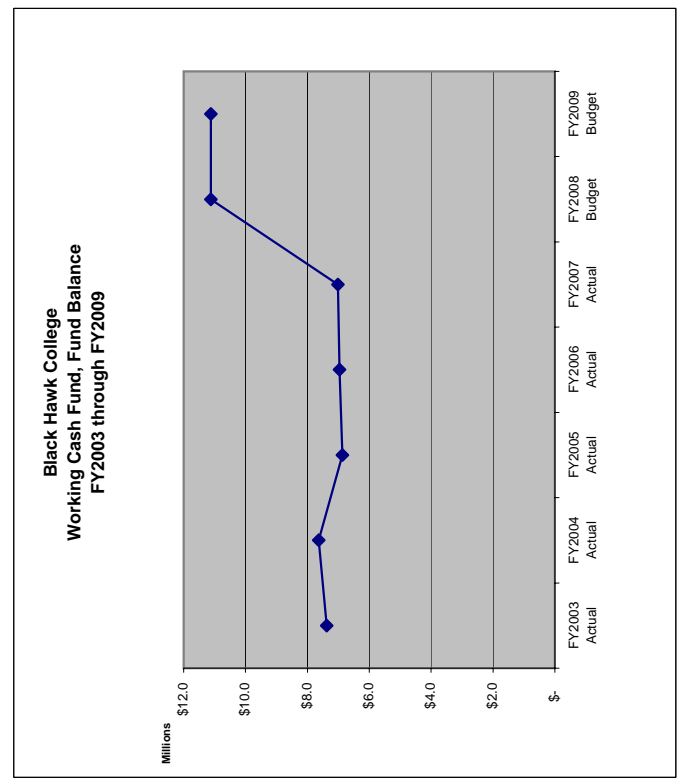
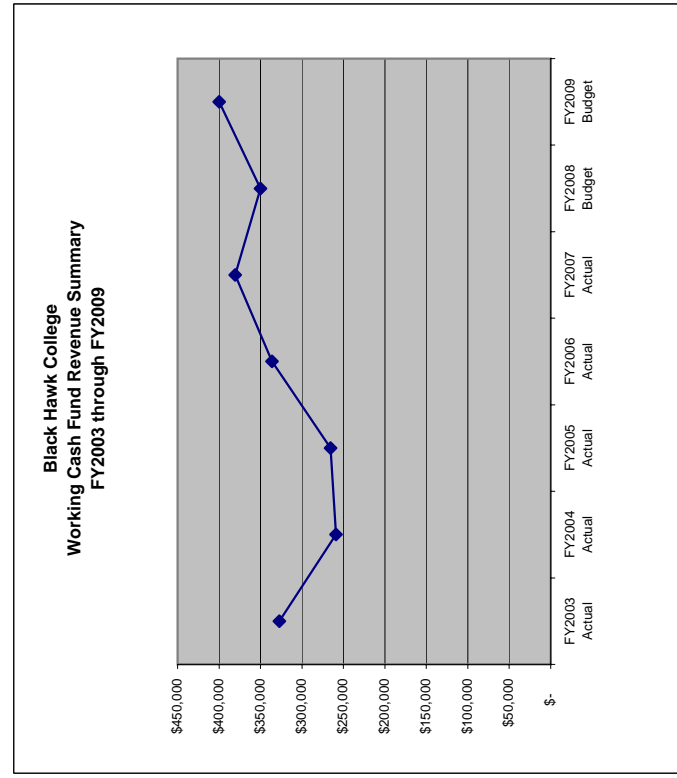
The Working Cash Fund is used to account for financial resources held by the college to be used for temporary transfer to the operating funds. Bonds may be issued by resolution of the Board of Trustees to establish or increase the fund.

Payments for the principal or interest of working cash bonds should be made from the Bond and Interest Fund. (Section 3-33.1 through Section 3-33.6 of the Public Community College Act relate to various provisions for the Working Cash Fund.)

For purposes of GASB reporting in the annual external audit, the Working Cash Fund bond principal would be classified as Restricted-Expendable since procedures for the abolishment of this fund exist in 110 ILCS 805/3-33.6. and interest earned by the bond principal would be classified as Unrestricted since 110 ILCS 805/3-33.6. allows the earned interest to be transferred to the education or operation and maintenance funds with no restrictions and no requirement for repayment.

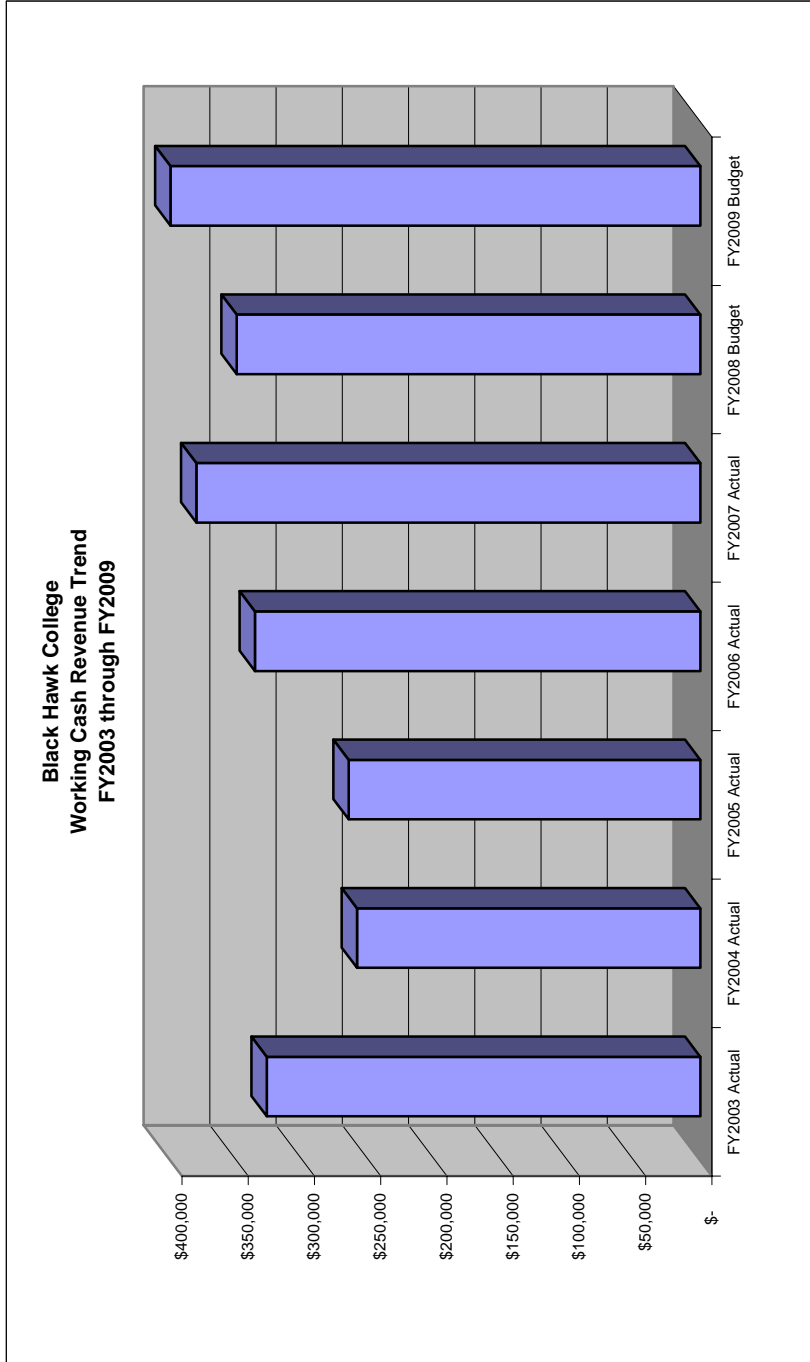
**Black Hawk College
Working Cash Fund Revenue and Transfer Summary
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Total revenues	\$ 327,178	\$ 259,080	\$ 265,499	\$ 336,290	\$ 380,437	\$ 350,000	\$ 400,000
Total Expenditures	-	-	-	-	-	-	-
Net increase (decrease) in fund balance	327,178	259,080	265,499	336,290	380,437	350,000	400,000
Other financing sources (uses):							
Operating transfers out	-	-	(1,030,000)	(250,000)	(320,000)	(350,000)	(400,000)
Bond & Debt Certificate Proceeds	-	-	-	-	-	4,100,000	-
Total other financing sources (uses)	-	-	(1,030,000)	(250,000)	(320,000)	3,750,000	(400,000)
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	\$ 327,178	\$ 259,080	\$ (764,501)	\$ 86,290	\$ 60,437	\$ 4,100,000	\$ -
Fund balance							
Beginning	\$ 7,050,448	\$ 7,377,626	\$ 7,636,706	\$ 6,872,205	\$ 6,958,495	\$ 7,018,932	\$ 11,118,932
Ending	\$ 7,377,626	\$ 7,636,706	\$ 6,872,205	\$ 6,958,495	\$ 7,018,932	\$ 11,118,932	\$ 11,118,932



**Black Hawk College
Working Cash Fund Revenue by Source
FY2003 through FY2009**

	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Budget	FY2009 Budget
Revenues:							
Investment earnings	\$ 327,178	\$ 259,080	\$ 265,499	\$ 336,290	\$ 380,437	\$ 350,000	\$ 400,000
Total revenues	\$ 327,178	\$ 259,080	\$ 265,499	\$ 336,290	\$ 380,437	\$ 350,000	\$ 400,000



Black Hawk College
Statement of Cash Flow
FY2009

	Education Fund	Operations & Maint. Fund	Auxiliary Enterprises Fund	Operations & Maint. Fund (Restricted)	Restricted Purposes Fund	Working Cash Fund	Audit Fund	Liability, Protection & Settlement Fund	Bond & Interest Fund
Cash & Equivalents - 7/1/08	\$ 3,644,463	\$ 0	\$ 0	\$ 6,563,275	\$ 3,463,967	\$ 7,018,932	\$ 70,279	\$ 259,330	\$ 854,509
Cash Receipts - FY09	28,091,000	4,410,000	3,817,000	2,605,000	16,600,000	400,000	84,000	2,400,000	5,490,000
Cash Disbursements - FY09	(28,350,000)	(4,152,000)	(3,692,000)	(3,465,000)	(16,600,000)	(400,000)	(59,000)	(2,333,000)	(5,490,000)
Cash & Equivalents - 6/30/09	<u>\$ 3,385,463</u>	<u>\$ 258,000</u>	<u>\$ 125,000</u>	<u>\$ 5,703,275</u>	<u>\$ 3,463,967</u>	<u>\$ 7,018,932</u>	<u>\$ 95,279</u>	<u>\$ 326,330</u>	<u>\$ 854,509</u>

NOTE: These numbers are estimates for the future fiscal year.

Fund Balance Analysis by Fund

Fund Balance is the difference between the Assets and Liabilities of a particular fund. While the combined fund balance is budgeted to decline by only 1.2%, an analysis is presented below for each individual fund with a budgeted change in fund balance of 10% or more.

Education Fund

The FY2009 fund balance is budgeted to increase by \$1,741,293, or 100%, due to a \$1.6 million transfer from the Restricted Purposes Fund for health insurance expenditures.

Operations and Maintenance Fund

The FY2009 fund balance is budgeted to increase by \$258,707, or 37%, due primarily to a 5% budgeted increase in property tax revenues.

Auxiliary Fund

The FY2009 fund balance is budgeted to increase by \$124,730, or 100%, due to a 22% budgeted decrease in salaries and benefits expense which will be realized as a result of the FY2008 closure of the Center for Early Learning.

Restricted Purposes Fund

The FY2009 fund balance is budgeted to decrease by \$1.6 million, or 42%, due to a transfer to the Education Fund for health insurance related expenditures.

Audit Fund

The FY2009 fund balance is budgeted to increase by \$24,879, or 26%, due to a 5% budgeted increase in property tax revenues as the College anticipates increased expenditures in this fund in future years.

Liability, Protection, and Settlement Fund

The FY2009 fund balance is budgeted to increase by \$67,619, or 15%, due to a 12% budgeted decrease in salaries and benefits expense.

Operations & Maintenance Restricted Fund

The FY2009 fund balance is budgeted to decrease by \$860,000, or 16%, due to the expenditure of bond proceeds for technology and infrastructure refresh projects as discussed in the Budget Highlight section.

Notes to Financial Information by Fund

Note 1. Statement of Revenues, Expenditures, and Changes in Fund Balances Presentation

For budget document reporting purposes the financial information presented in the All Funds section, pages 56-63, for FY2003 through FY2007 has been taken directly from the annual audited financial statements of the College with the following exceptions:

- “SURS contribution provided by state” revenues and expenditures have been excluded from the statement presented in this budget document since the State of Illinois makes substantially all actuarially determined required contributions on behalf of the College. As a result, the College does not budget for this revenue and expenditure item.
- “Installment Contracts” and “Proceeds from installment contracts” have been excluded from the statement presented in this budget document as these line items only occurred in FY2004 and FY2005 and were recorded as both a current expenditure and other financing source line item which netted to a zero effect on the overall financial statement.
- “Investment in Plant Fund” and “General Long Term Debt Fund” revenues and expenditures have been excluded from the statement presented in this budget document since these funds are non-appropriated funds as described in the Fund Descriptions section, page 34.

Note 2. Restatement of Fund Balance

The following Fund Balance restatements are reflected in the actual revenue and expenditure statements presented in this budget.

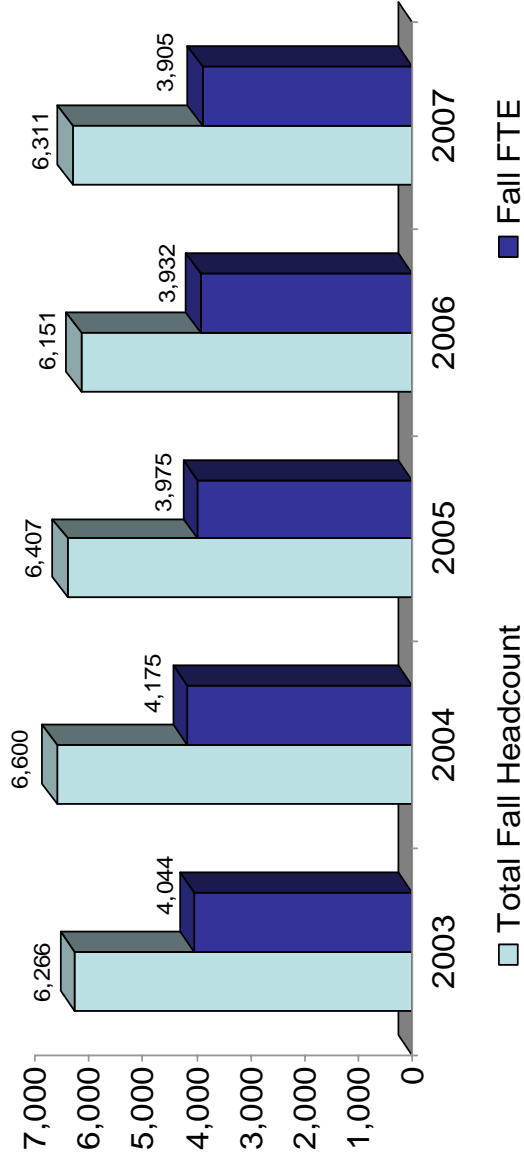
- FY2004 beginning of the year fund balances for both the Restricted Purposes Fund and the Operations and Maintenance Restricted Fund were restated to properly account for open encumbrances associated with ICCB grants.
- FY2007 beginning of the year fund balances were restated to reflect the modified accrual basis of accounting for property tax revenues.

Statistical Information

Black Hawk College
Student Enrollment and Demographic Statistics
Fall 2003 through 2007

Fall	Fall Enrollment			Gender		Attendance		Enrollment Status				Age
	Head Count	% Change	FTE	Male	Female	Full-time	Part-time	Continuing Student	New	Transfer	Re-Admit	Avg. Age
2003	6,266	-1.32%	4,044	40.0%	60.0%	49.4%	50.6%	57.0%	23.7%	2.0%	17.3%	28.1
2004	6,600	5.33%	4,175	38.6%	61.4%	47.6%	52.4%	54.7%	22.9%	4.9%	17.5%	28.0
2005	6,407	-2.92%	3,975	39.2%	60.8%	45.9%	54.1%	54.7%	22.9%	5.1%	17.3%	28.2
2006	6,151	-4.00%	3,932	38.8%	61.2%	48.0%	52.0%	53.6%	20.9%	4.8%	20.7%	28.3
2007	6,311	2.60%	3,905	40.2%	59.8%	45.7%	54.3%	52.1%	23.1%	5.3%	19.5%	28.6
Average:	6,347	-0.06%	4,006									

Enrollment



**Black Hawk College
Students at a Glance
Fall 2003 through 2007**

Fall Semester	Head Count		FTE	
	BHC	All Illinois	BHC	All Illinois
2003	6,266	365,019	4,044	202,699
2004	6,600	363,204	4,175	203,091
2005	6,407	352,824	3,975	197,367
2006	6,151	350,292	3,932	196,868
2007	6,311	347,277	3,905	197,473

Change Fall 03 to Fall 07	Head Count		FTE	
	BHC	All Illinois	BHC	All Illinois
Change, in Real Numbers	45	(14,727)	(139)	(5,831)
Change, by Percentage	0.7%	-4.0%	-3.4%	-2.9%

FALL 2003 TO FALL 2007 ENROLLMENT BY STATUS, GENDER, AGE, & RACE

Fall Semester	Full-time	Part-time	Male	Female	Avg. Age	African-Am.	Asian	Latino	White	All Minorities
2003	3,092	3,174	2,509	3,757	26.4	436	62	564	5,174	1,092
2004	3,138	3,462	2,544	4,056	27.4	517	67	580	5,408	1,192
2005	2,940	3,467	2,511	3,896	27.3	538	75	584	5,179	1,228
2006	2,953	3,198	2,386	3,765	26.9	498	60	549	5,011	1,140
2007	2,884	3,427	2,539	3,772	26.6	561	63	551	5,112	1,199

Change Fall 03 to Fall 07	Full-time	Part-time	Male	Female	Avg. Age	African-Am.	Asian	Latino	White	All Minorities
Change, in Real Numbers	(208)	253	30	15	0	125	1	(13)	(62)	107
Change, by Percentage	-6.7%	8.0%	1.2%	0.4%	0.8%	28.7%	1.6%	-2.3%	-1.2%	9.8%

**Black Hawk College
Credit Hour Information
FY2003 through FY2008**

CREDIT HOURS

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	% Change FY2008 vs. FY2007	% Change FY2008 vs. FY2003
BACCALAUREATE	75,102.3	76,770.2	75,552.4	74,557.5	69,337.3	65,866.3	(5.01)%	(12.30)%
BUSINESS OCCUPATIONAL	8,648.8	8,215.0	6,757.8	6,536.8	6,368.6	6,976.0	9.54%	(19.34)%
TECHNICAL OCCUPATIONAL	16,524.3	13,792.1	13,310.7	12,766.0	12,550.4	12,516.8	(0.27)%	(24.25)%
HEALTH OCCUPATIONAL	8,683.7	9,574.8	11,326.3	10,540.9	9,888.6	10,025.6	1.39%	15.45%
REMEDIAL	10,779.0	10,906.0	10,935.0	10,305.0	9,587.0	9,670.0	0.87%	(10.29)%
ABE/ADULT SECONDARY	24,338.9	25,100.5	26,205.1	26,193.7	24,660.5	23,395.0	(5.13)%	(3.88)%
TOTAL	144,077.0	144,358.6	144,087.3	140,899.9	132,392.4	128,449.7	(2.98)%	(10.85)%

CREDIT HOUR PERCENTAGE OF TOTAL

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	% Change FY2008 vs. FY2007	% Change FY2008 vs. FY2003
BACCALAUREATE	52.13%	53.18%	52.44%	52.92%	52.37%	51.28%	(2.09)%	(1.63)%
BUSINESS OCCUPATIONAL	6.00%	5.69%	4.69%	4.64%	4.81%	5.43%	12.90%	(9.53)%
TECHNICAL OCCUPATIONAL	11.47%	9.55%	9.24%	9.06%	9.48%	9.74%	2.79%	(15.04)%
HEALTH OCCUPATIONAL	6.03%	6.63%	7.86%	7.48%	7.47%	7.81%	4.50%	29.50%
REMEDIAL	7.48%	7.55%	7.59%	7.31%	7.24%	7.53%	3.96%	0.63%
ABE/ADULT SECONDARY	16.89%	17.39%	18.19%	18.59%	18.63%	18.21%	(2.22)%	7.82%

ICCB CREDIT HOUR REIMBURSEMENT RATES

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	% Change FY2008 vs. FY2007	% Change FY2008 vs. FY2003
BACCALAUREATE	\$ 34.45	\$ 24.63	\$ 21.72	\$ 19.31	\$ 19.06	\$ 18.61	(2.36)%	(45.98)%
BUSINESS OCCUPATIONAL	22.90	28.23	27.90	27.02	23.62	22.98	(2.71)%	0.35%
TECHNICAL OCCUPATIONAL	40.03	49.93	59.26	61.05	59.36	61.65	3.86%	54.01%
HEALTH OCCUPATIONAL	78.81	93.43	94.88	89.33	91.58	97.19	6.13%	23.32%
REMEDIAL	25.52	18.58	18.68	13.82	15.78	16.01	1.46%	(37.26)%
ABE/ADULT SECONDARY	13.16	69.99	56.87	46.37	56.23	51.42	(8.55)%	290.73%

Note: Black Hawk College credit hours includes both unrestricted and restricted credit hours

Black Hawk College
Illinois Community College Tuition & Fees Analysis
FY2005 through FY2008

	Fall FY2005 Tuition & Fees		Fall FY2006 Tuition & Fees		FY2005 TO FY2006		Fall FY2007 Tuition & Fees		FY2006 TO FY2007		Fall FY2008 Tuition & Fees		FY2007 TO FY2008	
	\$	%	\$	%	\$ Change	% Change	\$	%	\$ Change	% Change	\$	%	\$ Change	% Change
BLACK HAWK	64.00		69.00		5.00	7.8%	73.00		4.00	5.8%	81.00		8.00	11.0%
CHICAGO	70.33		75.33		5.00	7.1%	80.33		5.00	6.6%	80.33		-	0.0%
DANVILLE	58.00		64.00		6.00	10.3%	71.00		7.00	10.9%	78.00		7.00	9.9%
DUPAGE	75.00		87.00		12.00	16.0%	96.00		9.00	10.3%	103.00		7.00	7.3%
ELGIN	70.00		75.42		5.42	7.7%	84.42		9.00	11.9%	91.00		6.58	7.8%
HARPER	85.17		93.93		8.76	10.3%	99.85		5.92	6.3%	99.00		(0.85)	-0.9%
HEARTLAND	60.00		63.00		3.00	5.0%	70.00		7.00	11.1%	77.00		7.00	10.0%
HIGHLAND	64.00		67.00		3.00	4.7%	72.00		5.00	7.5%	78.00		6.00	8.3%
ILLINOIS CENTRAL	60.00		64.00		4.00	6.7%	70.00		6.00	9.4%	75.00		5.00	7.1%
ILLINOIS EASTERN	51.00		56.00		5.00	9.8%	56.00		-	0.0%	60.00		4.00	7.1%
ILLINOIS VALLEY	61.25		61.25		-	0.0%	63.25		2.00	3.3%	65.75		2.50	4.0%
JOLIET	68.00		71.00		3.00	4.4%	73.00		2.00	2.8%	76.00		3.00	4.1%
KANKAKEE	60.00		60.00		-	0.0%	66.00		6.00	10.0%	69.00		3.00	4.5%
KASKASKIA	57.00		60.00		3.00	5.3%	63.00		3.00	5.0%	68.00		5.00	7.9%
KISHWAUKEE	62.00		70.00		8.00	12.9%	72.00		2.00	2.9%	75.00		3.00	4.2%
LAKE COUNTY	64.00		70.00		6.00	9.4%	80.00		10.00	14.3%	90.00		10.00	12.5%
LAKE LAND	63.45		66.40		2.95	4.6%	69.90		3.50	5.3%	72.30		2.40	3.4%
LEWIS & CLARK	67.00		74.00		7.00	10.4%	80.00		6.00	8.1%	80.00		-	0.0%
LINCOLN LAND	59.00		68.00		9.00	15.3%	72.00		4.00	5.9%	82.00		10.00	13.9%
LOGAN	57.00		61.00		4.00	7.0%	64.00		3.00	4.9%	67.00		3.00	4.7%
MC HENRY	67.00		72.00		5.00	7.5%	77.00		5.00	6.9%	82.00		5.00	6.5%
MORAIN VALLEY	64.00		69.00		5.00	7.8%	72.00		3.00	4.3%	72.00		-	0.0%
MORTON	59.00		69.00		10.00	16.9%	73.00		4.00	5.8%	80.00		7.00	9.6%
OAKTON	64.60		71.60		7.00	10.8%	77.60		6.00	8.4%	84.60		7.00	9.0%
PARKLAND	67.00		72.00		5.00	7.5%	77.00		5.00	6.9%	82.00		5.00	6.5%
PRAIRIE STATE	76.00		76.00		-	0.0%	82.00		6.00	7.9%	87.00		5.00	6.1%
REND LAKE	57.00		62.00		5.00	8.8%	65.00		3.00	4.8%	69.00		4.00	6.2%
RICHLAND	55.50		62.00		6.50	11.7%	64.00		2.00	3.2%	69.00		5.00	7.8%
ROCK VALLEY	59.00		62.00		3.00	5.1%	69.00		7.00	11.3%	69.00		-	0.0%
SANDBURG	80.50		86.50		6.00	7.5%	89.50		3.00	3.5%	94.50		5.00	5.6%
SAUK VALLEY	66.00		74.00		8.00	12.1%	80.00		6.00	8.1%	82.00		2.00	2.5%
SHAWNEE	48.00		50.00		2.00	4.2%	60.00		10.00	20.0%	60.00		-	0.0%
SOUTH SUBURBAN	77.75		87.75		10.00	12.9%	96.75		9.00	10.3%	103.75		7.00	7.2%
SOUTHEASTERN	57.00		66.00		9.00	15.8%	66.00		-	0.0%	70.00		4.00	6.1%
SOUTHWESTERN	55.00		58.00		3.00	5.5%	63.00		5.00	8.6%	68.00		5.00	7.9%
SPOON RIVER	65.50		70.00		4.50	6.9%	75.00		5.00	7.1%	79.00		4.00	5.3%
TRITON	66.00		66.00		-	0.0%	66.00		-	0.0%	66.00		-	0.0%
WAUBONSEE	55.00		64.00		9.00	16.4%	70.00		6.00	9.4%	75.00		5.00	7.1%
WOOD	77.00		81.00		4.00	5.2%	89.00		8.00	9.9%	96.00		7.00	7.9%
AVERAGE/TOTAL	63.92		69.11		5.18	8.1%	74.04		4.93	7.1%	78.36		4.32	5.8%

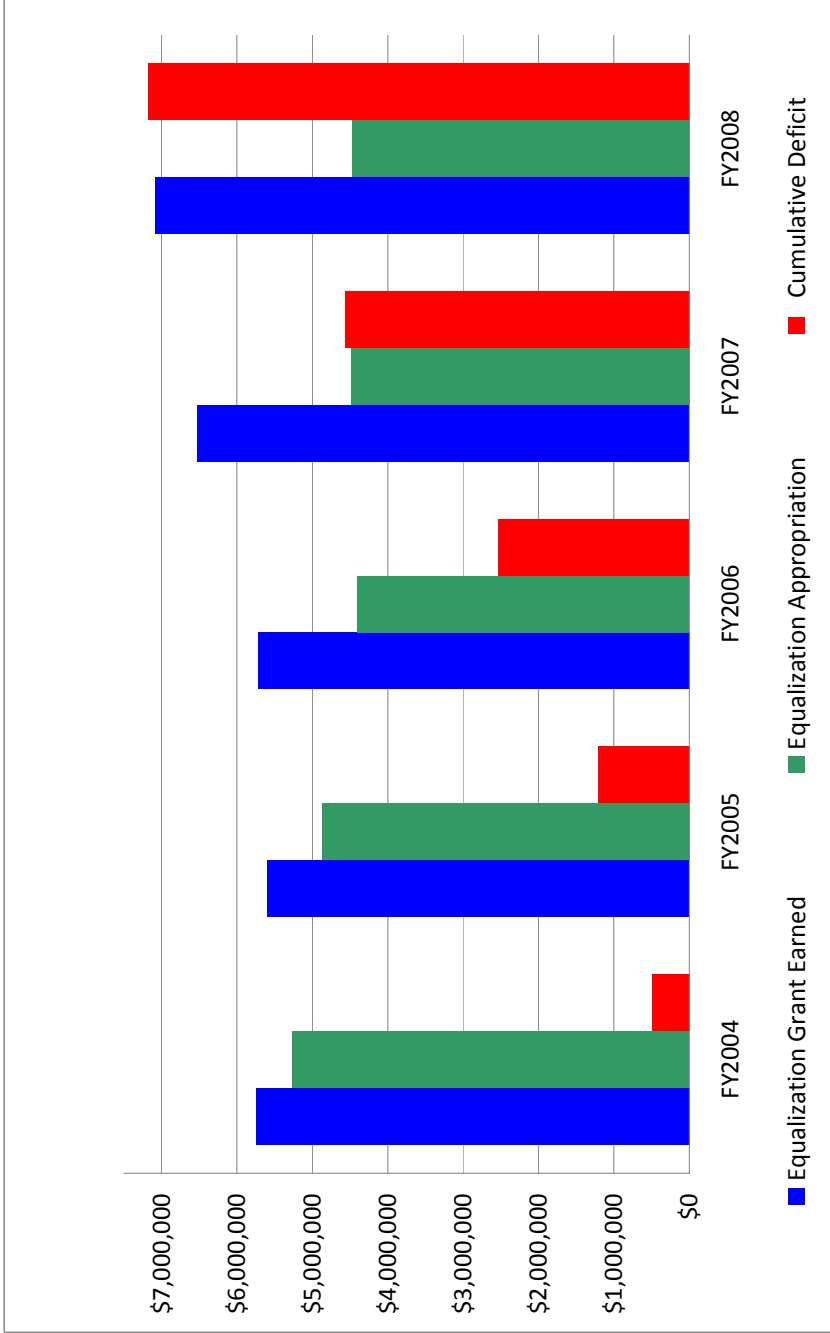
Source: ICCB System's Finance

Black Hawk College
Illinois Community College Tuition & Fees and Credit Hour Analysis
FY2006 through FY2007

	TUITION & FEES				TOTAL CREDIT HOURS			
	MANDATORY TUITION & FEES				REIMBURSABLE UNRESTRICTED AND RESTRICTED			
	Fall FY2006 Tuition & Fees \$	Fall FY2007 Tuition & Fees \$	\$ Change	% Change	FY2006 Total Credit Hours	FY2007 Total Credit Hours	Hour Change	% Change
BLACK HAWK	69.00	73.00	4.00	5.8%	140,899.9	139,723.0	(1,176.9)	-0.8%
CHICAGO	75.33	80.33	5.00	6.6%	1,085,851.5	1,109,159.0	23,307.5	2.1%
DANVILLE	64.00	71.00	7.00	10.9%	49,205.0	51,378.0	2,173.0	4.4%
DUPAGE	87.00	96.00	9.00	10.3%	449,859.8	464,135.8	14,276.0	3.2%
ELGIN	75.42	84.42	9.00	11.9%	166,573.0	169,159.0	2,586.0	1.6%
HARPER	93.93	99.85	5.92	6.3%	274,489.0	277,231.5	2,742.5	1.0%
HEARTLAND	63.00	70.00	7.00	11.1%	82,810.0	85,760.0	2,950.0	3.6%
HIGHLAND	67.00	72.00	5.00	7.5%	51,444.5	51,665.0	220.5	0.4%
ILLINOIS CENTRAL	64.00	70.00	6.00	9.4%	215,348.0	215,492.0	144.0	0.1%
ILLINOIS EASTERN	56.00	56.00	-	0.0%	167,489.0	167,462.5	(26.5)	0.0%
ILLINOIS VALLEY	61.25	63.25	2.00	3.3%	83,551.0	81,746.0	(1,805.0)	-2.2%
JOLIET	71.00	73.00	2.00	2.8%	230,397.6	249,772.1	19,374.5	8.4%
KANKAKEE	60.00	66.00	6.00	10.0%	79,021.0	82,429.0	3,408.0	4.3%
KASKASKIA	60.00	63.00	3.00	5.0%	98,031.0	100,406.0	2,375.0	2.4%
KISHWAUKEE	70.00	72.00	2.00	2.9%	79,080.0	79,396.5	316.5	0.4%
LAKE COUNTY	70.00	80.00	10.00	14.3%	232,653.8	242,997.5	10,343.7	4.4%
LAKE LAND	66.40	69.90	3.50	5.3%	161,528.5	164,247.0	2,718.5	1.7%
LEWIS & CLARK	74.00	80.00	6.00	8.1%	111,511.5	117,435.5	5,924.0	5.3%
LINCOLN LAND	68.00	72.00	4.00	5.9%	133,546.5	132,229.0	(1,317.5)	-1.0%
LOGAN	61.00	64.00	3.00	4.9%	140,405.8	145,029.0	4,623.2	3.3%
MC HENRY	72.00	77.00	5.00	6.9%	107,081.0	108,201.0	1,120.0	1.0%
MORAIN VALLEY	69.00	72.00	3.00	4.3%	294,790.0	294,301.0	(489.0)	-0.2%
MORTON	69.00	73.00	4.00	5.8%	77,377.5	80,120.0	2,742.5	3.5%
OAKTON	71.60	77.60	6.00	8.4%	208,796.5	205,712.0	(3,084.5)	-1.5%
PARKLAND	72.00	77.00	5.00	6.9%	180,396.5	179,197.0	(1,199.5)	-0.7%
PRAIRIE STATE	76.00	82.00	6.00	7.9%	89,236.8	90,363.8	1,127.0	1.3%
REND LAKE	62.00	65.00	3.00	4.8%	81,648.5	84,447.5	2,799.0	3.4%
RICHLAND	62.00	64.00	2.00	3.2%	65,050.0	66,895.0	1,845.0	2.8%
ROCK VALLEY	62.00	69.00	7.00	11.3%	156,407.0	158,807.0	2,400.0	1.5%
SANDBURG	86.50	89.50	3.00	3.5%	68,499.5	67,265.0	(1,234.5)	-1.8%
SAUK VALLEY	74.00	80.00	6.00	8.1%	48,845.0	50,560.0	1,715.0	3.5%
SHAWNEE	50.00	60.00	10.00	20.0%	51,161.0	52,341.0	1,180.0	2.3%
SOUTH SUBURBAN	87.75	96.75	9.00	10.3%	139,517.4	140,174.0	656.6	0.5%
SOUTHEASTERN	66.00	66.00	-	0.0%	58,270.6	59,376.0	1,105.4	1.9%
SOUTHWESTERN	58.00	63.00	5.00	8.6%	246,239.8	244,148.0	(2,091.8)	-0.8%
SPOON RIVER	70.00	75.00	5.00	7.1%	39,137.5	39,427.0	289.5	0.7%
TRITON	66.00	66.00	-	0.0%	243,218.0	242,812.0	(406.0)	-0.2%
WAUBONSEE	64.00	70.00	6.00	9.4%	165,778.5	165,403.0	(375.5)	-0.2%
WOOD	81.00	89.00	8.00	9.9%	48,487.0	49,269.0	782.0	1.6%
AVERAGE/TOTAL	\$ 69.11	\$ 74.04	\$ 4.93	7.1%	6,403,634.5	6,505,672.7	102,038.2	1.6%

Source: ICCB System's Finance

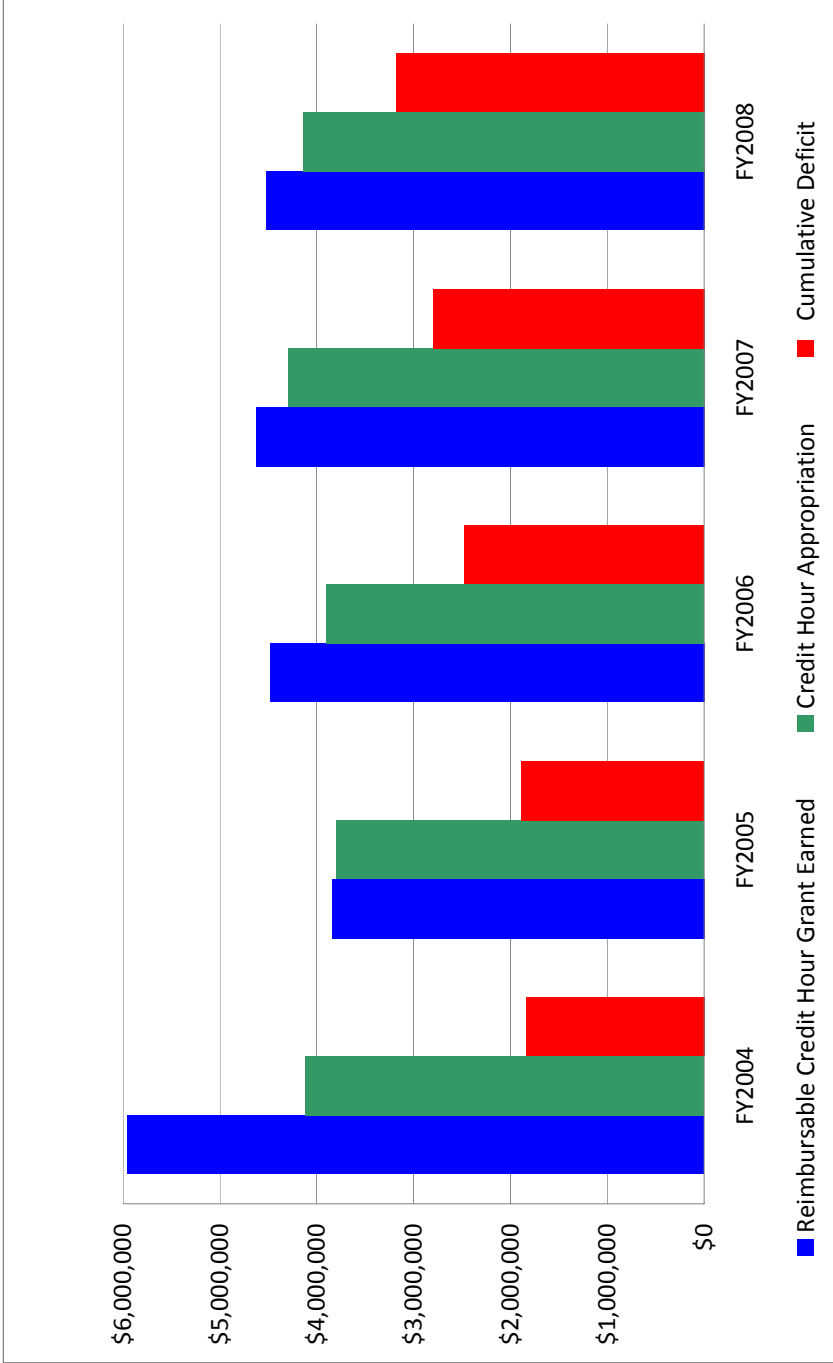
**Black Hawk College
State Equalization Grant Funding History & Accumulated Deficit
FY2004 through FY2008**



	FY2004	FY2005	FY2006	FY2007	FY2008
Equalization Grant Earned	\$ 5,752,977	\$ 5,595,326	\$ 5,721,705	\$ 6,523,581	\$ 7,082,701
Equalization Appropriation	5,261,676	4,873,749	4,403,116	4,488,540	4,471,959
Annual Deficit	(491,301)	(721,577)	(1,318,589)	(2,035,041)	(2,610,742)
Accumulated Deficit	\$ 491,301	\$ 1,212,878	\$ 2,531,467	\$ 4,566,508	\$ 7,177,250

Source: ICCB System's Finance

**Black Hawk College
State Credit Hour Grant Funding History & Accumulated Deficit
FY2004 through FY2008**

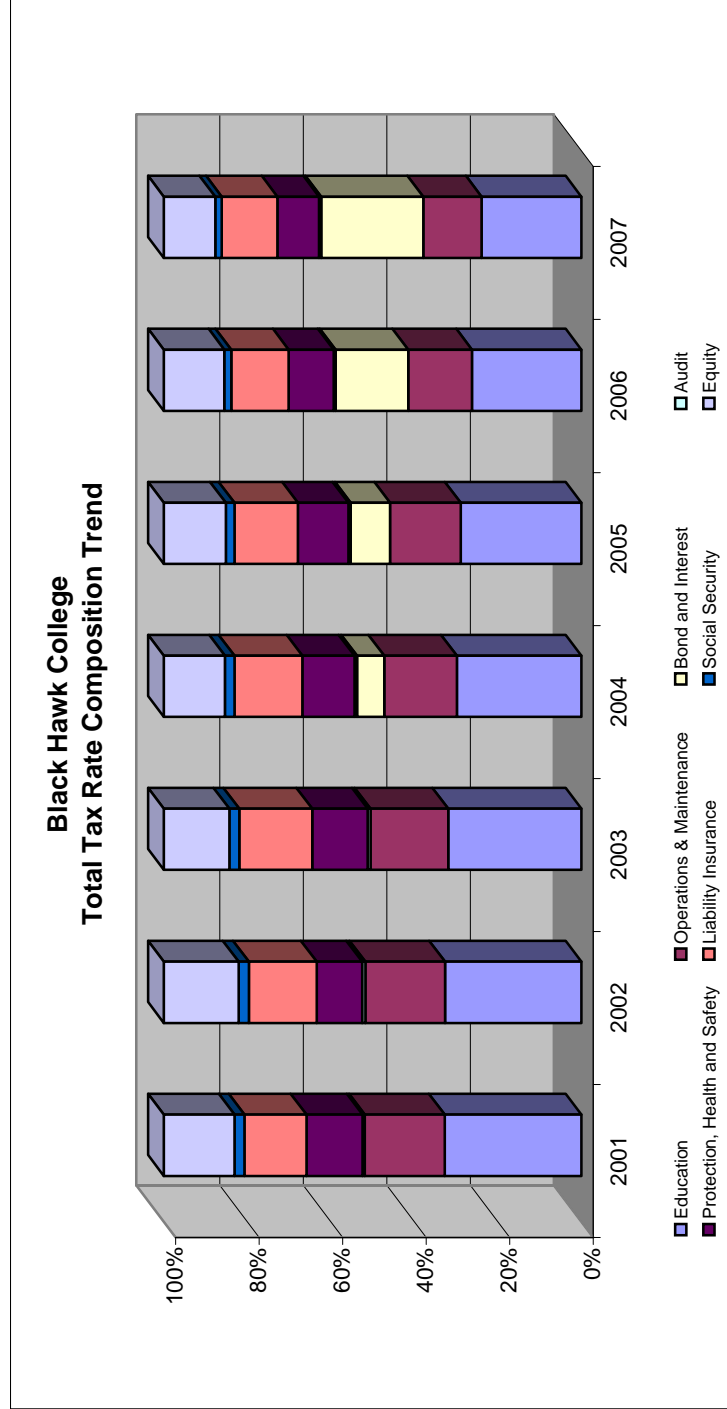


	FY2004	FY2005	FY2006	FY2007	FY2008
Reimbursable Credit Hour Grant Earned	\$ 5,953,957	\$ 3,841,200	\$ 4,484,716	\$ 4,626,651	\$ 4,523,139
Credit Hour Appropriation	4,114,186	3,795,389	3,900,118	4,297,173	4,142,317
Annual Deficit	(1,839,771)	(45,811)	(584,598)	(329,478)	(380,822)
Accumulated Deficit	\$ 1,839,771	\$ 1,885,582	\$ 2,470,180	\$ 2,799,658	\$ 3,180,480

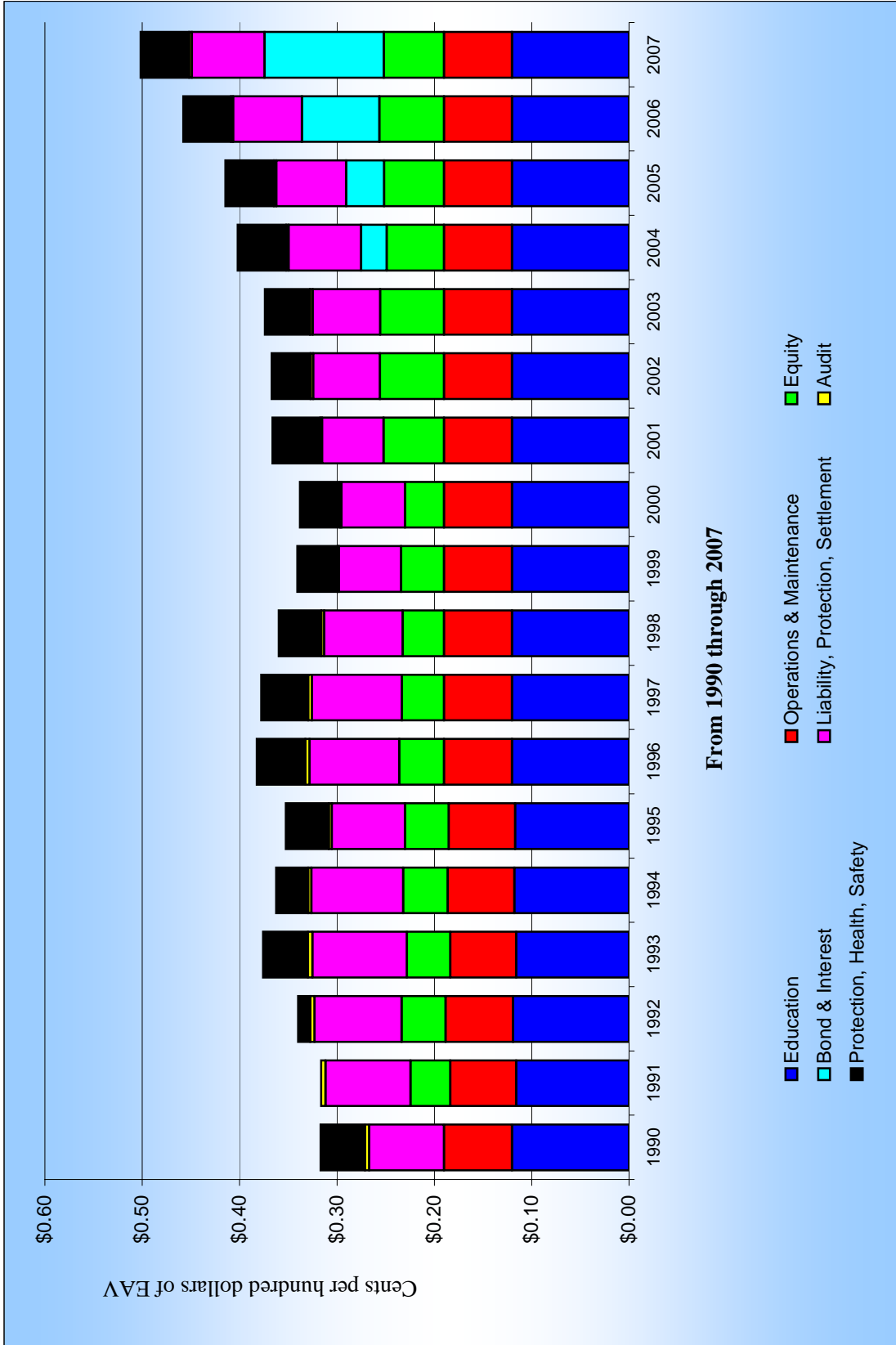
Source: ICCB System's Finance

**Black Hawk College
District Property Tax Rates By Purpose
Tax Levy Years 2001 through 2007**

Purpose	2001	2002	2003	2004	2005	2006	2007	Limit
Education	\$ 0.1200	\$ 0.1200	\$ 0.1200	\$ 0.1200	\$ 0.1200	\$ 0.1200	\$ 0.1200	\$ 0.1200
Operations & Maintenance	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700	0.0700
Bond and Interest Fund	-	-	-	0.0262	0.0390	0.0796	0.1226	None
Audit	0.0020	0.0028	0.0024	0.0024	0.0024	0.0022	0.0026	0.0050
Protection, Health and Safety	0.0492	0.0400	0.0500	0.0500	0.0500	0.0492	0.0500	0.0500
Liability Insurance	0.0544	0.0596	0.0656	0.0656	0.0630	0.0630	0.0668	None
Social Security	0.0086	0.0090	0.0090	0.0090	0.0086	0.0076	0.0078	None
Equity Tax	0.0621	0.0657	0.0589	0.0589	0.0615	0.0663	0.0618	0.0615
Total	\$ 0.3663	\$ 0.3671	\$ 0.3759	\$ 0.4021	\$ 0.4145	\$ 0.4579	\$ 0.5016	



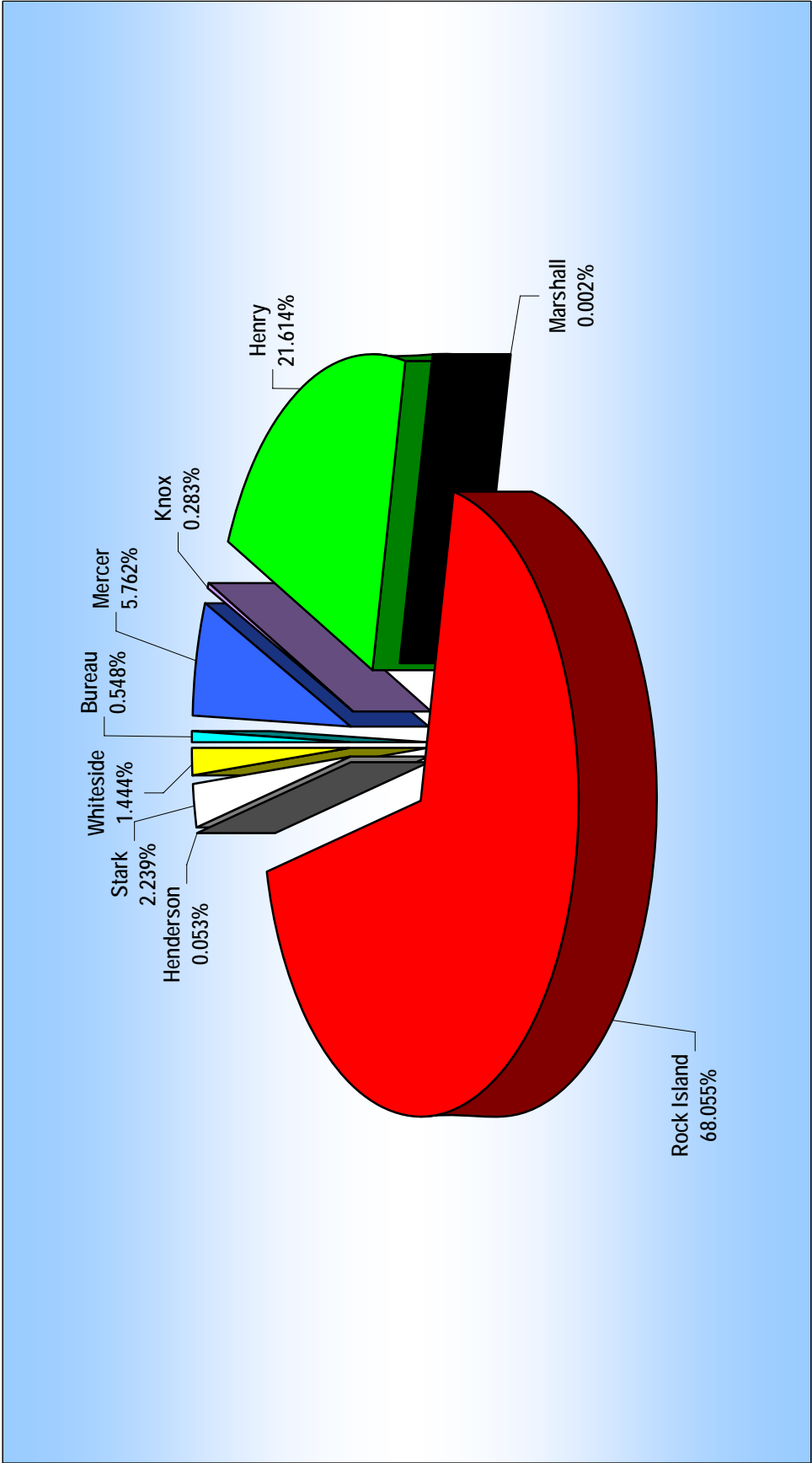
**Black Hawk College
District Property Tax Rate History
Tax Levy Years 1990 through 2007**



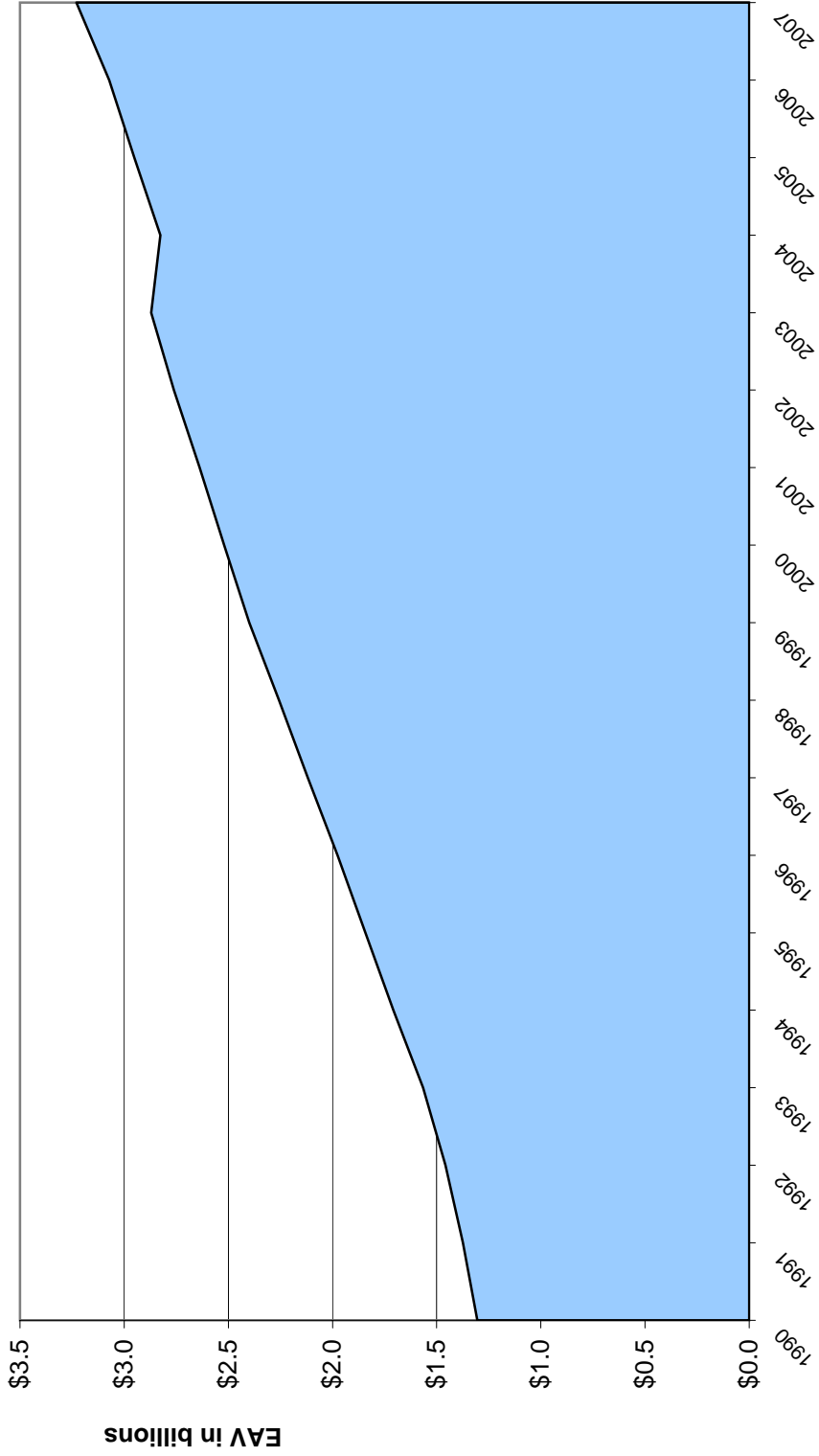
Black Hawk College
District Equalized Assessed Valuation History by County
Tax Levy Years 1990 through 2007

	Rock Island	Henry	Mercer	Bureau	Knox	Marshall	Stark	Whiteside	Henderson	Total	% Change
1990	842,697,525	289,381,279	92,214,490	11,683,657	7,746,783	30,865	38,531,478	21,870,048	1,012,103	1,305,168,228	0.00%
1991	911,665,800	293,016,286	91,132,709	11,368,073	7,277,435	29,886	37,069,639	21,720,334	970,188	1,374,250,350	5.29%
1992	966,022,598	315,745,614	90,721,711	12,268,951	7,616,515	32,814	40,223,279	23,632,405	1,037,215	1,457,301,102	6.04%
1993	1,036,111,808	340,116,661	96,730,456	13,113,493	8,157,136	36,441	43,929,501	26,416,650	1,105,629	1,565,717,775	7.44%
1994	1,135,129,082	366,580,375	106,355,988	13,881,806	8,718,611	40,111	48,084,986	28,752,587	1,197,157	1,708,740,703	9.13%
1995	1,219,101,886	395,453,161	117,843,865	15,193,429	9,155,655	43,407	52,913,171	31,343,722	1,297,309	1,842,345,605	7.82%
1996	1,301,011,709	428,058,995	126,424,955	15,713,091	9,091,868	46,172	62,706,922	34,018,794	1,316,123	1,978,388,629	7.38%
1997	1,387,594,633	465,569,133	136,375,529	16,221,755	9,325,684	46,426	65,058,285	36,275,273	1,422,064	2,117,888,782	7.05%
1998	1,462,666,013	508,010,223	147,408,886	17,838,081	10,095,855	49,916	70,419,447	38,803,446	1,591,853	2,256,883,720	6.56%
1999	1,547,506,489	546,370,430	156,061,585	19,221,863	11,058,916	54,149	75,624,130	41,931,641	1,699,712	2,399,528,915	6.32%
2000	1,624,734,689	579,018,330	162,322,399	19,845,855	11,304,796	56,428	79,088,565	42,319,118	1,665,418	2,520,355,598	5.04%
2001	1,711,256,900	607,586,811	165,910,628	19,611,256	10,910,077	57,224	77,804,722	43,320,796	1,614,978	2,638,073,392	4.67%
2002	1,819,179,186	622,494,219	169,145,006	18,975,734	10,490,372	55,830	75,288,279	44,809,730	1,532,501	2,761,970,857	4.70%
2003	1,919,817,321	631,022,973	170,493,748	18,122,028	10,194,287	52,260	73,668,697	45,528,778	1,552,746	2,870,452,838	3.93%
2004	1,905,916,671	610,064,218	167,861,521	16,974,504	9,388,247	47,920	70,593,579	43,739,646	1,460,129	2,826,046,435	-1.55%
2005	2,008,795,332	625,801,917	173,762,781	16,973,904	9,038,900	45,445	71,304,662	44,259,906	1,398,043	2,951,380,890	4.43%
2006	2,088,112,573	656,536,725	185,434,646	16,918,621	8,684,903	46,296	69,196,271	44,680,381	1,591,177	3,071,201,593	4.06%
2007	2,190,307,542	695,623,326	196,770,241	17,628,542	9,122,842	70,150	72,073,858	46,471,786	1,698,174	3,229,766,461	5.16%

**Black Hawk College
District Equalized Assessed Valuation Percentage by County
Tax Levy Year 2007**



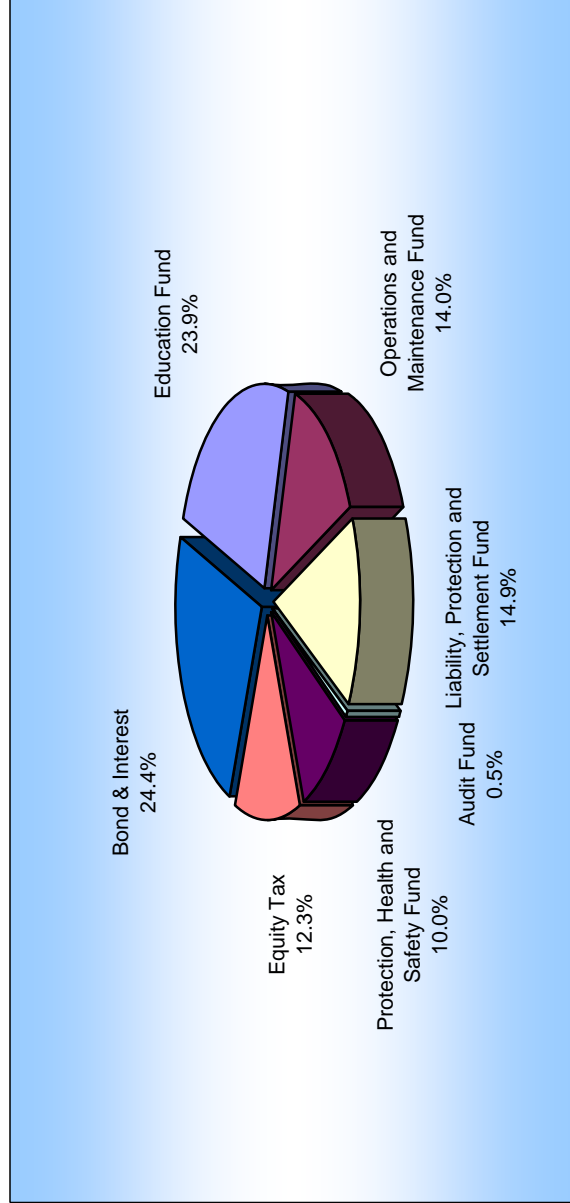
**Black Hawk College
District Equalized Assessed Valuation Trend
Tax Levy Years 1990 through 2007**



**Black Hawk College
District Property Tax Extensions
Tax Levy Years 2003 through 2007**

Tax Levy Year	2003	2004	2005	2006	2007
Education Fund	\$ 3,444,543	\$ 3,387,901	\$ 3,541,657	\$ 3,540,424	\$ 3,875,720
Operations and Maintenance Fund	2,009,317	1,976,275	2,065,967	2,333,080	2,260,837
Liability, Protection and Settlement Fund	1,992,094	2,106,145	2,113,189	2,168,268	2,409,406
Audit Fund	80,373	67,758	70,833	67,566	83,974
Protection, Health and Safety Fund	1,331,890	1,411,625	1,475,690	1,511,031	1,614,883
Equity Tax	1,877,276	1,662,895	1,815,099	1,997,987	1,995,996
Bond & Interest	-	739,692	1,151,039	2,444,676	3,959,694
Totals	\$ 10,735,493	\$ 11,352,291	\$ 12,233,474	\$ 14,063,032	\$ 16,200,510

2007 Tax Extension Distribution



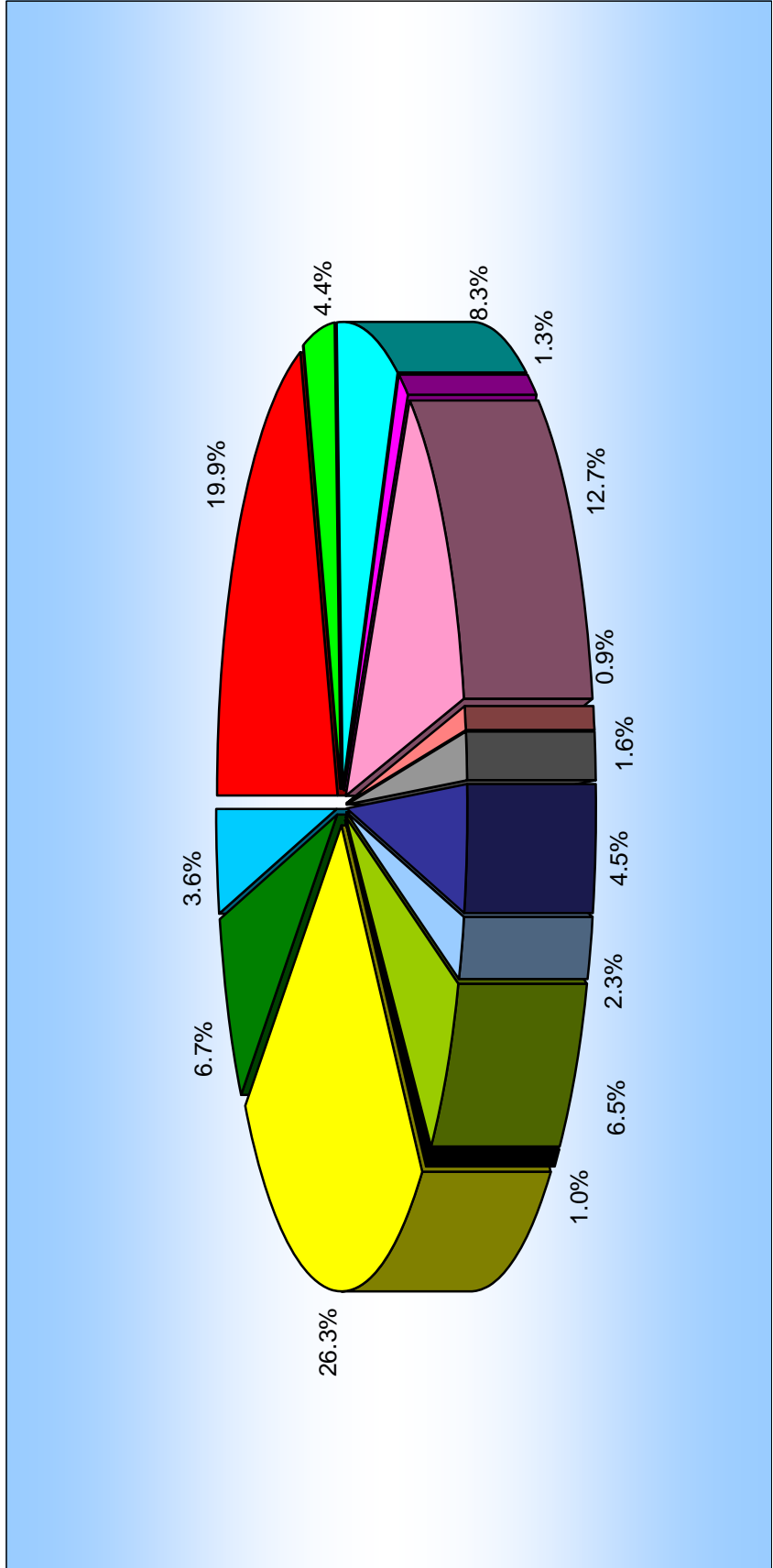
Black Hawk College
Operating Funds Budgeted FTE Summary
FY2007 through FY2009

	FY2007 Approved Budgeted FTE	FY2007 Final Actual FTE	FY2008 Approved Budgeted FTE	FY2008 Estimated Actual ¹ FTE	FY2009 Proposed Budgeted FTE	Inc./ (Dec.) in Budgeted FTE
Administrative Staff	10.00	9.00	9.44	8.92	8.00	(1.44)
Managerial Staff	37.07	34.36	35.57	35.57	33.83	(1.74)
Full-time Teaching Faculty	135.67	133.67	136.17	135.36	133.99	(2.18)
Professional Development Leave	0.50	0.50	0.00	0.00	0.00	0.00
Librarians & Counselors	8.68	8.48	8.76	7.66	6.67	(2.09)
Full-time Professional/Technical Staff	77.54	71.21	72.54	62.69	62.46	(10.08)
Part-time Professional/Technical Staff	5.14	3.88	5.95	3.84	4.45	(1.50)
Full-time Office Staff	45.65	43.98	44.65	42.17	41.90	(2.75)
Part-time Office Staff	25.13	17.09	22.68	16.09	22.02	(0.66)
Full-time Service Staff	24.00	22.92	23.00	22.92	23.00	0.00
Part-time Service Staff	11.54	10.92	11.24	8.68	11.42	0.18
Other Staff	5.82	4.93	6.04	7.20	5.23	(0.81)
Unidentified Reductions	(5.00)	0.00	(8.00)	0.00	(4.00)	4.00
SUB-TOTAL FULL-TIME EQUIVALENTS	381.74	360.94	368.04	351.10	348.97	(19.07)
Full-time Teaching Faculty Overload ²	29.36	32.01	29.92	30.33	33.73	3.81
Part-time Teaching Faculty ²	99.22	85.38	95.96	82.83	100.59	4.63
Summer Teaching Contracts ²	20.06	17.82	17.68	17.30	17.95	0.27
TOTAL FULL-TIME EQUIVALENTS	530.38	496.15	511.60	481.56	501.24	(10.36)

NOTES:

1. Estimated Actual FTE for FY08 based on information available at this time and not based on final audited information
2. Budgeted numbers are based on every planned course running

**Black Hawk College
Comparative Staffing by Employee Classification
FY2009 Operating Funds Budget**



- Full-time Faculty
- Part-time Faculty
- Faculty Overload
- Summer Contracts
- Librarians/Counselors
- Professional Development
- Administration
- Managerial
- Office Staff
- Part-time Office Staff
- Professional Technical
- Part-time Professional Tech.
- Service Staff
- Part-time Service Staff
- Other

Black Hawk College
Operating Funds Budgeted FTE by Reporting Classification
FY2009 Operating Funds Budget

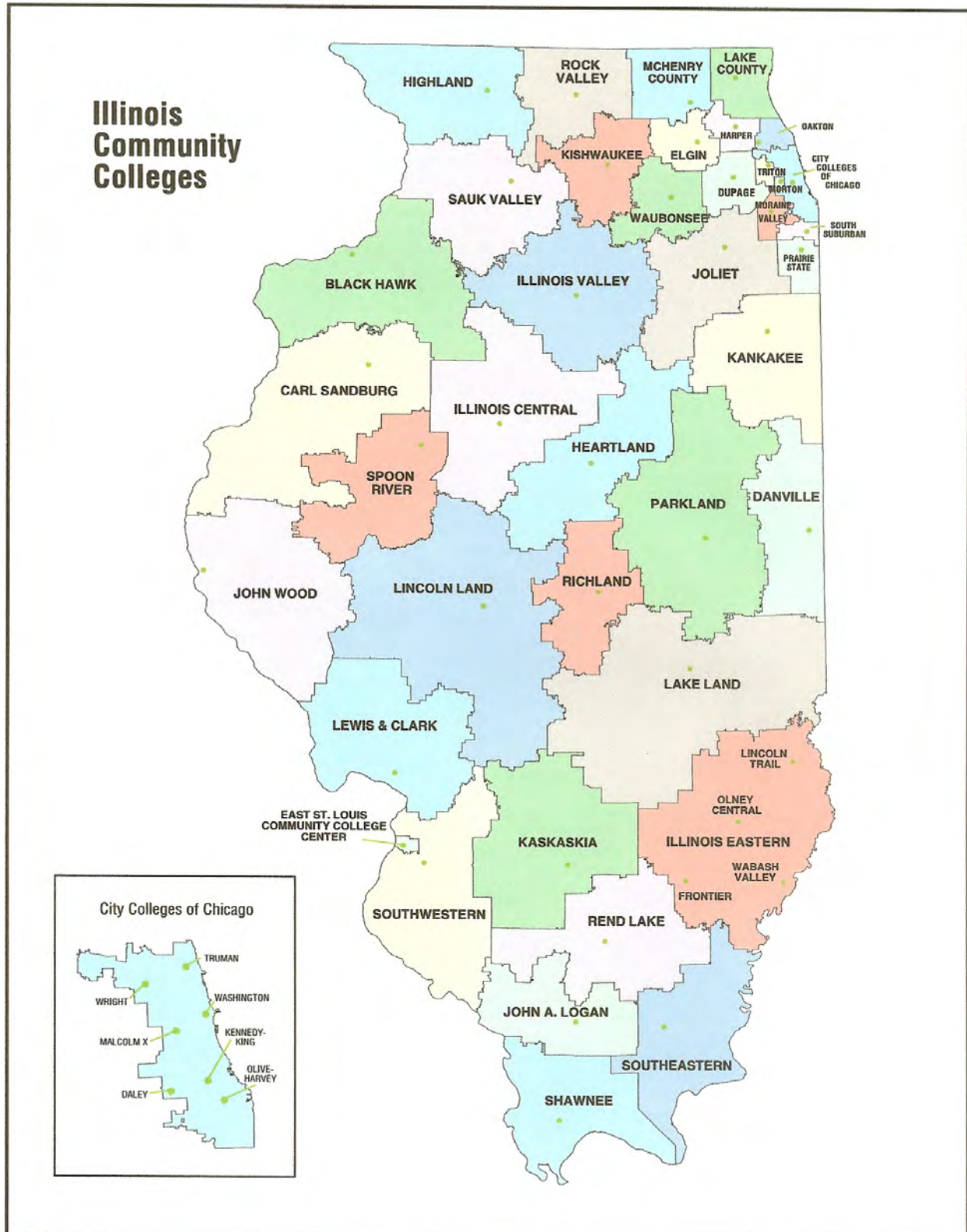
	Admin. Staff	Manag-erial Staff		FT		PT Faculty	Summer Contracts	Profess. Develop. & Couns.		Faculty Librar.	Prof-Tech. Staff		Office Staff	Service Staff	Other Staff	College Total	% of College Total	
		Staff	Faculty	Faculty	Overload			Leave	Librar. & Couns.		Staff	Staff						
Education Fund																		
Instruction																		
Transfer	0.00	0.00	81.44	17.82	53.06	13.87	0.00	0.00	0.00	0.50	0.62	0.00	0.08	0.00	0.00	167.39	33.13%	
Business Occupational	0.00	0.00	21.11	8.70	7.17	1.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	38.08	7.54%	
Health Occupational	0.00	0.00	18.33	6.01	11.08	1.28	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	36.70	7.26%	
Technical Occupation	0.00	0.00	12.11	3.83	5.85	1.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	22.82	4.52%	
Remedial	0.00	1.00	1.00	0.00	2.00	0.42	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.42	0.87%	
Adult Basic & Secondary	0.00	0.00	0.00	0.21	18.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	19.01	3.76%	
General Studies	0.00	0.00	0.00	0.00	6.46	0.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.12	6.77	1.34%	
Other	0.00	0.00	0.00	(2.84)	(3.83)	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(6.61)	(1.31)%	
Total Instruction	0.00	1.00	133.99	33.73	100.59	17.95	0.00	0.00	0.00	0.50	0.62	0.00	0.20	0.00	0.20	288.58	57.12%	
Academic Support	2.00	5.25	0.00	0.00	0.00	0.00	0.00	0.00	3.13	17.95	26.74	0.00	1.04	0.00	0.00	56.11	11.11%	
Student Services	1.00	7.00	0.00	0.00	0.00	0.00	0.00	0.00	3.54	11.42	13.02	0.00	0.00	0.00	0.00	35.98	7.12%	
Public Services	0.00	1.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.16	6.05	0.00	3.86	0.00	0.00	12.15	2.40%	
Institutional Support	5.00	16.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	28.48	16.74	0.00	0.13	0.00	0.00	66.35	13.13%	
Scholarships, Student Grants and Waivers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%	
Total Education Fund	8.00	30.33	133.99	33.73	100.59	17.95	0.00	0.00	6.67	59.51	63.17	0.00	5.23	0.00	0.00	459.17	90.88%	
Operations & Maintenance Fund	0.00	3.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.40	0.75	34.42	0.00	0.00	0.00	46.07	9.12%	
Total Operating Funds	8.00	33.83	133.99	33.73	100.59	17.95	0.00	0.00	6.67	66.91	63.92	34.42	5.23	0.00	0.00	505.24	100.00%	
Percentage of Operating Funds	1.58%	6.70%	26.52%	6.68%	19.91%	3.55%	0.00%	0.00%	1.32%	13.24%	12.65%	6.81%	1.04%	0.00%	0.00%	100.00%		
Unidentified Reductions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(4.00)		
Grand Total	8.00	33.83	133.99	33.73	100.59	17.95	0.00	0.00	6.67	66.91	63.92	34.42	5.23	0.00	0.00	501.24		

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Appendices

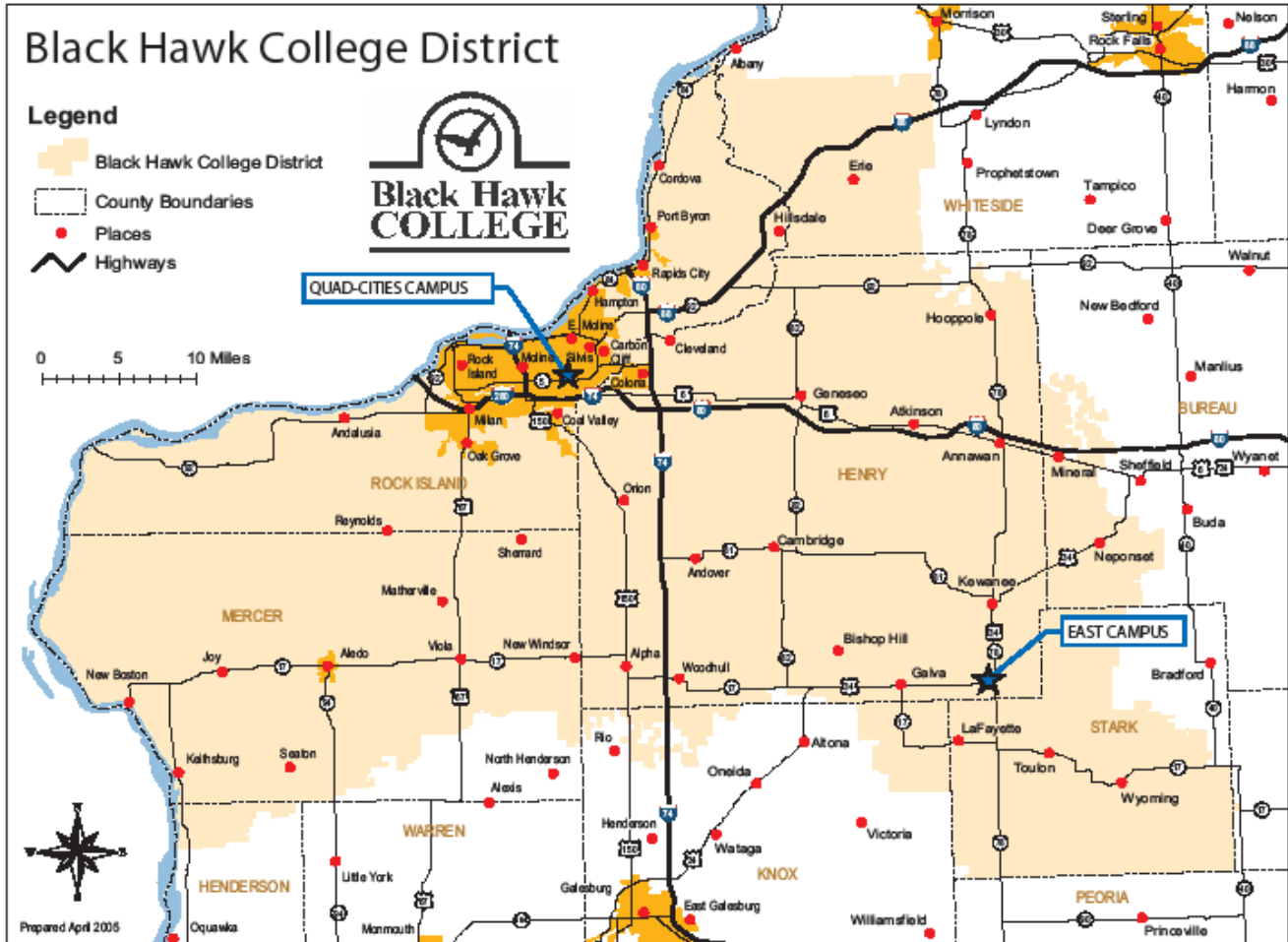
Black Hawk College
Fiscal Year 2009 Budget

Appendix A – Illinois Community College District Map



Black Hawk College
Fiscal Year 2009 Budget

Appendix B – Black Hawk College District Map



The District includes all of Rock Island County, the greater portions of Henry, Mercer and Stark Counties, and smaller portions of Bureau, Henderson, Knox, Marshall and Whiteside Counties, an area of 2,200 square miles in northwestern Illinois, including the entire Illinois portion of the Davenport-Rock Island-Moline Standard Metropolitan Statistical Area (SMSA) known as the “Quad Cities.”

**Black Hawk College
Fiscal Year 2009 Budget**

Appendix C – History of Black Hawk College

Black Hawk College had its beginning in 1946 when the University of Illinois was deluged with World War II veterans wanting to enroll in college. The University could not handle all of the requests for enrollment and appealed to the state high schools for help in establishing a system of extension centers. Moline was ready to accept the challenge and was able to offer extension classes beginning in the fall semester of 1946. By the fall of 1947, Moline Community College was authorized by the Moline School District and the State School Superintendent. The College was given provisional accreditation in 1948 by the University of Illinois. Official accreditation was granted by the North Central Association of Colleges and Secondary Schools in March of 1951.

For its first seven years, the Moline Community College shared facilities with Moline High School juniors and seniors. In 1958 high school students moved into a new building leaving only college students in the Moline Community College facility. Within a few years, community leaders in Moline, East Moline, and Rock Island were discussing alternatives for higher education in the Illinois Quad Cities. In December of 1961, the voters of Rock Island County passed a referendum to establish the new Black Hawk College District. After graduating classes for fifteen years, the old Moline Community College was absorbed into the new district.

Black Hawk College continued to rent space from the Moline School District. However, another surge of students in the 1960s increased enrollment and crowded the Moline building. The Board of Trustees knew state funds and grants were available for constructing a new campus, but needed local funds to support about 25% of the building and furnishing costs. A \$3.5 million bond referendum to fund the project was passed in April 1966. A beautiful wooded site was donated by the Blackhawk Industrial Development Corporation, and additional land adjacent to the site was purchased by the College Board. In January of 1970, classes moved from various rented locations into the new buildings. Individual high school districts gradually annexed to the Black Hawk College District, expanding the geographic boundaries to cover counties adjoining Rock Island County.

Kewanee, part of Henry County, Stark County and Bureau County had been trying since 1958 to establish a community college. It proved difficult to get the financial support needed in an area that was primarily agricultural. Kewanee officials approached the Black Hawk College president in 1967 asking if BHC could extend services to Kewanee. In May a referendum passed annexing Henry, Stark, and Knox Counties to the Black Hawk College District. Classes began in the Armory and Kewanee High School. The East Campus Foundation purchased land for a campus five miles outside of Kewanee. At the beginning of fall semester 1978, Black Hawk College East Campus moved into new facilities.

In the ensuing years the College has expanded its outreach and continuing education programs by the purchase of the Outreach Center on the Avenue of the Cities in East Moline, the Technical Center in Rock Island, and, most recently, the construction of the Community Education Center in Kewanee that opened in Fall of 2007. The Business Training Center operates in cooperation with the Illinois Employment and Training Center in Moline.¹

¹ Beck, Dorothy, Legacy: Unfolding the Future, Black Hawk College at 50, Black Hawk College, 1996, 118 pages

**Black Hawk College
Fiscal Year 2009 Budget**

History of Black Hawk College - Continued

Today, Black Hawk College operates two primary campuses, one located in Moline and the other in Kewanee. The College also operates other instructional centers throughout the District and serves a population in excess of 230,000. The District's Quad-Cities Campus, which was completed in 1970, is located on 149 wooded acres in Moline, Illinois. Its four buildings provide modern facilities for the educational and recreational use of students and community residents. The District's East Campus is located on a spacious 102-acre site outside of Kewanee.

Black Hawk College offers a program in liberal arts and science intended to prepare students for transfer to an institution that grants a baccalaureate degree. Approximately 47% of the students are involved in this program. The Career Program, a vocational, educational program prepares students for immediate employment. Continuing education programs and various forms of community services are provided to meet the individual needs and interests of the residents of the District.

Black Hawk College has been accredited by the North Central Association of Colleges and Schools since 1951. Following passage of the Illinois Public Junior College Act in 1965, the Illinois Junior College Board certified the District as a comprehensive junior college and gave it a Class 1 status in the statewide system of junior colleges. The District is currently accredited through the year 2013.

The District includes all of Rock Island County, the greater portions of Henry, Mercer and Stark Counties, and smaller portions of Bureau, Henderson, Knox, Marshall and Whiteside Counties, an area of 2,200 square miles in northwestern Illinois, including the entire Illinois portion of the Davenport-Rock Island-Moline Standard Metropolitan Statistical Area (SMSA) known as the "*Quad Cities*."

**Black Hawk College
Fiscal Year 2009 Budget**

Appendix D – Economic Overview of the District

The District is within a bi-state region offering two community college systems, comprised of the Black Hawk College District and Eastern Iowa Community College. The area is also served by one four-year liberal arts college (Augustana College), two universities (Western Illinois University, St. Ambrose University) and one college of chiropractic (Palmer College). Additionally, the Quad City Graduate Center offers 74 masters degree programs and five doctoral degree programs. The Quad Cities have two public satellite facilities for individuals to access instructional television courses offered by the nation's 46 leading engineering schools and institutions. Scott Community College and the District maintain facilities that receive courses delivered via the National Technological University (NTU) satellite network. Other NTU corporate sites include Deere & Company and Alcoa. Through these educational systems individuals are afforded the opportunity for gaining marketable skills and advanced studies in subject areas important to the economic growth of the region.

In addition to providing liberal arts and science curricula in the transfer area and career track programs, the District and Eastern Iowa Community College offer comprehensive workforce training to area businesses and corporations through business and industry centers.

Four interstate highways, five United States primary highways, and a secondary highway system combine to provide efficient movement of goods, services and people within the Region servicing the District. Interstate 80 is the primary east–west thoroughfare serving the District. The I-280 bypass and I-80 completely encircle the Quad City Metropolitan Area. In addition, I-74 bisects the area providing a route to the southeastern portions of the United States. Interstate 88 provides access to Chicago and further east.

The District is centrally located near many major cities. It is a three–hour drive from Chicago, six hours from Minneapolis and Kansas City, and five hours from Indianapolis and St. Louis. The Mississippi River, which flows through the Quad Cities area, is part of the inland waterway system linking its tributaries, the Gulf of Mexico, the Great Lakes, and connections to foreign ports. Currently there are 43 barge terminals in the region, nine of which are located on the Illinois side. Six bridges across the Mississippi River service the District. Three of the six bridges provide interstate highway access between Iowa and Illinois. A span serving local traffic provides access to the Rock Island Arsenal as well as a span crossing the Rock River provides access to the international airport.

Currently three rail companies are operating in the area. The Iowa, Chicago and Eastern Railroad, the Burlington Northern Santa Fe Railroad and the Iowa Interstate Railroad all provide connections with other markets.

There are three primary public transit systems that serve the area. Davenport CitiBus, Bettendorf Transit, and the Rock Island County Metropolitan Mass Transit District MetroLINK all serve the Quad Cities area.

**Black Hawk College
Fiscal Year 2009 Budget**

Economic Overview of the District - Continued

The Quad Cities International Airport, located in Moline, Illinois, is the Federal Aviation Administration “certified air carrier” for the region. Currently the airport provides nearly 60 arrivals and departures daily to nine major national hubs. In addition to the International Airport, the area is serviced by six other public airports in Davenport, Muscatine, Kewanee, Aledo, East Moline and Geneseo.

Within the boundaries of the District are numerous museums, art galleries, performing arts, and cultural events serving the residents of the District. There are 22 major performing arts organizations (Adler Theatre, New Ground Theatre, Ballet Quad Cities, Centennial Hall, Playcrafters Barn Theatre, Circa 21 Dinner Playhouse, Quad City Music Guild, Galvin Fine Arts Center, Quad City Symphony, Genesis Guild, Funny Bone Comedy Club, and Richmond Hill Players), 24 museums and galleries (John Deere Pavilion, John Deere Collectors Center, Rock Island Arsenal Museum, Hauberg Indian Museum, Family Museum of Arts and Science, Buffalo Bill Cody Museum, Putnam Museum of History and Natural Science, Fryxell Geology Museum, German American Heritage Center, Figge Art Museum), 13 fine arts theatres (Centennial Hall, Davenport Museum of Art, Catich Gallery, Quad City Arts Center, Midcoast Fine Arts, River Music Center), one professional symphony orchestra, two botanical centers, and three convention centers (i wireless Center, RiverCenter and QCCA Expo Center).

There are three professional athletic teams providing sports fans entertainment. The “River Bandits” is the minor league baseball team, the “Steamwheelers” is the arena football team and the American Hockey League team is the “QC Flames”.

Servicing the District health care needs are seven hospitals and four ambulatory surgery centers. Genesis East Hospital, Davenport, specializes in comprehensive cardiac services. Genesis West Hospital, Davenport, specializes in neurology, clinical dependency rehabilitation, diabetes, mental health, oncology, and orthopedics. Trinity Regional Health Systems, (Moline, Rock Island, Davenport, and Bettendorf) specializes in physical and occupational rehabilitation, laser surgery, special services for women and seniors. Genesis Illini Campus, Silvis, specializes in trauma services, coronary care, general surgery and health education. Kewanee Hospital, Kewanee, is a part of the Network of Care consisting of five primary Family Health clinics, nineteen specialty clinics, two pharmacies and a Home Support Network. Hammond-Henry Hospital, Geneseo, has a 24-hour physician staffed emergency department, critical care unit and skilled and extended care services.

**Black Hawk College
Fiscal Year 2009 Budget**

Economic Overview of the District - Continued

Population

	2000 Population	Median Home Value	Median Household Income
Rock Island County	149,374	\$78,900	\$38,608
Henry County	51,020	77,700	39,854
Mercer County	16,957	68,500	40,893
Whiteside County	60,653	75,700	40,354
Henderson County	8,213	57,300	36,405
Knox County	55,836	63,500	35,407
Bureau County	35,503	77,800	40,233
Stark County	6,332	61,800	35,826
Marshall County	13,180	75,900	41,576
State of Illinois	12,419,293	130,800	46,590

Source: U.S. Census Bureau (2000 Census)

Economics

The following table shows the distribution of the county portion of the Retailers' Occupation, Service Occupation and Use Tax collected by the Illinois Department of Revenue from retailers within The Counties of Rock Island and Henry. The table indicates the level of retail activity in the Counties of Rock Island and Henry.

Retailers' Occupation, Service Occupation and Use Tax⁽¹⁾

Year⁽²⁾	State Sales Tax Distribution	Annual Percentage Change + or (-)
2002	19,356,859	(1.86%) ⁽³⁾
2003	19,161,315	(1.02%)
2004	19,791,917	3.29%
2005	20,480,261	3.48%
2006	21,264,969	3.83%

(1) Calendar year reports ending December 31.

(2) Tax distributions are based on records of the Illinois Department of Revenue relating to the 1% municipal portion of the Retailers' Occupation, Service Occupation and Use Tax, collected on behalf of the City, less a State administration fee. The municipal 1% includes tax receipts from the sale of food and drugs, which are not taxed by the State.

(3) Compared to 2001 distribution of \$19,723,512.

**Black Hawk College
Fiscal Year 2009 Budget**

Economic Overview of the District - Continued

Specified Owner-Occupied Units

The 2000 Census reported that the median value of owner-occupied homes was \$77,700 for Henry County, \$68,500 for Mercer County, \$78,900 for Rock Island County, \$61,800 for Stark County and \$130,800 for the State. The market value of specified owner-occupied units as of the 2000 Census was as follows:

Value	Henry	Mercer	Rock Island	Stark	State of Illinois
Under \$50,000	3,481	1,204	6,486	567	230,049
\$ 50,000 to \$99,999	6,036	2,009	19,775	775	651,605
\$ 100,000 to \$149,999	2,695	632	6,733	160	583,409
\$ 150,000 to \$199,999	956	235	2,333	66	429,311
\$ 200,000 to \$299,999	433	58	1,365	27	344,651
\$ 300,000 to \$499,999	78	21	336	4	163,254
\$ 500,000 to \$999,999	6	8	62	0	55,673
\$1,000,000 or more	7	6	9	0	12,386
Total	13,692	4,173	37,099	1,599	2,470,338

Source: U.S. Bureau of the Census (2000 Census)

**Black Hawk College
Fiscal Year 2009 Budget**

Economic Overview of the District - Continued

Major Employers - City of Moline

Company	Product/Service	Employees
Deere & Co.	Corporate headquarters; agricultural, construction, golf, lawn and garden equipment and products	1,785
John Deere Seeding Group	Planting equipment	460
Moline Dispatch Publishing Co.	Newspaper publisher	359
Kone, Inc.	Corporate headquarters; elevators, escalators and autowalks installation and maintenance for vertical transportation industry	350
John Deere Harvester Works	Construction and agricultural equipment cylinders	280
Trinity Visiting Nurse & Homecare Assn.	Professional home health care services	200
Elliott Aviation Inc.	Air charter and repair services	180
The Valspar Corp.	Industrial paints	163
Quad Cast, Inc.	Corporate headquarters and die castings	150
Quad City Die Casting Co.	Aluminum, zinc and magnesium die castings and machining job shop	140
Williams, White & Co.	Metal, wood and plastic forming presses	120
City Blue Technologies, LLC	Blueprinting	100
Plastic Products Co.	Plastic injection molding	100
Sedona Group	Staffing service	100

Major Employers - City of Kewanee

Company	Product/Service	Employees
Great Dane Trailers	Manufactures semi-truck trailers	500
Kewanee Hospital	Hospital	436
Bomag Americas	Soil and asphalt compactors	300
Kewanee Corp.	Manufactures hollow metal doors, frames and basement window products	100
Excelled Sheepskin & Leather Coat Co.	Manufactures leather jackets, hats and accessories	110
Boss Manufacturing Co.	Distributes gloves, boots, rainwear and industrial safety products	80
Abilities Plus	Construction barricades	70
Peoples National Bank	Bank	55

Source: 2007 MNI Illinois Services Directory and 2007 MNI Illinois Manufacturers Directory

**Black Hawk College
Fiscal Year 2009 Budget**

Economic Overview of the District - Continued

Unemployment

	Henry	Mercer	Rock Island	Stark	Illinois
2001 - Average	6.1%	6.5%	5.3%	7.9%	5.4%
2002 - Average	6.1	7.3	6.0	9.0	6.5
2003 - Average	6.4	6.7	6.1	8.4	6.7
2004 - Average	4.7	4.5	4.8	6.4	6.1
2005 - Average	4.6	5.4	4.6	5.9	5.7
2005 - Average	4.6	5.4	4.6	5.9	5.7
2006 - Average	4.1	5.3	4.3	4.7	4.6
2007*	4.7	4.6	4.7	4.8	4.8

Source: Illinois Department of Employment Security

*For September, 2007

Employment by Occupation

Occupation	Henry	Mercer	Rock Island	Stark	Total	%
Management, professional & related	7,093	2,159	19,452	746	29,450	27.49%
Service	3,722	1,216	12,376	369	17,683	16.51%
Sales & office	6,516	1,823	19,540	669	28,548	26.65%
Farming, fishing & forestry	251	126	168	71	616	0.57%
Construction, extraction & maintenance	2,662	954	6,261	271	10,148	9.47%
Production, transportation and moving	4,755	1,753	13,649	532	20,689	19.31%
Total	24,999	8,031	71,446	2,658	107,134	100.00%

Source: U.S. Bureau of the Census (2000 Census)

**Black Hawk College
Fiscal Year 2009 Budget**

Economic Overview of the District - Continued

Employment by Industry

Occupation	Henry	Mercer	Rock Island	Stark	Total	%
Agriculture, forestry, fishing, hunting & mining	1,205	476	452	246	2,379	2.22%
Construction	1,733	780	4,112	181	6,806	6.35%
Manufacturing	4,803	1,349	13,145	572	19,869	18.55%
Wholesale trade	800	283	2,639	66	3,788	3.54%
Retail trade	3,319	937	8,530	318	13,104	12.23%
Transportation, warehousing & utilities	1,425	600	4,239	155	6,419	5.99%
Information	559	160	1,879	47	2,645	2.47%
Finance, insurance, real estate, rental & leasing	1,203	393	3,739	118	5,453	5.09%
Professional, scientific, management, administration & waste mgmt.	1,273	319	5,275	173	7,040	6.57%
Educational, health & social services	4,841	1,471	13,309	499	20,120	18.78%
Arts, entertainment, recreation, accommodation & food services	1,734	444	6,943	127	9,248	8.63%
Public administration	904	372	3,536	64	4,876	4.55%
Other services	1,200	447	3,648	92	5,387	5.03%
Total	24,999	8,031	71,446	2,658	107,134	100.00%

Source: U.S. Bureau of the Census (2000 Census)

Median Household Income

Value	Henry	Mercer	Rock Island	Stark	Total	%	State of Illinois %
Less than \$10,000	1,483	493	5,339	223	7,538	8.39%	8.35%
\$ 10,000 to \$14,999	1,304	369	4,291	183	6,147	6.84%	5.50%
\$ 15,000 to \$24,999	2,997	971	9,235	399	13,602	15.14%	11.27%
\$ 25,000 to \$34,999	2,949	960	8,766	414	13,089	14.57%	11.88%
\$ 35,000 to \$49,999	3,640	1,222	10,590	513	15,965	17.77%	16.23%
\$ 50,000 to \$74,999	4,324	1,648	12,002	519	18,493	20.58%	20.75%
\$ 75,000 to \$99,999	2,038	555	5,841	162	8,596	9.57%	11.58%
\$100,000 to \$149,999	1,019	272	3,312	78	4,681	5.21%	9.04%
\$150,000 to \$199,999	198	54	661	16	929	1.03%	2.59%
\$200,000 or more	105	46	649	9	809	0.90%	2.81%

Source: U.S. Bureau of the Census (2000 Census)

**Black Hawk College
Fiscal Year 2009 Budget**

Appendix E – Employee Headcount

Institution-wide Full-time Employee Headcount

	FY2006 Actual	FY2007 Actual	FY2008 Projected	FY2009 Budgeted
Administrative	12	9	9	8
Managerial	42	47	47	44
Faculty	148	150	151	147
Professional	98	99	98	97
Classified	91	84	84	79
Other	0	0	0	0
Total	391	389	389	375

Institution-wide Part-time Employee Headcount

	FY2006 Actual	FY2007 Actual	FY2008 Projected	FY2009 Budgeted
Administrative	0	0	0	0
Managerial	1	1	1	1
Faculty	235	224	224	240
Professional	12	10	10	7
Classified	90	95	95	99
Other	46	35	36	20
Total	384	365	366	367

Institution-wide All Employee Headcount

	FY2006 Actual	FY2007 Actual	FY2008 Projected	FY2009 Budgeted
Grand Total	775	754	755	742

Note: Headcount figures are based on Fall semester and Student Employees have been excluded.

**Black Hawk College
Fiscal Year 2009 Budget**

Appendix F – Glossary

Academic Support. Academic support includes the operation of the Library, Independent Learning Center, Media Center, open computer labs, and educational television used in the learning process. It also includes all equipment, materials, supplies, and costs that are necessary to support this function. This program is designed to augment instructional activities in the classroom.

Accrual Basis. The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Administrative Staff (Grades 130-137). Administrators are those individuals who are line officers of the College and who manage, conduct, and superintend programs, things, persons, and operations of the Board of Trustees. Administrators are defined by the local Board of Trustees; for example, the president, vice presidents, deans, directors.

Annual Budget. A budget applicable to a single fiscal year.

Assessed Valuation. The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

Audit. An audit is an examination of the financial records of the College to obtain reasonable assurance that the financial statements prepared by the College are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. It further includes an assessment of the accounting principles and procedures used and of the significant financial estimates made by management.

Audit Fund. The audit tax levy is recorded in this fund, and monies in this fund are only used for the payment of auditing expenses.

Auxiliary Enterprises Fund. The Auxiliary Enterprises Fund (often titled Auxiliary Fund) accounts for the 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, student stores, and intercollegiate athletics.

Bond. A written promise to pay a specific sum of money called the face value or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate.

General Obligation Bond. This type of bond is backed by the full faith, credit, and taxing power of the government.

Bond & Interest Fund. The Bond and Interest Fund account is for payment of principal, interest, and related charges on any outstanding bonds.

**Black Hawk College
Fiscal Year 2009 Budget**

Glossary - Continued

Budget. A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice: it can designate the financial plan presented to the appropriating body for adoption or the plan finally approved by that body.

Budget Document. The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body.

Budgetary Control. The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Business Training Center. Various activities, including credit and non-credit courses and seminars, are offered as part of the Business Training Center. These activities, many of which are tailored to meet the specific needs of an individual business, company, or corporation, frequently are used by students to fulfill the requirements for an Associate's degree or certificate program.

Capital Outlay. Capital outlay for all funds are recorded as an expenditure of the appropriate fund and as an asset of the General Fixed Assets Account Group.

Career Program. Curricula included within the Career Program are intended to prepare students for various vocational, technical, and semi-technical positions and lead to an Associate in Applied Sciences degree or Certificate. Students enroll in these curricula to receive initial job training, to upgrade vocational and technical skills, or to become qualified for emerging career opportunities.

Chargebacks. Tuition costs paid by Black Hawk College to other community colleges for students (from the BHC District) attending classes not provided by Black Hawk College.

Community Service Program. The Community Service Program consists of activities and non-credit continuing education courses designed to meet the hobby, leisure time, and cultural needs of the community.

Conference and Meeting Expense. Conference and meeting expenses associated with business-related travel.

Contingency. Budgetary appropriations that are set aside for unforeseen expenditures.

Continuing Education Program. Courses and curricula included within the Continuing Education Program focus on life-long learning opportunities and include those specifically dealing with adult basic education, adult secondary education, developmental education, English as a second language, homemaking, general studies, vocational retraining, and personal development and classified with reimbursable credit hours.

**Black Hawk College
Fiscal Year 2009 Budget**

Glossary - Continued

Contractual Services. Charges for services rendered by firms or persons not employed by the local Board of Trustees.

Corporate Personal Property Replacement Tax. A tax collected by the Illinois Department of Revenue as replacement personal property tax under Public Act 81-1st-S.S.-1. Section 616 of the State Revenue Sharing Act requires taxing districts to first apply any replacement taxes against the required debt service for any bonds outstanding as of December 31, 1978.

Credit Hour Grant. Credit hour grants are received for courses for each credit hour or equivalent for students who were certified as being in attendance at midterm of the semester during the fiscal. There are no special restrictions on the use of these funds.

Current. A term which when applied to budgeting and accounting designates the operations of the present fiscal period as opposed to past or future periods. It usually connotes items likely to be used or converted into cash within one year.

Current Funds. Those funds through which most educational functions of the College are financed. The acquisition, use and balances of the College's expendable financial resources and the related liabilities are accounted for through current funds. The measurement focus is upon determination of changes in financial position, rather than upon net income determination.

Current Funds, Restricted. Restricted Current Funds consist of those funds expendable for current operating purposes but restricted by donors, outside agencies, or tax levy as to the specific purpose for which they may be expended, i.e., Restricted Purposes, Audit, and Liability, Protection, Settlement.

Current Funds, Unrestricted. Unrestricted current funds consist of those financial resources of the College which are expendable for any purpose in performing the primary objectives of the College (i.e., instruction, academic support, student services, and public services), which have not been designated for other purposes. These funds are the Education, Operations and Maintenance, and Auxiliary Enterprises.

Debt Service. Debt service includes expenditures for the retirement of debt and expenditures for interest on debt, except principal and interest on current loans, which are loans payable in the same fiscal year in which the money was borrowed.

Deficit. (1) The excess of the liabilities of a fund over its assets. (2) The excess of expenditures over revenues during an accounting period.

Education Fund. The Education Fund accounts 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 program of the College.

**Black Hawk College
Fiscal Year 2009 Budget**

Glossary - Continued

Employee Benefits. The cost of all employee benefits including the portion of insurance paid for by the College (not including the portion withheld from the employee's wages, when both the employee and the College contribute toward the benefit), professional development leave salaries, and any pension contributions paid by the College District.

Equalization. The process of equalizing assessments or taxes, as performed by "boards of equalization" in various states, consists of comparing the assessment made by the local officers of the various counties and other taxing districts within the jurisdiction of the board and reducing them to a common and uniform basis, increasing or diminishing by such a percentage as may be necessary, so as to bring about with the entire territory affected a uniform and equal ratio between the assessed value and the actual market value of property.

Equalization Grant. The equalization grant attempts to reduce the disparity in local funds available per student among districts. Equalized assessed valuations, full time equivalent students, corporate personal property replacement tax revenue, fixed costs, and the district's program mix are considered in the equalization calculations.

Expenditures. Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service, and capital outlays.

Facilities Revenue. Revenue from the use of College facilities.

Faculty, Non-Teaching (Academic Support). Academic support refers to individuals who exercise professional judgment and discretion and directly support the teaching and learning process. Individuals in this classification are limited to librarians and counselors.

Faculty, Teaching. Teaching faculty refers to individuals who spend more than one-half (50 percent) of their workload in the activity of teaching and providing instruction to students.

Federal Governmental Sources. Revenues from all agencies of the Federal Government.

Fiscal Year. A period of twelve months, not necessarily concurrent with the calendar year, with reference to which appropriations are made and expenditures authorized and at the end of which the accounts are balanced and audited. For Black Hawk College, this annual period is July 1 through June 30.

Fixed Assets. Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

Fixed Charges. Charges for rentals, debt principal and interest, and general insurance.

**Black Hawk College
Fiscal Year 2009 Budget**

Glossary - Continued

Full-time Equivalent. The full-time equivalent indicator for students is the statistical student unit calculated by dividing all credit hours (both certificate and degree) generated by the College, by fifteen credit hours for any given academic term. To determine the annual full-time equivalent student, the total credit hours for the year are divided by thirty. The full-time equivalent for faculty is thirty instructional hour equivalents per year. The full-time equivalent for classified staff is forty hours of work per week.

Fund. An independent fiscal and accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

General Education Program. General education courses are required in all curricula leading to an Associate's degree. They are intended to provide students with a foundation knowledge in communications, mathematics, physical sciences, social and behavioral sciences, humanities, and health and physical fitness.

General Materials and Supplies. Costs of all general materials and supplies (i.e., office, instructional, library, or maintenance supplies; publications and dues; advertising).

Institutional Support. Institutional Support includes expenditures for central executive-level activities and support services that benefit the entire institution. Examples include expenses for the governing board, President's Office, Administration and Finance Division, Public Information Office, Human Resources Office, administrative data processing, legal services, etc. It also includes all equipment, materials, supplies, and costs that are necessary to support these functions.

Instruction. Instruction consists of those activities dealing directly with or aiding in the teaching of students. It includes the activities of the faculty in the baccalaureate-oriented transfer, occupational-technical career, general studies, and remedial and programs (Associate's degree credit and certificate credit). It also includes all equipment, materials, supplies, and costs that are necessary to implement the instructional program.

Interfund Transfers. All interfund transactions except loans or advances, quasi-external transactions, and reimbursements are transfers.

Internal Control. A plan of organization under which employees' duties are so arranged and records and procedures so designated as to make it possible to exercise effective accounting control over assets, liabilities, revenues and expenditures. Under such a system, the work of employees is subdivided so that no single employee performs a complete cycle of operations. Moreover, under such a system, the procedures to be followed are definitely laid down and require proper authorization by designated officials for all actions to be taken.

Investment Revenue. Revenue from investments.

Levy. (Verb) To impose taxes for the support of College activities. (Noun) The total amount of taxes imposed by a government.

**Black Hawk College
Fiscal Year 2009 Budget**

Glossary - Continued

Liability, Protection, and Settlement Fund. This fund is established pursuant to 745 ILCS and 40 ILCS 5/21-110.1 of the Illinois Compiled Statutes and utilized for those purposes as given in these sections. Some examples of expenses covered by this fund are tort liability, unemployment or worker's compensation insurance or claims, and Medicare/FICA taxes.

Liberal Studies Program. The Liberal Studies Program is designed for students who desire maximum flexibility in preparing for a non-transfer two-year degree. Transfer, career, and continuing education courses may be used to meet a student's specific educational goals. Students completing this program earn an Associate in Liberal Studies degree.

Loan Funds. Loan Funds consist of resources available for loans to students.

Local Governmental Sources. Revenues from District taxes, from chargebacks, and from all governmental agencies below the state level.

Managerial Staff (Grades 119-129). Managers shall be individuals who have the duty, responsibility, or authority to recommend the employment, transfer, suspension, dismissal, promotion, assignment, reward, or discipline of other staff individuals both full and part-time.

Object. Expenditure classifications grouped by materials or services purchased; further divided for cost accounting and control purposes.

Office Staff (Grades 100-112). Office staff shall refer to those employees who are engaged in the process of keeping records and processing information upon the direction and request of professional College staff. For example, secretaries, clerks, bookkeepers, data processing operators, printing operators, and general office personnel.

Operations and Maintenance Fund. Operation of plant consists of housekeeping activities necessary in order to keep the physical facilities open and ready for use. Maintenance of plant consists of those activities necessary to keep the grounds, buildings, and equipment operating efficiently. This function also provides for campus security and plant utilities, as well as equipment, materials, supplies and costs that are necessary to support this function.

Operations and Maintenance Fund, Restricted. Operations and Maintenance Fund, Restricted, represents resources available for the acquisition of institutional physical properties (including equipment for buildings and programs).

Other Expenditures. This object is reserved for all expenditures that cannot be classified in any other object classification.

Other Revenues. Revenues which do not fit into specific revenue source categories.

Other Staff (Grades 0-99). This category is to be used for positions graded 99 and below or any nongraded work assignment.

**Black Hawk College
Fiscal Year 2009 Budget**

Glossary - Continued

Professional, Technical Staff (Grades 113-118). Professional technical personnel are those personnel who do not directly support the process of teaching and whose support is not critical to the process of teaching. Such positions shall include data analysts, accountants, computer programmers, engineers, internal auditors, etc.

Program. A level in the classification structure hierarchy representing the collection of elements serving a common set of objectives that reflect the major institutional missions and related support activities.

Property Taxes. Compulsory charges levied on real property by the District for the purpose of financing services performed for the common benefit. Revenues equal the District's assessed valuation multiplied by the property tax rates.

Public Service. The public service function includes the services provided to the general community, governmental agencies, and business and industry for non-credit community education and community service activities. Community education focuses on the individual participant, and thus, requires an individual registration and class completion record-keeping procedure. Community education includes non-credit short courses, professional review classes, workshops, and seminars that provide an educational service to the residents of the community. Community service is a structured activity that provides a beneficial service to the community by making College facilities and expertise available to the public. Community service focuses on group participation, and thus, does not require an individual registration and class completion record-keeping procedure. Community service includes College-sponsored seminars, workshops, forums, lecture series, cultural exhibits and events, and consulting services provided through College-operated institutes and center. The public service function also includes public broadcasting (WQPT-TV).

Restricted Purposes Fund. The Restricted Purposes Fund is for the purpose of accounting for monies that have restrictions regarding their use. Each specific project, whether monies are local, state, federal or other in origin, is accounted for separately using a complete group of self-balancing accounts within the fund.

Revenues. (1) Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. (2) Increases in proprietary fund type net total assets from other than expense refunds, capital contributions, and residual equity transfers.

Salaries. Salaries and wages paid to an employee, before any deductions, for personal services rendered to the College District.

Sales and Service Fees. All fees and charges for other than educational and general purposes, such as auxiliary enterprise sales or charges and admissions charges, and all sales and service charges or contract payment revenues for materials or services from private persons, firms, or other non-governmental entities.

**Black Hawk College
Fiscal Year 2009 Budget**

Glossary - Continued

Scholarships, Student Grants, and Waivers. This category includes activities in the form of grants to students, prizes and awards, chargebacks, and aid to students in the form of state-mandated and institutional tuition and fee waivers. Employees/family tuition waivers are not included in this category.

Service Staff (Grades 100-112). Service Staff refers to those employees who are engaged in housekeeping and the maintenance/repair of College facilities and equipment.

State Governmental Sources. State revenues from all state governmental agencies.

Student Employees. All individuals employed by the College enrolled in six or more credit hours of instruction.

Student Services. The student services function provides assistance in the areas of financial aid, admissions and records, health, placement, testing, counseling, and student activities. It includes all equipment, materials, supplies, and costs that are necessary to support this function.

Student Tuition and Fees. All tuition and fees, less refunds, remissions, and exemptions, assessed against students for educational and general purposes.

Transfer Program. Curricula included within the Transfer Program are designed to prepare students for transfer to baccalaureate degree granting institutions and culminate in the awarding of an Associate in Arts or an Associate in Sciences degree. Comprehensive articulation agreements ensure that courses included within these curricula parallel in content, credit, and quality lower division courses offered at baccalaureate degree granting institutions.

Utilities. This account provides for all utility costs necessary to operate the plant and for other on-going services.

Working Cash Fund. Working Cash Fund is authorized by statute, to make temporary loans to the Education Fund and the Operations and Maintenance Fund, thus reducing the need for issuance of tax anticipation warrants. The fund was established from the proceeds of the 1972 working cash bond issue and increased with the proceeds of the 1977, 1983, 1988 and 2008 working cash bond issues. Black Hawk College levied a tax for repayment of bond principal and interest and has the authority to have outstanding working cash bonds in an amount not to exceed 75% of the taxes permitted to be levied for educational purposes and for operations and maintenance purposes plus 75% of last known corporate personal property replacement tax allocation. Fund balance is created by retirement of bond principal and investment of cash temporarily not required to meet current obligations net of transfers of investment income to other funds.

**Black Hawk College
Fiscal Year 2009 Budget**

Appendix G – Acronyms

AA	Affirmative Action
ABE	Adult Basic Education
AQIP	Academic Quality Improvement Program
BHC	Black Hawk College
CFDA	Catalog of Federal Domestic Assistance
CPI	Consumer Price Index
CPPRT	Corporate Personal Property Replacement Tax
DCEO	Department of Commerce and Economic Opportunity
DOE	Department of Education (Federal)
EAV	Equalized Assessed Valuation
EEO	Equal Employment Opportunity
ESL	English as a Second Language
FAFSA	Free Application for Federal Student Aid
FTE	Full-time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
HECA	Higher Education Cooperation Act
IBHE	Illinois Board of Higher Education
ICCB	Illinois Community College Board
IDOL	Illinois Department of Labor
IFT	Illinois Federation of Teachers
ISBE	Illinois State Board of Education
TPA	Third Party Administrator
UAW	United Auto Workers
VTEP	Voluntary Termination of Employment Plan
WIA	Workforce Investment Act

