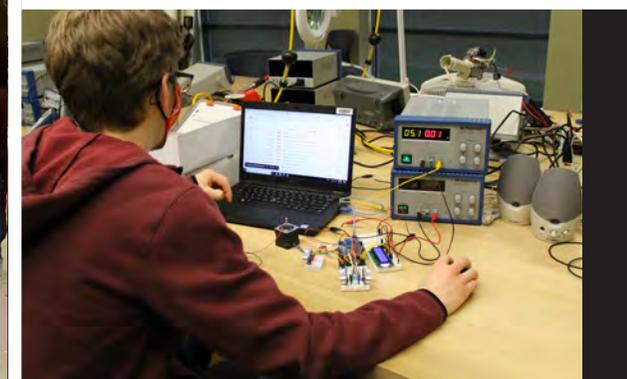


Budget

FISCAL YEAR 2024

Improving Life Through Learning

Black
Hawk College



ILLINOIS COMMUNITY COLLEGE DISTRICT #503

Quad-Cities Campus, Moline, Illinois

East Campus, Galva, Illinois



Annual Budget

For the
Fiscal Year Ending June 30, 2024

Board of Trustees

Illinois Community College District No. 503

6600 34th Avenue

Moline, Illinois 61265

www.bhc.edu

Prepared by:

Finance Division

Steven J. Frommelt, Vice President for Finance and Administration

Julia G. Rodriguez, Budget and Accounting Manager

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Black Hawk College
Fiscal Year 2024 Budget

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INTRODUCTORY



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President's Letter



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

Date: May 8, 2023

Re: Fiscal Year 2024 Budget

Welcome to the Black Hawk College Budget Book for the 2024 fiscal year. In the following pages, the Board and the taxpayers of District #503 will find the story of Black Hawk College through its revenue and expenses. For the first time in several years I write this letter during a period of stability and potential growth as we truly move BHC into the post-pandemic era. This document contains a well thought out budget that maintains our investment in Black Hawk College's students, faculty, and staff. We do so recognizing that over the last several years, especially in Illinois, we have worked in an altered higher education environment. However, Black Hawk's overall goal remains: to be a vibrant part of the higher education landscape in Western Illinois.

A year ago, for the first time in five years, Black Hawk College raised tuition. We continue to hold the line on local property taxes. As stewards of student and taxpayer funds, we are deliberative about and sensitive to balancing our institutional needs to provide a high-quality, affordable education at the lowest cost possible to our students.

Black Hawk College, as the most recognized college in the region, is dedicated to providing higher education and training to the region and engaging in the work of rebuilding a competitive regional economy. This budget book outlines our commitment to that work.

Sincerely,

A handwritten signature in black ink that reads "Tim A. Wynes". The signature is written in a cursive, slightly stylized font.

Tim A. Wynes, J.D.
President

About Us



Black Hawk College (BHC) is a mid-sized community college representing nine counties in Northwestern Illinois. The College is comprised of two campuses and several instructional centers encompassing 2,200 square miles throughout the district. The Quad-Cities Campus is located in Moline, Illinois, and the East Campus is located in Galva, Illinois. The College also operates the Adult Learning Center in Rock Island, the Community Education Center in Kewanee, the Industrial Lab Extension Center in Moline, the Outreach Center in East Moline, and the Welding and Skilled Trades Center in Kewanee.

The Quad-Cities is a six-county, bi-state region located along the Mississippi River and only 2 ½ hours west of Chicago. The region is home to John Deere & Company, 3M, Arconic, and the Rock Island Arsenal. The Kewanee-Galva area, located in Henry County, is just 45 miles southeast from the Quad-Cities and is highlighted by value-added agricultural industries and renewable energy production.

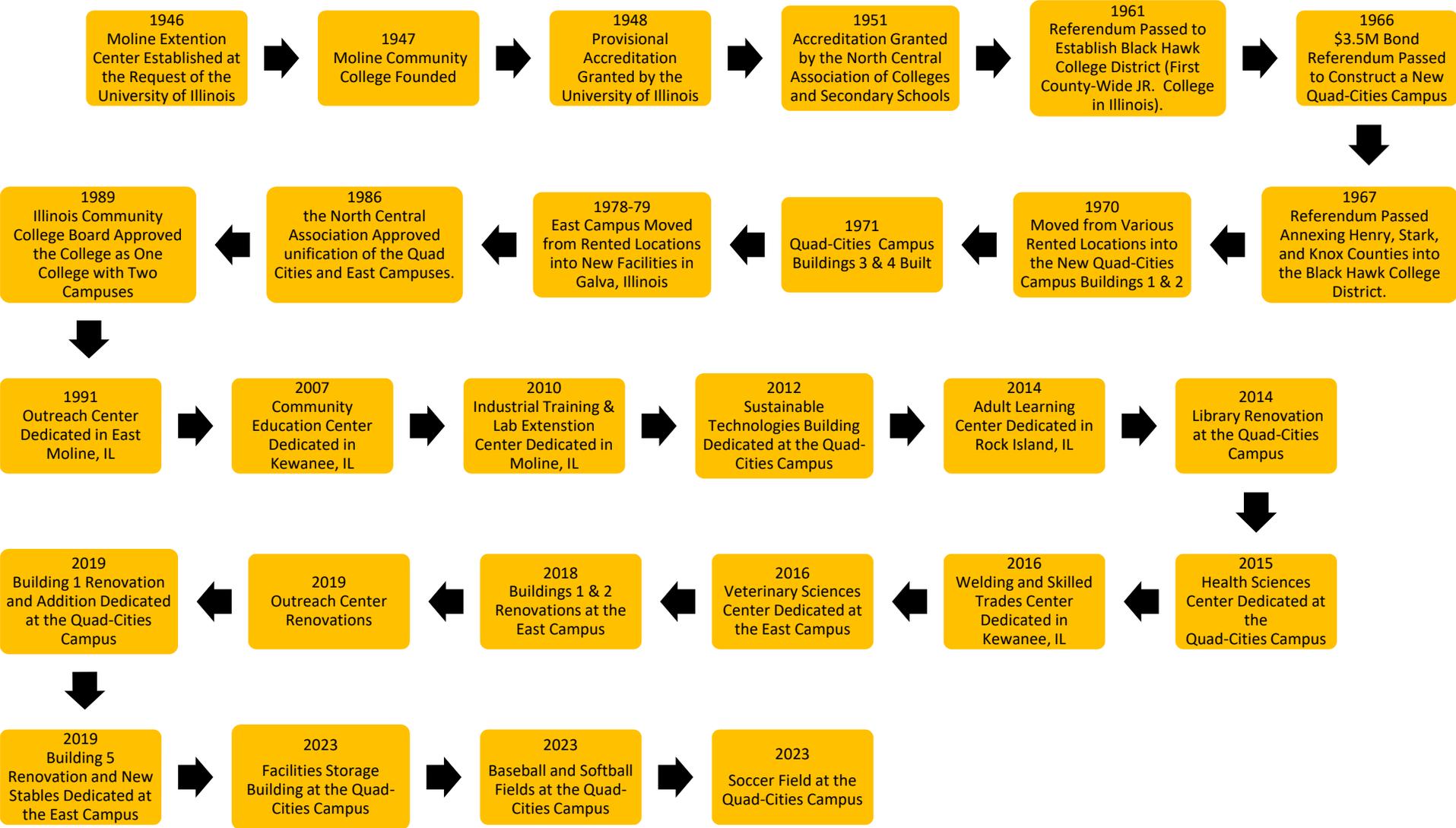
Black Hawk College offers a variety of career and transfer programs and serves more people than any other institution of higher education in the Quad-Cities area. The College is focused on providing leading educational opportunities in agriculture, business, career & technical ed, health sciences, and transfer credits.

Black Hawk College offers a full array of student clubs, honor societies, athletic programs, and judging teams. Athletic teams compete in the NJCAA Arrowhead Conference.

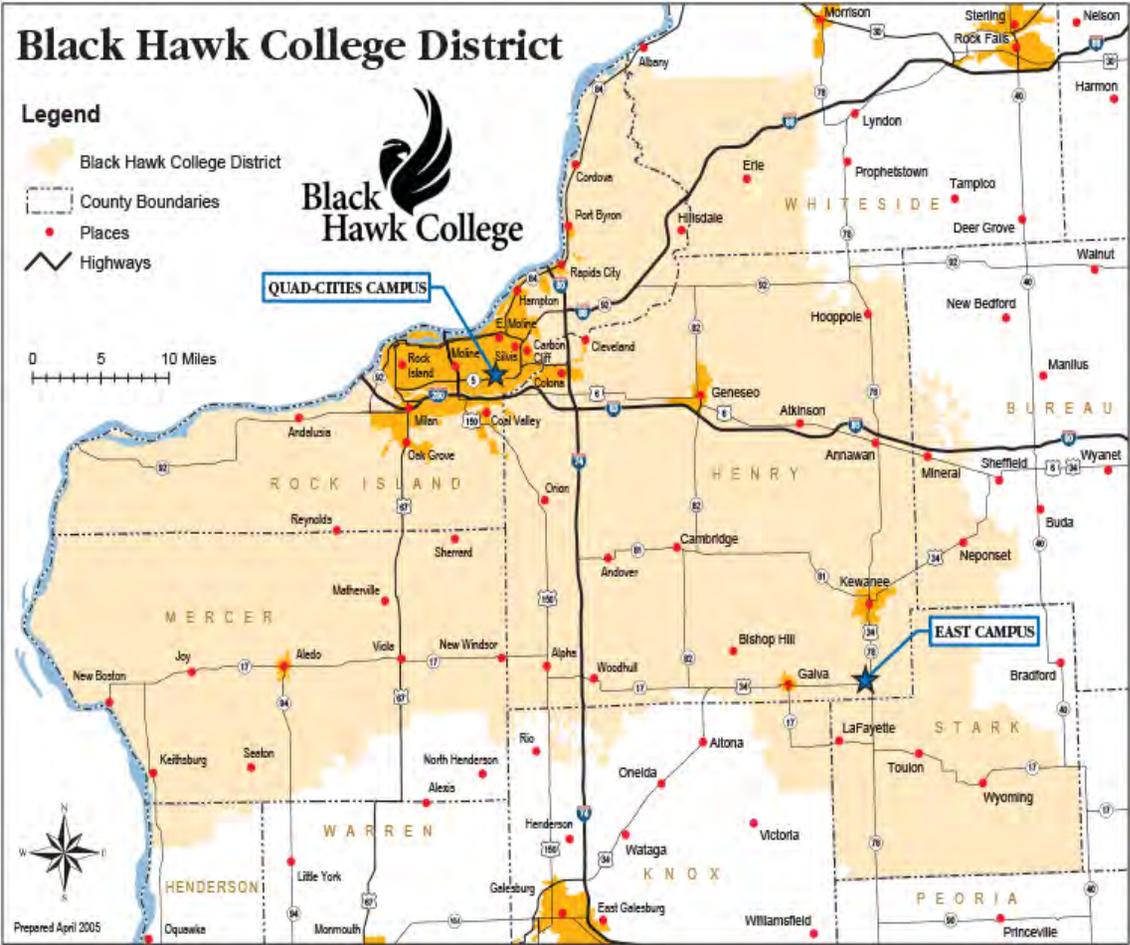
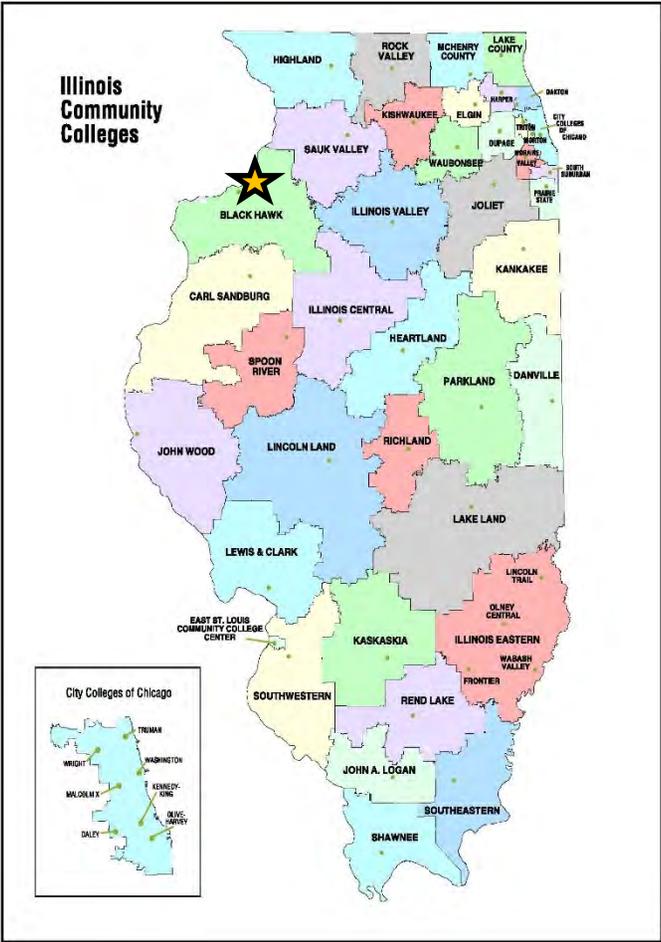
Black Hawk College is a member of the Higher Learning Commission and is certified by the Illinois Community College Board. The College was established in 1946 and has been accredited since 1951.



History of Our Campuses and Buildings



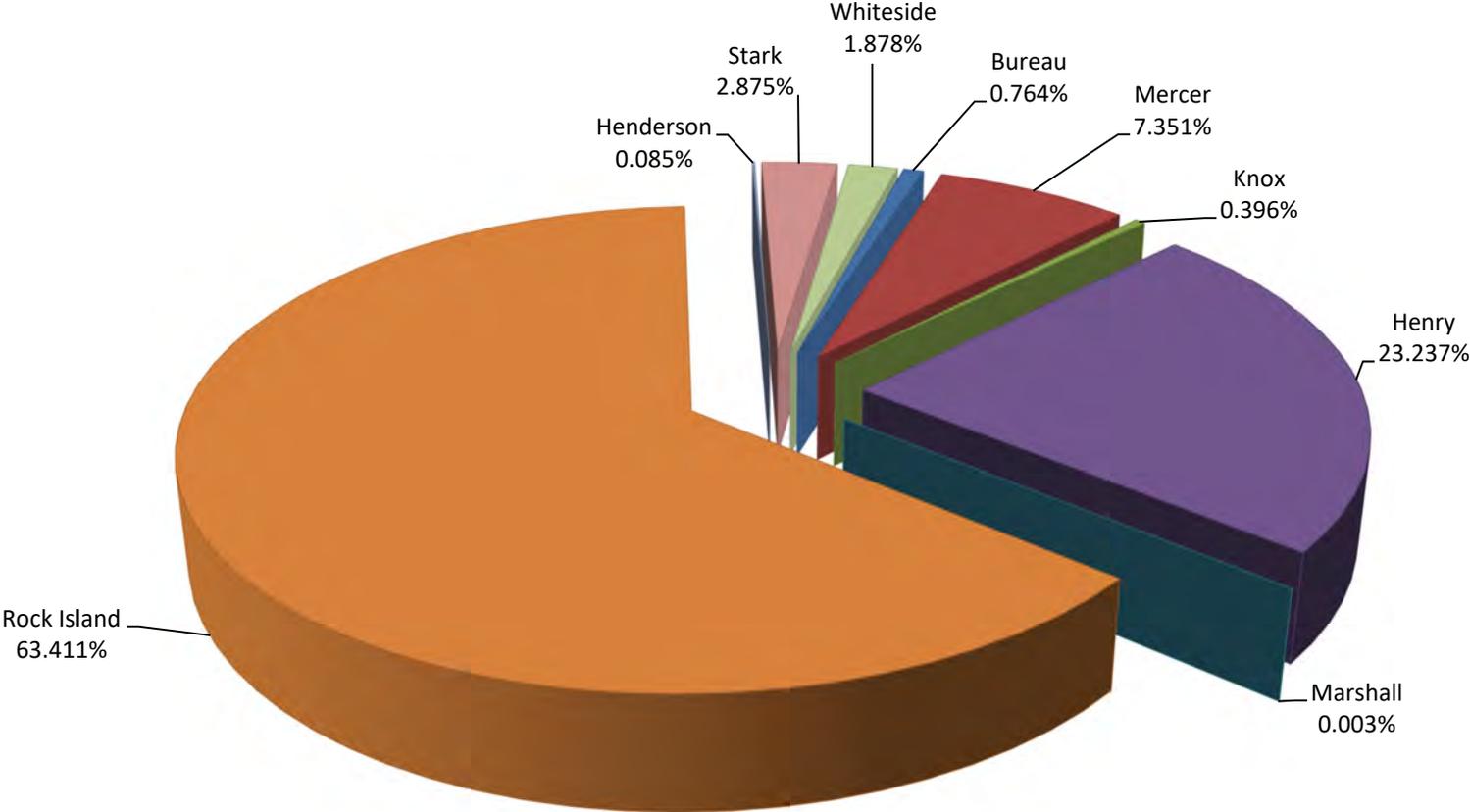
Our Locations



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

Our Taxing Districts

District Equalized Assessed Valuation Percentage by County Tax Levy Year 2022





CERTIFICATE OF RECOGNITION

*This certifies that
under the jurisdiction of the
Board of Community College District No. 503*

BLACK HAWK COLLEGE

*is an officially recognized community college district.
This Certificate of Recognition is issued as evidence
that the educational program of the district meets
the criteria and standards prescribed by the
Illinois Community College Board*

Issued at Springfield, Illinois on
September 16, 2022

Chair
Illinois Community College Board

Certificate Effective Through
September 30, 2027

Executive Director
Illinois Community College Board



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Black Hawk College
Illinois**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morrill

Executive Director



**The Government Finance Officers Association
of the United States and Canada**

presents this

CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION

to

**Finance Department
Black Hawk College, Illinois**

The Certificate of Recognition for Budget Preparation is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit achieving a Distinguished Budget Presentation Award. The Distinguished Budget Presentation Award, which is the highest award in governmental budgeting, is presented to those government units whose budgets are judged to adhere to program standards



Executive Director

Christopher P. Morrell

Date: **November 14, 2022**

Illinois Community College District No. 503

Board of Trustees



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Moline
Board Chair



Douglas L. Strand
East Moline
Vice Chair



Christian H. Jackson
Geneseo
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Samantha J. Gange
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Executive Administration



Tim A. Wynes
President



Dr. Amy M. Maxeiner
Vice President for Instruction



Steven J. Frommelt
Vice President for Finance and
Administration and Board Treasurer



Kathy M. Malcolm
Executive Director of Planning
and Institutional Effectiveness



Stacey L. Cary
Director of Human Resources



Barb A. Courville
Associate Dean of Adult and
Continuing Education

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.)

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

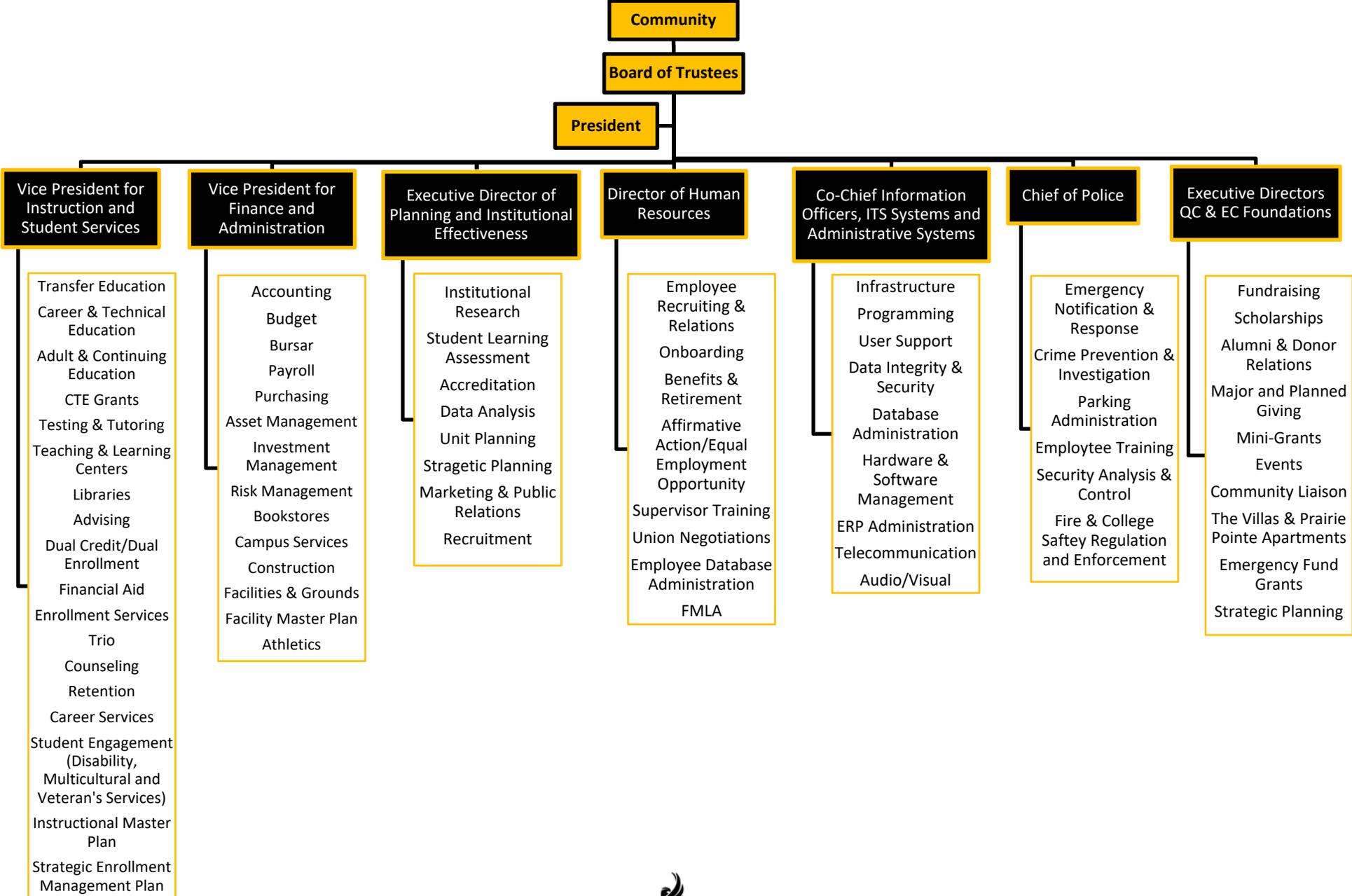
Whenever the voters of a community college district have voted in favor of an increase in the annual tax rate for educational or operation and maintenance of facilities purposes or both at an election held after the adoption of the annual community college budget for any fiscal year, the board may adopt 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 Organizational Chart



Organization Overview

The Organization Overview presents the governance structure employed at Black Hawk College as it exists on May 1, 2023. Information contained in this section is subject to change.

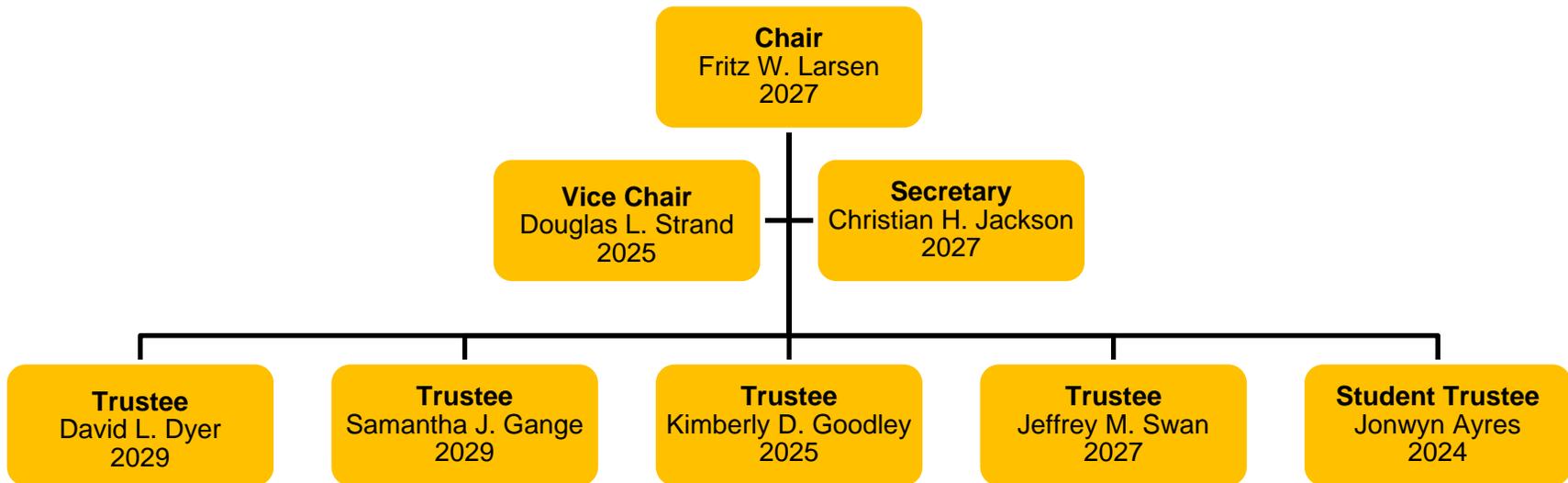
The planning process begins at the unit/department level with faculty, staff, directors, department chairs, and deans identifying specific outcomes/objectives, measures, and targets for improvement initiatives. Unit budgets are established with these outcomes/objectives in mind to ensure adequate financial resources are secured to aid in successful achievement of unit goals and the strategic plan. In February, these plans and accompanying prioritized financial needs are discussed with their executive administrative leadership member and brought forward in the budget building decision-making process.

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, in compliance with state statute.

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, and program and curriculum administration.

The present members of the Board of Trustees with term expirations are as follows:

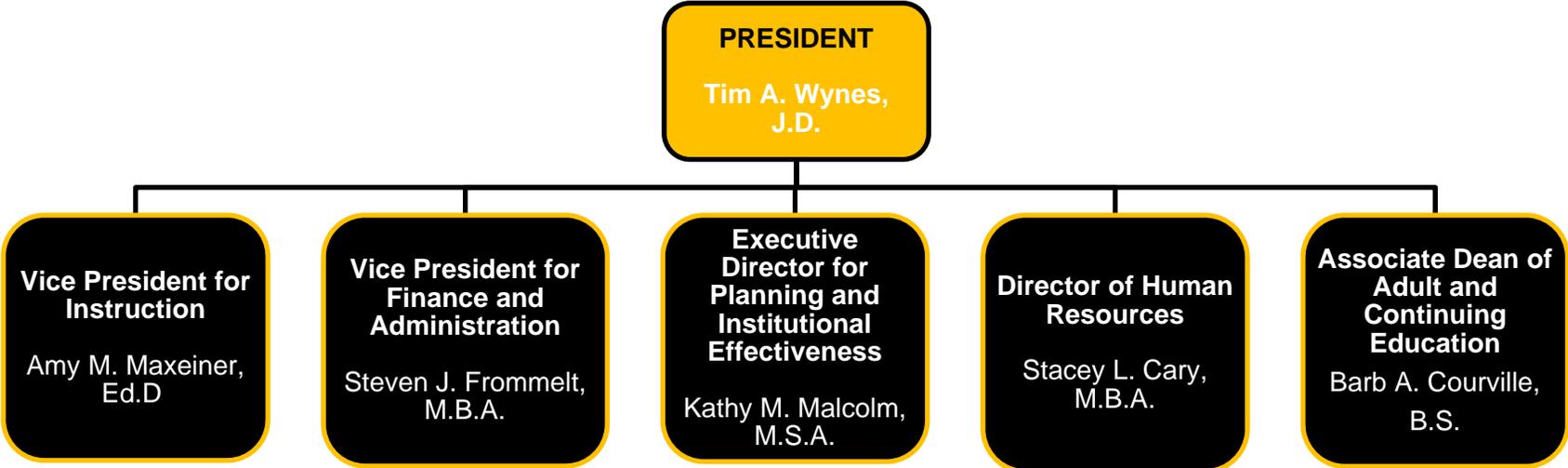


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Executive Administration

Black Hawk College is organized in a manner that provides for effective and efficient operations of the College. The Executive Administration team is responsible for influencing and guiding employees in meeting organizational goals, strategic planning, and overall decision making.

The members of the Executive Administration team are as follows:



Listed on the following pages are the organizational structures for each member of the Executive Administration team.

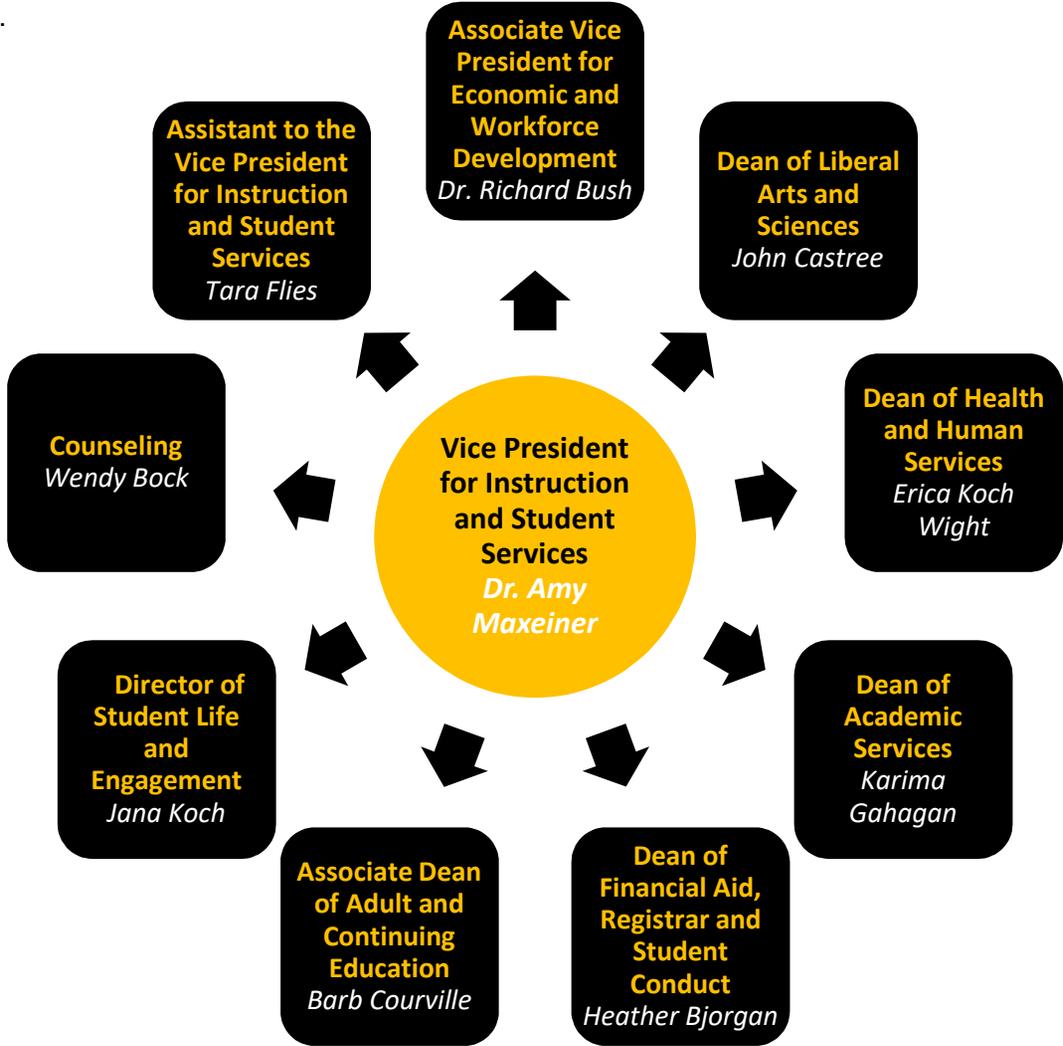
Office of the President

The President serves as the Chief Executive Officer of the College District with responsibility for formulation of recommended policies for the Board of Trustees consideration, implementation of the policies approved by the Board of Trustees; direction of current and long-range planning; development and maintenance of administrative and academic organization; and development and maintenance of a program for the effective management of institutional resources.



Office of the Vice President for Instruction and Student Services

The Vice President for Instruction and Student Services serves as the Chief Academic Officer (CAO) of the College District and is responsible for development, implementation, and recommendation of policies and procedures relating to the instructional programs of the District; direction of current and long-range planning for the divisions; maintenance of organization; the effective management of resources and technologies; and student success, retention, and activities. This is reflected in the goals, objectives, and measures laid out in the Instruction and Student Services Unit Plan, which can be found on the following pages. The Vice President for Instruction and Student Services is responsible for the Educational Master Plan.



Instruction and Student Services

Goal 1: Implement Educational Master Plan

Increase offerings of degrees offered that will have zero textbook costs

Self-assessment related to institutional readiness for Guided Pathways work completed with priorities set and work groups established.

Build learning communities within each pathway.

MEASURE DESCRIPTION
One degree will be identified

TARGET
One degree identified by February 2023

MEASURE DESCRIPTION
OERs will be identified to be utilized in courses aligned with the Z degree

TARGET
50% of the courses in the degree will have OER materials identified by September 2023

MEASURE DESCRIPTION
Utilizing a method of starting with the end, clear academic pathways for transfer and CTE programs will be built

TARGET
10 pathways will be built by the end of academic year 2022-2023

MEASURE DESCRIPTION
Each learning community identified will be scheduled for 2 paths.

TARGET
2 paths will be scheduled for each learning community by Sept 2023

MID YEAR PROGRESS NARRATIVE
Discussions with Early Childhood Education faculty for possibility of having ECE be the first zero textbook degree

MID YEAR PROGRESS NARRATIVE
No progress on this objective at this time. Once the degree has been identified, then we can start working on the courses.

MID YEAR PROGRESS NARRATIVE
Two pathways have been discussed with faculty and will be scheduled starting Fall 2023- Agriculture and Business.

MID YEAR PROGRESS NARRATIVE
No progress as this item was added at mid-year

Instruction and Student Services

Goal 2: Improve Dual Credit Program

Collaborate with each high school to have a fully executed Memorandum of Understanding.

Determine the total number of credit hours offered at each high school and opportunities for growth.

MEASURE DESCRIPTION

MOU's for participating schools will be reviewed and updated and presented for signatures.

TARGET

MOU's for participating schools will be signed by all parties by Fall 2023

MEASURE DESCRIPTION

Courses schedule in the high schools will be based on pathways.

TARGET

High school courses will be on pathways by Fall 2024

MEASURE DESCRIPTION

High School students will receive advising for courses based on their chosen pathway.

TARGET

Students will receive advising based on their pathway by Fall 2024.

MID YEAR PROGRESS NARRATIVE

New legislation has stalled the MOU update. Will be inputting new legislated language into MOU and sending to legal counsel for review by end of February 2023

MID YEAR PROGRESS NARRATIVE

Courses were mapped for two pathways late December 2022. Will be showing progression for pathways and starting to build mechanisms for documenting student interest in the next 6 months.

MID YEAR PROGRESS NARRATIVE

This goal is on hold as two pathways were just recently identified. These pathways will be built for offering Fall 2023 with the intention to have progress toward the ability to roll out to high schools by end of Spring 2023 for the two pathways created.

Instruction and Student Services Goal 3: Improve compliance across Instructional departments.

Implement new Student ID, meeting all compliance requirements.

Determine tested experience in Career and Technical Education.

MEASURE DESCRIPTION

A vendor will be identified and selected to provide I.D.'s

TARGET

A vendor will be selected by February 2023

MEASURE DESCRIPTION

I.D.'s that meet compliance will be issued to students

TARGET

Student I.D.'s will be issued starting Fall 2023

MEASURE DESCRIPTION

A process will be developed for determining tested experience in CTE

TARGET

The process will be developed by March 2023

MID YEAR PROGRESS NARRATIVE

Initial research into identification of ID process has been complete. Now need to determine if Student ID will be an internal or external process. CSSOs contacted to determine how other schools are handling Student ID. Compiling this information and will reconvene small group to discuss pro/ cons of each method. Then will work on RFP for vendor.

MID YEAR PROGRESS NARRATIVE

Currently identifying vendor

MID YEAR PROGRESS NARRATIVE

Initiative not added until January 2023

Office of the Vice President for Finance and Administration

The Vice President for Finance and Administration serves as the Chief Financial Officer of the District and is responsible for formulation and recommendation of policy for consideration by the President concerning all financial functions of the College, including accounting, financial services, payroll, purchasing & auxiliary services, risk management, facilities, and athletics; implementation of policies approved by the Board of Trustees; direction of current and long-range financial planning; development and maintenance of qualified finance staff, and a financial program for effective management of resources. This is reflected in the goals, objectives, and measures laid out in the Finance and Administration Unit Plan, which can be found on the following pages. The Vice President for Finance and Administration is responsible for the College’s Facility Master Plan.



Finance and Administration Goal 1: Provide leadership for finance and administrative departments as included in the position description, as well as the College as a whole

Finance and Administration Goal 2: Implementation of Faculty Load and Compensation (FLAC)

Provide quality, transparent communication of financial data

Improve payment processing methods and PCA compliance

Improve efficiency and accuracy of faculty overload and adjunct payment processing

MEASURE DESCRIPTION
 Accounting department will perform a list of internal accounting reconciliations monthly and make any corrections.
TARGET
 Review and any necessary communication or journal entries will be completed by the month-close date of the month following.

MEASURE DESCRIPTION
 We will evaluate vendors, create a board report, approve the contract, and implement a new electronic payment system.
TARGET
 This process will begin in FY23 and will be implemented by the end of FY24.

MEASURE DESCRIPTION
 Reducing the number of days between the beginning of the semester and the first contract scheduled payment to faculty.
TARGET
 Overload pay will be processed by the first pay date after 10-day enrollment.

MID YEAR PROGRESS NARRATIVE
 Reporting on Orgs with negative balances, interfund discrepancies, and Bookstore deposit accounts have been appropriately managed. Travel Advance accounts need to be better monitored and possibly need a more efficient tracking system.

MID YEAR PROGRESS NARRATIVE
 As of January 13, 2023, the vendor has preliminarily been selected and the College is working through final questions, price negotiations and project timeline with the vendor. Once the price has been negotiated, the board report is expected to be presented at the February 2023 board meeting. Contract signing would happen shortly after board approval.

MID YEAR PROGRESS NARRATIVE
 Fall semester was the first attempt for all credit adjunct and overload payments to be processed through FLAC. Completed FLAC processing after deadlines to increase number of contracts included in most recent pay cycle.

Finance and Administration Goal 3: Provide facilities and infrastructure that meets the evolving needs of the College and meets the recruitment and retention of quality students, faculty, and staff.

Finance and Administration Goal 4: Provide high quality benefits to employees at an affordable cost for both the employee and the College.

Repair and replace vehicles, equipment, and machinery as needed.

Maintain Facilities Master Plan to meet student, instructional, athletics, and community needs.

Work with the Insurance Oversight Committee to maintain "employee attracting" College benefits at a price that is affordable and sustainable

MEASURE DESCRIPTION
All repairs or replacements are performed as soon as necessary to minimize downtime.
TARGET
As few days as possible in order to keep College business and activities moving.

MEASURE DESCRIPTION
Create a schematic design of a QC Building 3 renovation.
TARGET
This should be completed by the end of FY2023.

MEASURE DESCRIPTION TARGET
Review and analyze current provider network coverage and implement any changes before FY2024.

MID YEAR PROGRESS NARRATIVE
Repairs and replacements necessary in the first half of FY2023 have been completed in an efficient timeframe. We will continue to monitor and react as appropriate.

MID YEAR PROGRESS NARRATIVE
The timeline of bond funding was moved up to seize the best financial opportunity, so design for QC Building 3 was completed and construction began in December 2022.

MID YEAR PROGRESS NARRATIVE
Effective March 1st of FY2023, the College switched provider network coverage from Cigna to AETNA, which provides cost savings with no impact to current benefit plan or providers.

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Office of the Executive Director of Planning and Institutional Effectiveness

The Executive Director provides leadership for institution-wide research, planning, institutional effectiveness, marketing, public relations, and information dissemination. This is reflected in the goals, objectives, and measures laid out in the Planning and Institutional Effectiveness Unit Plan, which can be found on the following pages. The Executive Director of Planning and Institutional Effectiveness is the liaison with the Higher Learning Commission.



Planning and Institutional Effectiveness Goal 1: Provide decision-makers with timely, accurate, and relevant information through the use of data analytics, targeted research methods, and leadership in data governance and business intelligence resources

Assemble, analyze and disseminate institutional data and research reports in a proactive, objective and impartial manner, and advance the quality and efficiency of information flow.

Utilize the National Benchmark Project to identify gaps and opportunities for improvement

Support student achievement and program effectiveness, and facilitate informed decision making through the management and training of the data warehouse system

Respond to administrative and faculty requests for information and serve as a resource for survey formulation and administration, methodology and assessment regarding students, faculty/staff and other populations.

MEASURE DESCRIPTION
PIE Evaluation Survey satisfaction score regarding access to data.
TARGET
Satisfaction score will increase to above 4.6 on a 6-point scale.

MEASURE DESCRIPTION
New PIE public internal and external facing pages
TARGET
By April 2023

MEASURE DESCRIPTION
Produce an annual report on all the metrics submitted reflecting the performance of the College as it relates to our peers.
TARGET
By January 2023

MEASURE DESCRIPTION
User satisfaction on the Data Warehouse Survey will increase from 7 to 9
TARGET
Evaluation conducted by July 15, 2023

MEASURE DESCRIPTION
75% (up from 50%) of users will report the data warehouse assists them in making decisions
TARGET
75%

MEASURE DESCRIPTION
Users will report they strongly agree that the data warehouse enabled them to provide exceptional service to students.
TARGET
50% UP FROM 32%

MEASURE DESCRIPTION
New users will report that they strongly agree the data warehouse training they received prepared them to use the software
TARGET
50% - up from 23%

MEASURE DESCRIPTION
Increase number of surveys utilizing PIE office to distribute survey (versus using a web-link) as this will allow the PIE office to send reminders.
TARGET
Increase in number of surveys distributed by PIE from 30% to 40% and the response rate from 46.3% to 50%

MID YEAR PROGRESS NARRATIVE
PIE only runs their satisfaction survey in the Spring. Feedback from Spring 2022's survey showed that most user did not view the PIE's myBH page. The ones that did were able to find what they need. A small segment of user felt the page had too little or too much information.

MID YEAR PROGRESS NARRATIVE
Kathy and I met with Marketing on December 20th, 2022. They are looking to create an RFP to rework the bh.c.edu. PIE will be looking to update our page in conjunction to the new overall website. MyBH PIE page is up to date.

MID YEAR PROGRESS NARRATIVE
The National Community College Benchmarking Project National Report and the Black Hawk College's National Community College Benchmark Project 2022 Executive Report have been loaded the PIE's web page in myBlackHawk.

MID YEAR PROGRESS NARRATIVE
Conversations were started and maintained throughout the year with various Warehouses users to keep tabs on what improvements could be made- both from a reporting and an ease of use perspective.

MID YEAR PROGRESS NARRATIVE
Not much overt work has been accomplished so far on this measure. While trainings and refreshers have been provided to Warehouse users, not much focus has been given to framing their work in the context of 'making decisions'. But while my work hasn't been framed in that context, I do still know departments are using the Warehouse to make decisions. For example, both the English and Math departments are using the Warehouse to measure student success and outcomes based on their placement in a particular course.

MID YEAR PROGRESS NARRATIVE
After working more closely with Advising and individual faculty members, I believe Warehouse users are more intentional in their student support. I've started using examples in the Warehouse training of how faculty members can use the Warehouse to engage with their students, and this seems to have prompted more questions and dialogue about how the Warehouse can be used in that regard. I anticipate this measure will improve with this year's survey of Warehouse users

MID YEAR PROGRESS NARRATIVE
The trainings completed this year have been more thorough and have described examples of how other users engage with the Warehouse (for instance, the Music department using it to contact students about an upcoming concert). Additionally, follow up emails have been sent after a wave of trainings to see if any additional training or support was required by users.

MID YEAR PROGRESS NARRATIVE
We are currently sitting at 16.20% overall response rate. There is an average of survey responses per delivery method: Web Link 9% and PIE Email 30.60%. Web Link has an 87.379% of response. It should be noted that PIE is only aware of the number of requested email out, Fall Faculty Assembly Day. PIE is aware because Project Coordinator was included on the request. PIE Email has a 35.011% response rate.

Planning and Institutional Effectiveness Goal 2: Serve as the official source of census-based institutional information for external reporting to stakeholders such as accreditors, State and Federal agencies, and the public.

Continue to submit ICCB reports to the ICCB.

Complete SOP's on all state reports PIE is responsible for.

Review with ITS state reporting computer programs

MEASURE DESCRIPTION
Meet all the ICCB Due Dates for Research and policy Studies Submissions
TARGET
Miscellaneous dates through Fiscal Year 2023, available on ICCB website.

MEASURE DESCRIPTION
SOP Documentation
TARGET
February 2023

MEASURE DESCRIPTION
Minutes and revised computer programming language
TARGET
By February 2023

MID YEAR PROGRESS NARRATIVE
All reports PIE is responsible for were received on time.

MID YEAR PROGRESS NARRATIVE
Meeting has been set to create a strategy for creating a SOP system.
In the meantime, the Manager of Institutional Research has been working to thoroughly document all state reporting processes, processes related to federal and accreditation processes, and required external surveys.

MID YEAR PROGRESS NARRATIVE
Waiting on ITS to produce updated run instructions. Once PIE has the updated run instructions, PIE will test the updated process. If the process works, then it will be implemented for the Spring 2023 SU/SR process. However, any issues with the updated process will need to be fixed by ITS and retested until the new process works properly.

Planning and Institutional Effectiveness Goal 3: Facilitate continuous institutional improvement by providing leadership in the development and implementation of strategic planning and annual unit planning efforts and initiatives.

Facilitate effective strategic planning process including the development of a three-year strategic plan with measurable outcomes.

Provide leadership and administrative support for the College's multi-year and annual planning processes, including integrated unit planning and budgeting processes.

Develop the organizational structure in the Planning module of Anthology by which plans align (strategic plan, education master plan, strategic enrollment management plan, facilities master plan)

MEASURE DESCRIPTION
 Using various methods complete an environmental scan of the college district.
TARGET
 December 2022

MEASURE DESCRIPTION
 The percent of units completing the phases by the due date
TARGET
 Phase FY2022 Actual Year End

MEASURE DESCRIPTION
 Conduct an evaluation of the process and of the software to identify areas of improvement.
TARGET
 By June 30, 2023

MEASURE DESCRIPTION
 Diagram detailing the integration of all plans- strategic plan, education master plan, strategic enrollment management plan and facilities master plan.
TARGET
 By December 2022

MID YEAR PROGRESS NARRATIVE
 Organized a meeting to begin the discussion of the process for conducting the environmental scans.

MID YEAR PROGRESS NARRATIVE
 Only the Plan phase can be evaluated at this time. The Plan phase due date for completion was August 31st, 2022. The following are fulfillment number as of September 1st, 2022
 Instructional Unit Plan FY2023 Plan Phase had 6 Unit Plans that completed their Plan phase on time. This comes to a fulfilled percentage of 6.316
 Administrative and Student support FY2023 Plan Phase had 13 Unit Plans that completed their Plan phase on time. This comes to a fulfilled percentage of 20.00.
 Overall 19 (11.875%) Unit Plans fulfilled the requirements for the Plan phase.
 The Plan Phase is on target for the year.
 The Do Phase comes to a completion on January 13th, 2023 and will be updated with the Check phase in the Year End narrative.
 Anthology provided a new email feature that allows for emails to be sent directly to Users from Anthology Planning tool. That update was utilized for the Do phase reminder.

MID YEAR PROGRESS NARRATIVE
 No progress to date as the FY2024 Unit Planning process begins in Jan 2023.

MID YEAR PROGRESS NARRATIVE
 A diagram was created for the HLC Peer Reviewers and then a full report on the alignment by units to the strategic plan developed. The report is attached.

Planning and Institutional Effectiveness Goal 4: Provide leadership and oversight that ensures compliance with state and regional accreditation standards and support for professionally accredited academic programs.

Facilitate the several elements to ensure BHC attains the reaffirmation of accreditation.

Train the PIE representative to the Curriculum Committee on HLC requirements and systematize records.

Facilitate the ICCB Recognition Process.

MEASURE DESCRIPTION
Facilitate the writing of the HLC Assurance Argument Loaded and Loaded
TARGET
October 20, 2022-November 3, 2022

MEASURE DESCRIPTION
Federal Compliance Report submitted by October 20, 2022
TARGET
By Oct. 20, 2022

MEASURE DESCRIPTION
Cross train PIE staff and Administrative Assistant to the Vice President of Instruction & Student Services on how to use Smartsheet to log changes to certificates and associate degrees
TARGET
November 2022

MEASURE DESCRIPTION
The process results in BHC Recognition renewed
TARGET
October 2022

MID YEAR PROGRESS NARRATIVE
The PIE office successfully coordinated the writing and submission of the HLC Assurance Argument by October 21st. The original concept was to have two co-authors for each criterion. Due to multiple factors this did not happen and it became necessary to pull several criteria from those teams and complete the writing by K. Malcolm. Utilizing an external reviewer over the summer provided significant actionable feedback early in the process and I would recommend this in the future. The BOT was provided a high-level update in November thru the President's remarks to them. Evidence File process has some opportunities for improvement. We collected evidence from employees. They submitted through a Smartsheet Form that was then loaded automatically into the Smartsheet and then manually loaded into an excel spreadsheet. From that spreadsheet authors were to identify where in the criteria they referenced the document. The last step in the process was done by Ashtin Trimble- librarian who made a cover sheet and saved it as a pdf. She also ensured no personal information data was in the document, then gave it a code (YY-XXXX) Year, Year, Number.

MID YEAR PROGRESS NARRATIVE
PIE successfully coordinated the Federal Compliance Report. The majority of the writing was done by the Vice President For Instruction and Student Services. She reached out to the Dean of Enrollment Management for items pertaining to claims made to prospective students.
The questions that came from the Peer Review Team were regarding training of advisors, and financial aid personnel. We were not clear enough in our original writing. Additionally, section 8 regarding third party contractors acting on our behalf. Section 8 is new to this report. We provided the necessary documentation.

MID YEAR PROGRESS NARRATIVE
This process seems to be working. All certificates have been entered and processed through HLC with the exception of stand-alone certificate, which require another level of approval.

MID YEAR PROGRESS NARRATIVE
PIE successfully coordinated the ICCB Recognition Process however the ICCB chose to often communicate directly with the VPI & SS or the VP of Finance. It was challenging to keep the lines of communication clear. The process was also very late on behalf of ICCB. None the less it was completed and we are recognition as an Illinois Community College has been extended thru Sept 2027.

Planning and Institutional Effectiveness Goal 5: Provide leadership, support, and systematic processes for the assessment of student learning, programmatic effectiveness, student service units, administrative areas, and all other aspects of the College related to the student experience.

Facilitate a systematic review of programs and services that results in continuous improvement and demonstrates that Black Hawk College is effectively accomplishing its mission.

Maintain the Outcomes Module of the Anthology Platform.

Increase the % of 5-year plans for active Transfer Programs from about 70% to 100% and CTE Programs from about 30% to 70% by the end of the Academic Year.

Increase the % of assessed courses according to assessment plans.

MEASURE DESCRIPTION
Implement Data Chats to improve understanding of data presented in Program Review.
TARGET
Program Review process evaluation indicates improved understanding of presented data.

MEASURE DESCRIPTION
Program Review will be submitted to ICCB and approved recommendations for improvement aligned with the units Unit Plan
TARGET
By June 20, 2023

MEASURE DESCRIPTION
The Anthology Outcomes Module will be checked and updated before each semester to reflect the most updated version of assessment plans.
TARGET
Before each semester, the Outcomes Module reflections 100% of updates to linkages and outcome language in assessment plans.

MEASURE DESCRIPTION
Documentation of the Transfer and CTE 5-Year plans
TARGET
100% of Transfer disciplines and 70% of CTE Plans by end of FY2023

MEASURE DESCRIPTION
The % of documented assessed courses will increase by 15%.
TARGET
15% increase

MID YEAR PROGRESS NARRATIVE
A few data chat have taken place with members of the PIE staff. Based on the needs of the program lead/department chair, PIE staff have been assigned tasks.

MID YEAR PROGRESS NARRATIVE
This measure is difficult to account for. There is currently not a comprehensive list of stated improvements or a naming convention in the Unit Plan stating this item was a stated improvement. We out either one of these items the evaluation of the Unit Plans must be done by PIE staffers. PIE staffers will be left to interpret the author intent if the item refers to their Program Review or not.

MID YEAR PROGRESS NARRATIVE
The Outcomes Module was updated to reflect 100% of changes to linkages and outcome language as indicated in assessment plans for all programs. for Spring Semester 2023.

MID YEAR PROGRESS NARRATIVE
100% of transfer disciplines and about 50% of CTE programs have submitted assessment plans by 1/4/2023. I say about because some CTE programs may not be active. More work needs to be done to increase the percentage of CTE assessment plans on file. During Spring Semester 2023, outreach will be made to CTE programs that have not submitted assessment plans.

MID YEAR PROGRESS NARRATIVE
The % of courses assessed is difficult to determine because each program has a different assessment plan and different numbers of courses to assess each semester. We do know that assessment data were collected for 89 different courses in Fall 2021 and 77 in Spring 2022, 68 full-time and 18 part-time faculty members provided assessment data for Fall 2021 and 56 full-time and 6 part-time faculty members provided assessment data for Spring 2022. We will have data after January 13 for Fall 2022 data. Reasons for the decline between Fall 2021 and Spring 2022 are unclear.

Planning and Institutional Effectiveness Goal 5: Provide leadership, support, and systematic processes for the assessment of student learning, programmatic effectiveness, student service units, administrative areas, and all other aspects of the College related to the student experience. (Continued)

Increase faculty utilization of the Assessment Hub in Canvas.

Reach out to faculty to disseminate information about assessment.

Provide suggestions to faculty regarding their outcome statements and assessments during the course approval process (prior to the meeting led by the curriculum committee).

Assist faculty in the writing of measurable Program and Course Outcomes.

MEASURE DESCRIPTION

A baseline of utilization will be made with usage increasing 5% each semester.

TARGET

41 faculty members used the Assessment Hub during Fall Semester, 2022. This provides a baseline that will hopefully increase by 2 faculty members (5%) during Spring Semester 2023.

MEASURE DESCRIPTION

Visit faculty at East Campus in person 4 times per semester.

TARGET

4 times per semester

MEASURE DESCRIPTION

Attend departmental meetings each per semester.

TARGET

Attend all departments at least once per semester

MEASURE DESCRIPTION

All new or revised outcome statements passing through the curriculum committee will be measurable, clear, and student friendly.

TARGET

All new and revised outcomes statements passing through the curriculum committee will be measurable, clear and student friendly

MEASURE DESCRIPTION

By the end of Spring Semester reach out to 100% of the Academic Deans to identify programs to work with for more measurable outcomes in courses and the program as a whole. Once these are identified, reach out to the faculty within these programs and begin the process of outcome revision.

TARGET

100% of Deans asked, Outreach to all of faculty suggested by Deans. I will prepare proposals for the Deans.

MID YEAR PROGRESS NARRATIVE
Increase of 5%

MID YEAR PROGRESS NARRATIVE
During Fall Semester, Cyndi Loudon visited East Campus 3 times. Department Chairs at East Campus did not believe that a 4th visit was needed at this time because faculty could use the Assessment Hub or ask questions virtually if needed.

MID YEAR PROGRESS NARRATIVE
During Fall Semester, efforts were made to get Assessment Plans completed and most departments were not visited. I did attend an ISC meeting to provide an assessment update with goals for next semester to department chairs. I will check with department chairs to see if there is need for this for Spring Semester.

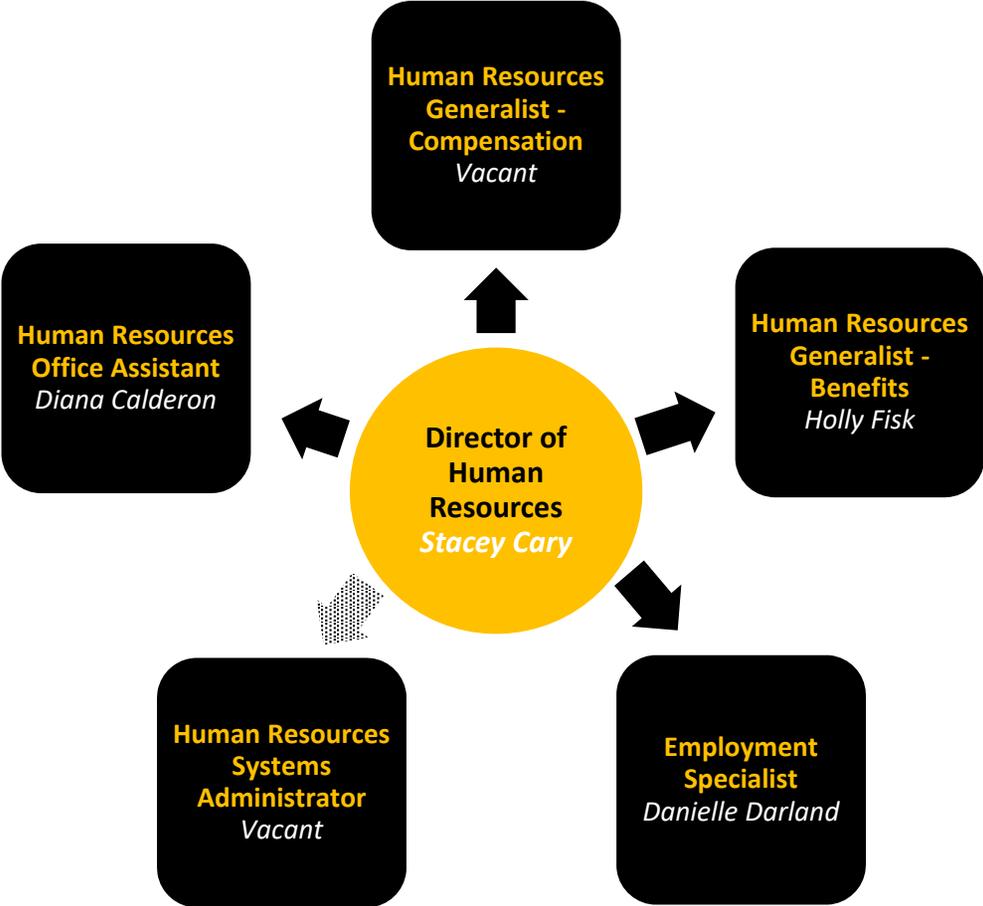
MID YEAR PROGRESS NARRATIVE
Focus during Fall Semester was on getting Assessment Plans completed, and this received less attention than needed. Increased focus will be provided during Spring Semester.

MID YEAR PROGRESS NARRATIVE
This project will begin during Spring Semester.

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Office of the Director of Human Resources

The Director of Human Resources provides leadership for the College’s Human Resources Department; administers College human resources programs, including recruitment and compensation, benefits, training and development, AA/EEO, performance management, personnel records management, bargaining agreements; and is involved with discipline, grievance procedures, and employee legal issues. This is reflected in the goals, objectives, and measures laid out in the Human Resources Unit Plan, which can be found on the following pages.



Human Resources Goal 1: Continuous departmental improvement in order to reduce time to hire, improve onboarding and offboarding with a Drive Culture focus.

Each employee in the department will establish personal goals that coordinate with the department or college-wide goals.

Utilize data obtained in the onboarding process to reduce the time it takes between posting a position and hiring a candidate.

Develop on demand benefits presentations with updated materials/webpage for all employees of the College including part time employees.

Implement a long-term onboarding and consistent exit interview process in order to obtain information that will help improve the employee experience.

MEASURE DESCRIPTION
HR Director gave HR employees the directive to submit personal goals related to the Department Unit Plan by 12/19/2022. Goals were to have a deadline of 06/30/2023 when HR Director would review and give new goals at employee's performance evaluation.
TARGET
All Department Employees submit initial goals by 12/19/22. Progress or completion of goals by 06/30/23.

MEASURE DESCRIPTION
Utilize data obtained in the onboarding process to reduce the time it takes between posting a position and hiring a candidate. Starting immediately (Fall 2022), the HR Department will establish a hiring statistic to be reported to the Board of Trustees. By January 2023, we will establish at least one KPI related to hiring statistics that will be reported to the Board of Trustees.
TARGET
Baseline time to hire statistic will be established and reported to the Board of Trustees by January 2023 Board Meeting.

MEASURE DESCRIPTION
Develop on demand benefits presentations with updated materials/webpage for all employees of the College including part time employees. Goal is to have at least 2 pilot presentations ready for use by June 2023.
TARGET
2 pilot benefit presentations by June 2023.

MEASURE DESCRIPTION
Implement a long-term onboarding and consistent exit interview process in order to obtain information that will help improve the employee experience. Complete the exit Interview process by September 2022. The department will then start working on how to track the information for the HR Statistical Report (Goal 2, Objective 1). Goal is to have at least 1 statistic reported from the exit interviews on the first Statistical Report in January 2023. Onboarding revisions have started and we hope to have pieces up and running by June 2023, however, this will be an ongoing process to continue over the next 18-24 months.
TARGET
Exit interview process complete by September 2022; report baseline statistic from exit interviews for report to Board by January 2023; Onboarding sections to be up and running by June 2023.

MID YEAR PROGRESS NARRATIVE
As of December 19th all HR Employees have submitted Department goals. The HR Director has reviewed the department goals along with the employee personal goals with the President.

MID YEAR PROGRESS NARRATIVE
A baseline Time to Hire Statistic has been established and will be report to the Board of Trustees at the January 2023 meeting.

MID YEAR PROGRESS NARRATIVE
Initial goal stated this wouldn't begin until after Open Enrollment and ACA reporting. That still has not been completed in full and therefore progress on this goal has not yet begun (this was the expectation).

MID YEAR PROGRESS NARRATIVE
Exit interview process was completed and has been implemented as of September 2022. Department has not yet chosen a KPI to use from the exit interviews to report to the Board in January. Work towards onboarding continues.

Human Resources Goal 2: Develop employee recognition and development programs that promote employee retention.

Establish a regular, quarterly HR Statistical report that will report on turnover, recruitment, position openings, disciplines, grievances, complaints, etc.

Develop on demand instructional videos that can be used for new supervisor training as well as refresher trainings.

Reinstate annual staff performance evaluations and implement an interactive conversation starter that allows for feedback.

Utilize data to determine areas of improvement and offer training and development.

MEASURE DESCRIPTION
Establish a regular, quarterly HR Statistical report that will report on turnover, recruitment, position openings, disciplines, grievances, complaints, etc. Goal is to have the first quarterly report to go to the Board during the January 2023 meeting. This report may be a work in progress and may evolve over time but the goal is to have a fairly consistent quarterly report established by June 2023.

TARGET
First draft of report target is Board Meeting January 2023 with consistent statistical reporting by June 2023.

MEASURE DESCRIPTION
Develop on demand instructional videos that can be used for new supervisor training as well as refresher trainings. Gather information from supervisors regarding need to know/want to know topics via a survey by December 31, 2022. Utilize information gathered from that survey along with what the College feels new supervisors need to know and start recording videos.

TARGET
Goal will be to have at least 2 pilot videos completed by June 2023.

MEASURE DESCRIPTION
Reinstate annual staff performance evaluations and implement an interactive conversation starter that allows for feedback. Revise the staff performance evaluation forms to include items that will invoke an interactive conversation but will also infuse the Drive Culture for Student Success into the Evaluation process.

TARGET
Revision to forms to be done by end of January 2023

MEASURE DESCRIPTION
Utilize data to determine areas of improvement and offer training and development. Establish a regular survey/email to gather information from the supervisors at least 1 month prior to our regular supervisor trainings/information meetings in May and December. Also, utilize information gathered from Exit Interviews to determine areas of improvement that can be incorporated into training for all supervisors.

TARGET
Start gathering information from Supervisors prior to the regular, semi-annual supervisor meetings for the December 2022 meeting. Start utilizing Exit Interview information to determine areas of improvement by June 2023.

MID YEAR PROGRESS NARRATIVE
HR has met to establish some key performance indicators that we would like to start working on. Given time constraints we have started with one - Time to Hire. We calculated 2 Time to Hire statistics (time from job posting to new hire start date and time from application to date position filled) and have given the information to the Executive Assistant to be included in the January Board Report. HR will continue to work on additional KPIs to be included in a report.

MID YEAR PROGRESS NARRATIVE
In December 2022 Director of HR gathered limited information from Supervisors regarding topics to be included. Director of HR will start determining issues that typically occur with or for supervisors and establish two topics on which to begin training videos.

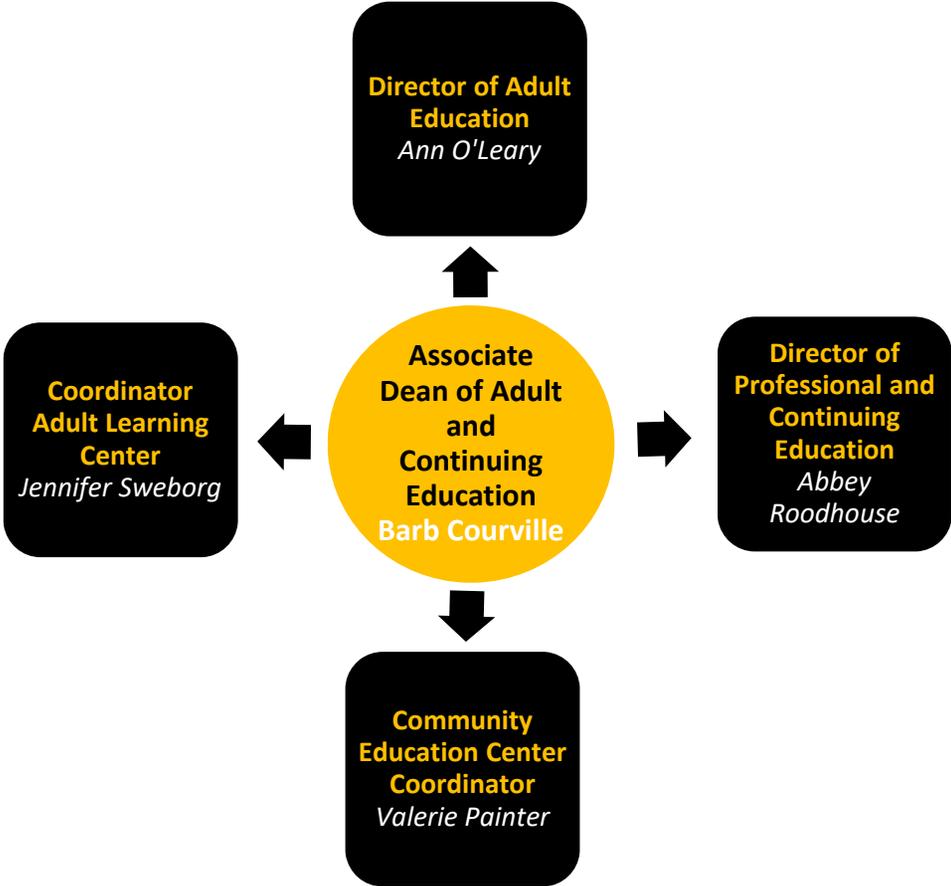
MID YEAR PROGRESS NARRATIVE
As of mid January progress has not been made on this - may need to revise the target date.

Mid Year Planned Improvements
The request for information may need to be more structured, I can work on that prior to the May meeting. During my one on one meetings with the HR employee collecting the exit interviews, I will add an agenda item to discuss potential areas of improvement for supervisors.

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Office of the Associate Dean of Adult and Continuing Education

The Associate Dean of Adult and Continuing Education leads and manages the district-wide adult education, high school equivalency, literacy, English as a second language, and professional and continuing education divisions. This is reflected in the goals, objectives, and measures laid out in the Adult and Continuing Education Unit Plan, which can be found on the following pages.



Adult and Continuing Education Goal 1: Improve student success and completion by providing instruction and support services to targeted student populations to meet established Federal, State, and other funding source performance measures.

<p>Provide ABE and ASE students with academic instruction that will allow them to achieve Measurable Skill Gains (MSGs) as defined by ICCB. These include appropriate gains in Reading and/or Mathematics as well as obtaining a High School Diploma or GED.</p>	<p>Provide ESL students with academic instruction that will allow them to achieve Measurable Skill Gains (MSGs) in Reading.</p>	<p>Provide Integrated Career and Academic Preparation (I-CAPS) programming to Adult Education students.</p>	<p>Provide Adult Volunteer Literacy (AVL) programming to Adult Education students.</p>	<p>Provide Pre-Bridge and Bridge classes to Adult education students.</p>	<p>Provide Early School Leaver Transition Programming (ESLTP).</p>	<p>Integrate computer technology and mathematic curriculum into ESL instruction.</p>	<p>Provide Truant's Alternative and Optional Education Programming (TAOEP).</p>	<p>Provide Evidence Based Reading Instruction (EBRI) to Adult Education ESL students.</p>
<p>MEASURE DESCRIPTION Measurable Skill Gains (MSGs) will be measured using CASAS GOALS or TABE tests after a minimum of 40 hours of instruction. State and test protocols and expectations will be followed. MSGs will also be included for students who complete receive their high school diploma or GED. These are how ICCB measures MSGs.</p> <p>TARGET 37% (ICCB target) of students who pretest at the ABE or ASE NRS Level and who take a post test will make at least one MSG by the end of the fiscal year.</p>	<p>MEASURE DESCRIPTION MSGs will be measured using CASAS Life and Work and/or BEST Literacy tests following testing protocols. Receiving an industry certified credential will also be considered an MSG. These are ICCB requirements.</p> <p>TARGET 37% (ICCB target) of students who pretest in ESL and who take a post-test will make at least one MSG by the end of the fiscal year.</p>	<p>MEASURE DESCRIPTION ICAPS courses will be offered.</p> <p>TARGET At least 1 ICAPS offering will have students enrolled.</p>	<p>MEASURE DESCRIPTION The number of students who volunteers worked with will be tracked.</p> <p>TARGET A minimum of 88 Adult Ed students will work with a volunteer tutors during FY23. This is the goal we set in the Secretary of State Adult Volunteer Literacy Grant (SOS-AVL).</p>	<p>MEASURE DESCRIPTION We will track the number of students who attend Pre-Bridge and Bridge courses, using Banner and/or Daisi computer programs.</p> <p>TARGET A minimum of 20 students will be enrolled in the Pre-Bridge and Bridge courses in FY23.</p>	<p>MEASURE DESCRIPTION Students working with the ESLTP Advisor will be counted. These include those officially enrolled in ESLTP, as well those who are pre-eligible and working towards meeting the ESLTP enrollment requirements. The ESLTP Advisor will provide this information.</p> <p>TARGET 20 students will be involved in the ESLTP Program.</p>	<p>MEASURE DESCRIPTION ESL teachers will report incorporating both technology and math as per the curriculum.</p> <p>TARGET 100% of ESL teachers will incorporate both technology and math in FY23.</p>	<p>MEASURE DESCRIPTION The number of students enrolled in TAOEP programming will be tracked.</p> <p>TARGET A minimum of 150 students will enroll in TAOEP programming.</p>	<p>MEASURE DESCRIPTION Provide Evidence Based Reading Instruction (EBRI) to Adult Education ESL students</p> <p>TARGET All ESL teachers will provide EBRI instruction in their classes and report doing so to the ESL Coordinator.</p>
<p>MID YEAR PROGRESS NARRATIVE 31.58% of students made MSGs during the first half of FY23.</p>	<p>MID YEAR PROGRESS NARRATIVE 30% of ESL students have made at least one MSG.</p>	<p>MID YEAR PROGRESS NARRATIVE We have the IT ICAPS class, which had 2 students enrolled for the fall semester. There are 3 students enrolled in it for the spring semester.</p>	<p>MID YEAR PROGRESS NARRATIVE During Q1 and Q2, we have had 88 Adult Ed students work with volunteer tutors.</p>	<p>MID YEAR PROGRESS NARRATIVE We have conducted 1 Pre-Bridge class so far this year, with 14 students attending. The next Pre-Bridge class is scheduled for March, and the Bridge class is scheduled for May and June so we are confident we will make this goal.</p>	<p>MID YEAR PROGRESS NARRATIVE 16 students are involved in the ESLTP program.</p>	<p>MID YEAR PROGRESS NARRATIVE Of the Adult Ed ESL classes offered during the fall semester, 100% of the teachers integrated technology and math into their classes during the fall semester. We will continue to require and track this in the spring semester so that 100% of all Adult Ed ESL classes offered during FY23 will meet this goal.</p>	<p>MID YEAR PROGRESS NARRATIVE 119 students have been enrolled in TAOEP.</p>	<p>MID YEAR PROGRESS NARRATIVE Of the Adult Ed ESL classes offered during the fall semester, 100% of the instructors incorporated EBRI into their lessons. We will continue to require and track this in the spring semester so that 100% of all Adult Ed ESL classes offered during FY23 will meet this goal.</p>

Adult and Continuing Education Goal 2: The Adult Education Dept. will create exceptional employee experiences by fostering collaboration, ensuring transparency, and providing meaningful and effective professional development opportunities.

Provide Adult Education faculty, staff, and tutors with professional development opportunities.

MEASURE DESCRIPTION

Faculty: Sign-in sheets, professional development reports, certificates from trainings, and transcripts will be collected to track hours of Professional Development (PD). This information will be entered into DAISI for tracking and reporting.

TARGET

90% of faculty will complete a minimum of 12 hours of PD in FY23.

MEASURE DESCRIPTION

Staff: Sign in sheets, professional development reports, certificates from trainings, and transcripts will be collected to track hours of Professional Development (PD).

TARGET

Staff will complete PD when necessary to improve their job performance, increase their knowledge, or when requested to do so.

MEASURE DESCRIPTION

Tutors: Sign in sheets, professional development reports, certificates from trainings, and transcripts will be collected to track hours of Professional Development (PD). The Literacy Program Volunteer Coordinator will track and report this.

TARGET

All tutors will attend a minimum of 12 hours of PD per fiscal year.

MID YEAR PROGRESS NARRATIVE

Increase communication on the number of hours needed by teacher as well as what qualifies; offer additional in-house trainings that qualify for PD

MID YEAR PROGRESS NARRATIVE

Staff is completing Professional Development, such as during Orientation, monthly meetings, and ICCB trainings.

MID YEAR PROGRESS NARRATIVE

The 21 current volunteer tutors have completed and average of 11.69 hours so far, this fiscal year.

Adult and Continuing Education Goal 3: The Adult Education Dept. will strengthen organizational effectiveness by submitting grant applications, conducting quality control and improvement initiatives, and fostering internal partnerships with other BHC departments.

Maintain and create partnerships with internal BHC departments.

Submit grant applications and obtain funding.

Conduct ongoing quality control and improvement initiatives.

MEASURE DESCRIPTION

Meetings, email records, and Microsoft Teams records will show the continuation or creation of partnerships with internal BHC departments.

TARGET

Partnerships will be maintained and new partnerships will be created as necessary.

MEASURE DESCRIPTION

The number of grants received will be tracked.

TARGET

We will receive a minimum of 5 grants in FY23. These will include ICCB AEL, ICCB IELCE, ESLTP, TAOEP, and SOS-AVL.

MEASURE DESCRIPTION

Develop a Unit Plan that aligns to the 1) BHC Mission, Strategic Plan, and Education Master Plan; 2) the ICCB Provider Manual; 3) the HLC Accreditation Standards, and 4) the Illinois Content Standards.

TARGET

The Unit Plan will be developed and updated in Anthology to show goals, status, and planned improvements.

MEASURE DESCRIPTION

The Adult Education data in the Daisi and Pentaho computer systems will be monitored and submitted to ICCB as required.

TARGET

Reports will be monitored weekly. All required information will be submitted to ICCB as required with copies sent to the appropriate BHC departments.

MID YEAR PROGRESS NARRATIVE

Internal BHC partnerships have continued, with meetings in person as well as through use of TEAMS and Zoom. Additional areas have begun working together as well to meet student needs.

MID YEAR PROGRESS NARRATIVE

Received the listed grants. Working to meet the expectations and requirements so that they will continue. Submitting monthly or quarterly reports as required.

MID YEAR PROGRESS NARRATIVE

The Unit Plan has been developed and updated. We have had meetings to discuss the best use of this plan for both Adult Ed and the College as a whole.

MID YEAR PROGRESS NARRATIVE

Reports in Daisi and other forms have been monitored. Required information has been submitted to the grantors. We have been in contact with ICCB when we have questions about the data or anything else.

Adult and Continuing Education Goal 4: The Adult Education Dept. will build community relationships by meeting Federal and State requirements for Title II services under WIOA, and by providing community partners and local agencies with access to quality learning environments.

<p>Maintain, coordinate, and co-chair the Area Planning Council (APC).</p>	<p>Work with the One-Stop Center to provide appropriate services throughout the community.</p>	<p>Maintain and create partnerships with outside local agencies, organizations, and industries.</p>	<p>Collaborate with WIOA partners to provide Title I services to youth.</p>	<p>Provide community partners and local agencies with access to Adult Educational sites (the Outreach in East Moline, the Adult Learning Center in Rock Island, and the Community Education Center in Kewanee) for meetings, workshops, or similar educational/professional purposes, at no cost.</p>		
<p>MEASURE DESCRIPTION Co-chair APC meetings and submitting the Area Plan following the guidelines. TARGET Co-chair a minimum of 2 APC meetings per year and submit the Area Plan as required.</p>	<p>MEASURE DESCRIPTION Ensure WIOA MOU is negotiated and signed by appropriate parties in a timely manner. TARGET Complete WIOA MOU negotiations, obtain appropriate signatures, and submit as necessary.</p>	<p>MEASURE DESCRIPTION Provide Adult Education (Title II) services for the comprehensive One-Stop, tracking the number of clients we test for them. TARGET Test a minimum of 50 clients for the One-Stop.</p>	<p>MEASURE DESCRIPTION Record funding AE provides to the One-Stop Center. TARGET Provide 100% of the funds negotiated and pledged in the MOU.</p>	<p>MEASURE DESCRIPTION Track number of referrals to or from agencies, organizations, or industries outside of BHC. TARGET Make or receive a minimum of 60 referrals with new or continuing partners in FY23.</p>	<p>MEASURE DESCRIPTION Track the number of students enrolled in TEAM and Career Link. TARGET Enroll a combined 30 students in TEAM and Career Link in FY23.</p>	<p>MEASURE DESCRIPTION Track the number of groups who utilize AE sites. TARGET A minimum of 6 groups will utilize space at AE sites during FY23.</p>
<p>MID YEAR PROGRESS NARRATIVE The September meeting was held and the APC plan for FY24 was begun.</p>	<p>MID YEAR PROGRESS NARRATIVE The WIOA MOU for FY23 was completed and signed, once negotiations were finished. The one for FY24 will also be completed when required.</p>	<p>MID YEAR PROGRESS NARRATIVE We have tested approximately 43 students for the One Stop. The final count from the first semester is pending.</p>	<p>MID YEAR PROGRESS NARRATIVE We have provided funding to the One Stop as per the MOU and will continue to do so.</p>	<p>MID YEAR PROGRESS NARRATIVE During the first semester of FY23, we made 51 referrals to WIOA Partners as well as 38 to non-WIOA Partners for a total of 89 referrals.</p>	<p>MID YEAR PROGRESS NARRATIVE 28 Students have been enrolled in these two programs during this school year.</p>	<p>MID YEAR PROGRESS NARRATIVE Four groups have utilized office or meeting space at BHC Adult Ed Sites in FY23.</p>

Budgetary Purpose

When prepared with thought and diligence, a budget can be one of the most useful tools available to both external and internal users. By examining how and where an organization allocates its resources, the budget helps communicate the organization's goals, priorities, and long-term financial plan. Specifically a budget is a(n):

- Mechanism for funding priorities
- Institutional plan for action
- Instrument of communication
- Financial plan
- Basis for evaluation

Finally, a budget is a resource allocation tool that rewards units for their contribution to the achievement of enunciated goals. An effective resource allocation process must align resource distribution with the institution's vision and values. That process must purposefully distribute revenue as a direct reward for contributions to the achievement of these goals.

To this end, the College prepares an annual budget directly linked to the vision, values, mission, and strategic priorities of the institution.

Vision Statement

Our vision is to prepare learners to live and work in diverse global communities through the relentless pursuit of student success, innovation, and educational excellence.

Mission Statement

Our mission is to inspire students, develop talent, and strengthen communities.

Core Values

Caring and Compassion
Fairness
Honesty
Inclusion and Diversity

Integrity
Respect
Responsibility

Cultural Beliefs

Students & Communities First – I make decisions and advocate based on the needs of our students and external communities.

Value Others – I foster trust by actively listening to, valuing, and respecting diverse opinions.

Let's Talk – I communicate with intent, in a timely manner, and welcome feedback.

Explore Possibilities – I embrace change and new ideas by working as if anything is possible.

One Black Hawk – I collaborate with others throughout the College community and I am accountable for my actions.

Strategic Plan FY2022 - 2024

Be A Leader In Student Success And Outcomes

We will prepare all students for rewarding careers and futures.

- Enhance and expand innovative teaching and learning practices and support services that promote quality educational experiences.
- Implement systematic assessment of learning in academic programs, co-curricular activities and student services that inform and improve curriculum and student success.
- Foster an equitable and inclusive learning and student support environment.
- Identify and close equity gaps in student retention, persistence, and program completion rates.

Embrace Diversity, Equity, And Inclusion As Part Of Who We Are

We will model an inclusive, equity-minded college that educates and celebrates the unique contributions of all members of our community.

- Create an inclusive college community of learners in an atmosphere of mutual respect, inclusiveness and acceptance where all feel welcome and able to contribute.
- Provide targeted outreach and enrollment opportunities to historically underserved populations.
- Recruit and retain quality employees who reflect the diversity of our communities.
- Provide opportunities for civic engagement in a diverse, multicultural society.

Develop Workplace Culture: Work As If Anything Is Possible

We will develop a work environment where employees are innovative, engaged, and make a difference.

- Implement programs to strengthen a culture of trust, accountability, and collaboration resulting in innovation and resiliency within the College.
- Establish career pathways for employees through the use of job shadowing, mentoring, and succession planning.
- Invest in strategic professional development opportunities for all employees to advance their skills, competencies, and professional qualities in delivering and supporting best practices in higher education.

Strengthen Institutional Effectiveness Through Integration Of Assessment, Planning, And Resource Allocation

We will demonstrate continuous improvement and reflection based on systematic collection, analysis, and communication of the use of information.

- Ensure institutional effectiveness through the development, collection and transparent communication of strategic key performance metrics.
- Implement processes that use data-informed decision making to drive continuous improvement, allocate resources, and enable initiatives that align with the institution's strategic priorities.
- Provide stewardship of our resources to ensure financial aid and environmental sustainability.
- Adhere to accreditation expectations through continuous improvement, evidence-based documentation, and annual monitoring processes.

Strengthen The Community Through Engagement And Workforce Development

We will be the leading provider of workforce and economic development solutions.

- Expand participation as a genuine economic development partner on regional economic agency bodies.
- Develop and align college transfer, career, and technical programs to meet regional employer needs.
- Provide co-curricular learning opportunities, such as, but not limited to, internships, apprenticeships, job shadowing, clinicals, competitive academic teams, etc. providing students with experiences and pathways from college to work/career.

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BUDGET PREPARATION



Budget Planning Process



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 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 except for the permanent fund which uses the 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 applied. Both GASB and ICCB require accounting by funds so 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

Taxpayer-assessed taxes are considered "measurable" at the time they are levied, as well as "available" since they are considered to be collectible within the next year. Taxes are then recognized as revenue at that time on an accrual basis. Budgeted taxes for FY2024 represent levies for both 2022 and 2023. 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 purchasing 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.

Budget Preparation Process

The Vice President for Finance & Administration and the Budget and Accounting Manager, with assistance from the Administrative Assistant to the VP of Finance & Administration, along with various members of the Accounting Services Department, are 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 trend reports, contractual salary information, and blank forms will be made available to all participants in the budget building process. All historical data provided is intended as a reference point for the benefit of the Budget Managers.

The College began utilizing Budgeting for Outcomes (BFO) during the FY2012 budget building process. After much research, the Vice President for Finance/CFO and the Accounting Services staff developed a process enabling the institution to further refine its efforts to act and re-act more timely and effectively to changing educational and economic climates. The Accounting Services staff has developed and continues to deliver a variety of training workshops to acquaint Budget Managers with the process. Budgeting for Outcomes simply provided additional steps in the process designed to ensure strategic configuration of the annual budget.

The Budgeting for Outcomes approach is based on strategic alignment, collaboration, transparency, accountability, and delivering the services that matter most to our students and the community (taxpayers). Budgeting for Outcomes aligns resources with planned results. Instead of starting with the previous year's budget and justifying increases from the base, as was the previous process utilized, Budgeting for Outcomes starts with a set of expected results through unit planning and encourages creative ways of achieving them. The budget is prepared through an inclusive and interactive process that is different from the traditional budgeting process. Budgeting for Outcomes does not enable the players in the budget to become better at the game; it changes the rules of the game. It is an approach that integrates strategic planning, long range financial planning, budgeting, and performance management.

Before any numbers can be developed, there are four basic principles that must be met by the budget teams (departments) and a determination of who or which group will make each principle's decision.

1. The College must establish broad goals. These goals will provide overall direction for the College and serve as a basis for decision making.
2. The College must develop approaches to achieve goals. The College should have specific policies, plans, programs, and management strategies to define how it will achieve its long-term goals.
3. The College must develop a budget that moves toward achievement of its goals, within the constraints of available resources.
4. The College should be continually evaluating financial performance and making adjustments to support progress in achieving its goals.

The College continues to utilize a combination of line item and pool budgeting techniques in conjunction with Budgeting for Outcomes. 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 such as office supplies, contractual services, and utilities.

In the interest of continual improvement, the College implemented an electronic budget entry process in Fiscal Year 2015. The College's ERP system provides functionality for both online budget development and entry. This system expansion and subsequent process improvement has allowed budget managers to collaborate electronically, track budget changes, and view completed worksheets in real time. The electronic budget component has

continued to create a more efficient and streamlined budget process for the Fiscal Year 2024 budget.

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. Generally speaking, revenue budgets for the Operating Funds are determined by College Administration. Grant Managers remain responsible for developing appropriate revenue budgets for their restricted purpose funds.

Expenditure budgets are the sole responsibility of the Budget Managers and their Executive Administrator. Each department must determine its level of service and the cost to deliver those results. Within this process is an incentive to produce the most and/or best results at a set price. Each Executive Administrator is responsible for submitting the accumulated worksheets to the Budget Office.

In recent years, the budget process has developed an integrated planning approach with the Office of Planning and Institutional Effectiveness. At the beginning of the calendar year, Budget Managers attend training for both the Budget and Unit Planning Processes so that budget requests for the upcoming fiscal year are in alignment with the department's Unit Plan. In Fiscal Year 2022, the College adopted Anthology, a new program for the Unit Planning process. Within Anthology, Budget Managers are asked to perform a mid-year assessment of their current Unit Plan, and also to submit a budget request in alignment with departmental goals, and additionally the College's Strategic Goals. Having the Budget Request in the same program as Unit Planning allow the two to share a space both physically and mentally, and encourages Budgeting for Outcomes. The relationship between these processes is depicted on Page 31.

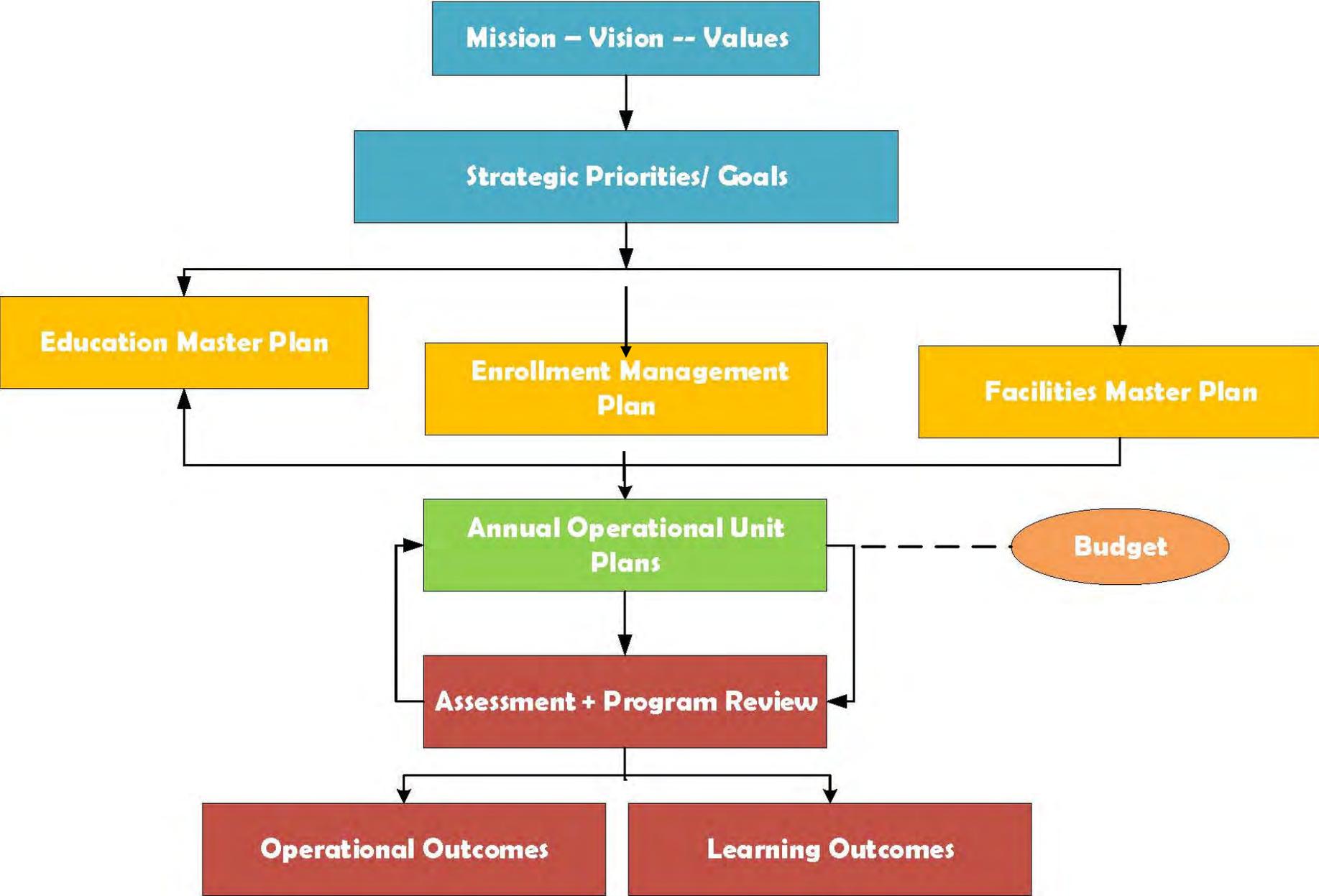
The most recent update to the Strategic Plan occurred in Fiscal Year 2022 to be effective through Fiscal Year 2024. For the planning process, the planning committee first gathers insight from the Board of Trustees, identifies the purposes and objectives of the College and for the most recent process, adopted SOAR (strengths, opportunities, aspirations, and results) methodology. The next step is to gather and analyze environmental information, and feedback from constituents and employees. A plan is then drafted and edited based first on feedback from employees and the Executive Committee, and then the Board of Trustees. Once a final strategic plan is adopted, it is then presented and put into action, now effective for the Fiscal Year 2024 Unit Planning and Budget Request phase. Budget Managers use these Strategic Goals to help form departmental goals that will help drive success for the College. Budget requests are a tool for Budget Managers to fund these goals and initiatives.

After all departmental budgets are submitted to the Budget Office, the requested budget is summarized and presented to the Administration as REQ Phase for review and discussion. The Administration reviews and adjusts the requested budgets to create a preliminary budget to be submitted as TEMP1 Phase to the Board of Trustees at the April Board of Trustees meeting for discussion and feedback. Upon receiving feedback from the Board of Trustees and the Administration entered into TEMP2 Phase, the Budget Office compiles the formal proposed budget document that will be placed on public display in mid-May.

It is anticipated that the Board of Trustees will adopt the budget during the June 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.

In the event the budget is not adopted prior to July 1, the Board of Trustees will approve a Resolution at its June meeting authorizing the College President to receive and expend funds for the first three months of the new fiscal year (July 1 through September 30) to maintain normal operations until a full fiscal year budget is in place.

Budgeted revenues and expenditures are analyzed regularly throughout the year when the Vice President for Finance & Administration and Accounting Services provide a monthly report of actual revenues and expenditures compared with budgeted amounts to the Board of Trustees. This report is presented in open session and public comments are welcome. After the budget has been approved and instated, the prior fiscal year's audit is already underway, leading to the Board of Trustees approval of the audited annual financial statements and yet another budget year's process beginning.



Budget Calendar

October 2022
Review Fiscal Year 2023 Budget to Actual Variance Reports.
January 2023
Budget Process Officially Begins with Presentations and Training Sessions. Instruction Packets Available Online.
Board of Trustees Receives Proposed Tuition Rates for Fiscal Year 2023 (First Reading).
Unit Plan Mid-Year Progress Reports due in Anthology.
February 2023
Fiscal Year 2024 Budget Worksheets Due to Deans and Directors by February 10, 2023.
Fiscal Year 2023 Budget Worksheets Due to Vice Presidents by February 17, 2023.
Board of Trustees Adopts Tuition Rates for Fiscal Year 2024 (Second Reading).
March 2023
Fiscal Year 2024 Budget Worksheets Due to the Budget Office by March 3, 2023.
Review Fiscal Year 2022 Projected Actual and Budget Variance Information.
April 2023
President's Cabinet Review of REQ Phase and create TEMP1 Phase of preliminary budget.
Board of Trustees Budget Workshop and transition of TEMP1 Phase to TEMP2 Phase of preliminary budget.
May 2023
Presentation of Proposed Fiscal Year 2024 Budget to the Board of Trustees and Begin 30 Day Public Display of the Document.

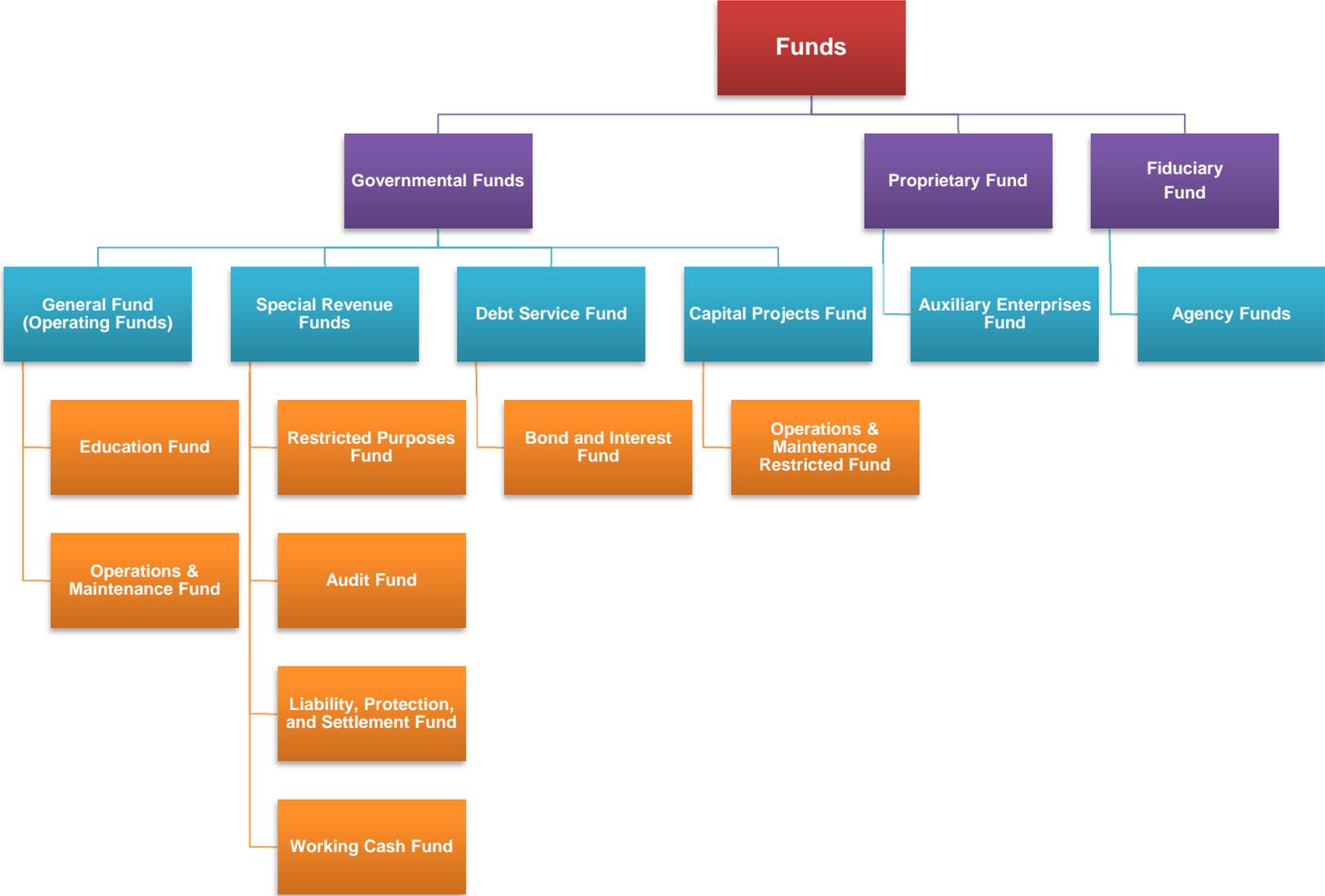
June 2023
Public Hearing and Adoption of the Fiscal Year 2024 Budget by the Board of Trustees.
July 2023
Implementation of Fiscal Year 2024 Budget Begins July 1, 2023.
Fiscal Year 2023 Unit Plan Year-End Annual Results and Annual Report due in Anthology by July 15, 2023.
August 2023
Fiscal Year 2024 Unit Plan Goals/Objectives and Measures Updated and Confirmed in Anthology by August 31, 2023.
October 2023
Tentative Adoption of 2023 Tax Levies by the Board of Trustees.
Fiscal Year 2023 Audited Annual Financial Report Due to the Illinois Community College Board (ICCB).
November 2023
Final Adoption of 2023 Tax Levies by the Board of Trustees.
Publish Fiscal Year 2023 Financial Audit Report in Local Newspapers.
December 2023
File Published Fiscal Year 2023 Financial Audit with ICCB, County Clerks of the Nine Counties within the Black Hawk College District, and the Regional Superintendents of Education.
Certification of 2023 Tax Levies Filed with the County Clerks of the Nine Counties within the Black Hawk College District.

Note: Dates and activities are subject to change as necessary.

SUMMARY



Fund Organization Chart



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 three types: governmental, proprietary, and fiduciary. 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 or fiduciary 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.

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 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 and 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. 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.

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 received 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 two groups of self-balancing accounts for the two bond issuances 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, including equipment for buildings and programs. Protection, health, and safety levies, building bond proceeds, capital renewal grants, and accumulated monies restricted from the levy for building purposes are to be accounted for in a series of self-balancing accounts in this fund.

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 for 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 Enterprise 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, intercollegiate athletics, and team events.

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.

Fiduciary Fund Types

Fiduciary fund types account for assets held by a governmental unit in a trustee capacity or as a custodian for individuals, private organizations, other governmental units, and/or other funds. The College has one primary Fiduciary Fund, a pension trust fund, as well as several other small agency funds. The agency funds are budgeted net zero and are included within Restricted Funds for budget purposes.

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.

	Education	Operations and Maintenance	Auxiliary	Restricted Purposes	Audit	Liability, Protection, and Settlement	Working Cash	Bond & Interest Fund	Operations and Maintenance Restricted
Instruction	X			X					
Academic Support	X			X					
Student Services	X			X					
Public Services	X			X					
Institutional Support	X			X	X	X	X	X	X
Auxiliary Services			X						
Scholarships, Student Grants, and waivers	X			X					
Operation of Physical Facilities		X				X			X

The above chart lists each Program and the associated fund(s) in which the activity is recorded.

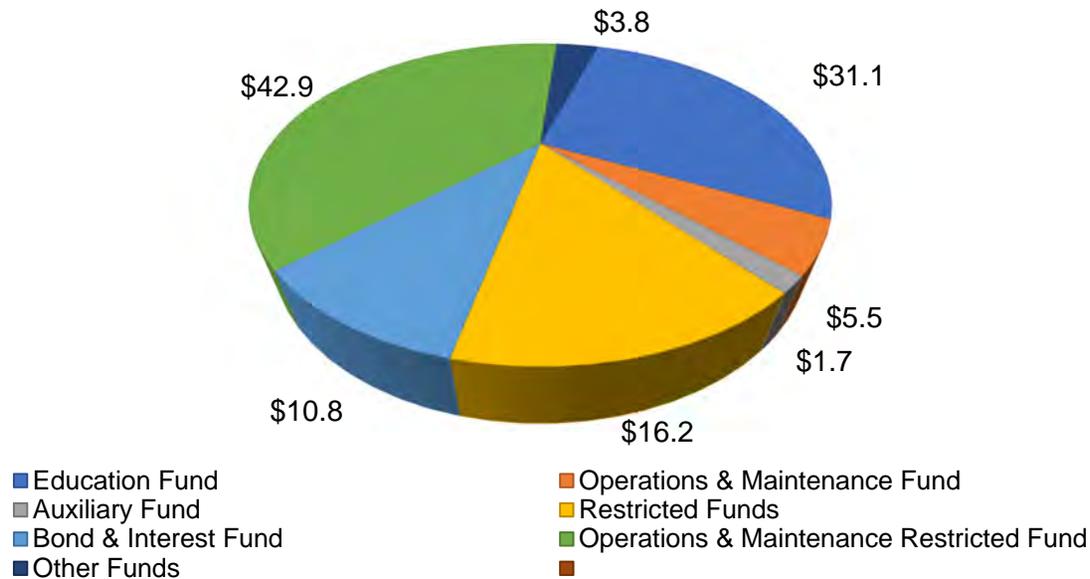
Fiscal Year 2024 Budget Highlights

Black Hawk College is presenting an operating budget with expenses greater than revenue for fiscal year 2024. This budget year comes with many challenges as well as new opportunities, and the College Board of Trustees and Administration remains steadfast in their commitment to provide all constituencies with exceptional quality programs and services at an affordable price. To this end, the fiscal year 2024 budget process continues to utilize the budgeting for outcomes, and a unit planning approach, which allows for strategic alignment of financial resources, as well as adequately funding new initiatives identified in the strategic plan. These efforts also provide department unit plans geared towards

accomplishing the College's mission of providing the environment and resources for individuals to become lifelong learners.

The appropriation for all funds, including transfers for FY2024, totals \$112.0 million. This amount includes all expenditures related to instruction, operations, capital projects, and all other ancillary operations at Black Hawk College. Of this amount, the total Operating Budget for FY2024 is \$36.5 million, compared to the FY2023 Operating Budget of \$34.8 million. The Operating Budget comprises all revenues and expenditures of the College's primary operations, which are maintained within the Education and the Operations and Maintenance Funds.

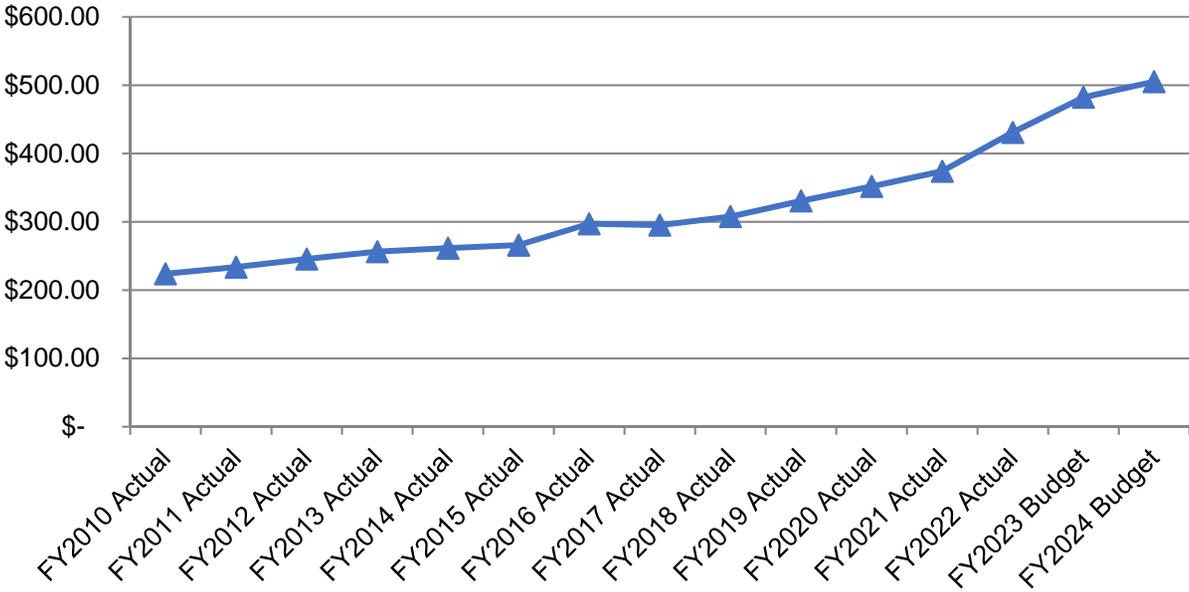
FY2024 Total Budget \$112.0 Million



Black Hawk College's estimated expenditures per credit hour is \$505 for FY2024; this calculation only uses funds that receive at least partial funding from student tuition and fees. These expenditures are partially funded with over 70% of tuition revenue

being received from in-district students, which will incur a per credit hour tuition rate of \$164 for FY2024. The graphic below illustrates the College's spending per credit hour from FY2010 to FY2024.

Spending per Credit Hour



Black Hawk College has three major sources of funding: state support and revenue appropriated by ICCB, local revenue generated from property taxes, and student tuition revenue based on enrollment and including federal revenue derived from student financial aid. Each of these funding sources has undergone dramatic change in recent years. Accordingly, on-going challenges and changes continue to affect College fiscal outcomes. Trend information for each of these revenue sources can be found in the Statistical Section of this document.

Several societal, federal and state legislative matters with the potential to further impact College finances for fiscal year 2024 are listed below. While the outcomes of these legislative topics may be currently unknown, efforts have been made to recognize and address each of these issues in the Fiscal Year 2024 Budget.

- Post COVID-19 and its impact on enrollment, state revenue and property tax collections
- State of Illinois budget and funding of higher education
- State funding appropriated by ICCB
- Federal funding for programs such as PELL, Perkins, and Adult Education
- Development and implementation of higher education performance standards
- Remote work and impact on commercial occupancy and prospective property taxes
- Property tax valuation of its largest tax payer

The continued uncertainty of state funding and enrollment has the potential to present a challenge for the upcoming budget year as the College may be forced to prioritize programs and services in the absence of funds necessary to ensure adequate support. Administration continuously strives to minimize the impact of these changes on students, employees, and the

community, although some modifications to service levels may be experienced. Additionally, the College searches for additional grants and alternate funding sources to help offset the projected shortfalls and to ensure program and service stability.

Student financial aid program funding remains a topic of discussion at the federal and state level and significant changes made to award levels may continue impacting enrollment levels in upcoming years. Black Hawk College is committed to providing timely and thorough education to all students. Information regarding the number of students receiving the various types of financial aid is included in the Statistical Section of this document.

Another topic of discussion at the federal level is student completion criteria. The College is constantly prioritizing strategies to ensure our students, institution, and communities are meeting or exceeding these standards. National goals pertaining to graduation rates, degrees awarded, as well as time and credit to degree have been widely discussed. Black Hawk College is conscientiously working to identify persistence and retention strategies aimed at improving student outcomes and supporting achievement of the national higher education agenda.

Based on existing awareness, the following state issues have been taken into consideration for the FY2024 budget:

- Governor and legislative bodies are of the same political party
- State of Illinois revenue generation
- State of Illinois personal property replacement tax
- Pension and insurance reform
- Education, specifically community college funding
- Student financial aid funding including MAP distribution
- Performance based funding

As a result of fiscal years 2016 and 2017, when the state experienced two years of a budget impasse, it taught the College to budget

conservatively and be cautious of state funding reliance. The FY2024 Black Hawk College Operating Budget reflects flat funding in ICCB appropriations of state funding from FY2023 levels.

Student financial aid funding from the State remains a concern in fiscal year 2024. It has been budgeted in FY2024 that the Illinois Student Assistance Commission (ISAC) Monetary Award Program (MAP) and Illinois Veterans related grants will continue to be funded by the State of Illinois.

Prior to FY2019, funding for veterans-related grants from the State had been problematic, which resulted in the College fully absorbing these costs. FY2024 has assumed the State of Illinois will continue to fund veteran grants. As education for veterans remains important and programs are implemented to provide adequate student support and services, the State's commitment to providing these funds remains critical. The College remains strongly committed to ensuring programs and services are provided to our veterans.

Like many other states, Illinois lawmakers have begun taking steps to review and analyze college affordability. Unfortunately, student tuition and fees is now the second largest source of operating revenue for Black Hawk College which is similar to other community colleges across Illinois due to reduced state funding. FY2024 will see in-district tuition rates remaining the same as FY2023 at \$164.00 per credit hour.

Locally, the College routinely monitors information such as: property tax values, high school graduation rates, service demand levels, area workforce requirements, and higher education alternatives. From a revenue perspective, equalized assessed valuations (EAV) within the district continue to remain stable, which has continued to result in consistent property tax revenue for the College. Fortunately, for residents of Community College District 503, property values have remained steady and erosion of valuations has been avoided. While COVID-19 has changed the traditional working environment, there has not been an immediate impact on property tax values. Historical EAV

information for each of the nine counties within the Black Hawk College district are presented in the Statistical Section of this document. With the decline in enrollment, property taxes have become the leading source of operating revenue.

According to the 2020 Census, the district population has decreased in the past decade. Subsequently, enrollments at district Pre-K – 12 institutions have been dwindling slowly over the past ten years, which partially accounts for lower graduation numbers at area high schools. That said, Black Hawk College does enjoy a sizeable market penetration rate with regards to this population of students and this rate is expected to increase further as these students learn more about the benefits of attending Black Hawk College and the expanding certificate and transfer programs offered. Specific information regarding enrollment from district high schools is included in the Statistical Section of this document. Fiscal year 2024 10th day apportionment eligible enrollment is estimated to remain flat from FY2023 projected budgeted results of 60,000 credit hours. Additional information regarding credit hours realized from fiscal year 2012 to fiscal year 2022 is also included in the Statistical Section of this document.

Post COVID-19 pandemic continues to be a challenge in interpreting people's behavior and the impact on community colleges has been unique. The economy has been stable, pre-COVID unemployment rates have returned, there are more job openings than people to fill the positions, especially in the service industry, all which typically result in lower enrollments at the College. The State mandated minimum wage increase and Business Enterprise Program has an adverse impact on downstate Illinois community colleges. Meanwhile, the College continues to work diligently to identify opportunities for implementation of new programs, expansion of existing programs, and additional methods for retaining existing students including the following recent projects:

- Renovation of baseball and softball stadiums in Moline
- Updates to doorways, heating and safety in Galva Building 6

- Quad Cities Facilities Building 5 for improved space and enhanced learning and working environments

Future projects being worked on as a part of the facility master planning process:

- 2024 Moline renovation of Building 3 for new science labs and classrooms
- 2024 Galva Building 6 skins and roof enhancements including an insulated facility
- 2025 Moline renovation of Building 2 classrooms and expansion of career and technical education programs including a welding expansion

Black Hawk College is proud to offer a variety of business and community education programs. The College recognizes alternative service providers exist within the district and proactive efforts are underway to identify potential impact on programs and services, as well as relationships established with area businesses. Competition exists from technical colleges, other community colleges, public universities, and private colleges and universities. As a result, it is imperative for Black Hawk College to maintain a qualified and competitively compensated workforce, instructional programs and services of exceptional quality and modern facilities.

The College continues to focus on the following budget priorities and the Fiscal Year 2024 Budget has been developed with each of these in mind:

- Strategic alignment of financial resources with unit planning
- Appropriate funding of programs and services
- Maintenance of acceptable fund balance levels

The College utilized the budgeting for outcomes process as a means of developing the FY2024 Budget. This process has allowed the College to align budgets with department unit plans, focus on priorities

and measurable results, foster a culture of innovation and partnership, demonstrate performance and accountability, and be transparent with resource allocations.

While fiscal year 2024 reports a negative operating budget, lapsed salaries, unused maintenance contingency and prior year Higher Education Emergency Relief Fund (HEERF) monies will balance out the budget. The College anticipates Board Policy 4.57 regarding a fund balance of 17 - 40% will be met.

Strategic alignment was accomplished through the simultaneous development of unit plans by each department. As such, the Fiscal Year 2024 Budget supports the programs and services needed to achieve the mission of the institution in a fiscally responsible manner without material deterioration of existing fund balances, thus providing flexibility to the College and offering an immediate solution to unanticipated demands or funding changes.

Detailed information regarding the assumptions contained in the Fiscal Year 2024 Budget can be found in the Fund Details section of this document.

Revenue Overview

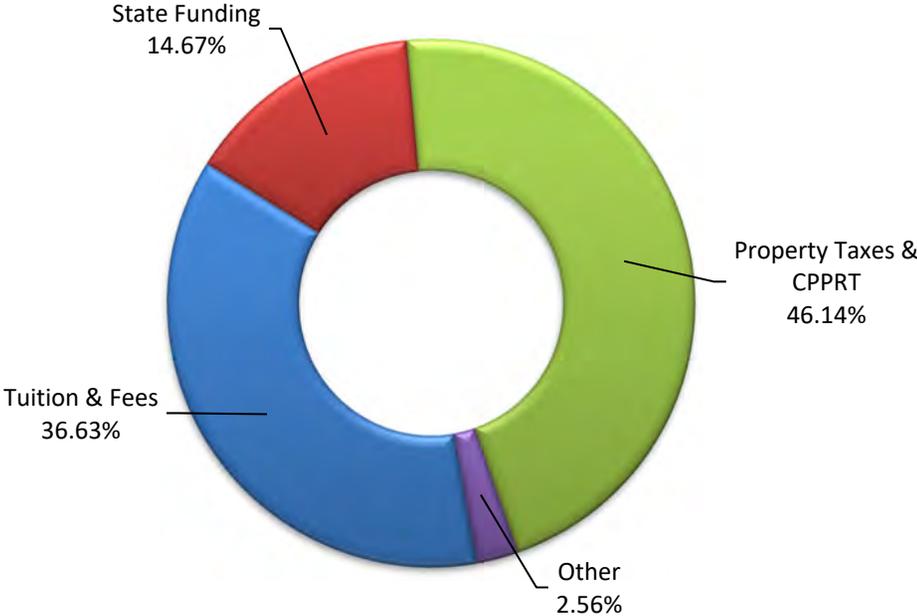
Black Hawk College has three primary sources of Operating Funds revenue:

- Tuition and fees
- Property taxes, which includes Corporate Personal Property Replacement Tax (CPPRT)
- State funding

These three sources comprise approximately 97.44% of total revenues as depicted in the chart below. The remaining 2.56% includes the following:

- Interest income
- Facilities rental
- Federal sources
- Customized training
- Other sources

FY2024 Total Revenue for Operating Funds



Credit Hours

Since FY2023 credit hours are not final during the budget process, FY2022 actual and FY2023 estimated numbers are used for FY2024 budget comparison and benchmarking. FY2022 credit hours for the College decreased by 6.53% from the prior year, and FY2023 total credit hours are estimated to decrease 2.50% from FY2022. FY2024 credit hours are estimated to remain stable from the FY2023 budget. The College is continuously implementing strategies to strengthen student retention, program development, and program expansion efforts. During FY2023, these efforts included the investment in consultants for advising, improved texting functionality with students, new freshman livestock judging team, and new leadership positions in academic services and economic and workforce development. These recruitment efforts will extend into FY2024, along with improving efficiencies in existing advising and student payment software. Additional recruiting efforts include consulting services to help improve advising capabilities and exploring on-campus food service options. Detailed analysis of credit hour data can be found in the Statistical Section of this document.

Tuition and Fees

Tuition and fees comprise approximately 36.63% of the overall revenue received. FY2024 tuition rates will remain mostly flat from FY2023 rates. The College will not be increasing rates for most tuition rates and tuition waiver administration fee for instructional and support services. There will be a \$15.00 increase to \$164.00 per credit hour for dual credit courses taught by BHC faculty and a \$5.00 increase to \$30.00 per credit hour for dual credit courses taught by high school faculty. The Board of Trustees approved the following FY2024 tuition and fee rates, per credit hour, at the February 24, 2023 meeting:

Tuition:

In-district residents	\$ 164.00
Illinois out-of-district residents	265.00
Iowa contiguous county residents	180.00
All other out-of-state residents	270.00
Online Courses (Illinois residents)	164.00
Dual credit tuition rate for BHC faculty-taught courses	164.00

Fees:

Waiver Administration Fee for Instructional and Support Services	\$ 30.00
Dual credit tuition rate	\$ 30.00

Since FY2015, including the FY2024 rates above, amounts reflect a single tuition rate as opposed to a separate tuition and fee structure employed in prior years. A student pays one rate and a portion of tuition received is allocated to support both the auxiliary fund and the restricted technology fund. For each credit hour, 1.5% of the fee is directed to the auxiliary fund and 5.5% of the fee is directed to the restricted technology fund, with the remainder in the education fund. Fees for instructional materials are determined by course needs and are charged separately, when applicable. Furthermore, a portion of the waiver administration fee for instructional and support services collected is also partially allocated to the auxiliary fund and the restricted technology fund.

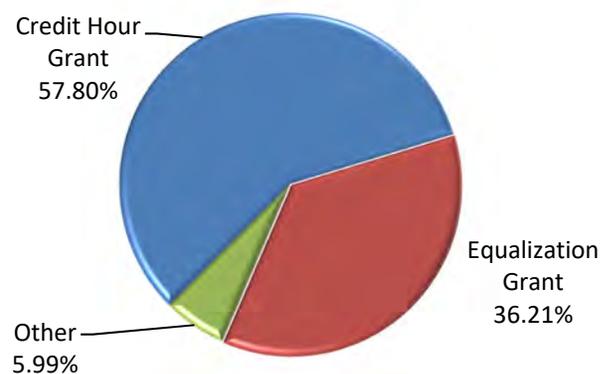
Black Hawk College in-district tuition rates will be remaining flat after an FY2023 increase for the first time in five years to \$164.00 per credit hour and have an average annual increase of 3.70% between FY2015 to FY2024. Black Hawk College continues to have the lowest tuition rates in the community when compared to nearby community colleges and four-year colleges and universities. Additional information regarding enrollment trends and tuition and fees can be found in the Statistical Section of this document.

State Funding

State funding for the operating funds is primarily received through two programs: the ICCB Credit Hour Grant and the ICCB Equalization Grant. These two programs account for approximately 94.01% of the total state funding received by the College. The remaining 5.99% of state funding is received through various state grants. The State of Illinois has announced a 7.00% increase in funding for community colleges in FY2024. However, at the time of this publication, the state does not have a legislature approved and governor signed budget. And since these allocations are based on credit hours and proration, state funding has been budgeted at a conservative 3.00% increase.

The ICCB Credit Hour Grant is calculated using hours earned during the two (2) years prior to the current year and the current year reimbursement rate as a multiplier. The state categorizes credit hours into one of six (6) classifications: baccalaureate, business occupational, technical occupational, health occupation, remedial/development, and adult basic education/adult secondary education. The reimbursement rate can vary by year and classification. Additionally, the grant distribution may be modified if the state budget appropriation is different than the original allocation. The projected Credit Hour Grant for FY2024 has been budgeted at a 3.00% increase of FY2023 actual values awarded, which is 89.17% of FY2018 actual values received.

**FY2024 State Funding Sources
Operating Funds**



The Equalization Grant intends to reduce the disparity in local funds available per student amongst each district in the state. This grant is budgeted to equal 36.21% of total state funding in FY2024. The budgeted FY2024 Equalization Grant funding represents a 3.00% increase of actual FY2023 values awarded, and by comparison is 70.04% of FY2018 actual values received.

The remaining 5.99% of FY2024 state revenue is made up of \$8,000 for ICCB Performance Based Incentive, and \$303,000 for Career and Technical Education (CTE). The CTE grant allocation is calculated based on credit hours earned in the area of business and occupational programs during the two (2) years prior to the budget year. This grant allows high school students to have the opportunity to find a path to a career, certificate, or associate degree through the Career and Technical Education dual credit program at Black Hawk College.

Property Taxes and CPPRT

Property taxes are levied each year by Black Hawk College (“the District”) on all taxable real property based on each property’s equalized assessed property value (EAV). Assessed values are established annually by each of the nine counties located within the District. The tax levies are certified on or before the last Tuesday every December and become an enforceable lien on each property as of the preceding January 1. Each county then bills and collects property taxes throughout the following year.

Equalized assessed values in the district have been increasing over the past several years. At the time of budgeting it was estimated that the College would see an increase in EAV of approximately 2.0% for the 2022 levy year. The 2022 levy year is collectible in calendar year 2023 and recorded in FY2023 and FY2024. Though EAV is estimated to increase, changes in the tax levy reflect flat revenue for Operating Funds due to changes in tax levy rates.

The budget for FY2024 property taxes by each Operating Fund is as follows:

Property Taxes	FY2022 Budget	FY2022 Actual	FY2023 Budget	FY2024 Budget
Education Fund	\$ 7,829,000	\$7,881,392	\$ 8,031,000	\$8,040,000
Operations & Maintenance Fund	4,542,850	4,599,243	4,660,500	4,690,500
Total	\$ 12,371,850	\$12,480,635	\$ 12,691,500	\$12,730,500

In addition to local property taxes, the College also receives Corporate Personal Property Replacement Tax (CPPRT) annually. FY2022 and FY2021 actual collections were higher than budgeted. FY2023 collections also appear to be coming in over budget due to changes at the state level with funding sources. Due to the fluctuating revenue received, the level of CPPRT revenue budgeted for FY2024 is based on the FY2023 estimate provided by the State of Illinois. The amount included in the FY2024 budget for CPPRT is \$1,700,000.

Corporate Personal Property Replacement Tax	FY2022 Budget	FY2022 Actual	FY2023 Budget	FY2024 Budget
Education Fund	\$ 1,100,000	\$3,968,064	\$ 1,530,000	\$3,000,000
Operations & Maintenance Fund	125,000	450,916	170,000	600,000
Total	\$ 1,225,000	\$4,418,980	\$ 1,700,000	\$3,600,000

Expenditure Overview

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

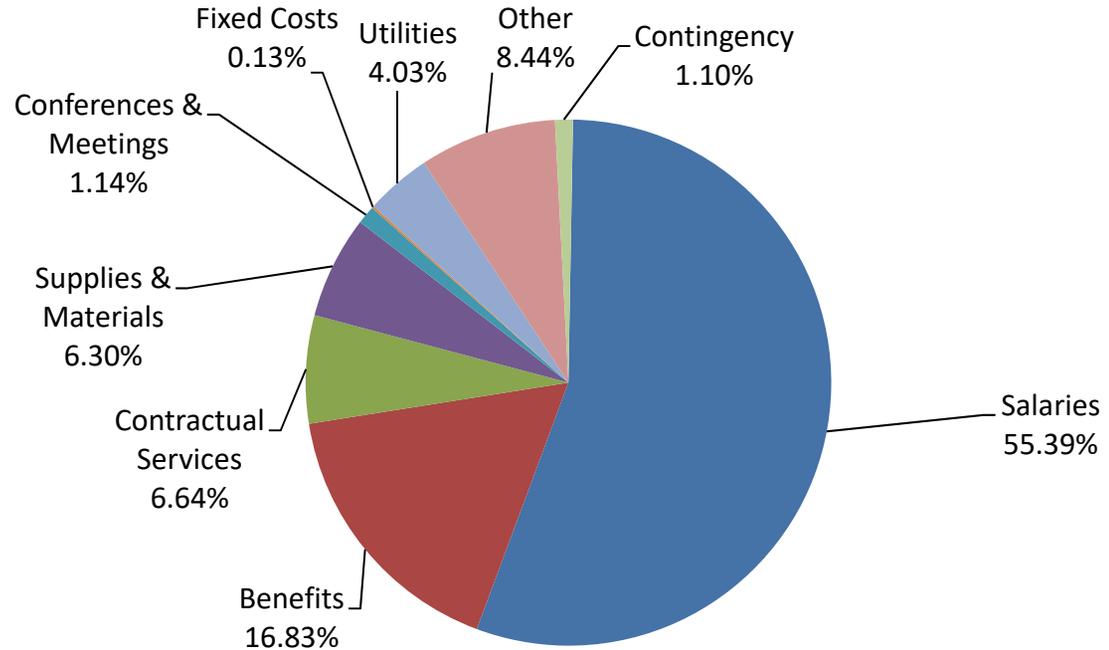
- Salaries
- Benefits
- Contractual Services
- Materials and Supplies
- Utilities
- Waivers

The largest expenditures for the College are incurred for salaries and benefits. These two expenditure categories comprise approximately 73.53% of the total expenditures this fiscal year. The overall contribution of each category is depicted in the chart to the right.

Expenditure assumptions utilized in the FY2024 Budget include the following:

1. Departmental budgets for materials/supplies, contractual services, conferences and meetings, and travel use historical spending and anticipated expenditures in relation to Unit Planning as a basis for budgeting.
2. Salary budgets were based on contractual agreements and state minimum wage requirements. These adjustments reflect both union and non-union employees.
3. The total benefits budget decreased 1.10% to reflect cost savings from changing providers and contractual agreements in employee cost-sharing.
4. The utilities budget remains flat due to regular increases in energy costs offset by technology efficiencies.
5. Waivers are budgeted to increase 20.00% primarily due to an increase in adult education participation

**FY2024 Total Expenditures
Operating Funds**



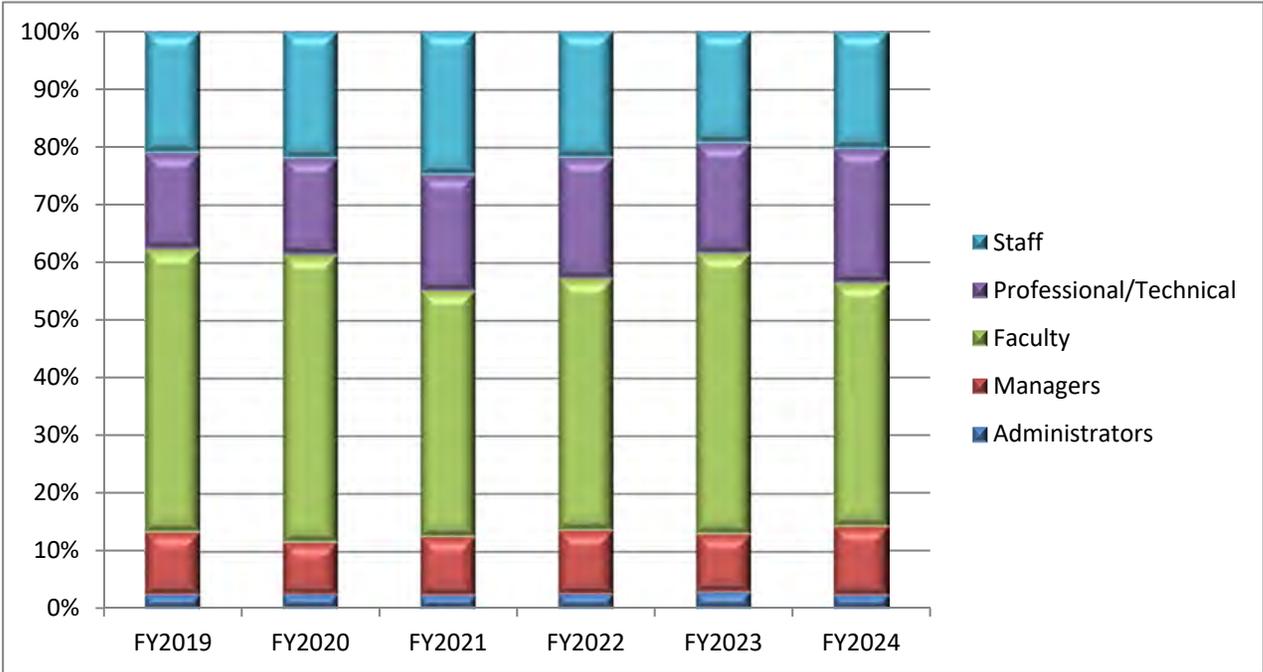
Personnel

The FY2024 budgeted amount for Operating Funds Salaries is projected to increase by 3.99% over the FY2023 adopted budget amount. Wage increases reflect changes in personnel, the new state minimum wage of \$13.00 effective January 1, 2023 and \$14.00 effective January 1, 2024, as well as negotiated union labor agreements. The College is expected to evaluate all vacated positions as they occur to determine whether they need to be replaced.

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 (comprised of Office, Service, and Other Support Staff) represented by UAW Amalgamated Local 2282
- 4. Police Department, represented by the Illinois Education Association – Police Chapter

The College utilizes five different classifications for categorizing employees: Staff, Professional/Technical, Faculty, Managers, and Administrators. 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 Black Hawk College from FY2019 through FY2024.



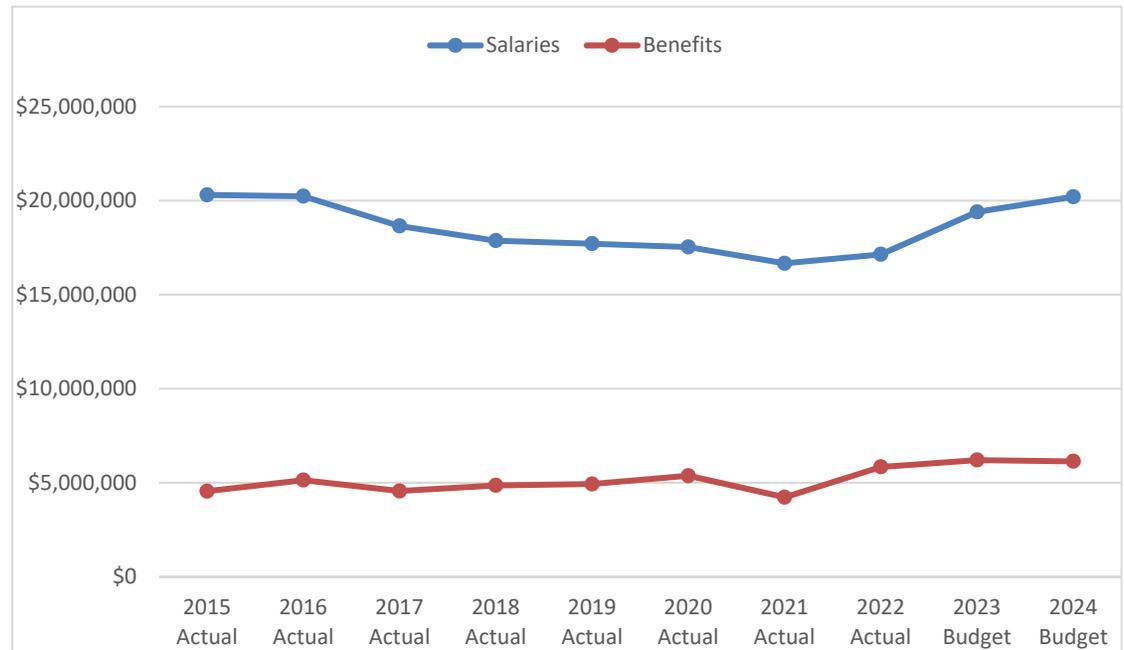
Benefits

The College currently offers health benefits to 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 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 amounts to be contributed by the employees and the College based on actuarial calculations and contractual agreements with employee groups.

The plan includes a stop-loss insurance arrangement to help limit exposure for self-insured benefits. The stop loss insurance covers health and prescription drug claims. The maximum aggregate eligible claims expense is \$145,000 per participant per year. The maximum aggregate benefit (in excess of the annual aggregate deductible per policy term) is \$1,000,000.

Health insurance costs for the College have increased in recent years, except for the Covid-related decrease in claims for FY2021. In March of 2023, the College switched provider network coverage due to cost savings with no impact on the benefit plan or providers. With escalating healthcare costs, offset by anticipated cost savings provided by the FY2023 switch, the College is expecting the operating funds benefits expense to remain mostly flat from the FY2023 budget. The budget also reflects changes in personnel and contractual agreements on employee cost sharing. The benefits budget assumes a decrease, approximately 1.10%, in the cost of health insurance from the FY2023 budgeted amount.

FY2015 to FY2024 Salaries and Benefits Operating Funds



Expenditures by Program Code

Black Hawk College expenditures are also detailed by Program. The College uses Program codes in alignment with the Illinois Community College Board codification system. The Operating Funds use six of these Programs, including:

- Instruction
- Academic support
- Student services
- Public services
- Institutional support
- Scholarships, student grants, and waivers
- Operation of physical activities

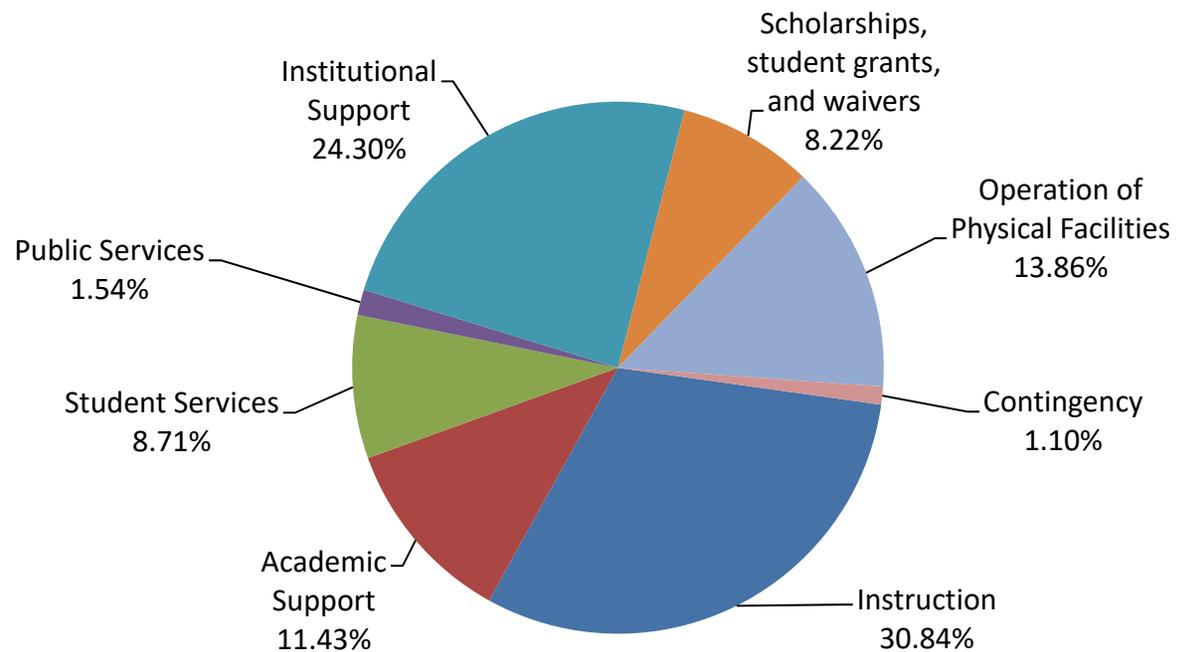
The largest program expenditures for the College are instruction, institutional support, and operation of physical activities, making up 69.00% of Operating Fund expenditures for this fiscal year. The overall contribution of each program is depicted to the right.

All FY2024 programs reflect an increase in expenses from the FY2023 budget, due to the introduction of personnel, programs, and services aimed at increasing enrollment. These programs with increased expenditures include:

- 20.00% increase in scholarships, student grants, and waivers
- 12.48% increase in public services
- 7.53% increase in academic support
- 5.79% increase in operation of physical facilities
- 3.19% increase in student services
- 1.55% increase in institutional support.

As described on pages 48-52, departments are asked to submit a budget request in alignment with department goals, and additionally the College's Strategic Goals. In the FY2024 budget development process, there was a 75.59% completion rate for this request. Results can be viewed on the following pages with data organized by Fund, Program, the Department making the request, and which strategic plan is supported by the budget request submitted.

FY2024 Total Expenditures by Program Operating Funds



Black Hawk College
Fiscal Year 2024 Budget

		Be a leader in student success and outcomes.	Embrace diversity, equity, and inclusion as part of who we are.	Develop workplace culture: Work as if anything is possible.	Strengthen institutional effectiveness through integration of assessment, planning, and resource allocation.	Strengthen the community through engagement and workforce development.
Education Fund						
Instructional	Art - Quad Cities Campus				X	
Instructional	Music - Quad Cities Campus	X				X
Instructional	Economics	X	X	X	X	
Instructional	Biology - Quad Cities Campus	X		X		
Instructional	Biology - East Campus	X		X		
Instructional	Math - Quad Cities Campus	X			X	
Instructional	Math - East Campus	X			X	
Instructional	Engineering/Physical Science - Quad Cities Campus	X		X		
Instructional	Engineering/Physical Science - East Campus	X		X		
Instructional	Archeology/Anthropology	X	X		X	
Instructional	College Experience And Success	X				
Instructional	English - Quad Cities Campus	X		X		X
Instructional	English - East Campus	X		X		X
Instructional	Communications - Quad Cities Campus	X				
Instructional	Communications - East Campus	X				
Instructional	Reading - Quad Cities Campus	X				
Instructional	Reading - East Campus	X				
Instructional	Psychology - Quad Cities Campus	X				
Instructional	Psychology - East Campus	X				
Instructional	Sociology - Quad Cities Campus	X				
Instructional	Sociology - East Campus	X				
Instructional	History - Quad Cities Campus	X	X	X	X	
Instructional	Political Science - Quad Cities Campus	X	X	X	X	
Instructional	Honors Program	X				
Instructional	Early Childhood Education	X			X	
Instructional	Agriculture Program	X				
Instructional	Equine Program	X				
Instructional	Welding - Quad Cities Campus	X				
Instructional	Welding - East Campus	X				
Instructional	Automotive Technology				X	
Instructional	ITS/Networking - Quad Cities Campus	X				
Instructional	Associate Degree Nursing				X	
Instructional	Nursing Assistant - Quad Cities Campus	X				
Instructional	Nursing Assistant - East Campus	X				
Instructional	Licensed Pratical Nurse	X				
Instructional	Physical Therapy Assistant	X			X	
Instructional	Patient Care Programs	X				
Instructional	Veterinary Assisting					X
Instructional	Veterinary Technician	X				

Black Hawk College
Fiscal Year 2024 Budget

		Be a leader in student success and outcomes.	Embrace diversity, equity, and inclusion as part of who we are.	Develop workplace culture: Work as if anything is possible.	Strengthen institutional effectiveness through integration of assessment, planning, and resource allocation.	Strengthen the community through engagement and workforce development.
Instructional	Transitional ESL	X	X	X		
Instructional	PaCE Instruction	X				X
Instructional	Adult Education Support/Instructional	X	X	X		
Instructional	General Instruction/Institutional			X		
Academic Support	Library - Quad Cities Campus	X				
Academic Support	Library - East Campus	X				
Academic Support	IL Community College Online Learning	X				
Academic Support	ITS Desktop Services				X	
Academic Support	ITS Tech Services				X	
Academic Support	ITS Telecom/Instructional Services				X	
Academic Support	Academic Service Centers			X	X	
Academic Support	PaCE Administration - Quad Cities Campus			X		X
Academic Support	PaCE Administration - East Campus	X		X		X
Academic Support	Adult Learning Center	X		X		X
Academic Support	Adult & Continuing Education Administration			X		X
Academic Support	Tutoring Center	X				
Academic Support	Teaching and Learning Center - East Campus	X				
Academic Support	Teaching and Learning Center - Quad Cities Campus	X		X	X	
Student Services	Enrollment Management Services			X	X	
Student Services	Recruitment - Quad Cities Campus	X				X
Student Services	Recruitment - East Campus	X				
Student Services	Student Recognition Event	X	X			
Student Services	Counseling	X				
Student Services	Educational Services Center - East Campus	X				
Student Services	Career Services	X				X
Student Services	Career Services Job Fairs	X				X
Student Services	Academic Advisement - Quad Cities Campus	X	X	X	X	
Student Services	Financial Aid	X				
Student Services	Welcome Center			X		
Student Services	Articulation	X		X	X	
Student Services	Student ADA Services	X	X			
Public Services	PaCE Public Service - Quad Cities Campus	X	X			X
Public Services	College For Kids	X	X			X
Public Services	Communiversy	X	X			X
Public Services	Community Recreation					X
Public Services	Fitness Center - East Campus					X
Institutional Support	Vice-President For Finance and Administration			X		
Institutional Support	Bursar Operations	X				
Institutional Support	Accounting Services			X		
Institutional Support	Payroll Services				X	

Black Hawk College
Fiscal Year 2024 Budget

		Be a leader in student success and outcomes.	Embrace diversity, equity, and inclusion as part of who we are.	Develop workplace culture: Work as if anything is possible.	Strengthen institutional effectiveness through integration of assessment, planning, and resource allocation.	Strengthen the community through engagement and workforce development.
Institutional Support	Budget and Finance				X	
Institutional Support	Development/Foundation - Quad Cities Campus	X	X	X	X	X
Institutional Support	Human Resources		X	X		
Institutional Support	Employee Recruitment		X	X		
Institutional Support	Purchasing				X	
Institutional Support	Pool Vehicles - District	X			X	
Institutional Support	Campus Services - East Campus				X	
Institutional Support	Campus Services - Quad Cities Campus	X	X	X	X	
Institutional Support	Board Of Trustees					X
Institutional Support	General Institutional			X		
Institutional Support	Title Ix - Clery Act (Fund 12 Ineligible Expenses)		X			
Institutional Support	International Initiatives	X	X	X	X	X
Institutional Support	Employee Health Insurance			X		
Institutional Support	Employee Development		X	X		
Institutional Support	Grant Costs	X	X	X	X	X
Institutional Support	Risk Mgmt (Fund 12 Ineligible Expenses)				X	
Institutional Support	Allocations/Institutional			X		
Institutional Support	Information Technology Server Administration				X	
Institutional Support	ITS Administrative Systems				X	
Institutional Support	ERP Administrative Systems				X	
Institutional Support	Employee Tuition Waivers			X		
Waivers	Student Waivers	X				
Operations & Maintenance Fund						
Operations and Maintenance	Public Safety/District (Fund 12 Ineligible Expenses)				X	
Operations and Maintenance	Facilities Administration				X	
Operations and Maintenance	Indoor Maintenance - Quad Cities Campus	X				
Operations and Maintenance	Roads and Grounds - Quad Cities Campus	X		X		
Operations and Maintenance	Facilities - Quad Cities Campus	X				
Operations and Maintenance	Custodial - Quad Cities Campus	X				
Operations and Maintenance	Utilities - Quad Cities Campus	X				
Operations and Maintenance	Utilities - Outreach	X				
Operations and Maintenance	Indoor Maintenance - Outreach	X				
Operations and Maintenance	Roads and Grounds - Outreach	X				
Operations and Maintenance	Custodial - Outreach	X				
Operations and Maintenance	ITS Infrastructure				X	
Operations and Maintenance	Utilities - Industrial Technology Lab	X				
Operations and Maintenance	Indoor Maintenance - Industrial Technology Lab	X				
Operations and Maintenance	Utilities - Adult Learning Center	X				
Operations and Maintenance	Roads and Grounds - Adult Learning Center	X				
Operations and Maintenance	Custodial - Adult Learning Center	X				

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Restricted Purposes Fund Overview

This overview focuses on funds budgeted for grants at the federal, state, and local level since they are the primary source of activity within the Restricted Purposes Fund. The Restricted Purposes Fund also includes scholarship donations, student fees, student clubs, and other internally-restricted purposes.

Each grant budget is established using the most recent data available (in this case, FY2023 data or FY2024 grant award information if available). The accounts used to administer the grant are in compliance with the codification system set forth in the Illinois Community College Board fiscal management manual. Each grant fund is monitored and audited throughout the year both internally and externally. The grant budgets are modified throughout the budget process when newly anticipated programs arise or when funding changes.

The following information reviews FY2023 year-to-date data, which was the starting basis for budgeting FY2024 grant funds. During FY2023, the College received grant funds from six federal agencies directly or through state pass-through agreements. These federal agencies include: Department of Education, Department of Labor, Department of Health and Human Services, Department of Transportation, National Science Foundation and Department of Veterans Affairs. Of these funds, \$5.3 million was received from the Department of Education for Financial Aid.

The Illinois Student Assistance Commission (ISAC) provided the largest source of funding at the state level for Black Hawk College during FY2023. Other sources of state grant funding included the Illinois Department of Human Services, Illinois State Board of Education, Illinois Secretary of State, Illinois Department of

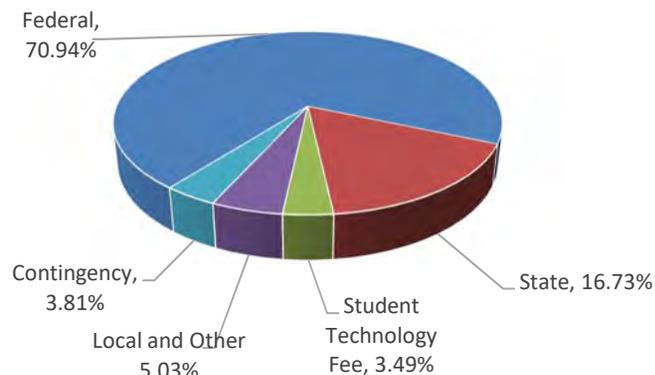
Transportation, Illinois Department of Veteran's Affairs and the Illinois Community College Board.

During FY2023, Black Hawk College received local funding from the Moline Foundation to help fund a position in the Career Services department as well as from the Northern Illinois University Board of Trustees to help strengthen partnerships around completion of the college and career pathway endorsement for secondary students.

For FY2024, Black Hawk College expects to receive \$11,184,087 in federal funding. This is a slight increase compared to the FY2023 budget of \$11,126,874. Budgeted state funding for FY2024 is \$2,637,563. This is a slight increase compared to FY2023 budget of \$2,378,868. The College continues to monitor the state budget closely in an effort to maintain state-funded programs and minimize service disruptions.

The College continues to research and seek additional grant funding to supplement the revenue streams required to maintain the quality of the College's programs and services.

FY2024 Restricted Funds by Source



Black Hawk College
Fiscal Year 2024 Budget

Fiscal Year 2023 Grants Schedule						
Title	Department	Award Amount	Start Date	End Date	Description	Granting / Pass-Through Agency
Student Financial Aid Cluster (Agency Allocation)	Financial Aid	5,275,243	7/1/2022	6/30/2023	Provides eligible undergraduate postsecondary students who have demonstrated financial need with grant assistance for educational expenses.	Department of Education (DOE)
Adult Education (Competitive Grant)	Outreach	\$ 377,444	7/1/2022	6/30/2023	Provides support for adult education programs	Department of Education, Office of Educational and Adult Education/Illinois Community College Board (ICCB)
Perkins Grant (Agency Allocation)	Administration	459,600	7/1/2022	6/30/2023	Provides support to develop the academic, career, and technical skills of secondary and postsecondary students enrolling in career and technical education programs.	Department of Education, Office of Educational and Adult Education/Illinois Community College Board (ICCB)
Special Student Services (Competitive Grant)	Student Success Center	68,237	9/1/2021	8/31/2022	Provides supportive services to disadvantaged college students	Department of Education (DOE), Office of Postsecondary Education
Special Student Services (Competitive Grant)	Student Success Center	384,194	9/1/2022	8/31/2023	Provides supportive services to disadvantaged college students	Department of Education (DOE), Office of Postsecondary Education
GEER II-Governor's Emergency Education Relief (Agency Allocation)	Institution	201,481	7/1/2021	6/30/2023	To provide academic support and social emotional support to address the pandemic's negative impacts in education.	Department of Education (DOE), Illinois Community College Board
Early Childhood Access Consortium for Equity Scholarship Program (Agency Allocation)	Financial Aid	98,078	7/1/2022	6/30/2023	To provide funds for those who are currently working or have worked in the early childhood education field and are seeking additional credentials and degrees.	Department of Health and Human Services, Illinois Student Assistance Commission (ISAC)
Child Care and Development Block Grant Early Childhood Grant (Competitive Grant)	Early Childhood Education	812,573	8/1/2021	6/30/2024	To provide streamlined paths to degrees, licenses, and credentials to members of the early childhood incumbent workforce in the field of early childhood (EC) education.	Department of Health and Human Services, Illinois Community College Board
Training Employee Academic Mastery (Competitive Grant)	Business & Community Education	87,405	7/1/2022	6/30/2023	Assists low income youth, between the ages of 14 and 21, acquire the skills, training, and support necessary to achieve success.	Department of Labor, Employment Training Administration/Job Training and Placement Act (JTPA)
United Workforce Development Board, Inc. aka Career Link (Competitive Grant)	Business & Community Education	74,138	7/1/2022	6/30/2023	Provides a training program to assist out-of-school youth in Stark County improve academic skills, obtain GED, and prepare for the workforce.	Department of Labor, Employment Training Administration/United Workforce Development Board, Inc. aka Career Link
Noyce Teacher Scholarship Grant (Competitive Grant)	Institution	73,569	3/1/2032	2/28/2028	Recruiting and preparing Outstanding STEM Teachers for Placement in West Central IL Public Schools to Repair and Sustain the Regional STEM Teacher Pipeline	National Science Foundation; Subrecipient Award through Western Illinois University
Highway Construction Careers Training Program (Competitive Grant)	Business & Community Education	26,102	7/1/2022	6/30/2023	Provides training opportunities for individuals seeking employment in highway construction.	Department of Transportation (DOT)
Veteran's Educational Assistance (Agency Allocation)	Financial Aid	74,940	7/1/2022	6/30/2023	Provide eligible veterans with grant assistance for educational expenses.	Department of Veteran's Affairs
Total Fiscal Year 23 Federal Grants		<u>\$ 8,013,004</u>				

Black Hawk College
Fiscal Year 2024 Budget

Title	Department	Award Amount	Start Date	End Date	Description	Granting / Pass-Through Agency
Monetary Award Program (Agency Allocation)	Financial Aid	1,178,978	7/1/2022	6/30/2023	Provides eligible undergraduate postsecondary students who have demonstrated financial need with grant assistance for educational expenses.	Illinois Student Assistance Commission (ISAC)
Highway Construction Careers Training Program (Competitive Grant)	Business & Community Education	356,318	7/1/2022	6/30/2023	Provides training opportunities for individuals seeking employment in highway construction.	Illinois Department of Transportation (IDOT)
Early School Leaver Transition Program (Competitive Grant)	Adult Basic & Secondary Ed	60,000	7/1/2022	6/30/2023	Provides resources to assist students in achieving high school completion or the GED tests as the basis for entry into postsecondary education/training and meaningful employment.	Illinois Community College Board (ICCB)
Pipeline for the Advancement of the Healthcare Workforce (PATH) (Competitive Grant)	Nursing & Health & Human Services	398,967	7/1/2022	6/30/2023	To create, support, and expand the opportunities of individuals in the nursing pathway and select healthcare pathways to obtain credentials and degrees to enter and/or advance their careers in the healthcare industry. Additionally, this program aims to address the shortage of workers in the healthcare industry that has been exacerbated by the COVID 19 pandemic.	Illinois Community College Board (ICCB)
Mental Health Early Action on Campus Act (Agency Allocation)	Counseling	97,307	7/1/2022	6/30/2023	To address gaps in mental health services on college campuses across Illinois.	Illinois Community College Board (ICCB)
Adult Education (Competitive Grant)	Outreach	581,726	7/1/2022	6/30/2023	Supports Adult Education programs. Includes State Basic and State Performance.	Illinois Community College Board (ICCB)
Optional Ed/Truants (Competitive Grant)	Outreach	172,417	7/1/2022	6/30/2023	Supports students with attendance problems and provides truancy prevention and intervention services.	Illinois State Board of Education (ISBE)
Growing Ag Science Teachers (Competitive Grant)	Agriculture	20,000	7/1/2022	6/30/2023	Provides resources to recruit, train and retain agricultural science teachers.	Illinois State Board of Education (ISBE)
Adult Volunteer Literacy (Competitive Grant)	Outreach	44,000	7/1/2022	6/30/2023	Provides funding for part-time Literacy Coordinator who recruits, trains, and monitors volunteer tutors. These trained volunteer tutors help adults with low literacy levels.	Illinois Secretary of State (SOS)
Department of Vocational Rehab (Agency Allocation)	Financial Aid	79,189	7/1/2022	6/30/2023	Provides financial assistance to eligible undergraduate postsecondary students with disabilities.	Illinois Department of Human Services (IDHS)
Illinois National Guard (Agency Allocation)	Financial Aid	79,180	7/1/2022	6/30/2023	Provides funds for eligible tuition and certain fees for undergraduate or graduate study for members of the Illinois National Guard.	Illinois Student Assistance Commission (ISAC)
Illinois MIA/POW (Agency Allocation)	Financial Aid	31,391	7/1/2022	6/30/2023	Provides scholarships to eligible individuals.	Illinois Department of Veteran's Affairs (IDVA)
Total Fiscal Year 23 State Grants		3,099,473				

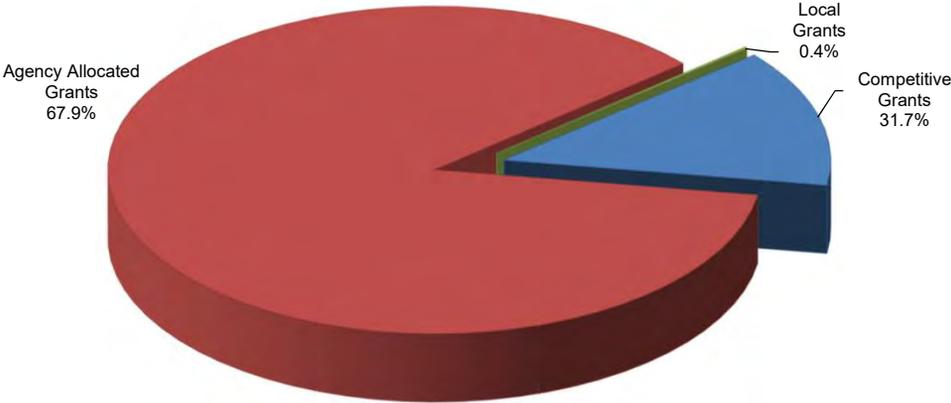
Black Hawk College
Fiscal Year 2024 Budget

Title	Department	Award Amount	Start Date	End Date	Description	Granting / Pass-Through Agency
Career Services Position (Local Competitive Grant)	Outreach	21,497	7/1/2021	6/30/2022	To provide support for career services position.	Moline Foundation
College and Career Pathway Endorsement (Local Competitive Grant)	Institution	24,000	5/15/2022	12/31/2023	To strengthen partnerships around completion of the college and career pathway endorsement for secondary students.	Northern Illinois University Board of Trustees
Total Fiscal Year 23 Local Grants		<u>45,497</u>				
Total Fiscal Year 2023 Grants:		\$ 11,157,974				

Footnotes

1. This schedule only includes grants and awards greater than or equal to \$1,000.
2. Agency allocated grant award amounts vary based on activity and therefore are subject to change.

Fiscal Year 2023 Grant Funds by Source



Capital Expenditures Overview

Black Hawk College utilizes three primary funding sources for capital expenditures:

- Protection, Health, and Safety (PHS) Funds generated through a State of Illinois authorized property tax levy. Taxes may be levied up to 5 cents per \$100 of equalized assessed valuation.
- Bond Funds, which are proceeds generated through the capital markets via the issuance of bonds and/or debt certificates. Bonds can be sold and repaid with either property taxes or a specific revenue source.
- Operations & Maintenance Restricted Funds, which represent resources available for the acquisition of institutional physical properties, including equipment for buildings and programs.

The process of identifying the PHS projects for FY2024 was completed during the Facility Master Planning (FMP) process. The estimated amount of available funds is approximately \$2,246,000, which is funded from levied taxes. FY2024 PHS Projects will be assigned to the Quad Cities Building 3 renovation including energy efficient windows, structural protection, asbestos abatement and ADA compliance. All of this is included in the FY2024 Restricted Operations and Maintenance Budget.

In 2023, BHC issued \$75 million in bonds to expand and renovate facilities and amenities. The College began renovations of the Quad Cities Building 3 in 2023 to house natural science and health science labs and classrooms, athletics, police department, food pantry and faculty offices. Quad Cities Building 2 and STB renovation, conversion of the old science spaces into classrooms and Career and Technical Education spaces, will begin as Building 3 is completed and occupied. Annual information technology

refresh and College equipment and vehicles are included as well. While specific projects might be adjusted, all uses will be capital in nature and not used for operations.

In 2017, Black Hawk College issued \$29.0 million in new bond proceeds. Specific uses of the bond proceeds included the renovation of the Outreach Center and lower library of QC Building 1, finishing a new forensics lab in QC Building 2, and QC Building 1 addition and renovation of classrooms and faculty offices on floors 3 and 4. The East Campus updated buildings were 1, 2, 5, and 6, also known as the stables. Annual information technology refresh and road work are included as well. The FMP process directed the prioritization of the bond proceeds. Uses were capital in nature and not operational.

In 2013, the College issued \$20 million in bonds to expand and renovate facilities. The College began construction of both its new \$15 million Health Sciences Center at the Quad-Cities Campus and a new Welding and Skilled Trades Center at the Community Education Center in Kewanee, Illinois, during FY2014, both now complete. Remaining bond proceeds were used to construct a Ring Road and second entrance as outlined in the College's Facilities Master Plan at the East Campus in Galva, Illinois, as well as assist in funding the construction of the Veterinary Sciences Center, which was primarily funded by a 2015 bond issuance.

Funds have also been included in the FY2024 Restricted Operations and Maintenance Budget to fund various local projects in the District. These typically include deferred maintenance projects or unplanned facility related needs, but may also include other facility related projects that do not qualify for PHS funding or are not funded by bond funds. In FY2024, East Campus roofs are

scheduled to be replaced in conjunction with State of Illinois funding via the Capital Development Board (CDB).

Historical Perspective

The Moline campus of Black Hawk College opened in January of 1970. The campus has six individual instructional buildings and sits on 149 wooded acres in Moline, Illinois. The East Campus began operations at its current facility in fall of 1978. This campus has nine individual instructional buildings and an indoor agricultural arena and sits on 102 acres in Galva, Illinois.

In addition to the two campuses, the College has the following satellite facilities:

- Outreach Center – East Moline, Illinois. Placed in service in 1990.
- Community Education Center – Kewanee, Illinois. Placed in service in 2007.
- Industrial Training Extension Center, Moline, Illinois. Placed in service in 2010.
- Adult Learning Center – Rock Island, Illinois. Placed in service in 2014.
- Welding and Skilled Trades Center – Kewanee, Illinois. Placed in service in 2015.

Facilities Master Planning

Black Hawk College updates its Facilities Master Plan, with the assistance of Demonica Kemper Architects, every five years. The most current published Facilities Master Plan is dated August 2021. This Facilities Master Plan was commissioned for the purpose of providing a rational and orderly plan to address existing concerns, provide for current needs, and accommodate future needs throughout the Black Hawk College district. The Facilities Master Plan illustrates the preferred direction for facilities growth and

upgrades throughout the District to meet instructional and student needs. It identifies the intent of building organization, spatial organization, vehicular circulation and parking, pedestrian circulation, landscaping, and infrastructure needs as the facilities are developed.

In addition to the consideration of new facilities on campus, numerous adjustments are being proposed to existing facilities in order to increase overall efficiencies for students, instruction, and the College as a whole. The most current Facilities Master Plan can be found on the College's website at https://www.bhc.edu/wp-content/uploads/dlm_uploads/2017/05/bhc-fmp_2021-final-draft-2021aug23.pdf

On-going Bonding Plan

In former years, the College implemented a strategy of issuing general obligation bonds to fund technology and other capital needs periodically. 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. In addition, the Facilities Department works with instruction and administration to prioritize facility related projects; funding for approved projects is included in the Operations and Maintenance Restricted Funds budget.

Other Capital Funding Sources

Two other funding sources (noted below) have been historically used for capital funding projects. However, due to the financial condition of the State of Illinois, funds have only been made available sporadically.

Resource Allocation and Management Plan (RAMP)

A community college may request state funding for up to 75 percent of total project costs for any type of project listed in ICCB Rule 1501.603. The vehicle for requesting state funds is the Resource Allocation Management Program (RAMP) request submitted to the ICCB in July of each year. ICCB staff reviews all requests submitted in RAMP to determine their eligibility for funding. Eligible projects are then rated and prioritized. The projects receiving the highest evaluation are submitted to the ICCB for its consideration. Approved projects comprise the annual ICCB budget request to the Illinois Board of Higher Education (IBHE). Final approval and funding for RAMP projects are dependent on recommendations and action by the governor and state legislature.

State Capital Grants

These grants are utilized for miscellaneous capital improvements such as rehabilitation, remodeling, improvement, repair, architect/engineer services, supplies, fixed equipment, materials, and other expenses required to complete the work. The State of Illinois's Capital Development Board (CDB) acts as construction manager these projects. These funds do not lapse at the end of the fiscal year.

Operating Budget Impact

The College proactively evaluates the impact of all capital projects on the operating budget, although a positive impact does not guarantee that a project will proceed nor does a negative impact guarantee that the project will not proceed. Several of the College's current and future projects actually seek to reduce expenditures included in the operating budget by implementing more efficient electrical and mechanical systems and upgrading facility features such as lighting, doors, and windows. Other projects, such as

facility remodels, are expected to affect the operating budget as well by increasing efficiencies of the equipment installed (i.e. LED lighting and Magnetic Bearing Chiller). These projects are also critical in nature from a marketing standpoint as students expect the College facilities to look pleasant and to be maintained at all times.

Capital Committee

The Capital Committee is comprised of the President, Vice President for Instruction and Student Services, Vice President for Finance and Administration, both Co-Chief Information Officers, Director of Purchasing and Auxiliary Services, Facilities Superintendent for the Quad-Cities Campus, and the Facilities Superintendent for the East Campus. The committee has been working to identify and recommend capital projects that will enhance and expand the facilities, programs, and services of the institution. As part of this process, budget managers have the ability to submit capital project request forms as needed to the Executive Administration for approval and routing to the Capital Committee. The committee meets monthly and reviews capital requests submitted, as well as monitors progress of active projects and communicates with employees and the community as warranted.

The committee is pleased to present the following capital budget, categorized by funding source, for FY2024 through FY2028. Amounts have been included in a separate section for any operating budget impact. A chart illustrating the annual capital spending by funding source has also been included. The FY2024 budget for the Operations and Maintenance Restricted Fund, comprised of the total for all categories, is included in the Financial Information by Fund section of this document.

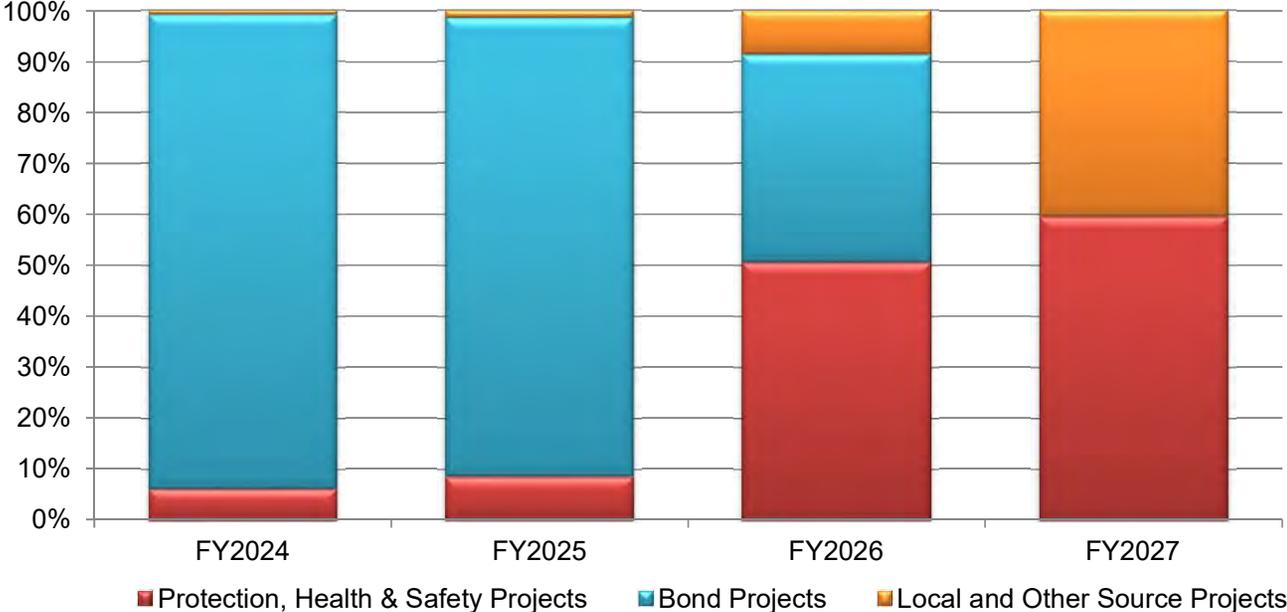
**Capital Projects Budget
FY2024 through FY2028**

	FY2024	FY2025	FY2026	FY2027	FY2028	Total Budget
Bond Projects						
Information Technology Projects & Refresh	\$ 750,000	\$ 750,000	\$ 750,000	\$ -	\$ -	\$ 2,250,000
District Street & Parking Repairs	365,000	250,000	250,000	-	-	865,000
DW Vehicles and Equipment	400,000	200,000	200,000	-	-	800,000
Ball Field Complex	4,700,000	-	-	-	-	4,700,000
Facilities Storage Building	214,000	-	-	-	-	214,000
Bldg A & B Roofs and Bldg 5 Skins	794,000	-	-	-	-	794,000
Bldg A & B HVAC Controls and Flooring	550,000	-	-	-	-	550,000
Buildings 3, 2 & STB Renovations	32,500,000	22,825,000	663,400	-	-	55,988,400
Bond Projects Totals:	\$ 40,273,000	\$ 24,025,000	\$ 1,863,400	\$ -	\$ -	\$ 66,161,400
Protection, Health & Safety Projects						
DW Generators	\$ 429,500	\$ -	\$ -	\$ -	\$ -	\$ 429,500
QC Building 3 Windows, Elevator & Updates	2,246,000	-	-	-	-	2,246,000
QC Building 2 Windows, Elevator & Updates	-	2,280,000	-	-	-	2,280,000
Future Projects	-	-	2,314,000	2,349,000	2,384,000	7,047,000
Protection, Health & Safety Projects Totals:	\$ 2,675,500	\$ 2,280,000	\$ 2,314,000	\$ 2,349,000	\$ 2,384,000	\$ 12,002,500
Local and Other Source Projects						
Information Technology Projects & Refresh	\$ -	\$ -	\$ -	\$ 750,000	\$ 750,000	\$ 1,500,000
District Street & Parking Repairs	-	-	-	250,000	250,000	500,000
DW Vehicles and Equipment	-	-	-	200,000	200,000	400,000
Contingency - Unidentified Projects	400,000	400,000	400,000	400,000	400,000	2,000,000
Local Projects Totals:	\$ 400,000	\$ 400,000	\$ 400,000	\$ 1,600,000	\$ 1,600,000	\$ 4,400,000
Total for All Projects:	\$ 43,348,500	\$ 26,705,000	\$ 4,577,400	\$ 3,949,000	\$ 3,984,000	\$ 82,563,900

**Capital Projects Budget
FY2024 through FY2028
Estimated Operating Impact of Capital Projects**

	FY2024	FY2025	FY2026	FY2027	FY2028	Total Budget
Operations:						
Custodial	\$ 4,160	\$ 79,368	\$ 6,240	\$ 6,365	\$ 6,492	\$ 102,625
Maintenance	6,540	6,867	7,210	7,571	7,949	36,138
Utilities	6,000	6,300	6,300	6,615	6,946	32,161
Total Operating Impact:	\$ 16,700	\$ 92,535	\$ 19,750	\$ 20,551	\$ 21,387	\$ 170,923

Annual Capital Spending by Funding Source



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Debt

Debt Rating

The College’s bond rating as of as of August 25, 2022 was upgraded to Aa3 from A1 due to a large and diverse tax base, low debt burden, and strong reserve levels across district operations in spite of declining enrollment.

Legal Debt Limits

By law, the College is permitted to incur regular debt up to 2.875% of the District’s equalized assessed valuation (EAV). Using the estimated 2022 EAV of 4.7 billion, the College’s applicable debt limit calculates to \$135 million. The College’s total outstanding debt estimated for June 30, 2023, is \$89.3 million or approximately 66.3% of the allowable limit.

EAV x 2.875% =	Allowable Debt
\$4,684,300,364 x 2.875% =	\$134,673,635
Allowable Debt – Outstanding Debt =	Debt Margin
\$134,673,635 – \$89,265,000 =	\$45,408,635

Summary of Outstanding Debt

Bond Series	Outstanding Debt Principal as of June 30, 2023
2012 Bonds	\$ 13,265,000
2017 Bonds	\$ 8,265,000
2023 Bonds	\$ 67,735,000

2012 Bonds Issued FY2013

On March 12, 2013, the College issued \$20,000,000 in General Obligation Bonds, Series 2013A \$10 million taxable and Series 2013B \$10 million tax exempt, to refund short-term debt certificates of that amount. The debt certificates were issued and received by the College on December 18, 2012. The purpose of issuing these debt certificates was to use the proceeds for construction of the \$15 million Health Sciences Center at the Quad-Cities Campus, construct a \$3.5 million Welding and Skilled Trades Center in Kewanee, Illinois, and utilize the remaining \$2.5 million to expand and renovate facilities 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, 2032. Interest only payments are due June 1 of each year beginning June 1, 2013. Interest rates range from 3.00% to 4.75% over the life of the bonds.

On February 22, 2023, the College refunded \$1.2 million of these bonds as part of 2023 Bonds issued.

The annual debt service requirements to maturity, including principal and interest, for the General Obligation Bonds are pictured to the right*:

Fiscal Year	Tax Levy Year	Principal	Interest	Total
2014	2012	-	\$ 890,191	\$ 890,191
2015	2013	-	729,996	729,996
2016	2014	-	729,996	729,996
2017	2015	835,000	709,643	1,544,643
2018	2016	875,000	668,508	1,543,508
2019	2017	915,000	625,995	1,540,995
2020	2018	960,000	581,465	1,541,465
2021	2019	1,000,000	534,916	1,534,916
2022	2020	1,050,000	486,228	1,536,228
2023	2021	1,100,000	435,165	1,535,165
2024	2022	1,150,000	390,640	1,540,640
2025	2023	1,190,000	352,308	1,542,308
2026	2024	1,225,000	311,688	1,536,688
2027	2025	1,270,000	271,950	1,541,950
2028	2026	1,300,000	233,400	1,533,400
2029	2027	1,350,000	193,650	1,543,650
2030	2028	1,375,000	152,775	1,527,775
2031	2029	1,425,000	110,775	1,535,775
2032	2030	1,465,000	67,425	1,532,425
2033	2031	1,515,000	22,725	1,537,725
Total		\$ 20,000,000	\$ 8,499,439	\$ 28,499,439

* Items shaded in light blue indicate debt service requirements that have been paid in prior fiscal years.

2017 Bonds Issued FY2017

On January 5, 2017, the College issued \$28,955,000 in tax exempt General Obligation Bonds, Series 2017, to refund \$31.5 million of short-term debt certificates issued and received by the College on October 20, 2016. The purpose of issuing these debt certificates was to use the proceeds for \$6.7 million new addition of eight classrooms, \$19.8 million existing building renovation, \$2.0 million site prep and street improvements, and \$3.0 million technology upgrades across the District. Principal and interest payments on the General Obligation Bonds are to be paid annually on December 1 with the final payment on December 1, 2024. Interest only payments are due June 1 of each year beginning June 1, 2018. The interest rate is 5.00% over the life of the bonds.

Fiscal Year	Tax Levy Year	Principal	Interest	Total
2018	2016	\$ 1,690,000	\$ 1,992,643	\$ 3,682,643
2019	2017	2,450,000	1,302,000	3,752,000
2020	2018	3,735,000	1,147,375	4,882,375
2021	2019	3,995,000	954,125	4,949,125
2022	2020	4,265,000	747,625	5,012,625
2023	2021	4,555,000	527,125	5,082,125
2024	2022	4,850,000	292,000	5,142,000
2025	2023	3,415,000	85,375	3,500,375
Total		<u>\$ 28,955,000</u>	<u>\$ 7,048,268</u>	<u>\$ 36,003,268</u>

** Items shaded in light blue indicate debt service requirements that have been paid in prior fiscal years.*

The annual debt service requirements to maturity, including principal and interest, for the General Obligation Bonds are pictured to the right*:

2023 Bonds Issued FY2023

On February 22, 2023, the College issued \$67,735,000 in tax exempt General Obligation Bonds, Series 2023, to refund \$75,000,000 of short-term debt certificates issued and received by the College on November 2, 2022. The purpose of issuing these debt certificates was to use the proceeds for \$57.9 million renovations to Quad-Cities campus buildings 2, 3, and Sustainable Technologies Building, \$13.0 million athletics fields, \$2.9 million facilities storage building, \$2.0 million site prep and street improvements, \$1.2 million principal and interest refunding on 2012 bonds, \$750,000 technology upgrades across the District, and \$400,000 vehicle and equipment upgrades across the district. Principal and interest payments on the General Obligation Bonds are to be paid annually on December 1 with the final payment on December 1, 2034. Interest only payments are due June 1 of each year except for the first interest only payment on December 1, 2023. Interest rates range from 4.00% to 5.00% over the life of the bonds.

The annual debt service requirements to maturity, including principal and interest, for the General Obligation Bonds are pictured to the right:

Fiscal Year	Tax Levy Year	Principal	Interest	Total
2024	2022	-	\$ 4,166,636	\$ 4,166,636
2025	2023	\$ 1,280,000	3,242,350	4,522,350
2026	2024	5,105,000	3,114,650	8,219,650
2027	2025	5,495,000	2,902,650	8,397,650
2028	2026	5,960,000	2,643,750	8,603,750
2029	2027	6,450,000	2,333,500	8,783,500
2030	2028	7,005,000	1,997,125	9,002,125
2031	2029	7,560,000	1,633,000	9,193,000
2032	2030	8,165,000	1,239,875	9,404,875
2033	2031	8,800,000	815,750	9,615,750
2034	2032	11,050,000	319,500	11,369,500
2035	2033	865,000	21,625	886,625
Total		\$ 67,735,000	\$ 24,430,411	\$ 92,165,411

Future Outlook

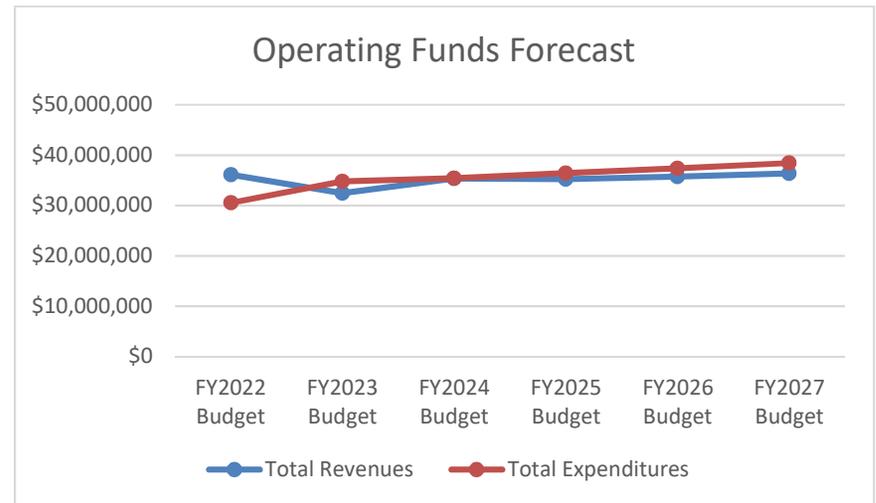
Though future activities are never certain, it is ideal to try to identify factors that may impact the College's ability to provide services to the community. For the purpose of forecasting Operating Funds' financial activity, some assumptions must be made. A 3.5% proposed increase in property tax revenue, along with fairly consistent Corporate Personal Property Replacement Tax revenue, allows for some growth from local governmental sources. With so much uncertainty due to the impact of inflation and the current economy on sales tax collections and income tax revenue at the Illinois State level, along with declining reimbursable credit hours, state sources are estimated at a 2.0% decline in gross revenue. Declining student enrollment is factored into tuition and fees revenues. Other sources of revenue are forecasted using year-over-year trends and averages.

As for expenditures, salaries and benefits are expected to increase over the years, but can be hard to forecast since they are largely based on future negotiations. Future salary expenses will also continue to increase based on the minimum wage increasing annually until 2025. For the purposes of this analysis only, an average of some of the differing unions' future salaries increases has been used, offset by typical vacancy and turnover savings. Benefits are expected to increase at a fairly consistent rate of 4.0%. Non-salary and benefit expenditures have been calculated based on a 1% increase annually.

Enrollment has been declining in recent years, but this trend is forecasted to be slowing. Therefore, there is still a forecast of

declining enrollment numbers, but at a lower, consistent percentage. The recent increase in tuition effective for FY2023 will offset some of the revenue loss due to decreased enrollment.

Based on the identified assumptions and trends, it is evident that future years will require operational changes to both revenue and expenditures to maintain a balanced operating budget.



Operating Funds Forecast

	FY2022 Actual	FY2023 Budget	FY2024 Budget	FY2025 Budget	FY2026 Budget	FY2027 Budget
Inflows:						
Local governmental sources	\$ 16,899,615	\$ 14,391,500	\$ 15,730,500	\$ 15,731,000	\$ 16,177,000	\$ 16,638,000
State governmental sources	5,172,116	4,832,000	5,788,691	5,789,000	5,673,000	5,560,000
Student tuition and fees	11,210,904	12,627,209	12,964,994	12,988,000	13,247,000	13,512,000
Other sources	2,841,852	605,591	907,507	738,000	674,000	671,000
Total inflows	36,124,487	32,042,566	35,391,692	35,246,000	35,771,000	36,381,000
Outflows:						
Salaries & Benefits	22,985,676	25,603,480	26,142,881	20,604,000	27,735,000	28,567,000
Non-Salaries & Benefits	7,549,335	9,216,068	9,308,000	6,323,000	9,684,000	9,878,000
Total outflows	30,535,011	34,433,901	35,450,881	26,927,000	37,419,000	38,445,000
Net Transfers:	(6,079,000)	0	0	0	0	0
Excess (deficiency) of inflows over outflows	(489,524)	(2,363,248)	(59,189)	(1,175,000)	(1,648,000)	(2,064,000)
Fund balance						
Beginning (estimated)	15,185,898	14,696,374	12,333,126	12,273,937	11,098,937	9,450,937
Ending (estimated)*	\$ 14,696,374	\$ 12,333,126	\$ 12,273,937	\$ 11,098,937	\$ 9,450,937	\$ 7,386,937

Enrollment Forecast

	FY2022 Actual	FY2023 Budget	FY2024 Budget	FY2025 Budget	FY2026 Budget	FY2026 Budget
Credit Hours	74,914	73,868	72,500	71,050	69,629	68,236
Change from Prior Year	-4.96%	-1.40%	-1.85%	-2.00%	-2.00%	-2.00%

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FUND DETAILS



Black Hawk College
Fiscal Year 2024 Budget

**All Funds - Combining Statement of Revenues, Expenditures, and Changes in Fund Balances
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 19,623,307	\$ 20,316,292	\$ 21,077,895	\$ 22,304,048	\$ 23,116,343	\$ 23,354,222	\$ 24,145,463	\$ 24,474,478	\$ 24,783,990	\$ 25,487,000
Corporate Personal Property Replacement Tax	1,464,594	1,340,818	1,480,910	1,219,068	1,356,578	1,466,854	2,043,762	4,418,980	1,700,000	3,600,000
Other	-	-	3,291	-	-	-	-	-	-	-
Total local government sources	21,087,901	21,657,110	22,562,096	23,523,116	24,472,921	24,821,076	26,189,225	28,893,458	26,483,990	29,087,000
State governmental sources	10,233,409	3,058,779	10,815,284	8,306,752	7,719,341	7,683,931	7,471,900	8,989,493	7,210,868	7,829,563
Federal governmental sources	9,290,411	7,733,197	7,431,615	7,234,806	6,501,114	7,911,547	12,252,303	14,401,804	11,133,374	11,189,087
Student tuition and fees	16,732,219	16,718,348	16,903,529	16,485,330	15,351,828	14,023,004	12,048,041	11,826,491	13,327,209	13,664,994
Sales and services	3,711,366	2,962,818	2,783,869	2,398,612	2,053,383	1,783,384	1,154,910	1,285,343	1,053,049	1,101,016
Rental of facilities and equipment	156,357	142,493	276,622	164,611	183,147	222,421	154,556	163,263	178,012	147,491
Investment earnings	256,657	202,302	394,887	908,951	1,372,995	807,639	370,837	400,634	221,000	922,500
Other sources	835,316	866,841	820,175	447,739	495,300	357,667	728,480	492,785	969,342	848,714
Contingency	-	-	-	-	-	-	-	-	750,000	600,000
Total revenues	62,303,636	53,341,888	61,988,077	59,469,917	58,150,029	57,610,669	60,370,252	66,453,272	61,326,844	65,390,365
Expenditures:										
Instruction	13,799,650	13,385,248	12,182,477	11,179,208	10,946,151	10,793,307	10,625,206	10,505,570	11,398,747	11,802,873
Academic support	4,838,282	4,675,922	4,469,817	4,288,440	4,317,768	4,580,647	4,614,262	4,927,028	5,102,634	6,680,331
Student services	3,292,376	3,445,626	3,318,137	3,031,118	3,161,936	3,093,546	2,993,741	3,221,754	3,859,723	4,132,116
Public services	2,105,863	1,675,067	1,299,223	1,404,315	1,376,082	1,261,612	946,980	968,720	1,224,063	1,267,524
Institutional support	13,511,414	14,234,924	14,982,030	13,842,654	15,453,270	16,175,234	14,691,615	16,822,754	17,977,923	23,847,592
Auxiliary services	3,428,892	2,790,801	2,548,671	2,243,959	2,025,902	1,877,111	1,706,048	1,743,604	1,714,291	1,744,189
Scholarships, student grants, and waivers	12,869,062	11,356,787	11,562,505	10,496,492	9,615,614	9,919,285	9,979,544	11,916,459	13,066,788	13,558,525
Operation of physical facilities	22,708,414	14,445,184	10,838,967	15,927,817	21,512,428	10,182,495	6,167,330	9,986,422	18,167,928	48,287,325
Contingency	-	-	-	-	-	-	-	-	675,000	600,000
Total expenditures	76,553,953	66,009,559	61,201,827	62,414,003	68,409,151	57,883,237	51,724,726	60,092,311	73,187,097	111,920,475
Excess (deficiency) of revenues over expenditures	(14,250,317)	(12,667,671)	786,250	(2,944,086)	(10,259,122)	(272,568)	8,645,525	6,360,961	(11,860,253)	(46,530,110)
Other financing sources (uses):										
Operating transfers in	1,600,669	13,893	-	9,860,000	1,521,305	2,771,000	7,500,000	6,079,000	-	-
Operating transfers out	(1,600,669)	(13,893)	-	(9,860,000)	(1,521,305)	(2,771,000)	(7,500,000)	(6,079,000)	-	-
Bond & debt certificate proceeds	-	-	28,955,000	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	3,023,591	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	31,978,591	-	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(4,364,043)	(12,667,671)	32,764,841	(2,944,086)	(10,259,122)	(272,568)	8,645,525	6,396,740	(11,860,253)	(46,530,110)
Fund balance										
Beginning (estimated)	55,206,409	50,842,366	38,174,695	70,609,489	67,665,403	57,406,281	57,133,713	65,779,239	72,175,979	139,716,454
Ending (estimated)	\$ 50,842,366	\$ 38,174,695	\$ 70,939,536	\$ 67,665,403	\$ 57,406,281	\$ 57,133,713	\$ 65,779,239	\$ 72,175,979	\$ 139,716,454	\$ 93,186,344

Black Hawk College
Fiscal Year 2024 Budget

Combining All Funds
FY2024 Budget

	Operating Funds					Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund					
Revenues:										
Local governmental sources										
Property taxes	\$ 8,040,000	\$ 4,690,500	\$ -	\$ -	\$ -	\$ 1,142,500	\$ -	\$ 9,368,000	\$ 2,246,000	\$ 25,487,000
Corporate Personal Property Replacement Tax	3,000,000	600,000	-	-	-	-	-	-	-	3,600,000
Total local government sources	11,040,000	5,290,500	-	-	-	1,142,500	-	9,368,000	2,246,000	29,087,000
State governmental sources	4,712,000	480,000	-	2,637,563	-	-	-	-	-	7,829,563
Federal governmental sources	5,000	-	-	11,184,087	-	-	-	-	-	11,189,087
Student tuition and fees	12,903,994	61,000	150,000	550,000	-	-	-	-	-	13,664,994
Sales and services	257,866	5,000	838,150	-	-	-	-	-	-	1,101,016
Rental of facilities and equipment	-	147,491	-	-	-	-	-	-	-	147,491
Investment earnings	300,000	150,000	10,000	-	-	100,000	362,500	-	-	922,500
Other sources	38,650	3,500	13,150	793,414	-	-	-	-	-	848,714
Contingency	-	-	-	600,000	-	-	-	-	-	600,000
Total revenues	29,257,510	6,137,491	1,011,300	15,765,064	-	1,242,500	362,500	9,368,000	2,246,000	65,390,365
Expenditures:										
Instruction	11,246,967	-	-	555,906	-	-	-	-	-	11,802,873
Academic support	4,169,097	-	-	2,511,234	-	-	-	-	-	6,680,331
Student services	3,175,235	-	-	956,881	-	-	-	-	-	4,132,116
Public services	563,077	-	-	704,447	-	-	-	-	-	1,267,524
Institutional support	8,863,950	-	-	677,013	164,000	2,543,203	-	10,849,426	750,000	23,847,592
Auxiliary services	-	-	1,744,189	-	-	-	-	-	-	1,744,189
Scholarships, student grants, and waivers	3,000,000	-	-	10,558,525	-	-	-	-	-	13,558,525
Operation of physical facilities	-	5,056,961	-	-	-	1,031,864	-	-	42,198,500	48,287,325
Contingency	-	400,000	-	200,000	-	-	-	-	-	600,000
Total expenditures	31,018,326	5,456,961	1,744,189	16,164,006	164,000	3,575,067	-	10,849,426	42,948,500	111,920,475
Excess (deficiency) of revenues over expenditures	(1,760,816)	680,530	(732,889)	(398,942)	(164,000)	(2,332,567)	362,500	(1,481,426)	(40,702,500)	(46,530,110)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	-
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	-	-	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(1,760,816)	680,530	(732,889)	(398,942)	(164,000)	(2,332,567)	362,500	(1,481,426)	(40,702,500)	(46,530,110)
Fund balance										
Beginning (projected)	12,232,090	7,501,994	649,251	10,546,645	282,862	6,502,208	14,742,477	5,285,986	81,972,941	139,716,454
Ending (projected)	\$ 10,471,274	\$ 8,182,524	\$ (83,638)	\$ 10,147,703	\$ 118,862	\$ 4,169,641	\$ 15,104,977	\$ 3,804,560	\$ 41,270,441	\$ 93,186,344



Black Hawk College
Fiscal Year 2024 Budget

Combining All Funds
FY2023 Budget

	Operating Funds				Audit Fund	Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds						
Revenues:										
Local governmental sources										
Property taxes	\$ 8,031,000	\$ 4,660,500	\$ -	\$ -	\$ 130,040	\$ 3,173,200	\$ -	\$ 6,615,250	\$ 2,174,000	\$ 24,783,990
Corporate Personal Property Replacement Tax	1,530,000	170,000	-	-	-	-	-	-	-	1,700,000
Total local government sources	9,561,000	4,830,500	-	-	130,040	3,173,200	-	6,615,250	2,174,000	26,483,990
State governmental sources	4,369,000	463,000	-	2,378,868	-	-	-	-	-	7,210,868
Federal governmental sources	6,500	-	-	11,126,874	-	-	-	-	-	11,133,374
Student tuition and fees	12,569,209	58,000	150,000	550,000	-	-	-	-	-	13,327,209
Sales and services	238,349	5,000	809,700	-	-	-	-	-	-	1,053,049
Rental of facilities and equipment	-	178,012	-	-	-	-	-	-	-	178,012
Investment earnings	77,000	33,000	1,000	-	-	33,000	77,000	-	-	221,000
Other sources	55,730	12,000	9,150	892,462	-	-	-	-	-	969,342
Contingency	-	-	-	750,000	-	-	-	-	-	750,000
Total revenues	26,876,788	5,579,512	969,850	15,698,204	130,040	3,206,200	77,000	6,615,250	2,174,000	61,326,844
Expenditures:										
Instruction	10,955,623	-	-	443,124	-	-	-	-	-	11,398,747
Academic support	3,877,256	-	-	1,225,378	-	-	-	-	-	5,102,634
Student services	3,077,015	-	-	782,708	-	-	-	-	-	3,859,723
Public services	500,587	-	-	723,476	-	-	-	-	-	1,224,063
Institutional support	8,729,035	-	-	175,313	161,000	2,294,635	-	6,617,940	-	17,977,923
Auxiliary services	-	-	1,714,291	-	-	-	-	-	-	1,714,291
Scholarships, student grants, and waivers	2,500,000	-	-	10,566,788	-	-	-	-	-	13,066,788
Operation of physical facilities	-	4,780,032	-	1,775,000	-	1,067,896	-	-	10,545,000	18,167,928
Contingency	-	400,000	-	275,000	-	-	-	-	-	675,000
Total expenditures	29,639,516	5,180,032	1,714,291	15,966,787	161,000	3,362,531	-	6,617,940	10,545,000	73,187,097
Excess (deficiency) of revenues over expenditures	(2,762,728)	399,480	(744,441)	(268,583)	(30,960)	(156,331)	77,000	(2,690)	(8,371,000)	(11,860,253)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	-
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	-	-	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(2,762,728)	399,480	(744,441)	(268,583)	(30,960)	(156,331)	77,000	(2,690)	(8,371,000)	(11,860,253)
Fund balance										
Beginning (projected)	9,151,137	5,571,303	1,182,717	11,888,401	278,440	6,579,640	14,206,050	3,338,192	20,006,164	72,202,044
Ending (projected)	\$ 12,232,090	\$ 7,501,994	\$ 649,251	\$ 10,546,645	\$ 282,862	\$ 6,502,208	\$ 14,742,477	\$ 5,285,986	\$ 81,972,941	\$ 139,716,454

Black Hawk College
Fiscal Year 2024 Budget

Combining All Funds
FY2022 Actual

	Operating Funds				Audit Fund	Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds						
Revenues:										
Local governmental sources										
Property taxes	\$ 7,881,392	\$ 4,599,243	\$ -	\$ -	\$ 129,825	\$ 3,132,645	\$ -	\$ 6,585,919	\$ 2,145,454	\$ 24,474,478
Corporate Personal Property Replacement Tax	3,968,064	450,916	-	-	-	-	-	-	-	4,418,980
Total local government sources	11,849,456	5,050,159	-	-	129,825	3,132,645	-	6,585,919	2,145,454	28,893,458
State governmental sources	4,686,658	485,458	-	1,994,645	-	-	-	-	1,822,732	8,989,493
Federal governmental sources	2,043,319	-	-	12,358,485	-	-	-	-	-	14,401,804
Student tuition and fees	11,163,682	47,222	131,910	483,677	-	-	-	-	-	11,826,491
Sales and services	318,461	6,201	945,296	15,385	-	-	-	-	-	1,285,343
Rental of facilities and equipment	-	163,263	-	-	-	-	-	-	-	163,263
Investment earnings	131,881	39,283	1,205	-	1,543	36,149	86,600	12,173	91,800	400,634
Other sources	129,689	9,755	29,379	273,788	-	50,174	-	-	-	492,785
Contingency	-	-	-	-	-	-	-	-	-	-
Total revenues	30,323,146	5,801,342	1,107,790	15,125,980	131,368	3,218,968	86,600	6,598,092	4,059,986	66,453,272
Expenditures:										
Instruction	10,026,882	-	-	478,688	-	-	-	-	-	10,505,570
Academic support	3,486,198	-	-	1,440,830	-	-	-	-	-	4,927,028
Student services	2,509,106	-	-	712,648	-	-	-	-	-	3,221,754
Public services	364,883	-	-	603,837	-	-	-	-	-	968,720
Institutional support	7,784,718	-	-	340,304	97,325	1,782,926	-	6,527,726	289,755	16,822,754
Auxiliary services	-	-	1,743,604	-	-	-	-	-	-	1,743,604
Scholarships, student grants, and waivers	2,360,956	-	-	9,555,503	-	-	-	-	-	11,916,459
Operation of physical facilities	-	4,002,268	-	31,392	-	969,349	-	-	4,983,413	9,986,422
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	26,532,743	4,002,268	1,743,604	13,163,202	97,325	2,752,275	-	6,527,726	5,273,168	60,092,311
Excess (deficiency) of revenues over expenditures	3,790,403	1,799,074	(635,814)	1,962,778	34,043	466,693	86,600	70,366	(1,213,182)	6,360,961
Other financing sources (uses):										
Operating transfers in	-	-	750,000	1,245,000	-	-	-	-	4,084,000	6,079,000
Operating transfers out	(4,395,000)	(1,684,000)	-	-	-	-	-	-	-	(6,079,000)
Transfers to/from other fund	-	-	-	35,779	-	-	-	-	-	35,779
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	(4,395,000)	(1,684,000)	750,000	1,280,779	-	-	-	-	4,084,000	35,779
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(604,597)	115,074	114,186	3,243,557	34,043	466,693	86,600	70,366	2,870,818	6,396,740
Fund balance										
Beginning	9,755,734	5,456,229	1,068,531	8,644,844	244,397	6,112,947	14,119,450	3,267,826	17,135,346	65,805,304
Ending (estimated)	\$ 9,151,137	\$ 5,571,303	\$ 1,182,717	\$ 11,888,401	\$ 278,440	\$ 6,579,640	\$ 14,206,050	\$ 3,338,192	\$ 20,006,164	\$ 72,202,044

Black Hawk College
Fiscal Year 2024 Budget

Combining All Funds
FY2021 Actual

	Operating Funds				Audit Fund	Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds						
Revenues:										
Local governmental sources										
Property taxes	\$ 7,826,598	\$ 4,543,548	\$ -	\$ -	\$ 126,493	\$ 3,035,050	\$ -	\$ 6,509,956	\$ 2,103,818	\$ 24,145,463
Corporate Personal Property Replacement Tax	1,839,185	204,577	-	-	-	-	-	-	-	2,043,762
Total local government sources	9,665,783	4,748,125	-	-	126,493	3,035,050	-	6,509,956	2,103,818	26,189,225
State governmental sources	4,799,182	491,123	-	2,041,342	-	-	-	-	140,253	7,471,900
Federal governmental sources	4,635,752	106,183	1,180,903	6,329,465	-	-	-	-	-	12,252,303
Student tuition and fees	11,366,392	28,365	139,974	513,310	-	-	-	-	-	12,048,041
Sales and services	141,347	2,767	1,009,068	1,728	-	-	-	-	-	1,154,910
Rental of facilities and equipment	720	153,836	-	-	-	-	-	-	-	154,556
Investment earnings	127,950	41,139	237	-	1,267	35,155	94,277	13,837	56,975	370,837
Other sources	367,956	49,592	7,811	303,121	-	-	-	-	-	728,480
Contingency	-	-	-	-	-	-	-	-	-	-
Total revenues	31,105,082	5,621,130	2,337,993	9,188,966	127,760	3,070,205	94,277	6,523,793	2,301,046	60,370,252
Expenditures:										
Instruction	10,115,281	-	-	509,925	-	-	-	-	-	10,625,206
Academic support	3,201,959	-	-	1,412,303	-	-	-	-	-	4,614,262
Student services	2,351,635	-	-	642,106	-	-	-	-	-	2,993,741
Public services	281,725	-	-	665,255	-	-	-	-	-	946,980
Institutional support	5,825,742	-	-	537,621	62,927	1,493,718	-	6,464,235	307,372	14,691,615
Auxiliary services	-	-	1,648,555	57,493	-	-	-	-	-	1,706,048
Scholarships, student grants, and waivers	2,253,280	-	-	7,726,264	-	-	-	-	-	9,979,544
Operation of physical facilities	-	3,798,275	-	58,734	-	918,031	-	-	1,392,290	6,167,330
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	24,029,622	3,798,275	1,648,555	11,609,701	62,927	2,411,749	-	6,464,235	1,699,662	51,724,726
Excess (deficiency) of revenues over expenditures	7,075,460	1,822,855	689,438	(2,420,735)	64,833	658,456	94,277	59,558	601,384	8,645,525
Other financing sources (uses):										
Operating transfers in	-	-	-	500,000	-	-	-	-	7,000,000	7,500,000
Operating transfers out	(5,800,000)	(1,700,000)	-	-	-	-	-	-	-	(7,500,000)
Transfers to/from other fund	-	-	-	(1,280,336)	-	-	-	-	1,280,336	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	(5,800,000)	(1,700,000)	-	(780,336)	-	-	-	-	8,280,336	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	1,275,460	122,855	689,438	(3,201,071)	64,833	658,456	94,277	59,558	8,881,720	8,645,525
Fund balance										
Beginning	8,480,274	5,307,309	379,093	11,845,915	179,564	5,454,491	14,025,173	3,208,269	8,253,626	57,133,713
Ending	\$ 9,755,734	\$ 5,430,164	\$ 1,068,531	\$ 8,644,844	\$ 244,397	\$ 6,112,947	\$ 14,119,450	\$ 3,267,826	\$ 17,135,346	\$ 65,779,239



Black Hawk College
Fiscal Year 2024 Budget

Combining All Funds
FY2020 Actual

	Operating Funds				Audit Fund	Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds						
Revenues:										
Local governmental sources										
Property taxes	\$ 7,625,244	\$ 4,406,992	\$ -	\$ -	\$ 114,356	\$ 2,788,797	\$ -	\$ 6,380,700	\$ 2,038,133	\$ 23,354,222
Corporate Personal Property Replacement Tax	1,320,025	146,829	-	-	-	-	-	-	-	1,466,854
Total local government sources	8,945,269	4,553,821	-	-	114,356	2,788,797	-	6,380,700	2,038,133	24,821,076
State governmental sources	5,185,657	504,002	-	1,994,272	-	-	-	-	-	7,683,931
Federal governmental sources	149,768	-	-	7,761,779	-	-	-	-	-	7,911,547
Student tuition and fees	13,319,831	97,729	158,429	447,015	-	-	-	-	-	14,023,004
Sales and services	364,017	4,932	1,414,435	-	-	-	-	-	-	1,783,384
Rental of facilities and equipment	13,558	208,863	-	-	-	-	-	-	-	222,421
Investment earnings	270,437	78,344	690	-	2,640	67,844	206,915	36,514	144,255	807,639
Other sources	15,391	41,180	18,679	250,069	-	-	-	-	32,348	357,667
Contingency	-	-	-	-	-	-	-	-	-	-
Total revenues	28,263,928	5,488,871	1,592,233	10,453,135	116,996	2,856,641	206,915	6,417,214	2,214,736	57,610,669
Expenditures:										
Instruction	10,182,611	-	-	604,755	-	-	-	-	5,941	10,793,307
Academic support	3,362,909	-	-	1,217,738	-	-	-	-	-	4,580,647
Student services	2,524,373	-	-	569,173	-	-	-	-	-	3,093,546
Public services	542,239	-	-	719,373	-	-	-	-	-	1,261,612
Institutional support	7,165,397	-	-	434,894	140,490	1,245,796	-	6,405,279	783,378	16,175,234
Auxiliary services	-	-	1,853,560	23,551	-	-	-	-	-	1,877,111
Scholarships, student grants, and waivers	2,962,080	-	-	6,957,205	-	-	-	-	-	9,919,285
Operation of physical facilities	-	3,690,406	-	44,184	-	858,175	-	-	5,589,730	10,182,495
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	26,739,609	3,690,406	1,853,560	10,570,873	140,490	2,103,971	-	6,405,279	6,379,049	57,883,237
Excess (deficiency) of revenues over expenditures	1,524,319	1,798,465	(261,327)	(117,738)	(23,494)	752,670	206,915	11,935	(4,164,313)	(272,568)
Other financing sources (uses):										
Operating transfers in	-	-	600,000	100,000	-	-	-	-	2,071,000	2,771,000
Operating transfers out	(1,602,000)	(1,169,000)	-	-	-	-	-	-	-	(2,771,000)
Transfers to/from other fund	-	-	-	1,070,696	-	-	-	-	(1,070,696)	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	(1,602,000)	(1,169,000)	600,000	1,170,696	-	-	-	-	1,000,304	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(77,681)	629,465	338,673	1,052,958	(23,494)	752,670	206,915	11,935	(3,164,009)	(272,568)
Fund balance										
Beginning	8,557,955	4,677,844	40,420	10,792,957	203,058	4,701,821	13,818,258	3,196,334	11,417,635	57,406,281
Ending	\$ 8,480,274	\$ 5,307,309	\$ 379,093	\$ 11,845,915	\$ 179,564	\$ 5,454,491	\$ 14,025,173	\$ 3,208,269	\$ 8,253,626	\$ 57,133,713

Black Hawk College
Fiscal Year 2024 Budget

Combining All Funds
FY2019 Actual

	Operating Funds				Audit Fund	Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds						
Revenues:										
Local governmental sources										
Property taxes	\$ 7,584,658	\$ 4,385,650	\$ -	\$ -	\$ 105,748	\$ 2,593,117	\$ -	\$ 6,431,686	\$ 2,015,484	\$ 23,116,343
Corporate Personal Property Replacement Tax	1,221,168	135,410	-	-	-	-	-	-	-	1,356,578
Total local government sources	8,805,826	4,521,060	-	-	105,748	2,593,117	-	6,431,686	2,015,484	24,472,921
State governmental sources	5,374,085	519,971	-	1,825,285	-	-	-	-	-	7,719,341
Federal governmental sources	44,444	-	-	6,456,670	-	-	-	-	-	6,501,114
Student tuition and fees	14,458,028	103,185	169,401	621,214	-	-	-	-	-	15,351,828
Sales and services	453,942	5,560	1,589,314	4,567	-	-	-	-	-	2,053,383
Rental of facilities and equipment	15,718	167,429	-	-	-	-	-	-	-	183,147
Investment earnings	384,540	96,333	1,022	-	3,612	89,558	306,736	47,068	444,126	1,372,995
Other sources	61,042	38,623	27,042	368,333	-	260	-	-	-	495,300
Contingency	-	-	-	-	-	-	-	-	-	-
Total revenues	29,597,625	5,452,161	1,786,779	9,276,069	109,360	2,682,935	306,736	6,478,754	2,459,610	58,150,029
Expenditures:										
Instruction	10,489,243	-	-	456,908	-	-	-	-	-	10,946,151
Academic support	3,220,271	-	-	1,097,497	-	-	-	-	-	4,317,768
Student services	2,504,753	-	-	657,183	-	-	-	-	-	3,161,936
Public services	628,411	-	-	747,671	-	-	-	-	-	1,376,082
Institutional support	6,490,087	-	-	26,987	63,500	1,291,987	-	6,342,383	1,238,326	15,453,270
Auxiliary services	-	-	2,025,902	-	-	-	-	-	-	2,025,902
Scholarships, student grants, and waivers	3,288,575	-	-	6,327,039	-	-	-	-	-	9,615,614
Operation of physical facilities	-	3,791,139	-	-	-	759,489	-	-	16,961,800	21,512,428
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	26,621,340	3,791,139	2,025,902	9,313,285	63,500	2,051,476	-	6,342,383	18,200,126	68,409,151
Excess (deficiency) of revenues over expenditures	2,976,285	1,661,022	(239,123)	(37,216)	45,860	631,459	306,736	136,371	(15,740,516)	(10,259,122)
Other financing sources (uses):										
Operating transfers in	-	-	-	309,640	-	-	-	-	1,211,665	1,521,305
Operating transfers out	(600,000)	(700,000)	-	-	-	-	-	(11,665)	(209,640)	(1,521,305)
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	(600,000)	(700,000)	-	309,640	-	-	-	(11,665)	1,002,025	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	2,376,285	961,022	(239,123)	272,424	45,860	631,459	306,736	124,706	(14,738,491)	(10,259,122)
Fund balance										
Beginning	6,181,670	3,716,822	279,543	10,520,533	157,198	4,070,362	13,511,522	3,071,627	26,156,126	67,665,403
Ending	\$ 8,557,955	\$ 4,677,844	\$ 40,420	\$ 10,792,957	\$ 203,058	\$ 4,701,821	\$ 13,818,258	\$ 3,196,334	\$ 11,417,635	\$ 57,406,281



Black Hawk College
Fiscal Year 2024 Budget

Combining All Funds
FY2018 Actual

	Operating Funds					Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund					
Revenues:										
Local governmental sources										
Property taxes	\$ 7,302,206	\$ 4,232,615	\$ -	\$ -	\$ 100,200	\$ 2,534,892	\$ -	\$ 6,344,299	\$ 1,789,836	\$ 22,304,048
Corporate Personal Property Replacement Tax	1,097,161	121,907	-	-	-	-	-	-	-	1,219,068
Total local government sources	8,399,367	4,354,522	-	-	100,200	2,534,892	-	6,344,299	1,789,836	23,523,116
State governmental sources	5,843,222	538,450	-	1,925,080	-	-	-	-	-	8,306,752
Federal governmental sources	40,803	-	-	7,194,003	-	-	-	-	-	7,234,806
Student tuition and fees	15,508,475	111,353	184,997	680,505	-	-	-	-	-	16,485,330
Sales and services	449,047	6,713	1,940,684	2,168	-	-	-	-	-	2,398,612
Rental of facilities and equipment	17,153	147,458	-	-	-	-	-	-	-	164,611
Investment earnings	178,277	37,053	767	-	1,492	43,201	180,216	23,678	444,267	908,951
Other sources	62,162	13,963	27,541	341,887	-	-	-	-	2,186	447,739
Contingency	-	-	-	-	-	-	-	-	-	-
Total revenues	30,498,506	5,209,512	2,153,989	10,143,643	101,692	2,578,093	180,216	6,367,977	2,236,289	59,469,917
Expenditures:										
Instruction	10,681,613	-	-	497,595	-	-	-	-	-	11,179,208
Academic support	3,311,281	-	-	977,159	-	-	-	-	-	4,288,440
Student services	2,417,583	-	-	613,535	-	-	-	-	-	3,031,118
Public services	616,578	-	-	787,737	-	-	-	-	-	1,404,315
Institutional support	6,148,812	-	-	8,953	51,150	1,070,341	-	5,685,542	877,856	13,842,654
Auxiliary services	-	-	2,243,959	-	-	-	-	-	-	2,243,959
Scholarships, student grants, and waivers	3,324,504	-	-	7,171,988	-	-	-	-	-	10,496,492
Operation of physical facilities	-	3,653,944	-	-	-	712,354	-	-	11,561,519	15,927,817
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	26,500,371	3,653,944	2,243,959	10,056,967	51,150	1,782,695	-	5,685,542	12,439,375	62,414,003
Excess (deficiency) of revenues over expenditures	3,998,135	1,555,568	(89,970)	86,676	50,542	795,398	180,216	682,435	(10,203,086)	(2,944,086)
Other financing sources (uses):										
Operating transfers in	-	-	-	9,240,000	-	-	-	-	620,000	9,860,000
Operating transfers out	(9,440,000)	(420,000)	-	-	-	-	-	-	-	(9,860,000)
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	(9,440,000)	(420,000)	-	9,240,000	-	-	-	-	620,000	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(5,441,865)	1,135,568	(89,970)	9,326,676	50,542	795,398	180,216	682,435	(9,583,086)	(2,944,086)
Fund balance										
Beginning	11,623,535	2,581,254	369,513	1,193,857	106,656	3,274,964	13,331,306	2,389,192	35,739,212	70,609,489
Ending	\$ 6,181,670	\$ 3,716,822	\$ 279,543	\$ 10,520,533	\$ 157,198	\$ 4,070,362	\$ 13,511,522	\$ 3,071,627	\$ 26,156,126	\$ 67,665,403

Black Hawk College
Fiscal Year 2024 Budget

Combining All Funds
FY2017 Actual

	Operating Funds				Audit Fund	Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds						
Revenues:										
Local governmental sources										
Property taxes	\$ 6,764,987	\$ 3,911,863	\$ -	\$ -	\$ 70,070	\$ 2,100,118	\$ -	\$ 6,272,429	\$ 1,958,428	\$ 21,077,895
Corporate Personal Property Replacement Tax	1,332,819	148,091	-	-	-	-	-	-	-	1,480,910
Total local government sources	8,101,097	4,059,954	-	-	70,070	2,100,118	-	6,272,429	1,958,428	22,562,096
State governmental sources	8,168,094	627,146	-	2,012,628	-	-	-	-	7,416	10,815,284
Federal governmental sources	38,234	-	-	7,393,381	-	-	-	-	-	7,431,615
Student tuition and fees	15,982,052	126,387	185,650	609,440	-	-	-	-	-	16,903,529
Sales and services	450,367	7,289	2,195,816	130,397	-	-	-	-	-	2,783,869
Rental of facilities and equipment	22,706	253,916	-	-	-	-	-	-	-	276,622
Investment earnings	47,704	10,344	545	-	600	18,896	93,051	12,414	211,333	394,887
Other sources	63,033	14,996	47,667	628,564	-	-	-	-	65,915	820,175
Contingency	-	-	-	-	-	-	-	-	-	-
Total revenues	32,873,287	5,100,032	2,429,678	10,774,410	70,670	2,119,014	93,051	6,284,843	2,243,092	61,988,077
Expenditures:										
Instruction	11,668,177	-	-	514,300	-	-	-	-	-	12,182,477
Academic support	3,416,922	-	-	1,052,895	-	-	-	-	-	4,469,817
Student services	2,629,782	-	-	688,355	-	-	-	-	-	3,318,137
Public services	615,735	-	-	683,488	-	-	-	-	-	1,299,223
Institutional support	5,185,197	-	-	3,031	68,550	957,104	-	6,944,352	1,823,796	14,982,030
Auxiliary services	-	-	2,437,964	110,707	-	-	-	-	-	2,548,671
Scholarships, student grants, and waivers	3,810,949	-	-	7,751,556	-	-	-	-	-	11,562,505
Operation of physical facilities	-	3,976,708	-	2,594	-	685,171	-	-	6,174,494	10,838,967
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	27,326,762	3,976,708	2,437,964	10,806,926	68,550	1,642,275	-	6,944,352	7,998,290	61,201,827
Excess (deficiency) of revenues over expenditures	5,546,525	1,123,324	(8,286)	(32,516)	2,120	476,739	93,051	(659,509)	(5,755,198)	786,250
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	-
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	28,955,000	28,955,000
Bond Premium (Discount)	-	-	-	-	-	-	-	-	3,023,591	3,023,591
Total other financing sources (uses)	-	-	-	-	-	-	-	-	31,978,591	31,978,591
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	5,546,525	1,123,324	(8,286)	(32,516)	2,120	476,739	93,051	(659,509)	26,223,393	32,764,841
Fund balance										
Beginning	6,077,010	1,457,930	377,799	1,556,420	104,536	2,798,225	13,238,255	3,048,701	9,515,819	38,174,695
Ending	\$ 11,623,535	\$ 2,581,254	\$ 369,513	\$ 1,523,904	\$ 106,656	\$ 3,274,964	\$ 13,331,306	\$ 2,389,192	\$ 35,739,212	\$ 70,939,536

Black Hawk College
Fiscal Year 2024 Budget

Combining All Funds
FY2016 Actual

	Operating Funds					Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds	Audit Fund					
Revenues:										
Local governmental sources										
Property taxes	\$ 6,462,560	\$ 3,655,053	\$ -	\$ -	\$ 36,378	\$ 2,131,353	\$ -	\$ 6,237,631	\$ 1,793,317	\$ 20,316,292
Corporate Personal Property Replacement Tax	1,206,736	134,082	-	-	-	-	-	-	-	1,340,818
Total local government sources	7,669,296	3,789,135	-	-	36,378	2,131,353	-	6,237,631	1,793,317	21,657,110
State governmental sources	1,211,000	168,235	-	1,679,544	-	-	-	-	-	3,058,779
Federal governmental sources	38,165	-	-	7,695,032	-	-	-	-	-	7,733,197
Student tuition and fees	15,793,121	89,086	197,466	638,675	-	-	-	-	-	16,718,348
Sales and services	433,358	6,141	2,370,605	152,714	-	-	-	-	-	2,962,818
Rental of facilities and equipment	28,449	114,044	-	-	-	-	-	-	-	142,493
Investment earnings	35,727	5,616	355	-	482	11,013	65,818	9,256	74,035	202,302
Other sources	33,944	15,888	42,928	706,671	-	30,044	-	-	37,366	866,841
Contingency	-	-	-	-	-	-	-	-	-	-
Total revenues	25,243,060	4,188,145	2,611,354	10,872,636	36,860	2,172,410	65,818	6,246,887	1,904,718	53,341,888
Expenditures:										
Instruction	12,627,599	-	-	555,120	-	-	-	-	202,529	13,385,248
Academic support	3,716,114	-	-	959,529	-	-	-	-	279	4,675,922
Student services	2,803,697	-	-	641,929	-	-	-	-	-	3,445,626
Public services	775,183	-	-	899,884	-	-	-	-	-	1,675,067
Institutional support	5,659,791	-	-	78,453	46,000	967,421	-	6,094,134	1,389,125	14,234,924
Auxiliary services	-	-	2,691,941	98,860	-	-	-	-	-	2,790,801
Scholarships, student grants, and waivers	3,786,630	-	-	7,570,157	-	-	-	-	-	11,356,787
Operation of physical facilities	-	4,119,216	-	-	-	793,661	-	-	9,532,307	14,445,184
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	29,369,014	4,119,216	2,691,941	10,803,932	46,000	1,761,082	-	6,094,134	11,124,240	66,009,559
Excess (deficiency) of revenues over expenditures	(4,125,954)	68,929	(80,587)	68,704	(9,140)	411,328	65,818	152,753	(9,219,522)	(12,667,671)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	13,893	13,893
Operating transfers out	-	-	-	-	-	-	-	(13,893)	-	(13,893)
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond Premium (Discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	-	-	-	-	-	(13,893)	13,893	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(4,125,954)	68,929	(80,587)	68,704	(9,140)	411,328	65,818	138,860	(9,205,629)	(12,667,671)
Fund balance										
Beginning	10,202,964	1,389,001	458,386	1,487,716	113,676	2,386,897	13,172,437	2,909,841	18,721,448	50,842,366
Ending	\$ 6,077,010	\$ 1,457,930	\$ 377,799	\$ 1,556,420	\$ 104,536	\$ 2,798,225	\$ 13,238,255	\$ 3,048,701	\$ 9,515,819	\$ 38,174,695



Black Hawk College
Fiscal Year 2024 Budget

Combining All Funds
FY2015 Actual

	Operating Funds				Audit Fund	Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maintenance Restricted	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Fund	Restricted Purposes Funds						
Revenues:										
Local governmental sources										
Property taxes	\$ 6,192,491	\$ 3,444,467	\$ -	\$ -	\$ 14,440	\$ 2,044,147	\$ -	\$ 6,166,578	\$ 1,761,184	\$ 19,623,307
Corporate Personal Property Replacement Tax	1,318,135	146,459	-	-	-	-	-	-	-	1,464,594
Total local government sources	7,510,626	3,590,926	-	-	14,440	2,044,147	-	6,166,578	1,761,184	21,087,901
State governmental sources	6,839,654	612,978	-	2,780,777	-	-	-	-	-	10,233,409
Federal governmental sources	40,699	-	-	9,249,712	-	-	-	-	-	9,290,411
Student tuition and fees	15,717,756	94,568	216,263	703,632	-	-	-	-	-	16,732,219
Sales and services	450,463	5,526	2,962,757	292,620	-	-	-	-	-	3,711,366
Rental of facilities and equipment	30,835	125,522	-	-	-	-	-	-	-	156,357
Investment earnings	36,427	5,429	503	-	560	9,606	65,685	9,505	128,942	256,657
Other sources	51,903	18,126	117,727	624,869	-	3,185	-	-	19,506	835,316
Contingency	-	-	-	-	-	-	-	-	-	-
Total revenues	30,678,363	4,453,075	3,297,250	13,651,610	15,000	2,056,938	65,685	6,176,083	1,909,632	62,303,636
Expenditures:										
Instruction	13,067,366	-	-	684,210	-	-	-	-	48,074	13,799,650
Academic support	3,662,093	-	-	1,153,545	-	-	-	-	22,644	4,838,282
Student services	2,698,720	-	-	593,656	-	-	-	-	-	3,292,376
Public services	809,283	-	-	1,296,580	-	-	-	-	-	2,105,863
Institutional support	4,877,634	-	-	392,481	36,602	1,165,777	-	6,345,788	693,132	13,511,414
Auxiliary services	-	-	3,316,760	112,132	-	-	-	-	-	3,428,892
Scholarships, student grants, and waivers	3,534,248	-	-	9,334,814	-	-	-	-	-	12,869,062
Operation of physical facilities	-	4,043,198	-	3,923	-	769,304	-	-	17,891,989	22,708,414
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	28,649,344	4,043,198	3,316,760	13,571,341	36,602	1,935,081	-	6,345,788	18,655,839	76,553,953
Excess (deficiency) of revenues over expenditures	2,029,019	409,877	(19,510)	80,269	(21,602)	121,857	65,685	(169,705)	(16,746,207)	(14,250,317)
Other financing sources (uses):										
Operating transfers in	-	35,669	-	775,000	-	-	-	-	790,000	1,600,669
Operating transfers out	(1,300,000)	(265,000)	-	-	-	-	-	-	(35,669)	(1,600,669)
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	9,355,000	9,355,000
Bond Premium (Discount)	-	-	-	-	-	-	-	-	531,274	531,274
Total other financing sources (uses)	(1,300,000)	(229,331)	-	775,000	-	-	-	-	10,640,605	9,886,274
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	729,019	180,546	(19,510)	855,269	(21,602)	121,857	65,685	(169,705)	(6,105,602)	(4,364,043)
Fund balance										
Beginning	9,473,945	1,208,455	477,896	632,447	135,278	2,265,040	13,106,752	3,079,546	24,827,050	55,206,409
Ending	\$ 10,202,964	\$ 1,389,001	\$ 458,386	\$ 1,487,716	\$ 113,676	\$ 2,386,897	\$ 13,172,437	\$ 2,909,841	\$ 18,721,448	\$ 50,842,366



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.

Overview

The General Fund is budgeted to end FY2024 with a \$1,080,286 excess of expenditures over revenue.

Total revenue in the General Fund is budgeted to increase by \$2,938,701 or 9.05% from the FY2023 Budget and is comprised of the following changes:

- 7.45% increase in state sources revenue as a result of a funding increase for Illinois’ Community Colleges in the state budget
- 111.76% increase in Corporate Personal Property Replacement Tax due to budget being based on estimates presented by the Illinois Department of Revenue

Total expenditures in the General Fund are budgeted to increase \$1,655,739 or 4.54% from the FY2023 Budget and are comprised of the following changes:

- 3.99% increase in salaries as a result of changes in staffing needs and restructuring
- 1.10% decrease in benefits as a result of cost savings from a new health insurance plan provider

- 13.01% increase in contractual services to reflect actual contracts including consulting on the subject of institutional and student learning outcomes assessment, and customer relationship management software for Advising
- 4.22% increase in materials and supplies due to the increase in cost of paper, printing, and general supplies

Overall Trend

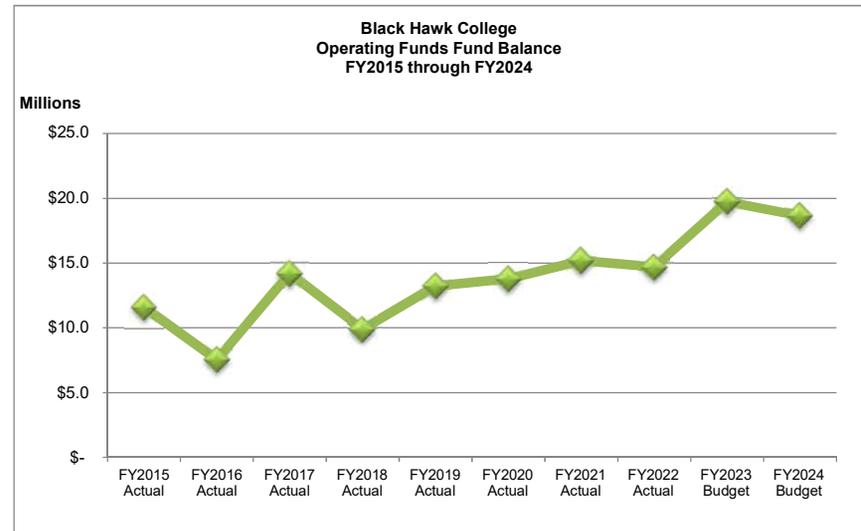
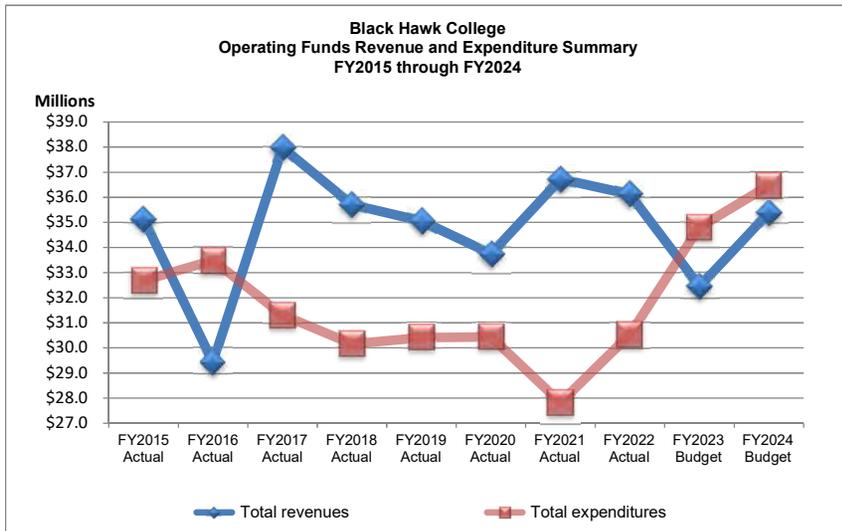
Total revenue is projected to increase \$263,563 or 0.75% from FY2015 actual, driven primarily by a 145.80% increase in Corporate Personal Property Replacement Tax, a 32.10% increase in property taxes, offset by a 30.33% decrease in state funding, and an 18.01% decrease in tuition & fees.

Total expenditures are projected to increase \$3,782,745 or 11.57% from FY2015 actual, driven primarily by a 5.98% increase in salaries and benefits, a 106.43% increase in contractual services, and a 41.80% increase in materials and supplies, offset by a 15.12% decrease in scholarships, grants, and waivers.

Black Hawk College
Fiscal Year 2024 Budget

**Operating Funds Revenue and Expenditure Summary
FY2015 through FY2024**

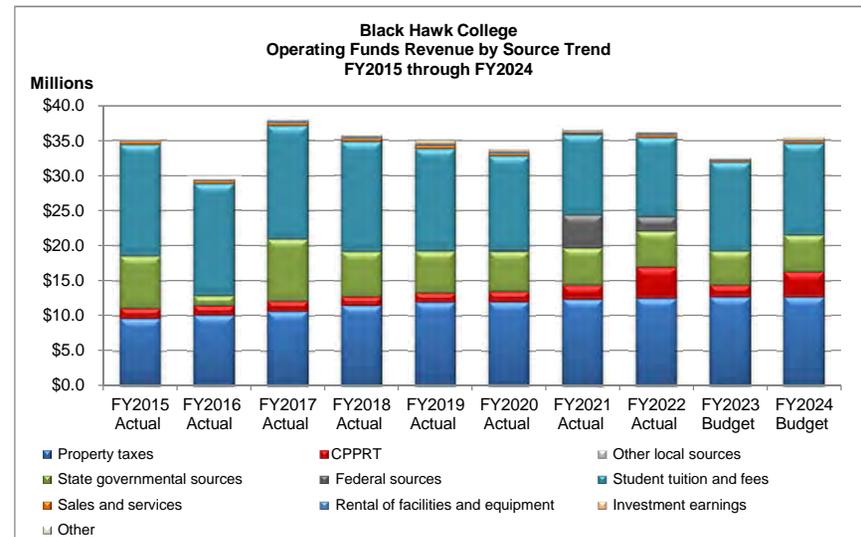
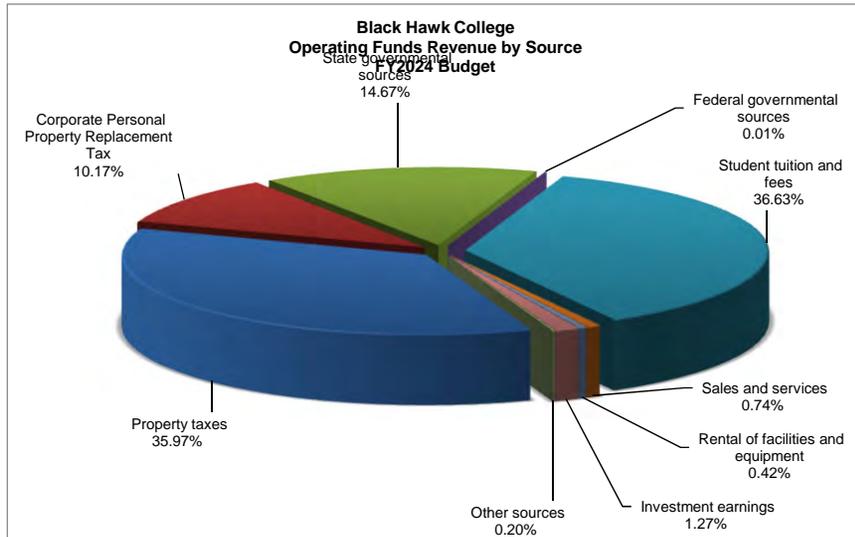
	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Total revenues	\$ 35,131,438	\$ 29,431,205	\$ 37,973,319	\$ 35,708,018	\$ 35,049,786	\$ 33,752,799	\$ 36,726,212	\$ 36,124,488	\$ 32,456,300	\$ 35,395,001
Total expenditures	32,692,542	33,488,230	31,303,470	30,154,315	30,412,479	30,430,015	27,827,897	30,535,011	34,819,548	36,475,287
Excess (deficiency) of revenues over expenditures	2,438,896	(4,057,025)	6,669,849	5,553,703	4,637,307	3,322,784	8,898,315	5,589,477	(2,363,248)	(1,080,286)
Other financing sources (uses):										
Operating transfers in	35,669	-	-	-	-	-	-	-	-	-
Operating transfers out	(1,565,000)	-	-	(9,860,000)	(1,300,000)	(2,771,000)	(7,500,000)	(6,079,000)	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	(1,529,331)	-	-	(9,860,000)	(1,300,000)	(2,771,000)	(7,500,000)	(6,079,000)	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	909,565	(4,057,025)	6,669,849	(4,306,297)	3,337,307	551,784	1,398,315	(489,523)	(2,363,248)	(1,080,286)
Fund balance										
Beginning (estimated)	10,682,400	11,591,965	7,534,940	14,204,789	9,898,492	13,235,799	13,787,583	15,185,898	14,696,375	19,734,084
Ending (estimated)	\$ 11,591,965	\$ 7,534,940	\$ 14,204,789	\$ 9,898,492	\$ 13,235,799	\$ 13,787,583	\$ 15,185,898	\$ 14,696,375	\$ 19,734,084	\$ 18,653,798



Black Hawk College
Fiscal Year 2024 Budget

Operating Funds Revenue by Source
FY2015 through FY2024

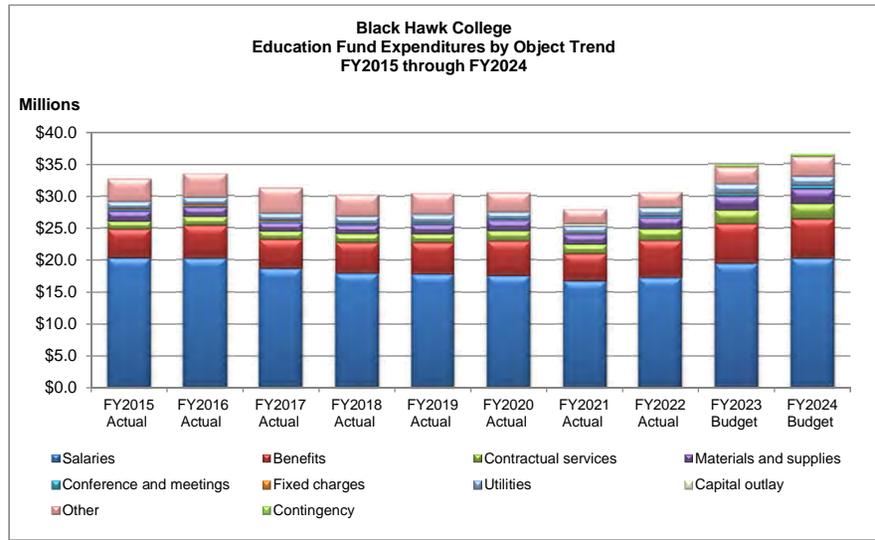
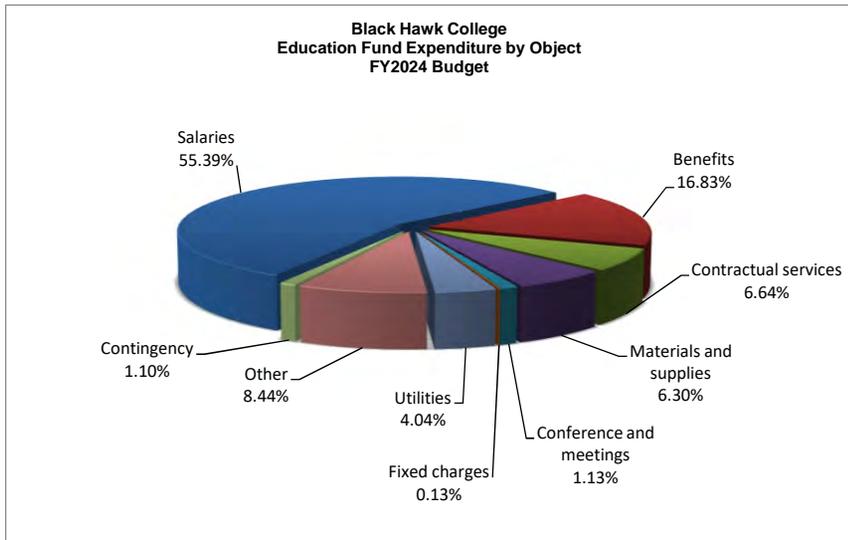
	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 9,636,958	\$ 10,117,613	\$ 10,676,850	\$ 11,534,821	\$ 11,970,308	\$ 12,032,236	\$ 12,370,146	\$ 12,480,635	\$ 12,691,500	\$ 12,730,500
Corporate Personal Property Replacement Tax	1,464,594	1,340,818	1,480,910	1,219,068	1,356,578	1,466,854	2,043,762	4,418,980	1,700,000	3,600,000
Other	-	-	3,291	-	-	-	-	-	-	-
Total local government sources	11,101,552	11,458,431	12,161,051	12,753,889	13,326,886	13,499,090	14,413,908	16,899,615	14,391,500	16,330,500
State governmental sources										
State governmental sources	7,452,632	1,379,235	8,795,240	6,381,672	5,894,056	5,689,659	5,290,305	5,172,116	4,832,000	5,192,000
Federal governmental sources	40,699	38,165	38,234	40,803	44,444	149,768	4,741,935	2,043,319	6,500	5,000
Student tuition and fees	15,812,324	15,882,207	16,108,439	15,619,828	14,561,213	13,417,560	11,394,757	11,210,904	12,627,209	12,964,994
Sales and services	455,989	439,499	457,656	455,760	459,502	368,949	144,114	324,662	243,349	262,866
Rental of facilities and equipment	156,357	142,493	276,622	164,611	183,147	222,421	154,556	163,263	178,012	147,491
Investment earnings	41,856	41,343	58,048	215,330	480,873	348,781	169,089	171,164	110,000	450,000
Other sources	70,029	49,832	78,029	76,125	99,665	56,571	417,548	139,444	67,730	42,150
Total revenues	\$ 35,131,438	\$ 29,431,205	\$ 37,973,319	\$ 35,708,018	\$ 35,049,786	\$ 33,752,799	\$ 36,726,212	\$ 36,124,488	\$ 32,456,300	\$ 35,395,001



Black Hawk College
Fiscal Year 2024 Budget

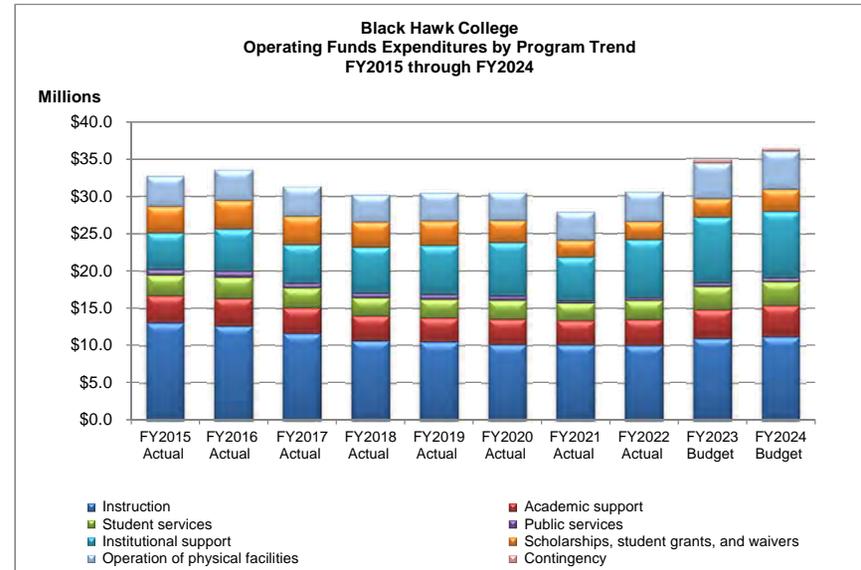
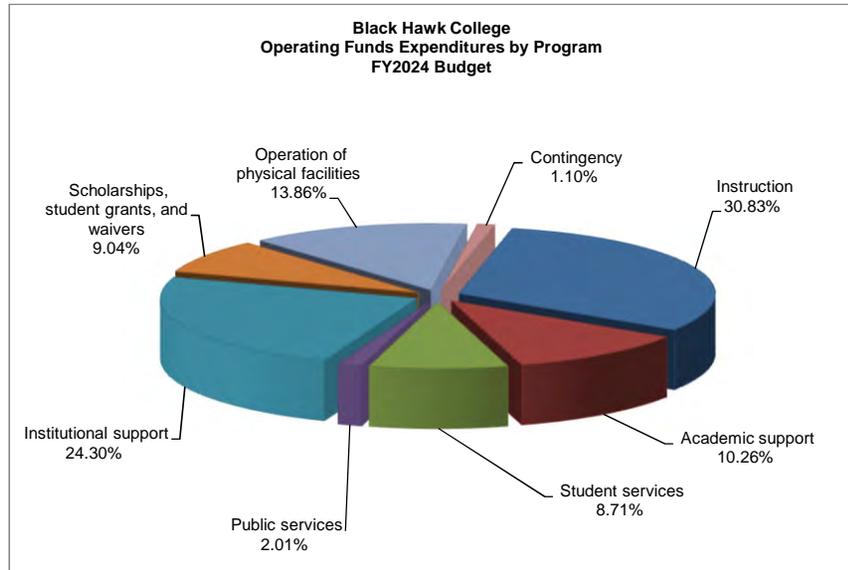
Operating Funds Expenditures by Object
FY2015 through FY2024

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Expenditures:										
Salaries	\$ 20,303,206	\$ 20,231,348	\$ 18,648,382	\$ 17,868,795	\$ 17,710,114	\$ 17,529,900	\$ 16,665,820	\$ 17,144,183	\$ 19,397,305	\$ 20,203,719
Benefits	4,553,097	5,141,794	4,559,838	4,859,930	4,934,570	5,374,045	4,230,048	5,841,493	6,206,175	6,138,779
Contractual services	1,172,720	1,311,751	1,284,714	1,305,706	1,386,364	1,606,625	1,463,388	1,788,726	2,105,905	2,420,883
Materials and supplies	1,621,773	1,518,120	1,345,234	1,407,717	1,477,455	1,630,136	1,565,004	1,778,334	2,202,664	2,299,632
Conference and meetings	180,896	156,445	149,795	148,406	202,972	144,639	60,538	153,299	389,509	414,134
Fixed charges	214,294	221,667	217,727	37,335	39,406	26,672	23,330	35,105	35,950	47,300
Utilities	1,068,824	1,091,662	1,055,578	1,149,561	1,233,201	1,087,128	1,153,763	1,346,463	1,472,840	1,471,940
Capital outlay	5,100	-	33,854	18,513	128,098	32,598	386,997	28,222	-	-
Other	3,572,632	3,815,443	4,008,348	3,358,352	3,300,299	2,998,272	2,279,009	2,419,186	2,609,200	3,078,900
Contingency	-	-	-	-	-	-	-	-	400,000	400,000
Total expenditures	\$ 32,692,542	\$ 33,488,230	\$ 31,303,470	\$ 30,154,315	\$ 30,412,479	\$ 30,430,015	\$ 27,827,897	\$ 30,535,011	\$ 34,819,548	\$ 36,475,287



**Operating Funds Expenditures by Program
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Expenditures:										
Instruction	\$ 13,067,366	\$ 12,627,599	\$ 11,668,177	\$ 10,681,613	\$ 10,489,243	\$ 10,182,611	\$ 10,115,281	\$ 10,026,882	\$ 10,955,623	\$ 11,246,967
Academic support	3,662,093	3,716,114	3,416,922	3,311,281	3,220,271	3,362,909	3,201,959	3,486,198	3,877,256	4,169,097
Student services	2,698,720	2,803,697	2,629,782	2,417,583	2,504,753	2,524,373	2,351,635	2,509,106	3,077,015	3,175,235
Public services	809,283	775,183	615,735	616,578	628,411	542,239	281,725	364,883	500,587	563,077
Institutional support	4,877,634	5,659,791	5,185,197	6,148,812	6,490,087	7,165,397	5,825,742	7,784,718	8,729,035	8,863,950
Scholarships, student grants, and waivers	3,534,248	3,786,630	3,810,949	3,324,504	3,288,575	2,962,080	2,253,280	2,360,956	2,500,000	3,000,000
Operation of physical facilities	4,043,198	4,119,216	3,976,708	3,653,944	3,791,139	3,690,406	3,798,275	4,002,268	4,780,032	5,056,961
Contingency	-	-	-	-	-	-	-	-	400,000	400,000
Total expenditures	\$ 32,692,542	\$ 33,488,230	\$ 31,303,470	\$ 30,154,315	\$ 30,412,479	\$ 30,430,015	\$ 27,827,897	\$ 30,535,011	\$ 34,819,549	\$ 36,475,289



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.

Overview

The Education Fund is budgeted to end FY2024 with a deficit of \$1,760,816.

Total revenue in the Education Fund is budgeted to increase \$2,380,722 or 8.86% from the FY2023 Budget and is comprised of the following changes:

- 15.47% increase in local government sources revenue to reflect actual activity with Corporate Personal Property Replacement Tax revenue
- 7.85% increase in state sources revenue as a result of a funding increase for Illinois' Community Colleges in the state budget
- 2.66% increase in tuition & fee revenue based on increased dual credit tuition rates offsetting a decrease in enrollment
- 289.61% increase in investment earnings due to an higher yields

Total expenditures in the Education Fund are budgeted to increase \$1,378,810 or 4.65% from the FY2023 Budget and are comprised of the following changes:

- 3.90% increase in salaries as a result of negotiated contracts, minimum wage increase, and restructuring
- 2.53% decrease in benefits to reflect actual activity and changes in cost sharing
- 15.01% increase in contractual services to reflect actual contracts including consulting on the subject of institutional and student learning outcomes assessment, and customer relationship management software for Advising
- 6.35% increase in materials and supplies due to the increase in cost of paper, printing, and general supplies
- 20.00% increase in scholarships, grants, and waivers to reflect actual activity, including adult education waivers

Overall Trend

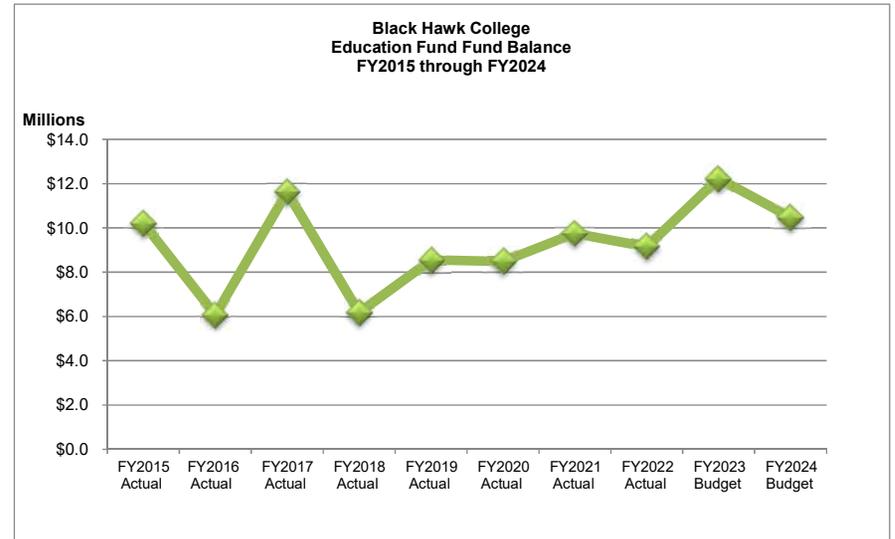
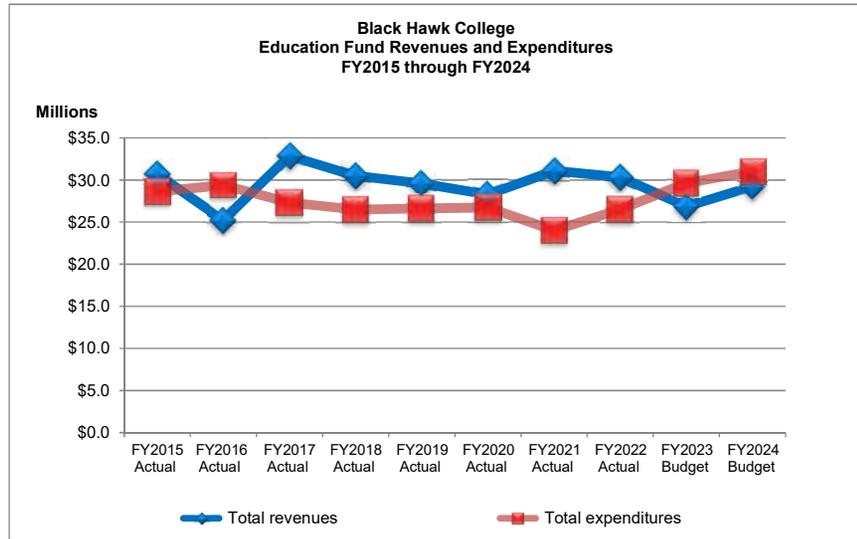
Total revenue is projected to decrease \$1,420,853 or 4.63% from FY2015 actual, driven primarily by a 17.90% decrease in Tuition & Fees, a 31.11% decrease in state funding, partially offset by a 46.99% increase revenue from local government sources.

Total expenditures are projected to increase \$2,368,982 or 8.27% from FY2015 actual, driven primarily by a 5.53% increase in salaries and benefits, a 117.81% increase in contractual services, and a 35.15% increase in materials and supplies, offset by a 15.12% decrease in scholarships, grants, and waivers.

Black Hawk College
Fiscal Year 2024 Budget

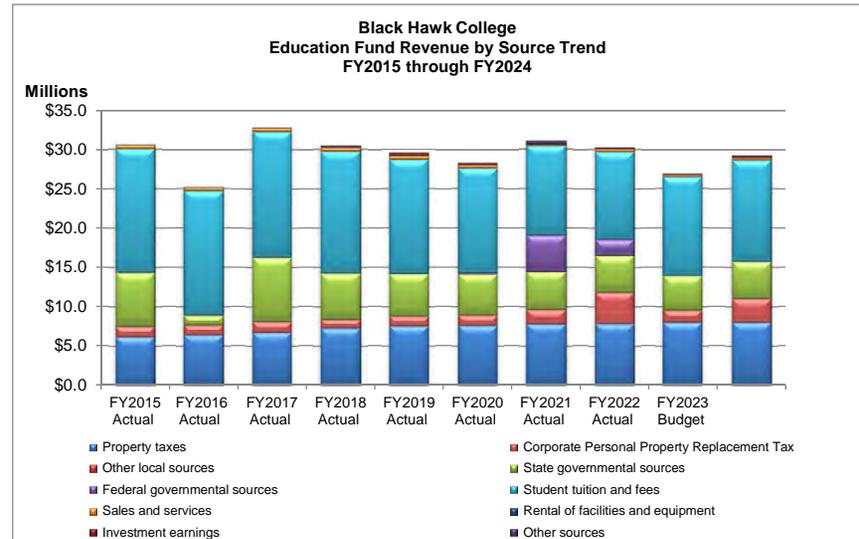
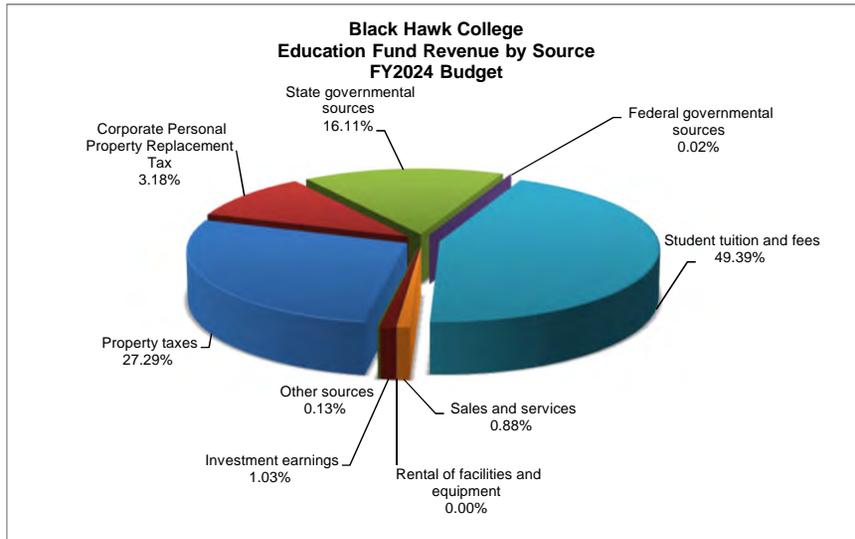
**Education Fund Revenue and Expenditure Summary
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Total revenues	\$ 30,678,363	\$ 25,243,060	\$ 32,873,287	\$ 30,498,506	\$ 29,597,625	\$ 28,263,928	\$ 31,105,082	\$ 30,323,146	\$ 26,876,788	\$ 29,257,510
Total expenditures	28,649,344	29,369,014	27,326,762	26,500,371	26,621,340	26,739,609	24,029,622	26,532,743	29,639,516	31,018,326
Excess (deficiency) of revenues over expenditures	2,029,019	(4,125,954)	5,546,525	3,998,135	2,976,285	1,524,319	7,075,460	3,790,403	(2,762,728)	(1,760,816)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	-
Operating transfers out	(1,300,000)	-	-	(9,440,000)	(600,000)	(1,602,000)	(5,800,000)	(4,395,000)	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	(1,300,000)	-	-	(9,440,000)	(600,000)	(1,602,000)	(5,800,000)	(4,395,000)	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	729,019	(4,125,954)	5,546,525	(5,441,865)	2,376,285	(77,681)	1,275,460	(604,597)	(2,762,728)	(1,760,816)
Fund balance										
Beginning (projected)	9,473,945	10,202,964	6,077,010	11,623,535	6,181,670	8,557,955	8,480,274	9,755,734	9,151,137	12,232,090
Ending (projected)	\$ 10,202,964	\$ 6,077,010	\$ 11,623,535	\$ 6,181,670	\$ 8,557,955	\$ 8,480,274	\$ 9,755,734	\$ 9,151,137	\$ 12,232,090	\$ 10,471,274



**Education Fund Revenue by Source
FY2015 through FY2024**

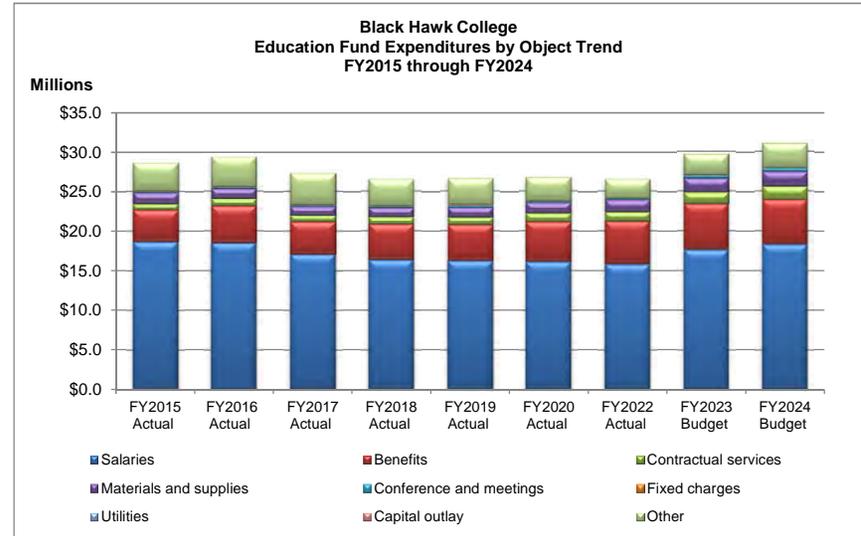
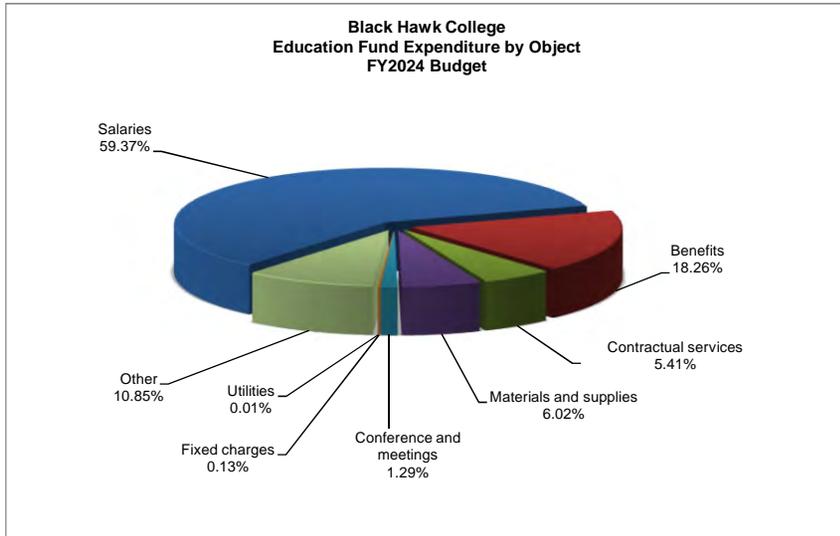
	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 6,192,491	\$ 6,462,560	\$ 6,764,987	\$ 7,302,206	\$ 7,584,658	\$ 7,625,244	\$ 7,826,598	\$ 7,881,392	\$ 8,031,000	\$ 8,040,000
Corporate Personal Property Replacement Tax	1,318,135	1,206,736	1,332,819	1,097,161	1,221,168	1,320,025	1,839,185	3,968,064	1,530,000	3,000,000
Other local sources	-	-	3,291	-	-	-	-	-	-	-
Total local government sources	7,510,626	7,669,296	8,101,097	8,399,367	8,805,826	8,945,269	9,665,783	11,849,456	9,561,000	11,040,000
State governmental sources	6,839,654	1,211,000	8,168,094	5,843,222	5,374,085	5,185,657	4,799,182	4,686,658	4,369,000	4,712,000
Federal governmental sources	40,699	38,165	38,234	40,803	44,444	149,768	4,635,752	2,043,319	6,500	5,000
Student tuition and fees	15,717,756	15,793,121	15,982,052	15,508,475	14,458,028	13,319,831	11,366,392	11,163,682	12,569,209	12,903,994
Sales and services	450,463	433,358	450,367	449,047	453,942	364,017	141,347	318,461	238,349	257,866
Rental of facilities and equipment	30,835	28,449	22,706	17,153	15,718	13,558	720	-	-	-
Investment earnings	36,427	35,727	47,704	178,277	384,540	270,437	127,950	131,881	77,000	300,000
Other sources	51,903	33,944	63,033	62,162	61,042	15,391	367,956	129,689	55,730	38,650
Total revenues	\$ 30,678,363	\$ 25,243,060	\$ 32,873,287	\$ 30,498,506	\$ 29,597,625	\$ 28,263,928	\$ 31,105,082	\$ 30,323,146	\$ 26,876,788	\$ 29,257,510



Black Hawk College
Fiscal Year 2024 Budget

Education Fund Expenditures by Object
FY2015 through FY2024

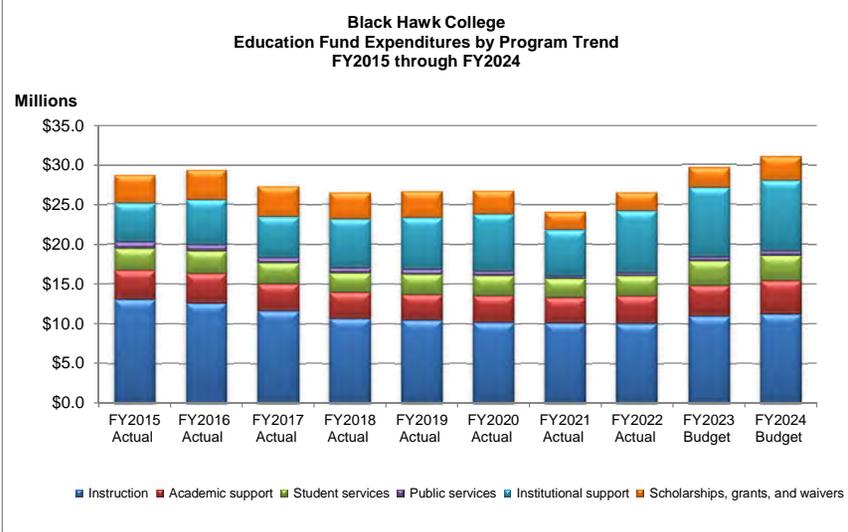
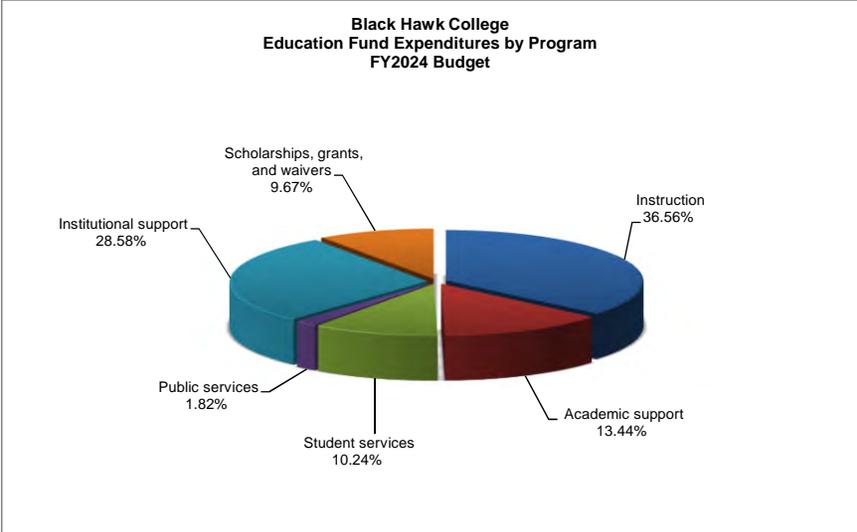
	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Expenditures:										
Salaries	\$ 18,659,786	\$ 18,509,089	\$ 17,075,669	\$ 16,366,482	\$ 16,224,852	\$ 16,129,454	\$ 15,288,842	\$ 15,774,701	\$ 17,598,263	\$ 18,285,390
Benefits	4,034,541	4,656,181	4,125,960	4,493,781	4,573,700	5,003,202	3,830,424	5,454,063	5,810,499	5,663,246
Contractual services	771,020	914,933	815,963	901,911	914,723	1,088,014	874,292	1,164,851	1,460,186	1,679,384
Materials and supplies	1,382,017	1,280,006	1,106,654	1,183,622	1,253,389	1,351,129	1,338,404	1,535,831	1,756,279	1,867,792
Conference and meetings	175,294	154,419	146,353	146,050	201,664	142,083	58,256	151,573	373,639	400,314
Fixed charges	51,997	37,495	27,993	31,935	32,642	20,922	17,930	29,726	29,950	41,300
Utilities	2,800	2,100	1,930	1,200	510	885	2,184	3,356	3,000	3,000
Capital outlay	-	-	19,107	18,513	120,699	6,635	340,500	-	-	-
Other	3,571,889	3,814,791	4,007,133	3,356,877	3,299,161	2,997,285	2,278,790	2,418,642	2,607,700	3,077,900
Total expenditures	\$ 28,649,344	\$ 29,369,014	\$ 27,326,762	\$ 26,500,371	\$ 26,621,340	\$ 26,739,609	\$ 24,029,622	\$ 26,532,743	\$ 29,639,516	\$ 31,018,326



Black Hawk College
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**Education Fund Expenditures by Program
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Expenditures:										
Instruction	\$ 13,067,366	\$ 12,627,599	\$ 11,668,177	\$ 10,681,613	\$ 10,489,243	\$ 10,182,611	\$ 10,115,281	\$ 10,026,882	\$ 10,955,623	\$ 11,246,967
Academic support	3,662,093	3,716,114	3,416,922	3,311,281	3,220,271	3,362,909	3,201,959	3,486,198	3,877,256	4,169,097
Student services	2,698,720	2,803,697	2,629,782	2,417,583	2,504,753	2,524,373	2,351,635	2,509,106	3,077,015	3,175,235
Public services	809,283	775,183	615,735	616,578	628,411	542,239	281,725	364,883	500,587	563,077
Institutional support	4,877,634	5,659,791	5,185,197	6,148,812	6,490,087	7,165,397	5,825,742	7,784,718	8,729,035	8,863,950
Scholarships, grants, and waivers	3,534,248	3,786,630	3,810,949	3,324,504	3,288,575	2,962,080	2,253,280	2,360,956	2,500,000	3,000,000
Total expenditures	\$ 28,649,344	\$ 29,369,014	\$ 27,326,762	\$ 26,500,371	\$ 26,621,340	\$ 26,739,609	\$ 24,029,622	\$ 26,532,743	\$ 29,639,516	\$ 31,018,326



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.

Overview

The Operations and Maintenance Fund is budgeted to end FY2024 with an excess revenue over expenditures of \$680,530.

Total revenue in the Operations and Maintenance Fund is budgeted to increase \$557,979 or 10.00% from the FY2023 Budget and is comprised of the following changes:

- 9.52% increase in local government sources revenue to reflect actual activity
- \$117,000 increase in investment earnings due to an higher yields
- 17.15% decrease in rental of facilities and equipment

Total expenditures in the Operations and Maintenance Fund are budgeted to increase \$276,929 or 5.07% from the FY2023 Budget and are comprised of the following changes:

- 6.22% increase in salaries as a result of changes in personnel and an increase in the Illinois minimum wage rate
- 16.79% increase in benefits as a result of changes in personnel
- 12.92% increase in contractual services associated with facilities

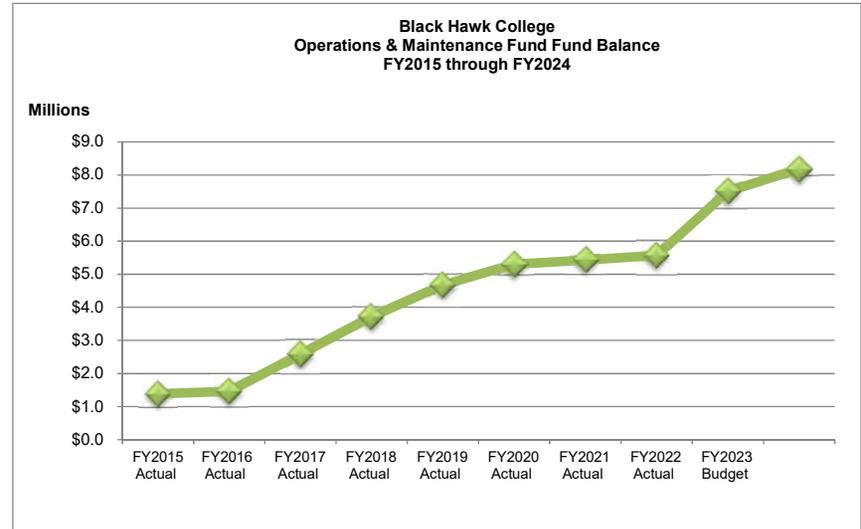
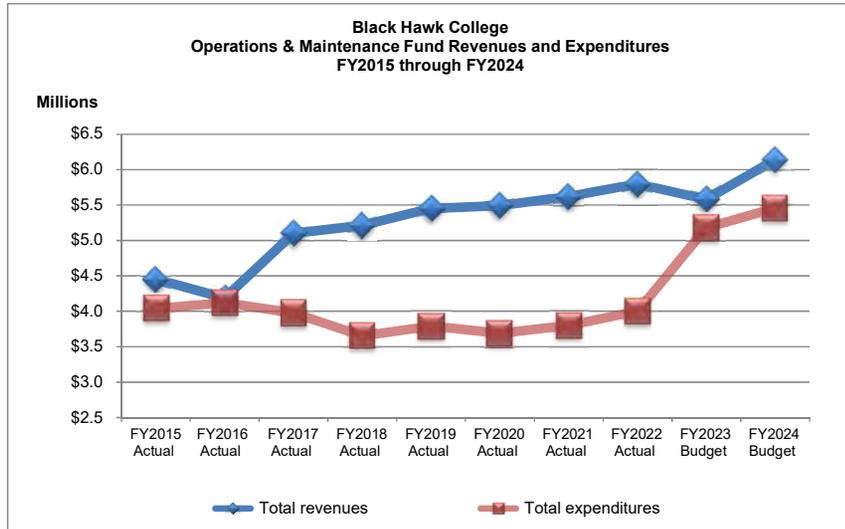
Overall Trend

Total revenue is projected to increase \$1,684,416 or 37.83% from FY2015 actual, driven primarily by a 47.33% increase in local government sources revenue, a 2662.94% increase in investment earnings revenue, partially offset by a 21.69% decrease in state funding.

Total expenditures are projected to increase \$1,413,763 or 34.97% from FY2015 actual, driven primarily by a 10.73% increase in salaries and benefits, a 84.59% increase in contractual services, and a 37.80% increase in utilities. These increases are partially offset by a 96.30% decrease in fixed charges.

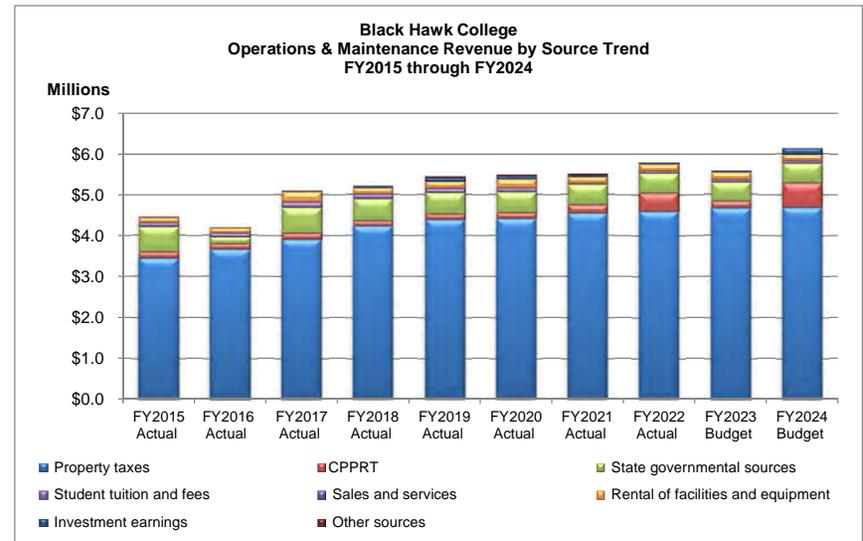
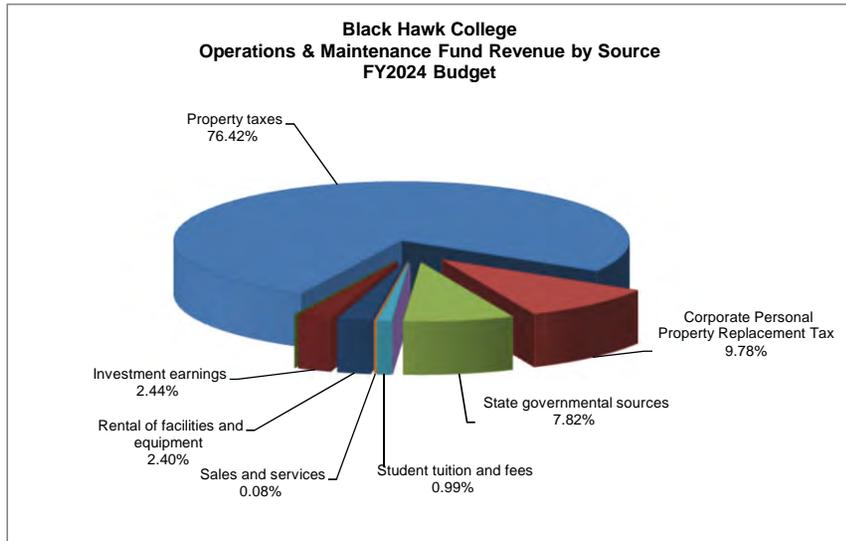
**Operations and Maintenance Revenue and Expenditure Summary
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Total revenues	\$ 4,453,075	\$ 4,188,145	\$ 5,100,032	\$ 5,209,512	\$ 5,452,161	\$ 5,488,871	\$ 5,621,130	\$ 5,801,342	\$ 5,579,512	\$ 6,137,491
Total expenditures	4,043,198	4,119,216	3,976,708	3,653,944	3,791,139	3,690,406	3,798,275	4,002,268	5,180,032	5,456,961
Excess (deficiency) of revenues over expenditures	409,877	68,929	1,123,324	1,555,568	1,661,022	1,798,465	1,822,855	1,799,074	399,480	680,530
Other financing sources (uses):										
Operating transfers in	35,669	-	-	-	-	-	-	-	-	-
Operating transfers out	(265,000)	-	-	(420,000)	(700,000)	(1,169,000)	(1,700,000)	(1,684,000)	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	(229,331)	-	-	(420,000)	(700,000)	(1,169,000)	(1,700,000)	(1,684,000)	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	180,546	68,929	1,123,324	1,135,568	961,022	629,465	122,855	115,074	399,480	680,530
Fund balance										
Beginning (projected)	1,208,455	1,389,001	1,457,930	2,581,254	3,716,822	4,677,844	5,307,309	5,456,229	5,571,303	7,501,994
Ending (projected)	\$ 1,389,001	\$ 1,457,930	\$ 2,581,254	\$ 3,716,822	\$ 4,677,844	\$ 5,307,309	\$ 5,430,164	\$ 5,571,303	\$ 7,501,994	\$ 8,182,524



**Operations and Maintenance Fund Revenue by Source
FY2015 through FY2024**

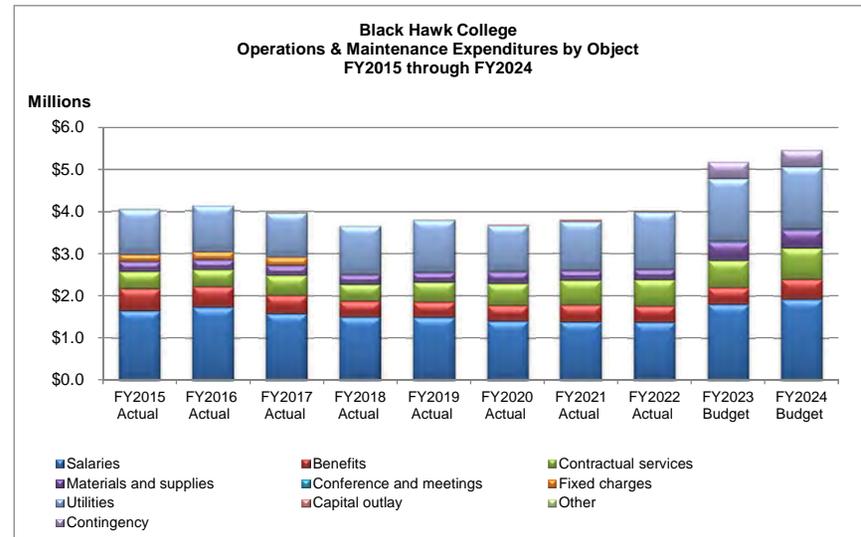
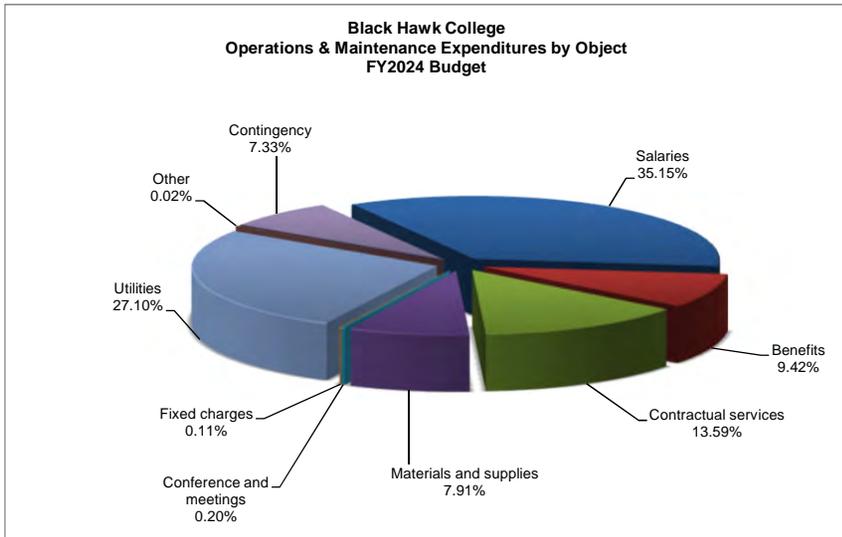
	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 3,444,467	\$ 3,655,053	\$ 3,911,863	\$ 4,232,615	\$ 4,385,650	\$ 4,406,992	\$ 4,543,548	\$ 4,599,243	\$ 4,660,500	\$ 4,690,500
Corporate Personal Property Replacement Tax	146,459	134,082	148,091	121,907	135,410	146,829	204,577	450,916	170,000	600,000
Total local government sources	3,590,926	3,789,135	4,059,954	4,354,522	4,521,060	4,553,821	4,748,125	5,050,159	4,830,500	5,290,500
State governmental sources	612,978	168,235	627,146	538,450	519,971	504,002	491,123	485,458	463,000	480,000
Federal governmental sources	-	-	-	-	-	-	106,183	-	-	-
Student tuition and fees	94,568	89,086	126,387	111,353	103,185	97,729	28,365	47,222	58,000	61,000
Sales and services	5,526	6,141	7,289	6,713	5,560	4,932	2,767	6,201	5,000	5,000
Rental of facilities and equipment	125,522	114,044	253,916	147,458	167,429	208,863	153,836	163,263	178,012	147,491
Investment earnings	5,429	5,616	10,344	37,053	96,333	78,344	41,139	39,283	33,000	150,000
Other sources	18,126	15,888	14,996	13,963	38,623	41,180	49,592	9,755	12,000	3,500
Total Revenues	\$ 4,453,075	\$ 4,188,145	\$ 5,100,032	\$ 5,209,512	\$ 5,452,161	\$ 5,488,871	\$ 5,621,130	\$ 5,801,342	\$ 5,579,512	\$ 6,137,491



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Operations and Maintenance Fund Expenditure by Object
FY2015 through FY2024

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Expenditures:										
Salaries	\$ 1,643,420	\$ 1,722,259	\$ 1,572,713	\$ 1,502,313	\$ 1,485,262	\$ 1,400,446	\$ 1,376,978	\$ 1,369,482	\$ 1,799,042	\$ 1,918,329
Benefits	518,556	485,613	433,878	366,149	360,870	370,843	399,624	387,430	395,676	475,533
Contractual services	401,700	396,818	468,751	403,795	471,641	518,611	589,096	623,875	645,719	741,499
Materials and supplies	239,756	238,114	238,580	224,095	224,066	279,007	226,600	242,503	446,385	431,840
Conference and meetings	5,602	2,026	3,442	2,356	1,308	2,556	2,282	1,726	15,870	13,820
Fixed charges	162,297	184,172	189,734	5,400	6,764	5,750	5,400	5,379	6,000	6,000
Utilities	1,066,024	1,089,562	1,053,648	1,148,361	1,232,691	1,086,243	1,151,579	1,343,107	1,469,840	1,468,940
Capital outlay	5,100	-	14,747	-	7,399	25,963	46,497	28,222	-	-
Other	743	652	1,215	1,475	1,138	987	219	544	1,500	1,000
Contingency	-	-	-	-	-	-	-	-	400,000	400,000
Total expenditures	\$ 4,043,198	\$ 4,119,216	\$ 3,976,708	\$ 3,653,944	\$ 3,791,139	\$ 3,690,406	\$ 3,798,275	\$ 4,002,268	\$ 5,180,032	\$ 5,456,961



Auxiliary Enterprises Fund

The Auxiliary Enterprises Fund is established by Section 3-31.1 of the Illinois Public 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 bookstore sales, and student fees; student fees are assessed on a per credit hour basis.

Overview

The Auxiliary Fund is budgeted to end FY2024 with a deficit of \$732,889.

Total revenue in the Auxiliary Fund is budgeted to increase \$41,450 or 4.27% from the FY2023 Budget and is comprised of the following changes:

- \$9,000 increase in investment earnings due to an higher yields
- 3.51% increase in sales & service revenues associated with a slight projected increase in district-wide bookstore activity

Total expenditures in the Auxiliary Fund are budgeted to increase \$29,898 or 1.74% from the FY2023 Budget and are comprised of the following changes:

- 2.08% increase in salaries and benefits as a result of negotiated contracts and minimum wage increase
- 4.02% increase in materials & supplies associated with a projected increase in district-wide bookstore activity
- 8.19% decrease in contractual services due to prior year services being performed in-house for FY2024

Overall Trend

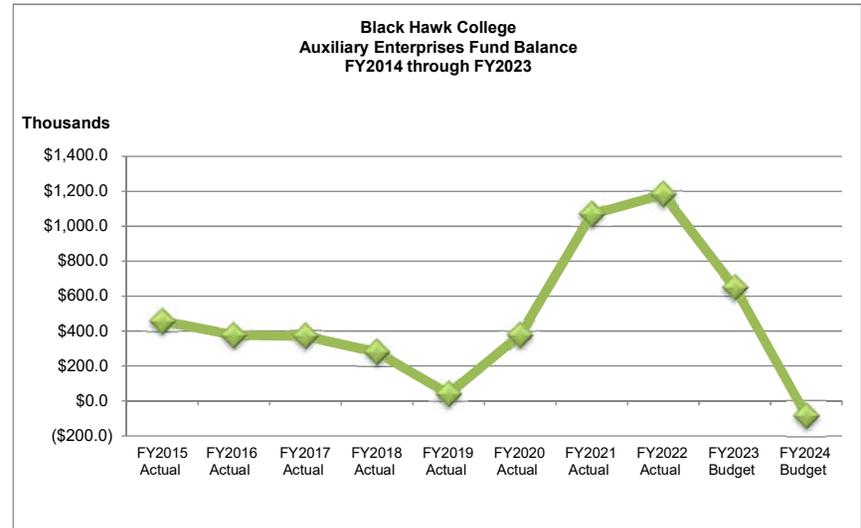
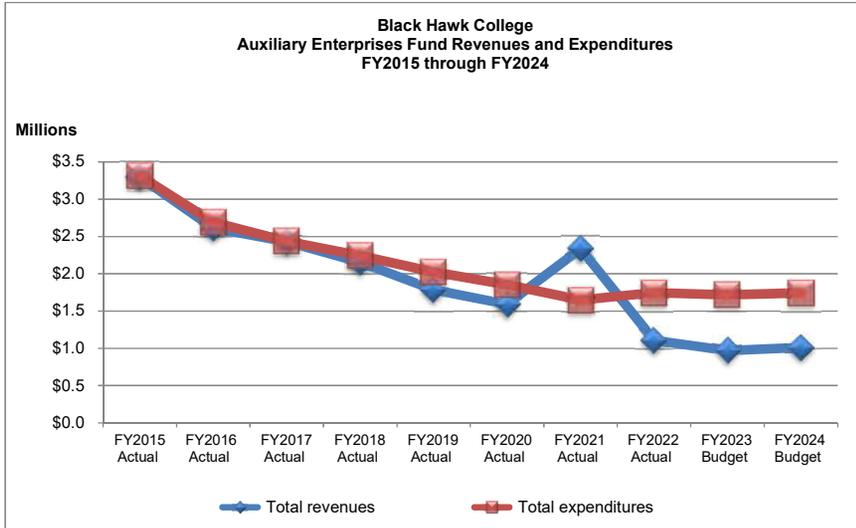
Total revenue is projected to decrease \$2,285,950 or 69.33% from FY2015 actual, driven primarily by a 71.71% decrease in sales & service revenue associated with bookstore sales, a 30.64% decrease in student fees due to lower enrollment, and a decrease of 88.83% associated with food service revenues and commission revenues.

Total expenditures are projected to decrease \$1,572,571 or 47.41% from FY2015 actual, driven primarily by a 12.89% decrease in salaries and benefits, and a 64.93% decrease in materials and supplies.

Black Hawk College
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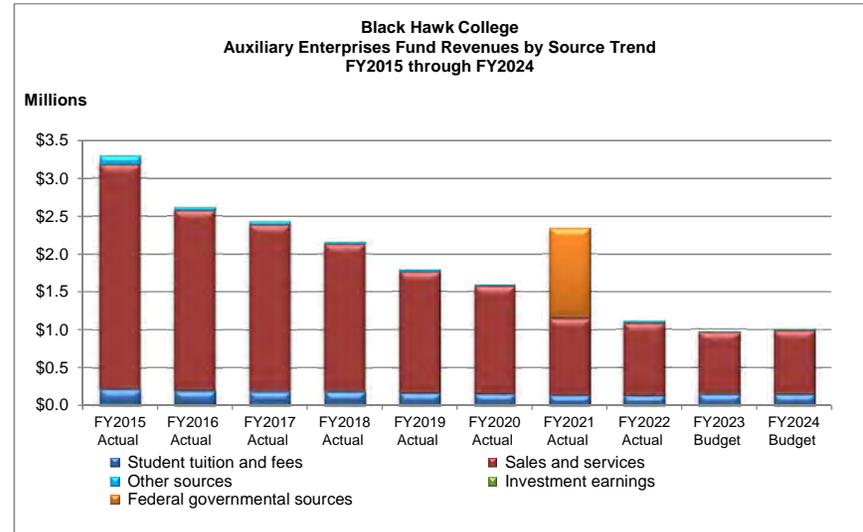
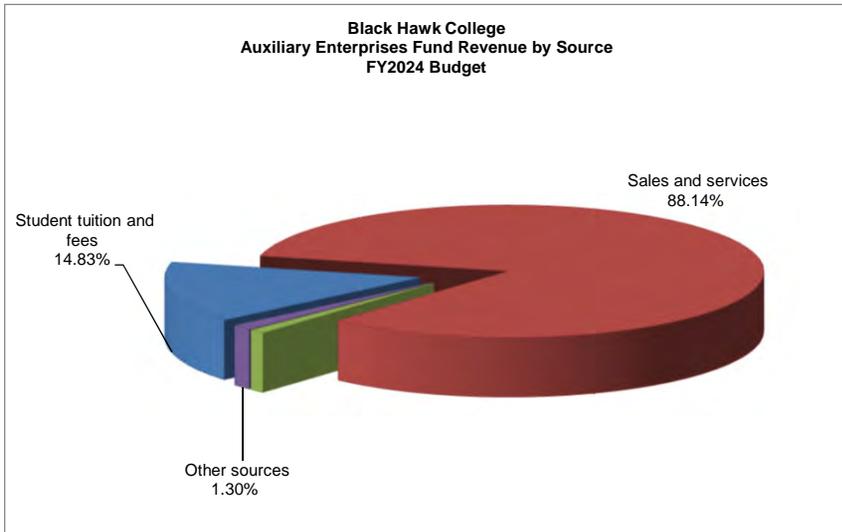
**Auxiliary Enterprises Fund Revenue and Expenditure Summary
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Total revenues	\$ 3,297,250	\$ 2,611,354	\$ 2,429,678	\$ 2,153,989	\$ 1,786,779	\$ 1,592,233	\$ 2,337,993	\$ 1,107,790	\$ 969,850	\$ 1,011,300
Total expenditures	3,316,760	2,691,941	2,437,964	2,243,959	2,025,902	1,853,560	1,648,555	1,743,604	1,714,291	1,744,189
Excess (deficiency) of revenues over expenditures	(19,510)	(80,587)	(8,286)	(89,970)	(239,123)	(261,327)	689,438	(635,814)	(744,441)	(732,889)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	600,000	-	750,000	-	-
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	-	-	-	600,000	-	750,000	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(19,510)	(80,587)	(8,286)	(89,970)	(239,123)	338,673	689,438	114,186	(744,441)	(732,889)
Fund balance										
Beginning (projected)	477,896	458,386	377,799	369,513	279,543	40,420	379,093	1,068,531	1,182,717	649,251
Ending (projected)	\$ 458,386	\$ 377,799	\$ 369,513	\$ 279,543	\$ 40,420	\$ 379,093	\$ 1,068,531	\$ 1,182,717	\$ 649,251	\$ (83,638)



**Auxiliary Enterprises Fund Revenue by Source
FY2015 through FY2024**

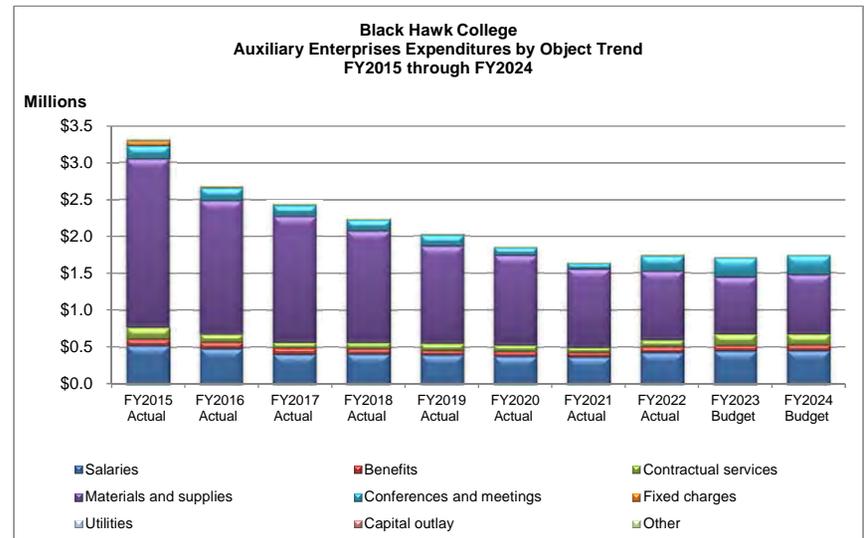
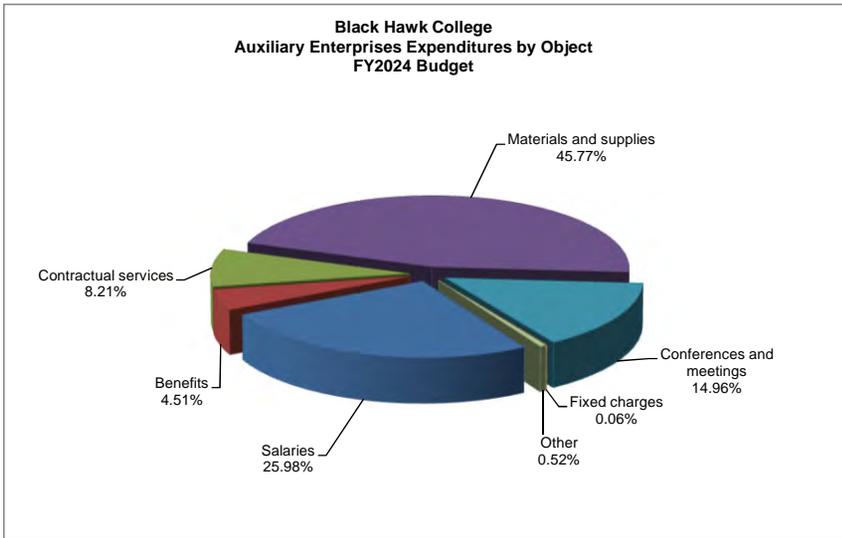
	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Revenues:										
Federal governmental sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,180,903	\$ -	\$ -	\$ -
Student tuition and fees	216,263	197,466	185,650	184,997	169,401	158,429	139,974	131,910	150,000	150,000
Sales and services	2,962,757	2,370,605	2,195,816	1,940,684	1,589,314	1,414,435	1,009,068	945,296	809,700	838,150
Investment earnings	503	355	545	767	1,022	690	237	1,205	1,000	10,000
Other sources	117,727	42,928	47,667	27,541	27,042	18,679	7,811	29,379	9,150	13,150
Total revenues	\$ 3,297,250	\$ 2,611,354	\$ 2,429,678	\$ 2,153,989	\$ 1,786,779	\$ 1,592,233	\$ 2,337,993	\$ 1,107,790	\$ 969,850	\$ 1,011,300



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**Auxiliary Enterprises Expenditures by Object
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Expenditures:										
Salaries	\$ 521,269	\$ 481,172	\$ 406,603	\$ 408,935	\$ 398,156	\$ 374,250	\$ 372,257	\$ 426,828	\$ 448,584	\$ 453,188
Benefits	89,260	89,567	82,960	71,748	59,208	69,618	57,782	76,403	72,411	78,663
Contractual services	157,055	108,474	76,537	81,011	91,706	81,572	65,909	92,666	155,927	143,162
Materials and supplies	2,276,150	1,804,179	1,699,294	1,514,050	1,313,818	1,211,593	1,061,885	927,167	767,366	798,240
Conferences and meetings	178,355	172,677	149,792	145,015	145,845	105,642	77,485	203,005	259,503	260,936
Fixed charges	61,707	10,405	-	-	-	751	-	-	1,000	1,000
Utilities	-	-	-	-	-	-	-	-	-	-
Capital outlay	7,604	-	-	3,506	-	-	-	6,246	-	-
Other	25,360	25,467	22,778	19,694	17,169	10,134	13,237	11,289	9,500	9,000
Total expenditures	\$ 3,316,760	\$ 2,691,941	\$ 2,437,964	\$ 2,243,959	\$ 2,025,902	\$ 1,853,560	\$ 1,648,555	\$ 1,743,604	\$ 1,714,291	\$ 1,744,189



Restricted Purposes Fund

The Restricted Purposes Fund is utilized to account 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.

Overview

The Restricted Purposes Fund is budgeted to end FY2024 with a deficit of \$398,943.

Total revenue in the Restricted Purposes Fund is budgeted to increase \$66,860 or 0.43% from the FY2023 Budget and is comprised of the following changes:

- 10.87% increase in state funding as a result of a funding increase for Illinois' Community Colleges in the state budget and the anticipation of additional grants
- 15.16% decrease in other sources and contingency to better align with actual revenue

Total expenditures in the Restricted Purposes Fund are budgeted to increase \$197,220 or 1.50% from the FY2023 Budget and are comprised of the following changes:

- 0.19% decrease in salaries and benefits
- 54.10% increase in contractual services
- 180.84% increase in materials and supplies
- 3.04% increase in scholarships, student grants, and other

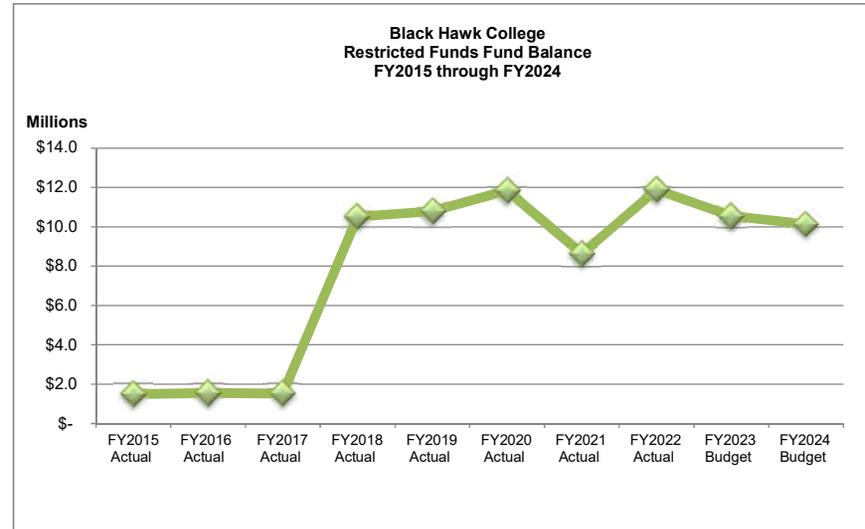
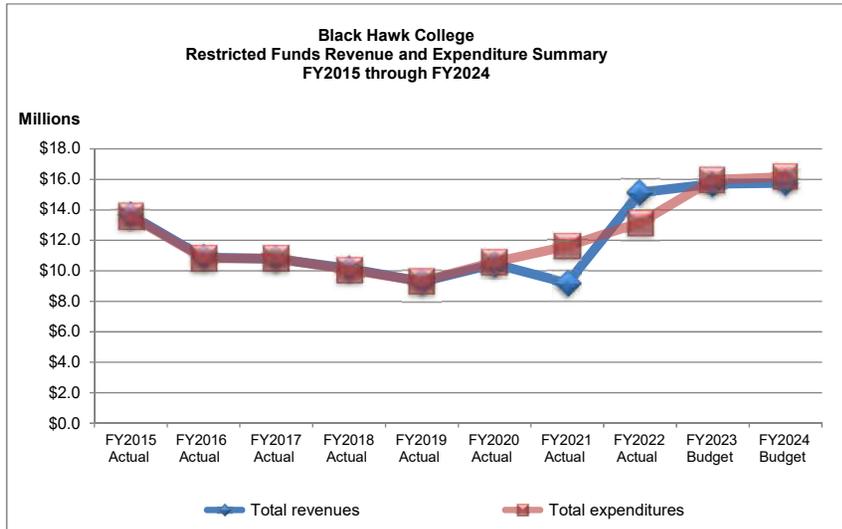
Overall Trend

Total revenue is projected to increase \$2,113,454 or 15.48% from FY2015 actual, driven primarily by a 20.91% increase in federal sources, and a 122.01% increase in other sources revenue and contingency, offset slightly by a 21.83% decrease in student technology fees and a 100.00% decrease in sales and services.

Total expenditures are projected to increase by \$2,592,666 or 19.10% from FY2015 actual, driven by a 16.88% increase in scholarships, student grants and other, a 33.36% increase in contractual services, and an 143.07% increase in materials and supplies.

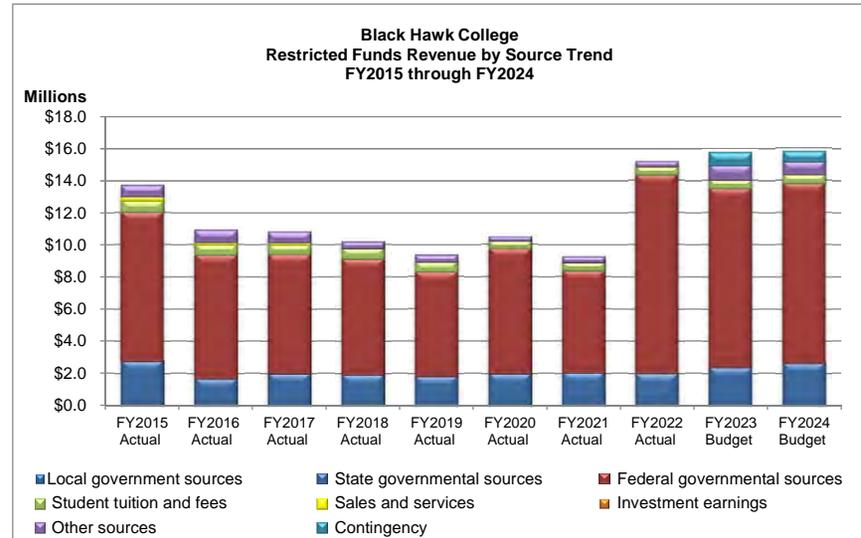
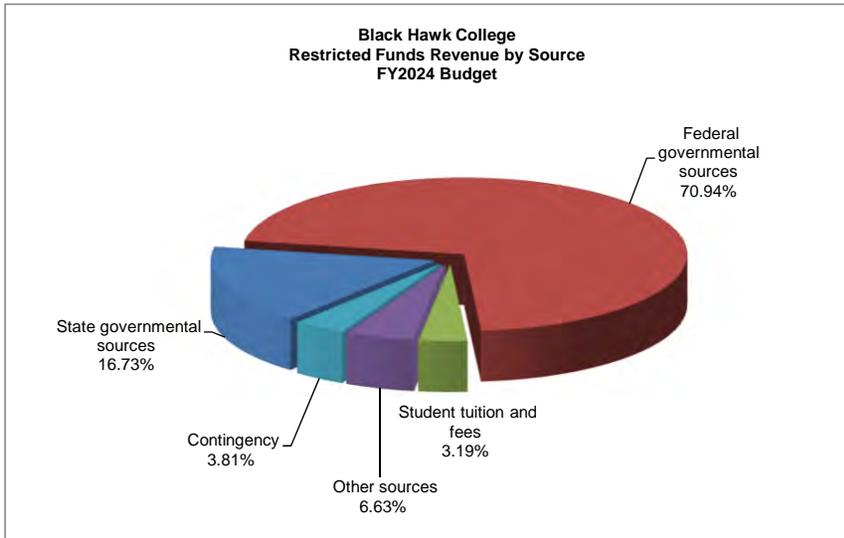
**Restricted Purposes Funds Revenue and Expenditure Summary
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Total revenues	\$ 13,651,610	\$ 10,872,636	\$ 10,774,410	\$ 10,143,643	\$ 9,276,069	\$ 10,453,135	\$ 9,188,966	\$ 15,125,980	\$ 15,698,204	\$ 15,765,064
Total expenditures	13,571,341	10,803,932	10,806,926	10,056,967	9,313,285	10,570,873	11,609,698	13,163,202	15,966,787	16,164,007
Excess (deficiency) of revenues over expenditures	80,269	68,704	(32,516)	86,676	(37,216)	(117,738)	(2,420,732)	1,962,778	(268,583)	(398,943)
Other financing sources (uses):										
Operating transfers in	775,000	-	-	9,240,000	309,640	1,170,696	500,000	1,245,000	-	-
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Transfer to/from other fund	-	-	-	-	-	-	(1,280,336)	35,779	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	775,000	-	-	9,240,000	309,640	1,170,696	(780,336)	1,280,779	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	855,269	68,704	(32,516)	9,326,676	272,424	1,052,958	(3,201,068)	3,243,557	(268,583)	(398,943)
Fund balance										
Beginning (projected)	632,447	1,487,716	1,556,420	1,193,857	10,520,533	10,792,957	11,845,915	8,644,847	11,888,404	10,546,645
Ending (projected)	\$ 1,487,716	\$ 1,556,420	\$ 1,523,904	\$ 10,520,533	\$ 10,792,957	\$ 11,845,915	\$ 8,644,847	\$ 11,888,404	\$ 10,546,645	\$ 10,147,702



**Restricted Purposes Funds Revenue by Source
FY2015 through FY2024**

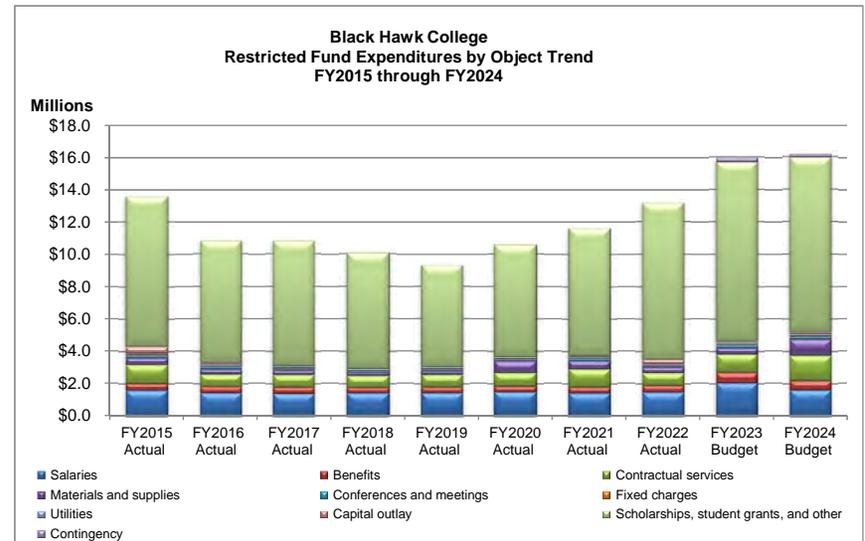
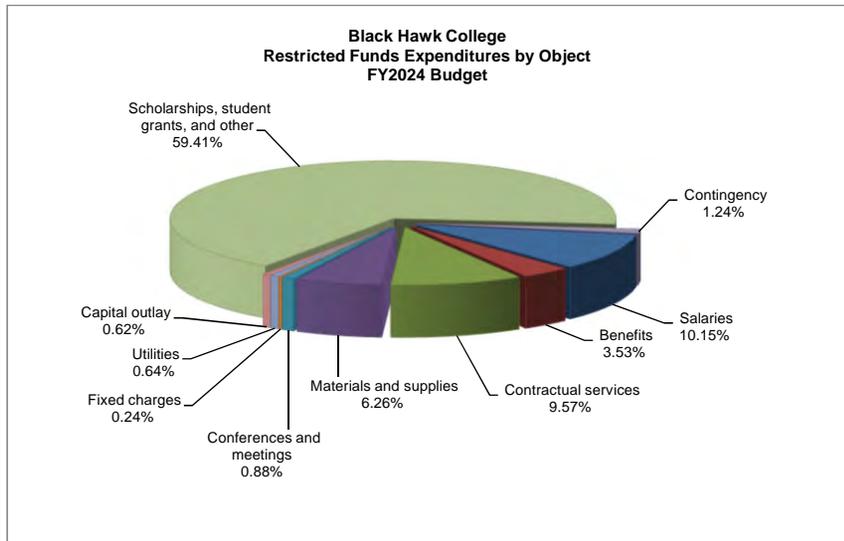
	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Revenues:										
Local governmental sources										
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total local government sources	-	-	-	-	-	-	-	-	-	-
State governmental sources	2,780,777	1,679,544	2,012,628	1,925,080	1,825,285	1,994,272	2,041,342	1,994,645	2,378,868	2,637,563
Federal governmental sources	9,249,712	7,695,032	7,393,381	7,194,003	6,456,670	7,761,779	6,329,465	12,358,485	11,126,874	11,184,087
Student tuition and fees	703,632	638,675	609,440	680,505	621,214	447,015	513,310	483,677	550,000	550,000
Sales and services	292,620	152,714	130,397	2,168	4,567	-	1,728	15,385	-	-
Investment earnings	-	-	-	-	-	-	-	-	-	-
Other sources	624,869	706,671	628,564	341,887	368,333	250,069	303,121	273,788	892,462	793,414
Contingency	-	-	-	-	-	-	-	-	750,000	600,000
Total revenues	\$ 13,651,610	\$ 10,872,636	\$ 10,774,410	\$ 10,143,643	\$ 9,276,069	\$ 10,453,135	\$ 9,188,966	\$ 15,125,980	\$ 15,698,204	\$ 15,765,064



Black Hawk College
Fiscal Year 2024 Budget

**Restricted Purposes Funds Expenditures by Object
FY2015 through FY2024**

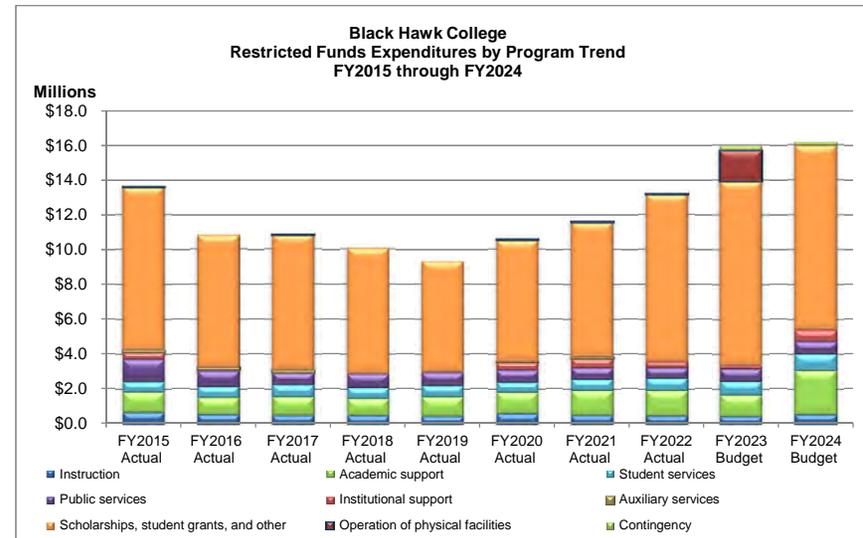
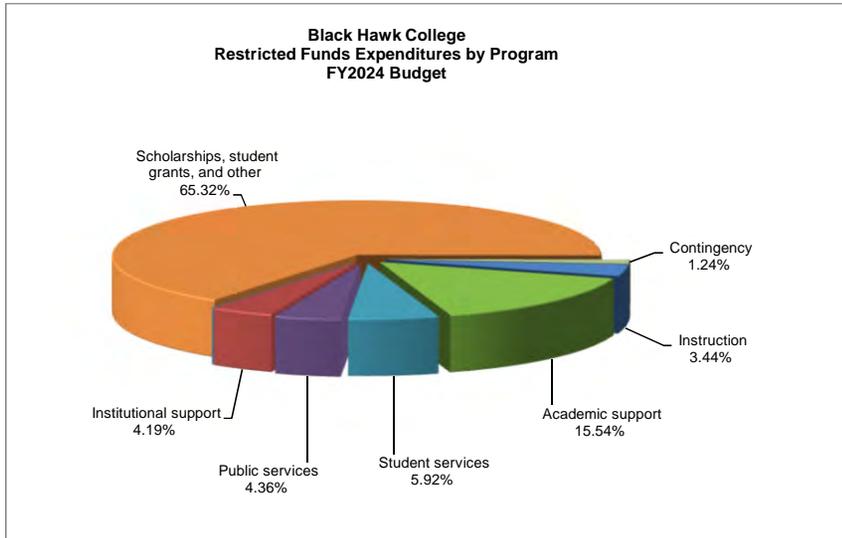
	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Expenditures:										
Salaries	\$ 1,615,389	\$ 1,464,516	\$ 1,417,450	\$ 1,436,351	\$ 1,468,858	\$ 1,516,637	\$ 1,436,175	\$ 1,499,725	\$ 2,073,673	\$ 1,640,494
Benefits	424,649	382,469	380,781	347,133	346,539	350,672	388,071	412,876	652,891	570,204
Contractual services	1,159,858	769,522	761,727	730,142	759,929	829,157	1,094,038	776,991	1,126,487	1,546,804
Materials and supplies	416,545	292,408	282,684	216,625	226,535	723,822	523,372	349,621	380,245	1,012,488
Conferences and meetings	149,211	110,900	107,077	62,472	91,129	78,332	87,208	60,615	154,045	141,929
Fixed charges	49,941	41,922	38,128	33,255	33,311	31,448	32,395	32,296	33,400	38,950
Utilities	105,302	134,396	107,472	106,459	110,074	121,568	115,190	106,758	123,362	103,951
Capital outlay	402,406	107,629	13,385	7,900	-	5,206	60,609	270,947	45,000	100,000
Scholarships, student grants, and other	9,248,040	7,500,170	7,698,222	7,116,630	6,276,910	6,914,031	7,872,640	9,653,373	11,102,684	10,809,187
Contingency	-	-	-	-	-	-	-	-	275,000	200,000
Total expenditures	\$ 13,571,341	\$ 10,803,932	\$ 10,806,926	\$ 10,056,967	\$ 9,313,285	\$ 10,570,873	\$ 11,609,698	\$ 13,163,202	\$ 15,966,787	\$ 16,164,007



Black Hawk College
Fiscal Year 2024 Budget

**Restricted Purposes Funds Expenditures by Program
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Expenditures:										
Instruction	\$ 684,210	\$ 555,120	\$ 514,300	\$ 497,595	\$ 456,908	\$ 604,755	\$ 509,925	\$ 478,688	\$ 443,124	\$ 555,906
Academic support	1,153,545	959,529	1,052,895	977,159	1,097,497	1,217,738	1,412,303	1,440,830	1,225,378	2,511,234
Student services	593,656	641,929	688,355	613,535	657,183	569,173	642,106	712,648	782,708	956,881
Public services	1,296,580	899,884	683,488	787,737	747,671	719,373	665,255	603,837	723,476	704,447
Institutional support	392,481	78,453	3,031	8,953	26,987	434,894	537,621	340,304	175,313	677,013
Auxiliary services	112,132	98,860	110,707	-	-	23,551	57,493	-	-	-
Scholarships, student grants, and other	9,334,814	7,570,157	7,751,556	7,171,988	6,327,039	6,957,205	7,726,264	9,555,503	10,566,788	10,558,525
Operation of physical facilities	3,923	-	2,594	-	-	44,184	58,734	31,392	1,775,000	-
Contingency	-	-	-	-	-	-	-	-	275,000	200,000
Total expenditures	\$ 13,571,341	\$ 10,803,932	\$ 10,806,926	\$ 10,056,967	\$ 9,313,285	\$ 10,570,873	\$ 11,609,701	\$ 13,163,202	\$ 15,966,787	\$ 16,164,006



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.

Overview

The Audit Fund is budgeted to end FY2024 with a deficit of \$164,000 reflecting the College, information technology, and foundation audit expenses, while removing property tax revenue and relying on fund balance. Tax levy rates will continue to be revised to fund audit expenditures as needed.

Total revenue in the Audit Fund is budgeted to decrease \$130,040 from the FY2023 Budget, resulting in a \$0 revenue budget.

Total expenditures in the Audit Fund are budgeted to increase \$164,000 or 1.86%, from the FY2023 budget due to an annual contractual rate increase.

Overall Trend

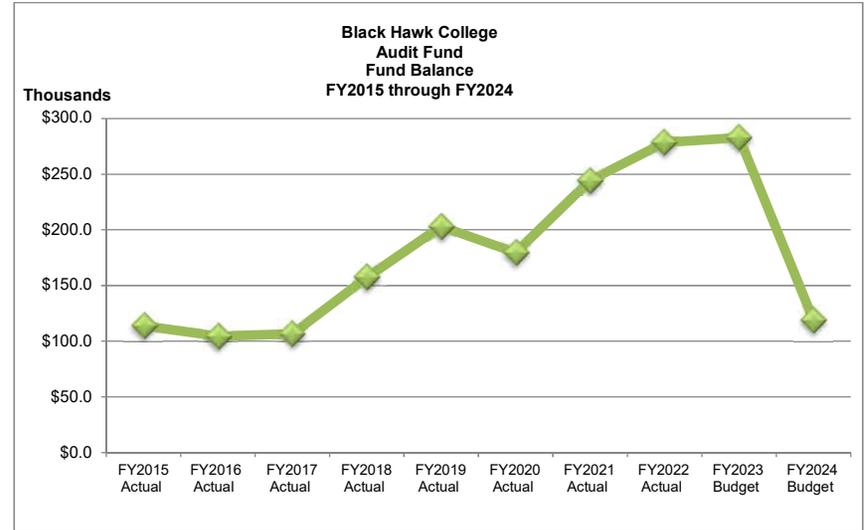
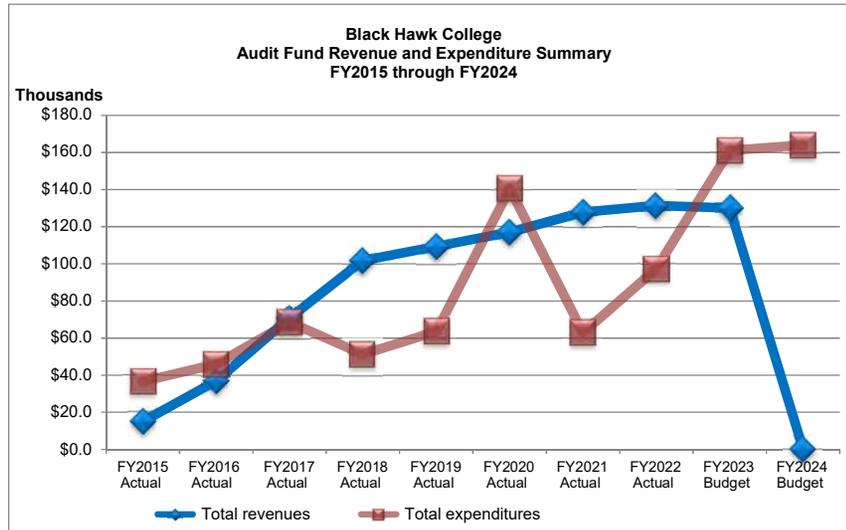
Total revenue is projected to decrease \$15,000 or 100.00% from FY2015 actual, driven by levy component changes to manage the accumulated fund balance in this fund and investment earnings.

Total expenditures are projected to increase \$127,398 or 348.06% from FY2015 actual, driven by changes in financial audit fees, and the addition of foundation and IT audits.

Black Hawk College
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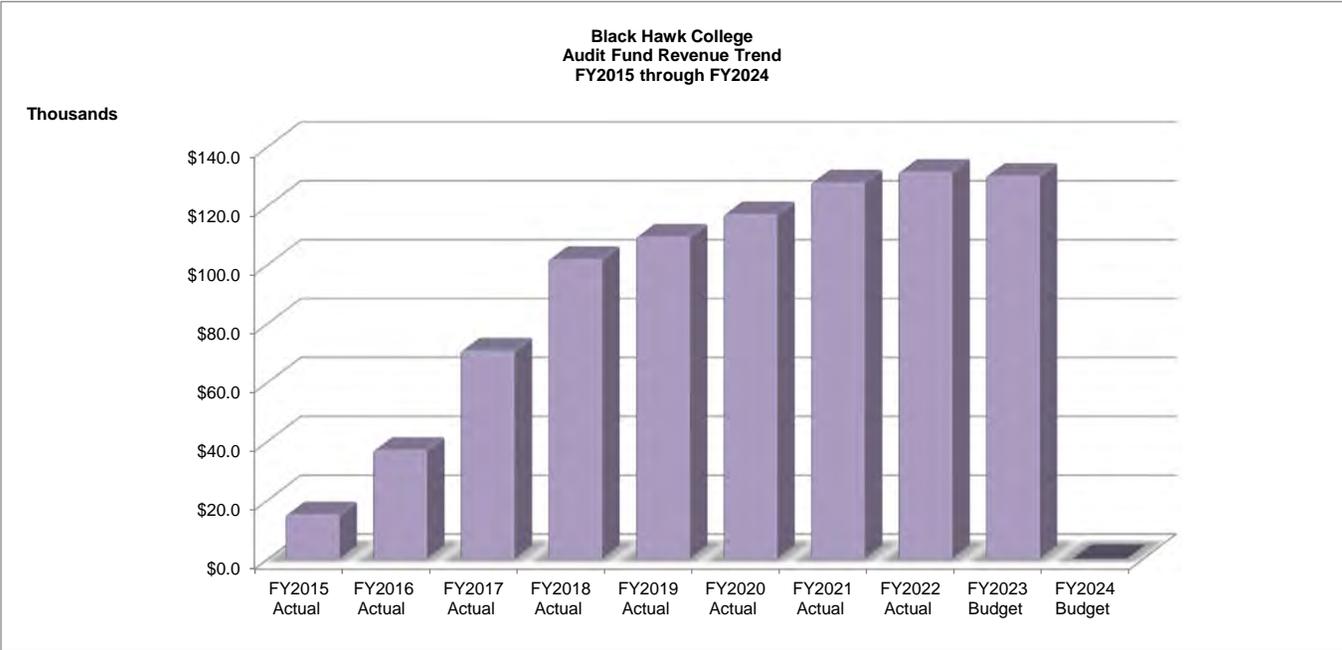
**Audit Fund Revenue and Expenditure Summary
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Total revenues	\$ 15,000	\$ 36,860	\$ 70,670	\$ 101,692	\$ 109,360	\$ 116,996	\$ 127,760	\$ 131,368	\$ 130,040	\$ -
Total expenditures	36,602	46,000	68,550	51,150	63,500	140,490	62,927	97,325	161,000	164,000
Excess (deficiency) of revenues over expenditures	(21,602)	(9,140)	2,120	50,542	45,860	(23,494)	64,833	34,043	(30,960)	(164,000)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	-
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	-	-	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(21,602)	(9,140)	2,120	50,542	45,860	(23,494)	64,833	34,043	(30,960)	(164,000)
Fund balance										
Beginning (projected)	135,278	113,676	104,536	106,656	157,198	203,058	179,564	244,397	278,440	282,862
Ending (projected)	\$ 113,676	\$ 104,536	\$ 106,656	\$ 157,198	\$ 203,058	\$ 179,564	\$ 244,397	\$ 278,440	\$ 282,862	\$ 118,862



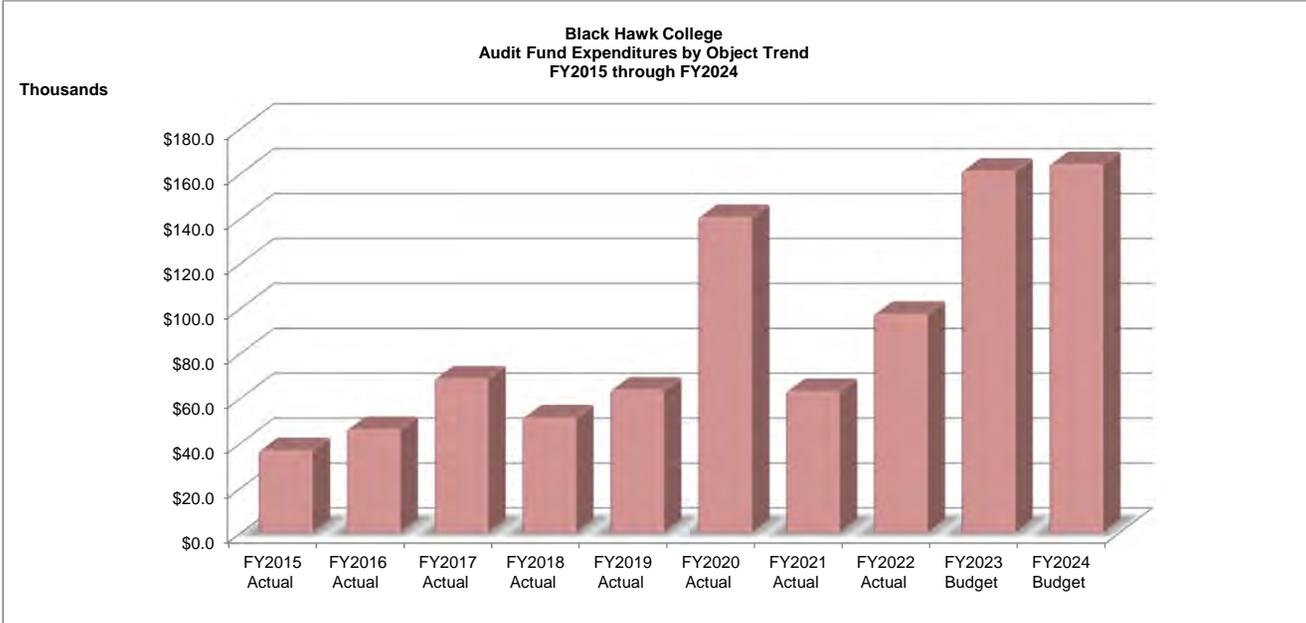
**Audit Fund Revenue by Source
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 14,440	\$ 36,378	\$ 70,070	\$ 100,200	\$ 105,748	\$ 114,356	\$ 126,493	\$ 129,825	\$ 130,040	\$ -
Investment earnings	560	482	600	1,492	3,612	2,640	1,267	1,543	-	-
Total revenues	\$ 15,000	\$ 36,860	\$ 70,670	\$ 101,692	\$ 109,360	\$ 116,996	\$ 127,760	\$ 131,368	\$ 130,040	\$ -



**Audit Fund Expenditures by Object
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Expenditures:										
Contractual services	\$ 36,602	\$ 46,000	\$ 68,550	\$ 51,150	\$ 63,500	\$ 140,490	\$ 62,927	\$ 97,325	\$ 161,000	\$ 164,000
Total expenditures	\$ 36,602	\$ 46,000	\$ 68,550	\$ 51,150	\$ 63,500	\$ 140,490	\$ 62,927	\$ 97,325	\$ 161,000	\$ 164,000



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 monies in this fund, including interest earned of the assets of this fund, should be used only for the purposes authorized in 745 ILCS 10/9. Authorized expenditures include the payment of tort liability, unemployment, worker's compensation, Medicare/FICA, and expenses related to risk management. Revenues receipted into this fund include property taxes levied for the actual expenditures of authorized items only.

Overview

The Liability, Protection, and Settlement Fund is budgeted to end FY2024 with a deficit of \$2,332,567.

Total revenue in the Liability, Protection, and Settlement Fund is budgeted to decrease \$1,963,700 or 61.25% from the FY2022 Budget due to a decrease in property tax revenue.

Total expenditures in the Liability, Protection, and Settlement Fund are budgeted to increase \$212,536 or 6.32% from the FY2023 Budget and are comprised of the following changes:

- 2.73% increase in salaries due to negotiated contracts, staffing changes, and alignment of responsibilities
- 10.21% decrease in benefits due to a decrease in unemployment claims, and to better align with actual expenses
- 34.22% increase in contractual services due to an increase in cybersecurity software and protection
- 10.46% increase in fixed charges expense primarily due to an increase treasurer bond required due to a 2023 bond issuance

- 89.97% decrease in materials and supplies due to a one time increased expense in FY2023 for video management software

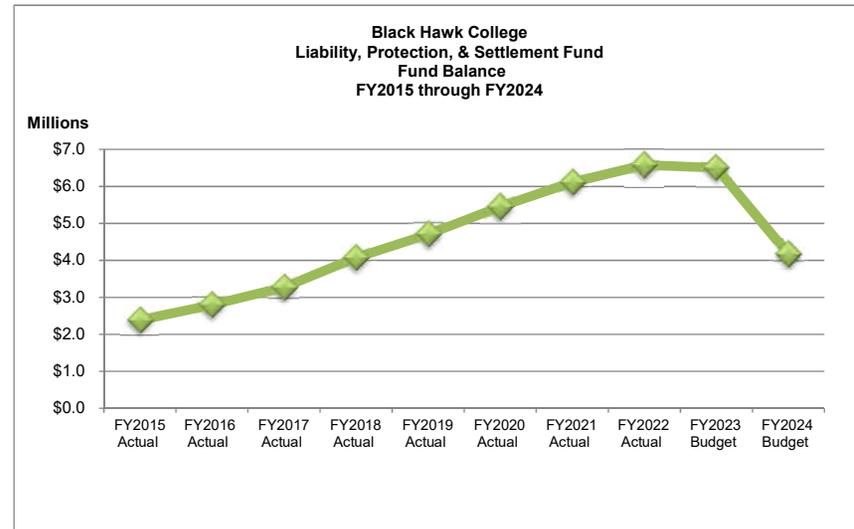
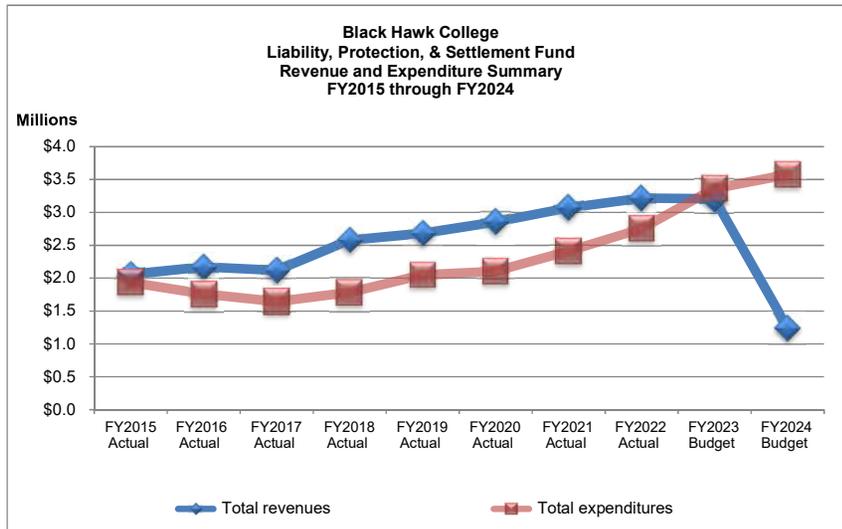
Overall Trend

Total revenue is projected to decrease \$814,438 or 39.59% from FY2015 actual, driven primarily by changes in property tax revenue resulting from levy component changes.

Total expenditures are projected to increase \$1,639,986 or 84.75% from FY2015 actual, driven by a 29.52% increase in salaries and benefits, and a 820.29% increase in contractual services related to the risk management plan.

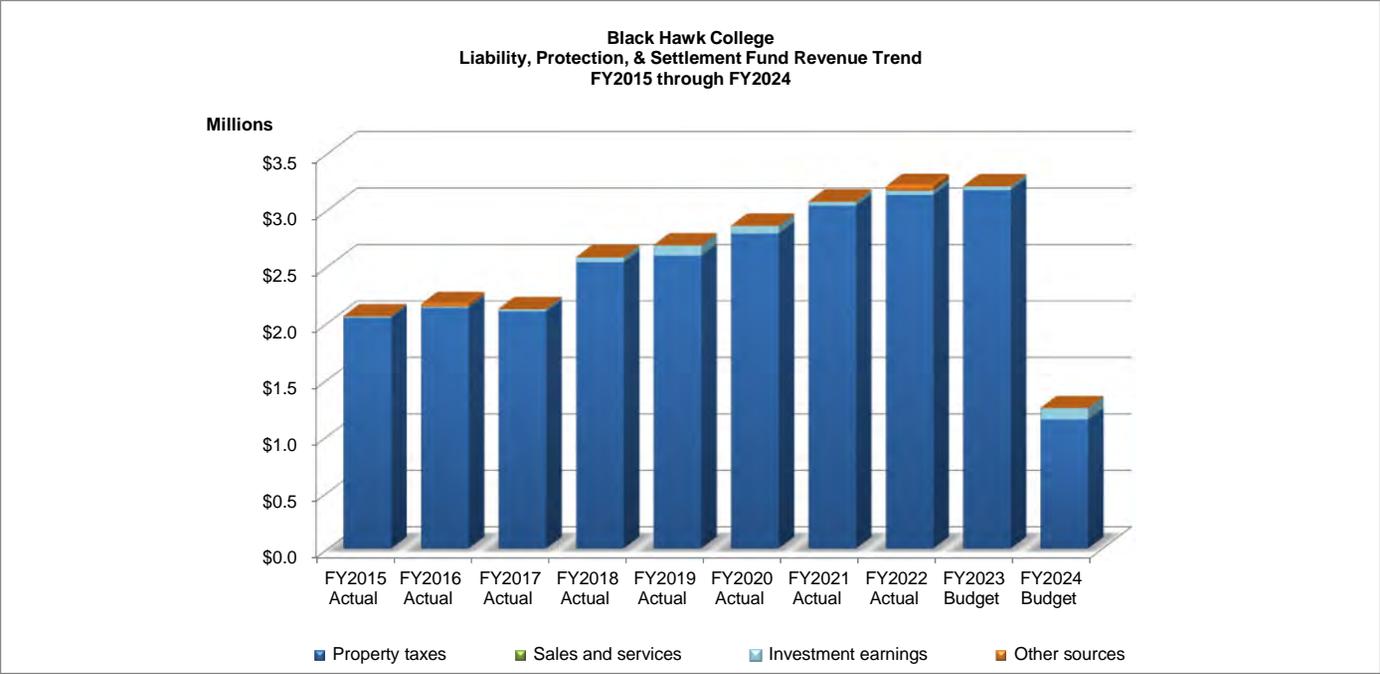
**Liability, Protection, and Settlement Fund Revenue and Expenditure Summary
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Total revenues	\$ 2,056,938	\$ 2,172,410	\$ 2,119,014	\$ 2,578,093	\$ 2,682,935	\$ 2,856,641	\$ 3,070,205	\$ 3,218,968	\$ 3,206,200	\$ 1,242,500
Total expenditures	1,935,081	1,761,082	1,642,275	1,782,695	2,051,476	2,103,971	2,411,749	2,752,275	3,362,531	3,575,067
Excess (deficiency) of revenues over expenditures	121,857	411,328	476,739	795,398	631,459	752,670	658,456	466,693	(156,331)	(2,332,567)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	-
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	-	-	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	121,857	411,328	476,739	795,398	631,459	752,670	658,456	466,693	(156,331)	(2,332,567)
Fund balance										
Beginning (projected)	2,265,040	2,386,897	2,798,225	3,274,964	4,070,362	4,701,821	5,454,491	6,112,947	6,579,640	6,502,208
Ending (projected)	\$ 2,386,897	\$ 2,798,225	\$ 3,274,964	\$ 4,070,362	\$ 4,701,821	\$ 5,454,491	\$ 6,112,947	\$ 6,579,640	\$ 6,502,208	\$ 4,169,641



**Liability, Protection, and Settlement Fund Revenue by Source
FY2015 through FY2024**

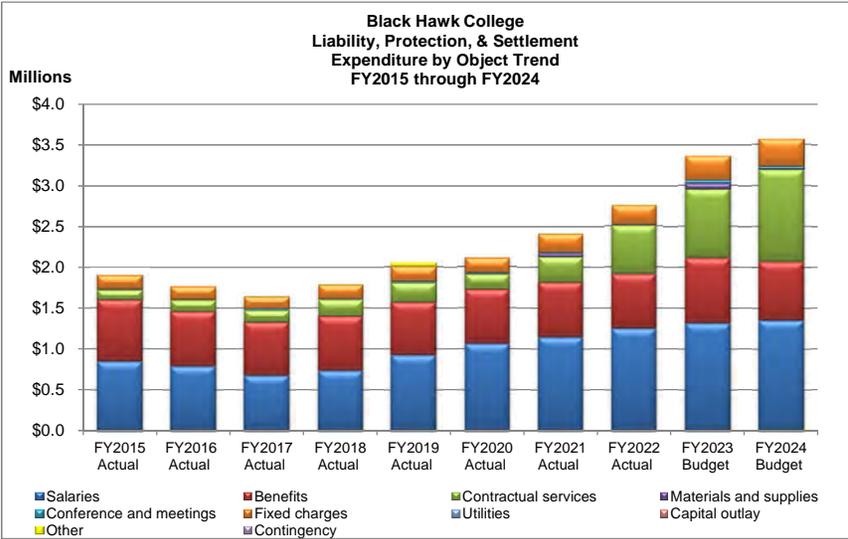
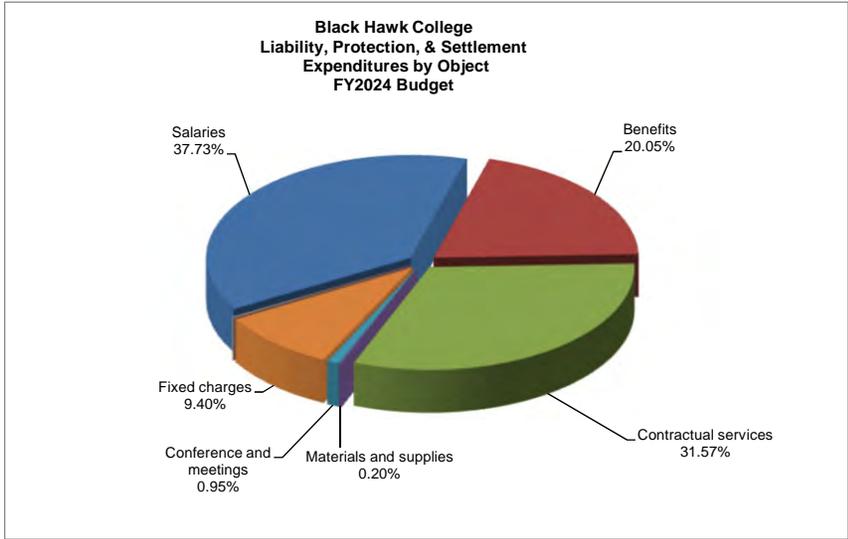
	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Revenues:										
Property taxes	\$ 2,044,147	\$ 2,131,353	\$ 2,100,118	\$ 2,534,892	\$ 2,593,117	\$ 2,788,797	\$ 3,035,050	\$ 3,132,645	\$ 3,173,200	\$ 1,142,500
Sales and services	-	-	-	-	-	-	-	-	-	-
Investment earnings	9,606	11,013	18,896	43,201	89,558	67,844	35,155	36,149	33,000	100,000
Other sources	3,185	30,044	-	-	260	-	-	50,174	-	-
Total revenues	\$ 2,056,938	\$ 2,172,410	\$ 2,119,014	\$ 2,578,093	\$ 2,682,935	\$ 2,856,641	\$ 3,070,205	\$ 3,218,968	\$ 3,206,200	\$ 1,242,500



Black Hawk College
Fiscal Year 2024 Budget

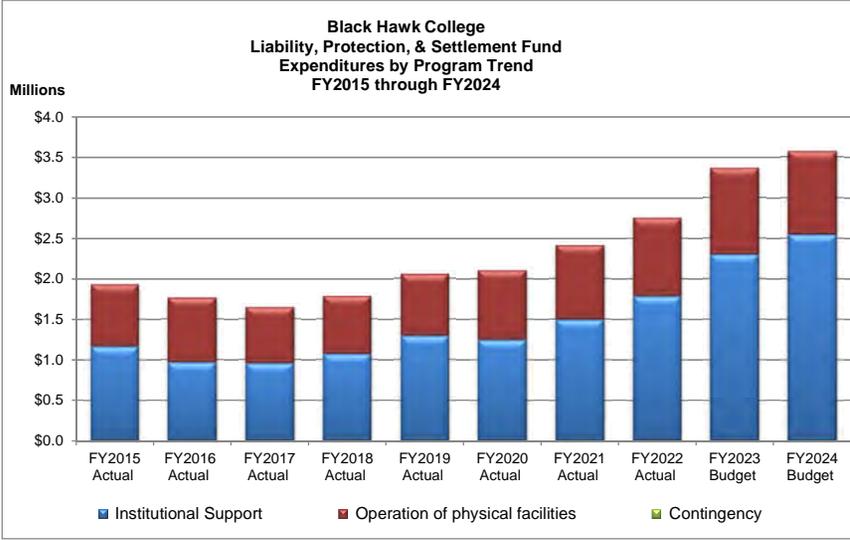
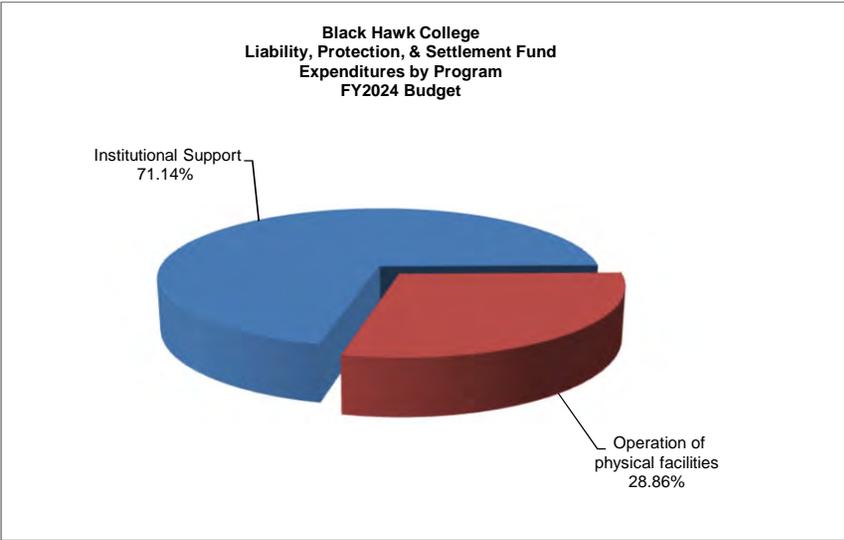
**Liability, Protection, and Settlement Fund Expenditures by Object
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Expenditures										
Salaries	\$ 845,414	\$ 785,563	\$ 671,773	\$ 731,311	\$ 921,415	\$ 1,060,170	\$ 1,140,509	\$ 1,247,107	\$ 1,313,005	\$ 1,348,851
Benefits	749,367	667,021	653,924	662,297	647,729	657,568	670,898	662,144	798,106	716,646
Contractual services	122,624	143,311	144,168	203,105	236,961	187,793	315,169	595,254	840,775	1,128,500
Materials and supplies	3,218	2,655	3,841	3,950	2,548	4,204	42,554	3,708	70,020	7,020
Conference and meetings	6,629	5,282	10,437	3,833	12,492	12,468	6,468	3,515	34,425	34,030
Fixed charges	168,474	157,250	154,700	177,388	183,779	181,768	231,604	236,274	301,000	336,000
Utilities	-	-	395	395	-	-	790	395	-	-
Capital outlay	-	-	-	-	-	-	-	-	-	-
Other	39,355	-	3,037	416	46,552	-	3,757	3,878	5,200	4,020
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	\$ 1,935,081	\$ 1,761,082	\$ 1,642,275	\$ 1,782,695	\$ 2,051,476	\$ 2,103,971	\$ 2,411,749	\$ 2,752,275	\$ 3,362,531	\$ 3,575,067



**Liability, Protection, and Settlement Fund Expenditures by Program
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Expenditures:										
Institutional Support	\$ 1,165,777	\$ 967,421	\$ 957,104	\$ 1,070,341	\$ 1,291,987	\$ 1,245,796	\$ 1,493,718	\$ 1,782,926	\$ 2,294,635	\$ 2,543,203
Operation of physical facilities	769,304	793,661	685,171	712,354	759,489	858,175	918,031	969,349	1,067,896	1,031,864
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	\$ 1,935,081	\$ 1,761,082	\$ 1,642,275	\$ 1,782,695	\$ 2,051,476	\$ 2,103,971	\$ 2,411,749	\$ 2,752,275	\$ 3,362,531	\$ 3,575,067



Working Cash Fund

The Working Cash Fund is established by Section 3-33.1 of the Illinois 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 sufficient cash on hand at all times 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 the last known Corporate Personal Property Replacement Tax (CPPRT) allocation.

This fund is used to account for the proceeds of working cash bonds. By making temporary transfers, the Working Cash Fund is available as a source of working capital by other funds. These temporary transfers assist operating funds in meeting the demands for ordinary and necessary expenditures during periods of temporary low cash balances. Any temporary transfers must be paid back by the end of the fiscal year. 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 Illinois 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 interest to be transferred to the Education or Operations and Maintenance Funds with no restriction and no requirement for repayment.

Overview

The Working Cash Fund is budgeted to end FY2024 with an excess of \$362,500 due to investment earnings and no transfers being budgeted in the upcoming fiscal year. This is an increase in revenue of \$285,500 from FY2024 revenue and is based on current interest yields.

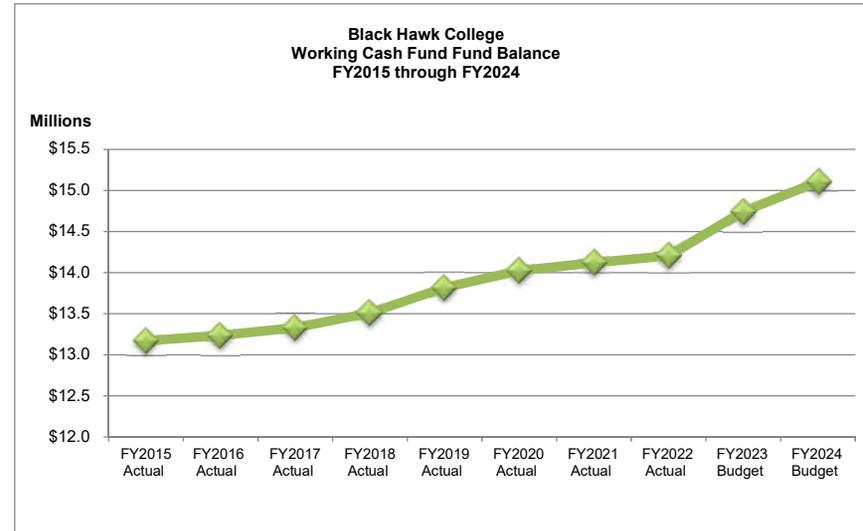
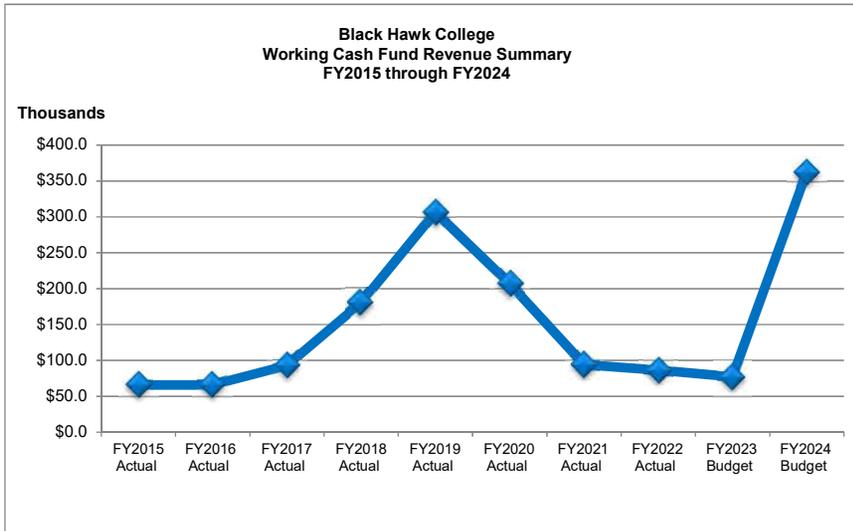
Overall Trend

Total revenue is projected to increase \$296,815 or 467.04% from FY2015 actual as a direct result of lower interest yields.

Black Hawk College
Fiscal Year 2024 Budget

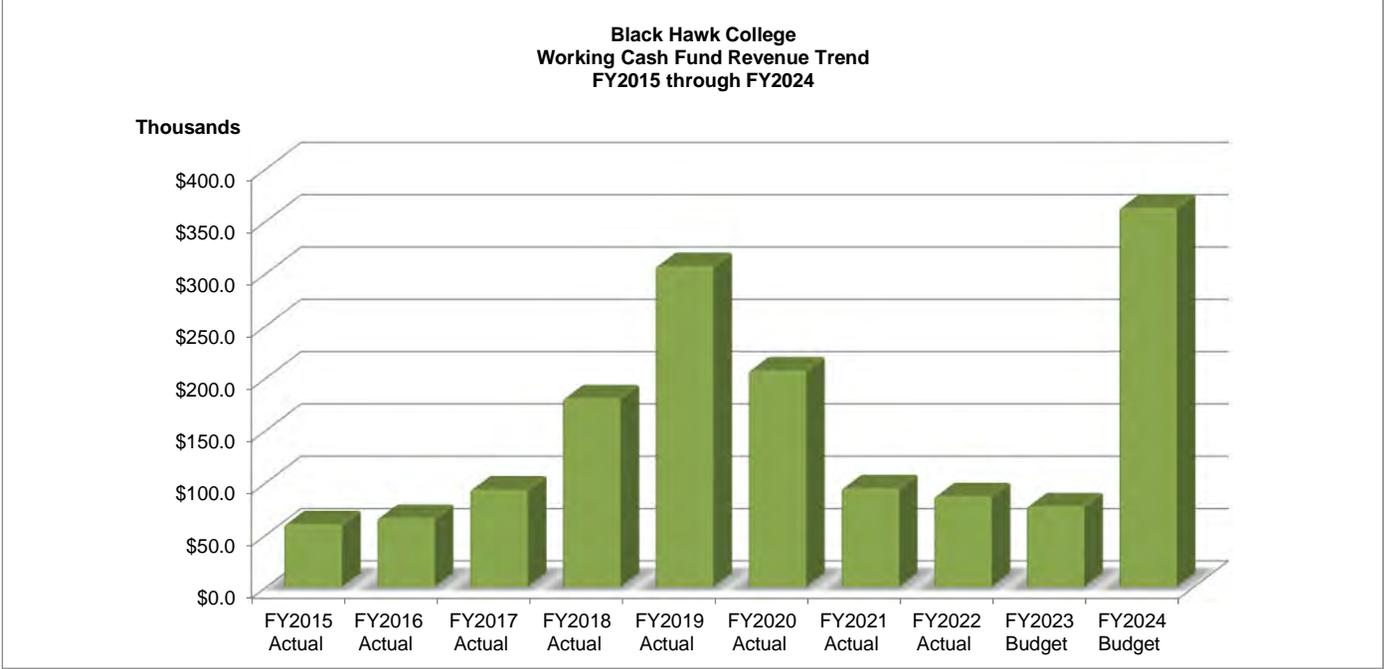
**Working Cash Fund Revenue and Transfer Summary
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Total revenue	\$ 65,685	\$ 65,818	\$ 93,051	\$ 180,216	\$ 306,736	\$ 206,915	\$ 94,277	\$ 86,600	\$ 77,000	\$ 362,500
Total expenditures	-	-	-	-	-	-	-	-	-	-
Net increase (decrease) in fund balance	65,685	65,818	93,051	180,216	306,736	206,915	94,277	86,600	77,000	362,500
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	-
Operating transfers out	-	-	-	-	-	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	-	-	-	-	-	-	-	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	65,685	65,818	93,051	180,216	306,736	206,915	94,277	86,600	77,000	362,500
Fund balance										
Beginning (projected)	13,106,752	13,172,437	13,238,255	13,331,306	13,511,522	13,818,258	14,025,173	14,119,450	14,206,050	14,742,477
Ending (projected)	\$ 13,172,437	\$ 13,238,255	\$ 13,331,306	\$ 13,511,522	\$ 13,818,258	\$ 14,025,173	\$ 14,119,450	\$ 14,206,050	\$ 14,742,477	\$ 15,104,977



**Working Cash Fund Revenue by Source
 FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Revenues:										
Investment earnings	\$ 65,685	\$ 65,818	\$ 93,051	\$ 180,216	\$ 306,736	\$ 206,915	\$ 94,277	\$ 86,600	\$ 77,000	\$ 362,500
Total revenues	\$ 60,000	\$ 65,818	\$ 93,051	\$ 180,216	\$ 306,736	\$ 206,915	\$ 94,277	\$ 86,600	\$ 77,000	\$ 362,500



Bond & Interest Fund

The Bond & Interest Fund is the debt service 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.

Overview

The Bond & Interest Fund is budgeted to end FY2024 with a deficit of \$1,481,426 based on estimates for tax levy proceeds and expenditures associated with outstanding bond issuances.

Total revenue in the Bond & Interest Fund is budgeted to increase \$2,752,750 or 41.61% from the FY2023 Budget as a result of adjustments to the tax levy rate to realign revenue needed for debt payments of recently-issued bonds in 2023.

Total expenditures in the Bond & Interest Fund are budgeted to increase \$4,231,486 or 63.94% from the FY2023 budget as a direct result of budgeting for debt payments on the accrual basis.

Overall Trend

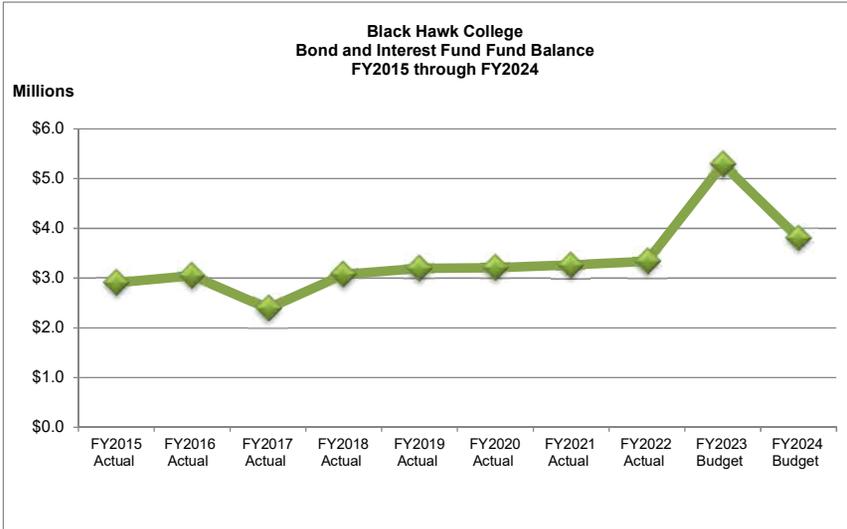
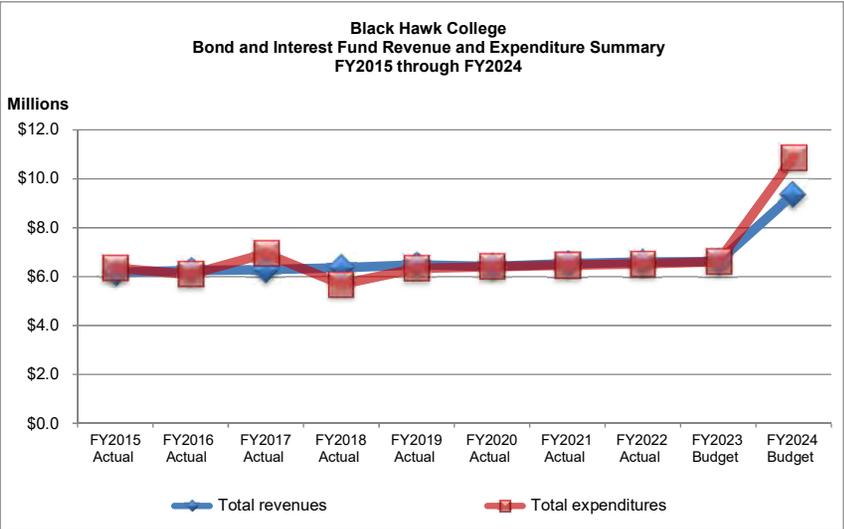
Total revenue is projected to increase \$3,191,917 or 51.68% from FY2015 actual, driven primarily by changes to the College's bonding plan which resulted in increased property tax revenue to meet debt maturities.

Total expenditures are projected to increase \$4,503,638 or 70.97% from FY2015 due to debt maturities.

Black Hawk College
Fiscal Year 2024 Budget

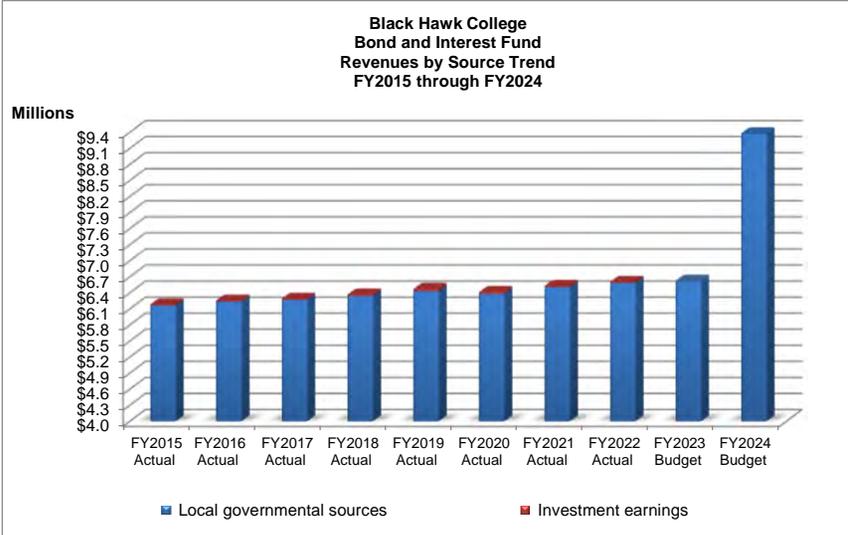
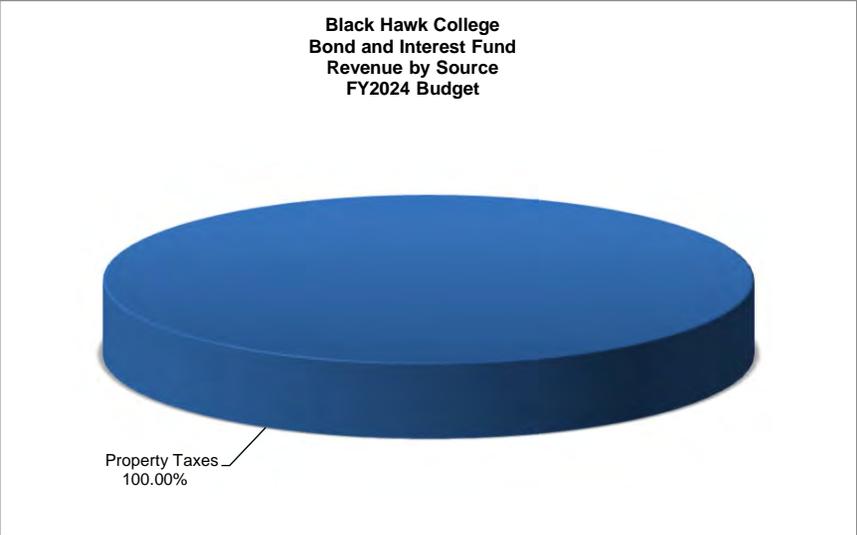
**Bond and Interest Fund Revenue and Expenditure Summary
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Total revenues	\$ 6,176,083	\$ 6,246,887	\$ 6,284,843	\$ 6,367,977	\$ 6,478,754	\$ 6,417,214	\$ 6,523,793	\$ 6,598,092	\$ 6,615,250	\$ 9,368,000
Total expenditures	6,345,788	6,094,134	6,944,352	5,685,542	6,342,383	6,405,279	6,464,235	6,527,726	6,617,940	10,849,426
Excess (deficiency) of revenues over expenditures	(169,705)	152,753	(659,509)	682,435	136,371	11,935	59,558	70,366	(2,690)	(1,481,426)
Other financing sources (uses):										
Operating transfers in	-	-	-	-	-	-	-	-	-	-
Operating transfers out	-	(13,893)	-	-	(11,665)	-	-	-	-	-
Bond & debt certificate proceeds	-	-	-	-	-	-	-	-	-	-
Bond premium (discount)	-	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	-	(13,893)	-	-	(11,665)	-	-	-	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(169,705)	138,860	(659,509)	682,435	124,706	11,935	59,558	70,366	(2,690)	(1,481,426)
Fund balance										
Beginning (projected)	3,079,546	2,909,841	3,048,701	2,389,192	3,071,628	3,196,334	3,208,269	3,267,827	3,338,193	5,285,986
Ending (projected)	\$ 2,909,841	\$ 3,048,701	\$ 2,389,192	\$ 3,071,628	\$ 3,196,334	\$ 3,208,269	\$ 3,267,827	\$ 3,338,193	\$ 5,285,986	\$ 3,804,560



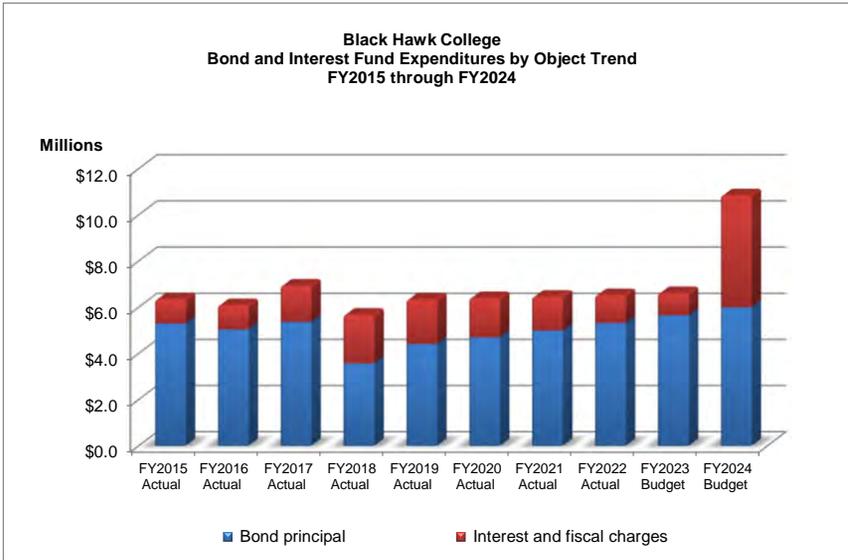
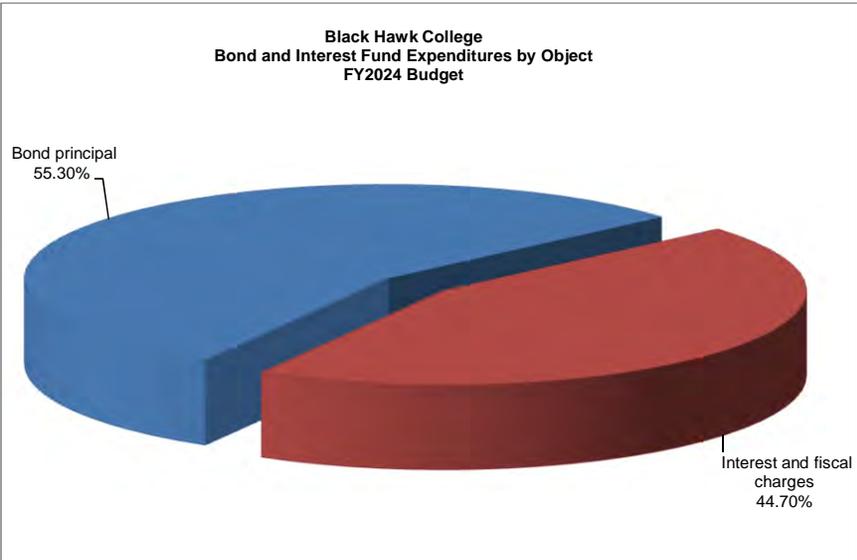
**Bond and Interest Fund Revenue by Source
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 6,166,578	\$ 6,237,631	\$ 6,272,429	\$ 6,344,299	\$ 6,431,686	\$ 6,380,700	\$ 6,509,956	\$ 6,585,919	\$ 6,615,250	\$ 9,368,000
Total local government sources	6,166,578	6,237,631	6,272,429	6,344,299	6,431,686	6,380,700	6,509,956	6,585,919	6,615,250	9,368,000
Investment earnings	9,505	9,256	12,414	23,678	47,068	36,514	13,837	12,173	-	-
Total revenues	\$ 6,176,083	\$ 6,246,887	\$ 6,284,843	\$ 6,367,977	\$ 6,478,754	\$ 6,417,214	\$ 6,523,793	\$ 6,598,092	\$ 6,615,250	\$ 9,368,000



**Bond and Interest Fund Expenditures by Object
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Expenditures:										
Bond principal	\$ 5,300,000	\$ 5,040,000	\$ 5,365,000	\$ 3,570,000	\$ 4,410,000	\$ 4,695,000	\$ 4,995,000	\$ 5,315,000	\$ 5,655,000	\$ 6,000,000
Interest and fiscal charges	1,045,788	1,054,134	1,579,352	2,115,542	1,932,383	1,710,279	1,469,235	1,212,726	962,940	4,849,426
Total expenditures	\$ 6,345,788	\$ 6,094,134	\$ 6,944,352	\$ 5,685,542	\$ 6,342,383	\$ 6,405,279	\$ 6,464,235	\$ 6,527,726	\$ 6,617,940	\$ 10,849,426



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, including equipment for buildings and programs. Protection, health, and safety levies, building bond proceeds, capital renewal grants, and accumulation monies restricted from the operations and maintenance levy for building purposes must be accounted for in a series of self-balancing accounts in this fund.

Overview

The Operations and Maintenance Restricted Fund is budgeted to end FY2024 with a deficit of \$40,702,500. This deficit is a result of construction projects funded by the College's prior transfer of Surplus Operating Funds and building bond proceeds issued in 2023. These projects include QC Ball Fields, QC Building 3, 2, and Sustainable Technologies Building renovations, and QC Facilities annex and storage. Other operations and maintenance restricted projects are funded through tax levies designated for Protection, Health, and Safety.

Total revenues in the Operations and Maintenance Restricted Fund are budgeted to increase by \$72,000 or 3.31% from the FY2023 Budget due to an increase in property tax revenue.

Total expenditures in the Operations and Maintenance Restricted Fund are budgeted to increase \$32,403,500 or 307.29% from the FY2023 Budget as a result of major capital projects being completed. The last major bond issuance for capital projects is occurred in 2023.

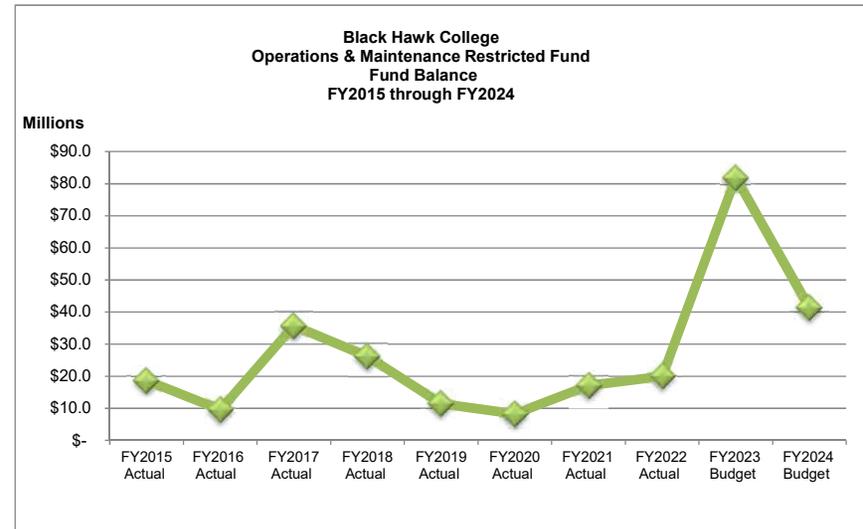
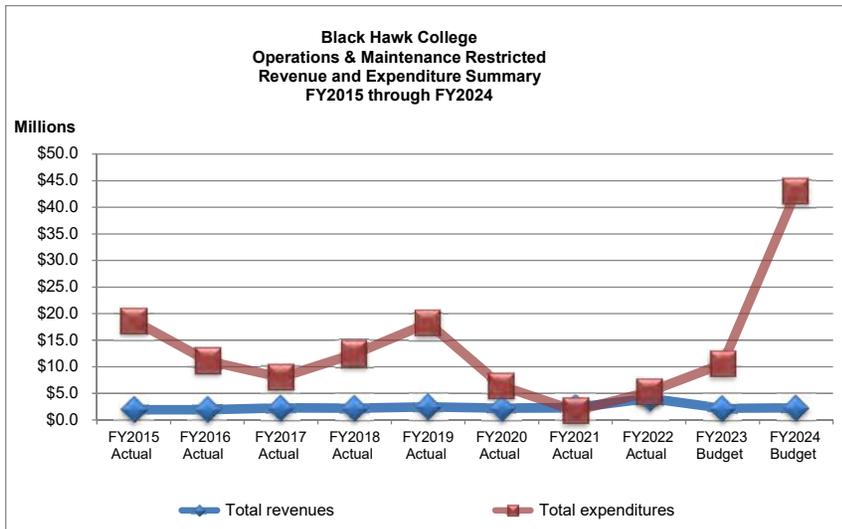
Overall Trend

Total revenue is projected to increase \$336,368 or 17.61% from FY2015 actual, driven mainly by 27.53% increase in property tax revenue.

Total expenditures are projected to increase \$24,292,661 or 130.21% from FY2015 actual as a direct result of increased capital projects.

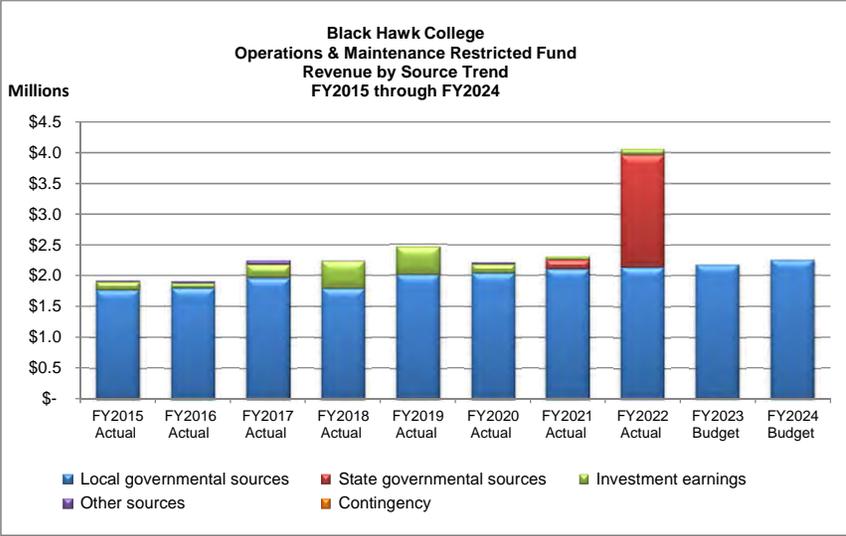
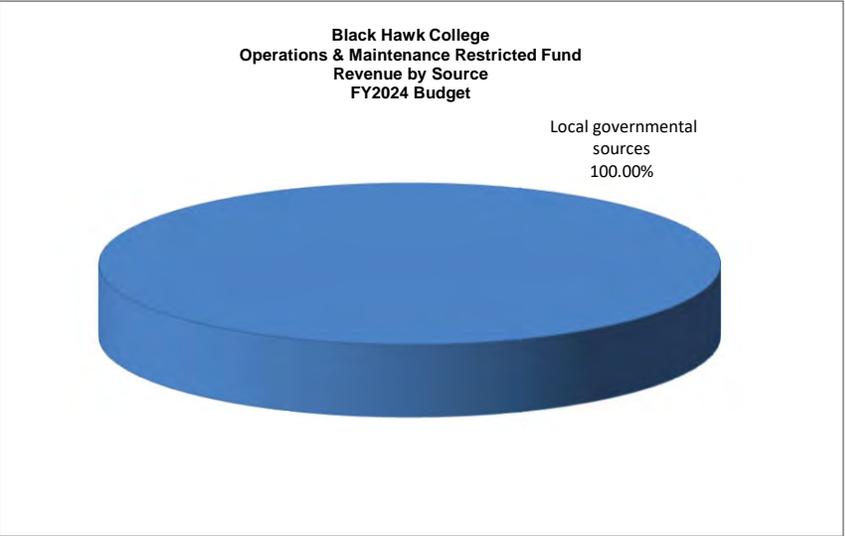
**Operations and Maintenance Restricted Fund Revenue and Expenditure Summary
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Total revenues	\$ 1,909,632	\$ 1,904,718	\$ 2,243,092	\$ 2,236,289	\$ 2,459,610	\$ 2,214,736	\$ 2,301,046	\$ 4,059,986	\$ 2,174,000	\$ 2,246,000
Total expenditures	18,655,839	11,124,240	7,998,290	12,439,375	18,200,126	6,379,049	1,699,662	5,273,168	10,545,000	42,948,500
Excess (deficiency) of revenues over expenditures	(16,746,207)	(9,219,522)	(5,755,198)	(10,203,086)	(15,740,516)	(4,164,313)	601,384	(1,213,182)	(8,371,000)	(40,702,500)
Other financing sources (uses):										
Operating transfers in	790,000	13,893	-	620,000	1,211,665	2,071,000	7,000,000	4,084,000	-	-
Operating transfers out	(35,669)	-	-	-	(209,640)	-	-	-	-	-
Transfer to/from other fund						(1,070,696)	1,280,336			
Bond & debt certificate proceeds	9,355,000	-	28,955,000	-	-	-	-	-	-	-
Bond premium (discount)	531,274	-	3,023,591	-	-	-	-	-	-	-
Total other financing sources (uses)	10,640,605	13,893	31,978,591	620,000	1,002,025	1,000,304	8,280,336	4,084,000	-	-
Excess (deficiency) of revenues and other financing resources over expenditures and other financing uses	(6,105,602)	(9,205,629)	26,223,393	(9,583,086)	(14,738,491)	(3,164,009)	8,881,720	2,870,818	(8,371,000)	(40,702,500)
Fund balance										
Beginning (projected)	24,827,050	18,721,448	9,515,819	35,739,212	26,156,126	11,417,635	8,253,626	17,135,346	20,006,164	81,972,941
Ending (projected)	\$ 18,721,448	\$ 9,515,819	\$ 35,739,212	\$ 26,156,126	\$ 11,417,635	\$ 8,253,626	\$ 17,135,346	\$ 20,006,164	\$ 81,972,941	\$ 41,270,441



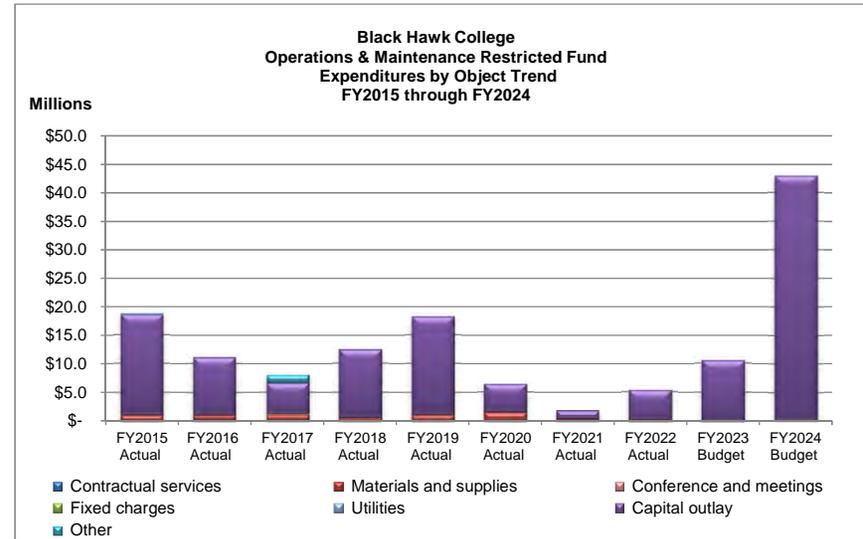
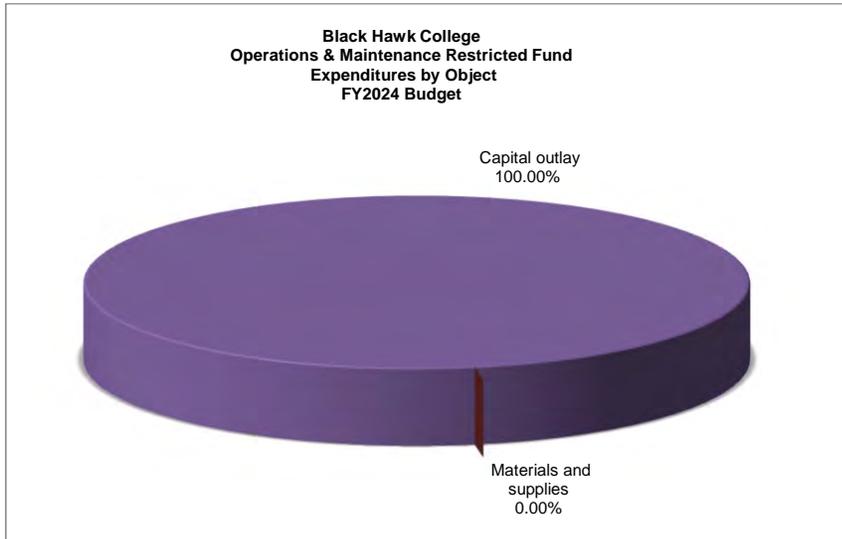
**Operations and Maintenance Restricted Fund Revenue by Source
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Revenues:										
Local governmental sources										
Property taxes	\$ 1,761,184	\$ 1,793,317	\$ 1,958,428	\$ 1,789,836	\$ 2,015,484	\$ 2,038,133	\$ 2,103,818	\$ 2,145,454	\$ 2,174,000	\$ 2,246,000
Other Sources	-	-	-	-	-	-	-	-	-	-
Total local government sources	1,761,184	1,793,317	1,958,428	1,789,836	2,015,484	2,038,133	2,103,818	2,145,454	2,174,000	2,246,000
State governmental sources	-	-	7,416	-	-	-	140,253	1,822,732	-	-
Investment earnings	128,942	74,035	211,333	444,267	444,126	144,255	56,975	91,800	-	-
Other sources	19,506	37,366	65,915	2,186	-	32,348	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-	-
Total revenues	\$ 1,909,632	\$ 1,904,718	\$ 2,243,092	\$ 2,236,289	\$ 2,459,610	\$ 2,214,736	\$ 2,301,046	\$ 4,059,986	\$ 2,174,000	\$ 2,246,000



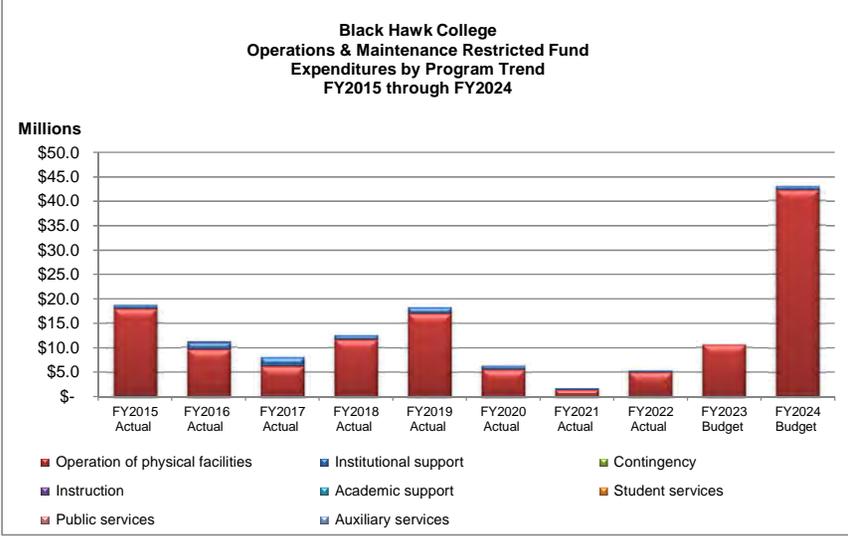
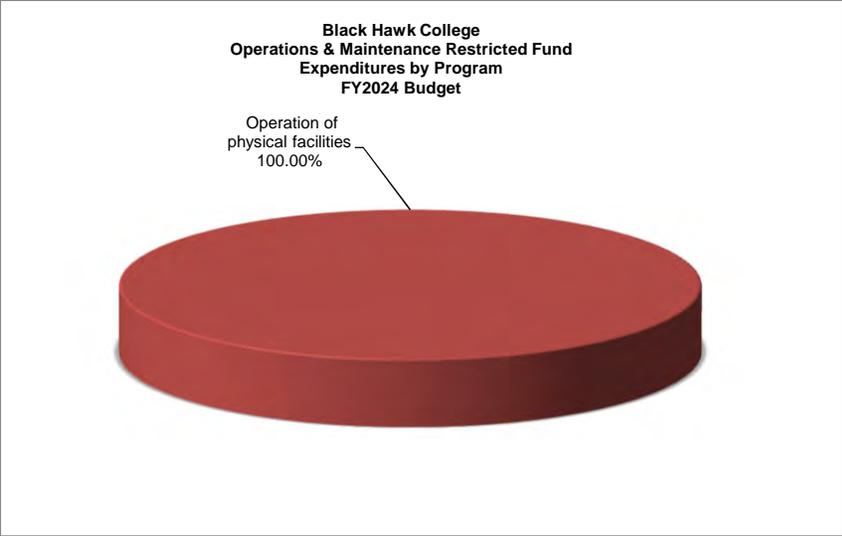
**Operations and Maintenance Restricted Fund Expenditures by Object
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Expenditures:										
Contractual services	\$ 49,569	\$ 173,247	\$ 120,125	\$ 27,964	\$ 48,919	\$ 74,051	\$ 162,845	\$ 49,050	\$ -	\$ -
Materials and supplies	965,389	867,947	978,064	543,053	1,021,646	1,463,048	168,145	149,570	35,000	-
Conference and meetings	-	886	238	-	-	191	-	-	-	-
Fixed charges	20,155	4,285	136,831	9,781	3,750	2,078	4,991	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-
Capital outlay	17,494,206	10,076,875	5,390,339	11,857,577	17,125,811	4,839,681	1,363,681	5,074,549	10,510,000	42,948,500
Other	126,520	1,000	1,372,693	1,000	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	\$ 18,655,839	\$ 11,124,240	\$ 7,998,290	\$ 12,439,375	\$ 18,200,126	\$ 6,379,049	\$ 1,699,662	\$ 5,273,169	\$ 10,545,000	\$ 42,948,500



**Operations and Maintenance Restricted Fund Expenditures by Program
FY2015 through FY2024**

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Expenditures:										
Instruction	\$ 48,074	\$ 202,529	\$ -	\$ -	\$ -	\$ 5,941	\$ -	\$ -	\$ -	\$ -
Academic support	22,644	279	-	-	-	-	-	-	-	-
Student services	-	-	-	-	-	-	-	-	-	-
Public services	-	-	-	-	-	-	-	-	-	-
Institutional support	693,132	1,389,125	1,823,796	877,856	1,238,326	783,378	307,372	289,755	-	750,000
Auxiliary services	-	-	-	-	-	-	-	-	-	-
Operation of physical facilities	17,891,989	9,532,307	6,174,494	11,561,519	16,961,800	5,589,730	1,392,290	4,983,413	10,545,000	42,198,500
Contingency	-	-	-	-	-	-	-	-	-	-
Total expenditures	\$ 18,655,839	\$ 11,124,240	\$ 7,998,290	\$ 12,439,375	\$ 18,200,126	\$ 6,379,049	\$ 1,699,662	\$ 5,273,168	\$ 10,545,000	\$ 42,948,500



Fund Balance Analysis by Fund

Fund Balance is the difference between the Assets and Liabilities of a particular fund. The Beginning (projected) Fund Balance for each fund is calculated using Ending Fund Balance from audited FY2022 financial statements, adjusted to reflect actual FY2023 results to date and projections for the remainder of the year at the time of publication. The combined fund balance in all funds as shown on the FY2024 Budget Combining All Funds page in this document is budgeted to decrease by 33.30%. An analysis is presented below for each fund with a budgeted change in fund balance of 10% or more.

Education Fund

The fund balance for the Education Fund is budgeted to end FY2024 with a \$1,760,816 or 14.40% decrease in fund balance. This decrease is primarily a result of declining tuition revenue, and increased expenses investing in programs to improve enrollment numbers.

Auxiliary Fund

The Auxiliary Fund is budgeted to end FY2024 with a \$732,889 or 112.88% decrease in fund balance primarily driven by decreased bookstore revenue, and increased athletic, equine, and agricultural team expense. The lost bookstore revenue has provided alternate, lower-cost education resources to our students. The FY2024 estimated ending balance is negative because it is based on an estimated FY2023 ending balance. The FY2023 ending balance will not be updated until audited financial statements are published, but is anticipated to increase due to actual performance.

Audit Fund

The Audit Fund is budgeted to end FY2024 with a \$164,000 or 57.98% decrease in fund balance primarily due to no incoming revenue and the intent to spend down the balance accumulated from prior years. Tax levy rates will continue to be revised to fund audit expenditures as needed.

Liability, Protection, and Settlement Fund

The fund balance for the Liability, Protection, and Settlement Fund is budgeted to end FY2024 with a \$2,332,567 or 35.87% decrease in fund balance. This decrease is a result of a decrease in property tax revenue. Tax levy rates will continue to be revised to fund LPS expenditures as needed.

Bond & Interest Fund

The fund balance for the Bond & Interest Fund is budgeted to end FY2024 with a \$1,481,426 or 28.03% decrease in fund balance. This decrease is a result of construction projects funded by escrow established during bond financing.

Operations & Maintenance Restricted Fund

The fund balance for the Operations & Maintenance Restricted Fund is budgeted to end FY2024 with a \$40,702,500 or 49.65% decrease in fund balance. This decrease is a result of construction projects performed during the year.

Notes to Financial Information by Fund

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

For budget document reporting purposes, the financial information presented in the All Funds section for FY2015 through FY2022 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.
- “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.

Note 2. FY2023 Fund Balance Presentation

For budget document reporting purposes, the projected ending fund balance for FY2023 is based on information available at the time of budget preparation in order to reflect a more accurate beginning balance for FY2024 budget development. This includes using audited ending fund balance from June 30, 2022 adjusted to reflect actual FY2023 results to date and projections for the remainder of the year at the time of publication.

Note 3. Restatement of Balance at July 1, 2017

As a result of an evaluation of the Restricted Purposes Fund, there were programs that were determined to be fiduciary and were reclassified to the Agency Fund.

Balance at July 1, 2017, as previously reported	\$1,523,904
Subtract Agency Fund balances	<u>(330,047)</u>
Balance at July 1, 2017, as restated	\$1,193,857

Note 4. Restatement of Balance at July 1, 2021

As a result of the implementation of GASB Statement No. 87, *Leases*, the College made a prior period adjustment to the financial statements beginning net position for the Operations and Maintenance Fund.

Balance at July 1, 2021, as previously reported	\$5,430,164
GASB Statement No. 87 implementation	<u>26,065</u>
Balance at July 1, 2021, as restated	\$5,456,229

Black Hawk College
Fiscal Year 2024 Budget

Statement of Cash Flow

	Operating Funds					Liability, Protection, and Settlement Fund	Working Cash Fund	Bond & Interest Fund	Operations & Maint. Fund (Restricted)	Total
	Education Fund	Operations and Maintenance Fund	Auxiliary Enterprises Fund	Restricted Purposes Fund	Audit Fund					
Cash & Equivalents - 6/30/23	\$ 11,958,398	\$ 7,354,047	\$ 99,015	\$ 11,023,248	\$ 283,772	\$ 6,347,420	\$ 14,742,478	\$ 4,154,522	\$ 82,323,387	\$ 138,286,287
Cash Receipts - FY24	29,257,510	6,137,491	1,711,300	15,765,064	-	1,242,500	362,500	9,368,000	2,246,000	66,090,365
Cash Disbursements - FY24	(31,718,326)	(5,456,961)	(1,744,189)	(16,164,006)	(164,000)	(3,575,067)	-	(10,849,426)	(42,948,500)	(112,620,475)
Cash & Equivalents - 6/30/24	<u>\$ 9,497,582</u>	<u>\$ 8,034,577</u>	<u>\$ 66,126</u>	<u>\$ 10,624,306</u>	<u>\$ 119,772</u>	<u>\$ 4,014,853</u>	<u>\$ 15,104,978</u>	<u>\$ 2,673,096</u>	<u>\$ 41,620,887</u>	<u>\$ 91,756,177</u>

NOTE: "Cash & Equivalents - 6/30/24" amounts are estimates based on the best available information and FY2024 amounts are estimates for the future fiscal year.



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STATISTICAL



Statistical Information Overview

This section of the College's budget document presents detailed statistical information as a context for understanding information in the budget document in relation to the overall operations and financial position of the institution.

Enrollment Trends

Enrollment trends pertain to our students, their demographics, and the overall enrollment trends of the College. Items of note include:

- Average age of apportionment generating students is currently 24
- Majority of students are female
- Majority of apportionment generating students attend part-time
- 18.4% of area high school graduates attended Black Hawk College in the fall of FY2022
- Non-apportionment generating students under the age of 17 and over the age of 56 both increased from 2021
- Roughly 3,500 students received some form of financial aid in FY2022, lower than the average of about 4,600 students receiving financial aid annually over the last ten years

Funding Trends

Funding trends pertain to the three major Operating Fund funding sources: tuition & fees, state funding, and property taxes. Items of note include:

- Black Hawk College tuition & fees are competitive with the state average for Illinois Community Colleges and other local colleges and universities
- FY2024 tuition of \$164.00 per credit hour is a flat rate from FY2023

- State appropriations for the equalization and credit hour grants have continually been below the amount earned by the College, and the accumulated deficit increased even further in FY2023
- Total property tax levy remains stable with moderate growth
- Property tax revenues have recurring growth in EAV
- Property tax revenue consistently represents approximately one-third of the College's total revenue

Staffing Trends

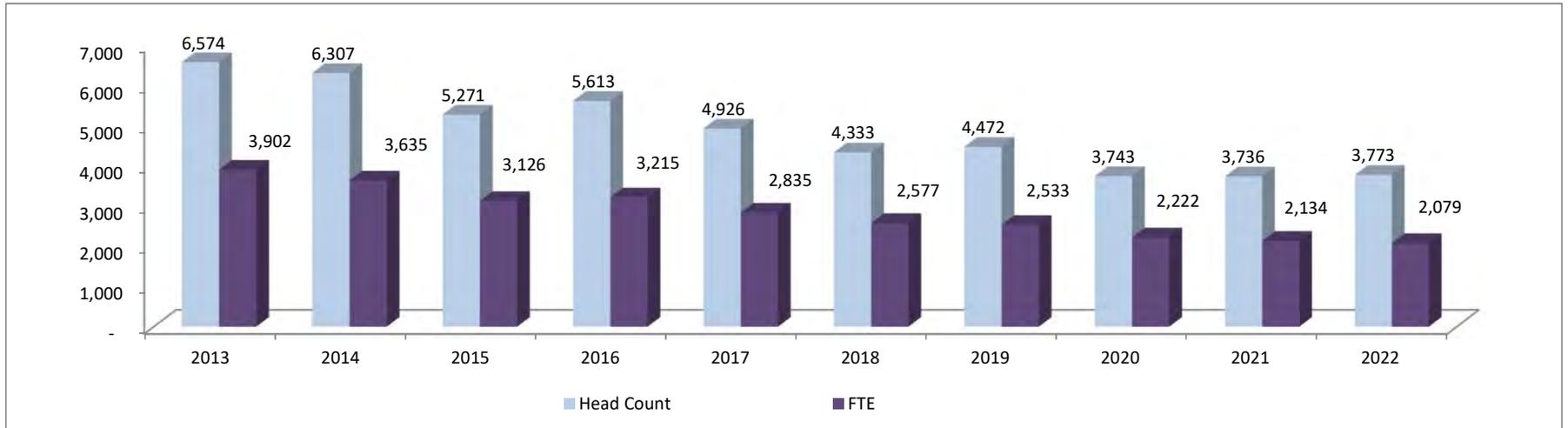
Staffing trends describe the Operating Fund staffing levels and categorizations at the College. The total number of Operating Fund employees has remained steady over the past couple years. For FY2024, there is a decrease of budgeted full time equivalent for Full Time Overload and Part Time Teaching Faculty, which follows enrollment trends. Despite the sensitive economic climate and declining enrollment trends, the College is maintaining staffing levels to better support the functions and the mission of Black Hawk College now and positioning for the future. Changes will need to occur if enrollment does not recover.

Fund Balance Trends

Fund balance trends illustrate the fund balance levels for seven major funds of the College from FY2013 through FY2022. Information regarding the College's Fund Balance Policy is included in the Key Financial Policies section of the Appendices.

**Student Enrollment and Demographic Statistics (State Support Generating)
Fall 2013 through Fall 2022**

Fall	Fall Enrollment				Gender		Attendance		Enrollment Status						Age
	Head Count	% Change	FTE	% Change	Male	Female	Full-time	Part-time	Continuing Student	New	Transfer	Re-Admit	Degreed	Dual	Avg. Age
2013	6,574	3.4%	3,902	3.7%	40.6%	59.4%	39.3%	60.7%	28.2%	14.8%	4.5%	36.0%	4.7%	11.7%	27.2
2014	6,307	-4.1%	3,635	-6.8%	41.7%	58.3%	37.2%	62.8%	23.9%	12.7%	5.8%	36.0%	4.3%	17.3%	26.2
2015	5,271	-16.4%	3,126	-14.0%	41.2%	58.8%	38.3%	61.7%	32.2%	17.6%	4.4%	23.9%	4.1%	17.8%	25.2
2016	5,613	6.5%	3,215	2.9%	42.2%	57.8%	35.8%	64.2%	35.9%	28.3%	4.2%	8.0%	4.3%	19.3%	25.5
2017	4,926	-12.2%	2,835	-11.8%	40.7%	59.3%	35.6%	64.4%	35.4%	26.2%	4.3%	9.5%	7.4%	17.2%	25.5
2018	4,333	-12.0%	2,577	-9.1%	39.2%	60.8%	37.5%	62.5%	36.5%	21.2%	3.9%	9.8%	7.4%	21.3%	24.5
2019	4,472	3.2%	2,533	-1.7%	39.0%	61.0%	34.9%	65.1%	35.0%	23.2%	4.1%	8.8%	5.7%	23.2%	24.6
2020	3,743	-16.3%	2,222	-12.3%	36.7%	63.3%	36.5%	63.5%	36.1%	20.3%	3.0%	4.9%	7.2%	28.5%	23
2021	3,736	-0.2%	2,134	-4.0%	37.0%	63.0%	35.0%	65.0%	35.5%	22.5%	3.6%	8.0%	3.7%	26.6%	22
2022	3,773	1.0%	2,079	-2.6%	37.7%	62.3%	31.4%	68.6%	32.7%	22.5%	4.1%	7.9%	3.7%	29.1%	24
Average:	4,997	-5.4%	2,909	-5.9%											



NR = Not Reported
Source: ICCB Fall (E1) Enrollment Report

**Students at a Glance (State Support Generating)
Fall 2013 through Fall 2022**

Fall Semester	Head Count		FTE	
	BHC	All Illinois	BHC	All Illinois
2013	6,574	351,570	3,902	205,003
2014	6,307	336,102	3,635	194,485
2015	5,271	316,155	3,126	183,870
2016	5,613	304,173	3,215	176,797
2017	4,926	293,417	2,835	170,303
2018	4,333	282,180	2,577	163,401
2019	4,472	271,426	2,533	157,615
2020	3,743	234,132	2,222	138,139
2021	3,736	230,322	2,134	131,833
2022	3,733	233,849	2,079	132,801

Change Fall 2013 to Fall 2022	Head Count		FTE	
	BHC	All Illinois	BHC	All Illinois
Change, in Real Numbers	(2,841)	(117,721)	(1,823)	(72,202)
Change, by Percentage	-43.2%	-33.5%	-46.7%	-35.2%

FALL 2013 TO FALL 2022 ENROLLMENT BY STATUS, GENDER, AGE, & RACE										
Fall Semester	Full-time	Part-time	Male	Female	Avg. Age	African-Am.	Asian	Latino	White	All Minorities
2013	2,581	3,993	2,666	3,908	27.2	789	262	652	4,654	1,737
2014	2,346	3,961	2,629	3,678	26.2	769	292	639	4,363	1,806
2015	2,021	3,250	2,174	3,097	25.2	573	137	582	3,817	1,347
2016	2,009	3,604	2,369	3,244	25.5	657	238	647	3,904	1,571
2017	1,753	3,173	2,004	2,922	25.5	651	220	627	3,306	1,543
2018	1,625	2,708	1,700	2,633	24.5	523	161	487	3,065	1,196
2019	1,562	2,910	1,746	2,726	24.6	582	194	599	2,999	1,413
2020	1,366	2,377	1,374	2,369	23	407	96	446	2,743	972
2021	1,306	2,430	1,382	2,354	22	476	139	550	2,388	955
2022	1,186	2,587	1,424	2,349	24	457	150	583	2,343	1,325

Change Fall 13 to Fall 22	Full-time	Part-time	Male	Female	Avg. Age	African-Am.	Asian	Latino	White	All Minorities
Change, in Real Numbers	(1,395)	(1,406)	(1,242)	(1,559)	(3)	(332)	(112)	(69)	(2,311)	(412)
Change, by Percentage	-54.0%	-35.2%	-46.6%	-39.9%	-11.8%	-42.1%	-42.7%	-10.6%	-49.7%	-23.7%

Source: ICCB Fall (E1) Enrollment Report

**Financial Aid Recipients - All Students
FY2014 through FY2023**

Type of Aid	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020*	FY2021	FY2022 *	FY2023 **
Federal Aid										
College Work Study	103	93	73	68	71	67	67	28	42	45
PELL Grant	2,509	2,356	1,944	1,787	1,741	1,455	1,451	1,197	1,126	1,042
SEOG	796	336	298	387	319	320	314	185	124	122
Stafford Loan - subsidized	645	569	453	403	384	326	307	243	194	176
Stafford Loan - unsubsidized	592	486	428	450	420	357	308	257	215	234
PLUS (Parent) Student Loan	13	14	14	16	13	18	21	18	8	18
Chapter 33 (a GI Bill fund)	78	75	77	88	94	67	61	34	39	29
Other Federal Military/Veteran's Aid ¹	-	-	-	104	75	77	63	55	57	38
State Aid										
MAP Grant	799	740	494	694	672	654	839	811	821	820
IL Veterans Grant (IVG)	104	81	73	60	33	27	22	12	10	2
National Guard	27	17	17	21	25	23	31	18	30	25
POW/MIA Dependents	6	7	6	5	3	5	4	8	9	10
DORS	32	45	49	48	37	22	21	28	27	22
Policeman/Fireman Dependents Grant	0	0	0	0	0	1	-	-	-	
Local Aid										
Private Grant/Scholarship	251	264	277	239	215	256	257	232	229	190
Achievement Awards	354	324	286	258	251	270	246	232	263	272
Foundation Scholarships	228	247	268	245	267	529	489	353	321	293
Donor Scholarships	107	56	17	12	10	27	30	25	9	11
TOTAL	6,644	5,710	4,774	4,885	4,630	4,501	4,531	3,736	3,524	3,349

* FY2022 YTD payments are final.

**FY2023 reflects YTD payments through 03/31/2023 and do not include any continuing Spring 2023 disbursements nor any Summer 2023 disbursements.

Note 1: Other Federal Military/Veteran's Aid includes Chapter 30 - Montgomery GI Bill Active Duty, Chapter 31 - Vocational Rehabilitation, Chapter 35 - Survivors' & Dependents' Assistance, Chapter 1606 - Montgomery GI Bill Selected Reserve, and Chapter 1607 - Reserve Educational Assistance Program

Source: BHC Financial Aid Database

**District High School Enrollment
Fall 2018 through Fall 2022**

District High Schools	Fall 2018			Fall 2019			Fall 2020			Fall 2021			Fall 2022		
	# of HS Grads	Enrolled at BHC		# of HS Grads	Enrolled at BHC		# of HS Grads	Enrolled at BHC		# of HS Grads	Enrolled at BHC		# of HS Grads	Enrolled at BHC	
		No.	%												
Alleman	104	24	23.1%	98	14	14.3%	100	8	8.0%	101	13	12.9%	77	13	16.9%
Alwood	28	3	10.7%	28	4	14.3%	18	2	11.1%	29	4	13.8%	36	5	13.9%
Annawan	31	12	38.7%	29	9	31.0%	22	7	31.8%	26	8	30.8%	22	7	31.8%
Cambridge	40	11	27.5%	34	11	32.4%	30	3	10.0%	27	6	22.2%	32	10	31.3%
Erie	47	12	25.5%	46	17	37.0%	44	8	18.2%	54	13	24.1%	37	2	5.4%
Galva	43	17	39.5%	37	14	37.8%	41	16	39.0%	33	3	9.1%	27	1	3.7%
Geneseo	208	44	21.2%	193	42	21.8%	190	42	22.1%	232	34	14.7%	185	36	19.5%
Kewanee	139	32	23.0%	121	34	28.1%	112	21	18.8%	129	38	29.5%	126	22	17.5%
Mercer County	82	10	12.2%	96	8	8.3%	85	10	11.8%	91	10	11.0%	79	17	21.5%
Moline	491	114	23.2%	491	106	21.6%	498	81	16.3%	515	106	20.6%	446	97	21.7%
Orion	67	14	20.9%	96	30	31.3%	72	17	23.6%	83	15	18.1%	69	16	23.2%
Riverdale	69	16	23.2%	81	26	32.1%	77	13	16.9%	79	10	12.7%	79	16	20.3%
Rock Island	371	80	21.6%	346	84	24.3%	372	61	16.4%	370	51	13.8%	366	49	13.4%
Rockridge	78	15	19.2%	81	19	23.5%	90	22	24.4%	79	8	10.1%	100	14	14.0%
Sherrard	114	21	18.4%	110	21	19.1%	104	20	19.2%	106	18	17.0%	98	11	11.2%
Stark County	66	20	30.3%	54	17	31.5%	47	10	21.3%	48	13	27.1%	44	8	18.2%
UTHS	400	79	19.8%	389	119	30.6%	409	94	23.0%	381	68	17.8%	367	81	22.1%
Wethersfield	59	15	25.4%	37	17	45.9%	40	17	42.5%	35	9	25.7%	36	5	13.9%
Totals	2,437	539	22.1%	2,367	592	25.0%	2,351	452	19.2%	2,418	427	17.7%	2,226	410	18.4%

Source: Office of Planning and Institutional Effectiveness

**Non Credit Student Demographic Statistics (Non State Support)
FY2022 Compared to FY2021**

Age	Business & Industry		Professional & Vocational		Personal & Social Development		Youth		FY2022 Total		FY2021 Totals	Percent Change
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
<17	-	0.0%	1	0.1%	5	0.8%	220	97.3%	226	13.8%	94	140.4%
17-20	2	4.9%	19	2.3%	1	0.2%	6	2.7%	27	1.7%	289	-90.7%
21-24	4	9.8%	50	6.2%	5	0.8%	-	0.0%	59	3.6%	169	-65.1%
25-30	8	19.5%	89	11.0%	20	3.3%	-	0.0%	114	7.0%	261	-56.3%
31-39	14	34.1%	137	16.9%	39	6.5%	-	0.0%	184	11.2%	374	-50.8%
40-55	9	22.0%	262	32.3%	69	11.5%	-	0.0%	334	20.4%	516	-35.3%
56+	4	9.8%	234	28.9%	452	75.1%	-	0.0%	663	40.5%	359	84.7%
Unknown	-	0.0%	18	2.2%	11	1.8%	-	0.0%	29	1.8%	16	81.3%
Total	41	100.0%	810	100.0%	602	100.0%	226	100.0%	1,636	100.0%	2,078	-21.27%

Ethnicity	Business & Industry		Professional & Vocational		Personal & Social Development		Youth		FY2022 Total		FY2021 Totals	Percent Change
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
Asian	-	0.0%	16	2.0%	6	1.0%	8	3.5%	30	1.8%	18	66.7%
American Indian	-	0.0%	4	0.5%	2	0.3%	-	0.0%	6	0.4%	4	50.0%
Black	3	7.3%	95	11.7%	8	1.3%	1	0.4%	105	6.4%	117	-10.3%
Hispanic	1	2.4%	94	11.6%	18	3.0%	9	4.0%	121	7.4%	178	-32.0%
White	29	70.7%	446	55.1%	513	85.2%	178	78.8%	1,128	68.9%	1,062	6.2%
Nat. Hawaii/Pac. Islander	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	1	-100.0%
Multiracial	1	2.4%	12	1.5%	3	0.5%	5	2.2%	21	1.3%	32	N/A
Unknown	7	17.1%	143	17.7%	52	8.6%	25	11.1%	225	13.8%	666	-66.2%
Total	41	100.0%	810	100.0%	602	100.0%	226	100.0%	1,636	100.0%	2,078	-21.27%

Source: ICCB N1 Report

Note: Students may be listed in more than one category.

Non Credit Student Demographic Statistics (Non State Support) - *continued*
FY2022 Compared to FY2021

Highest Degree	Business & Industry		Professional & Vocational		Personal & Social Development		Youth		FY2022 Total		FY2021 Totals	Percent Change
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
Associates	14	34.1%	58	7.2%	39	6.5%	-	0.0%	107	6.5%	94	13.8%
Bachelors	2	4.9%	90	11.1%	127	21.1%	-	0.0%	210	12.8%	148	41.9%
Certificate	1	2.4%	37	4.6%	13	2.2%	-	0.0%	51	3.1%	51	0.0%
Doctorate	-	0.0%	8	1.0%	24	4.0%	-	0.0%	26	1.6%	13	100.0%
GED	-	0.0%	35	4.3%	5	0.8%	-	0.0%	39	2.4%	35	11.4%
High School	7	17.1%	150	18.5%	66	11.0%	-	0.0%	221	13.5%	254	-13.0%
Masters	1	2.4%	53	6.5%	130	21.6%	-	0.0%	174	10.6%	71	145.1%
None	-	0.0%	39	4.8%	12	2.0%	10	4.4%	61	3.7%	262	-76.7%
Other	10	24.4%	205	25.3%	93	15.4%	9	4.0%	308	18.8%	731	-57.9%
Professional	-	0.0%	2	0.2%	6	1.0%	-	0.0%	8	0.5%	4	100.0%
Some	6	14.6%	100	12.3%	84	14.0%	-	0.0%	188	11.5%	312	-39.7%
Unknown	-	0.0%	33	4.1%	3	0.5%	207	91.6%	243	14.9%	103	135.9%
Total	41	100.0%	810	100.0%	602	100.0%	226	100.0%	1,636	100.0%	2,078	-21.3%

Gender	Business & Industry		Professional & Vocational		Personal & Social Development		Youth		FY2022 Total		FY2021 Totals	Percent Change
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent		
Male	11	26.8%	357	44.1%	143	23.8%	103	45.6%	600	36.7%	604	-0.7%
Female	30	73.2%	453	55.9%	459	76.2%	123	54.4%	1,036	63.3%	1,451	-28.6%
Unknown	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	23	N/A
Total	41	100.0%	810	100.0%	602	100.0%	226	100.0%	1,636	100.0%	2,078	-21.3%

Source: ICCB N1 Report

Note: Students may be listed in more than one category.

**Credit Hour Information
FY2013 through FY2022**

CREDIT HOURS

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	% Change FY2022 vs. FY2021	% Change FY2022 vs. FY2013
BACCALAUREATE	63,117	62,224	58,181	52,849	50,449	48,077	46,553	44,301	39,994	36,519	(8.69)%	(42.14)%
BUSINESS OCCUPATIONAL	5,660	5,605	5,162	4,096	3,883	3,770	3,177	3,510	3,141	2,807	(10.62)%	(50.40)%
TECHNICAL OCCUPATIONAL	17,165	17,687	15,326	13,994	12,021	10,506	9,611	8,134	7,390	7,576	2.52%	(55.86)%
HEALTH OCCUPATIONAL	11,013	11,237	9,826	8,323	8,445	8,624	8,577	7,731	6,891	7,095	2.96%	(35.57)%
REMEDIAL	10,521	9,149	9,051	7,763	7,289	5,573	4,495	3,979	2,275	2,151	(5.45)%	(79.56)%
ABE/ADULT SECONDARY	28,315	23,854	22,751	20,284	18,771	16,778	15,675	14,839	10,305	9,814	(4.76)%	(65.34)%
TOTAL	135,791	129,755	120,297	107,309	100,858	93,328	88,088	82,494	69,997	65,963	(5.76)%	(51.42)%

CREDIT HOUR PERCENTAGE OF TOTAL

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	% Change FY2022 vs. FY2021	% Change FY2022 vs. FY2013
BACCALAUREATE	46.48%	47.96%	48.36%	49.25%	50.02%	51.51%	52.85%	53.70%	57.14%	55.36%	(3.11)%	19.11%
BUSINESS OCCUPATIONAL	4.17%	4.32%	4.29%	3.82%	3.85%	4.04%	3.61%	4.25%	4.49%	4.26%	(5.15)%	2.10%
TECHNICAL OCCUPATIONAL	12.64%	13.63%	12.74%	13.04%	11.92%	11.26%	10.91%	9.86%	10.56%	11.49%	8.78%	(9.14)%
HEALTH OCCUPATIONAL	8.11%	8.66%	8.17%	7.76%	8.37%	9.24%	9.74%	9.37%	9.84%	10.76%	9.26%	32.63%
REMEDIAL	7.75%	7.05%	7.52%	7.23%	7.23%	5.97%	5.10%	4.82%	3.25%	3.26%	0.33%	(57.91)%
ABE/ADULT SECONDARY	20.85%	18.38%	18.91%	18.90%	18.61%	17.98%	17.79%	17.99%	14.72%	14.88%	1.06%	(28.65)%

ICCB CREDIT HOUR REIMBURSEMENT RATES

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	% Change FY2022 vs. FY2021	% Change FY2022 vs. FY2013
BACCALAUREATE	\$ 21.26	\$ 21.98	\$ 22.46	\$ 6.27	\$ 22.93	\$ 34.08	\$ 34.50	\$ 30.19	\$ 36.63	\$ 44.91	22.60%	111.24%
BUSINESS OCCUPATIONAL	\$ 34.96	\$ 35.66	\$ 32.25	\$ 9.07	\$ 33.75	\$ 40.51	\$ 45.80	\$ 37.74	\$ 49.73	\$ 64.20	29.10%	83.64%
TECHNICAL OCCUPATIONAL	\$ 30.96	\$ 31.80	\$ 33.24	\$ 9.55	\$ 35.57	\$ 40.66	\$ 48.15	\$ 37.69	\$ 48.81	\$ 56.56	15.88%	82.69%
HEALTH OCCUPATIONAL	\$ 58.91	\$ 54.87	\$ 54.24	\$ 14.91	\$ 56.20	\$ 61.88	\$ 83.97	\$ 67.34	\$ 81.05	\$ 96.07	18.53%	63.08%
REMEDIAL	\$ 7.03	\$ 9.66	\$ 9.96	\$ 2.18	\$ 7.21	\$ 14.48	\$ 8.73	\$ 14.26	\$ 19.78	\$ 23.01	16.33%	227.31%
ABE/ADULT SECONDARY	\$ 58.71	\$ 57.49	\$ 65.99	\$ 16.73	\$ 64.42	\$ 122.56	\$ 85.02	\$ 53.66	\$ 76.91	\$ 93.54	21.62%	59.33%

Notes: Black Hawk College credit hours includes both unrestricted and restricted credit hours
FY2012 ICCB Credit Hour Reimbursement Rates were equal to FY2011 rates due to State formula review

Black Hawk College
Fiscal Year 2024 Budget

Illinois Community College Tuition & Fees Analysis
FY2019 through FY2023

	Fall FY2019	FY2018 TO FY2019		Fall FY2020	FY2019 TO FY2020		Fall FY2021	FY2020 TO FY2021		Fall FY2022	FY2021 TO FY2022		Fall FY2023	FY2022 TO FY2023	
	Tuition & Fees	\$ Change	% Change	Tuition & Fees	\$ Change	% Change	Tuition & Fees	\$ Change	% Change	Tuition & Fees	\$ Change	% Change	Tuition & Fees	\$ Change	% Change
BLACK HAWK	\$ 149.00	\$ -	0.0%	\$ 149.00	\$ -	0.0%	\$ 149.00	\$ -	0.0%	\$ 149.00	\$ -	0.0%	\$ 164.00	\$ 15.00	10.1%
CHICAGO	146.00	-	See Note												
DANVILLE	155.00	5.00	3.3%	160.00	5.00	3.2%	160.00	-	0.0%	170.00	10.00	6.3%	175.00	5.00	2.9%
DUPAGE	136.00	1.00	0.7%	137.00	1.00	0.7%	137.00	-	0.0%	138.00	1.00	0.7%	138.00	-	0.0%
ELGIN	132.00	3.00	2.3%	132.00	-	0.0%	132.00	-	0.0%	132.00	-	0.0%	132.00	-	0.0%
HARPER	148.75	6.25	4.4%	152.50	3.75	2.5%	152.50	-	0.0%	152.50	-	0.0%	152.50	-	0.0%
HEARTLAND	153.00	5.00	3.4%	158.00	5.00	3.3%	158.00	-	0.0%	169.00	11.00	7.0%	169.00	-	0.0%
HIGHLAND	173.00	7.00	4.2%	178.00	5.00	2.9%	178.00	-	0.0%	186.00	8.00	4.5%	191.00	5.00	2.7%
ILLINOIS CENTRAL	150.00	7.00	4.9%	150.00	-	0.0%	150.00	-	0.0%	155.00	5.00	3.3%	155.00	-	0.0%
ILLINOIS EASTERN	120.00	5.00	4.3%	124.00	4.00	3.3%	124.00	-	0.0%	132.00	8.00	6.5%	137.00	5.00	3.8%
ILLINOIS VALLEY	133.00	3.00	2.3%	133.00	-	0.0%	133.00	-	0.0%	133.00	-	0.0%	133.00	-	0.0%
JOLIET	146.00	2.00	1.4%	148.00	2.00	1.4%	148.00	-	0.0%	148.00	-	0.0%	148.00	-	0.0%
KANKAKEE	154.00	7.00	4.8%	161.00	7.00	4.5%	161.00	-	0.0%	165.00	4.00	2.5%	165.00	-	0.0%
KASKASKIA	149.00	-	0.0%	152.00	3.00	2.0%	152.00	-	0.0%	152.00	-	0.0%	152.00	-	0.0%
KISHWAUKEE	159.00	3.00	1.9%	161.00	2.00	1.3%	161.00	-	0.0%	164.00	3.00	1.9%	164.00	-	0.0%
LAKE COUNTY	141.00	3.00	2.2%	144.00	3.00	2.1%	144.00	-	0.0%	147.00	3.00	2.1%	150.00	3.00	2.0%
LAKE LAND	137.00	4.00	3.0%	137.67	0.67	0.5%	137.67	-	0.0%	142.67	5.00	3.6%	132.17	(10.50)	-7.4%
LEWIS & CLARK	148.00	5.00	3.5%	148.00	-	0.0%	148.00	-	0.0%	148.00	-	0.0%	148.00	-	0.0%
LINCOLN LAND	140.50	8.50	6.4%	140.50	-	0.0%	140.50	-	0.0%	150.50	10.00	7.1%	150.50	-	0.0%
LOGAN	120.00	-	0.0%	120.00	-	0.0%	120.00	-	0.0%	138.00	18.00	15.0%	145.00	7.00	5.1%
MC HENRY	123.75	2.75	2.3%	126.75	3.00	2.4%	126.75	-	0.0%	128.25	1.50	1.2%	128.25	-	0.0%
MORAIN VALLEY	145.00	3.00	2.1%	148.00	3.00	2.1%	148.00	-	0.0%	153.00	5.00	3.4%	156.00	3.00	2.0%
MORTON	136.00	8.00	6.3%	144.00	8.00	5.9%	144.00	-	0.0%	148.00	4.00	2.8%	148.00	-	0.0%
OAKTON	141.25	0.25	0.2%	141.25	-	0.0%	141.25	-	0.0%	141.25	-	0.0%	141.25	-	0.0%
PARKLAND	164.00	-	0.0%	171.00	7.00	4.3%	171.00	-	0.0%	171.00	-	0.0%	171.00	-	0.0%
PRAIRIE STATE	174.00	3.00	1.8%	174.00	-	0.0%	174.00	-	0.0%	174.00	-	0.0%	174.00	-	0.0%
REND LAKE	130.00	-	0.0%	135.00	5.00	3.8%	135.00	-	0.0%	135.00	-	0.0%	150.00	15.00	11.1%
RICHLAND	147.00	-	0.0%	150.00	3.00	2.0%	150.00	-	0.0%	153.00	3.00	2.0%	153.00	-	0.0%
ROCK VALLEY	125.00	-	0.0%	130.00	5.00	4.0%	130.00	-	0.0%	132.00	2.00	1.5%	132.00	-	0.0%
SANDBURG	165.00	5.00	3.1%	170.00	5.00	3.0%	170.00	-	0.0%	175.00	5.00	2.9%	175.00	-	0.0%
SAUK VALLEY	139.00	6.00	4.5%	146.00	7.00	5.0%	146.00	-	0.0%	155.00	9.00	6.2%	159.00	4.00	2.6%
SHAWNEE	125.00	5.00	4.2%	125.00	-	0.0%	125.00	-	0.0%	140.00	15.00	12.0%	140.00	-	0.0%
SOUTH SUBURBAN	169.75	7.75	4.8%	169.75	-	0.0%	169.75	-	0.0%	169.75	-	0.0%	169.75	-	0.0%
SOUTHEASTERN	130.00	4.00	3.2%	134.00	4.00	3.1%	134.00	-	0.0%	136.00	2.00	1.5%	140.00	4.00	2.9%
SOUTHWESTERN	122.00	-	0.0%	122.00	-	0.0%	122.00	-	0.0%	122.00	-	0.0%	122.00	-	0.0%
SPOON RIVER	165.00	5.00	3.1%	170.00	5.00	3.0%	170.00	-	0.0%	174.00	4.00	2.4%	183.00	9.00	5.2%
TRITON	139.00	5.00	3.7%	144.00	5.00	3.6%	144.00	-	0.0%	154.00	10.00	6.9%	159.00	5.00	3.2%
WAUBONSEE	136.00	2.00	1.5%	138.00	2.00	1.5%	138.00	-	0.0%	140.00	2.00	1.4%	140.00	-	0.0%
WOOD	163.00	3.00	1.9%	163.00	-	0.0%	163.00	-	0.0%	163.00	-	0.0%	170.00	7.00	4.3%
STATE AVERAGE/TOTAL	\$ 144.36	\$ 3.58	2.5%	\$ 147.01	\$ 2.65	1.8%	\$ 147.01	\$ -	0.0%	\$ 150.82	\$ 3.81	2.6%	\$ 152.78	\$ 1.96	1.3%
ICCB PEER GROUP AVERAGE/TOTAL	\$ 143.81	\$ 2.56	1.8%	\$ 146.31	\$ 2.50	1.7%	\$ 146.31	\$ -	0.0%	\$ 150.19	\$ 3.88	2.6%	\$ 152.06	\$ 1.88	1.2%

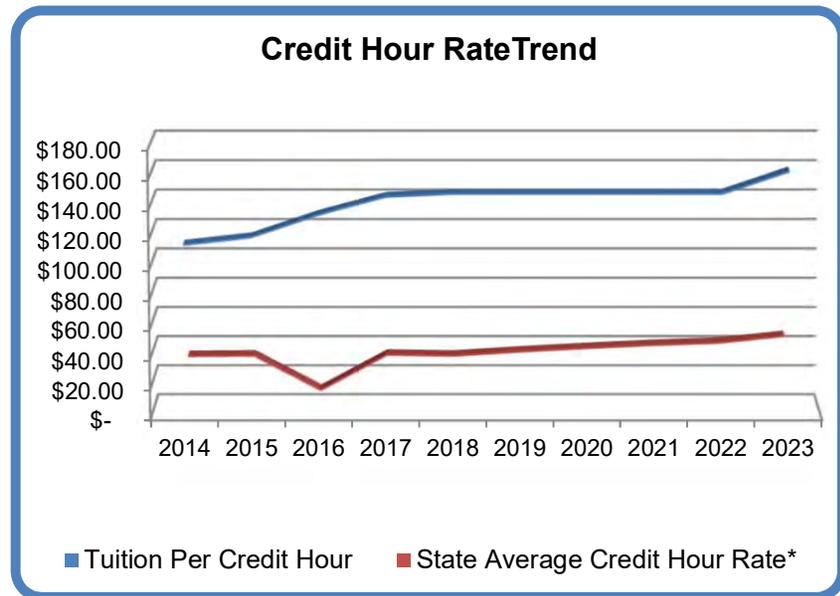
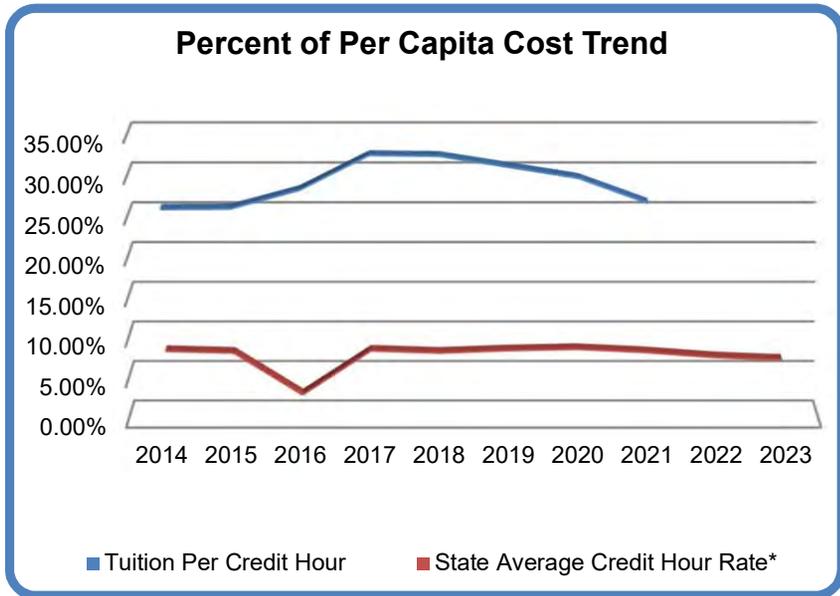
Note: In fiscal years 2016, 2017 and 2018, the City Colleges of Chicago had variable tuition rates based on number of hours per semester. FY19 rate is based on less than 12 credit hours per semester.

Source: ICCB Survey of Community Colleges



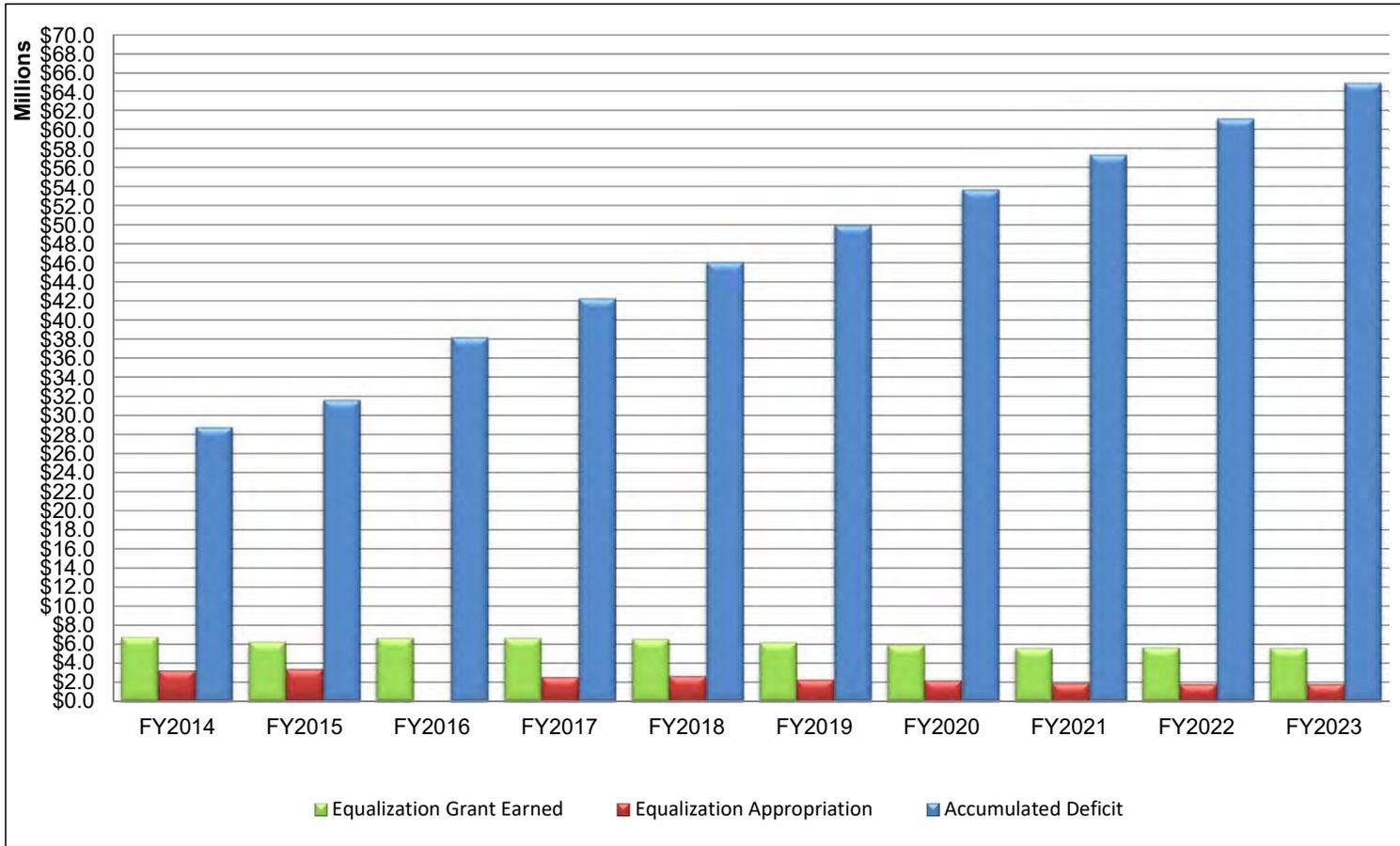
Tuition and State Average Credit Hour Rates Comparison FY2014 through FY2023

Fiscal Year	Per Capita Cost	Tuition Per Credit Hour	Percent Change Tuition Rate	State Average Credit Hour Rate*	Percent Change State Rate	Tuition as a % of Per Capita Cost	State Rate as a % of Per Capita Cost
2014	\$ 434.46	\$ 115.00	21.05%	\$ 31.97	1.43%	26.47%	7.36%
2015	\$ 452.48	\$ 120.00	4.35%	\$ 32.29	1.00%	26.52%	7.14%
2016	\$ 468.34	\$ 135.00	12.50%	\$ 8.80	-72.75%	28.83%	1.88%
2017	\$ 444.09	\$ 147.00	8.89%	\$ 32.89	273.75%	33.10%	7.41%
2018	\$ 451.47	\$ 149.00	1.36%	\$ 32.21	-2.07%	33.00%	7.13%
2019	\$ 470.73	\$ 149.00	0.00%	\$ 35.02	8.72%	31.65%	7.44%
2020	\$ 491.66	\$ 149.00	0.00%	\$ 37.40	6.80%	30.31%	7.61%
2021	\$ 547.37	\$ 149.00	0.00%	\$ 39.49	5.59%	27.22%	7.21%
2022	\$ 622.51	\$ 149.00	0.00%	\$ 41.01	3.85%	23.94%	6.59%
2023	\$ 732.46	\$ 164.00	10.07%	\$ 45.66	11.34%	22.39%	6.23%



Sources: Annual College Audits and ICCB Systems Finance

**State Equalization Grant Funding History & Accumulated Deficit
FY2014 through FY2023**

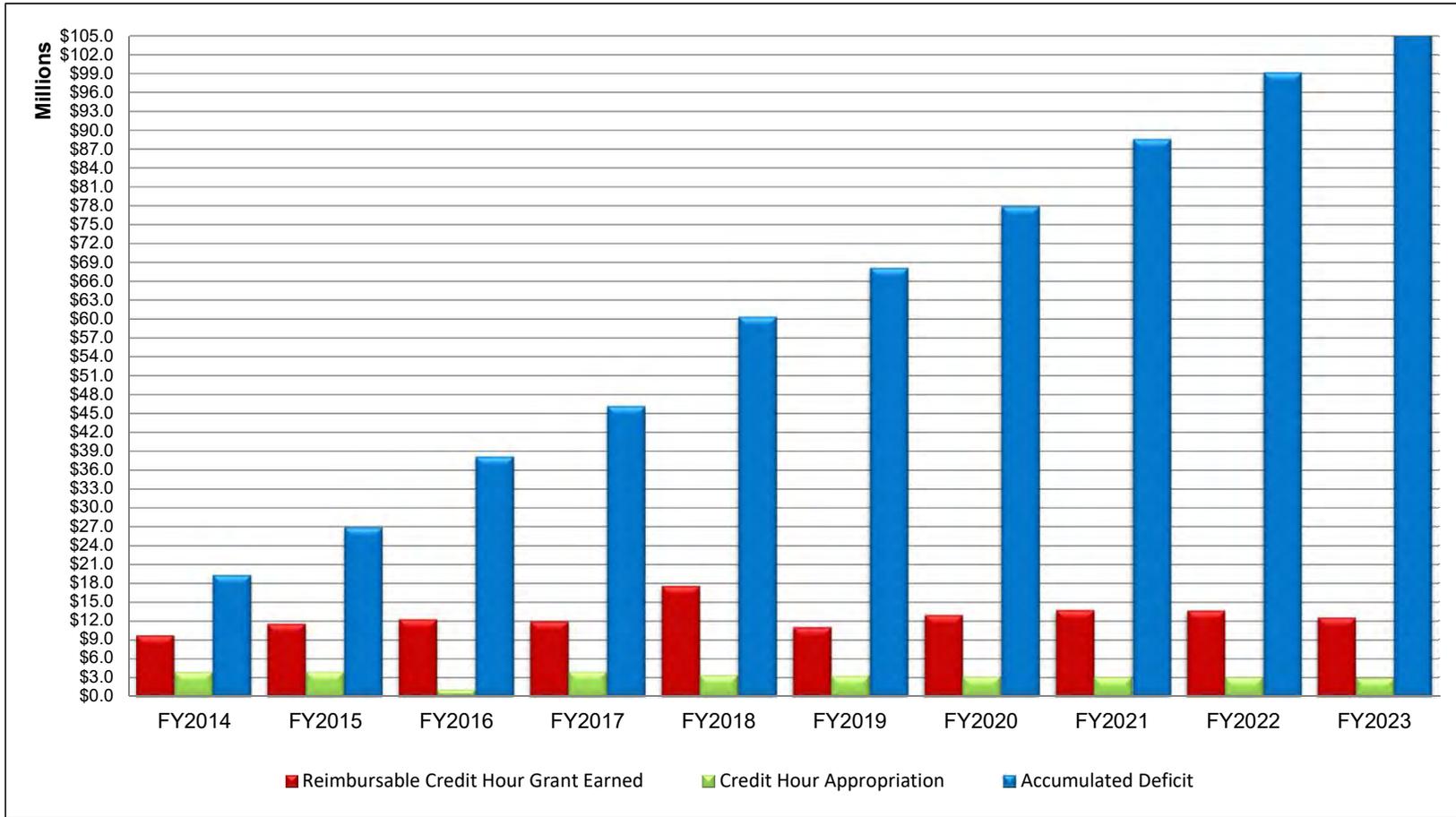


	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Equalization Grant Earned	\$ 6,768,524	\$ 6,238,384	\$ 6,614,329	\$ 6,614,579	\$ 6,509,795	\$ 6,183,772	\$ 5,901,276	\$ 5,567,779	\$ 5,630,996	\$ 5,587,535
Equalization Appropriation	3,264,676	3,387,065	50,000	2,566,390	\$ 2,684,210	\$ 2,304,020	\$ 2,194,790	\$ 1,920,695	\$ 1,831,720	1,824,840
Annual Deficit	(3,503,848)	(2,851,319)	(6,564,329)	(4,048,189)	(3,825,585)	(3,879,752)	(3,706,486)	(3,647,084)	(3,799,276)	(3,762,695)
Accumulated Deficit	\$ 28,804,340	\$ 31,655,659	\$ 38,219,988	\$ 42,268,177	\$ 46,093,762	\$ 49,973,514	\$ 53,680,000	\$ 57,327,084	\$ 61,126,360	\$ 64,889,055
Percentage Received	48.23%	54.29%	0.76%	38.80%	41.23%	37.26%	37.19%	34.50%	32.53%	32.66%

Note: FY2016 and FY2017 Equalization Grant Earned amounts were the same due to ICCB calculations and the Illinois budget impasse.

Source: ICCB System's Operating Budget and Technical Appendix

**State Credit Hour Grant Funding History & Accumulated Deficit
FY2014 through FY2023**



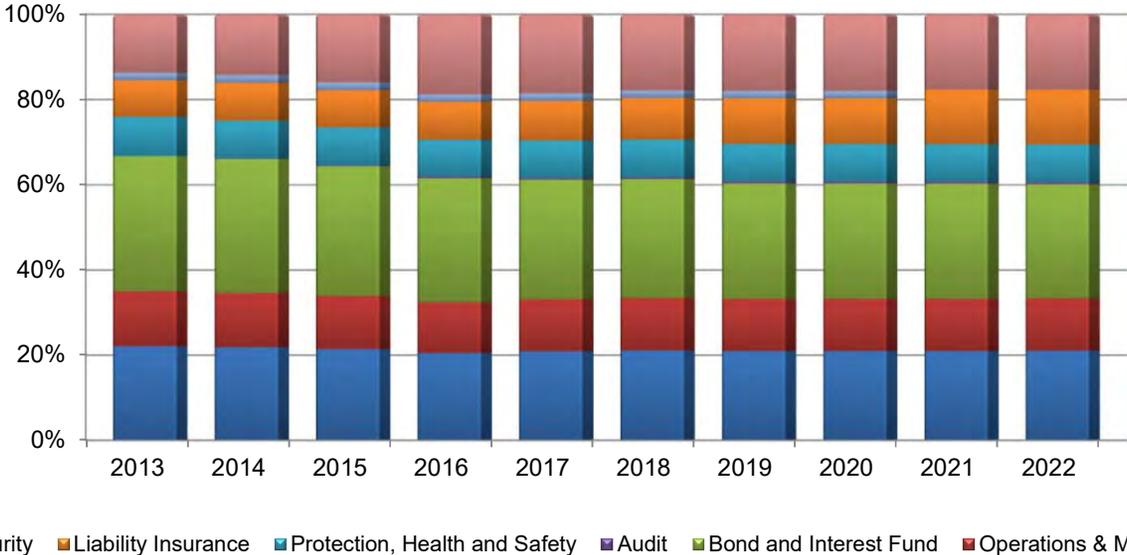
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Reimbursable Credit Hour Grant Earned	\$ 9,701,085	\$ 11,564,377	\$ 12,262,006	\$ 11,950,503	\$ 17,568,916	\$ 11,001,848	\$ 12,931,395	\$ 13,723,440	\$ 13,625,027	\$ 12,535,150
Credit Hour Appropriation	3,897,853	3,919,294	1,051,469	3,919,661	\$ 3,365,310	\$ 3,249,820	\$ 3,150,010	\$ 3,069,520	\$ 3,034,115	2,914,202.0
Annual Deficit	(5,803,232)	(7,645,083)	(11,210,537)	(8,030,842)	(14,203,606)	(7,752,028)	(9,781,385)	(10,653,920)	(10,590,912)	(9,620,948)
Accumulated Deficit	\$ 19,301,607	\$ 26,946,690	\$ 38,157,227	\$ 46,188,069	\$ 60,391,675	\$ 68,143,703	\$ 77,925,088	\$ 88,579,008	\$ 99,169,920	\$ 108,790,868
Percentage Received	40.18%	33.89%	8.58%	32.80%	19.15%	29.54%	24.36%	22.37%	22.27%	23.25%

Source: ICCB System's Operating Budgets

**District Property Tax Rates By Purpose
Tax Levy Years 2013 through 2022**

Purpose	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Limit
Education	\$ 0.1200	\$ 0.1200	\$ 0.1200	\$ 0.1172	\$ 0.1188	\$ 0.1190	\$ 0.1200	\$ 0.1200	\$ 0.1193	\$ 0.1185	\$ 0.1200
Operations & Maintenance	0.0700	0.0700	0.0700	0.0684	0.0694	0.0694	0.0700	0.0700	0.0696	0.0692	0.0700
Bond and Interest Fund	0.1724	0.1726	0.1704	0.1664	0.1594	0.1572	0.1548	0.1547	0.1537	0.1503	None
Audit	-	0.0008	0.0012	0.0026	0.0026	0.0026	0.0030	0.0030	0.0030	0.0030	0.0050
Protection, Health and Safety	0.0500	0.0486	0.0500	0.0490	0.0496	0.0496	0.0500	0.0500	0.0497	0.0494	0.0500
Liability Insurance	0.0464	0.0484	0.0486	0.0510	0.0526	0.0550	0.0611	0.0611	0.0726	0.0721	None
Social Security	0.0096	0.0100	0.0102	0.0100	0.0100	0.0100	0.0102	0.0102	-	-	None
Equity Tax	0.0743	0.0781	0.0894	0.1072	0.1052	0.1004	0.1024	0.1024	0.1003	0.0995	0.1062
Total	\$ 0.5427	\$ 0.5485	\$ 0.5598	\$ 0.5718	\$ 0.5676	\$ 0.5632	\$ 0.5715	\$ 0.5714	\$ 0.5682	\$ 0.5620	

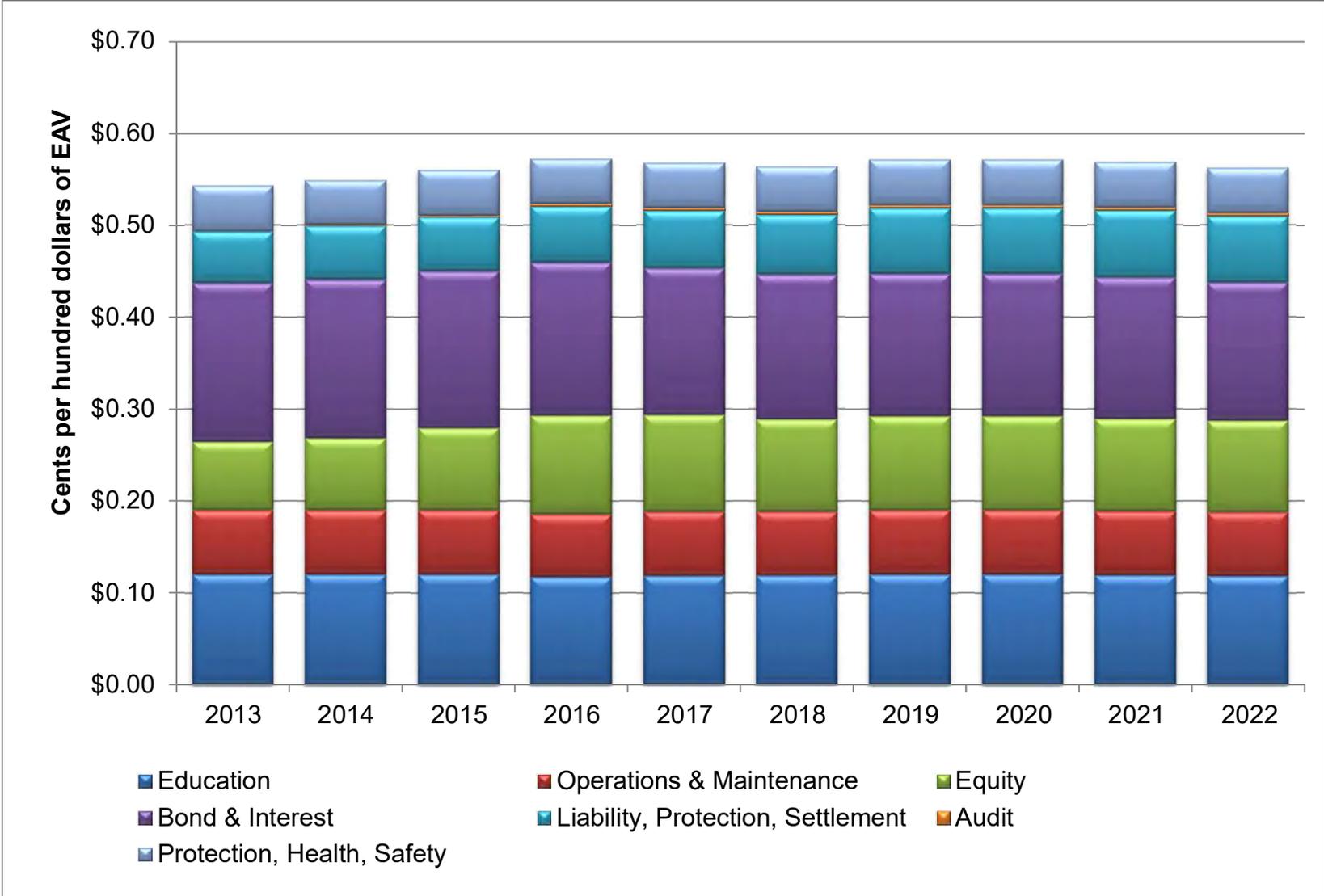
**Black Hawk College
Total Tax Rate Composition Trend**



Note: 2022 figures are estimates based on information currently available to the College.



District Property Tax Rate History Tax Levy Years 2012 through 2021



Note: 2020 figures are estimates based on information currently available to the College.



**District Equalized Assessed Valuation History by County
Tax Levy Years 2003 through 2022**

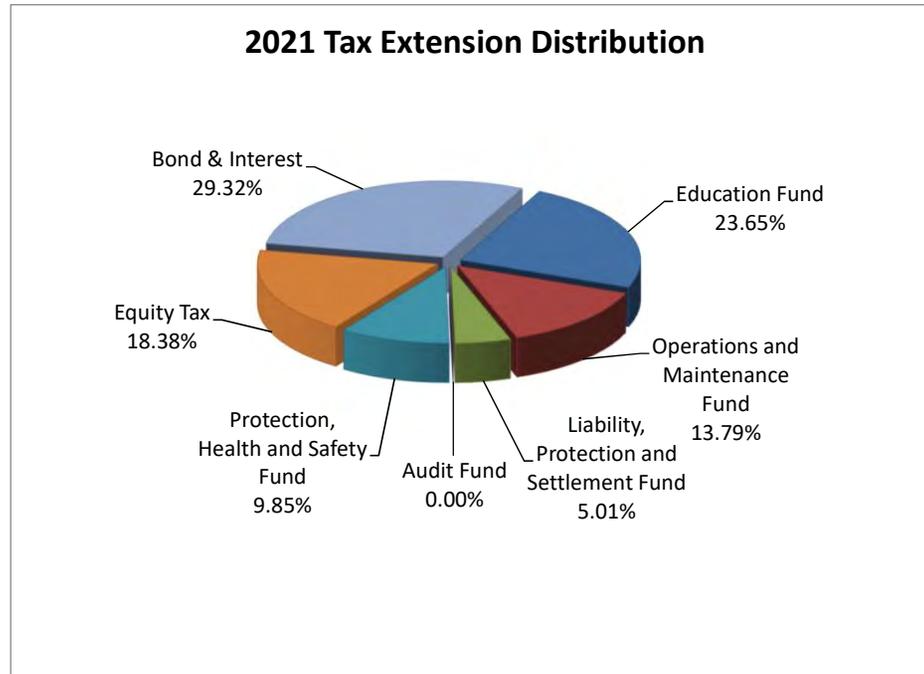
	Rock Island	Henry	Mercer	Bureau	Knox	Marshall	Stark	Whiteside	Henderson	Total	% Change
2003	\$ 1,919,817,321	\$ 631,022,973	\$ 170,493,748	\$ 18,122,028	\$ 10,194,287	\$ 52,260	\$ 73,668,697	\$ 45,528,778	\$ 1,552,746	\$ 2,870,452,838	3.93%
2004	\$ 1,905,916,671	\$ 610,064,218	\$ 167,861,521	\$ 16,974,504	\$ 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%
2008	\$ 2,248,655,323	\$ 721,211,551	\$ 205,279,925	\$ 19,094,274	\$ 9,582,246	\$ 80,629	\$ 76,924,179	\$ 47,824,922	\$ 1,788,629	\$ 3,330,441,678	3.12%
2009	\$ 2,278,568,190	\$ 743,934,705	\$ 212,415,387	\$ 19,970,182	\$ 10,088,188	\$ 89,754	\$ 80,361,189	\$ 50,322,209	\$ 1,933,017	\$ 3,397,682,821	2.02%
2010	\$ 2,376,747,388	\$ 744,715,274	\$ 222,998,604	\$ 20,084,506	\$ 10,660,206	\$ 109,845	\$ 83,538,657	\$ 52,039,981	\$ 2,108,005	\$ 3,513,002,466	3.39%
2011	\$ 2,397,690,456	\$ 756,965,531	\$ 222,350,589	\$ 20,093,388	\$ 11,219,776	\$ 110,849	\$ 85,568,081	\$ 54,718,409	\$ 2,123,177	\$ 3,550,840,256	1.08%
2012	\$ 2,377,980,495	\$ 771,178,621	\$ 227,172,035	\$ 20,972,410	\$ 11,895,820	\$ 101,819	\$ 89,397,772	\$ 55,899,637	\$ 2,153,854	\$ 3,556,752,463	0.17%
2013	\$ 2,356,301,920	\$ 813,367,177	\$ 234,871,750	\$ 22,035,642	\$ 12,430,472	\$ 107,368	\$ 92,163,311	\$ 57,828,134	\$ 2,230,397	\$ 3,591,336,171	0.97%
2014	\$ 2,361,621,854	\$ 826,267,674	\$ 237,269,016	\$ 22,712,244	\$ 13,415,771	\$ 113,078	\$ 97,046,510	\$ 59,208,558	\$ 2,310,008	\$ 3,619,964,713	0.80%
2015	\$ 2,393,046,514	\$ 834,232,166	\$ 240,473,381	\$ 23,397,021	\$ 13,852,210	\$ 119,088	\$ 100,261,211	\$ 60,862,308	\$ 2,497,652	\$ 3,668,741,551	1.35%
2016	\$ 2,474,147,974	\$ 857,434,514	\$ 245,476,741	\$ 24,913,036	\$ 14,387,481	\$ 119,928	\$ 102,757,626	\$ 64,746,214	\$ 2,703,560	\$ 3,786,687,074	3.21%
2017	\$ 2,627,934,839	\$ 884,259,417	\$ 262,433,820	\$ 26,370,174	\$ 15,024,813	\$ 121,135	\$ 106,701,369	\$ 68,680,628	\$ 2,971,989	\$ 3,994,498,184	5.49%
2018	\$ 2,659,684,614	\$ 922,944,678	\$ 272,725,669	\$ 27,325,344	\$ 15,733,195	\$ 123,605	\$ 109,568,133	\$ 71,807,577	\$ 3,138,676	\$ 4,083,051,491	2.22%
2019	\$ 2,700,541,797	\$ 969,898,511	\$ 281,487,771	\$ 29,221,017	\$ 16,613,261	\$ 128,042	\$ 116,022,868	\$ 74,537,658	\$ 3,359,101	\$ 4,191,810,026	2.66%
2020	\$ 2,726,322,088	\$ 987,490,121	\$ 296,093,611	\$ 31,103,239	\$ 16,546,125	\$ 131,953	\$ 121,379,066	\$ 78,222,491	\$ 3,536,233	\$ 4,260,824,927	1.65%
2021	\$ 2,797,373,624	\$ 1,023,718,073	\$ 317,418,708	\$ 32,931,872	\$ 18,682,999	\$ 137,139	\$ 132,682,438	\$ 83,261,161	\$ 3,757,834	\$ 4,409,963,848	3.50%
2022	\$ 2,990,906,634	\$ 1,096,018,712	\$ 346,713,181	\$ 36,049,199	\$ 18,682,999	\$ 151,515	\$ 135,604,043	\$ 88,575,001	\$ 4,013,030	\$ 4,716,714,314	6.96%

Note: 2022 figures are estimates based on information currently available.

**District Property Tax Extensions
Tax Levy Years 2012 through 2021**

Tax Levy Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Education Fund	\$ 4,346,234	\$ 4,309,603	\$ 4,343,958	\$ 4,402,490	\$ 4,435,509	\$ 4,743,707	\$ 4,954,142	\$ 5,120,667	\$ 5,080,474	\$ 5,389,608
Operations and Maintenance Fund	2,535,303	2,513,935	2,533,975	2,568,119	2,587,380	2,770,696	2,889,222	2,987,056	2,963,610	3,143,938
Liability, Protection and Settlement Fund	1,810,931	2,011,148	2,114,059	2,157,220	2,306,464	2,498,652	2,706,043	2,987,056	3,090,622	1,140,800
Audit Fund	36,219	0	28,960	44,025	92,406	103,430	108,242	123,749	127,012	0
Protection, Health and Safety Fund	1,810,931	1,795,668	1,759,303	1,834,371	1,848,129	1,980,280	2,064,920	2,133,611	2,116,864	2,245,670
Equity Tax	2,473,731	2,668,363	2,827,192	3,279,855	4,054,794	4,200,288	4,179,794	4,288,559	4,271,832	4,190,420
Bond & Interest	6,345,141	6,198,646	6,248,059	6,251,536	6,293,052	6,365,228	6,423,840	6,484,040	6,548,852	6,682,640
Totals	\$ 19,358,490	\$ 19,497,363	\$ 19,855,506	\$ 20,537,616	\$ 21,617,734	\$ 22,662,281	\$ 23,326,203	\$ 24,124,738	\$ 24,199,266	\$ 22,793,076

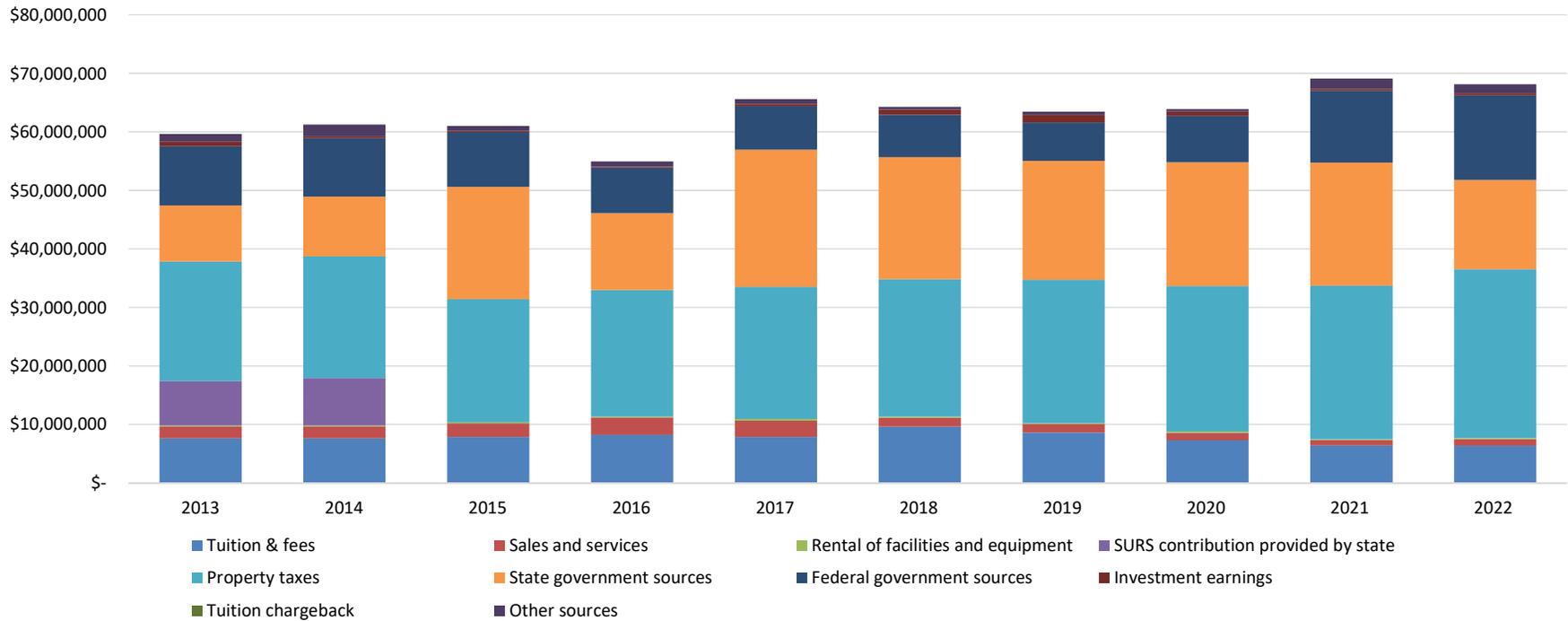
Note: 2021 figures are estimates based on information currently available.



Black Hawk College
Fiscal Year 2024 Budget

**Audited Total Revenue by Source
Fiscal Years 2013 through 2022**

Program	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Tuition & fees	\$ 7,613,048	\$ 7,624,251	\$ 7,900,764	\$ 8,229,163	\$ 7,892,417	\$ 9,662,882	\$ 8,601,924	\$ 7,299,079	\$ 6,412,494	\$ 6,351,437
Sales and services	2,060,329	2,076,379	2,273,687	2,962,819	2,780,577	1,486,111	1,472,779	1,289,171	935,668	\$ 1,128,204
Rental of facilities and equipment	175,875	157,127	156,358	142,492	276,623	164,611	183,146	222,421	154,376	\$ 163,263
SURS contribution provided by state	7,535,508	8,068,818	-	-	-	-	-	-	-	-
Property taxes	20,465,583	20,824,319	21,087,901	21,657,110	22,558,805	23,523,116	24,472,921	24,821,076	26,189,225	28,893,458
State government sources	9,562,931	10,192,344	19,205,104	13,134,693	23,427,506	20,838,529	20,344,690	21,167,329	21,049,016	15,265,077
Federal government sources	10,099,071	9,995,924	9,290,411	7,733,197	7,431,615	7,234,806	6,501,114	7,911,547	12,252,303	14,401,804
Investment earnings	848,082	286,520	259,842	232,346	394,887	908,951	1,372,995	807,639	371,200	401,024
Tuition chargeback	-	-	-	-	3,291	-	-	-	-	-
Other sources	1,281,102	2,025,129	832,131	838,648	823,466	447,739	495,300	357,667	1,723,627	1,522,157
Total	\$ 59,641,529	\$ 61,250,811	\$ 61,006,198	\$ 54,930,468	\$ 65,589,187	\$ 64,266,745	\$ 63,444,869	\$ 63,875,929	\$ 69,087,909	\$ 68,126,424



Note: Beginning in Fiscal Year 2015, SURS contribution provided by the state is considered to be a Non-operating revenue and is included in State government sources

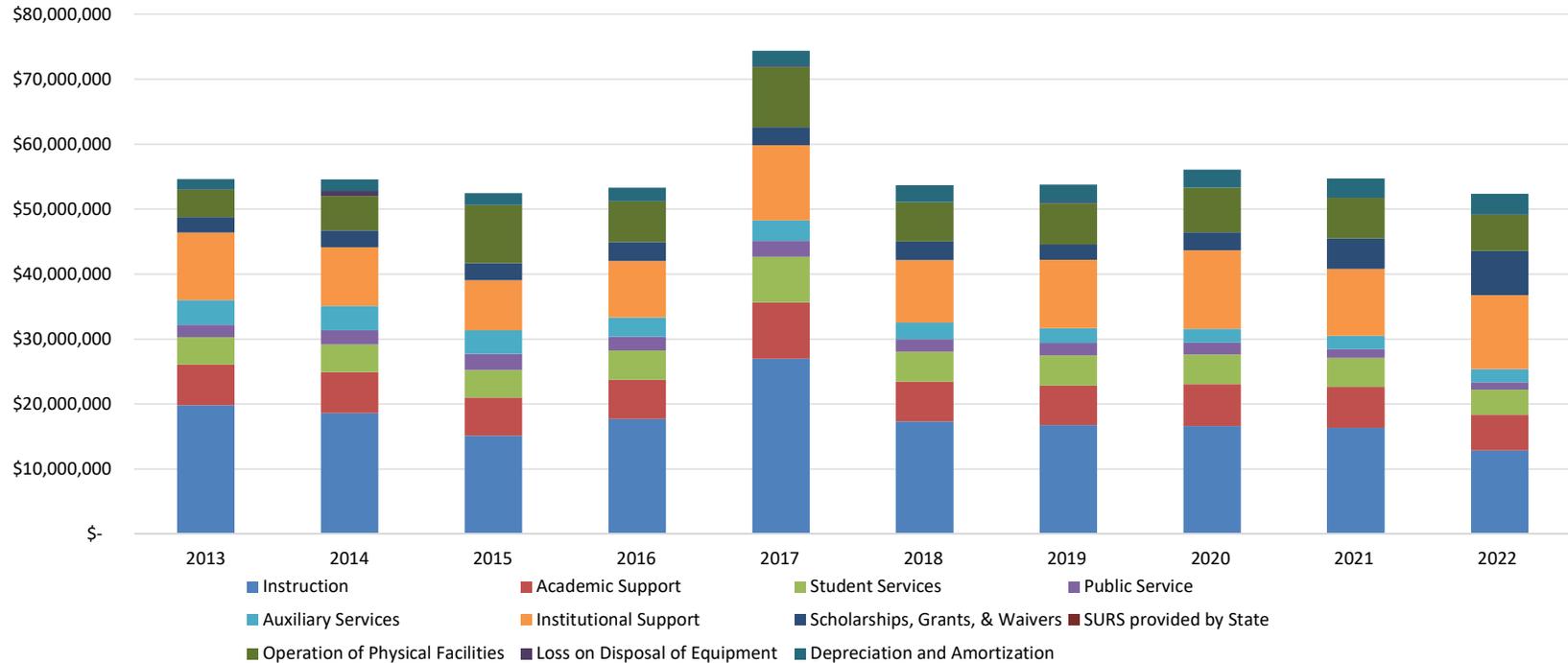
Source: College's Annual Audited Financial Statements



Black Hawk College
Fiscal Year 2024 Budget

Audited Total Expenditures by Program
Fiscal Years 2013 through 2022

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Instruction	\$ 19,814,071	\$ 18,609,563	\$ 15,128,229	\$ 17,724,388	\$ 26,967,368	\$ 17,334,662	\$ 16,774,426	\$ 16,604,364	\$ 16,367,722	\$ 12,832,512
Academic Support	6,244,734	6,272,580	5,874,310	5,983,041	8,645,553	6,125,203	6,049,316	6,434,686	6,294,005	5,529,340
Student Services	4,265,652	4,300,131	4,210,904	4,549,668	7,062,263	4,578,630	4,657,028	4,592,178	4,453,541	3,846,266
Public Service	1,879,087	2,122,000	2,477,612	2,086,257	2,443,828	1,964,151	1,922,837	1,805,061	1,326,057	1,142,278
Auxiliary Services	3,823,167	3,765,785	3,617,263	3,002,230	3,175,143	2,517,809	2,281,350	2,132,268	2,035,307	1,991,567
Institutional Support	10,346,257	9,025,272	7,732,965	8,651,774	11,570,659	9,645,521	10,501,177	12,097,709	10,309,024	11,396,199
Scholarships, Grants, & Waivers	2,401,499	2,615,325	2,665,004	2,925,053	2,760,799	2,861,182	2,387,028	2,799,051	4,719,833	6,834,470
SURS provided by State	-	-	-	-	-	-	-	-	-	-
Operation of Physical Facilities	4,232,592	5,346,628	8,948,305	6,308,416	9,238,103	6,010,698	6,276,854	6,822,414	6,240,719	5,591,955
Loss on Disposal of Equipment	16,664	762,732	-	2,869	138,692	58,088	164,089	10,108	17,703	10,353
Depreciation and Amortization	1,601,385	1,740,162	1,830,003	2,065,643	2,372,917	2,584,543	2,744,079	2,747,583	2,948,259	3,184,520
Total	\$ 54,625,108	\$ 54,560,178	\$ 52,484,595	\$ 53,299,339	\$ 74,375,325	\$ 53,680,487	\$ 53,758,184	\$ 56,045,422	\$ 54,712,170	\$ 52,359,460



Notes:

1. Beginning in FY2013, the SURS contribution provided by State is allocated among all programs based on total expense as opposed to being listed separately
2. In prior budget documents, total expenditures above did not include interest expense. The above amounts now reflect this expenditure.
3. In FY2018, GASB 75 required a restatement of fiscal year 2017 expenses. Instruction and student services expenses both decreased due to the chan

Source: College's Annual Audited Financial Statements

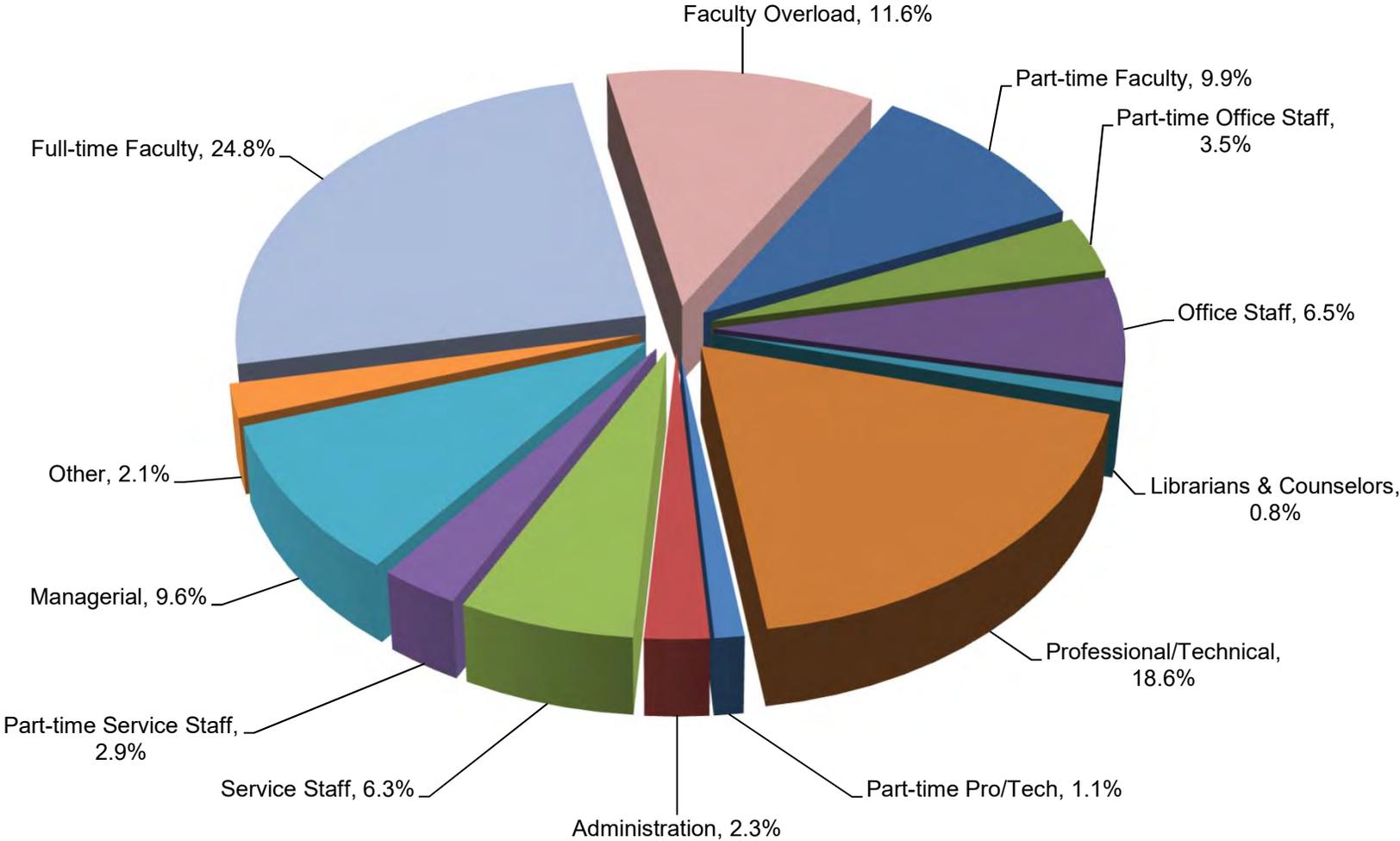


**Operating Funds Budgeted FTE Summary
FY2022 through FY2024**

	FY2022 Approved Budgeted FTE	FY2022 Final Actual FTE	FY2023 Approved Budgeted FTE	FY2024 Approved Budgeted FTE	Inc./((Dec.) in Budgeted FTE
Administrative Staff	10.34	9.30	11.35	8.70	(2.65)
Managerial Staff	35.62	39.09	39.11	35.57	(3.54)
Full-time Teaching Faculty	93.00	94.34	94.28	92.14	(2.14)
Librarians & Counselors	3.00	3.00	3.11	3.11	0.00
Full-time Professional/Technical Staff	67.11	65.04	66.77	69.50	2.73
Part-time Professional/Technical Staff	5.30	2.21	4.65	4.00	(0.65)
Full-time Office Staff	28.90	31.45	25.47	24.03	(1.44)
Part-time Office Staff	13.05	7.05	10.05	13.01	2.96
Full-time Service Staff	20.00	25.00	24.55	23.55	(1.00)
Part-time Service Staff	19.73	7.06	8.58	10.62	2.04
Other Staff	11.19	12.73	6.68	7.78	1.10
SUB-TOTAL FULL-TIME EQUIVALENTS	307.24	296.27	294.60	292.01	(2.59)
Full-time Teaching Faculty Overload	52.50	43.72	49.50	43.13	(6.37)
Part-time Teaching Faculty	39.69	31.16	46.32	36.93	(9.39)
TOTAL FULL-TIME EQUIVALENTS	399.43	371.15	390.42	372.07	(18.35)

Note: Budgeted numbers are estimates based on all planned courses being filled and the best information available

Comparative Staffing by Employee Classification FY2024 Operating Funds Budgeted FTE



**Operating Funds Budgeted FTE by Reporting Classification
FY2024 Operating Funds Budget**

	Admin. Staff	Manag- erial Staff	FT Faculty	FT Faculty Overload	PT Faculty	Faculty Librar. & Couns.	Prof-Tech. Staff	Office Staff	Service Staff	Other Staff	College Total	% of College Total
Education Fund												
Instruction												
Transfer	0.00	0.00	49.81	23.77	13.08	0.00	0.00	0.00	0.00	0.20	86.86	23.3%
Business Occupational	0.00	0.00	12.06	8.24	4.16	0.00	0.00	0.00	0.00	0.00	24.46	6.6%
Technical Occupational	0.00	0.00	6.06	4.00	4.45	0.00	0.00	0.00	0.00	0.00	14.51	3.9%
Health Occupational	0.00	1.00	22.22	7.03	5.57	0.00	0.00	0.00	0.00	0.00	35.82	9.6%
Remedial	0.00	1.00	2.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	3.50	0.9%
Adult Basic & Secondary	0.00	0.00	0.00	0.09	9.17	0.00	0.00	0.00	0.00	0.00	9.26	2.5%
Total Instruction	0.00	2.00	92.14	43.13	36.93	0.00	0.00	0.00	0.00	0.20	174.40	46.9%
Academic Support	4.00	7.05	0.00	0.00	0.00	2.00	22.38	12.43	0.00	4.37	52.23	14.0%
Student Services	1.00	6.70	0.00	0.00	0.00	1.11	18.69	11.72	0.00	0.98	40.20	10.8%
Public Services	0.00	1.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	1.48	4.48	1.2%
Institutional Support	3.70	16.00	0.00	0.00	0.00	0.00	21.67	11.89	0.00	0.07	53.33	14.3%
Total Education Fund	8.70	32.75	92.14	43.13	36.93	3.11	63.74	37.04	0.00	7.10	324.64	87.3%
Operations & Maintenance Fund	0.00	2.82	0.00	0.00	0.00	0.00	9.76	0.00	34.17	0.68	47.43	12.7%
Total Operating Funds	8.70	35.57	92.14	43.13	36.93	3.11	73.50	37.04	34.17	7.78	372.07	100.0%
Percentage of Operating Funds	2.3%	9.6%	24.8%	11.6%	9.9%	0.8%	19.8%	10.0%	9.2%	2.1%	100.0%	

**Faculty and Staff at a Glance
FY2016 through FY2023**

Full Time Faculty	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Associate Degree	1	1	1	1	4	1	6	5
Bachelor Degree	22	21	18	10	7	10	12	8
Master's Degree	92	79	66	65	63	59	58	59
Doctoral Degree	21	19	18	17	21	18	17	20
Other Education	4	3	5	3	2	2	1	1
Average Age	49.44	49.48	49.90	49.18	48.82	48.85	48.83	48.49
Average Length of Service	14.13	14.56	15.09	13.50	13.47	11.66	15.43	13.54

Part Time Faculty	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Associate Degree	8	3	2	7	5	5	3	0
Bachelor Degree	41	33	37	18	25	16	20	15
Master's Degree	82	74	51	47	32	46	44	33
Doctoral Degree	12	9	11	11	4	11	12	9
Other Education	9	7	13	28	23	18	36	4
Average Age	54.38	52.20	52.80	51.52	46.54	54.74	55.66	52.79
Average Length of Service	8.51	7.98	8.51	8.20	5.40	11.03	10.52	8.87

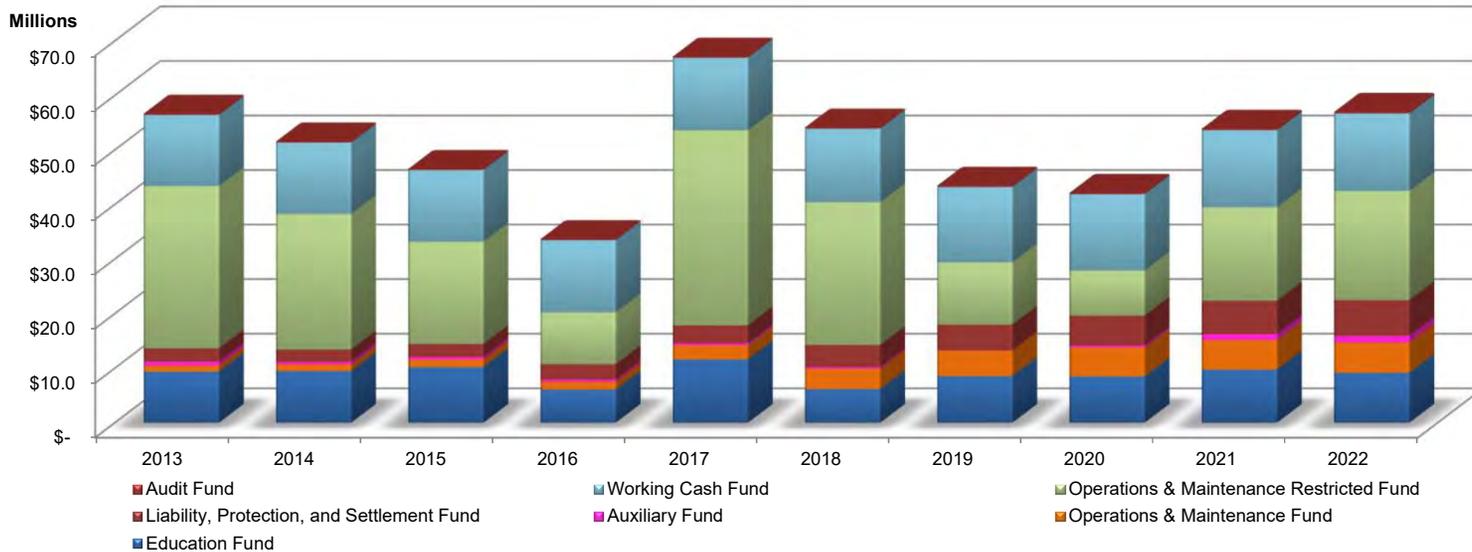
Full Time Staff	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Associate Degree	21	18	17	29	28	25	18	19
Bachelor Degree	58	55	52	66	66	55	54	58
Master's Degree	34	30	35	43	41	33	46	50
Doctoral Degree	4	5	6	4	6	4	6	5
Other Education	87	71	65	51	54	44	72	65
Average Age	49.79	49.94	50.04	50.27	50.03	50.49	50.89	47.55
Average Length of Service	13.20	13.43	13.39	11.50	10.58	12.89	12.94	9.95

Part Time Staff	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Associate Degree	1	2	2	9	7	6	3	5
Bachelor Degree	1	2	5	13	12	12	11	18
Master's Degree	6	4	4	6	7	4	1	5
Doctoral Degree	1	1	1	1	1	0	0	2
Other Education	53	75	72	90	78	64	53	95
Average Age	49.71	48.18	48.79	44.71	44.73	48.10	49.76	48.18
Average Length of Service	6.38	5.87	5.69	4.87	4.75	5.38	6.74	5.74

Source: Human Resources Data Base

**Fund Balance Trend
FY2013 through FY2022**

Fiscal Year	Education Fund	Fund Balance %	Operations & Maintenance Fund	Fund Balance %	Auxiliary Fund	Fund Balance %	Audit Fund	Fund Balance %	Liability, Protection, and Settlement Fund	Fund Balance %	Working Cash Fund	Fund Balance %	Operations & Maintenance Restricted Fund	Fund Balance %
2013	9,382,902	29.8%	1,129,419	27.8%	711,344	19.9%	200,222	243.4%	2,402,140	97.7%	13,042,823	N/A	29,762,861	234.1%
2014	9,473,945	31.0%	1,208,455	28.0%	477,896	13.8%	135,278	155.2%	2,265,040	108.1%	13,106,752	N/A	24,827,050	296.4%
2015	10,202,964	35.6%	1,389,001	34.4%	458,386	13.8%	113,676	310.6%	2,386,897	123.3%	13,172,437	N/A	18,721,448	100.4%
2016	6,077,010	20.7%	1,457,930	35.4%	377,799	14.0%	104,536	227.3%	2,798,225	158.9%	13,238,255	N/A	9,515,819	85.5%
2017	11,623,535	42.5%	2,581,254	64.9%	369,513	15.2%	106,656	155.6%	3,274,964	199.4%	13,331,306	N/A	35,739,212	446.8%
2018	6,181,670	23.3%	3,716,822	101.7%	279,543	12.5%	157,198	307.3%	4,070,362	228.3%	13,511,522	N/A	26,156,126	210.3%
2019	8,557,955	32.1%	4,677,844	123.4%	40,420	2.0%	203,058	319.8%	4,701,821	229.2%	13,818,258	N/A	11,417,635	62.7%
2020	8,480,274	31.7%	5,307,309	143.8%	379,093	20.5%	179,564	127.8%	5,454,491	259.2%	14,025,173	N/A	8,253,626	129.4%
2021	9,755,734	40.6%	5,430,164	143.0%	1,068,531	64.8%	244,397	388.4%	6,112,947	253.5%	14,119,450	N/A	17,135,346	1008.2%
2022	9,151,137	34.5%	5,571,302	139.2%	1,182,717	67.8%	278,440	286.1%	6,579,640	239.1%	14,206,050	N/A	20,006,164	379.4%
10-Year Avg.	\$ 8,933,639		\$ 3,054,447		\$ 549,811		\$ 175,903		\$ 3,869,853		\$ 13,478,398		\$ 20,052,655	



Source: College Audited Financial Statements

NA = Not Applicable

Note: Fund Balance percent is each fund balance as a percentage of its respective annual expenditures

APPENDICES

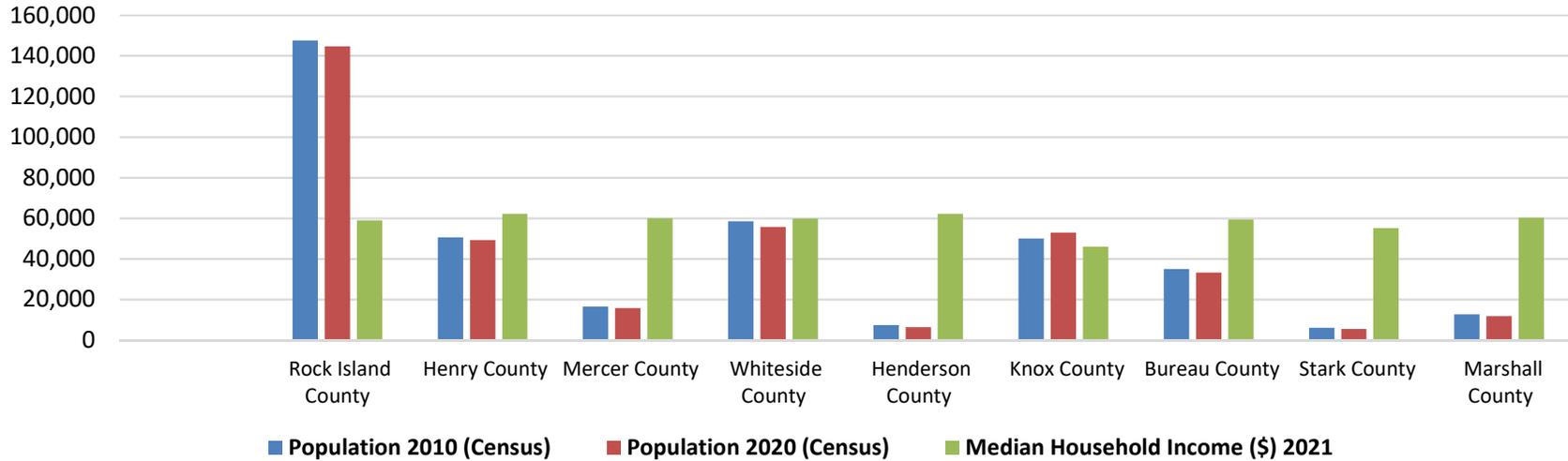


Appendix A – Economic Demographics of the District

Population

The following graph and table provides population data from the 2020 census and 2017 - 2021 US Census Quick Facts for all counties within the Black Hawk College district, as well as the State of Illinois.

Population and Median Household Income

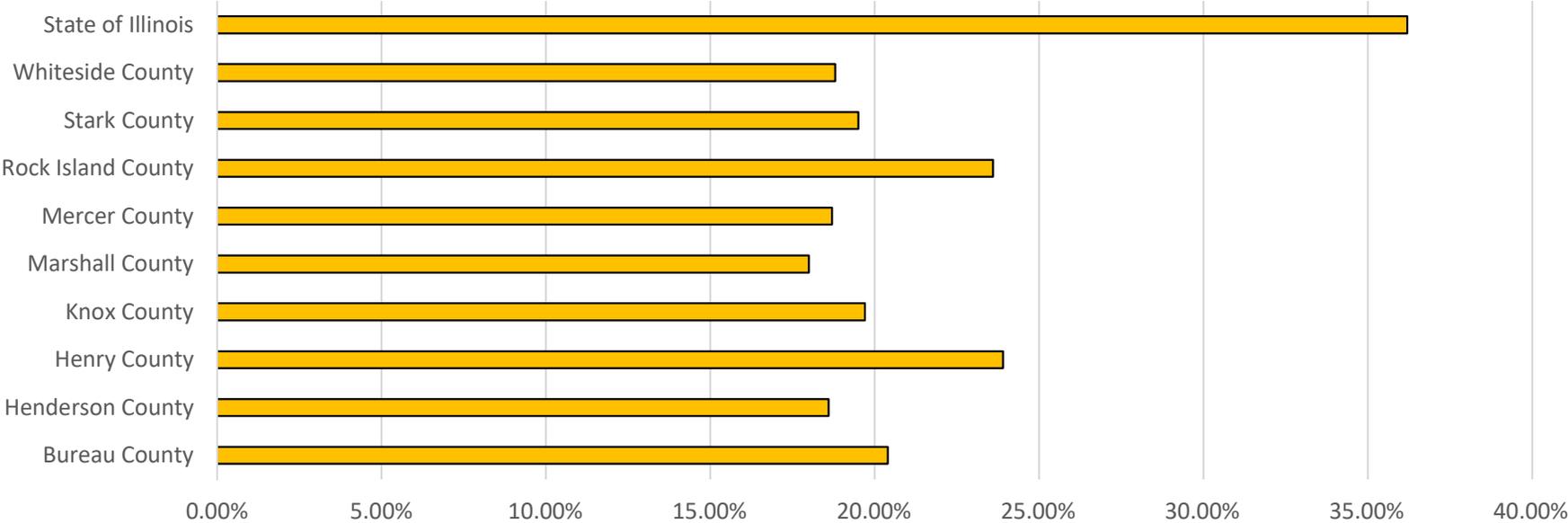


County/State	Population 2010 (Census)	Population 2020 (Census)	Median Household Income (\$) 2021
Rock Island County	147,546	144,672	\$58,974
Henry County	50,486	49,284	\$62,097
Mercer County	16,434	15,699	\$59,972
Whiteside County	58,498	55,691	\$59,812
Henderson County	7,331	6,387	\$62,202
Knox County	49,967	52,919	\$45,994
Bureau County	34,978	33,244	\$59,407
Stark County	5,994	5,400	\$55,109
Marshall County	12,640	11,742	\$60,231
State of Illinois	12,830,632	12,812,508	\$72,563

Education

The following graph and table provides education level comparisons from the 2020 census and 2017 - 2021 US Census Quick Facts for all counties within the Black Hawk College district, as well as the State of Illinois.

Bachelor's Degree or Higher, Percent of Persons Age 25 Years +



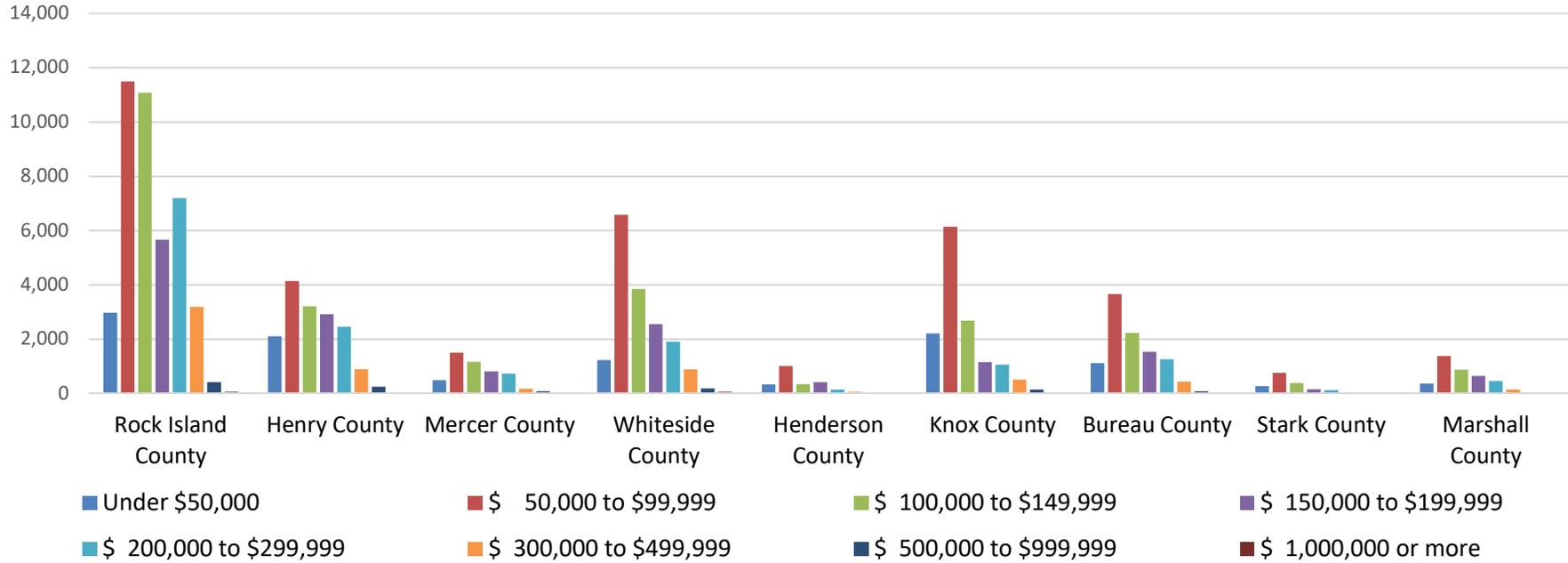
County/State	Bachelor's Degree or Higher Percent of Persons Age 25 Years +
Bureau County	20.4%
Henderson County	18.6%
Henry County	23.9%
Knox County	19.7%
Marshall County	18.0%
Mercer County	18.7%
Rock Island County	23.6%
Stark County	19.5%
Whiteside County	18.8%
State of Illinois	36.2%



Specified Owner Occupied Units

The following graph and table provides the market value of owner-occupied units from the 2020 census and 2017 - 2021 American Community Survey for all counties within the Black Hawk College district, as well as the State of Illinois.

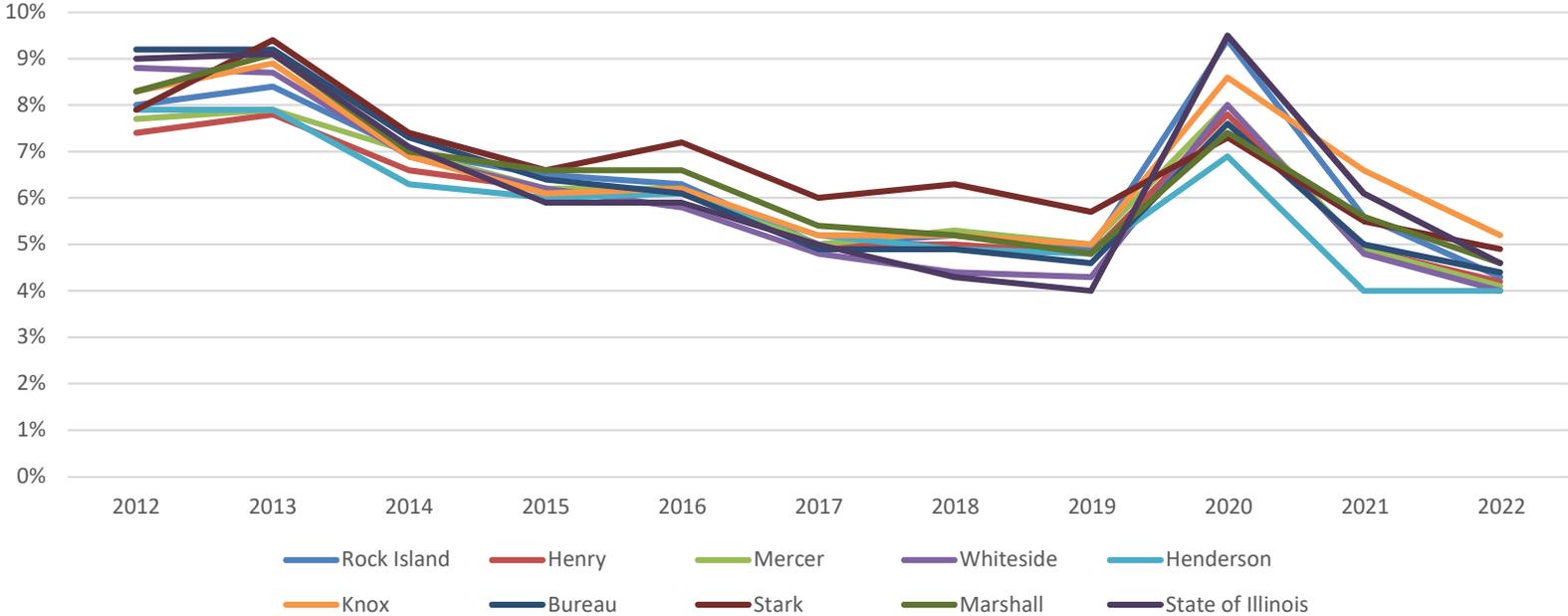
Market Values of Owner Occupied Units



Value of Owner-Occupied Units	Rock Island County	Henry County	Mercer County	Whiteside County	Henderson County	Knox County	Bureau County	Stark County	Marshall County	State of Illinois
Under \$50,000	2,971	2,108	488	1,225	327	2,211	1,109	269	364	204,173
\$ 50,000 to \$99,999	11,490	4,134	1,496	6,576	1,007	6,141	3,656	762	1,374	363,415
\$ 100,000 to \$149,999	11,068	3,213	1,163	3,846	346	2,676	2,233	387	874	392,672
\$ 150,000 to \$199,999	5,665	2,920	816	2,549	411	1,153	1,536	155	645	466,577
\$ 200,000 to \$299,999	7,194	2,459	729	1,910	142	1,061	1,255	123	461	784,430
\$ 300,000 to \$499,999	3,184	892	180	880	61	509	440	43	144	781,189
\$ 500,000 to \$999,999	420	252	86	181	2	144	79	19	41	312,247
\$ 1,000,000 or more	61	40	1	65	2	36	44	3	19	65,951
Median Home Value	\$126,500	\$125,500	\$116,300	\$109,600	\$88,100	\$86,300	\$108,700	\$86,900	\$111,300	\$231,500

Unemployment

The following graph provides the ten-year unemployment trend from the Illinois Department of Employment Security for all counties within the Black Hawk College district, as well as the State of Illinois.



County	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Rock Island	8 %	8.4 %	7 %	6.5 %	6.3 %	5 %	5.2 %	4.9 %	9.4 %	5.6 %	4.3 %
Henry	7.4 %	7.8 %	6.6 %	6.2 %	6.1 %	5 %	5 %	4.8 %	7.8 %	4.9 %	4.2 %
Mercer	7.7 %	7.9 %	7 %	6.2 %	6.2 %	5 %	5.3 %	5 %	8 %	4.9 %	4.1 %
Whiteside	8.8 %	8.7 %	6.9 %	6.2 %	5.8 %	4.8 %	4.4 %	4.3 %	8 %	4.8 %	4 %
Henderson	7.9 %	7.9 %	6.3 %	6 %	6.1 %	5.2 %	4.9 %	4.8 %	6.9 %	4 %	4 %
Knox	8.3 %	8.9 %	6.9 %	6.1 %	6.2 %	5.2 %	5.2 %	5 %	8.6 %	6.6 %	5.2 %
Bureau	9.2 %	9.2 %	7.3 %	6.4 %	6.1 %	4.9 %	4.9 %	4.6 %	7.6 %	5 %	4.4 %
Stark	7.9 %	9.4 %	7.4 %	6.6 %	7.2 %	6 %	6.3 %	5.7 %	7.3 %	5.5 %	4.9 %
Marshall	8.3 %	9.1 %	7 %	6.6 %	6.6 %	5.4 %	5.2 %	4.8 %	7.4 %	5.6 %	4.6 %
State of Illinois	9 %	9.1 %	7.1 %	5.9 %	5.9 %	5 %	4.3 %	4 %	9.5 %	6.1 %	4.6 %

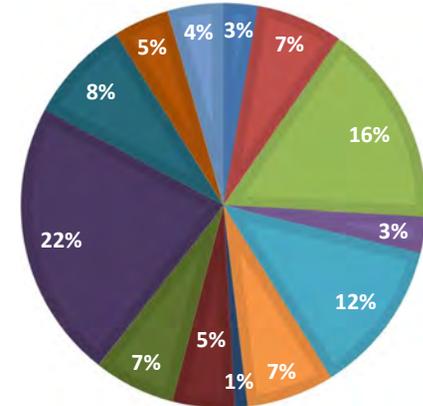
Employment by Industry

The following chart provides the employment by industry from the 2020 Census and 2017 - 2021 American Community Survey for all nine counties within the Black Hawk College district.

Industry	Rock Island	Henry	Mercer	Whiteside	Henderson	Knox	Bureau	Stark	Marshall	Totals
Agriculture, forestry, fishing, hunting & mining	758	792	351	718	216	619	851	154	235	4,694
Construction	4,475	2,069	799	1,474	189	1,288	920	277	311	11,802
Manufacturing	11,100	3,616	1,064	5,627	539	2,028	2,573	398	942	27,887
Wholesale trade	1,579	783	187	811	108	643	556	83	226	4,976
Retail trade	7,801	3,122	888	3,150	244	2,772	2,348	307	546	21,178
Transportation, warehousing & utilities	4,885	1,388	548	1,531	246	1,776	1,180	94	356	12,004
Information	640	264	70	205	63	240	128	41	42	1,693
Finance, insurance, real estate, rental & leasing	4,010	1,355	388	955	206	760	529	129	194	8,526
Professional, scientific, management, administration & waste management services	5,574	1,196	360	1,753	159	996	693	155	277	11,163
Educational services, health care & social assistance	13,865	4,649	1,606	5,963	606	6,253	3,592	518	1,151	38,203
Arts, entertainment, recreation, accommodation & food services	6,145	1,976	452	1,965	160	1,725	1,280	93	398	14,194
Other services	2,730	1,049	338	1,245	145	1,116	620	126	277	7,646
Public administration	3,184	1,126	310	1,309	154	746	598	58	137	7,622
Total	66,746	23,385	7,361	26,706	3,035	20,962	15,868	2,433	5,092	171,588

District-Wide Employment by Industry

- Agriculture, forestry, fishing, hunting & mining
- Construction
- Manufacturing
- Wholesale trade
- Retail trade
- Transportation, warehousing & utilities
- Information
- Finance, insurance, real estate, rental & leasing
- Professional, scientific, management, administration & waste management services
- Educational services, health care & social assistance
- Arts, entertainment, recreation, accommodation & food services



Major Employers – Rock Island County

Company	Product/Service	Employees
John Deere	Agricultural, Construction and Forestry Manufacturing	6,400
Rock Island Arsenal	Defense Manufacturing	6,300
Unity Point Health <i>(Rock Island County locations)</i>	Health Care System	5,679
Tyson Fresh Meats	Food Processing	2,525
Genesis Health Group <i>(Rock Island County locations)</i>	Health Care System	1,700
Hy-Vee <i>(Rock Island County locations)</i>	Retail - Grocery	1,587
XPAC	Supply Chain Management and Logistics	1,120
Walmart <i>(Rock Island County locations)</i>	Retail	885
Rock Island County	Government	600
Trinity Regional Health <i>(Rock Island County locations)</i>	Health Care System	565

Source: Bi-State Regional Commission and Quad-Cities Chamber of Commerce

Major Employers – Henry County

Company	Product/Service	Employees
Great Dane Trailers	Semitrailer Manufacturer	600
Kewanee City Government/Park District/Health Department/Prison	Government	530
Geneseo School District	Education	294
Hammond-Henry Hospital	Health Care	260
Springfield Armory	Manufacturing	250
Walmart Supercenter	Retail	250
OSF St. Luke Medical Center	Health Care	250
Henry County Courthouse	Government	230
Kone Inc.	Manufacturing	190
Hillcrest Home	Health Care	122

Source: Bi-State Regional Commission and Henry County Economic Development

Appendix B – Black Hawk College Employee Headcount

Institution-Wide Full-time Employee Headcount

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Projected Actual	FY2024 Budgeted
Administrative	9	10	11	11	11	10	10	10
Managerial	45	46	50	48	49	50	49	49
Faculty	102	101	104	98	93	95	95	99
Professional	78	79	89	88	86	88	92	92
Classified	53	53	63	60	52	56	53	55
Other	0	0	1	3	4	0	0	2
Total	287	289	318	308	295	299	299	307

Institution-Wide Part-Time Employee Headcount

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Projected Actual	FY2024 Budgeted
Administrative	0	0	0	0	0	0	0	0
Managerial	0	0	0	0	0	0	2	2
Faculty	178	183	165	160	154	152	155	130
Professional	14	14	14	10	9	9	7	6
Classified	96	87	78	73	48	47	52	55
Other	139	102	105	98	98	77	82	112
Total	427	386	362	341	309	285	296	309

Note: The headcount figures above are based on the best information available at the time they were provided. Headcount is defined as how many people the College employs. Therefore, for full-time, this is all needed positions at the time information is gathered. For part-time, all needed positions are considered at the time of information gathering, but part-time faculty are considered per semester with a reduction for employees who are employed for multiple semesters. Since a full-time employee may have a part-time position in a different capacity, All Employee Headcount may not be a total of full-time and part-time.

Appendix C – 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. The President will provide the Board with appropriate justification and documentation for the Budget recommendations with ample lead-time for questions and review before the Board's final adoption of the budget.

If the College's financial situation changes, it is the President's responsibility to provide trustees with timely information about any such change that may necessitate a modification of the budget, along with his or her recommendations for increases in revenue and the justifications for any new or increased revenue sources.

AMENDED 8/25/2016, B.R. #8990

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.

AMENDED 9/17/92, B.R. #5144

4.511 Public Contracts

The College recognizes the importance of increasing the participation of businesses owned by minorities, females and persons with disabilities in public contracts. It is the policy of the College to promote the economic development of disadvantaged business enterprises by setting aspirational goals to award contracts to businesses owned by minorities, females, and persons with disabilities for certain services, to the extent provided by the Business Enterprise for Minorities, Females and Persons with Disabilities Act ("Act"), 30 ILCS 575/0.01 et seq. and the Business Enterprise Council for Minorities, Females, and Persons with Disabilities ("Council") which serves to implement, monitor and enforce the goals of the Act.

The College is committed to meeting the requirements of the Act, establishing the aspirational goals as cited by the Act, and engaging in good faith efforts to meet such goals. The President shall appoint a liaison to the Council with all duties as set forth in the Act. The College has the responsibility to develop policies, plans and procedures to achieve the goals to its best ability in compliance with the Act.

ADOPTED 10/27/2016, B.R. #9021

4.512 Local Government Travel Expense Control Act

It is the policy of the Black Hawk College Board of Trustees to adhere to Illinois Public Act 99-0604, known as the Local Government Travel Expense Control Act. All Board, administrator, and employee travel expenses and reimbursements shall not exceed the Internal Revenue Service standards for mileage and per diem. Additional transportation arrangements shall be at the lowest reasonable rate. Maximum lodging rates shall be determined by the conference/meeting rate where the meeting or training is held, or the hotel recommended by the conference host. The Board charges the administration with the responsibility to implement the appropriate financial procedures to adhere to Illinois Public Act 99-0604.

ADOPTED 4/27/17, B.R. #9097

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.

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 sister, grandparent, parent-in-law, a significant other or other relatives residing with the employee or any individual for whom the employee or trustee has legal responsibility or guardianship.
- (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.

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 the amount established by Illinois State Statute 5 ILCS 430/Article 10, 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) 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. College employees 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.

8. Board of Trustee Enrolled as Student. To avoid the appearance of impropriety and to uphold the educational objectives of the College, if a member of the Board of Trustees is simultaneously enrolled in classes at the College, the Board member shall not vote on employment issues affecting current instructors, including but not limited to, hiring, discipline, termination of employment, promotions, and tenure.

AMENDED 2/23/2017 B.R. #9075

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.

A Board of Trustee Audit committee of two Trustees will be appointed by the Chairperson every two years for the purpose of reviewing the scope of the audit.

AMENDED 3/10/11, B.R. #8079

4.55 Investment of College Funds

The Treasurer shall serve as chief investment officer of the College and has the authority to determine the mix of investments for liquidity, safety, yield, diversification, and marketability. 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. When it has been determined that funds are available for investment, the following criteria must be met:

1. The various forms of investment will be reviewed to determine the highest yield.
2. In-district, FDIC insured financial institutions shall be designated as depositories and be given priority with regard to the opportunity to provide investment options.
3. Out-of-district, FDIC insured financial institutions may be utilized when in-district institutions are unavailable or when the rate of return to the College would exceed that offered by in-district institutions.
4. Financial institutions utilized must collateralize all deposits in excess of FDIC limits to 100% of market value and collateral held by a third-party custodian.
5. Using prudence as a guiding principle, all College deposits and investments shall be fully protected from risk of loss and comply with all applicable statutes and regulations.
6. 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.

AMENDED 11/15/12, B.R. #8416

4.56 Ethics

The Illinois General Assembly has enacted the State Officials and Employees Ethics Act (Public Act 93-615, effective November 19, 2003, as amended by Public Act 93-617, effective December 9, 2003, codified at 5 ILCS 430/1-1 and following), which is a comprehensive revision of State statutes regulating ethical conduct, political activities and the solicitation and acceptance of gifts by State officials and employees.

AMENDED 3/10/11, B.R. #8079

4.57 Fund Balance

This policy will illustrate the institution's commitment to strong fiscal management and responsibility by

- Maintaining an Unrestricted General Fund Ending Fund

Balance of an amount between seventeen (17) and forty (40) percent of budgeted expenditures in these funds. This amount shall be considered a "target" and may fluctuate from year to year depending on financial condition and needs of the College;

- Adopting a plan, if the Ending Fund Balance falls below the target range, to replenish the Ending Fund Balance within two (2) years. In the event that the Ending Fund Balance exceeds the target range, the College shall first, allow the President to expend the excess funds on capital expenditures upon recommendation from the President's Cabinet and second, review additional investment options that would allow the College to earn a greater rate of returns. The Board of Trustees shall approve all expenditures from an unreserved fund balance;
- And, automatically reviewing and adjusting as necessary the levels set by this policy if the total Ending Fund Balance falls to levels that require borrowing.

ADOPTED 6/17/2010, B.R. #7933

4.58 Health Benefit Plan Trust Fund Balance

The purpose of the Health Benefit Plan Trust is to buffer against sudden increases in insurance costs. Premiums paid by the College and by the employees will be deposited to the Health Benefit Plan Trust and all claims will be paid from the fund, as a flow through. If at any time there is insufficient money in the fund to pay claims, it shall be the College's responsibility to deposit sufficient money to pay those claims. This policy will illustrate the institution's commitment to strong fiscal management and responsibility by:

- Establishing and maintaining a College-wide Health Insurance Trust Fund with a balance of no less than 25% of the average of the claims paid during the three (3) most recent complete plan years. The fund shall have no stated termination date.
- Annually, within ninety (90) days after the end of the plan year, the balance of the fund shall be compared to the

standard of 25% of the average claims paid during the three (3) most recent complete plan years.

- Should the balance of the fund fail to meet the fund balance standard by an amount in excess of fifty (50) thousand dollars, the College shall, at a minimum, deposit an amount equal to 1/24 of the shortfall over each of the next twelve (12) months. This amount is in addition to premiums and not subject to cost sharing. Should the balance fail to meet the standard by an amount less than fifty (50) thousand dollars, the College may opt to make the 1/24 payments in order to avert a greater shortfall in subsequent years, but shall be under no obligation to do so.
- Should the balance of the fund exceed the fund balance standard by an amount in excess of fifty (50) thousand dollars, the College may opt to reduce its share of monthly premiums by an amount equal to 1/24 of the excess over the next twelve (12) months or allow the excess to carry over into the next plan year.
- Monies in the Health Benefit Plan Trust shall be used only for payment of medical, dental and vision claims and health insurance related administrative costs.

ADOPTED 11/10/11, B.R. #8232

4.59 Debt Policy

The Board of Trustees authorizes the incursion of debt for the purposes of funding major investments in technology, equipment, and infrastructure in accordance with the College's mission and in support of achievement of institutional strategic priorities. The College will strive to minimize the impact of debt service requirements on the local property tax payers of the District and will proactively manage debt repayment requirements. The College will implement and maintain appropriate administrative procedures governing the use, limits, repayment, and disclosure of debt issuances as well as ensure timely expenditure of debt proceeds and subsequent repayment of debt service in a financially responsible manner.

ADOPTED 10/18/12, B.R. #8409

4.591 Disclosure Policies and Procedures

It is the policy of the Black Hawk College Board of Trustees to adhere to rule 15c2-12 of the Securities Exchange Act of 1934, as amended, and the statements of the Securities Exchange Commission in enforcement actions. The Board charges the administration with the responsibility to implement the necessary procedures and training to enable the District to create accurate disclosures with respect to the preliminary official statements, final official statements, and any supplements or amendments thereto, disseminated by the District pursuant to the issuance of District bonds, notes, certificates, or other obligations as required by and defined in the undertakings filed with the Municipal Securities Rulemaking Board's Electronic Municipal Market Access Systems (EMMA), and notices of Material Events of Reportable Events, as defined in the Undertakings, and any other required voluntary disclosure to EMMA. The Vice President for Finance and Administration shall maintain the College's Disclosure Policies and Procedures.

ADOPTED 4/27/17, B.R. #9098

4.60 Planning and Development

Current and long-range planning are essential to the attainment of established goals and objectives and to the effective utilization of College resources. It is the responsibility of the President to provide leadership to assure the preparation of multi-year plans that establish goals and objectives and outline plans for attainment of these goals and objectives. The President will ensure the Board of Trustees are integrated and synchronized with administrators and staff to effectively plan, budget, and execute in accordance with their assigned areas or responsibilities.

A Board of Trustees Audit Committee consisting of two trustees will be appointed by the Chair every two years during the Board's reorganizational meeting for the purpose of fully participating with the President, administrators, and staff in their assigned area of responsibility. The audit committee will be involved with the annual financial audit and the biennial cyber security audit.

AMENDED 05/17/2021, B.R. #9730

7.45 Sources of Revenue

When Administration is seeking changes to tuition, tax levy, and instructional fees, a complete package with justification and substantiated documentation will be provided to the Board of Trustees as early in the process as possible. The Board is not authorized to formally vote at the initial (or first reading) in open session. Questions, concerns, and further discovery are encouraged to ensure that the Board and stakeholders are fully informed. At the second open session meeting (which can't be scheduled for at least two weeks from the first reading), the Board may take a formal vote on the proposed tuition, tax levy, and instructional fees.

The Board is authorized an exception to the required two open meeting policy only with the consent of the majority of the Board. The single exception is authorized in cases of an emergency which impacts life, health, and safety. No other exceptions to the requirement of a mandatory first reading and then a formal vote at a subsequent meeting is authorized.

ADOPTED 10/27/2016, B.R. #8961

8.92 Risk Management

The Black Hawk College Board of Trustees shall endeavor to proactively set policy for administration to manage physical, legal, operational, political, social, economic, and cognitive risks associated with the programs and services offered at the College.

8.94 Performance of Construction Vendors

The performance of construction contractors providing services at Black Hawk College will be evaluated at the completion of each project or more frequently as necessary. The College's administration will establish appropriate criteria, conduct evaluations and take any appropriate actions as a result of the evaluations. Construction vendor performance shall be reported to the Board in a timely and effective manner so as to support effective decision-making and construction contract award processes.

ADOPTED 5/22/14, B.R. #8637

The College Administration is assigned the responsibility and authority for the maintenance of an Administrative Guideline which details the Risk Management Plan. Furthermore, the College Administration shall be responsible for ongoing management and performance of the Risk Management Plan through the use of qualified personnel and the use of appropriate resources.

ADOPTED 6/17/10, B.R. #7939

8.93 Purchase of Institutional Insurance Coverage Policy

Institutional insurance coverage shall be purchased utilizing the Request for Proposal (RFP) process with funding provided from the College tort fund to provide the type and amount of insurance needed to adequately protect all property and assets at the most economical cost to the College.

The necessary type and amount of insurance necessary will be purchased to protect the College as a corporate body, its individual members, its appointed officers, and its employees from financial loss arising out of any claim, demand, suit, or judgment by reason of alleged negligence or other act resulting in accidental injury to any person or property damage within or without the college buildings while the above-named insured are acting in the discharge of their duties within the scope of their employment and/or under the direction of the Board.

ADOPTED 6/26/14, B.R. #8642a

9.10 Receipt of Donations

The Board of Trustees may accept both restricted and unrestricted donations to augment the resources of the College when such donations tend to support the established purposes of the College. Unrestricted donations may be allocated to and shall thereby become the property of the Black Hawk College Foundation or the Black Hawk College East Foundation. Restricted donations shall be administered in accordance with the conditions attached to the donation. The College administration shall develop appropriate administrative guidelines, regulations and procedures for the implementation of this policy.

Gifts may be given to the Black Hawk College Foundation for the Quad-Cities Campus or to the Black Hawk East College Foundation

according to procedures established by the Foundations. The Board of Trustees shall appoint a Trustee for each campus foundation to establish a formal relationship between the foundations.

AMENDED 9/18/2014, B.R. #8723

10.35 Other Appointments of the Board of Trustees

Auditors

The Board of Trustees will cause an audit to be made as of the end of each fiscal year by an accountant licensed to practice public accounting in Illinois and appointed by the Board. The auditor shall

audit the financial records and status of the community college district in accordance with provisions of the Public Community College Act.

STATUTES, Ch. 110

Audit Committee

Since it was the intent of the legislature that the Board causes the audit to be done, it follows that the Board, or representatives therefore should be an integral part of the audit process and audit reporting along with the Board Treasurer.

AMENDED 5/17/2021, B.R. #9730

ILLINOIS COMMUNITY COLLEGE BOARD 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. This budgetary format is consistent with Uniform Financial Reporting System requirements.

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)

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 the *Public Community College Act* is included as Appendix B3. 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.

Moreover, in compliance with 35 ILCS 200 18-60 and 18-85, 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 twelve 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. A copy of the district's Certificate of Tax Levy shall be filed with the ICCB no later than January 31.

External Audit

Each district is required to submit two 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.

Annual Financial Report

Pursuant to Section 805/3-22.2 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 805/3-27.1 of the Public Community College Act requires each district to let all contracts for supplies, materials, or work involving an expenditure in excess of \$25,000 to the lowest responsible bidder after due advertisement, excluding the exceptions which are listed in the Act. The local board may adopt a more restrictive bidding policy.

ILLINOIS PUBLIC COMMUNITY COLLEGE ACT

805/3-20.1 Adoption of Annual Budget

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 board of each community college district shall file a written or electronic copy of the annual budget with the State Board.

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 publication in a newspaper having general circulation within the 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 amend the annual budget from time to time at a regular meeting of the board if public notice of any amendment is provided pursuant to the Open Meetings Act. (Source: P.A. 100-884, eff. 1-1-19.)

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

Any sum expended or 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, or for the payment of all premiums for insurance upon buildings and building fixtures shall be paid from the tax levied for operation and maintenance of facilities purposes and the purchase of college grounds. The board may provide by resolution that the payment of all salaries of janitors, engineers or other custodial employees and all costs of fuel, lights, gas, water, telephone service, and custodial supplies and equipment or the cost of a professional survey of the conditions of school buildings, or any one or more of the preceding items shall be paid from the tax levied for operation and maintenance of facilities purposes and the purchase of college grounds in which event such salaries or specified costs, or both, shall be so paid until the next fiscal year after the repeal of such resolution. Expenditures for all purposes not specified in this

Section or Section 3-14 shall be made from the educational fund.
(Source: P.A. 85-1335.)

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

The board of each community college district shall ascertain, as near as practicable, annually, how much money must be raised by special tax for educational purposes and for operations and maintenance of facilities purposes for the next ensuing year. Such amounts shall be certified and returned to the county clerk on or before the last Tuesday in December, annually. The certificate shall be signed by the chairman and secretary, and may be in the following form:

CERTIFICATE OF TAX LEVY

We hereby certify that we require the sum of (insert amount) dollars to be levied as a special tax for educational purposes, and the sum of (insert amount) dollars to be levied as a special tax for operations and maintenance of facilities purposes, on the equalized assessed value of the taxable property of our district, for the year (insert year).

Signed on (insert date).
(insert name and signature) Chairman
(insert name and signature) Secretary
Community College Dist. No. (insert number) (insert county or counties) County (or Counties)

An amended certificate may be filed by the community college board within 10 days of receipt of official notification from the county clerk of the multiplier that will be applied to assessed value of the taxable property of the district, provided such multiplier will alter the amount of revenue received by the district from either local or State sources.

A failure by the board to file the certificate with the county clerk in the time required shall not vitiate the assessment.
(Source: P.A. 100-863, eff. 8-14-18.)

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

When a district lies partly in two or more counties the board shall ascertain, as near as practicable, the amount to be raised by special tax for educational and operations and maintenance of facilities purposes and shall prepare a certificate for each county in which the community college district lies and shall deliver one of such certificates to each of the county clerks of the counties in which a part of the district is situated. On the first Monday of October, annually, or as soon thereafter as may be practicable, each county clerk shall ascertain the total equalized valuation of all the taxable property in that part of the district as lies in his county, and certify the amount thereof to the county clerk of each of the other counties in which any part of the district lies; and from the aggregate of such equalized valuation and from the certificate of the amount so required to be levied, such clerk shall ascertain the rate per cent required to produce in the district the amount of such levy, and at that rate shall extend the special tax to be levied for educational purposes and operations and maintenance of facilities purposes in that part of the district lying in his respective county.

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

805/3-22. Records—Maintenance and Retention

To maintain records to substantiate all claims for state apportionment in accordance with regulations prescribed by the State Board and to retain such records for a period of 3 years.

(Source: Laws 1967, p. 1229.)

805/3-22.1. Audits

To cause an audit to be made as of the end of each fiscal year by an accountant licensed to practice public accounting in Illinois and appointed by the board. The auditor shall perform his or her examination in accordance with generally accepted auditing standards and regulations prescribed by the State Board, and submit his or her report thereon in accordance with generally accepted accounting principles. The examination and report shall include a verification of student enrollments and any other bases upon which claims are filed with the State Board. The audit report shall include a statement of the scope and findings of the audit and

a professional opinion signed by the auditor. If a professional opinion is denied by the auditor he or she shall set forth the reasons for that denial. The board shall not limit the scope of the examination to the extent that the effect of such limitation will result in the qualification of the auditor's professional opinion. The procedures for payment for the expenses of the audit shall be in accordance with Section 9 of the Governmental Account Audit Act. Copies of the audit report shall be filed with the State Board in accordance with regulations prescribed by the State Board. (Source: P.A. 99-655, eff. 7-28-16; 100-884, eff. 1-1-19.)

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

To pay no orders except for teachers' wages unless at the time there are sufficient funds in the hands of the treasurer to pay such order, except as herein provided.

(a) It shall be lawful for the board to submit to the treasurer a certified copy of the board minutes properly signed by the secretary and chairman or by a majority of the Board, showing all bills approved for payment by the Board and clearly showing to whom and for what purpose each payment is to be made by the treasurer and to what budgetary item each payment shall be debited and such certified copy shall serve as full authority to the treasurer to make the payments as thus approved; this shall not preclude the use of a voucher system, or any other system of sound accounting and business procedure, provided that such system reflects the facts and that the same is in accordance with the regulations prescribed by or approved by the State Board.

(b) It shall be lawful for the Board by resolution to establish revolving funds provided such funds are in the custody of an employee who shall be bonded as provided in Section 3-19 for bonding treasurers and who shall be responsible to the Board and the treasurer, subject to regular annual audit by licensed public accountants and other such examinations as the Board shall deem advisable and kept in accordance with regulations prescribed by the State Board. A monthly report and annual summary of all receipts and expenditures of the fund shall be submitted to the Board and the treasurer. All funds advanced by the treasurer to operate the

revolving funds shall be carried on the treasurer's books as cash obligations due the district and all receipts of such revolving funds shall be deposited daily in a bank or savings and loan association to be approved by the treasurer, unless there is no bank or savings and loan association in the community, in which event receipts shall be deposited intact not less than once a week in a bank or savings and loan association approved by the treasurer. All reimbursements to any such revolving funds from the district funds shall be completely itemized as to whom paid, for what purpose, and against what budgetary item the expenditure is chargeable.

No bank or savings and loan association shall receive public funds as permitted by this Section, unless it has complied with the requirements established pursuant to Section 6 of "An Act relating to certain investments of public funds by public agencies", approved July 23, 1943, as now or hereafter amended. (c) The Board shall establish rules and regulations governing conditions under which classes, clubs, and associations may acquire or collect funds in the name of any college and under such regulations as the State Board may prescribe. (Source: P.A. 83-541.)

805/3-27.1. Contracts

To award all contracts for purchase of supplies, materials or work involving an expenditure in excess of \$25,000 or a lower amount as required by board policy to the lowest responsible bidder considering conformity with specifications, terms of delivery, quality, and serviceability; after due advertisement, except the following: (a) contracts for the services of individuals possessing a high degree of professional skill where the ability or fitness of the individual plays an important part; (b) contracts for the printing of finance committee reports and departmental reports; (c) contracts for the printing or engraving of bonds, tax warrants and other evidences of indebtedness; (d) contracts for materials and work which have been awarded to the lowest responsible bidder after due advertisement, but due to unforeseen revisions, not the fault of the contractor for materials and work, must be revised causing expenditures not in excess of 10% of the contract price; (e) contracts for the maintenance or servicing of, or provision of repair

parts for, equipment which are made with the manufacturer or authorized service agent of that equipment where the provision of parts, maintenance, or servicing can best be performed by the manufacturer or authorized service agent; (f) purchases and contracts for the use, purchase, delivery, movement, or installation of data processing equipment, software, or services and telecommunications and inter-connect equipment, software, and services; (g) contracts for duplicating machines and supplies; (h) contracts for the purchase of natural gas when the cost is less than that offered by a public utility; (i) purchases of equipment previously owned by some entity other than the district itself; (j) contracts for repair, maintenance, remodeling, renovation, or construction, or a single project involving an expenditure not to exceed \$50,000 and not involving a change or increase in the size, type, or extent of an existing facility; (k) contracts for goods or services procured from another governmental agency; (l) contracts for goods or services which are economically procurable from only one source, such as for the purchase of magazines, books, periodicals, pamphlets and reports, and for utility services such as water, light, heat, telephone or telegraph; (m) where funds are expended in an emergency and such emergency expenditure is approved by 3/4 of the members of the board; and (n) contracts for the purchase of perishable foods and perishable beverages.

All competitive bids for contracts involving an expenditure in excess of \$25,000 or a lower amount as required by board policy must be sealed by the bidder and must be opened by a member or employee of the board at a public bid opening at which the contents of the bids must be announced. Each bidder must receive at least 3 days' notice of the time and place of such bid opening. For purposes of this Section due advertisement includes, but is not limited to, at least one public notice at least 10 days before the bid date in a newspaper published in the district, or if no newspaper is published in the district, in a newspaper of general circulation in the area of the district. Electronic bid submissions shall be considered a sealed document for competitive bid requests if they are received at the designated office by the time and date set for receipt for bids.

However, bids for construction purposes are prohibited from being submitted electronically. Electronic bid submissions must be authorized by specific language in the bid documents in order to be considered and must be opened in accordance with electronic security measures in effect at the community college at the time of opening. Unless the electronic submission procedures provide for a secure receipt, the vendor assumes the risk of premature disclosure due to submission in an unsealed form.

The provisions of this Section do not apply to guaranteed energy savings contracts entered into under Article V-A. The provisions of this Section do not prevent a community college from complying with the terms and conditions of a grant, gift, or bequest that calls for the procurement of a particular good or service, provided that the grant, gift, or bequest provides all funding for the contract, complies with all applicable laws, and does not interfere with or otherwise impair any collective bargaining agreements the community college may have with labor organizations.

(Source: P.A. 97-1031, eff. 8-17-12; 98-269, eff. 1-1-14.)

Contracts for the purchase of supplies, materials, or work exceeding \$25,000, or a lower amount as required by board policy, 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.

805/3-29.8. Administrator and Faculty Salary and Benefits— Report

Administrator and faculty salary and benefits; report. Each board of trustees shall report to the State Board, on or before July 1 of each year, the base salary and benefits of the president or chief executive officer of the community college and all administrators, faculty members, and instructors employed by the community

college district. For the purposes of this Section, "benefits" includes without limitation vacation days, sick days, bonuses, annuities, and retirement enhancements.

(Source: P.A. 99-655, eff. 7-28-16.)

805/3-33. Borrowing Money and Issuance of Bonds

To borrow money and issue or cause to be issued bonds for the purposes, and in the manner provided in this Act.

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

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

All monies derived from the issuance of bonds under Section 3-33.2 when received by the community college treasurer, shall be set apart in the working cash fund and used in the manner provided in this Section. The monies in such fund shall not be regarded as current assets available for appropriation and may not be appropriated by the board in the annual community college budget. The board may appropriate monies to the working cash fund up to the maximum amount allowable in the fund, and the working cash fund may receive such appropriations and any other contributions. In order to provide monies with which to meet ordinary and necessary disbursements for educational and operations and maintenance of facilities purposes, such monies may be transferred, in whole or in part, to the educational purposes or operations and maintenance purposes fund of the board, or to both, and so disbursed therefrom (a) in anticipation of the collection of that part of the taxes so levied which is in excess of the amount or amounts thereof required to pay any warrants, and the interest thereon, theretofore or thereafter issued under this Act, (b) in anticipation of the receipt by the district of monies from the State, Federal government or other sources or (c) in anticipation of such taxes, as by law now or hereafter enacted or amended, imposed by the General Assembly of the State of Illinois to replace revenue lost by units of local government and school districts as a result of the abolition of ad valorem personal property taxes, pursuant to Article IX, Section 5(c) of the Constitution of the State of Illinois. Such taxes levied or to be received for educational or operations and maintenance of facilities purposes when collected

shall be applied first to the payment of any such warrants or notes and the interest thereon and then to the reimbursement of the working cash fund as hereinafter provided. Such monies from the State, Federal government and other sources, when received, shall be used to reimburse the working cash fund to the extent transfers therefrom were made in anticipation thereof. If taxes in anticipation of the collection of which such transfers are made are not collected in sufficient amounts to effect a complete reimbursement of the working cash fund of the amounts transferred from the working cash fund to the educational fund and operations and maintenance fund the deficiencies between the amounts thus transferred and the amounts repaid from collections shall be general obligations of the educational fund and operations and maintenance fund until repaid either from taxes in anticipation of which transfers were made or from appropriations which may be made in annual community college budgets of sums of money to apply on such general obligations, or until repaid from both the taxes in anticipation of which such transfers were made and from appropriations which may be made in annual community college budgets of sums of money to apply on such general obligations. (Source: P.A. 85-1335; 86-1246.)

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

Monies may be transferred from the working cash fund to the educational fund or operations and maintenance fund only upon the authority of the board, which shall by resolution direct the community college treasurer to make such transfers. The resolution shall set forth (a) the taxes or other funds in anticipation of the collection or receipt of which the working cash fund is to be reimbursed, (b) the entire amount of taxes extended, or which the board shall estimate will be extended or received, for any year in anticipation of the collection of all or part of which such transfers are to be made, (c) the aggregate amount of warrants or notes theretofore issued in anticipation of the collection of such taxes under this Act together with the amount of interest accrued and which the community college board estimates will accrue thereon, (d) the amount of monies which the community college board estimates will be derived for any year from the State, Federal

government or other sources in anticipation of the receipt of all or part of which such transfer is to be made, (e) the aggregate amount of receipts from taxes imposed to replace revenue lost by units of local government and school districts as a result of the abolition of ad valorem personal property taxes, pursuant to Article IX, Section 5(c) of the Constitution of the State of Illinois, which the corporate authorities estimate will be set aside for the payment of the proportionate amount of debt service and pension or retirement obligations, as required by Section 12 of "An Act in relation to State Revenue Sharing with local government entities", approved July 31, 1969, as amended, and (f) the aggregate amount of monies theretofore transferred from the working cash fund to the educational fund or operations and maintenance fund in anticipation of the collection of such taxes or of the receipt of such other monies from other sources. The amount which the resolution shall direct the community college treasurer so to transfer in anticipation of the collection of taxes levied or to be received for any year, together with the aggregate amount of such anticipation tax warrants or notes theretofore drawn against such taxes and the amount of the interest accrued and estimated to accrue thereon, the amount estimated to be required to satisfy debt service and pension or retirement obligations, as set forth in Section 12 of "An Act in relation to State revenue sharing with local government entities", approved July 31, 1969, as amended, and the aggregate amount of such transfers theretofore made in anticipation of the collection of such taxes may not exceed 90% of the actual or estimated amount of such taxes extended or to be extended or to be received as set forth in the resolution. The amount which the resolution shall direct the community college treasurer so to transfer in anticipation of the receipt of monies to be derived for any year from the State, Federal government or from other sources, together with the aggregate amount theretofore transferred in anticipation of the receipt of any such monies, may not exceed the total amount which it is so estimated will be received from such source. Any community college district may also abolish its working cash fund upon the adoption of a resolution so providing and directing the transfer of any balance in such fund to the operating funds. If a community college district elects to abolish its working cash fund

under this provision, it shall not establish another working cash fund, unless approved by the voters of the community college district in the manner provided by Article III of this Act. When monies are available in the working cash fund, they shall, unless the community college district has abolished its working cash fund pursuant to this Section, be transferred to the educational fund and operations and maintenance fund and disbursed for the payment of salaries and other educational purposes and operation and maintenance of facilities purposes expenses so as to avoid, whenever possible, the issuance of tax anticipation warrants.

Monies earned as interest from the investment of the working cash fund, or any portion thereof, may be transferred from the working cash fund to the educational fund or operations and maintenance fund of the district without any requirement of repayment to the working cash fund, upon the authority of the board by separate resolution directing the treasurer to make such transfer and stating the purpose therefore.

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

805/3-38. Lease of Equipment, Machinery and Buildings or Land

To lease, with or without an option to purchase, for a period not to exceed 5 years or purchase under an installment contract extending over a period of not more than 5 years, with interest at a rate not to exceed 6% per year on the unpaid principal, such apparatus, equipment, machinery or other personal property as may be required when authorized by the affirmative vote of 2/3 of the members of the board. To lease for a period not to exceed 20 years such rooms, buildings and land, or any one or more of such items, as may be required when authorized by the affirmative vote of 2/3 of the members of the board. The provisions of this Section do not apply to guaranteed energy savings contracts or leases entered into under Article V-A.

(Source: P.A. 99-655, eff. 7-28-16.)

Appendix D – Glossary

Abatement. A reduction of a previously recorded expenditure or receipt by such things as refunds, rebates, and collections for loss or damages to school property.

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.

Account Number. A defined code for recording and summarizing financial transactions.

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

Action Plan. Specific steps taken to meet the objectives stated in the departmental/divisional Unit Plan. Action Plans are evaluated periodically to assess progress toward the objectives.

Administrative Staff. 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.

Appropriation. An authorization that enables the College to make expenditures and incur obligations for a specific purpose.

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

Audit. 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. 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.

Balanced Budget. Budget for which expenditures are equal to income.

Bid Letting. Refers to the process of seeking bids and awarding contracts for goods and services required by the College.

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. Generally issued for a specific purpose or project, such as construction of a new facility.

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

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.

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.

Budgeting for Outcomes (BFO). A budget process that will enable the institution to further refine its efforts to act and re-act more timely and effectively to changing educational and economic climates. This is accomplished by starting with a set of results and encouraging creative ways to achieve them, effectively aligning resources with the results produced.

Buildings. Facilities permanently affixed to the land, including their associated heating and air-conditioning systems, electrical and sound systems, plumbing and sewer systems, elevators, and other fixed equipment.

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 is 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.

Cash. Money or its equivalent; usually ready money. Money in hand, either in currency, coin, or other legal tender, or in bank bills or checks paid and received, bank deposits and NOW accounts, bank notes or sight drafts, bank's certificates of deposit, municipal orders, warrants, or scrip.

Cash Basis. An accounting system that records only cash receipts and disbursements. An encumbrance system may be used in conjunction with a cash basis accounting system.

Chart of Accounts. List of all accounts generally used in an accounting system. In addition to account title, the chart includes an account number which has been assigned to each account. Accounts in the chart are arranged with accounts of a similar nature; for example, assets and liabilities.

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. Expenses associated with business-related travel.

Contingency. Budgetary appropriations 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, and developmental education, English as a second language, homemaking, general studies, vocational retraining, and personal development and classified with reimbursable credit hours.

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

Corporate Personal Property Replacement Tax. This tax is collected by the Illinois Department of Revenue as a replacement for the personal property tax.

Cost Effectiveness. The extent to which resources allocated to a specific objective under each of several alternatives actually contribute to accomplishing that objective.

Course. An educational unit within the instructional programs dealing with a particular subject consisting of instructional periods and one or more delivery systems.

Course Level. The institutional categorization for the level of offering of a specific course. The categorization generally is derived from the level of student to which any particular course offering within a discipline is primarily directed.

Credit Hours. The number of credits that will be earned by the student for successful completion of a course.

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 year. 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. 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.

Deferred Charges. Includes expenditures which are not chargeable to the fiscal year in which they are made, but are carried over on the asset side of the balance sheet pending amortization or other disposition. Deferred charges differ from prepaid expenditures in that they usually extend over a long period of time and may or may not be regularly recurring costs of operation.

Deferred Revenue. Those monies or entitlements which have been recognized as revenues, but have not been received and are therefore not available for use.

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

Depreciation. A fall in value or reduction of worth. The deterioration, or the loss or lessening in value, arising from age, use and improvements due to better methods.

Direct Costs. Those elements of cost which can be easily, obviously, and conveniently identified with specific activities or programs, as distinguished from those costs incurred for several different activities or programs and those elements are not readily identified with specific activities. See also indirect costs.

Dual Enrollment. This program gives a high school junior or senior a jump-start on a college education by providing the opportunity to earn college credit while simultaneously working toward a high school diploma.

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.

Employee Benefits. The cost of all employee benefits including the portion of insurance paid 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.

Encumbrances. Actual or anticipated liabilities provided for by an appropriation which is recognized when a contract, purchase order, or salary commitment is made. It reduces the appropriation to avoid expenditure of funds needed to pay anticipated liabilities or expenditures.

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. 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). 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. 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.

Financial Statement. Formal summary of accounting records setting forth the district’s financial condition and results of operations.

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.

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 15 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 30. The full-time equivalent for faculty is 30 instructional hour equivalents per year. The full-time equivalent for classified staff is 40 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.

Fund Balance. Balance of a fund after all liabilities have been deducted from the assets of the fund. Also termed Fund Equity.

Fund Equity. The balance of a fund after all liabilities have been deducted from the assets of the fund.

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 Fund. Consists of the Education Fund and the Operations and Maintenance Fund, also referred to as the Operating Funds. These are used to account for all financial resources except those required to be accounted for in another fund.

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

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

Headcount. A body count of students or employees without regard to full time equivalency. Headcounts may be duplicated or unduplicated.

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. 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.

Inventory. A detailed list or record showing quantities, descriptions, values, and units of measure and unit prices of property on hand at a given time. Also, the cost of supplies and equipment on hand not yet distributed to requisitioning units.

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.

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, Public Safety, 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.

Liabilities. Obligations incurred by the college when ownership passes that must be liquidated, renewed, or refunded at a future date.

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. 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.

Modified Accrual Basis Accounting. Any accounting system that records revenue when susceptible to accrual both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay the liabilities of the current period. Expenditures other than interest on long-term debts generally are recognized when the related fund liability is incurred.

Net Current Assets. The difference between current assets and current liabilities, also known as working capital.

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

Office Staff. 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 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. This category is to be used for positions graded 99 and below or any non-graded work assignment.

Performance Budget. A budget that is structured to allow for expenditure analysis based upon measurable performance of predetermined objectives established by each activity.

Professional, Technical Staff. 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.

Program Budgeting. A resource allocation technique which facilitates the organization and identification of the activities of an institution in terms of its objectives, displays the cost of these activities over an extended time frame, and relates these activities and their costs to the outputs of the institution's programs. The budgeting aspect of a planning, programming, and budgeting systems.

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.

Receipt. The actual receipt of cash.

Reimbursable Credit Hour. An ICCB-certified instructional credit hour used as the basis for distributing selected ICCB grants.

Reserve. An account used to segregate a portion of the surplus not currently available for appropriations or expenditures.

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.

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. Refers to those employees engaged in housekeeping and the maintenance/repair of College facilities and equipment.

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

Student Chargeback. Fee paid for a student of one community college district attending a community college in another district to pursue a curriculum not offered in the college of his or her home district. The home community pays the college which the student attends a chargeback at the rate established in the chargeback calculations for each college.

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

Student Services. 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.

Surplus. An excess of revenues over expenditures and transfers.

Technology Fee. Assessed to students enrolled in college credit classes,

provides the funds for annual licensing and maintenance fees for support of systems used to provide core College related services.

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.

Traditional Budget. A budget that is structured primarily upon objects of expenditure rather than a program or organizational structure.

Uniform Financial Reporting System. The system developed by the Illinois Community College Board to collect uniform financial data from all the Illinois community colleges for data analysis, comparisons, and review.

Unit Plan. Developed annually by individual departments or units of the College to meet measurable College-wide objectives as determined by the College Strategic Priorities.

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.

Appendix E - Acronyms

AA	Affirmative Action	HLC	Higher Learning Commission
ABE	Adult Basic Education	IBHE	Illinois Board of Higher Education
AQIP	Academic Quality Improvement Program	ICCB	Illinois Community College Board
ARPA	American Rescue Plan Act	IDES	Illinois Department of Employment Security
ASE	Adult Secondary Education	IDOL	Illinois Department of Labor
BFO	Budgeting for Outcomes	IFT	Illinois Federation of Teachers
BHC	Black Hawk College	IPTIP	Illinois Public Treasurer's Investment Pool
CARES	Coronavirus Aid, Relief, and Economic Security Act	ISDLAF	Illinois School District Liquid Asset Fund
CFDA	Catalog of Federal Domestic Assistance	ISBE	Illinois State Board of Education
CIP	Capital Improvement Plan	ITS	Information Technology Systems
CPI	Consumer Price Index	LPS	Liability, Protection and Settlement Fund
CPPRT	Corporate Personal Property Replacement Tax	MAP	Monetary Award Program
CQIN	Continuous Quality Improvement Network	NSF	National Science Foundation
CRRSAA	Coronavirus Response and Relief Supplemental Appropriations Act	NTU	National Technical University
		O&M	Operations and Maintenance
CWO	College Wide Objectives	PACE	Personnel Assessment of the College Environment
DCEO	Dept. of Commerce and Economic Opportunity	PHS	Protection, Health & Safety
DOE	Department of Education (Federal)	PPB	Program Performance Budgeting
EAV	Equalized Assessed Valuation	PTAC	Procurement Technical Assistance Center
EC	East Campus	QC	Quad-Cities
EEO	Equal Employment Opportunity	RAMP	Resource Allocation and Management Plan
EMMA	Electronic Municipal Market Access Systems	SBDC	Small Business Development Center
ESL	English as a Second Language	SEOG	Supplemental Educational Opportunity Grant
FAFSA	Free Application for Federal Student Aid	SMSA	Standard Metropolitan Statistical Area
FASB	Financial Accounting Standards Board	SOS	Secretary of State
FMM	Fiscal Management Manual	SURS	State Universities Retirement System
FTE	Full-time Equivalent	TPA	Third Party Administrator
FY	Fiscal Year	UAW	United Auto Workers
GAAP	Generally Accepted Accounting Principles	UFRS	Uniform Financial Reporting System
GASB	Governmental Accounting Standards Board	VTEP	Voluntary Termination of Employment Plan
GEER	Governor's Emergency Education Relief Fund	WIA	Workforce Investment Act
GFOA	Government Finance Officers Association	WIU	Western Illinois University
HECA	Higher Education Cooperation Act	ZBB	Zero-based Budgeting
HEERF	Higher Education Emergency Relief Fund		

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