# Financial Plan 2024-2026



Fiscal Years 2024-2026
Community College District No. 525
Joliet, Illinois

# JOLIET JUNIOR COLLEGE Community College District 525

# Three Year Financial Plan

2024 - 2026

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## COMMUNITY COLLEGE DISTRICT NO. 525 Three Year Financial Plan 2024 – 2026

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I. Executive Summary	

**COMMUNITY COLLEGE DISTRICT NO. 525** 

Three-Year Financial Plan Years Ended June 30, 2024 through 2026 Executive Summary

This document represents a three-year financial plan that sets forth a framework for the Board of Trustees and the administration to examine future implications of major financial decisions. This Three-Year Financial Plan is part of the annual planning cycle that integrates the financial resources necessary to meet the college's strategic objectives. This document is updated annually and is divided into four sections.

- 1) **Executive Summary.** Integrates the assumptions and summarizes conclusions reached in this three-year financial plan.
- 2) **Projections and Assumptions.** The three-year projections included are for all funds of the college except for those funds that are self-supporting such as the Auxiliary and Restricted Purpose Funds.
- 3) **Historical Data.** Summarizes the financial history to determine trends and to be used as a basis for many of the assumptions within the plan.
- 4) **Peer College Statistics.** Summarizes how the college compares to our peer community colleges within northeast Illinois, along with a comparison to statewide averages.

#### **Revenue Assumptions**

The major operating funds of the college consist of the Education and Operation and Maintenance (O&M) Funds. The major sources of revenue for these funds consist of property taxes, tuition, and state funding. The assumptions used for these categories are summarized as follows:

	Increase	Increase	Increase
	<b>FY2024</b>	FY2025	<b>FY2026</b>
Property Taxes	6.20%	4.25%	3.25%
Tuition Rate	\$116/cr. hr.	\$116/cr. hr.	\$116/cr. hr.
Tuition Increase	\$0/cr. hr.	\$0/cr. hr.	\$0/cr. hr.
Enrollment	1.50%	1.50%	1.50%
Reimbursable Credit Hours	-6.81%	-5.66%	0.00%
State Funding Rate Per Cr. Hr.	7.00%	0.00%	0.00%

**Property Taxes.** The district's property tax revenue is restricted by two factors - the Property Tax Extension Limitation Law (PTELL) and rates on individual funds.

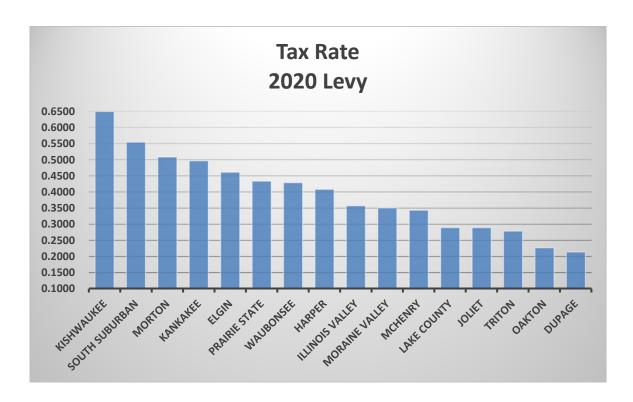
PTELL limits the district's overall tax rate by the Consumer Price Index (CPI) plus any new property in the district. The maximum overall rate under PTELL for tax year 2021 was \$.2548 per \$100 of equalized assessed valuation (EAV). In addition, the maximum individual fund rates are as follows:

Education Fund	\$0.750 per \$100 of EAV
Operation & Maintenance Fund	\$0.100 per \$100 of EAV
Audit Fund	\$0.005 per \$100 of EAV
Life Safety Fund	\$0.100 per \$100 of EAV
Liability, Protection & Settlement Fund	No Limit

The CPI increase allowed under PTELL has averaged 1.96% over the last five years. Property taxes collected over the last five years have increased annually, on average, 3.37%, excluding debt service. For Fiscal 2022, this increase was 1.83% based on the final levy including debt service and 2.27% excluding debt service.

The reason for the annual increases exceeding the CPI has been the amount of new property in the district. The current estimate indicates a 6.20% increase for Fiscal 2023, which represents a 5.00% increase from CPI and a 1.20% increase in new property. The projected increase for Fiscal 2024 is 6.20% due to CPI for the current year being 6.50%, (capped at a 5% increase by PTELL) and a 1.20% increase from new property. New property growth is expected to be similar to last year. For Fiscal 2025 and Fiscal 2026, an overall 4.25% and 3.25% increase respectively, is used based on combined CPI and new construction.

To maintain a balanced budget for operating funds, District 525 has levied the maximum allowed under PTELL. The district has not had an operating tax rate increase since 1977, but was successful in passing a building bond referendum that increased the 2009 tax rate by \$0.02. In comparison to other community colleges in northeastern Illinois, JJC has the fourth lowest tax rate as demonstrated by the following chart.



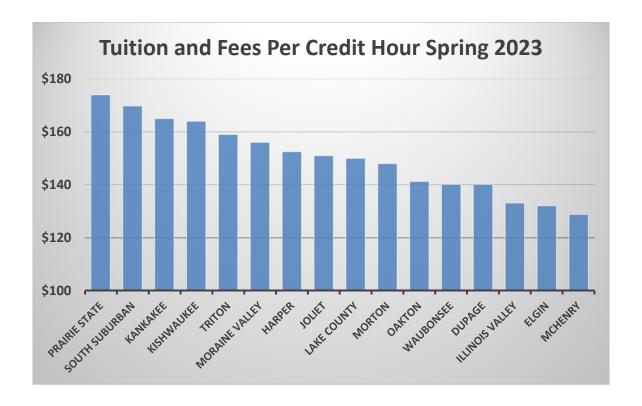
**Tuition and Fees.** Over the last ten years, credit hours have decreased by 37.64%. Currently, the college has experienced a 6.11% decrease in fall 2022 credit hour enrollment based on 10<sup>th</sup> day and a 2.72% decrease for the spring 2023 credit hours. Overall, the college has experienced a 5.67% decrease in enrollment for Fiscal 2023. Due to the improving economy over the past several years, enrollment had slowly dropped from its high in Fiscal 2011. The disruption caused by COVID 19 and restricting classes to an online format caused a large drop in enrollment that the college is starting to see level out now that in-person classes have started to resume. Spring 2023 enrollment for students who pay for college actually increased by 3.82%. For Fiscal 2024 through

2026 an annual 1.5% growth in enrollment is projected as the college returns to offering in-person learning and the disruption of COVID 19 subsides.

For Fiscal 2024, no increase in tuition and fees rates are projected.

	FY23	FY24	Increase	
Tuition Rate	\$ 116.00	\$ 116.00	\$	-
Capital Fee	21.00	21.00		-
Technology Fee	10.00	10.00		-
Student Activity Fee	4.00	4.00		-
Total	\$ 151.00	\$ 151.00	\$	-

As of spring 2023, JJC's tuition and fees of \$151 per credit hour is slightly above our peer average of \$150.23. These tuition and fees per credit hour range from a high of \$174 to a low of \$128.25. For tuition charges only, JJC's current rate of \$116 per credit hour is well below our peer average of \$132.52 and the state average of \$135.30. JJC's fees are the fourth highest due to the capital assessment fee enacted to pay for the master plan financing. The following chart represents a comparison of JJC's current tuition and fees to other colleges in northeast Illinois.



**State Sources.** State funding is based on credit hours earned two years prior to the current year, multiplied by the current year reimbursement rate. The number of credit hours used in the state's funding formula for the college has decreased 6.81% for Fiscal 2024 due to the enrollment experienced in Fiscal 2022. System wide, for all community colleges in Illinois, credit hours decreased 7.07%. With the State of Illinois' fiscal issues improving over the last two years, the

budget adopted for Fiscal 2023 increased funding by 5% for community colleges. A conservative estimate for state funding is currently being used since the Governor has not released a proposed budget for Fiscal 2024. The college projects the funding rates to increase by 7.00% for Fiscal 2024 to coincide with the overall decrease in community college credit hours followed by no change in the funding rates for 2025 and 2026. When combined with our enrollment, this results in level funding for Fiscal 2024, a decrease of 5.45% in Fiscal 2025 and no change in Fiscal 2026.

## **Expenditure Assumptions**

For the operating funds (Education and Operation and Maintenance) of the college, the largest expenditure is personnel costs. Currently, personnel costs represent 79% of the total operating expenses of the college. The following summarizes the expenditure assumptions used in the three-year financial plan.

	% Increase FY2024	% Increase FY2025	% Increase FY2026
Salaries	2.50-5.00%	2.50-5.00%	2.50-5.00%
Benefits	6.00%	6.00%	6.00%
Other Expenditures	5.00%	2.00%	2.00%
O&M Utilities	10.00%	4.00%	6.00%
Contingency – Education Fund	\$500,000	\$500,000	\$500,000
Contingency – O & M Fund	\$200,000	\$200,000	\$200,000

The college has separate union contracts that cover faculty, adjunct faculty, support and technical staff, clerical, campus police, facility services and food service employees. The increases from the current contractual agreements have been used in the projections.

Fiscal 2024 benefits are factored to increase based on medical cost trending for the college. For Fiscal 2024, 2025 and 2026 benefits are factored at a 6% increase. The college is self-funded for its health, Rx, dental and vision insurance. A detail projection of that fund is included on pages II-16 and II-17. Other expenditures are budgeted with an inflationary rate of 5% for Fiscal 2024 and 2% per year for Fiscal 2025 and 2026.

Contingency in the Education Fund is budgeted at \$500,000. Contingency in the Operation and Maintenance Fund is budgeted at \$200,000.

Capital Expenditures. Funding for repair and upkeep of the college's aging buildings had been severely restricted due to tax caps and no O & M rate increase since 1977. These funding restrictions caused a serious backlog of deferred maintenance. Prior strategic plans recognized this tremendous need and established the maintaining of current facilities as a quality improvement area. In 2003, the Board of Trustees initiated a comprehensive plan to address deferred maintenance issues. The plan included issuance of \$9.7 million in debt certificates to reduce the backlog of deferred maintenance and the establishment of a capital assessment fee of \$4 per credit hour to repay the debt certificates. In Fiscal 2005, the capital assessment fee was increased to \$6 per credit hour to fund the construction of a new parking lot.

In addition to the operating funds, the college has received funding for capital renewal and replacement from other sources. The Operation and Maintenance Restricted Fund accounts for these funds and a detailed projection is found on pages II-10 to II-12. The amount available from this fund includes approximately \$1,100,000 to \$1,185,000 annually in Life Safety funds and transfers from the Operations and Maintenance fund of \$3,475,000 in Fiscal 2024 and \$2,875,000

for Fiscal 2025 and 2026. Until capital renewal grants from the state are approved, they are not included in the projections.

A new master plan was unveiled in Fiscal 2008 to create a new vision for the college that was based on a detailed analysis of existing space, growth and needs. For Fiscal 2009, the capital assessment fee was increased an additional \$9 to a total of \$14 per credit hour with an additional \$2 increase in Fiscal 2010 and a \$1 increase in Fiscal 2011. This additional revenue is projected to repay the \$70 million in alternate revenue bonds.

In 2013, an update to the college's master plan was approved and during Fiscal 2014, the capital assessment fee was increased an additional \$4 to a total of \$21 per credit hour. This additional revenue is projected to repay the \$45 million in alternate revenue bonds that were issued to build an events center/multipurpose building and an expansion of the Romeoville Campus.

In the 2018 update to the college's master plan, there were no large-scale new construction projects considered and instead, focused on recapturing and remodeling existing spaces. Projects completed included: renovation of the college's police station, renovation of unutilized space at the main campus to house a respiratory therapy program and completion of site work at the college's City Center campus. These projects were funded by existing reserves in the Operations & Maintenance Restricted Fund.

In 2023 the college updated its master plan. This plan does not consider large-scale new construction projects and continues to focus on recapturing and remodeling existing spaces. To minimize the burden on taxpayers and students, the college intends to fund major capital and programmatic projects through the use of operating surpluses rather than debt issuances.

#### **Other Funds**

Included in the projections and assumptions sections are projections for other funds that have a significant impact on the overall financial health of the college.

**Liability, Protection and Settlement Fund.** These projections are shown on pages II-13 to II-15. This fund is supported by a separate tax levy which funds the tort liability, property insurance and unemployment insurance. The fund is projected to show small deficits in Fiscal 2024, 2025 and 2026. As of June 30, 2022, the fund balance was \$968,799. A reasonable fund balance is needed to provide a safety net for any future claims and/or settlements.

**Health Insurance Fund**. The college is self-insured for employee health costs. The funds of the college are charged a premium based on the number of employees and these charges are deposited into this fund to pay actual health costs. The three-year projections assume increases of 6% for Fiscal 2024, 2025 and 2026. Based on national trends in health care costs, there would be a projected deficit over the next three years, but reserves currently represent 106% of projected health claim costs, which will enable the college to cover these deficits. If health claims costs accelerate, the college, along with its employees, will need to fund a larger than expected increase in health costs.

#### **Fund Balances**

The college has a policy of a balanced operating budget with which it has complied with over the last 50 years. Any significant excesses in the operating funds are transferred by board resolution each year to be used for future instructional and academic equipment purchases or major capital projects. In addition, the college maintains a working cash fund that may be used to pay expenses until property taxes are received. As of June 30, 2022, these reserves were as follows:

Operating reserves	\$ 32,511,962
Working Cash Fund	\$ 6,751,778
Instructional and academic equipment reserve	\$ 1,623,350
Operations & Maintenance Restricted Fund	
Life safety projects	\$ 418,674
Deferred maintenance & future capital projects	 35,858,759
Total Operations & Maintenance Restricted Fund	\$ 36,277,433

The history of the college's fund balances is detailed on page III-14.

Annual property taxes received, which is the major source of revenue, are currently \$57.0 million, excluding debt service. The receipt of annual property taxes does not begin until June of each year. Due to the timing of property tax receipts, the college needs to maintain adequate reserves to fund expenses during the first 11 months of the year. The reserves listed above total \$77.2 million, which represents 108% of the annual property tax receipts. If this ratio decreases below 75%, cash flow needs in the last quarter of the fiscal year may require short-term borrowing.

#### **Strategic Planning**

The District's mission is determined by the Illinois Community College Act, which establishes the statewide community college system. Simply stated, the mission is to serve the post-secondary educational needs of the residents of Community College District No. 525. To fulfill this mandate, the District, through its strategic planning process, has expanded its mission and vision to be in concert with the educational needs of its constituents.

#### Mission

Joliet Junior College inspires learning, strengthens communities and transforms lives.

#### Vision

Joliet Junior College is the first choice for learning, working and cultivating pathways to prosperity.

#### **Strategic Goals**

- 1. Enhance the learning experiences of students to prepare them for educational, career and personal success.
- 2. Provide exceptional and accessible services to students as they explore and pursue their personal, academic and career goals through the college's guided academic pathways.
- 3. Strengthen operational effectiveness.
- 4. Elevate the perception of the college
- 5. Pursue excellence in equity, engagement and inclusion.
- 6. Improve the coordination of external outreach.

#### **Future**

The purpose of this three-year financial plan is to examine and set forth financial issues that the Board of Trustees and the administration of the college should plan for and address. In summary, the issues can be defined as follows:

- Addressing potential impact of the state's fiscal issues on the college's budget
- Reallocate existing resources to fund new requests
- Realistic projections in property tax revenues
- No tuition increase
- Modest enrollment growth
- Emphasis on student success
- Responsible reserves
- Implement action plans from the strategic plan

Three major revenue sources are available to District 525: state funding, property taxes and tuition. State funding in the past had been unpredictable, due to the State not adopting complete budgets from Fiscal 2016 through 2018, but the State adopted budgets in Fiscal 2019 and 2020 that increased funding by 2% and 5%, respectively, followed by level funding for Fiscal 2021 and 2022. For Fiscal 2023, the budget adopted by the State increased funding by 5%. While the state's improving economic condition continues to improve, state funding is not expected to be a major source of revenue to address new initiatives.

The second source of revenue is property taxes. This source is restricted by overall tax cap legislation and individual fund rates. The district tax rate has not been increased since 1977 and is the fourth lowest when compared to our peer districts. The last request for an increase in the operating rate was not supported by the taxpayers. Therefore, except for growth in new construction that has been factored into these projections, property taxes are not expected to be a source to address new initiatives.

The third source of revenue is tuition and fees. Tuition and fee revenue increases are a combination of rate increases and enrollment growth. Enrollment growth is restricted by the current staffing, improving economy and low population growth in the district; therefore modest growth is assumed until resources are available, so enrollment growth will not be a viable source of revenue to address the needs as defined above. What remains are tuition and fee increases. No tuition and fee increases

have been factored into the projections with an effort to keep costs within state averages and affordable to the student. As more needs are addressed, future increases in tuition may be required.

## **Summary**

The preceding projections are a basis for discussion and further planning as the college addresses the future needs of District 525 residents. In order to implement the strategic planning initiatives, make the infrastructure needs that will accommodate growth, and maintain progressive educational resources at JJC, additional and greater financial resources will be required. Only with additional resources will Joliet Junior College be able to continue to move forward in the new millennium as an academically challenging, viable and vibrant community college. This document, therefore, will serve as the basis for further discussion and will be part of Joliet Junior College's annual budget building process.

II.	Projections and Assumptions	

# **Education Fund**

	Actual			Projected		Projected			
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26		
Revenue Factors									
Assessed Valuation	21,757,444,189	22,797,857,792	23,638,850,656	24,820,793,189	25,565,416,984	26,332,379,494	27,122,350,879		
CPI	1.90%	2.30%	2.30%	5.00%	5.00%	3.00%	2.00%		
Tax Rate	0.1622	0.1615	0.1610	0.1600	0.1600	0.1600	0.1600		
New Property % increase	1.26%	1.55%	1.61%	1.50%	1.20%	1.25%	1.25%		
Increase in EAV	104.42%	104.78%	103.69%	105.00%	103.00%	103.00%	103.00%		
Total Tuition Hours	268,000	242,400	229,400	230,000	233,450	236,952	240,506		
Tuition Rate	113.00	113.00	113.00	116.00	116.00	116.00	116.00		
Variable Tuition @ 2x	8,000.00	7,800.00	6,100.00	7,500.00	7,500.00	7,500.00	7,500.00		
Variable Tuition @ 1.5x	8,700.00	7,500.00	7,200.00	7,500.00	8,000.00	8,000.00	8,000.00		
Credit hour % increase	97.85%	90.45%	94.64%	100.26%	101.50%	101.50%	101.50%		
Tuition Rate % Increase	100.00%	100.00%	100.00%	102.65%	100.00%	100.00%	100.00%		
Tuition Rate \$ Increase	\$ -	\$ -	\$ -	\$ 3.00	\$ -	\$ -	\$ -		
Apportionment hours paid	248,152	245,275	242,180	230,180	214,500	202,350	202,350		
% Increase in App. Hrs.	97.44%	98.84%	98.74%	95.05%	93.19%	94.34%	100.00%		
Ave. Apportionment rate	31.92	33.79	37.18	39.13	41.87	41.87	41.87		
% Increase in App. Rate	15.97%	5.86%	10.04%	5.25%	107.00%	100.00%	100.00%		
Expenditure Factors									
Salaries					103-104%	103-104%	103-104%		
Adm & Professional Salaries					105.00%	104.00%	104.00%		
Support Staff Salaries					103.00%	105.00%	104.00%		
Clerical Salaries					103.00%	105.00%	104.00%		
Faculty Salaries					105.00%	104.00%	104.00%		
FT Fac Overloads/Extra Pay	/				105.00%	104.00%	104.00%		
PT Fac Summer/Fall/Spring					105.00%	105.00%	105.00%		
Other Salaries					105.00%	104.00%	104.00%		
Student Salaries					109.00%	108.00%	108.00%		
Employee Benefits					106.00%	106.00%	106.00%		
Other Expenses					105.00%	102.00%	102.00%		
Utilities					105.00%	105.00%	105.00%		
New iniatives					\$ 1,000,000	\$ 1,040,000	\$ 1,081,600		
Contingency/New Initiatives					\$ 500,000	\$ 500,000	\$ 500,000		

	Actual			Projected	Projected			
•	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	•
Local Government								
Current Taxes	34,773,867	36,225,265	37,580,071	40,800,000	43,329,600	45,171,108	46,639,169	
Back Taxes	278,580	365,453	388,705	300,000	300,000 A	305,000	A 310,000	A
Other	19,128	20,505	18,655	15,000	15,000 A	15,000	A 15,000	Α
	35,071,575	36,611,223	37,987,431	41,115,000	43,644,600	45,491,108	46,964,169	
State Government								
ICCB State Grant	7,920,670	8,287,220	9,004,185	9,007,000	8,980,978	8,472,266	8,472,266	
ICCB - CTE	658,950	711,800	728,134	700,000	710,500 C	721,158	C 731,975	C
CPPT	2,108,637	2,937,954	6,352,390	2,925,000	3,071,250 I	3,163,388	I 3,226,655	I
Indirects	-	-	159,413	100,000	100,000 A	100,000	A 100,000	A
	10,688,257	11,936,974	16,244,122	12,732,000	12,862,728	12,456,811	12,530,896	
Federal Government								
SEOG/Pell/Indirects	103,760	214,090	86,039	60,000	80,000 A	80,000	A 80,000	A
CARES Act	-	3,599,312	4,863,464	2,750,000	-	-	-	
•	103,760	3,813,402	4,949,503	2,810,000	80,000	80,000	80,000	•
Tuition and Fees								
Tuition	32,684,277	28,641,353	27,612,597	28,300,000	28,790,200 T	29,196,403	T 29,608,699	T
Tuition - Dual Credit	202,200	163,250	145,350	170,000	170,000	170,000	170,000	
Tuition - Variable	-	· -	· -	-	-	· -	-	
Course Fees	214,762	204,049	274,064	228,000	<b>231,420</b> C	234,891	C 238,415	C
Charge back	-	· -	· -	-	- T	•	Т -	T
•	33,101,239	29,008,652	28,032,011	28,698,000	29,191,620	29,601,294	30,017,114	•
Interest	977,993	155,285	130,795	2,600,000	2,500,000 E	2,550,000	E 2,600,000	E
Other Revenues	716,904	715,348	723,991	450,000	450,000 A	450,000	A 450,000	A
Transfer from other funds	34,012	122,211	58,812	198,800	275,000	1,055,000	925,000	_
Total Ed Fund Revenues	80,693,740	82,363,095	88,126,665	88,603,800	89,003,948	91,684,213	93,567,178	=

	Actual			Projected	Projected			
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
Salaries								
Adm Salaries	3,729,794	4,129,440	4,213,829	5,021,953	5,273,051	5,483,973	5,703,332	
Professional Salaries	2,518,491	2,887,353	3,160,759	3,999,601	4,199,581	4,367,564	4,542,267	
Support & Clerical Salaries	10,808,665	11,097,804	12,191,345	12,881,906	13,268,363	13,931,781	14,489,053	
Faculty Salaries	20,957,688	21,403,679	21,341,210	22,998,365	24,148,283	25,114,215	26,118,783	
Chair/Coordinator	898,662	845,320	837,290	886,930	931,277	968,528	1,007,269	
FT Fac Overloads/Extra	5,169,336	5,627,526	5,305,423	5,644,375	5,926,594	6,163,658	6,410,204	
PT Faculty	5,108,287	4,026,252	4,938,998	5,846,700	6,139,035	6,445,987	6,768,286	
Comp study	-	-	-	-	250,000	260,000	270,400	
Other Salaries	924,518	1,046,313	25,043	162,800	170,940	177,778	184,889	
Early Retirement	(1,863)	261,856	210,000	315,000	315,000	315,000	315,000	
Student Salaries	19 <sup>1</sup> ,151	149,088	271,313	583,567	636,088	686,975	741,933	
Vacancy Savings	-	-	-	-	(1,000,000)	(1,500,000)	(1,500,000)	
_	50,304,729	51,474,631	52,495,210	58,341,197	60,258,211	62,415,457	65,051,415	
Employee Benefits	11,029,976	11,075,277	10,930,394	12,780,347	13,547,168	14,359,998	15,221,598	
Other Expenses	4,606,335	4,483,614	4,931,208	6,195,306	6,505,071	6,635,173	6,767,876	
Utilities	-	-	-	3,000	3,150	3,308	3,473	
Capital Outlay								
Instructional	4,019	-	-	-	50,000	75,000	100,000	
Academic Support	-	-	-	-	-	-	· -	
Student Services	32,583	23,518	-	100,000	-	-	-	
Public Service	· -	-	-	-	-	-	-	
General Administration	_	-	-	-	-	-	-	
Institutional Support	-	-	83,496	-	-	-	-	
_	36,602	23,518	83,496	100,000	50,000	75,000	100,000	

	Actual			Projected		Projected		
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
Other								
New Initiatives	-	-	-	-	1,000,000	1,040,000	1,081,600	
Dual Credit Scholarships	-	-	-	100,000	102,000	102,000	102,000 I	
Non Tuition Expense	1,977,786	1,270,673	893,053	2,210,000	2,243,150 T	<b>2,276,797</b> T	2,310,949 T	
Dual Credit Tuition	2,878,562	2,731,662	3,011,005	2,668,000	2,708,020 T	2,748,640 T	2,789,870 T	
Tuition Charge Back	3,819	-	-	-	- T	- T	- T	
Bank Charges/Credit Card	209,922	211,565	222,459	336,500	341,548 T	346,671 T	<b>351,871</b> T	
Other - misc and bad debts	1,518,432	144,309	383,813	688,670	699,000 T	<b>709,485</b> T	<b>720,127</b> T	
	6,588,521	4,358,209	4,510,330	6,003,170	7,093,718	7,223,593	7,356,417	
Contingency/New Initiatives	-	-	-	500,000	500,000	500,000	500,000	
Transfers Out								
Food Service	193,003	-	-	-	50,000	51,000	52,020	
Foundation	506,350	540,382	478,062	500,900	525,945	536,464	547,193	
O&M Restricted fund	6,500,000	9,500,000	10,000,000	-	-	-	-	
Auxiliary transfer - Auto shop	74,756	-	-	-	-	-	-	
Auxiliary transfers - athletics	226,350	102,536	95,000	447,880	470,274	479,679	489,273	
	7,500,459	10,142,918	10,573,062	948,780	1,046,219	1,067,143	1,088,486	
Total Ed Fund Expenditures	80,066,622	81,558,167	83,523,700	84,871,800	89,003,537	92,279,672	96,089,265	
· <u> </u>					. ,		. ,	
Surplus (Deficit)	627,118	804,928	4,602,965	3,732,000	411	(595,459)	(2,522,086)	

A Projection based on prior years history. C Increase based on credit hour increase

E Interest rates are estimated. Increase is projected once market stabilizes.

I Increase based on inflation (CPI)

T Increase based on tuition and credit hour increases.

# **Operation and Maintenance Fund**

# OPERATION MAINTENANCE FUND PROJECTIONS Years Ended June 30, 2024 through 2026

		Actual				Projected	
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Revenue Factors							
Assessed Valuation	21,757,444,189	22,797,857,792	23,638,850,656	24,820,793,189	25,565,416,984	26,332,379,494	27,122,350,879
CPI	1.90%	2.30%	2.30%	5.00%	5.00%	3.00%	2.00%
Tax Rate	0.0889	0.0867	0.0846	0.0845	0.0845	0.0845	0.0845
New Property % increase	1.26%	1.55%	1.61%	1.50%	1.20%	1.25%	1.25%
Increase in EAV	104.42%	104.78%	103.69%	105.00%	103.00%	103.00%	103.00%
Expenditure Factors							
Salaries					103-104%	103-104%	103-104%
Adm & Professional Salaries					105.00%	104.00%	104.00%
Support & Clerical Salaries					103.00%	105.00%	104.00%
Service Staff					105.00%	104.00%	104.00%
Student Salaries					109.00%	108.00%	108.00%
Employee Benefits					106.00%	106.00%	106.00%
Other expenses					105.00%	102.00%	102.00%
Utilities					110.00%	104.00%	106.00%
Capital Outlay					\$ 300,000	\$ 325,000	\$ 350,000
Contingency					\$ 200,000	\$ 200,000	\$ 200,000

## OPERATION MAINTENANCE FUND PROJECTIONS

Years Ended June 30, 2024 through 2026

		Actual		Projected	Projected			
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
Revenue								
Local Government								
Current Taxes	19,059,958	19,446,922	19,742,610	20,150,000	21,399,300	22,308,770	23,033,805	
Back Taxes	160,207	204,589	221,463	115,000	150,000	154,500	159,135	
Other	<u>-</u>	<u> </u>				<u> </u>		
	19,220,165	19,651,511	19,964,073	20,265,000	21,549,300	22,463,270	23,192,940	
Other	575	9,824	213,831	-	-	-	-	
Interest	-	-	-	-	-	-	-	
Facilities Rental	99,533	126,407	100,665	85,000	85,000	85,000	85,000	
Transfer from other funds			<u> </u>	<u> </u>		<u> </u>	<u>-</u>	
Total O&M Revenues	19,320,273	19,787,742	20,278,569	20,350,000	21,634,300	22,548,270	23,277,940	

# OPERATION MAINTENANCE FUND PROJECTIONS Years Ended June 30, 2024 through 2026

		Actual		Projected		Projected	
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Expenditures							
Salaries							
Adm Salaries	372,621	307,151	246,464	267,164	280,522	291,743	303,413
Professional Salaries	585,607	489,022	559,253	727,405			826,099
Support & Clerical Salaries	1,170,166	1,139,511	1,330,126	1,369,718	1,410,810	1,481,350	1,540,604
Service Staff	5,562,520	5,468,711	5,862,655	6,160,583	6,468,612	6,727,357	6,996,451
Student Salaries	76,472	50,822	21,505	301,553	328,693	354,988	383,387
	7,767,386	7,455,217	8,020,003	8,826,423	9,252,412	9,649,764	10,049,954
Employee Benefits	2,219,650	2,167,986	2,397,783	2,691,546	2,853,039	3,024,221	3,205,674
Other Expenses	1,594,989	1,461,877	1,603,042	1,940,799	2,037,839	2,078,596	2,120,168
Utilities	2,201,550	1,971,860	2,134,217	3,072,532	3,379,785	3,514,977	3,725,875
Capital Outlay	81,511	77,419	224,128	243,700	300,000	325,000	350,000
Contingency	-	-	-	200,000	200,000	200,000	200,000
Transfers Out							
To Education	-	-	-	-	100,000	880,000	750,000
To O&M Restricted	5,275,000	6,475,000	4,975,000	3,375,000	3,475,000	2,875,000	2,875,000
To O&M Restricted	5,275,000	6,475,000	4,975,000	3,375,000	3,575,000	3,755,000	3,625,000
Total O&M Expenditures	19,140,086	19,609,359	19,354,173	20,350,000	21,598,075	22,547,558	23,276,671
Surplus (Deficit)	180,187	178,383	924,396	<u> </u>	36,225	713	1,269

# **Operation and Maintenance Restricted Fund**

## OPERATION AND MAINTENANCE RESTRICTED FUND PROJECTIONS

Years Ended June 30, 2024 through 2026

	Actual			Projected		Projected	
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Revenue Factors							
Assessed Valuation	21,757,444,189	22,797,857,792	23,638,850,656	24,820,793,189	25,565,416,984	26,332,379,494	27,122,350,879
CPI	1.90%	2.30%	2.30%	5.00%	5.00%	3.00%	2.00%
Tax Rate	0.0049	0.0046	0.0044	0.0045	0.0045	0.0045	0.0045
New Property % increase	1.26%	1.55%	1.61%	1.50%	1.20%	1.25%	1.25%
Increase in EAV	104.42%	104.78%	103.69%	105.00%	103.00%	103.00%	103.00%
Tuition Hours	268,000	242,400	229,400	230,000	233,450	236,952	240,506
Less Adult Ed hours	11,264	5,865	10,706	14,000	14,210	14,423	14,639
Less Dual Credit & Union	23,272	24,174	26,646	23,500	23,853	24,210	24,573
Net Paid Tuition Hours	233,464	212,361	192,048	192,500	195,388	198,318	201,293
Capital Assessment Fee	21.00	21.00	21.00	21.00	21.00	21.00	21.00
Credit hour % increase	-2.15%	-9.55%	-5.36%	0.26%	1.50%	1.50%	1.50%
Expenditure Factors							
State Grants					-	-	-
Debt Payments					Per Schedule	Per Schedule	Per Schedule

OPERATION AND MAINTENANCE RESTRICTED FUND PROJECTIONS Years Ended June 30, 2024 through 2026

		Actual		Projected		Projected	
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Revenue							
Local Government							
Current Taxes	1,048,431	1,031,448	1,027,273	1,040,000	1,104,480	1,151,420	1,188,842
Back Taxes	9,019	11,233	11,700	-	-	-	-
TIF reimbursement - Channahon	338,530	300,236	333,925	200,000	200,000	205,000	210,000
	1,395,980	1,342,917	1,372,898	1,240,000	1,304,480	1,356,420	1,398,842
Capital Assessment Fee	4,900,441	4,456,190	4,030,184	4,042,500	4,103,138	4,164,685	4,227,155
State/Federal Grants	-	444,252	1,338,294	200,000	-	-	-
RAMP Projects	378,811	19,828,400	-	-	4,312,500	-	-
Other Income and Interest	12,854	236	3,093	-	-	-	-
Transfer In							
From O & M - Surplus & Cap	5,275,000	6,475,000	4,975,000	3,375,000	3,575,000	3,755,000	3,625,000
From Ed Fund	6,500,000	9,500,000	10,000,000	, , , <u>-</u>	, , , <u>-</u>	, , -	· · · -
	11,775,000	15,975,000	14,975,000	3,375,000	3,575,000	3,755,000	3,625,000
Total Revenues	18,463,086	42,046,995	21,719,469	8,857,500	13,295,118	9,276,105	9,250,996
Expenditures							
Capital Expenditures							
CIP	3,283,632	2,006,919	1,399,169	4,761,000	3,591,000	3,558,000	3,563,000
Master Plan Projects	41,179	2,138,860	8,362,452	8,830,000	12,000,000	· · · · · -	· · · · -
RAMP Projects	445,312	6,480	-	-	5,750,000	-	-
Bond Project Expenditures	-	-	-	-	-	-	-
Transfer Out							
To Auxiliary for ERP Project	-	3,200,000	2,200,000	2,500,000	2,500,000	-	-
To B&I 2013, 18 & 21 refundings	4,315,388	4,344,513	6,827,136	4,890,495	4,969,043	4,192,793	4,231,443
To B&I 2013B issue	2,322,600	2,322,600	-	-	-	-	-
To B&I for Debt Service Call	<u> </u>	24,000,000	<u> </u>	<u> </u>	<del>-</del>		
Total Expenditures	10,408,111	38,019,372	18,788,757	20,981,495	28,810,043	7,750,793	7,794,443
Surplus (Deficit)	8,054,975	4,027,623	2,930,712	(12,123,995)	(15,514,926)	1,525,312	1,456,553
Beginning Fund Bal	21,264,123	29,319,098	33,346,721	36,277,433	24,153,438	8,638,513	10,163,824
Ending Fund Bal	29,319,098	33,346,721	36,277,433	24,153,438	8,638,513	10,163,824	11,620,378

# Liability, Protection and Settlement Fund

# LIABILITY, PROTECTION AND SETTLEMENT FUND PROJECTIONS Years Ended June 30, 2024 through 2026

		Actual			Projected			
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
Revenue Factors								
Assessed Valuation	21,757,444,189	22,797,857,792	23,638,850,656	24,820,793,189	25,565,416,984	26,332,379,494	27,122,350,879	
CPI	1.90%	2.30%	2.30%	5.00%	5.00%	3.00%	2.00%	
Tax Rate	0.0027	0.0029	0.0030	0.0030	0.0030	0.0030	0.0030	
New Property % increase	1.26%	1.55%	1.61%	1.50%	1.20%	1.25%	1.25%	
Increase in EAV	104.42%	104.78%	103.69%	105.00%	103.00%	103.00%	103.00%	
Expenditure Factors								
Employee Benefits					106.00%	106.00%	106.00%	
Legal					105.00%	105.00%	105.00%	
Insurance					105.00%	103.00%	103.00%	

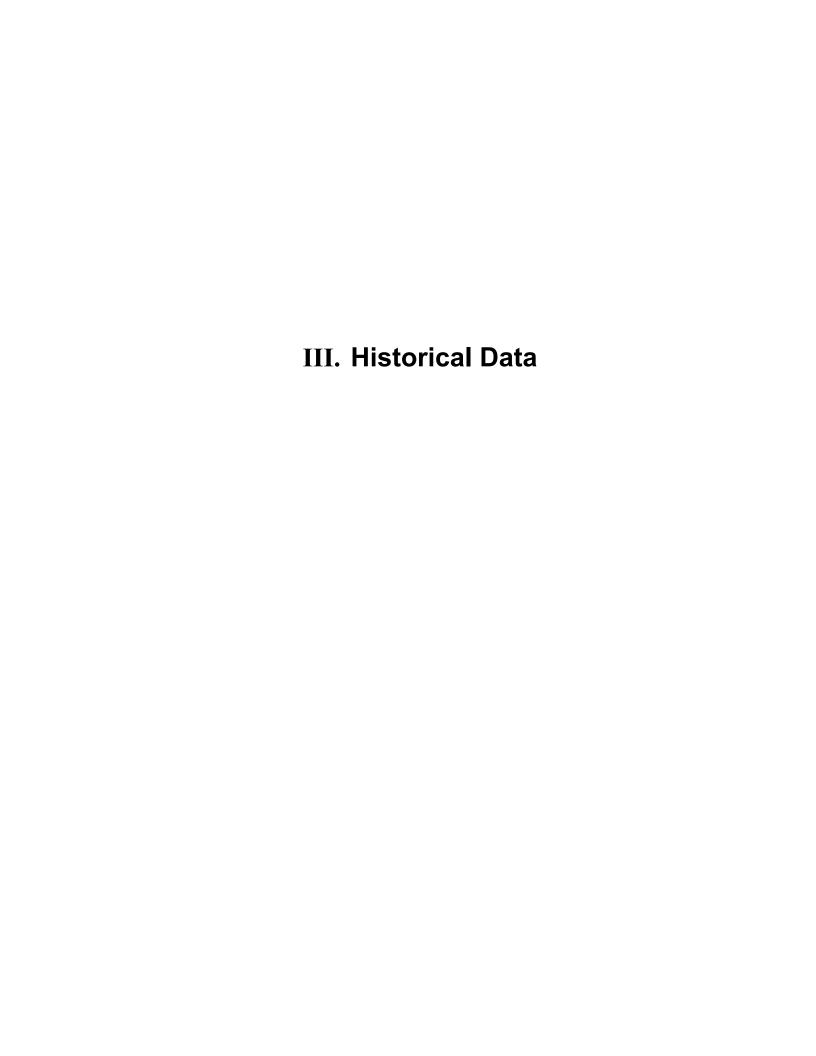
LIABILITY, PROTECTION AND SETTLEMENT FUND PROJECTIONS Years Ended June 30, 2024 through 2026

	Actual		Projected			
2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
574,874	651,098	698,083	685,000	727,470	758,387	783,035
4,495	6,203	7,393	5,000	5,150	5,305	5,464
		705 470		700.000	700 000	700 400
579,369	657,301	705,476	690,000	732,620	763,692	788,499
<u> </u>				<u> </u>	<u> </u>	
579,369	657,301	705,476	690,000	732,620	763,692	788,499
70,244	59,614	-	-	-	-	-
	11,075	-	-	-	-	-
		<del>-</del>				59,551
58,377	95,562	-	50,000	53,000	56,180	59,551
1,235	4,500	4,278	25,000	26,250	27,563	28,941
455,811	480,392	579,137	660,000	693,000	713,790	735,204
-	-	-	5,000	5,000	5,000	5,000
<u> </u>		<del>-</del>	<del></del> -	<del>-</del> .	<u>-</u> -	<del>-</del>
585,667	640,068	583,415	740,000	777,250	802,533	828,695
(6,298)	17,233	122,061	(50,000)	(44,630)	(38,841)	(40,196)
	574,874 4,495 - 579,369 - 579,369 70,244 13,973 44,404 58,377 1,235 455,811 - - 585,667	2019-20         2020-21           574,874 4,495 579,369         651,098 6,203 -           579,369         657,301           -         -           579,369         657,301           70,244         59,614           13,973 44,404         11,075 84,487 95,562           1,235         4,500           455,811         480,392           -         -           585,667         640,068	2019-20         2020-21         2021-22           574,874         651,098         698,083           4,495         6,203         7,393           -         -         -           579,369         657,301         705,476           -         -         -           579,369         657,301         705,476           -         -         -           579,369         657,301         705,476           -         -         -           44,404         84,487         -           583,377         95,562         -           1,235         4,500         4,278           455,811         480,392         579,137           -         -         -           -         -         -           585,667         640,068         583,415	2019-20         2020-21         2021-22         2022-23           574,874 4,495 6,203 7,393 5,000  579,369         651,098 6,203 7,393 657,301         698,083 7,393 705,476         685,000 690,000           -         -         -         -           579,369         657,301         705,476         690,000           70,244         59,614         -         -           44,404 84,487 58,377         -         -         -           58,377         95,562 95,662         -         50,000 50,000           455,811         480,392 480,392 480,392 480,392 480,392 579,137 580,000 580,000 580,000 680,00	2019-20         2020-21         2021-22         2022-23         2023-24           574,874         651,098         698,083         685,000         727,470           4,495         6,203         7,393         5,000         5,150           -         -         -         -         -           579,369         657,301         705,476         690,000         732,620           -         -         -         -         -           579,369         657,301         705,476         690,000         732,620           70,244         59,614         -         -         -           44,404         84,487         -         50,000         53,000           58,377         95,562         -         50,000         53,000           1,235         4,500         4,278         25,000         26,250           455,811         480,392         579,137         660,000         693,000           -         -         -         -         -           585,667         640,068         583,415         740,000         777,250	2019-20         2020-21         2021-22         2022-23         2023-24         2024-25           574,874         651,098         698,083         685,000         727,470         758,387           4,495         6,203         7,393         5,000         5,150         5,305           579,369         657,301         705,476         690,000         732,620         763,692           579,369         657,301         705,476         690,000         732,620         763,692           70,244         59,614         -         -         -         -           44,404         84,487         -         -         -         -           58,377         95,562         -         50,000         53,000         56,180           1,235         4,500         4,278         25,000         26,250         27,563           455,811         480,392         579,137         660,000         693,000         713,790           -         -         -         -         -         -           585,667         640,068         583,415         740,000         777,250         802,533

# **Health Insurance Fund**

HEALTH INSURANCE FUND PROJECTIONS Years Ended June 30, 2024 through 2026

		Actual		Projected Projected				
_	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
Revenue Factors								
Investment Balance	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,475,150	1,368,137	
Interest Rate	2.09%	1.13%	0.92%	0.67%	3.75%	3.75%	3.75%	
Premium Increase	0.00%	0.00%	0.00%	106.00%	106.00%	106.00%	106.00%	
Expenditure Factors								
Healthcare Claims					106.00%	106.00%	106.00%	
Drug Claims/Workers Comp					108.00%	108.00%	108.00%	
Other					103.00%	103.00%	103.00%	
Revenue								
Premiums	13,258,668	13,187,745	13,231,136	15,250,000	16,165,000	17,134,900	18,162,994	
Employee contribution	575,145	585,326	640,094	600,000	636,000	674,160	714,610	
Miscellaneous	80,299	87,590	347,395	-	-	-	-	
Interest	31,374	16,926	13,739	10,000	56,250	55,318	51,305	
	13,945,486	13,877,587	14,232,364	15,860,000	16,857,250	17,864,378	18,928,909	
Expenditures								
Employee Benefits								
Healthcare Claims	8,462,119	10,152,738	11,381,616	11,805,000	12,513,300	13,264,098	14,059,944	
Drug Claims	2,011,971	2,090,686	2,473,068	3,000,000	3,240,000	3,499,200	3,779,136	
Vision	108,089	133,515	133,352	155,000	164,300	174,158	184,607	
Workers Comp Claims	(10,766)	464,440	689,576	750,000	810,000	874,800	944,784	
	10,571,413	12,841,379	14,677,612	15,710,000	16,727,600	17,812,256	18,968,471	
O Maria and the	05.000	05.000	05.000	450,000	454.500	450 405	400,000	
Consulting services	65,000	65,868	65,868	150,000	154,500	159,135	163,909	
Total Expenditures	10,636,413	12,907,247	14,743,480	15,860,000	16,882,100	17,971,391	19,132,380	
Surplus (Deficit)	3,309,073	970,340	(511,116)	<u>-</u> _	(24,850)	(107,013)	(203,472)	



## **COMMUNITY COLLEGE DISTRICT NO. 525**

## STUDENT ENROLLMENT AND DEMOGRAPHIC STATISTICS

		Fall Enro	ollment		Ger	nder	Attend	dance	E	Enrollme	ent Status	
	Head	%		%			Full	Part	Continuing			Re-
Fall	Count	Change	FTE	Change	Male	<b>Female</b>	Time	Time	Student	New	<u>Transfer</u>	Admit
2022	10,212	(11.59%)	6,009	(6.11%)	44%	56%	35%	65%	64%	20%	2%	14%
2021	11,551	12.51%	6,400	1.46%	43%	57%	32%	68%	58%	26%	2%	14%
2020	10,267	(28.29%)	6,308	(21.37%)	41%	59%	38%	62%	64%	18%	2%	16%
2019	14,318	(2.77%)	8,022	(1.57%)	44%	56%	33%	67%	53%	30%	3%	14%
2018	14,726	(1.23%)	8,150	(3.88%)	45%	55%	32%	68%	52%	32%	2%	14%
2017	14,910	(3.07%)	8,479	(2.11%)	47%	53%	33%	67%	53%	30%	2%	15%
2016	15,383	2.94%	8,662	(0.43%)	46%	54%	33%	67%	51%	31%	2%	16%
2015	14,944	(5.27%)	8,699	(3.56%)	45%	55%	36%	64%	54%	27%	2%	17%
2014	15,776	(6.48%)	9,020	(6.40%)	46%	54%	35%	65%	52%	30%	2%	16%
2013	16,870	8.22%	9,637	2.18%	46%	54%	35%	65%	55%	26%	2%	17%
10 Year <i>A</i> 5 Year Av	·	(39.47%) (30.65%)		(37.64%) (26.27%)								
o real A	relage	(00.0070)		(20.21 70)								

**N/A** - Information not available.

## COMMUNITY COLLEGE DISTRICT NO. 525

## **TUITION AND FEE HISTORY**

				Capital				
Fiscal	Tuition	Student	Technology	Assessment			ICCB Average	
<u>Year</u>	Per Cr.Hr.		Fee	Fee	Total	<u>%</u>	Tuition and Fees	<u>%</u>
				<u>—</u>		_		
2022-23	116.00	4.00	10.00	21.00	151.00	2.03%	153.46	1.72%
2021-22	113.00	4.00	10.00	21.00	148.00	0.00%	150.87	1.02%
2020-21	113.00	4.00	10.00	21.00	148.00	0.00%	149.34	1.58%
2019-20	113.00	4.00	10.00	21.00	148.00	1.37%	147.01	1.84%
2018-19	113.00	4.00	8.00	21.00	146.00	1.39%	144.36	2.56%
2017-18	113.00	4.00	6.00	21.00	144.00	15.20%	140.76	5.50%
2016-17	94.00	4.00	6.00	21.00	125.00	8.70%	133.42	6.32%
2015-16	84.00	4.00	6.00	21.00	115.00	0.00%	125.49	5.66%
2014-15	84.00	4.00	6.00	21.00	115.00	3.60%	118.77	5.43%
2013-14	80.00	4.00	6.00	21.00	111.00	3.74%	112.65	4.41%
2012-13	80.00	4.00	6.00	17.00	107.00	3.88%	107.89	3.85%
2011-12	76.00	4.00	6.00	17.00	103.00	0.00%	103.89	5.73%
2010-11	76.00	4.00	6.00	17.00	103.00	10.75%	98.26	10.57%
2009-10	67.00	4.00	6.00	16.00	93.00	5.68%	88.87	5.75%
2008-09	64.00	4.00	6.00	14.00	88.00	15.79%	84.04	6.89%
2007-08	62.00	3.00	6.00	5.00	76.00	4.11%	78.62	6.19%
2006-07	60.00	3.00	5.00	5.00	73.00	2.82%	74.04	5.89%
2005-06	58.00	3.00	5.00	5.00	71.00	4.41%	69.92	10.86%
2004-05	56.00	3.00	5.00	4.00	68.00	12.40%	63.07	6.09%
2003-04	51.00	3.00	4.50	2.00	60.50	8.04%	59.45	8.80%
2002-03	49.00	3.00	4.00	-	56.00	0.00%	54.64	6.47%
2001-02	49.00	3.00	4.00	-	56.00	5.66%	51.32	3.61%
2000-01	46.00	3.00	4.00	-	53.00	3.92%	49.53	4.69%
1999-00	44.00	3.00	4.00	-	51.00	4.08%	47.31	4.00%
1998-99	42.00	3.00	4.00	-	49.00	6.52%	45.49	3.74%
1997-98	41.00	3.00	2.00	-	46.00	4.55%	43.85	4.31%
1996-97	39.00	3.00	2.00	-	44.00	4.76%	42.04	4.29%
1995-96	39.00	3.00	-	-	42.00	7.69%	40.31	3.17%
1994-95	36.00	3.00	-	-	39.00	8.33%	39.07	4.21%
1993-94	33.00	3.00	-	-	36.00	5.88%	37.49	-
1992-93	31.00	3.00	-	-	34.00	6.25%		
1991-92	29.00	3.00	-	-	32.00	10.34%		
1990-91	26.00	3.00	-	-	29.00	16.00%		
1989-90	23.00	2.00	-	-	25.00	0.00%		
1988-89	23.00	2.00	-	-	25.00	8.70%		
1987-88	21.00	2.00	-	-	23.00	15.00%		
1986-87	18.00	2.00	-	-	20.00	0.00%		
1985-86	18.00	2.00	-	-	20.00	0.00%		
1984-85	18.00	2.00	-	-	20.00	0.00%		
1983-84	18.00	2.00	-	=	20.00	25.00%		
1982-83	15.00	1.00	-	-	16.00	14.29%		
1981-82	13.00	1.00	-	-	14.00	0.00%		
1980-81	13.00	1.00	-	-	14.00	0.00%		
1979-80	13.00	1.00	-	-	14.00	0.00%		
1978-79	13.00	1.00	-	-	14.00	0.00%		
1977-78	13.00	1.00	-	-	14.00	0.00%		
1976-77	13.00	1.00	-	-	14.00	7.69%		
1975-76	12.00	1.00	-	-	13.00	18.18%		
1974-75	10.00	1.00	-	-	11.00	0.00%		
1973-74	10.00	1.00	-	-	11.00	0.00%		
1972-73	10.00	1.00	-	-	11.00	40.49%		
1971-72	7.00	0.83	-	=	7.83	0.00%		
1970-71	7.00	0.83	-	-	7.83	0.00%		
1969-70	7.00	0.83	-	=	7.83	2.09%		
1968-69	7.00	0.67	-	=	7.67	-28.12%		
1967-68	10.00	0.67	-	=	10.67	0.00%		
1966-67	10.00	0.67	-	-	10.67	-		

## **COMMUNITY COLLEGE DISTRICT NO. 525**

#### **STATE REIMBURSEMENT RATES**

					(2)							
			(1)		Actual	<b>Amounts Re</b>		ICCB Avei	rage Rates			
Fiscal	<b>Credit Hours</b>	%	<b>Credit Hours</b>	%	Ave. Reimb	%		%	Ave. Reimb	%		
<u>Year</u>	<u>Earned</u>	Inc.(Dec)	<u>Paid</u>	Inc.(Dec)	<u>Rate</u>	Inc.(Dec)	<u>Dollars</u>	Inc.(Dec)	<u>Rate</u>	Inc.(Dec)		
2022-23			210,521	(11.49%)	\$42.79	13.07%	9,007,626	0.08%	\$45.66	11.34%		
2021-22	205,909	(6.28%)	237,838	`(1.79%)	\$37.84	10.59%	9,000,325	8.60%	\$41.01	3.85%		
2020-21	219,696	(12.56%)	242,180	(2.23%)	\$34.22	7.06%	8,287,220	4.68%	\$39.49	5.59%		
2019-20	251,252	(0.68%)	247,705	0.72%	\$31.96	12.27%	7,917,040	13.08%	\$37.40	6.80%		
2018-19	252,981	(2.75%)	245,942	(1.94%)	\$28.47	3.72%	7,001,500	1.71%	\$35.02	8.72%		
2017-18	260,148	1.28%	250,810	(6.15%)	\$27.45	(6.78%)	6,883,900	(12.51%)	\$32.21	-2.07%		
2016-17	256,861	(2.34%)	267,241	(7.04%)	\$29.44	295.69%	7,868,480	267.82%	\$32.89	273.75%		
2015-16	263,006	(5.98%)	287,487	(8.35%)	\$7.44	(68.66%)	2,139,220	(71.28%)	\$8.80	-72.75%		
2014-15	279,738	(6.97%)	313,679	(7.22%)	\$23.75	12.35%	7,448,835	4.24%	\$32.29	1.00%		
2013-14	300,693	(8.43%)	338,079	(0.85%)	\$21.14	1.78%	7,146,016	0.92%	\$31.97	1.43%		
2012-13	328,387	(6.67%)	340,969	11.38%	\$20.77	(10.09%)	7,081,147	0.14%	\$31.52	N/A		
2011-12	351,842	(1.05%)	306,138	13.15%	\$23.10	(11.62%)	7,071,381	0.00%	N/A	N/A		
2010-11	355,567	10.67%	270,565	9.67%	\$26.14	(12.46%)	7,071,381	(4.00%)	\$39.23	-0.03%		
2009-10	321,300	11.40%	246,706	6.06%	\$29.86	1.99%	7,365,717	8.17%	\$39.24	18.77%		
2008-09	288,411	10.79%	232,611	6.72%	\$29.27	1.70%	6,809,104	8.54%	\$33.04	0.52%		

<sup>(1)</sup> Excludes restricted hours under new funding formula.

<sup>(2)</sup> Includes 5% mid-year increase for FY22, 2.25% mid-year budget reduction for FY15 and 2.5% mid-year budget reduction for FY09

**COMMUNITY COLLEGE DISTRICT NO. 525** 

#### STATE FUNDING

	2021-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17	2015-16	(1) 2014-15	<u>2013-14</u>
Education Fund										
Credit Hour	9,007,626	9,000,325	8,287,220	7,917,040	7,001,500	6,883,900	7,868,480	2,139,220	7,448,835	7,146,016
Square Footage	-	-	-	-	-	-	-	-	-	-
Career & Technical Education	779,548	728,134	711,800	658,950	628,980	574,857	651,073	-	645,414	669,381
Performance Based		3,860				6,025				2,506
Total	9,787,174	9,732,319	8,999,020	8,575,990	7,630,480	7,464,782	8,519,553	2,139,220	8,094,249	7,817,903
	0.56%	8.15%	4.93%	12.39%	2.22%	-12.38%	298.26%	-73.57%	3.53%	1.01%

<sup>(1)</sup> Includes 2.25% mid-year budget reduction for FY15

**COMMUNITY COLLEGE DISTRICT NO. 525** 

# EQUALIZED ASSESSED VALUE AND TAX LEVY OF TAXABLE PROPERTY (Unaudited)

**Last Ten Fiscal Years** 

Year of	Tax	Equalized Assessed		Tax Levy		Current Year Taxes	Percent of Levy
Levy	Rates	Valuation	%	\$	%	Collected	Collected
2021	0.2850	\$ 23,561,106,561	3.35%	\$ 67,356,187	2.12%	\$ 66,716,473	99.05%
2020	0.2893	22,797,857,792	4.78%	65,956,640	3.20%	65,625,114	99.50%
2019	0.2938	21,757,444,189	4.42%	63,912,470	4.73%	63,662,831	99.61%
2018	0.2928	20,836,797,570	4.41%	61,027,313	2.13%	60,787,724	99.61%
2017	0.2995	19,956,025,602	5.36%	59,754,362	1.76%	59,621,907	99.78%
2016	0.3101	18,940,156,942	4.99%	58,718,081	5.77%	58,512,128	99.65%
2015	0.3078	18,040,252,901	1.94%	55,515,001	1.67%	55,274,230	99.57%
2014	0.3086	17,696,962,322	(0.86%)	54,603,348	3.55%	54,352,004	99.54%
2013	0.2954	17,850,068,427	(4.40%)	52,733,266	2.15%	52,584,615	99.72%
2012	0.2766	18,670,894,035	(5.40%)	51,623,161	6.06%	51,321,101	99.41%
Ten Year Average Increase			1.86%		3.31%		99.54%
Five Year Average Increase			4.47%		2.79%		99.51%

**Note:** Assessed value is computed by various county's clerks offices and is equal approximately one-third of the estimated actual value.

Sources: Cook, Grundy, Kankakee, Kendall, LaSalle, Livingston and Will County Clerk's Office

COMMUNITY COLLEGE DISTRICT NO. 525

#### TAX LEVY AND RATES

Tax Levy Year	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Average
Assessed Valuation:											
Will	19.625.856.094	18.932.302.520	18,139,867,993	17.349.792.215	16.587.954.291	15.818.465.969	15.054.518.164	14.731.038.083	14.867.060.257	15.544.164.034	
Grundy	2,245,620,490		2,044,113,672							1,833,949,279	
Cook	943,463,198		899,052,464	891,868,373	913,529,423	755,324,579	710,891,142	715,476,997	733,433,150	778,150,559	
Kendall	165,218,522	159,240,185	498,023,871	466,550,386	435,745,136	401,054,830	, ,	351,153,144	343,315,735	352,676,497	
Livingston	552,199,752	522,782,225	152,452,997	143,050,303	133,568,590	126,707,845	128,321,978	130,913,095	135,129,678	139,132,599	
LaSalle	27,877,808	27,454,561	23,191,439	22,593,435	22,115,443	22,131,159	22,162,472	22,111,583	22,023,544	22,250,453	
Kankakee	870,697	843,007	741,753	719,748	669,745	640,655	594,341	567,228	560,139	570,614	
	23,561,106,561	22,797,857,792	21,757,444,189	20,836,797,570	19,956,025,602	18,940,156,942	18,040,252,901	17,696,962,322	17,850,068,427	18,670,894,035	
% Increase EAV	3.35%	4.78%	4.42%	4.41%	5.36%	4.99%	1.94%	-0.86%	-4.40%	-5.40%	1.86%
Tax Rates											
Education	0.1611	0.1615	0.1622	0.1616	0.1632	0.1694	0.1735	0.1747	0.1666	0.1552	
O & M	0.0846	0.0867	0.0889	0.0891	0.0942	0.0903	0.0898	0.0899	0.0853	0.0811	
Bond & Int	0.0317	0.0333	0.0347	0.0344	0.0349	0.0430	0.0348	0.0340	0.0322	0.0290	
Audit	0.0003	0.0003	0.0004	0.0002	0.0003	0.0004	0.0006	0.0006	0.0005	0.0005	
LP&S	0.0030	0.0029	0.0027	0.0025	0.0015	0.0015	0.0032	0.0032	0.0046	0.0047	
Life Safety	0.0044	0.0046	0.0049	0.0050	0.0054	0.0055	0.0059	0.0062	0.0062	0.0061	
Total	0.2851	0.2893	0.2938	0.2928	0.2995	0.3101	0.3078	0.3086	0.2954	0.2766	
Limiting Rate	0.2573	0.2601	0.2573	0.2601	0.2619	0.2658	0.2731	0.2731	0.2636	0.2446	
Tax Extensions											
Education	37,958,903	36,822,268	35,284,766	33,676,903	32,571,428	32,081,015	31,305,750	30,908,252	29,732,333	28,974,434	
O & M	19,926,434	19,767,491	19,339,985	18,573,519	18,802,129	17,103,083	16,197,594	15,908,346	15,232,409	15,145,028	
Bond & Int	7,465,688	7,585,671	7,554,863	7,172,329	6,955,295	8,136,129	6,272,053	6,022,677	5,747,931	5,412,553	
Audit	71,885	70,929	85,689	42,605	58,759	74,453	105,290	103,567	89,430	92,962	
LP&S	703,643	661,829	583,330	521,774	294,322	281,649	574,139	565,435	824,121	868,313	
Life Safety	1,036,855	1,048,452	1,063,837	1,040,182	1,072,429	1,041,752	1,060,175	1,095,071	1,107,042	1,129,871	
Total	67,163,408	65,956,640	63,912,470	61,027,312	59,754,362	58,718,081	55,515,001	54,603,348	52,733,266	51,623,161	
% Increase in extension	1.83%	3.20%	<u>4.73%</u>	<u>2.13%</u>	<u>1.76%</u>	<u>5.77%</u>	1.67%	3.55%	<u>2.15%</u>	6.06%	3.29%

**COMMUNITY COLLEGE DISTRICT NO. 525** 

#### TOTAL PROPERTY VALUE AND NEW CONSTRUCTION

Levy <u>Year</u>		Total Assessed Value (EAV)	Increase (Decrease)	% Change	(	New Construction	% of EAV	CPI
0004	•	00 504 400 504	<b>.</b>	0.050/	•	004 050 450	4.000/	4.400/
2021	\$	23,561,106,561	\$ 763,248,769	3.35%	\$	381,853,456	1.62%	1.40%
2020		22,797,857,792	1,040,413,603	4.78%		336,888,022	1.48%	2.30%
2019		21,757,444,189	920,646,619	4.42%		262,419,773	1.21%	1.90%
2018		20,836,797,570	880,771,968	4.41%		285,269,980	1.37%	2.10%
2017		19,956,025,602	1,015,868,660	5.36%		312,491,661	1.57%	2.10%
2016		18,940,156,942	899,904,041	4.99%		272,809,613	1.44%	0.70%
2015		18,040,252,901	343,290,579	1.94%		211,930,418	1.17%	0.80%
2014		17,696,962,322	(153,106,105)	(0.86%)		221,750,765	1.25%	1.50%
2013		17,850,068,427	(820,825,608)	(4.40%)		213,027,060	1.19%	1.70%
2012		18,670,894,035	18,670,894,035	(5.40%)		168,626,943	0.90%	3.00%

Sources: Will, Grundy, Kankakee, Kendall, LaSalle, Livingston and Cook County Clerk's Office.

**COMMUNITY COLLEGE DISTRICT NO. 525** 

#### REPRESENTATIVE (DIRECT AND OVERLAPPING) TAX RATES

Taxing Districts	2	021	2020	2019	2018	2017	2016	2015	2014	 2013	2012
Joliet Junior College	\$	0.2851	\$ 0.2893	\$ 0.2938	\$ 0.2928	\$ 0.2995	\$ 0.3101	\$ 0.3078	\$ 0.3086	\$ 0.2954	\$ 0.2766
Will County		0.5761	0.2788	0.5842	0.5927	0.5986	0.6121	0.6358	0.6433	0.6216	0.5908
Will County Forest Preserve		0.1339	0.1443	0.1462	0.1504	0.1895	0.1944	0.1937	0.1977	0.1970	0.1859
Troy Township Road Funds		0.0876	0.0876	0.0885	0.0916	0.0934	0.0945	0.0977	0.0989	0.0958	0.0890
DuPage Township		0.0713	0.0713	0.0718	0.0705	0.0755	0.0790	0.0823	0.0824	0.0805	0.0769
Village of Bolingbrook		0.8956	0.8694	0.9511	0.9380	0.9205	1.0325	1.0963	0.9833	0.9823	0.8647
Bolingbrook Park District		0.4890	0.4913	0.5050	0.5185	0.6063	0.6243	0.6543	0.6704	0.6628	0.6235
Fountaindale Public Library		0.5402	0.5389	0.5429	0.5210	0.5501	0.5595	0.5835	0.5805	0.5630	0.5060
UD 365-U Valley View		7.0767	7.1318	7.2224	7.3030	7.2411	7.3246	7.5388	7.6318	 7.3668	6.7687
Total	\$ 1	0.1555	\$ 9.9027	\$ 10.4059	\$ 10.4785	\$ 10.5745	\$ 10.8310	\$ 11.1902	\$ 11.1969	\$ 10.8652	\$ 9.9821
Total annual % increase (decrease)		2.55%	(4.84%)	(0.69%)	(0.91%)	(2.37%)	(3.21%)	(0.06%)	3.05%	8.85%	14.66%
Joliet Junior College annual % increase (decrease)	(	(1.45%)	(1.53%)	0.34%	(2.24%)	(3.42%)	0.75%	(0.26%)	4.47%	6.80%	12.17%
Joliet Junior College Rate as a % of total rate		2.81%	2.92%	2.82%	2.79%	2.83%	2.86%	2.75%	2.76%	2.72%	2.77%

This tax rate represents the tax code in the district with the largest EAV. The College's tax rate ranges from 2.72% to 2.92% of the total taxes paid by the residents. Due to tax cap legislation, the Colleges rate along with all other taxing bodies in Cook and collar counties has been restricted by the percentage of new construction in the district and the Consumer Price Index (CPI). The rates increased from 2010 to 2014 because the assessed value of existing property was decreasing. In 2015 as the value of existing property started increasing by more than CPI, the college's rate started to decrease.

**COMMUNITY COLLEGE DISTRICT NO. 525** 

### **EDUCATION FUND REVENUES BY SOURCE (Audited)**

**Last Ten Fiscal Years** 

Year	Total	Property Taxes	Replacement Taxes	Tuition and Fees	State and Federal	Interest	Miscellaneous
2022	\$ 88,067,853	\$ 37,968,776	\$ 6,352,390	\$ 28,032,011	\$ 14,841,235	\$ 130,795	\$ 742,646
2021	82,240,884	36,590,718	2,937,954	29,008,652	12,812,422	155,285	735,853
2020	80,659,728	35,052,447	2,108,637	33,101,239	8,683,380	977,993	736,032
2019	78,352,482	33,775,111	1,950,117	33,244,544	7,723,480	987,281	671,949
2018	73,597,616	32,299,825	1,997,609	30,741,972	7,508,953	513,057	536,200
2017	73,165,199	31,904,454	2,128,848	27,771,982	10,862,808	110,254	386,853
2016	61,355,929	31,162,100	1,682,297	25,789,112	2,197,799	94,110	430,511
2015	68,653,437	30,883,392	2,105,394	26,934,671	8,183,985	100,842	445,153
2014	66,752,316	29,476,503	1,957,680	26,934,671	7,900,713	67,516	415,233
2013	67,824,734	28,689,371	1,935,192	28,814,158	7,811,991	65,403	508,619

**Note:** The miscellaneous category includes transcript fees, sales of services and other income.

**COMMUNITY COLLEGE DISTRICT NO. 525** 

#### **EDUCATION FUND EXPENDITURES BY OBJECT (Audited)**

**Last Ten Fiscal Years** 

Year	Total	Faculty Salaries	Support Salaries	Employee Benefits	Other Expenses	Capital Expenditures	Utilities	Non-Tuition Expenditures
2022	\$ 72,950,638	\$ 32,422,921	\$ 20,072,289	\$ 10,930,394	\$ 4,931,208	\$ 83,496	\$ -	\$ 4,510,330
2021	71,415,249	\$ 31,902,777	\$ 19,571,854	11,075,277	4,483,614	23,518	-	4,358,209
2020	72,566,163	32,133,973	18,170,756	11,029,976	4,606,335	36,602	-	6,588,521
2019	69,338,562	31,735,171	16,881,263	10,890,891	4,612,508	96,287	-	5,122,442
2018	67,406,298	30,986,138	16,138,083	10,823,201	4,438,518	5,950	-	5,014,408
2017	65,377,651	30,747,047	15,886,900	10,290,685	4,228,098	-	-	4,224,921
2016	64,594,128	30,457,591	16,021,307	10,258,171	4,235,921	-	-	3,621,138
2015	64,011,735	29,576,249	15,269,450	10,105,662	4,645,018	17,302	-	4,398,054
2014	62,667,140	29,577,242	14,527,492	9,466,501	4,395,932	1,822	-	4,698,151
2013	63,073,709	29,198,562	14,711,623	8,885,779	4,086,048	-	-	6,191,697

**Note:** Other expenses represent contractual services, supplies, fixed charges, conferences and meetings. Non-tuition expenses are primarily tuition waivers for dual credit students, senior citizens, adult basic education and College employees and dependents.

**COMMUNITY COLLEGE DISTRICT NO. 525** 

### OPERATION AND MAINTENANCE FUND REVENUES BY SOURCE (Audited)

**Last Ten Fiscal Years** 

Year	 Total		Property Taxes	Re	ental Fees	Mis	cellaneous
2022	\$ 20,278,569	\$	19,964,073	\$	100,665	\$	213,831
2021	19,787,742		19,651,511		126,407		9,824
2020	19,320,272		19,220,165		99,560		547
2019	18,778,425		18,641,167		132,191		5,067
2018	18,789,270		18,630,751		141,836		16,683
2017	17,172,889		17,005,426		165,372		2,091
2016	16,335,385		16,121,930		201,216		12,239
2015	16,150,648		15,896,900		240,284		13,464
2014	15,347,812		15,105,807		241,763		242
2013	15,255,581		14,994,155		256,123		5,303

**Note:** The miscellaneous category includes sales of services and other income.

**COMMUNITY COLLEGE DISTRICT NO. 525** 

### OPERATION AND MAINTENANCE FUND EXPENDITURES BY OBJECT (Audited)

**Last Ten Fiscal Years** 

Year	Total	Salaries	Employee Benefits	Other Expenses	Capital Expenditures	Utilities
2022	\$ 14,379,173	\$ 8,020,003	\$ 2,397,783	\$ 1,603,042	\$ 224,128	\$ 2,134,217
2021	13,134,359	7,455,217	2,167,986	1,461,877	77,419	1,971,860
2020	13,865,086	7,767,386	2,219,650	1,594,989	81,511	2,201,550
2019	13,442,230	7,187,307	2,174,110	1,580,635	64,769	2,435,409
2018	13,377,858	7,055,362	2,077,601	1,346,866	331,052	2,566,977
2017	12,953,415	7,006,585	1,971,147	1,357,585	193,750	2,424,348
2016	12,267,917	6,860,447	1,923,633	1,278,380	219,176	1,986,281
2015	12,118,418	6,626,221	1,961,854	1,329,133	141,223	2,059,987
2014	12,365,251	6,690,113	1,849,370	1,280,379	313,706	2,231,683
2013	12,018,923	6,244,685	1,604,707	1,825,242	126,739	2,217,550

**Note:** Other expenses represent contractual services, supplies, fixed charges, conferences and meetings.

**COMMUNITY COLLEGE DISTRICT NO. 525** 

# RATIO OF NET GENERAL DEBT TO ASSESSED VALUE AND NET GENERAL DEBT PER CAPITA

**Last Ten Fiscal Years** 

Fiscal Year	Net General Debt	 Assessed Value	Estimated Population	Ratio of Net General Bonded Debt to Assessed Valuation	D	t Bonded ebt per Capita
2022	\$ 112,767,155	\$ 23,561,106,561	734,761	0.4786%	\$	153.47
2021	123,867,958	22,797,857,792	734,761	0.5433%		168.58
2020	151,041,813	21,757,444,189	734,761	0.6942%		205.57
2019	158,925,584	20,836,797,570	734,761	0.7627%		216.30
2018	165,144,122	19,956,025,602	730,391	0.8275%		226.10
2017	209,484,921	18,940,156,942	730,391	1.1060%		286.81
2016	215,607,489	18,040,252,901	730,600	1.1951%		295.11
2015	221,235,049	17,696,962,322	730,600	1.2501%		302.81
2014	226,277,628	17,850,068,427	730,600	1.2677%		309.71
2013	168,931,845	18,670,894,035	730,600	0.9048%		231.22

**Sources:** Cook, Grundy, Kankakee, Kendall, LaSalle, Livingston and Will County Clerk's Office Illinois Community College Board and District records.

**COMMUNITY COLLEGE DISTRICT NO. 525** 

#### **FUND BALANCES**

**Last Ten Fiscal Years** 

Fiscal Year	Education		Operation Education & Maintenance		Operation & Maintenance Restricted	Liability, Protection, & Settlement			Health Insurance
2022	\$	26,172,472	\$	6,339,490	\$ 36,277,433	\$	968,799	\$	16,767,332
2021		21,569,507		5,415,094	33,346,721		846,738		17,278,448
2020		20,764,579		5,236,711	29,319,098		829,505		16,308,108
2019		20,137,463		5,056,524	21,264,123		835,804		12,999,036
2018		19,447,239		4,995,329	11,736,688		884,766		10,049,257
2017		18,172,657		4,993,918	13,259,507		1,222,224		8,382,786
2016		15,559,808		4,899,445	49,599,259		1,484,398		6,915,508
2015		18,675,671		4,606,977	85,987,209		1,476,116		5,986,565
2014		17,984,787		4,349,747	86,132,168		1,556,904		3,954,935
2013		17,717,440		4,247,187	51,283,403		1,351,296		3,347,852
10 year Ave.	\$	19,620,162	\$	5,014,042	\$ 41,820,561	\$	1,145,655	\$	10,198,983

**Source:** Annual audited financial statements.

**Note:** The Education and Operation & Maintenance Funds are the main operating funds of the College. These fund balances are presented on a full-accrual basis which includes the full accrual of property taxes for the current levy year. As of June 30, 2022, \$34,149,008 has not been collected from the current year levy. The operating fund balances as of June 30, 2022 represent 30.9% of FY2023 budgeted expenses for those funds. (Ed and O&M)

The Operation & Maintenance Restricted Fund accounts for major capital projects funded by Life Safety, State grants, bond proceeds and reserves designated by the Board. The fund balance as of June 30, 2022 has been budgeted for master plan, deferred maintenance projects, and state funding projects (RAMP).

### **COMMUNITY COLLEGE DISTRICT NO. 525**

#### **MISCELLANEOUS STATISTICS**

Support, Clerical and Plant Staff

**Degree and Certificates Awarded** 

AA, AS and AGS

AAS

Certificates

Year Founded

<b>District Data</b> Population		734,761			
Communities Served				_	
Braceville	Elwood	Mazon		Ransom	
Braidwood	Essex	Millington		Ritchie	
Bolingbrook	Frankfort	Minooka		Rockdale	
Carbon Hill	Gardner	Mokena		Romeoville	
Channahon	Godley	Morris		Tinley Park	
Coal City	Joliet	New Lenox		Shorewood	
Crest Hill	Kinsman	Newark		So. Wilming	jton
Custer Park	Lemont	Odell		Symerton	
Diamond	Lisbon	Orland Park		Verona	
Dwight	Lockport	Peotone		Wilton Cent	er
East Brooklyn	Manhattan	Plainfield		Wilmington	
Eileen	Marley	Plattville			
Accreditation  North Central Associated Colleges and Scheme Next Accreditation F	hools (Higher Learni	ng Commission)		2015 2023	
Employee Data		<u> </u>	2022		2021
Faculty			214		214
Administrators/Profe	essional		115		108

1901

326

804

587 1,553

FY 2022

316

925

590

1,189

FY 2021

# JOLIET JUNIOR COLLEGE - COMMUNITY COLLEGE DISTRICT NO. 525

#### TIF DISTRICT STATISTICS

BASE YEAR	TAXING DISTRICT	ENDING YEAR	INITIAL EAV BASE YEAR	AGGREGATE EAV	INCREMENT EAV	LOST REVENUE FROM TIF	RATE	Distributions	County
1985	Gardner	2033	5,937,576	20,560,025	14,622,449	41,718	0.2853	_	Grundy
1985	Morris	2033	19,334,354	90,850,311	71,515,957	204,035	0.2853	_	Grundy
1999	Elwood #1	2022	170,063	138,176,687	138,006,624	393,043	0.2848	_	Will
1997	Plainfield #1	2032	3,902,976	12,982,677	9,079,701	25,859	0.2848	11,068	Will
1989	Romeoville #1 (Marquette)	2024	6,887,136	41,708,178	34,821,042	99,170	0.2848	30,501	Will
1999	Channahon Aux Sable	2022	206,600	125,384,013	125,177,413	357,131	0.2853	353,744	Grundy
1999	Joliet #2	2022	1,509,558	5,691,187	4,181,629	11,909	0.2848	-	Will
2003	Romeoville #2 (Downtown)	2026	11,439,526	19,667,546	8,228,020	23,433	0.2848	_	Will
2005	Lemont - Canal District	2028	572,570	5,058,900	4,486,330	13,010	0.2900	_	Cook
2006	Romeoville #3 (Romeo Rd.)	2029	282,000	596,790	314,790	897	0.2848	_	Will
2007	Gardner Ind.	2030	227,715	608,742	381,027	1,087	0.2853	_	Grundy
2007	Grundy EDPA #1	2030	18,076,587	73,206,757	55,130,170	157,286	0.2853	_	Grundy
2008	Dwight	2031	3,723,825	5,294,769	1,570,944	4,482	0.2853	_	Grundy
2008	Mokena #1	2031	7,052,934	7,960,303	907,369	2,584	0.2848	82	Will
2008	Lockport #1	2031	24,582,201	27,894,897	3,312,696	9,435	0.2848	2,601	Will
2009	Lemont - Gateway	2032	2,752,540	7,539,406	4,786,866	13,882	0.2900	2,001	Cook
2010	Grundy EDPA #2	2033	5,626,305	6,231,903	605,598	1,728	0.2853	_	Grundy
2010	Coal City	2033	29,950,330	43,999,757	14,049,427	40,083	0.2853	_	Grundy
2010	Wilmington	2033	2,050,705	81,075,005	79,024,300	225,061	0.2848	_	Will
2010	Braidwood #3	2033	6,631,716	9,664,326	3,032,610	8,637	0.2848	_	Will
2010	Joliet #3	2033	10,068,519	11,103,338	1,034,819	2,947	0.2848		Will
2011	Diamond	2034	19,800	222,219	202,419	576	0.2848		Will
2011	Rockdale	2034	26,102,319	30,627,655	4,525,336	12,888	0.2848	_	Will
2013	Channahon #1	2036	3,465,206	4,245,674	780,468	2,223	0.2848	75	Will
2014	Mazon	2037	5,527,860	8,239,198	2,711,338	7,735	0.2853	-	Grundy
2014	Morris Marina	2037	2,499,940	2,871,470	371,530	1,060	0.2853	_	Grundy
2015	Joliet #4	2038	23,928,151	24,551,392	623,241	1,775	0.2848	_	Will
2015	Shorewood #1	2038	20,516,403	24,965,821	4,449,418	12,672	0.2848	_	Will
2016	Crest Hill #1	2039	3,369,767	3,679,655	309,888	883	0.2848	_	Will
2016	Romeoville #4	2039	315,313	2,326,403	2,011,090	5,728	0.2848	_	Will
2016	Romeoville #5	2039	119,306	1,459,766	1,340,460	3,818	0.2848	_	Will
2016	Romeoville #6	2039	6,512,407	21,475,169	14,962,762	42,614	0.2848	_	Will
2017	Romeoville #7	2040	17,971,319	19,379,449	1,408,130	4,010	0.2848	_	Will
2017	Romeoville #8	2040	1,493,872	2,734,542	1,240,670	3,533	0.2848	_	Will
2017	Lemont - Archer	2040	326,843	326,843		-	0.2900	_	Cook
2017	Joliet #5	2040	12,432,208	13,659,723	1,227,515	3,496	0.2848	_	Will
2017	Peotone #1	2040	4,963,445	5,300,440	336,995	960	0.2848	_	Will
2017	Plainfield #2	2040	4,930,688	12,703,227	7,772,539	22,136	0.2848	_	Will
2018	Joliet #6	2041	629,089	673,211	44,122	126	0.2848	_	Will
2018	Peotone #2	2041	234,791	461,622	226,831	646	0.2848	_	Will
2018	Lemont - Transit	2041	6,549,549	8,218,308	1,668,759	4,839	0.2900	_	Cook
2019	Romeoville #9	2042	1,146,813	1,151,914	5,101	15	0.2848	_	Will
2020	Joliet #7	2043	164,459	183,187	18,728	53	0.2848	-	Will
	Total	-	304,205,284	924,712,405	620,507,121	1,769,204		398,071	-

Note: Only Will, Grundy and Cook have TIF districts within the College District.

#### **COMMUNITY COLLEGE DISTRICT NO. 525**

#### **County Tax Abatement Statistics**

Company	Project Finished	Tax Years	Es	stimated EAV	Taxable EAV
Grundy					
Blue Sky Solar	No	2023 to 2024	\$	24,700,000	Not Finished
Procter & Gamble	No	2022 to 2027	\$	128,000,000	Not Finished
U.S. Cold Storage	Yes	2021 to 2023	\$	31,000,000	20,268,444
Rock Island Clean Line	No	2018 to 2043	\$	88,000,000	Not Finished
Akzo Nobel Chemical (Phased proje	ct)		\$	51,000,000	
Phase I	Yes	2018 to 2022			\$ 7,955,143
Phase II	Yes	2018 to 2022			\$ 7,931,655
Phase III	Yes	2020 to 2024			\$ 8,925,788
Phase IV	Yes	2021 to 2025			\$ 8,925,788
Costco Wholesale Corporation	Yes	2018 to 2021	\$	23,400,000	\$ 36,252,155

Blue Sky Solar's tax abatement is a 80% in year one and 20% in year two.

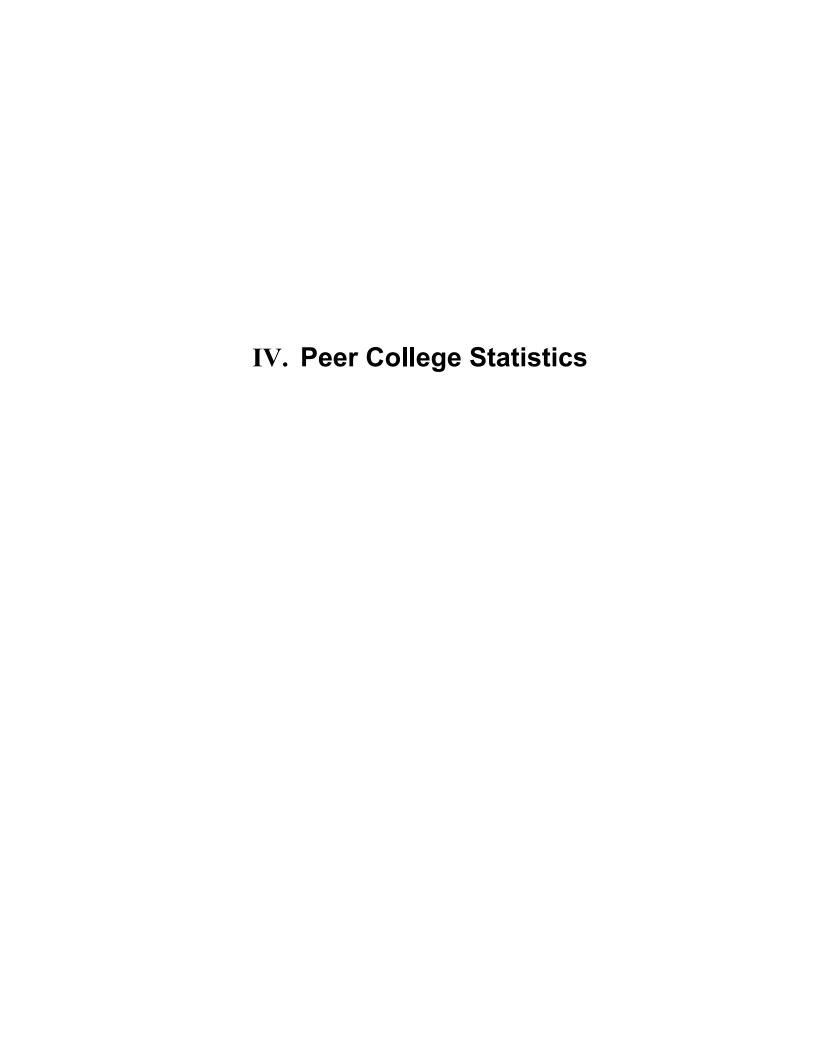
Procter & Gamble's tax abatement agreement is a 50% abatement per year for five years.

Rock Island Clean Line's tax abatement agreement is an 85% abatement thru 2032 and 50% abatement from 2033 to 2043.

Akzo Nobel Chemical's tax abatement agreement is a 50% abatement per year for five years.

Costco Wholesale Corporation's tax abatement agreement is a 50% abatement per year for four years.

All remaining tax abatement agreements are for three years with 75% abated the first year, 50% the second and 25% the third.



**COMMUNITY COLLEGE DISTRICT NO. 525** 

#### **COMPARISON OF TAX RATES BY COLLEGE**

	2020 Tax Rates	Equalized Assessed Valuation (EAV)	Tax Extension	2020 Population	Tax Dollars per District Resident	Tax Rate Restricted Under PTELL
DuPage	0.2139	48,637,602,537	104,035,832	1,059,889	98.16	Yes
Elgin	0.4609	13,438,325,612	61,937,243	464,534	133.33	Yes
Harper	0.4080	21,725,865,745	88,641,532	524,371	169.04	Yes
Illinois Valley	0.3571	3,768,470,756	13,457,209	143,847	93.55	No
Joliet	0.2893	22,797,857,792	65,954,203	734,761	89.76	Yes
Kankakee	0.4966	2,633,171,557	13,076,330	130,737	100.02	No
Kishwaukee	0.6490	2,467,607,286	16,014,771	108,318	147.85	No
Lake County	0.2896	25,889,545,239	74,976,123	689,197	108.79	Yes
McHenry	0.3434	8,391,991,586	28,818,099	267,412	107.77	Yes
Moraine Valley	0.3503	11,649,102,061	40,806,805	412,140	99.01	Yes
Morton	0.5082	2,132,706,707	10,838,415	156,678	69.18	Yes
Oakton	0.2270	25,662,427,825	58,253,711	472,233	123.36	Yes
Prairie State	0.4333	3,277,268,785	14,200,406	212,528	66.82	Yes
South Suburban	0.5541	3,130,078,036	17,343,762	272,340	63.68	Yes
Triton	0.2785	10,882,512,735	30,307,798	333,921	90.76	Yes
Waubonsee	0.4287	10,657,298,125	45,687,837	399,962	114.23	Yes
Peer Average	0.3930	13,571,364,524	42,771,880	398,929	104.71	

**Source:** ICCB Data and Characteristics.

Note: Joliet has the third lowest tax rate among the peer colleges. The peer average is

\$.3930 compared to Joliet's \$.2893 per \$100 of equalized assessed valuation. This equates to a Joliet Junior College District resident paying on average \$89.76

in annual property taxes which is below the peer average.

**COMMUNITY COLLEGE DISTRICT NO. 525** 

#### **COMPARISON OF TUITION RATES BY COLLEGE**

		F	iscal 2023		F	iscal 2022	
Rank	College	Tuition	Fees*	Total	Tuition	Fees*	Total
1	Prairie State	143.50	30.50	174.00	143.50	30.50	174.00
2	South Suburban	152.00	17.75	169.75	152.00	17.75	169.75
3	Kankakee	146.00	19.00	165.00	146.00	19.00	165.00
4	Kishwaukee	147.00	17.00	164.00	147.00	17.00	164.00
5	Triton	143.00	16.00	159.00	138.00	16.00	154.00
6	Moraine Valley	134.00	22.00	156.00	131.00	22.00	153.00
7	Harper	133.50	19.00	152.50	133.50	19.00	152.50
8	Joliet	116.00	35.00	151.00	113.00	35.00	148.00
9	Lake County	128.00	22.00	150.00	125.00	22.00	147.00
10	Morton	130.00	18.00	148.00	130.00	18.00	148.00
11	Oakton	136.25	5.00	141.25	136.25	5.00	141.25
12	Waubonsee	132.00	8.00	140.00	132.00	8.00	140.00
13	Dupage	110.00	30.00	140.00	108.00	30.00	138.00
14	Illinois Valley	125.60	7.40	133.00	125.60	7.40	133.00
15	Elgin	132.00	-	132.00	132.00	-	132.00
16	McHenry	111.50	16.75	128.25	111.50	16.75	128.25
	Peer Average	132.52	17.71	150.23	131.52	17.71	149.23
	State Average	125.20	10.16	150.46	122 12	17 11	150.07
	State Average	135.30	18.16	153.46	133.43	17.44	150.87

<sup>\*</sup>Standard fees paid by all students

**Source:** ICCB Annual Survey.

Note: Community Colleges are limited by state law to a tuition rate that does not

exceed one-third of their per capita costs. For Fiscal 2020, Joliet's per capita cost was \$580. Tuition represents only 25.52% of current per capita costs. To exceed this restriction, tuition would have to exceed \$193.00 per credit hour.

COMMUNITY COLLEGE DISTRICT NO. 525

# COMPARISON OF OPERATING REVENUE SOURCES BY COLLEGE Fiscal Year 2021

	Total	Property Taxes	Tuition and Fees	ICCB Grants	Replacement Tax	Other State and Federal	Other
DuPage	173,040,394	82,571,214	71,417,998	16,016,256	2,317,305	560	717,061
	100.00%	47.72%	41.27%	9.26%	1.34%	0.00%	0.41%
Elgin	83,038,737	51,242,126	21,065,357	5,970,956	770,228	2,428,633	1,561,437
	100.00%	61.71%	25.37%	7.19%	0.93%	2.92%	1.88%
Harper	123,556,417	63,320,970	46,723,019	9,197,968	1,430,685	2,319,325	564,450
	100.00%	51.25%	37.82%	7.44%	1.16%	1.88%	0.46%
Illinois Valley	21,679,660	10,085,072	6,836,986	2,294,577	1,460,182	4,800	998,043
	100.00%	46.52%	31.54%	10.58%	6.74%	0.02%	4.60%
Joliet	102,028,626	56,242,229	29,008,652	8,999,020	2,937,954	3,813,402	1,027,369
	100.00%	55.12%	28.43%	8.82%	2.88%	3.74%	1.01%
Kankakee	21,543,968	7,376,833	8,663,782	3,612,108	733,754	485,841	671,650
	100.00%	34.24%	40.21%	16.77%	3.41%	2.26%	3.12%
Kishwaukee	22,595,195	8,565,429	8,779,953	4,593,258	358,727	39,220	258,608
	100.00%	37.91%	38.86%	20.33%	1.59%	0.17%	1.14%
Lake County	112,663,671 100.00%	71,356,611 63.34%	30,553,885 27.12%	8,654,772 7.68%	1,767,670 1.57%	0.00%	330,733 0.29%
McHenry	45,346,688	27,452,759	13,283,128	3,875,409	444,781	50,261	240,350
	100.00%	60.54%	29.29%	8.55%	0.98%	0.11%	0.53%
Moraine Valley	101,129,844	30,547,092	37,783,923	14,884,396	1,717,520	13,786,716	2,410,197
	100.00%	30.21%	37.36%	14.72%	1.70%	13.63%	2.38%
Morton	29,253,157 100.00%	8,999,573 30.76%	10,443,138 35.70%	7,701,177 26.33%	1,949,257 6.66%	0.00%	160,012 0.55%
Oakton	82,177,709	52,041,100	21,539,397	5,011,305	1,401,497	1,444,562	739,848
	100.00%	63.33%	26.21%	6.10%	1.71%	1.76%	0.90%
Prairie State	30,615,914 100.00%	12,307,296 40.20%	12,756,016 41.66%	4,329,048 14.14%	720,069 2.35%	0.00%	503,485 1.64%
South Suburban	22,706,925	7,535,665	10,797,094	2,411,723	837,880	503,193	621,370
	100.00%	33.19%	47.55%	10.62%	3.69%	2.22%	2.74%
Triton	64,913,536	25,098,141	23,414,051	5,650,243	2,995,511	4,806,443	2,949,147
	100.00%	38.66%	36.07%	8.70%	4.61%	7.40%	4.54%
Waubonsee	72,210,882	44,553,571	19,250,298	5,952,948	1,262,849	219,421	971,795
	100.00%	61.70%	26.66%	8.24%	1.75%	0.30%	1.35%
Peer Average		50.46%	33.59%	9.85%	2.08%	2.70%	1.33%
State Average		43.77%	33.24%	13.70%	2.62%	4.50%	2.17%

Source: ICCB Data and Characteristics, Table IV-11

**JOLIET JUNIOR COLLEGE** 

**COMMUNITY COLLEGE DISTRICT NO. 525** 

# COMPARISON OF TUITION AND FEES AS PERCENTAGE OF OPERATING REVENUE BY COLLEGE Fiscal Year 2021

-	Total	Tuition and Fees	Property Taxes	ICCB Grants	Replacement	Other State and Federal	Other
South Suburban	100.00%	47.55%	33.19%	10.62%	3.69%	2.22%	2.74%
Prairie State	100.00%	41.66%	40.20%	14.14%	2.35%	0.00%	1.64%
DuPage	100.00%	41.27%	47.72%	9.26%	1.34%	0.00%	0.41%
Kankakee	100.00%	40.21%	34.24%	16.77%	3.41%	2.26%	3.12%
Kishwaukee	100.00%	38.86%	37.91%	20.33%	1.59%	0.17%	1.14%
Harper	100.00%	37.82%	51.25%	7.44%	1.16%	1.88%	0.46%
Moraine Valley	100.00%	37.36%	30.21%	14.72%	1.70%	13.63%	2.38%
Triton	100.00%	36.07%	38.66%	8.70%	4.61%	7.40%	4.54%
Morton	100.00%	35.70%	30.76%	26.33%	6.66%	0.00%	0.55%
Illinois Valley	100.00%	31.54%	46.52%	10.58%	6.74%	0.02%	4.60%
McHenry	100.00%	29.29%	60.54%	8.55%	0.98%	0.11%	0.53%
Joliet	100.00%	28.43%	55.12%	8.82%	2.88%	3.74%	1.01%
Lake County	100.00%	27.12%	63.34%	7.68%	1.57%	0.00%	0.29%
Waubonsee	100.00%	26.66%	61.70%	8.24%	1.75%	0.30%	1.35%
Oakton	100.00%	26.21%	63.33%	6.10%	1.71%	1.76%	0.90%
Elgin	100.00%	25.37%	61.71%	7.19%	0.93%	2.92%	1.88%
Peer Average		33.59%	50.46%	9.85%	2.08%	2.70%	1.33%
State Average		33.24%	43.77%	13.70%	2.62%	4.50%	2.17%

**Source:** ICCB Data and Characteristics, Table IV-11.

#### **COMMUNITY COLLEGE DISTRICT NO. 525**

# COMPARISON OF EXPENDITURES BY COLLEGE Fiscal Year 2021

	Total	Salaries	Employee Benefits	Operating Expenses	Utilities	Capital Expenditures	Other
DuPage	159,628,286	107,191,812	15,351,836	21,393,577	3,752,332	6,613,536	5,325,193
	100.00%	67.15%	9.62%	13.40%	2.35%	4.14%	3.34%
Elgin	72,107,703	48,792,876	10,452,225	7,767,440	2,429,710	2,326,210	339,242
	100.00%	67.67%	14.50%	10.77%	3.37%	3.23%	0.47%
Harper	105,698,481	69,219,270	14,260,649	11,323,773	2,902,809	613,792	7,378,188
	100.00%	65.49%	13.49%	10.71%	2.75%	0.58%	6.98%
Illinois Valley	20,540,422	13,116,207	3,365,925	2,755,417	595,099	93,766	614,008
	100.00%	63.86%	16.39%	13.41%	2.90%	0.46%	2.99%
Joliet	84,549,608	58,929,849	13,243,264	5,938,224	1,971,860	100,937	4,365,474
	100.00%	69.70%	15.66%	7.02%	2.33%	0.12%	5.16%
Kankakee	20,903,449	12,269,363	1,746,616	3,280,743	757,939	698,573	2,150,215
	100.00%	58.70%	8.36%	15.69%	3.63%	3.34%	10.29%
Kishwaukee	19,856,254	12,477,415	3,011,809	2,351,115	634,777	5,004	1,376,134
	100.00%	62.84%	15.17%	11.84%	3.20%	0.03%	6.93%
Lake County	100,203,859	70,905,836	12,202,007	10,516,129	2,986,228	1,168,194	2,425,465
	100.00%	70.76%	12.18%	10.49%	2.98%	1.17%	2.42%
McHenry	41,444,970	26,257,403	3,672,446	8,515,240	1,147,332	821,446	1,031,103
	100.00%	63.35%	8.86%	20.55%	2.77%	1.98%	2.49%
Moraine Valley	79,768,992	52,911,409	12,304,476	7,534,810	1,854,914	169,228	4,994,155
	100.00%	66.33%	15.43%	9.45%	2.33%	0.21%	6.26%
Morton	23,374,384	15,536,836	1,980,397	5,001,635	589,932	168,121	97,463
	100.00%	66.47%	8.47%	21.40%	2.52%	0.72%	0.42%
Oakton	67,883,507	49,934,270	7,920,971	8,749,825	922,339	40,488	315,614
	100.00%	73.56%	11.67%	12.89%	1.36%	0.06%	0.46%
Prairie State	26,858,272	19,475,093	2,925,067	3,186,187	471,269	93,718	706,938
	100.00%	72.51%	10.89%	11.86%	1.75%	0.35%	2.63%
South Suburban	28,059,566	17,210,518	4,329,675	3,188,059	894,120	7,625	2,429,569
	100.00%	61.34%	15.43%	11.36%	3.19%	0.03%	8.66%
Triton	51,047,630	32,809,161	6,172,731	5,923,421	1,887,743	7,075	4,247,499
	100.00%	64.27%	12.09%	11.60%	3.70%	0.01%	8.32%
Waubonsee	57,592,452	35,188,782	6,308,377	10,942,115	1,792,756	605,638	2,754,784
	100.00%	61.10%	10.95%	19.00%	3.11%	1.05%	4.78%
Peer Average		66.93%	12.43%	12.34%	2.67%	1.41%	4.23%
State Average		67.25%	11.36%	12.14%	3.02%	1.16%	5.08%

Source: ICCB Data and Characteristics, Table IV-13

**COMMUNITY COLLEGE DISTRICT NO. 525** 

TOTAL STAFFING COMPARISON Fiscal 2021

	Full-Time Equivalent					Annual 2021	Student			Average Salary			
	Faculty	Administrative	Professional	Classified	Total	Student FTE	Staff Ra	tio	Faculty	Administrative	Professional		
DuPage	738	40	410	307	1,495	12,351	8.3 to	1	111,583	155,725	73,620		
Elgin	290	56	226	156	728	4,803	6.6 to	1	99,716	132,328	71,599		
Harper	426	36	302	224	988	7,664	7.8 to	1	96,287	153,932	73,952		
Illinois Valley	106	15	67	59	247	1,533	6.2 to	1	73,420	101,970	55,805		
Joliet	371	35	259	166	831	7,323	8.8 to	1	105,603	126,645	62,055		
Kankakee	90	28	67	53	238	1,455	6.1 to	1	69,884	90,380	54,456		
Kishwaukee	92	19	59	43	213	1,494	7.0 to	1	65,670	103,197	58,797		
Lake County	475	65	296	199	1,035	7,125	6.9 to	1	105,356	121,262	62,530		
McHenry	186	48	72	81	387	3,821	9.9 to	1	99,662	103,866	59,120		
Moraine Valley	365	29	168	224	786	6,385	8.1 to	1	80,646	138,237	73,131		
Morton	121	25	18	48	212	2,047	9.7 to	1	75,971	108,360	61,084		
Oakton	366	34	171	146	717	4,833	6.7 to	1	89,048	140,568	70,153		
Prairie State	146	25	86	79	336	1,731	5.2 to	1	80,072	106,390	58,049		
South Suburban	145	25	86	72	328	1,663	5.1 to	1	71,652	107,107	55,453		
Triton	270	28	128	197	623	4,670	7.5 to	1	72,397	135,289	67,255		
Waubonsee	195	35	241	146	617	4,572	7.4 to	1	93,169	143,553	65,766		
Peer Totals/Average	4,382	543	2,656	2,200	9,781	73,470	7.5 to	1	86,884	123,051	63,927		
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State Totals/Average	8,180	1,460	5,550	4,478	19,668	141,817	7.2 to	1	84,118	106,319	62,119		

Source: ICCB Data and Characteristics.

#### COMMUNITY COLLEGE DISTRICT NO. 525

#### COMPARISON OF TAX AND STATE REVENUE BY COLLEGES

	2020 Tax Rate	Equalized Assessed Valuation (EAV)	Tax Extension	Tax Dollars Per District Resident	Tax Rate Restricted Under PTELL	Annual FTE Fiscal 2021	Tax Dollars Per FTE	Fiscal 2022 Equalization Grants	Fiscal 2022 Operating Grants	Total State Grants	State Grants Per FTE	Tax and State Grants Per FTE
Elgin	0.4609	13,438,325,612	61,937,243	133.33	Yes	4,803	12,896	50,000	5,868,500	5,918,500	1,232	14,128
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Kishwaukee	0.6490	2,467,607,286	16,014,771	147.85	No	1,494	10,719	2,126,880	2,115,105	4,241,985	2,839	13,559
Oakton	0.2270	25,662,427,825	58,253,711	123.36	Yes	4,833	12,053	-	5,686,105	5,686,105	1,177	13,230
Harper	0.4080	21,725,865,745	88,641,532	169.04	Yes	7,664	11,566	-	9,106,150	9,106,150	1,188	12,754
South Suburban	0.5541	3,130,078,036	17,343,762	63.68	Yes	1,663	10,429	847,000	2,279,430	3,126,430	1,880	12,309
Lake County	0.2896	25,889,545,239	74,976,123	108.79	Yes	7,125	10,523	-	8,769,550	8,769,550	1,231	11,754
Kankakee	0.4966	2,633,171,557	13,076,330	100.02	No	1,455	8,987	1,290,910	2,049,605	3,340,515	2,296	11,283
Waubonsee	0.4287	10,657,298,125	45,687,837	114.23	Yes	4,572	9,993	50,000	5,745,520	5,795,520	1,268	11,261
Prairie State	0.4333	3,277,268,785	14,200,406	66.82	Yes	1,731	8,204	2,016,630	2,733,500	4,750,130	2,744	10,948
Joliet	0.2893	22,797,857,792	65,954,203	89.76	Yes	7,323	9,006	-	9,000,325	9,000,325	1,229	10,235
Illinois Valley	0.3571	3,768,470,756	13,457,209	93.55	No	1,533	8,778	50,000	2,045,650	2,095,650	1,367	10,145
DuPage	0.2139	48,637,602,537	104,035,832	98.16	Yes	12,351	8,423	-	15,343,300	15,343,300	1,242	9,666
Morton	0.5082	2,132,706,707	10,838,415	69.18	Yes	2,047	5,295	5,407,670	2,472,630	7,880,300	3,850	9,144
Moraine Valley	0.3503	11,649,102,061	40,806,805	99.01	Yes	6,385	6,391	7,308,680	8,646,150	15,954,830	2,499	8,890
McHenry	0.3434	8,391,991,586	28,818,099	107.77	Yes	3,821	7,542	50,000	3,947,160	3,997,160	1,046	8,588
Triton	0.2785	10,882,512,735	30,307,798	90.76	Yes	4,670	6,490	50,000	5,448,770	5,498,770	1,177	7,667
Peer Average	0.3930	13,571,364,524	42,771,880	104.71		4,592	9,206				1,767	10,973

### **COMMUNITY COLLEGE DISTRICT NO. 525**

#### **COMPARISON OF PER CAPITA COSTS**

Peer Colleges	FY 2021 <u>Per Capita Costs</u>
DuPage	663.64
Elgin	744.09
Harper	735.79
Illinois Valley	647.25
Joliet	707.26
Kankakee	813.62
Kishwaukee	776.49
Lake County	744.00
McHenry	474.54
Moraine Valley	792.65
Morton	688.58
Oakton	660.74
Prairie State	842.20
South Suburban	968.93
Triton	729.88
Waubonsee	557.26
Peer Average	721.68
State Average	735.60

Source: ICCB Data and Characteristics. Table IV-8

### Main Campus

1215 Houbolt Road Joliet, IL 60431 (815) 729-9020

### City Center Campus

235 North Chicago Street Joliet, IL 60432 (815) 727-6544

### Romeoville Campus

1125 West Romeo Road (135th Street) Romeoville, IL 60446 (815) 886-3000

### Frankfort Education Center

201 Colorado Avenue Frankfort, IL 60423 (815) 280-6961

#### Morris Education Center

725 School Street Morris, IL 60450 (815) 942-1552

### Weitendorf Agricultural Education Center

17840 Laraway Road Joliet, IL 60433 (815) 280-6900

