



50<sup>TH</sup>  
ANNIVERSARY

CAMDEN  
COUNTY  
COLLEGE



camden county  
Moving & Growing Together

Fiscal  
Year  
2018

Operating and  
Capital  
Budgets



# **FY2018 Operating Budget**

**Presented to the Board of Trustees  
May 2, 2017**



## **OVERVIEW**

The FY2018 College budget proposal totals \$63,552,254. This budget represents a \$473,854 or <1% increase over the FY2017 year-end projected budget. The budget plan contains a commitment of \$900,000 operating expenditures for new strategic initiatives. These new expenditures were achieved by a reallocation of existing resources.

In FY2018 a decline of 4% in enrollment is anticipated. To continue to meet the College's mission of offering accessible and affordable education, tuition and fees will remain the same for the fourth year in a row. In addition, the County announced for the fourth year the elimination of \$2,000,000 of the College's portion of debt service.

The County aid is anticipated to be \$10,488,856 and the State aid \$9,363,398, the same as FY2017.

In order to make significant progress on the College's 2017-2020 Strategic Plan priorities, as well as to ensure stability in programs and services, a carry-over of \$1.2 million from FY2016 is budgeted for the FY2018 budget. Additionally, this is the third consecutive year the College has been able to balance the operating budget without the use of reserves.

Cost containment strategies introduced in recent fiscal years will continue in the FY2018 budget plan, this includes the reduction of eleven (11) full-time positions, outsourcing services where feasible and a careful review of all other expenditures.

Due to substantial changes in education at both the State and Federal levels, CCC continues to face challenges in FY2018, including securing federal aid and other government funded programs and declining enrollments. Additionally, internal challenges may impact the budget. These include labor contract negotiations, deferred infrastructure maintenance and increased health benefits and technology costs.

The College continues to seek growth and improvement opportunities to broaden its presence within the community, make learning accessible to all populations and assist the students in attaining their goals. Opportunities in the upcoming year include: increased outreach with K-12 schools; partnerships with businesses and four-year institutions; growth within the Distance Learning program and online curriculum to provide opportunities for more students; improve student retention and success; and increased revenue growth from space rentals.

Below are the College's Mission and Vision Statements as well as the 2017-2020 Strategic Plan and Institutional Goals. Together with the FY2018 College initiatives and the individual unit goals, provide the framework for the College's FY2018 planning.

# **MISSION, VISION, VALUES, GOALS and INITIATIVES**

## **MISSION STATEMENT, VISION AND VALUES**

### **MISSION STATEMENT:**

Camden County College is committed to the success of a diverse student body through collaborative engagement that provides high quality, accessible and affordable education.

The College is responsive to the needs of the community through continuous enhancement of its programs and services.

### **VISION:**

Camden County College will be a gateway to opportunities for students to achieve their full potential and to meet their academic and career goals.

### **VALUES:**

- Academic excellence
- Accountability
- Goal attainment
- Integrity
- Respect for individuals
- Student-centered (focused) decision making
- Student learning

## **STRATEGIC PLAN 2017-2020 – INSTITUTIONAL GOALS**

### **1. Provide accessible and affordable, high quality educational opportunities**

#### **Strategic Initiatives:**

- 1.1 Expand learning opportunities for all residents of Camden County through collaborative partnerships, including local agencies and school districts.
- 1.2 Expand college readiness opportunities for high school students and adults in transition.
- 1.3 Reduce barriers to enrollment (i.e. financial, child care, flexible course offerings).

### **2. Foster student success through high-quality learning experiences and support services.**

#### **Strategic Initiatives:**

- 2.1 Improving retention and student success through student-centered instruction, co-curricular opportunities and support initiatives (i.e. tutoring, advising, transfer, student engagement).
- 2.2 Improve completion and transfer through implementing systems that support students' academic and career plans using Guided Pathways model.

### **3. Respond to the needs of labor force, collaborative partners, and community members:**

#### **Strategic Initiatives:**

- 3.1 Improve Workforce Readiness through expanded partnerships with business and industry.
- 3.2 Identify and overcome barriers to success in workforce readiness for special populations (e.g. underrepresented populations, veterans, displaced workers, limited English Proficient, International students, economically disadvantaged, academically underprepared, senior citizens, etc.).
- 3.3 Establish the College as a *Center of Excellence* to train students in high demand occupations.

**4. Develop and manage institutional resources focused on supporting student success and organizational effectiveness:**

**Strategic Initiatives:**

- 4.1 Expand revenue generating opportunities (Grants, foundation, leasing, etc.).
- 4.2 Develop human resource capacity (i.e. leadership and professional development, diverse workforce).
- 4.3 Enhance Processes, resources, and infrastructure to better fulfill mission and goals.
- 4.4 Improve College effectiveness and efficiencies through continuous improvement.



## **FY2018 COLLEGE INITIATIVES**

Each area of the College has participated in the development of initiatives for FY2018 in support of the 2017-2020 strategic plan priorities.

In the following section, the FY2018 area initiatives are presented for each of the four strategic goals. Some initiatives will support achievement for more than one strategic goal.

<b>1. Provide accessible and affordable, high quality educational opportunities</b>
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Continue to offer financial incentives by providing tuition discounts to the community and high schools. One of the incentives is to the most improved Camden County high school student. One student from each high school in Camden County is chosen to receive a tuition reduction of 50% for two years. The other incentive is a partnership with the Camden County Regional Chamber of Commerce offering a reduction in tuition of one-third for chamber members and their employees.

Partner with Rutgers Camden to offer “Bridging the Gap”, which is an innovative partnership between Camden County College and Rutgers University Camden that will allow income-eligible students to graduate from college with little or no debt. The program will transform access to a Rutgers degree by helping New Jersey families dramatically reduce their college cost by waving tuition in full or by half.

Expand opportunities and offerings for high school students. Currently, the College has one of the largest, most robust partnership programs with high schools across the County. Camden County College continues to expand partnerships with high schools, expand offerings such as College Express, Dual Credit and College Readiness, in an effort to increase enrollments at the College. The College plans to increase our presence in the high schools and bring more students to our campus for a Senior Option year on campus. In addition, we plan to expand our Gateway Transition to College program, an innovative program that enables High School drop outs to complete their High School diploma while earning college credits.

Identify ways to manage student delinquency rates to help with student success. Departments include Financial Aid, Business Office, and Enrollment Services.

Take specific operating steps to increase affordability and access for students. Lower textbook costs to students by working with Barnes and Noble, faculty and staff to identify and implement opportunities. Reduce Camden parking garage fees to CCC students. Roll out student e-refund process, research Cougar Card replacements and evaluate a One Card system.

Increase support of our students by strengthening recruitment and the admissions processes and assessing the student service support structures.

Implement the student planning software that allows focused information for students and advisors concerning students degree completion planning and course registration processing.

Implement Meet CCC Enrollment Workshops countywide to introduce prospects to college majors and programs as well as assist in enrollment and applying for financial aid.

Invite high school juniors and seniors during the months of January through April to the College for Day of Recruitment event, to take the accuplacer exam and tour the college facilities.

Offer Major Discovery Workshops during the month of October to PSAT and SAT high school juniors and invite them to the college to meet with program coordinators in the area of their interest.

## **2. Foster student success through high-quality learning experiences and support services**

Create and maintain career and technical education programs that lead to employment in high demand, highly skilled fields. Complete program planning to offer entry level allied health programs in the new Camden Health Science Center.

Develop and maintain high quality learning experiences with seamless transfer to four year institutions in New Jersey and the region as measured by continuous assessment and enhancement of the academic program.

Strengthen financial support for the College long term and provide increased stability for the Foundation's unrestricted funds.

Obtain external funding in support of the College's mission and goals.

Create a new science lab in the Rohrer Center to meet the increased demand for science courses in the area.

Develop policies and procedures for online learning to ensure all existing courses use the Quality Matters rubric and insure that all online instructors are trained using Quality Matters.



Develop procedures to insure that all new online students receive an orientation to online learning.

Investigate a partnership with Cooper Medical Center to offer a Paramedic Science degree program at the RETC.

Maintain College compliance with external academic agencies, including the Middle States Commission on Higher Education and the New Jersey Council of County Colleges.

Conduct a successful site visit with Middle States in the spring 2018.

### **3. Respond to the needs of labor force, collaborative partners, and community members**

Camden County College has been designated the New Jersey Talent Development Center for Advanced Manufacturing (NJ AM-TLD) funded by the New Jersey Department of Labor and Workforce Development. As an integral part of the New Jersey Talent Development System, the Talent Development Center will serve as a Center of Excellence and expand the capacity of the state's higher education institution in the Advanced Manufacturing industry sector. The Talent Development Center will provide training to dislocated workers and incumbent workers (leading to an industry-valued credential) and serve as an anchor partner in the Targeted Industry Partnership of Advanced Manufacturing. Training programs include, but are not limited to: AutoCAD; blueprint reading ; CNC; production technician; Electro Mechanical; food safety; geometric tolerancing; ISO; MasterCam; lean manufacturing; rivet; solid works; total productive maintenance and welding.

Continue the contract for the State Apprenticeship Accelerator Program which provides funds for administration and supportive services designed to promote/develop pre-apprentice and apprenticeship programs throughout New Jersey through the State.

Through a partnership between the New Jersey Business & Industry Association (NJBIA), the New Jersey Community College Consortium for Workforce and Economic Development, and the NJ Department of Labor and Workforce Development, classes can be scheduled for a designated employer. The classes can be delivered at a client site, or at any Camden County College campus location. Open enrollment classes are also scheduled for individuals to attend at the William G. Rohrer Center in Cherry Hill. To attend this training, participants must be currently employed in the State of New Jersey. Public sector employees and those who are unemployed are not eligible to participate. Training includes PC Skills; verbal and written communication skills, customer service, Spanish in the workplace, ESL, and mathematics and measurement.

Develop and administer revenue producing partnerships with NJCAP and LRC.

Foster the partnership with the Rutgers School of Health Professions that will be coming onto the Blackwood Campus in May.

Expand the number of partnerships with area cultural and educational institutions.

Strengthen the cultural framework of Camden County by educating the community about diverse cultural experiences available to all.

Identify CCC as a Health Science Center for Excellence, through enhancements in current allied health programs on its Blackwood campus and through the offering of new programs in Camden City. Currently, the College has over a dozen credit and non-credit certificate and degree, allied health programs.

Continue to expand the School of Nursing, Newark and New Brunswick Rutgers program for a Bachelor of Science of Nursing Degree on the CCC Blackwood Campus.

Expand existing clinical partnerships and evaluate and revise the Surgical Technology Program in preparation for applying for accreditation which will allow the graduates to be more competitive in the job market. The College plans to offer the program on both the Camden Campus and the Blackwood Campus.

Assess and improve the quality of our offerings and increase enrollment in our technology programs with the goal of improving student success. As the College grows STEM, Allied Health programs, and technology programs, more students will need basic core courses in order to be accepted into highly competitive majors.

Introduce College Workshops that will be offered throughout the year to incoming students to acquaint them to program selections, support and academic services in order to ensure their academic success.

Provide additional advisement and transfer services to students who graduate and transfer for a Bachelor's degree. A university concept will be developed in summer 2017 at the Blackwood advisement center for this purpose.

Provide additional e-advisors and services to support distance education students.

Make available faculty mentoring support e for students in their area of interest. Staff and peer student mentoring is also available. A qualtrix software program is being purchased to support African-American male students interested in having a mentor, the software allows a closed connection among the mentor and mentee.



Increase the availability of tutoring services at all campuses, increase evening hours and broaden the subjects offered.

Student services staff are being cross-trained in order to be able to handle all aspects of the registration, financial aid and advisement processes.

<b>4. Develop and manage institutional resources focused on supporting student success and organizational effectiveness</b>
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Camden County College is currently in the process of conducting its decennial Self-Study for the Middle States Commission of Higher Education. The Self-Study process has helped the College identify challenges and opportunities to improve student success. As a result of this process, the College has an opportunity to improve the evaluation of student learning outcomes assessment through the appointment of an Associate Dean for Curriculum and Assessment to provide professional development and training to faculty on improving student outcomes.

Provide high quality educational experiences through professional development for instructional staff that supports the teaching learning process as measured by continuous assessment and enhancement of the academic program.

Continue to expand partnerships with outside groups for rental opportunities.

Reorganize the grants office in order to maximize outside funding from grants.

Develop and maintain an organized and systemic evaluation of the educational effectiveness of the academic program that is conducted by the faculty and appropriate professionals, evaluating the extent of student achievement of institutional and degree/program goals as measured by continuous evaluation and enhancement of the Academic Student Learning Outcomes Plan.

Implement a web based onboarding system which will reduce the amount of paper used and help contribute to improving the environment. It will also enhance the process of acclimating new employees to the College and improve their chance of success.

Implement Professional Development Training which will allow the College to develop its human resource capacity and enhance the overall effectiveness and efficiency of the College.

Ensure development of strategic thinking and planning for Division program units; Communications, Grants and Alumni Relations.

Rebrand the college for the purpose of increasing enrollment.



Strengthen financial support for the College long term and provide increased stability for the Foundation's unrestricted funds.

Identify ways to increase revenue generation and to reduce costs for auxiliary services. Specifically, reduce Sodexo subsidy and increase Camden conference and Blackwood space rentals. Prepare for FY2019 food service RFP. Negotiate financially beneficial contract with Barnes & Noble for the Blackwood campus.

Reduce existing backlog of stale checks, dated financial aid checks, and unreconciled credit balances. Become current with collection process. Upgrade management/infrastructure of Camden parking garage. Perform internal financial audits at all campus locations. Establish improved cash control procedures. Improve fixed asset management of transferred assets.

Educate and support College staff in the proper use of procurement procedures.

Communicate safety and emergency related information to the College community on a systematic basis; upgrade primary safety vehicles as part of fleet management plan; review and update surveillance plan and upgrade surveillance system to address coverage gaps and determine efficacy of hiring SLEO III officers for increased security.

Improve facilities management effectiveness and efficiencies. Work with CCIA to improve resource management, proactive building & energy management, and processing of work order requests; establish sustainable preventive maintenance plan and work with CCIA to address existing delinquencies and develop an ongoing preventive maintenance plan; manage major construction projects in a well-thought out and low cost manner. Projects include: roof replacements, Wilson demolition and Lincoln Hall improvements and update the Facilities Master Plan.

Promote sustainability by providing direction for developing, communicating, implementing and documenting college wide sustainability initiatives.

Upgrade the OneSolution Financial System to the most current and supported version of the software.

Student Services will continue the implementation of the following software programs: Career Coach which is an interactive tool that allows students to ascertain career information as well as to find programs offered at Camden County College that fulfills their objectives and Virtual New Student Orientation which is an online orientation that informs students of the services and programs that support their first year experience which is critical to their retention and persistence.

Complete the redesign of the College's website with a goal of creating a comprehensive and positive presentation of the College for potential students and the community.

A range of technology enhancements will be undertaken to strengthen student-related administrative processes and improve services to students.

Implement eRefunds module of the student online payment systems. This will allow students to get speedier refunds issued by the college, making it easier for the staff to process refunds and handle refund related phone calls.

## **BUDGET SUMMARY**

<b>CCC - FY2018 Budgeted Expenditures</b> <b>Detail Table I attached</b>	
Salaries & Wages	\$35,508,798
Fringe Benefits	\$13,491,884
Contractual Services	\$6,040,320
Materials & Supplies	\$1,989,985
Conferences & Meetings	\$588,884
Fixed Charges	\$1,524,004
Utilities	\$3,911,054
Student Aid	\$295,500
Miscellaneous	\$201,825
<b>Total Expenditures</b>	<b>\$63,552,254</b>

<b>CCC - FY2018 Budgeted Revenues</b> <b>Detail Table II attached</b>	
Credit Tuition	\$21,800,000
Credit Fees	\$11,700,000
Continuing Education	\$2,300,000
State Appropriation	\$9,363,398
County Appropriation	\$10,488,856
Miscellaneous	\$7,900,000
<b>Total Revenue</b>	<b>\$63,552,254</b>



## **Fiscal Year 2018 Expenditures**

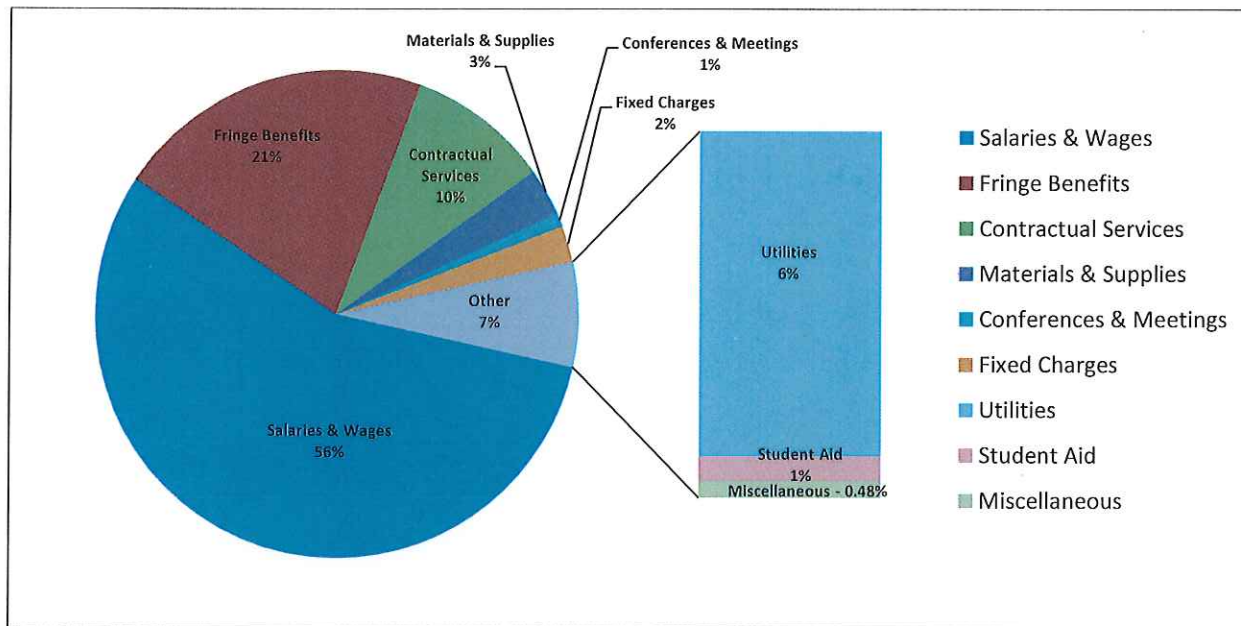
The College's FY2018 Operating Budget is \$63,552,254. This represents an increase of \$473,854 compared to the FY2017 projected budget. The majority of the initiatives will be achieved through a commitment of existing resources. Some initiatives will require the reallocation of funds as follows:

- An Associate Dean for Curriculum & Assessment was identified as necessary in order to develop and maintain an organized and systemic evaluation of the educational effectiveness of the College's academic programs and coordinate academic assessment (\$75,000)
- An Instructional Designer position was added to the distance learning budget in order to assist faculty in the design and assessment of quality distance education programs and provide educational experience through professional development for instructional staff (\$49,500).
- Membership in the State Authorization Reciprocity Agreement (SARA) that will allow the College to register students that live outside the state of New Jersey (\$7,000).
- Software to assist with the development and management of institutional resources focused on supporting student success and organization effectiveness (\$10,000).
- A Surgical Technology Teaching Administrator position was added in order to develop and maintain career and technical education programs that lead to employment in high demand, highly skilled fields and to complete program planning to offer entry level allied health programs in the new Camden Health Science Center (\$30,000 to be hired spring 2018).
- Funding to accommodate the Middle States Team site visit that is necessary to achieve Middle State accreditation (\$35,000).
- New faculty positions: History, mathematics, biology (\$75,000 will be hired spring 2018).
- Two part-time job developer positions will be funded in the School, Community and Workforce Training Programs area to implement workforce training projects, job recruitment for program graduates and job placement (\$40,000).

- Additional support for Institutional Advancement to increase marketing efforts through campus events, updating of the College's website and outreach to alumni (\$32,500).
- A full time transfer advisor will be hired to assist enrollment and student services to support students' academic and career plans using the Guided Pathways model (\$50,000).
- A permanent part-time assistant to the testing director was budgeted to assist with high school testing initiatives (\$30,000).
- An Associate Dean for Enrollment and Student Services was added to assist with increasing the efficiency of student services in order to make sure students receive optimal customer service and direction (\$90,000).
- Additional funds were budgeted for human resources to increase efficiency, ensure federal compliance and cut down on paper costs (\$20,000).
- Upgrade of OneSolution, the College's financial system, to the most current and supported software (\$120,000).
- Implement an agreement with the Camden County Improvement Authority (CCIA) to improve facilities management effectiveness and efficiencies (\$236,000).

## OBJECT CATEGORY

As noted in the following chart, salaries and fringe benefits encompass the majority of the expenditures. Approximately 77% of the Operating Budget is for employee compensation. The remaining 23% budgeted for operating is spent on contractual services (10%), which includes projected increases for the contracts currently out for bid; materials and supplies (3%); conferences & meetings (1%); fixed charges (2%); utilities (6%); student aid (1%); and miscellaneous (<1%).



### **Salaries and Wages**

The salary budget is \$35,508,798, a decrease of \$591,202 over the revised FY2017 budget. The salary budget includes increases for the secretarial union and the impact of the offer made by the administration as part of the current collective bargaining process. There are 340 full-time positions budgeted which represents a decrease of 11 positions over the FY2017 budget.

The College experienced retirements of staff as well as two layoffs which lead to the reallocation of positions to accomplish the FY2018 divisional initiatives.

### **Fringe Benefits**

Fringe benefit costs are projected to increase by 10%. The increase will be absorbed by savings from the reduction in the number of budgeted positions.



## Utilities

Utility costs remain a major challenge. We are currently working on a cooperative agreement with the Camden County Improvement Authority to establish a proactive building management plan in order to reduce utility costs. In addition, we continue the replacement of outdated HVAC systems and the investment in more efficient lighting.

## Other Operating Costs

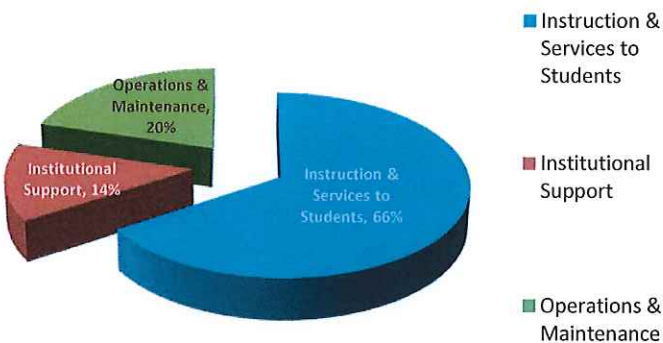
Contractual services increased by 1% to cover a projected increase in the custodial and grounds outsourced contract as well as the mechanical maintenance outsourcing.

The County announced for the fourth year, the elimination of approximately \$2 million of the College's portion of the debt service.

## FUNCTIONAL CATEGORY

Seen from a functional perspective, expenditures are budgeted in several categories as follows:

Function	%	FY2018
Instruction	40%	\$25,671,465
Public Service	2%	\$1,387,126
Academic		
Support	12%	\$7,899,778
Student		
Services	10%	\$6,289,332
Institutional		
Support	14%	\$8,743,688
Operations & Maintenance	20%	\$12,992,149
Scholarships & Fellowships	1%	\$568,716



**Total 100% \$63,552,254**

As shown in the preceding graph, approximately 66% of the College's operating expenditures are spent supporting the instructional programs.

The percentage of the budget focused on instruction has increase over the years. Since FY2010 the amount spent on instruction has increased by 4% of the total budget. This increase is attributed to the College's decrease in administrative costs through layoffs and the outsourcing of custodial and maintenance services.

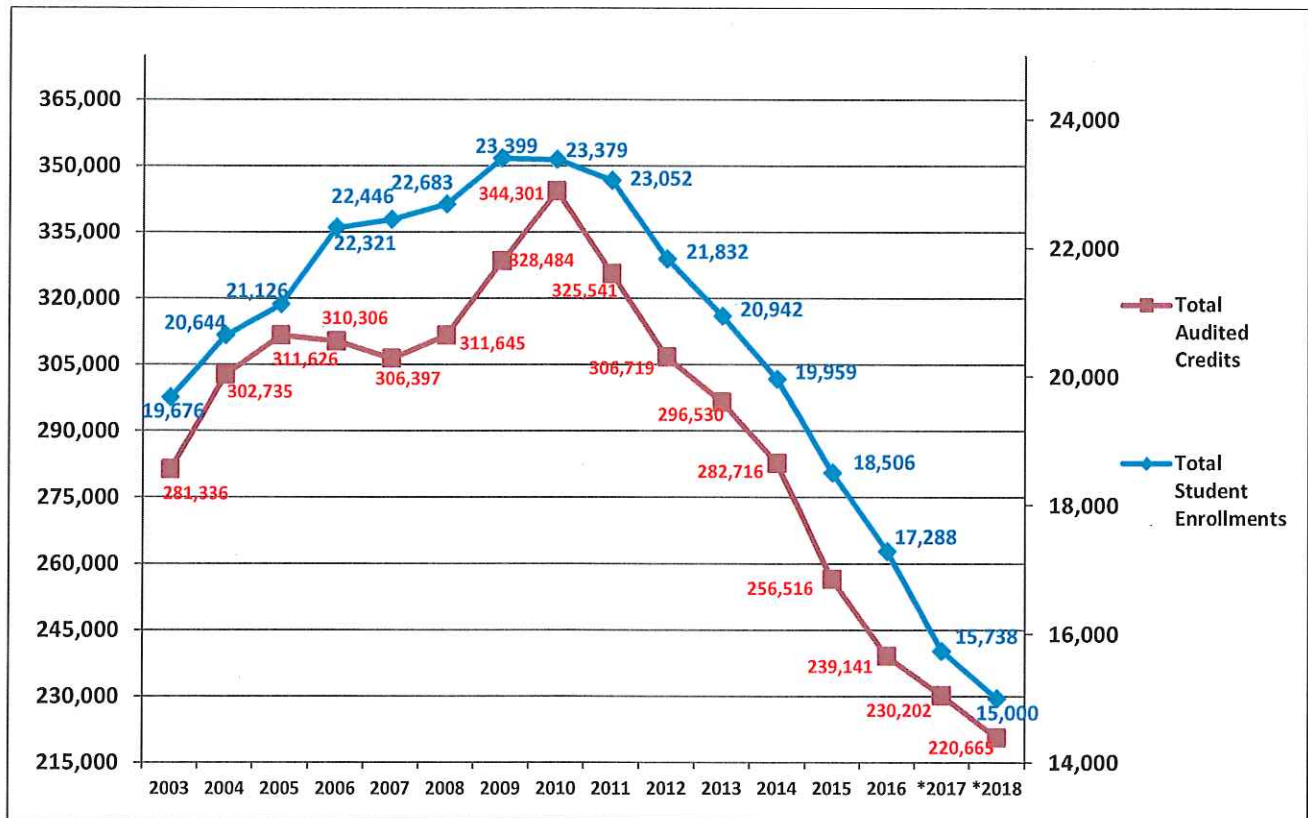
## Fiscal Year 2018 Revenues

The College supports the budget from the revenue categories as summarized below:

Student Tuition, Fees	\$33,500,000
Continuing Education	\$2,300,000
State Appropriation	\$9,363,398
County Appropriation	\$10,488,856
Miscellaneous Revenue	\$7,900,000
<b>Total Revenue</b>	<b>\$63,552,254</b>

### Student Tuition and Fees

As indicated below, over the past five years, student enrollment declined significantly. Tuition and fee revenues represent 56% of total revenue. The College's projection for tuition and fee revenue is dependent upon both the tuition rate and level of enrollments. For the fourth year, there will be no increase in tuition or fees. The budget also includes a reduction of 9,537 credits. An increase in dual credit enrollment, as well as an increase in high school students taking college courses is projected for the year.

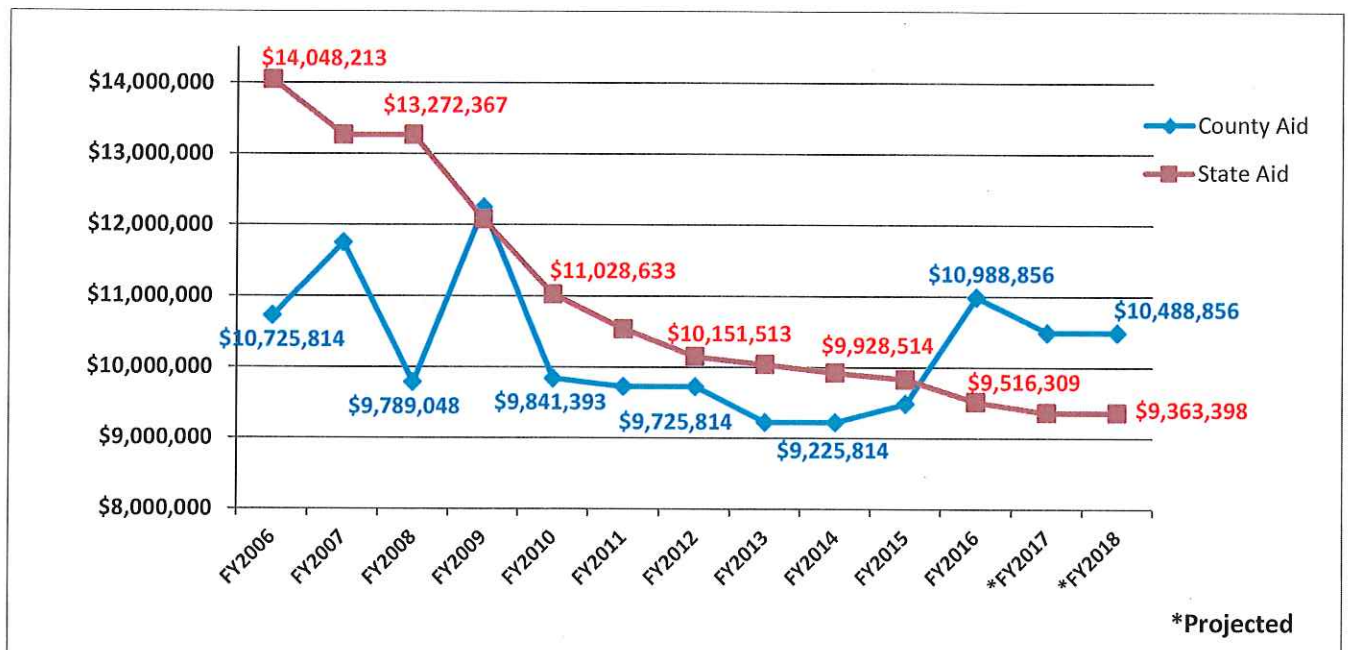


## State and County Aid

As indicated in the chart below, State aid has been steadily declining since 2006. It is projected to remain the same as FY2017 at \$9,363,398.

The County appropriation for FY2018 is projected to remain at \$10,488,856, the same as FY2017.

The share of the College's operating budget for FY2018 is 15% from the State and 17% from the County.



## Miscellaneous Sources

Miscellaneous sources of revenue continue to increase. A new leasing contract with Rutgers School of Health Professions will generate approximately \$300,000 revenue in FY2018. In addition, the Gateway to College program in Camden is projected to increase by \$400,000. This category also includes a carry-over in revenue of \$1,200,000 from FY2016.

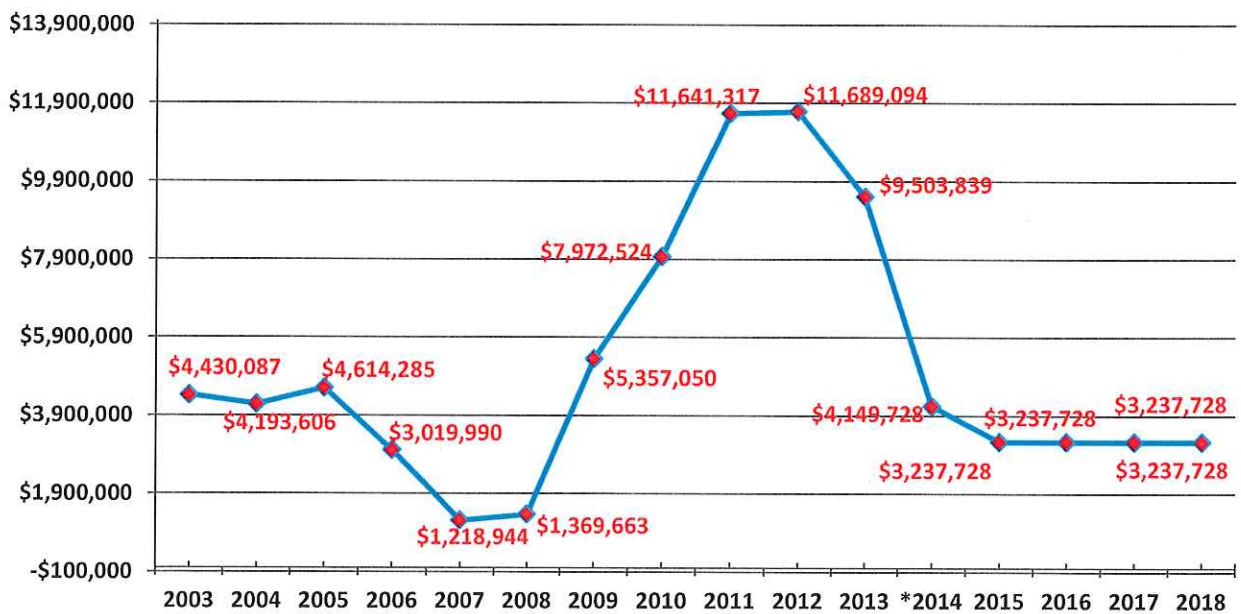


## Current Unrestricted Reserve Funds

The FY2018 Operating Budget is balanced without the use of unrestricted reserve funds.

Year	Fund Balance
2003	\$4,430,087
2004	\$4,193,606
2005	\$4,614,285
2006	\$3,019,990
2007	\$1,218,944
2008	\$1,369,663
2009	\$5,357,050
2010	\$7,972,524
2011	\$11,641,317
2012	\$11,689,094
2013	\$9,503,839
*2014	\$4,149,728
2015	\$3,237,728
2016	\$3,237,728
2017	\$3,237,728
2018	\$3,237,728

**NOTE:** \*Fund Balance includes: \$1,654,111 for the financial Aid Audit and \$1,500,000 additional payment to the County



# REVENUE COMPARISONS FY2004 TO FY2018

Revenue History and Projections: FY2004-2016 Actual  
FY2017-FY2018 – Projected

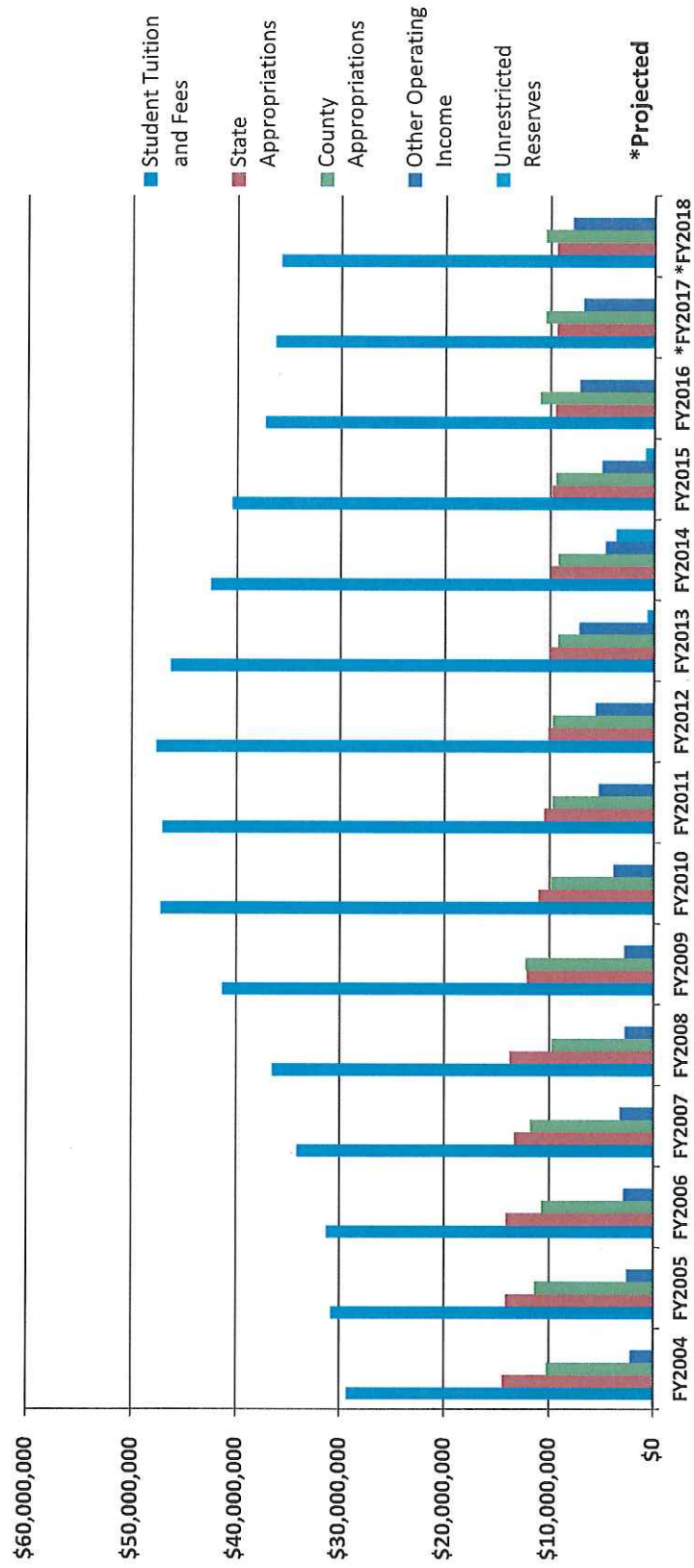


Table 1

Camden County College  
Expenditure Comparison

	General Operating				Continuing Education				Auxiliary Services				TOTAL Current Unrestricted				Difference Between FY2017 Projections & FY2018 Budgeted
	Budgeted FY2017	Year End FY2017 Projections	Budgeted FY2018	Actual FY2016	Budgeted FY2017	Year End FY2017 Projections	Budgeted FY2018	Actual FY2016	Budgeted FY2017	Year End FY2017 Projections	Budgeted FY2018	Actual FY2016	Budgeted FY2017	Year End FY2017 Projections	Budgeted FY2018	Actual FY2016	
<b>Expenditures</b>																	
Salaries	\$27,083,945	\$27,506,694	\$27,083,626	\$1,240,031	\$1,095,963	\$1,556,891	\$1,240,016	\$428,914	\$533,028	\$538,513	\$428,909	\$28,752,890	\$29,135,685	\$28,600,558	\$28,752,551	\$28,752,551	\$151,993
Overloads	\$7,544,768	\$7,454,115	\$6,756,247									\$7,544,768	\$7,454,115	\$7,499,442	\$6,756,247		(\$743,195)
Fringe																	
Benefits	\$12,630,716	\$12,802,260	\$13,185,238	\$183,115	\$177,940	\$185,602	\$191,154	\$110,635	\$128,318	\$112,138	\$115,492	\$12,924,466	\$13,396,660	\$13,100,000	\$13,491,884		\$391,884
Contractual Services	\$4,770,325	\$5,485,191	\$5,755,163	\$54,548	\$72,553	\$61,012	\$65,809	\$181,812	\$212,822	\$203,358	\$219,347	\$5,006,685	\$5,770,566	\$5,600,000	\$6,040,319		\$440,319
Materials & Supplies	\$1,162,825	\$1,337,045	\$1,565,117	\$303,320	\$367,715	\$348,765	\$408,257	\$12,341	\$17,647	\$14,190	\$16,611	\$1,478,486	\$1,904,802	\$1,700,000	\$1,989,985		\$289,985
Conferences/ Meetings	\$401,898	\$507,217	\$564,635	\$17,260	\$29,002	\$21,783	\$24,249		\$102				\$529,285	\$529,000	\$588,884		\$59,884
Fixed Charges	\$4,348,671	\$1,712,330	\$1,514,574	\$10,970	\$22,858	\$6,539	\$5,302	\$8,547	\$6,384	\$5,094	\$4,130	\$4,368,188	\$1,741,572	\$1,723,963	\$1,524,006		(\$199,957)
Utilities	\$3,566,563	\$3,637,537	\$3,677,828	\$49,348	\$22,719	\$50,093	\$50,887	\$176,822	\$196,179	\$179,492	\$182,338	\$3,792,733	\$3,856,435	\$3,850,000	\$3,911,053		\$61,053
Student Aid	\$309,480	\$325,500	\$295,500									\$309,480	\$325,500	\$214,454	\$295,500		\$81,046
Capital	\$26,219	\$144,209	\$10,850									\$26,219	\$144,209	\$128,483	\$10,850		(\$117,633)
	\$0		\$0									\$0	\$0	\$0	\$0		\$0
Miscellaneous	\$190,000	\$132,542	\$190,975									\$190,000	\$132,542	\$132,500	\$190,975		\$58,475
Transfers												\$0	\$0	\$0	\$0		\$0
<b>Expenditures</b>	\$62,035,410	\$59,794,930	\$60,599,733	\$1,858,592	\$1,788,750	\$2,230,685	\$1,985,674	\$919,071	\$1,094,480	\$1,052,785	\$966,827	\$64,813,073	\$64,391,371	\$63,078,400	\$63,552,254		\$473,854
* One time Financial Aid Payment			\$1,654,111														

Made in the Amount of



**Table II**  
Camden County College  
Revenue Comparison

Revenue	General Operating				Continuing Education				Auxiliary Services				TOTAL Current Unrestricted				Difference Between FY2017 Projections & FY2018 Budgeted
	Actual FY2016	Revised Budget FY2017	Year End FY2017 Projections	Budgeted FY2018	Actual FY2016	Revised Budget FY2017	Year End FY2017 Projections	Budgeted FY2018	Actual FY2016	Revised Budget FY2017	Year End FY2017 Projections	Budgeted FY2018	Actual FY2016	Revised Budget FY2017	Year End FY2017 Projections	Budgeted FY2018	
Student Tuition	\$22,919,263	\$23,942,667	\$22,350,000	\$21,800,000	\$1,887,549	\$2,200,000	\$2,100,000	\$2,300,000					\$24,806,812	\$26,142,667	\$24,450,000	\$24,100,000	(\$350,000)
Student Enrollment Fees	12,042,559	11,848,516	11,500,000	11,385,000					12,042,559	11,848,516	11,500,000	11,385,000					(115,000)
Student Service Fees	302,883	290,000	290,000	150,000					302,883	290,000	290,000	150,000					(140,000)
Student Penalties	206,885	200,000	200,000	150,000					206,885	200,000	200,000	150,000					(50,000)
County Chargebacks	17,854	18,000	18,000	15,000					17,854	18,000	18,000	15,000					(3,000)
Federal Government	-	32,000	32,000	32,000					0	32,000	32,000	32,000					0
State Appropriation \ County Appropriations (Net of Stab. Fund)	9,516,309	9,600,000	9,363,398	9,363,398					9,516,309	9,600,000	9,363,398	9,363,398					0
Other Revenue	6,655,819	5,238,539	6,203,353	7,326,500					10,988,856	10,488,856	10,488,856	10,488,856					0
Parking Garage Fees									6,655,819	5,238,539	6,203,353	7,326,500					1,123,147
CCC Current Unrestricted Reserves									546,282	521,293	521,293	530,000	546,282	521,293	521,293	530,000	8,707
Net Transfers / Auxiliary Expenses	0	0	0	0					0	0	0	0					0
Interest	11,509	11,500	11,500	11,500					11,509	11,500	11,500	11,500					0
County Security Revenue									0	0	0	0					0
<b>Total Revenue</b>	<b>\$62,661,937</b>	<b>\$61,670,078</b>	<b>\$60,457,107</b>	<b>\$60,722,254</b>	<b>\$1,887,549</b>	<b>\$2,200,000</b>	<b>\$2,100,000</b>	<b>\$2,300,000</b>	<b>\$546,282</b>	<b>\$521,293</b>	<b>\$521,293</b>	<b>\$530,000</b>	<b>\$65,095,768</b>	<b>\$64,391,371</b>	<b>\$63,078,400</b>	<b>\$63,552,254</b>	<b>\$473,854</b>

# **FY2018 Capital Budget**

**Board of Trustees  
May 2, 2017**

**Fiscal Year 2018  
Capital Budget  
Overview**

Capital needs, including deferred maintenance costs, are an ongoing critical College expense priority. The FY2018 capital budget addresses the most urgent repairs, renovations and equipment identified and prioritized in the College plans.

The College continues to use the remaining transformation funding, current grants, which include the Perkins Career and Technical Education Grant, and State funds such as ELF for updates to equipment and upgrades to facilities.

The FY2018 capital plan totals \$4,417,940 of which \$3,600,000 is included in the FY2018 Chapter 12 application.

Below are two charts, Chart I lists the projects and estimated costs and Chart II is a capital plan matrix that links these projects to the College's plans.

**CHART I**

<u>Project</u>	<u>Amount</u>
Lincoln Renovations	\$3,000,000
Roosevelt Roof Replacement and Ventilation	\$400,000
Washington Roof Replacement	\$200,000
Rohrer Science Lab	\$160,000
HVAC Deficiencies	\$250,000
Academic Equipment	\$40,000
Lifecycle Computer Equipment	\$35,000
Classroom Furniture Replacements	\$15,000
IT Equipment	\$200,000
Video Surveillance System Roosevelt Hall	\$25,000
Athletics - Resurface Soccer Field	\$50,000
Athletics – Resurface Gym Floor	\$42,940
<b>Total Funding</b>	<b>\$4,417,940</b>



## CHART II

<b>Alignment:</b> <b>D</b> = Direct <b>I</b> = Indirect <b>N</b> = None	Strategic Plan	Facilities Master Plan	Enrollment Management Plan	Academic Plan	Technology Plan
<b>Infrastructure Renewal</b>					
Lincoln Renovations	<b>D</b>	<b>D</b>	<b>I</b>	<b>D</b>	<b>I</b>
Roosevelt Roof & Ventilation	<b>I</b>	<b>D</b>	<b>I</b>	<b>I</b>	<b>N</b>
Washington Roof	<b>I</b>	<b>D</b>	<b>I</b>	<b>I</b>	<b>N</b>
HVAC Deficiencies	<b>I</b>	<b>D</b>	<b>I</b>	<b>I</b>	<b>N</b>
Resurface Soccer Field	<b>I</b>	<b>D</b>	<b>D</b>	<b>D</b>	<b>N</b>
Resurface Basketball Gym) Floor	<b>I</b>	<b>N</b>	<b>D</b>	<b>D</b>	<b>N</b>
<b>Equipment Upgrades</b>					
Classroom Furniture	<b>I</b>	<b>N</b>	<b>I</b>	<b>I</b>	<b>N</b>
Academic Equipment	<b>D</b>	<b>N</b>	<b>D</b>	<b>D</b>	<b>I</b>
Lifecycle Computer Equipment	<b>D</b>	<b>N</b>	<b>D</b>	<b>D</b>	<b>D</b>
IT Equipment	<b>D</b>	<b>N</b>	<b>D</b>	<b>D</b>	<b>D</b>
Video Surveillance System - Roosevelt	<b>D</b>	<b>D</b>	<b>N</b>	<b>I</b>	<b>I</b>
<b>Expansion of Existing Facilities</b>					
Rohrer Science Lab	<b>D</b>	<b>I</b>	<b>D</b>	<b>D</b>	<b>I</b>

### **Lincoln Renovations - \$3,000,000**

Lincoln Hall houses the Dennis Flyer Theater as well as ancillary space and classrooms that support the College's Creative and Performing Arts programs. Specifically, this funding will renovate existing student areas that include the Dance Studio and Scene Shop, Dressing Room and storage rooms.

Student and public restrooms will be renovated throughout the building to allow for greater ADA accessibility.

**Roosevelt Roof Replacement and Ventilation - \$400,000****Washington Roof Replacement - \$200,000**

The roofs on Roosevelt and Washington Halls are over 23 years old (18,000 sf and 11,842 sf respectively).

The material used on the roof is no longer manufactured and severely eroded and, in some areas, exposed to the elements. Currently there are minor openings and pinholes throughout the roof that are not currently causing disruptive leaks but these structural weaknesses need to be rectified before they cause significant damage to the buildings.

**Rohrer Science Lab - \$160,000**

In order to meet the increased demand for science courses in the Cherry Hill area, a new science lab in the Rohrer Center needs to be added.

**HVAC Deficiencies - \$250,000**

In order to be proactive and make repairs before they become larger expenses, the HVAC deficiency list was created. A thorough inspection of existing conditions for all HVAC related equipment on all campuses was completed for the purpose of listing and quantifying the cost of any repairs or replacements needed to maintain fully functional HVAC systems.

**Academic Equipment - \$40,000**

The majority of equipment is funded by Perkins but some instructional and lab equipment in non-Perkins programs are outdated and need to be replaced.

**Lifecycle Computer Equipment - \$35,000**

In order to expose students to the most up-to-date software it is imperative that the College's computers are able to support the new technologies.

There are more than 50 computer labs throughout the Blackwood, Camden and Rohrer campuses. Upgrades in these non-Perkins labs are needed to assure our students receive instruction on state-of-the-art technology.

In addition, the College must replace the administrative and faculty computers on a five (5) year lifecycle plan.

### **Classroom Furniture Replacements - \$15,000**

Classroom furniture in all campuses needs to be replaced. This money will allow us to replace furniture that could be a safety hazard to students in the near future.

### **IT Equipment - \$200,000**

The College's network infrastructure needs updating to support the College community and prevent interruption of service. Network equipment and software is necessary such as:

Network switches need to be replaced throughout the Blackwood and Camden campuses. They have reached their end of life and are no longer supported by the manufacturer. If a failure occurs portions of the College's network would become inaccessible.

The rewiring of the network connections in Camden Hall is necessary in order to increase the speed of the network in College Hall and allow the support of the equipment purchased through the Higher Education Technology Infrastructure Grant (HETI).

Additionally, wireless adder licenses are necessary to expand the wireless network capabilities.

### **Video Surveillance System in Roosevelt Hall - \$25,000**

CCTV Surveillance System in Roosevelt Hall is needed. This building has many meetings and outside visitors and a surveillance system will add an additional level of security in the building.

### **Athletics - Resurface the Soccer Field - \$50,000**

The College's Men's Soccer Team is the #2 ranked team in the nation. The soccer field is not level with many divots which increases the risk of injuries.

Resurfacing of the soccer field will help with field drainage and would give the Men's and Women's Soccer Team a proper playing surface and decrease the rising number of injuries. In addition it would be a tremendous facilities enhancement and a great tool for recruiting future student-athletes.



### **Athletics - Gym – Resurface Basketball Floor - \$42,940**

The last time the court was resurfaced was 2002. With the amount of use the basketball floor receives the floor should be refinished every 4-5 years. There are rips and divots in the floor, lines on floor are starting to fade and wear away, it does not present a clean presence.

The basketball court is used by many areas not just athletics. It is used by Health and Exercise Science, High School Transitional Students, the Science Fair, rentals, Police Academy Graduation, College Graduation.