

State of the College

Report by Dr. Vicky Smith, President

December 17, 2015

Mission

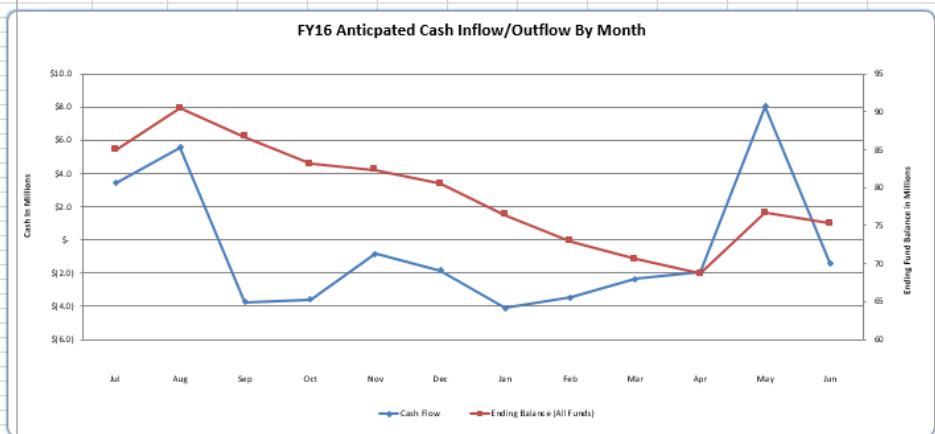
Our Focus is Learning. Student Success is our Goal.

Strategic Plan

I. Maintain the college's financial stability

- The external auditors gave an unmodified opinion on the fiscal aspects of the College. This is a result of the hard work and vigilance of the Finance Department at the College. In addition, a cash flow analysis is completed each year and included in the College's Budget document, then monitored throughout the year. The analysis provides the College guidance in how to establish the budget and investment maturity timelines that will ensure cash is available when needed by the College's operations. See cash flow chart below;

| Beginning Balance (All Funds) | | 81,528,376 | 84,329,324 | 90,481,724 | 86,735,127 | 83,164,059 | 82,331,892 | 80,509,146 | 76,425,484 | 72,955,181 | 70,601,050 | 68,675,648 | 76,705,142 | 81,528,376 |
|-------------------------------|--|-------------------|-------------------|--------------------|--------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|
| Cat | Category Description | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Total |
| 41 | Local Governmental Sources | 3,400,956 | 3,636,043 | 566,826 | 283,413 | 283,413 | - | - | - | - | 1,700,478 | 12,186,760 | 283,413 | 28,341,302 |
| 42 | State Governmental Sources | 777,879 | 274,545 | 274,545 | 183,030 | 640,606 | 503,333 | 183,030 | 274,545 | 411,818 | 274,545 | 183,030 | 594,849 | 4,575,758 |
| 43 | Federal Governmental Sources | 1,294,673 | 456,343 | 456,343 | 304,629 | 1,066,201 | 837,730 | 304,629 | 456,343 | 685,415 | 456,343 | 304,629 | 390,044 | 7,615,723 |
| 44 | Student Tuition & Fees | 2,535,317 | 895,051 | 895,051 | 596,700 | 2,088,452 | 1,640,926 | 596,700 | 895,051 | 1,342,576 | 895,051 | 596,700 | 1,339,276 | 14,317,511 |
| 45 | Sales & Service Fees | 879,888 | 310,549 | 310,549 | 207,032 | 724,613 | 569,339 | 207,032 | 310,549 | 465,823 | 310,549 | 207,032 | 672,855 | 5,175,810 |
| 46 | Fadilities Revenue | 4,417 | 4,417 | 4,417 | 4,417 | 4,417 | 4,417 | 4,417 | 4,417 | 4,417 | 4,417 | 4,417 | 4,417 | 53,000 |
| 47 | Investment Revenue | 40,733 | 40,733 | 40,733 | 40,733 | 40,733 | 40,733 | 40,733 | 40,733 | 40,733 | 40,733 | 40,733 | 40,733 | 488,800 |
| 48 | Nongovernmental Gifts, Scholarships, Grants & Bequests | 2,380 | 840 | 840 | 560 | 1,960 | 1,540 | 560 | 840 | 1,260 | 840 | 560 | 1,620 | 14,000 |
| 49 | Other Revenue | 2,460,283 | 2,460,283 | 2,460,283 | 2,460,283 | 2,460,283 | 2,460,283 | 2,460,283 | 2,460,283 | 2,460,283 | 2,460,283 | 2,460,283 | 2,460,283 | 29,523,390 |
| | Net Cash Inflow | 11,397,185 | 14,079,403 | 5,010,187 | 4,080,798 | 7,310,678 | 6,058,301 | 3,797,385 | 4,443,361 | 5,412,325 | 6,143,833 | 15,984,144 | 6,987,630 | 90,705,234 |
| 51 | Salaries | 2,428,051 | 2,543,673 | 2,543,673 | 2,428,051 | 2,659,234 | 2,428,051 | 2,428,051 | 2,659,234 | 2,428,051 | 2,543,673 | 2,543,673 | 2,659,234 | 30,292,828 |
| 52 | Employee Benefits | 1,524,026 | 1,596,598 | 1,596,598 | 1,524,026 | 1,663,171 | 1,524,026 | 1,524,026 | 1,663,171 | 1,524,026 | 1,596,598 | 1,596,598 | 1,663,171 | 19,014,034 |
| 53 | Contractual Services | 518,785 | 631,714 | 807,000 | 345,857 | 403,500 | 461,143 | 461,143 | 288,214 | 403,500 | 461,143 | 403,500 | 518,785 | 5,764,283 |
| 54 | General Materials & Supplies | 512,529 | 683,372 | 737,268 | 341,686 | 398,634 | 455,582 | 284,738 | 398,634 | 455,582 | 398,634 | 455,582 | 398,634 | 5,634,769 |
| 55 | Travel & Conference/Meeting | 63,757 | 63,757 | 63,757 | 63,757 | 63,757 | 63,757 | 63,757 | 63,757 | 63,757 | 63,757 | 63,757 | 63,757 | 837,087 |
| 56 | Fixed Charges | 51,932 | 51,932 | 51,932 | 51,932 | 51,932 | 51,932 | 51,932 | 51,932 | 51,932 | 51,932 | 51,932 | 51,932 | 623,162 |
| 57 | Utilities | 36,616 | 36,616 | 36,616 | 36,616 | 36,616 | 36,616 | 36,616 | 36,616 | 36,616 | 36,616 | 36,616 | 36,616 | 1,039,387 |
| 58 | Capital Outlay | 693,260 | 693,260 | 693,260 | 693,260 | 693,260 | 693,260 | 693,260 | 693,260 | 693,260 | 693,260 | 693,260 | 693,260 | 8,391,119 |
| 59 | Other Expenditures | 1,981,765 | 1,981,765 | 1,981,765 | 1,981,765 | 1,981,765 | 1,981,765 | 1,981,765 | 1,981,765 | 1,981,765 | 1,981,765 | 1,981,765 | 1,981,765 | 23,781,175 |
| 60 | Contingency | 122,317 | 122,317 | 122,317 | 122,317 | 122,317 | 122,317 | 122,317 | 122,317 | 122,317 | 122,317 | 122,317 | 122,317 | 1,475,000 |
| | Net Cash Outflow | 7,995,637 | 8,527,603 | 8,756,784 | 7,651,866 | 8,142,844 | 7,881,047 | 7,881,047 | 7,913,663 | 7,766,456 | 8,069,241 | 7,954,650 | 8,372,026 | 96,912,864 |
| | Net Cash (Out)/In Flow | 3,401,548 | 5,551,800 | (3,746,597) | (3,571,068) | (832,167) | (1,822,746) | (4,083,662) | (3,470,303) | (2,354,132) | (1,925,402) | 8,029,494 | (1,384,336) | (6,207,570) |
| | Ending Balance (All Funds) | 84,329,324 | 90,481,724 | 86,735,127 | 83,164,059 | 82,331,892 | 80,509,146 | 76,425,484 | 72,955,181 | 70,601,050 | 68,675,648 | 76,705,142 | 75,320,806 | 75,320,806 |



- To maintain the financial stability of the College, the administration has continued the efforts started five years ago to institute efficiencies in the budget, implement energy savings, enhance revenues, and increase grant dollars to replace dollars spent from operating funds, resulting in over \$6.5 million available to fund needed programs and services. All of this occurred with no additional revenue available to implement the strategic plans approved by the Board. All these steps were instituted so as to fund the 16 new academic programs, increase student services, build a new theater and classrooms, replace failed parking lots, remodel and upgrade several classrooms, including establishing a manufacturing lab and robotics lab.

A chart of the savings and efficiencies is attached as Appendix A.

- The College currently is at a point where hard decisions are going to need to be made, with the current disarray in the State concerning the budget and funding for higher education. The College is in a solid fiscal state, but will have to determine from where revenues will come to fund the running of the College, and/or what programs and services need to be cut so the College can continue to operate in a fiscally stable manner.

II. Establish and maintain state-of-the art infrastructure and technology, creating learning environments that inspire postsecondary education and career development.

- The College Board is concluding their review of the space utilization study and planning documents, along with the financing package. If the project is approved, many learning environments will be significantly improved and space added to the level required to inspire postsecondary education and career development.

The site infrastructure is also being addressed as a result of the Routes 14 and 31 improvements, with the implementation of new monument and way finding signage. The Shah Center has seen an upgrade to their site including parking and exterior improvements.

Deferred maintenance projects continue to be completed so the physical infrastructure can continue to serve the students of the College. The Board's decision five years ago to save funds to address the deferred maintenance issues was a good decision and has served the College well.

- The College has implemented all four goals of the Technology Master Plan resulting in a technology environment that helps students be successful, faculty to innovate in their teaching, staff to more efficiently complete their jobs, and the College to protect its data. The fiscally responsible manner in which new technologies have been selected and implemented has allowed the College to get a bigger “bang for their buck” through implementing desktop visualization, blade server technology, Citrix anytime-anyplace access to files, broadband fiber at lower costs, and disaster recovery infrastructure.
- Lastly, the College’s commitment to sustainability includes a new Sustainability Strategic Plan focused on green campus, green curriculum, and green community. With the installation of the 43,000 kWh solar array at the Shah Center we have seen a 67% reduction in use of the electric grid for our electricity needs, with an accompanying 45% reduction in costs, the installation of electric charging stations for electric cars at both Shah and the main campus. Plus the College was awarded the Green Genome prize for our work with sustainability and the community.

III. Increase student engagement, completion and success

- The Board has approved the 2015-2018 Educational Master Plan, whose goals of engage, expect, and empower builds on and moves forward the accomplishments of the multitude of initiatives of the first Educational Master Plan that focused on access to higher education, excellence in teaching and learning, and creating a climate of student success.
- With the College’s success in increasing the number of students who persist to the next semester and stay in each class, the number of students who complete a degree or certificate has continued to rise.

| | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|------|------|------|------|------|
| Total degrees and certificates awarded | 1017 | 1538 | 1673 | 1448 | 1659 |
| Yearly % Increase | | 51% | 9% | -13% | 15% |
| Degrees and certificates for ethnic minorities | 139 | 253 | 192 | 170 | 251 |
| Degrees and certificates for students with disabilities | 48 | 75 | 89 | 88 | 81 |

- The academic area has implemented creative ways of scheduling classes and increasing on-line education. Some examples are below.
 - The College ran a pilot program which was an 8 week MAT 095 and MAT 099. The success rate for the 8 week interactive MAT 095 was 85% or 18 out of 21 students were successful. This compares to a success rate of 52% for regular sections. The 8 week interactive MAT 099 had a success rate of 70% or 17 out of 24 students were successful. This compares to a success rate of 63.14% for regular sections.
 - The College has implemented the articulated math program with multiple high schools in McHenry County. This has resulted in a significant decrease in the number of students requiring developmental math. In 2010 57% of incoming high school students required developmental math while in 2015 only 21% required developmental math.
 - Time to completion of degree in the culinary management and baking and pastry program has been reduced by combining two classes into one and making another class an elective thus reducing the number of credit hours required to get these degrees by five hours.

- To increase student success the College has partnered with local school districts through the College and Career Readiness Alliance, resulting in many interactions that have increased the readiness of high school students for college. Our excellent work has been recognized nationally by the Futures Assembly that nominated MCC as a finalist for the Bellwether Award for Instructional Program excellence.

- Lastly, MCC's commitment to increasing the number of students from diverse backgrounds accessing higher education continues to be successful. Hispanic

student enrollment has increased by 30% over the last three years and the percentage of our Hispanic students enrolled as exceeds the percentage of the County’s population that is Hispanic.

| | 2012 | 2013 | 2014 |
|---|-------|-------|-------|
| Hispanic Enrollment | 1,455 | 1,703 | 1,897 |
| Percentage of Total Enrollment | 13.8% | 15.6% | 17.8% |
| Hispanic residents in McHenry County | | | 12.4% |

IV. Attract, develop and retain quality instructors who are outstanding scholars/teachers and an excellent, diverse staff who are committed to the mission of MCC

- The College has good relationships with the employees. The Contract with the Staff Council was completed and implements a merit pay system this coming year. Negotiations with the Faculty Council are underway and moving along nicely.
- The use of the Board approved Performance Evaluation System has been fine-tuned and is accepted by all employee groups. This system is used to provide merit pay for administrators and soon will be used to provide merit pay for Staff Council members.

Each employee develops goals and objectives that are related to their department’s goals and objectives which are connected to the College Strategic Plan. Professional development is a major part of developing and retaining our quality instructors and excellent staff. Many make presentations at local and national venues sharing the innovative teaching and learning activities at the College

- An AQIP team has worked hard over the last several months to establish a formal process to deliver institution-wide quality service. Working with the college staff during professional development days, they have determined four Standards of Behavior exemplifying a quality service organization: Safe, Responsible, Courteous, and Resourceful.

V. Engage in partnerships that enable MCC students to succeed in a global economy.

- The College has expanded its partnerships with local elementary, middle, and high schools. The Kids in College summer program focuses on STEM academic seminars. Enrollment has almost doubled to over 700 students in last summer's program.

The dual credit program has added math and computer science courses to the mix of classes for high school students to take. Huntley High School and the College are discussing a dual degree, where students would, by taking dual credit, graduate from high school with a diploma at the same time they would receive their associate's degree from MCC.

Overall, since 2008, the dual credit program has increased from 33 students to 916 in 2014-2015, an increase of 2676%!

- The College has continued its partnerships with business and industry by working closely on what training needs they have and then delivering those trainings. As an example the new Industrial Maintenance degree program is a direct result of working with the manufacturers on their needs. The new Paralegal degree program is also a result of the judges and attorneys of McHenry County expressing the high need for paralegals in the County and working with the College on the curriculum.
- The broadband fiber line is finally in and the College is partnering with the City of Woodstock, School District 200, and the County to expand access to the broadband capabilities of those entities.
- Communications with the public and community have been evaluated. As a result improvements in communicating to the public have been made to our web page, on social media, and through the branding. Surveys of the community's perceptions of the College showed improvements in our image and we received positive feedback on the direction the College is taking.

VI. Ensure high-quality services and learning opportunities through a culture of continuous improvement, innovation and accountability

- The AQIP continuous improvement process addressed several areas of the College that include assessment of student learning, data-informed decision

making, responding to the PACE climate survey, service excellence, using results to improve services for students, knowledge management, data retention policy, and key stakeholder engagement. The recommendation of the teams was endorsed by the Quality Improvement Council and will move on to be implemented.

- High quality services and learning opportunities have been enhanced by the use of grant funding not previously accessed. Areas of the College enhanced have included our sustainability efforts with the solar array at the Shah Center, installing energy efficient lighting and mechanical equipment, and installing electric car charging stations, to name a few.

Also funded through foundation or grant monies have been new instructional equipment in the healthcare, manufacturing, and digital media programs. Enhanced services for adults and veterans resulted from grants and foundation funds. Lastly, monies for scholarships have made it less stressful for students to attend college and attain their degrees.

In closing—the State of the College is Excellent

Appendix A

SAVINGS/EFFICIENCIES/GRANTS/ENHANCED REVENUES

| Date | TITLE | SAVINGS | NOTES |
|-----------------------------|---|---------------|--|
| Savings/Efficiencies | | | |
| 2/24/2011 | EMERGENCY MASS NOTIFICATION | \$ 37,085.00 | Savings over previous contract |
| 3/21/2011 | Four-Day College Workweek | \$ 15,040.04 | Electricity savings per season |
| 3/25/2011 | Electricity contract | \$ 220,000.00 | |
| 4/27/2011 | AccuSQL | \$ 3,915.00 | |
| 4/27/2011 | Microsoft Forefront Identity Manager Implementation | \$ 33,000.00 | Annualized savings due to renegotiated contracts with Rave, Computer leases and Enterasys. |
| 4/27/2011 | Business Services Reorganization | \$ 2,650.00 | Personnel cost savings |
| 6/23/2011 | Workers' Compensation Insurance | \$ 28,743.00 | yearly savings |
| 8/22/2011 | Microsoft Enterprise Agreement | \$ 46,797.38 | 35% savings over previous agreement which cost \$133,706.80. |
| 8/22/2011 | Energy Savings Agreement Natural Gas | \$ 19,250.00 | Estimated savings |
| 11/10/2011 | Student Affairs Reorganization | \$ 23,000.00 | Personnel cost savings |
| Started 2011 | In house plumber and electrician | \$ 131,874.40 | Yearly Savings over contracting out |
| 1/26/2012 | Adobe Enterprise License Agreement | \$ 11,000.00 | Annual savings |
| 2/23/2012 | Energy Savings Agreement Natural Gas | \$ 25,200.00 | .50 to .409 per therm |
| 3/19/2012 | Refunding Debt Certificates (2005 certificates) | \$ 88,607.00 | Refinanced long-term debt certificates |
| 4/26/2012 | Main Campus and Shah Center landscaping | \$ 132,005.00 | Outsourced grounds maintenance |
| 6/28/2012 | Ellucian Datatel Annual Maintenance | \$ 5,865.00 | |
| Started 2012 | In house HVAC person | \$ 113,897.60 | Yearly Savings over contracting out |
| 6/28/2012 | Workers' Compensation Insurance | \$ 12,894.00 | Reduced experience modification from previous year |
| 8/23/2012 | Dell Server & Storage Area Network | \$ 652.49 | 15% savings by using a multi-year contract with Dell |
| 9/27/2012 | CANVAS Learning Management System | \$ 196,585.74 | Five-year savings vs. continuing with ANGEL |
| 9/27/2012 | Primary Voice Service Contract | \$ 1,820.00 | \$4260/mo over last contract |
| 12/20/2012 | ERP Project Update | \$ 12,500.00 | Discontinuing the Credentials service |
| 2/28/2013 | DataBridge Software Product | \$ 9,700.00 | One time six month lease |
| 5/23/2013 | Waste disposal service (bid) | \$ 20,500.00 | over five years over current contract |
| 5/23/2013 | Outsourcing custodial services | \$ 675,961.00 | savings per year over in-house custodial services |

| | | | |
|------------|--|---------------|---|
| 6/27/2013 | Reduction in Commercial Insurance cost | \$ 9,850.00 | yearly |
| 6/27/2013 | Reduction in Workmen's Compensation Insurance | \$ 936.00 | |
| 8/22/2013 | Reduce cost of Microsoft enterprise agreement | \$ 66,379.00 | Reduction by 35% in cost of renewal (\$189,655 - \$123,276 = \$66,379) |
| 10/24/2013 | New Print management system | \$ 381,903.48 | Savings over 3 years or \$104,298.84 annually |
| 2/27/2014 | Using "bank" furniture rather than new from KI for IT office remodel | \$ 70,810.00 | KI = 91,000; Boss = 21,190 |
| 2/27/2014 | Increasing SAN disc space to reduce back-up tape purchase necessity | \$ 63,856.00 | |
| 1/22/2015 | Adobe Enterprise License Agreement | \$ 28,185.00 | Annual savings through membership in MHEC consortium |
| 6/25/2015 | Co-termed Extreme/Enterasys contracts | \$ 19,388.00 | June 2015 Board report renewing and co-termining network hardware maintenance |
| 8/27/2015 | Microsoft Enterprise Agreement | \$ 73,579.00 | Additional 35% annual license savings resulting from ICCSPC consortium membership |
| 9/15/2015 | Desktop Virtualization Savings (see COTW presentation) | \$ 417,580.00 | 6-year savings from Desktop Virtualization project |
| 7/1/2014 | Joined Illinois Community College Risk Management Consortium | \$ 100,000.00 | Saved approximately \$100,000 by reducing costs primarily in Workers compensation insurance and other coverage needs |
| 7/1/2014 | Joined Community College Health Consortium | \$ 50,000.00 | Saved approximately \$50,000 in administrative fees in administering bill payments to Insurance provider. |
| 7/1/2015 | IGEN Solar Power Annual Savings (see grant below) | \$ 22,370.00 | Electrical savings in adding Solar to Shah Center 547,234 kWh per year @ \$0.04088 delivered (savings of \$22,370 annually) |
| 1/1/2016 | Insurance Advisory Committee restructured insurance option to avoid Cadillac tax | \$ 120,000.00 | Original fine estimate of \$160,000 reduced to \$40,000. Additional work remains but the changes also resulted in reducing 2016 renewal from about 6.9% down to 1.8% (avoiding approximately \$274k in medical premium increases) |
| 7/1/2013 | Reorganized Finance Department, resulted in better audits and preparedness | \$ 18,000.00 | FY12 cost \$105,013 in audit services, currently we spend about \$87,000 or a reduction of about \$18,000 in audit expense |
| 6/30/2015 | Worked with Bookstore to reduce inventory levels | \$ 400,000.00 | Reduced inventory from about \$1 million down to about \$600,000 which frees up cash to be utilized elsewhere or invested for additional earnings |

| | | | |
|--|--|------------------------|---|
| 2/1/2016 | Refunding of 2008 debt certificates with a net present value savings = | \$ 160,471.00 | This is an estimate saved over the remaining life through 2027. Total cash saved is approximately \$187,319 |
| TOTAL SAVINGS/Efficiencies | | \$ 3,871,850.13 | |
| Grants--Replacing the need to use College Funds | | | |
| 3/24/2011 | DCEO Lighting Grant | \$ 64,990.30 | save 649,903 kWh per year @\$0.10 delivered |
| 12/21/2011 | Chicago Tribune Tuition Waivers | \$ 20,000.00 | |
| 9/1/2011 | IGEN Sustainability Center grant | \$ 45,000.00 | Paid for staffing |
| 4/16/2013 | Athletic Field Recycling Bins | \$ 640.00 | |
| 9/28/2012 | Health Professions Opportunity Grant (HPOG) | \$ 100,650.00 | Paid for staffing and scholarships for nursing students |
| 2/13/2013 | IBHE Funding the Future Work Study | \$ 13,946.00 | |
| 8/6/2012 | Adult Ed/Federal Basic Grant (competitive) | \$ 135,537.00 | Paid for staffing and supplies |
| 9/10/2012 | Adult Ed/Public Aid (competitive) | \$ 10,618.00 | |
| 8/6/2012 | Adult Ed/State Basic Grant (competitive) | \$ 141,245.00 | |
| 8/6/2012 | Adult Ed/State Performance Grant (competitive) | \$ 131,440.00 | |
| 8/6/2012 | Adult Ed/State public Assistance (competitive) | \$ 10,618.00 | |
| 9/5/2012 | Career & Tech Ed Local Programs Implementation Grant | \$ 10,000.00 | |
| 3/19/2012 | ICCB Capital Renewal Grant | \$ 12,493.90 | Electrical savings in retrofitting parking lot 124,939 kWh per year @ \$0.10 delivered |
| 4/9/2013 | FY13 Bridging the Gap grant (competitive) | \$ 10,000.00 | |
| 5/15/2012 | ICCB Accelerating Opportunities (competitive) | \$ 62,500.00 | Provided education to ABE students in CTE classes |
| 2/15/2013 | IGEN Sustainability Center grant | \$ 18,780.00 | |
| 8/10/2012 | Adult volunteer Literacy Grant | \$ 47,200.00 | |
| 4/11/2013 | Back to Books Grant | \$ 5,000.00 | |
| 10/5/2012 | Violence Prevention Coordinating County | \$ 16,700.00 | |
| 4/8/2013 | Laura Bush 21st Century Librarian Program | \$ 50,000.00 | |
| 3/1/2013 | McHenry County Health Department Smoke Free Signage | \$ 1,000.00 | |
| 1/11/2013 | Natl Endowment for the Humanities Muslim Journeys Bookshelf | \$ 1,500.00 | |

| | | | |
|------------|---|---------------|---|
| 3/11/2013 | Renewal SBDC through FY 15 | \$ 80,000.00 | |
| 5/1/2013 | TAA grant paid for equipment and software for Robotics and Manufacturing | \$ 494,000.00 | |
| 6/23/2013 | DECO rebate for energy efficiency program--replaced pneumatic controls with digital | \$ 16,962.42 | |
| 11/21/2013 | Castle Bank grant to ISBDC to increase training and support to small business | \$ 17,500.00 | |
| 11/7/2014 | IGEN Solar Power Grant | \$ 233,983.66 | Electrical savings in adding Solar to Shah Center 547,234 kWh per year @ \$0.04088 delivered (savings of \$22,370 annually) |
| 7/1/2014 | FY 2015 IEMA grant (Security Cameras) | \$ 107,781.60 | |
| 11/1/2013 | DCEO grant for LED retrofit in lots B and D | \$ 12,417.43 | |
| 11/1/2013 | DCEO grant for LED retrofit in lots A and C plus upgrade site lighting | \$ 71,836.38 | |
| 6/1/2014 | DCEO grant for high efficiency water heaters | \$ 1,800.00 | |
| 6/1/2014 | DCEO grant for indoor LED Bersted and others | \$ 2,775.00 | |
| 5/1/2014 | DCEO grant for Air conditioning tune up | \$ 24,190.00 | |
| 10/9/2014 | DCEO grant for Greenhouse Pipe Insulation | \$ 9,545.00 | |
| 11/1/2014 | IGEN grant for weather stripping upgrade | \$ 999.00 | |
| 1/1/2015 | DCEO grant for boiler tune up | \$ 12,692.00 | |
| 5/1/2015 | DCEO grant for Greenhouse Pipe B building lighting | \$ 7,214.78 | |
| 5/1/2015 | DCEO grant for HVAC upgrade at Shah | \$ 12,356.82 | |
| 5/1/2015 | DCEO grant for indoor LED conference center and classrooms | \$ 3,270.00 | |
| 5/1/2015 | DCEO grant for high efficiency chiller upgrade and VFD pumps | \$ 31,380.00 | |
| 5/1/2015 | DCEO grant for unit heater upgrades | \$ 3,670.31 | |
| 5/1/2015 | DCEO grant for A building hot water heater upgrades | \$ 4,472.00 | |
| 5/22/2015 | Green Genome cash award to MCC Sustainability Center | \$ 7,500.00 | Purchase three EV Charge Stations |
| 6/1/2015 | DCEO grant for HVAC upgrade D-E addition | \$ 18,108.09 | |
| 6/1/2015 | DCEO grant for hot water heater pumps | \$ 163.61 | |
| 6/28/2015 | ICECF grant for LED Lighting installation at parking lots E/F and Ring Road | \$ 20,282.00 | |
| 11/1/2015 | Enernoc capacity payments to 1NOV15 | \$ 75,197.76 | |
| 11/1/2015 | Enernoc energy payments to 1NOV15 | \$ 1,229.91 | |

Total Grants Awarded **\$ 2,181,185.97**

Enhanced Revenues

| | | | |
|----------|--|----------------------|--|
| 9/1/2013 | Negotiated Cell Tower agreement (40 year lease) with a net present value earnings = | \$ 295,402.00 | Total revenue earned over the next 40 years will be approximately \$1,064,136 |
| 7/1/2014 | Restructured Investment strategy & Policy and utilized a financial advisor to maximize returns | <u>\$ 228,478.00</u> | This resulted in a 1380% increase over the prior year or an additional \$228,478 (246,324-17,845) in revenue |

Total Enhanced Revenues **\$ 523,880.00**

Total Savings/Efficiencies, Grants and Enhanced Revenues **\$ 6,576,916.10**