

Agency Name:	The Citadel		
Agency Code:	H090	Section:	13



**Fiscal Year FY 2024-2025
Agency Budget Plan**

FORM A - BUDGET PLAN SUMMARY

OPERATING REQUESTS <i>(FORM B1)</i>	For FY 2024-2025, my agency is (mark "X"):	
	<input checked="" type="checkbox"/>	Requesting General Fund Appropriations.
	<input checked="" type="checkbox"/>	Requesting Federal/Other Authorization.
	<input type="checkbox"/>	Not requesting any changes.
NON-RECURRING REQUESTS <i>(FORM B2)</i>	For FY 2024-2025, my agency is (mark "X"):	
	<input type="checkbox"/>	Requesting Non-Recurring Appropriations.
	<input type="checkbox"/>	Requesting Non-Recurring Federal/Other Authorization.
	<input checked="" type="checkbox"/>	Not requesting any changes.
CAPITAL REQUESTS <i>(FORM C)</i>	For FY 2024-2025, my agency is (mark "X"):	
	<input checked="" type="checkbox"/>	Requesting funding for Capital Projects.
	<input type="checkbox"/>	Not requesting any changes.
PROVISOS <i>(FORM D)</i>	For FY 2024-2025, my agency is (mark "X"):	
	<input type="checkbox"/>	Requesting a new proviso and/or substantive changes to existing provisos.
	<input type="checkbox"/>	Only requesting technical proviso changes (such as date references).
	<input checked="" type="checkbox"/>	Not requesting any proviso changes.

Please identify your agency's preferred contacts for this year's budget process.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Susan L. Schady	(843) 953-7184	sschady@citadel.edu
SECONDARY CONTACT:	COL Preethi Saint	(843) 953-1471	psaint@citadel.edu

I have reviewed and approved the enclosed FY 2024-2025 Agency Budget Plan, which is complete and accurate to the extent of my knowledge.

SIGN/DATE: TYPE/PRINT NAME:	<u>Agency Director</u>	<u>Board or Commission Chair</u>
	 Glenn M. Walters	DocuSigned by: Colonel F.G. Dellaney, Jr. 09F4A5051F05411B... Colonel F.G. Dellaney, Jr.

This form must be signed by the agency head – not a delegate.

Fiscal Year 2024-2025 Executive Summary

Agency Code:	H090
Agency Name:	The Citadel
Section:	13

Agency Priority	Request Type	Title	General Dollars	Federal Dollars	Earmarked Dollars	Restricted Dollars	Total Dollars	General FTEs	Federal FTEs	Earmarked FTEs	Restricted FTEs	Total FTEs
1	C - Capital	Engineering Building Replacement	\$8,000,000	\$0	\$0	\$0	\$8,000,000	0.00	0.00	0.00	0.00	0.00
2	B1 - Recurring	Tuition & Labor Mitigation	\$1,800,000	\$0	\$0	\$0	\$1,800,000	0.00	0.00	0.00	0.00	0.00
3	C - Capital	Duckett Hall Renovation	\$10,000,000	\$0	\$0	\$0	\$10,000,000	0.00	0.00	0.00	0.00	0.00
4	C - Capital	Renovation & Replacement of Faculty/Staff Housing	\$8,000,000	\$0	\$0	\$0	\$8,000,000	0.00	0.00	0.00	0.00	0.00
5	B1 - Recurring	General Maintenance	\$2,100,000	\$0	\$0	\$0	\$2,100,000	0.00	0.00	0.00	0.00	0.00
6	B1 - Recurring	Federal Funds Authorization Increase	\$0	\$1,691,246	\$0	\$0	\$1,691,246	0.00	0.00	0.00	0.00	0.00
7	B1 - Recurring	Other Funds Authorization Increase	\$0	\$0	\$5,388,262	\$0	\$5,388,262	0.00	0.00	0.00	0.00	0.00
Subtotal:			\$29,900,000	\$1,691,246	\$5,388,262	\$0	\$36,979,508	0.00	0.00	0.00	0.00	0.00

Agency Name:	The Citadel		
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FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	2
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Tuition & Labor Mitigation
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Provide a brief, descriptive title for this request.

AMOUNT	<p>General: \$1,800,000</p> <p>Federal: \$0</p> <p>Other: \$0</p> <p>Total: \$1,800,000</p>
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What is the net change in requested appropriations for FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<input checked="" type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens	

ACCOUNTABILITY OF FUNDS	<p>This request supports the institution's strategic plan, Our Mighty Citadel 2026. This especially supports Strategic Initiative # 3: Advance The Citadel as the Senior Military College and Graduate College of Choice. It will continue to make The Citadel the college of choice for both students and employees.</p>
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What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?

RECIPIENTS OF	The Citadel (H090)
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FUNDS

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

JUSTIFICATION OF REQUEST

\$1.5M will allow us to keep instate tuition flat and tuition low for instate students; we constantly strive to keep the cost burden for our students and families as low as possible.

\$300K will allow us to increase public safety salaries to match the recent mandates for other state law enforcement. Without this support The Citadel faces losing labor to other state agencies who are required to offer a minimum of \$50K per year.

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

Agency Name:	The Citadel		
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FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	5
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	General Maintenance
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Provide a brief, descriptive title for this request.

AMOUNT	General: \$2,100,000 Federal: \$0 Other: \$0 Total: \$2,100,000
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What is the net change in requested appropriations for FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<input checked="" type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens	

ACCOUNTABILITY OF FUNDS	<p>This request supports the institution's strategic plan, Our Mighty Citadel 2026. This especially supports Strategic Initiative #4: Create and maintain safe and secure campus facilities to advance student learning, innovation and campus operations.</p>
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What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?

RECIPIENTS OF	The Citadel (H090)
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FUNDS

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

JUSTIFICATION OF REQUEST

Problem: Staying on top of the maintenance needs of the 100+ year old Citadel campus is an ongoing endeavor. This has been compounded by the recent inflationary costs of skilled trade labor, utilities and maintenance contracts.

1. **\$900K** would allow us to keep up with yearly servicing of mechanical systems, life safety and fire protection systems, roof systems, window replacement, general carpet refurbishing and painting.
 - The average age of the roughly 80 buildings on campus is 54 years and they require constant maintenance to keep them presentable and functioning.
2. **\$1M** would help mitigate the substantial inflationary increases in such areas as:
 - Janitorial Services Contracts: Contract went from \$955K in 2018 to \$1,519,046 in 2023, representing a 60% increase.
 - Solid Waste Disposal Contracts: Contract went from \$71,464 in 2018 to \$112,925 in 2022, representing a 58% increase. We have also been advised that this contract will increase in 2024.
 - Utility Bills: Costs went from \$3.48M in FY21 to \$4.28M in FY23, representing a 23% increase.
3. **\$200K** would allow us to attract and retain skilled trade labor.
 - For example, after searching for months, The Citadel had to offer \$57,000 to attract a skilled electrician when the previous incumbent was hired in 2018 for \$43,350. This represents a 31% increase in labor costs.

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

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FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	6
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Federal Funds Authorization Increase
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Provide a brief, descriptive title for this request.

AMOUNT	<p>General: \$0</p> <p>Federal: \$1,691,246</p> <p>Other: \$0</p> <p>Total: \$1,691,246</p>
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What is the net change in requested appropriations for FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<input checked="" type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens	

ACCOUNTABILITY OF FUNDS	<p>This request supports the institution's strategic plan, Our Mighty Citadel 2026. This especially supports Strategic Initiative # 3: Advance The Citadel as the Senior Military College and Graduate College of Choice.</p> <p>This request advances the strategy by ensuring that talented and diverse prospective or current students from all walks of life are able to attend college through a variety of federal funding mechanisms.</p> <p>Use of funds is evaluated through required state and federal reporting mechanisms including the Accountability Report, Expense and Revenue Report, and the Fiscal Operations Report and Application to Participate (FISAP).</p>
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What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?

RECIPIENTS OF	The Citadel (H090) acts as a pass through entity (administered by the Director of Financial Aid).
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FUNDS

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

JUSTIFICATION OF REQUEST

This request is cost neutral for the state; no state funding is requested. This authorization increase will ensure the college is able to serve as a pass through entity for any student using federal financial aid. This increase is based on the recently projected HEPI increase of 4.5% (July 2023, Commonfund Institute).

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

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Agency Code:	H090	Section:	13

FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	7
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Other Funds Authorization Increase
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Provide a brief, descriptive title for this request.

AMOUNT	<p>General: \$0</p> <p>Federal: \$0</p> <p>Other: \$5,388,262</p> <p>Total: \$5,388,262</p>
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What is the net change in requested appropriations for FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<input checked="" type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens	

ACCOUNTABILITY OF FUNDS	<p>This request supports the institution's strategic plan, Our Mighty Citadel 2026. This especially supports Strategic Initiative # 3: Advance The Citadel as the Senior Military College and Graduate College of Choice.</p> <p>This request advances the strategy by ensuring the ability to operate efficiently with funding it receives from the state, tuition and fees, and auxiliary enterprises. Use of funds is evaluated through required state reporting and through the annual financial audit.</p>
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What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?

RECIPIENTS OF	The Citadel (H090)
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FUNDS

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

JUSTIFICATION OF REQUEST

This request is cost neutral for the state; no state funding is requested. The ability to meet mission critical programming is essential for the efficient operations of the agency. This includes spending for auxiliaries services, which generates funds for institutional support.

This increase is based on the recently projected HEPI increase of 4.5% (Commonfund Institute); the college's operating costs will increase in line with this projection.

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

Agency Name:	The Citadel		
Agency Code:	H090	Section:	13

FORM C – CAPITAL REQUEST

AGENCY PRIORITY	1
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Engineering Building Replacement
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Provide a brief, descriptive title for this request.

AMOUNT	\$8,000,000
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How much is requested for this project in FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	<p>This project is priority #1 of 2 for FY24 on the 2024 CPIP.</p> <p>This project is #1 of 6 overall on the 2024 CPIP.</p>
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Identify the project's CPIP plan year and priority number, along with the first year in which the project was included in the agency's CPIP. If not included in the agency's CPIP, please provide an explanation. If the project involves a request for appropriated state funding, briefly describe the agency's contingency plan in the event that state funding is not made available in the amount requested.

OTHER APPROVALS	CPIP
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What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, SFAA, etc.)

LONG-TERM PLANNING AND SUSTAINABILITY	<p>This project is estimated at \$65M in the FY24 CPIP, including new construction, professional services fees, contingency, and site development. This will be funded by:</p> <p>Proviso 118.19 in FY24: \$17,500,006, Proviso 118.19 in FY23: \$15,915,510 Capital Reserve Fund FY21-22 Bill H*5151: \$8,584,490, Capital Reserve Fund FY22-23 Bill H*4301: \$11,499,994, Gifts: \$2,000,000</p>
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What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured? What is the agency's expectation with regard to additional annual costs or savings associated with this capital improvement? What source of funds will be impacted by those costs or savings? What is the expected useful life of the capital improvement?

	<p>This project will be for the replacement of the existing LeTellier Hall which was built in 1936 and will house the currently expanded College of Engineering and the forecasted growth. It will allow for all departments within this college to be housed together for a more cohesive environment.</p>
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SUMMARY

Provide a summary of the project and explain why it is necessary. Please refer to the budget guidelines for appropriate questions and thoroughly answer all related items.

Agency Name:	The Citadel		
Agency Code:	H090	Section:	13

FORM C – CAPITAL REQUEST

AGENCY PRIORITY	3
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Duckett Hall Renovation
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Provide a brief, descriptive title for this request.

AMOUNT	\$10,000,000
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How much is requested for this project in FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	<p>This project is #1 of 2 for FY25 on the 2024 CPIP.</p> <p>This project is #3 of 6 overall on the 2024 CPIP.</p>
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Identify the project's CPIP plan year and priority number, along with the first year in which the project was included in the agency's CPIP. If not included in the agency's CPIP, please provide an explanation. If the project involves a request for appropriated state funding, briefly describe the agency's contingency plan in the event that state funding is not made available in the amount requested.

OTHER APPROVALS	CPIP
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What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, SFAA, etc.)

LONG-TERM PLANNING AND SUSTAINABILITY	<p>Project may be funded through gifts, state institution bonds, and state appropriations.</p>
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What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured? What is the agency's expectation with regard to additional annual costs or savings associated with this capital improvement? What source of funds will be impacted by those costs or savings? What is the expected useful life of the capital improvement?

LONG-TERM PLANNING AND SUSTAINABILITY	<p>Duckett Hall was constructed in 1969 (52 years old) and is approximately 23,900 square feet. The building houses the Biology department, classrooms, laboratories, a small auditorium, and faculty & staff offices. This project would encompass an interior renovation and reprogramming/reutilization of the spaces within the building. Scope includes reallocation of spaces for better classroom & office utilization, upgraded laboratory spaces, updated interior finishes and upgraded electrical, lighting & HVAC systems.</p> <p>The majority of this building remains in its original 1969 condition. The original HVAC systems are still in operation and are in poor condition with antiquated controls beyond repair. The deteriorated condition of the existing HVAC system has a negative effect on interior air quality for the students and faculty. System failures of the HVAC would preclude the use of the building. Accordingly, the labs are outdated, and the classrooms are not set up to accommodate modern teaching techniques. The electrical system is at</p>
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maximum capacity and needs to be expanded while the existing lighting needs to be replaced with LED's.

SUMMARY

Provide a summary of the project and explain why it is necessary. Please refer to the budget guidelines for appropriate questions and thoroughly answer all related items.

Agency Name:	The Citadel		
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FORM C – CAPITAL REQUEST

AGENCY PRIORITY	4
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Renovation & Replacement of Faculty/Staff Housing
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Provide a brief, descriptive title for this request.

AMOUNT	\$8,000,000
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How much is requested for this project in FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	<p>This project is #2 of 2 for FY26 on the 2024 CPIP.</p> <p>This project is #6 of 6 overall on the 2024 CPIP.</p>
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Identify the project's CPIP plan year and priority number, along with the first year in which the project was included in the agency's CPIP. If not included in the agency's CPIP, please provide an explanation. If the project involves a request for appropriated state funding, briefly describe the agency's contingency plan in the event that state funding is not made available in the amount requested.

OTHER APPROVALS	CPIP
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What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, SFAA, etc.)

LONG-TERM PLANNING AND SUSTAINABILITY	Project may be funded through gifts and state appropriations.
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What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured? What is the agency's expectation with regard to additional annual costs or savings associated with this capital improvement? What source of funds will be impacted by those costs or savings? What is the expected useful life of the capital improvement?

LONG-TERM PLANNING AND SUSTAINABILITY	<p>In order to attract top notch faculty and staff to the downtown Charleston area The Citadel needs to provide attractive, affordable housing options. Since September 2020, median real estate prices in Charleston have risen 140% (Realtor.com 9/1/23), which makes finding housing unfeasible for many potential employees.</p> <p>Most of the current housing was built before 1955 and is in great need of renovation.</p>
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SUMMARY

Provide a summary of the project and explain why it is necessary. Please refer to the budget guidelines for appropriate questions and thoroughly answer all related items.

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FORM E – AGENCY COST SAVINGS AND GENERAL FUND REDUCTION CONTINGENCY PLAN

TITLE	Agency Cost Savings and General Fund Contingency Plan
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AMOUNT	\$624,096
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What is the General Fund 3% reduction amount? This amount should correspond to the reduction spreadsheet prepared by EBO.

ASSOCIATED FTE REDUCTIONS	The Citadel is prioritizing hiring freezes rather than a reduction in force.
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How many FTEs would be reduced in association with this General Fund reduction?

PROGRAM / ACTIVITY IMPACT	All Citadel E&G programs would be impacted by a 3% across the board reduction.
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What programs or activities are supported by the General Funds identified?

SUMMARY	<p>If required, The Citadel would make cuts to operating budgets.</p> <p>This would result in reduced funding for:</p> <ul style="list-style-type: none"> • Student travel programs • Undergraduate research • Leadership development • Civic engagement • Experiential and service learning • Faculty and staff professional development
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Please provide a detailed summary of service delivery impact caused by a reduction in General Fund Appropriations and provide the method of calculation for anticipated reductions. Agencies should prioritize reduction in expenditures that have the least significant impact on service delivery.

AGENCY COST SAVINGS PLANS

Over the past 3 years The Citadel has gone through multiple rounds of expense efficiency and optimization projects, significantly reducing its cost structure. In FY22 it engaged in a labor efficiency study and reduced headcount by 5%. In FY23 it continued the labor efficiency process and reduced headcount a further 2.5%. It also implemented an E&G-wide cut to the portions of operating budgets not considered "must pays", cutting budgets by 20%. The only substantial increases were for such required items as contractual increases. The Citadel did not significantly increase budgets in FY24, except where contractually obligated, and continues to review ways to tighten the budget where possible.

What measures does the agency plan to implement to reduce its costs and operating expenses by more than \$50,000? Provide a summary of the measures taken and the estimated amount of savings. How does the agency plan to repurpose the savings?

Agency Name:	The Citadel		
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FORM F – REDUCING COST AND BURDEN TO BUSINESSES AND CITIZENS

TITLE	Reducing Cost and Burden to Businesses and Citizens
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Provide a brief, descriptive title for this request.

EXPECTED SAVINGS TO BUSINESSES AND CITIZENS	\$1.5M based on tuition mitigation request (tuition not paid by students and families).
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What is the expected savings to South Carolina's businesses and citizens that is generated by this proposal? The savings could be related to time or money.

FACTORS ASSOCIATED WITH THE REQUEST	<p>Mark "X" for all that apply:</p> <table border="1"> <tr> <td><input type="checkbox"/></td> <td>Repeal or revision of regulations.</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Reduction of agency fees or fines to businesses or citizens.</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Greater efficiency in agency services or reduction in compliance burden.</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>Other</td> </tr> </table>	<input type="checkbox"/>	Repeal or revision of regulations.	<input type="checkbox"/>	Reduction of agency fees or fines to businesses or citizens.	<input type="checkbox"/>	Greater efficiency in agency services or reduction in compliance burden.	<input checked="" type="checkbox"/>	Other
<input type="checkbox"/>	Repeal or revision of regulations.								
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<input checked="" type="checkbox"/>	Other								

METHOD OF CALCULATION	<p>The Citadel strives to keep costs low for students and families. The tuition mitigation request speaks directly to this.</p> <p>It is based on not increasing tuition by HEPI (4.5%, estimated July, 2023) for instate students and will cover lost revenue from not doing so.</p>
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Describe the method of calculation for determining the expected cost or time savings to businesses or citizens.

REDUCTION OF FEES OR FINES	The Citadel hopes to keep instate tuition flat for FY24, as it has since FY20.
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Which fees or fines does the agency intend to reduce? What was the fine or fee revenue for the previous fiscal year? What was the associated program expenditure for the previous fiscal year? What is the enabling authority for the issuance of the fee or fine?

REDUCTION OF REGULATION	N/A
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Which regulations does the agency intend to amend or delete? What is the enabling authority for the regulation?

SUMMARY	<p>This mitigation request will allow more students to be able to take advantage of a Citadel education by reducing the cost burden. It also benefits our community by providing a strong, educated workforce.</p> <p>It allows The Citadel to:</p> <ul style="list-style-type: none"> • Control costs for South Carolina families by keeping tuition and fees at or below HEPI. Note that the Citadel has successfully frozen in state tuition for the past four years. <ul style="list-style-type: none"> ◦ FY23-FY24: 0% ◦ FY22-FY23: 0% ◦ FY21-FY22: 0% ◦ FY20-FY21: 0% ◦ FY19-FY20: .8% ◦ FY18-FY19: 3.25% ◦ FY17-FY18: 3.25% • Have the community take advantage of our excellent 4, 5 and 6 year graduation rates, which means our students save money in tuition and enter the workforce sooner. • Prepare a ready workforce for the low country, the state, and beyond. We have high placement rates near graduation meaning that students begin earning and contributing to the economy soon after graduation. The Citadel is especially successful in placing students at companies in South Carolina and the Low Country (for example Boeing, Davis and Floyd, Duke Energy, Mercedes Benz, Dewberry,
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Santee Cooper, SAIC, SPAWAR, SCE&G, Google, Cummins, Texas Instrument, and Gulfstream).

Provide an explanation of the proposal and its positive results on businesses or citizens. How will the request affect agency operations?