



THE ALAMO COLLEGES DISTRICT

# ANNUAL BUDGET

FISCAL YEAR  
2021 – 2022

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ALAMO  
COLLEGES  
DISTRICT

NORTHEAST LAKEVIEW COLLEGE

NORTHWEST VISTA COLLEGE

PALO ALTO COLLEGE

ST. PHILIP'S COLLEGE

SAN ANTONIO COLLEGE



# ALAMO COMMUNITY COLLEGE DISTRICT

FY 2021-2022 Annual Budget

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# INTRODUCTION



## Message from the Chancellor

December 1, 2021

Members of the Alamo Colleges District Board of Trustees, Bexar County taxpayers, and residents of the Alamo Colleges District service area:

This year has brought us a number of achievements and challenges. Despite the unforeseen impact COVID-19 would have in our own community, we have persevered as an organization. We successfully transitioned more than 5,000 employees back to on-site working and teaching and ensured that our students could continue in their academic journeys, whether they are taking in person courses, remote courses, or online courses.

The overall goal of the Fiscal Year 2022 Annual Budget (FY22) is to continue the momentum we created last year in positioning the Alamo Colleges District for "smart growth," which makes the most effective use of every dollar of revenue to support the economic and social mobility of the members of our community and the success of our students. This is an especially significant accomplishment in light of the current economy and the strain we have seen organizations in San Antonio and the higher education community face in light of the pandemic.

The Alamo Colleges District is fortunate to be well-prepared in the face of economic uncertainties plaguing other entities; we are investing in the "smart growth" initiatives that were first introduced in FY20 and continued to ensure the success of continued "smart growth" and "smart talent" in FY22. Some of the highlights of the FY22 budget include:

### SMART GROWTH

- Expanding our AlamoPROMISE high school partners to 30+ high schools in our region
- Funding expanded tutoring for Math, English, Science, and Accounting
- Partnering with UT Health San Antonio to launch two on-site healthcare clinics at Palo Alto College and San Antonio College that are open to all Alamo Colleges District student
- Continuation of our partnership with the San Antonio Food Bank to host weekly pop-up markets and dedicated benefits navigators for students
- Increased funding for micro-credentialing and Digital Badges

### SMART TALENT

- An approved budget that supports full-time benefitted employees with general wage increases for faculty and staff
- Training stipends for instructors to become certified to teach online
- Continuation of the Participatory Budgeting process for employees to brainstorm and vote on projects that increase our capacity to serve
- Technology investments for support our transition to 100% on-site work and instructional delivery

Highlights of the accomplishments at the Alamo Colleges District this past year include:

- Resilience in Business Award: Recognized by the San Antonio Business Journal as the only higher education institution to be named to the inaugural list of honorees for the Resilience in Business Awards, which recognizes outstanding businesses - and the teams behind them - that showed incredible resilience during the COVID-19 pandemic.
- Train for Jobs SA: In partnership with the City of San Antonio's Train for Jobs SA program, the ACD was awarded \$19.1M to train and support 2,027 residents and fund the attainment of career and technical certifications, as well as two- and four-year degrees



- Coursera online learning: The ACD signed a two-year agreement with Coursera and became the first community college district in Texas to provide online, on-demand training through the Coursera platform to assist workers seeking to reskill or upskill. Coursera's on-demand, online courses and guided projects were bundled into convenient, on-demand pathways to help participants gain the most in-demand skills.
- 2021 Aspen Prize for Community College Excellence: In May 2021, the Aspen Institute named San Antonio College the winner of the 2021 Aspen Prize for Community College Excellence, the nation's premier recognition of high achievement and performance among community colleges. With this phenomenal designation, the Alamo Colleges District now boasts two colleges who have been recognized in the Top 10 community colleges in the nation (Palo Alto College was named as 'Rising Star' in 2019)
- Launching bachelor degrees: San Antonio College launched ACD's first bachelor's degree in Fall 2021 with the Bachelor of Science in Nursing. Through state House Bill 3348, each of our five colleges will be able to offer a baccalaureate program tailored to meet the industry demand in our region and provide a seamless pathway for our students to reach their full economic potential.

The Board of Trustees adopted The Alamo Way as the educational philosophy of the Alamo Colleges District in July 2011 (Board Policy B.9.1). This annual operating budget provides the financial foundation to implement The Alamo Way with a focus on three key, strategic elements: 1) Student Success, 2) Principle-Centered Leadership, and 3) Performance Excellence. Coupled with this philosophy are the well-defined Mission, Vision, and Values of the district:

## Mission

Empowering our diverse communities for success.

## Vision

The Alamo Colleges will be the best in the nation in Student Success and Performance Excellence.

## Values

The members of Alamo Colleges are committed to building individual and collective character through the following set of shared values in order to fulfill our mission and vision:



As we move forward through FY22 and the years to come, I am confident that we will continue our mission of empowering our diverse communities for success. Many thanks to the Alamo Colleges District family for their continued dedication and contributions in helping our students achieve their educational goals.

In Service,

Dr. Mike Flores  
Chancellor



### Organizational Description (Who We Are)

Alamo Community College District (Alamo Colleges District or ACD) is a nationally recognized organization. The Alamo Colleges District includes Palo Alto College, Northwest Vista College, San Antonio College, St. Philip’s College, and Northeast Lakeview College, along with a number of off-campus locations throughout the San Antonio metropolitan area, serving an eight-county region, with a total enrollment of over 78,000 students. ACD is the recipient of the 2018 Malcolm Baldrige National Quality Award, the nation’s highest honor for performance excellence. The Aspen Institute has named three of the five colleges in the Alamo Colleges District in the top 150 of the nation’s best community colleges. San Antonio College was recognized as the 2021 winner for Community College Excellence, the first in Texas to win this top national honor; Northwest Vista College and Palo Alto College were named in the Aspen Top 150 community colleges.



People recognize the Alamo by its distinctive architectural shape and the role it played in history. As its namesake, the Alamo Colleges District has had its own inspirational impact on society. From our origin as a community college district in 1945 through decades of change and expansion, we have worked to make higher education accessible and affordable. Today, our five colleges fulfill this mission with a vast array of certificates, courses and 2-year degrees, and beginning in FY2022, a Bachelor of Science in Nursing (BSN) degree. Our credits transfer to four-year universities for those pursuing advanced degrees, and our workforce development and continuing education programs help individuals build new careers and meet the needs of businesses. In short, we empower people and shape futures.

The Alamo Colleges District is the fourth<sup>1</sup> largest community college in Texas and largest provider of higher education in South Texas. Bexar County is the taxing district for ACD; however, the District’s service area extends to cover a much larger region including: all of Bandera, Bexar, Comal, Kendall, Kerr and Wilson Counties, and most of Atascosa and Guadalupe Counties. San Antonio is the seventh-largest city in the nation with an estimated population of 1.5 million residents. Alamo Colleges District overall student enrollment includes a varied mix of students that accurately depicts the diverse community in which the district is situated, illustrated in the following student profile.



**62%**  
HISPANIC



**57%**  
FEMALE



**81%**  
PART-TIME



**53%**  
ECONOMICALLY  
DISADVANTAGED



**70%**  
RECEIVE  
FINANCIAL AID

<sup>1</sup> Contact Hour Analysis by ACD Finance & Fiscal, 10/26/2021



ACD serves the Bexar County community and its service area through its programs and services that help students succeed in acquiring the knowledge and skills needed in today's world. Students are taught by highly qualified faculty with Master's and Doctorate degrees who are dedicated to creating a learning-centered environment. Student services include advising, computer labs, tutoring, financial aid services, services for the disabled, advocacy centers, developmental instruction, veteran's services, and job placement assistance.

ACD, a Hispanic-Serving System which includes the nation's only college that is both a Historically Black College and a Hispanic-Serving Institution, is the nation's third largest producer of Hispanic nurses. ACD is also one of Texas' largest providers of online post-secondary education. A diverse international program brings Central American and other teachers to San Antonio for advanced education while affording students and faculty the opportunity to gain the skills to work in a global economy.

## The Five Colleges of the Alamo Colleges District



The five colleges that comprise ACD include: St. Philip's College (SPC), established in 1898; San Antonio College (SAC), established in 1925; Palo Alto College (PAC), established in 1985; Northwest Vista College (NVC), established in 1995; and Northeast Lakeview College (NLC), established in 2007. All of the colleges are within San Antonio city limits except Northeast Lakeview College, located in Universal City, northeast of San Antonio. Each College operates with significant autonomy in accordance with ACD's unique Participatory Leadership model of collaborative leadership between the Colleges and DSO (District Support Operations). Based on that autonomy, each College is accredited independently by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate degrees and certificates.

The five college campuses encompass more than 5.4 million square feet of space on 779 acres across Bexar County. Each has typical college campus facilities such as academic and classroom buildings, administrative buildings, library facilities, gymnasiums, cafeterias, science classrooms and labs, and computer labs. In addition, there are a number of specialty facilities such as performing arts centers, natatoriums, allied health, emergency medical training areas and mortuary science.

## District Support Operations (DSO)

District Support Operations (DSO), located close to the urban contemporary Pearl District, provides administrative services and support to the five colleges under Collaborative Agreements. The DSO facility encompasses 160,950 square feet of space which houses the executive offices for the Chancellor and Vice Chancellors, as well as Human Resources, Legal Services, Ethics, Communications, Internal Audit, Strategic Planning and Performance Excellence, Institutional Research and Effectiveness, Information Technology, Finance and Fiscal Services, Facilities, Student Financial Aid, Center for Student Information, Police, workforce programs, and other service units. The DSO building has a large conference center for cross-college meetings, program collaboration, and community use. Some remaining DSO personnel are co-located with the colleges on their campuses, enabling them to be close to the students they support.



## Off-Campus Sites

The Alamo Colleges District also maintains several off-campus sites in an effort to better serve the residents of Bexar County and those located within the surrounding service area.

- St. Philip's College Southwest Campus
- Workforce Center of Excellence
- St. Philip's College Military Base Locations
- Palo Alto College Off-Campus Locations
- Northwest Vista College Southwest Research Institute Center
- Central Texas Technology Center, New Braunfels, TX
- First Responders Academy (FRA), Von Ormy, TX
- Greater Kerrville - Alamo Colleges Center
- Westside Workforce Education and Training Center
- Eastside Education and Training Center
- Harlandale Education and Training Center
- Brackenridge Education and Training Center
- Southside Education & Training Center (under development)
- Northwest Education & Training Center (under development)

Our Colleges are open-door institutions whose students come to college with various goals and at various levels of preparedness. Consequently, we serve students and the community with transfer courses, academic and technical degrees, and workforce development and continuing education options, offering more than 325 degree and certificate programs. Our educational program and service offerings are designed to meet the educational goals and service needs of our students. We deliver these services through semester, flex, weekend, evening and online courses.

## Awards and recognitions

- San Antonio College awarded the 2021 Aspen Prize for Community College Excellence
- San Antonio College received \$15 million donation from philanthropist MacKenzie Scott
- Northeast Lakeview College gained Hispanic Serving Institution designation
- Alamo Colleges District has been named one of the Top 50 Community Colleges for 2021 by Intelligent.com
- St. Philip's College named Top 10 Best Culinary Schools in Texas in 2021 by the Best Value Schools (BVS)
- Palo Alto College received \$20 million donation from philanthropist McKenzie Scott
- Alamo Colleges District received the Tambellini 2021 Technology Leadership Award
- San Antonio College, Northwest Vista College and Palo Alto College named Aspen Institute Top 150 Community Colleges



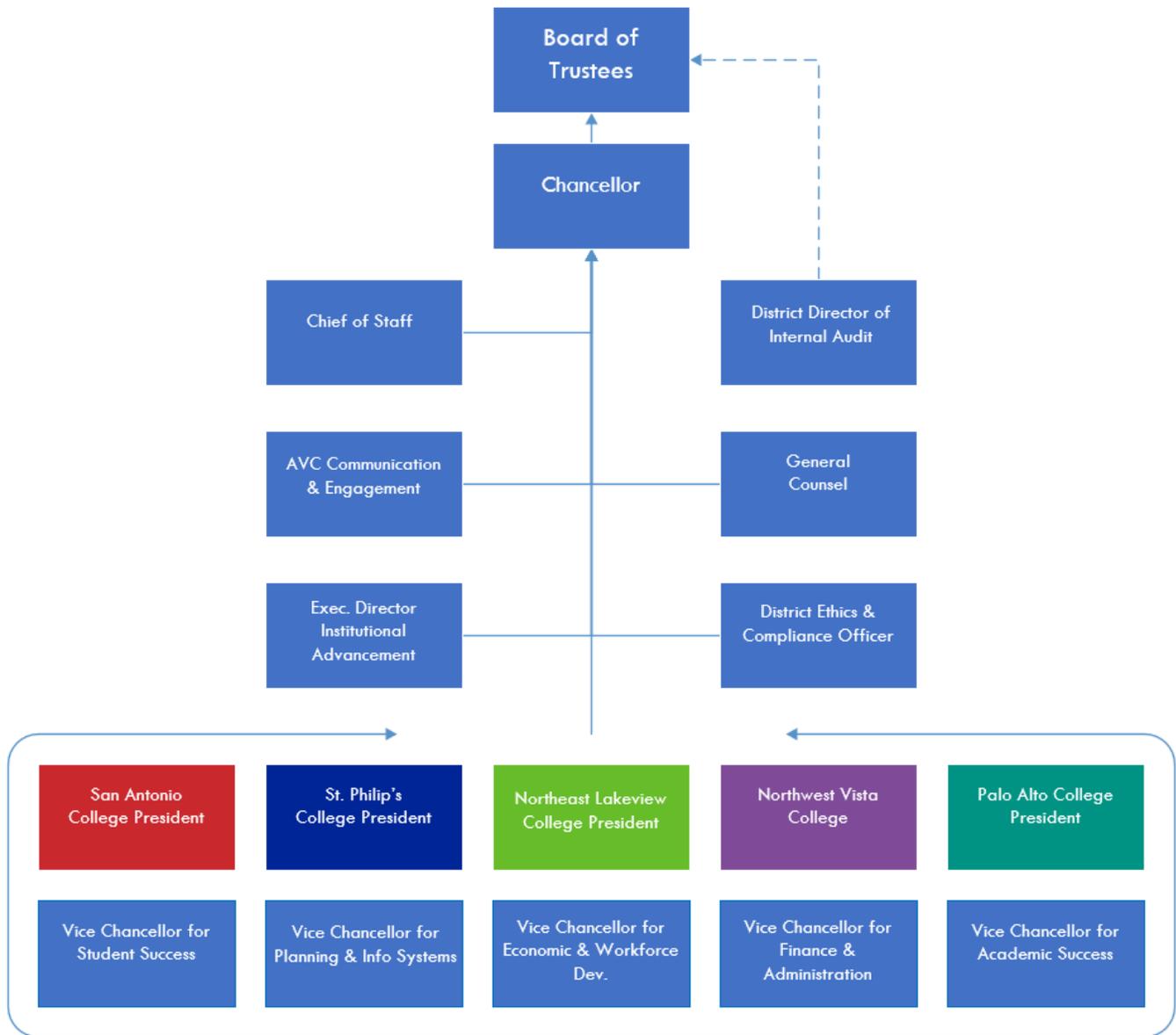


## Workforce Profile of Alamo Colleges District

Our workforce includes faculty, administrators, staff, and work study (student employees). The District's diverse workforce continues to be representative of both our student population and the demographics of Bexar County. Teaching faculty are required to meet the certification requirements associated with accreditation set by the SACSCOC. Some positions in the administrative segment require professional or doctoral degrees, while others require bachelor's or master's degrees, and positions in the staff segment require at least a high school level of education. Special health and safety related requirements exist in the following areas: recognized hazardous work environments such as welding, electrical, chemical, and ergonomics; compliance with Texas Commission on Law Enforcement Standards for police officers; and driving safety for vehicle operators. While no bargaining units exist, the Faculty Senate and Staff Senate at each of the Colleges are engaged in Participatory Leadership for local initiatives. These groups are also part of a larger, Unified ACD Faculty Senate and Staff Senate, which addresses alignment issues as needed in the District. This is another example of our Participatory Leadership approach.

## Organizational Structure/Organizational Governance of ACD

The Chancellor is the Chief Executive Officer (CEO) and reports to a 9-member Board of Trustees (Board) and one non-voting Student Trustee; the members represent nine different districts in the San Antonio area and are elected by community members to serve for a term of six years. The Student Trustee is selected by the Board from the student associations of the five Colleges and serves a one-year term. The Board acts as a Committee of the Whole and is comprised of eight committees: Student Success; Building, Grounds, and Sites Selection; Policy and Long Range Planning; Audit, Budget and Finance; Workforce; Legislative; Community Involvement; and Legal Affairs. Committees provide oversight of operations in their areas of responsibility and issue guidance and direction in the form of Board Policies. By state statute, the Board is the governing body that sets policy, appoints the Chancellor, levies property taxes, and approves the budget. The Board is the final authority on all matters of governance for the organization. College Presidents report to the Chancellor, serve as CEOs of their college, and sit on the Strategic Leadership Team (SLT), the senior decision-making body within the organization.



For additional details about Alamo Colleges District leadership visit [alamo.edu/about-us/leadership](http://alamo.edu/about-us/leadership)



## Regulatory Requirements

ACD operates within the Texas Education Code monitored through the Texas Higher Education Coordinating Board (THECB), which regulates contact-hour funding, common courses, and the approval of new programs. THECB also compares demographic and financial data and monitors institutional effectiveness. ACD must comply with specific FERPA, ADA, OSHA, EPA, and EEOC requirements. ACD operates in accordance with regulatory requirements at the federal, state, and local levels.

Each community college district in Texas is required by law to prepare an annual operating budget of anticipated revenues and expenditures for the fiscal year beginning September 1. The District's Board of Trustees adopts the annual budget, which is prepared according to Generally Accepted Accounting Principles (GAAP) on the accrual basis of accounting (comparable to the audited financial statements) for operating funds and available resources for construction and renewal funds, Board policy and the Texas Higher Education Coordinating Board guidelines as defined in the *Budget Requirements and Annual Financial Reporting Requirements for Texas Public Community and Junior Colleges*. Notices of the Budget Planning and Budget Adoption meetings were posted according to the Texas Government code, Sections 551.00-551.146.

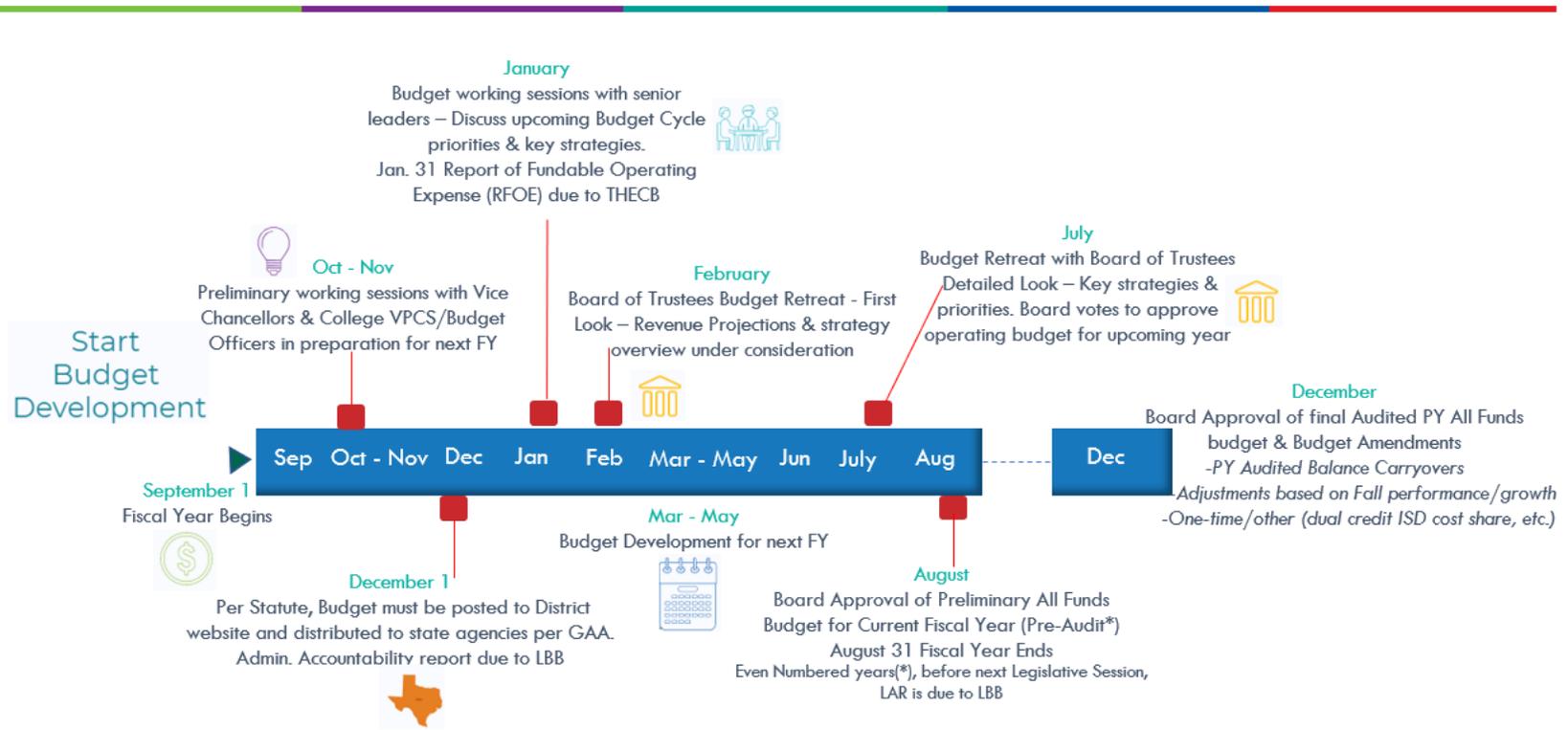
## HB 1495 Requirements

HB 1495 (86th Legislature) requires all political subdivisions to report expenditures "directly or indirectly influencing or attempting to influence the outcome of legislation or administrative action." The Alamo Colleges District (ACD) is a member of the Texas Association of Community Colleges (TACC). TACC estimates that \$12,500 of ACD's dues goes to advocacy for community colleges. ACD is also an Associate Member of the Texas Association of School Boards (TASB). TASB estimates that \$75 of the membership fees will go to advocacy in FY22.



## Budget Timeline and Calendar

Budget planning at the district level and college level is an annual process. This process includes the development of budget allocations using a formal Funding Model (FM) followed by a budget distribution, which is a detailed organizational account distribution process undertaken at the College and DSO levels. Significant steps in the annual budget process leading up to the presentation of the Final Budget to the Board of Trustees are summarized below.



\*Jan-May – Odd numbered years, Texas Legislative Session



## **REVENUES AND EXPENSES**



## Revenue and Functional Expense Alignment

The FY2022 operating budget was developed based on a methodology and process that aligns the strategic plan with the available resources, driven by key student-data drivers such as student headcount and contact hours. The chart below depicts the major revenue streams and the cost structures they support.

REVENUES						
FORMULA FUNDED	NON-FORMULA FUNDED			PUBLIC SERVICE	AUXILIARY	SCHOLARSHIPS & FINANCIAL AID
<b>EDUCATION &amp; GENERAL</b> State Appropriations Tuition and Fees CE Reimbursable Tuition Property Taxes Investment Income Other (Indirect Cost Recovery for Federal Revenue, Property Rental, Vendor Fees, VA)	<b>PROGRAM TUITION*</b> Nursing Fire Science Dental Lab Tech Veterinary Tech Culinary Arts Digital Media Digital Video & Cinema Production	<b>STUDENT ACTIVITIES</b> Fees	<b>ENTERPRISE ACTIVITIES</b> Library Fines Gym Rental Charges Facility Rental Charges Testing Fees CE Non-Reimbursable	<b>PUBLIC SERVICE</b> Planetarium Fees Fine Arts Acad. Charges	<b>DESIGNATED</b> Child Care Center Fees Natatorium Charges <b>NON-DESIGNATED</b> Bookstore Commission Vending Commission Copy Machine Charges Student Support Fee	<b>SCHOLARSHIPS &amp; FINANCIAL AID</b>
EXPENSES						
FORMULA FUNDED	NON-FORMULA FUNDED			PUBLIC SERVICE	AUXILIARY	SCHOLARSHIPS & FINANCIAL AID
<b>EDUCATION &amp; GENERAL</b> Instruction Academic Support Student Services Institutional Support Operation & Maintenance	<b>PROGRAM TUITION*</b> Nursing Fire Science Dental Lab Tech Veterinary Tech Culinary Arts Digital Media Digital Video & Cinema Production	<b>STUDENT ACTIVITIES</b>	<b>ENTERPRISE ACTIVITIES</b> Library Fines Gym Rental Charges Facility Rental Charges Testing Fees CE Non-Reimbursable	<b>PUBLIC SERVICE</b> Planetarium Fees SA Symphony Fine Arts Academy	<b>DESIGNATED</b> Child Care Centers Natatorium <b>AUXILIARY SUPPORTED</b> Intramural Food Service	<b>SCHOLARSHIPS &amp; FINANCIAL AID</b>

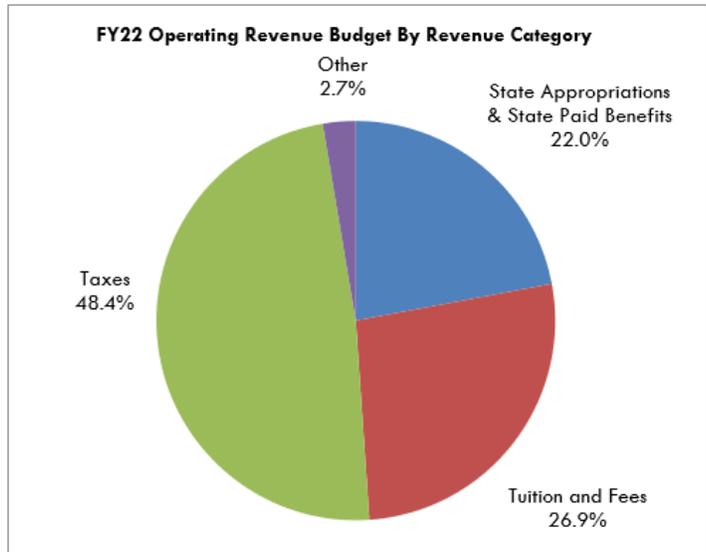
\* For full list of program tuition, see Tuition and Fees Schedule in Appendix section.



### FY22 Revenue Summary

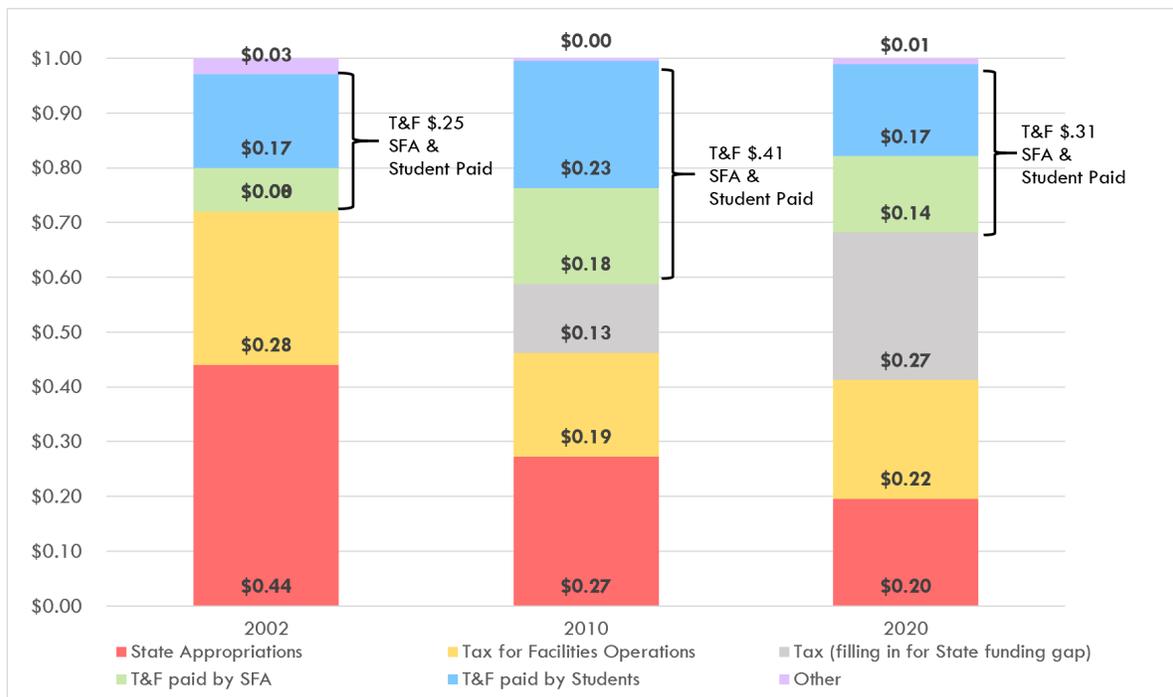
Operating revenues to Alamo Colleges District are from three main sources—tuition and fees, ad valorem taxes, and state appropriations. The FY 2021-2022 Annual Budget is based on the following revenue assumptions:

- Alamo Colleges District continues to offer the most economical college costs in our service area, keeping tuition and fees affordable and at reasonable levels while maintaining our focus on quality.
- The projected ad valorem taxes increased as the taxable assessed value of properties across Bexar County increased by over 5%, with revenue slightly impacted with a higher percentage growth in frozen values. It is important to note, there was not a property tax rate increase requested for the FY 2021-2022 budget.
- State appropriations including state-paid benefits (group health & retirement) increased nearly 2%, as the 87<sup>th</sup> Texas Legislature passed the bi-annual General Appropriations Act for the upcoming two fiscal years, FY 2021-2022 and FY 2022-2023.



### Cost of Education – Who Pays?

Tuition and fees are heavily subsidized by State Appropriations and Federal & State Student Financial Aid. Students pay out of pocket only \$0.17 of each expense \$1 at Alamo Colleges District. Due to State Funding reductions (from 44% to 20%), local property taxes are now covering \$0.22 on the dollar of non-facilities' costs.





FY22 REVENUE SUMMARY

	DSO	SAC	SPC	PAC	NVC	NLC	TOTAL
FORMULA REVENUE FOR FUNDING MODELS							
State Appropriations	63,938,377	-	-	-	-	-	63,938,377
State Appropriations - Veteran's Assistance Center	3,855,480	-	-	-	-	-	3,855,480
State Paid Benefits	20,966,235	-	-	-	-	-	20,966,235
Tuition - (Exclude CE)	-	30,567,476	16,332,801	13,832,053	25,125,640	10,963,760	96,821,730
Tuition - CE Reimbursable	-	-	30,000	-	-	-	30,000
Taxes	195,031,684	-	-	-	-	-	195,031,684
Other	3,220,000	-	-	-	-	-	3,220,000
Non Designated Auxiliary	520,000	-	-	-	-	-	520,000
<b>Total Formula Revenue</b>	<b>\$287,531,776</b>	<b>\$30,567,476</b>	<b>\$16,362,801</b>	<b>\$13,832,053</b>	<b>\$25,125,640</b>	<b>\$10,963,760</b>	<b>\$384,383,506</b>
NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES							
Instruction	1,500	1,237,407	1,395,650	239,000	77,672	-	2,951,229
Public Service	125,000	71,000	100,000	325,000	289,048	-	910,048
Academic Support	685,000	2,500	500	1,000	30,533	9,000	728,533
Student Services	324,906	922,761	529,954	607,480	960,766	319,105	3,664,972
Designated Auxiliary	-	243,488	137,000	1,455,000	-	-	1,835,488
Non-Designated Auxiliary	2,201,000	-	-	-	-	-	2,201,000
Continuing Education	5,362,432	-	185,000	40,000	-	-	5,587,432
Designated Unrestricted	-	293,500	22,900	24,000	12,000	8,500	360,900
<b>Total Non-Formula Revenue</b>	<b>8,699,838</b>	<b>2,770,656</b>	<b>2,371,004</b>	<b>2,691,480</b>	<b>1,370,019</b>	<b>336,605</b>	<b>18,239,602</b>
<b>TOTAL REVENUES</b>	<b>\$ 296,231,614</b>	<b>\$ 33,338,132</b>	<b>\$ 18,733,805</b>	<b>\$ 16,523,533</b>	<b>\$ 26,495,659</b>	<b>\$ 11,300,365</b>	<b>\$ 402,623,108</b>



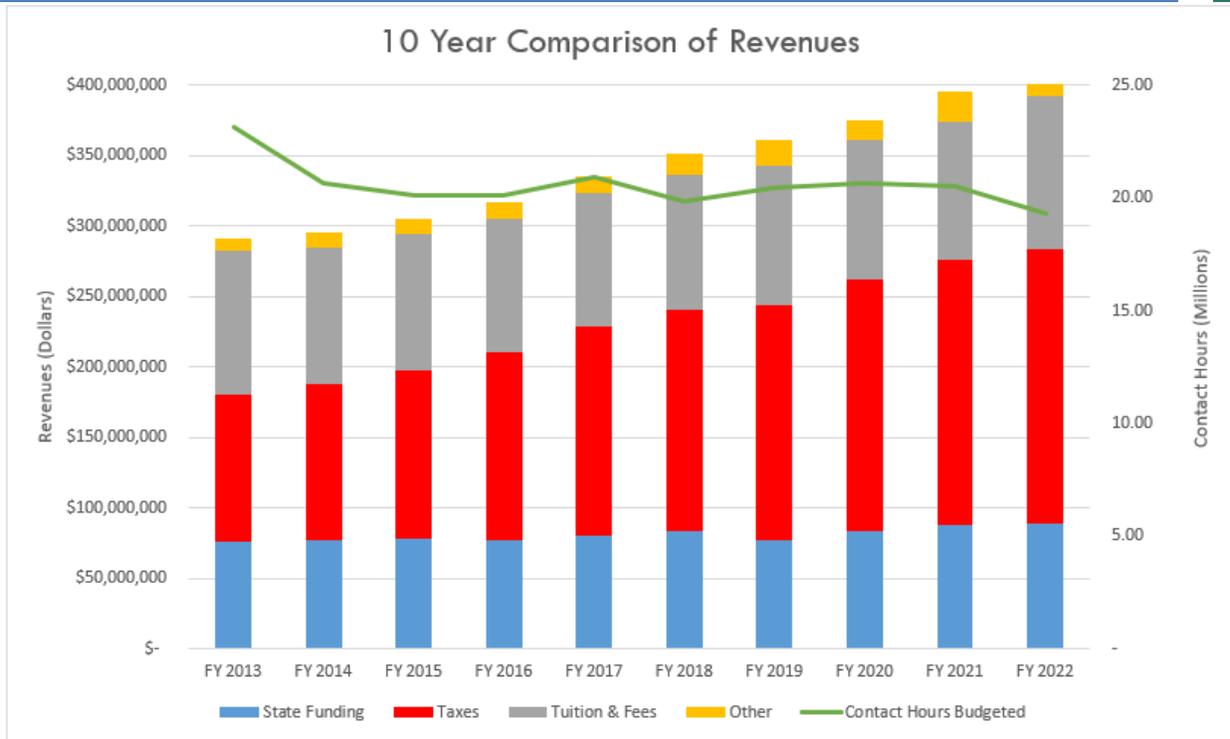
**FY22 REVENUE BUDGET**

FORMULA REVENUE FOR BUDGET MODELS							
	DSO	SAC	SPC	PAC	NVC	NLC	TOTAL
<b>STATE APPROPRIATIONS</b>							
11X001 State Appropriations E & G	63,938,377	-	-	-	-	-	63,938,377
11X001 State Appropriations - Veteran's Assistance Center	3,855,480	-	-	-	-	-	3,855,480
11X001 State Paid Benefits	20,966,235	-	-	-	-	-	20,966,235
<b>TOTAL STATE APPROPRIATIONS</b>	<b>\$ 88,760,092</b>	<b>\$ -</b>	<b>\$ 88,760,092</b>				
<b>TUITION</b>							
Tuition							
11X001 Tuition - Non Exempt	-	23,569,697	12,595,698	10,690,426	19,507,843	8,503,645	74,867,309
11X001 Tuition - Exempt	-	5,487,441	7,160,159	6,885,302	8,558,135	2,717,326	30,808,363
11X001 Tuition - Exempt Discounts	-	(5,487,441)	(7,160,159)	(6,885,302)	(8,558,135)	(2,717,326)	(30,808,363)
11X001 Summer Momentum Program (SMP)	-	(858,787)	(461,463)	(421,848)	(884,817)	(374,433)	(3,001,348)
11X001 Tuition Pledged (25%)	-	7,856,566	4,198,566	3,563,475	6,502,614	2,834,548	24,955,770
<b>Total Tuition and Tuition Pledged</b>	<b>-</b>	<b>30,567,476</b>	<b>16,332,801</b>	<b>13,832,053</b>	<b>25,125,640</b>	<b>10,963,760</b>	<b>96,821,730</b>
11X001 CE Tuition Reimbursable	-	-	30,000	-	-	-	30,000
<b>TOTAL TUITION</b>	<b>\$ -</b>	<b>\$ 30,567,476</b>	<b>\$ 16,362,801</b>	<b>\$ 13,832,053</b>	<b>\$ 25,125,640</b>	<b>\$ 10,963,760</b>	<b>\$ 96,851,730</b>
<b>TAXES</b>							
11X001 M&O Current Tax Revenue	193,295,809	-	-	-	-	-	193,295,809
11X001 M&O Delinquent Tax Revenue	-	-	-	-	-	-	-
11X001 M&O Penalties & Interest	2,085,874	-	-	-	-	-	2,085,874
11X001 TIF Reduction	(350,000)	-	-	-	-	-	(350,000)
<b>TOTAL TAXES</b>	<b>\$ 195,031,684</b>	<b>\$ -</b>	<b>\$ 195,031,684</b>				
<b>OTHER</b>							
11X001 Federal Revenue - IDC - SEOG - Pell	645,000	-	-	-	-	-	645,000
11X001 Returned Check Fee Revenue	25,000	-	-	-	-	-	25,000
11X001 Advertising Revenue	-	-	-	-	-	-	-
11X001 Sales & Services Revenue	50,000	-	-	-	-	-	50,000
11X001 Pledged Investment Income	500,000	-	-	-	-	-	500,000
11X001 Installment Payment Fee	900,000	-	-	-	-	-	900,000
11X001 Processing Fee	800,000	-	-	-	-	-	800,000
11X001 Transcript Fees	300,000	-	-	-	-	-	300,000
<b>TOTAL OTHERS</b>	<b>\$ 3,220,000</b>	<b>\$ -</b>	<b>\$ 3,220,000</b>				
<b>NON-DESIGNATED AUXILIARY</b>							
13X001 AUX - Bookstore Commission	385,000	-	-	-	-	-	385,000
13X001 AUX - UPS Store Commissions	20,000	-	-	-	-	-	20,000
13X001 AUX - Vending Rev	115,000	-	-	-	-	-	115,000
<b>TOTAL NON-DESIGNATED AUX</b>	<b>\$ 520,000</b>	<b>\$ -</b>	<b>\$ 520,000</b>				
<b>TOTAL FORMULA REVENUES</b>	<b>\$ 287,531,776</b>	<b>\$ 30,567,476</b>	<b>\$ 16,362,801</b>	<b>\$ 13,832,053</b>	<b>\$ 25,125,640</b>	<b>\$ 10,963,760</b>	<b>\$ 384,383,506</b>



FY22 REVENUE BUDGET

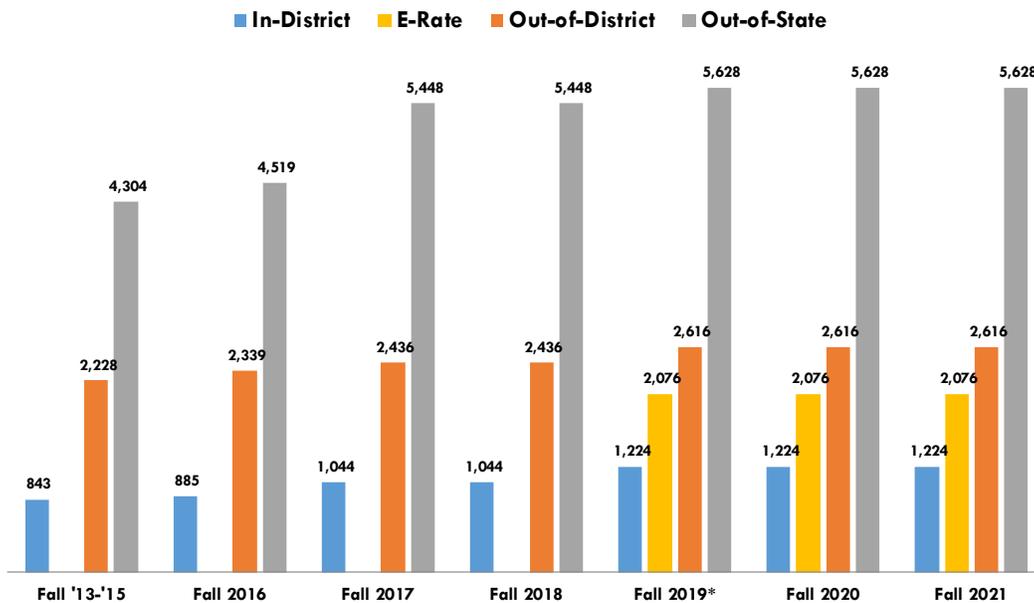
NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES							
	DSO	SAC	SPC	PAC	NVC	NLC	TOTAL
11X001 Special Prog Tuition	-	1,162,557	1,386,650	109,000	67,672	-	2,725,879
11X001 VCT Fee Revenue	-	-	9,000	10,000	10,000	-	29,000
11X001 Administrative Fee Revenue	1,500	-	-	-	-	-	1,500
111001 Sales & Services Revenue	-	3,600	-	110,000	-	-	113,600
11X001 Seminars & Workshop Revenue	-	15,250	-	-	-	-	15,250
11X001 Miscellaneous Revenue	-	56,000	-	10,000	-	-	66,000
<b>TOTAL INSTRUCTION</b>	<b>\$ 1,500</b>	<b>\$ 1,237,407</b>	<b>\$ 1,395,650</b>	<b>\$ 239,000</b>	<b>\$ 77,672</b>	<b>\$ -</b>	<b>\$ 2,951,229</b>
11X001 Other Op - Rental Revenue	36,000	-	-	-	-	-	36,000
11X001 Facilities Rental Revenue	89,000	60,000	-	-	3,853	-	152,853
11X001 Sales & Services Revenue	-	11,000	100,000	325,000	285,195	-	721,195
<b>TOTAL PUBLIC SERVICE</b>	<b>\$ 125,000</b>	<b>\$ 71,000</b>	<b>\$ 100,000</b>	<b>\$ 325,000</b>	<b>\$ 289,048</b>	<b>\$ -</b>	<b>\$ 910,048</b>
11X001 Library Fines	-	-	500	1,000	300	1,000	2,800
11X001 Facilities Rental Revenue	355,000	-	-	-	-	-	355,000
11X001 Administrative Fee Revenue	330,000	-	-	-	-	-	330,000
11X001 Sales & Services Revenue	-	-	-	-	30,233	8,000	38,233
11X001 Miscellaneous Revenue	-	2,500	-	-	-	-	2,500
<b>TOTAL ACADEMIC SUPPORT</b>	<b>\$ 685,000</b>	<b>\$ 2,500</b>	<b>\$ 500</b>	<b>\$ 1,000</b>	<b>\$ 30,533</b>	<b>\$ 9,000</b>	<b>\$ 728,533</b>
11X003 Student Activity Fee - w/o Exemptions	-	808,611	429,384	373,080	700,416	259,605	2,571,096
11X001 Foreign Student Application Fee	10,000	-	-	1,000	-	-	11,000
11X001 Other Test Fee	5,000	1,300	-	4,000	-	-	10,300
11X001 Prep Test Fee	-	-	500	-	-	-	500
11X001 TSI Test Fee	13,000	45,000	40,000	30,000	77,000	30,000	235,000
11X001 TCEQ TX Com Environmental Qual Cert	-	2,000	-	-	-	-	2,000
11X001 CLEP Test Fee	-	500	1,070	500	3,000	5,000	10,070
11X001 Correspondence Test Fee	-	100	1,000	500	-	5,000	6,600
11X001 CLEP Test Fee	-	-	-	2,000	-	-	2,000
11X001 GED Certificates Test Fee	-	-	1,500	-	-	-	1,500
11X001 Acuplacer Test Fee	6,000	-	-	3,000	-	500	9,500
119004 International Education Fee	133,906	-	-	-	-	-	133,906
11X001 Conference Fee Revenue	115,000	-	-	-	-	-	115,000
11X001 Sales & Services Revenue	-	39,500	40,000	115,000	-	-	194,500
11X001 Event Booth Rental Revenue	-	-	-	10,000	-	3,500	13,500
11X001 Breakage Fee	-	500	-	-	-	-	500
11X001 ID Replacement	-	250	1,500	1,000	1,500	500	4,750
11X001 Veterans Administration Revenue	-	25,000	15,000	7,000	28,850	15,000	90,850
11X001 Miscellaneous Revenue	42,000	-	-	35,400	150,000	-	227,400
11X001 Auxiliary -Ticket Sales/Fundraising	-	-	-	25,000	-	-	25,000
<b>TOTAL STUDENT SERVICES</b>	<b>\$ 324,906</b>	<b>\$ 922,761</b>	<b>\$ 529,954</b>	<b>\$ 607,480</b>	<b>\$ 960,766</b>	<b>\$ 319,105</b>	<b>\$ 3,664,972</b>
13X001 AUX - Child Care Revenue	-	243,488	120,000	500,000	-	-	863,488
133001 Sales & Services Revenue	-	-	17,000	210,000	-	-	227,000
133003 Auxiliary - Advertising Revenue	-	-	-	10,000	-	-	10,000
133003 Local City Contrib NAT Renew/Replace	-	-	-	735,000	-	-	735,000
<b>TOTAL DESIGNATED AUXILIARY</b>	<b>\$ -</b>	<b>\$ 243,488</b>	<b>\$ 137,000</b>	<b>\$ 1,455,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,835,488</b>
13X001 AUX - Student Support Services Fees	2,200,000	-	-	-	-	-	2,200,000
13X001 AUX - Parking Fines	1,000	-	-	-	-	-	1,000
<b>TOTAL NON-DESIGNATED AUX</b>	<b>\$ 2,201,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,201,000</b>
11X001 CE Tuition Reimburs	1,925,347	-	-	-	-	-	1,925,347
11X001 CE Tuit Non-Reimbursable	155,209	-	-	25,000	-	-	180,209
11X001 CE Tuit Non-Reimb Contracts	-	-	40,000	-	-	-	40,000
11X001 Non-CE Tuit Contract Training	2,243,758	-	125,000	-	-	-	2,368,758
Total CE Tuition	<b>4,324,314</b>	<b>-</b>	<b>165,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>4,514,314</b>
11X001 CE Special Fee	1,038,118	-	20,000	15,000	-	-	1,073,118
Total CE Fees	<b>1,038,118</b>	<b>-</b>	<b>20,000</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>1,073,118</b>
<b>TOTAL C.E.</b>	<b>\$ 5,362,432</b>	<b>\$ -</b>	<b>\$ 185,000</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,587,432</b>
17XXX Designated Unrestricted	-	293,500	22,900	24,000	12,000	8,500	360,900
<b>TOTAL Unrestrict Scholarships Interest Income</b>	<b>\$ -</b>	<b>\$ 293,500</b>	<b>\$ 22,900</b>	<b>\$ 24,000</b>	<b>\$ 12,000</b>	<b>\$ 8,500</b>	<b>\$ 360,900</b>
<b>TOTAL NON-FORMULA REVENUES</b>	<b>\$ 8,699,838</b>	<b>\$ 2,770,656</b>	<b>\$ 2,371,004</b>	<b>\$ 2,691,480</b>	<b>\$ 1,370,019</b>	<b>\$ 336,605</b>	<b>\$ 18,239,602</b>



## Tuition and Fees

Tuition is an amount paid per semester hour; the amount of tuition depends on the number of courses taken by the student and the nature of those classes. Most semester-length lecture courses count for three semester hours of credit. Fees can be either of a general nature and paid by every student (student support services fee, student activity fee, etc.) or course specific. These funds may be used for any legal classification of expenses.

### Tuition and Fees for 12 Semester Credit Hours



\*Fall 2019 - Fall 2021 = Tuition rate x 12 SCH + Student Activity Fee \$3x 12 SCH  
 Student Activity Fee increased to \$3 per semester credit hour effective Spring 2019.  
 E-Rate \$170 per semester credit hour for 100% on-line Out-of-District students effective Fall 2019  
 Note: Excludes the \$25 per term Student Support Services Fee



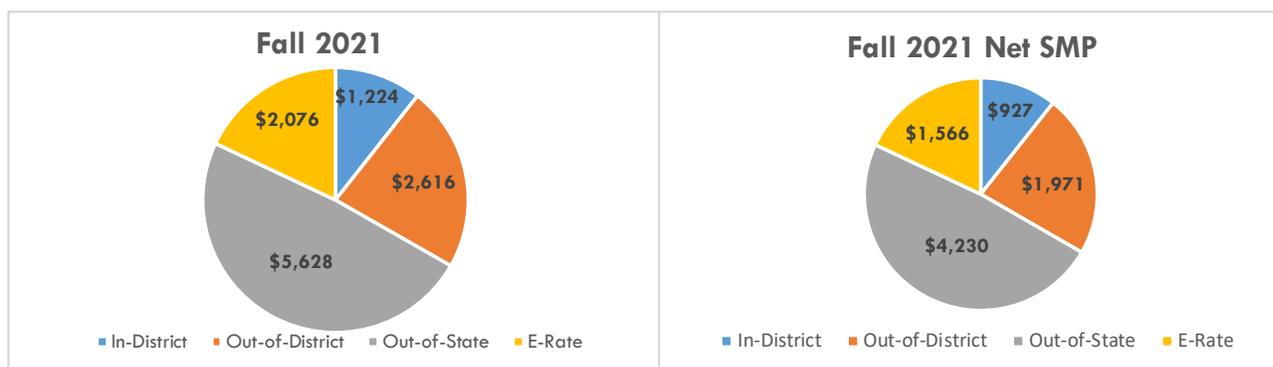
The Board of Trustees continues to maintain an affordable tuition rate for students, with changes to the tuition rates only increasing three times since fall 2010. For the fall semester 2021, per-semester special program tuition included 41 programs, 39 existing and 2 new programs were added to the special program tuition schedule. Effective fall 2014, students pay a maximum of \$50 per year as a Student Support Services Fee. This fee, charged to all students, was established to cover technology infrastructure, student support services, VIA passes providing free bus service at no charge, and parking. Effective fall 2016, students pay a modest international education fee of \$1 per semester to provide all Alamo Colleges District students with greater access to financial assistance for studying outside the United States and increase students' opportunities to enhance their pathways to success through international exchange. Effective Fall 2018, the student activity fee was increased to \$3 per credit hour to increase access to co-curricular and extracurricular activities and services for students that supplement their academic programs and career development.

A separate E-Rate tuition rate of \$170 per credit hour was added effective Fall 2019 for out of district students taking 100% online asynchronous courses. Effective spring 2021, the E-Rate of \$170 per credit hour was expanded to non-Texas residents.

The assumption on enrollment is Smart Growth of 5% as compared to the prior year.

The Summer Momentum Program (SMP) was implemented mid-year 2017 to incent students to attend in the Summer; which research showed this would increase student persistence for the following Fall term and ultimately degree/certificate completions. Student scholarships cover 3 to 6 credit hours for free in the summer for those taking 18 to 24 hours total in Fall and Spring. The Expanded Summer Momentum Plan (ESMP) was implemented for Summer 2020-2022. This enhanced plan allows eligible students who earned hours in Fall and Spring at any of the five colleges in the Alamo Colleges District to get three to nine free credit hours in the Summer semester. Below is a comparison of the cost to a student taking 12 semester credit hours in the fall without the SMP benefit and net of SMP:

### Fall 2021 Tuition and Fees for 12 SCH



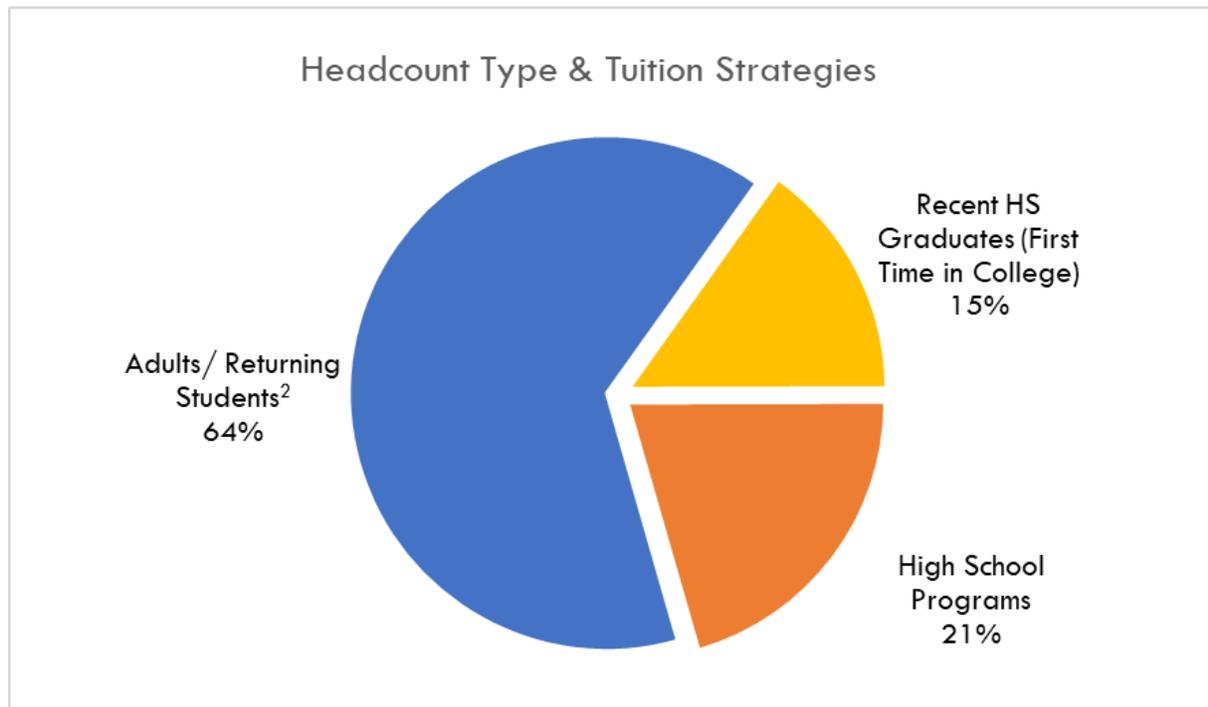
	Tuition/SCH	Student Activity Fee/SCH	SCH	Cost to Student	Tuition & Fees for 12 SCH	SCH Eligible SMP for Fall	SMP Free to Student	Cost to Student Net of SMP
<b>In-District</b>	\$ 99	\$3	12	\$ 1,224	\$ 1,224	3	\$ (297)	\$ 927
<b>Out-of-District</b>	\$ 215	\$3	12	\$ 2,616	\$ 2,616	3	\$ (645)	\$ 1,971
<b>Out-of-State</b>	\$ 466	\$3	12	\$ 5,628	\$ 5,628	3	\$ (1,398)	\$ 4,230
<b>E-Rate</b>	\$ 170	\$3	12	\$ 2,076	\$ 2,076	3	\$ (510)	\$ 1,566



In comparison to other local institutions of higher education, the Alamo Colleges District remains very affordable at \$1,250. For comparison purposes, the \$1,250 rate includes \$1,224 (\$99/SCH tuition rate plus \$3/SCH Student Activity fees) plus a \$25/term Student Support Fee plus a \$1/term International Education Fee. At the University of Texas at San Antonio, in-district students taking 12 semester credit hours in Fall 2021 are expected to pay a total of \$4,473 in tuition and fees. Tuition and fees for 12 semester credit hours at St. Mary's University, a private university in San Antonio, in Fall 2021 totaled \$16,759. The graphic below represents a snapshot of the tuition strategies and benefits to our students.

Tuition Strategies and Key Student Benefits			
Headcount Type	Tuition Strategies	Population Demographic <sup>1</sup>	Demographic %
<b>Adults/Returning Students<sup>2</sup></b>	Summer Momentum Program <sup>3</sup> Federal and State Financial Aid	45,602	64%
<b>Recent HS Graduates (First Time in College)</b>	Summer Momentum Program Federal and State Financial Aid AlamoPromise Program	10,708	15%
<b>High School Programs</b>	Waived Tuition	14,607	21%
<b>Total</b>		<b>70,917</b>	<b>100%</b>

<sup>1</sup> Fall 2021 Target  
<sup>2</sup> Estimated 80% enrolled part-time  
<sup>3</sup> 70% of students receive some form of Financial Aid





FY22 Tuition Revenue by Semesters

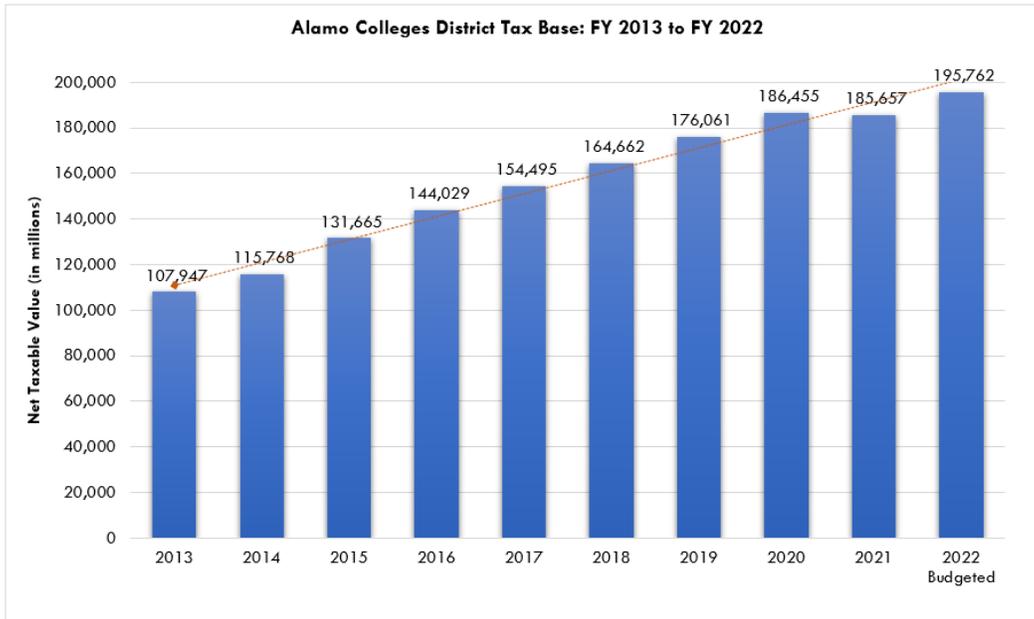
		SAC	SPC	PAC	NVC	NLC	TOTAL
		<b>TUITION</b>					
Non Exempt *							
Fall	50001	13,958,535	6,829,490	6,358,042	11,821,599	5,302,871	44,270,537
Spring	50002	12,903,597	7,067,189	5,179,267	10,336,067	4,653,937	40,140,057
Summer	50003	4,564,131	2,897,585	2,716,592	3,852,791	1,381,385	15,412,484
Total		\$31,426,263	\$16,794,264	\$14,253,901	\$26,010,457	\$11,338,193	\$ 99,823,078
Dual Credit							
Fall	50001	2,223,042	3,078,494	3,174,332	4,295,390	1,151,322	13,922,580
Spring	50002	2,045,867	3,362,226	3,135,713	3,232,498	1,148,327	12,924,631
Summer	50003	19,704	53,436	-	2,364	-	75,504
Total		\$ 4,288,612	\$ 6,494,156	\$ 6,310,046	\$ 7,530,252	\$ 2,299,649	\$ 26,922,715
Exempt Other							
Fall	50001	492,604	270,031	226,252	444,778	207,858	1,641,523
Spring	50002	541,778	297,132	196,453	410,442	138,572	1,584,377
Summer	50003	164,447	98,840	152,551	172,663	71,248	659,748
Total		\$ 1,198,829	\$ 666,002	\$ 575,256	\$ 1,027,883	\$ 417,677	\$ 3,885,648
Total Tuition							
Fall	50001	16,674,180	10,178,015	9,758,626	16,561,767	6,662,051	59,834,640
Spring	50002	15,491,242	10,726,547	8,511,433	13,979,007	5,940,836	54,649,065
Summer	50003	4,748,281	3,049,861	2,869,143	4,027,818	1,452,633	16,147,737
Total		\$36,913,704	\$23,954,423	\$21,139,203	\$34,568,592	\$14,055,519	\$130,631,441
		<b>EXEMPT TUITION DISCOUNTS</b>					
Dual Credit							
Fall	51701	(2,223,042)	(3,078,494)	(3,174,332)	(4,295,390)	(1,151,322)	(13,922,580)
Spring	51702	(2,045,867)	(3,362,226)	(3,135,713)	(3,232,498)	(1,148,327)	(12,924,631)
Summer	51703	(19,704)	(53,436)	-	(2,364)	-	(75,504)
Total		\$ (4,288,612)	\$ (6,494,156)	\$ (6,310,046)	\$ (7,530,252)	\$ (2,299,649)	\$ (26,922,715)
Exempt Other							
Fall	51705	(492,604)	(270,031)	(226,252)	(444,778)	(207,858)	(1,641,523)
Spring	51706	(541,778)	(297,132)	(196,453)	(410,442)	(138,572)	(1,584,377)
Summer	51707	(164,447)	(98,840)	(152,551)	(172,663)	(71,248)	(659,748)
Total		\$ (1,198,829)	\$ (666,002)	\$ (575,256)	\$ (1,027,883)	\$ (417,677)	\$ (3,885,648)
Total Tuition Discounts							
Fall	5170X	(2,715,645)	(3,348,525)	(3,400,584)	(4,740,168)	(1,359,180)	(15,564,103)
Spring	5170X	(2,587,645)	(3,659,358)	(3,332,166)	(3,642,940)	(1,286,899)	(14,509,008)
Summer	5170X	(184,150)	(152,276)	(152,551)	(175,027)	(71,248)	(735,253)
Total		\$ (5,487,441)	\$ (7,160,159)	\$ (6,885,302)	\$ (8,558,135)	\$ (2,717,326)	\$ (30,808,363)
Summer Momentum Prog.		(858,787)	(461,463)	(421,848)	(884,817)	(374,433)	(3,001,348)
Total Tuition		\$ 30,567,476	\$ 16,332,801	\$ 13,832,053	\$ 25,125,640	\$ 10,963,760	\$ 96,821,730

\* Non-Exempt tuition includes tuition pledged (25%)



**Ad Valorem Taxes**

Ad Valorem Taxes are divided into two categories: maintenance and operations funding (M&O) and funding for debt service of general obligation bonds and maintenance tax notes (used only for payment of principal and interest on funds used for construction and other capital outlay needs). As shown in the chart below, property valuations in Bexar County have steadily increased since 2013. Public community colleges are the only segment of higher education in the United States that receives this form of revenue from local taxpayers.



The Board of Trustees approved the same combined property tax rate as was levied in FY 2021. The ad valorem property tax is levied each October 1 on the assessed value as of the prior January 1 for all real and business personal property located in Bexar County. The collection rate in the budget was assumed to be 98%. On January 1 of each year, a tax lien attaches to property to secure payment of all taxes, penalties, and interest for the previous tax year. Operating revenue of \$195 million from total ad valorem taxes is included in the FY 2022 budget. As noted previously, operating revenue from ad valorem taxes is responsible for 48.4% of the Alamo Colleges District budget. Restricted revenue of \$75 million is for debt service on general obligation bonds and maintenance tax notes. The increase in Facilities Operations and Preventive Maintenance between FY2021 and FY2022 will be used to support the new CIP buildings that are projected to come online.

What do M&O Taxes Fund?			
Property Taxes Funding - \$M	FY21	FY22	Variance
Facilities Operations	17.3	21.3	4.1
Facilities Benefits (Hlth & Retire)	2.0	2.0	-
Utilities	9.7	9.4	(0.2)
Preventive Maintenance	19.0	19.5	0.5
<b>Total Maintenance &amp; Operations</b>	<b>\$ 48.0</b>	<b>\$ 52.3</b>	<b>\$ 4.3</b>
Mandatory Trsf (Debt Svc, TPEG)	17.6	17.6	0.0
General Institutional (insurance, tax collecting, bad debt, ETAP, contractual, benefits)	20.5	19.7	(0.9)
<b>Institutional Operating Budget</b>	<b>92.2</b>	<b>105.5</b>	<b>13.3</b>
<b>Total M&amp;O Tax Revenue (Current Rate)</b>	<b>\$178.3</b>	<b>\$ 195.0</b>	<b>\$ 16.8 (a)</b>

(a) Year over year increase in Taxable Assessed Valuation (TAV)



## State Appropriations

The State of Texas allocates funds to public community colleges through the General Appropriations Act. The General Appropriations Act provides funds for state agencies and institutions of higher education for 2 years (Texas is one of 19 states that uses biennial budgeting). State funds are intended only for instructional and administrative costs and may not be used for construction, repairs, renovations, maintenance or operations of facilities. The State of Texas began funding community colleges in 1942; the funding at that time was based on a fixed dollar amount per full-time student. In 1973, the 63rd Texas Legislature adopted a formula system that was based on the costs of specific instructional fields multiplied by the number of contact hours generated by each instructional field. A contact hour is the amount of time an instructor is in a community college classroom with students. The **Contact Hour formula** was utilized by the Texas Legislature for funding community colleges until 2013 when the 83rd Legislature added two additional components to community college funding: **Core Operations** and Performance-Based Funding based on **Student Success Points**. During the regular legislative session that ended in May 2021, the 87th Texas Legislature continued the use of the Contact Hour Formula, Core Operations, and Student Success Points.

Contact Hour Formula – similar to prior years, the formula is composed of the average cost of instruction per contact hour multiplied by the total contact hours in the base period, which comprises the formula funding request that is submitted to the state every two years. The key component of the formula, the average cost of instruction, is calculated statewide for all academic and technical programs (26 funded disciplines).

Core Operations – each of the fifty community college districts in Texas receives \$680,406 annually (\$1.36 million for the biennium) to fund core operations, regardless of the size of the college district.

Student Success Points (performance-based) – this component of the community college appropriation is determined by each community college district's student success points earned from a three-year average of student completion of certain defined metrics. Examples of these metrics include: a student successfully completing their first 15 semester credit hours at the institution; a student earning a credential (e.g. an associate's degree or certificate); a student transferring to a 4-year institution with 15 or more semester credit hours. A full list of metrics to be measured for student success points is provided later in this section.

General Appropriations Act - All Community Colleges				
	2020-21 Biennium (FY20 & FY21)	2022-23 Biennium (FY22 & FY23)	difference to 2020-21 Biennium	
			\$	%
Core Operations	68,040,600	68,040,600	-	0.0%
Student Success Points	228,296,086	314,796,137	86,500,051	37.9%
Contact Hour	1,533,740,861	1,447,240,810	(86,500,051)	-5.6%
<b>TOTAL</b>	<b>1,830,077,547</b>	<b>1,830,077,547</b>	<b>-</b>	<b>0.0%</b>

As shown in the table above, the General Appropriations Act passed by the 87<sup>th</sup> Texas Legislature (SB 1), appropriates \$1.83 billion to the fifty community college districts in Texas for the 2022-2023 biennium. This appropriation is identical to the 2020-2021 appropriation. The Legislature, however, made a significant change in the way these funds are distributed by moving \$86.5 million from the Contact Hour Formula to Student Success Points. The Core Operations amount remained the same as the previous biennium. In 2013 when the three components of the instructional formula were established, the distribution was to fund Core Operations first, then provide 90-percent to contact hour funding and 10-percent to student success points. As the next table shows, the trend of the Texas Legislature is to emphasize the outcomes at community colleges through the student success point metrics although contact hour funding still remains the largest component of the state appropriation.

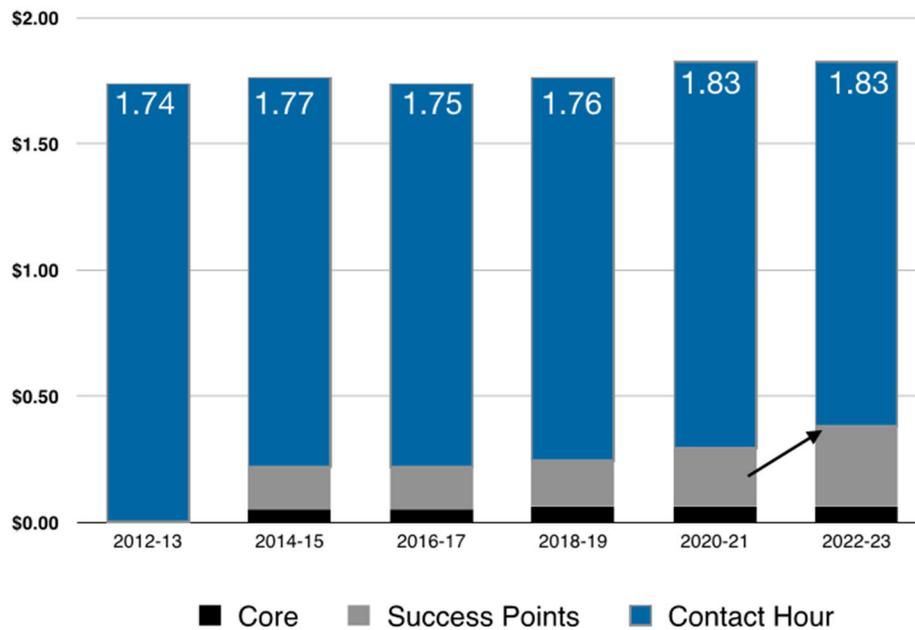


Trends in Community College Appropriation Distribution

TX Legislative Session	Core \$ amount	% Contact Hour	% Success Point
82nd (2011)		100%	
83rd (2013)	\$ 50,000,000	90%	10%
84th (2015)	\$ 50,000,000	90%	10%
85th (2017)	\$ 68,040,600	89%	11%
86th (2019)	\$ 68,040,600	87%	13%
87th (2021)	\$ 68,040,600	82%	18%

Another way of viewing this shift to more funding of the outcomes-based component of the instructional formula system (student success points) is shown in the figure below.

Instructional Appropriation: 2012-13 to 2022-23 (in billions)



In addition to changing the split between contact hour and student success points from 87%/13% to 82%/18%, the Legislature modified the weights for some of the metrics. The following chart summarizes the weight system for student success points adopted in the General Appropriations Act (87<sup>th</sup> SB 1).



Changes in Student Success Point Metrics		
College Ready	Historical	87th SB 1
DevEduc-Math	1 point	no change
DevEduc-Reading	.5 point	no change
DevEduc-Writing	.5 point	no change
<b>Gateway Courses</b>		
First College Math	1 point	no change
First College Reading	.5 point	no change
First College Writing	.5 point	no change
<b>SCH Completion</b>		
15 SCH completed	1 point	no change
30 SCH completed	1 point	1.5 points
<b>Transfer</b>		
Transfer	2 points	3 points
Co-Enrolled Transfer	2 points	3 points
<b>Degrees/Certificates</b>		
Critical degrees	2.25 points	3.25 points
All other degrees/cert	2 points	1.2 points

The Alamo Colleges District’s FY 22 budget includes \$63.9 million in state appropriation revenue and an additional \$14.5 million as the state’s 50% contribution toward employee group health and retirement. In addition, the Alamo Colleges District received a special appropriation from the State of Texas of \$7.7 million, spread over the two-year biennium, designated for Veteran’s Assistance Center at Northeast Lakeview College. For Alamo Colleges the instructional appropriation was 1.9% higher than the previous biennium. As noted earlier, the instructional appropriation statewide was identical; in other words, flat funding for the state’s fifty community college districts.

SB 1, General Appropriations Act - Alamo Colleges					
	2020-21 Biennium (FY20 & FY21)	2022-23 Biennium (FY22 & FY23)	difference to 2020-21 Biennium		FY 2022
			\$	%	
Core Operations	1,360,812	1,360,812	-	0.0%	680,406
Student Success Points	18,320,218	24,115,318	5,795,100	31.6%	12,057,659
Contact Hour	105,867,918	102,400,624	(3,467,294)	-3.3%	51,200,312
<b>Total Instructional \$</b>	<b>125,548,948</b>	<b>127,876,754</b>	<b>2,327,806</b>	<b>1.9%</b>	<b>63,938,377</b>
Veterans Assistance Centers	8,116,800	7,710,960	(405,840)	-5.0%	
<b>Total State Appropriation</b>	<b>133,665,748</b>	<b>135,587,714</b>			

Due in large part to the world wide COVID-19 pandemic, contact hours were down 6.9% at Alamo Colleges; statewide the decline in contact hours was 9.5%. Only 4 of the 50 college districts in the state saw an increase in contact hours.

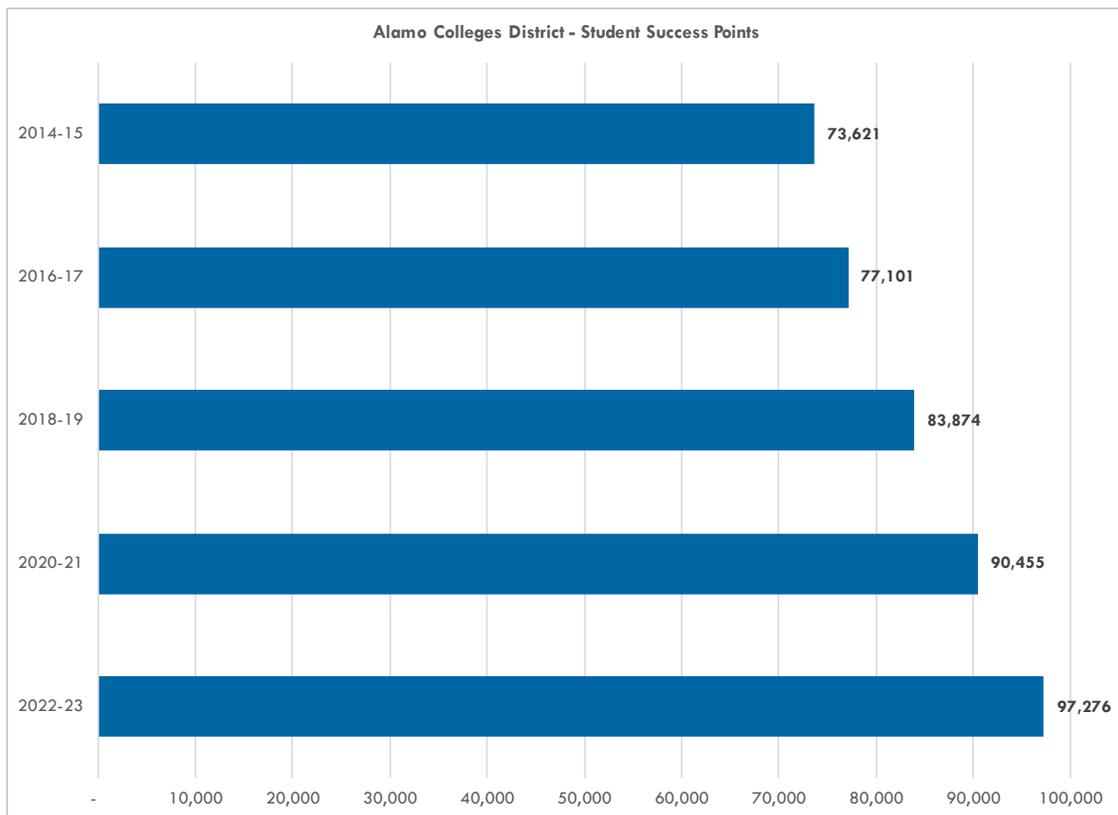
Summary of Base Year Contact Hours			
Alamo Colleges District	Biennium		percent difference
	2020-21	2022-23	
Base Year Contact Hours	19,930,352	18,556,092	-6.9%
\$ per contact hour	2.66	2.76	3.9%
<b>Statewide</b>			
Base Year Contact Hours	281,815,890	254,922,820	-9.5%
\$ per contact hour	2.72	2.84	4.3%



Student success points increased 7.5% for Alamo Colleges and increased 12.9% statewide. There was an increase in student success points at 49 of the 50 college districts.

Summary of Student Success Points			
Alamo Colleges District	Biennium		percent difference
	2020-21	2022-23	
Student Success Points	90,455	97,276	7.5%
\$ per success point	203	248	22.2%
<b>Statewide</b>			
Student Success Points	1,127,204	1,269,815	12.7%
\$ per success point	203	248	22.2%

Student Success Points have steadily increased each biennium at the Alamo Colleges. This is evidence that the District’s priority of student success is supported with the State’s outcome based formula system.



It should be noted that the 87<sup>th</sup> Legislature passed SB 1230 (by Taylor; House sponsor Rep. Pacheco) which establishes the Texas Commission on Community College Finance. The Commission will make recommendations for consideration by the 88<sup>th</sup> Texas Legislature regarding the state funding formula and funding levels for community colleges in Texas. It is possible that the next legislative session will bring changes to the community college funding system.



**ALAMO COLLEGES DISTRICT**  
**FY 2022 STATE APPROPRIATION ALLOCATION DISTRIBUTION**  
**BASE YEAR CONTACT HOURS - ( Summer I/II 2020, Fall 2020, and Spring 2021; CE certified quarters 3, 4, and 1 of 2020; quarter 2 of 2021 )**

	Resident Instruction	Rate		SAC		SPC		PAC		NVC		NLC		TOTAL	
		Rate	Rate Funded	Contact Hours	Dollar Amount	Contact Hours	Dollar Amount	Contact Hours	Dollar Amount	Contact Hours	Dollar Amount	Contact Hours	Dollar Amount	Contact Hours	Dollar Amount
1	Agriculture	\$ 12.44	\$ 2.51	3,504	8,802	720	1,809	49,943	125,456	12,576	31,591	0	0	66,743	167,657
2	Architecture and Precision Production Trades	\$ 14.94	\$ 3.02	70,224	211,852	75,456	227,636	0	0	0	0	0	0	145,680	439,488
3	Biology, Physical Sciences, and Science Technology	\$ 12.35	\$ 2.49	696,626	1,737,252	919,301	2,292,561	406,016	1,012,527	791,654	1,974,235	278,661	694,927	3,092,258	7,711,502
4	Business management, Marketing, and Administrative Services	\$ 12.17	\$ 2.46	349,251	858,271	204,005	501,334	214,402	526,886	209,388	514,564	56,240	138,208	1,033,286	2,539,263
5	Career Pilot	\$ 40.84	\$ 8.25	0	0	0	0	0	0	0	0	0	0	0	0
6	Communications	\$ 15.51	\$ 3.13	155,280	486,322	52,736	165,164	91,920	287,884	220,288	689,920	60,720	190,169	580,944	1,819,460
7	Computer and Information Sciences	\$ 15.98	\$ 3.23	275,317	888,394	129,483	417,817	127,741	412,195	144,426	466,034	32,243	104,043	709,210	2,288,483
8	Construction Trades	\$ 16.42	\$ 3.32	0	0	63,184	209,496	0	0	0	0	0	0	63,184	209,496
9	Consumer and Homemaking Education	\$ 14.20	\$ 2.87	120,003	344,094	134,038	384,339	79,626	228,317	73,558	210,920	52,448	150,388	459,674	1,318,057
10	Engineering	\$ 20.29	\$ 4.10	7,744	31,728	4,101	16,801	2,323	9,518	14,370	58,877	528	2,163	29,066	119,088
11	Engineering Related	\$ 14.63	\$ 2.95	53,011	156,606	199,966	590,740	23,602	69,724	13,825	40,841	0	0	290,403	857,911
12	English Language, Literature, Philosophy, Humanities, and Interdisciplinary	\$ 13.09	\$ 2.64	837,248	2,213,044	373,824	988,105	454,120	1,200,346	809,744	2,140,345	305,168	806,631	2,780,104	7,348,472
13	Foreign Languages	\$ 12.30	\$ 2.48	235,200	584,169	70,080	174,059	39,840	98,951	244,736	607,854	23,968	59,530	613,824	1,524,563
14	Health Occupations - Dental Assisting, Medical Lab, and Associate Degree Nursing	\$ 19.61	\$ 3.96	274,877	1,088,459	46,446	183,919	0	0	0	0	0	0	321,323	1,272,378
15	Health Occupations - Dental Hygiene	\$ 28.37	\$ 5.73	0	0	0	0	0	0	0	0	0	0	0	0
16	Health Occupations - Other	\$ 16.85	\$ 3.40	125,316	426,386	312,194	1,062,234	88,438	300,910	47,415	161,328	1,488	5,063	574,851	1,955,921
17	Health Occupations - Respiratory Therapy	\$ 22.80	\$ 4.60	0	0	67,602	311,235	0	0	0	0	0	0	67,602	311,235
18	Health Occupations - Vocational Nursing	\$ 16.93	\$ 3.42	0	0	92,259	315,401	0	0	0	0	0	0	92,259	315,401
19	Mathematics	\$ 12.56	\$ 2.54	625,346	1,586,011	313,782	795,817	389,858	988,763	819,051	2,077,290	238,674	605,327	2,386,710	6,053,208
20	Mechanics and Repairers - Automotive	\$ 15.53	\$ 3.14	0	0	156,760	491,590	0	0	0	0	0	0	156,760	491,590
21	Mechanics and Repairers - Diesel, Aviation Mechanics, and Transportation Workers	\$ 18.35	\$ 3.71	0	0	122,508	453,938	3,120	11,561	0	0	0	0	125,628	465,499
22	Mechanics and Repairers - Electronics	\$ 19.39	\$ 3.92	6,800	26,625	4,496	17,604	480	1,879	0	0	8,720	34,142	20,496	80,250
23	Physical Education and Fitness	\$ 17.16	\$ 3.47	28,992	100,460	15,984	55,386	23,136	80,168	31,424	108,887	3,312	11,476	102,848	356,377
24	Protective Services and Public Administration	\$ 13.53	\$ 2.73	260,776	712,462	26,064	71,209	44,928	122,747	45,552	124,452	8,160	22,294	385,480	1,053,164
25	Psychology, Social Sciences, and History	\$ 11.36	\$ 2.29	1,213,536	2,783,732	504,768	1,157,888	723,024	1,658,546	1,316,320	3,019,508	538,032	1,234,192	4,295,680	9,853,865
26	Visual and Performing Arts	\$ 14.83	\$ 2.99	262,208	785,206	125,152	374,779	155,920	466,917	266,288	797,424	74,688	223,660	884,256	2,647,985
<b>Total</b>				<b>5,601,258</b>	<b>15,029,874</b>	<b>4,014,908</b>	<b>11,260,861</b>	<b>2,918,436</b>	<b>7,603,294</b>	<b>5,060,616</b>	<b>13,024,069</b>	<b>1,683,050</b>	<b>4,282,213</b>	<b>19,278,268</b>	<b>51,200,312</b>
Percentage of Total Dollar Amount				29.36%		21.99%		14.85%		25.44%		8.36%		100.00%	
														Add: Core Operations	680,406
														Add: Student Success Points	12,057,659
														<b>Allocated State Funding</b>	<b>63,938,377</b>
<b>FY22 State Appropriation Distribution</b>				<b>18,769,138</b>	<b>14,062,438</b>	<b>9,494,909</b>	<b>16,264,312</b>	<b>5,347,580</b>	<b>63,938,377</b>						

Source: Rates per Base Period Contact Hours - Texas Higher Education Coordinating Board (THECB)

Actual rate of funding % (according to THECB)

20.19%

CBM004 certified contact hours for Summer I, II and Fall 2020 and error free contact hours for Spring 2021; CBM00C certified quarters 3, 4, and 1 of 2020; quarter 2 of 2021



## Base Period Contact Hour Rates by Discipline (Statewide)

Every year each community college district completes a *Report of Fundable Operating Expenses* (RFOE) which is based on the District's Annual Financial Report. Expenses are reported based on 26 instructional fields that follow the Classification of Instructional Programs developed by the U.S. Department of Education (see chart below for the 26 disciplines).

The RFOE formula rate is based on the average cost for each of the 26 instructional fields in the three areas: 1) faculty salaries, 2) departmental operating expenses, and 3) an allocated rate. For the last three biennia, the RFOE rate, or the total formula rate, for each discipline is provided in the biennium column. The adjusted rate reflects the rate actually appropriated in the Legislature's General Appropriations Act. As noted below, there has been a steady decline in the level of support provided by the Legislature. In 2018-19, 24.4% of RFOE rate was funded; 22.5% in 2020-21. For the current biennium, 20.2% of the RFOE rate was funded. For contextual purposes, 33.5% of the RFOE was funded a decade ago in the 2012-13 biennium; 66.6% in the 2002-03 biennium.

DISCIPLINE		2018-19	Adjusted	2020-21	Adjusted	2022-23	Adjusted
		Biennium	Rate	Biennium	Rate	Biennium	Rate
		24.4%		22.5%		20.2%	
1	Agriculture	\$ 10.47	\$ 2.56	\$ 10.99	\$ 2.48	\$ 12.44	\$ 2.51
2	Architecture and Precision Production	10.98	2.68	12.66	2.85	14.94	3.02
3	Biology, Physical Sciences, and Science	9.87	2.41	10.68	2.41	12.35	2.49
4	Business Management, Marketing, and	9.74	2.38	10.78	2.43	12.17	2.46
5	Career Pilot	45.42	11.09	36.83	8.30	40.84	8.25
6	Communications	10.39	2.54	13.12	2.96	15.51	3.13
7	Computer and Information Sciences	12.55	3.06	13.80	3.11	15.98	3.23
8	Construction Trades	10.87	2.65	13.88	3.13	16.42	3.32
9	Consumer and Homemaking Education	10.99	2.68	12.41	2.80	14.20	2.87
10	Engineering	15.44	3.77	17.74	4.00	20.29	4.10
11	Engineering Related	11.33	2.77	12.65	2.85	14.63	2.95
12	English Language, Lit, Philosophy, Humanities, & Interdisciplinary	10.37	2.53	11.11	2.50	13.09	2.64
13	Foreign Languages	9.66	2.36	10.79	2.43	12.30	2.48
14	Health Occupations - Dental Assistants, Medical Lab, and Assoc.	16.05	3.92	17.29	3.90	19.61	3.96
15	Health Occupations - Dental Hygiene	22.88	5.59	25.22	5.69	28.37	5.73
16	Health Occupations - Other	13.33	3.25	14.46	3.26	16.85	3.40
17	Health Occupations - Respiratory Therapy	18.65	4.55	19.56	4.41	22.80	4.60
18	Health Occupations - Vocational Nursing	13.48	3.29	14.60	3.29	16.93	3.42
19	Mathematics	9.76	2.38	10.56	2.38	12.56	2.54
20	Mechanics and Repairers - Automotive	12.52	3.06	13.42	3.03	15.53	3.14
21	Mechanics and Repairers - Diesel, Aviation Mechanics, and Transportation Workers	13.03	3.18	14.51	3.27	18.35	3.71
22	Mechanics and Repairers - Electronics	11.19	2.73	15.69	3.54	19.39	3.92
23	Physical Education and Fitness	13.69	3.34	15.34	3.46	17.16	3.47
24	Protective Services and Public	11.12	2.71	12.10	2.73	13.53	2.73
25	Psychology, Social Sciences, and History	8.97	2.19	9.69	2.18	11.36	2.29
26	Visual and Performing Arts	12.05	2.94	12.92	2.91	14.83	2.99



## FY22 Expense Summary

The total All Funds expense budget approved by the Board of Trustees for FY 2021-2022 is \$1,113.5 million, comprised of \$409.7 million in operating expense and \$703.7 million in restricted funds. The operating expense budget is developed using the Funding Model, explained in detail in the following pages. Expense budgets are categorized by functions – instruction, academic support, student services, institutional support and operation and maintenance. Detailed definitions by function are located in the Appendix. The President of each of the five colleges maintains local control of their operating funds and distributes their respective allocated budget to: (a) funded employee positions, and (b) departmental operational expense accounts, based on the strategic initiatives and priorities at that location. These departmental operational expense accounts include training, materials and supplies, travel, contracted services, and furniture/fixture/equipment.

FY22 EXPENSE BUDGET By Functional Category										
Functional Category	SAC	SPC	PAC	NVC	NLC	Total Colleges	DSO	Facilities	General Institutional	Total Alamo Colleges District
Operating Funds	63,720,230	46,421,852	30,515,980	44,151,071	20,004,144	204,813,277	91,305,278	32,894,212	25,704,754	354,717,521
Non-Formula Funding	2,770,656	2,371,004	2,691,480	1,370,019	336,605	9,539,764	3,293,710	-	-	12,833,474
Capital	1,573,776	1,336,511	777,902	1,176,225	435,586	5,300,000	-	-	-	5,300,000
Preventive Maintenance	-	-	-	-	-	-	-	19,500,000	-	19,500,000
Transfers	-	-	-	-	-	-	-	-	17,381,019	17,381,019
<b>Total FY22 Budget</b>	<b>\$68,064,662</b>	<b>\$50,129,367</b>	<b>\$33,985,362</b>	<b>\$46,697,315</b>	<b>\$20,776,335</b>	<b>\$219,653,041</b>	<b>\$94,598,988</b>	<b>\$52,394,212</b>	<b>\$43,085,773</b>	<b>\$ 409,732,014</b>

The driving force behind the FY22 operating budget is funding the strategic priorities of the Alamo Colleges District (ACD) for our students as we begin the return to campus instructional delivery and emerge from the pandemic. ACD, the largest higher education institution in South Texas and the only community college system to win the Malcolm Baldrige National Quality Award, is working to fulfill Chancellor Dr. Mike Flores' vision of ending poverty in San Antonio through education. To make this bold vision a reality, the District and its five colleges - St. Philip's College, San Antonio College, Palo Alto College, Northwest Vista College and Northeast Lakeview College - are working to make access to a college education and successful completion of a degree or certificate accessible to all residents in its eight-county service area.

ACD has instituted the following programs providing for accessible college education and opportunities for achieving student success:

### AlamoPROMISE

- Goal to make college more accessible to graduating high school seniors
- Phase 1 (Cohort 1) of AlamoPROMISE began in Fall 2020 with 25 Bexar County high schools
- Enrollment at Alamo Colleges from AlamoPROMISE high schools increased 17% in Fall 2020
- For Fall 2021, approximately 3,600 AlamoPROMISE scholars are enrolled
- AlamoPROMISE has broad community support; the AlamoPROMISE steering committee is chaired by Bexar County Judge Nelson Wolff, San Antonio Mayor Ron Nirenberg and ACD Chancellor Mike Flores

### Workforce Training Initiative

- Community recovery and resiliency plan in partnership between Bexar County and city of San Antonio
- \$75 million total investment for workforce training and support services with a focus on high-demand jobs
- ACD scope of work:
  - Intake, assess and train 5,050 participants in various training programs
  - Training programs include: high school equivalent preparation courses, short-term training and long-term training

**AlamoEXPERIENCE**

- Every student will have an Experiential Learning experience by graduation
- Provide students the opportunity to engage in and reflect on structured, purposeful activities
- Apply Experiential Learning in a setting that may guide and inform their career pathway
- Each Experiential Learning experience may be captured on an AlamoEXPERIENCE transcript

**Diversity and Equity**

- Current year investment of \$30,000 dedicated to closing equity gaps by continuing the District-Wide Equity Team, College and DSO Equity & Inclusion Councils that started in FY21.
- Alignment of demographics and elevating awareness through task force work focused on equity outcomes
- Commitment to Social Justice Imperative (Access, Inclusion, Diversity, and Equity (AIDE)); Comprehensive and Action oriented dialogues with nationally and locally relevant speakers

**Talent Strategies**

- FY22 Talent strategies are led by considerations to Equity and Inclusion and the changing job market dynamics of current economic environment.
- As employees come back to on-campus for in-person teaching and work in a return to normality, continued support will be provided to employees through: market adjustments for all employees of 3%, increased stipends for High Wage High Demand faculty in Healthcare, IT, and Advanced Manufacturing programs, expanded EAP benefits, annual vacation buy-back, additional faculty and staff development and technology allowances, etc.
- Market gaps are being closed by providing Offer Equity to the Student Success Job Family. Over the next few years, market gaps in other job families will be closed through Offer Equity.
- The District established strategic staffing/rotation model design to reassign and re-deploy talent as needed.



## TWO YEAR BUDGET COMPARISON BY FUNCTIONAL CATEGORY

FUNCTIONAL CATEGORY	SAC	SPC	PAC	NVC	NLC	DSO	TOTAL	%
<b>FY22 APPROVED</b>								
Instruction	39,808,289	30,742,438	17,895,710	26,619,553	9,487,928	1,578,796	126,132,714	30.78%
Academic Support	3,849,462	6,538,726	2,189,651	7,300,465	3,794,177	2,128,176	25,800,657	6.30%
Student Services	12,573,293	7,588,443	6,989,120	8,556,224	4,927,703	14,606,885	55,241,668	13.48%
Institutional Support	8,506,116	3,657,297	4,558,939	3,044,848	2,130,941	98,318,038	120,216,179	29.34%
Operations & Maint of Plant	52,354	22,900	-	-	-	53,830,407	53,905,661	13.16%
Public Service	1,444,372	115,616	-	-	-	53,719	1,613,707	0.39%
Scholarships	50,000	-	50,000	-	-	1,883,906	1,983,906	0.48%
Auxiliary	207,000	127,436	1,524,040	-	-	247,027	2,105,503	0.51%
Transfers	1,573,776	1,336,511	777,902	1,176,225	435,586	17,432,019	22,732,019	5.55%
<b>TOTAL</b>	<b>\$ 68,064,662</b>	<b>\$ 50,129,367</b>	<b>\$ 33,985,362</b>	<b>\$ 46,697,315</b>	<b>\$ 20,776,335</b>	<b>\$ 190,078,973</b>	<b>\$ 409,732,014</b>	<b>100.00%</b>

<b>FY21 APPROVED</b>								
Instruction	38,298,640	29,341,298	16,793,488	25,887,178	9,423,676	1,591,886	121,336,166	31.29%
Academic Support	4,869,990	6,202,489	2,232,523	6,615,099	2,697,964	1,641,498	24,259,563	6.26%
Student Services	12,557,345	7,030,695	6,863,693	8,040,937	3,785,289	13,845,643	52,123,602	13.44%
Institutional Support	5,635,877	3,659,304	4,279,285	2,855,140	2,078,674	94,426,068	112,934,348	29.12%
Operations & Maint of Plant	140,906	22,900	-	-	-	48,995,790	49,159,596	12.68%
Public Service	1,307,091	114,862	-	-	-	53,626	1,475,579	0.38%
Scholarships	-	-	122,000	-	-	1,954,343	2,076,343	0.54%
Auxiliary	206,999	117,353	1,384,471	-	-	247,127	1,955,950	0.50%
Transfers	1,573,776	1,336,511	777,902	607,145	435,586	17,711,075	22,441,995	5.79%
<b>TOTAL</b>	<b>\$ 64,590,624</b>	<b>\$ 47,825,412</b>	<b>\$ 32,453,362</b>	<b>\$ 44,005,499</b>	<b>\$ 18,421,189</b>	<b>\$ 180,467,056</b>	<b>\$ 387,763,142</b>	<b>100.00%</b>

<b>VARIANCE</b>								
Instruction	1,509,649	1,401,140	1,102,222	732,375	64,252	(13,090)	4,796,548	3.95%
Academic Support	(1,020,528)	336,237	(42,872)	685,366	1,096,213	486,678	1,541,094	6.35%
Student Services	15,948	557,748	125,427	515,287	1,142,414	761,242	3,118,066	5.98%
Institutional Support	2,870,239	(2,007)	279,654	189,708	52,267	3,891,970	7,281,831	6.45%
Operations & Maint of Plant	(88,552)	-	-	-	-	4,834,617	4,746,065	9.65%
Public Service	137,281	754	-	-	-	93	138,128	9.36%
Scholarships	50,000	-	(72,000)	-	-	(70,437)	(92,437)	-4.45%
Auxiliary	1	10,083	139,569	-	-	(100)	149,553	7.65%
Transfers	-	-	-	569,080	-	(279,056)	290,024	1.29%
<b>TOTAL</b>	<b>\$ 3,474,038</b>	<b>\$ 2,303,955</b>	<b>\$ 1,532,000</b>	<b>\$ 2,691,816</b>	<b>\$ 2,355,146</b>	<b>\$ 9,611,917</b>	<b>\$ 21,968,872</b>	<b>5.67%</b>

Note: FY22 includes Compensation and Benefits Adjustments (general wages, HWHD, and Offer Equity adjustments).

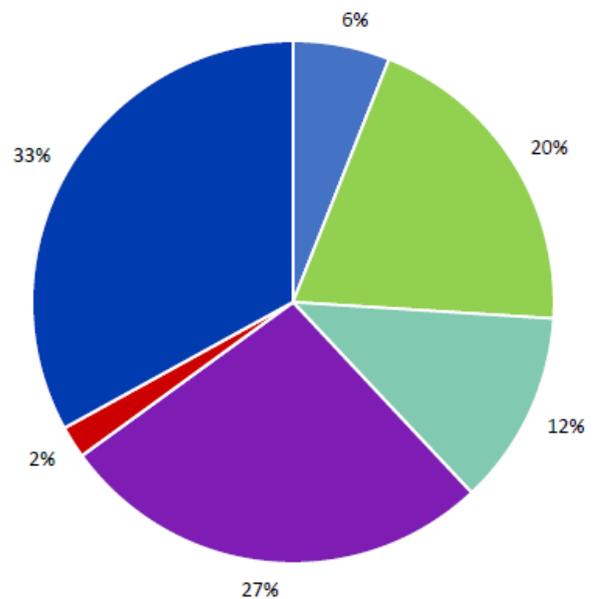
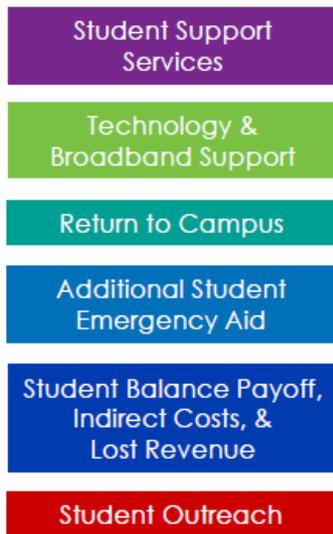


### FY22 Funding in Response to COVID-19

As the economic impacts of the COVID-19 pandemic became clearer, the District’s normal annual budget process required a strategic vision and the agility to react and respond quickly in order to maintain our dedication to our students, employees and our community and at the same time produce a balanced budget. As we emerge from the pandemic and return on-site to work and teach, the economic outlook is increasingly positive as it relates to Property Taxes and State Appropriations. FY2022 budget for Maintenance and Operations taxes are 9% higher than last year’s budget. This increase is due to property tax appraisals continuing to increase during the pandemic, and collections remaining near pre-pandemic rates. When the budget was developed for FY2021, there was a possible rollback of State Appropriations that did not materialize. State Appropriations actually increased in total by 1.7% for the 2022-2023 biennium. The projection for tuition is to decrease by 2.2% in FY2022 as a result of non-exempt students taking fewer semester credit and contact hours. Exempt student enrollment, semester credit and contact hours, primarily for dual credit and high school students, have increased, resulting in higher tuition discounts.

Coming out of the pandemic, students, faculty, and staff are moving back on-site and returning to normal during FY2022. In addition to the strong outlook represented in the budget, Alamo Colleges District has received over \$275 million in Higher Education Emergency Relief Funds (HEERF) from the federal government between March 2020 and March 2021. The last two appropriations 1) HEERF II - Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) \$88.9M and 2) HEERF III - American Rescue Plan (ARP) \$157.2M, will be utilized in FY2022. The graphic below provides the distribution plan for the institutional portion \$91M:

### HEERF II & III Institutional Aid Categorical Distribution



### Funding Model

The Alamo Community College District is the legal entity for the family of the Alamo Colleges District, and has the authority to issue debt, make investments, accept state appropriations, acquire capital assets, assess and collect taxes or otherwise engage in activities as appropriate for the district. The five Colleges’ primary responsibility is to administer and provide educational services, in accordance with the policies and procedures of the Alamo Colleges District’s system. The College Presidents, administration and staff have the ability to manage their own budget(s), as approved by Alamo Community College District’s Board of Trustees, and make



decisions regarding the funds provided to them in order to conduct these educational activities. All remaining activities not managed by the five Colleges are administered through Collaborative Agreements for Services, by which District Support Operations provide services in support of governance, stewardship, and leadership. These activities are more economically and efficiently conducted at the district level on behalf of all the Alamo Colleges.

In normal, non-pandemic times, allocation of Formula and Non-Formula expenses to each of the five Colleges and to District Support Operations is accomplished in six separate steps:

- 1) Core and College Formula funding is allocated to each of the five colleges based on the State of Texas Appropriation methodology of Core and Formula Funding Model.
- 2) District Support Operations (DSO) Formula funding is calculated based on the proportional relationship to the College Formula funding.
- 3) Facilities Formula funding for a) Housekeeping, Maintenance, and Grounds primarily utilize a third party contractor awarded through a Competitive Sealed Proposal, b) Utilities, using Texas Energy Systems Laboratory (TEES), is based on current rates and the average electric, gas and water usage from the prior year, and c) Preventive Maintenance based on a three-year plan and prioritization strategy.
- 4) College and DSO Non-Formula expenses, including Continuing Education, are equal to the related revenue.
- 5) Inlay of other expenses, such as Fringe Benefits, Strategic Investments, Compensation Adjustments and other Board of Trustee approved actions, Capital budget, and, General Institutional.
- 6) Strategic Balancing Actions: When the calculated formula expense allocation exceeds formula revenue projections, cost-saving initiatives have to be implemented system-wide in order to balance the budget. Board of Trustees may authorize utilization of prior year savings to be transferred from Fund Balance.

Each of the above steps ensure that the expense allocations are fair, equitable, and transparent to each of the five Colleges and DSO. The colleges have local control as to how the expenses are used within their respective college. The result is a balanced budget.



OPERATING EXPENSE FUNDING MODEL

FORMULA FUNDING:

**Core**

College and District Administrator Salaries + College Chairs + Non-Support areas Labor and Non-Labor (Legal, Internal Audit, Ethics, Board of Trustees, and Director of IT Services (non-labor only))



**College Instruction**

PY Reported Fundable Operating Expenses (RFOE) / Base Year CH = \$/CH (Labor: \$/CH/College; Non-Labor: \$/CH/Avg. District-wide) x Projected CH = Budget Instructional Funds

**College Academic Support**

Academic Support Expenses / Base Year CH = \$/CH (Labor: \$/CH/College; Non-Labor: \$/CH/Avg. District-wide) x Projected CH = Budget Academic Support Funds

**ADD:** Non-Labor Library expense

**College Student Services**

Student Services Expenses / Base Year Headcount = \$/Duplicated Headcount (Labor: \$/HC/College; Non-Labor: \$/HC/Avg. District-wide) x Budget Annual Duplicated Headcount = Budget Student Services Funds

**ADD:** Advisors (Goal 350:1)

**College Institutional Support**

Institutional Support Expenses / Base Year CH = \$/CH (Labor: \$/CH/College; Non-Labor: \$/CH/Avg. District-wide) x Projected CH = Budget Institutional Support Funds

**District Support Operations (DSO)**

District Support Operations Prior Year Approved Non-Labor Expenses (excluding Core, Facilities, PM) + Current Salary Planner Labor (excluding Core) = Budget DSO Institutional Support Funds

**Facilities**

*Housekeeping, Maintenance and Grounds:* Contracted services awarded through Competitive Sealed Proposals

*Utilities:* (per Texas Energy Systems Laboratory (TEES)) Current rates and PY average Consumption x projected rate + new GSF x projected rate

*Preventive Maintenance:* Based on 3-year project plans and prioritization strategies



**NON-FORMULA FUNDING**  
**College Non-Formula Funding**

Revenue = Expense (1:1 ratio)



**INLAYS:** *General Institutional + Strategic Investments + Capital + Board Approved Initiatives + Fringe Benefits*

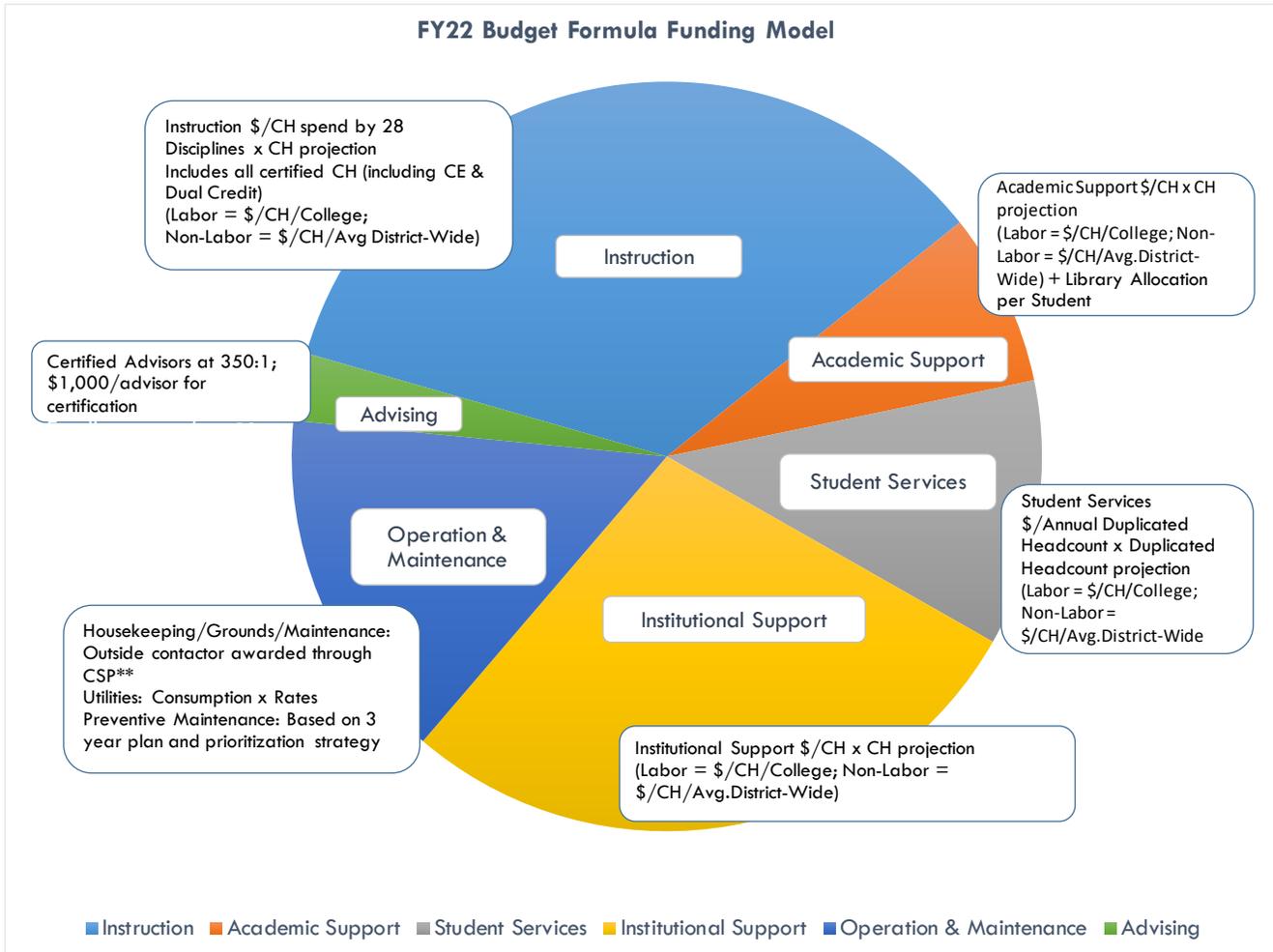


**OPERATING EXPENSES**

IF REVENUES  OPERATING EXPENSES  STRATEGIC BALANCING ACTIONS  BALANCED BUDGET



The baseline for the FY22 formula funding was calculated for each functional category based on the chart below:



\*Excludes General Institutional, Fringe Benefits, Strategic Initiatives

\*\* Competitive Sealed Proposals (CSP)



### **District Support Operations**

District Support Operations can be separated into two categories with regard to the impact on the five colleges: Direct and Indirect Support. Direct Support functions are funded and administered by the district, yet are performed at each of the five campus locations and/or directly on behalf of the colleges. For example, each college has a Business Office on site, but there is also a District Business Office function which performs duties directly associated with the colleges. Those functions housed in the District, shown below, have their funds allocated amongst the Colleges based on the following units of measure:

<b>Direct Categories</b>	<b>Budget Units of Measure</b>
Facilities (Housekeeping & Maintenance)	% of College to Total Alamo Gross Sq. Footage
Facilities (Grounds)	% of College to Total Alamo Acres
Utilities	% of College to Total Alamo Gross Sq. Footage
Preventive Maintenance	Based on the Project Plans
Emergency/Risk Management	% of College to Total Alamo Gross Sq. Footage
Public Safety ( Police)	% of College Enrollment to Total Alamo Enrollment
Center for Student Information	% of College Enrollment to Total Alamo Enrollment
Student Financial Aid	% of College Enrollment to Total Alamo Enrollment
Interpreter & Immunization Services	% of College Enrollment to Total Alamo Enrollment
Business Offices (Bursar)	% of College Enrollment to Total Alamo Enrollment
Student Contact Center	% of College Enrollment to Total Alamo Enrollment

The Colleges and DSO have a Collaborative Agreement to provide the direct & indirect services of Student Financial Aid, Finance and Fiscal Services, such as Accounts Payable, Payroll, General Accounting and Financial Reporting, Human Resources, Information Technology, and Academic Services. DSO Indirect Support functions are funded and administered at District Support Operations, they are performed in various locations and support the entire Alamo Colleges District and have their funds allocated based on the percentage of College to Total District Support excluding Preventive Maintenance. Below are the Indirect Support categories:

<b>District Support Location</b>	<b>DSO Indirect Support Function</b>
Chancellor's Office	AlamoPROMISE
Vice Chancellors' Offices	District Support Administration
Student Success	Student Leadership Institutes, College Connections
Academic Success	Curriculum alignment
Information Technology, Planning, and Performance	IT, State Reporting, Strategic Planning & Institutional Research
DSO Other	Legal, Ethics, Policy, Internal Audit, Foundation
Human Resources	HR, Faculty Development, Organizational Development
Communications	Public Relations, Advertisement, Media
Facilities	Construction, Non-DPS Vehicle Replacement
Finance & Fiscal Services	District Business Office, General Accounting, Accounts Payable, Budgeting, Treasury, Grants, Inventory, Purchasing, Payroll
Economic & Workforce Development	Regional Centers, Workforce Development, I-Best, International Programs
Continuing Education	Workforce Training Network, Corporate College

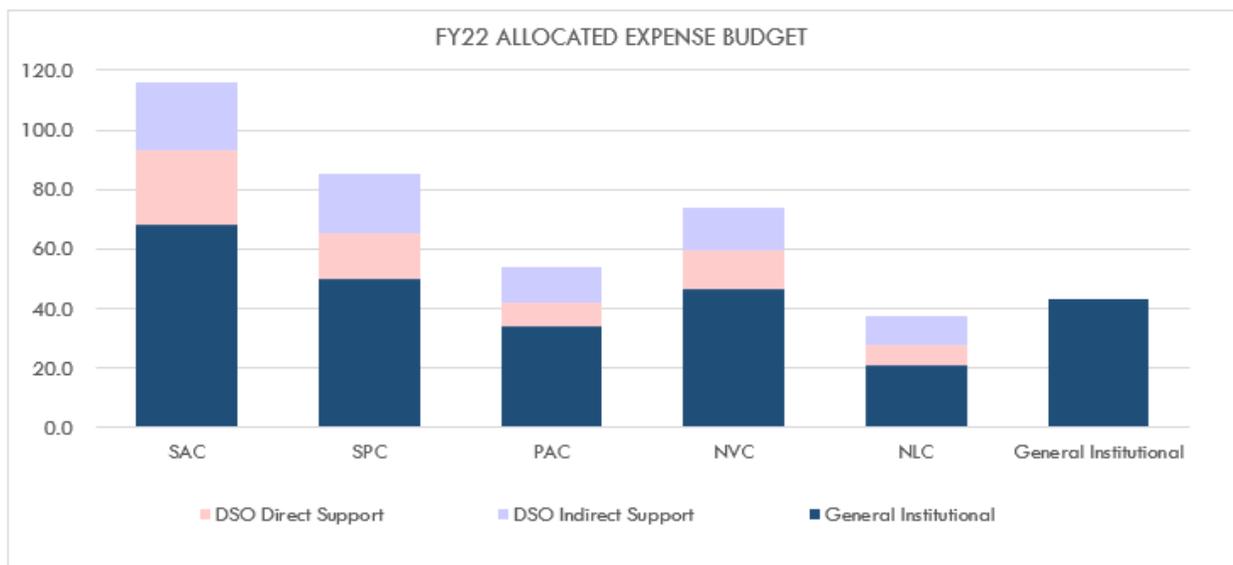


The table and chart below present a high-level expense allocation for Alamo Colleges District by College, DSO Direct Support, and General Institutional. The College Funding Allocation total is loaded directly to each College and is controlled and spent by that respective College’s President and delegates.

FY22 FULLY ALLOCATED BUDGET									
FULLY ALLOCATED VIEW	SAC	SPC	PAC	NVC	NLC	Total Colleges	General Institutional	Total ACD	% of Total
<b>College Funding Allocation</b>									
Instruction	37,948,894	28,908,288	15,805,710	26,101,333	9,480,928	118,245,153		118,245,153	
Academic Support	3,845,962	6,530,326	2,188,651	7,258,432	3,778,177	23,601,548		23,601,548	
Student Services	11,665,532	7,059,989	6,388,640	7,746,958	4,614,098	37,475,217		37,475,217	
Institutional Support	8,506,116	3,657,297	4,558,939	3,044,348	2,130,941	21,897,641		21,897,641	
Operation and Maintenance of Plant	52,354	22,900	-	-	-	75,254		75,254	
Scholarships / Exemptions	1,701,372	243,052	1,574,040	-	-	3,518,464		3,518,464	
<b>Total Educational and General Expense</b>	<b>63,720,230</b>	<b>46,421,852</b>	<b>30,515,980</b>	<b>44,151,071</b>	<b>20,004,144</b>	<b>204,813,277</b>		<b>204,813,277</b>	
Capital	1,573,776	1,336,511	777,902	1,176,225	435,586	5,300,000		5,300,000	
Non-Formula	2,770,656	2,371,004	2,691,480	1,370,019	336,605	9,539,764		9,539,764	
<b>Total Other Expense</b>	<b>4,344,432</b>	<b>3,707,515</b>	<b>3,469,382</b>	<b>2,546,244</b>	<b>772,191</b>	<b>14,839,764</b>		<b>14,839,764</b>	
<b>Total College Funding Allocation</b>	<b>68,064,662</b>	<b>50,129,367</b>	<b>33,985,362</b>	<b>46,697,315</b>	<b>20,776,335</b>	<b>219,653,041</b>		<b>219,653,041</b>	<b>53.6%</b>
<b>DSO Direct Support</b>									
Building Maintenance	3,141,919	2,316,613	899,091	1,512,502	587,193	8,457,318		8,457,318	
Utilities	3,517,863	2,593,806	1,006,671	1,693,480	657,454	9,469,273		9,469,273	
Preventive Maintenance	10,300,815	4,505,280	1,053,714	2,360,456	1,279,734	19,500,000		19,500,000	
Housekeeping	1,248,298	1,064,123	1,647,344	1,401,777	2,609,147	7,970,688		7,970,688	
Groundskeeping	1,004,041	740,304	287,316	483,340	187,645	2,702,645		2,702,645	
Bursar	304,916	201,294	175,774	286,387	102,535	1,070,906		1,070,906	
Student Financial Aid (SFA)	1,364,851	901,023	786,790	1,281,914	458,961	4,793,539		4,793,539	
Student Contact Center	489,140	322,912	281,973	459,417	164,484	1,717,926		1,717,926	
Public Safety	2,356,878	1,555,922	1,358,660	2,213,658	792,552	8,277,670		8,277,670	
Center for Student Information (CSI)	640,944	423,127	369,483	601,996	215,531	2,251,082		2,251,082	
Interpreter and Immunization	268,731	177,406	154,914	252,401	90,367	943,818		943,818	
Emergency Mgmt	284,254	187,654	163,863	266,981	95,587	998,339		998,339	
<b>Total DSO Direct Support</b>	<b>24,922,650</b>	<b>14,989,464</b>	<b>8,185,591</b>	<b>12,814,309</b>	<b>7,241,189</b>	<b>68,153,204</b>		<b>68,153,204</b>	<b>16.6%</b>
<b>DSO Indirect Support</b>	<b>23,008,811</b>	<b>20,411,261</b>	<b>11,560,017</b>	<b>14,643,321</b>	<b>9,216,587</b>	<b>78,839,996</b>		<b>78,839,996</b>	<b>19.2%</b>
<b>General Institutional</b>							<b>43,085,773</b>	<b>43,085,773</b>	<b>10.5%</b>
<b>Total FY22 Budget - Fully Allocated</b>	<b>\$115,996,123</b>	<b>\$ 85,530,092</b>	<b>\$ 53,730,970</b>	<b>\$ 74,154,945</b>	<b>\$ 37,234,111</b>	<b>\$366,646,241</b>	<b>\$43,085,773</b>	<b>\$409,732,014</b>	

\*Preventive Maintenance based on prioritized projects for budget year per approved 3-year plan.

For additional information on preventive maintenance see *Table 3: 3-Year Preventive Maintenance By Campus* in the Facilities Maintenance and Long-Range Planning section.





## College and DSO Non-Formula

### Non-Formula Revenue

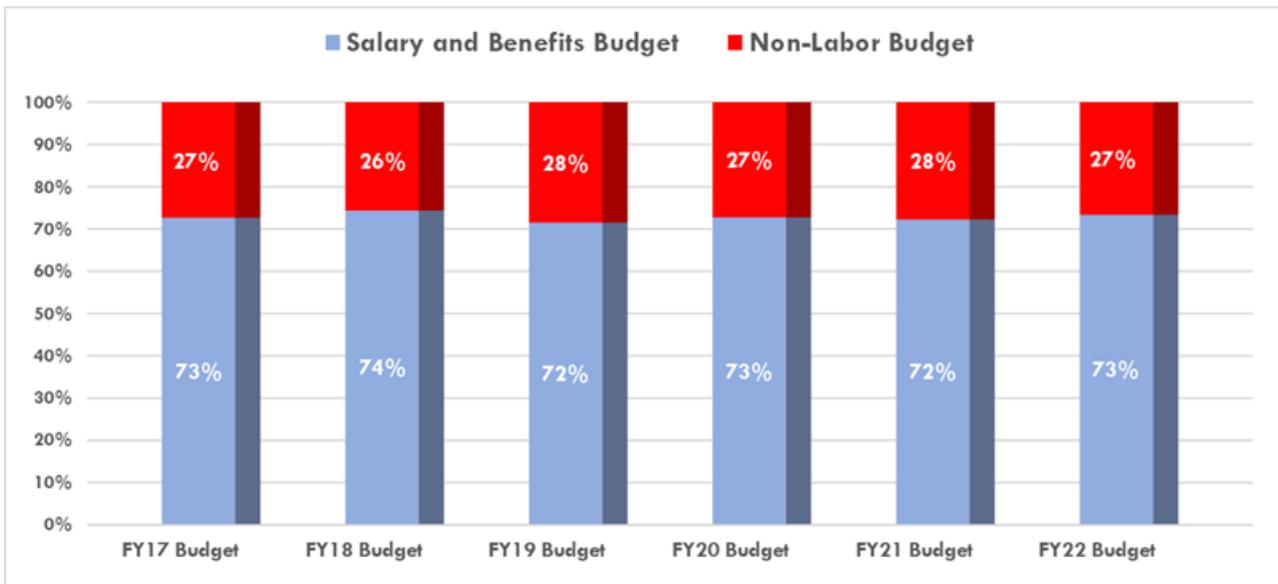
Non-formula revenues are revenues generated by activities, fees and non-credit instruction that are outside the formula-funding stream (tuition and fees, state appropriations and ad valorem taxes). These revenues can be summarized by function as seen below:

- Instruction – special program tuition (high-cost program fees to fund cost of specialized equipment or materials needed for a specific program), seminar and workshop revenue
- Public Service – gym rentals, facility and property rentals
- Academic Support – library fines, facility rentals
- Student Services – student activity fees, testing fees, event booth rentals
- Auxiliary – child care, natatorium swim rental and vendor fees, student support fees
- Continuing Education – non-reimbursable tuition and contract training

Both the Colleges and DSO have non-formula programs that generate revenues including activities, fees and non-credit instruction that are outside the formula-funding stream (tuition and fees, state appropriations and ad valorem taxes). These revenues are off-set with expenses funded at a dollar-for-dollar ratio.

### Salaries, Wages and Benefits

The most significant account expense in the operating budget is labor. Salaries, wages and benefits comprise more than 70% of the total operating expense budget, excluding transfers. This percentage has remained relatively flat at 73% of the fiscal year operating budget, with the inclusion of fringe benefits paid by the State. Continuing the emphasis on Smart Talent as discussed in the Message from the Chancellor, the FY22 budget includes market adjustments for all employees, increases in High Wage/High Demand faculty stipends, and Offer Equity for the Student Success job family.





## Alamo Colleges District Staffing

As has been the practice in prior years, the staffing summary in the Annual Budget compares only full-time employees (FTE) as of September 1st of a particular year. For example, the FY22 FTE count is a snapshot of all full-time positions as of September 1, 2021. The FTE snapshot includes positions that are currently filled by an Alamo Colleges District employee and also vacant positions. The snapshot does not include part-time employees, adjunct faculty, grant-funded employees (both full-time or part-time), or revenue-funded employees (e.g., Continuing Education employees).

A substantial portion of the budgeted resources are to fund the District's staffing costs, referred to as Alamo Talent. The next several pages are dedicated to providing a detailed look at the full time positions at all locations by functional category and position type.

The first table below gives an overall summary of the full-time positions: 2,683 for FY22, with \$159.7M in salary dollars.

Total Alamo Colleges District	Account Code	FY20 FTE	FY20 Salary	FY21 FTE	FY21 Salary	FY22 FTE	FY22 Salary
Faculty	61001	822.00	52,339,099	850.00	55,074,835	830.00	53,488,187
Non-Instructional Faculty	61003	20.50	1,499,984	21.75	1,670,474	19.50	1,422,308
Administrator	61011	80.00	10,951,673	82.00	11,663,893	84.00	12,095,471
Professional	61012	981.75	60,065,581	989.00	61,821,605	1,018.50	64,773,632
Classified	61021	742.75	27,238,497	749.00	28,418,559	731.00	27,870,676
<b>Total</b>		<b>2,647.00</b>	<b>\$ 152,094,834</b>	<b>2,691.75</b>	<b>\$ 158,649,366</b>	<b>2,683.00</b>	<b>\$ 159,650,274</b>

Note: FTE is defined as Full-Time Employee in this table.

FY21 restated to remove FTEs with \$0 salary budget. FY22 does not include FTEs with \$0 salary budget.

FY22 FTE salary budgets do not include approved Compensation and Talent adjustments.



Three Year Staffing Summary - Full Time Positions by Functional Category

	FY20		FY21		FY22	
	FTE	Budget Salary	FTE	Budget Salary	FTE	Budget Salary
<b>San Antonio College</b>						
Instruction	334.00	20,471,417.00	329.00	21,000,289.00	309.00	19,703,639.00
Public Service	13.00	658,715.00	15.00	736,305.00	14.00	724,617.00
Academic Support	42.50	2,357,218.00	45.50	2,491,111.00	38.50	2,047,750.00
Student Services	137.00	6,532,579.00	149.75	7,525,326.00	145.00	7,307,571.00
Institutional Support	69.00	3,661,516.00	66.00	3,718,740.00	66.00	3,813,214.00
<b>Total</b>	<b>595.50</b>	<b>\$ 33,681,445.00</b>	<b>605.25</b>	<b>\$ 35,471,771.00</b>	<b>572.50</b>	<b>\$ 33,596,791.00</b>
<b>St. Philip's College</b>						
Instruction	242.00	13,582,480.00	258.00	14,868,903.00	259.00	14,697,565.00
Public Service	1.00	71,097.00	-	-	-	-
Academic Support	65.00	3,608,347.00	67.00	3,866,117.00	69.00	3,980,691.00
Student Services	83.00	4,393,038.00	83.00	4,507,672.00	85.00	4,616,472.00
Institutional Support	25.00	1,687,655.00	27.00	1,847,551.00	25.00	1,675,158.00
Auxiliary Enterprises	2.00	47,535.00	2.00	69,703.00	2.00	69,703.00
<b>Total</b>	<b>418.00</b>	<b>\$ 23,390,152.00</b>	<b>437.00</b>	<b>\$ 25,159,946.00</b>	<b>440.00</b>	<b>\$ 25,039,589.00</b>
<b>Palo Alto College</b>						
Instruction	141.00	8,544,021.00	147.50	8,665,266.50	146.00	9,041,115.00
Academic Support	27.00	1,531,901.00	20.00	1,220,689.00	19.00	1,162,270.00
Student Services	74.50	4,074,050.00	75.50	3,961,472.50	74.50	4,047,873.50
Institutional Support	35.00	2,030,996.00	35.00	2,002,587.00	39.00	2,344,649.00
Auxiliary Enterprises	-	-	6.00	144,658.00	-	-
<b>Total</b>	<b>277.50</b>	<b>\$ 16,180,968.00</b>	<b>284.00</b>	<b>\$ 15,994,673.00</b>	<b>278.50</b>	<b>\$ 16,595,907.50</b>
<b>Northwest Vista College</b>						
Instruction	186.00	11,431,906.00	189.00	11,983,334.00	189.00	11,998,573.00
Academic Support	67.00	3,375,201.00	66.00	3,399,165.00	67.00	3,473,767.00
Student Services	99.80	4,867,609.90	102.30	5,067,895.40	105.00	5,214,201.00
Institutional Support	23.20	1,585,530.10	22.70	1,648,043.60	23.00	1,669,560.00
<b>Total</b>	<b>376.00</b>	<b>\$ 21,260,247.00</b>	<b>380.00</b>	<b>\$ 22,098,438.00</b>	<b>384.00</b>	<b>\$ 22,356,101.00</b>
<b>Northeast Lakeview College</b>						
Instruction	85.00	5,041,216.00	91.50	5,606,877.00	90.00	5,421,124.00
Academic Support	33.00	1,843,412.00	32.00	1,824,912.00	35.00	2,084,212.00
Student Services	49.00	2,418,580.00	57.00	2,879,267.00	59.00	3,000,347.00
Institutional Support	19.00	1,354,595.00	19.00	1,410,744.00	15.00	1,167,257.00
<b>Total</b>	<b>186.00</b>	<b>\$ 10,657,803.00</b>	<b>199.50</b>	<b>\$ 11,721,800.00</b>	<b>199.00</b>	<b>\$ 11,672,940.00</b>
<b>District Support Operations</b>						
Academic Support	19.00	950,825.00	19.00	1,007,616.00	22.00	1,142,829.00
Student Services	107.00	5,820,356.00	113.00	6,214,032.00	117.00	6,668,811.00
Institutional Support	530.64	33,830,097.80	521.64	34,619,975.00	531.64	35,958,376.76
Operations and Maintenance of Plant	137.00	6,304,951.00	132.00	6,342,587.00	138.00	6,602,032.00
Auxiliary Enterprises	0.36	17,989.20	0.36	18,528.00	0.36	16,896.24
<b>Total</b>	<b>794.00</b>	<b>\$ 46,924,219.00</b>	<b>786.00</b>	<b>\$ 48,202,738.00</b>	<b>809.00</b>	<b>\$ 50,388,945.00</b>
<b>Total Alamo College District</b>						
Instruction	988.00	59,071,040.00	1,015.00	62,124,669.50	993.00	60,862,016.00
Public Service	14.00	729,812.00	15.00	736,305.00	14.00	724,617.00
Academic Support	253.50	13,666,904.00	249.50	13,809,610.00	250.50	13,891,519.00
Student Services	550.30	28,106,212.90	580.55	30,155,664.90	585.50	30,855,275.50
Institutional Support	701.84	44,150,389.90	691.34	45,247,640.60	699.64	46,628,214.76
Operations and Maintenance of Plant	137.00	6,304,951.00	132.00	6,342,587.00	138.00	6,602,032.00
Auxiliary Enterprises	2.36	65,524.20	8.36	232,889.00	2.36	86,599.24
<b>Total</b>	<b>2,647.00</b>	<b>\$ 152,094,834.00</b>	<b>2,691.75</b>	<b>\$ 158,649,366.00</b>	<b>2,683.00</b>	<b>\$ 159,650,273.50</b>

Note: FTE is defined as Full-Time Employee in this table.

FY21 restated to remove FTEs with \$0 salary budget. FY22 does not include FTEs with \$0 salary budget.

FY22 FTE salary budgets do not include approved Compensation and Talent adjustments.



## Three Year College Staffing Summary - Full Time Positions

	Account Code	FY20 FTE	FY20 Salary	FY21 FTE	FY21 Salary	FY22 FTE	FY22 Salary
<b>San Antonio College</b>							
Faculty	61001	267.00	17,871,226.00	262.00	18,170,400.00	247.00	16,848,088.00
Non-Instructional Faculty	61003	8.50	667,042.00	8.75	731,921.00	6.50	555,419.00
Administrators	61011	10.00	1,260,472.00	11.00	1,398,285.00	13.00	1,662,521.00
Professionals	61012	170.25	9,047,542.00	181.50	10,055,203.00	174.00	9,830,861.00
Classified	61021	139.75	4,835,163.00	142.00	5,115,962.00	132.00	4,699,902.00
<b>Total</b>		<b>595.50</b>	<b>\$33,681,445.00</b>	<b>605.25</b>	<b>\$35,471,771.00</b>	<b>572.50</b>	<b>\$33,596,791.00</b>
<b>St. Philip's College</b>							
Faculty	61001	188.00	11,294,314.00	206.00	12,578,801.00	206.00	12,384,664.00
Non-Instructional Faculty	61003	3.00	207,302.00	3.00	213,259.00	3.00	205,171.00
Administrators	61011	17.00	1,882,854.00	17.00	1,896,529.00	16.00	1,802,325.00
Professionals	61012	120.00	6,890,610.00	125.00	7,304,639.00	129.00	7,490,793.00
Classified	61021	90.00	3,115,072.00	86.00	3,166,718.00	86.00	3,156,636.00
<b>Total</b>		<b>418.00</b>	<b>\$23,390,152.00</b>	<b>437.00</b>	<b>\$25,159,946.00</b>	<b>440.00</b>	<b>\$25,039,589.00</b>
<b>Palo Alto College</b>							
Faculty	61001	117.00	7,586,279.00	122.50	7,634,276.00	117.00	7,652,767.00
Non-Instructional Faculty	61003	1.00	55,337.00	2.00	116,324.00	2.00	116,324.00
Administrators	61011	10.00	1,236,806.00	9.00	1,118,995.00	9.00	1,165,846.00
Professionals	61012	92.50	5,321,749.00	88.50	5,033,310.00	98.50	5,797,627.50
Classified	61021	57.00	1,980,797.00	62.00	2,091,768.00	52.00	1,863,343.00
<b>Total</b>		<b>277.50</b>	<b>\$16,180,968.00</b>	<b>284.00</b>	<b>\$15,994,673.00</b>	<b>278.50</b>	<b>\$16,595,907.50</b>
<b>Northwest Vista College</b>							
Faculty	61001	178.00	11,054,640.00	181.00	11,594,750.00	181.00	11,609,989.00
Non-Instructional Faculty	61003	2.00	133,672.00	2.00	137,463.00	2.00	137,463.00
Administrators	61011	9.00	1,136,481.00	9.00	1,170,576.00	9.00	1,170,575.00
Professionals	61012	128.00	6,907,254.00	127.00	7,050,850.00	131.00	7,293,197.00
Classified	61021	59.00	2,028,200.00	61.00	2,144,799.00	61.00	2,144,877.00
<b>Total</b>		<b>376.00</b>	<b>\$21,260,247.00</b>	<b>380.00</b>	<b>\$22,098,438.00</b>	<b>384.00</b>	<b>\$22,356,101.00</b>
<b>Northeast Lakeview College</b>							
Faculty	61001	72.00	4,532,640.00	78.50	5,096,608.00	79.00	4,992,679.00
Administrators	61011	8.00	1,031,815.00	8.00	1,069,270.00	8.00	1,062,766.00
Professionals	61012	68.00	3,764,272.00	71.00	4,035,309.00	73.00	4,266,641.00
Classified	61021	38.00	1,329,076.00	42.00	1,520,613.00	39.00	1,350,854.00
<b>Total</b>		<b>186.00</b>	<b>\$10,657,803.00</b>	<b>199.50</b>	<b>\$11,721,800.00</b>	<b>199.00</b>	<b>\$11,672,940.00</b>
<b>Total Colleges</b>							
Faculty	61001	822.00	52,339,099.00	850.00	55,074,835.00	830.00	53,488,187.00
Non-Instructional Faculty	61003	14.50	1,063,353.00	15.75	1,198,967.00	13.50	1,014,377.00
Administrators	61011	54.00	6,548,428.00	54.00	6,653,655.00	55.00	6,864,033.00
Professionals	61012	578.75	31,931,427.00	593.00	33,479,311.00	605.50	34,679,119.50
Classified	61021	383.75	13,288,308.00	393.00	14,039,860.00	370.00	13,215,612.00
<b>Total</b>		<b>1,853.00</b>	<b>\$105,170,615.00</b>	<b>1,905.75</b>	<b>\$110,446,628.00</b>	<b>1,874.00</b>	<b>\$109,261,328.50</b>

Note: FTE is defined as Full-Time Employee in this table.

FY21 restated to remove FTEs with \$0 salary budget. FY22 does not include FTEs with \$0 salary budget.

FY22 FTE salary budgets do not include approved Compensation and Talent adjustments.



Three Year District Staffing Summary - Full Time Positions

	Account Code	FY20 FTE	FY20 Salary	FY21 FTE	FY21 Salary	FY22 FTE	FY22 Salary
<b>VC for Academic Success</b>							
Non-Instructional Faculty	61003	1.00	109,932.00	1.00	109,932.00	1.00	81,465.00
Administrator	61011	3.00	537,230.00	4.00	745,242.00	3.00	592,434.00
Professional	61012	29.00	1,797,009.00	28.00	1,811,407.00	31.00	1,946,594.00
Classified	61021	4.00	150,909.00	4.00	158,252.00	4.00	151,198.00
<b>Total</b>		<b>37.00</b>	<b>\$2,595,080.00</b>	<b>37.00</b>	<b>\$2,824,833.00</b>	<b>39.00</b>	<b>\$2,771,691.00</b>
<b>VC for Finance and Administration</b>							
Non-Instructional Faculty	61003	5.00	326,699.00	5.00	361,575.00	5.00	326,466.00
Administrator	61011	7.00	1,136,680.00	8.00	1,302,145.00	8.00	1,341,938.00
Professional	61012	195.00	13,167,007.00	191.00	13,051,128.00	197.00	13,562,323.00
Classified	61021	291.00	11,264,468.00	285.00	11,545,448.00	287.00	11,706,523.00
<b>Total</b>		<b>498.00</b>	<b>\$25,894,854.00</b>	<b>489.00</b>	<b>\$26,260,296.00</b>	<b>497.00</b>	<b>\$26,937,250.00</b>
<b>VC for Planning Performance and Info Systems</b>							
Administrator	61011	3.00	494,587.00	3.00	515,779.00	3.00	530,053.00
Professional	61012	85.00	6,564,321.00	85.00	6,934,793.00	85.00	7,419,008.00
Classified	61021	22.00	932,762.00	22.00	942,151.00	22.00	923,407.00
<b>Total</b>		<b>110.00</b>	<b>\$7,991,670.00</b>	<b>110.00</b>	<b>\$8,392,723.00</b>	<b>110.00</b>	<b>\$8,872,468.00</b>
<b>VC for Economic and Workforce Development</b>							
Administrator	61011	3.00	470,649.00	3.00	491,425.00	3.00	496,284.00
Professional	61012	31.00	1,925,020.00	30.00	1,968,332.00	32.00	1,960,132.00
Classified	61021	10.00	321,858.00	11.00	395,506.00	12.00	435,003.00
<b>Total</b>		<b>44.00</b>	<b>\$2,717,527.00</b>	<b>44.00</b>	<b>\$2,855,263.00</b>	<b>47.00</b>	<b>\$2,891,419.00</b>
<b>VC for Student Success</b>							
Administrator	61011	3.00	507,951.00	3.00	568,690.00	4.00	739,498.00
Professional	61012	29.00	1,984,773.00	30.00	2,014,547.00	32.00	2,233,444.00
Classified	61021	22.00	869,526.00	24.00	917,917.00	26.00	1,021,112.00
<b>Total</b>		<b>54.00</b>	<b>\$3,362,250.00</b>	<b>57.00</b>	<b>\$3,501,154.00</b>	<b>62.00</b>	<b>\$3,994,054.00</b>
<b>DSO Other</b>							
Administrator	61011	7.00	1,256,148.00	7.00	1,386,957.00	8.00	1,531,231.00
Professional	61012	34.00	2,696,024.00	32.00	2,562,087.00	36.00	2,973,011.00
Classified	61021	10.00	410,666.00	10.00	419,425.00	10.00	417,821.00
<b>Total</b>		<b>51.00</b>	<b>\$4,362,838.00</b>	<b>49.00</b>	<b>\$4,368,469.00</b>	<b>54.00</b>	<b>\$4,922,063.00</b>
<b>Total District Support Operations</b>							
Non-Instructional Faculty	61003	6.00	436,631.00	6.00	471,507.00	6.00	407,931.00
Administrator	61011	26.00	4,403,245.00	28.00	5,010,238.00	29.00	5,231,438.00
Professional	61012	403.00	28,134,154.00	396.00	28,342,294.00	413.00	30,094,512.00
Classified	61021	359.00	13,950,189.00	356.00	14,378,699.00	361.00	14,655,064.00
<b>Total</b>		<b>794.00</b>	<b>\$46,924,219.00</b>	<b>786.00</b>	<b>\$48,202,738.00</b>	<b>809.00</b>	<b>\$50,388,945.00</b>

Note: FTE is defined as Full-Time Employee in this table.

FY21 restated to remove FTEs with \$0 salary budget. FY22 does not include FTEs with \$0 salary budget.

FY22 FTE salary budgets do not include approved Compensation and Talent adjustments.



FY22 Budget Summary by Functional Category

CAMPUS	FTE SALARY	VACANCY CREDIT	OTHER SALARY	BENEFITS	OTHER EXPENSES	TOTAL BUDGET	%
<b>San Antonio College</b>							
Instruction	19,703,641	-	10,818,403	7,861,973	1,424,272	39,808,289	58.5%
Public Service	764,658	-	121,643	261,769	296,302	1,444,372	2.1%
Academic Support	2,047,750	-	429,664	726,220	645,828	3,849,462	5.7%
Student Services	7,601,786	-	1,432,900	2,646,105	892,502	12,573,293	18.5%
Institutional Support	3,813,214	-	734,232	1,305,051	2,653,619	8,506,116	12.5%
Operations and Maintenance	-	-	48,285	4,069	-	52,354	0.1%
Institutional Scholarships	-	-	-	-	50,000	50,000	0.1%
Auxiliary Enterprises	-	-	-	-	207,000	207,000	0.3%
Transfers (Capital Budget)	-	-	-	-	1,573,776	1,573,776	2.3%
<b>Total</b>	<b>\$ 33,931,049</b>	<b>\$ -</b>	<b>\$ 13,585,127</b>	<b>\$ 12,805,187</b>	<b>\$ 7,743,299</b>	<b>\$ 68,064,662</b>	<b>100.0%</b>
<b>St. Philip's College</b>							
Instruction	14,807,830	-	7,696,055	5,875,938	2,362,615	30,742,438	61.3%
Public Service	-	-	84,170	7,196	24,250	115,616	0.2%
Academic Support	3,980,691	-	468,672	1,362,331	727,032	6,538,726	13.0%
Student Services	4,662,835	-	723,786	1,595,596	606,226	7,588,443	15.1%
Institutional Support	1,675,158	-	95,162	555,975	1,331,002	3,657,297	7.3%
Operations and Maintenance	-	-	-	-	22,900	22,900	0.0%
Auxiliary Enterprises	69,703	-	4,275	23,243	30,215	127,436	0.3%
Transfers (Capital Budget)	-	-	-	-	1,336,511	1,336,511	2.7%
<b>Total</b>	<b>\$ 25,196,217</b>	<b>\$ -</b>	<b>\$ 9,072,120</b>	<b>\$ 9,420,279</b>	<b>\$ 6,440,751</b>	<b>\$ 50,129,367</b>	<b>100.0%</b>
<b>Palo Alto College</b>							
Instruction	9,164,580	(644,323)	4,938,518	3,367,968	1,068,967	17,895,710	52.7%
Academic Support	1,162,270	-	434,419	435,462	157,500	2,189,651	6.4%
Student Services	4,106,313	-	573,215	1,325,653	983,939	6,989,120	20.6%
Institutional Support	2,344,649	-	309,343	813,060	1,091,887	4,558,939	13.4%
Institutional Scholarships	-	-	-	-	50,000	50,000	0.1%
Auxiliary Enterprises	525,423	-	160,241	186,257	652,119	1,524,040	4.5%
Transfers (Capital Budget)	-	-	-	-	777,902	777,902	2.3%
<b>Total</b>	<b>\$ 17,303,235</b>	<b>\$ (644,323)</b>	<b>\$ 6,415,736</b>	<b>\$ 6,128,400</b>	<b>\$ 4,782,314</b>	<b>\$ 33,985,362</b>	<b>100.0%</b>
<b>Northwest Vista College</b>							
Instruction	12,197,309	(540,000)	9,803,723	5,072,205	86,316	26,619,553	57.0%
Academic Support	3,473,767	-	1,053,933	1,296,646	1,476,119	7,300,465	15.6%
Student Services	5,246,546	-	801,121	1,799,303	709,254	8,556,224	18.3%
Institutional Support	1,669,560	-	176,149	561,528	637,611	3,044,848	6.5%
Transfers (Capital Budget)	-	-	-	-	1,176,225	1,176,225	2.5%
<b>Total</b>	<b>\$ 22,587,182</b>	<b>\$ (540,000)</b>	<b>\$ 11,834,926</b>	<b>\$ 8,729,682</b>	<b>\$ 4,085,525</b>	<b>\$ 46,697,315</b>	<b>100.0%</b>
<b>Northeast Lakeview College</b>							
Instruction	5,421,124	-	1,701,029	1,911,625	454,150	9,487,928	45.7%
Academic Support	2,084,212	-	372,005	732,668	605,292	3,794,177	18.3%
Student Services	3,000,347	-	412,035	1,026,250	489,071	4,927,703	23.7%
Institutional Support	1,167,257	-	112,125	395,110	456,449	2,130,941	10.3%
Transfers (Capital Budget)	-	-	-	-	435,586	435,586	2.1%
<b>Total</b>	<b>\$ 11,672,940</b>	<b>\$ -</b>	<b>\$ 2,597,194</b>	<b>\$ 4,065,653</b>	<b>\$ 2,440,548</b>	<b>\$ 20,776,335</b>	<b>100.0%</b>
<b>District Support Operations</b>							
Instruction	164,563	-	737,296	163,956	512,981	1,578,796	0.8%
Public Service	-	-	49,520	4,199	-	53,719	0.0%
Academic Support	1,142,829	-	189,879	385,125	410,343	2,128,176	1.1%
Student Services	6,668,811	-	743,908	2,238,314	4,955,852	14,606,885	7.7%
Institutional Support	38,100,407	(1,216,112)	3,523,863	17,863,304	40,046,576	98,318,038	51.7%
Operations and Maintenance	6,602,032	-	283,057	2,179,789	44,765,529	53,830,407	28.3%
Institutional Scholarships	-	-	-	-	1,883,906	1,883,906	1.0%
Auxiliary Enterprises	16,896	-	-	7,496	222,635	247,027	0.1%
Transfers (Debt Svcs & TPEG)	-	-	-	-	17,432,019	17,432,019	9.2%
<b>Total</b>	<b>\$ 52,695,538</b>	<b>\$ (1,216,112)</b>	<b>\$ 5,527,523</b>	<b>\$ 22,842,183</b>	<b>\$ 110,229,841</b>	<b>\$ 190,078,973</b>	<b>100.0%</b>
<b>Alamo Colleges District</b>							
Instruction	61,459,047	(1,184,323)	35,695,024	24,253,665	5,909,301	126,132,714	30.8%
Public Service	764,658	-	255,333	273,164	320,552	1,613,707	0.4%
Academic Support	13,891,519	-	2,948,572	4,938,452	4,022,114	25,800,657	6.3%
Student Services	31,286,638	-	4,686,965	10,631,221	8,636,844	55,241,668	13.5%
Institutional Support	48,770,245	(1,216,112)	4,950,874	21,494,028	46,217,144	120,216,179	29.3%
Operations and Maintenance	6,602,032	-	331,342	2,183,858	44,788,429	53,905,661	13.2%
Institutional Scholarships	-	-	-	-	1,983,906	1,983,906	0.5%
Auxiliary Enterprises	61,202	-	164,516	216,996	1,111,969	2,105,503	0.5%
Transfers	-	-	-	-	22,732,019	22,732,019	5.5%
<b>TOTAL</b>	<b>\$163,386,161</b>	<b>\$ (2,400,435)</b>	<b>\$ 49,032,626</b>	<b>\$ 63,991,384</b>	<b>\$ 135,722,278</b>	<b>\$ 409,732,014</b>	<b>100.0%</b>

Note: FTE is defined as Full-Time Employee in this table.  
Other Salary includes Compensation, HWHD, and other Talent adjustments.



FY22 Non-Labor Expenses by Functional Category

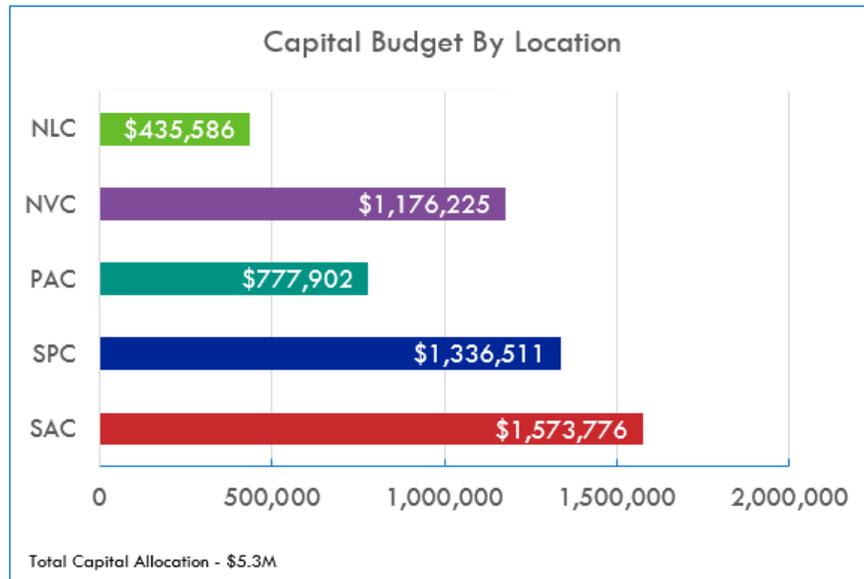
Campus	Equipment and Capital	Non Operating Expenses	Operating Expenses	Travel	Scholarships	Transfers	Total
<b>San Antonio College</b>							
Instruction	-	-	1,424,272	-	-	-	1,424,272
Public Service	-	-	296,302	-	-	-	296,302
Academic Support	-	-	645,828	-	-	-	645,828
Student Services	-	-	892,502	-	-	-	892,502
Institutional Support	-	-	2,603,619	50,000	-	-	2,653,619
Institutional Scholarships	-	-	-	-	50,000	-	50,000
Auxiliary Enterprises	-	-	207,000	-	-	-	207,000
Transfers	-	-	-	-	-	1,573,776	1,573,776
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,069,523</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 1,573,776</b>	<b>\$ 7,743,299</b>
<b>St. Philip's College</b>							
Instruction	39,000	-	2,317,920	5,695	-	-	2,362,615
Public Service	-	-	24,250	-	-	-	24,250
Academic Support	27,415	-	604,062	95,555	-	-	727,032
Student Services	21,540	-	537,791	46,895	-	-	606,226
Institutional Support	-	-	1,278,939	50,563	1,500	-	1,331,002
Operations and Maintenance	-	-	22,900	-	-	-	22,900
Auxiliary Enterprises	-	-	30,180	35	-	-	30,215
Transfers	-	-	-	-	-	1,336,511	1,336,511
<b>Total</b>	<b>\$ 87,955</b>	<b>\$ -</b>	<b>\$ 4,816,042</b>	<b>\$ 198,743</b>	<b>\$ 1,500</b>	<b>\$ 1,336,511</b>	<b>\$ 6,440,751</b>
<b>Palo Alto College</b>							
Instruction	147,600	-	921,367	-	-	-	1,068,967
Academic Support	34,300	-	118,200	5,000	-	-	157,500
Student Services	5,600	-	974,339	4,000	-	-	983,939
Institutional Support	162,250	-	925,637	4,000	-	-	1,091,887
Institutional Scholarships	-	-	-	-	50,000	-	50,000
Auxiliary Enterprises	-	-	652,119	-	-	-	652,119
Transfers	-	-	-	-	-	777,902	777,902
<b>Total</b>	<b>\$ 349,750</b>	<b>\$ -</b>	<b>\$ 3,591,662</b>	<b>\$ 13,000</b>	<b>\$ 50,000</b>	<b>\$ 777,902</b>	<b>\$ 4,782,314</b>
<b>Northwest Vista College</b>							
Instruction	(374,944)	-	460,510	750	-	-	86,316
Academic Support	72,653	-	1,401,679	1,787	-	-	1,476,119
Student Services	59,000	-	609,829	40,425	-	-	709,254
Institutional Support	20,780	-	597,868	18,963	-	-	637,611
Transfers	-	-	-	-	-	1,176,225	1,176,225
<b>Total</b>	<b>\$ (222,511)</b>	<b>\$ -</b>	<b>\$ 3,069,886</b>	<b>\$ 61,925</b>	<b>\$ -</b>	<b>\$ 1,176,225</b>	<b>\$ 4,085,525</b>
<b>Northeast Lakeview College</b>							
Instruction	20,250	-	433,900	-	-	-	454,150
Academic Support	156,616	-	377,744	70,932	-	-	605,292
Student Services	34,400	-	386,108	68,563	-	-	489,071
Institutional Support	4,500	-	358,955	92,994	-	-	456,449
Transfers	-	-	-	-	-	435,586	435,586
<b>Total</b>	<b>\$ 215,766</b>	<b>\$ -</b>	<b>\$ 1,556,707</b>	<b>\$ 232,489</b>	<b>\$ -</b>	<b>\$ 435,586</b>	<b>\$ 2,440,548</b>
<b>District and District Support</b>							
Instruction	-	-	512,981	-	-	-	512,981
Academic Support	12,500	-	393,443	4,400	-	-	410,343
Student Services	105,528	-	4,562,099	60,222	228,003	-	4,955,852
Institutional Support	2,410,677	2,900,000	34,231,186	494,713	10,000	-	40,046,576
Operations and Maintenance	2,364,231	-	42,388,784	12,514	-	-	44,765,529
Institutional Scholarships	-	-	-	-	1,883,906	-	1,883,906
Auxiliary Enterprises	-	-	222,635	-	-	-	222,635
Transfers	-	-	-	-	-	17,432,019	17,432,019
<b>Total</b>	<b>\$ 4,892,936</b>	<b>\$ 2,900,000</b>	<b>\$ 82,311,128</b>	<b>\$ 571,849</b>	<b>\$ 2,121,909</b>	<b>\$ 17,432,019</b>	<b>\$ 110,229,841</b>
<b>Total Alamo Colleges</b>							
Instruction	(168,094)	-	6,070,950	6,445	-	-	5,909,301
Public Service	-	-	320,552	-	-	-	320,552
Academic Support	303,484	-	3,540,956	177,674	-	-	4,022,114
Student Services	226,068	-	7,962,668	220,105	228,003	-	8,636,844
Institutional Support	2,598,207	2,900,000	39,996,204	711,233	11,500	-	46,217,144
Operations and Maintenance	2,364,231	-	42,411,684	12,514	-	-	44,788,429
Institutional Scholarships	-	-	-	-	1,983,906	-	1,983,906
Auxiliary Enterprises	-	-	1,111,934	35	-	-	1,111,969
Transfers	-	-	-	-	-	22,732,019	22,732,019
<b>Total</b>	<b>\$ 5,323,896</b>	<b>\$ 2,900,000</b>	<b>\$ 101,414,948</b>	<b>\$ 1,128,006</b>	<b>\$ 2,223,409</b>	<b>\$ 22,732,019</b>	<b>\$ 135,722,278</b>



## Facilities Maintenance and Long-Range Planning

### Capital Allocations

With five individual college campuses and various off-campus sites totaling more than 5.4 million square feet of space, the Alamo Colleges District has significant investments in buildings, land, parking garages, athletic facilities and equipment. The capital budget includes funding for routine capital expenditures such as the reconditioning or replacement of IT and obsolete equipment and furniture, as well as funding for new capital outlays. Expenditures that are subject to capitalization as well as those that are not are included in the Capital Budget total. Funds allocated to the annual capital budget that remain unspent in any given budget year are rolled forward to be made available for future use. The table below details the capital budget amount allocated to each campus for FY2022.



### Preventive Maintenance

The Alamo Colleges Preventive Maintenance Policy C.2.3.1, ensures that District Administration will prepare, budget and execute an annual preventive maintenance program that takes care to protect the taxpayer investment in the District’s facilities and installed equipment. Preventive maintenance is defined as “the recurrent, day-to-day, periodic, or scheduled work required to preserve the physical integrity or usefulness of a real property facility.” This includes work required to maintain, repair, restore, replace-in-kind or alter facilities components which have deteriorated or those that require upgrading or modernization so that they may be used effectively for the designated or intended purpose. The budget for preventive maintenance is divided into two components: (1) Annual/Recurring Maintenance and (2) Replacement/Repairs of Existing Building Systems.

### Prioritization Strategy

The Alamo Colleges District maintains a facilities profile with an estimated \$1.2 Billion replacement cost. National Standards recommend spending on maintenance to be between 1% and 5% of Asset Replacement Values depending on the age of the facility and status or magnitude of the backlog of work to be done. With the FY22 budget of \$19.5 million across all campuses representing approximately 1.6% of the replacement value, prioritization is and will continue to be imperative to a successful plan. During 2021, the Facilities department collaborated with the College’s senior leadership to prioritize the repairs/renewals of building elements to be addressed with the three-year preventive maintenance plan covering FY22 – FY24. A weighted prioritization method is applied and used to support the multi-year plan.



The prioritization methodology assesses various factors based on assigned weight, including: a) building system categories, b) urgency of repair, c) building use, d) building age, and e) building condition (FCI and Requirement Index).

Preventive Maintenance Budget

Data collected through the implementation of the prioritization strategy was used to establish total annual spending targets over the next three years for each of the colleges. On an annual basis, management will report the plan status and update the rolling three-year plan accordingly. Each new plan year will include an additional year future outlook. The tables below detail the current FY22 Budget and the current 3-year plan Overview:

**Table 1: FY22 PM Budget (in Millions)**

PM Budget Categories	Annual Budget (\$ in Millions)
PM Prioritized Projects (by System Group)	\$ 13.8
Trailing "Soft Cost"	2.7
Unplanned Emergency Repairs	1.3
General Maintenance	1.4
FCI Database Management	0.3
<b>FY 2022 PM Budget</b>	<b>\$ 19.5</b>

**Table 2: 3-Year Preventive Maintenance Summary (in Millions)**

District Wide 3-Year PM Budget Overview	2022	2023	2024
Prioritized PM Projects (System Group)	\$ 13.8	\$ 14.2	\$ 15.1
Trailing "Soft Costs"	2.7	2.6	3.2
Annual/Recurring	3.0	3.1	3.2
<b>Total Annual PM Budget</b>	<b>\$ 19.5</b>	<b>\$ 20.0</b>	<b>\$ 21.5</b>

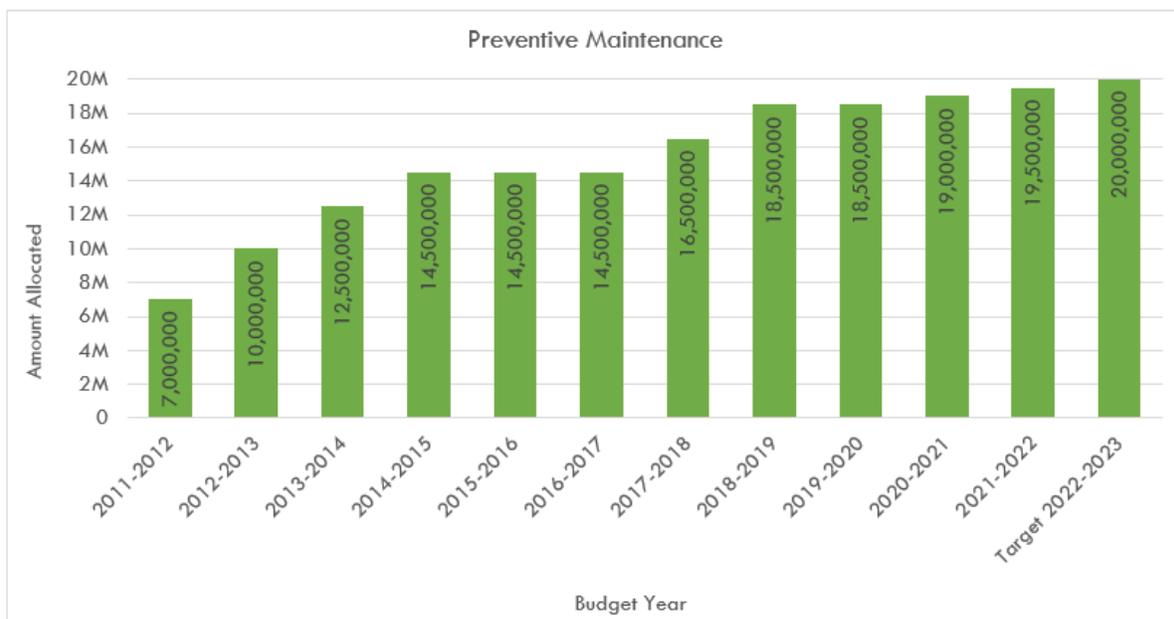




Table 2 presents the budget between the Board recognized categories of (1) Annual/Recurring Maintenance and (2) Replacement/Repairs of Existing Building Systems. Annual maintenance is intended to include work such as roofing upkeep and periodic inspection, but this grouping is also used to address unexpected issues that may arise. Additionally, as part of this budget component, normal soft costs are set aside to support projects.

The Replacement/Repairs of Existing Building Systems component is titled Prioritized PM Projects in the previous table; it is used towards major maintenance items such as roof replacement and structural repairs that are considered top priority. In contrast to the first component, the work completed as part of this allocation is typically planned, and not reactionary in nature. Preventive maintenance extends the life of existing facilities and thus, is not applicable to new buildings, changes to increase in capacity, building demolition, programmatic updates or similar items not falling in the heading “maintain, repair, restore, or replace” as defined by Board policy.

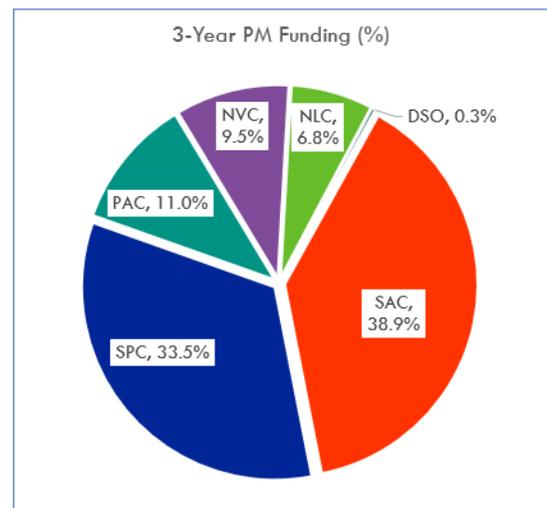
In Table 3 below, an overview for each of the campuses for the preventive maintenance budget for the next three years is shown.

**Table 3: 3-Year Preventive Maintenance Plan By Campus (in Millions)**

Campus	FY2022	FY2023	FY2024	Total (Projected FY22-FY24)	Funding % FY22 - FY24
SAC (and FRA)	\$ 7.6	\$ 2.8	\$ 6.3	\$ 16.8	38.9%
SPC (and SWC)	3.0	4.4	6.9	14.4	33.5%
PAC	0.6	3.8	0.3	4.7	11.0%
NVC	1.5	2.6	0.0	4.1	9.5%
NLC	0.9	0.5	1.5	3.0	6.8%
DSO	0.1	0.0	0.0	0.1	0.3%
<b>Prioritized PM Projects Sub-Total</b>	<b>\$ 13.8</b>	<b>\$ 14.2</b>	<b>\$ 15.1</b>	<b>\$ 43.1</b>	<b>100%</b>
Trailing "Soft Costs"	2.7	2.6	3.2		
Annual/Recurring	3.0	3.1	3.2		
<b>Annual Budget Amount</b>	<b>\$ 19.5</b>	<b>\$ 20.0</b>	<b>\$ 21.5</b>		

\*Figures shown account for inflation

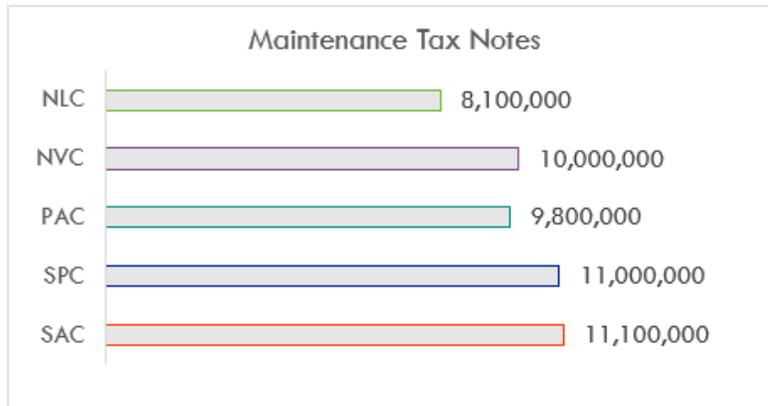
Beyond the approved 3-year preventive maintenance plan, the District’s long-term target is to increase the budget as a percentage of asset replacement values from 1.5% to between 2% - 2.5%, the median of the industry best practice standard. This increase represents an annual budget between \$24 and \$30 million, which would allow the District to continue preventing further deterioration of the Alamo Colleges facilities. Annual increases to the allocated preventive maintenance budget will be largely determined by future tax revenues; assessments are continuous and targets will be adjusted appropriately.



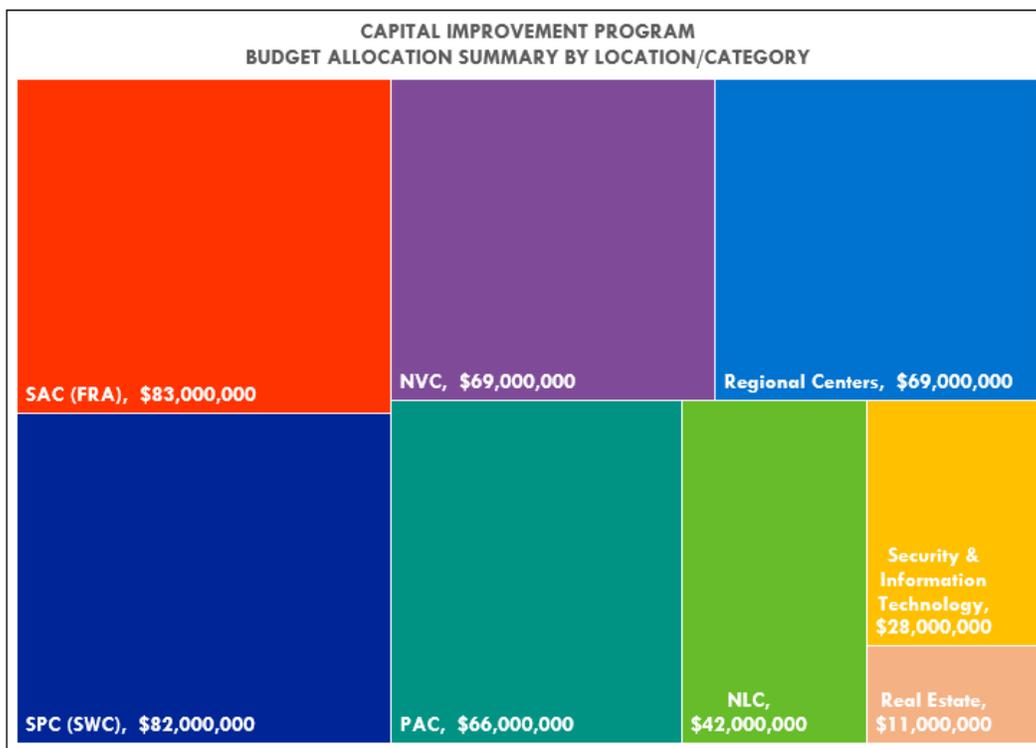


**Capital Improvement Program (CIP)**

In May 2017, Bexar County voters approved a capital improvement bond proposal representing \$450 million in Alamo Colleges District-wide capital improvements. Bond proceeds are being used to renovate existing facilities, add new facilities, expand geographic reach within Bexar County and add physical plant and technological capacity. A citizens Bond Oversight Committee was established to monitor and provide input during the CIP process. Construction projects are expected to be completed by December 2023. In support of the Capital Bond Program, an additional \$50 million in Maintenance Tax Notes were issued in 2020 to fund qualified maintenance and renovation projects outlined in the 2017 CIP. These MTN notes will also be used to purchase furniture, fixtures and equipment. Funds will be allocated between the five colleges in line with the original Capital Improvement Program.



In conjunction with the 3-year preventive maintenance plan, the CIP projects planned are integral to the expansion of the Alamo Colleges District’s ability to serve the needs of current and future students. The chart included below summarizes the CIP budget allocation by campus/category and is inclusive of numerous, distinctive new projects and renovations to existing buildings.





# TAX REVENUE & DEBT SERVICE



## Assessed Value and Tax Levy of Taxable Property

For FY 2022, the District's combined budgeted ad valorem property tax rate remained at \$0.149150 per \$100 of assessed valuation. This tax rate has remained stable since fiscal year 2013. The property tax is levied each October 1 on the assessed value as of the prior January 1 for all real and business personal property located in Bexar County, Texas. On January 1 of each year, a tax lien attaches to property to secure payment of all taxes, penalties, and interest ultimately imposed for the year on the property. The District's tax lien is on a parity with tax liens by other taxing units in the county.

By local referendum held in 1952, the District is limited to a total tax rate not to exceed \$0.25. This is lower than the \$1.00 ad valorem tax rate for community college districts permitted by Section 130.122, as amended, of the Texas Education Code.

Alamo Colleges District's tax rate represents approximately \$0.06 of every \$1.00 in property taxes for a "typical" Bexar County homeowner.

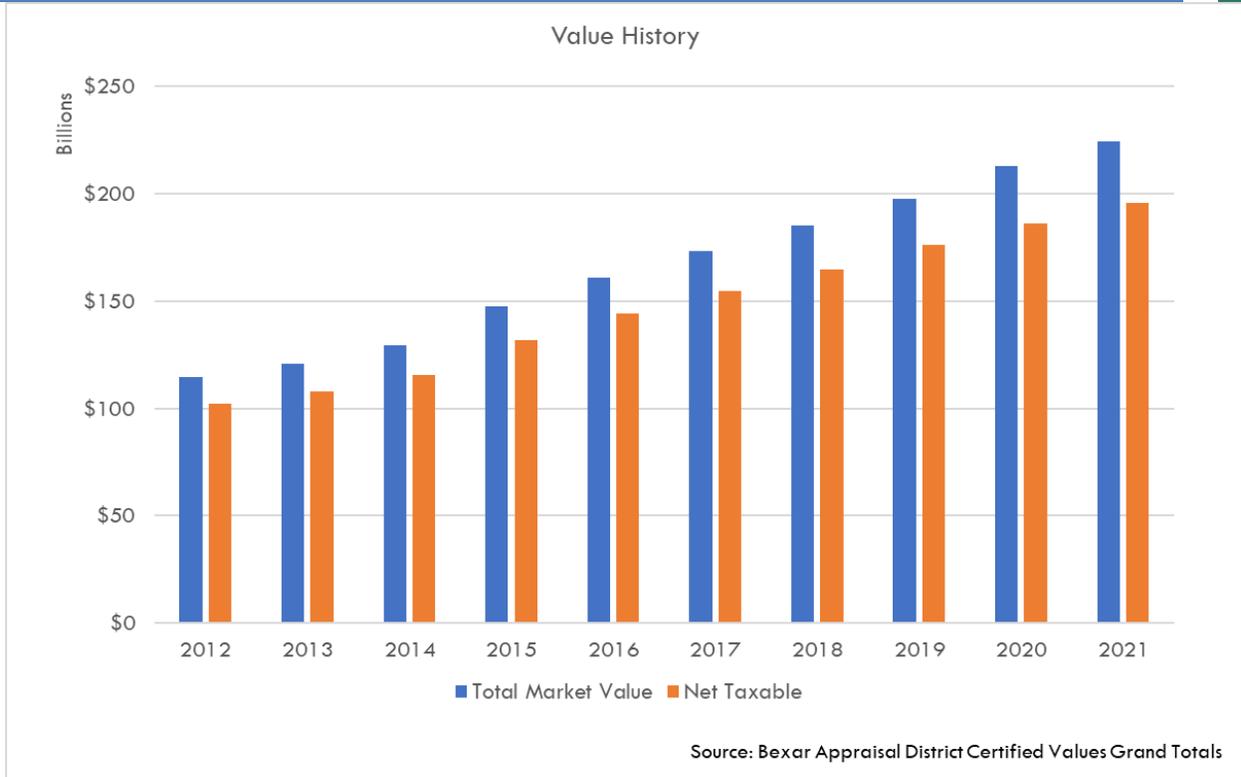
### Allocation \$1 of Taxes of a "Typical" Bexar County Homeowner 2020

Flood Fund	0.01
San Antonio River Authority	0.01
<b>Alamo Colleges District</b>	<b>0.06</b>
Bexar County	0.11
Hospital District	0.10
City/San Antonio	0.21
Avg. School District	0.50
	\$ 1.00

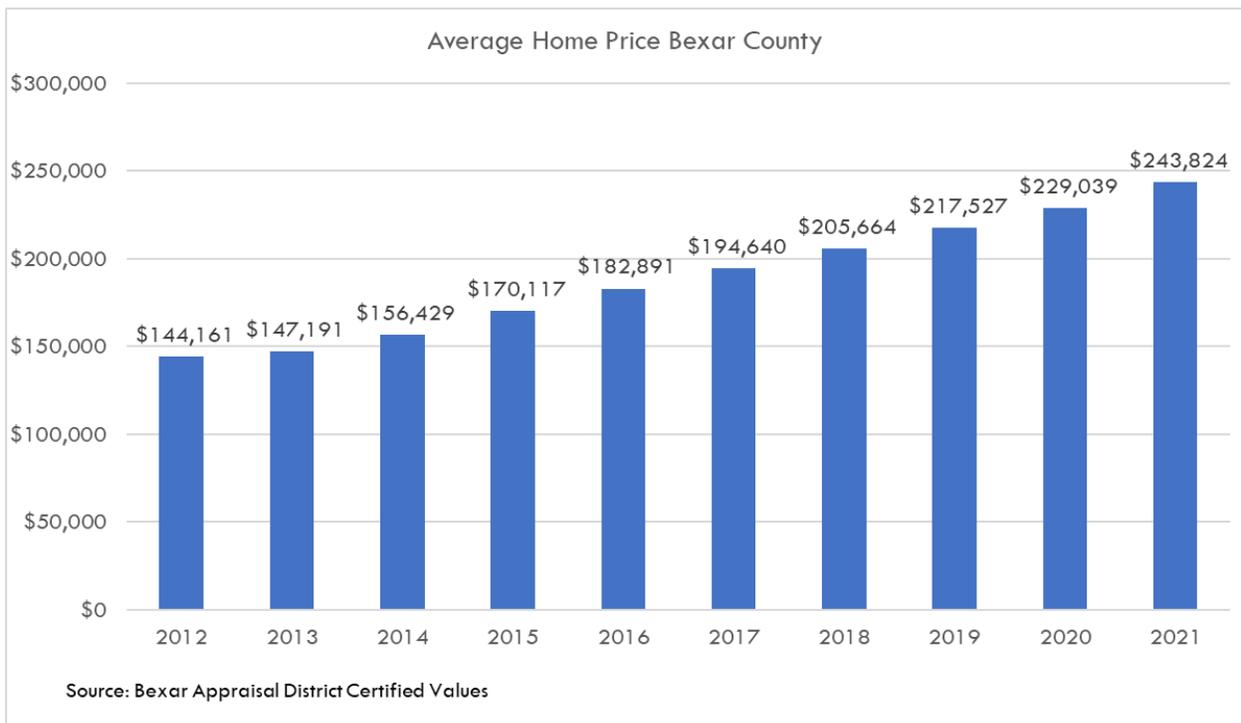
Compiled from Bexar Appraisal District information - assumes COSA resident with composite school district and average price home.

## Growth in Taxable Valuation

The District has benefitted from increasing taxable values in Bexar County as shown on the following chart. As of the initial roll certification in July of 2012, the net taxable value of the appraisal roll for the District was approximately \$100 billion, and that has grown to over \$195 billion in 2021. For the past 5 years, net taxable value has grown over 6% on an annualized rate. The rise in taxable assessed value has resulted in an increasing revenue stream for the Alamo Colleges District without raising the tax rate since FY2013 and has provided funding for facilities operations and maintenance on infrastructure. The current expectation is for continued growth, especially in the single family housing category.



San Antonio continues to exceed housing benchmarks in sales volume; increases in population plus low home interest rates and supply issues have combined to create a tight housing supply. For the average homeowner, values have increased steadily, averaging over 6% over the last 5 years. The average home price (taxable value) in Bexar County for the most recent appraisal year is currently \$243,824.





**Tax Rate**

The combined tax rate consists of two parts: maintenance and operations funding (M&O) and funding for debt service of general obligation bonds.

**Two Parts to the Tax Rate/Revenue**

M&O	Debt
<ul style="list-style-type: none"> <li>- Maintenance and Operations</li> <li>- Covers facilities, salaries, utilities, day-to-day operations</li> <li>- Important component of the budgeted revenue</li> </ul>	<ul style="list-style-type: none"> <li>- Covers Principal and Interest on bonds issued and secured by property tax revenues</li> <li>- Includes Capital Improvement Program (CIP General Obligation Bonds and Maintenance Tax Notes)</li> </ul>

Alamo Colleges District's current Tax Rate of \$0.149150

**\$0.107760 M&O + \$0.04139 Debt**

**Debt Supported by M&O Tax Revenue**

The District is limited to a total tax rate not to exceed \$0.25 per \$100 taxable assessed valuation for maintenance and operations and debt service purposes per enabling legislation. The District will levy and assess, for each year that all or any of the bonds and notes remain outstanding and unpaid, a tax within the limitations prescribed by law which, when added to other funds legally available to the District for payment of outstanding tax debt obligations, is adequate to provide funds to pay the principal of and interest on the bonds and the notes.

The District issues revenue bonds to purchase land, and to acquire, construct, improve, enlarge and equip facilities. The source or prepayment on these bonds are pledged revenues. The following table lists each currently outstanding debt issuance, dated date and type and amount of debt.

Series	Instrument Type and Purpose	Amount Issued and Authorized	Final Maturity (Fiscal Year)	Outstanding Debt for Current year Budget Debt Service
<b>Revenue Financing System</b>				
2012A	Refund certain of the District's outstanding Combined Fee Revenue bonds and to construct a parking facility. Dated March 1, 2012.	\$ 55,800,000	2037 <sup>(1)</sup>	\$ 39,570,000
2017	Acquire, purchase, construct, equipping of any property or buildings of any nature of the District. Dated January 15, 2017.	34,880,000	2047 <sup>(2)</sup>	33,340,000
2017	(Variable Rate) Acquire, purchase, construct, equipping of any property or buildings of any nature of the District. Dated January 15, 2017. Remarketed November 1, 2019 and converted to Term Rate Period.	15,690,000	2024 <sup>(3)</sup>	3,600,000
<b>Total - Revenue Financing System Bonds</b>				<b>\$ 76,510,000</b>

(1) Calendar final maturity 11/1/2036

(2) Calendar final maturity 11/1/2046

(3) Mandatory tender 11/1/2024



Principal and interest payments for current and future budget years are (amounts in 000's)

For the Year Ended August 31,	Revenue Bonds	
	Principal	Interest
2022	6,395	2,984
2023	6,715	2,679
2024	7,055	2,356
2025	4,245	2,092
2026	3,395	1,910
2027-2031	10,895	8,074
2032-2036	10,035	5,923
2037-2041	8,250	3,773
2042-2046	9,355	1,756
2047-2051	2,170	54
<b>Total</b>	<b>\$ 68,510</b>	<b>\$ 31,600</b>

Does not include future refunding/CIP issuance or defeasance.

### Debt Supported by Debt Tax Revenue

Funds from the Debt portion of tax collections may only be used for payment of principal and interest on funds used for maintenance, construction and other such capital outlay needs. The District has issued both Limited Tax Obligation Bonds and Maintenance Tax Notes. One of the objectives of the Board approved Debt Management Policy is to minimize fluctuations in the debt tax rate. This rate at \$0.04139 has remained relatively stable for 14 years. The following table lists each outstanding debt issuance, issuance date, purpose, and amount of outstanding tax-supported debt as of the end of FY 2020.

Series	Instrument Type and Purpose	Amount Issued and Authorized	Final Maturity (Fiscal Year)	Outstanding Debt for Current year Budget Debt Service
<b>General Obligation Bonds</b>				
2007	Construct, renovate, acquire and equip new and existing facilities. Dated March 15, 2007.	\$ 271,085,000	2030	\$ 15,760,000
2012	Refund certain of the District's outstanding Limited Tax Bonds Series 2007 and 2007A. Dated June 15, 2012.	74,110,000	2037	74,110,000
2016	Refund the District's outstanding Limited Tax Bonds Series 2006 and 2006A. Dated May 15, 2016.	72,065,000	2036	52,355,000
2017	Refund the District's outstanding Limited Tax Bonds Series 2007 and 2007A and construct, renovate, acquire and equip new and existing facilities. Dated September 15, 2017.	258,940,000	2042	204,470,000
<b>Subtotal - General Obligation Bonds</b>				<b>\$ 346,695,000</b>



Maintenance Tax Notes				
2011	Renovate and repair existing District facilities. Dated July 15, 2011.	\$ 54,795,000	2031	\$ 25,050,000
2014	Refunding of certain maturities of the 2007 Maintenance Tax Notes. Dated January 15, 2014.	40,665,000	2023	17,570,000
2020	Renovate and repair existing District facilities. Dated January 28, 2020.	48,475,000	2023	48,475,000
<b>Subtotal - Maintenance Tax Notes</b>				<b>\$ 91,095,000</b>
<b>Total Bonds</b>				<b>\$ 437,790,000</b>

Principal and interest payments for current and future budget years are (amounts in 000's)

For the Year Ended August 31,	General Obligation Bonds		Maintenance Tax Notes		Total Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2022	17,675	23,786	22,350	1,832	40,025	25,618
2023	19,600	21,851	9,600	1,108	29,200	22,959
2024	20,575	20,880	1,895	833	22,470	21,714
2025	21,615	19,848	1,990	736	23,605	20,584
2026	22,705	18,764	2,095	634	24,800	19,398
2027-2031	112,380	76,242	12,170	1,461	124,550	77,703
2032-2036	149,460	50,328	-	-	149,460	50,328
2037-2041	102,775	19,063	-	-	102,775	19,063
2042-2046	61,440	4,199	-	-	61,440	4,199
<b>Total</b>	<b>\$ 528,225</b>	<b>\$ 254,961</b>	<b>\$ 50,100</b>	<b>\$ 6,605</b>	<b>\$ 578,325</b>	<b>\$ 261,566</b>

Does not include future refunding/CIP issuance or defeasance.



## STUDENT DATA



## Daily Registration Report

**FY22 APPROVED BUDGET**  
**Headcount by Tuition Status**

COLLEGE	Tuition Status	Historical			FY22 Approved Budget		
		Summer 2020	Spring 2020	Fall 2020	Fall 2021	Spring 2022	Summer 2022
NLC	In District	1,796	3,760	4,163	4,246	3,842	1,828
	Out of District	494	1,185	1,231	1,256	1,182	512
	Non-Resident	6	30	54	55	102	22
	Exempt	64	284	212	216	177	105
	Dual Credit	28	1,005	997	1,017	1,038	-
	<b>Total</b>	<b>2,388</b>	<b>6,264</b>	<b>6,657</b>	<b>6,790</b>	<b>6,341</b>	<b>2,467</b>
NVC	In District	7,040	11,191	12,471	12,720	11,044	7,439
	Out of District	621	901	1,123	1,123	1,143	715
	Non-Resident	53	111	142	142	183	17
	Exempt	138	540	446	446	439	200
	Dual Credit	1	3,422	4,360	4,534	3,993	-
	<b>Total</b>	<b>7,853</b>	<b>16,165</b>	<b>18,542</b>	<b>18,965</b>	<b>16,801</b>	<b>8,371</b>
PAC	In District	4,262	6,162	7,004	7,284	6,226	4,545
	Out of District	605	794	972	1,010	990	548
	Non-Resident	28	32	63	65	84	31
	Exempt	104	318	278	289	282	232
	Dual Credit	120	3,275	2,876	2,991	3,467	-
	<b>Total</b>	<b>5,119</b>	<b>10,581</b>	<b>11,193</b>	<b>11,640</b>	<b>11,049</b>	<b>5,356</b>
SAC	In District	7,695	13,994	14,285	14,999	13,355	7,598
	Out of District	857	1,430	1,655	1,738	1,797	846
	Non-Resident	99	206	248	260	350	98
	Exempt	226	560	527	553	618	223
	Dual Credit	50	2,273	2,516	2,642	2,615	49
	<b>Total</b>	<b>8,927</b>	<b>18,463</b>	<b>19,231</b>	<b>20,192</b>	<b>18,735</b>	<b>8,814</b>
SPC	In District	4,779	7,996	7,874	8,267	7,902	5,018
	Out of District	603	969	1,071	1,124	1,206	633
	Non-Resident	34	75	85	89	232	36
	Exempt	153	371	332	348	377	161
	Dual Credit	86	4,280	3,334	3,500	4,111	90
	<b>Total</b>	<b>5,655</b>	<b>13,691</b>	<b>12,696</b>	<b>13,330</b>	<b>13,828</b>	<b>5,938</b>
Alamo	In District	25,572	43,103	45,797	47,516	42,369	26,428
	Out of District	3,180	5,279	6,052	6,251	6,318	3,254
	Non-Resident	220	454	592	611	951	204
	Exempt	685	2,073	1,795	1,852	1,893	921
	Dual Credit	285	14,255	14,083	14,684	15,224	139
	<b>Total</b>	<b>29,942</b>	<b>65,164</b>	<b>68,319</b>	<b>70,917</b>	<b>66,755</b>	<b>30,946</b>



Headcount by All Parts of Term

College	All PRM	Historical			FY22 Approved Budget			College	All PRM	Historical			FY22 Approved Budget		
		Summer 2020	Spring 2020	Fall 2020	Fall 2021	Spring 2022	Summer 2022			Summer 2020	Spring 2020	Fall 2020	Fall 2021	Spring 2022	Summer 2022
NLC	Continuing	1,966	4,429	3,872	3,950	4,417	1,874	SAC	Continuing	7,061	13,301	10,917	11,463	13,216	6,976
	Dual Credit	3	565	613	625	598	-		Dual Credit	34	1,866	2,136	2,243	2,087	33
	ECHS	25	440	384	392	441	-		ECHS	16	407	380	399	527	16
	Early Admit	-	-	-	-	2	-		Early Admit	-	-	-	-	8	-
	New First Time	99	305	1,158	1,181	280	80		New First Time	246	708	2,998	3,148	706	243
	Returning, Former	70	171	324	330	300	75		Returning, Former	407	859	1,502	1,577	914	401
	Transfer	56	305	247	252	256	155		Transfer	453	1,038	1,047	1,099	1,004	446
	Transfer Military	2	-	2	2	-	-		Transfer Military	6	20	7	7	5	5
	Transfer, Former	19	11	24	24	16	13		Transfer, Former	104	125	102	107	120	102
	Transient	148	38	33	34	33	271		Transient	600	139	142	149	144	592
	Total	2,388	6,264	6,657	6,790	6,343	2,468		Total	8,927	18,463	19,231	20,192	18,731	8,814
NVC	Continuing	6,434	10,812	9,544	9,766	10,989	6,853	SPC	Continuing	4,543	7,817	6,670	7,004	8,165	4,770
	Dual Credit	1	3,422	4,360	4,457	3,924	-		Dual Credit	67	2,950	2,308	2,423	2,799	70
	ECHS	-	-	-	-	-	-		ECHS	19	1,330	1,026	1,077	1,311	20
	Early Admit	-	-	-	-	7	-		Early Admit	-	-	-	-	3	-
	New First Time	210	589	2,847	2,911	553	218		New First Time	96	354	1,264	1,327	342	101
	Returning, Former	247	481	1,010	1,033	546	266		Returning, Former	200	426	756	794	465	210
	Transfer	297	679	615	629	619	327		Transfer	281	629	504	529	581	295
	Transfer Military	5	15	4	4	5	5		Transfer Military	11	58	26	27	18	12
	Transfer, Former	63	56	61	62	45	67		Transfer, Former	60	57	67	70	62	63
	Transient	596	111	101	103	113	636		Transient	378	70	75	79	82	397
	Total	7,853	16,165	18,542	18,965	16,801	8,371		Total	5,655	13,691	12,696	13,330	13,828	5,938
PAC	Continuing	4,026	6,217	5,169	5,376	6,606	4,082	Alamo	Continuing	24,030	42,576	36,172	37,559	43,393	24,555
	Dual Credit	68	1,749	1,684	1,751	1,796	-		Dual Credit	173	10,552	11,101	11,499	11,204	103
	ECHS	52	1,526	1,192	1,240	1,671	-		ECHS	112	3,703	2,982	3,108	3,950	36
	Early Admit	-	-	-	-	2	-		Early Admit	-	-	-	-	22	-
	New First Time	184	261	2,059	2,141	248	214		New First Time	835	2,217	10,326	10,708	2,129	856
	Returning, Former	190	337	647	673	335	172		Returning, Former	1,114	2,274	4,239	4,407	2,560	1,124
	Transfer	201	337	347	361	310	293		Transfer	1,288	2,988	2,760	2,870	2,770	1,516
	Transfer Military	3	7	4	4	7	6		Transfer Military	27	100	43	44	35	28
	Transfer, Former	36	43	37	38	26	54		Transfer, Former	282	292	291	301	269	299
	Transient	359	104	54	56	49	535		Transient	2,081	462	405	421	421	2,431
	Total	5,119	10,581	11,193	11,640	11,050	5,356		Total	29,942	65,164	68,319	70,917	66,753	30,948



**FY22 BUDGET PROJECTIONS**  
**Total Semester Credit Hours by Tuition Status**

COLLEGE	Tuition Status	Historical			Projections for FY22 Budget		
		Summer 2020	Spring 2020	Fall 2020	Fall 2021	Spring 2022	Summer 2022
NLC	In District	7,603	28,367	27,490	29,523	23,550	8,220
	Out of District	2,361	10,040	9,512	9,000	8,521	2,447
	Non-Resident	30	205	354	385	733	112
	Exempt	293	2,448	1,541	1,595	1,130	581
	Dual Credit	121	6,387	6,640	7,304	7,285	-
	<b>Total</b>	<b>10,408</b>	<b>47,447</b>	<b>45,537</b>	<b>47,807</b>	<b>41,219</b>	<b>11,360</b>
NVC	In District	34,628	90,263	93,625	98,306	82,156	32,471
	Out of District	2,798	6,391	7,324	7,690	7,582	2,422
	Non-Resident	260	948	1,095	1,150	1,443	252
	Exempt	782	4,519	3,454	3,627	3,347	1,408
	Dual Credit	3	17,448	25,952	27,250	20,507	15
	<b>Total</b>	<b>38,471</b>	<b>119,569</b>	<b>131,450</b>	<b>138,023</b>	<b>115,035</b>	<b>36,568</b>
PAC	In District	18,853	42,391	46,300	48,615	38,232	21,406
	Out of District	2,763	5,510	6,353	6,671	5,965	2,512
	Non-Resident	118	224	397	417	419	123
	Exempt	511	2,088	1,757	1,845	1,602	1,244
	Dual Credit	483	18,408	19,179	20,138	19,893	-
	<b>Total</b>	<b>22,728</b>	<b>68,621</b>	<b>73,986</b>	<b>77,685</b>	<b>66,111</b>	<b>25,285</b>
SAC	In District	37,553	105,032	102,298	107,413	93,563	35,281
	Out of District	3,997	9,835	11,121	11,677	11,973	4,480
	Non-Resident	538	1,850	2,084	2,188	2,730	232
	Exempt	1,284	4,286	3,826	4,017	4,418	1,341
	Dual Credit	166	11,420	13,431	14,103	12,979	125
	<b>Total</b>	<b>43,538</b>	<b>132,423</b>	<b>132,760</b>	<b>139,398</b>	<b>125,663</b>	<b>41,459</b>
SPC	In District	21,190	51,112	49,528	52,004	49,510	22,250
	Out of District	2,748	6,199	6,631	6,963	7,418	2,885
	Non-Resident	152	566	528	554	1,384	160
	Exempt	768	2,437	2,097	2,202	2,423	806
	Dual Credit	323	22,486	18,600	19,530	21,330	339
	<b>Total</b>	<b>25,181</b>	<b>82,800</b>	<b>77,384</b>	<b>81,253</b>	<b>82,065</b>	<b>26,440</b>
Alamo	In District	119,827	317,165	319,241	335,861	287,011	119,628
	Out of District	14,667	37,975	40,941	42,001	41,459	14,746
	Non-Resident	1,098	3,793	4,458	4,694	6,709	879
	Exempt	3,638	15,778	12,675	13,286	12,920	5,380
	Dual Credit	1,096	76,149	83,802	88,325	81,994	479
	<b>Total</b>	<b>140,326</b>	<b>450,860</b>	<b>461,117</b>	<b>484,166</b>	<b>430,093</b>	<b>141,112</b>



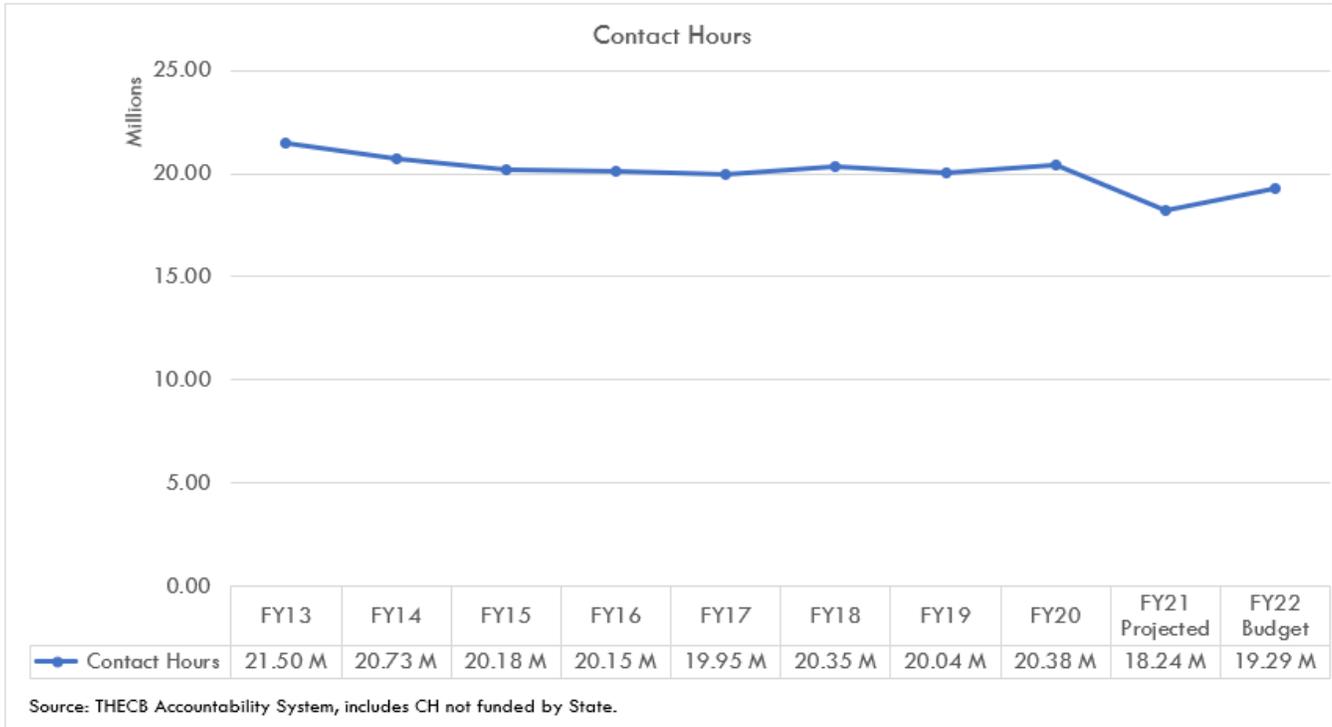
**FY22 APPROVED BUDGET  
Fund Code and Discipline Contact Hours**

Fund Code and Discipline	Funded Contact Hours					
	Total FY22 Approved Budget CH					
	NLC	NVC	PAC	SAC	SPC	ACD
00 - Cross-Listed Courses With Different Fund Codes	-	-	7,466	2,302	-	9,768
01 - Agriculture	-	10,706	65,828	3,502	-	80,036
02 - Architecture and Precision Production Trades	-	-	-	72,620	77,230	149,850
03 - Biology, Physical Sciences, and Science Technology	279,868	750,244	378,438	655,955	879,077	2,943,582
04 - Business Management, Marketing, and Administrative Services	52,954	160,019	209,627	353,963	203,767	980,330
05 - Career Pilot	-	-	-	-	-	-
06 - Communications	70,621	203,882	97,240	165,262	55,473	592,478
07 - Computer and Information Sciences	31,073	133,602	117,421	257,384	123,933	663,413
08 - Construction Trades	-	-	-	-	66,343	66,343
09 - Consumer and Homemaking Education	55,461	66,678	84,401	122,541	138,097	467,178
10 - Engineering	-	12,905	2,218	7,392	3,914	26,429
11 - Engineering Related	-	12,577	22,358	49,571	183,254	267,760
12 - Eng Language, Literature, Philosophy, Humanities, and Interdisciplinary	335,912	816,020	452,174	821,826	375,614	2,801,546
13 - Foreign Languages	27,262	247,900	41,663	241,837	73,668	632,330
14 - Health Occupations - Dental Asst., Medical Lab, and Assoc. Degree Nursing	-	-	-	260,819	44,335	305,154
16 - Health Occupations-Other (Excludes Dental Hygiene, Dental Assisting, Medical Lab, Associate Degree Nursing, Vocational Nursing, and Respiratory Therapy)	1,619	33,189	49,889	119,586	296,941	501,224
17 - Health Occupations-Respiratory Therapy	-	-	-	-	64,529	64,529
18 - Health Occupations-Vocational Nursing	-	-	-	-	93,660	93,660
19 - Mathematics	193,252	608,353	287,704	423,019	222,952	1,735,280
20 - Mechanics and Repairers-Automotive	-	-	-	-	156,627	156,627
21 - Mechanics and Repairers-Diesel, Aviation Mechanics, and Transportation Workers	-	-	216	-	113,265	113,481
22 - Mechanics and Repairers-Electronics	-	-	504	7,075	4,049	11,628
23 - Physical Education and Fitness	3,644	33,869	27,428	29,841	16,884	111,666
24 - Protective Services and Public Administration	8,977	45,587	47,837	246,211	27,368	375,980
25 - Psychology, Social Services, and History	584,162	1,356,516	769,533	1,253,665	531,619	4,495,495
26 - Visual and Performing Arts	83,515	279,096	167,259	272,496	131,460	933,826
28 - Developmental Math	53,783	192,957	99,611	165,299	77,348	588,998
29 - Developmental English and Reading	11,825	20,511	26,158	44,277	18,034	120,805
<b>Total</b>	<b>1,793,928</b>	<b>4,984,611</b>	<b>2,954,973</b>	<b>5,576,443</b>	<b>3,979,441</b>	<b>19,289,396</b>



### Contact Hours

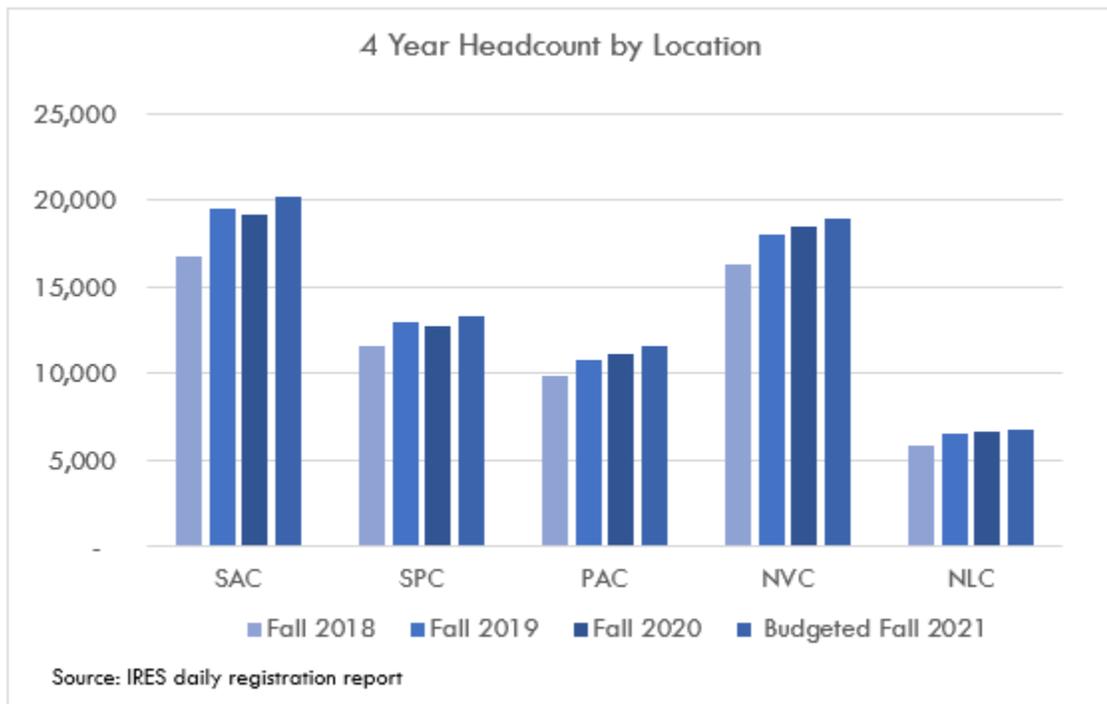
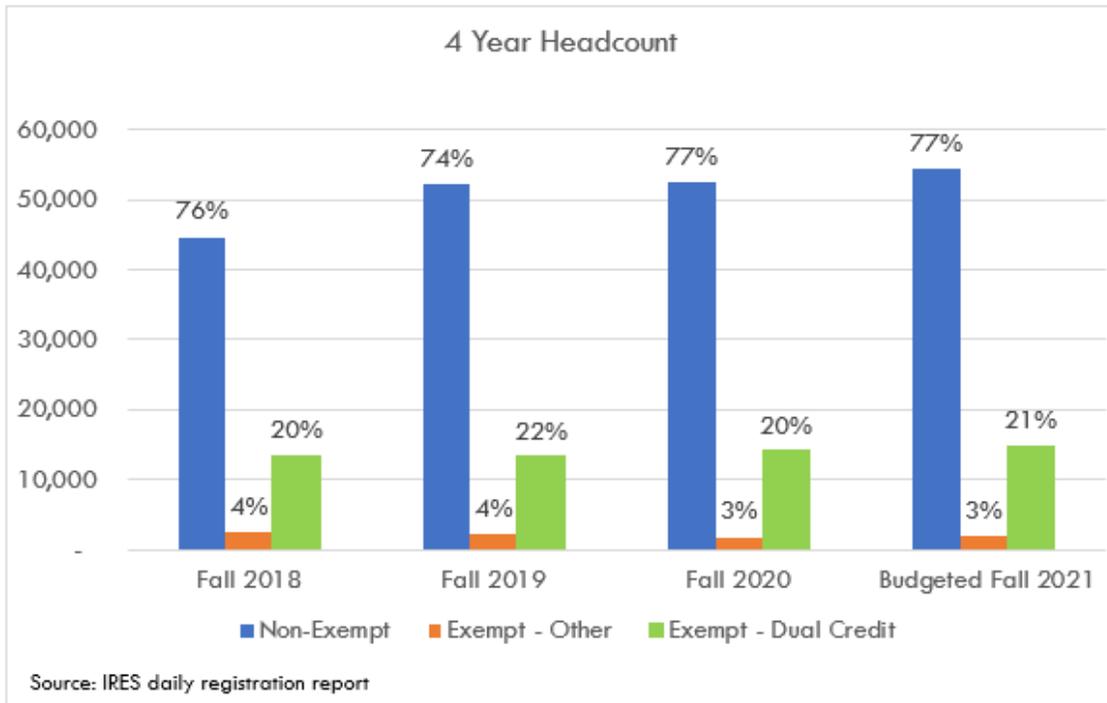
Contact hours and student enrollment are significant drivers of both revenues and expenses. Contact hours represent the number of scheduled instruction hours given to students and are the foundation for both appropriations from the State of Texas and instructional dollars allocated to the Colleges through the funding model. The FY22 budget includes a 5% Smart Growth increase compared to the projected prior fiscal year.





**Headcount – All Parts of Term**

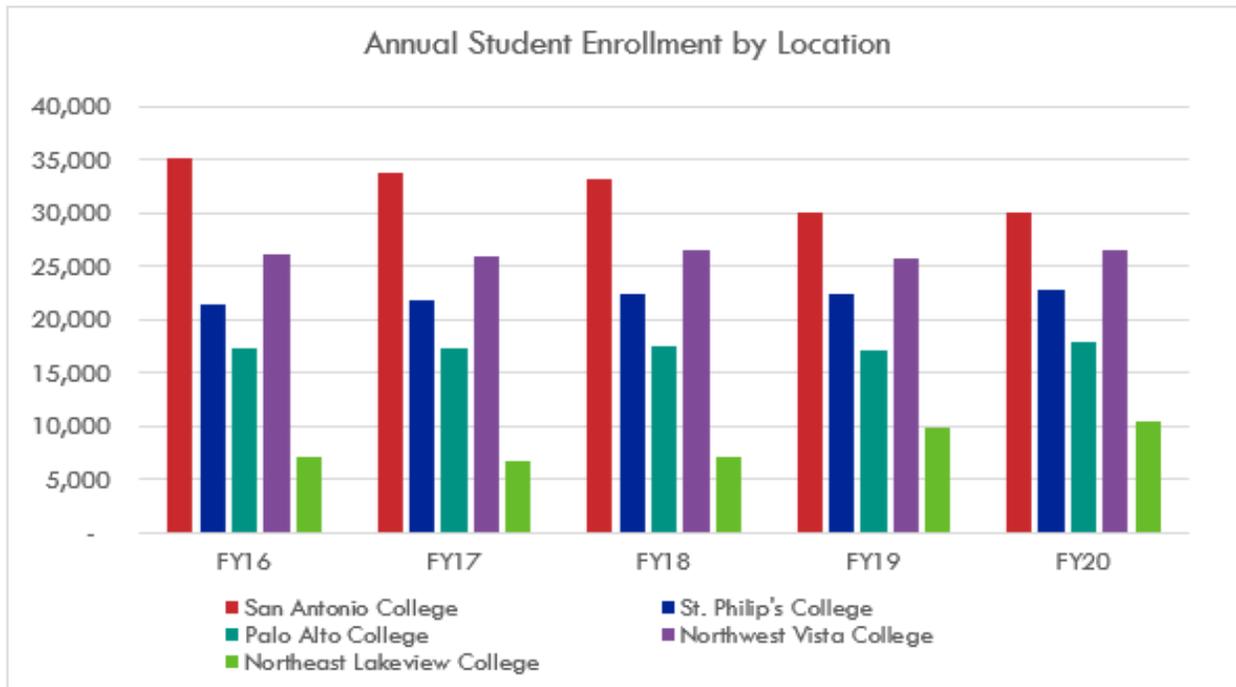
Student headcount for all parts of term is the number of students enrolled in a course(s) at one of the five Colleges, and are categorized as Non-Exempt (students paying full tuition), Exempt-Dual Credit (waived tuition for high school students, Academies, and Early College High School) enrolled in college courses for credit prior to high school graduation, or Exempt-Other (waived tuition for students other than high school, i.e. military, seniors).



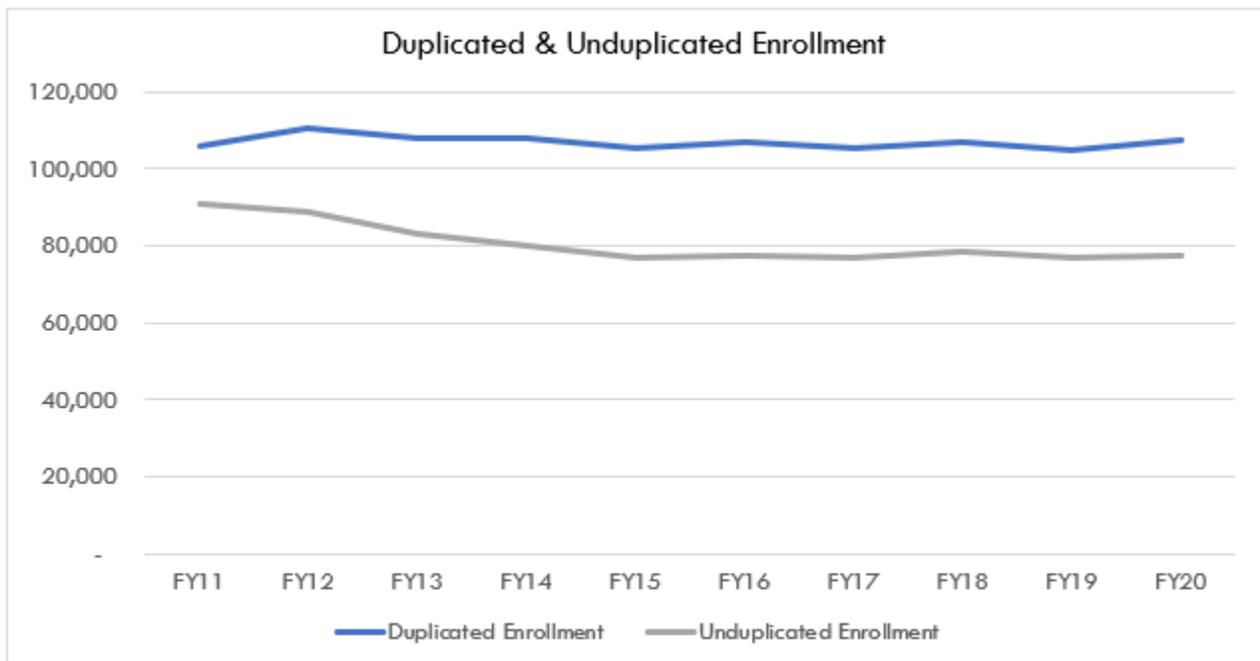


**Annual Enrollment**

Students may also attend courses at more than one college during a term and will be counted separately at each college, as represented in the following graphs.



Source: THECB Accountability System - Enrollment (Annual Unduplicated)



Source: THECB Accountability System - Enrollment (Annual Unduplicated)



# APPENDIX



Department Budget Allocations by College by Functional Categories

San Antonio College  
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
<b>INSTRUCTION</b>									
SAC Architecture	111001	811241	1020	4.00	265,582	278,788		1,500	545,870
SAC Biological Sciences	111001	811121	1030	13.00	797,482	560,973		20,000	1,378,455
SAC Astronomy	111001	811131	1030	3.00	222,895	50,922		250	274,067
SAC Chemistry	111001	811132	1030	4.00	200,073	203,714		10,000	413,787
SAC Earth Sciences	111001	811133	1030	2.00	134,974	60,997		250	196,221
SAC Anthropology	111001	811134	1030			61,315			61,315
SAC Physics	111001	811243	1030	2.00	142,814	96,458		900	240,172
SAC Mortuary Science	111001	812081	1030	5.00	305,521	198,738		80,718	584,977
SAC Business Occupations	111001	812011	1040	4.00	292,005	113,892		900	406,797
SAC Conf and Court Reporting	111001	812013	1040	3.00	177,435	152,515		500	330,450
SAC Legal Assistant	111001	812014	1040	1.00	70,323	46,136		500	116,959
SAC Banking Technology	111001	812041	1040			52,752			52,752
SAC Business Administration	111001	812042	1040	3.00	241,948	119,338			361,286
SAC Management	111001	812043	1040	5.00	419,288	204,638		1,500	625,426
SAC Real Estate Program	111001	812045	1040	1.00	62,320	32,671			94,991
SAC Journalism	111001	811182	1060	3.00	223,324	109,791		7,000	340,115
SAC KSYM	111001	811186	1060			55,309		900	56,209
SAC Radio and Television and Film	111001	811187	1060	4.00	237,458	137,778		10,000	385,236
SAC Computer Information Systems	111001	812061	1070	11.00	752,141	815,896		12,380	1,580,417
SAC Child Development Operations	111001	812053	1090	3.00	198,718	72,081		3,517	274,316
SAC Edge Program	111001	811242	1100					250	250
SAC Engineering	111001	811244	1100	1.00	50,383	33,307		400	84,090
SAC English	111001	811152	1120	20.07	1,514,252	349,837		900	1,864,989
SAC Multicultural Conference	111001	811153	1120					900	900
SAC Humanities	111001	811155	1120	1.00	62,860	85,371			148,231
SAC English As A Second Language	111001	811161	1120	3.00	184,781	90,266		200	275,247
SAC Philosophy	111001	811221	1120	7.00	466,388	272,175		250	738,813
SAC Auditorium	111001	811271	1120			136,451			136,451
SAC Speech Communication	111001	811275	1120	5.00	291,328	120,707		1,200	413,235
SAC Theater	111001	811276	1120	2.00	122,112	30,535		12,500	165,147
SAC Dance	111001	811277	1120					1,500	1,500
SAC Education	111001	811291	1120	1.00	87,396	5,986			93,382
SAC English As A Second Language	111001	811161	1130			1,463			1,463



**San Antonio College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
SAC World Languages	111001	811162	1130	6.00	424,925	295,520		250	720,695
SAC Interpreter Training	111001	812031	1130	11.00	671,036	310,303		6,200	987,539
SAC Dental Assistants	111001	812021	1140	1.00	58,466	120,889		6,718	186,073
SAC Medical Assisting	111001	812022	1140	4.00	259,098	63,163		300	322,561
SAC Allied Health-Shared Expenses	111001	812023	1140					2,000	2,000
SAC Credit EMS	111001	812024	1140			3,750			3,750
SAC Nursing Ed Associate Degree	111001	812091	1140	24.03	1,504,395	2,141,221		582,820	4,228,436
SAC Bachelor of Science-Nursing BSN	111001	812094	1140	0.97	65,997	250,469		20,000	336,466
SAC Mental Health/Human Services	111001	812202	1140			11,750			11,750
SAC Library	111001	815301	1140					53,000	53,000
SAC Credit EMS	111001	812024	1160	2.00	98,305	67,484		2,612	168,401
SAC Mental Health/Human Services	111001	812202	1160	2.00	126,146	240,563		200	366,909
SAC Mathematics	111001	811202	1190			8,805			8,805
SAC Mathematics	111001	811203	1190	9.50	729,750	781,840		1,500	1,513,090
SAC Physical Education	111001	811192	1230	5.00	324,642	165,854		10,000	500,496
SAC Budget Office	111001	810021	1240					60,000	60,000
SAC Fire Technology	111001	812104	1240	2.00	130,444	557,075		161,050	848,569
SAC Emergency Mgt and HL Security	111001	812106	1240					750	750
SAC Law Enforcement	111001	812107	1240	1.00	52,894	467,150		97,000	617,044
SAC Public Administration	111001	812204	1240	1.00	50,383	34,119			84,502
SAC Criminal Justice	111001	812205	1240	4.00	286,454	136,190		250	422,894
SAC History	111001	811171	1250	10.00	668,692	436,152		250	1,105,094
SAC Mexican American Studies	111001	811172	1250			1,295		900	2,195
SAC Political Science	111001	811231	1250	7.00	464,918	277,465		250	742,633
SAC Economics	111001	811232	1250	1.00	80,043	48,013			128,056
SAC Psychology	111001	811251	1250	8.00	693,970	420,007		1,000	1,114,977
SAC Sociology	111001	811261	1250	3.00	165,603	163,267		250	329,120
SAC Social Work	111001	811262	1250	1.00	61,391	69,719		250	131,360
SAC Student Development	111001	816409	1250	7.00	532,371	15,226			547,597
SAC Photography	111001	811183	1260			46,615		2,000	48,615
SAC Communication Design	111001	811185	1260	3.00	239,991	51,838		10,460	302,289
SAC Music Business Program	111001	811188	1260			25,342		2,000	27,342
SAC Music	111001	811211	1260	5.00	320,940	179,884		21,097	521,921
SAC Art	111001	811281	1260	5.00	343,754	219,821		6,000	569,575
SAC General Institutional Costs	111001	810002	1270			219,494	7,861,973		8,081,467



**San Antonio College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
SAC VP Academic Success	111001	811001	1270			237,500			237,500
SAC Dual Credit Admin and Operation	111001	811703	1270			134,638		141,000	275,638
SAC Professional CE	111001	812003	1270			61,573		250	61,823
SAC Academic Success Tutoring Centr	111001	815008	1270			389,082		65,000	454,082
SAC Developmental Math	111001	811201	1280			1,363			1,363
SAC Mathematics	111001	811203	1280	9.50	729,750	40,031			769,781
SAC Developmental English	111001	811151	1290	2.93	239,930	414,519			654,449
SAC Education	111001	811291	1290			2,166			2,166
SAC CE Vocational ESL	111001	813005	1999			12,000			12,000
<b>PUBLIC SERVICE</b>									
SAC General Institutional Costs	111001	810002	2010				247,190		247,190
SAC General Institutional Costs	171011	810002	2010				14,579		14,579
SACTACULAR	111001	811102	2010					75,000	75,000
SAC Fredstock	111001	811103	2010					10,000	10,000
SAC AUX Student Publications	171003	811181	2010					500	500
SAC Eco Centro	111001	813011	2010			297,451		61,645	359,096
SAC Eco Centro	171011	813011	2010			56,781		4,355	61,136
SAC CLCSA	111001	813017	2010					144,802	144,802
SAC Tech Store	111001	817007	2010			151,165			151,165
SAC Scobee Education Center	111001	817401	2010			380,904			380,904
<b>ACADEMIC SUPPORT</b>									
SAC General Institutional Costs	111001	810002	3010				726,220		726,220
SAC Budget Office	111001	810021	3010					14,213	14,213
SAC Adjunct Faculty Council	111001	810107	3010					250	250
SAC VP Academic Success	111001	811001	3010			318,863		50,000	368,863
SAC Honors Academy	111001	811003	3010					7,500	7,500
SAC Special Projects	111001	811005	3010					20,000	20,000
SAC Quality Enhancement Plan	111001	811007	3010			15,496		900	16,396
SAC Dean Academic Success CCAST	111001	811101	3010			224,766		30,800	255,566
SAC Forensic Account	111001	811272	3010					1,000	1,000
SAC Writing Center	111001	811301	3010			18,513			18,513
SAC Dual Credit Admin and Operation	111001	811703	3010			148,029			148,029
SAC Dean Academic Success HBBEPS	111001	812001	3010			166,796		62,482	229,278
SAC Medical Assisting	111001	812022	3010			40,793			40,793
SAC Dean Academic Success:Acad Svcs	111001	815001	3010			141,213		26,683	167,896



**San Antonio College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
SAC Teaching and Learning Center	111001	815002	3010			105,239		10,000	115,239
SAC Academic Success Tutoring Centr	111001	815008	3010			300,171			300,171
SAC Library	111001	815301	3010			550,030		397,000	947,030
SAC Creative Multimedia	111001	815333	3010			397,498		25,000	422,498
SAC VP Student Success Office	111001	816001	3010			46,085			46,085
SAC Dean of Student Succss-Inst Sup	111001	816801	3010			3,922			3,922
<b>STUDENT SERVICES</b>									
SAC General Institutional Costs	111001	810002	4010				2,555,499	15,500	2,570,999
SAC General Institutional Costs	111003	810002	4010				90,606		90,606
SAC Office of the President	111001	810003	4010			16,650			16,650
SAC Fiesta Brunch-Scholarship Event	111001	810017	4010					30,000	30,000
SAC Student Advocacy Center	111001	811006	4010			206,069		15,000	221,069
SAC Child Development Center	111001	812051	4010			419,557			419,557
SAC VP Student Success Office	111001	816001	4010			283,604		50,000	333,604
SAC Student Conduct	111001	816105	4010			221,130		4,066	225,196
SAC Student Activities	111001	816106	4010			290,752		8,000	298,752
SAC Student Activity Fee-Designated	111003	816110	4010			311,331		441,557	752,888
SAC Outreach & Recruitment	111001	816201	4010			1,144,510		54,876	1,199,386
SAC Admissions and Records	111001	816202	4010			512,391		7,003	519,394
SAC Commencement	111001	816204	4010					102,000	102,000
SAC Advising Services	111001	816401	4010			2,491,264		10,000	2,501,264
SAC Intl Student Services	111001	816403	4010			91,519		1,000	92,519
SAC Student Development	111001	816409	4010			489,623		1,000	490,623
SAC Counseling Services	111001	816410	4010			238,591			238,591
SAC Veterans Affairs	111001	816411	4010			817,754		35,000	852,754
SAC New Student Orientation	111001	816413	4010					5,000	5,000
SAC Disability Support Services	111001	816507	4010			365,211		2,500	367,711
SAC Womens Center	111001	816612	4010			574,510		20,000	594,510
SAC Assessment and Testing	111001	816701	4010			225,959		40,000	265,959
SAC Dean of Student Succss-Inst Sup	111001	816801	4010			278,615		25,000	303,615
SAC Dean of Student Succss-Holistic	111001	816802	4010			55,646		25,000	80,646
<b>INSTITUTIONAL SUPPORT</b>									
SAC General Institutional Costs	111001	810002	5010			439,451	1,305,051	625,978	2,370,480
SAC General Institutional Costs	171001	810002	5010					20,000	20,000
SAC Office of the President	111001	810003	5010			547,262		193,000	740,262



**San Antonio College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
SAC Institutional Memberships	111001	810004	5010					80,000	80,000
SAC Hospitality Account	111001	810005	5010					40,000	40,000
SAC Special Initiatives	111001	810009	5010					2,000	2,000
SAC Staff Council Fund Raising	111001	810012	5010					1,000	1,000
SAC Paper Recycling	111001	810013	5010					43,000	43,000
SAC Budget Office	111001	810021	5010			157,146		155,314	312,460
SAC Faculty Senate	111001	810101	5010					500	500
SAC Resource College Development	111001	810103	5010			136,031		35,000	171,031
SAC Equity & Inclusion Excellence	111001	810105	5010					30,000	30,000
SAC Public Information	111001	810501	5010			435,723		139,480	575,203
SAC Funeral Home	111001	812082	5010					15,000	15,000
SAC Campus Logistics	111001	814007	5010			134,711			134,711
SAC Software	111001	815103	5010					381,780	381,780
SAC IT Asset Management	111001	815332	5010					200,000	200,000
SAC Intg Plan&PerformanceExcellence	111001	816002	5010			483,012		250	483,262
SAC Dean of Student Succss-Holistic	111001	816802	5010			1,576			1,576
SAC VP College Services Office	111001	817001	5010			351,162		150,000	501,162
SAC Consolidated Printers	111001	817003	5010					278,750	278,750
SAC College Projects	111001	817004	5010					38,067	38,067
SAC SACSCOC Reaccreditation	111001	817006	5010			25,553		95,000	120,553
SAC-FACES Fine Arts&Cultural Events	111001	817009	5010					50,000	50,000
SAC Risk Management	111001	817010	5010					3,000	3,000
SAC Campus Operations Management	111001	817013	5010			2,772		36,500	39,272
SAC Technology Center	111001	817201	5010			1,833,047		15,000	1,848,047
SAC Go-Print	111001	817202	5010					25,000	25,000
<b>OPERATIONS AND MAINTENANCE OF PLANT</b>									
SAC General Institutional Costs	111001	810002	6010				2,419		2,419
SAC General Institutional Costs	171005	810002	6010				1,650		1,650
SAC Gym Rental	111001	811193	6010			6,426			6,426
SAC Auditorium	111001	811271	6010			22,268			22,268
SAC Auditorium	171005	811271	6010			19,591			19,591
<b>INSTITUTIONAL SCHOLARSHIPS</b>									
SAC General Institutional Costs	111001	810002	7010					50,000	50,000
<b>AUXILIARY ENTERPRISES</b>									
SAC Child Development Center	131001	812051	8010					6,029	6,029



**San Antonio College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
SAC Dean Academic Success:Acad Svcs	131001	815001	8010					971	971
SAC Tech Store	171010	817007	8010					200,000	200,000
<b>TRANSFERS</b>									
SAC General Institutional Costs	111002	810002	9425					1,573,776	1,573,776
<b>Total San Antonio College</b>				<b>247.00</b>	<b>\$ 16,848,089</b>	<b>\$ 30,668,087</b>	<b>\$ 12,805,187</b>	<b>\$ 7,743,299</b>	<b>\$ 68,064,662</b>

\* FTE includes full-time faculty only (account code 61001).

\*\* Other Salaries and Wages include Compensation, HWHD, Offer Equity, and Talent adjustments.

Department budgets are required by State Law in Texas State Statute Sec. 51.402b.



**St. Philip's College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
<b>INSTRUCTION</b>									
SPC SWC AMT Program	112001	828013	1020	2.00	99,105	171,958		28,000	299,063
SWC HVAC	112001	828501	1020			2,417			2,417
SWC Machine Technology	112001	828562	1020	5.00	275,661	177,319		49,590	502,570
SWC Welding	112001	828563	1020	4.00	205,770	65,900		92,000	363,670
SPC Physics	112001	821151	1030	1.00	84,612	51,407		6,000	142,019
SPC Biological Sciences	112001	821152	1030	11.00	717,476	589,395		52,600	1,359,471
SPC Chemistry	112001	821153	1030	6.00	405,353	395,894		55,016	856,263
SPC Counseling and Student Develop	112001	826031	1030	1.00	63,209	1,852			65,061
SPC Business Administration	112001	821133	1040			15,000			15,000
SPC Administrative Computer Tech	112001	822041	1040			78,458		10,700	89,158
SPC Accounting Informatn Sys Tech	112001	822042	1040	1.00	88,725	14,574		300	103,599
SPC Business Management	112001	822043	1040	3.00	186,145	86,952		125	273,222
SPC VP Academic Affairs Office	112001	821001	1070			65,000			65,000
SPC Computer Science	112001	821134	1070	3.00	169,409	31,995			201,404
SPC Computer Maintenance	112001	822032	1070	1.00	63,440			1,000	64,440
SPC Information Technology	112001	822044	1070	4.00	244,895	276,585		9,500	530,980
SWC Electrician	112001	828502	1080	2.00	116,752	109,003		32,600	258,355
SWC Plumbing	112001	828505	1080	1.00	47,887	31,873		4,300	84,060
SPC Early Childhood Studies	112001	822004	1090	2.00	113,049	56,519		1,500	171,068
SPC Tourism Hospitality Culinary	112001	822061	1090	9.00	573,284	326,162		67,720	967,166
SPC Child Development Operations	112001	826021	1090			388,439			388,439
SPC Engineering	112001	821135	1100	2.00	126,419			50,000	176,419
SPC Electronic Systems Technology	112001	822031	1110	3.00	169,741	151,627		16,350	337,718
SWC Allied Construction	112001	828011	1110	1.00	82,020	34,425			116,445
SWC HVAC	112001	828501	1110	2.00	126,195	176,635		52,130	354,960
SWC Home Building	112001	828503	1110	1.00	65,121	64,000		21,400	150,521
SPC English	112001	821112	1120	9.80	621,548	327,265		11,100	959,913
SPC Writing Center	112001	821113	1120					3,500	3,500
SPC Reading and Education	112001	821171	1120	1.00	76,232	199,772			276,004
SPC Foreign Languages	112001	821172	1130	2.00	139,623	8,013			147,636
SPC Nursing Associate Degree	112001	822052	1140	3.00	169,337	84,939		85,000	339,276
SPC Nursing Special Program Tuition	112001	822055	1140			116,557			116,557
SPC Nurse Aide	112001	822056	1140	2.00	91,681	2,751		5,650	100,082



**St. Philip's College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
SPC Simulation Center	112001	822057	1140					45,500	45,500
SPC VP Academic Affairs Office	112001	821001	1160			392,500			392,500
SPC Dean of Health Science Office	112001	821801	1160			8,004			8,004
SPC Bio-Med Technology	112001	822005	1160	2.00	92,653	17,779		12,150	122,582
SPC Echocardiography	112001	822006	1160	1.00	52,894	1,587			54,481
SPC Occupational Therapy Assistant	112001	822012	1160	3.00	176,437	77,627		62,550	316,614
SPC Radiography	112001	822013	1160	6.00	353,605	294,328		143,950	791,883
SPC Sonography	112001	822014	1160	2.00	106,315	67,690		46,800	220,805
SPC Respiratory Care	112001	822015	1160	5.00	266,461	196,568		81,100	544,129
SPC Surgical Tech	112001	822016	1160	2.00	105,863	99,550		36,050	241,463
SPC Cardiovascular	112001	822017	1160	2.00	105,064	23,107		47,720	175,891
SPC Medical Laboratory	112001	822018	1160	2.00	100,556	67,517		72,550	240,623
SPC Physical Therapy Assistant	112001	822019	1160	3.00	172,188	127,328		72,550	372,066
SPC Health Information Systems	112001	822020	1160	2.00	102,992	168,597		39,025	310,614
SPC Vision Care Technology	112001	822063	1160	2.00	110,571	8,273		15,600	134,444
SPC Histologic Technician	112001	822064	1160	2.00	94,931	10,254		18,000	123,185
SPC Nursing Vocational	112001	822051	1180	15.00	910,925	418,099		312,650	1,641,674
SPC Nursing New Braunfels Prog	112001	822053	1180	2.00	109,279	55,555		3,025	167,859
SPC Mathematics	112001	821131	1190	6.75	426,527	330,536		52,500	809,563
SPC Automotive Technology	112001	822021	1200	10.00	534,551	273,361		99,875	907,787
SPC General Motors	112001	822022	1200					30,000	30,000
SPC Ford Motors	112001	822023	1200			71,538		30,000	101,538
SWC Auto Body	112001	828561	1200	2.00	97,171	68,416		62,050	227,637
SWC Aviation	112001	828541	1210	9.00	547,122	188,485		92,455	828,062
SWC Diesel Technology	112001	828543	1210	4.00	217,143	186,346		76,495	479,984
SWC Auto Body	112001	828561	1210	1.00	48,771	1,463			50,234
SPC Kinesiology	112001	821141	1230	2.00	114,435	85,140		7,750	207,325
SPC Psychology	112001	821161	1250	4.00	248,349	287,121		1,850	537,320
SPC Social Sciences	112001	821162	1250	17.00	1,022,654	566,731		1,550	1,590,935
SPC Theater and Fine Arts	112001	821121	1260	2.00	161,804	257,368		34,250	453,422
SPC Music	112001	821122	1260	3.00	190,362	114,535		26,300	331,197
SPC General Institutional Costs	112001	820002	1270			522,893	5,875,938		6,398,831
SPC VP Academic Affairs Office	112001	821001	1270			285,000			285,000
SPC Community Svc and Training	112001	823008	1270			94,178		12,800	106,978
SPC Distance Learning	112001	823053	1270					9,000	9,000



**St. Philip's College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
SPC School To Work Program	112001	828004	1270			52,035		74,189	126,224
SPC Mathematics	112001	821131	1280	1.00	47,936	1,438			49,374
SPC Developmental Math	112001	821132	1280	7.25	527,170	507,317		6,250	1,040,737
SPC Developmental English	112001	821111	1290	3.20	217,246	30,173			247,419
SPC Writing Center	112001	821113	1290			58,098			58,098
SPC General Institutional Costs	112001	820002	1999					80,000	80,000
<b>PUBLIC SERVICE</b>									
SPC General Institutional Costs	112001	820002	2010				7,196		7,196
SPC OE - Fine Arts	112001	821123	2010			84,170		19,750	103,920
SPC CETC-BIS Contract Training	112001	822045	2010					3,000	3,000
SPC GED Testing	112001	826065	2010					1,500	1,500
<b>ACADEMIC SUPPORT</b>									
SPC General Institutional Costs	112001	820002	3010				1,362,331		1,362,331
SPC Faculty Development	112001	820013	3010					9,000	9,000
SPC Marketing & Strategic Commun.	112001	820041	3010			5,884			5,884
SPC Leadership and Learning Cntr	112001	820301	3010			52,366			52,366
SPC VP Academic Affairs Office	112001	821001	3010			226,104		228,100	454,204
SPC Dean Arts and Sciences Office	112001	821101	3010			699,008		32,630	731,638
SPC Dean of Health Science Office	112001	821801	3010			415,396		44,835	460,231
SPC Dean Applied Science Office	112001	822001	3010			140,493		16,100	156,593
SPC Instructional Development	112001	823041	3010			315,727		5,100	320,827
SPC Information&Communication Tech	112001	823051	3010			1,046,347		72,225	1,118,572
SPC Library Services	112001	824001	3010			905,861		32,083	937,944
SPC Library Archives	112001	824002	3010					5,225	5,225
SPC Library Books and Materials	112001	824003	3010					235,700	235,700
SPC Media Services	112001	824004	3010			50,444		9,302	59,746
SPC Dean Interdisciplinary Programs	112001	825001	3010			141,630		1,040	142,670
SWC Dean Of Administration	112001	828003	3010			123,947		16,592	140,539
SPC Dean for Academic Success SWC	112001	828005	3010			326,156		19,100	345,256
<b>STUDENT SERVICES</b>									
SPC General Institutional Costs	112001	820002	4010				1,571,536	38,365	1,609,901
SPC General Institutional Costs	112003	820002	4010				24,060		24,060
SPC VP Student Success Office	112001	826001	4010			219,422		68,254	287,676
SPC Student Activity Fee-Designated	112003	826005	4010			161,929		251,175	413,104
SPC Counseling and Student Develop	112001	826031	4010			1,144			1,144



**St. Philip's College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
SPC Recruitment	112001	826033	4010			409,644		24,450	434,094
SPC Educational Support Svcs	112001	826041	4010			769,324		85,662	854,986
SPC Advising	112001	826042	4010			1,842,880		20,000	1,862,880
SPC Admissions and Records	112001	826062	4010			841,562		32,650	874,212
SPC Assessment and Testing	112001	826068	4010			312,668		23,970	336,638
SPC Veterans Affairs	112001	826069	4010					19,800	19,800
SPC Military Support Services	112001	826070	4010			397,820		1,500	399,320
SPC Service Learning	112001	826081	4010			46,406		33,550	79,956
SPC Health Center	112001	826091	4010			103,225		1,500	104,725
SPC Student Activities	112001	826092	4010			280,597		5,350	285,947
<b>INSTITUTIONAL SUPPORT</b>									
SPC General Institutional Costs	112001	820002	5010				555,975	285,000	840,975
SPC Office of the President	112001	820003	5010			848,263		67,256	915,519
SPC Hospitality Account	112001	820004	5010					58,500	58,500
SPC Staff Council	112001	820005	5010					4,750	4,750
SPC Quality Enhancement Plan	112001	820007	5010			79,922		33,001	112,923
SPC Business Services	112001	820008	5010					325,414	325,414
SPC Institutional Effectiveness	112001	820009	5010					34,000	34,000
SPC Faculty Senate	112001	820012	5010					750	750
SPC Health Wellness Program	112001	820014	5010					7,500	7,500
SPC LRC Fines	112001	820018	5010					500	500
SPC Marketing & Strategic Commun.	112001	820041	5010			384,271		161,150	545,421
SPC Institutional Advancement	112001	820101	5010			305,550		65,000	370,550
SPC Planning and Research	112001	820201	5010			152,314		13,081	165,395
SPC CETC-BIS Contract Training	112001	822045	5010					7,000	7,000
SPC Hospitality Operations	112001	822062	5010					143,100	143,100
SPC Commencement	112001	826063	5010					125,000	125,000
<b>OPERATIONS AND MAINTENANCE OF PLANT</b>									
SPC General Institutional Costs	172002	820002	6010					5,000	5,000
SPC Office of the President	172001	820003	6010					7,900	7,900
SPC Theater and Fine Arts	172002	821121	6010					10,000	10,000
<b>AUXILIARY ENTERPRISES</b>									
SPC General Institutional Costs	132001	820002	8010				23,243		23,243
SPC GoPrint	132001	823055	8010					17,000	17,000
SPC Child Development Center	112001	826022	8010					4,985	4,985



**St. Philip's College**

**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
SPC Child Development Center	132001	826022	8010			73,978		8,230	82,208
<b>TRANSFERS</b>									
SPC General Institutional Costs	112002	820002	9425					1,336,511	1,336,511
<b>Total St. Philip's College</b>				<b>206.00</b>	<b>\$ 12,384,664</b>	<b>\$ 21,883,673</b>	<b>\$ 9,420,279</b>	<b>\$ 6,440,751</b>	<b>\$ 50,129,367</b>

\* FTE includes full-time faculty only (account code 61001).

\*\* Other Salaries and Wages include Compensation, HWHD, Offer Equity, and Talent adjustments.

Department budgets are required by State Law in Texas State Statute Sec. 51.402b.



**Palo Alto College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
<b>INSTRUCTION</b>									
PAC Agriculture	113001	831211	1010	1.00	56,571	21,697		10,000	88,268
PAC Horticulture	113001	831212	1010	1.00	53,641	117,133		15,000	185,774
PAC Biology - General	113001	831231	1030	11.00	748,785	453,626		31,000	1,233,411
PAC Chemistry	113001	831232	1030	4.00	268,496	161,281		41,000	470,777
PAC Physics	113001	831235	1030	1.00	56,178	31,685		17,000	104,863
PAC Geology	113001	831236	1030	1.00	47,946	11,438		2,500	61,884
PAC Biology - A&P/Micro	113001	831237	1030					31,000	31,000
PAC Business Administration	113001	831221	1040			40,000			40,000
PAC Business Occupations	113001	831222	1040			100,000		10,000	110,000
PAC Distribution Logistics	113001	831223	1040	1.00	58,673	46,716		10,000	115,389
PAC Mid-Management	113001	831224	1040	2.00	142,284	108,092		10,000	260,376
PAC Accounting	113001	831263	1040	1.00	67,000	30,000			97,000
PAC Mass Communications	113001	831175	1060			15,000		500	15,500
PAC VP Academic Success Office	113001	831001	1070			50,000			50,000
PAC Computer Science	113001	831251	1070	3.00	239,868	131,802		10,000	381,670
PAC Computer Information Systems	113001	831252	1070	4.00	257,299	256,471		10,000	523,770
PAC Cybersecurity	113001	831253	1070	1.00	67,000				67,000
PAC Teacher Assistant and Aide Prog	113001	831136	1090			20,000			20,000
PAC Cosmetology	113001	831225	1090	3.00	150,505	275,484		146,951	572,940
PAC VP Academic Success Office	113001	831001	1100			15,000			15,000
PAC Engineering	113001	831234	1100			55,500		11,500	67,000
PAC Electro-Mechanical Technology	113001	831281	1110			20,000		10,000	30,000
PAC Oil and Gas Technology	113001	831283	1110	1.00	65,566	83,217		21,000	169,783
PAC Industrial Technology	113001	831297	1110	2.00	152,110	99,295		20,000	271,405
PAC Speech	113001	831113	1120	5.00	277,048	162,545		3,500	443,093
PAC Humanities	113001	831131	1120	1.00	48,755	40,000			88,755
PAC Philosophy	113001	831133	1120	3.00	226,107	76,564			302,671
PAC English	113001	831172	1120	9.00	586,343	481,162		10,000	1,077,505
PAC Reading and Education	113001	831176	1120	2.00	106,620	9,062			115,682
PAC Working Writers Series	113001	831179	1120					5,000	5,000
PAC LIS	113001	831303	1120			119,814			119,814
PAC Foreign Languages	113001	831174	1130	2.00	124,723	48,697		80	173,500
PAC Nursing ADN	113001	831293	1140			97,251		-	97,251



**Palo Alto College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
PAC Dental Hygiene	113001	831292	1150			102,251		10,000	112,251
PAC VP Academic Success Office	113001	831001	1160			32,500			32,500
PAC Healthcare Administrator	113001	831226	1160	1.00	63,832	74,121		10,000	147,953
PAC Veterinary Technology	113001	831296	1160	2.00	109,224	359,474		85,000	553,698
PAC Mathematics	113001	831261	1190	8.00	471,062	409,366		15,000	895,428
PAC Kinesiology	113001	831266	1230	4.00	290,992	68,203		10,000	369,195
PAC Criminal Justice	113001	831271	1240	1.00	59,327	76,780		1,000	137,107
PAC Social Work	113001	831272	1240			20,000			20,000
PAC Psychology	113001	831134	1250	3.00	190,264	172,320		2,000	364,584
PAC Sociology	113001	831135	1250			51,463			51,463
PAC Student Development	113001	831137	1250	4.00	336,255	134,693		2,000	472,948
PAC Economics	113001	831151	1250	1.00	67,000	100,000		1,000	168,000
PAC Geography	113001	831152	1250	1.00	51,223	11,537			62,760
PAC Government	113001	831153	1250	6.00	393,302	221,624		2,000	616,926
PAC History	113001	831154	1250	7.00	461,319	229,035		6,000	696,354
PAC Mexican-American Studies	113001	832505	1250	1.00	61,931	21,814		14,000	97,745
PAC Art	113001	831111	1260	4.00	317,782	103,273		5,000	426,055
PAC Drama	113001	831112	1260	2.00	146,926	51,683		10,000	208,609
PAC Music	113001	831114	1260	2.00	127,547	78,738		20,000	226,285
PAC Dance	113001	831118	1260			5,000		1,000	6,000
PAC TEDx Program	113001	831119	1260					3,500	3,500
PAC Marching Mariachi Band	113001	831121	1260			5,000		5,000	10,000
PAC General Institutional Revenue	113001	830001	1270					12,000	12,000
PAC General Institutional Costs	113001	830002	1270			82,586	3,367,968	70,000	3,520,554
PAC Technical Computer Labs	113001	830004	1270					121,000	121,000
PAC Participatory Budgeting	113001	830010	1270					25,000	25,000
PAC Honors Program	113001	830012	1270					3,000	3,000
PAC Business Services	113001	830015	1270			(491,323)			(491,323)
PAC Paper Recycling Fund	113001	830017	1270					42,500	42,500
PAC GoPrint Services	113001	830106	1270					15,000	15,000
PAC Distance Learning	113001	830201	1270			39,124		10,000	49,124
PAC VP Academic Success Office	113001	831001	1270			10,000			10,000
PAC One-Stop STEM Center	113001	831006	1270			149,219			149,219
PAC Comm Prmgs-Adult Learn GED/ESL	113001	831405	1270			147,288		138,936	286,224
PAC Winter Wonderland	113001	831416	1270					3,000	3,000



**Palo Alto College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
PAC Comm Prgms-Outreach & Engagment	113001	831417	1270			126,135			126,135
PAC Developmental Math	113001	831262	1280	8.00	537,069	185,630			722,699
PAC Developmental English	113001	831171	1290	3.00	166,194	49,942			216,136
<b>ACADEMIC SUPPORT</b>									
PAC General Institutional Costs	113001	830002	3010				435,462		435,462
PAC Marketing & Strategic Comm.	113001	830101	3010			9,878			9,878
PAC Campus Operations Mngmt	113001	830210	3010			4,670			4,670
PAC VP Academic Success Office	113001	831001	3010			243,131		37,000	280,131
PAC Tutoring Services	113001	831008	3010			387,090		20,000	407,090
PAC Teaching & Learning Center	113001	831009	3010			156,416		7,000	163,416
PAC Dean Of Arts & Sciences Office	113001	831101	3010			146,142		41,500	187,642
PAC Dean Of Career & Technology Off	113001	831201	3010			154,333		21,500	175,833
PAC Dean Of Learning Resource	113001	831301	3010			106,892		10,000	116,892
PAC Learning Resources	113001	831302	3010			283,743			283,743
PAC LIS	113001	831303	3010					500	500
PAC Library Automation	113001	831304	3010					16,000	16,000
PAC LRC Fines	113001	831307	3010					1,000	1,000
PAC Dean of CE & Workforce Office	113001	831401	3010			104,394			104,394
PAC Alumni Engagement	113001	832503	3010					3,000	3,000
<b>STUDENT SERVICES</b>									
PAC General Institutional Costs	113001	830002	4010				1,311,817	6,200	1,318,017
PAC General Institutional Costs	113003	830002	4010				13,836		13,836
PAC Commencement	113001	830102	4010					70,000	70,000
PAC New Student Orientation	113001	830205	4010			421,821		40,000	461,821
PAC Institutional Advancement	113001	830209	4010			1,914			1,914
PAC VP Student Success Office	113001	832001	4010			184,075		37,000	221,075
PAC PACfest	113001	832005	4010					145,000	145,000
PAC Dean of Advocacy & Student Life	113001	832006	4010			720		10,000	10,720
PAC Dean of Advising & Enrollment	113001	832051	4010			337,889		10,000	347,889
PAC Student Conduct	113001	832052	4010					5,500	5,500
PAC Student Govt Assoc	113001	832053	4010					5,000	5,000
PAC Student Activities	113001	832101	4010			177,199		16,000	193,199
PAC Clinic	113001	832102	4010					10,000	10,000
PAC New Student Convocation	113001	832103	4010					8,000	8,000
PAC PTK Honor Society	113001	832104	4010					5,000	5,000



**Palo Alto College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
PAC Student Activity Fee-Designated	113003	832106	4010			72,633		288,639	361,272
PAC SHARE Center	113001	832107	4010			157,235		32,000	189,235
PAC Community Garden	113001	832108	4010					10,000	10,000
PAC Admissions and Records	113001	832201	4010			439,467		8,000	447,467
PAC Assessment	113001	832204	4010			143,396		40,000	183,396
PAC Veterans Affairs	113001	832206	4010			263,926		13,800	277,726
PAC Counseling	113001	832401	4010			148,031		5,600	153,631
PAC Puente Program	113001	832402	4010			8,000		9,000	17,000
PAC Student Support Services	113001	832501	4010			3,120			3,120
PAC Special Populations	113001	832502	4010			101,224		5,600	106,824
PAC Scholarship Support Services	113001	832504	4010					5,000	5,000
PAC Undergraduate Advising	113001	832506	4010			117,216			117,216
PAC Dual Credit	113001	832507	4010			178,215		148,000	326,215
PAC College & Career Readiness Mdls	113001	832508	4010			423,644		20,000	443,644
PAC STEAM Advising Center	113001	832509	4010			416,011		5,600	421,611
PAC SEED Advising Center	113001	832510	4010			377,580		5,600	383,180
PAC BOLD Advising Center	113001	832511	4010			368,628		5,600	374,228
PAC Advising Management	113001	832512	4010			246,781		8,800	255,581
PAC ECHS & DC Management	113001	832513	4010			90,803		5,000	95,803
<b>INSTITUTIONAL SUPPORT</b>									
PAC General Institutional Costs	113001	830002	5010				813,060	45,002	858,062
PAC Office of the President	113001	830003	5010			541,984		47,000	588,984
PAC Hospitality Account	113001	830005	5010					10,000	10,000
PAC Celebracion	113001	830006	5010					30,000	30,000
PAC Technology Plan Funds	113001	830009	5010					222,000	222,000
PAC Budget Office Operations	113001	830011	5010			123,691		1,000	124,691
PAC Business Services	113001	830015	5010					311,885	311,885
PAC Staff Council Designated Rev	113001	830016	5010					5,000	5,000
PAC Information Technology Services	113001	830018	5010			765,888		40,000	805,888
PAC SACS Accreditation	113001	830024	5010					20,000	20,000
PAC Marketing & Strategic Comm.	113001	830101	5010			369,399		200,000	569,399
PAC VP of College Services Office	113001	830104	5010			216,216		37,000	253,216
PAC Hospitality College Services	113001	830105	5010					5,000	5,000
PAC Campus Safety	113001	830107	5010			53,252		30,000	83,252
PAC Planning and Research	113001	830203	5010			141,490		15,000	156,490



**Palo Alto College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
PAC Institutional Advancement	113001	830209	5010			170,764		5,000	175,764
PAC Campus Operations Mngmt	113001	830210	5010			171,265		20,000	191,265
PAC Strategic Planning	113001	830300	5010					10,000	10,000
PAC Faculty Senate	113001	831004	5010					10,000	10,000
PAC Hospitality Academic Affairs	113001	831007	5010					5,000	5,000
PAC Auditorium	113001	831117	5010			100,043		15,000	115,043
PAC Health Wellness Program	113001	831267	5010					3,000	3,000
PAC Hospitality Student Affairs	113001	832003	5010					5,000	5,000
<b>INSTITUTIONAL SCHOLARSHIPS</b>									
PAC General Institutional Costs	113001	830002	7010					50,000	50,000
<b>AUXILIARY ENTERPRISES</b>									
PAC General Institutional Costs	133001	830002	8010				122,981		122,981
PAC General Institutional Costs	133003	830002	8010				63,276		63,276
PAC Misc Facility Rentals	173003	830019	8010					5,000	5,000
PAC Natatorium Operation + Maint	133003	830022	8010			165,401		446,619	612,020
PAC - Soccer Field	173003	830023	8010					7,000	7,000
PAC Summer Camps - Athletics	133001	830026	8010			40,000		102,500	142,500
PAC Summer Camps - Fine Arts	133001	830027	8010			15,000		36,300	51,300
PAC Summer Camps - Library	133001	830028	8010			3,000		2,640	5,640
PAC Natatorium - LTS prgm	133003	830030	8010			86,201			86,201
PAC Drama	173002	831112	8010					2,000	2,000
PAC Auditorium	173002	831117	8010					10,000	10,000
PAC AUX Family Center	133001	832901	8010			376,062		40,060	416,122
<b>TRANSFERS</b>									
PAC General Institutional Costs	113002	830002	9425					777,902	777,902
<b>Total Palo Alto College</b>				<b>117.00</b>	<b>\$ 7,652,767</b>	<b>\$ 15,421,881</b>	<b>\$ 6,128,400</b>	<b>\$ 4,782,314</b>	<b>\$ 33,985,362</b>

\* FTE includes full-time faculty only (account code 61001).

\*\* Other Salaries and Wages include Compensation, HWHD, Offer Equity, and Talent adjustments.

Department budgets are required by State Law in Texas State Statute Sec. 51.402b.



**Northwest Vista College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
<b>INSTRUCTION</b>									
NVC Natural and Phys Sciences Chair	114001	842041	1030	1.00	67,842	1,904			69,746
NVC Biological Sciences	114001	842042	1030	18.00	1,169,176	653,322		61,523	1,884,021
NVC Chemistry	114001	842043	1030	6.00	374,753	240,420		17,146	632,319
NVC Geology	114001	842044	1030	3.00	214,309	110,427		2,143	326,879
NVC Physics	114001	842045	1030	3.00	185,589	174,484		7,903	367,976
NVC Science Tutoring & Advocacy Lab	114001	842047	1030			197,214		1,750	198,964
NVC Clinical Research Coordinator	114001	842054	1030	1.00	60,099	42,430			102,529
NVC Business Administration	114001	842022	1040	1.00	48,775	78,965			127,740
NVC Accounting	114001	842023	1040	3.00	203,594	119,192		700	323,486
NVC Customer Services/Sales Ops	114001	842055	1040	1.00	57,565	25,680		150	83,395
NVC Digital Video & Cinema Prod	114001	842060	1060	2.00	113,890	52,242		33,227	199,359
NVC Gaming Development	114001	842061	1060	2.00	103,751	129,428		13,728	246,907
NVC Mass Communications	114001	842083	1060			47,936		250	48,186
NVC Digital Media	114001	842059	1070	2.00	142,507	161,419		31,325	335,251
NVC Computer Information Systems	114001	842062	1070	2.00	175,628	330,266			505,894
NVC Info Assurance and Cybersecurit	114001	842063	1070	1.00	60,981	73,708		4,500	139,189
NVC Education	114001	842085	1090	2.00	126,561	74,448		250	201,259
NVC Engineering	114001	842046	1100	2.00	163,847	133,962		3,850	301,659
NVC Nanotechnology	114001	842058	1100			1,907			1,907
NVC Water Resource Science	114001	842053	1110	1.00	66,489	22,788		5,200	94,477
NVC Nanotechnology	114001	842058	1110	1.00	61,888	24,135		750	86,773
NVC Philosophy	114001	842032	1120	4.00	239,668	229,480			469,148
NVC Humanities	114001	842033	1120	2.00	119,249	108,706		600	228,555
NVC Mass Communications	114001	842083	1120	1.00	51,280				51,280
NVC Speech	114001	842084	1120	6.00	386,705	240,385		250	627,340
NVC English	114001	842092	1120	19.00	1,255,865	1,131,834			2,387,699
NVC CE ESL Program	114001	842508	1120			206,779		5,350	212,129
NVC Student Development	114001	845303	1120	2.00	117,993	125,098			243,091
NVC Foreign Languages	114001	842034	1130	2.00	123,960	195,739		300	319,999
NVC Community Health	114001	842056	1160	2.00	120,930	35,196		75	156,201
NVC Pharmacy Technology	114001	842057	1160	1.00	52,157	43,832		1,500	97,489
NVC Mathematics	114001	842073	1190	26.00	1,676,446	693,771			2,370,217
NVC Kinesiology	114001	842016	1230	3.00	202,814	116,624		5,900	325,338



**Northwest Vista College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
NVC Personal Fitness Trainer	114001	842052	1230	1.00	59,769	52,559		6,110	118,438
NVC Criminal Justice	114001	842086	1240	2.00	125,863	109,664		250	235,777
NVC Economics	114001	842024	1250	4.00	252,645	155,313		250	408,208
NVC Government	114001	842025	1250	10.00	647,103	477,770		200	1,125,073
NVC History	114001	842035	1250	11.00	659,250	606,208			1,265,458
NVC Mexican-American Studies	114001	842036	1250	1.00	58,965	71,107		1,300	131,372
NVC Geography	114001	842082	1250	2.00	138,279	67,022		1,000	206,301
NVC Psychology	114001	842087	1250	7.00	459,927	320,897		2,750	783,574
NVC Sociology	114001	842088	1250	3.00	180,391	119,760		250	300,401
NVC Anthropology	114001	842089	1250	2.00	104,538	105,789		1,000	211,327
NVC Student Development	114001	845303	1250			298,021			298,021
NVC Fine Arts	114001	842012	1260	8.00	525,455	354,883		27,245	907,583
NVC Drama	114001	842013	1260	2.00	130,527	67,574		13,970	212,071
NVC Dance	114001	842014	1260	2.00	131,671	49,738		7,999	189,408
NVC Music	114001	842015	1260	4.00	254,325	186,742		33,780	474,847
NVC General Institutional Costs	114001	840002	1270			(359,950)	5,072,205	(395,440)	4,316,815
NVC Academic Affairs	114001	842001	1270			42,500			42,500
NVC Math Lab	114001	842072	1280			300,756		100	300,856
NVC Developmental Math	114001	842074	1280			553,743		432	554,175
NVC Developmental English	114001	842093	1290	2.00	136,970	3,833			140,803
NVC English and Reading Labs	114001	842094	1290			278,387		750	279,137
NVC General Institutional Costs	114001	840002	1999					150,000	150,000
NVC Community Education	114001	848003	1999			165,006		36,000	201,006
<b>ACADEMIC SUPPORT</b>									
NVC General Institutional Costs	114001	840002	3010				1,296,646	428,783	1,725,429
NVC Academic Affairs	114001	842001	3010			360,651		20,900	381,551
NVC Quality Enhancement Plan	114001	842006	3010			157,653		12,550	170,203
NVC Dean for Academic Success	114001	842007	3010			103,080			103,080
NVC Arts and Kinesiology Chair	114001	842011	3010			58,618		2,334	60,952
NVC Arts and Kinesiology Chair	174003	842011	3010					11,500	11,500
NVC Music	114001	842015	3010			12,046			12,046
NVC Theater Scene Shop	114001	842017	3010			100,196		16,500	116,696
NVC Theater Box Office	114001	842018	3010			94,589		2,050	96,639
NVC Humanities Chair	114001	842031	3010			45,658		9,450	55,108
NVC Natural and Phys Sciences Chair	114001	842041	3010			185,653		7,237	192,890



**Northwest Vista College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
NVC Workforce Programs Chair	114001	842051	3010			45,658		2,135	47,793
NVC Math Chair	114001	842071	3010			48,061		9,350	57,411
NVC Mathematics	114001	842073	3010			21,037			21,037
NVC Social Sciences Chair	114001	842081	3010			45,761		4,250	50,011
NVC English and Reading Chair	114001	842091	3010			53,501		10,900	64,401
NVC Writing Across Curriculum Lab	114001	842096	3010			127,487		650	128,137
NVC Speech Lab	114001	842101	3010					150	150
NVC Learning Resources	114001	842202	3010			734,452		1,700	736,152
NVC Library Books and Materials	114001	842204	3010					318,128	318,128
NVC Arts and Sciences	114001	842301	3010			113,281		2,025	115,306
NVC Dual Credit Program	114001	842302	3010			219,022		418,900	637,922
NVC Teaching with Technology	114001	842303	3010			182,947		10,000	192,947
NVC Service Learning	114001	842304	3010			54,768		1,100	55,868
NVC Work Force Development	114001	842501	3010			110,161		720	110,881
NVC CE Administration	114001	842506	3010			115,186			115,186
NVC Program Dev & Performance	114001	842511	3010			65,698		5,500	71,198
NVC Go Print	114001	844004	3010			12,904		17,329	30,233
NVC Information Technology	114001	844021	3010			905,826		157,278	1,063,104
NVC Open Computer Lab	114001	844022	3010			288,681		4,700	293,381
NVC Institutional Research	114001	844031	3010			59,922			59,922
NVC Student Development	114001	845303	3010			205,203			205,203
<b>STUDENT SERVICES</b>									
NVC General Institutional Costs	114001	840002	4010				1,750,862		1,750,862
NVC General Institutional Costs	114003	840002	4010				48,441		48,441
NVC Commencement	114001	840004	4010					55,044	55,044
NVC Student Success	114001	845001	4010			321,793		36,483	358,276
NVC Recruitment	114001	845002	4010			71,758		2,350	74,108
NVC Readiness Center	114001	845003	4010					3,130	3,130
NVC Dean of Student Success	114001	845004	4010			135,001		100	135,101
NVC Stu Advocacy & Resource Center	114001	845005	4010			274,243		22,700	296,943
NVC Degree Completion	114001	845101	4010					450	450
NVC Assessment And Testing	114001	845102	4010			256,875		80,647	337,522
NVC Records	114001	845103	4010			483,811		899	484,710
NVC New Student Orientation	114001	845104	4010					1,000	1,000
NVC Enrollment Services	114001	845105	4010			91,185		717	91,902



**Northwest Vista College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
NVC Student Advising	114001	845201	4010			2,757,493		200	2,757,693
NVC Veterans Affairs	114001	845202	4010			180,821		11,075	191,896
NVC Career Center	114001	845203	4010					600	600
NVC Vista Central	114001	845204	4010			628,613		200	628,813
NVC Recreation Sports and Wellness	114001	845401	4010			100,660			100,660
NVC Student Life	114001	845403	4010			230,279		1,500	231,779
NVC Student Activity Fee-Designated	114003	845404	4010			201,971		490,627	692,598
NVC Student Wellness Center	114001	845501	4010			170,436			170,436
NVC Access Office	114001	845502	4010			103,472		355	103,827
NVC Scholarship Coordination	114001	848011	4010			39,256		1,177	40,433
<b>INSTITUTIONAL SUPPORT</b>									
NVC General Institutional Costs	114001	840002	5010				561,528		561,528
NVC Office of the President	114001	840003	5010			446,962		10,666	457,628
NVC Faculty and Staff Development	114001	840006	5010					62,864	62,864
NVC Staff Council	114001	840008	5010					3,874	3,874
NVC Public Relations	114001	840011	5010			415,261		90,810	506,071
NVC Marketing and Advertising	114001	840012	5010					94,853	94,853
NVC PR Community Events	114001	840013	5010					500	500
NVC Dean for Academic Success	114001	842007	5010			720		669	1,389
NVC College Risk Management	114001	842402	5010			87,721		12,365	100,086
NVC College Services	114001	844001	5010			189,566		17,690	207,256
NVC College Initiatives	114001	844002	5010					45,752	45,752
NVC Resource Management	114001	844003	5010			113,573		66,332	179,905
NVC Grant Development	114001	844011	5010			85,802		6,199	92,001
NVC Information Technology	114001	844021	5010			32,180			32,180
NVC Institutional Research	114001	844031	5010			173,555		26,250	199,805
NVC - Finance & Purchasing	114001	844061	5010			113,252		176,000	289,252
NVC Scholarship Coordination	114001	848011	5010			35,798			35,798
NVC Rentals and Events	114001	848012	5010			57,676		8,853	66,529
NVC Community Development	114001	848013	5010			92,891		10,058	102,949
NVC Alumni Connections	114001	848014	5010			752		3,876	4,628
<b>TRANSFERS</b>									
NVC Faculty Senate	114002	842002	9425					1,176,225	1,176,225
<b>Total Northwest Vista College</b>				<b>181.00</b>	<b>\$ 11,609,989</b>	<b>\$ 22,272,119</b>	<b>\$ 8,729,682</b>	<b>\$ 4,085,525</b>	<b>\$ 46,697,315</b>

\* FTE includes full-time faculty only (account code 61001).

\*\* Other Salaries and Wages include Compensation, HWHD, Offer Equity, and Talent adjustments.

Department budgets are required by State Law in Texas State Statute Sec. 51.402b.



**Northeast Lakeview College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
<b>INSTRUCTION</b>									
NLC General Institutional Costs	115001	850002	1030					4,000	4,000
NLC Biological Sciences	115001	852162	1030	9.00	607,428	202,318		32,100	841,846
NLC Chemistry	115001	852163	1030	3.00	183,584	85,962		10,100	279,646
NLC Physics	115001	852164	1030	1.00	56,000	31,000			87,000
NLC Geology	115001	852165	1030	1.00	67,739	1,901		600	70,240
NLC Economics	115001	852171	1030					150	150
NLC Dean of CE and Workforce Office	115001	853001	1030	1.00	56,000				56,000
NLC Network Administration	115001	853002	1030	1.00	55,154	1,655			56,809
NLC Information Assur&CyberSecurity	115001	853003	1030	1.00	55,154	1,655			56,809
NLC Accounting-Business-Managemt	115001	852121	1040	1.00	51,045	20,460		400	71,905
NLC Business/BCIS	115001	852122	1040	3.00	177,306	15,764			193,070
NLC Journalism	115001	852113	1060			15,157			15,157
NLC Computer Information System	115001	852154	1070	1.00	78,505	2,223			80,728
NLC Network Administration	115001	853002	1070					8,500	8,500
NLC Information Assur&CyberSecurity	115001	853003	1070			16,003		8,500	24,503
NLC Education	115001	852182	1090	2.00	113,009	3,302		200	116,511
NLC English	115001	852102	1120	9.00	566,039	167,275		450	733,764
NLC Reading	115001	852103	1120			48,267			48,267
NLC Student Development	115001	852105	1120			9,895			9,895
NLC Humanities	115001	852112	1120	1.00	65,966	22,264		100	88,330
NLC Philosophy	115001	852114	1120	4.00	243,150	38,949		450	282,549
NLC Speech	115001	852116	1120	5.00	308,659	43,231		900	352,790
NLC Foreign Languages	115001	852111	1130	2.00	113,681	15,835		200	129,716
NLC Mathematics and COSC	115001	852151	1190	12.00	767,305	310,639		2,600	1,080,544
NLC Kinesiology	115001	852141	1230	2.00	124,794	60,995		4,100	189,889
NLC Kinesiology	175001	852141	1230			1,000		4,000	5,000
NLC Network Administration	115001	853002	1230			7,500			7,500
NLC Economics	115001	852171	1250	1.00	86,404	79,667			166,071
NLC Geography	115001	852173	1250	1.00	55,766	11,912		500	68,178
NLC History	115001	852174	1250	5.00	337,407	172,028		800	510,235
NLC Political Science	115001	852176	1250	1.00	53,817	103,336		1,000	158,153
NLC Government	115001	852177	1250	3.00	186,755	5,384			192,139
NLC Social Sciences	115001	852179	1250			17,496			17,496



**Northeast Lakeview College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
NLC Anthropology	115001	852181	1250			16,716		100	16,816
NLC Psychology	115001	852183	1250	3.00	169,827	41,628		800	212,255
NLC Sociology	115001	852184	1250			40,744		350	41,094
NLC Instruction Pool Academic	115001	852012	1260			142,600			142,600
NLC Art Department	115001	852131	1260	4.00	264,974	33,892		2,850	301,716
NLC Music	115001	852134	1260	1.00	80,003	20,983		2,300	103,286
NLC Theatre and Communications	115001	852135	1260			50,407		7,100	57,507
NLC Theatre and Communications	175002	852135	1260			500		500	1,000
NLC Theatre and Communications	175003	852135	1260			500		500	1,000
NLC Drama	115001	852136	1260	1.00	67,208	1,972			69,180
NLC General Institutional Costs	115001	850002	1270			231,865	1,910,977	196,000	2,338,842
NLC General Institutional Costs	175001	850002	1270				324		324
NLC General Institutional Costs	175002	850002	1270				162		162
NLC General Institutional Costs	175003	850002	1270				162		162
NLC Vice Pres Acad Affairs Office	115001	852001	1270			5,000			5,000
NLC Consolidated Printers	115001	855007	1270					80,000	80,000
NLC Institutional Projects	115001	855008	1270					34,000	34,000
NLC Purchasing Services	115001	855009	1270					50,000	50,000
NLC Student Services Instruction	115001	851022	1290			2,711			2,711
NLC Developmental English	115001	852101	1290			26,883			26,883
<b>ACADEMIC SUPPORT</b>									
NLC General Institutional Costs	115001	850002	3010				732,668		732,668
NLC Adjunct Faculty Council	115001	850018	3010					1,500	1,500
NLC Vice Pres Acad Affairs Office	115001	852001	3010			221,578		188,178	409,756
NLC VPAA Hospitality Account	115001	852003	3010					2,000	2,000
NLC Instructional Innovation	115001	852005	3010			159,043		4,820	163,863
NLC Service Learning Initiative	115001	852007	3010					1,000	1,000
NLC International Initiative	115001	852008	3010					1,000	1,000
NLC Teach and Learn Comm Initiative	115001	852009	3010					1,000	1,000
NLC Honors Initiative	115001	852010	3010					1,000	1,000
NLC Tutoring Services	115001	852011	3010			266,299		36,185	302,484
NLC Academic Affairs	115001	852013	3010			106,172			106,172
NLC Academic Support	115001	852015	3010			55,994		41,100	97,094
NLC College Assessment	115001	852018	3010					21,000	21,000
NLC College Institutional Research	115001	852019	3010			168,381		10,500	178,881



**Northeast Lakeview College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
NLC Education	115001	852182	3010			85,295			85,295
NLC Dean of Arts and Sciences Office	115001	852301	3010			35,041		11,414	46,455
NLC Dean of CE and Workforce Office	115001	853001	3010			106,892		13,350	120,242
NLC Community Program	115001	853006	3010			101,720		5,800	107,520
NLC Learning Resource Ctr Office	115001	854001	3010			432,147		191,987	624,134
NLC Dean for Acad Success/Support	115001	854002	3010			106,892		13,758	120,650
NLC Library Fines and Lost Material	115001	854004	3010					1,000	1,000
NLC Information Technologies	115001	855002	3010			610,763		50,700	661,463
NLC Information Technology	115001	855006	3010					8,000	8,000
<b>STUDENT SERVICES</b>									
NLC General Institutional Costs	115001	850002	4010				1,002,483		1,002,483
NLC General Institutional Costs	115003	850002	4010				23,767		23,767
NLC VP Student and Admin Services	115001	851001	4010			182,746		100,273	283,019
NLC Assessment and Testing	115001	851004	4010			179,341		46,500	225,841
NLC Admissions and Records	115001	851005	4010			224,369		7,800	232,169
NLC Student Activity Fee-Designated	115003	851006	4010			111,009		152,016	263,025
NLC Advocacy	115001	851007	4010			80,059		15,000	95,059
NLC VPSAS Hospitality Account	115001	851013	4010					5,000	5,000
NLC Student Activities	115001	851015	4010			207,157		8,762	215,919
NLC Counseling	115001	851016	4010			72,056		2,700	74,756
NLC Experiential Learning	115001	851017	4010			126,786		5,500	132,286
NLC Career Services and Job Placement	115001	851018	4010			4,828		8,700	13,528
NLC Recruitment and Retention	115001	851019	4010			227,079		37,820	264,899
NLC Advising	115001	851020	4010			1,177,957		13,000	1,190,957
NLC Disability Services	115001	851024	4010			52,733		8,400	61,133
NLC Student Populations	115001	851025	4010			77,798		10,000	87,798
NLC Veterans Affairs	115001	851026	4010			139,289		32,000	171,289
NLC Early College High School	115001	851027	4010			284,649		8,000	292,649
NLC Welcome Ctr/Call Center	115001	851028	4010			34,962		2,000	36,962
NLC Scholarship Services	115001	851029	4010			43,293		4,000	47,293
NLC Job Placement	115001	851030	4010			1,636		2,000	3,636
NLC PTK Honor Society	115001	851031	4010					8,000	8,000
NLC Graduation Team	115001	851032	4010			31,784		2,000	33,784
NLC Dean of Student Success Office	115001	851201	4010			152,851		9,600	162,451



**Northeast Lakeview College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
<b>INSTITUTIONAL SUPPORT</b>									
NLC General Institutional Costs	115001	850002	5010				394,948		394,948
NLC General Institutional Costs	175004	850002	5010			500	162	1,000	1,662
NLC Office of the President	115001	850003	5010			442,820		58,677	501,497
NLC Hospitality Account	115001	850005	5010					20,750	20,750
NLC Institutional Advancement	115001	850006	5010			77,912		5,500	83,412
NLC Self Study	115001	850007	5010					52,000	52,000
NLC Public Relations	115001	850009	5010			356,700		76,780	433,480
NLC Faculty Senate	115001	850010	5010			9,600		3,000	12,600
NLC Staff Council	115001	850011	5010					3,000	3,000
NLC Green Team Recycling	115001	850012	5010					10,000	10,000
NLC Professional Development	115001	850013	5010					55,000	55,000
NLC Employee Development Committee	115001	850014	5010					10,000	10,000
NLC Safety Initiative	115001	850015	5010			9,431		3,000	12,431
NLC History & Heritage	115001	850016	5010					6,000	6,000
NLC Strategic Plan	115001	850019	5010					3,000	3,000
NLC Community Events	115001	850020	5010			3,000		47,000	50,000
NLC Graduation	115001	851023	5010			2,000		68,000	70,000
NLC Disability Services	115001	851024	5010			10,335			10,335
NLC College Services	115001	855001	5010			178,716		28,542	207,258
NLC Institutional Support	115001	855005	5010			188,368		5,200	193,568
<b>TRANSFERS</b>									
NLC General Institutional Costs	115002	850002	9425					435,586	435,586
<b>Total Northeast Lakeview College</b>				<b>79.00</b>	<b>\$ 4,992,679</b>	<b>\$ 9,277,455</b>	<b>\$ 4,065,653</b>	<b>\$ 2,440,548</b>	<b>\$ 20,776,335</b>

\* FTE includes full-time faculty only (account code 61001).

\*\* Other Salaries and Wages include Compensation, HWHD, Offer Equity, and Talent adjustments.

Department budgets are required by State Law in Texas State Statute Sec. 51.402b.



**District Support Operations**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
<b>INSTRUCTION</b>									
DIS CE Instructional Delivery-SAC	119001	897361	1040					26,573	26,573
DIS CE Instructional Delivery-PAC	119001	897363	1040					5,250	5,250
DIS CE Instructional Delivery-NVC	119001	897364	1040			136,240		13,859	150,099
DIS CE Instructional Delivery-NLC	119001	897365	1040			2,640		19,141	21,781
DIS CE Instructional Delivery-NLC	119001	897365	1070			48,270		154,012	202,282
DIS Continuing Education	119001	897301	1080			5,044	797		5,841
DIS Continuing Education	119001	897301	1110			106,562	797		107,359
DIS CE Instructional Delivery-SPC	119001	897362	1110			214,770	696		215,466
DIS CE Instructional Delivery-PAC	119001	897363	1160			114,360		54,434	168,794
DIS CE Instructional Delivery-NLC	119001	897365	1160					1,320	1,320
DIS AVC EWD Ops	119001	897003	1270			63,045	20,411		83,456
DIS Continuing Education	119001	897301	1270			13,726	34,007		47,733
DIS CE Instructional Delivery-SPC	119001	897362	1270				17,837	88,763	106,600
DIS CE Instructional Delivery-PAC	119001	897363	1270				9,697	4,420	14,117
DIS CE Instructional Delivery-NVC	119001	897364	1270				11,552		11,552
DIS CE Instructional Delivery-NLC	119001	897365	1270				4,317	459	4,776
DIS Vice Chanc Acad Affairs Offc	119001	898001	1270			197,202	63,845	144,750	405,797
<b>PUBLIC SERVICE</b>									
DIS CE Instructional Delivery-SAC	119001	897361	2010			49,520	4,199		53,719
<b>ACADEMIC SUPPORT</b>									
DIS Vice Chanc Acad Affairs Offc	119001	898001	3010			110,968	34,254		145,222
DIS Alamo Colleges On-Line	119001	898005	3010			1,221,740	350,871	256,943	1,829,554
DIS Pathways Institute	119001	898007	3010					3,400	3,400
DIS On-line Programming Revenues	119001	898010	3010					150,000	150,000
<b>STUDENT SERVICES</b>									
DIS Call Center	119001	893014	4010			216,617	69,309	1,432,000	1,717,926
DIS General Institutional	119001	893901	4010			96,730	18,156		114,886
DIS Enterprise Reporting	119001	895002	4010			595,070	190,140	30,000	815,210
DIS Brackenridge EDUC CTR/BETC	119001	897002	4010			167,503	44,223	69,900	281,626
DIS Student + Community Prog Dev	119001	899001	4010			220,243	70,242	14,217	304,702
DIS Student Access & Success Initia	119001	899002	4010			290,343	92,595	30,119	413,057
DIS Student Leadership Program	119001	899003	4010			149,816	45,625	57,140	252,581
DIS Districtwide Advising	119001	899004	4010					44,098	44,098



**District Support Operations**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
DIS Access & Support Services	119001	899005	4010					5,000	5,000
DIS Districtwide Onboarding	119001	899006	4010			158,808	51,415	34,090	244,313
DIS Student Financial Services	111001	899011	4010			364,168	114,292		478,460
DIS Student Financial Services	112001	899011	4010			252,102	78,330		330,432
DIS Student Financial Services	113001	899011	4010			251,296	80,144		331,440
DIS Student Financial Services	114001	899011	4010			300,195	95,595		395,790
DIS Student Financial Services	115001	899011	4010			262,318	83,286		345,604
DIS Student Financial Services	119001	899011	4010			1,578,765	497,198	835,850	2,911,813
DIS VC Student Success Office	119001	899021	4010			96,533	31,253		127,786
DIS Mobile Go Center-Recruiting	119001	899022	4010			114,167	18,578	37,535	170,280
DIS Interpreter Services	119001	899023	4010			611,404	131,313	201,101	943,818
DIS Student Success Strategies	119001	899025	4010					2,000,000	2,000,000
DIS College Connection	119001	899026	4010			59,166	17,815	50,000	126,981
DIS Center for Student Information	119001	899031	4010			1,627,475	508,805	114,802	2,251,082
<b>INSTITUTIONAL SUPPORT</b>									
DIS Board Of Trustees	119001	890001	5010					100,000	100,000
DIS Chancellors Office	119001	891001	5010			1,368,919	434,517	137,042	1,940,478
DIS Institutional Membership	119001	891002	5010					239,000	239,000
DIS Hospitality	119001	891003	5010					73,315	73,315
DIS AlamoPROMISE	119001	891004	5010			377,301	115,957	127,598	620,856
DIS Office of Legal Services	119001	891011	5010			414,162	132,087	472,114	1,018,363
DIS Board Election	119001	891012	5010					510,000	510,000
DIS Institutional Advancement	119001	891021	5010			1,274,176	406,945	318,662	1,999,783
DIS Internal Audit	119001	891031	5010			547,008	174,185	110,000	831,193
DIS Ethics and Compliance Office	119001	891051	5010			100,069	32,398	48,039	180,506
DIS Vice Chancellor Finance + Adm	119001	893004	5010			468,302	149,684	84,501	702,487
DIS Project Facilitation Office	119001	893005	5010			2,249	355		2,604
DIS Enterprise Risk Management	119001	893012	5010			342,696	107,586	504,357	954,639
DIS Environmental Safety	119001	893013	5010					43,700	43,700
DIS Budget	119001	893022	5010			(1,000,000)	(323,755)	2,847,476	1,523,721
DIS Human Resources	119001	893201	5010			5,107,656	1,590,173	709,523	7,407,352
DIS New Hire Expense	119001	893202	5010					81,170	81,170
DIS Employee Re-Training	119001	893203	5010					7,000	7,000
DIS Tuition Reimbursement	119001	893204	5010					414,309	414,309
DIS Professional Development	119001	893205	5010					401,009	401,009



**District Support Operations**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
DIS Employee Accomodations	119001	893206	5010					3,000	3,000
DIS Faculty Development	119001	893214	5010					222,403	222,403
DIS Adjunct Certification Program	119001	893215	5010			203,000	17,213		220,213
DIS Purchasing & Contract Admin	119001	893401	5010			1,110,732	353,353	75,250	1,539,335
DIS Mailroom	119102	893441	5010					430,170	430,170
DIS Finance and Fiscal Services	119001	893502	5010			4,962,682	1,534,105	254,022	6,750,809
DIS Bursar	111001	893511	5010			226,765	61,298	12,847	300,910
DIS Bursar	112001	893511	5010			129,686	33,596	8,590	171,872
DIS Bursar	113001	893511	5010			158,250	43,018	6,980	208,248
DIS Bursar	114001	893511	5010			178,511	45,399	5,349	229,259
DIS Bursar	115001	893511	5010			124,432	32,051	4,134	160,617
DIS Department of Public Safety	111001	893801	5010			1,633,705	518,254		2,151,959
DIS Department of Public Safety	112001	893801	5010			999,969	316,434		1,316,403
DIS Department of Public Safety	113001	893801	5010			417,067	131,859		548,926
DIS Department of Public Safety	114001	893801	5010			459,476	145,633		605,109
DIS Department of Public Safety	115001	893801	5010			665,462	209,212		874,674
DIS Department of Public Safety	119001	893801	5010			1,348,893	407,571	799,188	2,555,652
DIS Department of Public Safety	119201	893801	5010			146,627	47,005		193,632
DIS Department of Public Safety	133001	893801	5010			5,795			5,795
DIS General Institutional	119001	893901	5010			371,552		10,733,207	11,104,759
DIS Insurance	119001	893902	5010					1,035,236	1,035,236
DIS Institutional Reserve	119001	893907	5010					1,024,330	1,024,330
DIS Benefits Other	119001	893913	5010				5,394,818		5,394,818
DIS EAP Services	119001	893914	5010				152,937		152,937
DIS Staff Council	119001	893915	5010					8,900	8,900
DWD Unified Staff Council	119001	893917	5010					20,000	20,000
DWD COVID-19 Expenses	119001	893919	5010			186,819	16,280		203,099
DIS Vice Chancellor PPIS Office	119001	895001	5010			60,249	18,369	20,000	98,618
DIS EnterpriseIT Risk Security Svcs	119001	895003	5010			284,665	91,095	450,000	825,760
DIS Banner Project Services	119001	895101	5010			541,522	171,577	1,250,000	1,963,099
DIS Strategic Planning + Performa	119001	895201	5010			234,445	75,053	35,000	344,498
DIS Institutional Research + Effe	119001	895301	5010			1,158,134	368,683	30,000	1,556,817
DIS Director IT Services Office	119102	895401	5010			6,171,371	1,948,619	9,851,076	17,971,066
DIS Computer Replacement Prog	119001	895402	5010					300,000	300,000
DIS Faculty Wkstation Replacement	119001	895403	5010					480,000	480,000



**District Support Operations**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
DIS Communications	119001	895461	5010					1,135,000	1,135,000
DIS VC Economic+WorkforceDeOffice	119001	897001	5010			547,053	175,889	400,421	1,123,363
DIS AVC EWD Ops	119001	897003	5010			1,005,500	320,067	291,335	1,616,902
DIS Center Ops	119001	897005	5010			34,425	11,145	25,000	70,570
DIS Educator Prep Program	119001	897008	5010			88,464	23,999	10,924	123,387
DIS Bellwether Consortium	119001	897012	5010			106,090	33,835	65,070	204,995
EWD-Workplace Learning Office	119001	897013	5010			214,237	64,128	13,350	291,715
DIS Center for Workforce Excellence	119001	897032	5010			175,178	51,718	39,790	266,686
DIS Eside EDUC CTR	119001	897034	5010			148,608	46,260	158,130	352,998
DIS Out of Dist Partner/CTTC	119001	897036	5010			223,601	64,521	47,740	335,862
DIS Westside EDU CTR/WETC	119001	897037	5010			182,765	53,751	33,670	270,186
DIS OutofDistPartnerKerrville	119001	897038	5010			151,729	47,926	52,400	252,055
DIS EWD Revenue Holding Account	119001	897047	5010					285,660	285,660
DIS International Programs	119001	897101	5010			706,092	206,515	244,765	1,157,372
DIS Int'l Prog Student Abroad	119001	897102	5010					319,100	319,100
DIS Int'l Prog Student Abroad Adm	119001	897103	5010					26,200	26,200
DIS Int'l Prog Foreign Student App	119001	897104	5010					30,000	30,000
DIS Int'l Contract Training	119001	897105	5010			42,910	3,638	581,495	628,043
DIS Department of Communications	119001	897201	5010			1,031,738	327,441	1,356,335	2,715,514
DIS Continuing Education	119001	897301	5010			1,922,166	557,261	54,769	2,534,196
DIS Dir of District Operations	119001	897320	5010					6,228	6,228
DIS CDL Training	119001	897330	5010					317,283	317,283
DIS Dir of Dis CE Sales	119001	897350	5010					20,219	20,219
DIS Dir of Dis CE Instructional Del	119001	897360	5010					11,783	11,783
DIS Vice Chanc Acad Affairs Offc	119001	898001	5010			1,771,005	520,468	117,747	2,409,220
DIS Academic Success/Ach the Dream	119001	898002	5010			101,981	32,524	28,210	162,715
DIS High School Programs	119001	898006	5010					3,630	3,630
DIS VC Student Success Office	119001	899021	5010			1,172,269	368,654	81,825	1,622,748
<b>OPERATIONS AND MAINTENANCE OF PLANT</b>									
DIS Building Maintenance	111001	893601	6010			605,232	193,423	789,236	1,587,891
DIS Building Maintenance	112001	893601	6010			737,561	230,230	875,134	1,842,925
DIS Building Maintenance	113001	893601	6010			468,745	150,109	578,100	1,196,954
DIS Building Maintenance	114001	893601	6010			552,253	176,328	412,345	1,140,926
DIS Building Maintenance	115001	893601	6010			337,620	108,263	358,860	804,743
DIS Building Maintenance	119001	893601	6010			344,172	108,280	1,431,427	1,883,879



**District Support Operations**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
DIS Grounds Maintenance	111001	893602	6010			288,539	89,901	116,075	494,515
DIS Grounds Maintenance	112001	893602	6010			34,321	10,594	340,894	385,809
DIS Grounds Maintenance	113001	893602	6010			44,046	13,925	242,956	300,927
DIS Grounds Maintenance	114001	893602	6010					371,225	371,225
DIS Grounds Maintenance	115001	893602	6010			48,291	15,401	339,944	403,636
DIS Grounds Maintenance	119001	893602	6010					746,533	746,533
DIS Utilities	111001	893603	6010					2,473,484	2,473,484
DIS Utilities	112001	893603	6010					1,800,064	1,800,064
DIS Utilities	113001	893603	6010					1,219,184	1,219,184
DIS Utilities	114001	893603	6010					1,149,462	1,149,462
DIS Utilities	115001	893603	6010					928,273	928,273
DIS Utilities	119001	893603	6010					1,729,003	1,729,003
DIS Utilities	119201	893603	6010					76,778	76,778
DIS Housekeeping	111001	893604	6010			75,478	23,720	1,313,526	1,412,724
DIS Housekeeping	112001	893604	6010			1,134,406	352,645	889,951	2,377,002
DIS Housekeeping	113001	893604	6010			86,291	27,521	665,273	779,085
DIS Housekeeping	114001	893604	6010			83,012	26,240	777,138	886,390
DIS Housekeeping	115001	893604	6010			84,270	27,040	494,330	605,640
DIS Housekeeping	119001	893604	6010					1,909,847	1,909,847
DIS Minor Construction	119001	893605	6010					142,896	142,896
DIS Facilities	119001	893610	6010			222,080	71,656	357,960	651,696
DIS Vehicle Replacement Prog	119001	893612	6010					26,871	26,871
DIS Project Management	111001	893613	6010			68,099	22,047		90,146
DIS Project Management	112001	893613	6010			78,829	25,521		104,350
DIS Project Management	113001	893613	6010			69,702	22,566		92,268
DIS Project Management	114001	893613	6010			68,099	22,047		90,146
DIS Project Management	115001	893613	6010			68,099	22,047		90,146
DIS Project Management	119001	893613	6010			802,539	255,758	467,692	1,525,989
DIS Preventive Maintenance	111001	893619	6010					3,924,877	3,924,877
DIS Preventive Maintenance	112001	893619	6010					5,619,410	5,619,410
DIS Preventive Maintenance	113001	893619	6010					1,917,684	1,917,684
DIS Preventive Maintenance	114001	893619	6010					2,235,650	2,235,650
DIS Preventive Maintenance	115001	893619	6010					909,602	909,602
DIS Preventive Maintenance	119001	893619	6010					4,841,777	4,841,777
DIS CIP Moving & Other Costs	119001	893621	6010					900,000	900,000



**District Support Operations**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
DIS Facilities Admin. Support	119001	893622	6010			582,277	184,527		766,804
DIS Utilities LLDC	112001	893642	6010					20,000	20,000
DIS Department of Public Safety	133003	893801	6010			1,128			1,128
DIS Insurance	111001	893902	6010					550,748	550,748
DIS Insurance	112001	893902	6010					304,736	304,736
DIS Insurance	113001	893902	6010					139,677	139,677
DIS Insurance	114001	893902	6010					193,187	193,187
DIS Insurance	115001	893902	6010					85,205	85,205
DIS Insurance	119001	893902	6010					98,515	98,515
<b>INSTITUTIONAL SCHOLARSHIPS</b>									
DIS Budget	119001	893022	7010					1,500,000	1,500,000
DIS General Institutional	119001	893901	7010					250,000	250,000
DIS Int'l Prog Student Abroad	119004	897102	7010					133,906	133,906
<b>AUXILIARY ENTERPRISES</b>									
DIS Utilities	133003	893603	8010					73,025	73,025
DIS Natatorium Facilities Svc	133003	893608	8010					102,505	102,505
DIS Food Service	133001	893618	8010					1,872	1,872
DIS Food Service	139001	893618	8010					45,233	45,233
DIS Department of Public Safety	133001	893801	8010				1,848		1,848
DIS Department of Public Safety	133003	893801	8010			16,896	5,648		22,544
<b>TRANSFERS</b>									
DIS Preventive Maintenance	133003	893619	9425					51,000	51,000
DIS Transfers Mandatory+NonManda	111001	893903	9425					1,834,049	1,834,049
DIS Transfers Mandatory+NonManda	112001	893903	9425					981,768	981,768
DIS Transfers Mandatory+NonManda	113001	893903	9425					829,923	829,923
DIS Transfers Mandatory+NonManda	114001	893903	9425					1,507,538	1,507,538
DIS Transfers Mandatory+NonManda	115001	893903	9425					657,826	657,826
DIS Transfers Mandatory+NonManda	119001	893903	9425					11,569,915	11,569,915
<b>Total District Support Operations</b>				<b>-</b>	<b>\$ -</b>	<b>\$ 57,006,949</b>	<b>\$ 22,842,183</b>	<b>\$ 110,229,841</b>	<b>\$ 190,078,973</b>

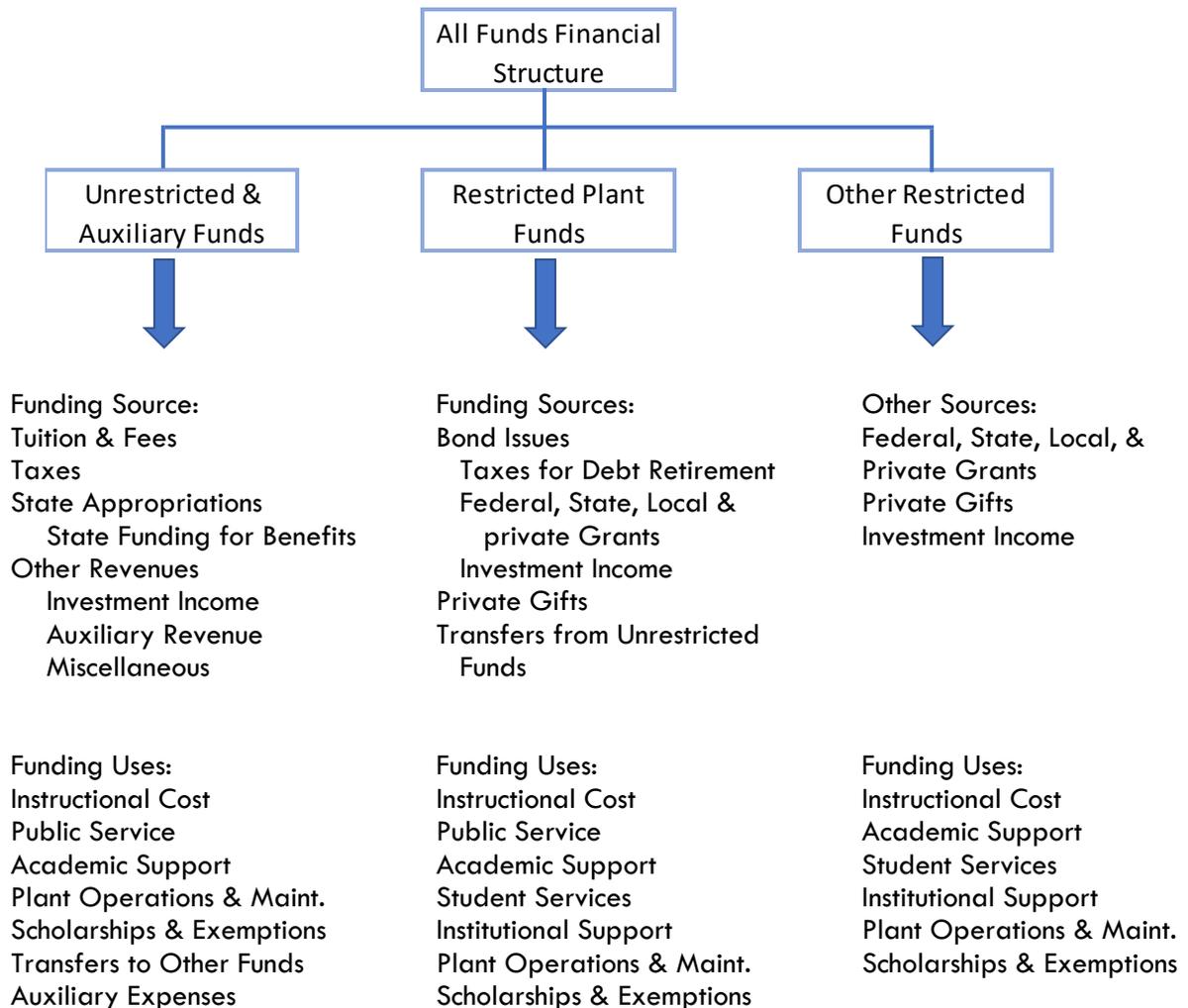
\* FTE includes full-time faculty only (account code 61001).

\*\* Other Salaries and Wages include Compensation, HWHD, Offer Equity, and Talent adjustments.

Department budgets are required by State Law in Texas State Statute Sec. 51.402b.



**All Funds Financial Structure**



The Alamo Colleges reports as a business-type activity (BTA), under the Governmental Accounting Standards Board (GASB 34-35). The term ‘fund’ in this context is not meant to equate to funds under GASB’s reporting structure and is used strictly for budgetary control purposes.



Ten Year Trend of Revenue Sources

10 YEAR COMPARISON OF REVENUES

FISCAL YEAR	STATE FUNDING (1) *	%	LOCAL TAXES	%	TUITION & FEES (2)	%	OTHER (3)	%	TOTAL
2012-2013 (5)	75,997,901	26.09%	104,270,919	35.79%	101,916,100	34.98%	9,148,391	3.14%	291,333,311
2013-2014 (5)	77,019,978	26.12%	110,490,520	37.46%	96,714,128	32.79%	10,694,343	3.63%	294,918,969
2014-2015 (5)	77,540,886	25.46%	119,772,762	39.33%	96,658,002	31.74%	10,589,061	3.48%	304,560,711
2015-2016 (5)	77,485,937	24.47%	132,979,101	41.99%	95,000,076	30.00%	11,190,494	3.53%	316,655,608
2016-2017 (5)	80,365,979	23.94%	148,539,505	44.25%	94,369,702	28.12%	12,377,561	3.69%	335,652,747
2017-2018 (5)	83,918,262	23.86%	156,508,206	44.50%	95,706,423	27.21%	15,535,361	4.42%	351,668,252
2018-2019 (5)	76,753,648	21.27%	167,473,259	46.41%	98,150,601	27.20%	18,472,904	5.12%	360,850,412
2019-2020 (5)	83,979,785	22.37%	178,390,458	47.51%	98,484,735	26.23%	14,598,905	3.89%	375,453,883
2020-2021 (5),(6)	87,270,037	22.07%	188,598,432	47.70%	97,640,160	24.70%	21,840,260	5.52%	395,348,889
2021-2022 (4)	88,760,092	22.05%	195,031,684	48.44%	108,158,513	26.86%	10,672,819	2.65%	402,623,108

(1) INCLUDES FUNDS FOR DEVELOPMENTAL EDUCATION  
 (2) NET TUITION AND FEES  
 (3) INCLUDES GROSS AUXILIARY REVENUES  
 (4) PER BUDGET  
 (5) ACTUAL REVENUES PER AUDITED FINANCIAL REPORT  
 (6) ACTUAL REVENUES NOW INCLUDE CoSA FUNDS (199XXX); ACFR RECLASSING EXPENSES IN FY21; PRIOR YEARS TIE TO CORRESPONDING CAFRS AND ARE NOT RESTATED

Note: State Funding (1) includes State Paid Benefits for All Years  
 \* 2015-2016 State Funding includes Veteran's Assistance Center \$4.5M per year  
 2016-2017 State Funding includes Veteran's Assistance Center \$4.5M per year  
 2017-2018 State Funding includes Veteran's Assistance Center \$4.1M per year  
 2018-2019 State Funding includes Veteran's Assistance Center \$4.1M per year  
 2019-2020 State Funding includes Veteran's Assistance Center \$4.1M per year  
 2020-2021 State Funding includes Veteran's Assistance Center \$4.1M per year  
 2021-2022 State Funding includes Veteran's Assistance Center \$3.9M per year



## Financial Policies and Procedures

### C.1.3 (Policy) Appropriations and Revenue Sources Last Board Action: 8/18/2009

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#### Financial Stability

The Board has the legal power and duty to act as a fiduciary in the management of funds under the control of institutions subject to the Board's control and management. The target level for the current unrestricted fund balance is 15% of the annual current unrestricted funds budget.

#### Investments

In compliance with the Texas Public Funds Investment Act, the Board has adopted an investment policy (see C.1.7).

#### Donations and Grants from Private Sources

The authority to accept and receive donations and grants from private sources on behalf of any college of the College District, or the College District as a whole shall be vested solely with the Board, and all bequests of property for the benefit of the College District shall vest in the Board, except to the extent that the Alamo Colleges Foundation serves as the official fund-raising and endowment arm of the College District for all donations and grants from private sources.

When not specified by the grantor, funds or other property donated, or the income there from, may be expended in any manner authorized by law and College District policy. The Chancellor shall make recommendations to the Board regarding the acceptance of gifts and donations.

#### Facilities Use

The grounds and facilities of the College District shall be used for the educational goals and purposes of the College District as set forth by the Board. Such uses, as determined by the Board, the Chancellor, and the respective college President, have priority over any other use of College District facilities. The grounds and facilities of the College District shall be made available to members of the College District community, including students and their respective registered organizations, when such use does not conflict with normally scheduled activities, or any College District policies or procedures. The requesting student(s) or student organization shall pay all expenses incurred by their use of the facilities. Such expenses are limited to the cost of required College District custodial, security, and building staffs.

Leasing or rental of College District facilities, in support of community needs and programs, is permitted, provided that such use does not interfere with College District operations and is consistent with the College District's public purpose. The College District shall establish a schedule of rates, competitive with the current market. The setting of rates shall at all times employ processes and practices consistent with those in the realty market to ensure that the College District receives fair and accurate market value for use of its property and services.

#### Sale of College District Real Estate

All sales of College District real estate are subject to prior Board approval.

#### Depository of Funds

The depository officially designated by the Board shall be the sole depository for College District funds. All deposits shall be in accordance with the depository agreement, the College District investment policy, and state law.

#### Ad Valorem Taxes

To provide funds, the Board shall be authorized to levy and pledge annual ad valorem taxes sufficient to pay the principal of and interest on bonds for construction and equipment, for the maintenance of the College District.

For information on tax abatements and tax increment financing see C.1.10.



C.1.4 (Policy) Budget  
Amended: 11/09/2019

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Annual Budget

The fiscal year for the College District shall begin on September 1 and end on August 31. The Board shall annually adopt a budget on or before September 1 of each year, providing authority to expend funds in accordance with state law, College District policy, and the College District's approved procedures.

Scope

This policy and Procedure C.1.4.1 apply only to the annual College District current unrestricted funds budget.

Budget Principles

The budget shall be developed to support the goals of the Board-approved strategic plan of the College District for the academic year stated in fiscal terms. The following principles shall be adhered to in developing the annual budget:

1. In preparing and passing the budget, the administration and Board shall strive to distribute funds in a manner that is aligned with the College District strategic plan to the maximum extent possible. The budget shall reflect an equitable allocation of resources among the many college and district services functions supporting the goals of the strategic plan.
2. The budget shall identify sufficient sources of funds to ensure a fiscally balanced budget.
3. The budget shall reasonably provide for contingencies to meet unforeseen demands.
4. The administration shall provide the Board with key indicators to assist the Board in its deliberations.

Budget Adjustments and Reallocations

Budget adjustments (movement of budget between accounts) and reallocations of reserve/pooled budget accounts are allowed to support operations and to facilitate implementation of the College District strategic plan.

Line Item Groups

The line item groups are:

- a) Instructional and General ("I & G"): Instruction, Academic Support, Student Services, Institutional Support, and Operation and Maintenance of Plant;
- b) Public Service;
- c) Scholarships and Exemptions; and
- d) Auxiliary Enterprises.

Budget adjustments between line item groups require prior Board approval. The following transactions are exempt from this requirement:

- a) Allocations and reallocations to and from the Chancellor's Reserve;
- b) Salary and fringe benefit transactions; and
- c) Allocations and reallocations to and from pooled accounts for specific use as approved by the Board, such as equipment and adjunct faculty salary pools.

Budget Amendments

The budget may be amended during the fiscal year. Increases or decreases to the total annual current unrestricted operating budget (budget amendments) shall be submitted to the Board for prior approval.



### Savings Incentive Program

Up to 50% of “net savings” (as defined by the Vice Chancellor for Finance and Administration) may be carried forward from the prior year to the next budget year to provide a funding mechanism in each College Presidents’ and Vice Chancellors’ budgets for priority initiatives and to incent a culture of savings. The amount of the carryforward will be based on actual results after the audited financial statements are approved by the Board of Trustees in December. Carry-over amounts not utilized within two years will revert to the district’s fund balance. By January of each year, the Vice Chancellor for Finance and Administration will provide a Savings Incentive Program report to the Board of Trustees.

Activities which allow for carryforward which are excluded from the calculation include:

1. Unused revenues for programs which have been identified and approved by the Board of Trustees as high cost and have special program tuition;
2. Student activity fees; and
3. Remaining balances from capital budget and preventive maintenance allocations.

The remaining 50% “net savings” will accumulate in fund balance to offset future differences in state appropriation funding levels, revenues under budget and/or other reallocations by the Board of Trustees such as increases to preventive maintenance.

### Fund Balance

The target level for the current unrestricted fund balance is 15% of the annual current unrestricted funds budget.



C.1.5 (Policy) Purchasing and Acquisitions  
Last Board Action: 10/20/2020

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Best Value

The Board seeks to accept the bid or proposal that represents the best value for the College District after considering all legally permissible factors in awarding a contract. This policy applies to the purchase of personal property, improvements to realty, goods or services. For additional construction-related procedures, see C.2.3.4.

Purchasing Authority Delegation

The Board delegates to the Chancellor and to Purchasing & Contract Administration the authority to determine the method of purchasing pursuant to state law (excluding only Subchapters C (Construction Manager-Agent Method) and E (Design-Build Method) of Texas Government Code Chapter 2269, and to make budgeted purchases. The Chancellor or Purchasing & Contract Administration shall serve as hearing officer for proposer complaints regarding specifications or other elements of the procurement process. The Board of Trustees delegates authority to Purchasing & Contract Administration to award purchase orders and contracts up to \$100,000 in any 12-month period, subject to full compliance with all applicable Texas state procurement laws, Board policies, Alamo College procedures and any applicable grant or other funding requirements. The threshold for compliance with the competitive procurement requirements shall be as specified by Texas state procurement laws (currently \$50,000 in any 12-month period), and the approval of purchases not expected to exceed \$100,000 for any twelve month period are delegated to the Chancellor and Purchasing & Contract Administration.

Board-Awarded Purchases

Purchases over \$100,000 in any 12-month period must have the approval of the Board of Trustees. Purchasing & Contract Administration will prepare and submit a Minute Order for consideration and action by the Board of Trustees, through the office of the Vice Chancellor for Finance & Administration, with the concurrence from the Vice Chancellor or College President.

Competitive Purchases

Except for the exceptions stated in TEXAS EDUCATION CODE Section 44.031, all Alamo Colleges contracts for the purchase of goods and services, except contracts for the purchase of produce or vehicle fuel, valued at \$50,000 or more in the aggregate for each 12-month period shall be made by the method, of the following methods, that provides the best value for the District:

- (1) competitive bidding for services other than construction services;
- (2) competitive sealed proposals for services other than construction services;
- (3) a request for proposals, for services other than construction services;
- (4) an interlocal contract;
- (5) a method provided by Chapter 2269, Government Code, for construction services;
- (6) the reverse auction procedure as defined by Section 2155.062(d), Government Code; or
- (7) the formation of a political subdivision corporation under Section 304.001, Local Government Code.

Competitive Purchase Specifications

Purchasing & Contract Administration shall ensure that the staff prepares detailed specifications for any competitive purchase, regardless of procurement method.

Competitive Procurement Evaluation

For purchases subject to competitive procurement requirements, the documents soliciting bids or proposals must identify weighted evaluation criteria. These criteria are determined at the discretion of the Purchasing & Contract Administration Department, in consultation with the using department and/or the selection committee, and shall be relevant and material to properly evaluate a bid or proposal. For the purchase of goods and services other than construction and professional services, the evaluation criteria shall include best value concepts, which allow consideration of the overall combination of quality, price and other elements that in total are optimal relative to the needs of Alamo Colleges.



When best value analysis applies, it is District policy that cost should be given as much consideration as is reasonable, balancing price against the technical difficulty or expertise required to develop a bid or proposal for the purchase of General Goods or Services (automobiles, office supplies, tools). Criteria Weighting Guidelines are provided in Table 1.1. With the prior approval of the Vice Chancellor of Finance and Administration, a lesser percentage than listed in Table 1.1 may be applied toward price. The weight afforded to price should only be reduced when there is substantial uncertainty as to the nature of the statement of work or respondents are required to demonstrate extraordinary expertise in formulating and implementing the statement of work for the purchase of Specialized Goods or Highly Complex Services (software, financial services, banking services).

After considering price, Alamo Colleges may utilize, other than for construction, any of the following evaluation criteria in the following table.



TABLE 1.1: CRITERIA WEIGHTING GUIDELINES (EXCLUDING CONSTRUCTION)	Select from the suggested evaluation point ranges for the purchase of General Goods or Services	Select from the suggested evaluation point ranges for the purchase of Specialized Goods or Highly Complex Services
Purchase price.	30-80	20-50
Reputation of the vendor and of the vendor's goods or services.	0-10	0-10
Quality of vendor's goods and services.	0-20	20-30
The extent to which the goods or services meet the district's needs.	20-30	20-30
The vendor's past relationship with the district.	0-10	0-10
The impact on the ability of the district to comply with laws and rules relating to historically underutilized businesses.	(currently no laws exist)	(currently no laws exist)
Total long-term cost to the district to acquire the vendor's goods or services.	0-10	0-30
Any other relevant factor specifically listed in the request for bids or proposals, including the Small, Minority, Women, Veteran Business Enterprise (SMWVBE) Subcontracting Plan.	0-20	0-30
Whether the vendor or the vendor's ultimate parent company or majority owner: (A) has its principal place of business in this state; or (B) employs at least 500 persons in this state.	0-10	0-10



The listed criteria are the only criteria that may be considered by the College District in its decision to award a contract. The College District may apply one, some, or all of the criteria, but it may not completely ignore them.

For construction procurement, the College District will follow the procedures required by law, which presently appear at Texas Government Code Chapter 2269. The Board has authorized, and delegated to the Chancellor its authority to select from amongst, the following construction methods for any particular construction project: Competitive Bidding; Competitive Sealed Proposal; Construction Manager-at-Risk; and Job Order Contracting. The chancellor is authorized to sub-delegate the authority of law, presently set forth at Section 2269.55.

#### Sole Source Purchases

Without complying with requirements for Competitive Purchases in this policy, Alamo Colleges may purchase an item that is available from only one source, including:

- (1) an item for which competition is precluded because of the existence of a patent, copyright, secret process, or monopoly;
- (2) a film, manuscript, or book;
- (3) a utility service, including electricity, gas, or water; and
- (4) a captive replacement part or component for equipment.

The Sole Source purchase exceptions do not apply to mainframe data-processing equipment and peripheral attachments with a single-item purchase price in excess of \$15,000.

#### Professional Services

The competitive procurement requirements do not apply to a contract for professional services rendered, including services of an architect, attorney, certified public accountant, engineer, or fiscal agent. Alamo Colleges may, at its option, contract for professional services rendered by a financial consultant or a technology consultant in the manner provided by Section 2254.003, Government Code, in lieu of the methods provided. Professional services are not exclusively defined by TEXAS EDUCATION CODE Section 44.031 or TEXAS GOVERNMENT CODE Chapter 2254, and the contracting requirements of that latter section apply only to the professions therein listed, those being:

- i. accounting;
- ii. architecture;
- iii. landscape architecture;
- iv. land surveying;
- v. medicine;
- vi. optometry;
- vii. professional engineering;
- viii. real estate appraising; or
- ix. professional nursing.

#### Receipt of Electronic Bid or Proposal Responses

Purchasing & Contract Administration shall adhere to rules to ensure security and confidentiality for receiving Bids or Proposal through electronic transmission pursuant to Texas Education Code Section 44.0313, which shall ensure that the electronic bids or proposals remain effectively unopened until the time identified within the solicitation. Purchasing and Contract Administration shall determine the circumstances under which paper responses will be accepted consistent with the requirements of applicable law.

#### Change Orders

If a change in plans or specifications is necessary after the performance of a contract is begun or if it is necessary to decrease or increase the quantity of work to be performed or of materials, equipment, or supplies to be furnished, Purchasing & Contract Administration may approve change orders making the changes. The total contract price may not be increased because of the changes unless additional money for increased costs is in the budget for that purpose from available money or is provided for by the authorization of the issuance of time warrants.



Purchases or contracts approved by the Board with an amount of \$100,000 - \$500,000: Purchasing & Contract Administration is delegated authority to change executed purchase orders or contracts, except that prior Board approval is required for any change order or amendment providing for an increased District financial commitment that causes the total of all increases since the original or most recent Board-approved amount to be exceeded by 25 percent or more. These principles shall not apply only if authority to exceed the approved amount is expressly delegated by the Board or an exception is expressly adopted by the Board for that contract.

Purchases or contracts approved by the Board with an amount exceeding \$500,000: Purchasing & Contract Administration is delegated authority to change executed purchase orders or contracts, except that prior Board approval is required for any change orders or amendment providing for an increased District financial commitment that causes the total of all increases since the original or most recent Board-approved amount to be exceeded by \$100,000 or more. These principles shall not apply only if authority to exceed the approved amount is expressly delegated by the Board or an exception is expressly adopted by the Board for that contract.

A contract with an original contract price of \$1 million or more may not be increased by more than 25 percent without a redetermination of whether competitive procurement must be performed. If a change order for a contract with an original contract price of less than \$1 million increases the contract amount to \$1 million or more, the total of the subsequent change orders may not increase the revised contract amount by more than 25 percent of the original contract price. Board delegation, exception or approval is not sufficient under these circumstances.

#### Communication with Contractors, Consultants, and Other Vendors

From the date the project is approved for publication until a contract is executed, no College District Board member or employee other than authorized Purchasing & Contract Administration personnel shall communicate with potential contractors, consultants, or other vendors (referred to collectively as potential proposers/bidders) who are interested in, or in the view of a reasonable person situated similarly to the potential proposer/bidder, might reasonably become interested in, any non-construction competitive procurement opportunity. Rules governing communication for construction-related procurement opportunities are found in C.2.3.4.

#### Responsibility for Debts

The Board shall assume responsibility for debts incurred in the name of the College District so long as those debts are for purchases made in accordance with adopted Board Policy and current administrative procedures. Persons making unauthorized purchases may be responsible for all such debts.

#### Authorized Purchases

Unless state law or Board policy requires the Board to make or approve a purchase, authorized College District employees in charge of a department or college budget may requisition Purchasing & Contract Administration to purchase items included in their approved budget, in accordance with administrative procedures.

#### Exclusive Purchase Commitments & Contract Execution Authority

All purchase commitments shall be memorialized by the Chancellor or Purchasing & Contract Administration on a properly drawn and issued purchase order or agreement approved in accordance with administrative procedures. Purchasing & Contract Administration is delegated exclusive signature authority for all vendor transaction agreements, other than the retention and compensation of outside counsel by the Office of Legal Services as provided for in Policy B.7.2. Centralizing the contract signature authority for vendor purchases and agreements will reasonably assure the reliability of reporting, effectiveness, and compliance with applicable laws and policies.

#### Emergency Purchases

Emergency purchases as defined by Texas Education Code 44.031(h) must be approved by the Chancellor or Purchasing & Contract Administration prior to award and processed to ensure all requirements are met. All such purchases shall be presented to the Board of Trustees for ratification.



#### State and Cooperative Purchases

The Board authorizes the Chancellor or Purchasing & Contract Administration to approve state and cooperative contract purchases. Purchasing & Contract Administration shall report each such purchase of \$100,000 or more to the Board on a monthly basis.

#### Verifying Purchases

The Purchasing & Contract Administration shall establish procedures regarding the manner of verifying the quality, quantity, and physical condition of the materials received so that approval for payment may be established.

#### Detailed Purchasing Procedures

The Purchasing & Contract Administration shall supplement this policy with detailed purchasing procedures and instructions.

#### Small, Minority, Women, and/or Veteran – Owned Business Enterprises Program (SMWVBE)

It is the policy of Alamo Colleges to encourage the use of Small, Minority, Women, and/or Veteran-Owned Business Enterprises as herein below defined to assist in the implementation of this policy through race, ethnicity, and gender-neutral means. The purpose of this program is to ensure that SMWVBE's are provided the maximum practicable opportunity to participate in all purchasing and contracting opportunities.

“SMWVBE” means a company with a certification designation from an authorized certification agency as a small, minority or a woman group certification, such as a Historically Underutilized Business (HUB), or Minority Business Enterprise (MBE), or Women Business Enterprise (WBE), Small Business Enterprise (SBE), and/or Veteran Business Enterprise (VBE).

The Vice Chancellor for Finance and Administration will establish the Alamo Colleges Aspirational Goal for the SMWVBE Program based on an analysis of projected annual purchases and a survey of available SMWVBEs registered with the Alamo Colleges and or the South Central Texas Certification Agency. The primary means for achieving the Aspirational Goal will be through race- and gender-neutral principles.

The SMWVBE Aspirational Goal will be reviewed annually by the SMWVBE Program Office. Any recommendations for adjustment will be submitted to the Vice Chancellor for Finance and Administration approval. Progress towards the Aspirational Goal will be reported annually to the Board of Trustees.

In addition, Alamo Colleges considers entering into a contract for the purchase of goods, services, construction services, or professional services with an expected value of \$50,000 or more shall, before soliciting bids, proposals, offers, or other applicable expressions of interest for the contract, determine whether there will be subcontracting opportunities under the contract. If the SMWVBE Program Office determines that there is that probability, the Purchasing & Contract Administration Department will incorporate the SMWVBE Subcontracting Plan requirements and evaluation criteria into the solicitation for bid, proposal, offer, or other applicable expression of interest.

#### Local Suppliers

There is no statutory authorization for the Alamo Colleges District to give consideration to a vendor in a competitive procurement due to the location of its principal place of business, as there is for cities and certain other local governments. The Alamo Colleges District will utilize the existing authority to advance the objective to the extent permissible.

Working together, Requisitioners and Purchasing & Contract Administration will assess purchase requirements for:

Competitive Purchases (over \$50,000) - establish minimum qualifications for awarding to local suppliers when service requirements require a local a provider (as with some maintenance or other services) due to response time, accessibility, etc.; and Informal (under \$50,000) and COOP Purchases - select from local suppliers considering our requirements and vendor availability.



### C.1.7 (Policy) Investments

Last Board Action: 10/27/2021

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#### General

The Board of Trustees (“Board”) as fiduciary of the funds of Alamo Community College District, may direct or delegate the purchase, sale, and investment of funds under its control in investments authorized in the Public Funds Investment Act, Chapter 2256, Texas Government Code (“PFIA”), in compliance with Board-adopted investment policies, and according to the standard of care prescribed in this written policy. This Policy is intended to satisfy the requirements of the PFIA. [Texas Government Code Section 2256.005(a)]

#### Scope

The provisions of this policy apply to the investment of College District funds and to all funds under the control of the Board, including, without limitation:

- Operating Funds
- Debt Service Funds
- Debt Service Reserve Fund
- Construction Funds and Unexpended Plant Funds
- Other Funds

#### Objectives

This investment policy emphasizes the safety of principal and liquidity, [Texas Government Code Section 2256.005 (2)] and addresses investment diversification, yield, maturity and the quality and capability of investment management. The Board intends that investments will be purchased to hold until maturity; no investments will be made for the specific purpose of speculation of changes in market interest rates.

The investment objectives of the College District are in order of priority:

1. Assure the safety of the College District’s funds.
2. Maintain sufficient liquidity to provide adequate and timely operating funds.
3. Ensure the investment is marketable if the need arises to liquidate the investment.
4. Minimize risk of loss resulting from concentration of assets by diversifying investments as to maturity, security type, and issuer and providing for investments in authorized pooled and mutual funds.
5. Attain a market yield consistent with safety and liquidity considerations.

#### Management of Funds

##### Delegation of Authority

The Board retains ultimate responsibility as fiduciaries of the assets of the College District. The Associate Vice Chancellor of Finance and Fiscal Services is designated as the investment officer of the College District by Board authority delegated through the Chancellor. In the absence of the Associate Vice Chancellor of Finance and Fiscal Services, the Vice Chancellor for Finance and Administration is deemed to be the investment officer. The investment officer shall be responsible for the investment of funds consistent with the investment policy adopted by the Board. The Associate Vice Chancellor of Finance and Fiscal Services may delegate management responsibility for daily investment transactions to the Controller or Treasurer. [Texas Government Code Section 2256.005(f)]

##### External Advisory Services

The Board may contract with advisory firm registered under the Investment Advisors Act of 1940 (15 U.S.C. Section 80-b1 *et seq.*) and the State of Texas to provide for the nondiscretionary investment and management of its public funds under its control. The contracted period will be for a maximum of two years, and a renewal or extension of the contract must be made by the Board by resolution. The firm must disclose any significant litigation relating to the firm’s integrity or abilities. Subject to the provisions of the professional services contract, advisory firms can be terminated by the Board at any time. [Texas Government Code Section 2256.003(b)]



### Standards of Care

#### Standards of Care

All investments will be made with judgment and care, under prevailing circumstances, that a person of prudence, discretion, and intelligence would exercise in the management of his/her own affairs, not for speculation. [Texas Government Code Section 2256.006(a)] In determining whether an investment officer has exercised prudence with respect to an investment decision, the determination will be made taking into consideration: (1) the investment of all funds over which the officer had responsibility, rather than a consideration as to the prudence of a single investment; and (2) whether the investment decision was consistent with this investment policy. [Texas Government Code Section 2256.006 (b)] A College District investment officer who has a personal business relationship with a business organization offering to engage in an investment transaction with the College District will file a statement disclosing that personal business interest. An investment officer who is related as determined by Texas Government Code Chapter 573, to an individual seeking to sell an investment to the College District will file a statement disclosing that relationship with the Board and with the Texas Ethics Commission. [Texas Government Code Section 2256.005]

#### Training

Board members and investment officers will attend at least one training session relating to the person's responsibilities conducted by the Texas Higher Education Coordinating Board within six months after taking office or assuming duties. Training shall include education in investment controls, security risks, strategy risks, market risks, diversification of investment portfolio and compliance with the Public Funds Investment Act. All investment officers will attend a minimum of five hours of training at least once every state biennium from a recognized and independent source, as approved by the Board of Trustees. The list of approved training sources is listed in Appendix 1. [Texas Government Code Section 2256.007]

#### Internal Controls

Internal controls will be established by the investment officer to prevent the loss of public funds through collusion. There will be a division of responsibilities between the Associate Vice Chancellor of Finance and Fiscal Services, the Controller and the Treasurer for internal control purposes. The internal control procedures will address the following points:

- Avoidance of collusion
- Separation of trading authority from personnel responsible for maintaining the accounting records
- Custodial safekeeping
- Written confirmation of transactions

Roles and responsibilities of the participants in the investment process of the College District are outlined in Appendix 2. The investment officer will establish a process for a compliance audit at least once every two years by the College District's internal auditor or by a private auditor, the results of which are reported to the state auditor no later than January of each even-numbered year. [Texas Government Code Section 2256.005 (n)]

Quarterly reports will be reviewed at least annually by an independent auditor reporting to the Board of Trustees. This will be done as part of the annual external audit process. [Texas Government Code Section 2256.023 (d)]

#### Investment Strategies

The Board will adopt a separate written investment strategy for each type of account under its control, describing the investment objectives of each. [Texas Government Code Section 2256.005(d)]

#### Operating Funds

The objective of these funds is to maintain adequate liquidity to meet cash needs. All security types listed in the "Authorized Investments-Operating Funds" section of this policy are considered suitable investments for the investment of Operating funds. Safety of principal and availability of adequate liquidity take priority over yield. The College District will diversify assets by security type, issuer and maturity date through separately purchased investments, through investments in approved pools or a combination of both in order to minimize overall risk and capture additional yield through maturity extension, as determined by cash flow needs.



The investment strategy for the District's Operating funds shall be accomplished by purchasing high quality, short- to medium-term securities. It is expected that a portion of the portfolio will be invested in readily available, liquid funds such as Local Government Investment Pools, money market funds or overnight repurchase agreements. The dollar weighted average maturity for operating funds shall be two years or less. (Investment in the liquidity alternative is assumed to have maturity of one day for calculation purposes). Callable securities may be purchased in this fund group when there is a yield advantage over non-callable treasury securities of comparable duration based on both the call date and the stated final maturity date. The stated final maturity for an individual security can be up to five years from the date of purchase. It is anticipated that the portfolio will have an overall yield higher than the liquidity product utilized; this liquidity alternative will be used as a benchmark for performance.

#### Debt Service Funds

Investments in debt service funds are governed by the bond covenants, and investment strategies for debt service funds shall assure investment liquidity adequate to cover the debt service obligation on the required payment date. Securities are purchased to meet specific bond payment dates. All security types as authorized for Operating funds within this policy are considered suitable investments for the investment of Debt Service funds. Safety of principal shall take priority over yield. Adequate liquidity is required only to fund each debt service payment. The College District will seek diversification by security type, and issuer in order to minimize overall risk. Securities purchased shall not have a stated final maturity date which exceeds the debt service payment date. The weighted average maturity of the Debt Service Fund will be commensurate with bond covenants.

#### Debt Service Reserve Funds

Investment of debt reserve funds is governed by the bond covenants. Generally, all security types authorized for Operating funds within this policy are considered suitable investments for the investment of Debt Service Reserve funds. Safety of principal shall take priority over yield. There is no need to maintain cash liquidity in a Reserve fund. The College District shall seek diversification by security type and issuer name in order to minimize overall risk.

Investment strategies for debt service reserve funds shall generate a dependable revenue stream to the appropriate debt service fund from securities with a low degree of volatility. Except as may be required by the bond minute order specific to an individual issue, securities should be of high quality, with short- to intermediate-term maturities. Stated final maturity of any individual security in the debt service reserve fund shall not exceed the final installment payment date of the debt issue. The weighted average maturity of the Debt Service Reserve Funds will be commensurate with bond covenants.

#### Construction Funds and Unexpended Plant Funds

Investment strategies for construction funds and unexpended plant funds must assure that anticipated cash flows are matched with adequate investment liquidity. All security types authorized for Operating funds within this policy are considered suitable investments for the investment of Construction Funds and Unexpended Plant Funds, but if the funds are proceeds from bond issuances, the covenants from the issue govern the investment activity. Safety of principal shall take priority over yield. Care shall be taken to provide adequate liquidity to fund forecasted expenditures. The College District will seek diversification by security type and issuer when purchasing individual securities, but may invest all of the proceeds of a single bond issue into a single investment if that investment type allows for cash withdrawals on demand. These portfolios should include an adequate level of investment in highly liquid securities or investment in public funds investment pools which function as a money market mutual fund to allow for flexibility to meet unanticipated project outlays. The stated final maturity dates of securities held should not exceed the estimated project completion date. The weighted average maturity of these funds will be commensurate with the timing of the construction project.

#### Other Funds

From time to time, funds are received that are identified for specific use. The investment objective of these funds is to maintain adequate liquidity to meet cash needs. All security types listed in the "Authorized Investments-Operating Funds" section of this policy are considered suitable investments for the investment of Operating funds. Safety of principal and availability of adequate liquidity take priority over yield.

Authorized InvestmentsOperating Funds

Only the following securities are authorized investments under this policy. All investments are referenced and authorized under the *Texas Government Code (PFIA) Sections 2256.009- 2256.016 and Sections 2256-019 – 2256.0201*

- Obligations of the United States, including letters of credit, or its agencies and instrumentalities;
- Direct obligations of the State of Texas or its agencies and instrumentalities;
- Other obligations, the principal and interest of which are unconditionally guaranteed or insured by, or backed by the full faith and credit of, the State of Texas or the United States or their respective agencies and instrumentalities including any security type insured by the Federal Deposit Insurance Corporation (FDIC);
- Obligations of states, agencies, counties, cities, and other political subdivisions of any state rated as to investment quality by a nationally recognized investment rating firm not less than A or its equivalent;
- Certificates of Deposit and Share Certificates issued by a depository institution that has its main office or a branch office in Texas or through a broker that has its main office or a branch office in Texas and is included on the authorized broker list. These may be purchased without limit from a domestic bank if the amount is insured by the FDIC or is fully collateralized by securities as provided for in this policy (see "Collateralization"). t. Certificates of Deposit (CDs) may be placed with banking institutions which offer competitive and documented interest rates, both at or above interest rates available on government securities to similar maturity dates. Since it may not possible to obtain competitive CD offers, documentation detailing the best available alternatives at time of purchase is required;
- Collateralized Repurchase Agreements. Execution of a Master Repurchase Agreement, approved by the Legal Department, is required prior to the purchase of this investment. Investments must have a defined termination date and be secured by a combination of cash and obligations as described by Section 2256.009(a) (1) of the Texas Government Code. The securities being purchased to be pledged to the College District, held in the College District's name and deposited at the time the investment is made; and, is placed through a primary government securities dealer, as defined by the Federal Reserve or a financial institution doing business in the State of Texas; The term of any single repurchase agreement may be made coterminous with the need to expend bond proceeds, provided the purchase agreement allows for multiple draws at the College District's discretion and the maturity date does not exceed the expected final expenditure date;
- Bankers' Acceptances. Investment must have a 270 day or less stated maturity from date of issuance and be liquidated in full by stated maturity, be acceptable as collateral for borrowing by a federal reserve bank, and be accepted by a bank rated at least A-1 and P-1 or equivalent by a Nationally Recognized Statistical Rating Organization ("NRSRO");
- Commercial Paper. Commercial paper must have a stated maturity of 270 days or less, and be rated at least A-1 or P-1 or equivalent, either by two NRSROs, or by a single NRSRO if it is also fully secured by an irrevocable letter of credit issued by a domestic bank. Both taxable and municipal commercial paper are authorized;
- No-Load Money Market Mutual Fund. Fund must be regulated by the Securities and Exchange Commission (SEC"); have a dollar-weighted average stated maturity of 60 days or less; and include in its investment objectives the maintenance of a stable net asset value of \$1 for each share. Such investments may not exceed, in the aggregate, more than 15 percent of the College District's monthly average fund balance, excluding bond proceeds and reserves and other funds held for debt service, and the investment in any single mutual fund may not exceed 10 percent of the total assets of the Mutual Fund;
- No-Load Mutual Fund. Fund must be registered with the SEC; have an average weighted maturity of less than two years; be invested exclusively in obligations approved by this policy; be continuously rated as to investment quality by at least one nationally recognized investment rating firm of not less than AAA or its equivalent; and conform to the requirements set forth in Section 2256.016 of the Texas Government Code relating to the eligibility of investment pools to receive and invest funds of investing entities. The investment in any single mutual fund may not exceed 10 percent of the total assets owned or controlled by the College District, including bond proceeds and reserves and other funds held for debt service;



- Public Fund Investment Pools. Public funds investment pools must be specifically authorized by the Board through resolution, and are subject to the limitations of PFIA Section 2256.016;
- Interest bearing bank savings deposits issued by state and national banks or savings bank or a state or federal credit union (having their main or branch office in Texas) that are guaranteed or insured by the Federal Deposit Insurance Corporation or National Credit Union Share Insurance Fund (or their successor organizations) or secured by an FHLB Letter of Credit. Also included are collateralized interest bearing savings deposit that have secured the uninsured portion of deposits with pledged collateral as provided for in this policy (see “Collateralization”)
- Bank Sweep Accounts. Investments in bank sweep accounts are permitted provided they offer daily liquidity and invested in compliance with this Policy.

#### Debt Service/Reserve/Construction Funds

In addition to the authorized investments above, bonds proceeds may be invested in the following [Texas Government Code Section 2256.011 and 015]:

- Guaranteed Investment Contracts (“GICs”) having a defined termination date corresponding to the expected final draw date on the projected construction schedule, secured by U.S. Government direct or agency obligations.
- Flexible Repurchase Agreement (“Flex Repo”) with a defined termination date of and corresponding to the expected final draw date on the projected construction schedule secured by U.S. Government direct or agency obligations at a minimum of 102% of outstanding principal balance plus accrued interest.

#### Other Funds

All funds authorized for Operating Funds are also authorized for Other Funds.

#### Financial Institutions and Broker/Dealers

All investment transactions require that competitive bids or offers be received from at least three (3) qualified broker/dealers or investment providers in accordance with Texas law. If the College District has hired an Investment Advisor, the advisor shall obtain and document competitive bids and offers on all transactions and present these to the College District as part of its standard trade documentation. (This section excludes transactions with money market mutual funds and public funds investment pools, which are deemed to be made at prevailing market rates).

The Board must adopt and annually review a list of qualified dealer/brokers authorized to engage in investment transactions with the College District. [Texas Government Code Section 2256.025] A written copy of this investment policy shall be presented to any business organization defined as an investment pool or investment management firm under contract to manage the College District’s portfolio with discretionary authority. [Texas Government Code Section 2256.005(k). A Qualified representative [Texas Government Code Section 2256.002(10)] of the business organization must execute a written instrument substantially to the effect that the registered principal has received and thoroughly reviewed the investment policy of the College District and acknowledged that the organization has implemented procedures and controls in an effort to preclude transactions that are not authorized by this policy. [Texas Government Code Section 2256.005(k)] Form C.1.7.F Texas Public Funds Investment Act Certification by Dealer may be used to satisfy this requirement.

#### Safekeeping and Custody

Securities will be held by a third party custodian designated by the Board and held in the College District’s name as evidence by safekeeping records of the institutions with which the securities are deposited. All transactions, except those with an investment pool or mutual fund, will be settled on a delivery versus payment method. [Texas Government Code Section 2256.005(b)(4) (e)]



### Collateralization

The College District shall require full collateralization of funds on deposit with depository institutions, other than investments, in accordance with the Texas Government Code, Chapter 2257. In order to anticipate market changes and provide a level of security for all funds, the collateralization level shall be at least 100% percent of market value of principal and accrued interest on the deposits, less any amount insured by the FDIC. Collateral should be repriced daily. This collateral will be held by a third party and not be subject to any security interest, lien or right of set-off by the third party. Bank deposits and repurchase agreements often require collateral substitution. If the District has a contractual agreement with an independent third-party custodian, this custody agent shall permit collateral substitution provided that the total value of the new securities maintains a market value equal to or greater than the required collateral level. Collateral used to secure direct bank deposits shall be monitored no less than monthly. [Texas Government Code Sections 2257.021, 022,023]

### Other

#### Monitoring Market Prices

The market value of the portfolio will be obtained monthly from the investment advisor, or the custodian bank, as appropriate. Market value of pooled or mutual funds will be obtained from published sources, such as their websites.

#### Credit Downgrades

Procedures shall be maintained by the investment officer to monitor rating changes in investments (reference Appendix 2 Roles and Responsibilities). [Texas Government Code Section 2256.005(b)4(f)]. It is not a requirement to liquidate an investment that was an authorized investment at the time of purchase [Texas Government Code Section 2256.017]; however the investment must be evaluated by the investment officer to determine if it is prudent to liquidate. Investments that are downgraded to less than the required minimum credit rating should be liquidated in a prudent manner. [Texas Government Code Section 2256.021]

#### Securities Lending

A securities lending program is authorized if it meets the conditions provided by the Texas Government Code Section and is separately approved by the Board of Trustees. [Texas Government Code Section 2256.0115]

### Reporting

An investment report will be prepared on a quarterly basis by the investment officers(s) and the investment advisor and submitted to the Board. The report must be signed by all investment officers, and electronic signatures will be acceptable. The report must state that it was generated in compliance with the Investment Policy and PFIA, be signed by the investment officers and will minimally include the following:

For separate investments: detailed investment position including type of asset, book and market value, maturity and accrued interest

For each pooled fund group or mutual fund: name of pooled fund, ending book and market value, and accrued interest

For all investments: dollar-weighted average maturity

[Texas Government Code Section 2256.023]

Additionally, if an investment advisor is used, a report will be submitted at least quarterly by the investment advisor detailing the market value of the investments, utilizing a named, commonly accepted pricing source, and the performance of the investments. The pricing of mutual funds and pooled funds will be obtained directly from those institutions.

### Policy Review

This policy and strategies will be reviewed not less than annually by the Associate Vice Chancellor of Finance and Fiscal Services, the Audit, Budget, and Finance Committee, and the Policy and Long Range Planning Committee, and



the Board. The Board will adopt a written statement stating that it has reviewed the policy and strategies, and the written statement so adopted will record any changes made to either the policy or strategies. [Texas Government Code Section 2256.005(e)]

A copy of this approved statement will be posted on the College District's website, provided to all investment dealers and investment managers doing business with the College District, and also shall be provided to other interested parties on request. Confirmation of receipt and review of this policy by persons employed by an organization providing investment services to the College District and who deal directly with College District accounts shall be received by the College District prior to the institution of such services. [Texas Government Code Section 2256.005(k)]

*Sources:*

Public Funds Investment Act, Texas Government Code Chapter 2256

Public Funds Collateral Act, Texas Government Code Chapter 2257

Form C.1.7.F Texas Public Funds Investment Act Certification by Dealer

Legal Reference - TACC Policy Reference Manual CAK (LEGAL) Appropriations and Revenue Sources: Investments Appendix 1

List of approved training sources: [Texas Government Code Section 2256.007]

- Texas Higher Education Coordinating Board
- Government Treasurers' Organization of Texas
- Government Finance Officers Association of Texas
- Alamo Area Council of Governments
- University of North Texas Center for Public Management
- Texas Association of Community College Business Officers
- Texas Municipal League
- The PFM Group
- Virtual Learning Concepts
- Texas State University
- Association for Financial Professionals
- TexPool Academy (provided by Federated Investors)



**Appendix 2 (Procedures) Roles and Responsibilities**

Responsibility	Board of Trustees	External Investment Advisor	Investment Officers		
			Treasurer	Vice Chancellor, Associate Vice Chancellor, Comptroller	General Accounting
Investment Policy	Annual review and approval	Acknowledges receipt of Investment Policy. Reviews to ensure compliance with PFIA and any legislative changes.	Prepares Policy for annual review by District Compliance and Legal and subsequent approval by Board of Trustees. Documents changes.	Review	
Compliance		Acknowledges receipt of Investment Policy. Reviews to ensure compliance with PFIA and changes. Ensures investment recommendations are approved per Policy.	Assures Investment Policy is in compliance with PFIA; manages investment activity in keeping with Investment Policy.		
Trading		Recommends trades, obtains competitive bids; executes trades based on direction from Alamo Investment Officers, prepares and forwards trade tickets. Retains duplicate copies of trade tickets and support documents.	Supplies cash flow information and investment parameters for recommendations from Advisor. Reviews trade options; authorizes trades and signs trade ticket.		
Review of Investment Activity			Prepares Investment Committee quarterly review of activity and other relevant information. Delivers semi-annual report for Board of Trustees.	Participates in quarterly Investment Committee meeting for review	
Quarterly Investment Report (PFIA required) and other external reporting (CARAT, SAO)	Quarterly approval for PFIA report.		Responsible for preparing and submitting all required reporting and posting necessary information to Alamo Colleges website.	Reviews PFIA report	
Transactional Reporting		Prepares monthly reports of investment activity, holdings, book value adjustments, accrued income on each investment portfolio.	Reviews and compares balances and activity to internal records.		
Monitoring Ratings Changes		Provides information on changes in investment ratings and credit support. Supplies quarterly report of ratings on investment holdings.	Monitors and maintains current record of borrowers' ratings and support. Determines disposition of investments held due to ratings changes. Informs other Investment Officers with significant changes.		
Accounting			Prepares journal entries for all investment activity, interest income. Internal reconciliation of investment balances and interest income. Journal entries are supported by trade tickets and safekeeping receipts (if a purchase) and evidence of bank account activity. Prepares all footnotes and schedules in CAFR relating to investments.		Reviews and approves Journal Entries. Enters into General Ledger. Reconciles investment accounts.
Safekeeping			Enters all trades into bank safekeeping system- monitors delivery versus payment for securities purchased/sold and credit received for maturing investments and coupon payments.		
Collateral		Reviews collateral upon request.	Orders and monitors required collateral for depository funds in excess of FDIC insured amounts.		
Training	Attend training within six months of taking office.		Minimum 10 hours (is in excess of PFIA requirement) approved training each 2 years.	Minimum 5 hours approved training each 2 years.	



C.2.3 (Policy) Facilities and Grounds Management  
Last Board Action: 2/24/2014

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Maintenance and Operations

The College District shall ensure that its facilities are safe, comfortable, and hygienic for students, faculty, employees, and the general public. Consistent maintenance standards shall be employed throughout the College District. Periodic assessments of the condition of College District facilities shall be conducted.

Preventive Maintenance

The College District administration shall prepare, budget, and execute an annual preventive maintenance program.

Funding

Funds allocated for the preventive maintenance program may be utilized only for materials, labor, tools, and equipment or contracted work directly relating to and supporting the concept of well-maintained buildings, grounds, utilities, or like items normally associated with physical plant activities. Funds shall be set aside annually to fund preventive maintenance projects. Unspent funds shall be carried over for inclusion in the subsequent annual budget. The set aside amount shall be determined by the Board.

Administration

The Chancellor or designee shall develop, publish, and disseminate specific instructions and procedures necessary to implement the preventive maintenance program.

Naming Facilities

The ultimate authority for naming College District property rests with the College District Board of Trustees.

The Chancellor or designee shall establish procedures for introducing naming opportunities for consideration by the College District Board of Trustees, the Chancellor or designee, and the Alamo Colleges Foundation Board of Directors.

Criteria for Naming Facilities

The naming of College District property as defined in C.2.3.3 shall be based on the consideration of funds or other resources generated for the benefit of the College District as agreed to by the donors, the College District Board of Trustees, the Chancellor or designee, and the Alamo Colleges Foundation Board of Directors.

The Board may waive the application of this criterion when a naming opportunity is so significant that a donation of funds or other resources is unnecessary. The Board shall base this determination solely on the applicability of one or more of the following criteria:

1. Outstanding academic and/or professional service to the College District;
2. Outstanding volunteer service that has significantly contributed to the advancement of the College District;  
or
3. A significant historical association between the property to be named and the person, persons, or organization for whom that property would be named.

Nothing in this policy or related procedures shall prevent the College Presidents, the Chancellor, members of the Board of Trustees, the Board of Trustees as a whole, or the Alamo Colleges Foundation Board of Directors as a whole from initiating action for the naming of any College District property.

Authority and Recommendations

The College District Board of Trustees (Board) is the only entity with the authority to approve the naming of any College District property, and reserves the right to accept or reject naming proposals submitted through the Chancellor.



Further, the Board may set aside certain streets, buildings and places, both inside and outside of buildings, at each college of the College District for its own naming decisions. The Board may assign these places as either fundable or non-fundable as it so determines, and may add to these places from time to time as it may choose.

The remaining places shall be recommended to the Board for naming from time to time by the Chancellor, with or without recommendations from the public or college community, and may require an investment from the individual, group of individuals, or organization wishing to secure the name of the place, per the contribution value schedule approved by the Board. Such investment shall be secured with the Alamo Colleges Foundation for the benefit of students, faculty and programs of the College District.

#### Facilities Planning

The College District shall operate a continuing Capital Improvement Program based on College District needs, taking into account enrollment, operations, and acquisition of property. Facilities planning shall be inclusive of program needs and facilities standards in a manner consistent with the master plan. The master plan shall be continually reviewed and shall be revised based on College District needs or at least every five years.

#### Construction Management

The College District shall establish standards for all College District facilities, in accordance with federal, state, and local law and regulations. No construction, with the exception of routine maintenance, shall be initiated without Board approval.

All construction delivery methods shall be selected and conducted pursuant to relevant law.

#### Project Administration

All construction projects shall be administered by the Chancellor or designee.

#### Change Orders

Change orders of \$50,000 and over shall be reviewed and recommended by the building committee of the Board before submission to the full Board for approval.

If less than \$50,000, change orders shall be approved by the Chancellor or designee provided that the originally approved contract amount, plus contingency, is not exceeded.

Additionally, a change order or aggregate total of change orders that would put it beyond the contract amount plus contingency, shall be submitted to the full Board for approval.

#### Environmental Protection

The College District fully supports national and state objectives to preserve, protect, and enhance the environment.

To assist in achieving these ends, the Chancellor and the college Presidents shall develop programs that implement the environmental principles set forth in C.2.3.2.



### C.2.3.1 (Procedure) Preventive Maintenance

Approved: 8-18-09 Last Amended: 2-13-14 Reviewed: 2-13-14, 7-25-19

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#### Preventive Maintenance Program

In order to ensure a continuous high level of care that protects taxpayer investments in facilities and installed equipment, College District administration shall prepare, budget, and execute an annual preventive maintenance program.

#### Definition

Preventive maintenance is the recurrent, day-to-day, periodic, or scheduled work required to preserve the physical integrity or usefulness of a real property facility. It includes work required to maintain, repair, restore, replace-in-kind or alter facilities or components thereof which have deteriorated or require upgrading or modernization, to a condition that the facility or component may be used effectively for its designated or intended purpose.



### C.3.1 (Policy) Debt Management

Last Board Action: 5/18/2021

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#### General

This Policy (the “Policy”) establishes conditions for the use of debt and creates procedures and policies designed to manage the Alamo Community College District’s (the “College District”) obligations within available resources, minimize the debt service and issuance costs, achieve the highest credit ratings, maintain full, complete, and accurate financial disclosure and reporting, and to comply with appropriate and applicable laws of the State of Texas (the “State”) and federal law.

#### Scope

Within the applicable laws of the State, the College District may enter into debt obligations to finance the construction or acquisition of buildings and infrastructure and other assets, maintenance of existing facilities, to purchase land and personal property, or the option to refinance or restructure existing debt. Unless recommended otherwise by the Vice Chancellor for Finance and Administration, whose recommendation must be approved by the Board of Trustees, all debt will be incurred at the College District level or through a non-profit corporation created by the College District. This Policy applies to all debt issued regardless of the purpose for which issued or the funding source for repayment. The Vice Chancellor for Finance and Administration is responsible for the debt management for the College District. Responsibility for the operational activity related to management of debt may be delegated to the Associate Vice Chancellor of Finance and Fiscal Services (AVC), or Treasurer.

#### Objectives

The objective of the Policy is to ensure prudent debt management practices that include:

- Minimize or avoid year-to-year fluctuations in the tax rate
- Minimize borrowing costs
- Structure the earliest possible maturity of the debt
- Preserve or enhance the District’s credit ratings
- Assure full, complete, and accurate financial disclosure and reporting compliance
- Comply with State and federal laws

#### Available Borrowing Methods

##### General Obligation Bonds

These bonds are issued for the acquisition of land, building construction costs, and the furnishing and equipping of buildings. The College District secures these bonds through levying, assessing and collecting ad valorem taxes sufficient to pay the principal and interest when due provided that the annual bond tax rate will never exceed the State statutory limit or the limits established by the College District’s qualified voters. The College District’s statutory maximum tax rate is established pursuant to Section 130.122, as amended, Texas Education Code at \$1.00 per \$100 of taxable assessed value (of which a maximum of \$0.50 may be utilized for debt service purposes). However, the College District’s qualified voters limited the total tax rates - maintenance and operations (“M&O”) and debt service- to a combined amount not to exceed \$0.25 per \$100 of taxable assessed value at an election held on September 30, 1952. These bonds require voter authorization.

##### Maintenance Tax Notes

The College District may issue notes that are primarily payable by the College District’s maintenance and operations tax, but may be paid from any available funds to secure these notes. Repayment may be made through either ad-valorem tax revenues or non-tax revenues. This debt will be used for furnishing and equipping existing buildings, and for making renovations and repairs at existing facilities. These notes do not require voter authorization.

##### Revenue Bonds

The College District may issue revenue bonds for the acquisition of land, buildings, building construction costs, and the furnishing and equipping of buildings. These bonds are payable from and are secured by pledged revenues,



such as tuition and other fees, a reserve fund, or other resources. Voter approval is not required. Debt service coverage ratios or other bond provisions contained in existing bond covenants must be considered when issuing new revenue debt.

#### Lease Revenue Bonds

Under Chapter 303 of the Texas Local Government Code, the College District is authorized to establish a Public Finance Corporation ("PFC"). This corporation has the authority to issue bonds to construct facilities for the College District without an election. The College District would lease these facilities from the PFC to pay the debt service. These bonds are payable based upon an annual appropriation from lawfully available funds, including from M&O tax revenues. The funds may be used for construction, furnishing, and equipping the facilities. Public notice must be given prior to sale, which permits a petition process to require an election.

#### Refunding Bonds

All or any part of the College District's outstanding bond issues may be refunded or refinanced.

#### Other

From time to time, other financing options may be considered, including:

#### Contract Revenue Bonds

Capital improvements may be financed through Contract Revenue Bonds, which requires the District to enter into a contract with a third party entity. They are payable from either taxes, revenues, or both. Voter approval is not required

#### Taxable Debt

Taxable debt may be used for all or part of a debt issue and to comply with limitations imposed by the Internal Revenue Code of 1986, as amended (the "Code"). Taxable debt may also be issued for refunding if the net present value as a percentage of the par amount of the refunded bonds is at least 5% and the refunded tax-exempt issue cannot be advance refund per the Code.

#### Private Placements

Private placements are sold directly to investors. They can be short or medium term, fixed or floating rate, and the term will match the useful life of the financed assets. Private placements may be used for financing specific assets or programs when it provides more advantageous terms than the capital markets, has a favorable structure, and financing is needed more quickly than what may be obtained through a public offering.

#### Alternative Structures

The College District will not use alternative methods of financial management products such as interest rate swaps, derivative products, etc. in connection with any outstanding and newly issued bonds without the express authorization from the Board of Trustees.

#### Debt Management Plan

Annually, a Debt Management Plan (the "Plan") will be presented to the Board of Trustees by the Vice Chancellor of Finance and Administration or the Associate Vice Chancellor of Finance and Fiscal Services. Developed in conjunction with the College District's Financial Advisor, this Plan will include information on the current debt outstanding; any previously approved but not settled financing activities, and borrowing capacity. It will include anticipated financings needs related to the Capital Improvement Program ("CIP") or other funding needs. When the CIP requires a debt issuance for which a market opportunity is realized, a Parameter Order with reference to a specific debt issuance will be submitted for approval, allowing the President- Board of Trustees, the Secretary- Board of Trustees, Chancellor, Vice Chancellor for Finance and Administration or Associate Vice Chancellor of Finance and Fiscal Services to commit to certain financing decisions. The Parameter Order allows the execution of a pricing certificate evidencing final sale terms of a debt financing. The Parameter Order provides flexibility for the College



District's Administration to react when market conditions warrant. Parameter orders will be limited as to size and scope to comply with State law and per direction by the Board of Trustees.

#### Conditions for New Money Debt Issuance

The timing of borrowing will be structured to meet the needs of the District and to minimize the effect of negative arbitrage. When the investment earnings on borrowed proceeds are below the cost of borrowing, borrowed capital may have to be increased to provide sufficient funds to pay project expenses. Since this practice increases the cost and limits the productivity of borrowed capital, the College District will seek to minimize negative arbitrage where practical.

Any external borrowing will be coordinated to the extent possible so that multiple project needs can be accommodated in a single borrowing. Under a Parameter Order for a specific new money debt, the President-Board of Trustees, Secretary- Board of Trustees, Chancellor, Vice Chancellor for Finance and Administration or Associate Vice Chancellor of Finance and Fiscal Services may proceed with a new money debt issuance if the appropriate conditions are met as set forth in the Parameter Order.

#### Conditions for Debt Refunding

Periodic reviews of outstanding debt will be undertaken to determine refunding opportunities. Refunding will be considered based on economic benefit, or as needed to alter covenants, restructure debt, or stabilize the tax rate. Current refunding require at least a 3% net present value as a percentage of the par amount of the refunded bonds to be considered. Other factors should be considered, such as reinvestment rates and impact on the structure of the escrow. The threshold rates may be disregarded under a refunding done solely for business reasons, such as for restructuring purposes. The term of the refunding bonds should not exceed the term of the bonds being refunded unless the debt is being restructured. Under a Parameter Order for a refunding bond, the President- Board of Trustees, Secretary- Board of Trustees, Chancellor , Vice President for Finance and Administration or Associate Vice Chancellor of Finance and Fiscal Services may proceed with a debt refunding if the appropriate conditions are met as set forth in the Parameter Order.

#### Conditions for Debt Defeasance

Debt defeasance with funds on hand or excess tax collections will be undertaken only after careful consideration of the District's cash flow. This may be considered as part of an overall plan to manage the District's tax rate.

#### Parameters for Debt Issuance

The term of debt will typically be for 20 years or less and will not generally exceed 30 years. Debt will be issued on a fixed or variable rate basis. The College District will normally seek to avoid the use of capitalized interest. In general, debt should be issued with the earliest optional redemption date that is determined to be cost-effective. Typically, debt with a final maturity beyond ten years will be structured with an optional redemption in nine or ten years at par. Debt may be structured with serial or term bonds or any combination thereof.

#### Selection of Consultants

The College District will select its municipal advisor, investment banking firms, disclosure and arbitrage rebate compliance specialists through the issuance of Request for Qualifications (RFQ). It is preferable that the services for disclosure and arbitrage rebate compliance be within the scope of the municipal advisor. Bond counsel will be selected pursuant to a Request for Qualifications process as set forth in Section 1201.027, Texas Government Code. Investment banking firms will be retained in an "underwriting pool" for a period of five years (one year plus four annual renewals) prior to a new RFQ being issued. The underwriting syndicate for each open market bond issuance will be chosen from this pool. The selection of the Senior Manager and each syndicate member will be based upon:



- Initiation and implementation of innovative financing ideas and structures
- The expertise of bankers and underwriters required for the transaction
- The underwriting capabilities as determined by excess net capital and distribution networks relative to the size of the transaction
- Performance of each syndicate member in past transactions

Each syndicate will be balanced by capitalization. The number of firms in the syndicate will be based on the size of the issue.

#### Compliance Reporting/Procedures

##### Continuing Disclosure

The College District will comply with SEC Rule 15c2-12 by filing directly or through a third party dissemination agent with the Municipal Securities Rulemaking Board (MSRB) using its Electronic Municipal Market Access system (EMMA) annual financial statements and certain required financial and operating data and material event notices.

##### Arbitrage Rebate Compliance

Adequate recordkeeping will be maintained to meet arbitrage rebate compliance requirements. This includes careful tracking of investment earnings on debt proceeds and remitting any excess earnings to the federal government in a timely manner. An outside compliance specialist will be retained to calculate rebate payments and ensure that the College District maintains compliance with arbitrage rules. Post issuance Procedures are outlined in C.3.1.1 and C.3.1.2.

##### Rating Agencies

The Associate Vice Chancellor of Finance and Fiscal Services is responsible for maintaining the primary relationship and communicating with the national rating agencies. This communications effort includes providing periodic updates on the College District's general financial condition along with coordinating meetings and presentations in conjunction with debt issuances.

The College District will request a rating from at least two major rating agencies prior to the issuance of open market transactions.

##### Investment of Bond Proceeds

Investment of debt proceeds will comply with the Board of Trustees approved Investment Policy, State laws, and, as appropriate, the Code.

##### Policy Review

This Policy will be reviewed annually by the Board of Trustees as part of the Debt Management Plan and updated as needed.

##### References:

Texas Education Code Section 130 (130.121130.130), Section 45.108

Chapters 1201, 1207, and 1371, Texas Government Code

Local Government Code, Chapter 303

SEC Rule 15c2-12 (as amended)

SEC Rule 15Ba1-1(d) (3) (vi).

Internal Revenue Code of 1986

Treasury Regulation section 1.141-12



## Functional Category Descriptions

### 1xxx Instruction

This category includes expenditures for all activities that are part of an institution's instruction program. It includes salary and operating expenditures for:

- Academic, Vocational and Technical instruction (credit and non-credit courses)
- Developmental and Tutorial instruction
- Remedial
- Regular, Special, and Extension sessions
- Separately organized activities associated with instructional and training programs, such as Child Development Program.
- Expenditures for departmental research and public service that are not separately budgeted
- Expenditures of department chairpersons, in which instruction is still the primary role of the administrator
- Summer Programs for Children
- Programs for Seniors

This category excludes expenditures for academic administration when the primary assignment is administration -- for example, Academic Deans.

### 2xxx Public Service (Activities designed primarily to serve the general public)

This category includes funds expended for activities that are established primarily to provide non-instructional services beneficial to individuals and groups external to the institution. It includes salary and operating expenditures for:

- Lectures
- Seminars and Workshops
- Planetarium operations.

### 3xxx Academic Support

This category should include funds expended primarily to provide support services for the institution's primary missions -- instruction, research and public service. It includes salary and operating expenditures for:

- The retention, preservation and display of educational materials, i.e., Libraries/Learning Resources, Museums and Galleries
- Academic administration, i.e. Dean's salaries and office expenses
- Technical support, i.e. Computer Services and Audio-Visual services
- Separately budgeted support for course and curriculum development, and related items
- Faculty development

**4xxx Student Services**

This category should include funds expended for activities that primarily contribute to students' emotional and physical well-being and to their intellectual, cultural, and social development outside the context of the formal instruction program. It includes salary and operating expenditures for:

- Admissions, Records, Registration
- Commencement
- Assessment and Testing
- Clinic
- Advising & Counseling
- Intramurals (Auxiliary Supported Expenses)
- Services to Disabled Students
- Student Activities
- Student Financial Aid Services
- Student Job Placement
- Veteran's Affairs
- Health Services
- Center for Student Information

**5xxx Institutional Support**

This category includes salary and operating expenditures for:

- Central executive level management and long-range planning of the entire institution – Board of Trustees activities, Chancellor, Vice Chancellor's, President's
- Business and Fiscal Operations and Support– Accounting, Bursar's Office, Fiscal Affairs, Internal Audit, Tax Assessing/Collecting
- Employee personnel and records – Human Resources / Employee Services
- Logistical activities that provide procurement, storerooms, safety, security, printing and transportation services to the institution - Procurement and Security
- Support services for faculty and staff that do not operate as auxiliary enterprises - Faculty Senate, Staff Council, Health/Wellness, Hospitality, Staff Training
- Activities concerned with community and alumni relations, including development and fund raising – Community and Public Relations/Information, Development
- Administrative data processing
- Information Technology (IT) departments
- Space Management, Records Management
- Communications, Legal/Audit Fees, Planning and Research
- Bad debt related to tuition and fee revenue

**6xxx Operations and Maintenance of Plant**

This category should include all expenditures of current funds for the operation and maintenance of physical plant, net of amounts charged to auxiliary enterprises, hospitals and independent operations. It includes salary and operating expenditures for:

- Building/Grounds Maintenance
- Custodial Services
- Preventive Maintenance
- Utilities
- Support – Contract Administration, Project Management

**7xxx Scholarships and Fellowships**

This category includes expenditures for scholarships and fellowships from restricted and unrestricted funds in grants to students either from selection by the institution or from an entitlement program. If the institution does not select the recipient of the award and is only custodian of the funds, as with ROTC scholarships, the funds should be reported in the Agency Fund group.

This category includes Institutional and Trustee.

Certain Payments to Students are not Scholarships and Fellowships:

Recipients of grants are not required to perform service to the institution as consideration of the grant, nor are they expected to repay the amount of the grant to the funding source. When services are required in exchange for financial assistance, as in the federal College Work-Study Program, the charges should be classified as expenditures of the department or organizational unit to which the service is rendered.

**8xxx Auxiliary Enterprises**

This category includes all expenditures relating to the operation of auxiliary enterprises, including expenditures for operation and maintenance of plant and institutional support. It includes salary and operating expenditures for:

- Child Care Center
- Food Service
- Natatorium Operation
- Bookstore



## Tuition and Fee History

### ALAMO COLLEGE DISTRICT 10 YEAR TUITION AND FEE SCHEDULE SUMMARY By Fall Semester

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Tuition per Sem Hour</b>										
In District	\$70	\$70	\$70	\$70	\$73	\$86	\$86	\$99	\$99	\$99
Out-of-District	\$185	\$185	\$185	\$185	\$194	\$202	\$202	\$215	\$215	\$215
Non-Resident	\$358	\$358	\$358	\$358	\$376	\$453	\$453	\$466	\$466	\$466
<b>Campus Access Fee</b>						\$25	\$25	\$25	\$25	\$25
<b>Student Activity Fee *</b>						\$1	\$3	\$3	\$3	\$3
<b>International Edu Fee</b>						\$1	\$1	\$1	\$1	\$1

\* Per Semester Hour

FY2013 - Folding the general fee into tuition; Tuition calculations are based on general fee per semester hour, assuming 12 semester hour workload added to the tuition rate.

2016 - Tuition and Fees schedule effective Spring 2016 based on the Board approval on October 27, 2015

2018 - Tuition and Fees schedule effective Spring 2019 based on the Board approval on July 2018

2020 - Tuition and Fees schedule effective Fall 2019 based on the Board approval on March 2019

Online eRate Tuition (Students taking courses in a 100% online program with no classes on-campus):

\$99 per SCH for In- District,

\$170 per SCH for Out of District or

\$466 per SCH for Non- Resident

Summer Momentum Plan:

2 year completion: Up to 6 credit hours in Summer FREE, if earned 24 SCH combined Fall and Spring

3 year completion: 3 credit hours in Summer FREE, if earned 18 SCH combined Fall and Spring



**FY22 Budget-Related Board Minute Orders/Approved Minutes**

Minute Orders are on following pages. All minute orders were approved as written.

**Board Minute Order Index**

<b>Tuition and Fees Schedule for Fiscal Year 2022 (Fall 2021).....</b>	<b>127</b>
<b>Debt Management Plan for Fiscal Year 2021 – 2022 .....</b>	<b>132</b>
<b>Operating Budget Fiscal Year 2021 – 2022.....</b>	<b>133</b>
<b>All Funds Budget Fiscal year 2021 – 2022.....</b>	<b>135</b>
<b>Tax Rate for Fiscal Year 2021 – 2022.....</b>	<b>140</b>
<b>Compensation Adjustments Fiscal Year 2021 – 2022.....</b>	<b>144</b>



### Discussion and Possible Action on Tuition and Fee Schedule Effective Fall 2021

Presented to the Board Acting as Committee of the Whole on March 16, 2021 and now presented to the Board for approval on March 23, 2021.

#### MINUTE ORDER

"The Alamo Colleges District Board of Trustees hereby approve the attached Tuition and Fee Schedule for the Fiscal Year 2021-2022."

#### PURPOSE

The purpose of this action is to obtain approval for the Alamo Colleges District's Fiscal Year 2021-2022 Tuition and Fee Schedule for San Antonio College, St. Philip's College, Northeast Lakeview College, Northwest Vista College and Palo Alto College.

#### BACKGROUND

The attached schedule reflects \$0 increase in regular tuition for e-rate, in-district, out of district, non-Texas and International students. The schedule was updated with the following changes:

- Increase the Examination Fee: Advanced Standing Examination Fee from \$86 to \$99 per credit hour to align with the cost of one credit hour.
- Increases to the Special Program Tuition for new and existing programs at SAC and SPC:

College	Department	Current SPT	Proposed/ New SPT	Increase	Reason for Increase
<b>Existing</b>					
SAC	SAC Nursing Ed Associate Degree	\$ 1,200	\$ 1,600	\$ 400	Increase in Nursing stipends; Simulation equipment is fully depreciated and costs have increased since last purchased in 2008-2012
SAC	SAC Mortuary Science	\$ 150	\$ 175	\$ 25	Increase # and cost of cadavers needed each semester; specialized equipment and hearse are fully depreciated with increased costs since last purchased in 2009-2015
SPC	SPC Nursing Vocational	\$ 1,000	\$ 1,600	\$ 600	Increase in Nursing Stipends for required Nursing Faculty
SPC	SPC Nursing Associate Degree	\$ 1,200	\$ 1,600	\$ 400	Increase in Nursing Stipends for required Nursing Faculty
<b>New</b>					
SAC	SAC Law Enforcement	\$ -	\$ 250	\$ 250	Required consumable materials, such as ammunition, targets, and training weapons, have increased, as well as provided uniforms and issued items to cadets.
SAC	SAC BSN Nursing		\$ 1,200	\$ 1,200	New Nursing Stipend Impact

#### IMPLICATIONS

**Financial:** Alignment of fee; Special Program Tuition revenues cover new and additional costs.

**Strategic Plan:** Goals 1 and 3: Student Success and Performance Excellence

**Human Resources:** N/A

**Attachment:** Tuition and Fee Schedule, Effective Fall 2021

\_\_\_\_\_  
Pamela K. Ansbury, CPA, M.Ed.  
Associate Vice Chancellor of Finance &  
Fiscal Services

Dr. Diane Snyder

Digitally signed by Dr. Diane  
Snyder  
Date: 2021.03.02 14:21:56 -06'00'

\_\_\_\_\_  
Diane E. Snyder, CPA, Ph.D.  
Vice Chancellor for Finance & Administration

\_\_\_\_\_  
Dr. Mike Flores  
Chancellor



No Change

**ALAMO COLLEGES DISTRICT  
SCHEDULE OF TUITION AND FEES  
Effective Fall 2021  
FY 2021- 2022**

In- District Per Semester Credit Hour (SCH)	Texas Residents Out of District Per Semester Credit Hour (SCH)	Non-Texas/International Non- Resident Per Semester Credit Hour (SCH)
\$99	\$215	\$466

\* Tuition and fees are subject to change by the Texas State Legislature and the Alamo Colleges District Board of Trustees.

**Tuition:**

\$99 per SCH for In- District,  
\$215 per SCH for Out of District and  
\$466 per SCH for Non- Resident

**Online eRate Tuition (Students taking 100% online asynchronous courses with no classes on-campus):**

\$99 per SCH for In- District,  
\$170 per SCH for Out of District or  
\$170 per SCH for Non-Texas Non- Resident \$466  
per SCH for International Non- Resident

**Summer Momentum Plan:**

2 year completion: Up to 6 credit hours in Summer FREE, if earned 24 SCH combined Fall and Spring.  
3 year completion: 3 credit hours in Summer FREE, if earned 18 SCH combined Fall and Spring.  
Free hours must be taken in the Summer term immediately following the Fall and Spring terms, which qualified student for this Summer Momentum Plan.

**Student Activity Fee:**

Student Activity Fee, of \$3 per credit hour, will be assessed to all students.

**Student Support Service Fee:**

\$25 per semester, with a maximum of \$50 per Academic Year, which is non-refundable.

**27 Hour Rule - Special Tuition:**

Students taking in excess of 27 hours of Developmental Education courses will be charged an additional rate of \$118 per hour for In-District and \$176 per hour for Out-of-District.

Any student, currently enrolled as of the official census date, who subsequently enrolls in a Flexible Entry class, within the same semester, will be assessed tuition as though another class was being added to the student's current load.

**3-Peat:**

Students registering, for a course for the third time, will be charged the rate of \$384 per hour.

**International Education Fee:**

International Education Fee, of \$1 per semester, will be assessed to all students.



Revised

ALAMO COLLEGES DISTRICT  
SCHEDULE OF SPECIAL PROGRAM TUITION  
FY 2021- 2022

College	Program	Program Tuition Per Semester*
PAC	Aviation Technology	\$295 to \$36,000
PAC	Veterinary Technology	\$400
PAC	Cosmetology	\$300
PAC	Oil and Gas	\$300
NVC	Personal Fitness Training	\$400 to \$600
NVC	NVC Digital Video & Cinema Production	\$60 to \$240
NVC	NVC Digital Media	\$60 to \$180
SAC	Communication Design	\$60
SAC/ SPC	SAC/ SPC Nursing – RN	\$1600
SPC	SPC Nursing – PN/LVN	\$1600
SAC	SAC BSN Nursing	\$1200
SAC	SAC Fire Science	\$1,100
SAC	SAC Law Enforcement	\$250
SAC	SAC Mortuary Science	\$175
SPC	Vision Care Technology	\$700
SPC	Automotive Technology	\$200
SPC	Bio-medical Equipment Technology	\$150
SPC	Computer Maintenance Technology	\$100
SPC	Aircraft Technology	\$250 to \$1,000
SPC	Diesel Technology	\$325 to \$600
SPC	Air Conditioning	\$250
SPC	Plumbing	\$125
SPC	Construction Technology	\$175
SPC	Electrical	\$250
SPC	Welding	\$100 to \$300
SPC	Automotive Collision	\$230
SPC	Manufacturing Engineering Technology	\$300
SWC	Advanced Manufacturing Technology (AMT)	\$400
SPC	Health Information Technology	\$500
SPC	Histology	\$700
SPC	Medical Laboratory Technician/ Phlebotomy	\$700
SPC	Occupational Therapy Assistant	\$700
SPC	Physical Therapist Assistant	\$700
SPC	Radiography	\$250- \$700
SPC	Respiratory Care	\$700
SPC	Surgical Technology	\$700
SPC	Sonography	\$700
SPC	Invasive Cardio Vascular	\$700
SPC	Culinary Arts / Baking and Pastry	\$200
All	Music - Two-semester credit hour Private Music Lesson	\$150
All	Music - One-semester credit hour Private Music Lesson	\$95

Special program tuition is estimated based on a normal progression by a full-time student. This tuition can vary based on the chosen course schedule and length of program. The special program tuition is usually assessed courses that are required in the program or capstone course. At the completion of the program, each student will pay the same amount regardless of when required courses are taken.



No Change

ALAMO COLLEGES DISTRICT  
 SCHEDULE OF REFUNDABLE, CONTINUING EDUCATION TUITION AND FEES  
 FY 2021- 2022

Auditing Fee	\$65
Instructional Materials	\$42 to \$150 per class

**Continuing Education:**

Tuition	
Reimbursable Courses	\$2.90 - \$28/ Instrl. Hr.
Non-Reimbursable Course	Market Based
Apprenticeship Training	\$2.80/ Instrl. Hr.
Contract Courses	Market Based

Special fees may be charged depending on the course. All continuing education courses should fully recover direct and indirect costs.

Continuing education classes, which have been advertised or related to existing contracts and grants may not reflect an increase until a future quarter or the expiration of the contract or grant.

<b>Community Service Program:</b>	\$1.50 - \$3.50/ Instrl. hr.
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Revised

ALAMO COLLEGES DISTRICT  
SCHEDULE OF NON-REFUNDABLE FEES  
FY 2021- 2022

Examination Fees:	
Advanced Standing Examination Fee: per credit hour	\$99
G.E.D.	\$110
Re-Exam Fee (if failed)	\$20
THEA Alternative (Accuplacer & ASSET)	\$32
TSI Retest	\$12
CLEP	\$20
Correspondence Exam	\$20
Returned Check/ACH Return Fee	\$35
Library Fines:	\$0.10
Reserved Books: per day/per item (10 days max)	\$0.50
College Prep Fee: per credit hour	\$3
Installment Payment Plan	\$25
Administrative Set up Fee: per semester	
Late Fee, per each late payment	\$10
Study Abroad Administrative Fee	\$200
Foreign Student Application Fee	\$100
Diploma (Duplicate)	\$25
Transcripts (1st set free)	
Mailed	\$10
Electronic	\$5
Express	\$10 & \$35
ID Card Duplicate/Replacement	\$10
Parking Fines	
If paid within 10 days	\$16
If not paid within 10 days	\$21
If not paid within 20 days	\$27
Scobee Admission	Varies
Student Processing Fee	\$100
Transfer/Transient Evaluation	
SPC/SAC Internships- Accidental Insurance Coverage	Up to \$50
Workshop Fees:	
A fee is charged for workshops organized for special groups that may or may not carry semester credit hours. The amount of the fee, which is an addition to the required tuition, is announced at the time of the workshop.	



### Discussion and Possible Action on the Annual Debt Management Plan for FY 2021

Presented for recommended approval to the ALAMO COLLEGES BOARD OF TRUSTEES on May 18, 2021.

#### MINUTE ORDER

“The Alamo Colleges District Board of Trustees hereby approves the recommendations as presented in the FY 2022 Debt Management Plan. The Chancellor or his designee is directed to authorize the District’s outside consultants to prepare any documents that may be necessary for Board approval.”

#### PURPOSE

The purpose of this action is to obtain Board direction for the Chancellor or his designee on the Debt Management Plan for FY 2022.

#### BACKGROUND

A Debt Management plan is presented to the Board of Trustees annually for recommendations for the following fiscal year. Through active and responsible Debt Management, Alamo Colleges District:

- \* Issues debt wisely to fund facilities renovations and growth.
- \* Manages within existing tax rate to meet needs, as possible.
- \* Ensures strong Financial Statements, resulting in superior Aaa/AAA Bond ratings.

The FY 2022 recommendations are outlined in the attached presentation.

#### IMPLICATIONS

**Financial:** Continuation of Debt Management Policy objectives; approval of FY 2022 Debt Management Plan  
**Strategic Plan:** Performance Excellence  
**Human Resources:** None

**ATTACHMENT:** FY 2022 Debt Management Plan presentation

\_\_\_\_\_  
 Pamela K. Ansboury, CPA, M.Ed      Date  
 Associate Vice Chancellor of Finance and  
 Fiscal Services

**Dr. Diane Snyder** Digitally signed by Dr. Diane Snyder  
Date: 2021.05.03 13:16:52 -05'00'  
 \_\_\_\_\_  
 Diane E. Snyder, CPA, Ph.D.      Date  
 Vice Chancellor for Finance  
 and Administration

\_\_\_\_\_  
 Dr. Mike Flores      Date  
 Chancellor



## Discussion and Possible Action on Fiscal Year 2021-2022 Operating Budget

Presented to the Board for approval on July 17, 2021

### MINUTE ORDER

**“The Alamo Colleges District Board of Trustees hereby approves a Fiscal Year 2021-2022 Educational and General (E&G) Operating Expense Budget of \$384,952,213; Auxiliary Enterprise Budget of \$2,047,781; Mandatory Transfers for Texas Public Education Grants and Revenue Bond Debt Service of \$16,123,567; Natatorium Major Repair Fund Addition of \$51,000; Non-mandatory Transfers for San Antonio River Authority and State Energy Conservation Office of \$1,257,453; and Capital Expense Budget of \$5,300,000 for Total Operating Expense Budget of \$409,732,014 based on revenues of \$402,623,108 and operating fund balance commitment of \$7,108,905 of prior year savings.”**

### PURPOSE

Approval of the Fiscal Year 2021-2022 Operating Expense Budget so that Colleges and Departments can begin ramping up operations for the fall 2021 semester. In August 2021, we will submit for approval the Total Budget including: a) Operating Tax Revenue updates upon receipt of the tax rolls, b) Restricted and Plant fund budgets and c) fund balance transfer updates as required.

### BACKGROUND

The 2021-22 fiscal year budget reflects a balanced budget in these unprecedented times with an emphasis on two key focal points: **our students**, by sustaining excellent instructional services and a full suite of wrap-around support services, and **our employees**, by maintaining competitive compensation and fringe benefits and other services aimed at retaining and supporting our talented workforce.

Key Assumptions for the FY22 budget include:

- Revenues
  - Projected 3.8% growth in student enrollment with no change in Tuition rates.
  - Increase of \$16.8 million in ad valorem tax revenue - 5% taxable assessed valuation growth (TAV) in Bexar County, and a 98% collection rate. Provides sustainable funding for student success strategies and Facilities Maintenance and Operations with no tax rate increase.
  - Increase of \$1.5 million in state appropriated funding as fiscal year 2022 - first year of the bi-annual funding of the 87<sup>th</sup> Texas Legislature
- Expenses
  - Provide all essential personnel and services required to serve our students
  - Student-focused: Instruction and student support services, including advocacy centers at each college, enrollment coaches, certified advisors, and the accessibility to healthcare centers via on-campus and tele-medicine services
    - \$2.0 million in the Student Success fund – Expanded tutoring for Math/English/Science/Accounting, Macro-credentialing, digital badges & course peer review challenge, Healthcare Clinics, AlamoEXPERIENCE year 2 (50% funding), San Antonio Food Bank navigators and pop-up markets support, programming to support our equity mindedness strategies, participatory budgeting
  - Employee-focused: Retain and recruit our talented workforce by providing competitive market adjustments to compensation and a full suite of fringe benefits, along with training and development opportunities
  - Facilities Maintenance and Operations increase of \$3.4M to operate the new CIP buildings supported 100% by ad valorem tax revenues without raising the tax rate.
  - Increased investments in Preventative Maintenance by \$0.5M for our aging facilities with a total allocation of \$19.5M in FY22. College Capital funds for furniture, fixtures and equipment replacement remain the same with a total allocation of \$5.3M



**IMPLICATIONS**

**Financial:**

Fiscal Year 2021-22 Educational and General (E&G) Operating Expense Budget of \$384,952,213, Auxiliary Enterprises of \$2,047,781, Mandatory Transfers of \$16,123,567, Natatorium Major Repair Fund Addition of \$51,000, Non-mandatory transfers of \$1,257,453 and Capital Expense Budget of \$5,300,000 based on revenues of \$402,623,108 and operating fund balance commitment of \$7,108,905 (from prior year budget savings).

**Strategic Plan:**

Objective I, II and III: Student Success, Leadership, and Performance Excellence

**Human Resources:**

N/A

**ATTACHMENTS:**

Attachment I – FY22 Budget Overview

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 West  
 Date: 2021.07.15 12:18:47 -05'00'

Shayne A. West Date  
 Interim Associate Vice Chancellor for Finance & Fiscal Services

Digitally signed by Dr. Diane Snyder  
 Snyder  
 Date: 2021.07.15 12:25:34 -05'00'

Dr. Diane Snyder, CPA, Ph.D. Date  
 Vice Chancellor for Finance and Administration

Dr. Mike Flores Date  
 Chancellor



**Discussion and Possible Action on Fiscal Year 2021 – 2022 All Funds Budget**

Presented to the Board Acting as Committee of the Whole on August 10, 2021 and now presented to the Board for approval on August 17, 2021.

**MINUTE ORDER**

**“The Board of Trustees hereby approves the Fiscal Year 2021-22 total budget with projected revenues of \$857,591,557; restricted and plant fund balance outflow of resources of \$248,756,523; operating fund balance commitment of \$7,108,905; and expenses of \$1,113,456,986 (Exhibit I), and the All Funds Budget Report by Location (Exhibit III).”**

**PURPOSE**

Approval of the fiscal year 2021 – 2022 total budget including all restricted accounts and operating budgets for Alamo Colleges District - San Antonio College, St. Philip’s College, Palo Alto College, Northwest Vista College, Northeast Lakeview College and district-wide support operations.

**BACKGROUND**

The Operating budget was approved by the Board of Trustees on July 27, 2021 to enable planning for the next academic year by the five colleges. This submission is for approval of the updated Total Budget including: a) Restricted and Plant fund budgets and b) related fund balance transfers. (NOTE: The commitment of fund balance for construction projects is spread over multiple years. In December, Exhibit I will be amended for adjustments to the beginning fund balance to match the audited August 31, 2021 financial statements. Exhibit II is the Operating Budget that was approved by the Board of Trustees on July 27, 2021.

**IMPLICATIONS**

**Financial:** Fiscal Year 2021-22 total budget with projected revenues of \$857,591,557; restricted and plant fund balance outflow of resources of \$248,756,523; operating fund balance commitment of \$7,108,905; and expenses of \$1,113,456,986 (Exhibit I), and the All Funds Budget Report by Location (Exhibit III).

**Strategic Objective:** Objective I, II and III: Student Success, Leadership and Performance Excellence

**Employee Services:** N/A

**ATTACHMENTS:** All Funds Budget Report (Exhibit I); July 27, 2021 approved Operating Budget (Exhibit II); All Funds Budget Report by Location (Exhibit III)

Shayne West

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Date: 2021.08.09 15:01:57 -05'00'

Shayne A. West Date  
Interim Associate Vice Chancellor of Finance and Fiscal Services

Dr. Diane Snyder

Digitally signed by Dr. Diane Snyder  
Date: 2021.08.10 08:28:03 -05'00'

Diane E. Snyder, CPA, Ph.D. Date  
Vice Chancellor for Finance and Administration

Dr. Mike Flores Date  
Chancellor



## ALAMO COLLEGES

## FY 2021 - 2022 ALL FUNDS BUDGET REPORT - PRELIM

## Exhibit I

	Proposed Budget 2021 - 2022		Total
	Unrestricted	Restricted	
<b>REVENUES</b>			
Instruction and General	394,029,976	212,531,002	606,560,978
Public Service	952,048	-	952,048
Scholarships and Fellowships	-	94,721,553	94,721,553
Auxiliary Enterprises	5,069,988	-	5,069,988
Student Activity Fee	2,571,096	-	2,571,096
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	402,623,108	307,252,555	709,875,663
Capital Outlay	-	62,069,322	62,069,322
Renewals & Replacements	-	-	-
Building	-	7,464,276	7,464,276
Furniture & Equipment	-	3,137,308	3,137,308
Debt Services	-	75,044,988	75,044,988
Subtotal Plant Funds	-	147,715,894	147,715,894
<b>TOTAL REVENUES</b>	<b>402,623,108</b>	<b>454,968,449</b>	<b>857,591,557</b>
<b>BEGINNING FUND BALANCES</b>			
Instruction and General	117,417,915	1,216,108	118,634,023
Public Service	-	-	-
Scholarships and Fellowships	-	11,181,737	11,181,737
Auxiliary Enterprises	3,200,000	-	3,200,000
Student Activity Fee	2,861,409	-	2,861,409
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	123,479,324	12,397,845	135,877,169
Capital Outlay	-	200,082,919	200,082,919
Renewals & Replacements	-	-	-
Building	-	51,238,576	51,238,576
Furniture & Equipment	-	13,950,347	13,950,347
Debt Services	-	13,295,407	13,295,407
Subtotal Plant Funds	-	278,567,249	278,567,249
<b>TOTAL BEGINNING FUND BALANCES</b>	<b>123,479,324</b>	<b>290,965,094</b>	<b>414,444,418</b>
<b>TOTAL AVAILABLE</b>			
Instruction and General	511,447,891	213,747,110	725,195,001
Public Service	952,048	-	952,048
Scholarships and Fellowships	-	105,903,290	105,903,290
Auxiliary Enterprises	8,269,988	-	8,269,988
Student Activity Fee	5,432,505	-	5,432,505
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	526,102,432	319,650,400	845,752,832
Capital Outlay	-	262,152,241	262,152,241
Renewals & Replacements	-	-	-
Building	-	58,702,852	58,702,852
Furniture & Equipment	-	17,087,655	17,087,655
Debt Services	-	88,340,395	88,340,395
Subtotal Plant Funds	-	426,283,143	426,283,143
<b>TOTAL AVAILABLE</b>	<b>526,102,432</b>	<b>745,933,543</b>	<b>1,272,035,975</b>

TOTAL AVAILABLE = Current Funds + Plant Funds

Note: Beg. fund balance includes Board mandated 15% (Report does not include endowment: 50, 60, loan funds: 41, 45, investment in plant fund 97, or agency funds: 31, 35; Include operating,

Unspent bond proceeds from prior year are included as part of beginning capital outlay fund balances.



## ALAMO COLLEGES

## FY 2021 - 2022 ALL FUNDS BUDGET REPORT - PRELIM

## Exhibit I

	Proposed Budget 2021 - 2022		Total
	Unrestricted	Restricted	
<b>EXPENDITURES</b>			
Instruction and General	382,283,382	212,531,002	594,814,384
Public Service	1,542,255	-	1,542,255
Scholarships and Fellowships	-	100,532,657	100,532,657
Auxiliary Enterprises	2,047,781	-	2,047,781
Student Activity Fee	2,571,096	-	2,571,096
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	388,444,514	313,063,659	701,508,173
Capital Outlay	-	266,007,721	266,007,721
Renewals & Replacements	-	-	-
Building	-	58,753,852	58,753,852
Furniture & Equipment	-	2,165,866	2,165,866
Debt Services	-	85,021,374	85,021,374
Subtotal Plant Funds	-	411,948,813	411,948,813
<b>TOTAL EXPENDITURES</b>	<b>388,444,514</b>	<b>725,012,472</b>	<b>1,113,456,986</b>
<b>TRANSFERS (IN) OUT</b>			
Instruction and General	-	-	-
Public Service	-	-	-
Scholarships and Fellowships	5,811,104	(5,811,104)	-
Auxiliary Enterprises	-	-	-
Student Activity Fee	-	-	-
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	5,811,104	(5,811,104)	-
Capital Outlay	3,855,480	(3,855,480)	-
Renewals & Replacements	-	-	-
Building	51,000	(51,000)	-
Furniture & Equipment	-	-	-
Debt Services	11,569,916	(11,569,916)	-
Subtotal Plant Funds	15,476,396	(15,476,396)	-
<b>NET TRANSFERS</b>	<b>21,287,500</b>	<b>(21,287,500)</b>	<b>-</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>409,732,014</b>	<b>703,724,972</b>	<b>1,113,456,986</b>
<b>ENDING FUND BALANCES</b>			
Instruction and General	129,164,510	1,216,108	130,380,618
Public Service	(590,207)	-	(590,207)
Scholarships and Fellowships	(5,811,104)	11,181,737	5,370,633
Auxiliary Enterprises	6,222,207	-	6,222,207
Student Activity Fee	2,861,409	-	2,861,409
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	131,846,815	12,397,845	144,244,660
Capital Outlay	(3,855,480)	-	(3,855,480)
Renewals & Replacements	-	-	-
Building	(51,000)	-	(51,000)
Furniture & Equipment	-	14,921,789	14,921,789
Debt Services	(11,569,916)	14,888,937	3,319,021
Subtotal Plant Funds	(15,476,396)	29,810,726	14,334,330
<b>TOTAL ENDING FUND BALANCES</b>	<b>116,370,419</b>	<b>42,208,571</b>	<b>158,578,990</b>
<b>TOTAL EXP, TRANSF &amp; BAL</b>	<b>526,102,432</b>	<b>745,933,543</b>	<b>1,272,035,975</b>
TOTAL EXP, TRANSF & BAL = TOTAL EXPENDITURES + NET TRANSFERS + TOTAL ENDING BALANCES			
Change in Fund Balance	(7,108,905)	(248,756,523)	(255,865,428)



## ALAMO COLLEGES DISTRICT

## Three Year General Operating Budget Comparison: FY20, FY21, &amp; FY22

DESCRIPTION	FY20 APPROVED	FY21 APPROVED	FY22 PROPOSED	INC/(DEC) FY22 vs. FY21
<b>REVENUES</b>				
STATE APPROPRIATIONS	\$66,832,870	\$66,832,878	67,793,857	\$960,979
State Paid Benefits	\$20,388,116	\$20,443,541	20,966,235	\$522,694
<u>TUITION AND FEES:</u>				\$0
Tuition	\$112,181,109	\$114,045,106	112,945,865	(\$1,099,241)
Pledged Tuition	\$24,592,440	\$25,507,410	24,955,771	(\$551,639)
Exemptions	(\$34,805,368)	(\$33,169,911)	(33,809,714)	(\$639,803)
Fees	\$5,535,232	\$4,259,978	4,066,590	(\$193,388)
TAXES	\$175,587,193	\$178,255,051	195,031,684	\$16,776,633
CONTRACTS & INDIRECT COSTS	\$560,000	\$560,000	645,000	\$85,000
INVESTMENT INTEREST INCOME	\$3,500,000	\$700,000	500,000	(\$200,000)
OTHER INCOME	\$5,438,398	\$5,238,867	4,971,332	(\$267,535)
<b>TOTAL EDUCATIONAL &amp; GENERAL REVENUE</b>	<b>\$379,809,990</b>	<b>\$382,672,920</b>	<b>398,066,620</b>	<b>\$15,393,700</b>
AUXILIARY ENTERPRISES	\$5,371,072	\$5,090,222	4,556,488	(\$533,734)
<b>TOTAL GENERAL OPERATING REVENUES</b>	<b>\$385,181,062</b>	<b>\$387,763,142</b>	<b>402,623,108</b>	<b>\$14,859,966</b>
<b>FUND BALANCE COMMITMENTS:</b>				
General Operations	\$0		7,108,905	7,108,905
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$385,181,062</b>		<b>409,732,014</b>	<b>\$21,968,872</b>
<b>EXPENDITURES</b>				
<u>EDUCATIONAL AND GENERAL **:</u>				
INSTRUCTION	\$122,099,743	121,305,589	125,427,239	4,121,650
PUBLIC SERVICE	\$1,554,338	1,475,579	1,542,255	66,676
ACADEMIC SUPPORT	\$24,637,933	24,259,563	25,275,998	1,016,435
STUDENT SERVICES	\$50,242,725	52,154,179	55,046,566	2,892,387
INSTITUTIONAL SUPPORT	\$111,254,062	113,434,348	122,129,964	8,695,616
OPERATIONS and MAINTENANCE of PLANT	\$48,778,948	48,659,596	53,846,285	5,186,689
SCHOLARSHIPS/EXEMPTIONS	\$1,189,401	2,076,343	1,683,906	(392,437)
<b>TOTAL EDUCATIONAL and GENERAL EXPENDITURES</b>	<b>\$359,757,150</b>	<b>\$363,365,197</b>	<b>384,952,213</b>	<b>\$21,587,016</b>
<u>AUXILIARY ENTERPRISE EXPENDITURES</u>	\$2,381,653	\$1,955,950	2,047,781	\$91,831
<u>MANDATORY TRANSFERS FOR:</u>				\$0
REV BOND DEBT SERV	\$10,459,125	\$10,459,125	10,312,463	(\$146,662)
TEXAS PUBLIC EDUCATIONAL GRANT	\$5,723,222	\$5,943,497	5,811,104	(\$132,393)
CAPITAL BUDGET	\$5,300,000	\$4,730,920	5,300,000	\$569,080
<u>NON-MANDATORY TRANSFERS FOR:</u>				\$0
NON-MANDATORY TRANSFER - OTHER	\$1,508,912	\$1,257,453	1,257,453	\$0
NATATORIUM MAJOR REPAIR FUND	\$51,000	\$51,000	51,000	\$0
<b>TOTAL UNRESTRICTED CURRENT FUND</b>	<b>\$385,181,062</b>	<b>\$387,763,142</b>	<b>409,732,014</b>	<b>\$21,968,872</b>

\*\* FY22 proposed budget is pending final Banner load by functional category



**FY 2021 - 2022 ALL FUNDS BUDGET SUMMARY BY LOCATION**  
**Exhibit III**

	SAC	SPC	PAC	NVC	NLC	TOTAL
Formula/Non-formula Funding	\$53,686,449	\$39,485,535	\$27,197,892	\$36,891,352	\$16,459,882	\$173,721,110
District Support Operations	\$33,734,057	\$24,810,866	\$17,089,885	\$23,180,802	\$10,342,621	\$109,158,230
Benefits/PM/Capital/Investments/Comp	\$27,873,292	\$20,693,981	\$13,754,223	\$19,183,913	\$8,650,953	\$90,156,362
General Institutional Expense	\$11,340,560	\$8,340,803	\$5,745,199	\$7,792,816	\$3,476,935	\$36,696,312
Approved Operating Budget	\$126,634,357	\$93,331,184	\$63,787,199	\$87,048,883	\$38,930,391	\$409,732,014
College Restricted Expense	\$151,769,076	\$160,485,586	\$117,595,476	\$117,278,287	\$62,197,355	\$609,325,780
DSO Restricted Expense	\$23,512,674	\$24,863,070	\$18,218,362	\$18,169,222	\$9,635,863	\$94,399,192
Restricted Budget	\$175,281,750	\$185,348,656	\$135,813,838	\$135,447,510	\$71,833,218	\$703,724,972
<b>TOTAL ALL FUNDS BUDGET</b>	<b>\$301,916,107</b>	<b>\$278,679,840</b>	<b>\$199,601,038</b>	<b>\$222,496,393</b>	<b>\$110,763,609</b>	<b>\$1,113,456,986</b>



**Discussion and Possible Action on Setting a Tax Rate for Fiscal Year 2021-2022**

Presented to the Board Acting as Committee of the Whole August 10, 2021, and now presented with Committee-requested revisions to the Board for approval on August 17, 2021.

**MINUTE ORDER**

“The Board of Trustees hereby approves, orders and adopts a Maintenance and Operations (M&O) tax rate of \$0.107760/\$100 of assessed valuation and a Debt levy tax rate of \$0.041390/\$100 of assessed valuation, for a Combined tax rate of \$0.149150/\$100 of assessed valuation for FY 2021/22 which is greater than the No-New-Revenue tax rate of \$0.147897/\$100 of assessed valuation but less than the Voter-Approval tax rate of \$0.161187/\$100 of assessed valuation. The Board hereby ratifies its implied delegation to the Vice Chancellor for Finance and Administration or delegate to calculate the no-new-revenue tax rate and the voter-approval tax rate relying on the Bexar County Tax Assessor-Collector and hereby authorizes and directs the Vice Chancellor or delegate to provide the public notices and to arrange the public hearing on appropriate dates as required by the Texas Tax Code for the proposed tax rate increase. Following such notice and hearing, the Board of Trustees shall deliberate and vote on the final tax rate increase, within the applicable time frame set out in the Texas Property Tax Code.”

**PURPOSE**

The Alamo Colleges District strives to make higher education readily affordable to its citizens, with a goal to make every effort to keep its tax rates as low as possible.

In accordance with the Debt Management Plan approved by the Board in May 2021, there is no recommended change to the property tax rate- the Combined rate will remain at \$0.149150/\$100 of assessed valuation. Because of the increase in taxable assessed value, this proposed Combined tax rate, although constant from last year, is higher than the calculated No-New-Revenue tax rate, and there is a resultant requirement for public notices and a public hearing prior to final approval of the tax rate.

**BACKGROUND**

The Combined tax rate is unchanged at \$0.149150/\$100 of assessed valuation. Even though the Combined tax rate is stable, because of the increase in property values, the calculated No-New-Revenue rate is now lower than current rate, requiring a public notice and hearing. The recommended M&O tax rate of \$0.107760/\$100 of assessed valuation is higher than the current year calculated No-New-Revenue tax rate of \$0.107149/\$100 of assessed valuation, but lower than the Voter-Approval rate of \$0.115720/\$100 of assessed valuation. The Debt rate of \$0.04139/\$100 of assessed valuation will raise the revenue needed for FY 2021/22 debt service payments and other actions per the approved FY 2022 Debt Management Plan. The Combined tax rate of \$0.149150/\$100 is higher than the No-New-Revenue tax rate of \$0.147897/\$100 of assessed valuation, but lower than the Voter-Approval rate of \$0.161187/\$100 of assessed valuation. Public notices and a public hearing is required prior to final approval of the tax rate when the proposed tax rate is greater than either the No-New-Revenue tax rate or the Voter-Approval tax rate (whichever is lower).

**IMPLICATIONS**

Financial: Provide tax revenues required to support Alamo Colleges District operations and fund annual payments on bond debt

Strategic Objective: Goal III Performance Excellence

- Attachments: Exhibit A: Notice of Calculated Tax Rates
- Exhibit B: 2021 Tax Planning Calendar (FY 22)
- Exhibit C: Notice of Public Hearing/Meeting to Vote on Tax Rate (DRAFT)

Shayne West  
Digitally signed by Shayne West  
 Date: 2021.08.09 08:17:29 -05'00'

\_\_\_\_\_  
 Shayne A. West Date  
 Interim Assoc. Vice Chancellor of Finance and Fiscal Services

Dr. Diane Snyder  
Digitally signed by Dr. Diane Snyder  
 Date: 2021.08.06 12:49:16 -05'00'

\_\_\_\_\_  
 Diane E. Snyder, CPA, Ph.D. Date  
 Vice Chancellor for Finance and Administration

\_\_\_\_\_  
 Dr. Mike Flores Date  
 Chancellor



**EXHIBIT A**

**Notice About 2021 Tax Rates**

**Property Tax Rates in ALAMO COMMUNITY COLLEGE DISTRICT**

This notice concerns the 2021 property tax rates for ALAMO COMMUNITY COLLEGE DISTRICT. This notice provides information about two tax rates used in adopting the current tax year's tax rate. The no-new-revenue tax rate would impose the same amount of taxes as last year if you compare properties taxed in both years. In most cases, the voter-approval tax rate is the highest tax rate a taxing unit can adopt without holding an election. In each case, these rates are calculated by dividing the total amount of taxes by the current taxable value with adjustments as required by state law. The rates are given per \$100 of property value.

<b>This year's no-new-revenue tax rate:</b>	\$0.147897/\$100
<b>This year's voter-approval tax rate:</b>	\$0.161187/\$100

To see the full calculations, please visit 233 N. Pecos-La Trinidad, San Antonio, TX 78207 for a copy of the Tax Rate Calculation Worksheet.

**Unencumbered Fund Balance**

The following estimated balances will be left in the unit's accounts at the end of the fiscal year. These balances are not encumbered by a corresponding debt obligation.

Type of Fund	Balance
I&S	13,295,000

**Current Year Debt Service**

The following amounts are for long-term debts that are secured by property taxes. These amounts will be paid from upcoming property tax revenues (or additional sales tax revenues, if applicable).

Description of Debt	Principal or Contract Payment to be Paid from Property Taxes	Interest to be Paid from Property Taxes	Other Amounts to be Paid	Total Payment
Limited Tax Series	27,675,000	23,785,926	0	51,460,926
Maintenance Tax Notes	22,350,000	1,831,888	0	24,181,888
Total required for 2021 debt service				\$75,642,814
- Amount (if any) paid from funds listed in unencumbered funds				\$0
- Amount (if any) paid from other resources				\$0
- Excess collections last year				\$0
= Total to be paid from taxes in 2021				\$75,642,814
+ Amount added in anticipation that the unit will collect only 99.05% of its taxes in 2021				\$725,498
= Total debt levy				\$76,368,312

This notice contains a summary of actual no-new-revenue and voter-approval calculations as certified on 7/29/2021 by The Office of the Bexar County Tax Assessor-Collector Albert Uresti, MPA, PCAC  
 Carlos Gutierrez, PCC  
 Property Tax Division Director  
 233 N. Pecos-La Trinidad, San Antonio, TX 78207  
 210-335-6600  
 taxoffice@bexar.org  
 home.bexar.org/tax



## EXHIBIT B TAX PLANNING CALENDAR

DATE	ACTION
Tuesday, August 17	Board votes to proceed with Tax Rate. Requires quorum and roll-call vote. Announce date, time and place of meeting (Public Hearing) at which will vote on Tax Rate.
Tuesday, September 14	Public Hearing. Board adopts Tax Rate. Requires a quorum, special language and a record vote. Must take place in a public building inside taxing boundaries.
Thursday, September 30	Deadline to adopt Tax Rate.



Exhibit C

## NOTICE OF PUBLIC HEARING ON TAX INCREASE **DRAFT**

A tax rate of \$ 0.149150 per \$100 valuation has been proposed by the governing body of ALAMO COMMUNITY COLLEGE DISTRICT.

PROPOSED TAX RATE	\$0.149150 per \$100
NO-NEW-REVENUE TAX RATE	\$0.147897 per \$100
VOTER-APPROVAL TAX RATE	\$0.161187 per \$100

The no-new-revenue tax rate is the tax rate for the 2021 tax year that will raise the same amount of property tax revenue for ALAMO COMMUNITY COLLEGE DISTRICT from the same properties in both the 2020 tax year and the 2021 Tax Year. The voter-approval rate is the highest tax rate that ALAMO COMMUNITY COLLEGE DISTRICT may adopt without holding an election to seek voter approval of the rate.

The proposed tax rate is greater than the no-new revenue tax rate. This means that ALAMO COMMUNITY COLLEGE DISTRICT is proposing to increase property taxes for the 2021 tax year.

A PUBLIC HEARING ON THE PROPOSED TAX RATE WILL BE HELD ON TUESDAY, SEPTEMBER 14, 2021 at 6:00 PM at the ALAMO COLLEGES DISTRICT, 2222 N. ALAMO ST., SAN ANTONIO, TX 78215.

The proposed tax rate is not greater than the voter-approval rate. As a result, ALAMO COMMUNITY COLLEGE DISTRICT is not required to hold an election at which voters may accept or reject the proposed tax rate. However, you may express your support for or opposition to the proposed tax rate by contacting the members of the Board of Trustees of Alamo Community College District at their offices or by attending the public hearing mentioned above.

YOUR TAXES OWED UNDER ANY OF THE TAX RATES MENTIONED ABOVE CAN BE CALCULATED AS FOLLOWS:

$$\text{property tax amount} = (\text{tax rate}) \times (\text{taxable value of your property}) / 100$$

The members of the governing body voted on the proposed tax increase as follows:

FOR:

AGAINST:

PRESENT and not voting:

ABSENT:

The 86th Texas Legislature modified the manner in which the voter-approval tax rate is calculated to limit the rate of growth of property taxes in the state.

The following table compares the taxes imposed on the average residence homestead by ALAMO COMMUNITY COLLEGE DISTRICT last year to the taxes proposed to be imposed on the average residence homestead by ALAMO COMMUNITY COLLEGE DISTRICT this year:

	2020	2021	Change
Total tax rate (per \$100 of Value)	\$0.149150	\$0.149150	Decrease of \$0.00 or 0.00%
Average homestead taxable value	\$229,039	\$243,824	Increase of 6.46%
Tax on average homestead	\$341.61	\$363.66	Increase of \$22.05 or 6.46%
Total tax levy on all properties	\$239,065,187		Increase of \$ or %

**For assistance with tax calculations, please contact:**  
 The Office of the Bexar County Tax Assessor-Collector Albert Uresti, MPA, PCC  
 Carlos Gutierrez, PCC  
 Property Tax Division Director  
 233 N. Pecos-La Trinidad, San Antonio, TX 78207  
 210-335-6600  
 taxoffice@bexar.org  
 home.bexar.org/tax



### **Discussion and Possible Action on FY22 Smart Talent Compensation Adjustments**

Presented to the Alamo Colleges District Board of Trustees for approval at the Special Board Meeting on July 17, 2021; presented to the Board Acting as Committee of the Whole on July 20, 2021 and now presented to Board for approval on July 27, 2021.

#### **MINUTE ORDER**

**“The Alamo Colleges District Board of Trustees hereby approves compensation adjustments effective September 1, 2021, and January 1, 2022, as noted for full-time regular faculty, adjunct faculty, CE Instructors, full-time and part-time/temporary staff, work study students and administrators.”**

#### **PURPOSE**

Compensation adjustments are recommended as we enter FY22 to recruit and retain the excellent talent our Alamo Colleges District student success mission requires. Careful market analyses show compensation adjustments are needed, across the board, to secure a competitive position to recruit and retain essential talent. A further set of faculty stipend adjustments are required to recruit and retain high-wage/high-demand faculty for our Nursing, Healthcare, IT and Advanced Manufacturing programs. Finally, a wage increase for work study students and other students employed by the College District is recommended to keep pace with the local market, thereby ensuring students can afford to participate in work-based learning opportunities provided by the College District.

#### **TALENT EXCELLENCE COMPENSATION**

Recognition of employee contributions has never been more essential for the College District to continue to meet unprecedented challenges with the collaborative, can-do spirit of our workforce, and new challenges connected with pandemic recovery and return to campus continue to arise. The Board of Trustees and administration recommend a one-time, non-recurring award, of \$1,000 to full-time employees, and of \$500 to part-time staff and part-time adjunct/CE faculty employees, who, on the basis of payroll records, performed work during the period between March 1, 2020 and August 31, 2021, and who are employed as of September 30, 2021, to compensate their extra efforts managing a return to on-site work, and to incentivize retention.

A total cost of \$5.4M is projected for this one-time, non-recurring Talent Excellence award to the extraordinary faculty, staff and administrators who have demonstrated their commitment to excellence in such challenging times, and who each, in their own way, are so essential to the ongoing success of our students. It is recommended that award amounts be grossed-up for taxes and paid in a separate check in October to all employees who meet the eligibility criteria and are employed on the date of actual payout.

#### **MARKET ADJUSTMENTS**

The defined market position for faculty is 3<sup>rd</sup> among the eight largest Texas Community College districts based on the results of the annual TCCTA survey of Texas colleges. The defined market position for staff, administrators and IT technical talent is 100% comp-a-ratio in ranges developed independently through Hay/Korn Ferry analysis of the Higher Ed and General Industry markets to produce a competitive pay position comparable to faculty “3ness” in a blended market of Higher Ed and General Industry benchmark jobs for each ACD salary grade. The college district remains committed to achieving the market position targets for faculty and non-faculty within the limits of available funding.



A FY22 market adjustment of 3% is recommended, effective September 1, 2021, for all employees. This market adjustment is tempered by limits of available funding. While not sufficient to achieve the College District's targeted market positions, it does represent significant progress while remaining within the limits of the FY22 budget.

Compensation for existing faculty will be increased 3% on September 1, 2021, and the hiring rate table will be increased but will continue to lag 1.75% behind the rates paid to existing faculty to avoid compression.

Compensation for non-faculty will also increase 3% on September 1, 2021. The S-Scale and T-Scale Ranges will increase 10% and 9% respectively. Compensation adjustments will be limited to 3% unless an additional amount is required to bring an employee's rate up to the new range minimum. As in prior years, the adjustment amount may not increase an employee's compensation above the new range maximum. If an employee's rate that exceeds the range awarded a one-time 1% adjustment will be awarded instead of a recurring base rate increase.

The following expenses by employee classification are projected:

Employee Classification	% Increase	Average Increase	Head Count	FY22 Cost
Full-time Regular Faculty	3%	\$1,902	812	\$1,544,311
Adjunct Faculty	3%	\$331	2,250	\$743,969
CE Instructors	3%	\$29	862	\$24,955
Full-Time Regular Staff* **	3%+	\$2,056	1,735	\$4,517,181
Part-Time/Temporary Staff	3%+	\$968	558	\$651,458
IT Sr. Professional/Manager	3%+	\$4,766	70	\$392,969
Work study & student workers	3%	\$1.25/hour	Target 1,800	State/Federal Funded
Administrators	3%+	\$6,852	77	\$359,752
Total Increase				\$8,234,595
Total Benefit Cost Increase***				\$1,194,949
Grand Total				\$9,429,544

\* Adjusting more than 3%, if required to bring wage/salary up to new range minimum

\*\* 1% one-time temporary adjustment in FY22.

\*\*\* (15.805% FT, 8.305% PT Benefit exp.)

### HW/HD (HIGH-WAGE/HIGH-DEMAND) FACULTY STIPENDS

The College District currently provides additional compensation in the form of annual stipends to HW/HD faculty. The additional compensation is required to compete in the job markets for qualified Nursing, IT, Advanced Manufacturing, and Healthcare faculty. The stipends address the significant compensation gap that exists between teaching and the HW/HD profession in which those faculty are qualified to work.

In February 2021 the Board of Trustees approved an off-cycle stipend increase for nursing faculty to support the timely recruitment and retention of nursing faculty for the new SAC BSN program. The Board requested that these Nursing Stipend be brought back for review during the FY22 budget cycle and in relation to the need for stipend adjustments for other high-wage/high-demand disciplines.



The nursing stipend increase has helped stabilize recruiting and retention in the discipline but the compensation gap for IT, Advanced Manufacturing, and other Healthcare faculty continues to grow, jeopardizing our ability to operate those programs. Faculty turnover in the programs and the time to fill vacant positions continues to increase.

To ensure faculty for the HW/HD programs, continuation of the nursing stipends is recommended. The following stipend increases for other HW/HD disciplines are also recommended to become effective January 1, 2022 based on current market data for instructors and individuals employed in other HW/HD professions.

HW/HD Faculty	FTEs	Current Annual Stipend	Proposed Annual Stipend	Annualized Cost	FY22 Cost
Nursing – BSN*	7	\$6k to 10k on 3/1/2021*	\$10,000	\$28,000	\$28,000
Nursing – MSN*	8	\$9k to 15k* on 3/1/2021*	\$15,000	\$228,000	\$228,000
Nursing – PhD*	13	\$9k to 20k on 3/1/2021*	\$20,000	\$143,000	\$143,000
IT**	59.6	\$5,000	\$15,000	\$595,704	\$297,852
Manufacturing**	79.9	\$5,000	\$10,000	\$399,495	\$199,747
Healthcare (non-Nursing)**	83.6	\$5,000	\$10,000	\$417,992	\$208,996
Total Increase				\$1,812,191	\$1,105,595
Total Benefit Cost Increase				\$239,977	\$150,919
Grand Total				\$2,052,168	\$1,256,514

\* Already in effect. Approved by the Board in February 2021, to be effective March 1, 2021.

\*\* Effective 1/1/2022 with special tuition funding

\*\*\* (15.805% FT, 8.305% PT Benefit exp.)

The HW/HD faculty at Alamo Colleges sustain and grow programs that are critical to student success, economic mobility and the economic development of our community. Annual stipend amounts are provided to full-time faculty and, on a prorated basis, to adjunct and CE faculty. Stipends are extended in the same manner to other high-wage high-demand programs. Full time faculty teaching in the summer in a high-wage high-demand are compensated at 130% of the high-wage high-demand adjunct faculty rate, which is an enhancement of current practice.

#### STUDENT SUCCESS OFFER EQUITY

In May 2020 a standardized Offer Equity Formula was implemented for the determination of pay offers for staff hires and promotions. Longstanding staff and HR concerns about the fairness of salary offers for new hires was the genesis for this effort to establish more, consistent, objective and equitable compensation offers. The United Staff Senate was engaged to work with HR developed a standardized Formula for offer calculation that uniformly recognizes each candidate's education and experience beyond the minimum requirements for the position. The calculation also had to factor in the pay of existing staff to avoid new hire offers that exceed the pay of similarly situated staff already onboard. The Formula that was ultimately recommended is now applied objectively and consistently by the HR Recruiting Team for each staff hire and promotion.



The Offer Equity Formula has proven trustworthy over the first year because it replicates the education and experience factors used successfully for many years to produce consistent faculty job offers. The Formula has eliminated salary negotiation and inconsistent consideration of other factors that can introduce unintentional implicit bias into the offer process.

This first-year experience clears a path for the 2<sup>nd</sup> phase of Offer Equity, which is recommended to begin on September 1, 2021, for the 650 employees of the ACD Student Success job family. OE Phase 2 is designed to apply the very same Offer Equity Formula to existing Student Success employee pay, with increases as required to align the pay across the job family through application of the Offer Equity Formula. In FY23, the Formula will be recommended to be applied to the Academic and IT Job Families and, finally, to the remaining College Services/DSO/Administrative Support Job Families.

The cost to apply the Offer Equity Formula to the Student Success Job Family on September 1, 2021 has been calculated at \$1,300,000. Application of the Formula will enhance the College District's ability to retain and recruit staff performing Advising, Enrollment and the other functions of the job family that are so essential for student success.

**IMPLICATIONS**

**Financial:**

**FY21 Accrual of 1-time Talent Excellence Award (\$5,400,000)**  
**FY22 total cost: \$11,986,058** including 3/2021 Nursing Stipend increase  
**Annualized cost: \$12,781,712**

- FY22 market adj. with benefits – \$9,429,544 (eff. 9/1/2021)
- FY22 faculty stipends with benefits – \$1,256,514 (eff. 1/1/2022)
- FY22 Student Success Offer Equity with benefits – \$1,300,000 (eff. 9/1/2021)

**Strategic Plan:**

III. Performance Excellence

**Human Resources:**

Build talent and engage employees with a focus on learning, collaboration, and performance

**ATTACHMENTS:**

none

Linda Boyer-Owens Digitally signed by Linda Boyer-Owens  
Date: 2021.07.20 13:34:34 -05'00'  
 \_\_\_\_\_ Date  
 Linda Boyer-Owens  
 Associate Vice Chancellor for Human Resources & Organizational Development

Dr. Diane Snyder Digitally signed by Dr. Diane Snyder  
Date: 2021.07.20 10:02:36 -05'00'  
 \_\_\_\_\_ Date  
 Diane E. Snyder, CPA, Ph.D.  
 Vice Chancellor for Finance and Administration

\_\_\_\_\_  
 Dr. Mike Flores  
 Chancellor



## Glossary

*The terms included in this glossary are intended to serve as a general and basic reference for the material contained in the budget document. It is not an all-inclusive or a comprehensive glossary.*

**Academic Support Function** – This function includes funds expended primarily to provide support services for the institution's primary mission – instruction, research, and public service. It includes: (1) the retention, preservation, and display of educational materials such as libraries, museums, and galleries; (2) academic administration such as dean's salaries and office expenses; (3) technical support such as computer services and audio-visual information; and (4) separately budgeted support for course and curriculum development and related items.

**Accountability** – Accountability is the obligation to explain the institution's action, to justify what the institution does, to justify to the citizenry and other interested parties the rationale for raising resources, and an explanation for the expenditure of those resources.

**Accounting Period** – The accounting period is a time period that is reflected in a set of financial statements.

**Accounts Payable** – Payables are amounts owed for goods or services actually rendered or provided to the institution, but for which the payment has not yet been made.

**Accounts Receivables** – Receivables are amounts owed to the institution from private persons or organizations for goods and services furnished.

**Accrual Basis** – Basis of accounting under which revenues are recognized and recorded when earned, and expenses are recognized and recorded when they become a legal obligation or liability.

**Accrued Expenses** – An expense incurred during the accounting period but not paid or recorded.

**Accrued Interest** – Accrued interest is interest earned but not yet paid.

**Accrued Liabilities** – Accrued liabilities are those amounts owed but not yet paid.

**Accrued Revenue** – Revenue that has been earned during the fiscal year but not received or recorded.

**Accumulated Depreciation** – The amount of depreciation expense that has been recognized for capital assets, or a class of assets, to date.

**ADA** – Americans with Disabilities Act

**Ad valorem** – In proportion to value - basis for property tax levy.

**All Funds Budget Report** – Provides detailed information for all revenues and expenditures received and expended by the Alamo Colleges.

**All Parts of Term** – Reports students data taking hours at any time during the term, including 16-weeks, Flex I and Flex II.

**Annual Unduplicated Headcount** – Total number of students enrolled with each student counted only once during the entire academic year. For example, a student who enrolled in two or more semesters during the year is counted only once. For district totals, students who enrolled at more than one of the Alamo Colleges and in more than one term are counted once.



**Assessed Valuation** – Valuation set on real estate or other property as the basis of levying taxes.

**Audit** – Examination of documents, records, reports, internal control systems, accounting and financial procedures and other evidence and the issuance of a report relating to the examination.

**Auxiliary Enterprise** – Category of expenses that includes all expenses related to the operation of auxiliary enterprises including expenses for operation and maintenance of plant and institutional support.

**Auxiliary Enterprise Function** – An activity that exists to provide a service to students, faculty or staff and charges a fee directly related to, although not necessarily equal to, the cost of the service. The activity is managed as essentially self-supporting.

**Award** – Credential granted a student for successful completion of a set curriculum such as a degree or certificate.

**Balanced Budget** – Revenue budget equals expense budget.

**Basic Financial Statements** – Includes statement of net assets, statement of revenues, expenses and change in net assets, statement of cash flows and notes to the financial statements.

**Bond** – A written promise to pay a specific sum of money, called the face value or principal amount, at a specified date (or dates) in the future, called the maturity date, and with periodic interest at a rate specified in the bond. A bond is generally issued for a specific purpose or project, such as construction of a new facility.

**Bond and Interest Fund** – (also known as Debt Service Fund): The Bond and Interest Funds are used to account for payment of principal, interest, and related charges on any outstanding bonds. Debt service for each bond issue must be accounted for separately using a group of self-balancing accounts within the fund.

**Bonded Debt** – The portion of an issuer's total debt represented by outstanding tax-supported bonds.

**Budget** – A financial plan that sets forth the estimated expenses for a financial period and the proposed means to finance them.

**Capital Outlay** – The purchase or construction of a capital asset that represents an exchange of an asset that may be spent (cash) for an asset that cannot be spent, resulting in a net decrease in current financial resources.

**Cash** – Includes currency, coin, checks, and money orders, on hand or deposit with a designated agent or official acting as custodian of deposited funds.

**CBM001** – (Student Report) This report includes all students enrolled at the reporting institution in courses (for which semester credit hours or quarter credit hours are awarded) as of the official census date, which shall be the 12th class day for the fall and spring semesters (16 week sessions) and the 4th class day for each of the summer terms (6 week sessions).

**CBM004** – (Class Report) This report reflects courses offered as of the official census date which is the 12th class day for the fall and spring semesters (16 week session) and the 4th class day for each of the summer terms (6-week session). All higher education institutions may schedule enrollment periods different from the standard periods noted. This report includes classes in Coordinating Board approved courses for resident credit.

**CBM008** – (Faculty Report) This report includes all personnel who teach a class that generates credit hours and whose assigned responsibilities are directly related to the teaching function.



**Certification/Licensure/Registration** – A process sponsored by an agency or association, and designed by educators in cooperation with business, industry, and/or labor, that validates and/or certifies the skills and learning experiences of a candidate and enters the name of the successful candidate on a registry.

**CIP** – Capital Improvement Project

**College of Attendance** – Refers to the physical location (College) where a student attends the course.

**College of Registration** – Refers to the College where a student registers for a course during an academic year.

**Contingency** – Contingency funds are those appropriations set aside for emergencies or unforeseen expenditures.

**Contact Hours** – A unit of measure that represents an hour of scheduled instruction given to students of which 50 minutes must be of direct instruction.

**Contracts** – A negotiated transaction in which both parties to the agreement specify their actions to be performed.

**Contractual Services** – Monies paid for services rendered by firms and individuals under contract who are not employees of the Alamo Colleges.

**Credit Students** – Students enrolled in a course that can be applied to a degree, diploma, certificate or other formal award.

**Debt Service** – Interest and matured principal related to outstanding debt obligations – may be either the cash outlay needed or the amount accrued for meeting such payment during any accounting period.

**Debt Service Requirements** – The amount of the current period's principal and interest related to long-term debt obligations.

**Degree** – An award conferred by a postsecondary education institution as official recognition for the successful completion of a program of study.

**Developmental Education** – Developmental education refers to the range of courses and activities designed to prepare students to complete credit bearing college level courses successfully.

**Distance Education** – Courses in which the majority of instruction occurs when the students and instructor are not in the same physical setting. A distance education course can be delivered synchronously or asynchronously to any single or multiple locations through electronic modes (e.g., the Internet, video conferencing, television, etc.), by correspondence, or by other means.

**Duplicated Headcount** – Students enrolled at more than one college are counted at each college resulting in "duplicated" headcount.

**EEOC** – Equal Employment Opportunity Commission

**Employed and/or Enrolled** – Students who have taken a job after graduation or enrolled in higher education after graduation.

**EPA** - Environmental Protection Agency



**E-Rate** – Tuition charged to students who reside out-of-District and are enrolled exclusively in online classes.

**Ethnicity** – Ethnic origin of students, faculty or staff.

**Exempt** – Designation that allows a student to pay no tuition. In some cases, some or all fees will be included in the exemption.

**Facility Condition Index (FCI)** – Current maintenance, repair, and replacement deficiencies of the facility divided by current replacement value of the facility.

**Fall to Fall Persistence FT FTIC** – The rate at which full-time, first-time-in-college, degree-seeking credit students either persist from the Fall term of entry (at census date) to the Fall term of the following year (at census date) or earn a degree or certificate before the next fall term.

**Fall to Fall Persistence PT FTIC** – The rate at which part-time, first-time-in-college, degree-seeking credit students persist from the Fall term of entry (at census date) to the Fall term of the following year (at census date).

**Fall to Spring Persistence FT FTIC** – The rate at which full-time, first-time-in-college, degree-seeking credit students persist from Fall term of entry (at census date) to the subsequent Spring term (at census date) where full-time is defined as a student taking 12 or more semester credit hours.

**Fall to Spring Persistence PT FTIC** – The rate at which part-time, first-time-in-college, degree-seeking credit students persist from the Fall term of entry (at census date) to the subsequent Spring term (at census date) where part-time is defined as a student taking less than 12 semester credit hours.

**FERPA** - Family Educational Rights and Privacy Act

**First-Time-in-College Student (FTIC)** – An entering student who has never attended any college. Also includes students who entered with advanced standing (college credits earned before graduation from high school).

**Financial Aid** – Grants, loans, assistantships, scholarships, fellowships, tuition waivers, tuition discounts, veteran's benefits, employer aid (tuition reimbursement) and other monies provided to students to meet expenses. This includes Title IV subsidized and unsubsidized loans made directly to students.

**Fiscal Year** – The period of time beginning September 1 and ending on the following August 31, both dates inclusive, which coincides with the State of Texas' fiscal year.

**Formula Funding** – The method used to allocate appropriated sources of funds among institutions of higher education.

**FTE** – Full time equivalent.

**FTSE** – Full time student equivalent.

**Full Time Faculty** – Tenured, tenure-track, and full-time faculty.

**Full-Time Student** – Students enrolled for 12 or more credit hours in a semester.

**Fund Balance/Equity** – Available spendable resources at a given point in time.



**Gender** – The gender of a student or faculty or staff member. An ‘M’ denotes Male and an ‘F’ denotes Female.

**Graduation Rate** – Percentage of a given college-entering, first-time-in-college cohort of degree-seeking students who graduate in a specific period of time.

**Headcount** – Number of students in a group by classification.

**I&G Operating Budget** – The Instruction and General Operating Budget contains all of the revenue and expenditures associated with providing services and programs relating to instruction and general operating activities of the College District.

**Institutional Support Function** – Expenses for (1) central executive level management and long-range planning of the entire institution; (2) fiscal operations; (3) administrative data processing; (4) space management; (5) employee personnel and records; (6) logistical activities that provide procurement, storeroom, safety, security, printing and transportation services to the institution; (7) support services for faculty and staff that do not operate as auxiliary enterprises; (8) activities concerned with community and alumni relations, including development and fundraising; and (9) bad debt expense related to tuition and fee revenue.

**Instruction Function** – Expenses for all activities that are part of an institution’s instruction program. This function includes expenses for credit and non-credit courses, for academic, vocational, and technical instruction, for development and tutorial instruction, and for regular, special, and extension session.

**Investments** – The purchase of a financial product with the expectation of favorable future returns or the purchase of a physical good, such as inventory, with the objective of improving future business.

**Levy** – To impose taxes, assessments or service charges.

**Liability** – Probable future sacrifices of resources arising from obligations to transfer assets or provide services in the future as a result of a transaction or event.

**NLC** – Northeast Lakeview College, one of the Alamo Colleges.

**NVC** – Northwest Vista College, one of the Alamo Colleges.

**Non-Credit Students** – Students enrolled in a higher education technical course offered for continuing education units and conducted in a competency based format.

**Non-Exempt** – Population required to pay full tuition and fees.

**Non-Formula** – Revenues and off-setting expenses generated by activities, fees and non-credit instruction that are outside the formula-funding stream (tuition and fees, state appropriations and ad valorem taxes).

**Non-Reimbursable** – Approved academic courses which are not allowed to be reported for state funding.

**Non-Resident** – A person who is not a citizen or permanent resident of the United States and who is in this country on a temporary basis and does not have the right to remain indefinitely.

**Operating Expense** – Expenses that are incurred as a direct result of the nature of the activity being reported. These costs are necessary to the maintenance of the institution. An example would be salary and wages.



**Operating Revenue** – Funds derived from sources related to normal business operation or activity. An example would be tuition and course fees.

**OSHA** - Occupational Safety and Health Administration

**Out-of-District** – A community college student who is a legal resident of Texas but who resides outside the taxing district in which the student attends college.

**PAC** – Palo Alto College, one of the Alamo Colleges.

**Part Time Faculty** – Faculty employed less than 100% of time, often referred to as adjuncts.

**Part-Time Student** – Students who are enrolled in fewer than 12 semester credit hours in a given semester.

**Public Service Function** – Funds expended for activities that are established primarily to provide non-instructional services beneficial to individuals and groups external to the institution.

**Reimbursable** – An academic credit course delivered face-to-face or by distance education whose semester credit hours are submitted for formula funding.

**Restricted** – Constraints stipulated by an external party to the institution. They may be based either on a specific time or purpose.

**Retention Rate Within Term** – The rate at which credit students persist within the same term (excludes Fall late flex, includes dual credit).

**Revenue by Source** – Funds received from tuition, taxes, state appropriations and other sources.

**SAC** – San Antonio College, one of the Alamo Colleges.

**Service Area** – The geographical area, or target market, for educational delivery by community/ junior colleges. The District's service area is comprised of Atascosa (50%), Bandera, Comal, Guadalupe (98%), Kendall, Kerr, and Wilson counties.

**Semester Credit Hour (SCH)** – Semester Credit Hour is a unit of measure representing an hour (50 minutes) of instruction over the weeks in a semester.

**SPC** – St. Philip's College, one of the Alamo Colleges.

**Student Service Fees** – Fees charged for the performance of activities related to student activities not related to instruction, research or public service.

**Student Services Function** – Expenses include resources expended for offices of admissions and the registrar and activities that primarily contribute to students' emotional and physical well-being and to their intellectual, cultural, and social development outside the context of the formal instruction program.

**Taxes** – Non-exchange transactions levied or imposed by the institution.

**Texas Community College System** – Refers to all Texas public community colleges.

**THEA** – Texas Higher Education Assessment.



**THECB** – The Texas Higher Education Coordinating Board.

**THECB Accountability System** – Texas Higher Education Coordinating Board Accountability System refers to an electronic, on-line system used to track performance on critical measures that exemplify higher education institutions' missions. Its major focus is on the four target areas of participation, success, excellence and research.

**Transfer** – A student entering an institution for the first time, but known to have previously attended a postsecondary institution.

**Tuition** – Fees charged to students for the delivery of instruction per semester credit hour.

**Tuition Discount** – Tuition not expected to be paid by the student - may be either an internal scholarship/fellowship or grant resources.

**Unrestricted** – Resources that have no stipulation as to their use.

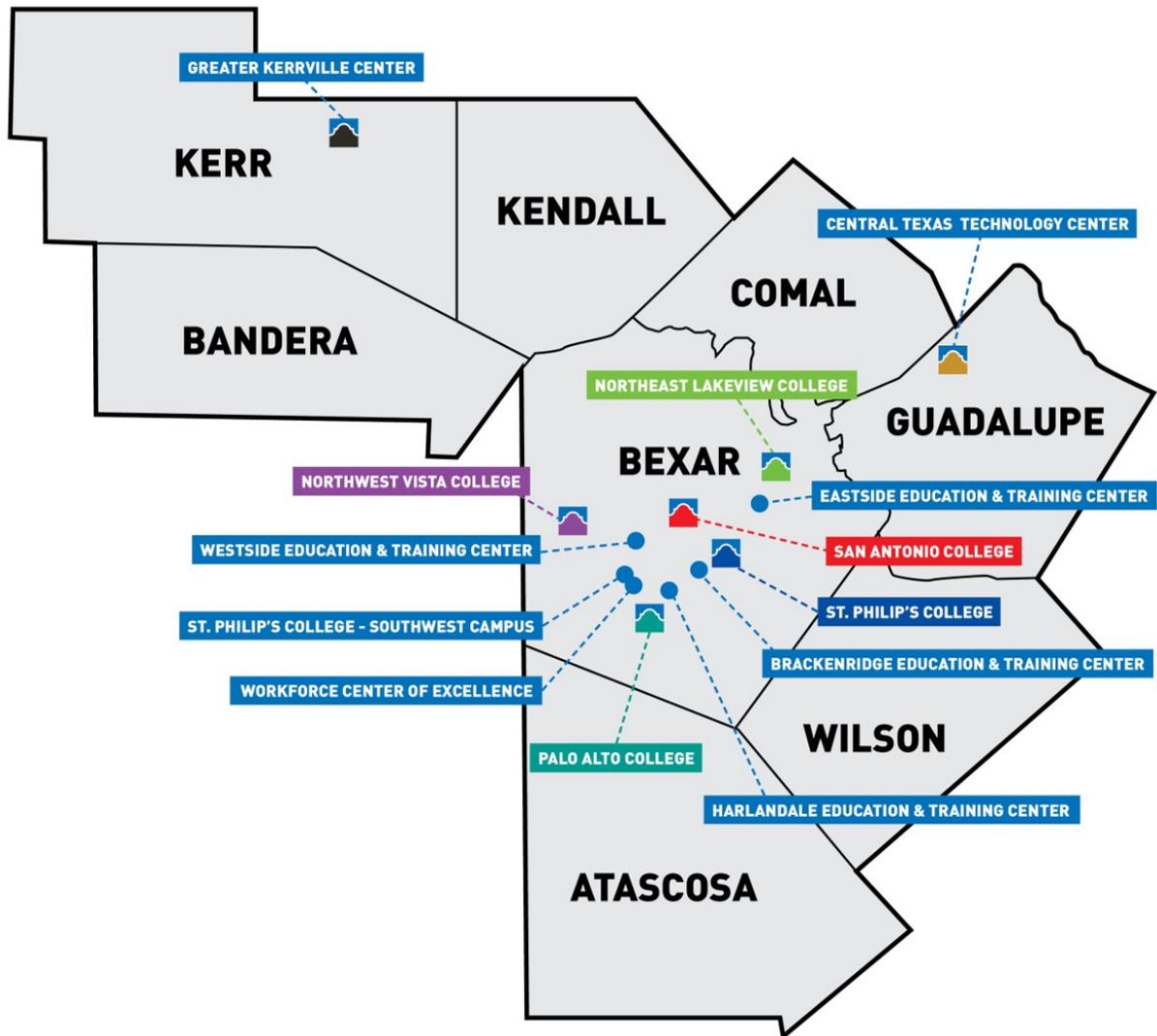
**Unduplicated Count** – Student enrolled at more than one of the Alamo Colleges counted only once in district-wide totals.

**Very Large Community College Group** – The very large community college districts are located in major metropolitan areas of Texas. These colleges include: Alamo Community College District, Austin Community College, Collin County Community College District, Dallas County Community College District, El Paso Community College, Houston Community College System, Lone Star Community College District, San Jacinto College District, South Texas College and Tarrant County College District.

Sources: *THECB Accountability System, CCSSE Key Performance Indicators, IPEDS, the THECB Budget Requirements and Annual Financial Reporting Requirements for Texas Community and Junior Colleges Manual and the Institutional Research and Effectiveness Services (IRES) Department-the Alamo Colleges.*



**Alamo Colleges District Service Area Map**



**San Antonio College**  
 1819 N. Main Ave.  
 San Antonio, TX 78212  
 (210) 486-0000

**SPC - Southwest Campus**  
 800 Quintana Road  
 San Antonio, TX 78251  
 (210) 486-7000

**Northwest Vista College**  
 3535 N. Ellison Dr.  
 San Antonio, TX 78251  
 (210) 486-4000

**Palo Alto College**  
 1400 Villaret Blvd.  
 San Antonio, TX 78224  
 (210) 486-3000

**Northeast Lakeview College**  
 1201 Kitty Hawk Rd.  
 Universal City, TX 78148  
 (210) 486-5000

**St. Philip's College – Main Campus**  
 1801 Martin Luther King Dr  
 San Antonio, TX 78203  
 (210) 486-2000

**District Support Operations**  
 2222 N. Alamo St.  
 San Antonio, TX 78215  
 (210) 485-0000



ALAMO  
COLLEGES  
DISTRICT

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