



FISCAL YEAR 2020 - 2021

# ANNUAL BUDGET

ALAMO COMMUNITY COLLEGE DISTRICT  
SAN ANTONIO, TEXAS



ALAMO  
COLLEGES  
DISTRICT

NORTHEAST LAKEVIEW COLLEGE

NORTHWEST VISTA COLLEGE

PALO ALTO COLLEGE

ST. PHILIP'S COLLEGE

SAN ANTONIO COLLEGE



# NORTHEAST LAKEVIEW COLLEGE

FY 2020-2021 Annual Budget

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# INTRODUCTION



## Message from the President

May 21, 2021

It is my pleasure to present the Northeast Lakeview College FY 2020-2021 Annual Budget. This document reflects the dedication and hard work from the college's administrative units: College Services, Student Success, Academic Success, and the Office of the President working toward a goal of student success. Our budget priorities focus on strategic initiatives and key performance indicators some of which include increasing degree completion, enhancing student engagement and support services, and focusing on efficiency to include excellent financial management.

As the newest of the five Alamo Colleges, Northeast Lakeview College provides its students with meaningful learning and developmental opportunities in support of their goals and aspirations. Through our state-of-the-art facilities, innovative technology, and wide range of student support services our institution is designed to promote student success. Students graduating from Northeast Lakeview College have the experience needed to succeed at a transfer university and the skills and knowledge to be competitive in the workplace.

The Northeast Lakeview College budget is guided by the institution's mission, vision, and values. Through the continuous improvement process, budget strategies are reviewed to ensure funding is aligned with strategic initiatives. During what was an unprecedented fiscal year, The College continued to maximize its resources, including CARES dollar funding to provide a safe learning environment for students that included the purchase of plexiglass for classrooms and labs and social distancing signage, among others; and providing hot spots and laptops for students to help ease the transition to virtual learning.

From associate degrees and certificates, dual credit/early college high school programs, community programs, and enrichment opportunities, Northeast Lakeview College aligns its curriculum and budget with its general education competencies. Our team of administrators, faculty and staff are committed to our college mission and continue to put students first.



## 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:



## Belief Statements

1. We are inspired by changing lives through learning
2. We develop our students by empowering them to be successful in their educational journey
3. A NLC education is the greatest pathway to social equality and social mobility for our community

Sincerely,

Dr. Veronica Garcia, President  
Northeast Lakeview College



## Organizational Description (Who We Are)

Northeast Lakeview College continues to focus on achieving greater student success and has adopted two major initiatives. The adoption of 4DX, the Four Disciplines of Execution, provides a simple, repeatable set of practices for organizations and individuals to focus on what is important, to execute strategic priorities and to achieve superb results. MyMap (My Monitoring Academic Progress) was also implemented, which is a series of online, self-paced learning modules designed to help students transition to college, and monitors students' progress until they earn a certificate or degree.

Since receiving accreditation from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) in 2017, Northeast Lakeview College has quickly expanded its academic programs. In 2019, the College welcomed its first students into its new Associate of Applied Science Degrees in Information Technology- Network Administrator and Information Technology- Cyber Defense, which was recently named as one of the 20 best Cybersecurity associate degree programs in the US for 2021. *Best Value Schools* ranks schools and their programs by annual tuition and fees and graduation rates. NLC was one of only two Texas recognized.



Committed to providing educational access to the communities that it serves, Northeast Lakeview College, provided support to students within Judson ISD as part of the Alamo Colleges District AlamoPROMISE initiative, a last dollar scholarship program to assist students in paying for a college education. Now in its second cohort of students in this program, Student Success personnel at NLC provided support to students throughout the enrollment process and assisted with the ApplyTEXAS application, financial aid, advising, and registration. The College has adopted numerous strategies to help currently enrolled AlamoPROMISE students with progress and completion.

As a good community partner, Northeast Lakeview College provides services to the communities that it serves, including partnering with the San Antonio Food Bank (SAFB) to host several Pop-Up Drive-thru Food Markets. Averaging assistance to 150 families per event, these Pop-Up Markets helped the local community members struggling with food insecurities, amplified by the global pandemic.

Northeast Lakeview College continues to increase its completion and graduation rates. In fact, the College has one of the highest graduation rates for community colleges in the country at 37%. The Alamo Colleges District average among its colleges is 28.6% and the state overall average is 24.6%.

Committed to developing leaders and enhancing engagement opportunities for women, during the 2020-2021 academic year, NLC launched the Women Leaders of NLC initiative. The College partnered with The Boardroom Project to deliver, board, business and community leadership programming to the female student body. Some of the topics included social entrepreneurship, community organizing, emotional intelligence, and public speaking, and the participants also heard from women leaders in the local community. NLC will continue the program even after the partnership with The Boardroom Project expires.



Guided by one of the college values of "Respect for All" NLC continues its stride to create a diverse and inclusive environment. This past year, the College established a Thought Leadership Team with a focus on creating a safe space to discuss diversity, equity, and inclusion issues, expand cultural awareness, and develop an avenue to collect feedback on opportunities to improve processes, address access, and ensure outcomes are diverse, equitable, and inclusive across various constituencies.

Northeast Lakeview College continues its partnership with local ISD's as part of its Adopt-A-School initiative that brings the college experience to students at all levels along the educational pathway (from Pre-K to high school). In 2020-2021, NLC adopted Woodstone Elementary in Northeast ISD; Candlewood and Converse Elementary in Judson ISD. Even though many students were learning remotely, NLC provided virtual visits to the schools as part



of career day, goal setting sessions, and providing college basics. Additionally, in place of NLC's annual Community Fall Festival event (BoozarFest), goodie bags were created and handed out to K-2<sup>nd</sup> graders at NLC's adopted schools. More than 750 goodie bags were handed out that included coloring sheets, colors, pencils, and snacks—all in a reusable drawstring Halloween bag; NLC also donated crates of school supplies/teacher supplies to each of the three schools. Getting students interested, informed and engaged in college as early as possible is the main goal of The Adopt-A-School initiative, as research indicates the more students become engaged in the college experience, the more likely they will succeed.

### Awards and Acknowledgements

The "NightHax, a Cyber Security student group representing Northeast Lakeview College, competed for the first time in a national cybersecurity competition, and took 2<sup>nd</sup> place in the Bronze Division of the National Cyber League beating 380 other college teams in their bracket. The National Cyber League competition is a "capture the flag" or "hack-a-thon" style event for U.S. collegiate (2yr, 4yr, and graduate) level schools.

Committed to performance excellence, Northeast Lakeview College received the Most Promising Places to Work recognition for the third year in a row (2019, 2020, and 2021). The annual award ranks institutions based on workplace diversity, staffing practices, and overall work environment. Some other factors include family-friendliness and professional development opportunities. It also recognizes commitments to diversity through best-in-class student and staff recruitment and retention practices, inclusive learning, and working environments, and meaningful community service and engagement opportunities. Additionally, The College received Progress Level recognition from Quality Texas Foundation. Achieving recognition at the Progress Level indicates substantial progress toward institutionalizing an effective, systematic approach to organizational management, with good performance levels and trends evaluated against industry standards.



Northeast Lakeview College was approved for its candidacy status for Quality Matters Online Learner Support Program Certification and is committed to implement a quality assurance process at the institutional level and undergo the Program Review process at the end of the maximum 3-year candidacy period (from 10/01/2020 to 10/01/2023). The Quality Matters Program Certification process ensures that online programs and courses promote learner engagement and provide students with all the tools and resources they need to be successful learners

Northeast Lakeview College gained Hispanic Serving Institution (HSI) Designation. To earn this designation, institutions of higher education should have a student body of 25% or more Hispanics and high percentage of students must be qualified for federal student loans or grants. HIS provides several added benefits, including recruiting and funding purposes. NLC can now apply for grants using HIS designation which opens the possibility for more funding opportunities. As an added benefit, HIS institutions waive the 25% for matching Federal Work study payments.

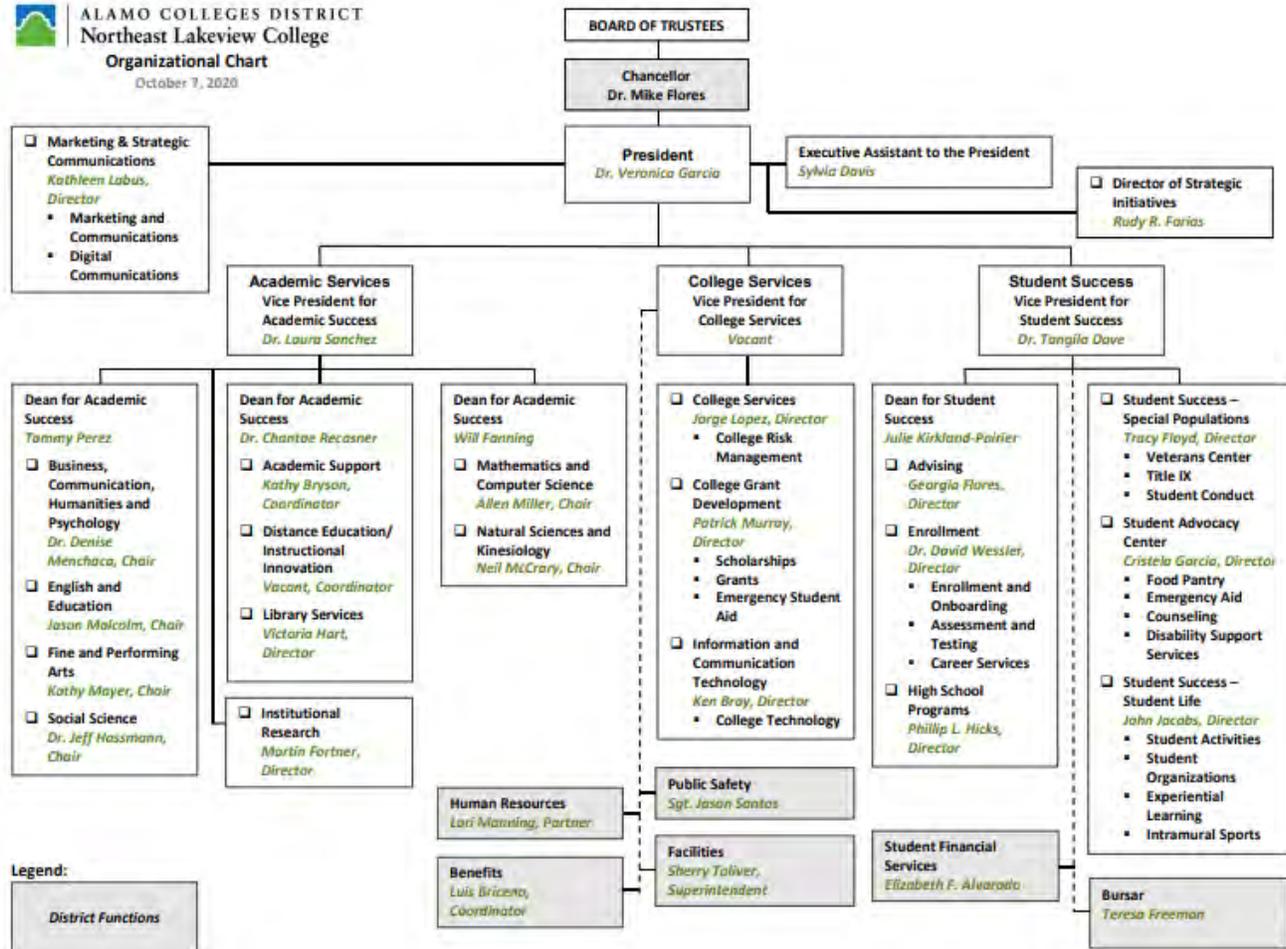


The entire Northeast Lakeview College family thanks the members of the Board of Trustees for their support and guidance in conducting the financial operations of Northeast Lakeview College in a highly responsible manner. The timely preparation of this financial report was made possible by the continued dedication and service of the Alamo Colleges' staff.



## Organizational Structure/Organizational Governance of NLC

ALAMO COLLEGES DISTRICT  
Northeast Lakeview College  
Organizational Chart  
October 7, 2020



### Northeast Lakeview College Departments

The College President serves as the chief executive officer of the college and community advocate for the college. The Office of the President establishes criteria for program effectiveness and institutional effectiveness. This position serves as liaison between the college and other colleges, universities, and school districts. The President also serves as the ultimate budget control arbiter within the college. Under the Office of the President, there is a Vice President of College Services, Vice President of Student Success, and Vice President of Academic Success.

The Vice President of College Services provides leadership to the college administrative services. This position oversees the alignment of budget and financial services, human resources, institutional effectiveness and planning, facilities development and support, and information technology striving to achieve the Alamo Colleges' overall goal of student success. The VPCS oversees the administrative and operational support services of the institution, to include a safe and secure environment, emergency management, facilities management, fiscal management, diverse workforce, procurement, technological services in support of instruction and community service, and provide research and data that support institutional planning, evaluation, and decision making.



The Vice President of Student Success is the chief student affairs officer of the college and is responsible for admissions, advising, assessment center, business office, financial aid, and student discipline. Student services are offered by the offices of Admissions and Records, Advising, Assessment Center, Business Office, and Career Services and Job Placement. Students are supported socially through Student Leadership and Activities and personally through Counseling Services. Students with special needs are accommodated through Disability Support Services. Leaders of each of these departments report to the Vice President of Student Success.

The Vice President of Academic Success has the oversight of all credit and continuing education instructional programs and supervises the administration of the library, academic support center, institutional research, distance education, and the instructional innovation center. Student support is offered academically through the Academic Support Center (Tutoring), Distance Education, Library instruction courses, and the office of Special Projects, which coordinates academic-based student initiatives.

## Northeast Lakeview College Strategic Plan

### Goal I: Quality Teaching, Learning, and Student Success

#### *Objective I: Enhance Learning*

Create innovative processes, resources, and methods of assessment to enhance student learning.

##### Strategies

1. Utilize high impact practices in teaching and learning.
2. Expand student opportunities for cross-curricular/programmatic learning.
3. Facilitate an environment of robust faculty and staff collaboration.
4. Expand and increase awareness of academic support services.
5. Identify and utilize relevant technology to meet college population needs.

#### *Objective II: Enhance Student Support and Engagement*

Develop infrastructure and opportunities for innovative methods, processes, and resources to enhance student success.

##### Strategies

1. Strengthen all aspects of career and transfer pathways awareness through the Alamo Institutes.
2. Build upon current practices designed to increase completion and minimize excess credit hours.
3. Expand opportunities for student engagement and innovative resources for student success.
4. Fully integrate cross-college processes for holistic advising.
5. Expand and increase awareness of student support services.

#### *Objective III: Enhance Quality Teaching*

Maintain and continue to develop quality professional development experiences for faculty.

##### Strategies

1. Implement opportunities for professional development (discipline specific and pedagogy specific).
2. Develop opportunities for faculty to share teaching techniques, strategies, and classroom experiences.
3. Enhance the availability of interactive learning technologies in the classroom.
4. Develop faculty peer mentorship.

### Goal II: Respect, Value and Empower People

#### *Objective I: Respectful Inclusive Culture*

Promote an inclusive and diverse culture in which people's needs, ideas and involvement are critical parts of the institutional operations.

##### Strategies

1. Practice shared organizational leadership by including all stakeholders at the table.
2. Prioritize purposeful, multilateral communication, and respectful listening for increased employee engagement.
3. Strive for optimal staffing levels and infrastructure to support program and curriculum growth.
4. Empower diverse, cross-campus, inclusive work teams through organizational support.

#### *Objective II: Employee Development and Recognition*



Create opportunities to support, share, recognize, and celebrate the accomplishments of NLC employees.

Strategies

1. Promote and encourage varied and viable options for personal, professional, and leadership development.
2. Recognize, award, and celebrate the accomplishments of NLC employees.
3. Explore and enact innovative reward systems for employee achievements and appreciation.

### **Goal III: Enrich Internal and External Community Engagement and Communication**

#### **Objective I: Communication and Engagement**

Enhance relationships with internal and external stakeholders and develop an awareness of College resources and services.

Strategies

1. Increase awareness of college and community services to enhance engagement.
2. Invest in systems to facilitate transparency and dissemination of information and resources to both internal and external stakeholders.

#### *Objective II: Skills Development*

Engage with our community to provide a skilled workforce.

Strategies

1. Develop programs that enrich our community.
2. Equip our students with essential skills for employment.
3. Expand internships and experiential learning opportunities.
4. Engage with our community partners to provide educational enrichment opportunities on campus.
5. Create an idea-sharing environment that promotes networking.

#### *Objective III: Civic Responsibility and Cultural Awareness*

Encourage a culture of civic responsibility and cultural awareness.

Strategies

1. Promote programming about different cultures.
2. Provide opportunities for civic engagement within the community.
3. Incentivize NLC employees and students to serve our community.



Northeast Lakeview College Strategy Map

ALAMO COLLEGES DISTRICT Northeast Lakeview College		Alamo Colleges Strategy Map Northeast Lakeview College Achieving our Stakeholder Imperatives by 2020													
Mission: Empowering our Diverse Communities for Success.		Vision: The Alamo Colleges will be the Best in the Nation to Student Success and Performance Excellence.													
Stakeholder Imperative	Strategic Objectives (Alamo Way)	Six Key Strategic Priorities and Strategies	Measure of Success	Baseline	FY2016 Target	FY2016 Actual	FY2017 Target	FY2017 Actual	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
<p><b>Teens</b></p> <p>94% of 6000+ teens aged 15-24 will have a postsecondary credential or degree by 2020</p> <p><b>Subsistence</b></p> <p>SA 2020: 50% of adults in San Antonio will have earned a two or four-year degree by 2020</p> <p>AL 2020 Target: 24.9%</p>	<p><b>Student Success</b></p> <ul style="list-style-type: none"> <li>Approaches:                             <ul style="list-style-type: none"> <li>Advising the Direct Model</li> <li>MyMAP</li> <li>AlamoPSP</li> <li>AlamoGADY</li> <li>BBV</li> <li>Equity</li> <li>"Micro-credential"</li> <li>AAJAS</li> <li>Employability Gap</li> </ul> </li> </ul> <p><b>Principle-Centered Leadership</b></p> <ul style="list-style-type: none"> <li>Approaches:                             <ul style="list-style-type: none"> <li>Seven Habits</li> <li>Four Imperatives</li> <li>Mastering Employee Talent</li> </ul> </li> </ul> <p><b>Performance Excellence</b></p> <ul style="list-style-type: none"> <li>Approaches:                             <ul style="list-style-type: none"> <li>Reliable Excellence Framework</li> <li>Project Management</li> <li>Communication and Change Management</li> <li>Continuous Improvement (JOSIE/POCA)</li> <li>40E</li> </ul> </li> </ul>	<p><b>1. Completion</b></p> <ul style="list-style-type: none"> <li>+ ADX</li> <li>+ Automatic Degree Awards</li> <li>+ Reverse Transfer</li> <li>+ All Paths to Completion</li> <li>+ Core Completion</li> <li>+ Advanced Certificates</li> <li>+ High Risk Courses</li> </ul>	<p><b>WIC: Degree and Certificate Awarded</b></p>	80	90	124	136	141	154	305	350	390	443	672	685
			<p><b>Three-Year FT FTCC Graduation Rates</b></p>	6.6%	8.5%	8.5%	24.5%	22.7%	24.7%	30.8%	26.0%	23.3%	28.0%	25.6%	28.6%
			<p><b>Reduction in High-Risk Courses</b></p>	9	8	11	11	11	10	11	10	8	10	16	10
			<p><b>Overall Score - Community College Survey of Student Engagement (CCSSE)</b></p>	47.2	48	N/A	49	46.6	N/A	N/A	50	50.2	N/A	N/A	50
			<p><b>Number of Students Awarded Internal Scholarships</b></p>	210	231	187	446	305	446	252	300	175	350	306	350
			<p><b>Student-to-Advisor Ratio</b></p>	900/1	450/1	839/1	702/1	434/1	702/1	416	350/1	308/1	350/1	350/1	350/1
			<p><b>Number of Advisors Certified</b></p>	5	15	11	15	6	15	8/11	11	14	18	18	18
			<p><b>Percentage of Students with Formal Academic Plan/Institute</b></p>	93%	95%	68%	78%	N/A	80%	65%	80%	74%	85%	84%	295%
			<p><b>Percentage of Students with Personal Mission Statement</b></p>	0%	95%	68%	78%	23%	80%	82%	85%	87%	85%	84%	295%
			<p><b>Percentage of Students with Non-Academic Transcript</b></p>	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			<p><b>Percentage of students meeting with Advisor at 15 hours</b></p>	0%	N/A	N/A	83%	4%	87%	27%	50%	78% - FL18 87% - SP19 Avg. = 82%	80%	72% - FL 19 70% - SP20 Avg. = 72%	295%
			<p><b>Percentage of students meeting with Advisor at 30 hours</b></p>	0%	N/A	N/A	93%	4%	95%	34%	50%	78% - FL18 68% - SP19 Avg. = 73%	80%	72% - FL 19 70% - SP20 Avg. = 72%	295%
			<p><b>Percentage of students meeting with Advisor at 45 hours</b></p>	0%	N/A	N/A	87%	3%	93%	23%	50%	84% - FL18 66% - SP19 Avg. = 75%	80%	70% - FL 19 72% - SP20 Avg. = 72%	295%
			<p><b>Percentage of students taking a student success course within their first semester of attendance</b></p>	60%	75%	65%	79%	94%	89%	67%	70%	85%	72%		
			<p><b>Percentage of Students Satisfied with Advising</b></p>	86%	86%	CSSE not administered	80%	91%	91%	CSSE not administered	93%	94%	94%	CSSE not administered	295%
			<p><b>Average Semester Credit Hours Attempted by Graduates</b></p>	80	75	78	76	81	76	80	75	77	70		
			<p><b>Percentage of Technical Degree Students Employed or Enrolled Within 6 Months of Graduation</b></p>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			<p><b>Degrees Awarded in Critical Field Occupations</b></p>	1%	2%	7.2%	7%	5%	7%	N/A	N/A	N/A	N/A	N/A	N/A
			<p><b>Percentage of Students in Good Standing: Graduated, Transferred, Still Enrolled (by FTCC Cohort)</b></p>	79.6%	80.5%	81.8%	83.4%	81.8%	83.4%	80.0%	83.0%	79.3%	85.0%	84.4%	
			<p><b>Student Loan Default Rate</b></p>	N/A	N/A	N/A	N/A	N/A	N/A	11.9%	11.0%	10.9%	10.5%	10.5%	
<p><b>Percentage of Students Transferring to University</b></p>	27.8%	30.0%	27.9%	31.0%	34.2%	29.0%	40.2%	47.0%	43.4%	48.0%	43.4%	48.0%			
<p><b>Overall Enrollment (Fall Credit Headcount)</b></p>	5,131	5,137	5,137	4,854	4,854	5,223	5,327	5,370	5,845	6,433	6,540				
<p><b>Overall Enrollment (Fall Non-Credit Headcount)</b></p>	261	350	404	424	266	425	552	570	540	575					
<p><b>Average Number of Fall Credit Hours Attempted</b></p>	5.9	6.3	6.6	6.6	6.6	6.8	6.7	7.0	7.5	7.6					
<p><b>Percentage of students completing the appropriate college-level math course within their first two semesters of attendance</b></p>	19.8%	20.0%	26.6%	30.0%	30.3%	30.0%	32.2%	35.0%	43.0%	39.0%					
<p><b>Percentage of students completing the appropriate college-level English course within their first two semesters of attendance</b></p>	42.6%	50.0%	64.5%	63.0%	60.5%	63.0%	68.0%	68.0%	63.3%	71.0%					
<p><b>Fall-to-Fall Persistence Percentage</b></p>	54.5%	57.0%	64.4%	53.9%	52.7%	54.6%	65.8%	68.0%	62.9%	71.0%	66.4%	67.5%			
<p><b>Market Penetration Percentage (District)</b></p>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
<p><b>Overall Dual Credit Enrollment</b></p>	0	0	0	0	0	0	0	800	819	900	968	1,000			
<p><b>Number of Early College High Schools (ECHS)</b></p>	1	1	1	4	4	4	1	1	1	1	1	1			
<p><b>Alamo Academics Enrollment</b></p>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
<p><b>Dual Credit Certificate</b></p>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
<p><b>Career and Technical Education Enrollment</b></p>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
<p><b>Overall Score - Personal Assessment of the College Environment (PACE)</b></p>	3.66	4.00	3.84	4.00	3.84	4.00	3.80	4.00	3.87	4.00	4.01				
<p><b>Ncaa-Livestic Overall Satisfaction</b></p>	73%	74%	75%	N/A	N/A	79%	76%	N/A	N/A	79%	N/A				
<p><b>Graduation of Transfer Students at Senior Institutions</b></p>	39%	60%	60%	62%	56%	62%	56%	62%	61.1%	62%					
<p><b>Composite Financial Index</b></p>	N/A	N/A	N/A	N/A	N/A	1.39	N/A	N/A	N/A	N/A	N/A	N/A			
<p><b>Cumulative Number of Awards - Texas Award for Performance Excellence (TAPE)</b></p>	N/A	N/A	N/A	N/A	1	1	2	3	3	4	4	4			
<p><b>SACSCOC Accreditation, Candidacy, Reaffirmation</b></p>	N/A	N/A	N/A	5/5	5/5	5/5	5/5	5/5	5/5	5/5	5/5	5/5			

Values: Students First | Respect for All | Community-Engaged | Collaboration | Can-Do Spirit | Data-Informed



## 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

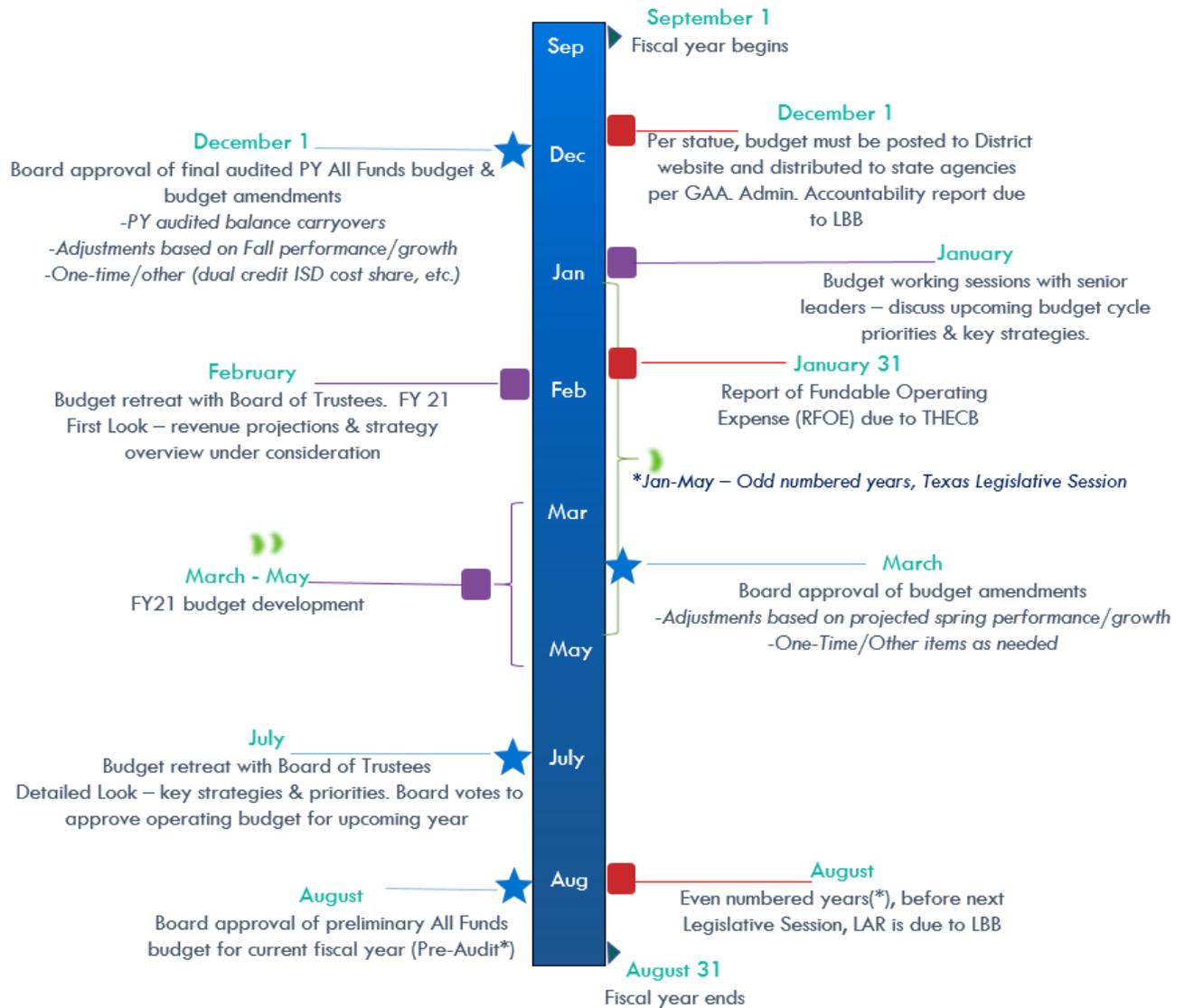
HB 1495 (86th Legislature) requires all political subdivisions to report expenditures "directly or indirectly influencing or attempting to influence the outcome of legislation or administrative action." The Alamo Colleges District (ACD) is a member of the Texas Association of Community Colleges (TACC). 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 FY 21.

## 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.

The District Budget Office (DBO) coordinates preliminary projections for revenues and a "Special Board Meeting" is held in January for the purpose of reviewing the current legislative agenda and providing a preliminary look at the next year's operating budget situation. In March, the Colleges provide contact hour, enrollment, and non-formula revenue projections and the DBO coordinates projections for enrollment, revenue and other key data elements in collaboration with the College budget officers. At the March board meeting, tuition and fee rates are set for the Fall term.

In the April/May timeframe Colleges and DSO Units finalize employee position listings and begin preliminary work on the development of detailed budgets based on: strategic objectives, organizational unit needs, educational needs, and College objectives. The District Budget Office (DBO) and the Colleges then prepare initial operating expense budget allocations generated by the Funding Model (FM) which are distributed to each of the Colleges and DSO units. In July, the Board Budget Retreat is held for presentation, review and approval of the budget for the upcoming year. Subsequently, allocations are made to the Colleges and DSO Units, who then apply their individual processes to fund their Action Plans and organizational priorities. Significant steps in the annual budget process leading up to the presentation of the Final Budget to the Board of Trustees are summarized below.



- Legend**
- State/External Deliverable
  - ★ Board Actions
  - Internal Deliverables
  - Ongoing



# REVENUE AND EXPENSE



## Revenue and Functional Expense Alignment

The FY2021 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
<b>EDUCATION &amp; GENERAL</b> <i>State Appropriations</i> <i>Tuition and Fees</i> <i>CE Reimbursable Tuition</i> <i>Taxes</i> <i>Investment Income</i> <i>Other (Indirect Cost Recovery for Federal Revenue, Property Rental, Vendor Fees, VA)</i>	<b>PROGRAM TUITION*</b> <i>Nursing</i> <i>Fire Science</i> <i>Dental Lab Tech</i> <i>Aviation</i> <i>Culinary Arts</i> <i>Digital Media</i> <i>Digital Video &amp; Cinema Production</i>	<b>STUDENT ACTIVITIES</b> <i>Fees</i>	<b>ENTERPRISE ACTIVITIES</b> <i>Library Fines</i> <i>Gym Rental Charges</i> <i>Facility Rental Charges</i> <i>Testing Fees</i> <i>Virtual College of Texas (VCT) Fees</i> <i>CE Non-Reimbursable</i>	<b>PUBLIC SERVICE</b> <i>Planetarium Fees</i> <i>Fine Arts Acad. Charges</i>	<b>DESIGNATED</b> <i>Child Care Center Fees</i> <i>Natatorium Charges</i> <b>NON-DESIGNATED</b> <i>Bookstore Commission</i> <i>Vending Commission</i> <i>Copy Machine Charges</i> <i>Parking Permits &amp; Fines</i>	<b>SCHOLARSHIPS &amp; FINANCIAL AID</b> <i>Earnings</i>
EXPENSES						
FORMULA FUNDED	NON-FORMULA FUNDED			PUBLIC SERVICE	AUXILIARY	SCHOLARSHIPS & FINANCIAL
<b>EDUCATION &amp; GENERAL</b> <i>Instruction</i> <i>Academic Support</i> <i>Student Services</i> <i>Institutional Support</i> <i>Operation &amp; Maintenance</i>	<b>PROGRAM TUITION*</b> <i>Nursing</i> <i>Fire Science</i> <i>Dental Lab Tech</i> <i>Aviation</i> <i>Culinary Arts</i> <i>Digital Media</i> <i>Digital Video &amp; Cinema Production</i>		<b>ENTERPRISE ACTIVITIES</b> <i>Library Fines</i> <i>Gym Rental Charges</i> <i>Facility Rental Charges</i> <i>Testing Fees</i> <i>Virtual College of Texas (VCT) Fees</i> <i>CE Non-Reimbursable</i>	<b>PUBLIC SERVICE</b> <i>Planetarium Fees</i> <i>SA Symphony</i> <i>Fine Arts Academy</i>	<b>DESIGNATED</b> <i>Child Care Centers</i> <i>Natatorium</i> <b>AUXILIARY SUPPORTED</b> <i>Intramural</i> <i>Food Service</i>	<b>SCHOLARSHIPS &amp; FINANCIAL AID</b>

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



## FY21 Revenue Summary

### 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), VCT fees (Virtual College of Texas), 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, campus access fees, parking 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.



Northeast Lakeview College  
**THREE YEAR REVENUE SUMMARY**

**FORMULA REVENUE FOR FUNDING MODELS**

	FY 2019	FY 2020	FY 2021
State Appropriations			
Veteran's Assistance Center			
State Paid Benefits			
Tuition - (Exclude CE)	8,810,293	11,075,487	11,862,225
Tuition - CE Reimbursable			
Taxes			
Other			
Non Designated Auxiliary			
<b>Total Formula Revenue</b>	<b>8,810,293</b>	<b>11,075,487</b>	<b>11,862,225</b>

**NON-FORMULA REVENUE FOR ENTERPRISES ACTIVITIES**

	FY 2019	FY 2020	FY 2021
Instruction	18,000	-	-
Public Service	-	-	-
Academic Support	16,000	16,000	11,000
Student Services	279,667	330,770	350,618
Designated Auxiliary	-	-	-
Continuing Education	-	-	-
Designated Unrestricted	10,500	10,500	16,200
<b>Total Non-Formula Revenues</b>	<b>324,167</b>	<b>357,270</b>	<b>377,818</b>

<b>TOTAL REVENUES</b>	<b>\$ 9,134,460</b>	<b>\$ 11,432,757</b>	<b>\$ 12,240,043</b>
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Northeast Lakeview College  
**THREE YEAR REVENUE BUDGET**

**FORMULA REVENUE FOR FUNDING MODELS**

		FY 2019	FY 2020	FY 2021
<b>STATE APPROPRIATIONS</b>				
11X001	State Appropriations E & G	-	-	-
11X001	State Paid Benefits	-	-	-
	<b>TOTAL STATE APPROPRIATIONS</b>	-	-	-
<b>TUITION</b>				
11X001	Tuition - Non Exempt	6,613,535	8,547,222	9,177,494
11X001	Tuition - Exempt	683,456	2,796,357	2,742,507
11X001	Tuition - Exempt Discounts*	(768,813)	(3,117,166)	(3,116,941)
11X001	Tuition Pledged (25%)	2,204,512	2,849,074	3,059,165
11X001	ACOL Revenue	77,603	-	-
	<b>Total Tuition and Tuition Pledged</b>	8,810,293	11,075,487	11,862,225
11X001	CE Tuition Reimbursable	-	-	-
	<b>TOTAL TUITION</b>	8,810,293	11,075,487	11,862,225
<b>TOTAL FORMULA REVENUES</b>		<b>\$ 8,810,293</b>	<b>\$ 11,075,487</b>	<b>\$ 11,862,225</b>

\*Tuition - Exempt Discounts include Summer Momentum Program (SMP).



Northeast Lakeview College  
**THREE YEAR REVENUE BUDGET**

		NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES		
		FY 2019	FY 2020	FY 2021
11X001	Special Program Tuition	18,000	-	-
11X001	VCT Fee Revenue	-	-	-
11X001	Administrative Fee Revenue	-	-	-
	<b>Total Instruction</b>	<b>18,000</b>	<b>-</b>	<b>-</b>
11X001	Gym Rental Revenue	-	-	-
11X001	Property Rentals Revenue	-	-	-
11X001	Sales and Services Revenue	-	-	-
	<b>Total Public Service</b>	<b>-</b>	<b>-</b>	<b>-</b>
11X001	Library Fines Revenue	1,000	1,000	1,000
11X001	Facilities Rental Revenue	-	-	-
11X001	Sales and Services Revenue	15,000	15,000	10,000
	<b>Total Academic Support</b>	<b>16,000</b>	<b>16,000</b>	<b>11,000</b>
11X003	Student Activity Fee - w/o Exemptions	223,417	265,770	279,618
11X001	TSI Test Fee	35,000	35,000	35,000
11X001	CLEP Test Fee	5,500	5,500	5,000
11X001	Correspondence Test Fee	10,000	10,000	10,000
11X001	Accuplacer Test Fee	-	-	500
11X001	Conference Fee Revenue	-	-	-
11X001	Sales & Services Revenue	-	-	-
11X001	Event Booth Rental Revenue	3,500	3,500	3,500
11X001	ID Replacement	2,250	1,000	1,000
11X001	Other Student Fee	-	-	-
11X001	Veterans Administration Revenue	-	-	16,000
11X001	Miscellaneous Revenue	-	10,000	-
	<b>Total Student Services</b>	<b>279,667</b>	<b>330,770</b>	<b>350,618</b>
13X001	AUX - Child Care Revenue	-	-	-
133003	Auxiliary - Advertising Revenue	-	-	-
133003	Auxiliary - Ticket Sales/Fundraising	-	-	-
	<b>Total Designated Auxiliary</b>	<b>-</b>	<b>-</b>	<b>-</b>
11X001	CE Tuit Non-Reimbursable	-	-	-
11X001	CE Tuit Non-Reimb Contracts	-	-	-
11X001	Non-CE Tuit Contract Training	-	-	-
	<b>TOTAL C.E.</b>	<b>-</b>	<b>-</b>	<b>-</b>
17X00X	Designated Unrestricted	10,500	10,500	16,200
	<b>Total Unrestricted Scholarships Interest Income</b>	<b>10,500</b>	<b>10,500</b>	<b>16,200</b>
<b>TOTAL NON-FORMULA REVENUES</b>		<b>\$ 324,167</b>	<b>\$ 357,270</b>	<b>\$ 377,818</b>



## FY21 Expense Summary

### Northeast Lakeview College Three Year Operating Expenses by Functional Category

	Equipment and Capital	Operating Expenses	Transfers	Travel	Total
<b>FY 2021</b>					
Instruction	20,250	381,271	-	-	401,521
Academic Support	154,616	388,044	-	73,132	615,792
Student Services	36,400	396,389	-	62,413	495,202
Institutional Support	2,526	441,530	-	92,944	537,000
Transfers	-	-	435,586	-	435,586
<b>Total</b>	<b>213,792</b>	<b>1,607,234</b>	<b>435,586</b>	<b>228,489</b>	<b>2,485,101</b>
<b>FY 2020</b>					
Instruction	21,650	472,435	-	-	494,085
Academic Support	112,116	350,800	-	68,954	531,870
Student Services	49,100	366,288	-	55,150	470,538
Institutional Support	2,526	377,830	-	96,198	476,554
Transfers	-	-	435,586	-	435,586
<b>Total</b>	<b>185,392</b>	<b>1,567,353</b>	<b>435,586</b>	<b>220,302</b>	<b>2,408,633</b>
<b>FY 2019</b>					
Instruction	6,750	805,191	-	-	811,941
Academic Support	106,120	420,557	-	50,684	577,361
Student Services	5,000	458,384	-	32,176	495,560
Institutional Support	2,526	345,413	-	93,248	441,187
Transfers	-	-	435,586	-	435,586
<b>Total</b>	<b>120,396</b>	<b>2,029,545</b>	<b>435,586</b>	<b>176,108</b>	<b>2,761,635</b>



Northeast Lakeview College  
Three Year Budget Summary by Functional Category

Functional Category	FTE Salary	Vacancy Credit	Other Salary	Benefits	Other Expense	Total Budget	%
<b>FY 2021</b>							
Instruction	5,606,877	(550,000)	2,157,921	1,807,357	401,521	9,423,676	51.2%
Academic Support	1,824,912	(540,308)	354,627	442,941	615,792	2,697,964	14.6%
Student Services	2,879,267	(534,000)	174,810	770,010	495,202	3,785,289	20.5%
Institutional Support	1,410,744	(300,000)	64,242	366,688	537,000	2,078,674	11.3%
Transfers	-	-	-	-	435,586	435,586	2.4%
<b>Total</b>	<b>11,721,800</b>	<b>(1,924,308)</b>	<b>2,751,600</b>	<b>3,386,996</b>	<b>2,485,101</b>	<b>18,421,189</b>	<b>100.0%</b>
<b>FY 2020</b>							
Instruction	5,041,216	(150,000)	2,345,221	1,774,784	494,085	9,505,306	50.3%
Academic Support	1,843,412	(125,000)	317,828	579,230	531,870	3,147,340	16.7%
Student Services	2,418,580	(172,662)	165,385	736,486	470,538	3,618,327	19.1%
Institutional Support	1,354,595	(122,574)	78,891	405,456	476,554	2,192,922	11.6%
Transfers	-	-	-	-	435,586	435,586	2.3%
<b>Total</b>	<b>10,657,803</b>	<b>(570,236)</b>	<b>2,907,325</b>	<b>3,495,956</b>	<b>2,408,633</b>	<b>18,899,481</b>	<b>100.0%</b>
<b>FY 2019</b>							
Instruction	4,920,162	(774,411)	2,233,812	1,469,334	811,941	8,660,838	52.0%
Academic Support	1,767,171	(293,742)	256,505	481,154	577,361	2,788,449	16.8%
Student Services	2,134,453	(364,952)	99,751	556,955	495,560	2,921,767	17.6%
Institutional Support	1,116,420	(97,915)	57,947	322,228	441,187	1,839,867	11.1%
Transfers	-	-	-	-	435,586	435,586	2.6%
<b>Total</b>	<b>9,938,206</b>	<b>(1,531,020)</b>	<b>2,648,015</b>	<b>2,829,671</b>	<b>2,761,635</b>	<b>16,646,507</b>	<b>100.0%</b>

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



## Three Year Staffing Summary

### Northeast Lakeview College Three Year Staffing Summary

	Account Code	FY19		FY20		FY21	
		FTE	Salary	FTE	Salary	FTE	Salary
Faculty	61001	68.00	4,405,577	72.00	4,532,640	78.50	5,096,608
Non-Instructional Faculty	61003	1.00	71,988	-	-	-	-
Administrators	61011	8.00	1,031,816	8.00	1,031,815	8.00	1,069,270
Professionals	61012	56.00	3,158,645	68.00	3,764,272	72.00	4,035,309
Classified	61021	35.00	1,270,180	38.00	1,329,076	42.00	1,520,613
Total		168.00	\$ 9,938,206	186.00	\$ 10,657,803	200.50	\$ 11,721,800

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

FTE salaries exclude lapsed salary credit adjustments.



## Northeast Lakeview College

**Budgeted Contact Hours (Used for Workload Allocation)**

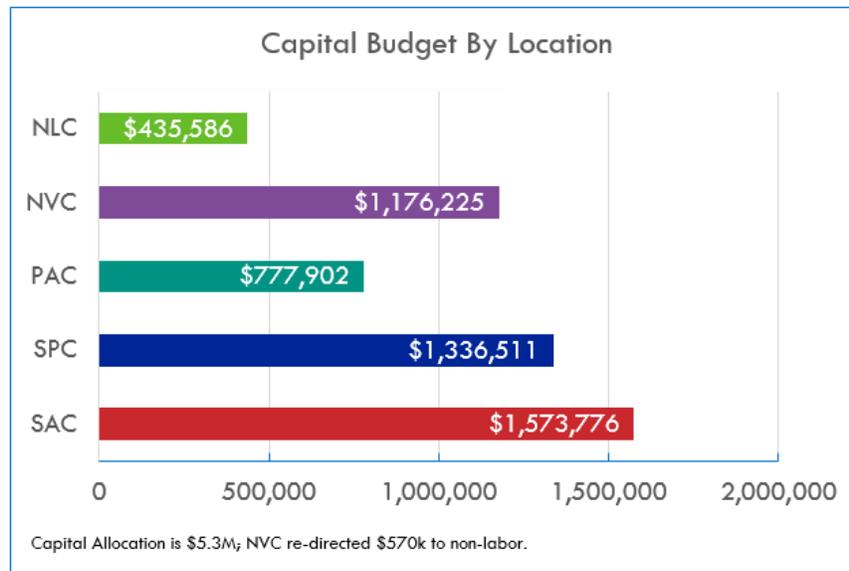
	FY 2019	FY 2020	FY 2021
1 Agriculture	-	-	1,680
2 Architect and Precision Prod Trades	-	-	-
3 Biology Physical Sci and Sci Tech	221,149	242,250	273,719
4 Bus Mgmt Marketing and Admin Svcs	40,761	42,783	55,242
5 Career Pilot	-	-	-
6 Communications	9,165	9,148	9,063
7 Computer and Information Sciences	18,936	25,906	34,562
8 Construction Trades	-	-	-
9 Consumer and Homemaking Ed	56,103	48,654	59,879
10 Engineering	-	-	-
11 Engineering Related	-	-	-
12 Eng Lang Lit Philos Hmnties Intrdsc	373,159	384,840	424,257
13 Foreign Languages	15,962	22,164	24,342
14 Hlth Occ Dent Asst Med Lab AA Nurs	-	-	-
15 Health Occ Dental Hygiene	-	-	-
16 Health Occ Other	6,167	8,651	9,955
17 Respiratory Therapy	-	-	-
18 Vocational Nursing	-	-	-
19 Mathematics	222,586	165,637	216,343
20 Mechanics and Repairers Auto	-	-	-
21 Mech Repairer Diesel Aviation Trans	-	-	-
22 Electronics	1,776	7,740	5,324
23 Physical Ed and Fitness	9,901	11,499	12,243
24 Protective Service and Public Admin	7,507	4,242	8,685
25 Psychology Soc Sciences and History	431,967	506,067	578,703
26 Visual and Performing Arts	106,402	108,484	111,432
27 Non-State Funded	-	-	-
28 Math Developmental Education	35,008	110,086	100,415
29 Reading/Writing Developmental Education	7,744	15,383	11,987
<b>TOTAL</b>	<b>1,564,294</b>	<b>1,713,534</b>	<b>1,937,831</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, 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 line. Funds allocated to the annual capital budget that remain unspent in a given fiscal year are made available for future use. The table below details the capital budget amount allocated to each campus for FY2021.



### 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. In August 2020, the Alamo Colleges Board of Trustees approved the Preventive Maintenance Plan for FY21 – FY23, this plan makes significant progress on current and impending critical facility repairs/renewals.

### Prioritization Strategy

The Alamo Colleges District maintains a facilities profile with an estimated \$1.19 Billion replacement cost. National Standards recommend spending on maintenance to be between 1% and 5% depending on the age of the facility and status or magnitude of the backlog of work to be done. With the FY21 budget of \$19 million across all campuses representing approximately 1.5% of the replacement value, prioritization was imperative. In FY20, Facilities Supervisors and College leadership developed a new prioritization methodology that will be used to allocate PM budgets in alignment with the newly approved 3-year Preventive Maintenance Plan. The prioritization methodology assesses various factors, assigning them each weights, 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. The tables below detail the current FY21 Budget and the 3-year plan Overview, respectively:

**Table 1: FY21 PM Budget (in Millions)**

PM Budget Categories	Annual Budget (\$ in Millions)
PM Prioritized Projects (by System Group)	\$ 14.0
Trailing "Soft Cost"	2.0
Unplanned Emergency Repairs	1.3
General Maintenance	1.4
FCI Database Management	0.3
<b>FY 2021 PM Budget</b>	<b>\$ 19.0</b>



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

District Wide 3 Year PM Budget Overview	2021	2022	2023
Prioritized PM Projects (System Group)	\$ 14.0	\$ 14.7	\$ 14.6
Trailing "Soft Costs"	2.0	1.8	2.4
Annual/Recurring	3.0	3.0	3.0
<b>Total Annual PM Budget</b>	<b>\$ 19.0</b>	<b>\$ 19.5</b>	<b>\$ 20.0</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 table above; 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

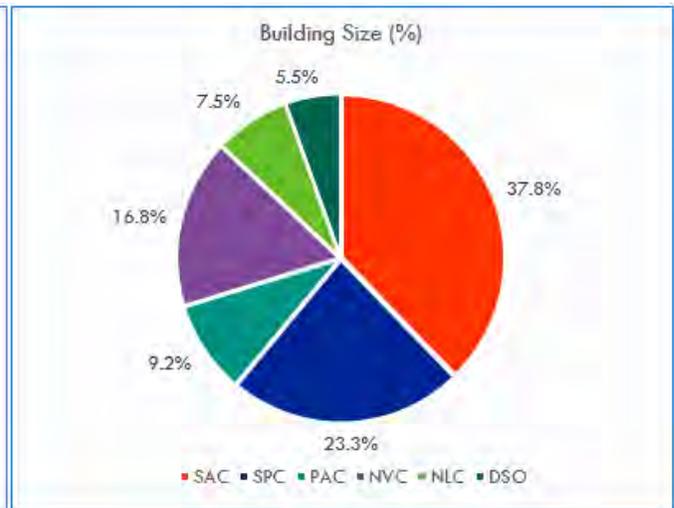
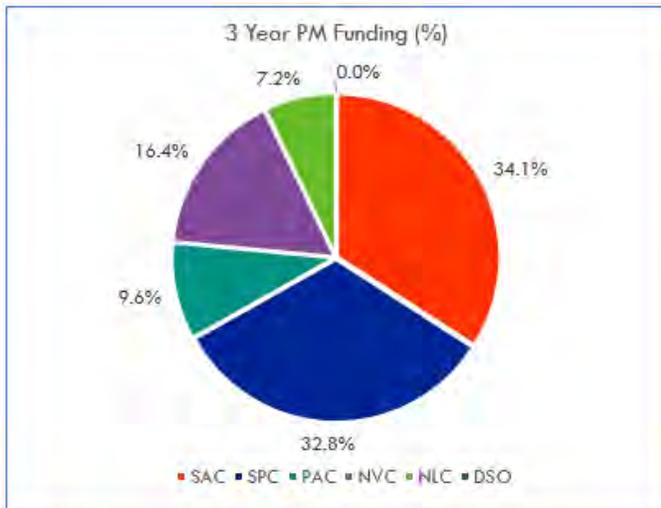


typically planned, and not reactionary in nature. Preventive maintenance extends the life of existing facilities and thus, is not applicable to new buildings, changes to increase in capacity, building demolition, programmatic updates or similar items not falling in the heading “maintain, repair, restore, 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. Total funding percentage by campus aligns proportionately with the building size percentage for each campus, as seen in the pie charts further down.

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

Campus	FY2021	FY2022	FY2023	Total (Projected FY21-FY23)	Funding % FY21 - FY23	Building Size (SF)	Building Size (% of total)
SAC (and FRA)	\$ 4.6	\$ 7.3	\$ 2.8	\$ 14.8	34.1%	1,842,160	37.8%
SPC (and SWC)	\$ 3.9	\$ 4.5	\$ 5.9	\$ 14.2	32.8%	1,137,430	23.3%
PAC	\$ 0.8	\$ 0.4	\$ 3.0	\$ 4.2	9.6%	448,083	9.2%
NVC	\$ 2.9	\$ 1.2	\$ 2.9	\$ 7.1	16.4%	817,435	16.8%
NLC	\$ 1.8	\$ 1.3	\$ 0.0	\$ 3.1	7.2%	365,519	7.5%
DSO	\$ -	\$ -	\$ -	\$ -	0.0%	268,248	5.5%
<b>Prioritized PM Projects Sub-Total</b>	<b>\$ 14.0</b>	<b>\$ 14.7</b>	<b>\$ 14.6</b>	<b>\$ 43.4</b>	<b>100%</b>	<b>4,878,875</b>	<b>100%</b>
Trailing "Soft Costs"	\$ 2.0	\$ 1.8	\$ 2.4				
Annual/Recurring	\$ 3.0	\$ 3.0	\$ 3.0				
<b>Annual Budget Amount</b>	<b>\$ 19.0</b>	<b>\$ 19.5</b>	<b>\$ 20.0</b>				



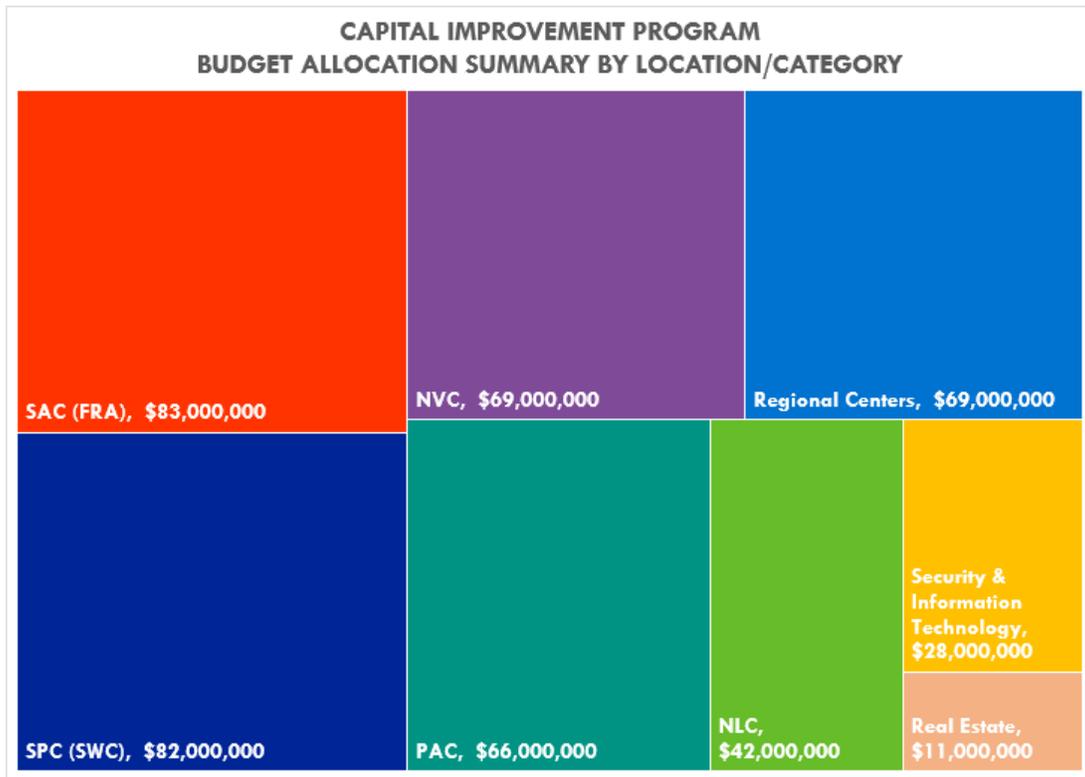
Beyond the approved 3 year preventive maintenance plan, the District’s long term target is to increase the budget as a percentage of asset replacement values from 1.5% to between 2% - 2.5%, the median of the industry best practice standard. This increase represents an annual budget between \$24 and \$30 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**

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 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 visual included below summarizes the CIP budget allocation by campus/category and is inclusive of numerous, distinctive new projects and renovations to existing buildings.





## **STUDENT DATA**



## Daily Registration Report

**FY 2021 APPROVED BUDGET**  
**Headcount by Tuition Status**

COLLEGE	Tuition Status	Historical			FY21 Approved Budget		
		Summer 2019	Fall 2019	Spring 2019	Fall 2020	Spring 2021	Summer 2021
NLC	In District	1,673	3,922	3,538	4,000	3,789	1,792
	Out of District	469	1,290	1,089	1,316	1,166	502
	Non-Resident	20	63	57	64	61	21
	Exempt	97	297	229	303	245	104
	Dual Credit	0	968	913	987	978	0
	<b>Total</b>	<b>2,259</b>	<b>6,540</b>	<b>5,826</b>	<b>6,671</b>	<b>6,240</b>	<b>2,419</b>
NVC	In District	6,039	12,499	11,244	12,539	11,385	6,224
	Out of District	512	1,029	802	1,079	812	528
	Non-Resident	56	132	99	132	100	58
	Exempt	282	568	473	568	479	291
	Dual Credit	0	3,782	3,337	3,782	3,379	0
	<b>Total</b>	<b>6,889</b>	<b>18,010</b>	<b>15,955</b>	<b>18,100</b>	<b>16,156</b>	<b>7,100</b>
PAC	In District	3,523	6,689	5,966	6,823	6,207	3,665
	Out of District	425	890	677	908	704	442
	Non-Resident	24	43	32	44	33	25
	Exempt	180	352	289	359	301	187
	Dual Credit	0	2,789	3,282	2,845	3,415	0
	<b>Total</b>	<b>4,152</b>	<b>10,763</b>	<b>10,246</b>	<b>10,978</b>	<b>10,660</b>	<b>4,320</b>
SAC	In District	6,571	14,743	13,688	15,349	14,381	6,936
	Out of District	672	1,581	1,381	1,613	1,480	709
	Non-Resident	72	225	197	230	206	76
	Exempt	276	646	574	659	606	291
	Dual Credit	40	2,304	2,279	2,350	2,493	42
	<b>Total</b>	<b>7,631</b>	<b>19,499</b>	<b>18,119</b>	<b>20,201</b>	<b>19,166</b>	<b>8,054</b>
SPC	In District	3,994	8,109	7,987	8,109	8,147	4,074
	Out of District	508	926	854	926	871	518
	Non-Resident	33	71	81	71	83	34
	Exempt	189	416	357	416	364	193
	Dual Credit	59	3,440	4,231	3,440	4,316	60
	<b>Total</b>	<b>4,783</b>	<b>12,962</b>	<b>13,510</b>	<b>12,962</b>	<b>13,780</b>	<b>4,879</b>
Alamo	In District	21,800	45,962	42,423	46,820	43,909	22,691
	Out of District	2,586	5,716	4,803	5,842	5,034	2,699
	Non-Resident	205	534	466	541	483	214
	Exempt	1,024	2,279	1,922	2,305	1,995	1,066
	Dual Credit	99	13,283	14,042	13,404	14,580	102
	<b>Total</b>	<b>25,714</b>	<b>67,774</b>	<b>63,656</b>	<b>68,912</b>	<b>66,001</b>	<b>26,771</b>



Daily Registration  
Headcount By All Parts of Term

COLLEGE	Historical	Historical			FY21 Approved Budget			COLLEGE	Historical	Historical			FY21 Approved Budget		
		NLC	NLC	NLC	NLC					SAC	SAC	SAC	SAC		
	AII PRTM	Summer 2019	Fall 2019	Spring 2019	Fall 2020	Spring 2021	Summer 2021		AII PRTM	Summer 2019	Fall 2019	Spring 2019	Fall 2020	Spring 2021	Summer 2021
NLC	Continuing	1,715	3,412	4,017	3,480	4,302	1,837	SAC	Continuing	5,715	10,577	12,978	10,601	13,371	5,981
	Dual Credit	0	582	499	594	534	0		Dual Credit	40	2,007	1,909	2,047	1,989	43
	ECHS	0	386	414	394	443	0		ECHS	0	297	370	303	385	0
	New First Time	73	1,386	358	1,414	383	78		New First Time	244	3,421	756	3,802	937	308
	Returning, Former	69	259	184	264	197	74		Returning, Former	338	1,339	852	1,565	888	356
	Transfer	142	461	285	470	305	152		Transfer	502	1,568	879	1,566	916	529
	Transfer Military	0	2	1	2	1	0		Transfer Military	9	25	14	35	15	10
	Transfer, Former	12	24	36	24	39	13		Transfer, Former	76	113	224	115	234	80
	Transient	248	28	32	29	34	266		Transient	707	152	137	167	151	747
	<b>Total</b>	<b>2,259</b>	<b>6,540</b>	<b>5,826</b>	<b>6,671</b>	<b>6,240</b>	<b>2,419</b>		<b>Total</b>	<b>7,631</b>	<b>19,499</b>	<b>18,119</b>	<b>20,201</b>	<b>18,886</b>	<b>8,054</b>
NVC	Continuing	5,227	8,880	10,608	8,950	10,741	5,387	SPC	Continuing	3,645	6,384	7,737	6,384	7,892	3,718
	Dual Credit	0	3,782	3,337	3,782	3,379	0		Dual Credit	59	2,488	2,963	2,488	3,022	60
	New First Time	243	3,305	693	3,325	702	250		New First Time	128	1,373	362	1,373	369	131
	Returning, Former	217	794	478	794	484	224		Returning, Former	163	695	496	695	506	166
	Transfer	459	1,047	637	1,047	645	473		Transfer	263	850	459	850	468	268
	Transfer Military	11	6	6	6	6	11		Transfer Military	37	64	53	64	54	38
	Transfer, Former	47	80	111	80	112	48		Transfer, Former	47	84	113	84	115	48
	Transient	685	116	85	116	86	706		Transient	441	72	59	72	60	450
	<b>Total</b>	<b>6,889</b>	<b>18,010</b>	<b>15,955</b>	<b>18,100</b>	<b>16,156</b>	<b>7,100</b>		<b>Total</b>	<b>4,783</b>	<b>12,962</b>	<b>13,510</b>	<b>12,962</b>	<b>13,780</b>	<b>4,879</b>
	PAC	Continuing	3,164	4,747	5,978	4,813	6,220		3,292	Alamo	Continuing	19,466	34,000	41,318	34,229
Dual Credit		0	1,692	1,827	1,716	1,901	0	Dual Credit	99		10,551	10,535	10,626	10,825	103
ECHS		0	1,097	1,455	1,112	1,514	0	ECHS	0		2,732	3,507	2,761	3,636	0
New First Time		166	1,804	318	1,894	331	173	New First Time	854		11,289	2,487	11,808	2,722	940
Returning, Former		133	622	307	631	319	138	Returning, Former	920		3,709	2,317	3,949	2,394	958
Transfer		227	515	236	522	246	236	Transfer	1,593		4,441	2,496	4,455	2,580	1,659
Transfer Military		5	9	3	9	3	5	Transfer Military	62		106	77	116	79	64
Transfer, Former		42	30	65	30	68	44	Transfer, Former	224		331	549	334	568	233
Transient		415	247	57	250	59	432	Transient	2,496		615	370	634	391	2,600
<b>Total</b>		<b>4,152</b>	<b>10,763</b>	<b>10,246</b>	<b>10,978</b>	<b>10,660</b>	<b>4,320</b>	<b>Total</b>	<b>25,714</b>		<b>67,774</b>	<b>63,656</b>	<b>68,912</b>	<b>65,721</b>	<b>26,771</b>



**FY 2021 BUDGET PROJECTIONS**  
**Total Semester Credit Hours by Tuition Status**

COLLEGE	Tuition Status	Historical			Projections for FY21 Budget		
		Summer 2019	Fall 2019	Spring 2019	Fall 2020	Spring 2021	Summer 2021
NLC	In District	7,283	31,154	26,652	31,777	28,544	7,800
	Out of District	2,197	11,557	9,276	11,788	9,935	2,353
	Non-Resident	101	495	370	505	396	108
	Exempt	522	2,617	2,024	2,669	2,168	559
	Dual Credit	0	6,366	6,264	6,493	6,709	0
	<b>Total</b>	<b>10,103</b>	<b>52,189</b>	<b>44,586</b>	<b>53,233</b>	<b>47,752</b>	<b>10,820</b>
NVC	In District	29,125	103,476	91,776	103,579	92,930	30,015
	Out of District	2,247	7,531	5,716	8,023	5,788	2,316
	Non-Resident	280	1,066	819	1,166	829	289
	Exempt	1,612	4,891	4,006	4,891	4,056	1,661
	Dual Credit	0	21,983	17,957	21,983	18,183	0
	<b>Total</b>	<b>33,264</b>	<b>138,947</b>	<b>120,274</b>	<b>139,642</b>	<b>121,786</b>	<b>34,281</b>
PAC	In District	15,827	49,169	42,561	50,152	44,280	16,466
	Out of District	1,857	6,604	4,946	6,736	5,146	1,932
	Non-Resident	91	261	216	266	225	95
	Exempt	920	2,501	2,255	2,551	2,346	957
	Dual Credit	0	17,342	17,741	17,689	18,458	0
	<b>Total</b>	<b>18,695</b>	<b>75,877</b>	<b>67,719</b>	<b>77,395</b>	<b>70,455</b>	<b>19,450</b>
SAC	In District	31,207	112,550	101,523	118,545	105,853	32,935
	Out of District	2,950	10,739	9,490	10,954	9,993	3,113
	Non-Resident	316	2,021	1,858	2,061	1,906	333
	Exempt	1,333	4,780	4,515	4,876	4,756	1,407
	Dual Credit	120	12,656	12,391	12,909	14,589	127
	<b>Total</b>	<b>35,926</b>	<b>142,746</b>	<b>129,777</b>	<b>149,345</b>	<b>137,097</b>	<b>37,915</b>
SPC	In District	18,637	55,504	53,059	55,504	54,120	19,010
	Out of District	2,373	6,170	5,590	6,170	5,702	2,420
	Non-Resident	143	513	548	513	559	146
	Exempt	974	2,873	2,573	2,873	2,624	993
	Dual Credit	212	19,265	23,649	19,265	24,122	216
	<b>Total</b>	<b>22,339</b>	<b>84,325</b>	<b>85,419</b>	<b>84,325</b>	<b>87,127</b>	<b>22,786</b>
Alamo	In District	102,079	351,853	315,571	359,557	325,728	106,227
	Out of District	11,624	42,601	35,018	43,671	36,563	12,134
	Non-Resident	931	4,356	3,811	4,511	3,915	970
	Exempt	5,361	17,662	15,373	17,860	15,951	5,578
	Dual Credit	332	77,612	78,002	78,339	82,060	343
	<b>Total</b>	<b>120,327</b>	<b>494,084</b>	<b>447,775</b>	<b>503,939</b>	<b>464,217</b>	<b>125,252</b>



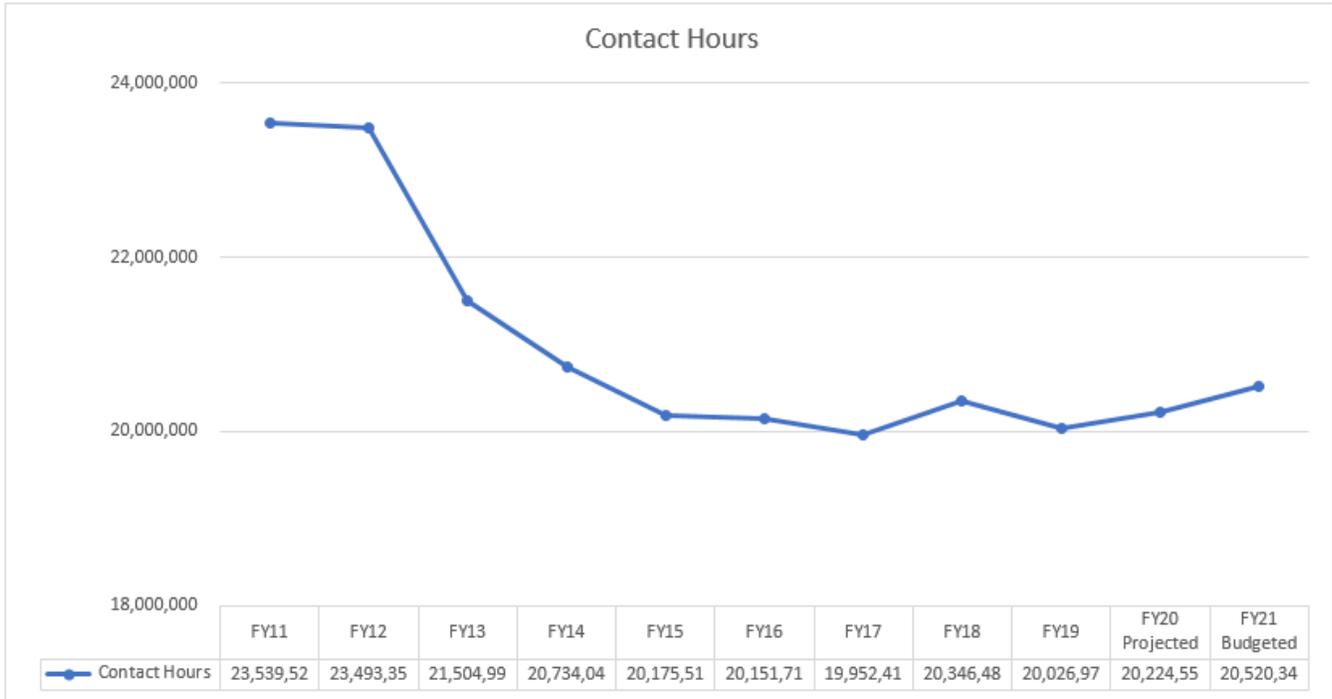
**FY 2021 APPROVED BUDGET**  
**Fund Code and Discipline Funded Contact Hours**

Fund Code and Discipline	Funded Contact Hours					
	NLC	NVC	PAC	SAC	SPC	ACD
	Total FY21 Approved Budget Funded CH					
00 - Cross-Listed Courses With Different Fund Codes	-	-	12,501	-	4,912	17,413
01 - Agriculture	-	20,420	57,505	14,304	3,456	95,685
02 - Architecture and Precision Production Trades	-	-	-	62,414	91,316	153,730
03 - Biology, Physical Sciences, and Science Technology	271,792	686,334	340,154	624,009	688,441	2,610,729
04 - Business Management, Marketing, and Administrative Services	47,203	147,962	177,499	318,030	183,612	874,306
05 - Career Pilot	-	-	-	-	-	-
06 - Communications	8,999	93,272	15,013	59,002	448	176,734
07 - Computer and Information Sciences	20,362	112,380	111,254	221,090	118,687	583,773
08 - Construction Trades	-	-	-	-	85,716	85,716
09 - Consumer and Homemaking Education	59,458	78,943	93,979	132,038	168,621	533,039
10 - Engineering	-	10,702	3,759	8,372	4,207	27,041
11 - Engineering Related	-	11,470	11,816	53,128	209,085	285,498
12 - Eng Language, Literature, Philosophy, Humanities, and Interdisciplinary	421,270	957,646	500,051	973,440	427,924	3,280,331
13 - Foreign Languages	24,171	236,787	31,905	275,223	84,446	652,531
14 - Health Occupations-Dental Asst., Medical Lab, and Assoc. Degree Nursing	-	-	-	251,069	57,990	309,058
16 - Health Occupations-Other (Excludes Dental Hygiene, Dental Assisting, Medical Lab, Associate Degree Nursing, Vocational Nursing, and Respiratory Therapy)	9,885	21,851	68,423	147,993	306,201	554,353
17 - Health Occupations-Respiratory Therapy	-	-	-	-	59,095	59,095
18 - Health Occupations-Vocational Nursing	-	-	-	-	153,770	153,770
19 - Mathematics	214,145	763,656	276,057	462,974	224,867	1,941,699
20 - Mechanics and Repairers-Automotive	-	-	-	-	220,101	220,101
21 - Mechanics and Repairers-Diesel, Aviation Mechanics, and Transportation Workers	-	-	216	-	150,818	151,034
22 - Mechanics and Repairers-Electronics	-	-	2,061	6,882	4,483	13,426
23 - Physical Education and Fitness	12,157	53,477	35,312	55,801	21,974	178,721
24 - Protective Services and Public Administration	8,624	53,982	46,630	261,933	22,985	394,156
25 - Psychology, Social Services, and History	574,629	1,372,327	775,993	1,355,262	595,274	4,673,484
26 - Visual and Performing Arts	110,647	311,439	181,778	336,168	135,971	1,076,003
28 - Developmental Math	99,708	169,328	159,050	239,400	123,176	790,662
29 - Developmental English and Reading	11,903	29,456	25,060	62,880	15,218	144,517
<b>Total</b>	<b>1,894,951</b>	<b>5,131,434</b>	<b>2,926,017</b>	<b>5,921,411</b>	<b>4,162,794</b>	<b>20,036,608</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 state appropriations from the State of Texas and instructional dollars allocated to the Colleges through the funding model. The FY21 budget includes a 2% smart growth increase compared to prior fiscal year.

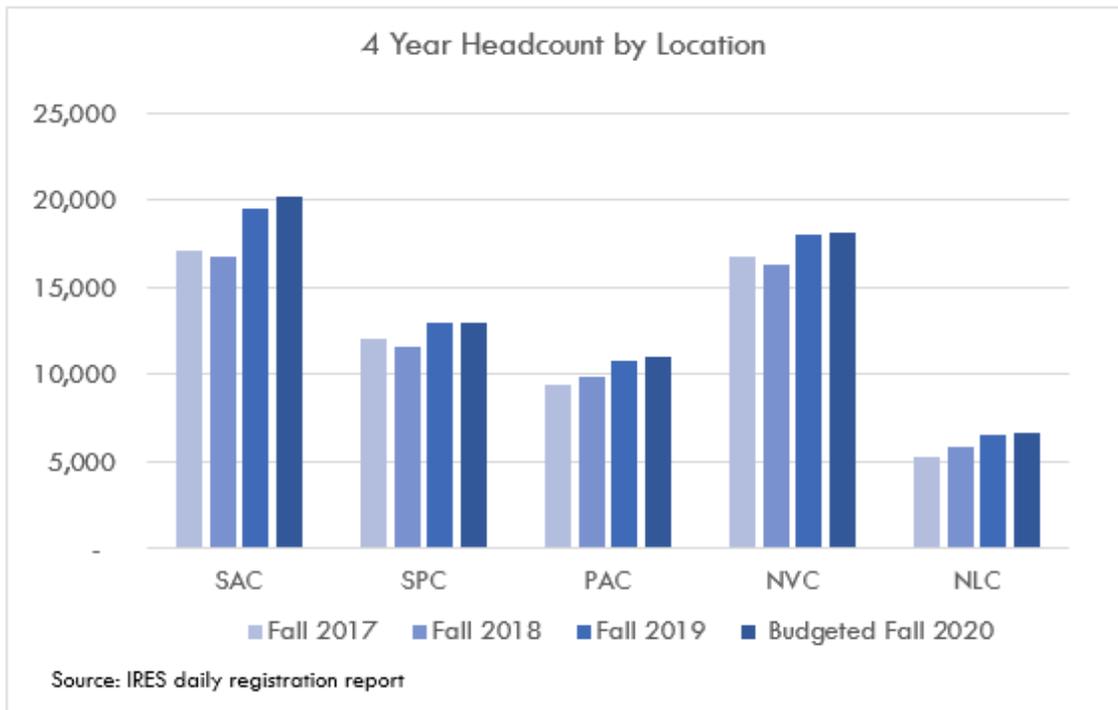
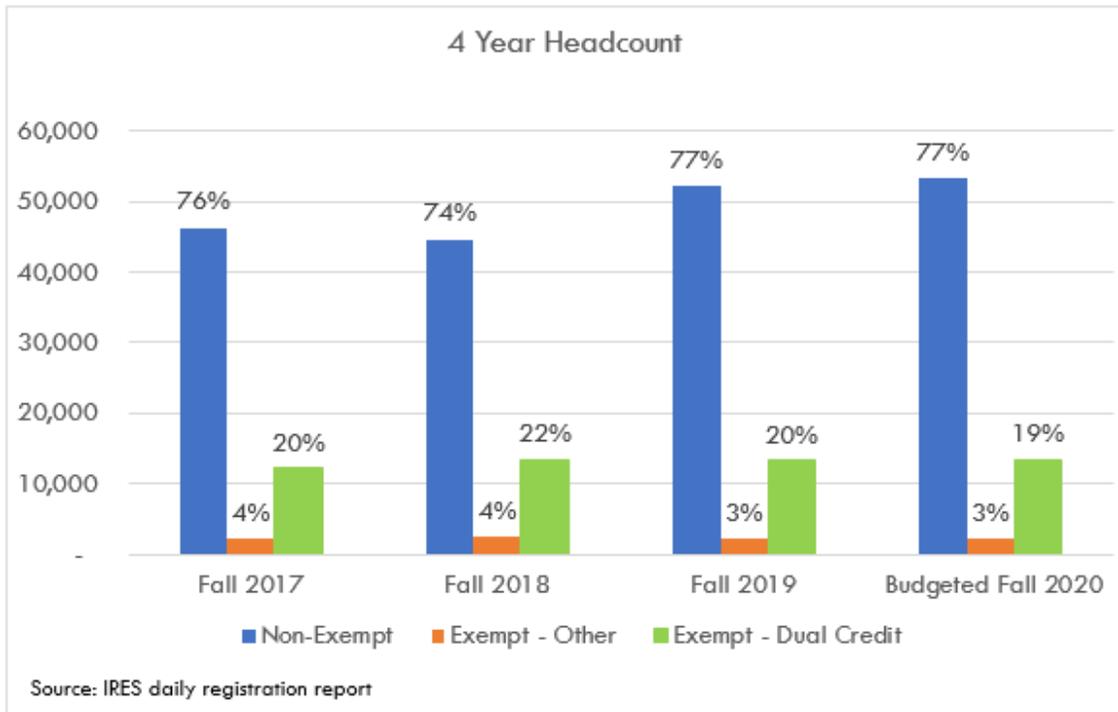


Source: THECB Accountability System  
Includes contact hours not funded by State



**Headcount – All Parts of Term**

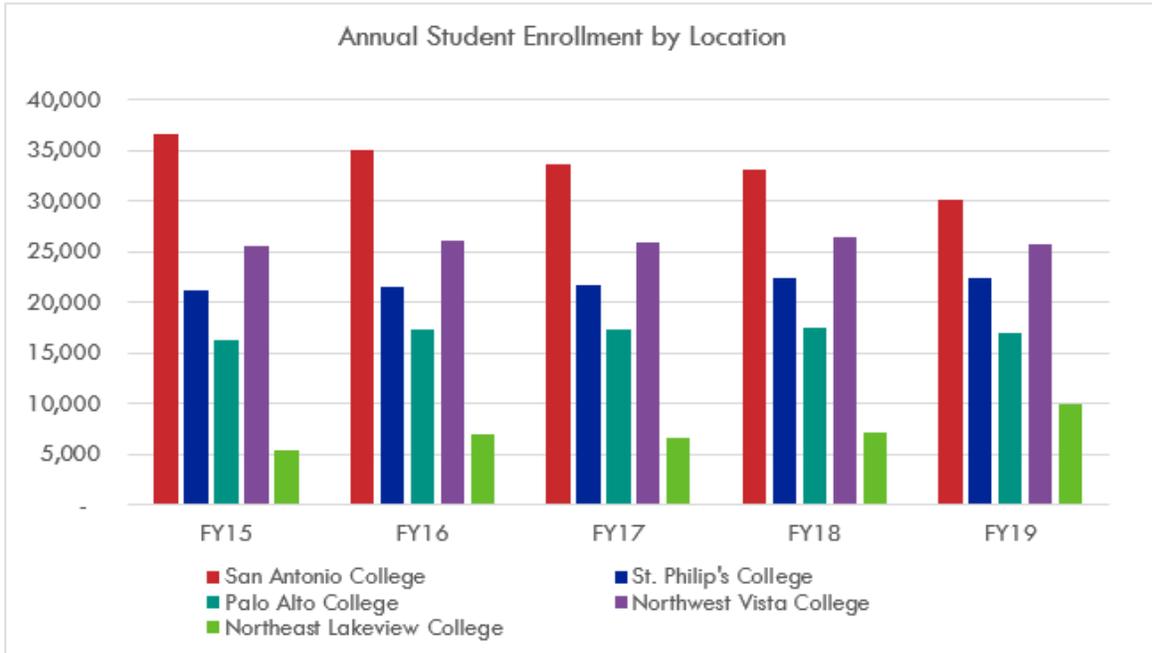
Student headcount for all parts of term is the number of students enrolled in a course(s) at one of the five Colleges, and are categorized as Non-Exempt (students paying full tuition), Exempt-Dual Credit (waived tuition for high school students, Academies, and Early College High School) enrolled in college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



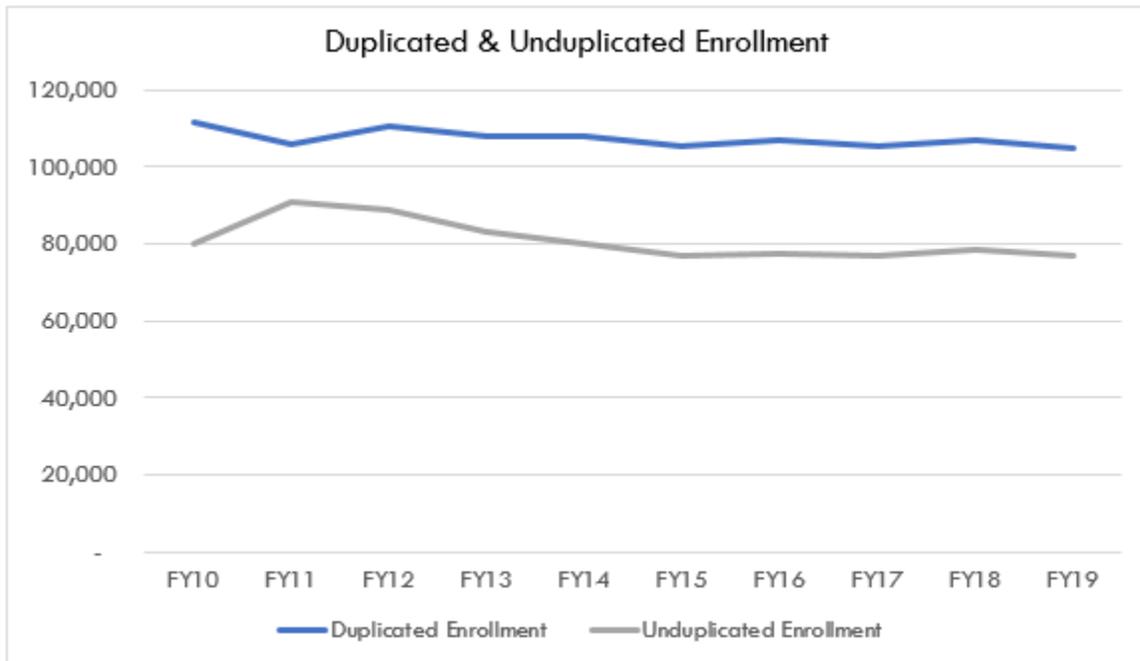


**Annual Enrollment**

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.



Includes credit and non-credit students  
 Source: THECB Accountability System  
 Prepared by: Institutional Research and Effectiveness Services (IRES), 3/2020



Includes credit and non-credit students  
 Source: THECB Accountability System  
 Prepared by: Institutional Research and Effectiveness Services (IRES), 3/2020



# APPENDIX



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

**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	621,448	210,308		32,100	863,856
NLC Chemistry	115001	852163	1030	3.00	183,584	99,842		10,100	293,526
NLC Physics	115001	852164	1030	1.00	71,041	15,578		-	86,619
NLC Geology	115001	852165	1030	1.00	67,739	10,186		600	78,525
NLC Economics	115001	852171	1030		-			150	150
NLC Dean of CE and Workforce Office	115001	853001	1030	0.50	35,521			-	35,521
NLC Network Administration	115001	853002	1030	1.00	55,154			-	55,154
NLC Information Assur&CyberSecurity	115001	853003	1030	1.00	55,154			-	55,154
NLC Accounting-Business-Managemt	115001	852121	1040	1.00	49,576	14,326		400	64,302
NLC Business/BCIS	115001	852122	1040	3.00	207,818	15,795		-	223,613
NLC Journalism	115001	852113	1060		-	16,506		-	16,506
NLC Computer Information System	115001	852154	1070	1.00	78,505			-	78,505
NLC CIS Specialty	115001	852206	1070		-	640		-	640
NLC Network Administration	115001	853002	1070		-			8,500	8,500
NLC Information Assur&CyberSecurity	115001	853003	1070		-	7,500		8,500	16,000
NLC English	115001	852102	1090		-	168		-	168
NLC Education	115001	852182	1090	2.00	113,009	113,528		200	226,737
NLC Student Services Instruction	115001	851022	1120		-	4,895		-	4,895
NLC English	115001	852102	1120	9.00	566,039	268,111		450	834,600
NLC Reading	115001	852103	1120		-	46,827		-	46,827
NLC Humanities	115001	852112	1120	1.00	65,966	14,015		100	80,081
NLC Philosophy	115001	852114	1120	4.00	243,150	95,120		450	338,720
NLC Speech	115001	852116	1120	5.00	364,051	78,076		900	443,027
NLC Foreign Languages	115001	852111	1130	2.00	113,681	6,306		200	120,187
NLC Mathematics and COSC	115001	852151	1190	12.00	762,863	283,052		2,600	1,048,515
NLC Developmental Math	115001	852152	1190		-	56,839		-	56,839
NLC Kinesiology	115001	852141	1230	2.00	124,794	75,994		4,100	204,888
NLC Kinesiology	175001	852141	1230		-	1,000		9,000	10,000
NLC Network Administration	115001	853002	1230		-	7,500		-	7,500
NLC Economics	115001	852171	1250	1.00	86,404	31,688		-	118,092



**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 Geography	115001	852173	1250	1.00	55,766	9,654		500	65,920
NLC History	115001	852174	1250	5.00	337,407	122,078		800	460,285
NLC Political Science	115001	852176	1250	1.00	48,755	105,838		1,000	155,593
NLC Government	115001	852177	1250	3.00	185,526			-	185,526
NLC Social Sciences	115001	852179	1250		-	16,177		-	16,177
NLC Anthropology	115001	852181	1250		-	10,785		100	10,885
NLC Psychology	115001	852183	1250	3.00	191,472	52,288		800	244,560
NLC Sociology	115001	852184	1250		-	36,445		350	36,795
NLC Instruction Pool Academic	115001	852012	1260		-	134,206		-	134,206
NLC Art Department	115001	852131	1260	4.00	264,974	39,593		2,850	307,417
NLC Dance	115001	852132	1260		-	1,598		-	1,598
NLC Music	115001	852134	1260	1.00	80,003	36,455		2,300	118,758
NLC Theatre and Communications	115001	852135	1260		-	100,274		7,100	107,374
NLC Theatre and Communications	175002	852135	1260		-	1,000		1,500	2,500
NLC Theatre and Communications	175003	852135	1260		-	750		450	1,200
NLC Drama	115001	852136	1260	1.00	67,208	4,661		-	71,869
NLC General Institutional Costs	115001	850002	1270		-	(550,000)	1,806,472	225,521	1,481,993
NLC General Institutional Costs	175001	850002	1270		-		322	-	322
NLC General Institutional Costs	175002	850002	1270		-		322	-	322
NLC General Institutional Costs	175003	850002	1270		-		241	-	241
NLC Institutional Projects	115001	855008	1270		-	500,000		32,900	532,900
NLC Purchasing Services	115001	855009	1270		-			43,000	43,000
NLC Developmental English	115001	852101	1290		-	22,588		-	22,588
<b>ACADEMIC SUPPORT</b>									
NLC General Institutional Costs	115001	850002	3010		-	(540,308)	442,941	10,000	(87,367)
NLC Adjunct Faculty Council	115001	850018	3010		-			1,500	1,500
NLC Vice Pres Acad Affairs Office	115001	852001	3010		-	178,430		187,228	365,658
NLC VPAA Hospitality Account	115001	852003	3010		-			2,500	2,500
NLC Distance Learning	115001	852004	3010		-	45,000		-	45,000
NLC Instructional Innovation	115001	852005	3010		-	100,981		4,820	105,801
NLC Phi Theta Kappa Initiative	115001	852006	3010		-			8,000	8,000
NLC Service Learning Initiative	115001	852007	3010		-			1,000	1,000



**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 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		-	299,189		36,185	335,374
NLC Academic Affairs	115001	852013	3010		-	103,080		-	103,080
NLC Academic Support	115001	852015	3010		-	116,341		42,550	158,891
NLC Adjunct Faculty Support	115001	852016	3010		-	185		-	185
NLC College Assessment	115001	852018	3010		-			21,000	21,000
NLC Dean of Arts and Sciences Office	115001	852301	3010		-	33,115		11,414	44,529
NLC Dean of CE and Workforce Office	115001	853001	3010		-	103,080		13,350	116,430
NLC Community Program	115001	853006	3010		-	98,758		5,800	104,558
NLC Learning Resource Ctr Office	115001	854001	3010		-	442,633		191,987	634,620
NLC Dean for Acad Success/Support	115001	854002	3010		-	103,080		13,758	116,838
NLC Library Fines and Lost Material	115001	854004	3010		-			1,000	1,000
NLC Information Technologies	115001	855002	3010		-	555,667		50,700	606,367
NLC Information Technology	115001	855006	3010		-			10,000	10,000
<b>STUDENT SERVICES</b>									
NLC General Institutional Costs	115001	850002	4010		-	(534,000)	754,076	-	220,076
NLC General Institutional Costs	115003	850002	4010		-		15,934	-	15,934
NLC VP Student and Admin Services	115001	851001	4010		-	178,772		82,273	261,045
NLC Assessment and Testing	115001	851004	4010		-	255,995		54,000	309,995
NLC Admissions and Records	115001	851005	4010		-	139,348		7,600	146,948
NLC Student Activity Fee-Designated	115003	851006	4010		-	91,821		179,797	271,618
NLC Advocacy	115001	851007	4010		-	85,000		37,662	122,662
NLC VPSAS Hospitality Account	115001	851013	4010		-			5,000	5,000
NLC Student Activities	115001	851015	4010		-	174,553		7,000	181,553
NLC Counseling	115001	851016	4010		-	68,887		2,700	71,587
NLC Student Development	115001	851017	4010		-	45,401		2,000	47,401
NLC Career Services and Job Placement	115001	851018	4010		-	43,785		8,700	52,485
NLC Recruitment and Retention	115001	851019	4010		-	184,234		19,820	204,054
NLC Advising	115001	851020	4010		-	1,070,756		13,000	1,083,756
NLC Disability Services	115001	851024	4010		-	109,582		8,400	117,982



**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 Coor. Student Services Support	115001	851025	4010		-			10,000	10,000
NLC Veterans Affairs	115001	851026	4010		-	99,145		29,500	128,645
NLC Early College High School	115001	851027	4010		-	253,029		8,000	261,029
NLC Welcome Ctr/Call Center	115001	851028	4010		-	81,735		4,000	85,735
NLC Transfer Services	115001	851029	4010		-			2,650	2,650
NLC Job Placement	115001	851030	4010		-	38,378		3,500	41,878
NLC Dean of Student Success Office	115001	851201	4010		-	133,656		9,600	143,256
<b>INSTITUTIONAL SUPPORT</b>									
NLC General Institutional Costs	115001	850002	5010		-	(300,000)	366,447	7,500	73,947
NLC General Institutional Costs	175004	850002	5010		-	750	241	1,750	2,741
NLC Office of the President	115001	850003	5010		-	418,037		58,677	476,714
NLC Hospitality Account	115001	850005	5010		-			20,750	20,750
NLC Institutional Advancement	115001	850006	5010		-	117,825		8,800	126,625
NLC Self Study	115001	850007	5010		-			52,000	52,000
NLC Public Relations	115001	850009	5010		-	338,414		71,780	410,194
NLC Faculty Senate	115001	850010	5010		-	9,600		1,501	11,101
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		-			3,000	3,000
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		-	1,300		56,700	58,000
NLC College Services	115001	855001	5010		-	254,299		24,842	279,141
NLC Planning and Research	115001	855004	5010		-	164,869		10,500	175,369
NLC Institutional Support	115001	855005	5010		-	166,892		5,200	172,092
NLC Consolidated Printers	115001	855007	5010		-			80,000	80,000
<b>TRANSFERS</b>									
NLC General Institutional Costs	115002	850002	9425		-			435,586	435,586
<b>Total Northeast Lakeview College</b>				<b>78.50</b>	<b>\$ 5,096,608</b>	<b>\$ 7,452,484</b>	<b>\$ 3,386,996</b>	<b>\$ 132,438,378</b>	<b>\$ 18,421,189</b>

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

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



Department Personnel Register by Functional Categories

FY21 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
<b>INSTRUCTION</b>										
NLC Biological Sciences	C50982	Academic Lab Tech	Caroline Lopez	115001	852162	61021	1030	100	1.00	40,208
NLC Biological Sciences	F50943	Instructor	Jennifer Parrott	115001	852162	61001	1030	100	1.00	71,041
NLC Biological Sciences	F50948	Assistant Professor	Dania Rossi	115001	852162	61001	1030	100	1.00	63,832
NLC Biological Sciences	F50963	Associate Professor	Erica Cain	115001	852162	61001	1030	100	1.00	59,933
NLC Biological Sciences	F50964	Professor	Lisa Erwin	115001	852162	61001	1030	100	1.00	73,707
NLC Biological Sciences	F50965	Chair/Assistant Professor	Thomas Mc Crary	115001	852162	61001	1030	100	1.00	87,291
NLC Biological Sciences	F50966	Associate Professor	Laura Perry	115001	852162	61001	1030	100	1.00	62,657
NLC Biological Sciences	F51034	Associate Professor	Karla Kosub	115001	852162	61001	1030	100	1.00	65,556
NLC Biological Sciences	F51039	Associate Professor	Megan Grimsley	115001	852162	61001	1030	100	1.00	66,270
NLC Biological Sciences	F51042	Assistant Professor	Susan Kazen	115001	852162	61001	1030	100	1.00	71,161
<b>NLC Biological Sciences Total</b>									<b>10.00</b>	<b>661,656</b>
NLC Chemistry	C50983	Academic Lab Tech		115001	852163	61021	1030	100	1.00	36,006
NLC Chemistry	F50949	Assistant Professor	Terace Fletcher	115001	852163	61001	1030	100	1.00	62,016
NLC Chemistry	F50958	Assistant Professor	Marsha Adrian	115001	852163	61001	1030	100	1.00	55,866
NLC Chemistry	F50967	Associate Professor	Gina Mealey	115001	852163	61001	1030	100	1.00	65,702
<b>NLC Chemistry Total</b>									<b>4.00</b>	<b>219,590</b>
NLC Physics	F50942	Instructor		115001	852164	61001	1030	100	1.00	71,041
<b>NLC Physics Total</b>									<b>1.00</b>	<b>71,041</b>
NLC Geology	F50991	Professor	Olamide Fagbola	115001	852165	61001	1030	100	1.00	67,739
<b>NLC Geology Total</b>									<b>1.00</b>	<b>67,739</b>
NLC Dean of CE and Workforce Office	F50939	Instructor		115001	853001	61001	1030	50	0.50	35,521
<b>NLC Dean of CE and Workforce Office Total</b>									<b>0.50</b>	<b>35,521</b>
NLC Recreation Training Non-reimb	F51037	Instructor	Fabius Bascon	115001	853002	61001	1030	100	1.00	55,154
<b>NLC Recreation Training Non-reimb Total</b>									<b>1.00</b>	<b>55,154</b>
NLC Information Assur&CyberSecurity	F50952	Instructor	Isaac Thornsburg	115001	853003	61001	1030	100	1.00	55,154
<b>NLC Information Assur&amp;CyberSecurity Total</b>									<b>1.00</b>	<b>55,154</b>
NLC Accounting-Business-Managemt	F50960	Assistant Professor	Joy Moczygamba	115001	852121	61001	1040	100	1.00	49,576
<b>NLC Accounting-Business-Managemt Total</b>									<b>1.00</b>	<b>49,576</b>
NLC CAD	F50944	Instructor	Keith Collins	115001	852122	61001	1040	100	1.00	71,041
NLC CAD	F50947	Instructor		115001	852122	61001	1040	100	1.00	71,041
NLC CAD	F50959	Associate Professor	Matthew Helinski	115001	852122	61001	1040	100	1.00	65,736
<b>NLC CAD Total</b>									<b>3.00</b>	<b>207,818</b>
NLC Computer Information System	F50970	Professor	Cuihua Zhang	115001	852154	61001	1070	100	1.00	78,505
<b>NLC Computer Information System Total</b>									<b>1.00</b>	<b>78,505</b>
NLC Education	F50950	Instructor	Daisy Carmona	115001	852182	61001	1090	100	1.00	49,614
NLC Education	F50974	Associate Professor	Michele Maldonado	115001	852182	61001	1090	100	1.00	63,395
<b>NLC Education Total</b>									<b>2.00</b>	<b>113,009</b>



FY21 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
NLC English	C50978	Academic Unit Asst	Jose Gomez	115001	852102	61021	1120	100	1.00	34,425
NLC English	F50975	Professor	Anetia Ports	115001	852102	61001	1120	100	1.00	67,205
NLC English	F50976	Instructor	Michael Chapman	115001	852102	61001	1120	100	1.00	47,936
NLC English	F50977	Associate Professor	Angela Hager	115001	852102	61001	1120	100	1.00	64,353
NLC English	F50978	Professor	Carol Bernard	115001	852102	61001	1120	100	1.00	71,792
NLC English	F50980	Assistant Professor	Laura Davenport	115001	852102	61001	1120	100	1.00	60,861
NLC English	F50981	Instructor	Cheyenne Adams	115001	852102	61001	1120	100	1.00	56,997
NLC English	F50983	Assistant Professor	Denise Stallins	115001	852102	61001	1120	100	1.00	59,895
NLC English	F50984	Chair/Assistant Professor	Jason Malcolm	115001	852102	61001	1120	100	1.00	80,003
NLC English	F50985	Instructor	Jennifer Riske	115001	852102	61001	1120	100	1.00	56,997
<b>NLC English Total</b>									<b>10.00</b>	<b>600,464</b>
NLC Reading	P50596	Academic Pgm Spec	Aileen Barrientos	115001	852103	61012	1120	100	1.00	46,827
<b>NLC Reading Total</b>									<b>1.00</b>	<b>46,827</b>
NLC Humanities	F51023	Assistant Professor	Anthony Lack	115001	852112	61001	1120	100	1.00	65,966
<b>NLC Humanities Total</b>									<b>1.00</b>	<b>65,966</b>
NLC Philosophy	F50971	Assistant Professor	Brandon Gillespie	115001	852114	61001	1120	100	1.00	53,555
NLC Philosophy	F50995	Professor	Michael McDowell	115001	852114	61001	1120	100	1.00	69,028
NLC Philosophy	F51015	Professor	Mark Sadler	115001	852114	61001	1120	100	1.00	71,792
NLC Philosophy	F51017	Instructor	Quintin Babaie	115001	852114	61001	1120	100	1.00	48,775
<b>NLC Philosophy Total</b>									<b>4.00</b>	<b>243,150</b>
NLC Speech	F50945	Instructor	Delissa Perez	115001	852116	61001	1120	100	1.00	71,041
NLC Speech	F50987	Assistant Professor	Barbara Mayo	115001	852116	61001	1120	100	1.00	79,793
NLC Speech	F51029	Associate Professor	Jennifer Marks	115001	852116	61001	1120	100	1.00	65,868
NLC Speech	F51031	Professor	Argentina Wortham	115001	852116	61001	1120	100	1.00	78,505
NLC Speech	F51032	Chair/Professor	Denise Menchaca	115001	852116	61001	1120	100	1.00	68,844
<b>NLC Speech Total</b>									<b>5.00</b>	<b>364,051</b>
NLC Foreign Languages	F50956	Instructor		115001	852111	61001	1130	100	1.00	48,000
NLC Foreign Languages	F50986	Associate Professor	Silvia Zecca	115001	852111	61001	1130	100	1.00	65,681
<b>NLC Foreign Languages Total</b>									<b>2.00</b>	<b>113,681</b>
NLC Mathematics and COSC	C50975	Academic Unit Asst	Hollie Cardenas	115001	852151	61021	1190	100	1.00	34,425
NLC Mathematics and COSC	F50951	Instructor	Barbara Smith	115001	852151	61001	1190	100	1.00	49,614
NLC Mathematics and COSC	F50969	Chair/Instructor	Allen Miller	115001	852151	61001	1190	100	1.00	80,061
NLC Mathematics and COSC	F50979	Professor	Cristella Diaz	115001	852151	61001	1190	100	1.00	82,006
NLC Mathematics and COSC	F51003	Instructor	Dianna Torres Lee	115001	852151	61001	1190	100	1.00	55,766
NLC Mathematics and COSC	F51004	Assistant Professor	Efrain Guevara	115001	852151	61001	1190	100	1.00	59,750
NLC Mathematics and COSC	F51005	Associate Professor	Martha Vargas	115001	852151	61001	1190	100	1.00	62,657
NLC Mathematics and COSC	F51006	Associate Professor	Zakia Ibaroudene	115001	852151	61001	1190	100	1.00	62,948
NLC Mathematics and COSC	F51007	Professor	Jin Ha	115001	852151	61001	1190	100	1.00	65,812
NLC Mathematics and COSC	F51008	Instructor	Victoria Rogers	115001	852151	61001	1190	100	1.00	52,168
NLC Mathematics and COSC	F51010	Professor	Jose Maldonado	115001	852151	61001	1190	100	1.00	75,419



**FY21 PERSONNEL REGISTER - Northeast Lakeview College**

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
NLC Mathematics and COSC	F51011	Instructor	Amanda Celaya	115001	852151	61001	1190	100	1.00	51,291
NLC Mathematics and COSC	F51027	Associate Professor	Rachid Makroz	115001	852151	61001	1190	100	1.00	65,371
NLC Mathematics and COSC	P50604	Academic Pgm Spec	Cherif Ibaroudene	115001	852151	61012	1190	100	1.00	46,866
<b>NLC Mathematics and COSC Total</b>									<b>14.00</b>	<b>844,154</b>
NLC Kinesiology	C51012	Physical Ed Ctr Spec		115001	852141	61021	1230	100	1.00	40,208
NLC Kinesiology	F50996	Instructor	Vincent Lockhart	115001	852141	61001	1230	100	1.00	55,766
NLC Kinesiology	F50997	Professor	Wesley Adams	115001	852141	61001	1230	100	1.00	69,028
<b>NLC Kinesiology Total</b>									<b>3.00</b>	<b>165,002</b>
NLC Economics	F50955	Associate Professor	Cyril Morong	115001	852171	61001	1250	100	1.00	86,404
<b>NLC Economics Total</b>									<b>1.00</b>	<b>86,404</b>
NLC Geography	F50989	Instructor	Suzanne Stewart	115001	852173	61001	1250	100	1.00	55,766
<b>NLC Geography Total</b>									<b>1.00</b>	<b>55,766</b>
NLC History	F50954	Instructor	Judah Leggett	115001	852174	61001	1250	100	1.00	48,755
NLC History	F50972	Instructor	Maria Johnson	115001	852174	61001	1250	100	1.00	54,692
NLC History	F50992	Chair/Professor	Jeffry Hassmann	115001	852174	61001	1250	100	1.00	95,723
NLC History	F50994	Professor	Jianyue Chen	115001	852174	61001	1250	100	1.00	76,840
NLC History	F51040	Assistant Professor	Larry Moseley	115001	852174	61001	1250	100	1.00	61,397
<b>NLC History Total</b>									<b>5.00</b>	<b>337,407</b>
NLC Political Science	F50957	Assistant Professor	Mohsen Omar	115001	852176	61001	1250	100	1.00	48,755
<b>NLC Political Science Total</b>									<b>1.00</b>	<b>48,755</b>
NLC Government	F51018	Professor	Robert Yowell	115001	852177	61001	1250	100	1.00	73,120
NLC Government	F51020	Associate Professor	Sabrina Hammel	115001	852177	61001	1250	100	1.00	63,272
NLC Government	F51024	Instructor	Jennifer Holmquist	115001	852177	61001	1250	100	1.00	49,134
<b>NLC Government Total</b>									<b>3.00</b>	<b>185,526</b>
NLC Psychology	F50946	Instructor	Sharon Nittinger	115001	852183	61001	1250	100	1.00	71,041
NLC Psychology	F50973	Associate Professor	Sara Etchison	115001	852183	61001	1250	100	1.00	58,928
NLC Psychology	F51022	Associate Professor	Valerie Young	115001	852183	61001	1250	100	1.00	61,503
<b>NLC Psychology Total</b>									<b>3.00</b>	<b>191,472</b>
NLC Instruction Pool Academic	C50992	Academic Unit Asst	Don Carrington	115001	852012	61021	1260	100	1.00	37,379
NLC Instruction Pool Academic	C50993	Academic Unit Asst	Frank Olivo	115001	852012	61021	1260	100	1.00	31,201
NLC Instruction Pool Academic	C50994	Academic Unit Asst	Yvonne Ramirez	115001	852012	61021	1260	100	1.00	34,425
NLC Instruction Pool Academic	C51006	Academic Unit Asst	Veronica Saucedo-Russell	115001	852012	61021	1260	100	1.00	31,201
<b>NLC Instruction Pool Academic Total</b>									<b>4.00</b>	<b>134,206</b>
NLC Art Department	F50961	Assistant Professor	James Miller	115001	852131	61001	1260	100	1.00	67,034
NLC Art Department	F50982	Associate Professor	Rossie Davis	115001	852131	61001	1260	100	1.00	62,847
NLC Art Department	F51035	Associate Professor	Jasmyne Graybill	115001	852131	61001	1260	100	1.00	67,546
NLC Art Department	F51036	Associate Professor	Karl Frey	115001	852131	61001	1260	100	1.00	67,547
<b>NLC Art Department Total</b>									<b>4.00</b>	<b>264,974</b>
NLC Music	F51012	Chair/Assistant Professor	Katherine Mayer	115001	852134	61001	1260	100	1.00	80,003
<b>NLC Music Total</b>									<b>1.00</b>	<b>80,003</b>



FY21 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
NLC Theatre and Communications	C51001	Tech Dir/Auditorium Mgr	Javier Leal	115001	852135	61021	1260	100	1.00	50,400
NLC Theatre and Communications	C51010	Tech Dir/Theatre Dept Prod		115001	852135	61021	1260	100	1.00	46,698
<b>NLC Theatre and Communications Total</b>									<b>2.00</b>	<b>97,098</b>
NLC Drama	F51038	Assistant Professor	Lisa Fritschle	115001	852136	61001	1260	100	1.00	67,208
<b>NLC Drama Total</b>									<b>1.00</b>	<b>67,208</b>
<b>ACADEMIC SUPPORT</b>										
NLC Vice Pres Acad Affairs Office	A50073	VP for Academic Success	Laura Sanchez	115001	852001	61011	3010	100	1.00	140,552
NLC Vice Pres Acad Affairs Office	C51003	Admin Asst to the VP	Alicia Beaudoin	115001	852001	61021	3010	100	1.00	37,878
<b>NLC Vice Pres Acad Affairs Office Total</b>									<b>2.00</b>	<b>178,430</b>
NLC Distance Learning	P50619	Multimedia Spec, Sr		115001	852004	61012	3010	100	1.00	45,000
<b>NLC Distance Learning Total</b>									<b>1.00</b>	<b>45,000</b>
NLC Instructional Innovation	P50577	Academic Pgm Coord		115001	852005	61012	3010	100	1.00	50,378
NLC Instructional Innovation	P50614	Instructional Designer	Nancy Tran	115001	852005	61012	3010	100	1.00	50,603
NLC Instructional Innovation	P50624	Instructional Designer		115001	852005	61012	3010	100	1.00	-
<b>NLC Instructional Innovation Total</b>									<b>3.00</b>	<b>100,981</b>
NLC Tutoring Services	C50953	Academic Lab Tech		115001	852011	61021	3010	100	1.00	40,000
NLC Tutoring Services	P50595	Academic Pgm Coord	Kathy Bryson	115001	852011	61012	3010	100	1.00	46,683
<b>NLC Tutoring Services Total</b>									<b>2.00</b>	<b>86,683</b>
NLC Academic Affairs	A50076	Dean for Academic Success	Tammy Perez	115001	852013	61011	3010	100	1.00	103,080
<b>NLC Academic Affairs Total</b>									<b>1.00</b>	<b>103,080</b>
NLC Academic Support	P50561	Academic Pgm Coord	Regina Horne-Espree	115001	852015	61012	3010	100	1.00	63,837
NLC Academic Support	P50562	Academic Spt Spec	Tara Daugherty	115001	852015	61012	3010	100	1.00	52,504
<b>NLC Academic Support Total</b>									<b>2.00</b>	<b>116,341</b>
NLC Dean of Arts and Sciences Office	C51014	Admin Svcs Spec	Laura Farias	115001	852301	61021	3010	100	1.00	33,115
<b>NLC Dean of Arts and Sciences Office Total</b>									<b>1.00</b>	<b>33,115</b>
NLC Dean of CE and Workforce Office	A50069	Dean for Academic Success	William Fanning	115001	853001	61011	3010	100	1.00	103,080
<b>NLC Dean of CE and Workforce Office Total</b>									<b>1.00</b>	<b>103,080</b>
NLC Community Program	C50972	Admin Svcs Spec	Norma Gutierrez	115001	853006	61021	3010	100	1.00	39,709
NLC Community Program	P50615	CE Program Manager	George Andrade	115001	853006	61012	3010	100	1.00	59,049
<b>NLC Community Program Total</b>									<b>2.00</b>	<b>98,758</b>
NLC Learning Resource Ctr Office	C50995	Library Asst III	Robert Vaughn	115001	854001	61021	3010	100	1.00	40,208
NLC Learning Resource Ctr Office	C50996	Library Asst III	Elisabeth Padijen	115001	854001	61021	3010	100	1.00	40,000
NLC Learning Resource Ctr Office	C50997	Library Asst III	Azucena Rodriguez-Guerra	115001	854001	61021	3010	100	1.00	40,208
NLC Learning Resource Ctr Office	C51016	Admin Svcs Spec	William Lynch	115001	854001	61021	3010	100	1.00	30,577
NLC Learning Resource Ctr Office	P50544	Librarian	Angela Fondren	115001	854001	61012	3010	100	1.00	44,229
NLC Learning Resource Ctr Office	P50547	Librarian	Brandt Van Unen	115001	854001	61012	3010	100	1.00	43,285
NLC Learning Resource Ctr Office	P50548	Director of Library Services	Victoria Hart	115001	854001	61012	3010	100	1.00	82,400
NLC Learning Resource Ctr Office	P50550	Lead Librarian	Susan Chinoransky	115001	854001	61012	3010	100	1.00	56,650
<b>NLC Learning Resource Ctr Office Total</b>									<b>8.00</b>	<b>377,557</b>
NLC Library Automation	A50071	Dean for Academic Success	Chantae Recasner	115001	854002	61011	3010	100	1.00	103,080



FY21 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
<b>NLC Library Automation Total</b>									<b>1.00</b>	<b>103,080</b>
NLC Information Technologies	C50988	Help Desk Spec		115001	855002	61021	3010	100	1.00	35,569
NLC Information Technologies	C50990	Computer Spt Tech		115001	855002	61021	3010	100	1.00	38,898
NLC Information Technologies	C51011	Computer Spt Tech	Daniel Breeden	115001	855002	61021	3010	100	1.00	34,425
NLC Information Technologies	P50578	Coord College Tech	Leslie Germer	115001	855002	61012	3010	100	1.00	83,863
NLC Information Technologies	P50579	Client Spt Spec		115001	855002	61012	3010	100	1.00	43,285
NLC Information Technologies	P50580	Client Spt Spec	Adam Saucedo	115001	855002	61012	3010	100	1.00	50,737
NLC Information Technologies	P50582	Dir Info Tech	Kenneth Bray	115001	855002	61012	3010	100	1.00	90,915
NLC Information Technologies	P50583	Client Spt Spec		115001	855002	61012	3010	100	1.00	50,737
NLC Information Technologies	P50605	Tech Spt Supv	Alejandro Chapa	115001	855002	61012	3010	100	1.00	50,378
<b>NLC Information Technologies Total</b>									<b>9.00</b>	<b>478,807</b>
<b>STUDENT SERVICES</b>										
NLC VP Student and Admin Services	A50068	VP for Student Success	Tangila Dove	115001	851001	61011	4010	100	1.00	140,552
NLC VP Student and Admin Services	C51004	Admin Asst to the VP		115001	851001	61021	4010	100	1.00	36,000
<b>NLC VP Student and Admin Services Total</b>									<b>2.00</b>	<b>176,552</b>
NLC Assessment and Testing	C51002	Spec - Stu Success		115001	851004	61021	4010	100	1.00	31,201
NLC Assessment and Testing	P50560	Advisor - Stu Success	Belinda Carter-Newton	115001	851004	61012	4010	100	1.00	40,932
NLC Assessment and Testing	P50571	Dir of Enrollment	David Wessler	115001	851004	61012	4010	100	1.00	80,061
NLC Assessment and Testing	P50602	Sr Coord - Stu Success	Sara Leal	115001	851004	61012	4010	100	1.00	58,201
<b>NLC Assessment and Testing Total</b>									<b>4.00</b>	<b>210,395</b>
NLC Admissions and Records	C50952	Sr Spec - Stu Success	Guadalupe Ochoa	115001	851005	61021	4010	100	1.00	37,000
NLC Admissions and Records	C50977	Sr Spec - Stu Success	Amber De La Garza	115001	851005	61021	4010	100	1.00	37,000
NLC Admissions and Records	C50980	Sr Spec - Stu Success	Cynathia Broadnax	115001	851005	61021	4010	100	1.00	33,364
NLC Admissions and Records	C50981	Sr Spec - Stu Success		115001	851005	61021	4010	100	1.00	31,784
<b>NLC Admissions and Records Total</b>									<b>4.00</b>	<b>139,148</b>
NLC Student Activity Fee-Designated	C51000	Intramural Spec		115003	851006	61021	4010	100	1.00	34,321
<b>NLC Student Activity Fee-Designated Total</b>									<b>1.00</b>	<b>34,321</b>
NLC Advocacy	P50617	Dir of Student Advocacy Ctr	Cristela Garcia	115001	851007	61012	4010	100	1.00	85,000
<b>NLC Advocacy Total</b>									<b>1.00</b>	<b>85,000</b>
NLC Student Activities	C50954	Admin Svcs Spec		115001	851015	61021	4010	100	1.00	30,576
NLC Student Activities	P50558	Assoc Dir - Stu Success	Crystal Willis	115001	851015	61012	4010	100	1.00	68,887
NLC Student Activities	P50592	Dir Stu Success	John Jacobs	115001	851015	61012	4010	100	1.00	75,090
<b>NLC Student Activities Total</b>									<b>3.00</b>	<b>174,553</b>
NLC Counseling	P50575	Pers Counselor - Stu Success	Faye Hallford	115001	851016	61012	4010	100	1.00	68,887
<b>NLC Counseling Total</b>									<b>1.00</b>	<b>68,887</b>
NLC Student Development	P50594	Sr Advisor - Stu Success	Chastity Richmond	115001	851017	61012	4010	100	1.00	45,401
<b>NLC Student Development Total</b>									<b>1.00</b>	<b>45,401</b>
NLC Career ServicesandJob Placement	P50556	Sr Advisor - Stu Success	Peggy Chavez	115001	851018	61012	4010	100	1.00	43,285
<b>NLC Career ServicesandJob Placement Total</b>									<b>1.00</b>	<b>43,285</b>
NLC Recruitment and Retention	C50956	Enrollment Team Support Spec	Maria Flores-Chase	115001	851019	61021	4010	100	1.00	30,577



FY21 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
NLC Recruitment and Retention	P50551	Certified Enroll Coach - CP	Renee Higgins	115001	851019	61012	4010	100	1.00	43,285
NLC Recruitment and Retention	P50555	Certified Enroll Coach - CP	Holly Brown	115001	851019	61012	4010	100	1.00	44,328
NLC Recruitment and Retention	P50591	Enrollment Coach Team Leader	Alejandrina Hernandez	115001	851019	61012	4010	100	1.00	63,544
<b>NLC Recruitment and Retention Total</b>									<b>4.00</b>	<b>181,734</b>
NLC Advising	C50973	Advising Team Support Spec	Samantha Rosales	115001	851020	61021	4010	100	1.00	30,578
NLC Advising	P50537	Certified Advisor - CP	Rebecca Ash	115001	851020	61012	4010	100	1.00	43,285
NLC Advising	P50538	Certified Advisor - CP	Jessica Gallardo	115001	851020	61012	4010	100	1.00	43,285
NLC Advising	P50539	Certified Advisor - CP	Astrid Toledo	115001	851020	61012	4010	100	1.00	43,285
NLC Advising	P50540	Certified Advisor - CP	Monica Tobon-Ramirez	115001	851020	61012	4010	100	1.00	43,285
NLC Advising	P50546	Advising Team Leader		115001	851020	61012	4010	100	1.00	63,544
NLC Advising	P50557	Interim Advising Team Lead/CA	Ofelia Garcia	115001	851020	61012	4010	100	1.00	50,623
NLC Advising	P50565	Certified Advisor	Rebecca Teniente	115001	851020	61012	4010	100	1.00	44,328
NLC Advising	P50566	Certified Advisor - CP	Michelle Baland	115001	851020	61012	4010	100	1.00	43,285
NLC Advising	P50567	Certified Advisor	Kisha Malone	115001	851020	61012	4010	100	1.00	43,285
NLC Advising	P50568	Certified Advisor	Sheyla Gonzalez	115001	851020	61012	4010	100	1.00	45,401
NLC Advising	P50569	Dir of Advising	Georgia Flores	115001	851020	61012	4010	100	1.00	80,061
NLC Advising	P50570	Certified Advisor	Tanisha McGill	115001	851020	61012	4010	100	1.00	43,285
NLC Advising	P50572	Certified Advisor - CP	T'Asia Williams	115001	851020	61012	4010	100	1.00	43,285
NLC Advising	P50606	Data Analyst - Stu Success		115001	851020	61012	4010	100	1.00	53,374
NLC Advising	P50607	Certified Advisor	Keren Jimenez	115001	851020	61012	4010	100	1.00	43,285
NLC Advising	P50608	Certified Advisor - CP	Jasmine Espinoza	115001	851020	61012	4010	100	1.00	43,285
NLC Advising	P50609	Certified Advisor	Ashleigh DuBois	115001	851020	61012	4010	100	1.00	43,285
NLC Advising	P50610	Certified Advisor	Charles Glade	115001	851020	61012	4010	100	1.00	44,328
NLC Advising	P50612	Certified Advisor - CP	Estephani Rodriguez	115001	851020	61012	4010	100	1.00	43,285
NLC Advising	P50620	Certified Advisor - CP	Caitlin Evans	115001	851020	61012	4010	100	1.00	43,276
NLC Advising	P50621	Certified Advisor - CP	Regina Romero	115001	851020	61012	4010	100	1.00	43,276
<b>NLC Advising Total</b>									<b>22.00</b>	<b>1,018,209</b>
NLC Disability Services	C50959	Sr Spec - Stu Success	Betty Davidson	115001	851024	61021	4010	100	1.00	31,784
NLC Disability Services	P50576	Dir Stu Success	Tracy Floyd	115001	851024	61012	4010	100	1.00	77,798
<b>NLC Disability Services Total</b>									<b>2.00</b>	<b>109,582</b>
NLC Veterans Affairs	C50958	Sr Spec - Stu Success	Heather Marks	115001	851026	61021	4010	100	1.00	35,361
NLC Veterans Affairs	P50598	Sr Coord - Stu Success	Rosalinda Almanza-Martinez	115001	851026	61012	4010	100	1.00	63,784
<b>NLC Veterans Affairs Total</b>									<b>2.00</b>	<b>99,145</b>
NLC Early College High School	P50552	College Coord of HS Pgms	Vanessa DeMont	115001	851027	61012	4010	100	1.00	66,269
NLC Early College High School	P50553	College Coord of HS Pgms	Rebecca Alejos-Sharadin	115001	851027	61012	4010	100	1.00	54,481
NLC Early College High School	P50554	College Coord of HS Pgms	Pamela Gauna	115001	851027	61012	4010	100	1.00	54,481
NLC Early College High School	P50601	College Dir HS Pgms	Phillip Hicks II	115001	851027	61012	4010	100	1.00	77,798
<b>NLC Early College High School Total</b>									<b>4.00</b>	<b>253,029</b>
NLC Welcome Ctr/Call Center	C50961	Sr Spec - Stu Success	Jennifer Herrera	115001	851028	61021	4010	100	1.00	31,492
NLC Welcome Ctr/Call Center	C50998	Sr Spec- Stu Success		115001	851028	61021	4010	100	1.00	37,000

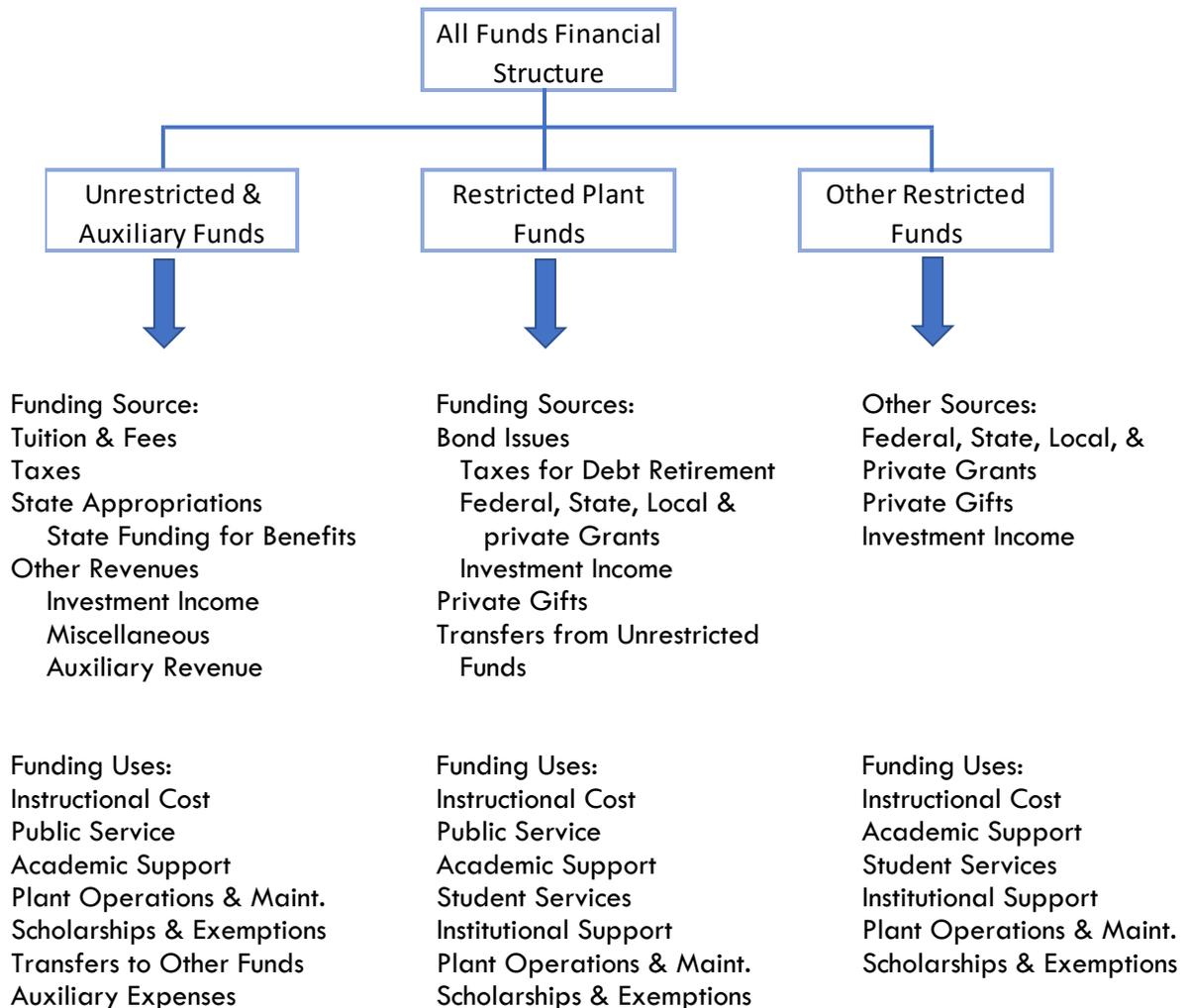


FY21 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
<b>NLC Welcome Ctr/Call Center Total</b>									<b>2.00</b>	<b>68,492</b>
NLC Job Placement	C50957	Sr Spec - Stu Success	Stephanie Estrada	115001	851030	61021	4010	100	1.00	37,878
<b>NLC Job Placement Total</b>									<b>1.00</b>	<b>37,878</b>
NLC Dean of Student Success Office	A50075	Dean for Student Success	Julie Kirkland-Poirier	115001	851201	61011	4010	100	1.00	103,080
NLC Dean of Student Success Office	C51015	Admin Svcs Spec	Eugena Phelan	115001	851201	61021	4010	100	1.00	30,576
<b>NLC Dean of Student Success Office Total</b>									<b>2.00</b>	<b>133,656</b>
<b>INSTITUTIONAL SUPPORT</b>										
NLC Office of the President	A50072	President of The College	Veronica Garcia	115001	850003	61011	5010	100	1.00	228,790
NLC Office of the President	C50955	Admin Asst to the Pres		115001	850003	61021	5010	100	1.00	40,000
NLC Office of the President	P50541	Dir of Strategic Initiatives	Rudy Farias	115001	850003	61012	5010	100	1.00	80,061
NLC Office of the President	P50616	Exec Asst to the President	Sylvia Davis	115001	850003	61012	5010	100	1.00	54,481
<b>NLC Office of the President Total</b>									<b>4.00</b>	<b>403,332</b>
NLC Institutional Advancement	P50545	Scholarship Coord	Tammy Toney	115001	850006	61012	5010	100	1.00	43,293
NLC Institutional Advancement	P50584	Dir of College Grant Dev	Patrick Murray	115001	850006	61012	5010	100	1.00	74,382
<b>NLC Institutional Advancement Total</b>									<b>2.00</b>	<b>117,675</b>
NLC Public Relations	C50960	Admin Svcs Spec	Billie Allen	115001	850009	61021	5010	100	1.00	31,201
NLC Public Relations	P50588	Mktg & Strategic Comms Mgr	Elsa Cantu	115001	850009	61012	5010	100	1.00	88,267
NLC Public Relations	P50589	Dir of Mktg & Strategic Comms	Kathleen Labus	115001	850009	61012	5010	100	1.00	88,389
NLC Public Relations	P50590	Digital Communications Coord	Thomas Raymond	115001	850009	61012	5010	100	1.00	57,306
NLC Public Relations	P50618	Strategic Communications Coord		115001	850009	61012	5010	100	1.00	60,000
<b>NLC Public Relations Total</b>									<b>5.00</b>	<b>325,163</b>
NLC College Services	A50074	VP for College Services		115001	855001	61011	5010	100	1.00	147,056
NLC College Services	C50985	Admin Asst to the VP	Tanya Rhodes	115001	855001	61021	5010	100	1.00	35,757
NLC College Services	P50623	College Events Coord		115001	855001	61012	5010	100	1.00	50,000
<b>NLC College Services Total</b>									<b>3.00</b>	<b>232,813</b>
NLC Planning and Research	P50586	Dir College IR	Martin Fortner	115001	855004	61012	5010	100	1.00	96,770
NLC Planning and Research	P50603	IT Data Analyst	Brandi Solar	115001	855004	61012	5010	100	1.00	68,099
<b>NLC Planning and Research Total</b>									<b>2.00</b>	<b>164,869</b>
NLC Institutional Support	C50986	College Facilitator		115001	855005	61021	5010	100	1.00	50,000
NLC Institutional Support	P50599	Coord of College Risk Mgmt		115001	855005	61012	5010	100	1.00	49,942
NLC Institutional Support	P50622	Dir College Svcs	Jorge Lopez	115001	855005	61012	5010	100	1.00	66,950
<b>NLC Institutional Support Total</b>									<b>3.00</b>	<b>166,892</b>
<b>Total Northeast Lakeview College</b>									<b>200.50</b>	<b>\$ 11,721,800</b>



**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
2011-2012 (5)	77,777,498	27.37%	95,326,911	33.55%	100,344,216	35.32%	10,689,660	3.76%	284,138,285
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 (4)	87,276,419	22.51%	178,255,051	45.97%	111,842,583	28.84%	10,389,089	2.68%	387,763,142

(1) INCLUDES FUNDS FOR DEVELOPMENTAL E

(2) NET TUITION AND FEES

(3) INCLUDES GROSS AUXILIARY REVENUES

(4) PER BUDGET

(5) ACTUAL REVENUES PER AUDITED FINANCIAL REPORT

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

Source: Annual Financial Reports - Schedules A and C



## 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: 10/20/2020

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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

#### 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.3.1 (Policy) Debt Management

Last Board Action: 5/21/2020

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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, generally 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

#### 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 generally 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, or Vice Chancellor for Finance and Administration 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, or Vice Chancellor for Finance and Administration 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 or Vice President for Finance and Administration 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 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 152-12 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.

#### 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

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Tuition per Sem Hour</b>										
In District	\$56	\$70	\$70	\$70	\$70	\$73	\$86	\$86	\$99	\$99
Out-of-District	\$112	\$185	\$185	\$185	\$185	\$194	\$202	\$202	\$215	\$215
Non-Resident	\$224	\$358	\$358	\$358	\$358	\$376	\$453	\$453	\$466	\$466
<b>General Fee</b>										
<b>In District</b>										
1 - 6 HRS	\$130									
7+ HRS	\$135									
<b>Out-of-District</b>										
1 - 6 HRS	\$130									
7+ HRS	\$135									
<b>Non-Resident</b>										
1 - 6 HRS	\$130									
7+ HRS	\$135									
<b>Campus Access Fee</b>							\$25	\$25	\$25	\$25
<b>Student Activity Fee *</b>							\$1	\$3	\$3	\$3
<b>International Edu Fee</b>							\$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



## FY21 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 2020 – 2021 (Fall 2020)</b> .....	<b>128</b>
<b>Tuition and Fees Schedule for Fiscal Year 2021 (Spring 2021)</b> .....	<b>133</b>
<b>Debt Management Plan for Fiscal Year 2020 – 2021</b> .....	<b>138</b>
<b>Fiscal Year 2020 – 2021 Operating Budget</b> .....	<b>139</b>
<b>Fiscal year 2020 – 2021 All Funds Budget</b> .....	<b>142</b>
<b>Tax Rate for Fiscal Year 2020 – 2021</b> .....	<b>145</b>
<b>Fiscal Year 2020 – 2021 Compensation Adjustments</b> .....	<b>147</b>



### Discussion and Possible Action on Tuition Schedule for Fiscal Year 2020-2021

Presented to the Board Acting as Committee of the Whole on March 3, 2020 and now presented to the Board for approval on March 17, 2020.

#### MINUTE ORDER

"The Alamo Colleges Board of Trustees hereby approves the attached Tuition and Fee Schedule for Fiscal Year 2020-2021."

#### PURPOSE

The purpose of this action is to obtain approval for the Fiscal Year 2020-2021 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 in-district, out of district, non-Texas and international students. The schedule has been updated for the following change:

Page	Change	Before	After	Comments
2	PAC - Veterinary Technology	\$300	\$400	Per term, based on updated cost analysis

#### IMPLICATIONS

**Financial:** Special Program Tuition revenues cover incremental costs.

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

**Human Resources:** N/A

**ATTACHMENTS:** Tuition and Fee Schedule, Effective Fall 2020 (PDF)

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

Dr. Diane Snyder Digitally signed by Dr. Diane Snyder  
Date: 2020.02.26 09:42:50 -06'00'

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

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



ALAMO  
COLLEGES  
DISTRICT



No Change

ALAMO COLLEGES DISTRICT  
SCHEDULE OF TUITION AND FEES

Effective Fall 2020  
FY 2020- 2021

In- District Per Semester Credit Hour (SCH)	Texas Residents	Non-Texas/International Non- Resident Per Semester Credit Hour (SCH)
	Out of District 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 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.

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.

**Campus Access 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 REFUNDABLE FEES AND SPECIAL PROGRAM TUITION

FY 2020-2021

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

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	\$1200
SPC	SPC Nursing – PN/LVN	\$1000
SAC	SAC Fire Science	\$1,100
SAC	SAC Mortuary Science	\$150
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 CONTINUING EDUCATION TUITION AND FEES  
 REFUNDABLE FEES  
 FY 2020- 2021

**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.

**Community Service Program:** \$1.50 - \$3.50/ Instrl. hr.



No Change

**ALAMO COLLEGES DISTRICT SCHEDULE OF FEES**  
**NON-REFUNDABLE FEES FY 2020- 2021**

<b>Examination Fees:</b>	
Advanced Standing Examination Fee: per credit hour	\$86
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
<b>Library Fines:</b>	
Reserved Books: per day/per item (10 days max)	\$0.10
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
<b>Transcripts (1st set free)</b>	
Mailed	\$10
Electronic	\$5
Express	\$10 & \$35
ID Card Duplicate/Replacement	\$10
<b>Parking Fines</b>	
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 Tuition and Fee Schedule Effective Spring 2021

Presented to the Board Acting as Committee of the Whole on October 13, 2020 and now presented to the Board for approval on October 20, 2020.

#### MINUTE ORDER

"THE ALAMO COLLEGES DISTRICT BOARD OF TRUSTEES hereby approves the attached Tuition and Fee Schedule for the Spring 2021 term."

#### PURPOSE

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

#### BACKGROUND

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

- Rename the Campus Access Fee as "Student Support Services Fee" to clarify what costs this fee is intended to cover. On May 21, 2013, the Board of Trustees approved the Campus Access Fee/charge for Students. Students pay a maximum of \$50 per year as a Campus Access Fee. The Campus Access Fee was established to cover technology infrastructure, student support services, VIA passes and parking. The Student Support Services Fee more accurately describes what the fee covers.
- Expand E-rate of \$170 per credit hour to Non-Texas Residents who are taking 100% online asynchronous courses (currently the special e-rate of \$170 is only available to out-of-district students). In-district and International rates will remain at \$99 and \$466, respectively, for students taking fully online courses only.

#### IMPLICATIONS

**Financial:** Increased number of non-Texas Fully Online students expected to cover the < \$50K impact for e-rate lower tuition rate.

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

**Human Resources:** N/A

**Attachment:** Presentation; Tuition and Fee Schedule Effective Spring 2021

**Dr. Diane Snyder**  
 Executive Director  
 Board of Trustees  
 Fall 2019-2021  
 281.275-4700

Pamela K. Ansbourey, CPA, M.Ed.  
 Associate Vice Chancellor of Finance &  
 Fiscal Services

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

Dr. Mike Flores  
 Chancellor



Revised

**ALAMO COLLEGES DISTRICT  
SCHEDULE OF TUITION AND FEES**

Effective Spring 2021  
FY 2020-2021

In- District Per Semester Credit Hour (SCH)	Texas Residents		Non-Texas/International Non- Resident Per Semester Credit Hour (SCH)
	Out of District 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 \$113 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.



W. Change

**ALAMO COLLEGES DISTRICT  
SCHEDULE OF REFUNDABLE FEES AND SPECIAL PROGRAM TUITION  
FY 2020- 2021**

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

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	\$80 to \$240
NVC	NVC Digital Media	\$80 to \$180
SAC	Communication Design	\$80
SAC/ SPC	SAC/ SPC Nursing – RN	\$1200
SPC	SPC Nursing – PN/LVN	\$1000
SAC	SAC Fire Science	\$1,100
SAC	SAC Mortuary Science	\$150
SPC	Vision Care Technology	\$700
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SPC	Manufacturing Engineering Technology	\$300
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SPC	Histology	\$700
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SPC	Occupational Therapy Assistant	\$700
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SPC	Radiography	\$250- \$700
SPC	Respiratory Care	\$700
SPC	Surgical Technology	\$700
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All	Music - Two-semester credit hour Private Music Lesson	\$150
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No Change

ALAMO COLLEGES DISTRICT  
SCHEDULE OF CONTINUING EDUCATION TUITION AND FEES  
REFUNDABLE FEES  
FY 2020- 2021

**Continuing Education:**

	Tuition
Reimbursable Courses	\$2.90 - \$28/ Instrl. Hr.
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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.
-----------------------------------	------------------------------



No Changes

**ALAMO COLLEGES DISTRICT SCHEDULE OF FEES  
NON-REFUNDABLE FEES FY 2020- 2021**

<b>Examination Fees:</b>	
Advanced Standing Examination Fee: per credit hour	\$86
G.E.D.	\$110
Re-Exam Fee (if failed)	\$20
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CLEP	\$20
Correspondence Exam	\$20
Returned Check/ACH Return Fee	\$35
<b>Library Fines:</b>	
Reserved Books: per day/per item (10 days max)	\$2.10 \$0.50
College Prep Fee: per credit hour	\$3
Installment Payment Plan Administrative Set up Fee: per semester	\$25
Late Fee, per each late payment	\$10
Study Abroad Administrative Fee	\$200
Foreign Student Application Fee	\$100
Diploma (Duplicate)	\$25
<b>Transcripts (1st set free)</b>	
Mailed	\$10
Electronic	\$5
Express	\$10 & \$35
ID Card Duplicate/Replacement	\$10
<b>Parking Fines</b>	
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 Transfer/Transient Evaluation	\$100
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 19, 2020.

#### MINUTE ORDER

“The Alamo Colleges District Board of Trustees hereby approves the recommendations as presented in the FY 2021 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 2021.

#### 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, if possible.
- \* Ensures strong Financial Statements, resulting in superior Aaa/AAA Bond ratings.

The FY 2021 recommendations are outlined in the attached presentation.

#### IMPLICATIONS

**Financial:** Continuation of Debt Management Policy objectives; approval of FY 2021 Debt Management Plan  
**Strategic Plan:** Performance Excellence  
**Human Resources:** None

**ATTACHMENT:** FY 2021 Debt Management Plan presentation

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

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

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



ALAMO  
 COLLEGES  
 DISTRICT



## Discussion and Possible Action on Fiscal Year 2020-2021 Operating Budget

Presented to the Board for approval on July 18, 2020.

### MINUTE ORDER

“The Alamo Colleges District Board of Trustees hereby approves a Fiscal Year 2020-2021 Educational and General (E&G) Operating Expense Budget of \$363,365,197; Auxiliary Enterprise Budget of \$1,955,950; Mandatory Transfers for Texas Public Education Grants and Revenue Bond Debt Service of \$16,402,622; 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 \$4,730,920 for Total Operating Expense Budget of \$387,763,142 based on revenues of \$387,763,142.”

### PURPOSE

Approval of the Fiscal Year 2020-2021 Operating Expense Budget so that Colleges and Departments can begin ramping up operations for the fall 2020 semester. In August 2020, we will submit for approval the Total Budget including: a) Operating Tax Revenue updates upon receipt of the tax rolls and b) Restricted and Plant fund budgets.

### BACKGROUND

The 2020-21 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 FY21 budget include:

- Revenues
  - Projected 1.7% growth in headcount, including Phase I of AlamoPROMISE
  - Increase of \$2.7 million in ad valorem tax revenue - 6% taxable assessed valuation growth (TAV) in Bexar County, offset by a lower than normal collection rate due to the current economic conditions brought on by the COVID-19 pandemic
  - Same level of state appropriated funding as fiscal year 2020 - second year of the bi-annual funding of the 86<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 tele-medicine services
    - \$2.0 million in the Student Success fund - Healthcare Clinics, online training for instructors, AlamoEXPERIENCE, programming to support our equity mindedness strategies, participatory budgeting
  - Employee-focused: Support our talented workforce by providing competitive compensation and a full suite of fringe benefits, along with training and development opportunities
  - Preventative Maintenance remain the same as prior year at \$18.5 million



**IMPLICATIONS**

**Financial:**

Fiscal Year 2020-21 Educational and General (E&G) Operating Expense Budget of \$363,365,197, Auxiliary Enterprises of \$1,955,950, Mandatory Transfers of \$16,402,622, Natatorium Major Repair Fund Addition of \$51,000, Non-mandatory transfers of \$1,257,453 and Capital Expense Budget of \$4,730,920 based on preliminary estimates for revenues of \$387,763,142.

**Strategic Plan:**

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

**Human Resources:**

N/A

**ATTACHMENTS:**

Attachment I – FY21 Budget Overview

\_\_\_\_\_  
 Pamela Ansbury, CPA, M.Ed.                      Date  
 Associate Vice Chancellor for Finance and  
 Fiscal Services

**Dr. Diane Snyder** Digitally signed by Dr. Diane Snyder  
Date: 2020.07.15 14:30:08 -05'00'  
 \_\_\_\_\_  
 Diane E. Snyder, CPA, Ph.D.                      Date  
 Vice Chancellor for Finance and  
 Administration

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



ALAMO COLLEGES DISTRICT

Three Year General Operating Budget Comparison: FY19, FY20, & FY21

DESCRIPTION	FY19 APPROVED	FY20 APPROVED	FY21 PROPOSED	INC/(DEC) FY21 vs. FY20	
<b>REVENUES</b>					
STATE APPROPRIATIONS	\$63,944,822	\$66,832,870	\$66,832,878	\$8	
State Paid Benefits	\$20,002,367	\$20,388,116	\$20,443,541	\$55,425	
<u>TUITION AND FEES:</u>					
Tuition	\$111,399,532	\$112,181,109	\$114,045,106	\$1,863,997	A)
Pledged Tuition	\$23,841,366	\$24,592,440	\$25,507,410	\$914,970	A)
Exemptions	(\$35,918,817)	(\$34,805,368)	(\$33,169,911)	\$1,635,457	A)
Fees	\$6,108,642	\$5,535,232	\$4,259,978	(\$1,275,254)	A)
TAXES	\$164,429,800	\$175,587,193	\$178,255,051	\$2,667,858	B)
CONTRACTS & INDIRECT COSTS	\$615,000	\$560,000	\$560,000	\$0	
INVESTMENT INTEREST INCOME	\$1,700,000	\$3,500,000	\$700,000	(\$2,800,000)	C)
OTHER INCOME	\$5,281,010	\$5,438,398	\$5,238,867	(\$199,531)	
<b>TOTAL EDUCATIONAL &amp; GENERAL REVENUE</b>	<b>\$361,403,722</b>	<b>\$379,809,990</b>	<b>\$382,672,920</b>	<b>\$2,862,930</b>	
AUXILIARY ENTERPRISES	\$5,122,307	\$5,371,072	\$5,090,222	(\$280,850)	
<b>TOTAL GENERAL OPERATING REVENUES</b>	<b>\$366,526,029</b>	<b>\$385,181,062</b>	<b>\$387,763,142</b>	<b>\$2,582,080</b>	

<b>FUND BALANCE COMMITMENTS:</b>				
General Operations	(\$0)	\$0	\$0	-
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$366,526,029</b>	<b>\$385,181,062</b>	<b>\$387,763,142</b>	<b>\$2,582,080</b>

<b>EXPENDITURES</b>					
<u>EDUCATIONAL AND GENERAL **:</u>					
INSTRUCTION	\$112,051,316	\$122,099,743	121,305,589	(794,154)	
PUBLIC SERVICE	\$1,386,717	\$1,554,338	1,475,579	(78,759)	
ACADEMIC SUPPORT	\$24,499,776	\$24,637,933	24,259,563	(378,370)	
STUDENT SERVICES	\$45,816,947	\$50,242,725	52,154,179	1,911,454	D)
INSTITUTIONAL SUPPORT	\$109,862,614	\$111,254,062	113,434,348	2,180,286	E)
OPERATIONS and MAINTENANCE of PLANT	\$46,903,245	\$48,778,948	48,659,596	(119,352)	
SCHOLARSHIPS/EXEMPTIONS	\$1,189,001	\$1,189,401	2,076,343	886,942	
<b>TOTAL EDUCATIONAL and GENERAL EXPENDITURES</b>	<b>\$341,709,616</b>	<b>\$359,757,150</b>	<b>\$363,365,197</b>	<b>\$3,608,047</b>	
<u>AUXILIARY ENTERPRISE EXPENDITURES</u>	\$1,955,486	\$2,381,653	\$1,955,950	(\$425,703)	
<u>MANDATORY TRANSFERS FOR:</u>					
REV BOND DEBT SERV	\$10,459,125	\$10,459,125	\$10,459,125	\$0	
TEXAS PUBLIC EDUCATIONAL GRANT	\$5,542,965	\$5,723,222	\$5,943,497	\$220,275	
CAPITAL BUDGET	\$5,300,000	\$5,300,000	\$4,730,920	(\$569,080)	
<u>NON-MANDATORY TRANSFERS FOR:</u>					
NON-MANDATORY TRANSFER - OTHER	\$1,507,837	\$1,508,912	\$1,257,453	(\$251,459)	
NATATORIUM MAJOR REPAIR FUND	\$51,000	\$51,000	\$51,000	\$0	
<b>TOTAL UNRESTRICTED CURRENT FUND</b>	<b>\$366,526,029</b>	<b>\$385,181,062</b>	<b>\$387,763,142</b>	<b>\$2,582,080</b>	

\*\* FY21 proposed budget is pending final Banner load by functional category

- A) Includes 1.7% smart growth
- B) Increase in taxable assessed valuation of 6%
- C) Investment income reduction due to current market conditions
- D) Includes new positions for Enrollment Coaches
- E) Includes projections for future expenses



### Discussion and Possible Action on Fiscal Year 2020 – 2021 All Funds Budget

Presented to the Board Acting as Committee of the Whole on August 11, 2020 and now presented to the Board for approval on August 18, 2020.

#### MINUTE ORDER

“The Board of Trustees hereby approves the Fiscal Year 2020-21 total budget with projected revenues of \$781,817,884; restricted and plant fund balance inflow of resources of \$108,669,708; operating fund balance commitment of \$0; and expenses of \$673,148,176 (Exhibit I), and the All Funds Budget Report by Location (Exhibit III).”

#### PURPOSE

Approval of the fiscal year 2020 – 2021 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 18, 2020 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, 2020 financial statements. Exhibit II is the Operating Budget that was approved by the Board of Trustees on July 18, 2020.

#### IMPLICATIONS

**Financial:** Fiscal Year 2020-21 Total Budget: Revenues of \$781,817,884, Expenses of \$673,148,176, Restricted and Plant Fund inflow of \$108,669,708, Operating Fund Balance transfer of \$0, resulting in a variance of \$108,669,708 in fund balance

**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 18, 2020 approved Operating Budget (Exhibit II); All Funds Budget Report by Location (Exhibit III)

Dr. Diane  
Snyder

Digitally signed by Dr.  
Diane Snyder  
Date: 2020.08.04 17:02:00  
-0500

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

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

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



ALAMO  
COLLEGES  
DISTRICT



## ALAMO COLLEGES

## FY 2020 - 2021 ALL FUNDS BUDGET REPORT - PRELIM

## Exhibit I

	Proposed Budget 2020 - 2021		Total
	Unrestricted	Restricted	
<b>REVENUES</b>			
Instruction and General	378,029,894	16,386,552	394,416,446
Public Service	1,113,198	-	1,113,198
Scholarships and Fellowships	-	68,004,706	68,004,706
Auxiliary Enterprises	5,940,222	-	5,940,222
Student Activity Fee	2,679,828	-	2,679,828
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	387,763,142	84,391,258	472,154,400
Capital Outlay	-	186,423,694	186,423,694
Renewals & Replacements	-	-	-
Building	-	52,847,716	52,847,716
Furniture & Equipment	-	1,790,895	1,790,895
Debt Services	-	68,601,179	68,601,179
Subtotal Plant Funds	-	309,663,484	309,663,484
<b>TOTAL REVENUES</b>	<b>387,763,142</b>	<b>394,054,742</b>	<b>781,817,884</b>
<b>BEGINNING FUND BALANCES</b>			
Instruction and General	83,309,797	1,076,210	84,386,007
Public Service	-	-	-
Scholarships and Fellowships	-	10,431,716	10,431,716
Auxiliary Enterprises	3,200,000	-	3,200,000
Student Activity Fee	1,662,848	-	1,662,848
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	88,172,645	11,507,926	99,680,571
Capital Outlay	-	35,937,153	35,937,153
Renewals & Replacements	-	-	-
Building	-	58,056,884	58,056,884
Furniture & Equipment	-	10,826,345	10,826,345
Debt Services	-	10,837,703	10,837,703
Subtotal Plant Funds	-	115,658,085	115,658,085
<b>TOTAL BEGINNING FUND BALANCES</b>	<b>88,172,645</b>	<b>127,166,011</b>	<b>215,338,656</b>
<b>TOTAL AVAILABLE</b>			
Instruction and General	461,339,691	17,462,762	478,802,453
Public Service	1,113,198	-	1,113,198
Scholarships and Fellowships	-	78,436,422	78,436,422
Auxiliary Enterprises	9,140,222	-	9,140,222
Student Activity Fee	4,342,676	-	4,342,676
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	475,935,787	95,899,184	571,834,971
Capital Outlay	-	222,360,847	222,360,847
Renewals & Replacements	-	-	-
Building	-	110,904,600	110,904,600
Furniture & Equipment	-	12,617,240	12,617,240
Debt Services	-	79,438,882	79,438,882
Subtotal Plant Funds	-	425,321,569	425,321,569
<b>TOTAL AVAILABLE</b>	<b>475,935,787</b>	<b>521,220,753</b>	<b>997,156,540</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 2020 - 2021 ALL FUNDS BUDGET REPORT - PRELIM

## Exhibit I

	Proposed Budget 2020 - 2021		Total
	Unrestricted	Restricted	
<b>EXPENDITURES</b>			
Instruction and General	359,882,310	16,386,552	376,268,862
Public Service	1,475,579	-	1,475,579
Scholarships and Fellowships	-	73,948,203	73,948,203
Auxiliary Enterprises	1,955,950	-	1,955,950
Student Activity Fee	2,679,828	-	2,679,828
Other (Use of Fund Balance)	-	-	-
<b>Subtotal Current Funds</b>	<b>365,993,667</b>	<b>90,334,755</b>	<b>456,328,422</b>
Capital Outlay	-	90,567,699	90,567,699
Renewals & Replacements	-	-	-
Building	-	44,382,240	44,382,240
Furniture & Equipment	-	1,790,895	1,790,895
Debt Services	-	80,078,920	80,078,920
<b>Subtotal Plant Funds</b>	<b>-</b>	<b>216,819,754</b>	<b>216,819,754</b>
<b>TOTAL EXPENDITURES</b>	<b>365,993,667</b>	<b>307,154,509</b>	<b>673,148,176</b>
<b>TRANSFERS (IN) OUT</b>			
Instruction and General	-	-	-
Public Service	-	-	-
Scholarships and Fellowships	5,943,497	(5,943,497)	-
Auxiliary Enterprises	-	-	-
Student Activity Fee	-	-	-
Other (Use of Fund Balance)	-	-	-
<b>Subtotal Current Funds</b>	<b>5,943,497</b>	<b>(5,943,497)</b>	<b>-</b>
Capital Outlay	4,058,400	(4,058,400)	-
Renewals & Replacements	-	-	-
Building	51,000	(51,000)	-
Furniture & Equipment	-	-	-
Debt Services	11,716,578	(11,716,578)	-
<b>Subtotal Plant Funds</b>	<b>15,825,978</b>	<b>(15,825,978)</b>	<b>-</b>
<b>NET TRANSFERS</b>	<b>21,769,475</b>	<b>(21,769,475)</b>	<b>-</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>387,763,142</b>	<b>285,385,034</b>	<b>673,148,176</b>
<b>ENDING FUND BALANCES</b>			
Instruction and General	101,457,381	1,076,210	102,533,591
Public Service	(362,381)	-	(362,381)
Scholarships and Fellowships	(5,943,497)	10,431,716	4,488,219
Auxiliary Enterprises	7,184,272	-	7,184,272
Student Activity Fee	1,662,848	-	1,662,848
Other (Use of Fund Balance)	-	-	-
<b>Subtotal Current Funds</b>	<b>103,998,623</b>	<b>11,507,926</b>	<b>115,506,549</b>
Capital Outlay	(4,058,400)	135,851,548	131,793,148
Renewals & Replacements	-	-	-
Building	(51,000)	66,573,360	66,522,360
Furniture & Equipment	-	10,826,345	10,826,345
Debt Services	(11,716,578)	11,076,540	(640,038)
<b>Subtotal Plant Funds</b>	<b>(15,825,978)</b>	<b>224,327,793</b>	<b>208,501,815</b>
<b>TOTAL ENDING FUND BALANCES</b>	<b>88,172,645</b>	<b>235,835,719</b>	<b>324,008,364</b>
<b>TOTAL EXP, TRANSF &amp; BAL</b>	<b>475,935,787</b>	<b>521,220,753</b>	<b>997,156,540</b>
TOTAL EXP, TRANSF & BAL = TOTAL EXPENDITURES + NET TRANSFERS + TOTAL ENDING BALANCES			
Change in Fund Balance	-	108,669,708	108,669,708



### Discussion and Possible Action on Setting a Tax Rate for Fiscal Year 2019-2020

Presented to the Board Acting as Committee of the Whole August 11, 2020, and now presented with Committee-requested revisions to the Board for approval on August 18, 2020.

#### 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 2020/21 which is greater than the No-New-Revenue tax rate of \$0.147871/\$100 of assessed valuation but less than the Voter-Approval tax rate of \$0.160493/\$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 hearings, the Board of Trustees shall deliberate and vote on the final tax rate increase, within the applicable time frame set out in the Texas 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 2020, 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 \$0.147871/\$100 of assessed valuation, but lower than the Voter-Approval rate of \$0.160493/\$100 of assessed valuation. The Debt rate of \$0.04139/\$100 of assessed valuation will raise the revenue needed for FY 2020-21 debt service payments and other actions per the approved FY 2021 Debt Management Plan. The Combined tax rate of \$0.149150/\$100 is higher than the No-New-Revenue tax rate of \$0.147871/\$100 of assessed valuation, but lower than the Voter-Approval rate of \$0.160493/\$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

Human Resources: N/A

Attachments: Exhibit A: Bexar County Tax Assessor-Collector Notice of Calculated Tax Rates  
Exhibit B: 2020 Tax Planning Calendar  
Exhibit C: Draft Notice of Public Hearing on Tax Increase  
Exhibit D: Notice of Meeting to Vote on Tax Rate (superseded)

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

**Dr. Diane Snyder** Digitally signed by Dr. Diane Snyder  
Date: 2020.08.17 16:53:09 -05'00'

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

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



**2019 Property Tax Rates in ALAMO COMMUNITY COLLEGE DISTRICT**

This notice concerns the 2019 property tax rates for ALAMO COMMUNITY COLLEGE DISTRICT. It presents information about three tax rates. Last year's tax rate is the actual tax rate the taxing unit used to determine property taxes last year. This year's *effective* tax rate would impose the same total taxes as last year if you compare properties taxed in both years. This year's *rollback* tax rate is the highest tax rate the taxing unit can set before taxpayers start rollback procedures. In each case these rates are found by dividing the total amount of taxes by the tax base (the total value of taxable property) with adjustments as required by state law. The rates are given per \$100 of property value.

**Last year's tax rate:**

Last year's operating taxes	\$157,464,042
Last year's debt taxes	\$60,481,039
Last year's total taxes	\$217,945,081
Last year's tax base	\$146,124,760,979
Last year's total tax rate	\$0.149150/\$100

**This year's effective tax rate:**

Last year's adjusted taxes (after subtracting taxes on lost property)	\$216,890,988
+ This year's adjusted tax base (after subtracting value of new property)	\$150,302,798,677
= This year's effective tax rate	\$0.144302/\$100

(Maximum rate unless unit publishes notices and holds hearings.)

**This year's rollback tax rate:**

Last year's adjusted operating taxes (after subtracting taxes on lost property and adjusting for any transferred function, tax increment financing, state criminal justice mandate, and/or enhanced indigent healthcare expenditures)	\$156,608,622
+ This year's adjusted tax base	\$150,302,798,677
= This year's effective operating rate	\$0.104195/\$100
x 1.08 = this year's maximum operating rate	\$0.112530/\$100
+ This year's debt rate	\$0.043789/\$100
= This year's total rollback rate	\$0.156319/\$100

**Statement of Increase/Decrease**

If ALAMO COMMUNITY COLLEGE DISTRICT adopts a 2019 tax rate equal to the effective tax rate of \$0.144302 per \$100 of value, taxes would increase compared to 2018 taxes by \$4,087,522.

**Schedule A - Unencumbered Fund Balance**

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

Type of Property Tax Fund	Balance
Interest & Sinking	10,466,000

**Schedule B - 2019 Debt Service**

The unit plans to pay the following amounts for long-term debts that are secured by property taxes. These amounts will be paid from 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	40,310,000	17,382,825	0	57,692,825
Maintenance Tax Notes	6,755,000	2,330,275	0	9,085,275

Total required for 2019 debt service	\$66,778,100
- Amount (if any) paid from Schedule A	\$0
- Amount (if any) paid from other resources	\$0
- Excess collections last year	\$0
= Total to be paid from taxes in 2019	\$66,778,100
+ Amount added in anticipation that the unit will collect only 99.11% of its taxes in 2019	\$599,662
= Total debt levy	\$67,377,762

This notice contains a summary of actual effective and rollback tax rates' calculations.

You can inspect a copy of the full calculations at:  
 The Office of the Bexar County Tax Assessor-Collector Albert Uresti, MPA, FCC,  
 233 N. Pecos-La Trinidad, San Antonio, TX 78207  
 Name of person preparing this notice: Carlos Gutierrez, PCC  
 Title: Property Tax Division Director  
 Date Prepared: 7/29/2019



### Discussion and Possible Action on FY21 Compensation Adjustments

Presented and recommended for approval to the ALAMO COLLEGES DISTRICT BOARD OF TRUSTEES on August 18, 2020.

#### MINUTE ORDER

"The Alamo Colleges District Board of Trustees hereby approves compensation adjustments effective September 1, 2020 for senior IT technical talent, CE Instructors, and APPQMR certified online instructors, certified onboarding coaches and certified career advisors."

#### PURPOSE

A limited number of specific compensation adjustments are required to ensure the College District's ability to recruit and retain high-wage high-demand employee talent to support FY21 smart growth and talent strategies as external markets and support for students realign with COVID and remote/online operations.

#### Senior IT Technical Talent Adjustments

While the impact of COVID has flattened most job markets and compensation growth for most professions, the demand for senior IT technical talent continues to intensify. Adjustment of ACD base compensation for these positions is required to retain and recruit the level of IT talent required to expand and sustain IT technical support for remote work, teaching and learning. The following adjustments are recommended:

Employee Classification	Salary Adjustment	Employee Count	FY21 Cost
Sr IT Technical Talent Adjustments	5%	75	\$307,088
Adjustments to new Range Minimum	varies	39	\$167,949
Offer Equity Alignment Adjustments	TBD	TBD	\$318,808
19.5% FT, 8.305% PT Benefit exp.		75	\$136,000
<b>Total Cost</b>			<b>\$929,845</b>

These adjustments reflect the results of a Korn Ferry/Hay study of IT jobs conducted for Alamo Colleges in preparation for FY21 budget development. The 5% and range minimum adjustments are recommended for implementation on September 1, 2020. Alignment for Offer Equity will be accomplished by January 1, 2021.

#### Certified Online Instructor Stipends

Over the course of 2020 demand for highly qualified online faculty has grown internally and in the external market. Some ACD faculty have become certified at the national level, achieving, *Quality Matters-Applying the QM Rubric (APPQMR)* certification. Other of our faculty are training now to become certified and efforts to train and certify more full-time faculty, adjunct faculty and CE instructors will continue throughout FY21. Highly qualified online instructors who perform at the level of our certified instructors have emerged as a new High Wage High Demand profession in 2020. An annual stipend of \$1,000 is recommended for full-time instructors and equivalent prorated stipends are recommended for Adjunct and CE Instructors. \$1,000 per year is equal to the certification pay awarded to Certified Advisors at Alamo Colleges.

We estimate 200 instructor (FTEs) will be certified by January 1, 2021, and another 100 (FTEs) by May 2021. An effective date of January 1, 2021 is recommended for the new stipend.



APPQMR Certified Instructors	Faculty FTE's	Current Annual FT Stipend	Proposed Annual FT Stipend	Annualized Cost	FY21 Cost
Eligible by January 1, 2021	200	\$0	\$1,000	\$200,000	\$100,000
Eligible by May 2021	100	\$0	\$1,000	\$100,000	\$25,000
<b>Total Cost</b> <i>(incl. 19.5% Benefit exp.)</i>	300			\$358,500	\$149,375

**CE Instructor Market Adjustments and High-Wage/High-Demand Stipends**

Market analysis for FY21 showed CE Instructor compensation is 29% below market. These market discrepancies are driven largely by the types of course offered and have traditionally been addressed as compensation exceptions. The recommended adjustment of 29% will allow the District to retain our CE instructor talent onboard and also the recruit new talent needed in FY21.

CE Instructors were not included in the high-wage high-demand stipends initiated last year for full-time and adjunct faculty even though they are in the same recruiting market. Given the demand for ACD High-Wage High-Demand CE offerings, extension of the High-Wage High-Demand stipends to CE Instructors is strongly recommended.

An effective date of September 1, 2020 is recommended for CE Instructor compensation adjustments and CE Instructor High-Wage High-Demand Stipends with the following projected expenses.

Employee Classification	Rate Adjustment Percent	Employee Count	Annualized Cost
CE Instructor	29%	486	\$241,238
<b>Total Cost</b> <i>(Incl. 8.305% benefit exp.)</i>		486	\$261,273

HWHD Program	Total Hours	CE Instructor FTE's	Annual Stipend/FTE and Stipend (per hour)		Annualized Cost
			Current Hourly Stipend	Proposed Hourly Stipend	
Healthcare (non-Nursing)	4,357.5	2.1	\$0 (\$0)	\$5,000 (\$3.77)	\$16,428
IT	2,477.5	1.2	\$0 (\$0)	\$5,000 (\$3.77)	\$9,340
Manufacturing	6,484.5	3.1	\$0 (\$0)	\$5,000 (\$3.77)	\$24,447
APPQMR certification	Included above			include above	Included above
<b>Total Cost</b> <i>(incl. 8.305% benefit exp.)</i>					\$54,385



These costs projections will vary as additional contracts for CE instruction are received. The cost of the proposed CE compensation adjustments is included in new and renewed contracts.

**Certification Pay for Onboarding Coaches and Career Advisors**

Similar to the Certified Advisor model, in FY21 24 Onboarding Coaches and 5 Career Advisors will have the opportunity to become certified and earn an additional \$1,000 annually in certification pay upon successful completion of job-specific training and demonstration of competencies. An effective date of January 1, 2021 is recommended with the following projected expenses.

Certified Onboarding Coaches & Career Advisors	FTE's	Proposed Annual FT Stipend	Annualized Cost	FY21 Cost
Eligible by Jan. 1, 2021	29	\$1,000	\$29,000	\$19,140
<b>Total Cost</b> <i>(Incl. 19.5% benefit exp.)</i>			\$34,655	\$22,872

**IMPLICATIONS**

**Financial:** Included in FY21 Operating budget. CE expenses are revenue funded:

	<u>FY21 Cost</u>	<u>Annualized</u>
<b>Total Cost</b>	<b>\$1,417,750</b>	<b>\$1,638,668</b>
• IT Sr. Technical Talent adjustments	\$929,845	\$929,845
• Certified Online Instructor stipends	\$149,375	\$358,500
• CE Instructor market adjustments	\$261,273	\$261,273
• CE Instructor HWHD stipends	\$54,385	\$54,385
• Certification Pay for Onboarding Coaches	\$22,872	\$34,665

**Strategic Plan:** III. Performance Excellence  
**Human Resources:** Build talent and engage employees with a focus on learning, collaboration, and performance

**ATTACHMENTS:** Presentation

Linda Boyer-Owens Digitally signed by Linda Boyer-Owens  
Date: 2020.08.14 08:33:46 -05'00'

\_\_\_\_\_  
 Linda Boyer-Owens Date  
 Associate Vice Chancellor for Human Resources & Organizational Development

Dr. Diane Snyder Digitally signed by Dr. Diane Snyder  
Date: 2020.08.14 10:04:06 -05'00'

\_\_\_\_\_  
 Dr. Diane E. Snyder Date  
 Vice Chancellor for Finance and Administration

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

**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 Projects.

**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.

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

**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.

**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.

**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.

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

**Part Time Faculty** – Faculty employed less than 100 percent 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

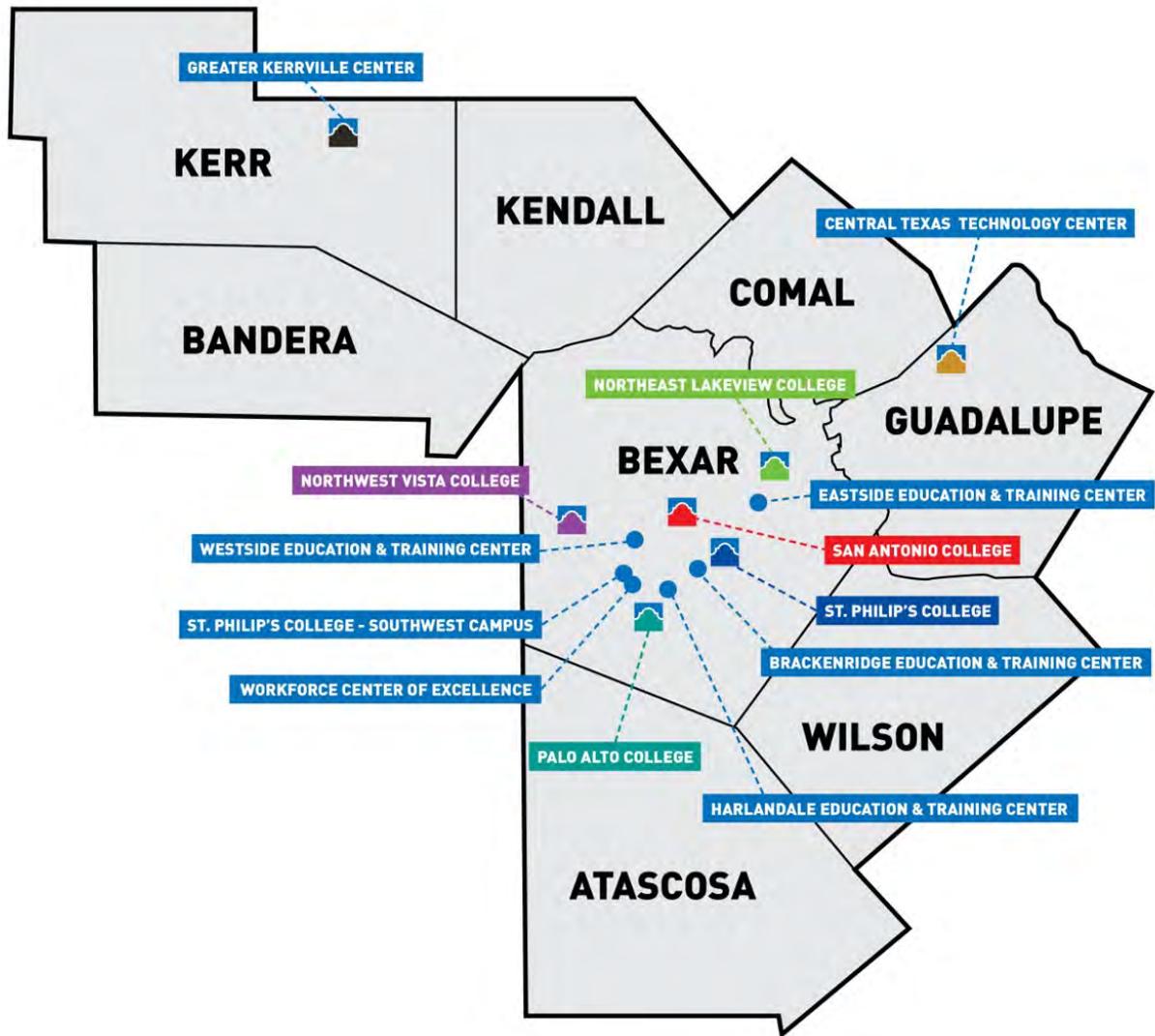


College, Houston Community College System, Lone Star Community College District, San Jacinto College District, South Texas College and Tarrant County College District.

Source: 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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