



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



ALAMO COMMUNITY COLLEGE DISTRICT

FY 2020-2021 Annual Budget

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INTRODUCTION



Message from the Chancellor

December 1, 2020

Members of the Board of Trustees, Taxpayers of Bexar County, and Residents of the Alamo Colleges District service area:

This year has brought us a number of achievements and challenges. We began the academic year with strong enrollment growth, preparing for our 75th anniversary, and ready to change the landscape of higher education in San Antonio with the launch of AlamoPROMISE – not expecting we would find ourselves in the midst of a global pandemic just a few months later.

Despite the unforeseen impact COVID-19 would have in our own community, we have persevered as an organization. We successfully transitioned more than 5,000 employees to remote working and teaching and ensured that our students could continue in their academic journeys. In a matter of weeks, in the middle of a semester, more than 60,000 students transitioned from in-person classes to a new remote learning environment. This past spring, we had a record-high completion rate of 91.8 percent, and we are on target to meet our Wildly Important Goal of 12,000 graduates.

The overall goal of the Fiscal Year 2021 Annual Budget (FY21) is to continue the momentum we created last year in positioning the Alamo Colleges District for "smart growth," which makes the most effective use of every dollar of revenue to support the economic and social mobility of the members of our community and the success of our students. This is an especially significant accomplishment in light of the current economy and the strain we have seen organizations in San Antonio and the higher education community face in light of the pandemic.

The Alamo Colleges District is fortunate to be well-prepared in the face of economic uncertainties plaguing other entities; instead we are investing in the "smart growth" initiatives that were introduced in FY20, and expanding them to ensure the success of continued "smart growth" and "smart talent" in FY21. Some of the highlights of the FY21 budget include:

SMART GROWTH

- Welcoming and supporting the AlamoPROMISE Phase 1 scholars beginning in Fall 2020
- Funding to enhance the Advocacy Centers at each college to provide critical wraparound services
- Implementing a cohesive District-wide Strategic Enrollment Management plan
- Partnering with University of Texas Health Science Center-San Antonio to launch healthcare clinics that provide telemedicine services beginning this fall
- Continuation of E-rate tuition for asynchronous online courses after proven results
- Implementation of AlamoEXPERIENCE provides students the with Experiential Learning (EL) opportunities that enhance student learning and develop new skills and/or perspectives. The Experiential Learning serves to guide career pathways. Phase 1 of AlamoEXPERIENCE, launched in FY2020, developed guiding principles, identified EL opportunities that affirm career paths, and finalized program metrics. Phase 2- Integration & Evaluation, will be implemented in FY2021 and will operationalize EL Forms, establish a baseline of Student Learning Objectives, provide training on the Taxonomy of Reflective Learning, and evaluate systems and processes.

SMART TALENT

- An approved budget that supports full-time benefitted employees and maintains
 - 2019-2020 general wage increases
 - Lab loading
 - A living wage
 - Stipends for high-wage, high-demand programs



- Strong communications and leadership throughout remote transitioning, including support and aid for employees
- Training for instructors to become certified to teach online
- Demonstrated focus on equality and social justice
- Continuation of the Participatory Budgeting process

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

- Launched AlamoPROMISE: The first cohort of nearly 3,000 students began their academic journey as AlamoPROMISE scholars in Fall 2020.
- Keep Learning Plan: In response to the COVID-19 pandemic, we reallocated \$10 million in institutional operating dollars to implement a multi-tiered initiative including the Expanded Summer Momentum Plan (enhancing scholarship opportunities for summer courses for eligible students), Clean Slate (scholarship of up to \$500 toward outstanding balance), Reduced Payment Plan Fee (reduced from \$25 to \$1), and No-Cost-Testing.
- Leader College of Distinction: In February 2020, the Alamo Colleges District was named the first community college system to receive the Leah Meyer Austin award by demonstrating how a system of colleges can work to together to build a structure and culture organized around student success. The award recognizes institutional strength, aligned policies and procedures, a student-focused culture, notable increases in student outcomes and reduction of equity gaps.
- Badge Certification: To support students' job market competitiveness in the workplace, we launched UpSkillSA, in collaboration with Goodwill Industries of San Antonio, Education Design Lab, Alamo Colleges Online, and SA Works. This grant-funded project is a proof-of-concept for business-to-business partnerships which leverages marketable skills training and academic certificates in high-demand, high-wage industries.
- 2021 Aspen Prize for Community College Excellence: The Aspen Institute named Northwest Vista College, Palo Alto College, and San Antonio College in the top 150 of the nation's 1,000 community colleges eligible for the 2021 Aspen Prize for Community College Excellence, the nation's signature recognition of high achievement and performance among community colleges. In June 2020, the Aspen Institute announced that San Antonio College was named as one of the top 10 finalists for the 2021 Aspen Prize.
- Positive effect student homelessness: Through an interlocal agreement with the City of San Antonio, the ACD received a \$50,000 grant to assist youth ages 18 to 24 identified as experiencing housing insecurities and homelessness.
- Multiple Measures: The Alamo Colleges District launched a "multiple measures" system to allow students to demonstrate college readiness during exceptional circumstances like the COVID-19 global health pandemic. This approach allows college faculty and staff to assess student readiness by utilizing a more comprehensive portfolio of student assessments such as high school Grade Point Average (GPA), high school course history, or high school STAAR scores as another metric for placement in college credit coursework.

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



Mission

Empowering our diverse communities for success.

Vision

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

Values

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



As we move forward through FY21 and the years to come, I am confident that we will continue our mission of empowering our diverse communities for success. Many thanks to the Alamo Colleges District family for their continued dedication and contributions in helping our students achieve their educational goals.

In Service,

Dr. Mike Flores
Chancellor



Organizational Description (Who We Are)

Alamo Community College District (Alamo Colleges District or ACD) is a nationally recognized organization and the recipient of the 2018 Malcom Baldrige National Quality Award, the nation's highest honor for performance excellence. Four of the five colleges in the Alamo Colleges District are named in the top 150 of the nation's best community colleges, and Palo Alto College is among the top two in the country. The Alamo Colleges District includes Palo Alto College, Northwest Vista College, San Antonio College, St. Philip's College, and Northeast Lakeview College, along with a number of off-campus locations throughout the San Antonio metropolitan area, serving an eight-county region, with a total enrollment of over 78,000 students.



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

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

The Alamo Colleges District is one of the largest community college systems in the United States and the fourth¹ largest in Texas. Bexar County is the taxing district for ACD. We, however, serve a much larger region; our service area includes all of Bandera, Bexar, Comal, Kendall, Kerr and Wilson Counties, and most of Atascosa and Guadalupe Counties. San Antonio is the seventh-largest city in the nation with an estimated 1.5 million people, of which 60% are Hispanic. Of all students enrolled in post-secondary education in the city, approximately 39% are enrolled in one of our Colleges². A recent \$450 million capital improvement program was approved by the voters of Bexar County to renovate aging facilities, build new facilities, buy land for future expansion, and expand our technology infrastructure.

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

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

¹ Contact Hour Analysis by ACD Finance & Fiscal, 10/16/2020

² San Antonio Economic Development Foundation



The Five Colleges of the Alamo Colleges District



The five colleges that comprise ACD include: St. Philip's College (SPC), established in 1898; San Antonio College (SAC), established in 1925; Palo Alto College (PAC), established in 1985; Northwest Vista College (NVC), established in 1995; and Northeast Lakeview College (NLC), established in 2007. All of the colleges are within San Antonio city limits except Northeast Lakeview College, located in Universal City, just to the northeast of San Antonio. Each College operates with significant autonomy in accordance with ACD's unique Participatory Leadership model of collaborative leadership between the Colleges and DSO (District Support Operations). Based on that autonomy, each College is accredited independently by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate degrees and certificates. Beginning Fall 2021 the Alamo Colleges has been approved to offer the Bachelors of Science in Nursing degree.

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

District Support Operations (DSO)

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

Off-Campus Sites

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

- St. Philip's College Southwest Campus
- Workforce Center of Excellence
- St. Philip's College Military Base Locations
- Palo Alto College Off-Campus Locations
- Northwest Vista College Southwest Research Institute Center
- Central Texas Technology Center, New Braunfels, TX



- First Responders Academy (FRA), Von Ormy, TX
- Greater Kerrville - Alamo Colleges Center
- Westside Workforce Education and Training Center
- Eastside Education and Training Center
- Harlandale Education and Training Center
- Brackenridge Education and Training Center
- Southside Education & Training Center (under development)
- Northwest Education & Training Center (under development)

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

Awards and recognitions

- San Antonio College, Northwest Vista College, Palo Alto College, and St. Philip's College ranked in "The Top 100 Associate Degrees Conferred" by Diverse Issues of Higher Education.
- The Aspen Institute named San Antonio College a Top Ten for Community College Excellence.
- St. Philip's College received the Texas Award-Next for Performance Excellence from the Quality Texas Foundation.
- Northeast Lakeview College has received Progress Level Recognition from the Quality Texas Foundation.
- 2020 Ellucian Impact Award recipient, which honors higher education institutions that best harness the power of technology to solve challenges, operate more efficiently and enhance the student experience.
- Honored as the only community college system in the nation to earn the Malcolm Baldrige National Quality Award (2018).
- One of only four Texas community college institutions to be selected as a finalist for Excelencia in Education's inaugural Seal of Excelencia (May 2019)
- The Aspen Institute College Excellence Program named San Antonio College, Palo Alto College Northwest Vista College, and St. Philip's Colleges, to the list of 150 community colleges eligible to compete for the \$1 million Aspen Prize for Community College Excellence, the nation's signature recognition of high achievement and performance among America's community colleges (November 2019)
- Palo Alto College was a finalist for the 2019 Aspen Prize and was recognized for its strong record of improvement with the Rising Star award, receiving \$100,000.
- St. Philip's College named #9 of the 2019 Best Online Community Colleges in Texas.
- Northeast Lakeview College ranked #12 of the 50 Best Community Colleges in the nation by Learn.org (March 2019).
- San Antonio College ranked one of the top community colleges for Hispanics, by Hispanic Outlook magazine (September 2019) for the third consecutive year.

Workforce Profile of Alamo Colleges District

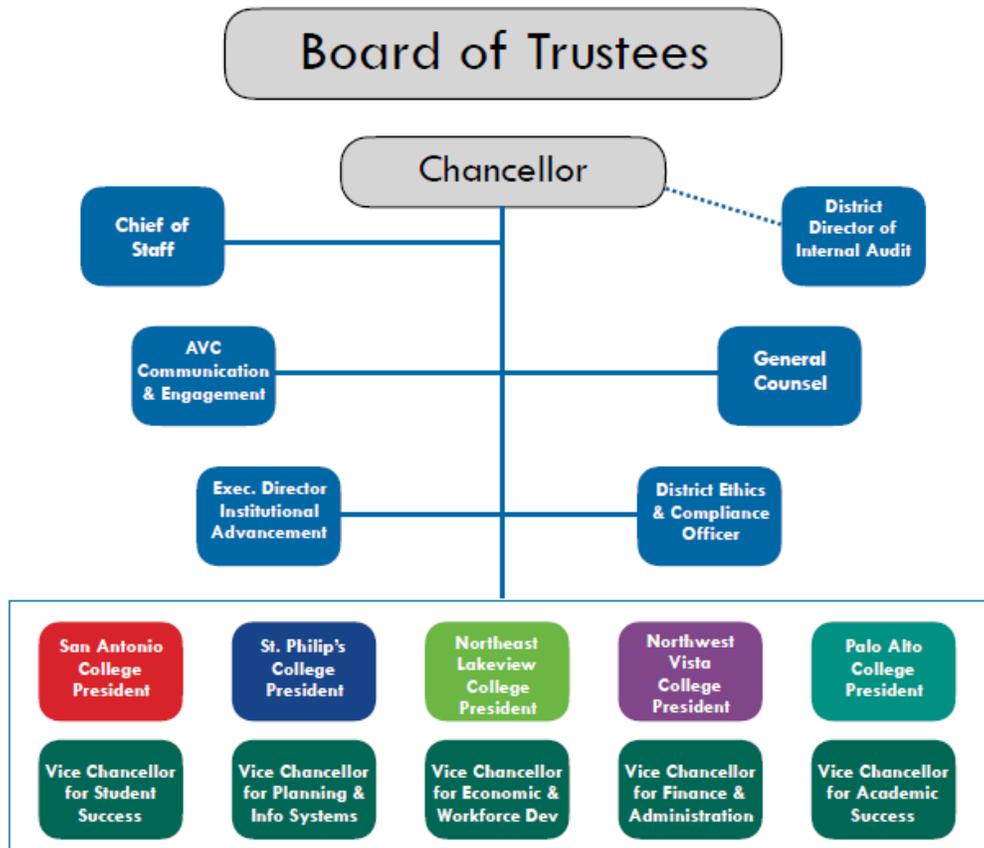
Our workforce includes faculty, administrators, staff, and work study (student employees). The District's diverse workforce continues to be representative of both our student population and the demographics of Bexar County. Teaching faculty are required to meet the certification requirements associated with accreditation set by the



SACSCOC. Some positions in the administrative segment require professional or doctoral degrees, while others require bachelor’s or master’s degrees, and positions in the staff segment require at least a high school level of education. While no bargaining units exist, the Faculty Senate and Staff Senate at each of the Colleges are engaged in Participatory Leadership for local initiatives. These groups are also part of a larger, Unified ACD Faculty Senate and Staff Senate, which addresses alignment issues as needed in the District. This is another example of our Participatory Leadership approach. Special health and safety related requirements exist in the following areas: recognized hazardous work environments such as welding, electrical, chemical, and ergonomics; compliance with Texas Commission on Law Enforcement Standards for police officers; and driving safety for vehicle operators.

Organizational Structure/Organizational Governance of ACD

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





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

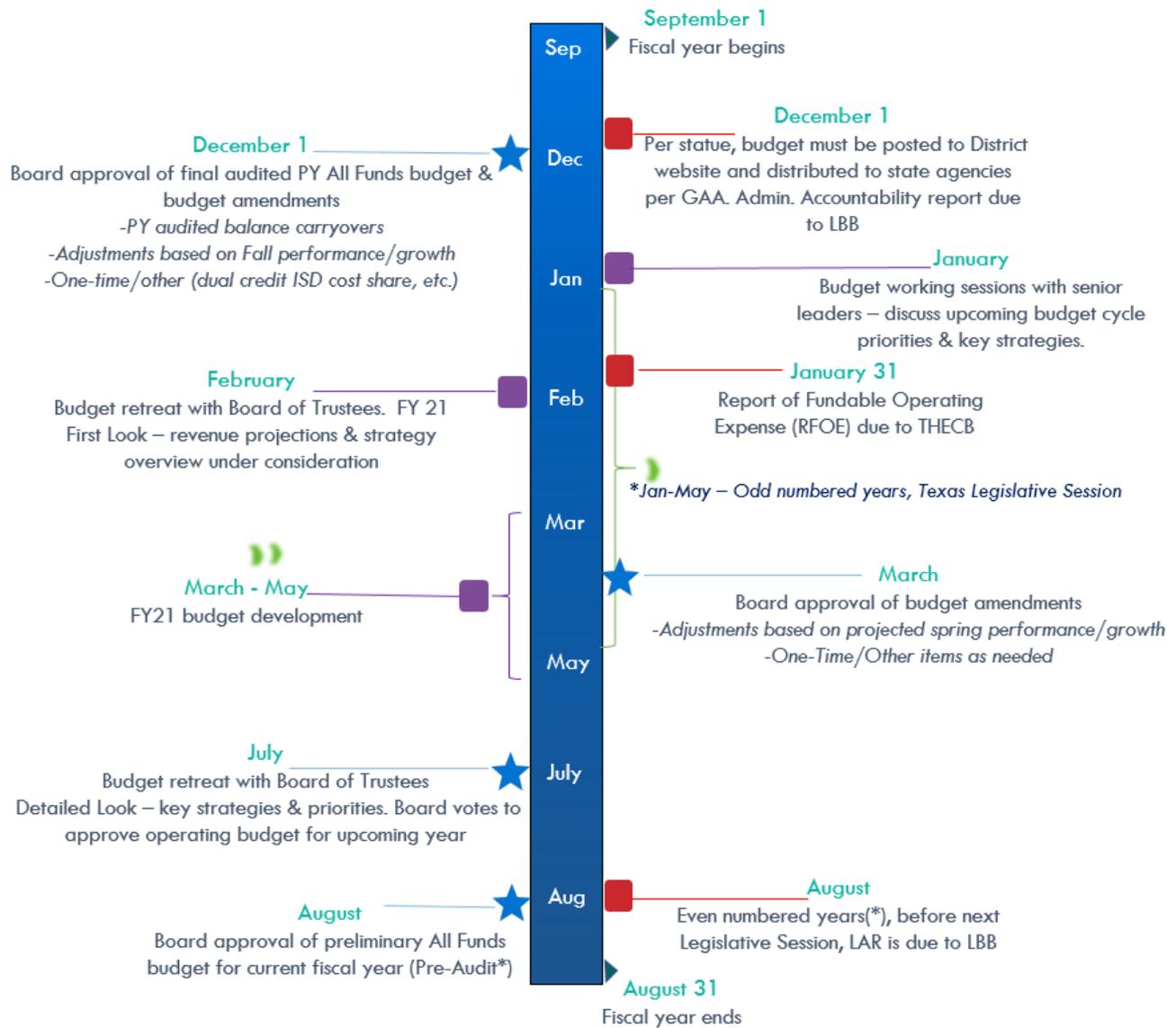
HB 1495 (86th Legislature) requires all political subdivisions to report expenditures "directly or indirectly influencing or attempting to influence the outcome of legislation or administrative action." The Alamo Colleges District (ACD) is a member of the Texas Association of Community Colleges (TACC).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

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 EXPENSES



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
EDUCATION & GENERAL <i>State Appropriations Tuition and Fees CE Reimbursable Tuition Taxes Investment Income Other (Indirect Cost Recovery for Federal Revenue, Property Rental, Vendor Fees, VA)</i>	PROGRAM TUITION* <i>Nursing Fire Science Dental Lab Tech Aviation Culinary Arts Digital Media Digital Video & Cinema Production</i>	STUDENT ACTIVITIES <i>Fees</i>	ENTERPRISE ACTIVITIES <i>Library Fines Gym Rental Charges Facility Rental Charges Testing Fees Virtual College of Texas (VCT) Fees CE Non-Reimbursable</i>	PUBLIC SERVICE <i>Planetarium Fees Fine Arts Acad. Charges</i>	DESIGNATED <i>Child Care Center Fees Natatorium Charges</i> NON-DESIGNATED <i>Bookstore Commission Vending Commission Copy Machine Charges Parking Permits & Fines</i>	SCHOLARSHIPS & FINANCIAL AID <i>Earnings</i>

EXPENSES						
FORMULA FUNDED	NON-FORMULA FUNDED			PUBLIC SERVICE	AUXILIARY	SCHOLARSHIPS & FINANCIAL
EDUCATION & GENERAL <i>Instruction Academic Support Student Services Institutional Support Operation & Maintenance</i>	PROGRAM TUITION* <i>Nursing Fire Science Dental Lab Tech Aviation Culinary Arts Digital Media Digital Video & Cinema Production</i>		ENTERPRISE ACTIVITIES <i>Library Fines Gym Rental Charges Facility Rental Charges Testing Fees Virtual College of Texas (VCT) Fees CE Non-Reimbursable</i>	PUBLIC SERVICE <i>Planetarium Fees SA Symphony Fine Arts Academy</i>	DESIGNATED <i>Child Care Centers Natatorium</i> AUXILIARY SUPPORTED <i>Intramural Food Service</i>	SCHOLARSHIPS & FINANCIAL AID

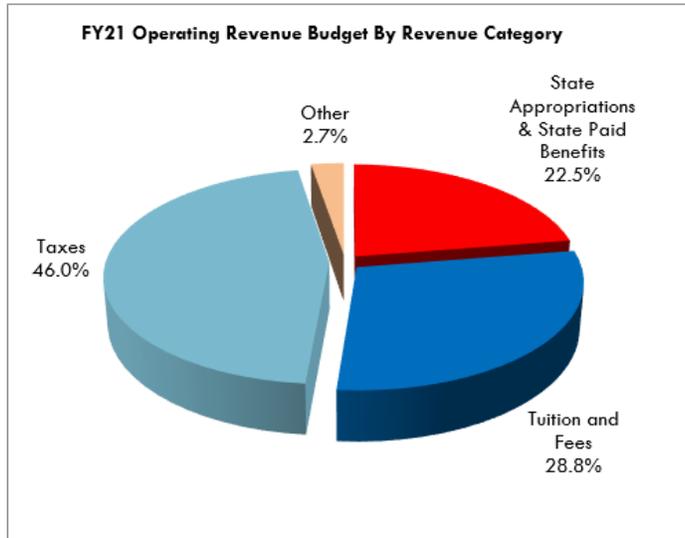
* For full list of program tuition, see Tuition and Fees Schedule in Appendix section.



FY21 Revenue Summary

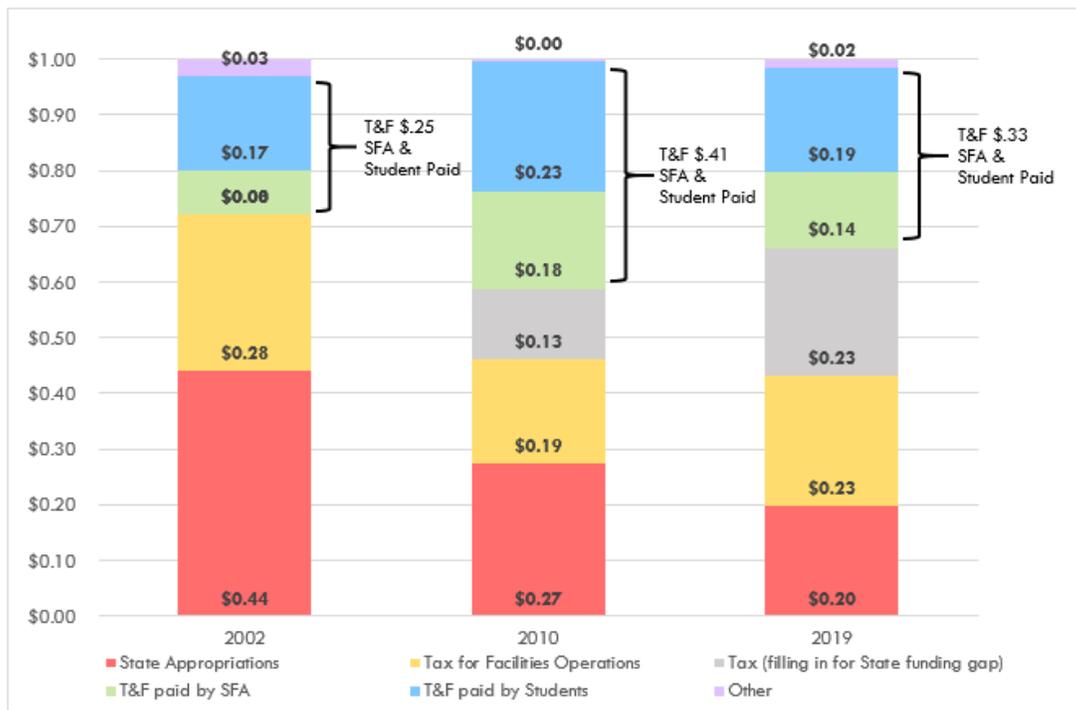
Operating revenues to Alamo Colleges District are from three main sources—tuition and fees, ad valorem taxes, and state appropriations. The FY 2020-2021 Annual Budget is based on the following revenue assumptions:

- Alamo Colleges District continues to offer the most economical college costs in our service area, keeping tuition and fees affordable and at reasonable levels while maintaining our focus on quality.
- The projected ad valorem taxes increased as the taxable assessed value of properties across Bexar County increased by nearly 6%, offset by lower than normal expected collection rates, as a result of the COVID-19 pandemic. It is important to note, there was not a property tax rate increase requested for the FY 2020-2021 budget.
- State appropriations including state-paid benefits (group health & retirement) remained flat, as the 86th Texas Legislature passed the bi-annual General Appropriations Act for the upcoming two fiscal years, FY 2019-2020 and FY 2020-2021.



Cost of Education – Who Pays?

Tuition and fees are heavily subsidized by State Appropriations and Federal & State Student Financial Aid. Students pay out of pocket only \$.19 of each expense \$1 at Alamo Colleges District. Due to State Funding reductions (from 44% to 20%), local property taxes are now covering \$.23 on the dollar of non-facilities' costs.





FY2021 REVENUE SUMMARY

	DIST	SAC	SPC	PAC	NVC	NLC	TOTAL
FORMULA REVENUE FOR FUNDING MODELS							
State Appropriations	62,774,478	-	-	-	-	-	62,774,478
Veteran's Assistance Ctr.	4,058,400	-	-	-	-	-	4,058,400
State Paid Benefits	20,443,541	-	-	-	-	-	20,443,541
Tuition - (Exclude CE)	-	31,644,905	15,829,251	13,716,350	25,975,553	11,862,225	99,028,284
Tuition - CE Reimbursable	-	-	30,000	-	-	-	30,000
Taxes	178,255,051	-	-	-	-	-	178,255,051
Other	3,485,000	-	-	-	-	-	3,485,000
Non Designated Auxiliary	968,000	-	-	-	-	-	968,000
Total Formula Revenue	269,984,470	31,644,905	15,859,251	13,716,350	25,975,553	11,862,225	369,042,754
NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES							
Instruction	-	1,106,250	1,668,850	242,000	76,362	-	3,093,462
Public Service	125,000	147,500	109,150	300,000	289,048	-	970,698
Academic Support	538,098	14,500	500	1,100	30,533	11,000	595,731
Student Services	324,000	1,033,679	517,117	541,132	1,023,802	350,618	3,790,348
Designated Auxiliary	-	237,216	137,000	1,535,006	-	-	1,909,222
Non-Designated Auxiliary	2,213,000	-	-	-	-	-	2,213,000
Continuing Education	5,288,727	-	155,000	65,000	-	-	5,508,727
Designated Unrestricted	-	535,100	22,900	53,000	12,000	16,200	639,200
Total Non-Formula Revenue	8,488,825	3,074,245	2,610,517	2,737,238	1,431,745	377,818	18,720,388
TOTAL REVENUES	\$ 278,473,295	\$ 34,719,150	\$ 18,469,768	\$ 16,453,588	\$ 27,407,298	\$ 12,240,043	\$ 387,763,142



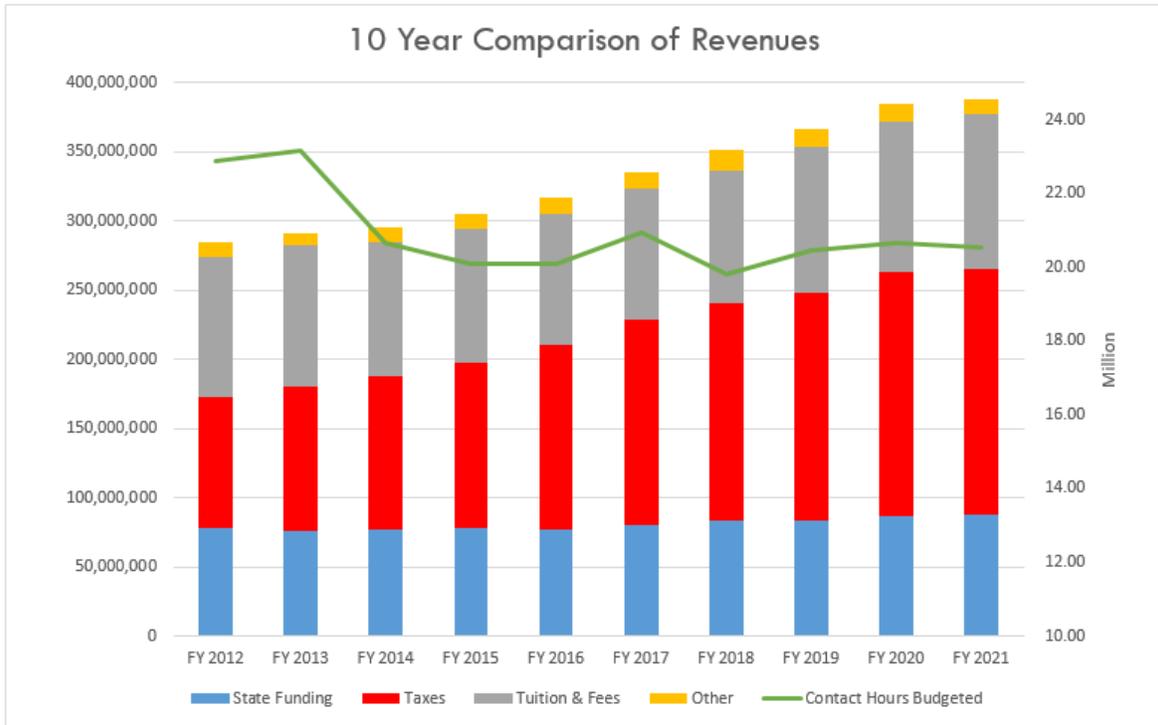
FY2021 REVENUE BUDGET

FORMULA REVENUE FOR FUNDING MODELS

	DIST	SAC	SPC	PAC	NVC	NLC	TOTAL
STATE APPROPRIATIONS							
11X001 State Appropriations E & G	62,774,478	-	-	-	-	-	62,774,478
11X001 Veteran's Assistance Ctr.	4,058,400	-	-	-	-	-	4,058,400
11X001 State Paid Benefits	20,443,541	-	-	-	-	-	20,443,541
TOTAL STATE APPROPRIATIONS	87,276,419	-	-	-	-	-	87,276,419
TUITION							
Tuition							
11X001 Tuition - Non Exempt	-	24,377,769	12,218,036	10,603,649	20,145,278	9,177,494	76,522,224
11X001 Tuition - Exempt	-	5,709,429	7,668,714	6,415,711	7,632,201	2,742,507	30,168,563
11X001 Tuition - Exempt Discounts*	-	(6,568,216)	(8,130,177)	(6,837,559)	(8,517,019)	(3,116,940)	(33,169,911)
11X001 Tuition Pledged (25%)	-	8,125,923	4,072,679	3,534,550	6,715,093	3,059,165	25,507,408
Total Tuition and Tuition Pledged	-	31,644,905	15,829,251	13,716,350	25,975,553	11,862,225	99,028,284
11X001 CE Tuit Reimbursable	-	-	30,000	-	-	-	30,000
TOTAL TUITION	-	31,644,905	15,859,251	13,716,350	25,975,553	11,862,225	99,058,284
TAXES							
11X001 M&O Current Tax Revenue	176,607,371	-	-	-	-	-	176,607,371
11X001 M&O Delinquent Tax Revenue	-	-	-	-	-	-	-
11X001 M&O Penalties & Interest	1,997,680	-	-	-	-	-	1,997,680
11X001 TIF Reduction	(350,000)	-	-	-	-	-	(350,000)
TOTAL TAXES	178,255,051	-	-	-	-	-	178,255,051
OTHER							
11X001 Federal Revenue - IDC - SEOG	560,000	-	-	-	-	-	560,000
11X001 Returned Check Fee Revenue	25,000	-	-	-	-	-	25,000
11X001 Sales & Services Revenue	50,000	-	-	-	-	-	50,000
11X001 Pledged Investment Income	700,000	-	-	-	-	-	700,000
11X001 Installment Payment Fee	950,000	-	-	-	-	-	950,000
11X001 Processing Fee	850,000	-	-	-	-	-	850,000
11X001 Transcript Fees	350,000	-	-	-	-	-	350,000
TOTAL OTHERS	3,485,000	-	-	-	-	-	3,485,000
NON-DESIGNATED AUXILIARY							
13X001 AUX - Bookstore Commission	600,000	-	-	-	-	-	600,000
13X001 AUX - UPS Store Commissions	28,000	-	-	-	-	-	28,000
13X001 AUX - Vending Rev	340,000	-	-	-	-	-	340,000
TOTAL NON-DESIGNATED AUX	968,000	-	-	-	-	-	968,000
TOTAL FORMULA REVENUES	\$ 269,984,470	\$ 31,644,905	\$ 15,859,251	\$ 13,716,350	\$ 25,975,553	\$ 11,862,225	\$ 369,042,754

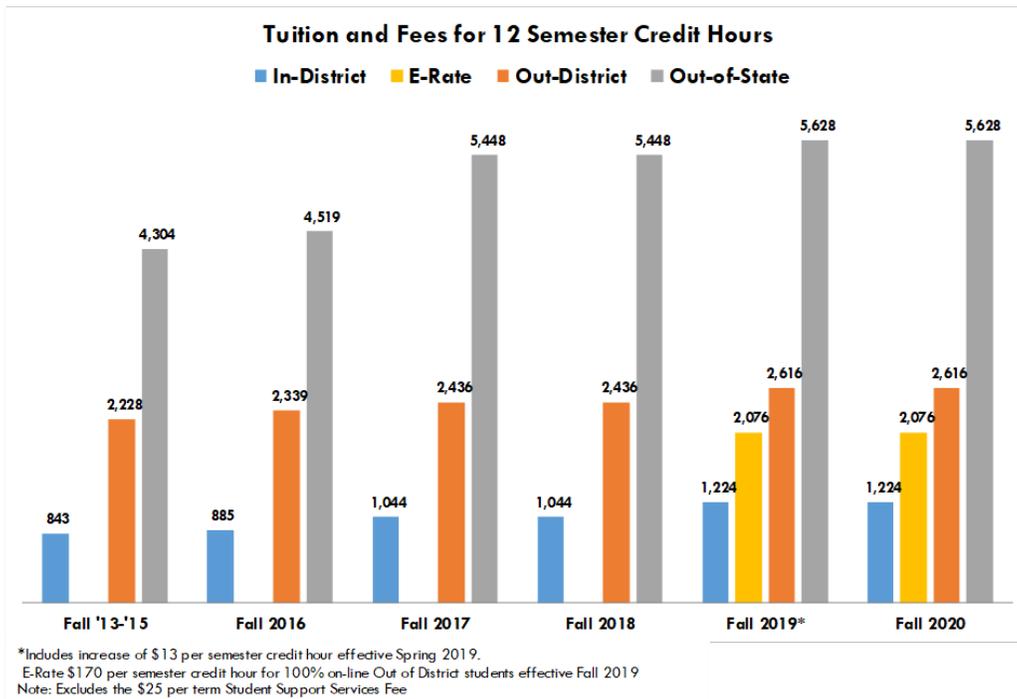


FY2021 REVENUE BUDGET								
NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES								
		DIST	SAC	SPC	PAC	NVC	NLC	TOTAL
11X001	Special Prog Tuition	-	1,031,000	1,659,850	138,000	66,362	-	2,895,212
11X001	VCT Fee Revenue	-	-	9,000	10,000	10,000	-	29,000
111001	Sales & Services Revenue	-	5,500	-	90,000	-	-	95,500
11X001	Seminars & Workshop Revenue	-	6,250	-	-	-	-	6,250
11X001	Miscellaneous Revenue	-	63,500	-	4,000	-	-	67,500
	TOTAL INSTRUCTION	-	1,106,250	1,668,850	242,000	76,362	-	3,093,462
11X001	Other Op - Rental Revenue	36,000	-	-	-	-	-	36,000
11X001	Gym Rental Revenue	-	60,000	-	-	-	-	60,000
11X001	Facilities Rental Revenue	89,000	60,000	-	-	3,853	-	152,853
11X001	Sales & Services Revenue	-	27,500	109,150	300,000	285,195	-	721,845
	TOTAL PUBLIC SERVICE	125,000	147,500	109,150	300,000	289,048	-	970,698
11X001	Library Fines	-	-	500	1,100	300	1,000	2,900
11X001	Facilities Rental Revenue	208,098	-	-	-	-	-	208,098
11X001	Administrative Fee Revenue	330,000	-	-	-	-	-	330,000
11X001	Sales & Services Revenue	-	-	-	-	30,233	10,000	40,233
11X001	Seminars & Workshop Revenue	-	12,000	-	-	-	-	12,000
11X001	Miscellaneous Revenue	-	2,500	-	-	-	-	2,500
	TOTAL ACADEMIC SUPPORT	538,098	14,500	500	1,100	30,533	11,000	595,731
11X003	Student Activity Fee - w/o Exemptions	-	857,079	432,432	375,894	734,805	279,618	2,679,828
11X001	Foreign Student Application Fee	10,000	-	-	1,000	-	-	11,000
11X001	Other Test Fee	-	6,000	-	4,000	-	-	10,000
11X001	Prep Test Fee	-	-	1,000	-	-	-	1,000
11X001	TSI Test Fee	13,000	51,500	60,000	45,000	102,647	35,000	307,147
11X001	TCEQ TX Com Environmental Qual Cert	-	4,250	-	-	-	-	4,250
11X001	CLEP Test Fee	-	1,500	1,785	500	6,000	5,000	14,785
11X001	Correspondence Test Fee	-	700	2,000	500	-	10,000	13,200
11X001	CLEP Test Fee	-	-	-	2,000	-	-	2,000
11X001	GED Certificates Test Fee	-	-	2,000	-	-	-	2,000
11X001	Accuplacer Test Fee	6,000	650	-	3,000	-	500	10,150
119004	International Education Fee	125,000	-	-	-	-	-	125,000
119001	Non-Government Grants	13,000	-	-	-	-	-	13,000
11X001	Conference Fee Revenue	115,000	-	-	-	-	-	115,000
11X001	Sales & Services Revenue	-	58,000	-	26,000	-	-	84,000
11X001	Event Booth Rental Revenue	-	-	-	10,000	-	3,500	13,500
11X001	Breakage Fee	-	5,000	-	-	-	-	5,000
11X001	ID Replacement	-	4,000	2,900	1,000	1,500	1,000	10,400
11X001	Veterans Administration Revenue	-	45,000	15,000	20,000	28,850	16,000	124,850
11X001	Miscellaneous Revenue	42,000	-	-	27,238	150,000	-	219,238
11X001	Auxiliary - Ticket Sales/Fundraising	-	-	-	25,000	-	-	25,000
	TOTAL STUDENT SERVICES	324,000	1,033,679	517,117	541,132	1,023,802	350,618	3,790,348
13X001	AUX - Child Care Revenue	-	237,216	120,000	500,000	-	-	857,216
133003	Administrative Fee Revenue	-	-	-	500	-	-	500
133001	Sales & Services Revenue	-	-	17,000	200,000	-	-	217,000
133003	Auxiliary - Advertising Revenue	-	-	-	100,500	-	-	100,500
133003	Local City Contrib NAT Renew/Replace	-	-	-	355,006	-	-	355,006
133003	NAT - Open Swim Revenue	-	-	-	10,000	-	-	10,000
133003	NAT - Entry Fee Revenue	-	-	-	90,000	-	-	90,000
133003	NAT - Vendor Commissions	-	-	-	6,000	-	-	6,000
133003	NAT - Special Program Revenue	-	-	-	45,000	-	-	45,000
133003	NAT - Swim Lessons/Meet Rentals	-	-	-	193,000	-	-	193,000
133003	NAT - Vending Machine Revenue	-	-	-	5,000	-	-	5,000
133003	Auxiliary - Ticket Sales/Fundraising	-	-	-	30,000	-	-	30,000
	TOTAL DESIGNATED AUXILIARY	-	237,216	137,000	1,535,006	-	-	1,909,222
13X001	AUX - Student Support Services Fees	2,210,000	-	-	-	-	-	2,210,000
13X001	AUX - Parking Fines	3,000	-	-	-	-	-	3,000
	TOTAL NON-DESIGNATED AUX	2,213,000	-	-	-	-	-	2,213,000
11X001	CE Tuition Reimburs	1,801,323	-	-	-	-	-	1,801,323
11X001	CE Tuit Non-Reimbursable	279,233	-	-	50,000	-	-	329,233
11X001	CE Tuit Non-Reimb Contracts	-	-	10,000	-	-	-	10,000
11X001	Non-CE Tuit Contract Training	2,163,553	-	125,000	-	-	-	2,288,553
	Total CE Tuition	4,244,109	-	135,000	50,000	-	-	4,429,109
11X001	CE Special Fee	1,038,118	-	20,000	15,000	-	-	1,073,118
11X001	Other Test Fee	5,000	-	-	-	-	-	5,000
11X001	Administrative Fee Revenue	1,500	-	-	-	-	-	1,500
	Total CE Fees	1,044,618	-	20,000	15,000	-	-	1,079,618
	TOTAL C.E.	5,288,727	-	155,000	65,000	-	-	5,508,727
17XXX	Designated Unrestricted	-	535,100	22,900	53,000	12,000	16,200	639,200
	TOTAL Unrestricted Scholarships Interest Income	-	535,100	22,900	53,000	12,000	16,200	639,200
TOTAL NON-FORMULA REVENUES		\$ 8,488,825	\$ 3,074,245	\$ 2,610,517	\$ 2,737,238	\$ 1,431,745	\$ 377,818	\$ 18,720,388



Tuition and Fees

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





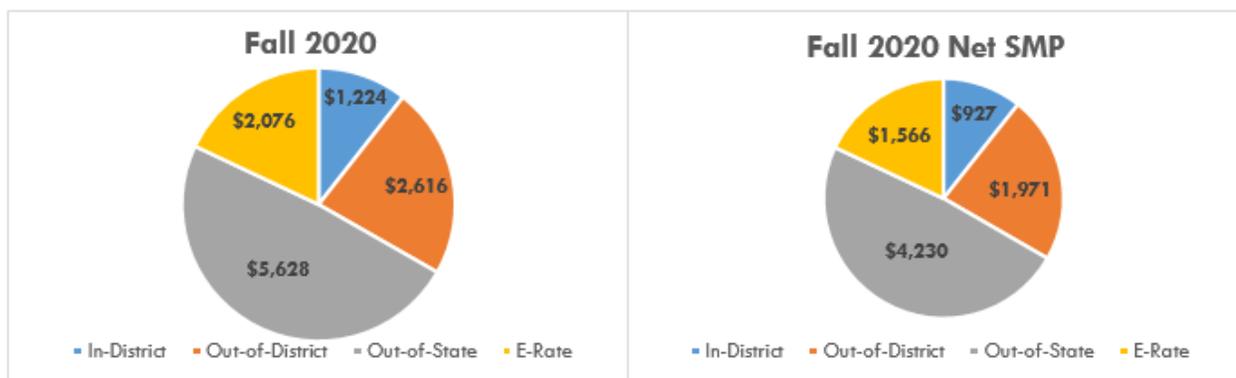
The Board of Trustees continues to maintain an affordable tuition rate for students, with changes to the tuition rates only increasing three times since fall 2010. For the fall semester 2020, per-semester special program tuition was continued for 39 programs. Effective fall 2014, students pay a maximum of \$50 per year as a Student Support Services Fee. This fee, charged to all students, was established to cover technology infrastructure, student support services, VIA passes providing free bus service at no charge, and parking. Effective fall 2016, students pay a modest international education fee of \$1 per semester to provide all Alamo Colleges District students with greater access to financial assistance for studying outside the United States and increase students' opportunities to enhance their pathways to success through international exchange. Effective fall 2018, the student activity fee was increased to \$3 per credit hour to increase access to co-curricular and extracurricular activities and services for students that supplement their academic programs and career development.

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

The assumption on enrollment is smart growth of 1.7% as compared to the prior year.

The Summer Momentum Program (SMP) was implemented mid-year 2017 to incent students to attend in the summer which research showed would increase student persistence for the following Fall term and ultimately degree/certificate completions. Student scholarships cover 3 to 6 credit hours for free in the summer for those taking 18 to 24 hours total in Fall and Spring. Below is a comparison of the cost to a student taking 12 semester credit hours in the Fall without the SMP benefit and net of SMP:

Fall 2020 Tuition and Fees for 12 SCH



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

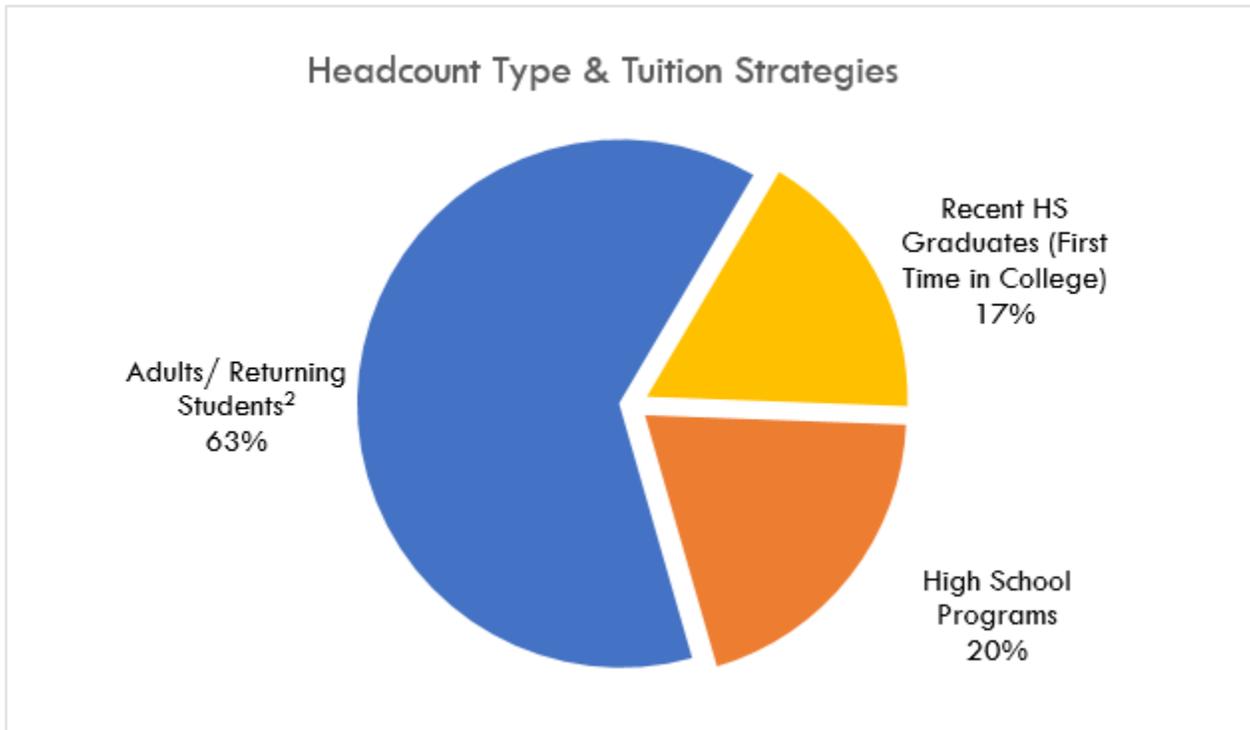
In comparison to other local institutions of higher education, the Alamo Colleges District remains very affordable at \$1,250 for in-district tuition and fees for students taking 12 semester credit hours for fall 2020, which includes a \$25/semester Student Support Services fee, \$3/semester credit hours, and the \$1 International Education fee. At the University of Texas at San Antonio, in-district students taking 12 semester credit hours in fall 2020



are expected to pay a total of \$4,284 in tuition and fees. Tuition and fees for 12 semester credit hours at St. Mary's University, a private university in San Antonio, in fall 2020 totaled \$16,750. The graphic below represents a snapshot of the tuition strategies and benefits to our students.

Tuition Strategies and Key Student Benefits			
Headcount Type	Tuition Strategies	Population Demographic ¹	Demographic %
Adults/Returning Students²	Summer Momentum Program ³ Federal and State Financial Aid	43,717	63%
Recent HS Graduates (First Time in College)	Summer Momentum Program Federal and State Financial Aid AlamoPromise Program	11,808	17%
High School Programs	Waived Tuition	13,387	20%
Total		68,912	100%

¹ Fall 2020 Target
² Estimated 80% enrolled part-time
³ 70% of students receive some form of Financial Aid





FY 2021 Tuition Revenue by Semesters

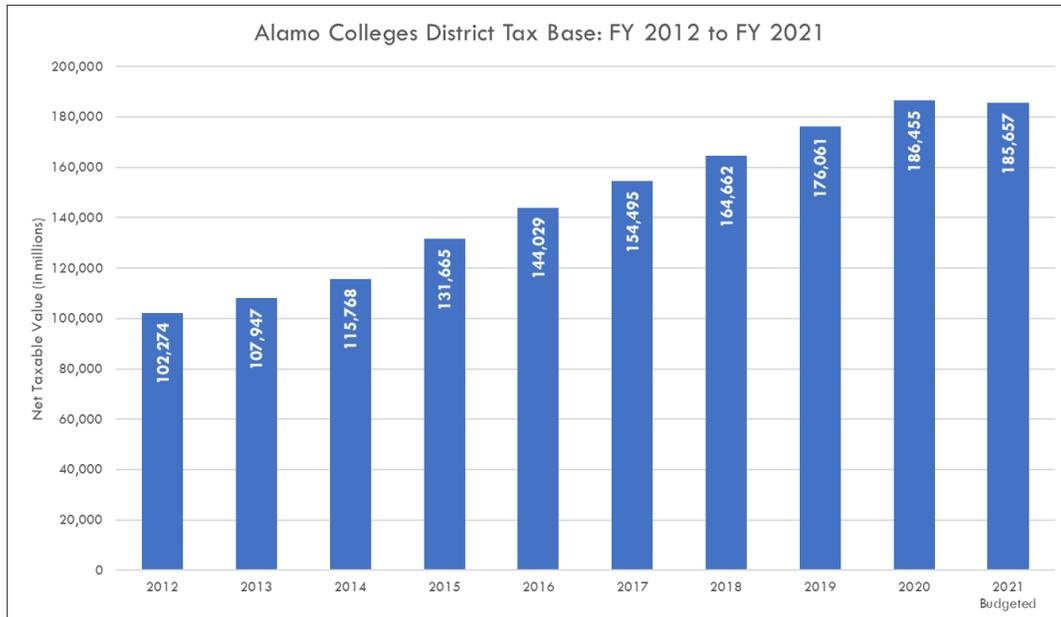
		SAC	SPC	PAC	NVC	NLC	TOTAL
		TUITION					
Non Exempt *							
Fall	50001	14,980,257	7,020,364	6,493,414	12,470,422	5,839,038	46,803,495
Spring	50002	13,438,513	6,800,024	5,555,000	10,785,849	5,069,197	41,648,583
Summer	50003	4,084,922	2,470,326	2,089,784	3,604,099	1,328,423	13,577,554
Total		32,503,692	16,290,714	14,138,198	26,860,370	12,236,658	102,029,632
Dual Credit							
Fall	50001	2,034,888	3,036,703	2,788,484	3,465,172	1,023,377	12,348,625
Spring	50002	2,299,753	3,802,096	2,909,350	2,866,173	1,057,378	12,934,749
Summer	50003	20,513	34,047	-	-	-	54,560
Total		4,355,153	6,872,847	5,697,834	6,331,344	2,080,755	25,337,934
Exempt Other							
Fall	50001	597,943	352,315	312,831	599,782	327,341	2,190,212
Spring	50002	583,227	321,781	287,690	497,386	265,861	1,955,945
Summer	50003	173,105	121,771	117,357	203,688	68,550	684,471
Total		1,354,275	795,867	717,877	1,300,857	661,752	4,830,629
Total Tuition							
Fall	50001	17,613,088	10,409,383	9,594,730	16,535,376	7,189,756	61,342,332
Spring	50002	16,321,493	10,923,901	8,752,039	14,149,408	6,392,436	56,539,277
Summer	50003	4,278,540	2,626,145	2,207,141	3,807,787	1,396,973	14,316,585
Total		38,213,121	23,959,428	20,553,909	34,492,571	14,979,165	132,198,195
		EXEMPT TUITION DISCOUNTS					
Dual Credit							
Fall	51701	(2,034,888)	(3,036,703)	(2,788,484)	(3,465,172)	(1,023,377)	(12,348,625)
Spring	51702	(2,299,753)	(3,802,096)	(2,909,350)	(2,866,173)	(1,057,378)	(12,934,749)
Summer	51703	(20,513)	(34,047)	-	-	-	(54,560)
Total		(4,355,153)	(6,872,847)	(5,697,834)	(6,331,344)	(2,080,755)	(25,337,934)
Exempt Other							
Fall	51705	(597,943)	(352,315)	(312,831)	(599,782)	(327,341)	(2,190,212)
Spring	51706	(583,227)	(321,781)	(287,690)	(497,386)	(265,861)	(1,955,945)
Summer	51707	(173,105)	(121,771)	(117,357)	(203,688)	(68,550)	(684,471)
Total		(1,354,275)	(795,867)	(717,877)	(1,300,857)	(661,752)	(4,830,629)
Total Tuition Discounts							
Fall	5170X	(2,632,831)	(3,389,019)	(3,101,316)	(4,064,954)	(1,350,718)	(14,538,837)
Spring	5170X	(2,882,980)	(4,123,877)	(3,197,039)	(3,363,559)	(1,323,239)	(14,890,694)
Summer	5170X	(193,618)	(155,819)	(117,357)	(203,688)	(68,550)	(739,031)
Total		(5,709,429)	(7,668,714)	(6,415,711)	(7,632,201)	(2,742,507)	(30,168,563)
Summer Momentum Prog		(858,787)	(461,463)	(421,848)	(884,817)	(374,433)	(3,001,348)
Total Tuition		31,644,905	15,829,251	13,716,350	25,975,553	11,862,225	99,028,285

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



Ad Valorem Taxes

These funds are divided into two categories: maintenance and operations funding (M&O) and funding for debt service of general obligation bonds and maintenance tax notes (used only for payment of principal and interest on funds used for construction and other capital outlay needs). As shown in the chart below, property valuations in Bexar County have steadily increased since 2012. Public community colleges are the only segment of higher education in the United States that receives this form of revenue from local taxpayers.



The Board of Trustees approved the same combined property tax rate as was levied in FY 2020. The ad valorem property tax is levied each October 1 on the assessed value as of the prior January 1 for all real and business personal property located in Bexar County. The collection rate in the budget was assumed to be 95%. On January 1 of each year, a tax lien attaches to property to secure payment of all taxes, penalties, and interest for the previous tax year. Operating revenue of \$178.3 million from total ad valorem taxes is included in the FY 2021 budget. As noted previously, operating revenue from ad valorem taxes is responsible for 44.6% of the Alamo Colleges District budget. Restricted revenue of \$68.6 million is for debt service on general obligation bonds and maintenance tax notes.

What do M&O Taxes Fund?			
Property Taxes Funding - \$M			
	FY20	FY21	Variance
Facilities Operations	18.0	17.3	(0.7)
Facilities Benefits (Hlth & Retire)	2	2.0	0.01
Utilities	9.7	9.7	-
Preventive Maintenance	18.5	19.0	0.5
Total Maintenance & Operations	\$ 48.2	\$ 48.0	\$ (0.2)
Mandatory Trsf (Debt Svc, TPEG)	17.6	17.6	(0)
General Institutional (insurance, tax collecting, bad debt, ETAP, contractual, benefits)	20.5	20.5	(0)
Gap in State Instructional Funding	89.2	92.2	2.9
Total M&O Tax Revenue (Current Rate)	\$ 175.6	\$ 178.3	\$ 2.7 (a)
(a) Year over year increase in Taxable Assessed Valuation (TAV)			



State Appropriations

The State of Texas allocates funds to public community colleges through the General Appropriations Act. These funds are appropriated each biennium and are intended only for instructional and administrative costs. State funds may not be used for construction, repairs, renovations, maintenance or operations of facilities. The State of Texas began funding community colleges in 1942; the funding at that time was based on a fixed dollar amount per full-time student. In 1973, the 63rd Texas Legislature adopted a formula system that was based on the costs of specific instructional fields multiplied by the number of contact hours generated by each instructional field. A contact hour is the amount of time an instructor is in a community college classroom with students. The “contact hour” formula was utilized by the Texas Legislature for funding community colleges until 2013 when the 83rd Legislature added two additional components to community college funding: Core Operations and Performance-Based Funding based on Student Success Points. During the legislative session that ended in May 2019, the 86th Texas Legislature continued the use of the contact hour formula, core operations, and student success points.

Contact Hours – similar to prior years, the formula is composed of the average cost of instruction per contact hour multiplied by the total contact hours in the base period, which comprises the formula funding request that is submitted to the state every two years. The key component of the formula, the average cost of instruction, is calculated statewide for all academic and technical programs (26 funded disciplines). For the current biennium (FY 2020 and FY 2021), the contact hour revenues cover 22.5% of the instructional costs as compared to 24.4% in the last biennium (FY 2018 and FY 2019).

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

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

Formula Funding Appropriations			
	FY 2020	FY2021	86th Leg. Total
Core Operations	\$ 680,406	\$ 680,406	\$ 1,360,812
Contact Hour Funding	52,933,956	52,933,956	105,867,913
Student Success	9,160,107	9,160,107	18,320,215
Total	62,774,470	62,774,470	125,548,939
Veterans Assistance Center	4,058,400	4,058,400	8,116,800
Total Appropriated Funds	\$ 66,832,870	\$ 66,832,870	\$ 133,665,739
Contact Hours (Base Period - Summer 2018, Fall 2018, And Spring 2019)			
	Alamo Colleges	State	
Academic	\$ 16,066,360	\$ 204,448,447	
Technical/Vocational	3,488,448	63,242,780	
Continuing Education	375,544	12,946,189	
Total	\$ 19,930,352	\$ 280,637,416	
Student Success Points			
	Alamo Colleges	State	
Three-Year Weighted Avg	90,455	1,127,204	

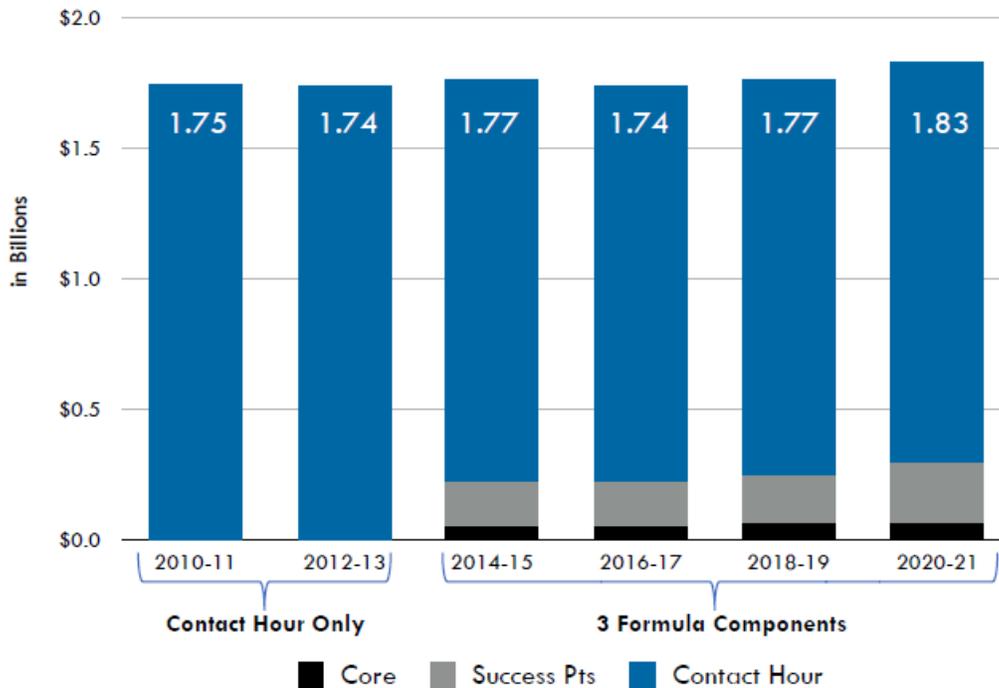


The Alamo Colleges District’s FY 21 budget includes \$62.8 million in state appropriation revenue and an additional \$14.4 million as the state’s 50% contribution toward employee group health and retirement. In addition, the Alamo Colleges District received a special appropriation from the State of Texas of \$8.1 million, spread over the two-year biennium, designated for Veteran’s Assistance Centers on campus.

After several biennia of essentially flat state funding from the State of Texas, the General Appropriations Act for the 2020 and 2021 biennium increased \$65.4 million for all community colleges. For the Alamo Colleges District, state funding increased \$5.78 million (\$2.8 million for FY21).

Annual Instructional Appropriation by State of Texas

2010-11 Biennium to 2020-21 Biennium



For Alamo Colleges, the state appropriation was 4.8% higher than the previous biennium. The overall increase for the 50 public community colleges in Texas was 3.7%.

Overview of General Appropriations Act (HB 1) - 86th Legislature

General Appropriations Act - Alamo Colleges			difference to 2018-19		Per Fiscal Year
	BY 2018-19	BY 2020-21	\$	%	
Core Operations	1,360,812	1,360,812	-	0.0%	680,406
Student Success Points	14,388,722	18,320,218	3,931,496	27.3%	9,160,109
Contact Hour	104,023,310	105,867,918	1,844,608	1.8%	52,933,959
TOTAL	119,772,844	125,548,948	5,776,104	4.8%	62,774,474

General Appropriations Act - All Community Colleges			difference to 2018-19		Per Fiscal Year
	BY 2018-19	BY 2020-21	\$	%	
Core Operations	68,040,600	68,040,600	-	0.0%	34,020,300
Student Success Points	179,955,685	228,296,111	48,340,426	26.9%	114,148,056
Contact Hour	1,516,635,805	1,533,740,830	17,105,025	1.1%	766,870,415
TOTAL	1,764,632,090	1,830,077,541	65,445,451	3.7%	915,038,771



The Student Success Points (SSPs) appropriation, the outcomes based component of the General Appropriations Act, increased \$3.9 million for Alamo Colleges (27.3%). Advocates for community colleges emphasized this component of the community college formula and were successful in obtaining an increase from the 86th Legislature. The funding rate for SSPs went from \$172 per SSP last biennium to \$203 per SSP for the current biennium. The 86th considered modifying the SSP metrics, but made no changes. The SSP metrics are provided below.

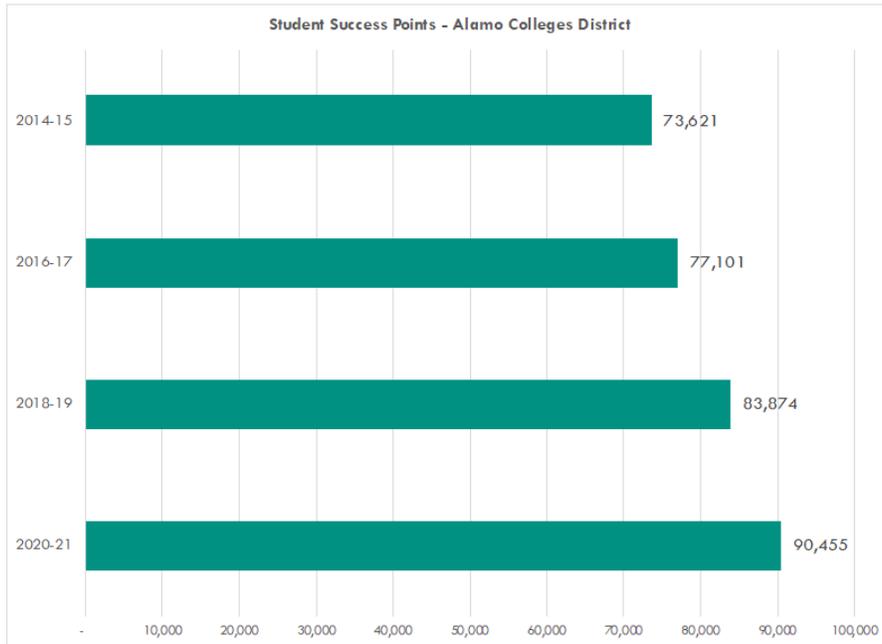
**86th Texas Legislature, Senate Bill 1, General Appropriations Act, Article III
PUBLIC COMMUNITY/JUNIOR COLLEGES**

19. Instruction and Administration Funding (Outcomes-Based Model). Formula funding is allocated among Public Community/Junior Colleges based upon certified contact hours generated in the previous academic year. Formula funding is allocated based on each community college's points earned from a three-year average of student completion of the following metrics:

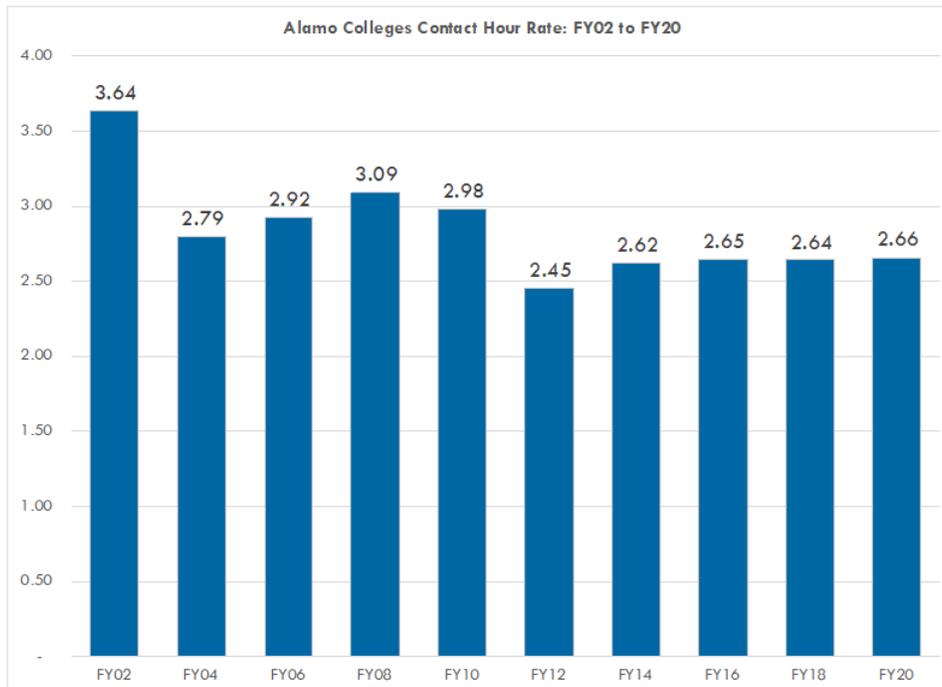
Metric	Points
Student successfully completes developmental education in mathematics	1.0
Student successfully completes developmental education in reading	0.5
Student successfully completes developmental education in writing	0.5
Student completes first college-level mathematics course with a grade of "C" or better	1.0
Student completes first college-level course designated as reading intensive with a grade of "C" or better	0.5
Student completes first college-level course designated as writing intensive with a grade of "C" or better	0.5
Student successfully completes first 15 semester credit hours at the institution	1.0
Student successfully completes first 30 semester credit hours at the institution	1.0
Student transfers to a General Academic Institution after successfully completing at least 15 semester credit hours at the institution	2.0
Student receives from the institution an associate's degree, a Bachelor's degree, or a certificate recognized for this purpose by the Coordinating Board in a field other than a critical field, such as Science, Technology, Engineering and Mathematics (STEM), or Allied Health.	2.0
Student receives from the institution an associate's degree, a Bachelor's degree, or a certificate recognized for this purpose by the Coordinating Board in a critical field, including the fields of Science, Technology, Engineering or Mathematics (STEM), or Allied Health.	2.25



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



For the 2020-21 biennium, contact hour funding for Alamo Colleges increased \$1.8 million (1.8%). Base Year contact hours for the District increased 1.2% while statewide the increase was 0.3%. As the chart below demonstrates, state funding of contact hours has been flat the last four biennia. While the rate for these biennia is higher than FY 10 (\$2.45 per contact hour), the current rate of \$2.66 per contact hour is 27% less than the funding rate in FY 02.



Contact Hour Rate FY02 to FY12 assumes the funding pattern of FY14 and FY16: \$50 million for core, then 10% for student success points and 90% for contact hour funding.



**ALAMO COLLEGES DISTRICT
FY 2020 STATE APPROPRIATION ALLOCATION DISTRIBUTION
BASE YEAR CONTACT HOURS - (Summer I/II 2018, Fall 2018, and Spring 2019)**

		Rate	Rate Funded	SAC		SPC		PAC		NVC		NLC		TOTAL	
				Contact Hours	Dollar Amount	Contact Hours	Dollar Amount	Contact Hours	Dollar Amount	Contact Hours	Dollar Amount	Contact Hours	Dollar Amount	Contact Hours	Dollar Amount
1	Resident Instruction	\$10.99	\$2.48	13,632	33,771	3,600	8,918	49,328	122,203	29,568	73,250	0	0	96,128	238,143
2	Agriculture	\$12.66	\$2.85	56,208	160,406	131,633	375,654	0	0	0	0	0	0	187,841	536,061
3	Architecture and Precision Production Trades	\$10.68	\$2.41	696,096	1,675,832	629,320	1,515,070	326,576	786,223	671,872	1,617,513	227,520	547,748	2,551,384	6,142,386
4	Biology, Physical Sciences, and Science Technology	\$10.78	\$2.43	305,402	742,131	169,552	412,014	174,224	423,367	187,788	456,327	40,544	98,522	877,510	2,132,362
5	Business management, Marketing, and Administrative Services	\$36.83	\$8.30	0	0	0	0	752	6,243	0	0	0	0	752	6,243
6	Career Pilot	\$13.12	\$2.96	60,144	177,876	512	1,514	15,728	46,515	90,808	268,564	8,592	25,411	175,784	519,880
7	Communications	\$13.80	\$3.11	221,312	688,453	107,392	334,073	105,088	326,905	124,652	387,765	24,944	77,595	583,388	1,814,791
8	Computer and Information Sciences	\$13.88	\$3.13	0	0	83,648	261,719	0	0	0	0	0	0	83,648	261,719
9	Construction Trades	\$12.41	\$2.80	161,800	452,627	162,608	454,887	81,424	227,779	88,192	246,712	45,696	127,832	539,720	1,509,838
10	Consumer and Homemaking Education	\$17.74	\$4.00	10,080	40,309	2,064	8,254	3,520	14,076	12,064	48,243	0	0	27,728	110,882
11	Engineering	\$12.65	\$2.85	44,725	127,535	260,209	741,998	9,656	27,535	19,520	55,662	0	0	334,110	952,730
12	Engineering Related	\$11.11	\$2.50	985,320	2,467,638	440,560	1,103,339	543,128	1,360,211	968,216	2,424,802	375,888	941,375	3,313,112	8,297,365
13	English Language, Literature, Philosophy, Humanities, and Interdisciplinary	\$10.79	\$2.43	285,402	694,174	98,512	239,608	25,984	63,200	227,760	553,973	20,816	50,630	658,474	1,601,585
14	Foreign Languages	\$17.29	\$3.90	271,440	1,057,935	60,736	236,718	4,245	16,545	0	0	0	0	336,421	1,311,197
15	Health Occupations - Dental Assisting, Medical Lab, and Associate Degree Nursing	\$25.22	\$5.69	0	0	0	0	0	0	0	0	0	0	0	0
16	Health Occupations - Dental Hygiene	\$14.46	\$3.26	155,430	506,633	327,952	1,068,978	156,924	511,502	51,366	167,430	8,160	26,598	699,832	2,281,141
17	Health Occupations - Other	\$19.56	\$4.41	0	0	57,456	253,334	0	0	0	0	0	0	57,456	253,334
18	Health Occupations - Respiratory Therapy	\$14.60	\$3.29	0	0	179,616	591,137	0	0	0	0	0	0	179,616	591,137
19	Health Occupations - Vocational Nursing	\$10.56	\$2.38	685,856	1,632,627	357,208	850,306	448,320	1,067,191	918,736	2,186,979	258,984	616,491	2,669,104	6,353,593
20	Mathematics	\$13.42	\$3.03	0	0	233,784	707,225	0	0	0	0	0	0	233,784	707,225
21	Mechanics and Repairers - Automotive	\$14.51	\$3.27	0	0	180,102	589,082	304	994	0	0	0	0	180,406	590,077
22	Mechanics and Repairers - Diesel, Aviation Mechanics, and Transportation Workers	\$15.69	\$3.54	7,200	25,465	3,968	14,034	1,280	4,527	0	0	7,740	27,375	20,188	71,401
23	Mechanics and Repairers - Electronics	\$15.34	\$3.46	60,384	208,803	21,792	75,355	37,680	130,295	52,464	181,416	10,800	37,346	183,120	633,215
24	Physical Education and Fitness	\$12.10	\$2.73	273,126	744,969	25,392	69,258	42,912	117,045	52,944	144,408	3,984	10,867	398,358	1,086,548
25	Protective Services and Public Administration	\$9.69	\$2.18	1,281,016	2,798,133	618,816	1,351,684	748,704	1,635,400	1,343,520	2,934,661	475,296	1,038,193	4,467,352	9,758,071
26	Psychology, Social Sciences, and History	\$12.92	\$2.91	323,024	940,778	136,624	397,905	190,592	555,082	323,008	940,732	101,888	296,740	1,075,136	3,131,237
26	Visual and Performing Arts														
	Total			5,897,597	15,176,095	4,293,056	11,662,065	2,966,369	7,442,839	5,162,478	12,688,440	1,610,852	3,922,722	19,930,352	50,892,160
	Percentage of Total Dollar Amount			29.82%		22.92%		14.62%		24.93%		7.71%		100.00%	
															2,041,796
															680,406
															9,160,107
															Allocated State Funding
															62,774,470
	FY19 State Appropriation Distribution			18,719,412		14,384,926		9,180,594		15,650,939		4,838,600		62,774,470	

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

Actual rate of funding % (according to THECB)

22.54%

Base Year Contact Hours = Summer 2018, Fall 2018, and Spring 2019 - THECB, District Institutional Research and Effectiveness Services (IRES) Office



Base Period Contact Hour Rates by Discipline (Statewide)

Over the last four biennia, the Legislature has not fully funded the THECB's formula funding recommendation for the fifty community college districts. The recommendation traditionally was total costs from the prior audited financial statement, reduced by the amount of tuition and fees paid to the community college. As noted below, there has been a steady decline in the level of support provided by the Legislature. This trend is expected to continue given the state's financial condition.

Fiscal Years by Legislative Session	Percent of the THECB Formula Funding Recommendation approved by the Legislature
2020-2021	23 percent
2018-2019	24 percent
2016-2017	27 percent
2014-2015	30 percent
2012-2013	49 percent
2010-2011	69 percent
2008-2009	75 percent

DISCIPLINE		2016-17	Adjusted	2018-19	Adjusted	2020-21	Adjusted
		Biennium	Rate	Biennium	Rate	Biennium	Rate
		0.26694259175		0.24413040098		0.22541873453	
1	Agriculture	\$ 9.95	\$ 2.66	\$ 10.47	\$ 2.56	\$ 10.99	\$ 2.48
2	Architecture and Precision Production Trades	10.04	2.68	10.98	2.68	12.66	2.85
3	Biology, Physical Sciences, and Science Technology	8.99	2.40	9.87	2.41	10.68	2.41
4	Business Management, Marketing, and Administrative Services	8.96	2.39	9.74	2.38	10.78	2.43
5	Career Pilot	35.26	9.41	45.42	11.09	36.83	8.30
6	Communications	9.76	2.61	10.39	2.54	13.12	2.96
7	Computer and Information Sciences	10.74	2.87	12.55	3.06	13.80	3.11
8	Construction Trades	11.16	2.98	10.87	2.65	13.88	3.13
9	Consumer and Homemaking Education	9.58	2.56	10.99	2.68	12.41	2.80
10	Engineering	14.20	3.79	15.44	3.77	17.74	4.00
11	Engineering Related	9.83	2.62	11.33	2.77	12.65	2.85
12	English Language, Lit, Philosophy, Humanities, & Interdisciplinary	9.45	2.52	10.37	2.53	11.11	2.50
13	Foreign Languages	8.80	2.35	9.66	2.36	10.79	2.43
14	Health Occupations - Dental Assistants, Medical Lab, and Assoc. Degree Nursing	14.26	3.81	16.05	3.92	17.29	3.90
15	Health Occupations - Dental Hygiene	20.04	5.35	22.88	5.59	25.22	5.69
16	Health Occupations - Other	11.66	3.11	13.33	3.25	14.46	3.26
17	Health Occupations - Respiratory Therapy	16.00	4.27	18.65	4.55	19.56	4.41
18	Health Occupations - Vocational Nursing	12.04	3.21	13.48	3.29	14.60	3.29
19	Mathematics	8.92	2.38	9.76	2.38	10.56	2.38
20	Mechanics and Repairers - Automotive	11.08	2.96	12.52	3.06	13.42	3.03
21	Mechanics and Repairers - Diesel, Aviation Mechanics, and Transportation Workers	11.30	3.02	13.03	3.18	14.51	3.27
22	Mechanics and Repairers - Electronics	10.01	2.67	11.19	2.73	15.69	3.54
23	Physical Education and Fitness	11.41	3.05	13.69	3.34	15.34	3.46
24	Protective Services and Public Administration	9.90	2.64	11.12	2.71	12.10	2.73
25	Psychology, Social Sciences, and History	8.29	2.21	8.97	2.19	9.69	2.18
26	Visual and Performing Arts	11.10	2.96	12.05	2.94	12.92	2.91
Weighted Average, based on Alamo Colleges base year contact hours		9.69	2.59	10.66	2.60	11.61	2.62

FY20/21 Base Period = Summer 2017, Fall 2017 and Spring 2018; FY18/19 Base Period = Summer 2016, Fall 2016 and Spring 2017; FY16/17 Base Period = Summer 2014, Fall 2014, and Spring 2015



FY21 Expense Summary

The total All Funds expense budget approved by the Board of Trustees for FY 2020-2021 was \$673.1 million, comprised of \$387.8 million in operating expense and \$285.4 million in restricted funds. The operating expense budget is developed using the Funding Model, explained in detail in the following pages. Expense budgets are categorized by functions – instruction, academic support, student services, institutional support and operation and maintenance. Detailed definitions by function are located in the Appendix. The President of each of the five colleges maintains local control of their operating funds and distributes their respective allocated budget to: (a) funded employee positions and (b) departmental operational expense accounts, based on the strategic initiatives and priorities at that location. These departmental operational expense accounts include training, materials and supplies, travel, contracted services, and furniture/fixture/equipment.

FY21 EXPENSE BUDGET By Functional Category

Functional Category	SAC	SPC	PAC	NVC	NLC	Total Colleges	DSO	Facilities	General Institutional	Total Alamo Colleges District
Operating Funds	59,942,603	43,878,384	28,938,222	41,397,529	17,607,785	191,764,523	84,041,538	30,342,406	26,129,327	332,277,794
Non-Formula Funding	3,074,245	2,610,517	2,737,238	1,431,745	377,818	10,231,563	3,293,710	-	-	13,525,273
Capital ¹	1,573,776	1,336,511	777,902	1,176,225	435,586	5,300,000	-	-	-	5,300,000
Preventive Maintenance	-	-	-	-	-	-	-	19,000,000	-	19,000,000
Transfers	-	-	-	-	-	-	-	-	17,660,075	17,660,075
Total FY21 Budget	64,590,624	47,825,412	32,453,362	44,005,499	18,421,189	207,296,086	87,335,248	49,342,406	43,789,402	387,763,142

¹ Capital Allocation is \$5.3M; NVC re-directed \$570K to non-labor

The driving force behind the FY21 operating budget is funding the strategic priorities of the Alamo Colleges District (ACD) for our students in the midst of the pandemic. ACD, the largest higher education institution in South Texas and the only community college system to win the Malcolm Baldrige National Quality Award, is working to fulfill Chancellor Dr. Mike Flores' vision of ending poverty in San Antonio through education. To make this bold vision a reality, the District and its five colleges—St. Philip's College, San Antonio College, Palo Alto College, Northwest Vista College and Northeast Lakeview College—are working to make access to a college education and successful completion of a degree or certificate accessible to all residents in its eight-county service area.

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

AlamoPROMISE

- Makes college more accessible to graduating high school seniors
- Provides last-dollar funding to fill the gap between a student's financial aid award and the cost of tuition and mandatory fees for up to three years at one of ACD's five colleges
- Phase 1 of AlamoPROMISE began in Fall 2020 with 25 Bexar County high schools
- Nearly 3,000 AlamoPROMISE scholars enrolled for Fall 2020
- AlamoPROMISE has broad community support; the AlamoPROMISE steering committee is chaired by Bexar County Judge Nelson Wolff, San Antonio Mayor Ron Nirenberg and ACD Chancellor Mike Flores
- The ambitious goal of AlamoPROMISE is to increase the college-going rate in Bexar County from the current 49 percent to 70 percent

Workforce Training Initiative

- Community recovery and resiliency plan in partnership between Bexar County and city of San Antonio
- \$75 million total investment for workforce training and support services with a focus on high-demand jobs
- ACD scope of work:



- Intake, assess and train 5,050 participants in various training programs
- Training programs include: high school equivalent preparation courses, short-term training and long-term training

AlamoEXPERIENCE

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

Diversity and Equity

- Current year investment of \$250,000 dedicated to closing equity gaps by establishing District-Wide Equity Team, College and DSO Equity & Inclusion Councils.
- Alignment of demographics and elevating awareness through task force work focused on equity outcomes
- Commitment to Social Justice Imperative (Access, Inclusion, Diversity, and Equity (AIDE)); Comprehensive and Action oriented dialogues with nationally and locally relevant speakers

Talent Strategies

- FY21 Talent strategies are led by considerations to Equity and Inclusion, COVID-19 and the changing job market dynamics of current economic environment
- The District will in large-scale continue remote work, with employees return to work plans being phased incrementally. Continued support will be provided to employees through: Expanded EAP benefits, annual vacation buy back, additional Faculty and staff development and Technology allowances, etc.
- Attention will be given to close new market gaps created by COVID-19 (IT, Online Instruction and CE), including new High Wage High Demand category: Certified Online Instructors.
- Establish strategic staffing/rotation model design to freeze hiring and reassign to deploy talent as needed.



TWO YEAR BUDGET COMPARISON BY FUNCTIONAL CATEGORY

FUNCTIONAL CATEGORY	SAC	SPC	PAC	NVC	NLC	DSO	TOTAL	%
FY 2021 APPROVED								
Instruction	38,298,640	29,341,298	16,793,488	25,887,178	9,423,676	1,591,886	121,336,166	31.29%
Academic Support	4,869,990	6,202,489	2,232,523	6,615,099	2,697,964	1,641,498	24,259,563	6.26%
Student Services	12,557,345	7,030,695	6,863,693	8,040,937	3,785,289	13,845,643	52,123,602	13.44%
Institutional Support	5,635,877	3,659,304	4,279,285	2,855,140	2,078,674	94,426,068	112,934,348	29.12%
Operations & Maint of Plant	140,906	22,900				48,995,790	49,159,596	12.68%
Public Service	1,307,091	114,862				53,626	1,475,579	0.38%
Scholarships	-		122,000			1,954,343	2,076,343	0.54%
Auxiliary	206,999	117,353	1,384,471			247,127	1,955,950	0.50%
Transfers	1,573,776	1,336,511	777,902	607,145	435,586	17,711,075	22,441,995	5.79%
TOTAL	1,573,776	47,825,412	32,453,362	44,005,499	18,421,189	180,467,056	387,763,142	100.00%

FY 2020 APPROVED								
Instruction	39,830,305	28,398,542	17,110,158	25,787,065	9,505,306	1,468,367	122,099,743	31.70%
Academic Support	4,324,057	5,970,600	2,539,908	6,929,136	3,147,340	1,726,892	24,637,933	6.40%
Student Services	11,310,188	6,890,093	6,953,326	7,832,831	3,618,327	13,638,960	50,243,725	13.04%
Institutional Support	7,337,608	5,693,217	4,381,923	3,037,787	2,192,922	88,609,605	111,253,062	28.88%
Operations & Maint of Plant	164,600	29,958	29,000			48,555,390	48,778,948	12.66%
Public Service	1,437,440	116,898					1,554,338	0.40%
Scholarships	50,500		102,000			1,036,901	1,189,401	0.31%
Auxiliary	206,999	98,997	1,828,995			246,662	2,381,653	0.62%
Transfers	1,573,776	1,336,511	777,902	1,176,225	435,586	17,742,259	23,042,259	5.98%
TOTAL	66,235,473	48,534,816	33,723,212	44,763,044	18,899,481	173,025,036	385,181,062	100.00%

VARIANCE								
Instruction	(1,531,665)	942,756	(316,670)	100,113	(81,630)	123,519	(763,577)	-0.63%
Academic Support	545,933	231,889	(307,385)	(314,037)	(449,376)	(85,394)	(378,370)	-1.54%
Student Services	1,247,157	140,602	(89,633)	208,106	166,962	206,683	1,879,877	3.74%
Institutional Support	(1,701,731)	(2,033,913)	(102,638)	(182,647)	(114,248)	5,816,463	1,681,286	1.51%
Operations & Maint of Plant	(23,694)	(7,058)	(29,000)	-	-	440,400	380,648	0.78%
Public Service	(130,349)	(2,036)	-	-	-	53,626	(78,759)	-5.07%
Scholarships	(50,500)	-	20,000	-	-	917,442	886,942	74.57%
Auxiliary	-	18,356	(444,524)	-	-	465	(425,703)	-17.87%
Transfers	-	-	-	(569,080)	-	(31,184)	(600,264)	-2.61%
TOTAL	(1,644,849)	(709,404)	(1,269,850)	(757,545)	(478,292)	7,442,020	2,582,080	0.67%



FY21 Funding in Response to COVID-19

As the economic impacts of the COVID-19 pandemic became clearer, the District's normal annual budget process required a strategic vision and the agility to react and respond quickly in order to maintain our dedication to our students, employees and our community and at the same time produce a balanced budget. The impact of the pandemic on the economy is forecasted to reduce almost every revenue source for the Alamo Colleges District, including Property Taxes, Tuition, and a possible rollback of State Appropriations. Although FY21 budgeted revenues increase year-over-year by 0.7%, the pre-COVID-19 increase in revenues had been projected to grow by 4.2%.

Senior Leadership, based on the expected economic impact and outlook, put in place a FY21 funding strategy that implemented an across-the-board 2.5% reduction of the prior year's (FY20) approved operating budgets for all Colleges and DSO, thereby providing a balanced budget in unprecedented times while continuing operations, including the shift to a remote learning and remote working environment. The measures taken ensured that resources would be provided to maintain our strategic plan, even in the midst of a global pandemic.

The table below is a summary of the FY21 approved budget as compared to the prior year, reflecting the 2.5% reduction in operating budgets at the colleges and DSO, along with key initiatives approved by the Board. Had the budget process followed the typical methodology and timeline, the established funding model would have been used to allocate resources. The funding model methodology and steps are discussed in the next sections.

	FY20 Approved	FY21 Approved	\$ Δ	% Δ
REVENUE	\$385,181,062	\$387,763,142	\$2,582,080	0.7%
EXPENSES				
Colleges ¹	174,094,694	169,688,163	(4,406,531)	-2.5%
Change in Non-formula Revenue	-	(949,551)	(949,551)	0.0%
College Total	174,094,694	168,738,612	(5,356,082)	-3.1%
DSO ¹	74,097,387	72,221,899	(1,875,488)	-2.5%
Continuing Education ²	3,326,270	3,210,338	(115,932)	-3.5%
DSO Total	77,423,657	75,432,237	(1,991,420)	-2.6%
Facilities	14,557,594	14,668,080		
Utilities	9,670,415	9,670,415		
Preventive Maintenance	18,500,000	19,000,000		
Gen. Inst'l, incl \$2M SS Fund	32,357,687	34,958,300		
Fringe Benefits	58,577,015	59,751,438		
Strategic Initiatives & Investments				
Strategic Reserve ³	-	2,000,000		
AlamoPROMISE ⁴	-	1,869,060		
IT/Technology investments ⁵	-	1,425,000		
ACOL	-	250,000		
Total Expense	\$385,181,062	\$387,763,142	\$2,582,080	0.7%
Balance	\$0	\$0	\$0	

¹ All College & DSO operating budgets were reduced by 2.5%, allowing for a balanced budget in unprecedented times

² Continuing Education revenue & expense are pending approval of the workforce initiative contract with the City of San Antonio

³ Strategic Reserve earmarked for Focused Smart Growth and allowing for possibility of state funding rescission

⁴ AlamoPROMISE reserve for "last dollar" scholarship as needed and operational costs to continue momentum

⁵ IT/Technology – investments to further promote student & employee success in a remote teaching/learning/working environment



Funding Model

The Alamo Community College District is the legal entity for the family of the Alamo Colleges District, and has the authority to issue debt, make investments, accept state appropriations, acquire capital assets, assess and collect taxes or otherwise engage in activities as appropriate for the district. The five Colleges' primary responsibility is to administer and provide educational services, in accordance with the policies and procedures of the Alamo Colleges District's system. The College Presidents, administration and staff have the ability to manage their own budget(s), as approved by Alamo Community College District's Board of Trustees, and make decisions regarding the funds provided to them in order to conduct these educational activities. All remaining activities not managed by the five Colleges are administered through Collaborative Agreements for Services, by which District Support Operations provide services in support of governance, stewardship, and leadership. These activities are more economically and efficiently conducted at the district level on behalf of all the Alamo Colleges.

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

- 1) Core and College Formula funding is allocated to each of the five colleges based on the State of Texas Appropriation methodology of Core and Formula Funding Model.
- 2) District Support Operations (DSO) Formula funding is calculated based on the proportional relationship to the College Formula funding.
- 3) Facilities Formula funding for a) Housekeeping and Maintenance is allocated based on the total ACD gross square footage, b) Grounds is allocated based on the total ACD acres, c) Utilities, using Texas Energy Systems Laboratory (TEES), is based on the average electric, gas and water usage from the prior year.
- 4) College and DSO Non-Formula expenses, including Continuing Education is equal to the related revenue
- 5) Overlay of other expenses, such as Fringe Benefits, Strategic Investments, Compensation Adjustments and other Board of Trustee approved actions, Capital budget, and, General Institutional
- 6) Budget Gap Closure: When the calculated formula expense allocation exceeds formula revenue projections, cost-saving initiatives have to be implemented system wide in order to balance the budget.

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



OPERATING EXPENSE FUNDING MODEL

FORMULA FUNDING:

Core

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



College Instruction

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

College Academic Support

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

ADD: Non-Labor Library expense

College Student Services

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

ADD: Advisors (Goal 350:1)

College Institutional Support

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

District Support Operations (DSO)

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

Facilities

Housekeeping, Maintenance and Grounds: Housekeeping and Maintenance = Total GSF/FT Employee + contracted service; Grounds = Acres/ FT Employee + contracted service

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



NON-FORMULA FUNDING
College Non-Formula Funding

Revenue = Expense (1:1 ratio)



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

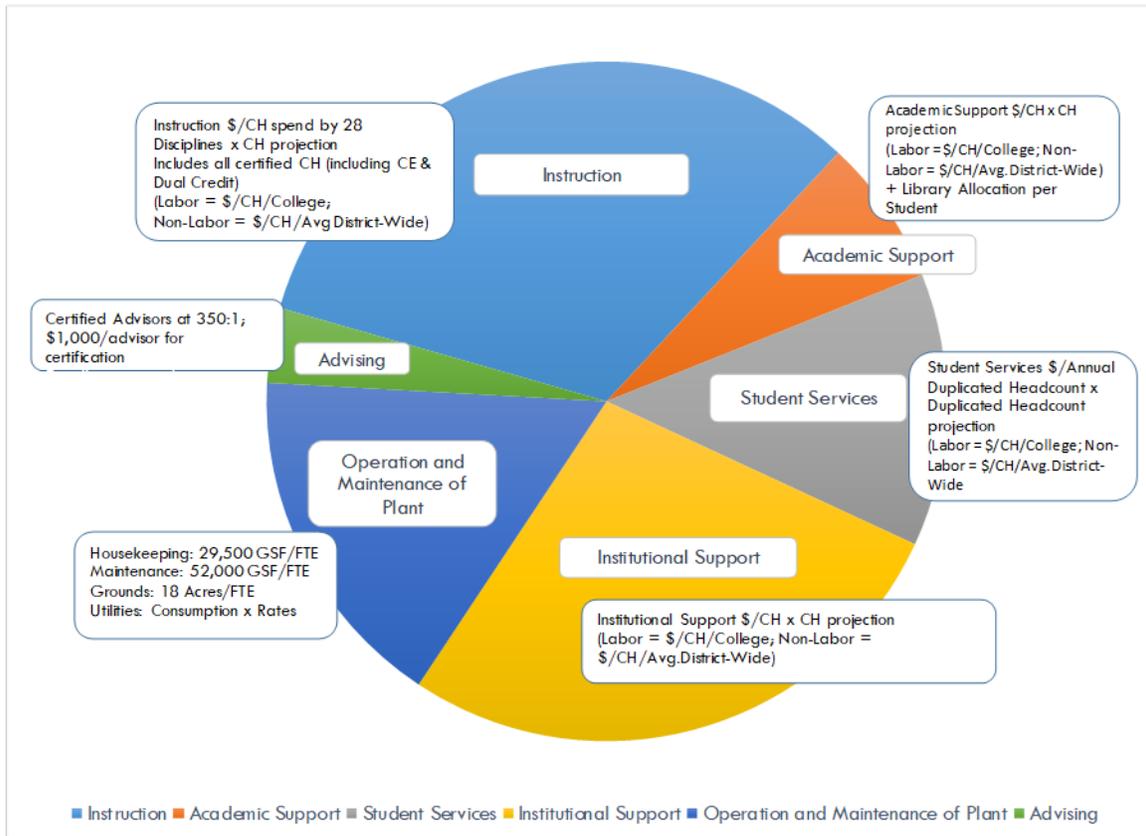


OPERATING EXPENSES

IF REVENUES OPERATING EXPENSES GAP CLOSURE BALANCED BUDGET



The chart below represents the FY21 budget as loaded by functional category. As noted previously, due to the District's response to COVID-19, the allocation of funds to the five colleges and DSO were based on the prior year's funding model less a 2.5% reduction.





District Support Operations

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

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

The Colleges and DSO have a Collaborative Agreement to provide the direct & indirect services of Student Financial Aid, Finance and Fiscal Services, such as Accounts Payable, Payroll, General Accounting and Financial Reporting, Human Resources, Information Technology, and Academic Services.

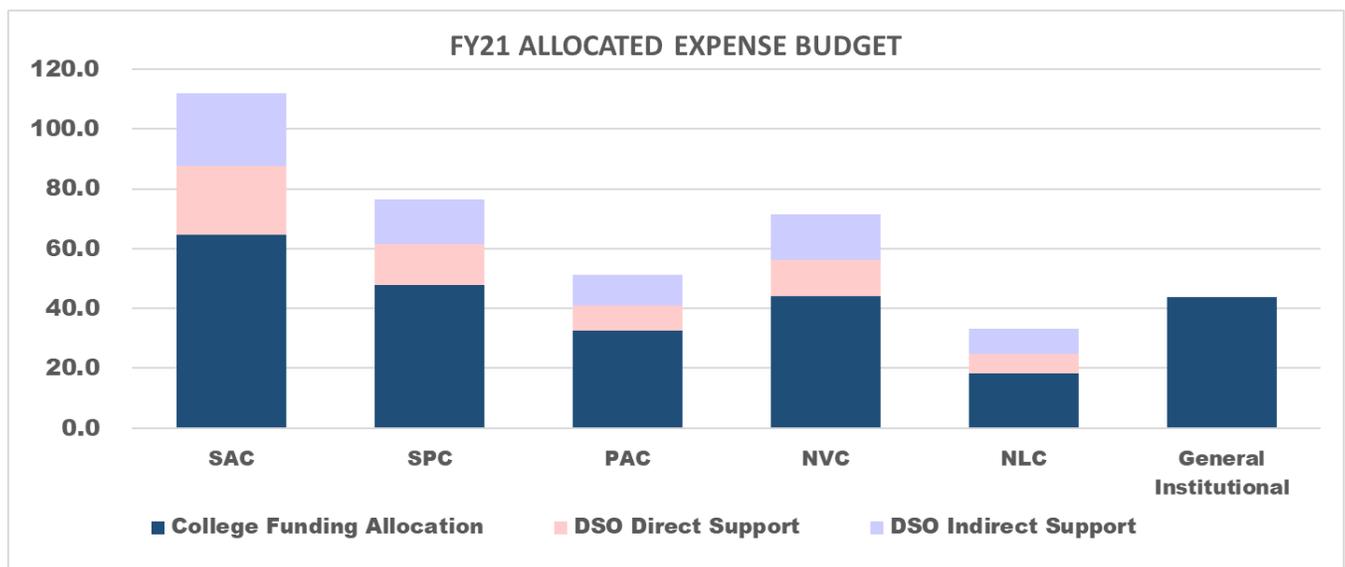
DSO Indirect support functions are funded and administered at District Support Operations, performed in various locations and support the entire Alamo Colleges District and have their funds allocated based on the percentage of College to Total District Support excluding Preventive Maintenance. Below are the Indirect Support categories:

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



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

FY21 FULLY ALLOCATED BUDGET								
FULLY ALLOCATED VIEW	SAC	SPC	PAC	NVC	NLC	Total Colleges	General Institutional	Total ACD
College Funding Allocation								
Instruction	36,256,574	27,293,398	14,680,482	25,370,268	9,410,176	113,010,898		113,010,898
Academic Support	4,853,990	6,194,089	2,231,423	6,573,066	2,673,264	22,525,832		22,525,832
Student Services	11,541,166	6,476,478	6,240,561	7,168,635	3,445,671	34,872,511		34,872,511
Institutional Support	5,635,877	3,659,304	4,279,285	2,854,640	2,078,674	18,507,780		18,507,780
Operation and Maintenance of Plant	140,906	22,900	-	-	-	163,806		163,806
Scholarships / Exemptions	1,514,090	232,215	1,506,471	-	-	3,252,776		3,252,776
Total Educational and General Expense	59,942,603	43,878,384	28,938,222	41,966,609	17,607,785	192,333,603		192,333,603
Capital	1,573,776	1,336,511	777,902	607,145	435,586	4,730,920		4,730,920
Non-Formula	3,074,245	2,610,517	2,737,238	1,431,745	377,818	10,231,563		10,231,563
Total Other Expense	4,648,021	3,947,028	3,515,140	2,038,890	813,404	14,962,483		14,962,483
Total College Funding Allocation	64,590,624	47,825,412	32,453,362	44,005,499	18,421,189	207,296,086		207,296,086
DSO Direct Support								
Building Maintenance	3,079,806	1,710,482	751,102	1,113,507	489,449	7,144,347		7,144,347
Utilities	4,177,373	2,320,056	1,018,776	1,510,333	663,877	9,690,415		9,690,415
Preventive Maintenance	8,190,576	4,548,934	1,997,514	2,961,311	1,301,664	19,000,000		19,000,000
Housekeeping	1,101,668	939,127	1,453,841	1,237,119	2,302,667	7,034,421		7,034,421
Groundskeeping	896,556	497,935	218,652	324,151	142,483	2,079,777		2,079,777
Bursar	308,203	203,615	160,169	280,847	82,306	1,035,139		1,035,139
Student Financial Aid (SFA)	1,306,064	862,852	678,742	1,190,136	348,787	4,386,581		4,386,581
Student Contact Center	569,216	376,053	295,813	518,692	152,010	1,911,784		1,911,784
Public Safety	2,397,863	1,584,149	1,246,133	2,185,024	640,354	8,053,523		8,053,523
Center for Student Information (CSI)	629,983	416,198	327,393	574,064	168,238	2,115,876		2,115,876
Interpreter and Immunization	204,838	135,326	106,451	186,656	54,702	687,973		687,973
Emergency Mgmt Initiatives	290,069	191,634	150,744	264,322	77,463	974,233		974,233
Total DSO Direct Support	23,152,216	13,786,360	8,405,329	12,346,163	6,424,001	64,114,069		64,114,069
DSO Indirect Support	24,065,002	14,857,910	10,306,631	15,095,035	8,239,007	72,563,585		72,563,585
General Institutional							43,789,402	43,789,402
Total FY21 Budget - Fully Allocated	111,807,842	76,469,683	51,165,322	71,446,697	33,084,197	343,973,740	43,789,402	387,763,142





College and DSO Non-Formula

Non-Formula Revenue

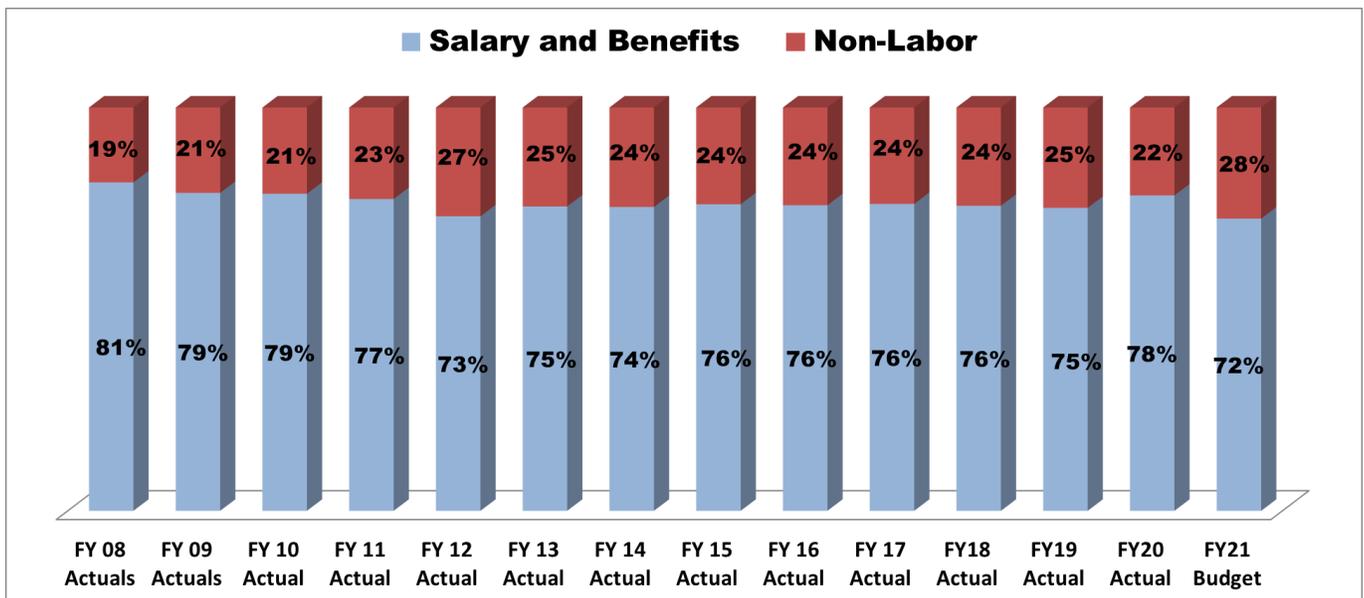
Non-formula revenues are revenues generated by activities, fees and non-credit instruction that are outside the formula-funding stream (tuition and fees, state appropriations and ad valorem taxes). These revenues can be summarized by function as seen below:

- Instruction – special program tuition (high-cost program fees to fund cost of specialized equipment or materials needed for a specific program), 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.

Salaries, Wages and Benefits

The most significant account expense in the operating budget is salaries, wages and benefits. Since FY 2008, salaries, wages and benefits as a percent of total expense (without transfers) has declined from 81% to 72% of the FY operating budget, with the inclusion of fringe benefits paid by the state.





Alamo Colleges District Staffing

As has been the practice in prior years, the staffing summary in the Annual Budget compares only full-time employees (FTE) as of September 1st of a particular year. For example, the FY21 FTE count is a snapshot of all full-time positions as of September 1, 2020. The FTE snapshot includes positions that are currently filled by an Alamo Colleges employee and also vacant positions. The snapshot does not include part-time employees, adjunct faculty, grant-funded employees (both full-time or part-time), or revenue-funded employees (e.g., Continuing Education employees).

A substantial portion of the budgeted resources are to fund the District's staffing costs, referred to as Alamo talent. The next several pages, pages 41-47, are dedicated to providing a detailed look at the full time positions at all locations by functional category and position type.

The first table below gives an overall summary of the full time positions, 2,736 for FY21, with \$158.6M in salary dollars. The second table provides the recent investments in talent, specifically aimed at providing additional support and services to our students and our community.

Total Alamo Colleges District	Account Code	FY19 FTE	FY19 Salary	FY20 FTE	FY20 Salary	FY21 FTE	FY21 Salary
Faculty	61001	819	52,796,705	822	52,339,099	861	55,074,835
Non-Instructional Faculty	61003	24	1,661,552	21	1,499,984	22	1,670,474
Administrator	61011	74	10,206,192	80	10,951,673	82	11,663,893
Professional	61012	915	56,229,098	982	60,065,581	1,011	61,821,605
Classified	61021	725	26,918,930	743	27,238,497	760	28,418,559
Total		2,557	147,812,477	2,647	152,094,834	2,736	158,649,366

Total Alamo Colleges District	FY19 FTE	FY19 Salary	FY20 FTE	FY20 Salary	FY21 FTE	FY21 Salary
Advocacy Centers ¹	-	-	10.00	606,590	5.00	379,975
Enrollment Coach	18.00	729,260	32.00	1,210,549	32.00	1,210,549
Career Experience Team Leader	-	-	-	-	6.00	381,264
AlamoPROMISE	-	-	3.00	348,504	3.00	333,913
Foundation/Fundraising	9.00	520,273	14.00	994,976	14.00	994,976
DSO Building ²	-	-	9.00	405,517	9.00	405,517
New Centers (CIP)	-	-	3.00	134,035	3.00	134,035
Total	27.00	1,249,533	71.00	3,700,171	72.00	3,840,229

¹Advocacy Centers added an Advocacy Coordinator in FY20 partially paid through the San Antonio Food Bank (SAFB). In FY21, the positions were removed due to 100% paid through the SAFB.

²DSO Building completed in FY20 consolidated all District Support Operations personnel in one building. Additional personnel included DPS Officers and Dispatch, Receptionists and Event Coordinator.



Three Year Staffing Summary - Full Time Positions

	FY19		FY20		FY21	
	FTE	Budget Salary	FTE	Budget Salary	FTE	Budget Salary
San Antonio College						
Instruction	336.50	20,964,022.00	334.00	20,471,417.00	340.00	21,000,289.00
Public Service	12.00	626,835.00	13.00	658,715.00	15.00	736,305.00
Academic Support	43.50	2,399,692.00	42.50	2,357,218.00	45.50	2,491,111.00
Student Services	128.50	6,208,838.00	137.00	6,532,579.00	149.75	7,525,326.00
Institutional Support	65.00	3,619,866.00	69.00	3,661,516.00	68.00	3,718,740.00
Total	585.50	33,819,253.00	595.50	33,681,445.00	618.25	35,471,771.00
St. Philip's College						
Instruction	240.00	13,635,668.00	242.00	13,582,480.00	259.00	14,868,903.00
Public Service	1.00	71,097.00	1.00	71,097.00		
Academic Support	63.00	3,481,580.00	65.00	3,608,347.00	68.00	3,866,117.00
Student Services	79.00	4,287,951.00	83.00	4,393,038.00	83.00	4,507,672.00
Institutional Support	22.00	1,532,026.00	25.00	1,687,655.00	27.00	1,847,551.00
Auxiliary Enterprises	2.00	47,535.00	2.00	47,535.00	2.00	69,703.00
Total	407.00	23,055,857.00	418.00	23,390,152.00	439.00	25,159,946.00
Palo Alto College						
Instruction	138.00	8,466,964.00	141.00	8,544,021.00	148.50	8,665,266.50
Academic Support	29.00	1,583,259.00	27.00	1,531,901.00	25.00	1,220,689.00
Student Services	72.33	3,860,180.00	74.50	4,074,050.00	75.50	3,961,472.50
Institutional Support	32.05	1,875,312.00	35.00	2,030,996.00	36.00	2,002,587.00
Auxiliary Enterprises					6.00	144,658.00
Total	271.38	15,785,715.00	277.50	16,180,968.00	291.00	15,994,673.00
Northwest Vista College						
Instruction	185.00	11,335,073.00	186.00	11,431,906.00	189.00	11,983,334.00
Academic Support	67.00	3,380,426.00	67.00	3,375,201.00	67.00	3,399,165.00
Student Services	97.80	4,801,545.00	99.80	4,867,609.90	102.30	5,067,895.40
Institutional Support	23.20	1,538,332.00	23.20	1,585,530.10	22.70	1,648,043.60
Total	373.00	21,055,376.00	376.00	21,260,247.00	381.00	22,098,438.00
Northeast Lakeview College						
Instruction	81.40	4,920,161.60	85.00	5,041,216.00	91.50	5,606,877.00
Academic Support	31.00	1,767,171.00	33.00	1,843,412.00	33.00	1,824,912.00
Student Services	40.60	2,134,453.40	49.00	2,418,580.00	57.00	2,879,267.00
Institutional Support	15.00	1,116,420.00	19.00	1,354,595.00	19.00	1,410,744.00
Total	168.00	9,938,206.00	186.00	10,657,803.00	200.50	11,721,800.00
District Support Operations						
Academic Support	16.00	837,281.00	19.00	950,825.00	22.00	1,007,616.00
Student Services	108.00	5,900,501.00	107.00	5,820,356.00	115.00	6,214,032.00
Institutional Support	490.64	31,262,898.04	530.64	33,830,097.80	534.64	34,619,975.00
Operations and Maintenance of Plant	137.00	6,139,770.00	137.00	6,304,951.00	134.00	6,342,587.00
Auxiliary Enterprises	0.36	17,619.96	0.36	17,989.20	0.36	18,528.00
Total	752.00	44,158,070.00	794.00	46,924,219.00	806.00	48,202,738.00
Total Alamo College District						
Instruction	980.90	59,321,888.60	988.00	59,071,040.00	1,028.00	62,124,669.50
Public Service	13.00	697,932.00	14.00	729,812.00	15.00	736,305.00
Academic Support	249.50	13,449,409.00	253.50	13,666,904.00	260.50	13,809,610.00
Student Services	526.23	27,193,468.40	550.30	28,106,212.90	582.55	30,155,664.90
Institutional Support	647.89	40,944,854.04	701.84	44,150,389.90	707.34	45,247,640.60
Operations and Maintenance of Plant	137.00	6,139,770.00	137.00	6,304,951.00	134.00	6,342,587.00
Auxiliary Enterprises	2.36	65,154.96	2.36	65,524.20	8.36	232,889.00
Total	2,556.88	\$ 147,812,477.00	2,647.00	\$ 152,094,834.00	2,735.75	\$ 158,649,366.00

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



Three Year College Staffing Summary - Full Time Positions

	Account Code	FY19 FTE	FY19 Salary	FY20 FTE	FY20 Salary	FY21 FTE	FY21 Salary
San Antonio College							
Faculty	61001	271.00	18,384,412.00	267.00	17,871,226.00	273.00	18,170,400.00
Non-Instructional Faculty	61003	8.50	667,043.00	8.50	667,042.00	8.75	731,921.00
Administrators	61011	10.00	1,260,476.00	10.00	1,260,472.00	11.00	1,398,285.00
Professionals	61012	162.75	8,819,806.00	170.25	9,047,542.00	183.50	10,055,203.00
Classified	61021	133.25	4,687,516.00	139.75	4,835,163.00	142.00	5,115,962.00
Total		585.50	\$33,819,253.00	595.50	\$33,681,445.00	618.25	\$35,471,771.00
St. Philip's College							
Faculty	61001	189.00	11,568,154.00	188.00	11,294,314.00	206.00	12,578,801.00
Non-Instructional Faculty	61003	4.00	304,880.00	3.00	207,302.00	3.00	213,259.00
Administrators	61011	15.00	1,717,728.00	17.00	1,882,854.00	17.00	1,896,529.00
Professionals	61012	112.00	6,391,123.00	120.00	6,890,610.00	127.00	7,304,639.00
Classified	61021	87.00	3,073,972.00	90.00	3,115,072.00	86.00	3,166,718.00
Total		407.00	\$23,055,857.00	418.00	\$23,390,152.00	439.00	\$25,159,946.00
Palo Alto College							
Faculty	61001	114.00	7,490,469.00	117.00	7,586,279.00	122.50	7,634,276.00
Non-Instructional Faculty	61003	1.00	55,337.00	1.00	55,337.00	2.00	116,324.00
Administrators	61011	9.00	1,131,895.00	10.00	1,236,806.00	9.00	1,118,995.00
Professionals	61012	90.38	5,119,503.00	92.50	5,321,749.00	91.50	5,033,310.00
Classified	61021	57.00	1,988,511.00	57.00	1,980,797.00	66.00	2,091,768.00
Total		271.38	\$15,785,715.00	277.50	\$16,180,968.00	291.00	\$15,994,673.00
Northwest Vista College							
Faculty	61001	177.00	10,948,093.00	178.00	11,054,640.00	181.00	11,594,750.00
Non-Instructional Faculty	61003	3.00	192,430.00	2.00	133,672.00	2.00	137,463.00
Administrators	61011	9.00	1,135,640.00	9.00	1,136,481.00	9.00	1,170,576.00
Professionals	61012	124.00	6,686,948.00	128.00	6,907,254.00	127.00	7,050,850.00
Classified	61021	60.00	2,092,265.00	59.00	2,028,200.00	62.00	2,144,799.00
Total		373.00	\$21,055,376.00	376.00	\$21,260,247.00	381.00	\$22,098,438.00
Northeast Lakeview College							
Faculty	61001	68.00	4,405,577.00	72.00	4,532,640.00	78.50	5,096,608.00
Non-Instructional Faculty	61003	1.00	71,988.00	-	-	-	-
Administrators	61011	8.00	1,031,816.00	8.00	1,031,815.00	8.00	1,069,270.00
Professionals	61012	56.00	3,158,645.00	68.00	3,764,272.00	72.00	4,035,309.00
Classified	61021	35.00	1,270,180.00	38.00	1,329,076.00	42.00	1,520,613.00
Total		168.00	\$9,938,206.00	186.00	\$10,657,803.00	200.50	\$11,721,800.00
Total Colleges							
Faculty	61001	819.00	52,796,705.00	822.00	52,339,099.00	861.00	55,074,835.00
Non-Instructional Faculty	61003	17.50	1,291,678.00	14.50	1,063,353.00	15.75	1,198,967.00
Administrators	61011	51.00	6,277,555.00	54.00	6,548,428.00	54.00	6,653,655.00
Professionals	61012	545.13	30,176,025.00	578.75	31,931,427.00	601.00	33,479,311.00
Classified	61021	372.25	13,112,444.00	383.75	13,288,308.00	398.00	14,039,860.00
Total		1,804.88	\$103,654,407.00	1,853.00	\$105,170,615.00	1,929.75	\$110,446,628.00

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



Three Year District Staffing Summary - Full Time Positions

		FY19 FTE	FY19 Salary	FY20 FTE	FY20 Salary	FY21 FTE	FY21 Salary
VC for Academic Success							
Non-Instructional	61003	1.00	54,142.00	1.00	109,932.00	1.00	109,932.00
Administrator	61011	3.00	537,230.00	3.00	537,230.00	4.00	745,242.00
Professional	61012	26.00	1,674,609.00	29.00	1,797,009.00	32.00	1,811,407.00
Classified	61021	4.00	153,966.00	4.00	150,909.00	4.00	158,252.00
Total		34.00	\$2,419,947.00	37.00	\$2,595,080.00	41.00	\$2,824,833.00
VC for Finance and Administration							
Non-Instructional	61003	5.00	315,732.00	5.00	326,699.00	5.00	361,575.00
Administrator	61011	7.00	1,148,753.00	7.00	1,136,680.00	8.00	1,302,145.00
Professional	61012	190.00	13,079,211.00	195.00	13,167,007.00	195.00	13,051,128.00
Classified	61021	289.00	11,216,673.00	291.00	11,264,468.00	288.00	11,545,448.00
Total		491.00	\$25,760,369.00	498.00	\$25,894,854.00	496.00	\$26,260,296.00
VC for Planning Performance and Info Systems							
Administrator	61011	3.00	494,587.00	3.00	494,587.00	3.00	515,779.00
Professional	61012	83.00	6,270,855.00	85.00	6,564,321.00	85.00	6,934,793.00
Classified	61021	23.00	972,431.00	22.00	932,762.00	22.00	942,151.00
Total		109.00	\$7,737,873.00	110.00	\$7,991,670.00	110.00	\$8,392,723.00
VC for Economic and Workforce Development							
Administrator	61011	3.00	458,599.00	3.00	470,649.00	3.00	491,425.00
Professional	61012	30.00	1,979,968.00	31.00	1,925,020.00	32.00	1,968,332.00
Classified	61021	10.00	372,975.00	10.00	321,858.00	12.00	395,506.00
Total		43.00	\$2,811,542.00	44.00	\$2,717,527.00	47.00	\$2,855,263.00
VC for Student Success							
Administrator	61011	3.00	510,922.00	3.00	507,951.00	3.00	568,690.00
Professional	61012	27.00	1,879,440.00	29.00	1,984,773.00	31.00	2,014,547.00
Classified	61021	21.00	831,034.00	22.00	869,526.00	26.00	917,917.00
Total		51.00	\$3,221,396.00	54.00	3,362,250.00	60.00	\$3,501,154.00
DSO Other							
Administrator	61011	4.00	778,546.00	7.00	1,256,148.00	7.00	1,386,957.00
Professional	61012	14.00	1,168,990.00	34.00	2,696,024.00	35.00	2,562,087.00
Classified	61021	6.00	259,407.00	10.00	410,666.00	10.00	419,425.00
Total		24.00	\$2,206,943.00	51.00	\$4,362,838.00	52.00	\$4,368,469.00
Total District Support Operations							
Non-Instructional	61003	6.00	369,874.00	6.00	436,631.00	6.00	471,507.00
Administrator	61011	23.00	3,928,637.00	26.00	4,403,245.00	28.00	5,010,238.00
Professional	61012	370.00	26,053,073.00	403.00	28,134,154.00	410.00	28,342,294.00
Classified	61021	353.00	13,806,486.00	359.00	13,950,189.00	362.00	14,378,699.00
Total		752.00	\$44,158,070.00	794.00	\$46,924,219.00	806.00	\$48,202,738.00

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

FY2020 VCEWD's GOVTL & Public Relations (10 positions) and VCFA's Project Facilitation (5 positions) were moved into DSO Other.



Full Time Positions by Strategic Investment
Three Year District Staffing Summary

	FY19 FTE	FY19 Salary	FY20 FTE	FY20 Salary	FY21 FTE	FY21 Salary
San Antonio College						
Advocacy Centers ¹	-	-	2.00	128,336	1.00	83,013
Enrollment Coach	1.00	43,971	5.00	187,741	5.00	187,741
Career Experience Team Leader	-	-	-	-	1.00	63,544
Total	1.00	\$43,971	7.00	\$316,077	7.00	\$334,298
St. Philip's College						
Advocacy Centers ¹	-	-	2.00	126,319	1.00	80,996
Enrollment Coach	1.00	52,520	2.00	84,032	2.00	84,032
Career Experience Team Leader	-	-	-	-	1.00	63,544
Total	1.00	\$52,520	4.00	\$210,351	4.00	\$228,572
Palo Alto College						
Advocacy Centers ¹	-	-	2.00	117,312	1.00	71,989
Enrollment Coach	1.00	43,037	1.00	43,037	1.00	43,037
Career Experience Team Leader	-	-	-	-	1.00	63,544
Total	1.00	\$43,037	3.00	\$160,349	3.00	\$178,570
Northwest vista College						
Advocacy Centers ¹	-	-	2.00	117,312	1.00	71,989
Enrollment Coach	1.00	42,016	3.00	103,709	3.00	103,709
Career Experience Team Leader	-	-	-	-	1.00	63,544
Total	1.00	\$42,016	5.00	\$221,021	5.00	\$239,242
Northeast Lakeview College						
Advocacy Centers ¹	-	-	2.00	117,311	1.00	71,988
Enrollment Coach	-	-	1.00	30,846	1.00	30,846
Career Experience Team Leader	-	-	-	-	1.00	63,544
Total	-	-	3.00	\$148,157	3.00	\$166,378
Total Colleges						
Advocacy Centers ¹	-	-	10.00	606,590	5.00	379,975
Enrollment Coach	4.00	181,544	12.00	449,365	12.00	449,365
Career Experience Team Leader	-	-	-	-	5.00	317,720
Total	4.00	\$181,544	22.00	\$1,055,955	22.00	\$1,147,060
Total District Support Operations						
Advocacy Centers ¹	-	-	-	-	-	-
Enrollment Coach	14.00	547,716	20.00	761,184	20.00	761,184
Career Experience Team Leader	-	-	-	-	1.00	63,544
AlamoPROMISE	-	-	3.00	348,504	3.00	333,913
Foundation/Fundraising	9.00	520,273	14.00	994,976	14.00	994,976
DSO Building ²	-	-	9.00	405,517	9.00	405,517
New Centers (CIP)	-	-	3.00	134,035	3.00	134,035
Total	23.00	\$1,067,989	49.00	\$2,644,216	50.00	\$2,693,169
Total Alamo Colleges District						
Advocacy Centers ¹	-	-	10.00	606,590	5.00	379,975
Enrollment Coach	18.00	729,260	32.00	1,210,549	32.00	1,210,549
Career Experience Team Leader	-	-	-	-	6.00	381,264
AlamoPROMISE	-	-	3.00	348,504	3.00	333,913
Foundation/Fundraising	9.00	520,273	14.00	994,976	14.00	994,976
DSO Building ²	-	-	9.00	405,517	9.00	405,517
New Centers (CIP)	-	-	3.00	134,035	3.00	134,035
Total	27.00	\$1,249,533	71.00	\$3,700,171	72.00	\$3,840,229

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

¹ Advocacy Centers added an Advocacy Coordinator in FY20 partially paid through the San Antonio Food Bank (SAFB). In FY21, the positions were removed due to 100% paid through the SAFB.

² DSO Building completed in FY20 consolidated all District Support Operations personnel in one building. Additional personnel included DPS Officers and Dispatch, Receptionists and Event Coordinator.



FY 2021 Budget Summary by Functional Category

CAMPUS	FTE SALARY	VACANCY CREDIT*	OTHER SALARY	BENEFITS	OTHER EXPENSE	TOTAL BUDGET	%
San Antonio College							
Instruction	21,000,289		8,067,519	7,533,102	1,697,730	38,298,640	59.3%
Public Service	736,305		120,785	247,823	202,178	1,307,091	2.0%
Academic Support	2,491,111		802,889	868,796	707,194	4,869,990	7.5%
Student Services	7,525,326		1,350,389	2,594,857	1,086,773	12,557,345	19.4%
Institutional Support	3,718,740	(1,900,000)	399,515	619,386	2,798,236	5,635,877	8.7%
Operations and Maintenance			130,117	10,789	-	140,906	0.2%
Auxiliary Enterprises					206,999	206,999	0.3%
Transfers (Capital Budget)					1,573,776	1,573,776	2.4%
Total	35,471,771	(1,900,000)	10,871,214	11,874,753	8,272,886	64,590,624	100.0%
St. Philip's College							
Instruction	14,868,903		6,293,483	5,629,229	2,549,683	29,341,298	61.4%
Public Service			83,295	6,967	24,600	114,862	0.2%
Academic Support	3,866,117		335,941	1,280,249	720,182	6,202,489	13.0%
Student Services	4,507,672		384,118	1,493,558	645,347	7,030,695	14.7%
Institutional Support	1,847,551		22,440	596,770	1,192,543	3,659,304	7.7%
Operations and Maintenance					22,900	22,900	0.0%
Auxiliary Enterprises	69,703			22,435	25,215	117,353	0.2%
Transfers (Capital Budget)					1,336,511	1,336,511	2.8%
Total	25,159,946	-	7,119,277	9,029,208	6,516,981	47,825,412	100.0%
Palo Alto College							
Instruction	8,665,266		3,849,530	3,342,828	935,864	16,793,488	51.7%
Academic Support	1,220,689		247,600	413,434	350,800	2,232,523	6.9%
Student Services	3,961,473		485,599	1,329,308	1,087,313	6,863,693	21.1%
Institutional Support	2,002,587		240,260	665,570	1,370,868	4,279,285	13.2%
Institutional Scholarships					122,000	122,000	0.4%
Auxiliary Enterprises	144,658		591,850	206,068	441,895	1,384,471	4.3%
Transfers (Capital Budget)					777,902	777,902	2.4%
Total	15,994,673	-	5,414,839	5,957,208	5,086,642	32,453,362	100.0%
Northwest Vista College							
Instruction	11,983,334	(629,423)	9,173,513	4,873,894	485,860	25,887,178	58.8%
Academic Support	3,399,165		802,632	1,209,396	1,203,906	6,615,099	15.0%
Student Services	5,067,895		448,179	1,686,791	838,072	8,040,937	18.3%
Institutional Support	1,648,044		85,619	539,227	582,250	2,855,140	6.5%
Transfers (Capital Budget)					607,145	607,145	1.4%
Total	22,098,438	(629,423)	10,509,943	8,309,308	3,717,233	44,005,499	100.0%
Northeast Lakeview College							
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 (Capital Budget)					435,586	435,586	2.4%
Total	11,721,800	(1,924,308)	2,751,600	3,386,996	2,485,101	18,421,189	100.0%
District Support Operations							
Instruction			908,725	170,180	512,981	1,591,886	0.9%
Public Service			49,520	4,106		53,626	0.0%
Academic Support	1,007,616		10,000	327,539	296,343	1,641,498	0.9%
Student Services	6,214,032		778,553	2,064,664	4,788,394	13,845,643	7.7%
Institutional Support	34,619,975	(847,172)	3,628,252	16,730,375	40,294,638	94,426,068	52.3%
Operations and Maintenance	6,342,587		30,000	2,044,077	40,579,126	48,995,790	27.1%
Institutional Scholarships					1,954,343	1,954,343	1.1%
Auxiliary Enterprises	18,528			5,964	222,635	247,127	0.1%
Transfers (Debt Svcs & TPEG)					17,711,075	17,711,075	9.8%
Total	48,202,738	(847,172)	5,405,050	21,346,905	106,359,535	180,467,056	100.0%
Alamo Colleges District							
Instruction	62,124,669	(1,179,423)	30,450,691	23,356,590	6,583,639	121,336,166	31.3%
Public Service	736,305	-	253,600	258,896	226,778	1,475,579	0.4%
Academic Support	13,809,610	(540,308)	2,553,689	4,542,355	3,894,217	24,259,563	6.3%
Student Services	30,155,665	(534,000)	3,621,648	9,939,188	8,941,101	52,123,602	13.4%
Institutional Support	45,247,641	(3,047,172)	4,440,328	19,518,016	46,775,535	112,934,348	29.1%
Operations and Maintenance	6,342,587	-	160,117	2,054,866	40,602,026	49,159,596	12.7%
Institutional Scholarships	-	-	-	-	2,076,343	2,076,343	0.5%
Auxiliary Enterprises	232,889	-	591,850	234,467	896,744	1,955,950	0.5%
Transfers	-	-	-	-	22,441,995	22,441,995	5.8%
TOTAL	158,649,366	(5,300,903)	42,071,923	59,904,378	132,438,378	387,763,142	100.0%

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



FY 2021 Non-Labor Expenses by Functional Category

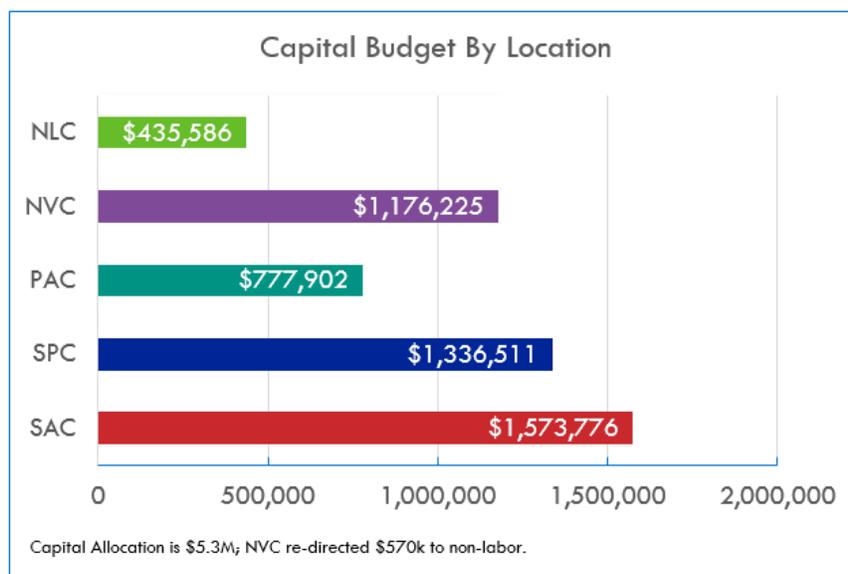
Campus	Equipment and Capital	Non Operating Expenses	Operating Expenses	Travel	Scholarships	Transfers	Total
San Antonio College							
Instruction			1,697,730				1,697,730
Public Service			202,178				202,178
Academic Support			707,194				707,194
Student Services			1,086,773				1,086,773
Institutional Support			2,798,236				2,798,236
Institutional Scholarships							-
Auxiliary Enterprises			206,999				206,999
Transfers						1,573,776	1,573,776
Total	-	-	6,699,110	-	-	1,573,776	8,272,886
St. Philip's College							
Instruction	26,500		2,517,488	5,695			2,549,683
Public Service			24,600				24,600
Academic Support	27,415		604,062	88,705			720,182
Student Services	21,590		576,702	47,055			645,347
Institutional Support			1,140,480	50,563	1,500		1,192,543
Operations and Maintenance			22,900				22,900
Auxiliary Enterprises			25,180	35			25,215
Transfers						1,336,511	1,336,511
Total	75,505	-	4,911,412	192,053	1,500	1,336,511	6,516,981
Palo Alto College							
Instruction	122,700		813,164				935,864
Academic Support	6,800		291,000	53,000			350,800
Student Services	2,000		1,056,813	28,500			1,087,313
Institutional Support	182,000		1,138,868	50,000			1,370,868
Institutional Scholarships					122,000		122,000
Auxiliary Enterprises			441,895				441,895
Transfers						777,902	777,902
Total	313,500	-	3,741,740	131,500	122,000	777,902	5,086,642
Northwest Vista College							
Instruction	27,246		455,864	2,750			485,860
Academic Support	73,403		1,127,816	2,687			1,203,906
Student Services	50,600		746,083	41,389			838,072
Institutional Support	23,860		549,177	9,213			582,250
Transfers						607,145	607,145
Total	175,109	-	2,878,940	56,039	-	607,145	3,717,233
Northeast Lakeview College							
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
Total	213,792	-	1,607,234	228,489	-	435,586	2,485,101
District and District Support							
Instruction			512,617	364			512,981
Academic Support	9,400		283,543				292,943
Student Services	18,328		4,671,684	3,400			4,693,412
Institutional Support	1,694,697	2,900,000	35,102,901	98,382	5,700		39,801,680
Operations and Maintenance	326,998		40,193,855	591,340			41,112,193
Institutional Scholarships				58,273	1,954,343		2,012,616
Auxiliary Enterprises			222,635				222,635
Transfers						17,711,075	17,711,075
Total	2,049,423	2,900,000	80,987,235	751,759	1,960,043	17,711,075	106,359,535
Total Alamo Colleges							
Instruction	196,696	-	6,378,134	8,809	-	-	6,583,639
Public Service	-	-	226,778	-	-	-	226,778
Academic Support	271,634	-	3,401,659	217,524	-	-	3,890,817
Student Services	128,918	-	8,534,444	182,757	-	-	8,846,119
Institutional Support	1,903,083	2,900,000	41,171,192	301,102	7,200	-	46,282,577
Operations and Maintenance	326,998	-	40,216,755	591,340	-	-	41,135,093
Institutional Scholarships	-	-	-	58,273	2,076,343	-	2,134,616
Auxiliary Enterprises	-	-	896,709	35	-	-	896,744
Transfers	-	-	-	-	-	22,441,995	22,441,995
Total	2,827,329	2,900,000	100,825,671	1,359,840	2,083,543	22,441,995	132,438,378



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
FY 2021 PM Budget	\$ 19.0

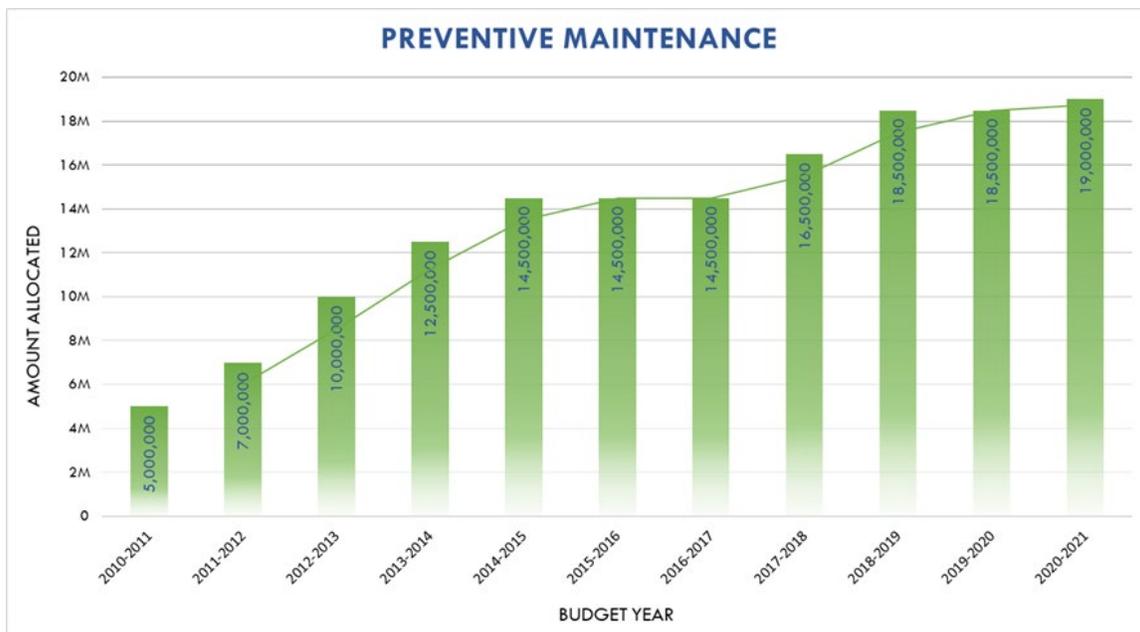


Table 2: Three Year Preventive Maintenance Summary (in Millions)

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
Total Annual PM Budget	\$ 19.0	\$ 19.5	\$ 20.0

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.

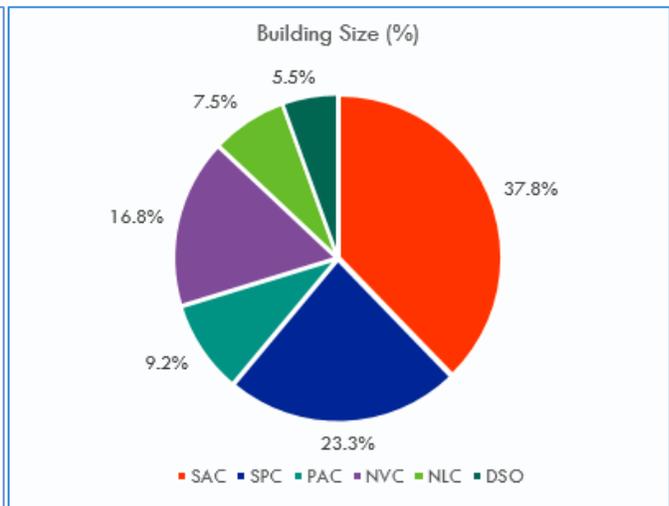
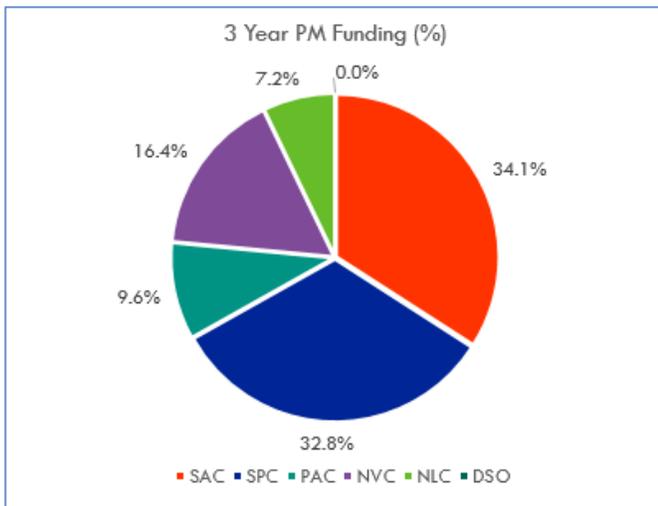


The Replacement/Repairs of Existing Building Systems component is titled Prioritized PM Projects in the table above; it is used towards major maintenance items such as roof replacement and structural repairs that are considered top priority. In contrast to the first component, the work completed as part 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%
Prioritized PM Projects Sub-Total	\$ 14.0	\$ 14.7	\$ 14.6	\$ 43.4	100%	4,878,875	100%
Trailing "Soft Costs"	\$ 2.0	\$ 1.8	\$ 2.4				
Annual/Recurring	\$ 3.0	\$ 3.0	\$ 3.0				
Annual Budget Amount	\$ 19.0	\$ 19.5	\$ 20.0				



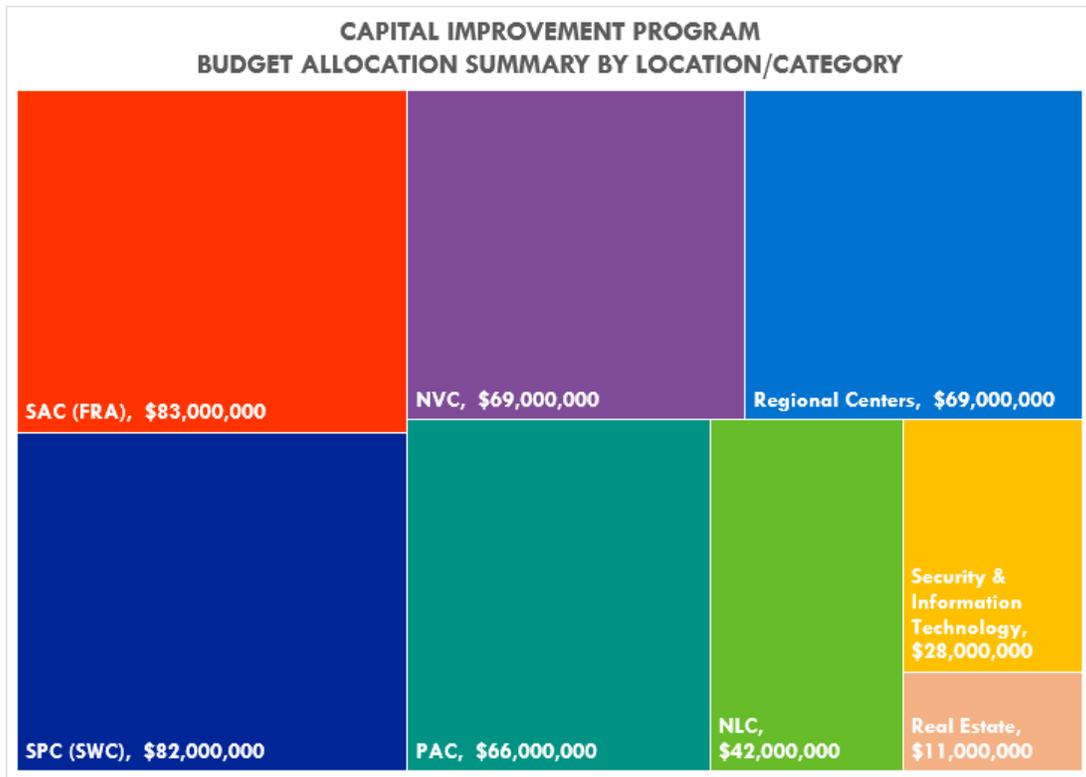
Beyond the approved 3 year preventive maintenance plan, the District’s long term target is to increase the budget as a percentage of asset replacement values from 1.5% to between 2% - 2.5%, the median of the industry best practice standard. This increase represents an annual budget between \$24 and \$30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





TAX REVENUE & DEBT SERVICE

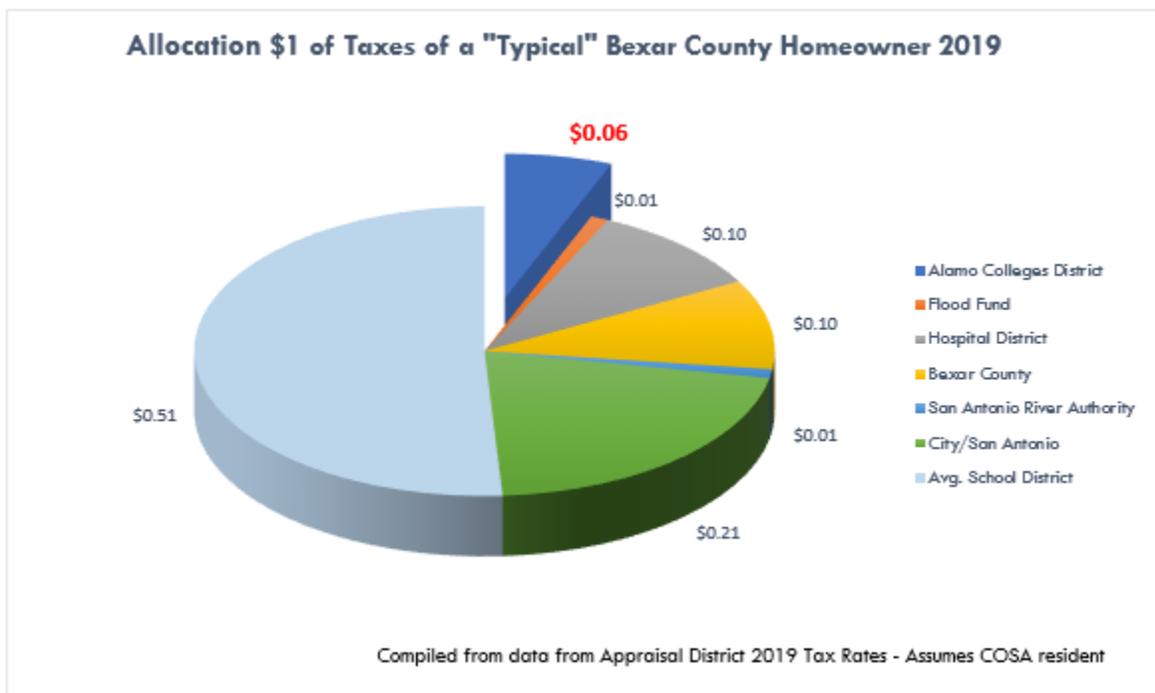


Assessed Value and Tax Levy of Taxable Property

For FY 2021, the District’s combined budgeted ad valorem property tax rate remained at \$0.149150 per \$100 of assessed valuation. This tax rate has remained stable since fiscal year 2013. The property tax is levied each October 1 on the assessed value as of the prior January 1 for all real and business personal property located in Bexar County, Texas. On January 1 of each year, a tax lien attaches to property to secure payment of all taxes, penalties, and interest ultimately imposed for the year on the property. The District’s tax lien is on a parity with tax liens on all other taxing units in the county.

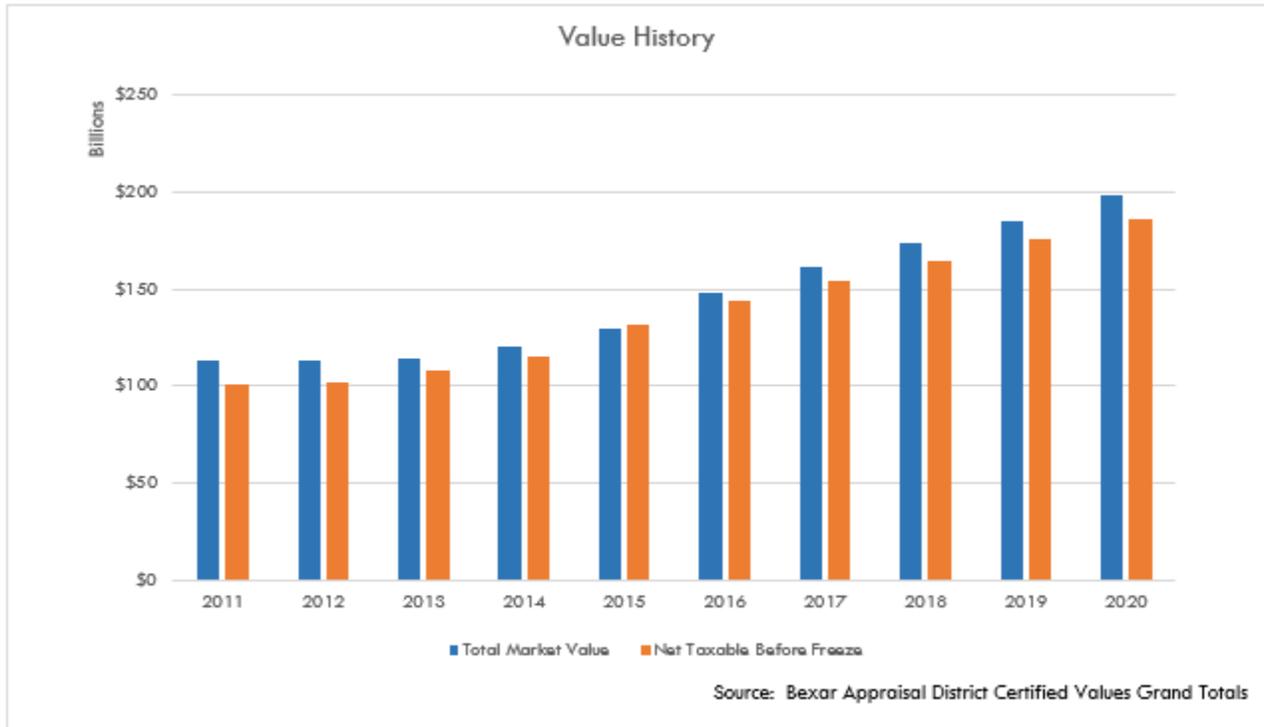
By local referendum held in 1952, the District is limited to a total tax rate not to exceed \$0.25. This is lower than the \$1.00 ad valorem tax rate for community college districts permitted by Section 130.122, as amended, of the Texas Education Code.

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

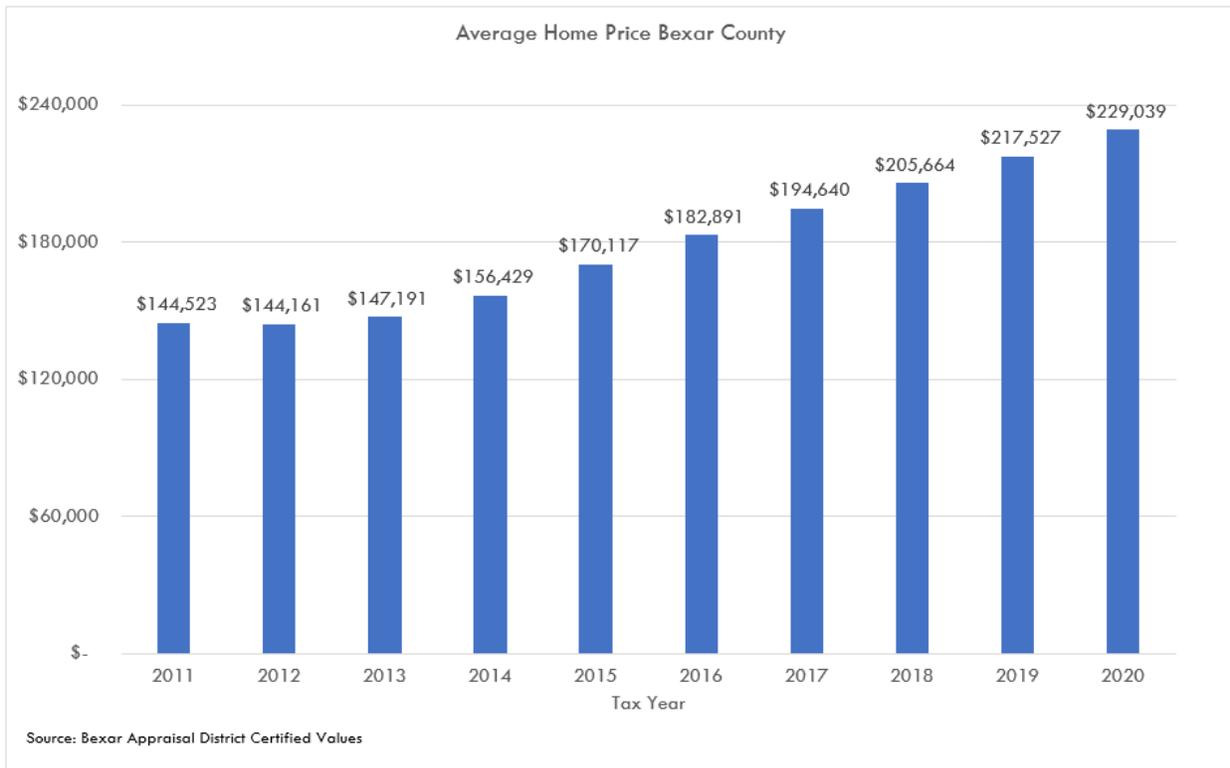


Growth in Taxable Valuation

The District has benefitted from increasing taxable values in Bexar County as shown on the chart below. As of the initial roll certification in July of 2010, the net taxable value of the appraisal roll for the District was approximately \$100 billion, and that has grown to over \$186 billion in 2020. For the past 5 years, net taxable value has grown over 7% on an annualized rate. The rise in taxable assessed value has resulted in an increasing revenue stream for the Alamo Colleges District without raising the tax rate since 2012 and has provided funding for facilities operations and maintenance on infrastructure. Although the impact of COVID-19 is not fully known at this time, the expectation is for continued growth, especially in the single family housing category.



San Antonio continues to exceed housing benchmarks in sales volume; increases in population plus low home interest rates have combined to create a tight housing supply. For the average homeowner, values have increased steadily, averaging over 6% over the last 5 years. The average home price in Bexar County for the most recent appraisal year is currently \$229,039.





Tax Rate

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

Two Parts to the Tax Rate/Revenue

M&O	Debt
<ul style="list-style-type: none"> ·Maintenance and Operations ·Covers facilities, salaries, utilities, day-to-day operations ·Important component of budgeted revenue 	<ul style="list-style-type: none"> ·Covers Principal and Interest on bonds issued and secured by property ·Includes capital improvement projects

Alamo Colleges District's current Tax Rate of \$0.149150
\$0.107760 M&O + \$0.04139 Debt

Debt Supported by M&O Tax Revenue

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

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

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

(1) Calendar final maturity 11/1/2036
 (2) Calendar final maturity 11/1/2046
 (3) Mandatory tender 11/1/2024



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

For the Year Ended August 31,	Revenue Bonds	
	Principal	Interest
2021	\$ 6,100	\$ 3,302
2022	6,395	3,016
2023	6,715	2,712
2024	7,055	2,388
2025	4,245	2,175
2026-2030	14,135	8,930
2031-2035	9,960	6,361
2036-2040	8,765	4,170
2041-2045	8,905	2,204
2046-2050	4,235	214
Total	\$ 76,510	\$ 35,472

Does not include future refunding/CIP issuance or defeasance.

Debt Supported by Debt Tax Revenue

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

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



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

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

For the Year Ended August 31,	General Obligation Bonds		Maintenance Tax Notes		Total Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2021	\$ 14,450	\$ 15,699	\$ 36,560	\$ 3,968	\$ 51,010	\$ 19,666
2022	14,905	15,241	22,700	2,072	37,605	17,312
2023	15,370	14,768	9,970	1,330	25,340	16,098
2024	16,135	14,009	2,280	1,036	18,415	15,045
2025	16,950	13,199	2,395	919	19,345	14,118
2026-2030	88,425	52,453	13,955	2,622	102,380	55,075
2031-2035	85,105	34,883	3,235	81	88,340	34,964
2036-2040	78,350	11,367	-	-	78,350	11,367
2041-2045	17,005	1,137	-	-	17,005	1,137
2046-2050	-	-	-	-	-	-
Total	\$ 346,695	\$ 172,756	\$ 91,095	\$ 12,028	\$ 437,790	\$ 184,784

Does not include future refunding/CIP issuance or defeasance.



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
	Total	2,259	6,540	5,826	6,671	6,240	2,419
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
	Total	6,889	18,010	15,955	18,100	16,156	7,100
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
	Total	4,152	10,763	10,246	10,978	10,660	4,320
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
	Total	7,631	19,499	18,119	20,201	19,166	8,054
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
	Total	4,783	12,962	13,510	12,962	13,780	4,879
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
	Total	25,714	67,774	63,656	68,912	66,001	26,771



Daily Registration
Headcount By All Parts of Term

COLLEGE	AII PRTM	Historical			FY21 Approved Budget			COLLEGE	AII PRTM	Historical			FY21 Approved Budget				
		NLC	NLC	NLC	NLC					SAC	SAC	SAC	SAC				
		Summer 2019	Fall 2019	Spring 2019	Fall 2020	Spring 2021	Summer 2021			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		
	Total	2,259	6,540	5,826	6,671	6,240	2,419		Total	7,631	19,499	18,119	20,201	18,886	8,054		
	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		
Total		6,889	18,010	15,955	18,100	16,156	7,100	Total	4,783		12,962	13,510	12,962	13,780	4,879		
PAC		Continuing	3,164	4,747	5,978	4,813	6,220	3,292	Alamo		Continuing	19,466	34,000	41,318	34,229	42,525	20,214
		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		
	Total	4,152	10,763	10,246	10,978	10,660	4,320	Total		25,714	67,774	63,656	68,912	65,721	26,771		



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
	Total	10,103	52,189	44,586	53,233	47,752	10,820
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
	Total	33,264	138,947	120,274	139,642	121,786	34,281
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
	Total	18,695	75,877	67,719	77,395	70,455	19,450
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
	Total	35,926	142,746	129,777	149,345	137,097	37,915
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
	Total	22,339	84,325	85,419	84,325	87,127	22,786
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
	Total	120,327	494,084	447,775	503,939	464,217	125,252



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
Total	1,894,951	5,131,434	2,926,017	5,921,411	4,162,794	20,036,608



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.

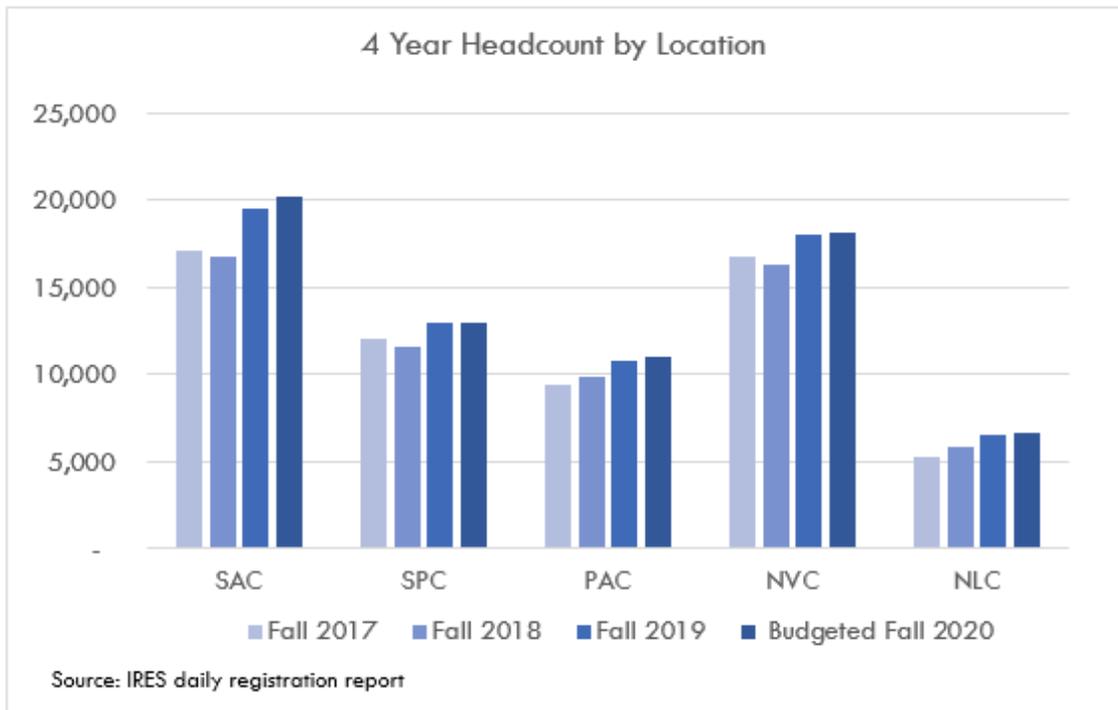
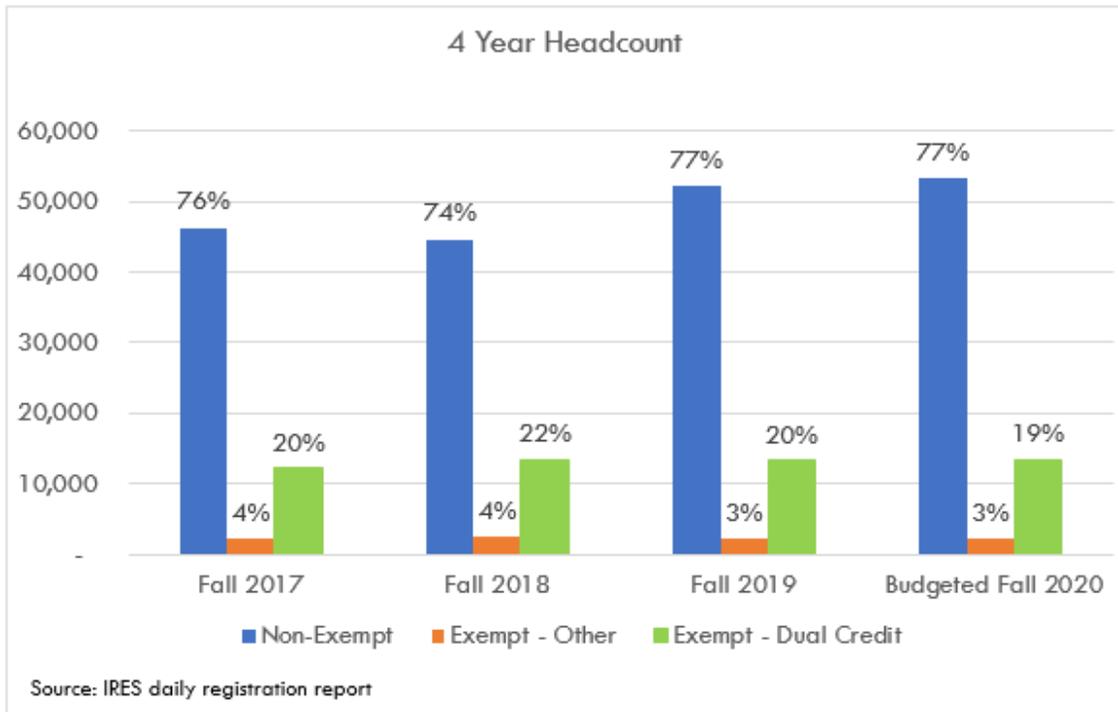


Source: THECB Accountability System
Includes contact hours not funded by State



Headcount – All Parts of Term

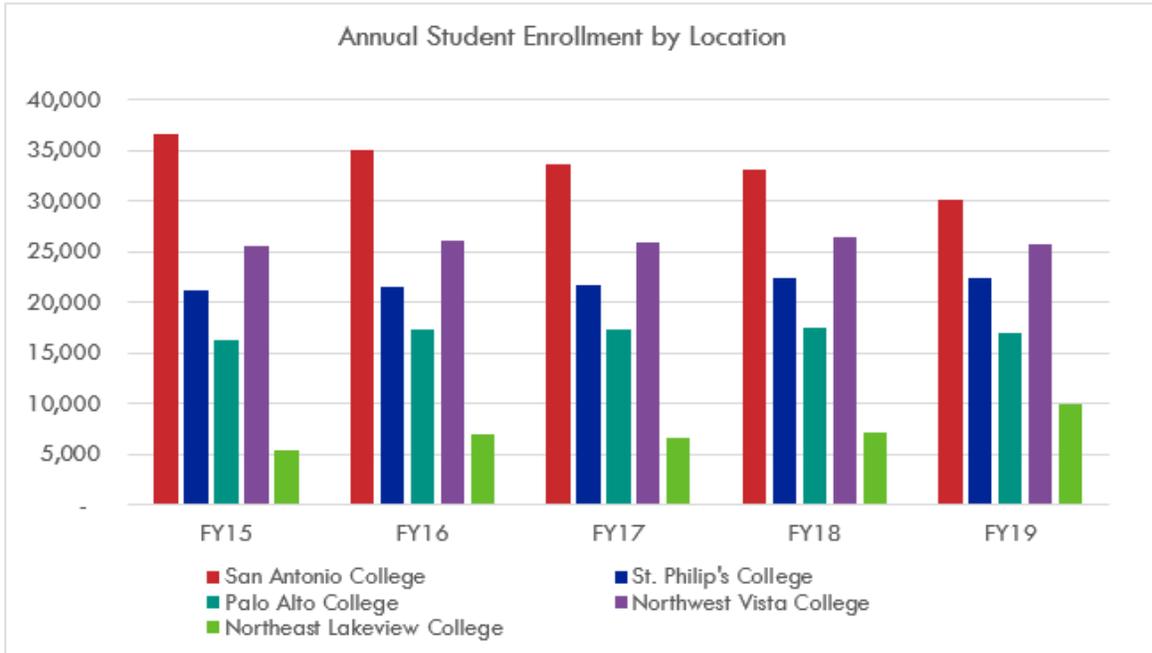
Student headcount for all parts of term is the number of students enrolled in a course(s) at one of the five Colleges, and are categorized as Non-Exempt (students paying full tuition), Exempt-Dual Credit (waived tuition for high school students, Academies, and Early College High School) enrolled in college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



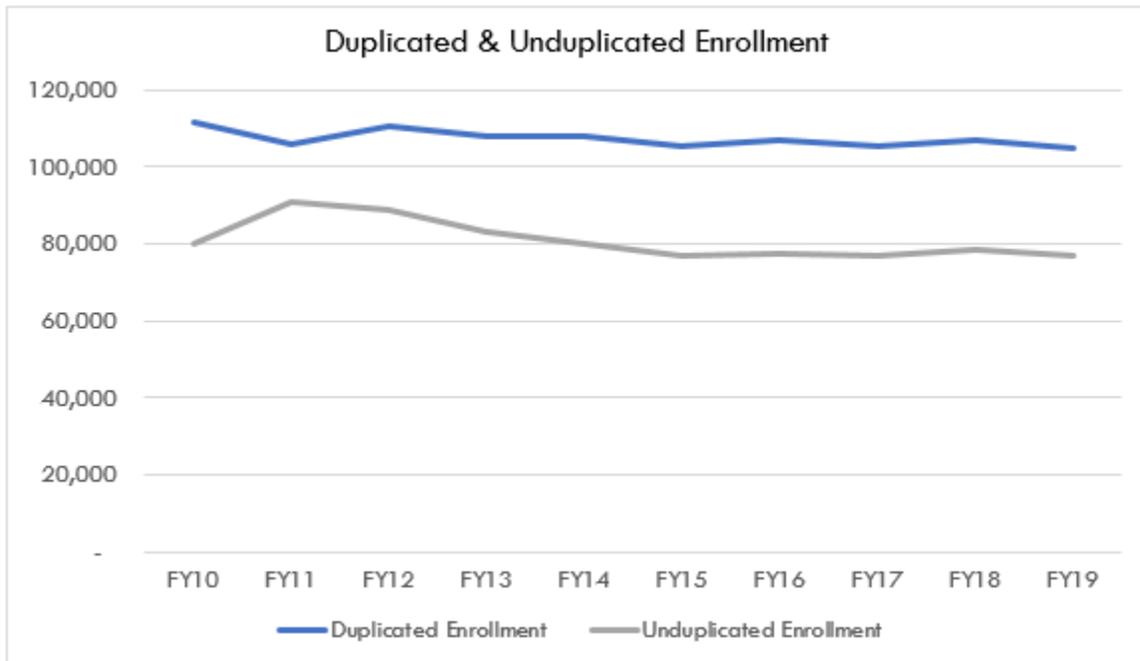


Annual Enrollment

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

San Antonio College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
INSTRUCTION									
SAC Architecture	111001	811241	1020	5.00	342,367	97,409		3,518	443,294
SAC Biological Sciences	111001	811121	1030	13.00	800,834	552,027		28,643	1,381,504
SAC Astronomy	111001	811131	1030	3.00	222,895	23,989		799	247,683
SAC Chemistry	111001	811132	1030	4.00	205,248	154,904		17,726	377,878
SAC Earth Sciences	111001	811133	1030	2.00	134,974	99,331		1,746	236,051
SAC Anthropology	111001	811134	1030		-	72,625		-	72,625
SAC Physics	111001	811243	1030	3.00	193,423	112,574		2,276	308,273
SAC Mortuary Science	111001	812081	1030	5.00	335,638	89,088		84,150	508,876
SAC Business Occupations	111001	812011	1040	5.00	364,180	72,617		1,595	438,392
SAC Conf and Court Reporting	111001	812013	1040	3.00	177,435	153,014		2,633	333,082
SAC Legal Assistant	111001	812014	1040	1.00	70,323	23,153		738	94,214
SAC Banking Technology	111001	812041	1040		-	8,970		-	8,970
SAC Business Administration	111001	812042	1040	3.00	241,947	125,263		-	367,210
SAC Management	111001	812043	1040	5.00	419,288	163,368		3,007	585,663
SAC Real Estate Program	111001	812045	1040	1.00	62,319	53,644		-	115,963
SAC Journalism	111001	811182	1060	3.00	223,324	111,965		21,801	357,090
SAC KSYM	111001	811186	1060		-	87,523		3,930	91,453
SAC Radio and Television and Film	111001	811187	1060	4.00	243,528	153,707		20,569	417,804
SAC Computer Information Systems	111001	812061	1070	12.00	806,535	603,884		17,429	1,427,848
SAC Child Development Operations	111001	812053	1090	3.00	198,718	57,439		7,260	263,417
SAC Edge Program	111001	811242	1100		-			624	624
SAC Engineering	111001	811244	1100	1.00	81,512	73,472		922	155,906
SAC English	111001	811152	1120	25.07	1,846,073	188,399		3,917	2,038,389
SAC Multicultural Conference	111001	811153	1120		-			5,301	5,301
SAC Humanities	111001	811155	1120	1.00	62,860	45,437		-	108,297
SAC English As A Second Language	111001	811161	1120	4.00	184,781	206,288		5,772	396,841
SAC Philosophy	111001	811221	1120	9.00	516,997	189,828		489	707,314
SAC Auditorium	111001	811271	1120		-	141,757		-	141,757
SAC Theatre and Communications	111001	811274	1120		-	267,588		-	267,588



San Antonio College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
SAC Speech Communication	111001	811275	1120	6.00	338,267			1,476	339,743
SAC Theater	111001	811276	1120	3.00	184,502			13,226	197,728
SAC Dance	111001	811277	1120		-			1,604	1,604
SAC Education	111001	811291	1120	0.13	11,361			-	11,361
SAC World Languages	111001	811162	1130	6.00	424,925	311,596		2,247	738,768
SAC Interpreter Training	111001	812031	1130	11.00	664,644	390,660		7,983	1,063,287
SAC Dental Assistants	111001	812021	1140	1.00	58,466	137,639		30,365	226,470
SAC Medical Assisting	111001	812022	1140	4.00	259,098	24,510		9,901	293,509
SAC Allied Health-Shared Expenses	111001	812023	1140		-			2,128	2,128
SAC Credit EMS	111001	812024	1140		-			5,076	5,076
SAC Nursing Ed Associate Degree	111001	812091	1140	25.00	1,579,351	990,832		901,372	3,471,555
SAC Credit EMS	111001	812024	1160	2.00	98,305	64,427		-	162,732
SAC Mental Health/Human Services	111001	812202	1160	2.00	126,146	203,114		745	330,005
SAC Mathematics	111001	811202	1190		-	100,000		-	100,000
SAC Mathematics	111001	811203	1190	19.00	1,409,135	657,572		2,684	2,069,391
SAC Physical Education	111001	811192	1230	5.00	324,642	152,882		30,606	508,130
SAC Fire Technology	111001	812104	1240	4.00	233,869	454,134		167,482	855,485
SAC Emergency Mgt and HL Security	111001	812106	1240		-			3,417	3,417
SAC Law Enforcement	111001	812107	1240	1.00	-	130,965		63,412	194,377
SAC Public Administration	111001	812204	1240	1.00	84,203	31,436		-	115,639
SAC Criminal Justice	111001	812205	1240	4.00	286,454	155,223		2,773	444,450
SAC History	111001	811171	1250	11.00	618,309	386,439		1,568	1,006,316
SAC Mexican American Studies	111001	811172	1250		-	18,235		3,381	21,616
SAC Political Science	111001	811231	1250	9.00	544,005	273,144		1,379	818,528
SAC Economics	111001	811232	1250	2.00	152,348	47,080		-	199,428
SAC Psychology	111001	811251	1250	8.00	693,970	269,726		3,078	966,774
SAC Sociology	111001	811261	1250	5.00	299,035	134,060		2,043	435,138
SAC Social Work	111001	811262	1250	1.00	61,391	17,732		2,096	81,219
SAC Student Development	111001	816409	1250	8.00	582,980			-	582,980
SAC Photography	111001	811183	1260	1.00	99,144	55,465		4,410	159,019
SAC Communication Design	111001	811185	1260	3.00	239,991	27,805		5,940	273,736
SAC Music Business Program	111001	811188	1260		-	49,907		3,728	53,635



San Antonio College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
SAC Music	111001	811211	1260	6.00	320,940	245,775		24,700	591,415
SAC Art	111001	811281	1260	6.00	423,755	310,395		7,018	741,168
SAC General Institutional Costs	111001	810002	1270		-		7,533,102	-	7,533,102
SAC VP Academic Success	111001	811001	1270		-	172,500		-	172,500
SAC Dual Credit Admin and Operation	111001	811703	1270		-	105,120		101,407	206,527
SAC Professional CE	111001	812003	1270		-	84,256		356	84,612
SAC Student Learning Assistance Ctr	111001	815008	1270		-	282,694		55,284	337,978
SAC Creative Multimedia	111001	815333	1270		-	36,022		-	36,022
SAC Developmental Math	111001	811201	1280		-	90		-	90
SAC Developmental English	111001	811151	1290	2.93	239,930	479,988		-	719,918
SAC Education	111001	811291	1290	0.87	76,035			-	76,035
SAC CE Vocational ESL	111001	813005	1999		-	166,722		-	166,722
PUBLIC SERVICE									
SAC General Institutional Costs	111001	810002	2010		-		214,503	-	214,503
SAC General Institutional Costs	171005	810002	2010		-		161	-	161
SAC General Institutional Costs	171007	810002	2010		-		4,459	-	4,459
SAC General Institutional Costs	171011	810002	2010		-		28,700	-	28,700
SAC Fredstock	111001	811103	2010		-			15,520	15,520
SAC AUX Student Publications	171003	811181	2010		-			500	500
SAC Gym Rental	111001	811193	2010		-			17,877	17,877
SAC Auditorium	171005	811271	2010		-	500		24,285	24,785
SAC Eco Centro	111001	813011	2010		-	226,583		-	226,583
SAC Eco Centro	171011	813011	2010		-	115,339		71,156	186,495
SAC CLCSA	171007	813017	2010		-	400		72,840	73,240
SAC Tech Store	111001	817007	2010		-	145,610		-	145,610
SAC Scobee Education Center	111001	817401	2010		-	316,441		-	316,441
SAC Scobee Education Center	171007	817401	2010		-	52,217		-	52,217
ACADEMIC SUPPORT									
SAC General Institutional Costs	111001	810002	3010		-	494,311	868,796	-	1,363,107
SAC Adjunct Faculty Council	111001	810107	3010		-			4,455	4,455
SAC VP Academic Success	111001	811001	3010		-	276,533		46,229	322,762
SAC Honors Academy	111001	811003	3010		-			8,419	8,419



San Antonio College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
SAC Special Projects	111001	811005	3010		-			40,095	40,095
SAC Quality Enhancement Plan	111001	811007	3010		-	39,198		8,306	47,504
SAC Dean Academic Success CCAST	111001	811101	3010		-	214,793		60,624	275,417
SAC Biological Sciences	111001	811121	3010		-	34,110		-	34,110
SAC Forensic Account	111001	811272	3010		-			2,570	2,570
SAC Writing Center	111001	811301	3010		-	154,257		1,871	156,128
SAC Dual Credit Admin and Operation	111001	811703	3010		-	188,293		-	188,293
SAC Dean Academic Success HBBEPS	111001	812001	3010		-	288,794		70,884	359,678
SAC Professional CE	111001	812003	3010		-	74,152		-	74,152
SAC Medical Assisting	111001	812022	3010		-	39,605		-	39,605
SAC Dean Academic Success:Acad Svcs	111001	815001	3010		-	136,894		23,084	159,978
SAC Library	111001	815301	3010		-	732,520		397,156	1,129,676
SAC Creative Multimedia	111001	815333	3010		-	472,717		43,501	516,218
SAC VP Student Success Office	111001	816001	3010		-	44,743		-	44,743
SAC Dean of Student Succss-Inst Sup	111001	816801	3010		-	103,080		-	103,080
STUDENT SERVICES									
SAC General Institutional Costs	111001	810002	4010		-		2,518,707	-	2,518,707
SAC General Institutional Costs	111003	810002	4010		-		76,150	-	76,150
SAC Office of the President	111001	810003	4010		-	74,152		-	74,152
SAC Special Projects	111001	811005	4010		-	5,138		-	5,138
SAC Student Advocacy Center	111001	811006	4010		-	215,027		46,878	261,905
SAC Child Development Center	111001	812051	4010		-	507,271		-	507,271
SAC VP Student Success Office	111001	816001	4010		-	401,002		65,000	466,002
SAC Student Conduct	111001	816105	4010		-	224,587		4,066	228,653
SAC Student Activities	111001	816106	4010		-	223,699		23,531	247,230
SAC Student Activity Fee-Designated	111003	816110	4010		-	295,827		483,556	779,383
SAC Outreach & Recruitment	111001	816201	4010		-	905,749		54,876	960,625
SAC Admissions and Records	111001	816202	4010		-	663,997		9,921	673,918
SAC Commencement	111001	816204	4010		-			97,650	97,650
SAC Advising Services	111001	816401	4010		-	2,481,800		15,858	2,497,658
SAC Intl Student Services	111001	816403	4010		-	135,620		8,095	143,715
SAC Retention and Transition Serv	111001	816405	4010		-			8,236	8,236



San Antonio College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
SAC Student Success Council	111001	816406	4010		-			1,800	1,800
SAC Student Development	111001	816409	4010		-	270,533		3,714	274,247
SAC Counseling Services	111001	816410	4010		-	288,102		3,256	291,358
SAC Veterans Affairs	111001	816411	4010		-	766,516		45,000	811,516
SAC New Student Orientation	111001	816413	4010		-	23,293		30,000	53,293
SAC Disability Support Services	111001	816507	4010		-	360,000		16,246	376,246
SAC Womens Center	111001	816612	4010		-	604,327		29,228	633,555
SAC Assessment and Testing	111001	816701	4010		-	228,423		52,418	280,841
SAC Dean of Student Succss-Inst Sup	111001	816801	4010		-	176,148		23,722	199,870
SAC Dean of Student Succss-Holistic	111001	816802	4010		-	24,504		23,722	48,226
SAC Special Programming	111001	817012	4010		-			40,000	40,000
INSTITUTIONAL SUPPORT									
SAC General Institutional Revenue	171001	810001	5010		-			36,100	36,100
SAC General Institutional Costs	111001	810002	5010		-	(1,813,265)	619,386	500,000	(693,879)
SAC Office of the President	111001	810003	5010		-	490,025		221,719	711,744
SAC Institutional Memberships	111001	810004	5010		-			82,250	82,250
SAC Hospitality Account	111001	810005	5010		-			75,000	75,000
SAC Special Initiatives	111001	810009	5010		-			3,038	3,038
SAC Staff Council Fund Raising	111001	810012	5010		-			9,022	9,022
SAC Paper Recycling	111001	810013	5010		-			43,000	43,000
SAC Budget Office	111001	810021	5010		-	149,824		352,962	502,786
SAC Faculty Senate	111001	810101	5010		-			2,576	2,576
SAC Resource College Development	111001	810103	5010		-	156,912		15,491	172,403
SAC Equity & Inclusion Excellence	111001	810105	5010		-	26,450		42,776	69,226
SAC Public Information	111001	810501	5010		-	324,806		199,142	523,948
SAC Campus Logistics	111001	814007	5010		-	139,956		3,736	143,692
SAC Software	111001	815103	5010		-			326,781	326,781
SAC IT Asset Management	111001	815332	5010		-	28,000		187,200	215,200
SAC VP Student Success Office	111001	816001	5010		-			70,000	70,000
SAC Intg Plan&PerformanceExcellence	111001	816002	5010		-	466,182		3,420	469,602
SAC Dean of Student Succss-Holistic	111001	816802	5010		-	52,518		-	52,518
SAC VP College Services Office	111001	817001	5010		-	345,336		211,939	557,275



San Antonio College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
SAC Consolidated Printers	111001	817003	5010		-			278,750	278,750
SAC College Projects	111001	817004	5010		-			30,667	30,667
SAC SACSCOC Reaccreditation	111001	817006	5010		-	29,433		5,016	34,449
SAC Risk Management	111001	817010	5010		-			3,230	3,230
SAC Campus Operations Management	111001	817013	5010		-	24,942		38,365	63,307
SAC Technology Center	111001	817201	5010		-	1,797,136		10,056	1,807,192
SAC Go-Print	111001	817202	5010		-			46,000	46,000
OPERATIONS AND MAINTENANCE OF PLANT									
SAC General Institutional Costs	111001	810002	6010		-		9,416	-	9,416
SAC General Institutional Costs	171005	810002	6010		-		1,373	-	1,373
SAC Gym Rental	111001	811193	6010		-	18,413		-	18,413
SAC Auditorium	111001	811271	6010		-	95,144		-	95,144
SAC Auditorium	171005	811271	6010		-	16,560		-	16,560
AUXILIARY ENTERPRISES									
SAC Child Development Center	131001	812051	8010		-			7,000	7,000
SAC Tech Store	171010	817007	8010		-			199,999	199,999
TRANSFERS									
SAC General Institutional Costs	111002	810002	9425		-			1,573,776	1,573,776
Total San Antonio College				273.00	\$ 18,170,400	\$ 26,272,585	\$ 11,874,753	\$ 132,438,378	\$ 64,590,624

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

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



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

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
INSTRUCTION									
SPC SWC AMT Program	112001	828013	1020	2.00	117,130	167,735		32,000	316,865
SWC Machine Technology	112001	828562	1020	5.00	283,520	167,008		51,090	501,618
SWC Welding	112001	828563	1020	3.00	173,760	94,425		94,000	362,185
SPC Physics	112001	821151	1030	1.00	84,612	49,000		6,000	139,612
SPC Biological Sciences	112001	821152	1030	11.00	744,707	606,930		52,600	1,404,237
SPC Chemistry	112001	821153	1030	6.00	403,884	342,338		55,016	801,238
SPC Counseling and Student Develop	112001	826031	1030	1.00	63,209			-	63,209
SPC Business Administration	112001	821133	1040	1.00	61,480	15,000		-	76,480
SPC Administrative Computer Tech	112001	822041	1040		-	77,425		10,700	88,125
SPC Accounting Informatn Sys Tech	112001	822042	1040	1.00	86,791	12,000		300	99,091
SPC Business Management	112001	822043	1040	3.00	189,841	81,500		125	271,466
SPC Computer Science	112001	821134	1070	3.00	166,471	27,000		-	193,471
SPC Computer Maintenance	112001	822032	1070	1.00	63,440			1,000	64,440
SPC Information Technology	112001	822044	1070	4.00	260,697	242,746		9,500	512,943
SWC Electrician	112001	828502	1080	2.00	128,858	100,000		37,600	266,458
SWC Plumbing	112001	828505	1080	1.00	47,887	30,436		4,300	82,623
SPC Early Childhood Studies	112001	822004	1090	2.00	113,049	44,000		1,500	158,549
SPC Tourism Hospitality Culinary	112001	822061	1090	9.00	578,429	301,856		67,720	948,005
SPC Child Development Operations	112001	826021	1090		-	379,780		-	379,780
SPC Electronic Systems Technology	112001	822031	1110	4.00	240,782	137,000		24,350	402,132
SPC Power Generation & Altrn Energy	112001	822034	1110	1.00	49,324			-	49,324
SWC Allied Construction	112001	828501	1110	3.00	158,286	171,500		55,130	384,916
SWC Home Building	112001	828503	1110	1.00	46,248	61,000		21,400	128,648
SPC English	112001	821112	1120	9.80	620,097	306,267		11,100	937,464
SPC Writing Center	112001	821113	1120		-			3,500	3,500
SPC Reading and Education	112001	821171	1120	1.00	76,232	194,737		-	270,969
SPC Foreign Languages	112001	821172	1130	2.00	138,154	4,000		-	142,154
SPC Nursing Associate Degree	112001	822052	1140	3.00	195,776	71,284		45,000	312,060
SPC Nurse Aide	112001	822056	1140	2.00	113,486			5,650	119,136
SPC Simulation Center	112001	822057	1140		-			45,500	45,500
SPC VP Academic Affairs Office	112001	821001	1160		-	100,000		-	100,000



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

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
SPC Bio-Med Technology	112001	822005	1160	2.00	112,946	15,000		10,150	138,096
SPC Occupational Therapy Assistant	112001	822012	1160	3.00	174,969	73,045		68,350	316,364
SPC Radiography	112001	822013	1160	6.00	364,388	265,201		179,850	809,439
SPC Sonography	112001	822014	1160	3.00	171,315	66,000		69,800	307,115
SPC Respiratory Care	112001	822015	1160	5.00	266,121	167,000		86,100	519,221
SPC Surgical Tech	112001	822016	1160	2.00	101,455	89,425		41,050	231,930
SPC Cardiovascular	112001	822017	1160	2.00	110,926	19,000		46,720	176,646
SPC Medical Laboratory	112001	822018	1160	2.00	100,556	62,000		107,550	270,106
SPC Physical Therapy Assistant	112001	822019	1160	3.00	169,251	76,500		73,550	319,301
SPC Health Information Systems	112001	822020	1160	2.00	109,678	156,732		32,025	298,435
SPC Vision Care Technology	112001	822063	1160	2.00	110,571	5,000		30,600	146,171
SPC Histologic Technician	112001	822064	1160	2.00	115,224	6,700		23,000	144,924
SPC Nursing Vocational	112001	822051	1180	15.00	930,508	378,507		432,650	1,741,665
SPC Nursing New Braunfels Prog	112001	822053	1180	2.00	107,810	49,201		3,025	160,036
SPC Mathematics	112001	821131	1190	7.75	482,465	317,320		52,500	852,285
SPC Automotive Technology	112001	822021	1200	10.00	555,600	237,860		99,875	893,335
SPC General Motors	112001	822022	1200		-			18,640	18,640
SPC Ford Motors	112001	822023	1200		-	69,454		29,228	98,682
SWC Auto Body	112001	828561	1200	2.00	97,171	60,000		68,050	225,221
SWC Aviation	112001	828541	1210	9.00	559,228	159,425		106,455	825,108
SWC Diesel Technology	112001	828543	1210	4.00	217,143	176,006		81,495	474,644
SWC Auto Body	112001	828561	1210	1.00	65,000			-	65,000
SPC Kinesiology	112001	821141	1230	2.00	108,832	79,425		7,750	196,007
SPC Psychology	112001	821161	1250	4.00	248,349	276,669		1,850	526,868
SPC Social Sciences	112001	821162	1250	17.00	1,028,771	518,661		1,550	1,548,982
SPC Theater and Fine Arts	112001	821121	1260	2.00	161,804	249,931		34,250	445,985
SPC Music	112001	821122	1260	2.00	119,321	111,000		26,300	256,621
SPC General Institutional Costs	112001	820002	1270		-	295,709	5,629,229	-	5,924,938
SPC VP Academic Affairs Office	112001	821001	1270		-	106,087		-	106,087
SPC Community Svc and Training	112001	823008	1270		-	93,038		12,800	105,838
SPC Distance Learning	112001	823053	1270		-			9,000	9,000
SPC School To Work Program	112001	828004	1270		-	50,811		74,189	125,000



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

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
SPC Mathematics	112001	821131	1280	1.00	47,936			-	47,936
SPC Developmental Math	112001	821132	1280	7.25	518,067	487,813		6,250	1,012,130
SPC Developmental English	112001	821111	1290	3.20	217,246	22,000		-	239,246
SPC Writing Center	112001	821113	1290		-	58,098		-	58,098
SPC General Institutional Costs	112001	820002	1999		-			80,000	80,000
PUBLIC SERVICE									
SPC General Institutional Costs	112001	820002	2010		-		6,967	-	6,967
SPC OE - Fine Arts	112001	821123	2010		-	83,295		19,750	103,045
SPC CETC-BIS Contract Training	112001	822045	2010		-			3,000	3,000
SPC GED Testing	112001	826065	2010		-			1,850	1,850
ACADEMIC SUPPORT									
SPC General Institutional Costs	112001	820002	3010		-		1,280,249	-	1,280,249
SPC Faculty Development	112001	820013	3010		-			9,000	9,000
SPC Marketing & Strategic Commun.	112001	820041	3010		-	58,843		-	58,843
SPC Leadership and Learning Cntr	112001	820301	3010		-	47,683		-	47,683
SPC VP Academic Affairs Office	112001	821001	3010		-	222,959		228,100	451,059
SPC Dean Arts and Sciences Office	112001	821101	3010		-	646,722		32,630	679,352
SPC Dean of Health Science Office	112001	821801	3010		-	403,766		44,835	448,601
SPC Dean Applied Science Office	112001	822001	3010		-	103,080		13,850	116,930
SPC Instructional Development	112001	823041	3010		-	334,554		5,100	339,654
SPC Information&Communication Tech	112001	823051	3010		-	916,610		72,225	988,835
SPC Library Services	112001	824001	3010		-	850,312		32,083	882,395
SPC Library Archives	112001	824002	3010		-			5,225	5,225
SPC Library Books and Materials	112001	824003	3010		-			235,700	235,700
SPC Media Services	112001	824004	3010		-	48,979		9,302	58,281
SPC Dean Interdisciplinary Programs	112001	825001	3010		-	137,505		1,040	138,545
SWC Dean Of Administration	112001	828003	3010		-	116,508		16,592	133,100
SPC Dean for Academic Success SWC	112001	828005	3010		-	314,537		14,500	329,037
STUDENT SERVICES									
SPC General Institutional Costs	112001	820002	4010		-		1,484,354	12,500	1,496,854
SPC General Institutional Costs	112003	820002	4010		-		9,204	-	9,204
SPC VP Student Success Office	112001	826001	4010		-	214,102		68,254	282,356



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

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
SPC Student Activity Fee-Designated	112003	826005	4010		-	109,559		313,238	422,797
SPC Recruitment	112001	826033	4010		-	312,982		24,450	337,432
SPC Educational Support Svcs	112001	826041	4010		-	649,905		85,662	735,567
SPC Advising	112001	826042	4010		-	1,687,594		20,000	1,707,594
SPC Admissions and Records	112001	826062	4010		-	828,312		32,650	860,962
SPC Commencement	112001	826063	4010		-	43,285		-	43,285
SPC Assessment and Testing	112001	826068	4010		-	265,403		26,893	292,296
SPC Veterans Affairs	112001	826069	4010		-			19,800	19,800
SPC Military Support Services	112001	826070	4010		-	391,714		1,500	393,214
SPC Service Learning	112001	826081	4010		-	45,054		33,550	78,604
SPC Health Center	112001	826091	4010		-	96,089		1,500	97,589
SPC Student Activities	112001	826092	4010		-	247,791		5,350	253,141
SPC Student Activities	112003	826092	4010		-			-	-
INSTITUTIONAL SUPPORT									
SPC General Institutional Costs	112001	820002	5010		-		596,770	285,000	881,770
SPC Office of the President	112001	820003	5010		-	823,587		67,256	890,843
SPC Hospitality Account	112001	820004	5010		-			117,000	117,000
SPC Staff Council	112001	820005	5010		-			4,750	4,750
SPC Quality Enhancement Plan	112001	820007	5010		-	74,481		33,001	107,482
SPC Business Services	112001	820008	5010		-			127,955	127,955
SPC Institutional Effectiveness	112001	820009	5010		-			34,000	34,000
SPC Faculty Senate	112001	820012	5010		-			750	750
SPC Health Wellness Program	112001	820014	5010		-			7,500	7,500
SPC LRC Fines	112001	820018	5010		-			1,000	1,000
SPC Marketing & Strategic Commun.	112001	820041	5010		-	368,004		161,150	529,154
SPC Institutional Advancement	112001	820101	5010		-	291,783		65,000	356,783
SPC Planning and Research	112001	820201	5010		-	154,679		13,081	167,760
SPC CETC-BIS Contract Training	112001	822045	5010		-			7,000	7,000
SPC Hospitality Operations	112001	822062	5010		-			143,100	143,100
SPC Commencement	112001	826063	5010		-			125,000	125,000
SPC Dean for Academic Success SWC	112001	828005	5010		-	157,457		-	157,457



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

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
OPERATIONS AND MAINTENANCE OF PLANT									
SPC General Institutional Costs	172002	820002	6010		-			5,000	5,000
SPC Office of the President	172001	820003	6010		-			7,900	7,900
SPC Theater and Fine Arts	172002	821121	6010		-			10,000	10,000
AUXILIARY ENTERPRISES									
SPC General Institutional Costs	132001	820002	8010		-		22,435	-	22,435
SPC GoPrint	132001	823055	8010		-			12,000	12,000
SPC Child Development Center	112001	826022	8010		-			4,985	4,985
SPC Child Development Center	132001	826022	8010		-	69,703		8,230	77,933
TRANSFERS									
SPC General Institutional Costs	112002	820002	9425		-			1,336,511	1,336,511
Total St. Philip's College				206.00	\$ 12,578,801	\$ 19,700,422	\$ 9,029,208	\$ 132,438,378	\$ 47,825,412

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

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



Palo Alto College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
INSTRUCTION									
PAC Agriculture	113001	831211	1010	1.00	56,571	20,000		5,835	82,406
PAC Horticulture	113001	831212	1010	1.00	52,172	102,214		11,750	166,136
PAC Biology - General	113001	831231	1030	11.00	695,465	327,415		31,000	1,053,880
PAC Chemistry	113001	831232	1030	4.00	238,224	144,321		41,000	423,545
PAC Physics	113001	831235	1030	1.00	56,178	22,000		17,000	95,178
PAC Geology	113001	831236	1030	1.00	32,500	35,000		5,000	72,500
PAC Biology - A&P/Micro	113001	831237	1030		-			31,000	31,000
PAC Business Administration	113001	831221	1040	1.00	80,494	50,000		-	130,494
PAC Business Occupations	113001	831222	1040		-	100,000		2,000	102,000
PAC Distribution Logistics	113001	831223	1040	1.50	94,194	45,000		3,000	142,194
PAC Mid-Management	113001	831224	1040	2.00	142,284	110,000		10,000	262,284
PAC Mass Communications	113001	831175	1060	1.00	32,500	15,000		100	47,600
PAC Computer Science	113001	831251	1070	3.00	239,868	100,000		1,000	340,868
PAC Computer Information Systems	113001	831252	1070	4.00	215,905	239,425		2,000	457,330
PAC Cybersecurity	113001	831253	1070	1.00	71,041			-	71,041
PAC Teacher Assistant and Aide Prog	113001	831136	1090		-	30,000		-	30,000
PAC Cosmetology	113001	831225	1090	3.00	150,505	253,252		146,951	550,708
PAC Engineering	113001	831234	1100		-	55,000		10,000	65,000
PAC Electro-Mechanical Technology	113001	831281	1110		-	5,000		10,000	15,000
PAC Oil and Gas Technology	113001	831283	1110	1.00	65,566	73,000		13,000	151,566
PAC Industrial Technology	113001	831297	1110	2.00	117,610	99,828		10,000	227,438
PAC Speech	113001	831113	1120	5.00	277,048	171,201		4,500	452,749
PAC Humanities	113001	831131	1120	1.00	48,755	37,000		2,500	88,255
PAC Philosophy	113001	831133	1120	3.00	223,188	50,000		1,000	274,188
PAC English	113001	831172	1120	7.00	410,630	384,758		7,000	802,388
PAC Reading and Education	113001	831176	1120	2.00	144,161			-	144,161
PAC Working Writers Series	113001	831179	1120		-			10,000	10,000
PAC LIS	113001	831303	1120		-	116,324		-	116,324
PAC Foreign Languages	113001	831174	1130	2.00	124,723	25,000		100	149,823
PAC Healthcare Administrator	113001	831226	1160	1.00	63,832	80,000		10,000	153,832
PAC Veterinary Technology	113001	831296	1160	2.00	109,224	320,364		94,000	523,588



Palo Alto College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
PAC Mathematics	113001	831261	1190	9.00	427,737	395,425		15,000	838,162
PAC Kinesiology	113001	831266	1230	4.00	289,523	60,000		15,000	364,523
PAC Criminal Justice	113001	831271	1240	1.00	59,327	25,000		1,000	85,327
PAC Social Work	113001	831272	1240		-	10,000		-	10,000
PAC Psychology	113001	831134	1250	3.00	237,516	144,425		3,000	384,941
PAC Sociology	113001	831135	1250		-	30,000		-	30,000
PAC Student Development	113001	831137	1250	5.00	410,581	80,000		3,500	494,081
PAC Economics	113001	831151	1250	1.00	32,500	50,000		4,000	86,500
PAC Geography	113001	831152	1250	1.00	51,223	20,000		-	71,223
PAC Government	113001	831153	1250	6.00	393,302	130,000		2,500	525,802
PAC History	113001	831154	1250	7.00	457,245	210,425		8,000	675,670
PAC Mexican-American Studies	113001	832505	1250	1.00	61,931	10,000		21,000	92,931
PAC Art	113001	831111	1260	5.00	350,282	92,000		10,000	452,282
PAC Drama	113001	831112	1260	2.00	143,500	74,000		12,000	229,500
PAC Music	113001	831114	1260	3.00	192,547	107,000		25,800	325,347
PAC Dance	113001	831118	1260		-	7,000		3,000	10,000
PAC TEDx Program	113001	831119	1260		-			10,000	10,000
PAC Marching Mariachi Band	113001	831121	1260		-			10,000	10,000
PAC General Institutional Costs	113001	830002	1270		-		3,342,828	76,000	3,418,828
PAC Technical Computer Labs	113001	830004	1270		-			121,000	121,000
PAC Participatory Budgeting	113001	830010	1270		-			50,000	50,000
PAC Honors Program	113001	830012	1270		-			7,000	7,000
PAC GoPrint Services	113001	830106	1270		-			16,000	16,000
PAC Distance Learning	113001	830201	1270		-	37,502		10,000	47,502
PAC Community Programs	113001	831405	1270		-	306,641		31,928	338,569
PAC Developmental Math	113001	831262	1280	9.00	554,947	50,000		-	604,947
PAC Developmental English	113001	831171	1290	4.00	229,477	30,000		400	259,877
ACADEMIC SUPPORT									
PAC General Institutional Costs	113001	830002	3010		-		413,434	-	413,434
PAC Business Services	113001	830015	3010		-	720		50,000	50,720
PAC VP Academic Success Office	113001	831001	3010		-	209,101		34,500	243,601
PAC Tutoring Services	113001	831008	3010		-	411,923		31,000	442,923



Palo Alto College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
PAC Academic Assessment	113001	831009	3010		-	134,942		10,000	144,942
PAC Dean Of Arts & Sciences Office	113001	831101	3010		-	141,907		26,600	168,507
PAC Dean Of Career & Technology Off	113001	831201	3010		-	227,768		26,600	254,368
PAC Dean Of Learning Resource	113001	831301	3010		-	103,800		10,000	113,800
PAC Learning Resources	113001	831302	3010		-	238,128		5,000	243,128
PAC LIS	113001	831303	3010		-			1,000	1,000
PAC Library Automation	113001	831304	3010		-			20,000	20,000
PAC Library Books and Materials	113001	831305	3010		-			120,000	120,000
PAC LRC Fines	113001	831307	3010		-			1,100	1,100
PAC Alumni Engagement	113001	832503	3010		-			15,000	15,000
STUDENT SERVICES									
PAC General Institutional Costs	113001	830002	4010		-		1,316,280	-	1,316,280
PAC General Institutional Costs	113003	830002	4010		-		13,028	-	13,028
PAC Gym Rental	113001	830020	4010		-	30,000		-	30,000
PAC Gym Rental	173001	830020	4010		-			15,000	15,000
PAC Commencement	113001	830102	4010		-			70,000	70,000
PAC New Student Orientation	113001	830205	4010		-	371,330		50,000	421,330
PAC Institutional Advancement	113001	830209	4010		-	63,784		-	63,784
PAC VP Student Success Office	113001	832001	4010		-	178,734		50,000	228,734
PAC PACfest	113001	832005	4010		-			145,000	145,000
PAC Dean of Advising & Enrollment	113001	832051	4010		-	365,695		32,000	397,695
PAC Student Conduct	113001	832052	4010		-			7,000	7,000
PAC Student Govt Assoc	113001	832053	4010		-			5,000	5,000
PAC Student Activities	113001	832101	4010		-	188,570		20,000	208,570
PAC Clinic	113001	832102	4010		-			10,000	10,000
PAC New Student Convocation	113001	832103	4010		-			10,000	10,000
PAC Student Activity Fee-Designated	113003	832106	4010		-	67,201		281,813	349,014
PAC SHARE Center	113001	832107	4010		-	98,059		40,000	138,059
PAC Admissions and Records	113001	832201	4010		-	425,717		10,000	435,717
PAC Assessment	113001	832204	4010		-	168,328		55,000	223,328
PAC Veterans Affairs	113001	832206	4010		-	258,451		28,500	286,951
PAC Counseling	113001	832401	4010		-	142,649		7,000	149,649



Palo Alto College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
PAC Puente Program	113001	832402	4010		-			7,000	7,000
PAC Special Populations	113001	832502	4010		-	98,048		7,000	105,048
PAC Scholarship Support Services	113001	832504	4010		-			15,000	15,000
PAC Undergraduate Advising	113001	832506	4010		-	180,000		-	180,000
PAC Dual Credit	113001	832507	4010		-	174,347		150,000	324,347
PAC Early College High School	113001	832508	4010		-	295,475		30,000	325,475
PAC STEAM Advising Center	113001	832509	4010		-	343,314		7,000	350,314
PAC SEED Advising Center	113001	832510	4010		-	340,392		7,000	347,392
PAC BOLD Advising Center	113001	832511	4010		-	310,747		7,000	317,747
PAC Advising Management	113001	832512	4010		-	242,242		11,000	253,242
PAC ECHS & DC Management	113001	832513	4010		-	103,989		10,000	113,989
INSTITUTIONAL SUPPORT									
PAC General Institutional Costs	113001	830002	5010		-		665,570	56,000	721,570
PAC Office of the President	113001	830003	5010		-	467,085		61,000	528,085
PAC Hospitality Account	113001	830005	5010		-			40,000	40,000
PAC Celebracion	113001	830006	5010		-			59,500	59,500
PAC Technology Plan Funds	113001	830009	5010		-			200,000	200,000
PAC Budget Office Operations	113001	830011	5010		-	120,088		5,000	125,088
PAC Business Services	113001	830015	5010		-			281,468	281,468
PAC Staff Council Designated Rev	113001	830016	5010		-			5,000	5,000
PAC Paper Recycling Fund	113001	830017	5010		-			20,000	20,000
PAC Information Technology Services	113001	830018	5010		-	549,292		40,000	589,292
PAC SACS Accreditation	113001	830024	5010		-			40,000	40,000
PAC Marketing & Strategic Comm.	113001	830101	5010		-	376,774		245,900	622,674
PAC VP of College Services Office	113001	830104	5010		-	167,182		27,000	194,182
PAC Hospitality College Services	113001	830105	5010		-			20,000	20,000
PAC Campus Safety	113001	830107	5010		-	51,722		30,000	81,722
PAC Planning and Research	113001	830203	5010		-	128,628		60,000	188,628
PAC Inst Adv and Eff and Comm Devel	113001	830206	5010		-	6,000		-	6,000
PAC Institutional Advancement	113001	830209	5010		-	101,707		15,000	116,707
PAC Campus Operations Mngmt	113001	830210	5010		-	168,651		50,000	218,651
PAC Strategic Planning	113001	830300	5010		-			15,000	15,000



Palo Alto College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
PAC Faculty Senate	113001	831004	5010		-			10,000	10,000
PAC Hospitality Academic Affairs	113001	831007	5010		-			20,000	20,000
PAC Auditorium	113001	831117	5010		-	105,718		25,000	130,718
PAC Health Wellness Program	113001	831267	5010		-			5,000	5,000
PAC Hospitality Student Affairs	113001	832003	5010		-			40,000	40,000
INSTITUTIONAL SCHOLARSHIPS									
PAC General Institutional Costs	113001	830002	7010		-			120,000	120,000
PAC Tutoring Services	113001	831008	7010		-			2,000	2,000
AUXILIARY ENTERPRISES									
PAC General Institutional Costs	133001	830002	8010		-		107,432	-	107,432
PAC General Institutional Costs	133003	830002	8010		-		98,636	-	98,636
PAC Misc Facility Rentals	173003	830019	8010		-			10,000	10,000
PAC Natatorium Operation + Maint	133003	830022	8010		-	365,836		222,836	588,672
PAC - Soccer Field	173003	830023	8010		-			10,000	10,000
PAC Summer Camps - Athletics	133001	830026	8010		-	40,000		84,000	124,000
PAC Summer Camps - Fine Arts	133001	830027	8010		-	6,000		45,600	51,600
PAC Summer Camps - Library	133001	830028	8010		-	2,700		2,220	4,920
PAC Drama	173002	831112	8010		-			3,000	3,000
PAC Auditorium	173002	831117	8010		-			15,000	15,000
PAC AUX Family Center	133001	832901	8010		-	321,972		49,239	371,211
TRANSFERS									
PAC General Institutional Costs	113002	830002	9425		-			777,902	777,902
Total Palo Alto College				122.50	\$ 7,634,276	\$ 13,775,236	\$ 5,957,208	\$ 132,438,378	\$ 32,453,362

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

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



Northwest Vista College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
INSTRUCTION									
NVC Biological Sciences	114001	842042	1030	18.00	1,160,400	570,264		61,523	1,792,187
NVC Chemistry	114001	842043	1030	7.00	461,328	219,787		17,146	698,261
NVC Geology	114001	842044	1030	3.00	212,351	99,194		2,143	313,688
NVC Physics	114001	842045	1030	3.00	191,788	163,126		7,903	362,817
NVC Science Tutoring & Advocacy Lab	114001	842047	1030		-	182,485		1,750	184,235
NVC Clinical Research Coordinator	114001	842054	1030	1.00	60,099	39,061		-	99,160
NVC Business Administration	114001	842022	1040	1.00	48,775	42,884		-	91,659
NVC Accounting	114001	842023	1040	3.00	203,594	122,507		700	326,801
NVC Customer Services/Sales Ops	114001	842055	1040	1.00	57,565	38,191		150	95,906
NVC Digital Video & Cinema Prod	114001	842060	1060	2.00	112,421	43,216		42,862	198,499
NVC Gaming Development	114001	842061	1060	2.00	103,751	103,609		13,728	221,088
NVC Mass Communications	114001	842083	1060	1.00	68,972	46,398		250	115,620
NVC Digital Media	114001	842059	1070	2.00	142,507	153,842		38,650	334,999
NVC Computer Information Systems	114001	842062	1070	2.00	175,628	268,307		-	443,935
NVC Info Assurance and Cybersecurit	114001	842063	1070	1.00	60,981	63,230		9,000	133,211
NVC Education	114001	842085	1090	2.00	125,110	60,834		250	186,194
NVC Engineering	114001	842046	1100	2.00	163,847	115,060		4,000	282,907
NVC Water Resource Science	114001	842053	1110	1.00	65,039	25,514		8,200	98,753
NVC Nanotechnology	114001	842058	1110	1.00	61,888	30,268		990	93,146
NVC Philosophy	114001	842032	1120	3.00	170,696	192,349		-	363,045
NVC Humanities	114001	842033	1120	2.00	119,249	126,187		1,200	246,636
NVC Mass Communications	114001	842083	1120	1.00	51,280			-	51,280
NVC Speech	114001	842084	1120	6.00	385,236	266,640		250	652,126
NVC English	114001	842092	1120	19.00	1,252,311	1,097,275		-	2,349,586
NVC CE ESL Program	114001	842508	1120		-	199,821		9,373	209,194
NVC Student Development	114001	845303	1120	2.00	115,026	67,238		-	182,264
NVC Foreign Languages	114001	842034	1130	3.00	178,960	173,120		350	352,430
NVC Community Health	114001	842056	1160	2.00	120,930	37,734		75	158,739
NVC Pharmacy Technology	114001	842057	1160	1.00	52,157	30,423		1,500	84,080
NVC Mathematics	114001	842073	1190	26.00	1,672,007	668,876		-	2,340,883
NVC Kinesiology	114001	842016	1230	3.00	202,814	116,793		4,100	323,707



Northwest Vista College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
NVC Personal Fitness Trainer	114001	842052	1230	1.00	58,347	50,810		4,800	113,957
NVC Criminal Justice	114001	842086	1240	2.00	125,863	102,241		250	228,354
NVC Economics	114001	842024	1250	4.00	249,708	140,406		250	390,364
NVC Government	114001	842025	1250	9.00	589,184	451,127		315	1,040,626
NVC History	114001	842035	1250	11.00	668,458	561,594		1,000	1,231,052
NVC Mexican-American Studies	114001	842036	1250	1.00	58,965	49,139		4,200	112,304
NVC Geography	114001	842082	1250	2.00	138,279	63,049		1,000	202,328
NVC Psychology	114001	842087	1250	7.00	461,898	300,693		2,750	765,341
NVC Sociology	114001	842088	1250	3.00	178,941	114,568		250	293,759
NVC Anthropology	114001	842089	1250	2.00	104,538	102,697		750	207,985
NVC Student Development	114001	845303	1250		-	352,518		-	352,518
NVC Fine Arts	114001	842012	1260	8.00	518,110	351,317		15,750	885,177
NVC Drama	114001	842013	1260	2.00	130,527	73,146		13,970	217,643
NVC Dance	114001	842014	1260	2.00	128,733	44,767		9,175	182,675
NVC Music	114001	842015	1260	4.00	254,325	200,382		18,025	472,732
NVC General Institutional Costs	114001	840002	1270		-	(629,423)	4,873,894	-	4,244,471
NVC Math Lab	114001	842072	1280		-	264,059		100	264,159
NVC Developmental Math	114001	842074	1280		-	553,743		432	554,175
NVC Developmental English	114001	842093	1290	2.00	132,164			-	132,164
NVC English and Reading Labs	114001	842094	1290		-	258,693		750	259,443
NVC General Institutional Costs	114001	840002	1999		-			150,000	150,000
NVC Community Education	114001	848003	1999		-	162,915		36,000	198,915
ACADEMIC SUPPORT									
NVC General Institutional Costs	114001	840002	3010		-		1,209,396	100,000	1,309,396
NVC Academic Affairs	114001	842001	3010		-	349,243		81,617	430,860
NVC Faculty Development	114001	842003	3010		-			2,500	2,500
NVC Quality Enhancement Plan	114001	842006	3010		-	166,317		22,500	188,817
NVC Dean for Academic Success	114001	842007	3010		-	103,080		-	103,080
NVC Arts and Kinesiology Chair	114001	842011	3010		-	53,400		2,334	55,734
NVC Arts and Kinesiology Chair	174003	842011	3010		-			11,500	11,500
NVC Music	114001	842015	3010		-	11,088		-	11,088
NVC Theater Scene Shop	114001	842017	3010		-	94,851		1,250	96,101



Northwest Vista College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
NVC Theater Box Office	114001	842018	3010		-	81,456		1,300	82,756
NVC Humanities Chair	114001	842031	3010		-	44,625		12,150	56,775
NVC Natural and Phys Sciences Chair	114001	842041	3010		-	180,550		7,488	188,038
NVC Engineering	114001	842046	3010		-	500		-	500
NVC Workforce Programs Chair	114001	842051	3010		-	44,625		3,163	47,788
NVC Math Chair	114001	842071	3010		-	41,027		9,375	50,402
NVC Social Sciences Chair	114001	842081	3010		-	41,451		4,250	45,701
NVC English and Reading Chair	114001	842091	3010		-	48,001		9,750	57,751
NVC Writing Across Curriculum Lab	114001	842096	3010		-	97,950		150	98,100
NVC Speech Lab	114001	842101	3010		-			150	150
NVC Learning Resources	114001	842202	3010		-	690,143		1,700	691,843
NVC Library Books and Materials	114001	842204	3010		-			317,828	317,828
NVC Arts and Sciences	114001	842301	3010		-	107,659		2,025	109,684
NVC Dual Credit Program	114001	842302	3010		-	200,875		419,200	620,075
NVC Teaching with Technology	114001	842303	3010		-	178,812		10,000	188,812
NVC Service Learning	114001	842304	3010		-	54,768		1,100	55,868
NVC Work Force Development	114001	842501	3010		-	103,951		970	104,921
NVC CE Administration	114001	842506	3010		-	111,831		-	111,831
NVC Program Dev & Performance	114001	842511	3010		-	98,209		18,800	117,009
NVC Go Print	114001	844004	3010		-	12,904		17,329	30,233
NVC Information Technology	114001	844021	3010		-	774,118		144,778	918,896
NVC Open Computer Lab	114001	844022	3010		-	272,046		700	272,746
NVC Institutional Research	114001	844031	3010		-	54,481		-	54,481
NVC Student Development	114001	845303	3010		-	183,836		-	183,836
STUDENT SERVICES									
NVC General Institutional Costs	114001	840002	4010		-		1,667,052	-	1,667,052
NVC General Institutional Costs	114003	840002	4010		-		19,739	-	19,739
NVC Commencement	114001	840004	4010		-			55,044	55,044
NVC Student Success	114001	845001	4010		-	298,204		35,483	333,687
NVC Recruitment	114001	845002	4010		-	55,685		2,350	58,035
NVC Readiness Center	114001	845003	4010		-			3,130	3,130
NVC Dean of Student Success	114001	845004	4010		-	103,800		100	103,900



Northwest Vista College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
NVC Stu Advocacy & Resource Center	114001	845005	4010		-	243,811		21,400	265,211
NVC Degree Completion	114001	845101	4010		-			450	450
NVC Assessment And Testing	114001	845102	4010		-	236,290		109,294	345,584
NVC Records	114001	845103	4010		-	440,392		899	441,291
NVC New Student Orientation	114001	845104	4010		-			1,000	1,000
NVC Enrollment Services	114001	845105	4010		-	111,262		717	111,979
NVC Student Advising	114001	845201	4010		-	2,556,386		200	2,556,586
NVC Veterans Affairs	114001	845202	4010		-	165,500		11,075	176,575
NVC Career Center	114001	845203	4010		-			600	600
NVC Vista Central	114001	845204	4010		-	588,926		200	589,126
NVC Recreation Sports and Wellness	114001	845401	4010		-	95,583		-	95,583
NVC Student Life	114001	845403	4010		-	219,854		-	219,854
NVC Student Activity Fee-Designated	114003	845404	4010		-	140,207		594,598	734,805
NVC Student Wellness Center	114001	845501	4010		-	117,296		-	117,296
NVC Access Office	114001	845502	4010		-	97,714		355	98,069
NVC Scholarship Coordination	114001	848011	4010		-	45,164		1,177	46,341
INSTITUTIONAL SUPPORT									
NVC General Institutional Costs	114001	840002	5010		-		539,227	-	539,227
NVC Office of the President	114001	840003	5010		-	413,253		10,666	423,919
NVC Faculty and Staff Development	114001	840006	5010		-			62,864	62,864
NVC Staff Council	114001	840008	5010		-			3,874	3,874
NVC Public Relations	114001	840011	5010		-	400,623		66,530	467,153
NVC Marketing and Advertising	114001	840012	5010		-			69,853	69,853
NVC PR Community Events	114001	840013	5010		-			500	500
NVC Dean for Academic Success	114001	842007	5010		-	720		669	1,389
NVC College Risk Management	114001	842402	5010		-	70,268		12,365	82,633
NVC College Services	114001	844001	5010		-	183,125		15,050	198,175
NVC College Initiatives	114001	844002	5010		-			42,000	42,000
NVC Resource Management	114001	844003	5010		-	139,322		32,604	171,926
NVC Grant Development	114001	844011	5010		-	83,303		6,199	89,502
NVC Institutional Research	114001	844031	5010		-	170,952		28,000	198,952
NVC - Finance & Purchasing	114001	844061	5010		-	109,953		213,289	323,242



Northwest Vista College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
NVC Rentals and Events	114001	848012	5010		-	54,676		3,853	58,529
NVC Community Development	114001	848013	5010		-	82,409		10,058	92,467
NVC Alumni Connections	114001	848014	5010		-	25,059		3,876	28,935
TRANSFERS									
NVC General Institutional Costs	114002	840002	9425		-			607,145	607,145
Total Northwest Vista College				181.00	\$ 11,594,750	\$ 20,384,208	\$ 8,309,308	\$ 132,438,378	\$ 44,005,499

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

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



Northeast Lakeview College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
INSTRUCTION									
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
ACADEMIC SUPPORT									
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
STUDENT SERVICES									
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
INSTITUTIONAL SUPPORT									
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
TRANSFERS									
NLC General Institutional Costs	115002	850002	9425		-			435,586	435,586
Total Northeast Lakeview College				78.50	\$ 5,096,608	\$ 7,452,484	\$ 3,386,996	\$ 132,438,378	\$ 18,421,189

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

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



District Support Operations
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
INSTRUCTION									
DIS CE Instructional Delivery-SAC	119001	897361	1040		-			26,573	26,573
DIS CE Instructional Delivery-NVC	119001	897364	1040		-	136,240		13,859	150,099
DIS CE Instructional Delivery-NLC	119001	897365	1040		-	2,640		5,364	8,004
DIS CE Instructional Delivery-NLC	119001	897365	1070		-	48,270		169,568	217,838
DIS Continuing Education	119001	897301	1080		-	51,078		-	51,078
DIS Continuing Education	119001	897301	1110		-	114,123		-	114,123
DIS CE Instructional Delivery-SPC	119001	897362	1110		-	210,364		-	210,364
DIS CE Instructional Delivery-PAC	119001	897363	1160		-	114,360		64,104	178,464
DIS Continuing Education	119001	897301	1270		-		53,173	-	53,173
DIS CE Instructional Delivery-SPC	119001	897362	1270		-		17,444	88,763	106,207
DIS CE Instructional Delivery-PAC	119001	897363	1270		-		9,483	-	9,483
DIS CE Instructional Delivery-NVC	119001	897364	1270		-		11,297	-	11,297
DIS CE Instructional Delivery-NLC	119001	897365	1270		-		4,222	-	4,222
DIS Vice Chanc Acad Affairs Offc	119001	898001	1270		-	231,650	74,561	144,750	450,961
PUBLIC SERVICE									
DIS CE Instructional Delivery-SAC	119001	897361	2010		-	49,520	4,106	-	53,626
ACADEMIC SUPPORT									
DIS Vice Chanc Acad Affairs Offc	119001	898001	3010		-	100,880	32,470	-	133,350
DIS Alamo Colleges On-Line	119001	898005	3010		-	916,736	295,069	292,943	1,504,748
DIS Pathways Institute	119001	898007	3010		-			3,400	3,400
STUDENT SERVICES									
DIS Call Center	119001	893014	4010		-	211,658	68,126	1,632,000	1,911,784
DWD Multi-Year Student Work-Study	179003	893921	4010		-	333,189	27,628	-	360,817
DIS Enterprise Reporting	119001	895002	4010		-	550,836	177,297	30,000	758,133
DIS Brackenridge EDUC CTR/BETC	119001	897002	4010		-	159,801	42,809	69,900	272,510
DIS Student + Community Prog Dev	119001	899001	4010		-	209,678	67,489	14,217	291,384
DIS Student Access & Success Initia	119001	899002	4010		-	275,865	88,793	30,119	394,777
DIS Student Leadership Program	119001	899003	4010		-	132,443	42,629	57,140	232,212
DIS Districtwide Advising	119001	899004	4010		-			44,098	44,098
DIS Access & Support Services	119001	899005	4010		-			5,000	5,000
DIS Districtwide Onboarding	119001	899006	4010		-			74,000	74,000
DIS Student Financial Services	111001	899011	4010		-	346,838	111,637	21,734	480,209
DIS Student Financial Services	112001	899011	4010		-	237,101	74,320	12,315	323,736



District Support Operations
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
DIS Student Financial Services	113001	899011	4010		-	243,976	78,528	7,301	329,805
DIS Student Financial Services	114001	899011	4010		-	284,216	91,480	11,341	387,037
DIS Student Financial Services	115001	899011	4010		-	255,694	82,300	2,675	340,669
DIS Student Financial Services	119001	899011	4010		-	1,524,700	481,028	519,397	2,525,125
DIS Mobile Go Center-Recruiting	119001	899022	4010		-	55,685	17,923	47,445	121,053
DIS Interpreter Services	119001	899023	4010		-	542,682	110,291	35,000	687,973
DIS Student Success Strategies	119001	899025	4010		-			2,000,000	2,000,000
DIS College Connection	119001	899026	4010		-	117,497	21,948	50,000	189,445
DIS Center for Student Information	119001	899031	4010		-	1,510,726	480,438	124,712	2,115,876
INSTITUTIONAL SUPPORT									
DIS Board Of Trustees	119001	890001	5010		-			100,000	100,000
DIS Chancellors Office	119001	891001	5010		-	1,096,932	339,905	83,042	1,519,879
DIS Institutional Membership	119001	891002	5010		-			239,000	239,000
DIS Hospitality	119001	891003	5010		-			83,315	83,315
DIS AlamoPROMISE	119001	891004	5010		-	333,913	107,476	72,845	514,234
DIS Office of Legal Services	119001	891011	5010		-	402,099	129,423	472,114	1,003,636
DIS Board Election	119001	891012	5010		-			500,000	500,000
DIS Institutional Advancement	119001	891021	5010		-	1,009,968	315,318	318,662	1,643,948
DIS Internal Audit	119001	891031	5010		-	566,113	182,042	110,000	858,155
DIS Ethics and Compliance Office	119001	891051	5010		-	75,094	24,170	48,039	147,303
DIS Vice Chancellor Finance + Adm	119001	893004	5010		-	281,932	90,573	51,598	424,103
DIS Project Facilitation Office	119001	893005	5010		-	172,668	55,577	-	228,245
DIS Enterprise Risk Management	119001	893012	5010		-	322,404	103,772	498,057	924,233
DIS Environmental Safety	119001	893013	5010		-			50,000	50,000
DIS Budget	119001	893022	5010		-	(635,000)	(204,387)	3,603,438	2,764,051
DIS Human Resources	119001	893201	5010		-	4,906,668	1,518,972	659,874	7,085,514
DIS New Hire Expense	119001	893202	5010		-			81,170	81,170
DIS Employee Re-Training	119001	893203	5010		-			7,000	7,000
DIS Tuition Reimbursement	119001	893204	5010		-			414,333	414,333
DIS Professional Development	119001	893205	5010		-			400,985	400,985
DIS Employee Accomodations	119001	893206	5010		-			3,000	3,000
DIS Faculty Development	119001	893214	5010		-			241,403	241,403
DIS Purchasing & Contract Admin	119001	893401	5010		-	1,073,727	345,428	94,250	1,513,405
DIS Mailroom	119102	893441	5010		-	200,331	64,480	433,170	697,981



District Support Operations
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
DIS Finance and Fiscal Services	119001	893502	5010		-	4,578,294	1,436,717	266,368	6,281,379
DIS Bursar	111001	893511	5010		-	219,800	59,914	13,267	292,981
DIS Bursar	112001	893511	5010		-	123,375	32,464	9,010	164,849
DIS Bursar	113001	893511	5010		-	152,403	41,808	6,980	201,191
DIS Bursar	114001	893511	5010		-	170,861	44,159	6,189	221,209
DIS Bursar	115001	893511	5010		-	119,167	31,188	4,554	154,909
DIS Department of Public Safety	111001	893801	5010		-	1,745,880	561,946	-	2,307,826
DIS Department of Public Safety	112001	893801	5010		-	965,707	310,832	-	1,276,539
DIS Department of Public Safety	113001	893801	5010		-	394,005	126,818	-	520,823
DIS Department of Public Safety	114001	893801	5010		-	436,063	140,355	-	576,418
DIS Department of Public Safety	115001	893801	5010		-	630,422	202,914	-	833,336
DIS Department of Public Safety	119001	893801	5010		-	1,056,275	335,376	925,679	2,317,330
DIS Department of Public Safety	119201	893801	5010		-	143,223	46,099	-	189,322
DIS Department of Public Safety	133001	893801	5010		-	5,626	1,811	-	7,437
DIS General Institutional	111001	893901	5010		-	70,344	22,642	-	92,986
DIS General Institutional	112001	893901	5010		-	84,412	27,170	-	111,582
DIS General Institutional	113001	893901	5010		-	84,412	27,170	-	111,582
DIS General Institutional	114001	893901	5010		-	70,344	22,642	-	92,986
DIS General Institutional	115001	893901	5010		-	70,344	22,642	-	92,986
DIS General Institutional	119001	893901	5010		-			11,317,209	11,317,209
DIS Insurance	119001	893902	5010		-			813,000	813,000
DIS Institutional Reserve	119001	893907	5010		-			969,408	969,408
DIS Benefits Other	119001	893913	5010		-		4,766,540	-	4,766,540
DIS EAP Services	119001	893914	5010		-		152,937	-	152,937
DIS Staff Council	119001	893915	5010		-			8,900	8,900
DWD Unified Staff Council	119001	893917	5010		-			20,000	20,000
DIS Vice Chancellor PPIS Office	119001	895001	5010		-	58,740	18,907	20,000	97,647
DIS EnterpriseIT Risk Security Svcs	119001	895003	5010		-	225,550	72,598	50,000	348,148
DIS Banner Project Services	119001	895101	5010		-	486,956	156,736	1,250,000	1,893,692
DIS Strategic Planning + Performa	119001	895201	5010		-	229,316	73,810	35,000	338,126
DIS Institutional Research + Effe	119001	895301	5010		-	1,121,543	360,991	30,000	1,512,534
DIS Director IT Services Office	119102	895401	5010		-	5,507,610	1,772,732	9,409,520	16,689,862
DIS Computer Replacement Prog	119001	895402	5010		-			300,000	300,000
DIS Faculty Wkstation Replacement	119001	895403	5010		-			480,000	480,000



District Support Operations
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
DIS Communications	119001	895461	5010		-			1,135,000	1,135,000
DIS VC Economic+WorkforceDeOffice	119001	897001	5010		-	455,702	146,677	400,421	1,002,800
DIS Economic + Workforce Dev Adm	119001	897003	5010		-	909,008	292,582	291,335	1,492,925
DIS Professional Development	119001	897005	5010		-			25,000	25,000
DIS HPOG	119001	897006	5010		-			13,000	13,000
DIS Educator Prep Program	119001	897008	5010		-	86,412	23,512	10,924	120,848
DIS Bellwether Consortium	119001	897012	5010		-	103,000	33,153	65,070	201,223
DWD-Experiential Learning Office	119001	897013	5010		-	198,850	64,004	20,350	283,204
DIS Center for Workforce Excellence	119001	897032	5010		-	197,889	60,639	39,790	298,318
DIS Eside EDUC CTR	119001	897034	5010		-	137,427	44,234	155,000	336,661
DIS Out of Dist Partner/CTTC	119001	897036	5010		-	186,273	59,956	52,740	298,969
DIS Westside EDU CTR/WETC	119001	897037	5010		-	188,778	57,196	26,800	272,774
DIS OutofDistPartnerKerrville	119001	897038	5010		-	144,505	46,512	152,400	343,417
DIS EWD Revenue Holding Account	119001	897047	5010		-			285,660	285,660
DIS International Programs	119001	897101	5010		-	765,512	209,329	219,050	1,193,891
DIS Int'l Prog Student Abroad	119001	897102	5010		-			319,100	319,100
DIS Int'l Prog Student Abroad Adm	119001	897103	5010		-			26,200	26,200
DIS Int'l Prog Foreign Student App	119001	897104	5010		-			30,000	30,000
DIS Int'l Contract Training	119001	897105	5010		-	42,910	3,558	582,210	628,678
DIS Department of Communications	119001	897201	5010		-	809,778	260,299	1,357,775	2,427,852
DIS Continuing Education	119001	897301	5010		-	1,782,767	573,818	54,769	2,411,354
DIS Dir of District Operations	119001	897320	5010		-			6,228	6,228
DIS SAGE Training	119001	897330	5010		-			317,283	317,283
DIS Dir of Dis CE Sales	119001	897350	5010		-			20,219	20,219
DIS Dir of Dis CE Instructional Del	119001	897360	5010		-			11,783	11,783
DIS Vice Chanc Acad Affairs Offc	119001	898001	5010		-	1,718,926	553,098	62,387	2,334,411
DIS Academic Success/Ach the Dream	119001	898002	5010		-	99,011	31,869	28,210	159,090
DIS High School Programs	119001	898006	5010		-			3,730	3,730
DIS VC Student Success Office	119001	899021	5010		-	1,016,786	327,272	81,825	1,425,883
OPERATIONS AND MAINTENANCE OF PLANT									
DIS Building Maintenance	111001	893601	6010		-	636,577	204,895	377,020	1,218,492
DIS Building Maintenance	112001	893601	6010		-	779,818	246,221	280,409	1,306,448
DIS Building Maintenance	113001	893601	6010		-	456,552	146,950	263,873	867,375
DIS Building Maintenance	114001	893601	6010		-	595,981	191,828	336,930	1,124,739



District Support Operations
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
DIS Building Maintenance	115001	893601	6010		-	365,467	117,633	417,119	900,219
DIS Building Maintenance	119001	893601	6010		-	229,957	72,821	1,424,296	1,727,074
DIS Grounds Maintenance	111001	893602	6010		-	267,331	86,046	31,000	384,377
DIS Grounds Maintenance	112001	893602	6010		-	81,246	26,151	17,859	125,256
DIS Grounds Maintenance	113001	893602	6010		-	42,018	13,524	95,242	150,784
DIS Grounds Maintenance	114001	893602	6010		-	50,045	16,108	610,481	676,634
DIS Grounds Maintenance	115001	893602	6010		-	46,885	15,091	75,756	137,732
DIS Grounds Maintenance	119001	893602	6010		-			604,994	604,994
DIS Utilities	111001	893603	6010		-			2,634,484	2,634,484
DIS Utilities	112001	893603	6010		-			1,800,064	1,800,064
DIS Utilities	113001	893603	6010		-			1,219,184	1,219,184
DIS Utilities	114001	893603	6010		-			1,149,462	1,149,462
DIS Utilities	115001	893603	6010		-			928,273	928,273
DIS Utilities	119001	893603	6010		-			1,789,145	1,789,145
DIS Utilities	119201	893603	6010		-			76,778	76,778
DIS Housekeeping	111001	893604	6010		-	105,229	33,870	655,627	794,726
DIS Housekeeping	112001	893604	6010		-	1,048,175	337,376	640,259	2,025,810
DIS Housekeeping	113001	893604	6010		-	83,778	26,966	315,543	426,287
DIS Housekeeping	114001	893604	6010		-	79,181	25,486	611,973	716,640
DIS Housekeeping	115001	893604	6010		-	91,648	29,499	558,822	679,969
DIS Housekeeping	119001	893604	6010		-			2,390,989	2,390,989
DIS Minor Construction	119001	893605	6010		-			586,400	586,400
DIS Facilities	119001	893610	6010		-	532,420	171,472	300,960	1,004,852
DIS Vehicle Replacement Prog	119001	893612	6010		-			26,871	26,871
DIS Project Management	119001	893613	6010		-	880,279	282,140	97,760	1,260,179
DIS Preventive Maintenance	111001	893619	6010		-			2,813,135	2,813,135
DIS Preventive Maintenance	112001	893619	6010		-			1,605,000	1,605,000
DIS Preventive Maintenance	113001	893619	6010		-			2,179,201	2,179,201
DIS Preventive Maintenance	114001	893619	6010		-			524,000	524,000
DIS Preventive Maintenance	115001	893619	6010		-			465,000	465,000
DIS Preventive Maintenance	119001	893619	6010		-			11,362,664	11,362,664
DIS CIP Moving & Other Costs	119001	893621	6010		-			667,553	667,553
DIS Utilities LLDC	112001	893642	6010		-			20,000	20,000
DIS Insurance	111001	893902	6010		-			179,274	179,274



District Support Operations
Department Budget Allocations by Functional Categories

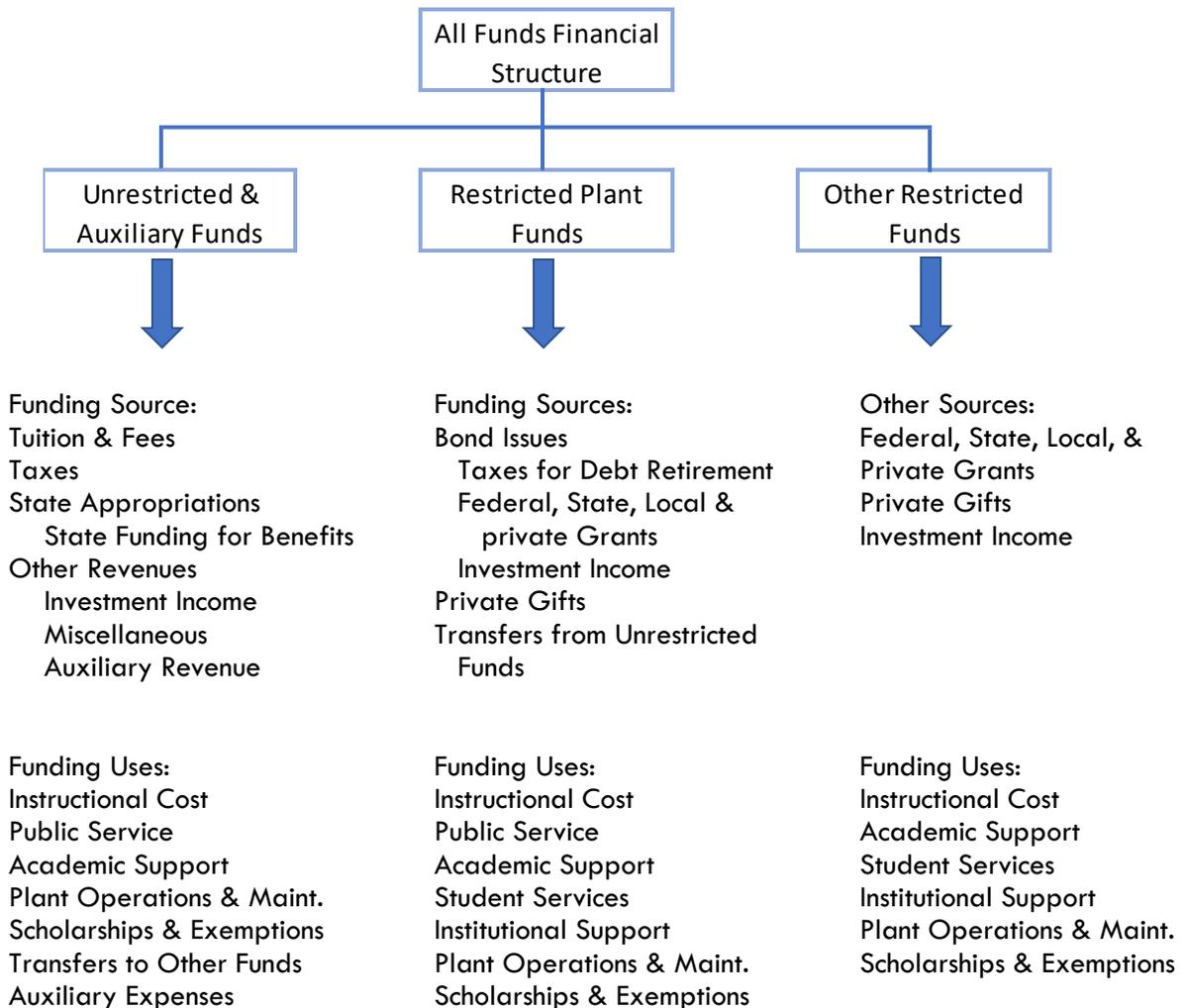
DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
DIS Insurance	112001	893902	6010		-			83,977	83,977
DIS Insurance	113001	893902	6010		-			94,158	94,158
DIS Insurance	114001	893902	6010		-			148,588	148,588
DIS Insurance	115001	893902	6010		-			46,541	46,541
DIS Insurance	119001	893902	6010		-			72,462	72,462
INSTITUTIONAL SCHOLARSHIPS									
DIS Budget	119001	893022	7010		-			915,622	915,622
DIS General Institutional	119001	893901	7010		-			650,000	650,000
DIS Int'l Prog Student Abroad	119004	897102	7010		-			125,000	125,000
DWD Multi-Year Student Work-Study	179003	893921	7040		-			263,721	263,721
AUXILIARY ENTERPRISES									
DIS Utilities	133003	893603	8010		-			73,025	73,025
DIS Natatorium Facilities Svc	133003	893608	8010		-			102,505	102,505
DIS Food Service	139001	893618	8010		-			47,105	47,105
DIS Department of Public Safety	133003	893801	8010		-	18,528	5,964	-	24,492
TRANSFERS									
DIS Preventive Maintenance	133003	893619	9425		-			51,000	51,000
DIS General Institutional	119001	893901	9425		-			100,000	100,000
DIS Transfers Mandatory+NonManda	111001	893903	9425		-			1,898,694	1,898,694
DIS Transfers Mandatory+NonManda	112001	893903	9425		-			951,555	951,555
DIS Transfers Mandatory+NonManda	113001	893903	9425		-			822,981	822,981
DIS Transfers Mandatory+NonManda	114001	893903	9425		-			1,558,533	1,558,533
DIS Transfers Mandatory+NonManda	115001	893903	9425		-			711,734	711,734
DIS Transfers Mandatory+NonManda	119001	893903	9425		-			10,716,578	10,716,578
DIS Transfers Mandatory+NonManda	131001	893903	9425		-			600,000	600,000
DIS Transfers Mandatory+NonManda	139001	893903	9425		-			300,000	300,000
Total District Support Operations				-	\$ -	\$ 52,760,616	\$ 21,346,905	\$ 132,438,378	\$ 180,467,056

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

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



All Funds Financial Structure



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



Ten Year Trend of Revenue Sources

10 YEAR COMPARISON OF REVENUES

FISCAL YEAR	STATE FUNDING (1) *	%	LOCAL TAXES	%	TUITION & FEES (2)	%	OTHER (3)	%	TOTAL
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

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

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

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

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

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 specialist s 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
Tuition per Sem Hour										
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
General Fee										
In District										
1 - 6 HRS	\$130									
7+ HRS	\$135									
Out-of-District										
1 - 6 HRS	\$130									
7+ HRS	\$135									
Non-Resident										
1 - 6 HRS	\$130									
7+ HRS	\$135									
Campus Access Fee							\$25	\$25	\$25	\$25
Student Activity Fee *							\$1	\$3	\$3	\$3
International Edu Fee							\$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

Tuition and Fees Schedule for Fiscal Year 2020 – 2021 (Fall 2020)	128
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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





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.



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

Examination Fees:	
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
Library Fines:	\$0.10
Reserved Books: per day/per item (10 days max)	\$0.50
College Prep Fee: per credit hour	\$3
Installment Payment Plan	\$25
Administrative Set up Fee: per semester	
Late Fee, per each late payment	\$10
Study Abroad Administrative Fee	\$200
Foreign Student Application Fee	\$100
Diploma (Duplicate)	\$25
Transcripts (1st set free)	
Mailed	\$10
Electronic	\$5
Express	\$10 & \$35
ID Card Duplicate/Replacement	\$10
Parking Fines	
If paid within 10 days	\$16
If not paid within 10 days	\$21
If not paid within 20 days	\$27
Scobee Admission	Varies
Student Processing Fee	\$100
Transfer/Transient Evaluation	
SPC/SAC Internships- Accidental Insurance Coverage	Up to \$50

Workshop Fees:

A fee is charged for workshops organized for special groups that may or may not carry semester credit hours. The amount of the fee, which is an addition to the required tuition, is announced at the time of the workshop.



Discussion and Possible Action on 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. 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 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

Digitally signed by Dr.
Diane Snyder
Date: 2020.10.13
08:53:03 -05'00'

Pamela K. Ansboury, 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)
	In- District	Out of District	
	Per Semester Credit Hour (SCH)	Per Semester Credit Hour (SCH)	
\$99	\$215	\$466	

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

Tuition:

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

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

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

Summer Momentum Plan:

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

Student Activity Fee:

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

Student Support Service Fee:

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

27 Hour Rule - Special Tuition:

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

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

3-Peat:

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

International Education Fee:

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



No 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
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NVC	NVC Digital Video & Cinema Production	\$60 to \$240
NVC	NVC Digital Media	\$60 to \$180
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SPC	SPC Nursing – PN/LVN	\$1000
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SPC	Vision Care Technology	\$700
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SPC	Automotive Collision	\$230
SPC	Manufacturing Engineering Technology	\$300
SWC	Advanced Manufacturing Technology (AMT)	\$400
SPC	Health Information Technology	\$500
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SPC	Culinary Arts / Baking and Pastry	\$200
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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**

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



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

Presented for recommended approval to the ALAMO COLLEGES BOARD OF TRUSTEES on May 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 86th 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 Ansboury, 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	
REVENUES					
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)	
TOTAL EDUCATIONAL & GENERAL REVENUE	\$361,403,722	\$379,809,990	\$382,672,920	\$2,862,930	
AUXILIARY ENTERPRISES	\$5,122,307	\$5,371,072	\$5,090,222	(\$280,850)	
TOTAL GENERAL OPERATING REVENUES	\$366,526,029	\$385,181,062	\$387,763,142	\$2,582,080	
FUND BALANCE COMMITMENTS:					
General Operations	(\$0)	\$0	\$0	-	
TOTAL FUNDS AVAILABLE	\$366,526,029	\$385,181,062	\$387,763,142	\$2,582,080	
EXPENDITURES					
<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	
TOTAL EDUCATIONAL and GENERAL EXPENDITURES	\$341,709,616	\$359,757,150	\$363,365,197	\$3,608,047	
<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	
TOTAL UNRESTRICTED CURRENT FUND	\$366,526,029	\$385,181,062	\$387,763,142	\$2,582,080	

** 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
-05'00'

Pamela K. Ansbury, 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



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ALAMO COLLEGES

FY 2020 - 2021 ALL FUNDS BUDGET REPORT - PRELIM

Exhibit I

	Proposed Budget 2020 - 2021		Total
	Unrestricted	Restricted	
REVENUES			
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
TOTAL REVENUES	387,763,142	394,054,742	781,817,884
BEGINNING FUND BALANCES			
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
TOTAL BEGINNING FUND BALANCES	88,172,645	127,166,011	215,338,656
TOTAL AVAILABLE			
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
TOTAL AVAILABLE	475,935,787	521,220,753	997,156,540

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	
EXPENDITURES			
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)	-	-	-
Subtotal Current Funds	365,993,667	90,334,755	456,328,422
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
Subtotal Plant Funds	-	216,819,754	216,819,754
TOTAL EXPENDITURES	365,993,667	307,154,509	673,148,176
TRANSFERS (IN) OUT			
Instruction and General	-	-	-
Public Service	-	-	-
Scholarships and Fellowships	5,943,497	(5,943,497)	-
Auxiliary Enterprises	-	-	-
Student Activity Fee	-	-	-
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	5,943,497	(5,943,497)	-
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)	-
Subtotal Plant Funds	15,825,978	(15,825,978)	-
NET TRANSFERS	21,769,475	(21,769,475)	-
TOTAL EXPENSE AND TRANSFERS	387,763,142	285,385,034	673,148,176
ENDING FUND BALANCES			
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)	-	-	-
Subtotal Current Funds	103,998,623	11,507,926	115,506,549
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)
Subtotal Plant Funds	(15,825,978)	224,327,793	208,501,815
TOTAL ENDING FUND BALANCES	88,172,645	235,835,719	324,008,364
TOTAL EXP, TRANSF & BAL	475,935,787	521,220,753	997,156,540
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



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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
Total Cost			\$929,845

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
Total Cost <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
Total Cost <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
Total Cost <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
Total Cost <i>(Incl. 19.5% benefit exp.)</i>			\$34,655	\$22,872

IMPLICATIONS

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

	FY21 Cost	Annualized
Total Cost	\$1,417,750	\$1,638,668
• 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 HWHHD 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.

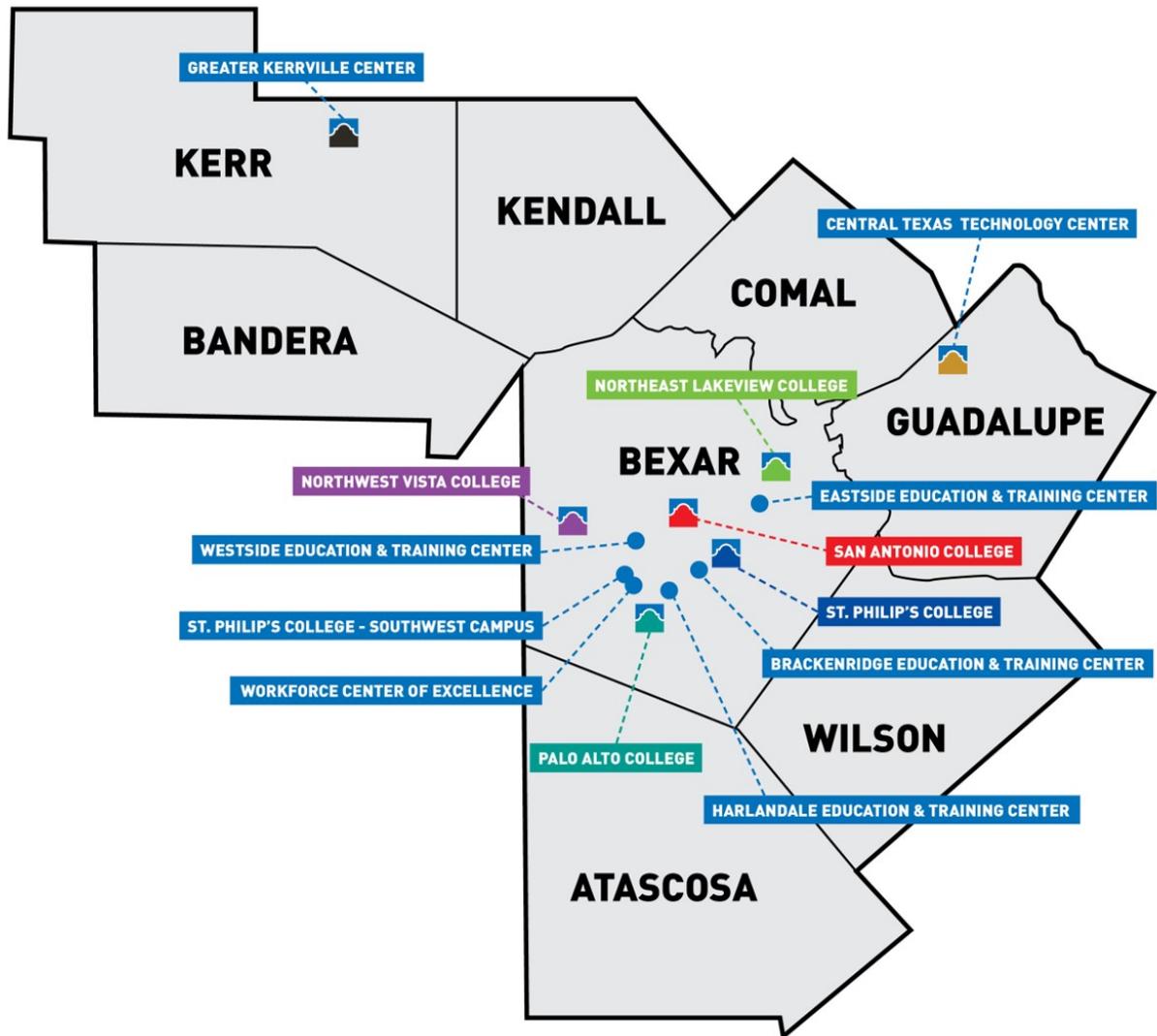


Very Large Community College Group – The very large community college districts are located in major metropolitan areas of Texas. These colleges include: Alamo Community College District, Austin Community College, Collin County Community College District, Dallas County Community College District, El 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

FY 2020-2021 Annual Budget

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