

Alamo Community College District

San Antonio, Texas

ANNUAL BUDGET

Fiscal Year 2018-19



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Dare to Dream. Prepare to Lead.



ALAMO COMMUNITY COLLEGE DISTRICT

FY 2018-2019 Annual Budget

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INTRODUCTION



Message from the Chancellor

December 1, 2018

Members of the Board of Trustees and Residents of the Alamo Colleges District service area:

It is my pleasure to present the Alamo Colleges District fiscal year 2019 Annual Budget. This budget continues the long-held belief that the annual budget must focus on strategies that improve student success and efficiencies to guarantee long-term financial strength. The direction has been and is to balance the budget without employee layoffs, furloughs, or salary cuts. We have saved \$50+ million over the last ten years, while protecting our employees' jobs, and maintaining quality education for the students we serve.

When the Board of Trustees adopted 'The Alamo Way' as the educational philosophy of our institution in July 2011, it established a framework designed to combine three dynamic models that together drive increased employee and student performance, greater organizational efficiency and effectiveness, and leadership at the Alamo Colleges District. These models are intended to be fully integrated into the culture of the Alamo Colleges District, its students and employees. The annual operating budget is a collaborative plan that incorporates 'The Alamo Way' in supporting our key areas of focus: (1) Enrollment growth and aligning funding to instruction, academic support and student services, (2) Supporting our key strategic objectives, (3) Maintaining a safe and secure education and work environment, and (4) Taking care of our employees.

This annual operating budget provides the financial foundation for the strategic plan, focused on three key elements: Student Success, Principle-Centered Leadership and Performance Excellence. Using the Strategy Map, we are able to track progress and results in six student success areas supported by this financial plan. These six strategic strategies are:

1. Completion
 - a. Increase in certificates and degrees using the Covey 'Four Disciplines of Execution' model which focuses all units and departments on engagement toward completion goal
 - b. Increase student completions through the discipline of focusing on a "wildly important goal"
 - c. Increases the number of students who stay until completion
 - d. Baccalaureate achievement
2. AlamoADVISE
 - a. A case management model based on intentional and continuous advising interventions and tools that guide each student on his/her academic and career pathway
 - b. Provides a systematic and integrated series of ongoing conversations among students, faculty, and staff to establish a pathway to educational, career, and life goals
 - c. Benefits include individual support and encouragement, along with continual feedback, through advisors and faculty mentors
3. AlamoINSTITUTES
 - a. Career pathways with clusters of related academic programs (program requirements and sequences) that incorporate academic support and co-curricular learning
 - b. Clearly-defined, manageable choices with guided exploration, providing a clear roadmap to student end goals with sequenced and connected courses
 - c. Creates and provides a clear pathway from high school through Alamo Colleges through transfer to career
 - d. Reduces the loss of transfer credits to degree, creating a cost savings to students and tax payers
4. AlamoENROLL
 - a. Provides efficient access and enrollment processes from application to registration to ensure each student is admitted and enrolled successfully and fully ready for the first day of classes
 - b. Creates an easier process for application, admission, registration and payment experience, which reduces student drops for non-payment



5. High School Programs
 - a. Students earn college credit and high school credit simultaneously through dual credit in high schools, the Alamo Academies and Early College High Schools
 - b. Creates a college-going culture across the service area by providing access to high school students to earn college credits while in high school
 - c. Alamo Colleges District offers this at no cost to high school students and parents
6. Quality
 - a. Accreditation, signifying that Alamo Colleges has a purpose appropriate to higher education and has resources, programs, and services sufficient to accomplish and sustain that purpose.
 - b. Credits earned will be recognized by other higher education institutions and students are eligible for Title IV funds (student financial aid)

The Alamo Colleges District is focused on providing services to students to help the state meet the goals set forth in the '60x30TX' higher education strategic plan. The goal of this state-wide initiative is for 60 percent of "Generation Texas" to have a postsecondary credential or degree by 2030.

In closing, we recognize there are many paths to student success; some students want to earn a degree or certificate and then get a job. For others, success is defined as transferring to and graduating from a four-year college. For some, success is acquiring a set of skills needed in the workforce to get a job, to get ahead in their current job, or perhaps even change careers. Regardless of the path, Alamo Colleges wants to reshape its students' futures by allowing them the means to meet their educational objectives. The fiscal year budget is designed to support the student success initiatives described above and provide the needed resources for our faculty and staff to provide skilled instruction and "high-touch" interactions with students to ensure retention and achievement of their educational goals.

Many thanks to the Alamo Colleges District family for their continued dedication and contributions in helping our students achieve their educational goals.

Sincerely,

Dr. Mike Flores
Chancellor



Organizational Description (Who We Are)

People recognize the Alamo by its distinctive architectural shape. But it is best remembered for the way it reshaped history—as a mission, as a battle site, as a symbol of freedom. As its namesake, the Alamo Community College District (Alamo Colleges District or ACD) 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 fought to make higher education accessible and affordable for all. Today, five colleges fulfill this promise with a vast array of 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 business. In short, we empower people and shape futures.

ACD serves the Bexar County community 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 dedicated to creating a learning centered environment. Student services include advising, computer labs, tutoring, financial services, services for the disabled, developmental instruction, veteran's services, and job placement.

ACD consists of five colleges strategically located throughout its service area. It is a two-year, comprehensive public community college that provides programs toward an Associate of Arts, an Associate of Science and an Associate of Applied Science. These degrees transfer to four-year colleges and universities. In addition, the ACD offers certificates of completion in a variety of technical and occupational fields.

The 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, and is one of Texas' largest provider of online post-secondary education. A vibrant international program brings Central American and other teachers to San Antonio for advanced education while affording students and faculty the opportunity to travel to all regions of the world.

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, which is within the town limits of Universal City, just to the northeast of San Antonio. District Support Operations (DSO), located in downtown San Antonio, provides administrative services and support to the five colleges under Collaborative Agreements. Each College operates with significant autonomy in accordance with ACD's unique Participatory Leadership model of collaborative leadership between the Colleges and DSO. 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.

ACD is one of the largest community college system in the United States and the third¹ largest in Texas. In addition, two of the five Colleges have received national recognition - Palo Alto College has been named as a top ten finalist for the prestigious 2019 Aspen Prize for Community College Excellence, and Northwest Vista College is ranked 2019's #1 Best Community College in Texas and #6 in the nation. Our service area includes all of Bandera, Bexar, Comal, Kendall, Kerr and Wilson Counties, and most of Atascosa and Guadalupe Counties. Community colleges are chartered to serve the communities in which they are located as a higher education alternative to four-year university



¹ Source: Texas Higher Education Coordinating Board
Compiled by TACC -10/29/17

² San Antonio Economic Development Foundation



systems. They serve as stepping stones for students to accomplish their educational goals, which typically include transfer to one of those universities or the acquisition of skills needed to secure employment. San Antonio is the seventh-largest city in the nation with an estimated 1.5 million people, of which 59.6%² are Hispanic. Of all students enrolled in post-secondary education in the city, approximately 39.0%² are enrolled in one of our Colleges. A recent \$450 million capital improvement program will allow us to create some of the best facilities for teaching and learning in the country.

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, and evening courses.

Workforce Profile

Our workforce groups include faculty, administrators, staff, and work study (student employees), with segments that include location, part-time, full-time, and gender. Information is also provided to indicate the overall diversity and educational requirements throughout the organization. We have experienced no recent changes in workforce composition or needs and represent our communities and their student composition by approximating the demographics of the Greater San Antonio area. 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; others require bachelors or master's degrees with positions on the staff segment requiring at least a high school level of education. While no bargaining units exist, the Faculty Senate and Staff Council 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 council to address ACD wide issues, 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.

Assets

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 and EMT training areas, and aviation classrooms adjacent to the runway at historic Stinson Field.

Several DSO facilities currently encompass 100,000 square feet of space which houses the executive offices for the Chancellor and Vice Chancellors, as well as HR, Legal Services, Ethics, Communications, Internal Audit, Strategic Planning and Performance Excellence, Institutional Research and Effectiveness, Information Technology, Finance, Facilities, Student Financial Aid, Center for Student Information, Police, some workforce programs, and other service units. We have a future site with 160,000 square feet of space which will bring all DSO services together under one roof and provide a large conference center for cross-college meetings, program collaboration, and community use. Ground has been broken for the DSO site. The remaining DSO personnel are co-located with the Colleges on their campuses, enabling them to be close to the customers they support.

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.

Resource Allocation

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

In the April/May timeframe Colleges and DSO Units finalize employee position listings and begin preliminary work on the development of detailed budgets based on: strategic objectives, organizational unit needs, educational needs, and College objectives. The District Budget Office (DBO) and the Colleges then prepare initial operating expense budget allocations generated by the FM which are distributed to each of the Colleges and DSO units. In July, the Board Budget Retreat is held for presentation, review and approval of the budget for the upcoming year. During this retreat, the Presidents and Vice Chancellors present their budget priorities along with documented alignment to the ACD Strategic Objectives and Goals to ensure that budget allocations are aligned with and support the ACD, College, and DSO Unit Strategic Plans. Subsequently, allocations are made to the Colleges and DSO Units, who then apply their individual processes to fund their Action Plans and organizational priorities.

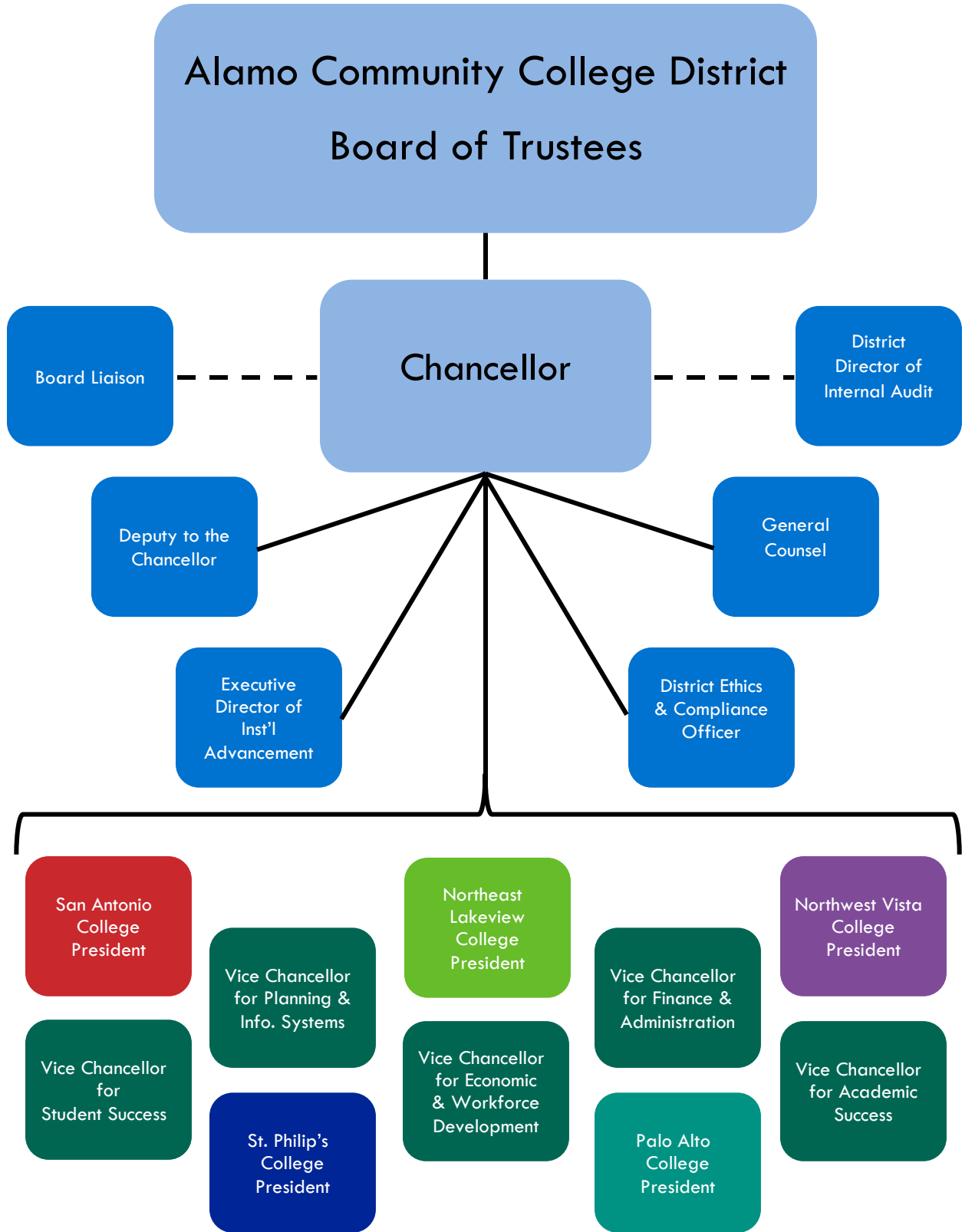
Off-Campus Sites

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



Organizational Structure/Organizational Governance





The Chancellor is the Chief Executive Officer (CEO) and reports to a 9-member Board of Trustees (Board) and 1 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 who serves a term of one year. ACD is the only community college in Texas with a student trustee. 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 Presidents and Vice Chancellors (PVC) team, the senior decision-making body within the organization.

Performance Evaluation

The Chancellor's performance goals are set annually by the Board in its annual "Charges to the Chancellor", which currently address AlamoEngage, AlamoWay, Project Management, General Obligation Bond, Workforce Needs of the City/County and Service Area, District Support Building, Achieving Higher Graduation and Completion Rates, Alamo Colleges On-Line (ACOL), System of Metrics, AlamoInstitutes, Open Educational Resources, Emergency Responsiveness Strategy (ERS), SACSCOC Accreditation, and the Communication Plan. The Charges are aligned with the Alamo Way priorities, the Strategic Plan and Measures of Success, all of which are documented on the ACD Strategy Map. At the end of the performance year, the Board evaluates the Chancellor's performance relative to the Charges and determines compensation based on performance results. The Charges are loaded into the AlamoTALENT Performance Management Module as SMART Goals so all employees have line of sight to the Chancellor's Goals and their alignment to the Strategic Plan. In addition, the Chancellor assigns some of the Charges to the College Presidents (CPs) and Vice Chancellors (VCs) which are also visible to all employees so that each can align their own SMART Goals to those of their leaders and plan requirements. The Charges are reinforced in the annual contracts issued to Administrators and progress toward achievement of the goals is recorded by the Chancellor, CPs, VCs, Administrators and each employee throughout the year so that organizational progress can be monitored and actions directed when needed. At the end of the year individual and organizational progress toward goal achievement is assessed. During strategic planning and budget development CPs, VCs, and their teams develop Unit-specific plans and goals aligned to the Charges for the upcoming fiscal year. These goals and a report on the status of prior year goals is presented to the Board as an integral part of the budget planning process.

The Board established Policy B.3.2 in 2011 requiring a self-evaluation and now conducts self-evaluations every odd-numbered year. Results are used to improve Board processes through identification of opportunities for improvement and subsequent implementation of improvement actions. For example, as a result of an identified theme about new members not getting up to speed fast enough, the Board developed a mentoring program that expedites a new member's orientation to their responsibilities and status of the organization.



Strategic Plan

Our mantra “Students First” reflects our commitment to our key customer and the community we serve. Operating on the belief that education is the central element in improving lives, we are wholly focused on our students and providing the opportunity for and producing success for each and every one. This belief is reflected in our Guiding Principles - the Mission, Vision, and Value (MVV) statements - as well as our Core Competencies that support them. Based on the autonomy that our Colleges possess, they are authorized to tailor their Mission and Vision statements so as to integrate their own specific objectives while maintaining alignment with ACD. The MVV help define our culture and encompass the width and breadth of ACD commitment, passion and obligation. Our Mission statement captures the essence of our passion, beliefs, and driving forces; our shared Values guide our student- focused and collaborative nature which strives to take into account cultural differences as well as contemporary academic needs; our Vision expresses the essence of what we strive to become. We ensure that our defined core competencies relate to our mission through the Strategic Planning Process (SPP), during which the MVV guide development of specific Strategic Objectives (SOs) and Goals, and the Core Competencies required to attain them.

- **Strategic Objective I: Student Success**

Provide academic and student support and align labor market-based pathways with a focus on Achieving the Dream to achieve student completion.

- **Strategic Objective II: Principle-Centered Leadership**

Provide opportunities for Alamo Colleges students and employees to develop as principle-centered leaders.

- **Strategic Objective III: Performance Excellence**

Continuously improve our employee, financial, technological, physical and other capacities with focus on effectiveness, efficiency, and agility.

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:

- **Students First**
- **Respect for All**
- **Community-engaged**
- **Collaboration**
- **Can Do Spirit**
- **Data-informed**

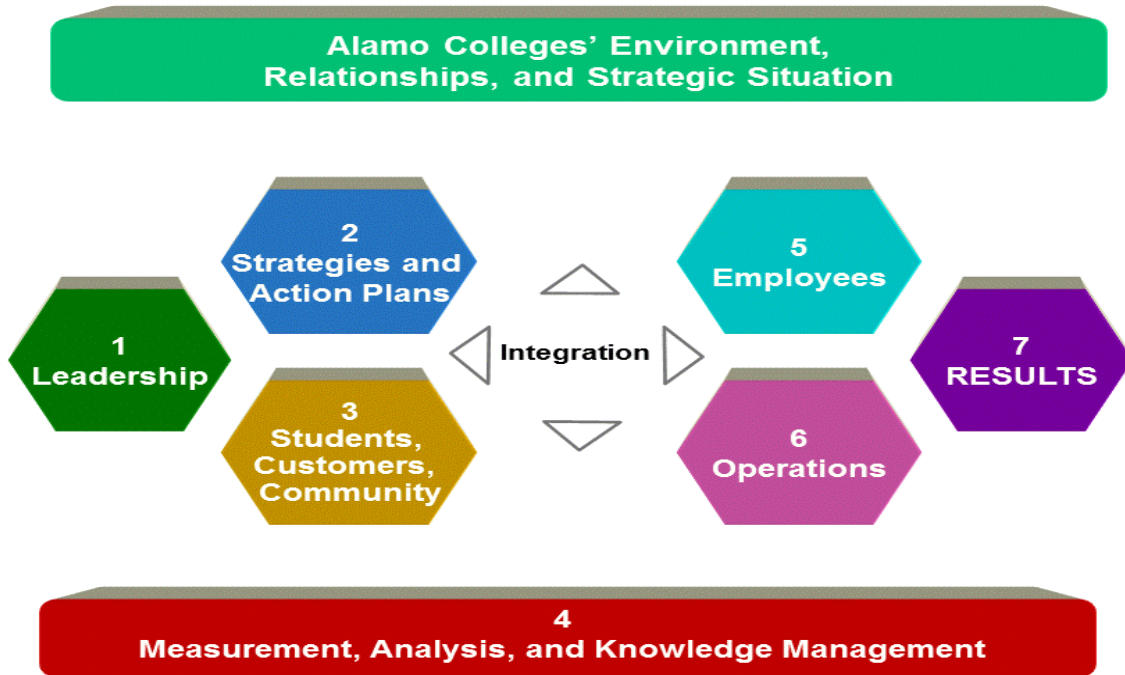




Core Competencies

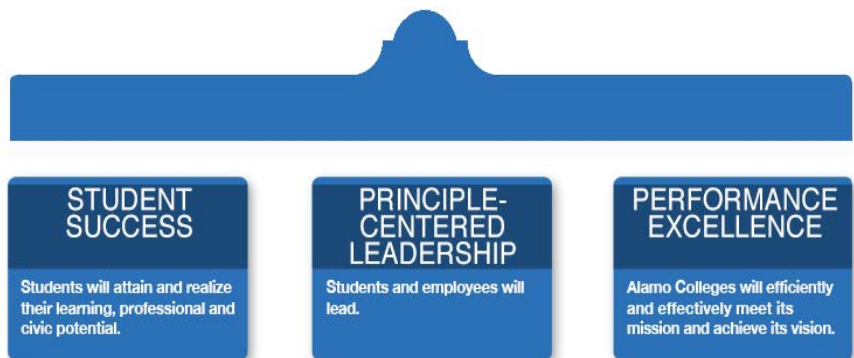
- 1. Each Student First
- 2. Preparing Leaders
- 3. Early Access to Higher Education
- 4. Innovation
- 5. Relationship Building

In 2011, the Board approved implementation of a new, groundbreaking leadership philosophy to create a stronger focus on students and student performance, and to accelerate us in our quest to achieve performance excellence. That philosophy, *Alamo Way: Always Inspire, Always Improve*, which is based on the forms the basis for our leadership approach throughout ACD. ACD uses the Baldrige Criteria for Performance Excellence as an organizational self-assessment and self-improvement framework to increase efficiency, operate effectively, and be accountable to all stakeholders, and the educational and performance philosophy is based on the Baldrige Criteria.



The *Alamo Way* is the Board of Trustees established policy (B.9.1) that defines the top three priorities of the Alamo Colleges: Student Success, Principle-Centered Leadership, and Performance Excellence. These priorities are also the three strategic objectives of the Alamo Colleges strategic plan:

Student Success is the focus of everything we do and involves nurturing students into and through college to a degree or certificate, enabling students to transfer to another institution of higher education or obtaining employment, and helping students achieve their goals.





Principle-Centered Leadership forms the belief that every student and employee can lead in a proactive way to contribute to achievement of our goals. It is a long-term, inside-out approach to developing people and organizations that allows every single person to focus on character development, personal effectiveness, and an emphasis on individual contribution to team goals and organizational results. We see a leader in every seat and provide opportunities for students and employees to develop as principle-centered leaders which is the cornerstone of our strategic plan, leadership and performance improvement systems and central to everything we do.

Performance Excellence is the basis for our belief in an integrated approach to organizational performance management that results in: delivery of ever-improving value to students and other stakeholders; contributing to organizational sustainability; improvement of our overall effectiveness and capabilities; and organizational and personal learning. We believe in being informed by data before making decisions, and we believe that everything can be improved.

Strategic Objectives and Goals

Strategic Objective I: Student Success - Provide academic and student support and align labor market-based pathways with a focus on Achieving the Dream to achieve student completion.

Goal A. Leverage and strengthen engagement with P-12 partners to improve the college-readiness and transition of students from high school to college and to work/careers.

Goal B. Increase overall student performance by closing performance gaps between ethnic/racial, gender and socioeconomic groups.

Goal C. Deploy and improve the MyMAP student experience to integrate advising, support and academic progress.

Goal D. Provide an aligned, comprehensive approach to accelerate the completion of required AlamoPREP and AlamoREADY to accelerate students' progress toward their academic and career goals.

Goal E. Define, align, assess, and improve student learning outcomes/competencies for all academic and workforce programs.

Goal F. Organize and deploy the AlamoINSTITUTES to align our instructional system to labor market demand and career pathways.

Goal G. Increase performance (retention, graduation, transfer, and job placement) of all students to exceed the state and national average levels.

Strategic Objective II: Leadership - Provide opportunities for Alamo Colleges District students and employees to develop as principle-centered leaders.

Goal A. Incorporate personal and social responsibility, global citizenship, critical thinking, and life-long learning as the framework of principle-centered leadership into the culture and curriculum of the Alamo Colleges.

Goal B. Promote data-informed innovation, intelligent risk taking, and entrepreneurship with a focus on action, value, and the future.

Goal C. Build and foster a system that allows us to model two-way internal communication with students and employees to improve collaboration, teamwork, and build trust to promote leadership.

Strategic Objective III: Performance Excellence - Continuously improve our employee, financial, technological, physical and other capacities with focus on effectiveness, efficiency, and agility.

Goal A. Deploy to scale performance excellence (Baldrige) approaches to ensure organizational sustainability through use of data, continuous improvement, and efficient and effective work systems.

Goal B. Build talent and engage employees with a focus on collaboration, application of knowledge and skills, and high performance teams.

Goal C. Ensure sound financial management with emphasis on cost containment.

Goal D. Innovate and maximize technology to support student and employee success.

Goal E. Develop environmental sustainability initiatives and processes.

Goal F. Improve partnerships and alliances by two-way communication with external communities.



The ACD commitment to excellence is further evidenced by our focus on the Baldrige Criteria; participation in the nationwide Aspen Institute, whose focus is on higher education sustainability and equity; participation in the Achieving the Dream (AtD) initiative, whose emphasis is to increase the success of community college students, particularly low-income and students of color; and the Alliance for Innovation and Transformation (AFIT), previously known as Continuous Quality Improvement Network (CQIN), whose goal is to help colleges attain performance excellence through focused learning of best practices from the business world and translating them to a higher education environment.



The Alamo Way has produced a strong focus on improvement and innovation through development and integration of our Strategic Planning Process (SPP) with our Measurement System, College Planning Processes, Unit Planning Processes; and the innovative Staff Review Process (SPR), and Faculty 180 (F180) performance management processes. These processes produce, deploy, and align our Strategic Objectives, Goals, Action Plans, Key Performance Indicators and Targets throughout the entire organization. The

Alamo Way approach also includes reviews of performance and creation of improvement plans at the College, DSO, Unit, individual, and key process levels. At the process level, a culture of continuous improvement and innovation using FOCUS PDCA has been created to inspire change. Process measures are established and reviewed to ensure that process performance is stable, to identify when process improvements are needed, and help pinpoint opportunities for innovation. Numerous innovations such as 4DX, MyMAP, AlamoADVISE, AlamoINSTITUTES, and ALAS, among others, have been implemented. We also complete a Baldrige-based assessment annually at the enterprise level, which provides an overall evaluation of the approaches used to lead and manage organizational activities and provides feedback that is integrated into planning across the enterprise. In the past, two of our colleges, NVC and PAC, along with the DSO are recipients of the Texas Award for Performance Excellence, and both NVC and PAC have received Baldrige site visits. In November 2018, the Alamo Colleges District became the first community college district in the nation to win the Malcom Baldrige National Quality Award. The Baldrige Award is a presidential award and the nation's highest honor for performance excellence. This prestigious award is a testament to the innovation, collaboration and hard work of our faculty, staff and students.

Creating a Focus on Action

Senior leaders have led the implementation of the "Four Disciplines of Execution" (4DX) to drive development of "Wildly Important Goals" (WIGs) and actions designed to achieve those goals. 4DX is a proven set of practices that have been tested and refined over many years, and has produced excellent results when individuals and organizations adhere to the disciplines. Even in the face of the "Whirlwind", the urgent activity required to keep things going on a day-to-day basis that often drains the organization of the time and energy to execute its strategy, the disciplines have proven to be successful. They include:

- Focusing on the Wildly Important
- Acting on Lead Measures;
- Keeping a Compelling Scoreboard; and
- Creating a Cadence of Accountability.

We believe we can produce breakthrough results, even when executing a strategy that requires a significant change in behavior, through the application of this concept and have achieved full deployment. Our ACD-wide WIG is to increase degrees and certificates earned by our students to 15,000 by 2020 and 4DX actions and



standards to drive this outcome have been established across the institution. As a result of 4DX we now lead all Texas community colleges in degree conferral.

Alamo Colleges District Strategy Map

ACD has a long tradition of data driven decision making in accordance with our Values (*Data-informed*) and the Alamo Way Leadership Model. This assures that measurement forms the basis for ensuring effective process performance in daily operations and plays a key role in the achievement of our SOs and Goals through development of ACD, College, and DSO Key Performance Indicators (KPIs).

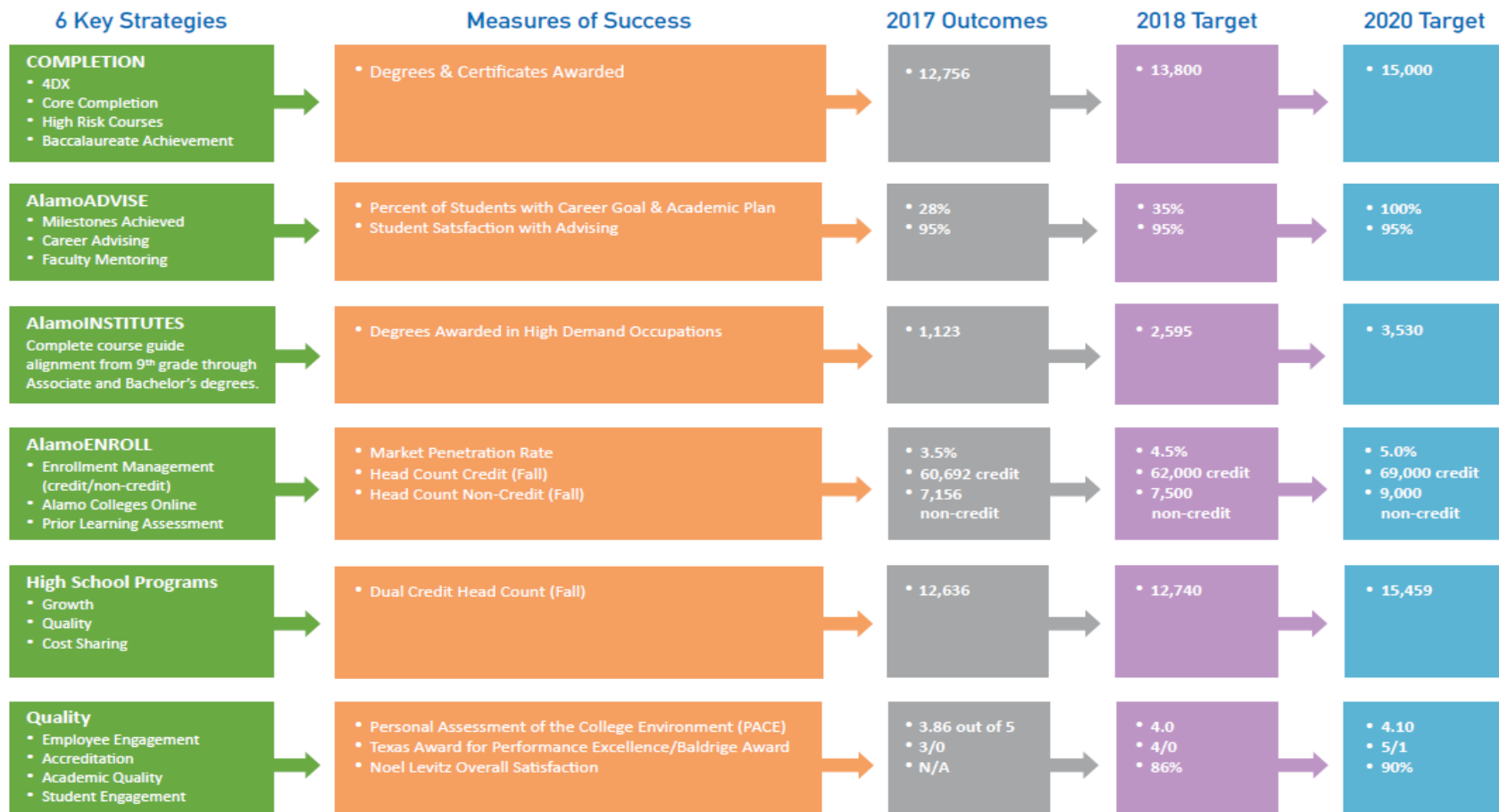
The Strategy Map is a diagram that describes how the Alamo Colleges District creates value by connecting SOs in cause-and-effect relationship with each other. The Alamo Colleges District Strategy Map connects our stakeholders' imperatives with our own SOs, our priorities, and our initiatives, helping us and our stakeholders to see what our baseline performance is in our most important areas while also showing targets for the coming three year.



Strategy Map

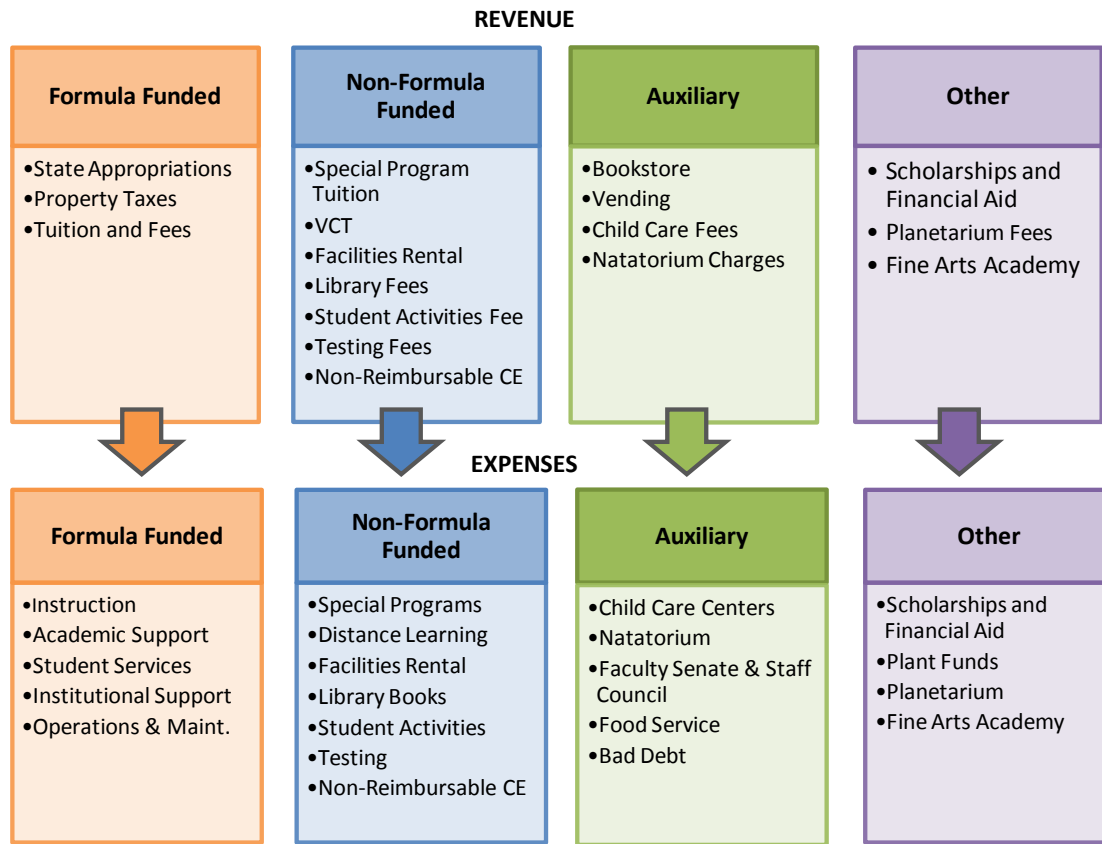
Key Customers

- Students
- Universities
- Employers
- Secondary Education





Budget Process and Budget Calendar



Budget planning at the district and college level is an annual process. This process includes (1) the development of revenue and expense allocations followed by (2) the budget’s detailed organizational account distribution process undertaken at the college- and district-levels (“Budget Distribution”).

Significant steps in the budget annual process leading up to the presentations of the Preliminary Budget and Final Budget to the Board of Trustees are summarized, as follows.



<p>September</p> <ul style="list-style-type: none"> • New Fiscal Year begins • After final prior year payroll run – position are “active” in Banner HR and feed labor budget to Finance production budgets • Budget Book planning and build 	<p>October</p> <ul style="list-style-type: none"> • Budget Book planning and build continues • Year-end review and December budget amendments preparation 	<p>November</p> <ul style="list-style-type: none"> • Budget Book build finalized • In accordance with the state statutes in General Appropriations Act a) Submit adopted budget to State of Texas and b) Budget Book posted to AlamoShare • The Alamo Colleges’ District Budget Office coordinates preliminary projections for revenues • Budget versus actual spend reported and reviewed with College Presidents and District Vice Chancellors 	<p>December</p> <ul style="list-style-type: none"> • Amendments to the budget, including multi-year roll-over funds, are presented for Board approval
<p>January</p> <ul style="list-style-type: none"> • Board Budget Retreat (dates vary) • Budget “kickoff” of next Fiscal Year with Colleges and DSO 	<p>February</p> <ul style="list-style-type: none"> • Next Fiscal Year preliminary Formula and non-formula revenues are projected • Budget versus actual spend reported and reviewed with College Presidents and District Vice Chancellors 	<p>March</p> <ul style="list-style-type: none"> • In March, The District Budget Office coordinates projections for enrollment, revenue and other key data elements, in collaboration with the campus budget officers • Colleges provide Contact Hour, Enrollment, and non-formula revenue projections. • Board approves T & F schedule for Fall Term • Operating expense budget allocations distributed 	<p>April</p> <ul style="list-style-type: none"> • Colleges and Departments verified positions for new budget year • Board of Trustees approve annual compensation increase for faculty, staff and administrators (as applicable) • Colleges and Departments load non-labor information into detailed department level budgets
<p>May</p> <ul style="list-style-type: none"> • Colleges and Departments finalize load of labor and non-labor information into detailed department level budgets • Budget versus actual spend reported and reviewed with College Presidents and District Vice Chancellors 	<p>June</p> <ul style="list-style-type: none"> • DBO balances the Working Operating Budget to allocations • Staffing Management Plan • Receives Chancellor approval of phase 1 “critical hires” by stakeholders and finalizes budget 	<p>July</p> <ul style="list-style-type: none"> • Board of Trustees Budget Retreat: Presentation and review of Fiscal Year Operating Budget • Board Approval of Fiscal Year Operating Budget 	<p>August</p> <ul style="list-style-type: none"> • Finalize Banner detailed department budgets and roll non-labor to “production” to allow early purchase orders in preparation for Fall term • Board Approval of Fiscal Year All Funds Budget • District Budget Office one day planning retreat



REVENUE AND EXPENSES



Revenue and Functional Expense Alignment

The 2019 operating budget was developed based on a funding model 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.

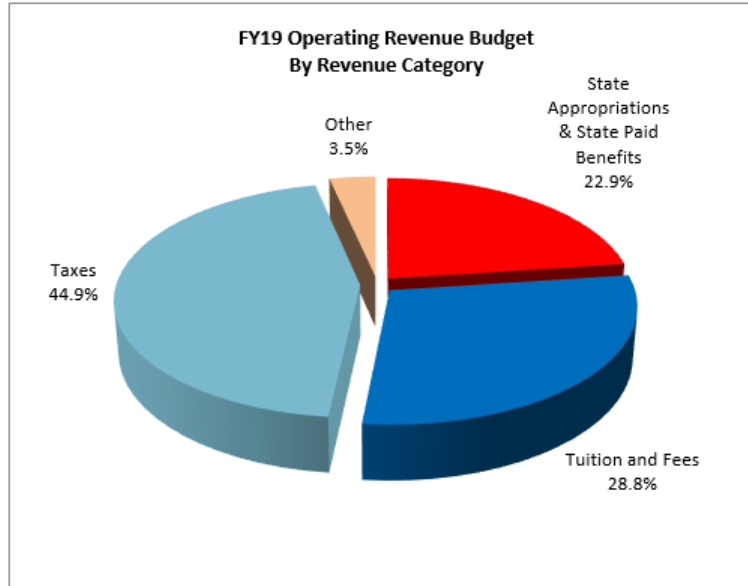
REVENUES						
FORMULA FUNDED	NON-FORMULA FUNDED			PUBLIC SERVICE	AUXILIARY	SCHOLARSHIPS & FINANCIAL
EDUCATION & GENERAL <i>State Appropriations</i> <i>Tuition and Fees</i> <i>CE Reimbursable Tuition</i> <i>Taxes</i> <i>Investment Income</i> <i>Other (Indirect Cost</i> <i>Recovery for Federal</i> <i>Revenue,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



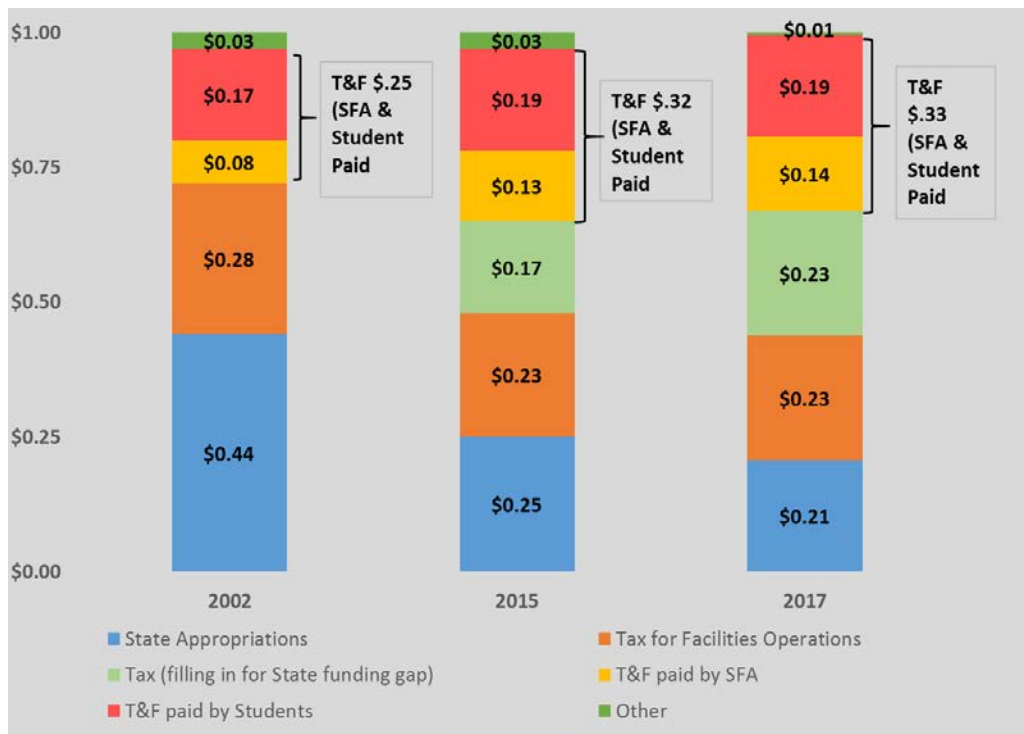
FY19 Revenue Summary

Operating revenues to Alamo Colleges District are from three main sources—tuition and fees, ad valorem taxes, and state appropriations. The FY 2018-2019 Annual Budget is based on the following revenue assumptions:

- Effective Spring 2019, tuition will be \$13 more per semester credit hour. 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 significantly as the taxable assessed value of properties across Bexar County rose by nearly 6.5%. It is important to note, there was not a property tax rate increase requested for the FY 2018-2019 budget.
- State appropriations including state-paid benefits (group health & retirement) remain flat as compared to the prior year, as the 85th Texas Legislature passed the bi-annual General Appropriations Act for the upcoming two fiscal years, FY 2017-2018 and FY 2018-2019.



Cost of Education – Who Pays?



Tuition and Fees are heavily subsidized by:

- State Appropriations
- Federal & State Student Financial Aid

Thus, students pay out of pocket only 19 cents of each expense \$1 at Alamo Colleges District. Due to State Funding reductions (from 44% to 21%), local property taxes are now covering \$.23 on the dollar of non-facilities' costs.



FY2019 REVENUE SUMMARY

	DIST	SAC	SPC	PAC	NVC	NLC	TOTAL
FORMULA REVENUE FOR FUNDING MODELS							
State Appropriations	59,886,422	-	-	-	-	-	59,886,422
Veteran's Assistance Ctr.	4,058,400	-	-	-	-	-	4,058,400
State Paid Benefits	20,002,367	-	-	-	-	-	20,002,367
Tuition - (Exclude CE)	277,054	31,274,902	15,228,515	12,759,456	23,090,949	8,810,293	91,441,169
Tuition - CE Reimbursable	-	-	18,640	-	-	-	18,640
Taxes	164,429,800	-	-	-	-	-	164,429,800
Other	4,526,600	-	-	-	-	-	4,526,600
Non Designated Auxiliary	971,000	-	-	-	-	-	971,000
Total Formula Revenue	254,151,643	31,274,902	15,247,155	12,759,456	23,090,949	8,810,293	345,334,398
NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES							
Instruction	146,935	1,189,000	1,604,050	442,200	76,800	18,000	3,476,985
Public Service	100,000	72,000	17,150	275,000	410,993	-	875,143
Academic Support	458,098	2,700	500	1,100	25,500	16,000	503,898
Student Services	368,264	1,178,611	593,456	540,887	959,780	279,667	3,920,665
Designated Auxiliary	-	260,000	159,307	1,475,000	-	-	1,894,307
Non-Designated Auxiliary	2,257,000	-	-	-	-	-	2,257,000
Continuing Education	7,162,257	-	276,228	65,000	-	-	7,503,485
Designated Unrestricted	-	564,244	27,904	145,000	12,500	10,500	760,148
Total Non-Formula Revenue	10,492,554	3,266,555	2,678,595	2,944,187	1,485,573	324,167	21,191,631
TOTAL REVENUES	\$ 264,644,197	\$ 34,541,457	\$ 17,925,750	\$ 15,703,643	\$ 24,576,522	\$ 9,134,460	\$ 366,526,029



FY2019 REVENUE BUDGET

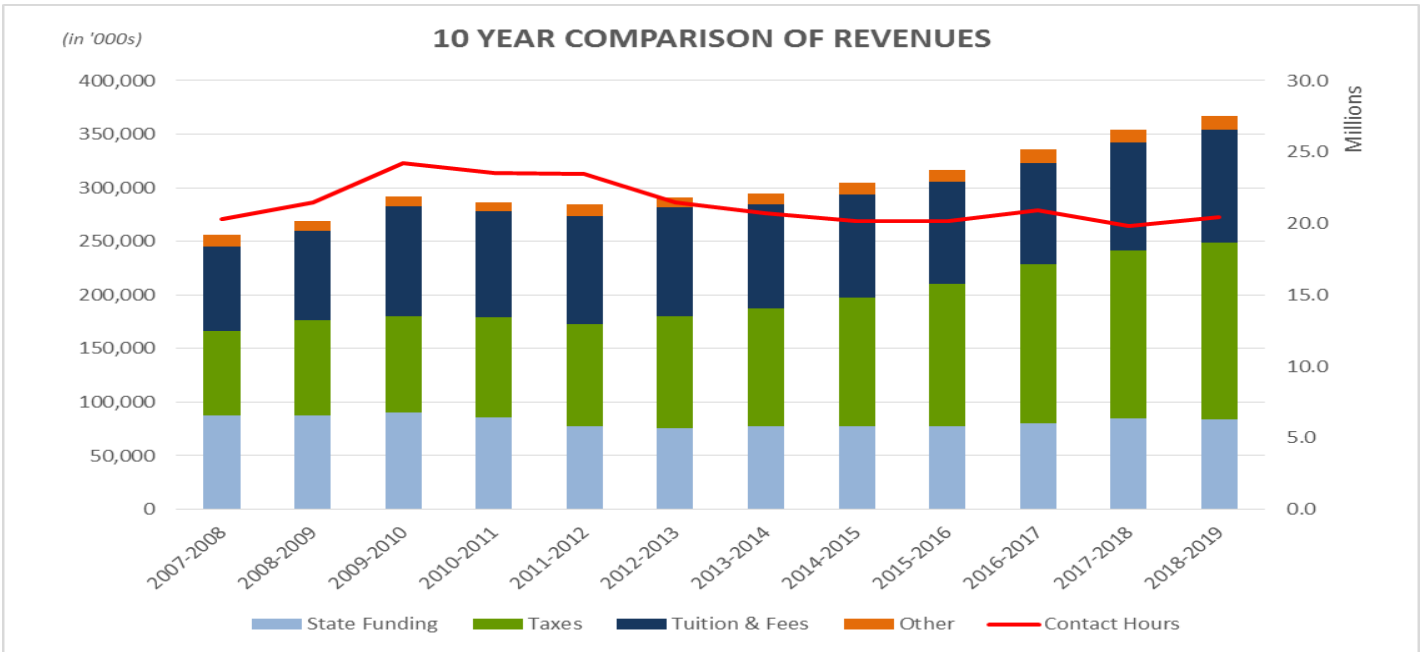
FORMULA REVENUE FOR BUDGET MODELS

	DIST	SAC	SPC	PAC	NVC	NLC	TOTAL
STATE APPROPRIATIONS							
11X001 State Appropriations E & G	59,886,422	-	-	-	-	-	59,886,422
11X001 Veteran's Assistance Ctr.	4,058,400	-	-	-	-	-	4,058,400
11X001 State Paid Benefits	20,002,367	-	-	-	-	-	20,002,367
TOTAL STATE APPROPRIATIONS	83,947,189	-	-	-	-	-	83,947,189
TUITION							
Tuition							
11X001 Tuition - Non Exempt	-	24,430,138	12,178,359	10,100,901	18,201,165	6,613,535	71,524,097
11X001 Tuition - Exempt	-	7,231,461	9,518,704	5,441,030	8,042,817	683,456	30,917,468
11X001 Tuition - Exempt Discounts	-	(8,802,006)	(10,664,312)	(6,261,955)	(9,421,731)	(768,812)	(35,918,816)
11X001 Tuition Pledged (25%)	-	8,143,379	4,059,453	3,366,967	6,067,055	2,204,512	23,841,366
11X001 ACOL Revenue/Int'l Student Tuition	277,054	271,930	136,311	112,513	201,643	77,603	1,077,054
Total Tuition and Tuition Pledged	277,054	31,274,902	15,228,515	12,759,456	23,090,949	8,810,293	91,441,169
11X001 CE Tuit Reimbursable	-	-	18,640	-	-	-	18,640
TOTAL TUITION	277,054	31,274,902	15,247,155	12,759,456	23,090,949	8,810,293	91,459,809
TAXES							
11X001 M&O Current Tax Revenue	162,258,732	-	-	-	-	-	162,258,732
11X001 M&O Delinquent Tax Revenue	998,362	-	-	-	-	-	998,362
11X001 M&O Penalties & Interest	1,397,706	-	-	-	-	-	1,397,706
11X001 TIF Reduction	(225,000)	-	-	-	-	-	(225,000)
TOTAL TAXES	164,429,800	-	-	-	-	-	164,429,800
OTHER							
11X001 Federal Revenue - IDC - SEOG	615,000	-	-	-	-	-	615,000
11X001 Returned Check Fee Revenue	25,000	-	-	-	-	-	25,000
11X001 Sales & Services Revenue	25,000	-	-	-	-	-	25,000
11X001 Pledged Investment Income	1,700,000	-	-	-	-	-	1,700,000
11X001 Installment Payment Fee	900,000	-	-	-	-	-	900,000
11X001 Processing Fee	911,600	-	-	-	-	-	911,600
11X001 Transcript Fees	350,000	-	-	-	-	-	350,000
TOTAL OTHERS	4,526,600	-	-	-	-	-	4,526,600
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
13X001 AUX - Copy Machine	3,000	-	-	-	-	-	3,000
TOTAL NON-DESIGNATED AUX	971,000	-	-	-	-	-	971,000
TOTAL FORMULA REVENUES	\$ 254,151,643	\$ 31,274,902	\$ 15,247,155	\$ 12,759,456	\$ 23,090,949	\$ 8,810,293	\$ 345,334,398



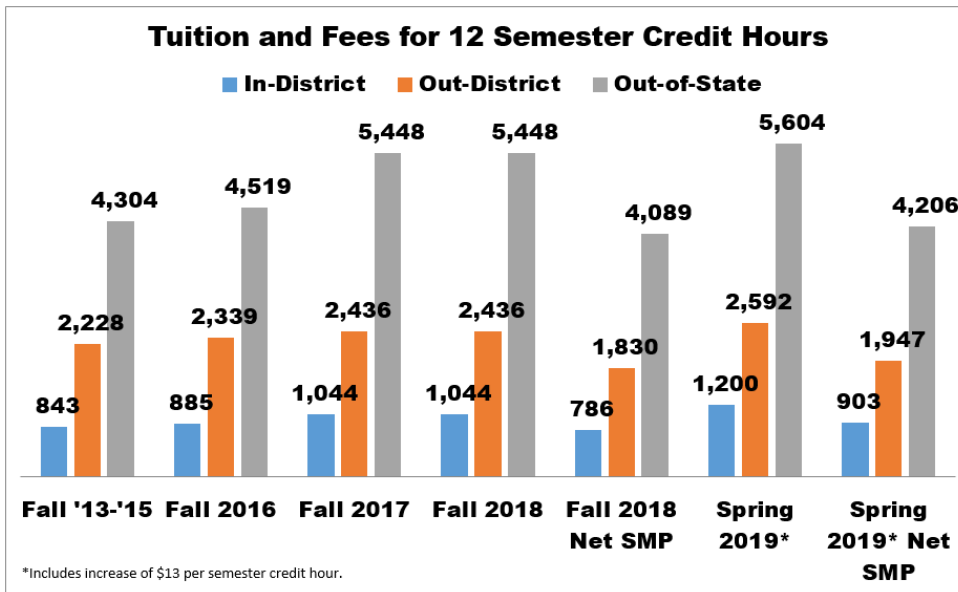
FY2019 REVENUE BUDGET

NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES							
	DIST	SAC	SPC	PAC	NVC	NLC	TOTAL
11X001 Special Prog Tuition	-	1,129,500	1,597,050	378,200	66,800	18,000	3,189,550
11X001 VCT Fee Revenue	-	-	7,000	20,000	10,000	-	37,000
11X001 Administrative Fee Revenue	2,000	-	-	-	-	-	2,000
111001 Sales & Services Revenue	-	3,500	-	40,000	-	-	43,500
11X001 Seminars & Workshop Revenue	100,000	14,000	-	-	-	-	114,000
11X001 Miscellaneous Revenue	44,935	42,000	-	4,000	-	-	90,935
TOTAL INSTRUCTION	146,935	1,189,000	1,604,050	442,200	76,800	18,000	3,476,985
11X001 Gym Rental Revenue	-	45,000	-	-	-	-	45,000
11X001 Facilities Rental Revenue	100,000	12,000	-	-	3,853	-	115,853
11X001 Sales & Services Revenue	-	15,000	17,150	275,000	407,140	-	714,290
TOTAL PUBLIC SERVICE	100,000	72,000	17,150	275,000	410,993	-	875,143
11X001 Library Fines	-	2,700	500	1,100	1,500	1,000	6,800
11X001 Facilities Rental Revenue	208,098	-	-	-	-	-	208,098
11X001 Administrative Fee Revenue	250,000	-	-	-	-	-	250,000
11X001 Sales & Services Revenue	-	-	-	-	24,000	15,000	39,000
TOTAL ACADEMIC SUPPORT	458,098	2,700	500	1,100	25,500	16,000	503,898
11X003 Student Activity Fee - w/o Exemptions	-	893,811	454,856	379,935	696,480	223,417	2,648,499
11X001 Foreign Student Application Fee	30,000	-	-	1,000	-	-	31,000
11X001 Other Test Fee	-	12,000	-	4,000	-	-	16,000
11X001 Prep Test Fee	-	-	1,000	-	-	-	1,000
11X001 TSI Test Fee	-	105,000	78,000	45,000	100,000	35,000	363,000
11X001 TCEQ TX Com Environmental Qual Cert	-	14,000	-	-	-	-	14,000
11X001 CLEP Test Fee	-	6,900	3,000	500	5,000	5,500	20,900
11X001 Correspondence Test Fee	-	6,000	2,000	500	-	10,000	18,500
11X001 GED Certificates Test Fee	-	-	2,500	-	-	-	2,500
11X001 Accuplacer Test Fee	32,000	2,200	-	5,000	-	-	39,200
119004 International Education Fee	123,280	-	-	-	-	-	123,280
11X001 Conference Fee Revenue	1,315	-	-	-	-	-	1,315
11X001 Sales & Services Revenue	-	63,200	40,000	21,000	-	-	124,200
11X001 Event Booth Rental Revenue	-	-	-	10,000	-	3,500	13,500
11X001 Breakage Fee	-	2,000	-	-	-	-	2,000
11X001 ID Replacement	-	4,500	2,100	1,000	2,000	2,250	11,850
11X001 Veterans Administration Revenue	-	52,000	10,000	7,000	6,300	-	75,300
11X001 Miscellaneous Revenue	181,669	17,000	-	40,952	150,000	-	389,621
11X001 Auxiliary -Ticket Sales/Fundraising	-	-	-	25,000	-	-	25,000
TOTAL STUDENT SERVICES	368,264	1,178,611	593,456	540,887	959,780	279,667	3,920,665
13X001 AUX - Child Care Revenue	-	260,000	142,307	500,000	-	-	902,307
133003 Administrative Fee Revenue	-	-	-	500	-	-	500
133001 Sales & Services Revenue	-	-	17,000	88,000	-	-	105,000
133003 Auxiliary - Advertising Revenue	-	-	-	40,500	-	-	40,500
133003 Local City Contrib NAT Renew/Replac	-	-	-	524,000	-	-	524,000
133003 NAT - Open Swim Revenue	-	-	-	30,000	-	-	30,000
133003 NAT - Entry Fee Revenue	-	-	-	40,000	-	-	40,000
133003 NAT - Vendor Commissions	-	-	-	2,000	-	-	2,000
133003 NAT - Special Program Revenue	-	-	-	40,000	-	-	40,000
133003 NAT - Swim Lessons/Meet Rentals	-	-	-	185,000	-	-	185,000
133003 NAT - Vending Machine Revenue	-	-	-	5,000	-	-	5,000
133003 Auxiliary -Ticket Sales/Fundraising	-	-	-	20,000	-	-	20,000
TOTAL DESIGNATED AUXILIARY	-	260,000	159,307	1,475,000	-	-	1,894,307
13X001 AUX - Campus Access Fees	2,250,000	-	-	-	-	-	2,250,000
13X001 AUX - Parking Fines	7,000	-	-	-	-	-	7,000
TOTAL NON-DESIGNATED AUX	2,257,000	-	-	-	-	-	2,257,000
C.E.							
11X001 CE Tuit Non-Reimbursable	2,000,000	-	92,000	15,000	-	-	2,107,000
11X001 CE Tuit Non-Reimb Contracts	-	-	39,228	-	-	-	39,228
11X001 Non-CE Tuit Contract Training	2,401,494	-	125,000	-	-	-	2,526,494
Total CE Tuition	4,401,494	-	256,228	15,000	-	-	4,672,722
11X001 CE Special Fee	2,760,763	-	20,000	50,000	-	-	2,830,763
Total CE Fees	2,760,763	-	20,000	50,000	-	-	2,830,763
TOTAL C.E.	7,162,257	-	276,228	65,000	-	-	7,503,485
15XXX Unrestricted Scholarships Interest Income	-	-	-	-	-	-	-
17XXX Designated Unrestricted	-	564,244	27,904	145,000	12,500	10,500	760,148
TOTAL Unrestrict Scholarships Interest	-	564,244	27,904	145,000	12,500	10,500	760,148
TOTAL NON-FORMULA REVENUES	\$ 10,492,554	\$ 3,266,555	\$ 2,678,595	\$ 2,944,187	\$ 1,485,573	\$ 324,167	\$ 21,191,631



Tuition and Fees

These funds may be used for any legal classification of expenses. 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 (campus access fee, student activity fee, etc.) or course specific.



The Board of Trustees approved a tuition increase of \$13 per semester credit hour, effective spring 2019. This will be the first rate increase since spring 2016 and only the second increase since 2011. For the fall semester 2018, per-semester special program tuition was continued for 38 programs. Effective fall 2014, students pay a maximum of \$50 per year as a Campus Access Fee. This fee is charged to all students. Students receive,

at no additional charge, access to all campus facilities and parking or a VIA bus pass, readily accessible information services on and off campus and continuous 24-hour security. 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

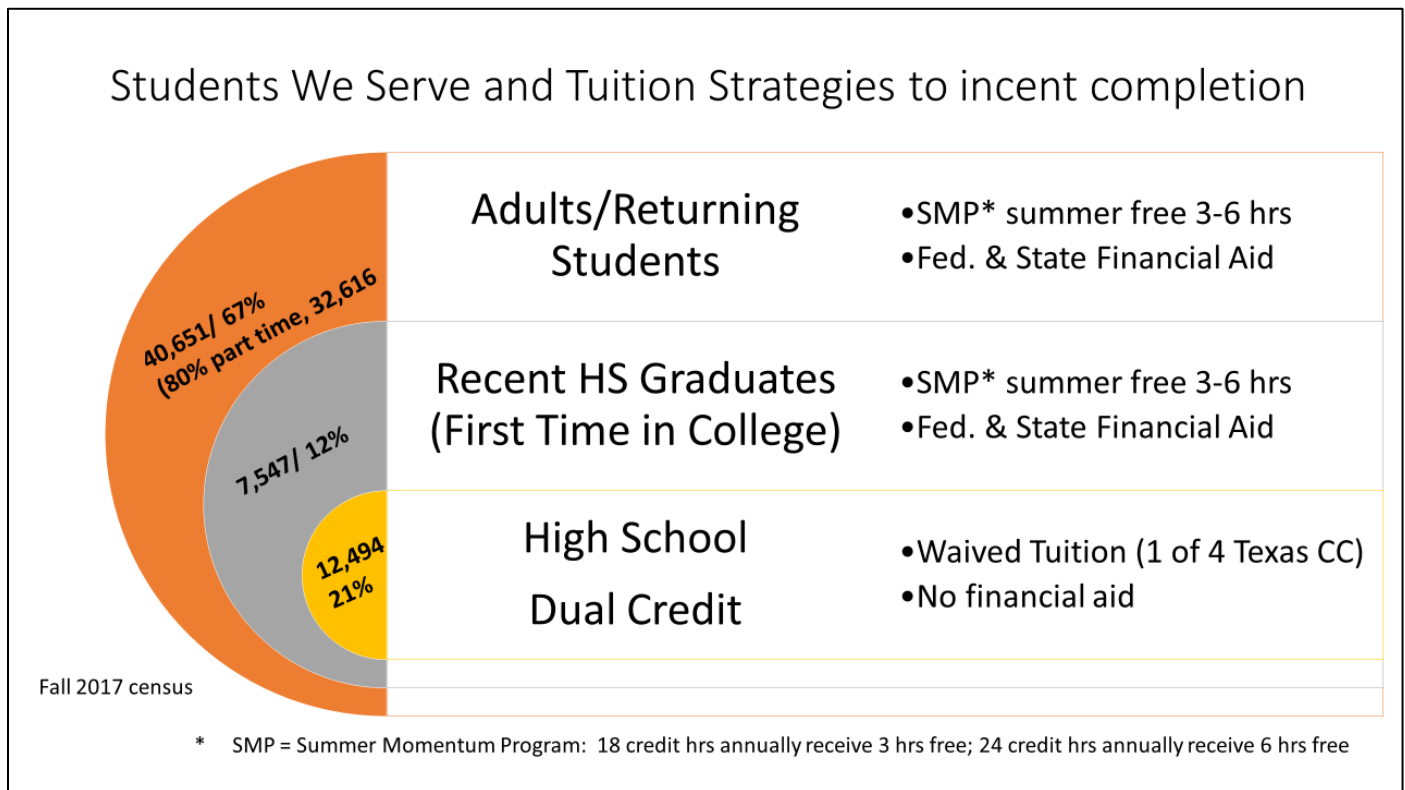


to enhance their pathways to success through international exchange. Effective fall 2018, the student activity fee was increased to \$3 per credit hour to increase access to co-curricular and extracurricular activities and services for students that supplement their academic programs and career development.

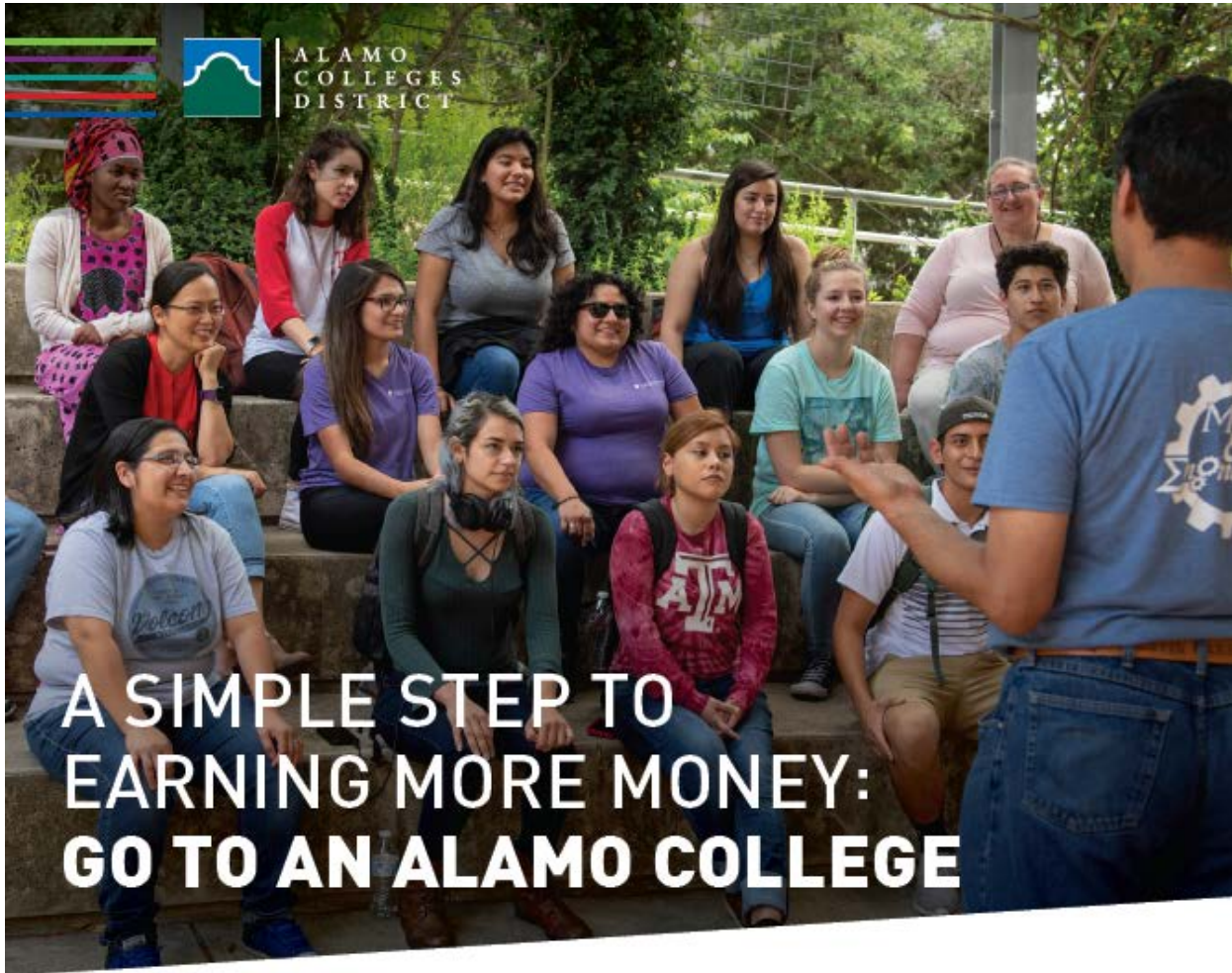
The assumption on enrollment is 2.8% as compared to the prior year, with an average class size of 25 students.

In comparison to other local institutions of higher education, the Alamo Colleges District remains very affordable at \$1,094 for in-district tuition and fees for students taking 12 semester credit hours for fall 2018 and \$1,200 for in-district tuition and fees for students taking 12 semester credit hours for spring 2019, after the \$13 tuition increase. At the University of Texas at San Antonio, in-district students taking 12 semester credit hours in fall 2018 should expect to pay a total of \$4,025 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 2018 totals \$15,325.

The graphic below represents a snapshot of the tuition strategies and benefits to our students:



As communication to our students is critical, the following two page flier is a reproduction of the information produced by the ACD Communication’s department. This flier serves to inform students of the upcoming increase in tuition rates effective Spring 2019 as well as a reminder to the entire Alamo Colleges’ community of the value and quality educational experience provided by ACD.



**A SIMPLE STEP TO
EARNING MORE MONEY:
GO TO AN ALAMO COLLEGE**

No one in South Texas offers you more affordable academic and career education than the Alamo Colleges District.

Starting in the spring of 2019, the average college course will cost you \$13 more per credit hour. The return on your investment is better career opportunities and higher earnings.

If you want to know why the increase in necessary, get all the facts at alamo.edu/new-tuition-rate.

IN SPRING
2019

**PER SEMESTER
CREDIT HOUR WILL BE**

↑ \$13/HR MORE

alamo.edu



YOU'RE GETTING A BARGAIN. EVEN WITH THE INCREASE, YOU CAN:



Pay the lowest college costs in the area.
Your next comparable option is over 2^{1/2} times more – and the most expensive: 18 times higher!



Pay \$4/hour below state average tuition, too!



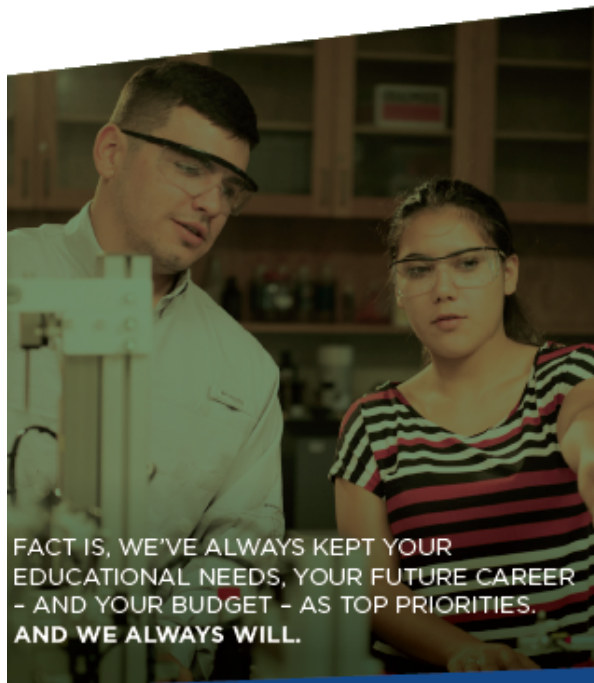
75% of students cover costs with financial aid –
Check out scholarships, grants, waivers and 3rd party aid (including military).



Save time & money all the way through.
Personalized career advising keeps you on track for the career or advanced degree you choose.



Choose your goal and reach it! We're proud of how student success has increased thanks to career pathways and personal guidance.



FACT IS, WE'VE ALWAYS KEPT YOUR EDUCATIONAL NEEDS, YOUR FUTURE CAREER – AND YOUR BUDGET – AS TOP PRIORITIES. AND WE ALWAYS WILL.

Go to alamo.edu/new-tuition-rate to learn all the benefits your investment can bring. After all, we work to keep your tuition affordable – but at a level that lets us provide the highest quality education in the most state-of-the-art facilities possible. We continually strive to improve student success, as you can see in the creation of our advising programs, AlamoINSTITUTES, and student advocacy centers.

**Analysis of the Economic Impact and Return on Investment of Education, alamo.edu/economic-impact*

“MY ASSOCIATE’S DEGREE HAS OPENED UP CAREER OPPORTUNITIES IN MY FIELD THAT WERE NOT POSSIBLE BEFORE.”

-SERGIO GUZMAN
REGISTERED NURSE & ALAMO COLLEGES DISTRICT ALUMNUS



YOU'RE INVESTING IN YOUR FUTURE. ONE THAT CAN PAY OFF BIG WHEN YOU:



Earn an associate degree – then earn **\$9,400** more each year than a person with a high school diploma.*



Earn an extra **\$404,200** over your working lifetime – or more if you work toward a higher degree.*



Save big on your way to a 4-year degree. Take transferable courses here and:
- Save **\$10,000** or more that you'd pay at a public university.
- Save up to **\$100,000** that you'd pay at a private university.



Learn more skills and earn high wages faster if you opt for career training instead of pure academics.



FY 2019 Tuition Revenue by Semesters

		SAC	SPC	PAC	NVC	NLC	TOTAL
TUITION							
Non Exempt *							
Fall	50001	12,080,604	5,987,712	4,946,367	8,924,164	3,279,690	35,218,537
Spring	50002	14,256,460	7,086,695	5,861,293	10,594,940	3,835,976	41,635,364
Summer	50003	6,236,453	3,163,405	2,660,208	4,749,116	1,702,380	18,511,562
Total		32,573,517	16,237,812	13,467,868	24,268,220	8,818,046	95,365,463
Dual Credit							
Fall	50001	2,610,105	3,856,831	2,230,348	3,114,464	38,360	11,850,108
Spring	50002	2,980,854	4,339,697	2,537,907	3,550,230	45,138	13,453,826
Summer	50003	48,362	56,389	39,479	58,821	868	203,919
Total		5,639,321	8,252,917	4,807,734	6,723,515	84,366	25,507,853
Exempt Other							
Fall	50001	589,518	467,696	234,701	483,980	227,161	2,003,056
Spring	50002	690,632	549,205	274,899	572,060	260,745	2,347,541
Summer	50003	311,990	248,886	123,696	263,262	111,184	1,059,018
Total		1,592,140	1,265,787	633,296	1,319,302	599,090	5,409,615
Total Tuition							
Fall	50001	15,280,227	10,312,239	7,411,416	12,522,608	3,545,211	49,071,701
Spring	50002	17,927,946	11,975,597	8,674,099	14,717,230	4,141,859	57,436,731
Summer	50003	6,596,805	3,468,680	2,823,383	5,071,199	1,814,432	19,774,499
Total		39,804,978	25,756,516	18,908,898	32,311,037	9,501,502	126,282,931
EXEMPT TUITION DISCOUNTS							
Dual Credit							
Fall	51701	(2,815,520)	(4,157,447)	(2,405,472)	(3,359,371)	(41,433)	(12,779,242)
Spring	51702	(3,214,068)	(4,680,996)	(2,736,731)	(3,828,281)	(48,627)	(14,508,703)
Summer	51703	(51,897)	(61,562)	(42,493)	(63,035)	(921)	(219,908)
Total		(6,081,484)	(8,900,005)	(5,184,695)	(7,250,687)	(90,981)	(27,507,853)
Exempt Other							
Fall	51705	(589,518)	(467,696)	(234,701)	(483,980)	(227,161)	(2,003,056)
Spring	51706	(690,632)	(549,205)	(274,899)	(572,060)	(260,745)	(2,347,541)
Summer	51707	(311,990)	(248,886)	(123,696)	(263,262)	(111,184)	(1,059,018)
Total		(1,592,140)	(1,265,787)	(633,296)	(1,319,302)	(599,090)	(5,409,615)
Total Tuition Discounts							
Fall	5170X	(3,405,038)	(4,625,143)	(2,640,173)	(3,843,351)	(268,594)	(14,782,298)
Spring	5170X	(3,904,700)	(5,230,201)	(3,011,630)	(4,400,341)	(309,372)	(16,856,244)
Summer	5170X	(363,887)	(310,448)	(166,189)	(326,297)	(112,105)	(1,278,926)
Total		(7,673,624)	(10,165,792)	(5,817,991)	(8,569,989)	(690,071)	(32,917,468)
Summer Momentum Prog		(1,128,381)	(498,520)	(443,964)	(851,742)	(78,741)	(3,001,348)
Total Tuition		31,002,973	15,092,204	12,646,943	22,889,306	8,732,690	90,364,115

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

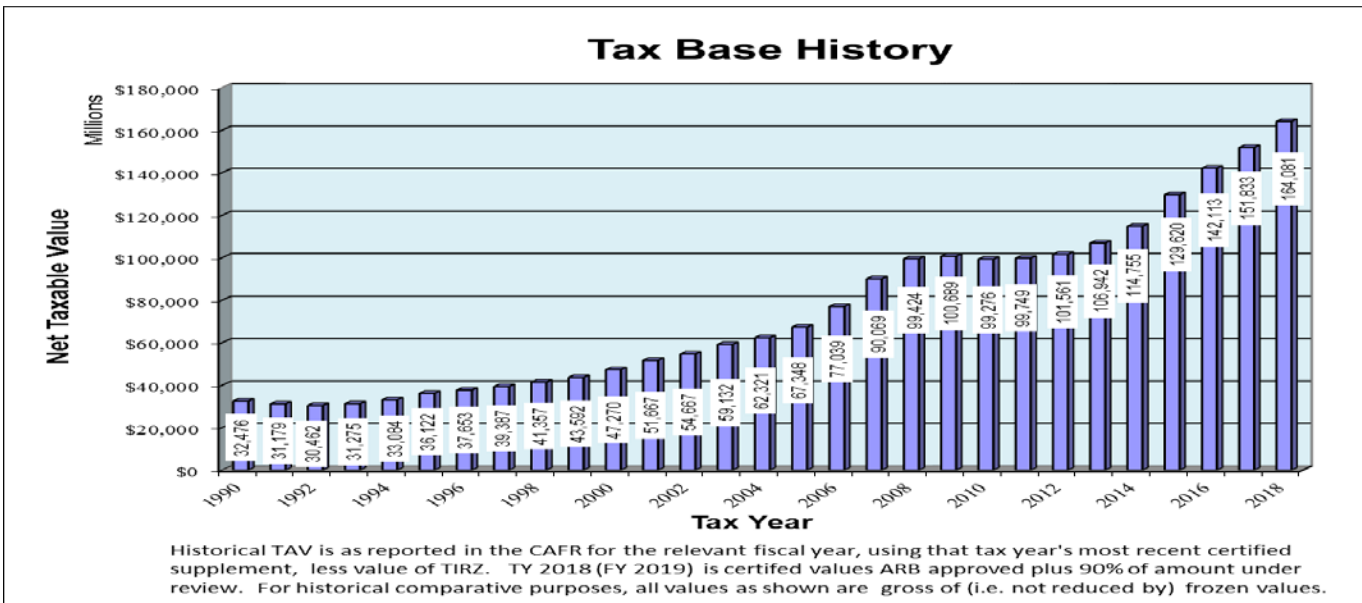
Total tuition exclude ACOL and International additional tuition revenues



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 (used only for payment of principal and interest on funds used for construction and other capital outlay needs). 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 2018. The ad valorem property tax is levied each October 1 on the assessed value as of the prior January 1 for all real and business personal property located in Bexar County. The collection rate in the budget was assumed to be 98%. On January 1 of each year, a tax lien attaches to property to secure payment of all taxes, penalties, and interest for the previous tax year. Operating revenue of \$164.4 million from total ad valorem taxes is included in the FY 2018-2019 budget, and restricted revenue of \$63.2 million is for debt service on general obligation bonds and maintenance tax notes.



What do M&O Taxes Fund?

Property Taxes Funding - \$M

	FY18	FY19	Variance
Facilities Operations	16.4	16.5	0.1
Facilities Benefits (HIth & Retire)	2.0	1.9	(0.1)
Utilities	8.7	9.5	0.7
Preventive Maintenance	16.5	18.5	2.0
Total Maintenance & Operations	\$ 43.6	\$ 46.4	\$ 2.8
Mandatory Trsf (Debt Svc, TPEG)	17.0	17.4	0.4
General Institutional (insurance, tax collecting, bad debt, ETAP, contractual, benefits)	25.1	27.9	2.8
Gap in State Instructional Funding	71.2	72.7	1.5
TOTAL M&O TAX REVENUE (current rate)	\$ 156.9	\$ 164.4	\$ 7.5 (a)

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



State Appropriations

These funds are allocated on a biennium basis and may not be used for construction, repairs, renovations, maintenance or operations of facilities. State funding for community colleges began in 1942 and was initially based on headcount enrollment. In 1972, a formula approach to funding, based on contact hours, was implemented to cover the instructional costs incurred by community colleges. Contact hours are the hours students spend in the classroom.

The 85th Texas Legislature continued the use of a revised methodology, first enacted by the 83rd Texas Legislature, providing funding to Texas Public Community and Junior Colleges, using a combination of three different approaches:

Core Operations – each of the fifty community colleges in Texas received \$500,000 annually (\$1 million for the biennium) to fund core operations, regardless of the size of the institution.

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 (28 funded disciplines). In the biennium funding period (FY 2018 and 2019), the revenues cover only 24.4% of the instructional costs as compared to 26.8% in the last biennium (FY 2016 and 2017) and down from 75% in FY2008/09.

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 and a student receiving an associate's degree, Bachelor's degree, or certificate recognized for the purpose by the Texas Higher Education Coordinating Board. A full list of metrics to be measured for student success points can be seen later in this section.

FORMULA FUNDING APPROPRIATIONS			
	<u>FY 2018</u>	<u>FY2019</u>	<u>85th Leg. TOTAL</u>
CORE OPERATIONS	\$ 680,406	\$ 680,406	\$ 1,360,812
CONTACT HOUR FUNDING	\$ 52,011,655	\$ 52,011,655	\$ 104,023,310
STUDENT SUCCESS	\$ 7,194,361	\$ 7,194,361	\$ 14,388,722
TOTAL	\$ 59,886,422	\$ 59,886,422	\$ 119,772,844
VETERANS ASSISTANCE CENTER	\$ 4,058,400	\$ 4,058,400	\$ 8,116,800
TOTAL APPROPRIATED FUNDS	\$ 63,944,822	\$ 63,944,822	\$ 127,889,644
CONTACT HOURS (BASE PERIOD - SUMMER 2016, FALL 2016, AND SPRING 2017)			
ACADEMIC	16,074,328		
TECHNICAL/VOCATIONAL	3,253,664		
CONTINUING EDUCATION	360,510		
TOTAL	19,688,502		
STUDENT SUCCESS POINTS			
THREE-YEAR WEIGHTED AVG - ALAMO	83,871		
STATE-WIDE	1,075,267		



Alamo Colleges District State Funding \$							
in Millions	FY16/17	FY18	FY19	Biennium	Incr/ (Decr)	% Var	TX 50 CC Avg. % Var
Core Operations ¹	1.0	0.7	0.7	1.4	0.4	36.1%	36.1%
Student Success Pts Funding	13.3	7.2	7.2	14.4	1.1	8.2%	6.4% (B)
Academic & Vocational	105.6	52.0	52.0	104.0	(1.6)	-1.5%	-0.4% (A)
State Appropriations	\$119.9	\$59.9	\$59.9	\$119.8	(0.1)	-0.1%	1.0%
State Paid Benefits	32.4	20.5	20.5	40.9	8.5	26.3%	
Veterans Assistance Centers	8.9	4.1	4.1	8.1	(0.8)	100.0%	
Total State Funding	\$152.3	\$84.4	\$84.4	\$168.8	16.5	10.8%	

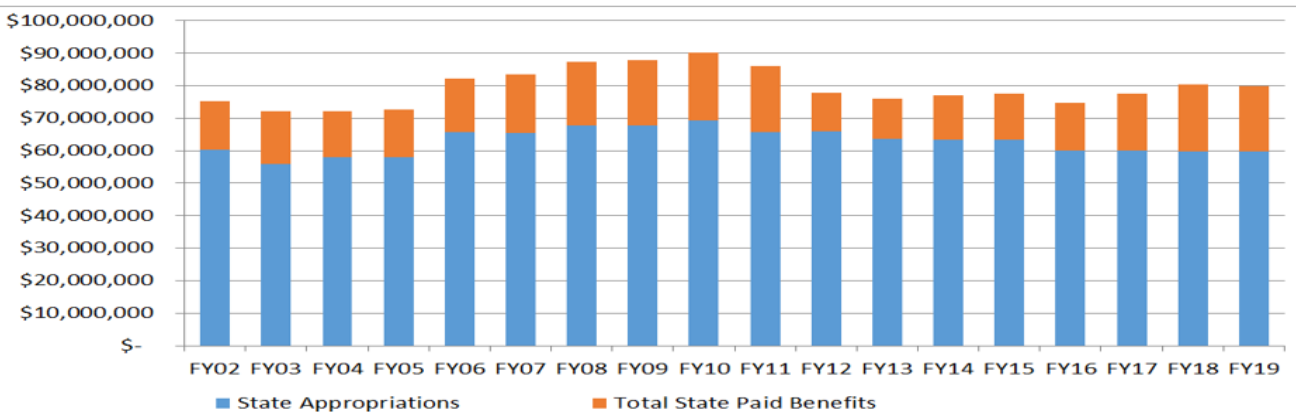
Key Work Drivers/Volumes							
	FY16/17	FY18	FY19	Biennium	Incr/ (Decr)	% Var	TX 50 CC Avg. % Var
Base Year Contact Hours (M)	19.915			19.689	(0.2)	-1.1%	-0.7% (A)
% of RFOE Funded	26.8%			24.4%			
Avg. \$ per CH Funded annually	\$ 2.65			\$ 2.64			\$2.70
Success Points (M)	0.077			0.084	0.0068	8.8%	7.0% (B)
\$ per Success Point	\$ 172.58			\$ 171.56	\$ (1.02)	-0.6%	

¹ Core Operations funding is appropriated to all 50 community colleges equally; \$680k each year, \$1.4M for the biennium

(A) State-wide Contact Hour declined an average of 0.7% from 16/17 to 18/19 biennium (with 21 colleges CH increasing 0.1% to 8.9%; other 29 colleges declining). Alamo Colleges District contact hours declined 1.1% resulting in \$0.3M per year loss this biennium; and since 2010, 8% less state approp. per CH or \$5.3M impact.

(B) Alamo Colleges District increase base year success points by 6,770. A increase of 8.8%, however Student Success Points funding was reduced from \$172.58 to \$171.56 per point. State-wide, student success points increased 7.0%.

State Appropriations for ACD 1% less than 17 years ago, while enrollment up 43% & 42% inflation



- 2 year lag on state appropriation reimbursement
- Rate reimbursed reduced, thus any growth experienced is NOT funded by state (\$7.4M impact since 2013)
- No guaranty that state won't do mid-biennium cut in FY19 with lower state tax revenue



The Alamo Colleges District's FY budget includes \$59.9 million in state appropriation revenue and an additional \$20.5 million as the state's 50% contribution toward employee group health and retirement. In addition, the Alamo Colleges District received a special appropriation from the State of Texas of \$8.1 million, spread over the two year biennium, designated for Veteran's Assistance Centers on campus.

**85th 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. Ten percent of formula funding is allocated based on each community college's points earned from a three-year average of student completion of the following metrics:

<u>Metric</u>	<u>Points</u>
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



ALAMO COLLEGES DISTRICT
 FY 2019 STATE APPROPRIATION ALLOCATION DISTRIBUTION
 BASE YEAR CONTACT HOURS - (Summer I/II 2016, Fall 2016, and Spring 2017)

	Resident Instruction	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	Agriculture	\$10.47	\$2.56	32,378	82,760	22,440	57,358	15,772	40,313	28,828	73,685	8,310	21,242	107,728	275,358							
2	Architecture and Precision Production Trades	\$10.98	\$2.68	49,461	132,583	34,279	91,888	24,093	64,582	44,037	118,043	12,695	34,029	164,565	441,125							
3	Biology, Physical Sciences, and Science Technology	\$9.87	\$2.41	715,943	1,725,113	496,191	1,195,604	348,743	840,320	637,430	1,535,931	183,757	442,775	2,382,064	5,739,743							
4	Business management, Marketing, and Administrative Services	\$9.74	\$2.38	243,718	579,521	168,911	401,642	118,718	282,290	216,991	515,968	62,554	148,742	810,892	1,928,163							
5	Career Pilot	\$45.42	\$11.09	2,150	23,835	1,490	16,519	1,047	11,610	1,914	21,221	552	6,118	7,152	79,304							
6	Communications	\$10.39	\$2.54	60,028	152,262	41,603	105,527	29,240	74,169	53,445	135,565	15,407	39,080	199,724	506,603							
7	Computer and Information Sciences	\$12.55	\$3.06	186,447	571,244	129,219	395,906	90,820	278,259	166,001	508,600	47,854	146,618	620,342	1,900,626							
8	Construction Trades	\$10.87	\$2.65	15,523	41,194	10,758	28,550	7,561	20,066	13,821	36,676	3,984	10,573	51,648	137,058							
9	Consumer and Homemaking Education	\$10.99	\$2.68	178,647	479,310	123,813	332,190	87,021	233,477	159,056	426,747	45,852	123,022	594,390	1,594,744							
10	Engineering	\$15.44	\$3.77	13,705	51,661	9,499	35,804	6,676	25,164	12,202	45,995	3,518	13,259	45,600	171,883							
11	Engineering Related	\$11.33	\$2.77	77,337	213,914	53,599	148,255	37,672	104,200	68,856	190,455	19,850	54,904	257,313	711,727							
12	English Language, Literature, Philosophy, Humanities, and Interdisciplinary	\$10.37	\$2.53	1,079,843	2,733,764	748,394	1,894,659	526,003	1,331,645	961,423	2,433,970	277,157	701,660	3,592,820	9,095,699							
13	Foreign Languages	\$9.66	\$2.36	176,515	416,276	122,335	288,504	85,982	202,772	157,158	370,625	45,305	106,843	587,296	1,385,020							
14	Health Occupations - Dental Assisting, Medical Lab, and Associate Degree Nursing	\$16.05	\$3.92	86,368	338,414	59,858	234,541	42,071	164,845	76,896	301,302	22,168	86,859	287,360	1,125,961							
15	Health Occupations - Dental Hygiene	\$22.88	\$5.59	0	0	0	0	0	0	0	0	0	0	0	0							
16	Health Occupations - Other	\$13.33	\$3.25	177,839	578,735	123,253	401,098	86,627	281,908	158,337	515,269	45,645	148,541	591,702	1,925,551							
17	Health Occupations - Respiratory Therapy	\$18.65	\$4.55	13,085	59,576	9,069	41,290	6,374	29,020	11,650	53,043	3,358	15,291	43,536	198,221							
18	Health Occupations - Vocational Nursing	\$13.48	\$3.29	43,261	142,366	29,982	98,668	21,073	69,348	38,517	126,754	11,104	36,540	143,936	473,676							
19	Mathematics	\$9.76	\$2.38	805,174	1,918,499	558,033	1,329,633	392,209	934,521	716,876	1,708,110	206,660	492,410	2,678,952	6,383,173							
20	Mechanics and Repairers - Automotive	\$12.52	\$3.06	64,710	197,786	44,848	137,077	31,521	96,344	57,613	176,096	16,609	50,765	215,300	658,067							
21	Mechanics and Repairers - Diesel, Aviation Mechanics, and Transportation Workers	\$13.03	\$3.18	62,791	199,739	43,518	138,431	30,586	97,295	55,905	177,835	16,116	51,266	208,916	664,566							
22	Mechanics and Repairers - Electronics	\$11.19	\$2.73	7,413	20,251	5,138	14,035	3,611	9,864	6,600	18,030	1,903	5,198	24,664	67,378							
23	Physical Education and Fitness	\$13.69	\$3.34	65,103	217,583	45,120	150,798	31,712	105,987	57,963	193,722	16,710	55,846	216,608	723,935							
24	Protective Services and Public Administration	\$11.12	\$2.71	141,567	384,316	98,114	266,353	68,959	187,204	126,042	342,170	36,335	98,640	471,017	1,278,684							
25	Psychology, Social Sciences, and History	\$8.97	\$2.19	1,283,354	2,810,352	889,440	1,947,739	625,135	1,368,952	1,142,617	2,502,159	329,391	721,317	4,269,936	9,350,518							
26	Visual and Performing Arts	\$12.05	\$2.94	335,132	985,882	232,266	683,274	163,246	480,233	298,380	877,766	86,016	253,041	1,115,041	3,280,196							
Total				5,917,492	15,056,934	4,101,170	10,435,340	2,882,472	7,334,389	5,268,560	13,405,739	1,518,809	3,864,577	19,688,502	50,096,980							
Percentage of Total Dollar Amount				30.06%		20.83%		14.64%		26.76%		7.71%		100.00%								
<table border="0" style="width:100%"> <tr><td style="width:100%">Add: 10% Critical Field Bonus</td><td style="text-align:right">1,914,675</td></tr> <tr><td>Add: Core Operations</td><td style="text-align:right">680,406</td></tr> <tr><td>Add: Student Success Points</td><td style="text-align:right">7,194,361</td></tr> <tr><td>Allocated State Funding</td><td style="text-align:right">59,886,422</td></tr> </table>															Add: 10% Critical Field Bonus	1,914,675	Add: Core Operations	680,406	Add: Student Success Points	7,194,361	Allocated State Funding	59,886,422
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Add: Core Operations	680,406																					
Add: Student Success Points	7,194,361																					
Allocated State Funding	59,886,422																					
FY19 State Appropriation Distribution				17,999,207	12,474,508	8,767,601	16,025,352	4,619,754	59,886,422													

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

Base Year Contact Hours = Summer 2016, Fall 2016, and Spring 2017 - THECB, District Institutional Research and Effectiveness Services (IRES) Office

Actual rate of funding % (according to THECB)

24.41%



Base Period Contact Hour Rates by Discipline

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
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		2014-15	Adjusted	2016-17	Adjusted	2018-19	Adjusted
		Biennium	Rate	Biennium	Rate	Biennium	Rate
		0.2998	1667314	0.2669	4259175	0.2441	13040098
1	Agriculture	\$ 9.06	\$ 2.72	\$ 9.95	\$ 2.66	\$ 10.47	\$ 2.56
2	Architecture and Precision Production Trades	9.40	2.82	10.04	2.68	10.98	2.68
3	Biology, Physical Sciences, and Science Technology	7.81	2.34	8.99	2.40	9.87	2.41
4	Business Management, Marketing, and Administrative Services	7.77	2.33	8.96	2.39	9.74	2.38
5	Career Pilot	29.27	8.78	35.26	9.41	45.42	11.09
6	Communications	8.86	2.66	9.76	2.61	10.39	2.54
7	Computer and Information Sciences	9.48	2.84	10.74	2.87	12.55	3.06
8	Construction Trades	9.48	2.84	11.16	2.98	10.87	2.65
9	Consumer and Homemaking Education	8.32	2.49	9.58	2.56	10.99	2.68
10	Engineering	15.65	4.69	14.20	3.79	15.44	3.77
11	Engineering Related	8.80	2.64	9.83	2.62	11.33	2.77
12	English Language, Lit, Philosophy, Humanities, & Interdisciplinary	8.49	2.55	9.45	2.52	10.37	2.53
13	Foreign Languages	7.60	2.28	8.80	2.35	9.66	2.36
14	Degree Nursing	12.79	3.83	14.26	3.81	16.05	3.92
15	Health Occupations - Dental Hygiene	19.30	5.79	20.04	5.35	22.88	5.59
16	Health Occupations - Other	10.13	3.04	11.66	3.11	13.33	3.25
17	Health Occupations - Respiratory Therapy	13.99	4.19	16.00	4.27	18.65	4.55
18	Health Occupations - Vocational Nursing	10.16	3.05	12.04	3.21	13.48	3.29
19	Mathematics	7.80	2.34	8.92	2.38	9.76	2.38
20	Mechanics and Repairers - Automotive	9.69	2.91	11.08	2.96	12.52	3.06
21	Transportation Workers	10.46	3.14	11.30	3.02	13.03	3.18
22	Mechanics and Repairers - Electronics	8.73	2.62	10.01	2.67	11.19	2.73
23	Physical Education and Fitness	9.43	2.83	11.41	3.05	13.69	3.34
24	Protective Services and Public Administration	8.68	2.60	9.90	2.64	11.12	2.71
25	Psychology, Social Sciences, and History	7.16	2.15	8.29	2.21	8.97	2.19
26	Visual and Performing Arts	9.56	2.87	11.10	2.96	12.05	2.94
Weighted Average, based on Alamo Colleges base year contact hours		\$ 8.54	\$ 2.56	\$ 9.69	\$ 2.59	\$ 10.66	\$ 2.60

FY18/19 Base Period = Summer 2016, Fall 2016, and Spring 2017; FY16/17 Base Period = Summer 2014, Fall 2014, and Spring 2015; FY14/15 Base Period = Summer 2012, Fall 2012, and Spring 2013;

Source: Texas Higher Education Coordinating Board (THECB)



FY 2018-19 Expense Summary

The total all funds expense budget approved by the Board of Trustees for FY19 was \$709.0 million, comprised of \$366.5 million in operating expense and \$342.5 million in restricted funds. The operating expense budget is developed using the Funding Model, explained in detail below. 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.

FY19 EXPENSE BUDGET SUMMARY

Functional Category	SAC	SPC	PAC	NVC	NLC	Total Colleges	DSO	Facilities	General Institutional	Total Alamo Colleges District
Operating Funds	58,745,806	41,711,398	29,245,503	45,389,867	15,886,754	190,979,328	60,644,646	28,001,277	24,348,220	303,973,471
Non-Formula Funding	3,266,555	2,678,595	2,944,187	1,485,573	324,167	10,699,077	7,027,456	-	3,465,098	21,191,631
Capital	1,573,776	1,336,511	777,902	1,176,225	435,586	5,300,000	-	51,000	-	5,351,000
Preventive Maintenance	-	-	-	-	-	-	-	18,500,000	-	18,500,000
Transfers	-	-	-	-	-	-	-	-	17,509,927	17,509,927
Total FY19 Budget	63,586,137	45,726,504	32,967,592	48,051,665	16,646,507	206,978,405	67,672,102	46,552,277	45,323,245	366,526,029

The driving force behind the operating budget is funding our strategic priorities. These priorities are the catalyst for achieving student success and include:

- AlamoINSTITUTES (Guided Pathways)
- AlamoADVISE (Case Management Advising System)
- Summer Momentum Program (SMP)
- High School Programs (Dual Credit, ECHS, Academy)

The following pages provide an expanded view of each of the above strategic priorities, the costs and the benefits to our students.



AlamoINSTITUTES (Guided Pathways)

Helps students select a career path early, leading to a sustaining wage job or university transfer where every course counts.

Completing now the 215 transfer advising guides with our 7 primary transfer institutions and strengthening related articulation agreements/ university alignment



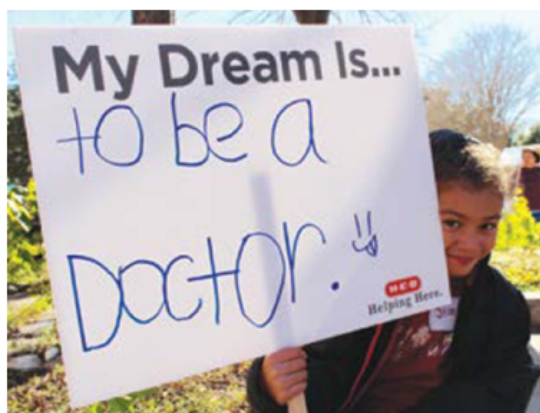
Cost	Benefits
\$1.1M recurring expense, part of the Student Success Fund.	Student ROI: Every course counts as “degree-applicable”, saving \$8,800 - \$52,800 of University Tuition dollars on average.
FY19 & FY20 expansion requires add'l funding: expand to add'l Universities.	

AlamoADVISE

Case management advising system: Students have personal advisors (non-dual credit students at 350:1 ratio and 10 in-take advisors); advisors are certified with rigorous training; enhancements to tutoring and other direct student support services.

Strategy includes deploying during 2018 add'l technology tools to Advisors and Faculty for Case Management and reporting/analysis (Navigate On-boarding and Campus)

Cost	Benefits
\$15M added to expense structure.	Student ROI: Select academic plan early, saving > \$1,000 avoiding excess hours. 132% increase in student degree/ certificate completions since 2012.
FY19 & 20 expansion requires add'l funding: leverage feedback from NACADA report to strengthen training and processes as well as expansion to add more advisors for in-take, outreach, and high-school presence if funding allows.	





Summer Momentum Program (SMP)



This program 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 to cover 3 to 6 credit hours for free in the summer (for those taking 18 to 24 hours total in Fall and Spring)

Cost	Benefits
\$3M in Summer '17 /estimate \$3M in 2018.	Student ROI: 7400 students (52% of eligible students) took advantage of the program in Summer 2017 for \$3M scholarships total.
FY19: budgeted flat at est. \$3M; add'l funding required to support further growth.	Those students with SMP scholarships performed better in the Fall 2018 than non-SMP students: Took more credit hours, persisted at a higher rate, and earned a higher Grade Point Average (GPA).

High School Programs (Dual Credit, ECHS, Academy)

To create a college-going culture across the service area by providing access to high school students to earn college credits while in high school.

Cost	Benefits
ACD Direct costs \$8.7M net of \$1.5M cost share revenues or \$11.55/CH (state reimbursement lags 2 years and currently is avg. \$2.60).	Student ROI: ➤ 12,500 students; \$21M waived tuition ➤ Each student saves \$1,000 - \$5,000 of Alamo Colleges Tuition for 12 – 60 hours; and save Pell for University transfer ➤ The same hours at the University cost \$20K to \$70K
FY19 and FY20 strategic initiatives: <ul style="list-style-type: none"> increase faculty release time for active oversight of DC taught by HS faculty; add FTE for ACD advisors covering all ISDs; collaborate with ISD for curriculum that leverages on Institute advising guides (start first with 16 ECHSs); support continued DC expansion as funding allows. 	





**ALAMO COLLEGES DISTRICT
TWO YEAR BUDGET COMPARISON BY FUNCTIONAL CATEGORY**

FUNCTIONAL CATEGORY	SAC	SPC	PAC	NVC	NLC	DSO	TOTAL	%
FY 2019 APPROVED								
Instruction	36,879,123	28,661,408	15,106,372	27,769,622	8,660,838	2,136,466	119,213,829	32.53%
Academic Support	5,050,011	5,477,199	2,701,485	8,014,213	2,788,449	1,636,004	25,667,361	7.00%
Student Services	11,301,610	6,781,388	6,967,762	7,884,849	2,921,767	12,324,468	48,181,844	13.15%
Institutional Support	7,210,629	3,218,468	5,741,311	3,167,792	1,839,867	77,300,802	98,478,869	26.87%
Operations & Maint of Plant	84,261	28,492	29,000			47,304,803	47,446,556	12.94%
Public Service	1,276,759	132,347		38,964			1,448,070	0.40%
Scholarships	50,000		102,000			1,037,001	1,189,001	0.32%
Auxiliary	159,968	90,691	1,541,760			247,153	2,039,572	0.56%
Transfers	1,573,776	1,336,511	777,902	1,176,225	435,586	17,560,927	22,860,927	6.24%
TOTAL	63,586,137	45,726,504	32,967,592	48,051,665	16,646,507	159,547,624	366,526,029	100.00%

FY 2018 APPROVED								
Instruction	37,899,547	26,345,103	16,153,054	27,703,060	8,499,533	3,077,271	119,677,568	33.80%
Academic Support	4,048,418	5,469,539	2,671,291	8,091,487	3,043,514	1,549,193	24,873,442	7.02%
Student Services	10,181,191	6,610,888	6,677,350	7,376,610	2,801,884	12,412,706	46,060,629	13.01%
Institutional Support	6,801,383	3,131,537	3,972,814	3,236,463	1,735,782	74,150,513	93,028,492	26.27%
Operations & Maint of Plant	62,810	28,492				44,353,141	44,444,443	12.55%
Public Service	1,114,032	137,840					1,251,872	0.35%
Scholarships	75,000		102,000			1,042,361	1,219,361	0.34%
Auxiliary	157,179	97,626	1,532,314			247,919	2,035,038	0.57%
Transfers	1,297,096	1,085,448	612,007	1,013,471	291,978	17,195,253	21,495,253	6.07%
TOTAL	61,636,656	42,906,473	31,720,830	47,421,091	16,372,691	154,028,357	354,086,098	100.00%

VARIANCE								
Instruction	(1,020,424)	2,316,305	(1,046,682)	66,562	161,305	(940,805)	(463,739)	-0.39%
Academic Support	1,001,593	7,660	30,194	(77,274)	(255,065)	86,811	793,919	3.19%
Student Services	1,120,419	170,500	290,412	508,239	119,883	(88,238)	2,121,215	4.61%
Institutional Support	409,246	86,931	1,768,497	(68,671)	104,085	3,150,289	5,450,377	5.86%
Operations & Maint of Plant	21,451	-	29,000	-	-	2,951,662	3,002,113	6.75%
Public Service	162,727	(5,493)	-	38,964	-	-	196,198	15.67%
Scholarships	(25,000)	-	-	-	-	(5,360)	(30,360)	-2.49%
Auxiliary	2,789	(6,935)	9,446	-	-	(766)	4,534	0.22%
Transfers	276,680	251,063	165,895	162,754	143,608	365,674	1,365,674	6.35%
TOTAL	1,949,481	2,820,031	1,246,762	630,574	273,816	5,519,267	12,439,931	3.51%

Note: FY18 and FY19 approved budgets are based on the data loaded in Banner.



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.

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, excluding Continuing Education is equal to the related revenue
- 5) Consolidated Continuing Education
- 6) Overlay of other expenses, such as Fringe Benefits, Strategic Investments and other Board of Trustee approved actions, Capital budget, IT/Communications cross-charges (required by state reporting), General Institutional
- 7) 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, discussed in detail below, 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 + Non-Support areas (Legal, Internal Audit, Ethics, Board of Trustees)



College Instruction

PY Reported Fundable Operating Expenses (RFOE) / Base Year CH = \$/CH x Projected CH = Budget Instructional Funds

College Academic Support

Academic Support Expenses / Instructional Formula Expenses = % Academic Support to Instructional Spending x Budget Formula Instructional Funds = Budget Academic Support Funds

ADD: Non-Labor Library expense + Continuing Education Program Managers (2 per college)

College Student Services

Student Services Expenses / Annual Headcount = \$/Duplicated Headcount x Budget Annual Duplicated Headcount = Budget Student Services Funds

ADD: Advisors (Goal 350:1) + Early College High School Program Managers

College Institutional Support

Institutional Support Expenses / Instruction, Academic Support, & Student Services Expenses = % Institutional Support to Instruction, Academic Support, & Student Services Spending x Budget Instruction, Academic Support, & Student Services Funds = Budget Institutional Support Funds

District Support Operations (DSO)

District Support Operations Formula (excluding Core) /College Instruction, Academic Support, Student Services, & Institutional Support Expenses = % DSO to College Instruction, Academic Support, Student Services, & Institutional Support Spending x Budget College Instruction, Academic Support, Student Services, & Institutional Support = 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)

District Consolidated Continuing Education

Expenses based on projected revenues less contribution amount

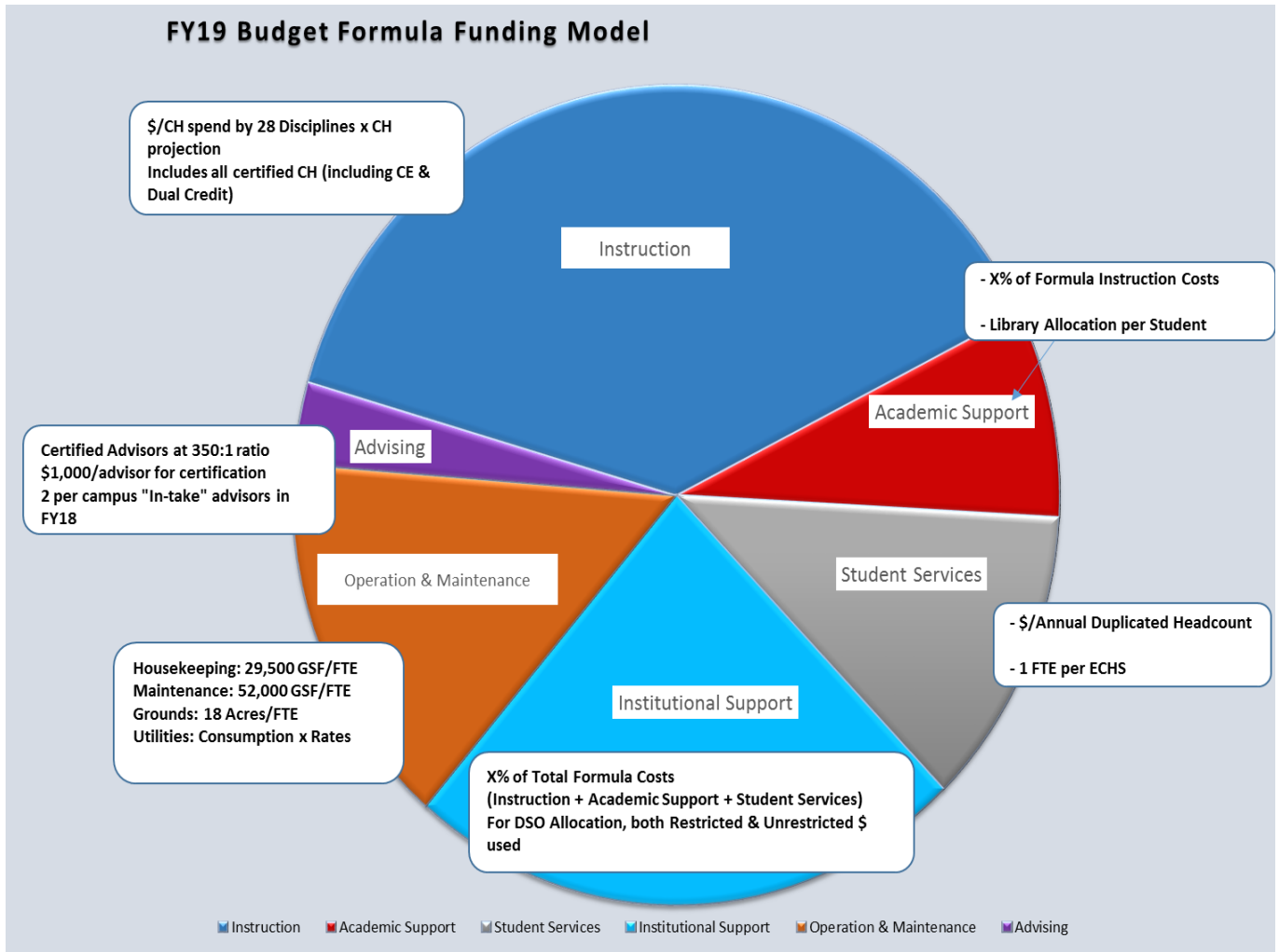


OVERLAYS: General Institutional + IT/Communications Chargeback + Strategic Investments + Capital + Board Approved Initiatives + Fringe Benefits



OPERATING EXPENSES

IF REVENUES OPERATING EXPENSES GAP CLOSURE BALANCED BUDGET



Core and College Formula Funding

To align to the State Appropriations funding methodology, the concept of Core funding allows for Administrator salaries and support areas, such as legal, internal audit, ethics, and the Board of Trustees, to be fully funded outside of the formula and non-formula allocations.

Formula funding for the five Colleges (San Antonio College, St. Philip’s College, Palo Alto College, Northwest Vista College, and Northeast Lakeview College) is calculated for each functional category:

- A) Instruction, B) Academic Support, C) Student Services, and D) Institutional Support.



A) Instruction funds all activities that are part of an institution’s instruction program. The Instruction Formula calculation allocates expenses for full-time and part-time faculty, adjunct faculty, instructional materials, and lab supplies based on the expense dollars per Contact Hour using the prior full year Report of Fundable Operating Expenses (RFOE) divided by the contact hours for the same year, multiplied by the projected budget year’s Contact Hours.

FY19 FUNDING MODEL INSTRUCTION ALLOCATION						
	SAC	SPC	PAC	NVC	NLC	TOTAL Colleges
FY 17 Actual Instruction	42,684,593	29,286,586	17,037,006	26,208,769	9,207,069	124,424,024
LESS: Core Funding	(66,768)	(39,188)	-	-	-	(105,957)
LESS: Benefits	(8,398,689)	(5,423,748)	(3,159,778)	(4,864,627)	(1,832,276)	(23,679,117)
LESS: IX Charges	(2,450,440)	(1,594,175)	(987,673)	(1,634,111)	(517,307)	(7,183,706)
LESS: FF&E	(195,793)	(901,707)	(340,718)	(294,511)	(316,700)	(2,049,428)
LESS: Non-Formula Instructional	(825,546)	(1,470,615)	(455,985)	(70,844)	(3,339)	(2,826,329)
ADD: FY17 Lapsed Salaries (Instruction FTEs)	26,389	177,009	438,748	137,998	(58,788)	721,357
Net Instruction	30,773,746	20,034,163	12,531,600	19,482,675	6,478,660	89,300,844
FY17 Contact Hours	6,062,340	4,164,605	2,926,119	5,323,233	1,476,120	19,952,417
x FY19 Contact Hours	6,083,736	4,384,535	3,061,808	5,342,002	1,564,294	20,436,374
Average Instruction \$/CH	\$ 4.65	\$ 4.78	\$ 4.34	\$ 4.02	\$ 3.85	\$ 4.41
SUBTOTAL DISTRIBUTION - INSTRUCTION	28,299,507	20,956,787	13,278,120	21,491,539	6,022,507	90,048,460
ADD FY18 Compensation - INSTRUCTION (not included in FY17 RunRate)	803,560	486,026	291,416	414,886	167,341	2,163,230
Total Instruction	29,103,067	21,442,814	13,569,536	21,906,425	6,189,849	92,211,690
COST CONTAINMENT¹	(4,175,083)	(4,479,635)	(2,062,142)	(1,359,752)	(191,418)	(12,268,030)
Total Instruction net of Cost Containment	24,927,984	16,963,178	11,507,394	20,546,673	5,998,431	79,943,661

¹ COST CONTAINMENT: funding reduction to keep FY19 flat at FY18 levels (no incremental funding for contact hour growth, uses FY16 \$/per metrics)

B) Academic Support funds are primarily to provide support services to instruction including 1) enhancing and maintaining educational materials in campus libraries; 2) academic administration such as dean’s salaries and office expenses; 3) technical support including computer services; 4) separately budgeted support for course and curriculum development, such as the Continuing Education Program Managers. The Academic Support Formula calculation is based on the percentage of the college’s actual instructional spending to the academic support spending and applied to the budgeted instructional allocation in A) above.

FY19 FUNDING MODEL ACADEMIC SUPPORT ALLOCATION Including Non-Labor Library						
	SAC	SPC	PAC	NVC	NLC	TOTAL Colleges
FY 17 Actual Academic Support	3,878,105	5,553,049	2,506,643	7,632,537	3,302,270	22,872,604
LESS: Core Funding	(354,483)	(471,532)	(356,513)	(331,267)	(308,765)	(1,822,560)
LESS: Benefits	(747,037)	(1,117,094)	(501,347)	(1,286,575)	(664,366)	(4,316,420)
LESS: IX Charges	(189,508)	(304,496)	(133,418)	(314,098)	(179,084)	(1,120,604)
LESS: FF&E	(69,615)	(184,877)	(1,895)	(868,680)	(143,287)	(1,268,354)
LESS: Non-Labor Library	(501,518)	(171,080)	(150,133)	(301,592)	(156,503)	(1,280,827)
ADD: FY17 Lapsed Salaries (Academic Support FTEs)	67,061	60,644	(43,263)	32,329	7,606	124,376
Net Academic Support	2,083,004	3,364,613	1,320,074	4,562,654	1,857,871	13,188,215
\ FY17 Instructional Formula Spend	30,773,746	20,034,163	12,531,600	19,482,675	6,478,660	89,300,844
x FY19 Formula Instruction	29,103,067	21,442,814	13,569,536	21,906,425	6,189,849	92,211,690
% Instructional Formula Spend YoY						14.8%
Academic Support	4,298,028	3,166,739	2,003,990	3,235,206	914,135	13,618,097



In addition to calculating the Academic Support formula expense, an overlay of the non-labor portion for libraries, two Continuing Education manager salaries for each college, and the full year FY2018 Academic support Compensation is applied.

	SAC	SPC	PAC	NVC	NLC	TOTAL Colleges
Academic Support	4,298,028	3,166,739	2,003,990	3,235,206	914,135	13,618,097
CE Program Managers x 2	103,070	103,070	103,070	103,070	103,070	515,348
Non-Labor Library	504,270	181,252	158,122	303,436	166,463	1,313,544
SUBTOTAL DISTRIBUTION - ACADEMIC SUPPORT w/ LIBRARY	4,905,367	3,451,060	2,265,182	3,641,712	1,183,668	15,446,989
ADD FY18 Compensation - Acad Support (not included in FY17 RunRate)	57,222	85,128	38,172	93,808	45,098	319,428
Total Academic Support	4,962,589	3,536,188	2,303,354	3,735,520	1,228,766	15,766,417
COST CONTAINMENT¹	(179,326)	(323,043)	(86,701)	117,120	22,284	(449,666)
Total Academic Support net of Cost Containment	4,783,263	3,213,145	2,216,653	3,852,639	1,251,050	15,316,751

¹ COST CONTAINMENT: funding reduction to keep FY19 flat at FY18 levels (no incremental funding for contact hour growth, uses FY16 \$/per metrics)

C) Student Services funds for offices of admissions and the registrar, and activities that primarily contribute to the students' well-being and development outside the context of the formal instruction program. Alamo Colleges District has included additional funding, not included in the Student Services formula calculations, in student services for the Advising initiative and the Early College High School Program's directors and coordinators salaries. The Formula funding calculation is the same as the Academic Support calculations, substituting Student Services expense in place of Academic Support.

**FY19 FUNDING MODEL
STUDENT SERVICES ALLOCATION Including Advisors**

	SAC	SPC	PAC	NVC	NLC	TOTAL Colleges
FY 17 Actual Student Services	10,456,313	5,999,632	6,170,009	6,900,226	2,832,297	32,358,477
LESS: Core Funding	(132,484)	(227,896)	(243,361)	(227,896)	(229,647)	(1,061,285)
LESS: Benefits	(2,167,136)	(1,303,381)	(1,275,549)	(1,539,125)	(609,021)	(6,894,212)
LESS: IX Charges	(550,001)	(330,731)	(322,320)	(380,554)	(163,721)	(1,747,327)
LESS: FF&E	(184,502)	(8,222)	(5,816)	(49,319)	(11,151)	(259,009)
LESS: Advising Model Costs	(2,393,229)	(1,473,651)	(968,697)	(1,796,147)	(477,168)	(7,108,892)
LESS: Early College High School	(77,905)	(141,865)	(240,205)	-	(57,425)	(517,400)
ADD: FY17 Lapsed Salaries (Student Services FTEs)	130,825	43,444	108,553	154,460	10,942	448,224
Net Student Services	5,081,881	2,557,330	3,222,614	3,061,645	1,295,105	15,218,576
\ FY17 Annual Duplicated HC	48,747	27,784	22,152	38,959	8,226	145,868
x FY19 Annual Duplicated HC Projection	49,014	29,436	23,331	39,197	8,750	149,728
\$ per Annual Duplicated HC						\$ 104.33
Student Services	5,113,738	3,071,080	2,434,132	4,089,498	912,846	15,621,294
Advising Model	3,447,827	1,965,524	1,625,047	2,918,288	969,807	10,926,493
Early College High School Program	81,801	248,708	417,166	-	215,790	963,465
SUBTOTAL DISTRIBUTION - STUDENT SERVICES w/ ADVISING	8,643,366	5,285,312	4,476,345	7,007,786	2,098,443	27,511,252
ADD FY18 Compensation - Student Services (not included in FY17 RunRate)	174,468	99,607	100,687	129,407	51,959	556,128
Total Student Services	8,817,834	5,384,920	4,577,032	7,137,193	2,150,402	28,067,380
COST CONTAINMENT¹	(998,892)	(464,143)	(474,639)	(934,421)	(43,685)	(2,915,780)
Total Student Services net of Cost Containment	7,818,942	4,920,776	4,102,393	6,202,771	2,106,717	25,151,599

¹ COST CONTAINMENT: funding reduction to keep FY19 flat at FY18 levels (no incremental funding for contact hour growth, uses FY16 \$/per metrics)



D) Institutional Support funds the Colleges' salaries and non-labor expense for non-Core administrative staff, including employee memberships and conferences, fiscal operations, administrative data processing, office materials and supplies, and advertising. The Formula funding calculation employs the same principle as the Instruction and Academic Support calculations, excluding non-formula overlays. As Northeast Lakeview College just earned accreditation in December, 2017, an overlay is provided only to NLC as an efficiency factor adjustment.

FY19 FUNDING MODEL INSTITUTIONAL SUPPORT ALLOCATION						
	SAC	SPC	PAC	NVC	NLC	TOTAL Colleges
FY 17 Actual Institutional Support	7,878,885	3,620,916	3,647,809	2,901,899	1,477,524	19,527,032
LESS: Core Funding	(403,999)	(528,330)	(348,140)	(348,140)	(240,312)	(1,868,920)
LESS: Benefits	(1,157,711)	(488,087)	(541,575)	(438,595)	(241,117)	(2,867,086)
LESS: IX Charges	(309,567)	(132,226)	(152,386)	(131,734)	(81,557)	(807,470)
LESS: FF&E	(1,156,633)	(94,674)	(280,783)	(144,170)	(22,513)	(1,698,773)
ADD: FY17 Lapsed Salaries (Institutional Support FTEs)	49,919	(46,445)	67,064	280	16,518	87,335
Net Institutional Support	4,900,894	2,331,153	2,391,989	1,839,539	908,542	12,372,117
\ FY17 Instr/AS/SS Formula Spend	38,440,149	26,127,186	17,224,421	27,408,565	9,788,140	118,988,461
x FY19 Instr/AS/SS Formula Spend	42,698,619	30,012,144	19,929,686	32,676,067	9,250,157	134,566,674
% Inst/AS/SS Formula						10.4%
Efficiency Factor Overlay (NLC)					500,000	500,000
SUBTOTAL DISTRIBUTION - INSTITUTIONAL SUPPORT	4,439,694	3,120,586	2,072,238	3,397,574	1,461,808	14,491,900
ADD FY18 Compensation - Institutional Support (not included in FY17 RunRate)	89,785	28,580	36,257	32,736	21,181	208,538
Total Institutional Support	4,529,478	3,149,166	2,108,495	3,430,310	1,482,989	14,700,438
COST CONTAINMENT¹	(564,630)	(573,466)	(284,345)	(248,339)	(59,087)	(1,729,866)
Total Student Services net of Cost Containment	3,964,848	2,575,700	1,824,150	3,181,971	1,423,902	12,970,572

¹ COST CONTAINMENT: funding reduction to keep FY19 flat at FY18 levels (no incremental funding for contact hour growth, uses FY16 \$/per metrics)



District Support Operations Formula Funding

District Support Operations (DSO) Formula expense is based on a similar calculation used for the Colleges' Academic, Student Services and Institutional Support funding; for DSO, the percentage of total actual formula expenses for the colleges is applied to the new budget formula expense. Therefore, DSO expense growth or loss is directly tied to the budgeted change projected for contact hours.

FY19 FUNDING MODEL DISTRICT SUPPORT OPERATIONS ALLOCATION							
	Board, Chancellor, Legal, IA, Ethics, Inst Adv	VCAS	VCSS	VCEWD	VCPPIS	VCFA	TOTAL DSO
FY 17 Actual District Support Operations	3,545,081	2,184,137	4,024,780	6,447,717	15,694,730	49,535,912	81,432,357
LESS: Core Salaries	(735,120)	(361,388)	(355,849)	(389,817)	(554,075)	(1,088,814)	(3,485,064)
Less: Core Non-Labor (IA, Legal, BoT, Ethics)	(1,068,416)	-	-	-	-	-	(1,068,416)
LESS: Contractor Services (Grounds, Bldg Maint., Housekeeping)						(5,313,852)	(5,313,852)
ADD: FY17 Lapsed Salaries (DSO FTEs)	2,095	319,679	293,587	75,703	378,655	466,241	1,535,960
Net District Support Operations	1,743,641	2,142,427	3,962,518	6,133,603	15,519,311	43,599,486	73,100,986
\ FY17 College Instruction/AS/SS/IS + Restricted	152,224,873	152,224,873	152,224,873	152,224,873	152,224,873	152,224,873	913,349,236
x FY19 College Instruction/AS/SS/IS + Restricted	155,780,461	155,780,461	155,780,461	155,780,461	155,780,461	155,780,461	934,682,767
% Inst/AS/SS Formula							8.0%
SUBTOTAL DISTRIBUTION - DISTRICT SUPPORT OPERATIONS	1,784,368	2,192,469	4,055,072	6,276,869	15,881,803	44,617,860	74,808,440
ADD FY18 Compensation - DSO (not included in FY17 RunRate)	21,327	29,056	93,731	68,612	171,782	632,918	1,017,427
Total District Support Operations - Formula Funding	1,805,695	2,221,525	4,148,803	6,345,481	16,053,585	45,250,778	75,825,867
COST CONTAINMENT¹	(63,033)	(77,549)	(144,827)	(221,509)	(560,401)	(1,579,621)	(2,646,941)
Total Student Services net of Cost Containment	1,742,662	2,143,976	4,003,976	6,123,972	15,493,184	43,671,157	73,178,927

¹ COST CONTAINMENT: funding reduction to keep FY19 flat at FY18 levels (no incremental funding for contact hour growth, uses FY16 \$/per metrics)

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. The Collaborative Agreement for Student Financial Aid Services and the Collaborative Agreement for Services Provided by the District Support Operations to the Colleges are included in the Appendix.

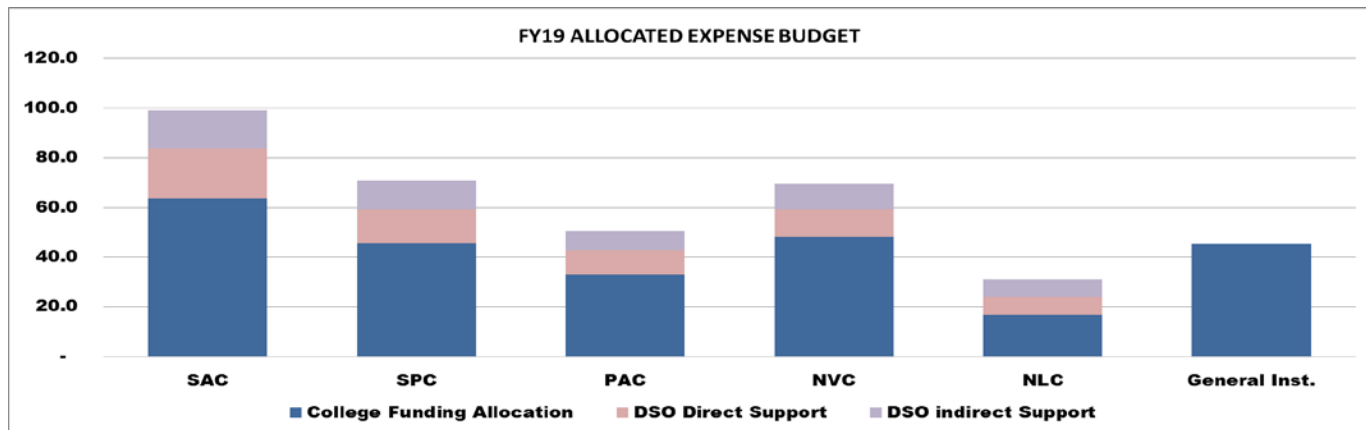
DSO Indirect support functions are funded and administered at District Support Operations, performed in various locations and support the entire Alamo Colleges District and have their funds allocated based on the percentage of College to Total District Support excluding Preventive Maintenance. Below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

Chancellor’s Office (Includes Community Partnerships)	Student Success (Student Leadership Institutes, College Connections)	Vice Chancellor’s Offices	IT, State Reporting, Strategic Planning & Institutional Research
Human Resources	Academic Success (curriculum alignment, community partnerships)	Legal, Ethics, Policy, Internal Audit, Foundation	Advertising & Communication
Facilities (including Construction, Non-DPS Vehicle Replacement)	District Business Office (included in Finance & Fiscal Services)	Project Facilitation Office	
Finance & Fiscal Services (General Accounting, Accounts Payable, Budgeting, Grants, Inventory)	Economic & Workforce Development	Continuing Education	



The below table and chart 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.

FY19 FULLY ALLOCATED BUDGET								
	SAC	SPC	PAC	NVC	NLC	Total Colleges	General Institutional	Total Alamo Colleges District
Instruction	36,200,106	26,810,611	14,267,932	27,168,793	8,628,588	113,076,030		113,076,030
Academic Support	5,047,311	5,463,795	2,700,385	7,977,213	2,763,949	23,952,653		23,952,653
Student Services	10,153,499	6,190,032	6,404,875	7,077,069	2,654,350	32,479,825		32,479,825
Institutional Support	7,210,629	3,218,468	5,741,311	3,166,792	1,839,867	21,177,067		21,177,067
Operation and Maintenance of Plant	84,261	28,492	29,000	-	-	141,753		141,753
Scholarships / Exemptions	50,000	-	102,000	-	-	152,000		152,000
Total Educational and General Expense	58,745,806	41,711,398	29,245,503	45,389,867	15,886,754	190,979,328		190,979,328
Capital	1,573,776	1,336,511	777,902	1,176,225	435,586	5,300,000		5,300,000
Non-Formula	3,266,555	2,678,595	2,944,187	1,485,573	324,167	10,699,077		10,699,077
Total Other Expense	4,840,331	4,015,106	3,722,089	2,661,798	759,753	15,999,077		15,999,077
Total College Funding Allocation	63,586,137	45,726,504	32,967,592	48,051,665	16,646,507	206,978,405		206,978,405
DSO Direct Support								
Building Maintenance	1,871,817	1,412,641	1,176,206	1,510,866	1,044,299	7,015,828		7,015,828
Utilities	3,302,334	2,153,989	1,459,172	1,483,387	1,095,236	9,494,118		9,494,118
Preventive Maintenance	7,158,201	3,777,533	3,316,467	2,696,533	1,551,266	18,500,000		18,500,000
Housekeeping	964,613	2,081,475	912,562	876,152	1,345,252	6,180,053		6,180,053
Groundskeeping	711,812	350,377	241,256	855,264	227,955	2,386,663		2,386,663
Bursar	295,324	178,388	204,219	219,305	147,843	1,045,079		1,045,079
Student Financial Aid (SFA)	1,152,753	761,223	669,000	958,733	504,089	4,045,797		4,045,797
Student Contact Center	582,941	375,992	297,194	495,540	157,171	1,908,837		1,908,837
Public Safety	2,844,818	1,657,091	867,310	1,119,347	1,018,586	7,507,151		7,507,151
Center for Student Information (CSI)	577,693	372,607	294,518	491,079	155,756	1,891,653		1,891,653
Interpreter and Immunization	234,398	151,185	119,500	199,255	63,198	767,536		767,536
Emergency Mgmt Initiatives	306,251	197,529	156,132	260,334	82,571	1,002,818		1,002,818
Total DSO Direct Support	20,002,955	13,470,029	9,713,535	11,165,792	7,393,222	61,745,533		61,745,533
DSO Indirect Support	15,587,225	11,761,932	7,762,900	10,277,523	7,089,266	52,478,846		52,478,846
General Institutional							45,323,245	45,323,245
Total FY19 Budget - Fully Allocated	99,176,317	70,958,465	50,444,027	69,494,980	31,128,996	321,202,784	45,323,245	366,526,029





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.



FY19 – The Perfect Storm



The Perfect Storm

Starring

State: Unfunded Growth

Tuition: Among the Lowest in State

Property Taxes Committed to Facilities/CIP

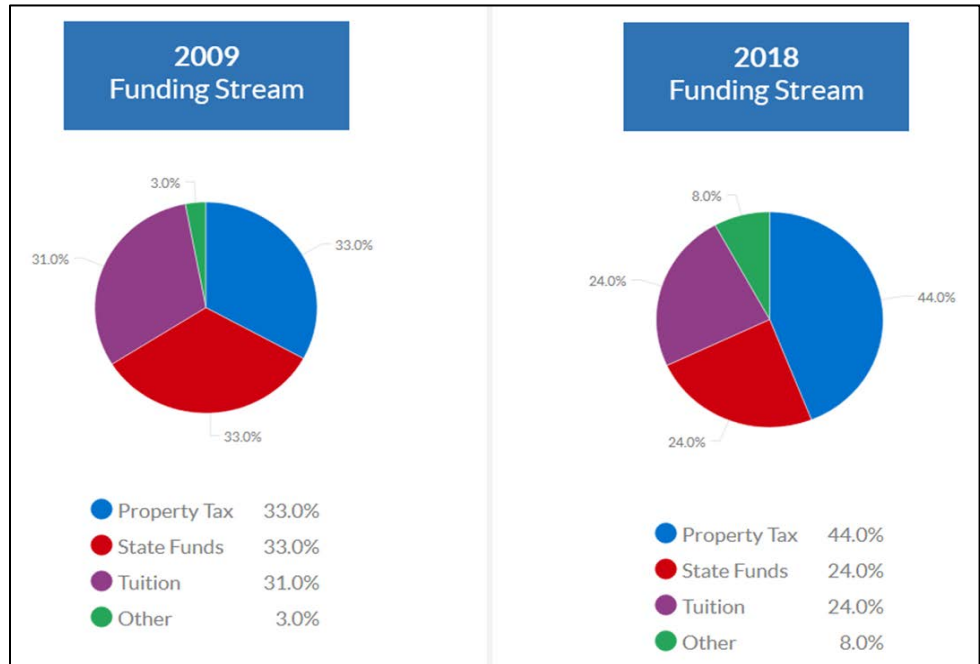
Student Success Strategies (added \$20M to Expense structure)

State & Tuition Revenue Not Sufficient for Enrollment Growth

(& unable to repeat FY18 Fund Bal. Transfer)

As seen in the pie charts below, the mix of revenue has dramatically changed over the last 10 years. In 2009, each of the three main revenue streams represented approximately one third of the total. By 2018, there had been a significant shift, or change in the mix, with 44% of operating revenue attributed to ad valorem tax revenue, 24% from student tuition, and 24% from state appropriations. As state funding expectedly continues to decline as a percent of total revenue and ad valorem tax revenue is needed to support facilities and infrastructure, an adjustments to tuition rates became necessary to support the ACD’s student success strategies.

As noted above, a perfect storm has been brewing. The Board of Trustees has diligently and tirelessly supported our students by keeping tuition low, only raising the tuition rate twice in the last seven years. In that same period of time,





88% of Texas community colleges raised tuition by 20% or more. In the Bexar County service area, the five Alamo Colleges remains the “best deal in town”, offering lower tuition rates than any other institution of higher education, while at the same time, providing excellent academic, technical and workforce instruction. For the FY19 operating budget, the decision was made by the Board to support a rate increase that will provide for our Colleges and DSO the resources needed to maintain the student success trajectory we are on. The tuition increase presented in the FY19 budget, effective Spring 2019, will supplement formula funding and partially offset the cost containment strategies used to balance the FY19 budget.

The funding model, as a tool, determines formula funding needs for the five Colleges and DSO based on student projections (contact hours and headcount) and “cost/per” metrics from the prior audited fiscal year. With the projected formula revenue as the basis for the FY19 operating budget, the funding model calculated more formula expense that was sustainable. As a result, a cost containment strategy was adopted in FY19 to minimize the level of a tuition increase required to balance the budget, and the five Colleges and DSO were allocated an expense budget at a level less than what the funding model computed. The table below shows the final approved operating budget loaded into the Banner Financial System as determined by each college and each DSO department, ensuring local control in determining allocation of operating funds.

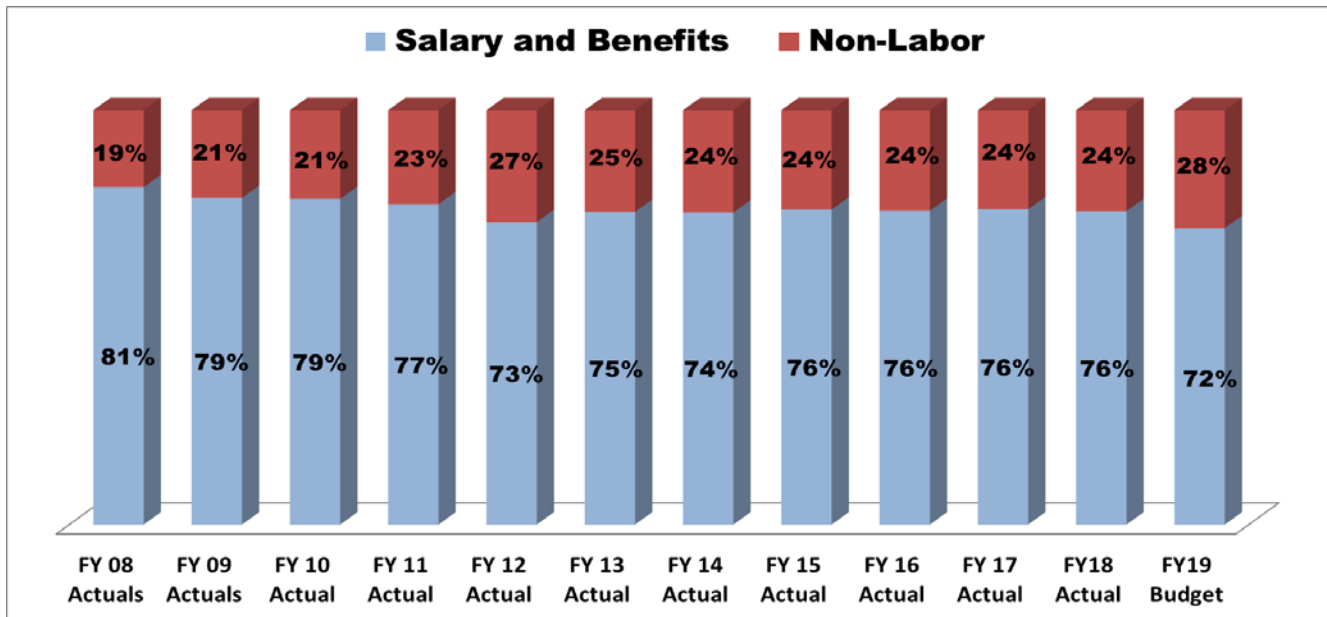
	SAC	SPC	PAC	NVC	NLC	TOTAL Colleges	TOTAL DSO	TOTAL
FY19 Approved Budget <i>as Loaded to Banner</i>								
Core	\$ 1,260,476	\$ 1,717,728	\$ 1,131,895	\$ 1,135,640	\$ 1,031,816	\$ 6,277,555	\$ 5,741,233	\$ 12,018,788
Formula ¹	42,568,385	29,804,438	21,203,531	33,850,809	11,102,713	138,529,876	75,956,805	214,486,681
Non-formula	3,266,555	2,678,595	2,944,187	1,485,573	324,167	10,699,077	10,492,554	21,191,631
IT IX	3,637,223	2,224,208	1,687,542	2,513,932	922,554	10,985,459	(10,485,459)	500,000
Operations & Maintenance	-	-	-	-	-	-	6,866,339	6,866,339
Benefits	11,279,722	7,965,024	5,222,535	7,889,486	2,829,671	35,186,438	19,541,285	54,727,723
Capital	1,573,776	1,336,511	777,902	1,176,225	435,586	5,300,000	-	5,300,000
Prev Maint	-	-	-	-	-	-	18,500,000	18,500,000
Gen. Instl	-	-	-	-	-	-	29,134,867	29,134,867
DSO Admin Bldg Move & IT	-	-	-	-	-	-	3,000,000	3,000,000
Fund Balace - YR 2 of M&O	-	-	-	-	-	-	800,000	800,000
FY19 TOTAL	\$ 63,586,137	\$ 45,726,504	\$ 32,967,592	\$ 48,051,665	\$ 16,646,507	\$ 206,978,405	\$ 159,547,624	\$ 366,526,029

¹ Formula funding as loaded represents the output of the FY19 funding model, net of:
 - Additional formula funding based on Board of Trustees approval of the Spring Tuition & Fee increase to supplement expected FY19 growth
 - Cost Containment strategy, which reduced FY19 funding to reflect FY18 levels (using FY18 funding model metrics)



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.



Staffing Management Plan

During fiscal year 2012, the senior leadership team, consisting of the Chancellor, the five Presidents and the five Vice Chancellors, developed an Alamo Colleges District staffing management plan.

The staffing management plan guides the actions on how positions are defined, staffed, redeployed, managed and controlled to meet the strategic goals and objectives of Alamo Colleges District. The senior leadership team went through the following process in determining the targets.

1. Define the roles and responsibilities by function.
2. Develop ratios per operational measure for each function.
3. Determine the optimum staffing level for each function.
4. Balance overall staffing to targeted labor expense (salaries, wages and benefits) as a percent of total expense. FY target: 72% for Alamo Colleges District, based on individual College targets of 79% each and 57.2% for District support operations.

Authorized full-time and benefit eligible positions, as well as adjuncts, temporaries and work studies, are tracked and monitored throughout the year. The staffing management plan will provide quantitative data to guide future hiring decisions for the Alamo Colleges District to ensure the right mix of functions to support the students and rebalance resources fairly across the five Colleges



FY 2019 Staffing Management Plan

	SAC	SPC	PAC	NVC	NLC	DISTRICT	TOTAL
FY 2019 APPROVED							
FTE Salaries ¹	33,927,951	23,163,022	16,090,090	21,218,033	9,938,206	46,822,810	151,160,112
Other Salaries and Wages	6,368,130	6,191,742	3,365,773	10,570,222	1,116,995	3,388,644	31,001,506
Fringe Benefits - including State Paid	11,279,722	7,965,024	5,222,535	7,889,486	2,829,671	19,582,700	54,769,138
Total Personnel & Benefits	51,575,803	37,319,788	24,678,398	39,677,741	13,884,872	69,794,154	236,930,756
Operating Expenses	10,436,558	7,070,205	7,511,292	7,197,699	2,326,049	72,192,543	106,734,346
Capital	1,573,776	1,336,511	777,902	1,176,225	435,586		5,300,000
Sub-Total	63,586,137	45,726,504	32,967,592	48,051,665	16,646,507	141,986,697	348,965,102
Transfers						17,560,927	17,560,927
TOTAL EXPENSE	63,586,137	45,726,504	32,967,592	48,051,665	16,646,507	159,547,624	366,526,029
Additional Adjustments Items:							
Reclass agency/construction labor						963,326	963,326
One-time Investments ²						4,058,400	4,058,400
SMP % Labor Calculation							
Total Labor Costs ³	51,575,803	37,319,788	24,678,398	39,677,741	13,884,872	70,757,480	237,894,082
Total Expense excluding Transfers ⁴	63,586,137	45,726,504	32,967,592	48,051,665	16,646,507	146,045,097	353,023,502
% of Labor to Total Expense ^{1,5}	81.1%	81.6%	74.9%	82.6%	83.4%	48.4%	67.4%
Target under SMP	79.0%	79.0%	79.0%	79.0%	79.0%	57.2%	72.0%
Variance from Target	2.1%	2.6%	-4.1%	3.6%	4.4%	-8.8%	-4.6%

¹ FY19 Budget include (\$5.9M) Vacancy Credit

² Investment in Veteran's Administration Center

³ Total Labor Costs includes State Paid Benefits and the reclassification of \$5.8M for Contractor/Agency costs from Non-labor to Labor

⁴ Total Expense excluding Transfers includes \$4.1M in VA Center Appropriation

⁵ PAC % Labor to Total Expense is lower than the SMP target due to \$1.7M Budgeted in Non Labor Professional Services (7115)

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



Staffing Summary

The FY19 total full-time employee (FTE) has gone up to 2,557. For FY19, an average of 54% FTE was funded in instruction, 13% in academic Support, and 23% in student services among five colleges and various off-site campuses. The FTEs in district support operations provide the direct and indirect support to the entire Alamo Colleges District. There are 65% of full-time employees in institutional support, 14% in student services, and 18% in operations and maintenance to provide services to all locations.

Three Year Staffing Summary - Full Time Positions

	FY17		FY18		FY19	
	FTE	Budget Salary	FTE	Budget Salary	FTE	Budget Salary
San Antonio College						
Instruction	346.26	21,625,740.99	341.00	21,061,778.00	336.50	20,964,022.00
Public Service	10.00	520,393.00	10.00	554,030.00	12.00	626,835.00
Academic Support	38.00	2,128,384.00	41.00	2,207,468.00	43.50	2,399,692.00
Student Services	119.00	5,708,724.00	122.00	5,931,278.00	128.50	6,208,838.00
Institutional Support	61.00	3,335,795.00	62.00	3,522,714.00	65.00	3,619,866.00
Total	574.26	33,319,036.99	576.00	33,277,268.00	585.50	33,819,253.00
St. Philip's College						
Instruction	234.74	12,936,702.01	236.00	12,806,617.00	240.00	13,635,668.00
Public Service	1.00	69,228.00	1.00	69,228.00	1.00	71,097.00
Academic Support	66.00	3,464,078.00	64.00	3,391,265.00	63.00	3,481,580.00
Student Services	71.00	3,674,574.00	78.00	4,069,326.00	79.00	4,287,951.00
Institutional Support	23.00	1,506,652.00	22.00	1,490,057.00	22.00	1,532,026.00
Auxiliary Enterprises	2.00	57,001.00	2.00	45,303.00	2.00	47,535.00
Total	397.74	21,708,235.01	403.00	21,871,796.00	407.00	23,055,857.00
Palo Alto College						
Instruction	132.00	7,989,132.00	138.00	8,411,511.00	138.00	8,466,964.00
Academic Support	26.00	1,414,426.00	29.00	1,576,006.00	29.00	1,583,259.00
Student Services	67.00	3,491,806.00	71.50	3,805,969.50	72.33	3,860,180.00
Institutional Support	30.00	1,754,895.00	32.00	1,892,627.00	32.05	1,875,312.00
Auxiliary Enterprises	3.00	143,257.00				
Total	258.00	14,793,516.00	270.50	15,686,113.50	271.38	15,785,715.00
Northwest Vista College						
Instruction	172.00	10,015,423.00	182.00	10,668,310.00	185.00	11,335,073.00
Academic Support	64.00	3,129,811.00	69.00	3,344,012.00	67.00	3,380,426.00
Student Services	91.80	4,411,407.20	94.80	4,515,076.40	97.80	4,801,545.00
Institutional Support	22.20	1,430,448.80	23.20	1,510,483.60	23.20	1,538,332.00
Total	350.00	18,987,090.00	369.00	20,037,882.00	373.00	21,055,376.00
Northeast Lakeview College						
Instruction	80.40	4,471,272.40	80.40	4,587,420.00	81.40	4,920,161.60
Academic Support	34.00	1,888,120.00	32.00	1,733,402.00	31.00	1,767,171.00
Student Services	35.60	1,846,781.60	40.60	2,051,035.00	40.60	2,134,453.40
Institutional Support	13.00	936,415.00	15.00	1,086,589.00	15.00	1,116,420.00
Total	163.00	9,142,589.00	168.00	9,458,446.00	168.00	9,938,206.00
District Support Operations						
Academic Support	5.00	266,887.00	16.00	756,010.00	16.00	837,281.00
Student Services	107.00	5,610,332.00	107.00	5,588,874.00	108.00	5,900,501.00
Institutional Support	463.17	29,195,694.12	484.12	30,312,011.99	490.64	31,262,898.04
Operations and Maintenance of Plant	160.00	6,655,217.00	160.00	6,643,232.00	137.00	6,139,770.00
Auxiliary Enterprises	0.36	17,819.88	0.36	17,819.64	0.36	17,619.96
Total	735.53	41,745,950.00	767.48	43,317,947.63	752.00	44,158,070.00
Total Alamo College District						
Instruction	965.40	57,038,270.40	977.40	57,535,636.00	980.90	59,321,888.60
Public Service	11.00	589,621.00	11.00	623,258.00	13.00	697,932.00
Academic Support	233.00	12,291,706.00	251.00	13,008,163.00	249.50	13,449,409.00
Student Services	491.40	24,743,624.80	513.90	25,961,558.90	526.23	27,193,468.40
Institutional Support	612.37	38,159,899.92	638.32	39,814,482.59	647.89	40,944,854.04
Operations and Maintenance of Plant	160.00	6,655,217.00	160.00	6,643,232.00	137.00	6,139,770.00
Auxiliary Enterprises	5.36	218,077.88	2.36	63,122.64	2.36	65,154.96
Total	2,478.53	\$ 139,696,417.00	2,553.98	\$ 143,649,453.13	2,556.88	\$ 147,812,477.00

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



ALAMO COLLEGES DISTRICT
FY 2019 Budget Summary by Functional Category

CAMPUS	FTE SALARY	VACANCY CREDIT*	OTHER SALARY	BENEFITS	OTHER EXPENSE	TOTAL BUDGET	%
San Antonio College							
Instruction	20,964,022	(1,305,705)	6,216,160	7,283,963	3,720,683	36,879,123	58.0%
Public Service	626,835	(14,702)	120,525	200,320	343,781	1,276,759	2.0%
Academic Support	2,399,692	(74,626)	362,879	765,588	1,596,478	5,050,011	7.9%
Student Services	6,208,838	(358,103)	1,455,875	1,977,242	2,017,758	11,301,610	17.8%
Institutional Support	3,619,866	(335,305)	335,813	1,046,515	2,543,740	7,210,629	11.3%
Operations and Maintenance			74,017	6,094	4,150	84,261	0.1%
Institutional Scholarships					50,000	50,000	0.1%
Auxiliary Enterprises					159,968	159,968	0.3%
Transfers (Capital Budget)					1,573,776	1,573,776	2.5%
Total	33,819,253	(2,088,441)	8,565,269	11,279,722	12,010,334	63,586,137	100.0%
St. Philip's College							
Instruction	13,635,668		5,628,882	4,969,949	4,426,909	28,661,408	62.7%
Public Service	71,097		9,159	22,797	29,294	132,347	0.3%
Academic Support	3,481,580		203,025	1,102,971	689,623	5,477,199	12.0%
Student Services	4,287,951		426,714	1,376,929	689,794	6,781,388	14.8%
Institutional Support	1,532,026		31,127	477,648	1,177,667	3,218,468	7.0%
Operations and Maintenance					28,492	28,492	0.1%
Auxiliary Enterprises	47,535			14,730	28,426	90,691	0.2%
Transfers (Capital Budget)					1,336,511	1,336,511	2.9%
Total	23,055,857	-	6,298,907	7,965,024	8,406,716	45,726,504	100.0%
Palo Alto College							
Instruction	8,466,964	(1,597,753)	3,489,126	2,611,243	2,136,792	15,106,372	45.8%
Academic Support	1,583,259		190,820	506,331	421,075	2,701,485	8.2%
Student Services	3,860,180		425,785	1,249,877	1,431,920	6,967,762	21.1%
Institutional Support	1,875,312		184,600	597,686	3,083,713	5,741,311	17.4%
Operations and Maintenance					29,000	29,000	0.1%
Institutional Scholarships					102,000	102,000	0.3%
Auxiliary Enterprises			977,570	257,398	306,792	1,541,760	4.7%
Transfers (Capital Budget)					777,902	777,902	2.4%
Total	15,785,715	(1,597,753)	5,267,901	5,222,535	8,289,194	32,967,592	100.0%
Northwest Vista College							
Instruction	11,335,073		9,321,011	4,701,361	2,412,177	27,769,622	57.8%
Public Service			36,000	2,964		38,964	0.1%
Academic Support	3,380,426		880,820	1,165,213	2,587,754	8,014,213	16.7%
Student Services	4,801,545		381,739	1,528,213	1,173,352	7,884,849	16.4%
Institutional Support	1,538,332		113,309	491,735	1,024,416	3,167,792	6.6%
Transfers (Capital Budget)					1,176,225	1,176,225	2.4%
Total	21,055,376	-	10,732,879	7,889,486	8,373,924	48,051,665	100.0%
Northeast Lakeview College							
Instruction	4,920,162	(774,411)	2,233,812	1,469,334	811,941	8,660,838	52.0%
Academic Support	1,767,171	(293,742)	256,505	481,154	577,361	2,788,449	16.8%
Student Services	2,134,453	(364,952)	99,751	556,955	495,560	2,921,767	17.6%
Institutional Support	1,116,420	(97,915)	57,947	322,228	441,187	1,839,867	11.1%
Transfers (Capital Budget)					435,586	435,586	2.6%
Total	9,938,206	(1,531,020)	2,648,015	2,829,671	2,761,635	16,646,507	100.0%
District Support Operations							
Instruction			1,250,645	243,743	642,078	2,136,466	1.3%
Academic Support	837,281		42,248	272,548	483,927	1,636,004	1.0%
Student Services	5,900,501		881,237	1,917,582	3,625,148	12,324,468	7.7%
Institutional Support	31,262,898	(737,354)	4,586,608	15,238,306	26,950,344	77,300,802	48.4%
Operations and Maintenance	6,139,770		30,000	1,905,061	39,229,972	47,304,803	29.6%
Institutional Scholarships					1,037,001	1,037,001	0.6%
Auxiliary Enterprises	17,620			5,460	224,073	247,153	0.2%
Transfers (Debt Svcs & TPEG)					17,560,927	17,560,927	11.0%
Total	44,158,070	(737,354)	6,790,738	19,582,700	89,753,470	159,547,624	100.0%
Alamo Colleges District							
Instruction	59,321,889	(3,677,869)	28,139,636	21,279,593	14,150,580	119,213,829	32.5%
Public Service	697,932	(14,702)	165,684	226,081	373,075	1,448,070	0.4%
Academic Support	13,449,409	(368,368)	1,936,297	4,293,805	6,356,218	25,667,361	7.0%
Student Services	27,193,468	(723,055)	3,671,101	8,606,798	9,433,532	48,181,844	13.1%
Institutional Support	40,944,854	(1,170,574)	5,309,404	18,174,118	35,221,067	98,478,869	26.9%
Operations and Maintenance	6,139,770	-	104,017	1,911,155	39,291,614	47,446,556	12.9%
Institutional Scholarships	-	-	-	-	1,189,001	1,189,001	0.3%
Auxiliary Enterprises	65,155	-	977,570	277,588	719,259	2,039,572	0.6%
Transfers	-	-	-	-	22,860,927	22,860,927	6.2%
TOTAL	147,812,477	(5,954,568)	40,303,709	54,769,138	129,595,273	366,526,029	100.0%

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

* FY19 approved salaries include three month vacancy credit adjustments by PVC levels.



ALAMO COLLEGES DISTRICT
 FY 2019 Operating Expenses by Functional Category

Campus	Equipment and Capital	Non Operating Expenses	Operating Expenses	Travel	Scholarships	Transfers	Total
San Antonio College							
Instruction	51,625		3,609,624	59,434			3,720,683
Public Service	58,922		262,722	22,137			343,781
Academic Support	38,722		1,520,449	37,307			1,596,478
Student Services	96,604		1,699,495	218,613			2,014,712
Institutional Support	89,840		2,397,318	56,582			2,543,740
Operations and Maintenance			4,150				4,150
Institutional Scholarships					53,046		53,046
Auxiliary Enterprises	1,300		158,668				159,968
Transfers						1,573,776	1,573,776
Total	337,013	-	9,652,426	394,073	53,046	1,573,776	12,010,334
St. Philip's College							
Instruction	996,519		3,400,880	29,510			4,426,909
Public Service			29,294				29,294
Academic Support	35,826		643,084	10,713			689,623
Student Services		8,000	633,944	47,850			689,794
Institutional Support			1,131,486	44,681			1,176,167
Operations and Maintenance			28,492				28,492
Institutional Scholarships					1,500		1,500
Auxiliary Enterprises			28,426				28,426
Transfers						1,336,511	1,336,511
Total	1,032,345	8,000	5,895,606	132,754	1,500	1,336,511	8,406,716
Palo Alto College							
Instruction	164,400		1,960,892	11,500			2,136,792
Academic Support	26,600		354,775	39,700			421,075
Student Services	79,200		1,311,070	41,650			1,431,920
Institutional Support	178,000		2,827,413	78,300			3,083,713
Institutional Scholarships				29,000	102,000		131,000
Auxiliary Enterprises	8,300		286,692	11,800			306,792
Transfers						777,902	777,902
Total	456,500	-	6,740,842	211,950	102,000	777,902	8,289,194
Northwest Vista College							
Instruction	115,610		2,270,767	25,800			2,412,177
Academic Support	241,704		2,252,000	94,050			2,587,754
Student Services	21,221	4,500	1,093,076	54,555			1,173,352
Institutional Support	25,286		932,230	66,900			1,024,416
Transfers						1,176,225	1,176,225
Total	403,821	4,500	6,548,073	241,305	-	1,176,225	8,373,924
Northeast Lakeview College							
Instruction	6,750		805,191				811,941
Academic Support	106,120		420,557	50,684			577,361
Student Services	5,000		458,384	32,176			495,560
Institutional Support	2,526		345,413	93,248			441,187
Transfers						435,586	435,586
Total	120,396	-	2,029,545	176,108	-	435,586	2,761,635
District and District Support							
Instruction	5,000		629,428	7,650			642,078
Academic Support	42,400		354,527	87,000			483,927
Student Services	27,785		3,450,846	146,517			3,625,148
Institutional Support	3,250,634	2,900,000	19,930,246	869,464			26,950,344
Operations and Maintenance	326,998		38,844,701	58,273			39,229,972
Institutional Scholarships					1,037,001		1,037,001
Auxiliary Enterprises			224,073				224,073
Transfers						17,560,927	17,560,927
Total	3,652,817	2,900,000	63,433,821	1,168,904	1,037,001	17,560,927	89,753,470
Total Alamo Colleges							
Instruction	1,339,904	-	12,676,782	133,894	-	-	14,150,580
Public Service	58,922	-	292,016	22,137	-	-	373,075
Academic Support	491,372	-	5,545,392	319,454	-	-	6,356,218
Student Services	229,810	12,500	8,646,815	541,361	-	-	9,430,486
Institutional Support	3,546,286	2,900,000	27,564,106	1,209,175	-	-	35,219,567
Operations and Maintenance	326,998	-	38,877,343	58,273	-	-	39,262,614
Institutional Scholarships	-	-	-	29,000	1,193,547	-	1,222,547
Auxiliary Enterprises	9,600	-	697,859	11,800	-	-	719,259
Transfers	-	-	-	-	-	22,860,927	22,860,927
Total	6,002,892	2,912,500	94,300,313	2,325,094	1,193,547	22,860,927	129,595,273



District Support Operations - Staffing

ALAMO COLLEGES DISTRICT

Three Year District Staffing Summary - Full Time Positions

		FY17 FTE	FY17 Salary	FY18 FTE	FY18 Salary	FY19 FTE	FY19 Salary
DSO Other							
Administrator	61011	3.00	716,592.00	3.00	733,044.00	4.00	778,546.00
Professional	61012	14.00	1,128,272.00	14.00	1,176,226.00	14.00	1,168,990.00
Classified	61021	5.00	230,114.00	6.00	254,185.00	6.00	259,407.00
Total		22.00	\$2,074,978.00	23.00	\$2,163,455.00	24.00	\$2,206,943.00
VC for Academic Affairs							
Non-Instructional	61003			1.00	67,355.00	1.00	54,142.00
Administrator	61011	2.00	361,389.00	3.00	512,562.00	3.00	537,230.00
Professional	61012	17.00	1,264,005.00	26.00	1,631,131.00	26.00	1,674,609.00
Classified	61021	3.00	121,891.00	4.00	149,142.00	4.00	153,966.00
Total		22.00	\$1,747,285.00	34.00	\$2,360,190.00	34.00	\$2,419,947.00
VC for Finance and Administration							
Non-Instructional	61003			5.00	308,749.00	5.00	315,732.00
Administrator	61011	7.00	1,106,492.00	7.00	1,106,489.00	7.00	1,148,753.00
Professional	61012	185.00	12,368,416.00	188.00	12,674,657.00	190.00	13,079,211.00
Classified	61021	303.00	11,417,694.00	314.00	11,686,710.00	289.00	11,216,673.00
Total		495.00	\$24,892,602.00	514.00	\$25,776,605.00	491.00	\$25,760,369.00
VC for Planning Performance and Info Systems							
Administrator	61011	4.00	551,911.00	3.00	480,181.00	3.00	494,587.00
Professional	61012	81.00	5,907,407.00	83.00	6,127,745.00	83.00	6,270,855.00
Classified	61021	23.00	968,381.00	23.00	945,802.00	23.00	972,431.00
Total		108.00	\$7,427,699.00	109.00	\$7,553,728.00	109.00	\$7,737,873.00
VC for Economic and Workforce Development							
Administrator	61011	3.00	503,850.00	3.00	507,023.00	3.00	458,599.00
Professional	61012	25.90	1,666,175.00	24.00	1,581,642.00	30.00	1,979,968.00
Classified	61021	8.63	301,563.00	9.48	329,733.00	10.00	372,975.00
Total		37.53	\$2,471,588.00	36.48	\$2,418,398.00	43.00	\$2,811,542.00
VC for Student Success							
Administrator	61011	2.00	355,850.00	2.00	355,849.00	3.00	510,922.00
Professional	61012	29.00	2,007,864.00	28.00	1,864,437.00	27.00	1,879,440.00
Classified	61021	20.00	768,084.00	21.00	825,287.00	21.00	831,034.00
Total		51.00	\$3,131,798.00	51.00	\$3,045,573.00	51.00	\$3,221,396.00
Total District Support Operations							
Non-Instructional	61003	-	-	6.00	376,104.00	6.00	369,874.00
Administrator	61011	21.00	3,596,084.00	21.00	3,695,148.00	23.00	3,928,637.00
Professional	61012	351.90	24,342,139.00	363.00	25,055,838.00	370.00	26,053,073.00
Classified	61021	362.63	13,807,727.00	377.48	14,190,859.00	353.00	13,806,486.00
Total		735.53	\$41,745,950.00	767.48	\$43,317,949.00	752.00	\$44,158,070.00



Capital Allocations

Alamo Colleges District has significant investments in buildings, land, parking garages, athletic facilities and equipment. The capital budget includes both capitalized and non-capitalized activity. The funding mechanisms for the capital budget are both operating allocations and debt issuance. Routine and preventive maintenance is funded from the operating budget. Routine capital expenditures for both capitalized and non-capitalized items are funded from the operating budget. Unused allocations to the capital budget from an annual budget for routine capital expenditures are made available for future use.

Routine Capital Expenditures. The annual allocation for resources to update or replace obsolete and worn out equipment and furniture is identified in the Capital Budget line of the operating budget. The five Colleges receive this allocation for this purpose. According to the procedure, the process for determining the annual allocation requires three steps:

1. Estimate amount of capitalized assets that lost a portion of useful life the previous year. The depreciation expense by college for the most recent and available fiscal year is the starting point for the annual allocation. The FY Capital Budget allocation begins with depreciation expense from the Fiscal Year 2017 financial statements as a best estimate of asset life and assets needing replacement.
2. Estimate amount of non-capitalized items the Colleges will need to replace during the year. Expensed asset replacement (assets costing less than \$5,000) is calculated by using FY17 certified contact hours multiplied by \$0.25 per contact hour, which was based on a historical spending analysis.
3. Determine the amount of funding availability to allocate to this budget item. The amount allocated to this item is based on available funding and strategic and operational priorities as identified by the Board of Trustees.

Due to funding limitations, a total of \$5,300,000 was allocated for the FY Capital Budget. Based on the procedure to identify the estimated amount needed for this item, this allocation represents 83% funded for routine capital expenditures. In the Multi-Year plan, this allocation will increase year over year to a maximum of \$9 million by year five.

Step 1 Depreciation Expense for Furniture & Equipment @ Colleges for Fiscal Year 2017	1,407,448
Step 2 Non-capitalized need (@ \$0.25/Contact Hr)	5,009,495
Amount recommended by procedure	6,416,943
Step 3 FY 2018-2019 Budget Allocation	5,300,000
% Funded	83%



Preventive Maintenance

Preventive maintenance is defined as regularly scheduled repair and maintenance needed to keep building components, such as heating-ventilation-air conditioning (HVAC) systems, roofs, plumbing and electrical systems, operating efficiently and to extend their useful life. Preventive maintenance includes periodic inspections, lubrication, calibrations and equipment replacement. Alamo Colleges funds preventive maintenance out of its operating budget each year. The Alamo Colleges’ Facilities Department routinely inspects the condition of the building inventory and uses a work-order system to effectively manage the maintenance tasks. In the FY 2018-2019 budget, the Board of Trustees increased annual allocations for preventive maintenance to \$18.5 million for regularly scheduled repair and maintenance for existing and new buildings. National standards recommend 1% to 5% of Asset Replacement Values (a range of \$11.8 to \$59.0 million for Alamo Colleges District).

The following tables provide PM Budget categories that are broken down by facility system groups as well as categories which have been historically established by the Alamo Colleges. The PM Budget categories identified in the PM Projects table are broken down by system group; the cost totals are based on identified requirements per the facility condition assessment database that is maintained by the Alamo Colleges District. Historically established PM Budget categories are identified in the Annual PM Projects table and are based on percentages allocated from previous FY amounts. By contract with the City of San Antonio, the PAC Natatorium amount remains constant at \$51,000 (per previous year budgets).

PM Projects(System Group)	FY19 PMPriorities Budget
Structural, Building Envelope, and Roof	6,705,562
Interior Finishes	3,054,647
Mechanical, Electrical & Plumbing (MEP)	3,584,598
Furniture, Fixtures & Equipment	32,092
Special Construction	7,279
Subtotal	13,384,178

Annual PM Projects	FY19 PM Annual Budgets
Fire Alarms and IT	455,367
Pavement and Grounds	1,240,875
Energy and Water Efficiency	1,878,390
Air Quality	626,130
Pest Control	67,167
Facilities Condition Index (FCI) Management	796,893
PAC Natatorium	51,000
Subtotal	5,115,822

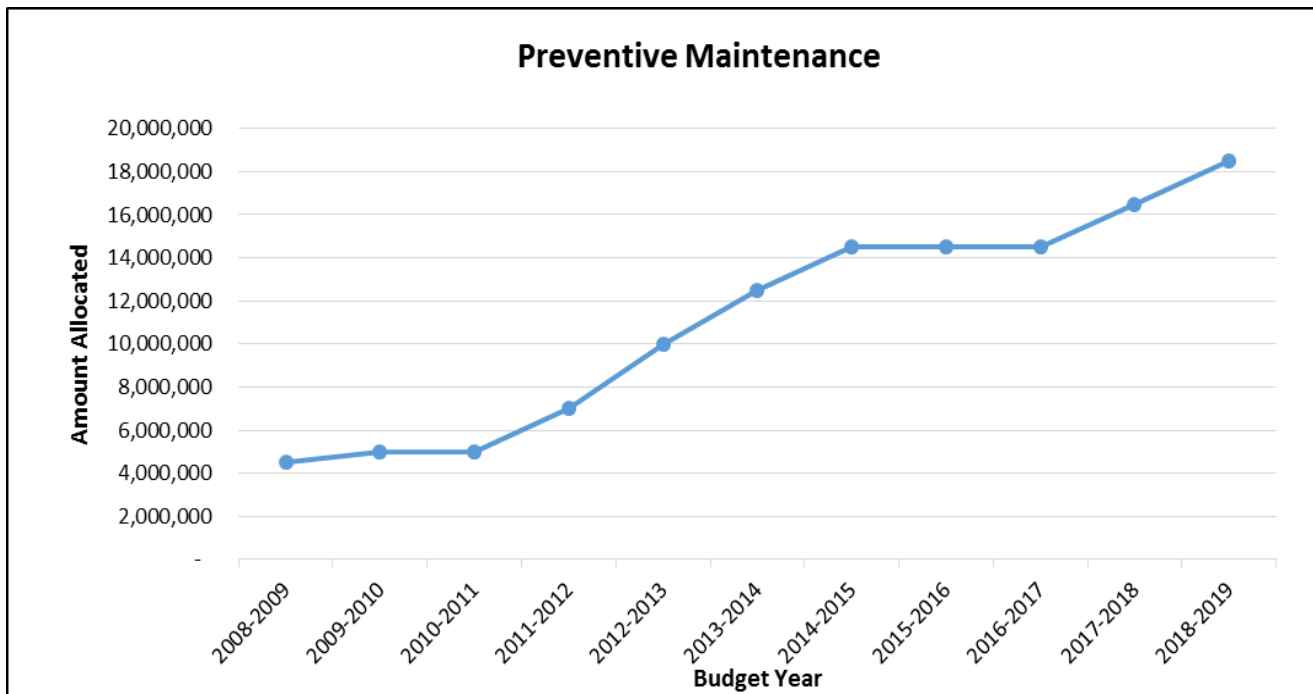
Grand Total	18,500,000
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Amounts identified in the PM Projects table are based on identified requirements in the facility condition assessment database which fall under each of the identified system groups. Requirements in the facility condition assessment database are accompanied by estimated cost totals and furthermore designated by priority. In addition to the baseline costs found in the facility condition assessment database, a soft cost of 25 percent is



added as an estimate established to address the requirement in this PM Budget scenario. Within the \$18.5 MM PM Budget considered in this scenario, Priority 1 and Priority 2 requirements can be addressed. A very small percentage, approximately 0.26 percent of an estimated \$310 MM in Priority 3 requirements can also be addressed in this scenario.

As seen in the chart below, using nationally recognized standards that recommend funding preventive maintenance at 1% to 5% of total asset replacement values, Alamo Colleges has steadily increased funding in an effort to maintain the plant and facilities as they age. These funds allow for preventing further deterioration of facilities.





TAX REVENUE & DEBT SERVICE



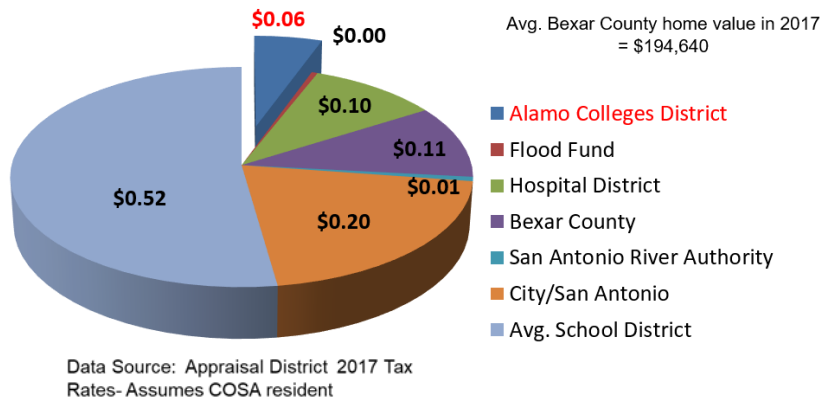
Assessed Value and Tax Levy of Taxable Property

For FY 2019, 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.

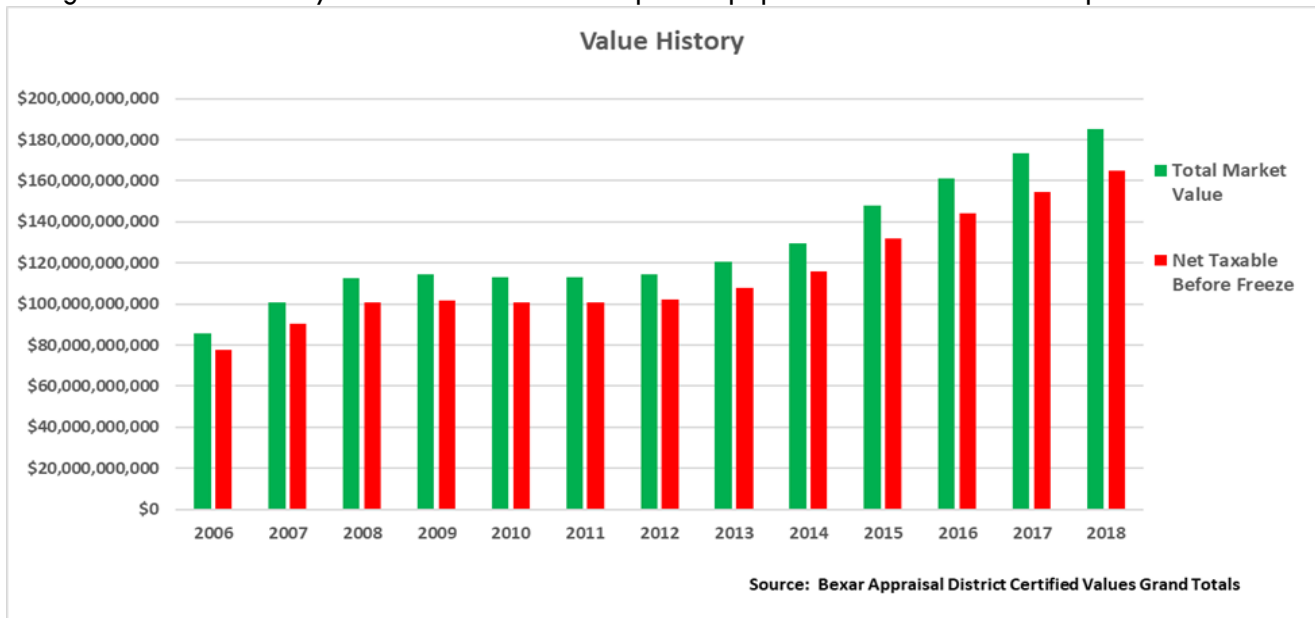
Alamo Colleges District’s tax rate represents approximately \$0.06 of every \$1.00 in property taxes for a “typical” Bexar County homeowner.

Allocation \$1 of Taxes of a “Typical” Bexar County Homeowner



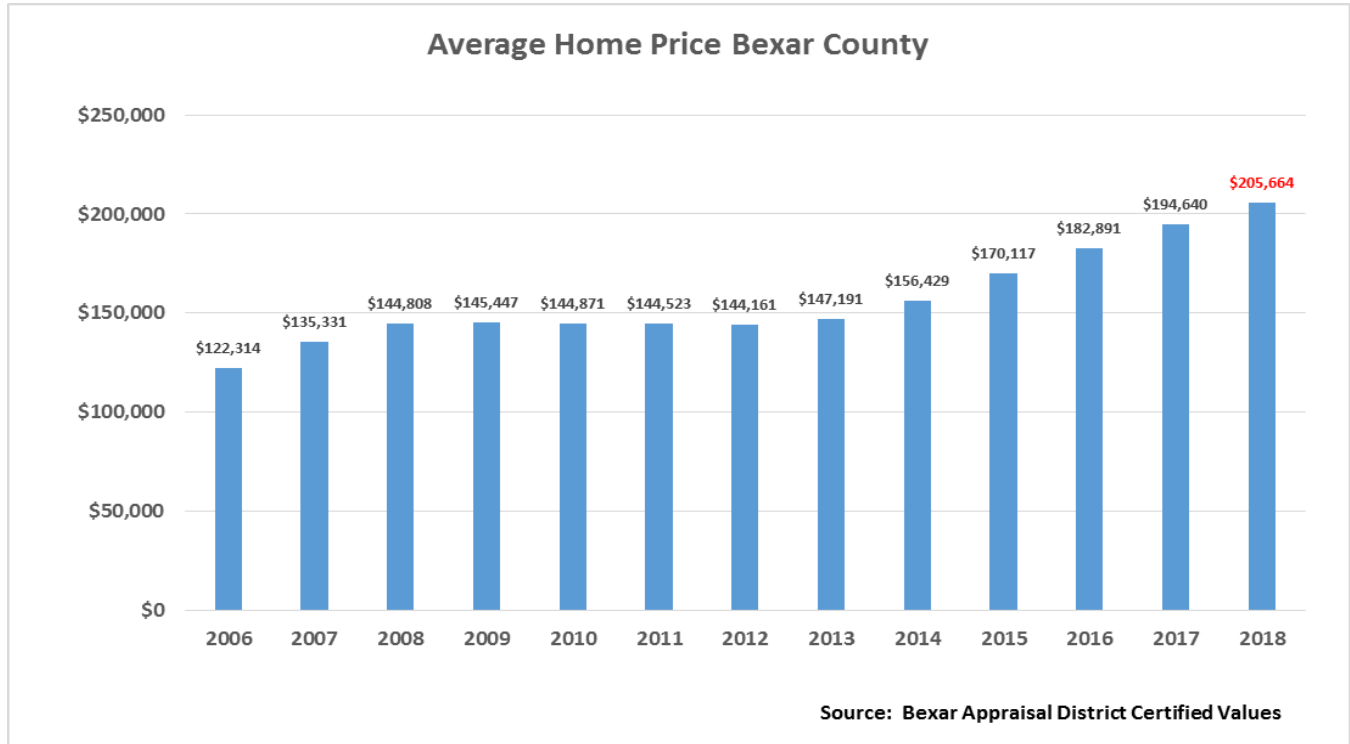
Growth in Taxable Valuation

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 2005, the net taxable value of the appraisal roll for the District was just under \$67.8 billion, and that has grown to \$164.7 billion for 2018. For the past 5 years, net taxable value has grown 8.8% on an annualized rate. The rise in taxable assessed valuation has resulted in an increasing revenue stream for the Alamo Colleges District without raising the tax rate, and has provided funding for facilities operations and maintenance on infrastructure. The expectation is for continued growth; San Antonio and greater Bexar County continue to flourish in respect to population and new taxable parcels.





San Antonio continues to exceed housing benchmarks in sales volume, as population and employment growth plus low home interest rates create a tight housing supply. For the average homeowner, values have increased steadily. The average home price in Bexar County for the most recent appraisal year is currently just under \$206,000.



According to the Bexar Appraisal District, in San Antonio’s 9th year of expansion, the real estate sector exhibited continued viability and desirability. Job growth has increased by 2.1%. Commercial real estate prices continue an upward momentum with higher rents and lower capitalization rates pushing prices higher. Multifamily and commercial property market values are likely to increase as rents and occupancy levels are strong. It is forecast that Bexar County is poised for another year of increased property values. Although the real estate market remains vibrant, there are noteworthy items. Bexar County is experiencing the lowest number of foreclosures in the market than in recent history, which indicates that ‘bargains’ may no longer exist. If the Federal Reserve Board continues to raise interest rates and lenders tighten lending requirements for mortgages, then the market will be impacted by this. As the values continue to rise, the number of litigated properties and appeals are expected to increase. Significant commercial litigation continues to erode the appraisal roll, although the Appraisal District has cleared out substantial amounts of back-year litigation.

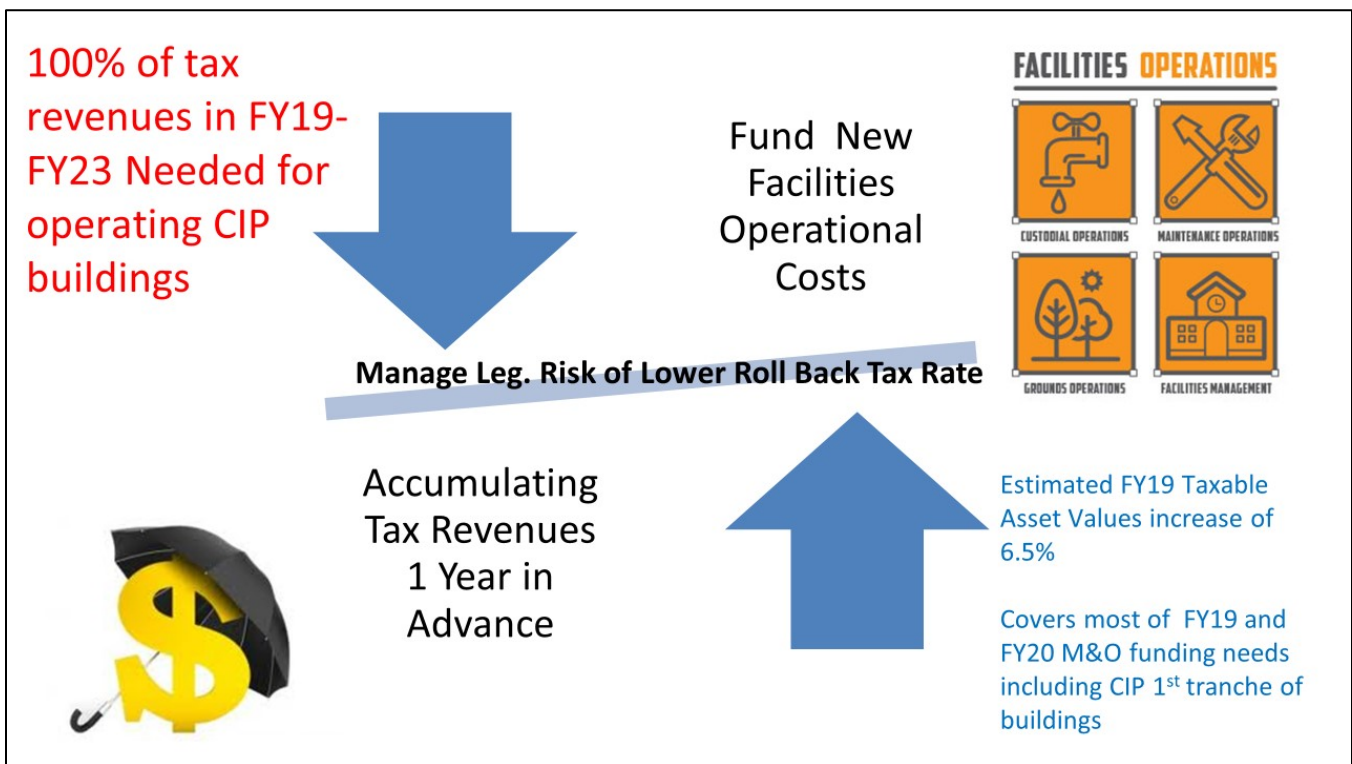


Tax Rate

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 the budgeted revenue 	<ul style="list-style-type: none"> • Covers Principal and Interest on bonds issued and secured by the property tax revenues • This includes the Capital Improvement Program (CIP) which provides funding for renovations, new facilities, Centers of Excellence, and technology infrastructure
<p>Alamo Colleges current Tax Rate of \$0.149150 \$0.107760 M&O + \$0.04139 Debt</p>	



Budgeted total tax revenue of \$227.6 million is included in the FY 2019 budget. Of this amount, \$164.4 million is operating revenue, and the remaining restricted revenue of \$63.2 million is for debt service on General Obligation Bonds and Maintenance Tax Notes.

Annually, a Debt Management Plan is presented to the Board of Trustees outlining the recommended actions for the District's debt for the following year. The Plan is guided by a Board-approved Debt Management



Policy, which establishes conditions for the use of debt and creates procedures to manage the debt obligations within available resources. Although not required, this policy is considered a best practice meeting the quality standards of organizations such as the Government Finance Officers' Association (GFOA) and is viewed favorably by the national rating agencies.

Debt Supported by M&O Tax Revenue:

Revenue from the M&O portion is considered as part of the operating funds, and as such, it supports the debt service or prepayment/refunding of Revenue bonds. The District issues Revenue bonds to purchase land and to acquire, construct, improve, enlarge and equip facilities. The following table lists each outstanding Revenue debt issuance, issuance date, purpose, and amount of outstanding debt as of the end of FY 2018.

Series	Instrument Type and Purpose	Amount Issued and Authorized	Final Maturity (Fiscal Year)	Balance August 31, 2018
Revenue Financing System				
2012A	Refund certain of the District's outstanding Combined Fee Revenue bonds and to construct a parking facility. Issued March 22, 2012.	\$ 55,800,000	2037	\$ 49,605,000
2012B	(Taxable issue). Refund remainder of the District's outstanding Combined Fee Revenue bonds. Issued March 22, 2012.	\$ 22,295,000	2018	\$ -
2017	Acquire, purchase, construct, equipping of any property or buildings of any nature of the District. Issued February 15, 2017.	\$ 34,880,000	2047	\$ 34,605,000
2017	(Variable Rate) Acquire, purchase, construct, equipping of any property or buildings of any nature of the District. Issued February 15, 2017.	\$ 15,690,000	2047	\$ 15,690,000
Total Revenue Financing System Bonds				\$ 99,900,000

Debt service requirements at August 31, 2018 were as follows (amounts in \$000's):

For the Year Ended August 31,	Revenue Bonds	
	Principal	Interest
2019	5,685	4,120
2020	5,880	4,236
2021	6,100	4,314
2022	6,395	4,012
2023	6,715	3,692
2024-2028	19,950	14,613
2029-2033	12,800	11,300
2034-2038	12,685	8,197
2039-2043	11,855	5,027
2044-2048	11,835	1,376
TOTAL	99,900	60,887



Debt Supported by the 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 12 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 2018.

Series	Instrument Type and Purpose	Amount Issued and Authorized	Final Maturity (Fiscal Year)	Balance August 31, 2018
General Obligation Bonds				
2007	Construct, renovate, acquire and equip new and existing facilities. Issued April 5, 2007.	\$ 271,085,000	2032	\$ 37,410,000
2007A	Construct, renovate, acquire and equip new and existing facilities. Issued August 21, 2007.	\$ 63,490,000	2032	\$ 5,600,000
2012	Refund certain of the District's outstanding Limited Tax Bonds Series 2007 and 2007A. Issued July 12, 2012.	\$ 74,110,000	2037	\$ 74,110,000
2016	Refund the District's outstanding Limited Tax Bonds Series 2006 and 2006A. Issued June 22, 2016.	\$ 72,065,000	2036	\$ 56,630,000
2017	Refund the District's outstanding Limited Tax Bonds Series 2007 and 2007A and construct, renovate, acquire and equip new and existing facilities. Issued October 25, 2017.	\$ 258,940,000	2042	\$ 249,885,000
Total General Obligation Bonds				\$ 423,635,000
Maintenance Tax Notes				
2011	Renovate and repair existing District facilities. Issued August 5, 2011.	\$ 54,795,000	2031	\$ 31,725,000
2014	Refunding of certain maturities of the 2007 Maintenance Tax Notes. Issued February, 27 2014.	\$ 40,665,000	2023	\$ 24,085,000
Total Maintenance Tax Notes				\$ 55,810,000
Total Tax-Supported				\$ 479,445,000



Debt service requirements at August 31, 2018 were as follows (amounts in \$000's):

For the Year Ended August 31,	General Obligation Bonds		Maintenance Tax Notes		Total Tax-Supported Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2019	35,680	19,148	6,435	2,651	42,115	21,798
2020	14,010	17,383	6,755	2,330	20,765	19,713
2021	14,450	16,939	7,090	1,994	21,540	18,933
2022	14,905	16,481	7,465	1,616	22,370	18,097
2023	15,370	16,008	6,200	1,255	21,570	17,263
2024-2028	89,210	67,727	12,630	3,951	101,840	71,678
2029-2033	89,775	44,430	9,235	708	99,010	45,138
2034-2038	117,655	20,951			117,655	20,951
2039-2043	32,580	3,707			32,580	3,707
2044-2048					-	-
TOTAL	423,635	222,774	55,810	14,504	479,445	237,278

In May of 2017, the voters of Bexar County by a 2 to 1 margin approved a \$450 million bond proposition for the Alamo Community College District. The bonds will fund projects as follows:

- Renovations- Over a third of the District's facilities, constituting more than 2 million square feet, are over 25 years old, some greater than 50 years old. Funds will upgrade infrastructure, redevelop interiors and exteriors and repurpose many of these facilities.
- New Facilities-The bonds will fund new facilities to address anticipated student population growth, the community's educational priorities for expanded training in high demand occupations, and enhancing programs with smart classrooms and labs. Included also are facilities for District safety and security.
- Geographical Need- The bonds will provide funding for Centers of Excellence (designed to train the workforce for high demand, high growth industries in our region), Regional Centers and expansion of current college facilities to continue to provide educational services to all the communities in the service area. The population in the service area continues to grow, particularly in the north, south and west areas of the city and county. The bonds will fund acquisition of additional land to make education and training programs more accessible.
- Technology Infrastructure- Funds will be used to address the rapid expansion of IT and Technology demand in the learning and student support enrollment area.

The bonds are expected to be sold in three installments over a period of five years. The initial bonds in the amount of \$173 million were issued in October 2017 and will be used for projects anticipated to be completed in 2-3 years.

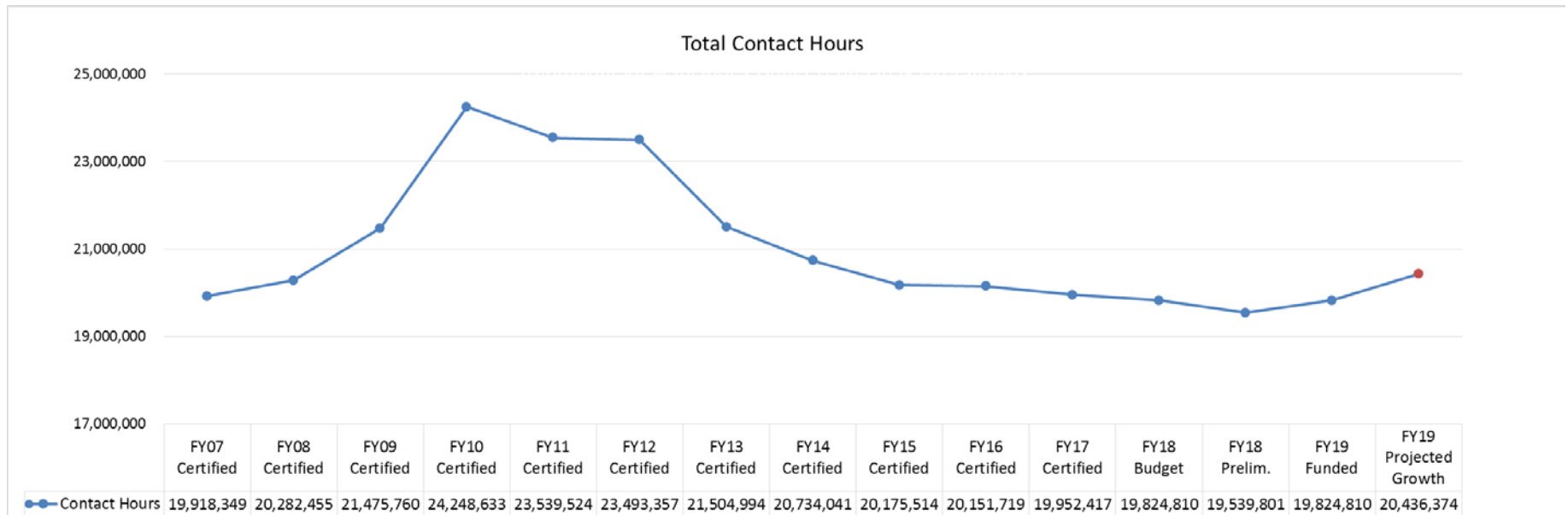


STUDENT DATA



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 FY19 budget is flat with FY18.



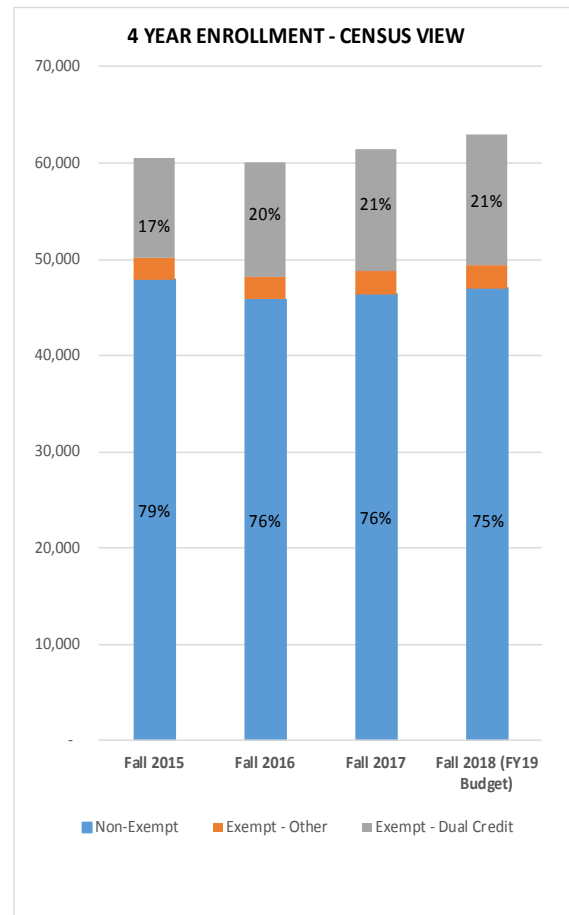
Student enrollment counts the number of students enrolled in a course(s) at one of the five Colleges, and are categorized as Non-Exempt (students paying full tuition), Exempt-Dual Credit (waived tuition for high school students, Academies, and Early College High School) enrolled in college courses for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

Source: THECB Accountability System



4 YEAR ENROLLMENT - CENSUS VIEW

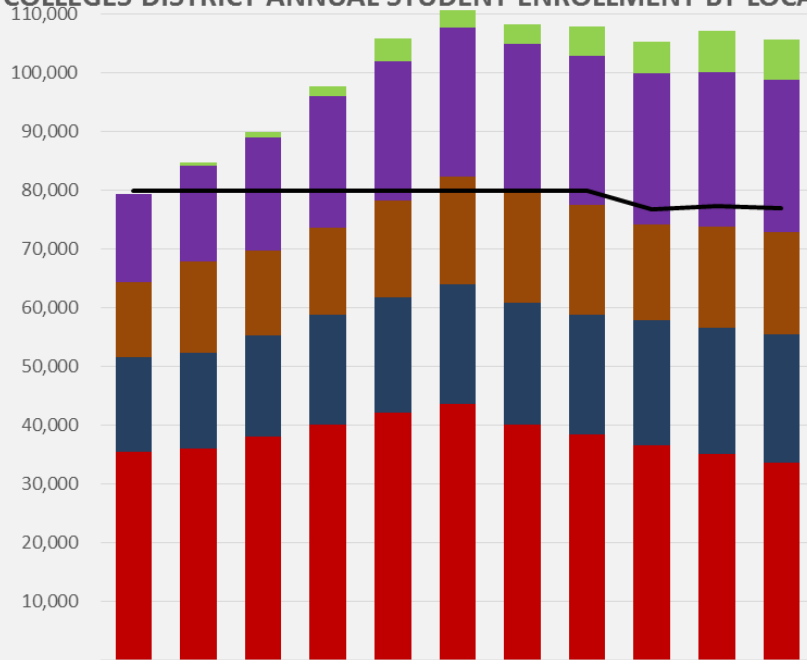
	Fall 2015	Fall 2016	Fall 2017	Fall 2018 (FY19 Budget)
ALAMO				
Non-Exempt	47,949	45,823	46,409	47,037
Exempt - Other	2,140	2,394	2,400	2,426
Exempt - Dual Credit	10,406	11,800	12,606	13,486
Total - Census	60,495	60,017	61,415	62,949
SAC				
Non-Exempt	16,984	15,494	15,677	15,862
Exempt - Other	694	797	753	711
Exempt - Dual Credit	2,960	2,737	2,955	3,190
Total - Census	20,638	19,028	19,385	19,764
SPC				
Non-Exempt	8,152	7,970	8,023	8,076
Exempt - Other	475	521	548	576
Exempt - Dual Credit	2,571	3,113	3,479	3,888
Total - Census	11,198	11,604	12,050	12,541
PAC				
Non-Exempt	6,739	6,409	6,579	6,754
Exempt - Other	270	369	323	283
Exempt - Dual Credit	1,662	2,330	2,466	2,610
Total - Census	8,671	9,108	9,368	9,646
NVC				
Non-Exempt	12,907	12,647	12,498	12,351
Exempt - Other	581	561	595	631
Exempt - Dual Credit	3,168	3,585	3,659	3,735
Total - Census	16,656	16,793	16,752	16,716
NLC				
Non-Exempt	3,167	3,303	3,632	3,994
Exempt - Other	120	146	181	224
Exempt - Dual Credit	45	35	47	63
Total - Census	3,332	3,484	3,860	4,281



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 bar chart on the next page. The black line represents the unduplicated view, counting only the individual student regardless of how many courses/colleges they may attend during the term. The chart on the next page highlights the number of students taking courses at more than one college during the year.



ALAMO COLLEGES DISTRICT ANNUAL STUDENT ENROLLMENT BY LOCATION



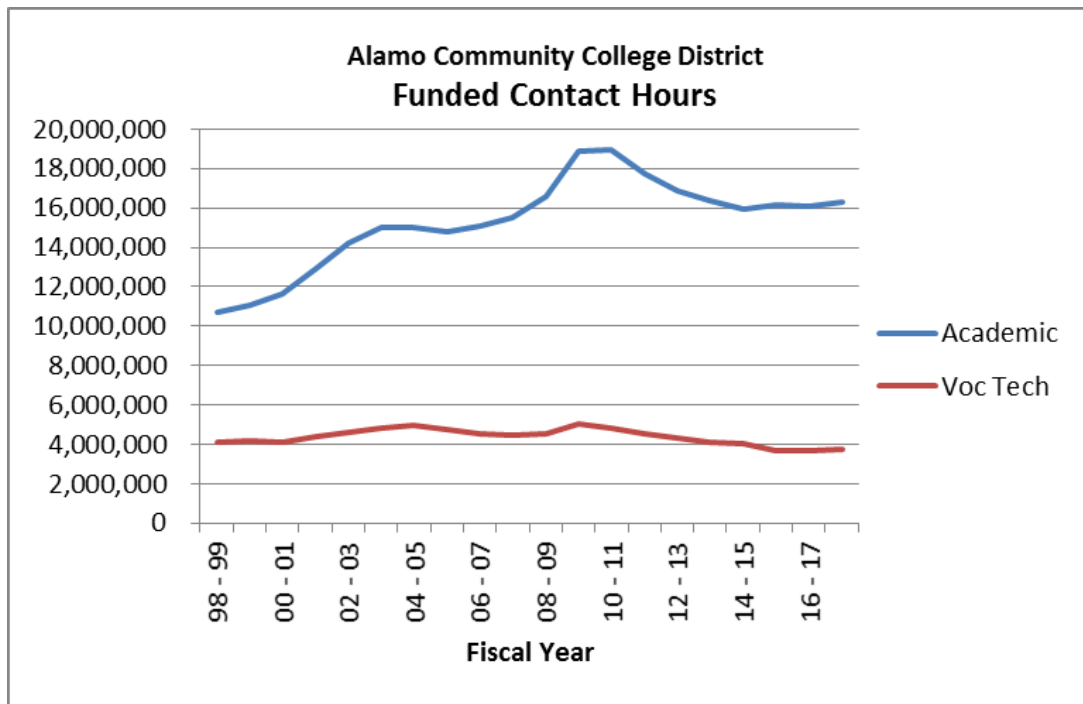
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
■ Northeast Lakeview College	-	449	1,011	1,551	3,816	3,031	3,387	5,060	5,504	7,046	6,730
■ Northwest Vista College	15,113	16,302	19,094	22,518	23,724	25,292	25,262	25,364	25,654	26,157	25,949
■ Palo Alto College	12,701	15,560	14,443	14,733	16,430	18,320	18,851	18,622	16,300	17,297	17,389
■ St. Philip's College	16,013	16,294	17,165	18,661	19,685	20,379	20,591	20,299	21,244	21,492	21,762
■ San Antonio College	35,587	36,018	38,175	40,122	42,108	43,566	40,168	38,539	36,599	35,079	33,733
— Alamo Colleges District - Unduplicated	79,920	79,920	79,920	79,920	79,920	79,920	79,920	79,920	76,797	77,331	76,984

Source: THECB Accountability System



**ALAMO COMMUNITY COLLEGE DISTRICT
FUNDED CONTACT HOURS**

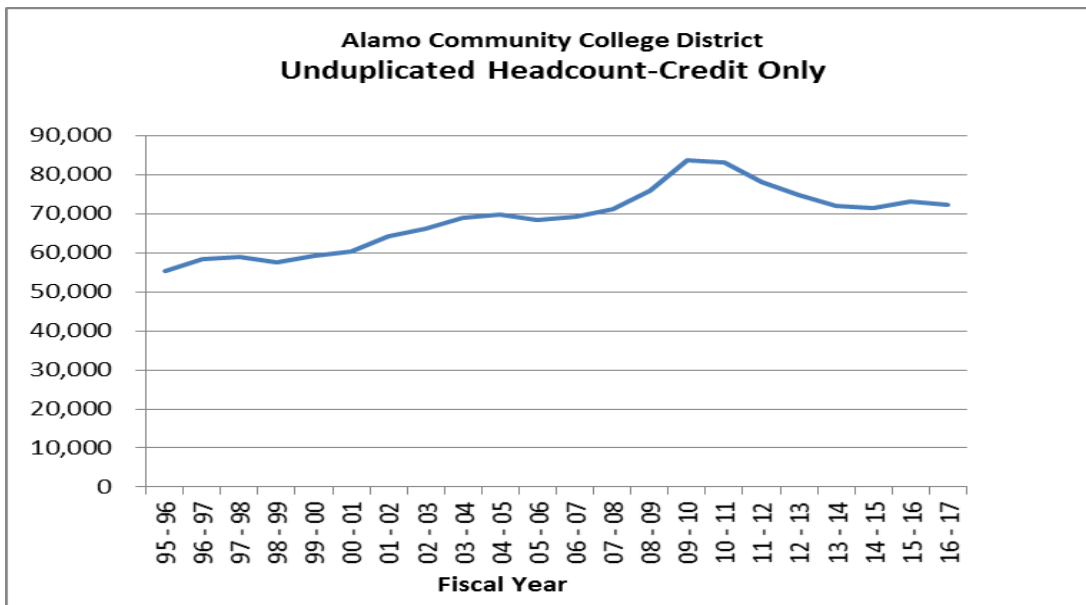
Fiscal Year	Academic	Voc Tech	Total	Inc / Dec
98 - 99	10,690,658	4,095,296	14,785,954	-1.2%
99 - 00	11,074,104	4,153,995	15,228,099	3.0%
00 - 01	11,605,418	4,128,811	15,734,229	3.3%
01 - 02	12,898,748	4,406,206	17,304,954	10.0%
02 - 03	14,228,315	4,633,550	18,861,865	9.0%
03 - 04	14,986,560	4,788,453	19,775,013	4.8%
04 - 05	15,035,056	4,941,776	19,976,832	1.0%
05 - 06	14,771,648	4,760,436	19,532,084	-2.2%
06 - 07	15,057,632	4,567,944	19,625,576	0.5%
07 - 08	15,499,262	4,479,415	19,978,677	1.8%
08 - 09	16,578,880	4,564,484	21,143,364	5.8%
09 - 10	18,845,612	5,065,508	23,911,120	13.1%
10 - 11	18,969,648	4,838,908	23,808,556	-0.4%
11 - 12	17,767,584	4,568,491	22,336,075	-6.2%
12 - 13	16,850,656	4,345,555	21,196,211	-5.1%
13 - 14	16,338,384	4,126,465	20,464,849	-3.5%
14 - 15	15,932,152	4,008,405	19,940,557	-2.6%
15 - 16	16,189,360	3,701,027	19,890,387	-0.3%
16 - 17	16,073,080	3,655,173	19,728,253	-0.8%
17-18 Preliminary	16,321,048	3,776,145	20,097,193	1.9%





Unduplicated Headcount Enrollment

ALAMO COMMUNITY COLLEGE DISTRICT UNDUPLICATED HEADCOUNT - CREDIT ONLY		
Fiscal Year	Total*	Inc / Dec
95 - 96	55,206	
96 - 97	58,327	5.7%
97 - 98	58,909	1.0%
98 - 99	57,403	-2.6%
99 - 00	59,107	3.0%
00 - 01	60,435	2.2%
01 - 02	64,195	6.2%
02 - 03	66,215	3.1%
03 - 04	69,050	4.3%
04 - 05	69,909	1.2%
05 - 06	68,473	-2.1%
06 - 07	69,257	1.1%
07 - 08	71,074	2.6%
08 - 09	75,971	6.9%
09 - 10	83,673	10.1%
10 - 11	83,189	-0.6%
11 - 12	78,122	-6.1%
12 - 13	74,666	-4.4%
13 - 14	72,035	-3.5%
14 - 15	71,498	-0.7%
15 - 16	73,173	2.3%
16 - 17	72,213	-1.3%
17 - 18 Preliminary	73,554	1.9%





Headcount vs. Enrollment

Total Unduplicated at Census Date: For officially certified student counts the Census Date is used. Census Date is defined as the official day of record that public higher education institutions must determine the enrollments that qualify to be reported to the Texas Higher Education Coordinating Board for state reimbursement. Also referred to as Official Reporting Date (ORD). For fall and spring semesters, it is the 12th class day. For summer semesters, it is the 4th class day.

Total Unduplicated with Flex II: For planning purposes, however, student data for the additional parts of term (Flexible Entry) after Census Date are useful in providing a complete look at a given term. Flexible Entry means an institution can report and be funded for semester credit/contact hours in classes that were not organized by the census date (universities) or did not have its census date until after the census date of the term (CTC) but otherwise met the state-mandated funding requirements.

Total Duplicated – Budget View: The last segment of the data is reported for internal planning purposes. Duplicated headcount means a student takes course at multiple colleges in the Alamo College's system. This duplication impacts ratios and other data that drive funding based on where a student attends class, referred to as the College of Attendance. For budget purposes, Student Services and Advising are two key areas within Alamo Colleges that are funded based on the College of Attendance.

Additionally, for Alamo Colleges, the definitions below provide the difference in terminology between 'Headcount' and 'Enrollment':

Student headcount

- "Unduplicated" counts of students
- Actual number of individual students enrolled
- Students only counted once, even if enrolled in multiple courses

Student enrollment

- "Duplicated" student number
- Number of students enrolled in the number of courses, not the actual number of individual students
- Students counted for each course in a term – if enrolled in two courses then counted twice, three course counted three times, etc.



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	328,670.00	119,176.00		2,730.00	450,576.00
SAC General Institutional Costs	111001	810002	1030			(67,565.00)			(67,565.00)
SAC Biological Sciences	111001	811121	1030	12.00	812,133.00	588,351.00		26,574.00	1,427,058.00
SAC Astronomy	111001	811131	1030	3.00	216,701.00	30,191.00		971.00	247,863.00
SAC Chemistry	111001	811132	1030	6.00	383,207.00	194,948.00		11,405.00	589,560.00
SAC Earth Sciences	111001	811133	1030	2.00	128,816.00	114,196.00		1,960.00	244,972.00
SAC Anthropology	111001	811134	1030			81,020.00			81,020.00
SAC Physics	111001	811243	1030	3.00	216,429.00	124,576.00		2,100.00	343,105.00
SAC Mortuary Science	111001	812081	1030	6.00	398,428.00	93,710.00		38,616.00	530,754.00
SAC General Institutional Costs	111001	810002	1040			(35,008.00)			(35,008.00)
SAC Business Occupations	111001	812011	1040	5.00	352,505.00	118,326.00		3,353.00	474,184.00
SAC Conf and Court Reporting	111001	812013	1040	3.00	173,160.00	143,333.00		2,095.00	318,588.00
SAC Legal Assistant	111001	812014	1040	1.00	68,360.00	28,171.00		1,263.00	97,794.00
SAC Banking Technology	111001	812041	1040			18,863.00		148.00	19,011.00
SAC Business Administration	111001	812042	1040	2.00	164,939.00	117,216.00		1,960.00	284,115.00
SAC Management	111001	812043	1040	5.00	406,136.00	187,328.00		3,114.00	596,578.00
SAC Real Estate Program	111001	812045	1040	1.00	46,540.00	67,431.00		148.00	114,119.00
SAC Journalism	111001	811182	1060	3.00	217,075.00	139,763.00		22,049.00	378,887.00
SAC KSYM	111001	811186	1060			85,497.00		4,411.00	89,908.00
SAC Radio and Television and Film	111001	811187	1060	4.00	264,186.00	184,262.00		21,002.00	469,450.00
SAC General Institutional Costs	111001	810002	1070			(8,446.00)			(8,446.00)
SAC Computer Information Systems	111001	812061	1070	11.00	736,656.00	621,570.00		14,700.00	1,372,926.00
SAC Child Development Operations	111001	812053	1090	4.00	238,214.00	55,600.00		10,483.00	304,297.00
SAC Edge Program	111001	811242	1100					700.00	700.00
SAC Engineering	111001	811244	1100	1.00	79,266.00	72,118.00			151,384.00
SAC General Institutional Costs	111001	810002	1120			(152,022.00)			(152,022.00)
SAC English	111001	811152	1120	24.60	1,847,720.00	322,898.00		5,530.00	2,176,148.00
SAC Multicultural Conference	111001	811153	1120					2,916.00	2,916.00
SAC English As A Second Language	111001	811161	1120	5.00	329,649.00	230,902.00		4,890.00	565,441.00
SAC Philosophy	111001	811221	1120	6.00	394,226.00	322,465.00		1,163.00	717,854.00
SAC Theatre and Communications	111001	811274	1120	8.00	491,902.00	522,438.00		11,900.00	1,026,240.00



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 Education	111001	811291	1120	0.13	11,047.00				11,047.00
SAC General Institutional Costs	111001	810002	1130			(50,674.00)			(50,674.00)
SAC World Languages	111001	811162	1130	6.00	397,499.00	439,260.00		1,576.00	838,335.00
SAC Interpreter Training	111001	812031	1130	11.00	638,625.00	348,417.00		5,537.00	992,579.00
SAC General Institutional Costs	111001	810002	1140			(256,412.00)			(256,412.00)
SAC Dental Assistants	111001	812021	1140	2.00	103,345.00	128,408.00		24,083.00	255,836.00
SAC Medical Assisting	111001	812022	1140	4.00	251,609.00	58,308.00		9,765.00	319,682.00
SAC Allied Health-Shared Expenses	111001	812023	1140					1,593.00	1,593.00
SAC Credit EMS	111001	812024	1140					5,319.00	5,319.00
SAC Nursing Ed Associate Degree	111001	812091	1140	23.00	1,395,933.00	961,541.00		494,900.00	2,852,374.00
SAC Nursing Special Program Tuition	111001	812093	1140			210,000.00			210,000.00
SAC General Institutional Costs	111001	810002	1160			(152,022.00)			(152,022.00)
SAC Credit EMS	111001	812024	1160	2.00	99,321.00	53,296.00			152,617.00
SAC Mental Health/Human Services	111001	812202	1160	1.00	46,540.00	143,688.00		3,572.00	193,800.00
SAC General Institutional Costs	111001	810002	1190			(38,851.00)			(38,851.00)
SAC Mathematics	111001	811202	1190	12.18	946,766.00	66,854.00			1,013,620.00
SAC Mathematics	111001	811203	1190	1.00	79,954.00	560,466.00		2,979.00	643,399.00
SAC Physical Education	111001	811192	1230	6.00	377,805.00	230,880.00		23,627.00	632,312.00
SAC Gym Rental	111001	811193	1230					5,600.00	5,600.00
SAC General Institutional Costs	111001	810002	1240			(50,674.00)			(50,674.00)
SAC Fire Technology	111001	812104	1240	4.00	218,853.00	453,497.00		142,488.00	814,838.00
SAC Emergency Mgt and HL Security	111001	812106	1240					5,684.00	5,684.00
SAC Law Enforcement	111001	812107	1240	1.00	46,540.00	94,615.00		28,002.00	169,157.00
SAC Public Administration	111001	812204	1240	1.00	81,879.00	39,634.00		491.00	122,004.00
SAC Criminal Justice	111001	812205	1240	6.00	364,195.00	167,522.00		2,658.00	534,375.00
SAC General Institutional Costs	111001	810002	1250			(261,816.00)			(261,816.00)
SAC History	111001	811171	1250	8.00	508,030.00	556,898.00		1,680.00	1,066,608.00
SAC Mexican American Studies	111001	811172	1250			11,875.00		3,565.00	15,440.00
SAC Political Science	111001	811231	1250	7.00	479,537.00	397,631.00		2,169.00	879,337.00
SAC Economics	111001	811232	1250	3.00	231,969.00	80,012.00			311,981.00
SAC Psychology	111001	811251	1250	9.00	767,967.00	334,084.00		3,136.00	1,105,187.00
SAC Sociology	111001	811261	1250	5.00	289,130.00	193,057.00		2,253.00	484,440.00
SAC Social Work	111001	811262	1250	2.00	129,554.00			2,100.00	131,654.00
SAC Student Development	111001	816409	1250	9.00	652,630.00				652,630.00
SAC General Institutional Costs	111001	810002	1260			(59,120.00)			(59,120.00)



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 Photography	111001	811183	1260	1.00	96,385.00	86,470.00		4,900.00	187,755.00
SAC Communication Design	111001	811185	1260	3.00	225,106.00	18,778.00		4,900.00	248,784.00
SAC Music Business Program	111001	811188	1260			59,979.00		8,086.00	68,065.00
SAC Music	111001	811211	1260	5.00	303,537.00	257,773.00		9,799.00	571,109.00
SAC Art	111001	811281	1260	5.00	338,843.00	304,203.00		6,998.00	650,044.00
SAC General Institutional Costs	111001	810002	1270			(3,241,620.00)	7,283,963.00	2,488,457.00	6,530,800.00
SAC VP Academic Success	111001	811001	1270			52,455.00			52,455.00
SAC Dual Credit Admin and Operation	111001	811703	1270			200,091.00		77,420.00	277,511.00
SAC Professional CE	111001	812003	1270			8,357.00		263.00	8,620.00
SAC Student Learning Assistance Ctr	111001	815008	1270			209,549.00		50,902.00	260,451.00
SAC General Institutional Costs	111001	810002	1280			(121,617.00)			(121,617.00)
SAC Developmental Math	111001	811201	1280	8.82	642,358.00	239,070.00			881,428.00
SAC Developmental English	111001	811151	1290	3.40	290,606.00	421,895.00			712,501.00
SAC Education	111001	811291	1290	0.87	73,931.00				73,931.00
SAC General Institutional Costs	111001	810002	1999					100,000.00	100,000.00
SAC CE Vocational ESL	111001	813005	1999			13,000.00			13,000.00
PUBLIC SERVICE									
SAC General Institutional Costs	111001	810002	2010			(14,702.00)	193,813.00	53,559.00	232,670.00
SAC General Institutional Costs	171005	810002	2010				841.00		841.00
SAC General Institutional Costs	171007	810002	2010				4,365.00		4,365.00
SAC General Institutional Costs	171011	810002	2010				1,301.00		1,301.00
SAC Koehler House	171002	810014	2010					19,140.00	19,140.00
SACTACULAR	111001	811102	2010					24,500.00	24,500.00
SAC AUX Student Publications	171003	811181	2010					1,500.00	1,500.00
SAC Auditorium	171005	811271	2010			2,713.00		22,614.00	25,327.00
SAC Eco Centro	111001	813011	2010			182,183.00		2,100.00	184,283.00
SAC Eco Centro	171011	813011	2010			15,800.00		83,337.00	99,137.00
SAC CLCSA	171007	813017	2010			400.00		137,031.00	137,431.00
SAC Tech Store	111001	817007	2010			163,309.00			163,309.00
SAC Scobee Education Center	111001	817401	2010			331,451.00			331,451.00
SAC Scobee Education Center	171007	817401	2010			51,504.00			51,504.00
ACADEMIC SUPPORT									
SAC General Institutional Costs	111001	810002	3010			(74,626.00)	765,588.00	292,425.00	983,387.00
SAC Budget Office	111001	810021	3010					634,618.00	634,618.00
SAC Adjunct Faculty Council	111001	810107	3010					2,100.00	2,100.00



San Antonio College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
SAC VP Academic Success	111001	811001	3010			274,061.00		76,250.00	350,311.00
SAC Honors Academy	111001	811003	3010					9,449.00	9,449.00
SAC Quality Enhancement Plan	111001	811007	3010			58,551.00		15,759.00	74,310.00
SAC Dean Academic Success CCAST	111001	811101	3010			216,064.00		100,000.00	316,064.00
SAC Forensic Account	111001	811272	3010					11,900.00	11,900.00
SAC Writing Center	111001	811301	3010			112,636.00		1,400.00	114,036.00
SAC Dual Credit Admin and Operation	111001	811703	3010			135,762.00			135,762.00
SAC Dean Academic Success HBBEPS	111001	812001	3010			279,189.00		100,000.00	379,189.00
SAC Professional CE	111001	812003	3010			75,057.00			75,057.00
SAC Medical Assisting	111001	812022	3010			33,323.00			33,323.00
SAC Dean Academic Success:Acad Svcs	111001	815001	3010			100,079.00			100,079.00
SAC Library	111001	815301	3010			743,194.00		71,878.00	815,072.00
SAC Library Books and Materials	111001	815305	3010					245,000.00	245,000.00
SAC Creative Multimedia	111001	815333	3010			591,144.00		35,699.00	626,843.00
SAC VP Student Success Office	111001	816001	3010			43,432.00			43,432.00
SAC Dean of Student Succss-Inst Sup	111001	816801	3010			100,079.00			100,079.00
STUDENT SERVICES									
SAC General Institutional Costs	111001	810002	4010			(358,103.00)	1,937,645.00	594,407.00	2,173,949.00
SAC General Institutional Costs	111003	810002	4010				39,597.00		39,597.00
SAC Office of the President	111001	810003	4010			84,255.00			84,255.00
SAC Budget Office	111001	810021	4010					168,227.00	168,227.00
SAC Student Advocacy Center	111001	811006	4010			10,448.00		23,059.00	33,507.00
SAC Child Development Center	111001	812051	4010			394,918.00			394,918.00
SAC VP Student Success Office	111001	816001	4010			714,847.00		90,600.00	805,447.00
SAC Student Conduct	111001	816105	4010			48,964.00		5,666.00	54,630.00
SAC Student Activities	111001	816106	4010			192,080.00		28,002.00	220,082.00
SAC Student Activity Fee-Designated	111003	816110	4010			180,522.00		673,033.00	853,555.00
SAC Outreach & Recruitment	111001	816201	4010			446,981.00		40,076.00	487,057.00
SAC Admissions and Records	111001	816202	4010			649,001.00		7,003.00	656,004.00
SAC Commencement	111001	816204	4010					88,550.00	88,550.00
SAC Advising Services	111001	816401	4010			2,313,217.00		20,945.00	2,334,162.00
SAC Intl Student Services	111001	816403	4010			77,215.00			77,215.00
SAC Retention and Transition Serv	111001	816405	4010			49,758.00		8,988.00	58,746.00
SAC Student Success Council	111001	816406	4010					700.00	700.00



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 Development	111001	816409	4010			310,162.00		6,300.00	316,462.00
SAC Counseling Services	111001	816410	4010			253,476.00		3,501.00	256,977.00
SAC Veterans Affairs	111001	816411	4010			661,779.00		44,715.00	706,494.00
SAC New Student Orientation	111001	816413	4010					32,726.00	32,726.00
SAC Disability Support Services	111001	816507	4010			325,374.00		18,374.00	343,748.00
SAC Womens Center	111001	816612	4010			544,965.00		33,023.00	577,988.00
SAC Assessment and Testing	111001	816701	4010			280,694.00		32,201.00	312,895.00
SAC Dean of Student Succss-Inst Sup	111001	816801	4010			126,057.00		55,000.00	181,057.00
SAC Special Programming	111001	817012	4010					42,662.00	42,662.00
INSTITUTIONAL SUPPORT									
SAC General Institutional Costs	111001	810002	5010			(335,305.00)	1,046,515.00	922,357.00	1,633,567.00
SAC Office of the President	111001	810003	5010			475,573.00		150,000.00	625,573.00
SAC Institutional Memberships	111001	810004	5010					75,000.00	75,000.00
SAC Hospitality Account	111001	810005	5010					85,000.00	85,000.00
SAC Special Initiatives	111001	810009	5010					1,751.00	1,751.00
SAC Staff Council Fund Raising	111001	810012	5010					2,100.00	2,100.00
SAC Paper Recycling	111001	810013	5010					43,000.00	43,000.00
SAC Budget Office	111001	810021	5010			133,946.00		78,127.00	212,073.00
SAC Faculty Senate	111001	810101	5010					2,100.00	2,100.00
SAC Resource College Development	111001	810103	5010			110,604.00		18,620.00	129,224.00
SAC Public Information	111001	810501	5010			362,824.00		69,999.00	432,823.00
SAC Facilities Use Management	111001	814007	5010			197,491.00		1,610.00	199,101.00
SAC Software	111001	815103	5010					255,900.00	255,900.00
SAC IT Asset Management	111001	815332	5010			22,400.00		100,000.00	122,400.00
SAC Intg Plan&PerformanceExcellence	111001	816002	5010			545,170.00		25,500.00	570,670.00
SAC VP College Services Office	111001	817001	5010			326,061.00		115,000.00	441,061.00
SAC Consolidated Printers	111001	817003	5010					278,750.00	278,750.00
SAC College Projects	111001	817004	5010					215,000.00	215,000.00
SAC SACSCOC Reaccreditation	111001	817006	5010			12,532.00		18,550.00	31,082.00
SAC-FACES Fine Arts&Cultural Events	111001	817009	5010					10,500.00	10,500.00
SAC Risk Management	111001	817010	5010			720.00		10,503.00	11,223.00
SAC Grant Management	111001	817011	5010					980.00	980.00
SAC Technology Center	111001	817201	5010			1,768,358.00		15,393.00	1,783,751.00
SAC Go-Print	111001	817202	5010					48,000.00	48,000.00



San Antonio 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									
SAC General Institutional Costs	111001	810002	6010				5,106.00	4,150.00	9,256.00
SAC General Institutional Costs	171005	810002	6010				988.00		988.00
SAC Gym Rental	111001	811193	6010			17,211.00			17,211.00
SAC Auditorium	111001	811271	6010			44,806.00			44,806.00
SAC Auditorium	171005	811271	6010			12,000.00			12,000.00
INSTITUTIONAL SCHOLARSHIPS									
SAC General Institutional Costs	111001	810002	7010					50,000.00	50,000.00
AUXILIARY ENTERPRISES									
SAC General Institutional Costs	111001	810002	8010					2,968.00	2,968.00
SAC Child Development Center	131001	812051	8010					7,000.00	7,000.00
SAC Tech Store	171010	817007	8010					150,000.00	150,000.00
TRANSFERS									
SAC General Institutional Costs	111002	810002	9425					1,573,776.00	1,573,776.00
TOTAL SAN ANTONIO COLLEGE				271.00	18,384,412.00	21,911,669.00	11,279,722.00	12,010,334.00	63,586,137.00

* 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	108,399.00			26,480.00	134,879.00
SWC Machine Technology	112001	828562	1020	4.00	216,679.00	163,043.00		28,000.00	407,722.00
SWC Welding	112001	828563	1020	2.00	105,592.00	120,000.00		80,980.00	306,572.00
SPC Physics	112001	821151	1030	1.00	82,276.00	49,000.00		6,000.00	137,276.00
SPC Biological Sciences	112001	821152	1030	9.00	599,952.00	653,926.00		41,850.00	1,295,728.00
SPC Chemistry	112001	821153	1030	6.00	391,896.00	326,161.00		50,266.00	768,323.00
SPC Biology Software Sales	112001	821154	1030					7,500.00	7,500.00
SPC Counseling and Student Develop	112001	826031	1030	1.00	61,410.00				61,410.00
SPC Business Administration	112001	821133	1040	1.00	59,732.00	15,000.00			74,732.00
SPC Administrative Computer Tech	112001	822041	1040	1.00	54,462.00	67,927.00		8,200.00	130,589.00
SPC Accounting Informatn Sys Tech	112001	822042	1040	1.00	63,240.00	7,000.00		300.00	70,540.00
SPC Business Management	112001	822043	1040	1.00	57,007.00	81,500.00		275.00	138,782.00
SPC Computer Science	112001	821134	1070	2.00	123,263.00	27,000.00			150,263.00
SPC Business Management	112001	822043	1070	1.00	62,875.00				62,875.00
SPC Information Technology	112001	822044	1070	3.00	214,647.00	196,149.00		6,020.00	416,816.00
SPC CETC-BIS Contract Training	112001	822045	1070			-		10,000.00	10,000.00
SWC Electrician	112001	828502	1080	1.00	61,998.00			25,000.00	86,998.00
SWC Plumbing	112001	828505	1080			6,000.00		2,500.00	8,500.00
SPC Early Childhood Studies	112001	822004	1090	3.00	183,474.00	83,210.00		1,125.00	267,809.00
SPC Tourism Hospitality Culinary	112001	822061	1090	8.00	532,234.00	375,449.00		6,920.00	914,603.00
SPC Alternative Teacher Certifica	112001	823011	1090			2,718.00			2,718.00
SPC Child Development Operations	112001	826021	1090			262,119.00			262,119.00
SPC Electronic Systems Technology	112001	822031	1110	6.00	389,318.00	165,927.00		35,525.00	590,770.00
SWC Allied Construction	112001	828501	1110	2.00	111,992.00	161,500.00		45,025.00	318,517.00
SWC Home Building	112001	828503	1110	1.00	44,901.00	60,000.00			104,901.00
SPC English	112001	821112	1120	9.80	674,033.00	303,644.00		10,000.00	987,677.00
SPC Reading and Education	112001	821171	1120	2.00	143,069.00	191,988.00			335,057.00
SPC Foreign Languages	112001	821172	1130	2.00	134,258.00	4,000.00			138,258.00
SPC Nursing Associate Degree	112001	822052	1140	3.00	167,173.00	57,137.00		5,600.00	229,910.00
SPC Nursing Special Program Tuition	112001	822055	1140			191,824.00		110,184.00	302,008.00
SPC Occupational Therapy Assistant	112001	822012	1160	3.00	168,488.00	56,322.00		74,535.00	299,345.00
SPC Radiography	112001	822013	1160	5.00	284,659.00	258,982.00		162,912.00	706,553.00
SPC Sonography	112001	822014	1160	3.00	185,816.00	67,343.00		54,196.00	307,355.00



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 Respiratory Care	112001	822015	1160	4.00	207,784.00	147,000.00		76,900.00	431,684.00
SPC Surgical Tech	112001	822016	1160	2.00	102,360.00	101,854.00		38,025.00	242,239.00
SPC Cardiovascular	112001	822017	1160	2.00	108,953.00	19,000.00		57,025.00	184,978.00
SPC Medical Laboratory	112001	822018	1160	3.00	189,298.00	139,730.00		126,530.00	455,558.00
SPC Physical Therapy Assistant	112001	822019	1160	3.00	158,922.00	67,922.00		64,811.00	291,655.00
SPC Health Information Systems	112001	822020	1160	2.00	114,172.00	109,500.00		64,225.00	287,897.00
SPC Vision Care Technology	112001	822063	1160	2.00	107,393.00			1,150.00	108,543.00
SPC Histologic Technician	112001	822064	1160	1.00	47,335.00	6,700.00		32,050.00	86,085.00
SPC Nursing Vocational	112001	822051	1180	15.00	901,046.00	294,827.00		32,750.00	1,228,623.00
SPC Nursing New Braunfels Prog	112001	822053	1180	2.00	107,174.00	42,649.00		3,175.00	152,998.00
SPC Mathematics	112001	821131	1190	7.75	472,920.00	317,320.00		22,650.00	812,890.00
SPC Automotive Technology	112001	822021	1200	10.00	583,728.00	208,126.00		80,761.00	872,615.00
SPC General Motors	112001	822022	1200					16,579.00	16,579.00
SPC Ford Motors	112001	822023	1200			67,431.00		32,082.00	99,513.00
SPC ACE Instruction	112001	823006	1200					115.00	115.00
SWC Auto Body	112001	828561	1200	2.00	98,293.00	54,422.00		31,986.00	184,701.00
SWC Aviation	112001	828541	1210	8.00	517,372.00	169,427.00		101,165.00	787,964.00
SWC Diesel Technology	112001	828543	1210	4.00	209,394.00	136,966.00		15,000.00	361,360.00
SPC Kinesiology	112001	821141	1230	2.00	100,469.00	78,427.00		3,800.00	182,696.00
SPC Psychology	112001	821161	1250	5.00	307,564.00	275,566.00		1,350.00	584,480.00
SPC Social Sciences	112001	821162	1250	16.00	983,263.00	516,330.00		2,275.00	1,501,868.00
SPC Theater and Fine Arts	112001	821121	1260	2.00	121,915.00	242,007.00		33,950.00	397,872.00
SPC Music	112001	821122	1260	2.00	137,048.00	111,000.00		13,300.00	261,348.00
SPC General Institutional Costs	112001	820002	1270			52,257.00	4,969,949.00	1,438,738.00	6,460,944.00
SPC Office of the President	112001	820003	1270					1,125,813.00	1,125,813.00
SPC Community Svc and Training	112001	823008	1270			55,000.00		11,607.00	66,607.00
SPC Distance Learning	112001	823053	1270			17,436.00		6,085.00	23,521.00
SPC School To Work Program	112001	828004	1270			49,626.00		79,317.00	128,943.00
SPC Developmental Math	112001	821132	1280	7.25	494,743.00	382,598.00		6,250.00	883,591.00
SPC Developmental English	112001	821111	1290	3.20	214,165.00	78,406.00			292,571.00
SPC General Institutional Costs	112001	820002	1999					79,552.00	79,552.00
SPC General Institutional Costs	132001	820002	1999					3,500.00	3,500.00
SPC General Institutional Costs	172001	820002	1999					25,000.00	25,000.00
PUBLIC SERVICE									



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 General Institutional Costs	112001	820002	2010				22,797.00	7,794.00	30,591.00
SPC OE - Fine Arts	112001	821123	2010			80,256.00		19,000.00	99,256.00
SPC GED Testing	112001	826065	2010					2,500.00	2,500.00
ACADEMIC SUPPORT									
SPC General Institutional Costs	112001	820002	3010				1,102,971.00	291,937.00	1,394,908.00
SPC Leadership and Learning Cntr	112001	820301	3010			33,627.00			33,627.00
SPC VP Academic Affairs Office	112001	821001	3010			284,624.00		95,910.00	380,534.00
SPC Dean Arts and Sciences Office	112001	821101	3010			542,448.00		9,380.00	551,828.00
SPC Dean of Health Science Office	112001	821801	3010			258,545.00		2,910.00	261,455.00
SPC Dean Applied Science Office	112001	822001	3010			304,003.00		3,350.00	307,353.00
SPC Radiography	112001	822013	3010					6,000.00	6,000.00
SPC Instructional Development	112001	823041	3010			194,586.00		4,795.00	199,381.00
SPC Information&Communication Tech	112001	823051	3010			889,210.00		79,290.00	968,500.00
SPC Telecourse Administration	112001	823054	3010					533.00	533.00
SPC Library Services	112001	824001	3010			741,894.00		10,921.00	752,815.00
SPC Library Archives	112001	824002	3010					5,257.00	5,257.00
SPC Library Books and Materials	112001	824003	3010					154,700.00	154,700.00
SPC Media Services	112001	824004	3010			203,156.00		9,550.00	212,706.00
SPC Dean Interdisciplinary Programs	112001	825001	3010			133,506.00		340.00	133,846.00
SWC Dean Of Administration	112001	828003	3010			99,006.00		14,750.00	113,756.00
STUDENT SERVICES									
SPC General Institutional Costs	112001	820002	4010				1,372,604.00	372,830.00	1,745,434.00
SPC General Institutional Costs	112003	820002	4010				4,325.00		4,325.00
SPC Quality Enhancement Plan	112001	820007	4010					1,500.00	1,500.00
SPC VP Student Success Office	112001	826001	4010			386,821.00		10,775.00	397,596.00
SPC Student Activity Fee-Designated	112003	826005	4010			52,529.00		108,571.00	161,100.00
SPC Counseling and Student Develop	112001	826031	4010			128,125.00			128,125.00
SPC Recruitment	112001	826033	4010			189,884.00		32,675.00	222,559.00
SPC Educational Support Svcs	112001	826041	4010			2,172,964.00		72,125.00	2,245,089.00
SPC Job Placement Career Services	112001	826042	4010					2,900.00	2,900.00
SPC Admissions and Records	112001	826062	4010			1,129,778.00		16,700.00	1,146,478.00
SPC Assessment and Testing	112001	826068	4010			254,439.00		28,168.00	282,607.00
SPC Veterans Affairs	112001	826069	4010			53,587.00		9,800.00	63,387.00
SPC Service Learning	112001	826081	4010			44,155.00		24,300.00	68,455.00



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 Health Center	112001	826091	4010			98,569.00		2,000.00	100,569.00
SPC Student Activities	112001	826092	4010			203,814.00		7,450.00	211,264.00
INSTITUTIONAL SUPPORT									
SPC General Institutional Costs	112001	820002	5010				477,648.00	406,083.00	883,731.00
SPC Office of the President	112001	820003	5010			680,771.00		22,500.00	703,271.00
SPC Hospitality Account	112001	820004	5010					87,500.00	87,500.00
SPC Staff Council	112001	820005	5010					3,250.00	3,250.00
SPC Quality Enhancement Plan	112001	820007	5010			99,659.00		198,448.00	298,107.00
SPC Business Services	112001	820008	5010					16,500.00	16,500.00
SPC Institutional Effectiveness	112001	820009	5010					17,000.00	17,000.00
SPC Faculty Senate	112001	820012	5010					750.00	750.00
SPC Health Wellness Program	112001	820014	5010					18,478.00	18,478.00
SPC LRC Fines	112001	820018	5010					1,000.00	1,000.00
SPC Public Relations	112001	820041	5010			192,361.00		113,400.00	305,761.00
SPC Institutional Advancement	112001	820101	5010			223,732.00		69,500.00	293,232.00
SPC Planning and Research	112001	820201	5010			188,196.00		11,500.00	199,696.00
SPC Hospitality Operations	112001	822062	5010					136,700.00	136,700.00
SPC ACE Instruction	112001	823006	5010					58.00	58.00
SPC Commencement	112001	826063	5010					75,000.00	75,000.00
SPC VP SWC Office	112001	828005	5010			178,434.00			178,434.00
OPERATIONS AND MAINTENANCE OF PLANT									
SPC General Institutional Costs	172002	820002	6010					10,000.00	10,000.00
SPC Office of the President	172001	820003	6010					13,492.00	13,492.00
SPC Theater and Fine Arts	172002	821121	6010					5,000.00	5,000.00
AUXILIARY ENTERPRISES									
SPC General Institutional Costs	132001	820002	8010				14,730.00	4,326.00	19,056.00
SPC GoPrint	132001	823055	8010					11,000.00	11,000.00
SPC Child Development Center	112001	826022	8010					5,050.00	5,050.00
SPC Child Development Center	132001	826022	8010			47,535.00		8,050.00	55,585.00
TRANSFERS									
SPC General Institutional Costs	112002	820002	9425					1,336,511.00	1,336,511.00
TOTAL ST. PHILIP'S COLLEGE				189.00	11,568,154.00	17,786,610.00	7,965,024.00	8,406,716.00	45,726,504.00

* 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	54,924.00	60,000.00		5,835.00	120,759.00
PAC Landscape and Turfgrass Mgmt	113001	831212	1010	1.00	46,428.00	74,043.00		11,750.00	132,221.00
PAC Biological Sciences	113001	831231	1030	8.00	565,844.00	203,983.00		61,969.00	831,796.00
PAC Chemistry	113001	831232	1030	4.00	271,681.00	133,760.00		40,523.00	445,964.00
PAC Earth Sciences	113001	831233	1030			5,000.00			5,000.00
PAC Physics	113001	831235	1030	1.00	54,541.00	50,000.00		17,026.00	121,567.00
PAC Geology	113001	831236	1030			20,000.00			20,000.00
PAC Brewing Technology	113001	831284	1030	1.00	50,000.00				50,000.00
PAC Business Administration	113001	831221	1040	1.00	78,277.00	33,427.00			111,704.00
PAC Business Occupations	113001	831222	1040	1.00	58,310.00	70,000.00		2,000.00	130,310.00
PAC Distribution Logistics	113001	831223	1040	1.00	57,007.00	30,000.00		2,990.00	89,997.00
PAC Mid-Management	113001	831224	1040	2.00	159,269.00	100,000.00			259,269.00
PAC Aviation Technology	113001	831286	1050			40,000.00		250,000.00	290,000.00
PAC Mass Communications	113001	831175	1060	1.00	80,774.00	30,000.00		900.00	111,674.00
PAC Tutoring Services	113001	831008	1070			53,014.00			53,014.00
PAC Computer Science	113001	831251	1070	5.00	358,675.00	50,000.00		600.00	409,275.00
PAC Computer Information Systems	113001	831252	1070	2.00	132,512.00	133,427.00		2,000.00	267,939.00
PAC Teacher Assistant and Aide Prog	113001	831136	1090			50,000.00			50,000.00
PAC Engineering	113001	831234	1100	1.00	50,000.00	15,000.00		820.00	65,820.00
PAC Oil and Gas Technology	113001	831283	1110	1.00	63,656.00	85,000.00		13,000.00	161,656.00
PAC Industrial Technology	113001	831297	1110	1.00	52,305.00	43,321.00		1,320.00	96,946.00
PAC Speech	113001	831113	1120	5.00	314,678.00	109,974.00		4,500.00	429,152.00
PAC Humanities	113001	831131	1120	1.00	47,335.00	80,000.00		2,500.00	129,835.00
PAC Philosophy	113001	831133	1120	3.00	208,267.00	70,000.00		1,000.00	279,267.00
PAC English	113001	831172	1120	6.00	402,091.00	133,739.00		7,000.00	542,830.00
PAC Reading and Education	113001	831176	1120	1.00	71,118.00	20,000.00			91,118.00
PAC Working Writers Series	113001	831179	1120					10,000.00	10,000.00
PAC LIS	113001	831303	1120			55,337.00			55,337.00
PAC Foreign Languages	113001	831174	1130	2.00	139,872.00	25,000.00		100.00	164,972.00
PAC Healthcare Administrator	113001	831226	1160	1.00	50,000.00				50,000.00
PAC Veterinary Technology	113001	831296	1160	2.00	112,016.00	302,628.00		88,750.00	503,394.00
PAC Mathematics	113001	831261	1190	7.00	437,445.00	133,427.00		8,500.00	579,372.00
PAC Kinesiology	113001	831266	1230	4.00	280,090.00	60,000.00		15,000.00	355,090.00



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 Criminal Justice	113001	831271	1240	1.00	57,599.00	45,000.00		1,000.00	103,599.00
PAC Social Work	113001	831272	1240			20,000.00			20,000.00
PAC Psychology	113001	831134	1250	3.00	230,855.00	93,427.00		3,000.00	327,282.00
PAC Sociology	113001	831135	1250			20,000.00			20,000.00
PAC Student Development	113001	831137	1250	5.00	399,049.00	100,000.00		3,500.00	502,549.00
PAC Economics	113001	831151	1250	1.00	68,540.00	70,000.00		4,000.00	142,540.00
PAC Geography	113001	831152	1250	1.00	49,731.00	30,000.00			79,731.00
PAC Government	113001	831153	1250	5.00	334,689.00	100,000.00		2,500.00	437,189.00
PAC History	113001	831154	1250	6.00	390,841.00	133,427.00		8,000.00	532,268.00
PAC Mexican-American Studies	113001	832505	1250	1.00	60,170.00	15,000.00		21,000.00	96,170.00
PAC Art	113001	831111	1260	5.00	368,234.00	85,000.00		10,000.00	463,234.00
PAC Drama	113001	831112	1260	1.00	59,637.00	95,000.00		12,000.00	166,637.00
PAC Music	113001	831114	1260	3.00	159,315.00	60,000.00		26,200.00	245,515.00
PAC Dance	113001	831118	1260					3,000.00	3,000.00
PAC General Institutional Costs	113001	830002	1270			(1,597,753.00)	2,611,243.00	1,069,211.00	2,082,701.00
PAC Technical Computer Labs	113001	830004	1270					121,000.00	121,000.00
PAC Participatory Budgeting	113001	830010	1270					75,000.00	75,000.00
PAC Honors Program	113001	830012	1270					15,000.00	15,000.00
PAC Business Services	113001	830015	1270			515,680.00			515,680.00
PAC GoPrint Services	113001	830106	1270					16,000.00	16,000.00
PAC Distance Learning	113001	830201	1270			42,865.00		20,000.00	62,865.00
PAC Community Programs	113001	831405	1270			193,123.00		90,384.00	283,507.00
PAC Developmental Math	113001	831262	1280	9.00	606,783.00	285,000.00		2,500.00	894,283.00
PAC Developmental English	113001	831171	1290	6.00	359,678.00	50,000.00		400.00	410,078.00
ACADEMIC SUPPORT									
PAC General Institutional Costs	113001	830002	3010				506,331.00	135,619.00	641,950.00
PAC Phoenix Institute	113001	830202	3010			96,584.00		8,000.00	104,584.00
PAC Campus Operations Mngmt	113001	830210	3010			48,911.00			48,911.00
PAC VP Academic Success Office	113001	831001	3010			351,399.00		34,500.00	385,899.00
PAC Tutoring Services	113001	831008	3010			318,365.00		31,000.00	349,365.00
PAC Academic Assessment	113001	831009	3010			45,323.00		10,000.00	55,323.00
PAC Dean Of Arts & Sciences Office	113001	831101	3010			137,084.00		26,600.00	163,684.00
PAC Dean Of Career & Technology Off	113001	831201	3010			226,655.00		18,700.00	245,355.00
PAC Dean Of Learning Resource	113001	831301	3010			100,079.00		10,000.00	110,079.00



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 SEED Advising Center	113001	832510	4010			370,106.00		7,000.00	377,106.00
PAC BOLD Advising Center	113001	832511	4010			301,379.00		7,000.00	308,379.00
PAC Advising Management	113001	832512	4010			226,109.00		11,000.00	237,109.00
PAC Dean ECHS & DC	113001	832513	4010					16,000.00	16,000.00
INSTITUTIONAL SUPPORT									
PAC General Institutional Revenue	113001	830001	5010					9,000.00	9,000.00
PAC General Institutional Costs	113001	830002	5010				597,376.00	216,586.00	813,962.00
PAC General Institutional Costs	173003	830002	5010				310.00		310.00
PAC Office of the President	113001	830003	5010			413,860.00		50,000.00	463,860.00
PAC Hospitality Account	113001	830005	5010					60,000.00	60,000.00
PAC Celebracion	113001	830006	5010					60,000.00	60,000.00
PAC Technology Plan Funds	113001	830009	5010					200,000.00	200,000.00
PAC Budget Office Operations	113001	830011	5010			116,582.00		5,000.00	121,582.00
PAC Business Services	113001	830015	5010					1,770,617.00	1,770,617.00
PAC Staff Council Designated Rev	113001	830016	5010					5,000.00	5,000.00
PAC Paper Recycling Fund	113001	830017	5010					20,000.00	20,000.00
PAC Information Technology Services	113001	830018	5010			528,423.00		40,000.00	568,423.00
PAC Misc Facility Rentals	173003	830019	5010			1,000.00		8,710.00	9,710.00
PAC - Soccer Field	173003	830023	5010					10,000.00	10,000.00
PAC SACS Accreditation	113001	830024	5010					80,000.00	80,000.00
PAC Public Relations	113001	830101	5010			222,991.00		250,000.00	472,991.00
PAC VP of College Services Office	113001	830104	5010			322,076.00		27,000.00	349,076.00
PAC Hospitality College Services	113001	830105	5010					20,000.00	20,000.00
PAC Campus Safety	113001	830107	5010			53,848.00		30,000.00	83,848.00
PAC Planning and Research	113001	830203	5010			133,587.00		70,800.00	204,387.00
PAC Inst Adv and Eff and Comm Devel	113001	830206	5010			2,446.00			2,446.00
PAC Institutional Advancement	113001	830209	5010			116,016.00		29,000.00	145,016.00
PAC Campus Operations Mngmt	113001	830210	5010					20,700.00	20,700.00
PAC Strategic Planning	113001	830300	5010					15,000.00	15,000.00
PAC Faculty Senate	113001	831004	5010			5,000.00		5,000.00	10,000.00
PAC Hospitality Academic Affairs	113001	831007	5010					21,500.00	21,500.00
PAC Auditorium	113001	831117	5010			144,083.00		24,300.00	168,383.00
PAC Health Wellness Program	113001	831267	5010					5,000.00	5,000.00
PAC Hospitality Student Affairs	113001	832003	5010					30,500.00	30,500.00



Palo Alto 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									
PAC Capital Projects	113001	830901	6010					29,000.00	29,000.00
INSTITUTIONAL SCHOLARSHIPS									
PAC General Institutional Costs	113001	830002	7010					50,000.00	50,000.00
PAC Tutoring Services	113001	831008	7010					2,000.00	2,000.00
PAC Scholarship Support Services	113001	832504	7010					50,000.00	50,000.00
AUXILIARY ENTERPRISES									
PAC General Institutional Costs	133001	830002	8010				109,925.00	75,354.00	185,279.00
PAC General Institutional Costs	133003	830002	8010				137,759.00		137,759.00
PAC General Institutional Costs	173002	830002	8010				9,714.00		9,714.00
PAC Natatorium Operation + Maint	133003	830022	8010			554,700.00		129,060.00	683,760.00
PAC Summer Camps	133001	830025	8010			51,000.00		29,210.00	80,210.00
PAC Drama	173002	831112	8010					10,000.00	10,000.00
PAC Auditorium	173002	831117	8010			31,348.00		22,855.00	54,203.00
PAC AUX Family Center	133001	832901	8010			340,522.00		40,313.00	380,835.00
TRANSFERS									
PAC General Institutional Costs	113002	830002	9425					777,902.00	777,902.00
TOTAL PALO ALTO COLLEGE				111.00	7,342,236.00	11,723,375.00	5,222,535.00	8,204,180.00	32,492,326.00

* 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	16.00	1,023,087.00	505,440.00		142,584.00	1,671,111.00
NVC Chemistry	114001	842043	1030	6.00	376,678.00	236,736.00		34,292.00	647,706.00
NVC Geology	114001	842044	1030	3.00	204,426.00	145,642.00		4,285.00	354,353.00
NVC Physics	114001	842045	1030	3.00	181,086.00	155,872.00		15,805.00	352,763.00
NVC Science Tutoring & Advocacy Lab	114001	842047	1030			220,822.00		4,250.00	225,072.00
NVC Clinical Research Coordinator	114001	842054	1030	1.00	58,433.00	25,487.00			83,920.00
NVC Business Administration	114001	842022	1040	1.00	47,354.00	81,778.00			129,132.00
NVC Accounting	114001	842023	1040	3.00	196,451.00	132,811.00		1,500.00	330,762.00
NVC Customer Services/Sales Ops	114001	842055	1040	1.00	54,462.00	34,997.00		150.00	89,609.00
NVC Digital Video & Cinema Prod	114001	842060	1060	2.00	124,352.00	50,028.00		33,200.00	207,580.00
NVC Gaming Development	114001	842061	1060	2.00	113,873.00	166,024.00		13,728.00	293,625.00
NVC Mass Communications	114001	842083	1060	1.00	68,972.00	46,398.00		500.00	115,870.00
NVC Digital Media	114001	842059	1070	2.00	137,118.00	138,845.00		43,650.00	319,613.00
NVC Computer Information Systems	114001	842062	1070	2.00	169,342.00	171,895.00		1,450.00	342,687.00
NVC Info Assurance and Cybersecurit	114001	842063	1070	1.00	57,778.00	57,580.00		13,000.00	128,358.00
NVC Education	114001	842085	1090	2.00	121,509.00	99,262.00		500.00	221,271.00
NVC Engineering	114001	842046	1100	2.00	157,415.00	103,563.00		6,614.00	267,592.00
NVC Water Resource Science	114001	842053	1110	1.00	63,187.00	29,255.00		18,000.00	110,442.00
NVC Nanotechnology	114001	842058	1110	1.00	60,128.00	29,623.00		6,000.00	95,751.00
NVC Philosophy	114001	842032	1120	3.00	199,079.00	125,775.00			324,854.00
NVC Humanities	114001	842033	1120	2.00	115,819.00	94,200.00		1,200.00	211,219.00
NVC Speech	114001	842084	1120	7.00	421,205.00	331,738.00		1,500.00	754,443.00
NVC English	114001	842092	1120	19.00	1,204,722.00	722,782.00			1,927,504.00
NVC CE ESL Program	114001	842508	1120			232,084.00		11,350.00	243,434.00
NVC Student Development	114001	845303	1120	2.00	111,760.00	52,124.00		16,700.00	180,584.00
NVC Foreign Languages	114001	842034	1130	3.00	176,608.00	106,920.00		550.00	284,078.00
NVC Community Health	114001	842056	1160	2.00	113,450.00	38,600.00		400.00	152,450.00
NVC Pharmacy Technology	114001	842057	1160	1.00	50,638.00	38,776.00		4,800.00	94,214.00
NVC Mathematics	114001	842073	1190	25.00	1,548,906.00	766,645.00			2,315,551.00
NVC Kinesiology	114001	842016	1230	3.00	196,964.00	196,702.00		7,800.00	401,466.00
NVC Personal Fitness Trainer	114001	842052	1230	1.00	56,691.00	42,551.00		4,000.00	103,242.00
NVC Criminal Justice	114001	842086	1240	2.00	120,856.00	152,272.00		1,500.00	274,628.00
NVC Economics	114001	842024	1250	4.00	235,205.00	183,271.00		500.00	418,976.00



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 Government	114001	842025	1250	9.00	569,683.00	432,000.00		315.00	1,001,998.00
NVC History	114001	842035	1250	11.00	619,065.00	558,700.00		1,200.00	1,178,965.00
NVC Mexican-American Studies	114001	842036	1250	1.00	55,822.00	45,000.00		4,800.00	105,622.00
NVC Geography	114001	842082	1250	2.00	127,456.00	82,374.00		4,500.00	214,330.00
NVC Psychology	114001	842087	1250	7.00	445,525.00	299,050.00		9,500.00	754,075.00
NVC Sociology	114001	842088	1250	3.00	173,899.00	132,028.00		500.00	306,427.00
NVC Anthropology	114001	842089	1250	2.00	98,801.00	106,456.00		1,500.00	206,757.00
NVC Student Development	114001	845303	1250			381,460.00		1,000.00	382,460.00
NVC Fine Arts	114001	842012	1260	8.00	485,852.00	259,152.00		54,800.00	799,804.00
NVC Drama	114001	842013	1260	2.00	119,389.00	73,094.00		36,000.00	228,483.00
NVC Dance	114001	842014	1260	2.00	116,887.00	102,451.00		26,950.00	246,288.00
NVC Music	114001	842015	1260	4.00	244,194.00	154,709.00		30,400.00	429,303.00
NVC General Institutional Costs	114001	840002	1270			105,821.00	4,701,361.00	1,667,304.00	6,474,486.00
NVC Math Lab	114001	842072	1280			253,248.00		600.00	253,848.00
NVC Developmental Math	114001	842074	1280			562,171.00		500.00	562,671.00
NVC Developmental English	114001	842093	1290	2.00	123,966.00	205,128.00			329,094.00
NVC English and Reading Labs	114001	842094	1290			327,436.00		3,000.00	330,436.00
NVC General Institutional Costs	114001	840002	1999					150,000.00	150,000.00
NVC Community Education	114001	848003	1999			111,215.00		29,500.00	140,715.00
PUBLIC SERVICE									
NVC General Institutional Costs	114001	840002	2010				2,964.00		2,964.00
NVC Community Education	114001	848003	2010			36,000.00			36,000.00
ACADEMIC SUPPORT									
NVC General Institutional Costs	114001	840002	3010				1,165,213.00	884,690.00	2,049,903.00
NVC Academic Affairs	114001	842001	3010			213,179.00		32,850.00	246,029.00
NVC Faculty Senate	114001	842002	3010			8,628.00		850.00	9,478.00
NVC Faculty Development	114001	842003	3010					54,625.00	54,625.00
NVC Quality Enhancement Plan	114001	842006	3010			194,981.00		73,889.00	268,870.00
NVC Arts and Kinesiology Chair	114001	842011	3010			63,964.00		22,667.00	86,631.00
NVC Arts and Kinesiology Chair	174003	842011	3010					11,500.00	11,500.00
NVC Music	114001	842015	3010			14,427.00			14,427.00
NVC Theater Scene Shop	114001	842017	3010			94,586.00		21,500.00	116,086.00
NVC Theater Box Office	114001	842018	3010			88,344.00		9,500.00	97,844.00
NVC Humanities Chair	114001	842031	3010			33,427.00		27,050.00	60,477.00



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 Natural and Phys Sciences Chair	114001	842041	3010			177,959.00		33,300.00	211,259.00
NVC Workforce Programs Chair	114001	842051	3010			43,686.00		12,725.00	56,411.00
NVC Math Chair	114001	842071	3010			66,755.00		44,085.00	110,840.00
NVC Social Sciences Chair	114001	842081	3010			41,338.00		30,500.00	71,838.00
NVC English and Reading Chair	114001	842091	3010			51,624.00		38,500.00	90,124.00
NVC Writing Across Curriculum Lab	114001	842096	3010			108,399.00		300.00	108,699.00
NVC Speech Lab	114001	842101	3010			7,640.00		300.00	7,940.00
NVC Learning Resources	114001	842202	3010			856,333.00		18,300.00	874,633.00
NVC Library Books and Materials	114001	842204	3010					368,300.00	368,300.00
NVC Arts and Sciences	114001	842301	3010			198,172.00		58,550.00	256,722.00
NVC Dual Credit Program	114001	842302	3010			162,594.00		432,800.00	595,394.00
NVC Teaching with Technology	114001	842303	3010			213,072.00		12,310.00	225,382.00
NVC Service Learning	114001	842304	3010			53,173.00		14,050.00	67,223.00
NVC Work Force Development	114001	842501	3010			133,506.00		11,500.00	145,006.00
NVC CE Administration	114001	842506	3010			108,579.00			108,579.00
NVC Program Dev & Performance	114001	842511	3010			61,926.00		31,000.00	92,926.00
NVC Go Print	114001	844004	3010					30,233.00	30,233.00
NVC Information Technology	114001	844021	3010			827,220.00		299,280.00	1,126,500.00
NVC Open Computer Lab	114001	844022	3010			254,465.00		12,600.00	267,065.00
NVC Student Development	114001	845303	3010			183,269.00			183,269.00
STUDENT SERVICES									
NVC General Institutional Costs	114001	840002	4010				1,517,573.00	394,890.00	1,912,463.00
NVC General Institutional Costs	114003	840002	4010				10,640.00		10,640.00
NVC Commencement	114001	840004	4010					66,000.00	66,000.00
NVC Student Success	114001	845001	4010			332,755.00		32,500.00	365,255.00
NVC Recruitment	114001	845002	4010			244,800.00		18,934.00	263,734.00
NVC Readiness Center	114001	845003	4010					5,100.00	5,100.00
NVC Degree Completion	114001	845101	4010					3,900.00	3,900.00
NVC Assessment And Testing	114001	845102	4010			235,972.00		43,756.00	279,728.00
NVC Records	114001	845103	4010			463,556.00		6,743.00	470,299.00
NVC New Student Orientation	114001	845104	4010					28,784.00	28,784.00
NVC Enrollment Services	114001	845105	4010			120,955.00		29,137.00	150,092.00
NVC Student Advising	114001	845201	4010			2,526,432.00		30,564.00	2,556,996.00
NVC Veterans Affairs	114001	845202	4010			136,318.00		11,850.00	148,168.00



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 Career Center	114001	845203	4010					19,975.00	19,975.00
NVC Vista Central	114001	845204	4010			345,520.00		9,104.00	354,624.00
NVC Counseling	114001	845302	4010			133,762.00		7,420.00	141,182.00
NVC Recreation Sports and Wellness	114001	845401	4010			100,969.00			100,969.00
NVC Student Life	114001	845403	4010			182,341.00		10,545.00	192,886.00
NVC Student Activity Fee-Designated	114003	845404	4010			39,717.00		425,730.00	465,447.00
NVC Student Wellness Center	114001	845501	4010			195,705.00		18,350.00	214,055.00
NVC Access Office	114001	845502	4010			93,865.00		6,555.00	100,420.00
NVC Scholarship Coordination	114001	848011	4010			30,617.00		3,515.00	34,132.00
INSTITUTIONAL SUPPORT									
NVC General Institutional Costs	114001	840002	5010				491,735.00	133,137.00	624,872.00
NVC Office of the President	114001	840003	5010			426,328.00		23,650.00	449,978.00
NVC Faculty and Staff Development	114001	840006	5010					90,000.00	90,000.00
NVC Staff Council	114001	840008	5010					9,650.00	9,650.00
NVC Public Relations	114001	840011	5010			350,348.00		128,080.00	478,428.00
NVC Public Relations	174004	840011	5010					1,000.00	1,000.00
NVC Marketing and Advertising	114001	840012	5010					111,930.00	111,930.00
NVC PR Community Events	114001	840013	5010					1,000.00	1,000.00
NVC College Risk Management	114001	842402	5010			65,757.00		34,830.00	100,587.00
NVC College Services	114001	844001	5010			261,286.00		17,600.00	278,886.00
NVC College Initiatives	114001	844002	5010					93,850.00	93,850.00
NVC Resource Management	114001	844003	5010			202,008.00		28,200.00	230,208.00
NVC Grant Development	114001	844011	5010			80,876.00		8,475.00	89,351.00
NVC Institutional Research	114001	844031	5010			102,807.00		62,420.00	165,227.00
NVC - Finance & Purchasing	114001	844061	5010			38,057.00		235,554.00	273,611.00
NVC Rentals and Events	114001	848012	5010			16,714.00		11,595.00	28,309.00
NVC Community Development	114001	848013	5010			83,129.00		24,120.00	107,249.00
NVC Alumni Connections	114001	848014	5010			24,331.00		9,325.00	33,656.00
TRANSFERS									
NVC General Institutional Costs	114002	840002	9425					1,176,225.00	1,176,225.00
TOTAL NORTHWEST VISTA COLLEGE				177.00	10,948,093.00	20,840,162.00	7,889,486.00	8,373,924.00	48,051,665.00

* 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 Biological Sciences	115001	852162	1030	7.00	471,466.00	177,064.00		27,300.00	675,830.00
NLC Chemistry	115001	852163	1030	2.00	118,155.00	95,982.00		7,300.00	221,437.00
NLC Physics	115001	852164	1030			5,752.00			5,752.00
NLC Geology	115001	852165	1030	1.00	65,894.00	16,940.00		1,100.00	83,934.00
NLC Network Administration	115001	853002	1030	1.00	68,972.00				68,972.00
NLC Information Assur&CyberSecurity	115001	853003	1030	1.00	53,548.00				53,548.00
NLC Accounting-Business-Managemt	115001	852121	1040	1.00	48,132.00	21,074.00		500.00	69,706.00
NLC Business/BCIS	115001	852122	1040	1.00	65,376.00	37,904.00			103,280.00
NLC Journalism	115001	852113	1060			18,971.00			18,971.00
NLC Computer Information System	115001	852154	1070	1.00	76,346.00				76,346.00
NLC Information Assur&CyberSecurity	115001	853003	1070			7,500.00		8,333.00	15,833.00
NLC Education	115001	852182	1090	1.00	63,103.00	99,711.00		200.00	163,014.00
NLC Student Services Instruction	115001	851022	1120			30,605.00			30,605.00
NLC English	115001	852102	1120	9.00	605,614.00	153,305.00		500.00	759,419.00
NLC Reading	115001	852103	1120			45,463.00			45,463.00
NLC Humanities	115001	852112	1120	1.00	64,088.00	7,154.00		200.00	71,442.00
NLC Philosophy	115001	852114	1120	4.00	241,982.00	64,849.00		500.00	307,331.00
NLC Speech	115001	852116	1120	4.00	284,816.00	51,297.00		900.00	337,013.00
NLC Foreign Languages	115001	852111	1130	2.00	154,246.00	1,629.00		400.00	156,275.00
NLC Mathematics and COSC	115001	852151	1190	11.00	698,651.00	257,462.00		2,400.00	958,513.00
NLC Developmental Math	115001	852152	1190			73,161.00			73,161.00
NLC Math PASS	115001	852155	1190			3,000.00			3,000.00
NLC Kinesiology	115001	852141	1230	2.00	121,287.00	65,899.00		4,100.00	191,286.00
NLC Kinesiology	175001	852141	1230			1,000.00		4,000.00	5,000.00
NLC Network Administration	115001	853002	1230			7,500.00		8,333.00	15,833.00
NLC Economics	115001	852171	1250	1.00	80,743.00	53,505.00		200.00	134,448.00
NLC Geography	115001	852173	1250	1.00	54,142.00	9,324.00		500.00	63,966.00
NLC History	115001	852174	1250	5.00	327,920.00	126,083.00		800.00	454,803.00
NLC Political Science	115001	852176	1250	1.00	47,335.00	95,416.00		1,000.00	143,751.00
NLC Government	115001	852177	1250	2.00	134,101.00				134,101.00
NLC Social Sciences	115001	852179	1250			16,147.00		500.00	16,647.00
NLC Anthropology	115001	852181	1250			5,696.00		100.00	5,796.00
NLC Psychology	115001	852183	1250	2.00	118,520.00	51,788.00		1,000.00	171,308.00



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 Sociology	115001	852184	1250	1.00	61,609.00	28,738.00		500.00	90,847.00
NLC Instruction Pool Academic	115001	852012	1260			129,672.00			129,672.00
NLC Art Department	115001	852131	1260	4.00	244,228.00	37,674.00		2,850.00	284,752.00
NLC Music	115001	852134	1260	1.00	75,977.00	42,313.00		17,300.00	135,590.00
NLC Theatre and Communications	115001	852135	1260			99,456.00		7,100.00	106,556.00
NLC Theatre and Communications	175002	852135	1260			1,000.00		1,500.00	2,500.00
NLC Theatre and Communications	175003	852135	1260			750.00		250.00	1,000.00
NLC Drama	115001	852136	1260	1.00	59,326.00	14,661.00			73,987.00
NLC General Institutional Costs	115001	850002	1270			(440,760.00)	1,468,482.00	528,375.00	1,556,097.00
NLC General Institutional Costs	175001	850002	1270				310.00		310.00
NLC General Institutional Costs	175002	850002	1270				310.00		310.00
NLC General Institutional Costs	175003	850002	1270				232.00		232.00
NLC Consolidated Printers	115001	855007	1270					100,000.00	100,000.00
NLC Institutional Projects	115001	855008	1270			400,000.00		48,400.00	448,400.00
NLC Purchasing Services	115001	855009	1270					35,000.00	35,000.00
NLC Student Services Instruction	115001	851022	1290			17,632.00		500.00	18,132.00
NLC Developmental English	115001	852101	1290			41,669.00			41,669.00
ACADEMIC SUPPORT									
NLC General Institutional Costs	115001	850002	3010			(293,742.00)	481,154.00	163,007.00	350,419.00
NLC Adjunct Faculty Council	115001	850018	3010					1,500.00	1,500.00
NLC Vice Pres Acad Affairs Office	115001	852001	3010			172,173.00		42,464.00	214,637.00
NLC VPAA Hospitality Account	115001	852003	3010					2,500.00	2,500.00
NLC Distance Learning	115001	852004	3010			48,911.00		3,100.00	52,011.00
NLC Instructional Innovation	115001	852005	3010			49,130.00		1,170.00	50,300.00
NLC Phi Theta Kappa Initiative	115001	852006	3010			500.00		7,500.00	8,000.00
NLC Service Learning Initiative	115001	852007	3010					1,200.00	1,200.00
NLC International Initiative	115001	852008	3010					1,200.00	1,200.00
NLC Teach and Learn Comm Initiative	115001	852009	3010					1,200.00	1,200.00
NLC Honors Initiative	115001	852010	3010					1,200.00	1,200.00
NLC Tutoring Services	115001	852011	3010			189,149.00		20,438.00	209,587.00
NLC Academic Affairs	115001	852013	3010			133,506.00			133,506.00
NLC Academic Support	115001	852015	3010			112,951.00		32,795.00	145,746.00
NLC College Assessment	115001	852018	3010			1,155.00		10,000.00	11,155.00
NLC Dean of Arts and Sciences Offic	115001	852301	3010					8,914.00	8,914.00



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 Dean of CE and Workforce Office	115001	853001	3010			100,079.00		15,000.00	115,079.00
NLC Community Program	115001	853006	3010			96,373.00		11,800.00	108,173.00
NLC Learning Resource Ctr Office	115001	854001	3010			529,072.00		186,673.00	715,745.00
NLC Information Technologies	115001	855002	3010			590,677.00		50,700.00	641,377.00
NLC Information Technology	115001	855006	3010					15,000.00	15,000.00
STUDENT SERVICES									
NLC General Institutional Costs	115001	850002	4010			(364,952.00)	544,396.00	180,196.00	359,640.00
NLC General Institutional Costs	115003	850002	4010				12,559.00		12,559.00
NLC VP Student and Admin Services	115001	851001	4010			173,609.00		31,369.00	204,978.00
NLC Assessment and Testing	115001	851004	4010			169,765.00		53,900.00	223,665.00
NLC Admissions and Records	115001	851005	4010			121,540.00		2,250.00	123,790.00
NLC Student Activity Fee-Designated	115003	851006	4010			54,522.00		168,895.00	223,417.00
NLC Student Activities	115001	851015	4010			139,784.00		6,750.00	146,534.00
NLC Counseling	115001	851016	4010			66,881.00		600.00	67,481.00
NLC Student Development	115001	851017	4010			26,447.00		2,050.00	28,497.00
NLC Career Services and Job Placement	115001	851018	4010			49,148.00		7,750.00	56,898.00
NLC Recruitment and Retention	115001	851019	4010			223,312.00		13,450.00	236,762.00
NLC Advising	115001	851020	4010			667,564.00		6,550.00	674,114.00
NLC Disability Services	115001	851024	4010			75,532.00		2,800.00	78,332.00
NLC Coord. Student Services Support	115001	851025	4010					500.00	500.00
NLC Veterans Affairs	115001	851026	4010			61,926.00		2,250.00	64,176.00
NLC Early College High School	115001	851027	4010			181,672.00		2,150.00	183,822.00
NLC Welcome Ctr/Call Center	115001	851028	4010			45,959.00		1,650.00	47,609.00
NLC Transfer Services	115001	851029	4010					2,400.00	2,400.00
NLC Job Placement	115001	851030	4010			43,037.00		1,850.00	44,887.00
NLC Dean of Student Success Office	115001	851201	4010			133,506.00		8,200.00	141,706.00
INSTITUTIONAL SUPPORT									
NLC General Institutional Costs	115001	850002	5010			(97,915.00)	321,996.00	98,476.00	322,557.00
NLC General Institutional Costs	175004	850002	5010			750.00	232.00	1,250.00	2,232.00
NLC Office of the President	115001	850003	5010			325,548.00		37,975.00	363,523.00
NLC Hospitality Account	115001	850005	5010					19,000.00	19,000.00
NLC Institutional Advancement	115001	850006	5010			89,019.00		5,700.00	94,719.00
NLC Self Study	115001	850007	5010					60,000.00	60,000.00
NLC Public Relations	115001	850009	5010			221,420.00		64,780.00	286,200.00



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 Faculty Senate	115001	850010	5010			4,800.00		1,501.00	6,301.00
NLC Staff Council	115001	850011	5010					3,000.00	3,000.00
NLC Green Team Recycling	115001	850012	5010					9,500.00	9,500.00
NLC Professional Development	115001	850013	5010					38,000.00	38,000.00
NLC Employee Development Committee	115001	850014	5010					10,000.00	10,000.00
NLC Safety Initiative	115001	850015	5010					3,000.00	3,000.00
NLC History & Heritage	115001	850016	5010					6,000.00	6,000.00
NLC Graduation	115001	851023	5010			1,000.00		43,332.00	44,332.00
NLC College Services	115001	855001	5010			338,510.00		25,073.00	363,583.00
NLC Planning and Research	115001	855004	5010			154,609.00		5,500.00	160,109.00
NLC Institutional Support	115001	855005	5010			38,711.00		9,100.00	47,811.00
TRANSFERS									
NLC General Institutional Costs	115002	850002	9425					435,586.00	435,586.00
TOTAL NORTHEAST LAKEVIEW COLLEGE				68.00	4,405,577.00	6,649,624.00	2,829,671.00	2,761,635.00	16,646,507.00

* 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 VC Economic+WorkforceDeOffice	119001	897001	1040			12,000.00			12,000.00
DIS Out of Dist Partner/CTTC	119001	897036	1040					4,000.00	4,000.00
DIS CE Instructional Delivery-SAC	119001	897361	1040					53,450.00	53,450.00
DIS CE Instructional Delivery-PAC	119001	897363	1040					3,500.00	3,500.00
DIS CE Instructional Delivery-NVC	119001	897364	1040			70,000.00		34,700.00	104,700.00
DIS CE Instructional Delivery-NLC	119001	897365	1040					13,000.00	13,000.00
DIS CE Instructional Delivery-NLC	119001	897365	1070			25,000.00		70,250.00	95,250.00
DIS CE Instructional Delivery-SPC	119001	897362	1080			49,591.00			49,591.00
DIS Continuing Education	113001	897301	1110			76,096.00			76,096.00
DIS CE Instructional Delivery-SPC	119001	897362	1110			110,805.00			110,805.00
DIS CE Instructional Delivery-PAC	119001	897363	1110					5,400.00	5,400.00
DIS CE Instructional Delivery-PAC	119001	897363	1160					2,500.00	2,500.00
DIS CE Instructional Delivery-NLC	119001	897365	1230					500.00	500.00
DIS CE Instructional Delivery-SAC	119001	897361	1240					100.00	100.00
DIS General Institutional	119001	893901	1270					100,428.00	100,428.00
DIS VC Economic+WorkforceDeOffice	119001	897001	1270				988.00		988.00
EWD-Integr Occupational&Literacy Ed	119001	897014	1270			69,653.00	21,584.00		91,237.00
DIS Continuing Education	113001	897301	1270				23,581.00		23,581.00
DIS Continuing Education	119001	897301	1270			225,000.00	18,526.00		243,526.00
DIS CE Instructional Delivery-SAC	119001	897361	1270			165,000.00	13,585.00	100.00	178,685.00
DIS CE Instructional Delivery-SPC	119001	897362	1270			45,000.00	53,409.00	156,650.00	255,059.00
DIS CE Instructional Delivery-PAC	119001	897363	1270			85,000.00	6,999.00	36,000.00	127,999.00
DIS CE Instructional Delivery-NVC	119001	897364	1270				5,764.00		5,764.00
DIS CE Instructional Delivery-NLC	119001	897365	1270				2,058.00		2,058.00
DIS CE Instructional Delivery-WCE	119001	897369	1270			5,000.00	412.00		5,412.00
DIS Vice Chanc Acad Affairs Offc	119001	898001	1270			312,500.00	96,837.00	161,500.00	570,837.00
ACADEMIC SUPPORT									
DIS General Institutional	119001	893901	3010					64,496.00	64,496.00
DIS Vice Chanc Acad Affairs Offc	119001	898001	3010			105,040.00	32,550.00		137,590.00
DIS Alamo Colleges On-Line	119001	898005	3010			774,489.00	239,998.00	349,431.00	1,363,918.00
DIS Pathways Institute	119001	898007	3010					70,000.00	70,000.00
STUDENT SERVICES									
DIS Call Center	119001	893014	4010			211,345.00	65,492.00	1,632,000.00	1,908,837.00



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 General Institutional	119001	893901	4010					513,802.00	513,802.00
DWD Multi-Year Student Work-Study	179003	893921	4010			333,189.00	27,433.00		360,622.00
DIS Enterprise Reporting	119001	895002	4010			608,236.00	188,480.00	30,000.00	826,716.00
DIS Community Based Assessment Edu	119001	897002	4010			381,083.00	106,576.00	65,950.00	553,609.00
DIS Student + Community Prog Dev	119001	899001	4010			175,964.00	54,364.00	14,217.00	244,545.00
DIS Student Access & Success Initia	119001	899002	4010			144,398.00	44,746.00	56,119.00	245,263.00
DIS Student Leadership Program	119001	899003	4010			143,188.00	41,048.00	71,140.00	255,376.00
DIS Districtwide Advising	119001	899004	4010			42,016.00	13,020.00	102,000.00	157,036.00
DIS Access & Support Services	119001	899005	4010					5,000.00	5,000.00
DIS Districtwide Onboarding	119001	899006	4010					102,000.00	102,000.00
DIS Student Financial Services	111001	899011	4010			337,211.00	104,495.00	21,734.00	463,440.00
DIS Student Financial Services	112001	899011	4010			233,768.00	70,540.00	12,315.00	316,623.00
DIS Student Financial Services	113001	899011	4010			236,873.00	73,402.00	7,301.00	317,576.00
DIS Student Financial Services	114001	899011	4010			275,925.00	85,504.00	11,341.00	372,770.00
DIS Student Financial Services	115001	899011	4010			240,910.00	74,653.00	2,675.00	318,238.00
DIS Student Financial Services	119001	899011	4010			1,333,722.00	404,031.00	519,397.00	2,257,150.00
DIS Mobile Go Center-Recruiting	119001	899022	4010			100,303.00	31,082.00	78,445.00	209,830.00
DIS Interpreter Services	119001	899023	4010			598,410.00	124,126.00	35,000.00	757,536.00
DIS Immunization Record Center	119001	899024	4010					10,000.00	10,000.00
DIS College Connection	119001	899026	4010			116,010.00	20,836.00	100,000.00	236,846.00
DIS Center for Student Information	119001	899031	4010			1,269,187.00	387,754.00	234,712.00	1,891,653.00
INSTITUTIONAL SUPPORT									
DIS Board Of Trustees	119001	890001	5010					76,720.00	76,720.00
DIS Chancellors Office	119001	891001	5010			770,047.00	234,112.00	83,042.00	1,087,201.00
DIS Institutional Membership	119001	891002	5010					239,000.00	239,000.00
DIS Community Engagement	119001	891003	5010					73,315.00	73,315.00
DIS Office of Legal Services	119001	891011	5010			363,466.00	112,631.00	588,626.00	1,064,723.00
DIS Board Election	119001	891012	5010					300,000.00	300,000.00
DIS Institutional Advancement	119001	891021	5010			574,619.00	165,697.00	68,012.00	808,328.00
DIS Internal Audit	119001	891031	5010			549,646.00	170,160.00	110,000.00	829,806.00
DIS Ethics and Compliance Office	119001	891051	5010			72,907.00	22,592.00	38,572.00	134,071.00
DIS Vice Chancellor Finance + Adm	119001	893004	5010			(115,250.00)	43,190.00	51,598.00	(20,462.00)
DIS Project Facilitation Office	119001	893005	5010			396,282.00	122,800.00	107,845.00	626,927.00
DIS Enterprise Risk Management	119001	893012	5010			311,705.00	95,936.00	520,177.00	927,818.00



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 Environmental Safety	119001	893013	5010					75,000.00	75,000.00
DIS Human Resources	119001	893201	5010			4,886,995.00	1,405,379.00	504,107.00	6,796,481.00
DIS New Hire Expense	119001	893202	5010					81,170.00	81,170.00
DIS Employee Re-Training	119001	893203	5010					9,000.00	9,000.00
DIS Tuition Reimbursement	119001	893204	5010					344,333.00	344,333.00
DIS Professional Development	119001	893205	5010					725,903.00	725,903.00
DIS Employee Accomodations	119001	893206	5010					3,000.00	3,000.00
DIS Faculty Development	119001	893214	5010			111,627.00	9,191.00	433,019.00	553,837.00
DIS Adjunct Certification Program	119001	893215	5010			503,000.00	41,415.00	3,000.00	547,415.00
DIS Purchasing & Contract Admin	119001	893401	5010			1,099,533.00	340,559.00	94,250.00	1,534,342.00
DIS Mailroom	119102	893441	5010			153,406.00	47,537.00	433,170.00	634,113.00
DIS Finance and Fiscal Services	119001	893502	5010			4,611,754.00	1,349,404.00	391,615.00	6,352,773.00
DIS Bursar	111001	893511	5010			214,708.00	56,217.00	24,399.00	295,324.00
DIS Bursar	112001	893511	5010			129,557.00	33,247.00	15,584.00	178,388.00
DIS Bursar	113001	893511	5010			155,170.00	41,184.00	7,865.00	204,219.00
DIS Bursar	114001	893511	5010			167,189.00	41,489.00	10,627.00	219,305.00
DIS Bursar	115001	893511	5010			113,098.00	28,220.00	6,525.00	147,843.00
DIS Department of Public Safety	111001	893801	5010			1,682,704.00	521,436.00		2,204,140.00
DIS Department of Public Safety	112001	893801	5010			949,599.00	294,261.00		1,243,860.00
DIS Department of Public Safety	113001	893801	5010			389,691.00	120,757.00		510,448.00
DIS Department of Public Safety	114001	893801	5010			438,763.00	135,964.00		574,727.00
DIS Department of Public Safety	115001	893801	5010			645,745.00	200,103.00		845,848.00
DIS Department of Public Safety	119001	893801	5010			777,882.00	236,663.00	901,140.00	1,915,685.00
DIS Department of Public Safety	119201	893801	5010			139,104.00	43,106.00		182,210.00
DIS Department of Public Safety	133001	893801	5010			5,461.00	1,692.00		7,153.00
DIS General Institutional	111001	893901	5010			70,344.00	21,798.00		92,142.00
DIS General Institutional	112001	893901	5010			84,412.00	26,158.00		110,570.00
DIS General Institutional	113001	893901	5010			84,412.00	26,158.00		110,570.00
DIS General Institutional	114001	893901	5010			70,344.00	21,798.00		92,142.00
DIS General Institutional	115001	893901	5010			70,344.00	21,798.00		92,142.00
DIS General Institutional	119001	893901	5010					17,848,887.00	17,848,887.00
DIS Insurance	119001	893902	5010					813,000.00	813,000.00
DIS Institutional Reserve	119001	893907	5010					916,315.00	916,315.00
DIS Benefits Other	119001	893913	5010				4,727,982.00		4,727,982.00



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 EAP Services	119001	893914	5010						-
DIS Staff Council	119001	893915	5010					8,900.00	8,900.00
DWD Unified Staff Council	119001	893917	5010					20,000.00	20,000.00
DIS Vice Chancellor PPIS Office	119001	895001	5010			263,020.00	81,505.00	20,000.00	364,525.00
DIS EnterpriseIT Risk Security Svcs	119001	895003	5010			234,002.00	72,512.00	40,000.00	346,514.00
DIS Banner Project Services	119001	895101	5010			529,288.00	164,016.00	1,770,000.00	2,463,304.00
DIS Strategic Planning + Performa	119001	895201	5010			222,630.00	68,989.00	78,550.00	370,169.00
DIS Institutional Research + Effe	119001	895301	5010			1,000,985.00	310,185.00	30,000.00	1,341,170.00
DIS Director IT Services Office	119102	895401	5010			4,550,358.00	1,410,063.00	(5,960,421.00)	-
DIS Computer Replacement Prog	119001	895402	5010					367,000.00	367,000.00
DIS Faculty Wkstation Replacement	119001	895403	5010					476,000.00	476,000.00
DIS Communications	119001	895461	5010						-
DIS VC Economic+WorkforceDeOffice	119001	897001	5010			454,756.00	137,343.00	152,018.00	744,117.00
DIS Economic + Workforce Dev Adm	119001	897003	5010			232,546.00	72,061.00	10,861.00	315,468.00
DIS Workbased English Solutions	119001	897004	5010					3,000.00	3,000.00
DIS Professional Development	119001	897005	5010			25,000.00	2,058.00	5,000.00	32,058.00
DIS HPOG	119001	897006	5010			90,065.00	27,909.00	5,000.00	122,974.00
DIS Educator Prep Program	119001	897008	5010			91,069.00	22,611.00	13,050.00	126,730.00
DIS Bellwether Consortium	119001	897012	5010			92,430.00	28,642.00	10,287.00	131,359.00
DWD-Experiential Learning Office	119001	897013	5010					20,350.00	20,350.00
EWD-Integr Occupational&Literacy Ed	119001	897014	5010					30,347.00	30,347.00
DIS Center for Workforce Excellence	119001	897032	5010			171,059.00	53,008.00	80,950.00	305,017.00
DIS Eside EDUC CTR	119001	897034	5010					100,000.00	100,000.00
DIS Out of Dist Partner/CTTC	119001	897036	5010			183,938.00	56,999.00	67,488.00	308,425.00
DIS OutofDistPartnerKerrville	119001	897038	5010			139,978.00	43,376.00	120,000.00	303,354.00
DIS EWD Revenue Holding Account	119001	897047	5010					350,000.00	350,000.00
DIS International Programs	119001	897101	5010			1,069,600.00	294,985.00	234,505.00	1,599,090.00
DIS Int'l Prog Student Abroad	119001	897102	5010					220,000.00	220,000.00
DIS Int'l Prog Student Abroad Adm	119001	897103	5010					30,000.00	30,000.00
DIS Int'l Prog Foreign Student App	119001	897104	5010					30,000.00	30,000.00
DIS Int'l Contract Training	119001	897105	5010					613,495.00	613,495.00
DIS Department of Communications	119001	897201	5010			633,932.00	196,115.00	1,530,162.00	2,360,209.00
DIS Continuing Education	119001	897301	5010			1,934,125.00	596,906.00	125,200.00	2,656,231.00
DIS Dir of District Operations	119001	897320	5010					1,000.00	1,000.00



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 Dir of Dis CE Research & Assess	119001	897330	5010					550.00	550.00
DIS Dir of Dis CE Marketing	119001	897340	5010					130,500.00	130,500.00
DIS Dir of Dis CE Sales	119001	897350	5010					3,275.00	3,275.00
DIS Dir of Dis CE Instructional Del	119001	897360	5010					2,300.00	2,300.00
DIS CE Instructional Delivery-SPC	119001	897362	5010					15,000.00	15,000.00
DIS CE Instructional Delivery-PAC	119001	897363	5010					4,100.00	4,100.00
DIS Vice Chanc Acad Affairs Offc	119001	898001	5010			1,489,539.00	461,578.00	138,639.00	2,089,756.00
DIS Academic Success/Ach the Dream	119001	898002	5010			96,127.00	29,788.00	52,500.00	178,415.00
DIS High School Programs	119001	898006	5010					21,700.00	21,700.00
DIS VC Student Success Office	119001	899021	5010			1,129,441.00	347,023.00	80,222.00	1,556,686.00
OPERATIONS AND MAINTENANCE OF PLANT									
DIS Building Maintenance	111001	893601	6010			645,319.00	199,971.00	377,020.00	1,222,310.00
DIS Building Maintenance	112001	893601	6010			619,926.00	187,552.00	280,409.00	1,087,887.00
DIS Building Maintenance	113001	893601	6010			572,538.00	177,418.00	263,873.00	1,013,829.00
DIS Building Maintenance	114001	893601	6010			648,290.00	200,892.00	336,930.00	1,186,112.00
DIS Building Maintenance	115001	893601	6010			354,844.00	109,959.00	417,119.00	881,922.00
DIS Building Maintenance	119001	893601	6010			152,283.00	47,189.00	1,424,296.00	1,623,768.00
DIS Grounds Maintenance	111001	893602	6010			237,026.00	73,450.00	31,000.00	341,476.00
DIS Grounds Maintenance	112001	893602	6010			112,491.00	34,859.00	17,859.00	165,209.00
DIS Grounds Maintenance	113001	893602	6010			40,790.00	12,640.00	95,242.00	148,672.00
DIS Grounds Maintenance	114001	893602	6010			45,512.00	14,103.00	610,481.00	670,096.00
DIS Grounds Maintenance	115001	893602	6010			45,512.00	14,103.00	75,756.00	135,371.00
DIS Grounds Maintenance	119001	893602	6010					925,839.00	925,839.00
DIS Utilities	111001	893603	6010					2,634,484.00	2,634,484.00
DIS Utilities	112001	893603	6010					1,800,064.00	1,800,064.00
DIS Utilities	113001	893603	6010					1,219,184.00	1,219,184.00
DIS Utilities	114001	893603	6010					1,149,462.00	1,149,462.00
DIS Utilities	115001	893603	6010					928,273.00	928,273.00
DIS Utilities	119001	893603	6010					1,592,848.00	1,592,848.00
DIS Utilities	119201	893603	6010					76,778.00	76,778.00
DIS Housekeeping	111001	893604	6010			111,075.00	34,420.00	655,627.00	801,122.00
DIS Housekeeping	112001	893604	6010			975,452.00	302,273.00	640,259.00	1,917,984.00
DIS Housekeeping	113001	893604	6010			81,341.00	25,206.00	315,543.00	422,090.00
DIS Housekeeping	114001	893604	6010			76,868.00	23,820.00	611,973.00	712,661.00



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 Housekeeping	115001	893604	6010			101,130.00	31,338.00	558,822.00	691,290.00
DIS Housekeeping	119001	893604	6010					1,634,906.00	1,634,906.00
DIS Minor Construction	119001	893605	6010					586,400.00	586,400.00
DIS Facilities	119001	893610	6010			304,760.00	94,439.00	349,733.00	748,932.00
DIS Vehicle Replacement Prog	119001	893612	6010					26,871.00	26,871.00
DIS Project Management	119001	893613	6010			1,044,613.00	321,429.00	97,760.00	1,463,802.00
DIS Preventive Maintenance	111001	893619	6010					2,813,135.00	2,813,135.00
DIS Preventive Maintenance	112001	893619	6010					1,605,000.00	1,605,000.00
DIS Preventive Maintenance	113001	893619	6010					2,179,201.00	2,179,201.00
DIS Preventive Maintenance	114001	893619	6010					524,000.00	524,000.00
DIS Preventive Maintenance	115001	893619	6010					465,000.00	465,000.00
DIS Preventive Maintenance	119001	893619	6010					10,862,664.00	10,862,664.00
DIS Utilities LLDC	112001	893642	6010					20,000.00	20,000.00
DIS General Institutional	119001	893901	6010					539,161.00	539,161.00
DIS Insurance	111001	893902	6010					139,690.00	139,690.00
DIS Insurance	112001	893902	6010					65,435.00	65,435.00
DIS Insurance	113001	893902	6010					73,368.00	73,368.00
DIS Insurance	114001	893902	6010					115,780.00	115,780.00
DIS Insurance	115001	893902	6010					36,265.00	36,265.00
DIS Insurance	119001	893902	6010					56,462.00	56,462.00
INSTITUTIONAL SCHOLARSHIPS									
DIS General Institutional	119001	893901	7010					650,000.00	650,000.00
DWD Multi-Year Student Work-Study	179003	893921	7010					263,721.00	263,721.00
DIS Int'l Prog Student Abroad	119004	897102	7010					123,280.00	123,280.00
AUXILIARY ENTERPRISES									
DIS Utilities	133003	893603	8010					73,025.00	73,025.00
DIS Natatorium Facilities Svc	133003	893608	8010					102,505.00	102,505.00
DIS Food Service	139001	893618	8010					47,105.00	47,105.00
DIS Department of Public Safety	133003	893801	8010			17,620.00	5,460.00		23,080.00
DIS General Institutional	139001	893901	8010					1,438.00	1,438.00
TRANSFERS									
DIS Preventive Maintenance	133003	893619	9425					51,000.00	51,000.00
DIS General Institutional	119001	893901	9425					100,000.00	100,000.00
DIS Transfers Mandatory+NonManda	111001	893903	9425					1,886,708.00	1,886,708.00



District Support Operations
Department Budget Allocations by Functional Categories

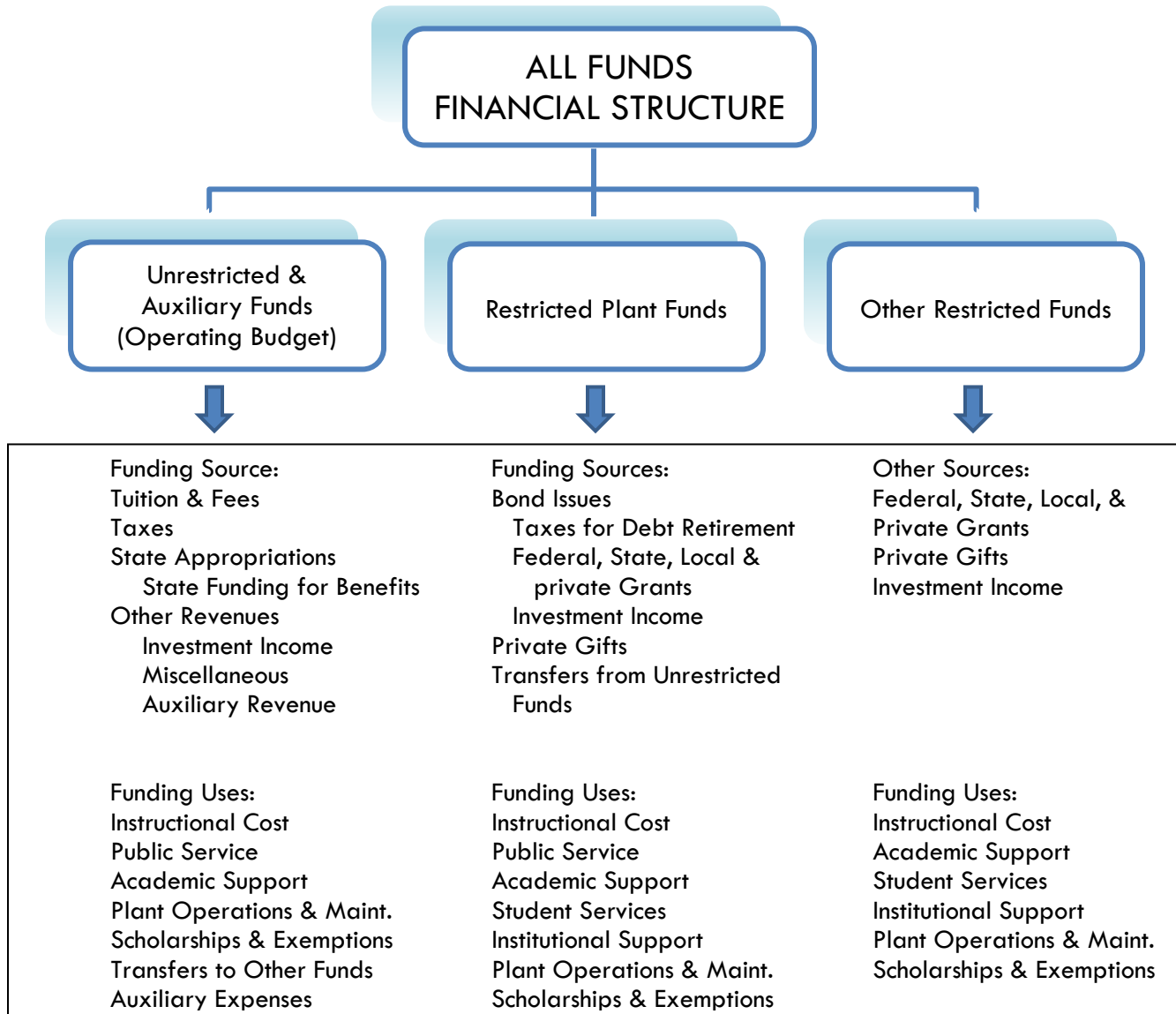
DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
DIS Transfers Mandatory+NonManda	112001	893903	9425					945,476.00	945,476.00
DIS Transfers Mandatory+NonManda	113001	893903	9425					781,434.00	781,434.00
DIS Transfers Mandatory+NonManda	114001	893903	9425					1,404,989.00	1,404,989.00
DIS Transfers Mandatory+NonManda	115001	893903	9425					524,358.00	524,358.00
DIS Transfers Mandatory+NonManda	119001	893903	9425					11,866,962.00	11,866,962.00
TOTAL DISTRICT SUPPORT OPERATIONS				-	-	50,211,454.00	19,582,700.00	89,753,470.00	159,547,624.00

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

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



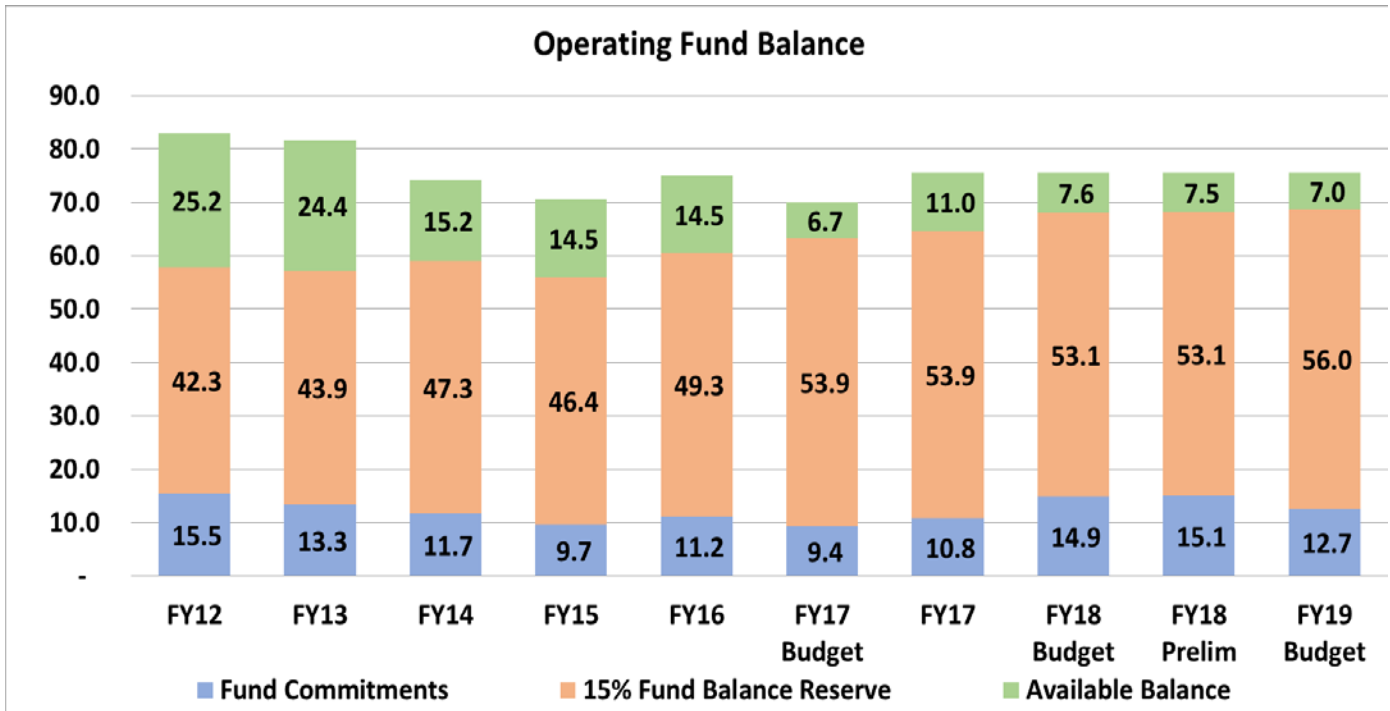
All Funds Financial Structure



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.



Historical Fund Balance





Ten Year Trend of Revenue Sources

ALAMO COLLEGES DISTRICT

10 YEAR COMPARISON OF REVENUES

FISCAL YEAR	STATE FUNDING (1) *	%	LOCAL TAXES	%	TUITION & FEES (2)	%	OTHER (3)	%	TOTAL
2009-2010 (5)	90,134,871	30.88%	89,615,404	30.71%	103,371,926	35.42%	8,719,428	2.99%	291,841,629
2010-2011 (5)	85,942,117	30.03%	93,559,514	32.70%	98,756,325	34.51%	7,899,646	2.76%	286,157,602
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 (4)	84,406,081	23.84%	156,894,170	44.31%	101,073,447	28.54%	11,712,400	3.31%	354,086,098
2018-2019 (4)	83,947,189	22.90%	164,429,800	44.86%	105,430,723	28.76%	12,718,317	3.47%	366,526,029

(1) INCLUDES FUNDS FOR DEVELOPMENTAL

(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

Source: Annual Financial Reports - Schedules A and C



Financial Policies and Procedures

C.1.3 (Policy) Appropriations and Revenue Sources

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 8-18-09

Last Board Action: 8-18-09

– 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

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 8-18-09

Last Board Action: 5-23-12

– 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 25% 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. In 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 allocations.

The remaining 75% “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

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 8-18-09

Last Board Action: 12-15-15

– 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.	0-10	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.



– 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. The primary means for achieving the Aspirational Goal, if any, 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.



C.1.7 (Policy) Investments

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 9-15-09

Last Board Action: 10-23-17

– 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 non-discretionary 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.

– 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 Investments

Operating Funds

Only the following securities are authorized investments under this policy:

- 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;
- FDIC-insured 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 the authorized investments in this section with a market value of at least 100% of the amount;
- 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 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 270day 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). Also included are collateralized interest bearing savings deposit that have secured the uninsured portion of deposits with obligations of the U.S. Treasury and/or Federal agencies and instrumentalities. 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 investment above, bonds proceeds may be invested in the following [Texas Government Code Section 2256.001 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

Purchase and sale of investment securities, other than the initial issue purchases, shall be conducted through seeking competitive bids and offers from three or more broker/dealers for each security or a security comparable as to maturity and credit quality, whenever possible (excluding 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 the College District's depository bank, 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 100% percent of market value of principal and accrued interest on the deposits or investments, 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)]. It is not a requirement to liquidate and 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 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

Responsible Department: Vice Chancellor for Finance and Administration, District Institutional Advancement

Board Adoption: 8-18-09

Last Board Action: 2-24-14

– 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

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 5-17-11

Last Board Action: 5-19-15

– 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



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 20 YEAR TUITION AND FEE SCHEDULE SUMMARY By Fall Semester

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019*	
Tuition per Sem Hour																						
In District	\$24	\$30	\$30	\$33	\$35	\$38	\$40	\$42	\$44	\$51	\$53.5	\$53.5	\$56	\$70	\$70	\$70	\$70	\$73	\$86	\$86	\$99	
Out-of-Dist	\$46	\$55.5	\$55.5	\$59	\$70	\$76	\$80	\$84	\$88	\$95	\$103.5	\$107	\$112	\$185	\$185	\$185	\$185	\$194	\$202	\$202	\$215	
Non-Resident	\$92	\$108.5	\$108.5	\$119	\$140	\$152	\$160	\$168	\$176	\$183	\$203	\$214	\$224	\$358	\$358	\$358	\$358	\$376	\$453	\$453	\$466	
General Fee																						
In District																						
1 - 6 HRS	\$60	\$80	\$80	\$80	\$80	\$100	\$105	\$110	\$116	\$116	\$122	\$122	\$130									
7+ HRS	\$65	\$85	\$85	\$85	\$85	\$105	\$110	\$115	\$121	\$121	\$127	\$127	\$135									
Out-of-District																						
1 - 6 HRS	\$60	\$80	\$80	\$80	\$80	\$100	\$105	\$110	\$116	\$116	\$122	\$122	\$130									
7+ HRS	\$65	\$85	\$85	\$85	\$85	\$105	\$110	\$115	\$121	\$121	\$127	\$127	\$135									
Non-Resident																						
1 - 6 HRS	\$60	\$80	\$80	\$80	\$80	\$100	\$105	\$110	\$116	\$116	\$122	\$122	\$130									
7+ HRS	\$65	\$85	\$85	\$85	\$85	\$105	\$110	\$115	\$121	\$121	\$127	\$127	\$135									
Registration Fee	\$10	\$10	\$10	\$10	\$10	\$10	\$11	\$12	\$13													
Student Insurance	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4													
Library Upgrade Fee	\$10	\$10	\$10	\$10	\$10	\$10	\$11	\$12	\$13													
Campus Access Fee																				\$25	\$25	\$25
Student Activity Fee *																				\$1	\$3	\$3
International Edu Fee																				\$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

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

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



FY19 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 2018 – 2019 (Fall 2018) 139

Debt Management Plan for Fiscal Year 2018 – 2019 145

Fiscal Year 2018 – 2019 Operating Budget..... 146

Tuition and Fees Schedule for Fiscal Year 2018 – 2019 (Spring/Summer 2019) 149

Fiscal year 2018 – 2019 All Funds Budget 155

Tax Rate for Fiscal Year 2018 – 2019..... 158



Discussion and Possible Action on Tuition and Fee Schedule for Fiscal Year 2018-2019

Presented to the Board Acting as Committee of the Whole on March 6, 2018, and now presented to the Board for approval on March 20, 2018.

MINUTE ORDER

"The Alamo Colleges Board of Trustees hereby approves the attached Tuition and Fee Schedule for Fiscal Year 2018-2019."

PURPOSE

The purpose of this action is to obtain approval for the FY 2018-2019 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 would be edited to reflect any increase in the student activity fee should the Board approve same in its consideration of another minute order proposed for this same meeting. The schedule has been updated for the following changes:

Page	Change	Before	After	Comments
2	SWC- Advanced Manufacturing Technology	\$0	\$400	Special program tuition is needed to cover high cost equipment and faculty training/certifications.
2	SPC-Biomedical Equipment Technology	\$110	\$150	Special program tuition is needed to cover high cost equipment and faculty training/certifications.
2	SPC-Construction Technology	\$150	\$175	Special program tuition is needed to cover high cost equipment and faculty training/certifications.
2	SPC-Automotive Collision	\$200	\$230	Special program tuition is needed to cover high cost equipment and faculty training/certifications.
2	SPC-Manufacturing Engineering Technology	\$200	\$300	Special program tuition is needed to cover high cost equipment and faculty training/certifications.
2	SPC-Medical Laboratory Technician to Medical Laboratory Technician/Phlebotomy	\$700	\$700	Change is to add Phlebotomy which is proposed to be split out of Medical Laboratory Technician as a new program
2	SPC-Radiography	\$700	\$250 to \$700	Advanced skills certificates are proposed to be split from Radiography and the range would allow the recoup of high costs.
4	SPC/SAC Internships-Accidental Insurance Coverage	\$0	Up to \$50	To comply with off-site internship sites and insurance coverage requirement.



IMPLICATIONS

Financial: Increase offset costs
Strategic Plan: Goal IV. Performance Excellence
Human Resources: N/A

ATTACHMENTS: Tuition and Fee Schedule, Effective Fall 2018

Pamela Ansboury, CPA, M.Ed
Associate Vice Chancellor-Finance & Fiscal Svcs

Diane E. Snyder
Vice Chancellor for Finance and Administration

Digitally signed by Diane E. Snyder
DN: cn=Diane E. Snyder, o=Alamo Colleges,
ou=VCFA, email=dsnyder12@alamo.edu, c=US
Date: 2018.03.09 11:20:33 -0600

Dr. Bruce H. Leslie
Chancellor



ALAMO
COLLEGES
DISTRICT



No Change

ALAMO COLLEGES DISTRICT
 SCHEDULE OF TUITION AND FEES
 Effective Fall 2018 (FY19)

Texas Residents		Non-Texas/International
In- District	Out of District	Non- Resident
Per Semester Credit Hour (SCH)	Per Semester Credit Hour (SCH)	Per Semester Credit Hour (SCH)
\$86	\$202	\$453

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

Tuition:

\$86 per SCH for In- District,
 \$202 per SCH for Out of District and
 \$453 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 \$1 per credit hour, will be assessed to all students.

"increase is under consideration by the Board of Trustees"

Campus Access Fee:

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

27 Hour Rule - Special Tuition:

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

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

3-Peat:

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

International Education Fee:

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



Revised

ALAMO COLLEGES DISTRICT
SCHEDULE OF REFUNDABLE FEES AND SPECIAL PROGRAM TUITION
 Effective Fall 2018 (FY19)

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

College	Program	Program Tuition Per
PAC	Aviation Technology	\$295 to \$36,000
PAC	Veterinary Technology	\$300
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
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
 Effective Fall 2018 (FY19)

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.
-----------------------------------	-------------------------------------



Revised

**ALAMO COLLEGES DISTRICT SCHEDULE OF FEES
NON-REFUNDABLE FEES Effective Fall 2018 (FY19)**

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 Administrative Set up Fee: per semester	\$25
Late Fee, per each late payment	\$10
Study Abroad Administrative Fee	\$200
Foreign Student Application Fee	\$100
Diploma (Duplicate)	\$25
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 2019

Presented to the Board Acting as Committee of the Whole on May 8, 2018 and now presented to the Board for approval on May 15, 2018.

MINUTE ORDER

“The Alamo Colleges District Board of Trustees hereby approves the recommendations as presented in the FY 2019 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 2019.

BACKGROUND

A debt management plan is presented to the Board of Trustees annually 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 2019 recommendations are outlined in the attached presentation.

IMPLICATIONS

Financial: Continuation of Debt Management Policy objectives; approval of FY 2019 Debt Management Plan

Strategic Plan: Performance Excellence

Human Resources: None

ATTACHMENTS: FY 2019 Debt Management Plan presentation (pending)

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

Diane E. Snyder Digitally signed by Diane E. Snyder
 DN: cn=Diane E. Snyder, o=Alamo Colleges,
 ou=VCFA, email=D.Snyder12@alamo.edu, c=US
 Date: 2018.05.02 16:49:58 -0500

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

 Bruce H. Leslie, Ph.D. Date
 Chancellor





Discussion and Possible Action on Fiscal Year 2018-2019 Operating Budget

Presented to the ALAMO COLLEGES BOARD OF TRUSTEES on July 14, 2018

MINUTE ORDER

“The Board of Trustees hereby approves a Fiscal Year 2018-2019 Educational and General (E&G) Operating Expense Budget of \$341,632,264; Auxiliary Enterprise Budget of \$2,145,038; Mandatory Transfers for Texas Public Education Grants of \$5,430,765 and Revenue Bond Debt Service of \$10,459,125; Natatorium Major Repair Fund Addition of \$51,000; Non-mandatory Transfers for San Antonio River Authority and State Energy Conservation Office of \$1,507,837; and Capital Expense Budget of \$5,300,000 for Total Operating Expense Budget of \$366,526,029 based on revenues of \$366,526,029.”

PURPOSE

Approval of the Fiscal Year 2018-2019 Operating Expense Budget so that Colleges and Departments can begin ramping up operations for the fall 2018 semester. **In August 2018, 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 FY19 budget is based on the Board’s approval of a tuition increase of \$13 per semester credit hour, producing \$6.9M of net revenue (see separate Minute Order dated July 14, 2018). This increase is necessary for Alamo Colleges District to continue to provide affordable college academic and workforce education and help produce the workforce our community needs. Student benefits far outweigh the increase. Not only are students completing at record numbers, but the new institute advising guides ensure every ACD class is degree-applicable upon transfer to a university (saving students \$8,800 - \$52,800 at the university). Even with the additional \$6.9M of net revenue, each of the five colleges and District Support Operations will be challenged as the FY19 expense budget kept expense per contact hour at FY16 levels, thus tightening the belt on expenditures of \$12M.

The FY19 budget has been built with the following assumptions:

Facilities Maintenance and Operations:

Property tax revenue is designated for facilities maintenance and operations. Previously, we used excess to mitigate state appropriation cuts and keep tuition flat. Now, 100% of tax revenue is needed for funding facilities’ operating costs including additions from the voter-approved \$450M capital improvement program.

- No increase in the current property tax rate
- Increased tax revenues from an estimated 5.0% growth in assessed valuations, resulting in incremental revenue of \$7.5M. This is a realistic and conservative revenue projection for FY19. Bexar County assessed valuation growth has slowed somewhat relative to prior years; additionally Bexar County Appraisal District is experiencing record numbers of protests resulting in higher levels of refunds to taxpayers
- Increased investments in preventive maintenance by \$2.0M for our aging facilities with a total allocation of \$18.5 million in FY19, and an increase of \$1.0M for college capital funds for furniture, fixtures and equipment replacement with a total allocation of \$5.3 million.



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- Using a portion of the tax revenue growth, \$3.0M is set aside to cover IT/Data Center and other costs related to the move-in of the new DSO Administration Building
- With the uncertainty of future tax revenues tied to the upcoming 86th legislative session, \$.8M of the FY19 tax revenue growth will be carried over to FY20 in support of facilities coming on-line from the 2017 CIP

Educational and General:

- The 3.1% student contact hour growth experienced in FY2018 required a prior year fund balance transfer of \$5M to cover related instructional and student services expenses. Insufficient state and tuition revenue streams cause us currently to lose money as we grow. These revenue streams must go up or we must cap growth.
- Tuition increase of \$13 per SCH, effective spring 2019, provides the necessary revenue to avoid an enrollment cap at FY17 levels or reduce advising/other student support services. This will be the first rate increase since spring 2016 and only the second increase since 2011.
- State appropriations is virtually flat as we are in the second year of the biennium.
- Student Success Funds of \$2.0M are included in the E&G budget for FY19 to continue implementation of Pathways Project (institutes) and Faculty Development. Of note, these are not incremental additions but a continuation of prior year funding to keep the momentum for these initiatives
- Remaining expenses on a \$/Contact Hour are set at FY16 levels.

IMPLICATION

Financial: Fiscal Year 2018-19 Educational and General (I&G) Operating Expense Budget of \$341,632,264, Auxiliary Enterprises of \$2,145,038, Mandatory Transfers for Texas Public Education Grants of \$5,430,765 and Revenue Bond Debt Service of \$10,459,125, Natatorium Major Repair Fund Addition of \$51,000, Non-mandatory transfers of \$1,507,837 and Capital Expense Budget of \$5,300,000 based on preliminary estimates for revenues of \$366,526,029.

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

Human Resources: N/A

ATTACHMENTS: Attachment I – Budget Overview;

Pamela Ansboury, CPA, M.Ed, Assoc. Vice
Chancellor for Finance and Fiscal Svc

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

Dr. Bruce H. Leslie, Chancellor



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ALAMO COLLEGES DISTRICT
Three Year General Operating Budget Comparison: FY17, FY18, & FY19

DESCRIPTION	FY17 APPROVED	FY18 APPROVED	FY19 PROPOSED	INC/(DEC) FY19 vs. FY18	
REVENUES					
STATE APPROPRIATIONS	\$64,283,295	\$63,944,822	\$63,944,822	\$0	
State Paid Benefits	\$17,640,911	\$20,461,259	\$20,002,367	(\$458,892)	
TUITION AND FEES:					
Tuition	\$109,222,588	\$100,075,244	\$113,133,166	\$13,057,922	A)
Plodged Tuition	\$22,858,824	\$22,177,428	\$22,107,732	(\$69,696)	A)
Exemptions	(\$24,903,604)	(\$26,349,029)	(\$35,918,817)	(\$9,569,788)	A)
Fees	\$6,521,339	\$5,169,804	\$6,108,642	\$938,838	A)
TAXES	\$148,053,358	\$156,894,170	\$164,429,800	\$7,535,630	B)
CONTRACTS & INDIRECT COSTS	\$615,000	\$615,000	\$615,000	\$0	
INVESTMENT INTEREST INCOME	\$400,000	\$1,000,000	\$1,700,000	\$700,000	
OTHER INCOME	\$4,619,493	\$5,198,248	\$5,281,010	\$82,762	
TOTAL EDUCATIONAL & GENERAL REVENUE	\$349,311,204	\$349,186,946	\$361,403,722	\$12,216,776	
AUXILIARY ENTERPRISES	\$4,928,931	\$4,899,152	\$5,122,307	\$223,155	
TOTAL GENERAL OPERATING REVENUES	\$354,240,135	\$354,086,098	\$366,526,029	\$12,439,931	
FUND BALANCE COMMITMENTS:					
General Operations	\$4,964,190	\$0	\$0	0	
TOTAL FUNDS AVAILABLE	\$359,204,325	\$354,086,098	\$366,526,029	\$12,439,931	
EXPENDITURES					
EDUCATIONAL AND GENERAL:					
INSTRUCTION	\$131,059,622	\$119,677,568	120,548,342	\$870,774	
PUBLIC SERVICE	\$1,191,641	\$1,251,872	\$1,285,386	\$33,514	
ACADEMIC SUPPORT	\$23,761,308	\$24,873,442	\$25,670,392	\$796,950	
STUDENT SERVICES	\$44,336,912	\$46,060,629	50,088,458	\$4,027,829	C)
INSTITUTIONAL SUPPORT	\$93,210,240	\$93,028,492	\$91,461,506	(\$1,566,986)	D)
OPERATIONS and MAINTENANCE of PLANT	\$41,692,153	\$44,444,443	\$51,360,725	\$6,916,282	E)
SCHOLARSHIPS/EXEMPTIONS	\$1,083,721	\$1,219,361	\$1,217,455	(\$1,906)	
TOTAL EDUCATIONAL and GENERAL EXPENDITURES	\$336,335,597	\$330,555,807	\$341,632,264	\$11,076,457	
AUXILIARY ENTERPRISE EXPENDITURES	\$2,033,743	\$2,035,038	\$2,145,038	\$110,000	
MANDATORY TRANSFERS FOR:					
REV BOND DEBT SERV	\$10,459,125	\$10,459,125	\$10,459,125	\$0	
TEXAS PUBLIC EDUCATIONAL GRANT	\$5,517,023	\$5,177,291	\$5,430,765	\$253,474	
CAPITAL BUDGET	\$3,300,000	\$4,300,000	\$5,300,000	\$1,000,000	F)
NON-MANDATORY TRANSFERS FOR:					
NON-MANDATORY TRANSFER - OTHER	\$1,507,837	\$1,507,837	\$1,507,837	\$0	
NATATORIUM MAJOR REPAIR FUND	\$51,000	\$51,000	\$51,000	\$0	
TOTAL UNRESTRICTED CURRENT FUND	\$359,204,325	\$354,086,098	\$366,526,029	\$12,439,931	

A) Includes 1) 3.1% enrollment growth (-\$4.0M net loss) and tuition rate "catch-up" adjustment of \$13/credit hour (+\$6.9M); 2) Student Activity Fee increase (+\$1.8M); 3) increased Online & International (+\$1.1M); and 4) true-up of Continuing Education revenues covered by loss expense (-\$1.5M).

B) Increase in taxable assessed valuation of 5%; tax revenue designated for facilities Oper. & Maint. Plus \$0.8M FY20 set-aside

C) Include (\$1.0M) Student Activity Fee-Designate; salaries (\$0.3M); Other operating expenses (\$2.5M)

D) Include materials & supplies (-\$2.2M)

E) Include increase in Preventive Maintenance program (\$2.0 M) and DSO new building move (\$3.0 M).

F) Increase in capital fund (\$1.0M).



Discussion and Possible Action on Tuition and Fee Schedule Effective Spring 2019

Presented to the Board for approval on July 14, 2018

MINUTE ORDER

"The Alamo Colleges District Board of Trustees hereby approves the attached Tuition and Fee Schedule effective Spring 2019."

PURPOSE

The purpose of this action is to obtain approval for the Tuition and Fee Schedule for Alamo Colleges District - San Antonio College, St. Philip's College, Northeast Lakeview College, Northwest Vista College and Palo Alto College effective Spring 2019.

BACKGROUND

Alamo Colleges District has created an extraordinarily high performance machine, but even the most efficient engine needs revenue to fuel it properly. The attached schedule reflects the \$13 increase in regular tuition for in-district, out of district, non-Texas and international students needed to continue to provide affordable college academic and workforce education to South Texas.

Alamo Colleges District (ACD) has the 8th lowest tuition and fee rate in Texas, net of the free summer momentum courses.

- Since 2011, ACD tuition has crept up only 8% versus over 35% at most Texas colleges
- \$200 to \$1,700 less per credit hour than other area colleges and universities
- Students pay only 19 cents out of pocket of each expense dollar
- 75% of students cover costs via financial aid grants, waivers or 3rd parties (including military).

Alamo Colleges District consistently yield high performance success.

- Added case management advisors and student support services by over \$20M to help students persist through graduation. Over 244% increase in annual number of graduates, from 3,707 to 12,756 since 2005.
- ACD is ready to support explosive enrollment growth. Must prepare to serve a population increase of over 1,000,000 residents by 2035

State revenue declines threaten ability to serve 80,000 students annually.

- 50 peer colleges compete for a share of a declining pool of state money; at ACD, unfunded growth totaled \$9M since 2013 alone.
- No state money for enrollment growth and a potential 10% cut in next legislature
- Property tax revenue funds facilities maintenance and operations. Previously, we used excess to fund expenses and keep tuition flat. Now, 100% of tax revenue is needed for funding new building operating costs of the voter-approved \$450M capital improvement program.
- Insufficient state and tuition revenue streams cause us currently to lose money as we grow. These revenue streams must go up or we must cap growth.

The solution: A \$13/credit hour "catch-up" increase starting in Spring 2019 to bring us to \$4 below the state average. This increase is necessary for Alamo Colleges District to continue to provide affordable college academic and workforce education and help produce the workforce our community needs. Student benefits far outweigh the increase. Not only are students completing



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at record numbers, but the new institute advising guides ensure every ACD class is degree-applicable upon transfer to a university (saving students \$8,800 - \$52,800 at the university).

IMPLICATIONS

Financial: Increase offset costs

Strategic Plan: Goal IV. Performance Excellence

Human Resources: N/A

ATTACHMENTS: Tuition and Fee Schedule, Effective Spring 2019

Pamela Ansboury, CPA, M.Ed
Associate Vice Chancellor for Finance &
Fiscal Services

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

Digitally signed by Diane E. Snyder
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Date: 2018.07.12 14:37:59 -05'00'

Dr. Bruce H. Leslie
Chancellor



Revised

ALAMO COLLEGES DISTRICT
 SCHEDULE OF TUITION AND FEES
 Spring 2019
 FY 2018- 2019

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

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 2018- 2019

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

College	Program	Program Tuition Per
PAC	Aviation Technology	\$295 to \$36,000
PAC	Veterinary Technology	\$300
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
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.



ALAMO COLLEGES DISTRICT
 SCHEDULE OF CONTINUING EDUCATION TUITION AND FEES
 REFUNDABLE FEES
 FY 2018- 2019

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.
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**ALAMO COLLEGES DISTRICT SCHEDULE OF FEES
NON-REFUNDABLE FEES FY 2018- 2019**

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 Fiscal Year 2018 – 2019 All Funds Budget

Presented to the Board Acting as Committee of the Whole on August 14, 2018 and now presented to the Board for approval on August 21, 2018.

MINUTE ORDER

“The Board of Trustees hereby approves the Fiscal Year 2018-19 total budget with projected revenues of \$ 500,067,656; restricted and plant fund balance outflow of resources of \$(208,995,688); operating fund balance commitment of \$0; and expenses of \$ 709,063,344 (Exhibit I), and the All Funds Budget Report by Location (Exhibit III).”

PURPOSE

Approval of the fiscal year 2018 – 2019 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 14, 2018 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, 2017 financial statements. Exhibit II is the Operating Budget that was approved by the Board of Trustees on July 14, 2018.

IMPLICATIONS

Financial: Fiscal Year 2018-19 Total Budget: Revenues of \$500,067,656, Expenses of \$709,063,344, Restricted and Plant Fund Outflow of \$(208,995,688), Operating Fund Balance transfer of \$0, resulting in a variance of \$(208,995,688) 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 14, 2018 approved Operating Budget (Exhibit II); All Funds Budget Report by Location (Exhibit III)

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

Dr. Bruce H. Leslie Date
Chancellor

Diane E. Snyder
Digitally signed by Diane E. Snyder
DN: cn=Diane E. Snyder, o=Alamo Colleges,
ou=VCFA, email=dnsnyder12@alamo.edu, c=US
Date: 2018.08.09 15:39:23 -0500

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



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DISTRICT



ALAMO COLLEGES

FY 2018 - 2019 ALL FUNDS BUDGET REPORT - PRELIM

Exhibit I

	Proposed Budget 2018 - 2019		Total
	Unrestricted	Restricted	
REVENUES			
Instruction and General	355,803,236	13,875,176	369,678,412
Public Service	1,066,987	-	1,066,987
Scholarships and Fellowships	-	52,546,823	52,546,823
Auxiliary Enterprises	7,007,307	-	7,007,307
Student Activity Fee	2,648,499	-	2,648,499
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	366,526,029	66,421,999	432,948,028
Capital Outlay	-	-	-
Renewals & Replacements	-	-	-
Building	-	3,876,661	3,876,661
Furniture & Equipment	-	-	-
Debt Services	-	63,242,967	63,242,967
Subtotal Plant Funds	-	67,119,628	67,119,628
TOTAL REVENUES	366,526,029	133,541,627	500,067,656
BEGINNING FUND BALANCES			
Instruction and General	74,482,824	1,145,982	75,628,806
Public Service	-	-	-
Scholarships and Fellowships	-	4,006,740	4,006,740
Auxiliary Enterprises	3,200,000	-	3,200,000
Student Activity Fee	445,587	-	445,587
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	78,128,411	5,152,722	83,281,133
Capital Outlay	-	139,778,936	139,778,936
Renewals & Replacements	-	-	-
Building	-	69,216,752	69,216,752
Furniture & Equipment	-	11,848,238	11,848,238
Debt Services	-	10,334,000	10,334,000
Subtotal Plant Funds	-	231,177,926	231,177,926
TOTAL BEGINNING FUND BALANCES	78,128,411	236,330,648	314,459,059
TOTAL AVAILABLE			
Instruction and General	430,286,060	15,021,158	445,307,218
Public Service	1,066,987	-	1,066,987
Scholarships and Fellowships	-	56,553,563	56,553,563
Auxiliary Enterprises	10,207,307	-	10,207,307
Student Activity Fee	3,094,086	-	3,094,086
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	444,654,440	71,574,721	516,229,161
Capital Outlay	-	139,778,936	139,778,936
Renewals & Replacements	-	-	-
Building	-	73,093,413	73,093,413
Furniture & Equipment	-	11,848,238	11,848,238
Debt Services	-	73,576,967	73,576,967
Subtotal Plant Funds	-	298,297,554	298,297,554
TOTAL AVAILABLE	444,654,440	369,872,275	814,526,715

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 2018 - 2019 ALL FUNDS BUDGET REPORT - PRELIM

Exhibit I

	Proposed Budget 2018 - 2019		Total
	Unrestricted	Restricted	
EXPENDITURES			
Instruction and General	338,770,561	13,875,176	352,645,737
Public Service	1,448,070	-	1,448,070
Scholarships and Fellowships	-	58,089,788	58,089,788
Auxiliary Enterprises	2,039,572	-	2,039,572
Student Activity Fee	2,648,499	-	2,648,499
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	344,906,702	71,964,964	416,871,666
Capital Outlay	-	143,837,336	143,837,336
Renewals & Replacements	-	-	-
Building	-	73,144,413	73,144,413
Furniture & Equipment	-	-	-
Debt Services	-	75,209,929	75,209,929
Subtotal Plant Funds	-	292,191,678	292,191,678
TOTAL EXPENDITURES	344,906,702	364,156,642	709,063,344
TRANSFERS (IN) OUT			
Instruction and General	-	-	-
Public Service	-	-	-
Scholarships and Fellowships	5,542,965	(5,542,965)	-
Auxiliary Enterprises	-	-	-
Student Activity Fee	-	-	-
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	5,542,965	(5,542,965)	-
Capital Outlay	4,058,400	(4,058,400)	-
Renewals & Replacements	-	-	-
Building	51,000	(51,000)	-
Furniture & Equipment	-	-	-
Debt Services	11,966,962	(11,966,962)	-
Subtotal Plant Funds	16,076,362	(16,076,362)	-
NET TRANSFERS	21,619,327	(21,619,327)	-
TOTAL EXPENSE AND TRANSFERS	366,526,029	342,537,315	709,063,344
ENDING FUND BALANCES			
Instruction and General	91,515,499	1,145,982	92,661,481
Public Service	(381,083)	-	(381,083)
Scholarships and Fellowships	(5,542,965)	4,006,740	(1,536,225)
Auxiliary Enterprises	8,167,735	-	8,167,735
Student Activity Fee	445,587	-	445,587
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	94,204,773	5,152,722	99,357,495
Capital Outlay	(4,058,400)	-	(4,058,400)
Renewals & Replacements	-	-	-
Building	(51,000)	-	(51,000)
Furniture & Equipment	-	11,848,238	11,848,238
Debt Services	(11,966,962)	10,334,000	(1,632,962)
Subtotal Plant Funds	(16,076,362)	22,182,238	6,105,876
TOTAL ENDING FUND BALANCES	78,128,411	27,334,960	105,463,371
TOTAL EXP, TRANSF & BAL	444,654,440	369,872,275	814,526,715
TOTAL EXP, TRANSF & BAL = TOTAL EXPENDITURES + NET TRANSFERS + TOTAL ENDING BALANCES			
Change in Fund Balance	-	(208,995,688)	(208,995,688)



Discussion and Possible Action on Setting a Tax Rate for Fiscal Year 2018-2019

Presented to the Board Acting as Committee of the Whole August 14, 2018 and now presented with Committee-requested revisions to the Board for approval on August 21, 2018.

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 2018/19 which is greater than the 'Combined Effective tax rate' of \$0.145224/\$100 of assessed valuation but less than the Rollback rate of \$0.156874/\$100 of assessed valuation. The Vice Chancellor for Finance and Administration is hereby authorized and directed to provide the public notices and to arrange the public hearings as required by the Texas Property Tax Code with respect to 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 Property Tax Code."

PURPOSE

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

In accordance with the Debt Management Plan approved by the Board in May 2018, 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 Effective tax rate, there is a resultant requirement for public notices and public hearings 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 Effective rate is now lower than current rate, requiring public notices and hearings. The recommended M&O tax rate of \$0.107760/\$100 of assessed valuation is higher than the current year calculated Effective tax rate of \$0.104863/\$100 of assessed valuation, but lower than the Rollback rate of \$0.113252/\$100 of assessed valuation. The Debt rate of \$0.04139/\$100 of assessed valuation will raise the revenue needed for FY 2018-2019 debt service payments and other actions per the approved FY 2019 Debt Management Plan. The Combined tax rate of \$0.149150/\$100 is higher than the Combined Effective tax rate of \$0.145224/\$100 of assessed valuation, but lower than the Combined Rollback rate of \$0.156874/\$100 of assessed valuation. Two public notices and two public hearings are required prior to final approval of the tax rate when the proposed tax rate is greater than either the Rollback tax rate or the Effective 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: 2018 Property Tax Rates
Exhibit B: 2018 Tax Planning Calendar (FY 19)
Exhibit C: Draft Notice of Public Hearing on Tax Increase
Exhibit D: Draft Notice of Tax Revenue Increase

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

Diane E. Snyder Digitally signed by Diane E. Snyder
 DN: cn=Diane E. Snyder, o=Alamo Colleges, ou=VCFA,
 email=dsnyder12@alamoced.edu, c=US
 Date: 2018.08.08 16:12:35 -0500

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

 Dr. Bruce H. Leslie Date
 Chancellor





**2018 Property Tax Rates in
ALAMO COMMUNITY COLLEGE DISTRICT**

This notice concerns the 2018 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	\$148,888,226
Last year's debt taxes	\$57,187,116
Last year's total taxes	\$206,075,342
Last year's tax base	\$138,166,504.861
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)	\$204,915,886
+ This year's adjusted tax base (after subtracting value of new property)	\$141,102,401,968
= This year's effective tax rate (Maximum rate unless unit publishes notices and holds hearings.)	\$0.145224/\$100

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)	\$147,964,536
+ This year's adjusted tax base	\$141,102,401,968
= This year's effective operating rate	\$0.104863/\$100
x 1.08 = this year's maximum operating rate	\$0.113252/\$100
+ This year's debt rate	\$0.043622/\$100
= This year's total rollback rate	\$0.156874/\$100

Statement of Increase/Decrease

If ALAMO COMMUNITY COLLEGE DISTRICT adopts a 2018 tax rate equal to the effective tax rate of \$0.145224 per \$100 of value, taxes would increase compared to 2017 taxes by \$4,075,486.

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	10,334,000

Schedule B - 2018 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	35,680,000	19,147,575	0	54,827,575
MAINTENANCE TAX	6,435,000	2,650,650	0	9,085,650
NOTES				

Total required for 2018 debt service	\$63,913,225
- Amount (if any) paid from Schedule A	\$0
- Amount (if any) paid from other resources	\$0
- Excess collections last year	\$1,021,529
= Total to be paid from taxes in 2018	\$62,891,696
+ Amount added in anticipation that the unit will collect only 99.63% of its taxes in 2018	\$233,563
= Total debt levy	\$63,125,259

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, 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: 07/24/2018



Collaborative Agreement

Collaborative Agreement for Student Financial Aid Services between Alamo Colleges District Support Operations and Northeast Lakeview College, Northwest Vista College, Palo Alto College, San Antonio College, and St. Philip's College Of the Alamo Colleges

Purpose:

The purpose of this Procedure is to describe the infrastructure and reporting configuration of Alamo Colleges Student Financial Aid and the five individual Alamo Colleges.

Background:

Each of the undersigned Alamo Colleges agrees to the administration of Financial Aid Programs directly by the District Office of Student Financial Aid on their behalf and to a shared accountability with the Financial Aid Offices of their respective the Alamo Colleges. The College Financial Aid Director has a dotted reporting structure to the College Vice President for Student Success to ensure the smooth operation of activities. In addition, each college is involved in the hiring, evaluation, and professional development of the College-based Financial Aid Department staff. The colleges of the Alamo Colleges agree to the services provided by the District Office of Student Financial Aid as outlined in the Description of Services.

Description of Services:

1. District Student Financial Aid Office provides all Title IV awarding, and in conjunction with each of the Alamo Colleges, awards federal, institutional, and state aid.
2. District Student Financial Aid Office is responsible for the development and maintenance of Title IV Policies and Procedures.
3. District Student Financial Aid Office is responsible for all web content.
4. District Student Financial Aid Office, in conjunction with each of the Alamo Colleges, is responsible for adhering to federal regulation and for institutional administrative capability.
5. District Student Financial Aid Office, in conjunction with each of the Alamo Colleges, is responsible for identifying and providing training and professional development.
6. District Student Financial Aid Office is responsible for the Third Party Servicer, Global Financial Aid Services, to perform verification.
7. District Student Financial Aid Office is responsible for the oversight of the Financial Aid Call Center.
8. District Student Financial Aid Office, in conjunction with each of the Alamo Colleges, is responsible for student and staff communication and updates.
9. District Student Financial Aid Office is responsible for all Department of Education reporting, including the Program Participation Agreement signed by each of the Alamo Colleges and the Fiscal Operations Report and Application to Participate (FISAP).
10. District Student Financial Aid Office, in conjunction with each college of the Alamo Colleges, is responsible for the maintenance of Default Aversion and the development of Financial Literacy Programs.
11. District HR, in conjunction with District Financial Aid and each college, is responsible for the qualification, employment and assignment of eligible students for work study employment.

**Term**

The term of this agreement begins on January 23, 2015 and continues until the agreement is incorporated into the Alamo Colleges Board Policies and Procedures.

Review and Evaluation

The parties to this agreement agree to collaboratively review and evaluate the services provided under this agreement.

Dr. Bruce Leslie
Chancellor
Alamo Colleges

Dr. Ric Baser
President
Northwest Vista College

Dr. Robert Vela
President
San Antonio College

Dr. Craig Follins
President
Northeast Lakeview College

Dr. Mike Flores
President
Palo Alto College

Dr. Adena Loston
President
St. Philip's College



**Collaborative Agreement for Services Provided by the
Alamo Colleges' District Support Operations to
Northeast Lakeview College, Northwest Vista College, Palo Alto College,
San Antonio College, and St. Philip's College**

This agreement outlines the services provided to the colleges by the District Support Operations (DSO).

Purpose

The District Support Operations support for the governance, stewardship, and leadership of the colleges of the Alamo Colleges.

The District Support Operations provides support to Northeast Lakeview College, Northwest Vista College, Palo Alto College, San Antonio College, and St. Philip's College; the five individual colleges of the Alamo Colleges through the following:

Academic Success

- Coordination of Curriculum Processes across Colleges with College Faculty,
- Dual Credit Coordination with College Dual Credit Coordinators,
- Articulation Agreement support for the cross-college Articulation Council,
- Coordination of Faculty Policies and Procedures with College Faculty, and
- Coordination of Banner Student Processes.

Communications

- Voice and data services,
- Cable plant (both copper and fiber),
- Cabling specifications for new and remodeled buildings, and
- Network equipment.

Department of Public Safety

- Law enforcement and security services to all components of the Alamo Colleges including academic campuses and a variety of satellite facilities in its service region including Bexar and Guadalupe Counties, Policy Officers are certified Texas Peace Officers as defined in Article 2.12 of the Texas Code of Criminal Procedure.

Educational Resources Support Services

- Acquisition of some electronic educational and instructional information resources,
- Cataloguing of district-held educational and instructional information resources, and
- Processing services of educational and instructional information resources.

Facilities Management and Planning

- Master planning services,
- Professional and architect and engineer consultant services,
- Planning of major capital building projects/SAR and maintenance projects in collaboration with college administrators,
- Planning of building renovations in collaboration with college administrators,
- Annual audits for planned maintenance,



- Construction management services, and
- Alamo Colleges mail service.

Finance and Fiscal Services

- Accounts payable,
- Accounts receivable,
- Payroll,
- General ledger,
- Financial reporting (including the annual financial report, A 133 single audit),
- Support to the colleges for regulatory agency required submissions,
- Financial and accounting and issuance of student refunds,
- Support to the colleges for drawdown of Federal funds,
- Support to the colleges for contract and grants compliance review,
- Support to the colleges for fixed asset management,
- Bank reconciliations,
- Coordination and support for district-wide budget development, revision and reconciliation in collaboration with college administrators,
- Coordination and support for the allocation of budget resources in collaboration with college administrators,
- Support to the colleges by cash/investment management, IPEDS financial reports,
- Prepare Board agenda materials,
- Banking services,
- Debt issuance,
- Debt management/planning,
- Calculate Return on Investment for new programs and program modifications,
- Financial projections/planning,
- Support to the colleges by developing and maintaining Financial and Fiscal Policies and Procedures,
- Support to the colleges by providing financial system and business procedures for student charges, refunds and deposits through seven business offices and a district-wide office,
- Support to the colleges by review of contracts, invoice and collection from third-party relationships,
- Develop and maintain online marketplace for non-traditional receipts of payment, and
- Conducting annual property inventory.

Governmental Relations

- Support to the colleges by disseminating information about State and Federal Legislative Relations, and
- Support to the colleges for development of Legislative Agenda.

Human Resources

- Support to the colleges for planning for staffing, compensation and benefits,
- Support to the colleges for compliance with state and federal employment laws and regulations,
- Support to the colleges for development and maintenance of infrastructure (Human Resource Operational Guidelines) to facilitate uniform administration of compensation and



- benefits offered throughout Alamo Colleges,
- Support to the colleges for development and maintenance of infrastructure (Human Resource Operational Guidelines) to facilitate uniform development of personnel and administration of employee selection process, employee evaluation process, performance improvement process, grievance process, and termination process throughout the Alamo Colleges,
- Support to the colleges for benchmarking studies and IPEDS HR Reporting, and
- Supplying a Title IX compliance officer.

Information Technology

- Coordinate and support the colleges for the following:
 - Network services,
 - Educational technology and internet communications,
 - Banner (the ERP, enterprise resource planning, system),
 - Web Technologies,
 - Learning management system,
 - IT security,
 - Wireless access,
 - SharePoint,
 - Portal environment
 - e-mail, and
 - Operational support.

Institutional Research and Effectiveness Services

- Support the colleges to collect, compile, analyze and provide data in support of data-driven decision making, policy construction and resource allocation.
-

Internal Audit

- Assist the colleges to evaluate the adequacy and effectiveness of the organization's governance, risk management, and internal controls as well as the quality of performance in carrying out assigned responsibilities to achieve the organization's stated goals and objectives,
- Assist the colleges to develop and execute a district-wide, risk-based audit plan, including operational, financial, and compliance audit subjects,
- Assist the colleges to report identified issues to the executive leadership and the Board of Trustees, and monitor the implementation of corrective action to ensure deficiencies are adequately addressed by management,
- Assist the colleges to review and respond to reports of fraud, waste, or abuse within the Alamo Colleges (District Support Operations and the colleges), and
- Assist the colleges to perform special audits at request of executive leadership or the Board of Trustees.

Legal Services

- Contract review,
- Compliance assistance,
- Legal opinions, and
- Litigation management.



Marketing

- District-level Internal and External Communications,
- Coordination and support of Marketing for the Colleges, and
- District-level Social Media.

Online Learning

- Coordination and support of the online learning program across the colleges in collaboration with college faculty and administrators,
- Coordinate and support Quality Matters at the colleges,
- Coordination of faculty single online teaching certification program,
- Coordinate and support faculty Development,
- Provide security for online courses through ACES,
- Purchase and support for:
 - Access and authentication services,
 - Canvas (LMS),
 - Concourse,
 - Turnitin,
 - Blackboard Collaborate, and
 - BioSIG.

Purchasing and Contract Administration Services

- Procurement of supplies, materials, equipment and services,
- Contract administration, including bookstores, food services (including snack and beverage vending), business travel, print services,
- Purchasing card program,
- AlamoCASH card program,
- Business diversity initiatives, and
- Surplus and disposal property.

Records Management

- Document storage,
- Retention guidelines according to prevailing state and/or federal requirements,
- Document retrieval, and
- Document destruction.

Risk Management

- Development and maintenance of infrastructure for workplace and campus safety, emergency management and risk management,
- Property, automotive, liability, and workers compensation coverages,
- Contingency planning,
- Safety planning, and
- Loss prevention.

Student Contact Center

- Support for the colleges to:



- Provide inbound and outbound student contact for college admissions and records, switchboard, financial aid, business office, transcripts and records,
- Implement preventive call strategies, communication and web initiatives for student contact,
- Monitor service levels and report results.

Student Financial Aid

- Support for the colleges for
 - Compliance,
 - Department of Education communication,
 - Administration of the BANNER student financial aid setup and maintenance,
 - Application for funds,
 - Determining college allocations,
 - Developing student budgets,
 - Student eligibility determination,
 - Student counseling,
 - Application processing,
 - Web information,
 - Awarding,
 - Disbursing,
 - Reconciliation,
 - Reporting, and
 - Default aversion planning.

Student Success

- Support for the colleges for:
 - Coordination of College Connection,
 - Center for Student Information,
 - Student Leadership Institute, and
 - Coordination of Alamo Advise

Workforce and Economic Development

- Coordination and support with the colleges for Corporate College,
- Educator Preparation Program,
- Certified Workforce Development Professional—Leadership Institute,
- American Society of Quality (ASQ)—Quality Management Institute,
- Continuing Education Lifelong Learning,
- Alamo Academies, in collaboration with sponsoring college faculty and administrators
- Phoenix Program,
- I-BEST Programs,
- Tech Prep, and
- Rural and Regional Centers.



Term

The term of this agreement begins on January 23, 2015 and continue until the agreement is incorporated into the Alamo Colleges Board Policies and Procedures.

Evaluation

On an annual basis, each department of the District Support Operations will be evaluated in relation to its primary service and/or support role to the colleges. On an annual basis, each college's responsible departments will be evaluated in relation to its support of the collaborative services in this agreement. This will be both formative and summative.

Dr. Bruce Leslie
Chancellor
Alamo Colleges

Dr. Ric Baser
President
Northwest Vista College

Dr. Robert Vela
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Dr. Mike Flores
President
Palo Alto College

Dr. Adena Loston
President
St. Philip's College



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.

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.

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 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 not stipulation as to their use.

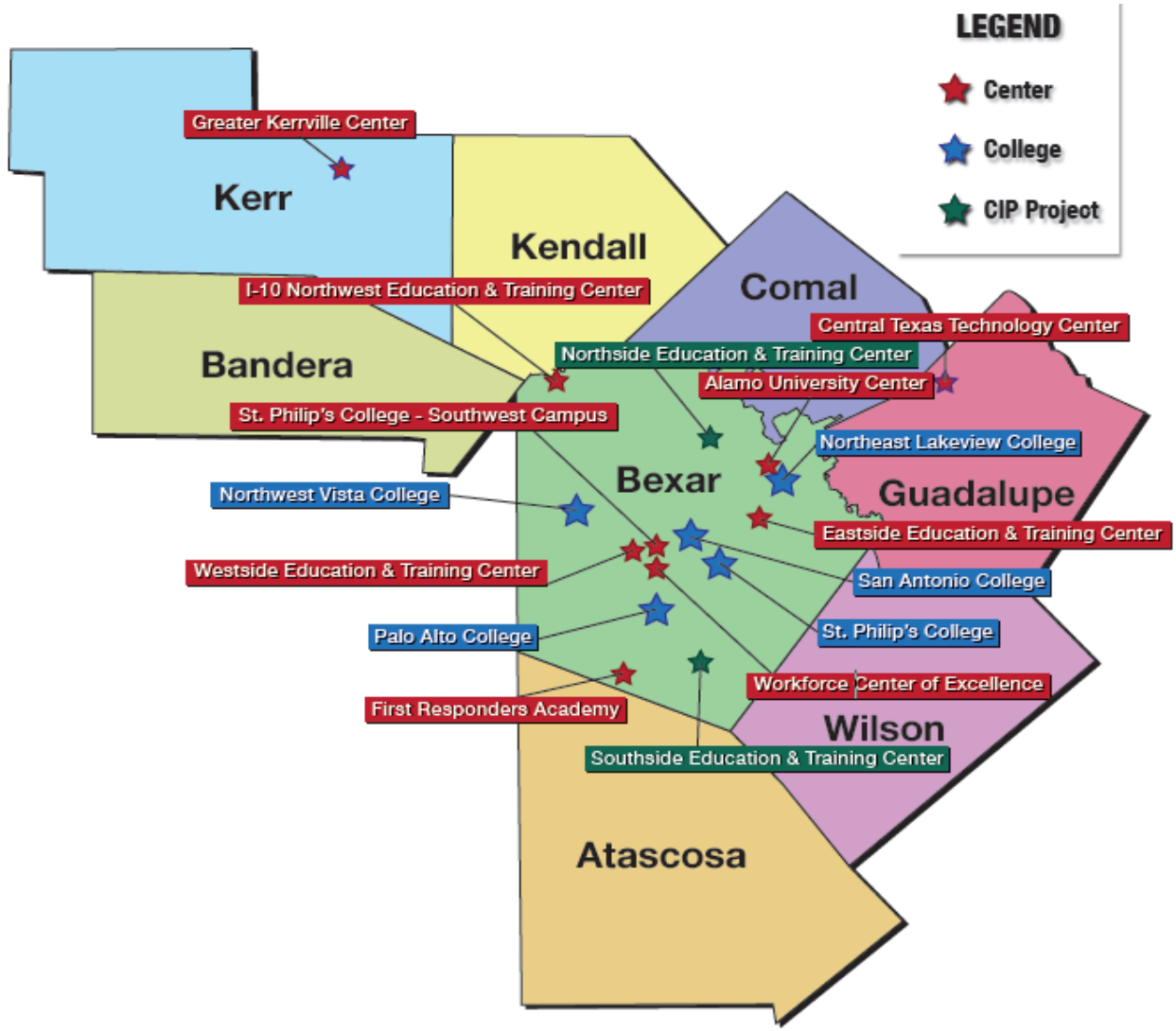
Unduplicated Count – Student enrolled at more than one of the Alamo Colleges counted only once in district-wide totals.

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

Southwest Campus
 800 Quintana Road
 San Antonio, TX 78211
 (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

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

District Office - Houston Street
 811 W. Houston St.
 San Antonio, TX 78207
 (210) 485-0000

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

District Office - Sheridan
 201 W. Sheridan
 San Antonio, TX 78204
 (210) 485-0000



ALAMO
COLLEGES
DISTRICT

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