

Alamo Community College District

San Antonio, Texas

ANNUAL BUDGET

Fiscal Year 2016-17



[Northeast Lakeview College](#) | [Northwest Vista College](#) | [Palo Alto College](#) | [San Antonio College](#) | [St. Philip's College](#)



ALAMO
COLLEGES

Dare to Dream. Prepare to Lead.

ALAMO COMMUNITY COLLEGE DISTRICT

FY 2016-2017 Annual Budget

BOARD OF TRUSTEES

Joe Alderete Jr., District 1

Denver McClendon, Assistant Secretary, District 2

Anna Uriegas Bustamante, District 3

Marcelo Casillas, Vice-Chair, District 4

Roberto Zárate, District 5

Dr. Gene Sprague, Secretary, District 6

Dr. Yvonne Katz, Chair, District 7

Clint Kingsbery, District 8

James A. Rindfuss, District 9

Emmanuel Nyong, Student Trustee

Bruce H. Leslie, Ph.D., Chancellor

Diane E. Snyder, CPA, M.S., Vice Chancellor for Finance and Administration

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

Shayne A. West, Chief Budget Officer



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Alamo Community College District
Texas**

For the Fiscal Year Beginning

September 1, 2015

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

Executive Director

Alamo Colleges was awarded its sixth Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada (GFOA) for its FY 2015-2016 Operating Budget. This award is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government budgets. The budget document must meet program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA for review.

Table of Contents

| | |
|--|-----------|
| INTRODUCTION..... | 5 |
| Message from the Chancellor..... | 6 |
| Report from the Vice Chancellor for Finance and Administration | 8 |
| FY 2017 Budget Highlights..... | 8 |
| Funding Our Strategic Priorities..... | 8 |
| Succeeding in Challenging Fiscal Times..... | 9 |
| Restricted Budget..... | 9 |
| Final Thoughts | 9 |
| Notes from the Budget Office..... | 9 |
| The Budget as a Policy Document..... | 10 |
| The Budget as an Operations Guide..... | 10 |
| The Budget as a Collaborative Effort among Leadership..... | 11 |
| The Budget as a Financial Plan..... | 12 |
| The Budget as a Communications Device..... | 12 |
| PROFILE..... | 13 |
| Snapshot | 14 |
| Organizational Chart..... | 16 |
| Division Descriptions..... | 17 |
| College Departments | 18 |
| Strategic Plan 2012-2017 | 20 |
| Alamo Colleges Strategy Map | 23 |
| Key Performance Indicators..... | 24 |
| Integrated Planning | 32 |
| Multi-Year Planning..... | 33 |
| FINANCIAL INFORMATION..... | 36 |
| Revenue Summary..... | 37 |
| Tuition and Fees..... | 37 |
| Ad Valorem Taxes..... | 38 |
| State Appropriations..... | 40 |
| Non-formula Revenue..... | 40 |
| Restricted Funds..... | 41 |
| FY 2016-2017 All Funds Budget Report | 42 |
| Historical Fund Balance..... | 44 |
| Operating Budget Overview..... | 45 |
| Three Year Comparison – Annual Operating Budget | 46 |
| Expense Budget..... | 47 |
| Salaries, Wages and Benefits..... | 49 |
| Vacancy Credit..... | 50 |
| Staffing Management Plan..... | 51 |
| Operating Expenses (Non-labor)..... | 52 |
| Budget Summary Comparison by Account Type..... | 53 |
| Budget Summary Comparison by Functional Category | 54 |

| | |
|--|------------|
| Budget Summary by Salary and Other Expense | 55 |
| Three Year Staffing Summary..... | 57 |
| District Support Operations | 58 |
| Fully Allocated Expenses | 60 |
| Three Year Staffing Summary – District Only | 66 |
| Capital Allocations..... | 67 |
| Debt Service Funds | 68 |
| SUPPLEMENTAL INFORMATION..... | 72 |
| FY 2016-2017 Revenue Summary | 73 |
| FY 2016-2017 Formula Revenue Summary | 74 |
| FY 2016-2017 Non-Formula Revenue Summary | 75 |
| FY 2016-2017 Tuition Revenues by Semesters | 76 |
| Assessed Value and Tax Levy of Taxable Property | 77 |
| State Appropriations..... | 78 |
| State Appropriations Exhibit 1 | 79 |
| State Appropriation Allocation Distribution..... | 80 |
| Base Period Contact Hour Rates by Discipline..... | 81 |
| Contact Hours..... | 82 |
| Headcount vs. Enrollment | 83 |
| Unduplicated Headcount Enrollment | 85 |
| Ten Year Trend of Revenue Sources | 86 |
| Budget Process and Budget Calendar..... | 88 |
| Workload-Driven Budgeting Model – Step One of Budget Process..... | 91 |
| FY 2016-2017 Budget Model Summary | 92 |
| Budget Model Funding Methodology and Formulas..... | 94 |
| Department Budget Allocations by College by Functional Categories..... | 106 |
| APPENDICES | 135 |
| All Funds Financial Structure..... | 136 |
| Financial Policies and Procedures..... | 137 |
| Functional Category Descriptions..... | 142 |
| Tuition and Fee History | 145 |
| Enrollment Reports | 146 |
| Principal Employers in Bexar County | 147 |
| FY17 Budget-Related Board Minute Orders/Approved Minutes | 148 |
| Glossary..... | 173 |
| Campus Locations..... | 179 |

INTRODUCTION



Message from the Chancellor

October 2016

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

It is my pleasure to present the Alamo Colleges FY 2016-2017 Annual Budget. This budget is the eighth consecutive annual budget with a 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 \$48.4 million over the last eight years, while protecting our employees' jobs, and maintaining quality education for the students we serve.

The Alamo Colleges continue to be a fluid organization, willing and able to re-direct resources and align our processes with our key areas of focus: (1) Enrollment growth and aligning funding to instruction, academic support and student services, (2) Supporting our key strategic priorities, (3) Maintaining a safe and secure education and work environment, and (4) Taking care of our employees.

The Alamo Colleges have conducted an inclusive strategic planning process coordinated by the Strategic Planning and Performance Excellence department that has culminated in the development of a set of priorities for sustained national excellence with a vision to be the best in the nation in Student Success and Performance Excellence. These six strategic priorities are:

1. 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)
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. 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
4. 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
- 5. Completion (4DX)
 - 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
- 6. Dual Credit
 - 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 offers this at no cost to high school students and parents

The Alamo Colleges 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 FY 2016-2017 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' family for their continued dedication and contributions in helping our students achieve their educational goals.

Sincerely,

Bruce H. Leslie, Ph.D.
Chancellor



Report from the Vice Chancellor for Finance and Administration

FY 2017 Budget Highlights

Community Colleges are living in challenging times; being asked to graduate more students with less state funding. To meet this challenge, Alamo Colleges applies a disciplined budget alignment methodology (BAM) to ensure we allocate budget funding based on workload, overlay cost efficiencies, and invest in bringing student success strategies to scale. Alamo Colleges expects to achieve continued results in performance in both student success and business operations using the BAM cycle - an ongoing, systematic way to continually look at business operations and strategically allocate budgets to accomplish our vision of becoming the best community college district in the nation in student success and performance excellence.

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.

On August 16, 2016, the Board of Trustees approved the FY 2016-2017 All Funds Annual Budget with projected revenues of \$541,371,346; restricted and plant fund balance inflow of resources of \$12,796,892; operating fund balance commitment of \$(4,964,190); and expenses of \$533,538,644. The budget represents the family of Alamo Colleges, which consists of San Antonio College, St. Philip's College, Palo Alto College, Northwest Vista College, Northeast Lakeview College, and the District Support Operations.

| Revenue Sources | Amount | % of Total Revenues |
|---|------------------------|---------------------|
| State Funds (including state paid benefits) | \$77.5 million | 21.9% |
| Veteran's Asst. Ctr. | \$4.5 million | 1.3% |
| Local Taxes | \$148.1 million | 41.8% |
| Tuition/Fees | \$114.9 million | 32.4% |
| Other | \$9.4 million | 2.7% |
| Total Revenues | \$354.2 million | 100.1% |
| Operating Fund Balance Transfer | \$5 million | |
| Total Funds Available | \$359.2 million | |

The Educational and General (E&G) Operating Budget (Unrestricted Funds) was approved by the Board of Trustees on July 12, 2016 to enable planning for the next academic year by the five colleges. The E&G Operating Budget was based on revenues in the amount of \$354.2 million and operating fund balance commitment of \$5 million to fund strategic investments in students and employees in customer service, operations, systems and employee development.

Funding Our Strategic Priorities

As mentioned in the Message from the Chancellor section, this budget was developed with the end in mind, focusing on and funding our key strategic priorities:

- Our People - \$14.9M dedicated to compensation adjustments for all employee's salaries to remain competitive (\$9M), including the rising cost of providing health care benefits (\$5.9M)
- Enrollment Growth - \$4.2M added expense budget for projected enrollment growth, including high school programs (traditional dual credit, early college high school and Alamo Academies)
- Advising - \$3.7M additional investment to bring the advisor to student ratio to 350:1

- Student Success - \$3.0M investment for AlamoINSTITUTES, the Navigate system, and faculty development

Succeeding in Challenging Fiscal Times

It is noteworthy to point out that Alamo Colleges continues to maintain its strong fiscal and budgetary principles while weathering the storm of funding challenges. Since 2010, state funding has declined by \$30 million. In that same period of time, we have saved \$48 million by implementing cost savings strategies that have a recurring impact on the annual budget. Additionally, investments have been made in our students with \$17 million built into the budget to enhance our student success initiatives, while also continuing to invest in our employees through compensation adjustments and training.

Restricted Budget

Total budgeted revenues for restricted funds are expected to be \$187.1 million from federal or state revenues, ad valorem taxes, and proceeds from debt issuance. Multi-year balances of \$44.4 million are expected to be rolled forward for allowable uses and capital projects, of which \$9.9 million will be used for this budget year and \$19.6 million for future budget years. The expense budget totals \$174.3 million and is summarized below:

| Expense Budget | Source of Funding | Amount |
|---|-------------------------------|------------------------|
| Instruction and General | Federal or State Funding | \$14.1 million |
| Scholarships and Fellowships | Federal or State Funding | \$49.1 million |
| Capital-related | Debt and roll-forward funding | \$54.2 million |
| Debt service for general obligation bonds and maintenance tax notes | Ad valorem taxes | \$56.9 million |
| Total | | \$174.3 million |

Final Thoughts

I am proud to submit the FY 2016-2017 Annual Budget, which represents the collective and collaborative work of the Alamo Colleges family. The staff thanks the members of the Board of Trustees for their support and guidance in conducting the financial operations of Alamo Colleges in a highly responsible manner.

The timely preparation of this annual budget was made possible by the continued dedication and service of the Alamo Colleges’ staff. This budget document is available on the Alamo Colleges website at: www.alamo.edu.

Diane E. Snyder, CPA, M.S.
 Vice Chancellor for Finance and Administration



Notes from the Budget Office

The Budget as a Policy Document

Per Board approved policy (C.1.4, which can be found in the Appendices), 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. The principles established in the policy allow for adjustments, reallocations and amendments, the latter requiring approval by the Board of Trustees. Additional long-term financial policies for Alamo Colleges’ capital improvement plan and debt service are also located in the Appendices section of this document.

The Budget as an Operations Guide

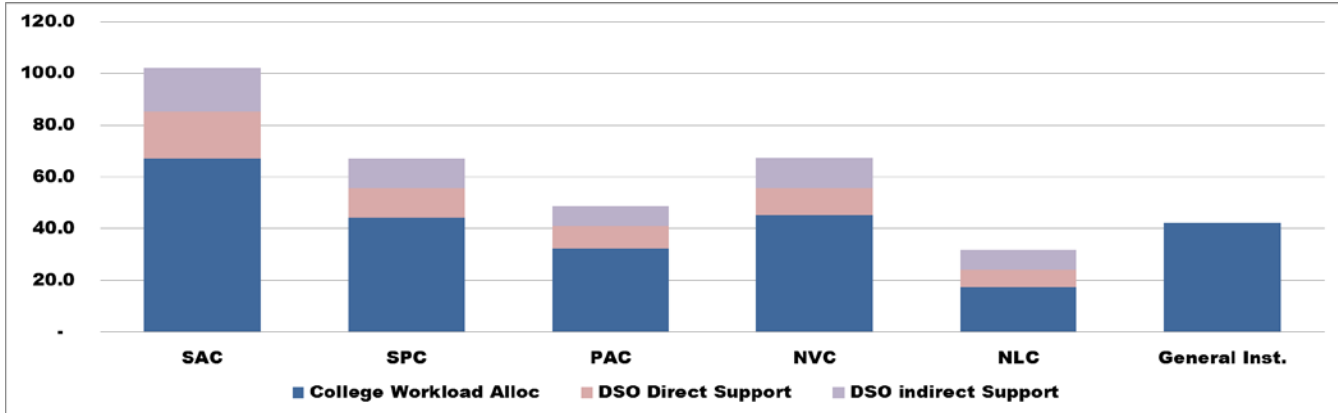
The budget development process is comprised of two major components:

1. Workload Budget Allocation Model; in the first step, there are three decision points (see table below):
 - a. True-up the baseline prior-year budget to actual enrollment and contact hours
 - b. Determine current year enrollment “flat or growth” assumptions and update the workload allocation model. Existing programs, student mix changes and new programs all impact the output of the workload model, based on the enrollment assumptions.
 - c. Develop budget strategies for cost savings, revenue generation and investments in the Alamo Colleges key objectives: Student Success, Principle-Centered Leadership and Performance Excellence.

| | | |
|--|------------------------------|-----------------------------------|
| | | FY17 |
| Prior Year Budget | \$ | 328.3 |
| 1 True-Up to Prior Year Actuals | | (9.8) |
| Adjusted to Actuals | | 318.5 |
| 2 Planned Growth | | 19.7 |
| 4 Net Investments | | 21.0 |
| Budget | \$ | 359.2 |
| | FY16 | FY17 |
| Budgeted Growth | CE & New Programs | Contact Hour & CE |
| Contact Hour Variance to Budget | 0.4% | 3.9% |
| | -\$5M more Exempt | \$9M Compensation Increase |
| Net Investments | | |

2. Budget Distributions are subsequently performed by the colleges and district budget officers at the organizational and account level. Approved full-time employee positions are loaded into the Human Resource system (Banner), and non-labor allocations are loaded into the Finance system (Banner), balancing to the total authorized expense budget for each college and district department. Also included in the Supplemental section of this document is summary data of the Budget by Functional Category and the associated departments within those functional categories, summary staffing by functional category and

type, and detailed allocations for operational departments. The following tables display the fully-allocated expense budget, including all District Support Operations direct and indirect costs.



| | SAC | SPC | PAC | NVC | NLC | General Inst. | Total |
|--------------------------------------|--------------|-------------|-------------|-------------|-------------|---------------|--------------|
| College Workload Alloc | 67.0 | 44.3 | 32.4 | 45.3 | 17.4 | 42.2 | 248.6 |
| Building Maintenance | 2.1 | 1.4 | 1.1 | 1.4 | 1.0 | | 7.0 |
| Utilities | 2.9 | 1.9 | 1.4 | 1.3 | 0.9 | | 8.4 |
| Preventive Maintenance | 5.6 | 3.0 | 2.9 | 1.9 | 1.2 | | 14.5 |
| Housekeeping | 1.5 | 1.3 | 1.1 | 0.8 | 1.4 | | 6.2 |
| Groundskeeping | 0.5 | 0.3 | 0.2 | 0.8 | 0.2 | | 2.0 |
| Bursar | 0.3 | 0.2 | 0.2 | 0.3 | 0.1 | | 1.1 |
| Student Financial Aid (SFA) | 1.2 | 0.8 | 0.5 | 1.1 | 0.5 | | 4.1 |
| Student Contact Center | 0.6 | 0.4 | 0.2 | 0.6 | 0.2 | | 1.8 |
| Public Safety | 2.4 | 1.4 | 0.7 | 1.2 | 0.9 | | 6.6 |
| Center for Student Information (CSI) | 0.6 | 0.4 | 0.2 | 0.6 | 0.2 | | 2.0 |
| Interpreter and Immunization | 0.3 | 0.2 | 0.1 | 0.3 | 0.1 | | 1.0 |
| Emergency Mgmt Initiatives | 0.2 | 0.1 | 0.1 | 0.2 | 0.1 | | 0.7 |
| DSO Direct Support | 18.1 | 11.5 | 8.6 | 10.4 | 6.8 | - | 55.4 |
| Budget w/ Direct Support | 85.1 | 55.7 | 41.0 | 55.7 | 24.2 | 42.2 | 304.0 |
| DSO indirect Support | 17.0 | 11.4 | 7.7 | 11.5 | 7.6 | - | 55.2 |
| Budget - Fully Allocated | 102.1 | 67.2 | 48.7 | 67.2 | 31.8 | 42.2 | 359.2 |

The Budget as a Collaborative Effort among Leadership

The annual budget retreat, which provides the Board of Trustees with an in-depth view of the upcoming fiscal year’s annual operating budget, was held on July 12, 2016. For the second year in a row, Alamo Colleges’ senior leadership, comprised of the Chancellor, College Presidents and District Vice Chancellors, each presented to the Board their college’s or department’s FY 2016-2017 upcoming goals and strategic plans as well as last year’s major accomplishments. With the new format (adopted in July 2015) these presentations speak to the collaboration between the Colleges and District Support Operations during the budget development cycle.

These presentations can be found at the following link: <http://alamo.edu/district/fiscal-services/reports/>

The Budget as a Financial Plan

The Financial Information section provides detailed information relating to both revenues and expenses. Each section contains both summary and detailed information by revenue source and projected expenditures. The revenue section includes information related to state appropriations and associated contact hour data and ad valorem taxes and tax rates. The Fund Balance information is also available in this section. The expenditure section includes summaries by functional categories; summary and comparison data by type; and mandatory and contractual services such as debt service, utilities and insurance. A preventive maintenance schedule along with the capital improvement projects (CIP) funded with maintenance tax notes and revenue bonds can also be found in this section. The Debt Service section speaks to the status of the maintenance tax notes and revenue bonds. The Supplemental Information section contains salary schedules.

The Budget as a Communications Device

The budget document is designed to fully communicate the financial position of Alamo Colleges while serving as the foundation for the Alamo Colleges' allocation of resources toward fulfilling the mission of the institution. This budget document includes summary information in text, tables, charts, and graphs for easier interpretation of the data. In addition to this guide, a table of contents provides a listing of the various topics in the budget document and a glossary provides an explanation of key concepts and terminology.

Shayne A. West
Chief Budget Officer

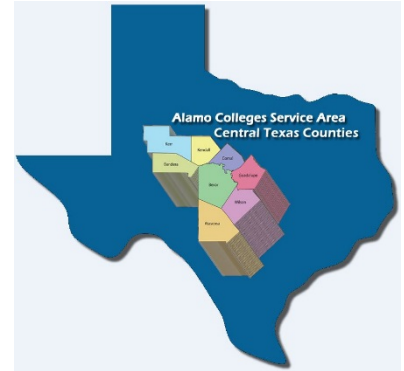


PROFILE

Snapshot

The Alamo Community College District (Alamo Colleges, District) was established as a public community college through a public election in 1945. The District operates as a political subdivision under the laws of the State of Texas. The Alamo Colleges' service area includes Atascosa, Bandera, Bexar, Comal, Guadalupe, Kendall, Kerr and Wilson counties. The Alamo Colleges is governed by a nine-member Board of Trustees elected for staggered six-year terms in single member districts within Bexar County and a Student Trustee serving a one-year term. The selected Student Trustee serves as a non-voting student liaison to the board and the chancellor, representing students' interests at board meetings and other district meetings. The Chancellor, the District's chief executive officer, guides and implements the programs and policies of the Alamo Colleges.

In April 2009, the Board of Trustees approved a new logo and name change to Alamo Colleges in an effort to increase public awareness of the institution's full scope of services and its diverse, high quality educational programming. The legal name remains the Alamo Community College District.



The Alamo Colleges 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 Alamo Colleges offers certificates of completion in a variety of technical and occupational fields. Numerous services are available to students at each of the colleges, including but not limited to, counseling, computer labs, tutoring, financial aid services, services for the disabled, developmental instruction, veteran's services, and job placement.

The Alamo Colleges includes two Hispanic-Serving Institutions, and the nation's only institution 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 Colleges

- St. Philip's College (established 1898)
- San Antonio College (established 1925)
- Palo Alto College (established 1985)
- Northwest Vista College (established 1995)
- Northeast Lakeview College (established 2007)

Off-Campus Sites

The Alamo Colleges 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
- Alamo Colleges Community Education Centers

- Westside Workforce Education and Training Center
- Greater Kerrville - Alamo Colleges Center
- First Responders Academy(FRA), Von Ormy, TX
- Alamo University Center

Northwest Vista College, Palo Alto College, St. Philip's College and San Antonio College are accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate degree programs and Northeast Lakeview College is rigorously and diligently pursuing accreditation. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of the Alamo Colleges.

Economic Conditions and Outlook

The Alamo Colleges have been an integral part of the Greater San Antonio community for more than 100 years, contributing significantly to the economic and social well-being of those who share this community with Alamo Colleges. It is highly regarded by the local business community for the quality of its workforce training and the success of its graduates. In the economic arena, a sizable 96% of its students stay in the region after they leave college and contribute positively to the local economy. The current and past cumulative effect by Alamo Colleges represents \$3.2 billion in additional regional income due to students' higher earnings and the resulting increased productivity of businesses. Higher earnings expand the tax base and potentially reduce the tax burden of local property owners.

Factors Having Probable Future Financial Significance

Alamo Colleges' economic condition is influenced by the economic positions of the State of Texas, County of Bexar and surrounding counties and the City of San Antonio, and is fortunate to have a robust local and State economy.

San Antonio's unemployment rate is less than the Texas and U.S. rates. For August 2016, the U.S. Bureau of Labor Statistics reported the national unemployment rate at 4.9%, the Texas unemployment rate at 4.7% and the San Antonio rate at 4.2%. The Texas economy continues to fare better than those of many other states, and the San Antonio economy is one of the strongest in the state.

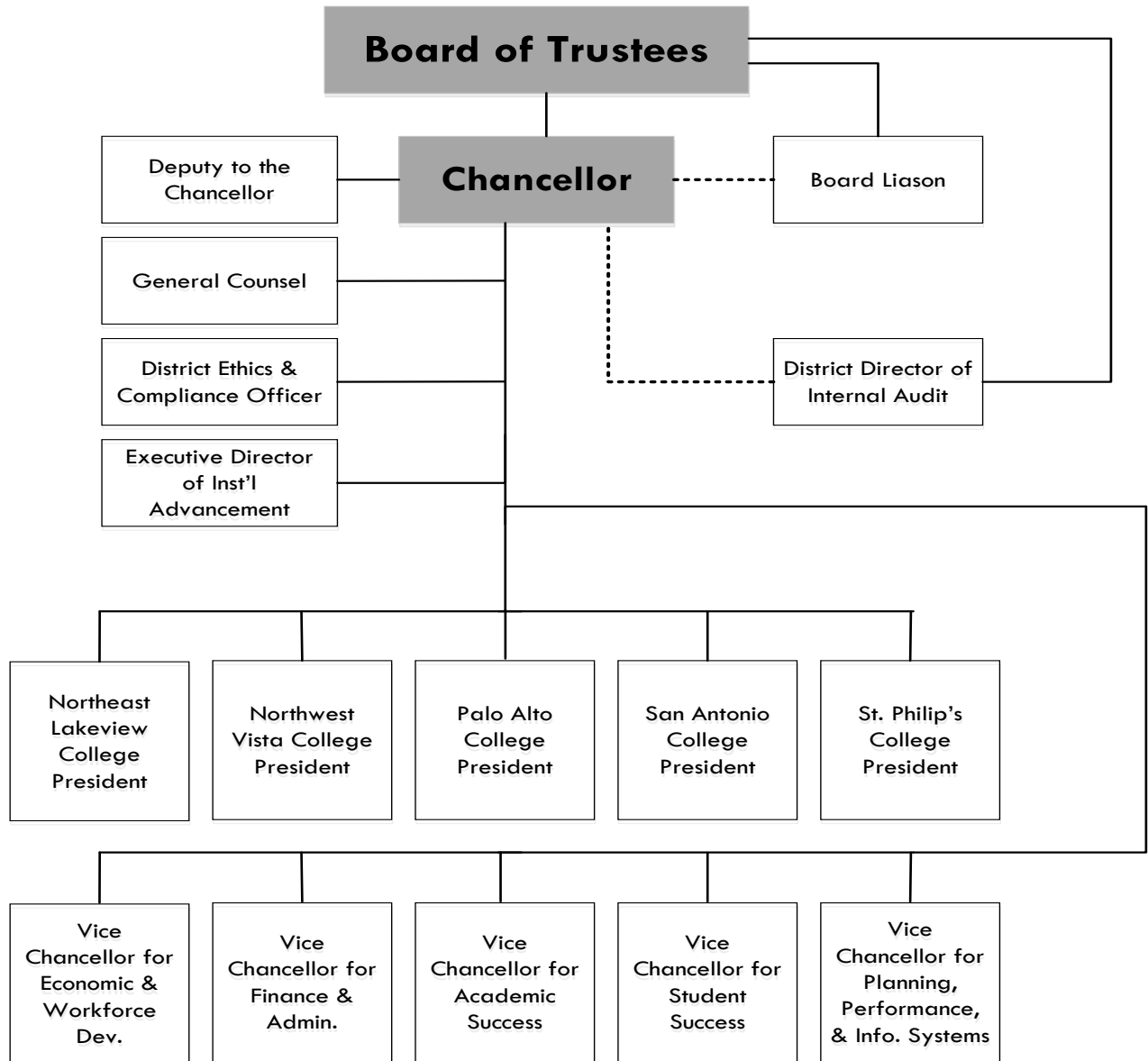
Growing city and expanding San Antonio economy. According to San Antonio Economic Development Foundation, the population of the area is over 1.3 million with an average household income of \$50,075. It encompasses 467 square miles geographically within Bexar County. San Antonio is the seventh largest municipality in the United States and the second largest city in Texas. The San Antonio population was 1,327,407 per the 2010 Census and has a projected population growth of 6.9% from 2016 - 2021. According to Forbes 2015 Lists, San Antonio is ranked 15th in job growth with college attainment of 26.7% and is the 50th on the Best Places for Business and Careers list.

San Antonio continues to move forward. This growth and transformation is reliant upon the innovative and dedicated workforce that is in San Antonio. San Antonio has maintained a positive business environment that continues to attract talented workers from near and far and has helped it achieve the 2015 recognition from Forbes as one of the Best Places for Business and Careers. San Antonio has a diversified economic base (military, oil and gas, health care, IT, tourism industry) which does not experience the wide swings of the business cycle much of the rest of the country experiences. The challenge over the longer term will be to educate and train the workforce of the future, through individual workforce development programs such as the Toyota Advanced Manufacturing Technician Program at Alamo Colleges.

Additional regional and demographic data is in the Statistical Section in the Appendices. For more information about Alamo Colleges, visit the web site at <http://www.alamo.edu>.

Organizational Chart

Alamo Community College District



Division Descriptions

Office of the Chancellor

The Chancellor is the principal administrative official responsible for the direction of all operations of the District. Specific responsibilities include, but are not limited to, serving as chief executive officer of the Alamo Colleges, implementing the policies of the Board and assuming overall responsibility for District programs and services, including administration, organization, personnel, education and instruction, student services, and business services.

College Presidents

Each of the five college presidents serves as the chief executive officer of their respective college. The Presidents are primarily responsible for the daily administration and operation of the college, and for interpreting policies and procedures to ensure compliance with the Alamo Colleges and other legal requirements.

In the spirit of cooperation through Collaborative Agreements for Services, the five individual Alamo Colleges receive support, governance, stewardship and leadership from District Support Operations. These services, under the leadership of five Vice Chancellors, are detailed in the following division descriptions.

Vice Chancellor for Academic Success

The Vice Chancellor for Academic Success is primarily responsible for leading the district-wide academic/instructional efforts of the Alamo Colleges. The Vice Chancellor provides leadership in implementing Board policy and cross-college operational procedures for academic success and establishes district-wide academic/instructional goals, objectives and priorities within the Strategic Plan. In addition, the Vice Chancellor leads and guides the development and implementation of cross-college programs and services to accomplish these goals and objectives and leads district-wide efforts to achieve academic/instructional targets, benchmarks and outcome.

Vice Chancellor for Finance and Administration

The Vice Chancellor for Finance and Administration is responsible for managing the operational and financial areas of the institution, including the maintenance of facilities, general accounting, treasury, purchasing, budgeting, financial reporting, audit support, grants/contracts, student financial aid, business offices, call center, workplace safety, risk management, public safety, and human resources. Master facility planning, including purchasing property, renovation and new construction is also coordinated through this division.

Direct student support services provided under the Vice Chancellor's office include Student Financial Aid, Business Offices, and a Tier 1 student phone support Call Center.

Vice Chancellor for Planning, Performance and Information Systems

The Vice Chancellor for Planning, Performance and Information Systems is responsible for overseeing the planning, institutional research, and information technology service functions of the institution. The Vice Chancellor oversees the areas of information technology services, strategic planning and performance excellence, state reporting, enterprise reporting, institutional research and effectiveness services, and information security.

Vice Chancellor for Student Success

The Vice Chancellor for Student Success (VCSS) coordinates with the five Alamo Colleges to ensure delivery of comprehensive, cross-college student services. The Vice Chancellor provides district-wide leadership in compliance with federal, state and local regulations governing students and in the development and implementation of cross-college operational procedures. The Office of the Vice Chancellor administers student program development and services including MyMAP, AlamoADVISE, AlamoENROLL, Center for Student Information, Student Success Initiatives and Student Compliance. Direct student services and programs administered through the VCSS office include the Mobile Go Center, Student Leadership Institute, College Connections, and Military Education.

Vice Chancellor for Economic and Workforce Development

The Vice Chancellor for Economic and Workforce Development is responsible for overseeing the planning, development and implementation of programs relating to continuing professional education, workforce training, basic skills instruction, and additional programs in response to the non-traditional educational needs of the community.

College Departments

Each one of the five colleges within Alamo Colleges has an Office of the President. Under each Office of the President, there is a Vice President of College Services, Vice President of Student Success, and Vice President of Academic Success.

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

The Vice President of College Services provides leadership to the college administrative services. This position oversees the alignment of budget, coordinates with District Support Services in areas such as financial aid services, human resources, institutional effectiveness and planning, facilities development and support, and information technology striving to achieve the Alamo Colleges' overall goal of student success.

The Vice President of Student Success is the chief student affairs officer of the college and is directly responsible for admissions, advising, assessment center, and student discipline; and coordinates with DSO for business office, SFA, CSI, and call center services on their campus.

The Vice President of Academic Success has the oversight of all credit and continuing education instructional programs and supervises the administration of the library, academic support center, distance education, and the instructional innovation center.

The following is a list of many of the academic services offered at the colleges:

| | | |
|---------------------|---------------------------|----------------------------------|
| Academic Boot Camp | Accuplacer/THEA Book Loan | Advising Services and Counseling |
| Bookstore | Calculator Loans | Career Services |
| Degree Programs | Disability Services | Distance Learning |
| Early Alert Program | English Lab | First Year Experience Center |
| Fresh Start | Fresh-X Program | Honors Program |
| Laptop Loans | Library | MathWorld |

| | | |
|-------------------------|---------------------|---------------------------------|
| New Student Orientation | Phi Theta Kappa | Reading Lab |
| Scholarships | Simulation Lab | Student Engagement Grant |
| Textbook Loans | Transcript Requests | Student Learning Assist. Center |
| Tutoring | Writing Center | |

The following is a list of testing services offered at the colleges:

| | | |
|--------------------------|---------------------|--------------------|
| Accuplacer Practice Test | “Bypass” Assessment | GED Testing Center |
| Testing Center | THEA Practice Test | |

Strategic Plan 2012-2017

The Strategic Plan is the driver for accomplishing the institutional mission. The mission sets forth the long-term direction for the Alamo Colleges. This direction and the strategic objectives are determined collaboratively by the Board of Trustees, the Chancellor, the College Presidents and the Vice Chancellors. Annual operational plans, based on the strategic plan, identify measurable performance objectives for accomplishment of the strategic plan goals and strategies. The defined institutional goals are driven by the following strategic objectives:

- **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.

The Alamo Colleges Shared Values are:

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

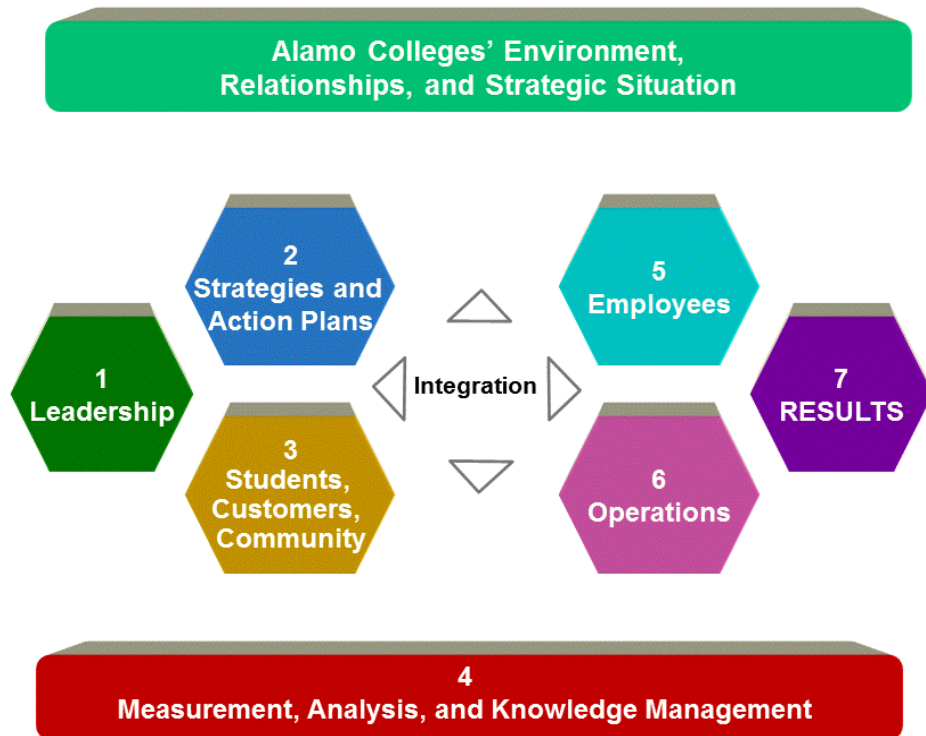


The Alamo Way

Based on Baldrige Criteria, Strategic Goals, and Four Drivers

The Alamo Colleges use 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. The Alamo Colleges educational and performance philosophy based on doing things the Baldrige way (Policy B.9.1) is called The Alamo Way: Always Inspire, Always Improve.

STRATEGIC PLAN GOALS AND STRATEGIES



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 Alamo INSTITUTES 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 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.

Alamo Colleges Strategy Map



Alamo Colleges Strategy Map Achieving our Stakeholder Imperatives by 2020

| Mission: Empowering our Diverse Communities for Success | | Vision: Alamo Colleges will be the Best in the Nation in Student Success and Performance Excellence | | | | | | | |
|---|--|---|---|-----------------|-------------------|---------------|---------------|---------------|-----|
| Stakeholder Imperative | Alamo Way Policy | Six Key Strategic Priorities and Strategies | Measure of Success | Baseline | FY2016 Target | FY2017 Target | FY2018 Target | | |
| <p>TEXAS</p> <p>THECB 60X30: At least 60% of Texans ages 25-34 will have a postsecondary credential or degree by 2030</p> <p>SAN ANTONIO</p> <p>SA 2020: Ensure 50% of adults in San Antonio will have earned a two- or four-year degree by 2020</p> <p>AC 2020 TARGET: 13,200</p> | <p>Student Success</p> <p>Approaches:</p> <ul style="list-style-type: none"> Achieving the Dream MyMAP AlamoPREP AlamoREADY I-BEST Equity "Welcome Home" AA/AS Employability Gap <p>Principle-Centered Leadership</p> <p>Approaches:</p> <ul style="list-style-type: none"> 4DX Seven Habits Four Imperatives Maximizing Employee Talent <p>Performance Excellence</p> <p>Approaches:</p> <ul style="list-style-type: none"> Baldrige Excellence Framework Project Management FOCUS PDCA | <p>1. Completion</p> <ul style="list-style-type: none"> 4DX Automatic Degree Awards Reverse Transfer 45 Hours to Completion Core Completion Advanced Certificates High Risk Courses | <p>WIG: Degrees and Certificates Awarded</p> <p>Reduction in High-Risk Courses</p> <p>Overall Score - Community College Survey of Student Engagement (CCSSE)</p> <p>Number of Students Awarded Internal Scholarships</p> | 6,371 | 10,500 | 11,500 | 12,500 | | |
| | | <p>2. AlamoADVISE</p> <ul style="list-style-type: none"> Advising Ratio Mentoring Model 100% Advising Milestones Achieved Career Advising | <p>Student-to-Advisor Ratio</p> <p>Number of Advisors Certified</p> <p>Percentage of Students with Formal Academic Plan/Institute</p> <p>Percentage of Students Satisfied with Advising</p> | 900/1 | 450/1 | 350/1 | 350/1 | | |
| | | <p>3. AlamoINSTITUTES</p> <ul style="list-style-type: none"> Build the Pathways Students in an Institute Career Placement | <p>Average Semester Credit Hours Attempted by Graduates</p> <p>Percentage of Students Employed Within 6 Months of Graduation</p> <p>Degrees Awarded in High-Demand Occupations</p> <p>Percentage of Students Transferring to University</p> | 92 | 88 | 76 | 66 | | |
| | | <p>4. AlamoENROLL</p> <ul style="list-style-type: none"> Enrollment Management Alamo Colleges Online Prior Learning Assessment | <p>Overall Enrollment</p> <p>Fall-to-Fall Persistence Percentage</p> <p>Market Penetration Percentage</p> | 58,129 | 60,000 | 63,000 | 66,000 | | |
| | | <p>5. Dual Credit</p> <ul style="list-style-type: none"> Number of ECHS Academy Growth Dual Credit Growth NEW Dual Credit Certificate | <p>Overall Dual Credit Enrollment</p> <p>Number of Early College High Schools (ECHS)</p> <p>Alamo Academies Enrollment</p> <p>Dual Credit Certificates</p> <p>Career and Technical Education Enrollment</p> | 8,608 | 9,000 | 11,000 | 12,000 | | |
| | | <p>6. Quality</p> <ul style="list-style-type: none"> Reaffirmation (SAC, SPC, NVC) Accreditation (NLC) | <p>Overall Personal Assessment of the College Environment (PACE) Score</p> <p>Composite Financial Index</p> <p>Cumulative Number of Awards-Texas Award for Performance Excellence (TAPE)</p> <p>SACSCOC Accreditation, Candidacy, Reaffirmation</p> | 3.76 | 4.01 | 4.05 | 4.10 | | |
| | | | | | | 2.35 | >2 | >2 | >2 |
| | | | | | | 2/6 | 3/6 | 4/6 | 6/6 |
| | | | | | | 4/5 | 5/5 | 5/5 | 5/5 |
| | | VALUES: | Students First | Respect for All | Community-Engaged | Collaboration | Can-Do Spirit | Data-Informed | |

Key Performance Indicators

The Strategic Planning category of the Baldrige Criteria for Performance Excellence examines how an organization develops strategies/goals/objectives, how the chosen objectives and action plans are deployed and adapted, and how progress is measured.

At the Alamo Colleges, the Strategic Planning and Performance Excellence (SPPE) department tracks over 200+ key performance indicators (KPIs) and measures as integral components of action plans and as basic comparison elements when evaluating and projecting college performance.

Monitoring reports are produced regularly for Board, senior leadership and staff review to ensure the Alamo Colleges is on track to meet or exceed the benchmarks. Annual Budgets are allocated by the Presidents to activities which will produce the best results. The following pages provide a look at the executive summary of Alamo Colleges Benchmarks and Key Performance Indicators.

For a complete list of reports on KPIs, visit the web site <http://www.alamo.edu/district/planning/key-performance>.

Benchmarks

How the Alamo Colleges Measure Up






ALAMO
COLLEGES

Institutional Research and Effectiveness Services




June 2016

This document shows selected Key Performance Indicators (KPI) and how the Alamo Colleges measure up to other very large community colleges (VLCC) of Texas. The Alamo Colleges use the VLCC as peer institutions for benchmarking purposes. Where available, state and national averages are included for comparison.

Executive Summary performance metrics are color-coded as follows:

-  Green denotes performance equal to or above the Texas VLCC average
-  Yellow denotes performance below the Texas VLCC average
-  Grey denotes that a state benchmark for the measure is unavailable
Note: For CCSSE data, the Texas state average is the benchmark

Data Trend performance metrics are color-coded as follows:

-  Denotes an increase in performance of at least 0.5% from previous period
-  Denotes a decrease in performance of at least 0.5% from the previous period
-  Denotes a minor change (within 0.5%) in performance from previous period

This process helps the Alamo Colleges determine their own annual performance targets. College performance results and targets are systematically compared for the production of performance scorecards. This contributes to improve performance and advance performance management, transparency, and accountability at the Alamo Colleges.

Benchmarks

Executive Summary



ALAMO
COLLEGES

Driver 1. Recruitment

| KPI | Measure | Benchmark | Performance | Change from Previous |
|--------------------|--|--|-------------|----------------------|
| Market Penetration | 10. Participation rate in service area (Fall 2015 data) | State best = El Paso 5.3% AC baseline = Fall 2006 4.2% | 3.8% | ↔ |
| Student Enrollment | 11. Fall credit student headcount by college of Location (Fall 2014-Fall 2015 change) | AC baseline Fall 2006 to Fall 2007 change = 1.6% | 2.8% | ↑ |
| Student Enrollment | 12. Fall credit student Headcount by owner college Fall 2015 credit student headcount | VLCC average = 47,079 VLCC & State Best = Dallas 65,879 National Maricopa, Fall 2014 = 129,421 | 60,495 | ↑ |

Driver 2. Retention

| KPI | Measure | Benchmark | Performance | Change from Previous |
|--------------------|---|--|-------------|----------------------|
| Student Engagement | 36. Support for learners (Spring 2015) | State average = 52.5 State Best = Odessa 60.9 National average = 50.0 | 50.9 | ↔ |
| Student Engagement | 37. Active & collaborative learning (Spring 2015) | State average = 50.2 State Best = El Paso 55.4 National average = 50.0 | 51.1 | ↑ |
| Student Engagement | 38. Student effort (Spring 2015) | State average = 49.7 State Best = South Texas 55.6 National average = 50.0 | 48.8 | ↔ |
| Student Engagement | 39. Academic challenge (Spring 2015) | State average = 48.9 State Best = Houston 53.8 National average = 50.0 | 47.9 | ↔ |
| Student Engagement | 40. Student-faculty interaction (Spring 2015) | State average = 49.1 State Best = Odessa 57.1 National average = 50.0 | 48.6 | ↔ |
| Student Progress | 56. Course Completion Rate Fall 2015, based on grade distribution | AC baseline Fall 2006 = 80.2 % Dual Credit = 96.9% Non-Dual Credit = 89.5% | 91.6% | ↑ |
| Student Progress | 60. Persistence Rate FT FTIC Fall 2014-to-Fall 2015 (Cohort = 3,457) | State & VLCC best = LoneStar Univ. Park 68.3% VLCC Average = 60.9% Statewide = 56.5% AC developmental education 50.8% | 65.8% | ↑ |
| Student Progress | 62. Persistence Rate PT FTIC Fall 2014-to-Fall 2015 (Cohort = 4,420) | AC baseline Fall 2006 to Fall 2007 = 46.3% | 51.2% | ↔ |
| Student Progress | 67. Productive grade rate Fall 2015, based on success rate by grade distribution | AC baseline Fall 2006 = 67.3% | 79.2% | ↑ |

| Driver 3. Completion | | | | |
|----------------------|--|--|-------------|----------------------|
| KPI | Measure | Benchmark | Performance | Change from Previous |
| Graduation | 90. Number of degrees and certificates awarded (FY 2015) | VLCC best = Dallas 11,581 VLCC average = 5,885 National = Maricopa, 2014, 27,520 | 9,778 | ↑ |
| Graduation | 94. 3-year Graduation Rate FT 3-year graduation rate by FTIC (2012 Cohort= 3,548)* | VLCC best = Dallas Richland 23.2 VLCC average = 13.6% State average = 15.0% State best = Western Texas 33.8% AC developmental education = 5.4% | 16.4 | ↑ |
| Graduation | 95. 3-year Graduation Rate PT 3-year graduation rate by FTIC (2012 Cohort= 4,731) | | 9.0 | ↑ |
| Graduation | 96. 4-year Graduation Rate FT 4-year graduation rate by FTIC (2011 Cohort = 4,189)* | VLCC best = NVC 27.6 VLCC average = 17.9% State average = 19.0% State best = West Texas 34.9% AC developmental education = 9.1% | 20.1 | ↑ |
| Graduation | 97. 4-year Graduation Rate PT 4-year graduation rate by FTIC (2011 Cohort = 5,526) | | 12.5 | ↑ |
| Graduation | 98. 6-year Graduation Rate FT 6-year graduation rate by FTIC (2009 Cohort = 4,808)* | VLCC best = San Jacinto North 28.1% VLCC average = 17.7% State average = 18.9% State best (Southwest Texas Jr College) = 32.4% | 14.8% | ↑ |
| Graduation | 99. 6-year Graduation Rate PT 6-year graduation rate by FTIC (2009 Cohort = 4,252) | | 14.7 | ↑ |
| Transfer | 100. % of Fall FTIC students who Transferred to a senior institution (FY 2015) | VLCC Best (Lonestar Cy-Fair) = 31.2% VLCC Average = 22.6% Statewide = 22.5% State best (Texas Southmost) = 41.1% | 19.7% | ↓ |

| <i>Driver 4. Clusters</i> | | | | |
|---------------------------|---|---|-------------|----------------------|
| KPI | Measure | Benchmark | Performance | Change from Previous |
| Workforce Solutions | 114. % of Academic students employed within six months of graduation (FY 2014) | VLCC best = Tarrant Trinity River 49.2% VLCC average = 39.1% State average = 38.8% State Best = Cisco 50.8% | 39.8% | ↑ |
| Workforce Solutions | 115. % of technical students employed within six months of graduation (FY 2014) | VLCC best = San Jacinto Central 83.6% VLCC average = 73.3% State average = 76.4% State Best = Brazosport 92.2% | 73.1% | ↓ |
| <i>Other (Operations)</i> | | | | |
| KPI | Measure | Benchmark | Performance | Change from Previous |
| Financial Management | 132. Average class size (Fall 2015) | VLCC Range = 15 - 25 Alamo Colleges target = 23 | 23.1 | ↔ |

Note:

VLCC = Very Large Community Colleges (Alamo, Austin, Collin, Dallas, El Paso, Houston, Lone Star, San Jacinto, South Texas, Tarrant)

* = Preliminary data

Benchmarks
Trend Data



| Driver 1. Recruitment | | | | | | | | | |
|-----------------------|--|--|---------|-----------|-----------|-----------|-----------|-----------|----------------------|
| KPI | Measure | Benchmark | College | Fall 2011 | Fall 2012 | Fall 2013 | Fall 2014 | Fall 2015 | Change from Previous |
| Market Penetration | 10. Participation rate in service area | State best = El Paso 5.3% AC baseline = Fall 2006 4.2% | Alamo | 4.4% | 3.9% | 3.7% | 3.7% | 3.8% | ↔ |
| | 11. Fall credit student headcount by college of Location | Fall 2006 to Fall 2007 change = 1.6% | Alamo | 63,682 | 59,835 | 59,457 | 58,129 | 59,910 | ↑ |
| Enrollment | | | SAC | 21,917 | 19,640 | 19,428 | 18,311 | 18,248 | ↔ |
| | | | SPC | 10,710 | 10,313 | 10,238 | 10,514 | 11,198 | ↑ |
| | | | PAC | 9,163 | 8,568 | 8,427 | 8,376 | 8,671 | ↑ |
| | | | NVC | 16,067 | 15,992 | 15,965 | 15,797 | 16,636 | ↑ |
| | | | NLC | 5,825 | 5,322 | 5,399 | 5,131 | 5,137 | ↔ |
| Student Enrollment | 12. Fall credit student headcount by owner college | VLCC average = 47,079 VLCC & State Best = Dallas 63,879 National Maricopa, Fall 2014 = 129,421 | Alamo | 62,517 | 58,857 | 58,894 | 58,292 | 60,495 | ↑ |
| | | | SAC | 25,567 | 23,134 | 23,004 | 21,280 | 20,638 | ↓ |
| | | | SPC | 10,710 | 10,313 | 10,238 | 10,514 | 11,198 | ↑ |
| | | | PAC | 9,163 | 8,568 | 8,427 | 8,376 | 8,671 | ↑ |
| | | | NVC | 16,067 | 15,992 | 15,965 | 15,797 | 16,636 | ↑ |
| NLC | 1,010 | 850 | 1,260 | 2,325 | 3,332 | ↑ | | | |

| Driver 2. Retention | | | | | | | | | |
|---------------------|--|---|---------|-------------|-------------|-------------|-------------|-------------|----------------------|
| KPI | Measure | Benchmark | College | Spring 2007 | Spring 2009 | Spring 2011 | Spring 2013 | Spring 2015 | Change from Previous |
| Student Engagement | 36. Support for learners (Spring 2015) | State average = 52.3 State Best = Odessa 60.9 National average = 50.0 | Alamo | 53.9 | 52.6 | 51.9 | 51.2 | 50.9 | ↔ |
| | | | SAC | 51.4 | 52.2 | 48.9 | 52.2 | 50.5 | ↓ |
| | | | SPC | 57.3 | 54.8 | 54.8 | 54.5 | 53.7 | ↓ |
| | | | PAC | 54.6 | 54.0 | 53.2 | 53.9 | 51.7 | ↓ |
| | | | NVC | 52.3 | 53.6 | 55.2 | 49.4 | 49.6 | ↔ |
| NLC | NA | 48.5 | 47.2 | 46.0 | 48.6 | ↑ | | | |
| Student Engagement | 37. Active & collaborative learning (Spring 2015) | State average = 50.2 State Best = El Paso 55.4 National average = 50.0 | Alamo | 51.6 | 53.6 | 50.3 | 49.9 | 51.1 | ↑ |
| | | | SAC | 47.2 | 49.9 | 47.4 | 49.4 | 48.6 | ↓ |
| | | | SPC | 51.1 | 51.3 | 48.3 | 48.6 | 51.3 | ↑ |
| | | | PAC | 49.7 | 55.8 | 48.9 | 49.4 | 48.2 | ↓ |
| | | | NVC | 58.4 | 61.1 | 59.4 | 54.2 | 57.7 | ↑ |
| NLC | NA | 49.8 | 47.6 | 48.0 | 49.9 | ↑ | | | |
| Student Engagement | 38. Student effort (Spring 2015) | State average = 49.7 State Best = South Texas 55.6 National average = 50.0 | Alamo | 50.8 | 51.0 | 50.1 | 48.7 | 48.8 | ↔ |
| | | | SAC | 48.0 | 48.1 | 48.3 | 49.7 | 49 | ↓ |
| | | | SPC | 48.2 | 52.5 | 54.4 | 50.4 | 49.5 | ↓ |
| | | | PAC | 52.9 | 52.6 | 49.0 | 49.3 | 50.6 | ↑ |
| | | | NVC | 54.2 | 55.4 | 53.1 | 48.2 | 48.6 | ↔ |
| NLC | NA | 46.6 | 45.9 | 46.0 | 45.0 | ↓ | | | |
| Student Engagement | 39. Academic challenge (Spring 2015) | State average = 48.9 State Best = Houston 53.8 National average = 50.0 | Alamo | 49.8 | 50.9 | 49.8 | 47.7 | 47.9 | ↔ |
| | | | SAC | 50.4 | 50.5 | 50.1 | 48.9 | 48.4 | ↓ |
| | | | SPC | 51.6 | 50.3 | 51.3 | 49.5 | 49 | ↓ |
| | | | PAC | 48.3 | 52.3 | 48.7 | 46.7 | 46.5 | ↔ |
| | | | NVC | 48.8 | 52.2 | 52.4 | 48.0 | 48.9 | ↑ |
| NLC | NA | 49.2 | 46.5 | 45.3 | 44.8 | ↓ | | | |
| Student Engagement | 40. Student-faculty interaction (Spring 2015) | State average = 49.1 State Best = Odessa 57.1 National average = 50.0 | Alamo | 50.7 | 50.6 | 49.0 | 49.0 | 48.6 | ↔ |
| | | | SAC | 48.0 | 48.0 | 48.5 | 50.0 | 47.1 | ↓ |
| | | | SPC | 49.4 | 50.5 | 48.8 | 48.4 | 50.8 | ↑ |
| | | | PAC | 51.8 | 53.2 | 48.4 | 50.1 | 48.3 | ↓ |
| | | | NVC | 53.5 | 52.5 | 53.3 | 49.4 | 49.6 | ↔ |
| NLC | NA | 49.0 | 46.1 | 47.3 | 47.5 | ↔ | | | |
| Student Progress | 56. Course completion rate (based on grade distribution) | AC baseline Fall 2006 = 80.2 % Dual Credit = 96.9% Non-Dual Credit = 89.5% | College | Fall 2011 | Fall 2012 | Fall 2013 | Fall 2014 | Fall 2015 | Change from Previous |
| | | | Alamo | 89.3% | 90.1% | 90.9% | 90.6% | 91.6% | ↑ |
| | | | SAC | 86.9% | 87.8% | 88.8% | 88.1% | 89.9% | ↑ |
| | | | SPC | 90.4% | 91.7% | 93.0% | 92.8% | 93.8% | ↑ |
| | | | PAC | 89.7% | 89.8% | 90.0% | 89.7% | 90.7% | ↑ |
| | | | NVC | 91.0% | 91.2% | 92.2% | 91.9% | 92.4% | ↑ |
| | | | NLC | 91.2% | 92.1% | 92.5% | 92.2% | 92.2% | ↔ |

| Driver 2. Retention | | | | | | | | | |
|---------------------|--|--|---------|------------------------|------------------------|------------------------|------------------------|------------------------|----------------------|
| KPI | Measure | Benchmark | College | Fall 2010 to Fall 2011 | Fall 2011 to Fall 2012 | Fall 2012 to Fall 2013 | Fall 2013 to Fall 2014 | Fall 2014 to Fall 2015 | Change from Previous |
| Student Progress | 60. Persistence Rate FT FTIC Fall-to-Fall (Cohort = 3,437) | State & VLCC best = LoneStar Univ. Park 68.3% VLCC Average = 60.9% Statewide = 36.3% AC developmental education 50.8% | Alamo | 58.6% | 59.7% | 62.8% | 61.7% | 65.8% | ↑ |
| | | | SAC | 57.6% | 54.6% | 58.4% | 54.4% | 58.0% | ↑ |
| | | | SPC | 41.6% | 49.8% | 49.9% | 49.5% | 58.6% | ↑ |
| | | | PAC | 56.8% | 54.7% | 59.2% | 62.1% | 62.8% | ↑ |
| | | | NVC | 62.3% | 64.8% | 62.6% | 63.5% | 66.6% | ↑ |
| | | | NLC | 18.2% | 27.6% | 35.6% | 54.5% | 64.4% | ↑ |
| Student Progress | 62. Persistence Rate FT FTIC Fall-to-Fall (Cohort = 4,420) | AC baseline Fall 2006 to Fall 2007 = 46.3% | College | Fall 2010 to Fall 2011 | Fall 2011 to Fall 2012 | Fall 2012 to Fall 2013 | Fall 2013 to Fall 2014 | Fall 2014 to Fall 2015 | Change from Previous |
| | | | Alamo | 47.3% | 47.8% | 51.4% | 51.5% | 51.2% | ↔ |
| | | | SAC | 42.6% | 39.7% | 43.2% | 41.0% | 41.6% | ↑ |
| | | | SPC | 30.9% | 36.3% | 32.8% | 36.8% | 39.6% | ↑ |
| | | | PAC | 38.4% | 38.7% | 41.6% | 41.3% | 39.4% | ↓ |
| | | | NVC | 46.4% | 49.7% | 51.4% | 50.4% | 49.0% | ↓ |
| | | | NLC | 19.4% | 18.0% | 18.9% | 27.5% | 44.1% | ↑ |
| | | | College | Fall 2011 | Fall 2012 | Fall 2013 | Fall 2014 | Fall 2015 | Change from Previous |
| Alamo | 74.5% | 77.0% | 77.9% | 77.2% | 79.2% | ↑ | | | |
| SAC | 72.0% | 74.8% | 75.4% | 74.6% | 76.6% | ↑ | | | |
| SPC | 75.2% | 77.4% | 80.5% | 80.7% | 83.1% | ↑ | | | |
| PAC | 75.3% | 76.8% | 76.3% | 75.5% | 79.0% | ↑ | | | |
| NVC | 77.5% | 78.7% | 79.8% | 79.0% | 80.2% | ↑ | | | |
| NLC | 73.1% | 78.7% | 78.4% | 76.7% | 77.5% | ↑ | | | |

| Driver 3. Completion | | | | | | | | | |
|----------------------|---|---|---------|------------------|------------------|------------------|------------------|------------------|----------------------|
| KPI | Measure | Benchmark | College | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 | Change from Previous |
| Graduation | 90. Number of degrees and certificates awarded | VLCC best = Dallas 11,581 VLCC average = 3,883 National Maricopa, 2014 = 27,520 | Alamo | 5,509 | 6,271 | 6,371 | 7,147 | 9,778 | ↑ |
| | | | SAC | 1,870 | 2,333 | 2,495 | 3,036 | 4,316 | ↑ |
| | | | SPC | 1,433 | 1,434 | 1,416 | 1,337 | 1,730 | ↑ |
| | | | PAC | 1,063 | 938 | 1,007 | 930 | 1,165 | ↑ |
| | | | NVC | 1,135 | 1,352 | 1,426 | 1,786 | 2,487 | ↑ |
| | | | NLC | 8 | 14 | 27 | 38 | 80 | ↑ |
| Graduation | 94. 3-year Graduation Rate FT 3-year graduation rate by FTIC Cohort | VLCC best = Dallas Richland 23.2% VLCC average = 13.6% State average = 13.0% State best = Western Texas 33.8% AC developmental education = 5.4% | College | Fall 2008 Cohort | Fall 2009 Cohort | Fall 2010 Cohort | Fall 2011 Cohort | Fall 2012 Cohort | Change from Previous |
| | | | Alamo | 8.0% | 8.5% | 9.4% | 14.2% | 16.4% | ↑ |
| | | | SAC | 5.9% | 6.5% | 8.0% | 11.4% | 13.5% | ↑ |
| | | | SPC | 8.2% | 8.2% | 6.5% | 10.5% | 12.0% | ↑ |
| | | | PAC | 9.3% | 8.9% | 13.3% | 15.8% | 20.3% | ↑ |
| | | | NVC | 12.9% | 14.6% | 11.1% | 21.4% | 22.6% | ↑ |
| NLC | 6.2% | 5.7% | 13.1% | 6.6% | 8.5% | ↑ | | | |
| Graduation | 95. 3-year Graduation Rate PT 3-year graduation rate by FTIC Cohort | | College | Fall 2008 Cohort | Fall 2009 Cohort | Fall 2010 Cohort | Fall 2011 Cohort | Fall 2012 Cohort | Change from Previous |
| | | | Alamo | 4.7% | 5.7% | 5.4% | 7.1% | 9.0% | ↑ |
| | | | SAC | 2.0% | 3.0% | 4.3% | 5.7% | 7.1% | ↑ |
| | | | SPC | 10.9% | 10.3% | 10.8% | 9.6% | 11.4% | ↑ |
| | | | PAC | 2.2% | 3.7% | 4.9% | 7.6% | 8.8% | ↑ |
| | | | NVC | 5.1% | 6.4% | 7.8% | 9.1% | 12.8% | ↑ |
| NLC | 0.9% | 4.2% | 5.5% | 7.5% | 11.2% | ↑ | | | |

| Driver 3. Completion | | | | | | | | | |
|----------------------|---|---|---------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------------|
| Graduation | 96. 4-year Graduation Rate FT 4-year graduation rate by FTIC Cohort (2011 Cohort = 4,189)* | VLCC best = NVC 27.6% VLCC average = 17.9% State average = 19.0% State best = Western Texas 34.9% AC developmental education = 9.1% | College | Fall 2007 Cohort | Fall 2008 Cohort | Fall 2009 Cohort | Fall 2010 Cohort | Fall 2011 Cohort | Change from Previous |
| | | | Alamo | 11.6% | 11.7% | 12.4% | 14.7% | 20.1% | ↑ |
| | | | SAC | 8.2% | 10.2% | 9.6% | 14.4% | 16.9% | ↑ |
| | | | SPC | 12.7% | 11.6% | 11.3% | 10.4% | 17.8% | ↑ |
| | | | PAC | 11.6% | 11.2% | 13.6% | 18.2% | 21.3% | ↑ |
| | | | NVC | 21.7% | 17.3% | 20.4% | 17.0% | 27.6% | ↑ |
| | | | NLC | 20.0% | 6.3% | 13.3% | 18.2% | 10.6% | ↓ |
| | | | College | Fall 2007 Cohort | Fall 2008 Cohort | Fall 2009 Cohort | Fall 2010 Cohort | Fall 2011 Cohort | Change from Previous |
| | | | Alamo | 7.9% | 8.7% | 8.9% | 9.5% | 12.5% | ↑ |
| | | | SAC | 4.6% | 4.9% | 6.3% | 8.3% | 11.4% | ↑ |
| SPC | 14.1% | 13.9% | 14.2% | 9.4% | 13.7% | ↑ | | | |
| PAC | 5.9% | 4.6% | 6.7% | 8.4% | 12.6% | ↑ | | | |
| NVC | 10.4% | 9.7% | 10.7% | 12.8% | 15.3% | ↑ | | | |
| NLC | 3.4% | 4.7% | 6.3% | 11.2% | 14.5% | ↑ | | | |
| Graduation | 98. 6-year Graduation Rate FT 6-year graduation rate by FTIC Cohort (2009 Cohort = 4,808)* | VLCC best = San Jacinto North 28.1% VLCC average = 17.7% State average = 18.9% State best Southwest Texas Jr College = 32.4% | College | Fall 2005 Cohort | Fall 2006 Cohort | Fall 2007 Cohort | Fall 2008 Cohort | Fall 2009 Cohort | Change from Previous |
| | | | Alamo | 10.7% | 12.8% | 13.9% | 12.8% | 14.8% | ↑ |
| | | | SAC | 8.2% | 10.3% | 12.0% | 11.3% | 14.1% | ↑ |
| | | | SPC | 12.3% | 14.9% | 17.1% | 12.5% | 14.2% | ↑ |
| | | | PAC | 11.2% | 13.7% | 10.9% | 12.0% | 13.6% | ↑ |
| | | | NVC | 14.3% | 16.1% | 18.8% | 18.9% | 19.2% | ↔ |
| | | | NLC | NA | NA | 32.0% | 12.5% | 12.3% | ↔ |
| | | | College | Fall 2005 Cohort | Fall 2006 Cohort | Fall 2007 Cohort | Fall 2008 Cohort | Fall 2009 Cohort | Change from Previous |
| | | | Alamo | 11.6% | 13.7% | 12.2% | 13.1% | 14.7% | ↑ |
| | | | SAC | 6.6% | 9.4% | 9.0% | 9.3% | 12.1% | ↑ |
| SPC | 19.1% | 16.5% | 16.8% | 16.7% | 18.3% | ↑ | | | |
| PAC | 9.3% | 10.0% | 10.7% | 11.1% | 12.6% | ↑ | | | |
| NVC | 15.2% | 14.3% | 15.3% | 16.2% | 17.6% | ↑ | | | |
| NLC | NA | NA | 10.3% | 10.3% | 13.7% | ↑ | | | |
| Transfer | 100. % of Fall FTIC students who Transferred to a senior institution in six years | VLCC Best LoneStar Cy-Fair = 31.2% VLCC Average = 22.6% Statewide = 22.3% State best Texas Southmost = 41.1% | College | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 | Change from Previous |
| | | | Alamo | 19.9% | 19.7% | 20.5% | 21.0% | 19.7% | ↓ |
| | | | SAC | 21.5% | 19.0% | 18.5% | 19.7% | 18.4% | ↓ |
| | | | SPC | 10.0% | 12.3% | 11.7% | 12.2% | 11.3% | ↓ |
| | | | PAC | 15.9% | 18.6% | 19.0% | 19.3% | 17.6% | ↓ |
| | | | NVC | 30.7% | 29.6% | 33.8% | 30.8% | 29.3% | ↓ |
| | | | NLC | NA | NA | 35.6% | 27.8% | 26.1% | ↓ |
| | | | College | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 | Change from Previous |
| | | | Alamo | 11.6% | 13.7% | 12.2% | 13.1% | 14.7% | ↑ |
| | | | SAC | 6.6% | 9.4% | 9.0% | 9.3% | 12.1% | ↑ |
| SPC | 19.1% | 16.5% | 16.8% | 16.7% | 18.3% | ↑ | | | |
| PAC | 9.3% | 10.0% | 10.7% | 11.1% | 12.6% | ↑ | | | |
| NVC | 15.2% | 14.3% | 15.3% | 16.2% | 17.6% | ↑ | | | |
| NLC | NA | NA | 10.3% | 10.3% | 13.7% | ↑ | | | |

| Driver 4. Clusters | | | | | | | | | |
|----------------------|---|--|---------|---------|---------|---------|---------|---------|----------------------------|
| KPI | Measure | Benchmark | College | FY 2010 | FY 2011 | FY 2012 | FY 2013 | FY 2014 | Change from Previous |
| Workforce Success | 114. % of Academic students employed within six months of graduation | VLCC best = Tarrant Trinity River 49.2% VLCC average = 39.1% State average = 38.8% State Best = Cisco 50.8% | Alamo | 44.0% | 48.1% | 46.2% | 38.0% | 39.8% | ↑ |
| | | | SAC | 37.5% | 45.4% | 42.6% | 37.4% | 40.0% | ↑ |
| | | | SPC | 43.2% | 46.8% | 44.1% | 44.5% | 48.0% | ↑ |
| | | | PAC | 51.8% | 53.2% | 55.5% | 36.8% | 38.0% | ↑ |
| | | | NVC | 38.4% | 42.4% | 38.9% | 38.1% | 38.6% | ↑ |
| | | | NLC | 16.7% | 37.5% | 30.8% | 36.0% | 33.3% | ↓ |
| | | | Alamo | 75.3% | 74.3% | 77.1% | 76.4% | 73.1% | ↓ |
| Workforce Success | 115. % of technical students employed within six months of graduation | VLCC best = San Jacinto Central 83.6% VLCC average = 73.3% State average = 76.4% State Best = Brazosport 92.2% | SAC | 74.9% | 73.2% | 76.0% | 76.6% | 72.7% | ↓ |
| | | | SPC | 75.9% | 76.1% | 78.6% | 76.3% | 76.5% | ↔ |
| | | | PAC | 73.8% | 68.9% | 75.7% | 74.1% | 67.7% | ↓ |
| | | | NVC | 62.1% | 62.8% | 68.1% | 67.1% | 64.2% | ↓ |
| | | | NLC | NA | NA | NA | NA | NA | NA |

| Other (Operations) | | | | | | | | | |
|--------------------|---------|-----------|----------------------|---|--|-----------|-----------|-----------|----------------------|
| KPI | Measure | Benchmark | College | Fall 2011 | Fall 2012 | Fall 2013 | Fall 2014 | Fall 2015 | Change from Previous |
| | | | Financial Management | 132. Average class size (excluding courses related to Flex terms, Internet Orientation, ESOL, private Music lessons, labs, WETC (PAC and NVC), Co-Ops, Internships, Practicum, Gateway and courses where semester credit hours = 0) | VLCC Range = 15 - 25 Alamo Colleges target = 23 | Alamo | 23.7 | 23.4 | 23.4 |
| | | | SAC | 23.5 | 22.8 | 23.4 | 22.8 | 22.4 | ↔ |
| | | | SPC | 23.5 | 23.7 | 23.5 | 24 | 22.9 | ↓ |
| | | | PAC | 23.8 | 24.0 | 24.2 | 24 | 23.3 | ↓ |
| | | | NVC | 23.6 | 23.4 | 22.9 | 23 | 23.4 | ↔ |
| | | | NLC | 25.2 | 24.3 | 24.2 | 25.0 | 24.4 | ↓ |

Note:
 VLCC = Very Large Community Colleges (Alamo, Austin, Collin, Dallas, El Paso, Houston, Lone Star, San Jacinto, South Texas, Tarrant)
 Source: THECB Accountability System, THECB PREP Online, CBM Reports, AC Data Warehouse, IRES Program Review
 * = Preliminary data

Integrated Planning

Integrated denotes that no part of the planning process takes place in isolation from the other parts. The integrated planning process depicts an organization’s complete planning and control system. The three components of the integrated planning process are the strategic plan, the action plans, and the results management process.

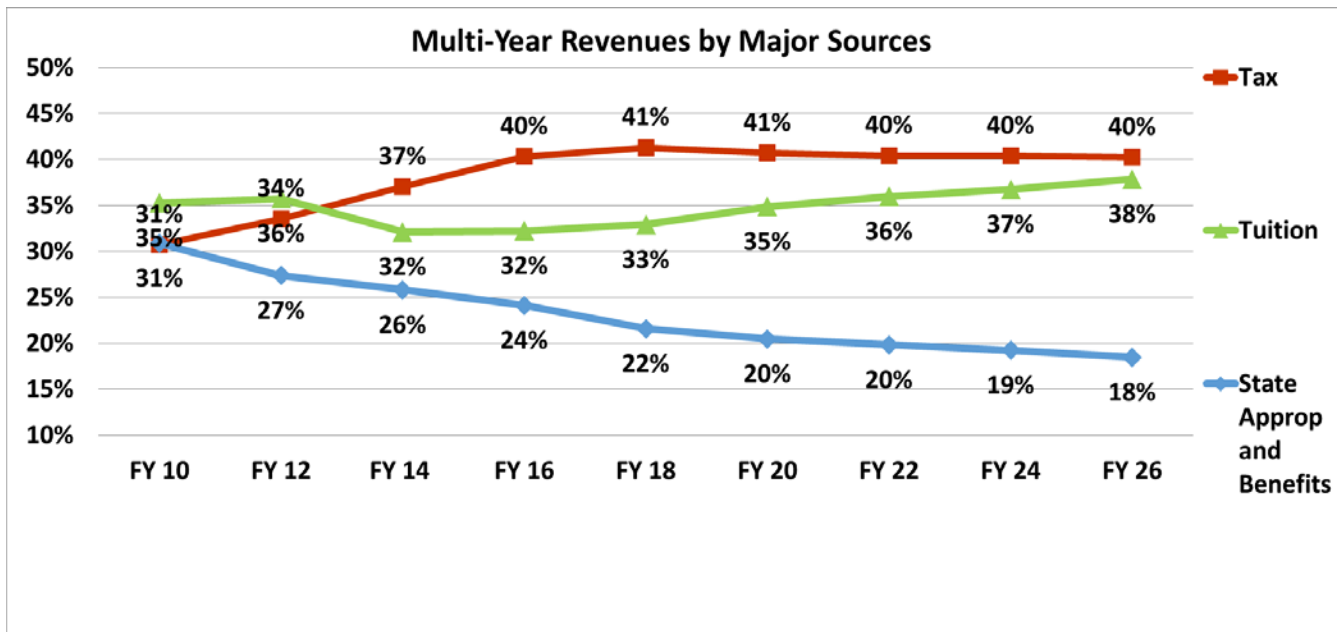


The integrated planning model for the Alamo Colleges guides all colleges and district units to strengthen the connection between the strategic plan, the action plans, and the budget. The model requires the integration of strategic and action planning with a systematic results management process where performance outputs and outcomes are evaluated, controlled, reported and improved. Taking corrective action involves improving actual performance, adjusting the performance standard (target), or both. Performance reports, including scorecards and dashboards, bring closure to action plans.

The alignment and integration of strategic planning, budgeting, and performance measurement are critical to ensure student success at the Alamo Colleges.

Multi-Year Planning

The ten-year planning projection is based on demographic data. Current trends assume state funding will remain at FY17 levels (same \$ amount) covering a growing enrollment; thus, the rate per contact hour/success point declines 11% by the year 2026. Based on the demographic study, enrollment is projected to grow an average of 3.1% per year over the ten-year period. Tuition rate increases were built into the assumptions to compensate for the projected lack of state funding increases. The plan assumes a 2% Tuition and Fee increase effective Fall 2017 that is included in year 2 (FY 2018), followed by a flat 2.0% increase annually in years three through eight and in year ten, and 2.15% in year nine. As seen in the chart below, it's important to note that the growth in Tuition and Fee revenue is also a function of the expected enrollment growth over the next ten years. Tax revenue is assumed to grow as the assessed valuation of homes and property increases in Bexar County; however, the ten-year plan also includes modest tax rate increases in FY 2021 and FY 2023-2025, not exceeding 5.0% in any given year. The projected tax rate and/or tuition increases may not be necessary if the state funding increases.



Operating expenses will grow as a function of the projected enrollment growth, based on the demographic data. This increase in operating expense is driven by additional funds allocated to continue the Alamo Colleges commitment to student success by providing adequate funding for instruction, academic support and student services. Enrollment is anticipated to increase from 69,600 to 91,587, a 32% increase over the ten year period. Operating expense will increase at a slower rate of 21%, with a 1.0% annual cost of living adjustment offset by an annual -1.5% efficiency factor. Facilities and utilities will rely on energy efficiency strategies and Preventive Maintenance to offset the expected rising costs in utilities. By year eight (FY 2024), Preventive Maintenance is increased to a \$21M per year level, more in line with national facility condition index (FCI) standards. By 2025, the colleges' capital budget is increased to full formula funding of \$10 million (from current \$3.3 million levels) to fund critical equipment replacements.

The tables below summarize the multi-year planning strategies and assumptions.

| MULTI-YEAR PROJECTION | | | | | | | | | | |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | YR1 | YR2 | YR3 | YR4 | YR5 | YR6 | YR7 | YR8 | YR9 | YR10 |
| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24 | FY25 | FY26 |
| REVENUE | | | | | | | | | | |
| State Appropriations - Instruction | \$ 59.8 | \$ 59.4 | \$ 59.0 | \$ 59.4 | \$ 58.8 | \$ 59.4 | \$ 58.9 | \$ 59.4 | \$ 58.9 | \$ 59.4 |
| State Appropriations - Veterans Administration Center | \$ 4.5 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| State Appropriations - Benefits | \$ 17.6 | \$ 17.6 | \$ 18.0 | \$ 18.5 | \$ 19.1 | \$ 19.6 | \$ 20.0 | \$ 20.5 | \$ 20.9 | \$ 21.3 |
| Tuition & Fees | \$ 92.0 | \$ 98.4 | \$ 105.4 | \$ 113.3 | \$ 118.7 | \$ 123.8 | \$ 127.8 | \$ 132.6 | \$ 139.1 | \$ 145.7 |
| Taxes | \$ 148.1 | \$ 147.4 | \$ 151.8 | \$ 154.8 | \$ 161.0 | \$ 161.0 | \$ 164.2 | \$ 167.5 | \$ 175.7 | \$ 175.8 |
| CE Consolidated | \$ 10.9 | \$ 10.9 | \$ 10.9 | \$ 10.9 | \$ 10.9 | \$ 10.9 | \$ 10.9 | \$ 10.9 | \$ 10.9 | \$ 10.9 |
| Non-formula | \$ 17.3 | \$ 19.0 | \$ 19.2 | \$ 19.4 | \$ 19.4 | \$ 19.6 | \$ 19.6 | \$ 19.7 | \$ 19.7 | \$ 19.7 |
| Other / Auxiliary | \$ 4.1 | \$ 4.1 | \$ 4.1 | \$ 4.1 | \$ 4.1 | \$ 4.1 | \$ 4.1 | \$ 4.1 | \$ 4.1 | \$ 4.1 |
| Total Revenue | \$ 354.2 | \$ 356.9 | \$ 368.4 | \$ 380.4 | \$ 392.0 | \$ 398.3 | \$ 405.6 | \$ 414.7 | \$ 429.5 | \$ 436.9 |
| EXPENSE | | | | | | | | | | |
| Colleges: | | | | | | | | | | |
| Instruction / General funding | \$ 192.3 | \$ 195.7 | \$ 199.3 | \$ 203.8 | \$ 209.0 | \$ 212.7 | \$ 217.1 | \$ 222.2 | \$ 228.0 | \$ 233.6 |
| Non-Formula | \$ 10.8 | \$ 10.0 | \$ 10.1 | \$ 10.2 | \$ 10.2 | \$ 10.3 | \$ 10.3 | \$ 10.5 | \$ 10.5 | \$ 10.5 |
| Capital | \$ 3.3 | \$ 3.3 | \$ 4.3 | \$ 5.3 | \$ 7.3 | \$ 7.8 | \$ 8.3 | \$ 9.3 | \$ 10.0 | \$ 10.0 |
| Total Colleges | \$ 206.3 | \$ 209.0 | \$ 213.7 | \$ 219.4 | \$ 226.6 | \$ 230.9 | \$ 235.7 | \$ 241.9 | \$ 248.4 | \$ 254.1 |
| District Support Operations: | | | | | | | | | | |
| Mandatory & General Institution | \$ 42.2 | \$ 40.7 | \$ 44.7 | \$ 46.1 | \$ 47.9 | \$ 48.8 | \$ 49.4 | \$ 50.6 | \$ 52.4 | \$ 53.5 |
| Preventive Maintenance | \$ 14.5 | \$ 14.5 | \$ 14.5 | \$ 15.5 | \$ 16.5 | \$ 19.0 | \$ 20.0 | \$ 21.0 | \$ 21.0 | \$ 21.0 |
| Capital | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Direct & Indirect DSO support | \$ 37.9 | \$ 35.6 | \$ 34.9 | \$ 35.6 | \$ 36.1 | \$ 35.2 | \$ 36.2 | \$ 36.4 | \$ 37.2 | \$ 38.6 |
| Facilities | \$ 41.0 | \$ 41.7 | \$ 41.7 | \$ 42.7 | \$ 43.9 | \$ 46.5 | \$ 47.6 | \$ 48.7 | \$ 49.0 | \$ 49.1 |
| CE Consolidated | \$ 8.8 | \$ 8.9 | \$ 8.9 | \$ 8.9 | \$ 8.9 | \$ 8.9 | \$ 8.9 | \$ 8.9 | \$ 8.9 | \$ 8.9 |
| Non-Formula | \$ 8.5 | \$ 8.9 | \$ 9.0 | \$ 9.1 | \$ 9.1 | \$ 9.2 | \$ 9.2 | \$ 9.3 | \$ 9.3 | \$ 9.3 |
| Total District | \$ 152.9 | \$ 150.2 | \$ 153.6 | \$ 157.9 | \$ 162.3 | \$ 167.6 | \$ 171.3 | \$ 174.8 | \$ 177.7 | \$ 180.4 |
| Grand Total Expense | \$ 359.2 | \$ 359.3 | \$ 367.4 | \$ 377.3 | \$ 388.9 | \$ 398.5 | \$ 407.0 | \$ 416.7 | \$ 426.2 | \$ 434.4 |
| CONTRIBUTION | \$ (5.0) | \$ (2.4) | \$ 1.0 | \$ 3.2 | \$ 3.1 | \$ (0.2) | \$ (1.4) | \$ (1.9) | \$ 3.3 | \$ 2.5 |
| CUMULATIVE CONTRIBUTION | \$ (5.0) | \$ (7.3) | \$ (6.3) | \$ (3.1) | \$ (0.1) | \$ (0.3) | \$ (1.7) | \$ (3.6) | \$ (0.3) | \$ 2.2 |
| PROJECTED ENROLLMENT | 69,600 | 72,738 | 76,548 | 80,347 | 82,180 | 83,720 | 84,943 | 86,577 | 89,035 | 91,587 |

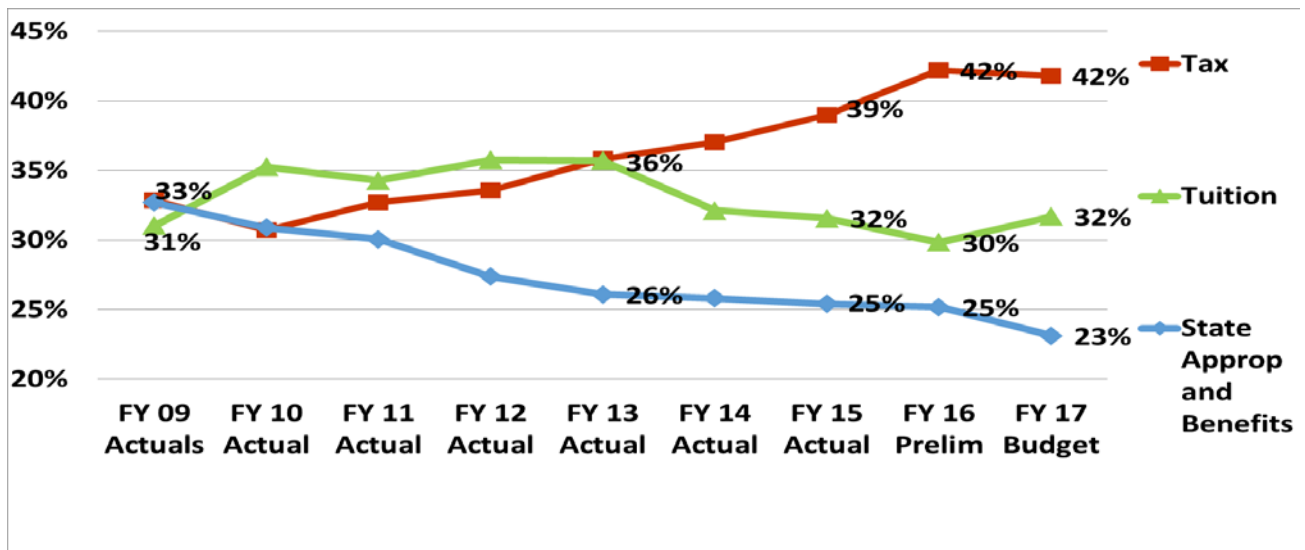
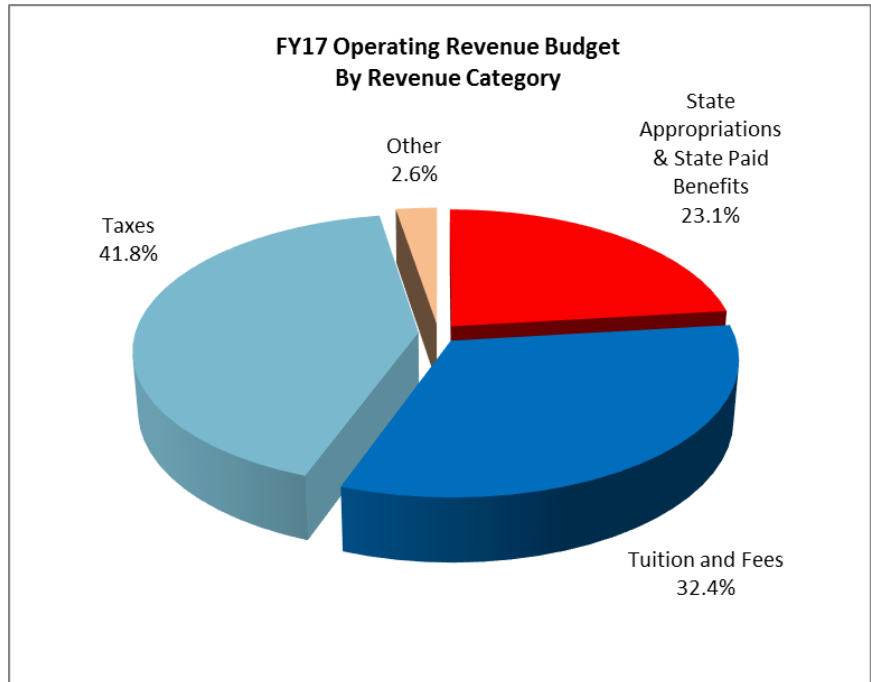
| ASSUMPTIONS | YR1 | YR2 | YR3 | YR4 | YR5 | YR6 | YR7 | YR8 | YR9 | YR10 | |
|--|---------|----------|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------------|
| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24 | FY25 | FY26 | |
| Enrollment | | | | | | | | | | | |
| Using the demographic growth assumptions provided by Facilities Programming. Based on trends, as well as the positive response of Academy and High School students, the Dual Credit/ECHS enrollment is projected to grow nearly 50% over the next ten years. | | | | | | | | | | | |
| | | | | | | | | | | | Avg |
| <i>Non-Exempt</i> | 54,635 | 56,371 | 58,941 | 61,665 | 62,867 | 63,835 | 64,556 | 65,581 | 67,220 | 68,918 | |
| <i>Exempt - Other</i> | 2,462 | 2,573 | 2,708 | 2,842 | 2,907 | 2,961 | 3,005 | 3,063 | 3,149 | 3,240 | |
| <i>Exempt - Dual Credit / ECHS</i> | 12,503 | 13,794 | 14,899 | 15,840 | 16,407 | 16,923 | 17,383 | 17,934 | 18,665 | 19,429 | |
| TOTAL ENROLLMENT | 69,600 | 72,738 | 76,548 | 80,347 | 82,180 | 83,720 | 84,943 | 86,577 | 89,035 | 91,587 | |
| <i>Y-o-Y Growth</i> | | 4.51% | 5.24% | 4.96% | 2.28% | 1.87% | 1.46% | 1.92% | 2.84% | 2.87% | 3.11% |
| State Appropriations | | | | | | | | | | | |
| Assumes state funding is flat, using the biennium FY 2016-2017 from the 84th Texas Legislature. | | | | | | | | | | | |
| Unfunded Growth Calculation - by assuming state appropriation revenue remains flat, incremental contact hour growth goes unfunded | | | | | | | | | | | |
| Projected Fundable Contact Hours (Millions) | 19.3 | 19.9 | 20.7 | 21.5 | 22.4 | 23.4 | 24.6 | 25.9 | 27.3 | 28.9 | |
| <i>Y-o-Y Growth (based on demographi study)</i> | | 3.11% | 3.56% | 4.02% | 4.31% | 4.60% | 4.90% | 5.19% | 5.49% | 5.78% | 4.55% |
| Base Year (FY17) Instruction \$/CH | \$ 3.09 | | | | | | | | | | |
| Unfunded Growth Using FY17 \$/CH | | \$ (2.3) | \$ (4.9) | \$ (7.1) | \$ (10.5) | \$ (13.2) | \$ (17.1) | \$ (20.7) | \$ (25.5) | \$ (29.9) | \$ (131.4) |
| Tuition | | | | | | | | | | | |
| The following annual tuition rate increases are assumed, in order to keep pace with enrollment growth as state funding does not fund for projected growth. | | | | | | | | | | | |
| | | | | | | | | | | | Avg |
| <i>Tuition rate increase - Non-Exempt enrollment</i> | 0.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.15% | 2.00% | 1.82% |
| Taxes | | | | | | | | | | | |
| M&O tax rate assumptions | | | | | | | | | | | |
| | | | | | | | | | | | Avg |
| <i>TAV change</i> | 5% | 3% | 3% | 2% | 2% | 0% | 0% | 0% | 0% | 0% | 1.50% |
| <i>Effective Rate change</i> | 0% | 0% | 0% | 0% | 2% | 0% | 2% | 2% | 5% | 0% | 1.10% |
| Expense assumptions | | | | | | | | | | | |
| Baseline expense growth uses the enrollment growth multiplied by efficiency factor, to create baseline expense growth at a rate less than enrollment. | | | | | | | | | | | |
| | | | | | | | | | | | Avg |
| <i>Enrollment growth</i> | 0.00% | 4.51% | 5.24% | 4.96% | 2.28% | 1.87% | 1.46% | 1.92% | 2.84% | 2.87% | 3.11% |
| <i>Expense growth</i> | 0.00% | 0.02% | 2.26% | 2.69% | 3.08% | 2.47% | 2.13% | 2.37% | 2.28% | 1.94% | 2.14% |
| <i>Efficiency factor</i> | 0.0% | -1.5% | -1.5% | -1.5% | -1.5% | -1.5% | -1.5% | -1.5% | -1.5% | -1.5% | -1.50% |
| <i>Cost-of-Living Adjustment (COLA)</i> | 0.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.00% |
| Preventive Maintenance - annual PM grows to reach \$21M per year | | | | | | | | | | | |
| PM annual amount | \$ 14.5 | \$ 14.5 | \$ 14.5 | \$ 15.5 | \$ 16.5 | \$ 19.0 | \$ 20.0 | \$ 21.0 | \$ 21.0 | \$ 21.0 | |
| PM incremental growth \$M | \$ - | \$ - | \$ - | \$ 1.0 | \$ 1.0 | \$ 2.5 | \$ 1.0 | \$ 1.0 | \$ - | \$ - | |
| Capital assumption to achieve \$10M annual | | | | | | | | | | | |
| Capital annual amount | \$ 3.3 | \$ 3.3 | \$ 4.3 | \$ 5.3 | \$ 7.3 | \$ 7.8 | \$ 8.3 | \$ 9.3 | \$ 10.0 | \$ 10.0 | |
| Capital incremental growth \$M | \$ - | \$ - | \$ 1.0 | \$ 1.0 | \$ 2.0 | \$ 0.5 | \$ 0.5 | \$ 1.0 | \$ 0.7 | \$ - | |

FINANCIAL INFORMATION

Revenue Summary

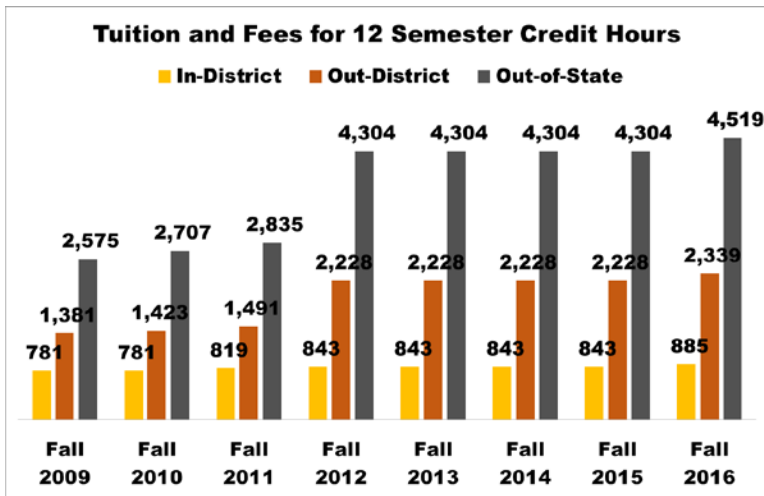
Operating revenues to Alamo Colleges are from three main sources—tuition and fees, ad valorem taxes, and state appropriations. Detailed revenue information by type is contained in the Supplemental Information for the FY 2016-2017 Annual Budget. The FY 2016-2017 Annual Budget is based on the following revenue assumptions:

- A 5% increase in regular tuition effective Spring 2016 for in-district, out-of-district, non-Texas, and international students. It has been three and a half (3.5) years since the last tuition increase (Fall 2012).
- The projected ad valorem taxes increased significantly as the taxable assessed value of properties across Bexar County rose by nearly 8.5%. It is important to note, there was not a property tax rate increase requested for the FY 2016-2017 budget.
- Continuing in FY 2016-2017, state appropriations revenues include state paid benefits (group health & retirement)



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, in the interest of our students, requested the FY 2016-2017 operating budget keep tuition and fees flat, with no increase in rate. The current rate with a 5% increase on regular tuition effective Spring 2016 was approved by the Board on October 20, 2015. For the fall semester 2016, per-semester special program tuition was continued for 38 programs, which include the following new programs: Digital Media, and Digital Video & Cinema Production. This increased tuition better aligns program revenues with costs related to required specialized equipment, labs, and/or class size

limitations. 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.

The assumption on enrollment is 5.8% growth as compared to the prior year, with an average class size of 25 students.

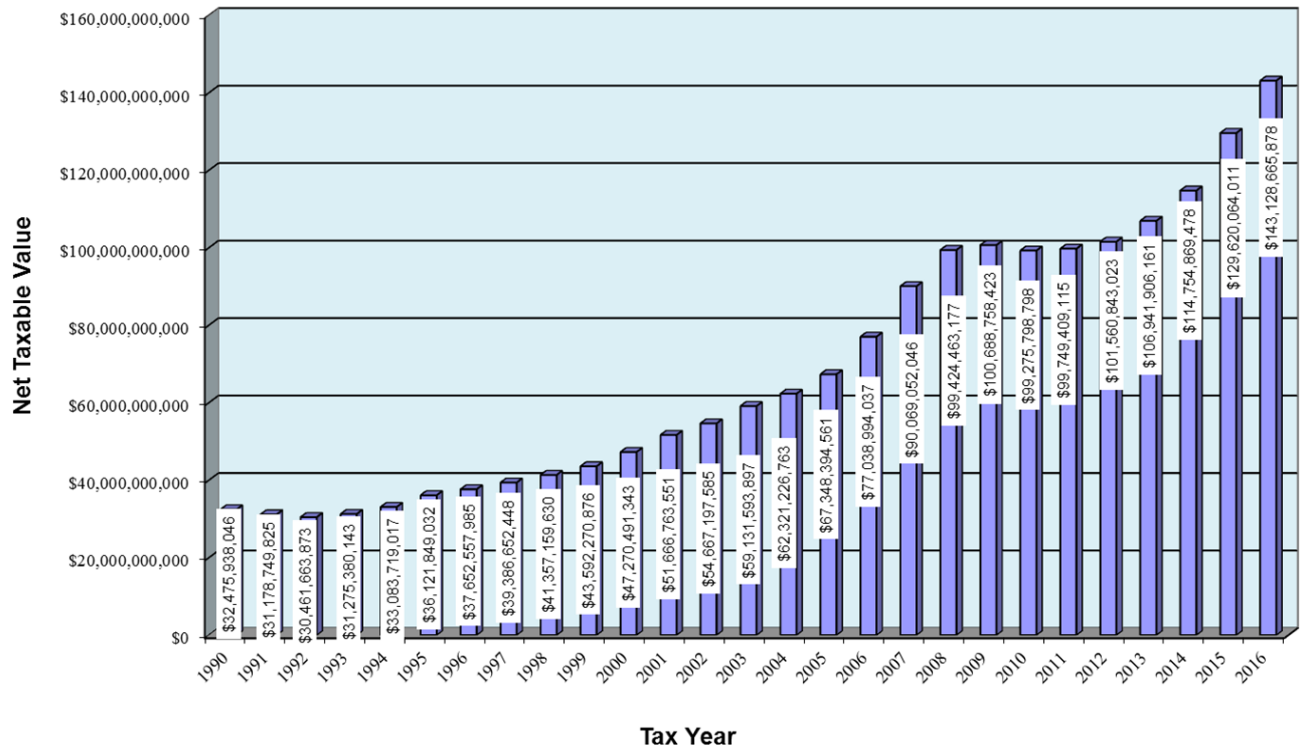
In comparison to other local institutions of higher education, the Alamo Colleges remains very affordable at \$885 for in-district tuition and fees for students taking 12 semester credit hours or \$910, including the Campus Access Fee. At the University of Texas at San Antonio, in-district students taking 12 semester credit hours in fall 2016 should expect to pay a total of \$3,850 in tuition and fees. The cost to enroll for 12 semester credit hours at St. Mary’s University, a private university in San Antonio, in fall 2016 totals \$14,090.

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 2016. 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 98.5%. 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 \$148.1 million from total ad valorem taxes is included in the FY 2016-2017 budget, and restricted revenue of \$56.9 million is for debt service on general obligation bonds and maintenance tax notes.

Tax Base History



Historical TAV is as reported in the CAFR for the relevant fiscal year, using that tax year's most recent certified supplement, less value of TIRZ. TY 2015 is the most recent supplement ARB approved. TY 2016 is the most recent supplement ARB approved. For historical comparative purposes, all values as shown are gross of (i.e. not reduced by) frozen values.

What do M&O Taxes Fund?

Property Taxes Funding

| | FY16 | FY17 | Variance |
|--|--------------|--------------|-------------------|
| Facilities Operations | 15.5 | 16.1 | (0.6) |
| Facilities Benefits (Hlth & Retire) | 1.9 | 2.0 | (0.1) |
| Utilities | 8.7 | 8.3 | 0.4 |
| Preventive Maintenance | 14.5 | 14.5 | - |
| Total Maintenance & Operations | 40.6 | 40.9 | (0.3) |
| Mandatory Trsf (Debt Svc, TPEG) | 13.8 | 17.4 | (3.6) |
| General Institutional (insurance, tax collecting, bad debt, ETAP, contractual, benefits) | 23.7 | 24.7 | (1.0) |
| Gap in State Instructional Funding | 51.9 | 65.1 | (13.1) |
| TOTAL M&O TAX REVENUE (current rate) | 130.0 | 148.1 | (18.1) (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 or renovations 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 84th 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 (90% of overall appropriations) – 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 2016 and 2017), the revenues cover only 26.8% of the instructional costs as compared to 29.9% in the last biennium (FY 2014 and 2015) and down from 75% in FY2008/09.

Student Success (outcomes-based) (10% of overall appropriations) – 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 in the Supplemental section of this document on 'State Appropriations Exhibit 1'.

The Alamo Colleges' FY 2016-2017 budget includes \$60.0 million in state appropriation revenue and an additional \$17.6 million as the state's 50% contribution toward employee group health and retirement. In addition, the Alamo Colleges received a special appropriation from the State of Texas of \$9.0 million, spread over the two year biennium, designated for Veteran's Assistance Centers on campus.

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

Restricted Funds

These are funds restricted by donors or other outside agencies for specific purposes, gifts whose donors have placed limitations on their use, grants from private or governmental sources, bond proceeds, debt levy tax revenues, and other sponsored funds that are restricted for specific program use. A total of \$187.1 million of these funds are reflected in the FY 2016-2017 All Funds Budget Report, with an overall increase of \$65.9 million resulting from:

- An increase of \$1.3 million in Instruction and General funds
- A decrease of (–\$5.5) million in Scholarships and Fellowships
- An increase of \$66.9 million in Capital Outlay, with funds dedicated to the construction of the DSO administration building and state appropriations to construct a Veteran’s Assistance Center at San Antonio College, assist with developing a Veteran’s Outreach and Transition Center at St. Philip’s College and upgrades to accommodate veterans with disabilities at the Westside Education and Training Center
- An increase of \$3.2 million in Debt Service related to the construction of the DSO administration building

Debt proceeds are included in the revenues section of the budget; however, they are recorded as a liability in the financial statements. As these funds are non-discretionary and variable, comparative data is presented as information only.

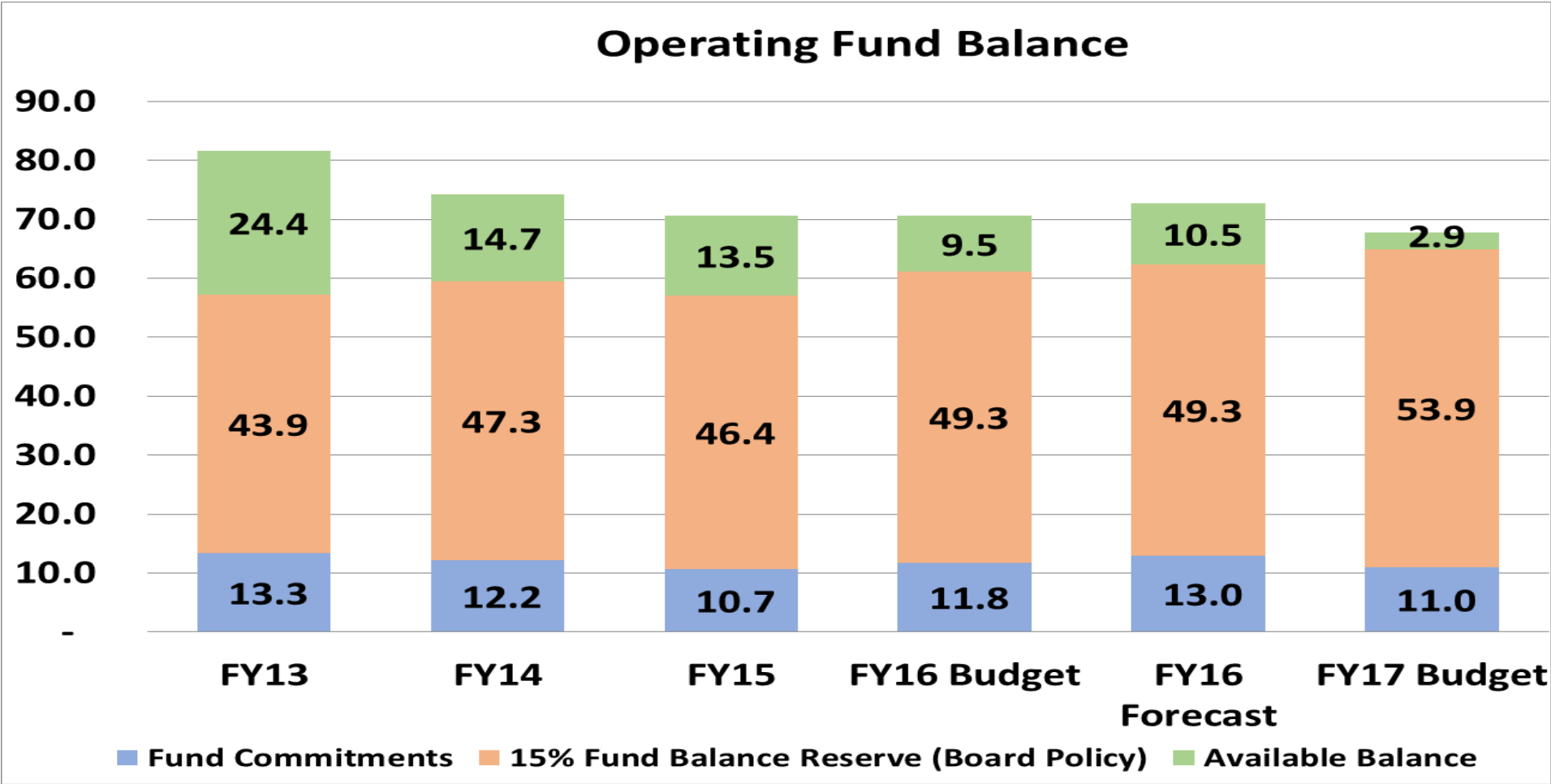
| Revenues | FY 2015-2016 | FY 2016-2017 | Change |
|------------------------------|---------------|---------------|---------------|
| Instruction & General | \$12,780,665 | \$14,120,888 | \$1,340,223 |
| Scholarships and Fellowships | 54,658,013 | 49,117,056 | (\$5,540,957) |
| Capital Outlay | | 66,950,000 | \$66,950,000 |
| Building | | | \$0 |
| Debt Services | 53,778,489 | 56,943,267 | \$3,164,778 |
| Total | \$121,217,167 | \$187,131,211 | \$65,914,044 |

FY 2016-2017 All Funds Budget Report

| ALAMO COLLEGES | | | |
|--|-----------------------------|--------------------|--------------------|
| FY 2016 - 2017 ALL FUNDS BUDGET REPORT | | | |
| | Proposed Budget 2016 - 2017 | | |
| | Unrestricted | Restricted | Total |
| REVENUES | | | |
| Instruction and General | 347,548,266 | 14,120,888 | 361,669,154 |
| Public Service | 297,405 | - | 297,405 |
| Scholarships and Fellowships | - | 49,117,056 | 49,117,056 |
| Auxiliary Enterprises | 5,468,931 | - | 5,468,931 |
| Student Activity Fee | 925,533 | - | 925,533 |
| Other (Use of Fund Balance) | - | - | - |
| Subtotal Current Funds | 354,240,135 | 63,237,944 | 417,478,079 |
| Capital Outlay | - | 66,950,000 | 66,950,000 |
| Renewals & Replacements | - | - | - |
| Building | - | - | - |
| Furniture & Equipment | - | - | - |
| Debt Services | - | 56,943,267 | 56,943,267 |
| Subtotal Plant Funds | - | 123,893,267 | 123,893,267 |
| TOTAL REVENUES | 354,240,135 | 187,131,211 | 541,371,346 |
| BEGINNING FUND BALANCES | | | |
| Instruction and General | 69,061,857 | 1,134,135 | 70,195,992 |
| Public Service | - | - | - |
| Scholarships and Fellowships | - | 9,298,703 | 9,298,703 |
| Auxiliary Enterprises | 3,200,000 | - | 3,200,000 |
| Student Activity Fee | 508,035 | - | 508,035 |
| Other (Use of Fund Balance) | - | - | - |
| Subtotal Current Funds | 72,769,892 | 10,432,838 | 83,202,730 |
| Capital Outlay | - | 4,718,850 | 4,718,850 |
| Renewals & Replacements | - | - | - |
| Building | - | 12,088,604 | 12,088,604 |
| Furniture & Equipment | - | 6,026,971 | 6,026,971 |
| Debt Services | - | 11,101,255 | 11,101,255 |
| Subtotal Plant Funds | - | 33,935,680 | 33,935,680 |
| TOTAL BEGINNING FUND BALANCES | 72,769,892 | 44,368,518 | 117,138,410 |
| TOTAL AVAILABLE | | | |
| Instruction and General | 416,610,123 | 15,255,023 | 431,865,146 |
| Public Service | 297,405 | - | 297,405 |
| Scholarships and Fellowships | - | 58,415,759 | 58,415,759 |
| Auxiliary Enterprises | 8,668,931 | - | 8,668,931 |
| Student Activity Fee | 1,433,568 | - | 1,433,568 |
| Other (Use of Fund Balance) | - | - | - |
| Subtotal Current Funds | 427,010,027 | 73,670,782 | 500,680,809 |
| Capital Outlay | - | 71,668,850 | 71,668,850 |
| Renewals & Replacements | - | - | - |
| Building | - | 12,088,604 | 12,088,604 |
| Furniture & Equipment | - | 6,026,971 | 6,026,971 |
| Debt Services | - | 68,044,522 | 68,044,522 |
| Subtotal Plant Funds | - | 157,828,947 | 157,828,947 |
| TOTAL AVAILABLE | 427,010,027 | 231,499,729 | 658,509,756 |
| 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 2016 - 2017 ALL FUNDS BUDGET REPORT | | | |
| | Proposed Budget 2016 - 2017 | | |
| | Unrestricted | Restricted | Total |
| EXPENDITURES | | | |
| Instruction and General | 339,046,675 | 14,120,888 | 353,167,563 |
| Public Service | 1,302,538 | - | 1,302,538 |
| Scholarships and Fellowships | - | 54,634,079 | 54,634,079 |
| Auxiliary Enterprises | 1,902,431 | - | 1,902,431 |
| Student Activity Fee | 925,533 | - | 925,533 |
| Other (Use of Fund Balance) | - | - | - |
| Subtotal Current Funds | 343,177,177 | 68,754,967 | 411,932,144 |
| Capital Outlay | - | 45,868,064 | 45,868,064 |
| Renewals & Replacements | - | - | - |
| Building | - | 7,833,347 | 7,833,347 |
| Furniture & Equipment | - | 602,697 | 602,697 |
| Debt Services | - | 67,302,392 | 67,302,392 |
| Subtotal Plant Funds | - | 121,606,500 | 121,606,500 |
| TOTAL EXPENDITURES | 343,177,177 | 190,361,467 | 533,538,644 |
| TRANSFERS (IN) OUT | | | |
| Instruction and General | - | - | - |
| Public Service | - | - | - |
| Scholarships and Fellowships | 5,517,023 | (5,517,023) | - |
| Auxiliary Enterprises | - | - | - |
| Student Activity Fee | - | - | - |
| Other (Use of Fund Balance) | - | - | - |
| Subtotal Current Funds | 5,517,023 | (5,517,023) | - |
| Capital Outlay | - | - | - |
| Renewals & Replacements | - | - | - |
| Building | 151,000 | (151,000) | - |
| Furniture & Equipment | - | - | - |
| Debt Services | 10,359,125 | (10,359,125) | - |
| Subtotal Plant Funds | 10,510,125 | (10,510,125) | - |
| NET TRANSFERS | 16,027,148 | (16,027,148) | - |
| TOTAL EXPENSE AND TRANSFERS | 359,204,325 | 174,334,319 | 533,538,644 |
| ENDING FUND BALANCES | | | |
| Instruction and General | 77,563,449 | 1,134,135 | 78,697,584 |
| Public Service | (1,005,133) | - | (1,005,133) |
| Scholarships and Fellowships | (5,517,023) | 9,298,703 | 3,781,680 |
| Auxiliary Enterprises | 6,766,500 | - | 6,766,500 |
| Student Activity Fee | 508,035 | - | 508,035 |
| Other (Use of Fund Balance) | - | - | - |
| Subtotal Current Funds | 78,315,827 | 10,432,838 | 88,748,665 |
| Capital Outlay | - | 25,800,786 | 25,800,786 |
| Renewals & Replacements | - | - | - |
| Building | (151,000) | 4,406,257 | 4,255,257 |
| Furniture & Equipment | - | 5,424,274 | 5,424,274 |
| Debt Services | (10,359,125) | 11,101,255 | 742,130 |
| Subtotal Plant Funds | (10,510,125) | 46,732,572 | 36,222,447 |
| TOTAL ENDING FUND BALANCES | 67,805,702 | 57,165,410 | 124,971,112 |
| TOTAL EXP, TRANSF & BAL | 427,010,027 | 231,499,729 | 658,509,756 |
| TOTAL EXP, TRANSF & BAL = TOTAL EXPENDITURES + NET TRANSFERS + TOTAL ENDING BALANCES | | | |
| Change in Fund Balance | (4,964,190) | 12,796,892 | 7,832,702 |

Historical Fund Balance



Operating Budget Overview

| REVENUES | |
|---|-----------------|
| FY16 Revenue Budget | \$328.3 |
| FY16 Amendment (T&F 5%, State True-up) | \$2.3 |
| FY16 Amendment (Increased Tax levy) | \$1.3 |
| Non-Formula (Spec. Prog. Tuition, Int'l, etc) | (\$7.5) |
| CE Consolidated | (\$4.8) |
| Tuition & Fees Underrun (Exempt/Waiver) | (\$4.2) |
| Other | (\$0.1) |
| Total True-up to Actuals | (\$13.1) |
| FY16 Projected Actual | \$315.2 |
| <u>FY17 Baseline Adjustments:</u> | |
| M&O - Taxable Asset Valuation growth 8.5% | \$11.1 |
| M&O - rebalancing tax rate on Rev. bonds | \$3.3 |
| Tuition & Fees - full-yr impact of 5% rate increase & projected enrollment growth | \$7.6 |
| Non-Formula (Spec. Prog. Tuition, Int'l, etc) | \$5.4 |
| CE Consolidated | \$8.6 |
| Other | \$0.0 |
| Add'l State Paid benefits | \$2.8 |
| FY17 Baseline Projection | \$354.0 |

| <u>FY17 Proposed Actions:</u> | |
|--------------------------------------|----------------|
| Bellwether Consortium | \$0.2 |
| Revenue Strategies | \$0.2 |
| FY17 Revenue Projection: | \$354.2 |

| EXPENSES | |
|---|----------------|
| FY16 Expense Budget | \$328.3 |
| FY16 Amendment | \$1.6 |
| FY16 Amend. (Contact Hour Fall 2015 growth) | \$0.9 |
| Non-Formula Expense | (\$7.5) |
| CE Consolidated | (\$4.8) |
| Total True-up to Actuals | (\$9.8) |
| FY16 Net | \$318.5 |
| <u>FY17 Baseline Adjustments:</u> | |
| College Workload (Growth& Advisors) | \$6.0 |
| DSO Workload (Growth) | \$1.5 |
| Non-Formula (excl CE) Expense | \$5.4 |
| CE Consolidated | \$6.9 |
| Utilities | \$0.0 |
| Grounds/Housekeeping/Maint pressure | \$0.4 |
| Board Elections - add'l needed for CIP | \$0.9 |
| IT Investments | \$0.5 |
| Gen Inst'l (enterprise wide, incl DSO Debt Svc) | \$3.4 |
| Benefits Increase (incl ERS rate increase) | \$5.9 |
| Other | (\$0.7) |
| FY17 Baseline Projection | \$348.6 |
| FY17 Baseline Surplus | \$5.4 |

| <u>FY17 Proposed Actions:</u> | |
|---|----------------|
| Bellwether Consortium | \$0.1 |
| Compensation adjustment | \$9.0 |
| Student Success Fund (Institutes, Faculty Dev, EAB) | \$2.0 |
| Expense Strategies | \$11.1 |
| FY17 Expense Projection: | \$359.2 |
| FY17 Budget Gap (if negative) | (\$5.0) |

Three Year Comparison – Annual Operating Budget

ALAMO COLLEGES

Three Year General Operating Budget Comparison: FY15, FY16, & FY17

| DESCRIPTION | FY15 APPROVED | FY16 * APPROVED | FY17 APPROVED | INC/(DEC) FY17 vs. FY16 |
|--|----------------------|----------------------|----------------------|----------------------------|
| REVENUES | | | | |
| STATE APPROPRIATIONS | \$63,440,459 | \$64,400,935 | \$64,283,295 | (\$117,640) |
| State Paid Benefits | \$14,800,000 | \$14,800,000 | \$17,640,911 | \$2,840,911 |
| <u>TUITION AND FEES:</u> | | | | \$0 |
| Tuition | \$90,647,362 | \$95,486,747 | \$109,222,588 | \$13,735,841 |
| Pledged Tuition | \$21,417,639 | \$21,294,893 | \$22,858,824 | \$1,563,931 |
| Exemptions | (\$18,166,013) | (\$17,803,784) | (\$24,903,604) | (\$7,099,820) |
| Fees | \$5,973,350 | \$6,863,723 | \$6,521,339 | (\$342,384) |
| TAXES | \$118,201,546 | \$132,346,658 | \$148,053,358 | \$15,706,700 |
| CONTRACTS & INDIRECT COSTS | \$615,000 | \$615,000 | \$615,000 | \$0 |
| INVESTMENT INTEREST INCOME | \$400,000 | \$400,000 | \$400,000 | \$0 |
| OTHER INCOME | \$4,139,680 | \$5,322,008 | \$4,619,493 | (\$702,515) |
| TOTAL EDUCATIONAL & GENERAL REVENUE | \$301,469,023 | \$323,726,180 | \$349,311,204 | \$25,585,024 |
| AUXILIARY ENTERPRISES | \$4,648,000 | \$4,608,060 | \$4,928,931 | \$320,871 |
| TOTAL GENERAL OPERATING REVENUES | \$306,117,023 | \$328,334,240 | \$354,240,135 | \$25,905,895 |

| FUND BALANCE COMMITMENTS: | | | | |
|----------------------------------|----------------------|----------------------|----------------------|---------------------|
| General Operations | \$10,994,924 | \$0 | \$4,964,190 | 4,964,190 |
| TOTAL FUNDS AVAILABLE | \$317,111,947 | \$328,334,240 | \$359,204,325 | \$30,870,085 |

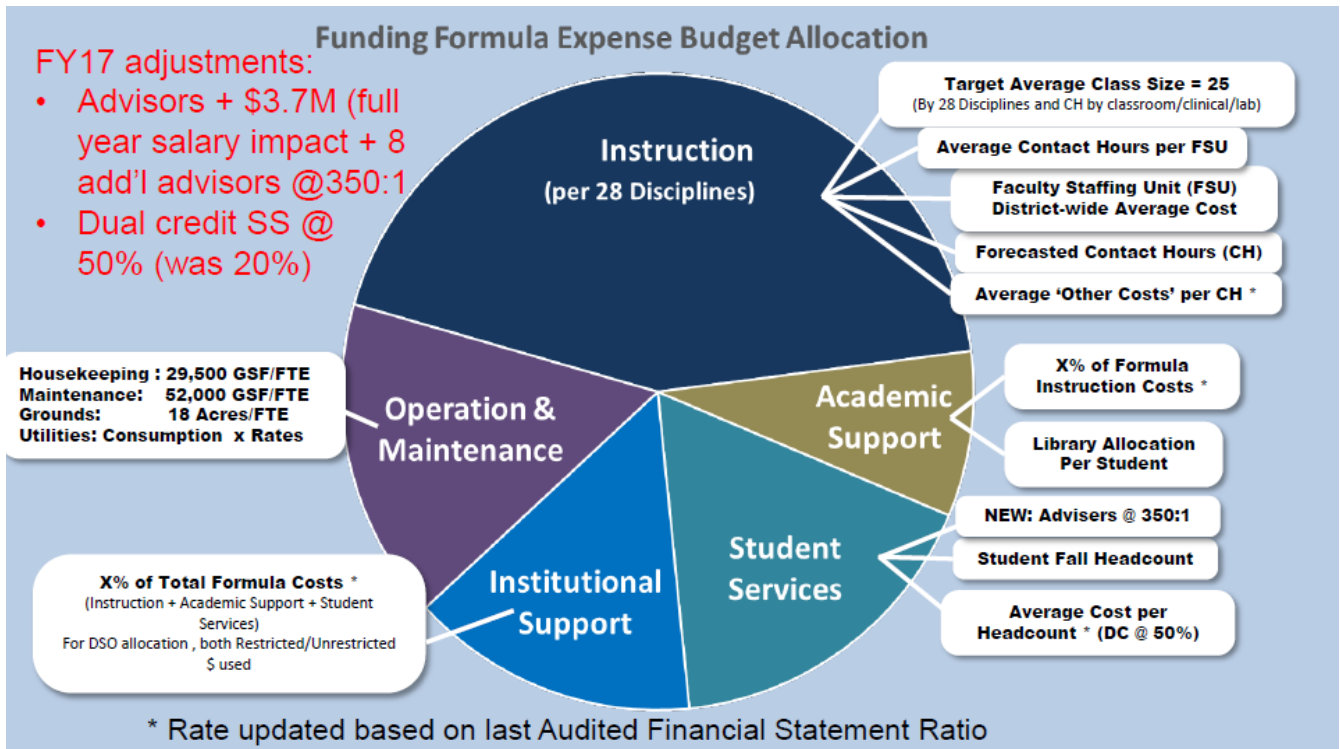
| EXPENDITURES | | | | |
|---|----------------------|----------------------|----------------------|---------------------|
| <u>EDUCATIONAL AND GENERAL:</u> | | | | |
| INSTRUCTION | \$116,098,817 | \$112,284,065 | \$131,059,622 | \$18,775,557 |
| PUBLIC SERVICE | \$510,756 | \$628,883 | \$1,191,641 | \$562,758 |
| ACADEMIC SUPPORT | \$25,369,995 | \$24,229,120 | \$23,761,308 | (\$467,812) |
| STUDENT SERVICES | \$38,980,786 | \$40,722,274 | \$44,336,912 | \$3,614,638 |
| INSTITUTIONAL SUPPORT | \$76,167,476 | \$89,241,388 | \$93,210,240 | \$3,968,852 |
| OPERATION and MAINTENANCE of PLANT | \$40,545,319 | \$41,314,269 | \$41,692,153 | \$377,884 |
| SCHOLARSHIPS/EXEMPTIONS | \$797,734 | \$777,970 | \$1,083,721 | \$305,751 |
| TOTAL EDUCATIONAL and GENERAL EXPENDITURES | \$298,470,883 | \$309,197,969 | \$336,335,597 | \$27,137,628 |
| <u>AUXILIARY ENTERPRISE EXPENDITURES</u> | \$1,570,020 | \$2,007,083 | \$2,033,743 | \$26,660 |
| <u>MANDATORY TRANSFERS FOR:</u> | | | | |
| REV BOND DEBT SERV and TEX PUB ED GRANTS | \$12,315,455 | \$12,258,341 | \$15,976,148 | \$3,717,807 |
| CAPITAL BUDGET | \$3,300,000 | \$3,300,000 | \$3,300,000 | \$0 |
| <u>NON-MANDATORY TRANSFERS FOR:</u> | | | | |
| NON-MANDATORY TRANSFER - OTHER | \$1,404,589 | \$1,519,847 | \$1,507,837 | (\$12,010) |
| NATATORIUM MAJOR REPAIR FUND | \$51,000 | \$51,000 | \$51,000 | \$0 |
| TOTAL UNRESTRICTED CURRENT FUND | \$317,111,947 | \$328,334,240 | \$359,204,325 | \$30,870,085 |

* FY16 approved budgets have been restated due to CE consolidation

- A) Increase student enrollments in regular and exempts
- B) Increase in taxable assessed valuation of 8.5%
- C) Include increases: benefits(\$4.1M), faculty salaries (\$4.6M), student success investment for adjunct release time (\$1.1M), adjunct salary (\$4.6M), vacancy credit (-\$0.6M), CE consolidation/restat (\$3.7M), and technology & telecom. usage (\$1.3M).
- D) Include salary and benefits increases (\$0.4M) and other operating expenses (\$0.1M) - CLCSA/ECO/Tech Store
- E) Include salaries/wages (\$0.7M), technology & telecommunications usage (\$0.2M), fringe benefits (\$1.2M), prof. fees/contract services (\$0.6M), and student success investment for FTE and faculty development (\$0.9M)
- F) Include comp. inc/new positions (5.1M), CE restate (-\$3.7M), fringe benefits (\$1.0M), bond election (\$0.9M), technology & telecommunications usage (-\$0.6M), and navigate system lincese and implementation/library software (\$1.0M)
- G) Transfers increases in DSO include payment (\$3.3M) for DSO new building, POSA (\$0.1M), and TPEG (\$0.3M).

Expense Budget

The total all funds expense budget approved by the Board of Trustees for FY 2016-2017 was \$533.5 million, comprised of \$359.2 million in operating expense and \$174.3 million in restricted funds. The operating expense budget is developed using a two-step process. The first step is to calculate the budget allocation by function for the colleges using a standard allocation methodology and making decisions on cost savings and investment strategies. 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 allocation methodology for the five colleges is depicted below.



Based on the workload budget allocation model, each of the five colleges was given a single budget allocation for FY 2016-2017 (Step One). In the second step of the process, each college President distributes the allocated budget to: (a) funded employee positions and (b) departmental operational expense accounts, based on the strategic initiatives and priorities at that location. The district support operations budget is built using a combination of workload driven and base budget techniques and is discussed later in this section.

The chart on the next page details changes in the total approved operating budget from the prior year by each College/Vice Chancellor area:

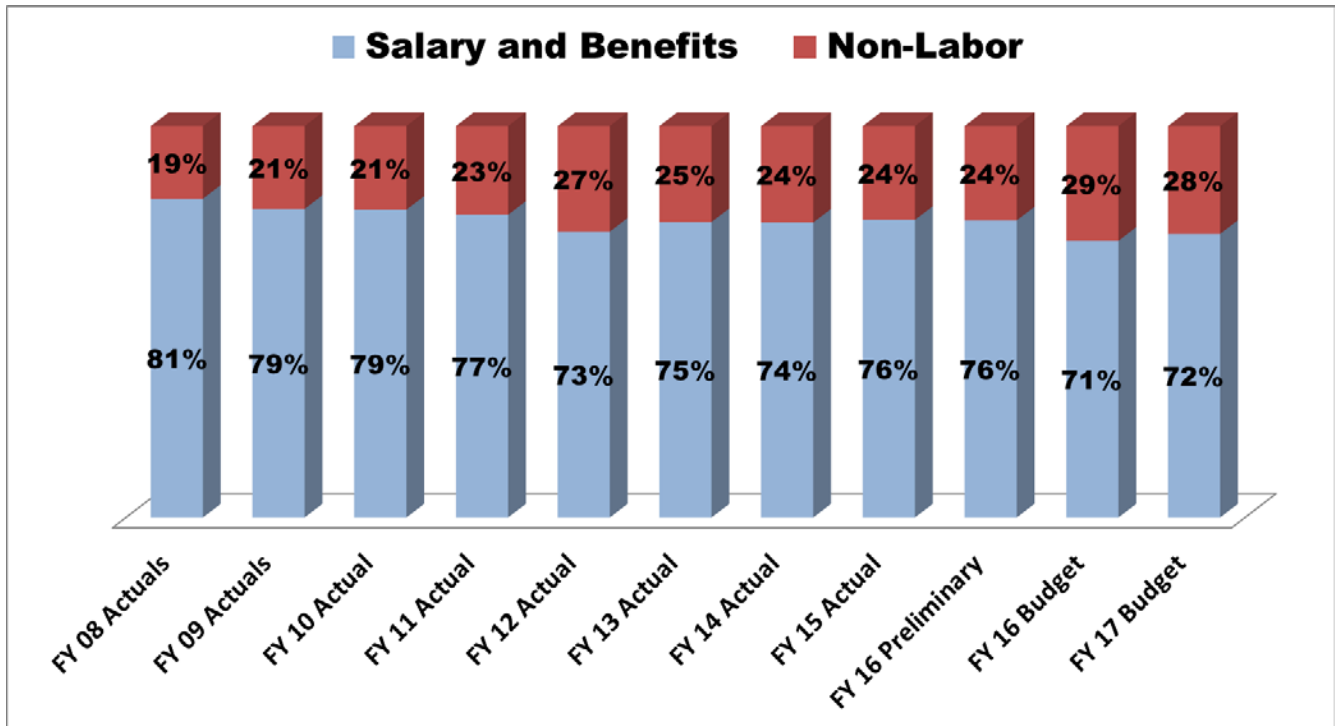
| Total Alamo Colleges | | | | | | | | | | | |
|---|--------------------|--------------------|----------------------|------------------------|---|------------------|------------------|--------------------|--------------------------------|--------------|-------------|
| | FY16 Restated* | FY17 Baseline | FY17 Baseline Growth | FY17 Baseline Growth % | Compensation & Health Care Benefit Rate Incr. | Student Success | Advising | FY17 Approved | FY16 Restated vs FY17 Approved | Δ % | CH Var |
| Operating Budget | | | | | | | | | | | |
| San Antonio College | 60,542,995 | 61,227,896 | 684,901 | 1.1% | 3,848,034 | 205,000 | 1,729,052 | 67,009,981 | 6,466,986 | 10.7% | -4.1% |
| St. Philip's College | 39,834,737 | 41,493,965 | 1,659,228 | 4.2% | 2,343,682 | 246,000 | 183,125 | 44,266,771 | 4,432,034 | 11.1% | 7.1% |
| Palo Alto College | 28,768,040 | 30,521,698 | 1,753,658 | 6.1% | 1,608,970 | 246,000 | 53,981 | 32,430,649 | 3,662,609 | 12.7% | 9.8% |
| Northwest Vista College | 39,385,279 | 42,198,055 | 2,812,776 | 7.1% | 2,209,905 | 205,000 | 656,011 | 45,268,972 | 5,883,693 | 14.9% | 3.6% |
| Northeast Lakeview College | 14,890,300 | 15,058,740 | 168,440 | 1.1% | 1,054,451 | 205,000 | 1,045,976 | 17,364,167 | 2,473,867 | 16.6% | 10.0% |
| Subtotal Colleges | 183,421,351 | 190,500,354 | 7,079,002 | 3.9% | 11,065,042 | 1,107,000 | 3,668,145 | 206,340,540 | 22,919,189 | 12.5% | 3.2% |
| VC Academic Success | 2,465,972 | 2,606,186 | 140,214 | 5.7% | 109,629 | 570,679 | | 3,286,494 | 820,522 | 33.3% | |
| VC Economic & Workforce Development | 7,777,207 | 8,046,313 | 269,106 | 3.5% | 343,546 | | | 8,389,859 | 612,652 | 7.9% | |
| CE Consolidation - under VCEWD | 11,616,486 | 8,617,007 | (2,999,479) | -25.8% | 191,111 | | | 8,808,118 | (2,808,368) | -24.2% | |
| VC Finance & Admin Services | 68,464,189 | 70,340,099 | 1,875,910 | 2.7% | 2,013,017 | 211,627 | | 72,564,743 | 4,100,554 | 6.0% | |
| VC Plan Performance & Info Systems | 5,585,062 | 5,545,397 | (39,665) | -0.7% | 790,333 | | | 6,335,730 | 750,668 | 13.4% | |
| VC Student Success | 5,040,686 | 5,291,464 | 250,778 | 5.0% | 282,441 | 213,109 | | 5,787,014 | 746,328 | 14.8% | |
| Board, Chancellor, Legal, IA, Ethics, Inst Adv ¹ | 4,392,370 | 5,329,005 | 936,635 | 21.3% | 141,340 | | | 5,470,345 | 1,077,975 | 24.5% | |
| General Institutional | 39,570,917 | 42,221,482 | 2,650,565 | 6.7% | - | | | 42,221,482 | 2,650,565 | 6.7% | |
| Subtotal DSO | 144,912,889 | 147,996,953 | 3,084,064 | 2.1% | 3,871,417 | 995,415 | - | 152,863,785 | 7,950,896 | 5.5% | |
| Total FY17 Expenses | 328,334,240 | 338,497,306 | 10,163,066 | 3.1% | 14,936,459 | 2,102,415 | 3,668,145 | 359,204,325 | 30,870,085 | 9.4% | |

*CE Restate - restating FY16 formula funding for reimbursable CE contact hours to the Consolidated CE organization, resulting in \$2.2M in proposed expense savings in FY17.

¹ FY17 includes \$.9M for Bond Election

Salaries, Wages and Benefits

The next step in the process is to distribute expense budget to departments based on account type. The most significant account expense 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 2016-2017 operating budget, with the inclusion of fringe benefits paid by the state.



As a key strategic priority, the Alamo Colleges invested in its employees by approving a \$9.1M compensation adjustment, effective September 1, 2016. This was the first full-year compensation increase since FY 2013, with partial-year increases in FY 2014 and FY 2015 and no increase in FY 2016.

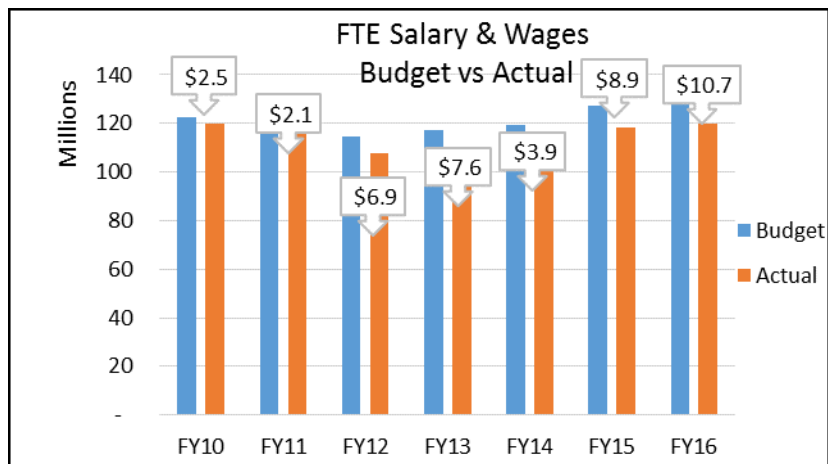
Beginning with FY 2013, the Alamo Colleges has implemented the “Threeness” principle for its faculty salary plan. This principle aligns the faculty salary schedule to be in the top three as compared to our peer group (the very large community colleges in Texas). For staff and administrators, beginning in FY 2014, a market-based study has been used to determine salary ranges by job description. Compensation adjustments are determined based on this market study, with the goal for all positions to be paid at the market-based mid-point or above.

The chart below highlights the average salary adjustment in FY 2017 by employee classification. Of note, with the highly competitive Information Technology sector, IT Managers and Professionals received on average a 10 percent increase to retain a qualified employee base.

| Employee Classification | Average Adjustment |
|-------------------------|--------------------|
| Full-time Faculty | 7.1% |
| Adjunct/CE Faculty | 2.3% |
| Full-time Staff | 4.9% |
| Part-time/Temp Staff | 2.6% |
| IT Mgr/Professionals | 10% |
| Administrators | 4.8% |

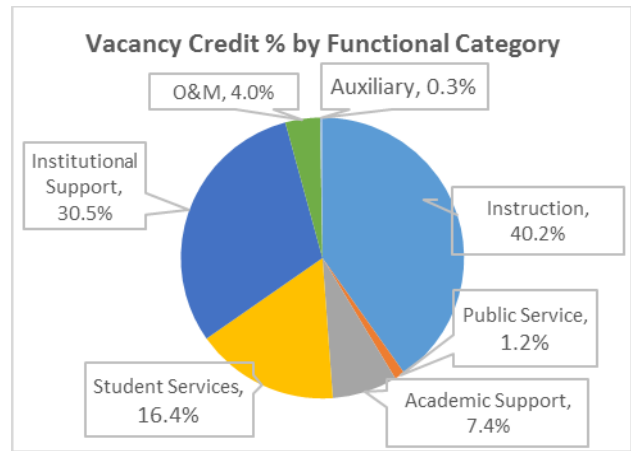
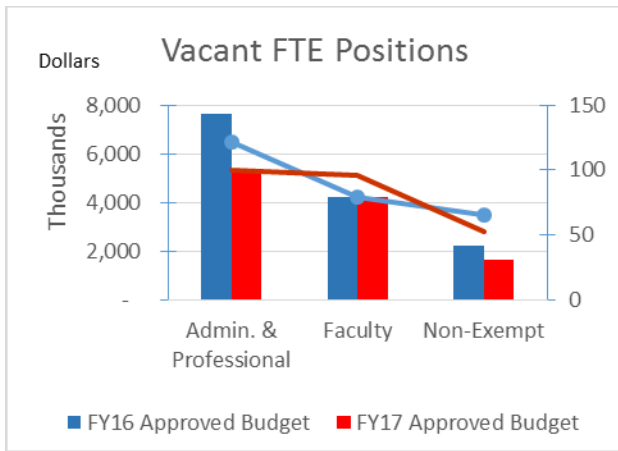
Vacancy Credit

Over the past several years, Alamo Colleges has averaged a 5% underspend in the labor budget. Positions are budgeted at 100% of salary and benefits; however, due to current vacancies, ongoing attrition, retirements, and in-house promotions, a portion of the budget is never used. In addition, new positions added during the budget process are frequently not filled on September 1, reducing the amount of budget used.



Retirement Incentive estimated annual savings of \$9M beginning in FY2012.

Included in the FY17 Budget, a \$4.5M hiring delay/vacancy credit (\$3.5M in Salary & Wages, and \$1M in Benefits) was implemented throughout the Alamo Colleges. In order to achieve the \$4.5M savings, Alamo Colleges accrued a 3 month hiring delay on all budgeted full-time positions currently unfilled. During the monthly budget versus actual analysis, the District Budget Office will monitor the vacant positions and salaries, and will reduce each President/Vice Chancellor’s budget for that month’s unused full-time positions salary until the \$4.5M savings is completely achieved.



The hiring delay credit allows for the upfront funding of ongoing investments, such as additional Advisors, Early College High School and Academies programs.

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’ staffing management plan (SMP). The SMP guides the actions on how positions are defined, staffed, redeployed, managed and controlled to meet the strategic goals and objectives of Alamo Colleges. 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 2016-2017 target: 72% for Alamo Colleges, 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 SMP will provide quantitative data to guide future hiring decisions for the Alamo Colleges to ensure the right mix of functions to support the students and rebalance resources fairly across the five Colleges.

FY 2017 Staffing Management Plan (SMP)

| | SAC | SPC | PAC | NVC | NLC | DISTRICT | TOTAL |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|
| FY 2017 APPROVED | | | | | | | |
| FTE Salaries ¹ | 33,626,747 | 22,101,555 | 15,186,299 | 19,350,309 | 9,347,589 | 44,226,145 | 143,838,644 |
| Other Salaries and Wages | 10,781,920 | 6,607,479 | 4,360,326 | 10,808,436 | 2,158,640 | 5,834,824 | 40,551,625 |
| Fringe Benefits - including State Paid | 11,726,577 | 7,664,004 | 5,099,599 | 7,156,293 | 3,047,300 | 18,267,904 | 52,961,677 |
| Total Personnel & Benefits | 56,135,244 | 36,373,038 | 24,646,224 | 37,315,038 | 14,553,529 | 68,328,873 | 237,351,946 |
| Operating Expenses ² | 10,874,737 | 7,893,733 | 7,784,425 | 7,953,934 | 2,810,638 | 66,999,927 | 104,317,394 |
| Sub-Total | 67,009,981 | 44,266,771 | 32,430,649 | 45,268,972 | 17,364,167 | 135,328,800 | 341,669,340 |
| Transfers | | | | | | 17,534,985 | 17,534,985 |
| TOTAL EXPENSE | 67,009,981 | 44,266,771 | 32,430,649 | 45,268,972 | 17,364,167 | 152,863,785 | 359,204,325 |
| Additional Adjustments Items: | | | | | | | 0 |
| Reclass agency /construction labor | | | | | | 5,770,697 | 5,770,697 |
| One-time Investments ³ | | | | | | (4,450,000) | (4,450,000) |
| SMP % Labor Calculation | | | | | | | |
| Total Labor Costs ⁴ | 56,135,244 | 36,373,038 | 24,646,224 | 37,315,038 | 14,553,529 | 74,099,570 | 243,122,643 |
| Total Expense excluding Transfers ³ | 67,009,981 | 44,266,771 | 32,430,649 | 45,268,972 | 17,364,167 | 130,878,800 | 337,219,340 |
| % of Labor to Total Expense ⁶ | 83.8% | 82.2% | 76.0% | 82.4% | 83.8% | 56.6% | 72.1% |
| Target under SMP | 79.0% | 79.0% | 79.0% | 79.0% | 79.0% | 57.2% | 72.0% |
| Variance from Target | 4.8% | 3.2% | -3.0% | 3.4% | 4.8% | -0.6% | 0.1% |

¹ FY17 Budget include (\$4.5M) Vacancy Credit

² Operating Expense includes capital budget of \$3.3M

³ Investment in Veteran's Administration Center

⁴ Total Labor Costs includes State Paid Benefits and the reclassification of \$5.8M for Construction Agency costs from Non-labor to Labor

⁵ Total Expense excluding Transfers and \$4.5M in VA Center Appropriation

⁶ PAC % Labor to Total Expense is lower than the SMP target due to \$2.4M in contracted labor/services related to the Helicopter Aviation special program tuition. This is a pass through to the 3rd party agency.

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

Operating Expenses (Non-labor)

Operating expenses are all expenses other than salaries, wages and benefits. For FY 2016-2017, in addition to the necessary expenses required to sustain the operations, areas receiving additional funding in alignment with budget priorities include: (1) \$0.6 million increase for faculty development and adjunct certification; (2) \$0.5 million increase for EAB Navigate Advisor System; (3) \$3.4 million increase for additional debt service; (4) \$.9million increase for the Bond election; and (5) \$0.5 million increase for AED/Fire Safety equipment.

Budget Summary Comparison by Account Type

| BUDGET SUMMARY COMPARISON BY ACCOUNT TYPE | | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|
| FY 2017 Approved vs. FY 2016 Approved | | | | | | | |
| | SAC | SPC | PAC | NVC | NLC | DISTRICT | TOTAL |
| FY 2017 APPROVED | | | | | | | |
| FTE Salaries | 33,319,037 | 21,708,235 | 14,793,516 | 18,987,090 | 9,142,589 | 41,745,950 | 139,696,417 |
| Other Salaries and Wages | 11,089,630 | 7,000,799 | 4,753,109 | 11,171,655 | 2,363,640 | 8,315,019 | 44,693,852 |
| Fringe Benefits | 11,726,577 | 7,664,004 | 5,099,599 | 7,156,293 | 3,047,300 | 18,267,904 | 52,961,677 |
| Total Personnel & Benefits | 56,135,244 | 36,373,038 | 24,646,224 | 37,315,038 | 14,553,529 | 68,328,873 | 237,351,946 |
| Operating Expenses | 10,874,737 | 7,893,733 | 7,784,425 | 7,953,934 | 2,810,638 | 66,999,927 | 104,317,394 |
| Sub-Total | 67,009,981 | 44,266,771 | 32,430,649 | 45,268,972 | 17,364,167 | 135,328,800 | 341,669,340 |
| Transfers | | | | | | 17,534,985 | 17,534,985 |
| Total | 67,009,981 | 44,266,771 | 32,430,649 | 45,268,972 | 17,364,167 | 152,863,785 | 359,204,325 |
| FY 2016 APPROVED * | | | | | | | |
| FTE Salaries | 32,758,415 | 19,464,416 | 13,431,595 | 17,402,960 | 8,606,900 | 39,200,669 | 130,864,955 |
| Other Salaries and Wages | 5,691,539 | 7,121,698 | 2,073,413 | 9,183,477 | 1,305,522 | 10,196,805 | 35,572,454 |
| Fringe Benefits | 9,878,132 | 6,240,852 | 4,058,857 | 5,964,247 | 2,509,202 | 17,369,888 | 46,021,178 |
| Total Personnel & Benefits | 48,328,086 | 32,826,966 | 19,563,865 | 32,550,684 | 12,421,624 | 66,767,362 | 212,458,587 |
| Operating Expenses | 12,214,909 | 7,007,771 | 9,204,175 | 6,834,595 | 2,468,676 | 64,316,339 | 102,046,465 |
| Sub-Total | 60,542,995 | 39,834,737 | 28,768,040 | 39,385,279 | 14,890,300 | 131,083,701 | 314,505,052 |
| Transfers | | | | | | 13,829,188 | 13,829,188 |
| Total | 60,542,995 | 39,834,737 | 28,768,040 | 39,385,279 | 14,890,300 | 144,912,889 | 328,334,240 |
| VARIANCE | | | | | | | |
| FTE Salaries | 560,622 | 2,243,819 | 1,361,921 | 1,584,130 | 535,689 | 2,545,281 | 8,831,462 A) |
| Other Salaries and Wages | 5,398,091 | (120,899) | 2,679,696 | 1,988,178 | 1,058,118 | (1,881,786) | 9,121,398 B) |
| Fringe Benefits | 1,848,445 | 1,423,152 | 1,040,742 | 1,192,046 | 538,098 | 898,016 | 6,940,499 C) |
| Total Personnel & Benefits | 7,807,158 | 3,546,072 | 5,082,359 | 4,764,354 | 2,131,905 | 1,561,511 | 24,893,359 |
| Operating Expenses | (1,340,172) | 885,962 | (1,419,750) | 1,119,339 | 341,962 | 2,683,588 | 2,270,929 D) |
| Sub-Total | 6,466,986 | 4,432,034 | 3,662,609 | 5,883,693 | 2,473,867 | 4,245,099 | 27,164,288 |
| Transfers | - | - | - | - | - | 3,705,797 | 3,705,797 E) |
| Total | 6,466,986 | 4,432,034 | 3,662,609 | 5,883,693 | 2,473,867 | 7,950,896 | 30,870,085 |
| Note: FTE is defined as Full-Time Employee in this table | | | | | | | |
| Capital budgets (FY16 - \$3,300,000 and FY17 - \$3,300,000) included in Operating Expenses | | | | | | | |
| Fringe Benefits include State paid benefits | | | | | | | |
| * FY16 approved budgets have been restated due to CE consolidation | | | | | | | |
| A) FTE salaries include comp. increases (\$7M) and new FTEs | | | | | | | |
| B) Other salaries and wages increases include the Comp. increases (\$2.0M), adjunct salaries (\$2.3M), adjunct release time (\$1.1M), and temporary salaries (\$3.6M). | | | | | | | |
| C) Fringe Benefits increases due to the new positons, comp. increase, and health insurance increase (\$4.0 M) district-wide. | | | | | | | |
| D) Operating expense increases in DSO include election expenses for Bond (\$0.9M), AED/Fire Safety need (\$0.5M) for Risk Mgmt. and navigate system license & implementation/library software (\$1.0M). | | | | | | | |
| E) Transfers increases in DSO include payment (\$3.3M) for DSO new building, POSA (\$0.1M), and TPEG (\$0.3M). | | | | | | | |

Budget Summary Comparison by Functional Category

| ALAMO COLLEGES | | | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|----------------|
| TWO YEAR BUDGET COMPARISON BY FUNCTIONAL CATEGORY | | | | | | | | |
| FUNCTIONAL CATEGORY | SAC | SPC | PAC | NVC | NLC | DIST | TOTAL | % |
| FY 2017 APPROVED | | | | | | | | |
| Instruction | 42,910,958 | 28,107,330 | 18,345,414 | 26,485,029 | 9,261,852 | 5,949,039 | 131,059,622 | 36.49% |
| Academic Support | 3,849,379 | 5,461,864 | 2,398,617 | 8,004,218 | 3,348,179 | 699,051 | 23,761,308 | 6.61% |
| Student Services | 10,140,096 | 5,998,689 | 5,989,378 | 6,965,898 | 2,843,139 | 12,399,712 | 44,336,912 | 12.34% |
| Institutional Support | 7,727,337 | 3,750,402 | 3,675,590 | 2,876,117 | 1,625,222 | 73,555,572 | 93,210,240 | 25.95% |
| Operation & Maint of Plant | 84,871 | 37,497 | | | | 41,569,785 | 41,692,153 | 11.61% |
| Public Service | 949,166 | 144,444 | | 98,031 | | | 1,191,641 | 0.33% |
| Scholarships | 100,000 | | 70,000 | | | 913,721 | 1,083,721 | 0.30% |
| Auxiliary | 163,567 | 113,425 | 1,514,831 | | | 241,920 | 2,033,743 | 0.57% |
| Transfers | 1,084,607 | 653,120 | 436,819 | 839,679 | 285,775 | 17,534,985 | 20,834,985 | 5.80% |
| TOTAL | 67,009,981 | 44,266,771 | 32,430,649 | 45,268,972 | 17,364,167 | 152,863,785 | 359,204,325 | 100.00% |
| FY 2016 APPROVED * | | | | | | | | |
| Instruction | 35,170,959 | 24,846,214 | 15,254,569 | 22,551,198 | 7,375,792 | 7,085,333 | 112,284,065 | 34.20% |
| Academic Support | 5,208,490 | 4,957,463 | 3,105,016 | 7,309,348 | 2,925,764 | 723,039 | 24,229,120 | 7.38% |
| Student Services | 10,069,549 | 5,607,484 | 5,269,045 | 6,209,656 | 2,629,818 | 10,936,722 | 40,722,274 | 12.40% |
| Institutional Support | 7,596,386 | 3,230,999 | 3,605,864 | 2,725,077 | 1,778,926 | 70,304,136 | 89,241,388 | 27.18% |
| Operation & Maint of Plant | 77,210 | 4,878 | | | | 41,232,181 | 41,314,269 | 12.58% |
| Public Service | 502,505 | 126,378 | | | | | 628,883 | 0.19% |
| Scholarships | 100,000 | | 70,000 | | | 607,970 | 777,970 | 0.24% |
| Auxiliary | 627,896 | 131,321 | 1,053,546 | | | 194,320 | 2,007,083 | 0.61% |
| Transfers | 1,190,000 | 930,000 | 410,000 | 590,000 | 180,000 | 13,829,188 | 17,129,188 | 5.22% |
| TOTAL | 60,542,995 | 39,834,737 | 28,768,040 | 39,385,279 | 14,890,300 | 144,912,889 | 328,334,240 | 100.00% |
| VARIANCE | | | | | | | | |
| Instruction | 7,739,999 | 3,261,116 | 3,090,845 | 3,933,831 | 1,886,060 | (1,136,294) | 18,775,557 | 16.72% A) |
| Academic Support | (1,359,111) | 504,401 | (706,399) | 694,870 | 422,415 | (23,988) | (467,812) | -1.93% |
| Student Services | 70,547 | 391,205 | 720,333 | 756,242 | 213,321 | 1,462,990 | 3,614,638 | 8.88% B) |
| Institutional Support | 130,951 | 519,403 | 69,726 | 151,040 | (153,704) | 3,251,436 | 3,968,852 | 4.45% C) |
| Operation & Maint of Plant | 7,661 | 32,619 | - | - | - | 337,604 | 377,884 | 0.91% D) |
| Public Service | 446,661 | 18,066 | - | 98,031 | - | - | 562,758 | 89.49% |
| Scholarships | - | - | - | - | - | 305,751 | 305,751 | 39.30% E) |
| Auxiliary | (464,329) | (17,896) | 461,285 | - | - | 47,600 | 26,660 | 1.33% |
| Transfers | (105,393) | (276,880) | 26,819 | 249,679 | 105,775 | 3,705,797 | 3,705,797 | 21.63% F) |
| TOTAL | 6,466,986 | 4,432,034 | 3,662,609 | 5,883,693 | 2,473,867 | 7,950,896 | 30,870,085 | 9.40% |
| Note: FY17 increase in DSO due to (\$ in millions): | | | | | | | | |
| * FY16 approved budgets have been restated due to CE consolidation | | | | | | | | |
| A) Instruction - increase in adjunct salaries (\$0.7M), CE consolidation (-\$1.8M) | | | | | | (1.10) | | |
| B) Student Services - Comp. increases (\$0.7M), benefits (\$0.2M), student success overlay (\$0.2M) work study (\$0.3M) | | | | | | 1.40 | | |
| C) Institutional Support - Comp. increases and new positions (\$5.1M) | | | | | | | | |
| - CE consolidation/restatement (-\$3.7) | | | | | | | | |
| - Technology and communications charges (\$0.6M) | | | | | | | | |
| - Benefits (\$0.4M) | | | | | | | | |
| - Election for the Bond (\$0.9M) | | | | | | 3.30 | | |
| D) Independent contractor services | | | | | | 0.30 | | |
| E) Bookstore revenue set-aside for scholarships | | | | | | 0.40 | | |
| F) Payment for DSO new building (\$3.3M), POSA (\$0.1M), and TPEG (\$0.3M) | | | | | | 3.70 | | |

Budget Summary by Salary and Other Expense

| ALAMO COLLEGES | | | | | | | |
|---|--------------------|--------------------|-------------------|-------------------|--------------------|--------------------|---------------|
| FY 2017 Budget Summary by Functional Category | | | | | | | |
| CAMPUS | FTE SALARY | VACANCY CREDIT* | OTHER SALARY | BENEFITS | OTHER EXPENSE | TOTAL BUDGET | % |
| San Antonio College | | | | | | | |
| Instruction | 21,625,741 | (397,738) | 9,712,598 | 7,868,718 | 4,101,639 | 42,910,958 | 64.0% |
| Public Service | 520,393 | (41,189) | 91,442 | 158,627 | 219,893 | 949,166 | 1.4% |
| Academic Support | 2,128,384 | (11,842) | 157,311 | 689,018 | 886,508 | 3,849,379 | 5.7% |
| Student Services | 5,708,724 | (163,208) | 1,150,290 | 1,893,251 | 1,551,039 | 10,140,096 | 15.1% |
| Institutional Support | 3,335,795 | (80,913) | 558,166 | 1,098,771 | 2,815,518 | 7,727,337 | 11.5% |
| Operations and Maintenance | | | 74,673 | 5,121 | 5,077 | 84,871 | 0.1% |
| Institutional Scholarships | | | | | 100,000 | 100,000 | 0.1% |
| Auxiliary Enterprises | | | 40,040 | 13,071 | 110,456 | 163,567 | 0.2% |
| Transfers (Capital Budget) | | | | | 1,084,607 | 1,084,607 | 1.6% |
| Total | 33,319,037 | (694,890) | 11,784,520 | 11,726,577 | 10,874,737 | 67,009,981 | 100.0% |
| St. Philip's College | | | | | | | |
| Instruction | 12,936,702 | (509,232) | 6,899,132 | 4,860,080 | 3,920,648 | 28,107,330 | 63.5% |
| Public Service | 69,228 | | 29,741 | 24,742 | 20,733 | 144,444 | 0.3% |
| Academic Support | 3,464,078 | (83,970) | 235,306 | 1,105,355 | 741,095 | 5,461,864 | 12.3% |
| Student Services | 3,674,574 | (70,200) | 419,371 | 1,172,546 | 802,398 | 5,998,689 | 13.6% |
| Institutional Support | 1,506,652 | (31,180) | 110,874 | 482,208 | 1,681,848 | 3,750,402 | 8.5% |
| Operations and Maintenance | | | | | 37,497 | 37,497 | 0.1% |
| Auxiliary Enterprises | 57,001 | (9,330) | 10,287 | 19,073 | 36,394 | 113,425 | 0.3% |
| Transfers (Capital Budget) | | | | | 653,120 | 653,120 | 1.5% |
| Total | 21,708,235 | (703,912) | 7,704,711 | 7,664,004 | 7,893,733 | 44,266,771 | 100.0% |
| Palo Alto College | | | | | | | |
| Instruction | 7,989,132 | (247,538) | 3,644,882 | 2,694,518 | 4,264,420 | 18,345,414 | 56.6% |
| Academic Support | 1,414,426 | (41,690) | 155,280 | 468,783 | 401,818 | 2,398,617 | 7.4% |
| Student Services | 3,491,806 | (63,191) | 504,080 | 1,122,857 | 933,826 | 5,989,378 | 18.5% |
| Institutional Support | 1,754,895 | (98,287) | 104,370 | 560,779 | 1,353,833 | 3,675,590 | 11.3% |
| Institutional Scholarships | | | | | 70,000 | 70,000 | 0.2% |
| Auxiliary Enterprises | 143,257 | | 795,203 | 252,662 | 323,709 | 1,514,831 | 4.7% |
| Transfers (Capital Budget) | | | | | 436,819 | 436,819 | 1.3% |
| Total | 14,793,516 | (450,706) | 5,203,815 | 5,099,599 | 7,784,425 | 32,430,649 | 100.0% |
| Northwest Vista College | | | | | | | |
| Instruction | 10,015,423 | (194,821) | 10,028,468 | 4,259,777 | 2,376,182 | 26,485,029 | 58.6% |
| Public Service | | | 30,000 | 32,935 | 35,096 | | |
| Academic Support | 3,129,811 | (51,932) | 911,696 | 1,045,129 | 2,969,514 | 8,004,218 | 17.7% |
| Student Services | 4,411,407 | (80,986) | 401,928 | 1,356,729 | 876,820 | 6,965,898 | 15.4% |
| Institutional Support | 1,430,449 | (32,241) | 159,543 | 461,723 | 856,643 | 2,876,117 | 6.4% |
| Transfers (Capital Budget) | | | | | 839,679 | 839,679 | 1.9% |
| Total | 18,987,090 | (359,980) | 11,531,635 | 7,156,293 | 7,953,934 | 45,170,941 | 100.0% |
| Northeast Lakeview College | | | | | | | |
| Instruction | 4,471,272 | (63,065) | 2,158,007 | 1,530,668 | 1,164,970 | 9,261,852 | 53.3% |
| Academic Support | 1,888,120 | (39,255) | 278,427 | 617,614 | 603,273 | 3,348,179 | 19.3% |
| Student Services | 1,846,782 | (61,931) | 104,853 | 599,155 | 354,280 | 2,843,139 | 16.4% |
| Institutional Support | 936,415 | (69,019) | 55,623 | 299,863 | 402,340 | 1,625,222 | 9.4% |
| Transfers (Capital Budget) | | | | | 285,775 | 285,775 | 1.6% |
| Total | 9,142,589 | (233,270) | 2,596,910 | 3,047,300 | 2,810,638 | 17,364,167 | 100.0% |
| District and District Support | | | | | | | |
| Instruction | | | 3,247,385 | 149,374 | 2,552,280 | 5,949,039 | 3.9% |
| Academic Support | 266,887 | (32,638) | 43,720 | 88,139 | 332,943 | 699,051 | 0.5% |
| Student Services | 5,610,332 | (137,686) | 1,200,769 | 1,612,525 | 4,113,772 | 12,399,712 | 8.1% |
| Institutional Support | 29,195,694 | (759,181) | 4,855,485 | 14,405,872 | 25,857,702 | 73,555,572 | 48.1% |
| Operations and Maintenance | 6,655,217 | (139,063) | 36,228 | 2,011,994 | 33,005,409 | 41,569,785 | 27.2% |
| Institutional Scholarships | | | | | 913,721 | 913,721 | 0.6% |
| Auxiliary Enterprises | 17,820 | | | | 224,100 | 241,920 | 0.2% |
| Transfers (Debt Svcs & TPEG) | | | | | 17,534,985 | 17,534,985 | 11.5% |
| Total | 41,745,950 | (1,068,568) | 9,383,587 | 18,267,904 | 84,534,912 | 152,863,785 | 100.0% |
| Alamo Colleges | | | | | | | |
| Instruction | 57,038,270 | (1,412,394) | 35,690,472 | 21,363,135 | 18,380,139 | 131,059,622 | 36.5% |
| Public Service | 589,621 | (41,189) | 151,183 | 216,304 | 275,722 | 1,191,641 | 0.3% |
| Academic Support | 12,291,706 | (261,327) | 1,781,740 | 4,014,038 | 5,935,151 | 23,761,308 | 6.6% |
| Student Services | 24,743,625 | (577,202) | 3,781,291 | 7,757,063 | 8,632,135 | 44,336,912 | 12.3% |
| Institutional Support | 38,159,900 | (1,070,821) | 5,844,061 | 17,309,216 | 32,967,884 | 93,210,240 | 25.9% |
| Operations and Maintenance | 6,655,217 | (139,063) | 110,901 | 2,017,115 | 33,047,983 | 41,692,153 | 11.6% |
| Institutional Scholarships | - | - | - | - | 1,083,721 | 1,083,721 | 0.3% |
| Auxiliary Enterprises | 218,078 | (9,330) | 845,530 | 284,806 | 694,659 | 2,033,743 | 0.6% |
| Transfers | - | - | - | - | 20,834,985 | 20,834,985 | 5.8% |
| TOTAL | 139,696,417 | (3,511,326) | 48,205,178 | 52,961,677 | 121,852,379 | 359,204,325 | 100.0% |

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

* FY17 approved salaries include three month vacancy credit adjustments by PVC levels.

| ALAMO COLLEGES | | | | | | | |
|---|-----------------------|------------------------|--------------------|------------------|-------------------|------------------|--------------------|
| FY 2017 Operating Expenses by Functional Category | | | | | | | |
| Campus | Equipment and Capital | Non Operating Expenses | Operating Expenses | Scholarships | Transfers | Travel | Total |
| San Antonio College | | | | | | | |
| Instruction | | | 4,101,639 | | | | 4,101,639 |
| Public Service | | | 219,893 | | | | 219,893 |
| Academic Support | | | 886,508 | | | | 886,508 |
| Student Services | | | 1,551,039 | | | | 1,551,039 |
| Institutional Support | 1,058,100 | | 1,757,418 | | | | 2,815,518 |
| Operations and Maintenance | | | 5,077 | | | | 5,077 |
| Institutional Scholarships | | | | 100,000 | | | 100,000 |
| Auxiliary Enterprises | | | 110,456 | | | | 110,456 |
| Transfers | | | | | 1,084,607 | | 1,084,607 |
| Total | 1,058,100 | - | 8,632,030 | 100,000 | 1,084,607 | - | 10,874,737 |
| St. Philip's College | | | | | | | |
| Instruction | 999,557 | | 2,814,084 | | - | 107,007 | 3,920,648 |
| Public Service | | | 20,733 | | | | 20,733 |
| Academic Support | 31,700 | | 667,606 | | | 41,789 | 741,095 |
| Student Services | 3,000 | 3,500 | 744,523 | | | 51,375 | 802,398 |
| Institutional Support | | | 1,629,848 | 1,500 | | 50,500 | 1,681,848 |
| Operations and Maintenance | | | 37,497 | | | | 37,497 |
| Auxiliary Enterprises | | | 33,744 | | | 2,650 | 36,394 |
| Transfers | | | | | 653,120 | | 653,120 |
| Total | 1,034,257 | 3,500 | 5,948,035 | 1,500 | 653,120 | 253,321 | 7,893,733 |
| Palo Alto College | | | | | | | |
| Instruction | 111,800 | | 4,150,620 | | | 2,000 | 4,264,420 |
| Academic Support | 16,600 | | 351,718 | | | 33,500 | 401,818 |
| Student Services | 21,398 | | 877,081 | | | 35,347 | 933,826 |
| Institutional Support | 421,588 | | 874,645 | | | 57,600 | 1,353,833 |
| Institutional Scholarships | | | | 70,000 | | | 70,000 |
| Auxiliary Enterprises | 22,373 | | 289,447 | | | 11,889 | 323,709 |
| Transfers | | | | | 436,819 | | 436,819 |
| Total | 593,759 | - | 6,543,511 | 70,000 | 436,819 | 140,336 | 7,784,425 |
| Northwest Vista College | | | | | | | |
| Instruction | 157,220 | | 2,211,062 | | | 7,900 | 2,376,182 |
| Public Service | | | 32,096 | | | 3,000 | 35,096 |
| Academic Support | 185,225 | | 2,675,139 | | | 109,150 | 2,969,514 |
| Student Services | 30,399 | | 805,053 | | | 41,368 | 876,820 |
| Institutional Support | 58,292 | | 729,381 | | | 68,970 | 856,643 |
| Transfers | | | | | 839,679 | | 839,679 |
| Total | 431,136 | - | 6,452,731 | - | 839,679 | 230,388 | 7,953,934 |
| Northeast Lakeview College | | | | | | | |
| Instruction | 15,400 | | 1,149,570 | | | | 1,164,970 |
| Academic Support | 119,220 | | 428,652 | | | 55,401 | 603,273 |
| Student Services | 9,800 | | 310,577 | | | 33,903 | 354,280 |
| Institutional Support | 2,150 | | 332,112 | | | 68,078 | 402,340 |
| Transfers | | | | | 285,775 | | 285,775 |
| Total | 146,570 | - | 2,220,911 | - | 285,775 | 157,382 | 2,810,638 |
| District and District Support | | | | | | | |
| Instruction | 17,325 | | 2,496,601 | | | 38,354 | 2,552,280 |
| Academic Support | 43,600 | | 242,832 | | | 46,511 | 332,943 |
| Student Services | 17,478 | | 3,980,475 | | | 115,819 | 4,113,772 |
| Institutional Support | 3,865,443 | 2,800,000 | 18,583,162 | | | 609,097 | 25,857,702 |
| Operations and Maintenance | 326,998 | | 32,620,138 | | | 58,273 | 33,005,409 |
| Institutional Scholarships | | | | 913,721 | | | 913,721 |
| Auxiliary Enterprises | 45,900 | | 178,200 | | | | 224,100 |
| Transfers | | | | | 17,534,985 | | 17,534,985 |
| Total | 4,316,744 | 2,800,000 | 58,101,408 | 913,721 | 17,534,985 | 868,054 | 84,534,912 |
| Total Alamo Colleges | | | | | | | |
| Instruction | 1,301,302 | - | 16,923,576 | - | - | 155,261 | 18,380,139 |
| Public Service | - | - | 272,722 | - | - | 3,000 | 275,722 |
| Academic Support | 396,345 | - | 5,252,455 | - | - | 286,351 | 5,935,151 |
| Student Services | 82,075 | 3,500 | 8,268,748 | - | - | 277,812 | 8,632,135 |
| Institutional Support | 5,405,573 | 2,800,000 | 23,906,566 | 1,500 | - | 854,245 | 32,967,884 |
| Operations and Maintenance | 326,998 | - | 32,662,712 | - | - | 58,273 | 33,047,983 |
| Institutional Scholarships | - | - | - | 1,083,721 | - | - | 1,083,721 |
| Auxiliary Enterprises | 68,273 | - | 611,847 | - | - | 14,539 | 694,659 |
| Transfers | - | - | - | - | 20,834,985 | - | 20,834,985 |
| Total | 7,580,566 | 2,803,500 | 87,898,626 | 1,085,221 | 20,834,985 | 1,649,481 | 121,852,379 |

Three Year Staffing Summary

| ALAMO COLLEGES | | | | | | | |
|---|--------------|-----------------|-------------------------|-----------------|-------------------------|-----------------|-------------------------|
| Three Year Staffing Summary - Full Time Positions | | | | | | | |
| | Account Code | FY15 FTE | FY15 Salary | FY16 FTE | FY16 Salary | FY17 FTE | FY17 Salary |
| San Antonio College | | | | | | | |
| Faculty | 61001 | 283.00 | 18,453,152.00 | 281.00 | 18,553,584.00 | 276.00 | 18,783,204.00 |
| Non-Instructional Faculty | 61003 | 20.00 | 1,405,209.00 | 14.00 | 990,913.00 | 12.00 | 909,742.00 |
| Administrators | 61011 | 8.63 | 1,012,162.15 | 8.63 | 1,085,754.36 | 8.63 | 1,055,375.57 |
| Professionals | 61012 | 110.00 | 6,162,097.00 | 138.00 | 7,578,879.00 | 143.00 | 7,881,512.00 |
| Classified | 61021 | 130.63 | 4,412,400.46 | 132.63 | 4,549,285.16 | 134.63 | 4,689,203.42 |
| Total | | 552.26 | \$31,445,020.61 | 574.26 | \$32,758,415.52 | 574.26 | \$33,319,036.99 |
| St. Philip's College | | | | | | | |
| Faculty | 61001 | 169.00 | 10,116,761.00 | 172.00 | 9,502,775.00 | 189.00 | 11,173,694.00 |
| Non-Instructional Faculty | 61003 | 11.00 | 652,726.00 | 9.00 | 552,301.00 | 5.00 | 343,391.00 |
| Administrators | 61011 | 11.37 | 1,239,249.85 | 11.37 | 1,262,778.64 | 12.37 | 1,392,294.43 |
| Professionals | 61012 | 93.00 | 4,947,251.00 | 100.00 | 5,365,538.00 | 105.00 | 5,798,154.00 |
| Classified | 61021 | 86.37 | 2,865,957.54 | 83.37 | 2,781,022.84 | 86.37 | 3,000,701.58 |
| Total | | 370.74 | \$19,821,945.39 | 375.74 | \$19,464,415.48 | 397.74 | \$21,708,235.01 |
| Palo Alto College | | | | | | | |
| Faculty | 61001 | 103.00 | 6,397,196.00 | 101.00 | 6,211,546.00 | 111.00 | 7,166,321.00 |
| Non-Instructional Faculty | 61003 | 6.00 | 411,247.00 | 5.00 | 357,325.00 | | |
| Administrators | 61011 | 9.00 | 1,042,041.00 | 9.00 | 1,012,083.00 | 8.00 | 980,944.00 |
| Professionals | 61012 | 68.00 | 3,527,907.00 | 77.00 | 4,064,300.00 | 87.00 | 4,859,665.00 |
| Classified | 61021 | 51.00 | 1,688,238.00 | 54.00 | 1,786,341.00 | 52.00 | 1,786,586.00 |
| Total | | 237.00 | \$13,066,629.00 | 246.00 | \$13,431,595.00 | 258.00 | \$14,793,516.00 |
| Northwest Vista College | | | | | | | |
| Faculty | 61001 | 144.00 | 7,989,853.00 | 156.00 | 8,737,316.00 | 165.00 | 9,694,613.00 |
| Non-Instructional Faculty | 61003 | 4.00 | 226,467.00 | 4.00 | 232,795.00 | 3.00 | 191,328.00 |
| Administrators | 61011 | 7.00 | 823,269.00 | 7.00 | 847,180.00 | 7.00 | 896,197.00 |
| Professionals | 61012 | 106.00 | 5,439,737.00 | 110.00 | 5,665,764.00 | 116.00 | 6,183,634.00 |
| Classified | 61021 | 57.00 | 1,825,568.00 | 58.00 | 1,919,905.00 | 59.00 | 2,021,318.00 |
| Total | | 318.00 | \$16,304,894.00 | 335.00 | \$17,402,960.00 | 350.00 | \$18,987,090.00 |
| Northeast Lakeview College | | | | | | | |
| Faculty | 61001 | 63.00 | 3,481,807.00 | 63.00 | 3,555,591.00 | 67.00 | 3,975,004.00 |
| Non-Instructional Faculty | 61003 | 3.00 | 151,208.00 | 3.00 | 155,516.00 | 3.00 | 166,560.00 |
| Administrators | 61011 | 9.00 | 1,012,828.00 | 8.00 | 963,374.00 | 8.00 | 1,004,014.00 |
| Professionals | 61012 | 51.00 | 2,751,005.00 | 52.00 | 2,789,217.00 | 51.00 | 2,792,948.00 |
| Classified | 61021 | 33.00 | 1,116,736.00 | 33.00 | 1,143,202.00 | 34.00 | 1,204,063.00 |
| Total | | 159.00 | \$8,513,584.00 | 159.00 | \$8,606,900.00 | 163.00 | \$9,142,589.00 |
| District and District Support | | | | | | | |
| Administrators | 61011 | 20.00 | 3,247,581.00 | 20.00 | 3,338,906.00 | 21.00 | 3,596,084.00 |
| Professionals | 61012 | 309.90 | 20,321,802.50 | 322.90 | 21,724,783.50 | 351.90 | 24,342,139.00 |
| Classified | 61021 | 410.63 | 14,528,616.96 | 385.63 | 14,136,979.82 | 362.63 | 13,807,727.00 |
| Total | | 740.53 | \$38,098,000.46 | 728.53 | \$39,200,669.32 | 735.53 | \$41,745,950.00 |
| Total Alamo Colleges | | | | | | | |
| Faculty | 61001 | 762.00 | 46,438,769.00 | 773.00 | 46,560,812.00 | 808.00 | 50,792,836.00 |
| Non-Instructional Faculty | 61003 | 44.00 | 2,846,857.00 | 35.00 | 2,288,850.00 | 23.00 | 1,611,021.00 |
| Administrators | 61011 | 65.00 | 8,377,131.00 | 64.00 | 8,510,076.00 | 65.00 | 8,924,909.00 |
| Professionals | 61012 | 737.90 | 43,149,799.50 | 799.90 | 47,188,481.50 | 853.90 | 51,858,052.00 |
| Classified | 61021 | 768.63 | 26,437,516.96 | 746.63 | 26,316,735.82 | 728.63 | 26,509,599.00 |
| Total | | 2,377.53 | \$127,250,073.46 | 2,418.53 | \$130,864,955.32 | 2,478.53 | \$139,696,417.00 |

Note:

A) FY15 approved salaries include 45 new Certified Advisor positions and compensation study adjustments, partially offset by retirements.

B) DSO FTE declined 116 since FY2009, after normalizing for functions centralized for efficiency (see page 66)

District Support Operations

The Alamo Community College District is the legal entity for the family of Alamo Colleges, 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' 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.

The district support operations can be separated into two categories, with regards to impact on the five colleges: Direct and Indirect support.

DSO Direct Support: functions which 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.

Below are the categories of Direct Support and the budget based 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 |

DSO Indirect Support: are functions which are funded and administered at District Support Operations, performed in various locations and support the entire Alamo Colleges. All budget dollars are allocated based on the percentage of College to Total Direct Support excluding Preventive Maintenance.

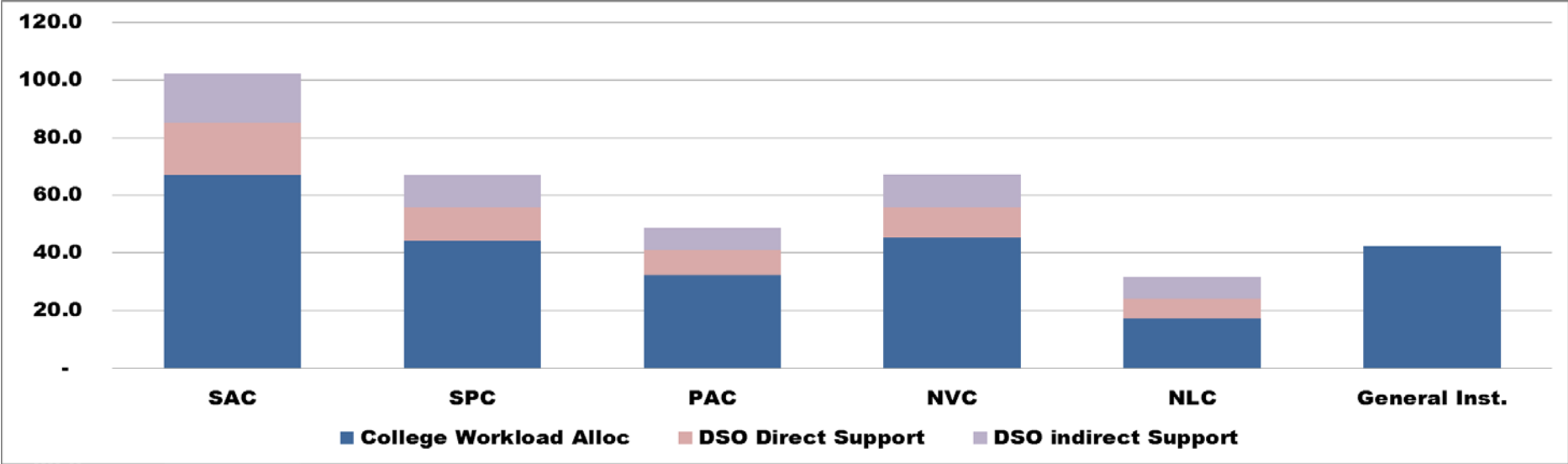
Below are the Indirect Support categories:

| | | | |
|--|---|---|--|
| Chancellor’s Office (includes Community Partnerships) | Student Success (student leadership institute, college connections) | Vice Chancellors’ Offices | IT, State Reporting, Strategic Planning & Institutional Research |
| Human Resources | Academic Success (curriculum alignment, community partnerships) | Legal, Ethics, Policy, Internal Audit, Foundation | Advertising and Communication |
| Facilities (including Construction, non-DPS Vehicle Replacement) | District Business Offices (included in 893502) | Project Facilitation Office | |
| Finance & Fiscal Services (general accounting, accounts payable, budgeting, grants, inventory) | Economic & Workforce Development | Continuing Education | |

General Institutional: These are mandatory, legal or binding services, which include transfers for revenue debt service, Texas Public Educational Grants (TPEG), fees for assessing and collecting ad valorem taxes, audit, credit card, bad debt, insurance, and other investment items.

The chart and table on the next page displays a fully allocated view of the operating budget.

Fully Allocated Expenses



| | SAC | SPC | PAC | NVC | NLC | General Inst. | Total |
|--------------------------------------|--------------|-------------|-------------|-------------|-------------|---------------|--------------|
| College Workload Alloc | 67.0 | 44.3 | 32.4 | 45.3 | 17.4 | 42.2 | 248.6 |
| Building Maintenance | 2.1 | 1.4 | 1.1 | 1.4 | 1.0 | | 7.0 |
| Utilities | 2.9 | 1.9 | 1.4 | 1.3 | 0.9 | | 8.4 |
| Preventive Maintenance | 5.6 | 3.0 | 2.9 | 1.9 | 1.2 | | 14.5 |
| Housekeeping | 1.5 | 1.3 | 1.1 | 0.8 | 1.4 | | 6.2 |
| Groundskeeping | 0.5 | 0.3 | 0.2 | 0.8 | 0.2 | | 2.0 |
| Bursar | 0.3 | 0.2 | 0.2 | 0.3 | 0.1 | | 1.1 |
| Student Financial Aid (SFA) | 1.2 | 0.8 | 0.5 | 1.1 | 0.5 | | 4.1 |
| Student Contact Center | 0.6 | 0.4 | 0.2 | 0.6 | 0.2 | | 1.8 |
| Public Safety | 2.4 | 1.4 | 0.7 | 1.2 | 0.9 | | 6.6 |
| Center for Student Information (CSI) | 0.6 | 0.4 | 0.2 | 0.6 | 0.2 | | 2.0 |
| Interpreter and Immunization | 0.3 | 0.2 | 0.1 | 0.3 | 0.1 | | 1.0 |
| Emergency Mgmt Initiatives | 0.2 | 0.1 | 0.1 | 0.2 | 0.1 | | 0.7 |
| DSO Direct Support | 18.1 | 11.5 | 8.6 | 10.4 | 6.8 | - | 55.4 |
| Budget w/ Direct Support | 85.1 | 55.7 | 41.0 | 55.7 | 24.2 | 42.2 | 304.0 |
| DSO indirect Support | 17.0 | 11.4 | 7.7 | 11.5 | 7.6 | - | 55.2 |
| Budget - Fully Allocated | 102.1 | 67.2 | 48.7 | 67.2 | 31.8 | 42.2 | 359.2 |

The FY 2016-2017 budget for District Support Operations (DSO) is greater than the FY 2015-2016 budget, driven by the Compensation adjustment (\$2.3M); increase for Bond election (900K); increase for Student Success Institutes/Navigate/Faculty Development (\$1.0M); and increase in General Institutional for additional debt service (\$3.4M).

| District Support Operation Budget Summary | | | |
|--|----------------|----------------|------------------|
| <i>(Dollars Reported in 000's)</i> | FY16* | FY17 | Inc/(Dec) |
| <u>Direct Support Organizations</u> | | | |
| Facilities (Grounds, Housekeeping & Maintenance) | 15,003 | 15,175 | 172 |
| Utilities | 8,710 | 8,363 | (346) |
| Preventive Maintenance | 14,500 | 14,500 | - |
| Emergency/Risk Management | 702 | 711 | 9 |
| Public Safety (Police) | 6,164 | 6,650 | 486 |
| Center for Student Information | 1,788 | 2,005 | 217 |
| Student Financial Aid | 3,924 | 4,106 | 182 |
| Interpreter & Immunization Services | 1,079 | 985 | (94) |
| Business Offices (Bursar) | 1,049 | 1,096 | 47 |
| Student Contact Center | 1,818 | 1,835 | 17 |
| Total Direct Support | 54,736 | 55,425 | 689 |
| <u>Indirect Support Organizations</u> | | | |
| Chancellor's Office (includes Community Partnership) | 1,330 | 1,365 | 34 |
| Vice Chancellor's Offices | 2,821 | 3,765 | 944 |
| Academic Success ¹ | 825 | 1,861 | 1,036 |
| Student Success | 1,121 | 1,273 | 152 |
| Finance & Fiscal Services | 7,672 | 8,588 | 916 |
| Human Resources | 6,786 | 8,276 | 1,490 |
| Facilities (including Construction, non-DPS Vehicle Replacement) | 2,408 | 2,923 | 515 |
| Project Facilitation Office | - | 405 | 405 |
| Legal, Ethics, Policy, Internal Audit, Foundation | 3,062 | 4,106 | 1,044 |
| IT, State Reporting & Strategic Planning | 5,846 | 6,228 | 382 |
| Economic & Workforce Development | 4,470 | 4,749 | 279 |
| Continuing Education | 11,616 | 8,808 | (2,808) |
| Advertising and Communication | 2,650 | 2,872 | 222 |
| Total Indirect Support | 50,607 | 55,217 | 4,610 |
| General Institutional | 39,571 | 42,221 | 2,651 |
| Total District Support Operations | 144,913 | 152,864 | 7,950 |
| <i>*FY16 Restatement - formula funding for reimbursable CE contact hours to the Consolidated Continuing Education organization, resulting in \$2.2M in proposed expense savings in FY17.</i> | | | |
| ¹ Includes Institutes \$.9M | | | |

Additionally, in FY2016-2017 the Project Facilitation Office has been created with 5 positions (\$405K) to directly support strategic initiative implementation of Institutes, Advising, and EAB Navigate. Facilities and related costs total \$41.0 million overall. The Housekeeping, Maintenance and Grounds budgets use a workload driven model to determine the level of staff and/or outsourced staff required for these functions. Housekeeping and maintenance use gross square foot (GSF) by full-time employee and/or externally contracted service. Grounds coverage uses acreage per full-time employee and/or contracted service. The comparison in these metrics for two years is provided below. These metrics were unchanged compared to FY2016.

| Per Staff or Contract Services | | |
|--------------------------------|------------|------------|
| | FY17 | FY16 |
| Housekeeping | 29,500 GSF | 29,500 GSF |
| Building Maintenance | 52,000 GSF | 52,000 GSF |
| Grounds | 18 Acres | 18 Acres |

| Type of Facility by Function and Building Equivalency ¹ | FY17 |
|--|--------------|
| Academic (teaching spaces only) | 53.2 |
| Libraries | 2.4 |
| Student Support and Office Space | 41.7 |
| Parking Garages | 3.0 |
| Dining Facilities | 1.7 |
| Athletic Facilities | 4.8 |
| Plant | 18.4 |
| University Center | 0.9 |
| Portable Buildings ² | 65.0 |
| Sub-Total Owned Buildings | 191.1 |
| Leased Buildings | 9.7 |
| Total Buildings | 200.8 |

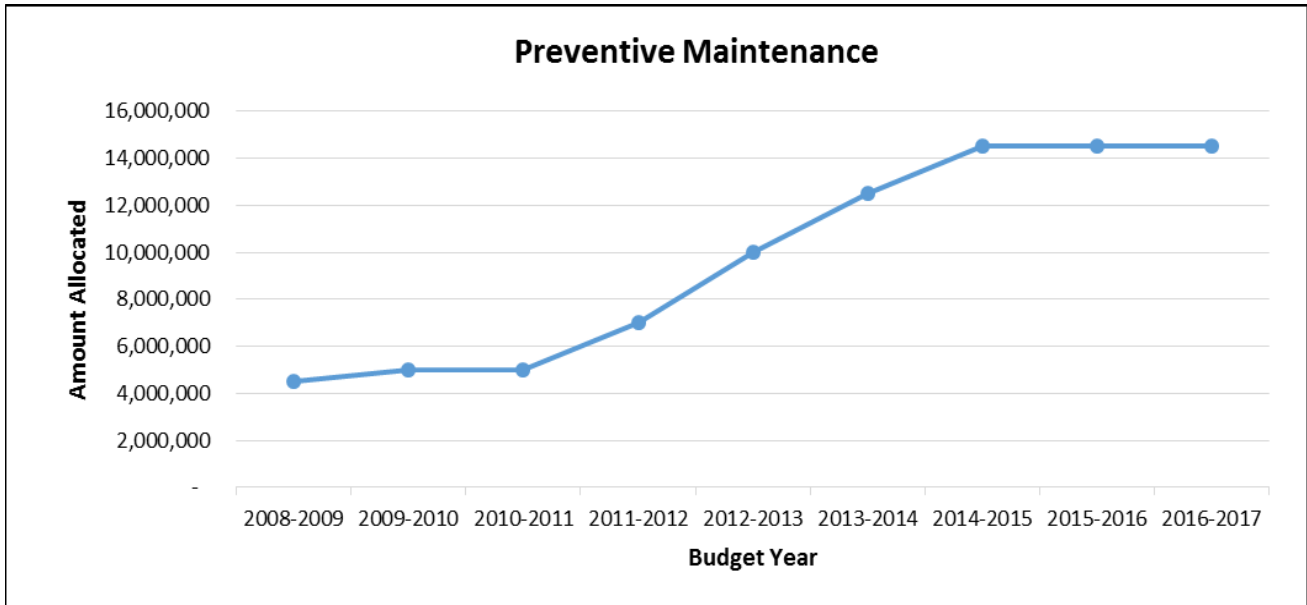
¹ This table represents a count of functionality of all Alamo College buildings based on square footage equivalency. Several buildings house multiple functions, (i.e. Admin, Library, Dining, etc. may all be in one physical structure)

² Portable Buildings maybe used for both Academic and office space, but are not categorized the same

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 2016-2017 budget, the Board of Trustees maintained annual allocations for preventive maintenance at \$14.5 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 \$11.0 to \$55.0 million for Alamo Colleges). Alamo Colleges has identified \$21.0 million dollars per year as the recommended annual amount to allocate to preventive maintenance, as seen in the Multi-year Planning strategy in years 8-10.

| Proposed FY17 Preventive Maintenance Budget | |
|--|---------------------|
| Roof and Building Envelope | \$4,500,000 |
| HVAC | 1,500,000 |
| Mechanical, Electrical & Plumbing (MEP) | 1,500,000 |
| Flooring | 500,000 |
| Structural | 1,000,000 |
| Elevators and Escalators | 1,000,000 |
| Fire Alarms and IT | 400,000 |
| Pavement and Grounds | 1,090,000 |
| Energy and Water Efficiency | 1,650,000 |
| Air Quality | 550,000 |
| Pest Control | 59,000 |
| Facilities Condition Index (FCI) Management | 700,000 |
| PAC Natatorium | 51,000 |
| Total | \$14,500,000 |

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.



Consolidated Continuing Education – After a several year journey and following the recommendation of the Learning Resources Network (LERN), action was taken in FY2016 to consolidate the five campus-based Continuing Education (CE) operations and two District Support offices into a single organization. This move increases efficiency and decreases operating expense by removing duplication. The new structure clusters all CE leadership in a single location to facilitate horizontal coordination and communication creating single processes and streamlining decision making. Consolidation makes marketing all CE courses possible in one schedule to highlight the depth and breadth of offerings to a wider segment of our service population.

FY2016 restates the formula funding for reimbursable Continuation Education contact hours to the Consolidated CE organization. The FY2016 restatement results in a \$2 million dollar proposed expense savings for FY2017. Consolidated Continuing Education in FY2017, the first full year of consolidation, is projecting a \$2 million dollar contribution to benefit the entire Alamo Colleges organization.

| Consolidated CE | FY2016* Restated | FY2017 |
|---|-----------------------------|---------------------|
| Revenue | \$ 7,998,401 | \$10,880,604 |
| Includes Non-reimbursable and CE reimbursable Tuition & Fees, and Contract Training | | |
| Expenses | \$ 11,616,486 | \$ 8,808,118 |
| Contribution | \$ (3,618,085) | \$ 2,072,486 |
| *CE Restatement- FY2016 restates formula funding for reimbursable CE contact hours to the Consolidated CE organization, resulting in \$2M in proposed expense savings in FY2017 | | |

Three Year Staffing Summary – District Only

ALAMO COLLEGES

Three Year District Staffing Summary - Full Time Positions

| | | FY15 | FY15 | FY16 | FY16 | FY17 | FY17 |
|---|-------|---------------|------------------------|---------------|------------------------|---------------|------------------------|
| | | FTE | Salary | FTE | Salary | FTE | Salary |
| Board, Chancellor, Legal, IA, Ethics, Inst Adv | | | | | | | |
| Administrator | 61011 | 3.00 | 670,427.00 | 3.00 | 689,789.00 | 3.00 | 716,592.00 |
| Professional | 61012 | 14.00 | 1,115,374.00 | 15.00 | 1,164,917.00 | 14.00 | 1,128,272.00 |
| Classified | 61021 | 4.00 | 194,612.00 | 4.00 | 188,627.00 | 5.00 | 230,114.00 |
| Total | | 21.00 | \$1,980,413.00 | 22.00 | \$2,043,333.00 | 22.00 | \$2,074,978.00 |
| VC for Academic Affairs | | | | | | | |
| Administrator | 61011 | 2.00 | 334,155.00 | 2.00 | 344,179.00 | 2.00 | 361,389.00 |
| Professional | 61012 | 10.00 | 765,949.00 | 11.00 | 826,543.00 | 17.00 | 1,264,005.00 |
| Classified | 61021 | 3.00 | 115,153.00 | 3.00 | 117,856.00 | 3.00 | 121,891.00 |
| Total | | 15.00 | \$1,215,257.00 | 16.00 | \$1,288,578.00 | 22.00 | \$1,747,285.00 |
| VC for Finance and Administration | | | | | | | |
| Administrator | 61011 | 7.00 | 1,019,945.00 | 7.00 | 1,048,158.00 | 7.00 | 1,106,492.00 |
| Professional | 61012 | 160.00 | 10,404,767.00 | 167.00 | 10,941,659.00 | 185.00 | 12,368,416.00 |
| Classified | 61021 | 351.00 | 12,235,773.00 | 325.00 | 11,787,475.00 | 303.00 | 11,417,694.00 |
| Total | | 518.00 | \$23,660,485.00 | 499.00 | \$23,777,292.00 | 495.00 | \$24,892,602.00 |
| VC for Planning Performance and Info Systems | | | | | | | |
| Administrator | 61011 | 4.00 | 564,988.00 | 4.00 | 578,972.00 | 4.00 | 551,911.00 |
| Professional | 61012 | 72.00 | 4,746,511.00 | 77.00 | 5,400,966.00 | 81.00 | 5,907,407.00 |
| Classified | 61021 | 22.00 | 898,531.00 | 22.00 | 899,733.00 | 23.00 | 968,381.00 |
| Total | | 98.00 | \$6,210,030.00 | 103.00 | \$6,879,671.00 | 108.00 | \$7,427,699.00 |
| VC for Economic and Workforce Development | | | | | | | |
| Administrator | 61011 | 2.00 | 329,033.00 | 2.00 | 338,904.00 | 3.00 | 503,850.00 |
| Professional | 61012 | 28.90 | 1,775,493.50 | 28.90 | 1,806,837.50 | 25.90 | 1,666,175.00 |
| Classified | 61021 | 12.63 | 414,082.96 | 11.63 | 400,641.82 | 8.63 | 301,563.00 |
| Total | | 43.53 | \$2,518,609.46 | 42.53 | \$2,546,383.32 | 37.53 | \$2,471,588.00 |
| VC for Student Success | | | | | | | |
| Administrator | 61011 | 2.00 | 329,033.00 | 2.00 | 338,904.00 | 2.00 | 355,850.00 |
| Professional | 61012 | 25.00 | 1,513,708.00 | 24.00 | 1,583,861.00 | 29.00 | 2,007,864.00 |
| Classified | 61021 | 18.00 | 670,465.00 | 20.00 | 742,647.00 | 20.00 | 768,084.00 |
| Total | | 45.00 | \$2,513,206.00 | 46.00 | \$2,665,412.00 | 51.00 | \$3,131,798.00 |
| Total District and District Support | | | | | | | |
| Administrator | 61011 | 20.00 | 3,247,581.00 | 20.00 | 3,338,906.00 | 21.00 | 3,596,084.00 |
| Professional | 61012 | 309.90 | 20,321,802.50 | 322.90 | 21,724,783.50 | 351.90 | 24,342,139.00 |
| Classified | 61021 | 410.63 | 14,528,616.96 | 385.63 | 14,136,979.82 | 362.63 | 13,807,727.00 |
| Total | | 740.53 | \$38,098,000.46 | 728.53 | \$39,200,669.32 | 735.53 | \$41,745,950.00 |

(A) FY11 and FY12 includes transfer of 19 employees from the Colleges to establish the new Center for Student Information (CSI). FY13 includes transfer of 6 Interpretor employees from the Colleges. FY16 includes 6 Assoc. Dir Enterprise Report employees moved from Colleges to District (VCPPIIS) in FY15 after approved budget.

FY09 Staffing (at peak) 821.50
 Decrease since FY09 (85.97)
 Impact of CSI/Interpretor/ Enterprise Report (30.00) (A)
 District FTE reduction, net of transfer **(115.97)**

Note: FTE is defined as Full-Time Employee, revenue funded positons are not included in this table.

Capital Allocations

Alamo Colleges 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 2016-2017 Capital Budget allocation begins with depreciation expense from the Fiscal Year 2016 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 the FY 2016-2017 projected 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 \$3,300,000 was allocated for the FY 2016-2017 Capital Budget. Based on the procedure to identify the estimated amount needed for this item, this allocation represents 45% funded for routine capital expenditures. In the Multi-Year plan, this allocation will increase year over year to a maximum of \$10 million in year 9.

| | |
|---|-----------|
| Step 1 Depreciation Expense for Furniture & Equipment @ Colleges for Fiscal Year 2016 | 2,581,069 |
| Step 2 Non-capitalized need (@ \$0.25/Contact Hr) | 4,701,424 |
| Amount recommended by procedure | 7,282,493 |
| Step 3 FY 2016-2017 Budget Allocation | 3,300,000 |
| % Funded | 45% |

Debt Service Funds

Alamo Colleges issues general obligation bonds to construct, renovate, acquire and equip new and existing facilities. Alamo Colleges also issues maintenance tax notes to purchase equipment, vehicles and renovate various facilities. The bonds and notes are direct obligations of the Alamo Colleges payable from a continuing direct annual ad valorem tax on all real and business personal property located in Bexar County. In May 2011, the Board of Trustees approved a debt policy, which formalizes the Board framework for the management of external debt. This Policy is not required by statute, but is considered to be a best practice by the Government Finance Officers Association (GFOA), and is viewed favorably by the debt rating agencies to have one in place.

Alamo Colleges is limited to a total tax rate not to exceed \$0.25 per \$100 taxable assessed valuation for maintenance and operations and debt service purposes per enabling legislation. Alamo Colleges will levy and assess, for each year that all or any of the bonds and notes remain outstanding and unpaid, a tax within the limitations prescribed by law which, when added to other funds legally available to the Alamo Colleges for payment of outstanding tax debt obligations, is adequate to provide funds to pay the principal of and interest on the bonds and the notes. Over the past ten years, Alamo Colleges continues to manage the general obligation debt well below the legal debt limit, as shown in the table below.

| Legal Debt Margin Information | | | | | | | | | | |
|---|----------------------------|---|--|-----------------------------------|--|--|--|-------------------|--|---------------------------------|
| (Amounts Expressed in Thousands) | | | | | | | | | | |
| (unaudited) | | | | | | | | | | |
| General Obligation Bonds | | | | | | | | | | |
| For the Year Ended August 31 | Net Taxable Assessed Value | Elected Tax Levy Limit for Debt Service | Less: Funds Restricted for Repayment of General Obligation Bonds | Total Net General Obligation Debt | Current Year Debt Service Requirements | Excess of Elected Limit for Debt Service over Current Requirements | Net Current Requirements as a % of Elected Limit | Elected Tax Limit | Elected Tax Limit: Maintenance and Operation | Elected Tax Limit: Debt Service |
| 2004 | \$ 59,131,594 | 93,251 | 2,015 | 91,236 | 8,328 | 82,908 | 6.77% | 0.25000 | 0.09230 | 0.15770 |
| 2005 | \$ 62,321,227 | 98,281 | 2,532 | 95,749 | 6,220 | 89,529 | 3.75% | 0.25000 | 0.09230 | 0.15770 |
| 2006 | \$ 67,348,395 | 106,208 | 1,626 | 104,582 | 5,847 | 98,735 | 3.97% | 0.25000 | 0.09230 | 0.15770 |
| 2007 | \$ 77,038,994 | 121,490 | 2,297 | 119,193 | 29,979 | 89,214 | 22.79% | 0.25000 | 0.09230 | 0.15770 |
| 2008 | \$ 90,069,052 | 144,291 | 3,420 | 140,871 | 31,171 | 109,700 | 19.23% | 0.25000 | 0.08980 | 0.16020 |
| 2009 | \$ 99,424,463 | 157,985 | 3,016 | 154,969 | 31,170 | 123,799 | 17.82% | 0.25000 | 0.09110 | 0.15890 |
| 2010 | \$ 100,688,758 | 159,994 | 4,633 | 155,361 | 27,205 | 128,156 | 14.11% | 0.25000 | 0.09110 | 0.15890 |
| 2011 | \$ 99,275,859 | 152,018 | 5,315 | 146,703 | 27,239 | 119,464 | 14.42% | 0.25000 | 0.09687 | 0.15313 |
| 2012 | \$ 99,749,409 | 152,743 | 5,467 | 147,276 | 25,745 | 121,531 | 13.28% | 0.25000 | 0.09687 | 0.15313 |
| 2013 | \$ 101,560,843 | 147,873 | 5,788 | 142,085 | 26,911 | 115,174 | 14.28% | 0.25000 | 0.10440 | 0.14560 |
| 2014 | \$ 106,941,906 | 155,707 | 5,808 | 149,899 | 26,913 | 122,986 | 13.55% | 0.25000 | 0.10440 | 0.14560 |
| 2015 | \$ 114,754,869 | 164,788 | 6,444 | 158,344 | 26,920 | 131,424 | 12.43% | 0.25000 | 0.10640 | 0.14360 |
| 2016 | \$ 129,620,064 | 187,560 | 11,145 | 176,415 | 37,250 | 139,165 | 13.92% | 0.25000 | 0.10530 | 0.14470 |
| 2015 TAV restated for change in TIRZ, as reflected in FY 2016 CAFR. | | | | | | | | | | |

Alamo Colleges issues revenue bonds to purchase land, and to acquire, construct, improve, enlarge and equip facilities. The source or prepayment on these bonds are pledged revenues including tuition, campus access fees, investment income, bookstore and food service commissions. The following table lists each currently outstanding debt issuance, issuance date and type and amount of debt.

| Outstanding Debt and Principal and Interest Payments | | | | |
|---|---|-------------------------------------|---------------------------------------|--|
| Series | Instrument Type and Purpose | Amount Issued and Authorized | Final Maturity (Fiscal Year) | Outstanding Debt for Current Year Budget Debt Service |
| General Obligation Bonds | | | | |
| 2007 | Construct, renovate, acquire and equip new and existing facilities. Issued April 5, 2007. | \$ 271,085,000 | 2033 | \$ 167,170,000 |
| 2007A | Construct, renovate, acquire and equip new and existing facilities. Issued August 21, 2007. | \$ 63,490,000 | 2032 | \$ 32,820,000 |
| 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 | \$ 72,065,000 |
| Subtotal - General Obligation Bonds | | | | \$ 346,165,000 |
| Maintenance Tax Notes | | | | |
| 2006 | Purchase equipment, vehicles and renovate various facilities. Issued April 20, 2006 | \$ 30,435,000 | 2024 | \$ 8,960,000 |
| 2011 | Renovate and repair existing District facilities. Issued August 5, 2011. | \$ 54,795,000 | 2031 | \$ 35,080,000 |
| 2014 | Refunding of certain maturities of the 2007 Maintenance Tax Notes. Issued February, 27 2014. | \$ 40,665,000 | 2023 | \$ 32,720,000 |
| Subtotal - Maintenance Tax Notes | | | | \$ 76,760,000 |
| 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 ⁽¹⁾ | \$ 54,575,000 |
| 2012B | (Taxable issue). Refund remainder of the District's outstanding Combined Fee Revenue bonds. Issued March 22, 2012. | \$ 22,295,000 | 2018 ⁽²⁾ | \$ 4,680,000 |
| Subtotal - Revenue Financing System Bonds | | | | \$ 59,255,000 |
| Total Bonds | | | | \$ 482,180,000 |
| | | | (1) Calendar final maturity 11-1-2036 | |
| | | | (2) Calendar final maturity 11-1-2017 | |

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

| For the Year Ended August 31, | General Obligation Bonds | | Revenue Bonds | | Maintenance Tax Notes | | TOTAL BONDS | |
|-------------------------------|--------------------------|----------------|---------------|---------------|-----------------------|---------------|----------------|----------------|
| | Principal | Interest | Principal | Interest | Principal | Interest | Principal | Interest |
| 2017 | 21,420 | 15,830 | 4,780 | 2,288 | 7,380 | 3,613 | 33,580 | 21,731 |
| 2018 | 10,395 | 14,764 | 4,870 | 2,202 | 7,720 | 3,275 | 22,985 | 20,240 |
| 2019 | 10,895 | 14,263 | 5,060 | 2,052 | 8,100 | 2,896 | 24,055 | 19,210 |
| 2020 | 11,425 | 13,737 | 4,975 | 1,876 | 8,500 | 2,496 | 24,900 | 18,109 |
| 2021 | 11,970 | 13,186 | 5,175 | 1,672 | 8,925 | 2,070 | 26,070 | 16,928 |
| 2022-2026 | 68,940 | 56,842 | 22,795 | 4,423 | 21,465 | 5,699 | 113,200 | 66,964 |
| 2027-2031 | 86,660 | 39,114 | 6,415 | 1,435 | 14,670 | 1,907 | 107,745 | 42,456 |
| 2032-2037 | 124,460 | 18,377 | 5,185 | 573 | 0 | 0 | 129,645 | 18,951 |
| TOTAL | 346,165 | 186,114 | 59,255 | 16,521 | 76,760 | 21,954 | 482,180 | 224,589 |

| ALAMO COLLEGES | | | | |
|---------------------------------|--|--------------------|--------------------|--------------------|
| REVENUE BONDS | | | | |
| RETIREMENT OF INDEBTEDNESS FUND | | | | |
| ACCOUNT | DESCRIPTION | 2013-2014 BUDGET | 2014-2015 BUDGET | 2016-2017 BUDGET |
| | INTEREST & SINKING FUND | | | |
| Fund Code / Account Code | REVENUES | | | |
| 11x001 / 5005 - 07 | TUITION PLEDGED | | | |
| 11x001 / 5271x | PLEDGED TUITION | | | |
| 11x001 / 56504 | INVESTMENT INCOME | | | |
| 13x001 / 54105 | GAME TABLES/ SPECIAL CONCESSIONS | | | |
| 13x001 / 54106 | VENDING MACHINES | | | |
| 13x001 / 54115 | PARKING VIOLATIONS | | | |
| 13x001 / 54111 | PARKING PERMITS | | | |
| 13x001 / 54108 | NET BOOKSTORE REVENUE PER CONTRACT GUARANTEE | | | |
| | TOTAL PLEDGED REVENUES | | | |
| | TRANSFERS | | | |
| | TRANSFER TO SINKING FUND | (7,502,545) | (7,064,031) | (7,075,966) |
| | TRANSFER TO GENERAL FUND | | | |
| | TOTAL TRANSFERS | | | |
| | NET INCREASE (DECREASE) IN FUND BALANCE | | | |
| | INTEREST & SINKING FUND (ANNUAL DEBT SVC) = | \$ 7,502,545 | \$ 7,064,031 | \$ 7,075,966 |
| | REVENUES | | | |
| | TRANSFER FROM PLEDGED REVENUE FUND | \$7,502,545 | \$7,064,031 | \$7,075,966 |
| | TOTAL REVENUES | \$7,502,545 | \$7,064,031 | \$7,075,966 |
| | EXPENDITURES & TRANSFERS | | | |
| 979001-893901-82005-9425 | 2012A REVENUE BONDS PRINCIPAL PAYMENT | (400,000) | (405,000) | (420,000) |
| 979001-893901-82005-9425 | 2012A REVENUE BONDS INTEREST PAYMENT | (2,270,888) | (2,262,844) | (2,255,888) |
| 979001-893901-79005-9405 | 2012B REVENUE BONDS PRINCIPAL PAYMENT | (4,655,000) | (4,250,000) | (4,300,000) |
| 979001-893901-79005-9405 | 2012B REVENUE BONDS INTEREST PAYMENT | (176,657) | (146,187) | (100,078) |
| | TOTAL EXPENDITURES & TRANSFERS | (7,502,545) | (7,064,031) | (7,075,966) |
| | NET INCREASE (DECREASE) IN FUND BALANCE | \$0 | \$0 | \$0 |

| ALAMO COLLEGES | | | | |
|--|--|---------------------|---------------------|---------------------|
| GENERAL OBLIGATION BONDS/MAINTENANCE TAX NOTES | | | | |
| RETIREMENT OF INDEBTEDNESS FUND | | | | |
| ACCOUNT | DESCRIPTION | 2014-2015 BUDGET | 2015-2016 BUDGET | 2016-2017 BUDGET |
| | INTEREST & SINKING FUND | | | |
| | REVENUES | | | |
| | TAX REVENUE - TRANSFERRED IN | \$41,507,811 | \$41,262,411 | \$48,243,138 |
| | TOTAL REVENUES | \$41,507,811 | \$41,262,411 | \$48,243,138 |
| | EXPENDITURES & TRANSFERS | | | |
| 959208-893901-82005-9425 | PRINCIPAL PAYMENT - 2014 | 3,895,000 | 4,050,000 | 4,220,000 |
| 959208-893901-79005-9405 | INTEREST PAYMENT - 2014 | 1,873,475 | 1,714,575 | 1,549,175 |
| 959207-893901-82005-9425 | PRINCIPAL PAYMENT - 2011 | 4,080,000 | 4,245,000 | 1,640,000 |
| 959207-893901-79005-9405 | INTEREST PAYMENT - 2011 | 1,955,012 | 1,798,713 | 1,672,813 |
| 959205-893901-82005-9425 | PRINCIPAL PAYMENT - 2007 | 0 | 0 | 0 |
| 959205-893901-79005-9405 | INTEREST PAYMENT - 2007 | 386,250 | 139,250 | 0 |
| 959204-893901-82005-9425 | PRINCIPAL PAYMENT - 2006 | 1,395,000 | 1,460,000 | 1,520,000 |
| 959204-893901-79005-9405 | INTEREST PAYMENT - 2006 | 1,002,764 | 938,689 | 390,745 |
| 959203-893901-82005-9425 | PRINCIPAL PAYMENT - 2005 | 0 | 0 | 0 |
| 959203-893901-79005-9405 | INTEREST PAYMENT - 2005 | 0 | 0 | 0 |
| | MAINTENANCE TAX NOTES - TOTAL | 14,587,501 | 14,346,226 | 10,992,733 |
| | | | | |
| | PRINCIPAL PAYMENT - 2016 | | | 13,425,000 |
| | INTEREST PAYMENT - 2016 | | | 3,211,668 |
| 959009-893901-82005-9425 | PRINCIPAL PAYMENT - 2012 | 0 | 0 | 0 |
| 959009-893901-79005-9405 | INTEREST PAYMENT - 2012 | 3,270,525 | 3,270,525 | 3,270,525 |
| 959008-893901-82005-9425 | PRINCIPAL PAYMENT - 2007 A | 1,255,000 | 1,320,000 | 1,395,000 |
| 959008-893901-79005-9405 | INTEREST PAYMENT - 2007 A | 1,748,888 | 1,679,863 | 1,607,263 |
| 959007-893901-82005-9425 | PRINCIPAL PAYMENT - 2007 | 5,950,000 | 6,250,000 | 6,600,000 |
| 959007-893901-79005-9405 | INTEREST PAYMENT - 2007 | 8,390,013 | 8,092,513 | 7,740,950 |
| 959006-893901-82005-9425 | PRINCIPAL PAYMENT - 2006 A | 1,225,000 | 1,275,000 | 0 |
| 959006-893901-79005-9405 | INTEREST PAYMENT - 2006 A | 2,194,956 | 2,145,956 | 0 |
| 959005-893901-82005-9425 | PRINCIPAL PAYMENT - 2006 | 1,070,000 | 1,110,000 | 0 |
| 959005-893901-79005-9405 | INTEREST PAYMENT - 2006 | 1,815,929 | 1,772,329 | 0 |
| | GENERAL OBLIGATION BONDS - TOTAL | 26,920,310 | 26,916,185 | 37,250,406 |
| | | | | |
| | TOTAL EXPENDITURES & TRANSFERS | \$41,507,811 | \$41,262,411 | \$48,243,138 |
| | NET INCREASE (DECREASE) IN FUND BALANCE | \$0 | \$0 | \$0 |
| | NOTE: ANNUAL DEBT SERVICE PAYMENTS OF | | | |
| | WILL BE COMPRISED OF | | | |
| | (1) TAX REVENUES | \$41,507,811 | \$41,262,411 | \$48,243,138 |
| | (2) INTEREST INCOME | \$0 | \$0 | \$0 |
| | TOTAL | \$41,507,811 | \$41,262,411 | \$48,243,138 |

SUPPLEMENTAL INFORMATION

FY 2016-2017 Revenue Summary

| ALAMO COLLEGES | | | | | | | |
|---|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| FY2017 REVENUE SUMMARY | | | | | | | |
| FORMULA REVENUE FOR BUDGET MODELS | | | | | | | |
| | DIST | SAC | SPC | PAC | NVC | NLC | TOTAL |
| State Appropriations | 59,833,295 | - | - | - | - | - | 59,833,295 |
| Veteran's Assistance Ctr. | 4,450,000 | - | - | - | - | - | 4,450,000 |
| State Paid Benefits | 17,640,911 | - | - | - | - | - | 17,640,911 |
| Tuition - (Exclude CE) | - | 27,888,869 | 16,737,115 | 13,680,534 | 23,239,065 | 9,889,715 | 91,435,297 |
| Tuition - CE Reimbursable | - | - | 291,345 | - | 165,233 | 58,500 | 515,078 |
| Taxes | 148,053,358 | - | - | - | - | - | 148,053,358 |
| Other | 3,156,600 | - | - | - | - | - | 3,156,600 |
| Non Designated Auxiliary | 973,000 | - | - | - | - | - | 973,000 |
| Total Formula Revenue | 234,107,164 | 27,888,869 | 17,028,460 | 13,680,534 | 23,404,298 | 9,948,215 | 326,057,539 |
| NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES | | | | | | | |
| | DIST | SAC | SPC | PAC | NVC | NLC | TOTAL |
| Instruction | 47,935 | 945,300 | 1,525,135 | 2,622,200 | 94,100 | 4,500 | 5,239,170 |
| Public Service | 198,500 | 47,000 | - | - | 5,000 | - | 250,500 |
| Academic Support | 458,098 | 3,000 | 1,500 | 3,500 | 51,000 | 21,300 | 538,398 |
| Student Services | 522,593 | 527,188 | 331,062 | 306,258 | 536,820 | 139,505 | 2,363,426 |
| Designated Auxiliary | - | 220,000 | 173,500 | 1,352,431 | - | - | 1,745,931 |
| Non-Designated Auxiliary | 2,210,000 | - | - | - | - | - | 2,210,000 |
| Continuing Education | 13,958,936 | - | 346,050 | 420,000 | 186,987 | 418,431 | 15,330,404 |
| Designated Unrestricted | - | 313,770 | 97,497 | 70,500 | 15,000 | 8,000 | 504,767 |
| Total Non-Formula Revenue | 17,396,062 | 2,056,258 | 2,474,744 | 4,774,889 | 888,907 | 591,736 | 28,182,596 |
| TOTAL REVENUES | \$ 251,503,226 | \$ 29,945,127 | \$ 19,503,204 | \$ 18,455,423 | \$ 24,293,205 | \$ 10,539,951 | \$ 354,240,135 |

FY 2016-2017 Formula Revenue Summary

| ALAMO COLLEGES | | | | | | | | |
|-----------------------------------|--|-----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|-----------------------|
| FY2017 REVENUE BUDGET | | | | | | | | |
| FORMULA REVENUE FOR BUDGET MODELS | | | | | | | | |
| | | DIST | SAC | SPC | PAC | NVC | NLC | TOTAL |
| STATE APPROPRIATIONS | | | | | | | | |
| 11X001 | State Appropriations E & G | 59,833,295 | - | - | - | - | - | 59,833,295 |
| 11X001 | Veteran's Assistance Ctr. | 4,450,000 | | | | | | 4,450,000 |
| 239001 | State Paid Benefits | 17,640,911 | - | - | - | - | - | 17,640,911 |
| | TOTAL STATE APPROPRIATIONS | 81,924,206 | - | - | - | - | - | 81,924,206 |
| TUITION | | | | | | | | |
| | Tuition | | | | | | | |
| 11X001 | Tuition - Non Exempt | - | 20,916,651 | 12,552,836 | 10,260,400 | 17,429,299 | 7,417,286 | 68,576,473 |
| 11X001 | Tuition - Exempt | - | 6,153,160 | 7,749,526 | 3,958,751 | 5,648,214 | 1,393,953 | 24,903,604 |
| 11X001 | Tuition - Exempt Discounts | - | (6,153,160) | (7,749,526) | (3,958,751) | (5,648,214) | (1,393,953) | (24,903,604) |
| 11X001 | Tuition Pledged (25%) | - | 6,972,217 | 4,184,279 | 3,420,133 | 5,809,766 | 2,472,429 | 22,858,824 |
| | Total Tuition and Tuition Pledged | - | 27,888,869 | 16,737,115 | 13,680,534 | 23,239,065 | 9,889,715 | 91,435,297 |
| 11X001 | CE Tuit Reimbursable | - | - | 291,345 | - | 165,233 | 58,500 | 515,078 |
| | TOTAL TUITION | - | 27,888,869 | 17,028,460 | 13,680,534 | 23,404,298 | 9,948,215 | 91,950,375 |
| TAXES | | | | | | | | |
| 11X001 | M&O Current Tax Revenue | 145,380,982 | - | - | - | - | - | 145,380,982 |
| 11X001 | M&O Delinquent Tax Revenue | 1,278,649 | - | - | - | - | - | 1,278,649 |
| 11X001 | M&O Penalties & Interest | 1,393,727 | - | - | - | - | - | 1,393,727 |
| | TOTAL TAXES | 148,053,358 | - | - | - | - | - | 148,053,358 |
| OTHER | | | | | | | | |
| 11X001 | Federal Revenue - IDC - SEOG | 615,000 | - | - | - | - | - | 615,000 |
| 11X001 | Returned Check Fee Revenue | 50,000 | - | - | - | - | - | 50,000 |
| 11X001 | Sales & Services Revenue | 5,000 | - | - | - | - | - | 5,000 |
| 11X001 | Pledged Investment Income | 400,000 | - | - | - | - | - | 400,000 |
| 11X001 | Installment Payment Fee | 900,000 | - | - | - | - | - | 900,000 |
| 11X001 | Processing Fee | 911,600 | - | - | - | - | - | 911,600 |
| 11X001 | Transcript Fees | 275,000 | - | - | - | - | - | 275,000 |
| | TOTAL OTHERS | 3,156,600 | - | - | - | - | - | 3,156,600 |
| NON-DESIGNATED AUXILIARY | | | | | | | | |
| 13X001 | AUX - Bookstore Commission | 600,000 | - | - | - | - | - | 600,000 |
| 13X001 | AUX - UPS Store Commissions | 28,000 | - | - | - | - | - | 28,000 |
| 13X001 | AUX - Vending Rev - Drinks Pledged | 340,000 | - | - | - | - | - | 340,000 |
| 13X001 | AUX - Copy Machine Rev Pledged | 5,000 | - | - | - | - | - | 5,000 |
| | TOTAL NON-DESIGNATED AUX | 973,000 | - | - | - | - | - | 973,000 |
| TOTAL FORMULA REVENUES | | \$ 234,107,164 | \$ 27,888,869 | \$ 17,028,460 | \$ 13,680,534 | \$ 23,404,298 | \$ 9,948,215 | \$ 326,057,539 |

FY 2016-2017 Non-Formula Revenue Summary

| FY2017 REVENUE BUDGET | | | | | | | | |
|---|---|----------------------|---------------------|---------------------|---------------------|-------------------|-------------------|----------------------|
| NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES | | | | | | | | |
| | DIST | SAC | SPC | PAC | NVC | NLC | TOTAL | |
| 11X001 | Special Prog Tuition | - | 866,300 | 1,516,635 | 2,533,200 | 74,100 | 4,500 | 4,994,735 |
| 11X001 | VCT Fee Revenue | - | - | 8,500 | 14,000 | 20,000 | - | 42,500 |
| 11X001 | Administrative Fee Revenue | 3,000 | - | - | - | - | - | 3,000 |
| 11X001 | Sales & Services Revenue | - | - | - | 70,000 | - | - | 70,000 |
| 11X001 | Seminars & Workshop Revenue | - | 17,000 | - | - | - | - | 17,000 |
| 11X001 | Miscellaneous Revenue | 44,935 | 62,000 | - | 5,000 | - | - | 111,935 |
| | TOTAL INSTRUCTION | 47,935 | 945,300 | 1,525,135 | 2,622,200 | 94,100 | 4,500 | 5,239,170 |
| 11X001 | Gym Rental Revenue | - | 45,000 | - | - | - | - | 45,000 |
| 11X001 | Facilities Rental Revenue | 198,500 | - | - | - | 5,000 | - | 203,500 |
| 11X001 | Sales & Services Revenue | - | 2,000 | - | - | - | - | 2,000 |
| | TOTAL PUBLIC SERVICE | 198,500 | 47,000 | - | - | 5,000 | - | 250,500 |
| 11X001 | Library Fines | - | 3,000 | 1,500 | 3,500 | 1,000 | 1,300 | 10,300 |
| 11X001 | Facilities Rental Revenue | 208,098 | - | - | - | - | - | 208,098 |
| 11X001 | Administrative Fee Revenue | 250,000 | - | - | - | - | - | 250,000 |
| 11X001 | Sales & Services Revenue | - | - | - | - | 50,000 | 20,000 | 70,000 |
| | TOTAL ACADEMIC SUPPORT | 458,098 | 3,000 | 1,500 | 3,500 | 51,000 | 21,300 | 538,398 |
| 11X003 | Student Activity Fee - w/o Exemptions | - | 291,888 | 154,362 | 129,758 | 256,720 | 92,805 | 925,533 |
| 119001 | Foreign Student Application Fee | 30,000 | - | - | 1,000 | - | - | 31,000 |
| 11X001 | Other Test Fee | - | 4,000 | 3,200 | 3,000 | - | 1,200 | 11,400 |
| 11X001 | Prep Test Fee | - | - | 500 | - | - | - | 500 |
| 11X001 | TSI Test Fee | - | 100,000 | 90,000 | 35,000 | 106,000 | 30,000 | 361,000 |
| 11X001 | TCEQ TX Com Environmental Qual Cert | - | 3,000 | - | - | - | - | 3,000 |
| 11X001 | CLEP Test Fee | - | 6,000 | 1,000 | 2,500 | 7,100 | 4,000 | 20,600 |
| 11X001 | Correspondence Test Fee | - | 3,500 | 800 | 500 | - | 6,000 | 10,800 |
| 11X001 | GED Certificates Test Fee | - | - | 2,000 | - | - | - | 2,000 |
| 11X001 | Accuplacer Test Fee | 32,000 | 800 | - | 25,000 | - | - | 57,800 |
| 11X001 | Conference Fee Revenue | 201,315 | - | - | - | - | - | 201,315 |
| 11X001 | Sales & Services Revenue | - | 82,000 | 61,000 | 23,000 | - | - | 166,000 |
| 11X001 | Event Booth Rental Revenue | - | - | - | 70,000 | - | 4,000 | 74,000 |
| 11X001 | ID Replacement | - | 6,000 | 1,200 | 1,500 | 2,000 | 1,500 | 12,200 |
| 11X001 | Veterans Administration Revenue | - | 30,000 | 17,000 | 15,000 | 15,000 | - | 77,000 |
| 11X001 | Miscellaneous Revenue | 259,278 | - | - | - | 150,000 | - | 409,278 |
| | TOTAL STUDENT SERVICES | 522,593 | 527,188 | 331,062 | 306,258 | 536,820 | 139,505 | 2,363,426 |
| 13X001 | AUX - Child Care Revenue | - | 220,000 | 153,000 | 460,000 | - | - | 833,000 |
| 133003 | Administrative Fee Revenue | - | - | - | 500 | - | - | 500 |
| 133001 | Sales & Services Revenue | - | - | 20,500 | 44,100 | - | - | 64,600 |
| 133003 | Auxiliary - Advertising Revenue | - | - | - | 2,000 | - | - | 2,000 |
| 133003 | Local City Contrib NAT Renew/Replac | - | - | - | 250,000 | - | - | 250,000 |
| 133003 | NAT - Open Swim Revenue | - | - | - | 40,000 | - | - | 40,000 |
| 133003 | NAT - Entry Fee Revenue | - | - | - | 40,000 | - | - | 40,000 |
| 133003 | NAT - Vendor Commissions | - | - | - | 2,000 | - | - | 2,000 |
| 133003 | NAT - Special Program Revenue | - | - | - | 478,831 | - | - | 478,831 |
| 133003 | NAT - Vending Machine Revenue | - | - | - | 5,000 | - | - | 5,000 |
| 133003 | Auxiliary -Ticket Sales/FundRaising | - | - | - | 30,000 | - | - | 30,000 |
| | TOTAL DESIGNATED AUXILIARY | - | 220,000 | 173,500 | 1,352,431 | - | - | 1,745,931 |
| 13X001 | AUX - Campus Access Fees | 2,200,000 | - | - | - | - | - | 2,200,000 |
| 13X001 | AUX - Parking Fines | 10,000 | - | - | - | - | - | 10,000 |
| | TOTAL NON-DESIGNATED AUX | 2,210,000 | - | - | - | - | - | 2,210,000 |
| C.E. | | | | | | | | |
| 11X001 | CE Tuit Non-Reimbursable | 4,433,095 | - | 95,000 | 250,000 | 51,192 | 139,477 | 4,968,764 |
| 11X001 | CE Tuit Non-Reimb Contracts | - | - | 43,050 | - | - | - | 43,050 |
| 11X001 | Non-CE Tuit Contract Training | 5,070,884 | - | 150,000 | - | - | - | 5,220,884 |
| | Total CE Tuition | 9,503,979 | - | 288,050 | 250,000 | 51,192 | 139,477 | 10,232,698 |
| 11X001 | CE Special Fee | 4,454,957 | - | 58,000 | 170,000 | 135,795 | 278,954 | 5,097,706 |
| | Total CE Fees | 4,454,957 | - | 58,000 | 170,000 | 135,795 | 278,954 | 5,097,706 |
| | TOTAL C.E. | 13,958,936 | - | 346,050 | 420,000 | 186,987 | 418,431 | 15,330,404 |
| 17XXX | Designated Unrestricted | - | 313,770 | 97,497 | 70,500 | 15,000 | 8,000 | 504,767 |
| | TOTAL Unrestrict Scholarships Interest | - | 313,770 | 97,497 | 70,500 | 15,000 | 8,000 | 504,767 |
| TOTAL NON-FORMULA REVENUES | | \$ 17,396,062 | \$ 2,056,258 | \$ 2,474,744 | \$ 4,774,889 | \$ 888,907 | \$ 591,736 | \$ 28,182,596 |

FY 2016-2017 Tuition Revenues by Semesters

| FY 2017 Tuition Revenue by Semesters | | | | | | | |
|---|-------|-------------------|-------------------|-------------------|-------------------|------------------|-------------------|
| | | SAC | SPC | PAC | NVC | NLC | TOTAL |
| TUITION | | | | | | | |
| Non Exempt * | | | | | | | |
| Fall | 50001 | 12,183,535 | 7,192,389 | 6,046,534 | 10,470,782 | 4,439,155 | 40,332,396 |
| Spring | 50002 | 12,110,937 | 7,214,614 | 5,606,205 | 9,697,154 | 4,252,061 | 38,880,971 |
| Summer | 50003 | 3,594,396 | 2,330,112 | 2,027,795 | 3,071,128 | 1,198,499 | 12,221,931 |
| Total | | 27,888,869 | 16,737,115 | 13,680,534 | 23,239,065 | 9,889,715 | 91,435,297 |
| Dual Credit | | | | | | | |
| Fall | 50001 | 2,626,806 | 3,675,038 | 1,726,722 | 2,570,844 | 429,274 | 11,028,684 |
| Spring | 50002 | 2,003,513 | 2,978,899 | 1,464,365 | 1,974,505 | 399,682 | 8,820,964 |
| Summer | 50003 | 29,671 | 46,833 | 1,915 | - | 1,009 | 79,428 |
| Total | | 4,659,990 | 6,700,770 | 3,193,002 | 4,545,349 | 829,965 | 19,929,076 |
| Exempt Other | | | | | | | |
| Fall | 50001 | 673,208 | 443,906 | 352,675 | 518,324 | 252,810 | 2,240,923 |
| Spring | 50002 | 600,849 | 440,664 | 291,251 | 420,204 | 236,872 | 1,989,840 |
| Summer | 50003 | 219,113 | 164,186 | 121,823 | 164,337 | 74,306 | 743,765 |
| Total | | 1,493,170 | 1,048,756 | 765,749 | 1,102,865 | 563,988 | 4,974,528 |
| Total Tuition | | | | | | | |
| Fall | 50001 | 15,483,549 | 11,311,333 | 8,125,931 | 13,559,950 | 5,121,239 | 53,602,003 |
| Spring | 50002 | 14,715,299 | 10,634,177 | 7,361,821 | 12,091,863 | 4,888,615 | 49,691,775 |
| Summer | 50003 | 3,843,180 | 2,541,131 | 2,151,533 | 3,235,465 | 1,273,814 | 13,045,124 |
| Total | | 34,042,029 | 24,486,641 | 17,639,285 | 28,887,279 | 11,283,668 | 116,338,901 |
| EXEMPT TUITION DISCOUNTS | | | | | | | |
| Dual Credit | | | | | | | |
| Fall | 51701 | (2,626,806) | (3,675,038) | (1,726,722) | (2,570,844) | (429,274) | (11,028,684) |
| Spring | 51702 | (2,003,513) | (2,978,899) | (1,464,365) | (1,974,505) | (399,682) | (8,820,964) |
| Summer | 51703 | (29,671) | (46,833) | (1,915) | - | (1,009) | (79,428) |
| Total | | (4,659,990) | (6,700,770) | (3,193,002) | (4,545,349) | (829,965) | (19,929,076) |
| Exempt Other | | | | | | | |
| Fall | 51705 | (673,208) | (443,906) | (352,675) | (518,324) | (252,810) | (2,240,923) |
| Spring | 51706 | (600,849) | (440,664) | (291,251) | (420,204) | (236,872) | (1,989,840) |
| Summer | 51707 | (219,113) | (164,186) | (121,823) | (164,337) | (74,306) | (743,765) |
| Total | | (1,493,170) | (1,048,756) | (765,749) | (1,102,865) | (563,988) | (4,974,528) |
| Total Tuition Discounts | | | | | | | |
| Fall | 5170X | (3,300,014) | (4,118,944) | (2,079,397) | (3,089,168) | (682,084) | (13,269,607) |
| Spring | 5170X | (2,604,362) | (3,419,563) | (1,755,616) | (2,394,709) | (636,554) | (10,810,804) |
| Summer | 5170X | (248,784) | (211,019) | (123,738) | (164,337) | (75,315) | (823,193) |
| Total | | (6,153,160) | (7,749,526) | (3,958,751) | (5,648,214) | (1,393,953) | (24,903,604) |
| Total Tuition | | 27,888,869 | 16,737,115 | 13,680,534 | 23,239,065 | 9,889,715 | 91,435,297 |

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

Assessed Value and Tax Levy of Taxable Property

| ALAMO COLLEGES ESTIMATED TAXABLE VALUES AND RATES 2016 COMPARISON WITH INFORMATION REGARDING AD VALOREM TAXES 2015 | | |
|--|------------------|------------------------|
| | Tax Year 2015 | Tax Year 2016 Estimate |
| | (FY 16) | (FY 17) |
| Market Value | 141,045,649,577 | 153,172,848,560 |
| Less Agricultural Exclusion | (2,410,356,774) | (2,463,186,331) |
| Less Homestead Cap | (1,637,115,987) | (1,692,131,537) |
| Market Value Net of Agricultural Exclusion | 136,998,176,816 | 149,017,530,692 |
| Over 65 | (3,155,586,298) | (3,305,691,304) |
| Disabled/ Veterans | (1,854,786,015) | (233,037,414) |
| Disabled Resident Homeowners & Other | (6,703,512,887) | (6,951,033,145) |
| Taxable Property Values | 125,284,291,616 | 138,527,768,829 |
| Less Freeze Taxable | (13,097,374,366) | (14,935,715,160) |
| Taxable Property Values Less Freeze | 112,186,917,250 | 123,592,053,669 |
| Taxable Property Values Used For Effective Tax Rate | 112,858,230,857 | 123,613,416,249 |
| Taxable Value of New Properties | 3,822,482,209 | 3,612,557,911 |
| TIF's | (170,310,586) | (155,959,959) |
| M&O Taxes | \$132,979,101 | \$148,053,358 |
| M&O Current Taxes Budgeted | \$133,646,658 | \$148,053,358 |
| M&O Tax Rate | 10.5300¢/\$100 | 10.7760¢/\$100 |
| M&O Rollback Rate | 10.5382¢/\$100 | 10.8095¢/\$100 |
| Debt Service To Be Paid | \$41,262,411 | \$48,243,138 |
| Debt Service Requirement Net of Transfer | \$0 | \$0 |
| Debt Service Tax Levy | \$41,262,411 | \$48,243,138 |
| Debt Service Tax Rate | 4.385¢/\$100 | 4.139¢/\$100 |
| Total Tax Rate | 14.9150¢/100 | 14.9150¢/100 |
| Total Effective Tax Rate | 13.6793¢/100 | 14.1766¢/100 |
| Total Tax Rollback Rate | 14.9535¢/100 | 15.0038¢/100 |

Source: Bexar County Appraisal District Certified Totals - ARB Approved Totals

2013 dated 7-19-13

2014 dated 7-19-14

2015 dated 7-24-15

2016 dated 7-23-16

M&O Current Tax Levy and Current Taxes Budgeted for FY 2017 are projected levy adjusted by estimated collections.

State Appropriations

The 84th Texas Legislature, for the biennium covering FY 2016 and FY 2017, allocated formula funding to Public Community / Junior Colleges using the following three methodologies:

- I. Core Operations - each of the fifty Public Community/Junior Colleges receives \$500,000 to fund core operations each year of the biennium.
- II. Contact Hours - 90% of formula funding is allocated based upon certified contact hours generated in the previous academic year. The base year for funding Academic/Vocational/Technical contact hours is Summer 2014, Fall 2014 and Spring 2015. For reimbursable Continuing Education contact hours, the base year is 3rd, 4th and 1st quarter of 2014 and 2nd quarter of 2015.
- III. Outcomes-Based (Student Success) - 10% of formula funding is allocated based on each community college's points earned from a three-year average of student completion of certain, defined metrics
See State Appropriations Exhibit 1 for details on the Student Success metrics.

FORMULA FUNDING APPROPRIATIONS

| | <u>FY 2016</u> | <u>FY2017</u> | <u>84th Leg. TOTAL</u> |
|---------------------------------|----------------------|----------------------|------------------------|
| CORE OPERATIONS | \$ 500,000 | \$ 500,000 | \$ 1,000,000 |
| CONTACT HOUR FUNDING | \$ 52,797,732 | \$ 52,797,731 | \$ 105,595,463 |
| STUDENT SUCCESS | \$ 6,653,203 | \$ 6,653,203 | \$ 13,306,406 |
| TOTAL | \$ 59,950,935 | \$ 59,950,934 | \$ 119,901,869 |
| VETERANS ASSISTANCE CENTER | \$ 4,450,000 | \$ 4,450,000 | \$ 8,900,000 |
| TOTAL APPROPRIATED FUNDS | \$ 64,400,935 | \$ 64,400,934 | \$ 128,801,869 |

CONTACT HOURS (BASE PERIOD - SUMMER 2014, FALL 2014, AND SPRING 2015)

| | |
|----------------------|-------------------|
| ACADEMIC | 15,807,288 |
| TECHNICAL/VOCATIONAL | 3,533,776 |
| CONTINUING EDUCATION | 573,755 |
| TOTAL | 19,914,819 |

STUDENT SUCCESS POINTS

| | |
|---------------------------------|-----------|
| THREE-YEAR WEIGHTED AVG - ALAMO | 77,101 |
| STATE-WIDE | 1,011,629 |

State Appropriations Exhibit 1

84th Texas Legislature, Senate Bill 1, 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 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 the fields of Science, Technology, Engineering or Mathematics (STEM), or Allied Health | 2.25 |

State Appropriation Allocation Distribution

| ALAMO COLLEGES | | | | | | | | | | | | | | | | |
|--|--|---------|-------------|-------------------|-------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|------------------|------------------|---|-------------------|--------|
| FY 2016 STATE APPROPRIATION ALLOCATION DISTRIBUTION | | | | | | | | | | | | | | | | |
| BASE YEAR CONTACT HOURS - (Summer I/II 2014, Fall 2014, and Spring 2015) | | | | | | | | | | | | | | | | |
| | 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 | \$9.95 | \$2.66 | 26,520 | 70,613 | 15,771 | 41,993 | 10,927 | 29,093 | 20,094 | 53,503 | 6,968 | 18,553 | 80,280 | 213,755 | |
| 2 | Architecture and Precision Production Trades | \$10.04 | \$2.69 | 36,041 | 96,831 | 21,433 | 57,585 | 14,849 | 39,896 | 27,308 | 73,369 | 9,469 | 25,441 | 109,101 | 293,122 | |
| 3 | Biology, Physical Sciences, and Science Technology | \$8.99 | \$2.41 | 789,743 | 1,899,903 | 469,655 | 1,129,860 | 325,386 | 782,790 | 598,390 | 1,439,561 | 207,498 | 499,183 | 2,390,672 | 5,751,296 | |
| 4 | Business management, Marketing, and Administrative Services | \$8.96 | \$2.40 | 298,848 | 716,547 | 177,723 | 426,126 | 123,130 | 295,228 | 226,438 | 542,929 | 78,520 | 188,266 | 904,659 | 2,169,097 | |
| 5 | Career Pilot | \$35.26 | \$9.44 | 5,349 | 50,470 | 3,181 | 30,014 | 2,204 | 20,794 | 4,053 | 38,241 | 1,405 | 13,261 | 16,192 | 152,781 | |
| 6 | Communications | \$9.76 | \$2.61 | 77,839 | 203,299 | 46,291 | 120,901 | 32,071 | 83,762 | 58,979 | 154,040 | 20,452 | 53,415 | 235,632 | 615,418 | |
| 7 | Computer and Information Sciences | \$10.74 | \$2.87 | 206,140 | 592,452 | 122,590 | 352,327 | 84,933 | 244,099 | 156,193 | 448,902 | 54,162 | 155,662 | 624,018 | 1,793,442 | |
| 8 | Construction Trades | \$11.16 | \$2.99 | 16,953 | 50,629 | 10,082 | 30,109 | 6,985 | 20,860 | 12,845 | 38,362 | 4,454 | 13,302 | 51,320 | 153,263 | |
| 9 | Consumer and Homemaking Education | \$9.58 | \$2.56 | 186,375 | 477,794 | 110,836 | 284,141 | 76,790 | 196,858 | 141,217 | 362,025 | 48,969 | 125,536 | 564,187 | 1,446,354 | |
| 10 | Engineering | \$14.20 | \$3.80 | 14,572 | 55,373 | 8,666 | 32,930 | 6,004 | 22,814 | 11,041 | 41,956 | 3,829 | 14,549 | 44,112 | 167,622 | |
| 11 | Engineering Related | \$9.83 | \$2.63 | 104,282 | 274,314 | 62,016 | 163,133 | 42,966 | 113,022 | 79,015 | 207,848 | 27,399 | 72,074 | 315,677 | 830,391 | |
| 12 | English Language, Literature, Philosophy, Humanities, and Interdisciplinary | \$9.45 | \$2.53 | 1,142,251 | 2,888,546 | 679,290 | 1,717,801 | 470,625 | 1,190,126 | 865,486 | 2,188,658 | 300,116 | 758,940 | 3,457,768 | 8,744,072 | |
| 13 | Foreign Languages | \$8.80 | \$2.35 | 196,852 | 463,562 | 117,066 | 275,677 | 81,106 | 190,995 | 149,155 | 351,242 | 51,721 | 121,797 | 595,900 | 1,403,273 | |
| 14 | Health Occupations - Dental Assisting, Medical Lab, and Associate Degree Nursing | \$14.26 | \$3.82 | 121,560 | 463,869 | 72,291 | 275,860 | 50,085 | 191,121 | 92,106 | 351,475 | 31,939 | 121,878 | 367,980 | 1,404,203 | |
| 15 | Health Occupations - Dental Hygiene | \$20.04 | \$5.36 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 16 | Health Occupations - Other | \$11.66 | \$3.12 | 215,912 | 673,691 | 128,401 | 400,640 | 88,959 | 277,571 | 163,597 | 510,457 | 56,729 | 177,006 | 653,598 | 2,039,367 | |
| 17 | Health Occupations - Respiratory Therapy | \$16.00 | \$4.28 | 14,271 | 61,102 | 8,487 | 36,337 | 5,880 | 25,175 | 10,813 | 46,297 | 3,750 | 16,054 | 43,200 | 184,965 | |
| 18 | Health Occupations - Vocational Nursing | \$12.04 | \$3.22 | 90,107 | 290,316 | 53,586 | 172,649 | 37,126 | 119,615 | 68,274 | 219,973 | 23,675 | 76,278 | 272,768 | 878,832 | |
| 19 | Mathematics | \$8.92 | \$2.39 | 879,020 | 2,098,214 | 522,748 | 1,247,795 | 362,170 | 864,497 | 666,035 | 1,589,821 | 230,955 | 551,287 | 2,660,928 | 6,351,613 | |
| 20 | Mechanics and Repairers - Automotive | \$11.08 | \$2.97 | 81,574 | 241,867 | 48,511 | 143,837 | 33,610 | 99,653 | 61,809 | 183,263 | 21,433 | 63,548 | 246,936 | 732,167 | |
| 21 | Mechanics and Repairers - Diesel, Aviation Mechanics, and Transportation Workers | \$11.30 | \$3.02 | 76,472 | 231,241 | 45,477 | 137,517 | 31,507 | 95,275 | 57,943 | 175,212 | 20,092 | 60,756 | 231,491 | 700,001 | |
| 22 | Mechanics and Repairers - Electronics | \$10.01 | \$2.68 | 10,888 | 29,166 | 6,475 | 17,345 | 4,486 | 12,017 | 8,250 | 22,099 | 2,861 | 7,663 | 32,960 | 88,289 | |
| 23 | Physical Education and Fitness | \$11.41 | \$3.05 | 94,716 | 289,198 | 56,327 | 171,984 | 39,024 | 119,154 | 71,767 | 219,126 | 24,886 | 75,984 | 286,720 | 875,447 | |
| 24 | Protective Services and Public Administration | \$9.90 | \$2.65 | 192,894 | 511,023 | 114,713 | 303,902 | 79,475 | 210,549 | 146,156 | 387,203 | 50,681 | 134,267 | 583,920 | 1,546,944 | |
| 25 | Psychology, Social Sciences, and History | \$8.29 | \$2.22 | 1,322,024 | 2,932,782 | 786,199 | 1,744,108 | 544,694 | 1,208,352 | 1,001,700 | 2,222,176 | 347,350 | 770,563 | 4,001,968 | 8,877,981 | |
| 26 | Visual and Performing Arts | \$11.10 | \$2.97 | 377,527 | 1,121,391 | 224,513 | 666,884 | 155,547 | 462,031 | 286,053 | 849,681 | 99,192 | 294,636 | 1,142,832 | 3,394,622 | |
| Total | | | | 6,578,729 | 16,784,193 | 3,912,329 | 9,981,455 | 2,710,539 | 6,915,349 | 4,984,718 | 12,717,421 | 1,728,503 | 4,409,899 | 19,914,819 | 50,808,316 | |
| Percentage of Total Dollar Amount | | | | | 33.03% | | 19.65% | | 13.61% | | 25.03% | | 8.68% | | 100.00% | |
| | | | | | | | | | | | | | | Add: 10% for funding for critical fields | 1,989,416 | |
| | | | | | | | | | | | | | | Add: Core Operations | 500,000 | |
| | | | | | | | | | | | | | | Add: Student Success | 6,653,203 | |
| | | | | | | | | | | | | | | Allocated State Funding | 59,950,935 | |
| FY14 State Appropriation Distribution | | | | 19,804,396 | 11,777,552 | 8,159,720 | 15,005,836 | 5,203,431 | 59,950,935 | | | | | | | |
| Source: Rates per Base Period Contact Hours - Texas Higher Education Coordinating Board (THECB) | | | | | | | | | | | | | | | | |
| Base Year Contact Hours (Summer 2012, Fall 2012, and Spring 2013) - District Institutional Research and Effectiveness Services (IRES) Office | | | | | | | | | | | | | | Actual rate of funding % (according to THECB) | | 26.76% |

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 |
|-------------------------------------|---|
| 2016-2017 | 27 percent |
| 2014-2015 | 30 percent |
| 2012-2013 | 49 percent |
| 2010-2011 | 69 percent |
| 2008-2009 | 75 percent |

The table below represents the decline in contact hour reimbursements by the 26 disciplines for the 2014-2015 and 2016-2017 Biennium, for the remaining costs not covered by tuition and fees.

| DISCIPLINE | 2014-15 Biennium | Adjusted Rate | 2016-17 Biennium | Adjusted Rate |
|---|------------------|----------------|------------------|----------------|
| | 0.29981667314 | | 0.26759996685 | |
| 1 Agriculture | \$ 9.06 | \$ 2.72 | \$ 9.95 | \$ 2.66 |
| 2 Architecture and Precision Production Trades | \$ 9.40 | \$ 2.82 | \$ 10.04 | \$ 2.69 |
| 3 Biology, Physical Sciences, and Science Technology | \$ 7.81 | \$ 2.34 | \$ 8.99 | \$ 2.41 |
| 4 Business Management, Marketing, and Administrative Services | \$ 7.77 | \$ 2.33 | \$ 8.96 | \$ 2.40 |
| 5 Career Pilot | \$ 29.27 | \$ 8.78 | \$ 35.26 | \$ 9.44 |
| 6 Communications | \$ 8.86 | \$ 2.66 | \$ 9.76 | \$ 2.61 |
| 7 Computer and Information Sciences | \$ 9.48 | \$ 2.84 | \$ 10.74 | \$ 2.87 |
| 8 Construction Trades | \$ 9.48 | \$ 2.84 | \$ 11.16 | \$ 2.99 |
| 9 Consumer and Homemaking Education | \$ 8.32 | \$ 2.49 | \$ 9.58 | \$ 2.56 |
| 10 Engineering | \$ 15.65 | \$ 4.69 | \$ 14.20 | \$ 3.80 |
| 11 Engineering Related | \$ 8.80 | \$ 2.64 | \$ 9.83 | \$ 2.63 |
| 12 English Language, Lit, Philosophy, Humanities, & Interdisciplinary | \$ 8.49 | \$ 2.55 | \$ 9.45 | \$ 2.53 |
| 13 Foreign Languages | \$ 7.60 | \$ 2.28 | \$ 8.80 | \$ 2.35 |
| 14 Health Occupations - Dental Assistants, Medical Lab, and Assoc. Degree Nursing | \$ 12.79 | \$ 3.83 | \$ 14.26 | \$ 3.82 |
| 15 Health Occupations - Dental Hygiene | \$ 19.30 | \$ 5.79 | \$ 20.04 | \$ 5.36 |
| 16 Health Occupations - Other | \$ 10.13 | \$ 3.04 | \$ 11.66 | \$ 3.12 |
| 17 Health Occupations - Respiratory Therapy | \$ 13.99 | \$ 4.19 | \$ 16.00 | \$ 4.28 |
| 18 Health Occupations - Vocational Nursing | \$ 10.16 | \$ 3.05 | \$ 12.04 | \$ 3.22 |
| 19 Mathematics | \$ 7.80 | \$ 2.34 | \$ 8.92 | \$ 2.39 |
| 20 Mechanics and Repairers - Automotive | \$ 9.69 | \$ 2.91 | \$ 11.08 | \$ 2.97 |
| 21 Mechanics and Repairers - Diesel, Aviation Mechanics, and Transportation Workers | \$ 10.46 | \$ 3.14 | \$ 11.30 | \$ 3.02 |
| 22 Mechanics and Repairers - Electronics | \$ 8.73 | \$ 2.62 | \$ 10.01 | \$ 2.68 |
| 23 Physical Education and Fitness | \$ 9.43 | \$ 2.83 | \$ 11.41 | \$ 3.05 |
| 24 Protective Services and Public Administration | \$ 8.68 | \$ 2.60 | \$ 9.90 | \$ 2.65 |
| 25 Psychology, Social Sciences, and History | \$ 7.16 | \$ 2.15 | \$ 8.29 | \$ 2.22 |
| 26 Visual and Performing Arts | \$ 9.56 | \$ 2.87 | \$ 11.10 | \$ 2.97 |
| Weighted Average, based on Alamo Colleges base year contact hours | \$ 8.54 | \$ 2.56 | \$ 9.69 | \$ 2.59 |
| FY16/17 Base Period = Summer 2014, Fall 2014, and Spring 2015; FY14/15 = Summer 2012, Fall 2012 and Spring 2013 | | | | |
| Source: Texas Higher Education Coordinating Board (THECB) | | | | |

Contact Hours

| 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 | 16,192,256 | 3,621,694 | 19,813,950 | -0.6% |

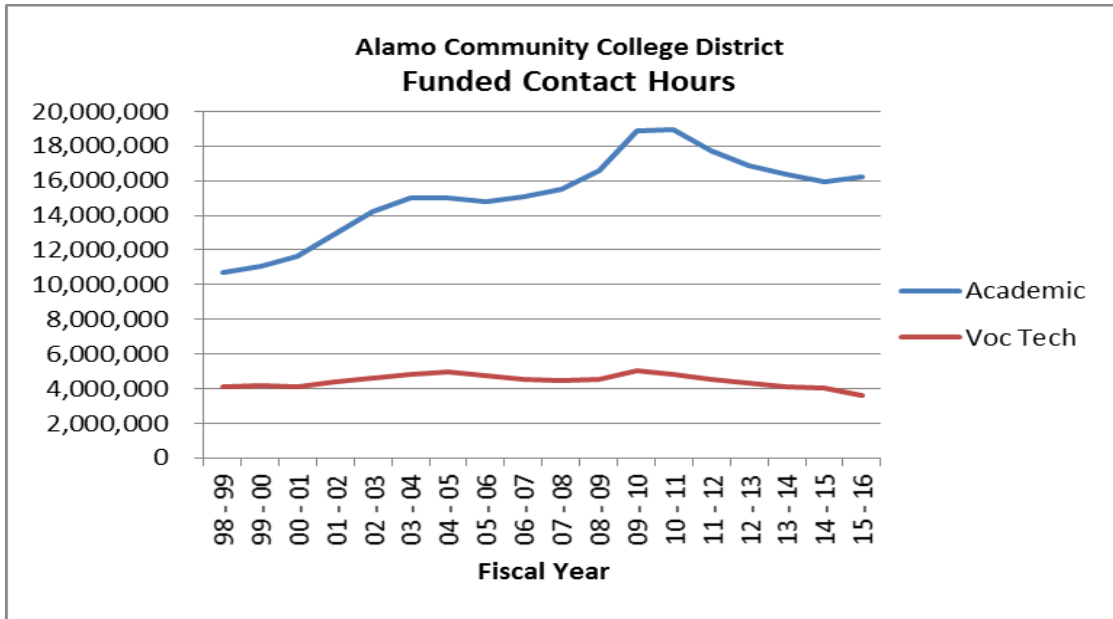
Program (Recent): CBM004 ODS - SCH and CH.egp and CBM00C ODS - CH.egp

Source: CBM004 and CBM00C Certified Data - District IRES Office

Excel File: Funded CH and Unduplicated HC by FY

Note: Voc Tech includes Continuing Education Contact Hours.

Note: Preliminary data does not include Continuing Education Contact Hours for quarter 4.



Headcount vs. Enrollment

The table on the following page was developed to give a comprehensive view of student counts at Alamo Colleges. The three primary data points are:

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.

| FY 2015 ACTUAL | | | | | | | | | | |
|--|-----------|-------------|-------------|-------------------------------|-------|-------|-------|-------|---|--------------------------------------|
| Unduplicated Students (college of Registration) | Fall 2014 | Spring 2015 | Summer 2015 | Annual Credit Unduplicated | CE Q1 | CE Q2 | CE Q3 | CE Q4 | CE (non- credit) Annual Unduplic. | Total Students Served Annually |
| TOTAL UNDUPLICATED AT CENSUS DATE (College of Registration) | 49,888 | 47,978 | 21,457 | 71,545 | 2,276 | 1,682 | 1,884 | 1,515 | 5,252 | 76,797 |
| Flex (All parts of term after Census) | 5,401 | 4,879 | - | 6,077 | - | - | - | - | - | 6,077 |
| TOTAL UNDUPLICATED WITH FLEX II (College of Registration) | 55,289 | 52,857 | 21,457 | 77,622 | 2,276 | 1,682 | 1,884 | 1,515 | 5,252 | 82,874 |
| Students attending > 1 college | 9,052 | 9,441 | 5,617 | 8,037 | | | | | | 8,037 |
| TOTAL DUPLICATED - BUDGET VIEW (College of Attendance) | 64,341 | 62,298 | 27,074 | 85,659 | 2,276 | 1,682 | 1,884 | 1,515 | 5,252 | 90,911 |

| FY 2016 PRELIMINARY | | | | | | | | | | | YoY Growth |
|--|-----------|-------------|-------------|-------------------------------|-------|-------|-------|-------|---|--------------------------------------|------------|
| Unduplicated Students (college of Registration) | Fall 2015 | Spring 2016 | Summer 2016 | Annual Credit Unduplicated | CE Q1 | CE Q2 | CE Q3 | CE Q4 | CE (non- credit) Annual Unduplic. | Total Students Served Annually | |
| TOTAL UNDUPLICATED AT CENSUS DATE (College of Registration) | 51,634 | 49,815 | 22,641 | 75,120 | 1,812 | 1,180 | 1,451 | 1,108 | 3,586 | 78,706 | 2.5% |
| Flex (All parts of term after Census) | 5,848 | 5,642 | - | 6,300 | - | - | - | - | - | 6,300 | |
| TOTAL UNDUPLICATED WITH FLEX II (College of Registration) | 57,482 | 55,457 | 22,641 | 81,420 | 1,812 | 1,180 | 1,451 | 1,108 | 3,586 | 85,006 | 2.6% |
| Students attending > 1 college | 9,196 | 8,872 | 3,622 | 8,430 | | | | | | 8,430 | |
| TOTAL DUPLICATED - BUDGET VIEW (College of Attendance) | 66,678 | 64,329 | 26,262 | 89,850 | 1,812 | 1,180 | 1,451 | 1,108 | 3,586 | 93,436 | 2.8% |

| FY 2017 BUDGET | | | | | | | | | | | YoY Growth |
|--|-----------|-------------|-------------|-------------------------------|-------|-------|-------|-------|---|--------------------------------------|------------|
| Unduplicated Students (college of Registration) | Fall 2016 | Spring 2017 | Summer 2017 | Annual Credit Unduplicated | CE Q1 | CE Q2 | CE Q3 | CE Q4 | CE (non- credit) Annual Unduplic. | Total Students Served Annually | |
| TOTAL UNDUPLICATED AT CENSUS DATE (College of Registration) | 54,402 | 52,513 | 23,937 | 79,397 | 2,662 | 1,967 | 2,203 | 1,772 | 6,142 | 85,539 | 8.7% |
| Flex (All parts of term after Census) | 6,188 | 5,970 | - | 6,666 | - | - | - | - | - | 6,666 | |
| TOTAL UNDUPLICATED WITH FLEX II (College of Registration) | 60,590 | 58,483 | 23,937 | 86,062 | 2,662 | 1,967 | 2,203 | 1,772 | 6,142 | 92,205 | 8.5% |
| Students attending > 1 college | 9,010 | 7,031 | 3,930 | 8,911 | - | - | - | - | - | 8,911 | |
| TOTAL DUPLICATED - BUDGET VIEW (College of Attendance) | 69,600 | 65,514 | 27,867 | 94,973 | 2,662 | 1,967 | 2,203 | 1,772 | 6,142 | 101,115 | 8.2% |

Unduplicated Headcount Enrollment

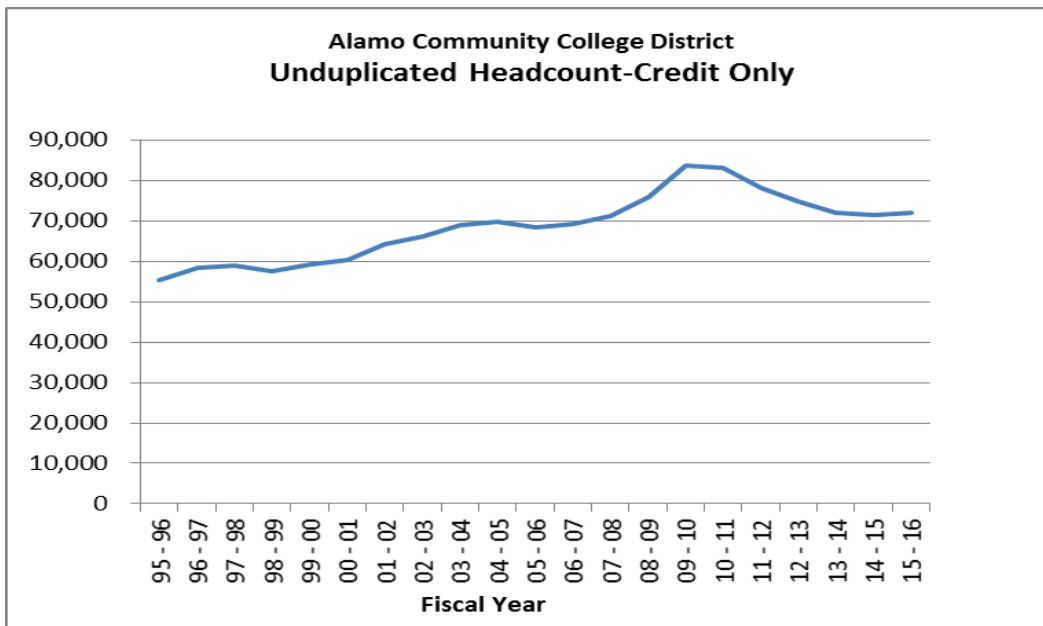
| ALAMO COMMUNITY COLLEGE DISTRICT UNDUPLICATED HEADCOUNT - CREDIT ONLY | | |
|--|--------|-----------|
| Fiscal Year | Total* | Inc / Dec |
| 95 - 96 | 55,206 | |
| 96 - 97 | 58,327 | 5.7% |
| 97 - 98 | 58,909 | 1.0% |
| 98 - 99 | 57,403 | -2.6% |
| 99 - 00 | 59,107 | 3.0% |
| 00 - 01 | 60,435 | 2.2% |
| 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 | 71,984 | 0.7% |

Program (Recent): CBM001 ODS - Unduplicated Full Term (FY 2012 and up).egp

Source: CBM001 Data - District IRES Office

* Unduplicated Total is based on ID as reported to the THECB.

Excel File: Funded CH and Unduplicated HC by FY



Ten Year Trend of Revenue Sources

ALAMO COLLEGES

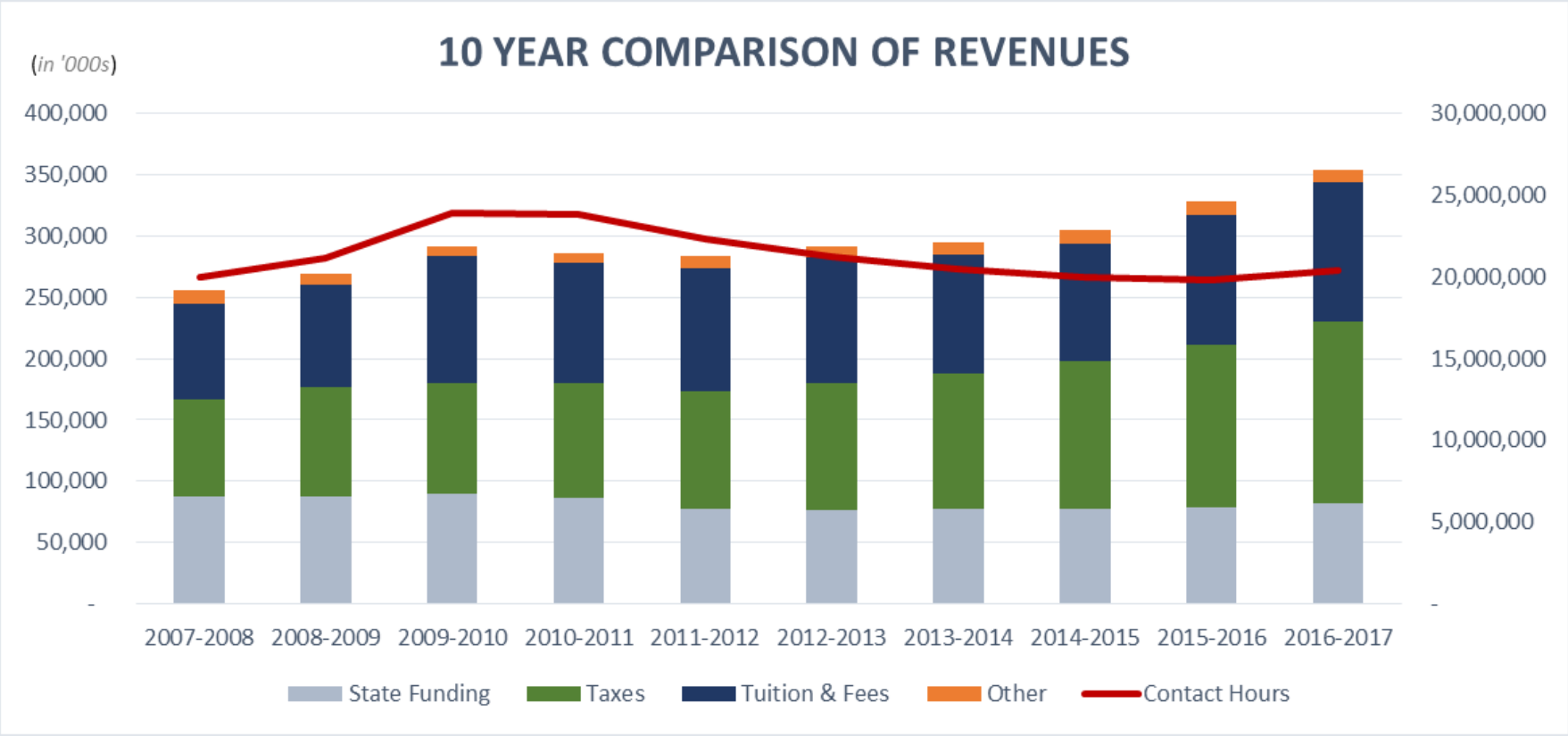
10 YEAR COMPARISON OF REVENUES

| FISCAL YEAR | STATE FUNDING (1) * | % | LOCAL TAXES | % | TUITION & FEES (2) | % | OTHER (3) | % | TOTAL |
|---------------|---------------------|--------|-------------|--------|--------------------|--------|------------|-------|-------------|
| 2007-2008 (5) | 87,317,846 | 34.11% | 79,277,313 | 30.97% | 78,265,201 | 30.57% | 11,128,909 | 4.35% | 255,989,269 |
| 2008-2009 (5) | 87,947,041 | 32.70% | 88,412,612 | 32.87% | 83,452,604 | 31.03% | 9,135,448 | 3.40% | 268,947,705 |
| 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 (4) | 79,200,935 | 24.12% | 132,346,658 | 40.31% | 105,841,579 | 32.24% | 10,945,068 | 3.33% | 328,334,240 |
| 2016-2017 (4) | 81,924,206 | 23.13% | 148,053,358 | 41.79% | 113,699,147 | 32.10% | 10,563,424 | 2.98% | 354,240,135 |

(1) INCLUDES FUNDS FOR DEVELOPMENTAL EDUCATION
 (2) NET TUITION AND FEES
 (3) INCLUDES GROSS AUXILIARY REVENUES
 (4) PER BUDGET
 (5) ACTUAL REVENUES PER AUDITED FINANCIAL REPORT

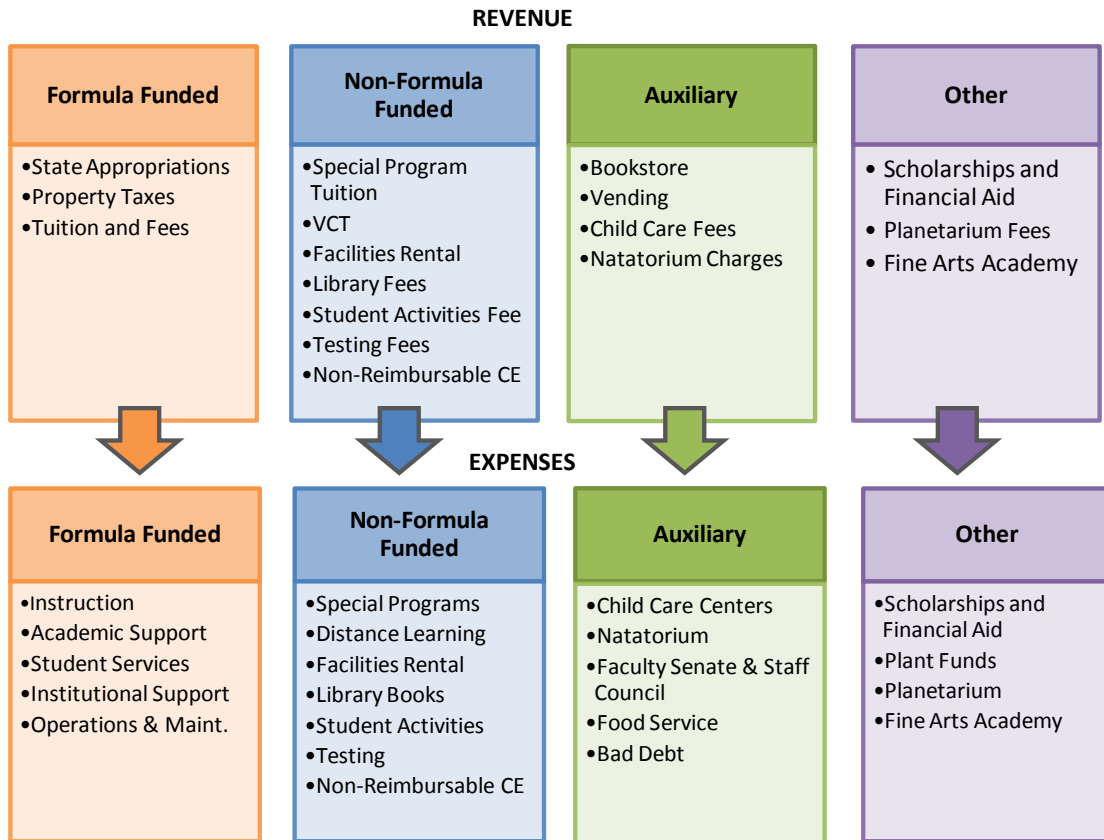
Note: State Funding (1) includes State Paid Benefits for All Years
 * 2015-2016 and 2016-2017 State Funding includes Veteran's Assistance Center \$4.5M per year

Source: Annual Financial Reports - Schedules A and C



Budget Process and Budget Calendar

For the ninth year in a row, Alamo Colleges has developed its Instruction & General Operating Budget based on a workload-driven model. This budgeting model, linked to the Strategic Plan and the defined Strategic Initiatives as approved by the Board of Trustees, provides formula funding allocations based primarily on the average class size, workload-based staffing units, average salary, forecasted contact hour growth, and costs per contact hour. Non-formula funding and auxiliary are allocated based on revenue projections. The chart below depicts the major areas within each of the revenue and expense categories.



Budget planning at the district and college level is an annual process. This process includes (1) the development of revenue and expense allocations via the workload budget allocation model (“Workload Budget Allocation Model,”) 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.

| Timeline | Workload Budget Allocation – Board Approval | Budget Distributions – Colleges/Dept |
|------------------|--|--|
| November | <p>The Alamo Colleges’ District Budget Office coordinates preliminary projections for revenues.</p> <p>Board Strategic Planning Retreat</p> | |
| March | <p>In March, The District Budget Office coordinates projections for enrollment, revenue and other key data elements, in collaboration with the campus budget officers.</p> | <p>Colleges provide Contact Hour, Enrollment, and non-formula revenue projections.</p> |
| April/May | <p>The District Budget Office and the Colleges develop detailed budgets.</p> <ul style="list-style-type: none"> • On April 10th - Initial operating expense budget allocations generated by the model are distributed to each of the colleges and the district-level units • By May 11, 2016 – Colleges and Departments verified positions for new budget year. • May 17, 2016 – Board of Trustees approved annual compensation increase for faculty, staff and administrators • By May 20, 2016 – Colleges and Departments load non-labor information into detailed department level budgets. | <p>Colleges and departments finalize employee position listings and begin preliminary work on the development of detailed unit budgets, area budgets, and college budgets begins, based on (1) a review of previous fiscal year approved budgets, (2) unit/department needs, (3) educational needs and (4) college objectives. All of these budgets are based on actions plans, which are linked to the approved strategic plan and strategic initiatives.</p> |
| June | <p>The Alamo Colleges’ District Budget Office</p> <ul style="list-style-type: none"> • Balances the FY17 Working Operating Budget to preliminary allocations. • Drafts preliminary FY17 Staffing Management Plan • Receives Chancellor approval of phase 1 “critical hires” by stakeholders and finalizes budget | |
| July | <p>Board of Trustees Budget Retreat: Presentation and review of Fiscal Year 2017 Operating Budget.</p> <p>Board Approval of Fiscal Year 2017 Operating Budget</p> | |
| August | <p>Finalize Banner detailed department budgets and roll non-labor to “production” to allow early FY17 purchase orders in preparation for Fall term.</p> <p>Board Approval of Fiscal Year 2017 All Funds Budget</p> | <p>Colleges and Departments finalize Budget and non-labor allocations.</p> |
| September | <p>After final FY16 payroll run – FY17 positions are “active” in Banner HR and feed labor budgets to Finance production budgets.</p> | <p>Budgets loaded into Banner Finance</p> |

The budget planning process undertaken to develop the FY 2016-2017 Budget included several meetings with the Board of Trustees and college constituencies. A timeline reflecting Board meetings and retreats held as part of this fiscal year’s budget-building process follows.

| Date | Meeting | Topic |
|--------------------|-----------------------------------|---|
| November 14, 2015 | Board Retreat | Initial Forecast of FY 2016 - 2017 Budget |
| April-June | Budget Development | Labor & Non-labor budgets entered and balanced in Banner |
| July 12, 2016 | Board Retreat | Approval of FY 2016 - 2017 Budget Presentation |
| August 9, 2016 | Audit, Budget & Finance Committee | Approval of FY 2016 - 2017 All Funds Budget |
| August 11, 2016 | Non-Labor Budget Load | Non-labor budgets for FY2017 available in Banner Finance |
| August 16, 2016 | Regular Board Meeting | Final Approval of FY 2016 - 2017 All Funds Budget |
| September 20, 2016 | Labor Budget Load | Labor/position budgets for FY2017 available in Banner Finance |

Workload-Driven Budgeting Model – Step One of Budget Process

The methodology of the workload-driven budgeting model used by the Alamo Colleges is based on the previous work conducted by the National Center of Higher Education for Management Systems (NCHEMS) to develop a national model. The state of Texas, through the Texas Higher Education Coordinating Board (THECB), uses a model with many similar features.

This budgeting model allows for the calculation of an allocation for instructional faculty staffing at each of the colleges, based on past enrollment activity by discipline and additional projected enrollments. It also allows for the calculation of allocations for academic support, student services, institutional support, and operations and maintenance.

The model's methodology is contingent on the use of certified and audited financial and enrollment data as compiled by the THECB. This ensures the use of standardized criteria in the calculation of allocations for each of the colleges and allows for a transparent, fair and equitable approach to funding. Specific cost drivers used in the model are listed below. Each of these cost drivers is critical to ensuring fair and equitable allocations.

1. Target Class Size by Discipline
 - a. Average Class Size was taken a step further in the FY 2014-2015 model, by expanding the data and calculation into three categories: classroom, clinical, and lab.
 - b. Each category, by definition, has a different class size structure; to more accurately and equitably allocate funds for instruction, the faculty staffing was determined at a more appropriate level of detail, using contact hours by each category and discipline.
 - c. The Average Class Size by category used in the allocation: Classroom (25.63), Clinical (10.61), Lab (17.20)
 - d. Overall, the Target Average Class Size remains at 25.01
2. Contact Hours per Faculty Staffing Unit
3. Faculty Staffing Units per College
4. Projected FY17 Annual Contact Hours by Discipline
5. Projected Fall 2016 Enrollment

Beginning FY2016-2017, the workload-driven budgeting model separates St. Philip's College (SPC) into the Martin Luther King campus (MLK), which provides primarily academic courses, and the Southwest Campus (SWC), which specializes in technical education and industrial training. This separation allows for a more equitable allocation of funds between the academic and technical campuses based on the enrollment and contact hour categories and disciplines.

FY 2016-2017 Budget Model Summary

| ALAMO COMMUNITY COLLEGE DISTRICT | | | | | | | | | |
|--|-------------------|-------------------|------------------|-------------------|-------------------|-------------------|--------------------|--------------------|--------------------|
| FY 2017 WORKLOAD-DRIVEN BUDGET MODEL SUMMARY | | | | | | | | | |
| | SAC | MLK | SWC | PAC | NVC | NLC | TOTAL COLLEGES | DISTRICT | TOTAL |
| TOTAL EDUCATIONAL AND GENERAL FUNCTIONAL CATEGORIES (Formula) | | | | | | | | | |
| FY16 Model w/o CE Ch | 43,187,970 | 28,177,831 | 0 | 18,312,148 | 29,985,542 | 10,778,988 | 130,442,479 | 93,049,970 | 223,492,449 |
| FY17 Model | 47,043,565 | 26,080,949 | 4,136,192 | 19,800,888 | 32,903,659 | 11,964,422 | 141,929,677 | 87,366,090 | 229,295,767 |
| Variance | 3,855,596 | (2,096,882) | 4,136,192 | 1,488,740 | 2,918,117 | 1,185,435 | 11,487,198 | (5,683,880) | 5,803,318 |
| Non-Formula Funding | | | | | | | | | |
| FY16 Model (less CE Consolidated move) w/o CE CH | 3,669,853 | 4,239,817 | | 6,004,616 | 1,019,453 | 2,000,230 | 16,933,969 | 7,128,162 | 24,062,131 |
| FY17 Model | 2,056,258 | 2,574,744 | 0 | 4,774,889 | 888,907 | 591,736 | 10,886,534 | 7,761,827 | 18,648,361 |
| Variance (A) | (1,613,595) | (1,665,073) | 0 | (1,229,727) | (130,546) | (1,408,494) | (6,047,435) | 633,665 | (5,413,770) |
| Capital Budget | | | | | | | | | |
| FY16 Model w/o CE Ch | 1,190,000 | 930,000 | | 410,000 | 590,000 | 180,000 | 3,300,000 | 0 | 3,300,000 |
| FY17 Model | 1,084,607 | 567,089 | 86,031 | 436,819 | 839,679 | 285,775 | 3,300,000 | 0 | 3,300,000 |
| Variance (A) | (105,393) | (362,911) | 86,031 | 26,819 | 249,679 | 105,775 | 0 | 0 | 0 |
| Total for College/District Detailed Budget Allocation | | | | | | | | | |
| FY16 Model w/o CE Ch | 48,047,822 | 33,347,649 | 0 | 24,726,764 | 31,594,995 | 12,959,218 | 150,676,448 | 100,178,132 | 250,854,580 |
| FY17 Model | 50,184,430 | 29,222,782 | 4,222,223 | 25,012,596 | 34,632,245 | 12,841,934 | 156,116,211 | 95,127,917 | 251,244,128 |
| Variance (A) | 2,136,608 | (4,124,866) | 4,222,223 | 285,831 | 3,037,250 | (117,284) | 5,439,763 | (5,050,215) | 389,548 |
| | 4% | -12% | 0% | 1% | 10% | -1% | 4% | | 0% |
| Mandatory and Contractual and Other (non-discretionary) | | | | | | | | | |
| Compensation Increase | 2,031,944 | 1,144,638 | 92,698 | 849,145 | 1,167,910 | 557,734 | 5,844,069 | 2,039,695 | 7,883,764 |
| IT and Communications | 3,551,701 | 2,376,055 | 0 | 1,674,015 | 2,467,504 | 945,469 | 11,014,744 | (11,014,744) | 0 |
| Preventive Maintenance | 0 | | | | | | 0 | 14,500,000 | 14,500,000 |
| Mandatory and Contractual | 0 | | | | | | 0 | 33,944,897 | 33,944,897 |
| Fringe Benefits | 11,634,260 | 7,689,847 | 0 | 5,107,496 | 7,092,788 | 3,035,503 | 34,559,894 | 18,109,584 | 52,669,478 |
| Fringe Benefits - Comp Increase | 296,091 | 166,267 | 14,309 | 124,271 | 169,068 | 80,202 | 850,208 | 302,487 | 1,152,695 |
| Fringe Benefits - Vacancy Credit | (203,774) | (206,419) | 0 | (132,168) | (105,563) | (68,405) | (716,329) | (313,353) | (1,029,682) |
| Auxiliary - Natatorium (Facilities, Utilities, DPS), Food Service | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 240,455 | 240,455 |
| Strategic Initiatives/Efficiencies/Overlays - Vacancy Credit | (694,890) | (703,912) | 0 | (450,706) | (359,980) | (233,270) | (2,442,758) | (1,068,568) | (3,511,326) |
| Strategic Initiatives/Efficiencies/Overlays - Student Success | 205,000 | 246,000 | 0 | 246,000 | 205,000 | 205,000 | 1,107,000 | 995,415 | 2,102,415 |
| Balancing Adjustment | 5,219 | 2,282 | 0 | 0 | 0 | 0 | 7,501 | 0 | 7,501 |
| Total Operating Expense Budget | 67,009,981 | 39,937,540 | 4,329,231 | 32,430,649 | 45,268,972 | 17,364,167 | 206,340,540 | 152,863,785 | 359,204,325 |
| NEW: Full District allocation | 49,643,174 | 29,587,029 | 3,207,235 | 24,025,680 | 33,536,727 | 12,863,940 | 152,863,785 | (152,863,785) | 0 |
| Fully Distributed FY17 Budget | 116,653,156 | 69,524,569 | 7,536,466 | 56,456,328 | 78,805,700 | 30,228,106 | 359,204,325 | 0 | 359,204,325 |

(A) Continuing Education has been consolidated in DSO. CE Contact Hours are removed in the FY17 Workload model

| Key Drivers | SAC | SPC | SWC | PAC | NVC | NLC | TOTAL COLLEGES | | |
|---|-------------------|-------------------|------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|--------------------|
| Fall Enrollment (College of Attendance) | | | | | | | | | |
| Budget Fall 2015 (FY16) | 20,725 | 11,942 | 0 | 9,408 | 16,459 | 5,422 | 63,956 | | |
| Actual Fall 2015 (FY16) per College input | 20,467 | 11,583 | 910 | 9,814 | 17,504 | 5,504 | 65,782 | | |
| Impact of True up to Actual | (258) | (359) | 910 | 406 | 1,045 | 82 | 1,826 | | |
| Budget Fall 2015 (FY16) | 20,725 | 11,942 | 0 | 9,408 | 16,459 | 5,422 | 63,956 | | |
| Budget Fall 2016 (FY17) per college input | 20,976 | 12,477 | 969 | 10,821 | 18,086 | 6,271 | 69,600 | | |
| Budget Variance FY16 vs FY17 | 251 | 535 | 969 | 1,413 | 1,627 | 849 | 5,644 | | |
| | | | | | | | 8.8% | | |
| Contact Hours (excluding CE, Dual Credit/Off Campus and Gateway) | | | | | | | | | |
| Budget FY16 (Spring-Fall 2015) | 5,991,480 | 3,607,902 | 0 | 2,413,030 | 4,638,472 | 1,578,652 | 18,229,536 | | |
| Actual FY16 (Fall 15, Spring 16, Summer 16) | 5,801,648 | 3,507,232 | 0 | 2,540,664 | 4,810,256 | 1,544,896 | 18,204,696 | (B) | |
| Impact of True up to Actual | (189,832) | (100,670) | 0 | 127,634 | 171,784 | (33,756) | (24,840) | | |
| | | | | | | | -0.1% | | |
| Budget FY16 (Spring-Fall 2014) | 5,991,480 | 3,607,902 | 0 | 2,413,030 | 4,638,472 | 1,578,652 | 18,229,536 | | |
| Budget FY17 (Spring-Fall 2015) per College Input | 5,747,389 | 3,356,416 | 509,192 | 2,649,499 | 4,807,255 | 1,735,944 | 18,805,696 | | |
| Budget Variance FY16 vs FY17 | (244,091) | (251,485) | 509,192 | 236,469 | 168,783 | 157,292 | 576,160 | | |
| | | | | | | | 3.2% | | |
| Faculty Staffing Unit (Full-time Equivalent of Faculty and Adjunct) | | | | | | | | | |
| FY16 Model (25 Avg Class Size) | 631 | 425 | 0 | 258 | 449 | 146 | 1,909 | | |
| FY17 Model (25 Avg Class Size) | 676 | 384 | 63 | 267 | 461 | 154 | 2,006 | | |
| Variance | 46 | (41) | 63 | 10 | 12 | 8 | 97 | | |
| | | | | | | | 5.1% | | |
| Educ. & General by Category | SAC | MLK | SWC | PAC | NVC | NLC | TOTAL COLLEGES | DISTRICT | TOTAL |
| Instruction | 29,333,058 | 16,318,170 | 2,911,370 | 11,788,605 | 19,563,820 | 6,652,795 | 86,567,819 | 615,000 | 87,182,819 |
| Academic Support | 5,308,249 | 3,004,751 | 501,425 | 2,241,165 | 3,643,745 | 1,323,022 | 16,022,358 | 591,451 | 16,613,809 |
| Student Support | 7,621,030 | 4,008,261 | 309,731 | 3,547,760 | 6,408,247 | 2,351,889 | 24,246,919 | 8,791,662 | 33,038,581 |
| Institutional Support | 4,781,228 | 2,749,767 | 413,667 | 2,223,357 | 3,287,846 | 1,636,716 | 15,092,581 | 53,388,690 | 68,481,271 |
| Maintenance & Operations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 23,979,287 | 23,979,287 |
| Total Formula Funding | 47,043,565 | 26,080,949 | 4,136,192 | 19,800,888 | 32,903,659 | 11,964,422 | 141,929,677 | 87,366,090 | 229,295,767 |
| (B) Spring '16 is Preliminary Term; Summer '16 is Census as the Term file is not available. | | | | | | | | | |

Budget Model Funding Methodology and Formulas

INSTRUCTION (TAB 1)

- (A) There are two specific forms of funding that are generated for the Instructional areas.
- *Funding for Faculty Salary Costs*
 - *Allocation for Instructional Departments*
- (B) The funding for faculty is generated based on the following formula:
(Faculty Staffing Units per College x District-wide Average Faculty Staffing Unit (FSU) Salary) = Funding for Faculty
- (C) Each instructional department receives an operations allocation based on the following formula:
Projected Contact Hours x Costs per Contact Hour (using final audited financials from FY 2015) = Instructional Operations (without furniture, fixtures & equipment).
- (D) Cost Drivers

Target Average Class Size: Target developed using the mix of contact hours in three categories: Classroom, Clinical, & Labs; committee of Academic Success leadership and the Vice Chancellor for Finance & Administration determined the average class size requirements by the 28 disciplines for each category

Contact Hours per Faculty Staffing Unit: Target Average Class Size* x 3 credit hours x 5 classes x 16 weeks in 28 disciplines

- Target Average Class Size: classroom 25.63, Clinical 10.61, Labs 17.2

Faculty Staffing Units per College: Contact Hours DIVIDED by Contact Hours per Faculty Staffing Unit in each category (Classroom, Clinical or Lab)

FSU Average Salary: district-wide Faculty Salaries with 50/50 ratio of Full-time Faculty/Adjunct

Instructional Operations: (FY15 Actual Costs per CH) x Contact Hours

- (E) Data Exhibits
- **Target Class Size by Discipline (Exhibit 1)**
 - The table in this exhibit indicates the “targeted average class size” for each of the 28 standard disciplines per fiscal year (i.e., fall semester, spring semester, flex semesters, summer I and summer II)
 - Exhibit 1 establishes target average class size for each of the 28 academic program disciplines in three categories: Classroom, Clinical and Lab; these categories each have specific faculty drivers that require staffing needs be calculated exclusively, based on the contact hour projections in each
 - **Faculty Contact Hours per Staffing Unit (Exhibit 2)**
 - This criterion provides a way to calculate the varying average contact hours per faculty staffing unit by discipline as a companion snapshot to the TARGET CLASS SIZE BY DISCIPLINE (Exhibit 1).
 - The table in this exhibit is based on calculating the average contact hours per faculty staffing unit per discipline for the fall, spring, summer I, and summer II semesters, based on a standard of 15 credit hours per semester per faculty staffing unit. The calculation assumes that “equivalencies” in contact hours will be developed to match this standard of methodology, as follows:
 - A Semester is generated based on the following formula: *(targeted average class size x 3 credit hour class x 5 classes per semester) x (16 weeks in a semester) = faculty contact hours per faculty staffing unit for either the fall, spring or summer semester;*
 - For the purposes of a funding model, the Academic Year is divided between the traditional 9-month (fall & spring) terms and summer. While staffing requirements are calculated in the same way for all terms, the summer pay schedule for full-time faculty by policy is based on 130 percent of the adjunct pay rate; for this reason, summer faculty staffing units (FSU) are calculated separately by the three categories (Classroom, Clinical, Lab)
 - The purpose of calculating faculty contact hours per staffing unit is to allow for a consistent and equitable method of calculating the number of faculty staffing units per college based on the current and projected enrollment by discipline and by college.

- **Faculty Staffing Units per College (Exhibit 3)**

- The table in this exhibit indicates the total number of district-wide faculty staffing units calculated for each discipline for each college, based on what proportion of the total District discipline instructional activity is generated by each college.
- This calculation is independent of funding sources, allowing for a fair and equitable allocation of total faculty staffing units, based on each college's discipline variations.

ACADEMIC SUPPORT (TAB 2)

Funding for the Academic Support area is generated based on the following formula:

$$(16.21\text{percent}^* \text{ of Instruction Distribution}) = \text{Academic Support excluding Library}$$

*The Library Upgrade is based on: (FY17 estimated Annual Headcount (100% non-exempt + 50% exempt) * \$10)*

An overlay for 2 CE Program Managers based on the current position's average salary is added to the Academic Support area

**FY15 actuals, based on prior years' audited financial statements*

STUDENT SERVICES (TAB 3)

The College Student Services distribution is based on the following formula:

$$(\$101.65 \text{ non-exempt} + \$50.83 \text{ exempt}^*) \text{ multiplied by FY16 estimated Annual Headcount (100\% non-exempt} + 20\% \text{ exempt)}$$

An overlay for Advising is based on: (Projected FY17 headcount without Dual Credit / Advisor target 350:1) x Average advising salary + \$1000 Certification Incentive payout for each advisor, + additional advising support staff

**FY15 Salaries excluding Advisors per headcount, based on prior years' audited financial statements (\$101.65 non-exempt, \$50.83 exempt)*

INSTITUTIONAL SUPPORT (TAB 4)

Institutional Support funding is based on the following formula:

$$11.13 \text{ percent}^* \text{ of Total Instruction, Academic Support, Student Services and Non-Formula-Special Programming}$$

**FY15 actuals, based on prior years' audited financial statements*

OPERATIONS AND MAINTENANCE

The Operations and Maintenance funding is based on the following formula:

- 29,500 gross square fee per housekeeping FTE (same as in FY16)
- 52,000 gross square feet per Maintenance FTE (same as in FY16)
- 18 acres per grounds FTE (same as in FY16)
- Utilities: Projected consumption at current utility rates
- Administrative Overhead

NON-FORMULA EXPENSE

Funded equal to related non-formula revenue projects (see Exhibit 5).

Effective FY2016-2017, CE has been fully consolidated under DSO and is no longer included in the College Budget Model Funding Methodology and Formulas. Additional details regarding Consolidated CE can be found in the Financial Information section.

Exhibit 1

| ALAMO COMMUNITY COLLEGE DISTRICT | | | | |
|---|------------------------------|-----------------------------|------------------------|--------------|
| Target Class Size by Discipline | | | | |
| | TARGET AVG CLASS SIZE | | | |
| | Classroom | Clinical¹ | Lab¹ | Total |
| 01 - Agriculture | 20 | 5 | 14 | 18.71 |
| 02 - Architecture and Precision Production Trades | 24 | 5 | 13 | 23.32 |
| 03 - Biology, Physical Sciences, and Science technology | 24 | 5 | 22 | 23.88 |
| 04 - Business Management, Marketing, and Administrative Services | 24 | 5 | 6 | 23.58 |
| 05 - Career Pilot | 13 | 5 | 5 | 13.00 |
| 06 - Communications | 19 | 5 | 19 | 19.00 |
| 07 - Computer and Information Sciences | 18 | 5 | 16 | 17.51 |
| 08 - Construction Trades | 23 | 5 | 12 | 21.37 |
| 09 - Consumer and Homemaking Education | 25 | 15 | 6 | 24.02 |
| 10 - Engineering | 25 | 5 | 10 | 24.58 |
| 11 - Engineering Related | 20 | 5 | 12 | 18.30 |
| 12 - English Language, Literature, Philosophy, Humanities, and Interdisciplinary | 29 | 5 | 5 | 28.99 |
| 13 - Foreign Languages | 22 | 5 | 20 | 21.97 |
| 14 - Health Occupations (Dental Asst., Medical Lab, and Assoc. Degree Nursing) | 19 | 11 | 20 | 14.26 |
| 15 - Health Occupations - Dental Hygiene | | | | |
| 16 - Health Occupations - Other (Excludes Dental Hygiene, Dental Asst., Medical Lab, Assoc. Degree in Nursing, Vocational Nursing, and Respiratory Therapy) | 20 | 13 | 13 | 18.23 |
| 17 - Health Occupations - Respiratory Therapy | 30 | 10 | 10 | 18.95 |
| 18 - Health Occupations - Vocational Nursing | 30 | 10 | 10 | 21.17 |
| 19 - Mathematics | 28 | 5 | 5 | 28.00 |
| 20 - Mechanics and Repairers - Automotive | 26 | 5 | 13 | 22.96 |
| 21 - Mechanics and Repairers - Diesel, Aviation Mechanics, and Transportation Workers | 23 | 5 | 11 | 22.07 |
| 22 - Mechanics and Repairers - Electronics | 15 | 5 | 5 | 15.00 |
| 23 - Physical Education and Fitness | 24 | 5 | 5 | 24.00 |
| 24 - Protective Services and Public Administration | 28 | 5 | 5 | 27.57 |
| 25 - Psychology, Social Services, and History | 30 | 5 | 5 | 30.00 |
| 26 - Visual and Performing Arts | 20 | 5 | 10 | 19.74 |
| 27 - Non-State Funded | | | | |
| 28 - Developmental Math | 26 | 5 | 5 | 26.00 |
| 29 - Developmental Reading and Writing | 23 | 5 | 5 | 23.00 |
| Weighted Average (using prior year prioritized contact hour volumes) | 25.63 | 10.61 | 17.20 | 25.01 |
| ¹ A minimum of 5 was used for disciplines currently without Clinical or Lab volumes | | | | |

Exhibit 2

| ALAMO COMMUNITY COLLEGE DISTRICT | | | | | | | | | | | | | | | | |
|--|--------------------------------|-------|--------|--------|---|--------------------------------|--------|--------|--------|---|-------------------------------|--------|--------|--------|---|--|
| Based on a Target Average Class Size for each Category | | | | | | | | | | | | | | | | |
| Faculty Contact Hours Per Staffing Unit | | | | | | | | | | | | | | | | |
| RESIDENT INSTRUCTION | CLASSROOM | | | | | CLINICAL (A) | | | | | LAB (A) | | | | | |
| | Target Avg Class Size of 25.63 | Fall | Spring | Summer | Faculty Contact Hours per Staffing Unit | Target Avg Class Size of 10.61 | Fall | Spring | Summer | Faculty Contact Hours per Staffing Unit | Target Avg Class Size of 17.2 | Fall | Spring | Summer | Faculty Contact Hours per Staffing Unit | |
| 1 Agriculture | 20.0 | 4,800 | 4,800 | 4,800 | 14,400 | 5.0 | 1,200 | 1,200 | 1,200 | 3,600 | 14 | 3,360 | 3,360 | 3,360 | 10,080 | |
| 2 Architect and Precision Prod Trades | 24.0 | 5,760 | 5,760 | 5,760 | 17,280 | 5.0 | 1,163 | 1,163 | 1,163 | 3,489 | 13 | 3,025 | 3,025 | 3,025 | 9,075 | |
| 3 Biology Physical Sci and Sci Tech | 24.0 | 5,760 | 5,760 | 5,760 | 17,280 | 5.0 | 1,121 | 1,121 | 1,121 | 3,363 | 22 | 4,933 | 4,933 | 4,933 | 14,799 | |
| 4 Bus Mgmt Marketing and Admin Svcs | 24.0 | 5,760 | 5,760 | 5,760 | 17,280 | 5.0 | 1,200 | 1,200 | 1,200 | 3,600 | 6 | 1,440 | 1,440 | 1,440 | 4,320 | |
| 5 Career Pilot | 13.0 | 3,120 | 3,120 | 3,120 | 9,360 | 5.0 | 1,163 | 1,163 | 1,163 | 3,489 | 5 | 1,163 | 1,163 | 1,163 | 3,489 | |
| 6 Communications | 19.0 | 4,560 | 4,560 | 4,560 | 13,680 | 5.0 | 1,200 | 1,200 | 1,200 | 3,600 | 19 | 4,560 | 4,560 | 4,560 | 13,680 | |
| 7 Computer and Information Sciences | 18.0 | 4,320 | 4,320 | 4,320 | 12,960 | 5.0 | 1,163 | 1,163 | 1,163 | 3,489 | 16 | 3,723 | 3,723 | 3,723 | 11,169 | |
| 8 Construction Trades | 23.0 | 5,520 | 5,520 | 5,520 | 16,560 | 5.0 | 1,163 | 1,163 | 1,163 | 3,489 | 12 | 2,792 | 2,792 | 2,792 | 8,376 | |
| 9 Consumer and Homemaking Ed | 25.0 | 6,000 | 6,000 | 6,000 | 18,000 | 15.0 | 1,893 | 1,893 | 1,893 | 5,679 | 6 | 757 | 757 | 757 | 2,271 | |
| 10 Engineering | 25.0 | 6,000 | 6,000 | 6,000 | 18,000 | 5.0 | 1,200 | 1,200 | 1,200 | 3,600 | 10 | 2,400 | 2,400 | 2,400 | 7,200 | |
| 11 Engineering Related | 20.0 | 4,800 | 4,800 | 4,800 | 14,400 | 5.0 | 1,163 | 1,163 | 1,163 | 3,489 | 12 | 2,792 | 2,792 | 2,792 | 8,376 | |
| 12 Eng Lang Lit Philos Hmnties Intrdsc | 29.0 | 6,960 | 6,960 | 6,960 | 20,880 | 5.0 | 1,163 | 1,163 | 1,163 | 3,489 | 5 | 1,163 | 1,163 | 1,163 | 3,489 | |
| 13 Foreign Languages | 22.0 | 5,280 | 5,280 | 5,280 | 15,840 | 5.0 | 1,163 | 1,163 | 1,163 | 3,489 | 20 | 4,653 | 4,653 | 4,653 | 13,959 | |
| 14 Hlth Occ Dent Asst Med Lab AA Nurs | 19.0 | 4,560 | 4,560 | 4,560 | 13,680 | 11.0 | 2,559 | 2,559 | 2,559 | 7,677 | 20 | 4,653 | 4,653 | 4,653 | 13,959 | |
| 15 Health Occ Dental Hygiene | - | - | - | - | - | 0.0 | - | - | - | - | 0 | 0 | 0 | 0 | 0 | |
| 16 Health Occ Other | 20.0 | 4,800 | 4,800 | 4,800 | 14,400 | 13.0 | 10,636 | 10,636 | 10,636 | 31,908 | 13 | 10,636 | 10,636 | 10,636 | 31,908 | |
| 17 Respiratory Therapy | 30.0 | 7,200 | 7,200 | 7,200 | 21,600 | 10.0 | 2,327 | 2,327 | 2,327 | 6,981 | 10 | 2,327 | 2,327 | 2,327 | 6,981 | |
| 18 Vocational Nursing | 30.0 | 7,200 | 7,200 | 7,200 | 21,600 | 10.0 | 2,327 | 2,327 | 2,327 | 6,981 | 10 | 2,327 | 2,327 | 2,327 | 6,981 | |
| 19 Mathematics | 28.0 | 6,720 | 6,720 | 6,720 | 20,160 | 5.0 | 1,163 | 1,163 | 1,163 | 3,489 | 5 | 1,163 | 1,163 | 1,163 | 3,489 | |
| 20 Mechanics and Repairers Auto | 26.0 | 6,240 | 6,240 | 6,240 | 18,720 | 5.0 | 1,163 | 1,163 | 1,163 | 3,489 | 13 | 3,025 | 3,025 | 3,025 | 9,075 | |
| 21 Mech Repairer Diesel Aviation Trans | 23.0 | 5,520 | 5,520 | 5,520 | 16,560 | 5.0 | 1,163 | 1,163 | 1,163 | 3,489 | 11 | 2,559 | 2,559 | 2,559 | 7,677 | |
| 22 Electronics | 15.0 | 3,600 | 3,600 | 3,600 | 10,800 | 5.0 | 1,163 | 1,163 | 1,163 | 3,489 | 5 | 1,163 | 1,163 | 1,163 | 3,489 | |
| 23 Physical Ed and Fitness | 24.0 | 5,760 | 5,760 | 5,760 | 17,280 | 5.0 | 1,163 | 1,163 | 1,163 | 3,489 | 5 | 1,163 | 1,163 | 1,163 | 3,489 | |
| 24 Protective Service and Public Admin | 28.0 | 6,720 | 6,720 | 6,720 | 20,160 | 5.0 | 1,163 | 1,163 | 1,163 | 3,489 | 5 | 1,163 | 1,163 | 1,163 | 3,489 | |
| 25 Psychology Soc Sciences and History | 30.0 | 7,200 | 7,200 | 7,200 | 21,600 | 5.0 | 1,163 | 1,163 | 1,163 | 3,489 | 5 | 1,163 | 1,163 | 1,163 | 3,489 | |
| 26 Visual and Performing Arts | 20.0 | 4,800 | 4,800 | 4,800 | 14,400 | 5.0 | 1,200 | 1,200 | 1,200 | 3,600 | 10 | 2,400 | 2,400 | 2,400 | 7,200 | |
| 27 Non-State Funded | - | - | - | - | - | 0.0 | - | - | - | - | 0 | 0 | 0 | 0 | 0 | |
| 28 Math Developmental Education | 26.0 | 6,240 | 6,240 | 6,240 | 18,720 | 5.0 | 1,163 | 1,163 | 1,163 | 3,489 | 5 | 1,163 | 1,163 | 1,163 | 3,489 | |
| 29 Reading/Writing Developmental Education | 23.0 | 5,520 | 5,520 | 5,520 | 16,560 | 5.0 | 1,163 | 1,163 | 1,163 | 3,489 | 5 | 1,163 | 1,163 | 1,163 | 3,489 | |

(A) Clinical and Lab adjusted for the contact hour/credit hour ratio

Exhibit 3

| FY17 Faculty Staffing Units per College | | | | | | | | | | | | | | |
|--|--------------------------|---------------|--------------------------|---------------|--------------------------|---------------|--------------------------|---------------|--------------------------|---------------|--------------------------|---------------|--------------------------|----------------|
| RESIDENT INSTRUCTION | SAC | | MLK | | SWC | | PAC | | NVC | | NLC | | TOTAL | |
| | Contact Hours incl DC-On | Staffing Unit | Contact Hours incl DC-On | Staffing Unit | Contact Hours incl DC-On | Staffing Unit | Contact Hours incl DC-On | Staffing Unit | Contact Hours incl DC-On | Staffing Unit | Contact Hours incl DC-On | Staffing Unit | Contact Hours incl DC-On | Staffing Unit |
| 1 Agriculture | 11,941 | 1.6 | 2,784 | 0.3 | - | - | 34,145 | 4.3 | 16,352 | 2.0 | 2,496 | 0.4 | 67,718 | 8.6 |
| 2 Architect and Precision Prod Trades | 39,312 | 4.8 | 14,336 | 10.6 | 90,928 | 8.7 | - | - | - | - | 3,360 | 0.6 | 147,936 | 24.7 |
| 3 Biology Physical Sci and Sci Tech | 651,809 | 65.9 | 460,304 | 46.8 | - | - | 291,842 | 30.1 | 679,179 | 69.0 | 230,270 | 23.8 | 2,313,404 | 235.7 |
| 4 Bus Mgmt Marketing and Admin Svcs | 274,966 | 54.2 | 216,368 | 28.0 | - | - | 162,881 | 22.6 | 130,887 | 14.4 | 45,556 | 4.2 | 830,658 | 123.4 |
| 5 Career Pilot | - | - | - | - | - | - | 15,085 | 2.5 | - | - | - | - | 15,085 | 2.5 |
| 6 Communications | 66,816 | 8.6 | - | - | - | - | 15,293 | 1.8 | 95,337 | 11.1 | 19,088 | 2.1 | 196,534 | 23.5 |
| 7 Computer and Information Sciences | 252,396 | 40.0 | 114,736 | 16.0 | - | - | 114,515 | 15.7 | 134,652 | 18.9 | 15,744 | 1.9 | 632,043 | 92.5 |
| 8 Construction Trades | - | - | 7,128 | 1.3 | 62,488 | 7.2 | - | - | - | - | - | - | 69,616 | 8.5 |
| 9 Consumer and Homemaking Ed | 156,096 | 24.4 | 210,384 | 30.1 | - | - | 80,974 | 7.6 | 96,670 | 9.3 | 63,562 | 5.9 | 607,686 | 77.3 |
| 10 Engineering | 14,528 | 2.0 | 3,136 | 0.3 | - | - | 7,551 | 0.8 | 25,593 | 2.5 | - | - | 50,808 | 5.6 |
| 11 Engineering Related | 39,478 | 5.9 | 38,976 | 13.7 | 123,936 | 14.2 | 23,777 | 2.7 | 23,289 | 3.7 | 608 | 0.1 | 250,064 | 40.3 |
| 12 Eng Lang Lit Philos Hmnties Intrdsc | 946,398 | 77.4 | 383,160 | 33.7 | - | - | 318,474 | 23.8 | 979,935 | 83.3 | 430,164 | 34.9 | 3,058,131 | 253.0 |
| 13 Foreign Languages | 301,446 | 37.1 | 27,056 | 2.9 | - | - | 41,109 | 4.8 | 135,872 | 15.9 | 23,518 | 2.7 | 529,001 | 63.5 |
| 14 Hlth Occ Dent Asst Med Lab AA Nurs | 362,923 | 59.5 | 36,608 | 5.2 | - | - | - | - | - | - | - | - | 399,531 | 64.7 |
| 15 Health Occ Dental Hygiene | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 16 Health Occ Other | 127,414 | 11.1 | 287,840 | 33.6 | - | - | 102,159 | 10.4 | 60,266 | 6.1 | 18,286 | 1.9 | 595,965 | 63.1 |
| 17 Respiratory Therapy | - | - | 44,800 | 3.8 | - | - | - | - | - | - | - | - | 44,800 | 3.8 |
| 18 Vocational Nursing | - | - | 283,776 | 24.4 | - | - | - | - | - | - | 2,816 | 0.6 | 286,592 | 25.0 |
| 19 Mathematics | 720,014 | 70.9 | 334,944 | 29.5 | - | - | 242,017 | 14.3 | 746,318 | 67.4 | 311,996 | 26.2 | 2,355,289 | 208.3 |
| 20 Mechanics and Repairers Auto | - | - | 199,520 | 37.7 | 42,224 | 3.7 | - | - | - | - | - | - | 241,744 | 41.4 |
| 21 Mech Repairer Diesel Aviation Trans | - | - | 0 | 0.0 | 189,616 | 28.7 | 1,106 | 0.4 | - | - | - | - | 190,722 | 29.2 |
| 22 Electronics | 16,010 | 5.1 | 14,272 | 4.5 | - | - | 2,506 | 0.3 | 3,600 | 0.5 | - | - | 36,388 | 10.4 |
| 23 Physical Ed and Fitness | 99,088 | 38.0 | 11,664 | 1.9 | - | - | 56,713 | 9.0 | 83,915 | 16.6 | 19,680 | 1.7 | 271,060 | 67.2 |
| 24 Protective Service and Public Admin | 225,894 | 33.3 | 24,720 | 2.1 | - | - | 44,634 | 3.6 | 58,441 | 4.6 | 8,928 | 0.7 | 362,617 | 44.2 |
| 25 Psychology Soc Sciences and History | 1,093,203 | 88.3 | 517,440 | 42.9 | - | - | 587,917 | 46.7 | 1,161,909 | 91.5 | 419,104 | 32.7 | 3,779,573 | 302.0 |
| 26 Visual and Performing Arts | 347,657 | 47.4 | 122,464 | 15.0 | - | - | 179,677 | 21.6 | 375,040 | 44.6 | 120,768 | 13.7 | 1,145,606 | 142.3 |
| 27 Non-State Funded | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 28 Math Developmental Education | - | 1.0 | - | - | - | - | 208,749 | 27.4 | - | - | - | - | 208,749 | 28.4 |
| 29 Reading/Writing Developmental Education | - | - | - | - | - | - | 118,373 | 16.8 | - | - | - | - | 118,373 | 16.8 |
| TOTAL | 5,747,389 | 676.4 | 3,356,416 | 384.2 | 509,192 | 62.5 | 2,649,499 | 267.3 | 4,807,255 | 461.3 | 1,735,944 | 154.1 | 18,805,696 | 2,005.8 |
| Full-time Faculty Staffing - at 50% | | 338.2 | | 192.1 | | 31.3 | | 133.6 | | 230.7 | | 77.0 | | 1,002.9 |

Exhibit 4

Enrollment - College of Attendance

| APPROVED BUDGET FY16 (FALL 2014) | | | | | | | |
|----------------------------------|---------------|---------------|----------|--------------|---------------|--------------|---------------|
| | SAC | MLK | SWC | PAC | NVC | NLC | TOTAL |
| Non-Exempt/Non-DC | 17,867 | 9,444 | 0 | 7,535 | 13,104 | 4,741 | 52,691 |
| Total Non-Exempt | 17,867 | 9,444 | | 7,535 | 13,104 | 4,741 | 52,691 |
| Exempt/Dual Credit | 2,109 | 1,986 | 0 | 1,536 | 2,809 | 444 | 8,884 |
| Exempt/Other Exempt | 749 | 512 | 0 | 337 | 546 | 237 | 2,381 |
| Total Exempt | 2,858 | 2,498 | 0 | 1,873 | 3,355 | 681 | 11,265 |
| Total | 20,725 | 11,942 | 0 | 9,408 | 16,459 | 5,422 | 63,956 |

| APPROVED BUDGET FY17 (per College Projection) | | | | | | | |
|---|---------------|------------------|------------------|---------------|---------------|--------------|---------------|
| | SAC | MLK ¹ | SWC ¹ | PAC | NVC | NLC | TOTAL |
| Non-Exempt/Non-DC | 17,182 | 8,794 | 874 | 8,299 | 13,915 | 5,571 | 54,635 |
| Total Non-Exempt | 17,182 | 8,794 | 874 | 8,299 | 13,915 | 5,571 | 54,635 |
| Exempt/Dual Credit | 3,045 | 3,182 | 95 | 2,128 | 3,578 | 475 | 12,503 |
| Exempt/Other Exempt | 749 | 501 | 0 | 394 | 593 | 225 | 2,462 |
| Total Exempt | 3,794 | 3,683 | 95 | 2,522 | 4,171 | 700 | 14,965 |
| Total | 20,976 | 12,477 | 969 | 10,821 | 18,086 | 6,271 | 69,600 |

| Variance FY16 vs FY17 | | | | | | | |
|-------------------------|--------------|--------------|------------|--------------|--------------|------------|--------------|
| | SAC | MLK | SWC | PAC | NVC | NLC | TOTAL |
| Non-Exempt/Non-DC | (685) | (650) | 874 | 764 | 811 | 830 | 1,944 |
| Total Non-Exempt | (685) | (650) | 874 | 764 | 811 | 830 | 1,944 |
| Exempt/Dual Credit | 936 | 1,196 | 95 | 592 | 769 | 31 | 3,619 |
| Exempt/Other Exempt | 0 | (11) | 0 | 57 | 47 | (12) | 81 |
| Total Exempt | 936 | 1,185 | 95 | 649 | 816 | 19 | 3,700 |
| Total | 251 | 535 | 969 | 1,413 | 1,627 | 849 | 5,644 |

¹ For purposes of the workload-driven budgeting model effective FY2016-2017, enrollment for SPC was separated between the MLK and SWC campuses.

Exhibit 5

REVENUE AND FUNCTIONAL EXPENDITURE ALIGNMENT
FY 2017 BUDGET DEVELOPMENT

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

| FY17 BUDGET DEVELOPMENT - INSTRUCTION (1XXX) | | | | | | | |
|--|---------------------|---------------------|--------------------|---------------------|---------------------|--------------------|---------------------|
| | SAC | MLK | SWC | PAC | NVC | NLC | TOTAL |
| Fall & Spring FSU | | | | | | | |
| Faculty Staffing Units: Classroom | 342 | 221 | 40 | 183 | 326 | 119 | 1,232 |
| Faculty Staffing Units: Clinical | 69 | 49 | 9 | 6 | 5 | 0 | 138 |
| Faculty Staffing Units: Lab | 126 | 15 | - | 12 | 31 | 2 | 186 |
| Fall & Spring Total | 537 | 285 | 49 | 201 | 362 | 122 | 1,555 |
| Summer FSU | | | | | | | |
| Faculty Staffing Units: Classroom | 100 | 77 | 8 | 61 | 92 | 32 | 370 |
| Faculty Staffing Units: Clinical | 15 | 16 | 5 | 3 | 3 | - | 42 |
| Faculty Staffing Units: Lab | 24 | 7 | - | 2 | 5 | 1 | 38 |
| Summer Total | 140 | 100 | 13 | 66 | 99 | 33 | 451 |
| TOTAL FSU | | | | | | | |
| Faculty Staffing Units: Classroom | 442 | 298 | 49 | 244 | 418 | 151 | 1,602 |
| Faculty Staffing Units: Clinical | 85 | 64 | 14 | 10 | 8 | 0 | 180 |
| Faculty Staffing Units: Lab | 150 | 22 | - | 14 | 35 | 3 | 224 |
| Total Faculty Staffing Units | 676 | 384 | 63 | 267 | 461 | 154 | 2,006 |
| Full Time Faculty - 50% of total FSU | | | | | | | |
| 9-Month (Classroom & Clinical) | \$12,217,682 | \$8,024,111 | \$1,462,025 | \$5,621,834 | \$9,854,426 | \$3,548,223 | \$40,728,301 |
| 9-Month (Lab @ 2/3) | \$2,497,342 | \$291,639 | \$0 | \$242,556 | \$607,428 | \$43,566 | \$3,682,530 |
| Summer (Classroom & Clinical) | \$568,405 | \$454,333 | \$65,759 | \$317,211 | \$465,376 | \$157,766 | \$2,028,852 |
| Summer (Lab @ 2/3) | \$78,813 | \$24,119 | \$0 | \$4,999 | \$15,446 | \$1,669 | \$125,047 |
| TOTAL FULL TIME FACULTY | \$15,362,242 | \$8,794,202 | \$1,527,784 | \$6,186,600 | \$10,942,676 | \$3,751,225 | \$46,564,729 |
| Adjunct - 50% of total FSU | | | | | | | |
| 9-Month (Classroom & Clinical) | \$5,181,346 | \$3,402,912 | \$620,024 | \$2,384,140 | \$4,179,123 | \$1,504,751 | \$17,272,296 |
| 9-Month (Lab @ 2/3) | \$1,059,087 | \$123,680 | \$0 | \$102,865 | \$257,602 | \$18,476 | \$1,561,709 |
| Summer (Classroom & Clinical) | \$437,235 | \$349,487 | \$50,584 | \$244,008 | \$357,982 | \$121,359 | \$1,560,655 |
| Summer (Lab @ 2/3) | \$60,626 | \$18,553 | \$0 | \$3,845 | \$11,881 | \$1,284 | \$96,190 |
| TOTAL FULL TIME FACULTY | \$6,738,294 | \$3,894,632 | \$670,608 | \$2,734,859 | \$4,806,587 | \$1,645,870 | \$20,490,850 |
| TOTAL FACULTY SALARY | \$22,100,535 | \$12,688,834 | \$2,198,392 | \$8,921,459 | \$15,749,264 | \$5,397,095 | \$67,055,579 |
| Total Non Faculty Salaries & Wages | \$2,880,869 | \$1,270,843 | \$235,621 | \$814,300 | \$1,342,861 | \$441,863 | \$6,986,357 |
| One-time add: FY15 comp for full year | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Non Faculty Benefits (excl TRS/ERS) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Other Operating Expenses | \$4,351,653 | \$2,358,493 | \$477,357 | \$2,052,846 | \$2,471,696 | \$813,838 | \$12,525,883 |
| Total Non-Capitalized Equipment ¹ | | | | | | | \$0 |
| TOTAL NON-FACULTY OTHER COSTS | \$7,232,522 | \$3,629,336 | \$712,978 | \$2,867,146 | \$3,814,557 | \$1,255,700 | \$19,512,240 |
| TOTAL DISTRIBUTION - INSTRUCTION | \$29,333,058 | \$16,318,170 | \$2,911,370 | \$11,788,605 | \$19,563,820 | \$6,652,795 | \$86,567,819 |
| ¹ Furniture and Equipment replacement to be budgeted in separate Capital Budget | | | | | | | |

| FY17 BUDGET DEVELOPMENT - ACADEMIC SUPPORT (3XXX) | | | | | | | |
|--|--------------------|--------------------|------------------|--------------------|--------------------|--------------------|---------------------|
| | SAC | MLK | SWC | PAC | NVC | NLC | TOTAL |
| Instruction Distribution based on Avg Salary x FSU | \$29,333,058 | \$16,318,170 | \$2,911,370 | \$11,788,605 | \$19,563,820 | \$6,652,795 | \$86,567,819 |
| Academic Support % of Instruction | 16.211% | 16.211% | 16.211% | 16.211% | 16.211% | 16.211% | 16.211% |
| Distribution (LESS Library) | \$4,755,275 | \$2,645,390 | \$471,971 | \$1,911,088 | \$3,171,553 | \$1,078,506 | \$14,033,783 |
| Library | \$449,905 | \$256,291 | \$29,453 | \$227,008 | \$369,123 | \$141,447 | \$1,473,227 |
| SUBTOTAL DISTRIBUTION - ACADEMIC SUPPORT w/ LIBRARY | \$5,205,179 | \$2,901,682 | \$501,425 | \$2,138,096 | \$3,540,676 | \$1,219,953 | \$15,507,010 |
| CE Program Managers (2 FTEs) | \$103,070 | \$103,070 | \$0 | \$103,070 | \$103,070 | \$103,070 | \$515,348 |
| TOTAL DISTRIBUTION - ACADEMIC SUPPORT | \$5,308,249 | \$3,004,751 | \$501,425 | \$2,241,165 | \$3,643,745 | \$1,323,022 | \$16,022,358 |

| FY17 BUDGET DEVELOPMENT - ACADEMIC SUPPORT (3XXX) - LIBRARY | | | | | | | |
|---|------------------|------------------|-----------------|------------------|------------------|------------------|--------------------|
| | SAC | MLK | SWC | PAC | NVC | NLC | TOTAL |
| FY17 Projected Non-Exempt Headcount | 42,014 | 22,129 | 1,967 | 20,629 | 33,499 | 13,623 | 133,861 |
| FY17 Projected Exempt Headcount | 7,360 | 7,802 | 2,050 | 4,854 | 7,981 | 1,485 | 31,532 |
| % of Exempt Students | 3,680 | 3,901 | 1,025 | 2,427 | 3,991 | 743 | 15,766 |
| Total Headcount for Library Upgrade Distribution | 45,694 | 26,030 | 2,991 | 23,056 | 37,490 | 14,366 | 149,627 |
| Current Enrollment \$ (\$/hc ¹ x Headcount) | \$456,941 | \$260,300 | \$29,914 | \$230,558 | \$374,897 | \$143,659 | \$1,496,270 |
| Sub-total - Library | \$456,941 | \$260,300 | \$29,914 | \$230,558 | \$374,897 | \$143,659 | \$1,496,270 |
| LESS: Allowance for bad debt for all T&F | (\$7,037) | (\$4,009) | (\$461) | (\$3,551) | (\$5,773) | (\$2,212) | (\$23,043) |
| Total Library Distribution | \$449,905 | \$256,291 | \$29,453 | \$227,008 | \$369,123 | \$141,447 | \$1,473,227 |

¹ \$/hc is the three-year average of non-labor funds allocated to the library per total headcount

| FY17 BUDGET DEVELOPMENT - ACADEMIC SUPPORT (3XXX) - CE PROGRAM MANAGERS | | | | | | | |
|---|------------------|------------------|------------|------------------|------------------|------------------|------------------|
| | SAC | MLK | SWC | PAC | NVC | NLC | TOTAL |
| Average CE Program Manager Salary | \$ 51,535 | \$ 51,535 | \$ 51,535 | \$ 51,535 | \$ 51,535 | \$ 51,535 | \$ 309,209 |
| # of CE Program Managers | 2 | 2 | - | 2 | 2 | 2 | \$ 10 |
| Total Distribution | \$103,070 | \$103,070 | \$0 | \$103,070 | \$103,070 | \$103,070 | \$515,348 |

TAB 3

| FY17 BUDGET DEVELOPMENT - STUDENT SERVICES (4XXX) | | | | | | | |
|--|--------------------|--------------------|------------------|--------------------|--------------------|--------------------|---------------------|
| | SAC | MLK | SWC | PAC | NVC | NLC | TOTAL |
| Enrollment - Non Exempt & Other Exempt | 43,850 | 23,389 | 1,967 | 21,585 | 34,891 | 14,172 | 139,854 |
| \$ / Enrollment - Non Exempt & Other Expt | \$ 101.65 | \$ 101.65 | \$ 101.65 | \$ 101.65 | \$ 101.65 | \$ 101.65 | \$ 101.65 |
| Subtotal Distribution - Non-Exempt & Other Exempt | 4,457,402 | 2,377,509 | 199,897 | 2,194,127 | 3,546,702 | 1,440,642 | 14,216,279 |
| Enrollment - Dual Credit | 5,524 | 5,966 | 214 | 3,898 | 6,589 | 936 | 23,128 |
| \$/Enrollment - Dual Credit | \$ 50.83 | \$ 50.83 | \$ 50.83 | \$ 50.83 | \$ 50.83 | \$ 50.83 | \$ 50.83 |
| Subtotal Distribution - Dual Credit | 280,775 | 303,236 | 10,864 | 198,104 | 334,913 | 47,577 | 1,175,469 |
| Distribution | \$4,738,177 | \$2,680,745 | \$210,761 | \$2,392,231 | \$3,881,615 | \$1,488,218 | \$15,391,748 |
| Advising Overlay | \$2,838,853 | \$1,308,516 | \$96,970 | \$1,136,529 | \$2,487,632 | \$848,671 | \$8,717,171 |
| Advising - \$1000 Certification Incentive Overlay | \$44,000 | \$19,000 | \$2,000 | \$19,000 | \$39,000 | \$15,000 | \$138,000 |
| TOTAL DISTRIBUTION - STUDENT SERVICES | \$7,621,030 | \$4,008,261 | \$309,731 | \$3,547,760 | \$6,408,247 | \$2,351,889 | \$24,246,919 |

FY17 BUDGET DEVELOPMENT - STUDENT SERVICES (4XXX) - ADVISING

| | SAC | MLK | SWC | PAC | NVC | NLC | TOTAL |
|---|---------------------|---------------------|------------------|---------------------|---------------------|-------------------|---------------------|
| <i>Advising Headcount per Target Advisor</i> | | | | | | | |
| FY17 Budget Positions @ Target 350:1 excluding Dual Credit ¹ | 44 | 19 | 2 | 19 | 39 | 15 | 138 |
| Average Salary per Certified Advisors - Student Success ² | \$ 48,485 | \$ 48,485 | \$ 48,485 | \$ 48,485 | \$ 48,485 | \$ 48,485 | \$ 48,485 |
| Total Salary for Certified Advisors - Student Success | \$ 2,133,340 | \$ 921,215 | \$ 96,970 | \$ 921,215 | \$ 1,890,915 | \$ 727,275 | \$ 6,690,930 |
| \$1000 Certification Incentive Payout | \$ 44,000 | \$ 19,000 | \$ 2,000 | \$ 19,000 | \$ 39,000 | \$ 15,000 | \$ 138,000 |
| <i>Additional Advising Staffing</i> | | | | | | | |
| Dir of Advising | 1 | 1 | | 1 | 1 | 1 | 5 |
| Average Salary | 82,400 | 74,171 | | 77,527 | 74,171 | 73,933 | 76,440 |
| Total Salary | \$ 82,400 | \$ 74,171 | | \$ 77,527 | \$ 74,171 | \$ 73,933 | \$ 382,202 |
| Advising Team Leader | 6 | 3 | | 1 | 5 | - | 15 |
| Average Salary | 65,974 | 62,926 | | 77,527 | 60,529 | - | 53,391 |
| Total Salary | 395,845 | 188,777 | | 77,527 | 302,645 | - | \$ 964,794 |
| Advising Team Support Spec | 6 | 3 | | 2 | 5 | - | 16 |
| Average Salary | 32,006 | 27,026 | | 30,130 | 32,528 | - | 24,338 |
| Total Salary | 192,033 | 81,079 | | 60,260 | 162,641 | - | \$ 496,013 |
| Data Analyst - Stu Success | 1 | 1 | | - | 1 | 1 | 4 |
| Average Salary | 35,235 | 43,274 | | - | 57,260 | 47,463 | 36,646 |
| Total Salary | 35,235 | 43,274 | | - | 57,260 | 47,463 | \$ 183,232 |
| Total Additional Advising Staff | 14 | 8 | | 4 | 12 | 2 | 40 |
| Total Average Salary | \$ 50,394 | \$ 48,413 | | \$ 53,829 | \$ 49,726 | \$ 60,698 | \$ 50,656 |
| Total Salary - Additional Advising Staff | \$ 705,513 | \$ 387,301 | | \$ 215,314 | \$ 596,717 | \$ 121,396 | \$ 2,026,241 |
| TOTAL ADVISING OVERLAY (w/o) Certification Incentive | \$ 2,838,853 | \$ 1,308,516 | \$ 96,970 | \$ 1,136,529 | \$ 2,487,632 | \$ 848,671 | \$ 8,717,171 |
| \$1000 Certification Incentive Payout on Certified Advisors | \$ 44,000 | \$ 19,000 | \$ 2,000 | \$ 19,000 | \$ 39,000 | \$ 15,000 | \$ 138,000 |
| Total Advising Overlay WITH Certification Incentive | \$ 2,882,853 | \$ 1,327,516 | \$ 98,970 | \$ 1,155,529 | \$ 2,526,632 | \$ 863,671 | \$ 8,855,171 |
| ¹ Fall 2015 Term HC - "Home College" without DC @ 350:1 | | | | | | | |
| ² Per FY15 Staffing Summary - Certified Advisor-St Success | | | | | | | |

TAB 4

| FY17 BUDGET DEVELOPMENT - INSTITUTIONAL SUPPORT (5XXX) - DISTRICT | | | | | | | |
|---|--------------------|--------------------|------------------|--------------------|--------------------|--------------------|---------------------|
| | SAC | MLK | SWC | PAC | NVC | NLC | TOTAL |
| FY16 Instruction Model | 29,333,058 | 16,318,170 | 2,911,370 | 11,788,605 | 19,563,820 | 6,652,795 | 86,567,819 |
| FY16 Academic Support Model | 5,205,179 | 2,901,682 | 501,425 | 2,138,096 | 3,540,676 | 1,219,953 | 15,507,010 |
| FY16 Student Services Model | 7,621,030 | 4,008,261 | 309,731 | 3,547,760 | 6,408,247 | 2,351,889 | 24,246,919 |
| FY16 Non-Formula E&G - Special Programming ¹ | 866,300 | 1,516,635 | 0 | 2,533,200 | 74,100 | 4,500 | 4,994,735 |
| TOTAL MODELS & NON-FORMULA E&G | 43,025,567 | 24,744,748 | 3,722,526 | 20,007,661 | 29,586,843 | 10,229,137 | 131,316,482 |
| % - based on 3 Yr Expense (w/o Benefits) Avg | 11.113% | 11.113% | 11.113% | 11.113% | 11.113% | 11.113% | 11.113% |
| Institutional Support Distribution | 4,781,228 | 2,749,767 | 413,667 | 2,223,357 | 3,287,846 | 1,136,716 | 14,592,581 |
| Overlay of strategic initiatives | | | | | | | |
| Add: full year Compensation | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Add: Inefficiency Factor | | | | | | 500,000 | 500,000 |
| TOTAL DISTRIBUTION - INSTITUTIONAL SUPPORT | \$4,781,228 | \$2,749,767 | \$413,667 | \$2,223,357 | \$3,287,846 | \$1,636,716 | \$15,092,581 |
| ¹ FY17 Non-Formula E&G expense is equal to the FY17 Special Programming Tuition (Acct 50056) | | | | | | | |

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 | 340,836.00 | | | 4,050.00 | 344,886.00 |
| SAC General Institutional Costs | 111001 | 810002 | 1030 | | (69,330.00) | (7,463.00) | | | (76,793.00) |
| SAC Biological Sciences | 111001 | 811121 | 1030 | 13.00 | 846,841.00 | 121,760.00 | | 34,000.00 | 1,002,601.00 |
| SAC Astronomy | 111001 | 811131 | 1030 | 3.00 | 205,521.00 | | | | 205,521.00 |
| SAC Chemistry | 111001 | 811132 | 1030 | 5.00 | 337,460.00 | 50,925.00 | | 14,000.00 | 402,385.00 |
| SAC Earth Sciences | 111001 | 811133 | 1030 | 2.00 | 145,748.00 | | | 4,000.00 | 149,748.00 |
| SAC Physics | 111001 | 811243 | 1030 | 3.20 | 222,153.00 | 84,405.00 | | 4,500.00 | 311,058.00 |
| SAC Mortuary Science | 111001 | 812081 | 1030 | 6.00 | 412,329.00 | 25,773.00 | | 55,000.00 | 493,102.00 |
| SAC General Institutional Costs | 111001 | 810002 | 1040 | | (13,866.00) | | | | (13,866.00) |
| SAC Business Occupations | 111001 | 812011 | 1040 | 5.00 | 338,846.00 | 36,060.00 | | 8,000.00 | 382,906.00 |
| SAC Conf and Court Reporting | 111001 | 812013 | 1040 | 2.00 | 121,235.00 | | | 2,000.00 | 123,235.00 |
| SAC Legal Assistant | 111001 | 812014 | 1040 | 1.00 | 65,785.00 | | | 4,000.00 | 69,785.00 |
| SAC Business Administration | 111001 | 812042 | 1040 | 2.00 | 158,424.00 | | | 1,000.00 | 159,424.00 |
| SAC Management | 111001 | 812043 | 1040 | 4.80 | 349,039.00 | 97,719.00 | | 9,000.00 | 455,758.00 |
| SAC Real Estate Program | 111001 | 812045 | 1040 | 1.00 | 90,365.00 | | | | 90,365.00 |
| SAC Journalism | 111001 | 811182 | 1060 | 3.00 | 218,478.00 | 67,971.00 | | 38,500.00 | 324,949.00 |
| SAC KSYM | 111001 | 811186 | 1060 | | | 77,149.00 | | 9,000.00 | 86,149.00 |
| SAC Radio and Television and Film | 111001 | 811187 | 1060 | 3.00 | 198,300.00 | 131,634.00 | | 50,000.00 | 379,934.00 |
| SAC Dean Profess and Tech Ed Office | 111001 | 812001 | 1060 | | | 400,000.00 | | | 400,000.00 |
| SAC General Institutional Costs | 111001 | 810002 | 1070 | | (13,866.00) | | | | (13,866.00) |
| SAC Computer Information Systems | 111001 | 812061 | 1070 | 12.00 | 746,361.00 | 68,800.00 | | 30,000.00 | 845,161.00 |
| SAC General Institutional Costs | 111001 | 810002 | 1090 | | (13,866.00) | | | | (13,866.00) |
| SAC Child Development Operations | 111001 | 812053 | 1090 | 4.00 | 277,993.00 | 32,456.00 | | 30,000.00 | 340,449.00 |
| SAC General Institutional Costs | 111001 | 810002 | 1100 | | | (12,798.00) | | | (12,798.00) |
| SAC Edge Program | 111001 | 811242 | 1100 | | | | | 2,500.00 | 2,500.00 |
| SAC Engineering | 111001 | 811244 | 1100 | 1.00 | 76,393.00 | 47,193.00 | | 1,000.00 | 124,586.00 |
| SAC General Institutional Costs | 111001 | 810002 | 1120 | | (27,732.00) | | | | (27,732.00) |
| SAC English | 111001 | 811152 | 1120 | 26.60 | 1,954,757.00 | 129,894.00 | | 10,600.00 | 2,095,251.00 |
| SAC Multicultural Conference | 111001 | 811153 | 1120 | | | | | 6,000.00 | 6,000.00 |
| SAC English As A Second Language | 111001 | 811161 | 1120 | 6.00 | 415,000.00 | 32,456.00 | | 5,000.00 | 452,456.00 |
| SAC Philosophy | 111001 | 811221 | 1120 | 5.00 | 325,441.00 | | | 2,700.00 | 328,141.00 |

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 Theatre and Communications | 111001 | 811274 | 1120 | 8.00 | 459,627.00 | 137,838.00 | | 17,000.00 | 614,465.00 |
| SAC Education | 111001 | 811291 | 1120 | 0.29 | 20,642.00 | | | | 20,642.00 |
| SAC General Institutional Costs | 111001 | 810002 | 1130 | | (41,598.00) | (9,330.00) | | | (50,928.00) |
| SAC World Languages | 111001 | 811162 | 1130 | 6.00 | 399,646.00 | 114,493.00 | | 3,100.00 | 517,239.00 |
| SAC Interpreter Training | 111001 | 812031 | 1130 | 11.00 | 656,085.00 | 135,308.00 | | 20,000.00 | 811,393.00 |
| SAC General Institutional Costs | 111001 | 810002 | 1140 | | (55,464.00) | (29,393.00) | | | (84,857.00) |
| SAC Dental Assistants | 111001 | 812021 | 1140 | 3.00 | 196,210.00 | 98,483.00 | | 48,000.00 | 342,693.00 |
| SAC Medical Assisting | 111001 | 812022 | 1140 | 3.00 | 172,391.00 | | | 25,000.00 | 197,391.00 |
| SAC Nursing Ed Associate Degree | 111001 | 812091 | 1140 | 24.00 | 1,458,463.00 | 376,160.00 | | 400,000.00 | 2,234,623.00 |
| SAC Nursing Special Program Tuition | 111001 | 812093 | 1140 | | | 101,035.00 | | | 101,035.00 |
| SAC General Institutional Costs | 111001 | 810002 | 1160 | | (27,732.00) | | | | (27,732.00) |
| SAC Credit EMS | 111001 | 812024 | 1160 | 3.00 | 138,023.00 | | | 10,000.00 | 148,023.00 |
| SAC Mental Health/Human Services | 111001 | 812202 | 1160 | 1.00 | 83,595.00 | 13,618.00 | | 4,000.00 | 101,213.00 |
| SAC Mathematics | 111001 | 811202 | 1190 | 14.95 | 1,123,330.00 | 64,912.00 | | | 1,188,242.00 |
| SAC Mathematics | 111001 | 811203 | 1190 | | | 73,466.00 | | 10,000.00 | 83,466.00 |
| SAC Physical Education | 111001 | 811192 | 1230 | 6.00 | 373,391.00 | 84,448.00 | | 45,000.00 | 502,839.00 |
| SAC General Institutional Costs | 111001 | 810002 | 1240 | | (27,732.00) | | | | (27,732.00) |
| SAC Fire Technology | 111001 | 812104 | 1240 | 3.00 | 160,316.00 | 70,296.00 | | 200,000.00 | 430,612.00 |
| SAC Law Enforcement (CE) | 111001 | 812107 | 1240 | | | 96,894.00 | | | 96,894.00 |
| SAC Public Administration | 111001 | 812204 | 1240 | 1.00 | 78,896.00 | | | 2,000.00 | 80,896.00 |
| SAC Criminal Justice | 111001 | 812205 | 1240 | 6.00 | 386,333.00 | 33,286.00 | | 2,500.00 | 422,119.00 |
| SAC General Institutional Costs | 111001 | 810002 | 1250 | | (33,702.00) | | | | (33,702.00) |
| SAC History | 111001 | 811171 | 1250 | 8.00 | 568,016.00 | | | 3,600.00 | 571,616.00 |
| SAC Political Science | 111001 | 811231 | 1250 | 7.00 | 461,140.00 | 57,128.00 | | 4,000.00 | 522,268.00 |
| SAC Economics | 111001 | 811232 | 1250 | 3.00 | 222,769.00 | | | 2,700.00 | 225,469.00 |
| SAC Psychology | 111001 | 811251 | 1250 | 9.00 | 788,385.00 | 38,161.00 | | 6,000.00 | 832,546.00 |
| SAC Sociology | 111001 | 811261 | 1250 | 7.00 | 401,024.00 | 7,763.00 | | 2,500.00 | 411,287.00 |
| SAC Student Development | 111001 | 816409 | 1250 | 8.00 | 576,216.00 | | | | 576,216.00 |
| SAC General Institutional Costs | 111001 | 810002 | 1260 | | (13,866.00) | | | | (13,866.00) |
| SAC Photography | 111001 | 811183 | 1260 | 1.00 | 92,784.00 | 51,595.00 | | 20,000.00 | 164,379.00 |
| SAC Communication Design | 111001 | 811185 | 1260 | 4.00 | 280,701.00 | | | 10,000.00 | 290,701.00 |
| SAC Music Business Program | 111001 | 811188 | 1260 | | | | | 8,000.00 | 8,000.00 |
| SAC Music | 111001 | 811211 | 1260 | 4.00 | 271,792.00 | 29,105.00 | | 10,000.00 | 310,897.00 |
| SAC Art | 111001 | 811281 | 1260 | 5.00 | 322,387.00 | 70,323.00 | | 12,000.00 | 404,710.00 |

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 General Institutional Costs | 111001 | 810002 | 1270 | | | 300,001.00 | 7,868,718.00 | 2,496,389.00 | 10,665,108.00 |
| SAC Office of the President | 111001 | 810003 | 1270 | | | 435,750.00 | | | 435,750.00 |
| SAC VP Academic Success | 111001 | 811001 | 1270 | | | 524,194.00 | | | 524,194.00 |
| SAC Dean of Arts and Sciences Offic | 111001 | 811101 | 1270 | | | 2,277,061.00 | | | 2,277,061.00 |
| SAC Dual Credit Admin and Operation | 111001 | 811703 | 1270 | | | 204,590.00 | | 115,000.00 | 319,590.00 |
| SAC Dean Profess and Tech Ed Office | 111001 | 812001 | 1270 | | | 1,012,412.00 | | | 1,012,412.00 |
| SAC Professional CE | 111001 | 812003 | 1270 | | | 81,198.00 | | | 81,198.00 |
| SAC Student Learning Assistance Ctr | 111001 | 815008 | 1270 | | | 201,880.00 | | | 201,880.00 |
| SAC Developmental Math | 111001 | 811201 | 1280 | 11.05 | 840,153.00 | | | | 840,153.00 |
| SAC Developmental English | 111001 | 811151 | 1290 | 3.40 | 279,865.00 | 17,004.00 | | | 296,869.00 |
| SAC Education | 111001 | 811291 | 1290 | 1.71 | 123,719.00 | | | | 123,719.00 |
| SAC General Institutional Costs | 111001 | 810002 | 1999 | | | 4,442,538.00 | | 300,000.00 | 4,742,538.00 |
| PUBLIC SERVICE | | | | | | | | | |
| SAC General Institutional Costs | 111001 | 810002 | 2010 | | | (41,189.00) | 158,627.00 | 47,703.00 | 165,141.00 |
| SAC Koehler House | 171002 | 810014 | 2010 | | | | | 3,000.00 | 3,000.00 |
| SAC AUX Student Publications | 171003 | 811181 | 2010 | | | | | 4,000.00 | 4,000.00 |
| SAC Auditorium | 171005 | 811271 | 2010 | | | | | 5,651.00 | 5,651.00 |
| SAC Eco Centro | 111001 | 813011 | 2010 | | | 98,804.00 | | 5,000.00 | 103,804.00 |
| SAC Eco Centro | 171011 | 813011 | 2010 | | | | | 25,650.00 | 25,650.00 |
| SAC CLCSA | 111001 | 813017 | 2010 | | | | | 65,500.00 | 65,500.00 |
| SAC CLCSA | 171007 | 813017 | 2010 | | | 64,400.00 | | 63,389.00 | 127,789.00 |
| SAC VP College Services Office | 111001 | 817001 | 2010 | | | 27,042.00 | | | 27,042.00 |
| SAC Tech Store | 111001 | 817007 | 2010 | | | 79,082.00 | | | 79,082.00 |
| SAC Scobee Education Center | 111001 | 817401 | 2010 | | | 342,507.00 | | | 342,507.00 |
| ACADEMIC SUPPORT | | | | | | | | | |
| SAC General Institutional Costs | 111001 | 810002 | 3010 | | | (11,842.00) | 689,018.00 | 231,508.00 | 908,684.00 |
| SAC Office of the President | 111001 | 810003 | 3010 | | | 52,485.00 | | | 52,485.00 |
| SAC VP Academic Success | 111001 | 811001 | 3010 | | | 132,484.00 | | | 132,484.00 |
| SAC Dean of Arts and Sciences Offic | 111001 | 811101 | 3010 | | | 182,072.00 | | 25,000.00 | 207,072.00 |
| SAC Forensic Account | 111001 | 811272 | 3010 | | | | | 17,000.00 | 17,000.00 |
| SAC Writing Center | 111001 | 811301 | 3010 | | | 88,953.00 | | 2,000.00 | 90,953.00 |
| SAC Dual Credit Admin and Operation | 111001 | 811703 | 3010 | | | 58,125.00 | | | 58,125.00 |
| SAC Dean Profess and Tech Ed Office | 111001 | 812001 | 3010 | | | 293,037.00 | | 6,000.00 | 299,037.00 |
| SAC Library | 111001 | 815301 | 3010 | | | 782,525.00 | | 132,000.00 | 914,525.00 |

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 Library Books and Materials | 111001 | 815305 | 3010 | | | | | 400,000.00 | 400,000.00 |
| SAC Educational Television | 111001 | 815333 | 3010 | | | 548,432.00 | | 73,000.00 | 621,432.00 |
| SAC VP Student Success Office | 111001 | 816001 | 3010 | | | 42,293.00 | | | 42,293.00 |
| SAC Office Dean of Student Success | 111001 | 816801 | 3010 | | | 105,289.00 | | | 105,289.00 |
| STUDENT SERVICES | | | | | | | | | |
| SAC General Institutional Costs | 111001 | 810002 | 4010 | | | (163,208.00) | 1,858,513.00 | 585,001.00 | 2,280,306.00 |
| SAC General Institutional Costs | 111003 | 810002 | 4010 | | | | 34,738.00 | | 34,738.00 |
| SAC VP Academic Success | 111001 | 811001 | 4010 | | | 1,000.00 | | | 1,000.00 |
| SAC Honors Academy | 111001 | 811003 | 4010 | | | | | 12,700.00 | 12,700.00 |
| SAC AUX Student Publications | 111001 | 811181 | 4010 | | | | | 30,000.00 | 30,000.00 |
| SAC Dual Credit Admin and Operation | 111001 | 811703 | 4010 | | | 29,105.00 | | | 29,105.00 |
| SAC Child Development Center | 111001 | 812051 | 4010 | | | 400,579.00 | | | 400,579.00 |
| SAC VP Student Success Office | 111001 | 816001 | 4010 | | | 593,160.00 | | 125,000.00 | 718,160.00 |
| SAC Intg Plan&PerformanceExcellence | 111001 | 816002 | 4010 | | | 16,384.00 | | | 16,384.00 |
| SAC Student Activities | 111001 | 816106 | 4010 | | | 246,780.00 | | 155,500.00 | 402,280.00 |
| SAC Student Activity Fee-Designated | 111003 | 816110 | 4010 | | | 102,710.00 | | 157,143.00 | 259,853.00 |
| SAC Outreach & Recruitment | 111001 | 816201 | 4010 | | | 71,183.00 | | 30,000.00 | 101,183.00 |
| SAC Admissions and Records | 111001 | 816202 | 4010 | | | 988,571.00 | | 80,000.00 | 1,068,571.00 |
| SAC Counseling Services | 111001 | 816401 | 4010 | | | 2,328,313.00 | | 50,795.00 | 2,379,108.00 |
| SAC Retention and Transition Serv | 111001 | 816405 | 4010 | | | 23,893.00 | | 14,000.00 | 37,893.00 |
| SAC Student Development | 111001 | 816409 | 4010 | | | 61,463.00 | | 25,000.00 | 86,463.00 |
| SAC Veterans Affairs | 111001 | 816411 | 4010 | | | 474,721.00 | | 38,900.00 | 513,621.00 |
| SAC Disability Support Services | 111001 | 816507 | 4010 | | | 437,690.00 | | 40,000.00 | 477,690.00 |
| SAC Womens Center | 111001 | 816612 | 4010 | | | 599,548.00 | | 67,000.00 | 666,548.00 |
| SAC Assessment and Testing | 111001 | 816701 | 4010 | | | 300,291.00 | | 60,000.00 | 360,291.00 |
| SAC Photo ID | 111001 | 816703 | 4010 | | | 36,278.00 | | | 36,278.00 |
| SAC Office Dean of Student Success | 111001 | 816801 | 4010 | | | 147,345.00 | | 80,000.00 | 227,345.00 |
| INSTITUTIONAL SUPPORT | | | | | | | | | |
| SAC General Institutional Costs | 111001 | 810002 | 5010 | | | (30,913.00) | 1,098,771.00 | 516,667.00 | 1,584,525.00 |
| SAC Office of the President | 111001 | 810003 | 5010 | | | 537,708.00 | | 132,034.00 | 669,742.00 |
| SAC Institutional Memberships | 111001 | 810004 | 5010 | | | | | 100,000.00 | 100,000.00 |
| SAC Hospitality Account | 111001 | 810005 | 5010 | | | | | 85,000.00 | 85,000.00 |
| SAC Staff Council Fund Raising | 111001 | 810012 | 5010 | | | | | 10,000.00 | 10,000.00 |
| SAC Paper Recycling | 111001 | 810013 | 5010 | | | | | 27,000.00 | 27,000.00 |

San Antonio College
Department Budget Allocations by Functional Categories

| DEPARTMENT | FUND | ORGN | PROG | FTE * | FTE FACULTY SALARIES ** | OTHER SALARIES & WAGES ** | BENEFITS | OPERATING EXPENSES | TOTAL |
|--|--------|--------|------|---------------|-------------------------|---------------------------|----------------------|----------------------|----------------------|
| SAC Budget Office | 111001 | 810021 | 5010 | | | 157,836.00 | | | 157,836.00 |
| SAC Faculty Senate | 111001 | 810101 | 5010 | | | | | 10,000.00 | 10,000.00 |
| SAC Resource College Development | 111001 | 810103 | 5010 | | | 128,126.00 | | 10,000.00 | 138,126.00 |
| SAC Public Information | 111001 | 810501 | 5010 | | | 250,355.00 | | 100,000.00 | 350,355.00 |
| SAC VP Academic Success | 111001 | 811001 | 5010 | | | 123,786.00 | | 93,000.00 | 216,786.00 |
| SAC Facilities Use Management | 111001 | 814007 | 5010 | | | 195,559.00 | | 5,500.00 | 201,059.00 |
| SAC IT Asset Management | 111001 | 815332 | 5010 | | | 22,370.00 | | 1,058,100.00 | 1,080,470.00 |
| SAC Intg Plan&PerformanceExcellence | 111001 | 816002 | 5010 | | | 206,692.00 | | 29,602.00 | 236,294.00 |
| SAC VP College Services Office | 111001 | 817001 | 5010 | | | 231,903.00 | | 16,000.00 | 247,903.00 |
| SAC Institutional Effectiveness | 111001 | 817002 | 5010 | | | | | 5,000.00 | 5,000.00 |
| SAC Consolidated Printers | 111001 | 817003 | 5010 | | | | | 278,750.00 | 278,750.00 |
| SAC College Projects | 111001 | 817004 | 5010 | | | | | 236,615.00 | 236,615.00 |
| SAC SACSCOC Reaccreditation | 111001 | 817006 | 5010 | | | | | 10,000.00 | 10,000.00 |
| SAC Institutional Research | 111001 | 817008 | 5010 | | | 175,894.00 | | | 175,894.00 |
| SAC Technology Center | 111001 | 817201 | 5010 | | | 1,813,732.00 | | 22,250.00 | 1,835,982.00 |
| SAC Go-Print | 111001 | 817202 | 5010 | | | | | 70,000.00 | 70,000.00 |
| OPERATIONS AND MAINTENANCE OF PLANT | | | | | | | | | |
| SAC General Institutional Costs | 111001 | 810002 | 6010 | | | | 5,121.00 | 5,077.00 | 10,198.00 |
| SAC Gym Rental | 111001 | 811193 | 6010 | | | 17,183.00 | | | 17,183.00 |
| SAC Auditorium | 111001 | 811271 | 6010 | | | 39,058.00 | | | 39,058.00 |
| SAC Auditorium | 171005 | 811270 | 6010 | | | 18,432.00 | | | 18,432.00 |
| INSTITUTIONAL SCHOLARSHIPS | | | | | | | | | |
| SAC General Institutional Costs | 111001 | 810002 | 7010 | | | | | 100,000.00 | 100,000.00 |
| AUXILIARY ENTERPRISES | | | | | | | | | |
| SAC General Institutional Costs | 111001 | 810002 | 8010 | | | | 13,071.00 | 3,456.00 | 16,527.00 |
| SAC Child Development Center | 131001 | 812051 | 8010 | | | | | 7,000.00 | 7,000.00 |
| SAC Tech Store | 171010 | 817007 | 8010 | | | 40,040.00 | | 100,000.00 | 140,040.00 |
| TRANSFERS | | | | | | | | | |
| SAC General Institutional Costs | 111002 | 810002 | 9425 | | | | | 1,084,607.00 | 1,084,607.00 |
| TOTAL SAN ANTONIO COLLEGE | | | | 276.00 | 18,444,450.00 | 25,964,217.00 | 11,726,577.00 | 10,874,737.00 | 67,009,981.00 |

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

** FTE faculty salaries and other salaries and wages include vacancy credit (\$3,511,326) in account code 61101

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 Manufacturing | 112001 | 828012 | 1020 | 1.00 | 72,381.00 | | | 25,000.00 | 97,381.00 |
| SWC Machine Technology | 112001 | 828562 | 1020 | 3.00 | 163,175.00 | 115,894.00 | | 31,625.00 | 310,694.00 |
| SWC Welding | 112001 | 828563 | 1020 | 2.00 | 101,103.00 | 111,000.00 | | 86,625.00 | 298,728.00 |
| SPC General Institutional Costs | 112001 | 820002 | 1030 | | (30,612.00) | | | | (30,612.00) |
| SPC Physics | 112001 | 821151 | 1030 | 1.00 | 79,275.00 | 43,500.00 | | 6,000.00 | 128,775.00 |
| SPC Biological Sciences | 112001 | 821152 | 1030 | 9.00 | 563,804.00 | 679,488.00 | | 48,650.00 | 1,291,942.00 |
| SPC Chemistry | 112001 | 821153 | 1030 | 6.00 | 368,511.00 | 264,792.00 | | 26,275.00 | 659,578.00 |
| SPC Biology Software Sales | 112001 | 821154 | 1030 | | | | | 16,000.00 | 16,000.00 |
| SPC Counseling and Student Develop | 112001 | 826031 | 1030 | 2.00 | 135,006.00 | | | | 135,006.00 |
| SPC General Institutional Costs | 112001 | 820002 | 1040 | | (15,305.00) | | | | (15,305.00) |
| SPC Business Administration | 112001 | 821133 | 1040 | 1.00 | 55,786.00 | 30,000.00 | | | 85,786.00 |
| SPC Administrative Computer Tech | 112001 | 822041 | 1040 | 1.00 | 48,284.00 | 68,456.00 | | 8,350.00 | 125,090.00 |
| SPC Accounting Informatn Sys Tech | 112001 | 822042 | 1040 | 1.00 | 59,144.00 | 12,500.00 | | 805.00 | 72,449.00 |
| SPC Business Management | 112001 | 822043 | 1040 | 1.00 | 53,177.00 | 85,000.00 | | 400.00 | 138,577.00 |
| SPC General Institutional Costs | 112001 | 820002 | 1070 | | (15,305.00) | | | | (15,305.00) |
| SPC Computer Science | 112001 | 821134 | 1070 | 2.00 | 115,303.00 | 42,000.00 | | | 157,303.00 |
| SPC Business Management | 112001 | 822043 | 1070 | 1.00 | 60,368.00 | | | | 60,368.00 |
| SPC Information Technology | 112001 | 822044 | 1070 | 2.00 | 155,742.00 | 217,718.00 | | 12,335.00 | 385,795.00 |
| SPC CETC-BIS Contract Training | 112001 | 822045 | 1070 | | | 1,250.00 | | 3,750.00 | 5,000.00 |
| SWC Electrician | 112001 | 828502 | 1080 | 1.00 | 59,362.00 | 500.00 | | 36,395.00 | 96,257.00 |
| SWC Plumbing | 112001 | 828505 | 1080 | 1.00 | 55,150.00 | 12,000.00 | | 9,265.00 | 76,415.00 |
| SPC General Institutional Costs | 112001 | 820002 | 1090 | | (32,514.00) | (11,749.00) | | | (44,263.00) |
| SPC Early Childhood Studies | 112001 | 822004 | 1090 | 3.00 | 176,351.00 | 73,161.00 | | 1,400.00 | 250,912.00 |
| SPC Tourism Hospitality Culinary | 112001 | 822061 | 1090 | 7.00 | 446,435.00 | 381,288.00 | | 16,995.00 | 844,718.00 |
| SPC Child Development Operations | 112001 | 826021 | 1090 | | | 282,639.00 | | | 282,639.00 |
| SPC General Institutional Costs | 112001 | 820002 | 1110 | | (15,305.00) | | | | (15,305.00) |
| SPC Electronic Systems Technology | 112001 | 822031 | 1110 | 6.00 | 363,980.00 | 191,456.00 | | 45,975.00 | 601,411.00 |
| SPC SWC Allied Construction | 112001 | 828011 | 1110 | 1.00 | 72,381.00 | | | 25,000.00 | 97,381.00 |
| SWC Allied Construction | 112001 | 828501 | 1110 | 2.00 | 115,531.00 | 219,000.00 | | 47,400.00 | 381,931.00 |
| SWC Home Building | 112001 | 828503 | 1110 | 1.00 | 53,132.00 | 41,000.00 | | 18,801.00 | 112,933.00 |
| SPC General Institutional Costs | 112001 | 820002 | 1120 | | (18,367.00) | | | | (18,367.00) |
| SPC English | 112001 | 821112 | 1120 | 9.80 | 642,587.00 | 276,000.00 | | 12,425.00 | 931,012.00 |
| SPC Writing Center | 112001 | 821113 | 1120 | | | 26,059.00 | | 2,500.00 | 28,559.00 |

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 Reading and Education | 112001 | 821171 | 1120 | 2.00 | 129,380.00 | 181,511.00 | | (200.00) | 310,691.00 |
| SPC General Institutional Costs | 112001 | 820002 | 1130 | | (15,305.00) | | | | (15,305.00) |
| SPC Foreign Languages | 112001 | 821172 | 1130 | 2.00 | 124,677.00 | 4,000.00 | | | 128,677.00 |
| SPC General Institutional Costs | 112001 | 820002 | 1140 | | (15,305.00) | | | | (15,305.00) |
| SPC Nursing Associate Degree | 112001 | 822052 | 1140 | 3.00 | 157,893.00 | 88,105.00 | | 10,350.00 | 256,348.00 |
| SPC Nursing Special Program Tuition | 112001 | 822055 | 1140 | | | 254,408.00 | | 44,784.00 | 299,192.00 |
| SPC General Institutional Costs | 112001 | 820002 | 1160 | | (108,280.00) | | | | (108,280.00) |
| SPC Occupational Therapy Assistant | 112001 | 822012 | 1160 | 3.00 | 158,494.00 | 53,000.00 | | 88,885.00 | 300,379.00 |
| SPC Radiography | 112001 | 822013 | 1160 | 5.00 | 267,577.00 | 274,357.00 | | 174,187.00 | 716,121.00 |
| SPC Sonography | 112001 | 822014 | 1160 | 3.00 | 153,774.00 | 78,500.00 | | 80,175.00 | 312,449.00 |
| SPC Respiratory Care | 112001 | 822015 | 1160 | 4.00 | 201,775.00 | 224,000.00 | | 84,925.00 | 510,700.00 |
| SPC Surgical Tech | 112001 | 822016 | 1160 | 2.00 | 99,823.00 | 95,912.00 | | 59,325.00 | 255,060.00 |
| SPC Cardiovascular | 112001 | 822017 | 1160 | 2.00 | 105,178.00 | 33,000.00 | | 69,075.00 | 207,253.00 |
| SPC Medical Laboratory | 112001 | 822018 | 1160 | 3.00 | 183,970.00 | 56,534.00 | | 60,245.00 | 300,749.00 |
| SPC Physical Therapy Assistant | 112001 | 822019 | 1160 | 3.00 | 193,576.00 | 57,014.00 | | 85,710.00 | 336,300.00 |
| SPC Health Information Systems | 112001 | 822020 | 1160 | 2.00 | 109,318.00 | 107,000.00 | | 52,410.00 | 268,728.00 |
| SPC Vision Care Technology | 112001 | 822063 | 1160 | 2.00 | 104,674.00 | 30,000.00 | | 32,250.00 | 166,924.00 |
| SPC Histologic Technician | 112001 | 822064 | 1160 | 1.00 | 48,284.00 | 20,500.00 | | 38,400.00 | 107,184.00 |
| SPC OE Health Career | 112001 | 823004 | 1160 | | | 122,000.00 | | 150,000.00 | 272,000.00 |
| SPC General Institutional Costs | 112001 | 820002 | 1180 | | (30,611.00) | | | | (30,611.00) |
| SPC Nursing Vocational | 112001 | 822051 | 1180 | 15.00 | 836,674.00 | 462,456.00 | | 44,698.00 | 1,343,828.00 |
| SPC Nursing New Braunfels Prog | 112001 | 822053 | 1180 | 2.00 | 117,160.00 | 112,273.00 | | 6,575.00 | 236,008.00 |
| SPC General Institutional Costs | 112001 | 820002 | 1190 | | (30,611.00) | | | | (30,611.00) |
| SPC Mathematics | 112001 | 821131 | 1190 | 6.75 | 383,565.00 | 250,000.00 | | 25,800.00 | 659,365.00 |
| SPC General Institutional Costs | 112001 | 820002 | 1200 | | (81,192.00) | | | | (81,192.00) |
| SPC Automotive Technology | 112001 | 822021 | 1200 | 10.00 | 585,332.00 | 210,816.00 | | 100,522.00 | 896,670.00 |
| SPC General Motors | 112001 | 822022 | 1200 | | | | | 19,345.00 | 19,345.00 |
| SPC Ford Motors | 112001 | 822023 | 1200 | | | 65,659.00 | | 38,050.00 | 103,709.00 |
| SWC Auto Body | 112001 | 828561 | 1200 | 4.00 | 199,059.00 | 83,414.00 | | 34,110.00 | 316,583.00 |
| SPC General Institutional Costs | 112001 | 820002 | 1210 | | (15,305.00) | | | | (15,305.00) |
| SWC Aviation | 112001 | 828541 | 1210 | 8.00 | 494,412.00 | 220,715.00 | | 137,872.00 | 852,999.00 |
| SWC Diesel Technology | 112001 | 828543 | 1210 | 4.00 | 201,760.00 | 95,955.00 | | 34,601.00 | 332,316.00 |
| SPC General Institutional Costs | 112001 | 820002 | 1230 | | (30,611.00) | | | | (30,611.00) |
| SPC Kinesiology | 112001 | 821141 | 1230 | 2.00 | 96,568.00 | 82,456.00 | | 5,900.00 | 184,924.00 |

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 General Institutional Costs | 112001 | 820002 | 1250 | | (30,611.00) | | | | (30,611.00) |
| SPC Psychology | 112001 | 821161 | 1250 | 5.00 | 294,341.00 | 284,471.00 | | 1,850.00 | 580,662.00 |
| SPC Social Sciences | 112001 | 821162 | 1250 | 16.00 | 991,596.00 | 460,000.00 | | 6,825.00 | 1,458,421.00 |
| SPC Theater and Fine Arts | 112001 | 821121 | 1260 | 2.00 | 115,675.00 | 267,898.00 | | 39,000.00 | 422,573.00 |
| SPC Music | 112001 | 821122 | 1260 | 2.00 | 130,769.00 | 78,464.00 | | 10,000.00 | 219,233.00 |
| SPC General Institutional Costs | 112001 | 820002 | 1270 | | | | 4,860,080.00 | 1,594,175.00 | 6,454,255.00 |
| SPC Office of the President | 112001 | 820003 | 1270 | | | 385,919.00 | | | 385,919.00 |
| SPC Community Svc and Training | 112001 | 823008 | 1270 | | | 84,892.00 | | 56,938.00 | 141,830.00 |
| SPC Distance Learning | 112001 | 823053 | 1270 | | | 19,694.00 | | 8,500.00 | 28,194.00 |
| SPC School To Work Program | 112001 | 828004 | 1270 | | | 43,400.00 | | 76,895.00 | 120,295.00 |
| SPC Developmental Math | 112001 | 821132 | 1280 | 7.25 | 467,068.00 | 473,978.00 | | 6,500.00 | 947,546.00 |
| SPC General Institutional Costs | 112001 | 820002 | 1290 | | (12,244.00) | | | | (12,244.00) |
| SPC Developmental English | 112001 | 821111 | 1290 | 3.20 | 205,354.00 | 125,138.00 | | | 330,492.00 |
| SPC General Institutional Costs | 112001 | 820002 | 1999 | | | | | 100,000.00 | 100,000.00 |
| SPC General Institutional Costs | 172001 | 820002 | 1999 | | | | | 60,000.00 | 60,000.00 |
| PUBLIC SERVICE | | | | | | | | | |
| SPC General Institutional Costs | 112001 | 820002 | 2010 | | | | 24,742.00 | 8,733.00 | 33,475.00 |
| SPC OE - Fine Arts | 112001 | 821123 | 2010 | | | 98,969.00 | | 10,000.00 | 108,969.00 |
| SPC GED Testing | 112001 | 826065 | 2010 | | | | | 2,000.00 | 2,000.00 |
| ACADEMIC SUPPORT | | | | | | | | | |
| SPC General Institutional Costs | 112001 | 820002 | 3010 | | | (83,970.00) | 1,105,355.00 | 304,496.00 | 1,325,881.00 |
| SPC Faculty Development | 112001 | 820013 | 3010 | | | | | 9,000.00 | 9,000.00 |
| SPC Leadership and Learning Cntr | 112001 | 820301 | 3010 | | | 32,594.00 | | | 32,594.00 |
| SPC VP Academic Affairs Office | 112001 | 821001 | 3010 | | | 269,178.00 | | 85,250.00 | 354,428.00 |
| SPC Dean Arts and Sciences Office | 112001 | 821101 | 3010 | | | 470,774.00 | | 30,170.00 | 500,944.00 |
| SPC Dean of Health Science Office | 112001 | 821801 | 3010 | | | 246,195.00 | | 13,790.00 | 259,985.00 |
| SPC Dean Applied Science Office | 112001 | 822001 | 3010 | | | 293,367.00 | | 7,200.00 | 300,567.00 |
| SPC ACE Administration | 112001 | 823005 | 3010 | | | 122,231.00 | | | 122,231.00 |
| SPC Instructional Development | 112001 | 823041 | 3010 | | | 189,917.00 | | 4,375.00 | 194,292.00 |
| SPC Information&Communication Tech | 112001 | 823051 | 3010 | | | 866,988.00 | | 83,635.00 | 950,623.00 |
| SPC Telecourse Administration | 112001 | 823054 | 3010 | | | | | 805.00 | 805.00 |
| SPC Library Services | 112001 | 824001 | 3010 | | | 754,679.00 | | 7,970.00 | 762,649.00 |
| SPC Library Archives | 112001 | 824002 | 3010 | | | | | 5,784.00 | 5,784.00 |
| SPC Library Books and Materials | 112001 | 824003 | 3010 | | | | | 154,700.00 | 154,700.00 |

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 Media Services | 112001 | 824004 | 3010 | | | 213,037.00 | | 6,325.00 | 219,362.00 |
| SPC Dean Interdisciplinary Programs | 112001 | 825001 | 3010 | | | 127,869.00 | | 3,720.00 | 131,589.00 |
| SWC Dean Of Administration | 112001 | 828003 | 3010 | | | 112,555.00 | | 23,875.00 | 136,430.00 |
| STUDENT SERVICES | | | | | | | | | |
| SPC General Institutional Costs | 112001 | 820002 | 4010 | | | (70,200.00) | 1,168,391.00 | 343,231.00 | 1,441,422.00 |
| SPC General Institutional Costs | 112003 | 820002 | 4010 | | | | 4,155.00 | | 4,155.00 |
| SPC VP Student Success Office | 112001 | 826001 | 4010 | | | 357,938.00 | | 11,975.00 | 369,913.00 |
| SPC Student Activity Fee-Designated | 112001 | 826005 | 4010 | | | 8,882.00 | | 4,500.00 | 13,382.00 |
| SPC Student Activity Fee-Designated | 112003 | 826005 | 4010 | | | 49,186.00 | | 102,469.00 | 151,655.00 |
| SPC Counseling and Student Develop | 112001 | 826031 | 4010 | | | 173,230.00 | | | 173,230.00 |
| SPC Recruitment | 112001 | 826033 | 4010 | | | 181,733.00 | | 37,925.00 | 219,658.00 |
| SPC Educational Support Svcs | 112001 | 826041 | 4010 | | | 1,924,837.00 | | 95,825.00 | 2,020,662.00 |
| SPC Job Placement Career Services | 112001 | 826042 | 4010 | | | | | 4,650.00 | 4,650.00 |
| SPC Admissions and Records | 112001 | 826062 | 4010 | | | 784,415.00 | | 81,585.00 | 866,000.00 |
| SPC Assessment and Testing | 112001 | 826068 | 4010 | | | 242,574.00 | | 54,803.00 | 297,377.00 |
| SPC Veterans Affairs | 112001 | 826069 | 4010 | | | 60,122.00 | | 23,175.00 | 83,297.00 |
| SPC Service Learning | 112001 | 826081 | 4010 | | | 62,730.00 | | 24,850.00 | 87,580.00 |
| SPC Health Center | 112001 | 826091 | 4010 | | | 95,695.00 | | 2,500.00 | 98,195.00 |
| SPC Student Activities | 112001 | 826092 | 4010 | | | 152,603.00 | | 7,150.00 | 159,753.00 |
| SWC Workforce Adv | 112001 | 828008 | 4010 | | | | | 7,760.00 | 7,760.00 |
| INSTITUTIONAL SUPPORT | | | | | | | | | |
| SPC General Institutional Costs | 112001 | 820002 | 5010 | | | (31,180.00) | 482,208.00 | 405,226.00 | 856,254.00 |
| SPC Office of the President | 112001 | 820003 | 5010 | | | 667,766.00 | | 74,350.00 | 742,116.00 |
| SPC Hospitality Account | 112001 | 820004 | 5010 | | | | | 184,000.00 | 184,000.00 |
| SPC Staff Council | 112001 | 820005 | 5010 | | | | | 3,500.00 | 3,500.00 |
| SPC Quality Enhancement Plan | 112001 | 820007 | 5010 | | | 167,818.00 | | 51,350.00 | 219,168.00 |
| SPC Business Services | 112001 | 820008 | 5010 | | | | | 369,618.00 | 369,618.00 |
| SPC Institutional Effectiveness | 112001 | 820009 | 5010 | | | | | 30,000.00 | 30,000.00 |
| SPC Faculty Senate | 112001 | 820012 | 5010 | | | 6,000.00 | | 1,500.00 | 7,500.00 |
| SPC Health Wellness Program | 112001 | 820014 | 5010 | | | | | 3,400.00 | 3,400.00 |
| SPC LRC Fines | 112001 | 820018 | 5010 | | | | | 1,500.00 | 1,500.00 |
| SPC Public Relations | 112001 | 820041 | 5010 | | | 175,209.00 | | 153,800.00 | 329,009.00 |
| SPC Institutional Advancement | 112001 | 820101 | 5010 | | | 213,828.00 | | 76,550.00 | 290,378.00 |
| SPC Planning and Research | 112001 | 820201 | 5010 | | | 183,035.00 | | 15,800.00 | 198,835.00 |

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 Hospitality Operations | 112001 | 822062 | 5010 | | | | | 135,000.00 | 135,000.00 |
| SPC Commencement | 112001 | 826063 | 5010 | | | | | 90,000.00 | 90,000.00 |
| SPC VP SWC Office | 112001 | 828005 | 5010 | | | 203,870.00 | | 86,254.00 | 290,124.00 |
| 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 | | | | | 22,497.00 | 22,497.00 |
| SPC Theater and Fine Arts | 172002 | 821121 | 6010 | | | | | 5,000.00 | 5,000.00 |
| AUXILIARY ENTERPRISES | | | | | | | | | |
| SPC General Institutional Costs | 112001 | 820002 | 8010 | | | (9,330.00) | | 423.00 | (8,907.00) |
| SPC General Institutional Costs | 132001 | 820002 | 8010 | | | | 19,073.00 | 5,271.00 | 24,344.00 |
| SPC GoPrint | 132001 | 823055 | 8010 | | | | | 17,000.00 | 17,000.00 |
| SPC Child Development Center | 112001 | 826022 | 8010 | | | 67,288.00 | | 6,900.00 | 74,188.00 |
| SPC Child Development Center | 132001 | 826022 | 8010 | | | | | 6,800.00 | 6,800.00 |
| TRANSFERS | | | | | | | | | |
| SPC General Institutional Costs | 112002 | 820002 | 9425 | | | | | 567,089.00 | 567,089.00 |
| SPC VP SWC Office | 112002 | 828005 | 9425 | | | | | 86,031.00 | 86,031.00 |
| TOTAL ST. PHILIP'S COLLEGE | | | | 189.00 | 10,676,211.00 | 18,032,823.00 | 7,664,004.00 | 7,893,733.00 | 44,266,771.00 |

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

** FTE faculty salaries and other salaries and wages include vacancy credit (\$3,511,326) in account code 61101

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 General Institutional Costs | 113001 | 830002 | 1010 | | (15,849.00) | | | | (15,849.00) |
| PAC Agriculture | 113001 | 831211 | 1010 | 1.00 | 50,000.00 | 10,000.00 | | 5,835.00 | 65,835.00 |
| PAC Landscape and Turfgrass Mgmt | 113001 | 831212 | 1010 | 1.00 | 52,589.00 | 67,894.00 | | 11,750.00 | 132,233.00 |
| PAC General Institutional Costs | 113001 | 830002 | 1030 | | (15,849.00) | (9,800.00) | | | (25,649.00) |
| PAC Biological Sciences | 113001 | 831231 | 1030 | 9.00 | 611,544.00 | 455,653.00 | | 47,525.00 | 1,114,722.00 |
| PAC Chemistry | 113001 | 831232 | 1030 | 3.00 | 213,252.00 | 70,480.00 | | 24,400.00 | 308,132.00 |
| PAC Earth Sciences | 113001 | 831233 | 1030 | | | 5,000.00 | | | 5,000.00 |
| PAC Physics | 113001 | 831235 | 1030 | 1.00 | 52,222.00 | 50,000.00 | | 8,000.00 | 110,222.00 |
| PAC Geology | 113001 | 831236 | 1030 | | | 1,000.00 | | | 1,000.00 |
| PAC Business Administration | 113001 | 831221 | 1040 | 1.00 | 70,504.00 | 103,456.00 | | | 173,960.00 |
| PAC Business Occupations | 113001 | 831222 | 1040 | 1.00 | 54,424.00 | 50,000.00 | | 2,000.00 | 106,424.00 |
| PAC Distribution Logistics | 113001 | 831223 | 1040 | 1.00 | 53,177.00 | 10,000.00 | | 2,990.00 | 66,167.00 |
| PAC Mid-Management | 113001 | 831224 | 1040 | 2.00 | 139,915.00 | 78,875.00 | | | 218,790.00 |
| PAC General Institutional Costs | 113001 | 830002 | 1050 | | (15,849.00) | | | | (15,849.00) |
| PAC Aviation Technology | 113001 | 831286 | 1050 | 1.00 | 50,000.00 | 72,456.00 | | 2,375,306.00 | 2,497,762.00 |
| PAC Mass Communications | 113001 | 831175 | 1060 | 2.00 | 132,988.00 | 12,000.00 | | 900.00 | 145,888.00 |
| PAC Tutoring Services | 113001 | 831008 | 1070 | | | 51,621.00 | | | 51,621.00 |
| PAC Computer Science | 113001 | 831251 | 1070 | 5.00 | 359,462.00 | 60,000.00 | | 600.00 | 420,062.00 |
| PAC Computer Information Systems | 113001 | 831252 | 1070 | 3.00 | 207,694.00 | 182,456.00 | | 2,000.00 | 392,150.00 |
| PAC Teacher Assistant and Aide Prog | 113001 | 831136 | 1090 | | | 66,000.00 | | | 66,000.00 |
| PAC Cosmetology | 113001 | 831225 | 1090 | 2.00 | 99,973.00 | 285,168.00 | | 89,000.00 | 474,141.00 |
| PAC Engineering | 113001 | 831234 | 1100 | 1.00 | 62,522.00 | 26,000.00 | | 1,820.00 | 90,342.00 |
| PAC General Institutional Costs | 113001 | 830002 | 1110 | | (15,849.00) | | | | (15,849.00) |
| PAC Oil and Gas Technology | 113001 | 831283 | 1110 | 1.00 | 60,950.00 | 58,701.00 | | 12,320.00 | 131,971.00 |
| PAC Industrial Technology | 113001 | 831297 | 1110 | 1.00 | 50,000.00 | 32,032.00 | | 1,320.00 | 83,352.00 |
| PAC General Institutional Costs | 113001 | 830002 | 1120 | | (31,699.00) | | | | (31,699.00) |
| PAC Speech | 113001 | 831113 | 1120 | 4.00 | 257,318.00 | 152,480.00 | | 4,000.00 | 413,798.00 |
| PAC Humanities | 113001 | 831131 | 1120 | 2.00 | 108,666.00 | 56,500.00 | | 2,500.00 | 167,666.00 |
| PAC Philosophy | 113001 | 831133 | 1120 | 2.00 | 143,400.00 | 80,375.00 | | | 223,775.00 |
| PAC English | 113001 | 831172 | 1120 | 6.00 | 400,665.00 | 292,762.00 | | 6,500.00 | 699,927.00 |
| PAC Reading and Education | 113001 | 831176 | 1120 | 1.00 | 67,019.00 | 30,000.00 | | | 97,019.00 |
| PAC Working Writers Series | 113001 | 831179 | 1120 | | | | | 5,000.00 | 5,000.00 |
| PAC LIS | 113001 | 831303 | 1120 | 1.00 | 52,984.00 | 20,000.00 | | | 72,984.00 |

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 Foreign Languages | 113001 | 831174 | 1130 | 2.00 | 122,872.00 | 40,000.00 | | 100.00 | 162,972.00 |
| PAC General Institutional Costs | 113001 | 830002 | 1160 | | (15,849.00) | | | | (15,849.00) |
| PAC Veterinary Technology | 113001 | 831296 | 1160 | 2.00 | 117,562.00 | 280,971.00 | | 109,750.00 | 508,283.00 |
| PAC General Institutional Costs | 113001 | 830002 | 1190 | | (15,849.00) | | | | (15,849.00) |
| PAC Mathematics | 113001 | 831261 | 1190 | 5.00 | 312,634.00 | 251,331.00 | | 6,500.00 | 570,465.00 |
| PAC Kinesiology | 113001 | 831266 | 1230 | 4.00 | 265,270.00 | 113,375.00 | | 15,000.00 | 393,645.00 |
| PAC Criminal Justice | 113001 | 831271 | 1240 | 1.00 | 55,150.00 | 45,000.00 | | 1,000.00 | 101,150.00 |
| PAC Social Work | 113001 | 831272 | 1240 | | | 7,000.00 | | | 7,000.00 |
| PAC General Institutional Costs | 113001 | 830002 | 1250 | | (63,398.00) | | | | (63,398.00) |
| PAC Psychology | 113001 | 831134 | 1250 | 3.00 | 222,033.00 | 110,831.00 | | 3,000.00 | 335,864.00 |
| PAC Economics | 113001 | 831151 | 1250 | 1.00 | 64,551.00 | 71,500.00 | | 4,000.00 | 140,051.00 |
| PAC Geography | 113001 | 831152 | 1250 | 1.00 | 50,000.00 | 24,000.00 | | | 74,000.00 |
| PAC Government | 113001 | 831153 | 1250 | 6.00 | 396,275.00 | 143,375.00 | | | 539,650.00 |
| PAC History | 113001 | 831154 | 1250 | 5.00 | 318,622.00 | 223,331.00 | | 8,000.00 | 549,953.00 |
| PAC Counseling | 113001 | 832401 | 1250 | 4.00 | 316,780.00 | | | | 316,780.00 |
| PAC Mexican-American Studies | 113001 | 832505 | 1250 | 1.00 | 50,000.00 | | | 10,600.00 | 60,600.00 |
| PAC General Institutional Costs | 113001 | 830002 | 1260 | | (15,849.00) | | | | (15,849.00) |
| PAC Art | 113001 | 831111 | 1260 | 5.00 | 350,348.00 | 141,000.00 | | 10,000.00 | 501,348.00 |
| PAC Drama | 113001 | 831112 | 1260 | 1.00 | 58,048.00 | 77,000.00 | | 8,000.00 | 143,048.00 |
| PAC Music | 113001 | 831114 | 1260 | 3.00 | 155,201.00 | 63,375.00 | | 18,000.00 | 236,576.00 |
| PAC Dance | 113001 | 831118 | 1260 | | | | | 3,000.00 | 3,000.00 |
| PAC General Institutional Costs | 113001 | 830002 | 1270 | | | | 2,694,518.00 | 1,137,673.00 | 3,832,191.00 |
| PAC Office of the President | 113001 | 830003 | 1270 | | | 335,597.00 | | | 335,597.00 |
| PAC Technical Computer Labs | 113001 | 830004 | 1270 | | | | | 61,000.00 | 61,000.00 |
| PAC Participatory Budgeting | 113001 | 830010 | 1270 | | | | | 50,000.00 | 50,000.00 |
| PAC Business Services | 113001 | 830015 | 1270 | | | 390,750.00 | | 99,053.00 | 489,803.00 |
| PAC GoPrint Services | 113001 | 830106 | 1270 | | | | | 33,000.00 | 33,000.00 |
| PAC Distance Learning | 113001 | 830201 | 1270 | | | 41,616.00 | | 14,000.00 | 55,616.00 |
| PAC GED | 113001 | 831405 | 1270 | | | 206,232.00 | | 65,978.00 | 272,210.00 |
| PAC General Institutional Costs | 113001 | 830002 | 1280 | | (15,849.00) | | | | (15,849.00) |
| PAC Developmental Math | 113001 | 831262 | 1280 | 10.00 | 656,570.00 | 290,000.00 | | 2,500.00 | 949,070.00 |
| PAC General Institutional Costs | 113001 | 830002 | 1290 | | (15,849.00) | | | | (15,849.00) |
| PAC Developmental English | 113001 | 831171 | 1290 | 5.00 | 303,137.00 | 30,500.00 | | 500.00 | 334,137.00 |
| PAC General Institutional Costs | 113001 | 830002 | 1999 | | | (800,000.00) | | | (800,000.00) |

Palo Alto College
Department Budget Allocations by Functional Categories

| DEPARTMENT | FUND | ORGN | PROG | FTE * | FTE FACULTY SALARIES ** | OTHER SALARIES & WAGES ** | BENEFITS | OPERATING EXPENSES | TOTAL |
|-------------------------------------|--------|--------|------|-------|-------------------------|---------------------------|--------------|--------------------|--------------|
| ACADEMIC SUPPORT | | | | | | | | | |
| PAC General Institutional Costs | 113001 | 830002 | 3010 | | | (41,690.00) | 468,783.00 | 133,418.00 | 560,511.00 |
| PAC Phoenix Institute | 113001 | 830202 | 3010 | | | 93,772.00 | | 8,000.00 | 101,772.00 |
| PAC Evening and Weekend Operations | 113001 | 830210 | 3010 | | | 51,546.00 | | | 51,546.00 |
| PAC VP Academic Success Office | 113001 | 831001 | 3010 | | | 312,651.00 | | 21,000.00 | 333,651.00 |
| PAC Tutoring Services | 113001 | 831008 | 3010 | | | 374,913.00 | | 21,800.00 | 396,713.00 |
| PAC Dean Of Arts & Sciences Office | 113001 | 831101 | 3010 | | | 147,115.00 | | 22,800.00 | 169,915.00 |
| PAC Dean Of Career & Technology Off | 113001 | 831201 | 3010 | | | 179,179.00 | | 16,300.00 | 195,479.00 |
| PAC Dean Of Learning Resource | 113001 | 831301 | 3010 | | | 95,413.00 | | 10,000.00 | 105,413.00 |
| PAC Learning Resources | 113001 | 831302 | 3010 | | | 315,117.00 | | 4,573.00 | 319,690.00 |
| PAC LIS | 113001 | 831303 | 3010 | | | | | 1,000.00 | 1,000.00 |
| PAC Library Automation | 113001 | 831304 | 3010 | | | | | 20,000.00 | 20,000.00 |
| PAC Library Books and Materials | 113001 | 831305 | 3010 | | | | | 139,427.00 | 139,427.00 |
| PAC LRC Fines | 113001 | 831307 | 3010 | | | | | 3,500.00 | 3,500.00 |
| STUDENT SERVICES | | | | | | | | | |
| PAC General Institutional Costs | 113001 | 830002 | 4010 | | | (63,191.00) | 1,111,510.00 | 322,320.00 | 1,370,639.00 |
| PAC General Institutional Costs | 113003 | 830002 | 4010 | | | | 11,347.00 | | 11,347.00 |
| PAC Gym Rental | 113001 | 830020 | 4010 | | | 59,670.00 | | | 59,670.00 |
| PAC Gym Rental | 173001 | 830020 | 4010 | | | | | 13,000.00 | 13,000.00 |
| PAC Commencement | 113001 | 830102 | 4010 | | | | | 45,000.00 | 45,000.00 |
| PAC New Student Orientation | 113001 | 830205 | 4010 | | | 337,034.00 | | 33,550.00 | 370,584.00 |
| PAC VP Student Success Office | 113001 | 832001 | 4010 | | | 168,521.00 | | 66,000.00 | 234,521.00 |
| PAC PACfest | 113001 | 832005 | 4010 | | | 6,000.00 | | 62,260.00 | 68,260.00 |
| PAC Dean of Students | 113001 | 832051 | 4010 | | | 173,894.00 | | 18,700.00 | 192,594.00 |
| PAC Student Activities | 113001 | 832101 | 4010 | | | 137,273.00 | | 20,000.00 | 157,273.00 |
| PAC New Student Convocation | 113001 | 832103 | 4010 | | | | | 10,000.00 | 10,000.00 |
| PAC Student Activity Fee-Designated | 113003 | 832106 | 4010 | | | 57,442.00 | | 63,471.00 | 120,913.00 |
| PAC SHARE Center | 113001 | 832107 | 4010 | | | | | 15,000.00 | 15,000.00 |
| PAC Admissions and Records | 113001 | 832201 | 4010 | | | 416,497.00 | | 10,000.00 | 426,497.00 |
| PAC Assessment | 113001 | 832204 | 4010 | | | 181,030.00 | | 66,000.00 | 247,030.00 |
| PAC Learning Communities | 113001 | 832205 | 4010 | | | | | 3,000.00 | 3,000.00 |
| PAC Veterans Affairs | 113001 | 832206 | 4010 | | | 249,635.00 | | 15,000.00 | 264,635.00 |
| PAC Counseling | 113001 | 832401 | 4010 | | | 214,934.00 | | 3,000.00 | 217,934.00 |
| PAC Puente Program | 113001 | 832402 | 4010 | | | | | 25,000.00 | 25,000.00 |

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 Student Support Services | 113001 | 832501 | 4010 | | | 200.00 | | | 200.00 |
| PAC Special Populations | 113001 | 832502 | 4010 | | | 87,442.00 | | 6,000.00 | 93,442.00 |
| PAC Scholarship Support Services | 113001 | 832504 | 4010 | | | 60,122.00 | | 11,625.00 | 71,747.00 |
| PAC Undergraduate Advising | 113001 | 832506 | 4010 | | | 87,052.00 | | | 87,052.00 |
| PAC Dual Credit | 113001 | 832507 | 4010 | | | 140,823.00 | | 79,900.00 | 220,723.00 |
| PAC Early College High School | 113001 | 832508 | 4010 | | | 384,716.00 | | 17,000.00 | 401,716.00 |
| PAC STEAM Advising Center | 113001 | 832509 | 4010 | | | 351,675.00 | | 7,000.00 | 358,675.00 |
| PAC SEED Advising Center | 113001 | 832510 | 4010 | | | 356,353.00 | | 7,000.00 | 363,353.00 |
| PAC BOLD Advising Center | 113001 | 832511 | 4010 | | | 343,402.00 | | 7,000.00 | 350,402.00 |
| PAC Advising Management | 113001 | 832512 | 4010 | | | 182,171.00 | | 7,000.00 | 189,171.00 |
| INSTITUTIONAL SUPPORT | | | | | | | | | |
| PAC General Institutional Costs | 113001 | 830002 | 5010 | | | (98,287.00) | 560,779.00 | 189,903.00 | 652,395.00 |
| PAC Office of the President | 113001 | 830003 | 5010 | | | 403,123.00 | | 46,000.00 | 449,123.00 |
| PAC Hospitality Account | 113001 | 830005 | 5010 | | | | | 50,000.00 | 50,000.00 |
| PAC Technology Plan Funds | 113001 | 830009 | 5010 | | | | | 200,000.00 | 200,000.00 |
| PAC Budget Office Operations | 113001 | 830011 | 5010 | | | 111,881.00 | | 5,000.00 | 116,881.00 |
| PAC Business Services | 113001 | 830015 | 5010 | | | 3,990.00 | | 412,957.00 | 416,947.00 |
| PAC Staff Council Designated Rev | 113001 | 830016 | 5010 | | | | | 5,000.00 | 5,000.00 |
| PAC Paper Recycling Fund | 113001 | 830017 | 5010 | | | | | 10,000.00 | 10,000.00 |
| PAC Information Technology Services | 113001 | 830018 | 5010 | | | 505,799.00 | | 39,600.00 | 545,399.00 |
| PAC Misc Facility Rentals | 173003 | 830019 | 5010 | | | | | 2,500.00 | 2,500.00 |
| PAC - Soccer Field | 173003 | 830023 | 5010 | | | | | 4,000.00 | 4,000.00 |
| PAC SACS Accreditation | 113001 | 830024 | 5010 | | | | | 7,000.00 | 7,000.00 |
| PAC Public Relations | 113001 | 830101 | 5010 | | | 247,109.00 | | 160,000.00 | 407,109.00 |
| PAC VP of College Services Office | 113001 | 830104 | 5010 | | | 233,756.00 | | 21,000.00 | 254,756.00 |
| PAC Hospitality College Services | 113001 | 830105 | 5010 | | | | | 10,000.00 | 10,000.00 |
| PAC Planning and Research | 113001 | 830203 | 5010 | | | 141,908.00 | | 98,839.00 | 240,747.00 |
| PAC Institutional Advancement | 113001 | 830209 | 5010 | | | 129,168.00 | | 25,000.00 | 154,168.00 |
| PAC Evening and Weekend Operations | 113001 | 830210 | 5010 | | | | | 13,134.00 | 13,134.00 |
| PAC Faculty Senate | 113001 | 831004 | 5010 | | | 5,000.00 | | 5,000.00 | 10,000.00 |
| PAC Hospitality Academic Affairs | 113001 | 831007 | 5010 | | | | | 10,000.00 | 10,000.00 |
| PAC Auditorium | 113001 | 831117 | 5010 | | | 77,531.00 | | 2,900.00 | 80,431.00 |
| PAC Health Wellness Program | 113001 | 831267 | 5010 | | | | | 5,000.00 | 5,000.00 |
| PAC Hospitality Student Affairs | 113001 | 832003 | 5010 | | | | | 20,000.00 | 20,000.00 |

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 Early College High School | 173003 | 832508 | 5010 | | | | | 11,000.00 | 11,000.00 |
| INSTITUTIONAL SCHOLARSHIPS | | | | | | | | | |
| PAC General Institutional Costs | 113001 | 830002 | 7010 | | | | | 20,000.00 | 20,000.00 |
| PAC Scholarship Support Services | 113001 | 832504 | 7010 | | | | | 50,000.00 | 50,000.00 |
| AUXILIARY ENTERPRISES | | | | | | | | | |
| PAC General Institutional Costs | 113001 | 830002 | 8010 | | | | | 5,811.00 | 5,811.00 |
| PAC General Institutional Costs | 133001 | 830002 | 8010 | | | | | 72,407.00 | 72,407.00 |
| PAC General Institutional Costs | 133003 | 830002 | 8010 | | | | 252,662.00 | | 252,662.00 |
| PAC Natatorium Operation + Maint | 133003 | 830022 | 8010 | | | 549,441.00 | | 179,448.00 | 728,889.00 |
| PAC Summer Camps | 133001 | 830025 | 8010 | | | 8,456.00 | | 35,500.00 | 43,956.00 |
| PAC Auditorium | 173002 | 831117 | 8010 | | | 26,611.00 | | 11,400.00 | 38,011.00 |
| PAC AUX Family Center | 133001 | 832901 | 8010 | | | 353,952.00 | | 19,143.00 | 373,095.00 |
| TRANSFERS | | | | | | | | | |
| PAC General Institutional Costs | 113002 | 830002 | 9425 | | | | | 436,819.00 | 436,819.00 |
| TOTAL PALO ALTO COLLEGE | | | | 111.00 | 6,928,583.00 | 12,618,042.00 | 5,099,599.00 | 7,784,425.00 | 32,430,649.00 |

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

** FTE faculty salaries and other salaries and wages include vacancy credit (\$3,511,326) in account code 61101

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 General Institutional Costs | 114001 | 840002 | 1030 | | (22,825.00) | | | | (22,825.00) |
| NVC Biological Sciences | 114001 | 842042 | 1030 | 15.00 | 893,879.00 | 750,540.00 | | 91,840.00 | 1,736,259.00 |
| NVC Chemistry | 114001 | 842043 | 1030 | 6.00 | 358,864.00 | 222,600.00 | | 32,640.00 | 614,104.00 |
| NVC Geology | 114001 | 842044 | 1030 | 2.00 | 132,096.00 | 71,300.00 | | 4,080.00 | 207,476.00 |
| NVC Physics | 114001 | 842045 | 1030 | 3.00 | 177,222.00 | 94,550.00 | | 15,045.00 | 286,817.00 |
| NVC Science Tutoring & Advocacy Lab | 114001 | 842047 | 1030 | | | 127,647.00 | | 15,200.00 | 142,847.00 |
| NVC Clinical Research Coordinator | 114001 | 842054 | 1030 | 1.00 | 63,848.00 | 15,200.00 | | | 79,048.00 |
| NVC General Institutional Costs | 114001 | 840002 | 1040 | | (15,215.00) | | | | (15,215.00) |
| NVC Business Administration | 114001 | 842022 | 1040 | 1.00 | 60,225.00 | 82,458.00 | | | 142,683.00 |
| NVC Accounting | 114001 | 842023 | 1040 | 3.00 | 181,549.00 | 79,920.00 | | 200.00 | 261,669.00 |
| NVC Customer Services/Sales Ops | 114001 | 842055 | 1040 | 1.00 | 48,000.00 | | | | 48,000.00 |
| NVC Digital Video & Cinema Prod | 114001 | 842060 | 1060 | 2.00 | 115,628.00 | 59,340.00 | | 54,400.00 | 229,368.00 |
| NVC Gaming Development | 114001 | 842061 | 1060 | 2.00 | 112,488.00 | 209,988.00 | | 48,770.00 | 371,246.00 |
| NVC Mass Communications | 114001 | 842083 | 1060 | 1.00 | 69,648.00 | 88,000.00 | | 500.00 | 158,148.00 |
| NVC Digital Media | 114001 | 842059 | 1070 | 2.00 | 131,952.00 | 91,336.00 | | 57,750.00 | 281,038.00 |
| NVC Computer Information Systems | 114001 | 842062 | 1070 | 3.00 | 192,313.00 | 140,480.00 | | 26,835.00 | 359,628.00 |
| NVC Education | 114001 | 842085 | 1090 | 2.00 | 112,089.00 | 53,280.00 | | 500.00 | 165,869.00 |
| NVC Engineering | 114001 | 842046 | 1100 | 2.00 | 139,578.00 | 108,351.00 | | 8,100.00 | 256,029.00 |
| NVC Water Resource Science | 114001 | 842053 | 1110 | 1.00 | 56,280.00 | 18,960.00 | | 17,000.00 | 92,240.00 |
| NVC Nanotechnology | 114001 | 842058 | 1110 | | | 53,913.00 | | 13,550.00 | 67,463.00 |
| NVC General Institutional Costs | 114001 | 840002 | 1120 | | (14,264.00) | | | | (14,264.00) |
| NVC Philosophy | 114001 | 842032 | 1120 | 3.00 | 196,306.00 | 168,160.00 | | | 364,466.00 |
| NVC Humanities | 114001 | 842033 | 1120 | 2.80 | 156,520.00 | 136,480.00 | | 1,000.00 | 294,000.00 |
| NVC Speech | 114001 | 842084 | 1120 | 7.00 | 398,387.00 | 358,000.00 | | 500.00 | 756,887.00 |
| NVC English | 114001 | 842092 | 1120 | 19.00 | 1,116,992.00 | 741,440.00 | | | 1,858,432.00 |
| NVC CE ESL Program | 114001 | 842508 | 1120 | | | 232,042.00 | | 9,000.00 | 241,042.00 |
| NVC Student Development | 114001 | 845303 | 1120 | | | 163,000.00 | | 16,200.00 | 179,200.00 |
| NVC General Institutional Costs | 114001 | 840002 | 1130 | | (15,215.00) | | | | (15,215.00) |
| NVC Foreign Languages | 114001 | 842034 | 1130 | 3.20 | 181,031.00 | 106,560.00 | | 100.00 | 287,691.00 |
| NVC General Institutional Costs | 114001 | 840002 | 1160 | | (15,215.00) | | | | (15,215.00) |
| NVC Community Health | 114001 | 842056 | 1160 | 2.00 | 112,551.00 | 44,800.00 | | 500.00 | 157,851.00 |
| NVC Pharmacy Technology | 114001 | 842057 | 1160 | 1.00 | 48,485.00 | 43,920.00 | | 5,300.00 | 97,705.00 |
| NVC General Institutional Costs | 114001 | 840002 | 1190 | | (15,215.00) | | | | (15,215.00) |

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 Mathematics | 114001 | 842073 | 1190 | 22.00 | 1,312,045.00 | 932,180.00 | | | 2,244,225.00 |
| NVC Kinesiology | 114001 | 842016 | 1230 | 3.00 | 169,813.00 | 358,924.00 | | 12,000.00 | 540,737.00 |
| NVC Personal Fitness Trainer | 114001 | 842052 | 1230 | 1.00 | 52,874.00 | 21,360.00 | | 1,300.00 | 75,534.00 |
| NVC Criminal Justice | 114001 | 842086 | 1240 | 2.00 | 116,826.00 | 129,280.00 | | 500.00 | 246,606.00 |
| NVC General Institutional Costs | 114001 | 840002 | 1250 | | (96,872.00) | | | | (96,872.00) |
| NVC Economics | 114001 | 842024 | 1250 | 3.00 | 175,805.00 | 147,667.00 | | 500.00 | 323,972.00 |
| NVC Government | 114001 | 842025 | 1250 | 9.00 | 542,722.00 | 513,480.00 | | | 1,056,202.00 |
| NVC History | 114001 | 842035 | 1250 | 11.00 | 602,424.00 | 602,240.00 | | 600.00 | 1,205,264.00 |
| NVC Mexican-American Studies | 114001 | 842036 | 1250 | 1.00 | 48,000.00 | | | 3,600.00 | 51,600.00 |
| NVC Geography | 114001 | 842082 | 1250 | 2.00 | 120,961.00 | 71,680.00 | | 750.00 | 193,391.00 |
| NVC Psychology | 114001 | 842087 | 1250 | 6.00 | 362,857.00 | 339,760.00 | | 2,500.00 | 705,117.00 |
| NVC Sociology | 114001 | 842088 | 1250 | 3.00 | 136,451.00 | 130,000.00 | | 500.00 | 266,951.00 |
| NVC Anthropology | 114001 | 842089 | 1250 | 2.00 | 93,485.00 | 86,160.00 | | 3,350.00 | 182,995.00 |
| NVC Student Development | 114001 | 845303 | 1250 | | | 308,800.00 | | | 308,800.00 |
| NVC Fine Arts | 114001 | 842012 | 1260 | 6.00 | 375,124.00 | 571,500.00 | | 42,500.00 | 989,124.00 |
| NVC Drama | 114001 | 842013 | 1260 | 2.00 | 114,480.00 | 67,000.00 | | 36,800.00 | 218,280.00 |
| NVC Dance | 114001 | 842014 | 1260 | 1.00 | 64,025.00 | 153,700.00 | | 17,300.00 | 235,025.00 |
| NVC Music | 114001 | 842015 | 1260 | 4.00 | 236,141.00 | 122,000.00 | | 26,200.00 | 384,341.00 |
| NVC General Institutional Costs | 114001 | 840002 | 1270 | | | | 4,259,777.00 | 1,634,111.00 | 5,893,888.00 |
| NVC Office of the President | 114001 | 840003 | 1270 | | | 348,481.00 | | | 348,481.00 |
| NVC Math Lab | 114001 | 842072 | 1280 | | | 233,806.00 | | 750.00 | 234,556.00 |
| NVC Developmental Math | 114001 | 842074 | 1280 | | | 382,589.00 | | | 382,589.00 |
| NVC Developmental English | 114001 | 842093 | 1290 | 2.00 | 114,649.00 | 166,080.00 | | | 280,729.00 |
| NVC English and Reading Labs | 114001 | 842094 | 1290 | | | 289,118.00 | | 11,000.00 | 300,118.00 |
| NVC Writing Across Curriculum Lab | 114001 | 842096 | 1290 | | | 10,087.00 | | | 10,087.00 |
| NVC General Institutional Costs | 114001 | 840002 | 1999 | | | | | 162,911.00 | 162,911.00 |
| NVC Community Education | 114001 | 848003 | 1999 | | | 101,121.00 | | | 101,121.00 |
| PUBLIC SERVICE | | | | | | | | | |
| NVC General Institutional Costs | 114001 | 840002 | 2010 | | | | 32,935.00 | 11,096.00 | 44,031.00 |
| NVC Community Education | 114001 | 848003 | 2010 | | | 30,000.00 | | 24,000.00 | 54,000.00 |
| ACADEMIC SUPPORT | | | | | | | | | |
| NVC General Institutional Costs | 114001 | 840002 | 3010 | | | (51,932.00) | 1,045,129.00 | 1,169,112.00 | 2,162,309.00 |
| NVC Faculty and Staff Development | 114001 | 840006 | 3010 | | | | | 100,000.00 | 100,000.00 |
| NVC Academic Affairs | 114001 | 842001 | 3010 | | | 226,064.00 | | 17,294.00 | 243,358.00 |

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 Faculty Senate | 114001 | 842002 | 3010 | | | 5,000.00 | | 600.00 | 5,600.00 |
| NVC Faculty Development | 114001 | 842003 | 3010 | | | | | 41,618.00 | 41,618.00 |
| NVC Quality Enhancement Plan | 114001 | 842006 | 3010 | | | 224,063.00 | | 49,960.00 | 274,023.00 |
| NVC Arts and Kinesiology Chair | 114001 | 842011 | 3010 | | | 63,291.00 | | 26,717.00 | 90,008.00 |
| NVC Arts and Kinesiology Chair | 174003 | 842011 | 3010 | | | | | 15,000.00 | 15,000.00 |
| NVC Theater Scene Shop | 114001 | 842017 | 3010 | | | 75,027.00 | | 21,000.00 | 96,027.00 |
| NVC Theater Box Office | 114001 | 842018 | 3010 | | | 67,734.00 | | 9,000.00 | 76,734.00 |
| NVC Humanities Chair | 114001 | 842031 | 3010 | | | 37,456.00 | | 22,095.00 | 59,551.00 |
| NVC Natural and Phys Sciences Chair | 114001 | 842041 | 3010 | | | 163,025.00 | | 26,550.00 | 189,575.00 |
| NVC Workforce Programs Chair | 114001 | 842051 | 3010 | | | 42,715.00 | | 16,450.00 | 59,165.00 |
| NVC Math Chair | 114001 | 842071 | 3010 | | | 41,842.00 | | 32,635.00 | 74,477.00 |
| NVC Social Sciences Chair | 114001 | 842081 | 3010 | | | 39,429.00 | | 23,100.00 | 62,529.00 |
| NVC English and Reading Chair | 114001 | 842091 | 3010 | | | 54,272.00 | | 38,500.00 | 92,772.00 |
| NVC Writing Across Curriculum Lab | 114001 | 842096 | 3010 | | | 124,595.00 | | 600.00 | 125,195.00 |
| NVC Speech Lab | 114001 | 842101 | 3010 | | | 14,400.00 | | | 14,400.00 |
| NVC Learning Resources | 114001 | 842202 | 3010 | | | 646,022.00 | | 25,840.00 | 671,862.00 |
| NVC Library Books and Materials | 114001 | 842204 | 3010 | | | | | 370,123.00 | 370,123.00 |
| NVC Arts and Sciences | 114001 | 842301 | 3010 | | | 218,447.00 | | 72,250.00 | 290,697.00 |
| NVC Dual Credit Program | 114001 | 842302 | 3010 | | | 130,084.00 | | 260,400.00 | 390,484.00 |
| NVC Teaching with Technology | 114001 | 842303 | 3010 | | | 226,460.00 | | 20,570.00 | 247,030.00 |
| NVC Service Learning | 114001 | 842304 | 3010 | | | 56,553.00 | | 18,200.00 | 74,753.00 |
| NVC Work Force Development | 114001 | 842501 | 3010 | | | 81,448.00 | | 34,500.00 | 115,948.00 |
| NVC CE Administration | 114001 | 842506 | 3010 | | | 155,356.00 | | | 155,356.00 |
| NVC Program Dev & Performance | 114001 | 842511 | 3010 | | | 133,110.00 | | 30,000.00 | 163,110.00 |
| NVC Go Print | 114001 | 844004 | 3010 | | | | | 41,000.00 | 41,000.00 |
| NVC Information Technology | 114001 | 844021 | 3010 | | | 783,622.00 | | 470,400.00 | 1,254,022.00 |
| NVC Open Computer Lab | 114001 | 844022 | 3010 | | | 262,649.00 | | 16,000.00 | 278,649.00 |
| NVC Student Development | 114001 | 845303 | 3010 | | | 168,843.00 | | | 168,843.00 |
| STUDENT SERVICES | | | | | | | | | |
| NVC General Institutional Costs | 114001 | 840002 | 4010 | | | (80,986.00) | 1,341,186.00 | 380,554.00 | 1,640,754.00 |
| NVC General Institutional Costs | 114003 | 840002 | 4010 | | | | 15,543.00 | | 15,543.00 |
| NVC Student Success | 114001 | 845001 | 4010 | | | 321,695.00 | | 48,400.00 | 370,095.00 |
| NVC Recruitment | 114001 | 845002 | 4010 | | | 235,107.00 | | 24,024.00 | 259,131.00 |
| NVC Readiness Center | 114001 | 845003 | 4010 | | | | | 5,500.00 | 5,500.00 |

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 Degree Completion | 114001 | 845101 | 4010 | | | | | 25,250.00 | 25,250.00 |
| NVC Assessment And Testing | 114001 | 845102 | 4010 | | | 267,476.00 | | 47,311.00 | 314,787.00 |
| NVC Admissions And Records | 114001 | 845103 | 4010 | | | 665,050.00 | | 34,154.00 | 699,204.00 |
| NVC New Student Orientation | 114001 | 845104 | 4010 | | | | | 28,784.00 | 28,784.00 |
| NVC Student Advising | 114001 | 845201 | 4010 | | | 2,434,358.00 | | 36,980.00 | 2,471,338.00 |
| NVC Veterans Affairs | 114001 | 845202 | 4010 | | | 153,757.00 | | 10,250.00 | 164,007.00 |
| NVC Career Center | 114001 | 845203 | 4010 | | | 14,770.00 | | 20,927.00 | 35,697.00 |
| NVC Counseling | 114001 | 845302 | 4010 | | | | | 8,420.00 | 8,420.00 |
| NVC Recreation Sports and Wellness | 114001 | 845401 | 4010 | | | 98,016.00 | | | 98,016.00 |
| NVC Student Life | 114001 | 845403 | 4010 | | | 175,391.00 | | 7,121.00 | 182,512.00 |
| NVC Student Activity Fee-Designated | 114003 | 845404 | 4010 | | | 100,905.00 | | 144,075.00 | 244,980.00 |
| NVC Student Wellness Center | 114001 | 845501 | 4010 | | | 320,432.00 | | 11,250.00 | 331,682.00 |
| NVC Access Office | 114001 | 845502 | 4010 | | | | | 5,355.00 | 5,355.00 |
| NVC Scholarship Coordination | 114001 | 848011 | 4010 | | | 26,378.00 | | 3,765.00 | 30,143.00 |
| NVC Rentals and Events | 114001 | 848012 | 4010 | | | | | 34,700.00 | 34,700.00 |
| INSTITUTIONAL SUPPORT | | | | | | | | | |
| NVC General Institutional Costs | 114001 | 840002 | 5010 | | | (32,241.00) | 461,723.00 | 131,734.00 | 561,216.00 |
| NVC Office of the President | 114001 | 840003 | 5010 | | | 354,148.00 | | 16,650.00 | 370,798.00 |
| NVC Hospitality Account | 114001 | 840004 | 5010 | | | | | 15,258.00 | 15,258.00 |
| NVC Staff Council | 114001 | 840008 | 5010 | | | | | 7,500.00 | 7,500.00 |
| NVC Public Relations | 114001 | 840011 | 5010 | | | 341,808.00 | | 118,662.00 | 460,470.00 |
| NVC Marketing and Advertising | 114001 | 840012 | 5010 | | | | | 80,750.00 | 80,750.00 |
| NVC TeachandLearn Facilitation | 114001 | 842402 | 5010 | | | 175,865.00 | | 19,820.00 | 195,685.00 |
| NVC College Services | 114001 | 844001 | 5010 | | | 219,137.00 | | 20,770.00 | 239,907.00 |
| NVC College Initiatives | 114001 | 844002 | 5010 | | | | | 124,650.00 | 124,650.00 |
| NVC Resource Management | 114001 | 844003 | 5010 | | | 203,675.00 | | 229,444.00 | 433,119.00 |
| NVC Grant Development | 114001 | 844011 | 5010 | | | 74,131.00 | | 15,012.00 | 89,143.00 |
| NVC Institutional Research | 114001 | 844031 | 5010 | | | 100,353.00 | | 46,181.00 | 146,534.00 |
| NVC Rentals and Events | 114001 | 848012 | 5010 | | | 16,228.00 | | 10,100.00 | 26,328.00 |
| NVC Community Development | 114001 | 848013 | 5010 | | | 80,963.00 | | 15,170.00 | 96,133.00 |
| NVC Alumni Connections | 114001 | 848014 | 5010 | | | 23,684.00 | | 4,942.00 | 28,626.00 |
| TRANSFERS | | | | | | | | | |
| NVC General Institutional Costs | 114002 | 840002 | 9425 | | | | | 839,679.00 | 839,679.00 |
| TOTAL NORTHWEST VISTA COLLEGE | | | | 165.00 | 9,499,792.00 | 20,658,953.00 | 7,156,293.00 | 7,953,934.00 | 45,268,972.00 |

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

** FTE faculty salaries and other salaries and wages include vacancy credit (\$3,511,326) in account code 61101

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 | 438,156.00 | 172,662.00 | | 24,800.00 | 635,618.00 |
| NLC Chemistry | 115001 | 852163 | 1030 | 2.00 | 110,503.00 | 88,586.00 | | 7,300.00 | 206,389.00 |
| NLC Geology | 115001 | 852165 | 1030 | 1.00 | 62,017.00 | 24,116.00 | | 1,100.00 | 87,233.00 |
| NLC General Institutional Costs | 115001 | 850002 | 1040 | | | | | 50,000.00 | 50,000.00 |
| NLC Accounting-Business-Managemt | 115001 | 852121 | 1040 | 1.00 | 46,849.00 | 46,462.00 | | 500.00 | 93,811.00 |
| NLC CAD | 115001 | 852122 | 1040 | 1.00 | 59,967.00 | | | | 59,967.00 |
| NLC Business Training Non-reimb | 115001 | 853004 | 1040 | | | 25,000.00 | | 32,000.00 | 57,000.00 |
| NLC Journalism | 115001 | 852113 | 1060 | | | 19,997.00 | | | 19,997.00 |
| NLC General Institutional Costs | 115001 | 850002 | 1070 | | | | | 50,000.00 | 50,000.00 |
| NLC Computer Information System | 115001 | 852154 | 1070 | 1.00 | 72,024.00 | | | | 72,024.00 |
| NLC Career Readiness Contact Trai | 115001 | 853003 | 1070 | | | 115,068.00 | | 50,000.00 | 165,068.00 |
| NLC Education | 115001 | 852182 | 1090 | 1.00 | 58,722.00 | | | | 58,722.00 |
| NLC Student Services Instruction | 115001 | 851022 | 1120 | | | 44,335.00 | | 1,000.00 | 45,335.00 |
| NLC English | 115001 | 852102 | 1120 | 9.00 | 566,639.00 | 158,472.00 | | 500.00 | 725,611.00 |
| NLC Reading | 115001 | 852103 | 1120 | | | 90,252.00 | | | 90,252.00 |
| NLC Humanities | 115001 | 852112 | 1120 | 1.00 | 53,903.00 | 26,036.00 | | 200.00 | 80,139.00 |
| NLC Philosophy | 115001 | 852114 | 1120 | 3.00 | 186,812.00 | 70,503.00 | | 500.00 | 257,815.00 |
| NLC Speech | 115001 | 852116 | 1120 | 4.00 | 274,033.00 | 71,716.00 | | 900.00 | 346,649.00 |
| NLC Foreign Languages | 115001 | 852111 | 1130 | 1.00 | 55,750.00 | 13,976.00 | | 400.00 | 70,126.00 |
| NLC Mathematics and COSC | 115001 | 852151 | 1190 | 11.00 | 652,396.00 | 239,064.00 | | 2,400.00 | 893,860.00 |
| NLC Developmental Math | 115001 | 852152 | 1190 | | | 88,715.00 | | | 88,715.00 |
| NLC Math PASS | 115001 | 852155 | 1190 | | | 3,000.00 | | | 3,000.00 |
| NLC Kinesiology | 115001 | 852141 | 1230 | 2.00 | 115,055.00 | 76,316.00 | | 2,100.00 | 193,471.00 |
| NLC Kinesiology | 175001 | 852141 | 1230 | | | | | 1,500.00 | 1,500.00 |
| NLC Recreation Training Non-reimb | 115001 | 853002 | 1230 | | | 72,938.00 | | 40,763.00 | 113,701.00 |
| NLC General Institutional Costs | 115001 | 850002 | 1250 | | (63,065.00) | | | | (63,065.00) |
| NLC Economics | 115001 | 852171 | 1250 | 1.00 | 48,403.00 | | | 100.00 | 48,503.00 |
| NLC Geography | 115001 | 852173 | 1250 | 1.00 | 51,840.00 | 16,022.00 | | 500.00 | 68,362.00 |
| NLC History | 115001 | 852174 | 1250 | 5.00 | 291,216.00 | 67,363.00 | | 1,000.00 | 359,579.00 |
| NLC Political Science | 115001 | 852176 | 1250 | 1.00 | 24,102.00 | 64,524.00 | | 1,000.00 | 89,626.00 |
| NLC Government | 115001 | 852177 | 1250 | 4.00 | 266,071.00 | | | | 266,071.00 |
| NLC Social Sciences | 115001 | 852179 | 1250 | | | 15,536.00 | | 500.00 | 16,036.00 |
| NLC Anthropology | 115001 | 852181 | 1250 | | | 10,680.00 | | 100.00 | 10,780.00 |

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 Psychology | 115001 | 852183 | 1250 | 3.00 | 136,005.00 | 92,751.00 | | 1,000.00 | 229,756.00 |
| NLC Sociology | 115001 | 852184 | 1250 | 1.00 | 57,767.00 | 16,187.00 | | 500.00 | 74,454.00 |
| NLC Instruction Pool Academic | 115001 | 852012 | 1260 | | | 125,896.00 | | | 125,896.00 |
| NLC Art Department | 115001 | 852131 | 1260 | 4.00 | 227,529.00 | 53,093.00 | | 3,300.00 | 283,922.00 |
| NLC Music | 115001 | 852134 | 1260 | 1.00 | 63,848.00 | 40,534.00 | | 2,300.00 | 106,682.00 |
| NLC Theatre and Communications | 115001 | 852135 | 1260 | | | 95,431.00 | | 3,100.00 | 98,531.00 |
| NLC Theatre and Communications | 175002 | 852135 | 1260 | | | 1,000.00 | | 1,500.00 | 2,500.00 |
| NLC Theatre and Communications | 175003 | 852135 | 1260 | | | 500.00 | | 500.00 | 1,000.00 |
| NLC Drama | 115001 | 852136 | 1260 | 1.00 | 55,397.00 | | | | 55,397.00 |
| NLC Kinesiology | 175001 | 852141 | 1260 | | | 1,000.00 | | - | 1,000.00 |
| NLC General Institutional Costs | 115001 | 850002 | 1270 | | | | 1,530,668.00 | 543,107.00 | 2,073,775.00 |
| NLC Office of the President | 115001 | 850003 | 1270 | | | 287,883.00 | | | 287,883.00 |
| NLC Consolidated Printers | 115001 | 855007 | 1270 | | | | | 165,000.00 | 165,000.00 |
| NLC Institutional Projects | 115001 | 855008 | 1270 | | | 279,604.00 | | 85,000.00 | 364,604.00 |
| NLC Purchasing Services | 115001 | 855009 | 1270 | | | | | 89,500.00 | 89,500.00 |
| NLC Student Services Instruction | 115001 | 851022 | 1290 | | | 17,118.00 | | 1,000.00 | 18,118.00 |
| NLC Developmental English | 115001 | 852101 | 1290 | | | 21,939.00 | | | 21,939.00 |
| ACADEMIC SUPPORT | | | | | | | | | |
| NLC General Institutional Costs | 115001 | 850002 | 3010 | | | (39,255.00) | 617,614.00 | 181,084.00 | 759,443.00 |
| NLC Vice Pres Acad Affairs Office | 115001 | 852001 | 3010 | | | 167,168.00 | | 42,126.00 | 209,294.00 |
| NLC VPAA Hospitality Account | 115001 | 852003 | 3010 | | | | | 2,500.00 | 2,500.00 |
| NLC Distance Learning | 115001 | 852004 | 3010 | | | 46,191.00 | | 3,100.00 | 49,291.00 |
| NLC Instructional Innovation | 115001 | 852005 | 3010 | | | 45,428.00 | | 1,170.00 | 46,598.00 |
| 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 | | | 172,192.00 | | 20,438.00 | 192,630.00 |
| NLC Academic Affairs | 115001 | 852013 | 3010 | | | 127,869.00 | | | 127,869.00 |
| NLC Academic Support | 115001 | 852015 | 3010 | | | 109,984.00 | | 30,800.00 | 140,784.00 |
| NLC College Assessment | 115001 | 852018 | 3010 | | | | | 10,000.00 | 10,000.00 |
| NLC College Institutional Research | 115001 | 852019 | 3010 | | | 150,374.00 | | 5,500.00 | 155,874.00 |
| NLC Education | 115001 | 852182 | 3010 | | | 43,622.00 | | 100.00 | 43,722.00 |
| NLC Dean of Arts and Sciences Office | 115001 | 852301 | 3010 | | | | | 8,914.00 | 8,914.00 |
| NLC Dean of CE and Workforce Office | 115001 | 853001 | 3010 | | | 100,838.00 | | 21,600.00 | 122,438.00 |

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 Community Program | 115001 | 853006 | 3010 | | | 146,129.00 | | 12,000.00 | 158,129.00 |
| NLC Learning Resource Ctr Office | 115001 | 854001 | 3010 | | | 491,166.00 | | 150,541.00 | 641,707.00 |
| NLC Library Fines and Lost Material | 115001 | 854004 | 3010 | | | | | 1,300.00 | 1,300.00 |
| NLC Information Technologies | 115001 | 855002 | 3010 | | | 565,586.00 | | 88,500.00 | 654,086.00 |
| NLC Information Technology | 115001 | 855006 | 3010 | | | | | 20,000.00 | 20,000.00 |
| STUDENT SERVICES | | | | | | | | | |
| NLC General Institutional Costs | 115001 | 850002 | 4010 | | | (46,931.00) | 587,094.00 | 185,721.00 | 725,884.00 |
| NLC General Institutional Costs | 115003 | 850002 | 4010 | | | | 12,061.00 | | 12,061.00 |
| NLC VP Student and Admin Services | 115001 | 851001 | 4010 | | | 168,581.00 | | 35,346.00 | 203,927.00 |
| NLC Assessment and Testing | 115001 | 851004 | 4010 | | | 176,681.00 | | 40,200.00 | 216,881.00 |
| NLC Admissions and Records | 115001 | 851005 | 4010 | | | 102,670.00 | | 2,350.00 | 105,020.00 |
| NLC Student Activity Fee-Designated | 115003 | 851006 | 4010 | | | 52,800.00 | | 30,163.00 | 82,963.00 |
| NLC VPSAS Hospitality Account | 115001 | 851013 | 4010 | | | | | 3,500.00 | 3,500.00 |
| NLC Student Activities | 115001 | 851015 | 4010 | | | 134,115.00 | | 10,200.00 | 144,315.00 |
| NLC Counseling | 115001 | 851016 | 4010 | | | 64,934.00 | | 900.00 | 65,834.00 |
| NLC Student Development | 115001 | 851017 | 4010 | | | 25,678.00 | | 3,650.00 | 29,328.00 |
| NLC Career Services and Job Placement | 115001 | 851018 | 4010 | | | 95,436.00 | | 4,000.00 | 99,436.00 |
| NLC Recruitment and Retention | 115001 | 851019 | 4010 | | | 150,350.00 | | 10,750.00 | 161,100.00 |
| NLC Advising | 115001 | 851020 | 4010 | | | 652,326.00 | | 7,950.00 | 660,276.00 |
| NLC Disability Services | 115001 | 851024 | 4010 | | | 73,332.00 | | 2,350.00 | 75,682.00 |
| NLC Coord. Student Services Support | 115001 | 851025 | 4010 | | | | | 500.00 | 500.00 |
| NLC Veterans Affairs | 115001 | 851026 | 4010 | | | 60,122.00 | | 2,350.00 | 62,472.00 |
| NLC Dean of Student Success Office | 115001 | 851201 | 4010 | | | 179,610.00 | | 5,150.00 | 184,760.00 |
| NLC Phi Theta Kappa Initiative | 115001 | 852006 | 4010 | | | | | 8,000.00 | 8,000.00 |
| NLC Service Learning Initiative | 115001 | 852007 | 4010 | | | | | 1,200.00 | 1,200.00 |
| INSTITUTIONAL SUPPORT | | | | | | | | | |
| NLC General Institutional Costs | 115001 | 850002 | 5010 | | | (69,019.00) | 299,863.00 | 83,557.00 | 314,401.00 |
| NLC General Institutional Costs | 175004 | 850002 | 5010 | | | 750.00 | | 1,250.00 | 2,000.00 |
| NLC Office of the President | 115001 | 850003 | 5010 | | | 313,647.00 | | 40,206.00 | 353,853.00 |
| NLC Hospitality Account | 115001 | 850005 | 5010 | | | | | 24,000.00 | 24,000.00 |
| NLC Institutional Advancement | 115001 | 850006 | 5010 | | | 85,387.00 | | 7,000.00 | 92,387.00 |
| NLC Self Study | 115001 | 850007 | 5010 | | | 2,000.00 | | 35,000.00 | 37,000.00 |
| NLC Public Relations | 115001 | 850009 | 5010 | | | 214,238.00 | | 79,280.00 | 293,518.00 |
| NLC Faculty Senate | 115001 | 850010 | 5010 | | | 4,800.00 | | 1,500.00 | 6,300.00 |

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 Staff Council | 115001 | 850011 | 5010 | | | | | 3,000.00 | 3,000.00 |
| NLC Green Team Recycling | 115001 | 850012 | 5010 | | | | | 12,500.00 | 12,500.00 |
| NLC Professional Development | 115001 | 850013 | 5010 | | | | | 30,000.00 | 30,000.00 |
| NLC Wellness | 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 Commencement | 115001 | 851023 | 5010 | | | 1,000.00 | | 20,700.00 | 21,700.00 |
| NLC College Services | 115001 | 855001 | 5010 | | | 332,007.00 | | 28,347.00 | 360,354.00 |
| NLC Institutional Support | 115001 | 855005 | 5010 | | | 38,209.00 | | 17,000.00 | 55,209.00 |
| TRANSFERS | | | | | | | | | |
| NLC General Institutional Costs | 115002 | 850002 | 9425 | | | | | 285,775.00 | 285,775.00 |
| TOTAL NORTHEAST LAKEVIEW COLLEGE | | | | 67.00 | 3,911,939.00 | 7,594,290.00 | 3,047,300.00 | 2,810,638.00 | 17,364,167.00 |

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

** FTE faculty salaries and other salaries and wages include vacancy credit (\$3,511,326) in account code 61101

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

District and District Support
Department Budget Allocations by Functional Categories

| DEPARTMENT | FUND | ORGN | PROG | FTE * | FTE FACULTY SALARIES ** | OTHER SALARIES & WAGES ** | BENEFITS | OPERATING EXPENSES | TOTAL |
|-----------------------------------|--------|--------|------|-------|-------------------------|---------------------------|------------|--------------------|--------------|
| INSTRUCTION | | | | | | | | | |
| DIS Out of Dist Partner/CTTC | 119001 | 897036 | 1040 | | | | | 40,000.00 | 40,000.00 |
| DIS Continuing Education | 111001 | 897301 | 1040 | | | | | 175,000.00 | 175,000.00 |
| DIS Continuing Education | 113001 | 897301 | 1040 | | | 58,466.00 | | 38,800.00 | 97,266.00 |
| DIS Continuing Education | 115001 | 897301 | 1040 | | | 160,500.00 | | 67,829.00 | 228,329.00 |
| DIS Continuing Education | 115001 | 897301 | 1070 | | | 600,000.00 | | 215,700.00 | 815,700.00 |
| DIS Continuing Education | 112001 | 897301 | 1090 | | | 45,000.00 | | 8,364.00 | 53,364.00 |
| DIS Continuing Education | 113001 | 897301 | 1110 | | | 289,236.00 | | 128,718.00 | 417,954.00 |
| DIS Continuing Education | 111001 | 897301 | 1160 | | | | | 20,000.00 | 20,000.00 |
| DIS Continuing Education | 112001 | 897301 | 1160 | | | 3,195.00 | | 24,500.00 | 27,695.00 |
| DIS Continuing Education | 113001 | 897301 | 1160 | | | 118,997.00 | | 51,258.00 | 170,255.00 |
| DIS Continuing Education | 115001 | 897301 | 1230 | | | 120,000.00 | | 1,000.00 | 121,000.00 |
| DIS Continuing Education | 111001 | 897301 | 1240 | | | | | 25,000.00 | 25,000.00 |
| DIS General Institutional | 119001 | 893901 | 1270 | | | | | 254,019.00 | 254,019.00 |
| DIS International Programs | 119001 | 897101 | 1270 | | | | 149,374.00 | | 149,374.00 |
| DIS Continuing Education | 111001 | 897301 | 1270 | | | 99,554.00 | | 70,000.00 | 169,554.00 |
| DIS Continuing Education | 112001 | 897301 | 1270 | | | 7,000.00 | | 1,144,053.00 | 1,151,053.00 |
| DIS Continuing Education | 113001 | 897301 | 1270 | | | | | 25,539.00 | 25,539.00 |
| DIS Continuing Education | 119001 | 897301 | 1270 | | | 1,432,937.00 | | | 1,432,937.00 |
| DIS Vice Chanc Acad Affairs Offc | 119001 | 898001 | 1270 | | | 312,500.00 | | 262,500.00 | 575,000.00 |
| ACADEMIC SUPPORT | | | | | | | | | |
| DIS General Institutional | 119001 | 893901 | 3010 | | | | | 26,023.00 | 26,023.00 |
| DIS Continuing Education | 111001 | 897301 | 3010 | | | 720.00 | | 7,709.00 | 8,429.00 |
| DIS Continuing Education | 113001 | 897301 | 3010 | | | | | 9,311.00 | 9,311.00 |
| DIS Vice Chanc Acad Affairs Offc | 119001 | 898001 | 3010 | | | (32,638.00) | | | (32,638.00) |
| DIS Alamo Colleges On-Line | 119001 | 898005 | 3010 | | | 309,887.00 | 88,139.00 | 289,900.00 | 687,926.00 |
| STUDENT SERVICES | | | | | | | | | |
| DIS Vice Chancellor Finance + Adm | 119001 | 893004 | 4010 | | | (61,609.00) | | | (61,609.00) |
| DIS Call Center | 119001 | 893014 | 4010 | | | 199,653.00 | 63,037.00 | 1,572,000.00 | 1,834,690.00 |
| DIS Faculty Development | 119001 | 893214 | 4010 | | | | | 211,627.00 | 211,627.00 |
| DIS General Institutional | 119001 | 893901 | 4010 | | | | | 530,697.00 | 530,697.00 |
| DWD Multi-Year Student Work-Study | 179003 | 893921 | 4010 | | | 333,189.00 | | | 333,189.00 |
| DIS Enterprise Reporting | 119001 | 895002 | 4010 | | | 599,875.00 | | 35,000.00 | 634,875.00 |
| DIS VC Economic+WorkforceDeOffice | 119001 | 897001 | 4010 | | | (11,646.00) | | | (11,646.00) |

District and District Support
Department Budget Allocations by Functional Categories

| DEPARTMENT | FUND | ORGN | PROG | FTE * | FTE FACULTY SALARIES ** | OTHER SALARIES & WAGES ** | BENEFITS | OPERATING EXPENSES | TOTAL |
|------------------------------------|--------|--------|------|-------|-------------------------|---------------------------|------------|--------------------|--------------|
| DIS Community Based Assessment Edu | 119001 | 897002 | 4010 | | | 438,924.00 | 97,823.00 | 30,291.00 | 567,038.00 |
| DIS Special Projects | 111003 | 897007 | 4010 | | | | | 5,705.00 | 5,705.00 |
| DIS Special Projects | 114003 | 897007 | 4010 | | | | | 2,609.00 | 2,609.00 |
| DIS Vice Chanc Acad Affairs Offc | 119001 | 898001 | 4010 | | | | | 50,000.00 | 50,000.00 |
| DIS Student + Community Prog Dev | 119001 | 899001 | 4010 | | | 156,193.00 | 44,976.00 | 11,975.00 | 213,144.00 |
| DIS Off-Campus Military Ed Ctrs | 119001 | 899002 | 4010 | | | 86,612.00 | 24,398.00 | 11,373.00 | 122,383.00 |
| DIS Student Leadership Program | 119001 | 899003 | 4010 | | | 132,432.00 | 37,902.00 | 73,140.00 | 243,474.00 |
| DIS Districtwide Advising | 119001 | 899004 | 4010 | | | | | 200,000.00 | 200,000.00 |
| DIS Student Financial Services | 111001 | 899011 | 4010 | | | 329,849.00 | | 21,734.00 | 351,583.00 |
| DIS Student Financial Services | 112001 | 899011 | 4010 | | | 227,337.00 | | 12,315.00 | 239,652.00 |
| DIS Student Financial Services | 113001 | 899011 | 4010 | | | 230,105.00 | | 7,301.00 | 237,406.00 |
| DIS Student Financial Services | 114001 | 899011 | 4010 | | | 269,386.00 | | 11,341.00 | 280,727.00 |
| DIS Student Financial Services | 115001 | 899011 | 4010 | | | 240,622.00 | | 2,675.00 | 243,297.00 |
| DIS Student Financial Services | 119001 | 899011 | 4010 | | | 1,289,703.00 | 794,020.00 | 668,102.00 | 2,751,825.00 |
| DIS VC Student Success Office | 119001 | 899021 | 4010 | | | (64,431.00) | | | (64,431.00) |
| DIS Mobile Go Center-Recruiting | 119001 | 899022 | 4010 | | | 58,822.00 | 19,201.00 | 98,445.00 | 176,468.00 |
| DIS Interpreter Services | 119001 | 899023 | 4010 | | | 739,430.00 | 134,905.00 | 35,000.00 | 909,335.00 |
| DIS Immunization Record Center | 119001 | 899024 | 4010 | | | | | 75,730.00 | 75,730.00 |
| DIS College Connection | 119001 | 899026 | 4010 | | | 200,112.00 | 17,235.00 | 100,000.00 | 317,347.00 |
| DIS Center for Student Information | 119001 | 899031 | 4010 | | | 1,278,857.00 | 379,028.00 | 346,712.00 | 2,004,597.00 |
| INSTITUTIONAL SUPPORT | | | | | | | | | |
| DIS Board Of Trustees | 119001 | 890001 | 5010 | | | | | 96,720.00 | 96,720.00 |
| DIS Chancellors Office | 119001 | 891001 | 5010 | | | 623,813.00 | 204,544.00 | 91,091.00 | 919,448.00 |
| DIS Institutional Membership | 119001 | 891002 | 5010 | | | | | 264,000.00 | 264,000.00 |
| DIS Community Engagement | 119001 | 891003 | 5010 | | | | | 84,515.00 | 84,515.00 |
| DIS Office of Legal Services | 119001 | 891011 | 5010 | | | 353,033.00 | 109,925.00 | 634,614.00 | 1,097,572.00 |
| DIS Board Election | 119001 | 891012 | 5010 | | | | | 1,350,000.00 | 1,350,000.00 |
| DIS Institutional Advancement | 119001 | 891021 | 5010 | | | 575,723.00 | 160,897.00 | 63,012.00 | 799,632.00 |
| DIS Internal Audit | 119001 | 891031 | 5010 | | | 482,313.00 | 155,023.00 | 87,000.00 | 724,336.00 |
| DIS Ethics and Compliance Office | 119001 | 891051 | 5010 | | | 70,991.00 | 22,281.00 | 40,850.00 | 134,122.00 |
| DIS Vice Chancellor Finance + Adm | 119001 | 893004 | 5010 | | | 10,751.00 | 82,634.00 | 45,400.00 | 138,785.00 |
| DIS Project Facilitation Office | 119001 | 893005 | 5010 | | | 378,398.00 | 26,486.00 | | 404,884.00 |
| DIS Enterprise Risk Management | 119001 | 893012 | 5010 | | | 339,200.00 | 106,532.00 | 190,199.00 | 635,931.00 |
| DIS Environmental Safety | 119001 | 893013 | 5010 | | | | | 75,000.00 | 75,000.00 |

District and District Support
Department Budget Allocations by Functional Categories

| DEPARTMENT | FUND | ORGN | PROG | FTE * | FTE FACULTY SALARIES ** | OTHER SALARIES & WAGES ** | BENEFITS | OPERATING EXPENSES | TOTAL |
|-----------------------------------|--------|--------|------|-------|-------------------------|---------------------------|--------------|--------------------|---------------|
| DIS Human Resources | 119001 | 893201 | 5010 | | | 4,285,883.00 | 1,314,522.00 | 689,977.00 | 6,290,382.00 |
| DIS New Hire Expense | 119001 | 893202 | 5010 | | | | | 108,600.00 | 108,600.00 |
| DIS Employee Re-Training | 119001 | 893203 | 5010 | | | 61,617.00 | 16,761.00 | 19,000.00 | 97,378.00 |
| DIS Tuition Reimbursement | 119001 | 893204 | 5010 | | | | | 345,493.00 | 345,493.00 |
| DIS Professional Development | 119001 | 893205 | 5010 | | | 4,000.00 | 349.00 | 953,174.00 | 957,523.00 |
| DIS Employee Accomodations | 119001 | 893206 | 5010 | | | | | 5,000.00 | 5,000.00 |
| DIS Faculty Development | 119001 | 893214 | 5010 | | | | | 259,569.00 | 259,569.00 |
| DIS Purchasing & Contract Admin | 119001 | 893401 | 5010 | | | 1,086,182.00 | 337,907.00 | 91,250.00 | 1,515,339.00 |
| DIS Mailroom | 119001 | 893441 | 5010 | | | | 46,416.00 | | 46,416.00 |
| DIS Mailroom | 119102 | 893441 | 5010 | | | 149,021.00 | | 433,170.00 | 582,191.00 |
| DIS Finance and Fiscal Services | 119001 | 893502 | 5010 | | | 4,681,355.00 | 1,320,759.00 | 441,615.00 | 6,443,729.00 |
| DIS Bursar | 111001 | 893511 | 5010 | | | 244,720.00 | | 24,399.00 | 269,119.00 |
| DIS Bursar | 112001 | 893511 | 5010 | | | 126,945.00 | | 15,584.00 | 142,529.00 |
| DIS Bursar | 113001 | 893511 | 5010 | | | 161,790.00 | | 7,865.00 | 169,655.00 |
| DIS Bursar | 114001 | 893511 | 5010 | | | 178,269.00 | | 10,627.00 | 188,896.00 |
| DIS Bursar | 115001 | 893511 | 5010 | | | 105,444.00 | | 6,525.00 | 111,969.00 |
| DIS Bursar | 119001 | 893511 | 5010 | | | | 213,954.00 | | 213,954.00 |
| DIS Department of Public Safety | 111001 | 893801 | 5010 | | | 1,644,318.00 | | | 1,644,318.00 |
| DIS Department of Public Safety | 112001 | 893801 | 5010 | | | 926,489.00 | | | 926,489.00 |
| DIS Department of Public Safety | 113001 | 893801 | 5010 | | | 396,870.00 | | | 396,870.00 |
| DIS Department of Public Safety | 114001 | 893801 | 5010 | | | 434,687.00 | | | 434,687.00 |
| DIS Department of Public Safety | 115001 | 893801 | 5010 | | | 634,313.00 | | | 634,313.00 |
| DIS Department of Public Safety | 119001 | 893801 | 5010 | | | 272,951.00 | 1,371,158.00 | 810,626.00 | 2,454,735.00 |
| DIS Department of Public Safety | 119201 | 893801 | 5010 | | | 135,123.00 | | | 135,123.00 |
| DIS Department of Public Safety | 133001 | 893801 | 5010 | | | 5,302.00 | | | 5,302.00 |
| DIS General Institutional | 119001 | 893901 | 5010 | | | | | 15,633,310.00 | 15,633,310.00 |
| DIS Insurance | 119001 | 893902 | 5010 | | | | | 813,000.00 | 813,000.00 |
| DIS Institutional Reserve | 119001 | 893907 | 5010 | | | | | 898,011.00 | 898,011.00 |
| DIS Benefits Other | 119001 | 893913 | 5010 | | | | 4,254,991.00 | | 4,254,991.00 |
| 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 |
| DWD Multi-Year Student Work-Study | 179003 | 893921 | 5010 | | | | 29,002.00 | | 29,002.00 |
| DIS Vice Chancellor PPIS Office | 119001 | 895001 | 5010 | | | (1,980.00) | 79,388.00 | 30,000.00 | 107,408.00 |
| DIS Enterprise Reporting | 119001 | 895002 | 5010 | | | | 183,766.00 | | 183,766.00 |

District and District Support
Department Budget Allocations by Functional Categories

| DEPARTMENT | FUND | ORGN | PROG | FTE * | FTE FACULTY SALARIES ** | OTHER SALARIES & WAGES ** | BENEFITS | OPERATING EXPENSES | TOTAL |
|-------------------------------------|--------|--------|------|-------|-------------------------|---------------------------|--------------|--------------------|--------------|
| DIS EnterpriseIT Risk Security Svcs | 119001 | 895003 | 5010 | | | 215,536.00 | 46,032.00 | 20,000.00 | 281,568.00 |
| DIS Banner Project Services | 119001 | 895101 | 5010 | | | 521,063.00 | 135,751.00 | 1,870,000.00 | 2,526,814.00 |
| DIS Strategic Planning + Performa | 119001 | 895201 | 5010 | | | 256,251.00 | 80,602.00 | 87,830.00 | 424,683.00 |
| DIS Institutional Research + Effe | 119001 | 895301 | 5010 | | | 973,230.00 | 268,386.00 | 35,000.00 | 1,276,616.00 |
| DIS Director IT Services Office | 119102 | 895401 | 5010 | | | 4,719,325.00 | 1,436,011.00 | (6,155,336.00) | - |
| DIS Computer Replacement Prog | 119001 | 895402 | 5010 | | | | | 375,000.00 | 375,000.00 |
| DIS Faculty Wkstation Replacement | 119001 | 895403 | 5010 | | | | | 525,000.00 | 525,000.00 |
| DIS Communications | 119001 | 895461 | 5010 | | | | | | - |
| DIS VC Economic+WorkforceDeOffice | 119001 | 897001 | 5010 | | | 443,555.00 | 141,179.00 | 196,203.00 | 780,937.00 |
| DIS Community Based Assessment Edu | 119001 | 897002 | 5010 | | | | | 1,000.00 | 1,000.00 |
| DIS Economic + Workforce Dev Adm | 119001 | 897003 | 5010 | | | 232,848.00 | 73,732.00 | 10,861.00 | 317,441.00 |
| DIS Workbased English Solutions | 119001 | 897004 | 5010 | | | | | 6,000.00 | 6,000.00 |
| DIS Professional Development | 119001 | 897005 | 5010 | | | 195,370.00 | 40,550.00 | 29,220.00 | 265,140.00 |
| DIS MITC University Ctr | 119001 | 897006 | 5010 | | | 158,411.00 | 50,192.00 | 46,740.00 | 255,343.00 |
| DIS Educator Prep Program | 119001 | 897008 | 5010 | | | 148,902.00 | 44,682.00 | 13,050.00 | 206,634.00 |
| DIS Bellwether Consortium | 119001 | 897012 | 5010 | | | 88,213.00 | 28,077.00 | 11,787.00 | 128,077.00 |
| DIS Center for Workforce Excellence | 119001 | 897032 | 5010 | | | 133,175.00 | 41,959.00 | 88,450.00 | 263,584.00 |
| DIS Out of Dist Partner/CTTC | 119001 | 897036 | 5010 | | | 204,192.00 | 63,619.00 | 75,488.00 | 343,299.00 |
| DIS OutofDistPartnerKerrville | 119001 | 897038 | 5010 | | | 146,805.00 | 43,006.00 | 129,000.00 | 318,811.00 |
| DIS EDW-Public Allies | 119001 | 897046 | 5010 | | | | | 20,000.00 | 20,000.00 |
| DIS EWD Revenue Holding Account | 119001 | 897047 | 5010 | | | | | 350,000.00 | 350,000.00 |
| DIS Department of Nursing | 119001 | 897051 | 5010 | | | | | 17,400.00 | 17,400.00 |
| DIS International Programs | 119001 | 897101 | 5010 | | | 552,983.00 | | 234,499.00 | 787,482.00 |
| 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 | | | 50,040.00 | 13,941.00 | 359,691.00 | 423,672.00 |
| DIS Department of Communications | 119001 | 897201 | 5010 | | | 696,373.00 | 182,308.00 | 1,993,278.00 | 2,871,959.00 |
| DIS Continuing Education | 119001 | 897301 | 5010 | | | 2,486,272.00 | 1,046,291.00 | 327,169.00 | 3,859,732.00 |
| DIS Vice Chanc Acad Affairs Offc | 119001 | 898001 | 5010 | | | 1,395,277.00 | 338,191.00 | 94,760.00 | 1,828,228.00 |
| DIS Academic Success/Ach the Dream | 119001 | 898002 | 5010 | | | 93,600.00 | 29,378.00 | 55,000.00 | 177,978.00 |
| DIS High School Programs | 119001 | 898006 | 5010 | | | | | | - |
| DIS Student Financial Services | 119001 | 899011 | 5010 | | | | | 1,295.00 | 1,295.00 |
| DIS VC Student Success Office | 119001 | 899021 | 5010 | | | 1,213,056.00 | 264,690.00 | 111,221.00 | 1,588,967.00 |

District and District Support
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 | | | | | | | | | |
| DIS Vice Chancellor Finance + Adm | 119001 | 893004 | 6010 | | | (139,063.00) | | | (139,063.00) |
| DIS Building Maintenance | 111001 | 893601 | 6010 | | | 747,259.00 | | 377,020.00 | 1,124,279.00 |
| DIS Building Maintenance | 112001 | 893601 | 6010 | | | 701,265.00 | | 280,409.00 | 981,674.00 |
| DIS Building Maintenance | 113001 | 893601 | 6010 | | | 598,866.00 | | 263,873.00 | 862,739.00 |
| DIS Building Maintenance | 114001 | 893601 | 6010 | | | 628,414.00 | | 336,930.00 | 965,344.00 |
| DIS Building Maintenance | 115001 | 893601 | 6010 | | | 338,771.00 | | 417,119.00 | 755,890.00 |
| DIS Building Maintenance | 119001 | 893601 | 6010 | | | 147,952.00 | 903,318.00 | 1,279,518.00 | 2,330,788.00 |
| DIS Grounds Maintenance | 111001 | 893602 | 6010 | | | 230,143.00 | | 31,000.00 | 261,143.00 |
| DIS Grounds Maintenance | 112001 | 893602 | 6010 | | | 136,723.00 | | 17,859.00 | 154,582.00 |
| DIS Grounds Maintenance | 113001 | 893602 | 6010 | | | 39,600.00 | | 95,242.00 | 134,842.00 |
| DIS Grounds Maintenance | 114001 | 893602 | 6010 | | | 44,185.00 | | 610,481.00 | 654,666.00 |
| DIS Grounds Maintenance | 115001 | 893602 | 6010 | | | 44,185.00 | | 75,756.00 | 119,941.00 |
| DIS Grounds Maintenance | 119001 | 893602 | 6010 | | | | 153,894.00 | 476,666.00 | 630,560.00 |
| 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 | | | | | 875,849.00 | 875,849.00 |
| DIS Utilities | 119001 | 893603 | 6010 | | | | | 514,533.00 | 514,533.00 |
| DIS Utilities | 119201 | 893603 | 6010 | | | | | 76,778.00 | 76,778.00 |
| DIS Housekeeping | 111001 | 893604 | 6010 | | | 703,786.00 | | 655,627.00 | 1,359,413.00 |
| DIS Housekeeping | 112001 | 893604 | 6010 | | | 466,454.00 | | 640,259.00 | 1,106,713.00 |
| DIS Housekeeping | 113001 | 893604 | 6010 | | | 247,521.00 | | 315,543.00 | 563,064.00 |
| DIS Housekeeping | 114001 | 893604 | 6010 | | | 44,689.00 | | 611,973.00 | 656,662.00 |
| DIS Housekeeping | 115001 | 893604 | 6010 | | | 166,212.00 | | 558,822.00 | 725,034.00 |
| DIS Housekeeping | 119001 | 893604 | 6010 | | | 102,250.00 | 545,415.00 | 1,140,025.00 | 1,787,690.00 |
| DIS Minor Construction | 119001 | 893605 | 6010 | | | | | 586,400.00 | 586,400.00 |
| DIS Facilities | 119001 | 893610 | 6010 | | | 302,112.00 | 93,036.00 | 349,733.00 | 744,881.00 |
| DIS Vehicle Replacement Prog | 119001 | 893612 | 6010 | | | | | 26,871.00 | 26,871.00 |
| DIS Project Management | 119001 | 893613 | 6010 | | | 1,001,058.00 | 316,331.00 | 97,760.00 | 1,415,149.00 |
| 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 |

District and District Support
Department Budget Allocations by Functional Categories

| DEPARTMENT | FUND | ORGN | PROG | FTE * | FTE FACULTY SALARIES ** | OTHER SALARIES & WAGES ** | BENEFITS | OPERATING EXPENSES | TOTAL |
|--|--------|--------|------|-------|-------------------------|---------------------------|---------------|--------------------|----------------|
| 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 | | | | | 6,862,664.00 | 6,862,664.00 |
| DIS Utilities LLDC | 112001 | 893642 | 6010 | | | | | 20,000.00 | 20,000.00 |
| DIS General Institutional | 119001 | 893901 | 6010 | | | | | 534,169.00 | 534,169.00 |
| 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 |
| 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 | 131001 | 893618 | 8010 | | | | | 35,350.00 | 35,350.00 |
| DIS Food Service | 132001 | 893618 | 8010 | | | | | 5,971.00 | 5,971.00 |
| DIS Food Service | 139001 | 893618 | 8010 | | | | | 5,784.00 | 5,784.00 |
| DIS Department of Public Safety | 133003 | 893801 | 8010 | | | 17,820.00 | | | 17,820.00 |
| DIS General Institutional | 119001 | 893901 | 8010 | | | | | 109.00 | 109.00 |
| DIS General Institutional | 139001 | 893901 | 8010 | | | | | 1,356.00 | 1,356.00 |
| 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 | | | | | 1,673,332.00 | 1,673,332.00 |
| DIS Transfers Mandatory+NonManda | 112001 | 893903 | 9425 | | | | | 1,021,708.00 | 1,021,708.00 |
| DIS Transfers Mandatory+NonManda | 113001 | 893903 | 9425 | | | | | 820,832.00 | 820,832.00 |
| DIS Transfers Mandatory+NonManda | 114001 | 893903 | 9425 | | | | | 1,404,258.00 | 1,404,258.00 |
| DIS Transfers Mandatory+NonManda | 115001 | 893903 | 9425 | | | | | 596,893.00 | 596,893.00 |
| DIS Transfers Mandatory+NonManda | 119001 | 893903 | 9425 | | | | | 11,866,962.00 | 11,866,962.00 |
| TOTAL DISTRICT AND DISTRICT SUPPORT | | | | - | - | 50,060,969.00 | 18,267,904.00 | 84,534,912.00 | 152,863,785.00 |

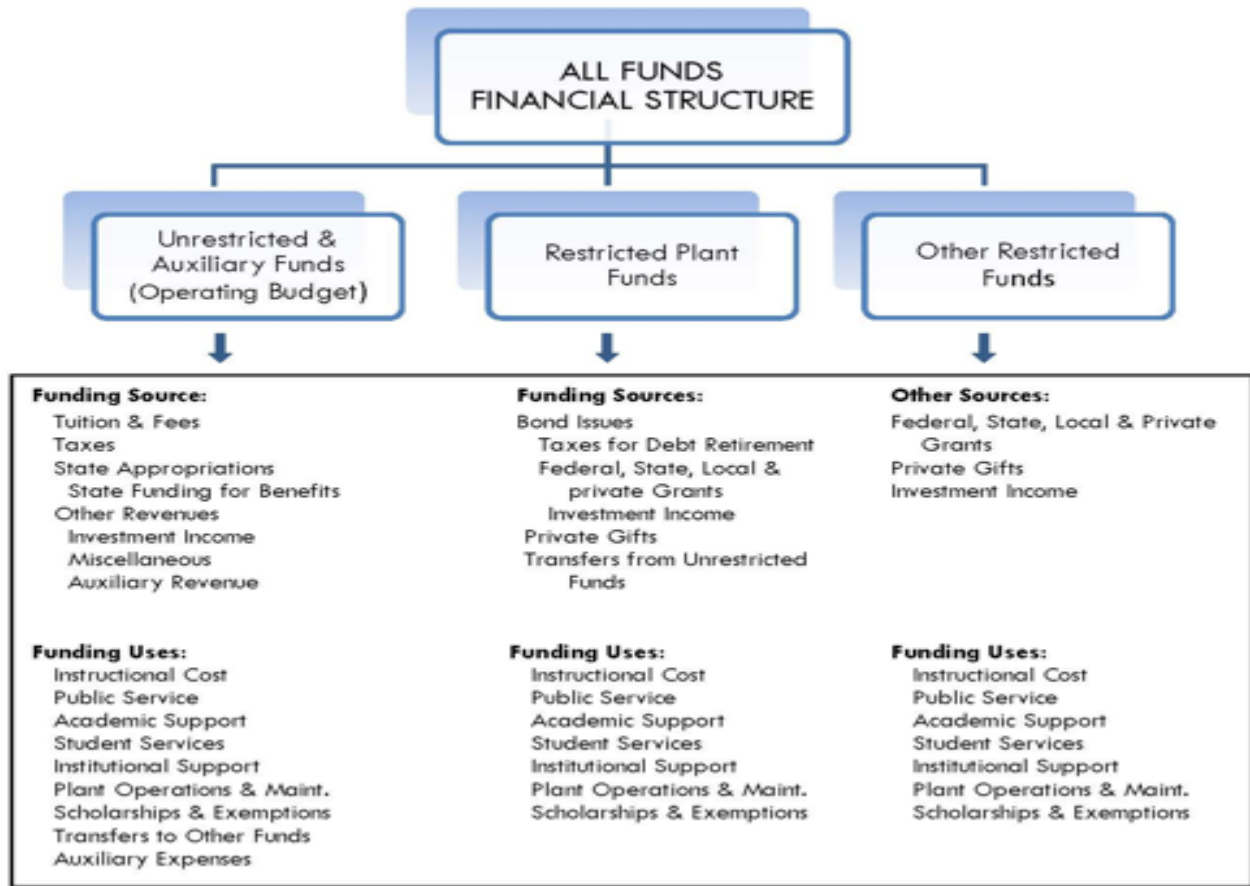
* FTE includes full-time faculty only (account code 61001).

** FTE faculty salaries and other salaries and wages include vacancy credit (\$3,511,326) in account code 61101

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

APPENDICES

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.

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.Z](#)).

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.

Budget Balance

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

C.1.4.1 (Procedure) Annual Operating Budget

Responsible Department: Vice Chancellor for Finance and Administration

Based on Board Policy: C.1.4 - Budget

Approved: 8-18-09

Last Amended:

Chancellor’s Reserve

Each year the Chancellor shall designate an amount to be budgeted in a contingency account (the Chancellor’s Reserve), to reasonably provide for unforeseen demands. The initial amount shall not exceed .25 % (¼ of one percent) of the approved annual current unrestricted operating budget. In addition to this initial amount, during the fiscal year the Chancellor may allocate a percentage of unexpended salary residuals from vacant positions to the Chancellor’s Reserve and to the colleges. The Chancellor shall have the authority to approve reallocations of the Chancellor’s Reserve.

No funds shall be expended directly from this account.

Preventive Maintenance Set Aside

Funds shall be set aside annually to fund preventive maintenance projects in accordance with Procedure C.2.3.1. Unspent funds may be carried over for inclusion in the subsequent annual budget.

C.1.7 (Policy) Investments

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 9-15-09

Last Board Action: 10-27-15

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.

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.

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

Tuition and Fee History

ALAMO COMMUNITY COLLEGE DISTRICT 20 YEAR TUITION AND FEE SCHEDULE SUMMARY By Fall Semester

| | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|-----------------------------|------|------|------|---------|---------|-------|-------|-------|-------|-------|-------|-------|---------|--------|-------|-------|-------|-------|-------|-------|
| Tuition per Sem Hour | | | | | | | | | | | | | | | | | | | | |
| In District | \$24 | \$24 | \$24 | \$30 | \$30 | \$33 | \$35 | \$38 | \$40 | \$42 | \$44 | \$51 | \$53.5 | \$53.5 | \$56 | \$70 | \$70 | \$70 | \$70 | \$73 |
| Out-of-Dist | \$46 | \$46 | \$46 | \$55.5 | \$55.5 | \$59 | \$70 | \$76 | \$80 | \$84 | \$88 | \$95 | \$103.5 | \$107 | \$112 | \$185 | \$185 | \$185 | \$185 | \$194 |
| Non-Resident | \$92 | \$92 | \$92 | \$108.5 | \$108.5 | \$119 | \$140 | \$152 | \$160 | \$168 | \$176 | \$183 | \$203 | \$214 | \$224 | \$358 | \$358 | \$358 | \$358 | \$376 |
| General Fee | | | | | | | | | | | | | | | | | | | | |
| In District | | | | | | | | | | | | | | | | | | | | |
| 1 - 6 HRS | \$40 | \$60 | \$60 | \$80 | \$80 | \$80 | \$80 | \$100 | \$105 | \$110 | \$116 | \$116 | \$122 | \$122 | \$130 | | | | | |
| 7+ HRS | \$45 | \$65 | \$65 | \$85 | \$85 | \$85 | \$85 | \$105 | \$110 | \$115 | \$121 | \$121 | \$127 | \$127 | \$135 | | | | | |
| Out-of-District | | | | | | | | | | | | | | | | | | | | |
| 1 - 6 HRS | \$40 | \$60 | \$60 | \$80 | \$80 | \$80 | \$80 | \$100 | \$105 | \$110 | \$116 | \$116 | \$122 | \$122 | \$130 | | | | | |
| 7+ HRS | \$45 | \$65 | \$65 | \$85 | \$85 | \$85 | \$85 | \$105 | \$110 | \$115 | \$121 | \$121 | \$127 | \$127 | \$135 | | | | | |
| Non-Resident | | | | | | | | | | | | | | | | | | | | |
| 1 - 6 HRS | \$40 | \$60 | \$60 | \$80 | \$80 | \$80 | \$80 | \$100 | \$105 | \$110 | \$116 | \$116 | \$122 | \$122 | \$130 | | | | | |
| 7+ HRS | \$45 | \$65 | \$65 | \$85 | \$85 | \$85 | \$85 | \$105 | \$110 | \$115 | \$121 | \$121 | \$127 | \$127 | \$135 | | | | | |
| Registration Fee | \$10 | \$10 | \$10 | \$10 | \$10 | \$10 | \$10 | \$10 | \$11 | \$12 | \$13 | | | | | | | | | |
| Student Insurance | \$4 | \$4 | \$4 | \$4 | \$4 | \$4 | \$4 | \$4 | \$4 | \$4 | \$4 | | | | | | | | | |
| Library Upgrade Fee | \$10 | \$10 | \$10 | \$10 | \$10 | \$10 | \$10 | \$10 | \$11 | \$12 | \$13 | | | | | | | | | |

* 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 effected Spring 2016 based on the Board approval on October 27, 2015

Enrollment Reports

| Annual Unduplicated Headcount (Includes Credit and Non-Credit Students) | | | | | | | | | |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
| San Antonio College | 35,587 | 36,018 | 38,175 | 40,122 | 42,108 | 43,566 | 40,168 | 38,539 | 36,599 |
| St. Philips College | 16,013 | 16,294 | 17,165 | 18,661 | 19,685 | 20,379 | 20,591 | 20,299 | 21,244 |
| Palo Alto College | 12,701 | 15,560 | 14,443 | 14,733 | 16,430 | 18,320 | 18,851 | 18,622 | 16,300 |
| Northwest Vista College | 15,113 | 16,302 | 19,094 | 22,518 | 23,724 | 25,292 | 25,262 | 25,364 | 25,654 |
| Northeast Lakeview College | * | 449 | 1,011 | 1,551 | 3,816 | 3,031 | 3,387 | 5,060 | 5,504 |
| Alamo Colleges (Unduplicated Count) | 76,619 | 81,216 | 86,099 | 93,218 | 90,979 | 88,968 | 83,027 | 79,920 | 76,797 |
| Very Large Texas Community Colleges (Unduplicated Count) | 704,342 | 736,820 | 791,603 | 890,373 | 929,588 | 936,647 | 935,334 | 932,253 | 928,501 |
| Texas Community Colleges System (Unduplicated Count) | 1,146,439 | 1,186,375 | 1,252,987 | 1,379,042 | 1,427,690 | 1,416,358 | 1,393,867 | 1,370,795 | 1,362,489 |
| | | | | | | | | | |
| | | | | | | | | | |
| Annual Semester Credit Hours (SCH) | | | | | | | | | |
| | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
| San Antonio College | 440,478 | 442,200 | 459,318 | 515,922 | 493,465 | 499,947 | 453,723 | 430,101 | 389,241 |
| St. Philips College | 208,012 | 205,860 | 210,234 | 231,397 | 204,349 | 194,476 | 178,752 | 176,830 | 184,095 |
| Palo Alto College | 157,694 | 156,547 | 158,843 | 171,425 | 166,967 | 166,851 | 150,905 | 146,622 | 148,153 |
| Northwest Vista College | 193,397 | 207,810 | 240,456 | 293,105 | 295,192 | 300,348 | 289,868 | 284,731 | 285,767 |
| Northeast Lakeview College | * | 3,886 | 8,938 | 10,829 | 16,168 | 11,709 | 10,709 | 22,555 | 36,048 |
| Alamo Colleges (Unduplicated Count) | 999,581 | 1,016,303 | 1,077,789 | 1,222,678 | 1,176,141 | 1,173,331 | 1,083,957 | 1,060,839 | 1,043,304 |
| Very Large Texas Community Colleges (Unduplicated Count) | 6,824,567 | 7,073,472 | 7,610,826 | 8,791,800 | 9,225,203 | 9,156,744 | 8,962,506 | 8,841,761 | 8,462,674 |
| Texas Community Colleges System (Unduplicated Count) | 11,239,108 | 11,543,250 | 12,293,123 | 14,099,983 | 14,737,968 | 14,466,032 | 13,986,839 | 13,701,218 | 13,506,900 |
| Source: THECB Accountability System | | | | | | | | | |
| * Not Available | | | | | | | | | |

Principal Employers in Bexar County

| Principal Employers Greater than 5,000 Employees | | | | | | | | | | | | | | |
|--|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
| Largest Employers Employer | 2010 (1) | | 2011 (2) | | 2012 (3) | | 2013 (4) | | 2014 (5) | | 2015 (6) | | 2016 (7) | |
| | Number of | % of | Number of | % of | Number of | % of | Number of | % of | Number of | % of | Number of | % of | Number of | % of |
| Lackland AFB | 28,100 | 3.1% | 37,097 | 4.0% | 37,097 | 4.0% | 37,097 | 3.9% | 37,097 | 3.8% | 37,097 | 3.6% | 37,097 | 3.6% |
| Fort Sam Houston - US Army | 30,793 | 3.4% | 32,000 | 3.4% | 32,000 | 3.5% | 32,000 | 3.3% | 32,000 | 3.2% | 32,000 | 3.1% | 32,000 | 3.1% |
| HEB Food Stores | 14,588 | 1.6% | 14,588 | 1.6% | 14,588 | 1.6% | 20,000 | 2.1% | 20,000 | 2.0% | 20,000 | 2.0% | 20,000 | 2.0% |
| USAA | 14,852 | 1.6% | 14,832 | 1.6% | 15,000 | 1.6% | 17,000 | 1.8% | 16,000 | 1.6% | 17,000 | 1.7% | 17,000 | 1.7% |
| Northside ISD | 12,597 | 1.4% | 13,300 | 1.4% | | 1.4% | 12,751 | 1.3% | 12,751 | 1.3% | 12,751 | 1.3% | 12,751 | 1.3% |
| Randolph AFB | 10,700 | 1.2% | 11,068 | 1.2% | 11,068 | 1.2% | 11,068 | 1.2% | 11,068 | 1.1% | 11,068 | 1.1% | 11,068 | 1.1% |
| Northeast ISD | 10,223 | 1.1% | 10,522 | 1.1% | 10,522 | 1.1% | 10,522 | 1.1% | 10,052 | 1.0% | 10,052 | 1.0% | 10,052 | 1.0% |
| City of San Antonio | 9,000 | 1.0% | 9,145 | 0.9% | 9,145 | 0.9% | 11,731 | 1.2% | 9,145 | 0.9% | 9,145 | 0.9% | 9,145 | 0.9% |
| Methodist Healthcare System | 7,013 | 0.8% | 7,500 | 0.8% | 7,747 | 0.8% | 8,000 | 0.8% | 8,118 | 0.8% | 8,118 | 0.8% | 8,118 | 0.8% |
| San Antonio ISD | 7,581 | 0.8% | 7,581 | 0.8% | 7,000 | 0.8% | 7,374 | 0.8% | 7,000 | 0.7% | 7,000 | 0.7% | 7,000 | 0.7% |
| Baptist Health System (a) | n/a | | n/a | | 6,216 | 0.6% | 7,205 | 0.8% | 7,205 | 0.7% | 6,498 | 0.6% | 6,498 | 0.6% |
| JP Morgan Chase (a) | n/a | | n/a | | 5,000 | 0.5% | 5,000 | 0.5% | 5,200 | 0.5% | 5,200 | 0.5% | 5,200 | 0.5% |
| Wells Fargo (a) | n/a | | n/a | | 5,153 | 0.5% | 6,500 | 0.7% | 5,153 | 0.5% | 5,153 | 0.5% | 5,153 | 0.5% |
| Total Employment | 145,447 | 16.0% | 157,633 | 16.8% | 160,536 | 18.6% | 186,248 | 19.4% | 180,789 | 18.3% | 181,082 | 17.8% | 181,082 | 17.8% |

(1) Source: San Antonio Economic Development Foundation Website 8/10/2010 <http://www.sanantoniodef.com/business-profile/major-employers>
(2) Source: San Antonio Economic Development Foundation Website 9/7/2011 <http://www.sanantoniodef.com/business-profile/major-employers>
(3) Source: San Antonio Economic Development Foundation Website 10/29/2012 <http://www.sanantoniodef.com/business-profile/major-employers>; and
(3-a) and the San Antonio Business Journal http://www.bizjournals.com/sanantonio/news/2012/07/05/san-antoniios-largest-private-sector.html?s=image_gallery
(4) Source: San Antonio Economic Development Foundation Website 10/07/2013 <http://www.sanantoniodef.com/business-profile/major-employers>
(4-a) and the San Antonio Business Journal <http://www.bizjournals.com/sanantonio/blog/2013/05/san-antoniios-largest-private-sector.html>
(5) Source: San Antonio Economic Development Foundation Website 09/09/2014 <http://www.sanantoniodef.com/business-profile/major-employers>
(6) Source: San Antonio Economic Development Foundation Website 10/06/2015 <http://www.sanantoniodef.com/business-profile/major-employers>
(7) Source: San Antonio Economic Development Foundation Website 10/19/2016 <http://www.sanantoniodef.com/business-profile/major-employers>

FY17 Budget-Related Board Minute Orders/Approved Minutes

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

Board Minute Order Index

Fiscal year 2016 – 2017 All Funds Budget149
Tax Rate for Fiscal Year 2016 – 2017154
Fiscal Year 2016 – 2017 Operating Budget.....161
Debt Management Plan for Fiscal Year 2016 – 2017164
Tuition and Fees Schedule for Fiscal Year 2016 - 2017165
Fiscal Year 2016 – 2017 Compensation Increase.....171

Discussion and Possible Action on Fiscal Year 2016 – 2017 All Funds Budget

Presented to the Board Acting as Committee of the Whole on August 9, 2016, and now presented to the Board for approval on August 16, 2016.

MINUTE ORDER

“The Board of Trustees hereby approves the Fiscal Year 2016-17 total budget with projected revenues of \$541,371,346; restricted and plant fund balance inflow of resources of \$12,796,892; operating fund balance commitment of \$(4,964,190); and expenses of \$(533,538,644) (Exhibit I), and the All Funds Budget Report by Location (Exhibit III).”

PURPOSE

Approval of the fiscal year 2016 – 2017 total budget including all restricted accounts and operating budgets for 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 12, 2016 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, 2016 financial statements. Exhibit II is the Operating Budget that was approved by the Board of Trustees on July 12, 2016.

IMPLICATIONS

Financial: Fiscal Year 2016-17 Total Budget: Revenues of \$541,371,346, Expenses of \$(533,538,644), Restricted and Plant Fund Inflow of \$12,796,892, Operating Fund Balance transfer of \$(4,964,190), resulting in a variance of \$7,832,702 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 12, 2016 approved Operating Budget (Exhibit II); All Funds Budget Report by Location (Exhibit III)

Pamela K. Ansbury, 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@alamo.edu,
c=US
Date: 2016.08.04 16:14:23 -05'00'

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

Dr. Bruce H. Leslie Date
Chancellor



ALAMO COLLEGES
FY 2016 - 2017 ALL FUNDS BUDGET REPORT
 Exhibit I

| | Proposed Budget 2016 - 2017 | | Total |
|--------------------------------------|-----------------------------|--------------------|--------------------|
| | Unrestricted | Restricted | |
| REVENUES | | | |
| Instruction and General | 347,548,266 | 14,120,888 | 361,669,154 |
| Public Service | 297,405 | - | 297,405 |
| Scholarships and Fellowships | - | 49,117,056 | 49,117,056 |
| Auxiliary Enterprises | 5,468,931 | - | 5,468,931 |
| Student Activity Fee | 925,533 | - | 925,533 |
| Other (Use of Fund Balance) | - | - | - |
| Subtotal Current Funds | 354,240,135 | 63,237,944 | 417,478,079 |
| Capital Outlay | - | 66,950,000 | 66,950,000 |
| Renewals & Replacements | - | - | - |
| Building | - | - | - |
| Furniture & Equipment | - | - | - |
| Debt Services | - | 56,943,267 | 56,943,267 |
| Subtotal Plant Funds | - | 123,893,267 | 123,893,267 |
| TOTAL REVENUES | 354,240,135 | 187,131,211 | 541,371,346 |
| BEGINNING FUND BALANCES | | | |
| Instruction and General | 69,061,857 | 1,134,135 | 70,195,992 |
| Public Service | - | - | - |
| Scholarships and Fellowships | - | 9,298,703 | 9,298,703 |
| Auxiliary Enterprises | 3,200,000 | - | 3,200,000 |
| Student Activity Fee | 508,035 | - | 508,035 |
| Other (Use of Fund Balance) | - | - | - |
| Subtotal Current Funds | 72,769,892 | 10,432,838 | 83,202,730 |
| Capital Outlay | - | 4,718,850 | 4,718,850 |
| Renewals & Replacements | - | - | - |
| Building | - | 12,088,604 | 12,088,604 |
| Furniture & Equipment | - | 6,026,971 | 6,026,971 |
| Debt Services | - | 11,101,255 | 11,101,255 |
| Subtotal Plant Funds | - | 33,935,680 | 33,935,680 |
| TOTAL BEGINNING FUND BALANCES | 72,769,892 | 44,368,518 | 117,138,410 |
| TOTAL AVAILABLE | | | |
| Instruction and General | 416,610,123 | 15,255,023 | 431,865,146 |
| Public Service | 297,405 | - | 297,405 |
| Scholarships and Fellowships | - | 58,415,759 | 58,415,759 |
| Auxiliary Enterprises | 8,668,931 | - | 8,668,931 |
| Student Activity Fee | 1,433,568 | - | 1,433,568 |
| Other (Use of Fund Balance) | - | - | - |
| Subtotal Current Funds | 427,010,027 | 73,670,782 | 500,680,809 |
| Capital Outlay | - | 71,668,850 | 71,668,850 |
| Renewals & Replacements | - | - | - |
| Building | - | 12,088,604 | 12,088,604 |
| Furniture & Equipment | - | 6,026,971 | 6,026,971 |
| Debt Services | - | 68,044,522 | 68,044,522 |
| Subtotal Plant Funds | - | 157,828,947 | 157,828,947 |
| TOTAL AVAILABLE | 427,010,027 | 231,499,729 | 658,509,756 |

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 2016 - 2017 ALL FUNDS BUDGET REPORT

Exhibit I

| | Proposed Budget 2016 - 2017 | | Total |
|--|-----------------------------|---------------------|--------------------|
| | Unrestricted | Restricted | |
| EXPENDITURES | | | |
| Instruction and General | 339,046,675 | 14,120,888 | 353,167,563 |
| Public Service | 1,302,538 | - | 1,302,538 |
| Scholarships and Fellowships | - | 54,634,079 | 54,634,079 |
| Auxiliary Enterprises | 1,902,431 | - | 1,902,431 |
| Student Activity Fee | 925,533 | - | 925,533 |
| Other (Use of Fund Balance) | - | - | - |
| Subtotal Current Funds | 343,177,177 | 68,754,967 | 411,932,144 |
| Capital Outlay | - | 45,868,064 | 45,868,064 |
| Renewals & Replacements | - | - | - |
| Building | - | 7,833,347 | 7,833,347 |
| Furniture & Equipment | - | 602,697 | 602,697 |
| Debt Services | - | 67,302,392 | 67,302,392 |
| Subtotal Plant Funds | - | 121,606,500 | 121,606,500 |
| TOTAL EXPENDITURES | 343,177,177 | 190,361,467 | 533,538,644 |
| TRANSFERS (IN) OUT | | | |
| Instruction and General | - | - | - |
| Public Service | - | - | - |
| Scholarships and Fellowships | 5,517,023 | (5,517,023) | - |
| Auxiliary Enterprises | - | - | - |
| Student Activity Fee | - | - | - |
| Other (Use of Fund Balance) | - | - | - |
| Subtotal Current Funds | 5,517,023 | (5,517,023) | - |
| Capital Outlay | - | - | - |
| Renewals & Replacements | - | - | - |
| Building | 151,000 | (151,000) | - |
| Furniture & Equipment | - | - | - |
| Debt Services | 10,359,125 | (10,359,125) | - |
| Subtotal Plant Funds | 10,510,125 | (10,510,125) | - |
| NET TRANSFERS | 16,027,148 | (16,027,148) | - |
| TOTAL EXPENSE AND TRANSFERS | 359,204,325 | 174,334,319 | 533,538,644 |
| ENDING FUND BALANCES | | | |
| Instruction and General | 77,563,449 | 1,134,135 | 78,697,584 |
| Public Service | (1,005,133) | - | (1,005,133) |
| Scholarships and Fellowships | (5,517,023) | 9,298,703 | 3,781,680 |
| Auxiliary Enterprises | 6,766,500 | - | 6,766,500 |
| Student Activity Fee | 508,035 | - | 508,035 |
| Other (Use of Fund Balance) | - | - | - |
| Subtotal Current Funds | 78,315,827 | 10,432,838 | 88,748,665 |
| Capital Outlay | - | 25,800,786 | 25,800,786 |
| Renewals & Replacements | - | - | - |
| Building | (151,000) | 4,406,257 | 4,255,257 |
| Furniture & Equipment | - | 5,424,274 | 5,424,274 |
| Debt Services | (10,359,125) | 11,101,255 | 742,130 |
| Subtotal Plant Funds | (10,510,125) | 46,732,572 | 36,222,447 |
| TOTAL ENDING FUND BALANCES | 67,805,702 | 57,165,410 | 124,971,112 |
| TOTAL EXP, TRANSF & BAL | 427,010,027 | 231,499,729 | 658,509,756 |
| TOTAL EXP, TRANSF & BAL = TOTAL EXPENDITURES + NET TRANSFERS + TOTAL ENDING BALANCES | | | |
| Change in Fund Balance | (4,964,190) | 12,796,892 | 7,832,702 |

ALAMO COLLEGES
Three Year General Operating Budget Comparison: FY15, FY16, & FY17

| DESCRIPTION | FY15 APPROVED | FY16 APPROVED | FY17 PROPOSED | INC/(DEC) FY17 vs. FY16 | |
|---|----------------------|----------------------|----------------------|----------------------------|----|
| REVENUES | | | | | |
| STATE APPROPRIATIONS | \$63,440,459 | \$64,400,935 | \$64,283,295 | (\$117,640) | |
| State Paid Benefits | \$14,800,000 | \$14,800,000 | \$17,640,911 | \$2,840,911 | |
| TUITION AND FEES: | | | | | |
| Tuition | \$90,647,362 | \$95,486,747 | \$109,222,588 | \$13,735,841 | A) |
| Plodged Tuition | \$21,417,639 | \$21,294,893 | \$22,858,824 | \$1,563,931 | |
| Exemptions | (\$18,166,013) | (\$17,803,784) | (\$24,903,604) | (\$7,099,820) | |
| Fees | \$5,973,350 | \$6,863,723 | \$6,521,339 | (\$342,384) | |
| TAXES | \$118,201,546 | \$132,346,658 | \$148,053,358 | \$15,706,700 | B) |
| CONTRACTS & INDIRECT COSTS | \$615,000 | \$615,000 | \$615,000 | \$0 | |
| INVESTMENT INTEREST INCOME | \$400,000 | \$400,000 | \$400,000 | \$0 | |
| OTHER INCOME | \$4,139,680 | \$5,322,008 | \$4,619,493 | (\$702,515) | |
| TOTAL EDUCATIONAL & GENERAL REVENUE | \$301,469,023 | \$323,726,180 | \$349,311,204 | \$25,585,024 | |
| AUXILIARY ENTERPRISES | \$4,648,000 | \$4,608,060 | \$4,928,931 | \$320,871 | |
| TOTAL GENERAL OPERATING REVENUES | \$306,117,023 | \$328,334,240 | \$354,240,135 | \$25,905,895 | |
| FUND BALANCE COMMITMENTS: | | | | | |
| NLC Funding from Cumulative Set Aside | | | | - | |
| Fund Balance Designation for Scholarships | | | | - | |
| General Operations | \$10,994,924 | \$0 | \$4,964,190 | 4,964,190 | |
| TOTAL FUNDS AVAILABLE | \$317,111,947 | \$328,334,240 | \$359,204,325 | \$30,870,085 | |
| EXPENDITURES | | | | | |
| EDUCATIONAL AND GENERAL: | | | | | |
| INSTRUCTION | \$116,098,817 | \$116,026,852 | \$131,591,797 | \$15,564,945 | D) |
| PUBLIC SERVICE | \$510,756 | \$628,883 | \$1,302,538 | \$673,655 | |
| ACADEMIC SUPPORT | \$25,369,995 | \$24,229,120 | \$24,291,690 | \$62,570 | |
| STUDENT SERVICES | \$38,980,786 | \$40,722,274 | \$43,837,817 | \$3,115,543 | E) |
| INSTITUTIONAL SUPPORT | \$76,167,476 | \$85,498,601 | \$92,434,113 | \$6,935,512 | F) |
| OPERATION and MAINTENANCE of PLANT | \$40,545,319 | \$41,314,269 | \$41,877,439 | \$563,170 | |
| SCHOLARSHIPS/EXEMPTIONS | \$797,734 | \$777,970 | \$1,095,951 | \$317,981 | |
| TOTAL EDUCATIONAL and GENERAL EXPENDITURES | \$298,470,883 | \$309,197,969 | \$336,431,345 | \$27,233,376 | |
| AUXILIARY ENTERPRISE EXPENDITURES | \$1,570,020 | \$2,007,083 | \$1,902,431 | (\$104,652) | |
| MANDATORY TRANSFERS FOR: | | | | | |
| REV BOND DEBT SERV and TEX PUB ED GRANTS | \$12,315,455 | \$12,258,341 | \$15,911,712 | \$3,653,371 | G) |
| CAPITAL BUDGET | \$3,300,000 | \$3,300,000 | \$3,300,000 | \$0 | |
| NON-MANDATORY TRANSFERS FOR: | | | | | |
| NON-MANDATORY TRANSFER - OTHER | \$1,404,589 | \$1,519,847 | \$1,607,837 | \$87,990 | |
| HATATORIUM MAJOR REPAIR FUND | \$51,000 | \$51,000 | \$51,000 | \$0 | |
| TOTAL UNRESTRICTED CURRENT FUND | \$317,111,947 | \$328,334,240 | \$359,204,325 | \$30,870,085 | |

Note:

- A) Includes regular and dual credit enrollment growth; and Continuing Education credit students
- B) Increased taxable assessed valuation of 8.5%
- C) Expenditures include \$9M compensation adjustment and \$5.9M Health Care rate increase.
- D) Increase in contact hours and Student Success Fund Institutes
- E) Increase in cost of advisors to Target 350:1
- F) Includes \$1.2M Bond Election cost
- G) Additional Rev. Bond Debt Service and Construction

FY 2016 - 2017 ALL FUNDS BUDGET SUMMARY BY LOCATION
Exhibit III

| | SAC | SPC | PAC | NVC | NLC | TOTAL |
|-----------------------------------|----------------------|----------------------|---------------------|----------------------|---------------------|----------------------|
| Workload Allocation | \$67,248,384 | \$44,373,171 | \$32,559,938 | \$45,459,952 | \$17,477,355 | \$207,118,800 |
| Direct DSO Support | \$18,127,911 | \$11,455,648 | \$8,596,300 | \$10,442,153 | \$6,796,173 | \$55,418,186 |
| Indirect DSO Support | \$16,857,426 | \$11,319,372 | \$7,531,843 | \$11,410,742 | \$7,484,570 | \$54,603,954 |
| General Institutional Expense | \$13,559,575 | \$8,906,073 | \$6,457,651 | \$8,927,911 | \$4,212,175 | \$42,063,385 |
| Approved Operating Budget | \$115,793,297 | \$76,054,264 | \$55,145,733 | \$76,240,758 | \$35,970,274 | \$359,204,325 |
| College Restricted Expense Budget | \$45,575,970 | \$36,016,662 | \$20,839,966 | \$28,154,145 | \$13,025,349 | \$143,612,092 |
| DSO Restricted Expense | \$14,836,133 | \$11,724,336 | \$6,783,937 | \$9,164,887 | \$4,240,081 | \$46,749,375 |
| Restricted Budget | \$60,412,103 | \$47,740,999 | \$27,623,903 | \$37,319,032 | \$17,265,430 | \$190,361,467 |
| TOTAL ALL FUNDS BUDGET | \$176,205,399 | \$123,795,262 | \$82,769,636 | \$113,559,791 | \$53,235,704 | \$549,565,792 |

Discussion and Possible Action on Setting a Tax Rate for Fiscal Year 2016-2017

Presented to the Board Acting as Committee of the Whole on September 13, 2016, and now presented with Committee-requested revisions to the Board for approval on September 20, 2016.

MINUTE ORDER

"The Board of Trustees hereby approves, orders and adopts maintenance and operations (M&O) tax rate of \$0.107760/\$100 of assessed valuation for FY 2016/17. The Board of Trustees hereby approves orders and adopts a debt levy tax rate of \$0.04139/\$100 of assessed valuation for FY 2016/17. These two actions result in a combined tax rate of \$0.149150/\$100 of assessed valuation for FY 2016/17, which is greater than the 'combined effective tax rate' of \$0.141765/\$100 of assessed valuation but less than the roll-back rate of \$0.150038/\$100 of assessed valuation. **THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE. THE TAX RATE WILL EFFECTIVELY BE RAISED BY 7.67 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$7.67.** The referenced tax rate to be effectively raised by 7.67 percent is the maintenance and operations component of the combined effective tax rate. The combined effective rate will be raised by 5.21 percent and will raise combined taxes on a \$100,000 home by approximately \$7.38."

PURPOSE

In accordance with the Debt Management Plan approved by the Board in May 2016, the debt rate is being rebalanced: it is recommended that the Board increase the current M&O rate to \$0.107760 by reallocating \$0.00246/\$100 from the debt rate to the M&O rate, leaving the Combined rate for Fiscal Year 2016-17 at the same level as the previous year. As a consequence 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

In accordance with the Debt Management Plan, the reallocation of \$0.00246/\$100 between the Debt and M&O rates will provide additional funds for financing the District Support Operations Building while maintaining sufficient tax proceeds for current and anticipated debt service. The Combined tax rate is unchanged at \$0.149150/\$100. Even though the Combined tax rate is stable, because of the increase in property values, the calculated Effective rate is now lower than recommended 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 \$0.100088/\$100 of assessed valuation, but lower than the Rollback rate of \$0.108095/\$100 of assessed valuation. The Debt rate of \$0.04139/\$100 will raise the revenue needed for FY 2016-2017 debt service payments and other actions per the approved 2017 Debt Management Plan. The Combined tax rate of \$0.149150/\$100 is

higher than the Combined Effective tax rate of \$0.141765/\$100, but lower than the Combined Rollback rate of \$0.150038/\$100. 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).

Requisite notices have been published, and two public hearings were held on September 8, 2016 and September 13, 2016.

IMPLICATIONS

Financial: Provide tax revenues required to support Alamo Colleges' operations and fund annual payments on Bonded Debt

Strategic Plan: Goal III Performance Excellence

Human Resources: N/A

Attachment: Exhibit A: 2016 Property Taxes
Exhibit B: Language for Motion

Diane E. Snyder
Digitally signed by Diane E. Snyder
DN: cn=Diane E. Snyder, o=Alamo Colleges,
ou=VCFA, email=dsnyder12@alamo.edu, c=US
Date: 2016.09.08 14:16:38 -0500

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

Diane E. Snyder Date
Vice Chancellor for Finance and Fiscal
Administration

Dr. Bruce H. Leslie Date
Chancellor



ALAMO
COLLEGES

2016 Property Tax Rates in ALAMO COMMUNITY COLLEGE DISTRICT

This notice concerns the 2016 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 | \$124,314,068 |
| Last year's debt taxes | \$51,768,014 |
| Last year's total taxes | \$176,082,082 |
| Last year's tax base | \$118,057,044,586 |
| 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) | \$175,241,318 |
| ÷ This year's adjusted tax base (after subtracting value of new property) | \$123,613,416,249 |
| = This year's effective tax rate (Maximum rate unless unit publishes notices and holds hearings.) | \$0.141765/\$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) | \$123,721,955 |
| ÷ This year's adjusted tax base | \$123,613,416,249 |
| = This year's effective operating rate | \$0.100088/\$100 |
| x 1.08=this year's maximum operating rate | \$0.108095/\$100 |
| + This year's debt rate | \$0.041943/\$100 |
| = This year's total rollback rate | \$0.150038/\$100 |

Statement of Increase/Decrease

If ALAMO COMMUNITY COLLEGE DISTRICT adopts a 2016 tax rate equal to the effective tax rate of \$0.141765 per \$100 of value, taxes would increase compared to 2015 taxes by \$4,279,820.

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 |
| Maintenance & Operations | 18,014,000 |
| Interest & Sinking | 5,388,000 |

Schedule B - 2016 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 | 21,420,000 | 15,830,406 | 0 | 37,250,406 |
| Maintenance Tax Notes | 14,820,000 | 3,432,560 | 0 | 18,252,560 |
| Total required for 2016 debt service | | | | \$55,502,966 |
| - Amount (if any) paid from Schedule A | | | | \$0 |
| - Amount (if any) paid from other resources | | | | \$0 |
| - Excess collections last year | | | | \$2,257,894 |
| = Total to be paid from taxes in 2016 | | | | \$53,245,072 |
| + Amount added in anticipation that the unit will collect only 99.78% of its taxes in 2016 | | | | \$117,397 |
| = Total debt levy | | | | \$53,362,469 |

**Exhibit B
2016 Tax Planning Calendar**

| Date | | Activity |
|------------------|--------------------------------|--|
| April 1- May 1 | | Notices of appraised value by sent by Chief Appraiser |
| Thursday | Apr 30 | Chief Appraiser prepares and certifies to the Tax Assessor a preliminary estimate |
| Thursday | 16-Jun | Alamo submits required information to Tax Assessor-Collector, include estimated debt service |
| Tuesday | July 19 | FY15 Budget presented at ABF meeting to include preliminary Tax revenue projections |
| Saturday | July 23 | Appraisal District certifies roll |
| Saturday | July 23 | 2015 Certified Rolls available to taxing entities; begin calculation of Effective and Rollback Rates |
| Week | 25-Jul | Alamo reviews and confirms Effective and Rollback Tax Rate calculations |
| Week | | Notice of Effective and Rollback Tax Rates published in Express News |
| Sunday tentative | | Notice of Effective and Rollback Tax Rates published in La Prensa |
| Tuesday | Aug 9 | Audit, Budget, Finance meeting to review tax rate and make recommendations to Board |
| Tuesday | Aug 16 | Alamo Board meeting to discuss tax rate. Adopt <u>or</u> if proposed tax rate will exceed the Rollback Rate or the Effective Rate (whichever is lower), take record vote to place on future meeting as an action item, specifying the rate, and schedule 2 public hearings |
| | | "Notice of Public Hearing on Tax Increase" is the first quarter-page notice in newspaper and on TV (if free) and web site, published at least 7 days before public hearings. Requires results of roll call vote from RBM. |
| | | 72-hour notice for meeting (open meetings notice) |
| Monday | 5-Sep | Labor Day Holiday |
| Tuesday | Sept 6-8 | First public hearing -- Requires quorum of the Board (not weekend or holiday) |
| | | 72-hour notice for meeting (open meetings notice) |
| Tuesday | Sept 13 (Committee Meeting) | Audit, Budget Finance meeting. Second public hearing – Requires quorum of the Board. May not be earlier than 3 days after first public hearing; schedule and announce meeting to adopt tax rate 3-14 days from this date. |
| Thursday | Sept | "Notice of Tax Revenue Increase" published before meeting to adopt tax rate is the second quarter-page notice in newspaper before meeting and published on TV (if free) and web site. |
| Tuesday | Sept 20 | Regular Board Meeting to include adoption of tax rate. Meeting must be 3-14 days after second public hearing. |

Note: By law, a taxing unit must adopts its tax rate by 60 days after the taxing unit receives the appraisal roll (July 23) or September 30, whichever date is later.

NOTICE OF PUBLIC HEARING ON TAX INCREASE

The Alamo Community College District will hold two public hearings on a proposal to increase total tax revenues from properties on the tax roll in the preceding tax year by _____ percent (percentage by which proposed tax rate exceeds lower of rollback tax rate or effective tax calculated under Tax Code Chapter 26). Your individual taxes may increase at a greater or lesser rate, or even decrease, depending on the change in the taxable value of your property in relation to the change in taxable value of all other property and the tax rate that is adopted.

The first public hearing will be held on (date and time) at (George E. Killen Community Education & Service Center, 201 West Sheridan, San Antonio, TX).

The second public hearing will be held on (date and time) at (George E. Killen Community Education & Service Center, 201 West Sheridan, San Antonio, TX).

The members of the governing body voted on the proposal to consider the tax increase as follows:

- FOR:
- AGAINST:
- PRESENT and not voting:
- ABSENT:

The average taxable value of a residence homestead in Bexar County last year was \$ (average taxable value of a residence homestead in the taxing unit for the preceding tax year, disregarding residence homestead exemptions available only to disabled persons or persons 65 years of age or older). Based on last year's tax rate of \$ (preceding year's adopted tax rate) per \$100 of taxable value, the amount of taxes imposed last year on the average home was \$ (tax on average taxable value of a residence homestead in the taxing unit for the preceding tax year, disregarding residence homestead exemptions available only to disabled persons or persons 65 years of age or older).

The average taxable value of a residence homestead in Bexar County this year is \$ (average taxable value of a residence homestead in the taxing unit for the current tax year, disregarding residence homestead exemptions available only to disabled persons or persons 65 years of age or older). If the governing body adopts the effective tax rate for this year of \$ _____ per \$100 of taxable value, the amount of taxes imposed this year on the average home would be \$ (tax on average taxable value of a residence homestead in the taxing unit for the current tax year, disregarding residence homestead exemptions available only to disabled persons or persons 65 years of age or older).

If the governing body adopts the proposed tax rate of \$ _____ per \$100 of taxable value, the amount of taxes imposed this year on the average home would be \$ (tax on the average taxable value of a residence homestead in the taxing unit for the current tax year, disregarding residence homestead exemptions available only to disabled persons or persons 65 years of age or older).

Members of the public are encouraged to attend the hearings and express their views.

NOTICE OF TAX REVENUE INCREASE

The Alamo Community College District conducted public hearings on (date of first hearing) and (date of second hearing) on a proposal to increase the total tax revenues of the Alamo Community College District from properties on the tax roll in the preceding year by (percentage by which proposed tax rate exceeds lower of rollback rate or effective tax rate calculated under this chapter) percent.

The total tax revenue proposed to be raised last year at last year's tax rate of (insert tax rate for the preceding year)

for each \$100 of taxable value was _____ (insert total amount of taxes imposed for the preceding year)

The total tax revenue proposed to be raised this year at the proposed tax rate of (insert proposed tax rate)

for each \$100 of taxable value, excluding tax revenue to be raised from new property added to the

tax roll this year, is (insert amount computed by multiplying proposed tax rate by the difference between current total value and new property value.)

The total tax revenue proposed to be raised this year at the proposed tax rate of (proposed rate)

for each \$100 of taxable value, including tax revenue to be raised from new property added to the tax

roll this year, is (insert amount computed by multiplying proposed tax rate by current total value.)

The Board of Trustees of Alamo Community College District is scheduled to vote on the tax rate that

will result in that tax increase at a public meeting to be held on (date of meeting) at George E.

Killen Community Education & Service Center, 201 West Sheridan, San Antonio, TX at (time of

meeting). The Board of Trustees of Alamo Community College District proposes to use the increase

in total tax revenue for the purpose of _____.

NOTICE OF TAX REVENUE INCREASE

The Alamo Community College District conducted public hearings on (date of first hearing) and (date of second hearing) on a proposal to increase the total tax revenues of the Alamo Community College District from properties on the tax roll in the preceding year by (percentage by which proposed tax rate exceeds lower of rollback rate or effective tax rate calculated under this chapter) percent.

The total tax revenue proposed to be raised last year at last year's tax rate of (insert tax rate for the preceding year)

for each \$100 of taxable value was _____.
(insert total amount of taxes
imposed for the preceding year)

The total tax revenue proposed to be raised this year at the proposed tax rate of (insert proposed tax rate) for each \$100 of taxable value, excluding tax revenue to be raised from new property added to the tax roll this year, is (insert amount computed by multiplying proposed tax rate by the difference between current total value and new property value.)

The total tax revenue proposed to be raised this year at the proposed tax rate of (insert proposed tax rate) for each \$100 of taxable value, including tax revenue to be raised from new property added to the tax roll this year, is (insert amount computed by multiplying proposed tax rate by current total value.)

The Board of Trustees of Alamo Community College District is scheduled to vote on the tax rate that will result in that tax increase at a public meeting to be held on (date of meeting) at George E. Killen Community Education & Service Center, 201 West Sheridan, San Antonio, TX at (time of meeting).

Discussion and Possible Action on Fiscal Year 2016-2017 Operating Budget

Presented to the ALAMO COLLEGES BOARD OF TRUSTEES on July 12, 2016

MINUTE ORDER

"The Board of Trustees hereby approves a Fiscal Year 2016-2017 Educational and General (E&G) Operating Expense Budget of \$336,431,345; Auxiliary Enterprise Budget of \$1,902,431; Mandatory Transfers for Texas Public Education Grants and Revenue Bond Debt Service of \$15,911,712; Natatorium Major Repair Fund Addition of \$51,000; Non-mandatory Transfers for San Antonio River Authority and State Energy Conservation Office of \$1,607,837; and Capital Expense Budget of \$3,300,000 for Total Operating Expense Budget of \$359,204,325 based on revenues of 354,240,135 and operating fund balance commitment of \$4,964,190, pending August 2016 update of tax revenue."

PURPOSE

Approval of the Fiscal Year 2016-2017 Operating Expense Budget so that Colleges and Departments can begin ramping up operations for the Fall 2016 semester. In August 2016, 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

For the ninth year, a workload-driven Educational and General budgeting model was used; a performance-based budgeting model to financially support the realization of the Alamo Colleges' Vision and Mission.

The FY17 budget has been built with the following assumptions:

- 8.8% enrollment growth (3.7% without the growth in high school students whose tuition is waived and other state/federal mandated tuition waiver programs)
- Fall 2016 impact of prior year's Spring 5% tuition increase, funding advisor program
- State appropriations remained flat as second year of the biennium.
- Health care benefit rate increased; \$5.9M cost with \$2.8M reimbursed by state.
- Second year of the \$4.5 million state appropriation for constructing a new SAC Veterans Centers, and some funds for improvements at the Westside Educ. Center and the SPC veterans center.
- No increase in property tax rate.
- Increased tax revenues from an estimated 8.5% growth in assessed valuations
- Increased net revenue from CE Contracts of \$2.3 million.
- Full year salary impact of Advising model plus add of 8 advisors based on student growth at 350:1.
- Compensation increases effective 9/1/2016 (last time increased 1/1/15).
- Re-establish Student Success Fund of \$2M to cover Implementation of Pathways Project (institutes) and Faculty Development.
- Maintain investments in preventative maintenance for our facilities by \$14.5 million allocation in FY16.



IMPLICATION

Financial: Fiscal Year 2016-17 Educational and General (I&G) Operating Expense Budget of \$336,431,345, Auxiliary Enterprises of \$1,902,431, Mandatory Transfers of \$15,911,712, Natatorium Major Repair Fund Addition of \$51,000, Non-mandatory transfers of \$1,607,837 and Capital Expense Budget of \$3,300,000 based on preliminary estimates for: revenues of \$354,240,135 and operating fund balance commitment of \$4,964,190.

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

Human Resources: N/A

ATTACHMENTS: Attachment I – Budget Overview;

Diane Snyder

Digitally signed by Diane Snyder
DN: cn=Diane Snyder, o, ou=VCFA,
email=dsnyder12@alamo.edu, c=US
Date: 2016.07.07 15:46:21 -05'00'

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

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

Dr. Bruce H. Leslie, Chancellor



ALAMO
COLLEGES

ALAMO COLLEGES
Three Year General Operating Budget Comparison: FY15, FY16, & FY17

| DESCRIPTION | FY15 APPROVED | FY16 APPROVED | FY17 PROPOSED | INC/(DEC) FY17 vs. FY16 | |
|---|----------------------|----------------------|----------------------|----------------------------|----|
| REVENUES | | | | | |
| STATE APPROPRIATIONS | \$63,440,459 | \$64,400,935 | \$64,283,295 | (\$117,640) | |
| State Paid Benefits | \$14,800,000 | \$14,800,000 | \$17,640,911 | \$2,840,911 | |
| <u>TUITION AND FEES:</u> | | | | | |
| Tuition | \$90,647,362 | \$95,486,747 | \$109,222,588 | \$13,735,841 | A) |
| Plodged Tuition | \$21,417,639 | \$21,294,893 | \$22,858,824 | \$1,563,931 | |
| Exemptions | (\$18,166,013) | (\$17,803,784) | (\$24,903,604) | (\$7,099,820) | |
| Fees | \$5,973,350 | \$6,863,723 | \$6,521,339 | (\$342,384) | |
| TAXES | \$118,201,546 | \$132,346,658 | \$148,053,358 | \$15,706,700 | B) |
| CONTRACTS & INDIRECT COSTS | \$615,000 | \$615,000 | \$615,000 | \$0 | |
| INVESTMENT INTEREST INCOME | \$400,000 | \$400,000 | \$400,000 | \$0 | |
| OTHER INCOME | \$4,139,680 | \$5,322,008 | \$4,619,493 | (\$702,515) | |
| TOTAL EDUCATIONAL & GENERAL REVENUE | \$301,469,023 | \$323,726,180 | \$349,311,204 | \$25,585,024 | |
| AUXILIARY ENTERPRISES | \$4,648,000 | \$4,608,060 | \$4,928,931 | \$320,871 | |
| TOTAL GENERAL OPERATING REVENUES | \$306,117,023 | \$328,334,240 | \$354,240,135 | \$25,905,895 | |
| FUND BALANCE COMMITMENTS: | | | | | |
| NLC Funding from Cumulative Set Aside | | | | - | |
| Fund Balance Designation for Scholarships | | | | - | |
| General Operations | \$10,994,924 | \$0 | \$4,964,190 | 4,964,190 | |
| TOTAL FUNDS AVAILABLE | \$317,111,947 | \$328,334,240 | \$359,204,325 | \$30,870,085 | |
| EXPENDITURES | | | | | |
| <u>EDUCATIONAL AND GENERAL:</u> | | | | | |
| INSTRUCTION | \$116,098,817 | \$116,026,852 | \$131,591,797 | \$15,564,945 | D) |
| PUBLIC SERVICE | \$510,756 | \$628,883 | \$1,302,538 | \$673,655 | |
| ACADEMIC SUPPORT | \$25,369,995 | \$24,229,120 | \$24,291,690 | \$62,570 | |
| STUDENT SERVICES | \$38,980,786 | \$40,722,274 | \$43,837,817 | \$3,115,543 | E) |
| INSTITUTIONAL SUPPORT | \$76,167,476 | \$85,498,601 | \$92,434,113 | \$6,935,512 | F) |
| OPERATION and MAINTENANCE of PLANT | \$40,545,319 | \$41,314,269 | \$41,877,439 | \$563,170 | |
| SCHOLARSHIPS/EXEMPTIONS | \$797,734 | \$777,970 | \$1,095,951 | \$317,981 | |
| TOTAL EDUCATIONAL and GENERAL EXPENDITURES | \$298,470,883 | \$309,197,969 | \$336,431,345 | \$27,233,376 | |
| <u>AUXILIARY ENTERPRISE EXPENDITURES</u> | \$1,570,020 | \$2,007,083 | \$1,902,431 | (\$104,652) | |
| <u>MANDATORY TRANSFERS FOR:</u> | | | | | |
| REV BOND DEBT SERV and TEX PUB ED GRANTS | \$12,315,455 | \$12,258,341 | \$15,911,712 | \$3,653,371 | G) |
| CAPITAL BUDGET | \$3,300,000 | \$3,300,000 | \$3,300,000 | \$0 | |
| <u>NON-MANDATORY TRANSFERS FOR:</u> | | | | | |
| NON-MANDATORY TRANSFER - OTHER | \$1,404,589 | \$1,519,847 | \$1,607,837 | \$87,990 | |
| NATORIUM MAJOR REPAIR FUND | \$51,000 | \$51,000 | \$51,000 | \$0 | |
| TOTAL UNRESTRICTED CURRENT FUND | \$317,111,947 | \$328,334,240 | \$359,204,325 | \$30,870,085 | |

Note:

- A) Includes regular and dual credit enrollment growth, and Continuing Education credit students
- B) Increased taxable assessed valuation of 8.5%
- C) Expenditures include \$9M compensation adjustment and \$5.9M Health Care rate increase.
- D) Increase in contact hours and Student Success Fund Institutes
- E) Increase in cost of advisors to Target 350:1
- F) Includes \$1.2M Bond Election cost
- G) Additional Rev. Bond Debt Service and Construction

Discussion and Possible Action on the Annual Debt Management Plan for FY 2017

Presented to the Board Acting as Committee of the Whole on May 10, 2016, and now presented to the Board for approval on May 17, 2016.

MINUTE ORDER

“The Alamo Colleges Board of Trustees hereby approves the recommendations as presented in the FY 2017 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 2017.

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:

- * 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 our AAA Bond ratings.

The FY 2017 recommendations are to keep a stable tax rate and pay off or refinance 2006 Maintenance Tax Notes and 2007/2007A Ltd. Tax Bonds. This plan is part of a multi-year strategy to create the ability to address critical College facilities needs through a planned Capital Improvement Program (CIP) in 2017.

IMPLICATIONS

Financial: Continuation of Debt Management Policy objectives; approval of FY 2017 Debt Management Plan

Strategic Plan: Performance Excellence

Human Resources: None

ATTACHMENTS: FY 2017 Debt Management Plan presentation

Diane Snyder
Digitally signed by Diane Snyder
DN: cn=Diane Snyder, o=Alamo Colleges, email=dnsnyder12@alamo.edu, c=US
Date: 2016.05.04 19:50:46 -0500

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

Diane E. Snyder Date
Vice Chancellor for Finance
and Administration

Dr. Bruce H. Leslie Date
Chancellor



Discussion and Possible Action on Tuition and Fee Schedule for Fiscal Year 2016-2017

Presented to the Board for approval on March 28, 2016.

MINUTE ORDER

“The Alamo Colleges Board of Trustees hereby approves the attached tuition and fee schedule for Fiscal Year 2016-2017.”

PURPOSE

The purpose of this action is to formalize the tuition and fee schedule effective Fall 2016.

BACKGROUND

The attached schedule reflects updates to special program tuition programs and rates. No adjustments are proposed to the in-district or out-of-district regular tuition rate schedule. Additional time is necessary to determine how to best incentivize students to attend full-time.

Special Program Tuition. Finance and Fiscal has reviewed the programs below and certify that the programs meet the eligibility criteria for special program tuition.

| Page | Change | Before | After | Comment |
|------|---------------------------------------|--------|--------------|--|
| 5 | NVC Digital Video & Cinema Production | \$0 | \$80 - \$240 | Existing program that used grant funds to purchase highly specialized equipment. This tuition will allow the program to sustain the technology needs for this program. |
| 5 | NVC Digital Media | \$0 | \$80-180 | Existing program that used grant funds to purchase highly specialized equipment. This tuition will allow the program to sustain the technology needs for this program. |
| 5 | SAC Nursing – RN | \$700 | \$900 | Increase is needed to support specialized faculty plus higher cost of program materials. |
| 5 | SPC Nursing – PN | \$700 | \$700 | Special program tuition will remain the same; is sufficient to support the specialized faculty & program materials. |
| 5 | SAC Fire Science | \$800 | \$1,100 | Increase will allow for all equipment and uniforms to be purchased by SAC and available on the first day of class (rather than the student having to purchase) |

IMPLICATIONS

Financial: Net increase for Special Program Tuition where increases offset costs

Strategic Plan: Goal I. Student Success

Human Resources: N/A

ATTACHMENTS: Tuition and Fee Schedule Effective Fall 2016

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

Diane Snyder

Digitally signed by Diane Snyder
 DN: cn=Diane Snyder, o, ou=VCFA,
 email=dsnyder12@alamo.edu, c=US
 Date: 2016.03.28 10:40:24 -0500

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

 Dr. Bruce H. Leslie
 Chancellor



**ALAMO
 COLLEGES**

ALAMO COLLEGES
 SCHEDULE OF TUITION AND FEES
 FALL 2016
 FY 2016-2017

No Change

| Semester Hours | Texas Residents | | Non-Texas/International |
|----------------|---------------------------|-------------------------------|------------------------------|
| | In-District Total Tuition | Out of District Total Tuition | Non - Resident Total Tuition |
| 1 | \$504 | \$1,231 | \$2,321 |
| 2 | \$504 | \$1,231 | \$2,321 |
| 3 | \$504 | \$1,231 | \$2,321 |
| 4 | \$504 | \$1,231 | \$2,321 |
| 5 | \$504 | \$1,231 | \$2,321 |
| 6 | \$504 | \$1,231 | \$2,321 |
| 7 | \$570 | \$1,418 | \$2,690 |
| 8 | \$630 | \$1,599 | \$3,053 |
| 9 | \$691 | \$1,781 | \$3,417 |
| 10 | \$752 | \$1,962 | \$3,780 |
| 11 | \$813 | \$2,144 | \$4,143 |
| 12 | \$873 | \$2,327 | \$4,507 |
| 13 | \$933 | \$2,508 | \$4,870 |
| 14 | \$994 | \$2,690 | \$5,233 |
| 15 | \$1,054 | \$2,872 | \$5,597 |
| 16 | \$1,115 | \$3,053 | \$5,960 |
| 17 | \$1,176 | \$3,235 | \$6,323 |
| 18 | \$1,236 | \$3,417 | \$6,686 |
| 19 | \$1,297 | \$3,598 | \$7,051 |
| 20 | \$1,358 | \$3,780 | \$7,414 |
| 21 | \$1,418 | \$3,962 | \$7,777 |

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

Tuition:

1- 6 credits are priced at a flat rate of \$504.00 for In-District Tuition; \$1,231.00 for Out-of-District Tuition; \$2,321.00 for Non-Resident tuition and \$2,321.00 for International students.

Summer Term: The minimum tuition for each summer term, (1-3 credits), will be \$322.00 for In-District Texas residents, \$686.00 for Out-of-District Texas residents and \$1,231.00 for Non-Texas residents and International students.

Student Activity Fee of \$1.00 per credit hour will be assessed to all students.

Campus Access Fee of \$25.00 per semester with a maximum of \$50.00 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 \$118.00 per hour for In-District and \$176.00 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 non-Texas rate of \$384.00 per hour.

ALAMO COLLEGES
SCHEDULE OF REFUNDABLE FEES AND SPECIAL PROGRAM TUITION
FY 2016-2017

No Change

| | | |
|-------------------------|-------------------|-------------------------------|
| Auditing Fee | | \$65.00 |
| Instructional materials | | \$42.00 to \$150.00 per class |
| Special Program Tuition | (See Attachment): | |

ALAMO COLLEGES
 SCHEDULE OF CONTINUING EDUCATION TUITION AND FEES
 REFUNDABLE FEES
 FY 2016-2017

No Change

Continuing Education:

| | |
|-------------------------|-------------------------------|
| | Tuition |
| Reimbursable Courses | \$2.90 - \$28.00/ 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 Serv. Prog. | \$1.50 - \$3.50 / Instrl. hr. |
|-----------------------|-------------------------------|

ALAMO COLLEGES SCHEDULE OF FEES
Non-Refundable Fees FY 2016-2017

No Change

| | | | |
|---|--------------------------------|-----------|---------|
| Examination Fees : | | | |
| Advanced Standing Examination Fee | per credit hour | \$ | 58.00 |
| G.E.D. | | \$ | 110.00 |
| Re-Exam Fee (if failed) | | \$ | 20.00 |
| THEA Alternative (Accuplacer & ASSET) | | \$ | 32.00 |
| Accuplacer Re-Test | | \$ | 12.00 |
| TSI | | \$ | 32.00 |
| TSI Retest | | \$ | 12.00 |
| CLEP | | \$ | 20.00 |
| Correspondence Exam | | \$ | 20.00 |
| Returned Check/ACH Return Fee | | \$ | 35.00 |
| Library Fines : | | | |
| Books | per day/per book (10 days max) | \$ | 0.10 |
| Reserved Books | per day/per item (10 days max) | \$ | 0.50 |
| College Prep Fee | per credit hour | \$ | 3.00 |
| Installment Payment Plan | | | |
| Administrative Set up Fee, per semester | | \$ | 25.00 |
| Late Fee, per each late payment | | \$ | 10.00 |
| Study Abroad Administrative Fee | | \$ | 200.00 |
| Foreign Student Application Fee | | \$ | 100.00 |
| Diploma (Duplicate) | | \$ | 25.00 |
| Transcripts (1st free) | | | |
| Mailed | | \$ | 10.00 |
| Electronic | | \$ | 5.00 |
| Express | | \$10.00 & | \$35.00 |
| ID Card Duplicate/Replacement | | \$ | 10.00 |
| Parking Fines | | | |
| If paid within 10 days | | \$ | 16.00 |
| If not paid within 10 days | | \$ | 21.00 |
| If not paid within 20 days | | \$ | 27.00 |
| Scobee Admission | | | Varies |
| Student Processing Fee | | | |
| Transfer/Transient Evaluation | | \$ | 100.00 |

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.

ALAMO COLLEGES
SCHEDULE OF SPECIAL PROGRAMS AND TUITION
FALL 2016

Revised

| College | Program | Program Tuition Per Semester* |
|-----------|---|-------------------------------|
| PAC | Aviation Technology - Pilot Offered at PAC and New | \$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 | Fire Science | \$600 |
| SAC | Dental Assistant | \$580 |
| SAC | SAC Nursing – RN | \$900 |
| SAC & SPC | Nursing | \$700 |
| SPC | SPC Nursing – PN | \$700 |
| SAC | SAC Fire Science | \$1100 |
| SPC | Vision Care Technology | \$700 |
| SPC | Automotive Technology | \$200 |
| SPC | Bio-medical Equipment Technology | \$110 |
| 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 | \$150 |
| SPC | Electrical | \$250 |
| SPC | Welding | \$100 to \$300 |
| SPC | Automotive Collision | \$200 |
| SPC | Manufacturing Engineering Technology | \$200 |
| SPC | Health Information Technology | \$500 |
| SPC | Histology | \$700 |
| SPC | Medical Laboratory Technician | \$700 |
| SPC | Occupational Therapy Assistant | \$700 |
| SPC | Physical Therapist Assistant | \$700 |
| SPC | Radiography | \$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 to 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.

Discussion and Possible Action on FY17 Compensation Increases for Faculty, Staff and Administrators

Presented to the Board Acting as Committee of the Whole on May 10, 2016, and now presented to the Board for approval on May 17, 2016.

MINUTE ORDER

"The Alamo Colleges Board of Trustees hereby approves salary adjustments effective September 1, 2016 for full-time regular faculty, full-time and part-time/temporary staff and administrators."

PURPOSE

To maintain the College District's ability to recruit and retain excellent employee talent in support of the Student Success mission, compensation adjustments are needed. The last compensation adjustment occurred January 1, 2015. The FY 2017 operating budget will be built with the set-aside approved by the Board in Fall 2015 of \$2.5M; however, additional funding is recommended based on the compensation funding model. The recommended adjustments are designed to maintain faculty compensation at the adopted "threeness" target-level among our large college peer group and to move staff and administrator compensation to an equally competitive position. An effective date of September 1, 2016 is recommended with the following adjustment methods and projected expenses by employee classification:

| Employee Classification | Salary Adjustment Percent | Average Annual Increase | Employee Count | Projected FY17 Cost |
|--|---------------------------|-------------------------|----------------|---------------------|
| Full-time Regular Faculty | 7.1% | \$4,303 | 752 | 3.236M |
| Adjunct & CE Instructors | 2.3% | \$356 | 1,500 est. | 0.535M |
| Full-Time Regular Staff: | | | | |
| Below new Minimum | 6.0% | | | |
| Below new Midpoint | 5.0% | \$2,131 | 1,789 | 3.813M |
| Above new Midpoint | 4.0% | | | |
| Above new Maximum | 1.0% | | | |
| Part-Time/Temporary Staff | | | | |
| Below new Minimum | 2.7% | \$350 | 689 | 0.241M |
| Below new Midpoint | 2.5% | | | |
| Above new Midpoint | 2.2% | | | |
| Above new Maximum | 1.0% | | | |
| Sr. Technology Prof/Mgr | 10% | \$7,137 | 50 | 0.357M |
| Work Study | 0.0% | n/a | n/a | 0.000M |
| Administrators | | | | |
| Below new Minimum | 6.0% | | | |
| Below new Midpoint | 5.0% | \$6,684 | 51 | 0.374M |
| Above new Midpoint | 4.0% | | | |
| Above new Maximum | n/a/none | | | |
| Total Salaries | Average 4.8% | \$2,404* | 3,336* | \$8.557M |
| Total Benefit Expense (30% FT, 8.5% PT Benefit exp.) | | | | \$2.400M |
| Grand Total | | | | \$10.956M |

* Excluding 1,500 Adjunct/CE Instructors

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.

Campus Locations

Northeast Lakeview College

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

Northwest Vista College

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

Palo Alto College

1400 Villaret Blvd.
San Antonio, TX 78224
(210) 486-3000

San Antonio College

1819 N. Main Ave.
San Antonio, TX 78212-3941
(210) 486-0000

Southwest Campus

800 Quintana Road
San Antonio, Texas 78211
(210) 486-7000

St. Philip's College

1801 Martin Luther King Dr.
San Antonio, TX 78203
(210) 486-2000

District Office - Houston Street

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

District Office - Sheridan

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



ALAMO
COLLEGES

FY2016-2017 Annual Budget
Published and distributed by the Finance and Fiscal Services Department
811 W. Houston Street, San Antonio, Texas 78207-3033
<http://www.alamo.edu>
(210)485-0301