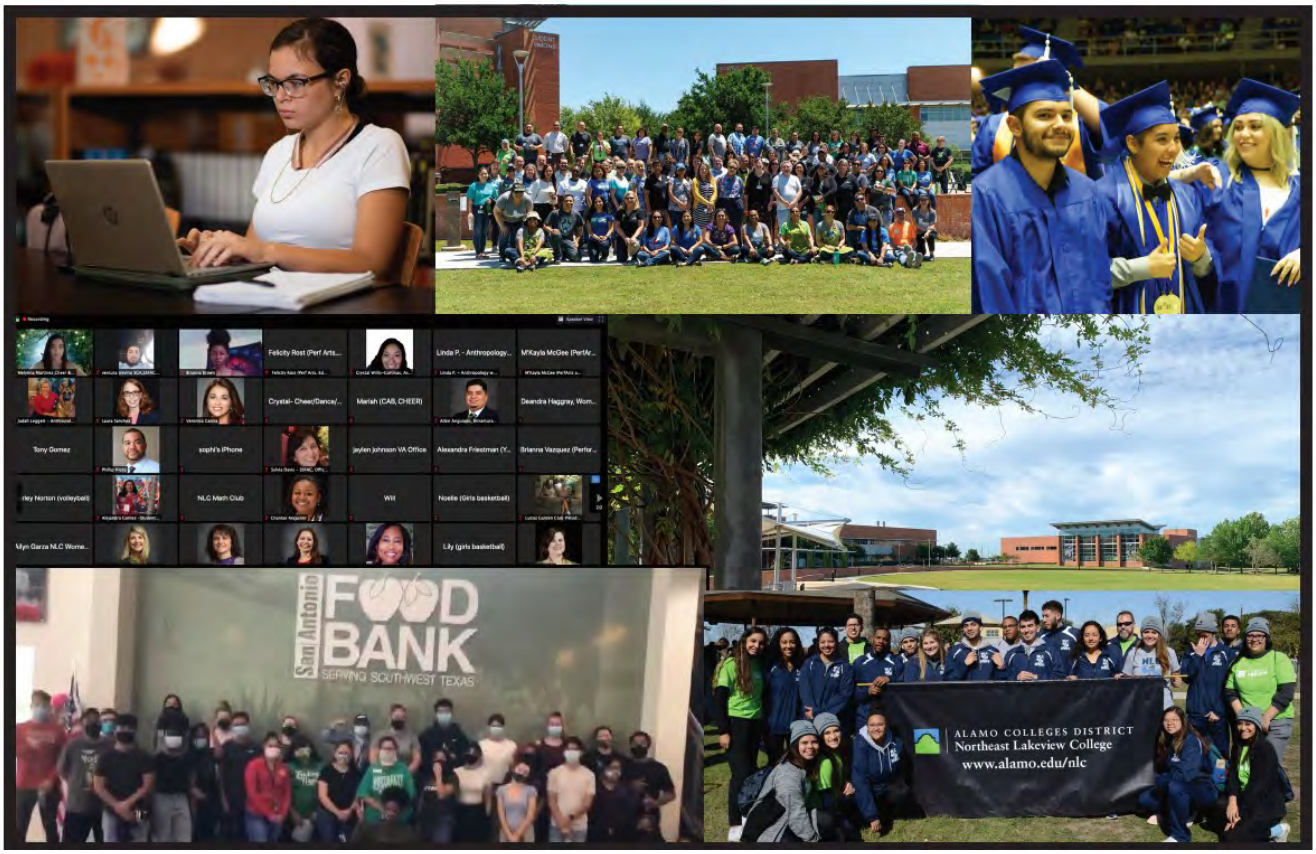
Alamo Community College District

San Antonio, Texas

ANNUAL BUDGET

Fiscal Year 2019-20



Northeast Lakeview College | Northwest Vista College | Palo Alto College | San Antonio College | St. Philip's College

ALAMO COLLEGES DISTRICT

Dare to Dream. Prepare to Lead.

ALAMO COMMUNITY COLLEGE DISTRICT

FY 2019-2020 Annual Budget

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INTRODUCTION

Message from the President

September 2020

It is my pleasure to present the Northeast Lakeview College FY 2019-2020 Annual Budget. This document reflects the dedication and hard work from the college's administrative units: College Services, Student Success, Academic Success, and the Office of the President working toward a goal of student success. Our budget priorities focus on strategic initiatives and key performance indicators some of which include increasing degree completion, enhancing student engagement and support services, and focusing on efficiency to include excellent financial management.

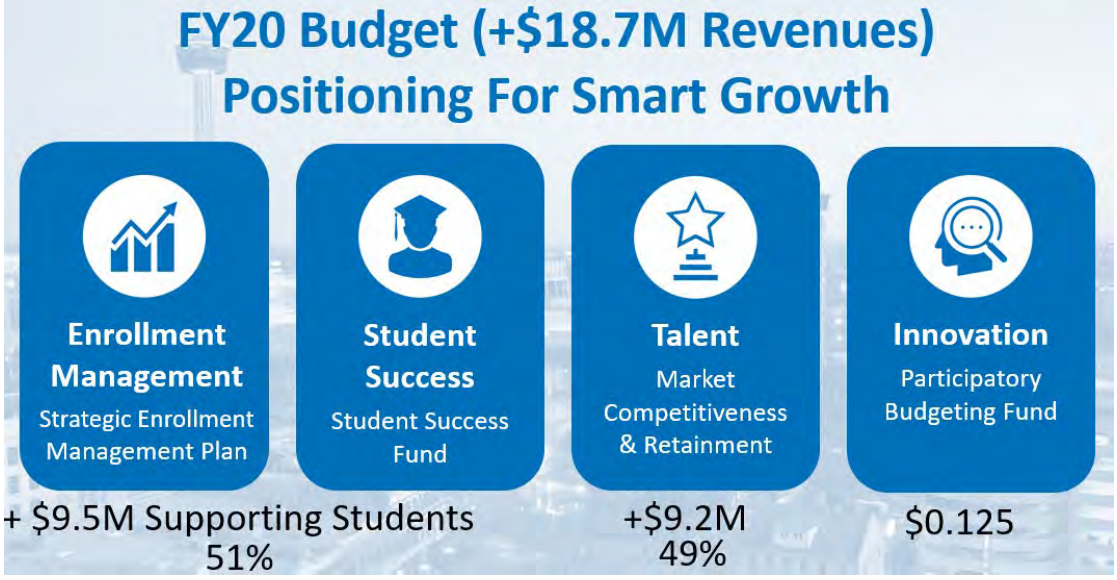
As the newest of the five Alamo Colleges, Northeast Lakeview College provides its students with meaningful learning, academic rigor, and student engagement opportunities in support of their goals and aspirations. Through our state-of-the-art facilities, innovative technology, and wide range of student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

The Northeast Lakeview College budget is guided by the institution's mission, vision, and values. Through the continuous improvement process, budget strategies are reviewed to ensure funding is aligned with strategic initiatives. Our institution remains a good steward of taxpayer dollars with a consistent high positivity rate in inventory management, at 99.97% in 2019. Additionally, we continue to expand the utilization of our college facilities and most recently, partnered with several organizations to became a site for youth sports games. Some of these include I-9 sports and Rhythm Basketball. Additionally, NLC hosted the Amateur Athletic Union (AAU) Basketball Tournaments.

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

Sincerely,

Dr. Veronica Garcia, President
Northeast Lakeview College



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

- Economic Impact Study: In October 2018, the results of an Economic Impact Study verified the positive impact the Alamo Colleges District has on its students, taxpayers and community. Most impressively, the study showed that a graduate from one of our five colleges with an associate degree would earn $9,400 more per year, and $400,000 more in a working lifetime, than someone with only a high school diploma.
- Baldrige Award: The Alamo Colleges District was recognized as a recipient of the 2018 Malcolm Baldrige National Quality Award and is the only community college to earn the award in its 32-year history.
- Fresh Start Program: In keeping with our vision, the Alamo Colleges District launched a Fresh Start program in order to reach the nearly 270,000 adults in our area with some college and no degree. In Fall 2019, students who attended one of our colleges and left owing a balance of $500 or less, were able to re-enroll and work toward completing their educational goals.
- AlamoONLINE and E-Rate: AlamoONLINE, which launched in 2018, allows students to earn a degree or certificate online. The Board of Trustees also approved a new E-Rate tuition that took effect in Fall 2019 that allows students who are outside Bexar County and wish to take courses in a fully online program to pay less than the out-of-district tuition. Both of these programs will help out-of-district students who want to enroll in an online program and allow the Alamo Colleges to lead online learning in our region.
- New District Support Operations (DSO) Building: For the first time, all district employees are housed together in one central location, allowing for enhanced engagement and collaboration while providing space for conferences, workshops and community meetings. With new opportunities like our Collaborating for Student Success breakfasts, we have been energized by the level of engagement and collaboration taking place in our beautiful new building.
- AlamoPROMISE: With funds in the FY20 budget to provide initial support, the district launched a new program - AlamoPROMISE. As last-dollar funding, AlamoPROMISE covers the gap between financial aid and the cost of tuition and mandatory fees for graduating high school seniors in Bexar County. 25 participating high schools will be part of Phase 1; Phase 2 will include all public high schools in Bexar County. Launch events took place in October and November 2019 at high schools across San Antonio, and over 5,000 students have signed up to "Save Your Seat" at one of our five colleges.

- Updated Strategic Plan: Shaped by our commitment to collaboration, the district also updated its *Strategic Plan—Our Voices. Our Vision. Our Plan.*, with input from 1,300 students, employees, and community members. It will serve as a roadmap for the district's future progress and continued success.
- Award from the Hispanic Association of Colleges and Universities (HACU): The Alamo Colleges District was honored by HACU with the national 2019 Outstanding HACU-Member Institution award. This recognition acknowledges the Alamo Colleges District's commitment to providing access to all residents of our diverse community and providing student excellence in education

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

Mission

Empowering our diverse communities for success.

Vision

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

Values

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

As we move forward through FY20 and the years to come, I am confident that we will continue our mission of empowering our diverse communities for success. Many thanks to the Alamo Colleges District family for their continued dedication and contributions in helping our students achieve their educational goals.

In Service,

Dr. Mike Flores
Chancellor

Organizational Description (Who We Are)

Northeast Lakeview College (NLC), established in January 2007 is one of the five colleges of the Alamo Community College District. It serves students from the areas eleven Metrocom Communities and northeast San Antonio, Bexar, Comal and Guadalupe Counties. The College traces its beginnings back to 1996 as the Northeast Learning Center, an extension of St. Philip's College. Due to its growth, the Learning Center closed in 2001 and reopened as Northeast Campus in a larger location as a joint collaboration between St. Philip's College and San Antonio College. St. Philip's College discontinued offering classes at the College in 2009. Due to continued enrollment growth and as a result of the 2005 Bond election, a permanent $125 million campus was constructed and opened in fall 2008. The campus sits on 267 acres with approximately 370,000 square feet of academic space. The College has stable enrollment of more than 6,500 students.

The College, as a member of Alamo Colleges, manages its capital assets as well as administers and conducts its educational services under its own organizational structure. The District supports the College by managing debt and investments, acquiring capital assets, assessing and collecting property taxes, and allocating State of Texas appropriations. The College's administration and staff direct their own budget, as approved by the Board of Trustees of Alamo Colleges, and make decisions regarding the funds provided to them or generated by them in conducting these educational activities. These educational activities include the development of curriculum, the hiring of faculty and staff within Alamo Colleges' guidelines and the delivery of educational and student support services.

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.

Northeast Lakeview College, a comprehensive two-year college, is dedicated to providing quality education to the people of Bexar and surrounding counties. In addition to offering the following degrees: Associate of Arts, Associate of Arts in Teaching, Associate of Science, Associate of Applied Science; NLC also offers certificate programs.

Students are taught by highly qualified faculty with Master's and Doctorate degrees committed to creating a learning centered environment. Student services include counseling, computer labs, tutoring services, financial services, disability support services, veterans' services, advocacy support, transfer services and job placement.

The College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate degrees. Students of the College completing the core curriculum approved by the Texas Higher Education Coordinating Board are guaranteed their credits will transfer to public colleges and universities in Texas. Northeast Lakeview College's Transfer Center is committed to assisting students with making a smooth transition into baccalaureate degree programs. NLC has established articulation agreements/partnerships with a number of colleges/universities to help facilitate the transfer process.

Economic Conditions and Outlook

The College is in the Northeast part of San Antonio and Bexar County located along the I-35 Corridor toward Austin in an area known as the Metrocom. The Metrocom is comprised of eleven small cities with a combined population of over 155,000 according to the Northeast Partnership for Economic Development. The Metrocom area has grown over the last few years and the growth pattern is expected to continue. Randolph Air Force Base, a stable presence in this area since opening in 1930, unites the cities and currently has over 17,000 personnel on its base. The area provides affordable housing, low tax rates, opportunities for growth, award winning school districts, a skilled work force and the College contributes convenient, affordable higher education. The College location, among growing suburban communities who share a common goal of economic development and quality of life for their citizens and businesses, enhances the College's potential for success. The College supports the local independent school districts and provides the home for the Judson Early College Academy, a unique partnership with Judson Independent School District that allows students to complete an associate's degree while earning their high school diploma at no cost to the student.

Because the College is a member of the Alamo Community College District, economic conditions that impact the District inherently impact the College. Operating revenues to Alamo Colleges District are from three main sources—tuition and fees, ad valorem taxes, and state appropriations.

The Five Colleges of the Alamo Colleges District

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

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

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

Since receiving accreditation from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) in 2017, Northeast Lakeview College has quickly expanded its services and programs. In 2019, the College welcomed its first students into its new Associate of Applied Science Degrees in Information Technology- Network Administrator and Information Technology- Cyber Defense. Additionally, in January, NLC launched the Logistics & Supply Chain Management program, followed by being the first college within the Alamo Colleges District to offer the Digital Marketing & Social Media Program.

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

Opening its Nighthawks Nest Advocacy Center, Northeast Lakeview College enhanced integrated services and resources to students to address mental health, emotional and socio-economic need. Some of the services of the Nighthawks Nest Advocacy Center include Food Pantry, financial literacy, and counseling.

Northeast Lakeview College continues to increase both its enrollment and completion and graduation rates. The college has exceeded its SMART growth goal of 443 graduates for FY 20. At 671 graduates, this demonstrates a 73% increase from 2019. And increased core completers from 463 in 2018-2019 to 1047 in 2020, demonstrating a 226% increase.

With a continued focus on civic engagement, Northeast Lakeview College partners with local agencies to provide support services to its students and the community in which it serves. NLC Career Services collaborated with Randolph-Brooks Credit Union to host a virtual externship series where students participated in interactive sessions hosted by various local companies on topics including career development, interviewing, communication skills, financial literacy, auditing, and more. Additionally, the San Antonio Food Bank used NLC as a site for a Pop Up Market. Staffed by volunteers from the College, the drive-up food event helped to support more than 200 families in the community suffering from food insecurities.

During the 2019-2020 academic year, Northeast Lakeview College awarded over $180, 340.77 in scholarship dollars. The amount includes awards from existing NLC and Alamo Colleges District Foundation scholarships, and $6500 in new scholarship dollars from the 11 smaller Metrocom cities in NLC's service area and donations from two area community organizations (The Rotary Club and Tri-County Chamber of Commerce). These scholarships help to remove some of the financial barriers of a college education to positively impact a student's future.

Northeast Lakeview College continues its partnership with local ISD's as part of its Adopt-A-School initiative that brings the college experience to students at all levels along the educational pathway (from Pre-K to high school). In 2019-2020, NLC adopted Candlewood Elementary in Judson ISD and Woodstone Elementary in Northeast ISD, schools in two of NLC's largest feeder school districts. The project included college campus visits, participating in career fairs at the adopted schools, and a Valentine's Day event that included a visit by the College mascot and story time. Additionally, members of the Males Excellence Network (Men) of NLC provided mentoring to students in the adopted schools. The initiative helps develop an understanding of

college and the importance of setting goals. Getting students interested, informed and engaged in college as early as possible is the main goal of this initiative, as research indicates the more students become engaged in the college experience, the more likely they will succeed.

Awards and Acknowledgements

Northeast Lakeview College was Named a 2020 Most Promising Places to Work in Community Colleges. The recognition is given by the National Institute for Staff and Organizational Development (NISOD) and Diverse: Issues in Higher Education and recognizes Northeast Lakeview College's best-in-class student and staff recruitment and retention practices, inclusive learning and working environments, and meaningful community service and engagement opportunities. The award also recognizes an institution's exceptional commitment to diversity (including race/ethnicity, gender, sexual orientation, disability, age, class, veterans, and thought). This is a national award with recipients being selected from across the country. Northeast Lakeview College received the same recognition in 2019.

Northeast Lakeview College received Performance Recognition from the Quality Texas Foundation (QTF) at the Progress Level. Achieving recognition at the Progress Level indicates substantial progress toward institutionalizing an effective, systematic approach to organizational management, with good performance levels and trends evaluated against industry standards. NLC began its journey with the Quality Texas Foundation in 2016 and received Pioneer Recognition from the organization, Engagement Level Recognition in 2018, Commitment Level in 2019, and most recently, Progress Level recognition in 2020. The Quality Texas Foundation assists organizations with continuous improvement efforts by utilizing the Baldrige Framework and since 1993, QTF has administered the Texas Award for Performance Excellence (TAPE) as an independent non-profit corporation. The next step for NLC is to submit an application for The Texas Award for Performance Excellence (TAPE).

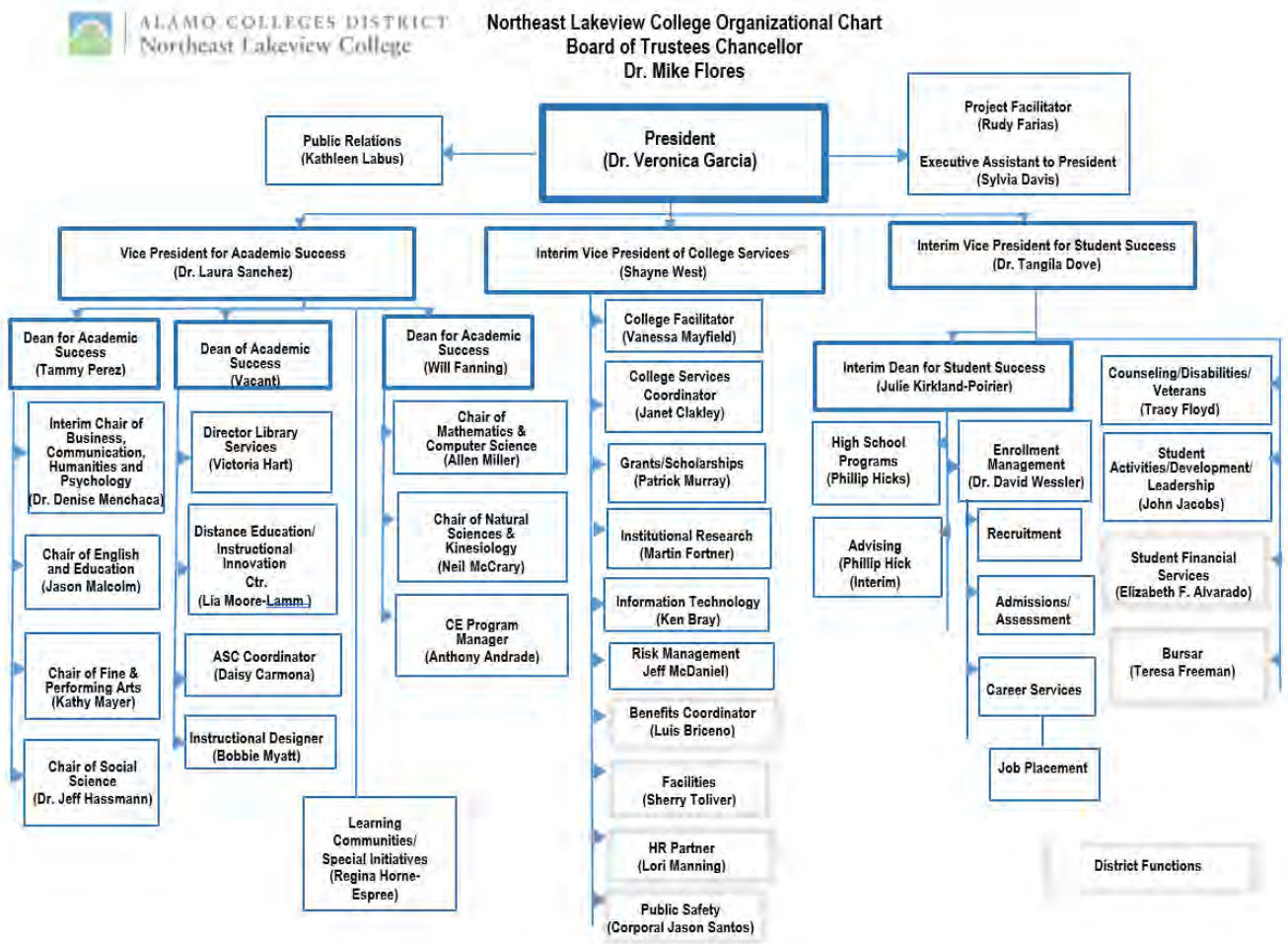
The Marketing & Strategic Communications Office at Northeast Lakeview College received recognition from the National Council for Marketing and Public Relations (NCMPR). They received two awards for digital design and video. NCMPR is a professional organization that represents the fields of marketing and public relations for community and technical colleges. Since 2008, this office has received more than 12 recognitions and awards from this organization.

The Beta Sigma Delta chapter of Phi Theta Kappa at Northeast Lakeview College was named a 2020 REACH Chapter and will receive special recognition in the form of 5 Phi Theta Kappa graduation stoles that will be sent directly to your chapter's advisor. These stoles can be distributed to chapter officers or members to be worn during graduation and to keep in celebration of their college completion milestone. The recognition is part of PTK's **REACH Rewards** program, which celebrates and rewards Phi Theta Kappa chapters excelling in membership development. Additionally, the chapter utilized more organization benefits, including scholarships and increased opportunities for engagement with peers and faculty on campus — which lead to higher rates of completion.

The Northeast Lakeview College Academic Support Center was recognized by The College Reading & Learning Association awards ITTPC program. CRLA authorizes the Academic Support Center to issue certificates to tutors meeting its CRLA-approved requirements for the following program certification level(s): **Level I Certified Tutor.** NLC continues to excel and provide outstanding support to its students.

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

Organizational Structure/Organizational Governance



Northeast Lakeview College Departments

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

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

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

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

Division Descriptions of the Alamo Colleges

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 desriptions.

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.

Northeast Lakeview College Strategic Plan

Goal I: Quality Teaching, Learning, and Student Success

Objective I: Enhance Learning

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

Strategies

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

Objective II: Enhance Student Support and Engagement

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

Strategies

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

Objective III: Enhance Quality Teaching

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

Strategies

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

Goal II: Respect, Value and Empower People

Objective I: Respectful Inclusive Culture

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

Strategies

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

Objective II: Employee Development and Recognition

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

Strategies

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

Goal III: Enrich Internal and External Community Engagement and Communication

Objective I: Communication and Engagement

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

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

Objective II: Skills Development
Engage with our community to provide a skilled workforce.

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

Objective III: Civic Responsibility and Cultural Awareness
Encourage a culture of civic responsibility and cultural awareness.

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

Northeast Lakeview College Strategy Map

ALAMO COLLEGES DISTRICT
Northeast Lakeview College

Alamo Colleges Strategy Map

Northeast Lakeview College

Achieving our Stakeholder Imperatives by 2020

Mission: Empowering our Diverse Communities for Success. Vision: The Alamo Colleges will be the Best in the Nation in Student Success and Performance Excellence.

Stakeholder Imperative	Strategic Objectives (Alamo Way)	Six Key Strategic Priorities and Strategies	Measure of Success	Baseline	15/16 FY2016 Target	15/16 FY2016 Actual	16/17 FY2017 Target	16/17 FY2017 Actual	17/18 FY2018 Target	17/18 FY 2018 Actuals	18/19 FY2019 Target	18/19 FY2019 Actuals	19/20 FY2020 Target
Texas THECB 60X30: At least 60% of Texans ages 25-34 will have a postsecondary credential or degree by 2030 San Antonio SA 2020: Ensure 50% of adults in San Antonio will have earned a two-or four-year degree by 2020 AC2020 TARGET: 55,000	Student Success Approaches: • Achieving the Dream • MyMAP • AlamoPREP • AlamoREADY • I-BEST • Equity • "Welcome Home" • AA/AS Employability Gap Principle-Centered Leadership Approaches: • Seven Habits • Five Imperatives • Maximizing Employee Talent Performance Excellence Approaches: • Baldrige Excellence Framework • Project Management • Communication and Change Management • Continuous Improvement (FOCUS PDCA) • 4DX	1. Completion • 4DX • Automatic Degree Awards • Reverse Transfer • 45 hours to Completion • Core Completion • Advanced Certificates • High Risk Courses	WIG: Degrees and Certificates Awarded	80	90	124	136	141	154	305	350	385	400
			Three-Year FT FTIC Graduation Rates	6.6%	8.5%	22.7%	24.5%	30.8%	24.7%	24.0%	26.0%	23.3%	28.0%
			Reduction in High-Risk Courses	9	8	11	11	11	10	11	10	8	10
			Overall Score - Community College Survey of Student Engagement (CCSSE)	47.2	48	N/A	49	46.6	N/A	N/A	50	Pending 8/19	50
			Number of Students Awarded Internal Scholarships	210	231	187	446	305	446	252	300	175	350
		2. AlamoADVISE • Advising Ratio • Mentoring Model • 100% Advising • Milestones Achieved • Career Advising	Student-to-Advisor Ratio	900/1	450/1	839/1	702/1	434/1	702/1	416	350/1	308/1	350/1
			Number of Advisors Certified	5	15	11	15	6	15	8/11	11	14	17
			Percentage of Students with Formal Academic Plan/Institute	93%	95%	68%	78%	n/a	80%	65%	80%	74%	85%
			Percentage of Students with Personal Mission Statement	0	95%	68%	78%	23%	80%	82%	85%	65%	87%
			Percentage of Students with Non-Academic Transcript	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			Percentage of students meeting with Advisor at 15 hours	0	N/A	N/A	83%	4%	87%	27%	50%	78%	80%
			Percentage of students meeting with Advisor at 30 hours	0	N/A	N/A	93%	4%	95%	34%	50%	78%	80%
			Percentage of students meeting with Advisor at 45 hours	0	N/A	N/A	87%	3%	93%	23%	50%	84%	80%
			Percentage of students taking a student success course within their first semester of attendance	60%	75%	65%	79%	94%	89%	67%	70%	85%	72%
			Percentage of Students Satisfied with Advising	86%	86%	CCSSE not administered	80%	91%	CCSSE not administered	91	93%	94%	95%
		3. AlamoINSTITUTES • Build the Pathways • Students in an Institute • Career Placement	Average Semester Credit Hours Attempted by Graduates	80	75	78	76	81	76	80	75	77	70
			Percentage of Technical Degree Students Employed or Enrolled Within 6 Months of Graduation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			Degrees Awarded in Critical Field Occupations	1%	2%	7.2	7%	5%	7%	N/A	N/A	N/A	N/A
			Percentage of Students in Good Standing: Graduated, Transferred, Still Enrolled (by FTIC Cohort)	79.6%	80.5%	81.8%	83.4%	81.8%	83.4%	80.0%	83.0%	79.3%	85.0%
			Student Loan Default Rate	N/A	N/A	N/A	N/A	N/A	N/A	11.90%	11.00%	10.90%	10.50%
			Percentage of Students Transferring to University	27.8	30	27.9	31	34.2	29	40.2	47	43.4	48
		4. AlamoENROLL • Enrollment Mgmt. • Alamo Colleges Online • Prior Learning Assessment	Overall Enrollment (Fall Credit Headcount)	5,131	5,137	5,137	4,854	4,854	5,223	5,327	5,370	5,845	6,433
			Overall Enrollment (Fall Non-Credit Headcount)	261.0	350.0	404.0	424.0	266.0	425.0	552.0	570.0	549.0	575.0
			Average Number of Fall Credit Hours Attempted	5.9	6.3	6.6	6.6	6.6	6.8	6.7	7.0	7.5	7.6
			Percentage of students completing the appropriate college-level math course within their first two semesters of attendance	19.8	20.0	26.6	30.0	30.3	30.0	32.2	35.0	43.0	39.0
			Percentage of students completing the appropriate college-level English course within their first two semesters of attendance	42.6	50.0	64.5	63.0	60.5	63.0	68.0	68.0	63.3.	71.0
			Fall-to-Fall Persistence Percentage	54.5	57	64.4	53.9	52.7*	54.6	65.8	68	62.9	71
			Market Penetration Percentage (District)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		5. Dual Credit • Number of ECHS • Academy Growth • Dual Credit Growth • NEW Dual Credit Certificate	Overall Dual Credit Enrollment	0	0	0	0	0	0	0	800	819	900
			Number of Early College High Schools (ECHS)	1	1	1	4	4	4	1	1	1	1
			Alamo Academies Enrollment	TBD	TBD	N/A	TBD	TBD	TBD	TBD	N/A	0	TBD
			Dual Credit Certificates	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
			Career and Technical Education Enrollment	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		6. Quality • Focus on Students, Customers, and Employees • Financial Sustainability • Accreditation	Overall Score - Personal Assessment of the College Environment (PACE)	3.66	4.00	3.84	4.00	3.84	4.00	3.80	4.00	3.86	4.00
			Noel-Levitz Overall Satisfaction	73%	74%	75%	78%	N/A	79%	76%	N/A	Scheduled Completion 5/20	79%
			Graduation of Transfer Students at Senior Institutions	39%	60%	60%	62%	56%	62%	56%	62%	61.1%	62%
			Composite Financial Index	N/A	N/A	N/A	N/A	N/A	1.99	N/A	N/A	N/A	N/A
			Cumulative Number of Awards - Texas Award for Performance Excellence (TAPE)	N/A	N/A	N/A	N/A	1	1	2	3	3	4
			SACSCOC Accreditation, Candidacy, Reaffirmation	N/A	N/A	N/A	5/5	5/5	5/5	5/5	5/5	5/5	5/5

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

Budget Process and Budget Calendar

Budget planning at the district level and college level is an annual process. This process includes the development of budget allocations using a formal Funding Model (FM) followed by a budget distribution, which is a detailed organizational account distribution process undertaken at the College and DSO levels.

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

In the April/May timeframe Colleges and DSO Units finalize employee position listings and begin preliminary work on the development of detailed budgets based on: strategic objectives, organizational unit needs, educational needs, and College objectives. The District Budget Office (DBO) and the Colleges then prepare initial operating expense budget allocations generated by the Funding Model (FM) which are distributed to each of the Colleges and DSO units. In July, the Board Budget Retreat is held for presentation, review and approval of the budget for the upcoming year. During this retreat, presentations were made on various Smart Growth Priorities including *Growing High Demand Programs, Growing Online Programs, Launching AlamoPROMISE, Advancing Student Advocacy, Implementing the Enrollment Coach Model, Student Success Fund and Innovation Program*, and *FY20 Employee Compensation Strategies*. Subsequently, allocations are made to the Colleges and DSO Units, who then apply their individual processes to fund their Action Plans and organizational priorities.

REVENUES

Formula Funded	Non-Formula Funded	Auxiliary	Other
• State Appropriations • Taxes • Tuition and Fees	• Special Program Tuition • Virtual College of Texas (VCT) • Facilities Rental • Library Fees • Student Activities Fee • Testing Fees • Non-Reimbursable CE	• Bookstore • Vending Commission • Child Care Fees • Natatorium	• Scholarships and Financial Aid • Planetarium Fees • Fine Arts Academy

EXPENSES

Formula Funded	Non-Formula Funded	Auxiliary	Other
• Instruction • Academic Support • Student Services • Institutional Support • Operation & Maintenance	• Special Programs • Distance Learning • Facilities Rental • Library Books • Student Activities • Testing • Non-Reimbursable CE	• Child Care Centers • Natatorium • Faculty Senate & Staff Senate • Food Service • Bad Debt	• Scholarships & Financial Aid • Plant Funds • Planetarium • Fine Arts Academy

Significant steps in the annual budget process leading up to the presentation of the Final Budget to the Board of Trustees are summarized below.

September	October	November	December
• New Fiscal Year begins • After final prior year payroll run – position are "active" in Banner HR and feed labor budget to Finance production budgets • Budget Book planning and build	• Budget Book planning and build continues • Year-end review and December budget amendments preparation	• Budget Book build finalized • In accordance with the state statutes in General Appropriations Act a)Submit adopted budget to State of Texas and b) Budget Book posted to AlamoShare • The Alamo Colleges' District Budget Office coordinates preliminary projections for revenues • Budget versus actual spend reported and reviewed with College Presidents and District Vice Chancellors	• Amendments to the budget, including multi-year roll-over funds, are presented for Board approval
January	**February**	**March**	**April**
• Board Budget Retreat (dates vary) • Budget "kickoff" of next Fiscal Year with Colleges and DSO	•Next Fiscal Year preliminary Formula and non-formula revenues are projected • Budget versus actual spend reported and reviewed with College Presidents and District Vice Chancellors	• In March, The District Budget Office coordinates projections for enrollment, revenue and other key data elements, in collaboration with the campus budget officers • Colleges provide Contact Hour, Enrollment, and non-formula revenue projections. • Board approves T & F schedule for Fall Term • Operating expense budget allocations distributed	• Colleges and Departments verified positions for new budget year • Board of Trustees approve annual compensation increase for faculty, staff and administrators (as applicable) • Colleges and Departments load non-labor information into detailed department level budgets
May	**June**	**July**	**August**
• Colleges and Departments finalize load of labor and non-labor information into detailed department level budgets • Budget versus actual spend reported and reviewed with College Presidents and District Vice Chancellors • By end of May, Chancellor approval of phase 1 "critical hires" by stakeholders and finalizes budget	• DBO balances the Working Operating Budget to allocations • Staffing Management Plan	• Board of Trustees Budget Retreat: Presentation and review of Fiscal Year Operating Budget • Board Approval of Fiscal Year Operating Budget	• Finalize Banner detailed department budgets and roll non-labor to "production" to allow early purchase orders in preparation for Fall term • Board Approval of Fiscal Year All Funds Budget • District Budget Office one day planning retreat

REVENUE AND EXPENSES

Revenue and Functional Expense Alignment

The FY2020 operating budget was developed based on a funding model that aligns the strategic plan with the available resources, driven by key student-data drivers such as student headcount and contact hours. The chart below depicts the major revenue streams and the cost structures they support.

REVENUES						
FORMULA FUNDED	NON-FORMULA FUNDED			PUBLIC SERVICE	AUXILIARY	SCHOLARSHIPS & FINANCIAL
EDUCATION & GENERAL *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** *Library Fines* *Gym Rental Charges* *Facility Rental Charges* *Testing Fees* *Virtual College of Texas (VCT) Fees* *CE Non-Reimbursable*	**PUBLIC SERVICE** *Planetarium Fees* *Fine Arts Acad. Charges*	**DESIGNATED** *Child Care Center Fees* *Natatorium Charges* **NON-DESIGNATED** *Bookstore Commission* *Vending Commission* *Copy Machine Charges* *Parking Permits & Fines*	**SCHOLARSHIPS & FINANCIAL AID** *Earnings*

EXPENSES						
FORMULA FUNDED	NON-FORMULA FUNDED			PUBLIC SERVICE	AUXILIARY	SCHOLARSHIPS & FINANCIAL
EDUCATION & 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** *Library Fines* *Gym Rental Charges* *Facility Rental Charges* *Testing Fees* *Virtual College of Texas (VCT) Fees* *CE Non-Reimbursable*	**PUBLIC SERVICE** *Planetarium Fees* *SA Symphony* *Fine Arts Academy*	**DESIGNATED** *Child Care Centers* *Natatorium* ***AUXILIARY SUPPORTED*** *Intramural* *Food Service*	**SCHOLARSHIPS & FINANCIAL AID**

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

FY20 Revenue Summary

Northeast Lakeview College

THREE YEAR REVENUE SUMMARY

FORMULA REVENUE FOR BUDGET MODELS			
	FY 2018	FY 2019	FY 2020
State Appropriations			
State Paid Benefits			
Tuition - (Exclude CE)	8,528,132	8,810,293	11,075,487
Tuition - CE Reimbursable			
Total Formula Revenue	8,528,132	8,810,293	11,075,487

NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES			
	FY 2018	FY 2019	FY 2020
Instruction	4,500	18,000	-
Public Service	35,000		-
Academic Support	21,100	16,000	16,000
Student Services	127,177	279,667	330,770
Continuing Education	5,000		-
Designated Unrestricted	8,000	10,500	10,500
Total Non-Formula Revenue	200,777	324,167	357,270

TOTAL REVENUES	**$ 8,728,909**	**$ 9,134,460**	**$ 11,432,757**

Northeast Lakeview College

THREE YEAR REVENUE BUDGET

FORMULA REVENUE FOR BUDGET MODELS				
		FY 2018	FY 2019	FY 2020
STATE APPROPRIATIONS				
11X001	State Appropriations E & G			
11X001	State Paid Benefits			
	TOTAL STATE APPROPRIATIONS	-	-	-
TUITION				
	Tuition			
11X001	Tuition - Non Exempt	6,447,832	6,613,535	8,547,222
11X001	Tuition - Exempt	1,413,925	683,456	2,796,357
11X001	Tuition - Exempt Discounts*	(1,482,902)	(768,812)	(3,117,166)
11X001	Tuition Pledged (25%)	2,149,277	2,204,512	2,849,074
11X001	ACOL Revenue		77,603	
	Total Tuition and Tuition Pledged	**8,528,132**	**8,810,294**	**11,075,487**
	TOTAL TUITION	**8,528,132**	**8,810,293**	**11,075,487**
TOTAL FORMULA REVENUES		**$ 8,528,132**	**$ 8,810,293**	**$ 11,075,487**

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

Northeast Lakeview College

THREE YEAR REVENUE BUDGET

NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES				
		FY 2018	FY 2019	FY 2020
11X001	Special Prog Tuition	4,500	18,000	-
11X001	Miscellaneous Revenue			
	TOTAL INSTRUCTION	**4,500**	**18,000**	**-**
11X001	Sales & Services Revenue	35,000	-	-
	TOTAL PUBLIC SERVICE	**35,000**	**-**	**-**
11X001	Library Fines	1,100	1,000	1,000
11X001	Sales & Services Revenue	20,000	15,000	15,000
	TOTAL ACADEMIC SUPPORT	**21,100**	**16,000**	**16,000**
11X003	Student Activity Fee - w/o Exemptions	75,677	223,417	265,770
11X001	TSI Test Fee	32,000	35,000	35,000
11X001	CLEP Test Fee	5,500	5,500	5,500
11X001	Correspondence Test Fee	9,000	10,000	10,000
11X001	Event Booth Rental Revenue	3,500	3,500	3,500
11X001	ID Replacement	1,500	2,250	1,000
11X001	Miscellaneous Revenue	-	-	10,000
	TOTAL STUDENT SERVICES	**127,177**	**279,667**	**330,770**
11X001	CE Special Fee	5,000	-	-
11X001	Other Test Fee	-	-	-
	TOTAL C.E.	**5,000**	**-**	**-**
17XXX	Designated Unrestricted	8,000	10,500	10,500
	TOTAL Unrestrict Scholarships Interest Income	**8,000**	**10,500**	**10,500**
TOTAL NON-FORMULA REVENUES		**$ 200,777**	**$ 324,167**	**$ 357,270**

FY 2019-20 Expense Summary

Northeast Lakeview College

Three Year Operating Expenses by Functional Category

Campus	Equipment and Capital	Operating Expenses	Transfers	Travel	Total
FY 2020					
Instruction	21,650	472,435	-	-	494,085
Academic Support	112,116	350,800	-	68,954	531,870
Student Services	49,100	366,288	-	55,150	470,538
Institutional Support	2,526	377,830	-	96,198	476,554
Transfers	-	-	435,586	-	435,586
Total	**185,392**	**1,567,353**	**435,586**	**220,302**	**2,408,633**
FY 2019					
Instruction	6,750	805,191	-	-	811,941
Academic Support	106,120	420,557	-	50,684	577,361
Student Services	5,000	458,384	-	32,176	495,560
Institutional Support	2,526	345,413	-	93,248	441,187
Transfers	-	-	435,586	-	435,586
Total	**120,396**	**2,029,545**	**435,586**	**176,108**	**2,761,635**
FY 2018					
Instruction	9,250	801,486	-	-	810,736
Academic Support	98,120	438,544	-	43,748	580,412
Student Services	4,000	306,715	-	32,783	343,498
Institutional Support	1,000	316,927	-	74,346	392,273
Transfers	-	-	291,978	-	291,978
Total	**112,370**	**1,863,672**	**291,978**	**150,877**	**2,418,897**

Northeast Lakeview College

Three Year Budget Summary by Functional Category

	FTE SALARY*	OTHER SALARY **	BENEFITS	OTHER EXPENSE	TOTAL BUDGET	%
FY 2020						
Instruction	4,891,216	2,345,221	1,774,784	494,085	9,505,306	50.3%
Academic Support	1,718,412	317,828	579,230	531,870	3,147,340	16.7%
Student Services	2,245,918	165,385	736,486	470,538	3,618,327	19.1%
Institutional Support	1,232,021	78,891	405,456	476,554	2,192,922	11.6%
Transfers	-			435,586	435,586	2.3%
Total	**10,087,567**	**2,907,325**	**3,495,956**	**2,408,633**	**18,899,481**	**100.0%**
FY 2019						
Instruction	4,145,751	2,233,812	1,469,334	811,941	8,660,838	52.0%
Academic Support	1,473,428	256,505	481,154	577,361	2,788,449	16.8%
Student Services	1,769,501	99,751	556,955	495,560	2,921,767	17.6%
Institutional Support	1,018,505	57,947	322,228	441,187	1,839,867	11.1%
Transfers				435,586	435,586	2.6%
Total	**8,407,185**	**2,648,015**	**2,829,671**	**2,761,635**	**16,646,507**	**100.0%**
FY 2018						
Instruction	4,437,311	1,701,848	1,549,638	810,736	8,499,533	51.9%
Academic Support	1,596,402	329,299	537,401	580,412	3,043,514	18.6%
Student Services	1,783,740	100,176	574,470	343,498	2,801,884	17.1%
Institutional Support	966,030	65,433	312,046	392,273	1,735,782	10.6%
Transfers				291,978	291,978	1.8%
Total	**8,783,483**	**2,196,756**	**2,973,555**	**2,418,897**	**16,372,691**	**100.0%**

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

* Approved FTE salaries include three month vacancy credit adjustments by PVC levels. FY20 approved salaries include compensation increase adjustments.

** Other salaries include compensation increase adjustments.

College and DSO Non-Formula

Non-Formula Revenue

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

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

Three Year Staffing Summary

Northeast Lakeview College

Three Year Staffing Summary

	Account Code	FY18 FTE	FY18 Salary	FY19 FTE	FY19 Salary	FY20 FTE	FY20 Salary
Faculty	61001	67.00	4,086,482.00	68.00	4,405,577.00	72.00	4,532,640.00
Non-Instructional Faculty	61003	2.00	110,608.00	1.00	71,988.00	0.00	0.00
Administrators	61011	8.00	988,097.00	8.00	1,031,816.00	8.00	1,031,815.00
Professionals	61012	57.00	3,071,245.00	56.00	3,158,645.00	68.00	3,764,272.00
Classified	61021	34.00	1,202,014.00	35.00	1,270,180.00	38.00	1,329,076.00
Total		**168.00**	**$9,458,446.00**	**168.00**	**$9,938,206.00**	**186.00**	**$10,657,803.00**

Note: FTE is defined as Full-Time Employee in this table.
FTE salaries exclude lapsed salary credit adjustments

NORTHEAST LAKEVIEW COLLEGE
BUDGETED CONTACT HOURS (Used for Workload Allocation)

		FY 2018	FY 2019	FY 2020
1	Agriculture	1,680	-	-
2	Architect and Precision Prod Trades	-	-	-
3	Biology Physical Sci and Sci Tech	220,032	221,149	230,714
4	Bus Mgmnt Marketing and Admin Srvcs	46,296	40,761	41,030
5	Career Pilot	-	-	-
6	Communications	9,072	9,165	8,713
7	Computer and Information Sciences	18,716	18,936	25,153
8	Construction Trades	-	-	-
9	Consumer and Homemaking Ed	60,752	56,103	46,337
10	Engineering	-	-	-
11	Engineering Related	-	-	-
12	Eng Lang Lit Philos Hmnties Intrdsc	350,832	373,159	366,514
13	Foreign Languages	16,080	15,962	21,108
14	Hlth Occ Dent Asst Med Lab AA Nurs	-	-	-
15	Health Occ Dental Hygiene	-	-	-
16	Health Occ Other	7,440	6,167	8,266
17	Health Occupations - Respiratory Therapy	-	-	-
18	Vocational Nursing	-	-	-
19	Mathematics	148,928	222,586	157,770
20	Mechanics and Repairers Auto	-	-	-
21	Mech Repairer Diesel Aviation Trans	-	-	-
22	Mechanics and Repairers-Electronics	-	1,776	7,740
23	Physical Ed and Fitness	11,424	9,901	10,952
24	Protective Service and Public Admin	5,520	7,507	4,040
25	Psychology Soc Sciences and History	394,704	431,967	481,968
26	Visual and Performing Arts	107,312	106,402	103,318
27	Multi Discipline	-	-	-
28	Developmental Education-Math	106,352	35,008	104,843
29	Developmental Ed - Reading/Writing	24,184	7,744	14,651
	TOTAL	**1,529,324**	**1,564,294**	**1,633,117**

Capital Allocations

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

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

1. Estimate amount of capitalized assets that lost a portion of useful life the previous year. The depreciation expense by college for the most recent and available fiscal year is the starting point for the annual allocation. The FY Capital Budget allocation begins with depreciation expense from the prior fiscal year 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 FY19 certified contact hours multiplied by $0.25 per contact hour, which was based on a historical spending analysis.
3. Determine the amount of funding availability to allocate to this budget item. The amount allocated to this item is based on available funding and strategic and operational priorities as identified by the Board of Trustees.

Due to funding limitations, a total of $5,300,000 was allocated for the FY20 Capital Budget. Based on the procedure to identify the estimated amount needed for this item, this allocation represents 83% funded for routine capital expenditures.

Step 1 Depreciation Expense for Furniture & Equipment @ Colleges for Fiscal Year 2019	1,469,689
Step 2 Non-capitalized need (@ $0.25/Contact Hr)	4,900,148
Amount recommended by procedure	6,369,837
Step 3 FY 2019-2020 Budget Allocation	5,300,000
% Funded	83%

STUDENT DATA

Contact Hours

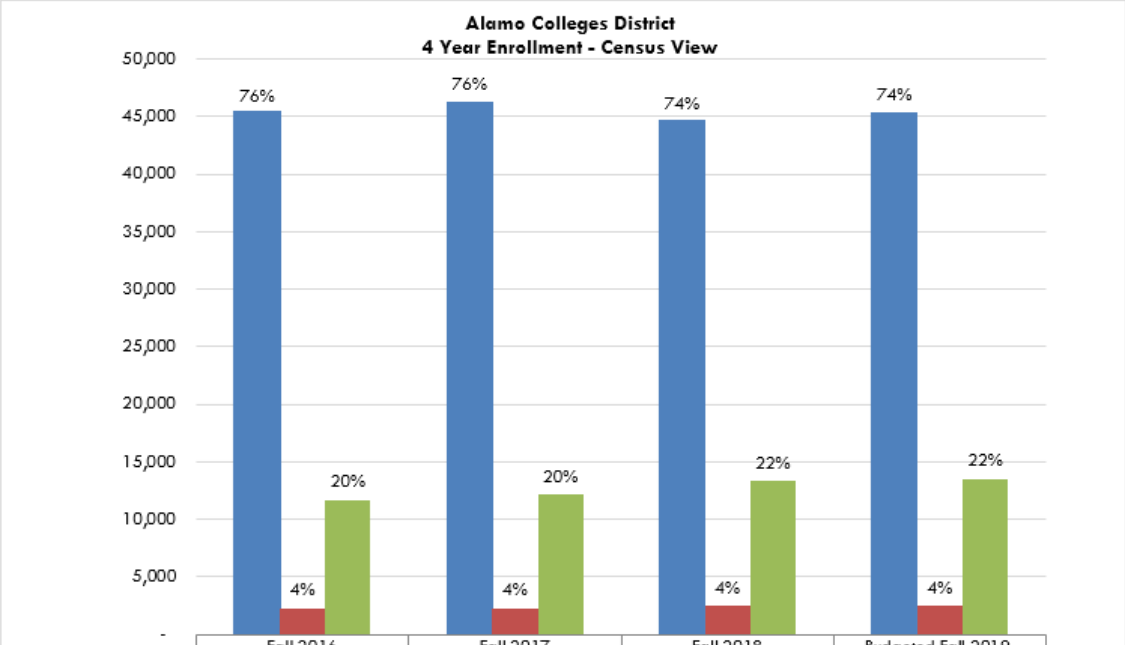
Contact hours and student enrollment are significant drivers of both Revenues and Expenses. Contact hours represent the number of scheduled instruction hours given to students and are the foundation for both state appropriations from the State of Texas and instructional dollars allocated to the Colleges through the funding model. The FY20 budget includes a 2% smart grown increase compared to prior fiscal year.

	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19 Projected	FY20 Budget
Contact Hours	21,475,760	24,248,633	23,539,524	23,493,357	21,504,994	20,734,041	20,175,514	20,151,719	19,952,417	20,346,487	20,210,971	20,645,837

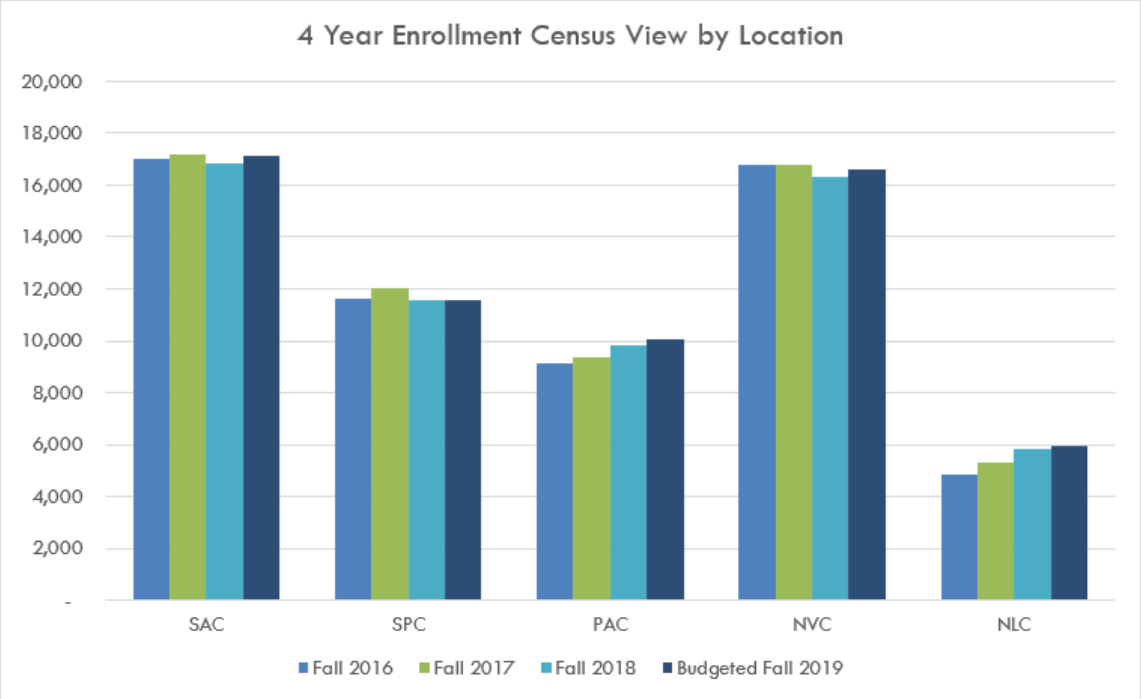
Source: THECB Accountability System
Includes contact hours not funded by State

Enrollment – Census View

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

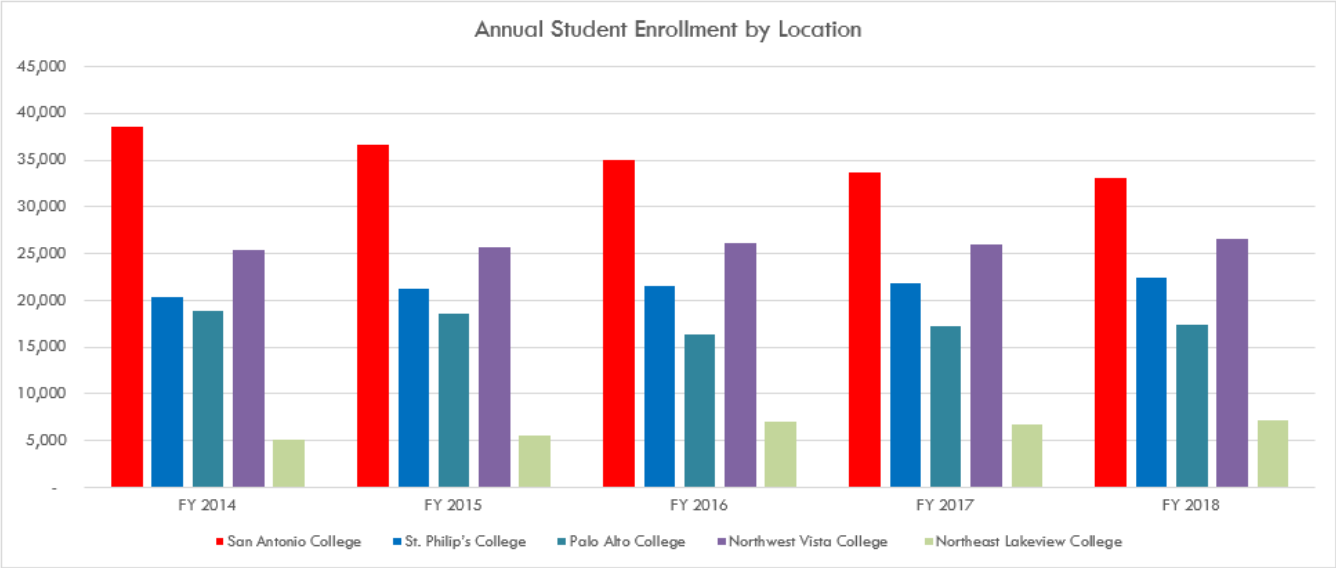


	Fall 2016	Fall 2017	Fall 2018	Budgeted Fall 2019
Non-Exempt	45,407	46,246	44,601	45,281
Exempt - Other	2,273	2,289	2,446	2,486
Exempt - Dual Credit	11,691	12,140	13,338	13,534



Annual Enrollment

Students may also attend courses at more than one college during a term, and will be counted separately at each college, as represented in the following graphs. The charts on the subsequent pages highlight the number of students taking courses at more than one college during the year.



Source: THECB Accountability System

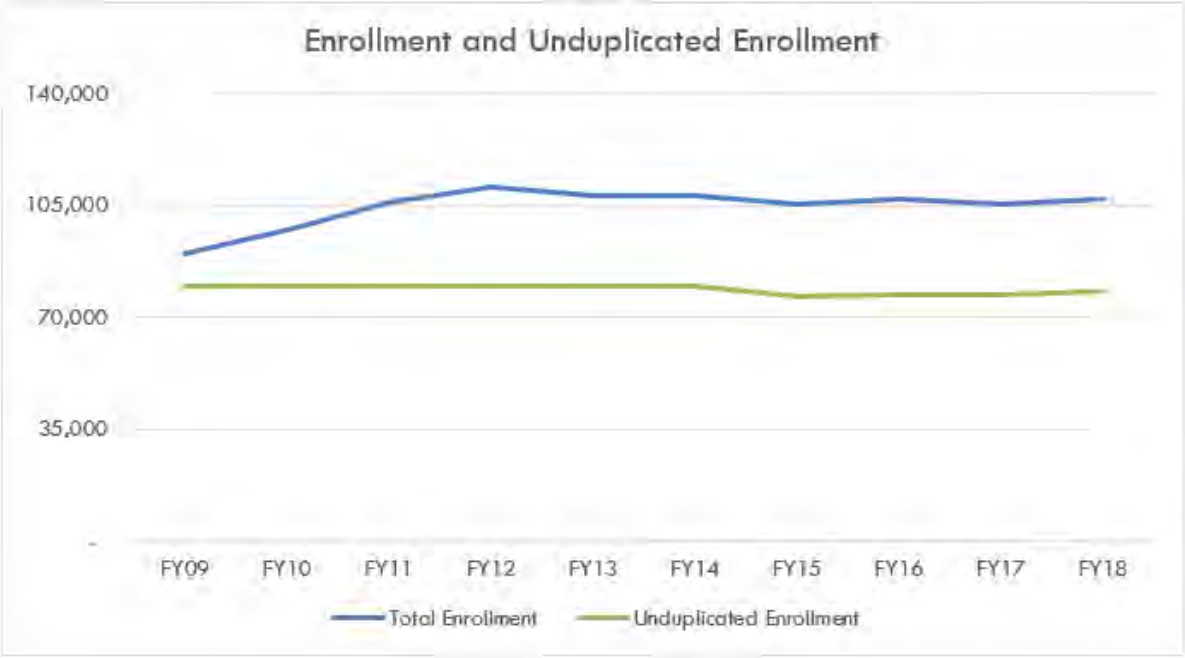
Annual Historical View of Enrollment by Location

Location	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
San Antonio College	38,175	40,122	42,108	43,566	40,168	38,539	36,599	35,079	33,733	33,097
St. Philip's College	17,165	18,661	19,685	20,379	20,591	20,299	21,244	21,492	21,762	22,390
Palo Alto College	14,443	14,733	16,430	18,320	18,851	18,622	16,300	17,297	17,389	17,534
Northwest Vista College	19,094	22,518	23,724	25,292	25,262	25,364	25,654	26,157	25,949	26,543
Northeast Lakeview College	1,011	1,551	3,816	3,031	3,387	5,060	5,504	7,046	6,730	7,156
Total Enrollment	89,888	97,585	105,763	110,588	108,259	107,884	105,301	107,071	105,563	106,720
Unduplicated Enrollment	79,920	79,920	79,920	79,920	79,920	79,920	76,797	77,331	76,984	78,270

Includes Credit and Non-Credit students

Source: THECB Accountability System

Prepared by: Institutional Research and Effectiveness Services (IRES), 2/2019



Includes both credit and non-credit

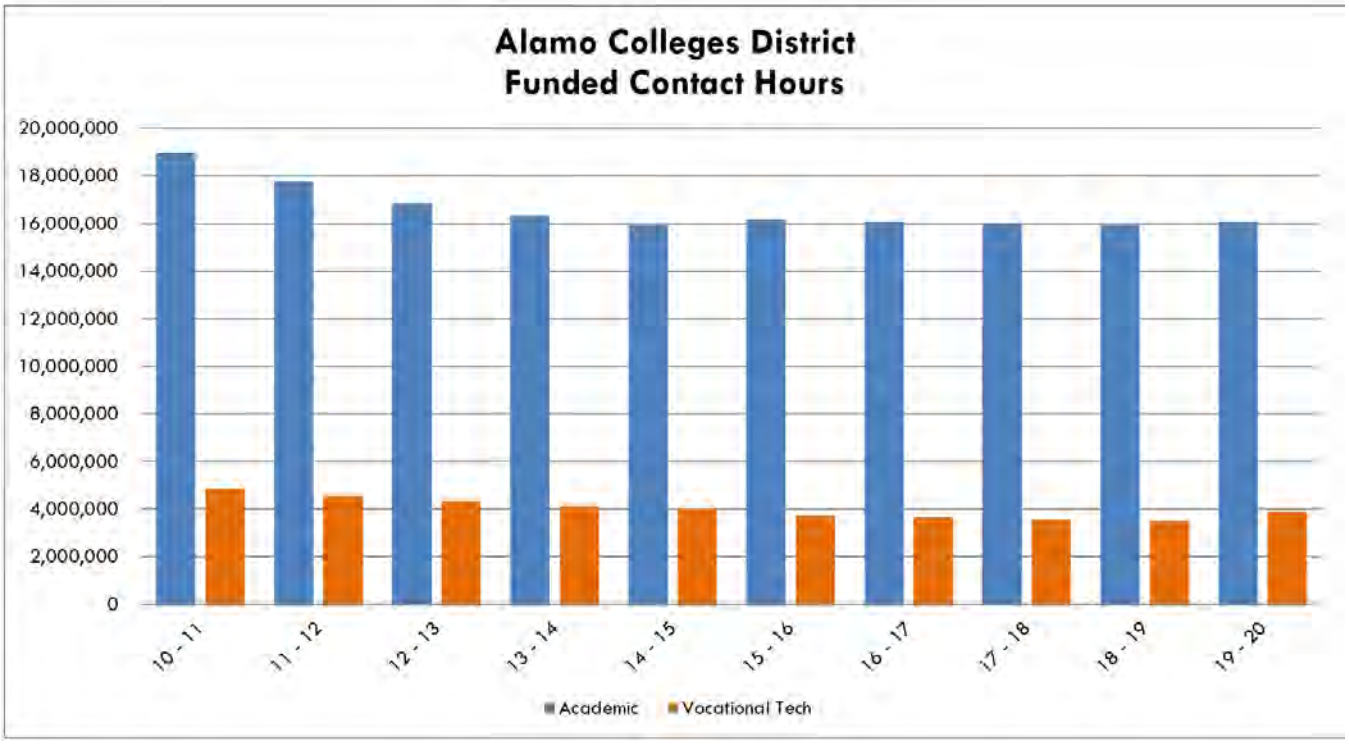
Funded Contact Hours

ALAMO COLLEGES DISTRICT FUNDED CONTACT HOURS				
Fiscal Year	**Academic**	**Vocational Tech**	**Total**	**Inc / Dec**
09 - 10	18,845,612	5,065,508	23,911,120	13.1%
10 - 11	18,969,648	4,838,908	23,808,556	-0.4%
11 - 12	17,767,584	4,568,491	22,336,075	-6.2%
12 - 13	16,850,656	4,345,555	21,196,211	-5.1%
13 - 14	16,338,384	4,126,465	20,464,849	-3.5%
14 - 15	15,932,152	4,008,405	19,940,557	-2.6%
15 - 16	16,189,360	3,701,027	19,890,387	-0.3%
16 - 17	16,073,080	3,655,173	19,728,253	-0.8%
17 - 18	15,966,496	3,573,305	19,539,801	-1.8%
18 - 19	15,912,216	3,503,216	19,415,432	-1.6%
19 - 20	16,066,360	3,863,992	19,930,352	2.0%

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

Sources: CBM004 and CBM00C Data - District IRES Office & THECB 19-20

Note: Voc Tech includes Continuing Education Contact Hours.



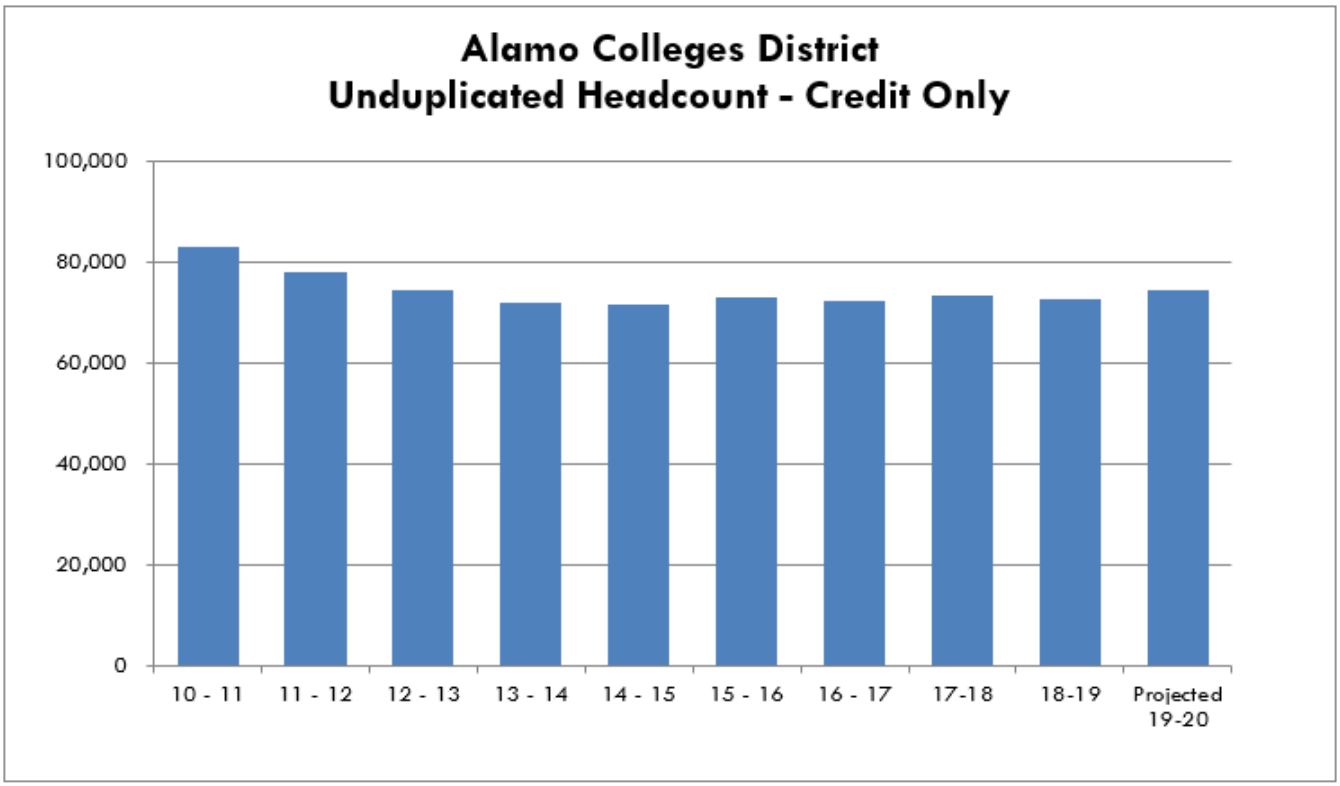
Unduplicated Headcount Enrollment

ALAMO COLLEGES DISTRICT UNDUPLICATED HEADCOUNT - CREDIT ONLY		
Fiscal Year	**Total***	**Inc / Dec**
10 - 11	83,189	-0.6%
11 - 12	78,122	-6.1%
12 - 13	74,666	-4.4%
13 - 14	72,035	-3.5%
14 - 15	71,498	-0.7%
15 - 16	73,173	2.3%
16 - 17	72,256	-1.3%
17-18	73,536	1.8%
18-19	72,862	0.8%
Projected 19-20	74,538	2.3%

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

Sources: CBM001 Data - District IRES Office; FY 19-20 Estimated Smart Growth

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



Headcount vs. Enrollment

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

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

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

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

Student headcount

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

Student enrollment

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

APPENDIX

Department Budget Allocations by College by Functional Categories

Northeast Lakeview College

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
					INSTRUCTION				
NLC General Institutional Costs	115001	850002	1030					4,000.00	4,000.00
NLC Biological Sciences	115001	852162	1030	8.00	522,097.00	218,992.00		28,800.00	769,889.00
NLC Chemistry	115001	852163	1030	3.00	168,804.00	101,776.00		8,300.00	278,880.00
NLC Physics	115001	852164	1030			15,578.00			15,578.00
NLC Geology	115001	852165	1030	1.00	65,894.00	11,416.00		1,100.00	78,410.00
NLC Network Administration	115001	853002	1030	1.00	53,547.00	1,071.00			54,618.00
NLC Information Assur&CyberSecurity	115001	853003	1030	1.00	53,547.00				53,547.00
NLC Accounting-Business-Managemt	115001	852121	1040	1.00	48,132.00	15,289.00		400.00	63,821.00
NLC Business/BCIS	115001	852122	1040	1.00	63,906.00	17,015.00			80,921.00
NLC Journalism	115001	852113	1060			16,506.00			16,506.00
NLC Computer Information System	115001	852154	1070	1.00	76,346.00	6,145.00			82,491.00
NLC CIS Specialty	115001	852206	1070			640.00			640.00
NLC Information Assur&CyberSecurity	115001	853003	1070			11,556.00		8,500.00	20,056.00
NLC English	115001	852102	1090			168.00			168.00
NLC Education	115001	852182	1090	2.00	109,803.00	114,702.00		200.00	224,705.00
NLC Student Services Instruction	115001	851022	1120			4,895.00			4,895.00
NLC English	115001	852102	1120	9.00	559,391.00	279,475.00		450.00	839,316.00
NLC Reading	115001	852103	1120			46,372.00			46,372.00
NLC Humanities	115001	852112	1120	1.00	64,088.00	15,267.00		100.00	79,455.00
NLC Philosophy	115001	852114	1120	4.00	237,181.00	98,647.00		450.00	336,278.00
NLC Speech	115001	852116	1120	4.00	284,816.00	83,538.00		900.00	369,254.00
NLC Foreign Languages	115001	852111	1130	2.00	154,246.00	9,255.00		200.00	163,701.00
NLC Mathematics and COSC	115001	852151	1190	12.00	741,137.00	295,626.00		2,400.00	1,039,163.00
NLC Developmental Math	115001	852152	1190			56,839.00			56,839.00
NLC Kinesiology	115001	852141	1230	2.00	121,287.00	77,160.00		4,100.00	202,547.00
NLC Kinesiology	175001	852141	1230			1,000.00		4,000.00	5,000.00
NLC Network Administration	115001	853002	1230			7,500.00		8,500.00	16,000.00
NLC Economics	115001	852171	1250	1.00	83,973.00	33,309.00		150.00	117,432.00
NLC Geography	115001	852173	1250	1.00	54,142.00	10,737.00		500.00	65,379.00
NLC History	115001	852174	1250	5.00	327,920.00	128,402.00		800.00	457,122.00
NLC Political Science	115001	852176	1250	1.00	47,335.00	106,785.00		1,000.00	155,120.00

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 Government	115001	852177	1250	3.00	179,172.00	2,507.00			181,679.00
NLC Social Sciences	115001	852179	1250			16,177.00			16,177.00
NLC Anthropology	115001	852181	1250			10,785.00		100.00	10,885.00
NLC Psychology	115001	852183	1250	2.00	117,051.00	54,541.00		800.00	172,392.00
NLC Sociology	115001	852184	1250			36,445.00		350.00	36,795.00
NLC Instruction Pool Academic	115001	852012	1260			138,963.00			138,963.00
NLC Art Department	115001	852131	1260	4.00	257,554.00	44,214.00		2,850.00	304,618.00
NLC Dance	115001	852132	1260			1,598.00			1,598.00
NLC Music	115001	852134	1260	1.00	75,977.00	37,935.00		2,300.00	116,212.00
NLC Theatre and Communications	115001	852135	1260			109,736.00		7,100.00	116,836.00
NLC Theatre and Communications	175002	852135	1260			1,000.00		1,500.00	2,500.00
NLC Theatre and Communications	175003	852135	1260			750.00		250.00	1,000.00
NLC Drama	115001	852136	1260	1.00	65,294.00	5,818.00			71,112.00
NLC General Institutional Costs	115001	850002	1270			(65,274.00)	1,773,904.00	218,085.00	1,926,715.00
NLC General Institutional Costs	175001	850002	1270				320.00		320.00
NLC General Institutional Costs	175002	850002	1270				320.00		320.00
NLC General Institutional Costs	175003	850002	1270				240.00		240.00
NLC Consolidated Printers	115001	855007	1270					80,000.00	80,000.00
NLC Institutional Projects	115001	855008	1270			500,000.00		32,900.00	532,900.00
NLC Purchasing Services	115001	855009	1270					73,000.00	73,000.00
NLC Student Services Instruction	115001	851022	1290			353.00			353.00
NLC Developmental English	115001	852101	1290			22,588.00			22,588.00
ACADEMIC SUPPORT									
NLC General Institutional Costs	115001	850002	3010			(125,000.00)	579,230.00	10,000.00	464,230.00
NLC Adjunct Faculty Council	115001	850018	3010					1,500.00	1,500.00
NLC Vice Pres Acad Affairs Office	115001	852001	3010			176,699.00		103,264.00	279,963.00
NLC VPAA Hospitality Account	115001	852003	3010					2,500.00	2,500.00
NLC Distance Learning	115001	852004	3010			88,765.00		4,850.00	93,615.00
NLC Instructional Innovation	115001	852005	3010			50,113.00		1,670.00	51,783.00
NLC Phi Theta Kappa Initiative	115001	852006	3010			500.00		7,500.00	8,000.00
NLC Service Learning Initiative	115001	852007	3010					1,000.00	1,000.00
NLC International Initiative	115001	852008	3010					1,000.00	1,000.00

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 Teach and Learn Comm Initiative	115001	852009	3010					1,000.00	1,000.00
NLC Honors Initiative	115001	852010	3010					1,000.00	1,000.00
NLC Tutoring Services	115001	852011	3010			251,025.00		36,185.00	287,210.00
NLC Academic Affairs	115001	852013	3010			100,079.00			100,079.00
NLC Academic Support	115001	852015	3010			115,210.00		39,550.00	154,760.00
NLC Adjunct Faculty Support	115001	852016	3010			185.00			185.00
NLC College Assessment	115001	852018	3010					21,000.00	21,000.00
NLC Dean of Arts and Sciences Offic	115001	852301	3010			32,801.00		11,414.00	44,215.00
NLC Dean of CE and Workforce Office	115001	853001	3010			102,080.00		13,550.00	115,630.00
NLC Community Program	115001	853006	3010			97,791.00		9,000.00	106,791.00
NLC Learning Resource Ctr Office	115001	854001	3010			533,413.00		199,187.00	732,600.00
NLC Library Fines and Lost Material	115001	854004	3010					1,000.00	1,000.00
NLC Information Technologies	115001	855002	3010			612,579.00		50,700.00	663,279.00
NLC Information Technology	115001	855006	3010					15,000.00	15,000.00
STUDENT SERVICES									
NLC General Institutional Costs	115001	850002	4010			(150,000.00)	722,617.00	10,000.00	582,617.00
NLC General Institutional Costs	115003	850002	4010				13,869.00		13,869.00
NLC VP Student and Admin Services	115001	851001	4010			175,529.00		76,910.00	252,439.00
NLC Assessment and Testing	115001	851004	4010			174,505.00		56,500.00	231,005.00
NLC Admissions and Records	115001	851005	4010			97,808.00		7,800.00	105,608.00
NLC Student Activity Fee-Designated	115003	851006	4010			68,990.00		188,458.00	257,448.00
NLC VPSAS Hospitality Account	115001	851013	4010					5,000.00	5,000.00
NLC Student Activities	115001	851015	4010			142,580.00		6,000.00	148,580.00
NLC Counseling	115001	851016	4010			68,219.00		8,600.00	76,819.00
NLC Student Development	115001	851017	4010			44,608.00		3,000.00	47,608.00
NLC Career ServicesandJob Placement	115001	851018	4010			43,499.00		8,700.00	52,199.00
NLC Recrutment and Retention	115001	851019	4010			221,432.00		19,820.00	241,252.00
NLC Advising	115001	851020	4010			911,072.00		13,000.00	924,072.00
NLC Disability Services	115001	851024	4010			130,904.00		5,000.00	135,904.00
NLC Coor. Student Services Support	115001	851025	4010					1,000.00	1,000.00
NLC Veterans Affairs	115001	851026	4010			94,365.00		33,000.00	127,365.00
NLC Early College High School	115001	851027	4010			173,530.00		8,000.00	181,530.00

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 Welcome Ctr/Call Center	115001	851028	4010			46,385.00		4,000.00	50,385.00
NLC Transfer Services	115001	851029	4010					2,650.00	2,650.00
NLC Job Placement	115001	851030	4010			31,700.00		3,500.00	35,200.00
NLC Dean of Student Success Office	115001	851201	4010			136,177.00		9,600.00	145,777.00
INSTITUTIONAL SUPPORT									
NLC General Institutional Costs	115001	850002	5010			(122,574.00)	405,216.00	7,500.00	290,142.00
NLC General Institutional Costs	175004	850002	5010			750.00	240.00	1,250.00	2,240.00
NLC Office of the President	115001	850003	5010			358,843.00		58,200.00	417,043.00
NLC Hospitality Account	115001	850005	5010					20,750.00	20,750.00
NLC Institutional Advancement	115001	850006	5010			116,186.00		8,800.00	124,986.00
NLC Self Study	115001	850007	5010					60,000.00	60,000.00
NLC Public Relations	115001	850009	5010			306,019.00		71,780.00	377,799.00
NLC Faculty Senate	115001	850010	5010			4,800.00		1,501.00	6,301.00
NLC Staff Council	115001	850011	5010					3,000.00	3,000.00
NLC Green Team Recycling	115001	850012	5010					10,000.00	10,000.00
NLC Professional Development	115001	850013	5010					55,000.00	55,000.00
NLC Employee Development Committee	115001	850014	5010					10,000.00	10,000.00
NLC Safety Initiative	115001	850015	5010					3,000.00	3,000.00
NLC History & Heritage	115001	850016	5010					6,000.00	6,000.00
NLC Strategic Plan	115001	850019	5010					3,000.00	3,000.00
NLC Community Events	115001	850020	5010			3,000.00		57,000.00	60,000.00
NLC Graduation	115001	851023	5010			1,300.00		56,700.00	58,000.00
NLC Disability Services	115001	851024	5010			71,988.00			71,988.00
NLC College Services	115001	855001	5010			407,383.00		25,073.00	432,456.00
NLC Planning and Research	115001	855004	5010			161,953.00		10,500.00	172,453.00
NLC Institutional Support	115001	855005	5010			1,264.00		7,500.00	8,764.00
TRANSFERS									
NLC General Institutional Costs	115002	850002	9425					435,586.00	435,586.00
TOTAL NORTHEAST LAKEVIEW COLLEGE				**72.00**	**$ 4,532,640.00**	**$ 8,462,252.00**	**$ 3,495,956.00**	**$ 2,408,633.00**	**$ 18,899,481.00**

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

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

Department Personnel Register by Functional Categories

FY20 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
			INSTRUCTION							
NLC Biological Sciences	F50948	Instructor	Dania Rossi	115001	852162	61001	1030	100	1.00	50,649.00
NLC Biological Sciences	F50963	Assistant Professor	Erica Cain	115001	852162	61001	1030	100	1.00	58,231.00
NLC Biological Sciences	F50964	Professor	Lisa Erwin	115001	852162	61001	1030	100	1.00	71,688.00
NLC Biological Sciences	F50965	Chair/Assistant Professor	Thomas Mc Crary	115001	852162	61001	1030	100	1.00	84,806.00
NLC Biological Sciences	F50966	Associate Professor	Laura Perry	115001	852162	61001	1030	100	1.00	60,917.00
NLC Biological Sciences	F51034	Associate Professor	Karla Kosub	115001	852162	61001	1030	100	1.00	62,249.00
NLC Biological Sciences	F51039	Associate Professor	Megan Grimsley	115001	852162	61001	1030	100	1.00	64,425.00
NLC Biological Sciences	F51042	Assistant Professor	Susan Kazen	115001	852162	61001	1030	100	1.00	69,132.00
NLC Biological Sciences	C50982	Academic Lab Tech	Caroline Lopez	115001	852162	61021	1030	100	1.00	39,043.00
NLC Biological Sciences Total									**9.00**	**561,140.00**
NLC Chemistry	F50949	Instructor		115001	852163	61001	1030	100	1.00	50,649.00
NLC Chemistry	F50958	Assistant Professor	Marsha Adrian	115001	852163	61001	1030	100	1.00	54,281.00
NLC Chemistry	F50967	Associate Professor	Gina Mealey	115001	852163	61001	1030	100	1.00	63,874.00
NLC Chemistry	C50983	Academic Lab Tech	Joanna Contreras	115001	852163	61021	1030	100	1.00	34,966.00
NLC Chemistry Total									**4.00**	**203,770.00**
NLC Geology	F50991	Professor	Olamide Fagbola	115001	852165	61001	1030	100	1.00	65,894.00
NLC Geology Total									**1.00**	**65,894.00**
NLC Recreation Training Non-reimb	F51037	Instructor	Fabius Bascon	115001	853002	61001	1030	100	1.00	53,547.00
NLC Recreation Training Non-reimb Total									**1.00**	**53,547.00**
NLC Information Assur&CyberSecurity	F50952	Instructor	Isaac Thornsburg	115001	853003	61001	1030	100	1.00	53,547.00
NLC Information Assur&CyberSecurity Total									**1.00**	**53,547.00**
NLC Accounting-Business-Managemt	F50960	Instructor	Joy Moczygemba	115001	852121	61001	1040	100	1.00	48,132.00
NLC Accounting-Business-Managemt Total									**1.00**	**48,132.00**
NLC CAD	F50959	Associate Professor	Matthew Helinski	115001	852122	61001	1040	100	1.00	63,906.00
NLC CAD Total									**1.00**	**63,906.00**
NLC Computer Information System	F50970	Professor	Cuihua Zhang	115001	852154	61001	1070	100	1.00	76,346.00
NLC Computer Information System Total									**1.00**	**76,346.00**
NLC Education	F50950	Instructor	Daisy Carmona	115001	852182	61001	1090	100	1.00	48,169.00
NLC Education	F50974	Associate Professor	Michele Maldonado	115001	852182	61001	1090	100	1.00	61,634.00
NLC Education Total									**2.00**	**109,803.00**
NLC English	F50975	Associate Professor	Anetia Ports	115001	852102	61001	1120	100	1.00	68,294.00
NLC English	F50976	Instructor	Michael Chapman	115001	852102	61001	1120	100	1.00	49,798.00
NLC English	F50977	Associate Professor	Angela Hager	115001	852102	61001	1120	100	1.00	62,563.00
NLC English	F50978	Professor	Carol Bernard	115001	852102	61001	1120	100	1.00	69,829.00
NLC English	F50980	Assistant Professor		115001	852102	61001	1120	100	1.00	64,088.00
NLC English	F50981	Instructor	Cheyenne Adams	115001	852102	61001	1120	100	1.00	55,337.00

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NLC English	F50983	Assistant Professor	Denise Stallins	115001	852102	61001	1120	100	1.00	58,193.00
NLC English	F50984	Chair/Assistant Professor	Jason Malcolm	115001	852102	61001	1120	100	1.00	75,952.00
NLC English	F50985	Instructor	Jennifer Riske	115001	852102	61001	1120	100	1.00	55,337.00
NLC English	C50978	Academic Unit Asst	Jose Gomez	115001	852102	61021	1120	100	1.00	33,427.00
NLC English Total									**10.00**	**592,818.00**
NLC Reading	P50596	Academic Pgm Spec	Aileen Barrientos	115001	852103	61012	1120	100	1.00	45,463.00
NLC Reading Total									**1.00**	**45,463.00**
NLC Humanities	F51023	Assistant Professor	Anthony Lack	115001	852112	61001	1120	100	1.00	64,088.00
NLC Humanities Total									**1.00**	**64,088.00**
NLC Philosophy	F50971	Assistant Professor	Brandon Gillespie	115001	852114	61001	1120	100	1.00	52,038.00
NLC Philosophy	F50995	Professor	Michael McDowell	115001	852114	61001	1120	100	1.00	67,145.00
NLC Philosophy	F51015	Professor	Mark Sadler	115001	852114	61001	1120	100	1.00	69,829.00
NLC Philosophy	F51017	Instructor	Quintin Babaie	115001	852114	61001	1120	100	1.00	48,169.00
NLC Philosophy Total									**4.00**	**237,181.00**
NLC Speech	F50987	Assistant Professor	Barbara Mayo	115001	852116	61001	1120	100	1.00	77,512.00
NLC Speech	F51029	Associate Professor	Jennifer Marks	115001	852116	61001	1120	100	1.00	64,034.00
NLC Speech	F51031	Professor	Argentina Wortham	115001	852116	61001	1120	100	1.00	76,346.00
NLC Speech	F51032	Interim Chair/Assoc Professor	Denise Menchaca	115001	852116	61001	1120	100	1.00	66,924.00
NLC Speech Total									**4.00**	**284,816.00**
NLC Foreign Languages	F50956	Instructor		115001	852111	61001	1130	100	1.00	90,393.00
NLC Foreign Languages	F50986	Associate Professor	Silvia Zecca	115001	852111	61001	1130	100	1.00	63,853.00
NLC Foreign Languages Total									**2.00**	**154,246.00**
NLC Mathematics and COSC	F50951	Instructor	Barbara Smith	115001	852151	61001	1190	100	1.00	51,426.00
NLC Mathematics and COSC	F50969	Chair/Instructor	Allen Miller	115001	852151	61001	1190	100	1.00	76,799.00
NLC Mathematics and COSC	F50979	Professor	Cristella Diaz	115001	852151	61001	1190	100	1.00	76,157.00
NLC Mathematics and COSC	F51003	Instructor	Dianna Torres Lee	115001	852151	61001	1190	100	1.00	54,142.00
NLC Mathematics and COSC	F51004	Assistant Professor	Efrain Guevara	115001	852151	61001	1190	100	1.00	58,052.00
NLC Mathematics and COSC	F51005	Assistant Professor	Martha Vargas	115001	852151	61001	1190	100	1.00	60,971.00
NLC Mathematics and COSC	F51006	Assistant Professor	Zakia Ibaroudene	115001	852151	61001	1190	100	1.00	60,971.00
NLC Mathematics and COSC	F51007	Associate Professor	Jin Ha	115001	852151	61001	1190	100	1.00	66,942.00
NLC Mathematics and COSC	F51008	Instructor	Victoria Rogers	115001	852151	61001	1190	100	1.00	50,649.00
NLC Mathematics and COSC	F51010	Professor	Jose Maldonado	115001	852151	61001	1190	100	1.00	73,350.00
NLC Mathematics and COSC	F51011	Instructor	Amanda Celaya	115001	852151	61001	1190	100	1.00	48,169.00
NLC Mathematics and COSC	F51027	Assistant Professor	Rachid Makroz	115001	852151	61001	1190	100	1.00	63,509.00
NLC Mathematics and COSC	P50604	Academic Pgm Spec	Cherif Ibaroudene	115001	852151	61012	1190	100	1.00	45,501.00
NLC Mathematics and COSC	C50975	Academic Unit Asst	Hollie Cardenas	115001	852151	61021	1190	100	1.00	33,427.00
NLC Mathematics and COSC Total									**14.00**	**820,065.00**
NLC Kinesiology	F50996	Instructor	Vincent Lockhart	115001	852141	61001	1230	100	1.00	54,142.00
NLC Kinesiology	F50997	Professor	Wesley Adams	115001	852141	61001	1230	100	1.00	67,145.00
NLC Kinesiology	C51012	Physical Ed Ctr Spec	Kenneth Hardy	115001	852141	61021	1230	100	1.00	39,043.00
NLC Kinesiology Total									**3.00**	**160,330.00**

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NLC Economics	F50955	Associate Professor	Cyril Morong	115001	852171	61001	1250	100	1.00	83,973.00
NLC Economics Total									**1.00**	**83,973.00**
NLC Geography	F50989	Instructor	Suzanne Stewart	115001	852173	61001	1250	100	1.00	54,142.00
NLC Geography Total									**1.00**	**54,142.00**
NLC History	F50954	Instructor	Judah Leggett	115001	852174	61001	1250	100	1.00	47,335.00
NLC History	F50972	Instructor	Maria Johnson	115001	852174	61001	1250	100	1.00	53,099.00
NLC History	F50992	Chair/Professor	Jeffry Hassmann	115001	852174	61001	1250	100	1.00	93,105.00
NLC History	F50994	Professor	Jianyue Chen	115001	852174	61001	1250	100	1.00	74,730.00
NLC History	F51040	Assistant Professor	Larry Moseley	115001	852174	61001	1250	100	1.00	59,651.00
NLC History Total									**5.00**	**327,920.00**
NLC Political Science	F50957	Instructor	Mohsen Omar	115001	852176	61001	1250	100	1.00	47,335.00
NLC Political Science Total									**1.00**	**47,335.00**
NLC Government	F51018	Professor	Robert Yowell	115001	852177	61001	1250	100	1.00	71,118.00
NLC Government	F51020	Associate Professor	Sabrina Hammel	115001	852177	61001	1250	100	1.00	61,514.00
NLC Government	F51024	Instructor	Jennifer Holmquist	115001	852177	61001	1250	100	1.00	46,540.00
NLC Government Total									**3.00**	**179,172.00**
NLC Psychology	F50973	Assistant Professor	Sara Etchison	115001	852183	61001	1250	100	1.00	57,254.00
NLC Psychology	F51022	Associate Professor	Valerie Young	115001	852183	61001	1250	100	1.00	59,797.00
NLC Psychology Total									**2.00**	**117,051.00**
NLC Instruction Pool Academic	C50992	Academic Unit Asst	Don Carrington	115001	852012	61021	1260	100	1.00	36,297.00
NLC Instruction Pool Academic	C50993	Academic Unit Asst	Frank Olivo	115001	852012	61021	1260	100	1.00	31,200.00
NLC Instruction Pool Academic	C50994	Academic Unit Asst	Yvonne Ramirez	115001	852012	61021	1260	100	1.00	33,427.00
NLC Instruction Pool Academic	C51006	Academic Unit Asst	Veronica Sauceda-Russell	115001	852012	61021	1260	100	1.00	31,200.00
NLC Instruction Pool Academic Total									**4.00**	**132,124.00**
NLC Art Department	F50961	Assistant Professor	James Miller	115001	852131	61001	1260	100	1.00	65,124.00
NLC Art Department	F50982	Associate Professor	Rossie Davis	115001	852131	61001	1260	100	1.00	61,102.00
NLC Art Department	F51035	Associate Professor	Jasmyne Graybill	115001	852131	61001	1260	100	1.00	65,664.00
NLC Art Department	F51036	Associate Professor	Karl Frey	115001	852131	61001	1260	100	1.00	65,664.00
NLC Art Department Total									**4.00**	**257,554.00**
NLC Music	F51012	Chair/Assistant Professor	Katherine Mayer	115001	852134	61001	1260	100	1.00	75,977.00
NLC Music Total									**1.00**	**75,977.00**
NLC Theatre and Communications	C51001	Tech Dir/Auditorium Mgr	Javier Leal	115001	852135	61021	1260	100	1.00	48,923.00
NLC Theatre and Communications	C51010	Tech Dir/Theatre Dept Prod		115001	852135	61021	1260	100	1.00	56,659.00
NLC Theatre and Communications Total									**2.00**	**105,582.00**
NLC Drama	F51038	Assistant Professor	Lisa Fritschle	115001	852136	61001	1260	100	1.00	65,294.00
NLC Drama Total									**1.00**	**65,294.00**
			ACADEMIC SUPPORT							
NLC Vice Pres Acad Affairs Office	A50073	VP for Academic Success	Laura Sanchez	115001	852001	61011	3010	100	1.00	136,458.00
NLC Vice Pres Acad Affairs Office	C51003	Admin Asst to the VP	Alicia Beaudoin	115001	852001	61021	3010	100	1.00	36,776.00
NLC Vice Pres Acad Affairs Office Total									**2.00**	**173,234.00**

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NLC Distance Learning	P50577	Academic Pgm Coord	Lia Moore-Lamm	115001	852004	61012	3010	100	1.00	48,911.00
NLC Distance Learning	P50619	Multimedia Spec, Sr		115001	852004	61012	3010	100	1.00	38,876.00
NLC Distance Learning Total									**2.00**	**87,787.00**
NLC Instructional Innovation	P50614	Instructional Designer	Bobbie Myatt	115001	852005	61012	3010	100	1.00	49,130.00
NLC Instructional Innovation Total									**1.00**	**49,130.00**
NLC Tutoring Services	P50595	Academic Pgm Coord		115001	852011	61012	3010	100	1.00	48,911.00
NLC Tutoring Services	C51002	Spec - Stu Success	Whitney Howard	115001	852011	61021	3010	100	1.00	31,200.00
NLC Tutoring Services Total									**2.00**	**80,111.00**
NLC Academic Affairs	A50076	Dean for Academic Success	Tammy Perez	115001	852013	61011	3010	100	1.00	100,079.00
NLC Academic Affairs Total									**1.00**	**100,079.00**
NLC Academic Support	P50561	Academic Pgm Coord	Regina Horne-Espree	115001	852015	61012	3010	100	1.00	61,977.00
NLC Academic Support	P50562	Academic Spt Spec	Tara Daugherty	115001	852015	61012	3010	100	1.00	50,974.00
NLC Academic Support Total									**2.00**	**112,951.00**
NLC Dean of Arts and Sciences Offic	C51014	Admin Svcs Spec	Laura Farias	115001	852301	61021	3010	100	1.00	32,158.00
NLC Dean of Arts and Sciences Offic Total									**1.00**	**32,158.00**
NLC Dean of CE and Workforce Office	A50069	Dean for Academic Success	William Fanning	115001	853001	61011	3010	100	1.00	100,078.00
NLC Dean of CE and Workforce Office Total									**1.00**	**100,078.00**
NLC Community Program	P50615	CE Program Manager	George Andrade	115001	853006	61012	3010	100	1.00	57,329.00
NLC Community Program	C50972	Admin Svcs Spec	Norma Gutierrez	115001	853006	61021	3010	100	1.00	38,544.00
NLC Community Program Total									**2.00**	**95,873.00**
NLC Learning Resource Ctr Office	A50071	Dean for Academic Success		115001	854001	61011	3010	100	1.00	100,079.00
NLC Learning Resource Ctr Office	P50544	Librarian		115001	854001	61012	3010	100	1.00	42,016.00
NLC Learning Resource Ctr Office	P50547	Librarian	Brandt Van Unen	115001	854001	61012	3010	100	1.00	42,016.00
NLC Learning Resource Ctr Office	P50548	Director of Library Services	Victoria Hart	115001	854001	61012	3010	100	1.00	80,000.00
NLC Learning Resource Ctr Office	P50550	Lead Librarian	Susan Chinoransky	115001	854001	61012	3010	100	1.00	61,214.00
NLC Learning Resource Ctr Office	C50995	Library Asst III	Robert Vaughn	115001	854001	61021	3010	100	1.00	39,043.00
NLC Learning Resource Ctr Office	C50996	Library Asst III	Angela Fondren	115001	854001	61021	3010	100	1.00	39,043.00
NLC Learning Resource Ctr Office	C50997	Library Asst III	Azucena Rodriguez-Guerra	115001	854001	61021	3010	100	1.00	39,043.00
NLC Learning Resource Ctr Office	C51016	Admin Svcs Spec		115001	854001	61021	3010	100	1.00	35,714.00
NLC Learning Resource Ctr Office Total									**9.00**	**478,168.00**
NLC Information Technologies	P50578	Coord College Tech	Leslie Germer	115001	855002	61012	3010	100	1.00	81,421.00
NLC Information Technologies	P50579	Client Spt Spec	Jesus Cardenas	115001	855002	61012	3010	100	1.00	49,259.00
NLC Information Technologies	P50580	Client Spt Spec	Adam Sauceda	115001	855002	61012	3010	100	1.00	49,259.00
NLC Information Technologies	P50581	Client Spt Spec	Rodolfo Fuentes	115001	855002	61012	3010	100	1.00	61,300.00
NLC Information Technologies	P50582	Dir Info Tech	Kenneth Bray	115001	855002	61012	3010	100	1.00	88,267.00
NLC Information Technologies	P50583	Client Spt Spec	Bulmaro Barajas	115001	855002	61012	3010	100	1.00	49,259.00
NLC Information Technologies	P50605	Tech Spt Supv	Alejandro Chapa	115001	855002	61012	3010	100	1.00	48,911.00
NLC Information Technologies	C50988	Help Desk Spec	Joshua Pena	115001	855002	61021	3010	100	1.00	34,966.00
NLC Information Technologies	C50990	Computer Spt Tech	Carlos Galindo	115001	855002	61021	3010	100	1.00	37,774.00
NLC Information Technologies	C51011	Computer Spt Tech	Daniel Breeden	115001	855002	61021	3010	100	1.00	33,427.00
NLC Information Technologies Total									**10.00**	**533,843.00**

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			STUDENT SERVICES							
NLC VP Student and Admin Services	A50068	Interim VP for Student Success	Tangila Dove	115001	851001	61011	4010	100	1.00	136,458.00
NLC VP Student and Admin Services	C51004	Admin Asst to the VP	Nancy Gonzales	115001	851001	61021	4010	100	1.00	30,848.00
NLC VP Student and Admin Services Total									**2.00**	**167,306.00**
NLC Assessment and Testing	P50560	Advisor - Stu Success	Belinda Carter-Newton	115001	851004	61012	4010	100	1.00	39,740.00
NLC Assessment and Testing	P50571	Assoc Dir - Stu Success	David Wessler	115001	851004	61012	4010	100	1.00	57,863.00
NLC Assessment and Testing	P50602	Coord - Stu Success	Sara Leal	115001	851004	61012	4010	100	1.00	51,369.00
NLC Assessment and Testing Total									**3.00**	**148,972.00**
NLC Admissions and Records	C50977	Sr Spec - Stu Success	Betty Davidson	115001	851005	61021	4010	100	1.00	30,848.00
NLC Admissions and Records	C50980	Sr Spec - Stu Success	Cynathia Broadnax	115001	851005	61021	4010	100	1.00	32,387.00
NLC Admissions and Records	C50981	Sr Spec - Stu Success	Kim Brown	115001	851005	61021	4010	100	1.00	31,200.00
NLC Admissions and Records Total									**3.00**	**94,435.00**
NLC Student Activity Fee-Designated	C51000	Intramural Spec	Allen Anguiano	115003	851006	61021	4010	100	1.00	33,323.00
NLC Student Activity Fee-Designated Total									**1.00**	**33,323.00**
NLC Student Activities	P50558	Assoc Dir - Stu Success	Crystal Willis	115001	851015	61012	4010	100	1.00	66,881.00
NLC Student Activities	P50592	Dir Stu Success	John Jacobs	115001	851015	61012	4010	100	1.00	72,903.00
NLC Student Activities Total									**2.00**	**139,784.00**
NLC Counseling	P50575	Pers Counselor - Stu Success	Faye Hallford	115001	851016	61012	4010	100	1.00	66,881.00
NLC Counseling Total									**1.00**	**66,881.00**
NLC Student Development	P50594	Sr Advisor - Stu Success	Chastity Richmond	115001	851017	61012	4010	100	1.00	44,079.00
NLC Student Development Total									**1.00**	**44,079.00**
NLC Career ServicesandJob Placement	P50556	Sr Advisor - Stu Success	Peggy Chavez	115001	851018	61012	4010	100	1.00	42,016.00
NLC Career ServicesandJob Placement Total									**1.00**	**42,016.00**
NLC Recrutment and Retention	P50551	Sr Advisor - Stu Success	Renee Higgins	115001	851019	61012	4010	100	1.00	42,016.00
NLC Recrutment and Retention	P50555	Sr Advisor - Stu Success	Holly Brown	115001	851019	61012	4010	100	1.00	43,037.00
NLC Recrutment and Retention	P50591	Sr Coord - Stu Success	Alejandrina Hernandez	115001	851019	61012	4010	100	1.00	55,525.00
NLC Recrutment and Retention	P50601	College Dir HS Pgms	Phillip Hicks II	115001	851019	61012	4010	100	1.00	75,532.00
NLC Recrutment and Retention Total									**4.00**	**216,110.00**
NLC Advising	P50546	Advising Team Leader	Georgia Flores	115001	851020	61012	4010	100	1.00	61,693.00
NLC Advising	P50557	Certified Advisor	Ofelia Garcia	115001	851020	61012	4010	100	1.00	49,149.00
NLC Advising	P50565	Certified Advisor	Rebecca Teniente	115001	851020	61012	4010	100	1.00	43,037.00
NLC Advising	P50566	Certified Advisor - CP	Michelle Baland	115001	851020	61012	4010	100	1.00	52,520.00
NLC Advising	P50567	Certified Advisor - CP	Kisha Malone	115001	851020	61012	4010	100	1.00	42,016.00
NLC Advising	P50568	Certified Advisor	Sheyla Gonzalez	115001	851020	61012	4010	100	1.00	44,079.00
NLC Advising	P50569	Dir of Advising	Julie Kirkland-Poirier	115001	851020	61012	4010	100	1.00	77,730.00
NLC Advising	P50570	Certified Advisor - CP	Tanisha McGill	115001	851020	61012	4010	100	1.00	42,016.00
NLC Advising	P50572	Certified Advisor - CP	T'Asia Williams	115001	851020	61012	4010	100	1.00	52,520.00
NLC Advising	P50606	Data Analyst - Stu Success	Brandi Solar	115001	851020	61012	4010	100	1.00	51,820.00
NLC Advising	P50607	Certified Advisor - CP	Keren Jimenez	115001	851020	61012	4010	100	1.00	42,016.00
NLC Advising	P50608	Certified Advisor - CP	Jasmine Espinoza	115001	851020	61012	4010	100	1.00	52,520.00

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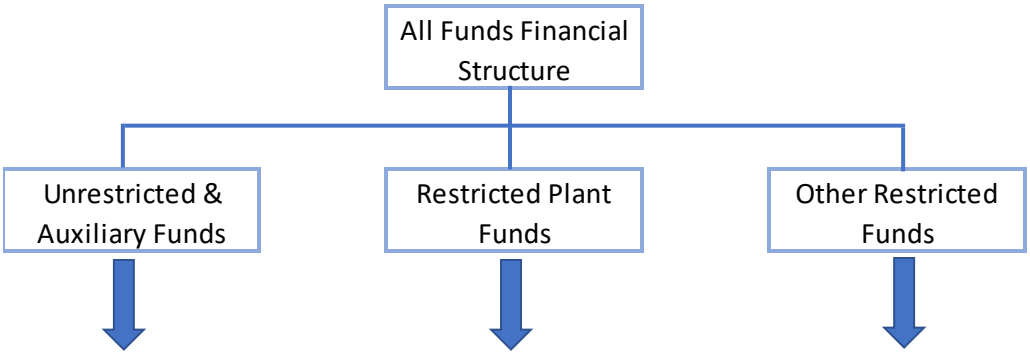
NLC Advising	P50609	Certified Advisor - CP	Ashleigh DuBois	115001	851020	61012	4010	100	1.00	42,016.00
NLC Advising	P50610	Certified Advisor	Charles Glade	115001	851020	61012	4010	100	1.00	43,037.00
NLC Advising	P50612	Certified Advisor - CP		115001	851020	61012	4010	100	1.00	42,016.00
NLC Advising	P50620	Certified Advisor		115001	851020	61012	4010	100	1.00	42,016.00
NLC Advising	P50621	Certified Advisor		115001	851020	61012	4010	100	1.00	42,016.00
NLC Advising	C50973	Advising Team Support Spec	Heather Marks	115001	851020	61021	4010	100	1.00	31,200.00
NLC Advising Total									**18.00**	**853,417.00**
NLC Disability Services	P50543	Advocacy Coordinator - TBD		115001	851024	61012	4010	100	1.00	45,323.00
NLC Disability Services	P50576	Dir Stu Success	Tracy Floyd	115001	851024	61012	4010	100	1.00	75,532.00
NLC Disability Services	C50959	Sr Spec - Stu Success		115001	851024	61021	4010	100	1.00	31,200.00
NLC Disability Services Total									**3.00**	**152,055.00**
NLC Veterans Affairs	P50598	Sr Coord - Stu Success	Rosalinda Almanza-Martinez	115001	851026	61012	4010	100	1.00	61,926.00
NLC Veterans Affairs	C50958	Sr Spec - Stu Success		115001	851026	61021	4010	100	1.00	31,200.00
NLC Veterans Affairs Total									**2.00**	**93,126.00**
NLC Early College High School	P50552	College Coord of HS Pgms	Vanessa DeMont	115001	851027	61012	4010	100	1.00	64,339.00
NLC Early College High School	P50553	College Coord of HS Pgms		115001	851027	61012	4010	100	1.00	52,894.00
NLC Early College High School	P50554	College Coord of HS Pgms	Pamela Gauna	115001	851027	61012	4010	100	1.00	52,894.00
NLC Early College High School Total									**3.00**	**170,127.00**
NLC Welcome Ctr/Call Center	C50961	Sr Spec - Stu Success	Estephani Rodriguez	115001	851028	61021	4010	100	1.00	31,243.00
NLC Welcome Ctr/Call Center	C50998	Admin Asst to the Pres		115001	851028	61021	4010	100	1.00	1,000.00
NLC Welcome Ctr/Call Center Total									**2.00**	**32,243.00**
NLC Job Placement	C50957	Sr Spec - Stu Success		115001	851030	61021	4010	100	1.00	31,200.00
NLC Job Placement Total									**1.00**	**31,200.00**
NLC Dean of Student Success Office	A50075	Dean for Student Success		115001	851201	61011	4010	100	1.00	100,079.00
NLC Dean of Student Success Office	C51015	Admin Svcs Spec	Stephanie Estrada	115001	851201	61021	4010	100	1.00	33,427.00
NLC Dean of Student Success Office Total									**2.00**	**133,506.00**
			INSTITUTIONAL SUPPORT							
NLC Office of the President	A50072	President of The College	Veronica Garcia	115001	850003	61011	5010	100	1.00	222,126.00
NLC Office of the President	P50549	Project Facilitator	Rudy Farias	115001	850003	61012	5010	100	1.00	64,272.00
NLC Office of the President	P50616	Exec Asst to the President	Sylvia Davis	115001	850003	61012	5010	100	1.00	52,895.00
NLC Office of the President Total									**3.00**	**339,293.00**
NLC Institutional Advancement	P50545	Scholarship Coord	Tammy Toney	115001	850006	61012	5010	100	1.00	42,032.00
NLC Institutional Advancement	P50584	Dir of College Grant Dev	Patrick Murray	115001	850006	61012	5010	100	1.00	72,215.00
NLC Institutional Advancement Total									**2.00**	**114,247.00**
NLC Public Relations	P50588	Mktg & Strategic Comms Mgr	Elsa Cantu	115001	850009	61012	5010	100	1.00	80,098.00
NLC Public Relations	P50589	Dir of Mktg & Strategic Comms	Kathleen Labus	115001	850009	61012	5010	100	1.00	78,014.00
NLC Public Relations	P50590	Digital Communications Coord	Thomas Raymond	115001	850009	61012	5010	100	1.00	50,579.00
NLC Public Relations	P50618	Strategic Communications Coord		115001	850009	61012	5010	100	1.00	48,964.00
NLC Public Relations	C50960	Admin Svcs Spec		115001	850009	61021	5010	100	1.00	31,200.00
NLC Public Relations Total									**5.00**	**288,855.00**

FY20 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
NLC Disability Services	P50617	Dir of Student Advocacy Ctr		115001	851024	61012	5010	100	1.00	71,988.00
NLC Disability Services Total									**1.00**	**71,988.00**
NLC College Services	A50074	Interim VP College Services	Shayne West	115001	855001	61011	5010	100	1.00	136,458.00
NLC College Services	P50599	Coord of College Risk Mgmt	William McDaniel	115001	855001	61012	5010	100	1.00	48,487.00
NLC College Services	P50622	Dir College Svcs		115001	855001	61012	5010	100	1.00	61,693.00
NLC College Services	C50984	College Services Coord	Janet Clakley	115001	855001	61021	5010	100	1.00	44,701.00
NLC College Services	C50985	Admin Asst to the VP	Tanya Rhodes	115001	855001	61021	5010	100	1.00	35,715.00
NLC College Services	C50986	College Facilitator	Vanessa Mayfield	115001	855001	61021	5010	100	1.00	53,084.00
NLC College Services Total									**6.00**	**380,138.00**
NLC Planning and Research	P50586	Dir College IR	Martin Fortner	115001	855004	61012	5010	100	1.00	93,951.00
NLC Planning and Research	P50603	IT Data Analyst		115001	855004	61012	5010	100	1.00	66,123.00
NLC Planning and Research Total									**2.00**	**160,074.00**
Total Northeast Lakeview College									**186.00**	**$ 10,657,803.00**

All Funds Financial Structure



Funding Source:
Tuition & Fees
Taxes
State Appropriations
State Funding for Benefits
Other Revenues
Investment Income
Miscellaneous
Auxiliary Revenue

Funding Sources:
Bond Issues
Taxes for Debt Retirement
Federal, State, Local & private Grants
Investment Income
Private Gifts
Transfers from Unrestricted Funds

Other Sources:
Federal, State, Local, & Private Grants
Private Gifts
Investment Income

Funding Uses:
Instructional Cost
Public Service
Academic Support
Plant Operations & Maint.
Scholarships & Exemptions
Transfers to Other Funds
Auxiliary Expenses

Funding Uses:
Instructional Cost
Public Service
Academic Support
Student Services
Institutional Support
Plant Operations & Maint.
Scholarships & Exemptions

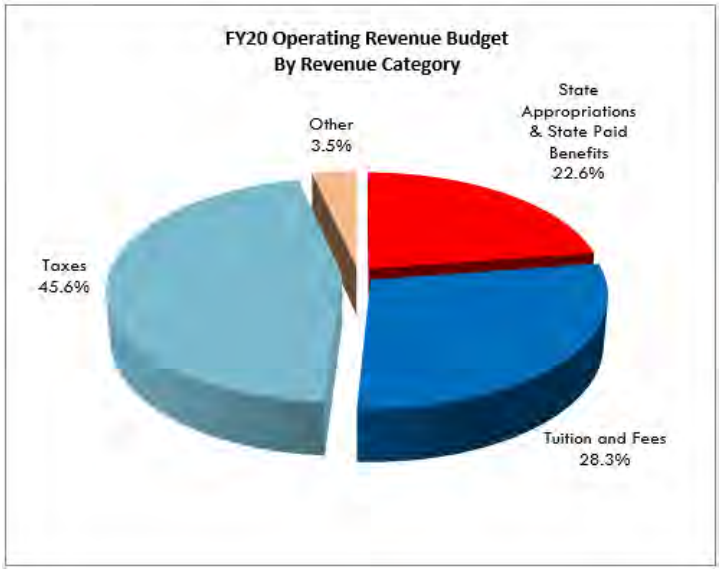
Funding Uses:
Instructional Cost
Academic Support
Student Services
Institutional Support
Plant Operations & Maint.
Scholarships & Exemptions

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.

FY20 Revenue Summary

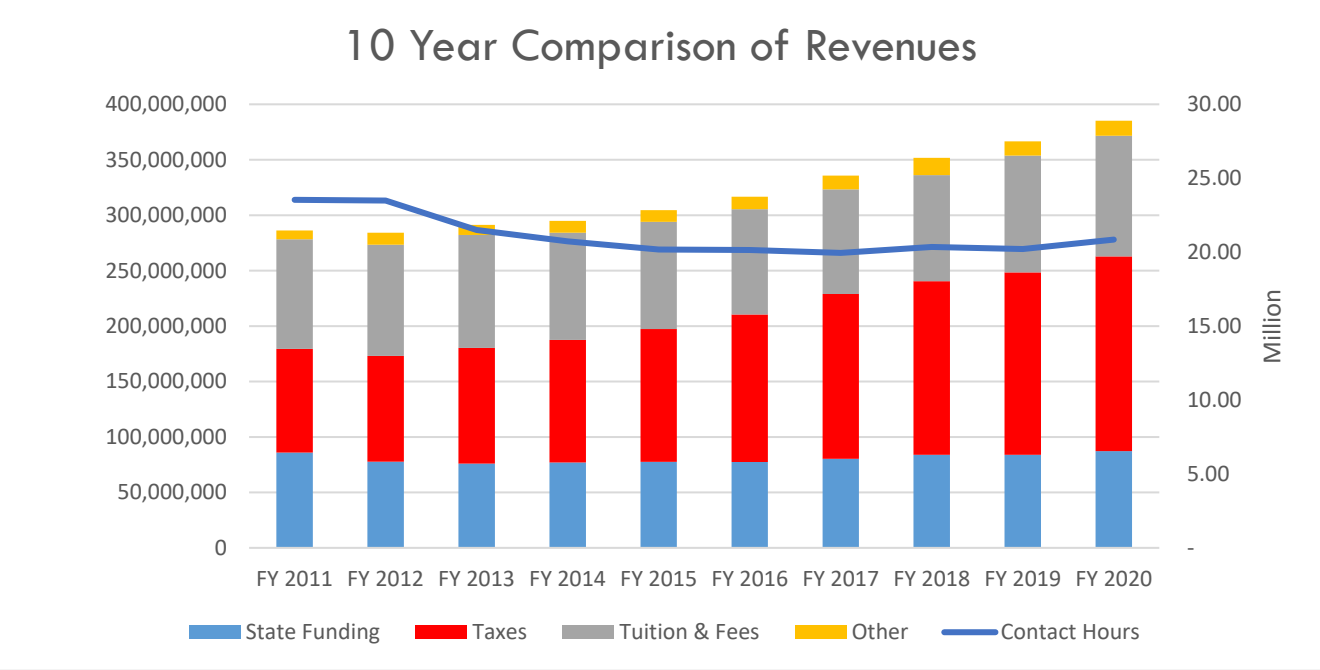
Operating revenues to Alamo Colleges District are from three main sources—tuition and fees, ad valorem taxes, and state appropriations. The FY 2019-2020 Annual Budget is based on the following revenue assumptions:

- Alamo Colleges District continues to offer the most economical college costs in our service area, keeping tuition and fees affordable and at reasonable levels while maintaining our focus on quality.
- The projected ad valorem taxes increased significantly as the taxable assessed value of properties across Bexar County increased by nearly 6%. It is important to note, there was not a property tax rate increase requested for the FY 2019-2020 budget.
- State appropriations including state-paid benefits (group health & retirement) increased by $2.8 million over the prior year, as the 86th Texas Legislature passed the bi-annual General Appropriations Act for the upcoming two fiscal years, FY 2019-2020 and FY 2020-2021.



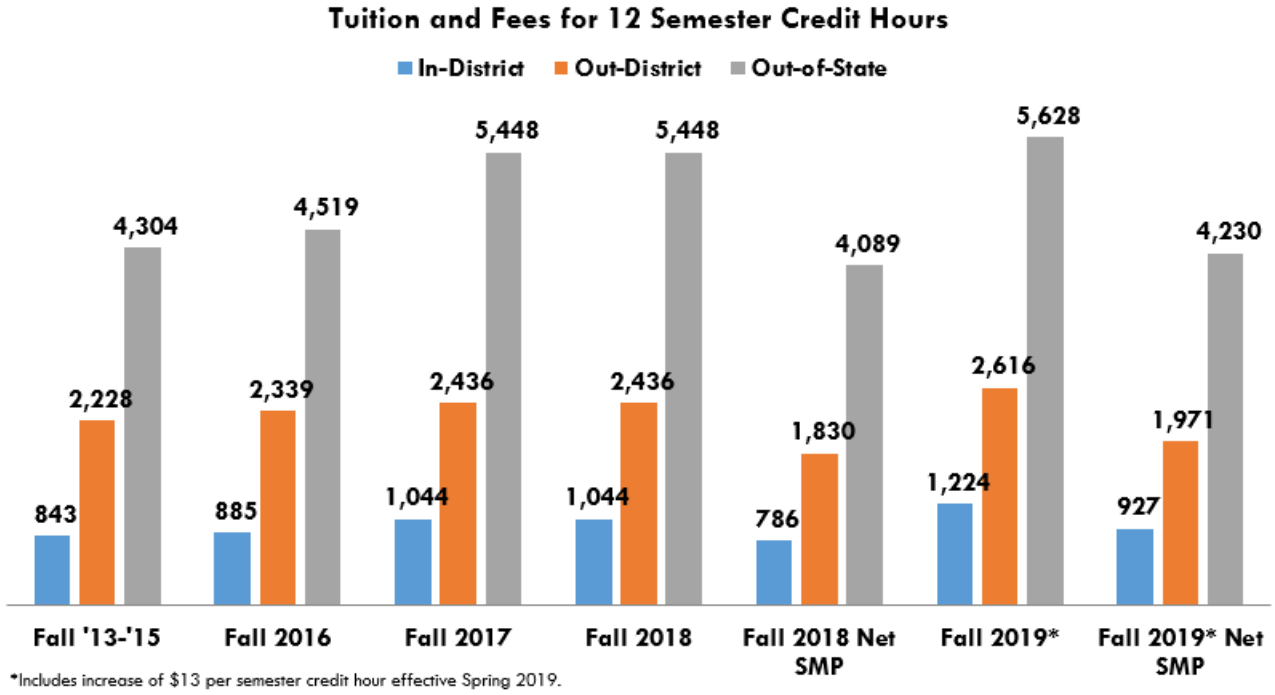
Cost of Education – Who Pays?

Tuition and fees are heavily subsidized by State Appropriations and Federal & State Student Financial Aid. Students pay out of pocket only $.18 of each expense $1 at Alamo Colleges District. Due to State Funding reductions (from 44% to 20%), local property taxes are now covering $.24 on the dollar of non-facilities' costs.



Tuition and Fees

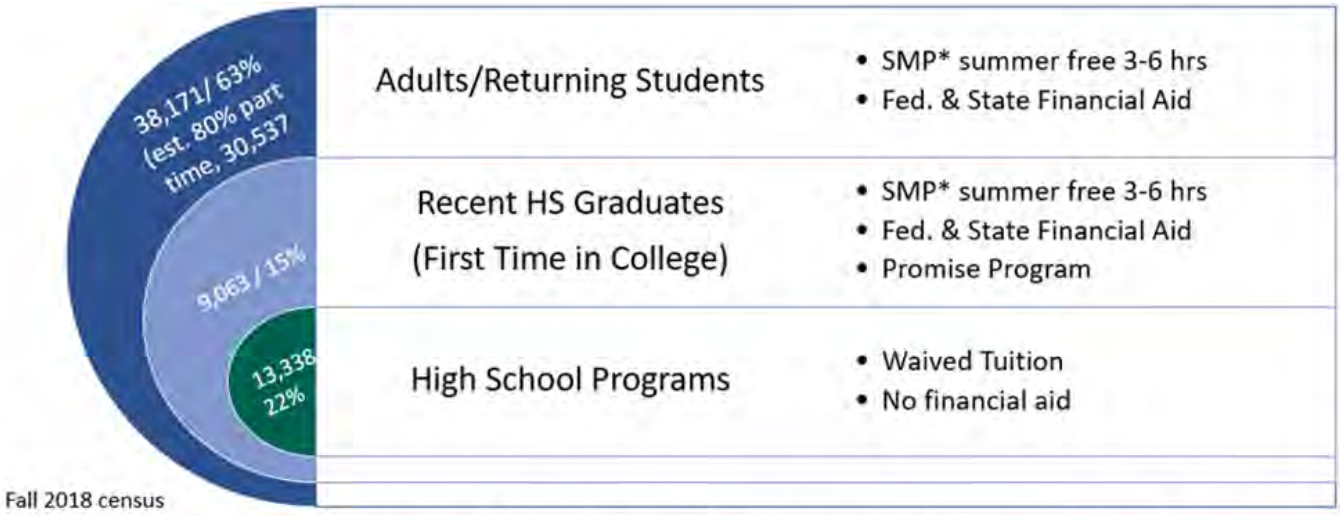
These funds may be used for any legal classification of expenses. Tuition is an amount paid per semester hour; the amount of tuition depends on the number of courses taken by the student and the nature of those classes. Most semester-length lecture courses count for three semester hours of credit. Fees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



The Board of Trustees approved a tuition increase of $13 per semester credit hour, effective spring 2019. This will be the first rate increase since spring 2016 and only the second increase since 2011. For the fall semester 2019, per-semester special program tuition was continued for 38 programs, plus 1 additional program (Mortuary Science at SAC). Effective fall 2014, students pay a maximum of $50 per year as a Campus Access Fee. This fee is charged to all students. At no additional charge, students receive access to all campus facilities, readily accessible information services, and continuous 24-hour security. In addition, all students, faculty and staff can ride a VIA bus at no charge. Effective fall 2016, students pay a modest international education fee of $1 per semester to provide all Alamo Colleges District students with greater access to financial assistance for studying outside the United States and increase students' opportunities to enhance their pathways to success through international exchange. Effective fall 2018, the student activity fee was increased to $3 per credit hour to increase access to co-curricular and extracurricular activities and services for students that supplement their academic programs and career development.

The assumption on enrollment is smart growth of 2.1% as compared to the prior year, with an average class size of 25 students.

In comparison to other local institutions of higher education, the Alamo Colleges District remains very affordable at $1,094 for in-district tuition and fees for students taking 12 semester credit hours for fall 2018. In spring 2019, after the $13 per semester credit hour tuition increase, students taking 12 semester credit hours paid $1,200 for in-district tuition and fees. At the University of Texas at San Antonio, in-district students taking 12 semester credit hours in fall 2018 were expected to pay a total of $4,025 in tuition and fees. Tuition and fees for 12 semester credit hours at St. Mary's University, a private university in San Antonio, in fall 2018 totaled $15,325. The graphic below represents a snapshot of the tuition strategies and benefits to our students.



* SMP = Summer Momentum Program: 18 credit hrs annually receive 3 hrs free; 24 credit hrs annually receive 6 hrs free

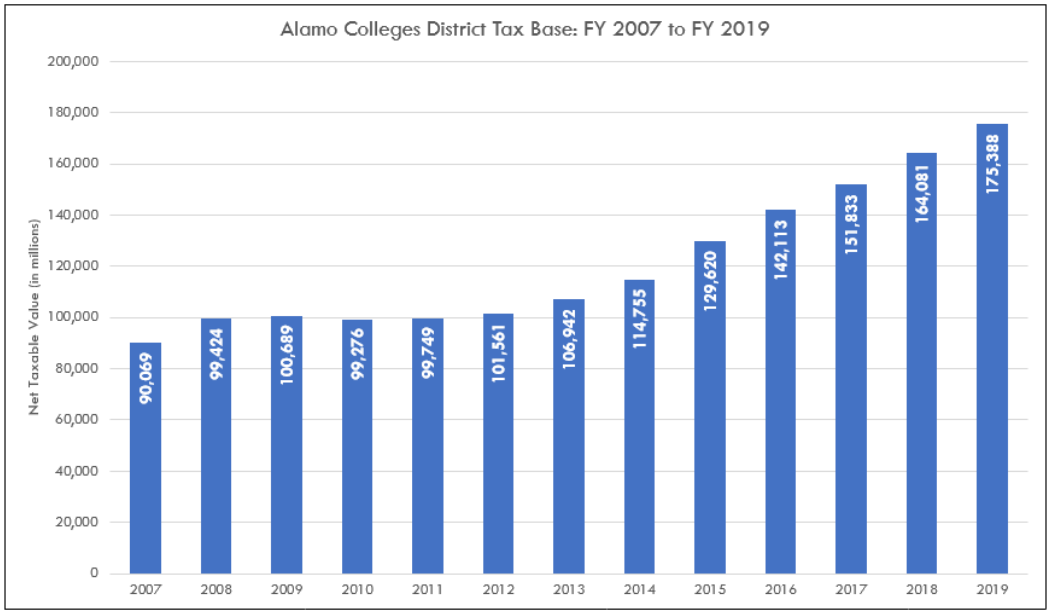
FY 2020 Tuition Revenue by Semesters

		SAC	SPC	PAC	NVC	NLC	TOTAL
		TUITION					
Non Exempt *							
Fall	50001	13,876,912	6,827,260	6,338,557	12,226,950	5,305,091	44,574,770
Spring	50002	11,934,910	6,971,047	5,538,877	11,260,510	4,899,295	40,604,639
Summer	50003	3,815,265	2,591,622	2,144,268	3,447,274	1,191,910	13,190,339
Total		29,627,087	16,389,929	14,021,702	26,934,734	11,396,296	98,369,748
Dual Credit							
Fall	50001	2,129,129	3,917,908	2,609,782	2,932,950	1,291,152	12,880,921
Spring	50002	1,657,025	4,746,629	2,616,591	2,244,001	719,526	11,983,772
Summer	50003	54,476	47,041	39,061	11,922	13,919	166,419
Total		3,840,630	8,711,578	5,265,434	5,188,873	2,024,597	25,031,112
Exempt Other							
Fall	50001	865,229	463,324	417,159	663,492	400,187	2,809,391
Spring	50002	672,421	411,124	354,850	530,109	307,990	2,276,494
Summer	50003	206,669	133,437	106,981	176,353	63,583	687,023
Total		1,744,319	1,007,885	878,990	1,369,954	771,760	5,772,908
Total Tuition							
Fall	50001	16,871,270	11,208,492	9,365,498	15,823,392	6,996,430	60,265,082
Spring	50002	14,264,356	12,128,800	8,510,318	14,034,620	5,926,811	54,864,905
Summer	50003	4,076,410	2,772,100	2,290,310	3,635,549	1,269,412	14,043,781
Total		35,212,036	26,109,392	20,166,126	33,493,561	14,192,653	129,173,768
		EXEMPT TUITION DISCOUNTS					
Dual Credit							
Fall	51701	(2,208,086)	(4,097,003)	(2,718,030)	(3,039,624)	(1,332,774)	(13,395,517)
Spring	51702	(1,730,482)	(4,913,250)	(2,717,300)	(2,343,245)	(758,249)	(12,462,527)
Summer	51703	(55,496)	(49,355)	(40,460)	(13,300)	(14,457)	(173,067)
Total		(3,994,064)	(9,059,608)	(5,475,790)	(5,396,170)	(2,105,480)	(26,031,112)
Exempt Other							
Fall	51705	(865,229)	(463,324)	(417,159)	(663,492)	(400,187)	(2,809,391)
Spring	51706	(672,421)	(411,124)	(354,850)	(530,109)	(307,990)	(2,276,494)
Summer	51707	(206,669)	(133,437)	(106,981)	(176,353)	(63,583)	(687,023)
Total		(1,744,319)	(1,007,885)	(878,990)	(1,369,954)	(771,760)	(5,772,908)
Total Tuition Discounts							
Fall	5170X	(3,073,315)	(4,560,327)	(3,135,189)	(3,703,116)	(1,732,961)	(16,204,908)
Spring	5170X	(2,402,903)	(5,324,374)	(3,072,150)	(2,873,354)	(1,066,239)	(14,739,021)
Summer	5170X	(262,165)	(182,792)	(147,441)	(189,653)	(78,040)	(860,090)
Total		(5,738,383)	(10,067,493)	(6,354,780)	(6,766,124)	(2,877,240)	(31,804,020)
Summer Momentum Prog		(1,013,846)	(475,950)	(427,255)	(844,370)	(239,926)	(3,001,348)
Total Tuition		**28,459,807**	**15,565,949**	**13,384,091**	**25,883,067**	**11,075,487**	**94,368,401**

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

Ad Valorem Taxes

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



The Board of Trustees approved the same combined property tax rate as was levied in FY 2019. The ad valorem property tax is levied each October 1 on the assessed value as of the prior January 1 for all real and business personal property located in Bexar County. The collection rate in the budget was assumed to be 98%. On January 1 of each year, a tax lien attaches to property to secure payment of all taxes, penalties, and interest for the previous tax year. Operating revenue of $175.6 million from total ad valorem taxes is included in the FY 2020 budget. As noted previously, operating revenue from ad valorem taxes is responsible for 44.6% of the Alamo Colleges District budget. Restricted revenue of $67.6 million is for debt service on general obligation bonds and maintenance tax notes.

What do M&O Taxes Fund?							
Property Taxes Funding - $M							
		FY19		**FY20**		**Variance**	
Facilities Operations		16.5		18.0		1.5	
Facilities Benefits (Hlth & Retire)		1.9		2.0		0.1	
Utilities		9.5		9.7		0.2	
Preventive Maintenance		18.5		18.5		-	
Total Maintenance & Operations	$	46.4	$	48.2	$	1.8	
Mandatory Trsf (Debt Svc, TPEG)		17.4		17.6		0.2	
General Institutional (insurance, tax collecting, bad debt, ETAP, contractual, benefits)		27.9		20.5		(7.4)	
Gap in State Instructional Funding		72.7		89.2		16.6	
Total M&O Tax Revenue (Current Rate)	**$**	**164.4**	**$**	**175.6**	**$**	**11.2**	(a)
(a) Year over year increase in Taxable Assessed Valuation (TAV)							

FY 2019-20 Expense Summary

The total all funds expense budget approved by the Board of Trustees for FY20 was $725.9 million, comprised of $385.2 million in operating expense and $340.7 million in restricted funds. The operating expense budget is developed using the Funding Model, explained in detail in the following pages. Expense budgets are categorized by functions – instruction, academic support, student services, institutional support and operation and maintenance. Detailed definitions by function are located in the Appendix. The President of each of the five colleges maintains local control of their operating funds and distributes their respective allocated budget to: (a) funded employee positions and (b) departmental operational expense accounts, based on the strategic initiatives and priorities at that location. These departmental operational expense accounts include training, materials and supplies, travel, contracted services, and furniture/fixture/equipment.

The driving force behind the FY20 operating budget is funding the strategic priorities of the Alamo Colleges District (ACD). ACD, the largest higher education institution in South Texas and the only community college system to win the Malcolm Baldrige National Quality Award, is working to fulfill Chancellor Dr. Mike Flores' vision of ending poverty in San Antonio through education. To make this bold vision a reality, the district and its five colleges—St. Philip's College, San Antonio College, Palo Alto College, Northwest Vista College and Northeast Lakeview College—are working to make access to a college education and successful completion of a degree or certificate accessible to all residents in its eight-county service area.

One of the initiatives the district is implementing to achieve this goal is Fresh Start, a program which allows eligible students, who previously attended one of the colleges and left owing a balance of $500 or less, to reenroll, with their debt paid by scholarship funding upon successful completion.

Another part of the district's plan and part of the FY20 budget has been bringing to scale Student Advocacy Centers throughout the District ($617,000). Through partnerships with multiple area organizations, the centers are able to provide resources such as job assistance, food security, clothing, childcare, utility assistance, counseling and more. To help with transportation issues, the district's U-pass partnership with VIA Metropolitan Transit allows students to ride for free on VIA buses, ensuring that getting to and from classes, work or childcare facilities isn't cost-prohibitive.

The most far-reaching of the district's initiatives to fulfill Chancellor Flores' vision is AlamoPROMISE, which will ensure that tuition and mandatory fees are covered for graduating seniors from eligible high schools in Bexar County. The May 2020 graduating class will be the first group of PROMISE scholars to attend one of the five ACD colleges. Over 5,000 Bexar County high school students have signed "Save Your Seat" pledges. The goal of the initiative is to overcome the financial barriers that keep many students from enrolling or completing a college education.

In addition to these new programs, ACD has previously articulated the following priorities for achieving student success:

AlamoINSTITUTES (Guided Pathways)

- Assists students in selecting a career path early, leading to a sustaining wage job or university transfer where every course counts as "degree-applicable", saving $8,800 - $52,800 of university tuition dollars on average
- Completing 1,011 transfer advising guides and workforce degree plans (TAG/WDP) with 17 transfer compact institutions and strengthening related articulation agreements/university alignment
- There are 280 TAGs/WDPs in process for FY20; ongoing coordination with universities for changes in university programs
- The six institutes are Health & Biosciences, Creative & Communication Arts, Business & Entrepreneurship, Advanced Manufacturing & Logistics, Public Service and Science & Technology

AlamoADVISE/Strategic Enrollment Management

- Case management advising system: students have personal advisors, advisors are certified with rigorous training, enhancements to tutoring, additional technology tools to advisors and faculty for case management and reporting/analysis (Navigate On-boarding and Campus)
- Students select academic plan early, saving more than $1,000 by avoiding taking excess hours
- Resulted in 132% increase in student degree/certificate completions since 2012
- Added $15M to the expense structure to date
- Implemented to date:
  - Certified Advisors for non-dual credit students @ 350:1
  - 10 in-take enrollment coaches (2 per college)
  - FY20: Implement enrollment coach model
- FY20 expansion requires additional funding:
  - Implement the Enrollment Coach Model for in-take, outreach, and high-school presence ($870K included in FY20 $2M Student Success Fund recommendation)

Summer Momentum Program (SMP)

- This program was implemented mid-year 2017 to incent students to attend in the summer which research showed would increase student persistence for the following Fall term and ultimately degree/certificate completions
- Student scholarships to cover 3 to 6 credit hours for free in the summer (for those taking 18 to 24 hours total in Fall and Spring)
- 7,400 students (52% of eligible students) took advantage of the program in Summer 2017 for $3M scholarships total
- Those students with SMP scholarships performed better in the Fall 2018 than non-SMP students: Took more credit hours, persisted at a higher rate, and earned a higher grade point average (GPA)

High School Programs (Dual Credit, ECHS, Academy)

- Creates a college-going culture across the service area by providing access to high school students to earn college credits while in high school, 13,540 students have attended college courses with $27.5M waived in tuition
- Each student saves $1,000 - $5,000 of Alamo Colleges tuition for 12 – 60 hours; and save Pell for university transfer
- The same hours at the university cost $20K to $70K
- High School Programs have directly cost $8.7M net of $1.5M cost share revenues, or $11.55 per contact hour
  - State reimbursement lags 2 years and is currently averaging $2.62
- There are four strategic initiatives that will be implemented for FY20:
  - Increase faculty release time for active oversight of DC taught by HS faculty
  - Add Full Time Employee (FTE) for advising enrollment coaches covering all Independent School Districts (ISDs)
  - Collaborate with ISD for curriculum that leverages on Institute advising guides (start first with 15 ECHSs)
  - Establish Request for Proposal (RFP) process with ISDs to pace expansion requests.

In summary, the $385.2 million FY20 budget approved by the Board of Trustees invests heavily in two main areas: 1) Student Support and 2) Talent Support as detailed in the chart below.

STUDENT SUPPORT

Student support services encompass expanded investments of **$9.5 million*** in areas that directly support our

$8.2 M
to our five Alamo Colleges for **planned 2.3% enrollment growth**

$360,000
from the student success fund for **health clinics** to be piloted at San Antonio College and Palo Alto College in Spring 2020

$617,000
from the student success fund to establish a **Student Advocacy Network** with centers to offer core services at each college to include food, shelter, clothing, mental and physical health, access and equity

$145,000
from the student success fund to invest in **expanding experiential learning opportunities** for all students to provide each graduating student with a workplace based-opportunity

$870,000
from the student success fund to continue to enhance **AlamoADVISE** by implementing an **enrollment coach model** across the district

$453,055
to move forward with **AlamoPROMISE** to provide every graduating senior in Bexar County the opportunity to **attend college without financial barriers**

**Net of FY19 costs one time non-recurring*

TALENT SUPPORT

Our board is investing **$9.2 million** to retain our top talent, position ourselves to attract top quality candidates and remain competitive in hiring.

↑ 3%
Commitment to a **general wage increase** of 3% for Alamo Colleges District employees effective January 1, 2020

$15 PER HOUR
Implementation of a **living wage increase** (minimum of $15 per hour) for employees as part of our commitment to economic and social mobility for all

→ .75
Adoption of a phased approach to **lab loading** for faculty, from .66 to .75 effective January 1, 2020

$540K
Stipends funded for market competitiveness to high-wage, high-demand programs effective January 1, 2020, including healthcare, IT and manufacturing

Funding Model

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

Allocation of Formula and Non-Formula expenses to each of the five Colleges and to District Support Operations is accomplished in six separate steps:

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

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

OPERATING EXPENSE FUNDING MODEL

FORMULA FUNDING:

Core

College and District Administrator Salaries + Non-Support areas (Legal, Internal Audit, Ethics, Board of Trustees)

College Instruction

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

College Academic Support

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

ADD: Non-Labor Library expense

College Student Services

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

ADD: Advisors (Goal 350:1), Enrollment Coaches (FY19 10 In-take (2 per college) + FY20 14 additional Enrollment Coaches)

College Institutional Support

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

District Support Operations (DSO)

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

Facilities

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

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

NON-FORMULA FUNDING

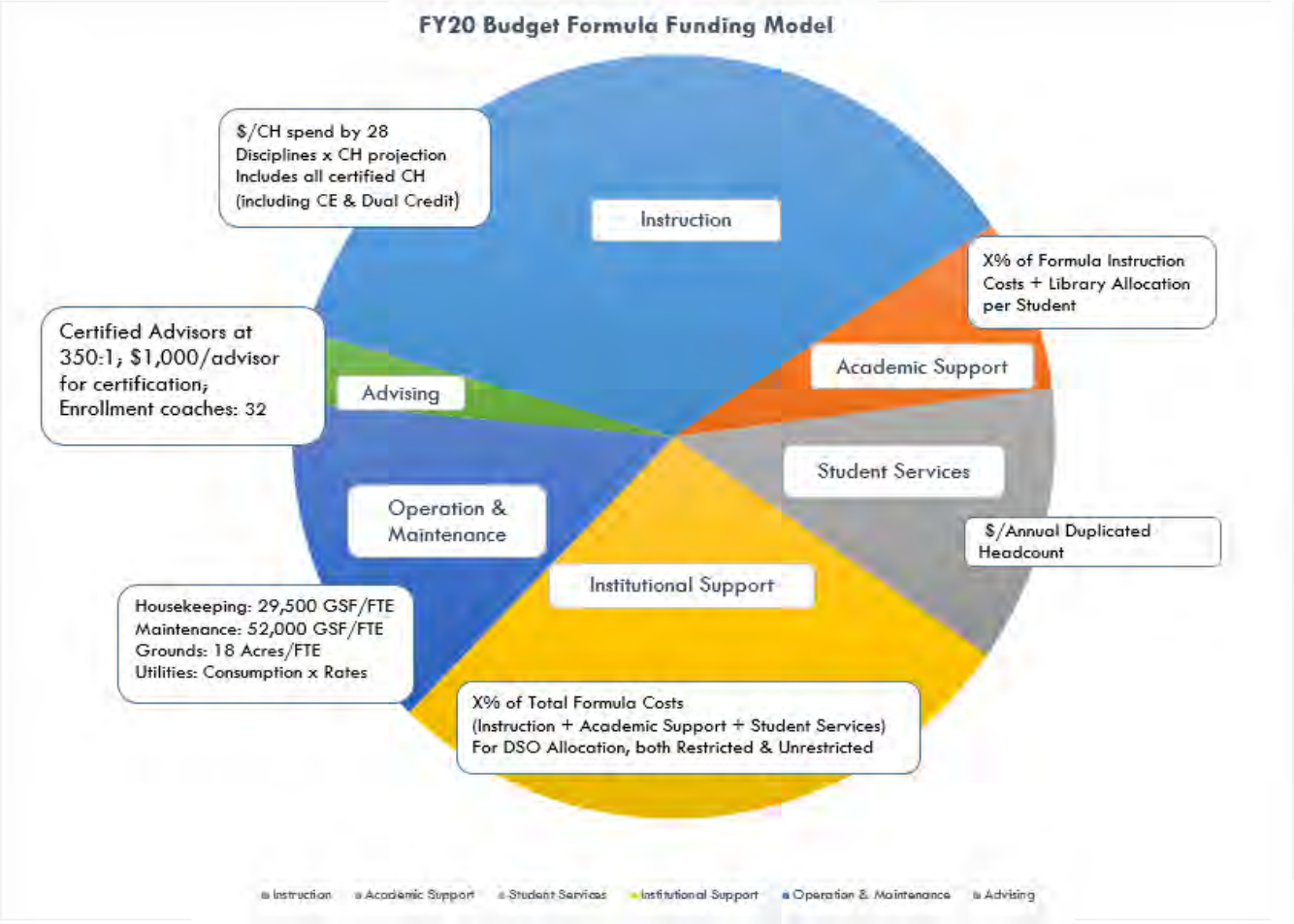
College Non-Formula Funding

Revenue = Expense (1:1 ratio)

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

OPERATING EXPENSES

IF REVENUES ≠ OPERATING EXPENSES → GAP CLOSURE = BALANCED BUDGET



Core and College Formula Funding

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

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

A) Instruction
B) Academic Support
C) Student Services
D) Institutional Support

A) Instruction funds all activities that are part of an institution's instruction program. The Instruction Formula calculation allocates expenses for full-time and part-time faculty, adjunct faculty, instructional materials, and lab supplies based on the expense dollars per Contact Hour using the prior full year Report of Fundable Operating Expenses (RFOE) divided by the contact hours for the same year, multiplied by the projected budget year's Contact Hours. Labor is calculated based on each individual Colleges' cost per Contact Hour, and non-labor uses the District-wide average cost per Contact Hour.

Total Alamo Colleges Instruction Detail

Fund	Fund Description	FY18 TOTAL FOR $/CH Baseline	FY18 RFOE CH	$ PER CH	2018 $/CH Labor	2018 $/CH NonLabor	FY20 CH w/SmartGrowth	Each College $/per FY20 Labor	District Avg $/per FY20 OpExp	FY20 Total
1010	Agriculture	**225,939**	117,744	1.92	1.40	0.52	100,368	122,562	52,436	174,998
1020	Architect and Precision Prod Trades	**1,450,447**	158,362	9.16	7.05	2.11	208,562	1,529,225	440,529	1,969,754
1030	Biology Physical Sci and Sci Tech	**11,175,006**	2,538,944	4.40	4.17	0.23	2,638,409	11,031,111	598,580	11,629,691
1040	Bus Mgmnt Marketing and Admin Srvcs	**3,672,969**	888,134	4.14	4.10	0.03	909,186	3,712,529	30,905	3,743,433
1050	Career Pilot	**141,062**	3,196	44.14	9.20	34.94	-	-	-	-
1060	Communications	**1,683,638**	198,480	8.48	6.69	1.79	177,133	1,213,026	317,292	1,530,317
1070	Computer and Information Sciences	**3,468,334**	604,066	5.74	5.65	0.09	589,069	3,319,879	51,611	3,371,490
1080	Construction Trades	**248,754**	87,248	2.85	2.68	0.17	86,493	231,866	14,735	246,602
1090	Consumer and Homemaking Ed	**2,334,631**	539,960	4.32	4.11	0.21	573,959	2,404,175	120,465	2,524,640
1100	Engineering	**393,242**	37,712	10.43	10.25	0.18	27,744	309,122	4,918	314,040
1110	Engineering Related	**1,277,371**	316,409	4.04	3.64	0.39	343,444	1,177,556	134,934	1,312,491
1120	Eng Lang Lit Philos Hmnties Intrdsc	**12,158,466**	3,061,034	3.97	3.93	0.04	3,262,781	12,853,692	126,359	12,980,051
1130	Foreign Languages	**2,378,051**	542,522	4.38	4.36	0.02	675,539	2,698,465	13,345	2,711,810
1140	Hlth Occ Dent Asst Med Lab AA Nurs	**3,957,323**	320,003	12.37	10.24	2.13	348,374	3,535,211	742,084	4,277,295
1150	Health Occ Dental Hygiene	**0**	0	-	-	-	-	-	-	-
1160	Health Occ Other	**5,204,997**	668,278	7.79	5.88	1.91	714,481	4,322,940	1,365,310	5,688,250
1170	Respiratory Therapy	**0**	52,640	-	-	-	59,428	-	-	-
1180	Vocational Nursing	**1,540,103**	169,584	9.08	8.89	0.19	185,780	1,651,459	35,732	1,687,191
1190	Mathematics	**6,564,804**	1,828,222	3.59	3.57	0.02	2,014,823	7,150,366	46,420	7,196,786
1200	Mechanics and Repairers Auto	**1,142,740**	236,240	4.84	4.19	0.65	241,144	1,010,893	155,569	1,166,462
1210	Mech Repairer Diesel Aviation Trans	**1,089,410**	176,560	6.17	5.46	0.71	185,909	1,014,014	132,464	1,146,479
1220	Electronics	**0**	24,316	-	-	-	19,926	-	-	-
1230	Physical Ed and Fitness	**1,932,551**	196,160	9.85	9.44	0.41	180,822	1,827,687	74,190	1,901,877
1240	Protective Service and Public Admin	**1,706,755**	418,187	4.08	3.50	0.58	424,163	1,503,489	245,254	1,748,743
1250	Psychology Soc Sciences and History	**14,455,350**	4,471,634	3.23	3.21	0.02	4,685,475	15,034,695	101,938	15,136,633
1260	Visual and Performing Arts	**5,839,309**	1,125,088	5.19	4.83	0.36	1,120,415	5,413,773	404,616	5,818,389
1270	Multi Discipline	**2,354,692**	0	-	-	-	-	794,282	1,560,410	2,354,692
1280	Developmental Education-Math	**3,262,972**	983,170	3.32	3.32	0.00	709,838	2,072,719	2,294	2,075,013
1290	Developmental Ed - Reading/Writing	**2,116,802**	530,082	3.99	3.99	0.00	162,575	688,559	383	688,942
1999	Unallocated	**264,110**	52,512	5.03	4.61	0.42	-	-	-	-
	Total Alamo	**92,039,826**	**20,346,487**	**4.52**	**4.20**	**0.33**	**20,645,837**	**86,623,296**	**6,772,773**	**93,396,068**

Instruction dollars allocated to the individual colleges are calculated on the following chart.

FY20 FUNDING MODEL
INSTRUCTION ALLOCATION
1xxx

	SAC	SPC	PAC	NVC	NLC	TOTAL Colleges
FY 18 Actual Instruction	**41,910,113**	**31,259,407**	**18,180,782**	**27,229,232**	**9,984,409**	**128,563,943**
LESS: Core Funding (Including Chairs)	(1,158,824)	(775,111)	(529,106)	(596,401)	(574,544)	(3,633,986)
LESS: Benefits	(8,358,882)	(5,803,118)	(3,467,403)	(5,102,680)	(1,910,475)	(24,642,558)
LESS: FF&E	(46,364)	(800,071)	(285,031)	-	(207,664)	(1,339,130)
LESS: Student Activity Fees	-	-	(645)	-	-	(645)
Net Instruction[1]	**32,346,044**	**23,881,106**	**13,898,597**	**21,530,151**	**7,291,725**	**98,947,623**
\ FY18 Instructional CH	5,967,885	4,375,681	3,030,899	5,364,662	1,607,360	**20,346,487**
x FY20 Instruction CH (with Smart Growth)	6,099,688	4,436,046	3,065,222	5,331,347	1,713,534	**20,645,837**
FY18 $/CH	$ 5.42	$ 5.46	$ 4.59	$ 4.01	$ 4.54	$ 4.86
Each College $/per	$ 4.75	$ 4.69	$ 3.96	$ 3.51	$ 3.49	$ 4.20
FY20 Labor	28,975,966	20,814,732	12,130,532	18,728,692	5,973,373	86,623,296
District Avg $/per						$ 0.33
FY20 OpExp	1,995,253	1,923,410	1,006,914	733,785	1,113,411	6,772,773
TOTAL FY20 DISTRIBUTION - INSTRUCTION	**30,971,219**	**22,738,142**	**13,137,446**	**19,462,478**	**7,086,784**	**93,396,068**

[1] *FY18 has been restated w/o IX Charges*

B) Academic Support funds are primarily to provide support services to instruction including 1) enhancing and maintaining educational materials in campus libraries; 2) academic administration such as dean's salaries and office expenses; 3) technical support including computer services; 4) separately budgeted support for course and curriculum development, such as the Continuing Education Program Managers. The Academic Support Formula calculation is based on the cost of college's actual academic support spending to the contact hours. Labor is calculated based on each individual Colleges' cost per Contact Hour, and non-labor uses the District-wide average cost per Contact Hour. In addition to calculating the Academic Support formula expense, an overlay of the non-labor portion for libraries is based on each college's annual headcount.

FY20 FUNDING MODEL
ACADEMIC SUPPORT ALLOCATION Including Non-Labor Library
3010

	SAC	SPC	PAC	NVC	NLC	TOTAL Colleges
FY 18 Actual Academic Support	**4,051,345**	**6,002,580**	**2,412,738**	**7,970,489**	**3,181,686**	**23,618,838**
LESS: Core Funding	(431,892)	(424,194)	(241,020)	(342,062)	(324,147)	(1,763,315)
LESS: Benefits	(832,940)	(1,200,941)	(483,405)	(1,357,231)	(650,786)	(4,525,303)
LESS: FF&E	-	(266,109)	-	(635,252)	-	(901,360)
LESS: Non-Labor Library	(422,692)	(194,515)	(143,972)	(231,878)	(153,425)	(1,146,482)
LESS: Student Activity Fees	-	(84)	-	-	-	(84)
Net Academic Support[1]	**2,363,821**	**3,916,737**	**1,544,342**	**5,404,067**	**2,053,327**	**15,282,294**
\ FY18 Instructional CH	5,967,885	4,375,681	3,030,899	5,364,662	1,607,360	**20,346,487**
x FY20 Instruction CH	6,099,688	4,436,046	3,065,222	5,331,347	1,713,534	**20,645,837**
FY18 $/CH	$ 0.40	$ 0.90	$ 0.51	$ 1.01	$ 1.28	$ 0.75
Each College $/per	$ 0.34	$ 0.72	$ 0.42	$ 0.69	$ 1.06	$ 0.58
FY20 Labor	2,050,245	3,181,475	1,298,808	3,669,024	1,821,494	12,021,047
District Avg $/per						$ 0.12
FY20 OpExp	711,440.36	517,400.52	357,513.80	621,824.53	199,858.94	2,408,038
Academic Support	**2,761,685**	**3,698,875**	**1,656,322**	**4,290,848**	**2,021,353**	**14,429,085**
Non-Labor Library	**417,553**	**190,649**	**149,928**	**230,369**	**175,382**	**1,163,881**
TOTAL FY20 DISTRIBUTION - ACADEMIC SUPPORT w/ LIBRARY	**3,179,239**	**3,889,524**	**1,806,250**	**4,521,217**	**2,196,736**	**15,592,966**

[1] *FY18 has been restated w/o IX Charges*

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

FY20 FUNDING MODEL Student Services ALLOCATION Including Advisors 4010						
	SAC	SPC	PAC	NVC	NLC	TOTAL Colleges
FY 18 Actual Student Services	**9,913,800**	**6,365,057**	**6,558,113**	**7,270,886**	**3,149,211**	**33,257,066**
LESS: Core Funding	(135,133)	(235,460)	(320,087)	(235,460)	(234,240)	(1,160,380)
LESS: Benefits	(2,149,203)	(1,453,945)	(1,390,867)	(1,672,618)	(686,206)	(7,352,840)
LESS: FF&E	(36,222)	(385)	-	-	-	(36,607)
LESS: Advising	(2,441,743)	(1,553,181)	(1,290,999)	(2,290,797)	(575,911)	(8,152,631)
LESS: Student Activity Fees	(259,832)	(156,860)	(138,486)	(256,258)	(204,085)	(1,015,521)
Net Student Services[1]	**4,891,666**	**2,965,226**	**3,417,674**	**2,815,753**	**1,448,768**	**15,539,087**
\ FY18 Headcount	19,557	13,286	10,407	17,981	5,627	**66,858**
x FY20 Headcount	19,319	13,022	10,838	17,864	6,432	**67,475**
FY18 $/Headcount	$ 250.12	$ 223.18	$ 328.40	$ 156.60	$ 257.47	$ 232.42
Each College $/per	$ 193.52	$ 181.79	$ 232.03	$ 122.45	$ 200.23	$ 178.64
FY20 Labor	3,738,603	2,367,298	2,514,625	2,187,527	1,287,943	12,095,994
District Avg $/per						$ 26.81
FY20 OpExp	517,914	349,094	290,534	478,901	172,438	1,808,880
Student Services	**4,256,517**	**2,716,392**	**2,805,158**	**2,666,427**	**1,460,381**	**13,904,875**
Advisors	**3,096,825**	**1,633,066**	**1,590,146**	**2,484,781**	**939,622**	**9,744,440**
TOTAL FY20 DISTRIBUTION - Student Services w/ Advisors	**7,353,342**	**4,349,458**	**4,395,304**	**5,151,208**	**2,400,002**	**23,649,314**

[1] *FY18 has been restated w/o IX Charges*

D) Institutional Support funds the Colleges' salaries and non-labor expense for non-Core administrative staff, including employee memberships and conferences, fiscal operations, administrative data processing, office materials and supplies, and advertising. The Formula funding calculation employs the same principle as the Instruction and Academic Support calculations, excluding non-formula overlays.

FY20 FUNDING MODEL Institutional Support ALLOCATION - COLLEGES 5010						
	SAC	SPC	PAC	NVC	NLC	TOTAL Colleges
FY 18 Actual Institutional Support	**8,625,638**	**3,197,084**	**3,900,961**	**3,361,874**	**1,812,089**	**20,897,646**
LESS: Core Funding	(451,836)	(490,260)	(303,843)	(355,103)	(355,103)	(1,956,144)
LESS: Benefits	(1,173,261)	(490,998)	(626,044)	(466,738)	(304,027)	(3,061,068)
LESS: FF&E	(1,150,906)	(6,338)	-	-	-	(1,157,244)
LESS: Student Activity Fees	-	-	2	-	-	2
Net Institutional Support[1]	**5,849,635**	**2,209,488**	**2,971,076**	**2,540,033**	**1,152,959**	**14,723,192**
\ FY18 Contact Hours	5,967,885	4,375,681	3,030,899	5,364,662	1,607,360	**20,346,487**
x FY20 Contact ours	6,099,688	4,436,046	3,065,222	5,331,347	1,713,534	**20,645,837**
FY18 $/CH	$ 0.98	$ 0.50	$ 0.98	$ 0.47	$ 0.72	$ 0.72
Each College $/per	$ 0.50	$ 0.24	$ 0.53	$ 0.23	$ 0.44	$ 178.64
FY20 Labor	3,073,220	1,060,779	1,628,982	1,226,586	758,227	7,747,794
District Avg $/per						$ 0.31
FY20 OpExp	1,892,990	1,376,691	951,267	1,654,541	531,782	6,407,271
TOTAL FY 20 DISTRIBUTION - Institutional Support - COLLEGES	**4,966,210**	**2,437,470**	**2,580,250**	**2,881,127**	**1,290,009**	**14,155,065**

[1] *FY18 has been restated w/o IX Charges*

As Northeast Lakeview College just earned accreditation in December 2017, an overlay of $250 thousand for a transition factor was provided only to NLC as it moves from SAC.

District Support Operations Formula Funding

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

FY20 FUNDING MODEL DISTRICT SUPPORT OPERATIONS ALLOCATION 5010							
	Chancellor & DSO Other	VCFA	VCPPIS	VCEWD	VCAS	VCSS	TOTAL DSO
FY 18 Actual District Support Operations	**5,547,062**	**36,798,679**	**21,370,582**	**6,258,013**	**3,617,192**	**5,381,447**	**78,972,975**
LESS: Core Funding	(1,602,439)	(1,136,680)	(494,587)	(470,649)	(537,230)	(507,951)	(4,749,536)
LESS: Benefits	(775,693)	(7,416,838)	(1,920,618)	(790,768)	(548,119)	(1,089,520)	(12,541,557)
Net District Support Operations[1]	**3,168,930**	**28,245,161**	**18,955,377**	**4,996,596**	**2,531,843**	**3,783,976**	**61,681,883**
FY18 Labor $	1,292,528	20,335,371	7,669,720	3,255,251	2,065,737	3,098,922	37,717,529
x FY18 Non-Labor $	1,876,402	7,909,790	11,329,830	1,741,052	466,106	685,054	24,008,234
FY18 CH							**20,346,487**
FY20 CH							**20,645,837**
Each VC $/per	$ 0.06	$ 1.00	$ 0.38	$ 0.16	$ 0.10	$ 0.15	$ 1.85
FY20 Labor	1,311,544	20,634,558	7,782,562	3,303,144	2,096,129	3,144,515	38,272,453
District Avg $/per							$ 1.16
FY20 OpExp	1,904,009	8,026,163	11,042,477	1,766,668	472,964	695,133	23,907,414
District Support Operations	**3,215,553**	**28,660,721**	**18,825,039**	**5,069,812**	**2,569,093**	**3,839,648**	**62,179,866**
FY19 Strategic Initiatives not included in FY18 RFOE $/per, added to FY20 departmental budgets.							
Adjunct Certification (HR 893215)		506,000					506,000
Additional Officers/Equipment (DPS 893801)		411,205					411,205
Faculty Stipend (VCAS 898001)					315,000		315,000
Alamo Colleges On-Line (ACOL 898005)					31,365		31,365
Districtwide Advising (899004)						75,000	75,000
Districtwide Onboarding (899006)						102,000	102,000
Total FY20 Adjustments	**-**	**917,205**	**-**	**-**	**346,365**	**177,000**	**1,440,570**
TOTAL FY20 DISTRIBUTION - District Support Operations	**3,215,553**	**29,577,926**	**18,825,039**	**5,069,812**	**2,915,458**	**4,016,648**	**63,620,436**

[1] *FY18 has been restated w/o IX Charges*

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

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

The Colleges and DSO have a Collaborative Agreement to provide the direct & indirect services of Student Financial Aid, Finance and Fiscal Services, such as Accounts Payable, Payroll, General Accounting and Financial Reporting, Human Resources, Information Technology, and Academic Services. The Collaborative Agreement for Student Financial Aid Services and the Collaborative Agreement for Services Provided by the District Support Operations to the Colleges are included in the Appendix.

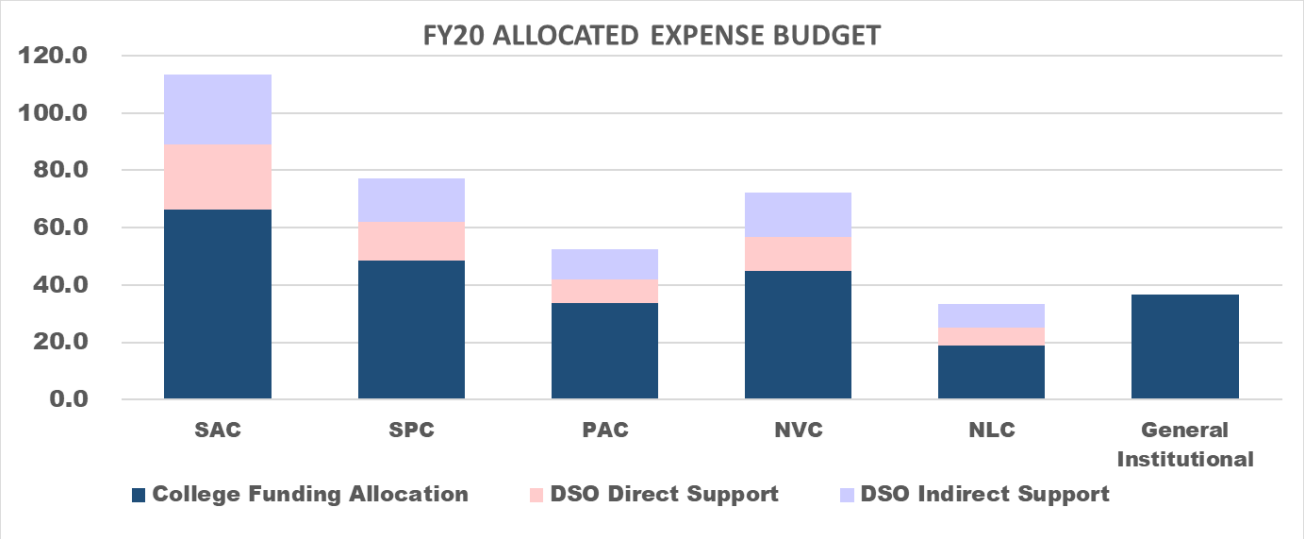
DSO Indirect support functions are funded and administered at District Support Operations, performed in various locations and support the entire Alamo Colleges District and have their funds allocated based on the percentage of College to Total District Support excluding Preventive Maintenance. Below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

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

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

FY20 FULLY ALLOCATED BUDGET

	SAC	SPC	PAC	NVC	NLC	Total Colleges	General Institutional	Total Alamo Colleges District
College Funding Allocation								
Instruction	39,830,305	28,398,542	17,110,158	25,787,065	9,505,306	120,631,376		120,631,376
Academic Support	4,324,057	5,970,600	2,539,908	6,929,136	3,147,340	22,911,041		22,911,041
Student Services	11,310,188	6,890,093	6,953,326	7,832,831	3,618,327	36,604,765		36,604,765
Institutional Support	7,337,608	5,693,217	4,381,923	3,037,787	2,192,922	22,643,457		22,643,457
Operation and Maintenance of Plant	164,600	29,958	29,000	-	-	223,558		223,558
Scholarships / Exemptions	50,500	-	102,000	-	-	152,500		152,500
Total Educational and General Expense	**63,017,258**	**46,982,410**	**31,116,315**	**43,586,819**	**18,463,895**	**203,166,697**		**203,166,697**
Capital	1,573,776	1,336,511	777,902	1,176,225	435,586	5,300,000		5,300,000
Non-Formula	1,644,439	215,895	1,828,995	-	-	3,689,329		3,689,329
Total Other Expense	**3,218,215**	**1,552,406**	**2,606,897**	**1,176,225**	**435,586**	**8,989,329**		**8,989,329**
Total College Funding Allocation	**66,235,473**	**48,534,816**	**33,723,212**	**44,763,044**	**18,899,481**	**212,156,026**		**212,156,026**
DSO Direct Support								
Building Maintenance	3,107,675	1,725,960	757,899	1,123,583	493,878	7,208,996		7,208,996
Utilities	4,177,373	2,320,056	1,018,776	1,510,333	663,877	9,690,415		9,690,415
Preventive Maintenance	7,975,035	4,429,225	1,944,948	2,883,382	1,267,410	18,500,000		18,500,000
Housekeeping	1,073,042	914,724	1,416,064	1,204,974	2,242,834	6,851,638		6,851,638
Groundskeeping	874,764	485,832	213,337	316,272	139,019	2,029,225		2,029,225
Bursar	314,770	207,953	163,581	286,831	84,060	1,057,196		1,057,196
Student Financial Aid (SFA)	1,268,479	838,021	659,210	1,155,887	338,750	4,260,347		4,260,347
Student Contact Center	567,781	375,105	295,067	517,384	151,627	1,906,963		1,906,963
Public Safety	2,360,264	1,559,309	1,226,594	2,150,763	630,313	7,927,243		7,927,243
Center for Student Information (CSI)	578,548	382,218	300,663	527,195	154,502	1,943,125		1,943,125
Interpreter and Immunization	235,133	155,341	122,195	214,262	62,793	789,723		789,723
Emergency Mgmt Initiatives	287,639	190,029	149,482	262,108	76,815	966,073		966,073
Total DSO Direct Support	**22,820,504**	**13,583,773**	**8,267,815**	**12,152,974**	**6,305,878**	**63,130,944**		**63,130,944**
DSO Indirect Support	**24,401,720**	**15,047,468**	**10,392,991**	**15,236,567**	**8,281,805**	**73,360,551**		**73,360,551**
General Institutional							**36,533,541**	**36,533,541**
Total FY20 Budget - Fully Allocated	**113,457,697**	**77,166,058**	**52,384,018**	**72,152,584**	**33,487,164**	**348,647,521**	**36,533,541**	**385,181,062**



College and DSO Non-Formula

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

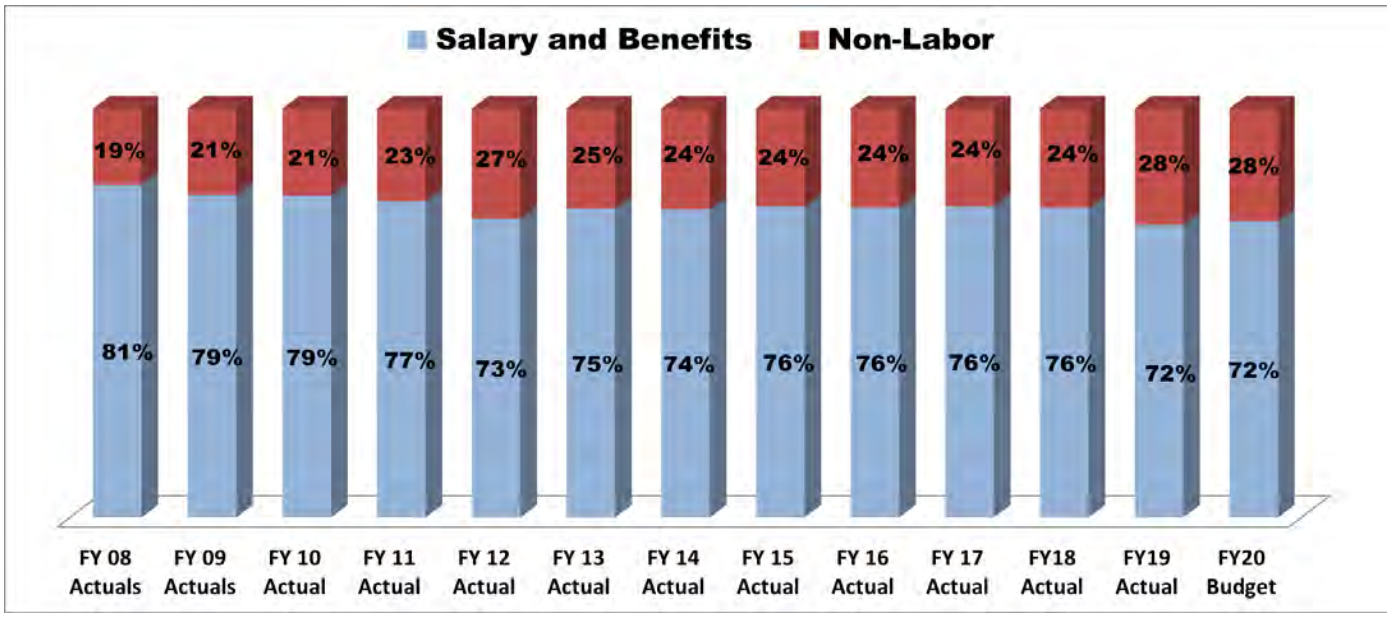
The funding model, as a tool, determines formula funding needs for the five Colleges and DSO based on student projections (contact hours and headcount) and "cost/per" metrics from the prior audited fiscal year. With the projected formula revenue as the basis for the FY20 operating budget, the funding model calculated more formula expense that was sustainable. As a result, a cost containment strategy was adopted in FY20 to balance the budget, and the five Colleges and DSO were allocated an expense budget at a level less than what the funding model computed. The table below shows the final approved operating budget loaded into the Banner Financial System as determined by each college and each DSO department, ensuring local control in determining allocation of operating funds.

	SAC	SPC	PAC	NVC	NLC	TOTAL COLLEGES	DSO	TOTAL
FY20 Approved Budget *as Loaded to Banner*								
Core	2,327,333	2,574,028	1,827,928	1,734,351	1,505,378	9,969,018	13,778,446	23,747,464
Formula [1]	45,654,601	31,992,289	21,167,021	31,270,845	12,811,069	142,895,825	29,725,140	172,620,965
Non-formula	3,435,055	2,853,918	3,112,024	1,422,847	357,270	11,181,114	4,300,000	15,481,114
Operations & Maintenance	164,600	29,958	29,000	-	-	223,558	48,555,390	48,778,948
Benefits	11,780,475	8,481,415	6,154,477	8,149,009	3,495,956	38,061,332	20,515,683	58,577,015
Capital	1,573,776	1,336,511	777,902	1,176,225	435,586	5,300,000	-	5,300,000
Prev Maint						-	18,500,000	18,500,000
Gen. Instl						-	36,533,541	36,533,541
Compensation	791,659	538,810	369,481	566,760	228,789	2,495,499	857,173	3,352,672
LabLoading to .75	237,300	333,012	112,633	198,514	39,215	920,674	-	920,674
High Wage	112,529	304,668	43,799	91,694	8,762	561,452	-	561,452
Living Wage (excl. Benefits)	158,145	90,207	128,947	152,799	17,456	547,554	259,663	807,217
FY20 TOTAL	**66,235,473**	**48,534,816**	**33,723,212**	**44,763,044**	**18,899,481**	**212,156,026**	**173,025,036**	**385,181,062**

[1] **Formula funding as loaded represents the output of the FY20 funding model, net of :**
- **Compensation & Talent Increase**
- **Cost Containment strategy, which reduced FY20 funding based on Formula**

Salaries, Wages and Benefits

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



Staffing Management Plan

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

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

1. Define the roles and responsibilities by function.

2. Develop ratios per operational measure for each function.

3. Determine the optimum staffing level for each function.

4. Balance overall staffing to targeted labor expense (salaries, wages and benefits) as a percent of total expense. FY target: 72% for Alamo Colleges District, based on individual College targets of 79% each and 57.2% for District support operations.

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

FY 2020 Staffing Management Plan

	SAC	SPC	PAC	NVC	NLC	DISTRICT	TOTAL
FY 2019 APPROVED							
FTE Salaries [1]	34,788,402	24,361,671	16,979,688	22,074,572	10,885,387	50,489,917	159,579,637
Other Salaries and Wages	9,730,230	6,627,132	5,404,034	9,807,998	2,109,505	1,206,637	34,885,536
Fringe Benefits - including State Paid	11,780,475	8,481,415	6,154,477	8,149,009	3,495,956	20,515,683	58,577,015
Total Personnel & Benefits	**56,299,107**	**39,470,218**	**28,538,199**	**40,031,579**	**16,490,848**	**72,212,237**	**253,042,188**
Operating Expenses	8,362,590	7,728,087	4,407,111	3,555,240	1,973,047	83,070,540	109,096,615
Capital	1,573,776	1,336,511	777,902	1,176,225	435,586		5,300,000
Sub-Total	**66,235,473**	**48,534,816**	**33,723,212**	**44,763,044**	**18,899,481**	**155,282,777**	**367,438,803**
Transfers						17,742,259	17,742,259
TOTAL EXPENSE	**66,235,473**	**48,534,816**	**33,723,212**	**44,763,044**	**18,899,481**	**173,025,036**	**385,181,062**
Additional Adjustments Items:							
Reclass agency/construction labor						7,301,277	7,301,277
One-time Investments [2]						4,058,400	4,058,400
SMP % Labor Calculation							
Total Labor Costs [3]	56,299,107	39,470,218	28,538,199	40,031,579	16,490,848	79,513,514	260,343,465
Total Expense excluding Transfers [4]	66,235,473	48,534,816	33,723,212	44,763,044	18,899,481	159,341,177	371,497,203

% of Labor to Total Expense [1]	85.0%	81.3%	84.6%	89.4%	87.3%	49.9%	70.1%
Target under SMP	79.0%	79.0%	79.0%	79.0%	79.0%	57.2%	72.0%
Variance from Target	6.0%	2.3%	5.6%	10.4%	8.3%	-7.3%	-1.9%

[1] FY19 Budget include ($5.9M) Vacancy Credit

[2] Investment in Veteran's Administration Center

[3] Total Labor Costs includes State Paid Benefits and the reclassification of $7.3M for Contractor/Agency costs from Non-labor to Labor

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

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

Alamo Colleges District Staffing

As has been the practice in prior years, the staffing summary in the Annual Budget compares only full-time employees (FTE) as of September 1st of a particular year. For example, the FY20 FTE count is a snapshot of all full-time positions as of September 1, 2019. The FTE snapshot includes positions that are currently filled by an Alamo Colleges employee and also vacant positions. The snapshot does not include part-time employees, adjunct faculty, grant-funded employees (both full-time or part-time), or revenue-funded employees (e.g., Continuing Education employees).

The FY20 total FTE has increased from 2,557 to 2,647 in FY19 and FY20, respectively to support Smart Growth initiatives aimed at increasing student enrollment and achieving our goal of ending poverty through education in San Antonio. One of the initiatives approved by the Board of Trustees (BoT) was the establishment of Student Advocacy Centers at each of the ACD colleges (+9 FTE). As part of the re-establishment of the $2.0 million Student Success Fund, the BoT authorized 14 additional FTE for enrollment coaches ($870,000) during FY20 bringing the total number of enrollment coaches to 32. In addition to these new positions, several part-time positions are being converted into full-time positions, which will be reflected in the FY21 FTE snapshot.

The chart on page 47 provides an overview of FTEs at the five colleges and at District Support Operations (DSO) and classifies FTE according to Instruction, Public Service, Academic Support, Student Services, International Support, Operations and Maintenance of Plant, and Auxiliary Enterprises. Strategic initiative personnel additions are noted in this chart. The chart on page 48 provides a view of FTE at the five colleges

by personnel classification; 44% Faculty, 1% Non-Instructional Faculty, 3% Administrators, 31% Professional staff, and 21% Classified staff.

The chart on page 49 provides additional detail on FTEs at DSO by 4 categories: Administrators, Professional staff, Classified staff, and Non-instruction/Faculty Fellow. The FTE's in district support operations provide the direct and indirect support to the entire Alamo Colleges District. Several factors contributed to the changes of DSO FTEs from the FY19 FTE snapshot to the FY20 FTE snapshot. First, the initial staff positions (3 FTE) in charge of implementing AlamoPROMISE are included in the DSO Other category. Second, ACD's new Chancellor, Dr. Mike Flores, has reorganized several divisions of DSO and added a Chief of Staff (1 FTE). Office of Communications/PR (9 FTE) was moved from Economic and Workforce Development to DSO Other. The Project Facilitation Office (5 FTE) was transferred from Finance and Administration to DSO Other. FY18 and FY19 totals have been restated to capture these organizational changes within DSO. Third, new positions were created in Institutional Advancement/Alamo Colleges Foundation (6 FTE) to expand Alamo College's fundraising efforts to provide more student-centered investments. For FY20, 3% of DSO personnel are Administrators, 51% are Professional staff, 45% are Classified staff, and 1% are Non-instruction/Faculty Fellow.

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 2019-2020 budget, the Board of Trustees approved annual allocations for preventive maintenance of $18.5 million, an estimated 2% of asset replacement value for regularly scheduled repair and maintenance for existing and new buildings. National standards recommend 1% to 5% of Asset Replacement Values (a range of $11.1 to $55.6 million for Alamo Colleges District).

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

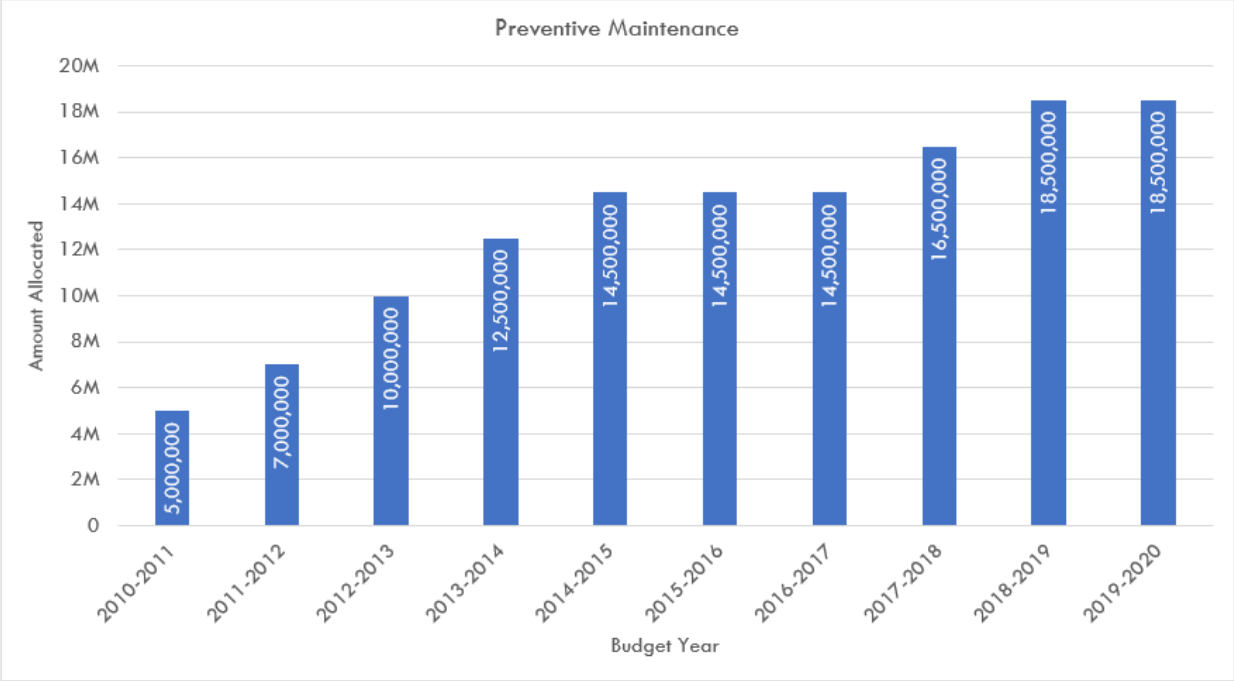
PM Projects(System Group)	FY20 PM Priorities Budget
Structural, Building Envelope, and Roof	$ 3,539,409
Interior Finishes	125,985
Mechanical, Electrical & Plumbing (MEP)	515,129
Furniture, Fixtures & Equipment	170,058
Special Construction	5,133,419
Professional Services	2,000,000
Permits/Registration Fees	175,000
Special Construction	200,000
Subtotal	**$ 11,859,000**

Annual PM Projects	FY20 PM Annual Budgets
Fire Alarms and IT	$ 3,000,000
Pavement and Grounds	20,000
Energy and Water Efficiency	3,000,000
Air Quality	50,000
Pest Control	20,000
Facilities Condition Index (FCI) Management	500,000
PAC Natatorium	51,000
Subtotal	**$ 6,641,000**

Grand Total	**$ 18,500,000**

Amounts identified in the PM Projects table are based on identified requirements in the facility condition assessment database which fall under each of the identified system groups. Requirements in the facility condition assessment database are accompanied by estimated cost totals and furthermore designated by priority. In addition to the baseline costs found in the facility condition assessment database, a soft cost of 25% is added as an estimate established to address the requirement in this PM Budget scenario.

As seen in the following chart, 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. The funds allocated to preventive maintenance along with portions of the $450 MM CIP Bond passed in 2017 allow for preventing further deterioration of facilities.



State Appropriations

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

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

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

Student Success (outcomes-based) – the formula funding is allocated based on each community college's student success points earned from a three-year average of student completion of certain defined metrics. Examples of these metrics include: a student successfully completing their first 15 semester credit hours at the institution; a student earning a credential (e.g. an associate's degree or certificate); a

student transferring to a 4-year institution with 15 or more semester credit hours. A full list of metrics to be measured for student success points is provided later in this section.

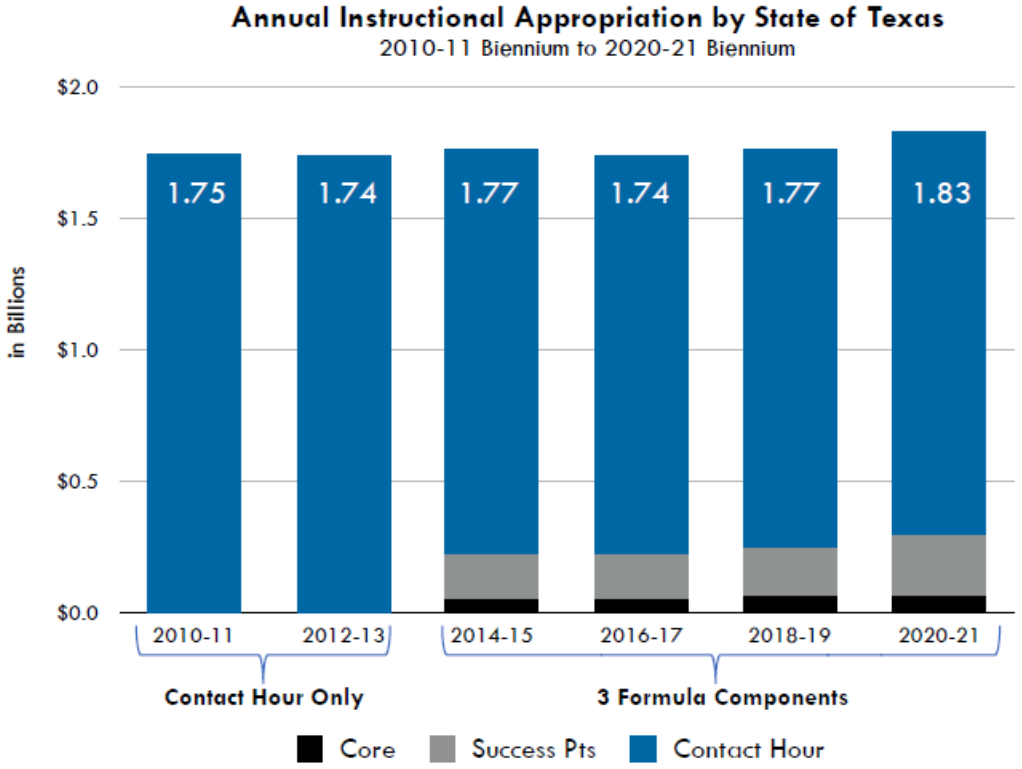
Formula Funding Appropriations			
	FY 2020	FY2021	86th Leg. Total
Core Operations	$ 680,406	$ 680,406	$ 1,360,812
Contact Hour Funding	52,933,956	52,933,956	105,867,913
Student Success	9,160,107	9,160,107	18,320,215
Total	62,774,470	62,774,470	125,548,939
Veterans Assistance Center	4,058,400	4,058,400	8,116,800
Total Appropriated Funds	$ 66,832,870	$ 66,832,870	$ 133,665,739

Contact Hours (Base Period - Summer 2018, Fall 2018, And Spring 2019)		
	Alamo Colleges	State
Academic	$ 16,066,360	$ 204,448,447
Technical/Vocational	3,488,448	63,242,780
Continuing Education	375,544	12,946,189
Total	$ 19,930,352	$ 280,637,416

Student Success Points		
	Alamo Colleges	State
Three-Year Weighted Avg	90,455	1,127,204

The Alamo Colleges District's FY 20 budget includes $62.8 million in state appropriation revenue and an additional $14.4 million as the state's 50% contribution toward employee group health and retirement. In addition, the Alamo Colleges District received a special appropriation from the State of Texas of $8.1 million, spread over the two-year biennium, designated for Veteran's Assistance Centers on campus.

After several biennia of essentially flat state funding from the State of Texas, the General Appropriations Act for the 2020 and 2021 biennium increased $65.4 million for all community colleges. For the Alamo Colleges District, state funding increased $5.78 million ($2.8 million for FY20).



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

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

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

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

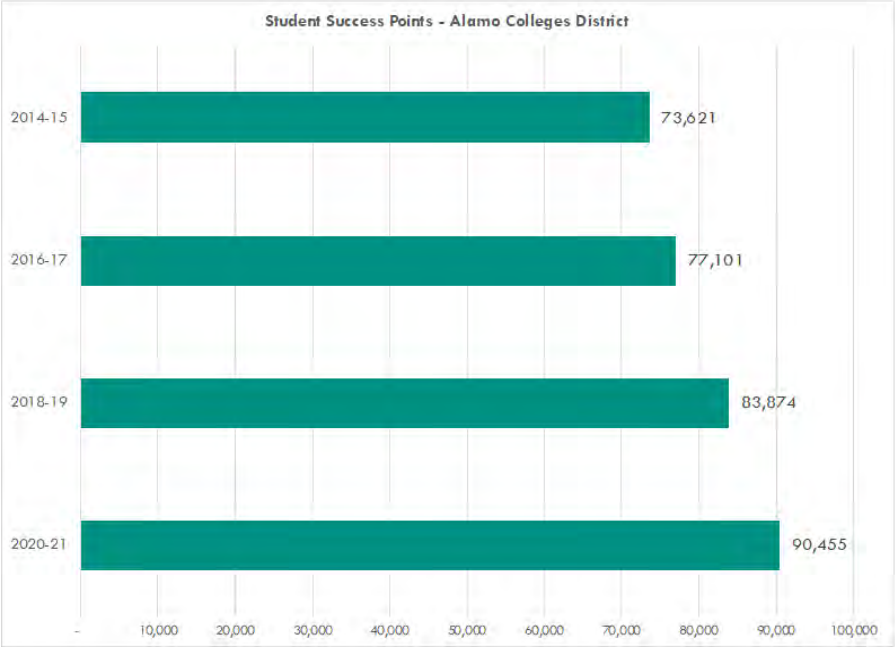
The Student Success Points (SSPs) appropriation, the outcomes based component of the General Appropriations Act, increased $3.9 million for Alamo Colleges (27.3%). Advocates for community colleges emphasized this component of the community college formula and were successful in obtaining an increase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

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

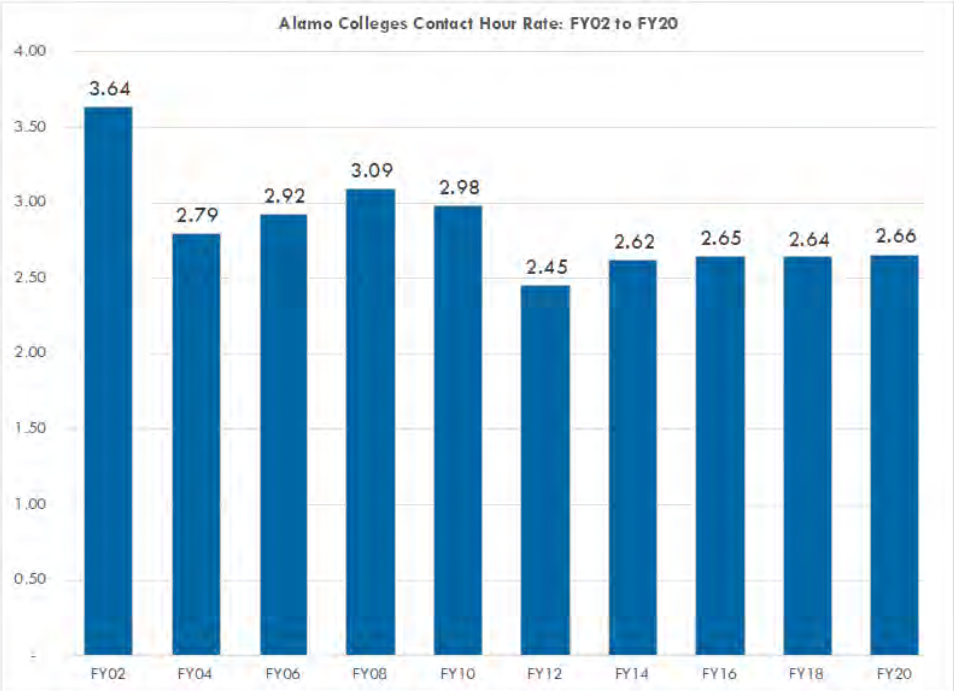
19. Instruction and Administration Funding (Outcomes-Based Model). Formula funding is allocated among Public Community/Junior Colleges based upon certified contact hours generated in the previous academic year. Formula funding is allocated based on each community college's points earned from a three-year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

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

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



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



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

ALAMO COLLEGES DISTRICT

FY 2020 STATE APPROPRIATION ALLOCATION DISTRIBUTION

BASE YEAR CONTACT HOURS - (Summer I/II 2018, Fall 2018, and Spring 2019)

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

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

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

Actual rate of funding % (according to THECB) 22.54%

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
2020-2021	23 percent
2018-2019	24 percent
2016-2017	27 percent
2014-2015	30 percent
2012-2013	49 percent
2010-2011	69 percent
2008-2009	75 percent

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

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

Ten Year Trend of Revenue Sources

10 YEAR COMPARISON OF REVENUES

FISCAL YEAR	STATE FUNDING (1) *	%	LOCAL TAXES	%	TUITION & FEES (2)	%	OTHER (3)	%	TOTAL
2010-2011 (5)	85,942,117	30.03%	93,559,514	32.70%	98,756,325	34.51%	7,899,646	2.76%	286,157,602
2011-2012 (5)	77,777,498	27.37%	95,326,911	33.55%	100,344,216	35.32%	10,689,660	3.76%	284,138,285
2012-2013 (5)	75,997,901	26.09%	104,270,919	35.79%	101,916,100	34.98%	9,148,391	3.14%	291,333,311
2013-2014 (5)	77,019,978	26.12%	110,490,520	37.46%	96,714,128	32.79%	10,694,343	3.63%	294,918,969
2014-2015 (5)	77,540,886	25.46%	119,772,762	39.33%	96,658,002	31.74%	10,589,061	3.48%	304,560,711
2015-2016 (5)	77,485,937	24.47%	132,979,101	41.99%	95,000,076	30.00%	11,190,494	3.53%	316,655,608
2016-2017 (5)	80,365,979	23.94%	148,539,505	44.25%	94,369,702	28.12%	12,377,561	3.69%	335,652,747
2017-2018 (5)	83,918,262	23.86%	156,508,206	44.50%	95,706,423	27.21%	15,535,361	4.42%	351,668,252
2018-2019 (5)	76,753,648	21.27%	167,473,259	46.41%	98,150,601	27.20%	18,472,904	5.12%	360,850,412
2019-2020 (4)	87,220,986	22.64%	175,587,193	45.59%	108,865,113	28.26%	13,507,770	3.51%	385,181,062

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

Source: Annual Financial Reports - Schedules A and C

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

Financial Policies and Procedures

C.1.3 (Policy) Appropriations and Revenue Sources
Responsible Department: Vice Chancellor for Finance and Administration
Board Adoption: 8-18-09
Last Board Action: 8-18-09

– Financial Stability

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

– Investments

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

– Donations and Grants from Private Sources

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

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

– Facilities Use

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

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

– Sale of College District Real Estate

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

– Depository of Funds

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

– Ad Valorem Taxes

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

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

C.1.4 (Policy) Budget
Responsible Department: Vice Chancellor for Finance and Administration
Board Adoption: 8-18-09
Last Amended: 11-09-19

– Annual Budget

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

– Scope

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

– Budget Principles

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

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

– Budget Adjustments and Reallocations

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

– Line Item Groups

The line item groups are:

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

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

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

– Budget Amendments

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

– Savings Incentive Program

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

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

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

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

– Fund Balance

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

C.1.5 (Policy) Purchasing and Acquisitions
Responsible Department: Vice Chancellor for Finance and Administration
Board Adoption: 8-18-09
Last Board Action: 12-15-15

– Best Value

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

– Purchasing Authority Delegation

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

– Board-Awarded Purchases

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

– Competitive Purchases

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

(1) competitive bidding for services other than construction services;
(2) competitive sealed proposals for services other than construction services;
(3) a request for proposals, for services other than construction services;
(4) an interlocal contract;
(5) a method provided by Chapter 2269, Government Code, for construction services;
(6) the reverse auction procedure as defined by Section 2155.062(d), Government Code; or

(7) the formation of a political subdivision corporation under Section 304.001, Local Government Code.

– Competitive Purchase Specifications

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

– Competitive Procurement Evaluation

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

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

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

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

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

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

– Sole Source Purchases

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

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

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

– Professional Services

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

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

– Change Orders

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

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

Purchases or contracts approved by the Board with an amount exceeding $500,000:

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

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

– Communication with Contractors, Consultants, and Other Vendors

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

– Responsibility for Debts

The Board shall assume responsibility for debts incurred in the name of the College District so long as those debts are for purchases made in accordance with adopted Board Policy and

current administrative procedures. Persons making unauthorized purchases may be responsible for all such debts.

– Authorized Purchases

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

– Exclusive Purchase Commitments & Contract Execution Authority

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

– Emergency Purchases

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

– State and Cooperative Purchases

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

– Verifying Purchases

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

– Detailed Purchasing Procedures

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

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

It is the policy of Alamo Colleges to encourage the use of Small, Minority, Women, and/or Veteran-Owned Business Enterprises as herein below defined to assist in the implementation of this policy through race, ethnicity, and gender-neutral means. The purpose of this program is to

ensure that SMWVBE's are provided the maximum practicable opportunity to participate in all purchasing and contracting opportunities.

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

The Vice Chancellor for Finance and Administration will establish the Alamo Colleges Aspirational Goal for the SMWVBE Program. The primary means for achieving the Aspirational Goal, if any, will be through race- and gender-neutral principles.

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

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

C.1.7 (Policy) Investments
Responsible Department: Vice Chancellor for Finance and Administration
Board Adoption: 9-15-09
Last Board Action: 10-22-19

– General

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

– Scope

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

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

– Objectives

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

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

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

– Management of Funds

Delegation of Authority

The Board retains ultimate responsibility as fiduciaries of the assets of the College District. The Associate Vice Chancellor of Finance and Fiscal Services is designated as the investment officer

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

External Advisory Services

The Board may contract with advisory firm registered under the Investment Advisors Act of 1940 (15 U.S.C. Section 80-b1 et seq.) and the State of Texas to provide for the nondiscretionary investment and management of its public funds under its control. The contracted period will be for a maximum of two years, and a renewal or extension of the contract must be made by the Board by resolution.

The firm must disclose any significant litigation relating to the firm's integrity or abilities.

Subject to the provisions of the professional services contract, advisory firms can be terminated by the Board at any time. [Texas Government Code Section 2256.003(b)]

– Standards of Care

Standards of Care

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

Training

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

Internal Controls

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

The internal control procedures will address the following points:

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

Roles and responsibilities of the participants in the investment process of the College District are outlined in Appendix 2. The investment officer will establish a process for a compliance audit at least once every two years by the College District's internal auditor or by a private auditor, the results of which are reported to the state auditor no later than January of each even-numbered year. [Texas Government Code Section 2256.005 (n)] Quarterly reports will be reviewed at least annually by an independent auditor reporting to the Board of Trustees. This will be done as part of the annual external audit process. [Texas Government Code Section 2256.023 (d)]

– Investment Strategies

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

Operating Funds

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

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

Debt Service Funds

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

Debt Service Reserve Funds

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

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

Construction Funds and Unexpended Plant Funds

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

Other Funds

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

– Authorized Investments

Operating Funds

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

- Obligations of the United States, including letters of credit, or its agencies and instrumentalities;
- Direct obligations of the State of Texas or its agencies and instrumentalities;
- Other obligations, the principal and interest of which are unconditionally guaranteed or insured by, or backed by the full faith and credit of, the State of Texas or the United States or their respective agencies and instrumentalities including any security type insured by the Federal Deposit Insurance Corporation (FDIC);
- Obligations of states, agencies, counties, cities, and other political subdivisions of any state rated as to investment quality by a nationally recognized investment rating firm not less than A or its equivalent;
- FDIC-insured Certificates of Deposit and Share Certificates issued by a depository institution that has its main office or a branch office in Texas or through a broker that has its main office or a branch office in Texas and is included on the authorized broker list. These may be purchased without limit from a domestic bank if the amount is insured by the FDIC or is fully collateralized by the authorized investments in this section with a market value of at least 100% of the amount;
- Collateralized Repurchase Agreements. Execution of a Master Repurchase Agreement, approved by the Legal Department, is required prior to the purchase of this investment. Investments must have a defined termination date and be secured by a combination of cash and obligations as described by Section 2256.009(a) (1) of the Texas Government Code. The securities being purchased to be pledged to the College District, held in the College District's name and deposited at the time the investment is made; and, is placed through a primary government securities dealer, as defined by the Federal Reserve or a financial institution doing business in the State of Texas; The term of any single repurchase agreement may be made coterminous with the need to expend bond proceeds, provided the purchase agreement allows for multiple draws at the College District's discretion and the maturity date does not exceed the expected final expenditure date.;
- Bankers' Acceptances. Investment must have a 270 day or less stated maturity from date of issuance and be liquidated in full by stated maturity, be acceptable as collateral for borrowing by a federal reserve bank, and be accepted by a bank rated at least A-1 and P-1 or equivalent by a Nationally Recognized Statistical Rating Organization ("NRSRO");
- Commercial Paper. Commercial paper must have a stated maturity of 270 days or less, and be rated at least A-1 or P-1 or equivalent, either by two NRSROs, or by a single NRSRO if it is also fully secured by an irrevocable letter of credit issued by a domestic bank. Both taxable and municipal commercial paper are authorized;
- No-Load Money Market Mutual Fund. Fund must be regulated by the Securities and Exchange Commission (SEC"); have a dollar-weighted average stated maturity of 60 days or less; and include in its investment objectives the maintenance of a stable net asset value of $1 for each share. Such investments may not exceed, in the aggregate, more than 15

percent of the College District's monthly average fund balance, excluding bond proceeds and reserves and other funds held for debt service, and the investment in any single mutual fund may not exceed 10 percent of the total assets of the Mutual Fund;

- No-Load Mutual Fund. Fund must be registered with the SEC; have an average weighted maturity of less than two years; be invested exclusively in obligations approved by this policy; be continuously rated as to investment quality by at least one nationally recognized investment rating firm of not less than AAA or its equivalent; and conform to the requirements set forth in Section 2256.016 of the Texas Government Code relating to the eligibility of investment pools to receive and invest funds of investing entities. The investment in any single mutual fund may not exceed 10 percent of the total assets owned or controlled by the College District, including bond proceeds and reserves and other funds held for debt service;
- Public Fund Investment Pools. Public funds investment pools must be specifically authorized by the Board through resolution, and are subject to the limitations of PFIA Section 2256.016;

Interest bearing bank savings deposits issued by state and national banks or savings bank or a state or federal credit union (having their main or branch office in Texas) that are guaranteed or insured by the Federal Deposit Insurance Corporation or National Credit Union Share Insurance Fund (or their successor organizations). Also included are collateralized interest bearing savings deposit that have secured the uninsured portion of deposits with obligations of the U.S. Treasury and/or Federal agencies and instrumentalities. Bank Sweep Accounts. Investments in bank sweep accounts are permitted provided they offer daily liquidity and invested in compliance with this Policy.

Debt Service/Reserve/Construction Funds

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

• Guaranteed Investment Contracts ("GICs") having a defined termination date corresponding to the expected final draw date on the projected construction schedule, secured by U.S. Government direct or agency obligations.

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

Other Funds

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

– Financial Institutions and Broker/Dealers

Purchase and sale of investment securities, other than the initial issue purchases, shall be conducted through seeking competitive bids and offers from three or more broker/dealers for each security or a security comparable as to maturity and credit quality, whenever possible (excluding transactions with money market mutual funds and public funds investment pools, which are deemed to be made at prevailing market rates).

The Board must adopt and annually review a list of qualified dealer/brokers authorized to engage in investment transactions with the College District. [Texas Government Code Section 2256.025] A written copy of this investment policy shall be presented to any business

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

– Safekeeping and Custody

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

– Collateralization

The College District shall require full collateralization of funds on deposit with the College District's depository bank, other than investments, in accordance with the Texas Government Code, Chapter 2257. In order to anticipate market changes and provide a level of security for all funds, the collateralization level shall be at least100% percent of market value of principal and accrued interest on the deposits or investments, less any amount insured by the FDIC. Collateral should be repriced daily. This collateral will be held by a third party and not be subject to any security interest, lien or right of set-off by the third party. Bank deposits and repurchase agreements often require collateral substitution. If the District has a contractual agreement with an independent third-party custodian, this custody agent shall permit collateral substitution provided that the total value of the new securities maintains a market value equal to or greater than the required collateral level. Collateral used to secure direct bank deposits shall be monitored no less than monthly. [Texas Government Code Sections 2257.021, 022,023]

– Other

Monitoring Market Prices

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

Credit Downgrades

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

Investments that are downgraded to less than the required minimum credit rating should be liquidated in a prudent manner. [Texas Government Code Section 2256.021]

Securities Lending

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

– Reporting

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

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

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

For all investments: dollar-weighted average maturity [Texas Government Code Section 2256.023]

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

– Policy Review

This policy and strategies will be reviewed not less than annually by the Associate Vice Chancellor of Finance and Fiscal Services, the Audit, Budget, and Finance Committee, and the Policy and Long Range Planning Committee, and the Board. The Board will adopt a written statement stating that it has reviewed the policy and strategies, and the written statement so adopted will record any changes made to either the policy or strategies. [Texas Government Code Section 2256.005(e)]

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

Sources:

Public Funds Investment Act, Texas Government Code Chapter 2256

Public Funds Collateral Act, Texas Government Code Chapter 2257

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

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

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

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

Appendix 2 (Procedures) Roles and Responsibilities

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

C.2.3 (Policy) Facilities and Grounds Management
Responsible Department: Vice Chancellor for Finance and Administration, District Institutional Advancement
Board Adoption: 8-18-09
Last Board Action: 2-24-14

– Maintenance and Operations

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

– Preventive Maintenance

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

– Funding

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

– Administration

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

– Naming Facilities

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

– Criteria for Naming Facilities

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

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

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

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

– Authority and Recommendations

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

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

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

– Facilities Planning

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

– Construction Management

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

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

– Project Administration

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

– Change Orders

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

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

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

– Environmental Protection

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

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

C.3.1 (Policy) Debt Management
Responsible Department: Vice Chancellor for Finance and Administration
Board Adoption: 5-17-11
Last Board Action: 5-21-19

– General

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

– Scope

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

– Objectives

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

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

– Available Borrowing Methods

General Obligation Bonds - These bonds are issued for the acquisition of land, building construction costs, and the furnishing and equipping of buildings. The College District secures these bonds through levying, assessing and collecting ad valorem taxes sufficient to pay the principal and interest when due provided that the annual bond tax rate will never exceed the State statutory limit or the limits established by the College District's qualified voters. The College District's statutory maximum tax rate is established pursuant to Section 130.122, as

amended, Texas Education Code at $1.00 per $100 of taxable assessed value (of which a maximum of $0.50 may be utilized for debt service purposes). However, the College District's qualified voters limited the total tax rates - maintenance and operations ("M&O") and debt service- to a combined amount not to exceed $0.25 per $100 of taxable assessed value at an election held on September 30, 1952. These bonds require voter authorization.

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

Revenue Bonds - The College District may issue revenue bonds for the acquisition of land, buildings, building construction costs, and the furnishing and equipping of buildings. These bonds are payable from and are secured by pledged revenues, such as tuition and other fees, generally a reserve fund, or other resources. Voter approval is not required. Debt service coverage ratios or other bond provisions contained in existing bond covenants must be considered when issuing new revenue debt.

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

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

Other- From time to time, other financing options may be considered, including Contract Revenue Bonds- Capital improvements may be financed through Contract Revenue Bonds, which requires the District to enter into a contract with a third party entity. They are payable from either taxes, revenues, or both. Voter approval is not generally required

Taxable Debt- When market conditions are favorable, taxable debt may be used for all or part of a debt issue and to comply with limitations imposed by the Internal Revenue Code of 1986, as amended (the "Code"). Taxable debt may also be issued for refunding if favorable savings will be achieved and the refunded tax-exempt issue cannot be advance refunded per the Code.

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

– Alternative Structures

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

– Debt Management Plan

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

– Conditions for New Money Debt Issuance

The timing of borrowing will be structured to meet the needs of the District and to minimize the effect of negative arbitrage. When the investment earnings on borrowed proceeds are below the cost of borrowing, borrowed capital may have to be increased to provide sufficient funds to pay project expenses. Since this practice increases the cost and limits the productivity of borrowed capital, the College District will seek to minimize negative arbitrage where practical. Any external borrowing will be coordinated to the extent possible so that multiple project needs can be accommodated in a single borrowing. Under a Parameter Order for a specific new money debt, the President- Board of Trustees, Secretary- Board of Trustees, Chancellor, or Vice Chancellor for Finance and Administration may proceed with a new money debt issuance if the appropriate conditions are met as set forth in the Parameter Order.

– Conditions for Debt Refunding

Periodic reviews of outstanding debt will be undertaken to determine refunding opportunities. Refunding will be considered based on economic benefit, or as needed to alter covenants, restructure debt, or stabilize the tax rate. Current refunding require at least a 3% net present value as a percentage of the par amount of the refunded bonds to be considered. Advance refunding transactions, when available, should be considered when the net present value savings as a percentage of the par amount of the refunded bonds is at least 5%, with a minimal amount of negative arbitrage in the refunding escrow.

Other factors should be considered, such as reinvestment rates and impact on the structure of the escrow. The threshold rates may be disregarded under a refunding done solely for business

reasons, such as for restructuring purposes. As provided in the Code, an issue may be advance refunded only once on a tax exempt basis. The term of the refunding funds should not exceed the term of the bonds being refunded unless the debt is being restructured. Under a Parameter Order for a refunding bond, the President- Board of Trustees, Secretary- Board of Trustees, Chancellor or Vice President for Finance and Administration may proceed with a debt refunding if the appropriate conditions are met as set forth in the Parameter Order.

– Conditions for Debt Defeasance

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

– Parameters for Debt Issuance

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

– Selection of Consultants

The College District will select its financial advisor, investment banking firms, disclosure and arbitrage rebate compliance specialist s through the issuance of Request for Qualifications (RFQ). It is preferable that the services for disclosure and arbitrage rebate compliance be within the scope of the financial advisor. Bond counsel will be selected pursuant to a Request for Qualifications process as set forth in Section 1201. 027, Texas Government Code. Investment banking firms will be retained in an "underwriting pool" for a period of five years (one year plus four annual renewals) prior to a new RFQ being issued. The underwriting syndicate for each open market bond issuance will be chosen from this pool. The selection of the Senior Manager and each syndicate member will be based upon:

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

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

– Compliance Reporting/Procedures

Continuing Disclosure - The College District will comply with SEC Rule 152-12 by filing directly or through a third party dissemination agent with the Municipal Securities Rulemaking Board (MSRB) using its Electronic Municipal Market Access system (EMMA) annual financial statements and certain required financial and operating data.

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

– Rating Agencies

The Associate Vice Chancellor of Finance and Fiscal Services is responsible for maintaining the primary relationship and communicating with the national rating agencies. This communications effort includes providing periodic updates on the College District's general financial condition along with coordinating meetings and presentations in conjunction with debt issuances. The College District will request a rating from at least two major rating agencies prior to the issuance of open market transactions.

– Investment of Bond Proceeds

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

– Policy Review

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

Functional Category Descriptions

1xxx Instruction

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

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

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

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

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

- Lectures
- Seminars and Workshops
- Planetarium operations.

3xxx Academic Support

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

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

4xxx Student Services

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

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

5xxx Institutional Support

This category includes salary and operating expenditures for:

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

6xxx Operations and Maintenance of Plant

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

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

7xxx Scholarships and Fellowships

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

This category includes Institutional and Trustee.

Certain Payments to Students are not Scholarships and Fellowships:

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

8xxx Auxiliary Enterprises

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

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

Tuition and Fee History

10 YEAR TUITION AND FEE SCHEDULE SUMMARY
By Fall Semester

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Tuition per Sem Hour										
In District	$53.5	$56	$70	$70	$70	$70	$73	$86	$86	$99
Out-of-Dist	$107	$112	$185	$185	$185	$185	$194	$202	$202	$215
Non-Resident	$214	$224	$358	$358	$358	$358	$376	$453	$453	$466
General Fee										
In District										
1 - 6 HRS	$122	$130								
7+ HRS	$127	$135								
Out-of-District										
1 - 6 HRS	$122	$130								
7+ HRS	$127	$135								
Non-Resident										
1 - 6 HRS	$122	$130								
7+ HRS	$127	$135								
Registration Fee										
Student Insurance										
Library Upgrade Fee										
Campus Access Fee								$25	$25	$25
Student Activity Fee *								$1	$3	$3
International Edu Fee								$1	$1	$1

* Per Semester Hour

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

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

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

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

Summer Momentum Plan:

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

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

FY20 Budget-Related Board Minute Orders/Approved Minutes

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

Board Minute Order Index

Tuition and Fees Schedule for Fiscal Year 2019 – 2020 (Fall 2019) 118

Debt Management Plan for Fiscal Year 2019 – 2020 123

Fiscal Year 2019 – 2020 Operating Budget 124

Fiscal year 2019 – 2020 All Funds Budget 127

Tax Rate for Fiscal Year 2019 – 2020 130

Fiscal Year 2019 – 2020 Compensation Increase 132

Fiscal Year 2019 – 2020 Living Wage Increase 136

Fiscal Year 2019 – 2020 Faculty Lab Loading 138

Discussion and Possible Action on Tuition Schedule for Fiscal Year 2019-2020

Presented to the Board Acting as Committee of the Whole on March 5, 2019 and now presented to the Board for approval on March 19, 2019.

MINUTE ORDER
"The Alamo Colleges District Board of Trustees hereby approves the attached Tuition and Fee Schedule for Fiscal Year 2019-2020."

PURPOSE
The purpose of this action is to obtain approval for the Alamo Colleges District's FY 2019-2020 Tuition and Fee Schedule for San Antonio College, St. Philip's College, Northeast Lakeview College, Northwest Vista College and Palo Alto College.

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

- Mortuary Science Special Program Tuition has been added to supplement the cost of materials and supplies AND the exam and practice exam fees, which are now paid for by Alamo Colleges District - San Antonio College, not the student.
- New Online eRate Tuition Rate: For students taking courses in a 100% online program offering (no classes on-campus), Out-of-District students will be charged $170 per semester credit hour. In-District and Non-Texas Residents rates will be the same as non-online students at $99 and $466, respectively per semester credit hour. Out-of-District 100% online tuition was determined with reference to the factors required to be considered by Texas Education Code §130.0032(d) and the substantially lesser reliance on tax-supported facilities of online instruction.

IMPLICATIONS
Financial: Special Program Tuition revenues cover incremental costs. Additional Online students to cover costs of lower out-of-district e-rate tuition.
Strategic Plan: Goal 1: Student Success and Goal 3: Performance Excellence
Human Resources: N/A

ATTACHMENTS: Tuition and Fee Schedule, Effective Fall 2019 (PDF); e-Rate presentation

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

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

Dr. Mike Flores
Chancellor

ALAMO COLLEGES DISTRICT

Revised

ALAMO COLLEGES DISTRICT
SCHEDULE OF TUITION AND FEES
Fall 2019
FY 2019- 2020

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

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

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

Online eRate Tuition (Students taking courses in a 100% online program with no classes on-campus):
$99 per SCH for In- District,
$170 per SCH for Out of District or
$466 per SCH for Non- Resident

Summer Momentum Plan:
2 year completion: Up to 6 credit hours in Summer FREE, if earned 24 SCH combined Fall and Spring.
3 year completion: 3 credit hours in Summer FREE, if earned 18 SCH combined Fall and Spring.

Free hours must be taken in the Summer term immediately following the Fall and Spring terms, which qualified student for this Summer Momentum Plan.

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

Campus Access Fee:
$25 per semester, with a maximum of $50 per Academic Year, which is non-refundable.

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

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

3-Peat:
Students registering, for a course for the third time, will be charged the rate of $384 per hour.

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

Revised

ALAMO COLLEGES DISTRICT
SCHEDULE OF REFUNDABLE FEES AND SPECIAL PROGRAM TUITION
FY 2019- 2020

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

College	Program	Program Tuition Per Semester*
PAC	Aviation Technology	$295 to $36,000
PAC	Veterinary Technology	$300
PAC	Cosmetology	$300
PAC	Oil and Gas	$300
NVC	Personal Fitness Training	$400 to $600
NVC	NVC Digital Video & Cinema Production	$60 to $240
NVC	NVC Digital Media	$60 to $180
SAC	Communication Design	$60
SAC/ SPC	SAC/ SPC Nursing – RN	$1200
SPC	SPC Nursing – PN/LVN	$1000
SAC	SAC Fire Science	$1,100
SAC	SAC Mortuary Science	$150
SPC	Vision Care Technology	$700
SPC	Automotive Technology	$200
SPC	Bio-medical Equipment Technology	$150
SPC	Computer Maintenance Technology	$100
SPC	Aircraft Technology	$250 to $1,000
SPC	Diesel Technology	$325 to $600
SPC	Air Conditioning	$250
SPC	Plumbing	$125
SPC	Construction Technology	$175
SPC	Electrical	$250
SPC	Welding	$100 to $300
SPC	Automotive Collision	$230
SPC	Manufacturing Engineering Technology	$300
SWC	Advanced Manufacturing Technology (AMT)	$400
SPC	Health Information Technology	$500
SPC	Histology	$700
SPC	Medical Laboratory Technician/ Phlebotomy	$700
SPC	Occupational Therapy Assistant	$700
SPC	Physical Therapist Assistant	$700
SPC	Radiography	$250- $700
SPC	Respiratory Care	$700
SPC	Surgical Technology	$700
SPC	Sonography	$700
SPC	Invasive Cardio Vascular	$700
SPC	Culinary Arts / Baking and Pastry	$200
All	Music - Two-semester credit hour Private Music Lesson	$150
All	Music - One-semester credit hour Private Music Lesson	$95

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

No Change

ALAMO COLLEGES DISTRICT
SCHEDULE OF CONTINUING EDUCATION TUITION AND FEES
REFUNDABLE FEES
FY 2019- 2020

Continuing Education:

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

Special fees may be charged depending on the course. All continuing education courses should fully recover direct and indirect costs.
Continuing education classes, which have been advertised or related to existing contracts and grants may not reflect an increase until a future quarter or the expiration of the contract or grant.

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

No Change

ALAMO COLLEGES DISTRICT SCHEDULE OF FEES
NON-REFUNDABLE FEES FY 2019- 2020

Examination Fees:	
Advanced Standing Examination Fee: per credit hour	$86
G.E.D.	$110
Re-Exam Fee (if failed)	$20
THEA Alternative (Accuplacer & ASSET)	$32
TSI Retest	$12
CLEP	$20
Correspondence Exam	$20
Returned Check/ACH Return Fee	$35
Library Fines:	$0.10
Reserved Books: per day/per item (10 days max)	$0.50
College Prep Fee: per credit hour	$3
Installment Payment Plan	$25
Administrative Set up Fee: per semester	
Late Fee, per each late payment	$10
Study Abroad Administrative Fee	$200
Foreign Student Application Fee	$100
Diploma (Duplicate)	$25
Transcripts (1st set free)	
Mailed	$10
Electronic	$5
Express	$10 & $35
ID Card Duplicate/Replacement	$10
Parking Fines	
If paid within 10 days	$16
If not paid within 10 days	$21
If not paid within 20 days	$27
Scobee Admission	Varies
Student Processing Fee	$100
Transfer/Transient Evaluation	
SPC/SAC Internships- Accidental Insurance Coverage	Up to $50

Workshop Fees:

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

Discussion and Possible Action on the Annual Debt Management Plan for FY 2020

Presented to the Board Acting as Committee of the Whole on May 14, 2019, and now presented to the Board for approval on May 21, 2019.

MINUTE ORDER

"The Alamo Colleges District Board of Trustees hereby approves the recommendations as presented in the FY 2020 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 2020.

BACKGROUND

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

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

The FY 2020 recommendations are outlined in the attached presentation.

IMPLICATIONS

Financial: Continuation of Debt Management Policy objectives; approval of FY 2020 Debt Management Plan

Strategic Plan: Performance Excellence

Human Resources: None

ATTACHMENT: FY 2020 Debt Management Plan presentation

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: 2019.05.10 09:10:27 -05'00'

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

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

Dr. Mike Flores Date
Chancellor

ALAMO COLLEGES DISTRICT

Discussion and Possible Action on Fiscal Year 2019-2020 Operating Budget

Presented to the Board for approval on July 13, 2019.

MINUTE ORDER

"The Alamo Colleges District Board of Trustees hereby approves a Fiscal Year 2019-2020 Educational and General (E&G) Operating Expense Budget of $359,767,609; Auxiliary Enterprise Budget of $2,371,194; Mandatory Transfers for Texas Public Education Grants and Revenue Bond Debt Service of $16,182,347; Natatorium Major Repair Fund Addition of $51,000; Non-mandatory Transfers for San Antonio River Authority and State Energy Conservation Office of $1,508,912; and Capital Expense Budget of $5,300,000 for Total Operating Expense Budget of $385,181,062 based on revenues of $385,181,062."

PURPOSE

Approval of the Fiscal Year 2019-2020 Operating Expense Budget so that Colleges and Departments can begin ramping up operations for the fall 2019 semester. In August 2019, we will submit for approval the Total Budget including: a) Operating Tax Revenue updates upon receipt of the tax rolls and b) Restricted and Plant fund budgets.

BACKGROUND

The 2019-20 fiscal year budget reflects a balanced budget with an emphasis on four key strategic area: Smart Growth, Enrollment Management and Student Success, Talent, and Innovation.

Key Assumptions for the FY20 budget include:

- Projected 2.3% growth in headcount and contact hours, resulting in an additional $3 million in Tuition & Fee revenues
- 6% taxable assessed valuation growth (TAV) in Bexar County, resulting in an additional $11.2 million in M&O ad valorem revenue
- The 86th Texas Legislature passed the General Appropriations Act which resulted in $3.2 million in additional state appropriations, driven primarily by an increase in funding for student success points
- With $18.7 million in additional revenue, expense budgets have the capacity to fund our smart growth strategies as follows:
  - $7.5 million for Education and General (E&G) expenses in support of smart growth, primarily at the five colleges
  - $2.0 million to re-establish the Student Success fund, focusing on Strategic Enrollment Management and increasing student persistence/completion through advocacy initiatives
  - $9.2 million to invest in our people with a general compensation increase for all employees, a living wage adjustment, faculty-based increases for stipends in high-wage/high-demand programs and an increase in the lab loading rate, along with the fringe benefits that support our employee base
  - $125,000 to introduce a district-wide participatory budget innovation opportunity
- Facilities' Preventative Maintenance and College Capital Budgets remain the same as prior year at $18.5 million and $5.3 million, respectively.

IMPLICATIONS

Financial: Fiscal Year 2019-20 Educational and General (E&G) Operating Expense Budget of $359,767,609, Auxiliary Enterprises of $2,371,194, Mandatory Transfers of $16,182,347, Natatorium Major Repair Fund Addition of $51,000, Non-mandatory transfers of $1,508,912 and Capital Expense Budget of $5,300,000 based on preliminary estimates for revenues of $385,181,062.

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

Human Resources: N/A

ATTACHMENTS: Attachment I – Budget Overview

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: 2019.07.11 18:07:00 -05'00'

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

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

Dr. Mike Flores Date
Chancellor

ALAMO COLLEGES DISTRICT

ALAMO COLLEGES DISTRICT

Three Year General Operating Budget Comparison: FY18, FY19, & FY20

DESCRIPTION	FY18 APPROVED	FY19 APPROVED	FY20 PROPOSED	INC/(DEC) FY20 vs. FY19	
REVENUES					
STATE APPROPRIATIONS	$63,944,822	$63,944,822	$66,832,870	$2,888,048	
State Paid Benefits	$20,461,259	$20,002,367	$20,388,115	$385,748	
TUITION AND FEES:					
Tuition	$100,075,244	$111,399,532	$112,181,112	$781,580	A)
Pledged Tuition	$22,177,428	$23,841,366	$24,592,437	$751,071	A)
Exemptions	($26,349,029)	($35,918,817)	($34,805,368)	$1,113,449	A)
Fees	$5,169,804	$6,108,642	$5,535,232	($573,410)	A)
TAXES	$156,894,170	$164,429,800	$175,587,193	$11,157,393	B)
CONTRACTS & INDIRECT COSTS	$615,000	$615,000	$560,000	($55,000)	
INVESTMENT INTEREST INCOME	$1,000,000	$1,700,000	$3,500,000	$1,800,000	
OTHER INCOME	$5,198,248	$5,281,010	$5,438,398	$157,388	
TOTAL EDUCATIONAL & GENERAL REVENUE	$349,186,946	$361,403,722	$379,809,989	$18,406,267	
AUXILIARY ENTERPRISES	$4,899,152	$5,122,307	$5,371,073	$248,766	
TOTAL GENERAL OPERATING REVENUES	**$354,086,098**	**$366,526,029**	**$385,181,062**	**$18,655,033**	
FUND BALANCE COMMITMENTS:					
General Operations	$0	($0)	$0	0	
TOTAL FUNDS AVAILABLE	**$354,086,098**	**$366,526,029**	**$385,181,062**	**$18,655,033**	
EXPENDITURES					
*EDUCATIONAL AND GENERAL **:*					
INSTRUCTION	$119,677,568	$119,213,829	125,544,699	6,330,870	C)
PUBLIC SERVICE	$1,251,872	$1,448,070	1,524,970	76,900	C)
ACADEMIC SUPPORT	$24,873,442	$25,667,361	27,030,430	1,363,069	C)
STUDENT SERVICES	$46,060,629	$48,181,844	50,740,549	2,558,705	C)
INSTITUTIONAL SUPPORT	$93,028,492	$98,478,869	103,708,605	5,229,736	C)
OPERATIONS and MAINTENANCE of PLANT	$44,444,443	$47,446,556	49,966,213	2,519,657	C)
SCHOLARSHIPS/EXEMPTIONS	$1,219,361	$1,189,001	1,252,143	63,142	
TOTAL EDUCATIONAL and GENERAL EXPENDITURES	$330,555,807	$341,625,530	$359,767,609	$18,142,079	
AUXILIARY ENTERPRISE EXPENDITURES	$2,035,038	$2,039,572	$2,371,194	$331,622	
MANDATORY TRANSFERS FOR:					
REV BOND DEBT SERV	$10,459,125	$10,459,125	$10,459,125	$0	
TEXAS PUBLIC EDUCATIONAL GRANT	$5,177,291	$5,542,965	$5,723,222	$180,257	
CAPITAL BUDGET	$4,300,000	$5,300,000	$5,300,000	$0	
NON-MANDATORY TRANSFERS FOR:					
NON-MANDATORY TRANSFER - OTHER	$1,507,837	$1,507,837	$1,508,912	$1,075	
NATATORIUM MAJOR REPAIR FUND	$51,000	$51,000	$51,000	$0	
TOTAL UNRESTRICTED CURRENT FUND	**$354,086,098**	**$366,526,029**	**$385,181,062**	**$18,655,033**	

** FY20 proposed budget is pending final Banner load by functional category

A) Includes 2.3% smart growth

B) Increase in taxable assessed valuation of 6%

C) Includes (1) proposed compensation adjustments & related fringe benefits (2) additional funds attributed to smart growth

Discussion and Possible Action on Fiscal Year 2019 – 2020 All Funds Budget

Presented to the Board Acting as Committee of the Whole on August 13, 2019 and now presented to the Board for approval on August 20, 2019.

MINUTE ORDER

"The Board of Trustees hereby approves the Fiscal Year 2019-20 total budget with projected revenues of $601,640,218; restricted and plant fund balance outflow of resources of $(124,210,466); operating fund balance commitment of $0; and expenses of $725,850,684 (Exhibit I), and the All Funds Budget Report by Location (Exhibit III)."

PURPOSE

Approval of the fiscal year 2019 – 2020 total budget including all restricted accounts and operating budgets for Alamo Colleges District - San Antonio College, St. Philip's College, Palo Alto College, Northwest Vista College, Northeast Lakeview College and district-wide support operations.

BACKGROUND

The Operating budget was approved by the Board of Trustees on July 13, 2019 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, 2019 financial statements. Exhibit II is the Operating Budget that was approved by the Board of Trustees on July 13, 2019.

IMPLICATIONS

Financial: Fiscal Year 2019-20 Total Budget: Revenues of $601,640,218, Expenses of $725,850,684, Restricted and Plant Fund outflow of $(124,210,466), Operating Fund Balance transfer of $0, resulting in a variance of $(124,210,466) 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 13, 2019 approved Operating Budget (Exhibit II); All Funds Budget Report by Location (Exhibit III)

Dr. Diane Snyder Digitally signed by Dr. Diane Snyder Date: 2019.08.08 15:10:20 -05'00'

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

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

Dr. Mike Flores Date
Chancellor

ALAMO COLLEGES DISTRICT

ALAMO COLLEGES

FY 2019 - 2020 ALL FUNDS BUDGET REPORT - *PRELIM*

Exhibit I

	Proposed Budget 2019 - 2020		
	Unrestricted	Restricted	Total
REVENUES			
Instruction and General	372,432,907	16,386,552	388,819,459
Public Service	1,114,817	-	1,114,817
Scholarships and Fellowships	-	59,161,386	59,161,386
Auxiliary Enterprises	9,046,072	-	9,046,072
Student Activity Fee	2,587,266	-	2,587,266
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	385,181,062	75,547,938	460,729,000
Capital Outlay	-	14,928,400	14,928,400
Renewals & Replacements	-	-	-
Building	-	58,406,348	58,406,348
Furniture & Equipment	-	-	-
Debt Services	-	67,576,470	67,576,470
Subtotal Plant Funds	-	140,911,218	140,911,218
TOTAL REVENUES	**385,181,062**	**216,459,156**	**601,640,218**
BEGINNING FUND BALANCES			
Instruction and General	71,927,655	1,145,982	73,073,637
Public Service	-	-	-
Scholarships and Fellowships	-	6,541,163	6,541,163
Auxiliary Enterprises	3,200,000	-	3,200,000
Student Activity Fee	1,160,695	-	1,160,695
Other (Use of Fund Balance)	-	-	
Subtotal Current Funds	76,288,350	7,687,145	83,975,495
Capital Outlay	-	90,494,777	90,494,777
Renewals & Replacements	-	-	-
Building	-	32,642,941	32,642,941
Furniture & Equipment	-	6,531,989	6,531,989
Debt Services	-	10,465,680	10,465,680
Subtotal Plant Funds	-	140,135,387	140,135,387
TOTAL BEGINNING FUND BALANCES	**76,288,350**	**147,822,532**	**224,110,882**
TOTAL AVAILABLE			
Instruction and General	444,360,562	17,532,534	461,893,096
Public Service	1,114,817	-	1,114,817
Scholarships and Fellowships	-	65,702,549	65,702,549
Auxiliary Enterprises	12,246,072	-	12,246,072
Student Activity Fee	3,747,961	-	3,747,961
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	461,469,412	83,235,083	544,704,495
Capital Outlay	-	105,423,177	105,423,177
Renewals & Replacements	-	-	-
Building	-	91,049,289	91,049,289
Furniture & Equipment	-	6,531,989	6,531,989
Debt Services	-	78,042,150	78,042,150
Subtotal Plant Funds	-	281,046,605	281,046,605
TOTAL AVAILABLE	**461,469,412**	**364,281,688**	**825,751,100**

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 2019 - 2020 ALL FUNDS BUDGET REPORT - PRELIM

Exhibit I

	Proposed Budget 2019 - 2020		
	Unrestricted	Restricted	Total
EXPENDITURES			
Instruction and General	356,896,973	16,386,552	373,283,525
Public Service	1,524,970	-	1,524,970
Scholarships and Fellowships	-	64,884,608	64,884,608
Auxiliary Enterprises	2,371,194	-	2,371,194
Student Activity Fee	2,587,266	-	2,587,266
Other (Use of Fund Balance)	-	-	
Subtotal Current Funds	363,380,403	81,271,160	444,651,563
Capital Outlay	-	109,481,577	109,481,577
Renewals & Replacements	-	-	-
Building	-	91,100,289	91,100,289
Furniture & Equipment	-	1,871,118	1,871,118
Debt Services	-	78,746,137	78,746,137
Subtotal Plant Funds	-	281,199,121	281,199,121
TOTAL EXPENDITURES	**363,380,403**	**362,470,281**	**725,850,684**
TRANSFERS (IN) OUT			
Instruction and General	-	-	-
Public Service	-	-	-
Scholarships and Fellowships	5,723,222	(5,723,222)	-
Auxiliary Enterprises	-	-	-
Student Activity Fee	-	-	-
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	5,723,222	(5,723,222)	-
Capital Outlay	4,058,400	(4,058,400)	-
Renewals & Replacements	-	-	-
Building	51,000	(51,000)	-
Furniture & Equipment	-	-	-
Debt Services	11,968,037	(11,968,037)	-
Subtotal Plant Funds	16,077,437	(16,077,437)	-
NET TRANSFERS	**21,800,659**	**(21,800,659)**	-
TOTAL EXPENSE AND TRANSFERS	**385,181,062**	**340,669,622**	**725,850,684**
ENDING FUND BALANCES			
Instruction and General	87,463,589	1,145,982	88,609,571
Public Service	(410,153)	-	(410,153)
Scholarships and Fellowships	(5,723,222)	6,541,163	817,941
Auxiliary Enterprises	9,874,878	-	9,874,878
Student Activity Fee	1,160,695	-	1,160,695
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	92,365,787	7,687,145	100,052,932
Capital Outlay	(4,058,400)	-	(4,058,400)
Renewals & Replacements	-	-	-
Building	(51,000)	-	(51,000)
Furniture & Equipment	-	4,660,871	4,660,871
Debt Services	(11,968,037)	11,264,050	(703,987)
Subtotal Plant Funds	(16,077,437)	15,924,921	(152,516)
TOTAL ENDING FUND BALANCES	**76,288,350**	**23,612,066**	**99,900,416**
TOTAL EXP, TRANSF & BAL	**461,469,412**	**364,281,688**	**825,751,100**
TOTAL EXP, TRANSF & BAL = TOTAL EXPENDITURES + NET TRANSFERS + TOTAL ENDING BALANCES			
Change in Fund Balance	(0)	(124,210,466)	(124,210,466)

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

Presented to the Board Acting as Committee of the Whole August 13, 2019, and now presented with Committee-requested revisions to the Board for approval on August 20, 2019.

MINUTE ORDER

"The Board of Trustees hereby approves, orders and adopts a Maintenance and Operations (M&O) tax rate of $0.107760/$100 of assessed valuation and a Debt levy tax rate of $0.041390/$100 of assessed valuation, for a Combined tax rate of $0.149150/$100 of assessed valuation for FY 2019/20 which is greater than the 'Combined Effective tax rate' of $0.144302/$100 of assessed valuation but less than the Rollback rate of $0.156319/$100 of assessed valuation. The Vice Chancellor for Finance and Administration is hereby authorized and directed to provide the public notices and to arrange the public hearings as required by the Texas Property Tax Code with respect to the proposed tax rate increase. Following such notice and hearings, the Board of Trustees shall deliberate and vote on the final tax rate increase, within the applicable time frame set out in the Texas Property Tax Code."

PURPOSE

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

In accordance with the Debt Management Plan approved by the Board in May 2019, there is no recommended change to the property tax rate- the Combined rate will remain at $0.149150/$100 of assessed valuation. Because of the increase in taxable assessed value, this proposed Combined tax rate, although constant from last year, is higher than the calculated Effective tax rate, there is a resultant requirement for public notices and public hearings prior to final approval of the tax rate.

BACKGROUND

The Combined tax rate is unchanged at $0.149150/$100 of assessed valuation. Even though the Combined tax rate is stable, because of the increase in property values, the calculated Effective rate is now lower than current rate, requiring public notices and hearings. The recommended M&O tax rate of $0.107760/$100 of assessed valuation is higher than the current year calculated Effective tax rate of $0.104195/$100 of assessed valuation, but lower than the Rollback rate of $0.112530/$100 of assessed valuation. The Debt rate of $.041390/$100 of assessed valuation will raise the revenue needed for FY 2019-2020 debt service payments and other actions per the approved FY 2020 Debt Management Plan. The Combined tax rate of $0.149150/$100 is higher than the Combined Effective tax rate of $0.144302/$100 of assessed valuation, but lower than the Combined Rollback rate of $0.156319/$100 of assessed valuation. Two public notices and two public hearings are required prior to final approval of the tax rate when the proposed tax rate is greater than either the Rollback tax rate or the Effective tax rate (whichever is lower).

IMPLICATIONS

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

Strategic Objective: Goal III Performance Excellence

Human Resources: N/A

Attachments:
- Exhibit A: 2019 Property Tax Rates
- Exhibit B: 2019 Tax Planning Calendar (FY 20)
- Exhibit C: Draft Notice of Public Hearing on Tax Increase
- Exhibit D: Draft Notice of Tax Revenue Increase

Dr. Diane Snyder Digitally signed by Dr. Diane Snyder Date: 2019.08.08 15:08:51 -05'00'

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

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

Dr. Mike Flores Date
Chancellor

ALAMO COLLEGES DISTRICT

2019 Property Tax Rates in ALAMO COMMUNITY COLLEGE DISTRICT

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

Last year's tax rate:	
Last year's operating taxes	$157,464,042
Last year's debt taxes	$60,481,039
Last year's total taxes	$217,945,081
Last year's tax base	$146,124,760,979
Last year's total tax rate	$0.149150/$100
This year's effective tax rate:	
Last year's adjusted taxes (after subtracting taxes on lost property)	$216,890,988
÷ This year's adjusted tax base (after subtracting value of new property)	$150,302,798,677
=This year's effective tax rate (Maximum rate unless unit publishes notices and holds hearings.)	$0.144302/$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)	$156,608,622
+ This year's adjusted tax base	$150,302,798,677
=This year's effective operating rate	$0.104195/$100
x 1.08=this year's maximum operating rate	$0.112530/$100
+ This year's debt rate	$0.043789/$100
= This year's total rollback rate	$0.156319/$100

Statement of Increase/Decrease

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

Schedule A - Unencumbered Fund Balance

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

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

Schedule B - 2019 Debt Service

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

Description of Debt	Principal or Contract Payment to be Paid from Property Taxes	Interest to be Paid from Property Taxes	Other Amounts to be Paid	Total Payment
Limited Tax Series	40,310,000	17,382,825	0	57,692,825
Maintenance Tax Notes	6,755,000	2,330,275	0	9,085,275

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

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

Discussion and Possible Action on Fiscal Year 2019-2020 Salary Adjustments for Faculty, Staff and Administrators

Presented to the Board for approval on July 13, 2019.

MINUTE ORDER
"The Alamo Colleges District Board of Trustees hereby approves compensation adjustments effective January 1, 2020 for full-time regular faculty, adjunct faculty and CE Instructors, full-time and part-time/temporary staff and administrators."

PURPOSE
Compensation market adjustments are needed to maintain the College District's ability to recruit and retain excellent employee talent in support of the Student Success mission. Additional faculty compensation is required to recruit and retain faculty for high-demand high-wage programs, beyond the proposed market adjustments. Adjustment of the stipends currently provided to BSN and MSN faculty is necessary to maintain a competitive position in the market for Registered Nurses and, extension of stipends to other high-wage high demand program faculty in healthcare, IT and manufacturing is now necessary to retain existing faculty and recruit additional faculty.

PURPOSE - MARKET ADJUSTMENTS
A market adjustment of 3% is recommended, effective January 1, 2020, for all employees. This market adjustment will allow the College District to make significant progress toward its defined competitive market position within the limits of the FY20 budget.

A market adjustment will be awarded to employees who received a Living Wage adjustment of less than 3% on September 1, 2019 in an amount that, when combined with the Living Wage adjustment, totals 3%. As in prior years, the approved adjustment percentage may not increase an employee's compensation above the new range maximum. Employees with salaries that exceed the maximum of the new pay range will be awarded a one-time 1% adjustment beginning January 1, 2020 instead of a base rate increase. The following expenses by employee classification are projected:

Employee Classification	Market Adjustment Percent	Average Annualized Increase	Employee Count	FY20 Cost Effective 1/1/20
Full-time Regular Faculty	3.00%	$1,890	781	$983,833
Adjunct Faculty & CE Instructors	3.00%	$252	2000	$504,658
Full-Time Regular Staff: • Within new Pay Range • Above new Range Maximum	3.00% 1.00%	$1,391	1624 22	$1,488,811
Part-Time/Temporary Staff • Within new Pay Range • Above new Range Maximum	3.00% 1.00%	$417	697 0	$193,224
IT Sr. Professional/Manager • Within new Pay Range • Above new Range Maximum	3.00% 1.00%	$2,374	64 0	$101,277
Work Study Students	0.0%	n/a	n/a	$0

Administrators • Within new Pay Range • Above new Range Maximum	3.00% 1.00%	$4,155	71 0	$196,656
Total Salaries		**$1,381***	**3,237***	**$3,468,459**
Total Benefit Expense (15.805% FT, 8.305% PT Benefit exp.)				**$495,849**
Grand Total				**$3,964,308**

** Excluding approximately 2,000 Adjunct/CE Instructors*

The projected total market adjustment cost with benefits is $3,967,308.

BACKGROUND – MARKET ADJUSTMENTS

On March 19, 2019 the Board of Trustees approved a Living Wage of $15.00 for full-time employees and $12.50 for part-time/temporary employees. Of the 588 employees who are scheduled to receive a Living Wage adjustment on September 1, 2019, 20 will be awarded an additional base salary adjustment to bring their total FY20 adjustment up to 3%.

Work Study Students will not receive market adjustments. The Work Study Student rate is already approved to increase more than 3% (39%) on September 1, 2019.

The recommended market adjustment will maintain internal equity and preserve the overall order of the College District's compensation structure for all employee classifications.

PURPOSE – HIGH-WAGE HIGH DEMAND FACULTY STIPENDS
Provision of additional compensation to high-wage high-demand program faculty is necessary to recruit and retain faculty talent for high-wage high-demand programs.

The College District has, for many years, provided stipend compensation above and beyond the faculty salary structure to recruit and retain nursing faculty. The demand for program faculty in other high-wage high-demand professions is steadily increasing. Students, the community and employers need our colleges to grow their programs – in healthcare, manufacturing and IT. As the demand for high-wage high-demand talent and programs has grown, so has the competition for individuals in these professions who are qualified to teach. Faculty turnover in the high-wage high-demand programs is increasing as is the time to fill vacant positions. New stipends for specific high-wage high demand program faculty are recommended to support these programs.

High-Wage High-Demand Program	Faculty FTEs	Current Annual FT Stipend	Proposed Annual FT Stipend	Annualized Cost	FY20 Cost
Full Time Faculty Positions Filled & Vacant					
Nursing – BSN	27	$5,000	$6,000	$27,000	$13,500
Nursing – MSN	16	$7,500	$9,000	$24,000	$12,000
IT	30	$0	$5,000	$154,000	$77,000
Manufacturing	56	$0	$5,000	210,000	$105,000
Healthcare (non-Nursing)	46	$0	$5,000	$200,000	$100,000
Total Stipends	**183**			**$725,000**	**$362,500**

Stipends Plus Benefit Cost				$788,315	$394,158*
Adjunct Faculty and Summer FT Faculty Workloads	Adjunct FTEs	Annual Stipend/FTE and Stipend (Per Workload Unit) Current	Proposed		
Nursing – BSN	1	$0($0)	$6,000($200)	$1,000	$500
Nursing – MSN	2	$0($0)	$9,000($300)	$3,000	$1,500
IT	19.8	$0($0)	$5,000($167)	$118,537	$59268
Manufacturing	16.0	$0($0)	$5,000($167)	$95,920	$47,960
Healthcare (non-Nursing)	25.0	$0($0)	$5,000($167)	$150,246	$75,123
Total Stipends	**68.7**			**$397,930**	**$198,952**
Stipends Plus Benefit Cost				**$291,496**	**$145,478***
Total Cost All Faculty (including all FT vacancies)				**$1,079,811**	**$539,906***

** FY20 cost if all FT positions are filled and adjunct utilization does not decrease.*

Current nursing faculty stipends are recommended to increase $1,000/year for BSNs and $1,500/year for MSNs on January 1, 2020. In the implementation year, one-half of the nursing stipend increase will be paid in spring 2020. New high-wage high-demand stipends will be established at the rate of $5,000/year and half of that amount will be paid in spring 2020. Adjunct faculty stipends will paid on a prorated basis in spring and Summer 2020. Full-time faculty will be paid 130% of the adjunct faculty high-wage high-demand rates for summer workloads beginning in summer 2020. The SPC 12-month faculty compensation plan will continue with a prorated stipend adjustment for 2020.

The total projected cost of this change for FY20 is $539,906 with benefits if effective January 1, 2020 and if all full time positions are filled and adjunct utilization does not decrease. The faculty who will be recruited and retained with the support of the proposed stipends are needed to sustain and grow programs that are critical to student success, economic mobility and the economic development of our community.

BACKGROUND – HIGH-WAGE HIGH DEMAND FACULTY STIPENDS

The current annual stipend amount is added each year in-full to the 9-month contract of each full-time faculty member teaching in a nursing program. Stipends will be extended in the same manner to other high-wage high-demand programs. Adjunct faculty have never received stipends. Prorated stipends are recommended for adjunct faculty in in the specified high-wage high-demand programs based on workload. Full time faculty teaching in the summer in a high-wage high-demand program will be compensated at 130% of the high-wage high-demand adjunct faculty rate, which is an enhancement of current practice.

IMPLICATIONS

Financial: **FY20 total cost - $4,504,204; annualized cost - $7,026,271**

- FY20 market adj. with benefits – $3,964,308 (effective 1/1/2020)
- FY20 faculty stipends with benefits – $539,906 (effective 1/1/2020)
- Annualized market adj. with benefits – $5,946,460 (12 months)
- Annualized faculty stipends with benefits – $1,079,811 (12 months)

Strategic Plan: III. Performance Excellence

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

ATTACHMENTS: none

Linda Boyer-Owens Digitally signed by Linda Boyer-Owens Date: 2019.07.11 16:21:35 -05'00'

Linda Boyer-Owens, SPHR, SHRM-SCP Date
Associate Vice Chancellor for Human Resources & Organizational Development

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: 2019.07.11 16:35:19 -05'00'

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

Dr. Mike Flores Date
Chancellor

ALAMO COLLEGES DISTRICT

Discussion and Possible Action on the Alamo Colleges District Living Wage

Presented to the Board Acting as Committee of the Whole on March 5, 2019 and now presented to the Board for approval on March 19, 2019.

MINUTE ORDER:
"The Board of Trustees hereby approves a Living Wage of $15.00 for full-time employees and $12.50 for part-time/temporary employees including work study students and students employed in non-work study positions effective September 1, 2019 for all individuals employed on that date and, a minimum Full-time Living Wage rate for new hires of $14.70."

PURPOSE:
Adjustment of the minimum rates paid to regular full-time employees, temporary/part-time employees and students supports the economic and social mobility of the families of the lowest paid members of the Alamo Colleges District workforce and the persistence of a growing body of students employed in work-study positions and regular part-time positions outside the work-study program.

This living wage adjustment is consistent with the Board of Trustees ongoing commitment and support to achieve a $15.00 living wage. This adjustment is consistent with the Board's support in 2015 to "be renowned as the best city to raise a family" and, reduce individuals below the poverty level to 9.7% from the 2012 level of 21.7%.

This goal is directly aligned with our FY20 Smart Growth strategies, our goal to eliminate poverty, and Mission to empower our diverse community for success. Achieving our Living Wage goal will substantially improve the ability of our lowest earning employees to access the excellent tuition assistance benefits offered by the College District, advance their careers and further their long-term earning potential.

BACKGROUND:
In December 2014 the Alamo Colleges District Board of Trustees approved the first Living Wage adjustment to $11.50/ hour for full-time regular employees, $10.00/hour for part-time/temporary employees and $9.00/hour for work study employees. These adjustments became effective January 2015 for 49 full-time employees and 166 part-time/temporary employees at an annualized cost of $230,300. An adjustment of 513 work study students, to $9.00/hour, was funded by federal and state work study funds at the annualized rate of $589,500.

In the fall of 2019 our two largest local public partners, City of San Antonio and Bexar County, approved a $15.00 Living Wage for their full-time employees.

The recommended adjustment on September 1, 2019 is projected to impact 146 full-time employees at an annualized cost of $256,745 and 420 part-time temporary employees, (including non-work study student employees) at an annualized cost of $657,067. These projections are based on current employment levels and include all associated benefit cost increases. A projected 739 work study students would also be impacted with funding for their adjustments derived from federal and state work study funds.

The recommended adjustments represent a 30% pay increase for full-time employees currently paid $11.50, a 25% increase for part-time and temporary employees (including student employees) currently paid $10.00. The recommended work study adjustment is a 39% increase, from $9.00 to $12.50.

It is important to align the pay rates for students working in work-study and non-work study positions so all positions are equally attractive as we continue to employ more students in regular part-time positions. It is also important to make all of the adjustments concurrently to maintain the internal equity and the overall order of the College District compensation structure.

No additional adjustments, such as compression adjustments, are recommended but the starting minimum rate for a full-time employee will be restricted to $14.70 in FY20 and until the next general wage adjustment occurs. This approach will avoid the creation of compression between existing staff and new hires during implementation.

IMPLICATIONS:

Financial:	FY20 of $913,812 for full-time and part-time temporary employee adjustments. Work study student adjustments will be funded by State and Federal work study allocations.
Strategic Objective:	All
Human Resources:	Build talent and engage employees
Attachments:	Living Wage Presentation

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: 2019.03.01 14:00:43 -06'00'

Linda Boyer-Owens SPHR, SHRM-SCP Date
Associate Vice Chancellor of Human Resources and Organizational Development

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

Dr. Mike Flores Date
Chancellor

ALAMO COLLEGES DISTRICT

Discussion and Possible Action on Fiscal Year 2019-2020 Faculty Lab Loading

Presented to the Board for approval on July 13, 2019.

MINUTE ORDER
"The Alamo Colleges District Board of Trustees hereby approves a lab loading ratio for full-time and adjunct faculty of 0.75 effective January 1, 2020."

PURPOSE
An enhancement of the faculty lab loading ratio from 0.66 to 0.75 is recommended to become effective January 1, 2020. This change will improve the College District's ability to recruit and retain excellent faculty talent and make phased progress toward achievement of the recommendations on lab loading made to the Board of Trustees in April 2019, within the College District's ability to fund.

The projected cost of this change for FY20 is $1,035,113. Additional cost will be incurred to compensation the approximately 41 additional faculty required to assume the lab workload from existing faculty.

College	Projected Additional FTEs	Annualized Cost With Benefits	FY20 Cost With Benefits Effective 1/1/20
NLC	1	$85,839	$44,089
NVC	10	$411,228	$223,189
PAC	5	$234,507	$126,633
SAC	10	$484,060	$266,797
SPC	15	$679,338	$374,405
Total	**41**	**$1,894,971**	**$1,035,113**

The total projected FY20 adjustment cost to improve the lab loading ratio from the current rate of .66 to the new rate of .75 is $1,035,113 with benefits if effective January 1, 2020.

BACKGROUND

On April 16, 2019 the EFC (Executive Faculty Council) presented Lab Loading Recommendations to the Board of Trustees to equalize the loading of work load units for faculty teaching labs with faculty teaching in lecture formats. The EFC recommendations fulfilled their charge to study Lab Loading to determine the impact, cost and feasibility of enhancing the lab loading ratio. The EFC provided three scenarios to the Board of Trustees to equalize loading: increase lab loading to 1:1, at a projected annual cost of $8.2M; increase to 0.85, at a projected annual cost of $4.5M; or increase to 0.75, at a projected annual cost of $2.0M. Additional faculty FTEs would be required for each scenario, ranging from 41 to 54 FTEs.

The EFC and the Board of Trustees noted the cost of changing lab loading was significant and a phased approach to implementation would make the proposal for feasible. The EFC and College Presidents noted implementation would require time to recruit qualified faculty, many of which would need to be recruited from high-demand/high-wage markets to support high-

demand/high-wage programs. Implementation on January 1, 2020 will allow the colleges time to recruit additional faculty and will reduce the first-year cost to a level that is within the limits of the FY20 budget.

IMPLICATIONS

Financial:	FY20 expense with benefits – $1,035,113 (effective 1/1/2020) Future Annualized Impact With Benefits – $1,894,971 (12 months)
Strategic Plan:	III. Performance Excellence
Human Resources:	Build talent and engage employees with a focus on learning, collaboration, and performance
ATTACHMENTS:	None

Linda Boyer-Owens Digitally signed by Linda Boyer-Owens Date: 2019.07.11 12:36:03 -05'00'

Linda Boyer-Owens, SPHR, SHRM-SCP Date
Associate Vice Chancellor for Human Resources & Organizational Development

Diane E. Snyder Digitally signed by Diane E. Snyder DN: cn=Diane E. Snyder, o=Alamo Colleges, ou=VCFA, email=dsnyder12@alamocdc, c=US Date: 2019.07.11 13:01:53 -05'00'

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

Dr. Mike Flores Date
Chancellor

ALAMO COLLEGES DISTRICT

Collaborative Agreement

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

Purpose:

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

Background:

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

Description of Services:

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

Term

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

Review and Evaluation

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

Dr. Bruce Leslie
Chancellor
Alamo Colleges

Dr. Ric Baser
President
Northwest Vista College

Dr. Robert Vela
President
San Antonio College

Dr. Craig Follins
President
Northeast Lakeview College

Dr. Mike Flores
President
Palo Alto College

Dr. Adena Loston
President
St. Philip's College

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

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

Purpose

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

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

Academic Success

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

Communications

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

Department of Public Safety

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

Educational Resources Support Services

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

Facilities Management and Planning

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

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

Finance and Fiscal Services

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

Governmental Relations

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

Human Resources

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

benefits offered throughout Alamo Colleges,

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

Information Technology

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

Institutional Research and Effectiveness Services

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

Internal Audit

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

Legal Services

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

Marketing

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

Online Learning

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

Purchasing and Contract Administration Services

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

Records Management

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

Risk Management

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

Student Contact Center

- Support for the colleges to:

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

Student Financial Aid

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

Student Success

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

Workforce and Economic Development

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

Term

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

Evaluation

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

Dr. Bruce Leslie
Chancellor
Alamo Colleges

Dr. Ric Baser
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Northwest Vista College

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Dr. Adena Loston
President
St. Philip's College

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Balanced Budget – Revenue budget equals expense budget.

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

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

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

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

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

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

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

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

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

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

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

CIP – Capital Improvement Projects.

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

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

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

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

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

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

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

Debt Service – Interest and matured principal related to outstand 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 per semester credit hour.

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

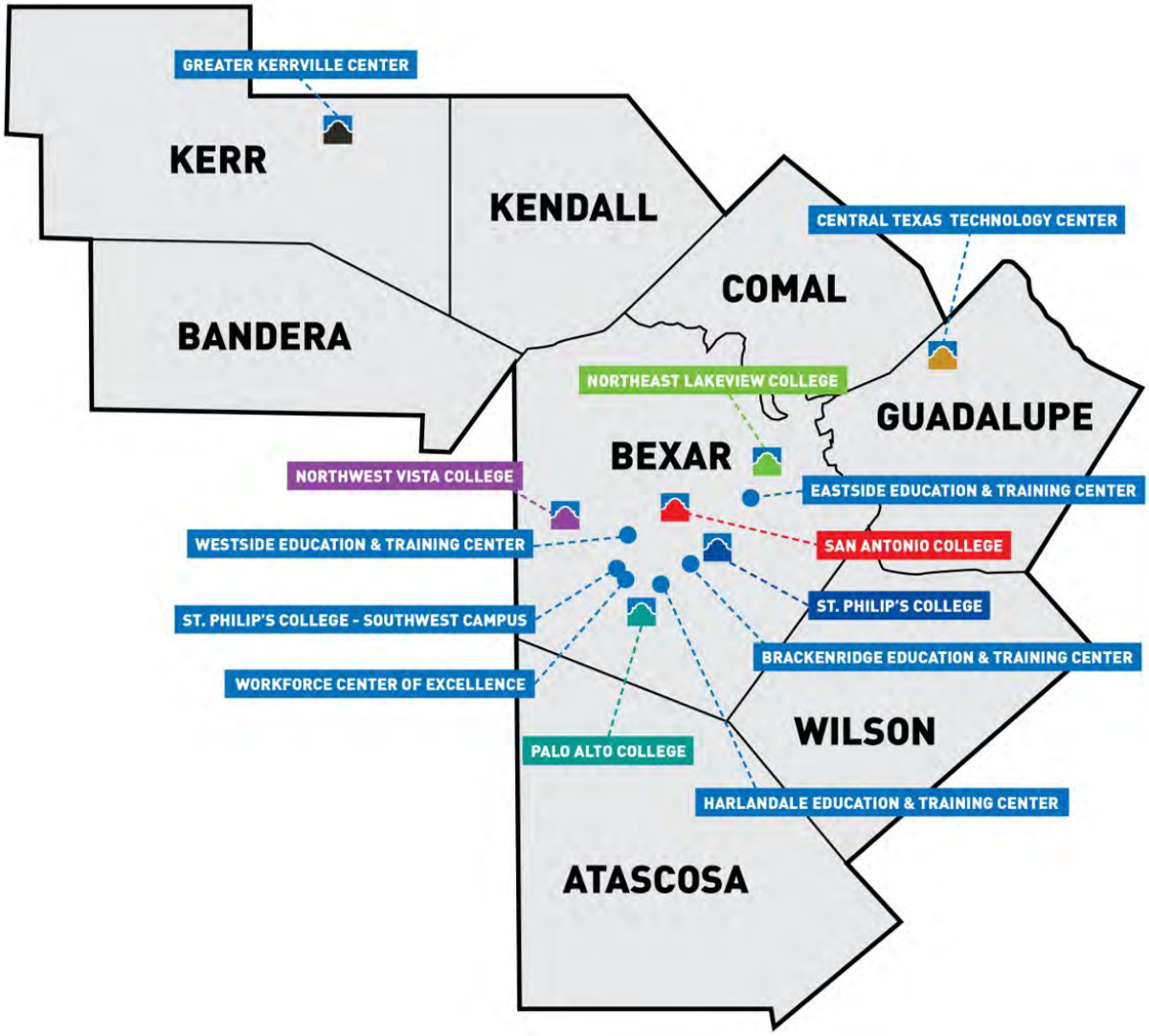
Unrestricted – Resources that have no stipulation as to their use.

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

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

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

Alamo Colleges District Service Area Map



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

SPC - Southwest Campus
800 Quintana Road
San Antonio, TX 78211
(210) 486-7000

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

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

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

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

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

ALAMO
COLLEGES
DISTRICT

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