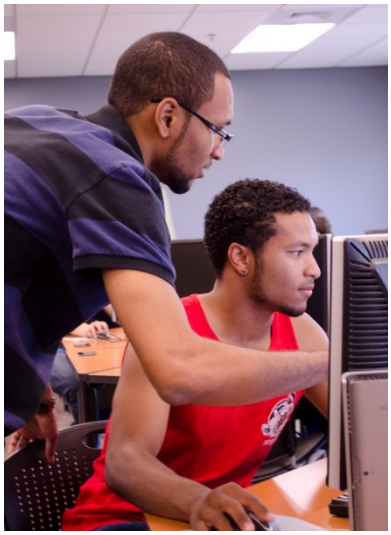
Alamo Community College District

San Antonio, Texas

ANNUAL BUDGET

Fiscal Year 2016-17



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

ALAMO COLLEGES

Dare to Dream. Prepare to Lead.

ALAMO COMMUNITY COLLEGE DISTRICT

FY 2016-2017 Annual Budget

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Distinguished Budget Presentation Award

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Alamo Community College District

Texas

For the Fiscal Year Beginning

September 1, 2015

Executive Director

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

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INTRODUCTION

ALAMO COLLEGES

Message from the Chancellor

October 2016

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

It is my pleasure to present the Alamo Colleges FY 2016-2017 Annual Budget. This budget is the eighth consecutive annual budget with a focus on strategies that improve student success and efficiencies to guarantee long-term financial strength. The direction has been and is to balance the budget without employee layoffs, furloughs, or salary cuts. We have saved $48.4 million over the last eight years, while protecting our employees' jobs, and maintaining quality education for the students we serve.

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

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

1. Quality
    a. Accreditation, signifying that Alamo Colleges has a purpose appropriate to higher education and has resources, programs, and services sufficient to accomplish and sustain that purpose.
    b. Credits earned will be recognized by other higher education institutions and students are eligible for Title IV funds (student financial aid)
2. AlamoADVISE
    a. A case management model based on intentional and continuous advising interventions and tools that guide each student on his/her academic and career pathway
    b. Provides a systematic and integrated series of ongoing conversations among students, faculty, and staff to establish a pathway to educational, career, and life goals
    c. Benefits include individual support and encouragement, along with continual feedback, through advisors and faculty mentors
3. AlamoENROLL
    a. Provides efficient access and enrollment processes from application to registration to ensure each student is admitted and enrolled successfully and fully ready for the first day of classes
    b. Creates an easier process for application, admission, registration and payment experience, which reduces student drops for non-payment
4. AlamoINSTITUTES
    a. Career pathways with clusters of related academic programs (program requirements and sequences) that incorporate academic support and co-curricular learning
    b. Clearly-defined, manageable choices with guided exploration, providing a clear roadmap to student end goals with sequenced and connected courses
    c. Creates and provides a clear pathway from high school through Alamo Colleges through transfer to career

   d. Reduces the loss of transfer credits to degree, creating a cost savings to students and tax payers
5. Completion (4DX)
   a. Increase in certificates and degrees using the Covey 'Four Disciplines of Execution' model which focuses all units and departments on engagement toward completion goal
   b. Increase student completions through the discipline of focusing on a "wildly important goal"
   c. Increases the number of students who stay until completion
6. Dual Credit
   a. Students earn college credit and high school credit simultaneously through dual credit in high schools, the Alamo Academies and Early College High Schools
   b. Creates a college-going culture across the service area by providing access to high school students to earn college credits while in high school
   c. Alamo Colleges offers this at no cost to high school students and parents

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

In closing, we recognize there are many paths to student success; some students want to earn a degree or certificate and then get a job. For others, success is defined as transferring to and graduating from a four-year college. For some, success is acquiring a set of skills needed in the workforce to get a job, to get ahead in their current job, or perhaps even change careers. Regardless of the path, Alamo Colleges wants to reshape its students' futures by allowing them the means to meet their educational objectives. The FY 2016-2017 budget is designed to support the student success initiatives described above and provide the needed resources for our faculty and staff to provide skilled instruction and "high-touch" interactions with students to ensure retention and achievement of their educational goals.

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

Sincerely,

Bruce H. Leslie, Ph.D.
Chancellor

ALAMO COLLEGES

Report from the Vice Chancellor for Finance and Administration

FY 2017 Budget Highlights

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

Each community college district in Texas is required by law to prepare an annual operating budget of anticipated revenues and expenditures for the fiscal year beginning September 1. The District's Board of Trustees adopts the annual budget, which is prepared according to Generally Accepted Accounting Principles (GAAP) on the accrual basis of accounting (comparable to the audited financial statements) for operating funds and available resources for construction and renewal funds, Board policy and the Texas Higher Education Coordinating Board guidelines as defined in the *Budget Requirements and Annual Financial Reporting Requirements for Texas Public Community and Junior Colleges*. Notices of the Budget Planning and Budget Adoption meetings were posted according to the Texas Government code, Sections 551.00-551.146.

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

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

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

Funding Our Strategic Priorities

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

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

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

Succeeding in Challenging Fiscal Times

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

Restricted Budget

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

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

Final Thoughts

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

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

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

Notes from the Budget Office

The Budget as a Policy Document

Per Board approved policy (C.1.4, which can be found in the Appendices), the fiscal year for the College District shall begin on September 1 and end on August 31. The Board shall annually adopt a budget on or before September 1 of each year, providing authority to expend funds in accordance with state law, College District policy, and the College District's approved procedures. The principles established in the policy allow for adjustments, reallocations and amendments, the latter requiring approval by the Board of Trustees. Additional long-term financial policies for Alamo Colleges' capital improvement plan and debt service are also located in the Appendices section of this document.

The Budget as an Operations Guide

The budget development process is comprised of two major components:

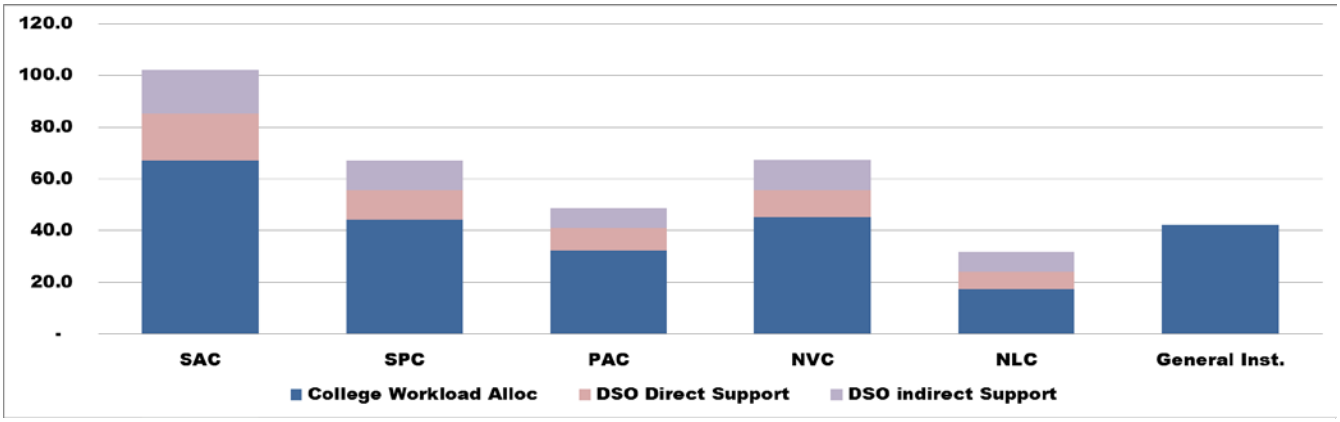
1. Workload Budget Allocation Model; in the first step, there are three decision points (see table below):
    a. True-up the baseline prior-year budget to actual enrollment and contact hours
    b. Determine current year enrollment "flat or growth" assumptions and update the workload allocation model.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

		FY17
	Prior Year Budget	$ 328.3
1	True-Up to Prior Year Actuals	(9.8)
	Adjusted to Actuals	318.5
2	Planned Growth	19.7
4	Net Investments	21.0
	Budget	$ 359.2

	FY16	FY17
Budgeted Growth	CE & New Programs	Contact Hour & CE
Contact Hour Variance to Budget	0.4%	3.9%
Net Investments	-$5M more Exempt	$9M Compensation Increase

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

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



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

The Budget as a Collaborative Effort among Leadership

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

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

The Budget as a Financial Plan

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

The Budget as a Communications Device

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

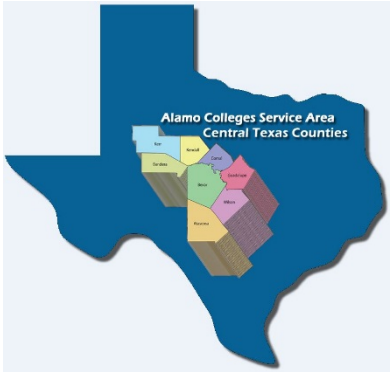
Shayne A. West
Chief Budget Officer

ALAMO
COLLEGES

PROFILE

Snapshot

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



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

The Alamo Colleges consists of five colleges strategically located throughout its service area. It is a two-year, comprehensive public community college that provides programs toward an Associate of Arts, an Associate of Science and an Associate of Applied Science. These degrees transfer to four-year colleges and universities. In addition, the Alamo Colleges offers certificates of completion in a variety of technical and occupational fields. Numerous services are available to students at each of the colleges, including but not limited to, counseling, computer labs, tutoring, financial aid services, services for the disabled, developmental instruction, veteran's services, and job placement.

The Alamo Colleges includes two Hispanic-Serving Institutions, and the nation's only institution that is both a Historically Black College and a Hispanic-Serving Institution, is the nation's third largest producer of Hispanic nurses, and is one of Texas' largest provider of online post-secondary education. A vibrant international program brings Central American and other teachers to San Antonio for advanced education while affording students and faculty the opportunity to travel to all regions of the world.

The Colleges

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

Off-Campus Sites

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

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

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

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

Economic Conditions and Outlook

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

Factors Having Probable Future Financial Significance

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

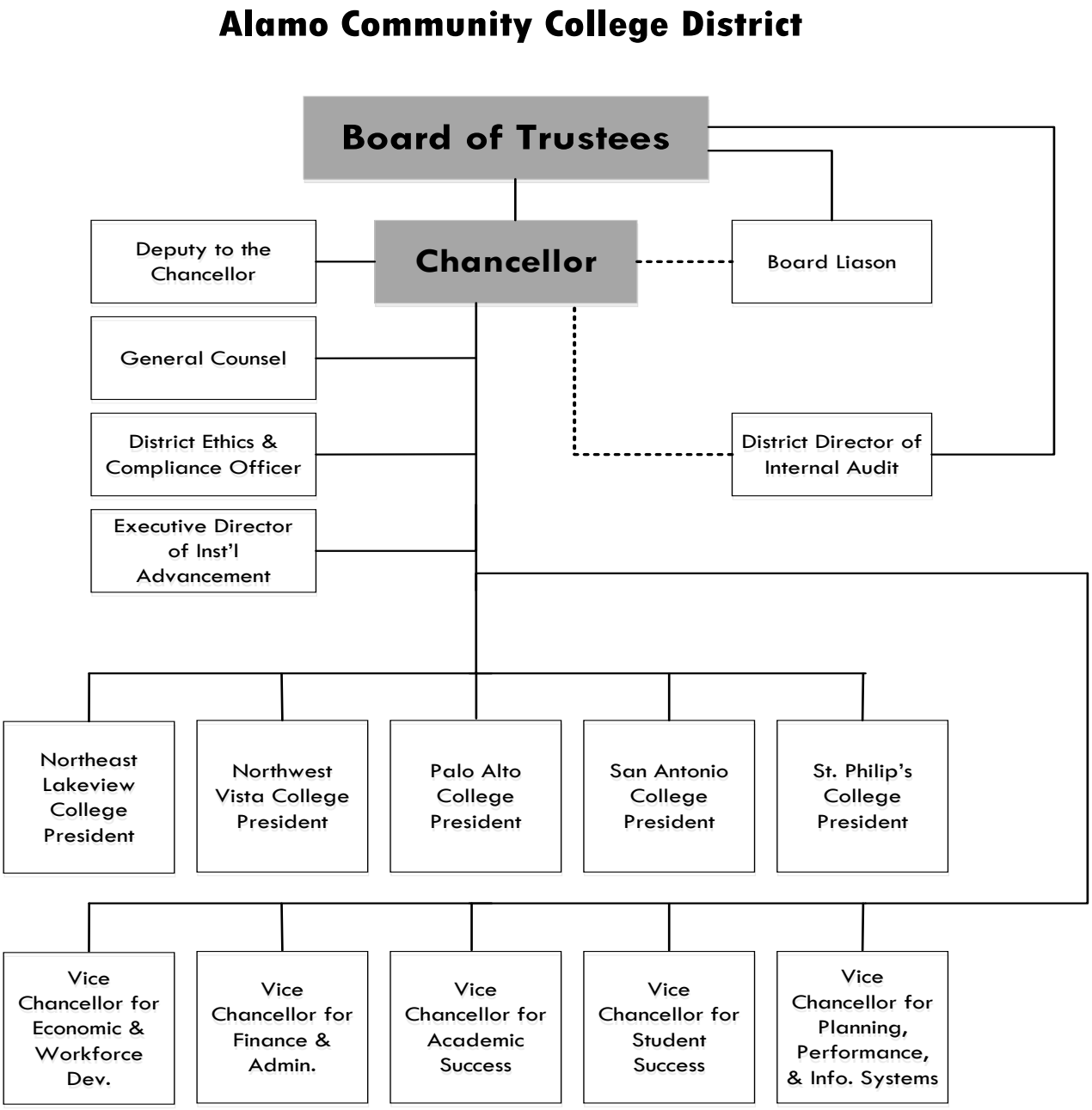
San Antonio's unemployment rate is less than the Texas and U.S. rates. For August 2016, the U.S. Bureau of Labor Statistics reported the national unemployment rate at 4.9%, the Texas unemployment rate at 4.7% and the San Antonio rate at 4.2%. The Texas economy continues to fare better than those of many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

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

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

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

Organizational Chart



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Division Descriptions

Office of the Chancellor

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

College Presidents

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

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

College Departments

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

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

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

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

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

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

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

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

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

Accuplacer Practice Test	"Bypass" Assessment	GED Testing Center
Testing Center	THEA Practice Test	

Strategic Plan 2012-2017

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

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

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

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

Mission

Empowering our diverse communities for success.

Vision

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

Values

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

The Alamo Colleges Shared Values are:

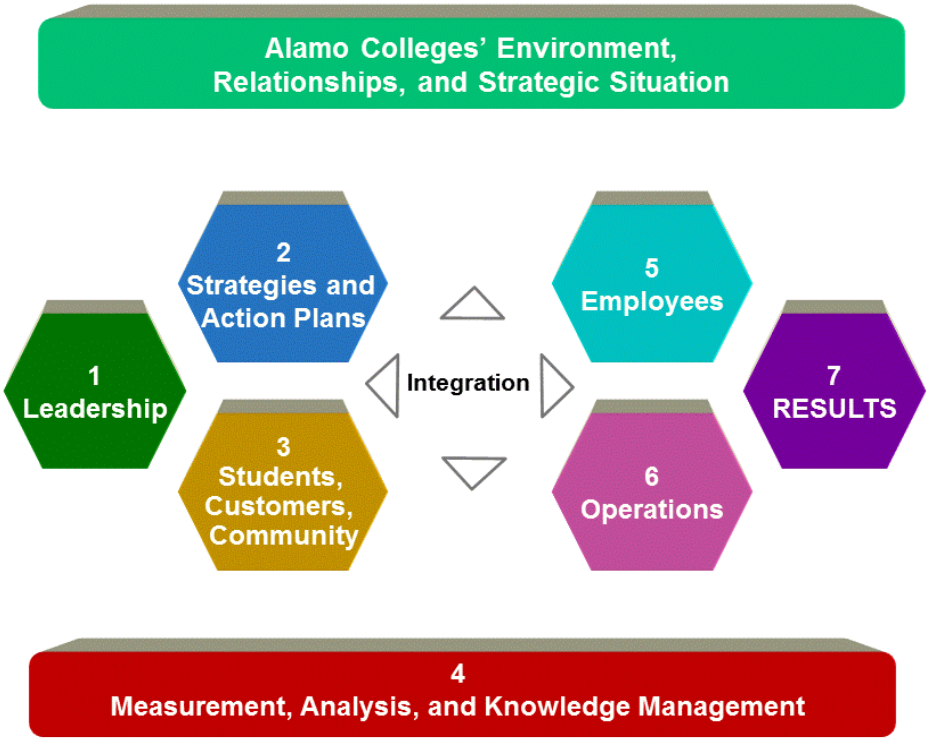
- **Students First**
- **Respect for All**
- **Community-engaged**
- **Collaboration**
- **Can Do Spirit**
- **Data-informed**

The Alamo Way

Based on Baldrige Criteria, Strategic Goals, and Four Drivers

The Alamo Colleges use the Baldrige Criteria for Performance Excellence as an organizational self-assessment and self-improvement framework to increase efficiency, operate effectively, and be accountable to all stakeholders. The Alamo Colleges educational and performance philosophy based on doing things the Baldrige way (Policy B.9.1) is called The Alamo Way: Always Inspire, Always Improve.

STRATEGIC PLAN GOALS AND STRATEGIES



Strategic Objective I: Student Success

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

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

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

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

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

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

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

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

Strategic Objective II: Leadership

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

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

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

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

Strategic Objective III: Performance Excellence

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

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

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

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

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

Goal E. Develop environmental sustainability initiatives and processes.

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

Alamo Colleges Strategy Map

ALAMO COLLEGES

Alamo Colleges Strategy Map
Achieving our Stakeholder Imperatives by 2020

Mission: Empowering our Diverse Communities for Success

Vision: Alamo Colleges will be the Best in the Nation in Student Success and Performance Excellence

Stakeholder Imperative	Alamo Way Policy	Six Key Strategic Priorities and Strategies	Measure of Success	Baseline	FY2016 Target	FY2017 Target	FY2018 Target
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 AC 2020 TARGET: 13,200	**Student Success** Approaches: • Achieving the Dream • MyMAP • AlamoPREP • AlamoREADY • I-BEST • Equity • "Welcome Home" • AA/AS Employability Gap **Principle-Centered Leadership** Approaches: • 4DX • Seven Habits • Four Imperatives • Maximizing Employee Talent **Performance Excellence** Approaches: • Baldrige Excellence Framework • Project Management • FOCUS PDCA	**1. Completion** • 4DX • Automatic Degree Awards • Reverse Transfer • 45 Hours to Completion • Core Completion • Advanced Certificates • High Risk Courses	WIG: Degrees and Certificates Awarded	6,371	10,500	11,500	12,500
			Reduction in High-Risk Courses	36	32	28	24
			Overall Score - Community College Survey of Student Engagement (CCSSE)	49.5	50.0	51.0	52.0
			Number of Students Awarded Internal Scholarships	2,000	2,100	2,250	2,500
		2. AlamoADVISE • Advising Ratio • Mentoring Model • 100% Advising • Milestones Achieved • Career Advising	Student-to-Advisor Ratio	900/1	450/1	350/1	350/1
			Number of Advisors Certified	0	127	127	136
			Percentage of Students with Formal Academic Plan/Institute	<10	50	75	100
			Percentage of Students Satisfied with Advising	75.2	75.2	80.0	90.0
		3. AlamoINSTITUTES • Build the Pathways • Students in an Institute • Career Placement	Average Semester Credit Hours Attempted by Graduates	92	88	76	66
			Percentage of Students Employed Within 6 Months of Graduation	76.4	80.0	84.0	88.0
			Degrees Awarded in High-Demand Occupations	3,049	3,201	3,362	3,530
			Percentage of Students Transferring to University	21	23	24	25
		4. AlamoENROLL • Enrollment Management • Alamo Colleges Online • Prior Learning Assessment	Overall Enrollment	58,129	60,000	63,000	66,000
			Fall-to-Fall Persistence Percentage	62	65	68	71
			Market Penetration Percentage	4.1	5.0	5.5	6.0
		5. Dual Credit • Number of ECHS • Academy Growth • Dual Credit Growth • NEW Dual Credit Certificate	Overall Dual Credit Enrollment	8,608	9,000	11,000	12,000
			Number of Early College High Schools (ECHS)	3	11	13	13
			Alamo Academies Enrollment	347	408	425	450
			Dual Credit Certificates	0	75	150	300
			Career and Technical Education Enrollment	75	150	800	1,800
		6. Quality • Reaffirmation (SAC, SPC, NVC) • Accreditation (NLC)	Overall Personal Assessment of the College Environment (PACE) Score	3.76	4.01	4.05	4.10
			Composite Financial Index	2.35	>2	>2	>2
			Cumulative Number of Awards-Texas Award for Performance Excellence (TAPE)	2/6	3/6	4/6	6/6
			SACSCOC Accreditation, Candidacy, Reaffirmation	4/5	5/5	5/5	5/5

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

Key Performance Indicators

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

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

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

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

Benchmarks

How the Alamo Colleges Measure Up

ALAMO COLLEGES

Institutional Research and Effectiveness Services June 2016

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

Executive Summary performance metrics are color-coded as follows:

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

Data Trend performance metrics are color-coded as follows:

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

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

Benchmarks

Executive Summary

ALAMO COLLEGES

Driver 1. Recruitment

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

Driver 2. Retention

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

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Driver 3. Completion

KPI	Measure	Benchmark	Performance	Change from Previous
Graduation	90. Number of degrees and certificates awarded (FY 2015)	VLCC best = Dallas 11.581 VLCC average = 5,885 National = Maricopa, 2014, 27,520	9,778	↑
Graduation	94. 3-year Graduation Rate FT 3-year graduation rate by FTIC (2012 Cohort= 3,548)*	VLCC best = Dallas Richland 23.2 VLCC average = 13.6% State average = 15.0% State best = Western Texas 33.8% AC developmental education = 5.4%	16.4	↑
Graduation	95. 3-year Graduation Rate PT 3-year graduation rate by FTIC (2012 Cohort= 4,731)		9.0	↑
Graduation	96. 4-year Graduation Rate FT 4-year graduation rate by FTIC (2011 Cohort = 4,189)*	VLCC best = NVC 27.6 VLCC average = 17.9% State average = 19.0% State best = West Texas 34.9% AC developmental education = 9.1%	20.1	↑
Graduation	97. 4-year Graduation Rate PT 4-year graduation rate by FTIC (2011 Cohort = 5,526)		12.5	↑
Graduation	98. 6-year Graduation Rate FT 6-year graduation rate by FTIC (2009 Cohort = 4,808)*	VLCC best = San Jacinto North 28.1% VLCC average = 17.7% State average = 18.9% State best (Southwest Texas Jr College) = 32.4%	14.8%	↑
Graduation	99. 6-year Graduation Rate PT 6-year graduation rate by FTIC (2009 Cohort = 4,252)		14.7	↑
Transfer	100. % of Fall FTIC students who Transferred to a senior institution (FY 2015)	VLCC Best (Lonestar Cy-Fair) = 31.2% VLCC Average = 22.6% Statewide = 22.5% State best (Texas Southmost) = 41.1%	19.7%	↓

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Driver 4. Clusters				
KPI	Measure	Benchmark	Performance	Change from Previous
Workforce Solutions	114. % of Academic students employed within six months of graduation (FY 2014)	VLCC best = Tarrant Trinity River 49.2% VLCC average = 39.1% State average = 38.8% State Best = Cisco 50.8%	39.8%	↑
Workforce Solutions	115. % of technical students employed within six months of graduation (FY 2014)	VLCC best = San Jacinto Central 83.6% VLCC average = 73.3% State average = 76.4% State Best = Brazosport 92.2%	73.1%	↓

Other (Operations)				
KPI	Measure	Benchmark	Performance	Change from Previous
Financial Management	132. Average class size (Fall 2015)	VLCC Range = 15 - 25 Alamo Colleges target = 23	23.1	↔

Note:

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

* = Preliminary data

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Benchmarks

Trend Data

ALAMO COLLEGES

Driver 1. Recruitment

KPI	Measure	Benchmark	College	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Change from Previous
Market Penetration	10. Participation rate in service area	State best = El Paso 5.3% AC baseline = Fall 2006 4.2%	**Alamo**	**4.4%**	**3.9%**	**3.7%**	**3.7%**	**3.8%**	⟷
Student Enrollment	11. Fall credit student headcount by college of Location	AC baseline Fall 2006 to Fall 2007 change = 1.6%	**Alamo**	**63,682**	**59,835**	**59,457**	**58,129**	**59,910**	↑
			SAC	21,917	19,640	19,428	18,311	18,248	⟷
			SPC	10,710	10,313	10,238	10,514	11,198	↑
			PAC	9,163	8,568	8,427	8,376	8,671	↑
			NVC	16,067	15,992	15,965	15,797	16,656	↑
			NLC	5,825	5,322	5,399	5,131	5,137	⟷
Student Enrollment	12. Fall credit student headcount by owner college	VLCC average = 47,079 VLCC & State Best = Dallas 65,879 National Maricopa, Fall 2014 = 129,421	**Alamo**	**62,517**	**58,857**	**58,894**	**58,292**	**60,495**	↑
			SAC	25,567	23,134	23,004	21,280	20,638	↓
			SPC	10,710	10,313	10,238	10,514	11,198	↑
			PAC	9,163	8,568	8,427	8,376	8,671	↑
			NVC	16,067	15,992	15,965	15,797	16,656	↑
			NLC	1,010	850	1,260	2,325	3,332	↑

Driver 2. Retention

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

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Driver 2. Retention

KPI	Measure	Benchmark	College	Fall 2010 to Fall 2011	Fall 2011 to Fall 2012	Fall 2012 to Fall 2013	Fall 2013 to Fall 2014	Fall 2014 to Fall 2015	Change from Previous
Student Progress	60. Persistence Rate FT FTIC Fall-to-Fall (Cohort = 3,457)	State & VLCC best = LoneStar Univ. Park 68.3% VLCC Average = 60.9% Statewide = 56.5% AC developmental education 50.8%	Alamo	58.6%	59.7%	62.8%	61.7%	65.8%	↑
			SAC	57.6%	54.6%	58.4%	54.4%	58.0%	↑
			SPC	41.6%	49.8%	49.9%	49.5%	58.6%	↑
			PAC	56.8%	54.7%	59.2%	62.1%	62.8%	↑
			NVC	62.3%	64.8%	62.6%	63.5%	66.6%	↑
			NLC	18.2%	27.6%	35.6%	54.5%	64.4%	↑
Student Progress	62. Persistence Rate PT FTIC Fall-to-Fall (Cohort = 4,420)	AC baseline Fall 2006 to Fall 2007 = 46.3%	College	Fall 2010 to Fall 2011	Fall 2011 to Fall 2012	Fall 2012 to Fall 2013	Fall 2013 to Fall 2014	Fall 2014 to Fall 2015	Change from Previous
			Alamo	47.3%	47.8%	51.4%	51.5%	51.2%	↔
			SAC	42.6%	39.7%	43.2%	41.0%	41.6%	↑
			SPC	30.9%	36.3%	32.8%	36.8%	39.6%	↑
			PAC	38.4%	38.7%	41.6%	41.3%	39.4%	↓
			NVC	46.4%	49.7%	51.4%	50.4%	49.0%	↓
			NLC	19.4%	18.0%	18.9%	27.5%	44.1%	↑
Student Progress	67. Productive grade rate (based on succcess rate by grade distribution)	AC baseline Fall 2006 = 67.3%	College	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Change from Previous
			Alamo	74.5%	77.0%	77.9%	77.2%	79.2%	↑
			SAC	72.0%	74.8%	75.4%	74.6%	76.6%	↑
			SPC	75.2%	77.4%	80.5%	80.7%	83.1%	↑
			PAC	75.3%	76.8%	76.3%	75.5%	79.0%	↑
			NVC	77.5%	78.7%	79.8%	79.0%	80.2%	↑
			NLC	73.1%	78.7%	78.4%	76.7%	77.5%	↑

Driver 3. Completion

KPI	Measure	Benchmark	College	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Change from Previous
Graduation	90. Number of degrees and certificates awarded	VLCC best = Dallas 11,581 VLCC average = 5,885 National Maricopa, 2014 = 27,520	Alamo	5,509	6,271	6,371	7,147	9,778	↑
			SAC	1,870	2,533	2,495	3,036	4,316	↑
			SPC	1,433	1,434	1,416	1,357	1,730	↑
			PAC	1,063	938	1,007	930	1,165	↑
			NVC	1,135	1,352	1,426	1,786	2,487	↑
			NLC	8	14	27	38	80	↑
Graduation	94. 3-year Graduation Rate FT 3-year graduation rate by FTIC Cohort	VLCC best = Dallas Richland 23.2% VLCC average = 13.6% State average = 15.0% State best = Western Texas 33.8% AC developmental education = 5.4%	College	Fall 2008 Cohort	Fall 2009 Cohort	Fall 2010 Cohort	Fall 2011 Cohort	Fall 2012 Cohort	Change from Previous
			Alamo	8.0%	8.5%	9.4%	14.2%	16.4%	↑
			SAC	5.9%	6.5%	8.0%	11.4%	13.5%	↑
			SPC	8.2%	8.2%	6.5%	10.5%	12.0%	↑
			PAC	9.3%	8.9%	13.3%	15.8%	20.3%	↑
			NVC	12.9%	14.6%	11.1%	21.4%	22.6%	↑
			NLC	6.2%	5.7%	13.1%	6.6%	8.5%	↑
Graduation	95. 3-year Graduation Rate PT 3-year graduation rate by FTIC Cohort		College	Fall 2008 Cohort	Fall 2009 Cohort	Fall 2010 Cohort	Fall 2011 Cohort	Fall 2012 Cohort	Change from Previous
			Alamo	4.7%	5.7%	5.4%	7.1%	9.0%	↑
			SAC	2.0%	3.0%	4.3%	5.7%	7.1%	↑
			SPC	10.9%	10.3%	10.8%	9.6%	11.4%	↑
			PAC	2.2%	3.7%	4.9%	7.6%	8.8%	↑
			NVC	5.1%	6.4%	7.8%	9.1%	12.8%	↑
			NLC	0.9%	4.2%	5.5%	7.5%	11.2%	↑

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Driver 3. Completion

			College	Fall 2007 Cohort	Fall 2008 Cohort	Fall 2009 Cohort	Fall 2010 Cohort	Fall 2011 Cohort	Change from Previous
Graduation	96. 4-year Graduation Rate FT 4-year graduation rate by FTIC Cohort (2011 Cohort = 4,189)*	VLCC best = NVC 27.6% VLCC average = 17.9% State average = 19.0% State best = Western Texas 34.9% AC developmental education = 9.1%	**Alamo**	**11.6%**	**11.7%**	**12.4%**	**14.7%**	**20.1%**	↑
			SAC	8.2%	10.2%	9.6%	14.4%	16.9%	↑
			SPC	12.7%	11.6%	11.3%	10.4%	17.8%	↑
			PAC	11.6%	11.2%	13.6%	18.2%	21.3%	↑
			NVC	21.7%	17.5%	20.4%	17.0%	27.6%	↑
			NLC	20.0%	6.3%	13.3%	18.2%	10.6%	↓
Graduation	97. 4-year Graduation Rate FT 4-year graduation rate by FTIC Cohort (2011 Cohort = 5,526)*		College	Fall 2007 Cohort	Fall 2008 Cohort	Fall 2009 Cohort	Fall 2010 Cohort	Fall 2011 Cohort	Change from Previous
			Alamo	**7.9%**	**8.7%**	**8.9%**	**9.5%**	**12.5%**	↑
			SAC	4.6%	4.9%	6.3%	8.5%	11.4%	↑
			SPC	14.1%	13.9%	14.2%	9.4%	13.7%	↑
			PAC	5.9%	4.6%	6.7%	8.4%	12.6%	↑
			NVC	10.4%	9.7%	10.7%	12.8%	15.3%	↑
			NLC	3.4%	4.7%	6.3%	11.2%	14.5%	↑
Graduation	98. 6-year Graduation Rate FT 6-year graduation rate by FTIC Cohort (2009 Cohort = 4,808)*	VLCC best = San Jacinto North 28.1% VLCC average = 17.7% State average = 18.9% State best Southwest Texas Jr College = 32.4%	College	Fall 2005 Cohort	Fall 2006 Cohort	Fall 2007 Cohort	Fall 2008 Cohort	Fall 2009 Cohort	Change from Previous
			Alamo	**10.7%**	**12.8%**	**13.9%**	**12.8%**	**14.8%**	↑
			SAC	8.2%	10.3%	12.0%	11.3%	14.1%	↑
			SPC	12.3%	14.9%	17.1%	12.5%	14.2%	↑
			PAC	11.2%	13.7%	10.9%	12.0%	13.6%	↑
			NVC	14.3%	16.1%	18.8%	18.9%	19.2%	↔
			NLC	NA	NA	32.0%	12.5%	12.3%	↔
Graduation	99. 6-year Graduation Rate FT 6-year graduation rate by FTIC Cohort (2009 Cohort = 4,252)*		College	Fall 2005 Cohort	Fall 2006 Cohort	Fall 2007 Cohort	Fall 2008 Cohort	Fall 2009 Cohort	Change from Previous
			Alamo	**11.6%**	**13.7%**	**12.2%**	**13.1%**	**14.7%**	↑
			SAC	6.6%	9.4%	9.0%	9.3%	12.1%	↑
			SPC	19.1%	16.5%	16.8%	16.7%	18.3%	↑
			PAC	9.3%	10.0%	10.7%	11.1%	12.6%	↑
			NVC	15.2%	14.3%	15.3%	16.2%	17.6%	↑
			NLC	NA	NA	10.3%	10.3%	13.7%	↑
Transfer	100. % of Fall FTIC students who Transferred to a senior institution in six years	VLCC Best Lonestar Cy-Fair = 31.2% VLCC Average = 22.6% Statewide = 22.5% State best Texas Southmost = 41.1%	College	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Change from Previous
			Alamo	**19.9%**	**19.7%**	**20.5%**	**21.0%**	**19.7%**	↓
			SAC	21.5%	19.0%	18.5%	19.7%	18.4%	↓
			SPC	10.0%	12.3%	11.7%	12.2%	11.3%	↓
			PAC	15.9%	18.6%	19.0%	19.3%	17.6%	↓
			NVC	30.7%	29.6%	33.8%	30.8%	29.3%	↓
			NLC	NA	NA	35.6%	27.8%	26.1%	↓

Driver 4. Clusters

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

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Other (Operations)									
KPI	Measure	Benchmark	College	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Change from Previous
Financial Management	132. Average class size (excluding courses related to Flex terms, Internet Orientation, ESOL, private Music lessons, labs, WETC (PAC and NVC), Co-Ops, Internships, Practicum, Gateway and courses where semester credit hours = 0)	VLCC Range = 15 - 25 Alamo Colleges target = 23	Alamo	23.7	23.4	23.4	23.4	23.1	⟷
			SAC	23.5	22.8	23.4	22.8	22.4	⟷
			SPC	23.5	23.7	23.5	24	22.9	↓
			PAC	23.8	24.0	24.2	24	23.3	↓
			NVC	23.6	23.4	22.9	23	23.4	⟷
			NLC	25.2	24.3	24.2	25.0	24.4	↓

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

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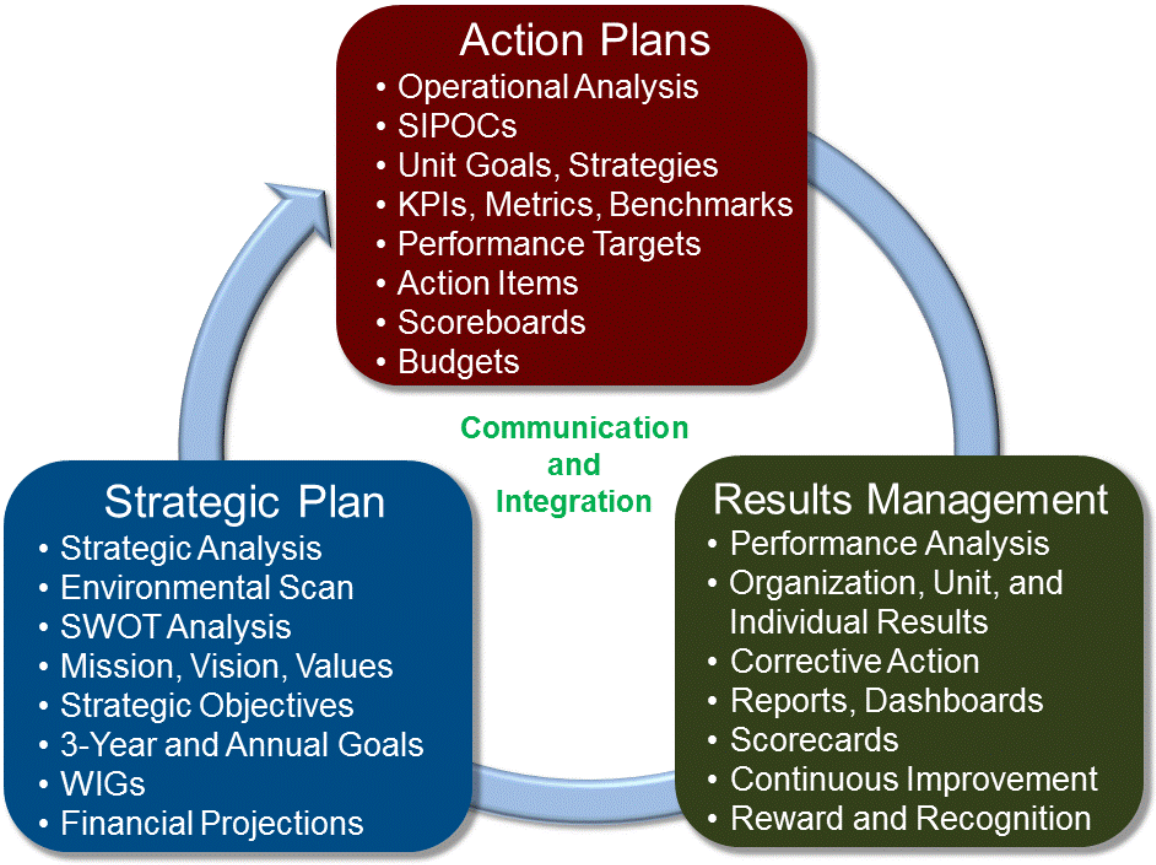
Integrated Planning

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

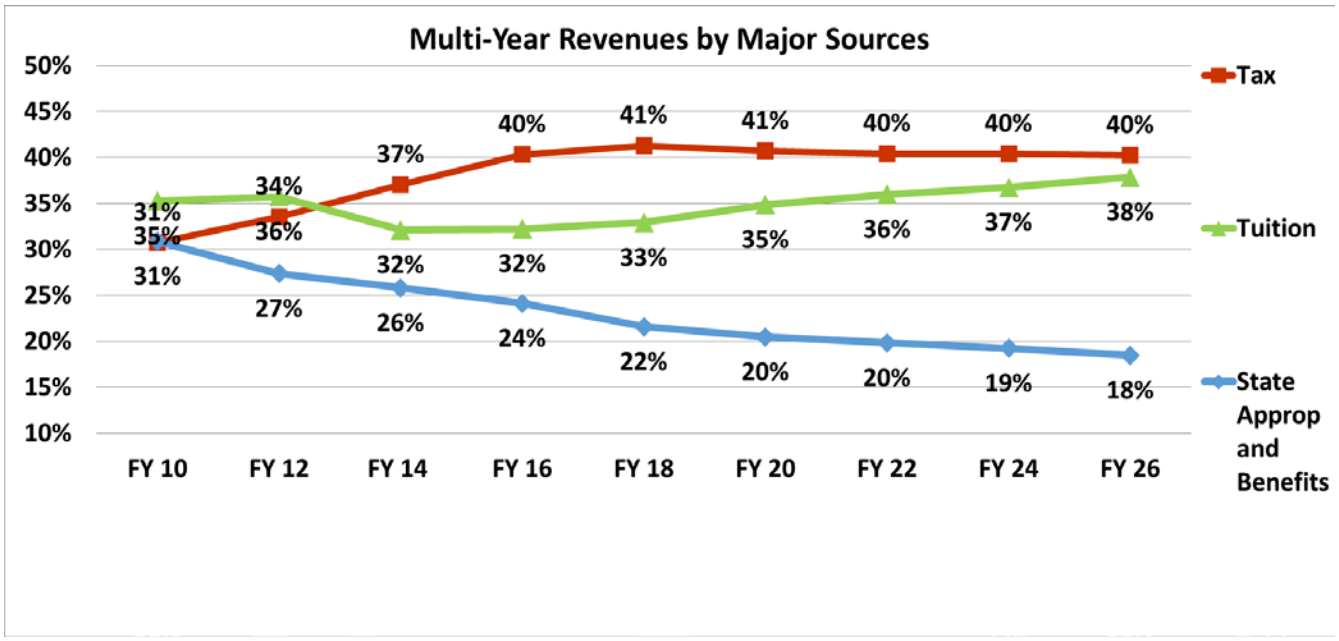


The integrated planning model for the Alamo Colleges guides all colleges and district units to strengthen the connection between the strategic plan, the action plans, and the budget. The model requires the integration of strategic and action planning with a systematic results management process where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

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

Multi-Year Planning

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



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

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

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

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

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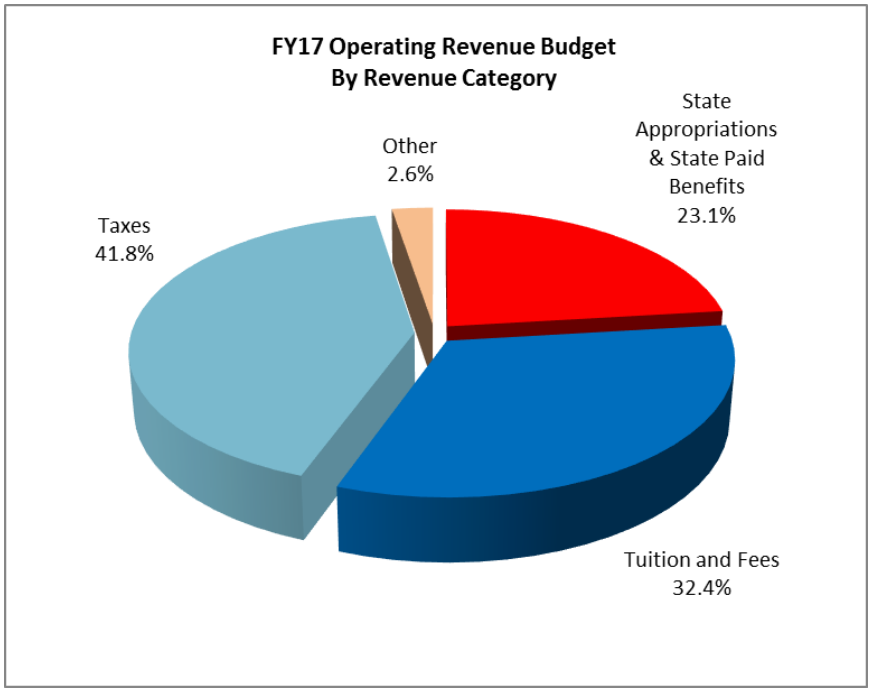
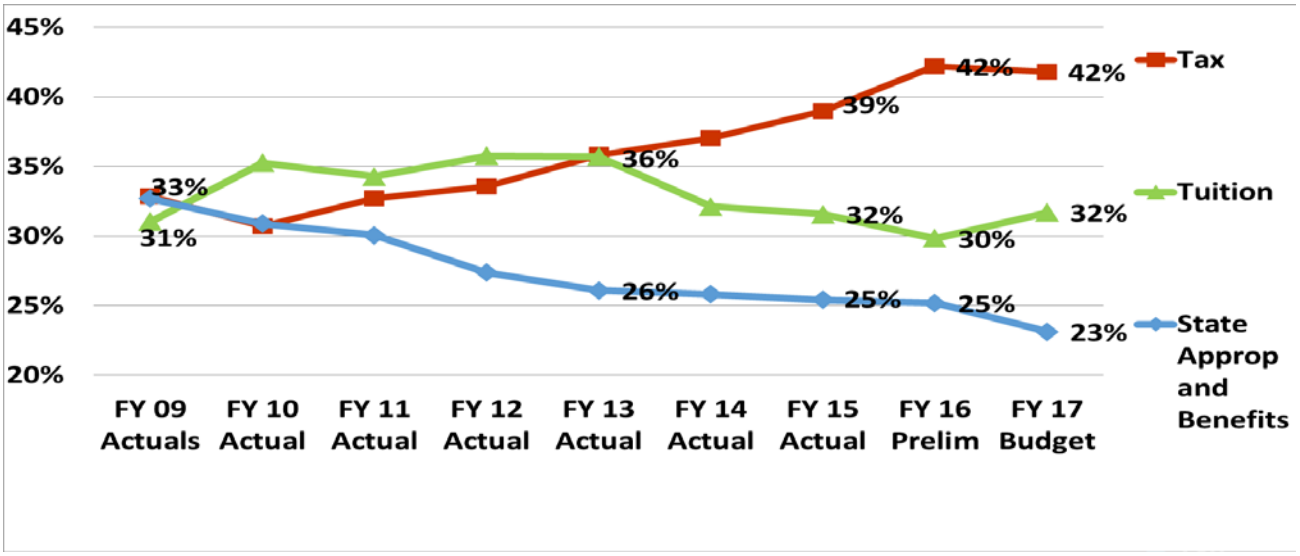
FINANCIAL INFORMATION

Revenue Summary

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

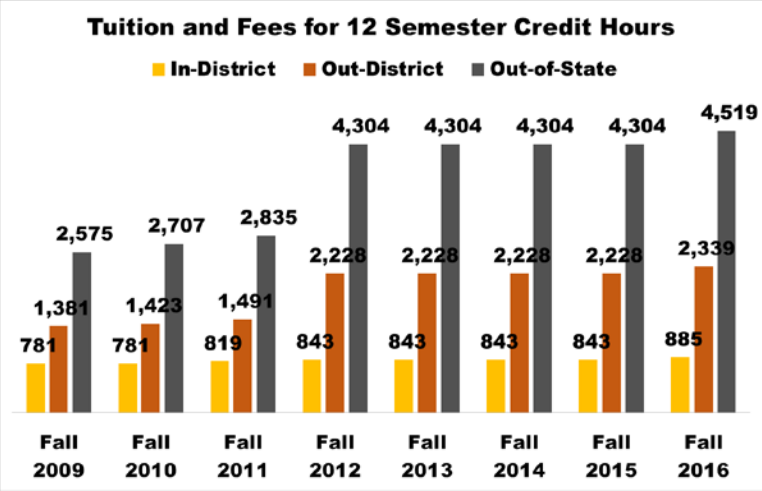
- A 5% increase in regular tuition effective Spring 2016 for in-district, out-of-district, non-Texas, and international students. It has been three and a half (3.5) years since the last tuition increase (Fall 2012).
- The projected ad valorem taxes increased significantly as the taxable assessed value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





Tuition and Fees

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



The Board of Trustees, in the interest of our students, requested the FY 2016-2017 operating budget keep tuition and fees flat, with no increase in rate. The current rate with a 5% increase on regular tuition effective Spring 2016 was approved by the Board on October 20, 2015. For the fall semester 2016, per-semester special program tuition was continued for 38 programs, which include the following new programs: Digital Media, and Digital Video & Cinema Production. This increased tuition better aligns program revenues with costs related to required specialized equipment, labs, and/or class size limitations. Effective Fall 2014, students pay a maximum of $50 per year as a Campus Access Fee. This fee is charged to all students. Students receive, at no additional charge, access to all campus facilities and parking or a VIA bus pass, readily accessible information services on and off campus and continuous 24-hour security.

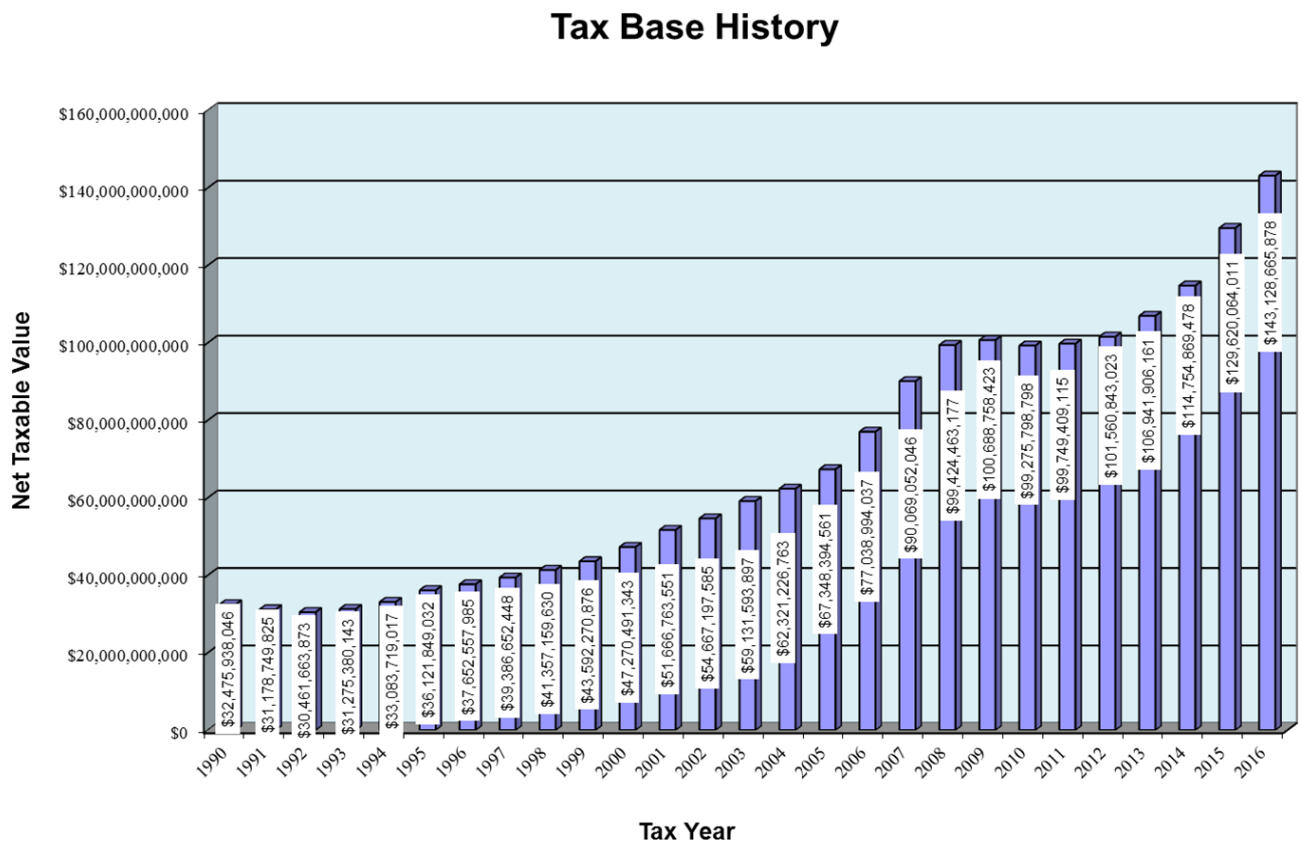
The assumption on enrollment is 5.8% growth as compared to the prior year, with an average class size of 25 students.

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

Ad Valorem Taxes

These funds are divided into two categories: maintenance and operations funding (M&O) and funding for debt service of general obligation bonds (used only for payment of principal and interest on funds used for construction and other capital outlay needs). Public community colleges are the only segment of higher education in the United States that receives this form of revenue from local taxpayers.

The Board of Trustees approved the same combined property tax rate as was levied in FY 2016. The ad valorem property tax is levied each October 1 on the assessed value as of the prior January 1 for all real and business personal property located in Bexar County. The collection rate in the budget was assumed to be 98.5%. On January 1 of each year, a tax lien attaches to property to secure payment of all taxes, penalties, and interest for the previous tax year. Operating revenue of $148.1 million from total ad valorem taxes is included in the FY 2016-2017 budget, and restricted revenue of $56.9 million is for debt service on general obligation bonds and maintenance tax notes.



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

What do M&O Taxes Fund?

Property Taxes Funding

	FY16	FY17	Variance	
Facilities Operations	15.5	16.1	(0.6)	
Facilities Benefits (Hlth & Retire)	1.9	2.0	(0.1)	
Utilities	8.7	8.3	0.4	
Preventive Maintenance	14.5	14.5	-	
Total Maintenance & Operations	40.6	40.9	(0.3)	
Mandatory Trsf (Debt Svc, TPEG)	13.8	17.4	(3.6)	
General Institutional (insurance, tax collecting, bad debt, ETAP, contractual, benefits)	23.7	24.7	(1.0)	
Gap in State Instructional Funding	51.9	65.1	(13.1)	
TOTAL M&O TAX REVENUE (current rate)	130.0	148.1	(18.1)	(a)

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

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State Appropriations

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

The 84th Texas Legislature continued the use of a revised methodology, first enacted by the 83rd Texas Legislature, providing funding to Texas Public Community and Junior Colleges, using a combination of three different approaches:

> Core Operations – each of the fifty community colleges in Texas received $500,000 annually ($1 million for the biennium) to fund core operations, regardless of the size of the institution.
>
> Contact Hours (90% of overall appropriations) – similar to prior years, the formula is composed of the average cost of instruction per contact hour multiplied by the total contact hours in the base period, which comprises the formula funding request that is submitted to the state every two years. The key component of the formula, the average cost of instruction, is calculated statewide for all academic and technical programs (28 funded disciplines). In the biennium funding period (FY 2016 and 2017), the revenues cover only 26.8% of the instructional costs as compared to 29.9% in the last biennium (FY 2014 and 2015) and down from 75% in FY2008/09.
>
> Student Success (outcomes-based) (10% of overall appropriations) – the formula funding is allocated based on each community college's student success points earned from a three-year average of student completion of certain defined metrics. Examples of these metrics include: a student successfully completing their first 15 semester credit hours at the institution and a student receiving an associate's degree, Bachelor's degree, or certificate recognized for the purpose by the Texas Higher Education Coordinating Board. A full list of metrics to be measured for student success points can be seen in the Supplemental section of this document on 'State Appropriations Exhibit 1'.

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

Non-formula Revenue

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

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

Restricted Funds

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

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

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

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

FY 2016-2017 All Funds Budget Report

ALAMO COLLEGES

FY 2016 - 2017 ALL FUNDS BUDGET REPORT

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

TOTAL AVAILABLE = Current Funds + Plant Funds

Note: Beg. fund balance includes Board mandated 15% (Report does not include endowment: 50, 60, loan funds: 41, 45, investment in plant fund 97, or agency funds: 31, 35; Include operating,

Unspent bond proceeds from prior year are included as part of beginning capital outlay fund balances.

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ALAMO COLLEGES

FY 2016 - 2017 ALL FUNDS BUDGET REPORT

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

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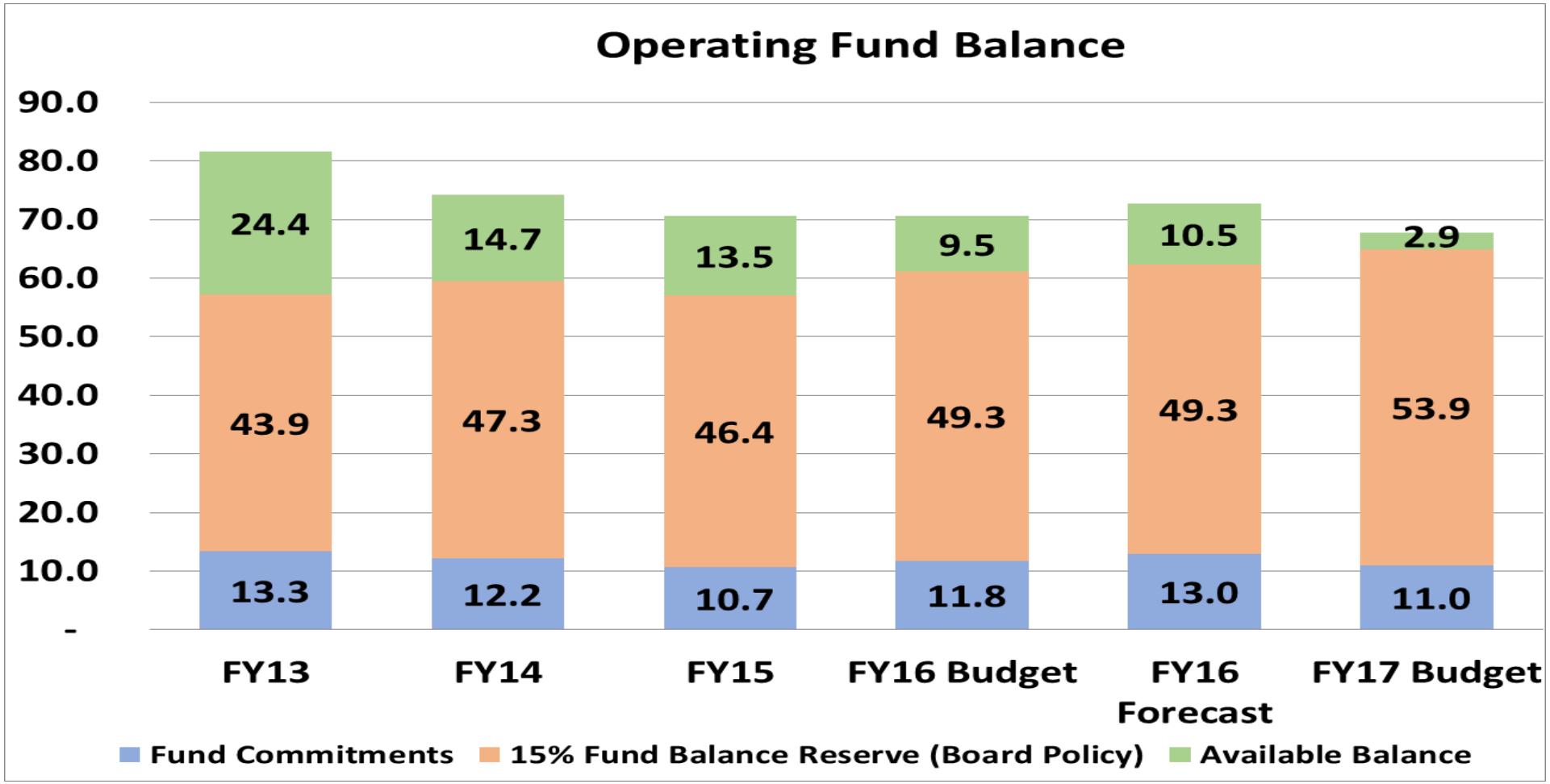
Historical Fund Balance



Operating Budget Overview

REVENUES	
FY16 Revenue Budget	$328.3
FY16 Amendment (T&F 5%, State True-up)	$2.3
FY16 Amendment (Increased Tax levy)	$1.3
Non-Formula (Spec. Prog. Tuition, Int'l, etc)	($7.5)
CE Consolidated	($4.8)
Tuition & Fees Underrun (Exempt/Waiver)	($4.2)
Other	($0.1)
Total True-up to Actuals	($13.1)
FY16 Projected Actual	$315.2
FY17 Baseline Adjustments:	
M&O - Taxable Asset Valuation growth 8.5%	$11.1
M&O - rebalancing tax rate on Rev. bonds	$3.3
Tuition & Fees - full-yr impact of 5% rate increase & projected enrollment growth	$7.6
Non-Formula (Spec. Prog. Tuition, Int'l, etc)	$5.4
CE Consolidated	$8.6
Other	$0.0
Add'l State Paid benefits	$2.8
FY17 Baseline Projection	$354.0
FY17 Proposed Actions:	
Bellwether Consortium	$0.2
Revenue Strategies	$0.2
FY17 Revenue Projection:	$354.2

EXPENSES	
FY16 Expense Budget	$328.3
FY16 Amendment	$1.6
FY16 Amend. (Contact Hour Fall 2015 growth)	$0.9
Non-Formula Expense	($7.5)
CE Consolidated	($4.8)
Total True-up to Actuals	($9.8)
FY16 Net	$318.5
FY17 Baseline Adjustments:	
College Workload (Growth& Advisors)	$6.0
DSO Workload (Growth)	$1.5
Non-Formula (excl CE) Expense	$5.4
CE Consolidated	$6.9
Utilities	$0.0
Grounds/Housekeeping/Maint pressure	$0.4
Board Elections - add'l needed for CIP	$0.9
IT Investments	$0.5
Gen Inst'l (enterprise wide, incl DSO Debt Svc)	$3.4
Benefits Increase (incl ERS rate increase)	$5.9
Other	($0.7)
FY17 Baseline Projection	$348.6
FY17 Baseline Surplus	$5.4
FY17 Proposed Actions:	
Bellwether Consortium	$0.1
Compensation adjustment	$9.0
Student Success Fund (Institutes, Faculty Dev, EAB)	$2.0
Expense Strategies	$11.1
FY17 Expense Projection:	$359.2
FY17 Budget Gap (if negative)	($5.0)

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Three Year Comparison – Annual Operating Budget

ALAMO COLLEGES

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

DESCRIPTION	FY15 APPROVED	FY16 * APPROVED	FY17 APPROVED	INC/(DEC) FY17 vs. FY16	
REVENUES					
STATE APPROPRIATIONS	$63,440,459	$64,400,935	$64,283,295	($117,640)	
State Paid Benefits	$14,800,000	$14,800,000	$17,640,911	$2,840,911	
TUITION AND FEES:				$0	
Tuition	$90,647,362	$95,486,747	$109,222,588	$13,735,841	A)
Pledged Tuition	$21,417,639	$21,294,893	$22,858,824	$1,563,931	
Exemptions	($18,166,013)	($17,803,784)	($24,903,604)	($7,099,820)	
Fees	$5,973,350	$6,863,723	$6,521,339	($342,384)	
TAXES	$118,201,546	$132,346,658	$148,053,358	$15,706,700	B)
CONTRACTS & INDIRECT COSTS	$615,000	$615,000	$615,000	$0	
INVESTMENT INTEREST INCOME	$400,000	$400,000	$400,000	$0	
OTHER INCOME	$4,139,680	$5,322,008	$4,619,493	($702,515)	
TOTAL EDUCATIONAL & GENERAL REVENUE	$301,469,023	$323,726,180	$349,311,204	$25,585,024	
AUXILIARY ENTERPRISES	$4,648,000	$4,608,060	$4,928,931	$320,871	
TOTAL GENERAL OPERATING REVENUES	**$306,117,023**	**$328,334,240**	**$354,240,135**	**$25,905,895**	
FUND BALANCE COMMITMENTS:					
General Operations	$10,994,924	$0	$4,964,190	4,964,190	
TOTAL FUNDS AVAILABLE	**$317,111,947**	**$328,334,240**	**$359,204,325**	**$30,870,085**	
EXPENDITURES					
EDUCATIONAL AND GENERAL:					
INSTRUCTION	$116,098,817	$112,284,065	$131,059,622	$18,775,557	C)
PUBLIC SERVICE	$510,756	$628,883	$1,191,641	$562,758	D)
ACADEMIC SUPPORT	$25,369,995	$24,229,120	$23,761,308	($467,812)	
STUDENT SERVICES	$38,980,786	$40,722,274	$44,336,912	$3,614,638	E)
INSTITUTIONAL SUPPORT	$76,167,476	$89,241,388	$93,210,240	$3,968,852	F)
OPERATION and MAINTENANCE of PLANT	$40,545,319	$41,314,269	$41,692,153	$377,884	
SCHOLARSHIPS/EXEMPTIONS	$797,734	$777,970	$1,083,721	$305,751	
TOTAL EDUCATIONAL and GENERAL EXPENDITURES	$298,470,883	$309,197,969	$336,335,597	$27,137,628	
AUXILIARY ENTERPRISE EXPENDITURES	$1,570,020	$2,007,083	$2,033,743	$26,660	
MANDATORY TRANSFERS FOR:					
REV BOND DEBT SERV and TEX PUB ED GRANTS	$12,315,455	$12,258,341	$15,976,148	$3,717,807	G)
CAPITAL BUDGET	$3,300,000	$3,300,000	$3,300,000	$0	
NON-MANDATORY TRANSFERS FOR:					
NON-MANDATORY TRANSFER - OTHER	$1,404,589	$1,519,847	$1,507,837	($12,010)	
NATATORIUM MAJOR REPAIR FUND	$51,000	$51,000	$51,000	$0	
TOTAL UNRESTRICTED CURRENT FUND	**$317,111,947**	**$328,334,240**	**$359,204,325**	**$30,870,085**	

* FY16 approved budgets have been restated due to CE consolidation

A) Increase student enrollments in regular and exempts

B) Increase in taxable assessed valuation of 8.5%

C) Include increases: benefits($4.1M), faculty salaries ($4.6M), student success investment for adjunct release time ($1.1M), adjunct salary ($4.6M), vacancy credit (-$0.6M), CE consolidation/restat ($3.7M), and technology & telecom. usage ($1.3M).

D) Include salary and benefits increases ($0.4M) and other operating expenses ($0.1M) - CLCSA/ECO/Tech Store

E) Include salaries/wages ($0.7M), technology & telecommunications usage ($0.2M), fringe benefits ($1.2M), prof. fees/ contract services ($0.6M), and student succdess investment for FTE and faculty development ($0.9M)

F) Include comp. inc/new positions (5.1M), CE restate (-$3.7M), fringe benefits ($1.0M), bond election ($0.9M), technology & telecommunications usage ($-0.6M), and navigate system lincese and implementation/library software ($1.0M)

G) Transfers increases in DSO include payment ($3.3M) for DSO new building, POSA ($0.1M), and TPEG ($0.3M).

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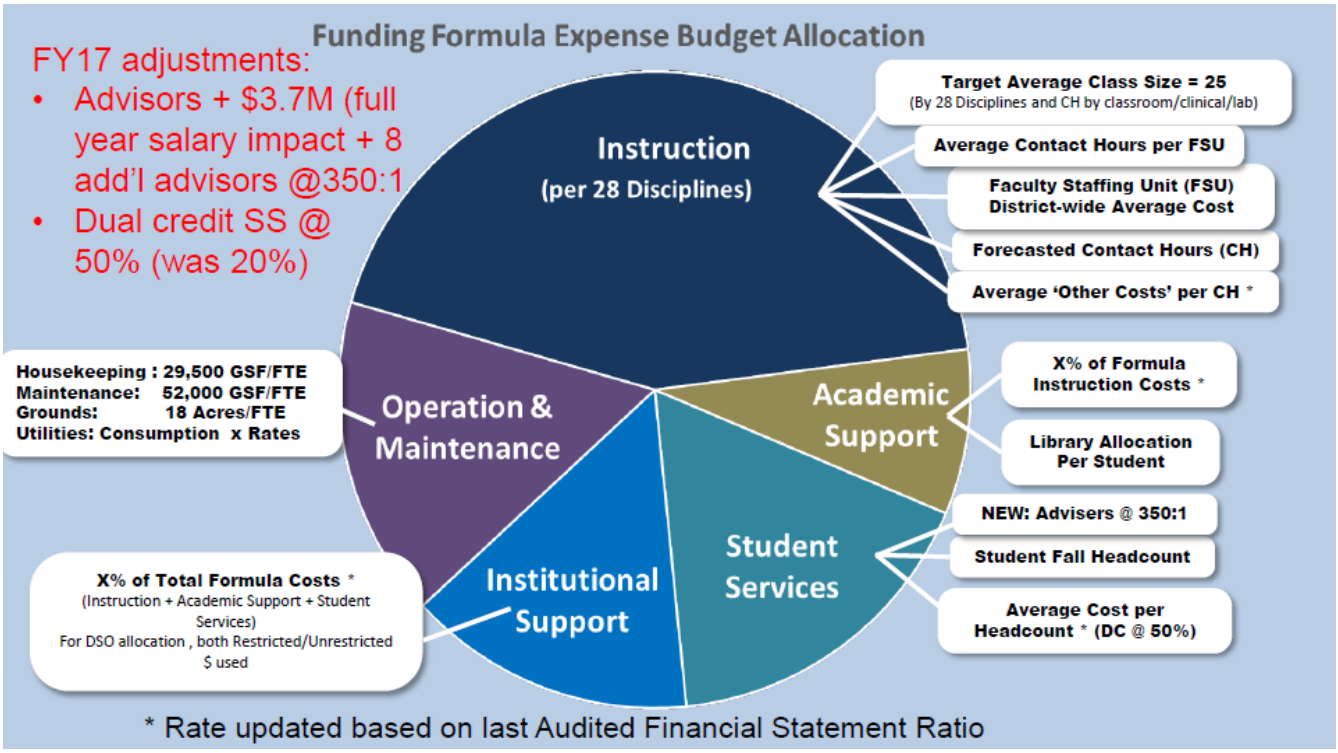
Expense Budget

The total all funds expense budget approved by the Board of Trustees for FY 2016-2017 was $533.5 million, comprised of $359.2 million in operating expense and $174.3 million in restricted funds. The operating expense budget is developed using a two-step process. The first step is to calculate the budget allocation by function for the colleges using a standard allocation methodology and making decisions on cost savings and investment strategies. Expense budgets are categorized by functions – instruction, academic support, student services, institutional support and operation and maintenance. Detailed definitions by function are located in the Appendix. The allocation methodology for the five colleges is depicted below.



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

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

Total Alamo Colleges

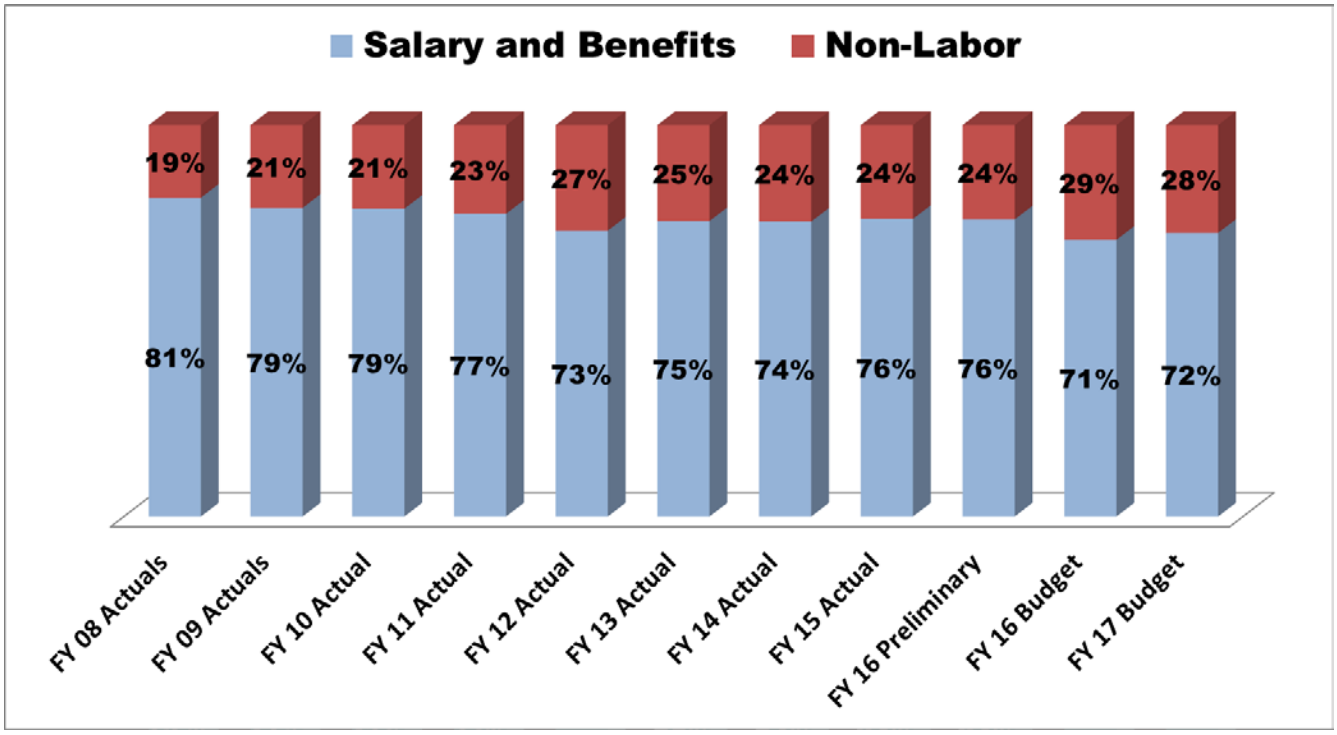
	FY16 Restated*	FY17 Baseline	FY17 Baseline Growth	FY17 Baseline Growth %	Compensation & Health Care Benefit Rate Incr.	Student Success	Advising	FY17 Approved	FY16 Restated vs FY17 Approved	Δ %	CH Var
Operating Budget											
San Antonio College	60,542,995	61,227,896	684,901	1.1%	3,848,034	205,000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

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

[1] FY17 includes $.9M for Bond Election

Salaries, Wages and Benefits

The next step in the process is to distribute expense budget to departments based on account type. The most significant account expense is salaries, wages and benefits. Since FY 2008, salaries, wages and benefits as a percent of total expense (without transfers) has declined from 81% to 72% of the FY 2016-2017 operating budget, with the inclusion of fringe benefits paid by the state.



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

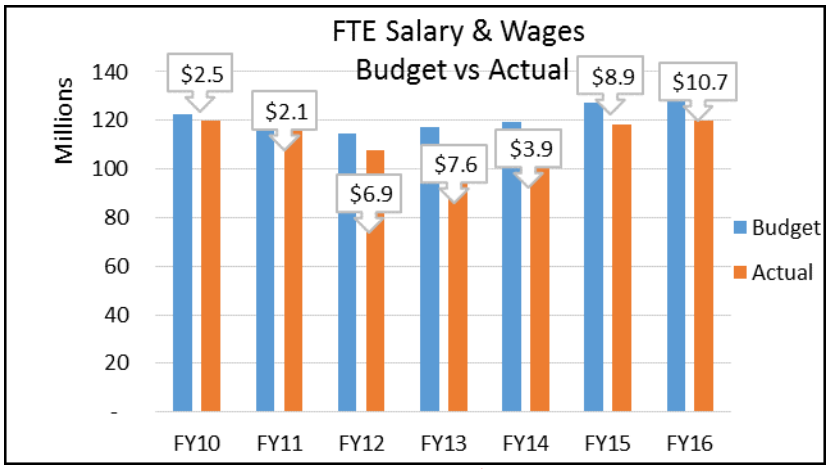
Beginning with FY 2013, the Alamo Colleges has implemented the "Threeness" principle for its faculty salary plan. This principle aligns the faculty salary schedule to be in the top three as compared to our peer group (the very large community colleges in Texas). For staff and adminstrators, beginning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

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

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

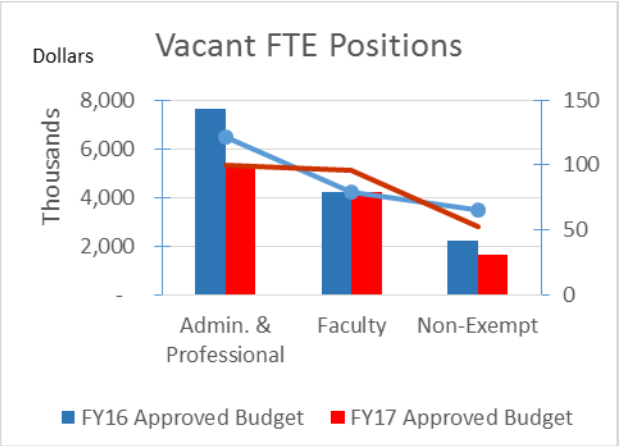
Vacancy Credit

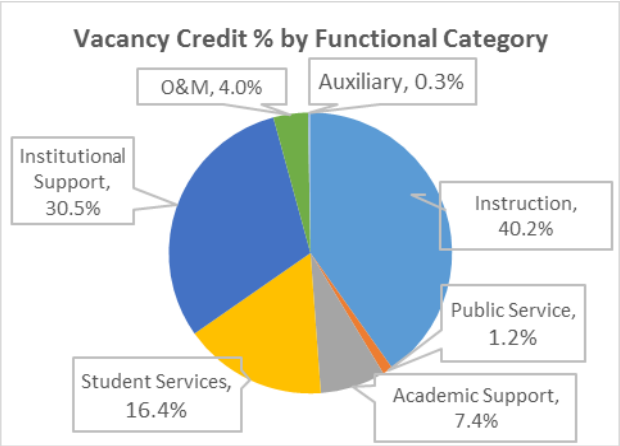
Over the past several years, Alamo Colleges has averaged a 5% underspend in the labor budget. Positions are budgeted at 100% of salary and benefits; however, due to current vacancies, ongoing attrition, retirements, and in-house promotions, a portion of the budget is never used. In addition, new positions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



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

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





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

Staffing Management Plan

During fiscal year 2012, the senior leadership team, consisting of the Chancellor, the five Presidents and the five Vice Chancellors, developed an Alamo Colleges' staffing management plan (SMP). The SMP guides the actions on how positions are defined, staffed, redeployed, managed and controlled to meet the strategic goals and objectives of Alamo Colleges. The senior leadership team went through the following process in determining the targets.

1. Define the roles and responsibilities by function.
2. Develop ratios per operational measure for each function.
3. Determine the optimum staffing level for each function.
4. Balance overall staffing to targeted labor expense (salaries, wages and benefits) as a percent of total expense. FY 2016-2017 target: 72% for Alamo Colleges, based on individual College targets of 79% each and 57.2% for District support operations.

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

FY 2017 Staffing Management Plan (SMP)

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

% of Labor to Total Expense [6]	83.8%	82.2%	76.0%	82.4%	83.8%	56.6%	72.1%
Target under SMP	79.0%	79.0%	79.0%	79.0%	79.0%	57.2%	72.0%
Variance from Target	4.8%	3.2%	-3.0%	3.4%	4.8%	-0.6%	0.1%

[1] FY17 Budget include ($4.5M) Vacancy Credit

[2] Operating Expense includes capital budget of $3.3M

[3] Investment in Veteran's Administration Center

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

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

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

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

Operating Expenses (Non-labor)

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

Budget Summary Comparison by Account Type

BUDGET SUMMARY COMPARISON BY ACCOUNT TYPE

FY 2017 Approved vs. FY 2016 Approved

	SAC	SPC	PAC	NVC	NLC	DISTRICT	TOTAL	
FY 2017 APPROVED								
FTE Salaries	33,319,037	21,708,235	14,793,516	18,987,090	9,142,589	41,745,950	139,696,417	
Other Salaries and Wages	11,089,630	7,000,799	4,753,109	11,171,655	2,363,640	8,315,019	44,693,852	
Fringe Benefits	11,726,577	7,664,004	5,099,599	7,156,293	3,047,300	18,267,904	52,961,677	
Total Personnel & Benefits	**56,135,244**	**36,373,038**	**24,646,224**	**37,315,038**	**14,553,529**	**68,328,873**	**237,351,946**	
Operating Expenses	10,874,737	7,893,733	7,784,425	7,953,934	2,810,638	66,999,927	104,317,394	
Sub-Total	**67,009,981**	**44,266,771**	**32,430,649**	**45,268,972**	**17,364,167**	**135,328,800**	**341,669,340**	
Transfers						17,534,985	17,534,985	
Total	**67,009,981**	**44,266,771**	**32,430,649**	**45,268,972**	**17,364,167**	**152,863,785**	**359,204,325**	
FY 2016 APPROVED *								
FTE Salaries	32,758,415	19,464,416	13,431,595	17,402,960	8,606,900	39,200,669	130,864,955	
Other Salaries and Wages	5,691,539	7,121,698	2,073,413	9,183,477	1,305,522	10,196,805	35,572,454	
Fringe Benefits	9,878,132	6,240,852	4,058,857	5,964,247	2,509,202	17,369,888	46,021,178	
Total Personnel & Benefits	**48,328,086**	**32,826,966**	**19,563,865**	**32,550,684**	**12,421,624**	**66,767,362**	**212,458,587**	
Operating Expenses	12,214,909	7,007,771	9,204,175	6,834,595	2,468,676	64,316,339	102,046,465	
Sub-Total	**60,542,995**	**39,834,737**	**28,768,040**	**39,385,279**	**14,890,300**	**131,083,701**	**314,505,052**	
Transfers						13,829,188	13,829,188	
Total	**60,542,995**	**39,834,737**	**28,768,040**	**39,385,279**	**14,890,300**	**144,912,889**	**328,334,240**	
VARIANCE								
FTE Salaries	560,622	2,243,819	1,361,921	1,584,130	535,689	2,545,281	8,831,462	A)
Other Salaries and Wages	5,398,091	(120,899)	2,679,696	1,988,178	1,058,118	(1,881,786)	9,121,398	B)
Fringe Benefits	1,848,445	1,423,152	1,040,742	1,192,046	538,098	898,016	6,940,499	C)
Total Personnel & Benefits	**7,807,158**	**3,546,072**	**5,082,359**	**4,764,354**	**2,131,905**	**1,561,511**	**24,893,359**	
Operating Expenses	(1,340,172)	885,962	(1,419,750)	1,119,339	341,962	2,683,588	2,270,929	D)
Sub-Total	**6,466,986**	**4,432,034**	**3,662,609**	**5,883,693**	**2,473,867**	**4,245,099**	**27,164,288**	
Transfers	-	-	-	-	-	3,705,797	3,705,797	E)
Total	**6,466,986**	**4,432,034**	**3,662,609**	**5,883,693**	**2,473,867**	**7,950,896**	**30,870,085**	

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

Capital budgets (FY16 - $3,300,000 and FY17 - $3,300,000) included in Operating Expenses

Fringe Benefits include State paid benefits

* FY16 approved budgets have been restated due to CE consolidation

A) FTE salaries include comp. increases ($7M) and new FTEs

B) Other salaries and wages increases include the Comp. increases ($2.0M), adjunct salaries ($2.3M), adjunct release time ($1.1M), and temporary salaries ($3.6M).

C) Fringe Benefits increases due to the new positons, comp. increase, and health insurance increase ($4.0 M) district-wide.

D) Operating expense increases in DSO include election expenses for Bond ($0.9M), AED/Fire Safety need ($0.5M) for Risk Mgmt. and navigate system license & implementation/library software ($1.0M).

E) Transfers increases in DSO include payment ($3.3M) for DSO new building, POSA ($0.1M), and TPEG ($0.3M).

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Budget Summary Comparison by Functional Category

ALAMO COLLEGES

TWO YEAR BUDGET COMPARISON BY FUNCTIONAL CATEGORY

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

Note: FY17 increase in DSO due to ($ in millions):

* FY16 approved budgets have been restated due to CE consolidation

A) Instruction - increase in adjunct salaries ($0.7M), CE consolidation (-$1.8M)	(1.10)
B) Student Services - Comp. increases ($0.7M), benefits ($0.2M), student success overlay ($0.2M)	1.40
work study ($0.3M)	
C) Institutional Support - Comp. increases and new positions ($5.1M)	
- CE consolidation/restate (-$3.7)	
- Technology and communications charges ($0.6M)	
- Benefits ($0.4M)	
- Election for the Bond ($0.9M)	3.30
D) Independent contractor services	0.30
E) Bookstore revenue set-aside for scholarships	0.40
F) Payment for DSO new building ($3.3M), POSA ($0.1M), and TPEG ($0.3M)	3.70

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Budget Summary by Salary and Other Expense

ALAMO COLLEGES

FY 2017 Budget Summary by Functional Category

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

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

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

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ALAMO COLLEGES

FY 2017 Operating Expenses by Functional Category

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

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Three Year Staffing Summary

ALAMO COLLEGES

Three Year Staffing Summary - Full Time Positions

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

Note:

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

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

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District Support Operations

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

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

DSO Direct Support: functions which are funded and administered by the district, yet are performed at each of the five campus locations and/or directly on behalf of the colleges. For example, each college has a Business Office on site, but there is also a District Business Office function which performs duties directly associated with the colleges.

Below are the categories of Direct Support and the budget based units of measure:

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

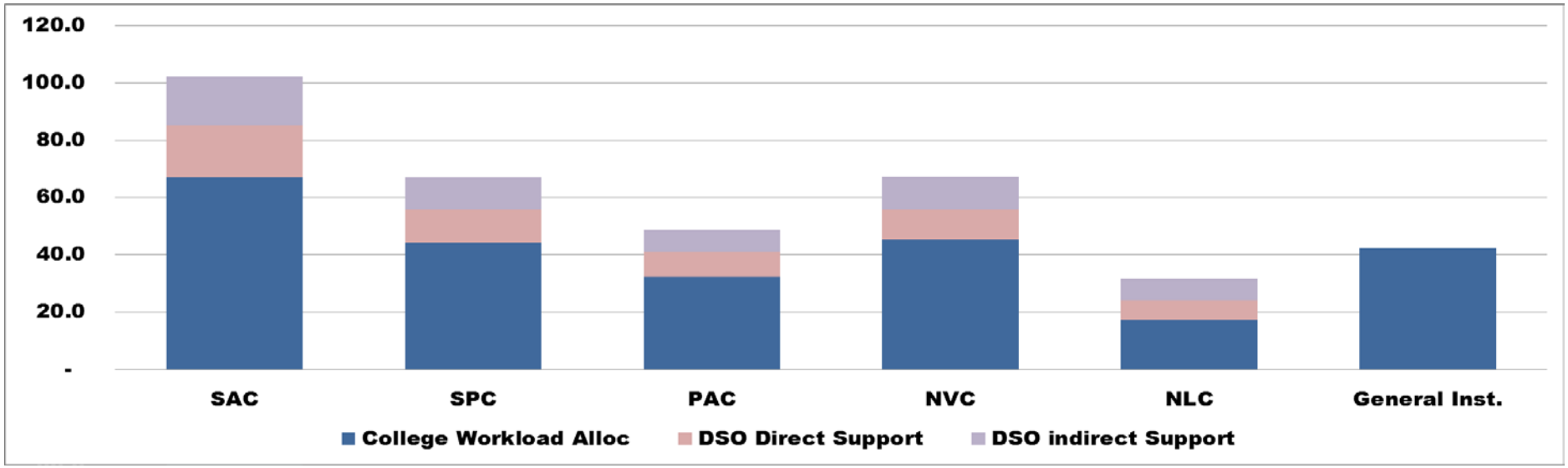
DSO Indirect Support: are functions which are funded and administered at District Support Operations, performed in various locations and support the entire Alamo Colleges. All budget dollars are allocated based on the percentage of College to Total Direct Support excluding Preventive Maintenance.

Below are the Indirect Support categories:

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

General Institutional: These are mandatory, legal or binding services, which include transfers for revenue debt service, Texas Public Educational Grants (TPEG), fees for assessing and collecting ad valorem taxes, audit, credit card, bad debt, insurance, and other investment items.
The chart and table on the next page displays a fully allocated view of the operating budget.

Fully Allocated Expenses



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

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

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

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

[1] Includes Institutes $.9M

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

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

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

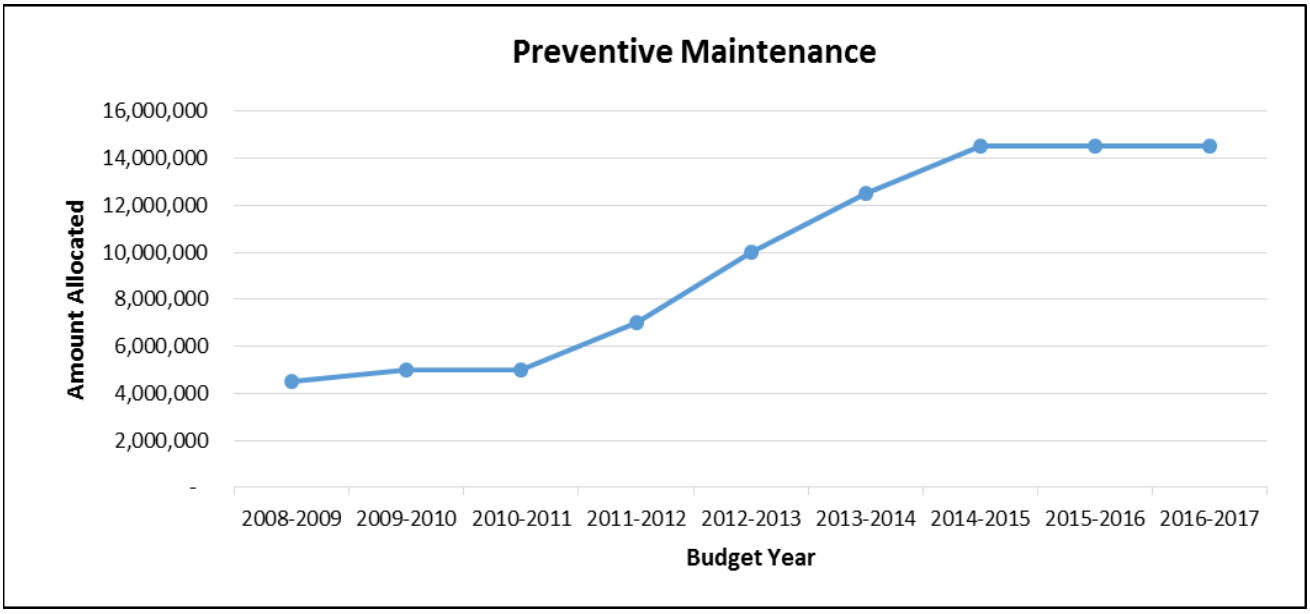
[1] This table represents a count of functionality of all Alamo College buildings based on square footage equivalency. Several buildings house multiple functions, (i.e. Admin, Library, Dining, etc. may all be in one physical structure)

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

Preventive Maintenance. Preventive maintenance is defined as regularly scheduled repair and maintenance needed to keep building components, such as heating-ventilation-air conditioning (HVAC) systems, roofs, plumbing and electrical systems, operating efficiently and to extend their useful life. Preventive maintenance includes periodic inspections, lubrication, calibrations and equipment replacement. Alamo Colleges funds preventive maintenance out of its operating budget each year. The Alamo Colleges' Facilities Department routinely inspects the condition of the building inventory and uses a work-order system to effectively manage the maintenance tasks. In the FY 2016-2017 budget, the Board of Trustees maintained annual allocations for preventive maintenance at $14.5 million for regularly scheduled repair and maintenance for existing and new buildings. National standards recommend 1% to 5% of Asset Replacement Values (a range of $11.0 to $55.0 million for Alamo Colleges). Alamo Colleges has identified $21.0 million dollars per year as the recommended annual amount to allocate to preventive maintenance, as seen in the Multi-year Planning strategy in years 8-10.

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

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



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

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

Consolidated CE	**FY2016* Restated**	**FY2017**
Revenue Includes Non-reimbursable and CE reimbursable Tuition & Fees, and Contract Training	**$ 7,998,401**	**$10,880,604**
Expenses	**$ 11,616,486**	**$ 8,808,118**
Contribution	**$ (3,618,085)**	**$ 2,072,486**

*CE Restatement- FY2016 restates formula funding for reimbursable CE contact hours to the Consolidated CE organization, resulting in $2M in proposed expense savings in FY2017

Three Year Staffing Summary – District Only

ALAMO COLLEGES

Three Year District Staffing Summary - Full Time Positions

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

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

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

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

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Capital Allocations

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

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

1. Estimate amount of capitalized assets that lost a portion of useful life the previous year. The depreciation expense by college for the most recent and available fiscal year is the starting point for the annual allocation. The FY 2016-2017 Capital Budget allocation begins with depreciation expense from the Fiscal Year 2016 financial statements as a best estimate of asset life and assets needing replacement.
2. Estimate amount of non-capitalized items the Colleges will need to replace during the year. Expensed asset replacement (assets costing less than $5,000) is calculated by using the FY 2016-2017 projected contact hours multiplied by $0.25 per contact hour, which was based on a historical spending analysis.
3. Determine the amount of funding availability to allocate to this budget item. The amount allocated to this item is based on available funding and strategic and operational priorities as identified by the Board of Trustees.

Due to funding limitations, a total of $3,300,000 was allocated for the FY 2016-2017 Capital Budget. Based on the procedure to identify the estimated amount needed for this item, this allocation represents 45% funded for routine capital expenditures. In the Multi-Year plan, this allocation will increase year over year to a maximum of $10 million in year 9.

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

Debt Service Funds

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

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

Legal Debt Margin Information

(Amounts Expressed in Thousands)

(unaudited)

General Obligation Bonds

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

2015 TAV restated for change in TIRZ, as reflected in FY 2016 CAFR.

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

Outstanding Debt and Principal and Interest Payments				
Series	**Instrument Type and Purpose**	**Amount Issued and Authorized**	**Final Maturity (Fiscal Year)**	**Outstanding Debt for Current Year Budget Debt Service**
General Obligation Bonds				
2007	Construct, renovate, acquire and equip new and existing facilities. Issued April 5, 2007.	$ 271,085,000	2033	$ 167,170,000
2007A	Construct, renovate, acquire and equip new and existing facilities. Issued August 21, 2007.	$ 63,490,000	2032	$ 32,820,000
2012	Refund certain of the District's outstanding Limited Tax Bonds Series 2007 and 2007A. Issued July 12, 2012.	$ 74,110,000	2037	$ 74,110,000
2016	Refund the District's outstanding Limited Tax Bonds Series 2006 and 2006A. Issued June 22, 2016.	$ 72,065,000	2036	$ 72,065,000
Subtotal - General Obligation Bonds				**$ 346,165,000**
Maintenance Tax Notes				
2006	Purchase equipment, vehicles and renovate various facilities. Issued April 20, 2006	$ 30,435,000	2024	$ 8,960,000
2011	Renovate and repair existing District facilities. Issued August 5, 2011.	$ 54,795,000	2031	$ 35,080,000
2014	Refunding of certain maturities of the 2007 Maintenance Tax Notes. Issued February, 27 2014.	$ 40,665,000	2023	$ 32,720,000
Subtotal - Maintenance Tax Notes				**$ 76,760,000**
Revenue Financing System				
2012A	Refund certain of the District's outstanding Combined Fee Revenue bonds and to construct a parking facility. Issued March 22, 2012.	$ 55,800,000	2037 (1)	$ 54,575,000
2012B	(Taxable issue). Refund remainder of the District's outstanding Combined Fee Revenue bonds. Issued March 22, 2012.	$ 22,295,000	2018 (2)	$ 4,680,000
Subtotal - Revenue Financing System Bonds				**$ 59,255,000**
Total Bonds				**$ 482,180,000**
			(1) Calendar final maturity 11-1-2036	
			(2) Calendar final maturity 11-1-2017	

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

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

ALAMO COLLEGES

REVENUE BONDS

RETIREMENT OF INDEBTEDNESS FUND

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

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ALAMO COLLEGES

GENERAL OBLIGATION BONDS/MAINTENANCE TAX NOTES

RETIREMENT OF INDEBTEDNESS FUND

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

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SUPPLEMENTAL INFORMATION

FY 2016-2017 Revenue Summary

ALAMO COLLEGES

FY2017 REVENUE SUMMARY

FORMULA REVENUE FOR BUDGET MODELS

	DIST	SAC	SPC	PAC	NVC	NLC	TOTAL
State Appropriations	59,833,295	-	-	-	-	-	59,833,295
Veteran's Assistance Ctr.	4,450,000	-	-	-	-	-	4,450,000
State Paid Benefits	17,640,911	-	-	-	-	-	17,640,911
Tuition - (Exclude CE)	-	27,888,869	16,737,115	13,680,534	23,239,065	9,889,715	91,435,297
Tuition - CE Reimbursable	-	-	291,345	-	165,233	58,500	515,078
Taxes	148,053,358	-	-	-	-	-	148,053,358
Other	3,156,600	-	-	-	-	-	3,156,600
Non Designated Auxiliary	973,000	-	-	-	-	-	973,000
Total Formula Revenue	234,107,164	27,888,869	17,028,460	13,680,534	23,404,298	9,948,215	326,057,539

NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES

	DIST	SAC	SPC	PAC	NVC	NLC	TOTAL
Instruction	47,935	945,300	1,525,135	2,622,200	94,100	4,500	5,239,170
Public Service	198,500	47,000	-	-	5,000	-	250,500
Academic Support	458,098	3,000	1,500	3,500	51,000	21,300	538,398
Student Services	522,593	527,188	331,062	306,258	536,820	139,505	2,363,426
Designated Auxiliary	-	220,000	173,500	1,352,431	-	-	1,745,931
Non-Designated Auxiliary	2,210,000	-	-	-	-	-	2,210,000
Continuing Education	13,958,936	-	346,050	420,000	186,987	418,431	15,330,404
Designated Unrestricted	-	313,770	97,497	70,500	15,000	8,000	504,767
Total Non-Formula Revenue	17,396,062	2,056,258	2,474,744	4,774,889	888,907	591,736	28,182,596
TOTAL REVENUES	**$ 251,503,226**	**$ 29,945,127**	**$ 19,503,204**	**$ 18,455,423**	**$ 24,293,205**	**$ 10,539,951**	**$ 354,240,135**

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FY 2016-2017 Formula Revenue Summary

ALAMO COLLEGES

FY2017 REVENUE BUDGET

FORMULA REVENUE FOR BUDGET MODELS

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

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FY 2016-2017 Non-Formula Revenue Summary

FY2017 REVENUE BUDGET

NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES

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

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FY 2016-2017 Tuition Revenues by Semesters

FY 2017 Tuition Revenue by Semesters

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

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

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Assessed Value and Tax Levy of Taxable Property

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

Source: Bexar County Appraisal District Certified Totals - ARB Approved Totals
2013 dated 7-19-13
2014 dated 7-19-14
2015 dated 7-24-15
2016 dated 7-23-16

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

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State Appropriations

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

I. Core Operations - each of the fifty Public Community/Junior Colleges receives $500,000 to fund core operations each year of the biennium.

II. Contact Hours - 90% of formula funding is allocated based upon certified contact hours generated in the previous academic year. The base year for funding Academic/Vocational/Technical contact hours is Summer 2014, Fall 2014 and Spring 2015. For reimbursable Continuing Education contact hours, the base year is 3rd, 4th and 1st quarter of 2014 and 2nd quarter of 2015.

III. Outcomes-Based (Student Success) - 10% of formula funding is allocated based on each community college's points earned from a three-year average of student completion of certain, defined metrics ***See State Appropriations Exhibit 1 for details on the Student Success metrics.***

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

CONTACT HOURS (BASE PERIOD - SUMMER 2014, FALL 2014, AND SPRING 2015)	
ACADEMIC	15,807,288
TECHNICAL/VOCATIONAL	3,533,776
CONTINUING EDUCATION	573,755
TOTAL	**19,914,819**

STUDENT SUCCESS POINTS	
THREE-YEAR WEIGHTED AVG - ALAMO	77,101
STATE-WIDE	1,011,629

State Appropriations Exhibit 1

84th Texas Legislature, Sentate Bill 1, Article III
PUBLIC COMMUNITY/JUNIOR COLLEGES

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

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 Science, Technology, Engineering and Mathematics (STEM), or Allied Health.	2.0
Student receives from the institution an associate's degree, a Bachelor's degree, or a certificate recognized for this purpose by the Coordinating Board in the fields of Science, Technology, Engineering or Mathematics (STEM), or Allied Health	2.25

State Appropriation Allocation Distribution

ALAMO COLLEGES

FY 2016 STATE APPROPRIATION ALLOCATION DISTRIBUTION

BASE YEAR CONTACT HOURS - (Summer I/II 2014, Fall 2014, and Spring 2015)

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

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

Base Year Contact Hours (Summer 2012, Fall 2012, and Spring 2013) - District Institutional Research and Effectiveness Services (IRES) Office

Actual rate of funding % (according to THECB) 26.76%

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Base Period Contact Hour Rates by Discipline

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

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

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

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

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

Source: Texas Higher Education Coordinating Board (THECB)

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Contact Hours

ALAMO COMMUNITY COLLEGE DISTRICT				
FUNDED CONTACT HOURS				
Fiscal Year	Academic	Voc Tech	Total	Inc / Dec
98 - 99	10,690,658	4,095,296	14,785,954	-1.2%
99 - 00	11,074,104	4,153,995	15,228,099	3.0%
00 - 01	11,605,418	4,128,811	15,734,229	3.3%
01 - 02	12,898,748	4,406,206	17,304,954	10.0%
02 - 03	14,228,315	4,633,550	18,861,865	9.0%
03 - 04	14,986,560	4,788,453	19,775,013	4.8%
04 - 05	15,035,056	4,941,776	19,976,832	1.0%
05 - 06	14,771,648	4,760,436	19,532,084	-2.2%
06 - 07	15,057,632	4,567,944	19,625,576	0.5%
07 - 08	15,499,262	4,479,415	19,978,677	1.8%
08 - 09	16,578,880	4,564,484	21,143,364	5.8%
09 - 10	18,845,612	5,065,508	23,911,120	13.1%
10 - 11	18,969,648	4,838,908	23,808,556	-0.4%
11 - 12	17,767,584	4,568,491	22,336,075	-6.2%
12 - 13	16,850,656	4,345,555	21,196,211	-5.1%
13 - 14	16,338,384	4,126,465	20,464,849	-3.5%
14 - 15	15,932,152	4,008,405	19,940,557	-2.6%
15 - 16	16,192,256	3,621,694	19,813,950	-0.6%

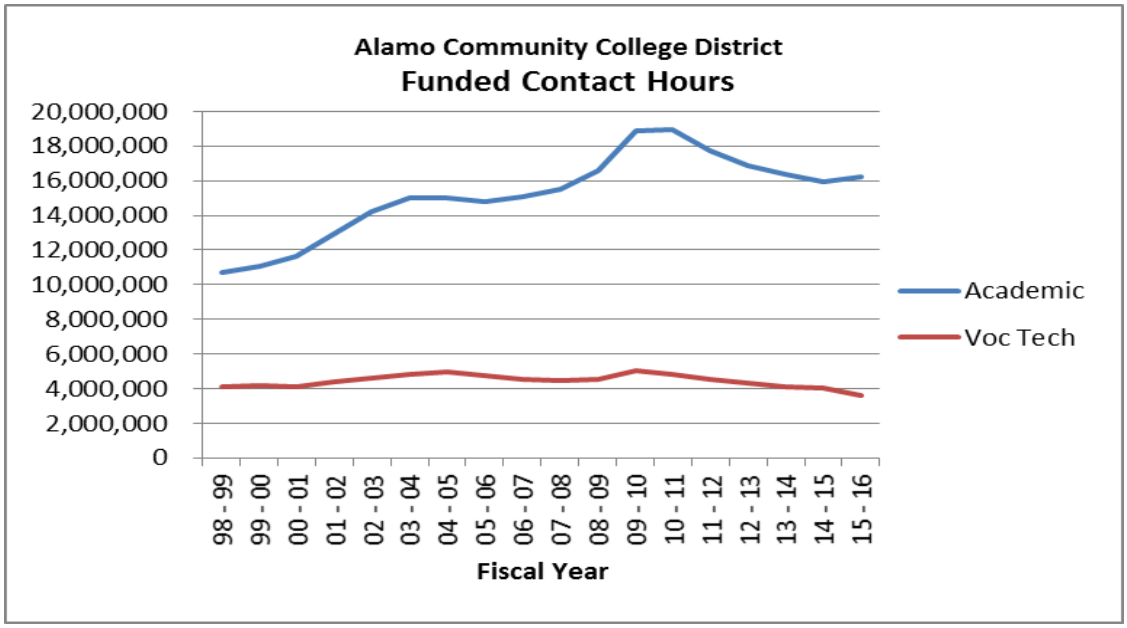
Program (Recent): CBM004 ODS - SCH and CH.egp and CBM00C ODS - CH.egp

Source: CBM004 and CBM00C Certified Data - District IRES Office

Excel File: Funded CH and Unduplicated HC by FY

Note: Voc Tech includes Continuing Education Contact Hours.

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



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Headcount vs. Enrollment

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

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

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

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

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

Student headcount

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

Student enrollment

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

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

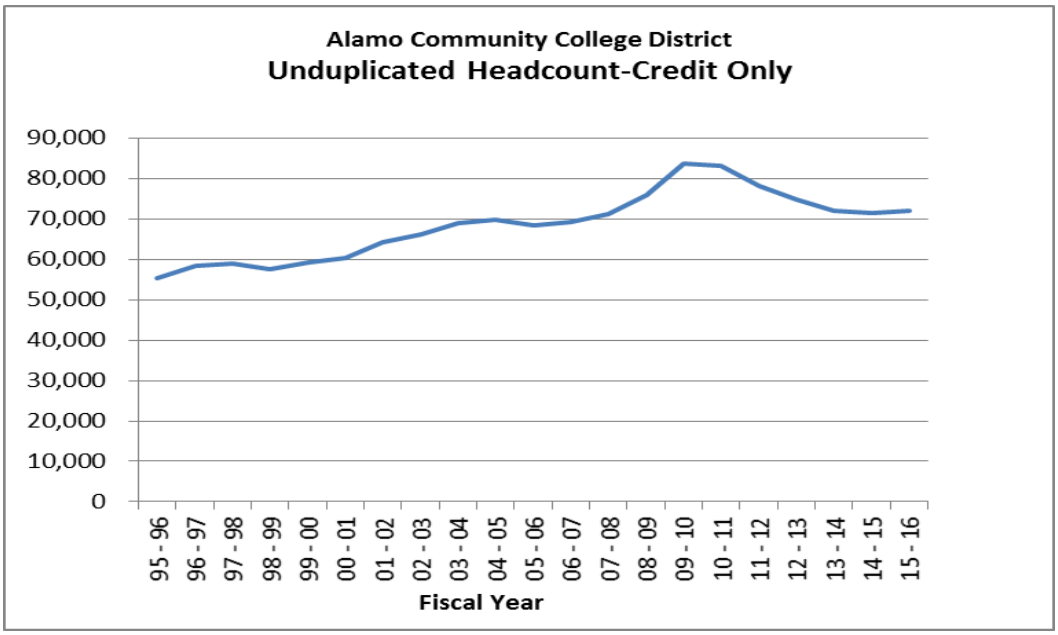
FY 2016 PRELIMINARY											YoY Growth
Unduplicated Students (college of Registration)	Fall 2015	Spring 2016	Summer 2016	Annual Credit Unduplicated	CE Q1	CE Q2	CE Q3	CE Q4	CE (non-credit) Annual Unduplic.	Total Students Served Annually	
TOTAL UNDUPLICATED AT CENSUS DATE (College of Registration)	51,634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

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

Unduplicated Headcount Enrollment

ALAMO COMMUNITY COLLEGE DISTRICT		
UNDUPLICATED HEADCOUNT - CREDIT ONLY		
Fiscal Year	**Total***	**Inc / Dec**
95 - 96	55,206	
96 - 97	58,327	5.7%
97 - 98	58,909	1.0%
98 - 99	57,403	-2.6%
99 - 00	59,107	3.0%
00 - 01	60,435	2.2%
01 - 02	64,195	6.2%
02 - 03	66,215	3.1%
03 - 04	69,050	4.3%
04 - 05	69,909	1.2%
05 - 06	68,473	-2.1%
06 - 07	69,257	1.1%
07 - 08	71,074	2.6%
08 - 09	75,971	6.9%
09 - 10	83,673	10.1%
10 - 11	83,189	-0.6%
11 - 12	78,122	-6.1%
12 - 13	74,666	-4.4%
13 - 14	72,035	-3.5%
14 - 15	71,498	-0.7%
15 - 16	71,984	0.7%

Program (Recent): CBM001 ODS - Unduplicated Full Term (FY 2012 and up).egp
Source: CBM001 Data - District IRES Office
* Unduplicated Total is based on ID as reported to the THECB.
Excel File: Funded CH and Unduplicated HC by FY



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Ten Year Trend of Revenue Sources

ALAMO COLLEGES

10 YEAR COMPARISON OF REVENUES

FISCAL YEAR	STATE FUNDING (1) *	%	LOCAL TAXES	%	TUITION & FEES (2)	%	OTHER (3)	%	TOTAL
2007-2008 (5)	87,317,846	34.11%	79,277,313	30.97%	78,265,201	30.57%	11,128,909	4.35%	255,989,269
2008-2009 (5)	87,947,041	32.70%	88,412,612	32.87%	83,452,604	31.03%	9,135,448	3.40%	268,947,705
2009-2010 (5)	90,134,871	30.88%	89,615,404	30.71%	103,371,926	35.42%	8,719,428	2.99%	291,841,629
2010-2011 (5)	85,942,117	30.03%	93,559,514	32.70%	98,756,325	34.51%	7,899,646	2.76%	286,157,602
2011-2012 (5)	77,777,498	27.37%	95,326,911	33.55%	100,344,216	35.32%	10,689,660	3.76%	284,138,285
2012-2013 (5)	75,997,901	26.09%	104,270,919	35.79%	101,916,100	34.98%	9,148,391	3.14%	291,333,311
2013-2014 (5)	77,019,978	26.12%	110,490,520	37.46%	96,714,128	32.79%	10,694,343	3.63%	294,918,969
2014-2015 (5)	77,540,886	25.46%	119,772,762	39.33%	96,658,002	31.74%	10,589,061	3.48%	304,560,711
2015-2016 (4)	79,200,935	24.12%	132,346,658	40.31%	105,841,579	32.24%	10,945,068	3.33%	328,334,240
2016-2017 (4)	81,924,206	23.13%	148,053,358	41.79%	113,699,147	32.10%	10,563,424	2.98%	354,240,135

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

Source: Annual Financial Reports - Schedules A and C

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

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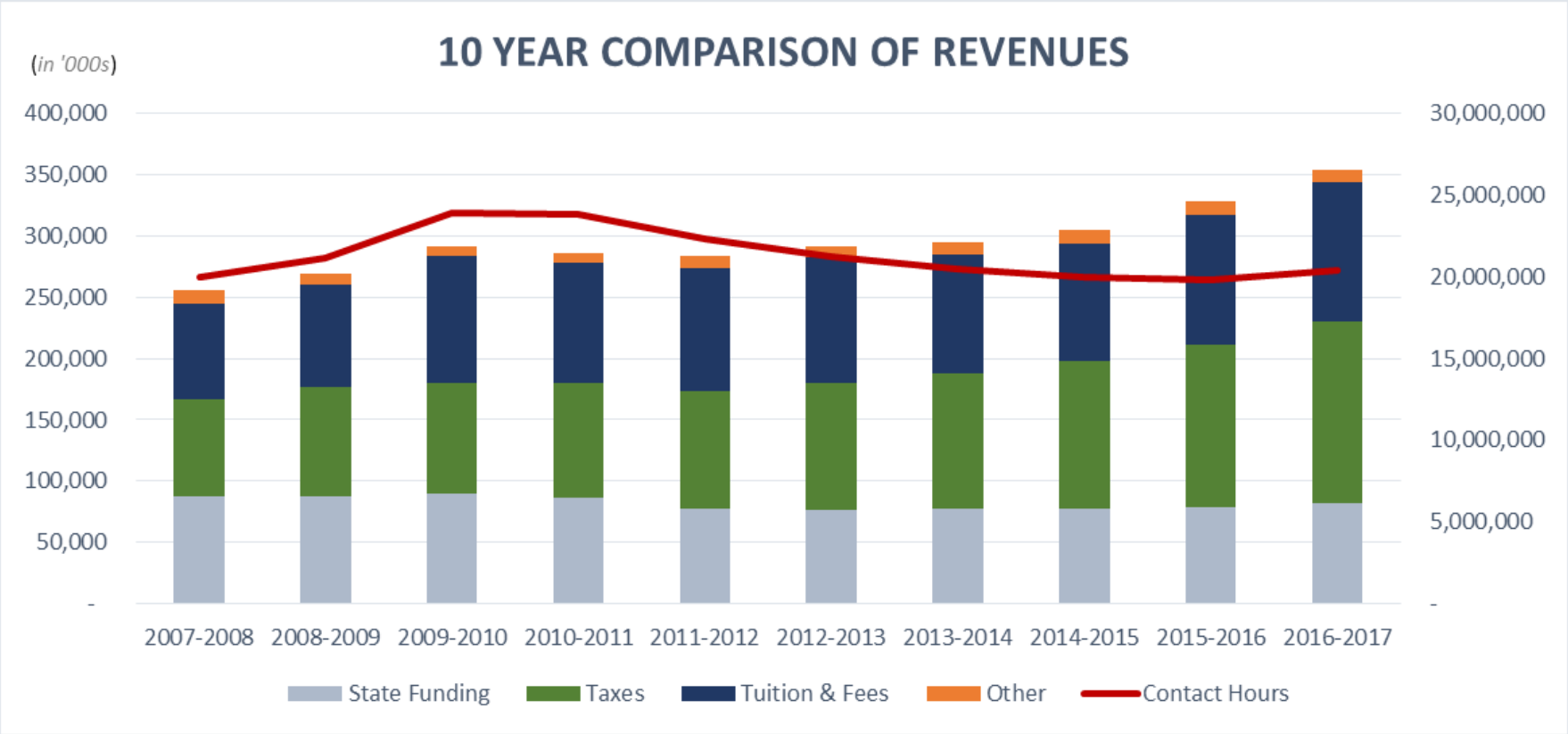
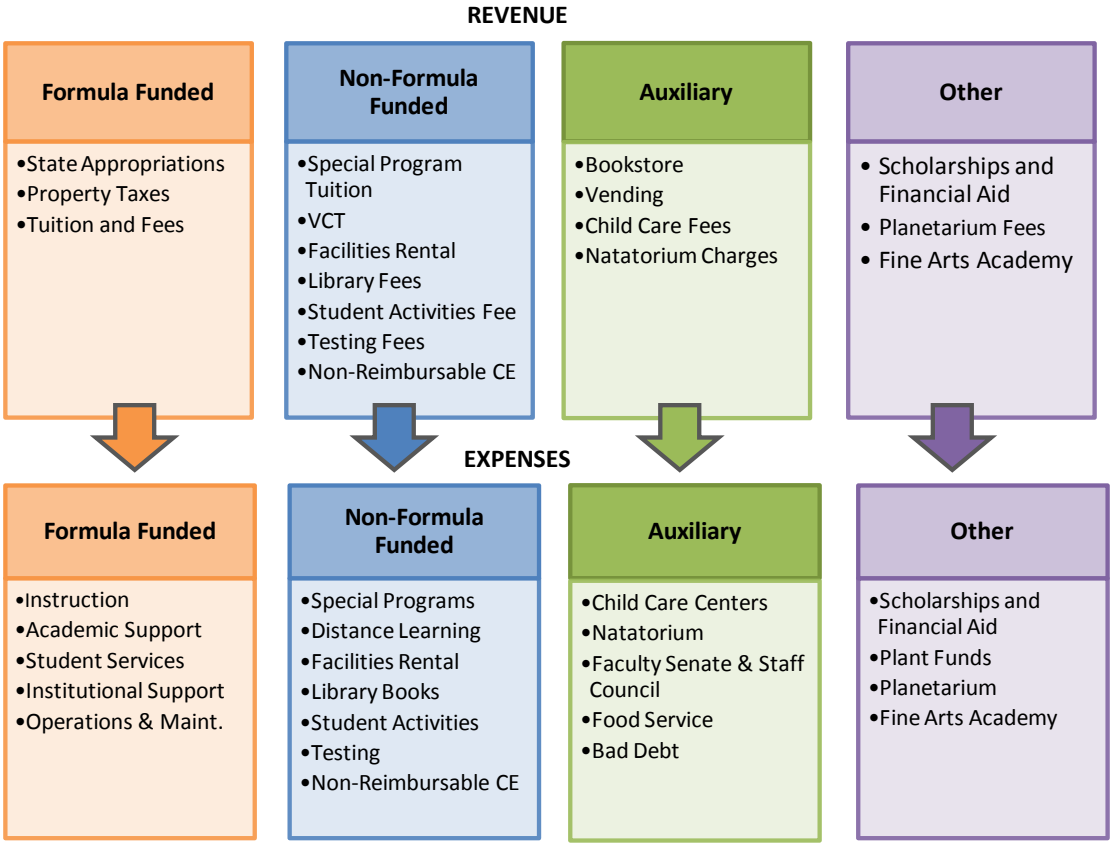

10 YEAR COMPARISON OF REVENUES
(in '000s)
400,000
350,000
300,000
250,000
200,000
150,000
100,000
50,000
-
30,000,000
25,000,000
20,000,000
15,000,000
10,000,000
5,000,000
-
2007-2008
2008-2009
2009-2010
2010-2011
2011-2012
2012-2013
2013-2014
2014-2015
2015-2016
2016-2017
State Funding
Taxes
Tuition & Fees
Other
Contact Hours

Budget Process and Budget Calendar

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



Budget planning at the district and college level is an annual process. This process includes (1) the development of revenue and expense allocations via the workload budget allocation model ("Workload Budget Allocation Model,") followed by (2) the budget's detailed organizational account distribution process undertaken at the college- and district-levels ("Budget Distribution").

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

Timeline	Workload Budget Allocation – Board Approval	Budget Distributions – Colleges/Dept
November	The Alamo Colleges' District Budget Office coordinates preliminary projections for revenues. Board Strategic Planning Retreat	
March	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.
April/May	The District Budget Office and the Colleges develop detailed budgets. • On April 10th - Initial operating expense budget allocations generated by the model are distributed to each of the colleges and the district-level units • By May 11, 2016 – Colleges and Departments verified positions for new budget year. • May 17, 2016 – Board of Trustees approved annual compensation increase for faculty, staff and administrators • By May 20, 2016 – Colleges and Departments load non-labor information into detailed department level budgets.	Colleges and departments finalize employee position listings and begin preliminary work on the development of detailed unit budgets, area budgets, and college budgets begins, based on (1) a review of previous fiscal year approved budgets, (2) unit/department needs, (3) educational needs and (4) college objectives. All of these budgets are based on actions plans, which are linked to the approved strategic plan and strategic initiatives.
June	The Alamo Colleges' District Budget Office • Balances the FY17 Working Operating Budget to preliminary allocations. • Drafts preliminary FY17 Staffing Management Plan • Receives Chancellor approval of phase 1 "critical hires" by stakeholders and finalizes budget	
July	Board of Trustees Budget Retreat: Presentation and review of Fiscal Year 2017 Operating Budget. **Board Approval of Fiscal Year 2017 Operating Budget**	
August	Finalize Banner detailed department budgets and roll non-labor to "production" to allow early FY17 purchase orders in preparation for Fall term. **Board Approval of Fiscal Year 2017 All Funds Budget**	Colleges and Departments finalize Budget and non-labor allocations.
September	After final FY16 payroll run – FY17 positions are "active" in Banner HR and feed labor budgets to Finance production budgets.	Budgets loaded into Banner Finance

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

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

Workload-Driven Budgeting Model – Step One of Budget Process

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

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

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

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

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

FY 2016-2017 Budget Model Summary

ALAMO COMMUNITY COLLEGE DISTRICT
FY 2017 WORKLOAD-DRIVEN BUDGET MODEL SUMMARY

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

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

Key Drivers	SAC	SPC	SWC	PAC	NVC	NLC	TOTAL COLLEGES		
Fall Enrollment (College of Attendance)									
Budget Fall 2015 (FY16)	20,725	11,942	0	9,408	16,459	5,422	63,956		
Actual Fall 2015 (FY16) per College input	20,467	11,583	910	9,814	17,504	5,504	65,782		
Impact of True up to Actual	(258)	(359)	910	406	1,045	82	1,826		
Budget Fall 2015 (FY16)	20,725	11,942	0	9,408	16,459	5,422	63,956		
Budget Fall 2016 (FY17) per college input	**20,976**	**12,477**	**969**	**10,821**	**18,086**	**6,271**	**69,600**		
Budget Variance FY16 vs FY17	251	535	969	1,413	1,627	849	5,644		
							8.8%		
Contact Hours (excluding CE, Dual Credit/Off Campus and Gateway)									
Budget FY16 (Spring-Fall 2015)	**5,991,480**	**3,607,902**	**0**	**2,413,030**	**4,638,472**	**1,578,652**	18,229,536		
Actual FY16 (Fall 15,Spring 16, Summer 16)	**5,801,648**	**3,507,232**	**0**	**2,540,664**	**4,810,256**	**1,544,896**	**18,204,696**	**(B)**	
Impact of True up to Actual	(189,832)	(100,670)	0	127,634	171,784	(33,756)	(24,840)		
							-0.1%		
Budget FY16 (Spring-Fall 2014)	5,991,480	3,607,902	0	2,413,030	4,638,472	1,578,652	18,229,536		
Budget FY17 (Spring-Fall 2015) per College Input	**5,747,389**	**3,356,416**	**509,192**	**2,649,499**	**4,807,255**	**1,735,944**	**18,805,696**		
Budget Variance FY16 vs FY17	(244,091)	(251,485)	509,192	236,469	168,783	157,292	576,160		
							3.2%		
Faculty Staffing Unit (Full-time Equivalent of Faculty and Adjunct)									
FY16 Model (25 Avg Class Size)	631	425	0	258	449	146	1,909		
FY17 Model (25 Avg Class Size)	**676**	**384**	**63**	**267**	**461**	**154**	**2,006**		
Variance	46	(41)	63	10	12	8	97		
							5.1%		
Educ. & General by Category	**SAC**	**MLK**	**SWC**	**PAC**	**NVC**	**NLC**	**TOTAL COLLEGES**	**DISTRICT**	**TOTAL**
Instruction	29,333,058	16,318,170	2,911,370	11,788,605	19,563,820	6,652,795	86,567,819	615,000	87,182,819
Academic Support	5,308,249	3,004,751	501,425	2,241,165	3,643,745	1,323,022	16,022,358	591,451	16,613,809
Student Support	7,621,030	4,008,261	309,731	3,547,760	6,408,247	2,351,889	24,246,919	8,791,662	33,038,581
Institutional Support	4,781,228	2,749,767	413,667	2,223,357	3,287,846	1,636,716	15,092,581	53,388,690	68,481,271
Maintenance & Operations	0	0	0	0	0	0	0	23,979,287	23,979,287
Total Formula Funding	47,043,565	26,080,949	4,136,192	19,800,888	32,903,659	11,964,422	141,929,677	87,366,090	229,295,767

(B) Spring '16 is Preliminary Term; Summer '16 is Census as the Term file is not available.

Budget Model Funding Methodology and Formulas

INSTRUCTION (TAB 1)

(A) There are two specific forms of funding that are generated for the Instructional areas.

- *Funding for Faculty Salary Costs*
- *Allocation for Instructional Departments*

(B) The funding for faculty is generated based on the following formula:

(Faculty Staffing Units per College x District-wide Average Faculty Staffing Unit (FSU) Salary) = Funding for Faculty

(C) Each instructional department receives an operations allocation based on the following formula:

Projected Contact Hours x Costs per Contact Hour (using final audited financials from FY 2015) = Instructional Operations (without furniture, fixtures & equipment).

(D) Cost Drivers

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

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

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

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

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

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

(E) Data Exhibits

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

- **Faculty Staffing Units per College (Exhibit 3)**
  - The table in this exhibit indicates the total number of district-wide faculty staffing units calculated for each discipline for each college, based on what proportion of the total District discipline instructional activity is generated by each college.
  - This calculation is independent of funding sources, allowing for a fair and equitable allocation of total faculty staffing units, based on each college's discipline variations.

ACADEMIC SUPPORT (TAB 2)

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

(16.21percent of Instruction Distribution) = Academic Support excluding Library*

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

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

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

STUDENT SERVICES (TAB 3)

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

*($101.65 non-exempt + $50.83 exempt *) multiplied by FY16 estimated Annual Headcount (100% non-exempt + 20% exempt)*

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

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

INSTITUTIONAL SUPPORT (TAB 4)

Institutional Support funding is based on the following formula:

11.13 percent of Total Instruction, Academic Support, Student Services and Non-Formula-Special Programming*

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

OPERATIONS AND MAINTENANCE

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

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

NON-FORMULA EXPENSE

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

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

Exhibit 1

ALAMO COMMUNITY COLLEGE DISTRICT

Target Class Size by Discipline

	TARGET AVG CLASS SIZE			
	Classroom	Clinical[1]	Lab[1]	Total
01 - Agriculture	20	5	14	18.71
02 - Architecture and Precision Production Trades	24	5	13	23.32
03 - Biology, Physical Sciences, and Science technology	24	5	22	23.88
04 - Business Management, Marketing, and Administrative Services	24	5	6	23.58
05 - Career Pilot	13	5	5	13.00
06 - Communications	19	5	19	19.00
07 - Computer and Information Sciences	18	5	16	17.51
08 - Construction Trades	23	5	12	21.37
09 - Consumer and Homemaking Education	25	15	6	24.02
10 - Engineering	25	5	10	24.58
11 - Engineering Related	20	5	12	18.30
12 - English Language, Literature, Philosophy, Humanities, and Interdisciplinary	29	5	5	28.99
13 - Foreign Languages	22	5	20	21.97
14 - Health Occupations (Dental Asst., Medical Lab, and Assoc. Degree Nursing)	19	11	20	14.26
15 - Health Occupations - Dental Hygiene				
16 - Health Occupations - Other (Excludes Dental Hygiene, Dental Asst., Medical Lab, Assoc. Degree in Nursing, Vocational Nursing, and Respiratory Therapy	20	13	13	18.23
17 - Health Occupations - Respiratory Therapy	30	10	10	18.95
18 - Health Occupations - Vocational Nursing	30	10	10	21.17
19 - Mathematics	28	5	5	28.00
20 - Mechanics and Repairers - Automotive	26	5	13	22.96
21 - Mechanics and Repairers - Diesel, Aviation Mechanics, and Transportation Workers	23	5	11	22.07
22 - Mechanics and Repairers - Electronics	15	5	5	15.00
23 - Physical Education and Fitness	24	5	5	24.00
24 - Protective Services and Public Administration	28	5	5	27.57
25 - Psychology, Social Services, and History	30	5	5	30.00
26 - Visual and Performing Arts	20	5	10	19.74
27 - Non-State Funded				
28 - Developmental Math	26	5	5	26.00
29 - Developmental Reading and Writing	23	5	5	23.00
Weighted Average (using prior year prioritized contact hour volumes)	25.63	10.61	17.20	**25.01**

[1] A minimum of 5 was used for disciplines currently without Clinical or Lab volumes

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Exhibit 2

ALAMO COMMUNITY COLLEGE DISTRICT
Based on a Target Average Class Size for each Category
Faculty Contact Hours Per Staffing Unit

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

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

Exhibit 3

FY17 Faculty Staffing Units per College

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

Exhibit 4

Enrollment - College of Attendance

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

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

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

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

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Exhibit 5

REVENUE AND FUNCTIONAL EXPENDITURE ALIGNMENT

FY 2017 BUDGET DEVELOPMENT

REVENUES

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

EXPENSES

FORMULA FUNDED	NON-FORMULA FUNDED			PUBLIC SERVICE	AUXILIARY	SCHOLARSHIPS & FINANCIAL AID
EDUCATIONAL&GENERAL *Instruction* *Academic Support* *Student Services* *Institutional Support* *Operation & Maintenance*	**PROGRAM TUITION** *Nursing* *Fire Science* *Dental Lab Tech* *Aviation* *Culinary Arts* *Digital Media* *Digital Video & Cinema Production*	**STUDENT ACTIVITIES**	**ENTERPRISE ACTIVITIES** *Gateway to College* *Library Replacement Bks* *Gym/Facility Rentals* *Testing* *VCT* *Continuing Education*	**PUBLIC SERVICE** *Planetarium* *SA Symphony* *Fine Arts Academy*	**DESIGNATED** *Child Care Centers* *Natatorium* **AUXILIARY SUPPORTED** *Intramural* *Food Service*	**SCHOLARSHIPS AND FINANCIAL AID**

FY17 BUDGET DEVELOPMENT - INSTRUCTION (1XXX)

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

[1] Furniture and Equipment replacement to be budgeted in separate Capital Budget

FY17 BUDGET DEVELOPMENT - ACADEMIC SUPPORT (3XXX)

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

FY17 BUDGET DEVELOPMENT - ACADEMIC SUPPORT (3XXX) - LIBRARY

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

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

FY17 BUDGET DEVELOPMENT - ACADEMIC SUPPORT (3XXX) - CE PROGRAM MANAGERS

	SAC	MLK	SWC	PAC	NVC	NLC	TOTAL
Average CE Program Manager Salary	$ 51,535	$ 51,535	$ 51,535	$ 51,535	$ 51,535	$ 51,535	$ 309,209
# of CE Program Managers	2	2	-	2	2	2	$ 10
Total Distribution	**$103,070**	**$103,070**	**$0**	**$103,070**	**$103,070**	**$103,070**	**$515,348**

TAB 3

FY17 BUDGET DEVELOPMENT - STUDENT SERVICES (4XXX)

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

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

	SAC	MLK	SWC	PAC	NVC	NLC	TOTAL
Advising Headcount per Target Advisor							
FY17 Budget Positions @ Target 350:1 excluding Dual Credit [1]	44	19	2	19	39	15	138
Average Salary per Certified Advisors - Student Success [2]	$ 48,485	$ 48,485	$ 48,485	$ 48,485	$ 48,485	$ 48,485	$ 48,485
Total Salary for Certified Advisors - Student Success	**$ 2,133,340**	**$ 921,215**	**$ 96,970**	**$ 921,215**	**$ 1,890,915**	**$ 727,275**	**$ 6,690,930**
$1000 Certification Incentive Payout	**$ 44,000**	**$ 19,000**	**$ 2,000**	**$ 19,000**	**$ 39,000**	**$ 15,000**	**$ 138,000**
Additional Advising Staffing							
Dir of AdvisingTotal Salary	1	1		1	1	1	5
Average Salary	82,400	74,171		77,527	74,171	73,933	76,440
Total Salary	$ 82,400	$ 74,171		$ 77,527	$ 74,171	$ 73,933	$ 382,202
Advising Team Leader	6	3		1	5	-	15
Average Salary	65,974	62,926		77,527	60,529	-	53,391
Total Salary	395,845	188,777		77,527	302,645	-	$ 964,794
Advising Team Support Spec	6	3		2	5	-	16
Average Salary	32,006	27,026		30,130	32,528	-	24,338
Total Salary	192,033	81,079		60,260	162,641	-	$ 496,013
Data Analyst - Stu Success	1	1		-	1	1	4
Average Salary	35,235	43,274		-	57,260	47,463	36,646
Total Salary	35,235	43,274		-	57,260	47,463	$ 183,232
Total Additional Advising Staff	14	8		4	12	2	40
Total Average Salary	$ 50,394	$ 48,413		$ 53,829	$ 49,726	$ 60,698	$ 50,656
Total Salary - Additional Advising Staff	**$ 705,513**	**$ 387,301**		**$ 215,314**	**$ 596,717**	**$ 121,396**	**$ 2,026,241**
TOTAL ADVISING OVERLAY (w/o) Certification Incentive	***$ 2,838,853***	***$ 1,308,516***	***$ 96,970***	***$ 1,136,529***	***$ 2,487,632***	***$ 848,671***	***$ 8,717,171***
$1000 Certification Incentive Payout on Certified Advisors	***$ 44,000***	***$ 19,000***	***$ 2,000***	***$ 19,000***	***$ 39,000***	***$ 15,000***	***$ 138,000***
Total Advising Overlay WITH Certification Incentive	***$ 2,882,853***	***$ 1,327,516***	***$ 98,970***	***$ 1,155,529***	***$ 2,526,632***	***$ 863,671***	***$ 8,855,171***

[1] Fall 2015 Term HC - "Home College" without DC @ 350:1

[2] Per FY15 Staffing Summary - Certified Advisor-St Success

TAB 4

FY17 BUDGET DEVELOPMENT - INSTITUTIONAL SUPPORT (5XXX) - DISTRICT

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

[1] *FY17 Non-Formula E&G expense is equal to the FY17 Special Programming Tuition (Acct 50056)*

Department Budget Allocations by College by Functional Categories

San Antonio College

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES **	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
					INSTRUCTION				
SAC Architecture	111001	811241	1020	5.00	340,836.00			4,050.00	344,886.00
SAC General Institutional Costs	111001	810002	1030		(69,330.00)	(7,463.00)			(76,793.00)
SAC Biological Sciences	111001	811121	1030	13.00	846,841.00	121,760.00		34,000.00	1,002,601.00
SAC Astronomy	111001	811131	1030	3.00	205,521.00				205,521.00
SAC Chemistry	111001	811132	1030	5.00	337,460.00	50,925.00		14,000.00	402,385.00
SAC Earth Sciences	111001	811133	1030	2.00	145,748.00			4,000.00	149,748.00
SAC Physics	111001	811243	1030	3.20	222,153.00	84,405.00		4,500.00	311,058.00
SAC Mortuary Science	111001	812081	1030	6.00	412,329.00	25,773.00		55,000.00	493,102.00
SAC General Institutional Costs	111001	810002	1040		(13,866.00)				(13,866.00)
SAC Business Occupations	111001	812011	1040	5.00	338,846.00	36,060.00		8,000.00	382,906.00
SAC Conf and Court Reporting	111001	812013	1040	2.00	121,235.00			2,000.00	123,235.00
SAC Legal Assistant	111001	812014	1040	1.00	65,785.00			4,000.00	69,785.00
SAC Business Administration	111001	812042	1040	2.00	158,424.00			1,000.00	159,424.00
SAC Management	111001	812043	1040	4.80	349,039.00	97,719.00		9,000.00	455,758.00
SAC Real Estate Program	111001	812045	1040	1.00	90,365.00				90,365.00
SAC Journalism	111001	811182	1060	3.00	218,478.00	67,971.00		38,500.00	324,949.00
SAC KSYM	111001	811186	1060			77,149.00		9,000.00	86,149.00
SAC Radio and Television and Film	111001	811187	1060	3.00	198,300.00	131,634.00		50,000.00	379,934.00
SAC Dean Profess and Tech Ed Office	111001	812001	1060			400,000.00			400,000.00
SAC General Institutional Costs	111001	810002	1070		(13,866.00)				(13,866.00)
SAC Computer Information Systems	111001	812061	1070	12.00	746,361.00	68,800.00		30,000.00	845,161.00
SAC General Institutional Costs	111001	810002	1090		(13,866.00)				(13,866.00)
SAC Child Development Operations	111001	812053	1090	4.00	277,993.00	32,456.00		30,000.00	340,449.00
SAC General Institutional Costs	111001	810002	1100			(12,798.00)			(12,798.00)
SAC Edge Program	111001	811242	1100					2,500.00	2,500.00
SAC Engineering	111001	811244	1100	1.00	76,393.00	47,193.00		1,000.00	124,586.00
SAC General Institutional Costs	111001	810002	1120		(27,732.00)				(27,732.00)
SAC English	111001	811152	1120	26.60	1,954,757.00	129,894.00		10,600.00	2,095,251.00
SAC Multicultural Conference	111001	811153	1120					6,000.00	6,000.00
SAC English As A Second Language	111001	811161	1120	6.00	415,000.00	32,456.00		5,000.00	452,456.00
SAC Philosophy	111001	811221	1120	5.00	325,441.00			2,700.00	328,141.00

San Antonio College

Department Budget Allocations by Functional Categories

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

San Antonio College

Department Budget Allocations by Functional Categories

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

San Antonio College

Department Budget Allocations by Functional Categories

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

San Antonio College

Department Budget Allocations by Functional Categories

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

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

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

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

St. Philip's College

Department Budget Allocations by Functional Categories

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

St. Philip's College

Department Budget Allocations by Functional Categories

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

St. Philip's College

Department Budget Allocations by Functional Categories

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

St. Philip's College

Department Budget Allocations by Functional Categories

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

St. Philip's College

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES **	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
SPC Hospitality Operations	112001	822062	5010					135,000.00	135,000.00
SPC Commencement	112001	826063	5010					90,000.00	90,000.00
SPC VP SWC Office	112001	828005	5010			203,870.00		86,254.00	290,124.00
OPERATIONS AND MAINTENANCE OF PLANT									
SPC General Institutional Costs	172002	820002	6010					10,000.00	10,000.00
SPC Office of the President	172001	820003	6010					22,497.00	22,497.00
SPC Theater and Fine Arts	172002	821121	6010					5,000.00	5,000.00
AUXILIARY ENTERPRISES									
SPC General Institutional Costs	112001	820002	8010			(9,330.00)		423.00	(8,907.00)
SPC General Institutional Costs	132001	820002	8010				19,073.00	5,271.00	24,344.00
SPC GoPrint	132001	823055	8010					17,000.00	17,000.00
SPC Child Development Center	112001	826022	8010			67,288.00		6,900.00	74,188.00
SPC Child Development Center	132001	826022	8010					6,800.00	6,800.00
TRANSFERS									
SPC General Institutional Costs	112002	820002	9425					567,089.00	567,089.00
SPC VP SWC Office	112002	828005	9425					86,031.00	86,031.00
TOTAL ST. PHILIP'S COLLEGE				**189.00**	**10,676,211.00**	**18,032,823.00**	**7,664,004.00**	**7,893,733.00**	**44,266,771.00**

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

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

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

Palo Alto College

Department Budget Allocations by Functional Categories

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

Palo Alto College

Department Budget Allocations by Functional Categories

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

Palo Alto College

Department Budget Allocations by Functional Categories

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

Palo Alto College

Department Budget Allocations by Functional Categories

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

Palo Alto College

Department Budget Allocations by Functional Categories

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

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

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

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

Northwest Vista College

Department Budget Allocations by Functional Categories

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

Northwest Vista College

Department Budget Allocations by Functional Categories

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

Northwest Vista College

Department Budget Allocations by Functional Categories

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

Northwest Vista College

Department Budget Allocations by Functional Categories

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

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

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

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

Northeast Lakeview College

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES **	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
INSTRUCTION									
NLC Biological Sciences	115001	852162	1030	7.00	438,156.00	172,662.00		24,800.00	635,618.00
NLC Chemistry	115001	852163	1030	2.00	110,503.00	88,586.00		7,300.00	206,389.00
NLC Geology	115001	852165	1030	1.00	62,017.00	24,116.00		1,100.00	87,233.00
NLC General Institutional Costs	115001	850002	1040					50,000.00	50,000.00
NLC Accounting-Business-Managemt	115001	852121	1040	1.00	46,849.00	46,462.00		500.00	93,811.00
NLC CAD	115001	852122	1040	1.00	59,967.00				59,967.00
NLC Business Training Non-reimb	115001	853004	1040			25,000.00		32,000.00	57,000.00
NLC Journalism	115001	852113	1060			19,997.00			19,997.00
NLC General Institutional Costs	115001	850002	1070					50,000.00	50,000.00
NLC Computer Information System	115001	852154	1070	1.00	72,024.00				72,024.00
NLC Career Readiness Contact Trai	115001	853003	1070			115,068.00		50,000.00	165,068.00
NLC Education	115001	852182	1090	1.00	58,722.00				58,722.00
NLC Student Services Instruction	115001	851022	1120			44,335.00		1,000.00	45,335.00
NLC English	115001	852102	1120	9.00	566,639.00	158,472.00		500.00	725,611.00
NLC Reading	115001	852103	1120			90,252.00			90,252.00
NLC Humanities	115001	852112	1120	1.00	53,903.00	26,036.00		200.00	80,139.00
NLC Philosophy	115001	852114	1120	3.00	186,812.00	70,503.00		500.00	257,815.00
NLC Speech	115001	852116	1120	4.00	274,033.00	71,716.00		900.00	346,649.00
NLC Foreign Languages	115001	852111	1130	1.00	55,750.00	13,976.00		400.00	70,126.00
NLC Mathematics and COSC	115001	852151	1190	11.00	652,396.00	239,064.00		2,400.00	893,860.00
NLC Developmental Math	115001	852152	1190			88,715.00			88,715.00
NLC Math PASS	115001	852155	1190			3,000.00			3,000.00
NLC Kinesiology	115001	852141	1230	2.00	115,055.00	76,316.00		2,100.00	193,471.00
NLC Kinesiology	175001	852141	1230					1,500.00	1,500.00
NLC Recreation Training Non-reimb	115001	853002	1230			72,938.00		40,763.00	113,701.00
NLC General Institutional Costs	115001	850002	1250		(63,065.00)				(63,065.00)
NLC Economics	115001	852171	1250	1.00	48,403.00			100.00	48,503.00
NLC Geography	115001	852173	1250	1.00	51,840.00	16,022.00		500.00	68,362.00
NLC History	115001	852174	1250	5.00	291,216.00	67,363.00		1,000.00	359,579.00
NLC Political Science	115001	852176	1250	1.00	24,102.00	64,524.00		1,000.00	89,626.00
NLC Government	115001	852177	1250	4.00	266,071.00				266,071.00
NLC Social Sciences	115001	852179	1250			15,536.00		500.00	16,036.00
NLC Anthropology	115001	852181	1250			10,680.00		100.00	10,780.00

Northeast Lakeview College

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES **	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
NLC Psychology	115001	852183	1250	3.00	136,005.00	92,751.00		1,000.00	229,756.00
NLC Sociology	115001	852184	1250	1.00	57,767.00	16,187.00		500.00	74,454.00
NLC Instruction Pool Academic	115001	852012	1260			125,896.00			125,896.00
NLC Art Department	115001	852131	1260	4.00	227,529.00	53,093.00		3,300.00	283,922.00
NLC Music	115001	852134	1260	1.00	63,848.00	40,534.00		2,300.00	106,682.00
NLC Theatre and Communications	115001	852135	1260			95,431.00		3,100.00	98,531.00
NLC Theatre and Communications	175002	852135	1260			1,000.00		1,500.00	2,500.00
NLC Theatre and Communications	175003	852135	1260			500.00		500.00	1,000.00
NLC Drama	115001	852136	1260	1.00	55,397.00				55,397.00
NLC Kinesiology	175001	852141	1260			1,000.00		-	1,000.00
NLC General Institutional Costs	115001	850002	1270				1,530,668.00	543,107.00	2,073,775.00
NLC Office of the President	115001	850003	1270			287,883.00			287,883.00
NLC Consolidated Printers	115001	855007	1270					165,000.00	165,000.00
NLC Institutional Projects	115001	855008	1270			279,604.00		85,000.00	364,604.00
NLC Purchasing Services	115001	855009	1270					89,500.00	89,500.00
NLC Student Services Instruction	115001	851022	1290			17,118.00		1,000.00	18,118.00
NLC Developmental English	115001	852101	1290			21,939.00			21,939.00
ACADEMIC SUPPORT									
NLC General Institutional Costs	115001	850002	3010			(39,255.00)	617,614.00	181,084.00	759,443.00
NLC Vice Pres Acad Affairs Office	115001	852001	3010			167,168.00		42,126.00	209,294.00
NLC VPAA Hospitality Account	115001	852003	3010					2,500.00	2,500.00
NLC Distance Learning	115001	852004	3010			46,191.00		3,100.00	49,291.00
NLC Instructional Innovation	115001	852005	3010			45,428.00		1,170.00	46,598.00
NLC International Initiative	115001	852008	3010					1,200.00	1,200.00
NLC Teach and Learn Comm Initiative	115001	852009	3010					1,200.00	1,200.00
NLC Honors Initiative	115001	852010	3010					1,200.00	1,200.00
NLC Tutoring Services	115001	852011	3010			172,192.00		20,438.00	192,630.00
NLC Academic Affairs	115001	852013	3010			127,869.00			127,869.00
NLC Academic Support	115001	852015	3010			109,984.00		30,800.00	140,784.00
NLC College Assessment	115001	852018	3010					10,000.00	10,000.00
NLC College Institutional Research	115001	852019	3010			150,374.00		5,500.00	155,874.00
NLC Education	115001	852182	3010			43,622.00		100.00	43,722.00
NLC Dean of Arts and Sciences Offic	115001	852301	3010					8,914.00	8,914.00
NLC Dean of CE and Workforce Office	115001	853001	3010			100,838.00		21,600.00	122,438.00

Northeast Lakeview College

Department Budget Allocations by Functional Categories

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

Northeast Lakeview College

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES **	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
NLC Staff Council	115001	850011	5010					3,000.00	3,000.00
NLC Green Team Recycling	115001	850012	5010					12,500.00	12,500.00
NLC Professional Development	115001	850013	5010					30,000.00	30,000.00
NLC Wellness	115001	850014	5010					10,000.00	10,000.00
NLC Safety Initiative	115001	850015	5010					3,000.00	3,000.00
NLC History & Heritage	115001	850016	5010					6,000.00	6,000.00
NLC Commencement	115001	851023	5010			1,000.00		20,700.00	21,700.00
NLC College Services	115001	855001	5010			332,007.00		28,347.00	360,354.00
NLC Institutional Support	115001	855005	5010			38,209.00		17,000.00	55,209.00
TRANSFERS									
NLC General Institutional Costs	115002	850002	9425					285,775.00	285,775.00
TOTAL NORTHEAST LAKEVIEW COLLEGE				**67.00**	**3,911,939.00**	**7,594,290.00**	**3,047,300.00**	**2,810,638.00**	**17,364,167.00**

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

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

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

District and District Support

Department Budget Allocations by Functional Categories

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

District and District Support

Department Budget Allocations by Functional Categories

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

District and District Support

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES **	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
DIS Human Resources	119001	893201	5010			4,285,883.00	1,314,522.00	689,977.00	6,290,382.00
DIS New Hire Expense	119001	893202	5010					108,600.00	108,600.00
DIS Employee Re-Training	119001	893203	5010			61,617.00	16,761.00	19,000.00	97,378.00
DIS Tuition Reimbursement	119001	893204	5010					345,493.00	345,493.00
DIS Professional Development	119001	893205	5010			4,000.00	349.00	953,174.00	957,523.00
DIS Employee Accomodations	119001	893206	5010					5,000.00	5,000.00
DIS Faculty Development	119001	893214	5010					259,569.00	259,569.00
DIS Purchasing & Contract Admin	119001	893401	5010			1,086,182.00	337,907.00	91,250.00	1,515,339.00
DIS Mailroom	119001	893441	5010				46,416.00		46,416.00
DIS Mailroom	119102	893441	5010			149,021.00		433,170.00	582,191.00
DIS Finance and Fiscal Services	119001	893502	5010			4,681,355.00	1,320,759.00	441,615.00	6,443,729.00
DIS Bursar	111001	893511	5010			244,720.00		24,399.00	269,119.00
DIS Bursar	112001	893511	5010			126,945.00		15,584.00	142,529.00
DIS Bursar	113001	893511	5010			161,790.00		7,865.00	169,655.00
DIS Bursar	114001	893511	5010			178,269.00		10,627.00	188,896.00
DIS Bursar	115001	893511	5010			105,444.00		6,525.00	111,969.00
DIS Bursar	119001	893511	5010				213,954.00		213,954.00
DIS Department of Public Safety	111001	893801	5010			1,644,318.00			1,644,318.00
DIS Department of Public Safety	112001	893801	5010			926,489.00			926,489.00
DIS Department of Public Safety	113001	893801	5010			396,870.00			396,870.00
DIS Department of Public Safety	114001	893801	5010			434,687.00			434,687.00
DIS Department of Public Safety	115001	893801	5010			634,313.00			634,313.00
DIS Department of Public Safety	119001	893801	5010			272,951.00	1,371,158.00	810,626.00	2,454,735.00
DIS Department of Public Safety	119201	893801	5010			135,123.00			135,123.00
DIS Department of Public Safety	133001	893801	5010			5,302.00			5,302.00
DIS General Institutional	119001	893901	5010					15,633,310.00	15,633,310.00
DIS Insurance	119001	893902	5010					813,000.00	813,000.00
DIS Institutional Reserve	119001	893907	5010					898,011.00	898,011.00
DIS Benefits Other	119001	893913	5010				4,254,991.00		4,254,991.00
DIS Staff Council	119001	893915	5010					8,900.00	8,900.00
DWD Unified Staff Council	119001	893917	5010					20,000.00	20,000.00
DWD Multi-Year Student Work-Study	179003	893921	5010				29,002.00		29,002.00
DIS Vice Chancellor PPIS Office	119001	895001	5010			(1,980.00)	79,388.00	30,000.00	107,408.00
DIS Enterprise Reporting	119001	895002	5010				183,766.00		183,766.00

District and District Support

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES **	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
DIS EnterpriseIT Risk Security Svcs	119001	895003	5010			215,536.00	46,032.00	20,000.00	281,568.00
DIS Banner Project Services	119001	895101	5010			521,063.00	135,751.00	1,870,000.00	2,526,814.00
DIS Strategic Planning + Performa	119001	895201	5010			256,251.00	80,602.00	87,830.00	424,683.00
DIS Institutional Research + Effe	119001	895301	5010			973,230.00	268,386.00	35,000.00	1,276,616.00
DIS Director IT Services Office	119102	895401	5010			4,719,325.00	1,436,011.00	(6,155,336.00)	-
DIS Computer Replacement Prog	119001	895402	5010					375,000.00	375,000.00
DIS Faculty Wkstation Replacement	119001	895403	5010					525,000.00	525,000.00
DIS Communications	119001	895461	5010						-
DIS VC Economic+WorkforceDeOffice	119001	897001	5010			443,555.00	141,179.00	196,203.00	780,937.00
DIS Community Based Assessment Edu	119001	897002	5010					1,000.00	1,000.00
DIS Economic + Workforce Dev Adm	119001	897003	5010			232,848.00	73,732.00	10,861.00	317,441.00
DIS Workbased English Solutions	119001	897004	5010					6,000.00	6,000.00
DIS Professional Development	119001	897005	5010			195,370.00	40,550.00	29,220.00	265,140.00
DIS MITC University Ctr	119001	897006	5010			158,411.00	50,192.00	46,740.00	255,343.00
DIS Educator Prep Program	119001	897008	5010			148,902.00	44,682.00	13,050.00	206,634.00
DIS Bellwether Consortium	119001	897012	5010			88,213.00	28,077.00	11,787.00	128,077.00
DIS Center for Workforce Excellence	119001	897032	5010			133,175.00	41,959.00	88,450.00	263,584.00
DIS Out of Dist Partner/CTTC	119001	897036	5010			204,192.00	63,619.00	75,488.00	343,299.00
DIS OutofDistPartnerKerrville	119001	897038	5010			146,805.00	43,006.00	129,000.00	318,811.00
DIS EDW-Public Allies	119001	897046	5010					20,000.00	20,000.00
DIS EWD Revenue Holding Account	119001	897047	5010					350,000.00	350,000.00
DIS Department of Nursing	119001	897051	5010					17,400.00	17,400.00
DIS International Programs	119001	897101	5010			552,983.00		234,499.00	787,482.00
DIS Int'l Prog Student Abroad	119001	897102	5010					220,000.00	220,000.00
DIS Int'l Prog Student Abroad Adm	119001	897103	5010					30,000.00	30,000.00
DIS Int'l Prog Foreign Student App	119001	897104	5010					30,000.00	30,000.00
DIS Int'l Contract Training	119001	897105	5010			50,040.00	13,941.00	359,691.00	423,672.00
DIS Department of Communications	119001	897201	5010			696,373.00	182,308.00	1,993,278.00	2,871,959.00
DIS Continuing Education	119001	897301	5010			2,486,272.00	1,046,291.00	327,169.00	3,859,732.00
DIS Vice Chanc Acad Affairs Offc	119001	898001	5010			1,395,277.00	338,191.00	94,760.00	1,828,228.00
DIS Academic Success/Ach the Dream	119001	898002	5010			93,600.00	29,378.00	55,000.00	177,978.00
DIS High School Programs	119001	898006	5010						-
DIS Student Financial Services	119001	899011	5010					1,295.00	1,295.00
DIS VC Student Success Office	119001	899021	5010			1,213,056.00	264,690.00	111,221.00	1,588,967.00

District and District Support

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES **	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
OPERATIONS AND MAINTENANCE OF PLANT									
DIS Vice Chancellor Finance + Adm	119001	893004	6010			(139,063.00)			(139,063.00)
DIS Building Maintenance	111001	893601	6010			747,259.00		377,020.00	1,124,279.00
DIS Building Maintenance	112001	893601	6010			701,265.00		280,409.00	981,674.00
DIS Building Maintenance	113001	893601	6010			598,866.00		263,873.00	862,739.00
DIS Building Maintenance	114001	893601	6010			628,414.00		336,930.00	965,344.00
DIS Building Maintenance	115001	893601	6010			338,771.00		417,119.00	755,890.00
DIS Building Maintenance	119001	893601	6010			147,952.00	903,318.00	1,279,518.00	2,330,788.00
DIS Grounds Maintenance	111001	893602	6010			230,143.00		31,000.00	261,143.00
DIS Grounds Maintenance	112001	893602	6010			136,723.00		17,859.00	154,582.00
DIS Grounds Maintenance	113001	893602	6010			39,600.00		95,242.00	134,842.00
DIS Grounds Maintenance	114001	893602	6010			44,185.00		610,481.00	654,666.00
DIS Grounds Maintenance	115001	893602	6010			44,185.00		75,756.00	119,941.00
DIS Grounds Maintenance	119001	893602	6010				153,894.00	476,666.00	630,560.00
DIS Utilities	111001	893603	6010					2,634,484.00	2,634,484.00
DIS Utilities	112001	893603	6010					1,800,064.00	1,800,064.00
DIS Utilities	113001	893603	6010					1,219,184.00	1,219,184.00
DIS Utilities	114001	893603	6010					1,149,462.00	1,149,462.00
DIS Utilities	115001	893603	6010					875,849.00	875,849.00
DIS Utilities	119001	893603	6010					514,533.00	514,533.00
DIS Utilities	119201	893603	6010					76,778.00	76,778.00
DIS Housekeeping	111001	893604	6010			703,786.00		655,627.00	1,359,413.00
DIS Housekeeping	112001	893604	6010			466,454.00		640,259.00	1,106,713.00
DIS Housekeeping	113001	893604	6010			247,521.00		315,543.00	563,064.00
DIS Housekeeping	114001	893604	6010			44,689.00		611,973.00	656,662.00
DIS Housekeeping	115001	893604	6010			166,212.00		558,822.00	725,034.00
DIS Housekeeping	119001	893604	6010			102,250.00	545,415.00	1,140,025.00	1,787,690.00
DIS Minor Construction	119001	893605	6010					586,400.00	586,400.00
DIS Facilities	119001	893610	6010			302,112.00	93,036.00	349,733.00	744,881.00
DIS Vehicle Replacement Prog	119001	893612	6010					26,871.00	26,871.00
DIS Project Management	119001	893613	6010			1,001,058.00	316,331.00	97,760.00	1,415,149.00
DIS Preventive Maintenance	111001	893619	6010					2,813,135.00	2,813,135.00
DIS Preventive Maintenance	112001	893619	6010					1,605,000.00	1,605,000.00
DIS Preventive Maintenance	113001	893619	6010					2,179,201.00	2,179,201.00

District and District Support

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES **	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
DIS Preventive Maintenance	114001	893619	6010					524,000.00	524,000.00
DIS Preventive Maintenance	115001	893619	6010					465,000.00	465,000.00
DIS Preventive Maintenance	119001	893619	6010					6,862,664.00	6,862,664.00
DIS Utilities LLDC	112001	893642	6010					20,000.00	20,000.00
DIS General Institutional	119001	893901	6010					534,169.00	534,169.00
DIS Insurance	111001	893902	6010					139,690.00	139,690.00
DIS Insurance	112001	893902	6010					65,435.00	65,435.00
DIS Insurance	113001	893902	6010					73,368.00	73,368.00
DIS Insurance	114001	893902	6010					115,780.00	115,780.00
DIS Insurance	115001	893902	6010					36,265.00	36,265.00
DIS Insurance	119001	893902	6010					56,462.00	56,462.00
INSTITUTIONAL SCHOLARSHIPS									
DIS General Institutional	119001	893901	7010					650,000.00	650,000.00
DWD Multi-Year Student Work-Study	179003	893921	7010					263,721.00	263,721.00
AUXILIARY ENTERPRISES									
DIS Utilities	133003	893603	8010					73,025.00	73,025.00
DIS Natatorium Facilities Svc	133003	893608	8010					102,505.00	102,505.00
DIS Food Service	131001	893618	8010					35,350.00	35,350.00
DIS Food Service	132001	893618	8010					5,971.00	5,971.00
DIS Food Service	139001	893618	8010					5,784.00	5,784.00
DIS Department of Public Safety	133003	893801	8010			17,820.00			17,820.00
DIS General Institutional	119001	893901	8010					109.00	109.00
DIS General Institutional	139001	893901	8010					1,356.00	1,356.00
TRANSFERS									
DIS Preventive Maintenance	133003	893619	9425					51,000.00	51,000.00
DIS General Institutional	119001	893901	9425					100,000.00	100,000.00
DIS Transfers Mandatory+NonManda	111001	893903	9425					1,673,332.00	1,673,332.00
DIS Transfers Mandatory+NonManda	112001	893903	9425					1,021,708.00	1,021,708.00
DIS Transfers Mandatory+NonManda	113001	893903	9425					820,832.00	820,832.00
DIS Transfers Mandatory+NonManda	114001	893903	9425					1,404,258.00	1,404,258.00
DIS Transfers Mandatory+NonManda	115001	893903	9425					596,893.00	596,893.00
DIS Transfers Mandatory+NonManda	119001	893903	9425					11,866,962.00	11,866,962.00
TOTAL DISTRICT AND DISTRICT SUPPORT				**-**	**-**	**50,060,969.00**	**18,267,904.00**	**84,534,912.00**	**152,863,785.00**

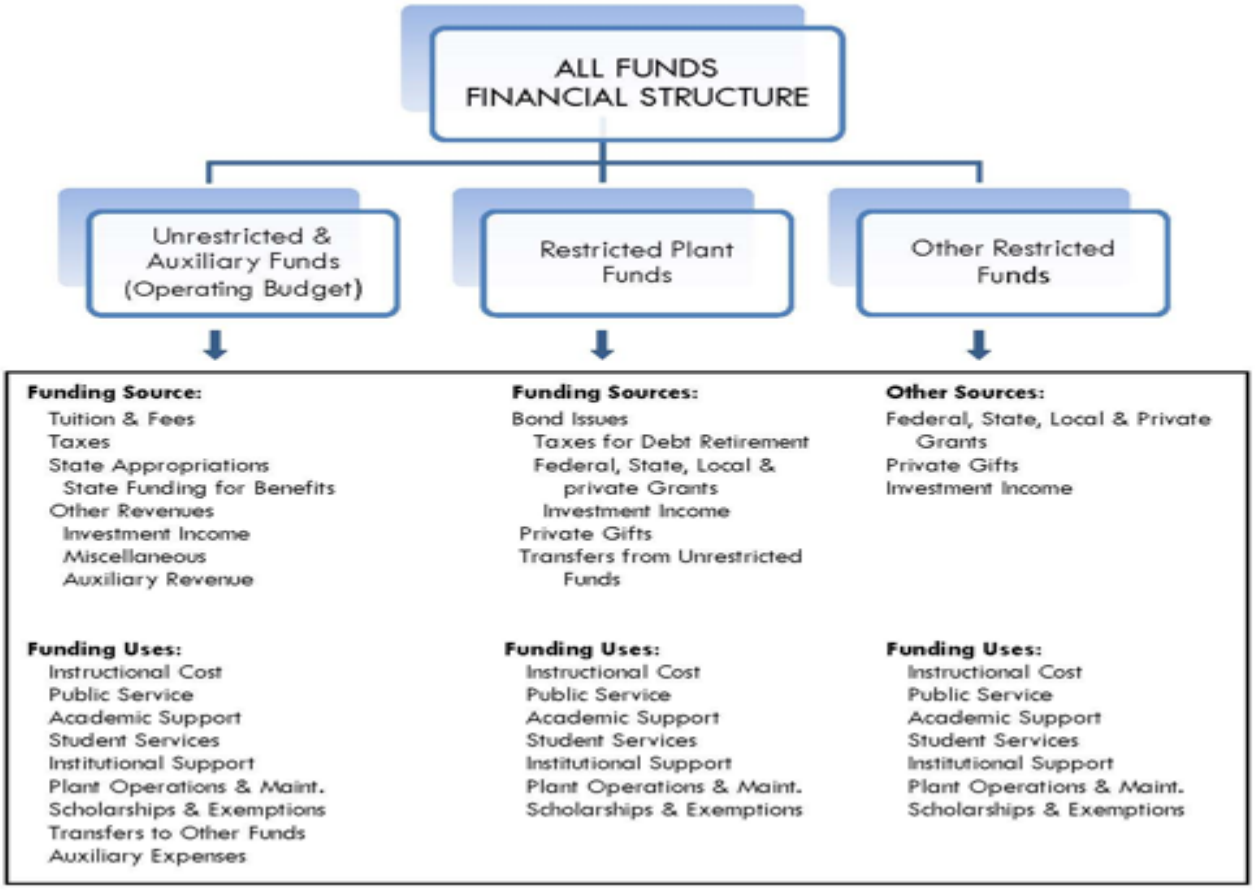
* FTE includes full-time faculty only (account code 61001).

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

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

APPENDICES

All Funds Financial Structure



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

Financial Policies and Procedures

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

Financial Stability

The Board has the legal power and duty to act as a fiduciary in the management of funds under the control of institutions subject to the Board's control and management.

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

Investments

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

Donations and Grants from Private Sources

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

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

Facilities Use

The grounds and facilities of the College District shall be used for the educational goals and purposes of the College District as set forth by the Board. Such uses, as determined by the Board, the Chancellor, and the respective college President, have priority over any other use of College District facilities.

The grounds and facilities of the College District shall be made available to members of the College District community, including students and their respective registered organizations, when such use does not conflict with normally scheduled activities, or any College District policies or procedures. The requesting student(s) or student organization shall pay all expenses incurred by their use of the facilities. Such expenses are limited to the cost of required College District custodial, security, and building staffs.

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

Sale of College District Real Estate

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

Depository of Funds

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

Ad Valorem Taxes

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

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

C.1.4 (Policy) Budget
Responsible Department: Vice Chancellor for Finance and Administration
Board Adoption: 8-18-09
Last Board Action: 5-23-12

Annual Budget

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

Scope

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

Budget Principles

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

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

Budget Adjustments and Reallocations

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

Line Item Groups

The line item groups are:

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

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

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

Budget Amendments

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

Savings Incentive Program

Up to 25% of "net savings" (as defined by the Vice Chancellor for Finance and Administration) may be carried forward from the prior year to the next budget year to provide a funding mechanism in each College Presidents' and Vice Chancellors' budgets for priority initiatives and to incent a culture of savings. The amount of the carryforward will be based on actual results after the audited financial statements are approved by the Board of Trustees in December. Carry-over amounts not utilized

within two years will revert to the district's fund balance. In January of each year, the Vice Chancellor for Finance and Administration will provide a Savings Incentive Program report to the Board of Trustees.

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

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

The remaining 75% "net savings" will accumulate in fund balance to offset future differences in state appropriation funding levels, revenues under budget and/or other reallocations by the Board of Trustees such as increases to preventive maintenance.

Budget Balance

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

C.1.4.1 (Procedure) Annual Operating Budget
Responsible Department: Vice Chancellor for Finance and Administration
Based on Board Policy: C.1.4 - Budget
Approved: 8-18-09
Last Amended:

Chancellor's Reserve

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

No funds shall be expended directly from this account.

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

C.1.7 (Policy) Investments
Responsible Department: Vice Chancellor for Finance and Administration
Board Adoption: 9-15-09
Last Board Action: 10-27-15

General

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

Scope

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

- Operating Funds

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

Objectives

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

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

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

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

Maintenance and Operations

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

Preventive Maintenance

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

Funding

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

Administration

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

C.3.1 (Policy) Debt Management
Responsible Department: Vice Chancellor for Finance and Administration
Board Adoption: 5-17-11
Last Board Action: 5-19-15

General

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

Scope

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

Objectives

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

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

Functional Category Descriptions

1xxx Instruction

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

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

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

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

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

- Lectures
- Seminars and Workshops
- Planetarium operations.

3xxx Academic Support

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

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

4xxx Student Services

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

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

5xxx Institutional Support

This category includes salary and operating expenditures for:

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

6xxx Operations and Maintenance of Plant

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

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

7xxx Scholarships and Fellowships

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

This category includes Institutional and Trustee.

Certain Payments to Students are not Scholarships and Fellowships:

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

8xxx Auxiliary Enterprises

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

It includes salary and operating expenditures for:

- Child Care Center
- Food Service
- Natatorium Operation

Tuition and Fee History

ALAMO COMMUNITY COLLEGE DISTRICT

20 YEAR TUITION AND FEE SCHEDULE SUMMARY

By Fall Semester

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

* Per Semester Hour
FY2013 - Folding the general fee into tuition; Tuition calculations are based on general fee per semester hour, assuming 12 semester hour workload added to the tuition rate.
2016 - Tuition and Fees schedule effectived Spring 2016 based on the Board arrpoval on October 27, 2015

Enrollment Reports

Annual Unduplicated Headcount (Includes Credit and Non-Credit Students)	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
San Antonio College	35,587	36,018	38,175	40,122	42,108	43,566	40,168	38,539	36,599
St. Philips College	16,013	16,294	17,165	18,661	19,685	20,379	20,591	20,299	21,244
Palo Alto College	12,701	15,560	14,443	14,733	16,430	18,320	18,851	18,622	16,300
Northwest Vista College	15,113	16,302	19,094	22,518	23,724	25,292	25,262	25,364	25,654
Northeast Lakeview College	*	449	1,011	1,551	3,816	3,031	3,387	5,060	5,504
Alamo Colleges (Unduplicated Count)	76,619	81,216	86,099	93,218	90,979	88,968	83,027	79,920	76,797
Very Large Texas Community Colleges (Unduplicated Count)	704,342	736,820	791,603	890,373	929,588	936,647	935,334	932,253	928,501
Texas Community Colleges System (Unduplicated Count)	1,146,439	1,186,375	1,252,987	1,379,042	1,427,690	1,416,358	1,393,867	1,370,795	1,362,489

Annual Semester Credit Hours (SCH)	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
San Antonio College	440,478	442,200	459,318	515,922	493,465	499,947	453,723	430,101	389,241
St. Philips College	208,012	205,860	210,234	231,397	204,349	194,476	178,752	176,830	184,095
Palo Alto College	157,694	156,547	158,843	171,425	166,967	166,851	150,905	146,622	148,153
Northwest Vista College	193,397	207,810	240,456	293,105	295,192	300,348	289,868	284,731	285,767
Northeast Lakeview College	*	3,886	8,938	10,829	16,168	11,709	10,709	22,555	36,048
Alamo Colleges (Unduplicated Count)	999,581	1,016,303	1,077,789	1,222,678	1,176,141	1,173,331	1,083,957	1,060,839	1,043,304
Very Large Texas Community Colleges (Unduplicated Count)	6,824,567	7,073,472	7,610,826	8,791,800	9,225,203	9,156,744	8,962,506	8,841,761	8,462,674
Texas Community Colleges System (Unduplicated Count)	11,239,108	11,543,250	12,293,123	14,099,983	14,737,968	14,466,032	13,986,839	13,701,218	13,506,900

Source: THECB Accountability System

** Not Available*

Principal Employers in Bexar County

Principal Employers Greater than 5,000 Employees

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

(1) Source: San Antonio Economic Development Foundation Website 8/10/2010 http://www.sanantonioedf.com/business-profile/major-employers

(2) Source: San Antonio Economic Development Foundation Website 9/7/2011 http://www.sanantonioedf.com/business-profile/major-employers

(3) Source: San Antonio Economic Development Foundation Website 10/29/2012 http://www.sanantonioedf.com/business-profile/major-employers; and

(3-a) and the San Antonio Business Journal http://www.bizjournals.com/sanantonio/news/2012/07/05/san-antonios-largest-private-sector.html?s=image_gallery

(4) Source: San Antonio Economic Development Foundation Website 10/07/2013 http://www.sanantonioedf.com/business-profile/major-employers

(4-a) and the San Antonio Business Journal http://www.bizjournals.com/sanantonio/blog/2013/05/san-antonios-largest-private-sector.html

(5) Source: San Antonio Economic Development Foundation Website 09/09/2014 http://www.sanantonioedf.com/business-profile/major-employers

(6) Source: San Antonio Economic Development Foundation Website 10/06/2015 http://www.sanantonioedf.com/business-profile/major-employers

(7) Source: San Antonio Economic Development Foundation Website 10/19/2016 http://www.sanantonioedf.com/business-profile/major-employers

FY17 Budget-Related Board Minute Orders/Approved Minutes

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

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Tax Rate for Fiscal Year 2016 – 2017 ..... **154**

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Debt Management Plan for Fiscal Year 2016 – 2017 ..... **164**

Tuition and Fees Schedule for Fiscal Year 2016 - 2017 ..... **165**

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

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

MINUTE ORDER

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

PURPOSE

Approval of the fiscal year 2016 – 2017 total budget including all restricted accounts and operating budgets for San Antonio College, St. Philip's College, Palo Alto College, Northwest Vista College, Northeast Lakeview College and district-wide support operations.

BACKGROUND

The Operating budget was approved by the Board of Trustees on July 12, 2016 to enable planning for the next academic year by the five colleges. This submission is for approval of the updated Total Budget including: a) Restricted and Plant fund budgets and b) related fund balance transfers. (NOTE: The commitment of fund balance for construction projects is spread over multiple years. In December, Exhibit I will be amended for adjustments to the beginning fund balance to match the audited August 31, 2016 financial statements. Exhibit II is the Operating Budget that was approved by the Board of Trustees on July 12, 2016.

IMPLICATIONS

Financial: Fiscal Year 2016-17 Total Budget: Revenues of $541,371,346, Expenses of $(533,538,644), Restricted and Plant Fund Inflow of $12,796,892, Operating Fund Balance transfer of $(4,964,190), resulting in a variance of $7,832,702 in fund balance

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

Employee Services: N/A

ATTACHMENTS: All Funds Budget Report (Exhibit I); July 12, 2016 approved Operating Budget (Exhibit II); All Funds Budget Report by Location (Exhibit III)

Diane E. Snyder Digitally signed by Diane E. Snyder DN: cn=Diane E. Snyder, o=Alamo Colleges, ou=VCFA, email=dsnyder12@alamo.edu, c=US Date: 2016.08.04 16:14:23 -05'00'

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

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

Dr. Bruce H. Leslie Date
Chancellor

ALAMO COLLEGES

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ALAMO COLLEGES

FY 2016 - 2017 ALL FUNDS BUDGET REPORT

Exhibit I

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

TOTAL AVAILABLE = Current Funds + Plant Funds

Note: Beg. fund balance includes Board mandated 15% (Report does not include endowment: 50, 60, loan funds: 41, 45, investment in plant fund 97, or agency funds: 31, 35; Include operating,

Unspent bond proceeds from prior year are included as part of beginning capital outlay fund balances.

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ALAMO COLLEGES

FY 2016 - 2017 ALL FUNDS BUDGET REPORT

Exhibit I

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

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ALAMO COLLEGES

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

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

Note:

A) Includes regular and dual credit enrollment growth; and Continuing Education credit students

B) Increased taxable assessed valuation of 8.5%

C) Expenditures include $9M compensation adjustment and $5.9M Health Care rate increase.

D) Increase in contact hours and Student Success Fund Institutes

E) Increase in cost of advisors to Target 350:1

F) Includes $1.2M Bond Election cost

G) Additional Rev. Bond Debt Service and Construction

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

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

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

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

MINUTE ORDER

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

PURPOSE

In accordance with the Debt Management Plan approved by the Board in May 2016, the debt rate is being rebalanced: it is recommended that the Board increase the current M&O rate to $0.107760 by reallocating $0.00246/$100 from the debt rate to the M&O rate, leaving the Combined rate for Fiscal Year 2016-17 at the same level as the previous year. As a consequence of the increase in taxable assessed value, this proposed Combined tax rate, although constant from last year, is higher than the calculated Effective tax rate; there is a resultant requirement for public notices and public hearings prior to final approval of the tax rate.

BACKGROUND

In accordance with the Debt Management Plan, the reallocation of $0.00246/$100 between the Debt and M&O rates will provide additional funds for financing the District Support Operations Building while maintaining sufficient tax proceeds for current and anticipated debt service. The Combined tax rate is unchanged at $0.149150/$100. Even though the Combined tax rate is stable, because of the increase in property values, the calculated Effective rate is now lower than recommended rate, requiring public notices and hearings. The recommended M&O tax rate of $0.107760/$100 of assessed valuation is higher than the current year calculated Effective tax rate of $0.100088/$100 of assessed valuation, but lower than the Rollback rate of $0.108095/$100 of assessed valuation. The Debt rate of $.04139/$100 will raise the revenue needed for FY 2016-2017 debt service payments and other actions per the approved 2017 Debt Management Plan. The Combined tax rate of $0.149150/$100 is

higher than the Combined Effective tax rate of $0.141765/$100, but lower than the Combined Rollback rate of $0.150038/$100. Two public notices and two public hearings are required prior to final approval of the tax rate when the proposed tax rate is greater than either the Rollback tax rate or the Effective tax rate (whichever is lower).

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

IMPLICATIONS

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

Strategic Plan: Goal III Performance Excellence

Human Resources: N/A

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

Diane E. Snyder Digitally signed by Diane E. Snyder DN: cn=Diane E. Snyder, o=Alamo Colleges, ou=VCFA, email=dsnyder12@alamo.edu, c=US Date: 2016.09.08 14:16:38 -05'00'

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

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

Dr. Bruce H. Leslie Date
Chancellor

ALAMO COLLEGES

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2016 Property Tax Rates in ALAMO COMMUNITY COLLEGE DISTRICT

This notice concerns the 2016 property tax rates for ALAMO COMMUNITY COLLEGE DISTRICT. It presents information about three tax rates. Last year's tax rate is the actual tax rate the taxing unit used to determine property taxes last year. This year's *effective* tax rate would impose the same total taxes as last year if you compare properties taxed in both years. This year's *rollback* tax rate is the highest tax rate the taxing unit can set before taxpayers start rollback procedures. In each case these rates are found by dividing the total amount of taxes by the tax base (the total value of taxable property) with adjustments as required by state law. The rates are given per $100 of property value.

Last year's tax rate:

Last year's operating taxes	$124,314,068
Last year's debt taxes	$51,768,014
Last year's total taxes	$176,082,082
Last year's tax base	$118,057,044,586
Last year's total tax rate	$0.149150/$100

This year's effective tax rate:

Last year's adjusted taxes (after subtracting taxes on lost property)	$175,241,318
÷ This year's adjusted tax base (after subtracting value of new property)	$123,613,416,249
=This year's effective tax rate	$0.141765/$100

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

This year's rollback tax rate:

Last year's adjusted operating taxes (after subtracting taxes on lost property and adjusting for any transferred function, tax increment financing, state criminal justice mandate, and/or enhanced indigent healthcare expenditures)	$123,721,955
÷ This year's adjusted tax base	$123,613,416,249
=This year's effective operating rate	$0.100088/$100
x 1.08=this year's maximum operating rate	$0.108095/$100
+ This year's debt rate	$0.041943/$100
= This year's total rollback rate	$0.150038/$100

Statement of Increase/Decrease

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

Schedule A - Unencumbered Fund Balance

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

Type of Property Tax Fund	Balance
Maintenance & Operations	18,014,000
Interest & Sinking	5,388,000

Schedule B - 2016 Debt Service

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

Description of Debt	Principal or Contract Payment to be Paid from Property Taxes	Interest to be Paid from Property Taxes	Other Amounts to be Paid	Total Payment
Limited Tax Series	21,420,000	15,830,406	0	37,250,406
Maintenance Tax Notes	14,820,000	3,432,560	0	18,252,560

Total required for 2016 debt service	$55,502,966
- Amount (if any) paid from Schedule A	$0
- Amount (if any) paid from other resources	$0
- Excess collections last year	$2,257,894
= Total to be paid from taxes in 2016	$53,245,072
+ Amount added in anticipation that the unit will collect only 99.78% of its taxes in 2016	$117,397
= Total debt levy	$53,362,469

Exhibit B

2016 Tax Planning Calendar

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

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

NOTICE OF PUBLIC HEARING ON TAX INCREASE

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

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

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

FOR:
AGAINST:
PRESENT and not voting:
ABSENT:

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

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

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

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

DRAFT

NOTICE OF TAX REVENUE INCREASE

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

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

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

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

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

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

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

DRAFT

NOTICE OF TAX REVENUE INCREASE

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

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

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

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

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

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

DRAFT

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

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

MINUTE ORDER

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

PURPOSE

Approval of the Fiscal Year 2016-2017 Operating Expense Budget so that Colleges and Departments can begin ramping up operations for the Fall 2016 semester. **In August 2016, we will submit for approval the Total Budget including: a) Operating Tax Revenue updates upon receipt of the tax rolls and b) Restricted and Plant fund budgets.**

BACKGROUND

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

The FY17 budget has been built with the following assumptions:

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

ALAMO COLLEGES

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IMPLICATION

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

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

Human Resources: N/A

ATTACHMENTS: Attachment I – Budget Overview;

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

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

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

Dr. Bruce H. Leslie, Chancellor

ALAMO COLLEGES

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ALAMO COLLEGES

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

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

Note:

A) Includes regular and dual credit enrollment growth; and Continuing Education credit students

B) Increased taxable assessed valuation of 8.5%

C) Expenditures include $9M compensation adjustment and $5.9M Health Care rate increase.

D) Increase in contact hours and Student Success Fund Institutes

E) Increase in cost of advisors to Target 350:1

F) Includes $1.2M Bond Election cost

G) Additional Rev. Bond Debt Service and Construction

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

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

MINUTE ORDER

"The Alamo Colleges Board of Trustees hereby approves the recommendations as presented in the FY 2017 Debt Management Plan. The Chancellor or his designee is directed to authorize the District's outside consultants to prepare any documents that may be necessary for Board approval."

PURPOSE

The purpose of this action is to obtain Board direction for the Chancellor or his designee on the Debt Management Plan for FY 2017.

BACKGROUND

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

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

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

IMPLICATIONS

Financial: Continuation of Debt Management Policy objectives; approval of FY 2017 Debt Management Plan
Strategic Plan: Performance Excellence
Human Resources: None
ATTACHMENTS: FY 2017 Debt Management Plan presentation

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

Diane E. Snyder Date
Vice Chancellor for Finance and Administration

Dr. Bruce H. Leslie Date
Chancellor

ALAMO COLLEGES

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

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

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

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

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

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

Page	Change	Before	After	Comment
5	NVC Digital Video & Cinema Production	$0	$60 - $240	Existing program that used grant funds to purchase highly specialized equipment. This tuition will allow the program to sustain the technology needs for this program.
5	NVC Digital Media	$0	$60-180	Existing program that used grant funds to purchase highly specialized equipment. This tuition will allow the program to sustain the technology needs for this program.
5	SAC Nursing – RN	$700	$900	Increase is needed to support specialized faculty plus higher cost of program materials.
5	SPC Nursing – PN	$700	$700	Special program tuition will remain the same; is sufficient to support the specialized faculty & program materials.
5	SAC Fire Science	$600	$1,100	Increase will allow for all equipment and uniforms to be purchased by SAC and available on the first day of class (rather than the student having to purchase)

IMPLICATIONS
Financial: Net increase for Special Program Tuition where increases offset costs
Strategic Plan: Goal I. Student Success
Human Resources: N/A
ATTACHMENTS: Tuition and Fee Schedule Effective Fall 2016

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

Dr. Bruce H. Leslie
Chancellor

ALAMO COLLEGES

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

No Change

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

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

Tuition:

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

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

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

Campus Access Fee of $25.00 per semester with a maximum of $50.00 per academic year, which is non-refundable.

27 Hour Rule - Special Tuition: Students taking in excess of 27 hours of Developmental Education courses will be charged an additional rate of $118.00 per hour for In-District and $176.00 per hour for Out-of-District.

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

3-Peat - Students registering for a course for the third time will be charged the non-Texas rate of $384.00 per hour.

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

No Change

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

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

No Change

Continuing Education:

	Tuition
Reimbursable Courses	$2.90 - $28.00/ Instrl. hr.
Non-Reimbursable Course	Market Based
Apprenticeship Training	$2.80/ Instrl. Hr.
Contract Courses	Market Based

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

Community Serv. Prog. $1.50 - $3.50 / Instrl. hr.

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

No Change

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

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

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Revised

ALAMO COLLEGES

SCHEDULE OF SPECIAL PROGRAMS AND TUITION

FALL 2016

	College	Program	Program Tuition Per Semester*
	PAC	Aviation Technology - Pilot Offered at PAC and New	$295 to $36,000
	PAC	Veterinary Technology	$300
	PAC	Cosmetology	$300
	PAC	Oil and Gas	$300
	NVC	Personal Fitness Training	$400 to $600
	NVC	NVC Digital Video & Cinema Production	$60 to $240
	NVC	NVC Digital Media	$60 to $180
	SAC	Communication Design	$60
	SAC	Fire Science	$600
	SAC	Dental Assistant	$580
	SAC	SAC Nursing – RN	$900
	~~SAC & SPC~~	~~Nursing~~	~~$700~~
	SPC	SPC Nursing – PN	$700
	SAC	SAC Fire Science	$1100
	SPC	Vision Care Technology	$700
	SPC	Automotive Technology	$200
	SPC	Bio-medical Equipment Technology	$110
	SPC	Computer Maintenance Technology	$100
	SPC	Aircraft Technology	$250 to $1,000
	SPC	Diesel Technology	$325 to $600
	SPC	Air Conditioning	$250
	SPC	Plumbing	$125
	SPC	Construction Technology	$150
	SPC	Electrical	$250
	SPC	Welding	$100 to $300
	SPC	Automotive Collision	$200
	SPC	Manufacturing Engineering Technology	$200
	SPC	Health Information Technology	$500
	SPC	Histology	$700
	SPC	Medical Laboratory Technician	$700
	SPC	Occupational Therapy Assistant	$700
	SPC	Physical Therapist Assistant	$700
	SPC	Radiography	$700
	SPC	Respiratory Care	$700
	SPC	Surgical Technology	$700
	SPC	Sonography	$700
	SPC	Invasive Cardio Vascular	$700
	SPC	Culinary Arts / Baking and Pastry	$200
	All	Music - Two-semester credit hour Private Music Lesson	$150
	All	Music - One-semester credit hour Private Music Lesson	$95

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

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

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

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

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

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

** Excluding 1,500 Adjunct/CE Instructors*

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The total adjustment cost is larger than prior years due to no adjustment being made in FY2016. The projected cost for the unimplemented FY16 adjustments was $5.2M (including benefits).

BACKGROUND

In FY 2013 the Board of Trustees approved a "threeness" market position target for faculty compensation equal to the third highest salary of the Alamo Colleges' 8 Texas Community College peers, as reported by TCCTA. This year's TCCTA survey results have been analyzed by the Faculty Compensation Committee and HR consistent with the methodology approved by the Board in 2013 to determine 'threeness". Based on this analysis, a 7.1% compensation adjustment is required to maintain the "threeness" market position for Full-time Regular Faculty and a 2.3% adjustment is required for Adjunct Faculty.

The Hay Market Study for Staff and Administrator positions has been completed for FY17 in accordance with the methodology approved when the results of the Hay Study were implemented in FY14, comparing non-faculty positions to a competitive market position comprised of the blended Higher Education and General Industry markets. Compensation adjustments are now recommended to bring salaries to the "top-third" of a blended Higher Education/General Industry market. This market position is recommended by Hay to best emulate the "threeness" target established in 2013 for faculty. Staff adjustment recommendations vary based on the position of the employee's current pay in the new pay range. The average adjustment is 4.9% for Full-time Regular Staff and 2.6% for Part-time/Temporary staff. Certain highly skilled IT professional and manager positions in (below the administrator level) required additional adjustment to compete in the rapidly increasing IT market, resulting in adjustments of 10%.

Using the same methodology, recommended Administrator adjustments will vary based on the position of the employee's current pay in the new pay range. The average adjustment is 4.8%.

Employees in any position with salaries that exceed the new maximum of the pay range will be awarded a one-time 1% bonus payable over the course of the FY17 instead of a base rate increase.

IMPLICATIONS

Financial:	$10,956,496 in FY17 Budget (includes $2.5M prior year fund balance commitment)
Strategic Plan:	III. Performance Excellence
Human Resources:	Build talent and engage employees with a focus on learning, collaboration, and performance

ATTACHMENTS:

Diane Snyder

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Date: 2016.06.05 15:13:07 -05'00'

Linda Boyer-Owens Date
Associate Vice Chancellor of Human Resources & Organizational Development

Diane E. Snyder Date
Vice Chancellor for Finance and Administration

Bruce H. Leslie Ph.D. Date
Chancellor

ALAMO COLLEGES

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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 credit hour.

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

Unrestricted – Resources that have not stipulation as to their use.

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

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

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

Campus Locations

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

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

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

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

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

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

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

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

ALAMO
COLLEGES

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