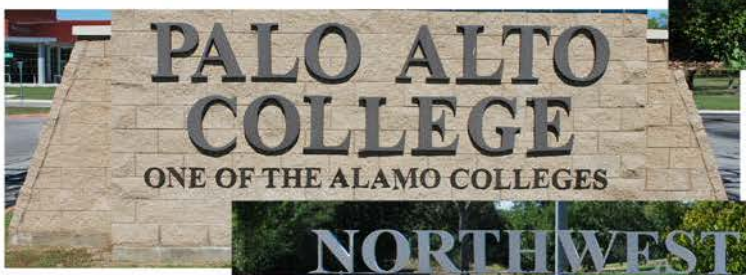
Alamo Community College District

San Antonio, Texas

FY 2012-2013 Annual Budget



ALAMO COLLEGES

ALAMO COMMUNITY COLLEGE DISTRICT

FY 2012-2013 Annual Budget

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INTRODUCTION

ALAMO COLLEGES

Message from the Chancellor

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

It is a pleasure to present the Alamo Colleges (Alamo Community College District; ACCD; District) FY 2012-2013 Annual Budget. It is a product of significant planning and input from the entire college community.

Student success is at the center of what we do. Students want to earn a degree or certificate and then get a job. For some, success is defined as transferring to and graduating from a four-year college and then entering the workforce. For others, success is acquiring a set of job skills needed in the workforce and then getting a job. Others want to get an associate degree before entering the workforce. We want our students to succeed; to meet their educational objectives; to reshape their future.

Success is within reach for students who are prepared for college, but the vast majority of students are in need of basic skills in reading, writing and mathematics. Alamo Colleges has made progress in ensuring students are college ready, but there is more to be done. In this budget, Alamo Colleges will invest $2 million to bring student success initiatives which worked on a smaller scale to scale at each of the Alamo colleges.

We have much to be proud of. The Alamo Colleges received the prestigious national 2012 Bellwether Award in the Planning, Governance and Finance category. The Bellwether Awards annually recognize outstanding and innovative programs and practices that are successfully leading community colleges into the future by improving efficiency and effectiveness in the community college. In 2012, the Alamo Colleges received our second award for Distinguished Budget Presentation for our FY 2011-2012 Annual Budget from the Government Finance Officers' Association (GFOA). The receipt of this award reflects the commitment of the governing body and staff to meet the highest principles of governmental budgeting.

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

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Alamo Community College District

Texas

For the Fiscal Year Beginning

September 1, 2011

President

Executive Director

Alamo Colleges was awarded its second Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada (GFOA) for its FY 2011-2012 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.

Report from the Vice Chancellor for Finance and Administration

FY 2013 Budget Highlights

The Fiscal Year (FY) 2012-2013 Annual Budget has been prepared according to generally accepted accounting principles, using an accrual basis of budgeting (comparable to the audited financial statements), 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*. Additionally, notices of the Budget Planning and Budget Adoption meetings were posted according to the Texas Government code, Sections 551.00-551.146.

On August 21, 2012, the Board of Trustees approved the FY 2012-2013 All Funds Annual Budget with projected revenues of $453,688,861; restricted and plant fund balance commitment of $73,885,585; operating fund balance commitment of $3,573,942; and expenses of $531,148,388. The budget approval is for the family of Alamo Colleges, including San Antonio College, St. Philip's College, Palo Alto College, Northwest Vista College, Northeast Lakeview College, and the district support offices.

The Instruction and General (I&G) Operating Budget (Unrestricted Funds) was approved by the Board of Trustees on July 24, 2012 to enable planning for the next academic year by the five colleges. The I&G Operating Budget was based on revenues in the amount of $289.7 million and an investment from operating fund balance of $3.6 million. The approved operating budget was balanced with revenues equal to recurring expenses; however, there was a $3.6 million transfer from operating fund balance to fund one-time investments in items for safety and implementation of student success initiatives.

Revenue Sources	Amount	% of Total
State Funds (not including state paid benefits)	$63.2 million	22%
Local Taxes	$103.1 million	35%
Tuition/Fees	$113.7 million	39%
Other	$9.7 million	3%
Total Revenues	**$289.7 million**	
Operating Fund Balance	$3.6 million	1%
Total Funds Available	**$293.3 million**	**100%**

The Challenge

Four years ago, state funding was 33 percent of our revenues. As the percent of state funding has declined to 22% in this budget, the impact has been to drive up the percent of student funding through tuition and fees. This is happening across the county. In Fiscal Year 2002, state funding was $75 million and our enrollment was 42,000. Ten years later, state funding dollars are virtually flat, but we have 63,000 students – an increase of 51%. The challenge is to support more students with reduced state funding. There are two types of state funding – one source is based on a formula and intended to cover all costs of instruction. In 2011-2012, only 49% of the formula was funded. The second source is appropriations for employee benefits. The State is to provide funding sufficient to cover health and retirement benefits for all employees except facilities. In 2011-2012, the state funded 50% of this amount, shifting $10.4 million additional costs to the Alamo Colleges. The challenge is to continue to support more students with reduced state funding.

A Balanced Approach

The Alamo Colleges approached the challenge through balancing increased revenues and decreased costs, while supporting student success. There are three primary sources of revenue – state, taxes and tuition and fees. As state funding declined from 33% to 22%, other revenue sources were needed to counter such severe declines in state funding. This budget year, the Board of Trustees approved a budget with a 3% increase in tuition and an 8/10th of a cent increase in property taxes. We were able to balance the budget by implementing initiatives early to improve cost efficiencies, saving over $132 million dollars in four years. We have met the challenge without employee layoffs and in 2012-2013 self-funded a pay increase for employees through the cost efficiencies.

5 Year Cumulative Savings					
	FY09 FY10	FY11	FY12	FY13 [1]	FY09-FY13 Total
Hiring Chill	$5.1	$12.4	$12.4	$12.4	$42.3
Class Size Increase	$4.2	$6.2	$7.4	$7.4	$25.1
Outsource/Facilities Productivity	$3.9	$4.3	$5.8	$5.8	$19.9
Cap Enrollment (1 year only)	$0.0	$0.0	$3.1	$0.0	$3.1
Other Savings	$1.2	$2.1	$2.1	$2.6	$7.9
Delay Equipment replacement	$0.1	$1.0	$2.2	$2.3	$5.6
Restructure/Consolidate	$0.5	$0.8	$0.8	$2.2	$4.4
Energy Efficiency	$0.3	$1.3	$1.3	$2.0	$4.9
Temporary Employees	$0.2	$1.9	$1.9	$1.9	$5.8
Phase out low producing programs	$1.4	$1.4	$1.4	$1.4	$5.6
Process improvement	$0.4	$0.6	$0.6	$1.1	$2.8
Technology	$0.0	$0.0	$0.7	$0.8	$1.6
Program relocation	$0.8	$0.8	$0.8	$0.8	$3.1
Total	**$18.1**	**$32.8**	**$40.5**	**$40.7**	**$132.0**

[1] Fiscal year 2013 includes a self-funded pay increases

Restricted Funds

The restricted portion of the budget was approved on August 21, 2012 by the Board of Trustees. Total budgeted revenues are expected to be $163.9 million from federal or state revenues, ad valorem taxes, and debt issuance. Multi-year balances of $87.8 million are expected to be rolled forward for allowable uses and capital projects, of which $73.9 million will be used for this budget year and $13.9 million for future budget years. The expense budget totals $237.8 million and is summarized below:

Expense Budget	Source of Funding	Amount
Instruction and General	Federal or State Funding	$39.0 million
Scholarships and Fellowships	Federal or State Funding	$80.8 million
Capital-related	Debt and roll-forward funding	$76.4 million
Debt service for general obligation bonds and maintenance tax notes	Ad valorem taxes	$41.6 million
Total		**$237.8 million**

Final Thoughts

I am proud to submit the FY 2012-2013 Annual Budget, which represents the collective and collaborative work of the Alamo Colleges family. Despite the funding challenges at both the national, state and local levels, the Alamo Colleges' outlook for the foreseeable future is positive as a result of its strategic leadership, fiscal management and stable local economy.

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 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

As a policy document, the Budget Document provides a global view of the financial activity within the Alamo Colleges. It includes a Report from the Vice Chancellor for Finance and Administration in the Introductory Section, which summarizes the FY 2012-2013 Annual Budget along with cost containment actions and strategies developed as part of the budget-building process. An explanation of the workload-driven budgeting process is included in the Supplemental Section to show the detailed components of the model. Minute Orders and Approved Minutes reflecting actions taken by the Board of Trustees for the FY 2012-2013 budget, including changes made to the tuition and fee structure, are also provided. The document includes an All Funds Report that incorporates both unrestricted and restricted activity. Budget-related policies, including budget specific policies (adopting principles, adjustments, reallocations, & amendments), long-term financial policies for our capital improvement plan and debt service are located in the Appendices section of this document. The Alamo Colleges' Strategic Plan, the Strategic Initiatives, the Key Performance Indicators and the Integrated Planning Approach followed by the Alamo Colleges are also provided.

The Budget as an Operations Guide

The budget development process is comprised of two major components:

1. Workload Budget Allocation Model, which allocates the operating expense budgets for each of the colleges and the district departments using a standard allocation methodology. Revenues are also forecasted and budgeted in a district-level account except for certain non-formula revenue such as non-credit contract and continuing education revenue, special program tuition, and student activity fees. A detailed description of the workload budget distribution model, including a detailed listing of the allocation methodology and key model cost drivers, is included in the Supplemental section of the document. Key components include target class size by discipline; faculty contact hours per staffing unit; district-wide average salary; cost per contact hour; fall enrollments; projected contact hours; facilities cost per square footage; and other instruction salaries and operating expenses.
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 Banner Human Resource system, and non-labor allocations are loaded into Banner Finance system, 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 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 utilities and insurance. A preventive maintenance schedule by campus 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.

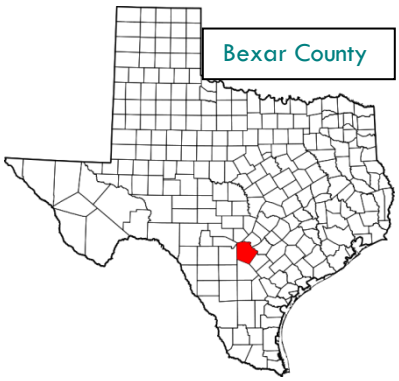
The Budget as a Communications Device

The budget document is designed to fully communicate the financial position of Alamo Colleges while serving as the foundation for the Alamo College's allocation of resources toward fulfilling the mission of the institution. This Budget Document includes summary information in text, tables, 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.

PROFILE

Snapshot

The Alamo Community College 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. 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 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 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 Texas' largest provider of online post-secondary education. A vibrant international program brings Central American 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 at Data Point
- 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
- Floresville 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. 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 80% 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 $1.5 billion in additional regional income due to students' higher earnings and the resulting increased productivity of businesses. Higher earnings expand the tax base and 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.

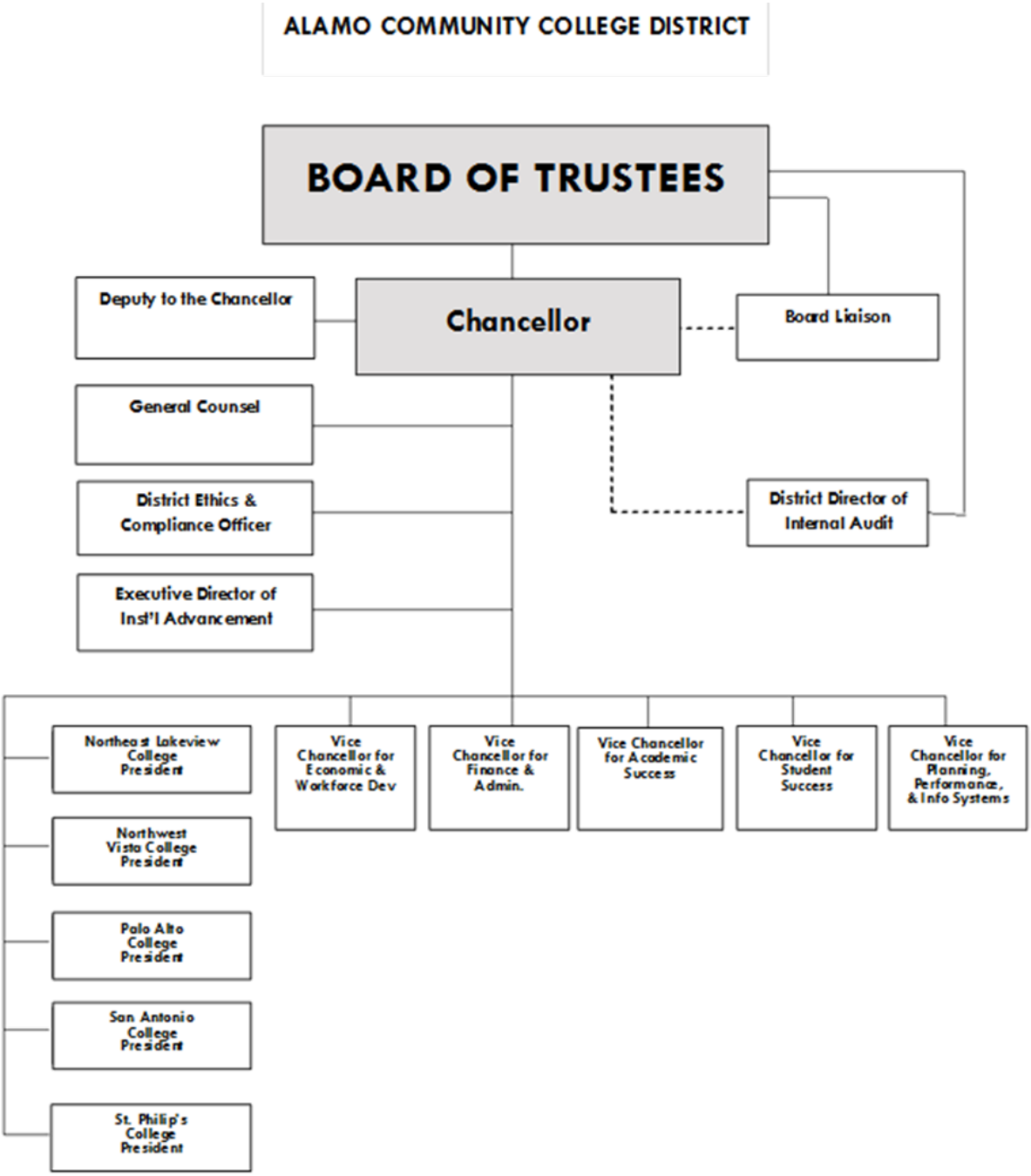
San Antonio's unemployment rate is less than the Texas and U.S. rates. For September 2012, the U.S. Bureau of Labor Statistics reported the national unemployment rate at 7.8%, the Texas unemployment rate at 6.3% and the San Antonio rate at 6.0%. The Texas economy continues to fare better than those of many other states, and the San Antonio economy is one of the strongest in the state, with an employment rate ranked second among Texas major metropolitan areas.

Growing city and expanding San Antonio economy. According to San Antonio Economic Foundation, the population of the area is over 1.3 million with an average household income of $61,635. It encompasses 467 square miles geographically within Bexar County. San Antonio is one of the top nine cities where jobs are booming (Gallup, 24/7 Wall St.), continuing to surpass expectations and setting new standards for cities across the nation and the world. In December 2011, San Antonio was ranked by the Milken Institute as the no. 1 performing city in the country, emphasizing the tremendous energy and productivity the city has experienced over the past few years. According to the U.S. Bureau of Labor Statistics, San Antonio was one of the top six cities for job growth in America between 2004 and 2011, and this spring CNN Money and Moody's Analytics ranked San Antonio among the top 10 fastest growing cities in the country.

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 truly positive business environment that continues to attract talented workers from near and far and has helped it achieve the recent 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, which includes individual workforce development programs.

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

Organizational Chart



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 affairs.

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.

Vice Chancellor for Academic Success

The Vice Chancellor for Academic Success is responsible for leading district-wide academic and instructional efforts and for implementing Board policy and cross-college operational procedures for academic success, including academic and instructional targets, benchmarks and outcomes. The Vice Chancellor also establishes district-wide academic and instructional goals, objectives and priorities within the Strategic Plan and guides the development and implementation of programs and services to accomplish these goals and objectives.

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 services, business services, 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.

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 also manages the areas of information technology infrastructure and architecture, enterprise wide applications and implementations, database management, data center operations, software development, network services, information security, client support, applications support, telecommunications, and on-line learning.

Vice Chancellor for Student Success

The Vice Chancellor for Student Success coordinates with the five district colleges, Northeast Lakeview College, Northwest Vista College, Palo Alto College, San Antonio College, and St. Philip's College, to ensure the delivery of comprehensive student services district-wide including back office admissions support (via the newly formed Center for Student Information). Programs and services to assist students in reaching their academic goals are coordinated by the following offices: Student Leadership Institute, Military Education, and the Mobile GO Center.

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 Affairs.

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 and financial services, human resources, institutional effectiveness and planning, facilities development and support, and information technology striving to achieve the Alamo Colleges' overall goal of student success.

The Vice President of Student Success is the chief student affairs officer of the college and is responsible for admissions, advising, assessment center, business office, financial aid, and student discipline.

The Vice President of Academic Affairs 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 most of the academic services offered at the colleges:

Academic Boot Camp	Accuplacer/THEA Book Loan	Counseling and Advising Services
Bookstore	Calculator Loans	Computer Labs
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	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 2012-2015

The Strategic Plan is the driver for accomplishing the District's institutional mission. The mission sets forth the long-term direction for the Alamo Colleges. This direction and the strategic goals are determined collaboratively by the Board of Trustees, the Chancellor, and the College Presidents. 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 priorities:

- **Access**
- **Success/Completion**
- **Pathways to Success**
- **Performance Excellence**
- **Organizational Communication**

Vision

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

Mission

Empowering our diverse communities for success.

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 vision and mission.

INTEGRITY: We act ethically, building a culture of trust and respect.

COMMUNICATION: We engage in open and transparent communication, information sharing, and collaboration.

COMMUNITY: We collaborate through a culture of learning and service, where unity in diversity occurs with mutual respect, cooperation, and accessibility.

ACADEMIC FREEDOM: We value creativity, growth, and transformation through vigorous inquiry and a free exchange of ideas.

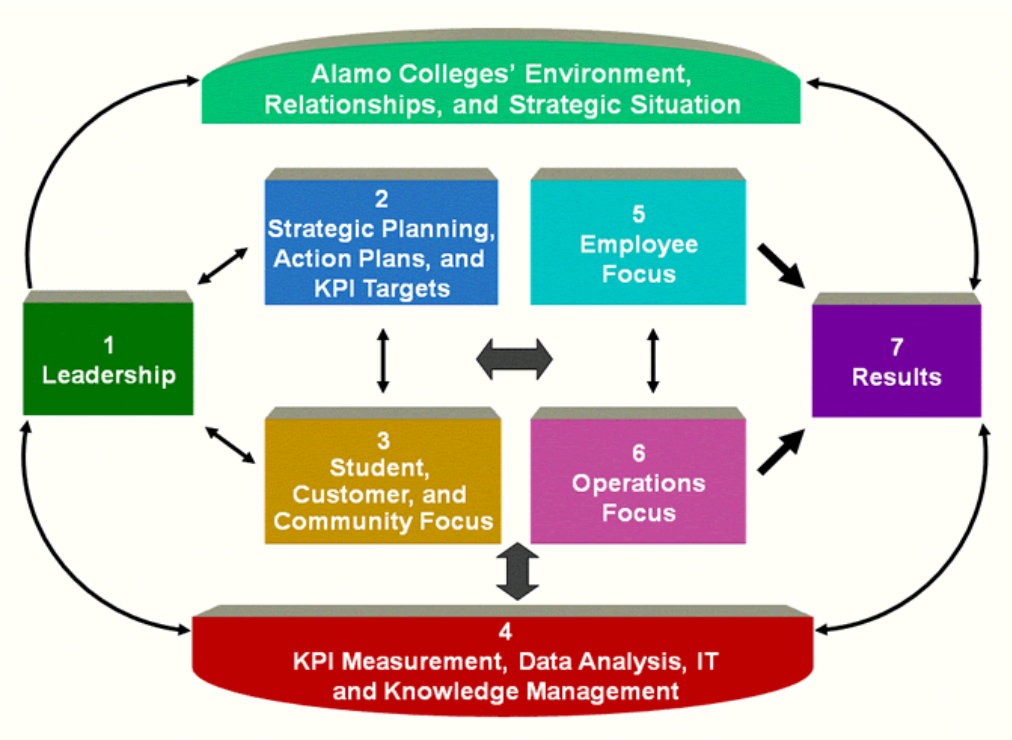
ACCOUNTABILITY AND INNOVATION: We accept responsibility for our actions and strive for continuous learning and improvement through a safe and secure environment in order to achieve our vision.

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



Goal I. Access

The Alamo Colleges provide a gateway to a quality higher education experience.

A. Recruit and enroll students from the eight-county service area with an outreach focus on under-represented populations, such as low income students of color

B. Leverage K-12 partnerships to facilitate the smooth transfer of students into the Alamo Colleges

C. Continue to expand and strengthen all distance education courses and programs

Goal II. Success/Completion

The Alamo Colleges provide the academic and student support to facilitate the successful completion of student academic goals.

A. Engage in improvement and alignment of institutional systems and practices to improve student success (Achieving the Dream, Foundations of Excellence, MyMAP)

B. Provide students with degree planning and academic advising, resulting in roadmaps for success

C. Provide a comprehensive approach to developmental instruction and support that accelerates the completion of requirements and ensures the movement of students toward their academic goals, such as flexible options and integrated occupational/DE program (I-Best)

D. Identify, implement, and continuously improve student learning outcomes for each course and program offered

E. Provide professional development for faculty and staff to create greater student engagement and learner-centered instruction
F. Continue to collaborate with secondary school partners on issues of joint interest (i.e. testing, advising, instructional offerings, etc.)
G. Continuously measure and improve outcomes as outlined in the student success policy
H. Develop a student-tracking and intervention system to monitor and promote student academic progress from enrollment to completion
I. Redesign the student "orientation" model, develop a peer mentoring program, and implement an early alert process to better support student completion and success

Goal III. Pathways to Success

Develop coherent educational pathways in partnership with universities, businesses, and community-based organizations with a focus on student completion and life-long learning.

A. Create coherent, structured pathways to certificate and degree completions based on high demand occupations
B. Provide a core curriculum that ensures students will gain the knowledge and skills required for success in college, in careers, in their communities, and in their lives
C. Collaborate with area universities to provide transfer programs that align with baccalaureate degrees
D. Build internship and practicum experience into all workforce programs
E. Strengthen the advisory committee relationship between business and industry partners and the colleges
F. Provide articulated academies for high school students to enter into careers such as Aerospace, Information Technology Security Assurance, and Nursing
G. Provide workplace and continuing education training that results in opportunities to enhance workplace skills and further education

Goal IV. Performance Excellence

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

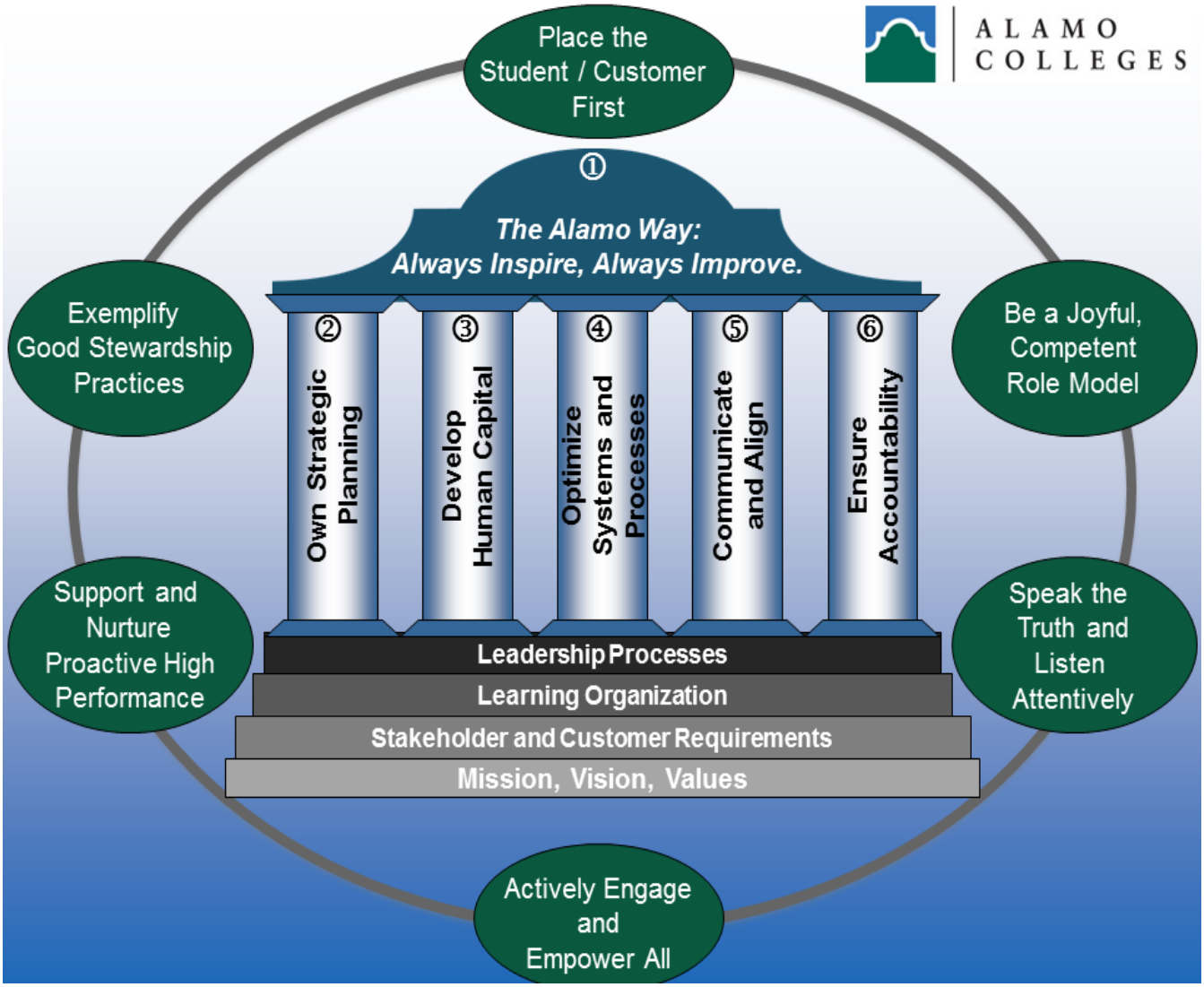
A. Deploy the Alamo Way using data to build a culture of evidence and efficient and effective systems to ensure sustainability
B. Build talent and engage employees with a focus on learning, collaboration, and performance
C. Ensure sound financial management
D. Maximize technology for student and employee success with a focus on innovation
E. Develop long- and short-term facilities plans for colleges and district, including upgrades to master plans, deferred maintenance, and scheduled maintenance
F. Develop safety manuals, plans, and protocols and the associated student and employee training
G. Identify and implement strategic environmental sustainability procedures and initiatives throughout the district

Goal V. Organizational Communication

Foster integrated organizational communication to consistently promote the positive impact and value of the Alamo Colleges to the community of Bexar County and the surrounding service area.

A. Develop and deploy a marketing plan for the Alamo Colleges that addresses dual credit curriculum, transfer curriculum, workforce curriculum, continuing education curriculum, and developmental education curriculum
B. Develop, measure, track, and improve communication approaches and outcomes
C. Develop and deploy an internal communication plan focusing on transparency and two-way communication

Alamo Colleges Leadership Model



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. Annual Budgets are allocated by the Presidents to activities which will produce the best results. A sample report is shown below:

Alamo Colleges Benchmarks

Executive Summary

Driver 1. Recruitment			
KPI Measure	**Benchmark**	**Alamo Colleges Performance**	**Change from Previous**
10. Participation rate in service area (Fall 2011 data)	State best (El Paso) = 5.3%	**4.4%**	⇩
11. Fall credit student headcount by college of attendance (Fall 2010-Fall 2011 change)	No benchmark	**0.4%**	⇔
12. Fall credit student headcount by college of registration (Fall 2011 data)	VLCC average = 44,054 Dallas = 70,379	**62,517**	⇔

Driver 2. Retention			
KPI Measure	**Benchmark**	**Alamo Colleges Performance**	**Change from Previous**
36. Student Engagement - Support for learners (Spring 2011)	State average = 52.3 National average = 50.0	**51.9**	⇩
37. Student Engagement - Active & collaborative learning (Spring 2011)	State average = 49.3 National average = 50.0	**50.3**	⇩
38. Student Engagement - Student effort (Spring 2011)	State average = 49.1 National average = 50.0	**50.1**	⇩
39. Student Engagement - Academic challenge (Spring 2011)	State average = 48.8 National average = 50.0	**49.8**	⇩
40. Student Engagement - Student-faculty interaction (Spring 2011)	State average = 49.2 National average = 50.0	**49.0**	⇩
56. Course completion rate (Fall 2011, based on grade distribution)*	No benchmark	**89.2%**	⇧
60. FT FTIC Fall 2010-to-Fall 2011 persistence rate	Best in Texas (Laredo CC) = 69.7% State Peer (El Paso) = 67.9% VLCC = 53.1% Statewide = 46.9%	**58.6%**	⇩
67. Productive grade rate (Fall 2011; success rate based on grade distribution)*	No benchmark	**74.0%**	⇧

Driver 3. Completion			
KPI Measure	**Benchmark**	**Alamo Colleges Performance**	**Change from Previous**
90. Number of degrees and certificates awarded (FY 2011)	VLCC best (Dallas) = 7,772 VLCC average = 4,305	**5,509**	⇩
94. FT 3-year graduation rate by FTIC 2008 cohort*	VLCC best (Houston and South Texas) = 16.5% VLCC average = 10.0% State average = 12.4%	**6.8%**	⇩
95. FT 4-year graduation rate by FTIC 2007 cohort*	VLCC best (South Texas) = 19.6% VLCC average = 13.3% State average = 15.3%	**10.4%**	⇩
100. % of Fall FTIC students who transferred to a senior institution (FY 2011)	State Peer (Collin) = 30.5% VLCC = 24.3% Statewide = 27.8%	**19.9%**	⇧

Driver 4. Clusters			
KPI Measure	**Benchmark**	**Alamo Colleges Performance**	**Change from Previous**
115. % of technical students employed within six months of graduation (FY 2010)	VLCC best (El Centor- DCCD) = 85.7% VLCC average = 75.4% State average = 77.0%	**75.3%**	⇩

Other (Operations)			
KPI Measure	**Benchmark**	**Alamo Colleges Performance**	**Change from Previous**
132. Average class size (Fall 2011)	VLCC Range = 15 - 25	**23.7**	⇩

Integrated Planning

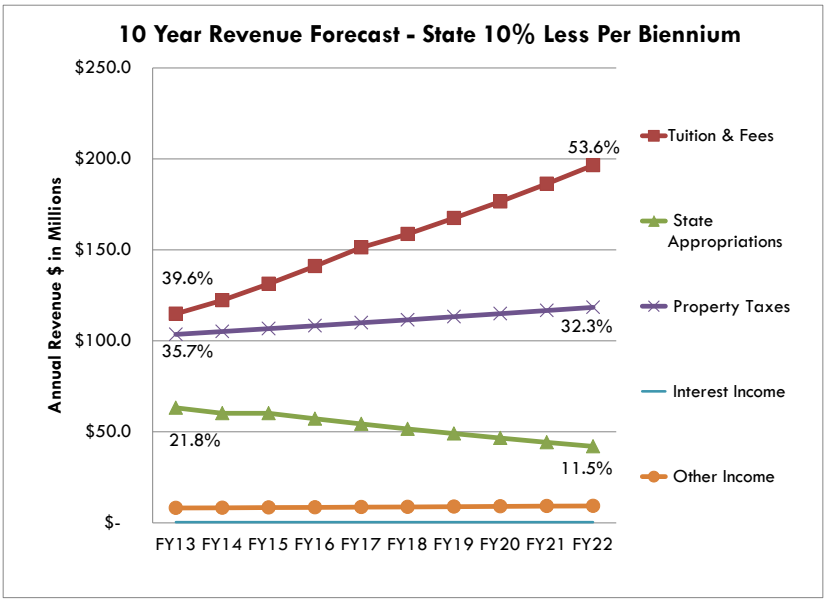
Integrated denotes that no part of the planning process takes place in isolation from the other parts. The integrated planning process depicts an organization's complete planning and control system. The three components of the integrated planning process are the strategic plan, the action plans, and 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 operational planning with a systematic results management process where performance outputs and outcomes are evaluated, controlled, and reported. 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, performance budgeting, and performance measurement are critical to ensure student success at the Alamo Colleges.

Multi-Year Planning

The Board of Trustees reviewed a multi-year planning projection, using the FY 2012-2013 budget as the baseline. Emphasizing the anticipated continuing decline in state funding, the projection mapped a ten-year plan for Alamo Colleges to maintain a 3-5% year over year enrollment growth. Tuition rate increases were built into the assumptions to the extent necessary, never exceeding 5% over the prior year. Tax revenue is assumed to grow as the assessed valuation of homes and property increases in Bexar County. However, with the approved tax rate increase effective in FY 2012-2013, no further tax rate adjustments were assumed.



Operating expenses grow as a function of revenue, while maintaining service levels and faculty staffing required to provide an excellent education for our students. Facilities and utilities will rely on energy efficiency strategies and preventive maintenance to offset the expected rising costs in utilities. Preventive Maintenance is increased over five years to a $21M per year level, more in line with national standards. Two million dollars ($2M) per year is set aside to develop and bring to scale the Alamo Colleges student success strategies.

The table below summarizes the multi-year planning strategies presented to the Board of Trustees.

Multi-Year Operating Budget: **Increase Tuition 5% per year 2015 - 17 (3% '14, '18 - '22) & FY13 Tax Rate increase**
State Appropriations Decrease 10% per Biennium

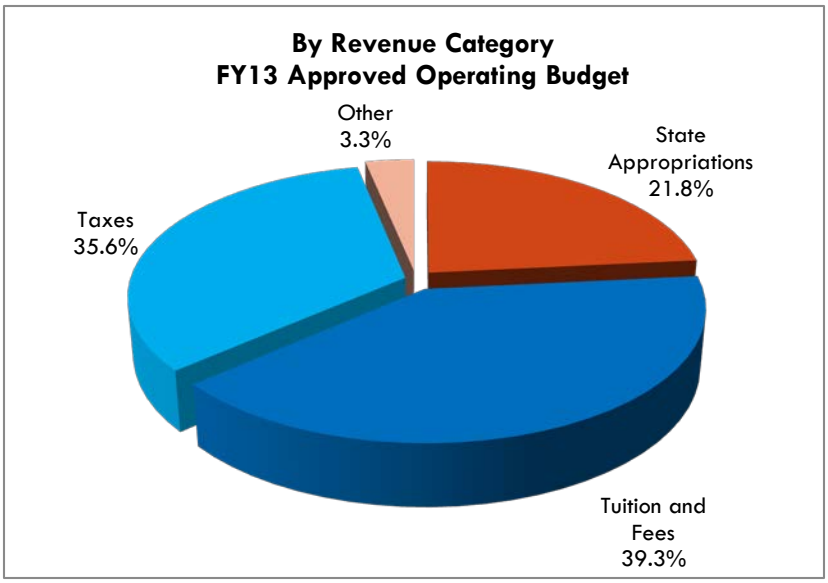
$ in Millions	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Tuition & Fees	$ 114.9	$ 122.3	$ 131.3	$ 141.0	$ 151.3	$ 158.7	$ 167.4	$ 176.6	$ 186.2	$ 196.5
State Appropriations	$ 63.2	$ 60.2	$ 60.2	$ 57.2	$ 54.3	$ 51.6	$ 49.0	$ 46.6	$ 44.3	$ 42.0
Property Taxes	$ 103.1	$ 105.1	$ 106.7	$ 108.3	$ 109.9	$ 111.6	$ 113.2	$ 114.9	$ 116.7	$ 118.4
Interest Income	$ 0.4	$ 0.4	$ 0.4	$ 0.4	$ 0.4	$ 0.4	$ 0.4	$ 0.4	$ 0.4	$ 0.4
Other Income	$ 8.1	$ 8.2	$ 8.4	$ 8.5	$ 8.6	$ 8.8	$ 8.9	$ 9.0	$ 9.2	$ 9.3
Fund Balance Transfer	$ 3.6	$ 4.6	$ 1.8	$ 0.5	$ 0.9	$ 1.8	$ 1.4	$ 0.7	$ (0.8)	$ (2.5)
TOTAL REVENUE	$ 289.8	$ 296.2	$ 306.9	$ 315.4	$ 324.6	$ 331.0	$ 339.0	$ 347.5	$ 356.7	$ 366.6
EXPENSE										
Mandatory Items - Debt Srv, Etc.	$ 16.8	$ 18.0	$ 18.5	$ 18.2	$ 18.4	$ 18.6	$ 18.8	$ 19.1	$ 19.0	$ 19.2
Benefits pushed down from state	$ 10.4	$ 10.4	$ 10.4	$ 10.4	$ 10.4	$ 10.4	$ 10.4	$ 10.4	$ 10.4	$ 10.4
Current service level	$ 221.8	$ 225.1	$ 228.5	$ 231.9	$ 238.8	$ 246.0	$ 253.3	$ 260.9	$ 268.7	$ 276.7
service level Costs of Growth	$ -	$ 6.6	$ 6.7	$ 6.8	$ 6.9	$ 7.1	$ 7.3	$ 7.6	$ 7.8	$ 8.0
Cost Efficiencies	$ (3.8)	$ (3.3)	$ (3.4)	$ (3.4)	$ -	$ -	$ -	$ -	$ -	$ -
Facilities and Utilities	$ 25.8	$ 25.8	$ 25.8	$ 25.8	$ 25.8	$ 25.8	$ 25.8	$ 25.8	$ 25.8	$ 25.8
Capital budget (incl. FY13 $3M Door Access	$ 6.5	$ 6.5	$ 7.5	$ 8.5	$ 9.0	$ 9.0	$ 9.0	$ 9.0	$ 9.0	$ 9.0
Preventive maintenance	$ 10.0	$ 13.0	$ 16.0	$ 19.0	$ 21.0	$ 21.0	$ 21.0	$ 21.0	$ 21.0	$ 21.0
Student Success Strategy Fund	$ 2.0	$ 2.0	$ 2.0	$ 2.0	$ 2.0	$ 2.0	$ 2.0	$ 2.0	$ 2.0	$ 2.0
TOTAL OPERATING EXPENSES	$ 293.3	$ 300.8	$ 308.7	$ 315.9	$ 325.5	$ 332.8	$ 340.3	$ 348.2	$ 355.9	$ 364.1
NET OPERATING INCOME/(LOSS)	**$ (3.6)**	**$ (4.6)**	**$ (1.8)**	**$ (0.5)**	**$ (0.9)**	**$ (1.8)**	**$ (1.4)**	**$ (0.7)**	**$ 0.8**	**$ 2.5**
KEY DRIVERS:										
Enrollment Growth	5%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Gen. Tuition Incr eff Fall	3%	3%	5%	5%	5%	3%	3%	3%	3%	3%
In-District Tuition for 12 credit hours	831	856	899	944	991	1,021	1,051	1,083	1,115	1,149
Tax Base Valuation	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Tax Rate increase	Only tax rate increase effective in FY13									
State Approp. Loss	-4.2%	-4.8%	0.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%	-5.0%
Facilities Condition Index (FCI); target 10%	7.0%	8.7%	9.9%	12.5%	13.2%	N/A	N/A	N/A	N/A	N/A
Projected Fall Enrollment:										
Dual Credit	10,433	10,746	11,068	11,400	11,742	12,095	12,458	12,831	13,216	13,613
On-Campus (Non-Exempt & Other Exempt)	56,365	58,056	59,798	61,592	63,439	65,342	67,303	69,322	71,401	73,544
Total Fall Enrollment	66,798	68,802	70,866	72,992	75,182	77,437	79,760	82,153	84,618	87,156
FTSE	37,680	38,810	39,975	41,174	42,409	43,681	44,992	46,342	47,732	49,164

FINANCIAL INFORMATION

Revenue Summary

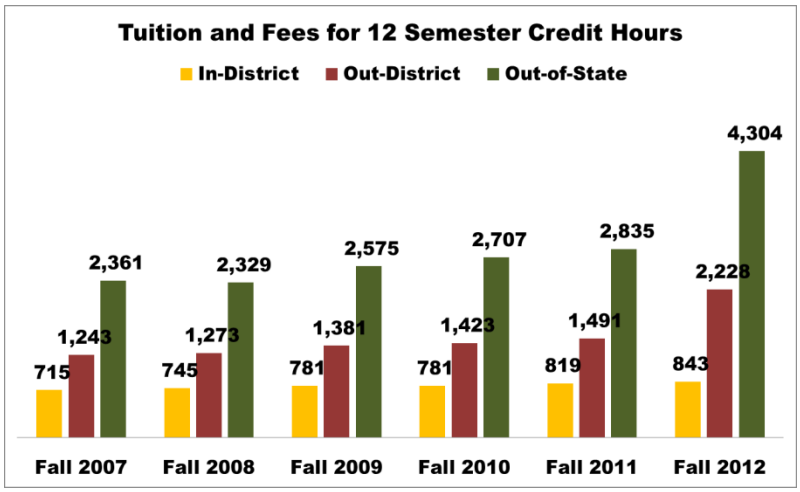
Operating revenues to Alamo Colleges are from three main sources—tuition and fees, ad valorem taxes, and state appropriations. Detailed revenue information by type is contained in the Supplemental Information for the FY 2012-2013 Annual Budget. The FY 2012-2013 Annual Budget is based on the following revenue assumptions:

- A 3% increase in tuition was adopted for instructional costs to support enrollment growth in FY 2012-2013. Increases in fees and special program tuition were also adopted to cover the rising costs of high-cost programs.
- A slightly less than 8/10th of a cent increase in the property tax rate for maintenance and operations was approved.
- Reduced levels of state funding, primarily in state-paid employee benefits. An additional $10.4 million was absorbed for the impact of this reduction and included in the FY 2012-2013 expense budget.



Tuition and Fees

These funds may be used for any legal classification of expenses. Tuition is an amount paid per semester hour and 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 (building use, student services, etc.) or course specific.



The Board approved a 3% tuition increase for all residency classifications to support the projected 5% enrollment growth in FY2012-2013. For the fall semester 2012, per-semester special program tuition was approved for 30 existing programs. Tuition for certain high cost programs was increased to recover rising costs in Aviation Technology, Construction Technology, Welding, and Radiography. This increased tuition better aligns program revenues with costs related to required specialized equipment, labs, and/or class size limitations. Continuing from spring semester 2012, out-of-district state tuition rates remain three times the in-district rate, while out-of-state tuition rates remain six times the in-district rate. These students do not live in Bexar County, so this policy reflects the additional tuition required to offset lack of property tax revenues.

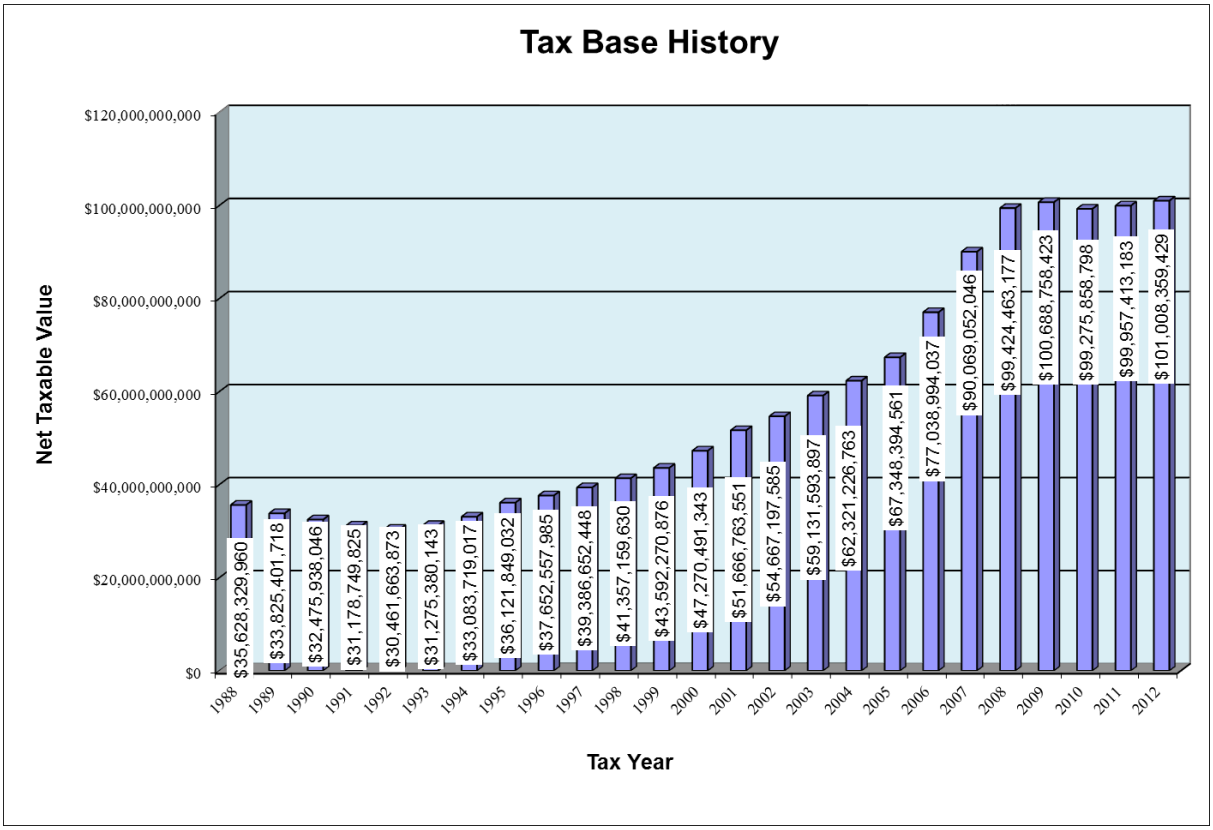
The assumption on enrollment is an increase of 3,157 students (5%), with an average class size of 25 students.

The Alamo Colleges remains very affordable at $831 for in-district students taking 12 semester credit hours in comparison to other local institutions of higher education. At the University of Texas at San Antonio, in-district students taking 12 semester credit hours in fall 2012 should expect to pay a total of $3,695 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 2012 totals $12,093.

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.

For this budget year, the board approved an increase in the property tax rate of slightly less than 8/10th of one cent. Taxable property values for the 2012 tax year had an increase of 1.3%. 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 tax collection rates increased to 98.2% in FY12 from the previous 98.1% in FY11. 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 $103.1 million from ad valorem taxes is included in the FY 2012-2013 budget, and restricted revenue of $44.1 million is for debt service on general obligation bonds and maintenance tax notes.



State Appropriations

These funds are allocated on a biennium basis and may not be used for construction of facilities or for repairs and renovations for those 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.

Currently, 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 (29 disciplines). In the biennium funding period (FY 2012 and 2013), the revenues cover less than half (49%) of the instructional costs as compared to 69% in the last biennium (FY 2010 and 2011). The Alamo Colleges' FY 2012-2013 budget includes $63 million in state appropriation revenue. The most significant decrease in state funding was for state paid employee benefits, including group health insurance and retirement, creating a $10.4 million budget pressure.

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 $163.9 million of these funds are reflected in the FY 2012-2013 All Funds Budget Report, a decrease of $100.7 million primarily from decrease in scholarships and building. Debt proceeds are included in the revenues section of the budget; however, for recorded as a liability in the financial statements. As these funds are non-discretionary and unpredictable as to amount, comparative data is presented as information only.

Revenues	FY 2011-2012	FY 2012-2013	Change
Instruction & General	$41,458,723	$39,033,871	($2,424,852)
Scholarships and Fellowships	119,385,523	80,763,785	(38,621,738)
Capital Outlay	1,609,024		(1,609,024)
Building	60,000,000		(60,000,000)
Debt Services	42,178,612	44,125,548	1,946,936
Total	$264,631,882	$163,923,204	($100,708,678)

FY 2012-2013 All Funds Budget Report

ALAMO COLLEGES
FY 2012 - 2013 ALL FUNDS BUDGET REPORT

	Budget 2012 - 2013		
	Unrestricted	Restricted	Total
REVENUES			
Instruction and General	284,124,189	39,033,871	323,158,060
Public Service	60,000		60,000
Scholarships and Fellowships		80,763,785	80,763,785
Auxiliary Enterprises	4,441,200		4,441,200
Student Activity Fee	1,140,268		1,140,268
Other (Use of Fund Balance)			
Subtotal Current Funds	289,765,657	119,797,656	409,563,313
Capital Outlay			
Renewals & Replacements			
Building			
Furniture & Equipment			
Debt Services		44,125,548	44,125,548
Subtotal Plant Funds	-	44,125,548	44,125,548
TOTAL REVENUES	**289,765,657**	**163,923,204**	**453,688,861**
BEGINNING FUND BALANCES			
Instruction and General	62,321,624	1,074,830	63,396,454
Public Service	-	-	
Scholarships and Fellowships	-	4,223,246	4,223,246
Auxiliary Enterprises	5,897,271	-	5,897,271
Student Activity Fee	830,642	-	830,642
Other (Use of Fund Balance)			
Subtotal Current Funds	69,049,537	5,298,076	74,347,613
Capital Outlay		16,585,293	16,585,293
Renewals & Replacements		-	-
Building		57,014,030	57,014,030
Furniture & Equipment		2,830,209	2,830,209
Debt Services		6,041,389	6,041,389
Subtotal Plant Funds	-	82,470,921	82,470,921
TOTAL BEGINNING FUND BALANCES	**69,049,537**	**87,768,997**	**156,818,534**
TOTAL AVAILABLE			
Instruction and General	346,445,813	40,108,701	386,554,514
Public Service	60,000	-	60,000
Scholarships and Fellowships	-	84,987,031	84,987,031
Auxiliary Enterprises	10,338,471	-	10,338,471
Student Activity Fee	1,970,910	-	1,970,910
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	358,815,194	125,095,732	483,910,926
Capital Outlay	-	16,585,293	16,585,293
Renewals & Replacements	-	-	-
Building	-	57,014,030	57,014,030
Furniture & Equipment	-	2,830,209	2,830,209
Debt Services	-	50,166,937	50,166,937
Subtotal Plant Funds	-	126,596,469	126,596,469
TOTAL AVAILABLE	**358,815,194**	**251,692,201**	**610,507,395**

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, grants, construction, scholarships, & gifts funds)

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

ALAMO COLLEGES

FY 2012 - 2013 ALL FUNDS BUDGET REPORT

	Budget 2012 - 2013		
	Unrestricted	Restricted	Total
EXPENDITURES			
Instruction and General	275,409,270	39,033,871	314,443,141
Public Service	60,000		60,000
Scholarships and Fellowships		85,363,785	85,363,785
Auxiliary Enterprises	4,441,200		4,441,200
Student Activity Fee	1,140,268		1,140,268
Other (Use of Fund Balance)			-
Subtotal Current Funds	281,050,738	124,397,656	405,448,394
Capital Outlay		16,585,293	16,585,293
Renewals & Replacements			-
Building		57,014,030	57,014,030
Furniture & Equipment		2,830,209	2,830,209
Debt Services		49,270,462	49,270,462
Subtotal Plant Funds	-	125,699,994	125,699,994
TOTAL EXPENDITURES	**281,050,738**	**250,097,650**	**531,148,388**
TRANSFERS (IN) OUT			
Instruction and General			-
Public Service			
Scholarships and Fellowships	4,600,000	(4,600,000)	-
Auxiliary Enterprises			
Student Activity Fee			
Other (Use of Fund Balance)			
Subtotal Current Funds	4,600,000	(4,600,000)	-
Capital Outlay			
Renewals & Replacements			
Building			
Furniture & Equipment			-
Debt Services	7,688,861	(7,688,861)	-
Subtotal Plant Funds	7,688,861	(7,688,861)	-
NET TRANSFERS	**12,288,861**	**(12,288,861)**	**-**
TOTAL BUDGET	**293,339,599**	**237,808,789**	**531,148,388**
ENDING FUND BALANCES			
Instruction and General	71,036,543	1,074,830	72,111,373
Public Service	-	-	-
Scholarships and Fellowships	(4,600,000)	4,223,246	(376,754)
Auxiliary Enterprises	5,897,271	-	5,897,271
Student Activity Fee	830,642	-	830,642
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	73,164,456	5,298,076	78,462,532
Capital Outlay	-	-	
Renewals & Replacements	-	-	
Building	-	-	
Furniture & Equipment	-	-	
Debt Services	(7,688,861)	8,585,336	896,475
Subtotal Plant Funds	(7,688,861)	8,585,336	896,475
TOTAL ENDING FUND BALANCES	**65,475,595**	**13,883,412**	**79,359,007**
TOTAL EXP, TRANSF & BAL	**358,815,194**	**251,692,201**	**610,507,395**
TOTAL EXP, TRANSF & BAL = TOTAL EXPENDITURES + NET TRANSFERS + TOTAL ENDING BALANCES			
Change in Fund Balance	(3,573,942)	(73,885,585)	(77,459,527)

Operating Budget Overview

In Millions

REVENUES	
Revenue before Tuition increase	$278.9
3% General Tuition increase (Fall)	$3.2
FY13 Baseline Projection	**$282.1**
FY13 Proposed Actions:	
8/10th of a cent Tax increase	$7.4
FY13 Strategic Initiatives	$0.3
Revenue Strategies	$7.7
FY13 Revenue Projection	**$289.8**

EXPENSES	
FY13 Baseline Projection	**$282.1**
FY13 Proposed Actions:	
Student Success Innovation Fund	$2.0
Emerg. Mgmt Plan: Door Access Control	$3.0
Preventive Maintenance Increase	$3.0
DPS Vehicle Replacement Program	$0.2
Previously approved Faculty Salary Adj	$1.6
Staff/Admin. Salary Increase (2%)	$1.6
FY13 Strategic Initiatives	($3.3)
Benefits Increases	$1.2
Incr Debt Service on $15M MTN parking garage	$0.5
Incr Professional Development / Training (HR)	$0.3
Leadership Hiring Search Firms	$0.2
Contract Services: Phase 3 Support Staff Job Desc/Comp	$0.2
Savings via GCA productivity (housekeeping & grounds)	($1.0)
Add 6 FTE to IT & IRES to support reporting & systems	$0.5
New Technologies, Licensing and infrastructure upgrades	$1.0
Contract Services: Banner functionality turn-up & reporting	$0.4
Other	($0.1)
Expense Actions	$11.3
FY13 Expense Projection	**$293.3**

FUND BALANCE	($3.6)

Three Year Comparison – Annual Operating Budget

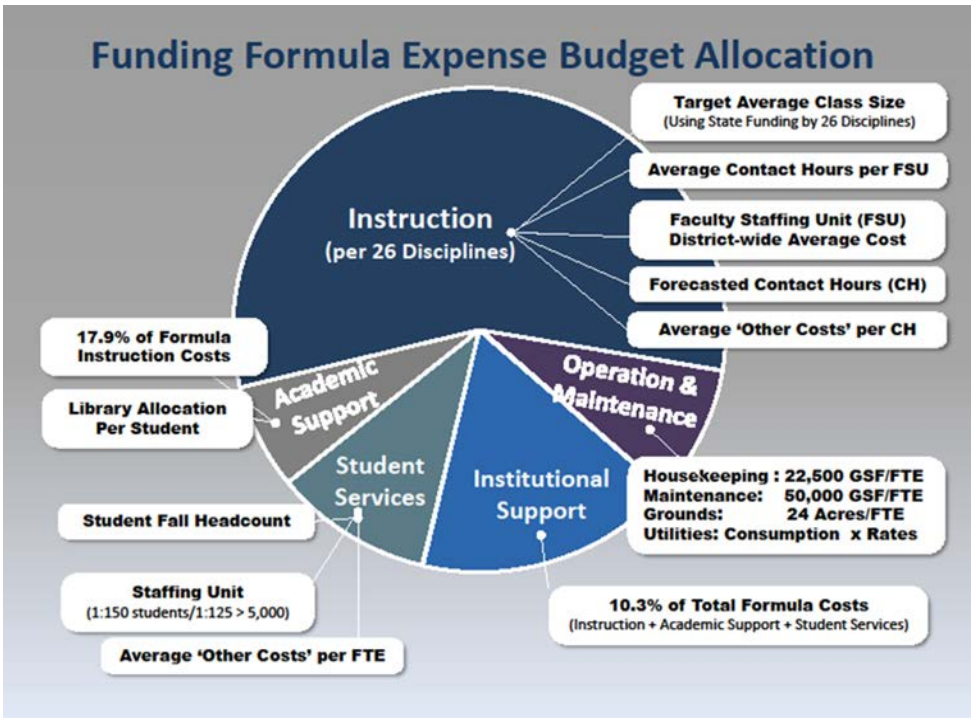
ALAMO COLLEGES

Three Year General Operating Budget Comparison: FY11, FY12, & FY13

DESCRIPTION	FY11 APPROVED	FY12 APPROVED	FY13 APPROVED	INC/(DEC) FY13 vs. FY12
REVENUES				
STATE APPROPRIATIONS	$67,126,343	$66,015,450	$63,236,943	($2,778,507)
State Appropriation for NLC New Campus Funding	$271,302			$0
TUITION AND FEES:				
Tuition	$102,047,857	$101,393,988	$99,508,899	($1,885,090)
Pledged Tuition	$20,605,698	$21,656,165	$24,627,908	$2,971,743
Exemptions	($13,998,514)	($13,197,343)	($15,829,878)	($2,632,535)
Fees	$2,428,302	$3,452,088	$5,441,657	$1,989,569
TAXES	$92,364,000	$93,290,881	$103,117,155	$9,826,274
CONTRACTS & INDIRECT COSTS	$615,000	$615,000	$615,000	$0
ENDOWMENT INCOME				$0
INVESTMENT INTEREST INCOME	$809,583	$400,000	$400,000	$0
OTHER INCOME	$3,288,789	$4,019,654	$4,206,774	$187,120
TOTAL EDUCATIONAL & GENERAL REVENUE	$275,558,360	$277,645,883	$285,324,457	$7,678,574
AUXILIARY ENTERPRISES	$4,030,640	$4,182,500	$4,441,200	$258,700
TOTAL GENERAL OPERATING REVENUES	**$279,589,000**	**$281,828,383**	**$289,765,657**	**$7,937,274**
FUND BALANCE COMMITMENTS:				
NLC Funding from Cumulative Set Aside				$0
Fund Balance Designation for Scholarships				$0
General Operations	$5,000,000		$3,573,942	$3,573,942
TOTAL FUNDS AVAILABLE	**$284,589,000**	**$281,828,383**	**$293,339,599**	**$11,511,216**
EXPENDITURES				
EDUCATIONAL AND GENERAL:				
INSTRUCTION	$120,158,949	$116,734,826	$118,481,709	$1,746,883
PUBLIC SERVICE	$201,531	$350,321	$294,521	($55,800)
ACADEMIC SUPPORT	$26,955,284	$22,447,930	$22,789,331	$341,401
STUDENT SERVICES	$25,085,765	$27,381,562	$29,028,545	$1,646,983
INSTITUTIONAL SUPPORT	$58,377,236	$60,370,897	$68,184,545	$7,813,648
OPERATION AND MAINTENANCE OF PLANT	$34,361,026	$36,552,019	$36,614,608	$62,589
SCHOLARSHIPS/EXEMPTIONS	$859,658	$992,383	$757,003	($235,380)
TOTAL EDUCATIONAL and GENERAL EXPENDITURES	$265,999,449	$264,829,938	$276,150,262	$11,320,324
AUXILIARY ENTERPRISE EXPENDITURES	$2,223,096	$2,139,082	$1,549,476	($589,606)
MANDATORY TRANSFERS FOR:				$0
TEXAS PUBLIC EDUC GRANTS	$4,650,642	$4,600,000	$4,600,000	$0
REVENUE BOND DEBT SERVICE	$6,664,813	$6,908,363	$7,688,861	$780,498
TEES/ENERGY CONSERVATION	$500,000			$0
CAPITAL BUDGET	$4,500,000	$3,300,000	$3,300,000	$0
NON-MANDATORY TRANSFERS FOR:				$0
MASTER PLAN: CONTRIBUTION FROM FUND BALANCE				$0
MAINTENANCE TAX NOTES: DEFERRED MAINTENANCE				$0
NATATORIUM MAJOR REPAIR FUND	$51,000	$51,000	$51,000	$0
TOTAL UNRESTRICTED CURRENT FUND	**$284,589,000**	**$281,828,383**	**$293,339,599**	**$11,511,216**

Expense Budget

The total all funds expense budget approved by the Board of Trustees is $531.1 million, comprised of $293.3 million in operating expense and $237.8 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. 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.



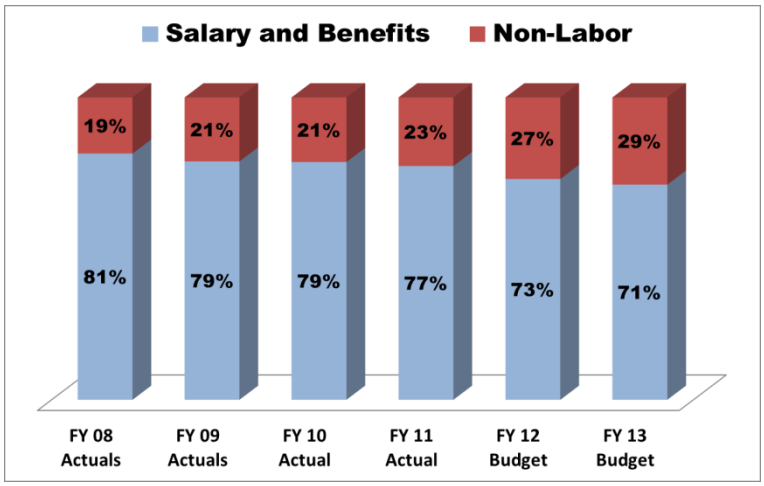
Based on the workload budget allocation model, each of the five colleges was given a single budget allocation for FY 2012-2013 (Step One). In the second step of the process, each college President distributes the allocated budget to: (a) funded employee positions and (b) departmental operational expense accounts, based on the strategic initiatives and priorities at that location. The district office budget is built using a combination of workload driven and base budget techniques and is discussed later in this section.

The approved $293.3 million in expense budget was allocated in step one of the process as follows:

Step 1. Allocate Expense Budget (in millions)					
SAC	**SPC**	**PAC**	**NVC**	**NLC**	**Total Colleges**
$66.1	$38.6	$24.7	$39.1	$17.3	$185.7
District Facilities and Support Operations					
Facilities (includes preventitive maint)	Utilities	Support Operations	Mandatory, contractual and transfers	Chan/VC Offices	Total District
$26.7	$9.0	$43.6	$25.1	$3.2	$107.6
				Total Budget	**$293.3**

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 FY08, salaries, wages and benefits as a percent of total expense without transfers has declined from 81% to 71.5% of the FY 2012-2013 operating budget, with the inclusion of benefits paid by the state.



The Board of Trustees took several actions aimed to improve and increase compensation effective the beginning of FY 2012-2013. It is important to note that the following three actions were self-funded as a result of the cost initiative strategies and efficiencies built into the operating budget: (1) A new faculty salary plan for full-time faculty beginning in FY13, including a new summer pay model to be implemented for summer 2013 that will compensate full-time faculty at rates equal to 130% of the current adjunct faculty rates for up to 12 workload units per summer and 3 additional workload units at 100% of the adjunct faculty rate; (2) A 2% salary increase, effective September 1, 2012 for full-time regular staff and administrators; and (3) Implementation of the Werling Associates' Administrator Compensation Study, with an annual salary increase to identified administrators' salary effective September 1, 2012.

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 2012-2013 target: 72% for Alamo Colleges, based on individual College targets of 79% each and 57% 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 2013 Staffing Management Plan (SMP)

	SAC	SPC	PAC	NVC	NLC	DISTRICT	TOTAL
FY 2013 APPROVED							
FTE Salaries	31,342,752	18,219,006	11,785,470	14,710,898	7,453,628	33,933,085	117,444,839
Other Salaries and Wages	12,853,303	7,117,582	4,136,657	11,087,888	3,300,500	1,752,136	40,248,066
Fringe Benefits	7,867,129	4,537,335	2,872,457	4,436,570	1,897,956	10,328,470	31,939,917
Total Personnel & Benefits	**52,063,184**	**29,873,923**	**18,794,584**	**30,235,356**	**12,652,084**	**46,013,691**	**189,632,822**
Operating Expenses	14,056,319	8,681,892	5,899,376	8,821,713	4,634,921	49,272,695	91,366,916
Sub-Total	**66,119,503**	**38,555,815**	**24,693,960**	**39,057,069**	**17,287,005**	**95,286,386**	**280,999,738**
Transfers	-	-	-	-	-	12,339,861	12,339,861
TOTAL EXPENSE	**66,119,503**	**38,555,815**	**24,693,960**	**39,057,069**	**17,287,005**	**107,626,247**	**293,339,599**
State Paid Benefits	2,800,200	1,661,642	1,079,941	1,356,414	679,822	2,821,982	10,400,000
TOTAL EXPENSE W/ STATE PAID BENEFITS	**68,919,703**	**40,217,457**	**25,773,901**	**40,413,483**	**17,966,827**	**110,448,229**	**303,739,599**
Additional Adjustments Items:							
Reclass agency/construction labor						3,918,354	3,918,354
Door Access / increase in Prev. Maintenance						(6,000,000)	(6,000,000)
SMP % Labor Calculation							
Total Labor Costs [1]	54,863,384	31,535,565	19,874,525	31,591,770	13,331,906	52,754,027	203,951,176
Total Expense excluding Transfers [2]	68,919,703	40,217,457	25,773,901	40,413,483	17,966,827	92,108,368	285,399,738

% of Labor to Total Expense	79.6%	78.4%	77.1%	78.2%	74.2%	57.3%	71.5%
Target under SMP	79.0%	79.0%	79.0%	79.0%	79.0%	57.2%	72.0%
Variance from Target	-0.6%	0.6%	1.9%	0.8%	4.8%	-0.1%	0.5%

[1] Total Labor Costs include $10.4M in State Paid Benefits and the reclassification of $3.9M for Construction Agency costs

[2] Total Expense excluding Transfers and $6M in one-time items (Door Access, Preventive Maintenance increase)

NOTE: FTE is defined as Full-Time Employee in this table
Capital budget $3,300,000 included in Operating Expenses

Operating Expenses

Operating expenses are all expenses other than salaries, wages and benefits. This budget year, operating expenses increased $12 million from FY 2011-2012, primarily due to: (1) $2 million in student success innovation fund to bring to scale successful strategies for student success; (2) $3 million door access controls for emergency management to provide additional safety and security for students and employees; (3) $3 million increase in preventive maintenance to bring annual funding from $7 million to $10 million and (4) $4 million in other increases for debt service, contracted services, professional development, technology upgrades/licensing, etc.

Budget Summary Comparison by Account Type

BUDGET SUMMARY COMPARISON BY ACCOUNT TYPE

FY 2012 Approved vs. FY 2013 Approved

	SAC	SPC	PAC	NVC	NLC	DISTRICT	TOTAL
FY 2013 APPROVED							
FTE Salaries	31,342,752	18,219,006	11,785,470	14,710,898	7,453,628	33,933,085	117,444,839
Other Salaries and Wages	12,853,303	7,117,582	4,136,657	11,087,888	3,300,500	1,752,136	40,248,066
Fringe Benefits	7,867,129	4,537,335	2,872,457	4,436,570	1,897,956	10,328,470	31,939,917
Total Personnel & Benefits	**52,063,184**	**29,873,923**	**18,794,584**	**30,235,356**	**12,652,084**	**46,013,691**	**189,632,822**
Operating Expenses	14,056,319	8,681,892	5,899,376	8,821,713	4,634,921	46,272,695	88,366,916
Sub-Total	**66,119,503**	**38,555,815**	**24,693,960**	**39,057,069**	**17,287,005**	**92,286,386**	**277,999,738**
Transfers	-	-	-	-	-	15,339,861	15,339,861
	66,119,503	**38,555,815**	**24,693,960**	**39,057,069**	**17,287,005**	**107,626,247**	**293,339,599**
FY 2012 APPROVED							
FTE Salaries	32,250,462	17,027,122	12,651,723	13,654,725	6,825,361	31,995,260	114,404,653
Other Salaries and Wages *	14,662,492	10,121,847	4,423,603	11,863,388	4,574,704	3,275,908	48,921,943
Fringe Benefits	7,298,681	4,212,424	3,070,670	3,921,070	1,583,938	10,600,461	30,687,244
Total Personnel & Benefits	**54,211,635**	**31,361,393**	**20,145,996**	**29,439,183**	**12,984,003**	**45,871,629**	**194,013,840**
Operating Expenses	10,976,316	7,286,488	4,936,678	9,222,327	2,904,536	40,928,836	76,255,180
Sub-Total	**65,187,951**	**38,647,881**	**25,082,674**	**38,661,510**	**15,888,539**	**86,800,465**	**270,269,020**
Transfers	-	-	-	-	-	11,559,363	11,559,363
	65,187,951	**38,647,881**	**25,082,674**	**38,661,510**	**15,888,539**	**98,359,828**	**281,828,383**
VARIANCE							
FTE Salaries	(907,710)	1,191,884	(866,253)	1,056,173	628,267	1,937,825	3,040,186
Other Salaries and Wages	(1,809,189)	(3,004,265)	(286,946)	(775,500)	(1,274,204)	(1,523,772)	(8,673,877)
Fringe Benefits	568,448	324,911	(198,213)	515,500	314,018	(271,991)	1,252,673
Total Personnel & Benefits	**(2,148,451)**	**(1,487,470)**	**(1,351,412)**	**796,173**	**(331,919)**	**142,062**	**(4,381,018)**
Operating Expenses	3,080,003	1,395,404	962,698	(400,614)	1,730,385	5,343,859	12,111,736
Sub-Total	**931,552**	**(92,066)**	**(388,714)**	**395,559**	**1,398,466**	**5,485,921**	**7,730,718**
Transfers	-	-	-	-	-	3,780,498	3,780,498
	931,552	**(92,066)**	**(388,714)**	**395,559**	**1,398,466**	**9,266,419**	**11,511,216**

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

Capital budgets (FY12 - $3,300,000 and FY13 - $3,300,000) included in Operating Expenses

* The 25% of employees approved to backfill retirees was included in Other Salaries, not FTE employees in FY12

Budget Summary Comparison by Functional Category

ALAMO COMMUNITY COLLEGE DISTRICT

TWO YEAR BUDGET COMPARISON BY FUNCTIONAL CATEGORY

FUNCTIONAL CATEGORY	SAC	SPC	PAC	NVC	NLC	DIST	TOTAL	%
FY 2013 APPROVED								
Instruction	44,483,232	25,247,703	14,165,297	23,604,409	10,645,972	335,096	118,481,709	40.39%
Academic Support	5,574,624	4,396,397	2,918,213	7,181,317	2,718,780		22,789,331	7.77%
Student Services	8,350,451	4,064,712	3,191,912	4,785,978	1,869,118	6,766,374	29,028,545	9.90%
Institutional Support	5,987,274	3,514,467	2,991,787	2,842,325	1,873,135	50,975,557	68,184,545	23.24%
Operation & Maint of Plant	73,414	8,792				36,532,402	36,614,608	12.48%
Public Service	143,167	151,354					294,521	0.10%
Scholarships	310,641	83,349	75,254	53,040		234,719	757,003	0.26%
Auxiliary	6,700	159,041	941,497			442,238	1,549,476	0.53%
Transfers	1,190,000	930,000	410,000	590,000	180,000	12,339,861	15,639,861	5.33%
TOTAL	**66,119,503**	**38,555,815**	**24,693,960**	**39,057,069**	**17,287,005**	**107,626,247**	**293,339,599**	**100.00%**
FY 2012 APPROVED								
Instruction	42,249,047	25,618,639	14,752,705	24,424,572	9,550,485	139,377	116,734,826	41.42%
Academic Support	6,116,743	4,363,847	3,498,837	5,979,595	2,488,908	-	22,447,930	7.97%
Student Services	9,442,247	3,245,001	3,264,418	4,433,580	1,733,811	5,008,938	27,127,997	9.63%
Institutional Support	4,325,961	4,081,064	2,020,275	3,082,389	1,935,334	45,179,439	60,624,462	21.51%
Operation & Maint of Plant	621,827	16,029				35,914,163	36,552,019	12.97%
Public Service	260,654	89,667					350,321	0.12%
Scholarships	423,430	167,412	167	151,374		250,000	992,383	0.35%
Auxiliary	558,041	136,221	1,136,272			308,548	2,139,082	0.76%
Transfers	1,190,000	930,000	410,000	590,000	180,000	11,559,363	14,859,363	5.27%
TOTAL	**65,187,951**	**38,647,881**	**25,082,674**	**38,661,510**	**15,888,539**	**98,359,828**	**281,828,383**	**100.00%**
VARIANCE								
Instruction	2,234,185	(370,936)	(587,408)	(820,163)	1,095,487	195,719	1,746,883	1.50%
Academic Support	(542,119)	32,550	(580,624)	1,201,722	229,872	-	341,401	1.52%
Student Services	(1,091,796)	819,711	(72,506)	352,398	135,307	1,757,436	1,900,548	7.01%
Institutional Support	1,661,313	(566,597)	971,512	(240,064)	(62,199)	5,796,118	7,560,083	12.47%
Operation & Maint of Plant	(548,413)	(7,237)	-	-	-	618,239	62,589	0.17%
Public Service	(117,487)	61,687	-	-	-	-	(55,800)	-15.93%
Scholarships	(112,789)	(84,063)	75,087	(98,334)	-	(15,281)	(235,380)	-23.72%
Auxiliary	(551,341)	22,820	(194,775)	-	-	133,690	(589,606)	-27.56%
Transfers	-	-	-	-	-	780,498	780,498	5.25%
TOTAL	**931,552**	**(92,066)**	**(388,714)**	**395,559**	**1,398,466**	**9,266,419**	**11,511,216**	**4.08%**

Budget Summary by Salary and Other Expense

ALAMO COMMUNITY COLLEGE DISTRICT

FY 2013 Budget Summary by Functional Category

CAMPUS	FTE SALARY	OTHER SALARY	BENEFITS	OTHER EXPENSE	TOTAL BUDGET	%
San Antonio College						
Instruction	21,812,293.00	10,386,997.00	5,683,865.00	6,600,078.00	44,483,233.00	67.3%
Public Service	98,444.00		18,723.00	26,000.00	143,167.00	0.2%
Academic Support	3,060,261.00	379,227.00	639,202.00	1,495,933.00	5,574,623.00	8.4%
Student Services	3,862,861.00	1,763,173.00	999,641.00	1,724,776.00	8,350,451.00	12.6%
Institutional Support	2,508,893.00	272,991.00	518,583.00	2,686,807.00	5,987,274.00	9.1%
Operations and Maintenance		50,915.00	7,115.00	15,384.00	73,414.00	0.1%
Institutional Scholarships				310,641.00	310,641.00	0.5%
Auxiliary Enterprises				6,700.00	6,700.00	0.0%
Transfers				1,190,000.00	1,190,000.00	1.8%
Total	**31,342,752.00**	**12,853,303.00**	**7,867,129.00**	**14,056,319.00**	**66,119,503.00**	**100.0%**
St. Philip's College						
Instruction	11,453,714.00	6,314,317.00	3,136,447.00	4,343,225.00	25,247,703.00	65.5%
Public Service	64,299.00	26,092.00	15,963.00	45,000.00	151,354.00	0.4%
Academic Support	3,009,071.00	193,880.00	600,801.00	592,645.00	4,396,397.00	11.4%
Student Services	2,364,136.00	449,284.00	512,462.00	738,830.00	4,064,712.00	10.5%
Institutional Support	1,264,999.00	109,027.00	256,525.00	1,883,916.00	3,514,467.00	9.1%
Operations and Maintenance		2,000.00	292.00	6,500.00	8,792.00	0.0%
Institutional Scholarships				83,349.00	83,349.00	0.2%
Auxiliary Enterprises	62,787.00	22,982.00	14,845.00	58,427.00	159,041.00	0.4%
Transfers				930,000.00	930,000.00	2.4%
Total	**18,219,006.00**	**7,117,582.00**	**4,537,335.00**	**8,681,892.00**	**38,555,815.00**	**100.0%**
Palo Alto College						
Instruction	6,833,568.00	3,198,268.00	1,789,419.00	2,344,042.00	14,165,297.00	57.4%
Academic Support	2,093,828.00	56,856.00	406,021.00	361,508.00	2,918,213.00	11.8%
Student Services	2,006,924.00	264,074.00	420,252.00	500,662.00	3,191,912.00	12.9%
Institutional Support	851,150.00	59,087.00	170,240.00	1,911,310.00	2,991,787.00	12.1%
Institutional Scholarships				75,254.00	75,254.00	0.3%
Auxiliary Enterprises		558,372.00	86,525.00	296,600.00	941,497.00	3.8%
Transfers				410,000.00	410,000.00	1.7%
Total	**11,785,470.00**	**4,136,657.00**	**2,872,457.00**	**5,899,376.00**	**24,693,960.00**	**100.0%**
Northwest Vista College						
Instruction	7,685,038.00	9,734,458.00	2,914,058.00	3,270,855.00	23,604,409.00	60.4%
Academic Support	2,935,604.00	653,791.00	645,580.00	2,946,342.00	7,181,317.00	18.4%
Student Services	2,842,806.00	533,035.00	615,754.00	794,383.00	4,785,978.00	12.3%
Institutional Support	1,247,450.00	166,604.00	261,178.00	1,167,093.00	2,842,325.00	7.3%
Institutional Scholarships				53,040.00	53,040.00	0.1%
Transfers				590,000.00	590,000.00	1.5%
Total	**14,710,898.00**	**11,087,888.00**	**4,436,570.00**	**8,821,713.00**	**39,057,069.00**	**100.0%**
Northeast Lakeview College						
Instruction	3,783,172.80	2,845,369.00	1,134,105.00	2,883,325.00	10,645,971.80	61.6%
Academic Support	1,556,230.00	272,184.00	335,289.00	555,077.00	2,718,780.00	15.7%
Student Services	1,138,981.20	124,429.00	234,600.00	371,108.00	1,869,118.20	10.8%
Institutional Support	975,244.00	58,518.00	193,962.00	645,411.00	1,873,135.00	10.8%
Transfers				180,000.00	180,000.00	1.0%
Total	**7,453,628.00**	**3,300,500.00**	**1,897,956.00**	**4,634,921.00**	**17,287,005.00**	**100.0%**
District and District Support						
Instruction	-	173,320.00	6,517.00	155,259.00	335,096.00	0.3%
Student Services	4,193,054.00	398,782.00	815,677.00	1,358,861.00	6,766,374.00	6.3%
Institutional Support	22,390,616.91	1,206,969.00	8,166,886.00	19,211,085.00	50,975,556.91	47.4%
Operations and Maintenance	7,134,047.00	(18,145.00)	1,297,093.00	28,119,407.00	36,532,402.00	33.9%
Institutional Scholarships		(6,576.00)		241,295.00	234,719.00	0.2%
Auxiliary Enterprises	215,367.09	(2,214.00)	42,297.00	186,788.00	442,238.09	0.4%
Transfers				12,339,861.00	12,339,861.00	11.5%
Total	**33,933,085.00**	**1,752,136.00**	**10,328,470.00**	**61,612,556.00**	**107,626,247.00**	**100.0%**
Alamo Colleges						
Instruction	51,567,785.80	32,652,729.00	14,664,411.00	19,596,784.00	118,481,709.80	40.4%
Public Service	162,743.00	26,092.00	34,686.00	71,000.00	294,521.00	0.1%
Academic Support	12,654,994.00	1,555,938.00	2,626,893.00	5,951,505.00	22,789,330.00	7.8%
Student Services	16,408,762.20	3,532,777.00	3,598,386.00	5,488,620.00	29,028,545.20	9.9%
Institutional Support	29,238,352.91	1,873,196.00	9,567,374.00	27,505,622.00	68,184,544.91	23.2%
Operations and Maintenance	7,134,047.00	34,770.00	1,304,500.00	28,141,291.00	36,614,608.00	12.5%
Institutional Scholarships	-	(6,576.00)	-	763,579.00	757,003.00	0.3%
Auxiliary Enterprises	278,154.09	579,140.00	143,667.00	548,515.00	1,549,476.09	0.5%
Transfers	-		-	15,639,861.00	15,639,861.00	5.3%
TOTAL	**117,444,839.00**	**40,248,066.00**	**31,939,917.00**	**103,706,777.00**	**293,339,599.00**	**100.0%**

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

ALAMO COMMUNITY COLLEGE DISTRICT

FY 2013 Operating Expenses by Functional Category

Campus	Equipment and Capital	Non Operating Expenses	Operating Expenses	Scholarships	Transfers	Travel	Total
San Antonio College							
Instruction			6,600,078	-	-	-	6,600,078
Public Service			26,000				26,000
Academic Support			1,495,933			-	1,495,933
Student Services	-		1,724,776			-	1,724,776
Institutional Support	878,100		1,808,707			-	2,686,807
Operations and Maintenance	-		15,384				15,384
Institutional Scholarships				310,641			310,641
Auxiliary Enterprises			6,700				6,700
Transfers					1,190,000		1,190,000
Total	**878,100**	**-**	**11,677,578**	**310,641**	**1,190,000**	**-**	**14,056,319**
St. Philip's College							
Instruction	929,879	-	3,381,623	-	-	31,723	4,343,225
Public Service			45,000				45,000
Academic Support	31,050		548,805			12,790	592,645
Student Services	-		680,211			58,619	738,830
Institutional Support	-		1,847,165	1,500		35,251	1,883,916
Operations and Maintenance	-		6,500				6,500
Institutional Scholarships				83,349			83,349
Auxiliary Enterprises	16,000		42,427				58,427
Transfers					930,000		930,000
Total	**976,929**	**-**	**6,551,731**	**84,849**	**930,000**	**138,383**	**8,681,892**
Palo Alto College							
Instruction	82,012	-	2,224,617	-	-	37,413	2,344,042
Academic Support	54,300		293,912			13,296	361,508
Student Services	30,202		425,740			44,720	500,662
Institutional Support	144,761		1,742,588			23,961	1,911,310
Institutional Scholarships				75,254			75,254
Auxiliary Enterprises	390		286,010			10,200	296,600
Transfers					410,000		410,000
Total	**311,665**	**-**	**4,972,867**	**75,254**	**410,000**	**129,590**	**5,899,376**
Northwest Vista College							
Instruction	371,396	-	2,892,295	-	-	7,164	3,270,855
Academic Support	1,021,490		1,845,623			79,229	2,946,342
Student Services	52,420		715,627			26,336	794,383
Institutional Support	29,150		1,115,573	300		22,070	1,167,093
Institutional Scholarships				53,040			53,040
Transfers					590,000		590,000
Total	**1,474,456**	**-**	**6,569,118**	**53,340**	**590,000**	**134,799**	**8,821,713**
Northeast Lakeview College							
Instruction	2,000	-	2,876,325	-	-	5,000	2,883,325
Academic Support	133,500		397,477			24,100	555,077
Student Services	21,600		319,558			29,950	371,108
Institutional Support	49,700		461,059			134,652	645,411
Transfers					180,000		180,000
Total	**206,800**	**-**	**4,054,419**	**-**	**180,000**	**193,702**	**4,634,921**
District and District Support							
Instruction	-	-	117,697	-	-	37,562	155,259
Student Services	12,808		1,308,047			38,006	1,358,861
Institutional Support	984,837	2,714,959	12,037,704		3,000,000	473,585	19,211,085
Operations and Maintenance	460,785		27,596,422			62,200	28,119,407
Institutional Scholarships			1,295	240,000			241,295
Auxiliary Enterprises	11,155		175,633				186,788
Transfers					12,339,861		12,339,861
Total	**1,469,585**	**2,714,959**	**41,236,798**	**240,000**	**15,339,861**	**611,353**	**61,612,556**
Total Alamo Colleges							
Instruction	1,385,287	-	18,092,635	-	-	118,862	19,596,784
Public Service	-	-	71,000	-	-	-	71,000
Academic Support	1,240,340	-	4,581,750	-	-	129,415	5,951,505
Student Services	117,030	-	5,173,959	-	-	197,631	5,488,620
Institutional Support	2,086,548	2,714,959	19,012,796	1,800	3,000,000	689,519	27,505,622
Operations and Maintenance	460,785	-	27,618,306	-	-	62,200	28,141,291
Institutional Scholarships	-	-	1,295	762,284	-	-	763,579
Auxiliary Enterprises	27,545	-	510,770	-	-	10,200	548,515
Transfers	-	-	-	-	15,639,861	-	15,639,861
Total	**5,317,535**	**2,714,959**	**75,062,511**	**764,084**	**18,639,861**	**1,207,827**	**103,706,777**

Three Year Staffing Summary

ALAMO COMMUNITY COLLEGE DISTRICT

Three Year Staffing Summary

	Account Code	FY11 FTE	FY11 Salary	FY12 FTE	FY12 Salary	FY13 FTE	FY13 Salary
San Antonio College							
Faculty	61001	369.00	22,262,341.50	337.00	19,787,277.38	328.00	20,225,480.00
Non-Instructional Faculty	61003	37.00	2,236,376.52	32.00	1,825,957.08	19.00	1,285,199.00
Administrators	61011	10.63	1,190,988.07	10.63	1,164,743.95	9.63	1,116,532.00
Professionals	61012	81.00	4,117,186.99	96.00	4,625,385.68	83.00	4,275,257.00
Classified	61021	182.63	5,673,210.31	165.63	4,847,097.55	143.63	4,440,284.00
Total		**680.26**	**$35,480,103.39**	**641.26**	**$32,250,461.64**	**583.26**	**$31,342,752.00**
St. Philip's College							
Faculty	61001	208.40	11,221,130.59	188.50	9,654,979.08	173.00	10,103,850.00
Non-Instructional Faculty	61003	13.00	689,959.62	10.00	519,661.44	10.00	568,491.00
Administrators	61011	13.37	1,321,163.63	11.37	1,140,378.27	11.37	1,196,316.00
Professionals	61012	60.00	3,405,649.03	64.00	3,308,699.06	73.00	3,807,096.00
Classified	61021	88.37	2,745,316.56	81.37	2,403,404.62	82.37	2,543,253.00
Total		**383.14**	**$19,383,219.43**	**355.24**	**$17,027,122.47**	**349.74**	**$18,219,006.00**
Palo Alto College							
Faculty	61001	128.20	7,240,334.09	115.00	6,390,065.30	108.00	6,465,901.00
Non-Instructional Faculty	61003	4.00	228,361.68	3.00	150,552.00	3.00	152,416.00
Administrators	61011	9.00	916,709.70	9.00	916,709.70	9.00	982,604.00
Professionals	61012	62.10	2,925,086.42	63.10	3,022,169.04	55.50	2,669,557.00
Classified	61021	77.00	2,232,738.82	76.00	2,172,227.13	53.00	1,514,992.00
Total		**280.30**	**$13,543,230.71**	**266.10**	**$12,651,723.17**	**228.50**	**$11,785,470.00**
Northwest Vista College							
Faculty	61001	140.00	6,908,916.42	137.00	6,798,001.96	144.00	7,685,038.00
Non-Instructional Faculty	61003	4.00	188,704.08	4.00	197,599.50	4.00	216,294.00
Administrators	61011	9.00	925,585.92	8.00	840,712.02	7.00	803,873.00
Professionals	61012	83.00	3,741,564.61	91.00	4,102,460.11	93.00	4,290,741.00
Classified	61021	57.00	1,694,597.41	59.00	1,715,951.21	58.00	1,714,952.00
Total		**293.00**	**$13,459,368.44**	**299.00**	**$13,654,724.80**	**306.00**	**$14,710,898.00**
Northeast Lakeview College							
Faculty	61001	68.00	3,375,304.92	67.00	3,332,537.46	67.00	3,566,767.00
Administrators	61011	7.00	756,539.10	7.00	756,539.10	9.00	977,724.00
Professionals	61012	36.00	1,795,346.60	37.00	1,823,803.24	40.00	1,961,369.00
Classified	61021	29.00	875,054.06	30.00	912,481.51	32.00	947,768.00
Total		**140.00**	**$6,802,244.68**	**141.00**	**$6,825,361.31**	**148.00**	**$7,453,628.00**
District and District Support							
Faculty	61001			1.00	60,679.80	-	-
Administrators	61011	21.00	3,103,856.82	20.00	2,947,042.11	20.00	3,085,324.00
Professionals	61012	248.71	15,824,300.75	245.70	15,180,516.76	269.60	17,297,524.00
Classified	61021	509.00	15,817,361.18	460.25	13,807,021.03	428.15	13,550,237.00
		778.71	**$34,745,518.75**	**726.95**	**$31,995,259.70**	**717.75**	**$33,933,085.00**
Total Alamo Colleges							
Faculty	61001	913.60	51,008,027.52	845.50	46,023,540.98	820.00	48,047,036.00
Non-Instructional Faculty	61003	58.00	3,343,401.90	49.00	2,693,770.02	36.00	2,222,400.00
Administrators	61011	70.00	8,214,843.24	66.00	7,766,125.15	66.00	8,162,373.00
Professionals	61012	570.81	31,809,134.40	596.80	32,063,033.89	614.10	34,301,544.00
Classified	61021	943.00	29,038,278.34	872.25	25,858,183.05	797.15	24,711,486.00
Total		**2,555.41**	**$123,413,685.40**	**2,429.55**	**$114,404,653.09**	**2,333.25**	**$117,444,839.00**

Note: FY13 approved salaries include faculty and staff 2% pay increases

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 that would indicate a separate legal entity able to conduct business as a stand-alone entity. 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 direct 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. The activities not authorized to the five Colleges are administered by District operational offices, including full oversight and administration of all facilities. These activities are more economically and efficiently conducted at the district level on behalf of all the Alamo Colleges.

The FY 2012-2013 budget for District support operations were $2 million more than the FY 2011-2012 budget, caused by increased benefits; 2% salary adjustment; moving Interpreter Services from the colleges budgets to VCSS; transferring facilities CIP accounting, purchasing and records retention employees to Fiscal services to support entire district; expansion of Information Technology and IRES to enhance technology/data support for the entire district; other reallocation of 25% retiree backfills to strengthen Fiscal and HR services and establish managers over Online, Curriculum/Developmental Education and Community Partnerships; and HR investments in professional development/training, leadership hiring and contract services.

District Summary Budget

(reported in 000's)	Total FY13	Total FY12	Total inc/(decr)
District Support Operations			
Chancellor	$ 857	$ 867	$ (10)
Vice Chancellor Offices	$ 2,336	$ 2,109	$ 227
IT/Inst. Research	$ 4,762	$ 4,867	$ (105)
Fin. Aid, CSI & Student Programs	$ 5,954	$ 4,675	$ 1,279
Achieving the Dream	$ 156	$ 112	$ 44
International, CE & Workforce	$ 5,836	$ 5,818	$ 18
Legal, Ethics, Internal Audit, Inst. Research	$ 2,896	$ 2,669	$ 227
A/P, Payroll, Purchasing, Billing, Acct., Bursar, Treasury	$ 8,349	$ 7,164	$ 1,185
Human Resources	$ 5,876	$ 4,348	$ 1,527
Public Safety	$ 4,192	$ 3,995	$ 197
Utilities	$ 9,005	$ 9,991	$ (985)
Building Maintenance	$ 5,600	$ 5,889	$ (289)
Grounds Maintenance	$ 1,561	$ 1,790	$ (228)
Housekeeping	$ 6,918	$ 7,781	$ (863)
Construction and Facilities	$ 3,215	$ 3,113	$ 102
Total District Support Operations	**$ 67,512**	**$ 65,185**	**$ 2,327**
Preventitive Maintenance	$ 10,000	$ 7,000	$ 3,000
Mandatory Transfers and Contractual	$ 30,114	$ 25,129	$ 4,986
Additional: Distance Learning	$ -	$ 70	$ (70)
Additional: Benefit Allocation	$ -	$ 976	$ (976)
District Total	**$ 107,626**	**$ 98,360**	**$ 9,266**

A total of approximately $30 million is required for mandatory and contractual services. 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 items.

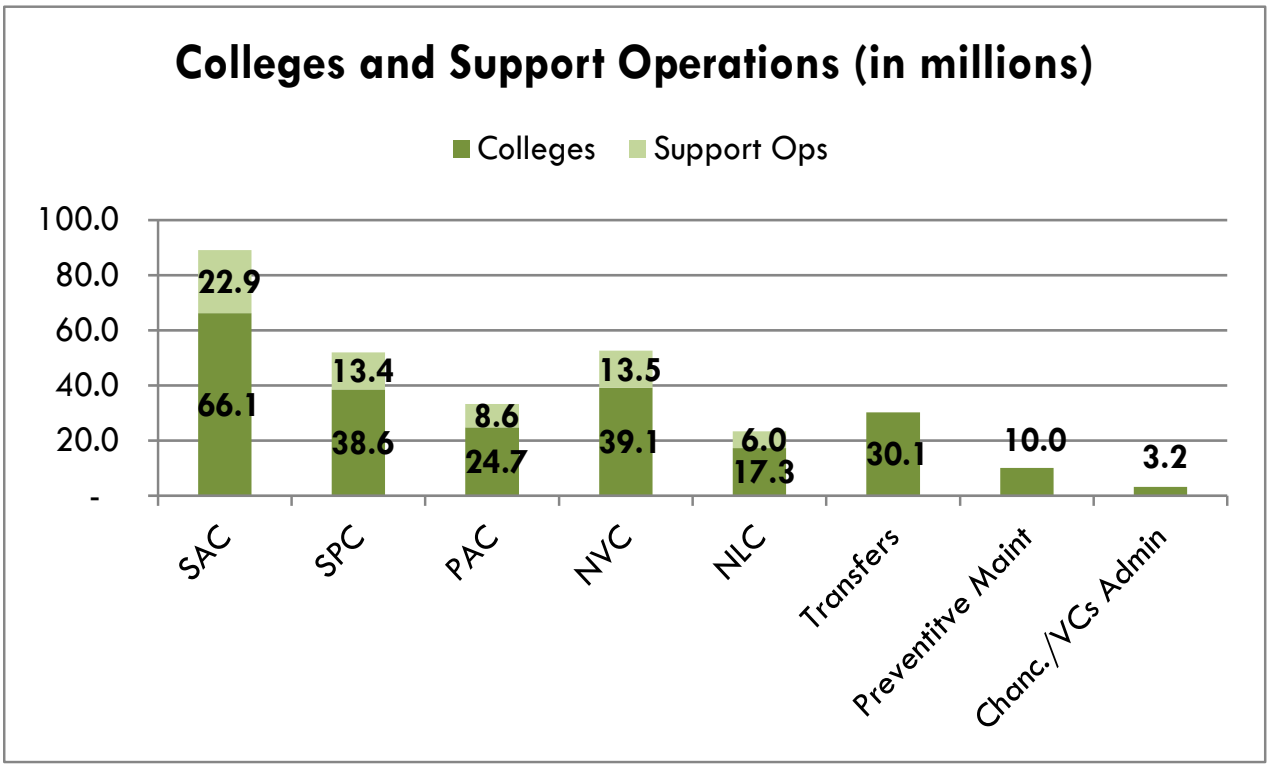
Facilities and related costs total $36.3 million, includes $3 million increase in preventive maintenance and ($2.3) million other savings. The Housekeeping, Maintenance and Grounds budgets use a workload driven model to determine the level of staff and/or outsourced staff required for these functions. 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.

Per Staff or Contractor Service		
	FY13	**FY12**
Housekeeping	22,500 SF	19,500 SF
Building Maintenance	50,000 SF	50,000 SF
Grounds	24 acres	22 acres

Type of Facility	FY13
Academic Buildings	111
Libraries	6
Admin & Support Bldgs	95
Parking Garages [1]	2
Dining Facilities	6
Athletic Facilities	9
Plant	31

[1] Includes NVC to be complete in FY13

District Vice Chancellors manage facilities and business support operations on behalf of the Colleges. Fully allocated support operations less the Chancellor and Vice Chancellors offices and debt service, preventive maintenance and TPEG is shown below:



Three Year Staffing Summary – District Only

ALAMO COMMUNITY COLLEGE DISTRICT

Three Year District Staffing Summary

	FY11 FTE	FY11 Salary	FY12 FTE	FY12 Salary	FY13 FTE	FY13 Salary
Chancellor						
61011 Administrator	3.00	603,177.00	3.00	586,724.00	3.00	617,562.00
61012 Professional	15.00	1,177,028.86	12.00	901,975.81	12.00	933,087.00
61021 Classified	8.00	351,611.34	4.00	180,106.50	4.00	192,682.00
Total	**26.00**	**$2,131,817.20**	**19.00**	**$1,668,806.31**	**19.00**	**$1,743,331.00**
VC for Academic Affairs						
61011 Administrator	2.00	317,872.80	2.00	317,872.80	2.00	325,766.00
61012 Professional	1.00	59,022.30	2.00	119,022.30	4.00	354,541.00
61021 Classified	1.00	43,028.70	1.00	43,028.70	2.00	76,299.00
Total	**4.00**	**$419,923.80**	**5.00**	**$479,923.80**	**8.00**	**$756,606.00**
VC for Finance and Administration						
61011 Administrator	7.00	949,513.27	6.00	837,602.47	6.00	859,613.00
61012 Professional	109.00	7,144,435.61	108.00	6,832,245.79	116.00	7,634,868.00
61021 Classified	422.00	12,831,986.73	381.00	11,236,817.10	347.00	10,727,372.00
Total	**538.00**	**$20,925,935.61**	**495.00**	**$18,906,665.36**	**469.00**	**$19,221,853.00**
VC for Planning Performance and Info Systems						
61011 Administrator	3.00	398,234.52	4.00	510,145.32	4.00	544,844.00
61012 Professional	58.00	3,727,299.98	59.00	3,737,331.95	68.00	4,380,966.00
61021 Classified	26.00	1,011,569.20	25.00	968,271.97	23.00	910,007.00
Total	**87.00**	**$5,137,103.70**	**88.00**	**$5,215,749.24**	**95.00**	**$5,835,817.00**
VC for Economic and Workforce Development						
61001 Faculty						
61011 Administrator	2.00	295,371.60	2.00	295,371.60	2.00	314,553.00
61012 Professional	28.71	1,649,724.28	26.70	1,526,070.19	27.60	1,566,636.00
61021 Classified	15.00	466,798.95	15.25	413,247.75	10.15	292,764.00
Total	**45.71**	**$2,411,894.83**	**43.95**	**$2,234,689.54**	**39.75**	**$2,173,953.00**
VC for Student Success						
61001 Faculty			1.00	60,679.80		-
61011 Administrator	4.00	539,687.63	3.00	399,325.92	3.00	422,986.00
61012 Professional	37.00	2,066,789.72	38.00	2,063,870.72	42.00	2,427,426.00
61021 Classified	37.00	1,112,366.26	34.00	965,549.01	42.00	1,351,113.00
Total	**78.00**	**$3,718,843.61**	**75.00**	**$3,428,745.65**	**87.00**	**$4,201,525.00**
Total District and District Support						
61001 Faculty	-	-	1.00	60,679.80	-	-
61011 Administrator	21.00	3,103,856.82	20.00	2,947,042.11	20.00	3,085,324.00
61012 Professional	248.71	15,824,300.75	245.70	15,180,516.76	269.60	17,297,524.00
61021 Classified	509.00	15,817,361.18	460.25	13,807,021.03	428.15	13,550,237.00
Total	**778.71**	**$34,745,518.75**	**726.95**	**$31,995,259.70**	**717.75**	**$33,933,085.00**

FY09 Staffing (at peak)	821.5
Decrease since FY09	(103.75)
Impact of CSI & Interpretors	(25.00)
District FTE reduction, net of Transfer	**(128.75)**

(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.

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

Capital Allocations

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

Routine Capital Expenditures. The annual allocation for resources to update or replace obsolete and worn out equipment and furniture is identified in the Capital Budget line of the operating budget. The five Colleges receive this allocation for this purpose. According to the procedure, the process for determining the annual allocation requires four 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 2012-2013 Capital Budget allocation begins with depreciation expense from the preliminary Fiscal Year 2012 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 2012-2013 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 funding available and strategic and operational priorities as identified by the Board of Trustees.

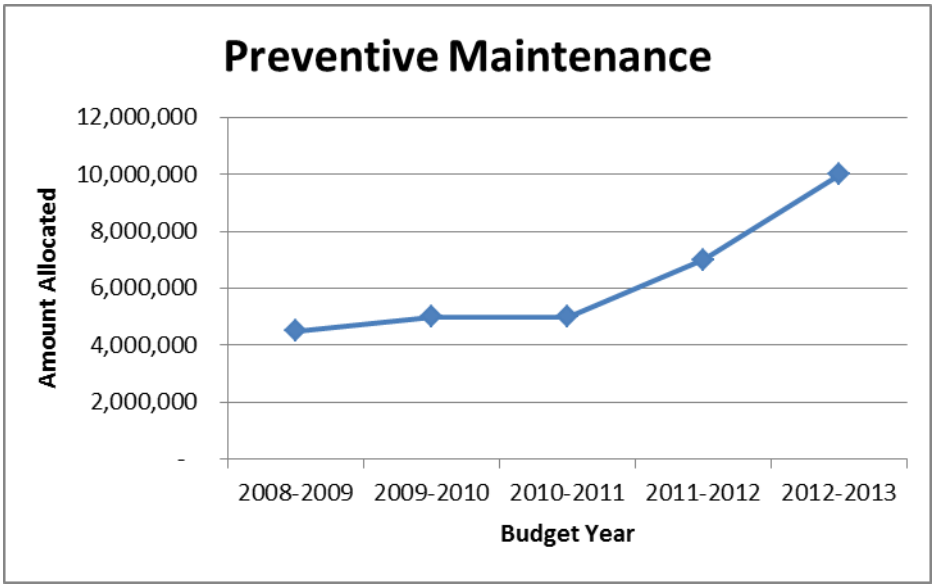
Due to funding limitations, a total of $3,300,000 was allocated for the FY 2012-2013 Capital Budget, plus an additional $3 million for installment of emergency door access control. Based on the procedure to identify the estimated amount needed for this item, this allocation represents 36.3% funded for routine capital expenditures.

Step 1	Depreciation Exp for Equipment @ Colleges for Fiscal Year 2011	$	2,985,746
Step 2	Non-capitalized need (@ $0.25 / Contact Hr)	$	6,106,356
	Amount recommended by procedure	$	9,092,102
Step 3	FY 2012-2013 Budget Allocation	$	3,300,000
	% funded		36.3%

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 effective manage the maintenance tasks. In the FY 2012-2013 budget, the Board of Trustees increased annual allocations for preventive maintenance to $10 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 $7 to $36 million for Alamo Colleges). Alamo Colleges has identified $21 million dollars per year as the recommended annual amount to allocate to preventive maintenance, as seen in the Multi-year Planning strategy in years 5-10. See Preventive Maintenance Table 1 for details and pages 142-148 for additional information.

Preventive Maintenance Table 1

Proposed FY13 Preventive Maintenance Budget	
Roof & Building Envelope	$ 2,000,000
HVAC	1,050,000
Mechanical / Electric / Plumbing	550,000
Floor Care	400,000
Structural Maintenance	800,000
Elevators & Escalators	1,100,000
Fire Alarms & IT	400,000
Pavement & Grounds	1,090,000
Energy & Water Efficiency	1,650,000
Air Quality	550,000
Pest Control	59,000
PAC Natatorium	51,000
FCI Management	300,000
TOTAL	**$ 10,000,000**



Debt Service Funds

The District issues general obligation bonds to construct, renovate, acquire and equip new and existing facilities. The District also issues maintenance tax notes to purchase equipment, vehicles and renovate various facilities. The bonds and notes are direct obligations of the District payable from a continuing direct annual ad valorem tax on all real and business personal property located in the District. In May 2011, the Board of Trustees approved a debt policy, which formalizes the Board framework for the management of the District's 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.

The District is limited to a total tax rate not to exceed $0.25 per $100 taxable assessed valuation for maintenance and operations and debt service purposes per enabling legislation. The District will levy and assess, for each year that all or any of the bonds and notes remain outstanding and unpaid, a tax within the limitations prescribed by law which, when added to other funds legally available to the District for payment of outstanding tax debt obligations, is adequate to provide funds to pay the principal of and interest on the bonds and the notes. Over the past ten years, Alamo Colleges continues to manage the general obligation debt well below (14% in FY 2012) the legal debt limit, as shown in the table below.

Legal Debt Margin Information
(Amounts Expressed in Thousands)

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
2012	$ 99,957,413	153,062	5,467	147,595	27,241	120,354	14.23%	0.25000	0.09687	0.15313
2011	$ 99,275,859	152,018	5,315	146,703	27,239	119,464	14.42%	0.25000	0.09687	0.15313
2010	$ 100,688,758	159,994	4,633	155,361	27,205	128,156	14.11%	0.25000	0.09110	0.15890
2009	$ 99,424,463	157,985	3,016	154,969	31,170	123,799	17.82%	0.25000	0.09110	0.15890
2008	$ 90,069,052	144,291	3,420	140,871	31,171	109,700	19.23%	0.25000	0.08980	0.16020
2007	$ 77,038,994	121,490	2,297	119,193	29,979	89,214	22.79%	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
2005	$ 62,321,227	98,281	2,532	95,749	6,220	89,529	3.75%	0.25000	0.09230	0.15770
2004	$ 59,131,594	93,251	2,015	91,236	8,328	82,908	6.77%	0.25000	0.09230	0.15770
2003	$ 54,667,198	86,210	1,454	84,756	8,311	76,445	7.95%	0.25000	0.09230	0.15770
2002	$ 51,666,764	82,770	1,455	81,315	12,208	69,107	12.99%	0.25000	0.08980	0.16020

The District issues revenue bonds to purchase land, and to acquire, construct, improve, enlarge and equip facilities. The source or repayment on these bonds are pledged revenues including tuition, general fees, parking 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.

Type of Debt	Purpose	Final Maturity	Outstanding Debt for Current Year Budget Debt Service
General Obligation Bonds			
Limited Tax, Series 2006	To construct, renovate, acquire and equip new and existing facilities	2036	$ 41,260,000
Limited Tax Bonds, Series 2006A	To construct, renovate, acquire and equip new and existing facilities	2036	$ 48,520,000
Limited Tax Bonds, Series 2007	To construct, renovate, acquire and equip new and existing facilities	2033	$ 190,430,000
Limited Tax Bonds, Series 2007A	To construct, renovate, acquire and equip new and existing facilities	2033	$ 37,725,000
Limited Tax Bonds, Series 2012	Refund certain of the District's outstanding Limited Tax Bonds Series 2007 and 2007A.	2032	$ 74,110,000
SubTotal - General Obligation Bonds			**$ 392,045,000**
Maintenance Tax Notes			
Series 2005	To purchase equipment, vehicles and renovate various facilities	2018	$ 1,700,000
Series 2006	To purchase equipment, vehicles and renovate various facilities	2026	$ 24,470,000
Series 2007	To construct, renovate, acquire and equip new and existing facilities	2027	$ 66,500,000
Series 2011	To renovate and repair existing District facilities.	2031	$ 51,155,000
SubTotal - Maintenance Tax Notes			**$ 143,825,000**
Revenue Financing System Bonds			
Series 2012A	Refund certain of the District's outstanding Combined Fee Revenue bonds and to construct a parking facility.	2036	$ 55,800,000
Series 2012B	(Taxable issue). Refund remainder of the District's outstanding Combined Fee Revenue bonds.	2017	$ 22,295,000
SubTotal - Revenue Financing System Bonds			**$ 78,095,000**
Total Bonds			**$ 613,965,000**

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

For The Year Ended August 31	General Obligation		Revenue Bonds		Maintenance Tax Notes		Total Bonds Payable	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2013	8,625	18,286	4,410	2,742	8,495	6,673	21,530	27,700
2014	9,050	17,863	5,055	2,448	8,860	6,307	22,965	26,618
2015	9,500	17,420	4,655	2,409	9,235	5,924	23,390	25,754
2016	9,955	16,961	4,720	2,356	9,620	5,545	24,295	24,862
2017	10,490	16,428	4,780	2,288	7,245	5,190	22,515	23,906
2018-2022	60,735	73,861	25,515	9,208	39,925	20,422	126,175	103,492
2023-2027	76,830	57,756	18,660	3,386	48,425	8,992	143,915	70,134
2028-2032	96,330	38,255	6,125	1,238	12,020	1,240	114,475	40,732
2033-2037	110,530	14,191	4,175	402	0	0	114,705	14,593
TOTAL	$392,045	$271,021	$78,095	$26,477	$143,825	$60,293	$613,965	$357,791

ALAMO COLLEGES

REVENUE BONDS

RETIREMENT OF INDEBTEDNESS FUND

ACCOUNT	DESCRIPTION	2012-2013 BUDGET	2011-2012 BUDGET	2010-2011 BUDGET	2009-2010 BUDGET
	INTEREST & SINKING FUND				
Fund Code / Account Code	**REVENUES**				
11x001 / 5005 - 07	TUITION PLEDGED	$24,627,908	$20,047,102	$17,901,160	$15,929,876
11x001 / 5271x	PLEDGED TUITION *	0	21,656,165	20,165,698	17,494,881
11x001 / 56504	INVESTMENT INCOME	400,000	400,000	809,583	1,600,000
13x001 / 54105	GAME TABLES/ SPECIAL CONCESSIONS	28,200	28,200	22,600	25,298
13x001 / 54106	VENDING MACHINES	340,000	340,000	483,400	403,700
13x001 / 54115	PARKING VIOLATIONS	190,000	190,000	120,000	89,890
13x001 / 54111	PARKING PERMITS	1,287,000	1,287,000	835,000	745,330
13x001 / 54108	NET BOOKSTORE REVENUE PER CONTRACT GUARANTEE	1,200,000	1,200,000	1,200,000	1,620,000
	TOTAL PLEDGED REVENUES	**$28,073,108**	**$45,148,467**	**$41,537,441**	**$37,908,975**
	TRANSFERS				
	TRANSFER TO SINKING FUND	(7,151,588)	(6,658,363)	(6,664,814)	(6,660,181)
	TRANSFER TO GENERAL FUND	($20,921,520)	($38,490,104)	($34,872,627)	($31,248,794)
	TOTAL TRANSFERS	**(28,073,108)**	**(45,148,467)**	**(41,537,441)**	**(37,908,975)**
	NET INCREASE (DECREASE) IN FUND BALANCE	**($0)**	**$0**	**$0**	**$0**
INTEREST & SINKING FUND (ANNUAL DEBT SVC = $6,658,363)					
	REVENUES				
	TRANSFER FROM PLEDGED REVENUE FUND	$7,151,588	$6,658,363	$6,664,814	$6,660,181
	TOTAL REVENUES	**$7,151,588**	**$6,658,363**	**$6,664,814**	**$6,660,181**
	EXPENDITURES & TRANSFERS				
979001-893901-82005-9425	2012A REVENUE BONDS PRINCIPAL PAYMENT	0			
979001-893901-82005-9425	2012A REVENUE BONDS INTEREST PAYMENT	(2,521,888)			
979001-893901-79005-9405	2012B REVENUE BONDS PRINCIPAL PAYMENT	(4,410,000)			
979001-893901-79005-9405	2012B REVENUE BONDS INTEREST PAYMENT	(219,701)			
959107-893901-82005-9465	2007A REVENUE BONDS PRINCIPAL PAYMENT	0	(130,000)	(125,000)	(120,000)
959107-893901-79005-9405	2007A REVENUE BONDS INTEREST PAYMENT	0	(221,513)	(226,613)	(231,513)
959106-893901-82005-9465	2007 REVENUE BONDS PRINCIPAL PAYMENT	0	(355,000)	(345,000)	(330,000)
959106-893901-79005-9405	2007REVENUE BONDS INTEREST PAYMENT	0	(1,066,406)	(1,080,406)	(1,093,906)
959105-893901-82005-9465	2005 REVENUE BONDS PRINCIPAL PAYMENT	0	(180,000)	(170,000)	(165,000)
959105-893901-79005-9405	2005 REVENUE BONDS INTEREST PAYMENT	0	(58,988)	(65,988)	(72,688)
959104-893901-82005-9465	2004 REVENUE BONDS PRINCIPAL PAYMENT	0	(210,000)	(205,000)	(195,000)
959104-893901-79005-9405	2004 REVENUE BONDS INTEREST PAYMENT	0	(278,238)	(285,763)	(292,763)
959103-893901-82005-9465	2003 REVENUE BONDS PRINCIPAL PAYMENT	0	(1,125,000)	(1,085,000)	(1,035,000)
959103-893901-79005-9405	2003 REVENUE BONDS INTEREST PAYMENT	0	(123,888)	(168,088)	(206,606)
959102-893901-82005-9465	2001 REVENUE BONDS PRINCIPAL PAYMENT	0	(1,715,000)	(1,630,000)	(1,560,000)
959102-893901-79005-9405	2001 REVENUE BONDS INTEREST PAYMENT	0	(1,194,331)	(1,277,956)	(1,357,706)
	TOTAL EXPENDITURES & TRANSFERS	**(7,151,588)**	**(6,658,363)**	**(6,664,814)**	**(6,660,181)**
	NET INCREASE (DECREASE) IN FUND BALANCE	**$0**	**$0**	**$0**	**$0**

* For Fiscal Year 2013, the general fee is no longer charged separately but is included in the tuition revenue.

ALAMO COLLEGES

GENERAL OBLIGATION BONDS/MAINTENANCE TAX NOTES

RETIREMENT OF INDEBTEDNESS FUND

ACCOUNT	DESCRIPTION	2012-2013 BUDGET	2011-2012 BUDGET	2010-2011 BUDGET	2009-2010 BUDGET
	INTEREST & SINKING FUND				
	REVENUES				
	TAX REVENUE - TRANSFERRED IN	$42,078,874	$42,401,415	$42,500,819	$42,492,087
	OPERATING REV TRANSFER IN FR PREVENTATIVE MAINTENANCE BUDGET	$0	$0	$0	$0
	TOTAL REVENUES	**$42,078,874**	**$42,401,415**	**$42,500,819**	**$42,492,087**
	EXPENDITURES & TRANSFERS				
959207-893901-82005-9465	PRINCIPAL PAYMENT - 2011	3,805,000	3,640,000		
959207-893901-79005-9405	INTEREST PAYMENT - 2011	2,241,288	2,400,628		
959206-893901-82005-9465	PRINCIPAL PAYMENT - 2009	0	0	6,020,000	5,840,000
959206-893901-79005-9405	INTEREST PAYMENT - 2009	0	0	90,300	297,400
959205-893901-82005-9465	PRINCIPAL PAYMENT - 2007	3,110,000	2,970,000	2,860,000	2,745,000
959205-893901-79005-9405	INTEREST PAYMENT - 2007	3,242,200	3,379,350	3,522,200	3,634,300
959204-893901-82005-9465	PRINCIPAL PAYMENT - 2006	1,270,000	1,220,000	1,170,000	1,125,000
959204-893901-79005-9405	INTEREST PAYMENT - 2006	1,129,289	1,179,089	1,226,889	1,272,789
959203-893901-82005-9465	PRINCIPAL PAYMENT - 2005	310,000	300,000	290,000	280,000
959203-893901-79005-9405	INTEREST PAYMENT - 2005	60,438	71,688	82,381	92,713
959202-893901-82005-9465	PRINCIPAL PAYMENT - 2004	0	0	0	0
959202-893901-79005-9405	INTEREST PAYMENT - 2004	0	0	0	0
	MAINTENANCE TAX NOTES - TOTAL	**15,168,214**	**15,160,754**	**15,261,770**	**15,287,201**
959009-893901-82005-9465	PRINCIPAL PAYMENT - 2012	0			
959009-893901-79005-9405	INTEREST PAYMENT - 2012	3,270,525			
959008-893901-82005-9465	PRINCIPAL PAYMENT - 2007 A	1,135,000	1,090,000	2,280,000	955,000
959008-893901-79005-9405	INTEREST PAYMENT - 2007 A	1,865,388	2,741,463	2,838,363	2,878,950
959007-893901-82005-9465	PRINCIPAL PAYMENT - 2007	5,395,000	5,140,000	4,925,000	4,710,000
959007-893901-79005-9405	INTEREST PAYMENT - 2007	8,943,013	11,960,763	12,178,250	12,390,200
959006-893901-82005-9465	PRINCIPAL PAYMENT - 2006 A	1,110,000	1,060,000	0	0
959006-893901-79005-9405	INTEREST PAYMENT - 2006 A	2,308,706	2,361,706	2,361,706	2,361,706
959005-893901-82005-9465	PRINCIPAL PAYMENT - 2006	985,000	950,000	0	0
959005-893901-79005-9405	INTEREST PAYMENT - 2006	1,898,029	1,936,729	1,955,729	1,955,729
959004-893901-82005-9465	PRINCIPAL PAYMENT - 2002 A	0	0	393,778	1,175,000
959004-893901-79005-9405	INTEREST PAYMENT - 2002 A	0	0	306,222	23,500
959003-893901-82005-9465	PRINCIPAL PAYMENT - 2002	0	0	0	740,000
959003-893901-79005-9405	INTEREST PAYMENT - 2002	0	0	0	14,800
959002-893901-82005-9465	PRINCIPAL PAYMENT- 1998	0	0	0	0
959002-893901-79005-9405	INTEREST PAYMENT - 1998	0	0	0	0
	GENERAL OBLIGATION BONDS - TOTAL	**26,910,660**	**27,240,660**	**27,239,048**	**27,204,885**
	TOTAL EXPENDITURES & TRANSFERS	**$42,078,874**	**$42,401,415**	**$42,500,819**	**$42,492,087**
	NET INCREASE (DECREASE) IN FUND BALANCE	**$0**	**$0**	**$0**	**$0**
NOTE: ANNUAL DEBT SERVICE PAYMENTS OF $42,087,874 WILL BE					
COMPRISED OF :					
(1) TAX REVENUES		$42,078,874	$42,401,415	$42,500,819	$42,492,087
(2) OPERATING REVENUES		0	0	0	0
(3) INTEREST INCOME		$0	$0	$0	$0
	TOTAL	**$42,078,874**	**$42,401,415**	**$42,500,819**	**$42,492,087**

SUPPLEMENTAL INFORMATION

FY 2012-2013 Revenue Summary

ALAMO COMMUNITY COLLEGE DISTRICT

FY2013 REVENUE SUMMARY

FORMULA REVENUE FOR BUDGET MODELS

	DIST	SAC	SPC	PAC	NVC	NLC	TOTAL
State Appropriations	63,236,943	-	-	-	-	-	63,236,943
Tuition	-	35,461,873	15,157,852	13,798,216	25,000,313	11,536,378	100,954,632
Taxes	103,117,155	-	-	-	-	-	103,117,155
Other	2,265,000	-	-	-	-	-	2,265,000
Non Designated Auxiliary	1,568,200	-	-	-	-	-	1,568,200
Total Formula Revenue	170,187,298	35,461,873	15,157,852	13,798,216	25,000,313	11,536,378	271,141,930

NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES

	DIST	SAC	SPC	PAC	NVC	NLC	TOTAL
Instruction	226,587	2,848,000	1,294,100	461,250	180,000	300	5,010,237
Public Service	-	58,000	-	-	15,000	-	73,000
Academic Support	239,717	7,000	2,000	3,500	1,000	1,000	254,217
Student Services	308,430	620,900	354,270	247,600	429,000	154,843	2,115,043
Designated Auxiliary	50,000	175,000	250,000	876,000	-	-	1,351,000
Non-Designated Auxiliary	1,477,000	-	-	-	-	-	1,477,000
Continuing Education	893,235	928,000	2,315,777	949,150	744,398	2,386,700	8,217,260
Unrestricted Scholarships Int	-	500	-	-	-	30	530
Designated Unrestricted	-	66,176	9,700	29,564	20,000	-	125,440
Total Non-Formula Revenue	3,194,969	4,703,576	4,225,847	2,567,064	1,389,398	2,542,873	18,623,727
TOTAL REVENUES	**$ 173,382,267**	**$ 40,165,449**	**$ 19,383,699**	**$ 16,365,280**	**$ 26,389,711**	**$ 14,079,251**	**$ 289,765,657**

FY 2012-2013 Formula Revenue Summary

ALAMO COMMUNITY COLLEGE DISTRICT

FY2013 REVENUE BUDGET

FORMULA REVENUE FOR BUDGET MODELS

		DIST	SAC	SPC	PAC	NVC	NLC	TOTAL
STATE APPROPRIATIONS								
11X001	State Appropriations E & G	63,236,943	-	-	-	-	-	63,236,943
	TOTAL STATE APPROPRIATIONS	**63,236,943**	**-**	**-**	**-**	**-**	**-**	**63,236,943**
TUITION								
	Tuition							
11X001	Tuition - Non Exempt	-	25,652,005	11,265,284	9,866,524	18,594,997	8,504,912	73,883,722
11X001	Tuition - Exempt	-	4,960,230	4,147,657	2,905,078	3,798,526	18,387	15,829,878
11X001	Tuition - Exempt Discounts	-	(4,960,230)	(4,147,657)	(2,905,078)	(3,798,526)	(18,387)	(15,829,878)
11X001	Tuition Pledged (25%)	-	8,550,668	3,755,094	3,288,842	6,198,333	2,834,971	24,627,908
	Total Tuition and Tuition Pledged	**-**	**34,202,673**	**15,020,378**	**13,155,366**	**24,793,330**	**11,339,883**	**98,511,630**
11X001	CE Tuit Reimbursable	-	1,259,200	137,474	642,850	206,983	196,495	2,443,002
	TOTAL TUITION	**-**	**35,461,873**	**15,157,852**	**13,798,216**	**25,000,313**	**11,536,378**	**100,954,632**
TAXES								
11X001	M&O Current Tax Revenue	101,321,602	-	-	-	-	-	101,321,602
11X001	M&O Delinquent Tax Revenue	684,020	-	-	-	-	-	684,020
11X001	M&O Penalties & Interest	1,111,533	-	-	-	-	-	1,111,533
	TOTAL TAXES	**103,117,155**	**-**	**-**	**-**	**-**	**-**	**103,117,155**
OTHER								
11X001	Federal Revenue - IDC - SEOG	615,000	-	-	-	-	-	615,000
11X001	Returned Check Fee Revenue	50,000	-	-	-	-	-	50,000
11X001	Sales & Services Revenue	300,000	-	-	-	-	-	300,000
11X001	Pledged Investment Income	400,000	-	-	-	-	-	400,000
11X001	Installment Payment Fee	900,000	-	-	-	-	-	900,000
	TOTAL OTHERS	**2,265,000**	**-**	**-**	**-**	**-**	**-**	**2,265,000**
NON-DESIGNATED AUXILIARY								
13X001	AUX - Bookstore Commission	1,200,000	-	-	-	-	-	1,200,000
13X001	AUX - Game Tables Revenue Pledge	9,200	-	-	-	-	-	9,200
13X001	AUX - Vending Rev - Drinks Pledged	340,000	-	-	-	-	-	340,000
13X001	AUX - Copy Machine Rev Pledged	19,000	-	-	-	-	-	19,000
	TOTAL NON-DESIGNATED AUX	**1,568,200**	**-**	**-**	**-**	**-**	**-**	**1,568,200**
TOTAL FORMULA REVENUES		**$ 170,187,298**	**$ 35,461,873**	**$ 15,157,852**	**$ 13,798,216**	**$ 25,000,313**	**$ 11,536,378**	**$ 271,141,930**

FY 2012-2013 Non-Formula Revenue Summary

FY2013 REVENUE BUDGET

		DIST	SAC	SPC	PAC	NVC	NLC	TOTAL
	NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES							
11X001	Special Prog Tuition	-	1,348,000	1,279,100	441,250	15,000	-	3,083,350
11X001	VCT Fee Revenue	-	-	15,000	20,000	15,000	-	50,000
11X001	Miscellaneous Revenue	226,587	1,500,000	-	-	150,000	300	1,876,887
	TOTAL INSTRUCTION	**226,587**	**2,848,000**	**1,294,100**	**461,250**	**180,000**	**300**	**5,010,237**
11X001	Gym Rental Revenue	-	55,000	-	-	-	-	55,000
11X001	Facilities Rental Revenue	-	-	-	-	15,000	-	15,000
11X001	Property Rentals Revenue	-	3,000	-	-	-	-	3,000
	TOTAL PUBLIC SERVICE	**-**	**58,000**	**-**	**-**	**15,000**	**-**	**73,000**
11X001	Library Fines		7,000	2,000	3,500	1,000	1,000	14,500
11X001	Facilities Rental Revenue	164,580	-	-	-	-	-	164,580
11X001	Administrative Fee Revenue	75,137	-	-	-	-	-	75,137
	TOTAL ACADEMIC SUPPORT	**239,717**	**7,000**	**2,000**	**3,500**	**1,000**	**1,000**	**254,217**
11X003	Student Activity Fee - w/o Exemptions	-	425,000	182,000	158,000	280,000	95,268	1,140,268
119001	Foreign Student Application Fee	30,930	-	-	300	-	-	31,230
11X001	Other Test Fee	-	100,000	-	4,000	2,000	200	106,200
11X001	Prep Test Fee	-	-	200	-	-	1,000	1,200
119001	THEA - TASP Review Test Fee	-	-	30,000	-	-	21,375	51,375
11X001	CLEP Test Fee	-	-	450	3,500	-	1,100	5,050
11X001	Correspondence Test Fee	-	-	120	4,000	-	1,900	6,020
11X001	GED Test Fee	-	-	1,800	-	-	-	1,800
11X001	GED Certificates Test Fee	-	-	18,200	-	-	-	18,200
11X001	Accuplacer Test Fee	25,500	-	9,000	18,500	70,000	9,000	132,000
11X001	Sales & Services Revenue	-	70,900	91,500	33,600	50,000	22,000	268,000
11X001	Event Booth Rental Revenue	-	-	-	15,000	-	1,000	16,000
11X001	ID Replacement	-	-	-	700	-	2,000	2,700
11X001	Other Student Fee	252,000	-	-	-	15,000	-	267,000
11X001	Veterans Administration Revenue	-	25,000	21,000	10,000	12,000	-	68,000
	TOTAL STUDENT SERVICES	**308,430**	**620,900**	**354,270**	**247,600**	**429,000**	**154,843**	**2,115,043**
13X001	AUX - Child Care Revenue	-	175,000	250,000	387,000	-	-	812,000
13X001	USDA Program Fee Revenue	-	-	-	30,000	-	-	30,000
13X001	Auxiliary - Advertising Revenue	50,000	-	-	-	-	-	50,000
133003	Auxiliary - Advertising Revenue	-	-	-	2,000	-	-	2,000
133003	Local City Contrib NAT Renew/Replac	-	-	-	250,000	-	-	250,000
133003	Consignment Sales	-	-	-	2,500	-	-	2,500
133003	NAT - Open Swim Revenue	-	-	-	25,000	-	-	25,000
133003	NAT - Entry Fee Revenue	-	-	-	40,000	-	-	40,000
133003	NAT - Vendor Commissions	-	-	-	2,500	-	-	2,500
133003	NAT - Ticket Sales-Taxable	-	-	-	25,000	-	-	25,000
133003	NAT - Special Program Revenue	-	-	-	105,000	-	-	105,000
133003	NAT - Vending Machine Revenue	-	-	-	7,000	-	-	7,000
	TOTAL DESIGNATED AUXILIARY	**50,000**	**175,000**	**250,000**	**876,000**	**-**	**-**	**1,351,000**
13X001	AUX - Parking Permit - Fall	1,287,000	-	-	-	-	-	1,287,000
13X001	AUX - Parking Fines	190,000	-	-	-	-	-	190,000
	TOTAL NON-DESIGNATED AUX	**1,477,000**	**-**	**-**	**-**	**-**	**-**	**1,477,000**
C.E.								
11X001	CE Tuit Non-Reimburseable	120,000	399,000	258,180	128,350	262,218	314,200	1,481,948
11X001	CE Tuit Non-Reimb Contracts	-	-	946,812	-	-	-	946,812
11X001	Non-CE Tuit Contract Training	751,735	-	805,451	-	-	-	1,557,186
	Total CE Tuition	**871,735**	**399,000**	**2,010,443**	**128,350**	**262,218**	**314,200**	**3,985,946**
11X001	Gateway to College (Spc Classes Rev)	-	-	-	283,000	-	-	283,000
11X001	CE Special Fee	21,500	515,000	305,334	537,800	482,180	2,072,500	3,934,314
11X001	Seminars & Workshop Revenue	-	14,000	-	-	-	-	14,000
	Total CE Fees	**21,500**	**529,000**	**305,334**	**820,800**	**482,180**	**2,072,500**	**4,231,314**
	TOTAL C.E.	**893,235**	**928,000**	**2,315,777**	**949,150**	**744,398**	**2,386,700**	**8,217,260**
15XXX	Unrestricted Scholarships Interest Income	-	500	-	-	-	30	530
17XXX	Designated Unrestricted	-	66,176	9,700	29,564	20,000	-	125,440
	TOTAL Unrestrict Scholarships Interest	**-**	**66,676**	**9,700**	**29,564**	**20,000**	**30**	**125,970**
TOTAL NON-FORMULA REVENUES		**$ 3,194,969**	**$ 4,703,576**	**$ 4,225,847**	**$ 2,567,064**	**$ 1,389,398**	**$ 2,542,873**	**$ 18,623,727**

FY 2012-2013 Tuition Revenues by Semesters

FY 2013 Tuition Revenue by Semesters

		SAC	SPC	PAC	NVC	NLC	TOTAL
		TUITION					
Non Exempt *							
Fall	50001	16,848,508	7,315,037	6,406,196	11,463,957	5,585,321	47,619,019
Spring	50002	13,015,548	5,880,247	4,874,414	9,934,546	4,392,399	38,097,154
Summer	50003	4,338,617	1,825,094	1,874,756	3,394,827	1,362,163	12,795,457
Total		34,202,673	15,020,378	13,155,366	24,793,330	11,339,883	98,511,630
Dual Credit							
Fall	50001	1,803,033	1,391,954	860,153	1,691,317	1,404	5,747,861
Spring	50002	1,745,340	2,118,844	1,404,434	1,523,746	5,565	6,797,929
Summer	50003	92,104	47,302	33,629	4,080	-	177,115
Total		3,640,477	3,558,100	2,298,216	3,219,143	6,969	12,722,905
Exempt Other							
Fall	50001	605,359	270,847	293,744	253,934	4,378	1,428,262
Spring	50002	544,850	233,774	226,401	234,089	5,890	1,245,004
Summer	50003	169,544	84,936	86,717	91,360	1,150	433,707
Total		1,319,753	589,557	606,862	579,383	11,418	3,106,973
Total Tuition							
Fall	50001	19,256,900	8,977,838	7,560,093	13,409,208	5,591,103	54,795,142
Spring	50002	15,305,738	8,232,865	6,505,249	11,692,381	4,403,854	46,140,087
Summer	50003	4,600,265	1,957,332	1,995,102	3,490,267	1,363,313	13,406,279
Total		39,162,903	19,168,035	16,060,444	28,591,856	11,358,270	114,341,508
		EXEMPT TUITION DISCOUNTS					
Dual Credit							
Fall	51701	(1,803,033)	(1,391,954)	(860,153)	(1,691,317)	(1,404)	(5,747,861)
Spring	51702	(1,745,340)	(2,118,844)	(1,404,434)	(1,523,746)	(5,565)	(6,797,929)
Summer	51703	(92,104)	(47,302)	(33,629)	(4,080)	-	(177,115)
Total		(3,640,477)	(3,558,100)	(2,298,216)	(3,219,143)	(6,969)	(12,722,905)
Exempt Other							
Fall	51705	(605,359)	(270,847)	(293,744)	(253,934)	(4,378)	(1,428,262)
Spring	51706	(544,850)	(233,774)	(226,401)	(234,089)	(5,890)	(1,245,004)
Summer	51707	(169,544)	(84,936)	(86,717)	(91,360)	(1,150)	(433,707)
Total		(1,319,753)	(589,557)	(606,862)	(579,383)	(11,418)	(3,106,973)
Total Tuition Discounts							
Fall	5170X	(2,408,392)	(1,662,801)	(1,153,897)	(1,945,251)	(5,782)	(7,176,123)
Spring	5170X	(2,290,190)	(2,352,618)	(1,630,835)	(1,757,835)	(11,455)	(8,042,933)
Summer	5170X	(261,648)	(132,238)	(120,346)	(95,440)	(1,150)	(610,822)
Total		(4,960,230)	(4,147,657)	(2,905,078)	(3,798,526)	(18,387)	(15,829,878)
Total Tuition		**34,202,673**	**15,020,378**	**13,155,366**	**24,793,330**	**11,339,883**	**98,511,630**

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

Assessed Value and Tax Levy of Taxable Property

ALAMO COLLEGES
ESTIMATED TAXABLE VALUES AND RATES FOR 2012 AND
COMPARISON WITH INFORMATION REGARDING AD VALOREM TAXES 2011

	Tax Year 2011	Tax Year 2012 Est
	(FY 12)	(FY 13)
Market Value	110,708,699,765	112,042,281,213
Less Agricultural Exclusion	(2,257,641,891)	(2,268,067,422)
Less Homestead Cap	(103,171,878)	(77,693,152)
Market Value Net of Agricultural Exclusion	108,347,885,996	109,696,520,639
Over 65	(2,871,677,904)	(2,926,241,538)
Disabled/ Veterans	(962,625,548)	(1,049,755,798)
Disabled Resident Homeowners & Other	(5,884,188,236)	(5,977,888,587)
Taxable Property Values	98,629,394,308	99,742,634,716
Less Freeze Taxable	(9,708,755,396)	(9,954,269,980)
Taxable Property Values Less Freeze	88,920,638,912	89,788,364,736
Taxable Property Values Used For Effective Tax Rate	88,493,175,973	90,042,197,185
Taxable Value of New Properties	1,639,289,452	1,790,943,472
TIF's	(424,772,655)	(187,360,493)
M&O Current Tax Levy *	$97,688,932	$106,485,371
M&O Current Taxes Budgeted	$94,144,417	$103,486,680
M&O Tax Rate	9.6873¢/$100	10.4400¢/$100
M&O Rollback Rate	10.7347¢/$100	10.5068¢/$100
Debt Service To Be Paid	$40,905,963	$42,078,874
Debt Service Requirement Net of Transfer	$0	$0
Debt Service Tax Levy	$40,905,963	$42,078,874
Debt Service Tax Rate	4.475¢/$100	4.475¢/$100
Total Tax Rate	14.1623¢/100	14.9150¢/100
Total Effective Tax Rate	14.5338¢/100	14.2231¢/100
Total Tax Rollback Rate	15.5043¢/100	15.1457¢/100

Source: Bexar County Appraisal District Certified Totals - ARB Approved Totals
2011 dated 7-22-11
2012 dated 7-20-12
* FY 2012 M & O amount adjusted to actual

State Appropriations

ALAMO COMMUNITY COLLEGE DISTRICT

STATE APPROPRIATIONS

State appropriations for both Academic and Vocational Education are administered by the Texas Higher Education Coordinating Board.

A base period (Summer 2011, Fall 2011 and Spring 2012) review of contact hours of instruction is utilized to compute the appropriations for Fiscal Year 2013. Contact hours of instruction by course area are calculated according to an approved schedule to arrive at the amount of State appropriations.

Contact hours generated by each college during the base period (2011-2012) were as follows:

CONTACT HOURS (BASE PERIOD - SUMMER 2011, FALL 2011, AND SPRING 2012)

	ACADEMIC	VOC-TECH	TOTAL
SAN ANTONIO COLLEGE	7,514,704	1,911,984	9,426,688
ST. PHILIP'S COLLEGE	2,308,912	1,915,368	4,224,280
PALO ALTO COLLEGE	2,625,984	435,432	3,061,416
NORTHWEST VISTA COLLEGE	5,067,552	340,711	5,408,263
NORTHEAST LAKEVIEW COLLEGE	200,912	66,712	267,624
TOTAL	**17,718,064**	**4,670,207**	**22,388,271**

STATE APPROPRIATIONS BY % OF FUNDING FORMULA (BASED ON CONTACT HOURS)

	TOTAL EDUCATIONAL AND GENERAL
SAN ANTONIO COLLEGE	$26,626,216
ST. PHILIP'S COLLEGE	$11,931,719
PALO ALTO COLLEGE	$8,647,143
NORTHWEST VISTA COLLEGE	$15,275,946
NORTHEAST LAKEVIEW COLLEGE	$755,919
TOTAL	**$63,236,943**

State Appropriation Allocation Distribution

FY 2013 STATE APPROPRIATION ALLOCATION DISTRIBUTION

BASE YEAR CONTACT HOURS - (Summer I/II 2010, Fall 2010, and Spring 2011)

				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	$5.66	$2.83	35,323	99,806	15,829	44,725	11,471	32,413	20,265	57,261	1,003	2,834	83,891	237,039
2	Architecture and Precision Production Trades	$6.20	$3.10	70,069	216,877	31,399	97,187	22,756	70,433	40,200	124,426	1,989	6,157	166,414	515,080
3	Biology, Physical Sciences, and Science Technology	$5.03	$2.51	1,050,360	2,637,482	470,686	1,181,906	341,115	856,550	602,611	1,513,172	29,820	74,878	2,494,592	6,263,988
4	Business management, Marketing, and Administrative Services	$5.12	$2.55	419,309	1,070,102	187,900	479,533	136,175	347,527	240,565	613,937	11,904	30,380	995,854	2,541,479
5	Career Pilot	$21.51	$10.73	5,287	56,737	2,369	25,425	1,717	18,426	3,033	32,551	150	1,611	12,556	134,750
6	Communications	$5.79	$2.89	112,092	323,808	50,230	145,105	36,403	105,160	64,309	185,774	3,182	9,193	266,216	769,040
7	Computer and Information Sciences	$6.11	$3.05	330,243	1,006,226	147,988	450,909	107,250	326,782	189,467	577,290	9,376	28,567	784,324	2,389,775
8	Construction Trades	$6.20	$3.09	23,576	72,955	10,565	32,693	7,656	23,693	13,526	41,856	669	2,071	55,992	173,268
9	Consumer and Homemaking Education	$5.11	$2.55	242,125	616,939	108,501	276,462	78,633	200,357	138,912	353,949	6,874	17,515	575,045	1,465,223
10	Engineering	$7.17	$3.57	12,153	43,442	5,446	19,467	3,947	14,108	6,973	24,923	345	1,233	28,864	103,173
11	Engineering Related	$5.53	$2.76	135,466	373,566	60,705	167,402	43,994	121,320	77,719	214,322	3,846	10,606	321,729	887,215
12	English Language, Literature, Philosophy, Humanities, and Interdisciplinary	$5.31	$2.65	1,764,278	4,673,713	790,607	2,094,381	572,968	1,517,837	1,012,198	2,681,395	50,088	132,687	4,190,138	11,100,012
13	Foreign Languages	$4.83	$2.41	325,999	785,637	146,086	352,059	105,872	255,144	187,032	450,734	9,255	22,304	774,244	1,865,878
14	Health Occupations - Dental Assisting, Medical Lab, and Associate Degree Nursing	$8.21	$4.10	248,275	1,016,932	111,257	455,707	80,630	330,259	142,440	583,432	7,049	28,871	589,650	2,415,201
15	Health Occupations - Dental Hygiene	$11.96	$5.96	0	0	0	0	0	0	0	0	0	0	0	0
16	Health Occupations - Other	$6.50	$3.24	327,682	1,062,962	146,841	476,334	106,418	345,208	187,997	609,841	9,303	30,178	778,242	2,524,521
17	Health Occupations - Respiratory Therapy	$8.87	$4.42	20,379	90,132	9,132	40,390	6,618	29,271	11,692	51,710	579	2,559	48,400	214,062
18	Health Occupations - Vocational Nursing	$6.48	$3.23	99,679	322,037	44,668	144,311	32,372	104,585	57,188	184,759	2,830	9,143	236,736	764,835
19	Mathematics	$4.90	$2.44	1,339,219	3,271,185	600,130	1,465,881	434,925	1,062,352	768,334	1,876,739	38,020	92,869	3,180,628	7,769,026
20	Mechanics and Repairers - Automotive	$6.43	$3.21	102,419	328,382	45,896	147,154	33,262	106,645	58,760	188,398	2,908	9,323	243,244	779,902
21	Mechanics and Repairers - Diesel, Aviation Mechanics, and Transportation Workers	$6.74	$3.36	89,886	302,192	40,280	135,418	29,192	98,140	51,569	173,373	2,552	8,579	213,479	717,702
22	Mechanics and Repairers - Electronics	$5.98	$2.98	32,321	96,447	14,483	43,220	10,496	31,322	18,543	55,333	918	2,738	76,761	229,060
23	Physical Education and Fitness	$6.04	$3.01	299,259	902,011	134,104	404,209	97,187	292,938	171,690	517,500	8,496	25,608	710,736	2,142,266
24	Protective Services and Public Administration	$5.50	$2.74	227,570	623,978	101,978	279,616	73,906	202,643	130,561	357,987	6,461	17,715	540,476	1,481,940
25	Psychology, Social Sciences, and History	$4.58	$2.28	1,614,802	3,686,259	723,624	1,651,883	524,424	1,197,151	926,442	2,114,874	45,844	104,653	3,835,136	8,754,820
26	Visual and Performing Arts	$6.20	$3.09	498,918	1,543,890	223,575	691,847	162,029	501,394	286,238	885,758	14,164	43,831	1,184,924	3,666,719
	Total			**9,426,688**	**25,223,696**	**4,224,280**	**11,303,223**	**3,061,416**	**8,191,660**	**5,408,263**	**14,471,295**	**267,624**	**716,102**	**22,388,271**	**59,905,975**
	Percentage of Total Dollar Amount				42.11%		18.87%		13.67%		24.16%		1.20%		100.00%
												Add: 10% for funding for critical fields			2,065,150
												Add: Title IX Rider			1,265,819
												Reallocated State Funding			**63,236,943**
	FY13 State Appropriation Distribution				**26,626,216**		**11,931,719**		**8,647,143**		**15,275,946**		**755,919**		**63,236,943**

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

Base Year Contact Hours (Summer 2010, Fall 2010, and Spring 2011) - District Institutional Research and Effectiveness Services (IRES) Office

Actual rate of funding % (according to THECB) 49.88%

Base Period Contact Hour Rates by Discipline

Over the last three biennia, the Legislature has not fully funded the THECB's formula funding recommendation for the fifty community college districts. 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
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 2008 - 2009 and 2010 -2011 Biennium and the 28 disciplines for the 2012 – 2013 Biennium.

Base Period Contact Hour Rates by Discipline
(Base Period Contact Hours x Rate x Percentage Funded)

	DISCIPLINE	2008-2009 Biennium	Adjusted Rate	2010-2011 Biennium	Adjusted Rate	2012-2013 Biennium	Adjusted Rate
		0.7521468850		0.6905976140		0.4947141460	
1	Agriculture	$4.86	$3.66	$5.29	$3.65	$5.66	$2.80
2	Architecture and Precision Production Trades	$5.92	$4.45	$6.10	$4.21	$6.20	$3.07
3	Biology, Physical Sciences, and Science Technology	$4.15	$3.12	$4.71	$3.25	$5.03	$2.49
4	Business management, Marketing, and Administrative Services	$4.41	$3.32	$4.89	$3.38	$5.12	$2.53
5	Career Pilot	$15.73	$11.83	$23.28	$16.08	$21.51	$10.64
6	Communications	$4.90	$3.69	$5.26	$3.63	$5.79	$2.86
7	Computer and Information Sciences	$5.08	$3.82	$5.86	$4.05	$6.11	$3.02
8	Construction Trades	$5.50	$4.14	$5.52	$3.81	$6.20	$3.07
9	Consumer and Homemaking Education	$4.12	$3.10	$4.64	$3.20	$5.11	$2.53
10	Engineering	$6.91	$5.20	$5.40	$3.73	$7.17	$3.55
11	Engineering Related	$4.58	$3.44	$5.09	$3.52	$5.53	$2.74
12	English Language, Literature, Philosophy, Humanities, and Interdisciplinary	$4.35	$3.27	$5.02	$3.47	$5.31	$2.63
13	Foreign Languages	$4.01	$3.02	$4.72	$3.26	$4.83	$2.39
14	Health Occupations - Dental Assisting, Medical Lab, and Associate Degree Nursing	$6.68	$5.02	$7.25	$5.01	$8.21	$4.06
15	Health Occupations - Dental Hygiene	$9.98	$7.51	$11.60	$8.01	$11.96	$5.92
16	Health Occupations - Other	$4.96	$3.73	$5.73	$3.96	$6.50	$3.22
17	Health Occupations - Respiratory Therapy	$6.21	$4.67	$7.63	$5.27	$8.87	$4.39
18	Health Occupations - Vocational Nursing	$4.62	$3.47	$5.79	$4.00	$6.48	$3.21
19	Mathematics	$4.10	$3.08	$4.80	$3.31	$4.90	$2.42
20	Mechanics and Repairers - Automotive	$5.10	$3.84	$5.89	$4.07	$6.43	$3.18
21	Mechanics and Repairers - Diesel, Aviation Mechanics, and Transportation Workers	$6.25	$4.70	$6.41	$4.43	$6.74	$3.33
22	Mechanics and Repairers - Electronics	$5.72	$4.30	$4.96	$3.43	$5.98	$2.96
23	Physical Education and Fitness	$4.98	$3.75	$5.72	$3.95	$6.04	$2.99
24	Protective Services and Public Administration	$4.57	$3.44	$5.21	$3.60	$5.50	$2.72
25	Psychology, Social Sciences, and History	$3.78	$2.84	$4.34	$3.00	$4.58	$2.27
26	Visual and Performing Arts	$5.06	$3.81	$5.75	$3.97	$6.20	$3.07
27	Non - State Funded	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
28	Developmental Education - Math	$0.00	$0.00	$0.00	$0.00	$4.90	$2.42
29	Developmental Education - English	$0.00	$0.00	$0.00	$0.00	$5.31	$2.63
	Average Rates = Sum of Rates / 26 for 2008 - 2009 and 2010 -2011 Bienniums	**$5.64**	**$4.24**	**$6.42**	**$4.43**	**$6.72**	**$3.32**
	Average Rates = Sum of Rates / 28 for 2012 - 2013 Biennium						

FY12/13 Base Period = Summer 2010, Fall 2010 & Spring 2011; FY10/11 Base Period = Summer 2008, Fall 2008 & Spring 2009; FY08/09 Base Period = Summer 2006, Fall 2006 & Spring 2007
Source: Texas Higher Education Coordinating Board (THECB)
Discipline 27: Non - State Funded was not included in the average rate or adjusted rate computations.

Contact Hours

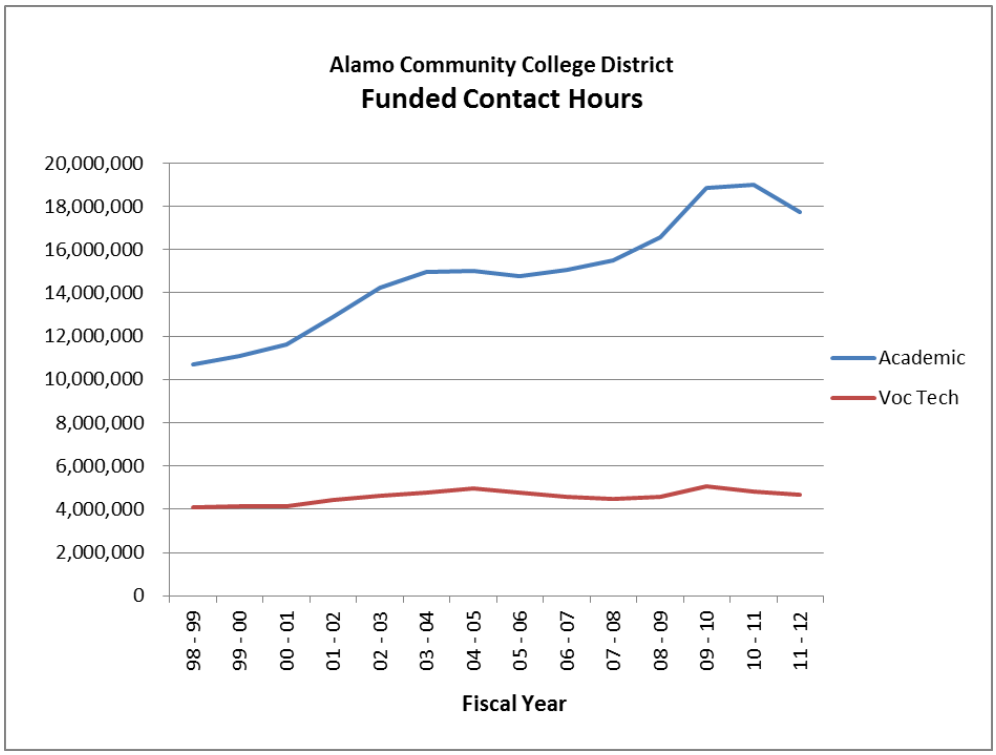
ALAMO COMMUNITY COLLEGE DISTRICT

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	17,718,064	4,670,207	22,388,271	-6.0%

Source: CBM004 and CBM00C Certified Data -- District IRES Office

Note: 2011 - 2012 Contact Hours are Preliminary



Unduplicated Headcount Enrollment

ALAMO COMMUNITY COLLEGE DISTRICT

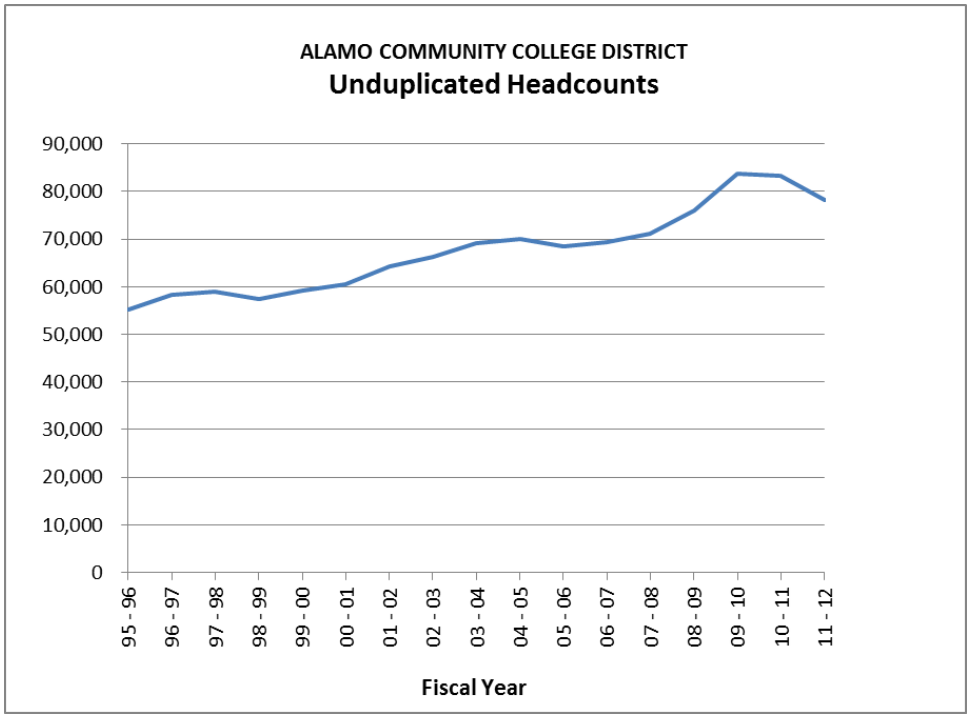
UNDUPLICATED HEADCOUNT

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%

Source: CBM001 Data - District IRES Office

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

Note: FY2011 - 2012 Is Preliminary



Ten Year Trend of Revenue Sources

ALAMO COMMUNITY COLLEGE DISTRICT

10 YEAR COMPARISON OF REVENUES

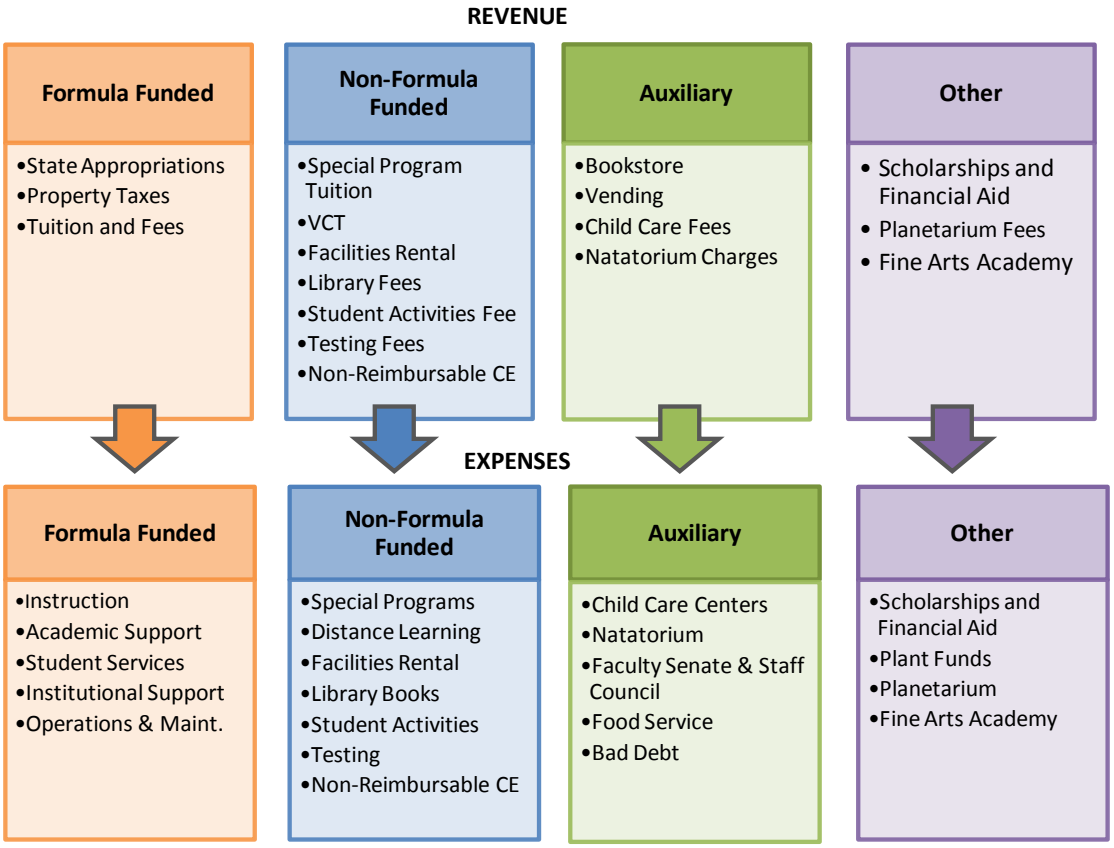
FISCAL YEAR	STATE FUNDING (1)	%	LOCAL TAXES	%	TUITION & FEES (2)	%	OTHER (3)	%	TOTAL
2012-2013 (4)	63,236,943	21.82%	103,117,155	35.59%	113,748,586	39.26%	9,662,973	3.33%	289,765,657
2011-2012 (5)	66,004,803	24.23%	95,326,911	35.00%	100,344,216	36.84%	10,689,660	3.92%	272,365,590
2010-2011 (5)	65,658,472	24.70%	93,559,514	35.19%	98,756,325	37.14%	7,899,646	2.97%	265,873,957
2009-2010 (5)	69,233,873	25.55%	89,615,404	33.08%	103,371,926	38.15%	8,719,428	3.22%	270,940,631
2008-2009 (5)	67,846,696	27.26%	88,412,612	35.53%	83,452,604	33.54%	9,135,448	3.67%	248,847,360
2007-2008 (5)	67,846,696	28.69%	79,277,313	33.52%	78,265,201	33.09%	11,128,909	4.71%	236,518,119
2006-2007 (5)	65,409,379	29.27%	70,079,189	31.36%	73,946,755	33.09%	14,060,570	6.29%	223,495,893
2005-2006 (5)	65,746,811	31.78%	62,843,083	30.38%	68,341,835	33.03%	9,952,156	4.81%	206,883,885
2004-2005 (5)	58,069,378	30.08%	58,223,733	30.16%	68,404,476	35.43%	8,376,724	4.34%	193,074,311
2003-2004 (5)	58,070,337	32.14%	55,117,374	30.51%	59,021,761	32.67%	8,446,679	4.68%	180,656,151

(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

Budget Process and Budget Calendar

For the fifth year in a row, the Alamo Colleges has developed it's I&G 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 levels 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 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: November***	
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	The Vice Chancellor for Finance and Administration facilitates a budget retreat of faculty, staff and administrator leaders to develop overarching strategies for the next budget year.	
April/May	The District Budget Office and the Colleges develop detailed budgets. • On May 1st - Initial operating expense budget allocations generated by the model are distributed to each of the colleges and the district-level units • By May 29, 2012 – Colleges and Departments certify positions for new budget year. • By May 29, 2012 – Colleges and Departments load non-labor information into detailed department level budgets. ***Board Budget Retreat: May***	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 FY13 Working Operating Budget to preliminary allocations. • Drafts preliminary FY13 Staffing Management Plan • Receives Chancellor approval of phase 1 "critical hires" • Stakeholders and finalizes budget	
July	***Board Approval: Preliminary Operating Budget***	
August	Finalize Banner detailed department budgets and roll non-labor to "production" to allow early FY13 purchase orders in preparation for Fall term. ***Board Approval: All Funds Budget and Tax rates***	Colleges and Departments finalize Budget and non-labor allocations.
September	After final FY12 payroll run – FY13 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 2012-2013 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 11, 2011	Board Retreat	Initial Forecast of FY 2012 - 2013 Budget
May 5, 2012	Board Retreat	Preliminary FY 2012 - 2013 Budget Strategic Initiatives
July 11, 2012	Board Retreat	Preliminary FY 2012 - 2013 Budget Presentation
July 17, 2012	Audit, Budget & Finance Committee	Approval of FY 2012 - 2013 Operating Budget
July 24, 2012	Regular Board Meeting	Final Approval of FY 2012 - 2013 Operating Budget
August 14, 2012	Audit, Budget & Finance Committee	Approval of FY 2012 - 2013 All Funds Budget
August 21, 2012	Regular Board Meeting	Final Approval of FY 2012 - 2013 All Funds Budget

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 averaging to Alamo Colleges FY 2012-2013 target of 25
2. Contact Hours per Faculty Staffing Unit
3. Faculty Staffing Units per College (with growth)
4. Projected FY13 annual contact hours by discipline
5. Projected Fall 2012 Enrollment

FY 2012-2013 Budget Model Summary

ALAMO COMMUNITY COLLEGE DISTRICT
WORKLOAD-DRIVEN BUDGET MODEL SUMMARY

Growth View — Final Approved July 24, 2012 by Board

	SAC	SPC	PAC	NVC	NLC	TOTAL COLLEGES	DISTRICT	TOTAL
TOTAL EDUCATIONAL AND GENERAL FUNCTIONAL CATEGORIES (Formula)								
FY12 Model	54,157,362	30,270,012	19,786,171	33,141,957	12,649,534	150,005,036	72,352,312	222,357,348
FY13 Model	**53,501,473**	**29,328,269**	**19,256,551**	**32,938,578**	**12,990,550**	**148,015,422**	**70,224,284**	**218,239,707**
Variance	(655,889)	(941,743)	(529,620)	(203,379)	341,016	(1,989,615)	(2,128,028)	(4,117,641)
Non-Formula Funding								
FY12 Model	4,308,864	4,020,191	2,430,291	1,393,337	1,691,861	13,844,544	1,127,580	14,972,124
FY13 Model	**4,703,576**	**4,225,847**	**2,567,064**	**1,389,398**	**2,542,873**	**15,428,758**	**3,194,969**	**18,623,727**
Variance (A)	394,712	205,656	136,773	(3,939)	851,012	1,584,214	2,067,389	3,651,603
Capital Budget								
FY12 Model	1,190,000	930,000	410,000	590,000	180,000	3,300,000	0	3,300,000
FY13 Model	**1,190,000**	**930,000**	**410,000**	**590,000**	**180,000**	**3,300,000**	**0**	**3,300,000**
Variance (A)	0	0	0	0	0	0	0	0
Total for College/District Detailed Budget Allocation								
FY12 Model	59,656,226	35,220,203	22,626,462	35,125,294	14,521,395	167,149,580	73,479,892	240,629,472
FY13 Model	**59,395,049**	**34,484,116**	**22,233,615**	**34,917,976**	**15,713,423**	**166,744,180**	**73,419,253**	**240,163,434**
Variance (A)	(261,177)	(736,087)	(392,847)	(207,318)	1,192,028	(405,400)	(60,638)	(466,038)
	0%	-2%	-2%	-1%	8%			
Mandatory and Contractual (non-discretionary)								
SEOG	185,641	83,349	56,829	53,040	0	378,859	0	378,859
IT and Communications	3,127,466	1,716,949	1,127,740	1,934,536	756,494	8,663,185	(8,663,185)	0
Mandatory and Contractual	0	0	0	0	0	0	40,114,253	40,114,253
Health/Retirement Benefits shortfall	2,856,702	1,647,591	1,043,043	1,611,001	689,183	7,847,520	2,293,236	10,140,756
Net pay increases/savings	697,339	714,071	286,808	632,056	169,717	2,499,991	602,713	3,102,704
Strategic Initiatives	(142,694)	(90,261)	(54,076)	(91,541)	(41,813)	(420,386)	(140,021)	(560,407)
Total Operating Expense Budget	**66,119,503**	**38,555,814**	**24,693,959**	**39,057,068**	**17,287,004**	**185,713,350**	**107,626,249**	**293,339,599**
NEW: Full District allocation	38,902,451	21,325,424	14,001,990	23,950,583	9,445,801	107,626,249	(107,626,249)	0
Fully Distributed FY13 Budget	105,021,954	59,881,238	38,695,949	63,007,651	26,732,806	293,339,599	0	293,339,599

Key Drivers	SAC	SPC	PAC	NVC	NLC	TOTAL COLLEGES		
Fall Enrollment (College of Attendance)								
Budget Fall 2011 (FY12)	21,184	10,420	8,630	15,329	5,634	61,197		
Actual Fall 2011 (FY12)	**21,885**	**10,710**	**9,162**	**16,059**	**5,825**	**63,641**	**Actual Fall '11**	**63,641**
Impact of True up to Actual	701	290	532	730	191	2,444	**Actual Spr '12**	**58,356**
								(2,841)
Budget Fall 2011 (FY12)	21,184	10,420	8,630	15,329	5,634	61,197		
Budget Fall 2012 (FY13)	**22,390**	**10,396**	**9,627**	**17,997**	**6,388**	**66,798**	**Budget Fall '12**	**66,798**
Budget Variance FY12 vs FY13	1,206	(24)	997	2,668	754	5,601		**3,157**
						9.2%		5.0%
Contact Hours (excluding Dual Credit and Gateway)								
Budget FY12	8,204,822	4,499,415	3,003,875	5,287,927	1,888,372	22,884,411		
Actual FY12 (est Summer)	**8,041,603**	**4,228,105**	**2,932,330**	**5,169,494**	**1,915,184**	**22,286,716**		
Impact of True up to Actual	(163,219)	(271,310)	(71,545)	(118,433)	26,812	(597,695)		
Budget FY12	8,204,822	4,499,415	3,003,875	5,287,927	1,888,372	22,884,411		
Budget FY13	**8,205,107**	**4,270,374**	**3,081,580**	**5,481,691**	**2,106,709**	**23,145,461**		
Budget Variance FY12 vs FY13	285	(229,041)	77,705	193,764	218,337	261,050		
Faculty Staffing Unit (Full-time Equivalent of Faculty and Adjunct)								
FY12 Model (25 Avg Class Size)	544	309	196	341	126	1,516		
FY13 Model (25 Avg Class Size)	**556**	**315**	**204**	**355**	**136**	**1,567**		
Variance	12	6	8	14	10	51		

Educ. & General by Category	SAC	SPC	PAC	NVC	NLC	TOTAL COLLEGES	DISTRICT	TOTAL
Instruction	34,978,615	19,474,857	12,327,087	20,813,334	7,942,560	95,536,454	0	95,536,454
Academic Support	6,687,124	3,678,580	2,373,083	4,038,316	1,550,706	18,327,809	0	18,327,809
Student Support	6,413,746	3,049,158	2,523,441	4,889,167	2,050,296	18,925,809	6,766,374	25,692,183
Institutional Support	5,421,987	3,125,674	2,032,940	3,197,761	1,446,988	15,225,350	36,925,508	52,150,859
Maintenance & Operations						0	26,532,402	26,532,402
Total Formula Funding	53,501,472	29,328,269	19,256,551	32,938,578	12,990,550	148,015,422	70,224,284	218,239,707
	36%	20%	13%	22%	9%	100%		

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 with growth 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 provided by Colleges x Costs per Contact Hour = Instructional Operations (without furniture, fixtures & equipment).

(D) Cost Drivers

Target Average Class Size: Based on THECB Formula Funding Rates; FY11 base year contact hours in 26 disciplines with Target Class Size of 25

Contact Hours per Faculty Staffing Unit: College Target Average Class Size x 3 credit hours x 5 classes x 16 weeks in 26 disciplines

Faculty Staffing Units per College: Contact Hours DIVIDED by Contact Hours per Faculty Staffing Unit

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

Instructional Operations: (FY11 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 26 standard disciplines per fiscal year (i.e., fall semester, spring semester, flex semesters, summer I and summer I) to achieve a district-wide Alamo Colleges' target average class size of 25 students.
  - Exhibit 1 establishes target average class size for each of the 28 academic program disciplines utilizing the State Formula Funding Rates by discipline, as related to the average State reimbursement rate. The State reimbursement rates are higher for programs requiring low class sizes.
- **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. An adjustment is made for the summer sessions, which are typically at ½ to ¼ the length of a regular semester or academic year. 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 or spring semester*;
    - The Academic Year, which is double the semester total, is generated based on the following formula: *academic year total generated as (fall or spring semester figure) x 2 = faculty contact hours per faculty staffing unit for the academic year*; and
    - The Fiscal Year, which is a combination of the academic year total plus 50 percent of the fall or spring semester figure is generated based on the following formula: *(faculty contact hours per staffing unit for fall or spring semesters x 2) + (faculty contact hours per staffing unit for fall or spring/2) = total faculty contact hours per faculty staffing unit for a fiscal year.*

- The purpose of calculating faculty contact hours per staffing unit is to allow for 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:

(17.9 percent of Instruction Distribution and Gateway Expense + Library upgrade) = Academic Support*

*The Library Upgrade is based on: (FY13 estimated Annual Headcount (100% non-exempt + 20% Exempt) * $10)*

**Per FY11 expense ratio*

STUDENT SERVICES (TAB 3)

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

(Target Staffing Unit (minimum 40) per Student Services Staffing Unit x Average Salary) + Other Operating Expense per FTE

(B) The College Student Services Staffing Unit is calculated based on (see Exhibit 4 for Enrollment):

a. Target Staffing Unit: 1 per 150 non-exempt Fall '12 enrollment over 5,000 (1:125 below 5,000)

b. Target Staffing allocated between COLLEGE & DISTRICT based on Percent of Actual FTE

INSTITUTIONAL SUPPORT (TAB 4)

Institutional Support funding is based on the following formula:

10.3 percent of Total Instruction, Academic Support, Student Services and Non-Formula*

**Per FY11 expense ratio*

OPERATIONS AND MAINTENANCE

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

- *22,500 gross square fee per housekeeping FTE(improved from 19,500 in FY12)*
- *50,000 gross square feet per Maintenance FTE*
- *24 acres per grounds FTE (improved from 22 acres in FY12)*
- *Utilities: Projected consumption at current utility rates*
- *Administrative Overhead*

NON-FORMULA EXPENSE

Funded equal to related non-formula revenue projects (see Exhibit 5) with overlay for CE strategic initiative to produce revenues at $1.1 million less expense.

STRATEGIC INITIATIVES

List of initiatives taken to self-fund the salary increase (see Exhibit 6).

ALAMO COMMUNITY COLLEGE DISTRICT

Target Class Size by Discipline

Exhibit 1

	Program	A 2011 Base Year Contact Hours	B State Reim Rate Feb24 *	C Proportion of State Reim rate	A x B State Formula $	Target/ C Target Class Size based on State Rate	Class Size to Produce 25 Avg Class Size (rounded)
1	Agriculture	77,440	$ 5.66	1.05705387	$ 438,650	23.65	24.00
2	Architecture and Precision Production Trades	178,702	$ 6.20	1.15791843	$ 1,108,824	21.59	22.00
3	Biology, Physical Sciences, and Science Technology	2,573,776	$ 5.03	0.93938777	$ 12,955,997	26.61	27.00
4	Business Management, Marketing, and Administrative Services	1,138,720	$ 5.12	0.95473838	$ 5,825,813	26.19	26.00
5	Career Pilot	9,404	$ 21.51	4.0148506	$ 202,319	6.23	6.00
6	Communications	249,856	$ 5.79	1.8070741	$ 1,446,949	23.13	23.00
7	Computer and Information Sciences	856,388	$ 6.11	1.13986899	$ 5,230,952	21.93	22.00
8	Construction Trades	52,246	$ 6.20	1.15767516	$ 324,112	21.60	22.00
9	Consumer and Homemaking Education	664,400	$ 5.11	0.95322507	$ 3,393,753	26.23	26.00
10	Engineering	26,624	$ 7.17	1.33722329	$ 190,780	18.70	19.00
11	Engineering Related	331,995	$ 5.53	1.0316495	$ 1,835,350	24.23	24.00
12	English Language, Literature, Philosophy, Humanities, and Interdisciplinary	2,845,212	$ 5.31	0.9910342	$ 15,109,792	25.23	25.00
13	Foreign Languages	832,628	$ 4.83	0.90156873	$ 4,022,583	27.73	28.00
14	Health Occupations - Dental Assisting., Medical. Lab, and Associate Degree Nursing	591,002	$ 8.21	1.53233029	$ 4,852,848	16.32	16.00
15	Health Occupations - Dental Hygiene	-	$ 11.96	2.23099146	$ -	11.21	11.00
16	Health Occupations - Other	780,120	$ 6.50	1.21355057	$ 5,073,112	20.60	21.00
17	Health Occupations - Respiratory Therapy	43,936	$ 8.87	1.65458362	$ 389,551	15.11	15.00
18	Health Occupations - Vocational Nursing	229,264	$ 6.48	1.20863925	$ 1,484,868	20.68	21.00
19	Mathematics	1,195,936	$ 4.90	0.91379168	$ 5,856,125	27.36	27.00
20	Mechanics and Repairers - Automotive	220,950	$ 6.43	1.19947581	$ 1,420,171	20.84	21.00
21	Mechanics and Repairers - Diesel, Aviation Mechanics, & Transport . Workers	213,017	$ 6.74	1.25771567	$ 1,435,661	19.88	20.00
22	Mechanics and Repairers - Electronics	67,740	$ 5.98	1.1163551	$ 405,231	22.39	22.00
23	Physical Education and Fitness	780,624	$ 6.04	1.12760915	$ 4,716,889	22.17	22.00
24	Protective Services and Public Administration	559,024	$ 5.50	1.02576429	$ 3,072,792	24.37	24.00
25	Psychology, Social Sciences, and History	3,904,127	$ 4.58	0.85400412	$ 17,866,484	29.27	29.00
26	Visual and Performing Arts	1,324,825	$ 6.20	1.157659	$ 8,218,534	21.60	22.00
27	Non-State Funded						
28	Developmental Education - Math	2,110,672	$ 4.90	0.91379168	$ 10,335,301	27.36	27.00
29	Developmental Education - English	1,680,896	$ 5.31	0.9910342	$ 8,926,571	25.23	25.00
	Totals	23,539,524	$ 5.36		$ 126,140,014		
						25	

* FY 12 State Formula Rates provided by THECB. Note: Actual FY12 State Funding was 49% of Formula rates.

NOTE: $5.36 State Reimb rate is Alamo Colleges average, dividing State Formula $ by Base Contact Hours.

ALAMO COMMUNITY COLLEGE DISTRICT

Based on a Target Average Class Size of 25

Faculty Contact Hours Per Staffing Unit

Exhibit 2

	Resident Instruction	Target Avg Class Size of 25	Faculty Contact Hrs Per Staffing Unit
1	Agriculture	24	14,400
2	Architecture and Precision Production Trades	22	13,200
3	Biology, Physical Sciences, and Science Technology	27	16,200
4	Business management, Marketing, and Administrative Services	26	15,600
5	Career Pilot	6	3,600
6	Communications	23	13,800
7	Computer and Information Sciences	22	13,200
8	Construction Trades	22	13,200
9	Consumer and Homemaking Education	26	15,600
10	Engineering	19	11,400
11	Engineering Related	24	14,400
12	English Language, Literature, Philosophy, Humanities, and Interdisciplinary	25	15,000
13	Foreign Languages	28	16,800
14	Health Occupations - Dental Assisting, Medical Lab, and Associate Degree Nursing	16	9,600
15	Health Occupations - Dental Hygiene	11	6,600
16	Health Occupations - Other	21	12,600
17	Health Occupations - Respiratory Therapy	15	9,000
18	Health Occupations - Vocational Nursing	21	12,600
19	Mathematics	27	16,200
20	Mechanics and Repairers - Automotive	21	12,600
21	Mechanics and Repairers - Diesel, Aviation Mechanics, and Transportation Workers	20	12,000
22	Mechanics and Repairers - Electronics	22	13,200
23	Physical Education and Fitness	22	13,200
24	Protective Services and Public Administration	24	14,400
25	Psychology, Social Sciences, and History	29	17,400
26	Visual and Performing Arts	22	13,200
27	Non-State Funded	0	0
28	Developmental Education - Math	27	16,200
29	Developmental Education - English	25	15,000

Notes: Faculty contact hours per staffing unit calculation for all semesters is based on: 25

FY13 Faculty Staffing Units per College (@ 25 Avg Class Size)

Exhibit 3

				B/A		D/A		F/A		H/A		J/A		L/A	
		A	B	C	D	E	F	G	H	I	J	K	L	M	
		Per Exh 2	SAC		SPC		PAC		NVC		NLC		TOTAL		
	Resident Instruction	CH per Staffing Unit	Contact Hours	Staffing Unit	Contact Hours	Staffing Unit	Contact Hours	Staffing Unit	Contact Hours	Staffing Unit	Contact Hours	Staffing Unit	Contact Hours	Staffing Unit	Avg Class Size
1	Agriculture	14,400	16,862	1.16	2,448	0.17	49,331	3.40	29,592	1.68	845	0.06	99,078	6.47	24.0
2	Architecture and Precision Production Trades	13,200	72,848	5.52	97,697	7.40	3,444	0.26	0	0.00	0	0.00	173,989	13.18	22.0
3	Biology, Physical Sciences, and Science Technology	16,200	853,472	48.65	488,632	30.16	285,215	17.51	782,124	47.25	240,114	14.82	2,649,557	158.39	27.0
4	Business management, Marketing, and Administrative Services	15,600	457,616	29.29	246,816	15.82	190,913	12.07	171,132	10.76	66,338	4.25	1,132,815	72.19	26.0
5	Career Pilot	3,600	0	0.00	545	0.15	11,290	3.14	0	0.00	0	0.00	11,835	3.29	6.0
6	Communications	13,800	94,696	6.65	889	0.06	35,899	2.58	140,256	10.16	5,794	0.42	277,534	19.87	23.0
7	Computer and Information Sciences	13,200	327,796	24.53	189,828	14.38	142,540	10.71	141,342	10.63	50,089	3.79	851,595	64.05	22.0
8	Construction Trades	13,200	0	0.00	53,945	4.09	4,578	0.35	0	0.00	0	0.00	58,523	4.43	22.0
9	Consumer and Homemaking Education	15,600	240,226	15.37	196,503	12.60	90,782	5.79	89,250	5.72	47,326	3.03	664,087	42.51	26.0
10	Engineering	11,400	9,616	0.84	0	0.00	7,711	0.68	16,674	1.46	0	0.00	34,001	2.98	19.0
11	Engineering Related	14,400	95,545	6.64	197,416	13.71	29,230	2.03	21,387	1.49	0	0.00	343,577	23.86	24.0
12	English Language, Literature, Philosophy, Humanities, and Interdisciplinary	15,000	1,609,424	99.99	603,296	40.22	661,196	36.64	856,091	44.85	514,218	34.28	4,244,225	255.97	25.0
13	Foreign Languages	16,800	406,073	23.26	93,156	5.55	100,104	5.47	194,586	10.53	70,752	4.21	864,671	49.01	28.0
14	Health Occupations - Dental Assisting, Medical Lab, and Associate Degree Nursing	9,600	501,472	52.24	87,490	9.11	1,966	0.20	0	0.00	0	0.00	590,928	61.56	16.0
15	Health Occupations - Dental Hygiene	6,600	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	11.0
16	Health Occupations - Other	12,600	235,253	18.45	300,170	23.82	179,192	14.05	55,890	4.38	35,390	2.81	805,894	63.51	21.0
17	Health Occupations - Respiratory Therapy	9,000	0	0.00	46,476	5.16	0	0.00	0	0.00	0	0.00	46,476	5.16	15.0
18	Health Occupations - Vocational Nursing	12,600	0	0.00	243,677	19.34	0	0.00	0	0.00	0	0.00	243,677	19.34	21.0
19	Mathematics	16,200	1,008,153	60.18	492,102	30.38	550,586	31.25	540,586	29.29	397,389	24.53	2,988,816	175.63	27.0
20	Mechanics and Repairers - Automotive	12,600	0	0.00	238,203	18.91	0	0.00	0	0.00	0	0.00	238,203	18.91	21.0
21	Mechanics and Repairers - Diesel, Aviation Mechanics, and Transportation Workers	12,000	737	0.06	208,545	17.38	974	0.08	0	0.00	0	0.00	210,257	17.52	20.0
22	Mechanics and Repairers - Electronics	13,200	3,929	0.30	22,841	1.73	7,669	0.58	19,344	1.47	19,670	1.49	73,453	5.56	22.0
23	Physical Education and Fitness	13,200	263,808	19.70	75,642	5.73	113,317	8.37	247,344	18.74	110,592	8.38	810,703	60.92	22.0
24	Protective Services and Public Administration	14,400	450,799	31.29	24,235	1.68	64,073	4.31	70,602	4.86	5,755	0.40	615,464	42.54	24.0
25	Psychology, Social Sciences, and History	17,400	1,397,208	76.29	481,327	27.66	701,465	32.60	1,222,536	66.08	396,145	22.77	4,198,681	225.40	29.0
26	Visual and Performing Arts	13,200	473,384	35.44	132,253	10.02	166,137	12.27	491,688	37.23	146,356	11.09	1,409,818	106.05	22.0
27	Non-State Funded	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.0
28	Developmental Education - Math	16,200	0	0.00	0	0.00	0	0.00	479,450	29.60	0	0.00	479,450	29.60	27.0
29	Developmental Education - English	15,000	0	0.00	0	0.00	0	0.00	279,817	18.65	0	0.00	279,817	18.65	25.0
	Total		8,518,915	555.84	4,524,134	315.24	3,397,612	204.33	5,849,691	354.81	2,106,773	136.33	24,397,125	1,566.56	
	Average Class Size by College:		25.1		24.4		25.6		25.9		26.0		25.0		25.0

* Contact Hours include Dual Credit and Gateway

Enrollment - College of Attendance

Fall 2011 Actual and Fall 2012 Projected

Exhibit 4

FY12	SAC	SPC	PAC	NVC	NLC	TOTAL
Non-Exempt	19,073	8,643	6,921	13,140	5,357	53,134
Exempt	2,812	2,067	2,241	2,919	468	10,507
Fall 2011 Total	**21,885**	**10,710**	**9,162**	**16,059**	**5,825**	**63,641**

FY13	SAC	SPC	PAC	NVC	NLC	TOTAL
Non-Exempt	19,298	8,729	7,358	13,797	5,878	55,060
Exempt	3,092	1,667	2,269	4,200	510	11,738
Fall 2012 Total	**22,390**	**10,396**	**9,627**	**17,997**	**6,388**	**66,798**

VARIANCE	SAC	SPC	PAC	NVC	NLC	TOTAL	% CHANGE
Non-Exempt	225	86	437	657	521	1,926	3.6%
Exempt	280	(400)	28	1,281	42	1,231	11.7%
Over/(Under)	**505**	**(314)**	**465**	**1,938**	**563**	**3,157**	5.0%

% OF TOTAL FY13	SAC	SPC	PAC	NVC	NLC	TOTAL
Non-Exempt	86%	84%	76%	77%	92%	82%
Exempt	14%	16%	24%	23%	8%	18%
	100%	**100%**	**100%**	**100%**	**100%**	**100%**

Exhibit 5

REVENUE AND FUNCTIONAL EXPENDITURE ALIGNMENT

FY 2013 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 Recovry for Federal Revenue, Property Rental, Vendor Fees, VA)*	**PROGRAM TUITION** *Nursing* *Fire Science* *Dental Lab Tech* *Aviation* *Culinary Arts*	**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*	**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**

FY13 BUDGET DEVELOPMENT - INSTRUCTION (1XX)

						TAB 1
	SAC	SPC	PAC	NVC	NLC	TOTAL
Staffing Unit	555.84	315.24	204.33	354.81	136.33	1,566.56
Districtwide Avg Salary (a)	48,121	48,121	48,121	48,121	48,121	
TOTAL Faculty Salary & Benefits	**26,747,392.32**	**15,169,312.88**	**9,832,719.90**	**17,073,884.83**	**6,560,341.85**	**75,383,651.78**
Total Non Faculty Salaries & Wages *	4,449,888.22	2,297,859.49	1,210,649.44	1,939,057.32	752,308.81	10,649,763.28
Total Non Faculty Benefits *	492,665.49	255,053.76	131,989.18	213,350.38	80,580.09	1,173,638.90
Total Other Operating Expenses *	3,325,282.20	1,773,016.09	1,164,631.45	1,608,826.98	557,642.99	8,429,399.71
Total Non-Capitalized Equipment **	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL NON FACULTY OTHER COSTS	**8,267,835.91**	**4,325,929.34**	**2,507,270.06**	**3,761,234.68**	**1,390,531.89**	**20,252,801.89**
Strategic Initiatives	(36,612.85)	(20,384.74)	(12,903.02)	(21,785.75)	(8,313.64)	(100,000.00)
TOTAL Expenses	**8,231,223.07**	**4,305,544.60**	**2,494,367.04**	**3,739,448.93**	**1,382,218.25**	**20,152,801.89**
TOTAL DISTRIBUTION	**34,978,615.39**	**19,474,857.49**	**12,327,086.94**	**20,813,333.76**	**7,942,560.10**	**95,536,453.67**

(a) Districtwide Average Salary and Benefits with 50/50 full-time to adjunct ratio:

Adjunct	35,393
FT Faculty	60,848
Avg. Salary @ 50/50	48,121

* Calculated using Fiscal Year 2011 costs per contact hour

** Budgeted in separate Capital Budget

FY13 Budget Distribution - ACADEMIC SUPPORT (3XX)

TAB 2

	SAC	SPC	PAC	NVC	NLC	TOTAL
Instruction Distribution Based on COLLEGE Average Salary per FSU	34,978,615	19,474,857	12,327,087	20,813,334	7,942,560	95,536,454
17.9% of Instruction Distribution:	**6,251,266**	**3,480,484**	**2,203,057**	**3,719,692**	**1,419,469**	**17,073,968**
Library Upgrade (TAB 2a)	435,858	198,096	170,026	318,624	131,237	1,253,841
Total Academic Support Distribution	**6,687,124**	**3,678,580**	**2,373,083**	**4,038,316**	**1,550,706**	**18,327,809**

Updated from 16.6% to 17.9% based on FY11 Actual Expenditures

ACADEMIC SUPPORT (3XX)

FY13 Library Upgrade Distribution

TAB 2a

Annual Headcount	SAC	SPC	PAC	NVC	NLC	TOTAL
FY13 Estimated non-exempt Headcount (Fall 2011 * 2.5)	48,245	21,823	18,395	34,493	14,695	137,650
Exempt Students (Fall 2011 * 2)	6,184	3,334	4,538	8,400	1,020	23,476
20% of Exempt Students	1,237	667	908	1,680	204	4,695
Total Headcount for Library upgrade distribution	49,482	22,489	19,303	36,173	14,899	142,345
FY13 Library Upgrade Distribution:						
Current (Enrollment X $10) **	494,818	224,893	193,026	361,725	148,990	1,423,452
Other Library savings - per strategic initiative	(52,143)	(23,699)	(20,341)	(38,118)	(15,700)	(150,000)
Sub-Total Library Distribution	442,675	201,194	172,685	323,607	133,290	1,273,452
LESS: Allowance for bad debt expense for all tuition and fees: 1.54%	(6,817)	(3,098)	(2,659)	(4,984)	(2,053)	(19,611)
Total Library Distribution	**435,858**	**198,096**	**170,026**	**318,624**	**131,237**	**1,253,841**

** FY08 Library Upgrade Fee = $13 (rolled into Tuition); updated to $10 per Library FY11 strategic initiative (equates to $500K savings for FY11 and FY12)

FY13 Budget Distribution - STUDENT SERVICES (4XX)

Colleges Only

TAB 3

FY13 Projected Expenses	SAC	SPC	PAC	NVC	NLC	TOTAL
College Staffing Units	**122**	**58**	**48**	**93**	**39**	**360**
Districtwide Avg Salary & Benefits	**$42,587**	**$42,587**	**$42,587**	**$42,587**	**$42,587**	
FY13 Salary & Benefits	5,195,655	2,470,065	2,044,192	3,960,622	1,660,906	15,331,441
FY13 Salary Increase	0	0	0	0	0	0
TOTAL SALARY & BENEFITS	**5,195,655**	**2,470,065**	**2,044,192**	**3,960,622**	**1,660,906**	**15,331,441**
FY11 Other Costs per FTE	**$ 11,115**	**$ 11,115**	**$ 11,115**	**$ 11,115**	**$ 11,115**	
FY13 PROJECTED OTHER COSTS	**1,356,019**	**644,665**	**533,516**	**1,033,687**	**433,482**	**4,001,368**
LESS: FY13 Strategy Initiatives (Strategic Initiatives Exhibit 1)	(137,928)	(65,572)	(54,267)	(105,142)	(44,092)	(407,000)
Total	**6,413,746**	**3,049,158**	**2,523,441**	**4,889,167**	**2,050,296**	**18,925,809**

FY13 BUDGET DISTRIBUTION - INSTITUTIONAL SUPPORT (5XX)

TAB 4

COLLEGE Model Calculation	SAC	SPC	PAC	NVC	NLC	Total Colleges
FY13 Instruction Model	34,978,615	19,474,857	12,327,087	20,813,334	7,942,560	95,536,454
FY13 Academic Support Model	6,687,124	3,678,580	2,373,083	4,038,316	1,550,706	18,327,809
FY13 Student Services Model	6,413,746	3,049,158	2,523,441	4,889,167	2,050,296	18,925,809
FY13 Non-Formula E&G	4,703,576	4,225,847	2,567,064	1,389,398	2,542,873	15,428,758
Total FY13 Models & Non-Formula E&G	52,783,062	30,428,443	19,790,676	31,130,215	14,086,435	148,218,830
%	10.3%	10.3%	10.3%	10.3%	10.3%	
TOTAL FY13 COLLEGES Institutional Support Model Distribution	**5,421,987**	**3,125,674**	**2,032,940**	**3,197,761**	**1,446,988**	**15,225,350**

Updated from 8.6% to 10.3% based on FY11 Actual Expenditures

Strategic Initiatives: Exhibit 6

ITEM	Revenue $	Savings $
Continuing Education		$1,100,000
Retention over Recruitment		$407,000
Fully automate outgoing transcripts and email rather than mail (saving postage, paper); PLUS reinstate transcript fee billing	$252,000	$63,000
Sell Advertising Space on Announcement TV Monitors.	$50,000	
State Reporting: Reduce personnel time by training to eliminate errors and limit manual intervention		
Capping low-employer-demand programs to encourage students to pursue "in-demand" programs		
Manage travel (save 10% of annual $940K expense)		$94,095
Standardize on Career Interest & Resume System (AI #1021)		$2,700
Alamo Ideas - net savings		$500,000
Replace landscape with drought-tolerant district-wide		$300,000
Enforce Standard temperature settings (74 Summer; 69 winter)		$250,000
Library		$150,000
Instructional Dept/Fac. Release		$100,000
Automation to reduce manual intervention on input of Incoming Transcripts		$29,000
Desktop replacement (move to 5 year vs. 4 year) (AI #1005)		$120,000
Extend "Utility Savings days" to other holidays		$130,000
PR/Marketing		$31,332
Re-evaluate institutional memberships		$10,000
Put Digital Signs on Timer to go off after hrs (AI#1015)		$8,500
TOTAL INITIATIVE	**$302,000**	**$3,295,627**

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 General Institutional Costs	111001	810002	1010			(548,387.00)			(548,387.00)
SAC Architecture	111001	811241	1020	5.00	286,199.00			4,500.00	290,699.00
SAC Biological Sciences	111001	811121	1030	14.00	732,697.00	89,123.00		33,000.00	854,820.00
SAC Astronomy	111001	811131	1030	2.00	117,298.00			1,500.00	118,798.00
SAC Chemistry	111001	811132	1030	7.00	335,447.00	95,013.00		14,000.00	444,460.00
SAC Earth Sciences	111001	811133	1030	2.00	126,782.00			4,500.00	131,282.00
SAC Physics	111001	811243	1030	5.00	190,319.00	69,450.00		4,500.00	264,269.00
SAC Mortuary Science	111001	812081	1030	6.00	316,806.00	17,312.00		42,000.00	376,118.00
SAC Business Occupations	111001	812011	1040	10.00	500,555.00	80,961.00		8,300.00	589,816.00
SAC Conf and Court Reporting	111001	812013	1040	3.00	125,020.00				125,020.00
SAC Legal Assistant	111001	812014	1040	1.00	55,746.00				55,746.00
SAC Business Administration	111001	812042	1040	4.00	264,135.00			200.00	264,335.00
SAC Management	111001	812043	1040	5.00	216,878.00	63,978.00		3,500.00	284,356.00
SAC Real Estate Program	111001	812045	1040	1.00	52,052.00				52,052.00
SAC CE Professional	111001	813007	1040					86,250.00	86,250.00
SAC Journalism	111001	811182	1060	5.00	184,757.00	62,924.00		46,000.00	293,681.00
SAC KSYM	111001	811186	1060			39,952.00		100.00	40,052.00
SAC Radio and Television and Film	111001	811187	1060	6.00	195,532.00	112,833.00		2,400.00	310,765.00
SAC Computer Information Systems	111001	812061	1070	16.00	682,919.00	167,787.00		60,000.00	910,706.00
SAC Computer Aided Design	111001	812071	1070	2.00	109,313.00			4,500.00	113,813.00
SAC Child Development Operations	111001	812053	1090	8.00	398,921.00	56,232.00		17,000.00	472,153.00
SAC Edge Program	111001	811242	1100					400.00	400.00
SAC Engineering	111001	811244	1100	2.00	65,024.00	28,268.00		200.00	93,492.00
SAC Computer Aided Design	111001	812071	1110	1.00	52,381.00				52,381.00
SAC Engineering Technology	111001	812075	1110	1.00	61,160.00			1,200.00	62,360.00
SAC English	111001	811152	1120	33.60	1,936,006.00	112,246.00		14,000.00	2,062,252.00
SAC Multicultural Conference	111001	811153	1120					4,500.00	4,500.00
SAC English As A Second Language	111001	811161	1120	3.00	186,934.00			8,000.00	194,934.00
SAC Philosophy	111001	811221	1120	5.00	340,698.00			3,000.00	343,698.00
SAC Theatre and Communications	111001	811274	1120	12.00	496,895.00	129,722.00		11,000.00	637,617.00
SAC Reading and Education	111001	811291	1120	1.69	38,632.00	44,276.00		10,000.00	92,908.00
SAC Fire Technology	111001	812104	1120	1.00	43,777.00				43,777.00
SAC CE Basic Skills	111001	813010	1120			1,000.00		2,500.00	3,500.00
SAC Foreign Languages	111001	811162	1130	9.00	385,491.00	159,668.00		3,500.00	548,659.00

San Antonio College

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
INSTRUCTION									
SAC Interpreter Training	111001	812031	1130	11.00	448,762.00	86,277.00		20,000.00	555,039.00
SAC Dental Assistants	111001	812021	1140	6.00	128,738.00	147,621.00		65,000.00	341,359.00
SAC Medical Assisting	111001	812022	1140	2.00	111,652.00			17,000.00	128,652.00
SAC Nursing Ed Associate Degree	111001	812091	1140	41.00	2,177,511.00	111,197.00		100,000.00	2,388,708.00
SAC Nursing Special Program Tuition	111001	812093	1140	1.26		492,406.00			492,406.00
SAC Dental Lab Technology	111001	812023	1160	1.00	53,005.00			7,000.00	60,005.00
SAC Credit EMS	111001	812024	1160	1.00	43,777.00			4,500.00	48,277.00
SAC Mental Health	111001	812202	1160	2.00	141,721.00	8,356.00		5,000.00	155,077.00
SAC CE Allied Health	111001	813002	1160			16,205.00		5,000.00	21,205.00
SAC CE Nursing	111001	813006	1180					17,000.00	17,000.00
SAC Mathematics	111001	811202	1190	20.41	1,200,652.00	48,965.00			1,249,617.00
SAC Mathematics and Computer Science	111001	811203	1190	5.00	78,758.00	157,716.00		12,000.00	248,474.00
SAC Physical Education	111001	811192	1230	12.00	619,822.00	71,830.00		39,000.00	730,652.00
SAC Fire Technology	111001	812104	1240	5.00	160,831.00	69,711.00		85,000.00	315,542.00
SAC Emergency Mgt and HL Security	111001	812106	1240					1,000.00	1,000.00
SAC Public Administration	111001	812204	1240	1.00	68,660.00			500.00	69,160.00
SAC Law Enforcement	111001	812205	1240	5.00	261,773.00	30,190.00		1,500.00	293,463.00
SAC CE Law Enforcement	111001	813004	1240					2,500.00	2,500.00
SAC History	111001	811171	1250	12.00	642,960.00	27,364.00		4,000.00	674,324.00
SAC Political Science	111001	811231	1250	10.00	525,733.00	36,725.00		4,200.00	566,658.00
SAC Economics	111001	811232	1250	4.00	263,142.00			3,000.00	266,142.00
SAC Psychology	111001	811251	1250	12.00	868,661.00	35,449.00		6,800.00	910,910.00
SAC Sociology	111001	811261	1250	4.00	217,113.00	7,500.00		3,000.00	227,613.00
SAC Photography	111001	811183	1260	2.00	80,691.00	46,699.00		5,500.00	132,890.00
SAC Electronic Graphics	111001	811185	1260	7.00	318,565.00	72,522.00		5,700.00	396,787.00
SAC Music Business Program	111001	811188	1260					1,600.00	1,600.00
SAC Music	111001	811211	1260	8.00	436,732.00	34,404.00		10,000.00	481,136.00
SAC Art	111001	811281	1260	9.00	431,501.00	82,291.00		18,000.00	531,792.00
SAC General Institutional Costs	111001	810002	1270				5,683,865.00	3,693,101.00	9,376,966.00
SAC Dean of Arts and Sciences Offic	111001	811101	1270			5,860,808.00			5,860,808.00
SAC Dual Credit Admin and Operation	111001	811703	1270	3.00	56,815.00	75,492.00		157,000.00	289,307.00
SAC Dean Profess and Tech Ed Office	111001	812001	1270			3,601,603.00			3,601,603.00
SAC CE Administration	111001	813001	1270			575,464.00			575,464.00
SAC CE Occupational	111001	813003	1270			43,673.00		11,250.00	54,923.00
SAC Firing Range	111001	813012	1270					2,250.00	2,250.00
SAC ProRanger Program	111001	813013	1270					7,500.00	7,500.00

San Antonio College

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
INSTRUCTION									
SAC Student Learning Assistance Ctr	111001	815008	1270	3.00		188,767.00		21,000.00	209,767.00
SAC Developmental Math	111001	811201	1280	13.59	889,468.00				889,468.00
SAC Developmental English	111001	811151	1290	3.40	243,461.00	18,072.00			261,533.00
SAC Reading and Education	111001	811291	1290	7.31	461,291.00	23,250.00			484,541.00
SAC General Institutional Costs	111001	810002	1999					1,873,627.00	1,873,627.00
SAC CE Medical Office andTechnology	111001	813009	1999			16,205.00		-	16,205.00
PUBLIC SERVICE									
SAC General Institutional Costs	111001	810002	2010				18,723.00		18,723.00
SAC Koehler House	171002	810014	2010					4,000.00	4,000.00
SAC AUX Student Publications	171003	811181	2010					22,000.00	22,000.00
SAC Planetarium	111001	813014	2010	2.00		98,444.00			98,444.00
ACADEMIC SUPPORT									
SAC General Institutional Costs	111001	810002	3010			(19,772.00)	639,202.00	757,233.00	1,376,663.00
SAC VP Academic Affairs Office	111001	811001	3010			25,000.00			25,000.00
SAC Learning Institute	111001	811004	3010	2.00	78,596.00	42,459.00		30,000.00	151,055.00
SAC Dean of Arts and Sciences Offic	111001	811101	3010	4.00		310,860.00		185,735.00	496,595.00
SAC Forensic Account	111001	811272	3010					17,000.00	17,000.00
SAC Writing Center	111001	811301	3010	1.00		67,294.00		3,000.00	70,294.00
SAC Dean Profess and Tech Ed Office	111001	812001	3010	4.00		238,438.00		35,000.00	273,438.00
SAC CE Administration	111001	813001	3010	6.00		276,305.00		215,000.00	491,305.00
SAC CE Allied Health	111001	813002	3010	2.00		89,875.00			89,875.00
SAC CE Occupational	111001	813003	3010	1.00		51,923.00			51,923.00
SAC CE Law Enforcement	111001	813004	3010	2.00		68,239.00			68,239.00
SAC CE Vocational ESL	111001	813005	3010	1.00		19,716.00		9,000.00	28,716.00
SAC CE Professional	111001	813007	3010	2.00		87,596.00			87,596.00
SAC CE Medical Office andTechnology	111001	813009	3010	1.00		19,716.00		7,500.00	27,216.00
SAC Off-Campus Learning Centers	111001	814004	3010	1.00		84,059.00			84,059.00
SAC Dean Learning Resources	111001	815001	3010	3.00		297,449.00		126,505.00	423,954.00
SAC Library	111001	815301	3010	18.00		955,346.00		50,030.00	1,005,376.00
SAC Educational Television	111001	815333	3010	10.00		521,582.00		59,930.00	581,512.00
SAC VP Student Affairs Office	111001	816001	3010	4.00		224,808.00			224,808.00
STUDENT SERVICES									
SAC General Institutional Costs	111001	810002	4010			(33,949.00)	999,641.00	707,458.00	1,673,150.00
SAC AUX Student Publications	111001	811181	4010					32,000.00	32,000.00
SAC Dual Credit Admin and Operation	111001	811703	4010	1.00		89,380.00			89,380.00
SAC Dean Profess and Tech Ed Office	111001	812001	4010					22,000.00	22,000.00

San Antonio College

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
STUDENT SERVICES									
SAC Child Development Center	111001	812051	4010	12.00		376,941.00			376,941.00
SAC VP Student Affairs Office	111001	816001	4010	2.00		629,155.00		125,318.00	754,473.00
SAC Student Activities	111001	816106	4010	5.00		307,686.00		45,000.00	352,686.00
SAC-Student Activity Fee-Designated	111003	816110	4010			85,004.00		425,000.00	510,004.00
SAC Partnerships & Extended Svc	111001	816201	4010	0.50		55,648.00		15,000.00	70,648.00
SAC Admissions and Records	111001	816202	4010	19.50		842,997.00		70,000.00	912,997.00
SAC Enrollment Management	111001	816301	4010					60,000.00	60,000.00
SAC Counseling Services	111001	816401	4010	16.00		1,131,295.00		45,000.00	1,176,295.00
SAC Veterans Affairs	111001	816402	4010	1.00		16,124.00			16,124.00
SAC Retention and Transition Serv	111001	816405	4010			166,540.00		15,000.00	181,540.00
SAC Student Development	111001	816409	4010	12.00	559,917.00	68,957.00		15,000.00	643,874.00
SAC Disability Support Services	111001	816507	4010	6.00	67,928.00	508,403.00		40,000.00	616,331.00
SAC Womens Center	111001	816612	4010	7.00	88,870.00	386,275.00		45,000.00	520,145.00
SAC Assessment and Testing	111001	816701	4010	5.00		245,967.00		63,000.00	308,967.00
SAC Photo ID	111001	816703	4010	1.00		32,896.00			32,896.00
INSTITUTIONAL SUPPORT									
SAC General Institutional Costs	111001	810002	5010			(646.00)	518,583.00	2,232,232.00	2,750,169.00
SAC General Institutional Costs	171001	810002	5010					14,076.00	14,076.00
SAC Office of the President	111001	810003	5010	3.00		279,484.00		92,000.00	371,484.00
SAC Hospitality Account	111001	810005	5010					85,000.00	85,000.00
SAC Health Wellness Program	111001	810008	5010			5,000.00		5,000.00	10,000.00
SAC Staff Council	111001	810010	5010					300.00	300.00
SAC Staff Council Fund Raising	111001	810012	5010					10,000.00	10,000.00
SAC Paper Recycling	111001	810013	5010			3,000.00		17,000.00	20,000.00
SAC Institutional Advancement	111001	810020	5010	3.00		150,958.00		25,000.00	175,958.00
SAC Faculty Senate	111001	810101	5010			10,000.00			10,000.00
SAC Resource College Development	111001	810103	5010	1.00		120,504.00		8,000.00	128,504.00
SAC Public Information	111001	810501	5010	4.00		202,566.00		60,000.00	262,566.00
SAC VP Academic Affairs Office	111001	811001	5010	2.00		150,085.00		35,000.00	185,085.00
SAC Learning Institute	111001	811004	5010			18,210.00			18,210.00
SAC Facilities Use Management	111001	814007	5010	5.00		184,904.00		4,800.00	189,704.00
SAC VP College Services Office	111001	817001	5010	4.00		281,217.00		33,399.00	314,616.00
SAC Research	111001	817002	5010	1.00		85,589.00			85,589.00
SAC Technology Center	111001	817201	5010	25.00		1,291,013.00		25,000.00	1,316,013.00
SAC Go-Print	111001	817202	5010					40,000.00	40,000.00

San Antonio College

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
OPERATIONS AND MAINTENANCE OF PLANT									
SAC General Institutional Costs	111001	810002	6010				7,115.00		7,115.00
SAC Gym Rental	111001	811193	6010			8,000.00			8,000.00
SAC Auditorium	111001	811271	6010			32,199.00			32,199.00
SAC Auditorium	171005	811271	6010			10,716.00		15,384.00	26,100.00
INSTITUTIONAL SCHOLARSHIPS									
SAC General Institutional Costs	111001	810002	7010					310,641.00	310,641.00
AUXILIARY ENTERPRISES									
SAC Child Development Center	111001	812051	8010					4,000.00	4,000.00
SAC Child Development Center	131001	812051	8010					2,700.00	2,700.00
TRANSFERS									
SAC General Institutional Costs	111002	810002	9425					1,190,000.00	1,190,000.00
Total San Antonio College				**583.26**	**20,225,480.00**	**23,970,575.00**	**7,867,129.00**	**14,056,319.00**	**66,119,503.00**

Faculty salaries included full-time faculty FTE (Account code 61001) only.

Departmental 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 General Institutional Costs	112001	820002	1010			(361,195.00)			(361,195.00)
SWC Machine Technology	112001	828562	1020	1.00	53,005.00	43,518.00		38,850.00	135,373.00
SWC Welding	112001	828563	1020	1.00	47,774.00	142,060.00		68,840.00	258,674.00
SPC Physics	112001	821151	1030	1.00	68,989.00	49,010.00		8,250.00	126,249.00
SPC Biological Sciences	112001	821152	1030	12.50	471,175.00	567,570.00		55,187.00	1,093,932.00
SPC Chemistry	112001	821153	1030	5.50	273,309.00	171,794.00		22,150.00	467,253.00
SPC Biology Software Sales	112001	821154	1030					16,000.00	16,000.00
SPC Business Administration	112001	821133	1040	1.00	80,691.00	23,150.00		300.00	104,141.00
SPC Administrative Computer Tech	112001	822041	1040	2.00	86,415.00	109,207.00		5,856.00	201,478.00
SPC Accounting Informatn Sys Tech	112001	822042	1040	1.00	51,414.00	17,910.00		1,850.00	71,174.00
SPC Business Management	112001	822043	1040	1.00	75,293.00	49,986.00		1,850.00	127,129.00
SPC Computer Science	112001	821134	1070	1.00	56,816.00	65,023.00			121,839.00
SPC Business Management	112001	822043	1070	1.00	52,400.00				52,400.00
SPC Information Technology	112001	822044	1070	3.00	164,041.00	144,626.00		8,600.00	317,267.00
SWC Electrician	112001	828502	1080	2.00	104,115.00	20,873.00		46,565.00	171,553.00
SWC Plumbing	112001	828505	1080	2.00	98,685.00	33,600.00		13,150.00	145,435.00
SPC Early Childhood Studies	112001	822004	1090	3.00	101,768.00	47,918.00		1,250.00	150,936.00
SPC Tourism Hospitality Culinary	112001	822061	1090	10.00	415,677.00	316,165.00		59,248.00	791,090.00
SPC Alternative Teacher Certifica	112001	823011	1090					25,121.00	25,121.00
SPC Child Development Operations	112001	826021	1090	8.00		241,527.00			241,527.00
SPC Electronic Systems Technology	112001	822031	1110	7.00	334,858.00	113,806.00		52,990.00	501,654.00
SWC Allied Construction	112001	828501	1110	3.00	100,184.00	139,192.00		68,060.00	307,436.00
SWC Home Building	112001	828503	1110	1.00	50,452.00	19,181.00		24,250.00	93,883.00
SWC Upholstery	112001	828506	1110			10,430.00		8,650.00	19,080.00
SPC English	112001	821112	1120	8.80	507,112.00	286,665.00		4,650.00	798,427.00
SPC Writing Center	112001	821113	1120			55,794.00		2,100.00	57,894.00
SPC Reading and Education	112001	821171	1120	4.00	110,942.00	244,629.00		11,300.00	366,871.00
SPC Foreign Languages	112001	821172	1130	1.00	64,113.00	54,141.00		150.00	118,404.00
SPC Nursing Associate Degree	112001	822052	1140	5.00	256,084.00	20,504.00			276,588.00
SPC Nursing Special Program Tuition	112001	822055	1140	2.74		279,136.00		124,021.00	403,157.00
SPC Occupational Therapy Assistant	112001	822012	1160	3.00	139,495.00	38,200.00		77,731.00	255,426.00
SPC Radiography	112001	822013	1160	4.00	232,780.00	181,991.00		142,205.00	556,976.00
SPC Sonography	112001	822014	1160	2.00	95,325.00	70,775.00		63,980.00	230,080.00
SPC Respiratory Care	112001	822015	1160	4.00	334,682.00	160,558.00		95,900.00	591,140.00
SPC Surgical Tech	112001	822016	1160	4.00	111,499.00	126,336.00		50,195.00	288,030.00
SPC Cardiovascular	112001	822017	1160	1.00	47,048.00	21,016.00		37,654.00	105,718.00
SPC Medical Laboratory	112001	822018	1160	2.00	117,919.00	56,242.00		101,639.00	275,800.00

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
INSTRUCTION									
SPC Physical Therapy Assistant	112001	822019	1160	3.00	176,944.00	23,049.00		91,780.00	291,773.00
SPC Health Information Systems	112001	822020	1160	3.00	162,633.00	79,197.00		51,060.00	292,890.00
SPC Medical Technical Program	112001	823004	1160			217,987.00		25,000.00	242,987.00
SPC Nursing Vocational	112001	822051	1180	18.00	1,147,158.00	451,071.00		8,654.00	1,606,883.00
SPC Nursing New Braunfels Prog	112001	822053	1180	3.00	132,937.00	46,416.00		2,976.00	182,329.00
SPC Mathematics	112001	821131	1190	5.95	347,097.00	156,799.00		17,628.00	521,524.00
SPC Automotive Technology	112001	822021	1200	11.00	497,754.00	194,717.00		40,906.00	733,377.00
SPC General Motors	112001	822022	1200					80,000.00	80,000.00
SPC Ford Motors	112001	822023	1200			62,203.00		38,797.00	101,000.00
SWC Auto Body	112001	828561	1200	2.00	112,054.00	128,436.00		76,753.00	317,243.00
SWC Aviation	112001	828541	1210	11.00	491,234.00	233,295.00		17,097.00	741,626.00
SWC Diesel Technology	112001	828543	1210	2.00	82,526.00	51,022.00		37,042.00	170,590.00
SWC Multi-Modal Transport Tech	112001	828544	1210					2,500.00	2,500.00
SPC Kinesiology	112001	821141	1230	4.00	217,006.00	185,732.00		27,010.00	429,748.00
SPC Psychology	112001	821161	1250	7.00	352,613.00	250,540.00		6,200.00	609,353.00
SPC Social Sciences	112001	821162	1250	12.00	638,160.00	329,026.00		7,700.00	974,886.00
SPC Theater and Fine Arts	112001	821121	1260	5.00	149,859.00	245,251.00		47,950.00	443,060.00
SPC Music	112001	821122	1260	2.00	112,629.00	107,891.00		19,000.00	239,520.00
SPC General Institutional Costs	112001	820002	1270				3,136,447.00	971,419.00	4,107,866.00
SPC ACE Instruction	112001	823006	1270			27,203.00		228,128.00	255,331.00
SPC Community Svc and Training	112001	823008	1270			203,738.00		25,000.00	228,738.00
SPC CE Contract Training	112001	823009	1270			134,327.00		275,000.00	409,327.00
SPC Distance Learning	112001	823053	1270			13,644.00		-	13,644.00
SPC School To Work Program	112001	828004	1270			73,842.00		59,698.00	133,540.00
SWC Continuing Ed Special Fees	112001	828006	1270			16,803.00		5,000.00	21,803.00
SWC Enrichment Program	112001	828007	1270					34,646.00	34,646.00
SWC CE Instruction	112001	828402	1270			38,970.00			38,970.00
SPC SEC CE Contract Training	112001	828403	1270			172,131.00		150,000.00	322,131.00
SPC Developmental Math	112001	821132	1280	12.05	592,161.00	509,651.00		11,800.00	1,113,612.00
SPC Developmental English	112001	821111	1290	4.20	187,025.00	149,902.00		3,850.00	340,777.00
SPC General Institutional Costs	112001	820002	1999					732,089.00	732,089.00
SPC General Institutional Costs	132001	820002	1999					5,000.00	5,000.00
SPC General Institutional Costs	172001	820002	1999					5,000.00	5,000.00
PUBLIC SERVICE									
SPC General Institutional Costs	112001	820002	2010				15,963.00		15,963.00
SPC Fine Arts Academy	112001	821123	2010	1.00		90,391.00		25,000.00	115,391.00
SPC GED Testing	112001	826065	2010					20,000.00	20,000.00

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
ACADEMIC SUPPORT									
SPC General Institutional Costs	112001	820002	3010			(15,459.00)	600,801.00	175,673.00	761,015.00
SPC Faculty Development	112001	820013	3010					4,500.00	4,500.00
SPC Leadership and Learning Cntr	112001	820301	3010	1.00		29,183.00			29,183.00
SPC VP Academic Affairs Office	112001	821001	3010	3.00		244,699.00		45,132.00	289,831.00
SPC Dean Arts and Sciences Office	112001	821101	3010	5.00		244,175.00		12,275.00	256,450.00
SPC Dean of Health Science Office	112001	821801	3010	3.00		185,308.00		3,440.00	188,748.00
SPC Dean Applied Science Office	112001	822001	3010	3.00		193,920.00		2,350.00	196,270.00
SPC ACE Administration	112001	823005	3010	4.00		239,811.00		5,160.00	244,971.00
SPC Instructional Development	112001	823041	3010	5.00		219,719.00		11,540.00	231,259.00
SPC Information & Communication Tech	112001	823051	3010	10.00		480,033.00		101,600.00	581,633.00
SPC Telecourse Administration	112001	823054	3010			1,377.00		4,565.00	5,942.00
SPC Library Services	112001	824001	3010	14.00		781,030.00		10,735.00	791,765.00
SPC Library Automation	112001	824002	3010					6,300.00	6,300.00
SPC Library Books and Materials	112001	824003	3010					168,000.00	168,000.00
SPC Media Services	112001	824004	3010	5.00		192,742.00		12,500.00	205,242.00
SPC Dean Interdisciplinary Programs	112001	825001	3010					3,550.00	3,550.00
SWC Dean Of Administration	112001	828003	3010	6.00		296,514.00		17,650.00	314,164.00
SWC CE Administration	112001	828401	3010	2.00		109,899.00		7,675.00	117,574.00
STUDENT SERVICES									
SPC General Institutional Costs	112001	820002	4010			(5,692.00)	512,462.00	340,218.00	846,988.00
SPC VP Student Success Office	112001	826001	4010	3.00		231,682.00		8,565.00	240,247.00
SPC Student Activity Fee-Designated	112001	826005	4010			15,564.00			15,564.00
SPC Student Activity Fee-Designated	112003	826005	4010			28,173.00		153,827.00	182,000.00
SPC Counseling and Student Develop	112001	826031	4010	6.00		409,824.00		5,700.00	415,524.00
SPC Recruitment	112001	826033	4010	4.00		208,130.00		20,835.00	228,965.00
SPC Educational Support Svcs	112001	826041	4010	9.00		420,326.00		76,692.00	497,018.00
SPC Job Placement Career Services	112001	826042	4010			2,000.00		12,500.00	14,500.00
SPC Enrollment Services	112001	826061	4010	1.00		50,604.00			50,604.00
SPC Admissions and Records	112001	826062	4010	16.00		906,560.00		39,350.00	945,910.00
SPC Curriculum Advisory Program	112001	826067	4010	3.00		120,975.00		1,168.00	122,143.00
SPC Assessment and Testing	112001	826068	4010			14,114.00		25,656.00	39,770.00
SPC Veterans Affairs	112001	826069	4010	3.00		107,425.00		20,950.00	128,375.00
SPC Service Learning	112001	826081	4010	1.00		63,884.00		9,833.00	73,717.00
SPC Health Center	112001	826091	4010	3.00		114,161.00		5,000.00	119,161.00
SPC Student Activities	112001	826092	4010	2.00		123,823.00		14,965.00	138,788.00
SWC Workforce Adv	112001	828008	4010			1,867.00		3,571.00	5,438.00

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
INSTITUTIONAL SUPPORT									
SPC General Institutional Costs	112001	820002	5010				256,525.00	555,950.00	812,475.00
SPC Office of the President	112001	820003	5010	9.00		689,297.00		47,404.00	736,701.00
SPC Hospitality Account	112001	820004	5010					104,500.00	104,500.00
SPC Staff Council	112001	820005	5010					4,000.00	4,000.00
SPC Self Study	112001	820007	5010	2.00		152,319.00		28,650.00	180,969.00
SPC Business Services	112001	820008	5010					666,365.00	666,365.00
SPC Institutional Effectiveness	112001	820009	5010					20,000.00	20,000.00
SPC Faculty Senate	112001	820012	5010			8,492.00			8,492.00
SPC Health Wellness Program	112001	820014	5010					1,200.00	1,200.00
SPC LRC Fines	112001	820018	5010					2,000.00	2,000.00
SPC Public Relations	112001	820041	5010	3.00		177,912.00		190,413.00	368,325.00
SPC Institutional Advancement	112001	820101	5010	4.00		191,801.00		71,045.00	262,846.00
SPC Planning and Research	112001	820201	5010	3.00		151,205.00		6,490.00	157,695.00
SPC Hospitality Operations	112001	822062	5010			3,000.00		99,999.00	102,999.00
SPC Commencement	112001	826063	5010					85,900.00	85,900.00
OPERATIONS AND MAINTENANCE OF PLANT									
SPC General Institutional Costs	112001	820002	6010				292.00		292.00
SPC Office of the President	172001	820003	6010					2,000.00	2,000.00
SPC Theater and Fine Arts	172002	821121	6010			2,000.00			2,000.00
SPC CETC-BIS Contract Training	112001	822045	6010					4,500.00	4,500.00
INSTITUTIONAL SCHOLARSHIPS									
SPC General Institutional Costs	112001	820002	7010					83,349.00	83,349.00
AUXILIARY ENTERPRISES									
SPC General Institutional Costs	132001	820002	8010				14,845.00	3,789.00	18,634.00
SPC GoPrint	132001	823055	8010					40,000.00	40,000.00
SPC Child Development Center	112001	826022	8010	2.00		8,448.00			8,448.00
SPC Child Development Center	132001	826022	8010			77,321.00		14,638.00	91,959.00
TRANSFERS									
SPC General Institutional Costs	112002	820002	9425					930,000.00	930,000.00
Total St. Philip's College				**349.74**	**10,103,850.00**	**15,232,738.00**	**4,537,335.00**	**8,681,892.00**	**38,555,815.00**

Faculty salaries included full-time faculty FTE (Account code 61001) only.

Departmental 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			(191,269.00)			(191,269.00)
PAC Agriculture	113001	831211	1010			32,103.00		4,147.00	36,250.00
PAC Landscape and Turfgrass Mgmt	113001	831212	1010	2.00	53,142.00	41,455.00		7,436.00	102,033.00
PAC Biological Sciences	113001	831231	1030	13.00	553,833.00	277,275.00		18,990.00	850,098.00
PAC Chemistry	113001	831232	1030	3.00	183,911.00	87,047.00		6,752.00	277,710.00
PAC Earth Sciences	113001	831233	1030			19,995.00			19,995.00
PAC Physics	113001	831235	1030			78,649.00		2,543.00	81,192.00
PAC Geology	113001	831236	1030	1.00	61,152.00				61,152.00
PAC Business Administration	113001	831221	1040	1.00	58,473.00	53,148.00		213.00	111,834.00
PAC Business Occupations	113001	831222	1040			23,500.00		1,782.00	25,282.00
PAC Distribution Logistics	113001	831223	1040	1.00	46,579.00	43,695.00		25.00	90,299.00
PAC Mid-Management	113001	831224	1040	2.00	110,072.00	92,162.00		85.00	202,319.00
PAC CE-Office Education	113001	831407	1040			35,290.00		43,245.00	78,535.00
PAC Aviation Technology	113001	831286	1050	1.00	48,735.00	42,000.00		305,848.00	396,583.00
PAC Mass Communications	113001	831175	1060	1.83	107,395.00	12,237.00		605.00	120,237.00
PAC Computer Science	113001	831251	1070	4.00	255,824.00	42,000.00			297,824.00
PAC Computer Information Systems	113001	831252	1070	5.00	188,020.00	230,828.00		2,977.00	421,825.00
PAC CE-Information Tech	113001	831413	1070			65,752.00		5,000.00	70,752.00
PAC Teacher Assistant and Aide Prog	113001	831136	1090	1.00	59,735.00	107,934.00		85.00	167,754.00
PAC Engineering	113001	831234	1100	1.00	50,819.00	25,206.00		595.00	76,620.00
PAC Electro-Mechanical Technology	113001	831281	1110			16,400.00			16,400.00
PAC CE Toyota	113001	831282	1110			95,884.00		8,500.00	104,384.00
PAC CE-Industr TrngandSafety	113001	831408	1110			231,632.00		98,000.00	329,632.00
PAC Speech	113001	831113	1120	5.00	201,989.00	149,382.00		1,189.00	352,560.00
PAC Humanities	113001	831131	1120	2.00	135,655.00	25,050.00		255.00	160,960.00
PAC Philosophy	113001	831133	1120	2.00	140,475.00	59,481.00		170.00	200,126.00
PAC Developmental English	113001	831171	1120	1.00	49,716.00	137,704.00		255.00	187,675.00
PAC English	113001	831172	1120	10.17	594,896.00	275,360.00		3,268.00	873,524.00
PAC English As A Second Language	113001	831173	1120	2.00	80,747.00	156,982.00		343.00	238,072.00
PAC Reading and Education	113001	831176	1120			63,380.00		59.00	63,439.00
PAC LIS	113001	831303	1120	3.00		295,461.00		817.00	296,278.00
PAC Foreign Languages	113001	831174	1130	3.00	112,872.00	153,540.00		502.00	266,914.00
PAC Veterinary Technology	113001	831296	1160	3.00	120,399.00	107,468.00		67,240.00	295,107.00
PAC CE Allied Health	113001	831409	1160			130,829.00		50,771.00	181,600.00
PAC Mathematics	113001	831261	1190	7.14	366,305.00	196,604.00		3,911.00	566,820.00
PAC Developmental Math	113001	831262	1190	1.00	50,912.00	333,074.00		2,969.00	386,955.00
PAC - Soccer	113001	830023	1230		-	4,603.00			4,603.00

Palo Alto College

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
INSTRUCTION									
PAC Kinesiology	113001	831266	1230	6.00	278,076.00	233,320.00		14,495.00	525,891.00
PAC Criminal Justice	113001	831271	1240	3.00	91,814.00	61,175.00		127.00	153,116.00
PAC Social Work	113001	831272	1240			10,100.00			10,100.00
PAC Psychology	113001	831134	1250	4.00	201,380.00	134,758.00		1,078.00	337,216.00
PAC Sociology	113001	831135	1250			70,000.00			70,000.00
PAC Economics	113001	831151	1250	2.00	109,007.00	78,128.00		1,900.00	189,035.00
PAC Geography	113001	831152	1250	1.00	56,816.00	31,264.00			88,080.00
PAC Government	113001	831153	1250	5.00	308,934.00	156,605.00		2,177.00	467,716.00
PAC History	113001	831154	1250	7.00	340,056.00	208,160.00		2,113.00	550,329.00
PAC Art	113001	831111	1260	5.00	304,755.00	131,956.00		4,883.00	441,594.00
PAC Drama	113001	831112	1260	1.00	63,070.00	4,000.00		2,783.00	69,853.00
PAC Music	113001	831114	1260	2.00	112,774.00	72,170.00		5,738.00	190,682.00
PAC Dance	113001	831118	1260	1.00	51,213.00	3,000.00		934.00	55,147.00
PAC General Institutional Costs	113001	830002	1270			(610,172.00)	1,789,419.00	655,557.00	1,834,804.00
PAC Technical Computer Labs	113001	830004	1270					53,631.00	53,631.00
PAC Distance Learning	113001	830201	1270	1.00		36,679.00		21,297.00	57,976.00
PAC Gateway To College ISD	113001	830207	1270			188,513.00		93,825.00	282,338.00
PAC Adult CE Instruction	113001	831403	1270			55,296.00		33,414.00	88,710.00
PAC GED	113001	831405	1270			107,421.00		2,500.00	109,921.00
PAC CE Green Initiatives Programs	113001	831406	1270			52,798.00		12,027.00	64,825.00
PAC CE Childrens Leadership Academy	113001	831412	1270			32,700.00		1,000.00	33,700.00
PAC Developmental Math	113001	831262	1280	6.86	410,929.00				410,929.00
PAC Developmental English	113001	831171	1290	2.00	96,249.00				96,249.00
PAC Reading and Education	113001	831176	1290	2.00	122,695.00				122,695.00
PAC General Institutional Costs	113001	830002	1999			(757,300.00)		795,986.00	38,686.00
ACADEMIC SUPPORT									
PAC General Institutional Costs	113001	830002	3010				406,021.00	100,263.00	506,284.00
PAC Information and Communication T	113001	830018	3010	10.00		434,144.00		17,361.00	451,505.00
PAC Public Relations	113001	830101	3010	1.00		42,502.00			42,502.00
PAC Phoenix Institute	113001	830202	3010	2.00		85,004.00		4,370.00	89,374.00
PAC Telecourse Administration	113001	830204	3010					9,815.00	9,815.00
PAC Inst Adv and Eff and Comm Devel	113001	830206	3010			229.00		8,606.00	8,835.00
PAC Exit Center	113001	830208	3010	5.00		230,790.00		2,374.00	233,164.00
PAC Evening and Weekend Operations	113001	830210	3010					425.00	425.00
PAC VP Academic Affairs Office	113001	831001	3010	5.00		245,768.00		3,520.00	249,288.00
PAC Tutoring Services	113001	831008	3010	5.00		221,900.00		3,218.00	225,118.00
PAC Dean Of Arts and Humanities	113001	831101	3010	2.00		134,857.00		4,225.00	139,082.00

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 Journal Designated Revenue	113001	831177	3010					800.00	800.00
PAC Journal	113001	831178	3010			2,192.00		2,711.00	4,903.00
PAC Dean Of Sciences and Technology	113001	831201	3010	4.50		257,628.00		11,608.00	269,236.00
PAC Dean Of Learning Resource	113001	831301	3010	2.00		110,138.00		3,388.00	113,526.00
PAC Learning Resources	113001	831302	3010	4.00		125,160.00		4,377.00	129,537.00
PAC Library Automation	113001	831304	3010					18,206.00	18,206.00
PAC Library Books and Materials	113001	831305	3010					136,706.00	136,706.00
PAC LRC Fines	113001	831307	3010					3,500.00	3,500.00
PAC Adult CE Administration	113001	831401	3010	5.00		260,372.00		10,595.00	270,967.00
PAC Dean of Students	113001	832051	3010					15,440.00	15,440.00
STUDENT SERVICES									
PAC General Institutional Costs	113001	830002	4010			(5,314.00)	420,252.00	173,849.00	588,787.00
PAC Information and Communication T	113001	830018	4010	1.00		33,058.00			33,058.00
PAC Gym Rental	173001	830020	4010			10,682.00		22,507.00	33,189.00
PAC Recruitment	113001	830205	4010	2.50		129,329.00		16,489.00	145,818.00
PAC VP Student Services Office	113001	832001	4010	2.00		147,444.00		21,454.00	168,898.00
PAC PACfest	113001	832005	4010					8,500.00	8,500.00
PAC Dean of Students	113001	832051	4010	4.00		190,479.00			190,479.00
PAC Student Activities	113001	832101	4010	5.50		226,214.00		11,716.00	237,930.00
PAC Student Commission Account	113001	832103	4010					478.00	478.00
PAC Student Activity Fee-Designated	113003	832106	4010					134,400.00	134,400.00
PAC Admissions and Records	113001	832201	4010	6.00		277,886.00		33,968.00	311,854.00
PAC Assessment	113001	832204	4010	4.00		191,304.00		30,000.00	221,304.00
PAC Advanced Standing Test Fees	113001	832205	4010					2,741.00	2,741.00
PAC Veterans Affairs	113001	832206	4010	3.00		137,581.00		8,500.00	146,081.00
PAC Counseling	113001	832401	4010	5.00	286,477.00	202,175.00		2,547.00	491,199.00
PAC Student Support Services	113001	832501	4010	3.00		180,166.00		6,140.00	186,306.00
PAC Special Populations	113001	832502	4010	3.00		133,080.00		26,286.00	159,366.00
PAC Scholarship Support Services	113001	832504	4010					1,087.00	1,087.00
PAC Career and Transfer	113001	832505	4010	2.00		55,733.00			55,733.00
PAC Welcome Center	113001	832506	4010	2.00		74,704.00			74,704.00
INSTITUTIONAL SUPPORT									
PAC General Institutional Costs	113001	830002	5010				170,240.00	252,503.00	422,743.00
PAC Office of the President	113001	830003	5010	6.00		533,761.00		24,495.00	558,256.00
PAC Hospitality Account	113001	830005	5010					34,845.00	34,845.00
PAC Staff Council	113001	830008	5010					850.00	850.00

Palo Alto College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
INSTITUTIONAL SUPPORT									
PAC Business Services	113001	830015	5010					1,408,616.00	1,408,616.00
PAC Business Services	173003	830015	5010					9,000.00	9,000.00
PAC Staff Council Designated Rev	113001	830016	5010					3,442.00	3,442.00
PAC Paper Recycling Fund	113001	830017	5010					6,002.00	6,002.00
PAC Public Relations	113001	830101	5010	2.00		129,556.00		85,344.00	214,900.00
PAC Commencement	113001	830102	5010					8,945.00	8,945.00
PAC Class Schedules and Catalog	113001	830103	5010					21,500.00	21,500.00
PAC Planning and Research	113001	830203	5010	1.00		58,698.00		938.00	59,636.00
PAC Institutional Advancement	113001	830209	5010	4.00		111,547.00		373.00	111,920.00
PAC Faculty Senate	113001	831004	5010					425.00	425.00
PAC Hospitality Academic Affairs	113001	831007	5010					5,241.00	5,241.00
PAC Quality Enhancement Plan	113001	831009	5010					36,353.00	36,353.00
PAC Auditorium	113001	831117	5010	2.00		76,675.00		1,697.00	78,372.00
PAC Hospitality Student Affairs	113001	832003	5010					10,741.00	10,741.00
INSTITUTIONAL SCHOLARSHIPS									
PAC General Institutional Costs	113001	830002	7010					56,829.00	56,829.00
PAC General Institutional Costs	153001	830002	7010					9,882.00	9,882.00
PAC Jazz Band Designated Revenue	113001	831115	7010					142.00	142.00
PAC Mariachi Prog Designated Rev	113001	831116	7010					8,401.00	8,401.00
AUXILIARY ENTERPRISES									
PAC General Institutional Costs	133001	830002	8010				86,525.00	2,124.00	88,649.00
PAC Natatorium Operation + Maint	133003	830022	8010			218,601.00		232,471.00	451,072.00
PAC Auditorium	173002	831117	8010			1,000.00		565.00	1,565.00
PAC AUX Family Center	133001	832901	8010			338,771.00		31,440.00	370,211.00
PAC AUX Ellison Family Ctr USDA	133001	832902	8010					30,000.00	30,000.00
TRANSFERS									
PAC General Institutional Costs	113002	830002	9425					410,000.00	410,000.00
Total Palo Alto College				**228.50**	**6,465,901.00**	**9,456,226.00**	**2,872,457.00**	**5,899,376.00**	**24,693,960.00**

Faculty salaries included full-time faculty FTE (Account code 61001) only.

Departmental 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	1010			(289,570.00)			(289,570.00)
NVC Biological Sciences	114001	842042	1030	12.00	651,248.00	765,247.00		100,400.00	1,516,895.00
NVC Chemistry	114001	842043	1030	6.00	330,581.00	237,803.00		33,000.00	601,384.00
NVC Geology	114001	842044	1030	2.00	112,038.00	67,967.00		4,000.00	184,005.00
NVC Physics	114001	842045	1030	2.00	106,078.00	122,867.00		15,000.00	243,945.00
NVC Clinical Research Coordinator	114001	842054	1030	1.00	47,513.00	18,979.00		1,500.00	67,992.00
NVC Nanotechnology	114001	842058	1030	1.00	53,605.00	18,279.00		8,000.00	79,884.00
NVC Business Administration	114001	842022	1040	1.00	50,931.00	298,420.00		150.00	349,501.00
NVC Accounting	114001	842023	1040	3.00	159,920.00				159,920.00
NVC Mass Communications	114001	842083	1060	1.00	60,505.00	69,205.00		1,000.00	130,710.00
NVC Multimedia	114001	842059	1070	2.00	104,959.00	91,435.00		56,700.00	253,094.00
NVC Digital Video & Cinema Prod	114001	842060	1070	1.00	53,575.00	69,330.00		170,793.00	293,698.00
NVC Gaming Development	114001	842061	1070	2.00	89,627.00	37,262.00		46,925.00	173,814.00
NVC Computer Information Systems	114001	842062	1070	3.00	168,744.00	231,574.00		38,340.00	438,658.00
NVC Education	114001	842085	1090	2.00	102,943.00	64,351.00		500.00	167,794.00
NVC Engineering	114001	842046	1100	1.00	58,665.00	37,031.00		11,000.00	106,696.00
NVC Advanced Water Treatment	114001	842053	1110	1.00	39,841.00	26,506.00		81,500.00	147,847.00
NVC Philosophy	114001	842032	1120	2.00	134,480.00	158,713.00		50.00	293,243.00
NVC Humanities	114001	842033	1120	3.80	186,794.00	103,500.00		1,100.00	291,394.00
NVC Speech	114001	842084	1120	5.00	305,646.00	263,023.00		500.00	569,169.00
NVC English	114001	842092	1120	13.40	674,899.00	908,994.00			1,583,893.00
NVC CE ESL Program	114001	842508	1120			209,575.00		19,500.00	229,075.00
NVC Student Development	114001	845303	1120			142,600.00		29,550.00	172,150.00
NVC Foreign Languages	114001	842034	1130	3.20	167,111.00	105,000.00		800.00	272,911.00
NVC Community Health	114001	842056	1160	1.00	57,596.00	30,641.00		500.00	88,737.00
NVC Pharmacy Technology	114001	842057	1160	1.00	52,158.00	56,919.00		7,475.00	116,552.00
NVC Math Lab	114001	842072	1190		-	28,000.00		-	28,000.00
NVC Mathematics	114001	842073	1190	11.84	631,269.00			-	631,269.00
NVC Kinesiology	114001	842016	1230	5.00	262,560.00	336,000.00		21,300.00	619,860.00
NVC Criminal Justice	114001	842086	1240	1.00	58,667.00	168,205.00		500.00	227,372.00
NVC Economics	114001	842024	1250	5.00	250,990.00	170,300.00		2,000.00	423,290.00
NVC Government	114001	842025	1250	7.00	389,573.00	346,400.00		-	735,973.00
NVC History	114001	842035	1250	8.80	474,128.00	541,084.00		450.00	1,015,662.00
NVC Mexican-American Studies	114001	842036	1250					2,900.00	2,900.00
NVC Geography	114001	842082	1250	2.20	122,764.00	55,100.00		1,800.00	179,664.00
NVC Psychology	114001	842087	1250	4.00	227,362.00	304,101.00		1,600.00	533,063.00
NVC Sociology	114001	842088	1250	2.00	96,474.00	143,863.00		500.00	240,837.00

Northwest Vista College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
INSTRUCTION									
NVC Anthropology	114001	842089	1250	1.00	44,041.00	47,306.00		1,000.00	92,347.00
NVC Fine Arts	114001	842012	1260	5.00	266,276.00	412,000.00		49,000.00	727,276.00
NVC Drama	114001	842013	1260	1.00	51,414.00	102,500.00		36,800.00	190,714.00
NVC Dance	114001	842014	1260	1.00	57,141.00	141,600.00		17,380.00	216,121.00
NVC Music	114001	842015	1260	4.00	233,294.00	162,700.00		23,200.00	419,194.00
NVC General Institutional Costs	114001	840002	1270				2,914,058.00	1,114,996.00	4,029,054.00
NVC Developmental Math	114001	842074	1280	8.16	423,391.00	618,684.00		3,500.00	1,045,575.00
NVC Developmental Reading	114001	842095	1280		-	219,202.00			219,202.00
NVC Mathematics	114001	842073	1290		-	629,139.00			629,139.00
NVC Developmental English	114001	842093	1290	3.60	180,214.00	130,260.00			310,474.00
NVC Developmental Reading	114001	842095	1290	3.00	146,023.00				146,023.00
NVC General Institutional Costs	114001	840002	1999					1,236,028.00	1,236,028.00
NVC Academic Affairs	114001	842001	1999			800,000.00			800,000.00
NVC Technology Testing Services	114001	842502	1999					1,700.00	1,700.00
NVC Contract Training Reimbursabl	114001	842503	1999			197,982.00		36,000.00	233,982.00
NVC Contract Training Non-reimbur	114001	842504	1999			8,000.00			8,000.00
NVC TIER Programs	114001	842505	1999			89,480.00		62,100.00	151,580.00
NVC CE Open Enrollment Reimbursab	114001	842507	1999			119,054.00		500.00	119,554.00
NVC CE Open Enrollment Non-reimbu	114001	842509	1999			62,648.00		13,000.00	75,648.00
NVC Community Education	114001	848003	1999			55,199.00		16,318.00	71,517.00
ACADEMIC SUPPORT									
NVC General Institutional Costs	114001	840002	3010			(309,038.00)	645,580.00	299,915.00	636,457.00
NVC Faculty and Staff Development	114001	840006	3010					140,479.00	140,479.00
NVC Academic Affairs	114001	842001	3010	3.00		212,869.00		51,370.00	264,239.00
NVC Curriculum Development	114001	842003	3010			36,800.00		9,550.00	46,350.00
NVC Off-Campus Learning Centers	114001	842004	3010					38,000.00	38,000.00
NVC Arts and Kinesiology Chair	114001	842011	3010	2.00		110,240.00		30,750.00	140,990.00
NVC Arts and Kinesiology Chair	174003	842011	3010					20,000.00	20,000.00
NVC Business and Government Chair	114001	842021	3010	1.00		32,794.00		7,740.00	40,534.00
NVC Humanities Chair	114001	842031	3010	1.00		30,344.00		8,500.00	38,844.00
NVC Natural and Phys Sciences Chair	114001	842041	3010	4.00		151,908.00		28,600.00	180,508.00
NVC Workforce Programs Chair	114001	842051	3010	1.00		26,724.00		8,090.00	34,814.00
NVC Multimedia	114001	842059	3010	0.50		16,191.00			16,191.00
NVC Digital Video & Cinema Prod	114001	842060	3010	0.50		16,191.00			16,191.00
NVC Math Chair	114001	842071	3010	2.00		55,655.00		16,250.00	71,905.00
NVC Math Lab	114001	842072	3010	2.00		201,289.00			201,289.00

Northwest Vista College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
ACADEMIC SUPPORT									
NVC Mathematics	114001	842073	3010					3,500.00	3,500.00
NVC Social Sciences Chair	114001	842081	3010	1.00		26,724.00		15,700.00	42,424.00
NVC English and Reading Chair	114001	842091	3010	1.00		42,792.00		13,400.00	56,192.00
NVC English and Reading Labs	114001	842094	3010	3.00		313,875.00		13,000.00	326,875.00
NVC Writing Across Curriculum Lab	114001	842096	3010	1.00		95,462.00		1,530.00	96,992.00
NVC Speech Lab	114001	842101	3010			18,000.00		1,500.00	19,500.00
NVC Learning Resources	114001	842202	3010	10.00		551,663.00		45,650.00	597,313.00
NVC Library Books and Materials	114001	842204	3010					320,624.00	320,624.00
NVC Interdisciplinary Programs	114001	842301	3010	2.00		119,888.00		21,900.00	141,788.00
NVC Dual Credit Program	114001	842302	3010	2.00		132,464.00		244,700.00	377,164.00
NVC Distance Learning	114001	842303	3010	4.00		204,688.00		10,900.00	215,588.00
NVC Service Learning	114001	842304	3010	1.00		46,798.00		11,400.00	58,198.00
NVC TeachandLearn Facilitation	114001	842402	3010	4.00		270,885.00		22,100.00	292,985.00
NVC Work Force Development	114001	842501	3010	1.50		70,704.00		80,000.00	150,704.00
NVC CE Administration	114001	842506	3010	1.50		109,468.00			109,468.00
NVC Program Dev & Performance	114001	842511	3010	3.00		148,136.00		41,450.00	189,586.00
NVC Go Print	114001	844004	3010					50,000.00	50,000.00
NVC College Event Coordination	114001	844012	3010					18,650.00	18,650.00
NVC Information Technology	114001	844021	3010	12.00		659,088.00		1,074,800.00	1,733,888.00
NVC Open Computer Lab	114001	844022	3010	2.00		72,875.00		203,700.00	276,575.00
NVC Organization Learning Coord	114001	844041	3010	1.50		94,871.00		92,594.00	187,465.00
NVC Student Development	114001	845303	3010	1.00		29,047.00			29,047.00
STUDENT SERVICES									
NVC General Institutional Costs	114001	840002	4010			125,000.00	615,754.00	291,045.00	1,031,799.00
NVC College Event Coordination	114001	844012	4010					20,725.00	20,725.00
NVC Student Affairs	114001	845001	4010	7.00		436,340.00		49,270.00	485,610.00
NVC Recruitment	114001	845002	4010	4.50		198,020.00		24,932.00	222,952.00
NVC Graduation	114001	845101	4010	3.00		146,167.00		34,500.00	180,667.00
NVC Assessment And Testing	114001	845102	4010	5.00		240,310.00		20,970.00	261,280.00
NVC Admissions And Records	114001	845103	4010	12.00		504,404.00		22,013.00	526,417.00
NVC Student Advising	114001	845201	4010	18.00		678,860.00		29,443.00	708,303.00
NVC Veterans Affairs	114001	845202	4010	3.50		123,017.00		12,000.00	135,017.00
NVC Career Center	114001	845203	4010	6.00		229,932.00		23,323.00	253,255.00
NVC Counseling	114001	845302	4010					200.00	200.00
NVC Student Development	114001	845303	4010	3.00		137,224.00			137,224.00
NVC Recreation Sports and Wellness	114001	845401	4010	1.00		110,646.00		7,733.00	118,379.00

Northwest Vista College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
STUDENT SERVICES									
NVC Stud Leadership and Activities	114001	845403	4010	3.00		123,799.00		5,000.00	128,799.00
NVC Student Activity Fee-Designated	114003	845404	4010			93,177.00		177,909.00	271,086.00
NVC Student Wellness Center	114001	845501	4010	6.00		228,945.00		75,320.00	304,265.00
INSTITUTIONAL SUPPORT									
NVC General Institutional Costs	114001	840002	5010				261,178.00	354,697.00	615,875.00
NVC Office of the President	114001	840003	5010	4.00		314,794.00		16,020.00	330,814.00
NVC Hospitality Account	114001	840004	5010					24,750.00	24,750.00
NVC Staff Council	114001	840008	5010					4,150.00	4,150.00
NVC Public Relations	114001	840011	5010	6.00		318,835.00		125,450.00	444,285.00
NVC Marketing and Advertising	114001	840012	5010					89,000.00	89,000.00
NVC Business Services	114001	844001	5010	6.00		336,606.00		15,795.00	352,401.00
NVC College Initiatives	114001	844002	5010					84,000.00	84,000.00
NVC Purchasing Services	114001	844003	5010					367,226.00	367,226.00
NVC Resource and College Developmnt	114001	844011	5010	1.00		152,494.00		8,881.00	161,375.00
NVC College Event Coordination	114001	844012	5010	1.50		72,255.00		16,100.00	88,355.00
NVC Institutional Research	114001	844031	5010	1.00		91,200.00		38,304.00	129,504.00
NVC Scholarship Coordination	114001	848011	5010	0.30		32,429.00		2,900.00	35,329.00
NVC Fundraising	114001	848012	5010	1.00		73,440.00			73,440.00
NVC Community Development	114001	848013	5010					14,570.00	14,570.00
NVC Alumni Connections	114001	848014	5010	0.70		22,001.00		5,250.00	27,251.00
INSTITUTIONAL SCHOLARSHIPS									
NVC General Institutional Costs	114001	840002	7010					53,040.00	53,040.00
TRANSFERS									
NVC General Institutional Costs	114002	840002	9425					590,000.00	590,000.00
Total Northwest Vista College				**306.00**	**7,685,038.00**	**18,113,748.00**	**4,436,570.00**	**8,821,713.00**	**39,057,069.00**

Faculty salaries included full-time faculty FTE (Account code 61001) only.

Departmental Budgets are required by State Law in Texas State Statute Sec. 51.402b.

Northeast Lakeview College

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
INSTRUCTION									
NLC General Institutional Costs	115001	850002	1010			(136,848.00)			(136,848.00)
NLC General Institutional Costs	115001	850002	1030					30,000.00	30,000.00
NLC Biological Sciences	115001	852162	1030	6.00	279,301.00	186,724.00		-	466,025.00
NLC Chemistry	115001	852163	1030	3.00	96,714.00	93,224.00		-	189,938.00
NLC Geology	115001	852165	1030	1.00	55,401.00	22,000.00		-	77,401.00
NLC General Institutional Costs	115001	850002	1040					340,000.00	340,000.00
NLC Accounting-Business-Managemt	115001	852121	1040	2.00	102,777.00	29,000.00		-	131,777.00
NLC Business Training Non-reimb	115001	853004	1040			414,814.00		29,000.00	443,814.00
NLC Journalism	115001	852113	1060			20,000.00		-	20,000.00
NLC General Institutional Costs	115001	850002	1070					370,000.00	370,000.00
NLC Computer Information System	115001	852154	1070	1.00	62,602.00	2,500.00		-	65,102.00
NLC Career Readiness Contact Trai	115001	853003	1070			561,612.00		32,000.00	593,612.00
NLC Education	115001	852182	1090	1.00	57,197.00	10,000.00		-	67,197.00
NLC General Institutional Costs	115001	850002	1120					30,000.00	30,000.00
NLC English	115001	852102	1120	7.00	387,197.00	165,000.00		-	552,197.00
NLC Reading	115001	852103	1120	1.00		46,083.00		-	46,083.00
NLC Humanities	115001	852112	1120			25,000.00		-	25,000.00
NLC Philosophy	115001	852114	1120	2.00	113,636.00	51,500.00		-	165,136.00
NLC Speech	115001	852116	1120	4.00	244,611.00	111,000.00		-	355,611.00
NLC Foreign Languages	115001	852111	1130	1.00	48,400.00	62,500.00		-	110,900.00
NLC Mathematics and COSC	115001	852151	1190	8.00	410,015.00	200,000.00		-	610,015.00
NLC General Institutional Costs	115001	850002	1230					30,000.00	30,000.00
NLC Kinesiology	115001	852141	1230	5.00	215,368.00	130,050.00			345,418.00
NLC Recreation Training Non-reimb	115001	853002	1230			25,000.00		14,000.00	39,000.00
NLC General Institutional Costs	115001	850002	1250					30,000.00	30,000.00
NLC Economics	115001	852171	1250	1.00	55,585.00	31,550.00		-	87,135.00
NLC Geography	115001	852173	1250	1.00	44,906.00	7,200.00		-	52,106.00
NLC History	115001	852174	1250	4.00	210,757.00	130,000.00		-	340,757.00
NLC Political Science	115001	852176	1250	3.00	182,851.00	95,000.00		-	277,851.00
NLC Social Sciences	115001	852179	1250			8,000.00		-	8,000.00
NLC Anthropology	115001	852181	1250			35,000.00		-	35,000.00
NLC Psychology	115001	852183	1250	2.00	106,910.00	77,000.00		-	183,910.00
NLC Sociology	115001	852184	1250	1.00	55,264.00	57,000.00		-	112,264.00
NLC General Institutional Costs	115001	850002	1260					30,000.00	30,000.00
NLC Instruction Pool Academic	115001	852012	1260	5.00		132,127.00		-	132,127.00
NLC Art Department	115001	852131	1260	4.00	203,200.00	100,000.00		-	303,200.00
NLC Dance	115001	852132	1260			5,000.00		-	5,000.00

Northeast Lakeview College

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
INSTRUCTION									
NLC Music	115001	852134	1260	2.00	103,259.00	38,100.00		-	141,359.00
NLC Theatre and Communications	115001	852135	1260	4.00	99,001.00	110,979.00		19,900.00	229,880.00
NLC Kinesiology	115001	852141	1260					3,000.00	3,000.00
NLC General Institutional Costs	115001	850002	1270				1,134,105.00	1,922,925.00	3,057,030.00
NLC Reading	115001	852103	1280			75,000.00			75,000.00
NLC Developmental Math	115001	852152	1280	3.00	151,196.00				151,196.00
NLC Student Services Instruction	115001	851022	1290	0.40		69,941.00		2,500.00	72,441.00
NLC Developmental English	115001	852101	1290	2.00	88,825.00	85,000.00			173,825.00
NLC Reading	115001	852103	1290	1.00	47,513.00				47,513.00
NLC Developmental Math	115001	852152	1290			130,000.00			130,000.00
ACADEMIC SUPPORT									
NLC General Institutional Costs	115001	850002	3010			(6,594.00)	335,289.00	79,687.00	408,382.00
NLC VP Student and Admin Services	115001	851001	3010	1.00		53,150.00		-	53,150.00
NLC Vice Pres Acad Affairs Office	115001	852001	3010	2.00		148,351.00		22,000.00	170,351.00
NLC VPAA Hospitality Account	115001	852003	3010					5,000.00	5,000.00
NLC Distance Learning	115001	852004	3010	1.00		97,851.00		7,100.00	104,951.00
NLC International Initiative	115001	852008	3010					1,500.00	1,500.00
NLC Teach and Learn Comm Initiative	115001	852009	3010					1,500.00	1,500.00
NLC Honors Initiative	115001	852010	3010					5,000.00	5,000.00
NLC Tutoring Services	115001	852011	3010	2.00		150,244.00		2,000.00	152,244.00
NLC Academic Affairs	115001	852013	3010	2.00		125,602.00		-	125,602.00
NLC Academic Support	115001	852015	3010	2.00		137,100.00		81,000.00	218,100.00
NLC Dean of Arts and Sciences Offic	115001	852301	3010			-		11,650.00	11,650.00
NLC Dean of CE and Workforce Office	115001	853001	3010	2.00		118,427.00		32,000.00	150,427.00
NLC Community Education	115001	853006	3010	2.00		116,701.00		12,440.00	129,141.00
NLC Learning Resource Ctr Office	115001	854001	3010	8.00	144,281.00	279,061.00		159,100.00	582,442.00
NLC Library Fines and Lost Material	115001	854004	3010					1,000.00	1,000.00
NLC Information Technologies	115001	855002	3010	10.00		464,240.00		112,100.00	576,340.00
NLC Information Technology	115001	855006	3010					22,000.00	22,000.00
STUDENT SERVICES									
NLC General Institutional Costs	115001	850002	4010				234,600.00	126,694.00	361,294.00
NLC VP Student and Admin Services	115001	851001	4010	5.00		314,941.00		23,500.00	338,441.00
NLC Assessment and Testing	115001	851004	4010	2.00		116,841.00		36,475.00	153,316.00
NLC Admissions and Records	115001	851005	4010	5.00		199,409.00		4,250.00	203,659.00
NLC Student Activity Fee-Designated	115001	851006	4010			8,561.00			8,561.00
NLC Student Activity Fee-Designated	115003	851006	4010	1.00		31,319.00		86,439.00	117,758.00
NLC VPSAS Hospitality Account	115001	851013	4010					6,500.00	6,500.00

Northeast Lakeview College

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
STUDENT SERVICES									
NLC Student Activities	115001	851015	4010	2.00		110,351.00		12,050.00	122,401.00
NLC Counseling	115001	851016	4010					21,000.00	21,000.00
NLC Student Development	115001	851017	4010	0.60		22,411.00		5,500.00	27,911.00
NLC Career Services and Job Placement	115001	851018	4010	1.00		34,289.00		4,050.00	38,339.00
NLC Recruitment and Retention	115001	851019	4010	1.00		81,862.00		4,500.00	86,362.00
NLC Advising	115001	851020	4010	6.00		256,197.00		3,150.00	259,347.00
NLC Commencement	115001	851023	4010					300.00	300.00
NLC Disability Services	115001	851024	4010	1.00		42,498.00		3,050.00	45,548.00
NLC Coor. Student Services Support	115001	851025	4010	1.00		42,731.00		1,000.00	43,731.00
NLC Veterans Affairs	115001	851026	4010			2,000.00		2,500.00	4,500.00
NLC Dean of Student Success Office	115001	851201	4010					11,650.00	11,650.00
NLC Phi Theta Kappa Initiative	115001	852006	4010					17,000.00	17,000.00
NLC Service Learning Initiative	115001	852007	4010					1,500.00	1,500.00
INSTITUTIONAL SUPPORT									
NLC General Institutional Costs	115001	850002	5010				193,962.00	182,729.00	376,691.00
NLC Office of the President	115001	850003	5010	3.00		290,967.00		48,450.00	339,417.00
NLC Hospitality Account	115001	850005	5010					28,500.00	28,500.00
NLC Institutional Advancement	115001	850006	5010	3.00		194,180.00		10,050.00	204,230.00
NLC Self Study	115001	850007	5010					42,615.00	42,615.00
NLC Public Relations	115001	850009	5010	3.00		185,184.00		78,400.00	263,584.00
NLC Faculty Senate	115001	850010	5010			6,000.00		1,500.00	7,500.00
NLC Staff Council	115001	850011	5010					1,500.00	1,500.00
NLC Green Team Recycling	115001	850012	5010					14,500.00	14,500.00
NLC Professional Development	115001	850013	5010					141,590.00	141,590.00
NLC Wellness	115001	850014	5010					1,500.00	1,500.00
NLC Safety Initiative	115001	850015	5010					2,500.00	2,500.00
NLC VPSAS Hospitality Account	115001	851013	5010					500.00	500.00
NLC Commencement	115001	851023	5010					8,350.00	8,350.00
NLC College Services	115001	855001	5010	5.00		285,649.00		23,927.00	309,576.00
NLC Planning and Research	115001	855004	5010	1.00		70,782.00		5,500.00	76,282.00
NLC Institutional Support	115001	855005	5010			1,000.00		53,300.00	54,300.00
TRANSFERS									
NLC General Institutional Costs	115002	850002	9425					180,000.00	180,000.00
Total Northeast Lakeview College				**148.00**	**3,566,767.00**	**7,187,361.00**	**1,897,956.00**	**4,634,921.00**	**17,287,005.00**

Faculty salaries included full-time faculty FTE (Account code 61001) only.

Departmental 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 Special Projects	119001	897007	1040			29,047.00	6,517.00	43,001.00	78,565.00
DIS VC Economic+WorkforceDeOffice	119001	897001	1270			(8,974.00)			(8,974.00)
DIS Educator Prep Program	119001	897008	1999					725.00	725.00
DIS Academies	119001	897021	1999					2,452.00	2,452.00
DIS International Programs	119001	897101	1999			153,247.00		109,081.00	262,328.00
STUDENT SERVICES									
DIS General Institutional	119001	893901	4010					301,863.00	301,863.00
DIS VC Economic+WorkforceDeOffice	119001	897001	4010			(3,329.00)			(3,329.00)
DIS Community Based Assessment Edu	119001	897002	4010	6.00		346,328.00	61,986.00	14,521.00	422,835.00
DIS Vice Chanc Acad Affairs Offc	119001	898001	4010			(7,792.00)			(7,792.00)
DIS Academic Success/Ach the Dream	119001	898002	4010	1.00		93,500.00			93,500.00
DIS Student + Community Prog Dev	119001	899001	4010	1.00		43,699.00	10,334.00	11,975.00	66,008.00
DIS Off-Campus Military Ed Ctrs	119001	899002	4010	1.00		68,392.00	12,854.00	11,373.00	92,619.00
DIS Student Leadership Program	119001	899003	4010	2.00		123,701.00	21,744.00	38,140.00	183,585.00
DIS Student Financial Services	111001	899011	4010	12.00		581,010.00		21,859.00	602,869.00
DIS Student Financial Services	112001	899011	4010	6.00		297,110.00		12,690.00	309,800.00
DIS Student Financial Services	113001	899011	4010	6.00		312,989.00		10,208.00	323,197.00
DIS Student Financial Services	114001	899011	4010	7.00		296,324.00		11,666.00	307,990.00
DIS Student Financial Services	115001	899011	4010	2.00		120,431.00		2,770.00	123,201.00
DIS Student Financial Services	119001	899011	4010	18.00		736,013.00	436,813.00	524,639.00	1,697,465.00
DIS CWS Off Campus	119001	899012	4010			7,200.00	987.00		8,187.00
DIS Mobile Go Center-Recruiting	119001	899022	4010	1.00		33,058.00	6,213.00	43,445.00	82,716.00
DIS Interpreter Services	119001	899023	4010	6.00		694,780.00	108,957.00	35,000.00	838,737.00
DIS Center for Student Information	119001	899031	4010	21.00		848,422.00	155,789.00	318,712.00	1,322,923.00
INSTITUTIONAL SUPPORT									
DIS Board Of Trustees	119001	890001	5010					63,720.00	63,720.00
DIS Chancellors Office	119001	891001	5010	7.00		662,327.00	125,253.00	69,300.00	856,880.00
DIS Institutional Membership	119001	891002	5010					264,000.00	264,000.00
DIS Office of Legal Services	119001	891011	5010	2.00		190,459.00	35,454.00	859,164.00	1,085,077.00
DIS Board Election	119001	891012	5010					250,000.00	250,000.00
DIS Institutional Advancement	119001	891021	5010	6.00		471,696.00	86,540.00	60,012.00	618,248.00
DIS Internal Audit	119001	891031	5010	3.00		342,721.00	64,412.00	70,000.00	477,133.00
DIS Ethics and Compliance Office	119001	891051	5010	1.00		65,936.00	12,392.00	59,800.00	138,128.00
DIS Vice Chancellor Finance + Adm	119001	893004	5010	2.00		275,541.00	47,026.00	44,958.00	367,525.00
DIS Enterprise Risk Management	119001	893012	5010	5.00		339,792.00	63,641.00	114,416.00	517,849.00
DIS Environmental Safety	119001	893013	5010					98,345.00	98,345.00
DIS Human Resources	119001	893201	5010	47.00		2,863,113.00	527,901.00	686,990.00	4,078,004.00

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
INSTITUTIONAL SUPPORT									
DIS New Hire Expense	119001	893202	5010					203,000.00	203,000.00
DIS Employee Re-Training	119001	893203	5010					25,000.00	25,000.00
DIS Internal Upward Mobility Prog	119001	893204	5010					246,506.00	246,506.00
DIS Professional Development	119001	893205	5010			4,000.00	548.00	692,267.00	696,815.00
DIS Employee Accomodations	119001	893206	5010					10,000.00	10,000.00
DIS Acquisitions + Admin Services	119001	893401	5010	20.00		1,041,741.00	194,401.00	92,952.00	1,329,094.00
DIS Mailroom	119102	893441	5010	4.00		101,710.00	18,489.00	452,538.00	572,737.00
DIS Finance and Fiscal Services	119001	893502	5010	63.00		4,314,420.00	776,707.00	1,072,266.00	6,163,393.00
DIS Bursar	111001	893511	5010	7.00		310,011.00	123,616.00	26,835.00	460,462.00
DIS Bursar	112001	893511	5010	2.00		88,350.00		15,270.00	103,620.00
DIS Bursar	113001	893511	5010	3.00		120,510.00		9,604.00	130,114.00
DIS Bursar	114001	893511	5010	3.00		116,725.00		10,275.00	127,000.00
DIS Bursar	115001	893511	5010	1.00		32,872.00		3,663.00	36,535.00
DIS Department of Public Safety	111001	893801	5010	30.75		1,257,549.00			1,257,549.00
DIS Department of Public Safety	112001	893801	5010	19.25		677,403.00			677,403.00
DIS Department of Public Safety	113001	893801	5010	7.52		251,660.00			251,660.00
DIS Department of Public Safety	114001	893801	5010	10.00		340,048.00			340,048.00
DIS Department of Public Safety	115001	893801	5010	13.00		441,813.00			441,813.00
DIS Department of Public Safety	119001	893801	5010			10,845.00	558,421.00	347,883.00	917,149.00
DIS Department of Public Safety	119201	893801	5010	3.00		95,728.00			95,728.00
DIS Department of Public Safety	133001	893801	5010	0.12		3,555.00			3,555.00
DIS General Institutional	119001	893901	5010					11,271,427.00	11,271,427.00
DIS General Institutional	179001	893901	5010					21,731.00	21,731.00
DIS Insurance	119001	893902	5010					418,626.00	418,626.00
DIS Institutional Reserve	119001	893907	5010					732,792.00	732,792.00
DIS Benefits Other	119001	893913	5010				3,500,000.00		3,500,000.00
DIS EAP Services	119001	893914	5010				292,500.00	(85,041.00)	207,459.00
DIS Staff Council	119001	893915	5010					8,900.00	8,900.00
DWD Unified Staff Council	119001	893917	5010					10,000.00	10,000.00
DIS Vice Chancellor PPIS Office	119001	895001	5010	2.00		194,892.00	39,505.00	40,000.00	274,397.00
DIS Banner Project Services	119001	895101	5010	8.00		531,674.00	99,924.00	1,950,000.00	2,581,598.00
DIS Strategic Planning + Performa	119001	895201	5010	3.00		236,296.00	44,410.00	77,800.00	358,506.00
DIS Institutional Research + Effe	119001	895301	5010	12.00		757,780.00	142,213.00	22,000.00	921,993.00
DIS Director IT Services Office	119102	895401	5010	70.00		4,050,783.00	755,912.00	(4,806,695.00)	-
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 VC Economic+WorkforceDeOffice	119001	897001	5010	4.70		363,859.00	66,922.00	(86,420.00)	344,361.00

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
INSTITUTIONAL SUPPORT									
DIS Economic + Workforce Dev Adm	119001	897003	5010	8.15		508,502.00	95,358.00	6,982.00	610,842.00
DIS Workbased English Solutions	119001	897004	5010			1,621.00	222.00	47,942.00	49,785.00
DIS Professional Development	119001	897005	5010			117,362.00	18,759.00	41,355.00	177,476.00
DIS MITC University Ctr	119001	897006	5010			50,758.00	7,132.00	232,654.00	290,544.00
DIS Special Projects	119001	897007	5010			18,486.00			18,486.00
DIS Educator Prep Program	119001	897008	5010			208,401.00	31,627.00	37,372.00	277,400.00
DIS Business Outreach	119001	897009	5010			30,503.00	4,182.00	20,480.00	55,165.00
DIS Center for Workforce Excellence	119001	897032	5010	0.90		39,490.00	7,422.00	63,450.00	110,362.00
DIS Out of Dist Partner/CTTC	119001	897036	5010	4.00		127,047.00	23,435.00	63,922.00	214,404.00
DIS OutofDistPartner/Floresville	119001	897037	5010	2.00		77,257.00	14,243.00	17,150.00	108,650.00
DIS OutofDistPartnerKerrville	119001	897038	5010	3.00		96,314.00	17,618.00	54,774.00	168,706.00
DIS EDW-Interlocal Admin	119001	897046	5010			5,324.00	1,001.00	29,855.00	36,180.00
DIS EWD Revenue Holding Account	119001	897047	5010					321,072.00	321,072.00
DIS Department of Nursing	119001	897051	5010					17,400.00	17,400.00
DIS Grants + Contracts Department	119001	897061	5010					3,913.00	3,913.00
DIS International Programs	119001	897101	5010	4.00		220,256.00	66,974.00	111,452.00	398,682.00
DIS Int'l Prog Student Abroad	119001	897102	5010					221,690.00	221,690.00
DIS Int'l Prog Student Abroad Adm	119001	897103	5010					28,599.00	28,599.00
DIS Int'l Prog Foreign Student App	119001	897104	5010					30,930.00	30,930.00
DIS Department of Communications	119001	897201	5010	7.00		445,763.00	83,392.00	1,399,368.00	1,928,523.00
DIS Vice Chanc Acad Affairs Offc	119001	898001	5010	7.00		703,857.00	128,521.00	48,400.00	880,778.00
DIS Achieving the Dream	119001	898002	5010				17,573.00	45,000.00	62,573.00
DIS VC Student Success Office	119001	899021	5010	4.00		390,836.00	73,240.00	43,441.00	507,517.00
OPERATIONS AND MAINTENANCE OF PLANT									
DIS Vice Chancellor Finance + Adm	119001	893004	6010			(18,145.00)			(18,145.00)
DIS Building Maintenance	111001	893601	6010	24.00		876,931.00		415,530.00	1,292,461.00
DIS Building Maintenance	112001	893601	6010	18.00		670,096.00		361,613.00	1,031,709.00
DIS Building Maintenance	113001	893601	6010	15.00		537,388.00		280,670.00	818,058.00
DIS Building Maintenance	114001	893601	6010	14.00		522,164.00		339,750.00	861,914.00
DIS Building Maintenance	115001	893601	6010	5.00		185,769.00		428,889.00	614,658.00
DIS Building Maintenance	119001	893601	6010	3.00		105,578.00	523,055.00	352,884.00	981,517.00
DIS Grounds Maintenance	111001	893602	6010	6.00		151,196.00		20,000.00	171,196.00
DIS Grounds Maintenance	112001	893602	6010	6.00		154,277.00		17,859.00	172,136.00
DIS Grounds Maintenance	113001	893602	6010	7.00		166,116.00		101,000.00	267,116.00
DIS Grounds Maintenance	114001	893602	6010	3.00		75,634.00		328,487.00	404,121.00
DIS Grounds Maintenance	115001	893602	6010	1.00		38,099.00		253,000.00	291,099.00
DIS Grounds Maintenance	119001	893602	6010				106,400.00	149,072.00	255,472.00

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 Utilities	111001	893603	6010					2,755,263.00	2,755,263.00
DIS Utilities	112001	893603	6010					1,763,346.00	1,763,346.00
DIS Utilities	113001	893603	6010					1,428,864.00	1,428,864.00
DIS Utilities	114001	893603	6010					1,133,859.00	1,133,859.00
DIS Utilities	115001	893603	6010					1,081,653.00	1,081,653.00
DIS Utilities	119001	893603	6010					577,489.00	577,489.00
DIS Utilities	119201	893603	6010					91,936.00	91,936.00
DIS Utilities	119202	893603	6010					91,936.00	91,936.00
DIS Housekeeping	111001	893604	6010	39.00		872,973.00		894,140.00	1,767,113.00
DIS Housekeeping	112001	893604	6010	30.00		711,739.00		760,651.00	1,472,390.00
DIS Housekeeping	113001	893604	6010	19.00		466,777.00		456,405.00	923,182.00
DIS Housekeeping	114001	893604	6010	1.00		45,083.00		988,715.00	1,033,798.00
DIS Housekeeping	115001	893604	6010	4.00		147,575.00		818,026.00	965,601.00
DIS Housekeeping	119001	893604	6010	4.00		148,983.00	436,522.00	169,987.00	755,492.00
DIS Minor Construction	119001	893605	6010					456,400.00	456,400.00
DIS Natatorium Facilities Svc	113001	893608	6010	1.00		17,312.00			17,312.00
DIS Facilities	119001	893610	6010	2.00		186,667.00	34,925.00	220,000.00	441,592.00
DIS Vehicle Replacement Prog	119001	893612	6010					221,644.00	221,644.00
DIS Project Management	119001	893613	6010	13.00		863,474.00	161,231.00	100,500.00	1,125,205.00
DIS Receiving	119001	893616	6010	5.00		190,216.00	34,960.00		225,176.00
DIS Preventive Maintenance	111001	893619	6010					1,099,000.00	1,099,000.00
DIS Preventive Maintenance	112001	893619	6010					1,170,000.00	1,170,000.00
DIS Preventive Maintenance	113001	893619	6010					450,000.00	450,000.00
DIS Preventive Maintenance	114001	893619	6010					400,000.00	400,000.00
DIS Preventive Maintenance	115001	893619	6010					500,000.00	500,000.00
DIS Preventive Maintenance	119001	893619	6010					6,330,000.00	6,330,000.00
DIS General Institutional	119001	893901	6010					329,465.00	329,465.00
DIS Insurance	111001	893902	6010					240,878.00	240,878.00
DIS Insurance	112001	893902	6010					263,454.00	263,454.00
DIS Insurance	113001	893902	6010					113,488.00	113,488.00
DIS Insurance	114001	893902	6010					59,786.00	59,786.00
DIS Insurance	115001	893902	6010					50,540.00	50,540.00
DIS Insurance	119001	893902	6010					53,228.00	53,228.00
INSTITUTIONAL SCHOLARSHIPS									
DIS General Institutional	119001	893901	7010					240,000.00	240,000.00
DIS Student + Community Prog Dev	119001	899001	7010			(6,576.00)		1,295.00	(5,281.00)

District and District Support

Department Budget Allocations by Functional Categories

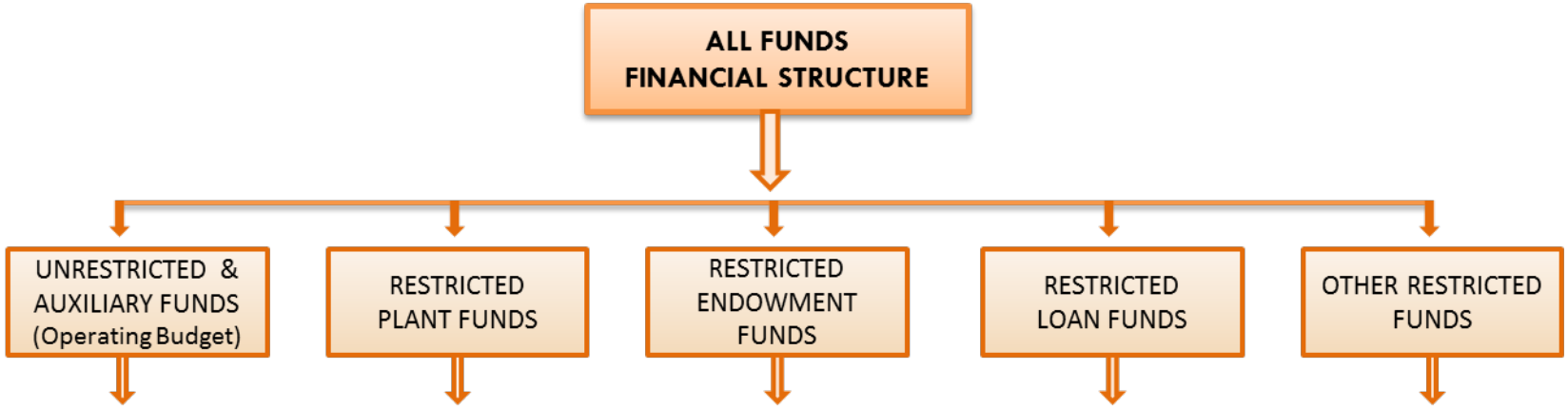
DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
AUXILIARY ENTERPRISES									
DIS Vice Chancellor Finance + Adm	119001	893004	8010			(2,214.00)			(2,214.00)
DIS Utilities	133003	893603	8010					80,928.00	80,928.00
DIS Natatorium Facilities Svc	133003	893608	8010	2.00		40,136.00	10,443.00	57,000.00	107,579.00
DIS Food Service	131001	893618	8010					5,000.00	5,000.00
DIS Food Service	132001	893618	8010					15,226.00	15,226.00
DIS Food Service	133001	893618	8010					5,000.00	5,000.00
DIS Food Service	134001	893618	8010					5,000.00	5,000.00
DIS Food Service	135001	893618	8010					5,000.00	5,000.00
DIS Food Service	139001	893618	8010					11,879.00	11,879.00
DIS Department of Public Safety	133003	893801	8010	6.36		175,231.00	31,854.00		207,085.00
DIS General Institutional	139001	893901	8010					1,755.00	1,755.00
TRANSFERS									
DIS Preventive Maintenance	133003	893619	9425					51,000.00	51,000.00
DIS Transfers Mandatory+NonManda	111001	893903	9425					1,871,735.00	1,871,735.00
DIS Transfers Mandatory+NonManda	112001	893903	9425					942,883.00	942,883.00
DIS Transfers Mandatory+NonManda	113001	893903	9425					718,402.00	718,402.00
DIS Transfers Mandatory+NonManda	114001	893903	9425					1,011,320.00	1,011,320.00
DIS Transfers Mandatory+NonManda	115001	893903	9425					55,660.00	55,660.00
DIS Transfers Mandatory+NonManda	119001	893903	9425					7,688,861.00	7,688,861.00
Total District and District Support				**717.75**	**-**	**35,685,221.00**	**10,328,470.00**	**61,612,556.00**	**107,626,247.00**

Faculty salaries included full-time faculty FTE (Account code 61001) only.

Departmental Budgets are required by State Law in Texas State Statute Sec. 51.402b.

APPENDICES

All Funds Financial Structure



UNRESTRICTED & AUXILIARY FUNDS (Operating Budget)

Funding Sources:
- Tuition & Fees
- Taxes
- State Appropriations
- Other Revenues
  - Endowment Income
  - Investment Income
  - Miscellaneous Income
  - Auxiliary Revenue

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

RESTRICTED PLANT FUNDS

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

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

RESTRICTED ENDOWMENT FUNDS

Funding Sources:
- Federal, State, Local & Private Grants
- Undistributed Investment Income
- Private Gifts

Funding Uses:
- Distribution of Income to Scholarship and Other Funds

RESTRICTED LOAN FUNDS

Funding Sources:
- Investment Income
  - Transfers from Other Funds

Funding Uses:
- Collection Expenses

OTHER RESTRICTED FUNDS

Funding Sources:
- State Funding for Benefits
  - Teacher's Retirement System
  - Optional Retirement Plan
  - State Group Insurance
- Federal, State, Local & Private Grants
- Private Gifts
- Investment Income

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

Financial Policies and Procedures

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.1.7 (Policy) Investments
Responsible Department: Vice Chancellor for Finance and Administration
Board Adoption: 9-15-09
Last Board Action: 10-25-11

General

The Board of Trustees ("Board") may purchase, sell, and invest 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. *[Texas Government Code Section 2256.005(a)]* In the event of any discrepancy between this policy and the PFIA, the PFIA will prevail. Funds that are not considered "public," such as endowments and funds acting as endowments, which are not covered by the PFIA, will be managed in compliance with the Uniform Prudent Management of Institutional Funds Act (UPMIFA) *[Texas Property Code Chapter 163]* and as described in the sections below, specifically applicable to endowment funds.

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
- Endowment Funds and Funds Acting as Endowments (as described below)

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, instruments, and financial institutions where permitted under state law and provide for investments in authorized pooled and mutual funds.
5. Attain a market yield consistent with safety and liquidity considerations.

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.1.3 (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.3.1 (Policy) Debt Management
Responsible Department: Vice Chancellor for Finance and Administration
Board Adoption: 5-17-11
Last Board Action: 5-17-11

General

This Policy establishes conditions for the use of debt and creates procedures and policies designed to manage the Alamo Colleges' 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 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, the District Treasurer, or the Assistant District Treasurer.

Objectives

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

- Maintain a level tax rate to minimize or avoid year to year fluctuations
- 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

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: 5-14-10

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 may 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.

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
- 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, Trustee, District-Endowed.

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

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993
Tuition per Sem Hour																				
In District	$70	$56	$54	$54	$51	$44	$42	$40	$38	$35	$33	$30	$30	$24	$24	$24	$24	$23	$21	$18
Out-of-Dist	$185	$112	$107	$104	$95	$88	$84	$80	$76	$70	$59	$56	$56	$46	$46	$46	$46	$44	$40	$32
Non-Resident	$358	$224	$214	$203	$183	$176	$168	$160	$152	$140	$119	$109	$109	$92	$92	$92	$92	$88	$80	$64
General Fee																				
In District																				
1 - 6 HRS		$130	$122	$122	$116	$116	$110	$105	$100	$80	$80	$80	$80	$60	$60	$40	$40	$40	$40	$40
7+ HRS		$135	$127	$127	$121	$121	$115	$110	$105	$85	$85	$85	$85	$65	$65	$45	$45	$45	$45	$45
Out-of-District																				
1 - 6 HRS		$130	$122	$122	$116	$116	$110	$105	$100	$80	$80	$80	$80	$60	$60	$40	$40	$40	$40	$40
7+ HRS		$135	$127	$127	$121	$121	$115	$110	$105	$85	$85	$85	$85	$65	$65	$45	$45	$45	$45	$45
Non-Resident																				
1 - 6 HRS		$130	$122	$122	$116	$116	$110	$105	$100	$80	$80	$80	$80	$60	$60	$40	$40	$40	$40	$40
7+ HRS		$135	$127	$127	$121	$121	$115	$110	$105	$85	$85	$85	$85	$65	$65	$45	$45	$45	$45	$45
Registration Fee						$13	$12	$11	$10	$10	$10	$10	$10	$10	$10	$10	$10	$10	$10	$10
Student Insurance						$4	$4	$4	$4	$4	$4	$4	$4	$4	$4	$4	$4	$4	$4	$4
Library Upgrade Fee						$13	$12	$11	$10	$10	$10	$10	$10	$10	$10	$10	$10	$10	$10	$10

* 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.

Enrollment Reports

Annual Unduplicated Headcount (Includes Credit and Non-Credit Students)	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
San Antonio College	35,198	35,587	36,018	38,175	40,122	43,467
St. Philips College	16,516	16,013	16,294	17,165	18,661	20,006
Palo Alto College	12,409	12,701	15,560	14,443	14,733	17,007
Northwest Vista College	13,308	15,113	16,302	19,094	22,518	24,107
Northeast Lakeview College	*	*	449	1,011	1,551	3,816
Alamo Colleges (Unduplicated Count)	75,646	76,619	81,216	86,099	93,218	92,456
Very Large Texas Community Colleges (Unduplicated Count)	680,374	704,342	736,820	791,603	890,373	*
Texas Community Colleges System (Unduplicated Count)	1,110,236	1,146,439	1,186,375	1,252,987	1,379,042	*

Annual Semester Credit Hours (SCH)	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
San Antonio College	432,394	440,478	442,200	459,318	515,922	515,859
St. Philips College	213,154	208,012	205,860	210,234	231,397	209,872
Palo Alto College	162,557	157,694	156,547	158,843	171,425	173,813
Northwest Vista College	179,600	193,397	207,810	240,456	293,105	301,479
Northeast Lakeview College	*	*	3,886	8,938	10,829	16,168
Alamo Colleges (Unduplicated Count)	987,705	999,581	1,016,303	1,077,789	1,222,678	1,217,191
Very Large Texas Community Colleges (Unduplicated Count)	6,694,437	6,824,567	7,073,472	7,610,826	8,791,800	*
Texas Community Colleges System (Unduplicated Count)	11,086,138	11,239,108	11,543,250	12,293,123	14,099,983	*

Source: THECB Accountability System

** Not Available*

Prepared by: Institutional Research and Effectiveness Services (IRES)

Principal Employers in Bexar County

Principal Employers

Largest Employers	2012 (1)		2011 (2)		2010 (3)		2009 (4)	
Employer	Number of	% of	Number of	% of	Number of	% of	Number of	% of
Lackland AFB	37,097	4.0%	37,097	4.0%	28,100	3.1%	28,100	2.8%
Fort Sam Houston - US Army	32,000	3.5%	32,000	3.4%	30,793	3.4%	30,793	3.1%
USAA	15,000	1.6%	14,832	1.6%	14,852	1.6%	14,852	1.5%
HEB Food Stores	14,588	1.6%	14,588	1.6%	14,588	1.6%	14,588	1.5%
Northside ISD	12,751	1.4%	13,300	1.4%	12,597	1.4%	12,597	1.3%
Randolph AFB	11,068	1.2%	11,068	1.2%	10,700	1.2%	10,700	1.0%
Northeast ISD	10,522	1.1%	10,522	1.1%	10,223	1.1%	10,223	1.0%
City of San Antonio	9,145	0.9%	9,145	0.9%	9,000	1.0%	10,687	1.0%
San Antonio ISD	7,000	0.8%	7,581	0.8%	7,581	0.8%	7,425	0.8%
Methodist Healthcare System	7,747	0.8%	7,500	0.8%	7,013	0.8%	7,391	0.8%
Total Employment	156,918	16.9%	157,633	16.8%	145,447	16.0%	147,356	14.8%

(1) Source: San Antonio Economic Development Foundation Website 10/29/2012 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 8/10/2010 http://www.sanantonioedf.com/business-profile/major-employers

(4) Source: San Antonio Economic Development Foundation, Northside ISD, Northeast ISD and by contact with institutional representatives as well as Texas Workforce Commission, Tracer 2 (labor Force - June 2009)

FY13 Budget-Related Board Minute Orders/Approved Minutes

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

Board Minute Order Index

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Discussion and Possible Action on Fiscal Year 2012 – 2013 All Funds Budget

Presented to the AUDIT, BUDGET AND FINANCE COMMITTEE on August 14, 2012 and forwarded for recommended approval to the ALAMO COLLEGES BOARD OF TRUSTEES on August 21, 2012.

MINUTE ORDER

"The Board of Trustees hereby approves the Fiscal Year 2012-13 total budget with projected revenues of $453,688,861; restricted and plant fund balance commitment of $73,885,585; operating fund balance commitment of $3,573,942; and expenses of $(531,148,388) (Exhibit I)."

PURPOSE

Approval of the fiscal year 2012 – 2013 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 24, 2012 to enable planning for the next academic year by the five colleges (the amount attached has been revised to report the final estimated Tax Revenue). This submission is for approval of the updated Total Budget including: a) Restricted and Plant fund budgets and b) related fund balance transfers. In December, Exhibit I will be amended for adjustments to the beginning fund balance to match the audited August 31, 2012 financial statements.

IMPLICATIONS

Financial: Fiscal Year 2012-13 Total Budget: Revenues of $453,688,861, Expenses of $(531,148,388), Restricted and Plant Fund Commitment of $73,885,585, Operating Fund Balance transfer of $3,573,942, resulting in a variance of $-0-

Strategic Plan: Goal II – Student Support
Goal IV – Capacity to Serve

Employee Services: N/A

ATTACHMENTS: All Funds Budget Report (Exhibit I); July 24, 2012 approved Operating Budget (Exhibit II revised for final Tax Revenue estimate); Operating Budget by Location (Exhibit III)

Diane E. Snyder Digitally signed by Diane E. Snyder DN: cn=Diane E. Snyder, o=Alamo Colleges, ou=Vice Chancellor for Finance and Administration, email=dsnyder12@alamo.edu, c=US Date: 2012.08.10 13:09:09 -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

ALAMO COLLEGES
PROPOSED FY 2012 - 2013 ALL FUNDS BUDGET REPORT

Exhibit I

	Proposed Budget 2012 - 2013		
	Unrestricted	Restricted	Total
REVENUES			
Instruction and General	284,124,189	39,033,871	323,158,060
Public Service	60,000		60,000
Scholarships and Fellowships		80,763,785	80,763,785
Auxiliary Enterprises	4,441,200		4,441,200
Student Activity Fee	1,140,268		1,140,268
Other (Use of Fund Balance)			
Subtotal Current Funds	289,765,657	119,797,656	409,563,313
Capital Outlay			
Renewals & Replacements			
Building			
Furniture & Equipment			
Debt Services		44,125,548	44,125,548
Subtotal Plant Funds	-	44,125,548	44,125,548
TOTAL REVENUES	**289,765,657**	**163,923,204**	**453,688,861**
BEGINNING FUND BALANCES			
Instruction and General	62,321,624	1,074,830	63,396,454
Public Service	-	-	
Scholarships and Fellowships	-	4,223,246	4,223,246
Auxiliary Enterprises	5,897,271	-	5,897,271
Student Activity Fee	830,642	-	830,642
Other (Use of Fund Balance)			
Subtotal Current Funds	69,049,537	5,298,076	74,347,613
Capital Outlay		16,585,293	16,585,293
Renewals & Replacements		-	-
Building		57,014,030	57,014,030
Furniture & Equipment		2,830,209	2,830,209
Debt Services		6,041,389	6,041,389
Subtotal Plant Funds	-	82,470,921	82,470,921
TOTAL BEGINNING FUND BALANCES	**69,049,537**	**87,768,997**	**156,818,534**
TOTAL AVAILABLE			
Instruction and General	346,445,813	40,108,701	386,554,514
Public Service	60,000	-	60,000
Scholarships and Fellowships	-	84,987,031	84,987,031
Auxiliary Enterprises	10,338,471	-	10,338,471
Student Activity Fee	1,970,910	-	1,970,910
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	358,815,194	125,095,732	483,910,926
Capital Outlay	-	16,585,293	16,585,293
Renewals & Replacements	-	-	-
Building	-	57,014,030	57,014,030
Furniture & Equipment	-	2,830,209	2,830,209
Debt Services	-	50,166,937	50,166,937
Subtotal Plant Funds	-	126,596,469	126,596,469
TOTAL AVAILABLE	**358,815,194**	**251,692,201**	**610,507,395**

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, grants, construction, scholarships, & gifts funds)

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

ALAMO COLLEGES

PROPOSED FY 2012 - 2013 ALL FUNDS BUDGET REPORT

Exhibit I

	Proposed Budget 2012 - 2013		
	Unrestricted	Restricted	Total
EXPENDITURES			
Instruction and General	275,409,270	39,033,871	314,443,141
Public Service	60,000		60,000
Scholarships and Fellowships		85,363,785	85,363,785
Auxiliary Enterprises	4,441,200		4,441,200
Student Activity Fee	1,140,268		1,140,268
Other (Use of Fund Balance)			-
Subtotal Current Funds	281,050,738	124,397,656	405,448,394
Capital Outlay		16,585,293	16,585,293
Renewals & Replacements			-
Building		57,014,030	57,014,030
Furniture & Equipment		2,830,209	2,830,209
Debt Services		49,270,462	49,270,462
Subtotal Plant Funds	-	125,699,994	125,699,994
TOTAL EXPENDITURES	**281,050,738**	**250,097,650**	**531,148,388**
TRANSFERS (IN) OUT			
Instruction and General			-
Public Service			
Scholarships and Fellowships	4,600,000	(4,600,000)	-
Auxiliary Enterprises			
Student Activity Fee			
Other (Use of Fund Balance)			
Subtotal Current Funds	4,600,000	(4,600,000)	-
Capital Outlay			
Renewals & Replacements			
Building			
Furniture & Equipment			-
Debt Services	7,688,861	(7,688,861)	-
Subtotal Plant Funds	7,688,861	(7,688,861)	-
NET TRANSFERS	**12,288,861**	**(12,288,861)**	**-**
TOTAL BUDGET	**293,339,599**	**237,808,789**	**531,148,388**
ENDING FUND BALANCES			
Instruction and General	71,036,543	1,074,830	72,111,373
Public Service	-	-	-
Scholarships and Fellowships	(4,600,000)	4,223,246	(376,754)
Auxiliary Enterprises	5,897,271	-	5,897,271
Student Activity Fee	830,642	-	830,642
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	73,164,456	5,298,076	78,462,532
Capital Outlay	-	-	
Renewals & Replacements	-	-	
Building	-	-	
Furniture & Equipment	-	-	
Debt Services	(7,688,861)	8,585,336	896,475
Subtotal Plant Funds	(7,688,861)	8,585,336	896,475
TOTAL ENDING FUND BALANCES	**65,475,595**	**13,883,412**	**79,359,007**
TOTAL EXP, TRANSF & BAL	**358,815,194**	**251,692,201**	**610,507,395**
TOTAL EXP, TRANSF & BAL = TOTAL EXPENDITURES + NET TRANSFERS + TOTAL ENDING BALANCES			
Change in Fund Balance	(3,573,942)	(73,885,585)	(77,459,527)

ALAMO COMMUNITY COLLEGE DISTRICT

Three Year General Operating Budget Comparsion: FY11, FY12, & FY13

DESCRIPTION	FY11 APPROVED	FY12 APPROVED	FY13 Proposed	INC/(DEC) FY12 vs. FY13
REVENUES				
STATE APPROPRIATIONS	$67,126,343	$66,015,450	$63,236,943	($2,778,507)
State Appropriation for NLC New Campus Funding	$271,302		$0	$0
TUITION AND FEES:				$0
Tuition	$102,047,857	$101,393,988	$99,508,899	($1,885,090)
Pledged Tuition	$20,605,698	$21,656,165	$24,627,908	$2,971,743
Exemptions	($13,998,514)	($13,197,343)	($15,829,878)	($2,632,535)
Fees	$2,428,302	$3,452,088	$5,441,657	$1,989,569
TAXES	$92,364,000	$93,290,881	$103,117,155	$9,826,274
CONTRACTS & INDIRECT COSTS	$615,000	$615,000	$615,000	$0
ENDOWMENT INCOME				$0
INVESTMENT INTEREST INCOME	$809,583	$400,000	$400,000	$0
OTHER INCOME	$3,288,789	$4,019,654	$4,206,774	$187,120
TOTAL EDUCATIONAL & GENERAL REVENUE	$275,558,360	$277,645,883	$285,324,457	$7,678,574
AUXILIARY ENTERPRISES	$4,030,640	$4,182,500	$4,441,200	$258,700
TOTAL GENERAL OPERATING REVENUES	**$279,589,000**	**$281,828,383**	**$289,765,657**	**$7,937,274**
FUND BALANCE COMMITMENTS:				
General Operations	$5,000,000		$3,573,942	$3,573,942
TOTAL FUNDS AVAILABLE	**$284,589,000**	**$281,828,383**	**$293,339,599**	**$11,511,216**
EXPENDITURES				
EDUCATIONAL AND GENERAL:				
INSTRUCTION	$120,158,949	$116,734,826	$117,325,802	$590,976
PUBLIC SERVICE	$201,531	$350,321	$300,011	($50,310)
ACADEMIC SUPPORT	$26,955,284	$22,447,930	$22,886,441	$438,511
STUDENT SERVICES	$25,085,765	$27,381,562	$29,155,044	$1,773,482
INSTITUTIONAL SUPPORT	$58,377,236	$61,008,753	$69,195,572	$8,186,819
OPERATION and MAINTENANCE of PLANT	$34,361,026	$35,914,163	$36,425,284	$511,121
SCHOLARSHIPS/EXEMPTIONS	$859,658	$992,383	$849,986	($142,397)
TOTAL EDUCATIONAL and GENERAL EXPENDITURES	$265,999,449	$264,829,938	$276,138,141	$11,308,203
AUXILIARY ENTERPRISE EXPENDITURES	$2,223,096	$2,139,082	$1,561,597	($577,485)
MANDATORY TRANSFERS FOR:				$0
TEXAS PUBLIC EDUC GRANTS	$4,650,642	$4,600,000	$4,600,000	$0
REVENUE BOND DEBT SERVICE	$6,664,813	$6,908,363	$7,688,861	$780,498
TEES/ENERGY CONSERVATION	$500,000			
CAPITAL BUDGET	$4,500,000	$3,300,000	$3,300,000	$0
NON-MANDATORY TRANSFERS FOR:				
MASTER PLAN: CONTRIBUTION FROM FUND BALANCE				
MAINTENANCE TAX NOTES: DEFERRED MAINTENANCE				
NATATORIUM MAJOR REPAIR FUND	$51,000	$51,000	$51,000	$0
TOTAL UNRESTRICTED CURRENT FUNDS	**$284,589,000**	**$281,828,383**	**$293,339,599**	**$11,511,216**

$0

BUDGET SUMMARY COMPARISON BY ACCOUNT TYPE

FY 2012 Approved vs. FY 2013 Approved

	SAC	SPC	PAC	NVC	NLC	DISTRICT	TOTAL
FY 2013 APPROVED							
FTE Salaries	31,342,752	18,580,201	11,785,470	14,710,898	7,453,628	33,882,826	117,755,775
Other Salaries and Wages	12,853,303	6,756,387	4,136,657	11,087,888	3,300,500	1,770,775	39,905,510
Fringe Benefits	7,867,129	4,537,335	2,872,457	4,436,570	1,897,956	10,328,470	31,939,917
Total Personnel & Benefits	**52,063,184**	**29,873,923**	**18,794,584**	**30,235,356**	**12,652,084**	**45,982,071**	**189,601,202**
Operating Expenses	14,056,319	8,681,892	5,899,376	8,821,713	4,634,921	46,304,315	88,398,536
Sub-Total	**66,119,503**	**38,555,815**	**24,693,960**	**39,057,069**	**17,287,005**	**92,286,386**	**277,999,738**
Transfers	-	-	-	-	-	15,339,861	15,339,861
	66,119,503	**38,555,815**	**24,693,960**	**39,057,069**	**17,287,005**	**107,626,247**	**293,339,599**

FY 2012 APPROVED							
FTE Salaries *	32,250,462	17,027,122	12,651,723	13,654,725	6,825,361	31,995,260	114,404,653
Other Salaries and Wages *	14,662,492	10,121,847	4,423,603	11,863,388	4,574,704	3,275,908	48,921,943
Fringe Benefits	7,298,681	4,212,424	3,070,670	3,921,070	1,583,938	10,600,461	30,687,244
Total Personnel & Benefits	**54,211,635**	**31,361,393**	**20,145,996**	**29,439,183**	**12,984,003**	**45,871,629**	**194,013,840**
Operating Expenses	10,976,316	7,286,488	4,936,678	9,222,327	2,904,536	40,928,836	76,255,180
Sub-Total	**65,187,951**	**38,647,881**	**25,082,674**	**38,661,510**	**15,888,539**	**86,800,465**	**270,269,020**
Transfers	-	-	-	-	-	11,559,363	11,559,363
	65,187,951	**38,647,881**	**25,082,674**	**38,661,510**	**15,888,539**	**98,359,828**	**281,828,383**

VARIANCE							
FTE Salaries	(907,710)	1,553,079	(866,253)	1,056,173	628,267	1,887,566	3,351,122
Other Salaries and Wages	(1,809,189)	(3,365,460)	(286,946)	(775,500)	(1,274,204)	(1,505,133)	(9,016,433)
Fringe Benefits	568,448	324,911	(198,213)	515,500	314,018	(271,991)	1,252,673
Total Personnel & Benefits	**(2,148,451)**	**(1,487,470)**	**(1,351,412)**	**796,173**	**(331,919)**	**110,442**	**(4,412,638)**
Operating Expenses	3,080,003	1,395,404	962,698	(400,614)	1,730,385	5,375,479	12,143,356
Sub-Total	**931,552**	**(92,066)**	**(388,714)**	**395,559**	**1,398,466**	**5,485,921**	**7,730,718**
Transfers	0	0	0	0	0	3,780,498	3,780,498
	931,552	**(92,066)**	**(388,714)**	**395,559**	**1,398,466**	**9,266,419**	**11,511,216**

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

Capital budgets (FY12 - $3,300,000 and FY13 - $3,300,000) included in Operating Expenses

* Note: the 25% of employees approved to backfill retirees was included in Other Salaries, not FTE employees in FY12

Discussion and Possible Action on Setting a Tax Rate for Fiscal Year 2012-2013

Presented to the AUDIT, BUDGET AND FINANCE COMMITTEE on August 14, 2012 and forwarded for recommended approval to the ALAMO COLLEGES BOARD OF TRUSTEES on August 21, 2012.

MINUTE ORDER

"The Board of Trustees hereby approves, orders and adopts a maintenance and operations (M&O) tax rate of $0.104400 and a debt levy tax rate of $0.044750, for a combined tax rate of $ 0.149150/$100 of assessed valuation for FY 2012/13, which is greater than the 'combined effective tax rate' of $0.142231/$100 of assessed valuation but less than the roll-back rate of $ 0.151457/$100 of assessed valuation. The Vice Chancellor for Finance and Administration is hereby authorized and directed to provide the public notices and to arrange the public hearings as required by the Texas Property Tax Code with respect to the proposed tax rate increase. Following such notice and hearings, the Board of Trustees shall deliberate and vote on the final tax rate increase, within the applicable time frame set out in the Texas Property Tax Code."

PURPOSE

The Alamo Colleges strive to make higher education readily affordable to its citizens, and our goal is to make every effort to keep its tax and tuition rates as low as possible.

Revenues from State Appropriations continue to decline with another reduction of $2.8 million in FY2012-13 and projected decline of 10% during the next biennium. Should the State continue current trends of 10% cuts per biennium, by 2022 state appropriations will be reduced to 12% of Alamo Colleges revenues. In addition, funding is needed in order to:

1. Address facilities' preventive maintenance critical needs & in support of the Energy Strategic Plan.
2. Replace furniture and equipment that are reaching the end of their useful lives.
3. Establish a Student Success Strategies Fund tasked with bring promising strategies to scale and enhance full-time and part-time faculty training.

We are recommending less than 8/10th of a cent tax increase which will produce a $7.4 million of additional revenues to counter state appropriations declines and establish a recurring revenue source for the Alamo Colleges Preventive Maintenance and Energy Management Strategic Plan as well as bring student success strategies to scale.

BACKGROUND

The M&O tax rate of $0.104400/$100 of assessed valuation resulting in estimated operating tax revenues of $103.1 million based on the most recent calculations which is higher than the prior year M&O tax rate of $0.096873 and the current year effective tax rate of $0.097286. The debt rate will remain the same as prior year as that will raise the revenue needed for FY 2012-2013 debt service payments. The combined tax rate of $0.149150 is higher than the combined effective tax rate of $0.142231, but lower than the combined roll-back rate of $0.151457. 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).

Using the proposed tax rate, the amount of taxes to fund maintenance and operations is $7.4 million greater than the amount of taxes under the current tax rate of $0.096873 per $100 of assessed valuation and will raise taxes for taxpayers on an average home price of $144,161 by approximately $10.85 annually using 2012 average home price. (Published in attached Notice of Public Hearing on Tax Increase using prior year average home price, which will result in a difference of $10.34).

IMPLICATIONS

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

Strategic Plan: Goal IV. Capacity to Serve

Human Resources: N/A

Attachments:
Exhibit A: 2012 Property Tax Rates
Exhibit B: 2012 Tax Planning Calendar (FY 13)
Exhibit C: Draft Notice of Public Hearing on Tax Increase
Exhibit D: Draft Notice of Tax Revenue Increase

Diane E. Snyder

Digitally signed by Diane E. Snyder
DN: cn=Diane E. Snyder, o=Alamo Colleges, ou=Vice Chancellor for Finance and Administration, email=dsnyder12@alamo.edu, c=US
Date: 2012.08.10 10:42:01 -05'00'

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

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

Dr. Bruce H. Leslie — Date
Chancellor

ALAMO COLLEGES

2012 Property Tax Rates in ALAMO COMMUNITY COLLEGE DISTRICT

This notice concerns the 2012 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	$88,087,964
Last year's debt taxes	$40,691,797
Last year's total taxes	$128,779,761
Last year's tax base	$90,931,388,969
Last year's total tax rate	$0.141623/$100
This year's effective tax rate:	
Last year's adjusted taxes (after subtracting taxes on lost property)	$128,068,210
÷ This year's adjusted tax base (after subtracting value of new property)	$90,042,197,185
=This year's effective tax rate	$0.142231/$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)	$87,598,476
÷ This year's adjusted tax base	$90,042,197,185
=This year's effective operating rate	$0.097286/$100
x 1.08=this year's maximum operating rate	$0.105068/$100
+ This year's debt rate	$0.046389/$100
= This year's total rollback rate	$0.151457/$100

Statement of Increase/Decrease

If ALAMO COMMUNITY COLLEGE DISTRICT adopts a 2012 tax rate equal to the effective tax rate of $0.142231 per $100 of value, taxes would increase compared to 2011 taxes by $1,835,433.

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	69,049,536
INTEREST & SINKING	3,203,209

Schedule B - 2012 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	8,625,000	18,285,660	0	26,910,660
MAINTENANCE TAX NOTES	8,495,000	6,673,214	0	15,168,214

Total required for 2012 debt service	$42,078,874
- Amount (if any) paid from Schedule A	$0
- Amount (if any) paid from other resources	$0
- Excess collections last year	$244,826
= Total to be paid from taxes in 2012	$41,834,048
+ Amount added in anticipation that the unit will collect only 98.20% of its taxes in 2012	$766,816
= Total debt levy	$42,600,864

This notice contains a summary of actual effective and rollback tax rates' calculations. You can inspect a copy of the full calculations at 233 N. PECOS-LA TRINIDAD, STE 220, SAN ANTONIO, TX 78207.

Name of person preparing this notice: SYLVIA S. ROMO CPA, RTA, CTA
Title: BEXAR COUNTY TAX ASSESSOR-COLLECTOR
Date Prepared: 08/06/2012

2012 Tax Planning Calendar

Date		Activity
April 1- May 1		Mailing of notices of appraised value by Chief Appraiser
	Apr 30	Chief Appraiser prepares and certifies to the Tax Assessor a preliminary estimate
Wednesday	July 18	Alamo submits required information to Tax Assessor-Collector
Friday	July 20	Begin Calculation of Effective and Rollback Tax Rates
Friday	July 20	Appraisal District certifies roll
Monday	July 23	2012 Certified Rolls available to taxing entities
Tuesday	July 24	Preliminary FY13 Operating Budget approved with preliminary Tax revenue projections
Monday	Aug 6	Alamo receipt of initial Effective Tax Rate calculations from Tax Assessor
Wednesday	Aug 8	Alamo reviews and confirms Effective Tax Rate calculations
Sunday	Aug 12	Notice of Effective and Rollback Tax Rates published in Express News (by Tax Assessor's office)
	TBD	Notice of Effective and Rollback Tax Rates published in La Prensa (by Alamo)
Tuesday	Aug 14	Audit, Budget, Finance meeting to review tax rate and make recommendations to Board
Tuesday	Aug 21	Alamo Board meeting to discuss tax rate. Adopt **or** 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
Thursday	Aug 23	"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.
		72-hour notice for meeting (open meetings notice)
Thursday	Aug 30	**First public hearing** – Requires quorum of the Board.
		72-hour notice for meeting (open meetings notice)
Monday	Sept 3	Labor Day Holiday
Tuesday	Sept 11	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.
Wednesday	Sept 12	"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 18	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 (Sept 21, 2012) or September 30, whichever date is later.

Prepared by Fiscal- Treasury 8/10/2012

NOTICE OF PUBLIC HEARING ON TAX INCREASE - Draft

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 4.86 percent (percentage by which proposed tax rate exceeds lower of rollback tax rate or effective tax calculated under Chapter 26, Tax Code). 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 August 30, 2012 at 5:30 p.m. at the George E. Killen Community Education & Service Center, 201 West Sheridan, San Antonio, TX.

The second public hearing will be held on September 11, 2012 at 5:30 p.m. at the 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 $ 144,523 (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 $ 0.141632 (preceding year's adopted tax rate) per $100 of taxable value, the amount of taxes imposed last year on the average home was $ 204.68 (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 $ 144,161 (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 $ 0.142231 per $100 of taxable value, the amount of taxes imposed this year on the average home would be $ 205.04 (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 $ 0.149150 per $100 of taxable value, the amount of taxes imposed this year on the average home would be $ 215.02 (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 August 30, 2012 and September 11, 2012 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 4.86 percent.

The total tax revenue proposed to be raised last year at last year's tax rate of $ 0.141623 for each $100 of taxable value was $128,779.761.

The total tax revenue proposed to be raised this year at the proposed tax rate of $ 0.149150 for each $100 of taxable value, excluding tax revenue to be raised from new property added to the tax roll this year, is $134,297,937.

The total tax revenue proposed to be raised this year at the proposed tax rate of $ 0.149150 for each $100 of taxable value, including tax revenue to be raised from new property added to the tax roll this year, is $136,969,129.

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 September 18, 2012 at the George E. Killen Community Education & Service Center, 201 West Sheridan, San Antonio, TX 78204-1450 at 6:00 p.m.

Discussion and Possible Action on Changing the Effective Date for Parking Permit Fees for District Wide Parking Garages

Presented to the AUDIT, BUDGET AND FINANCE COMMITTEE on August 14, 2012 and forwarded for recommended approval to the ALAMO COLLEGES BOARD OF TRUSTEES on August 21, 2012.

MINUTE ORDER

"The Board of Trustees hereby approves a change to the effective date from January 1, 2013 to the Fall Term 2013 for the modification of parking permit fees to $200 per permit for District Wide Parking Garages for Alamo Colleges' students and employees. This increase was approved at the July 24, 2012 Board meeting."

PURPOSE

The purpose of this minute order is to delay the increase in the parking permit fee from January 1, 2013 to Fall 2013 for district wide parking garages. The second parking garage at SAC will not be constructed and available for parking until August 2013.

BACKGROUND

On July 24, 2012, the Board of Trustees approved an annual parking permit fee of $200.00 for Alamo Colleges' students and employees for district wide parking garages, effective January 1, 2013. By August 2013, Alamo Colleges will have three operational parking garages, One at Northwest Vista College and two parking garages at San Antonio College with approximately 2,750 garage parking spots total. The $150.00 annual rate increase for an annual parking permit fee of $200 was necessary to assist the Alamo Colleges in funding maintenance of existing parking facilities and fund new parking construction; as well as to assist with funding of parking security and enforcement operations. The parking permit fee increase is only for parking garage parking. Parking garage permit holders will have preferential parking in the parking permits. Non garage parking permit holders will not be allowed to park in the parking garages.

IMPLICATIONS

Financial: Additional $320,625 annual revenue to fund parking maintenance and construction.
Strategic Plan: Goal IV.D. Implementation of Facilities Construction and Maintenance Plan

ATTACHMENTS: Approved Minute Order for Parking Permit Fee from July 24, 2012

Diane E. Snyder Digitally signed by Diane E. Snyder DN: cn=Diane E. Snyder, o=Alamo Colleges, ou=Vice Chancellor for Finance and Administration, email=dsnyder12@alamo.edu, c=US Date: 2012.08.10 10:47:22 -05'00'

Pamela K. Ansboury 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

Discussion and Possible Action on Recommended Rates for Alamo Colleges Parking Permit Fees

Presented to the AUDIT, BUDGET AND FINANCE COMMITTEE on July 17, 2012 and forwarded for recommended approval to the ALAMO COLLEGES BOARD OF TRUSTEES on July 24, 2012.

MINUTE ORDER
"The Board of Trustees hereby approves the recommended modification in parking permit fees, to take effect January 1, 2013 with all parking permit fee revenue dedicated to parking facility construction and maintenance:"

Rate (Item)	User	Location	Comment
$ 200.00 (Permit)	**Alamo Colleges students and employees**	**District Wide Parking Garages**	**Per fiscal year, prorated**

PURPOSE
The purpose of this minute order is to raise rates to sufficiently fund parking construction, debt service, maintenance, and operation services of the Alamo Colleges through dedicated fees and fines. Revenue generated is to be dedicated to parking facilities construction and maintenance and at Board option excess fees may be designated for student Scholarship fund.

BACKGROUND
On October 19, 2010, the Board of Trustees approved an annual parking permit fee of $50.00 for all Alamo Colleges students and employees district wide, effective January 1, 2011. By August 2013, Alamo Colleges will have three operational parking garages, One at Northwest Vista College and two parking garages at San Antonio College with approximately 2,750 garage parking spots total. The above $150.00 annual rate increase for an annual parking permit fee of $200 is necessary to assist the Alamo Colleges in funding maintenance of existing parking facilities and fund new parking construction; as well as to assist with funding of parking security and enforcement operations. Revenues will be segregated in fund balance accounts for stated purposes and unused funds will rollover to succeeding years. This parking permit fee increase is only for parking garage parking. Parking garage permit holders will have preferential parking in the parking permits. Non garage parking permit holders will not be allowed to park in the parking garages.

IMPLICATIONS

Financial: Additional $320,625 annual revenue to fund parking maintenance and construction.
Strategic Plan: Goal IV.D. Implementation of Facilities Construction and Maintenance Plan

ATTACHMENTS: Parking Memo

Pamela Ansboury 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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MEMORANDUM

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SAN ANTONIO, TX
SAN MARCOS, TX
TAMPA, FL
WACO, TX

DATE: June 7, 2012 **Data Code:** 1.02

TO: John W. Strybos, PE

FROM: Justin C. Reeves, PE, LEED® AP

PROJECT NO.: 120-11141-000

PROJECT: Parking Operations Evaluation & Assessment

SUBJECT: Parking Permit Review

Routing	

MESSAGE:

Current Operation

Over the past two (2) years, the Alamo Colleges has continued to develop plans and recommendations to address the need for additional parking facilities to accommodate the growing enrollment across District campuses. Options for traditional surface parking and structured parking, such as a parking garage, have both been evaluated. Consideration has also been given to changing the fee structure for permitting and ticketing. Following previous studies, permitting structures were not significantly adjusted; however, permit rates were increased. Currently the Alamo Colleges charges a flat $50 per year fee to all permit holders. As a comparison, the table below lists annual parking permit fees at area colleges.

Peer Institutions	Annual Parking Permit Fee
Corporate – A Downtown San Antonio Garage	$960
Corporate – B Downtown San Antonio Garage	$1,200
UTSA – Student – Surface Parking	$135
UTSA – Staff/Faculty A – Surface Parking	$315
UTSA – Staff/Faculty B – Surface Parking	$160
UTSA – Motorcycle – Surface Parking	$53
UTSA – Garage Parking	$755
University of the Incarnate Word	$300
St. Mary's University	$120
Trinity University	$70
Texas A&M San Antonio	$60
Our Lady of the Lake University	Included in Tuition

The most recent Alamo Colleges data shows a total of 35,653 parking permits issued. The following shows a breakdown between AC campuses and permit user.

Campus	Students	Other	TOTAL
DIS	3	498	501
NLC	7,000	941	7,941
NVC	7,782	858	8,640
PAC	3,492	541	4,033
SAC	8,439	1,510	9,949
SPC	3,800	789	4,589
TOTAL	30,516	5,137	35,653

To better fund parking improvements and maintenance, we recommend adjustments to the permit structure in addition to regular rate increases (matching an inflation index). A combination of the two changes can better generate revenue sufficient to maintain current facilities and provide new structures/facilities as needed in the future. A first level implementation of this recommendation would be to develop a "Garage Only" permit where a permit holder would have a reserved or

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SAN MARCOS, TX
TAMPA, FL
WACO, TX

guaranteed parking space in a designated garage. Obviously this level of service justifies a premium cost.

Evaluation of a "Garage Only" permit scenario follows. Rough estimates show the potential for 2,250 garage parking spaces available on Alamo Colleges' facilities. This breakdown includes (1) 750 at a new Northwest Vista College (NVC) garage, (2) 1,000 at the current San Antonio College (SAC) garage, and (3) 500 from a new SAC garage. New facilities, such as those being constructed at NVC and SAC require capital financing. The purpose of a "Garage Only" permit is to generate revenue to offset some of the annual debt cost. Using a District wide Garage Only permit implements a uniform and consistent parking policy and will generate additional revenues to retire the garage debt.

The table below provides an estimate of revenues that could be generated from garage parking spaces that will be available at Alamo Colleges' facilities. Assuming a 95% sale rate on the 2,250 spaces available, the following summarizes potential revenue generation from various "Garage Only" permit costs. Assuming a base permit cost of $50 per permit, the Total Revenue column accounts for both the permit cost and an incremental increase whereas the Additional Revenue column identifies revenue generated from just the incremental increase.

Permit Cost	Incremental Increase	Total Revenue	Additional Revenue
$ 50	$ 25	$ 160,313	$ 53,438
$ 50	$ 50	$ 213,750	$ 106,875
$ 50	$ 75	$ 267,188	$ 160,313
$ 50	$ 100	$ 320,625	$ 213,750
$ 50	$ 125	$ 374,063	$ 267,188
$ 50	$ 150	$ 427,500	$ 320,625

The existing SAC garage was financed with approximately $15,000,000 using 2005 Capital Improvement Program funds. Alternatively, the NVC garage is financed with approximately $12,000,000 of 2012 Revenue Bonds to be repaid through the $50 annual parking permit fee. Similarly, a new garage at SAC is proposed to be financed at roughly $18,000,000 through Public Facility Corporation bonds to be repaid from a combination of student housing revenue, third party patron parking revenues, and additional incremental garage parking permit fee revenues as outlined in the table above.

Moving forward the Alamo Colleges should to evaluate permit policies and pricing structures relative to supply, demand, and operating costs. Only considering all three factors can an effective operating model be maintained. At a minimum, permit pricing should be benchmarked relative to an inflation index. An alternative to a "Garage Only" permit is to have patrons pay for garage parking on a metered (e.g. hourly or daily) basis. Such a system may increase utilization of each space and thus generate greater revenue; however, this structure would require further investigation into demand for such a system as the revenue stream can be more volatile if not appropriately priced.

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Discussion and Possible Action on Assessment of Tuition and Fees for College Courses Which Will Be Utilized by the Student as Dual Credit but Which Have Not Been Specified as a Dual Credit Section by the College

Presented to the AUDIT, BUDGET, AND FINANCE COMMITTEE on July 17, 2011 and forwarded for recommended approval to the ALAMO COLLEGES BOARD OF TRUSTEES on July 24, 2011.

MINUTE ORDER

"Alamo Colleges Board of Trustees hereby authorizes and approves the assessment of $80 tuition per credit hour (regardless of residency status) for college courses (online and traditional classroom) which will be utilized by the student as dual credit but which have not been specified as a dual credit section by the college, effective Fall 2012. Students enrolled in (1) an Alamo Colleges Early College High School; (2) Alamo Colleges Gateway to College program(s); (3) Alamo Area Academies, Inc., or (4) Phoenix Program curriculum and program of study shall continue to be exempted from assessment of tuition and fees in accordance with the specific terms waiving such tuition and fees under prior Board action(s)."

PURPOSE

The purpose of this action is to recommend assessing $80 per credit hour for high school students enrolled in courses offered by Alamo Colleges which are not specified as a dual credit section. This will provide both a portion of the tuition and the state credit hour funding for these students. Implementation of this assessment on high school students enrolling in non-specified dual credit sections will offset the expenses associated with dual credit students and will ensure that all available non-specified dual credit courses have paying students enrolled.

BACKGROUND

In the fall of 1995 in an effort to promote enrollment, The Board of Trustees approved the waiver of tuition and fees for high school students enrolled in dual credit courses. Since that time, the dual credit program has grown tremendously, and Alamo Colleges continues to strive to make available an affordable education for the community. Revenue from State Appropriations and taxpayers is expected to continue to decline in FY 2012-13 in areas where expense pressures exist due to enrollment growth. In September, 2012, the Board of Trustees approved a charge of full tuition and fees for students enrolling for dual credit in regular college courses, and we offered a "group assembly" option where groups could request a dual credit class and pay for the instructor. To simplify the process for individual students and groups, such as ISDs, who want to enroll for dual credit in regular classes, Alamo Colleges will charge $80 per credit charge for students enrolled for dual credit in non-specified dual credit sections which is equal to approximately half the regular tuition.

IMPLICATIONS

Financial: Funding Source: Additional Review to be Recognized

Strategic Plan: Goal II and III– Student Support, Workforce Development

Human Resources: N/A

Diane E. Snyder Digitally signed by Diane E. Snyder DN: cn=Diane E. Snyder, o=Alamo Colleges, ou=Vice Chancellor for Finance and Administration, emailad:snyder13@alamo.edu, o=US Date: 2012.07.12 11:39:10 -05'00'

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

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

Dr. Bruce H. Leslie Date
Chancellor

Discussion and Possible Action on a 2% Salary Adjustment for Full-Time Regular Staff and Administrators

Presented to the AUDIT, BUDGET AND FINANCE COMMITTEE on July 17, 2012 and forwarded for recommended approval to the ALAMO COLLEGES BOARD OF TRUSTEES on July 24, 2012.

MINUTE ORDER
"The Alamo Colleges Board of Trustees hereby approves a 2% Salary adjustment effective September 1, 2012 for full-time regular staff and administrators."

PURPOSE
To maintain or improve the District's ability to hire or retain current full-time regular staff and administrators (excludes part-time, temporary and faculty employees), the proposed FY13 operating budget will be prepared with a 2% salary adjustment effective September 1, 2012 at an estimated salary and benefit cost of $160,000 for administrators and $1,240,000 for staff. This action will allow the District to remain competitive as other Bexar county ISDs and agencies are raising salaries by approximately 2% as well as among the other Texas community colleges (see attachment B).

BACKGROUND
The Alamo Colleges' Budget Task Force has successfully identified $3.8M of FY13 savings to self-fund FY13 employee salary adjustments totaling $3.0M for 1) FY13 faculty salary plan approved at the March 2012 Board Meeting and 2) the staff and administrator adjustment proposed herein.

In March 2012, the Board of Trustees authorized the adoption of a new faculty salary plan for full-time faculty beginning FY13 at a net cost of $1.55M which included a) a new faculty salary schedule for full-time regular faculty for the 2012-2013 academic contract year based on the results of a faculty compensation study undertaken by a Faculty Compensation Committee and b) summer pay adjustment to 130% of the current adjunct faculty rates.

IMPLICATIONS

Financial: Pending Board action to accept FY13 Budget in July 2012

Strategic Plan: Goal III: Workforce Development; Goal IV. Capacity to Serve

Employee Services:

ATTACHMENTS: Bexar County and Texas Community College FY13 Salary Adj.

Diane E. Snyder Digitally signed by Diane E Snyder
DN: cn=Diane E Snyder, o=Alamo Colleges, ou=Vice Chancellor for Finance and Administration, emailed:snyder12@alamo.edu, c=US
Date: 2012.07.11 08:33:33 -05'00'

Diane E. Snyder	Date	Dr. Bruce H. Leslie	Date
Vice Chancellor for Finance & Administration		Chancellor	

ALAMO COLLEGES

Texas Community Colleges
Straw Poll - FY 2013, Salary Information, 6/29/12

College District	***Faculty Salaries***	***Staff Salaries***
Alamo	+6% avg	2%, pending
Alvin	Increase 2-3%	Increase 2-3%
Amarillo	Possible +3.5%	Possible +3.5%
Angelina	Increase 3%	Increase 3%
Austin	Increase 3%	Increase 3%
Blinn	Increase 3%	Increase 3%
Brazosport	Increase 3%	Increase 3%
Central Texas		
Cisco	Increase 1-3%	Increase 1-3%
Clarendon	Increase 2-3%	Increase 3-4%
Coastal Bend	same	same
College of the Mainland		
Collin	Increase 2-3%	Increase 2-3%
Dallas	Increase	Increase
Del Mar	Increase 2%	Increase 2%
El Paso	3%, pending	3%, pending
Frank Phillips	same	same
Galveston	Increase 2-4%	Increase 2-4%
Grayson	Increase 1.5%	Increase 1.5%
Hill	same	same
Houston	Increase 2%	Increase 2%
Howard	same	same
Kilgore	Increase 3%	Increase 3%
Laredo	Increase 2.5%	Increase 2.5%
Lee	Increase TBD	
Lone Star		
McLennan	undecided	undecided
Midland	+$325/month	+200,+325/month
Navarro	Increase 2% min	Increase 2% min
North Central Texas		
Northeast Texas	Increase 3+%	Increase 3+%
Odessa	Increase 4%	Increase 4%
Panola	Increase 2-3%	Increase 2-3%
Paris	Increase 3%	Increase 3%
Ranger	Increase 1%	Increase 1%
San Jacinto	Variable 0% to 4.5%	Variable 0% to 4.5%
South Plains	Increase 3%	+3%, +.25 hourly
South Texas	Increase 3%	Increase 4%
Southwest Texas	Increase 1.2%	Increase 1.2%
Tarrant	Prelim: +1-3%	Prelim: +1-3%
Temple	same	same
Texarkana	same	same
Texas Southmost	same	same
Trinity Valley	Increase 2%	Increase 2%
Tyler	same	same
Vernon	Increase 2%	Increase 2%
Victoria	Increase 2%	Increase 2%
Weatherford	Increase 3%	Increase 3%
Western Texas	Increase 3%	Increase 3%
Wharton	same	same

Bexar County
Budgeted Salary Increases for 2013

	Increase	Comments
Bexar County	2.0%	Pending Board approval
Edgewood ISD	1.5%	Board approval District salary increase Jan 12, 2012 special meeting.
Harlandale ISD	2.4%	Median. Approved on 5/21/2012.
Northeast ISD	2.0%	Board approved June 11, 2012.
Northside ISD	2.0%	Board approved June 12, 2012.
San Antonio ISD	1.5%	Board approved June 11, 2012.
Our Lady of the Lake Univ.	2.0%	Approved in June
UTSA	1.0%	**Plus** 2% one-time lump sum merit pending Board approval in August

75% ROLLBACK TAX OPTION

Discussion and Possible Action on Fiscal Year 2012-2013 Operating Budget

Presented to the AUDIT, BUDGET AND FINANCE COMMITTEE on July 17, 2012 and forwarded for recommended approval to the ALAMO COLLEGES BOARD OF TRUSTEES on July 24, 2012.

MINUTE ORDER
"The Board of Trustees hereby approves a Fiscal Year 2012-2013 Educational and General (E&G) Operating Expense Budget of $276,001,218; Auxiliary Enterprise Budget of $1,561,597; Mandatory Transfers for Texas Public Education Grants and Revenue Bond Debt Service of $12,288,861; Natatorium Major Repair Fund Addition of $51,000; and Capital Expense Budget of $3,300,000 for Total Operating Expense Budget of $293,202,676 based on preliminary revenues of $290,209,461 and operating fund balance commitment of $2,993,215, pending August 2012 update of tax revenue and any offsetting fund balance transfer adjustments.

PURPOSE
Approval of the Fiscal Year 2012-2013 Operating Expense Budget so that Colleges and Departments can begin ramping up operations for the Fall 2012 semester. **In August 2012, we will submit for approval the Total Budget including: a) Operating Tax Revenue updates upon the receipt of the tax rolls; b) Restricted and Plant fund budgets and c) fund balance transfer updates as required.**

BACKGROUND
For the fifth 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 operating budget includes:

Revenues	$7.8 million	Increase in tax rate
Expenditures	$3 million	Increase in preventive maintenance
	$3.1 million	Faculty & staff salary adjustment
	($3.3 million)	Cost efficiencies to self-fund salary adjustment
	$3 million	Emergency management door access controls
	$2 million	Student success strategy fund
	$1.2 million	Increase in employee benefits (Retirement from 6% to 6.4% and Health Insurance Premiums)
	$1.9 million	Other incremental expenses – see Exhibit II

IMPLICATIONS
Financial: Fiscal Year 2012-13 Educational and General (I&G) Operating Expense Budget of $276,001,218, Auxiliary Enterprises of $1,561,597, Mandatory Transfers of $12,288,861, Natatorium Major Repair Fund Addition of $51,000 and Capital Expense Budget of $3,300,000 based on preliminary estimates for: revenues of $290,209,461 and operating fund balance commitment of $2,993,215.
Strategic Plan: Goal II – Student Support; Goal IV – Capacity to Serve

75% ROLLBACK TAX OPTION

Employee Services: N/A

ATTACHMENTS: General Operating Budget Comparison (Exhibit I)
Requested Board Authorized Incremental Expenses (Exhibit II)
Budget Presentation (Exhibit III).

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

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

Dr. Bruce H. Leslie, Chancellor

ALAMO COLLEGES

ALAMO COMMUNITY COLLEGE DISTRICT

Three Year General Operating Budget Comparsion: FY11, FY12, & FY13

DESCRIPTION	FY11 APPROVED	FY12 APPROVED	FY13 Proposed	INC/(DEC) FY12 vs. FY13
REVENUES				
STATE APPROPRIATIONS	$67,126,343	$66,015,450	$63,236,943	($2,778,507)
State Appropriation for NLC New Campus Funding	$271,302		$0	$0
TUITION AND FEES:				$0
Tuition	$102,047,857	$101,393,988	$99,508,899	($1,885,090)
Pledged Tuition	$20,605,698	$21,656,165	$24,627,908	$2,971,743
Exemptions	($13,998,514)	($13,197,343)	($15,829,878)	($2,632,535)
Fees	$2,428,302	$3,452,088	$5,441,657	$1,989,569
TAXES	$92,364,000	$93,290,881	$103,560,959	$10,270,078
CONTRACTS & INDIRECT COSTS	$615,000	$615,000	$615,000	$0
ENDOWMENT INCOME				$0
INVESTMENT INTEREST INCOME	$809,583	$400,000	$400,000	$0
OTHER INCOME	$3,288,789	$4,019,654	$4,206,774	$187,120
TOTAL EDUCATIONAL & GENERAL REVENUE	$275,558,360	$277,645,883	$285,768,261	$8,122,378
AUXILIARY ENTERPRISES	$4,030,640	$4,182,500	$4,441,200	$258,700
TOTAL GENERAL OPERATING REVENUES	**$279,589,000**	**$281,828,383**	**$290,209,461**	**$8,381,078**
FUND BALANCE COMMITMENTS:				
General Operations	$5,000,000		$2,993,215	$2,993,215
TOTAL FUNDS AVAILABLE	**$284,589,000**	**$281,828,383**	**$293,202,676**	**$11,374,293**
EXPENDITURES				
EDUCATIONAL AND GENERAL:				
INSTRUCTION	$120,158,949	$116,734,826	$117,325,802	$590,976
PUBLIC SERVICE	$201,531	$350,321	$300,011	($50,310)
ACADEMIC SUPPORT	$26,955,284	$22,447,930	$22,886,441	$438,511
STUDENT SERVICES	$25,085,765	$27,381,562	$29,155,044	$1,773,482
INSTITUTIONAL SUPPORT	$58,377,236	$61,008,753	$69,058,649	$8,049,896
OPERATION and MAINTENANCE of PLANT	$34,361,026	$35,914,163	$36,425,284	$511,121
SCHOLARSHIPS/EXEMPTIONS	$859,658	$992,383	$849,986	($142,397)
TOTAL EDUCATIONAL and GENERAL EXPENDITURES	$265,999,449	$264,829,938	$276,001,218	$11,171,280
AUXILIARY ENTERPRISE EXPENDITURES	$2,223,096	$2,139,082	$1,561,597	($577,485)
MANDATORY TRANSFERS FOR:				$0
TEXAS PUBLIC EDUC GRANTS	$4,650,642	$4,600,000	$4,600,000	$0
REVENUE BOND DEBT SERVICE	$6,664,813	$6,908,363	$7,688,861	$780,498
TEES/ENERGY CONSERVATION	$500,000			
CAPITAL BUDGET	$4,500,000	$3,300,000	$3,300,000	$0
NON-MANDATORY TRANSFERS FOR:				
MASTER PLAN: CONTRIBUTION FROM FUND BALANCE				
MAINTENANCE TAX NOTES: DEFERRED MAINTENANCE				
NATATORIUM MAJOR REPAIR FUND	$51,000	$51,000	$51,000	$0
TOTAL UNRESTRICTED CURRENT FUNDS	**$284,589,000**	**$281,828,383**	**$293,202,676**	**$11,374,293**

Requested Board Actions

Revised Jul 9, 2012 - corrected sub-totals formula error

		Planned Investments
$	3,000,000	Incr in Preventive Maintenance from $7M to $10M
$	3,000,000	Emerg Mgmt - Door Access Controls
$	2,000,000	Student Success Strategy Fund (see attached draft memo on initiatives)
$	200,000	Restore DPS Vehicle Replacement Program
$	**8,200,000**	**SUBTOTAL PLANNED FY13 INVESTMENTS**
		Personnel Actions Planned
$	2,983,485	Faculty Compensation Adjustment (approved March 2012)
$	(1,636,000)	Summer Pay Savings
$	1,347,485	Net Faculty Compensation Costs before Benefits
		Proposed Staff 2% compensation adjustment to remain market competitive
$	142,410	Administrators
$	620,884	Professionals
$	445,260	Classified
$	1,208,554	Total 2% salary adjustment before benefits
$	150,000	Administrator Market Review (see attached memo for targeted adjustments)
$	391,074	Benefits on Faculty and Staff compensation adjustments
$	3,097,113	SUBTOTAL PLANNED PERSONNEL ACTIONS
$	(3,300,000)	COVERED BY FY13 STRATEGIC INITIATIVES EXPENSES SAVINGS
$	(202,887)	NET COSTS/(SAVINGS) AS PLANNED AT MAY RETREAT
		FY13 Increases in Benefits Previously paid by State
$	9,400,000	FY12 Benefits absorbed (previously paid by State)
$	370,000	FY13 Retirement match increased to 6.4% from 6% TRS (required)
$	140,731	FY13 Retirement match increased to 6.4% from 6% ORP (optional, July Minute Order)
$	740,756	FY13 Health Premium Increase
$	10,651,486	Total Benefits Previously Paid by State
$	1,251,486	FY13 Increase in Retirement and Health Insurance Costs (previously paid by State)
		FY13 Other Actions
$	530,498	Increase in Debt Service on $15M MTN parking garage (SECO $250K offset by Utilities decr)
$	254,950	Increase in Professional Development/Training (HR)
$	203,000	Leadership Hiring Search Firms
$	200,000	Contract Services: Phase 3 Support Staff Job Description/Compensation Review
$	(996,048)	Savings via Increased GCA productivity in Housekeeping, and Grounds (see tab 16a)
$	505,761	Add 6 FTE to IT and IRES to support reporting and new system tools (see attached memo)
$	970,000	New Technologies, Licensing and Infrastructure Upgrades
$	350,000	Contract Svc for Banner Functionality Turn-up/Reporting (CSI and Fiscal Svc)
$	(99,200)	Other
$	**1,918,961**	**Total Other Actions**
$	(302,000)	FY13 Strategic Initiatives Revenue Generation (excluding Tuition for 125% degree)
$	1,616,961	Net cost of Other Actions
$	**10,865,560**	**Net Board Authorized Actions Requested- Funded via taxes and/or fund balance transfer**

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MEMORANDUM

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DATE: September 5, 2012 **Data Code:** 1.02

TO: John W. Strybos, PE

FROM: Justin C. Reeves, PE, LEED® AP

PROJECT NO.: 170-11026-025

PROJECT: Alamo Colleges Program Management

SUBJECT: FY13 Final PM Budget Approval: PM Trends & FCI Projections

Routing	
J. Grom	
T. Rouse	
K. LeBlanc	
P. Banschbach	
V. Buzzelli	

MESSAGE:

Lockwood, Andrews & Newnam, Inc. (LAN) has continued to provide the Alamo Colleges with reviews of Preventive Maintenance (PM) funding and planning in addition to recommendations for optimizing their PM program. The purpose of this memorandum is to build on previous work by detailing PM trends at the Alamo Colleges over the last several years, provide Facility Condition Index (FCI) projections for the next five (5) years, and compile a budget projection through Fiscal Year End (FYE) 2017 based on establishing needs and goals.

Improvements

The first review of PM funding by LAN was in 2008; following are three (3) of the most significant adjustments or improvements since that time.

1. Since 2008 the PM budget has increased almost six fold.
2. Efforts have been made to better understand long term requirements and PM needs of new facilities being considered with development of specific business plans.
3. A comprehensive facilities condition and needs database has been populated and is now being maintained to improve PM budget accuracy.

Further, LAN has assisted the Alamo Colleges each year in developing PM budgets that strive to directly address needs throughout the system as opposed to simply establishing a budget based solely on a percentage of replacement value or on available funding. This provides greater accountability in budget setting and utilization.

With the recent completion of a facility assessment and population of an asset database, PM analyses can be performed and recommendations generated with greater detail than has been provided in the past. Now PM budgets can be established with measurable goals or benefits by benchmarking relative to the FCI for a single building, campus, or the system as a whole. This is a considerable accomplishment and will further enhance budget accuracy and promote a culture of accountability.

Funding Growth

During the last seven (7) fiscal years, the PM budget has changed considerably. The following, Figure 1, graphically shows how the PM budget has grown (1) along with the assets of the Alamo Colleges and (2) in response to annual funding recommendations.

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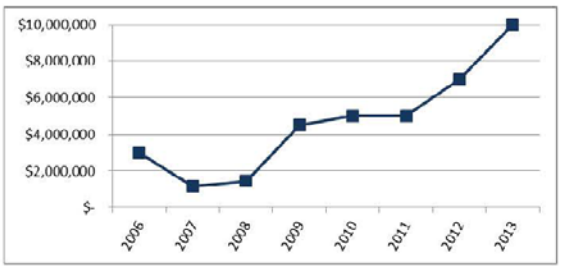
MEMORANDUM

FIGURE 1: PM BUDGET (FYE06 - FYE13)



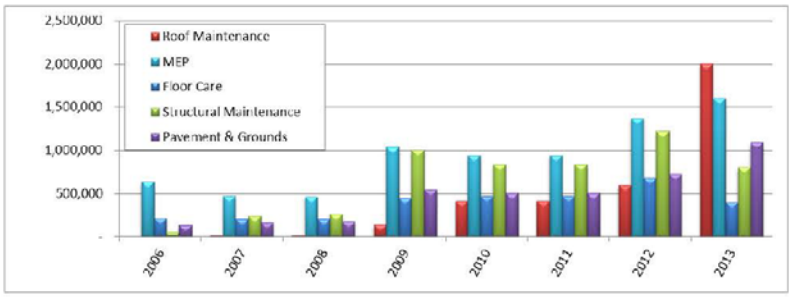
As evident from the figure, three (3) significant bumps in PM funding are identified: (1) In FYE09 with 213% increase to $4,500,000, (2) in FYE12 with a $2,000,000 increase, 40%, and (3) in FYE13 (requested) with 43% increase to $10,000,000. These are notable periods as the first jump coincides with the commissioning of new facilities from a bond program and the second and third follow establishment of the asset condition and needs database previously referenced. The detailed budget recommendation for FYE13 is provided below as Figure 2.

FIGURE 2: PROPOSED FYE13 PM BUDGET

	2013
Roof & Building Envelope	$ 2,000,000
HVAC	1,050,000
Mechanical /Elec/Plumbing	550,000
Floor Care	400,000
Structural Maintenance	800,000
Elevators & Escalators	1,100,000
Fire Alarms & IT	400,000
Pavement & Grounds	1,090,000
Energy & Water Efficiency	1,650,000
Air Quality	550,000
Pest Control	59,000
PAC Natatorium	51,000
FCI Management	300,000
TOTAL	$10,000,000

Further analysis of the PM funding trends over the past eight (8) years yields greater information. Figure 3, below, provides a comparison of five (5) specific maintenance categories within the budget; these include (1) Roof Maintenance, (2) Mechanical/Electrical/Plumbing, or MEP, maintenance, (3) Floor Care, (4) Structural Maintenance, and (5) Pavement & Grounds.

FIGURE 3: MAINTENANCE CATEGORY TRENDS



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The figure quickly reveals the following as primary points of interest.

1. Pavement & Grounds: There has been an appreciable increase in the funding dedicated to pavement and grounds maintenance in the past two (2) years, having more than doubled the $410,000 allocated in FYE 2011. This increase coincides with completion of a comprehensive study of Alamo Colleges parking requirements and funding systems that included recommendations for dedicated funding from permits and citations. Dedicated funding should help to better maintain surface and structured parking in the future.

2. Roof Maintenance: An appreciable jump in Roof Maintenance is noted in FYE13, consistent with findings in recent assessments of various professional teams.

In addition to the five (5) funding categories graphed in Figure 3, the FYE13 PM budget includes others of note, such as (1) Pest Control, (2) Air Quality, (3) Energy & Water Efficiency, and (4) FCI Management. These numbers have evolved in the budget differently over the years. Most notably, Air Quality (or Air Quality Testing in previous budgets) first appeared as a PM budget item in FYE10 and FCI (or Asset) Management for the first time in FYE13. Both of these categories do not directly address facility systems but rather allocate funds toward the management of assets. The clear trend here is that the Alamo Colleges is looking to utilize PM funding to proactively *manage* assets rather than simply *maintain* them. This is a positive approach that is considered a best practice in facilities operation.

Budget Projection

In continuation of a previous effort by LAN to recommend PM funding for FYE 2013, a five (5) year budget to address PM and energy was requested by the Alamo Colleges. Being mindful of the College's energy reduction goals as well as the continuous need to fund PM efforts, LAN worked within specific direction of projected financing through FYE 2017. The table below, Figure 4, incorporates funding for energy and PM broken down into two (2) basic categories; needs based and program funding.

The needs based portion constitutes the majority of funding of the recommended budget and, with few exceptions, is a direct contributor to the reduction of the overall FCI. Funds are distributed strategically based on identified energy projects as well as specific needs identified in the recent condition assessment and within the asset management database. In the table below these categories include: (1) Roof and Building Envelope, (2) HVAC, (3) Mechanical/Electrical/Plumbing, (4) Floor Care, (5) Structural Maintenance, and (6) Elevators & Escalators.

Program funding and contingencies comprise a second part of the budget essential in development and establishment of the needs based budget. In the evaluation below, this part includes: (1) Pavement & Grounds, (2) Fire Alarms & IT, (3) Energy & Water Efficiency, (4) Pest Control, (5) Air Quality, and (7) FCI Management. In providing this breakdown it is important to note two (2) things:

1. A final budget category noted in the figure below is the PAC Natatorium. This is a separate, reserved, item because the Alamo Colleges is required to fund maintenance at this specific level ($51,000 per fiscal year) per an interlocal agreement with the City of San Antonio.

2. Contingencies are not broken out as a separate item here but are rather incorporated into all needs based budget funds. Funding recommendations provided in the table include no less than a five (5) percent contingency. The purpose of this is to provide flexibility in projects throughout the year, and this strategy is common among peer institutions throughout the state.

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FIGURE 4: 5 YEAR ENERGY AND PREVENTIVE MAINTENANCE BUDGET

		FYE 2013	FYE 2014	FYE 2015	FYE 2016	FYE 2017
Needs Based	Roof and Building Envelope	$ 2,000,000	$ 2,250,000	$ 3,195,674	$ 5,000,000	$ 5,000,000
	HVAC	$ 1,050,000	$ 1,950,000	$ 3,950,000	$ 4,450,000	$ 5,750,000
	Mechanical/Electrical/Plumbing	$ 550,000	$ 600,000	$ 650,000	$ 700,000	$ 750,000
	Floor Care	$ 400,000	$ 769,611	$ 1,000,000	$ 1,500,000	$ 2,000,000
	Structural Maintenance	$ 800,000	$ 2,004,389	$ 1,503,326	$ 1,364,000	$ 1,224,000
	Elevators & Escalators	$ 1,100,000	$ 1,100,000	$ 1,100,000	$ 1,100,000	$ 1,100,000
Program Based	Fire Alarms & IT	$ 400,000	$ 420,000	$ 445,000	$ 470,000	$ 495,000
	Pavement and Grounds	$ 1,090,000	$ 1,150,000	$ 1,250,000	$ 1,350,000	$ 1,450,000
	Energy & Water Efficiency	$ 1,650,000	$ 1,735,000	$ 1,825,000	$ 1,920,000	$ 2,020,000
	Air Quality	$ 550,000	$ 580,000	$ 610,000	$ 645,000	$ 680,000
	Pest Control	$ 59,000	$ 65,000	$ 70,000	$ 75,000	$ 80,000
	PAC Natatorium	$ 51,000	$ 51,000	$ 51,000	$ 51,000	$ 51,000
	FCI Management	$ 300,000	$ 325,000	$ 350,000	$ 375,000	$ 400,000
	Total Budget	**$ 10,000,000**	**$ 13,000,000**	**$ 16,000,000**	**$ 19,000,000**	**$ 21,000,000**
	Total Budget (Target)	$ 10,000,000	$ 13,000,000	$ 16,000,000	$ 19,000,000	$ 21,000,000

LAN was asked to take the projected PM budgets over the five (5) year period above and consider the impacts it would have to the Alamo Colleges' FCI. In addition to the funding of Figure 4 an additional $60,000,000 in Maintenance Tax Notes was considered in FYE 2013 along with $5,000,000 in SECO Loans in both FYE 2013 and FYE 2014 and $10,200,000 in grant money across FYE 2013 and 2014. This combination of funding, if pursued, could have significant impacts, lowering the FCI from 11.93% potentially to 4.77% in FYE 2013. With funding in place, projections show an overall FCI of 11.93% (current) slightly decreasing to 10.66% by FYE 2017; this is the equivalent of maintaining current conditions and would be a significant achievement considering the roughly $1 billion in assets. It should be noted that with only the PM funding increases to $21,000,000 by FYE 2017 (meaning no injection of maintenance tax notes, SECO loans, or grant monies), an overall FCI of 22.53% is projected at the end of five (5) fiscal years. For reference, an industry target FCI should range between 5.0% and 15.0%.

FIGURE 5: FACILITY CONDITION INDEX IMPACT

FCI Projections	FYE 2012 (Baseline)	FYE 2013	FYE 2014	FYE 2015	FYE 2016	FYE 2017
Replacement Value	$ 918,628,491	$ 961,804,076	$1,007,008,868	$1,054,338,284	$ 1,103,892,184	$ 1,155,775,116
PM Funding	$ 7,000,000	$ 10,000,000	$ 13,000,000	$ 16,000,000	$ 19,000,000	$ 21,000,000
Maintenance Tax Notes	$ -	$ 60,000,000	$ -	$ -	$ -	$ -
Grants & Other Sources	$ -	$ 7,200,000	$ 3,000,000	$ -	$ -	$ -
SECO Loan(s)	$ -	$ 5,000,000	$ 5,000,000	$ -	$ -	$ -
TOTAL INVESTMENT	**$ 7,000,000**	**$ 82,200,000**	**$ 21,000,000**	**$ 16,000,000**	**$ 19,000,000**	**$ 21,000,000**
Estimated FCI with TOTAL INVESTMENT	**11.93%**	**4.77%**	**5.83%**	**7.16%**	**9.80%**	**10.66%**
Estimated FCI PM Funding ONLY	11.93%	11.71%	14.15%	16.28%	19.68%	22.53%
FCI Difference	0.00%	6.94%	8.32%	9.12%	9.88%	11.87%

While every effort has been made to develop accurate FCI projections based on reasonable preventive maintenance and facility improvement funding over the next five (5) years, it should be clearly noted that the figures presented above remain subject to critical review and comment of the Alamo Colleges Facilities personnel.

Funding Needs

With the establishment of the asset database documenting conditions and needs at all Alamo Colleges' facilities, PM funding requirements can be analyzed on a different level. Utilizing the funding module of the asset database we can review how the PM funding needs to develop to maintain current conditions or how the deferred maintenance backlog will grow under current funding models.

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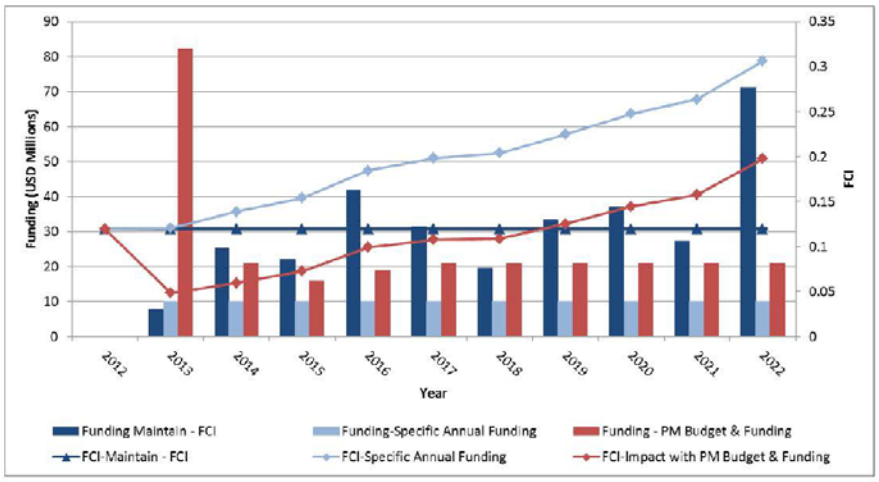
Figure 6, below, compares three (3) distinct funding options. The first set of data points (navy blue) shows the funding requirements over the next ten (10) years to maintain current facility conditions, roughly a 12% FCI. As shown on the chart, the annual preventive maintenance funding requirement to keep all systems in their current state varies between $7.7 million (FYE13) and $71.2 million (FYE22). The second set of data points (light blue) indicates how the deferred maintenance backlog will grow, represented as an increase in FCI, if the current funding of $10.0 million per year is held constant over this period. This shows that the average FCI for all Alamo Colleges' assets will increase from 11.93% (current index) to 30.61% in FYE22. The third set of data points (red) indicate how the FCI will react given the projected PM budget (Figure 4) and the influx of additional funding (Figure 5). This estimation assumes that the budget will remain the same after FYE17. Initially the FCI will dip down to 4.77% due to the referenced $60,000,000 in MTN funded projects and $12,200,000 in grant monies, but will rise to 10.76% within five (5) fiscal years.

FIGURE 6: FUNDING/FCI REPORT



This analysis clearly shows that the current level of PM funding is inadequate to maintain current conditions; as expected in facility management, a considerable increase in the average annual PM funding is needed to proactively maintain aging systems. As the annual need goes unmet, the deferred maintenance backlog grows, thereby increasing the funding need in subsequent years. Based on the data in Figure 6, an average annual need would be in the range of $32 million per year. This would represent roughly 4% of the current estimated replacement value for all assets, which is in line with industry rule of thumb that states adequate PM funding should be between 1.0 and 5.0% of estimated replacement value. In theory, the gap between funding provided each year and funding requirements identified here represents growth in the deferred maintenance backlog. This growing deferred maintenance is most often met by peer institutions with a capital improvement campaign.

Conditional Funding

As an alternative to funding preventive maintenance based on available resources or to maintain current conditions, funding can be established to achieve a target condition. The current FCI is 11.93%, meaning the cost to address all items in the maintenance backlog is 11.93% of the cost to replace all current assets with new facilities. Identifying an industry standard or target FCI is not simple because peers establish their own targets on a variety

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of influences or factors. It is not uncommon to see goals range from 5.0% to 15.0%. Accordingly, at just under 12% currently, the Alamo Colleges is generally in line with peers or industry benchmarks. A typical recommendation would be a target FCI of 10.0%. The positive impacts of PM funding as outlined in Figures 4 and 5 show the Alamo Colleges roughly maintaining this 10% target.

Recommendations

From the above information and analyses and given our understanding of the Alamo Colleges' general facility needs, the following are offered as suggestions for further consideration.

- Increase Funding: While we generally understand the budget scenario facing many public institutions, at current funding levels the maintenance backlog will continue to grow. Any additional funding will help reduce the backlog and minimize the need for reactive maintenance.
- Capital Campaign: A common strategy for addressing a growing backlog is pursuit of a capital campaign where a large amount of capital (typically in the form of a bond election) is directed not at constructing new assets but at completing major renovations or rehabilitations of aging facilities. This is often pursued when annual funding is limited and the deferred maintenance backlog grows from year to year.
- New Facilities: Recommended PM funding can be roughly established as a percentage of total asset replacement value. Accordingly, as new assets are planned in the future (i.e. pursuit of a capital bond program) allowances should be made or plans enacted to similarly increase PM funding.
- Management: A significant investment has been made in several systems, including energy management and facility condition/asset management. Continued investment in these and similar programs will prove invaluable by increasing your operating knowledge of assets and improve your budget and projection accuracy.
- Design Life: One action that can be taken to immediately improve the accuracy in some current reporting is to define an anticipated service or design life specific to the Alamo Colleges for the majority of major systems (e.g. roof top air handling unit, acoustic lay-in ceiling, and vinyl composition tile). Current industry averages are used in projecting needs and determining funding; however, every effort made to make figures specific to the Alamo Colleges only improves accuracy in reporting.

Peer Comparison

In finalizing a discussion of PM trends and the history of the PM program at the Alamo Colleges it is likely beneficial to do a rough comparison of peer institutions. While this is not a formal benchmarking or comparison study the information provided below is of benefit in considering further PM improvements or actions.

- Asset Management: The Alamo Colleges implementation of an asset management database based on recently conducted facility assessments is a common practice in industry. These databases provide management opportunities and budgeting techniques previously unavailable in facility operation and management.
- PM Funding: As previously stated, an industry goal or target PM budget is in the range of 1.0 to 5.0% of estimated asset replacement value. At the current funding level of roughly $10.0 million per year the Alamo Colleges is at the lower end of this goal.

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- Outsourcing: Some peer institutions are moving to greater reliance on outsourcing of facility maintenance and operation. For example, Texas A&M University is considering outsourcing all of its facility maintenance and operations personnel. This represents an extreme approach where the Alamo Colleges, like the majority of peer institutions, has selectively outsourced some activities only (e.g. housekeeping and grounds keeping) but continues to evaluate other opportunities from a cost/benefit perspective.

- Job Order Contracting: The Alamo Colleges has successfully utilized Job Order Contracting (JOC) in recent years to benefit facility maintenance and operation. This is a common practice among peers and is an effective contracting mechanism in appropriate maintenance situations.

- Sustainability: The move toward green facility operation and maintenance and/or sustainable construction is clear in the industry. The Alamo Colleges is moving with peers towards these goals with development of a strategic plan, considering renewable energy sources, and aggressively managing energy usage.

Energy and Sustainability

As a leader in the state of Texas for its energy policies and visible establishment in the San Antonio region, Alamo Colleges has utilized the services of the Energy Systems Laboratory (ESL) at Texas A&M University in developing strategic plans and budgets for energy and sustainability for more than ten (10) years. This partnership has been a component of ongoing energy efficiency projects. Further, in FYE2012 Alamo Colleges contracted with Texas Energy Engineering Services, Inc. (TEESI) to conduct energy audits in an effort to identify and prepare documentation for the State Energy Conservation Office.

Recently, ESL provided an Energy Efficiency – Strategic Plan 2012 (draft) which identified priorities by campus for energy cost saving measures. Operational adjustments and the introduction of localized energy infrastructure were suggested for an overall reduction to energy consumption and cost. It is imperative to note that funds dedicated to this effort, while necessary for energy reduction goals, will not extend the design life of systems currently in place.

Additionally, TEESI was responsible for pinpointing projects that would provide reduction in energy use. These Energy Cost Reduction Measures (ECRMs) were broken down into LoanSTAR Phase I, Phase II, and Alamo Colleges funded projects to take place over the next four (4) years. These suggested projects are comprised of physical improvement (retrofit, renewal and commissioning) of mechanical, electrical, and plumbing systems across the College's five (5) campuses.

The cost of implementation of these energy reduction and sustainability measures were carried through an established budget and can be accomplished over the next five (5) fiscal years. This is referenced here because it is loosely related to any discussion on Preventive Maintenance funding.

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Discussion and Possible Action on Tuition and Fee Schedule for Fiscal Year 2012-2013 Reflecting a Three Percent General Tuition Increase

Presented to the AUDIT, BUDGET and FINANCE COMMITTEE on April 10, 2012, forwarded for consideration on a 2-2 committee vote to the ALAMO COLLEGES BOARD OF TRUSTEES on April 17, 2012 and tabled for BOARD consideration at Budget Retreat on May 5, 2012.

MINUTE ORDER
"The Alamo Colleges Board of Trustees hereby approves the attached tuition and fee schedule."

PURPOSE
The purpose of this action is to formalize the tuition and fee schedule effective Fall 2012.

BACKGROUND
A 3% increase in tuition is recommended to reach break-even for instructional costs to support enrollment growth in 2012-2013. At the November 2011 Board retreat, information was presented where enrollment growth currently produces 80% of tuition needed to fund related expenses. With a small tuition increase, enrollment growth could be supported to fund related expenses. Other recommendations for increased fees and increased special program tuition are to recover costs which have risen in the last several years and to support higher cost programs.

Category	Unit	Before	After
Tuition for all residency classifications	By hour		Increase 3%
Advanced Standing Examination Fee	By test	$56	$58
GED Fee	Per test	$98	$110
GED re-exam Fee	Per test	$10	$20
Special Program Tuition – Aviation Technology – Pilot	Per semester	$295 to $9,210	$295 to $11,711
Special Program Tuition – Construction Technology	Per semester	$125	$150
Special Program Tuition – Welding	Per semester	$100 to $200	$100 to $300
Special Program Tuition – Radiography	Per semester	$500	$700

The revised fees associated with the GED full exam and the retest is recommended by the testing centers to recover increased costs of the exam.

Annually, in February, as part the budget development process, program directors review and recommend changes to the special program tuition for 33 programs which met the criteria as a high cost program. The increases in special program tuition were recommended by the program directors as necessary and appropriate to fund the cost of their program.

ALAMO COLLEGES

IMPLICATIONS:

Financial: Increases offset costs
Strategic Plan: Goal IV. Capacity to Serve
Human Resources: N/A

ATTACHMENTS: Tuition and Fee Schedule Effective Fall 2012

Diane E. Snyder Digitally signed by Diane E. Snyder
DN: cn=Diane E. Snyder, o=Alamo Colleges, ou=Vice Chancellor for Finance and Administration, email=dsnyder12@alamo.edu, c=US
Date: 2012.05.01 14:16:01 -05'00'

Pamela Ansboury Date
Assoc. 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

Pending Approval

ALAMO COLLEGES
SCHEDULE OF TUITION AND FEES
Effective Fall 2012
FY 2012-2013

	Texas Residents		Non-Texas/International
Semester Hours	In- District Total Tuition	Out of District Total Tuition	Non - Resident Total Tuition
1	$480	$1,172	$2,210
2	$480	$1,172	$2,210
3	$480	$1,172	$2,210
4	$480	$1,172	$2,210
5	$480	$1,172	$2,210
6	$480	$1,172	$2,210
7	$543	$1,350	$2,562
8	$600	$1,523	$2,908
9	$658	$1,696	$3,254
10	$716	$1,869	$3,600
11	$774	$2,042	$3,946
12	$831	$2,216	$4,292
13	$889	$2,389	$4,638
14	$947	$2,562	$4,984
15	$1,004	$2,735	$5,330
16	$1,062	$2,908	$5,676
17	$1,120	$3,081	$6,022
18	$1,177	$3,254	$6,368
19	$1,235	$3,427	$6,715
20	$1,293	$3,600	$7,061
21	$1,350	$3,773	$7,407

*** 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 $480.00 for In-District Tuition; $1,172.00 for Out-of-District Tuition; $2,210.00 for Non-Resident tuition and $2,210.00 for International students.

Summer Term: Minimum tuition for each summer term (1 - 3 credits) will be $307.00 for In-District Texas residents, $653.00 for Out-of- District Texas residents, $1,172.00 for Non-Texas residents and International students.

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

27 Hour Rule - Special Tuition: Students taking in excess of 27 hours of Developmental Education courses will be charged an additional rate of $112.00 per hour for In-District and $168.00 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.

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ALAMO COLLEGES
SCHEDULE OF REFUNDABLE FEES AND SPECIAL PROGRAM TUITION
FY 2012-2013

Auditing Fee	$65.00
Special Program Tuition (See Attachment):	
International Student Insurance Fees :	
Per Semester, Fall or Spring Semester	$66.00
Summer and Mini Semester	$22.00

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ALAMO COLLEGES
SCHEDULE OF CONTINUING EDUCATION TUITION AND FEES
Refundable Fees
FY 2012-2013

*Continuing Education:

Reimburseable 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 will fully recover direct and indirect costs
Continuing education classes, which have been advertised or related to existing contracts and grants may not reflect this increase until a future quarter or the expiration of the contract or grant.

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

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ALAMO COLLEGES
SCHEDULE OF FEES
Non-Refundable Fees
FY 2012-2013

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)		$	29.00
Accuplacer Re-Test		$	10.00
CLEP		$	15.00
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			
Mailed			$10.00
Electronic			$5.00
Express			$10.00 & $35.00
Transfer/Transient			$100.00
ID Card Duplicate/replacement			$10.00
Parking Registration			
Fall			$50.00
Spring			$30.00
Summer			$18.00
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
Planetarium Admission		Varies	

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 in addition to the required tuition, is announced at the time of the workshop.

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ALAMO COLLEGES
SCHEDULE OF SPECIAL PROGRAMS AND TUITION
FALL 2012

	College	Program	Program Tuition Per Semester	
	PAC	Aviation Technology - Pilot	$295 to $11,771	*
	SAC	Fire Science	$600	
	SAC	Dental Assistant	$580	
	SAC & SPC	Nursing	$700	
	SPC	Automative Technology	$200	
	PAC	Veternary Technology	$300	
	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	Physcial 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	

Page 5 of 5

GREEN SHEET

Discussion and Possible Action on Adopting a New Faculty Salary Plan

Presented to the AUDIT, BUDGET AND FINANCE COMMITTEE on March 20, 2012 and forwarded for approval of the ALAMO COLLEGES BOARD OF TRUSTEES on March 27, 2012.

MINUTE ORDER
"The Board of Trustees hereby authorizes adoption of a new faculty salary plan for full-time faculty beginning FY13."

PURPOSE
The purpose of this action is to implement a new faculty salary plan for full-time regular faculty for the 2012-2013 academic contract year based on the results of a faculty compensation study undertaken by a Faculty Compensation Committee.

BACKGROUND
Faculty Salary Schedule
Faculty representatives from each college and administrators from across the College District have worked together since 2009 to develop a fair and competitive faculty salary schedule. The firm *UM Global HR* provided research and analysis consulting support to the committee and administration for the project. The recommended salary schedule represents an important advancement in the competitiveness of faculty compensation for the base-contract period and important advancements in the means by which faculty salaries will be maintained at a competitive level over the long term.

The recommended schedule and approach to faculty salaries incorporates several new features and concepts that will help the College District ensure fair and competitive faculty salaries, such as:

Competitive Position: salary competitiveness will be targeted to a position of 3rd among our 8 Texas peer community colleges in the TCCTA annual faculty salary survey rankings. The competitiveness of salary ranges and actual salaries will be evaluated each year for each major Class (such as, BA, MA and PhD) and compensation practice/policy. This competitive position is referred to throughout the recommendations as "*threeness*". In addition, full-time faculty duty days will be increased from 164 to 166 with implementation of the new salary schedule.

Salary Ranges: the College District will move away from a step system to salary ranges. Salary ranges will better facilitate the evaluation and ongoing alignment of faculty salaries to the TCCTA market data. The change to salary ranges also clarifies that the Board of Trustees determines the timing and amount of salary adjustments for faculty and eliminates the perception that a step increase will occur automatically every year.

Continue Salary Increases for Advancement in Class and Promotion in Rank: salary increases for class and rank are a competitive feature of the Alamo Colleges faculty compensation program and are recommended to continue.

Annual Verification of Salary Alignment: in addition to annual evaluation of market competitiveness, a simple and transparent method for assessing and reporting salary alignment has been established to support ongoing salary administration and faculty assurance that internal equity and salary plan compliance is maintained.

ALAMO COLLEGES

Transition to the new salary ranges and adjustment to a market competitive position will be accomplished for the start of the 2012-2013 academic year using methodology jointly developed by faculty representatives of the Faculty Compensation Committee and UMG consultants assigned to the project.

The total projected annual cost to implement the new salary schedule is $2,960,383. **This cost will be partially offset by cost savings produced by a new summer pay model to be implemented for summer 2013 that will compensate full-time faculty at rates equal to 130% of the current adjunct faculty rates for up to 9 workload units and at 100% of the current adjunct rates for up to 6 additional work load units for a combined maximum of 15 total workload units per summer, or as determined by the administration based on the annual review with peers and overall cost of the summer program.** The projected Fiscal Year 2013 cost to implement the salary schedule, net of offsetting summer pay savings, is **$1.33** million. Funding required beyond the summer pay offset will be identified in the 2013 budgeting process.

Summer Pay Schedule

A new summer pay model will provide regular full-time faculty compensation equal to 130% of the current adjunct faculty rates for the first 9 workload units and at 100% of the adjunct rate for up to 6 additional workload units, or as determined by the administration based on the annual review with peers and overall cost of the summer program. This change will place faculty summer pay in the mid-range of offerings by our 8 Texas peers, some of which compensate faculty at lower rates (equal to adjunct pay) and some of which compensate faculty at a higher or similar rate using full pro-rata or a combination of pro-rata and adjunct rates. As funding reductions in higher education have occurred, summer pay rates offered by our peers have begun to decline. Full-time faculty who teach during the summer will also perform 15 hours of non-instructional work for each 3 workload units.

IMPLICATIONS

Financial: **$1.33** million to be identified in the 2013 budgeting process
Strategic Plan: Goal IV., Capacity to Serve;
Human Resources: Goal IV. a., Attract, Develop, and Retain Employee Talent

ATTACHMENTS
A. Net Cost Analysis
B. Summer Pay of 8 Peers
C. FY 2013 Proposed Faculty Salary Schedule;
D. Presentation

Linda Boyer-Owens

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

Diane E. Snyder Date
Vice Chancellor for Finance and Administration

_____

Dr. Bruce H. Leslie Date
Chancellor

GREEN SHEET

ALAMO COLLEGES

Attachment A

Net Cost Analysis
FY 2013 Full-time Faculty Salary Plan
with first 9 workload units at 130% of Adjunct
and 6 additional workload units at 100% adjunct

March 27, 2012

Summer Pay Rate (% of adjunct rate)	Summer Savings	Salary Schedule Cost	Net Cost Before Benefits	Net Cost With Benefits
130%/100%	($1,728,863)	$2,960,383	$1,231,520	$1,330,041
120%/100%	(2,217,193)	2,960,383	743,090	802,537
100%/100%	(2,787,479)	2,960,383	172,904	186,736

Alamo Colleges Schedule of Summary Pay Options
Per 3 Workload Units

Class	100% Adjunct	120% Adjunct	130% Adjunct
BA	$ 2,202.18	$ 2,642.62	$ 2,862.83
MA	$ 2,366.40	$ 2,839.68	$ 3,076.32
MA+12	$ 2,439.84	$ 2,927.81	$ 3,171.79
MA+24	$ 2,511.24	$ 3,013.49	$ 3,264.61
MA+36	$ 2,587.74	$ 3,105.29	$ 3,364.06
MA+48	$ 2,661.18	$ 3,193.42	$ 3,459.53
PhD	$ 2,731.56	$ 3,277.87	$ 3,551.03
Average	$ 2,549.50	$ 3,059.40	$ 3,314.35

ALAMO COLLEGES

Attachment B.

Summer Pay of 8 Texas Peers

March 27, 2012

Peer Colleges	Formula/Summer Pay Written Policy	# of Courses Under Formula Pay	Formula Pay per Course	Adjunct Rate (1)	Comparison of Pay for 4 Courses	Rank	Avg. pay per Course
San Jacinto	Flat Rate: 165% of Adjunct Rate	0		$3,010.00	$19,866.00	1	$ 4,966.50
Austin	1/3 of 9 mo. for two summer sessions	5	$3,998.00	$3,020.00	$15,990.00	**2**	$ 3,997.50
Lone Star	(9 mo salary/9)x1.5 = for one summer	2	$4,997.00	$1,814.00	$13,622.00	**3**	$ 3,405.50
Houston	(Mo.Sal x1.5)/6)*3 if <6, Adjunct $ If >6	2	$4,997.00	$1,743.00	$13,480.00	4	$ 3,370.00
ALAMO	@ PROPOSED 130% /100% of Adjunct Rates (up to 9 WLU at 130% plus up to 6 WLU at 100%)					5	$ 3,146.17
Dallas	Changed to: Formula pay to 1 3-hr course	1	$3,998.00	$1,969.00	$9,905.00	6	$ 2,476.25
El Paso	Flat Rate: $823/Lecture Hour = $2,469	0		$2,469.00	$9,876.00	7	$ 2,469.00
Tarrant	Adjunct Rate (Varies by Degree & Credit Hours)	0		$2,016.00	$8,064.00	8	$ 2,016.00

NOTES: 1) Per 3-credit hour course

ALAMO COLLEGES

Attachment C.

Proposed FY 2013 Full-time Faculty Salary Schedule

March 27, 2012

Class	Range Minimum	Midpoint	Range Maximum
BA	$38,500	$57,057	$75,614
MA	$42,000	$62,244	$82,488
MA+12	$43,050	$63,800	$84,550
MA+24	$44,126	$65,395	$86,664
MA+36	$45,229	$67,030	$88,831
MA+48	$46,360	$68,706	$91,051
PhD	$46,678	$71,141	$95,604

Rank	
Assistant Professor	$1,469
Associate Professor	$2,919
Professor	$4,388

ALAMO COLLEGES

Discussion and Possible Action on Tuition Schedule for Fiscal Year 2012-2013 Reflecting Consolidation of General Fee into Tuition

Presented to the AUDIT, BUDGET AND FINANCE COMMITTEE on March 20, 2012 and forwarded for approval of the ALAMO COLLEGES BOARD OF TRUSTEES on March 27, 2012.

MINUTE ORDER
"The Alamo Colleges Board of Trustees hereby approves the attached tuition schedule."

PURPOSE
The purpose of this action is to formalize the tuition schedule effective Fall 2012.

BACKGROUND
The schedule reflects the previously approved change to the general tuition and fees, folding the general fee into tuition in accordance with the plan to refund our revenue bonds. Additional recommendations for changes to this schedule will be brought back to the Board in April resulting from updates and strategic revenue generation initiatives for the FY13 budget.

IMPLICATIONS:

Financial: Increases offset costs
Strategic Plan: Goal IV. Capacity to Serve
Human Resources: N/A

ATTACHMENTS:
1. **Prior Tuition and Fee Schedule**
2. **Tuition Schedule Effective Fall 2012**

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Pamela K. Ansboury — Date
Assoc. Vice Chancellor of Finance and Fiscal Services

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

Dr. Bruce H. Leslie — Date
Chancellor

ALAMO COLLEGES

Before

ALAMO COLLEGES
TUITION AND FEE SCHEDULE

Rate: In-district $56.00, Out-of-district $168, Non-resident $336

	Texas Residents						Non-Texas/International		
	In- District			Out of District			Non - Resident		
Semester Hours	Tuition	General Fee	Total	Tuition	General Fee	Total	Tuition	General Fee	Total
1	$336.00	$130.00	$466.00	$1,008.00	$130.00	$1,138.00	$2,016.00	$130.00	$2,146.00
2	$336.00	$130.00	$466.00	$1,008.00	$130.00	$1,138.00	$2,016.00	$130.00	$2,146.00
3	$336.00	$130.00	$466.00	$1,008.00	$130.00	$1,138.00	$2,016.00	$130.00	$2,146.00
4	$336.00	$130.00	$466.00	$1,008.00	$130.00	$1,138.00	$2,016.00	$130.00	$2,146.00
5	$336.00	$130.00	$466.00	$1,008.00	$130.00	$1,138.00	$2,016.00	$130.00	$2,146.00
6	$336.00	$130.00	$466.00	$1,008.00	$130.00	$1,138.00	$2,016.00	$130.00	$2,146.00
7	$392.00	$135.00	$527.00	$1,176.00	$135.00	$1,311.00	$2,352.00	$135.00	$2,487.00
8	$448.00	$135.00	$583.00	$1,344.00	$135.00	$1,479.00	$2,688.00	$135.00	$2,823.00
9	$504.00	$135.00	$639.00	$1,512.00	$135.00	$1,647.00	$3,024.00	$135.00	$3,159.00
10	$560.00	$135.00	$695.00	$1,680.00	$135.00	$1,815.00	$3,360.00	$135.00	$3,495.00
11	$616.00	$135.00	$751.00	$1,848.00	$135.00	$1,983.00	$3,696.00	$135.00	$3,831.00
12	$672.00	$135.00	$807.00	$2,016.00	$135.00	$2,151.00	$4,032.00	$135.00	$4,167.00
13	$728.00	$135.00	$863.00	$2,184.00	$135.00	$2,319.00	$4,368.00	$135.00	$4,503.00
14	$784.00	$135.00	$919.00	$2,352.00	$135.00	$2,487.00	$4,704.00	$135.00	$4,839.00
15	$840.00	$135.00	$975.00	$2,520.00	$135.00	$2,655.00	$5,040.00	$135.00	$5,175.00
16	$896.00	$135.00	$1,031.00	$2,688.00	$135.00	$2,823.00	$5,376.00	$135.00	$5,511.00
17	$952.00	$135.00	$1,087.00	$2,856.00	$135.00	$2,991.00	$5,712.00	$135.00	$5,847.00
18	$1,008.00	$135.00	$1,143.00	$3,024.00	$135.00	$3,159.00	$6,048.00	$135.00	$6,183.00
19	$1,064.00	$135.00	$1,199.00	$3,192.00	$135.00	$3,327.00	$6,384.00	$135.00	$6,519.00
20	$1,120.00	$135.00	$1,255.00	$3,360.00	$135.00	$3,495.00	$6,720.00	$135.00	$6,855.00
21	$1,176.00	$135.00	$1,311.00	$3,528.00	$135.00	$3,663.00	$7,056.00	$135.00	$7,191.00

*** 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 $336.00 for In-District Tuition; $1,008.00 for Out-of-District Tuition; $2,016.00 for Non-Resident tuition and $2,016.00 for International students.

7 and higher credits are at a rate of $56.00 per credit for In-District Tuition; $168.00 per credit for Out-of-District Tuition; and $336.00 per credit for Non-Resident Tuition, $336.00 per credit for International students.

Summer Term: Minimum tuition for each summer term (1 - 3 credits) will be $168.00 for In-District Texas residents, $504.00 for Out-of-District Texas resident, $1,008.00 for Non-Texas residents and $1,008.00 for International Students.
Additional hours greater than 3 credit hours will be charged at a rate of $56.00 per credit for In-District Tuition; $168.00 per credit for Out-of-District Tuition; $336.00 per credit for Non-Resident and $336 per credit for International Students.

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

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 and fees as though another class was being added to the student's current load.

Pending Approval

ALAMO COLLEGES
TUITION SCHEDULE
Fall 2012
FY 2012-2013

	Texas Residents		Non-Texas/International
Semester Hours	In- District Total Tuition	Out of District Total Tuition	Non - Resident Total Tuition
1	**$466**	**$1,138**	**$2,146**
2	**$466**	**$1,138**	**$2,146**
3	**$466**	**$1,138**	**$2,146**
4	**$466**	**$1,138**	**$2,146**
5	**$466**	**$1,138**	**$2,146**
6	**$466**	**$1,138**	**$2,146**
7	**$527**	**$1,311**	**$2,487**
8	**$583**	**$1,479**	**$2,823**
9	**$639**	**$1,647**	**$3,159**
10	**$695**	**$1,815**	**$3,495**
11	**$751**	**$1,983**	**$3,831**
12	**$807**	**$2,151**	**$4,167**
13	**$863**	**$2,319**	**$4,503**
14	**$919**	**$2,487**	**$4,839**
15	**$975**	**$2,655**	**$5,175**
16	**$1,031**	**$2,823**	**$5,511**
17	**$1,087**	**$2,991**	**$5,847**
18	**$1,143**	**$3,159**	**$6,183**
19	**$1,199**	**$3,327**	**$6,519**
20	**$1,255**	**$3,495**	**$6,855**
21	**$1,311**	**$3,663**	**$7,191**

*** 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 $466.00 for In-District Tuition; $1,138.00 for Out-of-District Tuition; $2,146.00 for Non-Resident tuition and $2,146.00 for International students.

Summer Term: Minimum tuition for each summer term (1 - 3 credits) will be $298.00 for In-District Texas residents, $634.00 for Out-of- District Texas residents, $1,138.00 for Non-Texas residents and

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.

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.

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.

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.

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.

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.

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

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
1300 San Pedro Ave.
San Antonio, TX 78212-4299
(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

District Office - Sheridan
201 W. Sheridan
San Antonio, TX 78204

ALAMO
COLLEGES

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