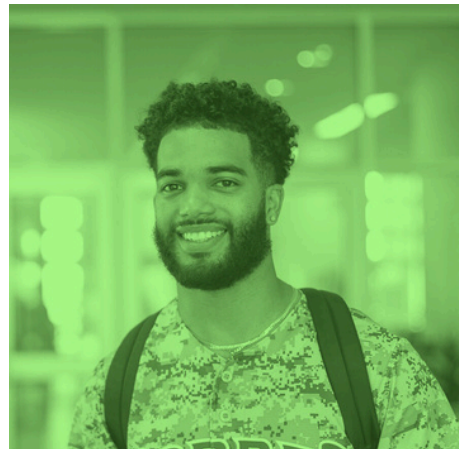


NORTHEAST LAKEVIEW COLLEGE SAN ANTONIO, TEXAS

ANNUAL OPERATING BUDGET

FISCAL YEAR 2024 - 2025



ALAMO COLLEGES DISTRICT
Northeast Lakeview College



NORTHEAST LAKEVIEW COLLEGE

FY 2024-2025 Annual Budget

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INTRODUCTION



Message from the Chancellor

December 1, 2024

Members of the Alamo Colleges District Board of Trustees, Bexar County taxpayers, and residents of the Alamo Colleges District service area:

Over the past five years, the Alamo Colleges District family has persevered through a constantly changing global environment while exemplifying each of our core values: Students First, Respect for All, Community-Engaged, Collaboration, Can-Do Spirit, and Data-Informed Decision Making. Every one of our employees has rallied in support of our district's moonshot of partnering to end poverty through education and training in the greater San Antonio region.

Since 2018, the Alamo Colleges District has transformed from a great organization making an impact in our community to a true leader in higher education, with innovative models and initiatives that are replicated across the country. We are proud of the progress we have made, and we look forward to continuing to provide social and economic mobility to the 78,000+ students we serve.

The overall goal of the Fiscal Year 2025 Annual Operating Budget (FY25) is to continue the momentum we created in positioning the Alamo Colleges District for growth by making the most effective use of every dollar of revenue to support the economic and social mobility of the members of our community and the success of our students.

This year, we are experiencing an unprecedented milestone - a record-breaking enrollment of first-time in college students across the Alamo Colleges District. Our thriving community of learners is at the heart of everything we do, and this surge in enrollment reflects the growing recognition of ACD as a hub of academic excellence, support, and personal growth. It is also a reflection of the commitment, dedication, and hard work of colleagues across the entire Alamo Colleges District who have contributed to this remarkable achievement. Budget highlights for FY25 include:

- Supporting student-focused strategies including **AlamoPROMISE**, **AlamoBOOKS+**, and **AlamoU** by scaling high school equivalency offerings and strengthening matriculation to continuing education and academic programs.
- Implementing **Talent Strategies** to retain faculty and staff and remain competitive, including market rate adjustments, completion of equity pay, and launching the Faculty Multi-Year Contract program.
- Sustaining **core services** like instructional delivery, college and departmental expenses, and benefits and enterprise-wide investments.

As we move forward through FY25 and the years to come, I am confident that we will continue our mission of empowering our diverse communities for success. Many thanks to the Alamo Colleges District family for their continued dedication and contributions in helping our students achieve their educational goals.

In Service,

Dr. Mike Flores
Chancellor



Organizational Description (Who We Are)

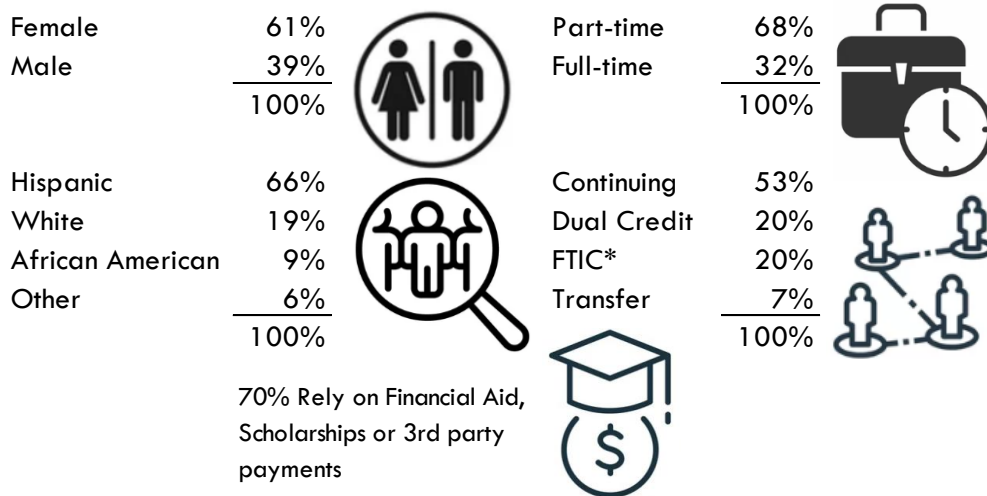
Alamo Community College District (Alamo Colleges District or ACD) is a nationally recognized organization. The Alamo Colleges District includes Palo Alto College, Northwest Vista College, San Antonio College, St. Philip’s College, and Northeast Lakeview College, along with several off-campus locations throughout the San Antonio metropolitan area, serving an eight-county region and over 100,000 students annually. ACD is a two-time recipient of the Malcolm Baldrige National Quality Award, the nation’s highest honor for performance excellence.



People recognize the Alamo by its distinctive architectural shape and the role it played in history. As its namesake, the Alamo Colleges District has had its own inspirational impact on society. From our origin as a community college district in 1945 through decades of change and expansion, we have worked to make higher education accessible and affordable. Today, our five colleges fulfill this mission with a vast array of certificates, courses, 2-year degrees, and four bachelor’s degree programs. Our credits transfer to four-year universities for those pursuing advanced degrees, and our workforce development and continuing education programs help individuals build new careers and meet the needs of businesses. In short, we empower people and shape futures.

The Alamo Colleges District is one of the largest community college districts in Texas and a provider of higher education in South Texas. Bexar County is the taxing district for ACD; however, the District’s service area extends to cover a much larger region including: all of Bandera, Bexar, Comal, Kendall, Kerr and Wilson Counties, and most of Atascosa and Guadalupe Counties. San Antonio is the seventh-largest city in the nation with an estimated population of 1.5 million residents. Alamo Colleges District overall student enrollment includes a varied mix of students that accurately depicts the diverse community in which the district is situated, illustrated in the following student profile.

Student Demographics



Source: Student Profile - term Fall '23 Certified
 *FTIC - First Time in College



ACD serves the Bexar County community and its service area through its programs and services that help students succeed in acquiring the knowledge and skills needed in today's world. Students are taught by highly qualified faculty with Master's and Doctorate degrees who are dedicated to creating a learning-centered environment. Student services include advising, computer labs, tutoring, financial aid services, services for the disabled, advocacy centers, developmental instruction, veteran's services, and job placement assistance.

ACD, a Hispanic-Serving System which includes the nation's only college to be federally designated as both a Historically Black College and a Hispanic-Serving Institution, is one of the nation's largest producer of Hispanic nurses. ACD is also one of Texas' largest providers of online post-secondary education. A diverse international program brings Central American and other teachers to San Antonio for advanced education while affording students and faculty the opportunity to gain the skills to work in a global economy.

Mission Vision Values

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

MISSION

Empowering our diverse communities for success.

VISION

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

VALUES



STUDENTS FIRST



RESPECT FOR ALL



COMMUNITY-ENGAGED



COLLABORATION



CAN-DO SPIRIT



DATA-INFORMED

Alamo Colleges District Moonshot

The "Moonshot" term reflects a bold goal of partnering to end poverty through education and training. This effort is aimed at eliminating barriers to student success and contributing to the development of the future workforce by promoting access to education in our community.

The Five Colleges of the Alamo Colleges District

The five colleges that comprise ACD include: St. Philip's College (SPC), established in 1898; San Antonio College (SAC), established in 1925; Palo Alto College (PAC), established in 1985; Northwest Vista College (NVC), established in 1995; and Northeast Lakeview College (NLC), established in 2007. All the colleges are within San Antonio city limits except Northeast Lakeview College, located in Universal City, northeast of San Antonio. Each College operates with autonomy in accordance with ACD's unique Participatory Leadership model of collaborative leadership between the Colleges and District Operations. Based on that autonomy, each College is accredited independently by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate degrees and certificates. Across Bexar County, the five college campuses span over 6 million square feet on 778 acres. Each campus features typical college facilities, including academic and classroom buildings, administrative offices, libraries, gymnasiums, cafeterias, science and computer labs. Additionally, each college hosts specialized facilities, such as performing arts centers, natatoriums, allied health and emergency medical training areas, and mortuary science labs.



District Operations at ACCESS



The Alamo Colleges District Operations are headquartered in the Alamo Colleges Center of Excellence for Student Success (ACCESS) building, located near San Antonio's vibrant Pearl District. District Operations provides essential administrative services and support to the five colleges through Collaborative Agreements. The ACCESS building houses the executive offices of the Chancellor and Vice Chancellors, along with departments such as Human Resources, Legal Services, Ethics, Communications, Internal Audit, Strategic Planning and Performance Excellence, Institutional Research and Effectiveness, Information Technology, Finance and Fiscal Services, Financial Planning, Facilities, Student Financial Aid, the Center for Student Information, Police, workforce programs, and other service units. The building also features a large conference center designed for cross-college meetings, program collaborations, and community events. Additionally, some District Operations staff

are based on the college campuses to remain closely connected to the students and communities they serve.

Off-Campus Sites

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

- Brackenridge Education and Training Center
- Central Texas Technology Center, New Braunfels, TX
- Eastside Education and Training Center
- First Responders Academy (FRA), Von Ormy, TX
- Greater Kerrville - Alamo Colleges Center
- Northwest Education & Training Center (under construction)
- Northwest Vista College Southwest Research Institute Center
- St. Philip's College Military Base Locations
- St. Philip's College Southwest Campus
- Southside Education & Training Center
- Workforce Center of Excellence
- Westside Education and Training Center

Our Colleges are open-door institutions whose students come to college with various goals and at various levels of preparedness. Consequently, we serve students and the community with transfer courses, academic and technical degrees, and workforce development and continuing education options, offering more than 350 degree and certificate programs. Our educational program and service offerings are designed to meet the educational goals and service needs of our students. We deliver these services through semester, flex, weekend, evening, and online courses.



FY 2024 Awards and Recognitions

- Alamo Colleges District has earned the esteemed Malcolm Baldrige National Quality Award twice, receiving this exclusive presidential recognition for performance excellence in both 2018 and 2024.
- Alamo Colleges District has been Certified™ by Great Place To Work®. The award is based on what current employees say about their work experience at the Alamo Colleges District.
- Alamo Colleges District won the National Bellwether award for Program Excellence.
- San Antonio College, St. Philip's College, Palo Alto College and Northeast Lakeview College have been recognized by The National Institute for Staff and Organizational Development and Diverse: Issues in Higher Education as a 2024 Most Promising Place to Work in Community Colleges.
- Alamo Colleges District was recertified as a 2024 Leader College of Distinction by Achieving the Dream. In addition to being recertified, the Alamo Colleges received the prestigious 20th Anniversary Network Legend Award for its work on advancing student success and its ongoing pursuit of equitable outcomes for all learners.
- Northwest Vista College is named among the Top 10 Community Colleges in the Nation by Aspen Institute for Community College Excellence.
- Alamo Colleges District receives the Association for Talent Development 2024 BEST Award which recognizes organizations that demonstrate enterprise-wide success through talent development.
- All five Alamo Colleges honored with the 2024 Gold Award for Veteran Education Excellence Recognition by Texas Veterans Commission.



Workforce Profile of Alamo Colleges District

Our workforce includes faculty, administrators, staff, and work study (students). The District's diverse workforce continues to be representative of both our student population and the demographics of Bexar County. Teaching faculty are required to meet the certification requirements associated with accreditation set by the SACSCOC. Some positions in the administrative segment require professional certifications or doctoral degrees, while others require bachelor's or master's degrees, and positions in the staff segment require at least a high school level of education. Special health and safety related requirements exist in the following areas: recognized hazardous work environments such as welding, electrical, chemical, and ergonomics; compliance with Texas Commission on Law Enforcement Standards for police officers; and driving safety for vehicle operators. While no bargaining units exist, the Faculty Senate and Staff Senate at each of the Colleges are engaged in Participatory Leadership for local initiatives. These groups are also part of a larger, Unified ACD Faculty Senate and Staff Senate, which addresses alignment strategies as needed in the District. This is another example of our Participatory Leadership approach.

Regulatory Requirements

ACD operates within the Texas Education Code monitored through the Texas Higher Education Coordinating Board (THECB), which regulates contact-hour funding, common courses, and the approval of new programs. THECB also compares demographic and financial data and monitors institutional effectiveness. ACD must comply with specific FERPA, ADA, OSHA, EPA, and EEOC requirements. ACD operates in accordance with regulatory requirements at the federal, state, and local levels.



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

HB 1495 Requirements

HB 1495 (86th Legislature) requires all political subdivisions to report expenditures "directly or indirectly influencing or attempting to influence the outcome of legislation or administrative action." The Alamo Colleges District (ACD) is a member of both Texas Association of Community Colleges (TACC) and Texas Association of School Boards (TASB). Both of these organizations collect dues which go towards advocacy for community colleges.

Organizational Structure/Organizational Governance of ACD

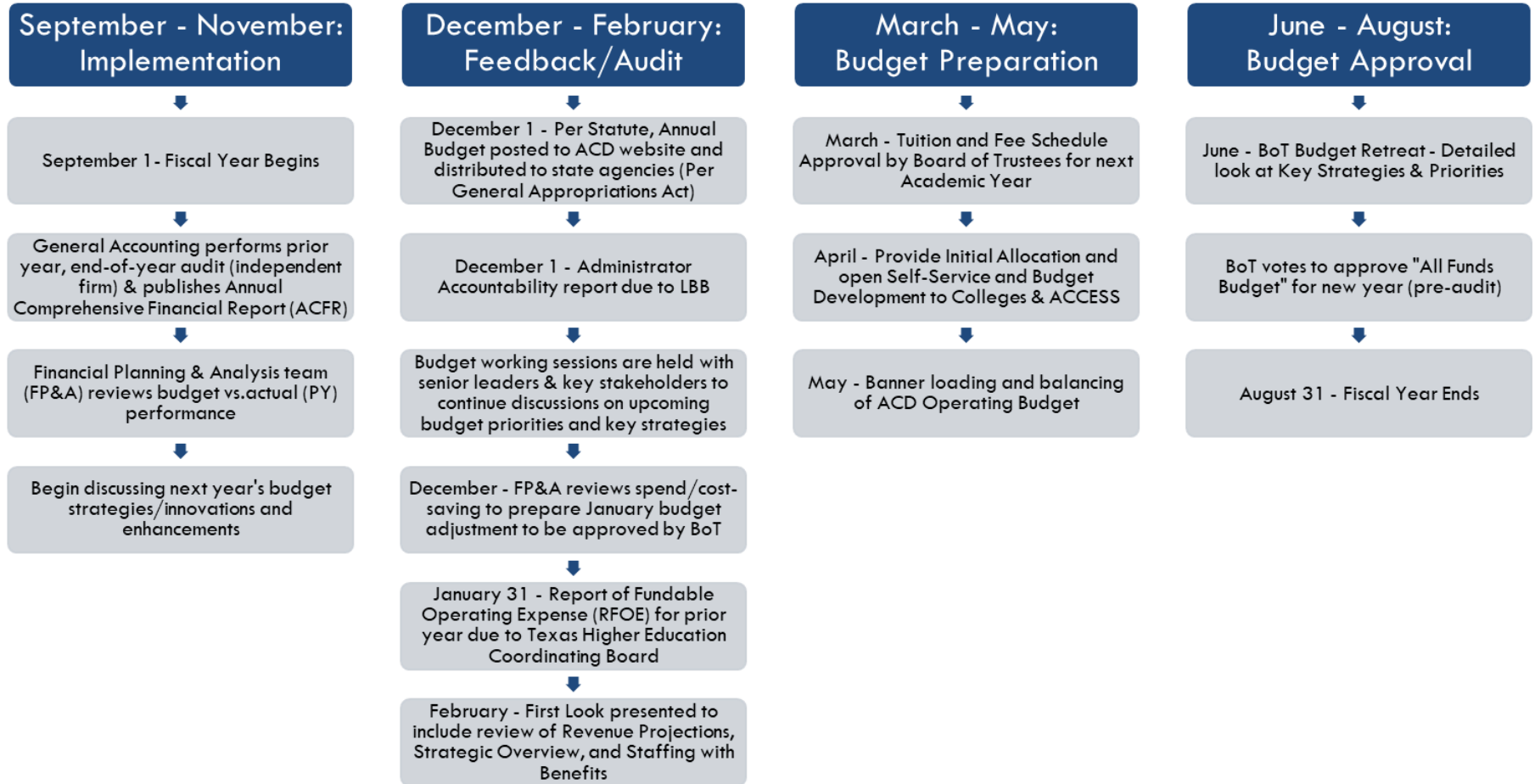
The Chancellor is the Chief Executive Officer (CEO) and reports to a 9-member Board of Trustees (Board) and one non-voting Student Trustee or Student Trustee Alternate; the members represent nine different districts in the San Antonio area and are elected by community members to serve for a term of six years. The Student Trustee and Student Trustee Alternate are selected by the Board from the student associations of the five Colleges and serve a one-year term. The Board acts as a Committee of the Whole and is comprised of eight committees: Student Success; Building, Grounds, and Sites Selection; Policy and Long-Range Planning; Audit, Budget and Finance; Workforce; Legislative; Community Involvement; and Legal Affairs. Committees provide oversight of operations in their areas of responsibility and issue guidance and direction in the form of Board Policies. By state statute, the Board is the governing body that sets policy, appoints the Chancellor, levies property taxes, and approves the budget. The Board is the final authority on all matters of governance for the organization. College Presidents report to the Chancellor, serve as CEOs of their college, and sit on the Strategic Leadership Team (SLT), the senior decision-making body within the organization.



For additional details about Alamo Colleges District leadership visit alamo.edu/about-us/leadership



Annual Budget Cycle





REVENUES AND EXPENSES



Revenue and Functional Expense Alignment

The Fiscal Year 2025 operating budget was developed based on a methodology and process that aligns the strategic plan with the available resources, driven by key student-data drivers. The chart below depicts the major revenue streams and the cost structures they support.

REVENUES						
FORMULA FUNDED	NON-FORMULA FUNDED			PUBLIC SERVICE	AUXILIARY	SCHOLARSHIPS & FINANCIAL AID
EDUCATION & GENERAL <i>State Appropriations</i> <i>Tuition and Fees</i> <i>CE Reimbursable Tuition</i> <i>Property Taxes</i> <i>Investment Income</i> <i>Other (Indirect Cost Recovery for Federal Revenue, Property Rental, Vendor Fees, VA)</i>	SPECIAL PROGRAM TUITION* <i>Allied Health/Nursing</i> <i>Workforce Programs</i> <i>Information Technology</i> <i>Tourism & Hospitality</i> <i>Law Enforcement</i> <i>Fire Technology</i>	STUDENT ACTIVITIES <i>Fees</i>	ENTERPRISE ACTIVITIES <i>Library Fines</i> <i>Gym Rental Charges</i> <i>Facility Rental Charges</i> <i>Testing Fees</i> <i>Virtual College of Texas (VCT) Fees</i> <i>CE Non-Reimbursable</i>	PUBLIC SERVICE <i>Planetarium Fees</i> <i>Fine Arts Acad. Charges</i>	DESIGNATED <i>Child Care Center Fees</i> <i>Natatorium Charges</i> NON-DESIGNATED <i>Bookstore Commission</i> <i>Vending Commission</i> <i>Copy Machine Charges</i> <i>Student Support Fee</i>	SCHOLARSHIPS & FINANCIAL AID
EXPENSES						
FORMULA FUNDED	NON-FORMULA FUNDED			PUBLIC SERVICE	AUXILIARY	SCHOLARSHIPS & FINANCIAL AID
EDUCATION & GENERAL <i>Instruction</i> <i>Academic Support</i> <i>Student Services</i> <i>Institutional Support</i> <i>Operation & Maintenance</i>	SPECIAL PROGRAM TUITION* <i>Allied Health/Nursing</i> <i>Workforce Programs</i> <i>Information Technology</i> <i>Tourism & Hospitality</i> <i>Law Enforcement</i> <i>Fire Technology</i>	STUDENT ACTIVITIES	ENTERPRISE ACTIVITIES <i>Library Fines</i> <i>Gym Rental Charges</i> <i>Facility Rental Charges</i> <i>Testing Fees</i> <i>CE Non-Reimbursable</i>	PUBLIC SERVICE <i>Planetarium Fees</i> <i>Fine Arts Academy</i>	DESIGNATED <i>Child Care Centers</i> <i>Natatorium</i> AUXILIARY SUPPORTED <i>Intramural</i> <i>Food Service</i>	SCHOLARSHIPS & FINANCIAL AID

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



FY25 Revenue Summary

Northeast Lakeview College THREE YEAR REVENUE SUMMARY

FORMULA REVENUE FOR FUNDING MODELS

	FY 2023	FY 2024	FY 2025
State Appropriations	-	-	-
Veteran's Assistance Center	-	-	-
State Paid Benefits	-	-	-
Tuition - (Exclude CE)	9,779,797	10,965,704	12,450,127
Tuition - CE Reimbursable	-	-	-
Instructional Material Fee (effective spring 2023)	217,155	-	-
Taxes	-	-	-
Other	-	-	-
Non Designated Auxiliary	-	7,657	-
Total Formula Revenue	\$ 9,996,952	\$ 10,973,361	\$ 12,450,127

NON-FORMULA REVENUE FOR ENTERPRISES ACTIVITIES

	FY 2023	FY 2024	FY 2025
Instruction	-	-	-
Public Service	-	-	-
Academic Support	8,250	5,000	5,000
Student Services	266,452	277,064	324,610
Designated Auxiliary	-	-	-
Continuing Education	-	-	-
Designated Unrestricted	15,000	33,000	70,000
Total Non-Formula Revenue	\$ 289,702	\$ 315,064	\$ 399,610

TOTAL REVENUE	\$ 10,286,654	\$ 11,288,425	\$ 12,849,737
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Northeast Lakeview College
THREE YEAR REVENUE BUDGET

FORMULA REVENUE FOR FUNDING MODELS

	FY 2023	FY 2024	FY 2025
STATE APPROPRIATIONS			
11X001 State Appropriations E & G	-	-	-
11X001 State Paid Benefits	-	-	-
Total State Appropriations	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
TUITION			
11X001 Tuition - Non Exempt	7,788,212	8,623,278	9,793,595
11X001 Tuition - Exempt	2,624,020	4,147,807	4,726,483
11X001 Tuition - Exempt Discounts*	(2,624,020)	(4,147,807)	(4,726,483)
11X001 Expanded Summer Momentum Program (ESMP)	(604,486)	(532,000)	(608,000)
11X001 Tuition Pledged (25%)	2,596,071	2,874,426	3,264,532
11X001 Instructional Material Fee	217,155	-	-
Total Tuition	<u>\$ 9,996,952</u>	<u>\$ 10,965,704</u>	<u>\$ 12,450,127</u>
NON-DESIGNATED AUXILIARY			
13X001 AUX - Vending Rev	-	7,657	-
Total Non-Designated Auxiliary	<u>\$ -</u>	<u>\$ 7,657</u>	<u>\$ -</u>
TOTAL FORMULA REVENUE	\$ 9,996,952	\$ 10,973,361	\$ 12,450,127

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



Northeast Lakeview College
THREE YEAR REVENUE BUDGET

NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES

	FY 2023	FY 2024	FY 2025
11X001 Special Program Tuition	-	-	-
11X001 VCT Fee Revenue	-	-	-
11X001 Administrative Fee Revenue	-	-	-
Total Instruction	\$ -	\$ -	\$ -
11X001 Other Op - Facility Rental Revenue	-	-	-
11X001 Property Rentals Revenue	-	-	-
11X001 Sales and Services Revenue	-	-	-
Total Public Service	\$ -	\$ -	\$ -
11X001 Library Fines Revenue	250	-	-
11X001 Sales and Services Revenue	8,000	5,000	5,000
11X001 Miscellaneous Revenue	-	-	-
Total Academic Support	\$ 8,250	\$ 5,000	\$ 5,000
11X003 Student Activity Fee - w/o Exemptions	239,202	247,314	291,510
11X001 TSI Test Fee	-	8,000	8,000
11X001 CLEP Test Fee	5,000	2,750	2,750
11X001 Correspondence Test Fee	5,000	2,750	2,750
11X001 Accuplacer Test Fee	-	-	-
11X001 Event Booth Rental Revenue	3,500	-	-
11X001 ID Replacement	250	2,750	1,000
11X001 Veterans Administration Revenue	13,500	13,500	18,600
11X001 Miscellaneous Revenue	-	-	-
Total Student Services	\$ 266,452	\$ 277,064	\$ 324,610
13X001 AUX - Child Care Revenue	-	-	-
133003 Administrative Fee Revenue	-	-	-
133001 Sales & Services Revenue	-	-	-
Total Designated Auxiliary	\$ -	\$ -	\$ -
11X001 CE Tuit Non-Reimbursable	-	-	-
11X001 CE Tuit Non-Reimb Contracts	-	-	-
11X001 Non-CE Tuit Contract Training	-	-	-
Total C.E.	\$ -	\$ -	\$ -
17X00X Designated Unrestricted	15,000	33,000	70,000
Total Unrestricted Scholarships Interest Income	\$ 15,000	\$ 33,000	\$ 70,000
TOTAL NON-FORMULA REVENUE	\$ 289,702	\$ 315,064	\$ 399,610



FY25 Expense Summary

Northeast Lakeview College
Three Year Budget Summary by Functional Category

Functional Category	FTE Salary	Vacancy Credit	Other Salary	Benefits	Other Expense	Total Budget	%
FY 2025							
Instruction	6,568,885	(241,861)	2,551,655	2,042,539	632,510	11,553,728	41.4%
Public Service	-	-	-	-	2,000	2,000	0.0%
Academic Support	3,021,294	(97,869)	853,267	919,237	665,241	5,361,170	19.2%
Student Services	4,672,114	(198,999)	857,225	1,378,842	596,595	7,305,777	26.2%
Institutional Support	1,822,526	(102,969)	215,241	521,007	745,844	3,201,649	11.5%
Operations and Maintenance of Plant	-	-	-	-	-	-	0.0%
Institutional Scholarships	-	-	-	-	50,000	50,000	0.2%
Transfers	-	-	-	-	435,586	435,586	1.6%
Total	\$ 16,084,819	\$ (641,698)	\$ 4,477,388	\$ 4,861,625	\$ 3,127,776	\$ 27,909,910	100.0%
FY 2024							
Instruction	5,823,504	(212,012)	2,845,268	2,009,641	536,132	11,002,533	43.5%
Academic Support	2,232,871	(78,947)	768,823	768,066	773,242	4,464,055	17.6%
Student Services	3,951,001	(155,503)	804,367	1,309,803	551,574	6,461,242	25.5%
Institutional Support	1,531,902	(76,555)	216,747	495,454	721,108	2,888,656	11.4%
Institutional Scholarships	-	-	-	-	50,000	50,000	0.2%
Transfers	-	-	-	-	435,586	435,586	1.7%
Total	\$ 13,539,278	\$ (523,017)	\$ 4,635,205	\$ 4,582,964	\$ 3,067,642	\$ 25,302,072	100.0%
FY 2023							
Instruction	5,529,945	(218,335)	1,939,634	2,011,724	486,650	9,749,618	46.2%
Academic Support	2,055,703	(88,440)	444,410	674,253	609,784	3,695,710	17.5%
Student Services	3,284,803	(168,588)	262,279	1,030,277	798,416	5,207,187	24.6%
Institutional Support	1,155,359	(74,620)	109,172	363,922	433,901	1,987,734	9.4%
Institutional Scholarships	-	-	-	-	50,000	50,000	0.2%
Transfers	-	-	-	-	435,586	435,586	2.1%
Total	\$ 12,025,810	\$ (549,983)	\$ 2,755,495	\$ 4,080,176	\$ 2,814,337	\$ 21,125,835	100.0%

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

Other Salary includes Compensation, HWHD, and other Talent adjustments.



Northeast Lakeview College
Three Year Non-Labor Expenses by Functional Category

	Equipment and Capital	Operating Expenses	Travel	Scholarships	Transfers	Total
FY 2025						
Instruction	5,750	626,760	-	-	-	632,510
Academic Support	125,275	467,440	72,526	-	-	665,241
Student Services	21,685	483,999	90,911	-	-	596,595
Institutional Support	18,030	627,006	100,808	-	-	745,844
Transfers	-	-	-	-	435,586	435,586
Total	\$ 170,740	\$ 2,207,205	\$ 264,245	\$ 50,000	\$ 435,586	\$ 3,127,776
FY 2024						
Instruction	14,750	521,382	-	-	-	536,132
Academic Support	125,066	574,994	73,182	-	-	773,242
Student Services	21,685	456,689	73,200	-	-	551,574
Institutional Support	9,980	608,601	102,527	-	-	721,108
Transfers	-	-	-	-	435,586	435,586
Total	\$ 171,481	\$ 2,161,666	\$ 248,909	\$ 50,000	\$ 435,586	\$ 3,067,642
FY 2023						
Instruction	14,750	471,900	-	-	-	486,650
Academic Support	166,066	370,794	72,924	-	-	609,784
Student Services	31,100	701,151	66,165	-	-	798,416
Institutional Support	4,250	330,475	99,176	-	-	433,901
Transfers	-	-	-	-	435,586	435,586
Total	\$ 216,166	\$ 1,874,320	\$ 238,265	\$ 50,000	\$ 435,586	\$ 2,814,337



Three Year Staffing Summary

Northeast Lakeview College
Three Year Staffing Summary

	Account Code	FTE	FY23 Salary	FTE	FY24 Salary	FTE	FY25 Salary
Faculty	61001	79.00	5,138,964.00	79.00	5,369,456.00	88.00	6,179,571.00
Administrators	61011	8.00	1,094,653.00	10.00	1,332,896.00	10.00	1,500,514.00
Professionals	61012	79.00	4,587,670.00	88.00	5,495,543.00	99.00	6,814,137.00
Classified	61021	35.00	1,204,523.00	36.00	1,341,383.00	36.00	1,590,597.00
Total		201.00	\$ 12,025,810.00	213.00	\$ 13,539,278.00	233.00	\$ 16,084,819.00

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

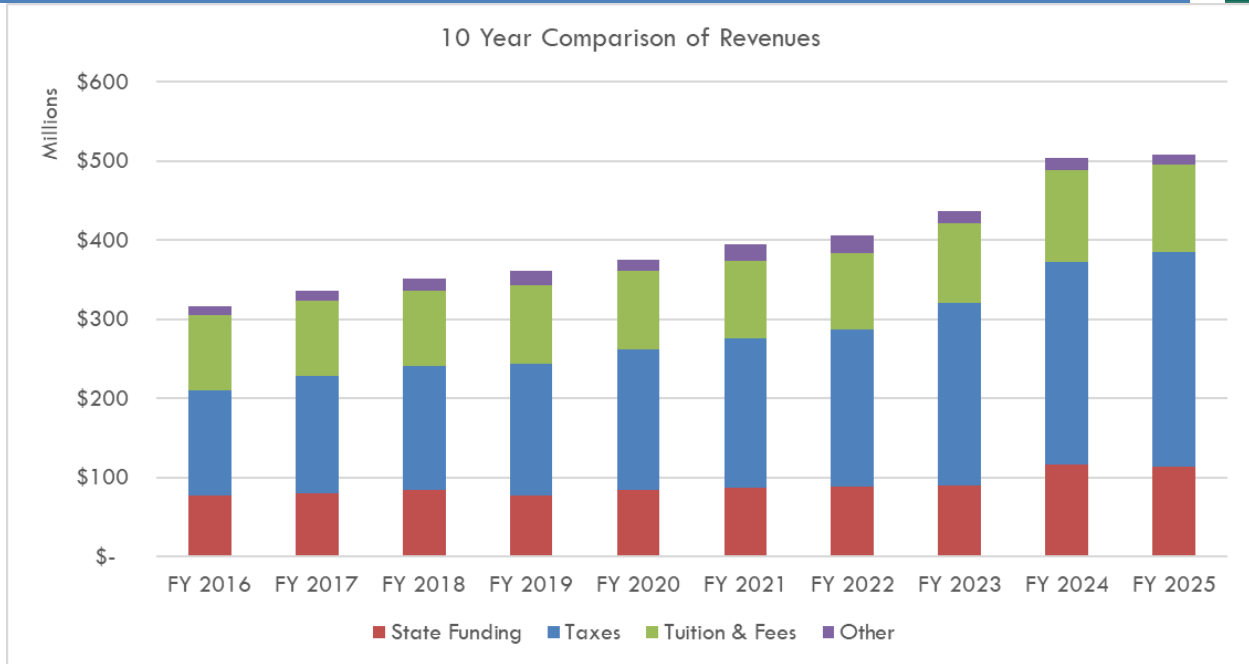
FTE salary budgets do not include approved Compensation and Talent adjustments.



Northeast Lakeview College

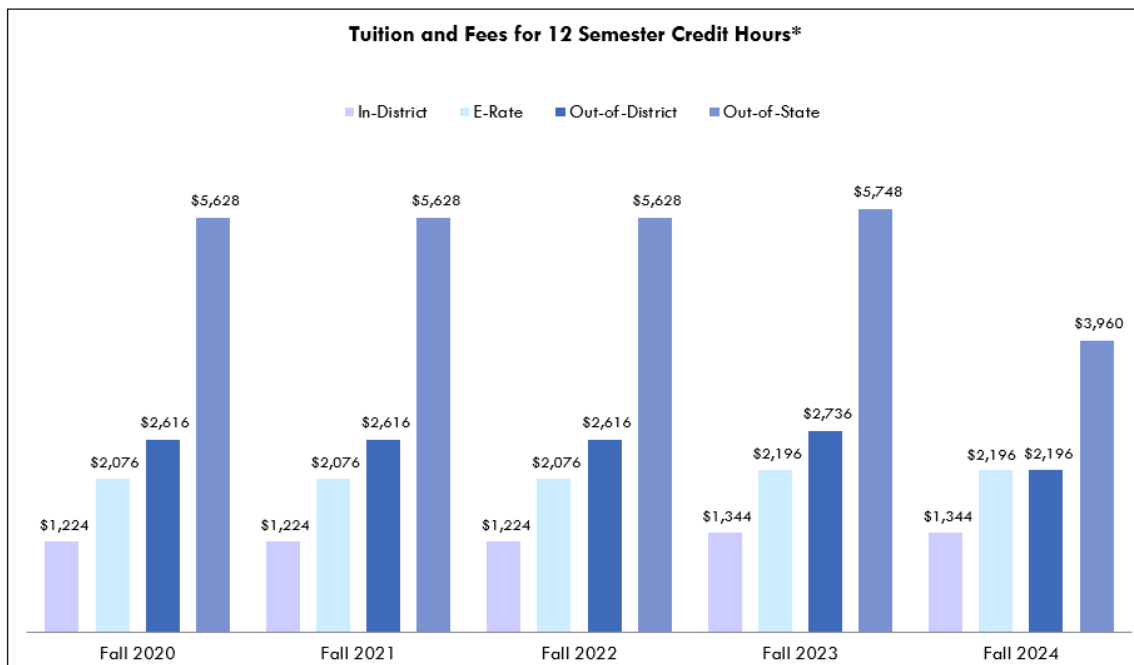
Budgeted Contact Hours (Used for Workload Allocation)

	FY 2023	FY 2024	FY 2025
0 Cross-Listed Courses With Different Fund Codes	-	2,070	3,610
1 Agriculture	-	-	-
2 Architect and Precision Prod Trades	-	-	-
3 Biology Physical Sci and Sci Tech	244,323	266,543	304,062
4 Bus Mgmt Marketing and Admin Svcs	62,513	87,090	123,798
5 Career Pilot	-	-	-
6 Communications	71,165	74,979	93,422
7 Computer and Information Sciences	34,743	44,021	60,411
8 Construction Trades	-	-	-
9 Consumer and Homemaking Ed	41,177	26,324	28,556
10 Engineering	-	-	3,017
11 Engineering Related	-	-	1,988
12 Eng Lang Lit Philos Hmnties Intrdsc	278,225	356,081	435,066
13 Foreign Languages	29,702	35,658	63,993
14 Hlth Occ Dent Asst Med Lab AA Nurs	-	-	-
15 Health Occ Dental Hygiene	-	-	-
16 Health Occ Other	2,167	4,781	5,389
17 Respiratory Therapy	-	-	-
18 Vocational Nursing	-	-	-
19 Mathematics	176,081	202,097	225,205
20 Mechanics and Repairers Auto	-	-	-
21 Mech Repairer Diesel Aviation Transportation	-	-	-
22 Electronics	-	-	-
23 Physical Ed and Fitness	6,653	9,071	11,929
24 Protective Service and Public Admin	6,602	4,485	8,005
25 Psychology Soc Sciences and History	530,006	542,749	574,840
26 Visual and Performing Arts	75,919	76,705	160,782
27 Non-State Funded	-	-	-
28 Math Developmental Education	60,144	74,404	91,291
29 Reading/Writing Developmental Education	15,641	18,371	19,410
TOTAL	1,635,061	1,825,429	2,214,774



Tuition and Fees

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



*Tuition and Fees for 12 SCH = (Tuition rate x 12 SCH) + (Student Activity Fee \$3 x 12 SCH)
 Note: Amounts shown exclude \$25/term Student Support Services Fee
 For a full schedule of tuition and fees, see Tuition and Fees Schedule in Appendix section.



In a continued effort to support affordability, the Board of Trustees reduced tuition rates for out-of-district and non-resident students beginning the fall of 2024. Since fall 2014, students pay a maximum of \$50 per year as a Student Support Services Fee. This fee helps fund technology infrastructure, student support services, VIA passes for free bus service, and parking. Beginning in fall 2016, students also pay a nominal international education fee of \$1 per semester hour, aimed at enhancing access to all Alamo Colleges District students with financial assistance for studying outside of the United States and increase students' opportunities to enhance their pathways to success through international exchange. In fall 2018, the student activity fee was rates to \$3 per semester credit hour to increase access to co-curricular and extracurricular activities and services for students that supplement their academic programs and career development.

The AlamoBOOKS+ initiative, a key innovation that is supported by the educational philosophy of Universal Access provides all students with access to rental instructional materials on day one of instruction. This initiative allows all students an equal opportunity to benefit from materials that are flexible in use, simple & intuitive and inclusive, while also saving the student time and money. This initiative is estimated to save a student enrolled in a 12-hour course load an average of \$680 per semester, the typical cost of instructional materials and books if purchased out-of-pocket.

The Summer Momentum Program (SMP) was launched in mid-year 2017 to encourage students to enroll in summer courses. Student scholarships cover 3 to 6 credit hours for free in the summer for those taking 18 to 24 hours total in fall and spring. The Expanded Summer Momentum Plan (ESMP) was implemented beginning summer 2020. This enhanced plan allows eligible students who earned hours in fall and spring at any of the five colleges in the Alamo Colleges District to get three to nine free credit hours in the summer semester. Below is a comparison of the cost to a student taking 12 semester credit hours in the fall without the SMP benefit and net of SMP:

	Student Activity			Cost to Student	Tuition & Fees for 12 SCH	SCH Eligible SMP for Fall	ESMP Free to Student	Cost to Student Net of ESMP
	Tuition/SCH	Fee/SCH	SCH					
In-District	\$ 109	\$3	12	\$ 1,344	\$ 1,344	3	\$ (327)	\$ 1,017
Out-of-District	\$ 180	\$3	12	\$ 2,196	\$ 2,196	3	\$ (540)	\$ 1,656
Out-of-State	\$ 327	\$3	12	\$ 3,960	\$ 3,960	3	\$ (981)	\$ 2,979
E-Rate	\$ 180	\$3	12	\$ 2,196	\$ 2,196	3	\$ (540)	\$ 1,656

In comparison with other local institutions of higher education, the Alamo Colleges District continues to be the most affordable option for pursuing higher education. A 12-semester credit hour course load for an in-district student amounts to \$1,370. This rate includes \$1,344 (\$109/SCH tuition rate, (includes \$10/SCH AlamoBOOKS+) plus \$3/SCH Student Activity fees) plus a \$25/term Student Support Fee plus a \$1/term International Education Fee.

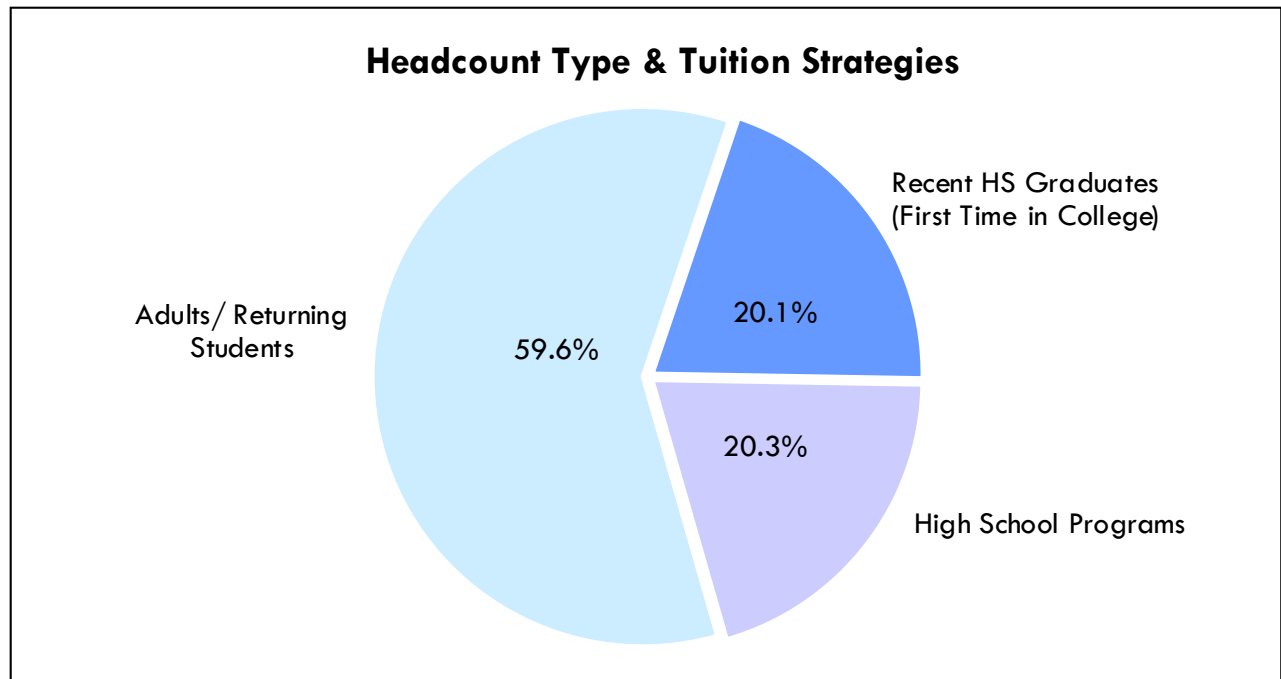
At the University of Texas at San Antonio (public), in-district students taking the same number of semester credit hours in fall 2024 are expected to pay a total of \$4,506 in tuition and fees. At a local, private institution, St. Mary's University, the equivalent semester credit hour load totaled \$18,099 in fall 2024.



The graphic below represents a snapshot of the tuition strategies and key benefits to the District's students.

Tuition Strategies and Key Student Benefits			
Headcount Type	Tuition Strategies	Population Demographic ¹	Demographic %
Adults/Returning Students²	Expanded Summer Momentum Program (ESMP) ³ Federal and State Financial Aid	45,899	59.6%
Recent HS Graduates (First Time in College)	ESMP and State Financial Aid AlamoPromise Program	15,476	20.1%
High School Programs	Waived Tuition	15,619	20.3%
Total		76,994	100%

¹ Fall 2024 Projected Headcount
² Estimated 81% enrolled part-time
³ 70% of students receive some form of Financial Aid or 3rd party payment





FY25 Tuition Revenue by Semesters

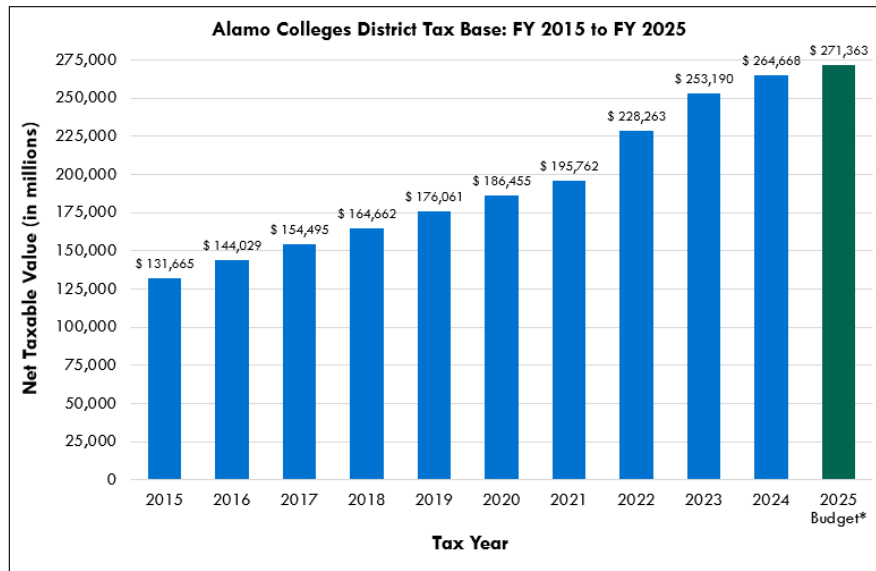
		SAC	SPC	PAC	NVC	NLC	TOTAL
TUITION							
Non Exempt *							
Fall	50001	\$ 15,781,490	\$ 9,195,535	\$ 6,825,808	\$ 13,908,787	\$ 6,098,028	\$ 51,809,648
Spring	50002	14,707,776	8,621,046	6,014,269	12,233,927	5,551,132	47,128,150
Summer	50003	4,792,752	3,336,126	2,121,530	3,627,730	1,408,967	15,287,105
Total		35,282,018	21,152,707	14,961,607	29,770,444	13,058,127	114,224,903
Dual Credit							
Fall	50001	1,420,375	2,386,390	2,843,347	4,138,729	2,104,510	12,893,351
Spring	50002	1,411,643	3,011,042	3,019,557	3,481,119	2,052,844	12,976,205
Summer	50003	34,638	88,443	113,334	-	28,407	264,822
Total		2,866,656	5,485,875	5,976,238	7,619,848	4,185,761	26,134,378
Exempt Other							
Fall	50001	301,720	354,927	242,339	282,214	231,845	1,413,045
Spring	50002	281,626	324,964	237,056	221,656	234,810	1,300,112
Summer	50003	58,956	134,364	69,755	86,387	74,067	423,529
Total		642,302	814,255	549,150	590,257	540,722	3,136,686
Total Tuition							
Fall	50001	17,503,585	11,936,852	9,911,494	18,329,730	8,434,383	66,116,044
Spring	50002	16,401,045	11,957,052	9,270,882	15,936,702	7,838,786	61,404,467
Summer	50003	4,886,346	3,558,933	2,304,619	3,714,117	1,511,441	15,975,456
Total		\$ 38,790,976	\$ 27,452,837	\$ 21,486,995	\$ 37,980,549	\$ 17,784,610	\$ 143,495,967
EXEMPT TUITION DISCOUNTS							
Dual Credit							
Fall	51701	\$ (1,420,375)	\$ (2,386,390)	\$ (2,843,347)	\$ (4,138,729)	\$ (2,104,510)	\$ (12,893,351)
Spring	51702	(1,411,643)	(3,011,042)	(3,019,557)	(3,481,119)	(2,052,844)	(12,976,205)
Summer	51703	(34,638)	(88,443)	(113,334)	-	(28,407)	(264,822)
Total		(2,866,656)	(5,485,875)	(5,976,238)	(7,619,848)	(4,185,761)	(26,134,378)
Exempt Other							
Fall	51705	(301,720)	(354,927)	(242,339)	(282,214)	(231,845)	(1,413,045)
Spring	51706	(281,626)	(324,964)	(237,056)	(221,656)	(234,810)	(1,300,112)
Summer	51707	(58,956)	(134,364)	(69,755)	(86,387)	(74,067)	(423,529)
Total		(642,302)	(814,255)	(549,150)	(590,257)	(540,722)	(3,136,686)
Total Tuition Discounts							
Fall	5170X	(1,722,095)	(2,741,317)	(3,085,686)	(4,420,943)	(2,336,355)	(14,306,396)
Spring	5170X	(1,693,269)	(3,336,006)	(3,256,613)	(3,702,775)	(2,287,654)	(14,276,317)
Summer	5170X	(93,594)	(222,807)	(183,089)	(86,387)	(102,474)	(688,351)
Total		(3,508,958)	(6,300,130)	(6,525,388)	(8,210,105)	(4,726,483)	(29,271,064)
Expanded Summer Momentum Prog							
		\$ (1,105,800)	\$ (615,600)	\$ (440,800)	\$ (1,029,800)	\$ (608,000)	\$ (3,800,000)
Total Tuition							
		\$ 34,176,218	\$ 20,537,107	\$ 14,520,807	\$ 28,740,644	\$ 12,450,127	\$ 110,424,903

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



Ad Valorem Taxes

Ad Valorem Taxes are divided into two categories: maintenance and operations funding (M&O), and funding for debt service of general obligation bonds and maintenance tax notes (used only for payment of principal and interest on funds used for construction and other capital outlay needs). As shown in the chart below, property valuations in Bexar County have steadily increased since 2015. Public community colleges are the only segment of higher education in the United States that receives this form of revenue from local taxpayers.



*Due to difference in time of reporting, the certified tax year is one year behind the reported fiscal year.

The Board of Trustees approved the same combined property tax rate as was levied in FY 2024. The ad valorem property tax is levied annually on October 1 on the assessed value as of the prior January 1 for all real and business personal property located in Bexar County. 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 \$271.4 million from total ad valorem taxes is included in the FY 2025 budget, making up 51.3% of the Alamo Colleges District budget. The year-over-year increase in total M&O tax revenue will help to fund inflationary cost pressure and strategic student success initiatives.

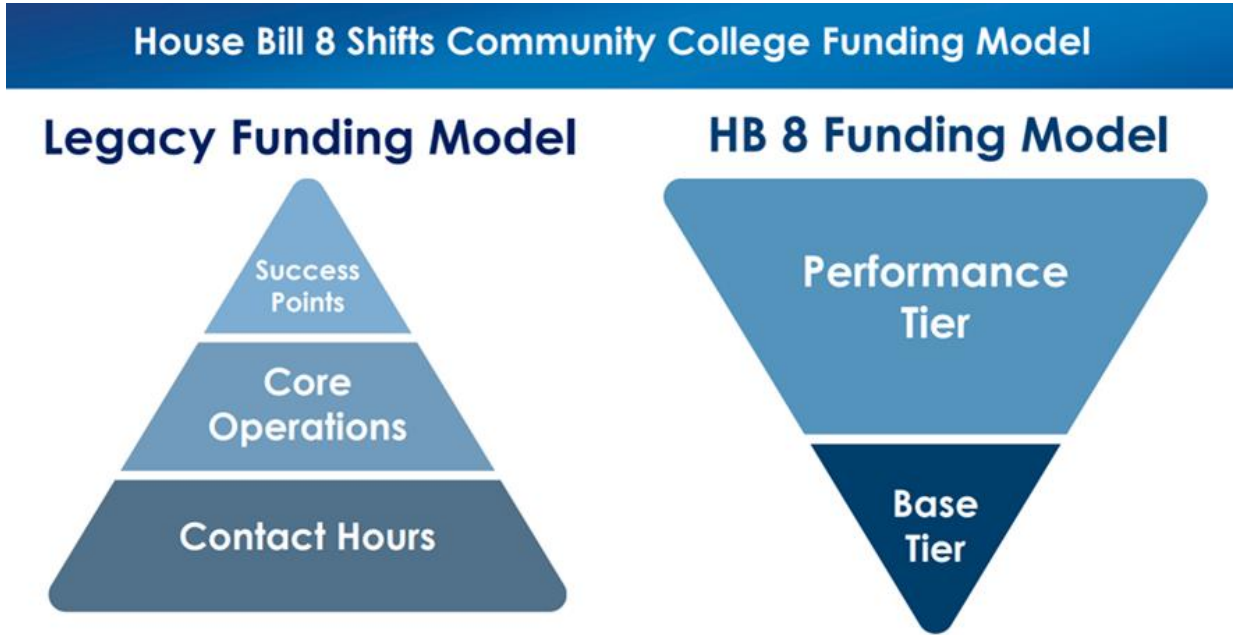
What do M&O Taxes Fund?			
Property Taxes Funding - (in millions)			
	FY24	FY25	Variance
Facilities Operations	\$ 27.4	\$ 28.1	\$ 0.8
Facilities Benefits (Health & Retirement)	2.8	2.8	0.0
Utilities	9.8	11.8	2.0
Preventive Maintenance	19.5	13.5	(6.0)
Total Maintenance & Operations	59.4	56.3	(3.1)
Mandatory Transfers	10.7	7.7	(3.0)
General Institutional (insurance, tax collecting, bad debt, ETAP, contractual, benefits)	22.1	24.5	2.4
Institutional Operating Budget	163.2	182.9	19.7
Total M&O Tax Revenue (Current Rate)	\$ 255.4	\$ 271.4	\$ 16.0 (a)

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



State Appropriations

The State of Texas allocates funds to public community colleges through the General Appropriations Act. The General Appropriations Act provides funds for state agencies and institutions of higher education for 2 years (Texas is one of 19 states that uses biennial budgeting). State funds are intended only for instructional and administrative costs and may not be used for construction, repairs, renovations, maintenance, or operations of facilities. The State of Texas began funding community colleges in 1942; the funding at that time was based on a fixed dollar amount per full-time student. In 1973, the 63rd Texas Legislature adopted a formula system that was based on the costs of specific instructional fields multiplied by the number of contact hours generated by each instructional field. A contact hour is the amount of time an instructor is in a community college classroom with students. The **Contact Hour Formula** was utilized by the Texas Legislature for funding community colleges until 2013 when the 83rd Legislature added two additional components to community college funding: **Core Operations** and Performance-Based Funding based on **Student Success Points**. During the regular legislative session that ended in May 2023, the 88th Texas Legislature approved a historic change in State Funding of Community Colleges beginning with the Fiscal Year 2024. As mentioned above, prior state funding, or legacy funding, relied primarily on Contact Hours generated. A smaller amount of funding came from success points and core operations. The new methodology, known as **House Bill 8 (HB 8)** as represented on the graphic below, transitions from a system focused on the amount of time students spend in class to one that responds to student performance at our colleges.



A high-level overview of the new State Formula Funding model consists of 2 tiers and a transitional calculation to ensure no Community College receives less funding in the current fiscal year compared to what was funded in FY24.

Base Tier Funding

One component of the funding model includes the base tier. This tier was designed to assist a subset of community colleges with relatively low taxable property value to meet operation needs. Per the THECB, those eligible community colleges will receive this funding if the costs of their operating needs (Instruction and Operations, or I&O) exceed the amount they can expect to access via \$0.05 of tax effort and average tuition and required fees (the local share amount).



Formula Funding = **Base Tier Funding** + Performance Tier Funding + Transition Funding

Base Tier Funding = Greater of [(Instruction & Operations - Local Share), 0]

- Only those College districts with a lower share of Tuition & Fee Revenue + M&O Tax Revenue compared to their Instruction & Operations will receive the difference.
 - *these estimates are measures of a college district's potential to raise revenue from these sources, regardless of revenues actually raised.*

As illustrated in the breakdown of the Basic Tier formula funding for Alamo Colleges below, the Local Share (T&F + Tax revenues) is greater than the total for Instruction and Operations. As a result, Alamo Colleges did not receive Base Tier Funding from the State.

FY 2025 Base Tier Breakdown - Alamo (FICE 003607)

Basic Allotment Funding	Contact Hour Funding	Instruction & Operations Total	Local Tax Estimate	Tuition/Fees Estimate	Local Share Total	FY 25 Base Tier Funding	FY 24 Base Tier Funding	Difference	Percent Change
\$ 65,491,149	\$ 63,659,050	\$ 129,150,199	\$ 104,580,996	\$ 98,497,757	\$ 203,078,753	\$ -	\$ -	\$ -	0.0%

Performance Tier Funding

Per the Texas Higher Education Coordinating Board (THECB) the Performance Tier funding is based on the measurable, student-focused outcomes that align with the goals of the state’s strategic plan for higher education, [Building a Talent Strong Texas](#), and state and regional workforce needs. Performance tier funding will be calculated based on:

- The number of **Credentials of Value** the colleges award, with an emphasis on credentials for high-demand occupations, as they qualify for the credential of value premium. **Credentials of Value** are defined as credentials earned by a student who would be expected to provide a positive return on investment, meaning that cumulative earnings must exceed the students’ initial investments and be greater than that of an average Texas high school graduate within ten years of earning the credential while also taking student opportunity cost into consideration.
 - Bachelor’s degrees
 - Associate degrees
 - Certificates (Advanced Technical Certifications, Level 1 or 2 Certificates)
 - Occupational Skills Awards (OSA)
 - Institutional Credentials Leading to Licensure or Certification (ICLC)
 - Opportunity High School Diploma (starting with diplomas awarded in FY25)
 - Third party credentials (starting with awards in FY25)
- Dual credit or Dual Enrollment Fundable Outcome: Students who completed 15 semester credit hours (SCHs) of fundable dual credit or dual enrollment (at a single college district) that meets requirements for a degree or workforce credential.
- Transfer Fundable Outcome or Structured Co-Enrollment Fundable Outcome: Students who earn at least 15 SCHs or equivalent and a) transfer to a Texas Public University or b) were enrolled in a reported, structured co-enrollment program.

Outcomes will be weighted by the following student characteristics:

- Economically disadvantaged students, defined as Pell recipients, receive an additional weight of 25%.
- Academically disadvantaged students, defined as students who are not Texas Success Initiative (TSI) ready in any subject area, receive an additional weight of 25%.
- Adult learners, defined as 25 years or older, receive an additional weight of 50%.



$$\text{Formula Funding} = \text{Base Tier Funding} + \text{Performance Tier Funding} + \text{Transition Funding}$$

Performance Tier Funding = sum of all [greater of (FY25 Estimated Weighted Outcome Completions or 3-year average Weighted Outcome Completions) x (Outcome Funding rate)]

For the Alamo Community College District, the Performance Tier Funding is the primary State funding. The following steps provide a walkthrough for this funding.

Step 1: Weighted Outcome Completions= for a given year, Outcome Completion Count + sum of all [Weighted Completion Counts x Completion Weights]

- Outcomes are weighted by Outcome for the prior 3 years

Step 2: Performance Tier Funding = sum of all [greater of (FY25 Forecasted Weighted Outcome Completions or 3-year average Weighted Outcome Completions) x (Outcome Funding rate)]

Please note, a 3-year average is calculated per each performance outcome; the rate per outcome is applied to the greater of FY25 OR the 3-year average. The total sum of all the weighted outcome completions is the amount of the Performance Tier Funding by the State. The table below summarizes the Performance Tier Funding for FY25.

Performance Outcome	RATES	Funding for Performance Tier	Weighted Outcome Completions (greater of most recent or three-year average)	Three-Year Average Weighted Outcome Completions
Annual Total		\$ 83,162,059		
15 SCH Dual Credit	\$ 3,500	\$ 10,973,691	2,999.57	3,135.34
GAI Transfer with 15 SCH	\$ 3,500	\$ 20,540,451	5,744.10	5,868.70
GAI Co-enrollment with 15 SCH	\$ 3,500	\$ 96,362	27.53	24.94
Institutional Credential leading to Licensure	\$ 1,000	\$ 21,780	21.78	19.86
Institutional Credential leading to Licensure: High-Demand Field	\$ 1,250	\$ 559,625	447.70	408.23
Occupational Skills Award	\$ 1,000	\$ 126,004	126.00	95.78
Occupational Skills Award: High-Demand Field	\$ 1,250	\$ 1,317,183	1,053.75	750.37
Certificate I or II	\$ 1,750	\$ 2,462,170	1,406.95	1,390.75
Certificate I or II: High-Demand Field	\$ 3,500	\$ 6,271,614	1,776.61	1,791.89
Advanced Technical Certificate	\$ 1,750	\$ 17,511	10.01	6.37
Advanced Technical Certificate: High-Demand Field	\$ 3,500	\$ 57,846	15.76	16.53
Associate Degree	\$ 3,500	\$ 34,076,075	9,555.43	9,736.02
Associate Degree: High-Demand Field	\$ 4,500	\$ 5,844,973	1,209.83	1,298.88
Bachelor's Degree	\$ 3,500	\$ -	-	-
Bachelor's Degree: High-Demand Field	\$ 4,500	\$ 178,494	39.67	36.07
CoV Premium: Certificate	\$ 437	\$ 25,381	58.08	52.96
CoV Premium: Associate	\$ 875	\$ 592,900	677.60	617.87
CoV Premium: Bachelor's	\$ 875	\$ -	-	-

Transition Funding

This 3rd funding calculation is to ensure that no Community College in Texas received less in their current Formula Funding than they received for FY23.

$$\text{Formula Funding} = \text{Base Tier Funding} + \text{Performance Tier Funding} + \text{Transition Funding}$$

Transition Funding= greater of [(FY23 Contact Hour + Success Point + Core Operations + BAT + Supplemental funds) - FY25 formula funds, 0]



Financial Aid for Swift Transfer (FAST)

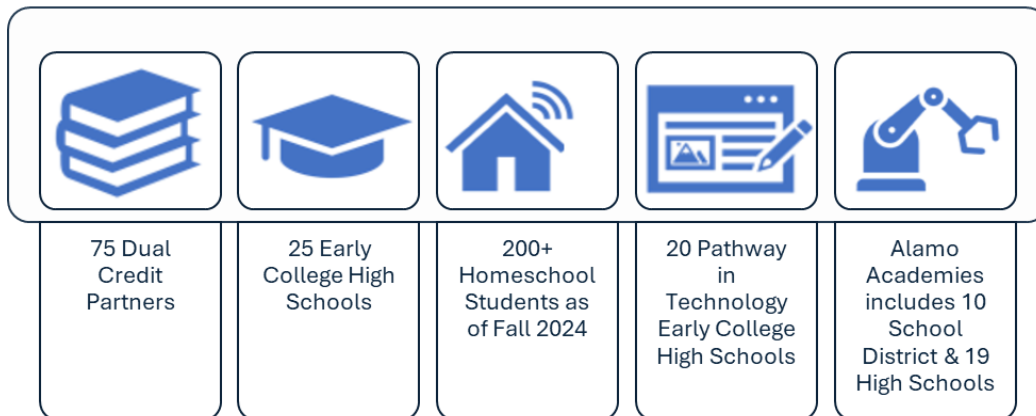
As a part of House Bill 8, a funding allotment was created for community colleges to assist with dual credit and high school program costs. The FAST program provides funding to community colleges so they can offer dual credit courses to educationally disadvantaged students attending public ISDs or charter schools at no cost to these students. A student is considered educationally disadvantaged if they qualify for participation in the National School Lunch Program.

Eligible FAST Funding = (number of eligible DC/HS program students x SCH) x Fast Tuition Rate of \$56.87

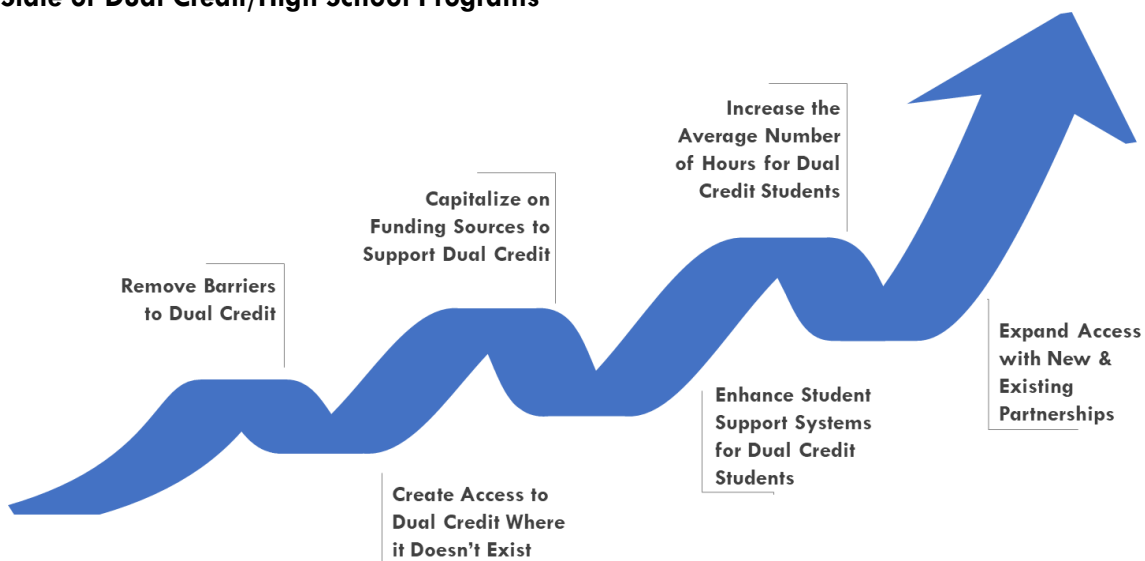
Dual Credit/High School Programs at Alamo Colleges District

The Dual Credit programs allow you to earn college credit for identified high school courses as an eligible high school student. At Alamo Colleges District, our five Alamo Colleges partner with local school districts and home school students to offer a low-cost college course while completing high school graduation requirements. In doing so, ACD provides pathways for education and career goal attainment by creating supportive learning conditions as students manage a challenging curriculum.

Current State of Dual Credit/High School Programs



Future State of Dual Credit/High School Programs





FY25 Expense Summary

The total All Funds expense budget approved by the Board of Trustees for FY 2024-2025 is \$811.3 million, comprising \$528.6 million in operating expenses and \$282.7 million in restricted funds. The operating expense budget is developed using a Funding Allocation model, which is explained in detail in the following sections. Expenses are categorized by function: instruction, academic support, student services, institutional support, and operation and maintenance. Detailed definitions of these functions can be found in the Appendix.

Each of the five college presidents within the Alamo Colleges District allocates their annual budgets to support (a) employee positions and (b) departmental operational expense accounts, ensuring alignment with their campuses’ strategic initiatives and priorities. These accounts fund various expenses including training, materials and supplies, travel, contracted services, and furniture, fixtures, and equipment.

FY25 EXPENSE BUDGET By Functional Category										
Functional Category	SAC	SPC	PAC	NVC	NLC	Total Colleges	District	Facilities	General Institutional	Total Alamo Colleges District
Operating Funds	\$ 74,730,311	\$ 58,584,949	\$ 36,753,670	\$ 57,269,843	\$ 27,074,714	\$ 254,413,487	\$ 126,583,558	\$ 42,784,546	\$ 54,550,906	\$ 478,332,497
Non-Formula Funding	4,079,261	4,436,392	2,808,209	1,346,530	399,610	13,070,002	4,078,771	-	-	17,148,773
Capital	1,573,776	1,336,511	777,902	1,176,225	435,586	5,300,000	-	-	-	5,300,000
Preventive Maintenance	-	-	-	-	-	-	-	13,500,000	-	13,500,000
Transfers	-	-	-	-	-	-	-	-	14,282,946	14,282,946
Total FY25 Budget	\$80,383,348	\$64,357,852	\$40,339,781	\$59,792,598	\$27,909,910	\$272,783,489	\$130,662,329	\$56,284,546	\$68,833,852	\$528,564,216

The driving force behind the FY25 operating budget is to support the strategic priorities of ACD for the benefit of our students. As the largest higher education institution in South Texas and the only community college system to receive the Malcolm Baldrige National Quality Award twice, ACD is committed to fulfilling Chancellor Dr. Mike Flores’ moonshot vision of partnering to end poverty through education and training. To realize this ambitious mission, the District and its five colleges—St. Philip’s College, San Antonio College, Palo Alto College, Northwest Vista College, and Northeast Lakeview College—are striving to make college education accessible and to ensure the successful completion of degrees and certificates for all residents in our eight-county service area. In response to identified community needs, ACD has implemented key investment strategies designed to expand access to education and enhance opportunities for student success.

Core

- Instructional Delivery
- Academic Support
- Student Services
- College & ACCESS departmental expenses
- Fringe Benefits
- Enterprise-wide costs

Innovations & Enhancements

- Student-Focused Strategies
 - AlamoPROMISE
 - AlamoBOOKS+
 - AlamoU
 - Advocacy
- Talent Strategies
 - Market rate adjustment (3.5%) for all employees and student workers
 - Completion of Equity Pay Initiative
 - Faculty Multi-Year contracts



TWO YEAR BUDGET COMPARISON BY FUNCTIONAL CATEGORY

FUNCTIONAL CATEGORY	SAC	SPC	PAC	NVC	NLC	DISTRICT	TOTAL	%
FY25 APPROVED								
Instruction	\$ 46,552,702	\$ 42,018,704	\$ 21,107,621	\$ 28,655,123	\$ 11,553,728	\$ 838,577	\$ 150,726,455	28.52%
Academic Support	5,169,613	7,127,290	2,939,060	14,638,803	5,361,170	26,516,195	61,752,131	11.68%
Student Services	16,814,311	8,735,802	8,391,022	11,323,365	7,305,777	24,915,176	77,485,453	14.66%
Institutional Support	7,976,995	4,743,008	5,638,399	3,848,832	3,201,649	123,070,568	148,479,451	28.09%
Operations & Maint of Plant	187,510	30,400	-	-	-	60,875,595	61,093,505	11.56%
Public Service	1,880,041	150,931	90,000	150,250	2,000	-	2,273,222	0.43%
Scholarships	20,000	-	327,500	-	50,000	5,250,000	5,647,500	1.07%
Auxiliary	208,400	215,206	1,068,277	-	-	31,670	1,523,553	0.29%
Transfers	1,573,776	1,336,511	777,902	1,176,225	435,586	14,282,946	19,582,946	3.70%
TOTAL	\$ 80,383,348	\$ 64,357,852	\$ 40,339,781	\$ 59,792,598	\$ 27,909,910	\$ 255,780,727	\$ 528,564,216	100.00%

FY24 APPROVED								
Instruction	\$ 44,501,898	\$ 34,160,613	\$ 20,215,755	\$ 28,970,668	\$ 11,002,533	\$ 2,346,931	\$ 141,198,398	28.02%
Academic Support	5,661,199	6,601,091	2,353,729	10,137,963	4,464,055	26,649,794	55,867,831	11.09%
Student Services	14,673,040	7,871,022	7,603,976	10,428,637	6,461,242	23,848,193	70,886,110	14.07%
Institutional Support	7,329,835	6,326,179	5,145,675	3,511,548	2,888,656	114,398,509	139,600,402	27.71%
Operations & Maint of Plant	162,703	31,063	226,425	88,653	-	63,539,794	64,048,638	12.71%
Public Service	2,026,081	107,867	155,000	120,941	-	42,928	2,452,817	0.49%
Scholarships	10,000	-	90,884	-	50,000	6,377,173	6,528,057	1.30%
Auxiliary	209,732	172,368	707,769	-	-	28,151	1,118,020	0.22%
Transfers	1,573,776	1,336,511	777,902	1,176,225	435,586	16,849,950	22,149,950	4.40%
TOTAL	\$ 76,148,264	\$ 56,606,714	\$ 37,277,115	\$ 54,434,635	\$ 25,302,072	\$ 254,081,423	\$ 503,850,223	100.00%

VARIANCE								
Instruction	\$ 2,050,804	\$ 7,858,091	\$ 891,866	\$ (315,545)	\$ 551,195	\$ (1,508,354)	\$ 9,528,057	6.75%
Academic Support	(491,586)	526,199	585,331	4,500,840	897,115	(133,599)	5,884,300	10.53%
Student Services	2,141,271	864,780	787,046	894,728	844,535	1,066,983	6,599,343	9.31%
Institutional Support	647,160	(1,583,171)	492,724	337,284	312,993	8,672,059	8,879,049	6.36%
Operations & Maint of Plant	24,807	(663)	(226,425)	(88,653)	-	(2,664,199)	(2,955,133)	-4.61%
Public Service	(146,040)	43,064	(65,000)	29,309	2,000	(42,928)	(179,595)	-7.32%
Scholarships	10,000	-	236,616	-	-	(1,127,173)	(880,557)	-13.49%
Auxiliary	(1,332)	42,838	360,508	-	-	3,519	405,533	36.27%
Transfers	-	-	-	-	-	(2,567,004)	(2,567,004)	-11.59%
TOTAL	\$ 4,235,084	\$ 7,751,138	\$ 3,062,666	\$ 5,357,963	\$ 2,607,838	\$ 1,699,304	\$ 24,713,993	4.91%

Note: The variance is primarily attributable to increases in the Maintenance & Operations tax and Tuition & Fees.



FY25 Funding Allocation

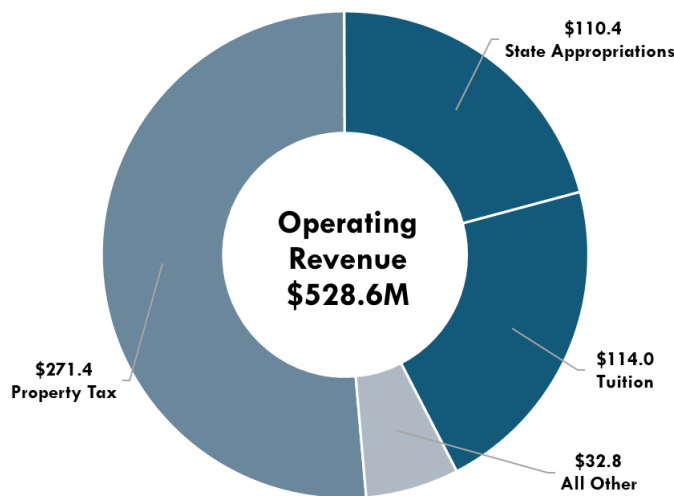
The Alamo Community College District is the legal entity for the family of the Alamo Colleges District, and has the authority to issue debt, make investments, accept state appropriations, acquire capital assets, assess and collect taxes or otherwise engage in activities as appropriate for the District.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

With an increase of \$24.7M to the FY25 Revenue Budget, the Alamo Colleges District will continue to invest in our students, faculty, and staff through strategic enhancements and innovations, all while still upholding our core operations.

Core Operations

Core operations encompass the fundamental purpose of the Alamo Colleges District of providing exceptional Instructional delivery, Student Services and Academic Support to our students. The leadership of the Alamo Colleges District understands that funding for Core operations is essential to continue producing the high level of student outcome; however, funding is only possible to the extent of revenues.

The table below summarizes the overall FY25 Approved Operating Budget and the distribution of expense dollars, with Talent Strategies included for all five Colleges and district support operations housed at ACCESS.





Enhancements and Initiatives

To ensure our students continue to be successful, funding of FY24 Enhancements and Initiatives continued into FY25. These investments target Student Success through Advocacy and Economic Mobility, Adult Learners, Academic Success, and our Faculty and Staff through Talent Strategies.

Student Success

The initiatives brought before the Board of Trustees were prioritized as they align with the Alamo Colleges Organizational Charges for Institutional Excellence and Continuous Improvement refinement of Student Success. Each initiative also emphasizes focus on the performance outcome categories from the HB8 formula funding.



Outcomes



Credentials of Value & Robust Transfer Portfolios



High-Wage/High Demand Fields



Vulnerable Populations

Each of the student success initiatives align to at least two, if not all three, of the new budget formula weighted categories based on outcomes.



AlamoPROMISE

Expanded to all Bexar County
 • Projected Fall 2024
 Enrollment: **12,645**

Inst'l Budget: \$5M



AlamoU

Industry-aligned educational expansion
 • Nursing
 • Cybersecurity
 • Cloud Computing
 • Operations Management

Inst'l Budget: \$1.3M



AlamoBOOKS+

Expanded to include High School/Dual Credit
 • 48% of students said the cost of textbooks prevented them from buying

Inst'l Budget: \$22M



Advocacy

Wrap-around support services
 • Case Managers
 • SA Food Bank
 • Wellness 360
 • Emergency Aid

Inst'l Budget: \$2M

In addition to the Core Operations funding increases listed to support ongoing investments for AlamoBOOKS+ and AlamoPROMISE, they are also being enhanced through expansion: AlamoBOOKS+ expands to K-12 school district partners providing instructional materials on day one to the dual credit and high school students at no cost. This is supported by the FAST funding discussed in the State Appropriations section.



AlamoPROMISE expanded to 73 plus graduating high schools in Bexar County, including private, charter, and home-schooled students. All graduating high school seniors in Bexar County are now offered free college tuition to any one of the 5 Alamo Colleges. The investment in AlamoPROMISE for FY25 is \$5.0M.

AlamoPROMISE offers graduating seniors in Bexar County the opportunity to pursue higher education without the financial burden. This “last-dollar” scholarship covers tuition and required fees after financial aid awards are applied for up to three years or until the completion of an associate degree or academic certificate, whichever comes first.

This scholarship program first considers federal and state financial aid awards that a student is eligible for, such as a Pell Grant. After financial aid has been applied, AlamoPROMISE covers the remaining costs of tuition and required fees for up to three years or the completion of an associate’s degree or certificate, whichever comes first. Based on individual financial aid awards for which a student is eligible, the amount of last-dollar funding each student receives varies. AlamoPROMISE only covers courses that are part of a student’s Course Program of Study (CPOS), a federal requirement that only courses toward a degree or certificate can be considered for federal financial aid eligibility.

Prospective AlamoPROMISE Scholars

1. Complete an admissions application via Apply Texas online to one of the Alamo District Colleges.
2. Complete a financial aid application via FAFSA/TASFA and complete any requirements needed to issue a financial aid award.
3. Enroll in class for the upcoming Fall Term after high school graduation.

Maintaining AlamoPROMISE Eligibility

- Highly encourage students to complete 18 credit hours during the academic year (Fall/Spring)
- Maintain continuous enrollment in consecutive Fall/Spring Terms
- Maintain financial aid eligibility and renew FAFSA/TASFA annually
- Remain in satisfactory Academic Progress
- Pursue their Course Program of Study

AlamoPROMISE Current State



AlamoPROMISE covers all public Bexar County independent school districts and their high schools



Also includes high school graduates from charter, private, and home schools in Bexar County



Open to all graduating high school seniors living in Bexar County



AlamoPROMISE in FY25

Looking ahead with AlamoPROMISE in FY25, the scholarship program anticipates serving 11,542 Promise Scholars (new and continuing) in Fall 2024 and Spring 2025. Additionally, the team supporting AlamoPROMISE will explore the possible expansion of AlamoPROMISE to support scholars transferring to ACD baccalaureate programs.

AlamoU The Alamo Colleges District is pleased to announce AlamoU Bachelor’s Programs across all of its five colleges: San Antonio College, Palo Alto College, St. Philip’s College, Northwest Vista College, and an upcoming degree program at Northeast Lakeview College. AlamoU Bachelor’s Programs is a strategic response to the burgeoning demands of various industries, particularly in nursing, operations management, cybersecurity and cloud computing. Recognizing the evolving landscape of workforce requirements across the community, the Alamo Colleges District has taken proactive steps to equip students with the necessary skills to excel in high-wage, high-demand fields with an affordable tuition. Students who are interested in pursuing AlamoU Bachelor’s Programs will experience a seamless, cost-efficient transition into a four-year degree with no loss of credit.



Bachelor of Applied Technology in Cloud Computing

Northwest Vista College

Prepare for entry and mid-level roles in Cloud Computing Environments.



Bachelor of Applied Technology in Operations Management

Palo Alto College

Prepare to be successful supervisors and leaders in the operations management industry.



Bachelor of Applied Technology in Cybersecurity

St. Philip’s College

Prepare to be an offensive and defensive player to protect the cyber world.



Bachelor of Science in Nursing

San Antonio College

Prepare for professional nursing practice including the skills and credentials needed to move into higher-level nursing roles.

AlamoBOOKS+ initiative is a key innovation that is supported by the educational philosophy of Universal Access provides all students with access to rental instructional materials on day one of instruction. This initiative allows all students an equal opportunity to benefit from materials that are flexible in use, simple & intuitive and inclusive, while also saving the student time and money. By removing this barrier and making instructional materials available to all students, retention and completion will be affected positively.

How AlamoBOOKS+ Works



Check Your Student Email



Get Your Material Rentals



Access Digital Materials

Advocacy programs will provide 24x7 counseling services available for all students, enhancing support for mental health challenges and case management, leading to higher persistence and completion outcomes; continue partnership with San Antonio Food Bank. The impact of the Advocacy Center enhancement includes improving student to mental health counselor ratio, enhanced persistence and completion outcomes for students struggling with mental health challenges, increased capacity for robust wrap-around services, and strengthening the outreach for Supplemental Nutrition Assistance Program (SNAP) and Affordable Connectivity Program (ACP) for student parents.



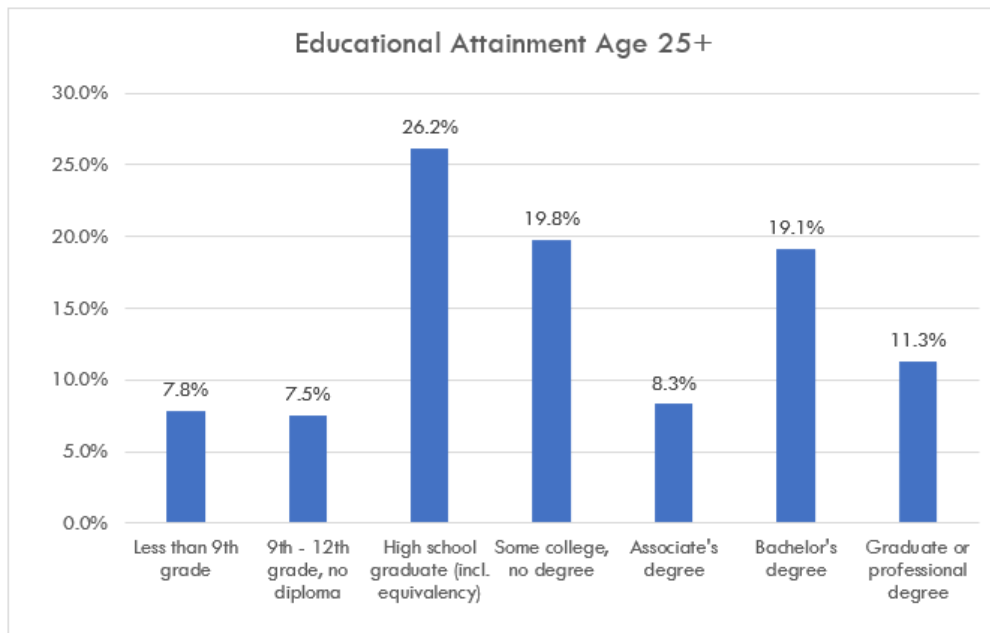
Ongoing Enhancements

Career Services & Completion Outcomes

Implement an Industry Account Executive Model, connecting and interacting with industry, enhancing career resources, including the expansion of experiential learning opportunities by institute to all learners before they graduate. Alamo Colleges new employer focused team will ensure alignment of efforts with Workforce Solutions Alamo’s Local Plan and the U.S. Chamber of Commerce Foundation’s Talent Pipeline Management model utilized by industry partners.

Adult Education and Literacy

This program scales high school equivalency offerings across the District (15.3% of San Antonio residents aged 25+ without a high school diploma), providing educational and career planning, academic skills development, and wrap-around support services. The chart represents educational attainment for the City of San Antonio.



Source: 2023 American Community Survey - San Antonio, Texas

Online Success Coaches

Work with students who are 100% online. The success coaches tailor personalized action plans to help educate the student on behaviors to increase success, implement academic advising strategies, and help the student to navigate barriers.



Schedule and attend an advising appointment



Stay on track with encouragement and motivation



Get support in setting and achieving your goals



Find balance with work, life, and school

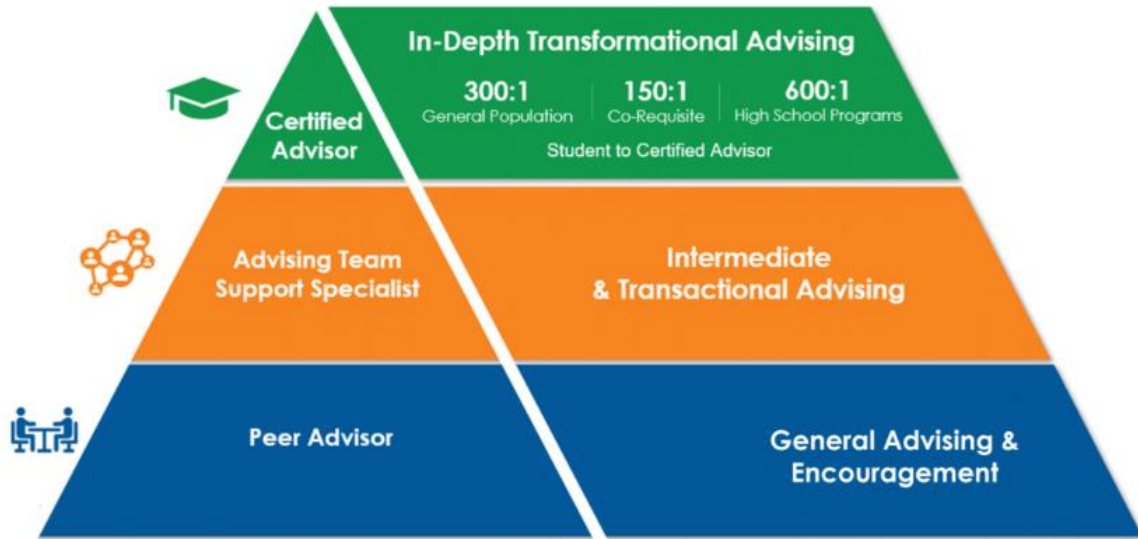


Master test prep and time management skills



AlamoADVISE Advisors

Continue to augment the student success at the Alamo Colleges. To ensure the number of advisors needed for the various types of students, general population, co-requisite, and high school, an advising model is used to calculate a ratio of advisor to unduplicated, home college (non-swirling) headcounts. For FY25, the ratios of student to advisor for non-Dual Credit students are 300:1, co-Requisite students are 150:1, and to Dual Credit students are 600:1. In addition, student peer advisors are available to FTIC and continuing students for general advising and encouragement at a ratio of 240:1.





Talent Strategies

One of the Board Charges to the Chancellor is to continue to monitor ongoing compensation programs for faculty, staff, and administrators that is competitive among nationally recognized, high-performing community colleges. Compensation market adjustments are recommended to support the recruiting and retention of the excellent talent required to achieve the Alamo Colleges District Moonshot “Partnering to end poverty through education and training.” The compensation adjustments directly support the recruiting and retention of high-quality talent and ultimately support our mission of student success. Alamo Colleges continued commitment to faculty and staff compensation is evident in the FY25 talent strategies:

Employees Impacted	No. of Employees
Market Rate Adjustment 3.5% (all employees)	4,605
High Wage/High Demand Faculty Stipend Adjustments	300+
\$2,000 Minimum Market Increase (or \$0.96/hr)	1,366
Additional Education Attainment Equity Plan	57
College Chair, Dean and Vice President Pay Equity Alignment	87

The 3.5% market rate adjustment will affect every Alamo Colleges employee, including full-time, part-time, revenue funded and grant funded employee. To keep pace with the market, the Board of Trustees approved the increase in the high-wage/high-demand stipends for faculty. Alamo Colleges ensures all employees and student workers receive an increase in gross pay of at least \$0.96/hour (part-time), or \$2,000/year (full-time). Establishment of an annual opportunity for full-time and part-time staff to submit additional degrees completed, and application of the equity pay factors for education in pay recalculation was approved, as well as the adjustment of College Department Chair, Dean and Vice President compensation as necessary beyond a 3.5% market adjustment to achieve equitable salaries.

Overall monetary investment into talent strategies for FY25 amounted to \$12.83 million, as shown in the table below:

Talent Strategies	(in Millions)
Market Rate Adjustment 3.5% (Faculty & Staff)	\$ 10.90
HW/HD Stipend Market Adjustment 3.5%	0.50
\$2,000 Minimum Market Increase	0.51
Additional Education Attainment Equity Plan	0.30
College Chair, Dean and V.P Pay Equity Alignment	0.62
Total (Including Benefits)	\$ 12.83



District Operations

District Operations can be divided into two categories based on their impact on the five colleges: Direct Support and Indirect Support. Direct Support functions are funded and managed by District Operations but are carried out at each of the five college campuses or directly on behalf of the colleges. For instance, while each college has an on-site Business Office, there is also a District Business Office that performs functions specifically related to the colleges. The functions housed within the District, as outlined below, allocate funds to the colleges based on specific units of measure (see table).

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

The Colleges and District Operations have a Collaborative Agreement to provide both direct and indirect services in areas such as Student Financial Aid, Finance and Fiscal Services—including Accounts Payable, Payroll, General Accounting, and Financial Reporting—as well as Human Resources, Information Technology, and Academic Services. Indirect Support functions are also funded and administered by District Operations. These services, performed at various locations, support the entire Alamo Colleges District. The allocation of funds for Indirect Support is based on the percentage of each college’s contribution to the total District Support, excluding Preventive Maintenance.

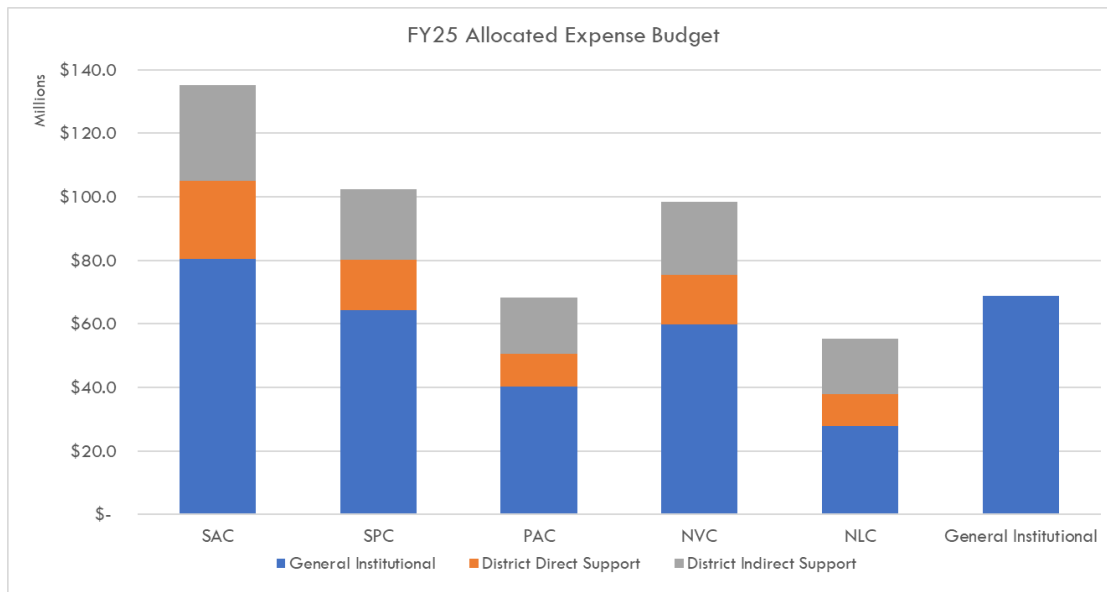
District Operations	District Indirect Support Function
Chancellor's Office	AlamoPROMISE
Vice Chancellors' Offices	District Support Administration
Student Success	Student Leadership Institutes, College Connections
Academic Success	Curriculum alignment
Planning, and Performance, Accreditation, and Information Technology	IT, State Reporting, Strategic Planning & Institutional Research
District Operations Other	Legal, Ethics, Policy, Internal Audit, Legislative, Foundation, Arts, Culture and Community Impact,
Talent, Organization & Strategic Innovation	HR, Faculty Development, Organizational Development
Communications	Public Relations, Advertisement, Media
Facilities	Construction, Non-DPS Vehicle Replacement
Finance & Fiscal Services	District Business Office, General Accounting, Accounts Payable, Treasury, Grants, Inventory, Purchasing, Payroll
Financial Planning & Auxiliary Services	Budget Office, Call Center, Auxiliary Services
Economic & Workforce Development	Regional Centers, Workforce Development, I-Best, International Programs
Continuing Education	Workforce Training Network, Corporate College



The table and chart below provide a high-level overview of expense allocations for the Alamo Colleges District, categorized by College, District Operations Direct Support, and General Institutional. The total College Funding Allocation is directly assigned to each college and is managed by the respective College President and their delegates.

FY25 FULLY ALLOCATED BUDGET									
FULLY ALLOCATED VIEW	SAC	SPC	PAC	NVC	NLC	Total Colleges	General Institutional	Total ACD	% of Total
College Funding Allocation									
Instruction	\$ 45,056,941	\$ 41,268,134	\$ 19,464,259	\$ 27,820,446	\$ 11,167,868	\$ 144,777,648		\$ 144,777,648	
Academic Support	3,014,363	3,572,968	2,148,033	14,506,803	5,361,170	28,603,337		28,603,337	
Student Services	16,611,311	8,704,302	8,327,222	11,173,365	7,294,777	52,110,977		52,110,977	
Institutional Support	7,751,745	4,643,008	5,328,379	3,618,979	3,198,899	24,541,010		24,541,010	
Operation and Maintenance of Plant	187,510	30,400	-	-	-	217,910		217,910	
Scholarships / Exemptions	2,108,441	366,137	1,485,777	150,250	52,000	4,162,605		4,162,605	
Total Educational and General Expense	74,730,311	58,584,949	36,753,670	57,269,843	27,074,714	254,413,487		254,413,487	
Capital	1,573,776	1,336,511	777,902	1,176,225	435,586	5,300,000		5,300,000	
Non-Formula	4,079,261	4,436,392	2,808,209	1,346,530	399,610	13,070,002		13,070,002	
Total Other Expense	5,653,037	5,772,903	3,586,111	2,522,755	835,196	18,370,002		18,370,002	
Total College Funding Allocation	80,383,348	64,357,852	40,339,781	59,792,598	27,909,910	272,783,489		272,783,489	51.6%
District Direct Support									
Building Maintenance	5,016,997	2,799,819	1,289,094	2,093,912	985,034	12,184,855		12,184,855	
Utilities	4,866,771	2,715,983	1,250,494	2,031,213	955,539	11,820,000		11,820,000	
Preventive Maintenance	5,558,495	3,102,011	1,428,230	2,319,913	1,091,351	13,500,000		13,500,000	
Housekeeping	1,751,554	1,478,771	2,311,477	1,966,909	3,661,035	11,169,747		11,169,747	
Groundskeeping	1,199,424	669,359	308,186	500,596	235,494	2,913,059		2,913,059	
Bursar	349,589	278,018	202,731	372,862	159,441	1,362,640		1,362,640	
Student Financial Aid (SFA)	1,671,797	1,329,533	969,495	1,783,092	762,478	6,516,395		6,516,395	
Student Contact Center	416,356	331,116	241,450	444,074	189,893	1,622,890		1,622,890	
Public Safety	2,471,807	1,965,758	1,433,430	2,636,361	1,127,348	9,634,704		9,634,704	
Center for Student Information (CSI)	763,125	606,892	442,545	813,928	348,048	2,974,539		2,974,539	
Interpreter and Immunization	266,174	211,681	154,358	283,894	121,397	1,037,504		1,037,504	
Emergency Risk Management	376,044	299,057	218,073	401,078	171,507	1,465,760		1,465,760	
Total District Direct Support	24,708,135	15,787,998	10,249,563	15,647,832	9,808,566	76,202,093		76,202,093	14.4%
District Indirect Support	29,983,541	22,321,513	17,740,345	23,082,461	17,616,922	110,744,782		110,744,782	21.0%
General Institutional							68,833,852	68,833,852	13.0%
Total FY25 Budget - Fully Allocated	\$135,075,023	\$102,467,363	\$68,329,689	\$98,522,891	\$55,335,398	\$459,730,364	\$68,833,852	\$528,564,216	

For additional information on preventive maintenance see the Facilities Maintenance and Long-Range Planning section.





College and District Support Non-Formula

Non-Formula Revenue

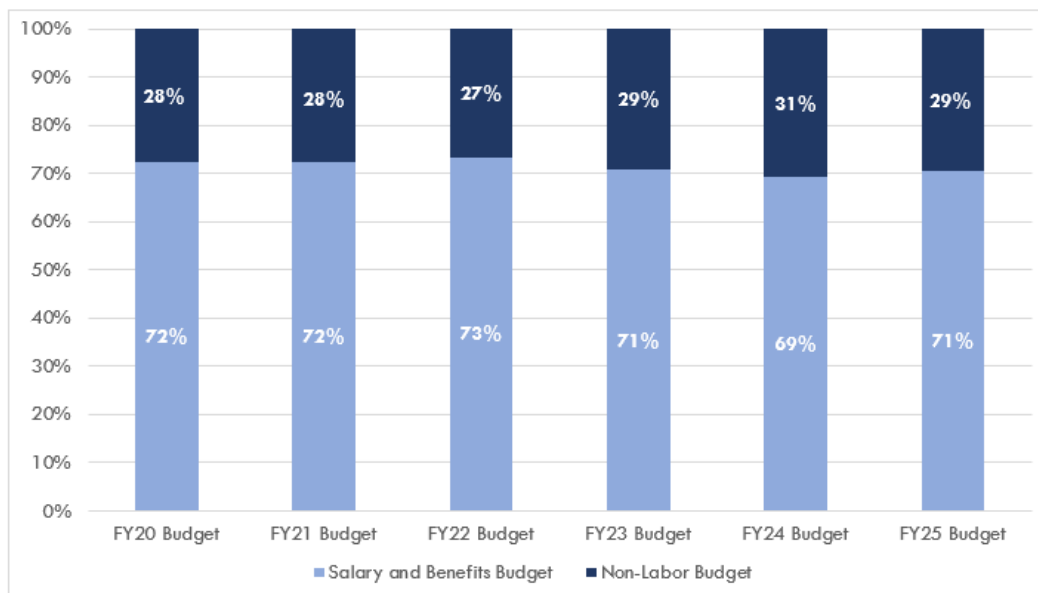
Non-formula revenues are revenues generated by activities, fees and non-credit instruction that are outside the formula-funding stream (tuition and fees, state appropriations and ad valorem taxes). These revenues can be summarized by function as listed below:

- Instruction – special program tuition (high wage/high demand stipends, high-cost program fees to fund cost of specialized equipment or materials needed for a specific program), seminar and workshop revenue
- Public Service – gym rentals, facility, and property rentals
- Academic Support – library fines, facility rentals
- Student Services – student activity fees, event booth rentals
- Auxiliary – childcare, natatorium swim rental and vendor fees, student support fees
- Continuing Education – non-reimbursable tuition and contract training

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

Salaries, Wages and Benefits

The largest expense in the operating budget is labor, which accounts for approximately 71% of total operating costs, excluding transfers. This figure has remained consistent over the past few fiscal years. Per the Talent Strategies approved by the Board of Trustees, the FY25 Budget includes market adjustments for all employees, increases in stipends for High Wage/High Demand faculty, and equity pay alignment for both full-time and part-time staff across the district.





Alamo Colleges District Staffing

As has been the practice in prior years, the staffing summary in the Annual Budget compares only full-time employees (FTE) as of September 1st of a particular year. For example, the FY25 FTE count is a snapshot of all full-time positions as of September 1, 2024. The FTE snapshot includes positions that are currently filled by an Alamo Colleges District employee and also vacant positions. The snapshot does not include part-time employees, adjunct faculty, grant-funded employees (both full-time or part-time), or revenue-funded employees (e.g., Continuing Education employees).

A substantial portion of the budgeted resources is to fund the District’s staffing costs, referred to as Alamo Talent. The next several pages provide a detailed look at the full-time positions at all locations by functional category and position type.

The first table below gives an overall summary of the full-time positions: 3,130.70 for FY25, with \$212.9M in salary dollars.

Total Alamo Colleges District	Account Code	FY23 FTE	FY23 Salary	FY24 FTE	FY24 Salary	FY25 FTE	FY25 Salary
Faculty	61001	868.60	\$ 55,521,272	947.00	\$ 58,235,061	988.00	\$ 64,927,037
Non-Instructional Faculty	61003	15.50	1,143,790	13.00	869,970	11.00	982,822
Administrator	61011	91.00	12,792,574	95.00	13,421,448	103.00	15,036,545
Professional	61012	1,075.50	69,467,181	1,156.50	78,025,908	1,254.70	95,617,288
Classified	61021	759.00	28,607,818	776.00	32,851,701	774.00	36,336,642
Total		2,809.60	\$ 167,532,635	2,987.50	\$ 183,404,088	3,130.70	\$ 212,900,334

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

FY25 FTE salary budgets do not include approved Compensation and Talent adjustments.



Three Year Staffing Summary - Full Time Positions by Functional Category

	FY23		FY24		FY25	
	FTE	Budget Salary	FTE	Budget Salary	FTE	Budget Salary
San Antonio College						
Instruction	340.60	\$ 20,535,039.20	365.00	\$ 20,437,453.00	360.00	\$ 23,783,700.00
Public Service	17.72	878,233.00	18.00	962,063.00	17.00	1,114,502.00
Academic Support	51.50	2,447,102.00	52.00	2,568,999.00	44.00	2,922,042.00
Student Services	159.00	8,027,462.00	164.00	8,649,024.00	182.00	10,540,682.00
Institutional Support	71.28	3,936,268.00	75.00	4,320,212.00	79.00	5,118,391.00
Operations of Plant Maintenance	-	-	-	-	1.00	42,517.00
Total	640.10	\$ 35,824,104.20	674.00	\$ 36,937,751.00	683.00	\$ 43,521,834.00
St. Philip's College						
Instruction	261.00	15,090,917.00	296.00	16,514,310.00	320.00	20,131,367.00
Academic Support	67.00	4,046,427.00	66.00	3,994,889.00	67.00	4,622,225.00
Student Services	84.00	4,883,760.00	84.00	4,803,563.00	88.00	5,717,175.00
Institutional Support	28.00	1,828,866.00	27.00	1,847,656.00	28.00	2,066,002.00
Auxiliary Enterprises	2.00	73,988.00	2.00	77,982.00	2.00	86,892.00
Total	442.00	\$ 25,923,958.00	475.00	\$ 27,238,400.00	505.00	\$ 32,623,661.00
Palo Alto College						
Instruction	152.00	9,367,620.00	172.00	10,284,263.00	180.00	11,405,621.00
Academic Support	17.00	976,034.00	19.00	1,059,172.00	26.20	1,654,659.00
Student Services	75.50	4,239,177.50	78.50	4,259,493.00	79.50	5,048,253.50
Institutional Support	40.00	2,562,033.00	43.00	2,895,422.00	47.00	3,381,212.00
Total	284.50	\$ 17,144,864.50	312.50	\$ 18,498,350.00	332.70	\$ 21,489,745.50
Northwest Vista College						
Instruction	193.00	12,355,142.00	198.00	12,951,416.00	211.00	12,763,559.00
Public Service	-	-	1.00	85,249.00	1.00	111,179.00
Academic Support	69.00	3,727,871.00	76.00	4,003,750.00	79.00	3,989,848.00
Student Services	107.00	5,775,957.00	129.00	6,303,359.00	141.00	6,743,507.00
Institutional Support	24.00	1,730,181.00	26.00	1,869,393.00	31.00	2,026,577.00
Operations of Plant Maintenance	-	-	1.00	66,572.00	-	-
Total	393.00	\$ 23,589,151.00	431.00	\$ 25,279,739.00	463.00	\$ 25,634,670.00
Northeast Lakeview College						
Instruction	90.00	5,529,945.00	90.00	5,823,504.00	98.00	6,568,885.00
Academic Support	35.00	2,055,703.00	35.00	2,232,871.00	41.00	3,021,294.00
Student Services	61.00	3,284,803.00	67.00	3,951,001.00	71.00	4,672,114.00
Institutional Support	15.00	1,155,359.00	21.00	1,531,902.00	23.00	1,822,526.00
Total	201.00	\$ 12,025,810.00	213.00	\$ 13,539,278.00	233.00	\$ 16,084,819.00
District Operations						
Academic Support	23.00	1,282,843.00	25.00	1,647,669.00	25.00	1,872,193.00
Student Services	128.00	7,299,671.00	148.00	9,217,678.00	161.00	11,807,822.00
Institutional Support	545.64	36,823,161.44	551.64	41,584,202.44	576.64	49,508,371.88
Operations of Plant Maintenance	152.00	7,606,344.00	157.00	9,438,399.00	151.00	10,333,124.00
Auxiliary Enterprises	0.36	12,727.56	0.36	22,621.56	0.36	24,093.12
Total	849.00	\$ 53,024,747.00	882.00	\$ 61,910,570.00	914.00	\$ 73,545,604.00
Total Alamo College District						
Instruction	1,036.60	62,878,663.20	1,121.00	66,010,946.00	1,169.00	74,653,132.00
Public Service	17.72	878,233.00	19.00	1,047,312.00	18.00	1,225,681.00
Academic Support	262.50	14,535,980.00	273.00	15,507,350.00	282.20	18,082,261.00
Student Services	614.50	33,510,830.50	670.50	37,184,118.00	722.50	44,529,553.50
Institutional Support	723.92	48,035,868.44	743.64	54,048,787.44	784.64	63,923,079.88
Operations of Plant Maintenance	152.00	7,606,344.00	158.00	9,504,971.00	151.00	10,333,124.00
Auxiliary Enterprises	2.36	86,715.56	2.36	100,603.56	3.36	153,502.12
Total	2,809.60	\$ 167,532,634.70	2,987.50	\$ 183,404,088.00	3,130.70	\$ 212,900,333.50

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

FY25 FTE salary budgets do not include approved Compensation and Talent adjustments.



Three Year College Staffing Summary - Full Time Positions

		FY23		FY24		FY25	
		FTE	Budget Salary	FTE	Budget Salary	FTE	Budget Salary
San Antonio College							
Faculty	61001	274.60	\$ 17,723,807.20	301.00	\$ 17,592,447.00	295.00	\$ 20,209,358.00
Non-Instructional Faculty	61003	3.50	359,514.00	3.00	208,547.00	1.00	141,833.00
Administrators	61011	17.00	1,568,183.00	17.00	1,907,911.00	19.00	2,220,779.00
Professionals	61012	197.00	11,190,107.00	209.00	12,190,722.00	226.00	15,076,970.00
Classified	61021	148.00	4,982,493.00	144.00	5,038,124.00	142.00	5,872,894.00
Total		640.10	\$ 35,824,104.20	674.00	\$ 36,937,751.00	683.00	\$ 43,521,834.00
St. Philip's College							
Faculty	61001	209.00	12,814,748.00	241.00	14,020,152.00	264.00	17,202,828.00
Non-Instructional Faculty	61003	2.00	137,890.00	2.00	144,834.00	2.00	193,202.00
Administrators	61011	15.00	1,788,247.00	15.00	1,490,620.00	15.00	1,772,425.00
Professionals	61012	131.00	7,903,837.00	128.00	8,104,978.00	133.00	9,427,280.00
Classified	61021	85.00	3,279,236.00	89.00	3,477,816.00	91.00	4,027,926.00
Total		442.00	\$ 25,923,958.00	475.00	\$ 27,238,400.00	505.00	\$ 32,623,661.00
Palo Alto College							
Faculty	61001	122.00	7,891,901.00	137.00	8,639,270.00	140.00	9,071,675.00
Non-Instructional Faculty	61003	2.00	119,814.00	1.00	61,055.00	1.00	86,698.00
Administrators	61011	10.00	1,147,754.00	11.00	1,073,315.00	14.00	1,756,110.00
Professionals	61012	99.50	6,060,303.50	108.50	6,689,218.00	117.70	8,154,473.50
Classified	61021	51.00	1,925,092.00	55.00	2,035,492.00	60.00	2,420,789.00
Total		284.50	\$ 17,144,864.50	312.50	\$ 18,498,350.00	332.70	\$ 21,489,745.50
Northwest Vista College							
Faculty	61001	184.00	11,951,852.00	189.00	12,613,736.00	201.00	12,263,605.00
Non-Instructional Faculty	61003	2.00	144,349.00	1.00	71,759.00	1.00	95,666.00
Administrators	61011	9.00	1,205,696.00	10.00	1,259,950.00	11.00	1,061,574.00
Professionals	61012	134.00	7,961,007.00	158.00	8,754,013.00	170.00	9,506,030.00
Classified	61021	64.00	2,326,247.00	73.00	2,580,281.00	80.00	2,707,795.00
Total		393.00	\$ 23,589,151.00	431.00	\$ 25,279,739.00	463.00	\$ 25,634,670.00
Northeast Lakeview College							
Faculty	61001	79.00	5,138,964.00	79.00	5,369,456.00	88.00	6,179,571.00
Administrators	61011	8.00	1,094,653.00	10.00	1,332,896.00	10.00	1,500,514.00
Professionals	61012	79.00	4,587,670.00	88.00	5,495,543.00	99.00	6,814,137.00
Classified	61021	35.00	1,204,523.00	36.00	1,341,383.00	36.00	1,590,597.00
Total		201.00	\$ 12,025,810.00	213.00	\$ 13,539,278.00	233.00	\$ 16,084,819.00
Total Colleges							
Faculty	61001	868.60	55,521,272.20	947.00	58,235,061.00	988.00	64,927,037.00
Non-Instructional Faculty	61003	9.50	761,567.00	7.00	486,195.00	5.00	517,399.00
Administrators	61011	59.00	6,804,533.00	63.00	7,064,692.00	69.00	8,311,402.00
Professionals	61012	640.50	37,702,924.50	691.50	41,234,474.00	745.70	48,978,890.50
Classified	61021	383.00	13,717,591.00	397.00	14,473,096.00	409.00	16,620,001.00
Total		1,960.60	\$ 114,507,887.70	2,105.50	\$ 121,493,518.00	2,216.70	\$ 139,354,729.50

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

FY25 FTE salary budgets do not include approved Compensation and Talent adjustments.



Three Year District Staffing Summary - Full Time Positions

		FY23		FY24		FY25	
		FTE	Budget Salary	FTE	Budget Salary	FTE	Budget Salary
VC for Academic Success							
Non-Instructional Faculty	61003	1.00	\$ 83,851.00	1.00	\$ 74,105.00	1.00	\$ 86,715.00
Administrator	61011	4.00	791,436.00	4.00	827,050.00	4.00	880,809.00
Professional	61012	34.00	2,209,205.00	36.00	2,798,424.00	38.00	3,422,538.00
Classified	61021	5.00	178,420.00	5.00	202,306.00	5.00	227,328.00
Total		44.00	\$ 3,262,912.00	46.00	\$ 3,901,885.00	48.00	\$ 4,617,390.00
VC for Finance and Administration							
Administrator	61011	8.00	1,399,494.00	8.00	1,462,471.00	7.00	1,429,535.00
Professional	61012	144.00	9,342,959.00	163.00	10,774,403.00	109.00	9,564,103.00
Classified	61021	287.00	11,438,475.00	292.00	14,644,124.00	264.00	15,065,970.00
Total		439.00	\$ 22,180,928.00	463.00	\$ 26,880,998.00	380.00	\$ 26,059,608.00
VC for Planning Performance, Accreditation and IT							
Administrator	61011	3.00	545,955.00	3.00	584,438.00	3.00	680,917.00
Professional	61012	88.00	7,743,379.00	86.00	8,965,282.00	90.00	10,022,278.00
Classified	61021	19.00	831,029.00	18.00	743,001.00	14.00	703,203.00
Total		110.00	\$ 9,120,363.00	107.00	\$ 10,292,721.00	107.00	\$ 11,406,398.00
VC for Economic and Workforce Development							
Administrator	61011	3.00	445,839.00	3.00	551,242.00	3.00	468,050.00
Professional	61012	33.00	2,189,539.00	36.00	2,401,653.00	51.00	3,778,851.00
Classified	61021	14.00	497,801.00	16.00	659,770.00	16.00	724,388.00
Total		50.00	\$ 3,133,179.00	55.00	\$ 3,612,665.00	70.00	\$ 4,971,289.00
VC for Student Success							
Administrator	61011	4.00	779,341.00	4.00	814,410.00	6.00	722,668.00
Professional	61012	39.00	2,746,182.00	41.00	3,412,825.00	101.00	8,581,670.00
Classified	61021	26.00	1,000,780.00	26.00	1,204,163.00	45.00	1,990,040.00
Total		69.00	\$ 4,526,303.00	71.00	\$ 5,431,398.00	152.00	\$ 11,294,378.00
District Operations Other							
Non-Instructional Faculty	61003	5.00	298,372.00	5.00	309,670.00	5.00	378,708.00
Administrator	61011	10.00	2,025,976.00	10.00	2,117,145.00	11.00	2,543,164.00
Professional	61012	97.00	7,532,992.00	103.00	8,438,847.00	120.00	11,268,957.00
Classified	61021	25.00	943,722.00	22.00	925,241.00	21.00	1,005,712.00
Total		137.00	\$ 10,801,062.00	140.00	\$ 11,790,903.00	157.00	\$ 15,196,541.00
Total District Operations							
Non-Instructional Faculty	61003	6.00	382,223.00	6.00	383,775.00	6.00	465,423.00
Administrator	61011	32.00	5,988,041.00	32.00	6,356,756.00	34.00	6,725,143.00
Professional	61012	435.00	31,764,256.00	465.00	36,791,434.00	509.00	46,638,397.00
Classified	61021	376.00	14,890,227.00	379.00	18,378,605.00	365.00	19,716,641.00
Total		849.00	\$ 53,024,747.00	882.00	\$ 61,910,570.00	914.00	\$ 73,545,604.00

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

FY25 FTE salary budgets do not include approved Compensation and Talent adjustments.



FY25 Budget Summary by Functional Category

CAMPUS	FTE Salary	Vacancy Credit	Other Salary	Benefits	Other Expenses	Total Budget	%
San Antonio College							
Instruction	\$23,783,700	\$ -	\$11,854,850	\$8,048,652	\$2,865,500	\$46,552,702	57.9%
Public Service	1,114,502	-	141,249	335,859	288,431	1,880,041	2.3%
Academic Support	2,922,042	-	649,979	914,519	683,073	5,169,613	6.4%
Student Services	10,540,682	-	1,889,463	3,253,876	1,130,290	16,814,311	20.9%
Institutional Support	5,118,391	(819,262)	340,375	1,266,741	2,070,750	7,976,995	9.9%
Operations and Maintenance of Plant	42,517	-	87,744	18,749	38,500	187,510	0.2%
Institutional Scholarships	-	-	-	-	20,000	20,000	0.0%
Auxiliary Enterprises	-	-	-	-	208,400	208,400	0.3%
Transfers	-	-	-	-	1,573,776	1,573,776	2.0%
Total	\$ 43,521,834	\$ (819,262)	\$ 14,963,660	\$ 13,838,396	\$ 8,878,720	\$ 80,383,348	100.0%
St. Philip's College							
Instruction	20,131,367	-	11,019,116	6,988,526	3,879,695	42,018,704	65.3%
Public Service	-	-	96,824	22,607	31,500	150,931	0.2%
Academic Support	4,622,225	-	581,470	1,390,339	533,256	7,127,290	11.1%
Student Services	5,717,175	-	817,265	1,728,710	472,652	8,735,802	13.6%
Institutional Support	2,066,002	-	209,279	618,391	1,849,336	4,743,008	7.4%
Operations and Maintenance of Plant	-	-	-	-	30,400	30,400	0.0%
Auxiliary Enterprises	86,892	-	19,690	32,841	75,783	215,206	0.3%
Transfers	-	-	-	-	1,336,511	1,336,511	2.1%
Total	\$ 32,623,661	\$ -	\$ 12,743,644	\$ 10,781,414	\$ 8,209,133	\$ 64,357,852	100.0%
Palo Alto College							
Instruction	11,405,621	(909,024)	4,821,217	3,604,935	2,184,872	21,107,621	52.3%
Public Service	-	-	-	-	90,000	90,000	0.2%
Academic Support	1,654,659	-	481,291	525,733	277,377	2,939,060	7.3%
Student Services	5,048,254	-	840,155	1,589,327	913,286	8,391,022	20.8%
Institutional Support	3,381,212	-	290,566	1,012,077	954,544	5,638,399	14.0%
Institutional Scholarships	-	-	-	-	327,500	327,500	0.8%
Auxiliary Enterprises	-	-	322,494	94,090	651,693	1,068,277	2.6%
Transfers	-	-	-	-	777,902	777,902	1.9%
Total	\$ 21,489,746	\$ (909,024)	\$ 6,755,723	\$ 6,826,162	\$ 6,177,174	\$ 40,339,781	100.0%
Northwest Vista College							
Instruction	12,763,559	-	10,805,046	4,804,940	281,578	28,655,123	47.9%
Public Service	111,179	-	3,891	32,180	3,000	150,250	0.3%
Academic Support	3,989,848	(550,000)	1,471,116	1,185,494	8,542,345	14,638,803	24.5%
Student Services	6,743,507	-	1,718,257	2,095,427	766,174	11,323,365	18.9%
Institutional Support	2,026,577	-	157,329	595,716	1,069,210	3,848,832	6.4%
Transfers	-	-	-	-	1,176,225	1,176,225	2.0%
Total	\$ 25,634,670	\$ (550,000)	\$ 14,155,639	\$ 8,713,757	\$ 11,838,532	\$ 59,792,598	100.0%
Northeast Lakeview College							
Instruction	6,568,885	(241,861)	2,551,655	2,042,539	632,510	11,553,728	41.4%
Public Service	-	-	-	-	2,000	2,000	0.0%
Academic Support	3,021,294	(97,869)	853,267	919,237	665,241	5,361,170	19.2%
Student Services	4,672,114	(198,999)	857,225	1,378,842	596,595	7,305,777	26.2%
Institutional Support	1,822,526	(102,969)	215,241	521,007	745,844	3,201,649	11.5%
Institutional Scholarships	-	-	-	-	50,000	50,000	0.2%
Transfers	-	-	-	-	435,586	435,586	1.6%
Total	\$ 16,084,819	\$ (641,698)	\$ 4,477,388	\$ 4,861,625	\$ 3,127,776	\$ 27,909,910	100.0%
District Operations							
Instruction	-	-	479,854	53,295	305,428	838,577	0.3%
Academic Support	1,872,193	-	564,005	569,351	23,510,646	26,516,195	10.4%
Student Services	11,807,822	-	2,574,919	3,774,051	6,758,384	24,915,176	9.7%
Institutional Support	49,508,372	(2,654,035)	7,108,848	22,332,781	46,774,602	123,070,568	48.1%
Operations and Maintenance of Plant	10,333,124	-	422,563	3,138,614	46,981,294	60,875,595	23.8%
Institutional Scholarships	-	-	-	-	5,250,000	5,250,000	2.1%
Auxiliary Enterprises	24,093	-	329	7,248	-	31,670	0.0%
Transfers	-	-	-	-	14,282,946	14,282,946	5.6%
Total	\$ 73,545,604	\$ (2,654,035)	\$ 11,150,518	\$ 29,875,340	\$ 143,863,300	\$ 255,780,727	100.0%
Alamo Colleges District							
Instruction	74,653,132	(1,150,885)	41,531,738	25,542,887	10,149,583	150,726,455	28.5%
Public Service	1,225,681	-	241,964	390,646	414,931	2,273,222	0.4%
Academic Support	18,082,261	(647,869)	4,601,128	5,504,673	34,211,938	61,752,131	11.7%
Student Services	44,529,554	(198,999)	8,697,284	13,820,233	10,637,381	77,485,453	14.7%
Institutional Support	63,923,080	(3,576,266)	8,321,638	26,346,713	53,464,286	148,479,451	28.1%
Operations and Maintenance of Plant	10,375,641	-	510,307	3,157,363	47,050,194	61,093,505	11.6%
Institutional Scholarships	-	-	-	-	5,647,500	5,647,500	1.1%
Auxiliary Enterprises	110,985	-	342,513	134,179	935,876	1,523,553	0.3%
Transfers	-	-	-	-	19,582,946	19,582,946	3.7%
TOTAL	\$212,900,334	\$ (5,574,019)	\$ 64,246,572	\$ 74,896,694	\$ 182,094,635	\$ 528,564,216	100.0%

Note: FTE is defined as Full-Time Employee in this table.
Other Salary includes Compensation increases, HWHHD, and other Talent adjustments.



FY25 Non-Labor Expenses by Functional Category

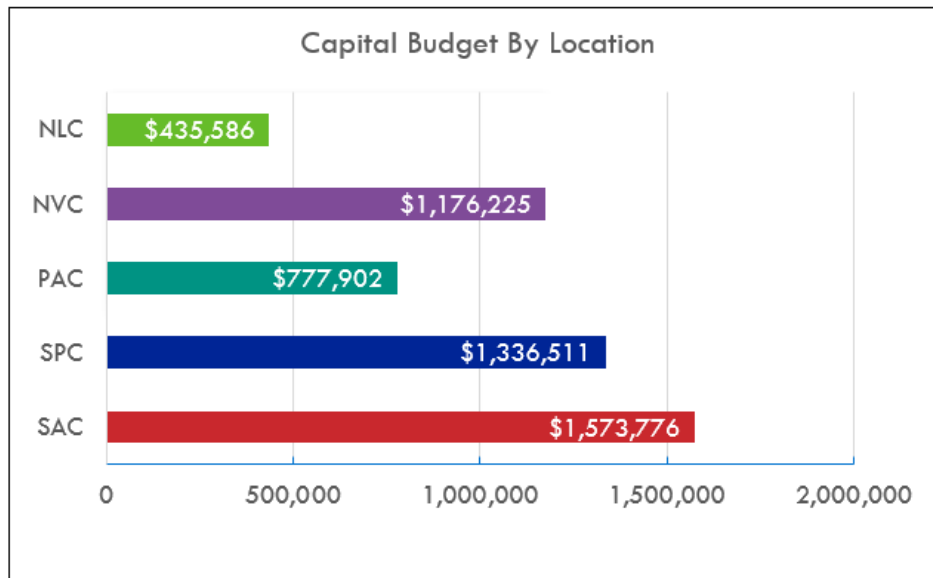
Campus	Equipment and Capital	Non Operating Expenses	Operating Expenses	Travel	Scholarships	Transfers	Total
San Antonio College							
Instruction	\$ -	\$ -	\$ 2,865,500	\$ -	\$ -	\$ -	\$ 2,865,500
Public Service	-	-	288,431	-	-	-	288,431
Academic Support	-	-	683,073	-	-	-	683,073
Student Services	-	-	1,130,290	-	-	-	1,130,290
Institutional Support	-	-	2,070,750	-	-	-	2,070,750
Operations and Maintenance of Plant	-	-	38,500	-	-	-	38,500
Institutional Scholarships	-	-	-	-	20,000	-	20,000
Auxiliary Enterprises	-	-	208,400	-	-	-	208,400
Transfers	-	-	-	-	-	1,573,776	1,573,776
Total	\$ -	\$ -	\$ 7,284,944	\$ -	\$ 20,000	\$ 1,573,776	\$ 8,878,720
St. Philip's College							
Instruction	47,988	-	3,831,707	-	-	-	3,879,695
Public Service	-	-	31,500	-	-	-	31,500
Academic Support	16,491	-	437,645	79,120	-	-	533,256
Student Services	-	-	450,892	21,760	-	-	472,652
Institutional Support	775	-	1,738,459	108,602	1,500	-	1,849,336
Operations and Maintenance of Plant	-	-	30,400	-	-	-	30,400
Auxiliary Enterprises	-	-	75,783	-	-	-	75,783
Transfers	-	-	-	-	-	1,336,511	1,336,511
Total	\$ 65,254	\$ -	\$ 6,596,386	\$ 209,482	\$ 1,500	\$ 1,336,511	\$ 8,209,133
Palo Alto College							
Instruction	216,530	-	1,968,342	-	-	-	2,184,872
Public Service	-	-	90,000	-	-	-	90,000
Academic Support	22,457	-	216,920	38,000	-	-	277,377
Student Services	2,000	-	891,286	20,000	-	-	913,286
Institutional Support	151,705	-	782,839	20,000	-	-	954,544
Institutional Scholarships	-	-	-	-	327,500	-	327,500
Auxiliary Enterprises	-	-	651,693	-	-	-	651,693
Transfers	-	-	-	-	-	777,902	777,902
Total	\$ 392,692	\$ -	\$ 4,601,080	\$ 78,000	\$ 327,500	\$ 777,902	\$ 6,177,174
Northwest Vista College							
Instruction	-	-	281,578	-	-	-	281,578
Public Service	-	-	3,000	-	-	-	3,000
Academic Support	178,562	-	8,347,575	16,208	-	-	8,542,345
Student Services	61,000	-	668,099	37,075	-	-	766,174
Institutional Support	41,980	-	1,006,842	20,388	-	-	1,069,210
Transfers	-	-	-	-	-	1,176,225	1,176,225
Total	\$ 281,542	\$ -	\$ 10,307,094	\$ 73,671	\$ -	\$ 1,176,225	\$ 11,838,532
Northeast Lakeview College							
Instruction	5,750	-	626,760	-	-	-	632,510
Public Service	-	-	2,000	-	-	-	2,000
Academic Support	125,275	-	467,440	72,526	-	-	665,241
Student Services	21,685	-	483,999	90,911	-	-	596,595
Institutional Support	18,030	-	627,006	100,808	-	-	745,844
Institutional Scholarships	-	-	-	-	50,000	-	50,000
Transfers	-	-	-	-	-	435,586	435,586
Total	\$ 170,740	\$ -	\$ 2,207,205	\$ 264,245	\$ 50,000	\$ 435,586	\$ 3,127,776
District Operations							
Instruction	-	-	305,428	-	-	-	305,428
Academic Support	32,000	-	23,390,966	87,680	-	-	23,510,646
Student Services	153,665	-	6,500,634	104,085	-	-	6,758,384
Institutional Support	1,611,197	3,924,000	40,608,667	620,738	10,000	-	46,774,602
Operations and Maintenance of Plant	390,000	-	46,572,294	19,000	-	-	46,981,294
Institutional Scholarships	-	-	-	-	5,250,000	-	5,250,000
Transfers	-	-	-	-	-	14,282,946	14,282,946
Total	\$ 2,186,862	\$ 3,924,000	\$ 117,377,989	\$ 831,503	\$ 5,260,000	\$ 14,282,946	\$ 143,863,300
Total Alamo Colleges							
Instruction	270,268	-	9,879,315	-	-	-	10,149,583
Public Service	-	-	414,931	-	-	-	414,931
Academic Support	374,785	-	33,543,619	293,534	-	-	34,211,938
Student Services	238,350	-	10,125,200	273,831	-	-	10,637,381
Institutional Support	1,823,687	3,924,000	46,834,563	870,536	11,500	-	53,464,286
Operations and Maintenance of Plant	390,000	-	46,641,194	19,000	-	-	47,050,194
Institutional Scholarships	-	-	-	-	5,647,500	-	5,647,500
Auxiliary Enterprises	-	-	935,876	-	-	-	935,876
Transfers	-	-	-	-	-	19,582,946	19,582,946
Total	\$ 3,097,090	\$ 3,924,000	\$ 148,374,698	\$ 1,456,901	\$ 5,659,000	\$ 19,582,946	\$ 182,094,635



Facilities Maintenance and Long-Range Planning

Capital Allocations

With five individual college campuses and various off-campus sites totaling more than 7 million square feet of building space, the District has significant investments in buildings, land, parking garages, athletic facilities and furniture & equipment. The capital budget includes funding for routine capital expenditures such as the reconditioning or replacement of IT infrastructure and obsolete equipment and furniture, as well as funding for new capital outlays, that are subject to capitalization. Funds allocated to the annual capital budget that remain unspent in any given budget year are rolled forward to be made available for future use. The chart below shows how the budgeted amount of \$5.3M was allocated among each of the colleges for FY25.



Total Capital Allocation - \$5.3M

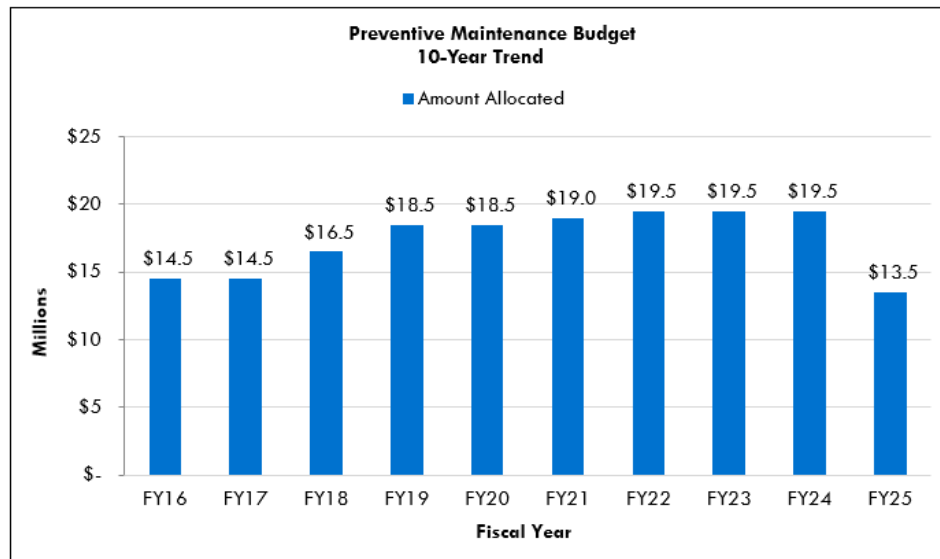
Preventive Maintenance (PM)

The Alamo Colleges Preventive Maintenance Policy C.2.3.1, ensures that District Administration will prepare, budget and execute an annual preventive maintenance program that takes care to protect the taxpayer investment in the District’s facilities portfolio. Preventive maintenance is defined as “the recurrent, day-to-day, periodic, or scheduled work required to preserve the physical integrity or usefulness of a real property facility.” This includes work required to maintain, repair, restore, replace-in-kind or alter facilities components which have deteriorated or those that require upgrading or modernization so that they may be used effectively for the designated or intended purpose.

The budget for preventive maintenance is divided into two components: (1) Annual/Recurring Maintenance and (2) Replacement/Repairs of Existing Building Systems. Annual maintenance is intended to include work such as roofing upkeep and periodic inspection, but this grouping is also used to address unexpected issues that may arise. Additionally, as part of this budget component, normal soft costs are set aside to support projects. The Replacement/Repairs of Existing Building Systems component is titled Prioritized PM Projects; it is used towards major maintenance items such as roof replacement and structural repairs that are considered top priority. In contrast to the first component, the work completed as part of this allocation is typically planned, and not reactionary in nature. Preventive maintenance extends the life of existing facilities and thus, is not applicable to new buildings, changes to increase in capacity, building demolition, programmatic updates or similar items not falling in the heading “maintain, repair, restore, or replace” as defined by Board policy.



The chart below illustrates the 10-year preventive maintenance funding history and the FY25 Approved Budget.



Total capital allocation FY25 - \$13.5M
 FY25 budget decrease due to available CIP funding

Maintenance Tax Notes

In August 2022 a new funding stream was added in the form of \$270 million of Maintenance Tax Notes (MTN). The total amount of bond funding is not included in the District’s operating budget, but instead is a restricted funding source. These will be used to fund critical maintenance that is over-due in some instances; the life of aging facilities will be extended and an increase in energy savings is expected with the additional “technology refresh” projects that are planned. This additional funding will allow for needs that originally would have fallen in later plan years to be reprioritized and accelerated to prevent further deterioration. Approved plans include addressing maintenance requirements on 51% of the District’s gross square footage, a total of 65 projects. Projects are categorized by those that will include full facility renovation and major system rehabilitation (critical deferred maintenance) as summarized below.

Project Type	Amount	# of Projects	Associated SQF
Full Facility Renovations	\$ 128,079,489	12	410,488
Major System Rehabilitation (Critical Deferred Maintenance)	136,899,539	53	2,328,131
District-Wide Contingency	5,020,972		
Total	\$ 270,000,000	65	2,738,619

Prioritization Strategy

The Alamo Colleges District maintains a facilities profile with an estimated \$3.9 billion-dollar plant replacement value. National Standards recommend maintenance spending to be between 1% and 5% of Asset Replacement Values depending on the age of the facility and status, or magnitude of the backlog of work to be done. The FY25 budget includes \$13.5 million for preventive maintenance across all campuses and will utilize CIP Funding if needed. The facilities department continues to collaborate with the College’s senior leadership to prioritize the repairs/renewals of building elements to be addressed with the rolling three-year preventive maintenance plan. A weighted prioritization method is applied and used to support the multi-year plan and the order and dollar amount to be allocated to each identified need. The prioritization methodology assesses various factors based on assigned weight, including a) building system categories, b) urgency of repair, c) building use, d) building age, and e) building condition (Facility Condition Index and Requirement Index). Data collected and assessed through the implementation of the prioritization strategy is used to establish total annual spending



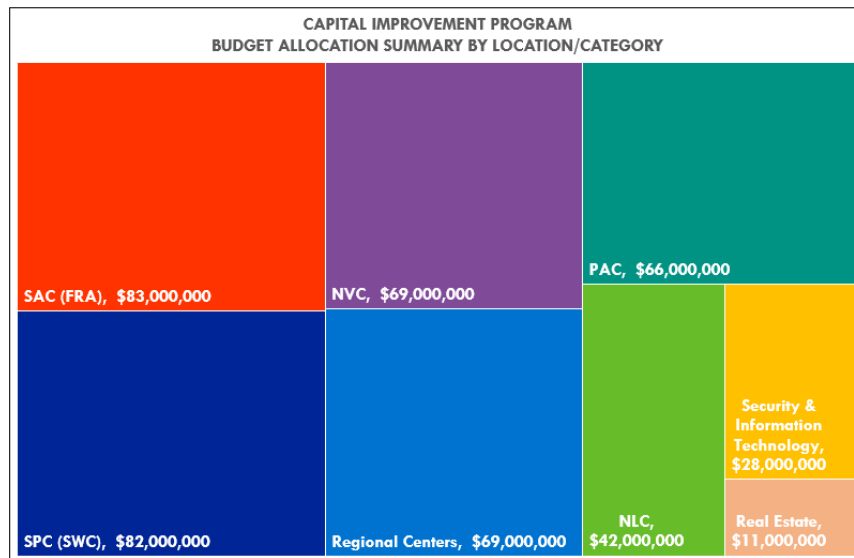
targets over the next three years for each of the colleges. The status of work-in-progress will continue to be measured annually and adjustments to the long-range plan are made, as needed. The following table details the 3-year breakdown of projected preventive maintenance budget allocated annually.

Preventive Maintenance Budget by Campus (in millions)

Campus	FY2025	FY2026	FY2027	Total (Projected FY25-FY27)	Funding % FY25-FY27
SAC	\$ 0.8	\$ 0.6	\$ 2.4	\$ 3.9	15.3%
SPC (and SWC)	1.67	1.91	1.85	5.43	21.4%
PAC	0.44	2.64	2.07	5.14	20.2%
NVC	0.23	1.54	3.32	5.09	20.0%
NLC	0.80	1.26	3.81	5.87	23.1%
District	-	-	-	-	0.0%
Requirement Total	\$ 4.0	\$ 7.9	\$ 13.5	\$ 25.4	100%
Trailing "Soft Costs"	1.7	2.6	3.0		
Annual/Recurring	2.8	2.9	3.0		
Security/Infrastructure Projects	0.0	-	-		
Set-aside for demolition	5.0	6.00	-		
Grand Total	\$ 13.5	\$ 19.5	\$ 19.5		

Capital Improvement Program (CIP)

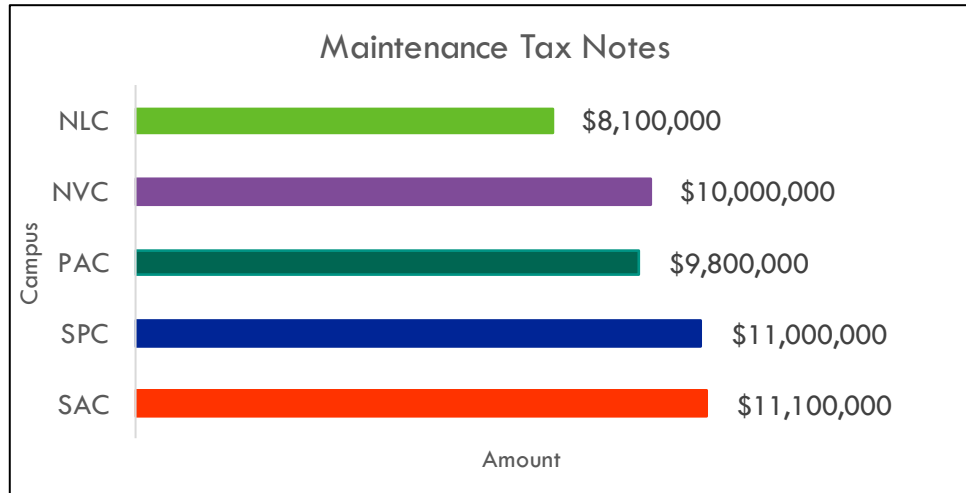
In May 2017, Bexar County voters approved a capital improvement bond proposal representing \$450 million in Alamo Colleges District-wide capital improvements. Bond proceeds are being used to renovate existing facilities, add new facilities, expand geographic reach within Bexar County and add physical plant and technological capacity. A citizens Bond Oversight Committee was established to monitor and provide input during the CIP process. Construction projects are expected to be completed by December 2025, an extension to the original timeline due to supply chain and construction delays to the COVID 19 pandemic. In support of the Capital Bond Program, an additional \$50 million in Maintenance Tax Notes were issued in 2020 to fund qualified maintenance and renovation projects outlined in the 2017 CIP. These MTN notes will also be used to purchase furniture and equipment. Funds are allocated between the five colleges in line with the original Capital Improvement Program.



Total CIP allocation \$450.0M



In conjunction with the 3-year preventive maintenance plan, the CIP projects planned are integral to the expansion of the Alamo Colleges District’s ability to serve the needs of current and future students. The chart included below summarizes the CIP budget allocation by campus/category and is inclusive of numerous, distinctive new projects and renovations to existing buildings.



Total MTN allocation \$50.0M



TAX REVENUE & DEBT SERVICE



Assessed Value and Tax Levy of Taxable Property

For FY25, the District’s combined budgeted ad valorem property tax rate remained at \$0.149150 per \$100 of assessed valuation. This tax rate has remained stable since fiscal year 2013. The property tax is levied each October 1 on the assessed value as of the prior January 1 for all real and business personal property located in Bexar County, Texas. On January 1 of each year, a tax lien attaches to property to secure payment of all taxes, penalties, and interest ultimately imposed for the year on the property. The District’s tax lien is on a parity with tax liens by other taxing units in the county.

By local referendum held in 1952, the District is limited to a total tax rate not to exceed \$0.25. This is lower than the \$1.00 ad valorem tax rate for community college districts permitted by Section 130.122, as amended, of the Texas Education Code.

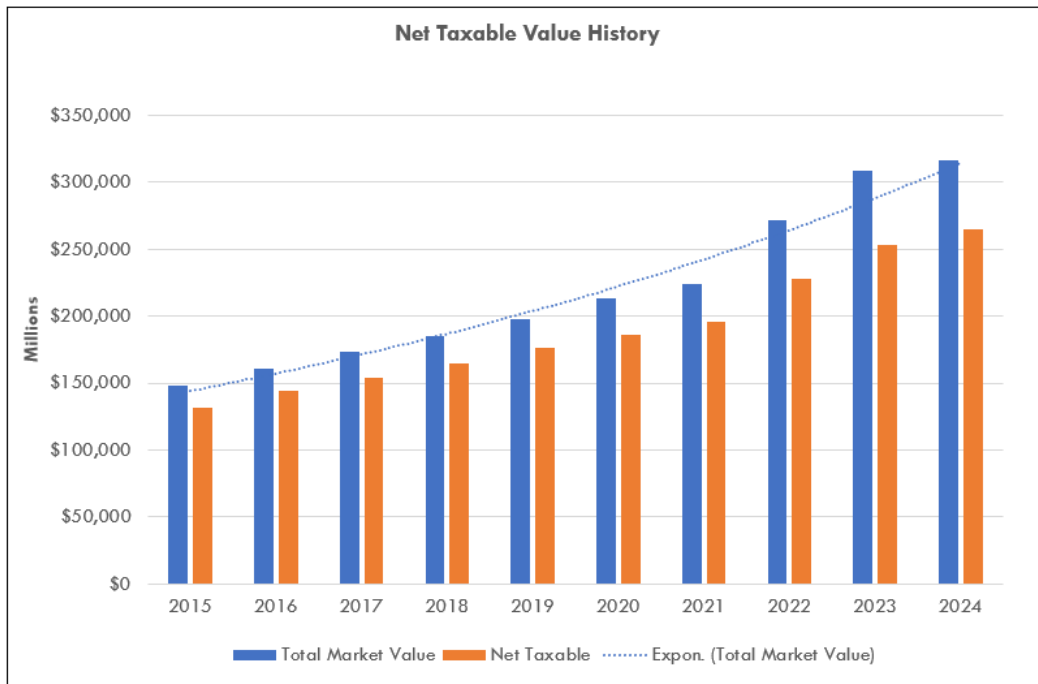
The average Bexar County residence homestead imposed on taxpayers for tax year 2024 was approximately \$0.06 of every \$1.00, the breakdown by taxing entity is shown below.

Allocation of \$1 Average Bexar County Homestead

San Antonio River Authority	\$	0.01
Flood Fund		0.01
Alamo Colleges District		0.06
Hospital District		0.11
Bexar County		0.12
City/San Antonio		0.23
Avg. School District		0.46
	<u>\$</u>	<u>1.00</u>

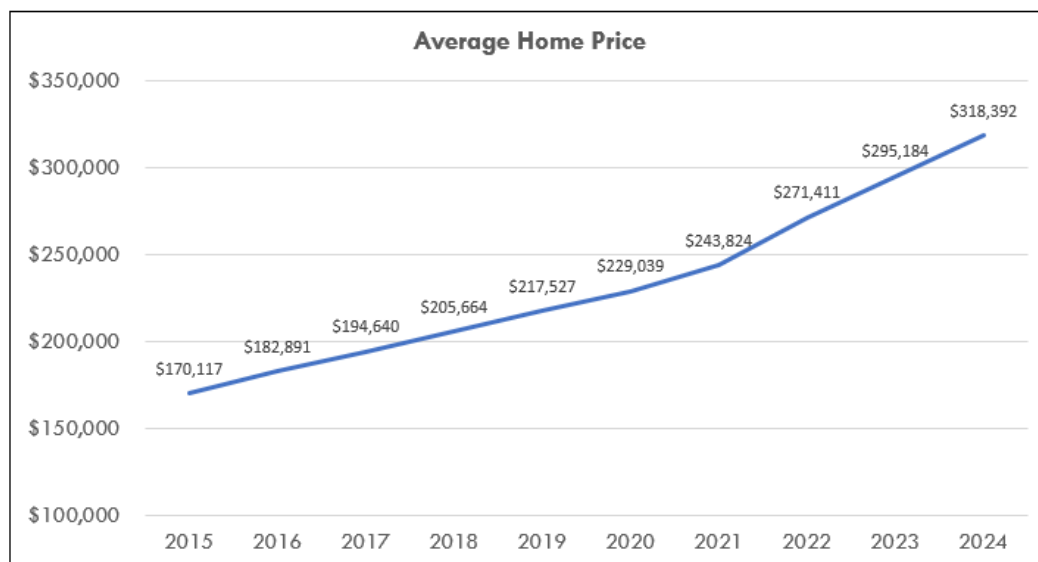
Growth in Taxable Valuation

The District has benefitted from increasing taxable values in Bexar County as shown in the following chart. As of the initial roll certification in July 2014, the net taxable value of the appraisal roll for the District was approximately \$115 billion, and in 2024 that figure has grown to approximately \$265 billion. The rise in taxable assessed valuations has resulted in an increasing revenue stream for the Alamo Colleges District without raising the tax rate since FY2013 and has provided funding for facilities operations and maintenance on infrastructure. In the last 10 years, the District's net taxable valuation has grown approximately 8% at an annualized rate. Much of the growth seen in the last two years can be attributed to the historically low interest rate environment complimented by the robust housing demand and continued development of the San Antonio metropolitan area. Since March 2022, the Fed has increased rates 11 times in an effort to combat rising inflation. The increase in interest rates has had a noticeable impact on the housing market nationwide. Even though San Antonio remains a popular destination, thanks in part to the area's affordability and employment prospects, a slowdown in the trajectory of property value growth is to be expected.



Source: Bexar County Appraisal District Certified Values Grand Totals

Despite the substantial increase in interest rates over the last year, the San Antonio housing market has remained resilient and continues to outpace other metropolitan areas. The number of home sales have decreased year-over-year (YoY), but the average price of homes has shown no significant change. Although the Federal Reserve’s monetary policy has worked to cool off the housing market, with mortgage rates reaching a 20-year high, it is expected that the San Antonio market trends will continue in the same direction into the foreseeable future, even if at a tempered rate. For the average Bexar County homeowner, values have consistently increased an average of approximately 7.6% for the last 5 years, at an annualized rate. The average home price (taxable value) in Bexar County for the most recent appraisal year is currently \$318,392.



Source: Bexar County Appraisal District



Tax Rate

The combined tax rate consists of two parts: maintenance and operations funding (M&O) and funding for debt service of general obligation bonds.

Two Parts to the Tax Rate/Revenue	
M&O	Debt
<ul style="list-style-type: none"> Facilities Maintenance and Operations (salaries, utilities, day-to-day operations, prev. mtn.) M&O revenues support Student Success Strategies AND State funding now makes up only 22% of funding compared to 33% in 2009 	<ul style="list-style-type: none"> Covers Principal and Interest on bonds issued and secured by the property tax revenues Includes Capital Improvement Program (CIP General Obligation Bonds and Maintenance Tax Notes) Allow for calling of bonds and interest savings
<p>Alamo Colleges District's current Tax Rate of \$0.149150</p> <p>\$0.107760 M&O + \$0.04139 Debt</p>	

FY25 Stable Tax Rate Strategy / Leverage Tax Revenues for Critical Needs	
M&O	Debt
<ul style="list-style-type: none"> Operations (Utilities, Facilities, etc.) Talent AlamoPROMISE AlamoBOOKS+ New Enhancements & Innovations Sustainable revenue 	<ul style="list-style-type: none"> Defease not less than \$15 million of the Ltd. Tax Bonds Maintain flexibility for paying down debt = interest savings
<p>FY25 \$271.40M</p>	<p>Current Rate: \$0.04139; FY25 Debt Service requirement = \$104.8M restricted budget</p>

Strategy of targeting a stable tax rate since 2013 has allowed ACD to maintain 7.0M gross square feet and construct CIP facilities without increasing the tax rate.



Debt Supported by M&O Tax Revenue

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.

The District issues revenue bonds to purchase land, and to acquire, construct, improve, enlarge and equip facilities. The source or prepayment on these bonds are pledged revenues. The following table lists each currently outstanding debt issuance, dated date and type and amount of debt.

Outstanding Debt and Principal and Interest Payments

Series	Instrument Type and Purpose	Amount Issued and Authorized	Final Maturity (Fiscal Year)	Outstanding Debt for Current year Budget Debt Service
Revenue Financing System				
2012A	Refund certain of the District's outstanding Combined Fee Revenue bonds and to construct a parking facility. Dated March 1, 2012.	\$ 55,800,000	2037 ⁽¹⁾	\$ 17,220,000
2017	Acquire, purchase, construct, equip, operate and/or maintain any property, activity, operations, or facilities of any nature of the District. Dated January 15, 2017	34,880,000	2047 ⁽²⁾	30,615,000
2017	(Variable Rate) Acquire, purchase, construct, equip, operate and/or maintain any property, activity, operations, or facilities of any nature of the District. Dated January 15, 2017. Remarketed November 1, 2019 and converted to Term Rate Period.	15,690,000	2024 ⁽³⁾	510,000
Total - Revenue Financing System Bonds				\$ 48,345,000

(1) Calendar final maturity 11/1/2036
 (2) Calendar final maturity 11/1/2046
 (3) Mandatory tender 11/1/2024

Principal and interest payments for current and future budget years are (amounts in millions)

For the Year Ended August 31,	Revenue Bonds	
	Principal	Interest
2025	\$ 4,245	\$ 2,092
2026	3,395	1,910
2027	2,110	1,784
2028	2,190	1,703
2029	2,275	1,618
2030-2034	10,185	6,786
2035-2039	9,265	4,587
2040-2044	8,485	2,625
2045-2047	6,195	475
Total	\$48,345	\$23,581

Does not include future refunding/CIP issuance or defeasance.



Debt Supported by Debt Tax Revenue

Funds from the Debt portion of tax collections may only be used for payment of principal and interest on funds used for maintenance, construction and other such capital outlay needs. The District has issued both Limited Tax Obligation Bonds and Maintenance Tax Notes. One of the objectives of the Board-approved Debt Management Policy is to minimize fluctuations in the debt tax rate. This rate is currently \$0.04139 and has remained relatively stable for 17 years. The following table lists each outstanding debt issuance, issuance date, purpose, and amount of outstanding tax-supported debt as of the end of FY 2024.

Outstanding Debt and Principal and Interest Payments				
Series	Instrument Type and Purpose	Amount Issued and Authorized	Final Maturity (Fiscal Year)	Outstanding Debt for Current year Budget Debt Service
General Obligation Bonds				
2007	Construct, renovate, acquire and equip new and existing facilities. Dated March 15, 2007.	\$271,085,000	2030	\$ 15,760,000
2012	Refund certain of the District's outstanding Limited Tax Bonds Series 2007 and 2007A. Dated June 15, 2012.	74,110,000	2037	50,285,000
2016	Refund the District's outstanding Limited Tax Bonds Series 2006 and 2006A. Dated May 15, 2016.	72,065,000	2036	42,715,000
2017	Refund the District's outstanding Limited Tax Bonds Series 2007 and 2007A and construct, renovate, acquire and equip new and existing facilities. Dated September 15, 2017.	258,940,000	2042	153,250,000
2021	Construct, renovate, acquire and equip new and existing facilities. Dated May 18, 2021.	195,980,000	2046	184,540,000
2022	Construct, renovate, acquire and equip new and existing facilities. Dated November 1, 2022.	49,845,000	2047	48,720,000
Subtotal - General Obligation Bonds				\$ 495,270,000
Maintenance Tax Notes				
2021	Refund the District's outstanding Maintenance Tax Notes, Series 2021. Dated April 14, 2021.	\$ 21,660,000	2031	\$ 16,255,000
2022	Renovate and repair existing District facilities. Dated August 1, 2022	270,000,000	2030	195,935,000
Subtotal - Maintenance Tax Notes				\$ 212,190,000
Total Bonds				\$ 707,460,000

Principal and interest payments for current and future budget years are (amounts in millions)

For the Year Ended August 31,	General Obligation Bonds		Maintenance Tax Notes		Total Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2025	\$ 22,800	\$ 21,154	\$ 30,705	\$ 9,815	\$ 53,505	\$ 30,969
2026	23,945	20,010	32,280	8,241	56,225	28,251
2027	25,140	18,810	33,935	6,585	59,075	25,395
2028	26,395	17,549	35,670	4,845	62,065	22,394
2029	26,685	16,225	37,500	3,016	64,185	19,241
2030-2034	122,630	65,229	42,100	1,146	164,730	66,375
2035-2039	127,530	34,933	-	-	127,530	34,933
2040-2044	88,635	12,729	-	-	88,635	12,729
2045-2047	31,510	1,664	-	-	31,510	1,664
Total	\$ 495,270	\$ 208,303	\$ 212,190	\$ 33,648	\$ 707,460	\$ 241,950

Does not include future refunding/CIP issuance or defeasance.



STUDENT DATA



Daily Registration Report

FY25 APPROVED BUDGET
Headcount by Tuition Status

College	Tuition Status	Historical			FY25 Approved Budget		
		Summer 2023	Spring 2023	Fall 2023	Fall 2024	Spring 2025	Summer 2025
NLC	In District	1,618	3,633	4,267	4,682	4,324	1,802
	Out of District	467	1,158	1,336	1,496	1,402	512
	Non-Resident	38	55	109	81	94	54
	Exempt	103	193	230	250	233	107
	Dual Credit	41	1,903	2,323	2,500	2,434	45
	Total	2,267	6,942	8,265	9,009	8,487	2,520
NVC	In District	5,685	10,489	12,629	14,180	12,675	5,997
	Out of District	696	1,088	1,278	1,308	1,130	642
	Non-Resident	84	156	207	207	205	72
	Exempt	182	301	330	324	277	146
	Dual Credit	-	3,346	4,364	5,049	4,827	-
	Total	6,647	15,380	18,808	21,068	19,114	6,857
PAC	In District	3,107	5,644	6,724	7,061	6,638	3,454
	Out of District	499	902	1,015	1,066	1,031	489
	Non-Resident	48	77	112	118	93	34
	Exempt	113	256	298	313	304	115
	Dual Credit	236	3,295	2,759	2,897	3,467	218
	Total	4,003	10,174	10,908	11,455	11,533	4,310
SAC	In District	6,394	12,972	14,459	15,052	14,136	6,929
	Out of District	816	1,570	1,681	1,750	1,626	884
	Non-Resident	153	352	401	417	404	166
	Exempt	221	430	487	507	464	239
	Dual Credit	74	2,071	1,947	2,027	2,288	80
	Total	7,658	17,395	18,975	19,753	18,918	8,298
SPC	In District	4,354	7,961	9,571	10,528	10,391	5,028
	Out of District	708	1,183	1,383	1,521	1,518	817
	Non-Resident	89	144	173	190	214	105
	Exempt	208	321	388	427	402	240
	Dual Credit	147	3,056	2,766	3,043	3,369	169
	Total	5,506	12,665	14,281	15,709	15,894	6,359
Alamo	In District	21,158	40,699	47,650	51,503	48,164	23,210
	Out of District	3,186	5,901	6,693	7,141	6,707	3,344
	Non-Resident	412	784	1,002	1,013	1,010	431
	Exempt	827	1,501	1,733	1,821	1,680	847
	Dual Credit	498	13,671	14,159	15,516	16,385	512
	Total	26,081	62,556	71,237	76,994	73,946	28,344



Headcount by All Parts of Term

College	All PRTM	Historical			FY25 Approved Budget			College	All PRTM	Historical			FY25 Approved Budget		
		Summer 2023	Spring 2023	Fall 2023	Fall 2024	Spring 2025	Summer 2025			Summer 2023	Spring 2023	Fall 2023	Fall 2024	Spring 2025	Summer 2025
NLC	Continuing	1,656	4,196	3,431	3,772	5,055	1,840	SAC	Continuing	5,852	12,416	10,505	10,681	13,396	6,281
	Dual Credit	5	1,495	1,678	1,724	1,763	5		Dual Credit	17	1,509	1,504	1,699	1,723	21
	ECHS	36	408	645	710	671	40		ECHS	57	562	443	474	609	70
	Early Admit	-	-	-	-	1	-		Early Admit	-	4	-	4	1	-
	New First Time	126	338	1,760	1,993	393	138		New First Time	323	886	3,778	3,949	988	332
	Returning, Former	66	165	248	265	203	73		Returning, Former	261	674	1,195	1,284	877	369
	Transfer	134	276	449	480	333	150		Transfer	474	1,050	1,280	1,363	1,019	547
	Transfer Military	-	4	2	3	1	-		Transfer Military	2	5	6	4	4	1
	Transfer, Former	11	27	22	25	16	12		Transfer, Former	72	138	157	196	155	90
	Transient	233	33	30	37	51	262		Transient	600	151	107	99	146	587
Total	2,267	6,942	8,265	9,009	8,487	2,520	Total	7,658	17,395	18,975	19,753	18,918	8,298		
NVC	Continuing	5,096	10,005	8,570	9,827	12,374	5,249	SPC	Continuing	4,005	7,945	7,088	7,797	10,406	4,917
	Dual Credit	-	3,346	4,342	5,049	4,827	-		Dual Credit	72	2,031	2,119	2,331	2,519	52
	ECHS	-	-	22	22	-	-		ECHS	75	1,025	647	712	851	150
	Early Admit	-	-	-	-	-	-		Early Admit	-	-	-	-	3	4
	New First Time	182	625	3,909	4,195	672	182		New First Time	222	432	2,527	2,780	618	110
	Returning, Former	218	471	702	709	404	218		Returning, Former	203	443	729	802	581	250
	Transfer	348	742	1,045	1,045	659	359		Transfer	326	539	976	1,073	677	310
	Transfer Military	4	9	5	5	9	6		Transfer Military	5	17	16	18	14	19
	Transfer, Former	47	73	88	85	48	53		Transfer, Former	43	125	115	126	83	105
	Transient	752	109	125	131	121	790		Transient	555	108	64	70	142	442
Total	6,647	15,380	18,808	21,068	19,114	6,857	Total	5,506	12,665	14,281	15,709	15,894	6,359		
PAC	Continuing	2,837	5,755	4,544	4,769	6,788	3,300	Alamo	Continuing	19,446	40,317	34,138	36,846	48,019	21,587
	Dual Credit	56	1,453	1,492	1,567	1,760	53		Dual Credit	150	9,834	11,135	12,370	12,592	131
	ECHS	180	1,842	1,267	1,331	1,707	164		ECHS	348	3,837	3,024	3,249	3,838	424
	Early Admit	-	-	-	-	5	-		Early Admit	-	4	-	4	10	4
	New First Time	169	350	2,437	2,559	430	149		New First Time	1,022	2,631	14,411	15,476	3,101	911
	Returning, Former	103	283	410	431	332	158		Returning, Former	851	2,036	3,284	3,491	2,397	1,068
	Transfer	228	375	650	683	419	198		Transfer	1,510	2,982	4,400	4,644	3,107	1,564
	Transfer Military	1	4	3	4	2	2		Transfer Military	12	39	32	34	30	28
	Transfer, Former	26	40	51	54	33	23		Transfer, Former	199	403	433	486	335	283
	Transient	403	72	54	57	57	263		Transient	2,543	473	380	394	517	2,344
Total	4,003	10,174	10,908	11,455	11,533	4,310	Total	26,081	62,556	71,237	76,994	73,946	28,344		



FY25 Budget Projections
Total Semester Credit Hours by Tuition Status

College	Tuition Status	Historical			Projections for FY25 Budget		
		Summer 2023	Spring 2023	Fall 2023	Fall 2024	Spring 2025	Summer 2025
NLC	In District	7,031	24,741	30,647	33,792	31,162	7,925
	Out of District	2,234	8,988	10,862	11,780	10,912	2,727
	Non-Resident	152	353	842	900	582	166
	Exempt	550	1,433	1,756	1,878	1,902	600
	Dual Credit	178	10,647	13,628	14,581	14,224	195
	Total	10,145	46,162	57,735	62,931	58,782	11,613
NVC	In District	27,000	78,425	96,851	109,402	96,227	27,685
	Out of District	2,911	6,910	8,053	8,248	6,985	2,817
	Non-Resident	395	1,203	1,492	1,527	1,492	315
	Exempt	876	2,290	2,308	2,286	1,795	700
	Dual Credit	-	16,544	25,108	28,675	24,121	-
	Total	31,182	105,372	133,812	150,138	130,620	31,517
PAC	In District	13,892	35,832	45,692	48,435	42,909	15,477
	Out of District	2,139	5,693	6,955	7,373	6,375	2,147
	Non-Resident	202	460	656	696	499	154
	Exempt	543	1,650	2,058	2,182	2,087	565
	Dual Credit	946	19,132	18,584	19,700	20,924	787
	Total	17,722	62,767	73,945	78,386	72,794	19,130
SAC	In District	32,225	96,609	108,769	113,045	103,608	34,110
	Out of District	3,846	10,539	11,337	14,505	13,983	4,917
	Non-Resident	832	2,987	3,394	2,759	3,425	951
	Exempt	1,263	3,208	3,568	2,444	2,283	477
	Dual Credit	329	10,062	10,126	9,841	9,782	240
	Total	38,495	123,405	137,194	142,594	133,081	40,695
SPC	In District	20,207	50,017	60,279	66,283	61,334	23,331
	Out of District	3,241	7,133	8,536	9,411	9,163	3,793
	Non-Resident	396	846	1,006	1,109	1,454	416
	Exempt	942	2,121	2,614	2,875	2,631	1,088
	Dual Credit	530	16,815	15,031	16,534	20,862	613
	Total	25,316	76,932	87,466	96,212	95,444	29,241
Alamo	In District	100,355	285,624	342,238	370,957	335,240	108,528
	Out of District	14,371	39,263	45,743	51,317	47,418	16,401
	Non-Resident	1,977	5,849	7,390	6,991	7,452	2,002
	Exempt	4,174	10,702	12,304	11,665	10,698	3,430
	Dual Credit	1,983	73,200	82,477	89,331	89,913	1,835
	Total	122,860	414,638	490,152	530,261	490,721	132,196



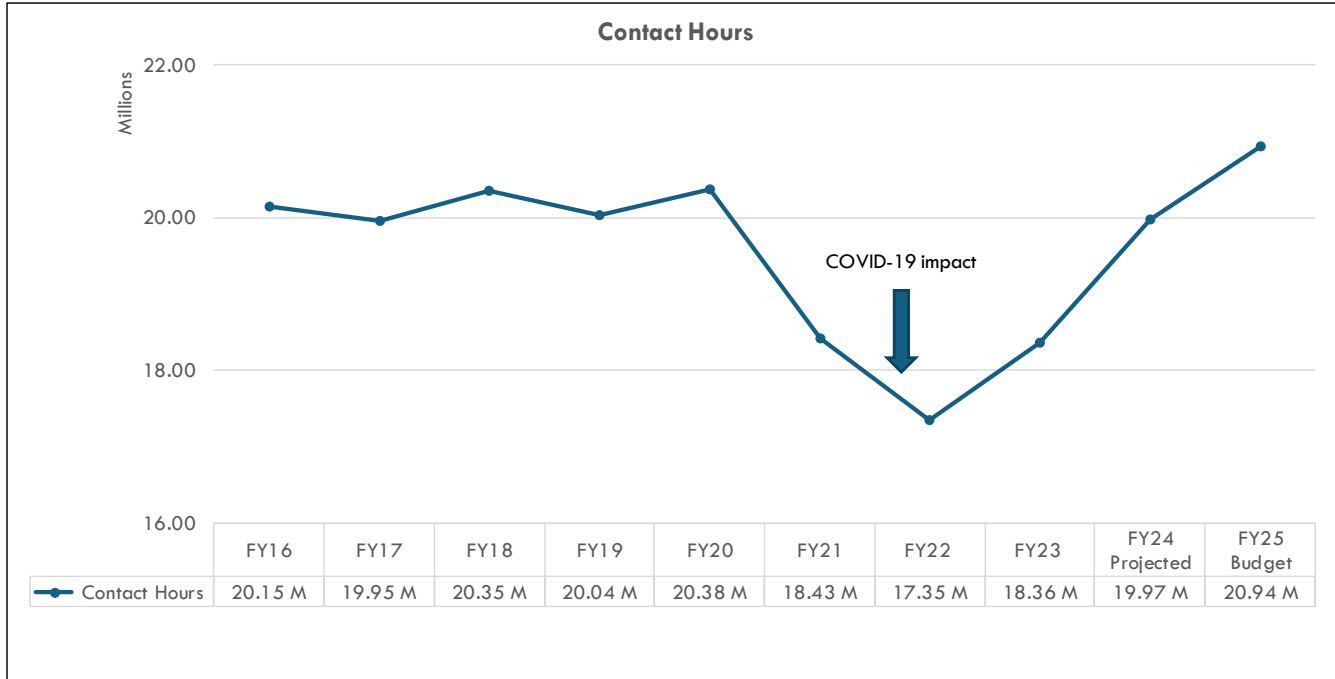
FY25 APPROVED BUDGET
Fund Code and Discipline Contact Hours

Fund Code and Discipline	Funded Contact Hours					
	Total FY25 Approved Budget CH					
	NLC	NVC	PAC	SAC	SPC	ACD
00 - Cross-Listed Courses With Different Fund Codes	3,610	-	18,849	-	211	22,670
01 - Agriculture	-	14,512	83,152	6,896	-	104,560
02 - Architecture and Precision Production Trades	-	-	30,000	66,775	141,889	238,664
03 - Biology, Physical Sciences, and Science Technology	304,062	774,605	363,013	499,942	884,101	2,825,723
04 - Business Management, Marketing, and Administrative Services	123,798	158,643	341,719	366,068	247,682	1,237,910
05 - Career Pilot	-	-	-	-	-	-
06 - Communications	93,422	280,087	104,733	260,652	65,102	803,996
07 - Computer and Information Sciences	60,411	203,817	135,032	281,075	153,875	834,210
08 - Construction Trades	-	-	14,463	-	111,001	125,464
09 - Consumer and Homemaking Education	28,556	49,325	77,790	135,121	216,211	507,003
10 - Engineering	3,017	9,830	4,149	11,177	4,631	32,804
11 - Engineering Related	1,988	16,109	44,872	54,165	233,926	351,060
12 - Eng Language, Literature, Philosophy, Humanities, and Interdisciplinary	435,066	901,369	359,965	822,189	383,609	2,902,198
13 - Foreign Languages	63,993	114,416	32,714	201,605	43,984	456,712
14 - Health Occupations - Dental Asst., Medical Lab, and Assoc. Degree Nursing	-	-	-	379,100	62,705	441,805
15 - Dental Hygiene/Hygienist	-	-	52,000	-	-	52,000
16 - Health Occupations-Other (Excludes Dental Hygiene, Dental Assisting, Medical Lab, Associate Degree Nursing, Vocational Nursing, and Respiratory Therapy)	5,389	39,659	36,611	154,022	333,471	569,152
17 - Health Occupations-Respiratory Therapy	-	-	-	-	65,716	65,716
18 - Health Occupations-Vocational Nursing	-	-	30,000	-	63,325	93,325
19 - Mathematics	225,205	529,082	249,536	379,447	280,894	1,664,164
20 - Mechanics and Repairers-Automotive	-	-	-	-	253,687	253,687
21 - Mechanics and Repairers-Diesel, Aviation Mechanics, and Transportation Workers	-	-	2,070	-	144,356	146,426
22 - Mechanics and Repairers-Electronics	-	-	2,567	7,018	8,342	17,927
23 - Physical Education and Fitness	11,929	38,227	18,635	29,861	21,272	119,924
24 - Protective Services and Public Administration	8,005	32,112	30,719	280,188	23,843	374,867
25 - Psychology, Social Services, and History	574,840	1,445,070	662,217	1,269,098	593,306	4,544,531
26 - Visual and Performing Arts	160,782	362,090	154,486	315,227	156,679	1,149,264
28 - Developmental Math	91,291	209,428	136,082	203,697	128,956	769,454
29 - Developmental English and Reading	19,410	82,296	40,803	64,196	32,478	239,183
Total	2,214,774	5,260,677	3,026,177	5,787,519	4,655,252	20,944,399



Contact Hours

Contact hours and student enrollment are significant drivers of both revenues and expenses. Contact hours represent the number of scheduled instruction hours given to students and are the foundation for both appropriations from the State of Texas and instructional dollars allocated to the Colleges through the funding model. The FY25 budget includes a 4.89% Contact Hours increase compared to the projected prior fiscal year.

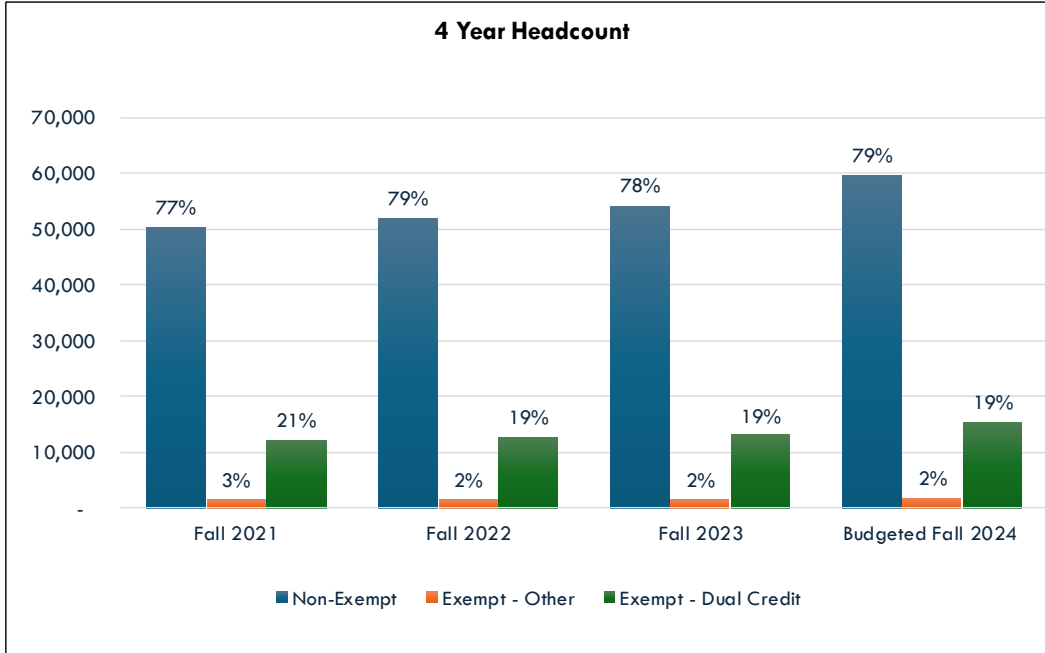


Source: THECB Accountability System. FY24 projected includes preliminary CE hours.

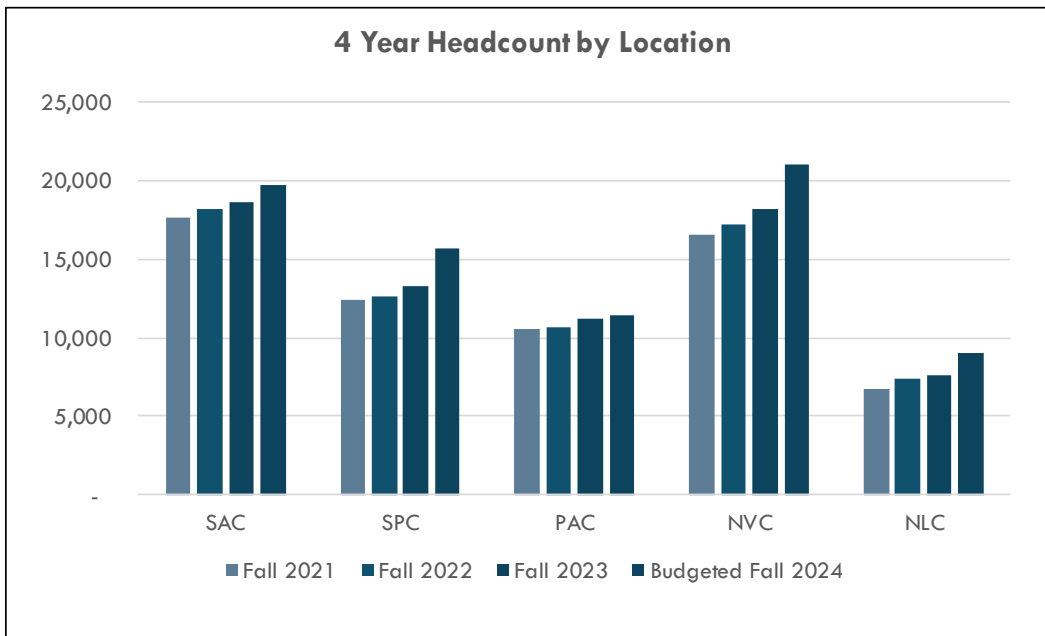


Headcount – All Parts of Term

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



Source: IRES Daily Registration Report

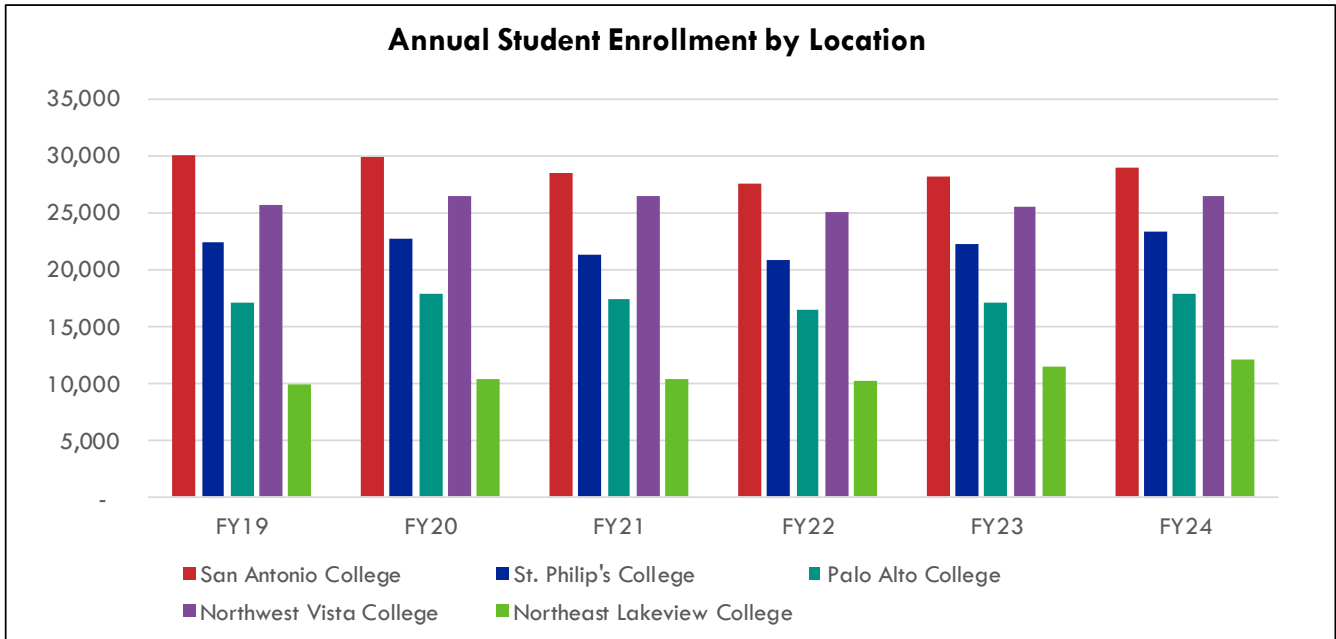


Source: IRES Daily Registration Report

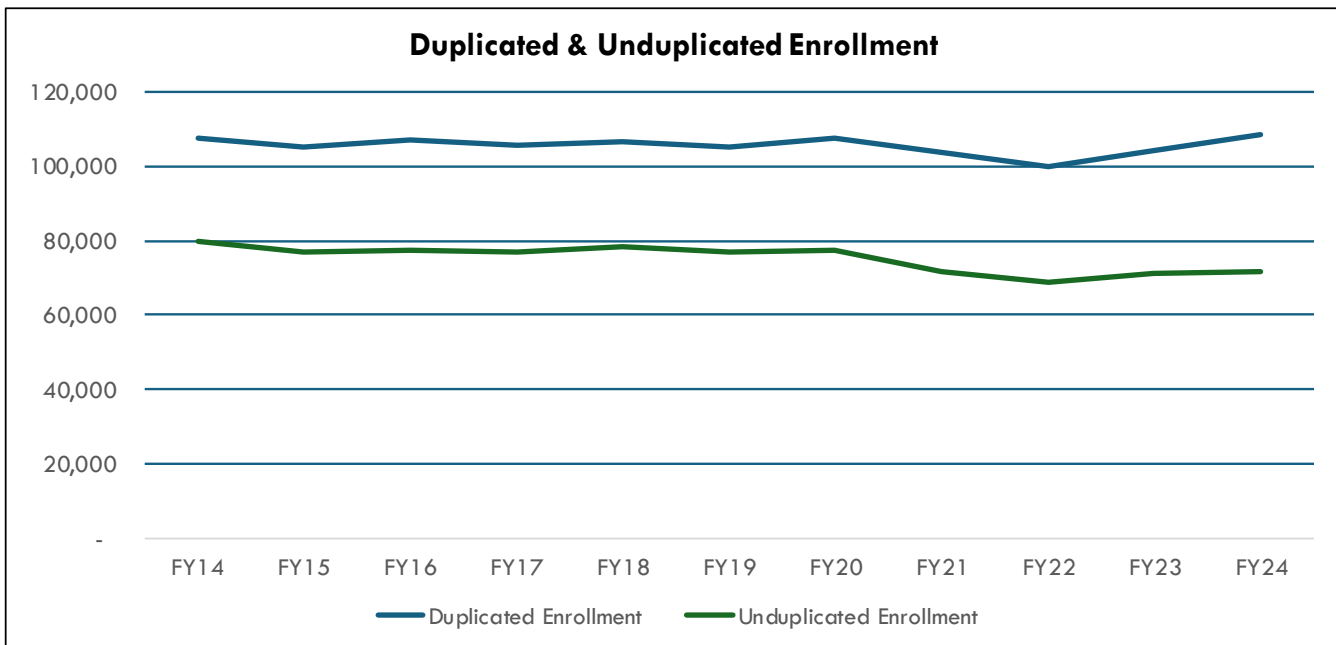


Annual Enrollment

Students may also attend courses at more than one college during a term and will be counted separately at each college, as represented in the following graphs.



Source: THECB Accountability System - Enrollment (Annual Unduplicated)



Source: THECB Accountability System - Enrollment (Annual Unduplicated) and FY24 headcount provided by IRES.



APPENDIX



Department Budget Allocations by College by Functional Categories

Northeast Lakeview College

Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
INSTRUCTION									
NLC General Institutional Costs	115001	850002	1030	-	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000
NLC Astronomy	115001	852161	1030	1.00	57,914	2,027	-	6,900	66,841
NLC Biological Sciences	115001	852162	1030	9.00	648,867	230,908	-	34,900	914,675
NLC Chemistry	115001	852163	1030	4.00	260,167	115,010	-	11,900	387,077
NLC Physics	115001	852164	1030	1.00	62,324	23,373	-	4,400	90,097
NLC Geology	115001	852165	1030	-	-	16,447	-	600	17,047
NLC Economics	115001	852171	1030	-	-	-	-	150	150
NLC Network Administration	115001	853002	1030	-	-	943	-	-	943
NLC Accounting-Business-Managemt	115001	852121	1040	1.00	56,558	89,189	-	400	146,147
NLC Business/BCIS	115001	852122	1040	4.00	256,768	77,638	-	-	334,406
NLC-Logistics & Supply Chain Mgmt	115001	852166	1040	-	-	6,636	-	-	6,636
NLC Dean of CE and Workforce Office	115001	853001	1040	-	-	-	-	300	300
NLC Business Training Non-reimb	115001	853004	1040	-	-	662	-	-	662
NLC Engineering	115001	853009	1050	-	-	-	-	5,000	5,000
NLC Journalism	115001	852113	1060	-	-	13,763	-	-	13,763
NLC Computer Information System	115001	852154	1070	2.00	146,878	29,834	-	-	176,712
NLC-Logistics & Supply Chain Mgmt	115001	852166	1070	-	-	-	-	10,000	10,000
NLC Dean of CE and Workforce Office	115001	853001	1070	1.00	50,812	27,653	-	-	78,465
NLC Network Administration	115001	853002	1070	1.00	66,106	29,189	-	10,000	105,295
NLC Information Assur&CyberSecurity	115001	853003	1070	1.00	62,921	55,121	-	10,000	128,042
NLC Information Assur&CyberSecurity	115003	853003	1070	-	-	926	-	-	926
NLC Social Media/Digital Media	115001	853008	1070	1.00	62,324	-	-	10,000	72,324
NLC Construction Management	115001	853010	1070	-	-	26,000	-	-	26,000
NLC Cloud Computing	115001	853011	1070	1.00	73,384	28,967	-	10,000	112,351
NLC Database Admin	115001	853012	1070	1.00	73,384	-	-	10,000	83,384
NLC Construction Management	115001	853010	1080	1.00	73,384	4,761	-	20,000	98,145
NLC Powerline Worker	115001	853013	1080	-	-	-	-	10,000	10,000
NLC Education	115001	852182	1090	2.00	129,946	7,031	-	200	137,177
NLC Engineering	115001	853009	1100	1.00	62,324	18,715	-	-	81,039
NLC Vice Pres Acad Affairs Office	115001	852001	1120	-	-	-	-	-	-
NLC English	115001	852102	1120	11.00	772,873	374,310	-	450	1,147,633
NLC Reading	115001	852103	1120	-	-	57,354	-	-	57,354
NLC Student Development	115001	852105	1120	-	-	5,814	-	-	5,814
NLC Humanities	115001	852112	1120	1.00	73,581	34,870	-	100	108,551
NLC Philosophy	115001	852114	1120	4.00	265,704	47,266	-	450	313,420
NLC Speech	115001	852116	1120	3.00	204,337	86,277	-	900	291,514



Northeast Lakeview College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
NLC Kinesiology	113001	852141	1120	-	-	1	-	-	1
NLC Kinesiology	115001	852141	1120	-	-	378	-	-	378
NLC Education	115001	852182	1120	-	-	1	-	-	1
NLC Psychology	115001	852183	1120	-	-	-	-	50	50
NLC Foreign Languages	115001	852111	1130	1.00	71,601	25,749	-	200	97,550
NLC Dean of Allied Health Programs	115001	852191	1180	1.00	76,997	-	-	14,600	91,597
NLC Mathematics and COSC	115001	852151	1190	12.00	844,754	543,218	-	3,000	1,390,972
NLC Developmental Math	115001	852152	1190	-	-	95,772	-	-	95,772
NLC Kinesiology	115001	852141	1230	2.00	137,363	9,760	-	4,100	151,223
NLC Kinesiology	175001	852141	1230	-	-	3,500	-	51,500	55,000
NLC Network Administration	115001	853002	1230	-	-	4,557	-	-	4,557
NLC Community Program	115001	853006	1230	-	-	238	-	-	238
NLC Chair Fine Arts	115001	852137	1250	1.00	98,000	20,162	-	-	118,162
NLC Physics	115001	852164	1250	-	-	10,602	-	-	10,602
NLC Economics	115001	852171	1250	1.00	62,324	106,449	-	-	168,773
NLC Geography	115001	852173	1250	1.00	63,620	6,412	-	500	70,532
NLC History	115001	852174	1250	4.00	317,692	183,163	-	800	501,655
NLC Political Science	115001	852176	1250	1.00	59,720	98,439	-	1,000	159,159
NLC Government	115001	852177	1250	3.00	210,646	9,372	-	-	220,018
NLC Social Sciences	115001	852179	1250	-	-	15,232	-	-	15,232
NLC Anthropology	115001	852181	1250	-	-	12,174	-	100	12,274
NLC Psychology	115001	852183	1250	3.00	230,386	83,258	-	800	314,444
NLC Sociology	115001	852184	1250	-	-	31,991	-	350	32,341
NLC Instruction Pool Academic	115001	852012	1260	-	-	139,418	-	-	139,418
NLC Art Department	113001	852131	1260	-	-	3	-	-	3
NLC Art Department	115001	852131	1260	4.00	290,624	69,925	-	2,850	363,399
NLC Music	115001	852134	1260	1.00	71,531	26,631	-	2,700	100,862
NLC Theatre and Communications	115001	852135	1260	-	-	61,528	-	7,500	69,028
NLC Theatre and Communications	175002	852135	1260	-	-	500	-	3,500	4,000
NLC Theatre and Communications	175003	852135	1260	-	-	500	-	500	1,000
NLC Drama	115001	852136	1260	1.00	74,998	16,477	-	-	91,475
NLC General Institutional Costs	115001	850002	1270	-	-	(241,861)	2,040,795	206,810	2,005,744
NLC General Institutional Costs	115003	850002	1270	-	-	-	149	-	149
NLC General Institutional Costs	175001	850002	1270	-	-	-	1,241	-	1,241
NLC General Institutional Costs	175002	850002	1270	-	-	-	177	-	177
NLC General Institutional Costs	175003	850002	1270	-	-	-	177	-	177
NLC Consolidated Printers	115001	855007	1270	-	-	-	-	80,000	80,000



Northeast Lakeview College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
NLC Institutional Projects	115001	855008	1270	-	-	39,472	-	32,000	71,472
NLC Purchasing Services	115001	855009	1270	-	-	-	-	48,000	48,000
NLC Developmental English	115001	852101	1290	-	-	24,162	-	-	24,162
PUBLIC SERVICE									
NLC Office of the President	115001	850003	2010	-	-	-	-	2,000	2,000
ACADEMIC SUPPORT									
NLC General Institutional Costs	115001	850002	3010	-	-	(97,869)	919,237	10,000	831,368
NLC Adjunct Faculty Council	115001	850018	3010	-	-	-	-	1,500	1,500
NLC Vice Pres Acad Affairs Office	115001	852001	3010	1.00	108,759	343,064	-	152,247	604,070
NLC VPAA Hospitality Account	115001	852003	3010	-	-	-	-	2,200	2,200
NLC Instructional Innovation	115001	852005	3010	-	-	129,398	-	-	129,398
NLC Service Learning Initiative	115001	852007	3010	-	-	-	-	1,000	1,000
NLC International Initiative	115001	852008	3010	-	-	-	-	1,000	1,000
NLC Honors Initiative	115001	852010	3010	-	-	-	-	1,000	1,000
NLC Tutoring Services	115001	852011	3010	-	-	699,302	-	57,510	756,812
NLC Academic Affairs	115001	852013	3010	-	-	129,602	-	-	129,602
NLC Academic Support	115001	852015	3010	-	-	-	-	40,850	40,850
NLC College Assessment	115001	852018	3010	-	-	-	-	16,000	16,000
NLC College Institutional Research	115001	852019	3010	-	-	195,625	-	-	195,625
NLC Education	115001	852182	3010	-	-	98,150	-	-	98,150
NLC Dean of Allied Health Programs	115001	852191	3010	-	-	271,308	-	10,000	281,308
NLC Dean of Arts and Sciences Office	115001	852301	3010	-	-	121,293	-	12,400	133,693
NLC Dean of CE and Workforce Office	115001	853001	3010	-	-	129,602	-	13,700	143,302
NLC Community Program	115001	853006	3010	-	-	47,213	-	5,800	53,013
NLC Learning Resource Ctr Office	115001	854001	3010	-	-	524,935	-	242,776	767,711
NLC Dean for Acad Success/Support	115001	854002	3010	-	-	130,322	-	13,758	144,080
NLC Library Fines and Lost Material	115001	854004	3010	-	-	-	-	100	100
NLC Faculty Student Mentoring	115001	854005	3010	-	-	-	-	3,000	3,000
NLC Academic High School Partnrshps	115001	854006	3010	-	-	-	-	3,000	3,000
NLC QEP Soar Towards Success	115001	854008	3010	-	-	-	-	5,000	5,000
NLC Information Technologies	115001	855002	3010	-	-	945,988	-	62,400	1,008,388
NLC Information Technology	115001	855006	3010	-	-	-	-	10,000	10,000
STUDENT SERVICES									
NLC General Institutional Costs	115001	850002	4010	-	-	(198,999)	1,340,983	10,000	1,151,984
NLC General Institutional Costs	115003	850002	4010	-	-	-	37,859	-	37,859
NLC VP Student and Admin Services	115001	851001	4010	-	-	323,555	-	209,489	533,044
NLC Assessment and Testing	115001	851004	4010	-	-	193,525	-	31,500	225,025



Northeast Lakeview College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
NLC Admissions and Records	115001	851005	4010	-	-	301,455	-	10,000	311,455
NLC Student Activity Fee-Designated	115003	851006	4010	-	-	145,712	-	144,886	290,598
NLC Advocacy	115001	851007	4010	-	-	373,177	-	13,250	386,427
NLC VPSAS Hospitality Account	115001	851013	4010	-	-	-	-	7,000	7,000
NLC Student Activities	115001	851015	4010	-	-	335,778	-	10,000	345,778
NLC Counseling	115001	851016	4010	-	-	81,732	-	2,700	84,432
NLC Experiential Learning	115001	851017	4010	-	-	279,831	-	4,700	284,531
NLC Career ServicesandJob Placement	115001	851018	4010	-	-	-	-	6,300	6,300
NLC Recruitment and Retention	115001	851019	4010	-	-	407,415	-	29,620	437,035
NLC Advising	115001	851020	4010	-	-	1,802,908	-	14,000	1,816,908
NLC Disability Services	115001	851024	4010	-	-	44,556	-	6,900	51,456
NLC Student Populations	115001	851025	4010	-	-	119,669	-	5,000	124,669
NLC Veterans Affairs	115001	851026	4010	-	-	224,994	-	35,600	260,594
NLC Early College High School	115001	851027	4010	-	-	270,606	-	8,910	279,516
NLC Welcome Ctr/Call Center	115001	851028	4010	-	-	77,774	-	1,200	78,974
NLC Scholarship Services	115001	851029	4010	-	-	65,900	-	6,000	71,900
NLC Job Placement	115001	851030	4010	-	-	-	-	2,000	2,000
NLC PTK Honor Society	115001	851031	4010	-	-	-	-	7,700	7,700
NLC Graduation Team	115001	851032	4010	-	-	64,815	-	1,200	66,015
NLC NSLS	115001	851033	4010	-	-	-	-	6,000	6,000
NLC Dean of Student Success Office	115001	851201	4010	-	-	176,823	-	11,320	188,143
NLC Dean for SS-Wrap Around Srvcs	115001	851202	4010	-	-	176,823	-	11,320	188,143
NLC Tutoring Services	115001	852011	4010	-	-	62,291	-	-	62,291
INSTITUTIONAL SUPPORT									
NLC General Institutional Costs	115001	850002	5010	-	-	(102,969)	520,830	10,000	427,861
NLC General Institutional Costs	175004	850002	5010	-	-	500	177	9,500	10,177
NLC Office of the President	115001	850003	5010	-	-	480,953	-	62,045	542,998
NLC Hospitality Account	115001	850005	5010	-	-	-	-	20,750	20,750
NLC Institutional Advancement	115001	850006	5010	-	-	114,270	-	5,500	119,770
NLC Self Study	115001	850007	5010	-	-	-	-	52,000	52,000
NLC Public Relations	115001	850009	5010	-	-	334,901	-	85,000	419,901
NLC Faculty Senate	115001	850010	5010	-	-	9,600	-	3,000	12,600
NLC Staff Council	115001	850011	5010	-	-	-	-	3,000	3,000
NLC Green Team Recycling	115001	850012	5010	-	-	-	-	16,500	16,500
NLC Professional Development	115001	850013	5010	-	-	-	-	55,000	55,000
NLC Employee Development Committee	115001	850014	5010	-	-	-	-	10,000	10,000
NLC Safety Initiative	115001	850015	5010	-	-	-	-	2,775	2,775



Northeast Lakeview College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
NLC History & Heritage	115001	850016	5010	-	-	-	-	6,000	6,000
NLC Strategic Plan	115001	850019	5010	-	-	-	-	3,000	3,000
NLC Community Events	115001	850020	5010	-	-	3,000	-	67,000	70,000
NLC Graduation	115001	851023	5010	-	-	-	-	83,000	83,000
NLC College Services	115001	855001	5010	-	-	292,380	-	28,818	321,198
NLC Information Technologies	115001	855002	5010	-	-	61,459	-	-	61,459
NLC Planning and Research	115001	855004	5010	-	-	14,784	-	23,500	38,284
NLC Institutional Support	115001	855005	5010	-	-	324,256	-	5,200	329,456
NLC - CTTC	115001	855010	5010	-	-	401,664	-	194,256	595,920
INSTITUTIONAL SCHOLARSHIPS									
NLC VP Student and Admin Services	115001	851001	7010	-	-	-	-	50,000	50,000
TRANSFERS									
NLC General Institutional Costs	115002	850002	9425	-	-	-	-	435,586	435,586
Total Northeast Lakeview College				88.00	\$ 6,179,571	\$ 13,740,938	\$ 4,861,625	\$ 3,127,776	\$ 27,909,910

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

** Other Salaries and Wages include Compensation increases, HWHD, and Other Equity Talent Adjustments



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Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist. %	FTE	Salary Budget
INSTRUCTION										
NLC Astronomy	F50942	Instructor	Mitchell Yenawine	115001	852161	61001	1030	100	1.00	57,914.00
NLC Astronomy Total									1.00	57,914.00
NLC Biological Sciences	C50982	Academic Lab Tech	Caroline Lopez	115001	852162	61021	1030	100	1.00	49,285.00
NLC Biological Sciences	F50943	Assistant Professor	Jennifer Parrott	115001	852162	61001	1030	100	1.00	63,395.00
NLC Biological Sciences	F50948	Assistant Professor	Dania Rossi	115001	852162	61001	1030	100	1.00	71,146.00
NLC Biological Sciences	F50963	Associate Professor	Erica Cain	115001	852162	61001	1030	100	1.00	66,698.00
NLC Biological Sciences	F50964	Professor	Lisa Erwin	115001	852162	61001	1030	100	1.00	79,081.00
NLC Biological Sciences	F50965	Chair/Assistant Professor	Thomas Mc Crary	115001	852162	61001	1030	100	1.00	99,435.00
NLC Biological Sciences	F50966	Professor	Laura Perry	115001	852162	61001	1030	100	1.00	69,854.00
NLC Biological Sciences	F51034	Professor	Karla Kosub	115001	852162	61001	1030	100	1.00	75,031.00
NLC Biological Sciences	F51039	Professor	Megan Grimsley	115001	852162	61001	1030	100	1.00	72,272.00
NLC Biological Sciences	F51042	Instructor	Lynsey Ramirez	115001	852162	61001	1030	100	1.00	51,955.00
NLC Biological Sciences Total									10.00	698,152.00
NLC Chemistry	C50983	Academic Lab Tech	Cecilia Taofifenua	115001	852163	61021	1030	100	1.00	55,913.00
NLC Chemistry	F50949	Assistant Professor	Terace Fletcher	115001	852163	61001	1030	100	1.00	69,074.00
NLC Chemistry	F50951	Instructor	Keegan Gold	115001	852163	61001	1030	100	1.00	57,410.00
NLC Chemistry	F50958	Assistant Professor	Marsha Adrian	115001	852163	61001	1030	100	1.00	62,058.00
NLC Chemistry	F50967	Associate Professor	Gina Mealey	115001	852163	61001	1030	100	1.00	71,625.00
NLC Chemistry Total									5.00	316,080.00
NLC Physics	F50932	Instructor	Shanna Pahl-Lesch	115001	852164	61001	1030	100	1.00	62,324.00
NLC Physics Total									1.00	62,324.00
NLC Accounting-Business-Managemt	F50960	Associate Professor	Joy Kuder	115001	852121	61001	1040	100	1.00	56,558.00
NLC Accounting-Business-Managemt Total									1.00	56,558.00
NLC CAD	F50930	Instructor	Patrick Mackey	115001	852122	61001	1040	100	1.00	62,324.00
NLC CAD	F50944	Assistant Professor	Keith Collins	115001	852122	61001	1040	100	1.00	69,937.00
NLC CAD	F50947	Instructor	Zachary Fazio	115001	852122	61001	1040	100	1.00	52,844.00
NLC CAD	F50959	Associate Professor	Matthew Helinski	115001	852122	61001	1040	100	1.00	71,663.00
NLC CAD Total									4.00	256,768.00
NLC Computer Information System	F50934	Instructor	Linda Marquez	115001	852154	61001	1070	100	1.00	62,324.00
NLC Computer Information System	F50970	Professor	Cuihua Zhang	115001	852154	61001	1070	100	1.00	84,554.00
NLC Computer Information System Total									2.00	146,878.00
NLC Dean of CE and Workforce Office	F50939	Instructor	Geeta Goswami	115001	853001	61001	1070	100	1.00	50,812.00
NLC Dean of CE and Workforce Office Total									1.00	50,812.00
NLC Recreation Training Non-reimb	F51037	Instructor	Fabius Bascon	115001	853002	61001	1070	100	1.00	66,106.00
NLC Recreation Training Non-reimb Total									1.00	66,106.00
NLC Information Assur&CyberSecurity	F50952	Assistant Professor	Isaac Thornsburg	115001	853003	61001	1070	100	1.00	62,921.00
NLC Information Assur&CyberSecurity Total									1.00	62,921.00
NLC Social Media/Digital Media	F50929	Instructor	Jean Flores	115001	853008	61001	1070	100	1.00	62,324.00
NLC Social Media/Digital Media Total									1.00	62,324.00
NLC Cloud Computing	F50937	Assistant Professor	Rick Lopez	115001	853011	61001	1070	100	1.00	73,384.00
NLC Cloud Computing Total									1.00	73,384.00



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Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist. %	FTE	Salary Budget
NLC Database Admin	F50935	Instructor	Ruthanne Kiefer	115001	853012	61001	1070	100	1.00	73,384.00
NLC Database Admin Total									1.00	73,384.00
NLC Construction Management	F50938	Instructor	Michael Anthony	115001	853010	61001	1080	100	1.00	73,384.00
NLC Construction Management Total									1.00	73,384.00
NLC Education	F50950	Assistant Professor	Daisy Carmona	115001	852182	61001	1090	100	1.00	60,953.00
NLC Education	F50974	Professor	Michele Maldonado	115001	852182	61001	1090	100	1.00	68,993.00
NLC Education Total									2.00	129,946.00
NLC Engineering	F50987	Instructor	Sue Stankus	115001	853009	61001	1100	100	1.00	62,324.00
NLC Engineering Total									1.00	62,324.00
NLC English	C50992	Academic Unit Asst	Maria Rosie Hernandez-Christie	115001	852102	61021	1120	100	1.00	47,199.00
NLC English	F50931	Instructor	Ryan Kirby	115001	852102	61001	1120	100	1.00	62,324.00
NLC English	F50975	Professor	Anetia Ports	115001	852102	61001	1120	100	1.00	71,663.00
NLC English	F50976	Instructor	Michael Chapman	115001	852102	61001	1120	100	1.00	54,687.00
NLC English	F50977	Professor	Angela Hager	115001	852102	61001	1120	100	1.00	70,085.00
NLC English	F50978	Professor	Carol Bernard	115001	852102	61001	1120	100	1.00	76,896.00
NLC English	F50980	Associate Professor	Laura Davenport	115001	852102	61001	1120	100	1.00	67,756.00
NLC English	F50981	Instructor	Cheyenne Adams	115001	852102	61001	1120	100	1.00	65,023.00
NLC English	F50983	Assistant Professor	Matthew Guzman	115001	852102	61001	1120	100	1.00	64,430.00
NLC English	F50984	Chair/Assistant Professor	Jason Malcolm	115001	852102	61001	1120	100	1.00	97,989.00
NLC English	F50985	Instructor	Jennifer Riske	115001	852102	61001	1120	100	1.00	65,023.00
NLC English	F51031	Assistant Professor	Arturo Mancha	115001	852102	61001	1120	100	1.00	76,997.00
NLC English Total									12.00	820,072.00
NLC Reading	P50596	Academic Pgm Spec	Hali Browning	115001	852103	61012	1120	100	1.00	55,354.00
NLC Reading Total									1.00	55,354.00
NLC Humanities	F51023	Associate Professor	Anthony Lack	115001	852112	61001	1120	100	1.00	73,581.00
NLC Humanities Total									1.00	73,581.00
NLC Philosophy	F50971	Chair/Associate Professor	Brandon Gillespie	115001	852114	61001	1120	100	1.00	59,421.00
NLC Philosophy	F50995	Professor	Michael McDowell	115001	852114	61001	1120	100	1.00	73,743.00
NLC Philosophy	F51015	Professor	Mark Sadler	115001	852114	61001	1120	100	1.00	76,896.00
NLC Philosophy	F51017	Instructor	Quintin Babaie	115001	852114	61001	1120	100	1.00	55,644.00
NLC Philosophy Total									4.00	265,704.00
NLC Speech	F50945	Instructor	Delissa Perez	115001	852116	61001	1120	100	1.00	55,639.00
NLC Speech	F51029	Professor	Jennifer Marks	115001	852116	61001	1120	100	1.00	73,489.00
NLC Speech	F51032	Professor	Denise Menchaca	115001	852116	61001	1120	100	1.00	75,209.00
NLC Speech Total									3.00	204,337.00
NLC Foreign Languages	F50986	Associate Professor	Silvia Zecca	115001	852111	61001	1130	100	1.00	71,601.00
NLC Foreign Languages Total									1.00	71,601.00
NLC Dean of Allied Health Programs	F50991	Instructor	Jennifer De La Cruz	115001	852191	61001	1180	100	1.00	76,997.00
NLC Dean of Allied Health Programs Total									1.00	76,997.00



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Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist. %	FTE	Salary Budget
NLC Mathematics and COSC	C50975	Academic Unit Asst	Hollie Cardenas	115001	852151	61021	1190	100	1.00	42,393.00
NLC Mathematics and COSC	F50933	Instructor	Jennifer Skrhak	115001	852151	61001	1190	100	1.00	62,324.00
NLC Mathematics and COSC	F50936	Instructor	Rebecca Guevara	115001	852151	61001	1190	100	1.00	62,324.00
NLC Mathematics and COSC	F50969	Chair/Instructor	Allen Miller	115001	852151	61001	1190	100	1.00	97,989.00
NLC Mathematics and COSC	F51003	Instructor	Dianna Torres Lee	115001	852151	61001	1190	100	1.00	63,620.00
NLC Mathematics and COSC	F51004	Associate Professor	Efrain Guevara	115001	852151	61001	1190	100	1.00	69,805.00
NLC Mathematics and COSC	F51005	Associate Professor	Martha Vargas	115001	852151	61001	1190	100	1.00	68,151.00
NLC Mathematics and COSC	F51006	Associate Professor	Zakia Ibaroudene	115001	852151	61001	1190	100	1.00	68,483.00
NLC Mathematics and COSC	F51007	Professor	Jin Ha	115001	852151	61001	1190	100	1.00	71,826.00
NLC Mathematics and COSC	F51008	Assistant Professor	Victoria Rivas	115001	852151	61001	1190	100	1.00	64,091.00
NLC Mathematics and COSC	F51010	Professor	Jose Maldonado	115001	852151	61001	1190	100	1.00	81,034.00
NLC Mathematics and COSC	F51011	Instructor	Amanda Perez	115001	852151	61001	1190	100	1.00	58,515.00
NLC Mathematics and COSC	F51027	Associate Professor	Rachid Makroz	115001	852151	61001	1190	100	1.00	76,592.00
NLC Mathematics and COSC	P50604	Academic Pgm Spec	Cherif Ibaroudene	115001	852151	61012	1190	100	1.00	55,354.00
NLC Mathematics and COSC Total									14.00	942,501.00
NLC Kinesiology	F50996	Instructor	Vincent Lockhart	115001	852141	61001	1230	100	1.00	63,620.00
NLC Kinesiology	F50997	Professor	Wesley Adams	115001	852141	61001	1230	100	1.00	73,743.00
NLC Kinesiology Total									2.00	137,363.00
NLC Chair Fine Arts	F50954	Chair/Assistant Professor	Judah Leggett	115001	852137	61001	1250	100	1.00	98,000.00
NLC Chair Fine Arts Total									1.00	98,000.00
NLC Economics	F50955	Instructor	Matthew McGehee	115001	852171	61001	1250	100	1.00	62,324.00
NLC Economics Total									1.00	62,324.00
NLC Geography	F50989	Instructor	Suzanne Stewart	115001	852173	61001	1250	100	1.00	63,620.00
NLC Geography Total									1.00	63,620.00
NLC History	F50972	Assistant Professor	Maria Johnson	115001	852174	61001	1250	100	1.00	63,954.00
NLC History	F50992	Chair/Professor	Jeffry Hassmann	115001	852174	61001	1250	100	1.00	108,759.00
NLC History	F50994	Professor	Jianyue Chen	115001	852174	61001	1250	100	1.00	82,655.00
NLC History	F51040	Instructor	Miya Hunter-Willis	115001	852174	61001	1250	100	1.00	62,324.00
NLC History Total									4.00	317,692.00
NLC Political Science	F50957	Associate Professor	Mohsen Omar	115001	852176	61001	1250	100	1.00	59,720.00
NLC Political Science Total									1.00	59,720.00
NLC Government	F51018	Professor	Robert Yowell	115001	852177	61001	1250	100	1.00	78,412.00
NLC Government	F51020	Professor	Sabrina Hammel	115001	852177	61001	1250	100	1.00	68,852.00
NLC Government	F51024	Assistant Professor	Jennifer Holmquist	115001	852177	61001	1250	100	1.00	63,382.00
NLC Government Total									3.00	210,646.00
NLC Psychology	F50946	Chair/Instructor		115001	852183	61001	1250	100	1.00	98,001.00
NLC Psychology	F50973	Professor	Sara Etchison	115001	852183	61001	1250	100	1.00	65,551.00
NLC Psychology	F51022	Associate Professor	Valerie Young	115001	852183	61001	1250	100	1.00	66,834.00
NLC Psychology Total									3.00	230,386.00



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Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist. %	FTE	Salary Budget
NLC Admissions and Records	P50505	Advisor - Stu Success	Alicia Kidder	115001	851005	61012	1260	100	1.00	-
NLC Admissions and Records Total									1.00	-
NLC Instruction Pool Academic	C50993	Academic Unit Asst	Ashley Burke	115001	852012	61021	1260	100	1.00	46,957.00
NLC Instruction Pool Academic	C50994	Academic Unit Asst	Lissy Wilson	115001	852012	61021	1260	100	1.00	41,248.00
NLC Instruction Pool Academic	C51006	Academic Unit Asst	Veronica Saucedo-Russell	115001	852012	61021	1260	100	1.00	45,213.00
NLC Instruction Pool Academic Total									3.00	133,418.00
NLC Art Department	F50961	Assistant Professor	James Miller	115001	852131	61001	1260	100	1.00	74,799.00
NLC Art Department	F50982	Associate Professor	Rossie Davis	115001	852131	61001	1260	100	1.00	68,367.00
NLC Art Department	F51035	Professor	Jasmyne Graybill	115001	852131	61001	1260	100	1.00	73,729.00
NLC Art Department	F51036	Professor	Karl Frey	115001	852131	61001	1260	100	1.00	73,729.00
NLC Art Department Total									4.00	290,624.00
NLC Music	F51012	Assistant Professor	Katherine Mayer	115001	852134	61001	1260	100	1.00	71,531.00
NLC Music Total									1.00	71,531.00
NLC Theatre and Communications	C51010	Tech Dir/Theatre Dept Prod	Sergio Gutierrez	115001	852135	61021	1260	100	1.00	59,157.00
NLC Theatre and Communications Total									1.00	59,157.00
NLC Drama	F51038	Associate Professor	Lisa Fritschle	115001	852136	61001	1260	100	1.00	74,998.00
NLC Drama Total									1.00	74,998.00
ACADEMIC SUPPORT										
NLC Vice Pres Acad Affairs Office	A50066	Chair		115001	852001	61001	3010	100	1.00	108,759.00
NLC Vice Pres Acad Affairs Office	A50073	VP for Academic Success	Laura Boyer	115001	852001	61011	3010	100	1.00	161,117.00
NLC Vice Pres Acad Affairs Office	C50942	Academic Unit Asst	Melanie Zulaica	115001	852001	61021	3010	100	1.00	41,248.00
NLC Vice Pres Acad Affairs Office	C50947	Admin Asst to the VP	Desaree Machuca	115001	852001	61021	3010	100	1.00	46,178.00
NLC Vice Pres Acad Affairs Office	P50533	Academic Spt Spec	Yvonne Ramirez	115001	852001	61012	3010	100	1.00	57,507.00
NLC Vice Pres Acad Affairs Office Total									5.00	414,809.00
NLC Instructional Innovation	P50614	Instructional Designer	Nhan Tran	115001	852005	61012	3010	100	1.00	60,828.00
NLC Instructional Innovation	P50624	Instructional Designer	Jennifer Lozano-Dozier	115001	852005	61012	3010	100	1.00	64,194.00
NLC Instructional Innovation Total									2.00	125,022.00
NLC Tutoring Services	C50944	Professional Tutor	George Cross	115001	852011	61021	3010	100	1.00	48,445.00
NLC Tutoring Services	C50945	Professional Tutor	Angela Wahl Spence	115001	852011	61021	3010	100	1.00	45,658.00
NLC Tutoring Services	C50950	STEM Tutor	John Sertich	115001	852011	61021	3010	100	1.00	44,306.00
NLC Tutoring Services	P50535	Academic Pgm Spec	Stacy Puckett	115001	852011	61012	3010	100	1.00	55,354.00
NLC Tutoring Services	P50595	Academic Pgm Coord	Kathy Bryson	115001	852011	61012	3010	100	1.00	70,019.00
NLC Tutoring Services Total									5.00	263,782.00
NLC Academic Affairs	A50076	Dean for Academic Success	Tammy Perez	115001	852013	61011	3010	100	1.00	118,162.00
NLC Academic Affairs Total									1.00	118,162.00
NLC College Institutional Research	P50586	Dir College IR	Martin Fortner	115001	852019	61012	3010	100	1.00	111,179.00
NLC College Institutional Research	P50603	IT Data Analyst	Brandi Solar	115001	852019	61012	3010	100	1.00	77,831.00
NLC College Institutional Research Total									2.00	189,010.00
NLC Dean of Allied Health Programs	A50077	Exec Dir AAS Nursing Pgm	Crystal Saulsberry	115001	852191	61011	3010	100	1.00	164,088.00
NLC Dean of Allied Health Programs	C50948	Academic Lab Tech		115001	852191	61021	3010	100	1.00	52,520.00
NLC Dean of Allied Health Programs	C51016	Admin Svcs Spec	Jenale Jennings	115001	852191	61021	3010	100	1.00	46,957.00
NLC Dean of Allied Health Programs Total									3.00	263,565.00



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Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist. %	FTE	Salary Budget
NLC Dean of Arts and Sciences Office	C51014	Admin Svcs Spec	Katherine Dibrell	115001	852301	61021	3010	100	1.00	44,264.00
NLC Dean of Arts and Sciences Office	P50506	Academic Pgm Coord	Carrie Turner-Gray	115001	852301	61012	3010	100	1.00	71,469.00
NLC Dean of Arts and Sciences Office Total									2.00	115,733.00
NLC Dean of CE and Workforce Office	A50069	Dean for Academic Success	William Fanning	115001	853001	61011	3010	100	1.00	118,162.00
NLC Dean of CE and Workforce Office Total									1.00	118,162.00
NLC Community Program	C50972	Admin Svcs Spec	Annmarie Williams	115001	853006	61021	3010	100	1.00	45,213.00
NLC Community Program Total									1.00	45,213.00
NLC Learning Resource Ctr Office	C50995	Library Asst III	Carmen Rodriguez	115001	854001	61021	3010	100	1.00	44,128.00
NLC Learning Resource Ctr Office	C50996	Library Asst III	Miranda Vega	115001	854001	61021	3010	100	1.00	46,638.00
NLC Learning Resource Ctr Office	C50997	Library Asst III	Azucena Rodriguez-Guerra	115001	854001	61021	3010	100	1.00	46,638.00
NLC Learning Resource Ctr Office	P50544	Librarian	Angela Fondren	115001	854001	61012	3010	100	1.00	64,873.00
NLC Learning Resource Ctr Office	P50547	Librarian	Amy Lewis	115001	854001	61012	3010	100	1.00	64,873.00
NLC Learning Resource Ctr Office	P50548	Director of Library Services	Victoria Hart	115001	854001	61012	3010	100	1.00	111,179.00
NLC Learning Resource Ctr Office	P50550	Lead Librarian	Miranda Robbins	115001	854001	61012	3010	100	1.00	77,168.00
NLC Learning Resource Ctr Office Total									7.00	455,497.00
NLC Library Automation	A50071	Dean for Academic Success	Jennifer Rigsby	115001	854002	61011	3010	100	1.00	118,162.00
NLC Library Automation Total									1.00	118,162.00
NLC Information Technologies	C50988	Help Desk Spec		115001	855002	61021	3010	100	1.00	43,487.00
NLC Information Technologies	C51011	Computer Spt Tech	Daniel Breeden	115001	855002	61021	3010	100	1.00	40,984.00
NLC Information Technologies	P50503	IT Sr Digital Media Spec	Jason Taylor	115001	855002	61012	3010	100	1.00	-
NLC Information Technologies	P50527	Client Spt Spec		115001	855002	61012	3010	100	1.00	57,988.00
NLC Information Technologies	P50534	Client Spt Spec	Alyna Vega-Martinez	115001	855002	61012	3010	100	1.00	55,372.00
NLC Information Technologies	P50578	Coord College Tech	Leslie Germer	115001	855002	61012	3010	100	1.00	96,134.00
NLC Information Technologies	P50579	Client Spt Spec	Trevor Baker	115001	855002	61012	3010	100	1.00	57,988.00
NLC Information Technologies	P50580	Client Spt Spec	Adam Saucedo	115001	855002	61012	3010	100	1.00	62,155.00
NLC Information Technologies	P50582	Dir Info Tech	Betsy Flood	115001	855002	61012	3010	100	1.00	144,528.00
NLC Information Technologies	P50583	Client Spt Spec	Bulmaro Barajas	115001	855002	61012	3010	100	1.00	137,155.00
NLC Information Technologies	P50625	IT Security Specialist	Carlos Galindo	115001	855002	61012	3010	100	1.00	98,386.00
NLC Information Technologies Total									11.00	794,177.00
STUDENT SERVICES										
NLC VP Student and Admin Services	A50068	VP for Student Success	Tangila Dove	115001	851001	61011	4010	100	1.00	161,117.00
NLC VP Student and Admin Services	C51004	Admin Asst to the VP	Waleska Iglesias	115001	851001	61021	4010	100	1.00	41,359.00
NLC VP Student and Admin Services	P50537	Sr Coord - Stu Success	Estephani Rodriguez	115001	851001	61012	4010	100	1.00	66,692.00
NLC VP Student and Admin Services Total									3.00	269,168.00



FY25 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist. %	FTE	Salary Budget
NLC Assessment and Testing	P50529	Advisor - Stu Success		115001	851004	61012	4010	100	1.00	49,540.00
NLC Assessment and Testing	P50560	Advisor - Stu Success	Teresa De La Cruz	115001	851004	61012	4010	100	1.00	53,008.00
NLC Assessment and Testing	P50602	Sr Coord - Stu Success	Belinda Carter-Newton	115001	851004	61012	4010	100	1.00	66,692.00
NLC Assessment and Testing Total									3.00	169,240.00
NLC Admissions and Records	P50508	Advisor - Stu Success	Austin Villarreal	115001	851005	61012	4010	100	1.00	45,593.00
NLC Admissions and Records	P50511	Sr Coord - Stu Success	Cameron Bowren	115001	851005	61012	4010	100	1.00	73,083.00
NLC Admissions and Records	P50528	Advisor - Stu Success		115001	851005	61012	4010	100	1.00	49,980.00
NLC Admissions and Records	P50571	Dir of Enrollment	David Wessler	115001	851005	61012	4010	100	1.00	107,406.00
NLC Admissions and Records Total									4.00	276,062.00
NLC Student Activity Fee-Designated	C51000	Intramural Spec		115003	851006	61021	4010	100	1.00	44,682.00
NLC Student Activity Fee-Designated	P50518	Advisor - Stu Success	Micaela Jones	115003	851006	61012	4010	100	1.00	48,293.00
NLC Student Activity Fee-Designated Total									2.00	92,975.00
NLC Advocacy	P50513	Student Advocacy Case Mgr	Samantha Smith	115001	851007	61012	4010	100	1.00	67,347.00
NLC Advocacy	P50521	Sr Advisor - Stu Success	Yvette Hughes	115001	851007	61012	4010	100	1.00	58,990.00
NLC Advocacy	P50607	Sr Coord - Stu Success	Ursella Castaneda	115001	851007	61012	4010	100	1.00	68,453.00
NLC Advocacy	P50617	Dir of Student Advocacy Ctr	Cristela Garcia	115001	851007	61012	4010	100	1.00	100,602.00
NLC Advocacy Total									4.00	295,392.00
NLC Student Activities	P50558	Sr Coord - Stu Success		115001	851015	61012	4010	100	1.00	78,966.00
NLC Student Activities	P50592	Dir Stu Success	Allen Anguiano	115001	851015	61012	4010	100	1.00	101,056.00
NLC Student Activities	P50594	Sr Coord - Stu Success		115001	851015	61012	4010	100	1.00	74,241.00
NLC Student Activities Total									3.00	254,263.00
NLC Counseling	P50519	Pers Counselor - Stu Success	Joseph Luedecke	115001	851016	61012	4010	100	1.00	78,968.00
NLC Counseling Total									1.00	78,968.00
NLC Student Development	P50512	Dir Career Svcs	Victor Gomez	115001	851017	61012	4010	100	1.00	101,057.00
NLC Student Development	P50536	Career Experience Team Leader	Peggy Chavez	115001	851017	61012	4010	100	1.00	87,826.00
NLC Student Development	P50556	Cert Career Exprnc Navigator	Emily Bobadilla	115001	851017	61012	4010	100	1.00	52,988.00
NLC Student Development Total									3.00	241,871.00
NLC Recruitment and Retention	C50956	Enrollment Team Support Spec	Brandy Camacho	115001	851019	61021	4010	100	1.00	47,200.00
NLC Recruitment and Retention	P50524	Certified Enrollment Coach - CP	Zachary LaLoge	115001	851019	61012	4010	100	1.00	52,988.00
NLC Recruitment and Retention	P50551	Certified Enrollment Coach	Garrett Medellin	115001	851019	61012	4010	100	1.00	52,988.00
NLC Recruitment and Retention	P50555	Certified Enrollment Coach	Victoria Temple	115001	851019	61012	4010	100	1.00	54,392.00
NLC Recruitment and Retention	P50568	Certified Enrollment Coach	Briana Rodriguez	115001	851019	61012	4010	100	1.00	52,988.00
NLC Recruitment and Retention	P50591	Enrollment Coach Team Leader	Alejandrina Hernandez	115001	851019	61012	4010	100	1.00	86,600.00
NLC Recruitment and Retention Total									6.00	347,156.00



FY25 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist. %	FTE	Salary Budget
NLC Advising	C50973	Advising Team Support Spec	Ta'laya Hunt	115001	851020	61021	4010	100	1.00	38,544.00
NLC Advising	P50507	Certified Advisor - CP		115001	851020	61012	4010	100	1.00	58,900.00
NLC Advising	P50514	Certified Advisor - CP	Cameron Crosby	115001	851020	61012	4010	100	1.00	52,988.00
NLC Advising	P50520	Advising Team Leader	Valerie Acosta	115001	851020	61012	4010	100	1.00	86,600.00
NLC Advising	P50525	Certified Advisor		115001	851020	61012	4010	100	1.00	52,988.00
NLC Advising	P50526	Certified Advisor	Ryan Curry-Neitch	115001	851020	61012	4010	100	1.00	52,988.00
NLC Advising	P50538	Certified Advisor	Stephanie Estrada	115001	851020	61012	4010	100	1.00	52,988.00
NLC Advising	P50539	Certified Advisor	Rebecca Teniente	115001	851020	61012	4010	100	1.00	55,311.00
NLC Advising	P50540	Certified Advisor	Matthew Brown	115001	851020	61012	4010	100	1.00	52,988.00
NLC Advising	P50546	Advising Team Leader	Sheyla Casey	115001	851020	61012	4010	100	1.00	86,600.00
NLC Advising	P50553	Certified Advisor	Rebecca Alejos	115001	851020	61012	4010	100	1.00	73,083.00
NLC Advising	P50557	Certified Advisor	Ofelia Mata	115001	851020	61012	4010	100	1.00	58,990.00
NLC Advising	P50565	Certified Advisor	Norman Nichols	115001	851020	61012	4010	100	1.00	58,990.00
NLC Advising	P50566	Certified Advisor		115001	851020	61012	4010	100	1.00	56,231.00
NLC Advising	P50567	Certified Advisor	Kisha Malone	115001	851020	61012	4010	100	1.00	53,472.00
NLC Advising	P50569	Dir of Advising	Phillip Hicks	115001	851020	61012	4010	100	1.00	111,162.00
NLC Advising	P50570	Certified Advisor		115001	851020	61012	4010	100	1.00	55,627.00
NLC Advising	P50572	Certified Advisor		115001	851020	61012	4010	100	1.00	55,311.00
NLC Advising	P50606	Data Analyst - Stu Success		115001	851020	61012	4010	100	1.00	61,844.00
NLC Advising	P50608	Certified Advisor	Amber De La Garza	115001	851020	61012	4010	100	1.00	58,990.00
NLC Advising	P50609	Certified Advisor	Carnetta Preyer	115001	851020	61012	4010	100	1.00	58,990.00
NLC Advising	P50610	Certified Advisor	Sophia Solano	115001	851020	61012	4010	100	1.00	52,988.00
NLC Advising	P50612	Certified Advisor	Kristina Perez	115001	851020	61012	4010	100	1.00	52,988.00
NLC Advising	P50620	Certified Advisor		115001	851020	61012	4010	100	1.00	58,990.00
NLC Advising	P50621	Certified Advisor	Anthony Camacho	115001	851020	61012	4010	100	1.00	53,472.00
NLC Advising	P50626	Certified Advisor	Krista Martinez	115001	851020	61012	4010	100	1.00	52,988.00
NLC Advising Total									26.00	1,565,011.00
NLC Disability Services	C50959	Sr Spec - Stu Success	Malorie Barrera	115001	851024	61021	4010	100	1.00	42,556.00
NLC Disability Services Total									1.00	42,556.00
NLC Student Populations	P50576	Dir Stu Success	Tracy Floyd	115001	851025	61012	4010	100	1.00	101,056.00
NLC Student Populations Total									1.00	101,056.00
NLC Veterans Affairs	P50530	Advisor - Stu Success		115001	851026	61012	4010	100	1.00	48,460.00
NLC Veterans Affairs	P50531	Advisor - Stu Success	Jason Seighman	115001	851026	61012	4010	100	1.00	45,592.00
NLC Veterans Affairs	P50598	Sr Coord - Stu Success	Rosalinda Almanza-Martinez	115001	851026	61012	4010	100	1.00	74,240.00
NLC Veterans Affairs Total									3.00	168,292.00



FY25 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist. %	FTE	Salary Budget
NLC Early College High School	P50552	College Coord of HS Pgms	Maria Flores-Chase	115001	851027	61012	4010	100	1.00	66,692.00
NLC Early College High School	P50554	College Coord of HS Pgms	Pamela Gauna-Peoples	115001	851027	61012	4010	100	1.00	66,692.00
NLC Early College High School	P50601	College Dir HS Pgms	Vanessa DeMont	115001	851027	61012	4010	100	1.00	113,485.00
NLC Early College High School Total									3.00	246,869.00
NLC Welcome Ctr/Call Center	C50957	Sr Spec - Stu Success	Brittany Burke	115001	851028	61021	4010	100	1.00	38,918.00
NLC Welcome Ctr/Call Center Total									1.00	38,918.00
NLC Transfer Services	P50545	Scholarship Coord	Tammy Toney	115001	851029	61012	4010	100	1.00	49,627.00
NLC Transfer Services Total									1.00	49,627.00
NLC Graduation Team	P50510	Advisor - Stu Success	Jennifer Herrera	115001	851032	61012	4010	100	1.00	47,739.00
NLC Graduation Team Total									1.00	47,739.00
NLC Dean of Student Success Office	A50075	Dean for Student Success	Julie Kirkland-Poirier	115001	851201	61011	4010	100	1.00	118,162.00
NLC Dean of Student Success Office	C51015	Admin Svcs Spec	Marian Serat	115001	851201	61021	4010	100	1.00	45,221.00
NLC Dean of Student Success Office Total									2.00	163,383.00
NLC Dean for SS-Wrap Around Svcs	A50067	Dean for Student Success	Georgia Flores	115001	851202	61011	4010	100	1.00	118,162.00
NLC Dean for SS-Wrap Around Svcs	C50943	Admin Svcs Spec	Talia Williams	115001	851202	61021	4010	100	1.00	45,221.00
NLC Dean for SS-Wrap Around Svcs Total									2.00	163,383.00
NLC Tutoring Services	P50561	Academic Pgm Spec	Tara Daugherty	115001	852011	61012	4010	100	1.00	60,185.00
NLC Tutoring Services Total									1.00	60,185.00



FY25 PERSONNEL REGISTER - Northeast Lakeview College

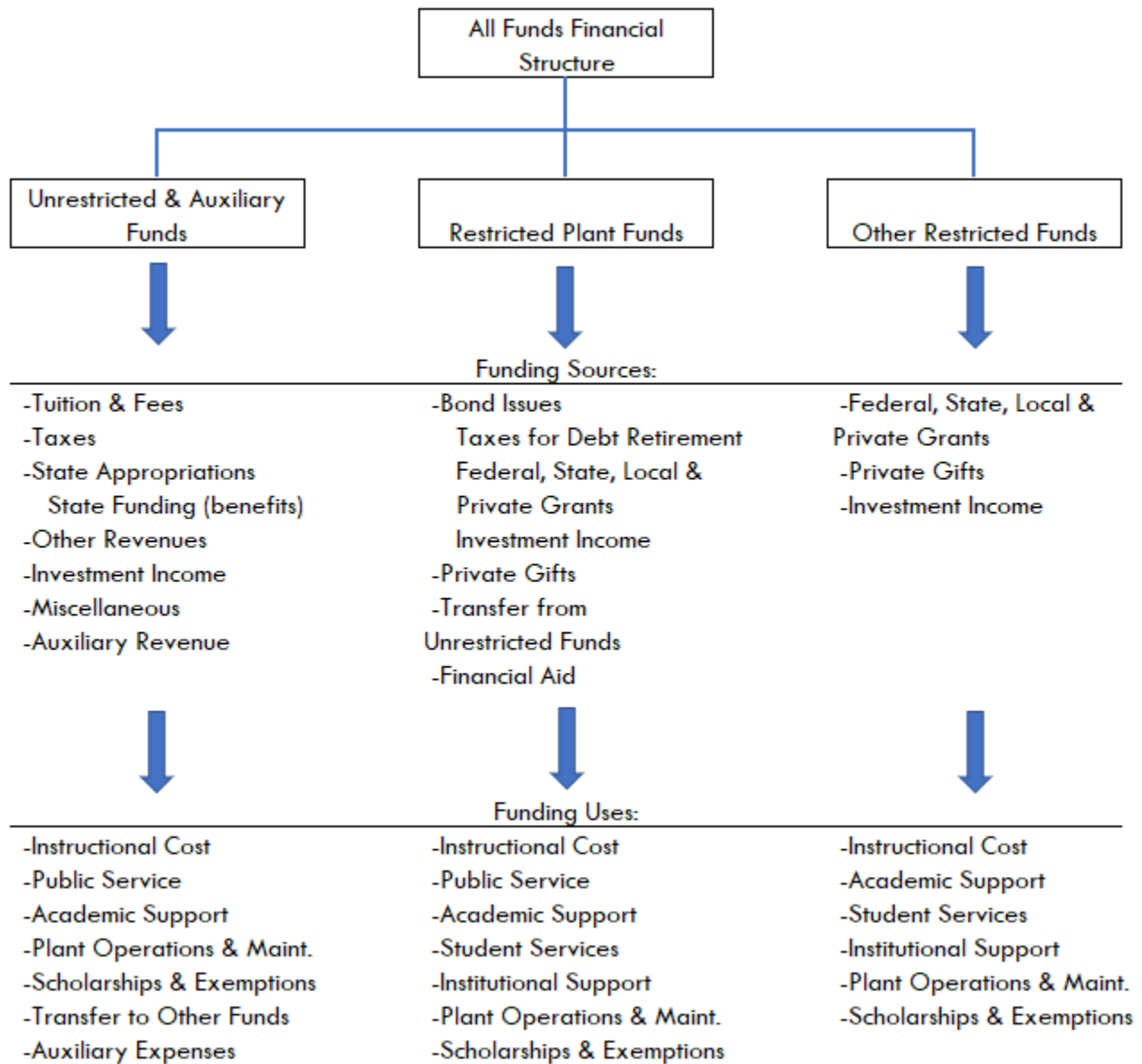
Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist. %	FTE	Salary Budget
INSTITUTIONAL SUPPORT										
NLC Office of the President	A50072	President of The College	Veronica Garcia	115001	850003	61011	5010	100	1.00	262,265.00
NLC Office of the President	P50541	Dir of Strategic Initiatives	Rudy Farias	115001	850003	61012	5010	100	1.00	119,992.00
NLC Office of the President	P50616	Exec Asst to the President	Sylvia Davis	115001	850003	61012	5010	100	1.00	81,659.00
NLC Office of the President Total									3.00	463,916.00
NLC Institutional Advancement	P50584	Dir of College Grant Dev	Margaret Simone Carnegie-Diaz	115001	850006	61012	5010	100	1.00	110,406.00
NLC Institutional Advancement Total									1.00	110,406.00
NLC Public Relations	C50960	Admin Svcs Spec	Courtney Burke	115001	850009	61021	5010	100	1.00	40,984.00
NLC Public Relations	P50588	Mktg & Strategic Comms Mgr	Elsa Cantu	115001	850009	61012	5010	100	1.00	101,181.00
NLC Public Relations	P50589	Dir of Mktg & Strategic Comms	Kathleen Labus	115001	850009	61012	5010	100	1.00	111,179.00
NLC Public Relations	P50590	Digital Communications Coord	Alexander Valdez	115001	850009	61012	5010	100	1.00	69,686.00
NLC Public Relations Total									4.00	323,030.00
NLC College Services	A50074	VP for College Services	Thomas Walker	115001	855001	61011	5010	100	1.00	161,117.00
NLC College Services	C50985	Admin Asst to the VP	Nereliz Colon	115001	855001	61021	5010	100	1.00	42,401.00
NLC College Services	C51012	Physical Ed Ctr Spec	Terrance Dunkley	115001	855001	61021	5010	100	1.00	51,461.00
NLC College Services Total									3.00	254,979.00
NLC Information Technologies	P50522	Sr Advisor - Stu Success		115001	855002	61012	5010	100	1.00	44,675.00
NLC Information Technologies Total									1.00	44,675.00
NLC Institutional Support	C50949	College Services Coord	Zachary Harding	115001	855005	61021	5010	100	1.00	42,808.00
NLC Institutional Support	P50504	College Events Coord		115001	855005	61012	5010	100	1.00	-
NLC Institutional Support	P50599	Coord of College Risk Mgmt	Dawn Thompson	115001	855005	61012	5010	100	1.00	72,415.00
NLC Institutional Support	P50622	College Budget Officer	Debra Vega	115001	855005	61012	5010	100	1.00	95,260.00
NLC Institutional Support	P50623	College Events Coord	Javier Leal	115001	855005	61012	5010	100	1.00	67,072.00
NLC Institutional Support Total									5.00	277,555.00
NLC - CTTC	C00532	Admin Svcs Spec		115001	855010	61021	5010	100	1.00	-
NLC - CTTC	C50946	Admin Svcs Spec	Sherry Schott	115001	855010	61021	5010	100	1.00	45,213.00
NLC - CTTC	P00356	Advisor - Stu Success		115001	855010	61012	5010	100	1.00	56,763.00
NLC - CTTC	P50515	Sr Advisor - Stu Success		115001	855010	61012	5010	100	1.00	48,460.00
NLC - CTTC	P50517	Director of NLC CTTC	Sharon Nittinger	115001	855010	61012	5010	100	1.00	111,179.00
NLC - CTTC	P50605	Coord College Tech	Kristofer Breitenkamp	115001	855010	61012	5010	100	1.00	86,350.00
NLC - CTTC Total									6.00	347,965.00
Total Northeast Lakeview College									233.00	16,084,819.00

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

FTE salary budgets exclude approved Compensation and Talent adjustments.



All Funds Financial Structure



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



Ten Year Trend of Revenue Sources

10 YEAR COMPARISON OF REVENUES

FISCAL YEAR	STATE FUNDING (1) *	%	LOCAL TAXES	%	TUITION & FEES (2)	%	OTHER (3)	%	TOTAL
2015-2016 (5)	77,485,937	24.47%	132,979,101	41.99%	95,000,076	30.00%	11,190,494	3.53%	316,655,608
2016-2017 (5)	80,365,979	23.94%	148,539,505	44.25%	94,369,702	28.12%	12,377,561	3.69%	335,652,747
2017-2018 (5)	83,918,262	23.86%	156,508,206	44.50%	95,706,423	27.21%	15,535,361	4.42%	351,668,252
2018-2019 (5)	76,753,648	21.27%	167,473,259	46.41%	98,150,601	27.20%	18,472,904	5.12%	360,850,412
2019-2020 (5)	83,979,785	22.37%	178,390,458	47.51%	98,484,735	26.23%	14,598,905	3.89%	375,453,883
2020-2021 (5),(6)	87,270,037	22.07%	188,598,432	47.70%	97,640,160	24.70%	21,840,260	5.52%	395,348,889
2021-2022 (5),(6)	88,540,569	21.79%	198,786,795	48.93%	96,487,439	23.75%	22,461,554	5.53%	406,276,357
2022-2023 (5),(6)	76,606,931	17.96%	229,619,121	53.83%	98,188,229	23.02%	22,180,580	5.20%	426,594,861
2023-2024 (4)	116,781,416	23.18%	255,400,000	50.69%	115,676,313	22.96%	15,992,494	3.17%	503,850,223
2024-2025 (4)	114,021,642	21.57%	271,362,500	51.34%	125,175,849	23.68%	18,004,225	3.41%	528,564,216

(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

(6) Actual revenues now include CoSA funds (199xxx); ACFR reclassing expenses in FY21; prior years tie to corresponding ACFRs and are not restated

Note: State Funding (1) includes State Paid Benefits for All Years

* 2015-16/2016-17 State Funding includes Veteran's Assistance Center \$4.5M per year

2017-18/2018-19/2019-20 State Funding includes Veteran's Assistance Center \$4.1M per year

2021-22/2022-23/2023-24 State Funding includes Veteran's Assistance Center \$3.9M per year

2024-2025 State Funding includes Veteran's Assistance Center \$3.9M per year



Financial Policies and Procedures

C.1.3 (Policy) Appropriations and Revenue Sources
Board Action/Amendment: 12/13/2022

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 public or 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.

The Chancellor may establish procedures appropriate to manage the solicitation, acceptance and management of grants from public and private sources. Applications for grants which, if awarded, would require an exception to College District policies or procedures, such as, for example, compensating College District employees in a manner that is not consistent with the College District's Employee Classification and Compensation Regulations, redirecting all or a substantial portion of their time from assigned to grant-related activities, and/or requiring establishment of institutionally funded positions or fractions of positions, must be reviewed and approved by the Office of Legal Services prior to submission to the prospective grantor. When not specified by the grantor, funds or other property donated, or the income therefrom, may be expended in any manner authorized by law and College District policies and procedures.

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.

Legal Reference - TACC Policy Reference Manual

CAAA(LEGAL) State and Federal Revenue Sources: State

CAAB(LEGAL) State and Federal Revenue Sources: Federal

CAD(LEGAL) Appropriations and Revenue Sources: Bond Issues

CAE(LEGAL) Appropriations and Revenue Sources: Time Warrants

CAF(LEGAL) Appropriations and Revenue Sources: Certificates of Indebtedness

CAG(LEGAL) Appropriations and Revenue Sources: Revenue Bonds and Obligations

CAH(LEGAL) Appropriations and Revenue Sources: Loans and Notes

CAI(LEGAL) Appropriations and Revenue Sources: Ad Valorem Texas

CAIB(LEGAL) Appropriations and Revenue Sources: Appraisal District

CAK(LEGAL) Appropriations and Revenue Sources: Investments

CAL(LEGAL) Appropriations and Revenue Sources: Sale, Trade or Lease of

College-Owned Property

CAM(LEGAL) Appropriations and Revenue Sources: Grants, Funds, Donations from
Private Sources

CAN(LEGAL) Appropriations and Revenue Sources: Rentals and Services Charges

CB(LEGAL) Depository of Funds

CC(LEGAL) Annual Operating Budget

BAA(LEGAL) Board Legal Status: Powers, Duties, Responsibilities



C.1.4 (Policy) Budget

Board Action/Amendment : 11/09/2019

Annual Budget

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

Scope

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

Budget Principles

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

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

Budget Adjustments and Reallocations

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

Line Item Groups

The line item groups are:

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

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

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

Budget Amendments

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



Savings Incentive Program

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

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

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

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

Fund Balance

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



C.1.4.1 (Procedure) Annual Operating Budget
Board Action/Amendment : 11/09/2019

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 % (1/4 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.

Legal Reference - TACC Policy Reference Manual

CAAA(LEGAL) - State and Federal Revenue Sources: State

CAAB(LEGAL) - State and Federal Revenue Sources: Federal

CC(LEGAL) - Annual Operating Budget



C.1.5 (Policy) Purchasing and Acquisitions
Board Action/Amendment: 5/21/2024

Best Value

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

Purchasing Authority Delegation

The Board delegates to the Chancellor and to Purchasing & Contract Administration the authority to determine the method of purchasing pursuant to state law (excluding only Subchapters C (Construction Manager-Agent Method) and E (Design-Build Method) of Texas Government Code Chapter 2269, and to make budgeted purchases. The Chancellor or Purchasing & Contract Administration shall serve as hearing officer for proposer complaints regarding specifications or other elements of the procurement process. The Board of Trustees delegates authority to Purchasing & Contract Administration to award purchase orders and contracts up to \$200,000 in any 12-month period, subject to full compliance with all applicable Texas state procurement laws, Board policies, Alamo College procedures and any applicable grant or other funding requirements. The threshold for compliance with the competitive procurement requirements shall be as specified by Texas state procurement laws (currently \$50,000 in any rolling 12-month period), and the approval of purchases not expected to exceed \$200,000 for any twelve-month period are delegated to the Chancellor and Purchasing & Contract Administration.

Board-Awarded Purchases

Purchases over \$200,000 in any 12-month period must have the approval of the Board of Trustees. Purchasing & Contract Administration will prepare and submit a Minute Order for consideration and action by the Board of Trustees, through the office of the Vice Chancellor for Finance & Administration, with the concurrence from the Vice Chancellor or College President.

Competitive Purchases

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

- (1) competitive bidding for services other than construction services;
- (2) competitive sealed proposals for services other than construction services;
- (3) a request for proposals, for services other than construction services;
- (4) an interlocal contract;
- (5) a method provided by Chapter 2269, Government Code, for construction services;
- (6) the reverse auction procedure as defined by Section 2155.062(d), Government Code; or
- (7) the formation of a political subdivision corporation under Section 304.001, Local Government Code.

Competitive Purchase Specifications

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



Competitive Procurement Evaluation

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

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



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

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



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

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

Sole Source Purchases

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

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

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

Professional Services

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

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

Receipt of Electronic Bid or Proposal Responses

Purchasing & Contract Administration shall adhere to rules to ensure security and confidentiality for receiving Bids or Proposal through electronic transmission pursuant to Texas Education Code Section 44.0313, which shall ensure that the electronic bids or proposals remain effectively unopened until the time identified within the solicitation. Purchasing and Contract Administration shall determine the circumstances under which paper responses will be accepted consistent with the requirements of applicable law.

Change Orders

If a change in plans or specifications is necessary after the performance of a contract is begun or if it is necessary to decrease or increase the quantity of work to be performed or of materials, equipment, or supplies to be furnished, Purchasing & Contract Administration may approve change orders making the changes. The total



contract price may not be increased because of the changes unless additional money for increased costs is in the budget for that purpose from available money or is provided for by the authorization of the issuance of time warrants.

Purchases or contracts approved by the Board with an amount of \$200,000 - \$999,999: Purchasing & Contract Administration is delegated authority to change executed purchase orders or contracts, except that prior Board approval is required for any change order or amendment providing for an increased District financial commitment that causes the total of all increases since the original or most recent Board-approved amount to exceed \$200,000. These principles shall not apply only if authority to exceed the approved amount is expressly delegated by the Board or an exception is expressly adopted by the Board for that contract.

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

Communication with Contractors, Consultants, and Other Vendors

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

Responsibility for Debts

The Board shall assume responsibility for debts incurred in the name of the College District so long as those debts are for purchases made in accordance with adopted Board Policy and current administrative procedures. Persons making unauthorized purchases may be responsible for all such debts.

Authorized Purchases

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

Exclusive Purchase Commitments & Contract Execution Authority

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

Emergency Purchases

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



State and Cooperative Purchases

The Board authorizes the Chancellor or Purchasing & Contract Administration to approve state and cooperative contract purchases. Purchasing & Contract Administration shall report each such purchase of \$200,000 or more to the Board on a monthly basis.

Verifying Purchases

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

Detailed Purchasing Procedures

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

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

It is the policy of Alamo Colleges to encourage the use of Small, Minority, Women, and/or Veteran-Owned Business Enterprises as herein below defined to assist in the implementation of this policy through race, ethnicity, and gender-neutral means. The purpose of this program is to ensure that SMWVBE's are provided the maximum practicable opportunity to participate in all purchasing and contracting opportunities.

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

The Vice Chancellor for Finance and Administration will establish the Alamo Colleges Aspirational Goal for the SMWVBE Program based on an analysis of projected annual purchases and a survey of available SMWVBEs registered with the Alamo Colleges and/or the South Central Texas Certification Agency. The primary means for achieving the Aspirational Goal will be through race- and gender-neutral principles.

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

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



Local Suppliers

There is no statutory authorization for the Alamo Colleges District to give consideration to a vendor in a competitive procurement due to the location of its principal place of business, as there is for cities and certain other local governments. The Alamo Colleges District will utilize the existing authority to advance the objective to the extent permissible.

Working together, Requisitioners and Purchasing & Contract Administration will assess purchase requirements for:

Competitive Purchases (\$50,000 or more) - establish minimum qualifications for awarding to local suppliers when service requirements require a local a provider (as with some maintenance or other services) due to response time, accessibility, etc.; and Informal (under \$50,000) and COOP Purchases - select from local suppliers considering our requirements and vendor availability.



C.1.7 Investments (Policy)

Board Action/Amendment: 10/24/2023

General

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

Scope

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

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

Objectives

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

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

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

Management of Funds

Delegation of Authority

The Board retains ultimate responsibility as fiduciaries of the assets of the College District. The Associate Vice Chancellor of Finance and Fiscal Services is designated as the investment officer of the College District by Board authority delegated through the Chancellor. In the absence of the Associate Vice Chancellor of Finance and Fiscal Services, the Vice Chancellor for Finance and Administration is deemed to be the investment officer. The investment officer shall be responsible for the investment of funds consistent with the investment policy adopted by the Board. The Associate Vice Chancellor of Finance and Fiscal Services may delegate management responsibility for daily investment transactions to the Controller or Treasurer.

[Texas Government Code Section 2256.005(f)]

External Advisory Services

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



or extension of the contract must be made by the Board by resolution. The firm must disclose any significant litigation relating to the firm's integrity or abilities. Subject to the provisions of the professional services contract, advisory firms can be terminated by the Board at any time. [Texas Government Code Section 2256.003(b)]

Standards of Care

Standards of Care

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

Training

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

Internal Controls

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

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

Roles and responsibilities of the participants in the investment process of the College District are outlined in **Appendix 2**.

The investment officer will establish a process for a compliance audit at least once every two years by the College District's internal auditor or by a private auditor, the results of which are reported to the state auditor no later than January of each even-numbered year.

[Texas Government Code Section 2256.005 (n)]

Quarterly reports will be reviewed at least annually by an independent auditor reporting to the Board of Trustees. This will be done as part of the annual external audit process. [Texas Government Code Section 2256.023 (d)]



Investment Strategies

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

Operating Funds

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

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

Debt Service Funds

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

Debt Service Reserve Funds

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

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

Construction Funds and Unexpended Plant Funds

Investment strategies for construction funds and unexpended plant funds must assure that anticipated cash flows are matched with adequate investment liquidity. All security types authorized for Operating funds within this policy are considered suitable investments for the investment of Construction Funds and Unexpended Plant Funds,



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

Other Funds

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

Authorized Investments

Operating Funds

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

- i. Obligations of the United States, including letters of credit, or its agencies and instrumentalities;
- ii. Direct obligations of the State of Texas or its agencies and instrumentalities;
- iii. Other obligations, the principal and interest of which are unconditionally guaranteed or insured by, or backed by the full faith and credit of, the State of Texas or the United States or their respective agencies and instrumentalities including any security type insured by the Federal Deposit Insurance Corporation (FDIC);
- iv. Obligations of states, agencies, counties, cities, and other political subdivisions of any state rated as to investment quality by a nationally recognized investment rating firm not less than A or its equivalent;
- v. Certificates of Deposit and Share Certificates issued by a depository institution that has its main office or a branch office in Texas or through a broker that has its main office or a branch office in Texas and is included on the authorized broker list. These may be purchased without limit from a domestic bank if the principal and accrued interest is insured by the FDIC, is fully secured by an FHLB Letter of Credit, or collateralized by securities as provided for in this policy (see “Collateralization”). t. Certificates of Deposit (CDs) may be placed with banking institutions which offer competitive and documented interest rates, both at or above interest rates available on government securities to similar maturity dates. Since it may not possible to obtain competitive CD offers, documentation detailing the best available alternatives at time of purchase is required;
- vi. Collateralized Repurchase Agreements. Execution of a Master Repurchase Agreement, approved by the Legal Department, is required prior to the purchase of this investment. Investments must have a defined termination date and be secured by a combination of cash and obligations as described by Section 2256.009(a) (1) of the Texas Government Code. The securities being purchased to be pledged to the College District, held in the College District’s name and deposited at the time the investment is made; and, is placed through a primary government securities dealer, as defined by the Federal Reserve or a financial institution doing business in the State of Texas; The term of any single repurchase agreement may be made coterminous with the need to expend bond proceeds, provided the purchase agreement allows for multiple draws at the College District’s discretion and the maturity date does not exceed the expected final expenditure date.;
- vii. Bankers’ Acceptances. Investment must have a 270 day or less stated maturity from date of issuance and be liquidated in full by stated maturity, be acceptable as collateral for borrowing by a federal



- reserve bank, and be accepted by a bank rated at least A-1 and P-1 or equivalent by a Nationally Recognized Statistical Rating Organization ("NRSRO");
- viii. Commercial Paper. Commercial paper must have a stated maturity of 270 days or less, and be rated at least A-1 or P-1 or equivalent, either by two NRSROs, or by a single NRSRO if it is also fully secured by an irrevocable letter of credit issued by a domestic bank. Both taxable and municipal commercial paper are authorized;
 - ix. No-Load Money Market Mutual Fund. Fund must be regulated by the Securities and Exchange Commission (SEC"); have a dollar-weighted average stated maturity of 60 days or less; and include in its investment objectives the maintenance of a stable net asset value of \$1 for each share. Such investments may not exceed, in the aggregate, more than 15 percent of the College District's monthly average fund balance, excluding bond proceeds and reserves and other funds held for debt service, and the investment in any single mutual fund may not exceed 10 percent of the total assets of the Mutual Fund;
 - x. No-Load Mutual Fund. Fund must be registered with the SEC; have an average weighted maturity of less than two years; be invested exclusively in obligations approved by this policy; be continuously rated as to investment quality by at least one nationally recognized investment rating firm of not less than AAA or its equivalent; and conform to the requirements set forth in Section 2256.016 of the Texas Government Code relating to the eligibility of investment pools to receive and invest funds of investing entities. The investment in any single mutual fund may not exceed 10 percent of the total assets owned or controlled by the College District, including bond proceeds and reserves and other funds held for debt service;
 - xi. No-Load Mutual Fund. Fund must be registered with the SEC; have an average weighted maturity of less than two years; be invested exclusively in obligations approved by this policy; be continuously rated as to investment quality by at least one nationally recognized investment rating firm of not less than AAA or its equivalent; and conform to the requirements set forth in Section 2256.016 of the Texas Government Code relating to the eligibility of investment pools to receive and invest funds of investing entities. The investment in any single mutual fund may not exceed 10 percent of the total assets owned or controlled by the College District, including bond proceeds and reserves and other funds held for debt service;
 - xii. Public Fund Investment Pools. Public funds investment pools must be specifically authorized by the Board through resolution, and are subject to the limitations of PFIA Section 2256.016;
 - xiii. Interest bearing bank savings deposits issued by state and national banks or savings bank or a state or federal credit union (having their main or branch office in Texas) that are guaranteed or insured by the Federal Deposit Insurance Corporation or National Credit Union Share Insurance Fund (or their successor organizations) or secured by an FHLB Letter of Credit. Also included are collateralized interest-bearing savings deposit that have secured the uninsured portion of deposits with pledged collateral as provided for in this policy (see "Collateralization")
 - xiv. Bank Sweep Accounts. Investments in bank sweep accounts are permitted provided they offer daily liquidity and invested in compliance with this Policy.

Debt Service/Reserve/Construction Funds

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

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



Other Funds

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

Financial Institutions and Broker/Dealers

All investment transactions require that competitive bids or offers be received from at least three (3) qualified broker/dealers or investment providers in accordance with Texas law. If the College District has hired an Investment Advisor, the advisor shall obtain and document competitive bids and offers on all transactions and present these to the College District as part of its standard trade documentation. (This section excludes transactions with money market mutual funds and public funds investment pools, which are deemed to be made at prevailing market rates).

The Board must adopt and annually review a list of qualified dealer/brokers authorized to engage in investment transactions with the College District. [Texas Government Code Section 2256.025] A written copy of this investment policy shall be presented to any business organization defined as an investment pool or investment management firm under contract to manage the College District's portfolio with discretionary authority. [Texas Government Code Section 2256.005(k)]. A Qualified representative [Texas Government Code Section 2256.002(10)] of the business organization must execute a written instrument substantially to the effect that the registered principal has received and thoroughly reviewed the investment policy of the College District and acknowledged that the organization has implemented procedures and controls in an effort to preclude transactions that are not authorized by this policy. [Texas Government Code Section 2256.005(k)] Form C.1.7.F Texas Public Funds Investment Act Certification by Dealer may be used to satisfy this requirement.

Safekeeping and Custody

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

Collateralization

The College District shall require full collateralization of funds on deposit with depository institutions, other than investments, in accordance with the Texas Government Code, Chapter 2257. In order to anticipate market changes and provide a level of security for all funds, the collateralization level shall be at least 100% percent of market value of principal and accrued interest on the deposits, less any amount insured by the FDIC. Collateral should be repriced daily. This collateral will be held by a third party and not be subject to any security interest, lien or right of set-off by the third party. Bank deposits and repurchase agreements often require collateral substitution. If the District has a contractual agreement with an independent third-party custodian, this custody agent shall permit collateral substitution provided that the total value of the new securities maintains a market value equal to or greater than the required collateral level. Collateral used to secure direct bank deposits shall be monitored no less than monthly. [Texas Government Code Sections 2257.021, 022,023]

Other

Monitoring Market Prices

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



Credit Downgrades

Procedures shall be maintained by the investment officer to monitor rating changes in investments (reference Appendix 2 Roles and Responsibilities). [Texas Government Code Section 2256.005(b)4(f)]. It is not a requirement to liquidate an investment that was an authorized investment at the time of purchase [Texas Government Code Section 2256.017]; however, the investment must be evaluated by the investment officer to determine if it is prudent to liquidate. Investments that are downgraded to less than the required minimum credit rating should be liquidated in a prudent manner. [Texas Government Code Section 2256.021]

Securities Lending

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

Reporting

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

- i. For separate investments: detailed investment position including type of asset, book and market value, maturity and accrued interest
- ii. For each pooled fund group or mutual fund: name of pooled fund, ending book and market value, and accrued interest
- iii. For all investments: dollar-weighted average maturity
[Texas Government Code Section 2256.023]

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

Policy Review

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

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

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



Sources:

Public Funds Investment Act, Texas Government Code Chapter 2256 Public Funds Collateral Act,
Texas Government Code Chapter 2257

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

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

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

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

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



Appendix 2 (Procedures) Roles and Responsibilities

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



C.2.3 (Policy) Facilities and Grounds Management
Board Action/Amendment: 8/16/2022

Maintenance and Operations

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

Preventive Maintenance

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

Funding

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

Administration

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

Naming Facilities

The ultimate authority for naming College District property rests with the College District Board of Trustees.

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

Criteria for Naming Facilities

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

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

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

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



Authority and Recommendations

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

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

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

Facilities Planning

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

Construction Management

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

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

Project Administration

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

Change Orders

Change orders of \$200,000 and over shall be reviewed and recommended by the building committee of the Board before submission to the full Board for approval.

If less than \$200,000, change orders shall be approved by the Chancellor or designee provided that the originally approved contract amount, plus contingency, is not exceeded.

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

Environmental Protection

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

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



C.2.3.1 (Procedure) Preventive Maintenance
Board Action/Amendment: 7/25/2019

Preventive Maintenance Program

In order to ensure a continuous high level of care that protects taxpayer investments in facilities and installed equipment, College District administration shall prepare, budget, and execute an annual preventive maintenance program.

Definition

Preventive maintenance is the recurrent, day-to-day, periodic, or scheduled work required to preserve the physical integrity or usefulness of a real property facility. It includes work required to maintain, repair, restore, replace-in-kind or alter facilities or components thereof which have deteriorated or require upgrading or modernization, to a condition that the facility or component may be used effectively for its designated or intended purpose.



C.3.1 Debt Management (Policy)
Board Action/Amendment: 5/21/2024

General

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

Scope

Within the applicable laws of the State, the College District may enter into debt obligations to finance the construction or acquisition of buildings and infrastructure and other assets, to finance maintenance of existing facilities, to purchase land and personal property, 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 Public Facility Corporation created by the College District. This Policy applies to all debt issued regardless of the purpose for which issued or the funding source for repayment. The Vice Chancellor for Finance and Administration is responsible for the debt management for the College District. Responsibility for the operational activity related to management of debt may be delegated to the Associate Vice Chancellor of Finance and Fiscal Services (AVC), or Treasurer.

Objectives

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

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

Available Borrowing Methods

General Obligation Bonds

These bonds are issued for the acquisition of land, building construction costs, and the furnishing and equipping of buildings. The College District secures these bonds through levying, assessing and collecting ad valorem taxes sufficient to pay the principal and interest when due provided that the annual bond tax rate will never exceed the State statutory limit or the limits established by the College District’s qualified voters. The College District’s statutory maximum tax rate is established pursuant to Section 130.122, as amended, Texas Education Code at \$1.00 per \$100 of taxable assessed value (of which a maximum of \$0.50 may be utilized for debt service purposes). However, the College District’s qualified voters limited the total tax rates - maintenance and operations (“M&O”) and debt service- to a combined amount not to exceed \$0.25 per \$100 of taxable assessed value at an election held on September 30, 1952. General Obligation bonds require voter authorization.

Maintenance Tax Notes

The College District may issue notes that are secured by and payable by the College District’s maintenance and operations tax, but may be paid from any lawfully available funds of the College District. Repayment may be made through either ad-valorem tax revenues or non-tax revenues. This Notes will be used for furnishing and



equipping existing buildings, and for making renovations and repairs at existing facilities. Maintenance Tax Notes do not require voter authorization.

Revenue Bonds

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

Lease Revenue Bonds

Under Chapter 303 of the Texas Local Government Code, the College District is authorized to establish a Public Finance Corporation (“PFC”). This corporation has the authority to issue bonds to construct facilities for the College District without an election. The College District would lease these facilities from the PFC to pay the debt service on the bonds issued by the PFC. These bonds are payable based upon an annual appropriation from lawfully available funds, including from M&O tax revenues. The funds may be used for construction, furnishing, and equipping the new facilities. Public notice must be given prior to entering into a contract for the use or purchase or other acquisition of the improvements, which permits a petition process to require an election.

Refunding Bonds

All or any part of the College District’s outstanding bond issues may be refunded or refinanced.

Other

From time to time, other financing options may be considered, including:

Contract Revenue Bonds

Capital improvements may be financed through Contract Revenue Bonds, which requires the District to enter into a contract with a third party entity. These bonds are payable from either taxes, revenues, or both. Voter approval is not required

Taxable Debt

Taxable debt may be used for all or part of a debt issue and to comply with limitations imposed by the Internal Revenue Code of 1986, as amended (the “Code”). Taxable debt may also be issued for refunding if the net present value as a percentage of the par amount of the refunded bonds is at least 5% and the refunded tax-exempt issue cannot be advance refund on a tax-exempt bases per the Code.

Private Placements

Private placements are sold directly to investors. They can be short or medium term, fixed or floating rate, and the term will not exceed the useful life of the financed assets. Private placements may be used for financing specific assets or programs when it provides more advantageous terms than the capital markets, has a favorable structure, and financing is needed more quickly than what may be obtained through a public offering.

Alternative Structures

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

Debt Management Plan

Annually, a Debt Management Plan (the “Plan”) will be presented to the Board of Trustees by the Vice Chancellor of Finance and Administration or the Associate Vice Chancellor of Finance and Fiscal Services.



Developed in conjunction with the College District's Financial Advisor, this Plan will include information on the current debt outstanding; any previously approved but not settled financing activities, and borrowing capacity. It will include anticipated financings needs related to the Capital Improvement Program ("CIP") or other funding needs.

When the CIP requires a debt issuance for which a market opportunity is realized, a Parameter Order with reference to a specific debt issuance will be submitted for approval, allowing the President- Board of Trustees, the Secretary- Board of Trustees, Chancellor, Vice Chancellor for Finance and Administration or Associate Vice Chancellor of Finance and Fiscal Services to commit to certain financing decisions. The Parameter Order allows the execution of a pricing certificate evidencing final sale terms of a debt financing. The Parameter Order provides flexibility for the College District's Administration to react when market conditions warrant. Parameter orders will be limited as to size and scope to comply with State law and per direction by the Board of Trustees.

Conditions for New Money Debt Issuance

The timing of borrowing will be structured to meet the needs of the District and to minimize the effect of negative arbitrage. When the investment earnings on borrowed proceeds are below the cost of borrowing, borrowed capital may have to be increased to provide sufficient funds to pay project expenses. Since this practice increases the cost and limits the productivity of borrowed capital, the College District will seek to minimize negative arbitrage where practical.

Any external borrowing will be coordinated to the extent possible so that multiple project needs can be accommodated in a single borrowing. Under a Parameter Order for a specific new money debt, the President- Board of Trustees, Secretary- Board of Trustees, Chancellor, Vice Chancellor for Finance and Administration or Associate Vice Chancellor of Finance and Fiscal Services may proceed with a new money debt issuance if the appropriate conditions are met as set forth in the Parameter Order.

Conditions for Debt Refunding

Periodic reviews of outstanding debt will be undertaken to determine refunding opportunities. Refunding will be considered based on economic benefit, or as needed to alter covenants, restructure debt, or stabilize the tax rate. Current refunding require at least a 3% net present value savings as a percentage of the par amount of the refunded bonds to be considered. Other factors should be considered, such as reinvestment rates and impact on the structure of the escrow. The 3% threshold rates may be disregarded under a refunding done solely for business reasons, such as for restructuring purposes. The term of the refunding bonds should not exceed the term of the bonds being refunded unless the debt is being restructured. Under a Parameter Order for a refunding bond, the President- Board of Trustees, Secretary- Board of Trustees, Chancellor, Vice President for Finance and Administration or Associate Vice Chancellor of Finance and Fiscal Services may proceed with a debt refunding if the appropriate conditions are met as set forth in the Parameter Order.

Conditions for Debt Defeasance

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

Parameters for Debt Issuance

The term of debt will typically be for 20 years or less and will not generally exceed 30 years. Debt will be issued either on a fixed or variable rate basis. The College District will normally seek to avoid the use of capitalized interest.



In general, debt should be issued with the earliest optional redemption date that is determined to be cost-effective. Typically, debt with a final maturity beyond ten years will be structured with an optional redemption in nine or ten years at par. Debt may be structured with serial or term bonds or any combination thereof.

Method of Sale

The District may sell bond/notes through either a negotiated or a competitive sale. If a negotiated sale is done, the firms in the selling syndicate will be selected from an approved underwriting pool.

Selection of Consultants

The College District will select its municipal advisor, investment banking firms, disclosure and arbitrage rebate compliance specialists through the issuance of Request For Qualifications (RFQ). It is preferable that the services for disclosure and arbitrage rebate compliance be within the scope of the municipal advisor. Bond counsel will be selected pursuant to a Request for Qualifications process as set forth in Section 1201.027, Texas Government Code. Investment banking firms will be retained in an “underwriting pool” for a period of five years (one year plus four annual renewals) prior to a new RFQ being issued. The underwriting syndicate for each open market bond issuance will be chosen from this pool. The selection of the Senior Manager and each syndicate member will be based upon:

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

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

Compliance Reporting/Procedures

Continuing Disclosure

The College District will comply with SEC Rule 15c2-12 by filing directly or through a third party dissemination agent with the Municipal Securities Rulemaking Board using its Electronic Municipal Market Access system annual financial statements and certain required financial and operating data and material event notices.

Arbitrage Rebate Compliance

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

Rating Agencies

The Associate Vice Chancellor of Finance and Fiscal Services is responsible for maintaining the primary relationship and communicating with the national rating agencies. This communications effort includes providing periodic updates on the College District’s general financial condition along with coordinating meetings and presentations in conjunction with debt issuances.

The College District will request a rating from at least two major rating agencies prior to the issuance of open market transactions.

Investment of Bond Proceeds

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

Policy Review

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

References:

Texas Education Code Section 130 (130.121130.130), Section 45.108

Chapters 1201, 1207, and 1371, Texas Government Code

Local Government Code, Chapter 303

SEC Rule 15c2-12 (as amended)

SEC Rule 15Ba1-1(d) (3) (vi).

Internal Revenue Code of 1986

Treasury Regulation section 1.141-12



FY 25 CC High-Demand Fields for Formula Funding¹

The list of high-demand fields for FY 25 was assembled from a list of the occupations that provide at least a median wage, require education or training beyond high school but below a bachelor's degree, and are projected to experience the most growth in each of the 10 higher education regions. These occupations are based on data from the Texas Workforce Commission. Every academic field associated with those occupations was added to the list of high-demand fields.

High-demand fields combine the critical fields under the legacy student success points system with additional fields determined through the new methodology described above.

FY 2025 Community College Formula Funding: High-Demand Fields

Fundable credentials of value in the following CIP codes qualify for the "high-demand" bonus in the performance tier – Updated 8/13/24

CIP Code	Field
0101	Agricultural Business and Management
0182	Veterinary Administrative Services
0183	Veterinary/Animal Health Technologies/Technicians
1003	Graphic Communications
1102	Computer Programming
1105	Computer Systems Analysis
1107	Computer Science
1109	Computer Systems Networking and Telecommunications
1110	Computer/Information Technology Administration and Management
1204	Cosmetology and Related Personal Grooming Services
1302	Bilingual, Multilingual, and Multicultural Education
1310	Special Education and Teaching
1312	Teacher Education and Professional Development, Specific Levels and Methods
1313	Teacher Education and Professional Development, Specific Subject Areas
1314	Teaching English or French as a Second or Foreign Language
1504	Electromechanical and Instrumentation and Maintenance Technologies/Technicians
1505	Environmental Control Technologies/Technicians
1517	Energy Systems Technologies/Technicians
1905	Foods, Nutrition, and Related Services
1907	Human Development, Family Studies, and Related Services
3019	Nutrition Sciences
4301	Criminal Justice and Corrections
4304	Security Science and Technology
4501	Social Sciences, General
4603	Electrical and Power Transmission Installers
4604	Building/Construction Finishing, Management, and Inspection
4605	Plumbing and Related Water Supply Services
4702	Heating, Air Conditioning, Ventilation and Refrigeration Maintenance Technology/Technicians
4703	Heavy/Industrial Equipment Maintenance Technologies

¹ See [THECB High-Demand Fields FY25](#)



CIP Code	Field
4704	Precision Systems Maintenance and Repair Technologies
4707	Energy Systems Maintenance and Repair Technologies/Technicians
4902	Ground Transportation
4903	Marine Transportation
5106	Dental Support Services and Allied Professions
5107	Health and Medical Administrative Services
5108	Allied Health and Medical Assisting Services
5109	Allied Health Diagnostic, Intervention, and Treatment Professions
5110	Clinical/Medical Laboratory Science/Research and Allied Professions
5115	Mental and Social Health Services and Allied Professions
5118	Ophthalmic and Optometric Support Services and Allied Professions
5126	Health Aides/Attendants/Orderlies
5131	Dietetics and Clinical Nutrition Services
5135	Somatic Bodywork and Related Therapeutic Services
5138	Registered Nursing, Nursing Administration, Nursing Research and Clinical Nursing
5139	Practical Nursing, Vocational Nursing and Nursing Assistants
5202	Business Administration, Management and Operations
5203	Accounting and Related Services
5204	Business Operations Support and Assistant Services
5217	Insurance



Functional Category Descriptions

The following functional expense categories align with NACUBO (National Association of College and University Business Officers) and IPEDS (Integrated Postsecondary Education Data System) definitions of functional expense categories.

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.

2xxx Public Service

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

- Lectures
- Seminars and Workshops
- Planetarium operations

3xxx Academic Support

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

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

**4xxx Student Services**

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

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

5xxx Institutional Support

This category includes salary and operating expenditures for:

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

6xxx Operations and Maintenance of Plant

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

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

**7xxx Scholarships and Fellowships**

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

This category includes Institutional and Trustee.

Certain Payments to Students are not Scholarships and Fellowships:

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

8xxx Auxiliary Enterprises

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

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



Tuition and Fee History

**ALAMO COLLEGE DISTRICT
10 YEAR TUITION AND FEE SCHEDULE SUMMARY
By Fall Semester**

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Tuition per Sem Hour										
In-District	\$70	\$73	\$86	\$86	\$99	\$99	\$99	\$99	\$109	\$109
Out-of-District	\$185	\$194	\$202	\$202	\$215	\$215	\$215	\$215	\$225	\$180
eRate (100% online)									\$180	\$180
Non-Resident	\$358	\$376	\$453	\$453	\$466	\$466	\$466	\$466	\$476	\$327
Student Support Service Fee			\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Student Activity Fee *			\$1	\$3	\$3	\$3	\$3	\$3	\$3	\$3
International Education Fee			\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1

* Per Credit Hour

Online eRate Tuition (Students taking courses in a 100% online program with no classes on-campus):

- \$109 per SCH for In-District,
- \$180 per SCH for Out-of-District or
- \$180 per SCH for Non-Texas Non-Resident
- \$327 per SCH for International Non-Resident

Expanded Summer Momentum Plan (ESMP):

- 9 SCHs for Alamo Colleges students enrolled in Fall 2024 and Spring 2025 taking a minimum 24 SCH combined for Fall and Spring terms.
 - 6 SCHs for Alamo Colleges students enrolled in Fall 2024 and Spring 2025 taking a minimum 18 SCH combined for Fall and Spring terms.
 - 3 SCHs for Alamo Colleges students enrolled for the first time in Spring 2025 taking a minimum 6 SCH.
- Free hours must be taken in the Summer term immediately following the Fall and Spring terms, which qualified the student for the SMP.



FY25 Budget-Related Board Minute Orders/Approved Minutes

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

Board Minute Order Index

Tuition and Fees Schedule for Fiscal Year 2025 (Fall 2024)	133
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Discussion and Possible Action on Tuition and Fee Schedule Effective Fall 2024

Presented to the Board Acting as Committee of the Whole on March 19, 2024 and now presented to the Board for approval on March 26, 2024.

MINUTE ORDER

"The Alamo Colleges District Board of Trustees hereby approve the attached Tuition and Fee Schedule for the Fiscal Year 2024-2025."

PURPOSE

The purpose of this action is to obtain approval for the Alamo Colleges District's Fiscal Year 2024-2025 Tuition and Fee Schedule for San Antonio College, St. Philip's College, Northeast Lakeview College, Northwest Vista College and Palo Alto College.

BACKGROUND

The attached schedule reflects the following:

- Decrease in tuition rate for:
 - Texas Out-of-District (Service Area+) Per Semester Credit Hour to \$180.00
 - Non-Texas/International Non-Resident Per Semester Credit Hour to \$327.00
- Expand Special Program Tuition Rates to the following Programs:
 - Cybersecurity – BAT
 - Cloud Computing – BAT
 - Dental Hygiene
 - EMT/Paramedic
 - Cardiac Sonography
 - Engineering
 - Power Generation & Alternative Energy

IMPLICATIONS

Financial: Tuition and Fee Revenue for FY 2025

Strategic Plan: Goals 1 and 3: Student Success and Performance Excellence

Human Resources: N/A

Attachment: Tuition and Fee Schedule, Effective Fall 2024; Presentation

Lisa L. Mazure, CPA, MSA, CGFM
Associate Vice Chancellor for FF&S

Dr. Thomas Cleary
Interim Vice Chancellor for Finance and Administration

Dr. Mike Flores
Chancellor



ALAMO
COLLEGES
DISTRICT



ALAMO COLLEGES DISTRICT SCHEDULE OF TUITION AND FEES Effective Fall 2024 FY 2024-2025		
Category		Amount
Tuition:		
Texas In-District (Bexar County) Per Semester Credit Hour	\$	109.00
Texas Out-of-District (Service Area+) Per Semester Credit Hour	\$	180.00
Non-Texas/International Non-Resident Per Semester Credit Hour	\$	327.00
Online e-Rate Tuition (Students taking 100% online courses with no classes on campus):		
Texas In-District (Bexar County) Per Semester Credit Hour	\$	109.00
Texas Out-of-District (Service Area+) Per Semester Credit Hour	\$	180.00
Non-Texas Non-Resident Per Semester Credit Hour	\$	180.00
International Non-Resident Per Semester Credit Hour	\$	476.00
Summer Momentum Plan (SMP):		
3 SCH for Alamo Colleges students enrolled for the first time in Spring 2024 taking a minimum of 6 SCH		Free
6 SCH for Alamo Colleges students enrolled in Fall 2023 and Spring 2024 taking a minimum of 18 SCH combined for Fall and Spring Terms		Free
9 SCH for Alamo Colleges students enrolled in Fall 2023 and Spring 2024 taking a minimum of 24 SCH combined for Fall and Spring Terms		Free
Free hours must be taken in the Summer term immediately following the Fall and Spring Terms, which qualified the student for the SMP		
Student Instructional Materials Fee:		
Instructional Materials Fee, assessed to all students.		Included in Tuition
The Colleges' contracted provider of all student course materials, including rental Textbooks, assesses a charge of \$19 per student credit hour, which is included in tuition.		
Student Activity Fee:		
Student Activity Fee, of \$3 per credit hour, will be assessed to all students.	\$	3.00
Student Support Service Fee:		
\$25 per semester, with a maximum of \$50 per Academic Year, which is non-refundable	\$	25.00
27 Hour Rule - Special Tuition:		
Students taking in excess of 27 hours of Developmental Education courses will be charged an additional rate of \$118 per hour for In-District and \$176 per hour for Out-of-District (Service Area+).		\$118/SCH In-District \$176/SCH Out-of-District
Any student, currently enrolled as of the official census date, who subsequently enrolls in a Flexible Entry class, within the same semester, will be assessed tuition as though another class was being added to the student's current load.		
3_Peat:		
Students registering, for a course for the third time, will be charged the rate of \$384 per hour.		
International Education Fee:		
International Education Fee, of \$1 per semester, will be assessed to all students.	\$	1.00



**ALAMO COLLEGES DISTRICT
SCHEDULE OF TUITION AND FEES
Effective Fall 2024
FY 2024-2025**

Alamo Colleges District Schedule of Special Tuition:

College	Program	Program Tuition Per Semester Credit Hour
PAC	Veterinary Technology	\$ 45.00
PAC	Cosmetology	\$ 31.00
SAC/SPC/PAC	Nursing – RN	\$ 165.00
SPC	Nursing – PN/LVN	\$ 136.00
SAC	BSN Nursing	\$ 250.00
SAC	Fire Science	\$ 41.00
SAC	Law Enforcement	\$ 13.00
SAC	Mortuary Science	\$ 23.00
SPC	Vision Care Technology	\$ 64.00
SPC	Automotive Technology	\$ 19.00
SPC	Bio-medical Equipment Technology	\$ 15.00
SPC	Computer Engineering Technology	\$ 9.00
SPC	Aircraft Technology	\$ 67.00
SPC	Diesel Technology	\$ 53.00
SPC	Air Conditioning	\$ 24.00
SPC	Plumbing	\$ 13.00
SPC	Construction Technology	\$ 16.00
SPC	Electrical	\$ 22.00
SPC/PAC	Welding	\$ 33.00
SPC	Automotive Collision	\$ 18.00
SPC/PAC	CNC Manufacturing Technology (Industrial Technology)	\$ 42.00
SWC/PAC	Advanced Manufacturing Technology (AMT)	\$ 55.00
SPC	Health Information Technology	\$ 57.00
SPC	Histology	\$ 97.00
SPC	Medical Laboratory Technician/ Phlebotomy	\$ 105.00
SPC	Occupational Therapy Assistant	\$ 64.00
SPC	Physical Therapist Assistant	\$ 78.00
SPC	Radiography	\$ 88.00
SPC	Respiratory Care	\$ 84.00
SPC	Surgical Technology	\$ 58.00
SPC	Sonography	\$ 148.00
SPC	Invasive Cardiovascular	\$ 110.00
SPC	Tourism, Hospitality and Culinary Arts (THCA)	\$ 18.00
SAC	EMT - Paramedic	\$ 150.00
PAC	Dental Hygiene	\$ 170.00
NVC	Cloud Computing BAT	\$ 70.00
SPC	Cardiac Sonography	\$ 148.00
SPC	Cybersecurity BAT	\$ 150.00
SPC/PAC	Engineering	\$ 40.00



**ALAMO COLLEGES DISTRICT
SCHEDULE OF TUITION AND FEES
Effective Fall 2024
FY 2024-2025**

Alamo Colleges District Schedule of Special Tuition (Continued):

College	Program	Program Tuition Per Semester Credit Hour
SPC	Power Generation & Alternative Energy	\$ 15.00
All	Music - Two-semester credit hour Private Music Lesson	\$ 75.00
All	Music - One-semester credit hour Private Music Lesson	\$ 95.00



**ALAMO COLLEGES DISTRICT
SCHEDULE OF TUITION AND FEES
Effective Fall 2024
FY 2024-2025**

ALAMO COLLEGES DISTRICT SCHEDULE OF REFUNDABLE, CONTINUING EDUCATION TUITION AND FEES

Auditing Fee	\$65.00
Continuing Education:	
Tuition	
Reimbursable Courses	\$2.90 - \$28/ Instrl. Hr.
Non-Reimbursable Course	Market Based
Apprenticeship Training	\$2.80/ Instrl. Hr.
Contract Courses	Market Based
Special fees may be charged depending on the course. All continuing education courses should fully recover direct and indirect costs.	
Continuing education classes, which have been advertised or related to existing contracts and grants may not reflect an increase until a future quarter or the expiration of the contract or grant.	
Community Service Program:	\$1.50 - \$3.50/ Instrl. hr.



**ALAMO COLLEGES DISTRICT
SCHEDULE OF TUITION AND FEES
Effective Fall 2024
FY 2024-2025**

ALAMO COLLEGES DISTRICT SCHEDULE OF FEES NON-REFUNDABLE FEES

Examination Fees:		
Advanced Standing Examination Fee: per credit hour	\$	99.00
CLEP	\$	20.00
Correspondence Exam	\$	20.00
Returned Check/ACH Return Fee	\$	35.00
Library Fines per day/per item (10 days max)	\$	-
Reserved Books: per day/per item (10 days max)	\$	1.00
College Prep Fee: per credit hour	\$	3.00
Installment Payment Plan:		
Administrative Set up Fee: per semester	\$	-
Late Fee, per each late payment	\$	10.00
Study Abroad Administrative Fee	\$	200.00
Foreign Student Application Fee	\$	100.00
Diploma (Duplicate)	\$	25.00
Transcripts (1st set free):		
Mailed	\$	10.00
Electronic	\$	5.00
Express		10 & \$35
ID Card Duplicate/Replacement	\$	10.00
Parking Fines:		
If paid within 10 days	\$	16.00
If not paid within 10 days	\$	21.00
If not paid within 20 days	\$	27.00
Scobee Admission		Varies
Student Processing Fee		
Transfer/Transient Evaluation	\$	100.00
SPC/SAC Internships- Accidental Insurance Coverage		Up to \$50

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



Discussion and Possible Action on Fiscal Year 2024-2025 All Funds Budget

Presented to the Board for approval at the Special Board Meeting on July 13, 2024

MINUTE ORDER

"The Board of Trustees hereby approves the Fiscal Year 2024-25 all funds budget with total projected revenues of \$811.3; restricted and plant fund balance outflow of resources of \$0; operating fund balance commitment of \$0; and total expenses of \$976.9 (Exhibit I)."

RECOMMENDATION:

"The Board of Trustees hereby approves the Proposed Fiscal Year 2024 - 2025 All Funds Budget with total revenues of \$811.3 million, with restricted revenues of \$282.7 million and general revenue of \$528.6 million; total expenses of \$976.9 million with restricted expenses of \$448.3 million and operating expenses of \$528.6 million; operating fund balance commitment of \$0 (Exhibit I)."

PURPOSE

Approval of the Proposed Fiscal Year 2024 – 2025 All Funds Budget includes all restricted accounts and operating budgets for Alamo Colleges District - San Antonio College, St. Philip's College, Palo Alto College, Northwest Vista College, Northeast Lakeview College and district-wide support operations. The Proposed Fiscal Year 2024 - 2025 Consolidated Operating and Capital Budget serves as a financial plan and guide for the Colleges and Departments to begin operations for the upcoming Fall 2024 semester. In January 2025, we will submit for approval budget adjustments for prior year balance roll forwards, fund balance updates and as necessary, revenue updates.

BACKGROUND

The 2024-25 fiscal year budget reflects a balanced budget with an emphasis on two key focal points: **our student learners**, by sustaining excellent instructional services and a full suite of wrap-around support services, and **our employees**, by maintaining competitive compensation and fringe benefits and other services aimed at retaining and supporting our talented workforce.

Key Assumptions for the FY25 budget include:

- Revenues
 - Projected 8.1% increase in projected enrollment
 - Increase of \$16.0 million in ad valorem tax revenue – 5.5% taxable assessed valuation growth (TAV) in Bexar County, and a 98% collection rate. Provides sustainable funding for student success strategies and Facilities Maintenance and Operations with no tax rate increase
 - State Appropriations, based on the new outcomes-based formula funding & weighting model, decreased \$3.0 million as the Texas Higher Education Coordinating Board (THECB) formula run utilizes THECB forecasted outcomes for FY25, with the opportunity for an adjustment in February 2025 if preliminary outcomes are greater than projected.
 - Investment Income increases \$3.2 million due to rising interest rates over the past ten months
- Expenses
 - Core operating expenses, providing essential personnel and services required to serve our students & talent including:
 - Instructional delivery and student support services, including advocacy centers at each college, enrollment coaches, certified advisors, and the accessibility to healthcare centers via on-campus and tele-medicine



ALAMO COLLEGES DISTRICT					
PROPOSED FY 2024-2025 BUDGET					
Description	FY24 Approved	FY25 Proposed	\$ Change	% Change	
General Operating Revenues					
M&O Property Tax Revenue	\$ 255.4	\$ 271.4	\$ 16.0	6.25%	
State Appropriations	116.8	113.8	(3.0)	-2.50%	
Tuition & Fees	102.9	110.4	7.5	7.30%	
All Other Revenue	28.8	33.0	4.2	14.50%	
<u>Additional Resources</u>					
Designated Fund Balance	-	-	-	-	
Total General Operating Revenues	\$ 503.9	\$ 528.6	\$ 24.7	4.9%	
Operating Expenses					
College Formula	\$ 190.6	\$ 201.9	\$ 11.2	5.9%	
ACCESS Formula	97.6	99.5	2.0	1.9%	
Facilities/Utilities	33.2	35.7	2.5	7.5%	
Preventative Maintenance	19.5	13.5	(6.0)	-30.8%	
Capital	5.3	5.3	-	0.0%	
College Non-Formula	10.2	13.1	2.9	28.4%	
Enterprise-wide	39.2	38.2	(1.0)	-2.6%	
Fringe Benefits	71.5	73.0	1.4	2.0%	
Student-Focused Strategies	36.7	34.9			
Talent Strategies	-	13.5			
Total Operating Expenses	\$ 503.9	\$ 528.6	\$ 24.7	4.9%	
Restricted Revenues					
Student Financial Aid	\$ 86.7	\$ 94.8	\$ 8.1	9.3%	
Federal, State & Non-Gov't Grants	40.6	40.6	-	0.0%	
Capital Projects	30.8	44.4	13.6	44.2%	
Debt Service	102.2	102.9	0.7	0.7%	
Total Restricted Revenues	\$ 260.3	\$ 282.7	\$ 22.4	8.6%	
Restricted Expenses					
Student Financial Aid	\$ 86.7	\$ 94.8	\$ 8.1	9.3%	
Federal, State & Non-Gov't Grants	40.6	40.6	-	0.0%	
Capital Projects	213.6	208.1	(5.5)	-2.6%	
Debt Service	102.2	104.8	2.6	2.5%	
Total Restricted Expenses	\$ 443.1	\$ 448.3	\$ 5.2	1.2%	

Figures shown above are presented in millions.



Discussion and Possible Action on Setting a Tax Rate for Fiscal Year 2024-2025

Presented at the Public Hearing Special Board Meeting on September 10, 2024.

MINUTE ORDER

“The Board of Trustees hereby approves, orders and adopts a Maintenance and Operations (M&O) tax rate of \$0.107760/\$100 of assessed valuation for FY 2024/25. The Board of Trustees hereby approves, orders and adopts a Debt levy tax rate of \$0.041390/\$100 of assessed valuation for FY 2024/25. These two actions result in a Combined tax rate of \$0.149150/\$100 of assessed valuation for FY 2024/25 which is greater than the No-New-Revenue tax rate of \$0.148260/\$100 of assessed valuation but less than the Voter-Approval tax rate of \$0.162714/\$100 of assessed valuation. THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE. THE TAX RATE WILL EFFECTIVELY BE RAISED BY 0.08 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$0.09. The referenced tax rate to be effectively raised by 0.08 percent is the maintenance and operations component of the Combined No-New-Revenue tax rate. The adopted Combined tax rate will exceed the No New Revenue tax rate by 0.60 percent and will raise combined taxes on a \$100,000 home by approximately \$0.89.”

PURPOSE

The Alamo Colleges District strives to make higher education readily affordable while making every effort to keep its tax rates as low as possible.

In accordance with the Debt Management Plan approved by the Board in May 2024, there is no recommended change to the property tax rate - the Combined rate will remain at \$0.149150/\$100 of assessed valuation. Because of the increase in taxable assessed value, this proposed Combined tax rate, although constant from last year, is higher than the calculated No-New-Revenue tax rate, and there is a resultant requirement for public notices and a public hearing prior to final approval of the tax rate.

BACKGROUND

For the 2024 tax rate, Alamo Colleges District has developed a stable rate strategy to address the fiscal needs of the college. The District's stable rate strategy results in the following:

- Debt Tax rate: No change to the debt portion of the tax rate because revenues produced are sufficient for required FY25 Debt Service Payments on Capital Improvement Program G.O. Bonds Maintenance Tax Notes.
- Maintenance & Operations Tax rate: No change to the M&O portion for a balanced operating budget funding inflationary cost pressure and strategic student success initiatives (AlamoADVISE, AlamoPROMISE, and continuing AlamoBOOKS+ which funds the costs of instructional materials for students).

The proposed Combined tax rate is \$0.149150/\$100 of assessed valuation. Because of the increase in property values, the calculated No-New-Revenue rate is now lower than current rate, requiring a public notice and hearing. The recommended M&O tax rate of \$0.107760/\$100 of assessed valuation is higher than the current year calculated No-New-Revenue tax rate of \$0.107675/\$100 of assessed valuation, but lower than the Voter-Approval rate of \$0.116289/\$100 of assessed valuation. The Debt rate of \$0.041390/\$100 of assessed valuation will raise the revenue needed for FY 2024/25 debt service payments and other actions per the approved FY 2025 Debt Management Plan. The Combined tax rate of \$0.149150/\$100 is higher than the No-New-Revenue tax rate of \$0.148260/\$100 of assessed valuation, but lower than the Voter-Approval rate of \$0.162714/\$100 of assessed valuation. Public notices and a public hearing are required prior to final approval of the tax rate when the proposed tax rate is greater than either the No-New-Revenue tax rate or the Voter-Approval tax rate (whichever is lower).

The requisite notices have been published, and this Public Hearing was convened as required by the Texas Tax Code.



IMPLICATIONS

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

Strategic Objective: Goal I Student Success and Goal III Performance Excellence

Attachments Exhibit A: Notice of Calculated Tax Rates
Exhibit B: Language for Motion

Lisa L. Mazure, Digitally signed by Lisa L.
Mazure, MSA CPA
MSA CPA Date: 2024.08.20 14:50:16
-05'00'

Lisa L. Mazure, MSA, CPA Date
Associate Vice Chancellor for
Finance and Fiscal Services

Dr. Mike Flores Date
Chancellor



ALAMO
COLLEGES
DISTRICT



Notice of 2024 Tax Rates

Property tax rates in ALAMO COMMUNITY COLLEGE DISTRICT. This notice concerns the 2024 property tax rates for ALAMO COMMUNITY COLLEGE DISTRICT. This notice provides information about two tax rates used in adopting the current tax year's tax rate. The no-new-revenue tax rate would impose the same amount of taxes as last year if you compare properties taxed in both years.

In most cases, the voter-approval tax rate is the highest tax rate a taxing unit can adopt without holding an election. In each case, these rates are calculated by dividing the total amount of taxes by the current taxable value with adjustments as required by state law. The rates are given per \$100 of property value.

- = This year's no-new-revenue tax rate: \$0.148260/\$100
- = This year's total voter-approval tax rate: \$0.162714/\$100

To see the full calculations, please visit home.bexar.org/tax for a copy of the Tax Rate Calculation Worksheet.

Unencumbered Fund Balance

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

Type of Fund	Balance
Interest & Sinking	17,644,076



Current Year Debt Service

The following amounts are for long-term debts that are secured by property taxes. These amounts will be paid from upcoming 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 GO Bonds	41,300,000	21,153,913	0	62,453,913
Maintenance Tax Notes	30,705,000	9,815,125	0	40,520,125
Total required for 2024 debt service				\$102,974,038
- Amount (if any) paid from funds listed in unencumbered funds				\$0
- Amount (if any) paid from other resources				\$0
- Excess collections last year				\$0
= Total to be paid from taxes in 2024				\$102,974,038
+ Amount added in anticipation that the unit will collect only 98.07% of its taxes in 2024				\$2,026,510
=Total debt levy				\$105,000,548

This notice contains a summary of actual no-new-revenue and voter-approval calculations as certified on 7/30/2024 by The Office of the Bexar County Tax Assessor-Collector Albert Uresti, MPA, PCAC

Carlos Gutierrez, PCC
 Property Tax Division Director
 233 N. Pecos-La Trinidad, San Antonio, TX 78207
 210-335-6600
taxoffice@bexar.org

Visit Texas.gov/PropertyTaxes to find a link to your local property tax database on which you can easily access information regarding your property taxes, including information about proposed tax rates and scheduled public hearings of each entity that taxes your property.

The 86th Texas Legislature modified the manner in which the voter-approval tax rate is calculated to limit the rate of growth of property taxes in the state.



NOTICE OF PUBLIC HEARING ON TAX INCREASE

A tax rate of \$0.149150 per \$100 valuation has been proposed by the governing body of ALAMO COMMUNITY COLLEGE DISTRICT.

PROPOSED TAX RATE	\$0.149150 per \$100
NO-NEW-REVENUE TAX RATE	\$0.148260 per \$100
VOTER-APPROVAL TAX RATE	\$0.162714 per \$100

The no-new-revenue tax rate is the tax rate for the 2024 tax year that will raise the same amount of property tax revenue for ALAMO COMMUNITY COLLEGE DISTRICT from the same properties in both the 2023 tax year and the 2024 tax year.

The voter-approval rate is the highest tax rate that ALAMO COMMUNITY COLLEGE DISTRICT may adopt without holding an election to seek voter approval of the rate.

The proposed tax rate is greater than the no-new-revenue tax rate. This means that ALAMO COMMUNITY COLLEGE DISTRICT is proposing to increase property taxes for the 2024 tax year.

A PUBLIC HEARING ON THE PROPOSED TAX RATE WILL BE HELD ON SEPTEMBER 10, 2024 AT 5:30 P.M. AT THE ALAMO COLLEGES CENTER OF EXCELLENCE FOR STUDENT SUCCESS, BOARD ROOM, 2222 N. ALAMO STREET, SAN ANTONIO TX 78215.

The proposed tax rate is not greater than the voter-approval tax rate. As a result, ALAMO COMMUNITY COLLEGE DISTRICT is not required to hold an election at which voters may accept or reject the proposed tax rate. However, you may express your support for or opposition to the proposed tax rate by contacting the members of the of ALAMO COMMUNITY COLLEGE DISTRICT at their offices or by attending the public hearing mentioned above.

YOUR TAXES OWED UNDER ANY OF THE RATES MENTIONED ABOVE CAN BE CALCULATED AS
FOLLOWS:

$$\text{Property tax amount} = (\text{tax rate}) \times (\text{taxable value of your property}) / 100$$

FOR the proposal:

Joe Alderete Jr., Anna Uriegas Bustamante,
Dr. Lorena Pulido, Dr. Gene Sprague, Gloria Ray
Clint Kingsbery, Leslie Sachanowicz, Gerald Lopez

AGAINST the proposal:

PRESENT and not voting:

ABSENT:

Dr. Yvonne Katz

Visit [Texas.gov/PropertyTaxes](https://www.texas.gov/PropertyTaxes) to find a link to your local property tax database on which you can



easily access information regarding your property taxes, including information about proposed tax rates and scheduled public hearings of each entity that taxes your property.

The 86th Texas Legislature modified the manner in which the voter-approval tax rate is calculated to limit the rate of growth of property taxes in the state.

The following table compares the taxes imposed on the average residence homestead by ALAMO COMMUNITY COLLEGE DISTRICT last year to the taxes proposed to be imposed on the average residence homestead by ALAMO COMMUNITY COLLEGE DISTRICT this year.

	2023	2024	Change
Total tax rate (per \$100 of value)	\$0.149150	\$0.149150	increase of 0.000000, or 0.00%
Average homestead taxable value	\$295,184	\$318,392	increase of 23,208, or 7.86%
Tax on average homestead	\$440.27	\$474.88	increase of 34.61, or 7.86%
Total tax levy on all properties	\$329,039,311	\$337,330,559	increase of 8,291,248, or 2.52%

For assistance with tax calculations, please contact the tax assessor for ALAMO COMMUNITY COLLEGE DISTRICT, The Office of the Bexar County Tax Assessor-Collector, at 210-335-6600 or taxoffice@bexar.org, or visit home.bexar.org/tax for more information



Discussion and Possible Action on FY25 Smart Talent Compensation Adjustments

Presented to the Alamo Colleges District Board of Trustees for approval on July 13, 2024.

MINUTE ORDER

“The Alamo Colleges District Board of Trustees hereby approves compensation adjustments effective September 1, 2024, or as otherwise noted, for full-time regular faculty, adjunct faculty, CE Instructors, full-time and part-time/temporary staff, student workers, work study students and administrators.”

PURPOSE

Compensation market adjustments are recommended to support the recruiting and retention of the excellent talent required to achieve the Alamo Colleges District Moonshot **“partnering to end poverty in our community through education and training”**.

Completion of the two final phases of the **Equity Pay Project** initiated in 2020 is also recommended and in keeping with the multi-year Smart Talent priorities established during the last two budget cycles.

MARKET ADJUSTMENTS

Careful analysis of the job markets supports market-based adjustments to remain competitive for talent in FY25 and ranked as the number one total-compensation priority of both faculty and staff in surveys conducted in May 2024 by the **Faculty and Staff Competitive Compensation Committees** in conjunction with Evergreen Consulting.

Recommendation 1 – 3.5% Market Adjustment

A 3.5% market adjustment of all base salaries and wages is recommended to keep pace competitively with market trends. This adjustment is within the limitations of the FY25 budget and is recommended for all employees: Faculty, Adjunct Faculty, CE Instructors, Full-Time and Part-Time Staff, Student Workers, Work Study Students and Administrators.

- Market adjustments for faculty are recommended to become effective with Fall 2024 faculty contracts. All other market adjustments are recommended to become effective September 1, 2024.
- The projected FY25 cost of the adjustments, including benefits, is \$10,895,000 for approximately 4,605 active employees,

Recommendation 2 – 3.5% Faculty High-Wage/High-Demand Stipend Adjustment

A 3.5% market adjustment of all high-wage/high-demand faculty stipends is recommended. The College District provides stipends to remain competitive for faculty talent supporting: Nursing, Healthcare, Advanced Manufacturing, IT and Cyber Security Engineering programs.

- High-Wage/High-Demand Faculty Stipend Adjustments are recommended to become effective with Fall 2024 faculty contracts
- The projected FY25 cost of the adjustments, including benefits, is \$500,000 for 300+ faculty,



Recommendation 3 – Minimum Market Adjustments

A Market Adjustment of greater than 3.5% is recommended for staff and students if the gross annual market increase is less than \$2,000/year if full-time or if the hourly equivalent, \$0.96/hour if employed part-time.

- This recommendation increases the minimum hourly rate 5.3% for staff, from \$18.05 in FY24 to \$19.01 in FY25.
- This recommendation increases the student worker/work-study rate 6.3% from \$15.33 in FY24 to \$16.29 in FY25.
- These larger market adjustments are recommended to become effective September 1, 2024.
- The projected FY25 cost of the minimum market adjustments, including benefits, is \$514,977 for 1,366 active staff and student workers,

QUITY PAY PROJECT COMPLETION

The *Hiring Offer Equity* phase of the *Equity Pay Project* was completed in FY20, establishing consistent district-wide job offers that do not exceed existing staff pay through use of a standard equity pay assessment and pay offer calculation that is based on education, experience and review of existing staff pay.

The second *Equity Pay Project* phase was completed over three budget cycles (FY22 – FY24) to align all internal staff pay, by job families, using the standard equity pay formula.

Two final *Equity Pay Project* refinements are recommended for FY25 to ensure ongoing, continuous and consistent maintenance of equity pay relationships between employees and overall equity within the compensation structure.

Recommendation 4 – Staff Additional Education Attainment Equity Plan

A means to ensure recognition and compensation consideration for additional education attained by staff after the conclusion is required. Establishment of an annual opportunity for full-time and part-time staff to submit additional degrees completed, and application of the equity pay factors for education in a pay recalculation, is recommended. This approach will be consistent with the annual opportunity faculty are afforded to submit and receive additional pay for additional education attained.

- This recommendation is aligned with prior recommendations of the Executive Staff Senate and the survey results of the Staff Competitive Compensation Committee Survey of staff priorities.
- An online education submission portal established for the original equity pay reviews can be repurposed for the annual submission of additional staff education.
- This plan is recommended to become effective in FY25 with the first collection of additional education transcripts and pay recalculations to occur during the Fall 2024 semester. This



will all first year compensation adjustments to become effective January 1, 2025.

- In subsequent years, the staff submission scheduled will be aligned with the faculty schedule to allow for all staff and faculty education attainment pay adjustments to occur on September 1.
- This recommendation is projected to benefit approximately 57 staff employees in FY25 with an estimated cost of \$303,000.

Recommendation 5 – College Chair, Dean and Vice President Pay Equity Alignment

Adjustment of College Department Chair, Dean and Vice President compensation, as necessary, beyond a 3.5% market adjustment is recommended to achieve equitable flat-rate salaries of: \$118,162 for all college administrative and faculty Chairs; \$129,602 for all college Deans; and \$180,00 for all college Vice Presidents.

- The recommended adjustment criteria will be applied to all, approximately 87, Chairs, Deans and Vice Presidents at a projected cost of \$615,000.
- These adjustments are recommended to become effective with the FY25 Administrator and Faculty contracts.

IMPLICATIONS

- Financial:** FY25 cost with benefits: **\$12,827,977**
- Strategic Plan:** III. Performance Excellence
- Talent:** Build talent and engage employees with a focus on learning, collaboration, and performance

ATTACHMENTS: none

Linda Boyer-Owens Digitally signed by Linda Boyer-Owens
Date: 2024.07.10 20:13:34 -05'00'

Linda Boyer-Owens, SPHR, SHRM-SCP Date
Associate Vice Chancellor for Talent, Organization,
& Strategic Innovation

Dr. Mike Flores Date
Chancellor





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 Receivable – 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.

ADA – Americans with Disabilities Act.

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

Adult Learners – Defined as 25 years or older.

AlamoADVISE – Alamo Colleges District's initiative to provide advising services to students in a timely manner to assist students in achieving their goals.

AlamoBOOKS+ – Alamo Colleges District's program to provide easy textbook rentals for eligible students so students can have all required books and other instructional materials by the first day of class.



AlamoPROMISE – Alamo Colleges District’s program to provide graduating seniors in Bexar County the opportunity to pursue higher education with “last-dollar” scholarships for tuition and required fees after financial aid awards are applied.

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

All Parts of Term – Reports students data taking hours at any time during the term, including 16-weeks, Flex I and Flex II.

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.

Auxiliary Enterprise Function – An entity that exists to furnish goods or services to students, faculty, staff, other institutional departments, or incidentally to the general public, and charges a fee directly related to, although not necessarily equal to, the cost of the goods or services.

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.

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.

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 Project is a specific initiative focused on the construction, renovation, or enhancement of public infrastructure and facilities.

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.

Credentials of Value – Credentials earned by a student that would be expected to provide a positive return on investment, meaning that cumulative wages must exceed students' initial investments and be greater than that of an average Texas high school graduate within ten years of earning the credential while also taking student opportunity cost into consideration.

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

DC – Dual credit. Dual credit refers to an educational program that allows high school students to take college-level courses and earn both high school and college credits simultaneously. This program can provide students with the opportunity to experience college-level coursework, earn credits that may transfer to post-secondary institutions, and potentially shorten the time and cost of their college education. Dual credit courses are typically offered through partnerships between high schools and colleges or universities.



Debt Service – Interest and matured principal related to outstanding debt obligations – may be either the cash outlay needed or the amount accrued for meeting such payment during any accounting period.

Debt Service Requirements – The amount of the current period's principal and interest related to long-term debt obligations.

Degree – An award conferred by a postsecondary education institution as official recognition for the successful completion of a program of study.

Developmental Education – Developmental education refers to the range of courses and activities designed to prepare students to complete credit bearing college level courses successfully.

Distance Education – Courses in which the majority of instruction occurs when the students and instructor are not in the same physical setting. A distance education course can be delivered synchronously or asynchronously to any single or multiple locations through electronic modes (e.g., the Internet, video conferencing, television, etc.), by correspondence, or by other means.

Duplicated Headcount – Students enrolled at more than one college are counted at each college resulting in "duplicated" headcount.

EEOC – The Equal Employment Opportunity Commission (EEOC) is a U.S. federal agency responsible for enforcing laws against workplace discrimination.

Employed and/or Enrolled – Students who have taken a job after graduation or enrolled in higher education after graduation.

EPA - The Environmental Protection Agency (EPA) is a U.S. federal agency established in 1970 to protect human health and the environment. Its primary responsibilities include monitoring environmental quality, regulating pollutants, conducting research, and promoting sustainable practices.

E-Rate – Tuition charged to students who reside out-of-District and are enrolled exclusively in online classes.

Ethnicity – Ethnic origin of students, faculty or staff.

Exempt – Designation that allows a student to pay no tuition. In some cases, some or all fees will be included in the exemption.

Facility Condition Index (FCI) – Current maintenance, repair, and replacement deficiencies of the facility divided by current replacement value of the facility.

Fall to Fall Persistence FT FTIC – The rate at which full-time, first-time-in-college, degree-seeking credit students either persist from the fall term of entry (at census date) to the fall term of the following year (at census date) or earn a degree or certificate before the next fall term.

Fall to Fall Persistence PT FTIC – The rate at which part-time, first-time-in-college, degree-seeking credit students persist from the fall term of entry (at census date) to the fall term of the following year (at census date).

Fall to Spring Persistence FT FTIC – The rate at which full-time, first-time-in-college, degree-seeking credit students persist from fall term of entry (at census date) to the subsequent spring term (at census date) where full-time is defined as a student taking 12 or more semester credit hours.



Fall to Spring Persistence PT FTIC – The rate at which part-time, first-time-in-college, degree-seeking credit students persist from the fall term of entry (at census date) to the subsequent spring term (at census date) where part-time is defined as a student taking less than 12 semester credit hours.

FERPA - The Family Educational Rights and Privacy Act, is a U.S. federal law that protects the privacy of student education records. Enacted in 1974, it gives parents certain rights regarding their children's educational records, including the right to access, review, and request corrections to those records. Once a student turns 18 or attends a post-secondary institution, these rights transfer to the student.

First-Time-in-College Student (FTIC) – An entering student who has never attended any college. Also includes students who entered with advanced standing (college credits earned before graduation from high school).

Financial Aid – Grants, loans, assistantships, scholarships, fellowships, tuition waivers, tuition discounts, veteran's benefits, employer aid (tuition reimbursement) and other monies provided to students to meet expenses. This includes Title IV subsidized and unsubsidized loans made directly to students.

Fiscal Year – The period of time beginning September 1 and ending on the following August 31, both dates inclusive, which coincides with the State of Texas' fiscal year.

Formula Funding – The method used to allocate appropriated sources of funds among institutions of higher education.

FTE – Full time equivalent

FTSE – Full time student equivalent

Full Time Faculty – Tenured, tenure-track, and full-time faculty.

Full-Time Student – Students enrolled for 12 or more credit hours in a semester.

Fund Balance/Equity – Available spendable resources at a given point in time.

GAI – General Academic Institutions.

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.

High school (HS) – An educational institution that serves students in grades 9 through 12, usually for adolescents aged approximately 14 to 18.

HWHD – High wage, high demand, refers to jobs or occupations that offer above-average salaries and are experiencing significant demand in the labor market. These roles typically require specific skills or education and are often found in industries that are growing or facing shortages of qualified workers.

Institutional Support Function – Expenses for (1) central executive level management and long-range planning of the entire institution; (2) fiscal operations; (3) administrative data processing; (4) space management; (5) employee personnel and records; (6) logistical activities that provide procurement, storeroom, safety, security,



printing and transportation services to the institution; (7) support services for faculty and staff that do not operate as auxiliary enterprises; (8) activities concerned with community and alumni relations, including development and fundraising; and (9) bad debt expense related to tuition and fee revenue.

Instruction Function – Expenses for all activities that are part of an institution’s instruction program. This function includes expenses for credit and non-credit courses, for academic, vocational, and technical instruction, for development and tutorial instruction, and for regular, special, and extension session.

Investments – The purchase of a financial product with the expectation of favorable future returns or the purchase of a physical good, such as inventory, with the objective of improving future business.

Levy – To impose taxes, assessments or service charges.

Liability – Probable future sacrifices of resources arising from obligations to transfer assets or provide services in the future as a result of a transaction or event.

NLC – Northeast Lakeview College, one of the Alamo Colleges.

NVC – Northwest Vista College, one of the Alamo Colleges.

Non-Credit Students – Students enrolled in a higher education technical course offered for continuing education units and conducted in a competency based format.

Non-Exempt –Population required to pay full tuition and fees.

Non-Formula – Revenues and off-setting expenses generated by activities, fees and non-credit instruction that are outside the formula-funding stream (tuition and fees, state appropriations and ad valorem taxes).

Non-Reimbursable – Approved academic courses which are not allowed to be reported for state funding.

Non-Resident – A person who is not a citizen or permanent resident of the United States and who is in this country on a temporary basis and does not have the right to remain indefinitely.

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.

OSHA - Occupational Safety and Health Administration is a federal agency in the United States under the Department of Labor. The agency works to reduce workplace hazards, prevent work-related injuries and illnesses, and promote safety in various industries through regulations and guidelines.

Out-of-District – A community college student who is a legal resident of Texas but who resides outside the taxing district in which the student attends college.

PAC – Palo Alto College, one of the Alamo Colleges.

Part-Time Faculty – Faculty employed less than 100% 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.



Pell Grant Recipients – Students who receive federal financial aid in the form of Pell Grants, which are awarded to undergraduate students who demonstrate exceptional financial need. The grants help cover the cost of college tuition, fees, and other educational expenses

Public Service Function – Funds expended for activities that are established primarily to provide non-instructional services beneficial to individuals and groups external to the institution.

Reimbursable – An academic credit course delivered face-to-face or by distance education whose semester credit hours are submitted for formula funding.

Restricted – Constraints stipulated by an external party to the institution. They may be based either on a specific time or purpose.

Retention Rate Within Term – The rate at which credit students persist within the same term (excludes Fall late flex, includes dual credit).

Revenue by Source – Funds received from tuition, taxes, state appropriations and other sources.

SAC – San Antonio College, one of the Alamo Colleges.

Service Area – The geographical area, or target market, for educational delivery by community/ junior colleges. The District's service area is comprised of Bexar, Atascosa, Bandera, Comal, Guadalupe, Kendall, Kerr, and Wilson counties.

Service Area+ – This is the service area outside of but adjacent to Bexar County. It includes Atascosa, Bandera, Comal, Guadalupe, Kendall, Kerr, and Wilson counties. The tuition rate for this area is the Texas Out-of-District rate, which was lowered by 20% for Fall 2024.

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.

Student Success Points - A specific metric or indicator used to measure a student's progress and achievement in an educational setting. These points can encompass various factors.

Taxes – Non-exchange transactions levied or imposed by the institution.

Texas Community College System – Refers to all Texas public community colleges.

Texas House Bill 8 – Texas House Bill 8, passed in the 2023 legislative session, focuses on various issues, primarily regarding education and student discipline. The bill includes provisions for enhancing educational standards and addressing behavioral interventions in schools.



THECB – The Texas Higher Education Coordinating Board (THECB) is a state agency responsible for overseeing higher education in Texas. Established in 1965, its primary functions include coordinating the planning and development of public universities and colleges, ensuring access to higher education, and promoting academic quality and accountability.

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.

TSI –The Texas Success Initiative is a legislatively mandated program designed to guide Texas public institutions of higher education in helping determine whether entering, non-exempt students are read for entry-level college coursework in the areas of English Language Arts Reading and mathematics.

Tuition – Fees charged to students for the delivery of instruction per semester credit hour.

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

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

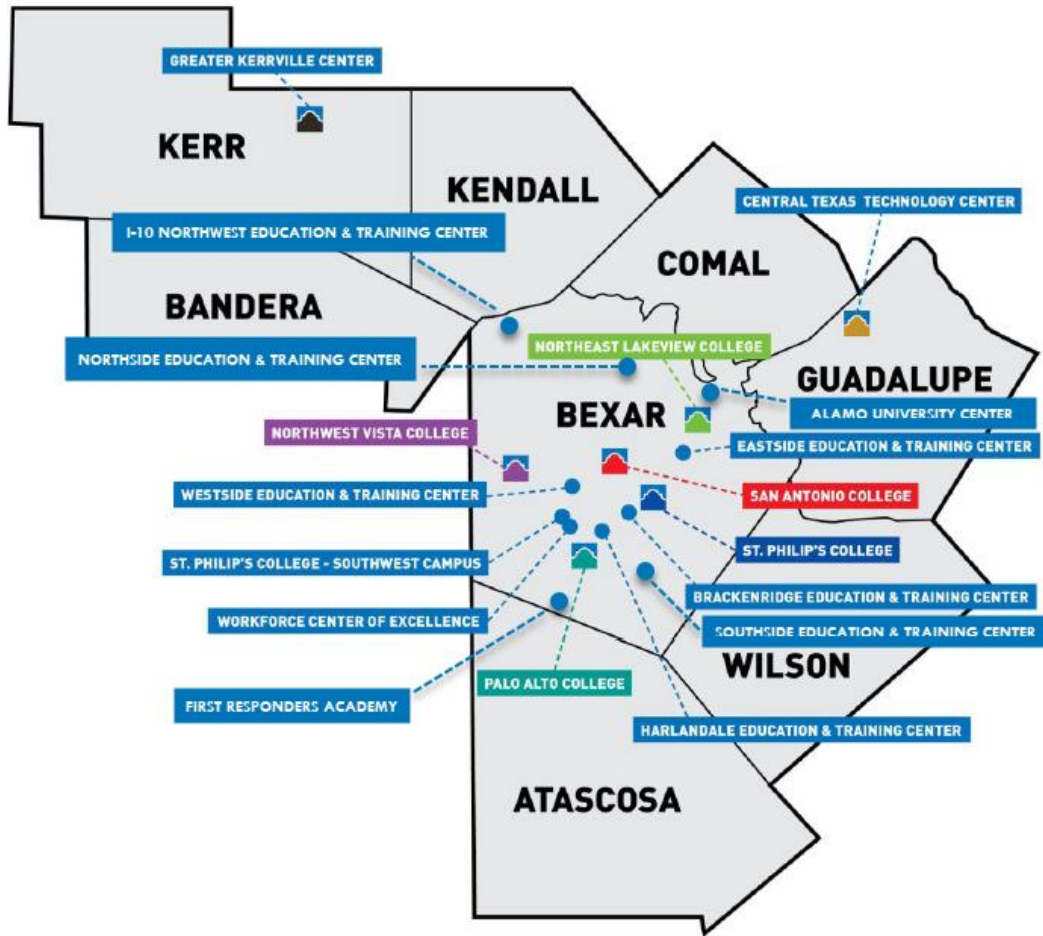
Unduplicated Count – Student enrolled at more than one of the Alamo Colleges counted only once in district-wide totals.

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

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



Alamo Colleges District Service Area Map



San Antonio College

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

St. Philip's College - Main Campus

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

SPC - Southwest Campus

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

Palo Alto College

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

Northeast Lakeview College

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

Northwest Vista College

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

ACCESS

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



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