



DEL MAR COLLEGE



Annual Budget Report **For the Fiscal Year 2022 to 2023**

Del Mar College
101 Baldwin Blvd | Corpus Christi, TX 78404
delmar.edu



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Annual Budget Report

For Fiscal Year 2022 to 2023

Prepared by

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DEL MAR COLLEGE

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Front Cover Photo: Del Mar College Renderings of Oso Creek Campus Buildings

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Introduction





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March 20, 2023

To: President Mark Escamilla, Ph.D.
Members of the Board of Regents and
Citizens of the Del Mar College District

The College's financial outlook weighs on the uncertainty of elevated prices, slowdown of regional real-estate market activity, and the Federal Reserve's monetary policy changes. Despite these vulnerabilities, our forward motion focuses on our value proposition to our students to ensure that our students gain the necessary knowledge, skills, and experience to achieve their goals of academic completion. This is predicated on the College's financial and operational agility to adjust our operations in response to adverse conditions such as the pandemic.

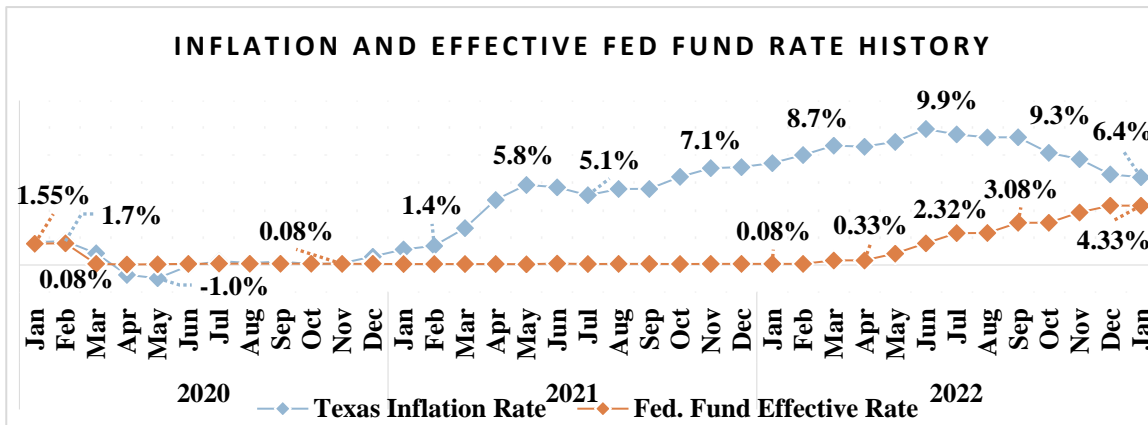
Top of Mind

Top of mind are the current economic conditions affecting the College's operations which can be characterized by high prices, sales tax collections, and a slowdown of activity in the real-estate market partially driven by elevated financing costs. The rapid recovery from the opening of the economy caused an imbalance of supply and demand resulting in rising inflation nationwide. For the State of Texas, inflation peaked in June 2022 at 9.9% from the May 2020 lows of -1.0%.

The Federal Reserve has responded with multiple increases to the Fed Fund rate from March 2022 through January 2023 in order to rein in high inflation with a target rate of 2% over the long run. The Fed Fund rate scaled up from the March 2020 low of 0.08% to a new high in February 2023 of 4.58%. It is around the same time Texas experienced a decline in inflation in January 2023 to 6.4% from June 2022 high of 9.9%. The cost of mortgage finance also scaled up around the same period. The average 30-year mortgage rates reported by Freddie Mac reached a record high in the fourth quarter 2022 of 7.08% from a low in the first quarter 2020 of 3.29%.

There is a heightened level of uncertainty on the financial impact to the College from the Federal Reserve's monetary policy changes. Despite these uncertainties, the College remains financial agile due to our Risk Management Reserve fund valued at \$8.6 million that will allow the College to navigate through most operating disruptions.

The following chart further describes the uncertainties:



Source: * Federal Reserve Economic Data
 * Texas Comptroller of Public Accounts

FISCAL Year 2023 Strategic Initiatives

The College’s forward motion focuses on our value proposition to our students to ensure that our students gain the necessary knowledge, skills, and experience to achieve their goals of graduation. We believe our operating plans, including Guided Pathways, Student Engaged in Directed Advising (SEDA), and improvements to our instructional delivery space will help drive up the trajectory of the College’s performance resulting in the following student outcomes:

Student Outcomes

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Reduce years to degree completion 2. Reduce student’s average credit enrollment to degree completion 3. Reduce student debt 4. Increase first and second-year student persistence rates 5. Increase the annual number of students earning an associated degree | <ol style="list-style-type: none"> 6. Increase the annual number of students earning a certificate 7. Increase the three-year graduation rates of Hispanic students 8. Faculty will be trained and certified in academic, financial, and culturally inclusive advisement |
|---|---|

Guided Pathways

The Guided Pathways initiative will help the College achieve many of the above-listed student outcomes. Other planned activities include course mapping into eight associate degree meta-majors, degree and transfer mapping into predictable course scheduling, and increasing student advisors and other student support services. The course mapping will reduce the complexity of student enrollment choices by detailing the class requirements leading to on-time degree completion. It will also reduce the number of unnecessary credit courses toward their degree or certificate attainment. In addition, course mapping will provide a pathway for continued educational attainment at a four-year institution. The college will forge sound business partnerships with four-year higher education institutions to secure our student's successful transfer. Accordingly, the College will create, revise and implement articulation agreements that align the academic programs at both institutions with a career outlook and income by field of study. The College's student transferring process will be updated to include a structured pathway toward program completion with an online delivery platform to allow easy student access. In addition, the College will make course scheduling changes easier for students to plan and organize around their work schedule and family obligations.

SENDA Operating Initiatives

SENDA is an advisory initiative to help our students make informed academic choices to stay on track toward on-time academic completion. The student advising framework includes monitoring and advising academic progress at the student's 15/30/45 credit hour course enrollment; delivering other supportive services when they go off track, academic planning for transitioning to a four-year institution and career choices, delivering technology-driven financial literacy content, instituting financial peer coaching, and providing virtual career tours. There is also a plan to increase the number of advisors and leverage technology to maintain an effective and quality advisory framework. The College has secured a 5-year Hispanic Serving Institution grant valued at \$2.8 million from the U.S. Department of Education to help fund this intrusive advisory framework.

College's Response to COVID-19 Pandemic

At the start of the COVID-19 pandemic, the College elevated its digital focus delivery of instruction and student services to comply with the COVID-19 protocols mandated by federal, state, and local agencies. This included social distancing, facial coverings, and vaccinations. Since May of 2021, the College has opened the campus to all students and employees. Protecting the health of our students, faculty, and staff remains the College's highest priority. While instruction has returned to face-to-face delivery, the College continues to deliver a portion of courses and programs virtually.

Budget Overview – FY 2023 Budget

The budgeting process for the FY 2023 Budget began with the establishment of goals and objectives for the fiscal year that are based on the College's approved five-year Strategic Plan for the 2020-2024 years as well as assumptions that will guide the development of the budget. The "Aspire. Engage. Achieve." Strategic Plan focuses on student success and the alignment of academic programs with workforce demands.

An important element of budget planning, the governance process, is used to balance the interest of the various stakeholders that includes the communities of the district, students, the Board, the budget committee, and the senior leadership of the College's departments. The Fiscal Year 2023 Budget of the Del Mar College District begins September 1, 2022 and ends August 31, 2023.

Budget Priorities

During the budget process, resources are tied to the Strategic Plan and allocated to support the College's mission. The FY 2023 Budget was developed with the following budget priorities in mind:

- **Expand programming on Oso Creek Campus**
 - Provide additional resources for additional operating costs related to opening of Oso Creek Campus beginning summer of FY 2022 and fully operational by January 2023
- **Expand programming in Service Area**
 - Expand Continuing Education Programs to meet Workforce Development needs in the community
 - Provide additional resources for additional operating costs related to opening of Aransas County Workforce Development Center in FY 2023
- **Recruit and retain exceptional faculty and staff**
 - Provide additional resources for salary and benefit increases
 - Maintain levels of professional development and travel budgets so that faculty and staff can continue to improve their skills, knowledge and effectiveness

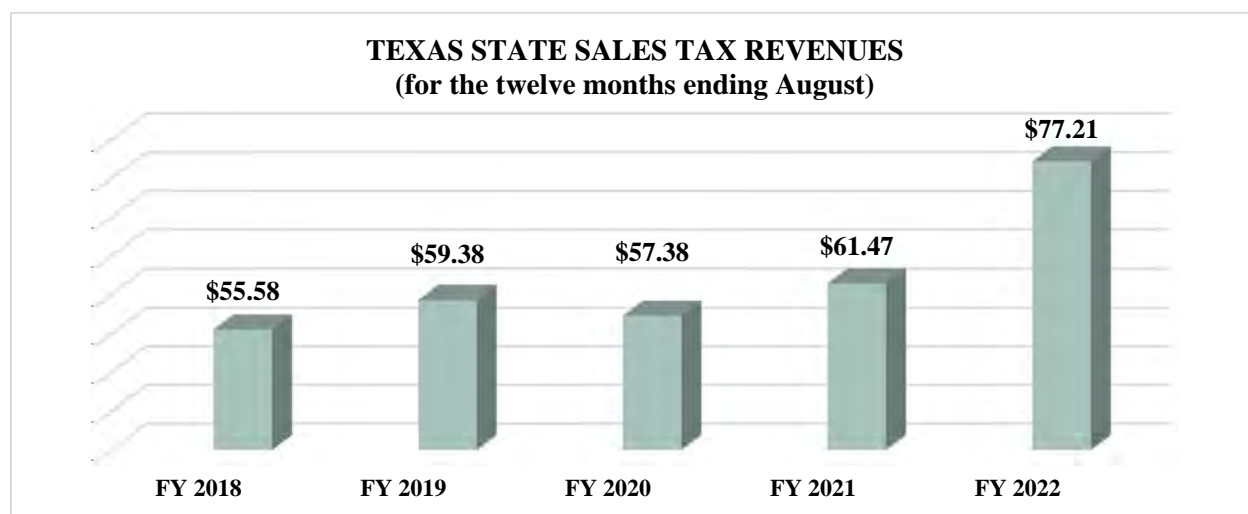
The annual budgeting process at the College provides for an annual balanced budget where revenues and expenditures are carefully adjusted by the administration and the Board to produce a budget that makes efficient use of revenue to produce a suitable level of educational services for the College's students. The level of revenues and expenditures in the FY 2023 Annual Budget are \$114,706,068 which is an increase of \$3,781,909 over the FY 2022 budgeted revenues and expenditures of \$110,924,159. The following is a summary of the changes to the revenues and expenditure budgets that make up the increase.

Revenues

State Appropriations

State appropriation funding is one of the College's three major revenue streams. A portion of various tax categories assessed by the State of Texas is used to support Texas Public Community Colleges. Sales, motor vehicle sales and rental, oil and natural gas production, and franchise taxes are a few examples with sales taxes representing nearly 60% of all tax collections. Accordingly, our state appropriations funding is dependent on the soundness of the State's economy.

As reported by the Texas Comptroller of Public Accounts, State tax collections have been for the most part on an upward trajectory since 2018 reaching a record high in fiscal year 2022 of \$77.21 billion. The year-over-year increase in tax collections for the 12-months ending August 2022 is \$15.7 billion or 26%. (See chart below.) The reduced sales tax collections for the 12-months ending August 2020 of \$57.4 billion from the previous twelve months of \$59.4 billion is attributed to the economic slowdown caused by the pandemic and related business lockdowns. Despite this decline, the State continued to fund Texas Public Community Colleges with no changes to the original approved state budget plan.



Source: Texas Comptroller of Public Accounts (all tax collection categories)

Our Federal government has adjusted the Fed Fund rate as a strategy to rein in the elevated inflation with a target inflation rate of 2% over the long run. It is not certain if further monetary changes and the speed by which they are made could cause an economic slowdown resulting in reduced sales taxes collections similar to the 2020 experience. This in turn may result in reduced state appropriations funding for Community Colleges.

Texas State legislators have taken steps towards transformational funding changes for Texas Public Community Colleges beginning with the recently established Commission on Community College Finance. The Commission has issued its first funding proposal for

State Appropriations - Continued

consideration by the current 88th Texas Legislature. The proposal focuses on measurable outcomes such as student completion, and, on academic programs that are responsive to the rapidly changing needs for a highly skilled state and regional workforce valued at \$650 million. There are multiple tranches to the proposal including for the first-time financial aid for economically disadvantaged students enrolled in dual credit courses. There is also a request for increased funding in the Texas Education Opportunity Grant (TEOG), a student assistance program, with a target rate of 70% for qualified low-income college students. It is not certain if the new legislation will pass or if the proposal will pass its entirety or some version of the proposal.

Tuition and Fees

Tuition and Fees revenue is the College's third major source of funding. With 70% of our students on financial aid, our revenue stream is dependent on student enrollment fueled by student financial assistance. We are at a pivotal moment whereby students will further benefit from changes in the maximum Federal Pell Award and proposed state legislative funding formula changes for Texas Public Community Colleges.

The U.S. Department of Education's forward motion is to double the maximum federal Pell award by 2029. For the second year in a row, the 2023-2024 maximum student Pell Award Grant increased by \$590 or 7.3% to a new record high of \$7,395. Similarly, the previous year 2022-2023 maximum student Pell Award Grant increased by \$400 or 6.2% which at that point in time was a record high. It is not certain if the Department of Education's goal for doubling the Pell award by 2029 is sustainable, should a downward shift in the economy result in reduce Federal spending that could include funding for Federal Student Financial Aid.

Property Taxes

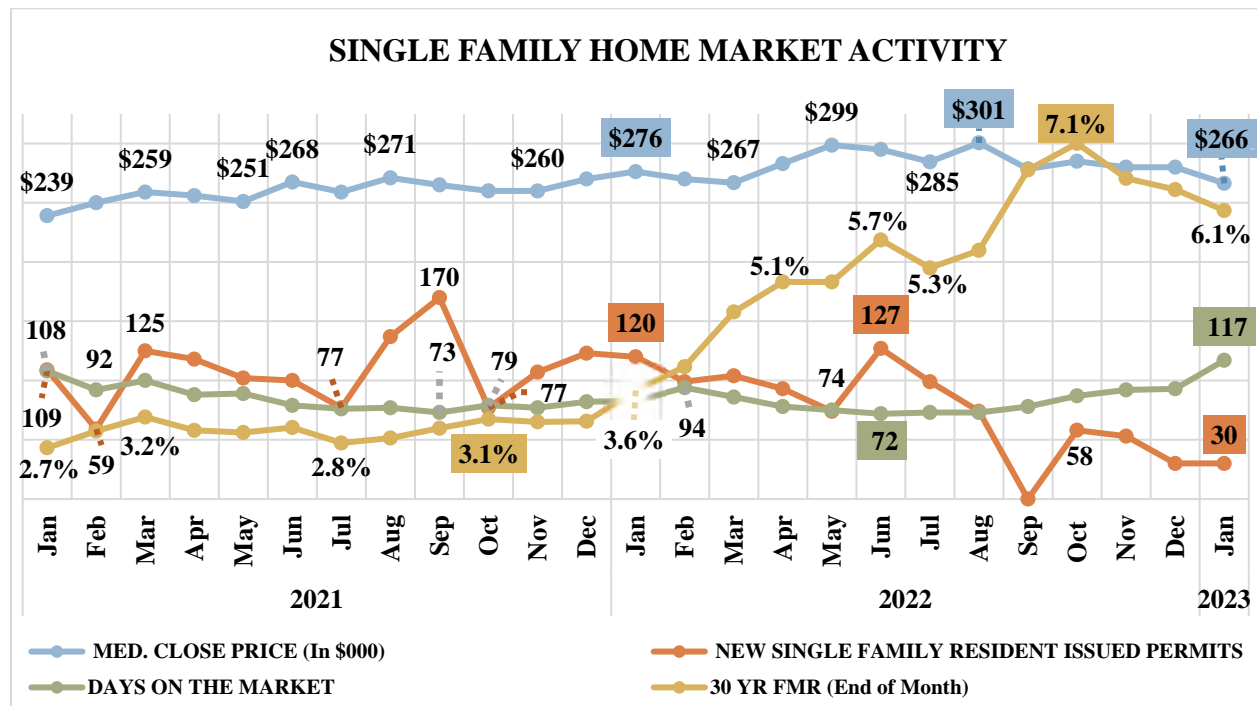
Property taxes is another major revenue stream for Del Mar College, and, is partly dependent on the District's property valuations. To provide some context, our District's property valuations are heavily weighted on single family homes (near 40%) followed by commercial (near 18%) and industrial (near 18%) properties. In recent months, the District has been experiencing a slowdown of real-estate activity for single family homes. This is partly attributed to the increase in the cost of mortgage financing that started around the time the Federal Reserve began to increase the fed fund rate to rein in inflation.

The first of multiple Fed Fund increases started in the first quarter of 2022. Subsequently, the 30-year fixed mortgage rate, as reported by Freddie Mac, reached a record high in October of 2022 at a rate of 7.1% from the previous twelve months low rate of 3.1%. (See chart below.) It is around the same time the District began to experience a slowdown of activity in the single-family home market. Based on market reports issued by TAMU Real Estate Research Center, the median price for single family homes trended downward in January 2023 to \$266 thousand from August's 2022 high of \$301 thousand. And, the recently reported low of \$266 thousand has dropped below the median price reported for the previous twelve months of \$276 thousand. It is now taking longer to sell a house. The

Property Taxes - Continued

average number of days to sell a house reported for January 2023 has scaled up to 117 days from June's 2022 low of 72 days. The number of new single-family permits issued by the City of Corpus Christi scaled down in January of 2023 to 30 permits down from its peak in June 2022 of 127 permits. This recently reported low number of permits of 30 has dropped below the 120 permits that were issued the previous twelve months.

If recent increases in the cost of mortgage financing that is partly driven by changes in monetary policy is indicative of today's real-estate market slow-down of activity, it would appear further changes in the cost of financing will reduce the real-estate market activity in our district as the Feds continue to rein high inflation with changes to the fed fund rate. This will cause a heightened level of uncertainty in estimating the financial impact to the College's property tax revenue stream. The Colleges property tax revenue estimate for the 2024 fiscal year will be more definitive sometime in July when the College expects to receive the certified appraised rolls from the Nueces and San Patricio Appraisal Districts.



SOURCE: * Texas A&M Real Estate Center Monthly Housing Reports
 * Freddie Mac Current Mortgage Rate Report
 * City of Corpus Christi Monthly Permit Reports

Operating Expenses

The College continues to experience elevated operating costs caused in part by supply chain issues followed by labor supply constraints. Although the Texas inflation rate is down from June 2022 high of 9.9%, it remains elevated when compared to the January 2023 rate of 6.4% and pre-pandemic lows of less than 2%. (See Inflation and Effective Fed Fund Rate History chart above.) The recent downward shift in inflation appears to be driven in part by changes in the Fed Fund rate. If recent monetary policy changes are indicative of today's downward shift in inflation, it would appear the Federal Reserve will continue to make changes to the Fed Fund rate to rein in inflation with a target inflation rate of 2% over the long run. It is not certain when the current elevated prices will come down. This will depend on the effectiveness of the Federal Reserve's monetary policy changes. The following is a summary of the changes that make up the \$3,781,909 increase in the operating expense budget:

- **Salaries & Benefits**
 - o Increase in salaries expenses of \$1.4M due to increased levels of compensation and new faculty and staff positions added
 - o Employee benefits increase of \$350 thousand related to increased levels of salary expense
- **Other Non-Salary Operating Expenses**
 - o Increase of \$1 Min operating costs due to increase in property insurance premium expense
 - o Increase of \$762 thousand in custodial and security services contract fees related to operation of new Oso Creek Campus
 - o Increase of \$724 thousand in operating costs related to increased needs for computer hardware, software and supply items
 - o Decrease in utilities expenses of \$529 thousand related to re-negotiated electric service provider contract
- **Contingencies**
 - o Increase in contingency line item of \$57 thousand due to increase in required contingency level associated with increase in revenues

The College community welcomes the opportunity to submit this application for the Distinguished Budget Presentation Award Program. The support of the President, the College's Board of Regents, faculty and staff contribute to the high standard of financial stewardship and quality throughout the organization. It is with sincere appreciation that we thank all the individuals and departments for their support in this effort.

Respectively submitted,



Raul Garcia, CPA, MBA
Vice President and Chief Financial Officer

College Profile

Del Mar College District (DMC) is an independent political subdivision of the State of Texas located in Nueces County. The College started in 1935 under the control of Corpus Christi Independent School District's Board of Trustees. In 1999, the College's Board of Regents adopted Del Mar College District as the official name. The College provides access to a wide range of affordable academic programs. Our programs include degree, certificate, continuing education, and customized workforce development in over 50 university transfer majors and more than 140 occupational fields.

We take great pride in the fact that our 2019-2020 student graduates continued their education at one of the seven Texas public university systems or private institutions, including Texas A & M (50.6%), University of Texas (14.7%), Texas State University (5.6%), University of Houston (1.4%), University of North Texas (0.6%) and Baylor University (0.9%).

The College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The College successfully completed the 10-year reaffirmation based on our compliance with 74 SACSCOC standards with no recommendations for improvements in June 2021.



Del Mar's Vision, Mission, Core Values and Strategic Plan Goals

Del Mar's Board of Regents ratified the mission, vision, values and the five-year Strategic Plan for the 2020-2024 years on September 10, 2020. The "Aspire. Engage. Achieve." strategic plan focuses on student success and the alignment of academic programs with workforce demands. It is designed using the integrated planning model developed by the Society of College & University Planning. Key stakeholder groups were engaged in developing the new plan including students, faculty, staff, community members, and the Del Mar College Board.

Vision: Del Mar College will be the premier choice for life-changing educational opportunities, provided by responsive, innovative faculty and staff who empower students to improve local and global communities.

Mission: Del Mar College is a multi-campus community college providing access to affordable degree and certificate programs, customized workforce development, and continuing education opportunities for the successful educational advancement and lifelong learning needs of our communities.

Core Values: These are the characteristics that are important in how we do our work:

Student Learning and Success

Ensuring students gain the necessary knowledge, skills and experience to achieve their goals of graduation, transfer, and/or personal enrichment.

Excellence in Instruction

Developing and delivering exceptional instruction that is tailored to a diverse student population.

Access

Providing opportunities to all persons who wish to participate and succeed in higher education through traditional and distance delivery formats.

Integrity

Demonstrating honesty, transparency, and clear communication with our stakeholders, our community, and with each other.

Accountability

Demonstrating responsible and ethical stewardship of the resources entrusted to us by our community.

Innovation

Dedicating attention to new ideas that lead to higher levels of achievement for faculty, staff, and students.

Diversity and Inclusion

Committing to a diverse and inclusive community that values, celebrates and learns from our differences and in which all people are treated with dignity and respect.

Goals: These are the goals of the five-year Strategic Plan:

Strategic Plan: Aspire. Engage. Achieve.

Goal 1: Completion – Create coherent and seamless pathways that guide students to achieve their educational goals.

Goal 2: Recruitment and Persistence – Recruit and attract students to Del Mar College and provide resources to support continuous enrollment until achievement of their educational goals.

Goal 3: Academic Preparedness and Student Learning – Accelerate student attainment of academic preparedness and ensure optimal levels of learning in all instructional delivery formats.

Goal 4: Learning Environments – Provide engaging, effective, and student-ready environments with accomplished and qualified personnel to facilitate learning and productivity.

Goal 5: Workforce Development, Community Partnerships, and Advocacy – Strengthen connections with workforce and community partners, educational agencies, and governmental bodies and officials.

Goal 6: Financial Effectiveness and Affordability – Ensure financial capacity, demonstrate fiscal stewardship, and maintain affordability for students.



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Del Mar College Board of Regents



Carol A. Scott
Chair



Dr. Nicholas A. Adame
First Vice Chair



Susan Hutchinson
Second Vice Chair



Libby Averyt
Secretary



Ed Bennett



Rudy Garza, Jr.



William "Bill" J. Kelly



Dr. Laurie Turner



Dr. Linda P. Villarreal

Del Mar College Administration

Principal Administrative Officers

President and CEO

General Counsel

Executive Vice President and Chief Operating Officer

Vice President and Chief Academic Officer

Vice President of Administration and Human Resources

Vice President and Chief Financial Officer

Vice President of and Chief Information Officer

Vice President and Chief Facilities Officer

Vice President for Student Affairs

Associate Vice President for Student Affairs

Executive Director of Communication and Marketing

Executive Director of Development

Dean, Communication, Fine Arts and Social Sciences

Dean, Business, Entrepreneurship and Health Sciences

Dean, STEM, Kinesiology And Education

Dean, Industry and Public Service

Dean, Learning Resources

Dean, Student Engagement and Retention

Dean, Student Outreach and Enrollment Services

Dean, Continuing Education and Off-Campus Programs

Dean, Workforce Programs and Corporate Services

Dr. Mark S. Escamilla

Augustin Rivera, Jr.

Lenora Keas

Dr. Jonda Halcomb

Tammy McDonald

Raul Garcia

Ali Kolahdouz

John Strybos

Patricia Benavides-Dominguez

Cheryl G. Sanders

Lorette Williams

Mary McQueen

Dr. Cynthia Bridges

Jennifer Sramek

Dr. Jack Southard

Davis Merrill

Cody Gregg

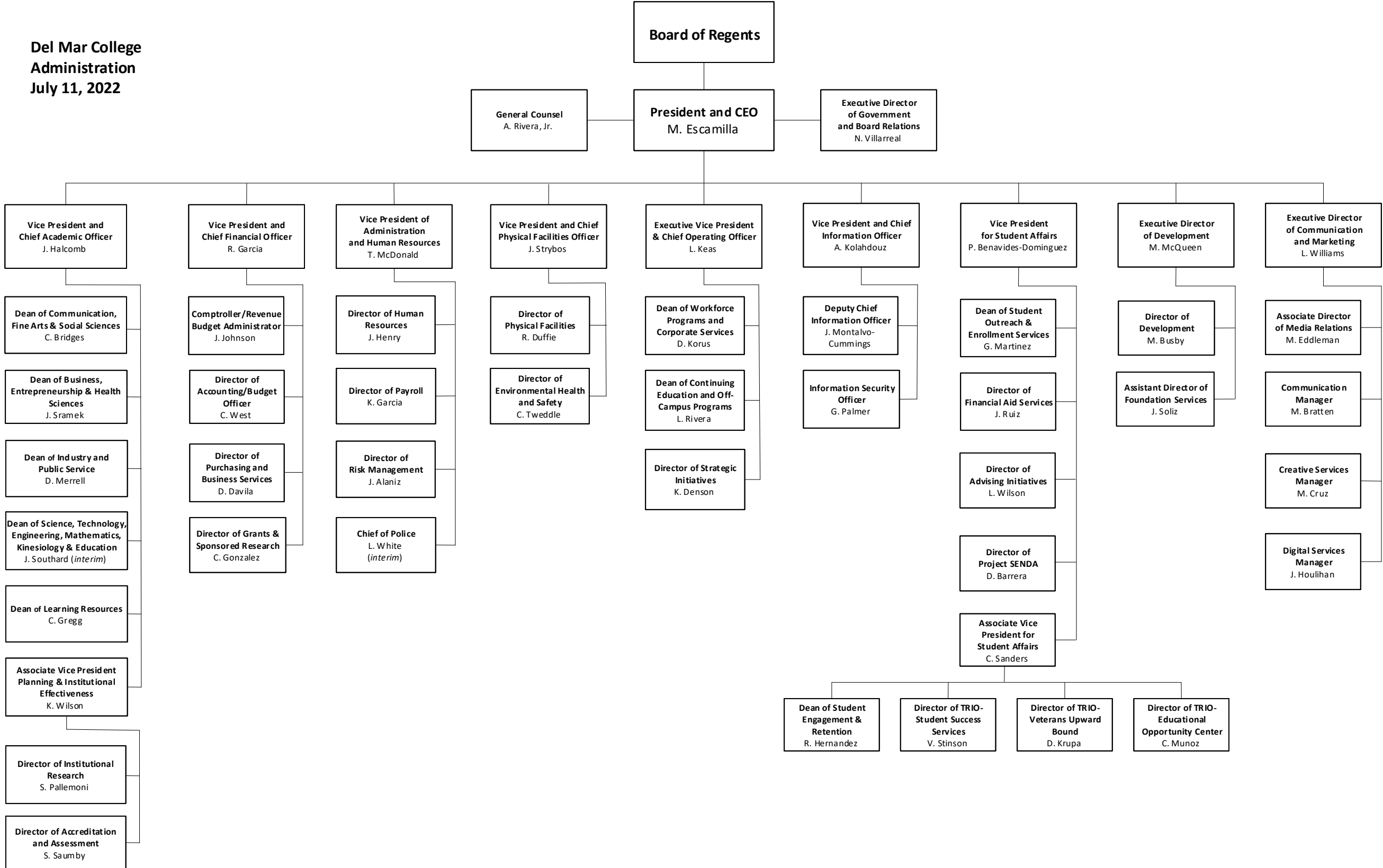
Rita Hernandez

Graciela Martinez

Dr. Leonard Rivera

Dan Korus

**Del Mar College
Administration
July 11, 2022**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Del Mar College District
Texas**

For the Fiscal Year Beginning

September 01, 2021

Christopher P. Morill

Executive Director

Strategic Plan





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The Strategic Planning Overview

Del Mar College’s strategic planning process reflects an age of growth for the College. The College led a new approach to document improvement, accountability, and achievements benefitting our students, faculty, staff, and community. This approach was more inclusive of all stakeholder lenses and supported decision-making responsibilities at critical, reasonable levels.

By adopting a self-sustaining model of planning and assessment, the College advanced its agility to respond to the ever-changing community landscape, ever-present crisis threats, and the diverse student population seeking post-secondary credentials. As each unit communicates their struggles and their victories, the larger campus community has opportunities to learn from each other from vertical and horizontal positions.

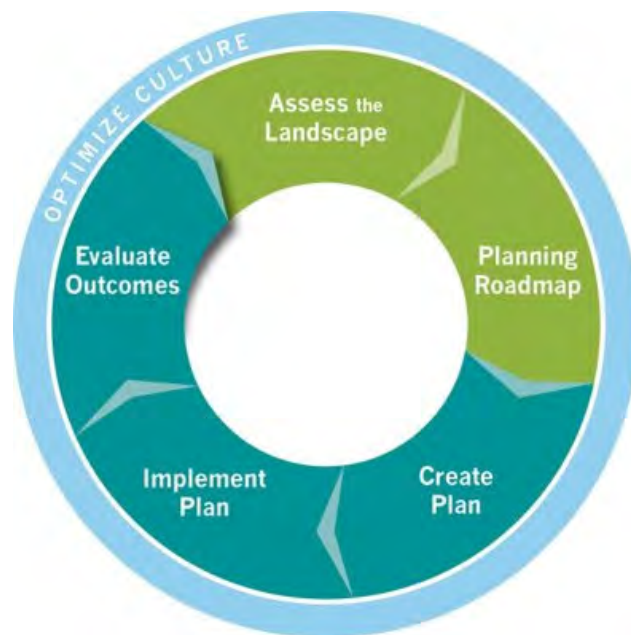
College units report on an annual assessment cycle that allows budgetary dexterities and strategies to evolve. Assessment reports convey to College stakeholders the efforts taken by units to move the Institution towards the aspirations towards its future-self. The College also utilizes what it learns about its practices to propel itself forward, rather than only closing the loop of assessment, embracing the fundamental concept of “continuous improvement.” This practice demonstrates a quality of an “effective institution”, as stated by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) in The Principles of Accreditation, Section VII: “a commitment to principles of continuous improvement, based on a systematic and documented process of assessing institutional performance... linked to the decision-making process at all levels; and provides a sound basis for budgetary decisions and resource allocations.”



DEL MAR COLLEGE SOUTH CAMPUS BOARD OF REGENTS 02.05.2019

The Strategic Planning Development

The College's 2019-2024 Strategic Plan provides an over-arching guide for all departments to identify priorities, or Goals, that support the journey toward the Vision of the College. The Strategic Planning Steering Committee (SPSC) and the College's Board of Regents crafted the institution's new Vision - to be "the premier choice for life-changing educational opportunities, provided by responsive, innovative faculty and staff who empower students to improve local and global communities" – during the year-and-a-half long process to develop the current Strategic Plan. This process, which formally began Fall of 2018, included data-gathering activities from internal and external stakeholders, analysis and synthesis of that data, environmental scans and analyses, and priority sequencing that detailed the formulation of the Strategic Plan.



Society of College and University Planning. (2018). SCUP Planning Institute 1: Laying the Groundwork for Strategic Planning.

Assessing the Landscape and Planning the Roadmap

The Office of Planning & Institutional Effectiveness (PIE) initiated an assessment of the College's landscape data-gathering activities by teaming with the College Relations Office (CRO) during update presentations within the community. In that time, the Office of PIE was also identifying key internal stakeholders to form the SPSC, which supported the strategic planning process by providing insight to the required, day-to-day responsibilities of the College. PIE would continue its role guiding the strategic planning process as a facilitating agent of the SPSC. The SPSC would continue gathering data and feedback from internal and external stakeholders to present to the Board, allowing the Board to identify long-term Goals, concerns, and issues facing the College.

Assessing Landscape and Planning (Continued)

The process of developing the College's current 2019-2024 Strategic Plan and Operational Plan began in September 2018 under the direction of PIE. The SPSC was established with representation from all functions of the College and all employee classification levels. The strategic plan development process was based on the Integrated Planning model established by the Society for College and University Planning (SCUP). The model is tailored to higher education and incorporates research-based best practices and on-going evaluation.

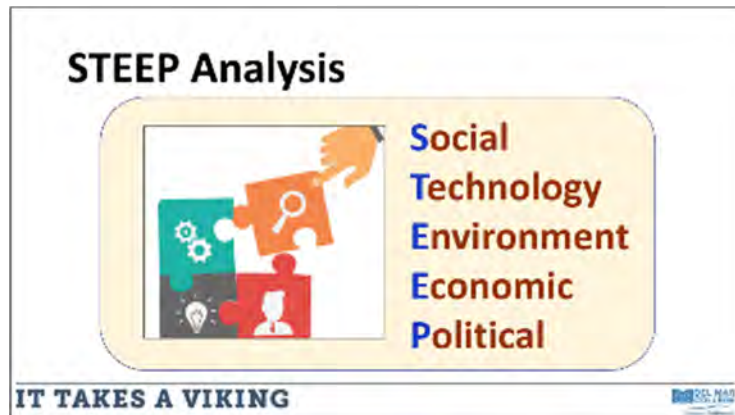
The Office of PIE began the integrative steps of the strategic planning development by introducing the strategic planning model chosen for the College's process during the first retreat, conducted on September 14, 2018, with the Board of Regents. Outlined was SCUP's strategic planning model, in detail, to familiarize and prepare the Board and the Committee with the undertaking, as well as best practices to ensure effective implementation and evaluation. After the initial Board retreat, the SPSC began work planning for data-gathering activities with both internal and external stakeholders. Internal stakeholders included students and employees, while strategically chosen external stakeholders included the Del Mar College Foundation, K-12 institutions, local independent school districts (ISDs), non-profit organizations, local institutions of higher education (IHEs), the healthcare community, city/county officials, and private industry members. This feedback was organized, analyzed, and synthesized, and presented to the Board over the next two retreats held in November 2018, and April 2019.

On November 9, 2018, the second strategic planning retreat for the Board and the SPSC was held. This retreat focused on analyzing the College's internal and external environments. Participants reviewed student demographic and success data as well as regional economic development and growth trends. The Board participated in a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and identified strategic issues, which included pressing problems and significant opportunities that the College must address to meet its mission. The following slides were presented to the Board during the second retreat:

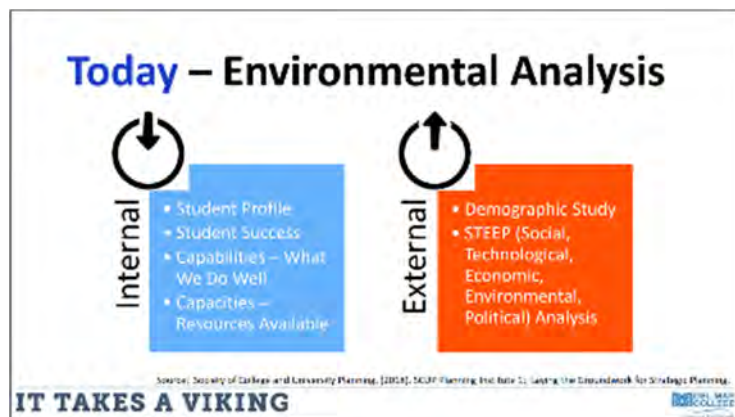


Del Mar College Office of Planning & Institutional Effectiveness. (2018). Strategic Planning Board Retreat II: Analyzing the environment, Slide 55.

Assessing Landscape and Planning (Continued)



Del Mar College Office of Planning & Institutional Effectiveness. (2018). Strategic Planning Board Retreat II: Analyzing the environment, Slide 85.



Del Mar College Office of Planning & Institutional Effectiveness. (2018). Strategic Planning Board Retreat II: Analyzing the environment, Slide 17.

In February 2019, student focus groups were conducted at multiple campuses to collect feedback on the College’s needs and strategic issues to be addressed in the new strategic plan. Additionally, faculty and staff focus groups were conducted with participants from all areas and functions of the College. A follow-up online survey was also administered and made available to all faculty and staff members.

The results of these activities were shared with the Board and the SPSC at the third strategic planning retreat on April 12, 2019. Participants of the retreat also contributed to an initial discussion of necessary changes to the College’s Institutional Mission, which consists of the Vision Statement, Mission Statement, and Core Values. Based on the feedback provided by the Board the SPSC developed a new proposed Institutional Mission, which was presented at the Regular Meeting of the Board on May 14, 2019.

Assessing Landscape and Planning (Continued)

The following are slides presented to the Board during the third planning retreat:

Vision

- One of the **most important** plan components
- The College's clear description of **what it intends to become in the future**; its **strategic position**
- *"This is What We Aspire to Achieve"*



Source: Linton, K.E. (2012). A Practical Guide to Strategic Planning in Higher Education. Society for College and University Planning.

IT TAKES A VIKING



Del Mar College Office of Planning & Institutional Effectiveness. (2019). Strategic Planning Board Retreat III: Defining Our Vision, Slide 83.

Mission Statement

- **Foundation** of the Strategic Plan
- Describes **Why the College Exists** and What Its Operations are Intended to Achieve
- **Definitional**
- *"This is What We are Here to Do"*



Source: Linton, K.E. (2012). A Practical Guide to Strategic Planning in Higher Education. Society for College and University Planning.



IT TAKES A VIKING



Del Mar College Office of Planning & Institutional Effectiveness. (2019). Strategic Planning Board Retreat III: Defining Our Vision, Slide 86.


Core Values

- What the College **stands for** and **the way in which it conducts its activities**
- *"These are the Characteristics We Believe are Important in How We Do Our Work"*



Source: Linton, K.E. (2012). A Practical Guide to Strategic Planning in Higher Education. Society for College and University Planning.

IT TAKES A VIKING



Del Mar College Office of Planning & Institutional Effectiveness. (2019). Strategic Planning Board Retreat III: Defining Our Vision, Slide 89.

In May 2019, a survey was distributed to key community stakeholders representing diverse sectors of the local region to collect feedback for use in the strategic planning process. Participants were asked to respond to questions regarding the College's strengths, areas for improvement, challenges facing students, and emerging issues for which the College needs to prepare.

Creating the Plan

During the November 2018 and April 2019 retreats, the Office of PIE facilitated the Board through their own Strengths, Weaknesses, Opportunities, & Threats (SWOT) and Social, Technological, Environmental, Economic, and Political (STEEP) analyses to incorporate the Board's feedback and insights to the process. Using the data analyzed from students, faculty, staff, and community stakeholders, priorities were established to form the basis of the new strategic plan. The Board was then able to identify sufficiently the short-term and long-term priorities of the College. The SPSC took the priorities acknowledged by the Board and crafted Goals, identified known key performance indicators (KPIs) associated with the Goals, and provided lists of Objectives that supported progress to those Goals.

In the time between retreats, the SPSC met regularly to cultivate new Mission and Vision statements to reflect better the College's standing and projected position, and review the data collected to draft the plan's Goals. The SPSC suggested institutional strategies to implement the Goals and Objectives and provided feedback on Key Performance Indicators (KPIs) that could be used to evaluate the achievement of those Goals. Additionally, the SPSC reaffirmed the College's Core Values. These components along with the Goals, KPIs, and Objectives collaboratively designed by the Board and the SPSC made up the College's current plan, *Aspire. Engage. Achieve.*: 2019-2024 Strategic Plan.

On June 11, 2019, a strategic planning workshop was held for the Board. Participants reviewed the First Look draft of the 2019-2024 Strategic Plan. The plan's six broad Goals were reviewed and discussed along with the associated KPIs and objectives. The feedback and recommendations made by the Regents and SPSC members were incorporated into the final version of the [2019-2024 Strategic Plan: *Aspire. Engage. Achieve.*](#), which was reviewed and officially approved at the Regular Meeting of the Board on September 10, 2019.

Illustrations of Final Representations 2019-2024 Strategic Plan

The poster features a blue background with a faint image of a windmill. The text is arranged in a clear, hierarchical structure. At the top, the college name is in large white letters. Below it, the Vision, Mission, and Core Values are each introduced with a yellow heading and a white sub-header. The Core Values are listed in two columns, each with a yellow heading and a white description. At the bottom, the college's motto is written in white capital letters.

DEL MAR COLLEGE

Vision

This is what we aspire to achieve.

Del Mar College will be the premier choice for life-changing educational opportunities, provided by responsive, innovative faculty and staff who empower students to improve local and global communities.

Mission

This defines what we are here to do.

Del Mar College is a multi-campus community college providing access to affordable degree and certificate programs, customized workforce development, and continuing education opportunities for the successful educational advancement and lifelong learning needs of our communities.

Core Values

These are the characteristics that are important in how we do our work.

<h3>Student Learning and Success</h3> <p>Ensuring students gain the necessary knowledge, skills, and experience to achieve their goals of graduation, transfer, and/or personal enrichment.</p>	<h3>Accountability</h3> <p>Demonstrating responsible and ethical stewardship of the resources entrusted to us by our community.</p>
<h3>Excellence in Instruction</h3> <p>Developing and delivering exceptional instruction that is tailored to a diverse student population.</p>	<h3>Innovation</h3> <p>Dedicating attention to new ideas that lead to higher levels of achievement for faculty, staff, and students.</p>
<h3>Access</h3> <p>Providing opportunities to all persons who wish to participate and succeed in higher education through traditional and distance delivery formats.</p>	<h3>Diversity and Inclusion</h3> <p>Committing to a diverse and inclusive community that values, celebrates and learns from our differences and in which all people are treated with dignity and respect.</p>
<h3>Integrity</h3> <p>Demonstrating honesty, transparency, and clear communication with our stakeholders, our community, and with each other.</p>	

ASPIRE. ENGAGE. ACHIEVE.

Summary of the Vision, Mission, and Core Values of Del Mar College. Posters created by the College's College Relations Office (2019) and used across all campus learning facilities to draw awareness to the College's institutional identity.

Illustrations of Final Representations
2019-2024 Strategic Plan



DEL MAR COLLEGE
STRATEGIC PLAN
2019-2024

Goal One:
Completion
Create coherent and seamless pathways that guide students to achieve their educational goals.

Goal Two:
Recruitment and Persistence
Recruit and attract students to Del Mar College and provide resources to support continuous enrollment until achievement of their educational goals.

Goal Three:
Academic Preparedness and Student Learning
Accelerate student attainment of academic preparedness and ensure optimal levels of learning in all instructional delivery formats.

Goal Four:
Learning Environments
Provide engaging, effective, and student-ready environments with accomplished and qualified personnel to facilitate learning and productivity.

Goal Five:
Workforce Development, Community Partnerships, and Advocacy
Strengthen connections with workforce and community partners, educational agencies, and governmental bodies and officials.

Goal Six:
Financial Effectiveness and Affordability
Ensure financial capacity, demonstrate fiscal stewardship, and maintain affordability for students.

ASPIRE. ENGAGE. ACHIEVE.

Summary of the Goals of the Strategic Plan 2019-2024 of Del Mar College. Posters created by the College's College Relations Office (2019) and used across all campus learning facilities to draw awareness to the College's institutional priorities.

Implement the Plan

Each Objective identified in the Strategic Plan was associated with a particular unit, or set of units, directly influencing that Objective. The SPSC documented these correlations, and the Objectives were incorporated into units' assessment plan, which are also represented in a supplemental Operational Plan. Identified with the prefix "SP Strategy:", the Objectives and their following Findings reports provide insight into the unit's efforts and progress towards meeting the College's Goals. The Office of PIE provides training and assistance towards better understanding, communicating, and defining assessment and subsequent reports. Further, the Office of PIE also educates the College, at all levels, how to best utilize the data gathered through assessment research and practices to inform a multitude of initiatives and operations across the organization, such as budget practices, accreditation reporting, and curriculum development, to name a few.

The Operational Strategic Plan, which includes Institutional Strategies to accomplish the plan's Goals, associated KPIs, and Objectives, continued to be further developed by the SPSC during the Fall 2019 semester. In order to efficiently monitor the implementation progress, a strategy owner was identified for each of the plan's Institutional Strategies. Additionally, the 2019-2024 Strategic Plan Goals, Objectives, and Institutional Strategies were built into the College's assessment software system, *Nuventive Improve*. The plan's implementation progress is evaluated annually through *Nuventive Improve* in alignment with the College's assessment cycle. The collective findings are reviewed and evaluated by the SPSC to determine if adequate progress was made. Adjustments to the plan occur on an as needed basis based on the results of the annual evaluation. For example, should a new industry create an increased demand for a specific educational program, objectives would be modified to accommodate the new priority. Potential future planning adjustments include financial resource allocations, timeline estimates, and the prioritization of strategies.

Evaluate the Plan

The life span of the current Strategic Plan is five years. While the College has not fulfilled the progression of that life span to provide a full evaluation of this Plan, annual reports are provided to inform all stakeholders of progress to the Goals of the Plan. The analysis of annual progress allows agility in decision-making from appropriate stakeholders to address observable threats or opportunities towards continuous improvement. Due to the changing landscape of higher education, the plan was re-evaluated in 2022 and adapted to address current challenges. The updated version was presented to the DMC Board of Regents in September 2022 (updates are bold and highlighted).

Strategic Plan Goals and Objectives

The following outlines the Strategic Plan, identifying Organizational Goals and their relative Objectives created to support progress to those Goals:

G1: *Completion* - Create coherent and seamless pathways that guide students to achieve their educational goals.

O1: Credentials Completed - Increase the number of students earning degrees and/or certificates each year.

O2: Time and Semester Credit Hours to Completion - Decrease the amount of time and the number of excess credit hours that a student attempts in pursuit of an Associate degree or certificate.

O3: Full-Time Enrollment - Increase the number of students who are enrolled full-time.

O4: Dual Credit Matriculation - Increase the percentage of dual credit students who matriculate to Del Mar College after high school graduation to complete a credential.

O5: Continuing Education - Strengthen pathways from continuing education programs to ***further learning opportunities and employment and strengthen data collection and analysis processes of students enrolled in continuing education programs (UPDATED)***.

O6: Transfer - Increase the number of students who transfer to a four-year institution.

G2: *Recruitment and Persistence* - Recruit and attract students to Del Mar College and provide resources to support continuous enrollment until achievement of their educational goals.

O1: Educational Opportunities - Expand and promote educational opportunities throughout the College's service area and seek to recruit both traditional and nontraditional students.

O2: On-Boarding – ***Simplify on-boarding (enrollment, advising, and registration processes (UPDATED)***.

O3: Persistence - Increase the percentage of students who persist from year to year and term to term.

O4: Student Engagement - Keep students engaged and on-campus through co-curricular activities and support services.

O5: Student Communication - Strengthen communication with students regarding available support services.

O6: Course Scheduling - Improve course scheduling processes to allow students to build cohesive and efficient course schedules.

O7: Post-COVID Support- Connect with, re-engage, and provide supports to students who were impacted by the COVID-19 pandemic (NEW).

Strategic Plan Goals and Objectives (Continued)

G3: Academic Preparedness and Student Learning - Accelerate student attainment of academic preparedness and ensure optimal levels of learning in all instructional delivery formats.

O1: Academic Preparedness - Decrease the number of students who require developmental coursework.

O2: Acceleration of Academic Preparedness - Provide curricular options and instructional supports for academically unprepared students to accelerate attainment of academic preparedness and completion of college-level coursework.

O3: General Education and Program Outcomes - Ensure students are achieving college-level general education learning outcomes and program-level learning outcomes.

O4: Instructional Supports - Provide excellent instructional supports to aid in students' successful completion of coursework in all modalities (UPDATED).

O5: Online Education - Provide quality online programs and courses with appropriate academic and student support services (UPDATED).

O6: Technology and Equipment – Provide innovative, accessible technology solutions and equipment to facilitate student learning and instruction (UPDATED).

O7: Faculty Professional Development - Provide professional development and support in order for faculty to deliver innovative and exceptional instruction in all modalities (UPDATED).

G4: Learning Environments - Provide engaging, effective, and student-ready environments with accomplished and qualified personnel to facilitate learning and productivity.

O1: Personnel Recruitment - Recruit and retain exceptional faculty and staff.

O2: Professional Growth - Invest in professional growth and leadership development opportunities for faculty and staff.

O3: Internal Communication - Foster strong lines of internal communication among all areas of the college.

O4: Facilities - Develop new and renovated facilities to meet the needs of 21st century students. O5: Safety - Provide a safe and secure environment that is conducive to learning.

O6: Automated Processes - Develop automated processes to increase efficiency and effectiveness in all college operations.

O7: Equity- Transform college practices to target and eliminate specific barriers to student success and address students' needs by centering equity with all practices (NEW).

Strategic Plan Goals and Objectives (Continued)

G5: *Workforce Development, Community Partnerships, and Advocacy* - Strengthen connections with workforce and community partners, educational agencies, and governmental bodies and officials.

O1: Educational Offerings - Align college educational offerings with the needs of its communities and workforce partners through credit, continuing education, and corporate training programs.

O2: Employment - Increase the number of graduates who attain employment in their fields.

O3: Collaboration - Collaborate with key stakeholders to advance the educational and economic development goals for the region.

O4: Communication with Community - Provide on-going and consistent communication with our communities regarding college successes, progress, and stewardship of resources.

O5: Advocacy - Advocate for the needs of the college on local, state, and national levels.

G6: *Financial Effectiveness and Affordability* - Ensure financial capacity, demonstrate fiscal stewardship, and maintain affordability for students.

O1: Affordability - Maintain affordable tuition and fees to support student access and success. O2: Resource Allocation - Manage funds so that resource allocation is optimally aligned to support programs and services.

O3: Fundraising - Partner with the Del Mar College Foundation to increase fundraising for scholarships and other student and college needs.

O4: Grants - Increase external funding opportunities through federal, state, corporate, and local grants.

O5: State Funding - Advocate on behalf of community colleges at the state and federal levels to achieve and maintain adequate levels of funding to support programs and services.

The Strategic Planning Assessment Process

The Strategic Plan represents the model of long-term projections for the College's improvement. The SPSC created an Operational extension of that Strategic Plan, which identifies and represents short-term assessment plans within each unit. In the initial assessment cycle under the new Strategic Plan, units with operations that directly support the Goals and Objectives listed in the Strategic Plan were assigned ownership of unit assessments Objectives, referred to as SP Strategies. These were immediately identifiable opportunities for units to align strategic planning and assessment initiatives. To determine Objectives derived from continuous improvement efforts, the Office of PIE also provides training in the processes and principles of assessment and facilitates systematic reporting on annual unit assessments for the Operational Plan.

A primary source for Objectives is the strategies in the Strategic Plan. Assessment Plans and Findings Reports provide the narrative and data content which fulfill the long-term projection efforts of the Strategic Plan by including clear language outlining data-informed decisions meant to correct or improve quality and/or quantity in operations. In short, the unit assessment plans are the building blocks for the long-term projections of the Strategic Plan.

Roles in Assessment

Strategic Plan

The Strategic Plan - *Aspire. Engage. Achieve.*: 2019-2014 Strategic Plan – serves as the lighthouse for all units to align their missions to serve our students and the community. Developed through collaboration of both internal and external stakeholders, the Board, the SPSC and the Office of PIE identified appropriate Key Performance Indicators, or KPIs, through research of mandates and collective expertise of the College's employees. Annual reporting of KPIs by the Office of PIE or other appropriate unit levels are offered to the Board on a rotational basis, highlighting progress and opportunities for improvement.

Academic Program Assessment

Academic program assessment is a key aspect of observing and improving student success at Del Mar College. Faculty participate in systemic, annual reviews of their students' achievements for each educational program with the guidance and support of specialized assessment personnel including the Director of Accreditation and Assessment, an Assessment Specialist, and a team of Faculty Assessment Mentors. This process includes identifying expected student learning outcomes, assessing the extent to which the outcomes were achieved, and analyzing results to seek improvement. The goal of this formalized process is to identify ways to improve student learning outcomes. Additionally, the products of these assessment activities and their alignment with the Strategic Plan are used to justify requests for additional resources, such as training or materials, and may also be used to support requests for additional instructional personnel.

Roles in Assessment (Continued)

Administrative/Academic Student Support Assessment

Administrative and Academic Student Support units are provided annual training and support in building plans by the Office of PIE. Assessment plans are data-informed through efforts from previous year experience or the introduction of a new approach which has been researched by unit leadership. Rather than merely “closing-the-loop”, the College seeks substantiated choices driven by actual data. The Office of PIE promotes the alignment of the data-informed plans with the Strategic Plan and integration of best practice strategies explored outside the College, while encouraging accountability, transparency, and collaboration.

Planning for the Future

Strategic Plan 2024-2029

While the college continues to strive towards the goals of Year Three in the current plan, the Office of the Executive Vice President/ COO is beginning the journey of what the college will prioritize in 2024-2029. In September 2022, the Board of Regents attended a workshop to kick off the launching of the new plan. Phase II: Launch, Environmental Scan and Analysis began in January 2023. The 18-month log process will continue using the SCUP framework which will provide the college an integrated planning framework that is sustainable to building relationships, aligning the organization, and emphasizing preparedness for change as DMC moves into the future.

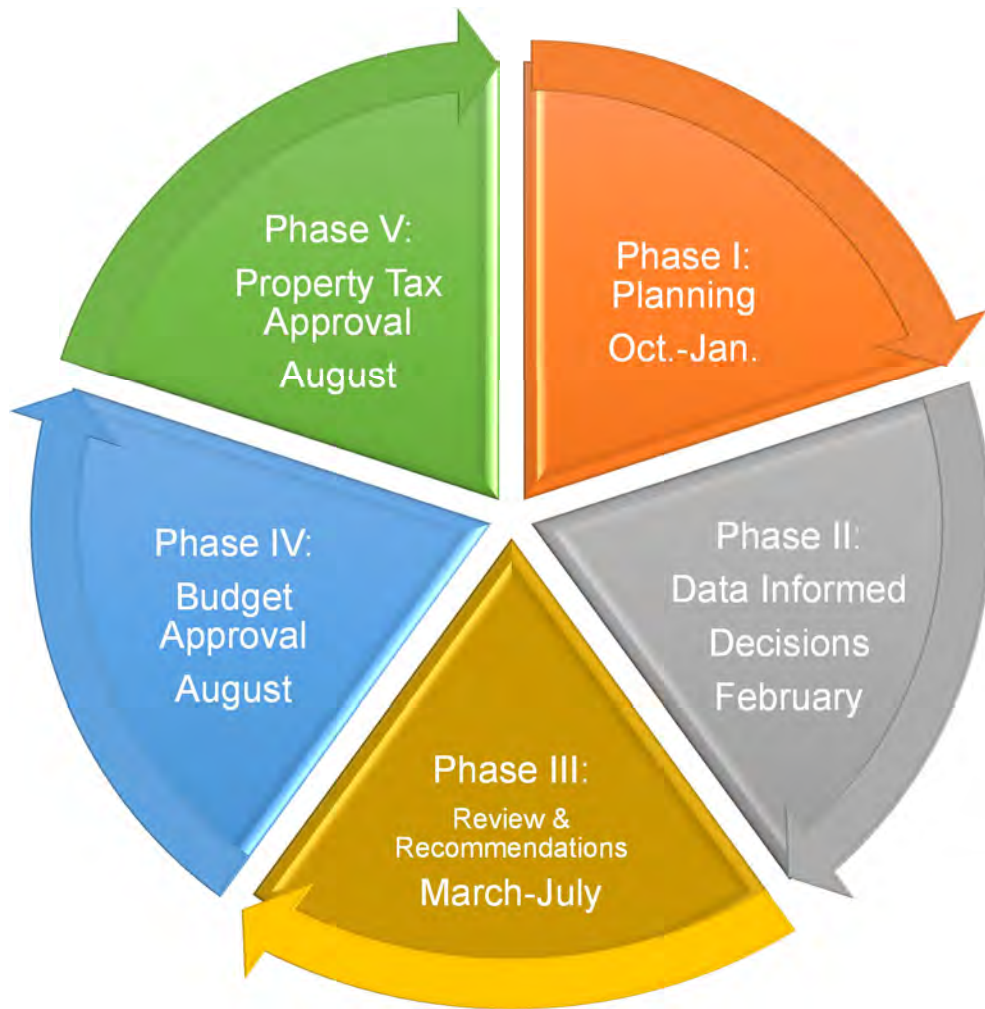
Budget Structure





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Budget Process Overview



Budget Development Process

The annual operating budget process at the College provides for an annual balanced budget where revenues and expenses are carefully adjusted by the administration and the Board to produce a balanced budget that makes efficient use of revenue to produce a suitable level of educational services for the College's students. According to Board Policy **B4.1 Budget Preparation**, the President and Chief Executive Officer (CEO) of the College shall prepare an annual operating and debt service budget. The operating expense budget shall include funds to provide for adequate instructional and support operations as well as for major equipment repairs and/or replacements, unexpected enrollment increases, and other emergencies and contingencies.

The process to prepare the annual operating budget is preceded by sound planning, subject to sound fiscal procedures, and is approved by the Board of Regents. Each year, the budgeting process begins with the establishment of goals and objectives for the fiscal year that are based on the strategic plan as well as assumptions that will guide the development of the budget. An important element of budget planning, the governance process, is used to balance the interest of the various stakeholders that includes the communities of the district, students, the Board, the budget committee, and the senior leadership of the College departments. During the budget process, resources are tied to the Strategic Plan and allocated to support the College's mission.

There are five phases during the budget process which include the planning phase; the data informed decisions phase; the review and recommendations phase; the budget approval phase; and the property tax approval phase:

Phase I – Planning

During the planning phase of the budget process, a tuition and fee assessment is completed and reviewed with Student Government and presented to the Board of Regents. The budget calendar for the upcoming fiscal year is developed and the distribution of technology, facility maintenance, equipment, and marketing request worksheets are sent to department chairs. Preliminary operating budget assumptions are discussed and formulated. A budget kick-off meeting is held in January and budget training is conducted.

Phase II – Data Informed Decisions

During the data informed decisions phase, the recommended tuition and fee change is presented to the Board of Regents for review and approval. Preliminary salaries, and open and new position requests are assessed. Technology, facility maintenance, equipment, and marketing worksheets are submitted to the Budget Office where they are compiled and reviewed.

Budget Development Process (Continued)

Phase III – Review & Recommendations

During the review and recommendations phase, department Chairs prepare their initial requests and submit requests to their respective Dean or Director for initial review. Upon the completion of their review, budget requests are then submitted to their respective Executive Team Member for review prior to submission to the Budget Office. Meanwhile the College's leadership team reviews and approves assumptions used to build the compensation and benefit budget, as well as all other institutional base adjustments for expenses such as insurance, utilities, employee and dependent waivers, legal fees, etc.

The Budget Office then consolidates all budget requests and prepares a proposed budget. The budget becomes the first year of a five-year financial forecast. The remaining four years are calculated by applying assumptions regarding the growth rates to reflect inflation and any new programs or initiatives.

As part of the budget planning process, departments are required to link budget requests to strategic goals and objectives that support the College's strategic plan. Budgets are approved based on their strategic priority and fund availability. During the budget process a cross-check is done between budget requests and the department's strategic goals and objectives that are reported in the College's Student Learning and Outcome Assessment program titled IMPROVE. At the end of the fiscal year, departments report their findings on their achievements in IMPROVE and a report is compiled to review the success of the activities implemented in response to the strategic plan.

Throughout the budget development process, college leadership and budget personnel provide feedback on preliminary budget assumptions and potential scenarios. Budget updates are presented to the Board of Regents monthly usually beginning in May for review and comments. Once the budget process is completed, the final budget is presented to the Board of Regents for approval.

Phase IV & V – Approvals

During the budget and property tax approval phases, the Board of Regents is required to hold a public hearing to present the proposed annual operating and debt service budgets and property tax rates. Following the public hearing, the Board votes to approve the annual budgets and property tax rates by August 31. After the annual operating budget is approved, the Office of the Vice President and CFO is responsible for uploading the approved budget into the financial accounting system. The financial accounting system includes controls that do not allow budget managers to overspend their departmental budget.

Budget Monitoring & Amendments

Throughout the year projections are prepared to monitor enrollment, revenue and expenditures compared to the budget. It may be necessary to permit the transfer of budget amounts between object and functional designations within a fund. The budget is controlled at the line-item level. Budget transfers are required for line items that exceed the annual budget amounts and are allowed if the transfer does not change the total revenue or expenditures in that fund. If expenditures are projected to exceed the functional area appropriation the college looks to control expenditures by cost containment initiatives to stay within the approved budget.



Budget Process Calendar

Below is a summary of the standard activities in developing the budget:



October:

- Tuition and fee assessment

November:

- Budget plan calendar development

December:

- Tuition and fee update with Student Government
- Distribute technology, facility maintenance, marketing, and equipment worksheets
- Board Meeting: Tuition and fee update

January:

- Preliminary operating budget assumptions
- Budget kick-off meeting and budget worksheet distribution
- Budget worksheet training



February:

- Board Meeting: Tuition and fee change approval
- Preliminary salary, and open and new position requests assessment
- Technology, facility maintenance, marketing, and equipment worksheet due



March:

- Budget request worksheet submission from Chairs to Deans and Directors
- Budget request worksheet submission from Deans and Directors to V.P.s

April:

- Preliminary property value assessment
- Executive's budget request worksheet review/approval and submission to budget office
- Final salary, and open and new position requests submission
- Budget worksheet crosscheck with IMPROVE

May:

- Board Meeting: Budget update

June:


- Board Meeting: Budget update

July:

- Certified appraisals
- Board Meeting: Budget workshop



August:

- 
- Board Meeting: Budget update
 - Public Hearing on budget and tax rate
 - Budget and tax rate approval

Budget Structure & Functions

Budgetary Basis

Each community college in Texas is required by law to prepare an annual operating budget of anticipated revenues and expenditures for the fiscal year beginning September 1. The District's Board of Regents adopts the budget, which is prepared on the accrual basis of accounting. A copy of the approved budget and subsequent amendments must be filed with the Texas Higher Education Coordinating Board (THECB), Legislative Budget Board, Legislative Reference Library, and Governor's Office of Budget and Planning by December 1.

For financial reporting purposes, the College is considered a special-purpose government engaged in business-type activities. The College maintains its accounts and prepares its financial statements in accordance with U. S. Generally Accepted Accounting Principles (GAAP) as established by the Governmental Accounting Standards Board (GASB), the Financial Accounting Standards Board (FASB), National Association of College and University Business Officers (NACUBO), and the Texas Higher Education Coordinating Board (THECB). Under GAAP, basic financial statements are prepared using the economic resources measurement focus and accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. Property taxes are recognized as revenues in the years in which they are levied. Grants and other similar types of revenue are recognized as soon as all eligibility requirements imposed by the grantor have been met.

Material timing differences in expenditures between GAAP and the budgetary basis of accounting include capital expenditures, which under GAAP are allocated to depreciation expense over a specified period of time. In the budget document, capital expenditures are assigned in full to operations expense. With respect to debt service payments, payments to principal reduce the liability on the financial statements while interest payments are expensed. Under the budgetary basis of accounting, both principal and interest are expensed to operations within the fiscal year.

The Del Mar College Foundation, a legally separate tax-exempt entity, is a discretely presented component unit and is reported separately in the annual financial statements. The budget document presents college information exclusive of Foundation data.

Revenue Sources

State Appropriations

State legislative appropriation funding for Texas public community colleges is based on an outcomes-based formula methodology that includes three funding components of core operations, contact hours, and success points.

State Benefits Contribution

The State currently contributes 60% of the cost of health insurance premiums for all full-time eligible employees. Premiums are paid directly by the State to the health care plan administered by the Employee Retirement System of Texas.

The State contributes 6.4% toward employee retirement plans. Payments are made directly to the Teacher Retirement System of Texas by the State for those employees under the TRS plan. For those employees covered under an optional retirement plan the State reimburses the College for payments made.

Tuition

Credit tuition is generated by assessing student's per-credit-hour rates. Non-credit tuition is generated by charging varying rates per course, based on course costs and market forces. Tuition resources are budgeted based on enrollment projections developed by the College's Institutional Research department and approved by the Board of Regents.

Fees

The generation of student fees is calculated by determining the costs of course related expenses. Fees for support service such as labs, library facilities, parking, maintaining student records, building use, equipment, security, instructional supplies and the like are all considered when determining the cost of providing instruction.

Property Taxes

Property tax revenue is determined using the annual certified appraisal value determined by the local appraisal district. Once received, the Board of Regents approves a tax levy determined necessary to fund the educational mission of the College.

Other Resources

Other resource revenue includes resources from various activities such as finance charges, insurance proceeds, sale of equipment, enforcement fees and other nominal, one-time miscellaneous amounts.

Expense Functions

Instruction

This category includes expenses for all activities that are part of the institution's instructional program. Expenses for credit and non-credit courses, academic, vocational and technical instruction, for development and tutorial instruction and for regular, special, and extension are included. Expenses for department chairs in which instruction is still the primary role of the administrator, are included in this category. This category excludes expenses for academic administration when the primary assignment is administration.

Public Service

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. An example of these activities would be summer youth programs such as "College for Kids" and morning swim programs for seniors.

Academic Support

This category includes funds expended primarily to provide support services for the institution's primary missions: instruction, research, and public service. It includes: (1) the retention, preservation and display of education materials, e.g., libraries, museums, and galleries; (2) academic administration, e.g., deans' salaries and office expenses; (3) technical support, e.g., computer services and audio-visual information; and (4) separately budgeted support for course and curriculum development and related items.

Student Services

This category includes funds expended for offices of admissions; registrars' offices; and activities that primarily contribute to students' emotional and physical well-being, in addition to their intellectual, cultural, and social development outside the context of formal instruction program.

Institutional Support

This category includes expenses for the following:

- Central executive level management and long-range planning of the entire institution
- Fiscal operations
- Administrative data processing
- Space management
- Employee personnel and records
- Logistical activities that provide procurement, storerooms, safety, security, printing, and transportation services to the institution.

Expense Functions (Continued)

Institutional Support (Continued)

- Support services for faculty and staff that do not operate as auxiliary enterprises
- Activities concerned with community and alumni relations, including development and fundraising
- Bad debt related to receivables that don't affect revenue, e.g., student loans
- Campus security

Operation and Maintenance of Plant

This category includes all expenses of current funds for the operation and maintenance of physical plant, net of amounts charged to auxiliary enterprises and independent operations.

Scholarships and Fellowships

This category includes expenses for scholarships and fellowships including tuition remissions and exemptions in grants to students either from selection by the institution or from an entitlement program. Recipients of grants are not required to perform services to the institution as consideration of the grant, nor are they expected to repay the amount of the grant to the funding source.

Auxiliary Enterprises

This item contains all expenses relating to the operation of auxiliary enterprises, including expenses for operations and maintenance of plant and institutional support.

Expenditure Objects

Salaries

Salaries include the amount of compensation paid to employees of the College.

Employee Benefits

Employee benefit costs are related to all benefits provided to employees with employment at the College. Benefits include employer portion of costs for health insurance premiums for medical, vision, and dental, tuition reimbursement, life insurance and early retirement contribution assignable to the College.

Contractual and Contract Labor Services

Contractual and contract labor services are costs for services rendered by firms and individuals under contract who are not employees of the College.

Expenditure Objects (Continued)

Materials, Supplies and Equipment

The materials and supplies category includes the cost of materials and supplies necessary to conduct the business of the College. Business forms, envelopes, postage, printing, office supplies and instructional supplies fall into this category.

Travel and Professional Development

This category includes expenditures associated with conference registration and fees, costs for hosting or attending meetings, and related travel costs.

Utilities

This category includes all costs necessary to operate the physical plant and other ongoing services, including gas, electric, water and sewage, telephone and refuse disposal.

Fixed Charges

This category includes costs for rentals of facilities and equipment, payment of debt interest and principal, general insurance charges, installment payments for lease/purchase agreements and property/casualty insurance.

Capital Outlay

Capital outlay is the cost of all expenditures that are capitalized by the College, including site acquisition, facility improvements, office equipment, instructional equipment, and services equipment. The College capitalizes expenditures for equipment that costs \$5,000 or more and with a useful life exceeding five years. Capital outlay is budgeted and allocated according to the needs of the departments.

Transfers Out

Interfund transfers out include resource funding of specific amounts to another fund for an identified purpose. Amounts included in this category include tuition revenue dedicated to the retirement of revenue bonds.

Contingency

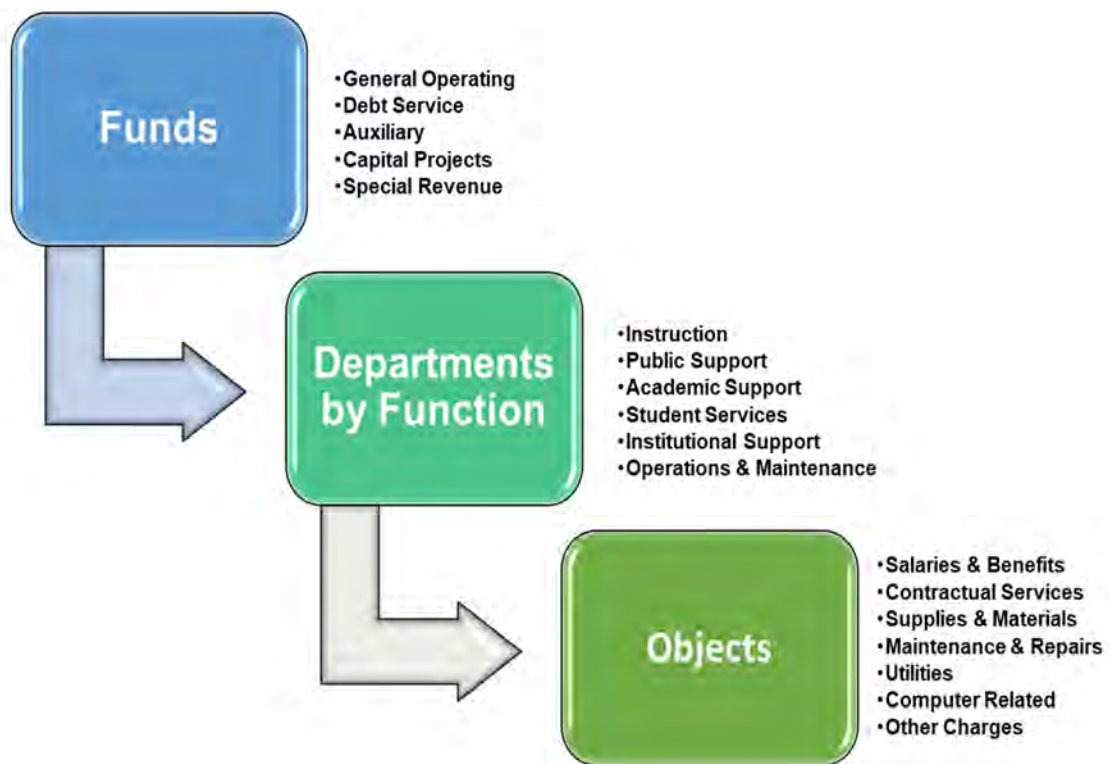
Contingency is a budget account used to provide for unanticipated items, or to hold funds for future distribution. According to College policy the College President is directed to prepare a current operating budget that includes a line item reserve equal to 1.5 percent of the total proposed expenditure budget. Use of these budgeted funds must be approved by the Board of Regents.

Departmental Function

Departments are used by the College as cost centers to capture costs incurred for function. The annual operating fund budget must include departmental budgets by function to ensure resources are adequate to support the College's programs and services. Every departmental unit of the College develops and submits a departmental budget as part of the budget process.

Department/Fund Relationship

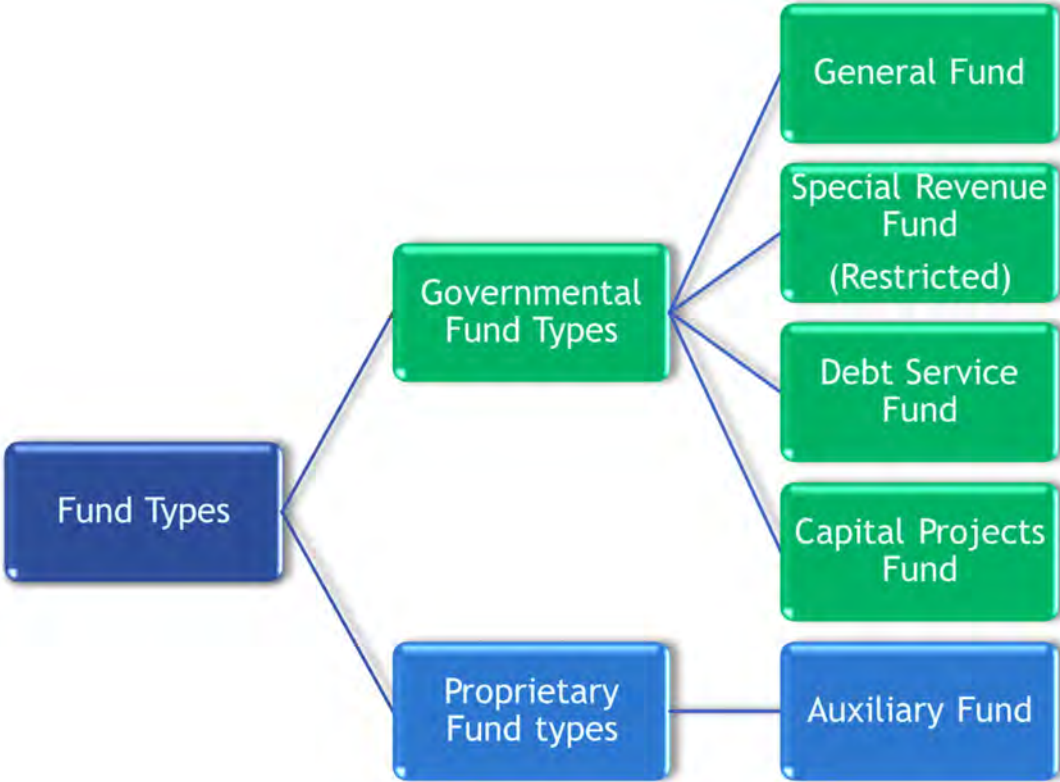
Financial information is classified in the College's accounting system using a chart of accounts that properly categorizes asset, liability, revenue, and expense items by fund, department/ function, and object. The following charts illustrate the relationship between these components:



Del Mar College Department/Fund Matrix

Divisions/Departments	Funds				
	General/ Operating	Special Revenue/ Restricted	Debt Service	Capital Projects	Auxiliary
Executive Director of Development:					
Foundation	X	X			
Executive Director of Communication & Marketing	X				
General Council	X				
President	X				
VP & Chief Financial Officer:					
Fiscal Services	X				
Purchasing & Business Services	X				
Auxiliary Services					X
Debt Management			X		
VP of Student Affairs:					
Student Engagement & Retention	X				
Student Outreach & Enrollment	X				
Financial Aid	X	X			
Advising	X				
Project SENDA		X			
VP & Chief Academic Officer:					
Planning & Institutional Effectiveness	X				
Business, Entrepreneurship & Health Sciences	X			X	
Communications, Fine Arts & Social Sciences	X			X	
Industry & Public Services	X			X	
STEM, Kinesiology & Education	X			X	
Learning Resources	X			X	
Grant Sponsored Programs		X			
VP of Administration & Human Resources:					
Human Resources	X				
Payroll	X				
Risk Management	X	X			
Security	X				
VP & Chief Physical Facilities Officer					
Physical Facilities	X				
Environmental Health & Safety	X				
Capital Construction Projects	X			X	
VP & Chief Information Officer					
Information Technology	X				
Computer Equipment	X			X	
ERP Implementation	X			X	
Executive VP & Chief Operating Officer					
Continuing Education	X			X	
Workforce Programs & Corporate Services	X			X	
Grant Sponsored Programs		X			

Del Mar College Fund Structure



Fund Descriptions

Among the basic principles of governmental GAAP is fund accounting. Because of the diverse nature of governmental operations and the numerous legal and fiscal constraints under which those operations must be conducted, it is impossible to record all governmental financial transactions and balances in a single accounting entity. Therefore, a governmental unit is accounted for through separate funds, each of which is a fiscal and accounting entity with a self-balancing set of accounts.

Fund Categories

Funds are categorized by type to indicate both the sources of the fund's financial resources and nature of activities of financed. There are three broad categories of funds used in governmental accounting: governmental, proprietary (enterprise) and fiduciary. The College does not utilize any fiduciary fund types. Governmental funds are used to account for most typical governmental functions. Proprietary (enterprise) funds are used to account for a government's ongoing activities that are similar to businesses found in the private sector.

Governmental Fund Types

The College's governmental funds are divided into four sections: General Fund, Special Revenue Funds (Restricted), Debt Service Funds, and Capital Project Funds.

- General Fund – The general operating fund is used to account for most of the day to day activities of the College. The general fund is one of the funds budgeted for in the annual budget process.
- Special Revenue Fund (Restricted) – Used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes.
- Debt Service Fund – Used to account for payment of principal, interest, and related charges on any outstanding bonds. The debt service fund is budgeted for in the annual budget process.
- Capital Projects Fund – Used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

Proprietary Fund Type

The College has one Enterprise fund type, the Auxiliary Fund, in the proprietary fund type. The activities in this fund are for services to students, the community, and staff for which a fee is charged that is directly related to the cost of the service.

Budgetary and Financial Policies

Del Mar College has established and maintained a pattern of managing its financial resources in a responsible manner to ensure financial stability for many years. The Board of Regents, The President and Chief Executive Officer (CEO) and the Vice President and Chief Financial Officer (CFO) have primary responsibility for control over the College's financial resources. The Vice President and CFO is responsible for establishing and communicating policies and procedures that ensure appropriate levels of control. Departments reporting to the Vice President and CFO and sharing in the responsibility for exercising financial control include: Comptroller, Director of Accounting, Accounts Receivable, Accounts Payable, Treasury Management, Grant Accounting, and Purchasing and Business Services.

The following is a listing and a brief description of the major financial policies that have been approved by the Board of Regents and are reviewed on an annual basis, which enhances the internal control structure as well as the preparation of the budget and financial reports of the College.

1. General Fund Reserves

The College District maintains a general fund reserve. In accordance with Policy **B4.1.1 Financial Reserves**, the College's goal shall be to maintain an unrestricted cash reserve of approximately three (3) months of current operations requirements. The three-month unrestricted cash reserve should be between 20 and 25 percent of the current year's unrestricted operating budget. In addition, the College Chief Executive Officer (CEO) is directed to:

- Prepare a current operating budget that will include a minimum contingency line-item reserve equal to 1.5 percent of the total proposed expenditure budget. The budgeted contingency reserve will be restricted and any transfer from such line item must be approved by the Board of Regents. The College has consistently exceeded budgetary goals to maintain adequate resources to support the operations of the College and increase unrestricted cash reserves.
- Maintain a "Plant Fund" reserve primarily for long-term financial planning relating to institutional software program needs, deferred maintenance, furniture, fixture, equipment and land purchases. Transfer authority from this fund is delegated to the CEO. The CEO must notify the Board of any transfers made into or out of this fund.

Budgetary and Financial Policies (Continued)

General Fund Reserves (Continued)

- Create and maintain a “Risk Fund” reserve that will provide financial flexibility to support the mission of the College throughout a financial crisis. Funding will be used for catastrophic loss deductibles, uninsured losses, emergent needs for health and safety occurrences, supplement operational needs due to loss of or reduction in funding source as a result of national or state emergency declaration or economic downturns. Transfer authority from this fund is delegated to the CEO. The CEO must notify the Board of any transfers made into or out of this fund. The College ended FY 2021 with a balance in the Risk Reserve Fund of \$8.8 million that was established at the end of FY 2020.

2. Grants and Contracts

Grants and contracts represent a significant source of operating revenues that the College relies on to support its programs and services. As stated in Policy **B4.32 Externally Funded Grants Contracts and Agreements**, such grants, contracts, and agreements must support and enhance the mission and purpose of the College and adopted by the Board of Regents. The Vice President and Chief Financial Officer and the Director of Grants and Sponsored Research are responsible for monitoring grant revenues and expenditures and take appropriate actions to ensure that grant funds are properly expended in a timely fashion and according to the approved grant budget.

3. Debt Management

The College may enter into debt obligations to finance the construction or acquisition of buildings and infrastructure and other assets, maintenance of existing facilities, to purchase land and personal property, or to refinance or restructure existing debt. Board Policy **B4.40 Debt Management** establishes conditions for the use of debt and creates parameters designed to manage the debt obligations of the College District 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 the appropriate and applicable laws of the State of Texas and federal law.

Budgetary and Financial Policies (Continued)

4. Investment of College Funds

The Comptroller's Office is responsible for ensuring that cash is available to meet the obligations of the College and for investment funds not needed for operating or other purposes. Such funds are invested with the goal of preserving the safety of the principal, as well as its liquidity and yield. College Policy **B4.6 Investment** requires all funds available for investment be invested in compliance with the Public Funds Investment Act (PFIA), Government Code Chapter 2256 and Texas Education Code Chapter 51 – Provisions Generally Applicable to Higher Education Section 51.003 – Depositories, Section 51.0031 – Deposits and Investments, and Section 51.0032 – Investment Reports and Policies.

The College's Board of Regents annually approves the investment policy and has designated the Vice President and CFO, the Comptroller, and the Director of Accounting as the College Investment Officers. The investment officers are authorized to deposit, withdraw, invest, transfer, and manage the College's funds that are eligible for investment. In addition, the College uses the services of an outside investment advisor. In addition, the College uses the services of an outside investment advisor. The investment advisor works on a non-discretionary basis and must obtain prior approval of the College's investment officers on all investment transactions. In accordance with the PFIA, the quarterly and annual investment reports are submitted to the Board of Regents and posted on the College's website.

5. Accounting and Financial Reporting

Each year an institutional audit is conducted by an external certified public accounting firm in accordance with Board Policy **B4.34 – External Audit**. The institutional audit is performed in accordance with generally accepted accounting principles (GAAP) as established by the Financial Accounting Standards Board (FASB) and the Governmental Accounting Standards Board (GASB). The College follows the significant accounting policies in preparing the financial statements that are in accordance with the Annual Financial Reporting Requirement for Texas Public Community Colleges as set forth by the Texas Higher Education Coordinating Board (THECB).

Budgetary and Financial Policies (Continued)

Accounting and Financial Reporting (Continued)

The institutional audit is also prepared according to state and federal reporting requirements. The institutional audit must be prepared in compliance with the requirements of the *State of Texas Single Audit Circular*. The College is also required to undergo an annual federal audit on compliance for each of its major federal programs in accordance with the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States and *Title 2 U. S. Code of Federal Regulations part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance)*.

6. Risk Management

The College maintains a risk management program designed to mitigate and manage risks to property, services, and employees. The program includes evaluating the risks associated with activities and operations of the College; developing a means of controlling, reducing or eliminating those risks, as well as financing these efforts. This program includes a Risk Management Department that oversees comprehensive insurance, security, and safety programs. The College annually insures all its physical assets against loss by fire, named windstorm/hail, and water. Building and content values are updated regularly to ensure adequate coverage. The College also maintains general liability, professional legal liability, and other specialized liability insurance programs to protect the resources of the College related to wrongful acts.

7. Procurement

The College has established the necessary controls and procedures to ensure proper management of its purchasing and inventory functions under the direction of the Vice President and CFO. The College maintains a centralized purchasing and inventory control system that utilizes a series of internal controls designed to safeguard capital assets and to properly record values in the general ledger. Purchasing operations are performed in accordance with the College's **Purchasing Policy B4.27**, the Texas Education Code, and other government statutes. The encumbrance method of accounting is used for purchases. Purchase requisitions, purchase orders, and invoices are approved by the appropriate personnel at multiple levels.

Budgetary and Financial Policies (Continued)

8. Long-Term Financial Planning

The purpose of long-term financial and enrollment planning and forecasting is to manage the long-term financial health and sustainability of the College. Long-term revenue, expenditure and enrollment forecasts are considered a part of the College's annual budget process and developed for the upcoming three to five years to address the future financial position of the College. The focus of the long-term revenue forecast is on major revenue sources that include tuition and fees, state appropriations, property taxes and auxiliary services to ensure adequate income to pay for fixed and variable costs. The focus of long-term expenditure forecast is on all major expense items that include capital equipment, faculty and staff salaries and benefits, technology items, and utilities. Forecasts are developed using a variety of techniques to include analytical methods such as trend analysis to develop the most accurate estimates possible.

9. Annual Operating Budget Process

The annual operating budget process at the College provides for an annual balanced budget where revenues and expenses are carefully adjusted by the administration and the Board to produce a balanced budget that makes efficient use of revenue to produce a suitable level of educational services for the College's students. According to Board Policy **B4.1 Budget Preparation**, the President and Chief Executive Officer (CEO) of the College shall prepare an annual operating and debt service budget. The operating expense budget shall include funds to provide for adequate instructional and support operations as well as for major equipment repairs and/or replacements, unexpected enrollment increases, and other emergencies and contingencies. The operating income budget should reflect conservative forecasting.

The process to prepare the annual operating budget is preceded by sound planning, subject to sound fiscal procedures, and is approved by the Board of Regents. Each year, the budgeting process begins with the establishment of goals and objectives for the fiscal year that are based on the strategic plan as well as assumptions that will guide the development of the budget. An important element of budget planning, the governance process, is used to balance the interest of the various stakeholders that includes the communities of the district, students, the Board, the budget committee, and the senior leadership of the College departments. During the budget process, resources are tied to the Strategic Plan and allocated to support the College's mission.

The budget must include departmental operating budgets by function to ensure resources are adequate to support the College's programs and services. Every unit of the College develops and submits a departmental budget which is submitted to the Vice President and CFO. According to the job description of the Vice President and CFO, the Vice President will serve as the major adviser to the

Budgetary and Financial Policies (Continued)

Annual Operating Budget Process (Continued)

President on budget development, fiscal policies, spending requirements, and budgetary constraints. According to Board Policy **B2.3.1 The Chief Executive Officer (CEO) of the College**, it is the responsibility of the President and CEO to work with appropriate College personnel in developing the College budget and after approval by the Board of Regents, see to the careful implementation of the budget.

10. Capital Assets

The Board of Regents, the President and CEO, and the Vice President and CFO have a fiduciary responsibility to safeguard College property and assets. The Vice President and CFO is responsible for establishing and communicating policies and procedures that ensure appropriate levels of control for the College's capital assets. Board and Administrative Policy **B4.23 Equipment/Facilities Responsibility** contains the policies and administrative procedures that define capitalization thresholds, tagging and inventory procedures and disposal of College property. In order to ensure capital assets are accounted for accurately, the College maintains a comprehensive physical inventory system. The Property Control Specialist, under the direction of the Direction of Purchasing and Business Services, is responsible for working with department personnel to maintain an accurate annual inventory listing.

11. Revenues

The College has three primary sources of funding, tuition and student fees, state appropriations and ad valorem taxes. These revenue streams are included as funding sources in the annual operating budget and expenditures budgets are developed to ensure they do not exceed projected revenues. During the budgetary process, the Board may exercise its authority to adjust tuition, ad valorem tax rates or other fees to acquire sufficient revenues to maintain the fiscal stability of the College.

According to Board Policy **B3.21 Tuition Policy**, all student tuition and fees shall be set by the Board of Regents. The Board derives this authority from Texas Education Code Section 103.084 – Powers and Duties of Junior College Districts, which states that the governing board of a junior college may set and collect any amount of tuition, rentals, rates, charges, or fees that board considers necessary for the efficient operation of the College. The Board considers key factors such as legislative reforms, student affordability, strategic initiatives, and the tuition rates of the College's peer group as it sets the levels of tuition and fees.

Budgetary and Financial Policies (Continued)

Revenues (Continued)

State appropriation funding for Texas public community colleges is based on an outcomes-based formula methodology that includes three funding components of core operations, contact hours, and success points. The Board of Regents is informed in advance of the amount of state appropriations awarded for a given year.

The Board of Regents exercises full authority to levy property taxes within the Del Mar College District to fund the College mission, deriving its taxing authority from the Texas State Constitution, Article 7, Section 3b, which states that the governing body of any such district shall have the power to assess, levy and collect ad valorem taxes on all taxable property within the boundaries of the district for the purposes of the maintenance of public free schools or the maintenance of a junior college.

12. Expenditures

The annual budgeting process at the College provides for an annual balanced budget where revenues and expenses are carefully adjusted by the administration and the Board to produce a budget that makes efficient use of revenue to produce a suitable level of educational services for the College's students. During the budget process, resources are tied to the strategic plan and allocated to support the College's mission. The budget must include departmental operating expenditure budgets by function to ensure resources are adequate to support the College's programs and services. The administration is responsible for ensuring that sound fiscal policies and procedures are in place so the Board approved budget is the financial plan for the upcoming year. The Office of the Vice President and CFO is responsible for uploading the approved budget into the financial accounting system. The financial accounting system includes controls that do not allow budget managers to overspend their budget. Monthly budget reports that include actual revenue and expenses are prepared and provided to management and the Board of Regents to assist in making decisions, monitor compliance, provide feedback and review performance. The Budget Section of this report contains explanations of operating expenditures by function and object.



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Budget Overview





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Budget Overview

Summary of Changes

Budget FY 2022 to Budget FY 2023

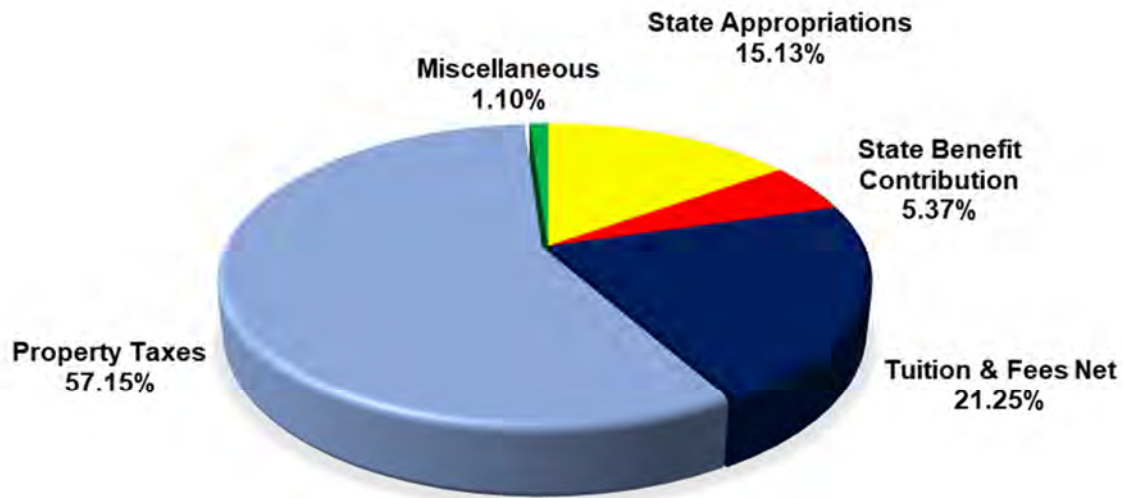
Budget FY 2022	\$ 110,924,159
Increases:	
Salaries expense due to increased levels of compensation & new faculty and staff positions added	1,397,910
Employee benefits increase related to increased level of salary expenses	350,283
Increases in property insurance premium expenses	1,019,250
Increases in custodial and security services contract fees	762,492
Increases in operating costs to meet needs of computer hardware, software and supply items	724,191
Contingency line item increased due to increase in required contingency level associated with increase in revenue	56,728
Decrease:	
Decrease in Utilities expenses related to re-negotiated electric service provider contract	(528,945)
Budget FY 2023	<u>\$ 114,706,068</u>

Budget Overview

Budget FY 2023

Revenue by Source

Operating Fund Revenues



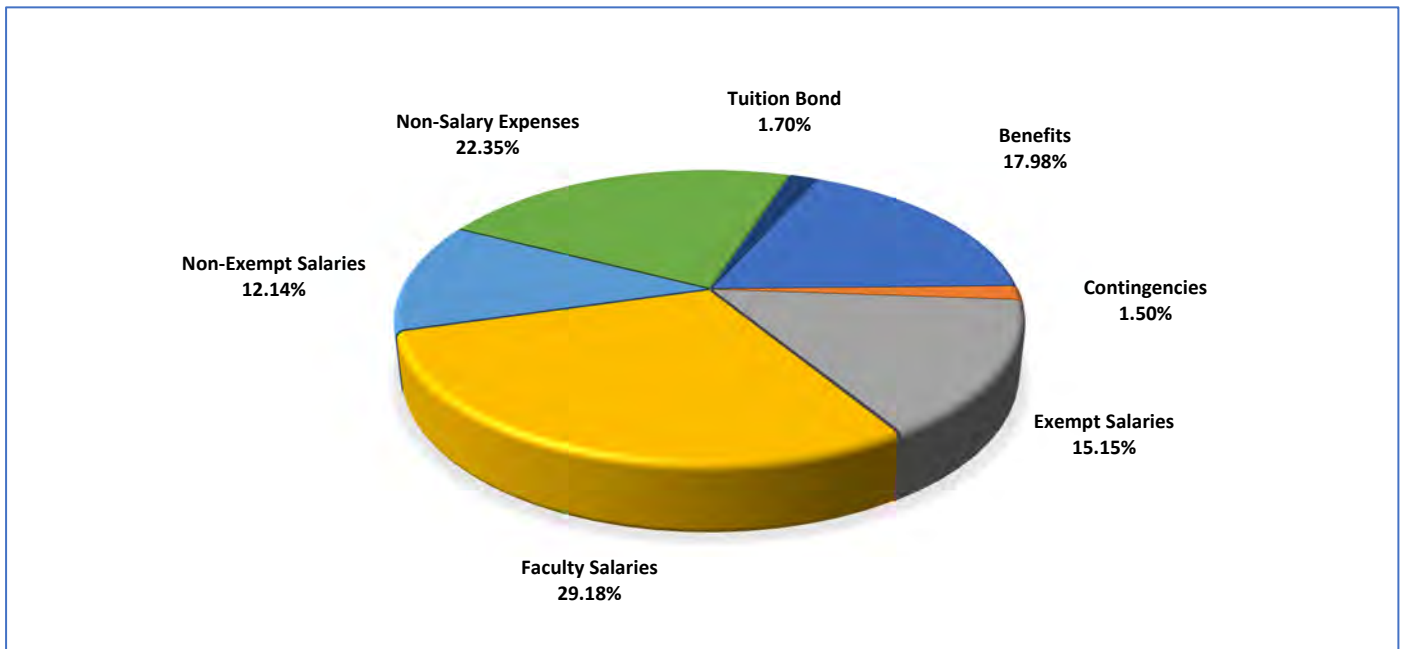
Total Revenue = \$114,706,068

Budget Overview

Budget FY 2023

Expenditures by Category

Operating Fund Expenditures



Total Expenditures = \$114,706,068



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Del Mar College
Operating Fund
Budget Summary
For Fiscal Years 2021 to 2023

	FY 2021 Actuals	FY 2022 Budget	FY2022 Actual	FY 2023 Budget
Operating Revenues				
State Funding:				
Base Appropriation	\$ 16,483,427	\$ 17,359,105	\$ 17,359,107	\$ 17,359,105
Insurance	4,913,876	4,263,497	4,721,909	4,281,371
Retirement	2,119,576	1,564,963	2,000,000	1,871,176
Total State Funding	23,516,879	23,187,565	24,081,016	23,511,652
Other Revenues:				
Tuition and Fees	23,673,189	25,962,825	22,120,569	24,375,829
Property Taxes	57,023,250	60,390,356	60,593,109	65,556,443
Miscellaneous	3,042,804	1,383,413	2,559,923	1,262,144
Total Other Revenues	83,739,243	87,736,594	85,273,601	91,194,416
Total Operating Revenues	107,256,122	110,924,159	109,354,617	114,706,068
Expenditures				
Instruction	45,481,827	53,450,021	47,637,623	52,857,833
Public Service	145,844	117,951	119,095	228,439
Academic Support	6,929,546	8,460,944	7,834,244	8,731,075
Student Services	6,801,925	7,946,096	7,180,286	8,156,974
Institutional Support	29,735,925	30,032,950	32,213,798	33,442,689
Operations & Maintenance	7,331,834	10,916,197	8,523,627	11,289,058
Total Expenditures	96,426,901	110,924,159	103,508,673	114,706,068
Excess of Revenues Over Expenditures	10,829,221	-	5,845,944	-
Other Financing Uses:				
Transfers In/(Out)	-		(8,480,000)	
Surplus / (Deficiency)	10,829,221	-	(2,634,056)	-
Beginning Fund Balance	(54,360,403)	(43,531,182)	(43,531,182)	(46,165,238)
Ending Fund Balance	\$ (43,531,182)	\$ (43,531,182)	\$ (46,165,238)	\$ (46,165,238)

Del Mar College
Operating Fund
Expenditures by Function
For Fiscal Years 2021 to 2023

	FY 2021 Actuals	FY 2022 Budget	FY 2022 Actuals	FY 2023 Budget
Function:				
Instruction				
Salaries	\$ 34,687,562	\$ 38,438,938	\$ 36,273,905	\$ 37,674,193
Benefits	8,079,743	12,300,393	8,391,169	11,999,230
Other	2,426,330	2,675,424	2,530,784	3,149,144
Equipment	288,192	35,266	441,765	35,266
Total Instruction	45,481,827	53,450,021	47,637,623	52,857,833
Public Service				
Salaries	121,451	70,890	96,047	154,769
Benefits	21,694	22,685	18,790	49,294
Other	2,699	24,376	4,258	24,376
Equipment	-	-	-	-
Total Public Service	145,844	117,951	119,095	228,439
Academic Support				
Salaries	4,799,419	5,601,456	5,376,137	5,815,932
Benefits	1,375,980	1,792,455	1,549,737	1,852,374
Other	686,928	967,822	779,673	963,558
Equipment	67,219	99,211	128,697	99,211
Total Academic Support	6,929,546	8,460,944	7,834,244	8,731,075
Student Services				
Salaries	4,720,055	5,308,915	4,969,922	5,479,222
Benefits	1,285,272	1,698,844	1,381,694	1,745,132
Other	761,617	938,337	826,231	932,620
Equipment	34,981	-	2,439	-
Total Student Services	6,801,925	7,946,096	7,180,286	8,156,974
Institutional Support				
Salaries	10,959,364	12,083,964	12,788,559	13,254,221
Benefits	6,373,908	3,866,848	3,384,260	4,221,469
Other	12,149,693	13,450,108	15,628,078	15,041,697
Equipment	252,960	632,030	412,901	925,302
Total Institutional Support	29,735,925	30,032,950	32,213,798	33,442,689
Operations & Maintenance				
Salaries	1,415,708	1,868,768	1,550,485	2,392,503
Benefits	445,535	598,003	488,563	762,012
Other	5,412,862	8,435,180	6,475,627	8,120,297
Equipment	57,729	14,246	8,952	14,246
Total Operations & Maintenance	7,331,834	10,916,197	8,523,627	11,289,058
All Functions				
Salaries	56,703,559	63,372,931	61,055,055	64,770,840
Benefits	17,582,132	20,279,228	15,214,213	20,629,511
Other	21,440,129	26,491,247	26,244,651	28,231,692
Equipment	701,081	780,753	994,754	1,074,025
Total for All Functions	\$ 96,426,901	\$ 110,924,159	\$ 103,508,673	\$ 114,706,068

Del Mar College
Operating Fund
Expenditures by Object
For Fiscal Years 2021 to 2023

	FY 2021 Actuals	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget
Expenditures:				
Salaries & Benefits				
Faculty Salaries	\$ 32,063,920	\$ 34,874,576	\$ 32,862,425	\$ 33,467,687
Exempt	14,570,020	16,486,947	16,629,764	17,378,672
Non-Exempt Salaries	10,069,619	12,011,408	11,562,866	13,924,481
Benefits	17,582,132	20,279,228	15,214,213	20,629,511
Total Salaries & Benefits	74,285,691	83,652,159	76,269,268	85,400,351
Non-Salary:				
Contract Instruction	132,056	151,600	145,427	151,600
Supplies, Postage, Dupl, Copier Rental	2,661,065	3,110,202	3,340,387	3,443,888
Maintenance & Repairs	1,237,509	1,589,223	1,471,084	1,595,040
Equipment	701,081	780,753	994,754	1,074,025
Student Recruiting & Marketing	1,096,161	1,030,908	1,502,800	1,060,908
Audit & Legal, Tax Appraisal, Coll Fees	1,369,769	1,612,210	1,544,672	1,626,295
Consultants & Contract Labor	2,236,037	2,970,704	3,176,941	3,276,496
Accreditation	61,447	80,047	49,914	75,047
Special Pop Interpreter	14,577	114,397	64,201	114,397
Comp Software, Hardware, License & Serv	3,531,569	2,577,607	4,082,454	2,694,283
Travel & Professional Development	139,673	486,036	433,309	536,923
Election	147,657	-	-	190,000
Security	961,684	1,058,300	1,344,063	1,515,000
Recruitment	14,779	32,000	26,334	32,000
Food Beverage	24,622	87,133	67,199	89,301
Library	212,158	269,476	232,948	269,476
Bad Debt	102,494	250,000	151,710	151,707
Membership & Dues	139,461	237,829	200,203	250,970
Utilities & Telephone	2,831,375	3,354,392	2,964,855	2,825,447
Insurance	2,201,712	2,705,000	2,794,998	3,724,250
Bank & Collection Fees	156,069	192,800	178,414	192,800
Campus Police	27,006	513,000	120,920	302,858
Tuition Bond Transfers Out	1,951,000	1,951,000	1,955,000	1,955,500
Miscellaneous	190,249	453,520	396,818	436,915
Total Non-Salary	22,141,210	25,608,137	27,239,405	27,585,126
Contingency	-	1,663,863	-	1,720,591
Total Expenditures	\$ 96,426,901	\$ 110,924,159	\$ 103,508,673	\$ 114,706,068

Del Mar College

Summary of Changes in Fund Balance For Fiscal Years 2021 to 2023

	FY 2021 Actuals	FY 2022 Budget	FY 2022 Actual	FY 2023 Budget
Fund:				
<u>Operating Fund</u>				
Beginning Fund Balance	\$ (54,360,403)	\$ (43,531,182)	\$ (43,531,182)	\$ (46,165,238)
Revenue	107,256,122	110,924,159	109,354,617	114,706,068
Expenditures	(96,426,901)	(110,924,159)	(103,508,673)	(114,706,068)
Transfer Out	-	-	(8,480,000)	-
Ending Fund Balance	(43,531,182)	(43,531,182)	(46,165,238)	(46,165,238)
<u>Restricted Fund</u>				
Beginning Fund Balance	-	-	-	-
Revenue	35,825,379	-	40,268,618	-
Expenditures	(35,825,379)	-	(40,268,618)	-
Ending Fund Balance	-	-	-	-
<u>Auxiliary Fund</u>				
Beginning Fund Balance	1,246,218	1,094,224	1,094,224	2,084,184
Revenue	921,042	1,965,794	2,244,064	1,791,541
Expenditures	(1,073,036)	(1,965,794)	(1,254,104)	(1,791,541)
Ending Fund Balance	1,094,224	1,094,224	2,084,184	2,084,184
<u>Loan Fund</u>				
Beginning Fund Balance	2,957	1,713	1,713	1,423
Revenue	-	-	-	-
Expenditures	(1,244)	-	(290)	-
Ending Fund Balance	1,713	1,713	1,423	1,423
<u>Debt Service Fund</u>				
Beginning Fund Balance	8,428,543	8,173,897	8,173,897	8,539,483
Revenue	24,876,053	25,427,669	24,808,122	24,474,388
Expenditures	(25,130,699)	(25,427,669)	(24,442,536)	(24,474,388)
Ending Fund Balance	8,173,897	8,173,897	8,539,483	8,539,483
<u>Plant Fund</u>				
Beginning Fund Balance	137,968,606	150,847,342	150,847,342	161,776,263
Revenue	81,968,427	-	66,226,870	-
Expenditures	(69,089,691)	-	(63,777,949)	-
Transfers In	-	-	8,480,000	-
Ending Fund Balance	150,847,342	150,847,342	161,776,263	161,776,263
<u>All Funds</u>				
Beginning Fund Balance	93,285,921	116,585,994	116,585,994	126,236,115
Revenue	250,847,023	138,317,622	242,902,291	140,971,997
Expenditures	(227,546,950)	(138,317,622)	(233,252,170)	(140,971,997)
Ending Fund Balance	\$ 116,585,994	\$ 116,585,994	\$ 126,236,115	\$ 126,236,115

Del Mar College

All Funds Summary Revenue & Expenditures FY 2021 Actuals (Restated)

	Operating Fund	Restricted Fund	Auxiliary Fund	Loan Fund	Debt Service Fund	Plant Fund	All Funds Total
Revenues:							
State Funding:							
Base Appropriation	\$ 16,483,427	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,483,427
Insurance	4,913,876	-	-	-	-	-	4,913,876
Retirement	2,119,576	-	-	-	-	-	2,119,576
Total State Funding	23,516,879	-	-	-	-	-	23,516,879
Other Revenues:							
Tuition and Fees	23,673,189	-	338,284	-	-	-	24,011,473
Property Taxes	57,023,250	-	-	-	23,200,091	-	80,223,341
Federal Revenue, Non-Op	-	27,236,182	-	-	-	-	27,236,182
Federal Grants	-	2,180,811	-	-	-	-	2,180,811
State Grants	-	2,646,861	-	-	-	-	2,646,861
Local Grants	-	3,761,525	-	-	-	-	3,761,525
Auxiliary	-	-	259,807	-	-	-	259,807
Miscellaneous	3,042,804	-	322,951	-	1,675,962	1,586,701	6,628,418
Total Other Revenues	83,739,243	35,825,379	921,042	-	24,876,053	1,586,701	146,948,418
Total Revenues	107,256,122	35,825,379	921,042	-	24,876,053	1,586,701	170,465,297
Expenditures:							
Instruction	45,481,827	-	-	-	-	-	45,481,827
Public Service	145,844	-	-	-	-	-	145,844
Academic Support	6,929,546	-	-	-	-	-	6,929,546
Student Services	6,801,925	-	-	-	-	-	6,801,925
Institutional Support	29,735,925	-	-	1,244	-	(9,520)	29,727,649
Operations & Maintenance	7,331,834	-	-	-	-	204,765	7,536,599
Auxiliary	-	-	1,073,036	-	-	-	1,073,036
Restricted-Scholarships	-	22,334,562	-	-	-	-	22,334,562
Restricted-Student Services	-	13,490,817	-	-	-	-	13,490,817
Depreciation	-	-	-	-	-	6,592,389	6,592,389
Construction Work in Progress	-	-	-	-	-	64,659,061	64,659,061
Debt Service	-	-	-	-	25,130,699	(2,525,936)	22,604,763
Other Non-op Expense	-	-	-	-	-	168,932	168,932
Total Expenditures	96,426,901	35,825,379	1,073,036	1,244	25,130,699	69,089,691	227,546,950
Other Financing Sources:							
Plant in Service	-	-	-	-	-	80,381,726	80,381,726
Total Other Financing Sources	-	-	-	-	-	80,381,726	80,381,726
Surplus / (Deficiency)	10,829,221	-	(151,994)	(1,244)	(254,646)	12,878,736	23,300,073
Beginning Fund Balance	(54,360,403)	-	1,246,218	2,957	8,428,543	137,968,606	93,285,921
Ending Fund Balance	\$ (43,531,182)	\$ -	\$ 1,094,224	\$ 1,713	\$ 8,173,897	\$ 150,847,342	\$ 116,585,994

Del Mar College

All Funds Summary Revenue & Expenditures FY 2022 Actuals

	Operating Fund	Restricted Fund	Auxiliary Fund	Loan Fund	Debt Service Fund	Plant Fund	All Funds Total
Revenues:							
State Funding:							
Base Appropriation	\$ 17,359,107	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,359,107
Insurance	4,721,909	-	-	-	-	-	4,721,909
Retirement	2,000,000	-	-	-	-	-	2,000,000
Total State Funding	24,081,016	-	-	-	-	-	24,081,016
Other Revenues:							
Tuition and Fees	22,120,569	-	319,701	-	-	-	22,440,270
Property Taxes	60,593,109	-	-	-	23,000,450	-	83,593,559
Federal Revenue, Non-Op	-	20,756,257	-	-	-	-	20,756,257
Federal Grants	-	15,711,535	-	-	-	-	15,711,535
State Grants	-	1,855,831	-	-	-	-	1,855,831
Local Grants	-	1,852,274	-	-	-	-	1,852,274
Auxiliary	-	-	690,253	-	-	-	690,253
Change in Fair Value of Investment	-	-	-	-	-	(4,960,357)	(4,960,357)
Miscellaneous	2,559,923	92,721	1,234,110	-	1,807,672	1,406,828	7,101,254
Total Other Revenues	85,273,601	40,268,618	2,244,064	-	24,808,122	(3,553,529)	149,040,876
Total Revenues	109,354,617	40,268,618	2,244,064	-	24,808,122	(3,553,529)	173,121,892
Expenditures:							
Instruction	47,637,623	-	-	-	-	-	47,637,623
Public Service	119,095	-	-	-	-	-	119,095
Academic Support	7,834,244	-	-	-	-	-	7,834,244
Student Services	7,180,286	-	-	-	-	-	7,180,286
Institutional Support	32,213,798	-	-	290	-	43,480	32,257,568
Operations & Maintenance	8,523,627	3,674	-	-	-	2,206,911	10,734,212
Auxiliary	-	-	1,254,104	-	-	10,595	1,264,699
Restricted-Scholarships	-	20,411,394	-	-	-	-	20,411,394
Restricted-Student Services	-	19,853,550	-	-	-	-	19,853,550
Depreciation	-	-	-	-	-	7,487,351	7,487,351
Construction Work in Progress	-	-	-	-	-	55,729,788	55,729,788
Debt Service	-	-	-	-	24,434,488	(1,903,871)	22,530,617
Other Non-op Expense	-	-	-	-	8,048	203,695	211,743
Total Expenditures	103,508,673	40,268,618	1,254,104	290	24,442,536	63,777,949	233,252,170
Other Financing Sources:							
Transfers In/(Out)	(8,480,000)	-	-	-	-	8,480,000	-
Plant in Service	-	-	-	-	-	69,780,399	69,780,399
Total Other Financing Sources	(8,480,000)	-	-	-	-	78,260,399	69,780,399
Surplus / (Deficiency)	(2,634,056)	-	989,960	(290)	365,586	10,928,921	9,650,121
Beginning Fund Balance	(43,531,182)	-	1,094,224	1,713	8,173,897	150,847,342	116,585,994
Ending Fund Balance	\$ (46,165,238)	\$ -	\$ 2,084,184	\$ 1,423	\$ 8,539,483	\$ 161,776,263	\$ 126,236,115

Del Mar College

All Funds Summary Revenue & Expenditures FY 2022 Budget

	Operating Fund	Restricted Fund	Auxiliary Fund	Loan Fund	Debt Service Fund	Plant Fund	All Funds Total
Revenues:							
State Funding:							
Base Appropriation	\$ 17,359,105	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,359,105
Insurance	4,263,497	-	-	-	-	-	4,263,497
Retirement	1,564,963	-	-	-	-	-	1,564,963
Total State Funding	23,187,565	-	-	-	-	-	23,187,565
Other Revenues:							
Tuition and Fees	25,962,825	-	338,782	-	-	-	26,301,607
Property Taxes	60,390,356	-	-	-	23,476,669	-	83,867,025
Federal Revenue, Non-Op	-	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-
State Grants	-	-	-	-	-	-	-
Local Grants	-	-	-	-	-	-	-
Auxiliary	-	-	1,412,012	-	-	-	1,412,012
Miscellaneous	1,383,413	-	215,000	-	1,951,000	-	3,549,413
Total Other Revenues	87,736,594	-	1,965,794	-	25,427,669	-	115,130,057
Total Revenues	110,924,159	-	1,965,794	-	25,427,669	-	138,317,622
Expenditures:							
Instruction	53,450,021	-	-	-	-	-	53,450,021
Public Service	117,951	-	-	-	-	-	117,951
Academic Support	8,460,944	-	-	-	-	-	8,460,944
Student Services	7,946,096	-	-	-	-	-	7,946,096
Institutional Support	30,032,950	-	-	-	-	-	30,032,950
Operations & Maintenance	10,916,197	-	-	-	-	-	10,916,197
Auxiliary	-	-	1,965,794	-	-	-	1,965,794
Restricted-Scholarships	-	-	-	-	-	-	-
Restricted-Student Services	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-
Construction Work in Progress	-	-	-	-	-	-	-
Debt Service	-	-	-	-	25,427,669	-	25,427,669
Other Non-op Expense	-	-	-	-	-	-	-
Total Expenditures	110,924,159	-	1,965,794	-	25,427,669	-	138,317,622
Other Financing Sources:							
Transfers In/(Out)	-	-	-	-	-	-	-
Plant in Service	-	-	-	-	-	-	-
Total Other Financing Sources	-	-	-	-	-	-	-
Surplus / (Deficiency)	-	-	-	-	-	-	-
Beginning Fund Balance	(43,531,182)	-	1,094,224	1,713	8,173,897	150,847,342	116,585,994
Ending Fund Balance	\$ (43,531,182)	\$ -	\$ 1,094,224	\$ 1,713	\$ 8,173,897	\$ 150,847,342	\$ 116,585,994

Del Mar College
All Funds Summary
Revenue & Expenditures
FY 2023 Budget

	Operating Fund	Restricted Fund	Auxiliary Fund	Loan Fund	Debt Service Fund	Plant Fund	All Funds Total
Revenues:							
State Funding:							
Base Appropriation	\$ 17,359,105	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,359,105
Insurance	4,281,371	-	-	-	-	-	4,281,371
Retirement	1,871,176	-	-	-	-	-	1,871,176
Total State Funding	23,511,652	-	-	-	-	-	23,511,652
Other Revenues:							
Tuition and Fees	24,375,829	-	337,211	-	-	-	24,713,040
Property Taxes	65,556,443	-	-	-	22,518,888	-	88,075,331
Federal Revenue, Non-Op	-	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-
State Grants	-	-	-	-	-	-	-
Local Grants	-	-	-	-	-	-	-
Auxiliary	-	-	1,154,330	-	-	-	1,154,330
Miscellaneous	1,262,144	-	300,000	-	1,955,500	-	3,517,644
Total Other Revenues	91,194,416	-	1,791,541	-	24,474,388	-	117,460,345
Total Revenues	114,706,068	-	1,791,541	-	24,474,388	-	140,971,997
Expenditures:							
Instruction	52,857,833	-	-	-	-	-	52,857,833
Public Service	228,439	-	-	-	-	-	228,439
Academic Support	8,731,075	-	-	-	-	-	8,731,075
Student Services	8,156,974	-	-	-	-	-	8,156,974
Institutional Support	33,442,689	-	-	-	-	-	33,442,689
Operations & Maintenance	11,289,058	-	-	-	-	-	11,289,058
Auxiliary	-	-	1,791,541	-	-	-	1,791,541
Restricted-Scholarships	-	-	-	-	-	-	-
Restricted-Student Services	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-
Construction Work in Progress	-	-	-	-	-	-	-
Debt Service	-	-	-	-	24,474,388	-	24,474,388
Other Non-op Expense	-	-	-	-	-	-	-
Total Expenditures	114,706,068	-	1,791,541	-	24,474,388	-	140,971,997
Other Financing Sources							
Transfers In/(Out)	-	-	-	-	-	-	-
Plant in Service	-	-	-	-	-	-	-
Total Other Financing Sources	-	-	-	-	-	-	-
Surplus / (Deficiency)	-	-	-	-	-	-	-
Beginning Fund Balance	(46,165,238)	-	2,084,184	1,423	8,539,483	161,776,263	126,236,115
Ending Fund Balance	\$ (46,165,238)	\$ -	\$ 2,084,184	\$ 1,423	\$ 8,539,483	\$ 161,776,263	\$ 126,236,115

Revenue & Expenditure Trends





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Revenue and Expenditure Trends

Operating Fund Revenues

Revenue Trends

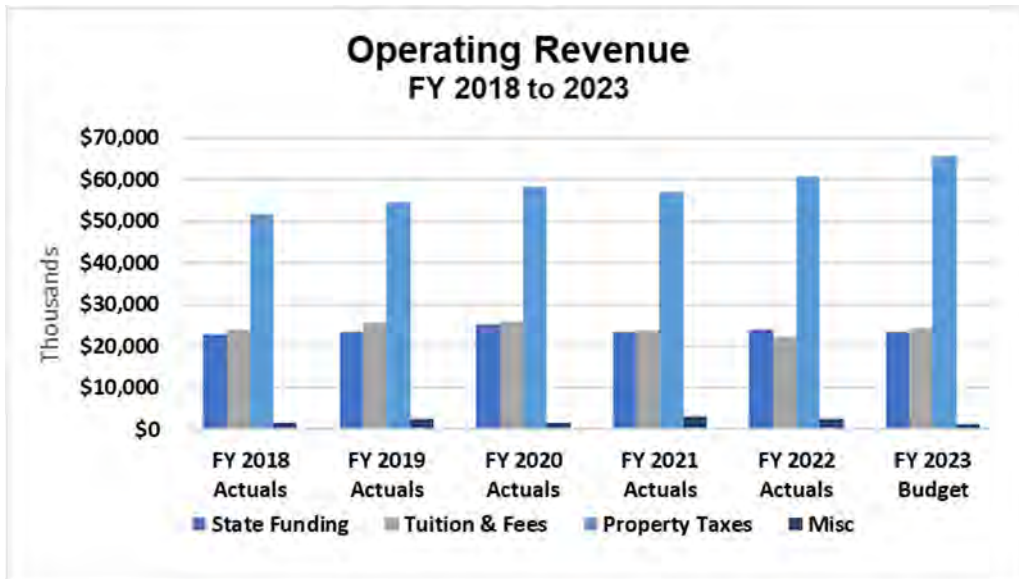
As a public institution, Del Mar College acquires its funding from three primary sources: Student charges, local property taxation, and state appropriations that have a pattern of steady, stable growth. Stable revenue streams along with the sound management of financial resources ensures the financial stability and ability of the College to fulfil the College's mission now and in the future without significant changes in the level of services provided. The chart below includes the College's operating revenue for FY 2018 to FY 2022 actuals and FY 2023 Budget:

Operating Fund Revenues Fiscal Years 2018 to 2023 (in thousands)						
Revenues	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Budget
State Funding						
Base Appropriation	\$ 15,873	\$ 15,908	\$ 16,554	\$ 16,483	\$ 17,359	\$ 17,359
Insurance	5,769	4,150	6,382	4,914	4,722	4,282
Retirement	1,286	3,379	2,564	2,120	2,000	1,871
Total State Funding	22,928	23,437	25,500	23,517	24,081	23,512
Other Revenues						
Tuition and Fees	24,198	25,557	25,898	23,673	22,121	24,376
Property Taxes	51,689	54,449	58,319	57,023	60,593	65,556
Miscellaneous	1,697	2,674	1,712	3,043	2,560	1,262
Total Other Revenues	77,584	82,680	85,929	83,739	85,274	91,194
Total Revenues	\$ 100,512	\$ 106,117	\$ 111,429	\$ 107,256	\$ 109,355	\$ 114,706

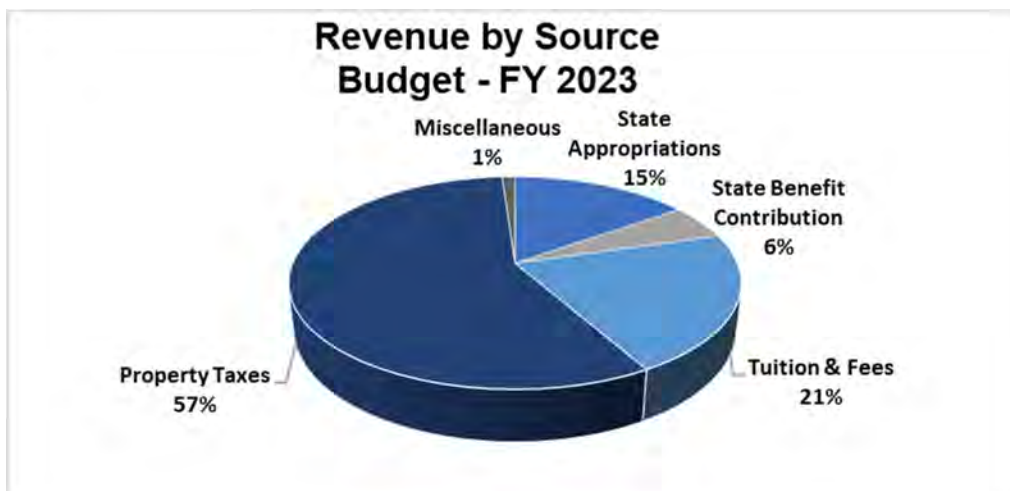
Tuition and fee revenue continues to be impacted by the decline in enrollment related to the COVID-19 pandemic. Over the past two fiscal years, enrollment has declined by 11% in FY 2021 and 7% in FY 2022. The decrease in enrollments resulted in a loss of tuition revenue of approximately \$2 million for each fiscal year. However, state appropriation funding and property tax revenues remained stable during this same period due to the continued economic growth of the region. As a result of careful budgeting and prudent management of financial resources, revenues exceeded expenses by \$5.8 million for FY 2022.

Revenue Trends (Continued)

The College remains confident that enrollment numbers will improve with the opening of the new Oso Creek Campus and the effects of the pandemic diminish. The graph below represents the historical trends of each revenue source for the FY 2018 to FY 2022 actuals and the FY 2023 Budget:



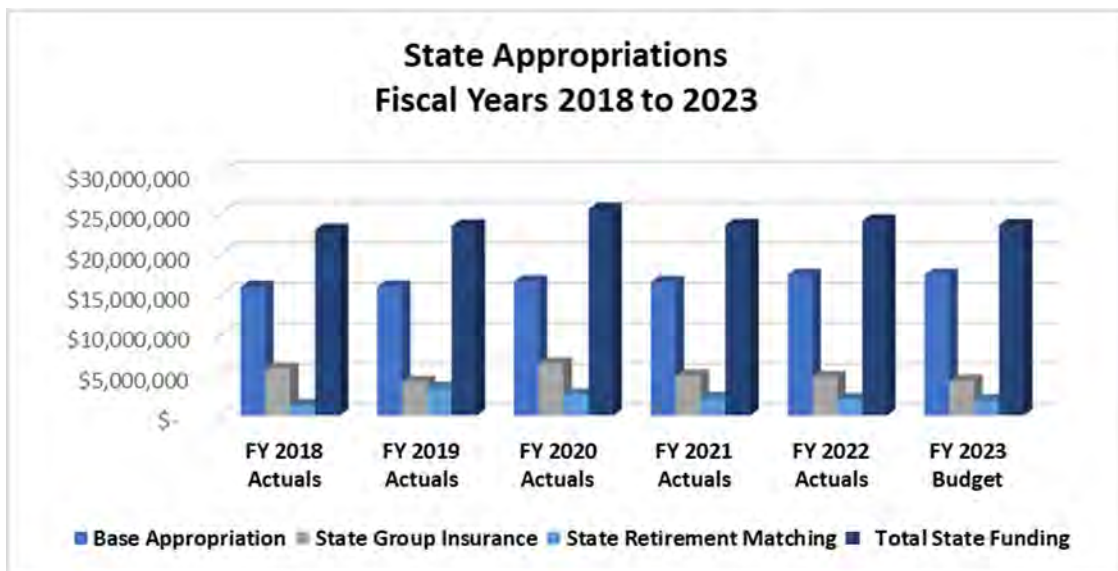
The graph below represents the percentage breakdown of each major revenue source of the total FY 2023 budgeted revenues totaling \$114,706,068:



State Appropriation Summary

State appropriation funding includes base appropriations, insurance contributions and retirement contributions. Base appropriation funding for Texas public community colleges is based on an outcomes-based formula methodology that includes three funding components of core operations, contact hours and success points. State funding amounts are appropriated to each college during the State's Biennial Legislative Sessions.

Although reductions in state appropriation funding were anticipated during the 2021 State Legislative Session due to the ongoing pandemic, additional appropriations of approximately \$880 thousand for fiscal years 2022 and 2023 were awarded to the College. This increase was attributable to a 9% growth in contact hour generation over the previous biennium by the College. In comparison, average contact hour growth among all community colleges in Texas was only 2%. The chart below illustrates the historic and budgeted amounts of state funding trends for the fiscal years 2018 to 2023:



Tuition and Fees Revenue Summary

Tuition & Fees

Student tuition and fee revenues make up approximately 21.3% of the total budgeted operating revenue for FY 2023. Tuition revenue is generated by assessing students' per-credit-hour rates. Non-credit tuition is generated by charging varying rates per course, based on course costs and market forces.

The generation of student fees is calculated by determining the costs of course related expenses. Fees for support service such as labs, library facilities, parking, maintaining student records, building use, equipment, security, and instructional supplies are all considered when determining the cost of providing instruction.

The Board considers key factors such as legislative reforms, student affordability, strategic initiatives and the tuition rates of the College's peer groups as it sets the levels of tuition and fees. The following chart reflects the trend of tuition and fee rates charged per semester credit based on 12 semester credit hours for FY 2018 to FY 2023:

Tuition & Fees Schedule Based on 12 Semester Credit Hours for FY 2018 to FY 2023										
<u>Fall of</u>	<u>In-District Tuition</u>	<u>Out-District Tuition</u>	<u>Fees</u>	<u>In-District Tuition & Fees</u>	<u>% inc from prior year</u>	<u>Out-District Tuition & Fees</u>	<u>% inc from prior year</u>			
2023	\$ 71	\$ 121	\$ 121	\$ 1,369	2%	\$ 1,969	1%			
2022	69	119	121	1,345	0%	1,945	0%			
2021	69	119	121	1,345	0%	1,945	0%			
2020	69	119	121	1,345	2%	1,945	1%			
2019	67	117	121	1,321	6%	1,921	4%			
2018	61	111	113	1,241	5%	1,841	3%			

Tuition Discounts

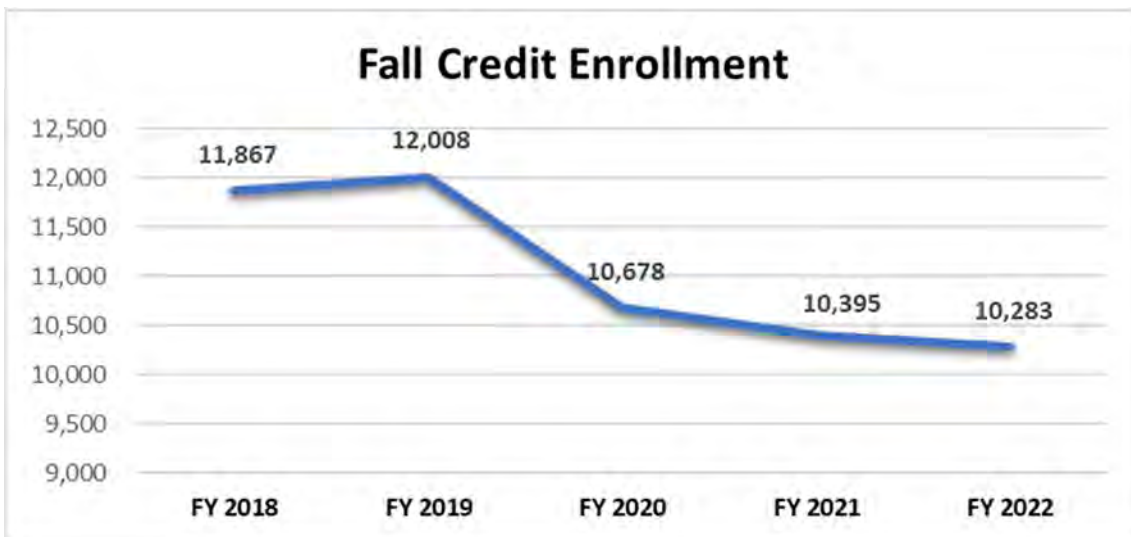
The College awards qualified students funds to be used for tuition and fees from various sources such as the Texas Public Education Grant (TPEG), Title IV – Higher Education Agency Program, and institutional funds. When these awards are used by a student for tuition and fees, the amount is recorded as a tuition discount, if the amount is dispersed directly to the student it is recorded as a scholarship expense.

Tuition & Fees (Continued)

Enrollment

Tuition and fee revenues are budgeted based on enrollment projections developed by the College's Institutional Research department and approved by the Board of Regents. Prior to the COVID-19 pandemic, the College had a history of stable student enrollment with a gradual growth trend. At the start of the COVID-19 pandemic, the College elevated its digital focus delivery of instruction and student services to comply with the COVID-19 protocols mandated by federal state and local agencies.

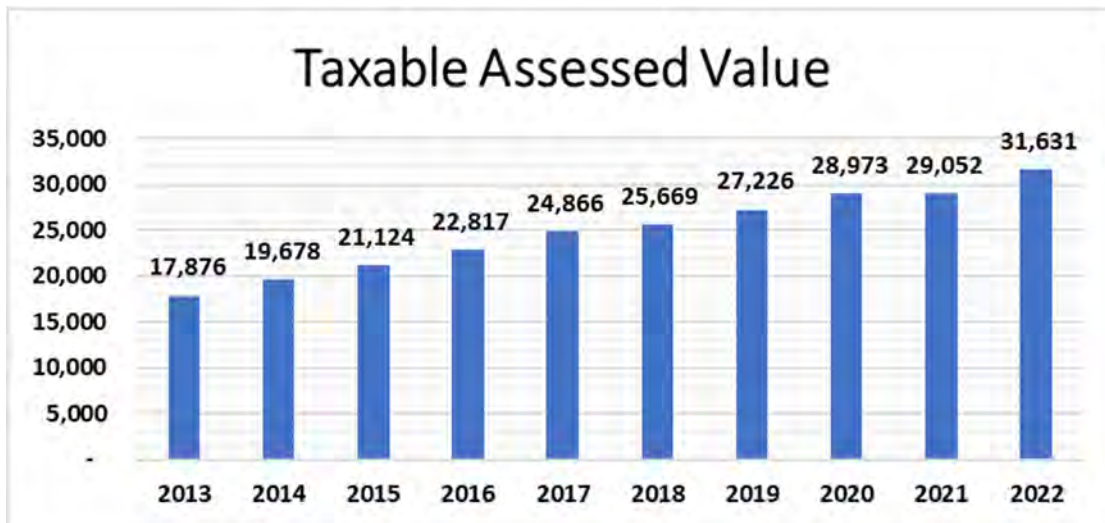
In May of 2021, the College transitioned to "Phase 3" of its' return to campus plan and as a result the College is now open to all students and employees. Throughout the pandemic, protecting the health of students, faculty and staff has remained the highest priority of the College. While instruction has returned to face-to-face delivery, the College continues to deliver a portion of courses and programs virtually. Enrollment numbers declined approximately 7% in 2022 which resulted in a loss of tuition revenue of approximately \$2.3 million. The chart below illustrates the stable enrollment growth prior to the COVID-19 pandemic and the decline in enrollment after the onset of the pandemic:



Property Tax Valuations and Rates Summary

The Del Mar College District levies and collects maintenance and debt service ad valorem taxes to support College operations. According to **Texas Education Code 130.122 – Tax Bonds and Maintenance Tax**, maintenance taxes and debt service taxes can never exceed the aggregate of 50 cents on the \$100 valuation of taxable property in the district.

The College’s ad valorem property tax is levied each October 1 on the assessed value listed as of the prior January 1, for all real and business personal property located in the College District. Over the past ten years, the growth in the taxable assessed value of property within the Del Mar College District continues to contribute to the College’s sound financial base. As illustrated in the chart below, the assessed value rose consistently and steadily from FY 2013 to FY 2022.

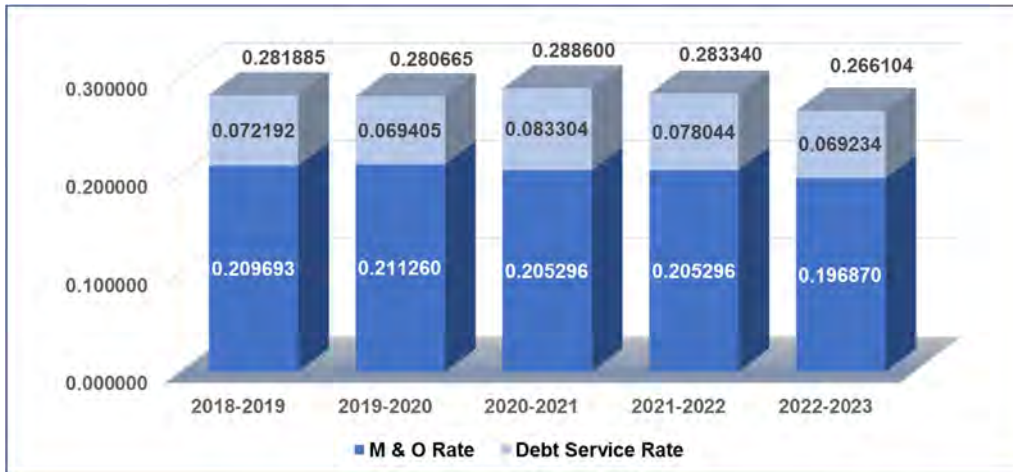


The combination of steadily increasing taxable assessed property tax values along with the conservative increases to property tax rates has resulted in a sound and stable property tax base that has consistently grown over the ten years. Property Tax collections have risen steadily between fiscal years 2013 and 2022. Maintenance and operations tax collections increased by \$3.5 million in FY 2022 due to a 3.74% increase in property tax values.

Property Tax Valuations and Rates (Continued)

As of August 23, 2022, the most recent property tax rate was approved by the Board of Regents. The total assessed tax rate for fiscal year 2023 was \$0.266104 per \$100.00 property valuation in the Del Mar College District. This rate represents a decrease of 6.1% from the previous rate and is still significantly below the authorized 50 cents on the \$100 valuation of taxable property. The maintenance and operations tax rate portion of the total tax rate decreased 4.1% from the prior year to \$0.196870 per \$100 property valuation. The debt service tax rate portion decreased 11.3% from the prior year to \$0.069234 per \$100 property valuation due to a slightly lower debt service requirement for FY 2022 to 2023. The following charts reflect the trends in the components of the total property tax rates for fiscal years 2018 to 2023:

Adopted Assessed Tax Rate for FY 2018 to FY 2023			
<u>Fiscal Year</u>	<u>M & O</u>	<u>Debt Service</u>	<u>Total Assessed</u>
2022-2023	0.196870	0.069234	0.266104
2021-2022	0.205296	0.078044	0.283340
2020-2021	0.205296	0.083304	0.288600
2019-2020	0.211260	0.069405	0.280665
2018-2019	0.209693	0.072192	0.281885



Miscellaneous Revenue

Miscellaneous revenues include resources from various activities such as finance charges, insurance proceeds, sale of equipment and other one-time miscellaneous amounts. Budgeting for miscellaneous revenue is based on historical trend analysis.

Expenditure Trends - Operating Funds

Analysis by Function

During the annual budget process, resources are allocated to operating expenditures based on the goals and objectives of the strategic plan that support the College's mission and make efficient use of available revenue to provide a suitable level of educational services to the College's students. The chart below indicates that operating expenditures had a pattern of stable steady growth to support the pre-COVID enrollment growth during fiscal years 2018 to 2020. After the onset of the COVID-19 pandemic, operating expenditures trended slightly downward for FY 2021 as enrollment declined. The level of operating expenditures trended upward as the College's faculty, staff and students returned to campus for FY 2022. The level of operating expenditures were adjusted upward for the FY 2023 budget as the College expects enrollment to begin returning to pre-pandemic levels and plans for the additional courses to be offered on the College's Oso Creek Campus.

Operating Fund Expenditures by Function Fiscal Years 2018 to 2023 (in thousands)						
	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Budget
Instruction	\$ 42,654	\$ 46,135	\$ 46,299	\$ 45,482	\$ 47,638	\$ 52,858
Public Support	155	150	90	146	119	228
Academic Support	6,777	6,903	6,985	6,929	7,834	8,731
Student Services	7,059	7,116	7,255	6,802	7,180	8,157
Institutional Support	31,329	29,399	31,111	29,736	32,214	33,443
Operations & Maintenance	8,698	9,077	8,061	7,332	8,524	11,289
Total Expenditures	\$ 96,672	\$ 98,780	\$ 99,801	\$ 96,427	\$ 103,509	\$ 114,706

Instruction

In line with the College's core mission, instruction is the largest component of expenditures on a functional basis, accounting for an average of 46% of total expenditures across all funds. Instruction, which includes expenses to support all activities that are part of the institution's instructional program, grew at a steady level averaging 4.3% per year for fiscal years 2018 to 2020. The levels of instructional expenditures follow the same trend as the overall operational expenditures for FY 2021 and 2022 actuals and FY 2023 budget.

Expenditure Trends (Continued)

Institutional Support

Institutional Support is the second largest component of expenditures making up an average of 30.7% of total expenditures. This function includes costs all central support services such as human resources, accounting and purchasing services, information technology and other central costs. These expenses have grown at a steady level to provide adequate levels of support to the growth in the other functional areas of the College.

Operations & Maintenance

Operations and maintenance accounts for an average of 9% of total expenditures and includes all expenses related to the operations and maintenance expenses of the College's facilities. The 2014 Capital Improvement Plan provides for new and renovated buildings to replace older buildings on the Heritage and Windward campuses. As these buildings are completed, the cost of facility operations will decline due to the lower costs to operate improved facilities. The College is also recognizing savings in utility costs due to a newly negotiated contract with its electric service provider. Operation and maintenance expenses for FY 2022 actuals and FY 2023 budget trended upward as the lower costs related to new energy efficient buildings and the lower utility expenses are offset by the additional operational cost of the Oso Creek Campus that is planned to open in 2023.

Academic Support

Academic support expenses account for an average of 7% of total expenditures. This functional category includes funds provide support services for the College's instructional missions and public services such as academic administration, libraries, course and curriculum development and technical support for computer services and audio-visual equipment.

Student Support Services

The costs related to student support services increased at an average rate of 3% from FY 2018 to FY 2023. The College continues to make student success and completion a priority as this area provides support activities that contribute to the students' academic, emotional and physical well-being.

Expenditure Trends

Analysis by Object Category

Operating Fund Expenditures by Object Category Fiscal Years 2018 to 2023 (in thousands)						
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget
Salaries & Benefits	\$ 74,189	\$ 72,369	\$ 76,814	\$ 74,286	\$ 76,269	\$ 85,400
Supplies & Materials	2,655	2,795	2,325	2,661	3,340	3,444
Maintenance & Repairs	1,280	1,447	1,458	1,237	1,475	1,630
Equipment	975	4,681	949	701	995	1,074
Student Recruiting & Marketing	1,079	1,000	1,022	1,096	1,503	1,061
Contracted Services	4,091	4,317	3,993	3,738	4,867	5,054
Computer Software, Hardware, Licensing	2,674	2,808	3,334	3,532	4,083	2,694
Security	959	964	1,057	989	1,465	1,818
Utilities & Telephone	3,070	3,051	3,240	2,831	2,965	2,825
Insurance	1,309	1,329	2,174	2,202	2,795	3,724
Tuition Bond Transfer Out	2,015	1,951	1,951	1,951	1,955	1,956
Other Charges	2,376	2,068	1,484	1,203	1,797	2,305
Contingencies	-	-	-	-	-	1,721
Total Expenditures	\$ 96,672	\$ 98,780	\$ 99,801	\$ 96,427	\$ 103,509	\$ 114,706

Salaries & Benefits

Salaries and benefits are the largest category of expenditures on an object category basis, making up on an average of 75% for fiscal years 2018 to 2023. Salaries and benefits have increased an average of 1% during the fiscal years 2018 to 2022 due to a combination of employee raises, additional personnel needed for new initiatives, and increases to benefits. The College takes a proactive approach to offer levels of employee compensation that are in-line with market rates based on competencies such as education, experience and managerial responsibility to retain and attract faculty and staff that provide quality educational services to students.

The annual base budgets for salaries are calculated for each full-time position based on the approved salary levels for the current fiscal year. Vacant positions are based on the previous incumbent's salary and an estimated employee turnover rate is applied to the vacant position budgets to allow for positions that will not be filled during the year. The budget for benefits is calculated for each position based on historical trends of benefit expenses. The level of salaries and benefits were adjusted upward in the FY 2023 budget to accommodate the additional faculty and staff required to operate the Oso Creek Campus that is planned to open in FY 2023.

Expenditure Trends (Continued)

Operating Expenses

Operating expenses are all other expenses other than salary and benefits. Actual operating expenses decreased from FY 2018 to FY 2021 primarily due to reduced spending related to the COVID-19 pandemic and a re-negotiation of the College's electric services provider contract. The decrease in operating expenses was offset by an increase in insurance expense due to increased premiums and additional insurance added for the completed new buildings on the Heritage and Windward campuses. Operating expenses trended upward as the faculty, staff and students returned to campus for FY 2022. The levels of operating expenses were adjusted upward in the FY 2023 budget to accommodate the additional operational cost of the Oso Creek Campus that is planned to open in 2023.

Revenue and Expenditure Trends

Auxiliary Funds

The chart below illustrates that auxiliary fund revenues and expenditures had a pattern of stable steady growth to support the pre-COVID student population seeking auxiliary related services for fiscal years 2018 to 2020. After the onset of the COVID-19 pandemic, revenues and expenditures trended downward as enrollment declined. The level of revenues and expenditures trended upward as the faculty, staff and students returned to campus in FY 2022. The FY 2023 budget was adjusted upward as the College expects enrollment to begin returning to pre-pandemic levels and plans for the additional auxiliary services to be offered on the College's Oso Creek Campus.

Auxiliary Fund Revenue & Expenditures Fiscal Years 2018 to 2023						
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget
Revenues						
Childcare Center	\$ 244,866	\$ 267,175	\$ 177,328	\$ 103,264	\$ 177,608	\$ 361,371
College Bookstore	253,730	570,137	466,715	245,332	558,333	334,000
Dental Hygiene Clinical Board	5,800	5,000	-	-	-	-
Event Services	67,108	50,578	3,594	2,690	29,524	27,000
Food/Dining Services	658,853	645,944	337,431	195,992	1,083,416	663,694
Student Activities	159,945	136,251	93,908	53,015	101,203	317,211
Other	163,341	350,388	355,139	320,749	293,980	88,265
Total Revenues	1,553,643	2,025,473	1,434,115	921,042	2,244,064	1,791,541
Expenditures						
Childcare Center	304,496	335,428	292,476	284,324	226,809	361,371
College Bookstore	19,989	10,529	13,208	15,856	16,400	334,000
Dental Hygiene Clinical Board	5,669	6,253	-	-	-	-
Event Services	41,948	27,602	5,681	4,578	6,950	27,000
Food/Dining Services	824,361	785,588	583,989	444,435	673,413	663,694
Intramural Sports	20,576	21,591	21,037	8,633	14,975	17,071
Student Activities	175,881	39,122	668,682	265,880	301,162	300,140
Other	7,171	7,108	1,598	49,330	14,395	88,265
Total Expenditures	1,400,091	1,233,221	1,586,671	1,073,036	1,254,104	1,791,541
Total Net Surplus/(Deficit)	\$ 153,552	\$ 792,252	\$ (152,556)	\$ (151,994)	\$ 989,960	\$ -

Auxiliary Fund Revenue & Expenditures (Continued)

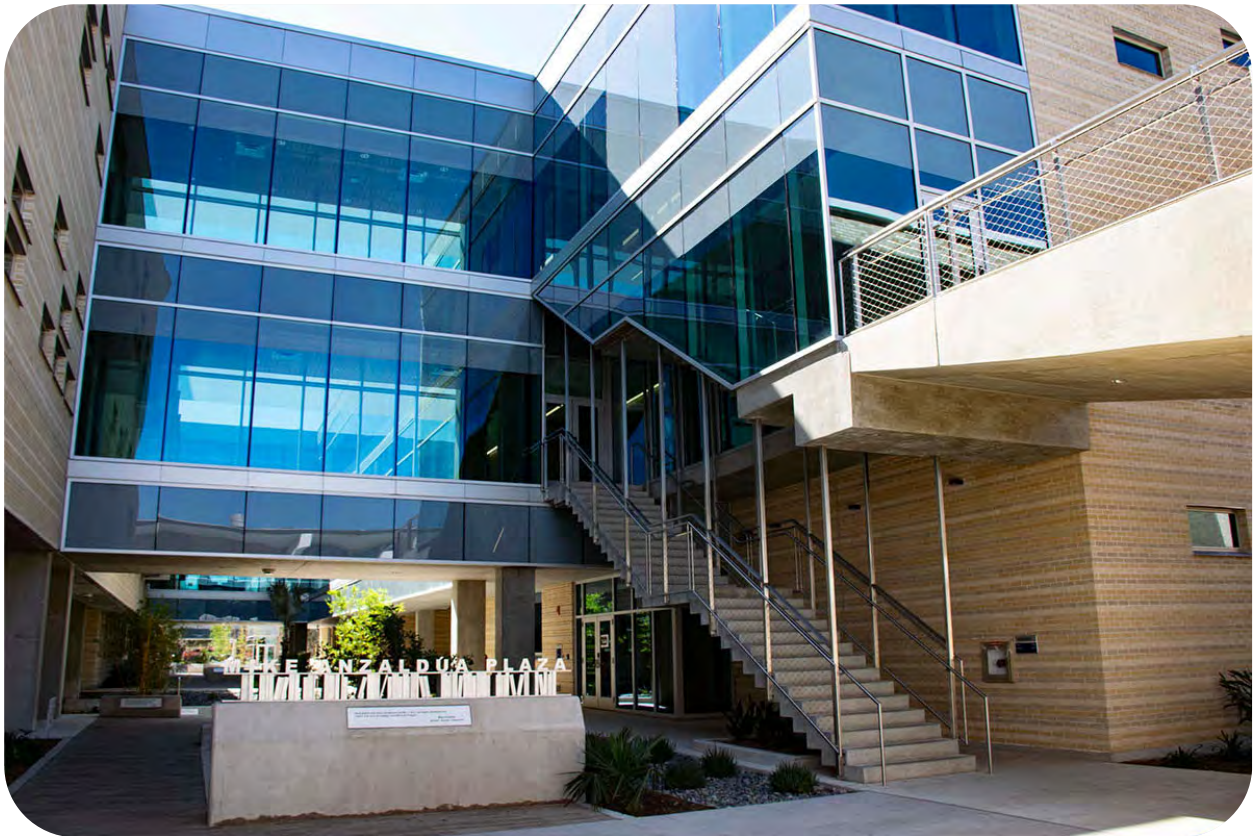
Auxiliary expenditures are primarily salaries, benefits, and other non-salary expenses related to the Childcare Center, Campus Dining and the College Bookstore. The chart below includes actual expenditures by object category for fiscal years 2018 to 2022 and budgeted expenditures for FY 2023:

Auxiliary Fund Expenditures by Object Category Fiscal Years 2018 to 2023						
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Budget</u>
Salaries & Benefits	\$ 714,371	\$ 722,181	\$ 650,465	\$ 615,492	\$ 602,034	\$ 776,599
Supplies & Materials	401,469	376,637	212,091	150,581	281,991	235,955
Maintenance & Repairs	6,788	4,849	3,771	21,496	20,232	22,887
Equipment	-	5,363	-	-	-	-
Student Recruiting & Marketing	-	-	-	1,989	2,582	-
Contracted Services	74,873	58,338	35,716	11,344	47,285	57,800
Computer Software, Hardware, Licensing	903	481	483	1,474	954	2,600
Utilities & Telephone	3,002	3,039	3,027	3,385	1,311	2,450
Other Charges	198,685	62,333	681,118	267,275	297,715	614,250
Total Expenditures	\$ 1,400,091	\$ 1,233,221	\$ 1,586,671	\$ 1,073,036	\$ 1,254,104	\$ 1,712,541



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Long-Term Financial Planning





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Long-Term Financial Forecast

FY 2023 to 2027

Financial Forecast Summary – FY 2023 to 2027

The purpose of the long-term financial forecast is to provide a tool that can be used by the Board of Regents and administration to facilitate informed long-term planning to manage the long-term financial health and sustainability of the College. Long-term revenue, expenditure and enrollment forecasts are considered a part of the College's annual budget process and developed for the upcoming three to five years to address the future financial position of the College.

The long-term financial forecast is developed using the most current information available for enrollment, assessed property values in the College District, state budget conditions, current College spending patterns, and future College program needs. A long-term forecast is prepared for the Operating Fund, Debt Service Fund, and the Auxiliary Fund. With input from the administration, assumptions are made for the next five years about projected revenues and expenditures and are subject to approval by the Board of Regents.

The focus of the long-term revenue forecast is on the major revenue sources that include tuition and fees, state appropriations, property taxes and auxiliary services to ensure adequate income to pay for fixed and variable costs. The focus of long-term expenditure forecast is on all major expense items that include faculty and staff salaries and benefits, equipment, technology items, and utilities.

Impact of COVID-19 Pandemic

Tuition and fee revenue continues to be impacted by the decline in enrollment related to the COVID-19 pandemic. Over the past two fiscal years, enrollment has declined by 11% in FY 2021 and 7% in FY 2022. The decrease in enrollments resulted in a loss of tuition revenue of approximately \$2 million for each fiscal year. The enrollment assumptions used to develop this forecast reflect the ongoing downward pressures of the COVID-19 pandemic on enrollment that began in FY 2020 and will continue for the duration of the pandemic until it comes to an end. The College is hopeful that enrollment levels will gradually recover and return to pre-COVID levels by FY 2027. Also included in the revenue forecast assumptions is the offset of the COVID-19 enrollment decline by the anticipated additional enrollment related to the opening of the Oso Creek Campus on the College's Southside expected to begin in FY 2023.

Long-Term Financial Forecast (Continued)

While tuition and fee revenue has been impacted by the drop enrollment related to the COVID-19 pandemic, state appropriation funding and property tax revenues remained stable during this same period due to the continued economic growth of the region. The forecast for property tax revenue assumes the steady level of economic growth will continue during the period FY 2023 to FY 2027.

The basic assumptions used to develop the forecast for each year FY 2023 to FY 2027 are as follows:

Revenue Assumptions

Tuition & Fees

- Due to the continued decline in enrollment with the onset of the COVID–19 pandemic in FY 2020 and the uncertainty of when the pandemic will come to an end, it is difficult to forecast levels of enrollment for FY 2023 to FY 2027. However, this forecast assumes enrollment growth of 1% per year over the five-year period FY 2023 to FY 2027.
- The decline in enrollment related to the COVID-19 enrollment will be offset by the anticipation of additional enrollment related to the opening of the Oso Creek Campus beginning in FY 2023.
- Assume tuition and fee rates increase over the five-year period at a rate of \$1 per semester credit hour per year from FY 2023 to FY 2027 to provide adequate support for the cost of operations, while keeping with the goal of ensuring small incremental change to avoid large spikes in any one year.

State Appropriations

- The levels of state appropriation funding for Texas Community Colleges are determined during the State’s Biennial Legislative Sessions and are dependent on the overall economic conditions for the State and enrollment levels at each College.
- The College did receive additional appropriations for fiscal years 2022 and 2023 of \$880 thousand per year attributable to a 9% growth in contact hour generation over the previous biennium. The revenue forecast will conservatively assume the College will maintain the FY 2022 to FY 2023 levels of state funding.

Long-Term Financial Forecast (Continued)

Property Taxes

- Assumes a 3% market valuation growth of approximately \$300 million in new construction each year.
- The overall tax rate will decline from FY 2023 to FY 2027 due to the decrease in debt service requirements during this time period.

Expenditure Assumptions

Salaries & Benefits

- Salary increases assumed to be 2% increase for FY 2024 to 2027.
- Benefits will increase in relation to level of salaries.
- Additional faculty and staff required to provide instruction and support the operations of the Oso Creek Campus are included in the expenditure forecast beginning in the fall of FY 2023.

Other Operating Expenses

- Increases of approximately 8% from FY 2023 to FY 2024 and 5% for FY 2025 to 2027 for non-salary expenses to accommodate expected rates of inflation, additional operating costs related to opening of Oso Creek Campus and other types of cost increases.
- Assumes annual energy cost savings of approximately \$500k from FY 2023 to FY 2027 due to renegotiated electric service provider contract.

**Del Mar College
Operating Fund
Financial Forecast
for FY2023 to FY 2027**

	FY 2023 Budget	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
Revenues					
State Funding					
Base Appropriation	\$ 17,359,105	\$ 17,359,105	\$ 17,359,105	\$ 17,359,105	\$ 17,359,105
Insurance	4,281,371	4,281,371	4,281,371	4,281,371	4,281,371
Retirement	1,871,176	1,871,176	1,871,176	1,871,176	1,871,176
Total State Funding	23,511,652	23,511,652	23,511,652	23,511,652	23,511,652
Other Revenues					
Tuition and Fees	24,375,829	24,582,651	24,791,541	25,002,521	25,215,610
Property Taxes	65,556,443	69,176,434	72,112,899	75,170,709	78,558,276
Miscellaneous	1,262,144	1,262,144	1,262,144	1,262,144	1,262,144
Total Other Revenues	91,194,416	95,021,229	98,166,584	101,435,374	105,036,030
Total Revenues	114,706,068	118,532,881	121,678,236	124,947,026	128,547,682
Expenditures					
Salaries & Benefits					
Faculty Salaries	33,467,687	34,137,041	34,819,782	35,516,177	36,226,501
Exempt	17,378,672	17,726,245	18,080,770	18,442,386	18,811,233
Non-Exempt	13,924,481	14,202,971	14,487,030	14,776,771	15,072,306
Benefits	20,629,511	21,141,202	21,564,026	21,995,307	22,435,213
Total Salaries & Benefits	85,400,351	87,207,459	88,951,608	90,730,641	92,545,253
Non-Salary					
Other Operating	25,629,626	27,594,929	28,950,454	30,391,430	32,122,714
Bond Payment	1,955,500	1,952,500	1,951,000	1,950,750	1,951,500
Contingency	1,720,591	1,777,993	1,825,174	1,874,205	1,928,215
Total Non-Salary	29,305,717	31,325,422	32,726,628	34,216,385	36,002,429
Total Expenditures	114,706,068	118,532,881	121,678,236	124,947,026	128,547,682
Net Revenue/Expenditures	-	-	-	-	-
Beginning Net Position	(46,165,238)	(46,165,238)	(46,165,238)	(46,165,238)	(46,165,238)
Ending Net Position	\$ (46,165,238)	\$ (46,165,238)	\$ (46,165,238)	\$ (46,165,238)	\$ (46,165,238)

**Del Mar College
Debt Service Fund
Financial Forecast
for FY2023 to FY 2027**

	FY 2023 Budget	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
Revenues					
Debt Service Property Taxes	22,518,888	20,788,438	20,792,187	20,622,388	16,769,487
Total Revenues	22,518,888	20,788,438	20,792,187	20,622,388	16,769,487
Expenditures					
Bond Payment	24,474,388	22,740,938	22,743,187	22,573,138	18,720,987
Total Expenditures	24,474,388	22,740,938	22,743,187	22,573,138	18,720,987
Other Financing Source					
Transfer in from Operating Fund	1,955,500	1,952,500	1,951,000	1,950,750	1,951,500
Total Other Financing Source	1,955,500	1,952,500	1,951,000	1,950,750	1,951,500
Net Revenue/Expenditures	-	-	-	-	-
Beginning Net Position	8,539,483	8,539,483	8,539,483	8,539,483	8,539,483
Ending Net Position	\$ 8,539,483	\$ 8,539,483	\$ 8,539,483	\$ 8,539,483	\$ 8,539,483

**Del Mar College
Auxiliary Fund
Financial Forecast
for FY2023 to FY 2027**

	FY 2023 Budget	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
Revenues					
Tuition & Fees	337,211	343,955	350,834	357,851	365,008
Food Service	663,694	676,968	690,507	704,317	718,403
Vending	75,000	76,500	78,030	79,591	81,183
Rents	31,000	31,620	32,252	32,897	33,555
Childcare Center	361,371	368,598	375,970	383,489	391,159
Other	323,265	329,730	336,325	343,052	349,913
Total Revenues	1,791,541	1,827,371	1,863,918	1,901,197	1,939,221
Expenditures					
Salaries & Benefits	776,599	792,131	807,974	824,133	840,616
Other Operating	1,014,942	1,035,240	1,055,944	1,077,064	1,098,605
Total Expenditures	1,791,541	1,827,371	1,863,918	1,901,197	1,939,221
Net Revenue/Expenditures	-	-	-	-	-
Beginning Net Position	2,084,184	2,084,184	2,084,184	2,084,184	2,084,184
Ending Net Position	\$ 2,084,184	\$ 2,084,184	\$ 2,084,184	\$ 2,084,184	\$ 2,084,184

Capital Programs





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Capital Improvement Program

The College is building a cutting-edge educational environment to meet the needs of tomorrow's Coastal Bend students and workforce development needs of the College's service area for the next 25 years.

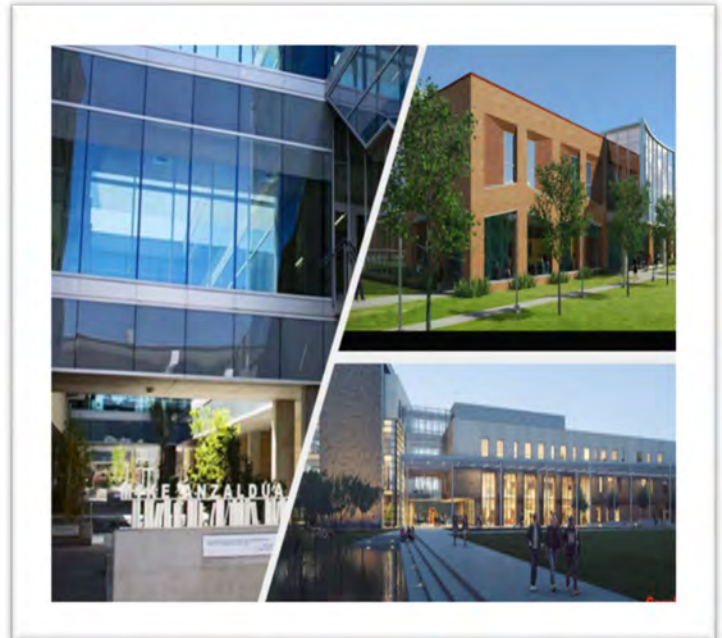
The College conducted a long-range facilities master plan in 2012 to prioritize the needs for new instructional and support space, renovations of existing facilities, additional parking spaces, safety and security improvements and technology infrastructure upgrades. Based on the College's Facilities Master Plan of 2012 and adhering to the goals

and objectives of the College's Strategic Plan for 2019 to 2024, the Capital Improvement Program (CIP) will transform the face of education in our region.

The Capital Improvement Program will improve the existing facilities on the Heritage (formerly known as East) and Windward (formerly known as West) Campuses and a campus expansion on the Oso Creek Campus located on the South side of Corpus Christi. Included in the plan are improvements in instructional space for key programs including: Natural Sciences, Workforce Education, Fine and Performing Arts, Industrial Technology, Nursing and Allied Health, Culinary Arts, Science, Technology Engineering and Math (STEM) and Architecture.

The College issues long-term debt to construct and maintain facilities and infrastructure. In November 2014, voters elected to authorize the issuance of up to \$157 million of Del Mar College Limited Tax Bonds for the purpose of constructing, addressing deferred maintenance needs, and equipping school buildings on the Heritage and Windward Campuses of the College. Construction of three buildings on the Heritage and Windward campuses has been completed. The remaining projects are currently underway and are expected to be completed in Fiscal Year 2024.

The District voters approved a \$139 million bond program in November 2016 to fund Phase 1A of the Oso Creek Campus located on the South side of Corpus Christi. The programming of the new buildings has been completed, construction is underway for the new campus on the Southside and is expected to be completed in Fiscal Year 2023.



Capital Expenditure Summary

Capital Project Fund

The Capital Project Fund is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. Expenditures in this fund are commonly referred to as non-recurring capital expenditures and relate to projects that often take more than a year to complete, and once placed in service, may cause an increase in operating expenditure due to additional maintenance, utility, and custodial costs. New construction and renovation projects are financed through bonded debt or other long-term financing.

Projects and purchases of items with a life expectancy of greater than one year and with a cost in excess of \$5,000 are considered capital assets. Renovations to buildings, infrastructure and land improvements that significantly increase the value or extend the useful life of the structure are capitalized. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are charged to operating expense in the year in which the expense is incurred.

Depreciation is computed using the straight-line method over the estimated useful lives of the assets. The following lives are used:

<u>Asset</u>	<u>Useful Life</u>
Buildings	50 years
Facilities & Other Improvements	20 years
Library Books	15 years
Furniture, Machinery, Vehicles & Other Equipment	10 years
Telecommunications & Peripheral Equipment	5 years

Capital Projects Expenditures for FY 2022

The following pages include the capital project actual expenditures compared to budget for the 2014 and 2016 Bond program projects as of August 31, 2022.

Del Mar College
Capital Projects - 2014 Bonds
Heritage and Windward Campuses
Expenditures vs Budget
at August 31, 2022

Description	Estimated Complete Date	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Expenditure		Remaining Budget
									Totals	Budget	
Completed Projects:											
Richardson Auditorium	FY2020	-	178,999	-	-	77,434	-	-	256,433	256,433	-
Central Plant Upgrades 1&2	FY2020	1,072,946	1,668,656	54,519	-	128,239	-	75,203	2,999,563	4,984,360	1,984,797
Venters Fire Alarm System	FY2018	-	-	213,573	-	-	-	-	213,573	213,573	-
General Academic & Music	FY2020	1,905,131	3,052,284	20,905,889	24,230,371	8,227,147	218,771	25,447	58,565,040	58,539,593	(25,447)
Workforce Development	FY2020	711,269	1,273,808	6,937,547	8,772,527	2,594,198	595,772	73,464	20,958,585	20,889,064	(69,521)
Emerging Technology	FY2020	277,348	797,883	3,721,889	5,431,991	1,354,479	47,033	25,447	11,656,070	11,630,623	(25,447)
Heritage Hall Demolition	FY2022	-	-	-	-	2,926	97,862	254,849	355,637	553,033	197,396
Fire Hydrants - Windward	FY2021	-	-	-	-	-	43,183	-	43,183	43,183	-
Total Completed Projects		3,966,694	6,971,630	31,833,417	38,434,889	12,384,423	1,002,621	454,410	95,048,084	97,109,862	2,061,778
Current/Future Projects:											
General Expenses	FY2024	-	-	-	-	42,776	24,693	72,183	139,652	-	(139,652)
Master Planning Oso Creek	FY2021	605,158	147,739	340,824	382,932	185,622	133,953	-	1,796,228	1,836,546	40,318
Re-Roofing Projects	FY2023	123,021	156	4,400	-	2,334	319,978	6,887,637	7,337,526	7,700,000	362,474
Heldenfels Renovation	FY2024	1,326	9,870	-	-	-	5,000	567,771	583,967	6,000,000	5,416,033
Fine Arts/Music Renovation	FY2023	1,439	12,557	-	(13,996)	-	555,591	4,430,885	4,986,476	9,000,000	4,013,524
Memorial Renovation	FY2024	-	-	-	-	6,315	62,247	481,449	550,011	5,000,000	4,449,989
Harvin Center Renovation	FY2024	-	1,525	-	-	-	137,968	1,051,938	1,191,431	7,253,900	6,062,469
White Library Renovation	FY2023	-	177,245	14,300	-	(3,035)	1,219,526	3,427,595	4,835,631	23,567,469	18,731,838
Workforce/Pilot Plant	FY2023	-	-	-	-	396,551	18,735	-	415,286	1,016,867	601,581
Campus Edge - Heritage	FY2023	-	-	-	-	-	57,000	128,350	185,350	1,523,448	1,338,098
Campus Edge - Windward	FY2023	-	3,450	-	5,869	-	57,000	118,718	185,037	940,000	754,963
General Purpose Renovation	FY2023	-	-	-	-	-	62,730	381,500	444,230	359,100	(85,130)
DMC Police Station	FY2023	-	-	-	-	-	447,537	2,071,831	2,519,368	2,948,680	429,312
Facilities Planning & Assessment	FY2023	-	-	-	-	-	-	179,730	179,730	600,000	420,270
CED Board Room	FY2023	-	-	-	-	-	76,774	354,710	431,484	400,000	(31,484)
Windward Road Improvement	FY2023	-	-	-	-	-	-	231,604	231,604	-	(231,604)
District Wide Art Project	FY2023	-	-	-	-	-	-	18,748	18,748	-	(18,748)
Total Current/Future Projects		730,944	352,542	359,524	374,805	630,563	3,178,732	20,404,649	26,031,759	68,146,010	42,114,251
Total Projects		4,697,638	7,324,172	32,192,941	38,809,694	13,014,986	4,181,353	20,859,059	121,079,843	165,255,872	44,176,029

Del Mar College
Capital Projects - 2016 Bonds

Oso Creek Campus
Expenditures vs Budget
at August 31, 2022

<u>Project Description</u>	<u>Estimated Complete Date</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>Expenditure Totals</u>	<u>Budget</u>	<u>Remaining Budget</u>
Design, Administration & Fees	FY2023	108,847	5,475,344	3,652,065	1,756,685	2,305,760	13,298,701	14,588,485	1,289,784
Central Plant	FY2023	-	-	6,709,638	1,469,997	905,219	9,084,854	9,407,377	322,523
STEM, Main & Culinary Buildings	FY2023	-	-	25,323,811	56,495,360	30,899,795	112,718,966	117,458,225	4,739,259
Pedestrian Trail	FY2023	-	-	-	-	-	-	622,804	622,804
Furniture, Fixtures & Equipment	FY2023	-	-	-	-	1,613,721	1,613,721	9,850,000	8,236,279
Total Current/Future Projects		108,847	5,475,344	35,685,514	59,722,042	35,724,495	136,716,242	151,926,891	15,210,649

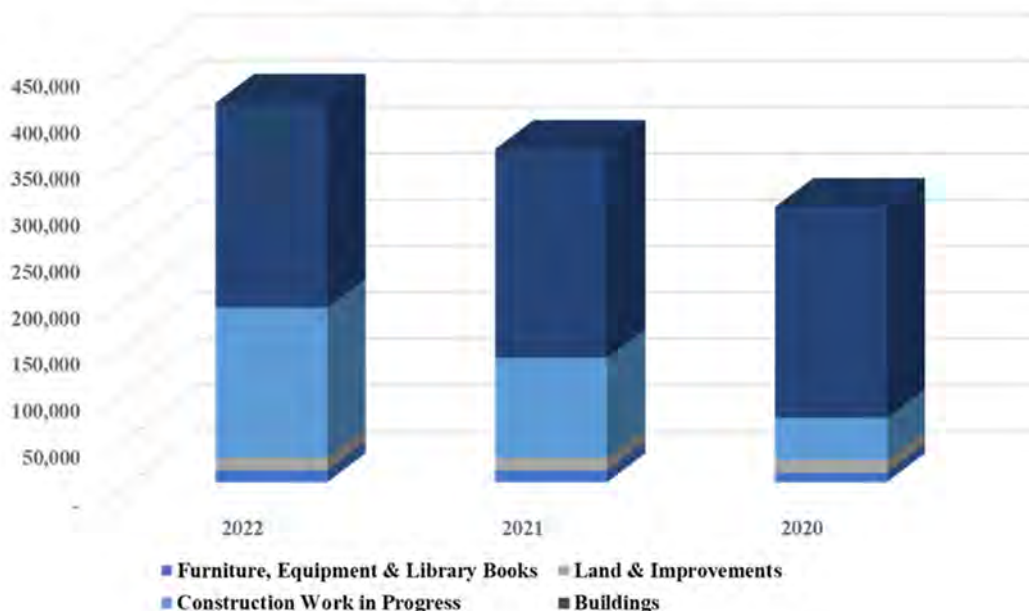
Capital Assets

The College had \$409 million invested in capital assets at August 31, 2022 and \$359 million at August 31, 2021. Capital Assets are net of accumulated depreciation of \$120 million and \$116 million for fiscal years 2022 and 2021, respectively. Depreciation charges totaled \$7.5 million and \$6.6 million for fiscal years 2022 and 2021, respectively.

**Capital Assets
(Net of Depreciation)
Years Ended August 31, 2022 through 2020**
(In Thousands)

	2022	2021	2020
Land	\$ 12,649,523	\$ 12,649,523	\$ 12,649,523
Construction in Progress	161,411,541	107,365,124	45,090,670
Buildings and Improvements	220,692,660	225,377,390	227,427,898
Land Improvements	1,555,526	1,340,580	1,186,932
Library Books	659,296	633,752	699,611
Equipment	11,843,287	11,696,892	9,559,347
Right-to-use Leased Equipment	121,992	176,211	-
Net capital assets	\$ 408,933,825	\$ 359,239,472	\$ 296,613,981

**Capital Asset Comparison
Fiscal Years 2022, 2021 and 2020**
(in Thousands)





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Debt Administration



Debt Administration

Debt Issuance

Within the applicable laws of the State, the College may enter into debt obligations to finance the construction or acquisition of buildings and infrastructure and other assets, maintenance of existing facilities, to purchase land and personal property, or to refinance or restructure existing debt, also known as “refunding”.

The objective of the College’s debt management policy is to ensure prudent debt management practices that include:

- Maintain financial stability
- Preserve public trust
- Minimize costs to taxpayers
- Manage the cost of capital
- Mitigate risks associated with its debt
- Monitor the overall capital structure and use of debt instruments
- Preserve or enhance the College’s credit ratings
- Execute debt issuance in an efficient and cost-effective manner
- Assure full, complete, and accurate financial disclosure and post-issuance reporting compliance
- Comply with State and federal laws

The College uses the services of Estrada and Hinojosa, Investment Bankers to provide recommendation on the current status, future issues, and possible refunding opportunities within the bond market. The College finances its construction activities by issuing general obligation and revenue bonds.

Debt Service Funding

All taxable property within the District is subject to the assessment, levy and collection by the District of a continuing, direct annual ad valorem tax sufficient to provide for the principal of an interest on all ad valorem tax debt within the limits prescribed by law. The combined rate for the District’s debt service and maintenance and operations is \$1.00 of assessed valuation (Section 130.122, Texas Education Code). Although the \$1.00 tax may be used for both debt service and maintenance and operations purposes, the annual bond tax may never exceed 50 cents on the \$100 valuation of the taxable property in the District.

Credit Ratings

The Vice President and Chief Financial Officer is responsible for maintaining a ratings strategy that is guided by achieving the best economic situation for the College. The ratings strategy shall be adjusted as market conditions and financing needs of the College change and evolve and a specific rating agency criteria change. For existing

Debt Administration (Continued)

bond programs, the College shall attempt to maintain or improve current credit ratings without adversely affecting levels of debt that may be issued for any particular program. For new bond issuances the College will generally seek investment grade ratings from at least two nationally recognized rating agencies.

For Fiscal Year 2022, the College's bond ratings are rated AA+ by Fitch and Aa2 by Moody's Investors Service for general obligation bonds. Moody's ratings rationale reflects the District's large and diverse tax base that continues to grow and a history of strong operating results. The rating also considers the College's capacity under statutory tax caps, increasing but manageable debt burden and below average pension liability. Fitch's AA+ rating reflects the district's ample taxing margin, solid budgetary flexibility, and growing, albeit moderately concentrated economic base.

Debt Service Fund Summary

The following table is a summary of the College's general obligation and revenue bonds outstanding:

Bonds Outstanding as of August 31, 2022				
Bond Type	Series	Year of Maturity	Interest Rates	Principal Amount Outstanding
Limited Tax Refunding	2013	2025	2% to 3%	\$ 7,375,000
Limited Tax Refunding	2014	2023	3.25% to 4%	1,330,000
Limited Tax Refunding & Improvement	2015	2040	2% to 5%	11,875,000
Combined Fee Revenue Refunding Bonds	2016	2028	4% to 5%	9,910,000
Limited Tax	2016	2046	2% to 5%	60,120,000
Limited Tax	2017	2037	2% to 4%	7,225,000
Limited Tax	2018A	2048	4% to 5%	41,855,000
Limited Tax	2018B	2048	4% to 5%	54,305,000
Limited Tax	2020A	2045	5%	22,150,000
Limited Tax	2020B	2045	5%	56,285,000
Limited Tax Refunding	2021	2023	5%	4,230,000
Total Bonds Outstanding				\$ 276,660,000

Bonds Outstanding (Continued)

The details on the College's general obligation and revenue bonds outstanding are as follows:

- Limited Tax Refunding Bonds, Series 2011
 - To refund Limited Tax Bonds, Series 2003
 - Issued November 1, 2011
 - Total authorized and issued \$36,330,000
 - Source of revenue for debt service is ad valorem taxes
 - On June 15, 2021 bonds having stated maturities on August 15, 2022 and 2023 of \$4,115,000 and \$4,220,000, respectively, were redeemed in full and the issue was partially retired. The final balance of the remaining outstanding bonds of \$3,960,000 was paid on August 15, 2021.
- Limited Tax Refunding Bonds, Series 2013
 - To refund a portion of Limited Tax Bonds, Series 2006
 - Issued October 1, 2013
 - Total authorized and issued \$9,010,000
 - Source of revenue for debt service is ad valorem taxes
 - Outstanding principal balance as of August 31, 2022 and 2021 is \$7,375,000 and \$7,405,000
 - Bond payable installments vary from \$250,350 to \$3,840,350, with interest rates at 2% to 3%, and with the final installment due in 2025
- Limited Tax Refunding Bonds, Series 2014
 - To refund a portion of Limited Tax Bonds, Series 2006
 - Issued January 15, 2014
 - Total authorized and issued \$8,995,000
 - Source of revenue for debt service is ad valorem taxes
 - Outstanding principal balance as of August 31, 2022 and 2021 is \$1,330,000 and \$4,535,000
 - Bond payable installments vary from \$1,383,200 to \$3,370,375, with interest rates at 3.25% to 4%, and with the final installment due in 2023
- Limited Tax Refunding and Improvement Bonds, Series 2015
 - To refund a portion of Limited Tax Bonds, Series 2006 and provide funds to construct and equip school facilities within the district
 - Issued February 3, 2015
 - Total authorized \$157,000,000; \$23,580,000 issued
 - Source of revenue for debt service is ad valorem taxes
 - Outstanding principal balance as of August 31, 2022 and 2021 is \$11,875,000 and \$12,125,000
 - Bond payable installments vary from \$493,787 to \$4,345,687, with interest rates at 2% to 5%, and with the final installment due in 2040

Bonds Outstanding (Continued)

- Combined Fee Revenue Refunding Bonds, Series 2016
 - To refund Combined Fee Revenue Bonds, Series 2005
 - Issued February 8, 2016
 - Total authorized and issued \$15,110,000
 - Advance refunding of the 2005 Series Bonds reduced the College's debt service payments over the next twelve years by \$1,843,819
 - Economic Gain – (\$1,481,048) difference between the net present value of the old and new debt service payments
 - Source of revenue for debt service includes pledged building use fees, matriculation fees, tuition fees and interest earnings on certain funds, including the Unrestricted Local Maintenance Fund
 - Outstanding principal balance as of August 31, 2022 and 2021 is \$9,910,000 and \$11,300,000
 - Bond payable installments vary from \$1,950,750 to \$1,955,500, with interest rates at 4% to 5%, and with the final installment due in 2028
- Limited Tax Bonds, Series 2016
 - To construct and equip school buildings in the District and to pay the cost of issuing bonds
 - Issued July 13, 2016
 - Total authorized \$157,000,000; \$67,645,000 issued
 - Source of revenue for debt service is ad valorem taxes
 - Outstanding principal balance as of August 31, 2022 and 2021 is \$60,120,000 and \$61,505,000
 - Bond payable installments vary from \$3,792,150 to \$3,797,400, with interest rates at 2% to 5%, and with the final installment due in 2046
- Limited Tax Bonds, Series 2017
 - To construct and equip classrooms, laboratories, and infrastructure for an undeveloped site, and other facilities related to Phase 1 of the District's new Oso Creek Campus
 - Issued June 01, 2017
 - Total authorized \$139,000,000; \$9,070,000 issued
 - Source of revenue for debt service is ad valorem taxes
 - Outstanding principal balance as of August 31, 2022 and 2021 is \$7,225,000 and \$7,575,000
 - Bond payable installments vary from \$48,400 to \$1,258,400, with interest rates at 2% to 4%, and with the final installment due in 2037

Bonds Outstanding (Continued)

- Limited Tax Bonds, Series 2018A
 - To construct and equip school buildings, classrooms, laboratories, infrastructure for workforce technology and training programs, academic transfer courses, high school dual credit classes, student support services and library facilities, and renovating and/or replacing certain existing education facilities
 - Issued July 15, 2018
 - Total authorized \$157,000,000; \$44,275,000 issued
 - Source of revenue for debt service is ad valorem taxes
 - Outstanding principal balance as of August 31, 2022 and 2021 is \$41,855,000 and \$42,670,000
 - Bond payable installments vary from \$2,840,000 to \$2,845,250, with interest rates at 4% to 5%, and with the final installment due in 2048
- Limited Tax Bonds, Series 2018B
 - To construct and equip school buildings, classrooms, laboratories, infrastructure for an undeveloped site, and other facilities relating to Phase 1 of the District's new Oso Creek Campus
 - Issued August 15, 2018
 - Total authorized \$139,000,000; \$57,305,000 issued
 - Source of revenue for debt service is ad valorem taxes
 - Outstanding principal balance as of August 31, 2022 and 2021 is \$54,305,000 and \$55,355,000
 - Bond payable installments vary from \$3,532,100 to \$3,537,100, with interest rates at 4% to 5%, and with the final installment due in 2048
- Limited Tax Bonds, Series 2020A
 - To construct and equip school buildings, classrooms, laboratories, infrastructure for workforce technology and training programs, academic transfer courses, high school dual credit classes, student support services and library facilities, and renovating and/or replacing certain existing education facilities
 - Issued June 30, 2020
 - Total authorized \$157,000,000; \$22,150,000 issued
 - Source of revenue for debt service is ad valorem taxes
 - Outstanding principal balance as of August 31, 2022 and 2021 is \$22,150,000 and \$22,150,000
 - Bond payable installments vary from \$857,800 to \$1,467,300 with interest rates at 5%, and with the final installment due in 2045

Bond Outstanding (Continued)

- Limited Tax Bonds, Series 2020B
 - To construct and equip school buildings, classrooms, laboratories, infrastructure for an undeveloped site, and other facilities relating to Phase 1 of the District's new Oso Creek Campus
 - Issued June 30, 2020
 - Total authorized \$139,000,000; \$56,285,000 issued
 - Source of revenue for debt service is ad valorem taxes
 - Outstanding principal balance as of August 31, 2022 and 2021 is \$56,285,000 and \$56,285,000
 - Bond payable installments vary from \$2,490,450 to \$3,994,950 with interest rates at 5%, and with the final installment due in 2045.
- Limited Tax Refunding Bonds, Series 2021
 - To refund a portion of Limited Tax Refunding Bonds, Series 2011, reduced the College's debt service payments over the next two years by \$574,425
 - Issued June 15, 2021
 - Total authorized and issued \$8,435,000
 - Economic gain of \$483,857, difference between the net present value of the old and new debt service payments, adjusted for cash paid out for the refunding transaction
 - Accounting gain of \$125,207 resulting from advanced refund
 - Source of Revenue for debt is ad valorem taxes
 - The refunding proceeds were deposited into an irrevocable trust with an escrow agent to provide all debt service payments, the bonds are considered fully defeased
 - Outstanding principal balance as of August 31, 2022 and 2021 is \$4,230,000 and \$8,435,000
 - Bonds payable installments vary from \$4,247,175 to \$4,251,150, with interest rates at 5%, and with the final installment due in 2023

Debt Service Fund Requirements To Maturity

The principal and interest requirements for all general obligation and revenue bonds for the next five years and beyond are summarized below:

Year Ending August 31	General Obligation Bonds		Revenue Bonds	
	Principal	Interest	Principal	Interest
2023	\$ 11,365,000	\$ 11,153,887	\$ 1,460,000	\$ 495,500
2024	9,955,000	10,833,438	1,530,000	422,500
2025	10,375,000	10,417,187	1,605,000	346,000
2026	10,640,000	9,982,388	1,685,000	265,750
2027	7,315,000	9,454,487	1,770,000	181,500
2028-2032	41,785,000	41,536,487	1,860,000	93,000
2033-2037	53,390,000	30,958,464	-	-
2038-2042	45,920,000	19,743,625	-	-
2043-2047	38,345,000	7,491,750	-	-
2048-2049	37,660,000	271,250	-	-
Total	\$ 266,750,000	\$ 151,842,963	\$ 9,910,000	\$ 1,804,250



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Departmental Goals & Objectives



Positions by Department

Salary Expenditure Budgets

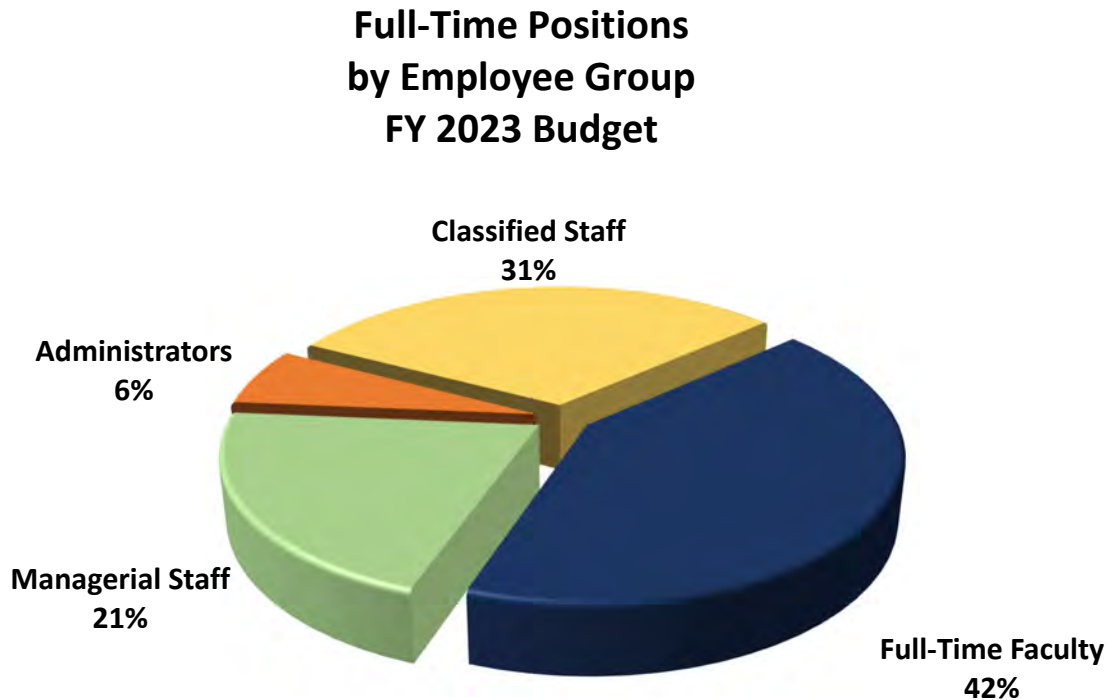
The salary expenditure portion of the annual operating budget consists of the total salaries for all approved full-time positions. The following chart provides the number of full-time equivalent positions by department and employee group for the three-year period FY 2021 to FY 2023:

Three-Year Position Summary Schedule Full-Time Equivalents (FTE's)

Employee Groups	Actual FY 2021	Budget FY 2022	Budget FY 2023	FY23 to FY22 Net Change
Administrators:				
Administrative Affairs	8	9	9	0
Facilities	3	3	3	0
Finance	6	6	6	0
General Counsel	1	1	2	1
HR, Payroll, Risk, Security	5	5	5	0
Information Technology	6	6	6	0
Institutional Advancement	1	1	1	0
Marketing and Communications	1	1	1	0
Office of the President	1	1	1	0
Planning & Institutional Effectiveness	1	1	1	0
Chief Academic Officer	10	11	12	1
Workforce	7	7	7	0
Administrators Total	50	52	54	2
Managerial:				
Administrative Affairs	25	29	27	-2
Facilities	2	2	2	0
Finance	8	11	10	-1
General Counsel	0	0	0	0
HR, Payroll, Risk, Security	2	3	6	3
Information Technology	18	20	21	1
Institutional Advancement	9	10	10	0
Marketing and Communications	7	8	8	0
Office of the President	1	1	1	0
Planning & Institutional Effectiveness	6	6	8	2
Chief Academic Officer	35	41	44	3
Workforce	31	42	42	0
Managerial Total	144	173	179	6
Classified Staff:				
Administrative Affairs	37	47	53	6
Facilities	25	40	49	9
Finance	24	27	28	1
General Counsel	1	1	1	0
HR, Payroll, Risk, Security	10	10	23	13
Information Technology	18	27	28	1
Institutional Advancement	0	0	0	0
Marketing and Communications	1	1	1	0
Office of the President	1	1	1	0
Planning & Institutional Effectiveness	0	0	0	0
Chief Academic Officer	60	68	69	1
Workforce	8	8	9	1
Classified Staff Total	185	230	262	32
Full-Time Faculty:				
Chief Academic Officer	314	365	357	-8
Full-Time Faculty Total	314	365	357	-8
Total Full-Time Equivalents	693	820	852	32

Positions by Department (Continued)

The following pie chart provides the percentage breakdown by each major group of employee type for full-time positions budgeted for FY 2023:



Budgeting for Vacancies

Salary and benefit expenditures make up approximately 74% of the College's budget and are appropriated based on the full funding of all approved positions. However, not all full-time positions are filled for the entire year. Therefore, a vacancy factor percentage that is based on the historical trend of position vacancies during a year is determined. The vacancy factor percentage is applied to the total amount of full-time budgeted positions to reduce the salary budgets by an expected vacancy amount.

Position Changes – FY 2022 – 2023

Eliminated Positions

In FY 2022, several full-time positions were eliminated to optimize the College's structure by replacing eliminated positions with new positions aimed toward accomplishing the College's strategic goals and objectives. The chart below shows the full-time positions eliminated in FY 2022:

	Position	Department
1	Term Instructors (16)	Multiple
2	Instructor	Nursing
3	Assistant Professor	Music
4	Fellow	Nursing
5	Professor	Echocardiology
6	Nurse Aide Instructor	Health Care Programs
7	Director	Title V
8	Lead Computer Tech Specialist	Information Technology
9	Accountant	Fiscal Office
10	Speech Lab Coordinator	Speech



Position Changes – FY 2022 – 2023

Added Positions

The increased enrollment in several of the College’s programs and the openings of the Oso Creek Campus and Campus Polic Department required additional faculty and staff positions to meet increased instructional and academic support needs. The following chart is a summary of the positions added for the FY 2023 Budget:

	Position	Department
1	Term Instructor	Psychology
2	Instructor	Emergency Medical Services
3	Computer Technology Specialist (2)	Information Technology
4	Testing Clerk	Testing Center
5	Student and Records Technician	Continuing Education
6	Term Instructor (2)	Welding
7	Student Registration and Records Tech (2)	Registrar
8	Testing Examiner	Testing Center
9	HVAC/MEP Technician (2)	Physical Facilities
10	Financial Aid Assistant	Financial Aid
11	Term Instructor	Music
12	Manager of Office Operations for VP & COO	VP & COO
13	Campus Administrator	Institutional Planning & Effectiveness
14	HR Manager	Human Resources
15	Instructor	Reading
16	Embedded Advisor	Comm., Lang., & Reading
17	Accounting Assistant-Cashier	Business Office
18	Event Coordinator	Administration
19	Technology Support Coordinator	Information Technology
20	CAD for Architecture	Architecture
21	Instructor, Culinary Arts	Continuing Education
22	Campus Librarian	Library
23	Staff Attorney	General Counsel
24	Instructor	Nursing
25	Physical Facility Technician (4)	Physical Facilities
26	Groundskeeper (5)	Ground Maintenance
27	Career Development Specialist	Career Development
28	CBM Data Analyst	Institutional Research
29	Security Camera Tech	Chief of Security
30	Officer Ops Manager	Chief of Security
31	Police Captain	Chief of Security
32	Police Officer (12)	Chief of Security

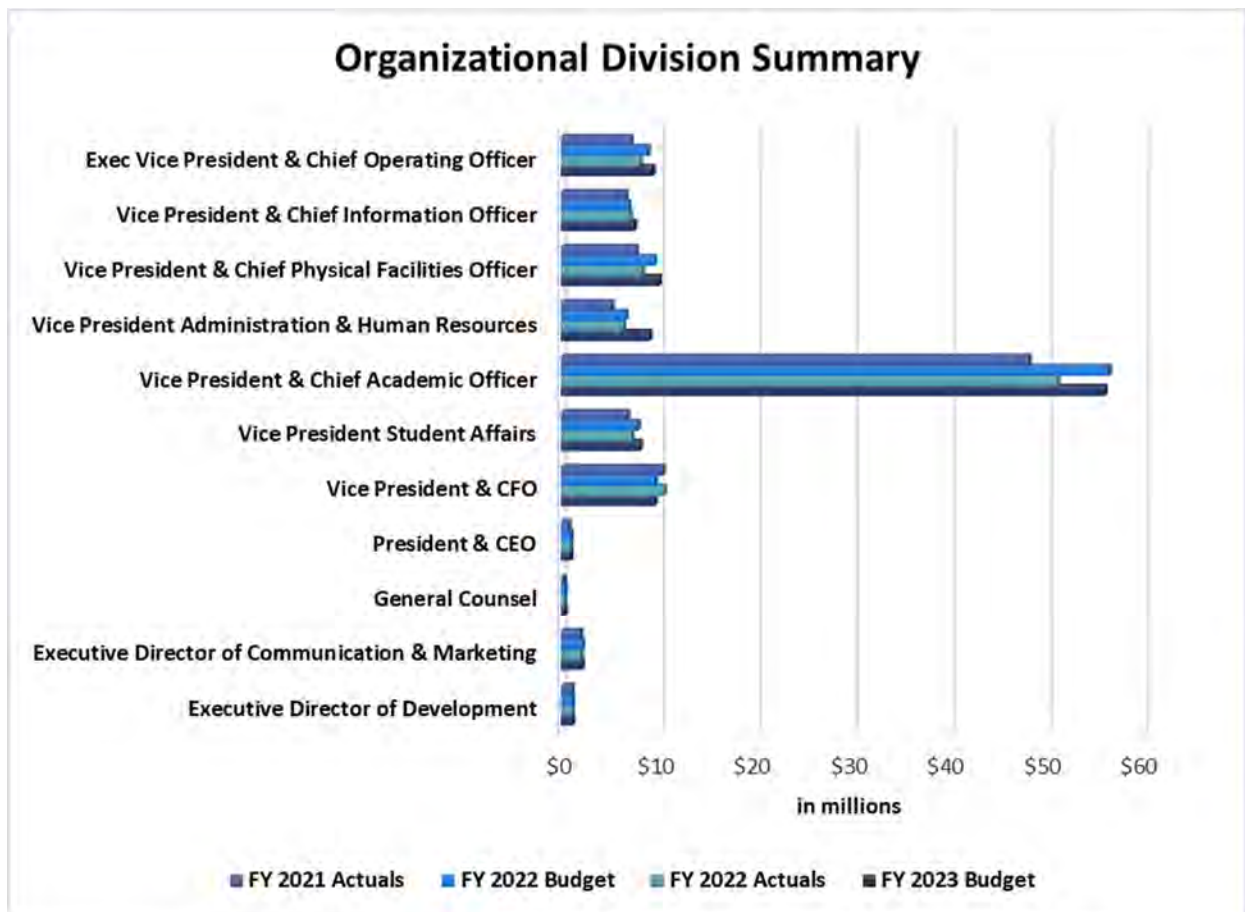


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Organizational Division Summary

Operating Fund Expenditures

Division Name	FY 2021 Actuals	FY 2022 Budget	FY 2022 Actuals	FY 2023 Budget
Executive Director of Development	\$ 1,088,910	\$ 1,140,472	\$ 1,110,007	\$ 1,146,524
Executive Director of Communication & Marketing	1,986,178	2,172,299	2,060,862	2,122,068
General Counsel	297,789	376,580	310,731	399,354
President & CEO	762,820	971,821	954,880	957,653
Vice President & CFO	10,502,287	9,692,098	10,627,687	9,678,164
Vice President Student Affairs	6,832,793	7,930,484	7,253,496	8,143,370
Vice President & Chief Academic Officer	48,233,402	56,505,280	51,206,739	56,046,386
Vice President Administration & Human Resources	5,222,818	6,628,491	6,401,207	9,135,765
Vice President & Chief Physical Facilities Officer	7,745,546	9,602,511	8,355,336	10,080,716
Vice President & Chief Information Officer	6,615,407	6,957,634	7,090,803	7,559,188
Exec Vice President & Chief Operating Officer	7,138,951	8,946,489	8,136,925	9,436,880
	\$ 96,426,901	\$ 110,924,159	\$ 103,508,673	\$ 114,706,068



Organizational Division Summary
Operating Fund Expenditures
Budget FY 2023

Division Name	Faculty Salaries	Exempt Salaries	Non-Exempt Salaries	Benefits	Non-Salary	Contingencies	Tuition Bond	Total
Executive Director of Development	\$ -	\$ 702,947	\$ 120,188	\$ 262,168	\$ 61,221			\$ 1,146,524
Executive Director of Communication & Marketing	-	642,405	93,951	234,530	1,151,182			2,122,068
General Counsel	-	231,608	53,739	90,883	23,124			399,354
President	-	496,504	63,325	178,305	219,519			957,653
Vice President & CFO	-	1,564,565	1,065,613	837,712	2,534,183	1,720,591	1,955,500	9,678,164
Vice President Student Affairs	9,350	3,094,016	2,277,826	1,713,909	1,048,269			8,143,370
Vice President & Chief Academic Officer	33,386,203	2,881,124	3,572,434	12,688,963	3,517,662			56,046,386
Vice President Administration & Human Resources	-	967,636	1,129,842	668,047	6,370,240			9,135,765
Vice President & Chief Physical Facilities Officer	-	567,365	2,086,415	845,228	6,581,708			10,080,716
Vice President & Chief Information Officer	-	2,173,503	1,242,981	1,088,149	3,054,555			7,559,188
Exec Vice President & Chief Operating Officer	72,134	4,056,999	2,218,167	2,021,617	1,067,963			9,436,880
Total Expenditures	\$ 33,467,687	\$ 17,378,672	\$ 13,924,481	\$ 20,629,511	\$ 25,629,626	\$ 1,720,591	\$ 1,955,500	\$ 114,706,068

Executive Director of Development

Reporting Areas	FY 2021 Actuals	FY 2022 Budget	FY 2022 Actuals	FY 2023 Budget
Executive Director of Development	\$ 1,088,910	\$ 1,140,472	\$ 1,110,007	\$ 1,146,524
Totals	\$ 1,088,910	\$ 1,140,472	\$ 1,110,007	\$ 1,146,524

Function

The Executive Director of Development for Del Mar College is responsible for ensuring fundraising initiatives support the mission of the College by assisting with leveraging community resources to provide each individual an equal opportunity for an education and to assist the College and its students in attainment of their educational goals. The Del Mar College Foundation (DMCF) provides scholarships, emergency aid, supports educational programs, and works with other organizations to help remove barriers for students. This position serves as the lead for government relations. The Foundation is a 501(c)3 non-profit organization.

Area Leadership

Executive Director of Development – Mary C. McQueen

Direct Reports:

Associate Vice President of Development – Mathew J. Busby

Assistant Director of Foundation Services – Joel Soliz

Reporting Areas

Development

The Development Office oversees fundraising and friend raising for the College. This team manages the donor relations and stewardship functions for all gifts to the Del Mar College Foundation including major and planned gifts, annual campaigns, special events for both fundraising and donor engagement and corporate/foundation grants wherein the DMCF is the fiscal agent.

Foundation Services

The Foundation Services Office oversees administration of gifts and assets donated to the Del College including donor database management, scholarship application and awarding management, DMCF financial reporting and investment management of DMCF assets.

Government Relations

The function of Government Relations is to develop strategic engagement and communication initiatives with state, local, and federal government and legislative representatives and offices to support College interests.

Departmental Programs - Executive Director of Development

Goals, Objectives, and Performance Measures

Strategic Objective	Department	Institutional Strategy	Department Objective	Performance Measure	Target FY 2022	Actual FY 2022	Target FY 2023
G6: O1 G6: O3	Development Office	Dreams Inspired' Campaign	Support the "Dreams Inspired" fundraising campaign.	Dollar revenue raised in Major Campaigns	\$25,000,000	\$23,665,749	\$25,000,000+
G6: O1 G6: O3	Foundation Services	Increase student retention, completion, and affordability.	Maintain prior levels or increase the level of support to DMC students in emergency aid.	# of DMC student awarded emergency aid \$ awarded to DMC students in emergency aid	\$100,000	\$126,844	\$105,000
G6: O1 G6: O3	Foundation Services	Increase student enrollment, retention, completion, and affordability.	Maintain prior levels or increase the amount of scholarship funding provided to DMC students by 5% annually.	\$ of scholarships awarded to DMC students	\$1,650,000	\$1,640,408	\$1,600,000
G6: O3	Development Office	Fundraising for Students Impacted by COVID-19	Raise and distribute funding to support students impacted by COVID-19.	% Of accurate reporting of emergency aid	100%	100%	N/A

*N/A: Department goal is no longer active for FY 2023

Executive Director of Communication & Marketing

Reporting Areas	FY 2021 Actuals	FY 2022 Budget	FY 2022 Actuals	FY 2023 Budget
Executive Director of Communication & Marketing	\$ 1,986,178	\$ 2,172,299	\$ 2,060,862	\$ 2,122,068
Totals	\$ 1,986,178	\$ 2,172,299	\$ 2,060,862	\$ 2,122,068

Function

The mission of College Relations, including strategic communications and marketing initiatives, is to deliver effective communications to enhance the College image, maximize student recruitment efforts, and build support for the College, using a research-based approach. The department manages College brand identity, strategic marketing, public relations, and student recruitment communications through digital and print media, advertising, promotional activities, and special events. The office also develops and maintains positive relationships with community constituents, opinion leaders, elected officials and the media.

Area Leadership

Executive Director of Communications & Marketing – Lorette Williams

Direct Reports:

- Associate Director of Media Relations – Melinda Eddleman
- Communication Manager – Michael Bratten
- Creative Services Manager – Monica Cruz
- Digital Services Manager – Jason Houlihan

Reporting Areas

Media Relations

The function of Media Relations is to support and promote important College events and initiatives through effective media relationships. Media Relations staff are responsible for information gathering, news writing and editing; their work is disseminated via college news releases, website, social media posts and other methods. Overall duties are:

- Media relations (regional/national)
- Viking News
- Quality assurance (accuracy, editing, proofreading, corrections)
- College image management
- Student & staff recognitions
- Crisis communications (media)

Executive Director of Communication & Marketing (Continued)

Communications

The function of Communications is to develop and share important information with the College community that is clear, consistent and supports the institution's initiatives. These messages may be disseminated via the College's website, email, signage, electronic and printed publications, social media posts and other methods. Overall, Communications is responsible for:

- Website management
- Publications
- Student/staff recognitions
- Internal communications (*DMC Update*)
- CRO software, technology
- Wayfinding signage
- Special events
- Special projects
- Government Relations liaison
- Script, article, letter writing
- Crisis communications (internal)

Creative Services

The function of Creative Services is to develop strategic marketing campaigns that support key College initiatives. This includes creation and design of assets that are used across media such as website, advertisements (TV, print, billboards, etc.), publications, social media posts and promotional materials. Creative Services is responsible for:

- College brand management
- Agency management
- Student recruitment & retention
- Project management
- Graphic arts
- Design services

Executive Director of Communication & Marketing (Continued)

Digital Services

The function of Digital Services is to produce high-quality digital media that support and promote important College initiatives and events, including social media posts, live-stream events, photos, and videos. Overall, Digital Services is responsible for:

- Social media
- Video production
- Photography
- Live streaming
- Instructional video production
- Digital signage
- Digital asset archiving
- Board room technology
- Crisis communications (social media)

Departmental Programs - Executive Director of Communication & Marketing

Goals, Objectives, and Performance Measures

Strategic Objective	Department	Institutional Strategy	Department Objective	Performance Measure	Target FY 2022	Actual FY 2022	Target FY 2023
G1: O1 G1: O2 G1: O5 G1: O6 G2: O1 G2: O2	College Relations Office	Recruitment Materials	Redesign recruitment materials to align with GPS MAPS (Guided Pathways to Success; My Academic Plan).	% Of supporting projects completed annually	100%	100%	100%
G2: O1	College Relations Office	Promote Programs	Campaign to promote transfer and workforce programs at all campuses throughout the DMC District, including the new Oso Creek campus.	% Of completed annual objectives	100 %	100 %	100%
G4: O3	College Relations Office	Internal Communication Plan	Coordinate a robust plan for Internal Communication with protocols, expectations, and responsibilities.	% Of completed annual objectives	100 %	100 %	100%
G4: O4	College Relations Office	Campus Signage	Increase the prevalence and quality of campus signage (wayfinding) to help students and the public easily navigate through our campuses.	% Of completed annual objectives	100 %	100 %	100%

*N/A: Department goal is no longer active for FY 2023

General Counsel

Reporting Areas	FY 2021 Actuals	FY 2022 Budget	FY 2022 Actuals	FY 2023 Budget
General Counsel	\$ 297,789	\$ 376,580	\$ 310,731	\$ 399,354
Totals	\$ 297,789	\$ 376,580	\$ 310,731	\$ 399,354

Function

At the direction of the President, General Counsel is a senior administrative official responsible for managing the institution's legal affairs. The General Counsel provides legal advice and guidance to the Board of Regents, President, and administrators; manages matters in litigation; and supervises both internal and external counsel. The General Counsel will also be accountable for institutional risk oversight and work with each executive team member with risk management and mitigation efforts. The General Counsel is a member of the President's Executive team.

Area Leadership

General Counsel – Augustin Rivera

Departmental Programs

This department is not required to participate in unit assessment.

President & Chief Executive Officer

Reporting Areas	FY 2021 Actuals	FY 2022 Budget	FY 2022 Actuals	FY 2023 Budget
President & CEO	\$ 762,820	\$ 971,821	\$ 954,880	\$ 957,653
Executive Director of Development	1,088,910	1,140,472	1,110,007	1,146,524
Executive Director of Communication & Marketing	1,986,178	2,172,299	2,060,862	2,122,068
General Counsel	297,789	376,580	310,731	399,354
Vice President & CFO	10,502,287	9,692,098	10,627,687	9,678,164
Vice President Student Affairs	6,832,793	7,930,484	7,253,496	8,143,370
Vice President & Chief Academic Officer	48,233,402	56,505,280	51,206,739	56,046,386
Vice President Administration & Human Resources	5,222,818	6,628,491	6,401,207	9,135,765
Vice President & Chief Physical Facilities Officer	7,745,546	9,602,511	8,355,336	10,080,716
Vice President & Chief Information Officer	6,615,407	6,957,634	7,090,803	7,559,188
Exec Vice President & Chief Operating Officer	7,138,951	8,946,489	8,136,925	9,436,880
	\$ 96,426,901	\$ 110,924,159	\$ 103,508,673	\$ 114,706,068

Function

The President and Chief Executive Officer (CEO) of the College is responsible to the Board for the operation of the College and its programs. In fulfilling the duties of office, the CEO shall act within the framework of college policy. The CEO has full power and authority (which power and authority are hereby delegated by the Board) to manage, control, and operate the College, except to the extent that such authority is required by law to be reserved to the Board or is specifically reserved to the Board in the Board Policies. Such authority and responsibility of the CEO shall include but shall not be limited to the following:

Further the interests of the College and the College District.

- Advise and consult with the Board on matters of institutional concern.
- Inform the Board as to problems, needs, and accomplishments of the institution.
- Develop, as requested, policies for consideration by the Board.
- Recommend policies on relevant matters for consideration by the Board and see to the implementation of policies approved by the Board; Work with appropriate College personnel in developing and carrying out instructional and student development programs, which includes recommending for Board approval all courses, degrees, and certificates in keeping with the objectives and resources of the institution.
- Work with appropriate College personnel in developing the College budget and, after approval by the Board, see to the careful implementation of the budget.

President & Chief Executive Officer (Continued)

Function (Continued)

- Work with appropriate personnel in seeing to the proper care for college physical facilities and participate in the planning and development of new facilities.
- Develop and implement appropriate salary and wage systems and procedures for non-faculty personnel within the framework of the College budget.
- Develop, with appropriate faculty and administrative participation, personnel, and salary policies for the faculty.
- See to the appropriate representation of the institution in relationships with accrediting, governmental, educational, and professional organizations of importance to the College; and
- Employ faculty and all other employees of the district.

Area Leadership

President & CEO – Dr. Mark Escamilla

Direct Reports:

Executive Director of Development: Mary McQueen
Executive Director of Communication & Marketing: Lorette Williams
General Counsel: Augustin Rivera Jr.
Vice President & Chief Financial Officer: Raul Garcia
Vice President Student Affairs: Patricia Benavides-Dominguez
Vice President & Chief Academic Officer: Dr. Jonda Halcomb
Vice President Administration & Human Resources: Tammy McDonald
Vice President & Chief Physical Facilities Officer: John Strybos
Vice President & Chief Information Officer: Ali Kolahdouz
Exec Vice President & Chief Operating Officer: Lenora Keas
Executive Director of Government & Board Relations-Dr. Natalie Villarreal

Reporting Areas

Executive Director of Development

The Executive Director of Development for Del Mar College is responsible for ensuring fundraising initiatives support the mission of the College by assisting with leveraging community resources to provide each individual an equal opportunity for an education and to assist the College and its students in attainment of their educational goals. The Del Mar College Foundation (DMCF) provides scholarships, supports educational programs, and works with other organizations to help remove barriers for students.

President & Chief Executive Officer (Continued)

Executive Director of Communication & Marketing

The mission of College Relations, including Strategic Communications and Government Relations initiatives, is to deliver effective communications to enhance the College image, maximize student recruitment efforts, and build support for the College, using a research-based approach. The department manages College brand identity, strategic marketing, public relations, and student recruitment communications through digital and print media, advertising, promotional activities, and special events. The office also develops and maintains positive relationships with community constituents, opinion leaders, elected officials and the media.

General Counsel

At the direction of the President and CEO, General Counsel is a senior administrative official responsible for managing the institution's legal affairs. The General Counsel provides legal advice and guidance to the Board, President and CEO, and administrators; manages matters in litigation; and supervises both internal and external counsel. The General Counsel will also be accountable for institutional risk oversight and work with each executive team member with risk management and mitigation efforts. The General Counsel is a member of the President and CEO's Executive team.

Vice President & Chief Financial Officer

The Vice President and Chief Financial Officer (VP/CFO) provides leadership and operational responsibility for accounting, budgeting, capital and finance planning, fiscal and business services, and purchasing/procurement for the College. The VP/CFO is a part of the general administration of the College and serves as advisor to the President and CEO, provides information to the Board and directs efforts to minimize finance and business operational risk exposure to the College.

Vice President Student Affairs

The Office of the Vice President of Student Affairs (VP/SA) offers a diverse range of programs and services to support Student Success. These programs complement the learning that takes place in the classroom and enhances the overall educational experience of students.

President & Chief Executive Officer (Continued)

Vice President & Chief Academic Officer

The Vice President and Chief Academic Officer (VP/CAO) provides leadership for instruction and instructional support at Del Mar College. The VP/CAO is responsible for encouraging and supporting continuing excellence in instruction and instructional support services, as well as motivating instructional unit enhancement. A commitment to standards of educational excellence and continual accreditation is vital. The VP/CAO assures that the College offers students fully accredited courses of study, instructional services, and college information via publications that all work toward student's achievement of their dreams.

Vice President Administration & Human Resources

The Vice President of Administration and Human Resources provides leadership and direction for the college in all areas of Human Resources, Payroll, Risk Management, Policy and Compliance, Internal Audit, Campus Security, other administrative responsibilities as assigned, and shall appropriately represent the College. The Vice President of Administration & Human Resources will also serve as the Chief Human Resources Officer and Chief Risk Management Officer of the College District, is a part of the general administration of the College and is directly responsible to the President and CEO of the College. This position serves as a liaison to internal and external constituencies to include governmental, community and business organizations. In fulfilling the duties of the office, the Vice President of Administration and Human Resources shall act within the framework of College policy.

Vice President & Chief Physical Facilities Officer

The function of the Vice President and Chief Physical Facilities Officer (VP/CPFO) is to support the College's teaching and public function, by maintaining and enhancing the physical environment buildings and grounds through planning, development, and execution of preventive maintenance, maintenance, and construction services, with its highest priority towards quality customer service. The VP/CPFO is also responsible for ensuring the College is compliance with all appropriate environmental, occupational health and safety regulations.

Vice President & Chief Information Officer

The function of the Vice President and Chief Information Officer (VP/CIO) is providing the vision and leadership of information technology services consistent with the College's overall mission, strategic plan, and program needs. The VP/CIO will work collaboratively with College constituent groups, Executive administration, and the Information Technology team, in setting priorities for the deployment of information technology to carry out the instructional and administrative goals and objectives of the District. The VP/CIO will lead college's on-going commitment to support and promote the strategic use of technology that advances the overall mission of Del Mar College.

President & Chief Executive Officer (Continued)

Executive Vice President & Chief Operating Officer

The Executive Vice President & Chief Operating Officer (EVP/COO) handles a wide range of matters of institutional importance on behalf of the President and CEO. The EVP/COO provides coordination and oversight in the development of defined core and strategic initiatives for the Office of the President and CEO. This position serves as the President's primary strategic liaison with college and community constituencies. The EVP/COO plans, directs, and coordinates operational activities at the highest level of management with the help of the vice presidents, other executive staff, and department heads. The EVP/COO fosters partnerships with diverse regional entities to impact student and workforce development growth.

Executive Director of Government & Board Relations

The Executive Director for Government & Board Relations is responsible for overseeing the advocacy efforts for the College at the local, state, and national level. The Executive Director for Government & Board Relations provides support to the President and CEO by providing efficient and consistent communication with the College's Board and oversees the internal initiatives of the College on behalf of the President and CEO's office.

Departmental Programs-President & Chief Executive Officer
Goals, Objectives, and Performance Measures

Strategic Objective	Department	Institutional Strategy	Department Objective	Performance Measure	Target FY 2022	Actual FY 2022	Target FY 2023
G4: O4	Vice President and Chief Physical Facilities Officer	SP Strategy: Informal Learning Spaces	Create comfortable, technology-rich library and other informal learning spaces	Architect's approved plans, drawings and actual building or renovations of facilities will provide status of informal learning spaces around campus	100%	90%	100%
G3: O2 G3: O4 G3: O5 G3: O6	Dean of Business, Entrepreneurship, and Health Sciences	SP Strategy: Tutoring and Other Learning Support Services	Increase usage of the Nursing Success Center.	% of annual student usage	1%	23%	1%
G1: O1 G1: O2 G2: O2 G2: O3 G3: O1 G3: O2 G3: O3 G3: O4 G3: O6 G3: O7 G4: O1 G4: O2	Student Success Center	Full-Time Staff Professional Development	Full time staff to undergo at least 4 hours of professional development per reporting year.	% Of full time staff to undergo at least 4 hours of professional development per reporting year.	100 %	100 %	100 %
G3: O5 G3: O6 G3: O7	Office of E-Learning	Faculty Training for Online Instruction	Require faculty training and support to enhance added skills for teaching online as required by SACSCOC and the Texas Higher Education Coordinating Board.	# Of annual trainings	8	8	8
G6: O2	Fiscal Services	Process Improvement	Enhance strategic budgeting processes and procedures	% Of equipment and marketing requests greater than 2% and larger than \$10,000 are supported by a strategic goal	100%	100%	100%

*N/A: Department goal is no longer active for FY 2023

Vice President and Chief Financial Officer

Reporting Areas	FY 2021 Actuals	FY 2022 Budget	FY 2022 Actuals	FY 2023 Budget
Comptroller	\$ 6,717,658	\$ 5,951,312	\$ 6,614,734	\$ 5,813,933
Director - Purchasing & Business Services	1,317,587	1,396,457	\$ 1,469,014	\$ 1,459,374
Director - Grants & Sponsored Research	226,569	414,782	\$ 282,546	\$ 415,356
Vice President & CFO	2,240,473	1,929,547	\$ 2,261,393	\$ 1,989,501
Totals	\$ 10,502,287	\$ 9,692,098	\$ 10,627,687	\$ 9,678,164

Function

The Vice President and Chief Financial Officer (VP/CFO) provides leadership and operational responsibility for accounting, budgeting, capital and finance planning, fiscal and business services, and purchasing/procurement for the College. The VP/CFO is a part of the general administration of the College and serves as advisor to the President and CEO, provides information to the Board and directs efforts to minimize finance and business operational risk exposure to the College.

Area Leadership

Vice President and CFO – Raul Garcia, CPA

Direct Reports:

Comptroller/Revenue Budget Administrator – John Johnson

Director of Accounting & Budget Officer – Catherine West, Ed.D., CPA

Director of Purchasing & Business Services – David Davila

Director of Grants & Sponsored Research – Christina Gonzalez

Reporting Areas

Fiscal Services

The Fiscal Services Department performs the primary business processes of the College and includes the offices of cashiers, cash management, bank account control and reconciliation, accounts payable, accounts receivable, capital asset accounting, general ledger accounting, financial aid accounting, and employee reimbursement. The Comptroller is responsible for overseeing the financial processes and ensuring that adequate fiscal controls are in place. The department is responsible for ensuring that cash is available to meet the obligations of the College and for investing funds not needed for operating or other purposes.

Vice President and Chief Financial Officer (Continued)

Purchasing & Business Services

Purchasing and Business Services includes the offices of procurement services, print shop, mailroom, central receiving and warehouse, dining services, and campus bookstore. The Purchasing office supports the operations of the College by functioning as the centralized purchasing agent for the College. The responsibility and authority for purchasing supplies, materials, equipment, and services and for determining the proper procurement method rests with the Purchasing Office except as delegated for small or limited purchases.

The campus dining service is operated by the College and overseen by the Purchasing and Business Service department. Campus dining offers breakfast, lunch, and snack items on the Heritage and Windward campuses. Catering services are provided that offer an array of food and selections to meet the varied needs of the campus community.

Grants and Sponsored Research

The Director of Grants and Sponsored Research Office (GSRO) serves as the authorized representative and liaison between federal, state, and local agencies. The College uses external funding to offer new programs and services not currently funded with institutional dollars or to supplement existing programs or services. The GSRO staff research funding opportunities; matches opportunities from governmental, corporate, and foundation agencies with the appropriate faculty or staff; and develops, writes, and submits grant proposals. The GSRO is also responsible for grant contracts, grant accounting, overseeing the management of all open grant projects to ensure compliance, and assists with other grant-related or development work as directed.

Departmental Program-Vice President and Chief Financial Officer

Goals, Objectives, and Performance Measures

Strategic Objective	Department	Institutional Strategy	Department Objective	Performance Measure	Target FY 2022	Actual FY 2022	Target FY 2023
G2: O5 G3: O2 G3: O3 G3: O6 G3: O7 G4: O3 G4: O5 G4: O6 G5: O1 G5: O2 G5: O3 G5: O4 G5: O5 G6: O5	PBX/Mail Services	Caller Resolution	Improve caller resolution	Number of trainings provided each year.	< 35 seconds	57.69 seconds	< 35 seconds
G6: O2	Fiscal Services	Process Improvement	Enhance strategic budgeting processes and procedures	% of equipment and marketing requests greater than 2% and larger than \$10,000 are supported by a strategic goal	100%	99%	100%
G6: O1	Office of VP	Inclusive Access Pilot Program	Improve student affordability by reducing textbook costs	Percentage of students retained in the Inclusive Access Pilot Program.	95%	98%	95%

*N/A: Department goal is no longer active for FY 2023

Vice President of Student Affairs

Reporting Areas	FY 2021 Actuals	FY 2022 Budget	FY 2022 Actuals	FY 2023 Budget
Assoc VP Student Affairs	\$ 2,170,041	\$ 3,012,016	\$ 2,350,217	\$ 3,013,085
Dean Student Outreach & Enrollment	3,207,375	3,585,475	3,466,344	3,770,236
Director Title V	79,051	97,406	2,117	-
Director of Advising	85,569	88,587	95,050	100,460
Financial Aid	800,531	857,824	927,418	953,722
VP Student Affairs	490,226	289,176	412,350	305,867
Totals	\$ 6,832,793	\$ 7,930,484	\$ 7,253,496	\$ 8,143,370

Function

The Office of the Vice President of Student Affairs (VP/SA) offers a diverse range of programs and services to support Student Success. Our programs complement the learning that takes place in the classroom and enhances the overall educational experience of students.

Area Leadership

Vice President of Student Affairs – Patricia Benavides-Dominguez

Direct Reports:

- Associate Vice President of Student Affairs – Cheryl Sanders
- Dean of Student Engagement and Retention – Rita Hernandez
- Dean of Student Outreach and Enrollment Services – Gracie Martinez
- Director of Financial Aid – Joseph Ruiz
- Director of Title V – Vacant
- Director of Advising Initiatives – Leticia Wilson
- Director of Project SENDA – David Barrera, Jr.

Reporting Areas

Associate Vice President for Student Affairs

The office of the VP/SA fosters a campus community that supports students in the development of their unique potential, inspiring them to be active learners, successful graduates, and engaged global citizens. The office of the Associate Vice President of Student Affairs (AVPSA) encompasses the following service areas: Division of Student Engagement and Retention, TRiO- Educational Opportunities Center (EOC), TRiO- Student Success Services (SSS), TRiO- Veterans Upward Bound (VUB).

Vice President of Student Affairs (Continued)

Student Engagement and Retention

The Division of Student Engagement and Retention (SER) coordinates the efforts of multiple offices whose work involves support for students. These offices include Career Development, Student Leadership and Campus Life, Student Success Center, Veterans Services, Counseling Services, Disability Services, and Retention Services. SER is led by Dean Rita Hernandez.

Student Outreach and Enrollment Services

The Division of Student Outreach and Enrollment Services provides the highest quality of services and guidance to the diverse population of the Coastal Bend fostering a student-centered culture. The Division empowers each student to thrive academically and attain their career goals. The Division stands committed with the campus community to support and provide strong partnerships among students, staff, and faculty that enhance the mission of the College.

Outreach and Enrollment Services encompasses the following offices: Registrar, Student Enrollment Center, Testing, Outreach and Recruitment, and Early College Programs/Dual Credit. The Division enjoys helping students get their academic start at Del Mar College.

Financial Aid Services

Financial Aid Services assists students in providing financial aid to attend Del Mar College and complete their educational objectives by processing, packaging, and awarding more than \$23 million in financial aid through scholarships, grants, loans, and student employment.

Some assistance is based on financial need, and some is based on academic performance. By encouraging students to apply for all available financial assistance, many students benefit from a variety of awards. More than 60% of Del Mar College students receive some type of financial assistance to help them finance their educational goals.

Title V Grants

The Title V grant programs provide opportunities to students by building capacity in the areas of academic support, student services, classroom enhancement, professional development, and academic and career pathways.

Vice President of Student Affairs (Continued)

Advising Initiatives

The Director of Advising Initiatives is an administrative position that oversees all academic advising initiatives at Del Mar College. The director fosters programmatic interaction between advisors and students in a supportive atmosphere to ensure students will achieve self-sufficiency while implementing education goals to reach degree completion. This includes developing and implementing training for dedicated advisors and faculty advisors, developing action plans to improve the advising process, partnering with other departments and areas to develop communication plans to students, and working with the Quality Enhancement Plan, Guided Pathways and Strategic Plan Committees for student success and DMC alignment.

Project SENDA

Project SENDA is a \$2.8 million program of interventions intended to expand the number of Hispanic and low-income students attaining postsecondary degrees and participating in the growing regional economy. This goal will be achieved by decreasing the time to completion rate, increasing persistence from first to second year, and improving the 3-year graduation rate of Hispanic students.

Departmental Programs-Vice President of Student Affairs

Goals, Objectives, and Performance Measures

Strategic Objective	Department	Institutional Strategy	Department Objective	Performance Measure	Target FY 2022	Actual FY 2022	Target FY 2023
G2: O2 G2: O3 G2: O5	Dean of Student Engagement and Retention	Compliance	Stay current and ensure compliance with relevant Higher education laws and regulations	Participate in training related to student services laws and regulations	5	0	5
G2: O3 G2: O5 G3: O4 G4: O5	Counseling Center	Student Intent	Wait-Time	Business days between initial appointment and first treatment session	< 5 business days	5.25	< 5 business days
G2: O2 G2: O3 G2: O5	Dean of Student Engagement and Retention	Enhance Knowledge & Awareness	Students will have awareness and knowledge of Student Rights and Responsibilities, Complaint Resolution services, and SER services	# Of outreach communications will be measured including brochures, distribution of student policies, email communication, and workshops	6 workshops	15	N/A

*N/A: Department goal is no longer active for FY 2023

Vice President and Chief Academic Officer

Reporting Areas	FY 2021 Actuals	FY 2022 Budget	FY 2022 Actuals	FY 2023 Budget
Assoc VP - Planning & Institutional Effect	\$ 725,863	\$ 836,158	\$ 791,483	\$ 1,050,242
Dean Bus, Entrep & Health Sciences	10,985,137	12,462,562	11,574,095	12,637,273
Dean Comm, Fine Arts & Social Sciences	12,210,780	14,650,051	13,050,582	14,226,764
Dean Industry & Public Service	10,472,975	12,047,807	11,084,190	12,211,960
Dean STEM, Kinesiology & Education	10,195,440	12,095,963	10,774,685	11,398,473
Dean Learning Resources	2,958,069	3,443,589	3,226,269	3,594,888
VP & Chief Academic Officer	685,138	969,150	705,435	926,786
Totals	\$ 48,233,402	\$ 56,505,280	\$ 51,206,739	\$ 56,046,386

Function

The Vice President and Chief Academic Officer (VP/CAO) provides leadership for instruction and instructional support at Del Mar College. The VP/CAO is responsible for encouraging and supporting continuing excellence in instruction and instructional support services, as well as motivating instructional unit enhancement. A commitment to standards of educational excellence and continual accreditation is vital. The VP/CAO assures that the College offers students fully accredited courses of study, instructional services, and college information via publications that all work toward students' achievement of their dreams.

Area Leadership

Vice President and Chief Academic Officer – Dr. Jonda Halcomb

Direct Reports:

Associate Vice President of Planning and Institutional Effectiveness – Dr. Kristina Ramirez Wilson

Dean of Business, Entrepreneurship, and Health Sciences – Jennifer Sramek

Dean of Communication, Fine Arts, and Social Sciences – Dr. Cynthia Bridges

Dean of Industry and Public Service – Davis Merrell

Dean of STEM, Kinesiology, and Education – Dr. Jack Southard

Dean of Learning Resources – Cody Gregg

Reporting Areas

Office of Planning and Institutional Effectiveness

The Office of Planning and Institutional Effectiveness provides data and information on the College, community, and region to provide direction for student success and the delivery of programs and services. These combined areas work collaboratively with the

Vice President and Chief Academic Officer (Continued)

Office of Planning and Institutional Effectiveness (Continued)

administration and all departments, offices, and programs of the College to ensure data-driven decision-making and continuous quality improvement by facilitating and coordinating systematic, integrated, research-based strategic planning, assessment, institutional effectiveness, and reporting.

Division of Business, Entrepreneurship, and Health Sciences

The primary function of the Division of Business, Entrepreneurship, and Health Sciences is to provide programs of study leading to an associate in Arts degree and/or transferability to a university and to provide college-level occupational programs to meet the needs of students who wish to qualify for immediate employment upon graduation. The division also offers a baccalaureate of nursing degree.

Division of Communication, Fine Arts, and Social Sciences

The primary function of the Division of Communication, Fine Arts, and Social Sciences (CFASS) is to provide two years of study leading to the associate degree and/or transferability to a university. Another function of this division is to provide developmental courses for students whose high school grades, admission test scores, placement test scores and counseling interviews show them to need help in obtaining proficiency in the basic skills of Reading and English before attempting standard college courses.

Division of Industry and Public Services

The primary function of the Division of Industry and Public Service is to provide programs of study leading to an associate in Applied Science degree and/or transferability to a university and to provide college-level occupational programs to meet the needs of students who wish to qualify for immediate employment upon graduation.

Division of STEM, Kinesiology, and Education

The primary function of the Division of Science, Technology, Engineering, and Math (STEM), Kinesiology and Education is to provide two years of study leading to the associate degree and/or transferability to a university and to provide college-level occupational programs to meet the needs of students who wish to qualify for immediate employment upon graduation. Another function of this division is to provide developmental courses for students whose high school grades, admission test scores, placement test scores and counseling interviews show them to need help in obtaining proficiency in the basic skills of Mathematics before attempting standard college courses. Additional instructional support is provided by a Math Learning Center.

Vice President and Chief Academic Officer (Continued)

Learning Resources

The Learning Resources Division provides a wide range of materials and services supporting teaching and learning. The library provides print and electronic research materials, research reference assistance, instruction in information literacy, open computers and printers, and individual and group study space. Learning Resources provides additional instructional support through the Office of eLearning and the Stone Writing Center. The Office of eLearning offers services, resources, and training, and professional development opportunities that foster innovative and effective pedagogical practices for online learning. The Stone Writing Center provides one-on-one writing instruction to students from all disciplines to develop and strengthen their writing skills.

Departmental Programs - Vice President and Chief Academic Officer

Goals, Objectives, and Performance Measures

Strategic Objective	Department	Institutional Strategy	Department Objective	Performance Measure	Target FY 2022	Actual FY 2022	Target FY 2023
G3: O5 G3: O6 G3: O7	Office of E-Learning	Faculty Training for Online Instruction	Require faculty training and support to enhance the added skills required of teaching online as required by SACSCOC and the Texas Higher Education Coordinating Board.	# Of annual trainings	8	8	8
G3: O4 G3: O5 G3: O6 G4: O5	Stone Writing Center	Student Satisfaction Rates	Increase student satisfaction rates regarding the use of online tutoring resources.	Percentage of satisfied students regarding online tutoring	Establish baseline measure	91%	N/A
G2: O3 G2: O6	Dean of BEHS	Online Course Schedule	Develop and implement a common course schedule.	% Increase of only/hybrid annual course offerings in BEHS from 2019 offerings	2%	44%	2%
G5: O1	Office of Planning & Institutional Effectiveness	Targeted Professional Development for Faculty	Expand targeted professional development opportunities for faculty based on the results of program and college-level student learning assessments.	# of events attended	1	0	1

*N/A: Department goal is no longer active for FY 2023

Vice President of Administration & Human Resources

Reporting Areas	FY 2021 Actuals	FY 2022 Budget	FY 2022 Actuals	FY 2023 Budget
Chief of Security	\$ 1,380,060	\$ 2,161,316	\$ 1,919,200	\$ 3,365,466
Vice President Admin & Human Resources	3,842,758	4,467,175	4,482,007	5,770,299
Totals	\$ 5,222,818	\$ 6,628,491	\$ 6,401,207	\$ 9,135,765

Function

The Vice President of Administration and Human Resources provides leadership and direction for the college in all areas of Human Resources, Payroll, Risk Management, Policy and Compliance, Internal Audit, Campus Security, other administrative responsibilities as assigned, and shall appropriately represent the College. The Vice President of Administration & Human Resources also serves as the Chief Human Resources Officer and Chief Risk Management Officer of the College District and is a part of the general administration of the College who is directly responsible to the President and CEO of the College. This position serves as a liaison to internal and external constituencies to include governmental, community and business organizations. In fulfilling the duties of the office, the Vice President of Administration and Human Resources shall act within the framework of college policy.

Area Leadership

Vice President of Administration and Human Resources – Tammy McDonald

Direct Reports:

- Director of Human Resources – Jerry Henry
- Director of Payroll – Katrina Garcia
- Director of Risk Manager – Jessica Alaniz
- Interim Chief of Police – Lauren White

Reporting Areas

Office of Human Resources

In support of Del Mar College’s mission and with the belief that all employees are vital to the success of the institution, the Human Resources Department provides courteous and supportive services in the areas of recruitment, development, and retention of a diverse and qualified workforce; administration of benefits; compensation analysis; career guidance; organizational development; employee relations; and management of employment records. This is achieved by promoting confidence and trust through the fair and consistent application of policies and procedures, which promotes equal opportunity, diversity, ethics, customer service, and a quality work environment. By aptly

Vice President of Administration & Human Resources (Continued)

Office of Human Resources (Continued)

responding to the needs and concerns of the campus community, faculty and staff are afforded the opportunity to provide the best services for students, the College's most important asset.

Payroll Office

The Office of Payroll is responsible for providing accurate and timely compensation to employees in a manner that is cost efficient to the college and complying with related state and federal regulations. We are committed to providing excellent customer service to our college community, while focusing on future processes and service enhancements.

Risk Management

The Office of Risk Management is responsible for managing all insurance programs for the College, such as general liability, property and casualty, workers compensation and special coverages. All insurance claims and inquiries are investigated and evaluated through this office. The Office of Risk Management also assesses any risks present through contract and agreement review and serves as the central management office for official contracts and vital College documents.

Other areas of service to the college include, but are not limited to, policy and procedures review, travel liability, elections administration, notary services, and records management.

Security

The Department of Campus Security is the administrative office for overseeing, advising, and assisting the College in complying with local, state, and federal regulations in the following areas: security, environmental compliance, occupational safety, fire and life safety, and public health.

The mission of Campus Security is to work as an equal partner with students, faculty, staff, and the local community to enhance public safety; ensure compliance with current regulations; and encourage personal awareness to establish a safe and secured environment.

Departmental Programs - Vice President of Administration & Human Resources

Goals, Objectives, and Performance Measures

Strategic Objective	Department	Institutional Strategy	Department Objective	Performance Measure	Target FY 2022	Actual FY 2022	Target FY 2023
G4:O3	Payroll	Payroll SOP's	Update Payroll Standard Operating Procedures by reviewing and/or revising.	% of the DMC Payroll Standard Operating Procedures reviewed/ revised annually	33%	33%	33%
G4: O6	Risk Management	Policy Review	Policy manual is compliant with federal, state, and local law.	Conduct annual review of policy manual	100% review of all Board and Administrative Policies	100% reviewed	100% review of all Board and Administrative Policies
G4: O4	Human Resources	Compensation	Ensure effectiveness of compensation protocols	State rankings of compensation for faculty based on TACC annual salary data	Top 10 % of community colleges in TX	Top 12%	Top 10 % of community colleges in TX
G4: O4	Human Resources	Compensation	Ensure effectiveness of compensation protocols	Level of compensation for exempt and non-exempt employees based on CUPA-HR annual salary data	Maintain an average compensation rate that is at or above 50 Percentile	72 Percentile	Maintain an average compensation rate that is at or above 50 Percentile

***N/A: Department goal is no longer active for FY 2023**

Vice President & Chief Physical Facilities Officer

Reporting Areas	FY 2021	FY 2022	FY 2022	FY 2023
	Actuals	Budget	Actuals	Budget
Director Physical Facilities	\$ 6,014,173	\$ 7,442,643	\$ 6,313,809	\$ 7,725,423
Director of Envir., Hlth., Safety & Risk	472,812	643,765	573,199	753,609
VP & Chief Physical Facilities Officer	1,258,561	1,516,103	1,468,328	1,601,684
Totals	\$ 7,745,546	\$ 9,602,511	\$ 8,355,336	\$ 10,080,716

Function

The function of the Vice President and Chief Physical Facilities Officer (VP/CPFO) is to support the College's teaching and public function, by maintaining and enhancing the physical environment buildings and grounds through planning, development, and execution of preventive maintenance, maintenance, and construction services, with its highest priority towards quality customer service. The VP/CPFO is also responsible for ensuring the College is compliant with all appropriate environmental, occupational health and safety regulations.

Area Leadership

Vice President and Chief Physical Facilities Officer – John Strybos

Direct Reports:

Director of Physical Facilities – Robert Duffie

Director of Environmental Health and Safety – Chris Tweddle

Reporting Areas

Physical Facilities

Physical Facilities provides support services to the College by maintaining and enhancing the physical environment of both buildings and grounds with a concentration on quality customer service. Service units within the department include the HVAC & Mechanical, Electrical, Plumbing, Painting, Carpentry/Locksmith, Facilities Technicians, and Grounds. Custodial services are provided by contract service. The department's mission statement and objectives were developed to clearly define the purpose of the department in relation to the College and focuses on these priorities.

Environmental Health and Safety

The Mission of the Environmental Health & Safety Office (EH&S) is to support the academic mission of the College by ensuring a safe and healthful workplace and learning environment. EH&S aims to establish occupational health and safety programs that ensure compliance with current regulations and encourage personal awareness to establish a safe and healthy environment. EH&S aims to implement hazardous materials management practices that promotes sound environmental stewardship.

Departmental Programs-Vice President and Chief Physical Facilities Officer

Goals, Objectives, and Performance Measures

Strategic Objective	Department	Institutional Strategy	Department Objective	Performance Measure	Target FY 2022	Actual FY 2022	Target FY 2023
G4: O4	Vice President and Chief Physical Facilities Officer	2014 CIP Bond Program	Ensure construction of effective new buildings and renovation of existing facilities.	% Construction of new buildings and renovation of existing facilities from the Progress Reports provided by DMC Staff and/or the construction management firm AG/CM	< 20% of construction behind schedule	0%	0%
G4: O4	Vice President and Chief Physical Facilities Officer	2016 CIP Bond Program	Ensure timely and effective construction of new South Side campus.	% Construction of the new buildings and infrastructure for the new South Side Campus located at Rodd Field Rd. and Yorktown Blvd from the Progress Reports provided by DMC Staff and/or the construction management firm AG/CM	< 20% of construction behind schedule	10% ahead of schedule	< 20% of construction behind schedule
G4: O4	Vice President and Chief Physical Facilities Officer	SP Strategy: Informal Learning Spaces	Create comfortable, technology-rich library and other informal learning spaces.	Architect's approved plans and drawings and actual building or renovations of facilities will provide status of informal learning spaces around campus	100%	90%	100%

*N/A: Department goal is no longer active for FY 2023

Vice President and Chief Information Officer

Reporting Areas	FY 2021	FY 2022	FY 2022	FY 2023
	Actuals	Budget	Actuals	Budget
Chief Information Officer	\$ 2,471,962	\$ 2,143,337	\$ 2,301,561	\$ 2,431,609
Vice President & Chief Information Officer	4,143,445	4,814,297	4,789,242	5,127,579
Totals	\$ 6,615,407	\$ 6,957,634	\$ 7,090,803	\$ 7,559,188

Function

The function of the Vice President and Chief Information Officer (VP/CIO) is providing the vision and leadership of information technology services consistent with the College's overall mission, strategic plan, and program needs. The VP/CIO will work collaboratively with College constituent groups, Executive Administration, and the Information Technology team, in setting priorities for the deployment of information technology to carry out the instructional and administrative goals and objectives of the College. The VP/CIO will lead college's on-going commitment to support and promote the strategic use of technology that advances the overall mission of Del Mar College.

Area Leadership

Vice President and Chief Information Officer – Ali Kolahdouz

Direct Reports:

Deputy Chief Information Officer – Jessica Montalvo-Cummings

Information Security Officer – Greg Palmer

Reporting Areas

Information Technology

The mission of Information Technology is to provide Information Technology leadership and services to support and enhance the instructional and administrative functions of the College. The cyber security team is dedicated to the development of an information security program that delivers high-quality technology infrastructure and services that are protected from harmful sources and unauthorized use. Attaining new and advanced technology to the College's constituents and implementation of an effective Information Technology governance model is imperative to the College's success, use and support of instructional technology initiatives across all campuses.

Departmental Programs-Vice President and Chief Information Officer

Goals, Objectives, and Performance Measures

Strategic Objective	Department	Institutional Strategy	Department Objective	Performance Measure	Target FY 2022	Actual FY 2022	Target FY 2023
G3: O6	Vice President and Chief Information Officer	ERP Project-Campus Nexus Student	Migration of Colleague SIS to CampusNexus Student. This application includes Strategic Enrollment management, Academic Management, Student Engagement and Outcomes, and Reporting and Analytics.	% Of tasks competed by deadline	100%	75%	100%
G4: O6	Vice President and Chief Information Officer	ERP	Utilize ERP to develop more efficient and automated processes	Programs which utilize automated processes, including surveys to provide feedback from the user(s) as to their satisfaction with the process utilized.	100%	80%	100%
G4: O2 G4: O6	Vice President and Chief Information Officer	Technology Training	Provide training on use of existing and new technologies.	% Of staff/departments trained on the use of existing and/or new technologies for their respective areas	100%	100%	100%

*N/A: Department goal is no longer active for FY 2023

Executive Vice President and Chief Operating Officer

Reporting Areas	FY 2021 Actuals	FY 2022 Budget	FY 2022 Actuals	FY 2023 Budget
Dean Continuing Education	\$ 3,808,070	\$ 5,403,387	\$ 4,581,809	\$ 5,549,880
Dean Workforce Programs	2,889,993	3,054,403	3,057,481	3,305,095
Executive VP & Chief Operating Officer	440,888	488,699	497,635	581,905
Totals	\$ 7,138,951	\$ 8,946,489	\$ 8,136,925	\$ 9,436,880

Function

The Executive Vice President & Chief Operating Officer (EVP/COO) handles a wide range of matters of institutional importance on behalf of the President and CEO. Provides coordination and oversight in the development of defined core and strategic initiatives for the Office of the President and CEO. Serves as the President and CEO's primary strategic liaison with college and community constituencies. Plan, direct, or coordinate operational activities at the highest level of management with the help of vice presidents, other executive staff, and department heads. Fosters partnerships with diverse regional entities to impact student and workforce development growth.

Area Leadership

Executive Vice President and Chief Operating Officer – Lenora Keas

Direct Reports:

- Dean of Workforce Programs and Corporate Services – Dan Korus
- Dean of Continuing Education and Off-Campus Programs – Leonard Rivera
- Director of Strategic Initiatives – Kiwana Denson

Reporting Areas

Workforce Programs and Corporate Services

The Office of Workforce Programs is committed to enhancing the competitive strength of the Coastal Bend region by providing education, customized training solutions and training grant procurement opportunities to promote a skilled workforce. Additionally, With Del Mar College's full resources available, the Corporate Services team can provide a vast array of training programs—from enhancing workplace competencies to leveraging business tools, safety, and industrial trades. The College is dedicated to serving business needs, innovating new programs, and building prosperity for the Coastal Bend region.

Executive Vice President and Chief Operating Officer (Continued)

Continuing Education and Off-Campus Programs

Continuing Education and Off-Campus Programs provides educational opportunities for students to get work ready and career ready to meet the workforce demands in our community. We offer comprehensive courses and programs to assist students with workforce and career development, opportunities to learn and enhance their skills, and supporting economic development initiatives in the Coastal Bend with a work ready workforce. Our variety of career training programs, for high-demand occupations, prepare the student for immediate employment and are offered with the student's convenience in mind with day, evening, and online options.

Strategic Initiatives

The Director of Strategic Initiatives supports the administrative, financial, and operational activities for the EVP/COO. The director will organize and prioritize projects and gather required information for the EVP/COO to facilitate efficient decision making and delegation. Additionally, the director will collaborate with executive team members and carry out projects in support of various operational and community activities led by the EVP/COO. The director maintains and cultivates professional relationships to support Workforce Development, Continuing Education and Off-Campus Programs and represents the EVP/COO at higher levels, internally and externally, as directed.

Departmental Programs-Executive Vice President and Chief Operating Officer

Goals, Objectives, and Performance Measures

Strategic Objective	Department	Institutional Strategy	Department Objective	Performance Measure	Target FY 2022	Actual FY 2022	Target FY 2023
G1: O1 G1: O5 G4: O3 G4: O5 G5: O1 G5: O3 G5: O4 G5: O5 G6: O3	Office of the Executive Vice President and Chief Operating Officer	Participation	Identify points of collaboration between Executive Team and President and align strategic initiatives of the College.	# Of points of collaboration between each Executive Team member and the President	12	12	N/A
G1: O1 G1: O4 G1: O5 G2: O1 G2: O5 G4: O5 G5: O1 G5: O2 G5: O3 G5: O4 G5: O5 G5: O5	Office of the Executive Vice President and Chief Operating Officer	Communication	Meet and communicate with industry, local, state, national government, community officials and stakeholders in the representation and development of the College's strategic initiatives.	# Of meetings, conferences, and presentations	4	58	N/A
G2: O1 G3: O7 G5: O1 G5: O3 G5: O4 G5: O5 G6: O2 G6: O4	Office of the Executive Vice President and Chief Operating Officer	Collaboration	Foster partnerships with diverse regional entities to leverage economic & workforce development opportunities, increase student growth and connect industry's talent practices to DMC students and programs..	# Of meetings and conferences	4	4	N/A

*N/A: Department goal is no longer active for FY 2023

Statistical Section



**Del Mar College
Revenues by Source
Fiscal Years 2013 to 2022**

For the Fiscal Year Ended August 31,
(in Thousands)

	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Operating Revenues:										
Tuition and Fees (Net of Discounts)	\$ 9,619	\$ 11,890	\$ 12,541	\$ 12,574	\$ 12,528	\$ 12,755	\$ 11,976	\$ 10,878	\$ 10,683	\$ 9,681
Federal Grants and Contracts	15,712	2,181	2,182	2,103	3,181	3,268	4,650	5,424	3,256	3,465
State Grants and Contracts	1,856	2,647	2,129	2,399	2,342	3,718	4,334	3,090	2,021	1,613
Local Grants and Contracts	1,852	3,762	1,800	1,404	524	548	2,212	593	1,044	838
Auxiliary enterprises	1,239	491	1,079	1,675	1,390	1,249	1,323	1,508	1,398	1,374
General Operating Revenues	2,387	2,203	2,925	3,606	2,188	1,768	2,305	1,379	1,357	1,173
Total Operating Revenues	32,665	23,174	22,656	23,761	22,153	23,306	26,800	22,872	19,759	18,144
Non-Operating Revenues:										
State Appropriations	24,081	23,517	25,499	23,437	22,928	20,176	19,800	19,918	19,554	19,535
Maintenance Ad Valorem Taxes	60,516	57,023	58,319	54,449	51,689	47,179	46,704	43,342	40,524	37,312
Debt Service Ad Valorem Taxes	23,000	23,200	19,158	18,706	13,423	12,387	8,338	8,385	8,639	8,679
Federal Revenue, Non Operating	20,756	27,236	20,413	16,860	16,238	16,715	16,323	16,265	16,521	18,730
Investment Income	1,307	1,101	3,442	5,755	2,308	1,108	337	206	198	216
Change in Fair Value of Investments	(4,960)	(330)	-	-	-	-	-	-	-	-
Other Non-Operating Revenues	2,465	2,331	26	37	28	12	22	30	144	174
Total Non-Operating Revenues	127,165	134,078	126,857	119,244	106,614	97,577	91,524	88,146	85,580	84,646
Total Revenues	\$ 159,830	\$ 157,252	\$ 149,513	\$ 143,005	\$ 128,767	\$ 120,883	\$ 118,324	\$ 111,018	\$ 105,339	\$ 102,790

Source: College Annual Financial Reports

Del Mar College
Revenues by Source
Fiscal Years 2013 to 2022

For the Fiscal Year Ended August 31,
(in Thousands)

	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Operating Revenues:										
Tuition and fees (net of discounts)	6.02%	7.56%	8.39%	8.79%	9.73%	10.55%	10.12%	9.80%	10.14%	9.42%
Federal grants and contracts	9.83%	1.39%	1.46%	1.47%	2.47%	2.70%	3.93%	4.89%	3.09%	3.37%
State grants and contracts	1.16%	1.68%	1.42%	1.68%	1.82%	3.08%	3.66%	2.78%	1.92%	1.57%
Local grants and contracts	1.16%	2.39%	1.20%	0.98%	0.41%	0.45%	1.87%	0.53%	0.99%	0.82%
Auxiliary enterprises	0.78%	0.31%	0.72%	1.17%	1.08%	1.03%	1.12%	1.36%	1.33%	1.34%
General Operating Revenues	1.49%	1.40%	1.96%	2.52%	1.70%	1.46%	1.95%	1.24%	1.29%	1.14%
Total Operating Revenues	20.44%	14.76%	15.15%	16.00%	17.21%	19.27%	22.65%	20.60%	18.76%	17.66%
Non-Operating Revenues:										
State Appropriations	15.07%	14.97%	17.06%	16.39%	17.81%	16.69%	16.73%	17.94%	18.56%	19.00%
Maintenance Ad Valorem Taxes	37.86%	36.26%	39.01%	38.07%	40.14%	39.03%	39.47%	39.04%	38.47%	36.30%
Debt Service Ad Valorem Taxes	14.39%	14.75%	12.81%	13.08%	10.42%	10.25%	7.05%	7.55%	8.20%	8.44%
Federal Revenue, Non Operating	12.99%	17.32%	13.65%	11.79%	12.61%	13.83%	13.80%	14.65%	15.68%	18.22%
Investment Income	0.82%	0.70%	2.30%	4.02%	1.79%	0.92%	0.28%	0.19%	0.19%	0.21%
Change in Fair Value of Investments	-3.10%	-0.21%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Non-Operating Revenues	1.54%	1.48%	0.02%	0.02%	0.02%	0.01%	0.02%	0.03%	0.14%	0.17%
Total Non-Operating Revenues	79.56%	85.24%	84.85%	84.00%	82.79%	80.73%	77.35%	79.40%	81.24%	82.34%
Total Revenues	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Source: College Annual Financial Reports

Del Mar College
Program Expenses by Function
Fiscal Years 2013 to 2022

For the Fiscal Year Ended August 31,
(in Thousands)

	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Operating Expenses:										
Instruction	\$ 47,368	\$ 47,091	\$ 48,349	\$ 46,483	\$ 46,536	\$ 43,909	\$ 39,580	\$ 36,441	\$ 35,017	\$ 33,766
Public service	119	151	95	155	151	129	111	21	14	21
Academic support	7,807	7,202	7,914	7,531	7,734	7,189	6,946	6,193	5,554	4,985
Student services	27,285	19,211	17,319	15,349	15,662	16,487	18,040	16,106	12,295	12,439
Institutional support	28,451	23,240	23,607	21,195	20,888	19,430	18,690	16,792	16,637	15,235
Operation and maintenance of plant	11,108	7,572	9,859	9,023	8,786	10,128	9,702	8,771	8,113	7,597
Scholarships and fellowships	9,511	12,006	6,668	5,940	5,826	5,906	5,111	6,286	5,980	6,857
Auxiliary enterprises	1,265	1,073	1,587	1,228	1,400	1,484	1,417	1,470	1,339	1,405
Depreciation	7,487	6,592	7,106	5,369	5,430	5,566	5,516	5,590	5,571	5,607
Total Operating Expenses	140,401	124,138	122,504	112,273	112,413	110,228	105,113	97,670	90,520	87,912
Non-Operating Expenses:										
Interest on capital related debt	9,851	10,465	9,945	8,952	5,285	5,075	4,091	3,961	4,441	4,400
Other Non-Operating Expenses	212	180	78	34	1,825	602	86	88	47	33
Total Non-Operating Expenses	10,063	10,645	10,023	8,986	7,110	5,677	4,177	4,049	4,488	4,433
Total Expenses	\$ 150,464	\$ 134,783	\$ 132,527	\$ 121,259	\$ 119,523	\$ 115,905	\$ 109,290	\$ 101,719	\$ 95,008	\$ 92,345

Source: College Annual Financial Reports

Del Mar College
Program Expenses by Function
Fiscal Years 2013 to 2022

For the Fiscal Year Ended August 31,
(in Thousands)

	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Operating Expenses:										
Instruction	31.48%	34.94%	36.48%	38.33%	38.93%	37.88%	36.21%	35.82%	36.86%	36.56%
Public service	0.08%	0.11%	0.07%	0.13%	0.13%	0.11%	0.10%	0.02%	0.02%	0.02%
Academic support	5.19%	5.34%	5.97%	6.21%	6.54%	6.20%	6.35%	6.09%	5.85%	5.40%
Student services	18.13%	14.25%	13.07%	12.66%	13.10%	14.23%	16.51%	15.83%	12.94%	13.47%
Institutional support	18.91%	17.19%	17.78%	17.48%	17.48%	16.76%	17.10%	16.51%	17.51%	16.50%
Operation and maintenance of plant	7.38%	5.59%	7.44%	7.44%	7.35%	8.74%	8.88%	8.62%	8.54%	8.23%
Scholarships and fellowships	6.32%	8.91%	5.03%	4.90%	4.87%	5.10%	4.68%	6.18%	6.29%	7.43%
Auxiliary enterprises	0.84%	0.80%	1.20%	1.01%	1.17%	1.28%	1.30%	1.45%	1.41%	1.52%
Depreciation	4.98%	4.89%	5.36%	4.43%	4.54%	4.80%	5.05%	5.50%	5.86%	6.07%
Total Operating Expenses	90.33%	91.56%	92.42%	92.59%	94.66%	95.10%	96.18%	96.02%	95.28%	95.20%
Non-Operating Expenses:										
Interest on capital related debt	6.55%	7.76%	7.50%	7.38%	4.42%	4.38%	3.74%	3.89%	4.67%	4.76%
Other Non-Operating Expenses	0.14%	0.13%	0.06%	0.03%	1.53%	0.52%	0.08%	0.09%	0.05%	0.04%
Total Non-Operating Expenses	9.67%	8.44%	7.58%	7.41%	5.34%	4.90%	3.82%	3.98%	4.72%	4.80%
Total Expenses	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Source: College Annual Financial Reports

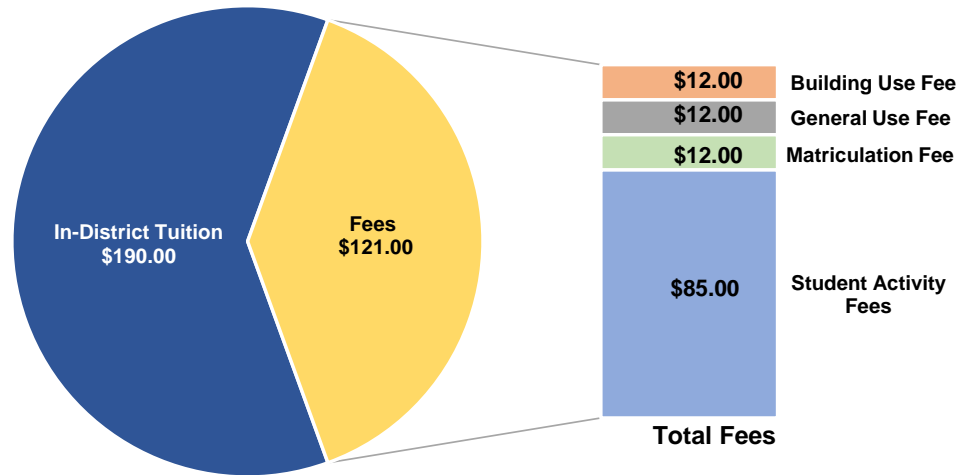
Del Mar College
Net Position by Component
Fiscal Years 2013 to 2022

For the Fiscal Year Ended August 31,
(in thousands)

	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Net investment in capital assets	\$ 147,325	\$ 140,281	\$ 126,543	\$ 120,406	\$ 100,961	\$ 95,287	\$ 90,491	\$ 79,669	\$ 72,177	\$ 63,706
Restricted - expendable	8,541	8,176	8,431	8,161	12,247	12,343	12,251	13,546	13,669	11,945
Unrestricted	(29,630)	(31,871)	(41,688)	(52,328)	(58,722)	23,231	23,076	23,510	31,900	31,668
Total primary government net position	\$ 126,236	\$ 116,586	\$ 93,286	\$ 76,239	\$ 54,486	\$ 130,861	\$ 125,818	\$ 116,725	\$ 117,746	\$ 107,319

Source: College Annual Financial Reports

**Del Mar College
Tuition and Fees
Per Semester Credit Hour
Last Ten Academic Years**



Academic Year (Fall)	In-District Tuition	Building Use Fee	General Use Fee	Matriculation Fee	Student Activity Fees	In District Tuition per Semester Hour	Cost for 12 SCH In-District	% Increase from Prior Year In-District
2021	\$ 69	\$ 12	\$ 12	\$ 12	\$ 85	\$ 190.00	\$ 1,345	% 0.00
2020	69	12	12	12	85	190.00	1,345	1.82
2019	67	12	12	12	85	188.00	1,321	6.45
2018	61	12	12	12	77	174.00	1,241	5.08
2017	56	12	12	12	77	169.00	1,181	0.00
2016	56	12	12	12	77	169.00	1,181	0.00
2015	56	12	12	12	77	169.00	1,181	1.03
2014	55	12	12	12	77	168.00	1,169	5.60
2013	52	12	12	10	75	161.00	1,107	1.10
2012	51	12	12	10	75	160.00	1,095	10.72

Note: (1) Includes basic enrollment tuition and fees but excludes course based fees such as laboratory fees, testing fees and certification fees

(2) Registration Fee: Not applicable

Source: College Annual Financial Reports

Del Mar College
Assessed Value and Taxable Assessed Value of Property
Last Ten Fiscal Years

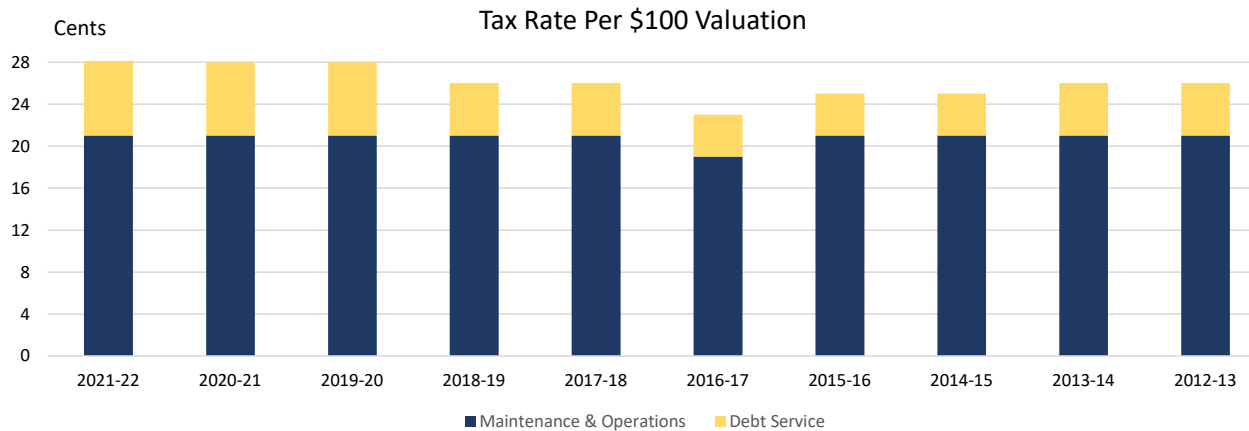
(in Thousands)

Direct Rate

Fiscal Year	Assessed Valuation of Property		Taxable Assessed Value (TAV)	% Ratio of Taxable Assessed Value to Assessed Value	Maintenance & Operations (b)	Debt Service (b)	Total (b)
	(a)	Less: Exemptions					
2021-22	\$ 38,514,875	\$ 6,883,587	\$ 31,631,288	0.82	\$ 0.205296	\$ 0.078044	\$ 0.283340
2020-21	35,539,719	6,487,532	29,052,187	0.82	0.205296	0.083304	0.288600
2019-20	35,034,885	6,061,795	28,973,090	0.83	0.211260	0.069405	0.280665
2018-19	33,527,327	6,301,621	27,225,706	0.81	0.209700	0.072200	0.281900
2017-18	31,619,662	5,950,780	25,668,882	0.81	0.205700	0.053463	0.259163
2016-17	29,841,475	4,975,595	24,865,880	0.83	0.194718	0.051441	0.246159
2015-16	27,500,612	4,683,363	22,817,249	0.83	0.210549	0.037524	0.248073
2014-15	25,746,282	4,622,735	21,123,547	0.82	0.207910	0.040163	0.248073
2013-14	24,255,580	4,577,887	19,677,693	0.81	0.206690	0.043976	0.250666
2012-13	22,433,940	4,557,652	17,876,288	0.80	0.209394	0.048609	0.258003

Source: Local Appraisal District

Notes: (a) Property is assessed at full market value
(b) per \$100 Taxable Assessed Valuation



Del Mar College
Property Tax Levies and Collections
(in Thousands)

Fiscal Year Ended August 31	Cumulative Levy Adjustments		Adjusted Tax Levy (b)	Collections - Year of Levy (c)		Percentage	Prior Collections of Prior Levies (d)	Current Collections of Prior Levies (e)	Total Collections (c+d+e)	% Cumulative Collections of Adjusted Levy
	Levy (a)									
2022	\$ 86,355	\$ (781)	\$ 85,574	\$ 81,690	95.46%	\$ -	\$ 1,147	\$ 82,837	96.80%	
2021	85,042	(610)	84,432	79,363	94.00	-	810	80,173	94.96	
2020	80,012	(791)	79,222	75,442	95.23	-	1,410	76,852	97.01	
2019	74,310	(866)	73,444	71,737	97.68	-	950	72,687	98.97	
2018	65,697	(381)	65,316	63,078	96.57	-	1,661	64,739	99.12	
2017	60,296	(838)	59,458	57,956	97.47	-	1,082	59,038	99.29	
2016	56,481	(1617)	54,864	53,473	97.46	-	39	53,512	97.54	
2015	52,752	(358)	52,394	51,113	97.56	-	1,052	52,165	99.56	
2014	49,097	(317)	48,780	47,518	97.41	-	1,124	48,642	99.72	
2013	45,729	(71)	45,658	44,579	97.64	-	994	45,573	99.81	

Source: Local Tax Assessor/Collector and District records

(a) As reported in notes to the financial statements for the year of the levy

(b) As of August 31st of the current reporting year

(c) Property tax only - does not include penalties and interest

(d) Represents cumulative collections of prior years not collected in the current year or the year of the tax levy

(e) Represents current year collections of prior years levies

**Del Mar College
Principal Taxpayers
Taxable Assessed Value
Last Ten Tax Years**
(in Thousands)

Taxpayer	Type of Business	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Flint Hills Resources West LP	Petrochemical	\$ 1,337,014	\$ 1,272,928	\$ 1,396,033	\$ 1,275,786	\$ 994,320	\$ 901,967	\$ 795,171	\$ 809,036	\$ 894,028	\$ 911,024
Valero Refining Texas LP	Petrochemical	1,273,099	1,228,795	1,335,095	1,180,094	992,798	782,638	982,007	732,218	732,219	680,667
Citgo Refining/Chemical Co LP	Petrochemical	823,096	647,031	717,443	662,713	636,937	598,035	576,842	609,788	588,394	527,999
Corpus Christi Polymers LLC	Petrochemical	297,257	271,329	532,193	532,193	-	-	-	-	-	-
Equistar Chemicals LP	Petrochemical	437,357	437,357	450,375	476,587	498,921	525,325	187,352	198,039	227,826	235,788
Equistar Chemicals LP	Petrochemical	164,390	150,811	-	-	169,513	178,657	-	-	-	-
Flint Hills Resources East LP	Petrochemical	189,161	184,602	202,176	192,216	174,379	154,846	165,685	180,163	190,891	195,559
AEP Texas Central Company	Utility	384,113	387,831	325,205	375,892	290,124	249,585	197,103	198,622	167,729	143,951
Valero Marketing & Supply	Petrochemical	-	-	185,721	187,744	186,973	-	-	139,352	147,665	-
Epic Y-Grade Logistics LP	Petrochemical	161,902	174,867	181,276	173,917	-	-	-	-	-	-
Nueces Bay WLE	Utility	-	-	-	-	-	-	179,958	-	-	-
Corpus Christi Retail Venture LP	Retail	-	-	-	-	-	-	-	-	94,714	101,682
Buckeye Texas Processing LLC	Petrochemical	272,640	267,564	277,459	281,540	266,934	252,476	255,721	173,856	-	-
Buckeye Texas HUB LLC	Petrochemical	-	-	-	-	166,772	177,212	161,468	155,421	-	-
Barney M Davis LP	Utility	-	-	-	-	-	132,802	182,407	-	-	-
Flint Hill Resources	Petrochemical	-	-	-	-	-	-	-	107,045	105,017	105,696
HE Butt Grocery Company	Grocery	-	-	-	-	-	-	-	-	84,069	80,885
Totals		\$ 5,340,029	\$ 5,023,115	\$ 5,602,976	\$ 5,338,682	\$ 4,377,671	\$ 3,953,543	\$ 3,683,714	\$ 3,303,540	\$ 3,232,552	\$ 2,983,251
Total Taxable Assessed Value		\$ 31,631,288	\$ 29,052,187	\$ 28,973,090	\$ 28,973,089	\$ 27,225,706	\$ 25,668,882	\$ 24,865,880	\$ 21,123,547	\$ 19,677,694	\$ 17,876,288

Source: Local County Appraisal District as of valuation date

Note: Tax assessed value is the basis for following FY Maintenance Ad Valorem taxes

**Del Mar College
Principal Taxpayers
Taxable Assessed Value
Last Ten Tax Years**

Taxpayer	Type of Business	% of Taxable Assessed Value (TAV) by Tax Year									
		2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Flint Hills Resources LP	Petrochemical	4.23%	4.38%	4.82%	4.40%	3.65%	3.51%	3.20%	3.83%	4.54%	5.10%
Valero Refining Texas LP	Petrochemical	4.04	4.23	4.61	4.07	3.65	3.05	3.95	3.47	3.72	3.81
Citgo Refining/Chemical Co LP	Petrochemical	2.61	2.23	2.48	2.29	2.34	2.33	2.32	2.89	2.99	2.95
Corpus Christi Polymers LLC	Petrochemical	0.94	0.93	1.84	1.84	0.00	0.00	0.00	0.00	0.00	0.00
Equistar Chemicals LP	Petrochemical	1.39	1.51	1.55	1.64	1.83	2.05	0.75	0.94	1.16	1.32
Equistar Chemicals LP	Petrochemical	0.52	0.52	0.00	0.00	0.62	0.70	0.00	0.00	0.00	0.00
Flint Hills Resources East LP	Petrochemical	0.60	0.64	0.70	0.66	0.64	0.60	0.67	0.85	0.97	1.09
AEP Texas Central Company	Utility	1.22	1.33	1.12	1.30	1.07	0.97	0.79	0.94	0.85	0.81
Valero Marketing & Supply	Petrochemical	0.00	0.00	0.64	0.65	0.69	0.00	0.00	0.66	0.75	0.00
Epic Y-Grade Logistics LP	Petrochemical	0.51	0.60	0.63	0.60	0.00	0.00	0.00	0.00	0.00	0.00
Nueces Bay WLE	Utility	0.00	0.00	0.00	0.00	0.00	0.00	0.72	0.00	0.00	0.00
Corpus Christi Retail Venture LP	Retail	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.48	0.57
Buckeye Texas Processing LLC	Petrochemical	0.87	0.92	0.96	0.97	0.98	0.98	1.03	0.82	0.00	0.00
Buckeye Texas HUB LLC	Petrochemical	0.00	0.00	0.00	0.00	0.61	0.69	0.65	0.74	0.00	0.00
Barney M Davis LP	Utility	0.00	0.00	0.00	0.00	0.00	0.52	0.73	0.00	0.00	0.00
Flint Hill Resources	Petrochemical	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.51	0.53	0.59
HE Butt Grocery Company	Grocery	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.43	0.45
Totals		16.94%	17.29%	19.35%	18.42%	16.08%	15.40%	14.81%	15.64%	16.43%	16.69%

Source: Local County Appraisal District

Note: Tax assessed value is the basis for following FY Maintenance Ad Valorem taxes

Del Mar College
State Appropriation per FTSE and Contact Hour
Last Ten Fiscal Years

Fiscal Year	Appropriation per FTSE			Appropriation per Contact Hour			
	State Appropriation (in thousands)	Annual FTSE (a)	State Appropriation per FTSE	Academic Contact Hours (in thousands) (b)	Voc/Tech Contact Hours (in thousands) (b)	Total Contact Hours (in thousands)	State Appropriation per Contact Hour
2021-22	\$ 24,081	6,093	\$ 3,952	2,252	1,877	4,342	\$ 5.55
2020-21	23,517	6,524	3,605	2,513	1,829	4,342	5.42
2019-20	25,499	7,271	3,507	2,788	2,046	4,834	5.28
2018-19	23,437	7,064	3,318	2,817	1,833	4,650	5.04
2017-18	22,928	7,103	3,228	2,757	1,873	4,630	4.95
2016-17	20,176	7,290	2,768	2,827	1,939	4,766	4.23
2015-16	19,800	6,948	2,850	2,715	1,820	4,535	4.37
2014-15	19,918	6,590	3,022	2,655	1,660	4,315	4.62
2013-14	19,554	6,650	2,940	2,823	1,615	4,438	4.41
2012-13	19,535	7,004	2,789	2,998	1,692	4,690	4.17

Notes:

Full-time Student Equivalent (FTSE) is defined by the THECB as the annual total semester credit hours divided by 30

(a) Source: Coordinating Board Management Report 004

(b) Source: Coordinating Board Management Report 004 (includes funded and non-funded excess developmental and three-peat hours)

Del Mar College
Ratios of Outstanding Debt
Last Ten Fiscal Years Ending August 31

(in Thousands)

	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
General Bonded Debt										
General obligation bonds	\$ 266,750	\$ 278,040	\$ 288,060	\$ 219,355	\$ 228,195	\$ 134,695	\$ 132,860	\$ 71,170	\$ 69,730	\$ 75,380
Premium	28,731	31,185	34,115	20,749	22,800	14,907	15,649	5,827	4,852	4,227
Net general bonded debt	\$ 295,481	\$ 309,225	\$ 322,175	\$ 240,104	\$ 250,995	\$ 149,602	\$ 148,509	\$ 76,997	\$ 74,582	\$ 79,607
Other Debt										
Revenue bonds	\$ 9,910	\$ 11,300	\$ 12,620	\$ 13,890	\$ 15,110	\$ 16,345	\$ 17,530	\$ 21,385	\$ 23,405	\$ 25,335
Capital lease obligations	-	-	-	-	-	-	-	-	-	109
Total Outstanding Debt	\$ 305,391	\$ 320,525	\$ 334,795	\$ 253,994	\$ 266,105	\$ 165,947	\$ 166,039	\$ 98,382	\$ 97,987	\$ 105,051
General Bonded Debt Ratios										
Per Capita	\$ 836.63	\$ 875.55	\$ 889.26	\$ 662.79	\$ 692.85	\$ 414.16	\$ 410.78	\$ 213.62	\$ 209.23	\$ 225.66
Per FTSE	48,495	47,398	44,310	33,947	35,336	20,522	21,374	11,684	11,215	11,366
As a percentage of Taxable Assessed Value	1.03%	1.12%	1.20%	0.96%	1.05%	0.65%	0.69%	0.38%	0.40%	0.48%
Total Outstanding Debt Ratios										
Per Capita	\$ 864.69	\$ 907.55	\$ 924.10	\$ 701.13	\$ 734.56	\$ 459.41	\$ 459.27	\$ 272.95	\$ 274.90	\$ 297.78
Per FTSE	50,122	49,130	46,045	35,910	37,464	22,764	23,897	14,929	14,735	14,999
As a percentage of Taxable Assessed Value	1.07%	1.16%	1.25%	1.02%	1.12%	0.72%	0.78%	0.49%	0.53%	0.63%

Notes: Ratios calculated using population and TAV from current year. Debt per student calculated using full-time-equivalent enrollment
(a) 2022 information not yet available

Source: College Annual Financial Reports

**Del Mar College
Legal Debt Margin Information
Last Ten Fiscal Years**

For the Year Ended August 31 (in Thousands)

	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Taxable Assessed Value	\$38,639,839	\$35,539,719	\$35,034,885	\$33,527,327	\$25,668,882	\$24,865,880	\$22,817,249	\$21,123,547	\$19,677,693	\$17,876,288
General Obligation Bonds										
Statutory Tax Levy Limit for Debt Service	193,199	177,699	175,174	167,637	128,344	124,329	114,086	105,618	98,388	89,381
Less: Funds Restricted for Repayment of General Obligation Bonds	4,661	(4,309)	(4,646)	(4,478)	(4,099)	(3,865)	(3,831)	(4,303)	(4,155)	(4,181)
Total Net General Obligation Debt	197,860	173,390	170,528	163,159	124,245	120,464	110,255	101,315	94,233	85,200
Current Year Debt Service Requirements	22,953	23,184	19,084	18,654	13,407	12,387	8,649	8,413	8,668	8,666
Excess of Statutory Limit for Debt Service over Current Requirements	\$ 174,907	\$ 150,206	\$ 151,444	\$ 144,505	\$ 110,838	\$ 108,077	\$ 101,606	\$ 92,902	\$ 85,565	\$ 76,534
Net Current Requirements as a % of Statutory Limit	14.29%	10.62%	8.24%	8.46%	7.25%	6.85%	4.22%	3.89%	4.59%	5.02%

Note: Texas Education Code Section 130.122 limits the debt service tax levy of community colleges to \$0.50 per hundred dollars taxable assessed valuation

Source: College Annual Financial Reports

Del Mar College
Faculty, Staff, and Administrators Statistics
Last Ten Fiscal Years

	Fiscal Year									
	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Instructional Faculty										
Full-Time (Credit)	309	302	310	314	316	311	298	282	279	278
Part-Time (Credit)	180	167	213	218	223	216	227	236	254	287
Total	489	469	523	532	539	527	525	518	533	565
Percent Full-Time (Credit)	63.2%	64.4%	59.3%	59.0%	58.6%	59.0%	56.8%	54.4%	52.3%	49.2%
Percent Part-Time (Credit)	36.8%	35.6%	40.7%	41.0%	41.4%	41.0%	43.2%	45.6%	47.7%	50.8%
Staff and Administrators										
Full-Time	433	428	411	374	381	367	348	309	293	283
Part-Time	277	312	353	359	417	445	408	331	309	380
Total	710	740	764	733	798	812	756	640	602	663
Percent Full-Time	61.0%	57.8%	53.8%	51.0%	47.7%	45.2%	46.0%	48.3%	48.7%	42.7%
Percent Part-Time	39.0%	42.2%	46.2%	49.0%	52.3%	54.8%	54.0%	51.7%	51.3%	57.3%
College Total										
Full-Time	742	730	721	688	697	678	646	591	572	561
Part-Time	457	479	566	577	640	661	635	567	563	667
Grand Total	1,199	1,209	1,287	1,265	1,337	1,339	1,281	1,158	1,135	1,228
Percent Full-Time	61.9%	60.4%	56.0%	54.4%	52.1%	50.6%	50.4%	51.0%	50.4%	45.7%
Percent Part-Time	38.1%	39.6%	44.0%	45.6%	47.9%	49.4%	49.6%	49.0%	49.6%	54.3%
Faculty FTE	516.07	484.97	508.82	498.72	513.19	502.06	454.07	432.28	435.70	451.65
Student FTE (Total SCH/12)	6,431.75	6,282.83	7,863.25	7,759.33	7,677.58	7,888.75	7,395.83	7,096.75	7,261.92	7,656.42
FTSE per Full-time Faculty	12.46	12.96	15.45	15.56	14.96	15.71	16.29	16.42	16.67	16.95
FTSE per Full-Time Staff Member	14.85	14.68	19.13	20.75	20.15	21.50	21.25	22.97	24.78	27.05
Average Annual Faculty Salary	\$74,215	\$72,119	\$72,214	\$71,020	\$69,237	\$68,279	\$64,487	\$60,656	\$57,676	\$55,919

Notes: Year 2022 is not yet available. FTSE: Full Time Student Equivalent (as reported on CBM001).

Source: College Statistical Profiles.

Del Mar College
Demographic and Economic Statistics - Taxing District (Nueces County)
Last Ten Fiscal Years

Calendar Year	Nueces County Population (a)	Nueces County Personal Income (in Thousands) (b)	Nueces County Personal Income Per Capita (b)	Nueces County Unemployment Rate (c)
2021	353,178	\$ (d)	\$ (d)	7.1%
2020	363,148	17,430,572	47,999	9.0%
2019	362,347	16,755,502	46,242	4.1%
2018	362,177	15,699,826	43,348	4.6%
2017	361,328	15,466,649	42,805	5.4%
2016	361,753	14,656,692	40,516	5.6%
2015	360,587	15,501,254	42,989	4.9%
2014	356,717	15,742,090	44,130	5.1%
2013	352,987	14,957,265	42,373	6.1%

Sources:

- (a) 2020 Population from U.S. Census Bureau 2020 Decennial Census
2010-2019 population estimates from U.S. Bureau of Economic Analysis as of November 2020
- (b) Personal income from U.S. Bureau of Economic Analysis as of October 2022
- (c) Unemployment rate from U.S. Department of Labor as of April 2021
- (d) Not yet available

Note: With each new release of annual estimates, the entire time series of estimates is revised for all years back to the last census.

**Del Mar College
Principal Employers**

Employer	2021		2011	
	Number of Employees	Percentage of Total Employment ¹	Number of Employees	Percentage of Total Employment
Corpus Christi ISD	5,888	3.13%	5,178	2.76%
Corpus Christi Naval Air Station	4,600	2.45%	2,827	1.50%
H.E.B.	3,840	2.04%	5,000	2.66%
Corpus Christi Army Depot	3,400	1.81%	5,800	3.09%
City of Corpus Christi	3,000	1.60%	3,171	1.69%
CHRISTUS Spohn Health Systems	2,963	1.58%	5,144	2.74%
Driscoll Children's Hospital	2,750	1.46%	1,800	0.96%
Kiewit Offshore Service	2,512	1.34%	-	-
Bay, Ltd.	1,750	0.93%	2,100	1.12%
Corpus Christi Medical Center	1,620	0.86%	1,300	0.69%
Del Mar College	1,402	0.75%	1,542	0.82%
Total	33,725	17.95%	33,862	18.02%

Source:

Corpus Christi Regional Economic Development Corporation and US Bureau of Labor Statistics

Note:

1. Percentage of Total Employment (2021 Corpus Christi MSA Total Employment = 187,899)



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Appendices



ORDER OF THE BOARD OF REGENTS
OF THE
DEL MAR COLLEGE DISTRICT
BUDGETS
2022-2023

BE IT ORDERED by the Board of Regents of the Del Mar College District (“District”) that,

WHEREAS, budgets for the Del Mar College District have been prepared and submitted to the Board of Regents of the District in the manner required by law; and

WHEREAS, a meeting has been called and held as a public hearing for the purpose of considering the adoption of a maintenance and operation budget and debt service budget, after public notice of such meeting as required by law; and

WHEREAS, all taxpayers and other persons of the District desiring to do so have been given the opportunity to be present and to participate in such hearing;

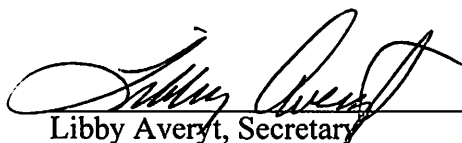
THEREFORE, that certain budgets presented to the Board at this meeting and filed among the official documents of this District, be and it is hereby adopted as the budgets for the Del Mar College District for the fiscal year beginning September 1, 2022 and ending August 31, 2023.

The foregoing Order was duly offered by Libby Averyt, seconded by Rudy Garza Jr, and after discussion, was adopted by the Board of Regents of the Del Mar College District at the meeting duly called and held in Corpus Christi, Texas, on August 23, 2022, at which 8 members were present, by the following vote: 8 for, 0 against and 0 abstaining.



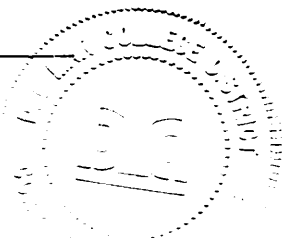
Carol A. Scott, Chair
Board of Regents
Del Mar College District

ATTEST:



Libby Averyt, Secretary

(Seal)



Notice about 2022 Tax Rates

Property tax rates in Del Mar College.

This notice concerns the 2022 property tax rates for Del Mar College. 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	\$0.251531/\$100
This year's voter-approval tax rate	\$0.269646/\$100

To see the full calculations, please visit www.delmar.edu for a copy of the Tax Rate Calculation Worksheet.

Unencumbered Fund Balances

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
General Fund	-46,815,572
Plant Fund - Unrestricted	13,848,910

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
Bond Series 2013 Limited Tax Refunding	30,000	221,250	0	251,250
Bond Series 2014 Limited Tax Refunding	1,330,000	53,200	0	1,383,200
Bond Series 2015 Limited Tax Refunding	1,995,000	471,738	0	2,466,738
Limited Tax Bond Series 2016	1,455,000	2,341,400	0	3,796,400
Limited Tax Bond Series 2017	365,000	278,550	0	643,550
Limited Tax Bond Series 2018A	855,000	1,988,000	0	2,843,000
Limited Tax Bond Series 2018B	1,105,000	2,430,350	0	3,535,350
Limited Tax Bond Series 2020A	0	857,800	0	857,800
Limited Tax Bond Series 2020B	0	2,490,450	0	2,490,450
Limited Tax Bond Series 2021	4,230,000	21,150	0	4,251,150

Total required for 2022 debt service	\$22,518,888
- Amount (if any) paid from funds listed in unencumbered funds	\$0
- Amount (if any) paid from other resources	\$0
- Excess collections last year	\$93,138
= Total to be paid from taxes in 2022	\$22,425,750
+ Amount added in anticipation that the unit will collect only 96.69% of its taxes in 2022	\$767,703
= Total debt levy	\$23,193,453

This notice contains a summary of actual no-new-revenue and voter-approval calculations as certified by John Johnson, Comptroller/Revenue Budget Administrator on 08/02/2022 .

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.

2022 Tax Rate Calculation Worksheet

Taxing Units Other Than School Districts or Water Districts

Form 50-856

Del Mar College

Taxing Unit Name

101 Baldwin, Corpus Christi, TX, 78404-3897

Taxing Unit's Address, City, State, ZIP Code

361-698-1269

Phone (area code and number)

www.delmar.edu

Taxing Unit's Website Address

GENERAL INFORMATION: Tax Code Section 26.04(c) requires an officer or employee designated by the governing body to calculate the no-new-revenue (NNR) tax rate and voter-approval tax rate for the taxing unit. These tax rates are expressed in dollars per \$100 of taxable value calculated. The calculation process starts after the chief appraiser delivers to the taxing unit the certified appraisal roll and the estimated values of properties under protest. The designated officer or employee shall certify that the officer or employee has accurately calculated the tax rates and used values shown for the certified appraisal roll or certified estimate. The officer or employee submits the rates to the governing body by Aug. 7 or as soon thereafter as practicable.

School districts do not use this form, but instead use Comptroller Form 50-859 *Tax Rate Calculation Worksheet, School District without Chapter 313 Agreements* or Comptroller Form 50-884 *Tax Rate Calculation Worksheet, School District with Chapter 313 Agreements*.

Water districts as defined under Water Code Section 49.001(1) do not use this form, but instead use Comptroller Form 50-858 *Water District Voter-Approval Tax Rate Worksheet for Low Tax Rate and Developing Districts* or Comptroller Form 50-860 *Developed Water District Voter-Approval Tax Rate Worksheet*.

The Comptroller's office provides this worksheet to assist taxing units in determining tax rates. The information provided in this worksheet is offered as technical assistance and not legal advice. Taxing units should consult legal counsel for interpretations of law regarding tax rate preparation and adoption.

SECTION 1: No-New-Revenue Tax Rate

The NNR tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year based on a tax rate that would produce the same amount of taxes (no new taxes) if applied to the same properties that are taxed in both years. When appraisal values increase, the NNR tax rate should decrease.

The NNR tax rate for a county is the sum of the NNR tax rates calculated for each type of tax the county levies.

While uncommon, it is possible for a taxing unit to provide an exemption for only maintenance and operations taxes. In this case, the taxing unit will need to calculate the NNR tax rate separately for the maintenance and operations tax and the debt tax, then add the two components together.

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
1.	2021 total taxable value. Enter the amount of 2021 taxable value on the 2021 tax roll today. Include any adjustments since last year's certification; exclude Tax Code Section 25.25(d) one-fourth and one-third over-appraisal corrections from these adjustments. Exclude any property value subject to an appeal under Chapter 42 as of July 25 (will add undisputed value in Line 6). This total includes the taxable value of homesteads with tax ceilings (will deduct in Line 2) and the captured value for tax increment financing (adjustment is made by deducting TIF taxes, as reflected in Line 17). ¹	\$ 27,886,320,620
2.	2021 tax ceilings. Counties, cities and junior college districts. Enter 2021 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in 2021 or a prior year for homeowners age 65 or older or disabled, use this step. ²	\$ 2,877,361,727
3.	Preliminary 2021 adjusted taxable value. Subtract Line 2 from Line 1.	\$ 25,008,958,893
4.	2021 total adopted tax rate.	\$ 0.283340 /\$100
5.	2021 taxable value lost because court appeals of ARB decisions reduced 2021 appraised value.	
	A. Original 2021 ARB values:	\$ 282,321,284
	B. 2021 values resulting from final court decisions:	- \$ 253,492,859
	C. 2021 value loss. Subtract B from A. ³	\$ 28,828,425
6.	2021 taxable value subject to an appeal under Chapter 42, as of July 25.	
	A. 2021 ARB certified value:	\$ 3,364,761,803
	B. 2021 disputed value:	- \$ 426,717,206
	C. 2021 undisputed value. Subtract B from A. ⁴	\$ 2,938,044,597
7.	2021 Chapter 42 related adjusted values. Add Line 5C and Line 6C.	\$ 2,966,873,022

¹ Tex. Tax Code § 26.012(14)

² Tex. Tax Code § 26.012(14)

³ Tex. Tax Code § 26.012(13)

⁴ Tex. Tax Code § 26.012(13)

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
8.	2021 taxable value, adjusted for actual and potential court-ordered adjustments. Add Line 3 and Line 7.	\$ 27,975,831,915
9.	2021 taxable value of property in territory the taxing unit deannexed after Jan. 1, 2021. Enter the 2021 value of property in deannexed territory. ⁵	\$ 0
10.	2021 taxable value lost because property first qualified for an exemption in 2022. If the taxing unit increased an original exemption, use the difference between the original exempted amount and the increased exempted amount. Do not include value lost due to freeport, goods-in-transit, temporary disaster exemptions. Note that lowering the amount or percentage of an existing exemption in 2022 does not create a new exemption or reduce taxable value. A. Absolute exemptions. Use 2021 market value: \$ 23,690,577 B. Partial exemptions. 2022 exemption amount or 2022 percentage exemption times 2021 value: + \$ 117,053,423 C. Value loss. Add A and B. ⁶	\$ 140,744,000
11.	2021 taxable value lost because property first qualified for agricultural appraisal (1-d or 1-d-1), timber appraisal, recreational/scenic appraisal or public access airport special appraisal in 2022. Use only properties that qualified in 2022 for the first time; do not use properties that qualified in 2021. A. 2021 market value: \$ 177,602 B. 2022 productivity or special appraised value: - \$ 30,240 C. Value loss. Subtract B from A. ⁷	\$ 147,362
12.	Total adjustments for lost value. Add Lines 9, 10C and 11C.	\$ 140,891,362
13.	2021 captured value of property in a TIF. Enter the total value of 2021 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which 2021 taxes were deposited into the tax increment fund. ⁸ If the taxing unit has no captured appraised value in line 18D, enter 0.	\$ 91,226,838
14.	2021 total value. Subtract Line 12 and Line 13 from Line 8.	\$ 27,743,713,715
15.	Adjusted 2021 total levy. Multiply Line 4 by Line 14 and divide by \$100.	\$ 78,609,038
16.	Taxes refunded for years preceding tax year 2021. Enter the amount of taxes refunded by the taxing unit for tax years preceding tax year 2021. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2021. This line applies only to tax years preceding tax year 2021. ⁹	\$ 323,340
17.	Adjusted 2021 levy with refunds and TIF adjustment. Add Lines 15 and 16. ¹⁰	\$ 78,932,378
18.	Total 2022 taxable value on the 2022 certified appraisal roll today. This value includes only certified values or certified estimate of values and includes the total taxable value of homesteads with tax ceilings (will deduct in Line 20). These homesteads include homeowners age 65 or older or disabled. ¹¹ A. Certified values: \$ 34,338,938,973 B. Counties: Include railroad rolling stock values certified by the Comptroller's office: + \$ C. Pollution control and energy storage system exemption: Deduct the value of property exempted for the current tax year for the first time as pollution control or energy storage system property: - \$ 0 D. Tax increment financing: Deduct the 2022 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the 2022 taxes will be deposited into the tax increment fund. Do not include any new property value that will be included in Line 23 below. ¹² - \$ 154,887,628 E. Total 2022 value. Add A and B, then subtract C and D.	\$ 34,184,051,345

⁵ Tex. Tax Code § 26.012(15)
⁶ Tex. Tax Code § 26.012(15)
⁷ Tex. Tax Code § 26.012(15)
⁸ Tex. Tax Code § 26.03(c)
⁹ Tex. Tax Code § 26.012(13)
¹⁰ Tex. Tax Code § 26.012(13)
¹¹ Tex. Tax Code § 26.012, 26.04(c-2)
¹² Tex. Tax Code § 26.03(c)

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
19.	Total value of properties under protest or not included on certified appraisal roll. ¹³ A. 2022 taxable value of properties under protest. The chief appraiser certifies a list of properties still under ARB protest. The list shows the appraisal district's value and the taxpayer's claimed value, if any, or an estimate of the value if the taxpayer wins. For each of the properties under protest, use the lowest of these values. Enter the total value under protest. ¹⁴ \$ <u>1,060,284,340</u> B. 2022 value of properties not under protest or included on certified appraisal roll. The chief appraiser gives taxing units a list of those taxable properties that the chief appraiser knows about but are not included in the appraisal roll certification. These properties also are not on the list of properties that are still under protest. On this list of properties, the chief appraiser includes the market value, appraised value and exemptions for the preceding year and a reasonable estimate of the market value, appraised value and exemptions for the current year. Use the lower market, appraised or taxable value (as appropriate). Enter the total value of property not on the certified roll. ¹⁵ + \$ <u>0</u> C. Total value under protest or not certified. Add A and B. \$ <u>1,060,284,340</u>	
20.	2022 tax ceilings. Counties, cities and junior colleges enter 2022 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in 2021 or a prior year for homeowners age 65 or older or disabled, use this step. ¹⁶	\$ <u>3,326,928,892</u>
21.	2022 total taxable value. Add Lines 18E and 19C. Subtract Line 20. ¹⁷	\$ <u>31,917,406,793</u>
22.	Total 2022 taxable value of properties in territory annexed after Jan. 1, 2021. Include both real and personal property. Enter the 2022 value of property in territory annexed. ¹⁸	\$ <u>0</u>
23.	Total 2022 taxable value of new improvements and new personal property located in new improvements. New means the item was not on the appraisal roll in 2021. An improvement is a building, structure, fixture or fence erected on or affixed to land. New additions to exist-ing improvements may be included if the appraised value can be determined. New personal property in a new improvement must have been brought into the taxing unit after Jan. 1, 2021 and be located in a new improvement. New improvements do include property on which a tax abatement agreement has expired for 2022. ¹⁹	\$ <u>536,692,465</u>
24.	Total adjustments to the 2022 taxable value. Add Lines 22 and 23.	\$ <u>536,692,465</u>
25.	Adjusted 2022 taxable value. Subtract Line 24 from Line 21.	\$ <u>31,380,714,328</u>
26.	2022 NNR tax rate. Divide Line 17 by Line 25 and multiply by \$100. ²⁰	\$ <u>0.251531</u> /\$100
27.	COUNTIES ONLY. Add together the NNR tax rates for each type of tax the county levies. The total is the 2022 county NNR tax rate. ²¹	\$ _____/\$100

SECTION 2: Voter-Approval Tax Rate

The voter-approval tax rate is the highest tax rate that a taxing unit may adopt without holding an election to seek voter approval of the rate. The voter-approval tax rate is split into two separate rates:

- Maintenance and Operations (M&O) Tax Rate:** The M&O portion is the tax rate that is needed to raise the same amount of taxes that the taxing unit levied in the prior year plus the applicable percentage allowed by law. This rate accounts for such things as salaries, utilities and day-to-day operations.
- Debt Rate:** The debt rate includes the debt service necessary to pay the taxing unit's debt payments in the coming year. This rate accounts for principal and interest on bonds and other debt secured by property tax revenue.

The voter-approval tax rate for a county is the sum of the voter-approval tax rates calculated for each type of tax the county levies. In most cases the voter-approval tax rate exceeds the no-new-revenue tax rate, but occasionally decreases in a taxing unit's debt service will cause the NNR tax rate to be higher than the voter-approval tax rate.

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
28.	2021 M&O tax rate. Enter the 2021 M&O tax rate.	\$ <u>0.205296</u> /\$100
29.	2021 taxable value, adjusted for actual and potential court-ordered adjustments. Enter the amount in Line 8 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>27,975,831,915</u>

¹³ Tex. Tax Code § 26.01(c) and (d)
¹⁴ Tex. Tax Code § 26.01(c)
¹⁵ Tex. Tax Code § 26.01(d)
¹⁶ Tex. Tax Code § 26.012(6)(B)
¹⁷ Tex. Tax Code § 26.012(6)
¹⁸ Tex. Tax Code § 26.012(17)
¹⁹ Tex. Tax Code § 26.012(17)
²⁰ Tex. Tax Code § 26.04(c)
²¹ Tex. Tax Code § 26.04(d)

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
30.	Total 2021 M&O levy. Multiply Line 28 by Line 29 and divide by \$100	\$ 57,433,263
31.	Adjusted 2021 levy for calculating NNR M&O rate.	
	<p>A. M&O taxes refunded for years preceding tax year 2021. Enter the amount of M&O taxes refunded in the preceding year for taxes before that year. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2021. This line applies only to tax years preceding tax year 2021. + \$ 240,874</p> <p>B. 2021 taxes in TIF. Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no 2022 captured appraised value in Line 18D, enter 0. - \$ 439,244</p> <p>C. 2021 transferred function. If discontinuing all of a department, function or activity and transferring it to another taxing unit by written contract, enter the amount spent by the taxing unit discontinuing the function in the 12 months preceding the month of this calculation. If the taxing unit did not operate this function for this 12-month period, use the amount spent in the last full fiscal year in which the taxing unit operated the function. The taxing unit discontinuing the function will subtract this amount in D below. The taxing unit receiving the function will add this amount in D below. Other taxing units enter 0. +/- \$ 0</p> <p>D. 2021 M&O levy adjustments. Subtract B from A. For taxing unit with C, subtract if discontinuing function and add if receiving function. \$ -198,370</p> <p>E. Add Line 30 to 31D.</p>	\$ 57,234,893
32.	Adjusted 2022 taxable value. Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 31,380,714,328
33.	2022 NNR M&O rate (unadjusted). Divide Line 31E by Line 32 and multiply by \$100.	\$ 0.182388 /\$100
34.	Rate adjustment for state criminal justice mandate. ²³	
	<p>A. 2022 state criminal justice mandate. Enter the amount spent by a county in the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. \$ 0</p> <p>B. 2021 state criminal justice mandate. Enter the amount spent by a county in the 12 months prior to the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. Enter zero if this is the first time the mandate applies. - \$ 0</p> <p>C. Subtract B from A and divide by Line 32 and multiply by \$100. \$ 0/\$100</p> <p>D. Enter the rate calculated in C. If not applicable, enter 0.</p>	\$ 0/\$100
35.	Rate adjustment for indigent health care expenditures. ²⁴	
	<p>A. 2022 indigent health care expenditures. Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2021 and ending on June 30, 2022, less any state assistance received for the same purpose. \$ 0</p> <p>B. 2021 indigent health care expenditures. Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2020 and ending on June 30, 2021, less any state assistance received for the same purpose. - \$ 0</p> <p>C. Subtract B from A and divide by Line 32 and multiply by \$100. \$ 0.000000/\$100</p> <p>D. Enter the rate calculated in C. If not applicable, enter 0.</p>	\$ 0/\$100

²² [Reserved for expansion]
²³ Tex. Tax Code § 26.044
²⁴ Tex. Tax Code § 26.0441

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
36.	<p>Rate adjustment for county indigent defense compensation. ²⁵</p> <p>A. 2022 indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals and fund the operations of a public defender's office under Article 26.044, Code of Criminal Procedure for the period beginning on July 1, 2021 and ending on June 30, 2022, less any state grants received by the county for the same purpose \$ _____ 0</p> <p>B. 2021 indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals and fund the operations of a public defender's office under Article 26.044, Code of Criminal Procedure for the period beginning on July 1, 2020 and ending on June 30, 2021, less any state grants received by the county for the same purpose. \$ _____ 0</p> <p>C. Subtract B from A and divide by Line 32 and multiply by \$100..... \$ _____ 0/\$100</p> <p>D. Multiply B by 0.05 and divide by Line 32 and multiply by \$100..... \$ _____ 0/\$100</p> <p>E. Enter the lesser of C and D. If not applicable, enter 0.</p>	\$ _____ 0/\$100
37.	<p>Rate adjustment for county hospital expenditures. ²⁶</p> <p>A. 2022 eligible county hospital expenditures. Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2021 and ending on June 30, 2022. \$ _____ 0</p> <p>B. 2021 eligible county hospital expenditures. Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2020 and ending on June 30, 2021. \$ _____ 0</p> <p>C. Subtract B from A and divide by Line 32 and multiply by \$100..... \$ _____ 0/\$100</p> <p>D. Multiply B by 0.08 and divide by Line 32 and multiply by \$100..... \$ _____ 0/\$100</p> <p>E. Enter the lesser of C and D, if applicable. If not applicable, enter 0.</p>	\$ _____ 0/\$100
38.	<p>Rate adjustment for defunding municipality. This adjustment only applies to a municipality that is considered to be a defunding municipality for the current tax year under Chapter 109, Local Government Code. Chapter 109, Local Government Code only applies to municipalities with a population of more than 250,000 and includes a written determination by the Office of the Governor. See Tax Code 26.0444 for more information.</p> <p>A. Amount appropriated for public safety in 2021. Enter the amount of money appropriated for public safety in the budget adopted by the municipality for the preceding fiscal year \$ _____ 0</p> <p>B. Expenditures for public safety in 2021. Enter the amount of money spent by the municipality for public safety during the preceding fiscal year \$ _____ 0</p> <p>C. Subtract B from A and divide by Line 32 and multiply by \$100 \$ _____ 0/\$100</p> <p>D. Enter the rate calculated in C. If not applicable, enter 0.</p>	\$ _____ 0/\$100
39.	<p>Adjusted 2022 NNR M&O rate. Add Lines 33, 34D, 35D, 36E, and 37E. Subtract Line 38D.</p>	\$ 0.182388 /\$100
40.	<p>Adjustment for 2021 sales tax specifically to reduce property values. Cities, counties and hospital districts that collected and spent additional sales tax on M&O expenses in 2021 should complete this line. These entities will deduct the sales tax gain rate for 2022 in Section 3. Other taxing units, enter zero.</p> <p>A. Enter the amount of additional sales tax collected and spent on M&O expenses in 2021, if any. Counties must exclude any amount that was spent for economic development grants from the amount of sales tax spent \$ _____ 0</p> <p>B. Divide Line 40A by Line 32 and multiply by \$100 \$ _____ 0/\$100</p> <p>C. Add Line 40B to Line 39.</p>	\$ 0.182388 /\$100
41.	<p>2022 voter-approval M&O rate. Enter the rate as calculated by the appropriate scenario below.</p> <p>Special Taxing Unit. If the taxing unit qualifies as a special taxing unit, multiply Line 40C by 1.08.</p> <p>- or -</p> <p>Other Taxing Unit. If the taxing unit does not qualify as a special taxing unit, multiply Line 40C by 1.035.</p>	\$ 0.196979 /\$100

²⁵ Tex. Tax Code § 26.0442
²⁶ Tex. Tax Code § 26.0443

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
D41.	<p>Disaster Line 41 (D41): 2022 voter-approval M&O rate for taxing unit affected by disaster declaration. If the taxing unit is located in an area declared a disaster area and at least one person is granted an exemption under Tax Code Section 11.35 for property located in the taxing unit, the governing body may direct the person calculating the voter-approval tax rate to calculate in the manner provided for a special taxing unit. The taxing unit shall continue to calculate the voter-approval tax rate in this manner until the earlier of</p> <p>1) the first year in which total taxable value on the certified appraisal roll exceeds the total taxable value of the tax year in which the disaster occurred, or</p> <p>2) the third tax year after the tax year in which the disaster occurred</p> <p>If the taxing unit qualifies under this scenario, multiply Line 40C by 1.08. ²⁷ If the taxing unit does not qualify, do not complete Disaster Line 41 (Line D41).</p>	\$ 0.000000 /\$100
42.	<p>Total 2022 debt to be paid with property taxes and additional sales tax revenue. Debt means the interest and principal that will be paid on debts that:</p> <p>(1) are paid by property taxes,</p> <p>(2) are secured by property taxes,</p> <p>(3) are scheduled for payment over a period longer than one year, and</p> <p>(4) are not classified in the taxing unit's budget as M&O expenses.</p> <p>A. Debt also includes contractual payments to other taxing units that have incurred debts on behalf of this taxing unit, if those debts meet the four conditions above. Include only amounts that will be paid from property tax revenue. Do not include appraisal district budget payments. If the governing body of a taxing unit authorized or agreed to authorize a bond, warrant, certificate of obligation, or other evidence of indebtedness on or after Sept. 1, 2021, verify if it meets the amended definition of debt before including it here. ²⁸</p> <p>Enter debt amount \$ 22,518,888</p> <p>B. Subtract unencumbered fund amount used to reduce total debt. - \$ 0</p> <p>C. Subtract certified amount spent from sales tax to reduce debt (enter zero if none) - \$ 0</p> <p>D. Subtract amount paid from other resources - \$ 0</p> <p>E. Adjusted debt. Subtract B, C and D from A. \$ 22,518,888</p>	\$ 22,518,888
43.	Certified 2021 excess debt collections. Enter the amount certified by the collector. ²⁹	\$ 93,138
44.	Adjusted 2022 debt. Subtract Line 43 from Line 42E.	\$ 22,425,750
45.	<p>2022 anticipated collection rate.</p> <p>A. Enter the 2022 anticipated collection rate certified by the collector. ³⁰ 96.69 %</p> <p>B. Enter the 2021 actual collection rate. 96.69 %</p> <p>C. Enter the 2020 actual collection rate. 95.15 %</p> <p>D. Enter the 2019 actual collection rate. 96.26 %</p> <p>E. If the anticipated collection rate in A is lower than actual collection rates in B, C and D, enter the lowest collection rate from B, C and D. If the anticipated rate in A is higher than at least one of the rates in the prior three years, enter the rate from A. Note that the rate can be greater than 100%. ³¹</p>	96.69 %
46.	2022 debt adjusted for collections. Divide Line 44 by Line 45E.	\$ 23,193,453
47.	2022 total taxable value. Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 31,917,406,793
48.	2022 debt rate. Divide Line 46 by Line 47 and multiply by \$100.	\$ 0.072667 /\$100
49.	2022 voter-approval tax rate. Add Lines 41 and 48.	\$ 0.269646 /\$100
D49.	<p>Disaster Line 49 (D49): 2022 voter-approval tax rate for taxing unit affected by disaster declaration. Complete this line if the taxing unit calculated the voter-approval tax rate in the manner provided for a special taxing unit on Line D41. Add Line D41 and 48.</p>	\$ /\$100

²⁷ Tex. Tax Code § 26.042(a)
²⁸ Tex. Tax Code § 26.012(7)
²⁹ Tex. Tax Code § 26.012(10) and 26.04(b)
³⁰ Tex. Tax Code § 26.04(b)
³¹ Tex. Tax Code §§ 26.04(h), (h-1) and (h-2)

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
50.	COUNTIES ONLY. Add together the voter-approval tax rates for each type of tax the county levies. The total is the 2022 county voter-approval tax rate.	\$ _____ 0 /\$100

SECTION 3: NNR Tax Rate and Voter-Approval Tax Rate Adjustments for Additional Sales Tax to Reduce Property Taxes

Cities, counties and hospital districts may levy a sales tax specifically to reduce property taxes. Local voters by election must approve imposing or abolishing the additional sales tax. If approved, the taxing unit must reduce its NNR and voter-approval tax rates to offset the expected sales tax revenue.

This section should only be completed by a county, city or hospital district that is required to adjust its NNR tax rate and/or voter-approval tax rate because it adopted the additional sales tax.

Line	Additional Sales and Use Tax Worksheet	Amount/Rate
51.	Taxable Sales. For taxing units that adopted the sales tax in November 2021 or May 2022, enter the Comptroller’s estimate of taxable sales for the previous four quarters. ³² Estimates of taxable sales may be obtained through the Comptroller’s Allocation Historical Summary webpage. Taxing units that adopted the sales tax before November 2021, enter 0.	\$ _____ 0
52.	Estimated sales tax revenue. Counties exclude any amount that is or will be spent for economic development grants from the amount of estimated sales tax revenue. ³³ Taxing units that adopted the sales tax in November 2021 or in May 2022. Multiply the amount on Line 51 by the sales tax rate (.01, .005 or .0025, as applicable) and multiply the result by .95. ³⁴ - or - Taxing units that adopted the sales tax before November 2021. Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.	\$ _____ 0
53.	2022 total taxable value. Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 31,917,406,793
54.	Sales tax adjustment rate. Divide Line 52 by Line 53 and multiply by \$100.	\$ _____ 0 /\$100
55.	2022 NNR tax rate, unadjusted for sales tax. ³⁵ Enter the rate from Line 26 or 27, as applicable, on the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 0.251531 /\$100
56.	2022 NNR tax rate, adjusted for sales tax. Taxing units that adopted the sales tax in November 2021 or in May 2022. Subtract Line 54 from Line 55. Skip to Line 57 if you adopted the additional sales tax before November 2021.	\$ 0.251531 /\$100
57.	2022 voter-approval tax rate, unadjusted for sales tax. ³⁶ Enter the rate from Line 49, Line D49 (disaster) or Line 50 (counties) as applicable, of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ 0.269646 /\$100
58.	2022 voter-approval tax rate, adjusted for sales tax. Subtract Line 54 from Line 57.	\$ 0.269646 /\$100

SECTION 4: Voter-Approval Tax Rate Adjustment for Pollution Control

A taxing unit may raise its rate for M&O funds used to pay for a facility, device or method for the control of air, water or land pollution. This includes any land, structure, building, installation, excavation, machinery, equipment or device that is used, constructed, acquired or installed wholly or partly to meet or exceed pollution control requirements. The taxing unit’s expenses are those necessary to meet the requirements of a permit issued by the Texas Commission on Environmental Quality (TCEQ). The taxing unit must provide the tax assessor with a copy of the TCEQ letter of determination that states the portion of the cost of the installation for pollution control.

This section should only be completed by a taxing unit that uses M&O funds to pay for a facility, device or method for the control of air, water or land pollution.

Line	Voter-Approval Rate Adjustment for Pollution Control Requirements Worksheet	Amount/Rate
59.	Certified expenses from the Texas Commission on Environmental Quality (TCEQ). Enter the amount certified in the determination letter from TCEQ. ³⁷ The taxing unit shall provide its tax assessor-collector with a copy of the letter. ³⁸	\$ _____ 0
60.	2022 total taxable value. Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 31,917,406,793
61.	Additional rate for pollution control. Divide Line 59 by Line 60 and multiply by \$100.	\$ _____ 0 /\$100
62.	2022 voter-approval tax rate, adjusted for pollution control. Add Line 61 to one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties) or Line 58 (taxing units with the additional sales tax).	\$ 0.269646 /\$100

³² Tex. Tax Code § 26.041(d)
³³ Tex. Tax Code § 26.041(i)
³⁴ Tex. Tax Code § 26.041(d)
³⁵ Tex. Tax Code § 26.04(c)
³⁶ Tex. Tax Code § 26.04(c)
³⁷ Tex. Tax Code § 26.045(d)
³⁸ Tex. Tax Code § 26.045(i)

SECTION 5: Voter-Approval Tax Rate Adjustment for Unused Increment Rate

The unused increment rate is the rate equal to the difference between the adopted tax rate and voter-approval tax rate before the unused increment rate for the prior three years.³⁹ In a year where a taxing unit adopts a rate by applying any portion of the unused increment rate, the unused increment rate for that year would be zero.

The difference between the adopted tax rate and voter-approval tax rate is considered zero in the following scenarios:

- a tax year before 2020;⁴⁰
- a tax year in which the municipality is a defunding municipality, as defined by Tax Code Section 26.0501(a);⁴¹ or
- after Jan. 1, 2022, a tax year in which the comptroller determines that the county implemented a budget reduction or reallocation described by Local Government Code Section 120.002(a) without the required voter approval.⁴²

This section should only be completed by a taxing unit that does not meet the definition of a special taxing unit.⁴³

Line	Unused Increment Rate Worksheet	Amount/Rate
63.	2021 unused increment rate. Subtract the 2021 actual tax rate and the 2021 unused increment rate from the 2021 voter-approval tax rate. If the number is less than zero, enter zero.	\$ _____ 0 /\$100
64.	2020 unused increment rate. Subtract the 2020 actual tax rate and the 2020 unused increment rate from the 2020 voter-approval tax rate. If the number is less than zero, enter zero.	\$ _____ 0 /\$100
65.	2019 unused increment rate. Subtract the 2019 actual tax rate and the 2019 unused increment rate from the 2019 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2020, enter zero.	\$ _____ 0 /\$100
66.	2022 unused increment rate. Add Lines 63, 64 and 65.	\$ _____ 0 /\$100
67.	2022 voter-approval tax rate, adjusted for unused increment rate. Add Line 66 to one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (taxing units with the additional sales tax) or Line 62 (taxing units with pollution control).	\$ _____ 0.269646 /\$100

SECTION 6: De Minimis Rate

The de minimis rate is the rate equal to the sum of the no-new-revenue maintenance and operations rate, the rate that will raise \$500,000, and the current debt rate for a taxing unit.⁴⁴

This section should only be completed by a taxing unit that is a municipality of less than 30,000 or a taxing unit that does not meet the definition of a special taxing unit.⁴⁵

Line	De Minimis Rate Worksheet	Amount/Rate
68.	Adjusted 2022 NNR M&O tax rate. Enter the rate from Line 39 of the <i>Voter-Approval Tax Rate Worksheet</i>	\$ _____ 0.182388 /\$100
69.	2022 total taxable value. Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ _____ 31,917,406,793
70.	Rate necessary to impose \$500,000 in taxes. Divide \$500,000 by Line 69 and multiply by \$100.	\$ _____ 0.001566 /\$100
71.	2022 debt rate. Enter the rate from Line 48 of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ _____ 0.072667 /\$100
72.	De minimis rate. Add Lines 68, 70 and 71.	\$ _____ 0.000000 /\$100

SECTION 7: Voter-Approval Tax Rate Adjustment for Emergency Revenue Rate

In the tax year after the end of the disaster calculation time period detailed in Tax Code Section 26.042(a), a taxing unit that calculated its voter-approval tax rate in the manner provided for a special taxing unit due to a disaster must calculate its emergency revenue rate and reduce its voter-approval tax rate for that year.⁴⁶

Similarly, if a taxing unit adopted a tax rate that exceeded its voter-approval tax rate, calculated normally, without holding an election to respond to a disaster, as allowed by Tax Code Section 26.042(d), in the prior year, it must also reduce its voter-approval tax rate for the current tax year.⁴⁷

This section will apply to a taxing unit other than a special taxing unit that:

- directed the designated officer or employee to calculate the voter-approval tax rate of the taxing unit in the manner provided for a special taxing unit in the prior year; and
- the current year is the first tax year in which the total taxable value of property taxable by the taxing unit as shown on the appraisal roll for the taxing unit submitted by the assessor for the taxing unit to the governing body exceeds the total taxable value of property taxable by the taxing unit on January 1 of the tax year in which the disaster occurred or the disaster occurred four years ago.

³⁹ Tex. Tax Code § 26.013(a)

⁴⁰ Tex. Tax Code § 26.013(c)

⁴¹ Tex. Tax Code §§ 26.0501(a) and (c)

⁴² Tex. Local Gov't Code § 120.007(d), effective Jan. 1, 2022

⁴³ Tex. Tax Code § 26.063(a)(1)

⁴⁴ Tex. Tax Code § 26.012(B-a)

⁴⁵ Tex. Tax Code § 26.063(a)(1)

⁴⁶ Tex. Tax Code § 26.042(b)

⁴⁷ Tex. Tax Code § 26.042(f)

This section will apply to a taxing unit in a disaster area that adopted a tax rate greater than its voter-approval tax rate without holding an election in the prior year.

Note: This section does not apply if a taxing unit is continuing to calculate its voter-approval tax rate in the manner provided for a special taxing unit because it is still within the disaster calculation time period detailed in Tax Code Section 26.042(a) because it has not met the conditions in Tax Code Section 26.042(a)(1) or (2).

Line	Emergency Revenue Rate Worksheet	Amount/Rate
73.	2021 adopted tax rate. Enter the rate in Line 4 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 0.283340 /\$100
74.	Adjusted 2021 voter-approval tax rate. Use the taxing unit's Tax Rate Calculation Worksheets from the prior year(s) to complete this line. If a disaster occurred in 2021 and the taxing unit calculated its 2021 voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) of the 2021 worksheet due to a disaster, enter the 2021 voter-approval tax rate as calculated using a multiplier of 1.035 from Line 49. - or - If a disaster occurred prior to 2021 for which the taxing unit continued to calculate its voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) in 2021, complete the separate <i>Adjusted Voter-Approval Tax Rate for Taxing Units in Disaster Area Calculation Worksheet</i> to recalculate the voter-approval tax rate the taxing unit would have calculated in 2021 if it had generated revenue based on an adopted tax rate using a multiplier of 1.035 in the year(s) following the disaster. ⁴⁸ Enter the final adjusted 2021 voter-approval tax rate from the worksheet. - or - If the taxing unit adopted a tax rate above the 2021 voter-approval tax rate without calculating a disaster tax rate or holding an election due to a disaster, no recalculation is necessary. Enter the voter-approval tax rate from the prior year's worksheet.	\$ _____ 0 /\$100
75.	Increase in 2021 tax rate due to disaster. Subtract Line 74 from Line 73.	\$ 0.283340 /\$100
76.	Adjusted 2021 taxable value. Enter the amount in Line 14 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 27,743,713,715
77.	Emergency revenue. Multiply Line 75 by Line 76 and divide by \$100.	\$ 78,609,038
78.	Adjusted 2022 taxable value. Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 31,380,714,328
79.	Emergency revenue rate. Divide Line 77 by Line 78 and multiply by \$100. ⁴⁹	\$ _____ 0 /\$100
80.	2022 voter-approval tax rate, adjusted for emergency revenue. Subtract Line 79 from one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (taxing units with the additional sales tax), Line 62 (taxing units with pollution control) or Line 67 (taxing units with the unused increment rate).	\$ 0.269646 /\$100

SECTION 8: Total Tax Rate

Indicate the applicable total tax rates as calculated above.

No-new-revenue tax rate.	\$ 0.251531 /\$100
As applicable, enter the 2022 NNR tax rate from: Line 26, Line 27 (counties), or Line 56 (adjusted for sales tax). Indicate the line number used: <u>26</u>	
Voter-approval tax rate.	\$ 0.269646 /\$100
As applicable, enter the 2022 voter-approval tax rate from: Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (adjusted for sales tax), Line 62 (adjusted for pollution control), Line 67 (adjusted for unused increment), or Line 80 (adjusted for emergency revenue). Indicate the line number used: <u>49</u>	
De minimis rate.	\$ 0.000000 /\$100
If applicable, enter the 2022 de minimis rate from Line 72.	

SECTION 9: Taxing Unit Representative Name and Signature

Enter the name of the person preparing the tax rate as authorized by the governing body of the taxing unit. By signing below, you certify that you are the designated officer or employee of the taxing unit and have accurately calculated the tax rates using values that are the same as the values shown in the taxing unit's certified appraisal roll or certified estimate of taxable value, in accordance with requirements in Tax Code.⁵⁰

print here ▶ John J. Johnson
Printed Name of Taxing Unit Representative

sign here ▶ John Johnson
Taxing Unit Representative

August 02, 2022
Date

⁴⁸ Tex. Tax Code §26.042(c)
⁴⁹ Tex. Tax Code §26.042(b)
⁵⁰ Tex. Tax Code §§ 26.04(c-2) and (d-2)



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Glossary of Terms

NOTE: Terms which relate to FUND, OBJECT, PROGRAM, and REVENUES have been grouped under those general headings within the glossary to emphasize those relationships and financial groupings. All entries are listed alphabetically except for ACRONYMS, which, for convenience, are listed at the end of the glossary section.

Academic Programs: The academic programs include all the instructional programs of the College. Some programs contain only a single discipline, such as mathematics or biology. Some programs contain multiple disciplines, such as foreign languages, which includes all of the language disciplines (i.e., Spanish, French, and German).

Academic Support: (see Function)

Academic Term: Any period in which course work is offered by the institution and for which students seek enrollment. The term may include a regular session or a special session. The College uses the semester system, which consists of the summer, fall, and spring semesters.

Account: A 16-digit number that records and summarizes financial transactions.

Accounting period: Period for which financial statements are prepared.

Adjunct: A fully qualified instructor who teaches on a part-time basis for an academic department.

Accrual Basis of Accounting: The basis of accounting in which transactions are recognized in the fiscal year they occur, regardless of when cash is received or disbursed.

Accrued Expenses: Expenses which have been incurred and have not been paid as of a given date are accrued expenses.

Accrued Interest: Interest earned between interest dates but not yet paid is accrued interest.

Accrued Liabilities: Amounts owed but not yet paid are accrued liabilities.

Accrued Revenue: Accrued revenue is revenue earned and not yet collected regardless of whether due or not.

Appropriation: An appropriation is an authorization that enables the College to make expenditures and incur obligations for a specific purpose.

Assessed Valuation: The assessed valuation is the prescribed amount must be paid as property taxes.

Glossary of Terms (Continued)

Assessment Cycle: A systemic course of events which can be applied to both academic and vocational activities. The college's assessment cycle is September 1 through August 31.

Audit: An audit is an examination of the financial records of the College to obtain reasonable assurance that the financial statements prepared by the College are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. It further includes an assessment of the accounting principles and procedures used and of the significant financial estimates made by management.

Auxiliary Enterprise Fund: (See Fund)

Base Period Contact Hour Funding: Base period contact hour funding is defined as those semesters which the State uses to develop its funding formula for public community colleges and universities. Contact hours are the basis of State reimbursement to the College and represent the number of hours of instruction provided to students in each course. Contact hours are not necessarily one-to-one, because the lab portions are calculated at 75% of actual hours of lab instruction.

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 payments 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.

Bonded Debt: The portion of the College's liabilities which is related to outstanding bonds.

Budget: A plan of operation for a specific period expressed in financial terms. It is a controlled plan to be used in implementing the goals and objectives of the College. Its development should involve maximum participation and, therefore, the goals and objectives of the College should be reflected at each level. The budget is a legal document once it has been approved by the Board.

Budget Calendar: The schedule of key dates or milestones the college follows in preparation and adoption of the budget.

Budget Year: The fiscal year beginning September 1 and ending August 31.

Capital Equipment: (See object)

Capital Expenditures: Expenditure for the acquisition or construction of buildings or other fixed assets, or for other tangible assets with a useful life of at least 15 years.

Contingency: (See object)

Glossary of Terms (Continued)

Contractual Services: (See object)

Cost Benefit: Cost benefit analyses are those studies which provide the means for comparing the resources to be allocated to a specific program with the results likely to be obtained from it, or the analyses which provide the means for comparing the results likely to be obtained from the allocation of certain resources toward the achievement of alternate or competing goals.

Course: A course is defined as an educational unit within the instructional programs dealing with a particular subject and consisting of instructional periods and one or more instructional delivery systems. Courses are generally classified by the discipline they belong to and the level of instruction. For example, ENGL 1301 would be a first level (year) English course and MATH 2413 would be a second level (year) mathematics course.

Course Credit: The number of credits that will be earned by the student for successful completion of a course is the course credit. It is generally measured in credit hours and will vary from institution to institution depending upon the type of academic term system used.

Current Assets: Cash or anything that can be readily converted into cash is considered to be in the category of current assets.

Current Expenses: Any expenditures except for capital outlay and debt service are considered current expenses and include total charges incurred, whether paid or unpaid. Capital equipment expenditures assigned to programs, such as the purchase of instructional equipment, computers, or copiers, are considered to be part of current expenses.

Current Funds: Current funds account for those moneys received during the current fiscal year from revenue which can be used to pay obligations currently due and surpluses reappropriated for the current fiscal year.

Current Liabilities: Debts which are payable within a relatively short period of time, usually no longer than a year, are classed as current liabilities.

Credit Courses: An educational course taken for credit towards a degree or diploma.

Debt Service: Debt service includes expenditures for the retirement of debt and expenditures for interest on debt, except principal and interest on current loans, which are loans payable in the same fiscal year in which the money was borrowed.

Glossary of Terms (Continued)

Deferred Charges: Deferred charges include expenditures which are not chargeable to the fiscal year in which they are made but are carried over on the asset side of the balance sheet pending amortization or some other disposition. Deferred charges differ from prepaid expenses in that they usually extend over a long period of time and may or may not be regularly recurring costs of operation.

Deferred Revenues: Deferred revenues are those monies or entitlements which have been recognized as revenues but have not been received and are therefore not available for use.

Deficit: A deficit is a shortfall of revenues under expenditures and transfers.

Department: The basic organizational unit responsible for the academic, administrative, or service functions of the institution.

Direct Costs: Direct costs are those elements of cost which can be easily, obviously, and conveniently identified with specific programs or activities, as distinguished from those costs incurred for several different activities or programs and whose elements are not readily identified with specific activities. An example of direct costs would be the faculty salaries paid from the Biology account to those faculty who teach biology courses. (See also INDIRECT COSTS.)

Disbursements: These are the actual payment of cash by the College.

Employee Benefits: (See object)

Encumbrances: Encumbrances are actual or anticipated liabilities provided for by an appropriation which is recognized when a contract, purchase order, or salary commitment is made. It reduces the appropriation to avoid expenditure of funds needed to pay anticipated liabilities or expenditures. For example, if a purchase order for \$100.00 is written and chargeable against a supply account, the available balance in that account is reduced by \$100.00 even though the supplies might not have been received and no payment made from the account.

Expenditures: Expenditures are decreases in net financial resources. Expenditures include current operating expenses, debt service, capital outlay, and any other liability which has been paid.

Faculty: A person who teaches classes for the college.

Financial Statement: A financial statement is a formal summary of accounting records setting forth the District's financial condition.

Glossary of Terms (Continued)

Fiscal Year: The fiscal year, also referred as the budget year, is the period over which the College budgets its spending. It consists of a period of twelve months, not necessarily concurrent with the calendar year, with reference to which appropriations are made and expenditures are authorized and at the end of which accounts are made up and the books are balanced. The College's fiscal year is the period September 1 to August 31 of the following calendar year inclusive.

Fixed Assets: Fixed assets are those assets essential to continuance of proper operation of the College. They include land, buildings, machinery, furniture, and other equipment which the College intends to hold or continue to use over a long period of time.

Full-Time Equivalent: For students the full-time equivalent indicator is the statistical student unit calculated by dividing all credit hours (both certificate and degree) generated at the College by twelve credit hours for any given academic term. To determine the annual full-time equivalent student, the total credit hours for the year are divided by twenty-four credit hours. For faculty the full-time equivalent is thirty instructional hour equivalents per year (lab classes are treated differently than lecture classes). For classified staff personnel the fulltime equivalent is forty hours (for budgeting) of work per week.

Function: A is defined as a classification structure representing the collection of program elements serving a common set of objectives that reflect the major institutional missions and related support objectives.

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

Auxiliary Enterprise: This item contains all expenses relating to the operation of auxiliary enterprises, including expenses for operations and maintenance of plant and institutional support.

Institutional Support: Also called general institutional, this category includes those costs and activities devoted to the general regulation, direction, and day-to-day operation of the College. It also includes activities not readily assignable to another category or which apply to the College on an institution-wide basis. The Office of the President, college advancement, business administration/Treasurer, accounting services, business services, human resources, and community relations are included in institutional support. Typical services provided include

Glossary of Terms (Continued)

purchasing for the entire college, printing services, shipping and receiving services, and financial services. The annual audit and the annual budget are produced by offices of general administration. The Board's costs, institutional membership and accreditation costs, commencement, and certain institutional expenses, such as bank service charges and some benefit costs are assigned to this category.

Instruction: This category includes expenses for all activities that are part of the institution's instructional program. Expenses for credit and non-credit courses, academic, vocational, and technical instruction, for development and tutorial instruction and for regular, special, and extension are included. Expenses for department chairs in which instruction is still the primary role of the administrator, are included in this category. This category excludes expenses for academic administration when the primary assignment is administration.

Operation and Maintenance of Plant: This category includes all expenses of current funds for the operation and maintenance of physical plant, net of amounts charged to auxiliary enterprises and independent operations.

Public Service: 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. An example of these activities would be summer youth programs such as "College for Kids" and morning swim programs for seniors.

Student Services: This category includes funds expended for offices of admissions; registrars' offices; and activities that primarily contribute to students' emotional and physical well-being, in addition to their intellectual, cultural, and social development outside the context of formal instruction program.

Scholarships and Fellowships: This category includes expenses for scholarships and fellowships including tuition remissions and exemptions in grants to students either from selection by the institution or from an entitlement program. Recipients of grants are not required to perform services to the institution as consideration of the grant, nor are they expected to repay the amount of the grant to the funding source.

Fund: A fund is an accounting entity that provides segregation of money or other resources of the college for specific activities or obligations in accordance with specific restrictions or limitations. A separate set of accounts must be maintained for each fund to show its assets, liabilities, reserves, and fund balance, as well as its income and expenditures. Funds are established and organized for budgeting, accounting, and reporting purposes in accordance with activities and objectives as specified by donors

Glossary of Terms (Continued)

of resources, in accordance with regulations, restrictions, or limitations imposed by sources outside the College, or in accordance with directions issued by the Board.

Auxiliary Enterprise Fund: The activities in this fund are for services to students, the community, and staff for which a fee is charged that is directly related to the cost of the service.

Capital Projects Fund: Used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

Debt Service Fund: Used to account for payment of principal, interest, and related charges on any outstanding bonds.

Operating and Maintenance Fund (General): The Operating Fund is used to account for the revenues and expenditures of the academic and service programs of the college. It includes the cost of instructional, administrative, and professional salaries; supplies and equipment; library books and materials; maintenance of instructional and administrative equipment; and other costs pertaining to the educational program of the college. It is also used for expenditures for the improvement, maintenance, repair, or benefit of buildings and property, including the cost of interior decorating and the installation, improvement, repair, replacement, and maintenance of building fixtures; rental of buildings and property for community college purposes; salaries of janitors, engineers, or other custodial employees; all costs of fuel, lights, gas, water, telephone service, custodial supplies, and equipment; and professional surveys of the condition of college buildings.

Special Revenue Fund (Restricted): Used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes.

Fund Equity: The fund equity is the balance of a fund after all liabilities have been deducted from the assets of the fund.

Generally Accepted Accounting Principles (GAAP): The accounting principles, rules, conventions, and procedures that are used for accounting and financial reporting. GAAP for governments is set by the Governmental Accounting Standards Board (GASB), the accounting and financial reporting standards setting body for state and local governments.

Incremental Budgeting: A type of budgeting process that is based on the concept that a new budget can be prepared by making only some marginal changes to the current year's budget.

Glossary of Terms (Continued)

Indirect Costs: Indirect costs are those elements of cost necessary in the provision of a service which are of such nature that they cannot be readily or accurately identified with the specific service. (See also DIRECT COSTS)

Institutional Support: (See Function)

Instruction: (See Function)

Interfund Transfers: Interfund transactions are for transfer of monies between funds.

Internal Control: The purpose of internal control is to safeguard the use of public funds and to protect the public trust on behalf of the College. Internal controls are those activities and organizational preparations designed to ensure effective accounting control over assets, liabilities, revenues, expenditures, and any other activities associated with the finance and accounting actions of the College. Some of the precautions instituted by internal control are ensuring that no single individual can

Internal Control (Continued)

perform a complete cycle of financial operations and that procedures of the finance and accounting system are specific and monitored. Internal control also requires designated levels of authorization for all actions under the system.

Investments: Investments are securities or other properties in which money is held, either temporarily or permanently, in expectation of obtaining revenues. Legal investments for community college funds are governed by state statute, which allow current operating funds, special funds, interest and sinking funds, and other funds belonging to or in the custody of the College, including restricted and non-restricted funds, to be invested. Bonds, treasury bills, certificates of deposit, and short-term discount obligations issued by the Federal National Mortgage Association are some of the types of investments which are permitted by law.

Key Performance Indicators (KPI): Performance measures to show progress toward the accomplishment of objectives. Measures describe effectiveness, efficiencies, and output of programs.

Net Assets: Net Assets is an excess of revenues over expenditures and transfers.

Net Expenditure: A net expenditure is the actual cost incurred by the College for some service or object after the deduction of any discounts, rebates, reimbursements, or revenue produced by the service or activity.

Net Revenue: Net revenue is defined as the balance remaining after deducting from the gross revenue for a given period all expenditures during the same period.

Glossary of Terms (Continued)

Non-Credit Courses: Are classes offered through the continuing education division of the college. They are intended for students who want to gain knowledge, learn a new skill, upgrade existing skills, or enrich their understanding about a wide range of topics.

Object: The term object applies to expenditure classifications and designates materials or services purchased. Expenditures are grouped by major objects, such as salaries, supplies, or capital outlay, and are further divided as needed for cost accounting and control purposes.

Benefits: Employee benefit costs are for all benefits which employees accrue through continued employment with the College. Benefits include health insurance coverage (except that portion paid by the employee), sabbatical leave salaries, tuition reimbursement, life insurance, early retirement contributions assignable to the College, and others.

Capital Equipment: Also termed capital outlay, the capital equipment object group includes site acquisition and improvement, office equipment, instructional equipment, and service equipment. Generally, expenditures in this category cost more than \$5,000 and would not normally be purchased from general materials and supplies. Vehicles, computer servers and related equipment, and laboratory equipment would be typical examples of items included in this category.

Contingency: Contingency funds are those appropriations set aside for emergencies or unforeseen expenditures. Contingency funds are used only by budget transfers, requires Board of Regents' approval, and may not be expensed directly.

Contractual Services: Contractual service costs are those monies paid for services rendered by firms and individuals under contract who are not employees of the College. (See also Salaries.)

Fees: Student fees are assessed to recover costs associated with the use of facilities, labs, technology centers, campus security, parking, maintenance of student records, instructional equipment and any other cost that promotes instructional programs, student learning, and safety.

Operations and Maintenance Services: The Operations and Maintenance Services object account covers all utility costs necessary to operate the physical plant and other on-going services, including gas, water, sewage, telephone, and refuse disposal. It also includes security and insurance.

Other Expenditures: The other expenditures object category includes expenditures not readily assignable to another object category. Examples include student grants and scholarships, tuition charge backs, charges and adjustments, bad debt, and non-mandatory transfers.

Glossary of Terms (Continued)

Salaries: Salaries are monies paid to employees of the College for personal services rendered to the College. Full time, part-time, and temporary employees, whether administrators, faculty, or staff, are paid wages or salaries established by contract with the Board. (See also Contractual Services)

Supplies: The supplies category includes the cost of materials and supplies necessary for the conduct of the College's business. Business forms, envelopes, postage costs, printing costs, and handouts to students typically fall into this category. (See also Capital Equipment)

Travel and Professional Development: The category of travel and professional development expenses includes expenses associated with conference registration and fees, costs for hosting or attending meetings, and related travel costs, whether local or otherwise.

Object Class: A grouping of similar expenditure items that form the basis of appropriations and records of expenditures.

Operating Budget: A plan for the yearly distribution of college resources for the ongoing unrestricted activities of the college. Funding for the operating budget consists principally of tuition and fees, state appropriations, and local property taxes.

Operation and Maintenance of Plant: (See Function)

Other Expenditures: (See Object)

Other Revenues: (See Revenues)

Plant Fund: (See Fund)

Projections: Estimates of outlays or receipts compared to budget. Projections are generally intended to indicate the budgetary implications of continuing or proposing programs or policies.

Property Taxes: In general, property taxes are those taxes levied on real property for the purpose of providing service for the public good. In the case of the College, property taxes are levied on the real property of the District for the purpose of fulfilling the goal of educational service to the District as specified by the College's mission statement. Legal authorities for the various property taxes which the College has levied in the district include operating fund and bond and interest.

Public Service: (See Function)

Resource Allocation: A distribution of funds, or an expenditure limit established for an organizational unit or function.

Glossary of Terms (Continued)

Revenues: Revenues are additions to assets which do not increase any liability, do not represent the recovery of an expenditure, or do not represent the cancellation of certain liabilities without a corresponding increase in other liabilities or a decrease in assets. Revenues are classified by the source of the funds, which roughly corresponds to the object classification for expenditures. It can also serve as a program classification as well.

Facilities Revenue: Facilities revenue accrues from the use of College facilities, such as building/space rentals, data processing charges, and equipment rentals.

Investment Revenue: The investment revenue source category records revenues from investments.

Other Revenues: Other revenues are those which do not fall into an established specific revenue source category. Typical examples would include parking and library fines, commissions, and sales of surplus property.

Property Tax Revenues: Funds obtained from tax levies approved by the Board of Regents and assessed against property valuations certified by the appraisal district. Tax revenues collected for voter approved bond obligations are not budgeted in the operating fund.

State Appropriations: Funds received from the State based which are based upon contact hour generation.

Student Tuition and Fees: The student tuition and fees category include all student tuition and student fees assessed against students for educational and general purposes. Tuition is the amount per credit hour times the number of credit hours charged a student for taking a course at the college. Fees include laboratory fees, application fees, transcript fees, and similar charges not covered by tuition.

Salaries: (See Object)

Strategic Plan: Provides an over-arching guide for all departments to identify priorities, or Goals, that support the journey toward the Vision of the College.

Strategic Planning: Is a process that defines the college's direction and basis for making decisions on the allocation of resources.

STEEP analysis: A tool used to evaluate various external factors that can affect an organization.

Glossary of Terms (Continued)

Student Services: (See Function)

Student Tuition and Fees: (See Revenues)

SWOT Analysis: A strategic planning technique analyzing strengths, weaknesses, opportunities, and threats faced by an organization or project.

Utilities and Telephone: (See Operations and Maintenance Services)

Acronyms

ACWDC: Aransas County Workforce Development Center

ADA: American Disabilities Act

AVPSA: Associate Vice President of Student Affairs

BSN: Bachelor of Science Nursing

DMC: Del Mar College

DMCF: Del Mar College Foundation

CARES: Coronavirus Aid, Relief, and Economic Security Act

CEO: Chief Executive Officer

CFASS: Communications, Fine Arts, and Social Sciences

CIP: Capital Improvement Plan

CRO: College Relations Office

EH&S: Environmental Health and Safety

EOC: Education Opportunities Center

EVP/COO: Executive Vice President and Chief Operating Officer

FASB: Financial Accounting Standards Board

GAAP: Generally Accepting Accounting Principles

GASB: Governmental Accounting Standards Board

GSRO: Grants and Sponsored Research Office

HEERF: Higher Education Emergency Relief Funds

IHE: Institutions of Higher Education

ISD: Independent School District

KPI: Key Performance Indicators

PFIA: Public Funds Investment Act

PIE: Planning and Institutional Effectiveness

SACSCOC: Southern Association of Colleges and Schools Commission on Colleges

SCUP: Society for College and University Planning

Acronyms (Continued)

SEDA: Student Engaged in Directed Advising

SER: Student Engagement and Retention

SPSC: Strategic Planning Steering Committee

SSS: Student Success Services

STEM: Science, Technology, Engineering, and Math

STEEP: Social, Technological, Environments, Economic, and Political

SWOT: Strengths, Weaknesses, Opportunities, and Threats

TACC: Texas Association of Community Colleges

THECB: Texas Higher Education Coordinating Board

TPEG: Texas Public Education Grant

TRS: Teacher Retirement System

VP/CAO: Vice President and Chief Academic Officer

VP/CIO: Vice President and Chief Information Officer

VP/CFO: Vice President and Chief Financial Officer

VP/CPFO: Vice President and Chief Physical Facilities Officer

VP/SA: Vice President of Student Affairs

VUB: Veterans Upward Bound



Del Mar College is an Equal Opportunity/Affirmative Action Employer and Educational Institution.

The College takes affirmative action to endeavor that no person shall be denied the benefits of equal employment or be subjected to discrimination in employment or educational programs and activities of Del Mar College on the basis of race, color, sex (including pregnancy, gender identity/transgender status, sexual orientation), age, national origin, religion, disability, or any other constitutionally or statutorily impermissible reason.

Del Mar College

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