



DEL MAR COLLEGE



## **Annual Budget Report**

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### **For the Fiscal Year 2023 to 2024**

**Del Mar College**  
101 Baldwin Blvd | Corpus Christi, TX 78404  
[delmar.edu](http://delmar.edu)



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DEL MAR COLLEGE

# Annual Budget Report

For Fiscal Year 2023 to 2024

Prepared by

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**DEL MAR COLLEGE**

101 Baldwin Blvd | Corpus Christi, TX 78404-3897

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# Introduction





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March 15, 2024

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

It appears the opening of the economy resulted in an economic recovery at rapid speed paired with strong consumer spending which caused, in part, a tight labor market in our region and a moderation of our student enrollment. The direction of the College's enrollment in response to strength of the region's economy is not certain and is dependent on a number of factors including the cost of financing, labor conditions, and student demand for academic programs. The College has a wide range of programs that are responsive to the different phases of the economy. For example, the College can anticipate an acceleration of student enrollment in our Skills, Certificates I and II, and Associate and Bachelor degree programs as our region's economy expands. We can also expect an increase in student enrollment in our Skills and Certification I and II programs during an economic slowdown. These programs assist students wanting to retool or elevate their skill sets to regain entry into the workforce.

The College's financial outlook also weighs on our student value proposition paired with the College's financial resilience driven by prudent budget assumptions and positive operating results and the uncertainty of changes in the economy. Our value proposition is to ensure students gain the necessary knowledge, skills, and experience to achieve their goals of academic completion paired with the College producing graduates who meet the workforce needs. This is predicated, in part, on academic programming and student support service initiatives that will help drive up the trajectory for student outcomes described below.

### Student Outcomes

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

## Academic Programming and Student Support Services

**Bachelor of Science Nursing “BSN” Degree:** DMC rolled out the new BSN degree program in the Fall of 2021. The program is designed to elevate student technical nursing skills, meet the technical skill requirements by hospitals, increase compensation, achieve job security and job advancement opportunities. In addition, the BSN will support the current workforce demands of our local economy.

**Certificate Programs:** DMC’s certificate programs prepare students for middle skills careers leading to immediate employment. In general, our students can complete the program within one year. In addition, they are curated, in part, with regional industry in order to best design the program to deliver career readiness skills.

The following are academic programs that will help fuel our region’s economy:

Accounting Technician	Electrician
Vocational Nurse Education	Environmental/Petrochemical Lab Technology
Health Information Technology Coding Specialist	Automotive Applied Technology
Child Development and Early Childhood Admin.	Air Conditioning Applied Technology
Dental Assisting	Industrial Machining Applied Technology
Medical Assisting	Millwright– Industrial Maintenance Mechanic
Hospitality Management	Network Administration and Information Security
Pharmacy Technician	Welding Applied Technology
Paramedic	Law Enforcement

**Guided Pathways:** The activities for the Guided Pathways initiative will accelerate the time for degree completion and reduce unnecessary course enrollment for degree completion while reducing unnecessary student debt. The activities include course mapping to degree or certificate completion and increasing student support services that includes advising. It also provides a structured pathway for continued educational attainment at a four-year institution. In addition, the College has made changes to course scheduling with the intent of making it easier for students to plan and organize class schedule around their busy work schedule and family obligations.

**SENDA Operating Initiatives:** SENDA is an advisory initiative to help our students make informed and focused academic choices that will drive on-time academic completion. The student advising framework includes student touchpoints at the 15/30/45 credit hour course enrollment to monitor their academic progress. Other student support services include delivering technology driven financial literacy content, instituting financial peer coaching and providing virtual career tours. The College has leveraged technology and increased the number of student advisors 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 fund this intrusive advisory framework.

## Economic Landscape

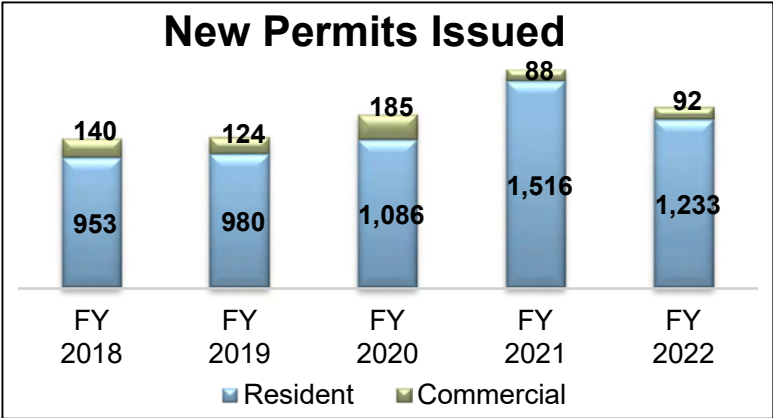
Top of mind is the Fed’s continued rate adjustments causing a heightened level of uncertainty in the direction of the economy and changes to the cost of financing and related financial impact to the College. The current economic conditions can be characterized by tight labor markets and elevated inflation and interest rates. The Federal Reserve has increased the federal fund rate since February 2022 in order to rein in high inflation. As reported by the Federal Reserve Bank of St. Louis, the fed rate peaked in July 2023 to a high of 5.33% from the January 2022 lows of 0.07%. The rate increases have scaled up the cost of financing that is now contributing to a slow-down of construction and real-estate activity in our region. Despite this vulnerability, the College and the region’s economy remains resilient attributed in part to record state tax collections reported for 2023 and our Risk Management Reserve fund valued at \$8.6 million that will allow the College to navigate through most operating disruptions.

## Property Taxes

Property taxes, the College’s largest revenue source that contributes to the College’s financial stability, are fueled in part by the real-estate activity in our region. The region’s real-estate sector has experienced a slowdown in activity driven in part by the increase in the cost of financing. The 30-year loan interest rates reported by Freddie Mac as of October 2023 scaled up to a high of 7.49% from the reported low in October 2020 of 2.81%. Based on figures published by the Texas Real Estate Research Center at Texas A&M for the Corpus Christi MSA region for the period ending August 2023, sales volume for single-family homes declined 18% on a year-over-year basis for the second consecutive year to 3,208 from the previous twelve months of 3,893. It is now taking 4.3 months to sell a home, up from 3-months reported a year ago. The average medium sales price for single family home is down 5% to \$285,000 from \$300,500 reported a year ago.

New permits for residential property reported by the City of Corpus Christi for the 12 months ended August 2023 decreased 34.9% to 803 permits from the prior year’s 1,233. New permits for commercial property reported for the 12 months ended August 2023 increased 53.2% to 141 from the previous year’s 92 permits. Despite a slowdown of

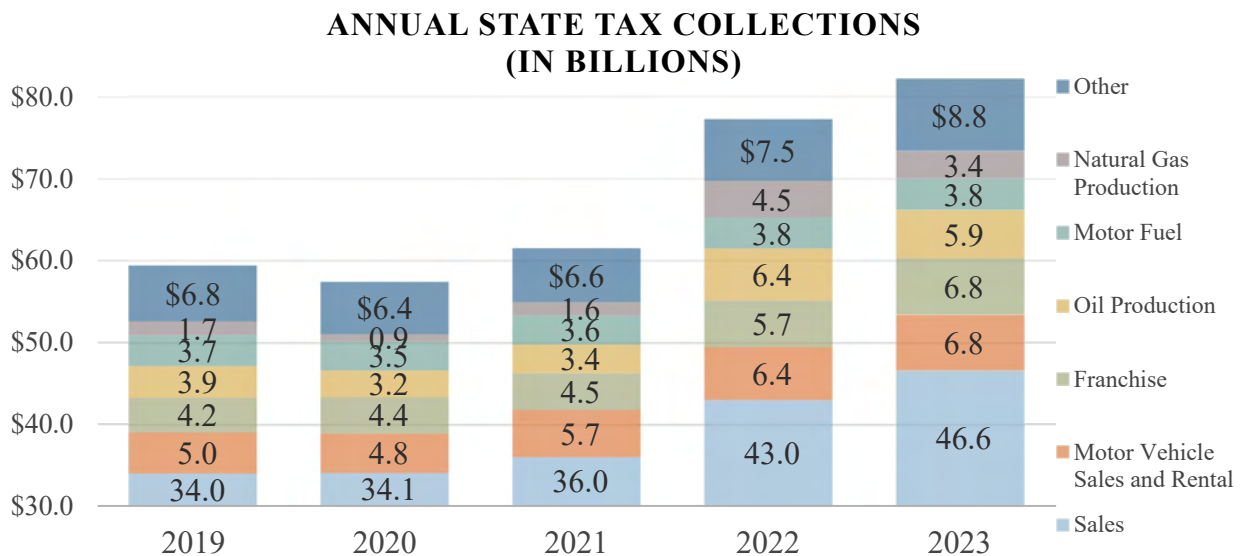
activity in the of activity in the real-estate sector, the district experienced a steady growth in taxable assessed valuations providing the College with stable property tax revenue support. The taxable property assessed valuations increased from the 2018 values of \$25.7 billion to \$33.5 billion in 2023. This represents a 23.3% in valuation growth for the period.





## State Appropriations / State Tax Collections

State appropriations is the third largest source of financial support for the College. The funding source comes from state taxes that are fueled by the state's economic activity. Based on the annual tax collection figures published by the Texas Comptroller of Public Accounts, the annual tax collections have been, for the most part, resilient throughout the pandemic. Since 2019, state tax collections have been, for the most part, on an upward trajectory reaching an all-time high in 2023 at \$82.1 billion. The slight pullback in 2020, with annual tax collections valued at \$57.4 billion from the previous year's annual collections of \$59.4 billion, is attributed to the economic slowdown at the start of the pandemic. More recently, the annual 2023 tax collections increased on a year-over-year basis 6.4% to \$4.9 billion, mainly from sales taxes of \$3.69 billion, and franchise taxes of \$1.1 billion, offset by a \$1.1 billion decline in natural gas production taxes.



SOURCE: Texas Comptroller of Public Accounts

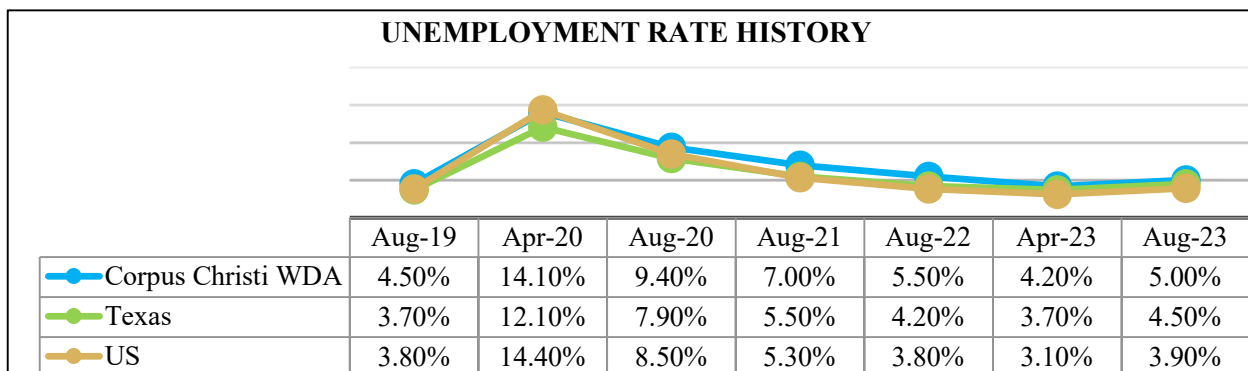
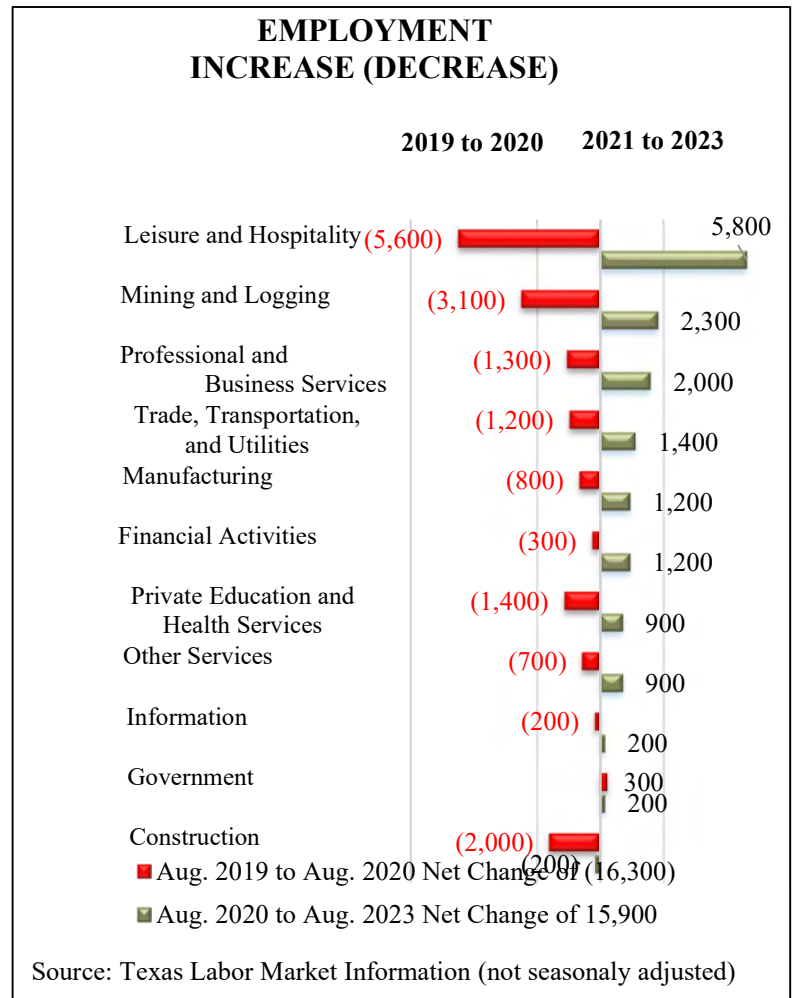


## Labor Market

The Corpus Christi MSA's labor force rebounded from the pandemic recovering 15,900 jobs of the 16,300 jobs lost in 2020. The largest job gains occurred in Leisure and Hospitality (5.8 thousand), Mining and Logging (2.3 thousand), Professional and Business Services (2.0 thousand) and Trade and Transportation and Utilities (1.4 thousand).

This recovery resulted in the lowest unemployment rates paired with positively high job openings suggesting a tight labor market.

Job openings for the State of Texas, as reported by the U.S. Department of Labor and Statistics, recovered from the April 2020 pandemic lows of 348,000 and peaked in April 2022 at 1,136,000. The most recent reported job openings for the month of August 2023 remains positively elevated at 849,000. Similarly, the unemployment rate for the Corpus Christi MSA region improved significantly from the pandemic high in August 2020 of 14.1% to a reported positive low in April 2023 of 4.2%. The most recent August 2023 unemployed rate remains positively low at 5.0%.



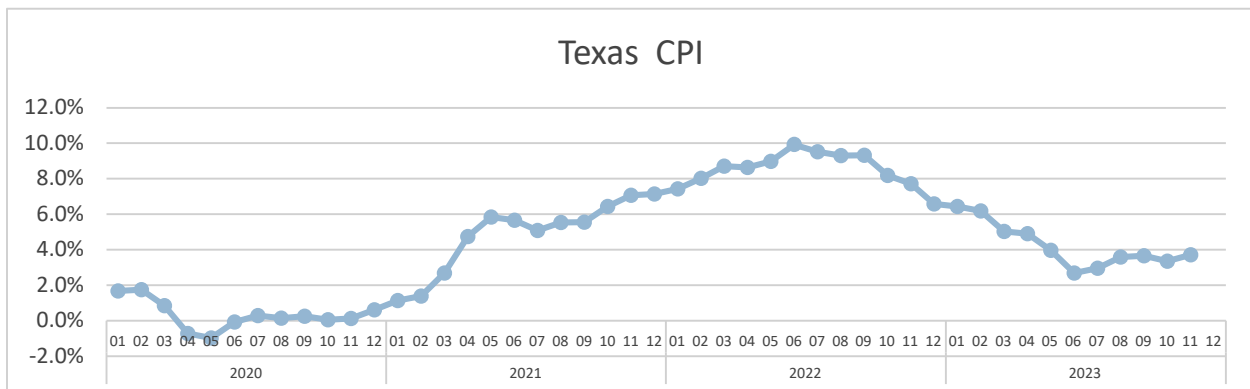
## Tuition and Fees

Tuition and Fees revenue is the College's second largest source of funding. In general, the College has a history of stable tuition and fees revenues despite some dips in recent years relating to the pandemic and more recent tight labor market conditions. Our strategies of student affordability and a new marketing plan is aimed at driving up the trajectory of student enrollment. The student affordability strategy is based in part on a plan of steady and modest increases in on our general student charges. Since 2019, the increase in student charges has been on an annual average basis of 2% which is significantly below the annual average Texas CPI inflation rate of 3.9%

The College will soon kick-off a new strategic marketing plan. The plan includes marketing that best aligns student access to any one of our five affordable academic programs. This includes Skills Awards, Certifications I and II, and Associate or Bachelor degree programs. The plan also includes initiatives elevating the student experience that includes simplifying the student experience relating to advising and registration, new wayfinding signage, and expanding large-scale college wide student events.

## Operating Expenses

The College continues to experience an operating environment with elevated costs. The upside is the rate of inflation is no longer rising at an accelerated rate experienced during the pandemic. However, prices have not come down to pre-pandemic levels. Based on the rate of inflation for Texas, the inflation rate increased from January 2021 to November 2023 by 18.4%. What remains uncertain is the directional change of the FED's monetary policy impacting the directional change of prices.



## **Budget Overview – FY 2024 Budget**

### **Budget Priorities**

The budgeting process for the FY 2024 Budget began 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's departments. During the budget process, resources are tied to the Strategic Plan and allocated to support the College's mission. The FY 2024 Budget was developed with the following budget priorities in mind:

- **Expand Workforce Programs:**
  - Expand Continuing Education Programs to meet Workforce Development needs of community
- **Expand Student Support Services**
  - Provide adequate resources to expand Student Support Services to offer a wide array of programs and services to support student success and enhance the overall educational experience of students
- **Invest in Professional Growth and Leadership**
  - Maintain levels of professional development and travel budgets to support the ongoing growth, skill enhancement and well-rounded professional expertise of faculty and staff
- **Recruit and retain exceptional faculty and staff**
  - Provide adequate budget resources for employee salary and benefit costs to recruit and retain competent and motivated faculty and staff

### **Budget Overview**

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 2024 Annual Budget are \$115,230,382 which is an increase of \$524,314 over the FY 2023 budgeted revenues and expenditures of \$114,706,068. The following is a summary of the changes to the revenues and expenditure budgets that make up the increase.

## **Budget Overview (Continued)**

### **Revenues**

#### **State Appropriations**

State appropriation funding was reformed with the passage of Texas Legislature House Bill 8 in the summer of FY 2023. House Bill 8 brought about a significant change in the funding methodology moving from a funding model that was based primarily on students' time in class to a performance-based funding system that aims to align state appropriations with specific performance metrics and outcomes. Texas community college leaders and the Texas Higher Education Coordinating Board will be in the process of implementing the changes in the new funding methodology during FY 2024 and FY 2025.

Because the new funding model was not in place to determine the appropriation funding amounts to be awarded community colleges for FY 2024, the Community College Finance Advisory Rulemaking Committee followed the Emergency Rulemaking process to determine the state appropriation funding amounts for each community college. This process resulted in an additional appropriation funding amount of \$2.2 million over the FY 2023 state funding amount for the College.

#### **Tuition & Fees**

Student tuition and fee revenues make up approximately 20.1% of the total budgeted operating revenue for FY 2024. 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. To develop the FY 2024 tuition and fee budget, tuition and fees were increased by a \$2 per semester credit hour in-district rate increase and enrollment levels were adjusted to reflect FY 2023 actual enrollment.

#### **Property Tax Revenue**

Property tax revenue makes up approximately 56.5% of the total budgeted operating revenue for FY 2024. 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 years. Property Tax collections have risen steadily between fiscal years 2014 and 2023. Maintenance and operations tax collections increased by \$5.5 million in FY 2023 due to a 12.5% increase in property tax values.

## Property Taxes (Continued)

The most recent property tax rate was approved by the Board of Regents on August 23, 2023. A significant increase in the taxable assessed property value for two industrial entities located in the College's district resulted in the 10.9% decrease of the total assessed tax rate from \$0.266104 in the prior year to \$0.237002 per \$100.00 property valuation for FY 2024. The maintenance and operations tax rate portion of the total tax rate decreased 8.9% from the prior year to \$0.179436 per \$100 property valuation. The debt service tax rate portion decreased 16.9% from the prior year to \$0.057566 per \$100 property valuation due to a lower debt service requirement for FY 2024.

## Expenditures

The following is a summary of the changes that make up the \$524,314 increase in the expenditure budget:

- **Salaries & Benefits**
  - Decrease in salaries expenses of \$1.2M due to position realignment to better serve institutional needs
  - Employee benefits decrease of \$142 thousand related to decreased levels of salary expenses
- **Other Non-Salary Operating Expenses**
  - Increase of \$1.1 million in property insurance premium expense
  - Increase in operating costs of \$918 thousand to meet computer hardware, software and supply item needs
  - Increase of \$236 thousand for additional utilities costs for new Oso Creek Campus that was budgeted in FY 2023 for partial year of operations
  - Decrease of \$297 thousand due to less demand for equipment replacement or purchases

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,



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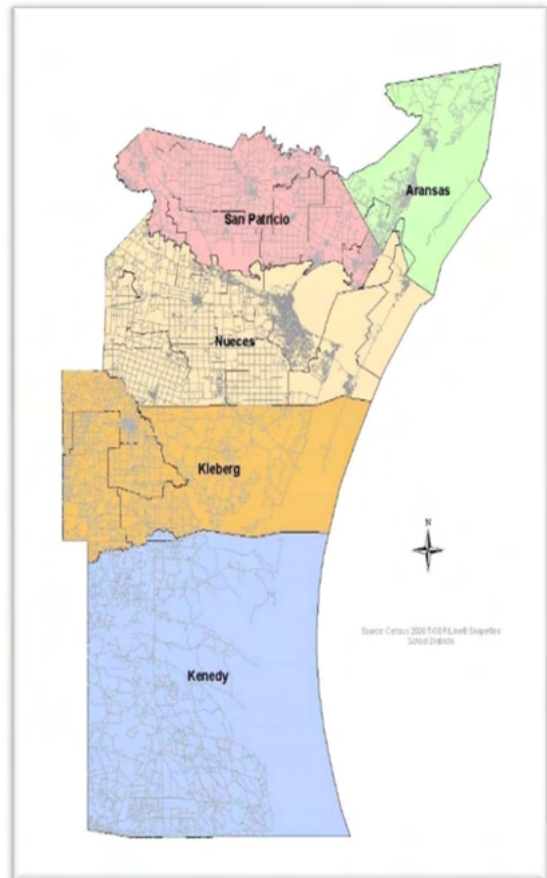
Raul Garcia, CPA, MBA  
Vice President and Chief Financial Officer

## 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 student graduates who continue their education at one of the seven Texas public university systems or private institutions, including Texas A & M (66.9%), University of Texas (14%), Texas State University (2.9%), University of Houston (5.1%), University of North Texas (0.3%) and Baylor University (1.0%).

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.

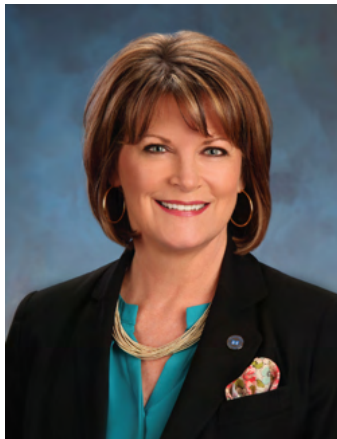
**Goal 4: Learning Environments** – Provide engaging, effective, and student-ready environments with accomplished and qualified personnel to facilitate learning and productivity.

**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.



# Del Mar College Board of Regents



**Carol A. Scott**  
**Chair**



**Dr. Nicholas A. Adame**  
**First Vice Chair**



**Libby Averyt**  
**Second Vice Chair**



**Rudy Garza, Jr.**  
**Secretary**



**Dr. Anantha Babbili**



**Carl E. Crull, P.E.**



**William "Bill" J. Kelly**



**David Loeb**



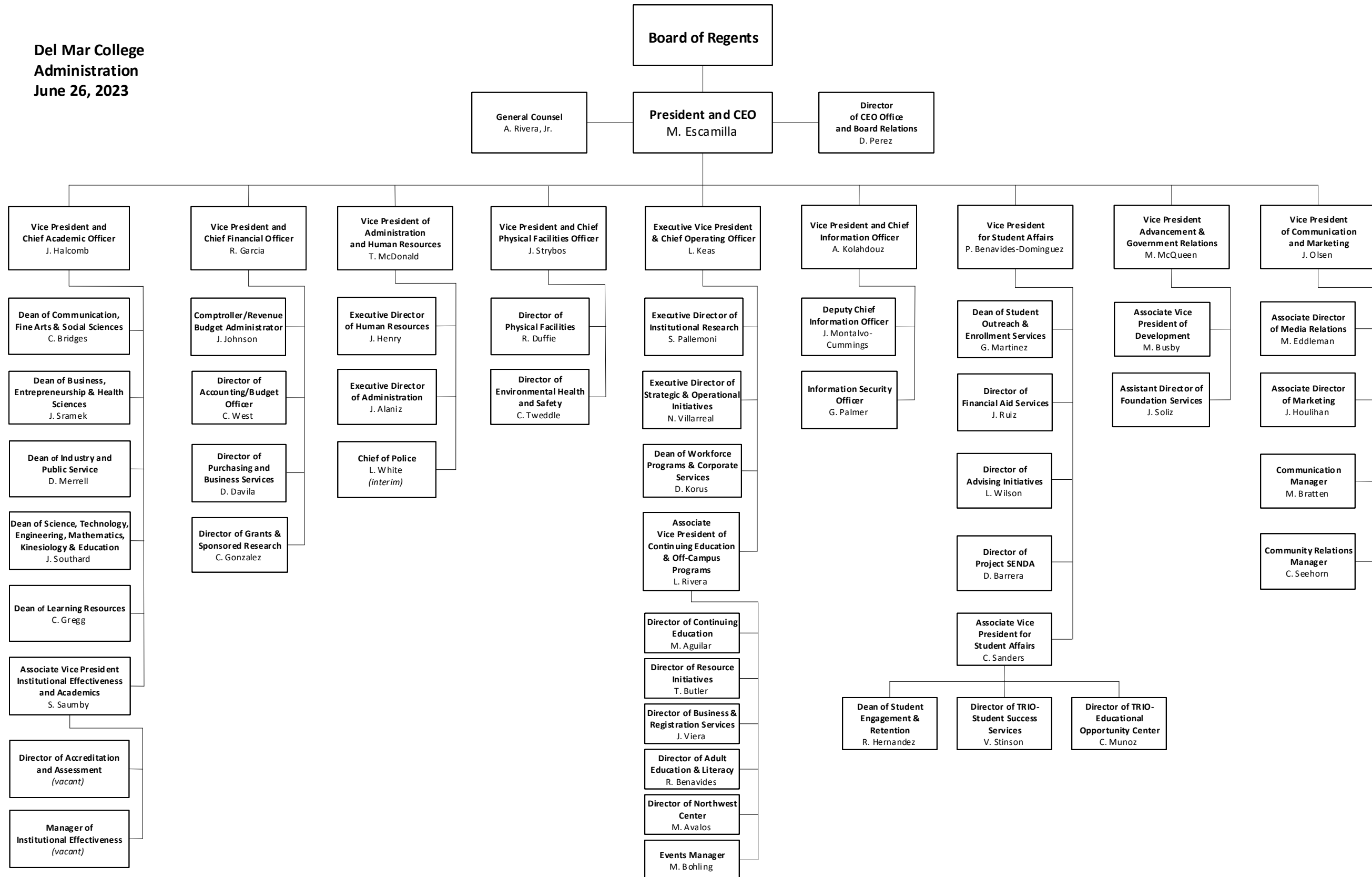
**Dr. Laurie Turner**

# Del Mar College Administration

## Principal Administrative Officers

President and CEO	Dr. Mark S. Escamilla
General Counsel	Augustin Rivera, Jr.
Executive Vice President and Chief Operating Officer	Lenora Keas
Vice President and Chief Academic Officer	Dr. Jonda Halcomb
Vice President of Administration and Human Resources	Tammy McDonald
Vice President and Chief Financial Officer	Raul Garcia
Vice President of and Chief Information Officer	Ali Kolahdouz
Vice President and Chief Facilities Officer	John Strybos
Vice President for Student Affairs	Patricia Benavides-Dominguez
Vice President of Advancement and Government Relations	Mary McQueen
Vice President of Communications and Marketing	Jeff Olson
Associate Vice President, Institutional Effectiveness and Academics	Dr. Sydney Saumby
Associate Vice President for Student Affairs	Cheryl G. Sanders
Associate Vice President, Continuing Education & Off-Campus Programs	Dr. Leonard Rivera
Dean, Communication, Fine Arts and Social Sciences	Dr. Cynthia Bridges
Dean, Business, Entrepreneurship and Health Sciences	Dr. Jennifer Sramek
Dean, STEM, Kinesiology And Education	Dr. Jack Southard
Dean, Industry and Public Service	Davis Merrill
Dean, Learning Resources	Cody Gregg
Dean, Student Engagement and Retention	Rita Hernandez
Dean, Student Outreach and Enrollment Services	Graciela Martinez
Dean, Workforce Programs and Corporate Services	Dan Korus

**Del Mar College  
Administration  
June 26, 2023**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Del Mar College District  
Texas**

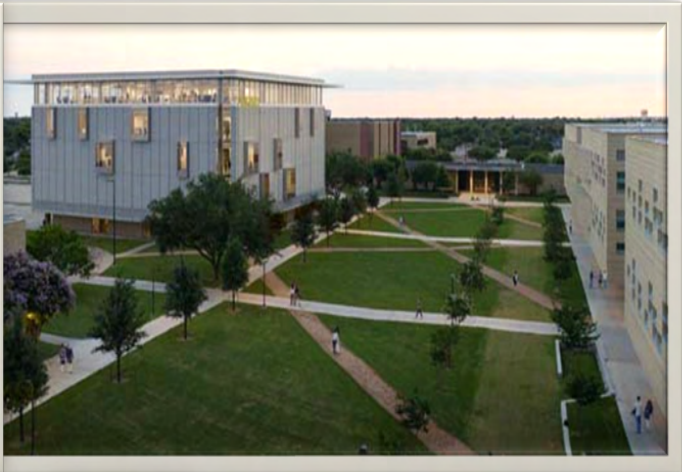
For the Fiscal Year Beginning

**September 01, 2022**

*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.

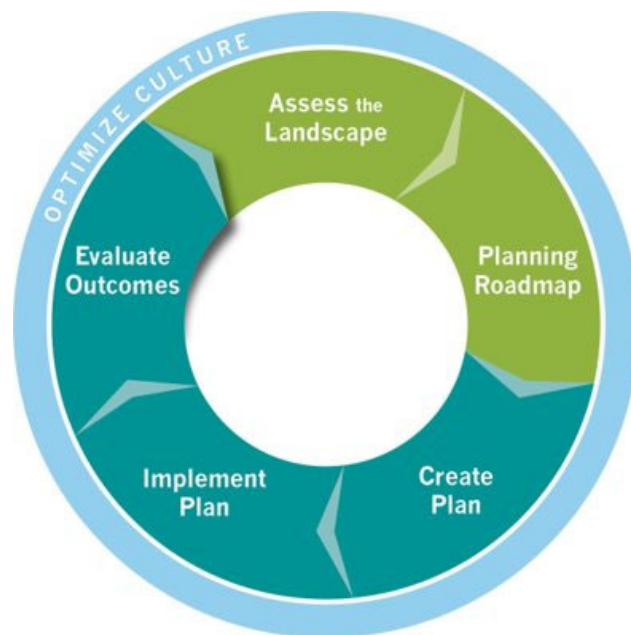
College units report on an annual assessment cycle that allows budgetary dexterities and strategies to evolve. Assessment reports convey to College stakeholders the efforts taken by units to move the Institution towards the aspirations towards its future-self. The College also utilizes what it learns 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:

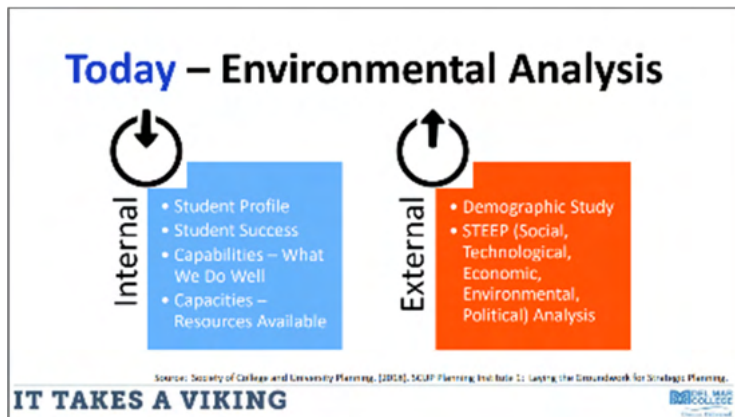


Del Mar College Office of Planning & Institutional Effectiveness. (2018). Strategic Planning Board Retreat II: Analyzing the environment, Slide 55.

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


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


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

**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

A blue-themed poster for Del Mar College. At the top, the college name 'DEL MAR COLLEGE' is written in large, white, bold, sans-serif capital letters. Below it, the word 'Vision' is written in yellow. A horizontal line separates the title from the text: 'This is what we aspire to achieve.' Below this, the vision statement is written in white italicized font. The same structure is repeated for 'Mission' and 'Core Values'. The 'Core Values' section is divided into two columns, each with a value name in yellow and a description in white italicized font. At the bottom, the phrase 'ASPIRE. ENGAGE. ACHIEVE.' is written in white, spaced-out, sans-serif capital letters. The background features a faint, stylized graphic of a sailboat.

**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.*

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

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

**Excellence in Instruction**  
*Developing and delivering exceptional instruction that is tailored to a diverse student population.*

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

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

**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.*

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

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.

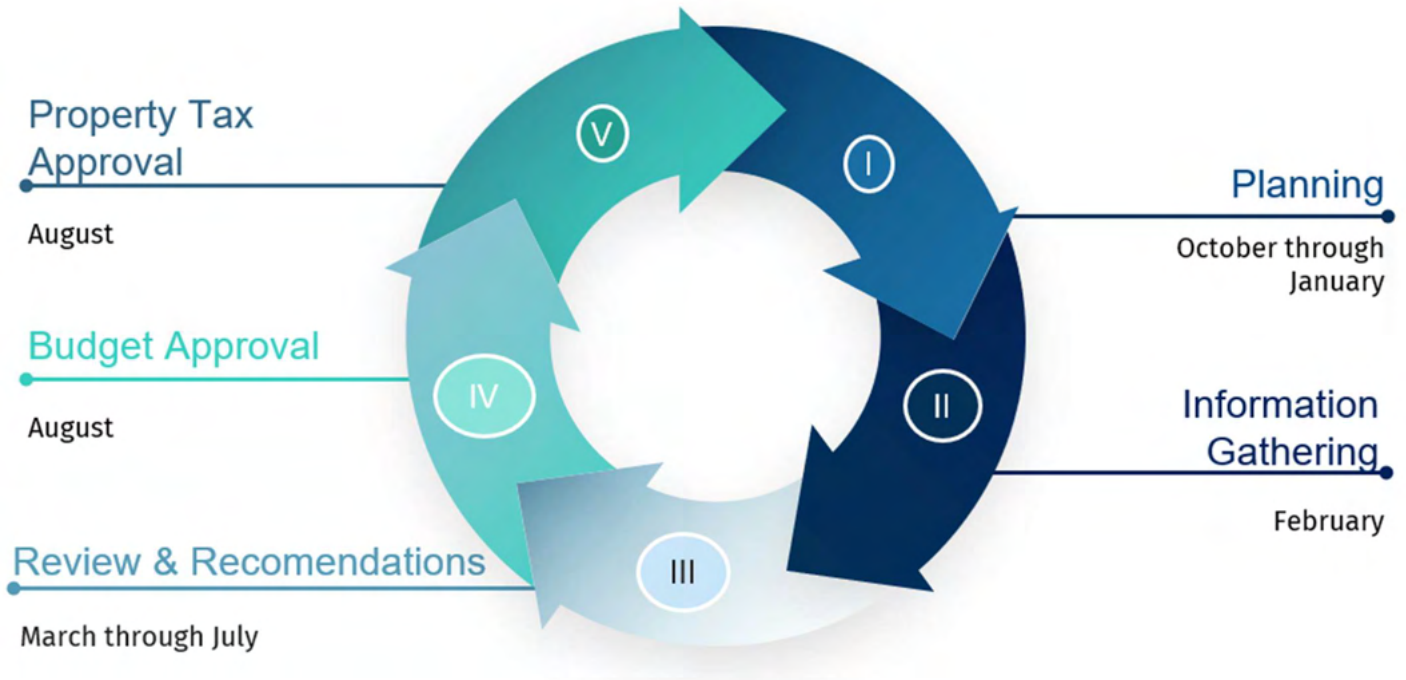
# Budget Structure





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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 by August 31<sup>st</sup> and property tax rates by September 30<sup>th</sup>. In the event the property tax rates are approved in September after approving budgets in August, an amended budget would be requested for approval based on new property tax rates. 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 prior to September 1<sup>st</sup>. 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
- Budget approval

## September:

- Public Hearing on tax rate
- 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 was reformed in 2023 with the passage of Texas Legislature House Bill 8, the community college finance bill. House Bill 8 brought about a significant change in the funding methodology for community colleges moving from a funding model that was based primarily on students' time in class to a performance-based funding system that aims to align state appropriations with specific performance metrics and outcomes.

The outcomes driving this new model include the number of high school students who complete sequences of dual credit courses; community college students who transfer successfully to four-year universities; and students who earn credentials of value which offer purpose in the economy, value in the labor market, and meaningful opportunities for good jobs and rewarding careers.

### **State Benefits Contribution**

The State currently contributes 100% 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 8% 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.

## **Revenue Sources (Continued)**

### **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**

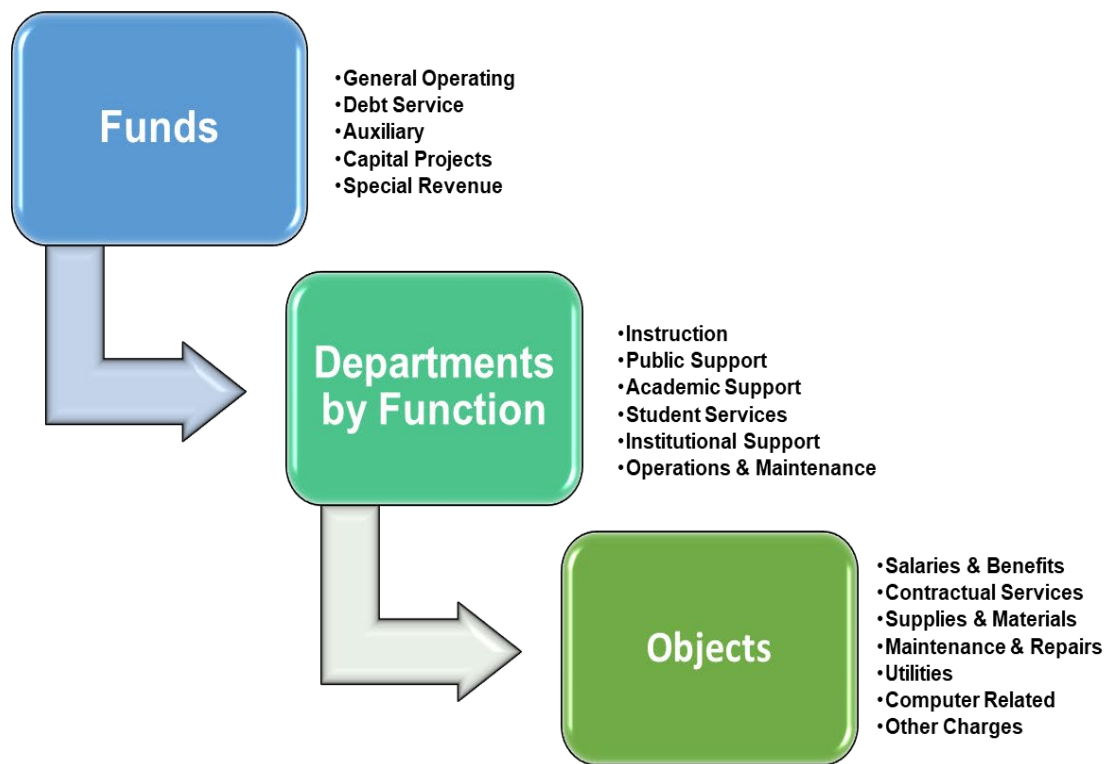
Contingency is a budget account used to provide for unanticipated items, or to hold funds for future distribution. According to College policy the College President is directed to prepare a current operating budget that includes a line item reserve equal to 1.5 percent of the total proposed expenditure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

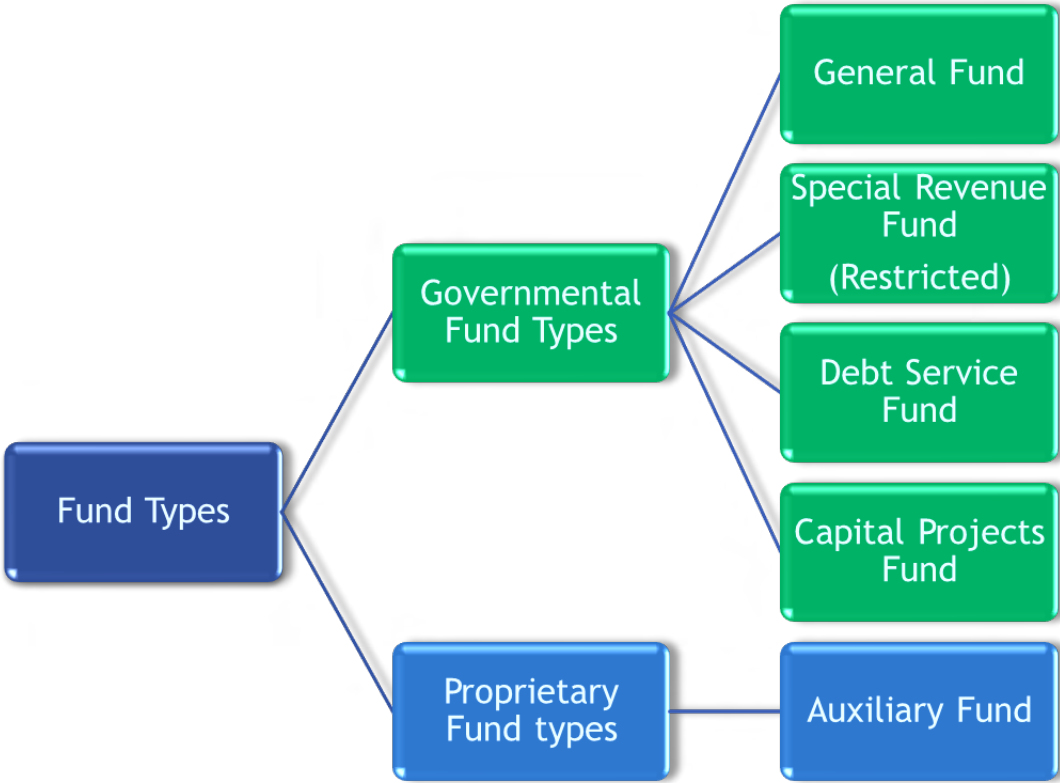
Financial information is classified in the College's accounting system using a chart of accounts that properly categorizes asset, liability, revenue, and expense items by fund, department/ function, and object. The following charts illustrate the relationship between these components:



# Del Mar College Department/Fund Matrix

Divisions/Departments	Funds				
	General/ Operating	Special Revenue/ Restricted	Debt Service	Capital Projects	Auxiliary
<b>Executive Director of Development:</b>					
Foundation	X	X			
<b>Executive Director of Communication &amp; Marketing</b>	X				
<b>General Council</b>	X				
<b>President</b>	X				
<b>VP &amp; Chief Financial Officer:</b>					
Fiscal Services	X				
Purchasing & Business Services	X				
Auxiliary Services					X
Debt Management			X		
<b>VP of Student Affairs:</b>					
Student Engagement & Retention	X				
Student Outreach & Enrollment	X				
Financial Aid	X	X			
Advising	X				
Project SENDA		X			
<b>VP &amp; Chief Academic Officer:</b>					
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			
<b>VP of Administration &amp; Human Resources:</b>					
Human Resources	X				
Payroll	X				
Risk Management	X	X			
Security	X				
<b>VP &amp; Chief Physical Facilities Officer</b>					
Physical Facilities	X				
Environmental Health & Safety	X				
Capital Construction Projects	X			X	
<b>VP &amp; Chief Information Officer</b>					
Information Technology	X				
Computer Equipment	X			X	
ERP Implementation	X			X	
<b>Executive VP &amp; Chief Operating Officer</b>					
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.



# Budget Overview





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# Budget Overview

## Summary of Changes

### Budget FY 2023 to Budget FY 2024

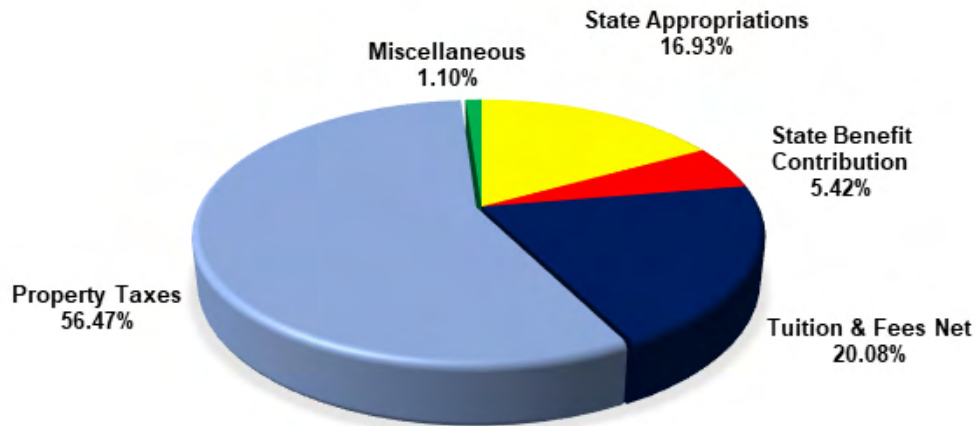
Budget FY 2023	\$ 114,706,068
<b>Increases:</b>	
Property insurance premium expenses	1,080,750
Operating costs to meet needs for computer hardware, software and supply items	918,250
Increased utilites usage related to opening of Oso Creek Campus	236,150
<b>Decreases:</b>	
Salaries expense due to position realignment to better serve institutional needs	(1,242,742)
Decrease in needs to replace or purchase new equipment	(297,300)
Employee benefit decrease related to decreased level of salary expenses	(141,698)
Miscellaneous expenses	(29,096)
<b>Budget FY 2024</b>	<b>\$ 115,230,382</b>

# Budget Overview

## Budget FY 2024

### Revenue by Source

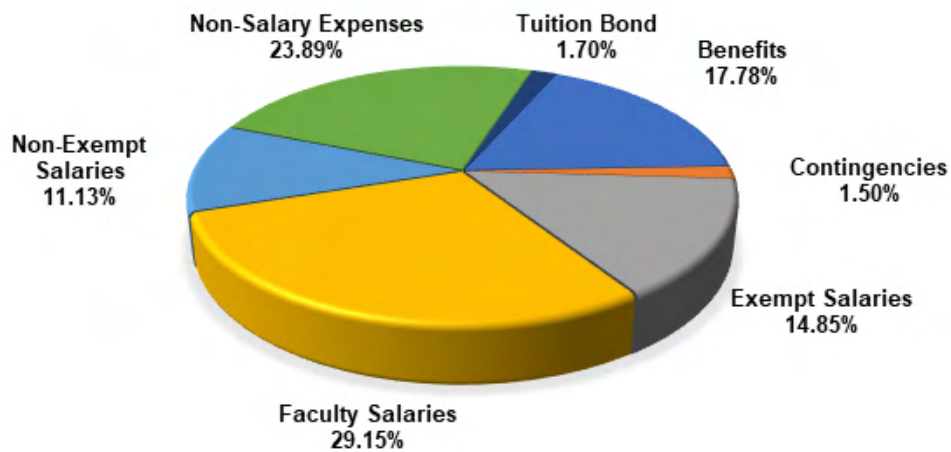
#### Operating Fund Revenues



**Total Revenue = \$115,230,382**

# Budget Overview Budget FY 2024 Expenditures by Category

## Operating Fund Expenditures



**Total Expenditures = \$115,230,382**



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**Del Mar College**  
**Operating Fund**  
**Budget Summary**  
For Fiscal Years 2022 to 2024

	FY 2022 Actuals	FY 2023 Budget	FY2023 Actuals	FY 2024 Budget
<b>Operating Revenues</b>				
<b>State Funding:</b>				
Performance Appropriation	\$ 17,359,107	\$ 17,359,105	\$ 17,410,064	\$ 19,508,146
Fast Appropriation	-	-	-	1,141,503
Insurance	4,721,909	4,281,371	3,987,111	4,281,371
Retirement	2,000,000	1,871,176	3,956,642	1,966,711
<b>Total State Funding</b>	<b>24,081,016</b>	<b>23,511,652</b>	<b>25,353,817</b>	<b>26,897,731</b>
<b>Other Revenues:</b>				
Tuition and Fees	22,120,569	24,375,829	22,380,937	22,001,701
Property Taxes	60,593,109	65,556,443	65,971,659	65,068,806
Miscellaneous	2,559,923	1,262,144	6,966,526	1,262,144
<b>Total Other Revenues</b>	<b>85,273,601</b>	<b>91,194,416</b>	<b>95,319,122</b>	<b>88,332,651</b>
<b>Total Operating Revenues</b>	<b>109,354,617</b>	<b>114,706,068</b>	<b>120,672,939</b>	<b>115,230,382</b>
<b>Expenditures</b>				
Instruction	47,637,623	52,857,833	48,426,912	53,459,145
Public Service	119,095	228,439	140,640	191,174
Academic Support	7,834,244	8,731,075	8,216,065	8,168,717
Student Services	7,180,286	8,156,974	7,690,557	7,748,887
Institutional Support	32,213,798	33,442,689	38,244,493	34,701,040
Operations & Maintenance	8,523,627	11,289,058	9,344,686	10,961,419
<b>Total Expenditures</b>	<b>103,508,673</b>	<b>114,706,068</b>	<b>112,063,353</b>	<b>115,230,382</b>
<b>Excess of Revenues Over Expenditures</b>	<b>5,845,944</b>	<b>-</b>	<b>8,609,586</b>	<b>-</b>
-				
<b>Other Financing Uses:</b>				
Transfers In/(Out)	(8,480,000)	-	(830,000)	-
<b>Surplus / (Deficiency)</b>	<b>(2,634,056)</b>	<b>-</b>	<b>7,779,586</b>	<b>-</b>
<b>Beginning Fund Balance</b>	(43,531,182)	(46,165,238)	(46,165,238)	(38,385,652)
<b>Ending Fund Balance</b>	<b>\$ (46,165,238)</b>	<b>\$ (46,165,238)</b>	<b>\$ (38,385,652)</b>	<b>\$ (38,385,652)</b>

**Del Mar College**  
**Operating Fund**  
**Expenditures by Function**  
For Fiscal Years 2022 to 2024

	FY 2022 Actuals	FY 2023 Budget	FY 2023 Actuals	FY 2024 Budget
<b>Function:</b>				
<b>Instruction</b>				
Salaries	\$ 36,273,905	\$ 37,674,193	\$ 36,915,308	\$ 37,813,697
Benefits	8,391,169	11,999,230	8,578,851	12,194,918
Other	2,530,784	3,149,144	2,781,071	3,420,364
Equipment	441,765	35,266	151,682	30,166
<b>Total Instruction</b>	<b>47,637,623</b>	<b>52,857,833</b>	<b>48,426,912</b>	<b>53,459,145</b>
<b>Public Service</b>				
Salaries	96,047	154,769	106,727	132,458
Benefits	18,790	49,294	20,011	42,718
Other	4,258	24,376	13,902	15,998
Equipment	-	-	-	-
<b>Total Public Service</b>	<b>119,095</b>	<b>228,439</b>	<b>140,640</b>	<b>191,174</b>
<b>Academic Support</b>				
Salaries	5,376,137	5,815,932	5,617,507	5,465,210
Benefits	1,549,737	1,852,374	1,618,812	1,762,530
Other	779,673	963,558	794,640	848,085
Equipment	128,697	99,211	185,106	92,892
<b>Total Academic Support</b>	<b>7,834,244</b>	<b>8,731,075</b>	<b>8,216,065</b>	<b>8,168,717</b>
<b>Student Services</b>				
Salaries	4,969,922	5,479,222	5,329,306	5,179,552
Benefits	1,381,694	1,745,132	1,470,770	1,670,406
Other	826,231	932,620	887,136	898,929
Equipment	2,439	-	3,345	-
<b>Total Student Services</b>	<b>7,180,286</b>	<b>8,156,974</b>	<b>7,690,557</b>	<b>7,748,887</b>
<b>Institutional Support</b>				
Salaries	12,788,559	13,254,221	13,256,640	12,736,775
Benefits	3,384,260	4,221,469	5,455,011	4,107,610
Other	15,628,078	15,041,697	18,804,177	17,217,260
Equipment	412,901	925,302	728,665	639,395
<b>Total Institutional Support</b>	<b>32,213,798</b>	<b>33,442,689</b>	<b>38,244,493</b>	<b>34,701,040</b>
<b>Operations &amp; Maintenance</b>				
Salaries	1,550,485	2,392,503	1,843,126	2,200,406
Benefits	488,563	762,012	548,002	709,631
Other	6,475,627	8,120,297	6,945,808	8,037,136
Equipment	8,952	14,246	7,750	14,246
<b>Total Operations &amp; Maintenance</b>	<b>8,523,627</b>	<b>11,289,058</b>	<b>9,344,686</b>	<b>10,961,419</b>
<b>All Functions</b>				
Salaries	61,055,055	64,770,840	63,068,614	63,528,098
Benefits	15,214,213	20,629,511	17,691,457	20,487,813
Other	26,244,651	28,231,692	30,226,734	30,437,772
Equipment	994,754	1,074,025	1,076,548	776,699
<b>Total for All Functions</b>	<b>\$ 103,508,673</b>	<b>\$ 114,706,068</b>	<b>\$ 112,063,353</b>	<b>\$ 115,230,382</b>



**Del Mar College**  
**Operating Fund**  
**Expenditures by Object**  
**For Fiscal Years 2022 to 2024**

	FY 2022 Actuals	FY 2023 Budget	FY 2023 Actuals	FY 2024 Budget
<b>Expenditures:</b>				
<b>Salaries &amp; Benefits</b>				
Faculty Salaries	\$ 32,862,425	\$ 33,467,687	\$ 33,215,787	\$ 33,593,394
Exempt	16,629,764	17,378,672	17,665,572	17,113,487
Non-Exempt Salaries	11,562,866	13,924,481	12,187,255	12,821,217
Benefits	15,214,213	20,629,511	17,691,457	20,487,813
<b>Total Salaries &amp; Benefits</b>	<b>76,269,268</b>	<b>85,400,351</b>	<b>80,760,071</b>	<b>84,015,911</b>
<b>Non-Salary:</b>				
Contract Instruction	145,427	151,600	145,427	158,600
Supplies, Postage, Dupl, Copier Rental	3,340,387	3,443,888	2,622,497	3,497,541
Maintenance & Repairs	1,471,084	1,595,040	1,692,186	1,747,539
Equipment	994,754	1,074,025	1,076,548	776,699
Student Recruiting & Marketing	1,502,800	1,060,908	1,224,693	1,139,569
Audit & Legal, Tax Appraisal, Coll Fees	1,544,672	1,626,295	1,574,588	1,633,106
Consultants & Contract Labor	3,176,941	3,276,496	4,691,434	3,064,494
Accreditation	49,914	75,047	57,100	65,636
Special Pop Interpreter	64,201	114,397	125,714	114,397
Comp Software, Hardware, License & Serv	4,082,454	2,694,283	4,115,369	3,612,534
Travel & Professional Development	433,309	536,923	509,173	499,515
Election	-	190,000	7,953	-
Security	1,344,063	1,515,000	1,615,051	1,565,000
Recruitment	26,334	32,000	18,159	32,000
Food Beverage	67,199	89,301	101,703	84,811
Library	232,948	269,476	214,021	250,976
Bad Debt	151,710	151,707	204,338	151,707
Membership & Dues	200,203	250,970	262,419	227,283
Utilities & Telephone	2,964,855	2,825,447	2,996,404	3,061,600
Insurance	2,794,998	3,724,250	4,242,078	4,805,000
Bank & Collection Fees	178,414	192,800	148,975	192,300
Campus Police	120,920	302,858	42,090	302,858
Tuition Bond Transfers Out	1,955,000	1,955,500	1,955,500	1,952,500
Other Non-Operating Expense	-	-	1,183,796	-
Miscellaneous	396,818	436,915	476,066	550,350
<b>Total Non-Salary</b>	<b>27,239,405</b>	<b>27,585,126</b>	<b>31,303,282</b>	<b>29,486,015</b>
<b>Contingency</b>	<b>-</b>	<b>1,720,591</b>	<b>-</b>	<b>1,728,456</b>
<b>Total Expenditures</b>	<b>\$ 103,508,673</b>	<b>\$ 114,706,068</b>	<b>\$ 112,063,353</b>	<b>\$ 115,230,382</b>

# Del Mar College

## Summary of Changes in Fund Balance For Fiscal Years 2022 to 2024

	FY 2022 Actuals	FY 2023 Budget	FY 2023 Actuals	FY 2024 Budget
<b>Fund:</b>				
<b><u>Operating Fund</u></b>				
<b>Beginning Fund Balance</b>	<b>\$ (43,531,182)</b>	<b>\$ (46,165,238)</b>	<b>\$ (46,165,238)</b>	<b>\$ (38,385,652)</b>
Revenue	109,354,617	114,706,068	120,672,939	115,230,382
Expenditures	(103,508,673)	(114,706,068)	(112,063,353)	(115,230,382)
Transfer Out	(8,480,000)	-	(830,000)	-
<b>Ending Fund Balance</b>	<b>(46,165,238)</b>	<b>(46,165,238)</b>	<b>(38,385,652)</b>	<b>(38,385,652)</b>
<b><u>Restricted Fund</u></b>				
<b>Beginning Fund Balance</b>	-	-	-	-
Revenue	40,268,618	-	25,683,309	-
Expenditures	(40,268,618)	-	(25,683,309)	-
<b>Ending Fund Balance</b>	-	-	-	-
<b><u>Auxiliary Fund</u></b>				
<b>Beginning Fund Balance</b>	<b>1,094,224</b>	<b>2,084,184</b>	<b>2,084,184</b>	<b>2,230,891</b>
Revenue	2,244,064	1,791,541	1,356,742	1,825,254
Expenditures	(1,254,104)	(1,791,541)	(1,210,035)	(1,825,254)
<b>Ending Fund Balance</b>	<b>2,084,184</b>	<b>2,084,184</b>	<b>2,230,891</b>	<b>2,230,891</b>
<b><u>Loan Fund</u></b>				
<b>Beginning Fund Balance</b>	<b>1,713</b>	<b>1,423</b>	<b>1,423</b>	<b>1,423</b>
Revenue	-	-	-	-
Expenditures	(290)	-	-	-
<b>Ending Fund Balance</b>	<b>1,423</b>	<b>1,423</b>	<b>1,423</b>	<b>1,423</b>
<b><u>Debt Service Fund</u></b>				
<b>Beginning Fund Balance</b>	<b>8,173,897</b>	<b>8,539,483</b>	<b>8,539,483</b>	<b>9,631,963</b>
Revenue	24,808,122	24,474,388	25,326,634	22,740,938
Expenditures	(24,442,536)	(24,474,388)	(24,234,154)	(22,740,938)
<b>Ending Fund Balance</b>	<b>8,539,483</b>	<b>8,539,483</b>	<b>9,631,963</b>	<b>9,631,963</b>
<b><u>Plant Fund</u></b>				
<b>Beginning Fund Balance</b>	<b>150,847,342</b>	<b>162,105,149</b>	<b>162,105,149</b>	<b>168,926,214</b>
Revenue	66,226,870	-	57,011,412	-
Expenditures	(63,449,063)	-	(51,020,347)	-
Transfers In	8,480,000	-	830,000	-
<b>Ending Fund Balance</b>	<b>162,105,149</b>	<b>162,105,149</b>	<b>168,926,214</b>	<b>168,926,214</b>
<b><u>All Funds</u></b>				
<b>Beginning Fund Balance</b>	<b>116,585,994</b>	<b>126,565,001</b>	<b>126,565,001</b>	<b>142,404,839</b>
Revenue	242,902,291	140,971,997	230,051,036	139,796,574
Expenditures	(232,923,284)	(140,971,997)	(214,211,198)	(139,796,574)
<b>Ending Fund Balance</b>	<b>\$ 126,565,001</b>	<b>\$ 126,565,001</b>	<b>\$ 142,404,839</b>	<b>\$ 142,404,839</b>

## Del Mar College

### All Funds Summary Revenue & Expenditures FY 2022 Actuals (Restated)

	Operating Fund	Restricted Fund	Auxiliary Fund	Loan Fund	Debt Service Fund	Plant Fund	All Funds Total
<b>Revenues:</b>							
<b>State Funding:</b>							
Base Appropriation	\$ 17,359,107	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,359,107
Insurance	4,721,909	-	-	-	-	-	4,721,909
Retirement	2,000,000	-	-	-	-	-	2,000,000
<b>Total State Funding</b>	<b>24,081,016</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,081,016</b>
<b>Other Revenues:</b>							
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
<b>Total Other Revenues</b>	<b>85,273,601</b>	<b>40,268,618</b>	<b>2,244,064</b>	<b>-</b>	<b>24,808,122</b>	<b>(3,553,529)</b>	<b>149,040,876</b>
<b>Total Revenues</b>	<b>109,354,617</b>	<b>40,268,618</b>	<b>2,244,064</b>	<b>-</b>	<b>24,808,122</b>	<b>(3,553,529)</b>	<b>173,121,892</b>
<b>Expenditures:</b>							
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	-	(548,106)	31,665,982
Operations & Maintenance	8,523,627	3,674	-	-	-	2,206,912	10,734,213
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	-	-	-	-	-	7,727,017	7,727,017
Construction Work in Progress	-	-	-	-	-	55,729,788	55,729,788
Debt Service	-	-	-	-	24,434,488	(1,880,838)	22,553,650
Other Non-op Expense	-	-	-	-	8,048	203,695	211,743
<b>Total Expenditures</b>	<b>103,508,673</b>	<b>40,268,618</b>	<b>1,254,104</b>	<b>290</b>	<b>24,442,536</b>	<b>63,449,063</b>	<b>232,923,284</b>
<b>Other Financing Sources:</b>							
Transfers In/(Out)	(8,480,000)	-	-	-	-	8,480,000	-
Plant in Service	-	-	-	-	-	69,780,399	69,780,399
<b>Total Other Financing Sources</b>	<b>(8,480,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>78,260,399</b>	<b>69,780,399</b>
<b>Surplus / (Deficiency)</b>	<b>(2,634,056)</b>	<b>-</b>	<b>989,960</b>	<b>(290)</b>	<b>365,586</b>	<b>11,257,807</b>	<b>9,979,007</b>
<b>Beginning Fund Balance</b>	<b>(43,531,182)</b>	<b>-</b>	<b>1,094,224</b>	<b>1,713</b>	<b>8,173,897</b>	<b>150,847,342</b>	<b>116,585,994</b>
<b>Ending Fund Balance</b>	<b>\$ (46,165,238)</b>	<b>\$ -</b>	<b>\$ 2,084,184</b>	<b>\$ 1,423</b>	<b>\$ 8,539,483</b>	<b>\$ 162,105,149</b>	<b>\$ 126,565,001</b>

## Del Mar College

### All Funds Summary Revenue & Expenditures FY 2023 Actuals

	Operating Fund	Restricted Fund	Auxiliary Fund	Loan Fund	Debt Service Fund	Plant Fund	All Funds Total
<b>Revenues:</b>							
<b>State Funding:</b>							
Base Appropriation	\$ 17,410,064	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,410,064
Insurance	3,987,111	-	-	-	-	-	3,987,111
Retirement	3,956,642	-	-	-	-	-	3,956,642
<b>Total State Funding</b>	<b>25,353,817</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25,353,817</b>
<b>Other Revenues:</b>							
Tuition and Fees	22,380,937	-	307,848	-	-	-	22,688,785
Property Taxes	65,971,659	-	-	-	23,202,802	-	89,174,461
Federal Revenue, Non-Op	-	17,113,420	-	-	-	-	17,113,420
Federal Grants	-	4,800,930	-	-	-	-	4,800,930
State Grants	-	2,694,143	-	-	-	-	2,694,143
Local Grants	-	999,306	-	-	-	-	999,306
Auxiliary	-	-	688,505	-	-	-	688,505
Change in Fair Value of Investment	-	-	-	-	-	2,107,474	2,107,474
Miscellaneous	6,966,526	75,510	360,389	-	2,123,832	682,207	10,208,464
<b>Total Other Revenues</b>	<b>95,319,122</b>	<b>25,683,309</b>	<b>1,356,742</b>	<b>-</b>	<b>25,326,634</b>	<b>2,789,681</b>	<b>150,475,488</b>
<b>Total Revenues</b>	<b>120,672,939</b>	<b>25,683,309</b>	<b>1,356,742</b>	<b>-</b>	<b>25,326,634</b>	<b>2,789,681</b>	<b>175,829,305</b>
<b>Expenditures:</b>							
Instruction	48,426,912	-	-	-	-	-	48,426,912
Public Service	140,640	-	-	-	-	-	140,640
Academic Support	8,216,065	-	-	-	-	-	8,216,065
Student Services	7,690,557	-	-	-	-	-	7,690,557
Institutional Support	38,244,493	-	-	-	-	(942,397)	37,302,096
Operations & Maintenance	9,344,686	5,844	-	-	-	4,602,028	13,952,558
Auxiliary	-	-	1,210,035	-	-	-	1,210,035
Restricted-Scholarships	-	15,875,306	-	-	-	-	15,875,306
Restricted-Student Services	-	9,802,159	-	-	-	-	9,802,159
Depreciation	-	-	-	-	-	10,021,138	10,021,138
Construction Work in Progress	-	-	-	-	-	39,167,050	39,167,050
Debt Service	-	-	-	-	24,226,404	(1,831,786)	22,394,618
Other Non-op Expense	-	-	-	-	7,750	4,314	12,064
<b>Total Expenditures</b>	<b>112,063,353</b>	<b>25,683,309</b>	<b>1,210,035</b>	<b>-</b>	<b>24,234,154</b>	<b>51,020,347</b>	<b>214,211,198</b>
<b>Other Financing Sources:</b>							
Transfers In/(Out)	(830,000)	-	-	-	-	830,000	-
Plant in Service	-	-	-	-	-	54,221,731	54,221,731
<b>Total Other Financing Sources</b>	<b>(830,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>55,051,731</b>	<b>54,221,731</b>
<b>Surplus / (Deficiency)</b>	<b>7,779,586</b>	<b>-</b>	<b>146,707</b>	<b>-</b>	<b>1,092,480</b>	<b>6,821,065</b>	<b>15,839,838</b>
<b>Beginning Fund Balance</b>	<b>(46,165,238)</b>	<b>-</b>	<b>2,084,184</b>	<b>1,423</b>	<b>8,539,483</b>	<b>162,105,149</b>	<b>126,565,001</b>
<b>Ending Fund Balance</b>	<b>\$ (38,385,652)</b>	<b>\$ -</b>	<b>\$ 2,230,891</b>	<b>\$ 1,423</b>	<b>\$ 9,631,963</b>	<b>\$ 168,926,214</b>	<b>\$ 142,404,839</b>

## 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
<b>Revenues:</b>							
<b>State Funding:</b>							
Base Appropriation	\$ 17,359,105	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,359,105
Insurance	4,281,371	-	-	-	-	-	4,281,371
Retirement	1,871,176	-	-	-	-	-	1,871,176
<b>Total State Funding</b>	<b>23,511,652</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>23,511,652</b>
<b>Other Revenues:</b>							
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
<b>Total Other Revenues</b>	<b>91,194,416</b>	<b>-</b>	<b>1,791,541</b>	<b>-</b>	<b>24,474,388</b>	<b>-</b>	<b>117,460,345</b>
<b>Total Revenues</b>	<b>114,706,068</b>	<b>-</b>	<b>1,791,541</b>	<b>-</b>	<b>24,474,388</b>	<b>-</b>	<b>140,971,997</b>
<b>Expenditures:</b>							
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	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>114,706,068</b>	<b>-</b>	<b>1,791,541</b>	<b>-</b>	<b>24,474,388</b>	<b>-</b>	<b>140,971,997</b>
<b>Other Financing Sources:</b>							
Transfers In/(Out)	-	-	-	-	-	-	-
Plant in Service	-	-	-	-	-	-	-
<b>Total Other Financing Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Surplus / (Deficiency)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>(46,165,238)</b>	<b>-</b>	<b>2,084,184</b>	<b>1,423</b>	<b>8,539,483</b>	<b>162,105,149</b>	<b>126,565,001</b>
<b>Ending Fund Balance</b>	<b>\$ (46,165,238)</b>	<b>\$ -</b>	<b>\$ 2,084,184</b>	<b>\$ 1,423</b>	<b>\$ 8,539,483</b>	<b>\$ 162,105,149</b>	<b>\$ 126,565,001</b>

**Del Mar College**  
**All Funds Summary**  
**Revenue & Expenditures**  
**FY 2024 Budget**

	Operating Fund	Restricted Fund	Auxiliary Fund	Loan Fund	Debt Service Fund	Plant Fund	All Funds Total
<b>Revenues:</b>							
<b>State Funding:</b>							
Performance Appropriation	\$ 19,508,146	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,508,146
Fast Appropriation	1,141,503	-	-	-	-	-	1,141,503
Insurance	4,281,371	-	-	-	-	-	4,281,371
Retirement	1,966,711	-	-	-	-	-	1,966,711
<b>Total State Funding</b>	<b>26,897,731</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26,897,731</b>
<b>Other Revenues:</b>							
Tuition and Fees	22,001,701	-	337,211	-	-	-	22,338,912
Property Taxes	65,068,806	-	-	-	20,788,438	-	85,857,244
Federal Revenue, Non-Op	-	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-
State Grants	-	-	-	-	-	-	-
Local Grants	-	-	-	-	-	-	-
Auxiliary	-	-	1,188,043	-	-	-	1,188,043
Miscellaneous	1,262,144	-	300,000	-	1,952,500	-	3,514,644
<b>Total Other Revenues</b>	<b>88,332,651</b>	<b>-</b>	<b>1,825,254</b>	<b>-</b>	<b>22,740,938</b>	<b>-</b>	<b>112,898,843</b>
<b>Total Revenues</b>	<b>115,230,382</b>	<b>-</b>	<b>1,825,254</b>	<b>-</b>	<b>22,740,938</b>	<b>-</b>	<b>139,796,574</b>
<b>Expenditures:</b>							
Instruction	53,459,145	-	-	-	-	-	53,459,145
Public Service	191,174	-	-	-	-	-	191,174
Academic Support	8,168,717	-	-	-	-	-	8,168,717
Student Services	7,748,887	-	-	-	-	-	7,748,887
Institutional Support	34,701,040	-	-	-	-	-	34,701,040
Operations & Maintenance	10,961,419	-	-	-	-	-	10,961,419
Auxiliary	-	-	1,825,254	-	-	-	1,825,254
Restricted-Scholarships	-	-	-	-	-	-	-
Restricted-Student Services	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-
Construction Work in Progress	-	-	-	-	-	-	-
Debt Service	-	-	-	-	22,740,938	-	22,740,938
Other Non-op Expense	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>115,230,382</b>	<b>-</b>	<b>1,825,254</b>	<b>-</b>	<b>22,740,938</b>	<b>-</b>	<b>139,796,574</b>
<b>Other Financing Sources</b>							
Transfers In/(Out)	-	-	-	-	-	-	-
Plant in Service	-	-	-	-	-	-	-
<b>Total Other Financing Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Surplus / (Deficiency)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>(38,385,652)</b>	<b>-</b>	<b>2,230,891</b>	<b>1,423</b>	<b>9,631,963</b>	<b>168,926,214</b>	<b>142,404,839</b>
<b>Ending Fund Balance</b>	<b>\$ (38,385,652)</b>	<b>\$ -</b>	<b>\$ 2,230,891</b>	<b>\$ 1,423</b>	<b>\$ 9,631,963</b>	<b>\$ 168,926,214</b>	<b>\$ 142,404,839</b>

# Revenue & Expenditure Trends





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# Revenue and Expenditure Trends

## Operating Fund Revenues

### Revenue Trends

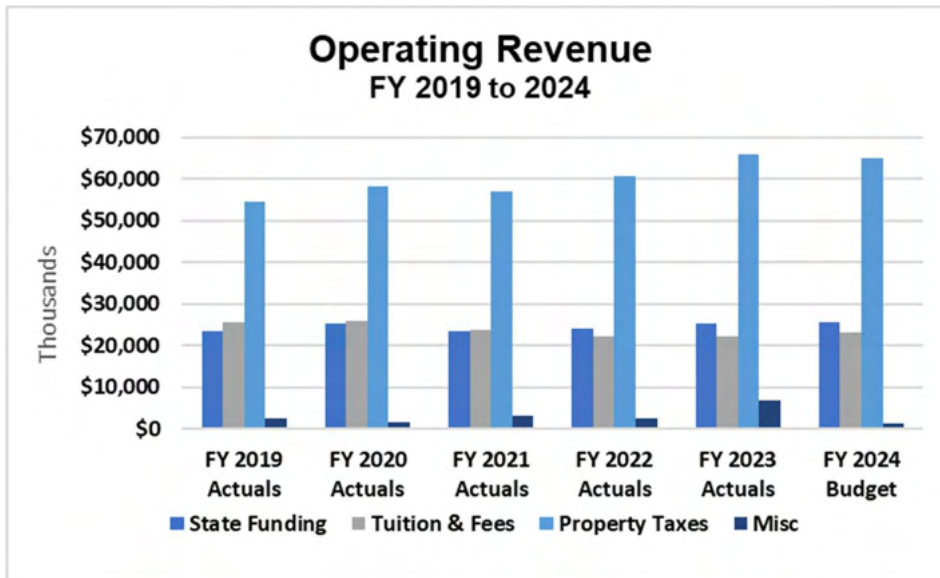
As a public institution, Del Mar College acquires its funding from three primary sources: student charges, local property taxation, and state appropriations that have a pattern of steady, stable growth. Stable revenue streams along with the sound management of financial resources ensures the financial 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 2019 to FY 2023 actuals and FY 2024 Budget:

Operating Fund Revenues Fiscal Years 2019 to 2024 (in thousands)						
Revenues	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Budget
<b>State Funding</b>						
Base Appropriation	\$ 15,908	\$ 16,554	\$ 16,483	\$ 17,359	\$ 17,410	\$ 19,508
Insurance	4,150	6,382	4,914	4,722	3,987	4,281
Retirement	3,379	2,564	2,120	2,000	3,957	1,967
<b>Total State Funding</b>	<b>23,437</b>	<b>25,500</b>	<b>23,517</b>	<b>24,081</b>	<b>25,354</b>	<b>25,756</b>
<b>Other Revenues</b>						
Tuition and Fees	25,557	25,898	23,673	22,121	22,381	23,143
Property Taxes	54,449	58,319	57,023	60,593	65,972	65,069
Miscellaneous	2,674	1,712	3,043	2,560	6,966	1,262
<b>Total Other Revenues</b>	<b>82,680</b>	<b>85,929</b>	<b>83,739</b>	<b>85,274</b>	<b>95,319</b>	<b>89,474</b>
<b>Total Revenues</b>	<b>\$ 106,117</b>	<b>\$ 111,429</b>	<b>\$ 107,256</b>	<b>\$ 109,355</b>	<b>\$ 120,673</b>	<b>\$ 115,230</b>

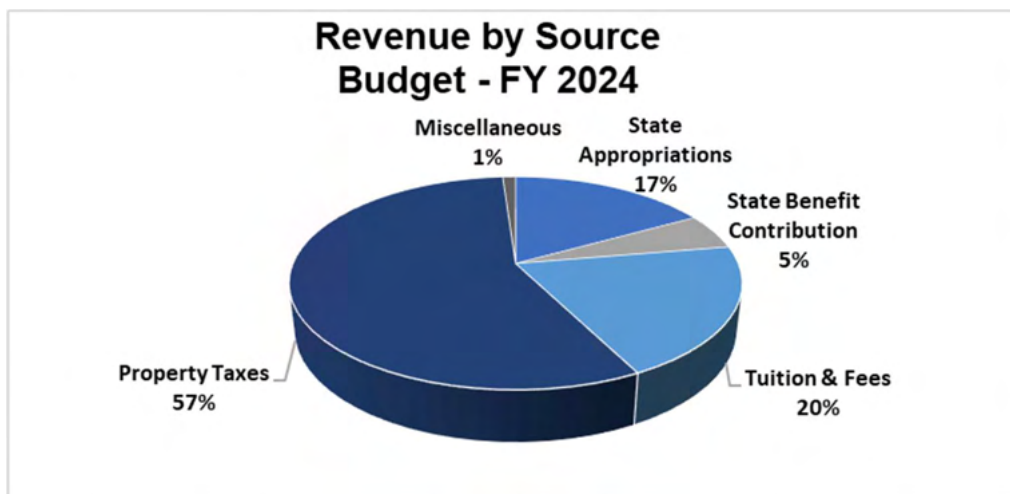
Tuition and fee revenue continues to be affected by the decline in enrollment levels that occurred after the onset of the COVID-19 pandemic and have not yet returned to pre-pandemic levels. Enrollment declined 11% in FY 2021 and 7% in FY 2022, resulting in a loss of tuition revenue of approximately \$2 million for both years. Enrollment levels for FY 2023 remained comparable to those of FY 2022. However, during this same time period, state appropriation funding and property tax revenues remained stable 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 \$8.6 million for FY 2023.

## Revenue Trends (Continued)

The College remains confident that enrollment numbers will improve with the opening of the Oso Creek Campus and the effects of the pandemic diminish. The graph below represents the historical trends of each revenue source for the FY 2019 to FY 2023 actuals and the FY 2024 Budget:



The graph below represents the percentage breakdown of each major revenue source of the total FY 2024 budgeted revenues totaling \$115,230,382:

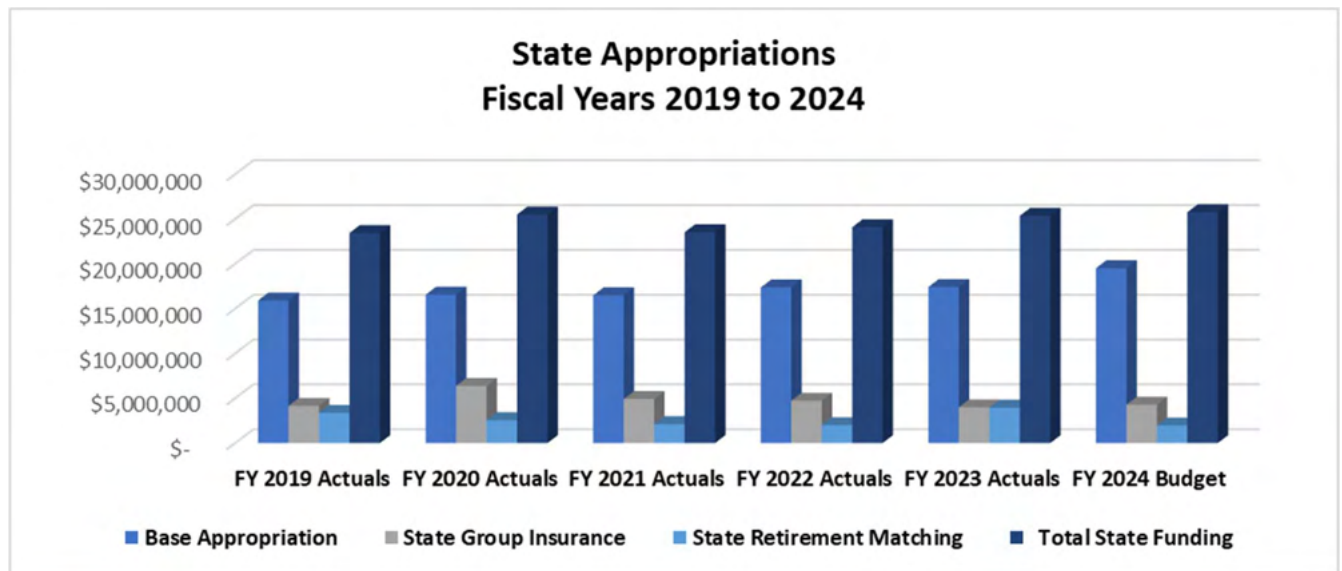


## State Appropriation Summary

State legislative appropriation funding for Texas public community colleges was reformed in 2023 with the passage of Texas Legislature House Bill 8, the community college finance bill. House Bill 8 brought about a significant change in the funding methodology for community colleges moving from a funding model that was based primarily on students' time in class to a performance-based funding system that aims to align state appropriations with specific performance metrics and outcomes.

State appropriation funding includes base appropriations, insurance contributions and retirement contributions. With the passage of House Bill 8, the base appropriation funding is now based on the new modern and dynamic outcomes-based formula that includes the number of high school students who complete sequences of dual credit courses; community college students who transfer successfully to four-year universities; and students who earn credentials of value which offer purpose in the economy, value in the labor market, and meaningful opportunities for good jobs and rewarding careers. State funding amounts are appropriated to each college during the State's Biennial Legislative Sessions.

The chart below illustrates the stable funding trends of historic and budgeted amounts for the fiscal years 2019 to 2024:



## Tuition and Fees Revenue Summary

### Tuition & Fees

Student tuition and fee revenues make up approximately 20.1% of the total budgeted operating revenue for FY 2024. 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 2019 to FY 2024:

Tuition & Fees Schedule Based on 12 Semester Credit Hours for FY 2019 to FY 2024									
<u>Fall of</u>	<u>In-District Tuition</u>	<u>Out-District Tuition</u>	<u>Fees</u>	<u>In-District Tuition &amp; Fees</u>	<u>% inc from prior year</u>	<u>Out-District Tuition &amp; Fees</u>	<u>% inc from prior year</u>		
2024	\$ 73	\$ 123	\$ 121	\$ 1,393	2%	\$ 1,993	1%		
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%		

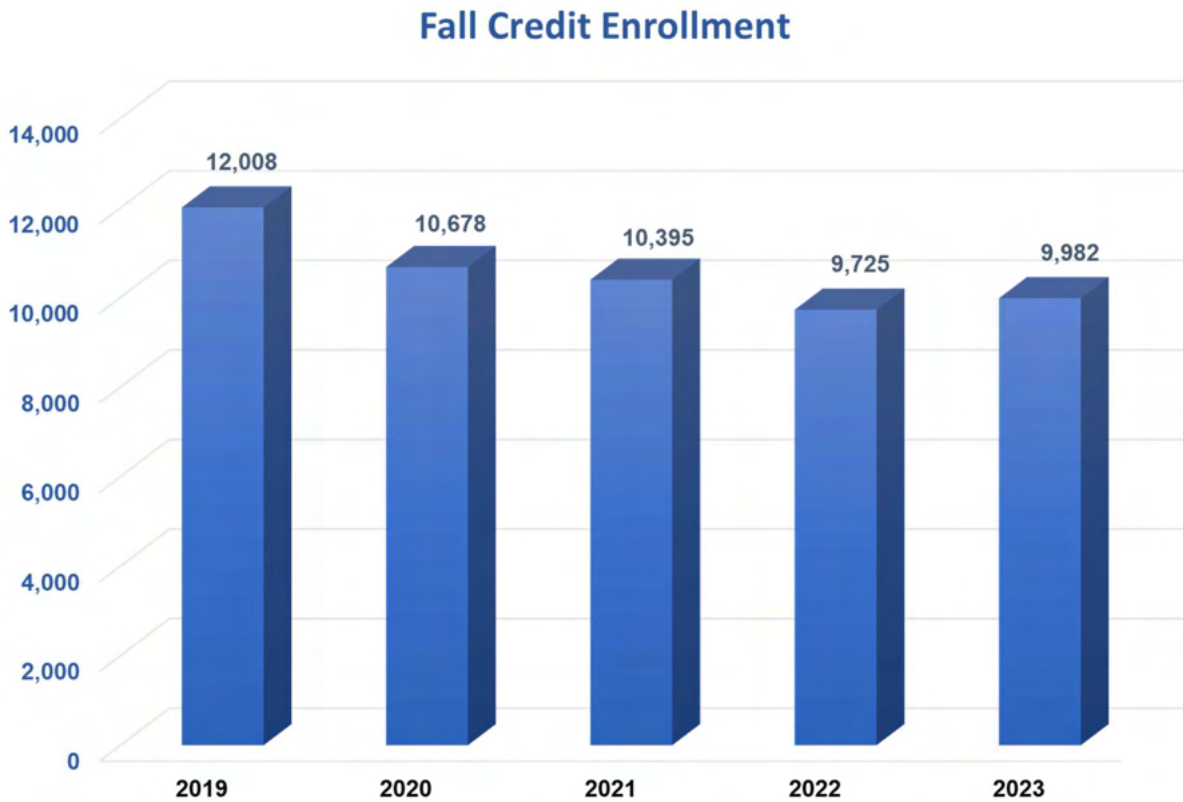
### Tuition Discounts

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

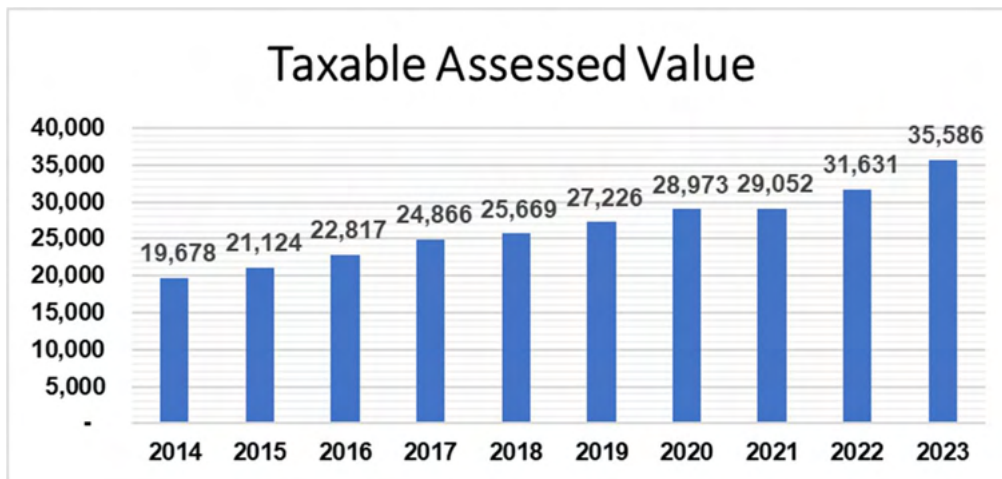
Tuition and fee revenues are budgeted based on enrollment projections developed by the College's Institutional Research department and approved by the Board of Regents. The chart below illustrates the stable student enrollment growth trend prior to the COVID-19 pandemic, the decline in enrollment that occurred after the onset of the pandemic, and has not yet returned to pre-pandemic levels. Enrollment declined 11% in FY 2021 and 7% in FY 2022, resulting in a loss of tuition revenue of approximately \$2 million for both years. Enrollment levels for FY 2023 increased 2.6% compared to those of FY 2022. The College remains confident that enrollment numbers will improve with the opening of the Oso Creek Campus and the effects of the pandemic diminish.



## 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 2014 to FY 2023.

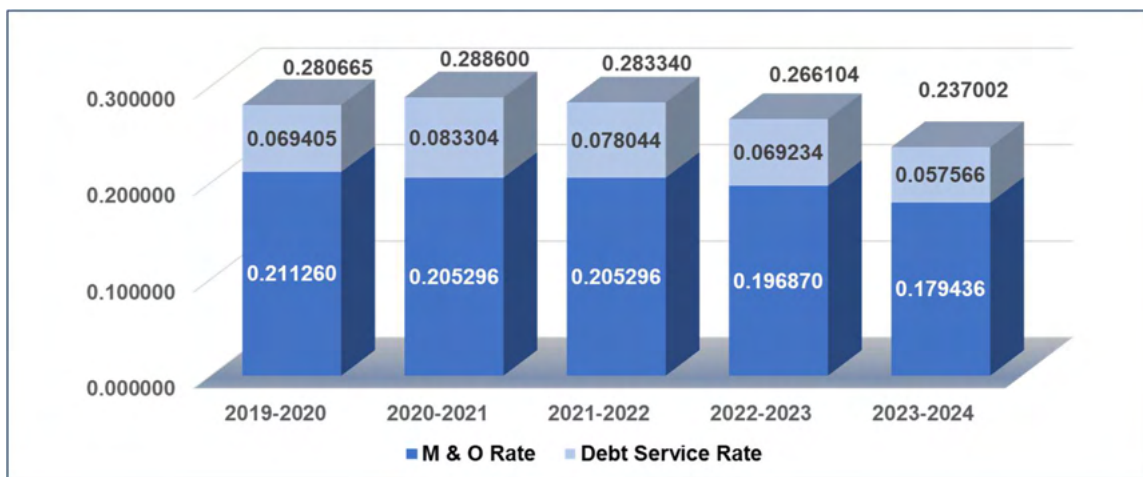


The combination of steadily increasing taxable assessed property tax values along with the conservative increases to property tax rates has resulted in a sound and stable property tax base that has consistently grown over the ten years. Property Tax collections have risen steadily between fiscal years 2014 and 2023. Maintenance and operations tax collections increased by \$5.5 million in FY 2023 due to a 12.5% increase in property tax values.

## Property Tax Valuations and Rates (Continued)

The most recent property tax rate was approved by the Board of Regents on August 23, 2023. A significant increase in the taxable assessed property value for two industrial entities located in the College’s district resulted in the 10.9% decrease of the total assessed tax rate from \$0.266104 in the prior year to \$0.237002 per \$100.00 property valuation for FY 2024. The maintenance and operations tax rate portion of the total tax rate decreased 8.9% from the prior year to \$0.179436 per \$100 property valuation. The debt service tax rate portion decreased 16.9% from the prior year to \$0.057566 per \$100 property valuation due to a lower debt service requirement for FY 2024. The following charts reflect the trends in the components of the total property tax rates for fiscal years 2019 to 2024:

Adopted Assessed Tax Rate for FY 2018 to FY 2023			
<u>Fiscal Year</u>	<u>M &amp; O</u>	<u>Debt Service</u>	<u>Total Assessed</u>
2023-2024	0.179436	0.057566	0.237002
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



## 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 growth to support the pre-COVID enrollment growth during fiscal years 2019 to 2020. After the onset of the COVID-19 pandemic, operating expenditures trended slightly downward for FY 2021 as enrollment declined. As the pandemic came to an end, the level of operating expenditures returned to an upward trend as the campus re-opened for FY 2022 and 2023. The level of operating expenditures were adjusted upward for the FY 2024 budget as the College expects increases to operational costs such as property insurance premiums and utility expenses associated with renovated buildings on the Heritage Campus becoming operational in FY 2024.

Operating Fund Expenditures by Function Fiscal Years 2019 to 2024 (in thousands)						
	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Budget
Instruction	\$ 46,135	\$ 46,299	\$ 45,482	\$ 47,638	\$ 48,427	\$ 53,459
Public Support	150	90	146	119	141	191
Academic Support	6,903	6,985	6,929	7,834	8,216	8,169
Student Services	7,116	7,255	6,802	7,180	7,690	7,749
Institutional Support	29,399	31,111	29,736	32,214	38,244	34,701
Operations & Maintenance	9,077	8,061	7,332	8,524	9,345	10,961
<b>Total Expenditures</b>	<b>\$ 98,780</b>	<b>\$ 99,801</b>	<b>\$ 96,427</b>	<b>\$ 103,509</b>	<b>\$ 112,063</b>	<b>\$ 115,230</b>

### 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 2019 to 2020. The levels of instructional expenditures follow the same trend as the overall operational expenditures for FY 2021 to 2023 actuals and FY 2024 budget.



## **Expenditure Trends (Continued)**

### **Institutional Support**

Institutional Support is the second largest component of expenditures making up an average of 31.2% of total expenditures. This function includes costs for 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. Operation and maintenance expenses follow the same trend as the overall operational expenditures for FY 2019 to 2023 actuals and FY 2024 budget.

### **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 2019 to FY 2024. 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 2019 to 2024 (in thousands)						
	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Budget
Salaries & Benefits	\$ 72,369	\$ 76,814	\$ 74,286	\$ 76,269	\$ 80,760	\$ 84,016
Supplies & Materials	2,795	2,325	2,661	3,340	2,622	3,497
Maintenance & Repairs	1,447	1,458	1,237	1,475	1,698	1,783
Equipment	4,681	949	701	995	1,077	777
Student Recruiting & Marketing	1,000	1,022	1,096	1,503	1,225	1,140
Contracted Services	4,317	3,993	3,738	4,867	6,411	4,856
Computer Software, Hardware, Licensing	2,808	3,334	3,532	4,083	4,115	3,612
Security	964	1,057	989	1,465	1,657	1,868
Utilities & Telephone	3,051	3,240	2,831	2,965	2,996	3,062
Insurance	1,329	2,174	2,202	2,795	4,242	4,805
Tuition Bond Transfer Out	1,951	1,951	1,951	1,955	1,956	1,953
Other Charges	2,068	1,484	1,203	1,797	3,304	2,133
Contingencies	-	-	-	-	-	1,728
<b>Total Expenditures</b>	<b>\$ 98,780</b>	<b>\$ 99,801</b>	<b>\$ 96,427</b>	<b>\$ 103,509</b>	<b>\$ 112,063</b>	<b>\$ 115,230</b>

### Salaries & Benefits

Salaries and benefits are the largest category of expenditures on an object category basis, making up on an average of 74% for fiscal years 2019 to 2024. Salaries and benefits have increased an average of 2% during the fiscal years 2019 to 2024 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.

## **Expenditure Trends (Continued)**

### **Operating Expenses**

Operating expenses are all other expenses other than salary and benefits. Actual operating expenses decreased from FY 2019 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, Windward and Oso Creek campuses. As the pandemic came to an end, the level of operating expenses returned to an upward trend as the campus re-opened for FY 2022 and 2023. The level of operating expenses were adjusted upward for the FY 2024 budget as the College expects increases to operational costs such as property insurance premiums and utility expenses associated with renovated buildings on the Heritage Campus becoming operational in FY 2024.

# 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 2019 to 2020. After the onset of the COVID-19 pandemic, revenues and expenditures trended downward as enrollment declined. As the pandemic came to an end, the level of expenses returned to an upward trend as the campus re-opened for FY 2022 and 2023. FY 2024 budget was adjusted upward as the College expects enrollment to continue to improve and plan for additional auxiliary services to be offered on the College's Oso Creek Campus.

<b>Auxiliary Fund Revenue &amp; Expenditures Fiscal Years 2019 to 2024</b>						
	<b>FY 2019 Actuals</b>	<b>FY 2020 Actuals</b>	<b>FY 2021 Actuals</b>	<b>FY 2022 Actuals</b>	<b>FY 2023 Actuals</b>	<b>FY 2024 Budget</b>
<b>Revenues</b>						
Childcare Center	\$ 267,175	\$ 177,328	\$ 103,261	\$ 177,608	\$ 122,525	\$ 361,371
College Bookstore	570,136	466,715	245,332	558,333	400,691	334,000
Dental Hygiene Clinical Board	5,000	-	-	3,925	3,325	3,000
Event Services	50,578	3,594	2,690	29,524	24,297	27,000
Food/Dining Services	645,944	337,431	195,992	1,083,416	423,555	697,407
Student Activities	350,387	355,139	320,748	293,980	280,517	317,211
Vending Machines	78,640	70,046	44,227	75,116	60,151	75,000
Other	57,613	23,862	8,791	22,162	41,681	10,265
<b>Total Revenues</b>	<b>2,025,473</b>	<b>1,434,115</b>	<b>921,041</b>	<b>2,244,064</b>	<b>1,356,742</b>	<b>1,825,254</b>
<b>Expenditures</b>						
Childcare Center	335,428	292,476	284,324	226,809	257,832	361,371
College Bookstore	10,529	13,208	15,856	16,400	14,822	334,000
Dental Hygiene Clinical Board	6,253	-	-	3,102	2,236	3,000
Event Services	27,602	5,681	4,578	6,950	13,729	27,000
Food/Dining Services	785,588	583,989	444,435	673,413	817,870	697,407
Intramural Sports	21,591	21,037	8,633	14,975	16,225	17,071
Student Activities	39,122	668,682	265,880	301,162	41,272	300,140
Other	7,108	1,598	49,330	11,293	46,049	85,265
<b>Total Expenditures</b>	<b>1,233,221</b>	<b>1,586,671</b>	<b>1,073,036</b>	<b>1,254,104</b>	<b>1,210,035</b>	<b>1,825,254</b>
<b>Total Net Surplus/(Deficit)</b>	<b>\$ 792,252</b>	<b>\$ (152,556)</b>	<b>\$ (151,995)</b>	<b>\$ 989,960</b>	<b>\$ 146,707</b>	<b>\$ -</b>

## Auxiliary Fund Revenue & Expenditures (Continued)

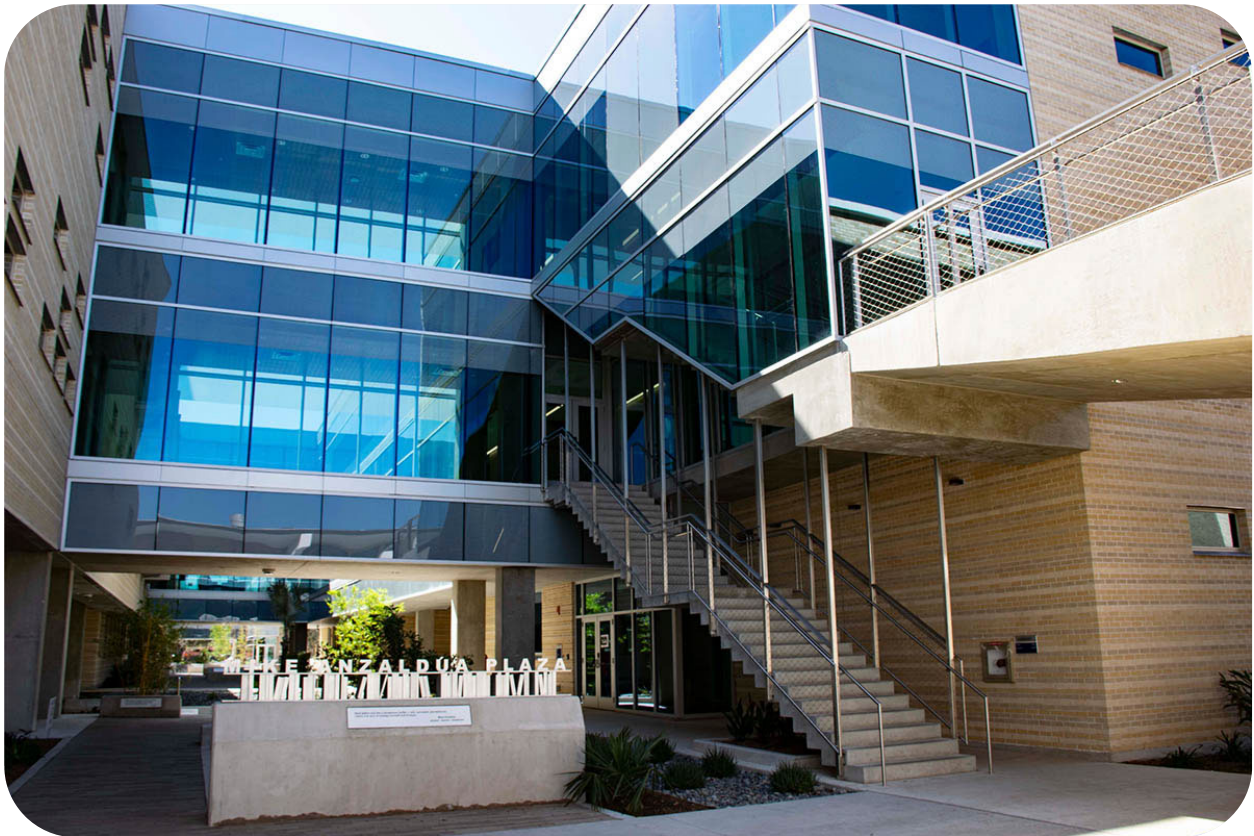
Auxiliary expenditures are primarily salaries, benefits, and other non-salary expenses related to the Childcare Center, Campus Dining and the College Bookstore. The chart below includes actual expenditures by object category for fiscal years 2019 to 2023 and budgeted expenditures for FY 2024:

<b>Auxiliary Fund Expenditures by Object Category Fiscal Years 2019 to 2024</b>						
	<u>FY 2019</u> <u>Actuals</u>	<u>FY 2020</u> <u>Actuals</u>	<u>FY 2021</u> <u>Actuals</u>	<u>FY 2022</u> <u>Actuals</u>	<u>FY 2023</u> <u>Actuals</u>	<u>FY 2024</u> <u>Budget</u>
Salaries & Benefits	\$ 722,181	\$ 650,465	\$ 615,492	\$ 602,034	\$ 715,623	\$ 776,599
Supplies & Materials	376,637	212,091	150,581	281,991	346,716	275,055
Maintenance & Repairs	4,849	3,771	21,496	20,232	11,026	16,000
Equipment	5,363	-	-	-	-	-
Student Recruiting & Marketing	-	-	1,989	2,582	1,180	-
Contracted Services	58,338	35,716	11,344	47,285	48,643	62,800
Computer Software, Hardware, Licensing	481	483	1,474	954	1,546	2,600
Utilities & Telephone	3,039	3,027	3,385	1,311	1,824	2,450
Other Charges	62,333	681,118	267,275	297,715	83,477	689,750
<b>Total Expenditures</b>	<b>\$ 1,233,221</b>	<b>\$ 1,586,671</b>	<b>\$ 1,073,036</b>	<b>\$ 1,254,104</b>	<b>\$ 1,210,035</b>	<b>\$ 1,825,254</b>



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# Long-Term Financial Planning





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# Long-Term Financial Forecast

## FY 2024 to 2028

### Financial Forecast Summary – FY 2024 to 2028

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.

The basic assumptions used to develop the forecast for each year FY 2024 to FY 2028 are as follows:

### Revenue Assumptions

#### Tuition & Fees

- Tuition and fee revenue continues to be impacted by lower levels of enrollment that occurred after the onset of the COVID-19 pandemic and has not yet returned to pre-pandemic levels. However, the College remains confident that enrollment numbers will improve with the additional enrollment related to the opening of the Oso Creek Campus and the effects of the pandemic diminish. Therefore, this forecast assumes enrollment growth of 1% per year over the five-year period FY 2024 to FY 2028.

## Long-Term Financial Forecast (Continued)

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### Tuition & Fees – (continued)

- Assume tuition and fee rate increases of \$2 per semester credit hour for FY 2025 and \$1 per semester credit hour per year from FY 2026 to FY 2028 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.
- State appropriation funding was reformed in 2023 with the passage of Texas Legislature House Bill 8, the community college finance bill. House Bill 8 brought about a significant change in the funding methodology moving from a funding model that was based primarily on students’ time in class to a performance-based funding system that aims to align state appropriations with specific performance metrics and outcomes.
- With the passage of House Bill 8, the base appropriation funding is now based on the new modern and dynamic outcomes-based formula that includes the number of high school students who complete sequences of dual credit courses; community college students who transfer successfully to four-year universities; and students who earn credentials of value which offer purpose in the economy, value in the labor market, and meaningful opportunities for good jobs and rewarding careers.
- As a result of the changes in the funding methodology, Texas community college leaders and the Texas Higher Education Coordinating Board will be implementing changes in data reporting requirements and additional data requests related to workforce credentials during FY 2024 and FY 2025.
- Until the new funding model changes are fully implemented and the structure of the new model is understood by community college’s institutional leaders, the revenue forecast will assume the College will maintain the FY 2024 levels of state funding with only slight increases for the retirement portion of state appropriations.

## **Long-Term Financial Forecast (Continued)**

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### **Property Taxes**

- Assumes a 5% market valuation growth, increasing property tax rate to just below the 8% increase allowed and reducing collections for the current valuation protests by industries.
- The overall tax rate will decline from FY 2024 to FY 2028 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 2025 to 2028.
- Benefits will increase in relation to level of salaries.

#### **Other Operating Expenses**

- Increases of approximately 8% from FY 2024 to FY 2025 and an average of 6% for FY 2026 to 2028 for non-salary expenses to accommodate expected rates of inflation and other types of cost increases.

**Del Mar College  
Operating Fund  
Financial Forecast  
for FY2024 to FY 2028**

	FY 2024 Budget	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast	FY 2028 Forecast
<b>Revenues</b>					
<b>State Funding</b>					
Performance Appropriation	\$ 19,508,146	\$ 19,508,146	\$ 19,508,146	\$ 19,508,146	\$ 19,508,146
Fast Appropriation	1,141,503	1,147,375	1,147,375	1,147,375	1,147,375
Insurance	4,281,371	4,281,371	4,281,371	4,281,371	4,281,371
Retirement	1,966,711	2,201,348	2,293,433	2,408,105	2,528,620
<b>Total State Funding</b>	<b>26,897,731</b>	<b>27,138,240</b>	<b>27,230,325</b>	<b>27,344,997</b>	<b>27,465,512</b>
<b>Other Revenues</b>					
Tuition and Fees	22,001,701	21,526,155	21,718,493	21,912,191	22,108,912
Property Taxes	65,068,806	68,217,583	71,049,285	74,763,726	78,586,672
Miscellaneous	1,262,144	2,000,000	2,000,000	2,000,000	2,000,000
<b>Total Other Revenues</b>	<b>88,332,651</b>	<b>91,743,738</b>	<b>94,767,778</b>	<b>98,675,917</b>	<b>102,695,584</b>
<b>Total Revenues</b>	<b>115,230,382</b>	<b>118,881,978</b>	<b>121,998,103</b>	<b>126,020,914</b>	<b>130,161,096</b>
<b>Expenditures</b>					
<b>Salaries &amp; Benefits</b>					
Faculty Salaries	33,593,394	34,265,262	34,950,567	35,649,578	36,362,570
Exempt	17,113,487	17,455,757	17,804,872	18,160,969	18,524,189
Non-Exempt	12,821,217	13,077,641	13,339,194	13,605,978	13,878,098
Benefits	20,487,813	20,735,571	21,150,283	21,573,288	22,004,754
<b>Total Salaries &amp; Benefits</b>	<b>84,015,911</b>	<b>85,534,231</b>	<b>87,244,916</b>	<b>88,989,813</b>	<b>90,769,611</b>
<b>Non-Salary</b>					
Other Operating	27,533,515	29,613,517	30,972,465	33,189,287	35,486,069
Bond Payment	1,952,500	1,951,000	1,950,750	1,951,500	1,953,000
Contingency	1,728,456	1,783,230	1,829,972	1,890,314	1,952,416
<b>Total Non-Salary</b>	<b>31,214,471</b>	<b>33,347,747</b>	<b>34,753,187</b>	<b>37,031,101</b>	<b>39,391,485</b>
<b>Total Expenditures</b>	<b>115,230,382</b>	<b>118,881,978</b>	<b>121,998,103</b>	<b>126,020,914</b>	<b>130,161,096</b>
<b>Net Revenue/Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Net Position	(38,385,652)	(38,385,652)	(38,385,652)	(38,385,652)	(38,385,652)
<b>Ending Net Position</b>	<b>\$ (38,385,652)</b>	<b>\$ (38,385,652)</b>	<b>\$ (38,385,652)</b>	<b>\$ (38,385,652)</b>	<b>\$ (38,385,652)</b>

**Del Mar College  
Debt Service Fund  
Financial Forecast  
for FY2024 to FY 2028**

	FY 2024 Budget	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast	FY 2028 Forecast
<b><u>Revenues</u></b>					
Debt Service Property Taxes	20,788,438	20,792,187	20,622,388	16,769,487	16,765,987
<b>Total Revenues</b>	<b>20,788,438</b>	<b>20,792,187</b>	<b>20,622,388</b>	<b>16,769,487</b>	<b>16,765,987</b>
<b><u>Expenditures</u></b>					
Bond Payment	22,740,938	22,743,187	22,573,138	18,720,987	18,718,987
<b>Total Expenditures</b>	<b>22,740,938</b>	<b>22,743,187</b>	<b>22,573,138</b>	<b>18,720,987</b>	<b>18,718,987</b>
<b><u>Other Financing Source</u></b>					
Transfer in from Operating Fund	1,952,500	1,951,000	1,950,750	1,951,500	1,953,000
<b>Total Other Financing Source</b>	<b>1,952,500</b>	<b>1,951,000</b>	<b>1,950,750</b>	<b>1,951,500</b>	<b>1,953,000</b>
<b>Net Revenue/Expenditures</b>	-	-	-	-	-
Beginning Net Position	9,631,963	9,631,963	9,631,963	9,631,963	9,631,963
<b>Ending Net Position</b>	<b>\$ 9,631,963</b>	<b>\$ 9,631,963</b>	<b>\$ 9,631,963</b>	<b>\$ 9,631,963</b>	<b>\$ 9,631,963</b>

**Del Mar College  
Auxiliary Fund  
Financial Forecast  
for FY2024 to FY 2028**

	FY 2024 Budget	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast	FY 2028 Forecast
<b><u>Revenues</u></b>					
Tuition & Fees	317,211	323,555	330,026	336,627	343,360
Food Service	697,407	711,355	725,582	740,094	754,896
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	343,265	350,130	357,133	364,276	371,562
<b>Total Revenues</b>	<b>1,825,254</b>	<b>1,861,758</b>	<b>1,898,993</b>	<b>1,936,974</b>	<b>1,975,715</b>
<b><u>Expenditures</u></b>					
Salaries & Benefits	776,599	792,131	807,974	824,133	840,616
Other Operating	1,048,655	1,069,627	1,091,019	1,112,841	1,135,099
<b>Total Expenditures</b>	<b>1,825,254</b>	<b>1,861,758</b>	<b>1,898,993</b>	<b>1,936,974</b>	<b>1,975,715</b>
<b>Net Revenue/Expenditures</b>	-	-	-	-	-
Beginning Net Position	2,230,891	2,230,891	2,230,891	2,230,891	2,230,891
<b>Ending Net Position</b>	<b>\$ 2,230,891</b>	<b>\$ 2,230,891</b>	<b>\$ 2,230,891</b>	<b>\$ 2,230,891</b>	<b>\$ 2,230,891</b>

# 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. Construction of four buildings was completed in late 2022 and the campus became fully operational in January 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:

<b><u>Asset</u></b>	<b><u>Useful Life</u></b>
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 2023**

The following pages include the capital project actual expenditures compared to budget for the 2014 and 2016 Bond program projects as of August 31, 2023.

**Del Mar College**  
**Capital Projects - 2014 Bonds**

**Heritage and Windward Campuses**  
**Expenditures vs Budget**  
at August 31, 2023

Description	Estimated Complete									Expenditure		Remaining
	Date	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Totals	Budget	Budget
<b>Completed Projects:</b>												
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	2,999,563	-
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	24,407	58,589,447	58,539,593	(49,854)
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	-
Workforce/Pilot Plant	FY2021	-	-	-	-	396,551	18,735	-	-	415,286	1,016,867	601,581
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
<b>Total Completed Projects</b>		<b>4,571,852</b>	<b>7,119,369</b>	<b>32,174,241</b>	<b>38,817,821</b>	<b>12,966,596</b>	<b>1,155,309</b>	<b>454,410</b>	<b>24,407</b>	<b>97,284,005</b>	<b>97,978,478</b>	<b>694,473</b>
<b>Current/Future Projects:</b>												
General Expenses	FY2024	-	-	-	-	42,776	24,693	72,183	12,105	151,757	-	(151,757)
Re-Roofing Projects	FY2023	123,021	156	4,400	-	2,334	319,978	6,887,637	1,375,426	8,712,952	7,700,000	(1,012,952)
Heldenfels Renovation	FY2023	1,326	9,870	-	-	-	5,000	567,771	-	583,967	6,000,000	5,416,033
Fine Arts/Music Renovation	FY2024	1,439	12,557	-	(13,996)	-	555,591	4,430,885	3,917,342	8,903,818	9,000,000	96,182
Memorial Renovation	FY2024	-	-	-	-	6,315	62,247	481,449	3,218,157	3,768,168	5,000,000	1,231,832
Harvin Center Renovation	FY2024	-	1,525	-	-	-	137,968	1,051,938	225,514	1,416,945	7,253,900	5,836,955
White Library Renovation	FY2024	-	177,245	14,300	-	(3,035)	1,219,526	3,427,595	13,662,121	18,497,752	23,567,469	5,069,717
Campus Edge - Heritage	FY2023	-	-	-	-	-	57,000	128,350	49,233	234,583	1,523,448	1,288,865
Campus Edge - Windward	FY2023	-	3,450	-	5,869	-	57,000	118,718	89,790	274,827	940,000	665,173
General Purpose Renovation	FY2023	-	-	-	-	-	62,730	381,500	-	444,230	359,100	(85,130)
DMC Police Station	FY2023	-	-	-	-	-	447,537	2,071,831	1,099,467	3,618,835	2,948,680	(670,155)
Facilities Planning & Assessment	FY2024	-	-	-	-	-	-	179,730	108,115	287,845	600,000	312,155
CED Board Room	FY2023	-	-	-	-	-	76,774	354,710	572,162	1,003,646	400,000	(603,646)
Central Plant - Windward Campus	FY2024	-	-	-	-	-	-	-	1,902,740	1,902,740	1,984,797	82,057
Windward Road Improvement	FY2023	-	-	-	-	-	-	231,604	11,508	243,112	-	(243,112)
District Wide Art Project	FY2024	-	-	-	-	-	-	18,748	54,329	73,077	-	(73,077)
<b>Total Current/Future Projects</b>		<b>125,786</b>	<b>204,803</b>	<b>18,700</b>	<b>(8,127)</b>	<b>48,390</b>	<b>3,026,044</b>	<b>20,404,649</b>	<b>26,298,009</b>	<b>50,118,254</b>	<b>67,277,394</b>	<b>17,159,140</b>
<b>Total Projects</b>		<b>4,697,638</b>	<b>7,324,172</b>	<b>32,192,941</b>	<b>38,809,694</b>	<b>13,014,986</b>	<b>4,181,353</b>	<b>20,859,059</b>	<b>26,322,416</b>	<b>147,402,259</b>	<b>165,255,872</b>	<b>17,853,613</b>

**Del Mar College**  
**Capital Projects - 2016 Bonds**

**Oso Creek Campus**  
**Expenditures vs Budget**  
at August 31, 2023

<u>Project Description</u>	<u>Completion Date</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>Expenditure Totals</u>	<u>Budget</u>	<u>Over/(Under) Budget</u>
Design, Administration & Fees	FY2023	108,847	5,475,344	3,652,065	1,756,685	2,305,760	289,326	13,588,027	14,588,485	(1,000,458)
Central Plant	FY2023	-	-	6,709,638	1,469,997	905,219	524,885	9,609,739	9,407,377	202,362
STEM, Main & Culinary Buildings	FY2023	-	-	25,323,811	56,495,360	30,899,795	6,696,427	119,415,393	118,596,188	819,205
<b>Total Current/Future Projects</b>		<b>108,847</b>	<b>5,475,344</b>	<b>35,685,514</b>	<b>59,722,042</b>	<b>34,110,774</b>	<b>7,510,638</b>	<b>142,613,159</b>	<b>142,592,050</b>	<b>21,109</b>

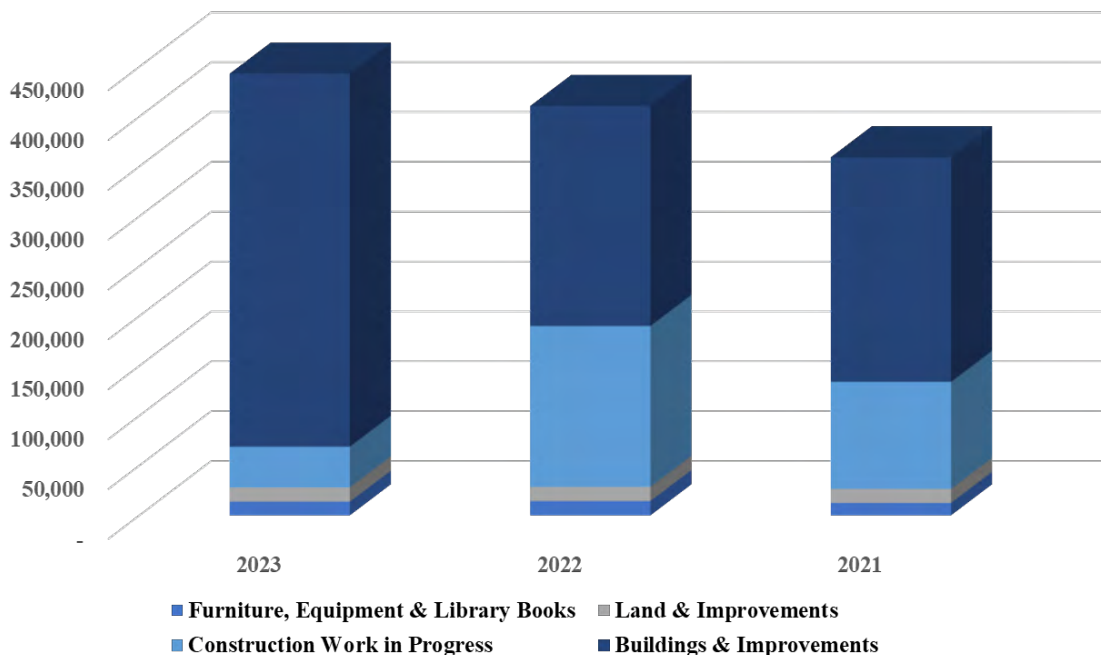
## Capital Assets

The College had \$443 million, \$411 million, and \$359 million invested in capital assets for fiscal years 2023, 2022 and 2021, respectively. Capital Assets are net of accumulated depreciation of \$129 million, \$120 million and \$116 million for fiscal years 2023, 2022 and 2021, respectively. Depreciation charges totaled \$10 million, \$7.7 million and \$6.6 million for fiscal years 2023, 2022 and 2021, respectively.

### Capital Assets (Net of Depreciation) Years Ended August 31, 2023 through 2021

	(In Thousands)		
	2023	2022	2021
Land	\$ 12,649	\$ 12,649	\$ 12,649
Construction in Progress	40,860	161,412	107,365
Buildings and Improvements	374,212	220,693	225,377
Land Improvements	1,669	1,556	1,341
Library Books	711	659	634
Equipment	11,033	11,843	11,697
Right-to-use Leased Equipment	209	122	176
Right-to-use Subscription Assets	1,758	1,752	-
<b>Net capital assets</b>	<b>\$ 443,101</b>	<b>\$ 410,686</b>	<b>\$ 359,239</b>

### Capital Asset Comparison Fiscal Years 2023, 2022 and 2021 (in Thousands)





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# Debt Administration





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# 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.

## **Debt Administration (Continued)**

### **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 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 2023, 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:

<b>Bonds Outstanding as of August 31, 2023</b>				
<b>Bond Type</b>	<b>Series</b>	<b>Year of Maturity</b>	<b>Interest Rates</b>	<b>Principal Amount Outstanding</b>
Limited Tax Refunding	2013	2025	2% to 3%	\$ 7,345,000
Limited Tax Refunding & Improvement	2015	2040	2% to 5%	9,880,000
Combined Fee Revenue Refunding Bonds	2016	2028	4% to 5%	8,450,000
Limited Tax	2016	2046	2% to 5%	58,665,000
Limited Tax	2017	2037	2% to 4%	6,860,000
Limited Tax	2018A	2048	4% to 5%	41,000,000
Limited Tax	2018B	2048	4% to 5%	53,200,000
Limited Tax	2020A	2045	3% to 5%	22,150,000
Limited Tax	2020B	2045	4% to 5%	56,285,000
<b>Total Bonds Outstanding</b>				<b>\$ 263,835,000</b>

## **Bonds Outstanding (Continued)**

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

- 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, 2023 and 2022 is \$7,345,000 and \$7,375,000
  - 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, 2023 and 2022 is \$0 and \$1,330,000
  - 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, 2023 and 2022 is \$9,880,000 and \$11,875,000
  - 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, 2023 and 2022 is \$8,450,000 and \$9,910,000
  - 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, 2023 and 2022 is \$58,665,000 and \$60,120,000
  - 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 1, 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, 2023 and 2022 is \$6,860,000 and \$7,225,000
  - 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, 2023 and 2022 is \$41,000,000 and \$41,885,000
  - 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, 2023 and 2022 is \$53,200,000 and \$54,305,000
  - 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, 2023 and 2022 is \$22,150,000 and \$22,150,000
  - Bond payable installments vary from \$857,800 to \$1,467,300 with interest rates at 3% to 5%, and with the final installment due in 2045

## Bonds 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, 2023 and 2022 is \$56,285,000 and \$56,285,000
  - Bond payable installments vary from \$2,490,450 to \$3,994,950 with interest rates at 4% to 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, 2023 and 2022 is \$0 and \$4,230,000
  - 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
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	7,670,000	9,095,987	1,860,000	93,000
2029-2033	44,330,000	39,500,988	-	-
2034-2038	54,440,000	28,759,707	-	-
2039-2043	61,730,000	17,399,294	-	-
2044-2048	48,930,000	5,245,600	-	-
<b>Total</b>	<b>\$ 255,385,000</b>	<b>\$ 140,689,076</b>	<b>\$ 8,450,000</b>	<b>\$ 1,308,750</b>



# Departmental Goals & Objectives





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# Positions by Department

## Salary Expenditure Budgets

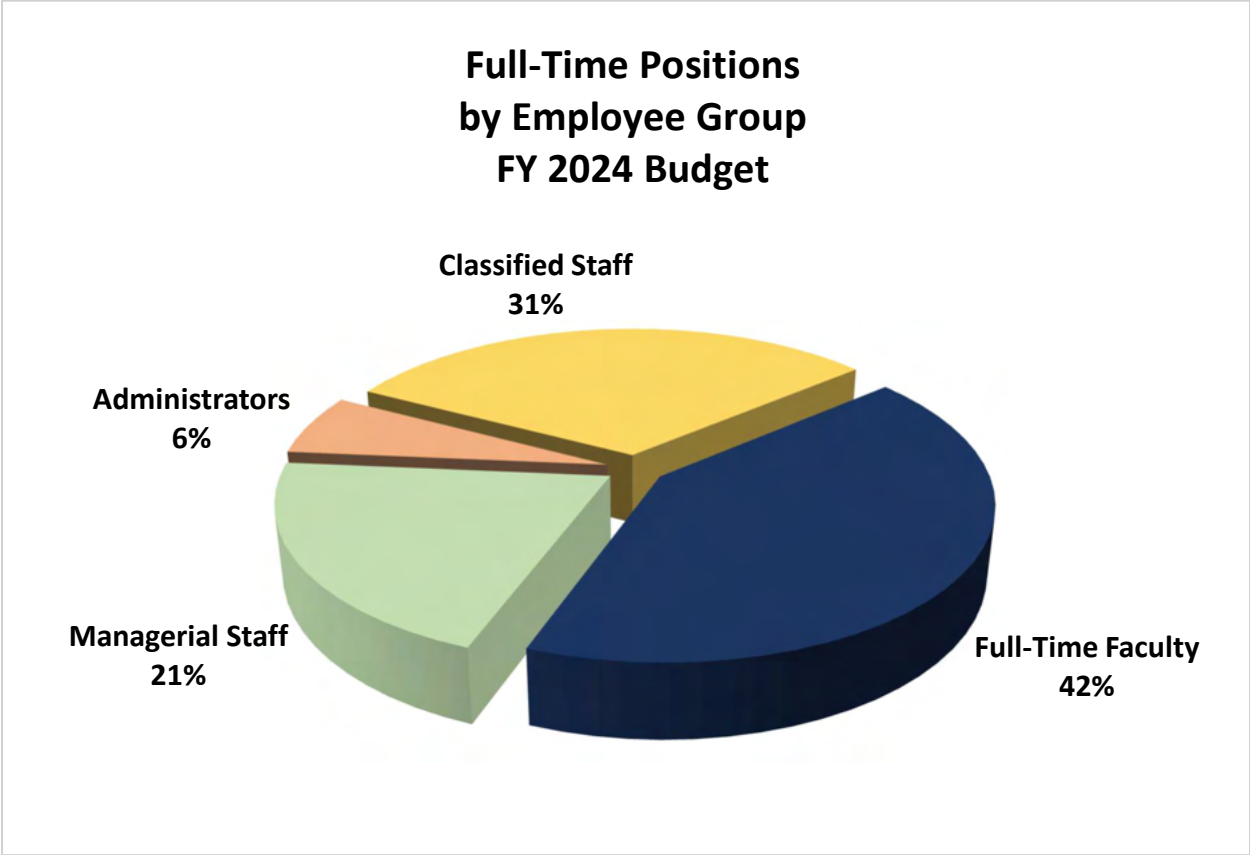
The salary expenditure portion of the annual operating budget consists of the total salaries for all approved full-time positions. The following chart provides the number of full-time equivalent positions by department and employee group for the three-year period FY 2022 to FY 2024:

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

Employee Groups	Actual FY 2022	Budget FY 2023	Budget FY 2024	FY24 to FY23 Net Change
<b>Administrators:</b>				
Administrative Affairs	8	9	9	0
Facilities	3	3	3	0
Finance	6	6	6	0
General Counsel	1	2	2	0
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	2	1
Chief Academic Officer	10	12	11	-1
Workforce	7	7	7	0
<b>Administrators Total</b>	<b>50</b>	<b>54</b>	<b>54</b>	<b>0</b>
<b>Managerial:</b>				
Administrative Affairs	24	27	27	0
Facilities	2	2	2	0
Finance	7	10	10	0
General Counsel	0	0	0	0
HR, Payroll, Risk, Security	2	6	5	-1
Information Technology	18	21	21	0
Institutional Advancement	8	10	10	0
Marketing and Communications	8	8	10	2
Office of the President	1	1	0	-1
Planning & Institutional Effectiveness	6	8	6	-2
Chief Academic Officer	35	44	44	0
Workforce	26	42	42	0
<b>Managerial Total</b>	<b>137</b>	<b>179</b>	<b>177</b>	<b>-2</b>
<b>Classified Staff:</b>				
Administrative Affairs	45	53	53	0
Facilities	26	49	49	0
Finance	27	28	28	0
General Counsel	1	1	1	0
HR, Payroll, Risk, Security	10	23	24	1
Information Technology	24	28	30	2
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	62	69	70	1
Workforce	8	9	10	1
<b>Classified Staff Total</b>	<b>205</b>	<b>262</b>	<b>267</b>	<b>5</b>
<b>Full-Time Faculty:</b>				
Chief Academic Officer	310	357	358	1
<b>Full-Time Faculty Total</b>	<b>310</b>	<b>357</b>	<b>358</b>	<b>1</b>
<b>Total Full-Time Equivalents</b>	<b>702</b>	<b>852</b>	<b>856</b>	<b>4</b>

### 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 2024:



### Budgeting for Vacancies

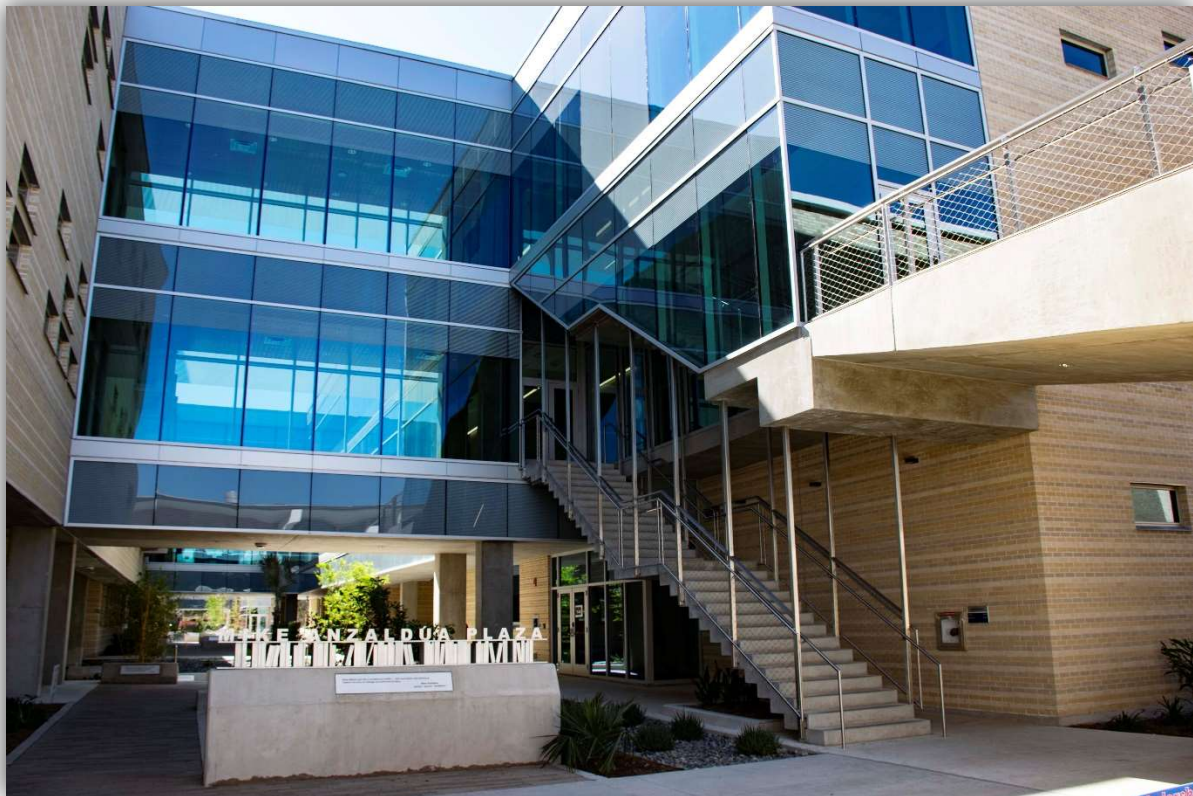
Salary and benefit expenditures make up approximately 73% of the College’s budget and are appropriated based on the full funding of all approved positions. However, not all full-time positions are filled for the entire year. Therefore, a vacancy factor percentage that is based on the historical trend 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 2023 – 2024

### Eliminated Positions

In FY 2023, 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 2023:

	Position	Department
1	Term Instructors (6)	Multiple
2	Director of Strategic Initiatives	Exec. VP & COO
3	Grant Compliance Monitor	Risk Management
4	Career Development Specialist	Career Development
5	Coordinator	Career Training
6	Administrative Assistant	Customized Training
7	Program Coordinator	Industrial Tech
8	Exec. Dir. Governmental and Board Relations	President



## Position Changes – FY 2023 – 2024

### Added Positions

The increased enrollment in several of the College’s career development programs 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 2024 Budget:

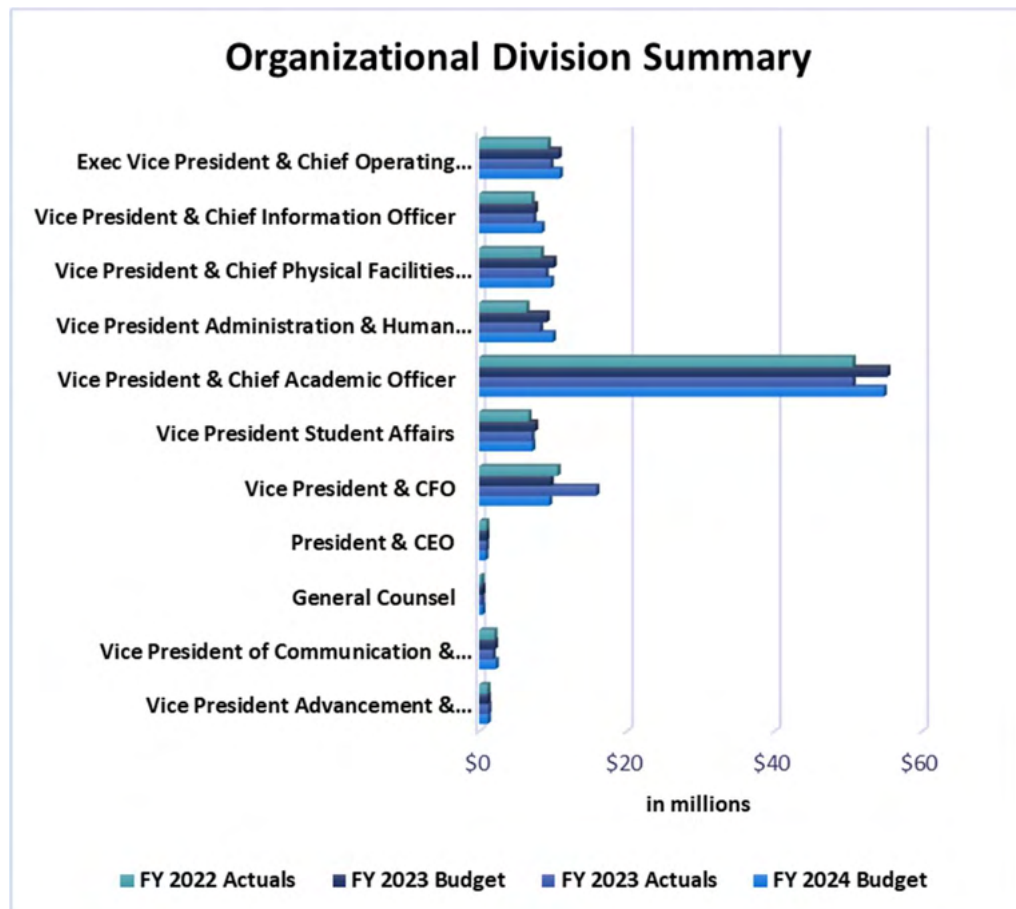
	<b>Position</b>	<b>Department</b>
<b>1</b>	Term Instructors (6)	Multiple
<b>2</b>	Assistant Instructor	Biology
<b>3</b>	Coordinator-Workforce Programs	Customized Training
<b>4</b>	Coordinator-Corporate Services	Customized Training
<b>5</b>	Administrative Assistant	Nursing
<b>6</b>	Administrative Assistant	Stone Writing Center
<b>7</b>	Help Desk Specialist (2)	Information Technology
<b>8</b>	HR File Clerk (Temp)	Human Resources
<b>9</b>	Career Development Counselor	Transition Center
<b>10</b>	Community Relations Manager	College Relations
<b>11</b>	Exec. Director of Strategic and Operational Initiatives	Exec. VP & COO



# Organizational Division Summary

## Operating Fund Expenditures

Division Name	FY 2022 Actuals	FY 2023 Budget	FY 2023 Actuals	FY 2024 Budget
Vice President Advancement & Government Relations	\$ 1,110,007	\$ 1,146,524	\$ 1,223,811	\$ 1,171,254
Vice President of Communication & Marketing	2,060,862	2,122,068	1,822,765	2,225,224
General Counsel	310,731	399,354	326,853	410,183
President & CEO	954,880	957,653	903,650	834,963
Vice President & CFO	10,627,687	9,678,164	15,859,669	9,484,608
Vice President Student Affairs	6,692,791	7,568,290	7,105,396	7,186,968
Vice President & Chief Academic Officer	50,616,626	55,291,614	50,597,352	54,826,554
Vice President Administration & Human Resources	6,401,207	9,135,765	8,237,885	9,979,367
Vice President & Chief Physical Facilities Officer	8,355,336	10,080,716	9,000,886	9,731,754
Vice President & Chief Information Officer	7,090,803	7,559,188	7,328,823	8,459,517
Exec Vice President & Chief Operating Officer	9,287,743	10,766,732	9,656,263	10,919,990
	<b>\$ 103,508,673</b>	<b>\$ 114,706,068</b>	<b>\$ 112,063,353</b>	<b>\$ 115,230,382</b>



# Organizational Division Summary

## Operating Fund Expenditures

### Budget FY 2024

Division Name	Faculty Salaries	Exempt Salaries	Non-Exempt Salaries	Benefits	Non-Salary	Contingencies	Tuition Bond	Total
Vice President of Advancement & Government Relations	\$ -	\$ 732,188	\$ 113,393	\$ 272,700	\$ 52,973	\$ -	\$ -	\$ 1,171,254
Executive Director of Communication & Marketing	-	711,768	77,827	254,644	1,180,985	-	-	2,225,224
General Counsel	-	248,370	48,839	95,850	17,124	-	-	410,183
President	-	464,002	744	149,881	220,336	-	-	834,963
Vice President & CFO	-	1,506,003	967,138	797,588	2,532,923	1,728,456	1,952,500	9,484,608
Vice President Student Affairs	-	2,742,184	1,984,334	1,524,302	936,148	-	-	7,186,968
Vice President & Chief Academic Officer	33,507,013	2,356,262	3,051,708	12,550,082	3,361,489	-	-	54,826,554
Vice President Administration & Human Resources	-	947,953	1,093,513	658,373	7,279,528	-	-	9,979,367
Vice President & Chief Physical Facilities Officer	-	552,650	1,883,726	785,731	6,509,647	-	-	9,731,754
Vice President & Chief Information Officer	-	2,115,267	1,195,137	1,067,605	4,081,508	-	-	8,459,517
Exec Vice President & Chief Operating Officer	86,381	4,736,840	2,404,858	2,331,057	1,360,854	-	-	10,919,990
<b>Total Expenditures</b>	<b>\$ 33,593,394</b>	<b>\$ 17,113,487</b>	<b>\$ 12,821,217</b>	<b>\$ 20,487,813</b>	<b>\$ 27,533,515</b>	<b>\$ 1,728,456</b>	<b>\$ 1,952,500</b>	<b>\$ 115,230,382</b>



## Vice President of Advancement & Government Relations

Reporting Areas	FY 2022 Actuals	FY 2023 Budget	FY 2023 Actuals	FY 2024 Budget
VP of Advancement & Government Relations	\$ 1,110,007	\$ 1,146,524	\$1,223,811	\$1,171,254
<b>Totals</b>	<b>\$ 1,110,007</b>	<b>\$ 1,146,524</b>	<b>\$1,223,811</b>	<b>\$1,171,254</b>

### Function

The Vice President of Advancement and Government Relations for Del Mar College is responsible for ensuring fundraising initiatives support the mission of the College by assisting with leveraging community resources to maximize 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 also serves as the lead for government relations. The Foundation is a 501(c)3 non-profit organization.

### **Area Leadership**

Vice President of Advancement & Government Relations – 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 Foundation 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 – Vice President of Advancement & Government Relations

### Goals, Objectives, and Performance Measures

Strategic Objective	Department	Institutional Strategy	Department Objective	Performance Measure	Target FY 2023	Actual FY 2023	Target FY 2024
G6: O1 G6: O3	Development Office	Dreams Inspired Campaign	Support the “Dreams Inspired” fundraising campaign.	Dollar revenue raised in Major Campaigns	\$25,000,000	\$0	N/A
G6: O1 G6: O3	Development Office	Fundraising for support of Students, Faculty/Staff, and Programs.	Contributions and grants from individuals, corporations, and private foundations.	Dollar revenue raised	N/A	N/A	\$2,456,000
G6: O1 G6: O3	Foundation Services	Increase student enrollment, 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	\$105,000	\$85,700	\$150,000
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	\$1,600,000	\$1,469,060	\$1,720,000

\*N/A: Department goal is no longer active for FY 2024

# Vice President of Communication & Marketing

Reporting Areas	FY 2022 Actuals	FY 2023 Budget	FY 2023 Actuals	FY 2024 Budget
Vice President of Communication & Marketing	\$ 2,060,862	\$ 2,122,068	\$ 1,822,765	\$ 2,225,224
<b>Totals</b>	<b>\$ 2,060,862</b>	<b>\$ 2,122,068</b>	<b>\$ 1,822,765</b>	<b>\$ 2,225,224</b>

## 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**

Vice President of Communications & Marketing – Jeff Olsen

Direct Reports:

- Associate Director of Media Relations – Melinda Eddleman
- Associate Director, Marketing – Jason Houlihan
- Communication Manager – Michael Bratten
- Community Relations Manager-Crystal Seehorn
- Events Coordinator-Mark Bohling
- Office Coordinator-Kim Champion

## 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)

## **Vice President of Communication & Marketing (Continued)**

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### **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 projects
- 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

## **Vice President of Communication & Marketing (Continued)**

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### **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 – Vice President of Communication & Marketing

### Goals, Objectives, and Performance Measures

Strategic Objective	Department	Institutional Strategy	Department Objective	Performance Measure	Target FY 2023	Actual FY 2023	Target FY 2024
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 %	N/A
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 %	65 %	100%

\*N/A: Department goal is no longer active for FY 2024

# General Counsel

<b>Reporting Areas</b>	<b>FY 2022 Actuals</b>	<b>FY 2023 Budget</b>	<b>FY 2023 Actuals</b>	<b>FY 2024 Budget</b>
General Counsel	\$ 310,731	\$ 399,354	\$326,853	\$410,183
<b>Totals</b>	<b>\$ 310,731</b>	<b>\$ 399,354</b>	<b>\$326,853</b>	<b>\$410,183</b>

## **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 2022 Actuals	FY 2023 Budget	FY 2023 Actuals	FY 2024 Budget
President & CEO	\$ 954,880	\$ 957,653	\$ 903,650	\$ 834,963
Vice President of Advancement & Government Relations	1,110,007	1,146,524	1,223,811	1,171,254
Vice President of Communication & Marketing	2,060,862	2,122,068	1,822,765	2,225,224
General Counsel	310,731	399,354	326,853	410,183
Vice President & CFO	10,627,687	9,678,164	15,859,669	9,484,608
Vice President Student Affairs	6,692,791	7,568,290	7,105,396	7,186,968
Vice President & Chief Academic Officer	50,616,626	55,291,614	50,597,352	54,826,554
Vice President Administration & Human Resources	6,401,207	9,135,765	8,237,885	9,979,367
Vice President & Chief Physical Facilities Officer	8,355,336	10,080,716	9,000,886	9,731,754
Vice President & Chief Information Officer	7,090,803	7,559,188	7,328,823	8,459,517
Exec Vice President & Chief Operating Officer	9,287,743	10,766,732	9,656,263	10,919,990
	<b>\$ 103,508,673</b>	<b>\$ 114,706,068</b>	<b>\$ 112,063,353</b>	<b>\$ 115,230,382</b>

## 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)**

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### **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:

Vice President of Advancement & Government Relations: Mary McQueen

Vice President of Communication & Marketing: Jeff Olsen

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 of Administration & Human Resources: Tammy McDonald

Vice President & Chief Physical Facilities Officer: John Strybos

Vice President & Chief Information Officer: Ali Kolahdouz

Executive Vice President & Chief Operating Officer: Lenora Keas

### **Reporting Areas**

#### **Vice President of Advancement & Government Relations**

The Vice President of Advancement & Government Relations is responsible for ensuring fundraising initiatives support the mission of the College by assisting with leveraging community resources to maximize equal opportunity for an education and to assist the College and its students in the attainment of their educational goals. The Del Mar College Foundation (DMCF) provides scholarships and emergency aid, supports educational programs, and works with other organizations to help remove barriers for students.

## **President & Chief Executive Officer (Continued)**

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### **Vice President of Communication & Marketing**

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.

### **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)**

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### **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 of 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/Police, Emergency Management, Food Service/Campus Dining, 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, which is directly responsible to the President and CEO of the College. This position is also designated as the College District's Title IX Coordinator and Emergency Management Coordinator. This position serves as a liaison to internal and external constituencies including 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.

## **President & Chief Executive Officer (Continued)**

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### **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 the College's on-going commitment to support and promote the strategic use of technology that advances the overall mission of Del Mar College.

### **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. 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.

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

Strategic Objective	Department	Institutional Strategy	Department Objective	Performance Measure	Target FY 2023	Actual FY 2023	Target FY 2024
G4: O4	Vice President and Chief Physical Facilities Officer	2014 CIP Bond Program	Ensure timely and effective construction of the new South Side campus.	Progress on the construction of the new buildings and infrastructure for the new campus	100% complete	100% complete	N/A
G4: O6	Vice President and Chief Information Officer	ERP	Utilize ERP to develop more efficient and automated processes	Programs utilizing automated processes, including surveys to provide feedback from the user(s) as to their satisfaction with the process utilized	100%	100%	100%
G2: O3	Counseling Center	Instructional Supports	Treatment Effectiveness	% of active clients discharged successfully - completing treatment, meeting treatment goals, or referral	40%	72.3%	40%
G5: O1 G5: O2	Dean of BEHS	Certification and Licensure Pass Rates	Students will successfully pass certification and licensure exams within their program of study.	% of students within BEHS division who pass licensure exams on the first attempt	85%	92%	85%
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 2024

## Vice President and Chief Financial Officer

Reporting Areas	FY 2022 Actuals	FY 2023 Budget	FY 2023 Actuals	FY 2024 Budget
Comptroller	\$ 6,614,734	\$ 5,813,933	\$ 11,776,138	\$ 5,732,440
Director - Purchasing & Business Services	1,469,014	1,459,374	1,528,149	1,370,165
Director - Grants & Sponsored Research	282,546	415,356	288,760	363,714
Vice President & CFO	2,261,393	1,989,501	2,266,622	2,018,289
<b>Totals</b>	<b>\$ 10,627,687</b>	<b>\$ 9,678,164</b>	<b>\$ 15,859,669</b>	<b>\$ 9,484,608</b>

### 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)**

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### **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.

### **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 assisting 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 2023	Actual FY 2023	Target FY 2024
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	Time spent addressing caller needs	> 35 seconds	132.09 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%	100%	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%	99%	>95%

\*N/A: Department goal is no longer active for FY 2024



## Vice President of Student Affairs

Reporting Areas	FY 2022 Actuals	FY 2023 Budget	FY 2023 Actuals	FY 2024 Budget
Assoc VP Student Affairs	\$ 2,350,217	\$ 3,013,085	\$2,596,683	\$2,811,489
Dean Student Outreach & Enrollment	2,905,639	3,195,156	3,107,717	3,118,396
Director Title V	2,117	-	-	-
Director of Advising	95,050	100,460	93,187	100,113
Financial Aid	927,418	953,722	867,506	859,810
VP Student Affairs	412,350	305,867	440,303	297,160
<b>Totals</b>	<b>\$ 6,692,791</b>	<b>\$ 7,568,290</b>	<b>\$7,105,396</b>	<b>\$7,186,968</b>

### 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

#### Leadership Team:

- 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 Advising Initiatives – Leticia Wilson
- Director of Project SENDA/DMC3 – David Barrera, Jr.

### Division Areas

#### **TRIO Programs**

The Federal TRIO Programs (TRIO) are Federal outreach and student services programs designed to identify and provide services for individuals from disadvantaged backgrounds. Del Mar College has the Educational Opportunity Centers Program (EOC) and Student Support Services Program (SSS). The Educational Opportunity Centers program provides counseling and information on college admissions to qualified adults who want to enter or continue a program of postsecondary education. The program also offers services to improve participants' financial and economic literacy. The Student Support Services Program provides opportunities for academic development, assists students with basic college requirements, and motivates students toward the successful completion of their postsecondary education. The TRIO programs are targeted to serve and support low-income, first-generation individuals who want to improve their level of education.

## **Vice President of Student Affairs (Continued)**

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### **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.

### **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, and Outreach and Recruitment. 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.

### **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.

## **Vice President of Student Affairs (Continued)**

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### **Project SENDA and DMC3**

Project SENDA (Students ENgaged in Direct Advising) and Del Mar Connectamos, Continuamos, Completamos (DMC3) are federally funded Title V grants totaling \$5.7 million made available to the college because of its Hispanic Serving Institution designation. The grants are intended to expand the number of Hispanic and low-income students attaining postsecondary degrees and certifications. This goal will be achieved by decreasing the time to completion rate, increasing persistence from the first-to-second year, improving the 3-year graduation rate of Hispanic students, enhancing the student advising and onboarding processes, and by providing culturally relevant and equity-minded professional development opportunities for faculty and staff.

## Vice President of Student Affairs (Continued)

### Departmental Programs-Vice President of Student Affairs

#### Goals, Objectives, and Performance Measures

Strategic Objective	Department	Institutional Strategy	Department Objective	Performance Measure	Target FY 2023	Actual FY 2023	Target FY 2024
G2:01 G2:03	Dean of Student Engagement and Retention	Persistence	Increase success and completion of male students of color	% of male students of color persisting from long semester to long semester	Establish baseline	71%	75%
G2: 03	Counseling Center	Instructional Supports	Treatment Effectiveness	% of active clients discharged successfully - completing treatment, meeting treatment goals, or referral	40%	72.3%	40%
G3:07 G4:02 G4:03	Director of Advising Initiatives	Professional Development	Advising Training	# of completers of online Advising Certification course	25	43	25

\*N/A: Department goal is no longer active for FY 2024

## Vice President and Chief Academic Officer

Reporting Areas	FY 2022 Actuals	FY 2023 Budget	FY 2023 Actuals	FY 2024 Budget
Assoc VP - Institutional Effect & Academics	\$ 201,370	\$ 295,469	\$ 128,503	\$ 287,758
Dean Bus, Entrep & Health Sciences	11,574,095	12,637,273	11,604,884	12,570,162
Dean Comm, Fine Arts & Social Sciences	13,050,582	14,226,764	13,405,110	14,116,777
Dean Industry & Public Service	11,084,190	12,211,960	11,187,689	12,198,811
Dean STEM, Kinesiology & Education	10,774,685	11,398,473	10,228,991	11,394,673
Dean Learning Resources	3,226,269	3,594,888	3,374,492	3,467,040
VP & Chief Academic Officer	705,435	926,787	667,683	791,333
<b>Totals</b>	<b>\$ 50,616,626</b>	<b>\$ 55,291,614</b>	<b>\$ 50,597,352</b>	<b>\$ 54,826,554</b>

### 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 Institutional Effectiveness and Academics – Dr. Sydney Saumby

Dean of Business, Entrepreneurship, and Health Sciences – Dr. 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 Institutional Effectiveness and Academics**

The Office of Institutional Effectiveness and Academics 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)**

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### **Office of Institutional Effectiveness and Academics (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 (BEHS) 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 (IPS) 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 (STEM-KE) 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)**

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### **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, 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 2023	Actual FY 2023	Target FY 2024
G5:03	Dean of IPS	Apprenticeships/ Internships	Division will add intern, apprentice, and/or practicum locations	# of added locations	1	3	1
G3:02 G3:04	Dean of STEM, Kinesiology, and Education	Co-Requisite Coursework	Improve outcomes in co-requisite (co-enrollment) coursework options in developmental/college Algebra courses	% of students successfully completing both MATH 0373 & MATH 1314 as part of the co-enrollment option	80%	23.5%	80%
G5:01	Dean of BEHS	Program Accreditation	Accredited programs within the BEHS shall remain in compliance in order to meet standards as required by the specific organizations, such as ACEN, ACOTE, CAAHEP, etc.	% of programs maintaining accreditation	100%	100%	100%
G5: O1 G5: O2	Dean of BEHS	Certification and Licensure Pass Rates	Students will successfully pass certification and licensure exams within their program of study.	% of students within BEHS division who pass licensure exams on first attempt	85%	92%	85%

\*N/A: Department goal is no longer active for FY 2024



# Vice President of Administration & Human Resources

Reporting Areas	FY 2022 Actuals	FY 2023 Budget	FY 2023 Actuals	FY 2024 Budget
Chief of Security	\$ 1,919,200	\$ 3,365,466	\$2,185,283	\$3,326,707
Vice President Admin & Human Resources	4,482,007	5,770,299	6,052,602	6,652,660
<b>Totals</b>	<b>\$ 6,401,207</b>	<b>\$ 9,135,765</b>	<b>\$8,237,885</b>	<b>\$9,979,367</b>

## 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/Police, Emergency Management, Food Service/Campus Dining, 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, which is directly responsible to the President and CEO of the College. This position is also designated as the College District's Title IX Coordinator and Emergency Management Coordinator. This position serves as a liaison to internal and external constituencies including 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:

- Executive Director of Human Resources – Jerry Henry  
HR & Payroll
- Executive Director of Administration – Jessica Alaniz  
Risk & Campus Dining
- Interim Chief of Police – Lauren White  
Police, Security & Emergency Management

## 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

## **Vice President of Administration & Human Resources (Continued)**

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### **Office of Human Resources (Continued)**

fair and consistent application of policies and procedures, which promotes equal opportunity, diversity, ethics, customer service, and a quality work environment. By aptly 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/Police/Emergency Management**

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/Police 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 secure environment.

### **Food Service/Campus Dining**

The College operates the campus dining service and is overseen by the Executive Director of Administration. Campus dining offers breakfast, lunch, and snack items on the Heritage, Windward, and Oso campuses. Catering services are provided that offer an array of food and selections to meet the varied needs of the campus community.

**Departmental Programs - Vice  
President of Administration & Human Resources  
Goals, Objectives, and Performance Measures**

Strategic Objective	Department	Institutional Strategy	Department Objective	Performance Measure	Target FY 2023	Actual FY 2023	Target FY 2024
<b>G4:O3</b>	<b>Payroll</b>	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%
<b>G3:07 G4:02</b>	<b>VP of Administration &amp; Human Resources</b>	Leadership Development	# of leadership development opportunities provided.	# of leadership development opportunities provided.	≥1 every 2 years	1	≥1 every 2 years
<b>G4: O4</b>	<b>Human Resources</b>	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
<b>G4: O4</b>	<b>Human Resources</b>	Compensation	Ensure effectiveness of compensation protocols	Level of compensation for exempt and non-exempt employees based on CUPA-HR annual salary data	≥50% of median	72% above median	≥50% of median

\*N/A: Department goal is no longer active for FY 2024

# Vice President & Chief Physical Facilities Officer

<b>Reporting Areas</b>	<b>FY 2022 Actuals</b>	<b>FY 2023 Budget</b>	<b>FY 2023 Actuals</b>	<b>FY 2024 Budget</b>
Director Physical Facilities	\$ 6,313,809	\$ 7,725,423	\$6,927,861	\$7,505,518
Director of Envir., Hlth., Safety & Risk	573,199	753,609	691,535	729,286
VP & Chief Physical Facilities Officer	1,468,328	1,601,684	1,381,490	1,496,950
<b>Totals</b>	<b>\$ 8,355,336</b>	<b>\$ 10,080,716</b>	<b>\$9,000,886</b>	<b>\$9,731,754</b>

## **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 2023	Actual FY 2023	Target FY 2024
G4: O4	Vice President and Chief Physical Facilities Officer	2014 CIP Bond Program	Ensure timely and effective construction of the new South Side campus.	Progress on the construction of the new buildings and infrastructure for the new campus	100% complete	100% complete	N/A
G4: O4	Vice President and Chief Physical Facilities Officer	Learning Environments	Increase the prevalence and quality of campus signage (wayfinding) to help students and the public easily navigate through our campuses.	Appropriate signage placed	100%	60%	100%
G4: O4	Vice President and Chief Physical Facilities Officer	SP Strategy: Informal Learning Spaces	Create comfortable, technology-rich libraries and other informal learning spaces.	Architect's approved plans and drawings and actual building or renovations of facilities will provide the status of informal learning spaces around campus	100%	100%	100%

\*N/A: Department goal is no longer active for FY 2024

# Vice President and Chief Information Officer

Reporting Areas	FY 2022 Actuals	FY 2023 Budget	FY 2023 Actuals	FY 2024 Budget
Chief Information Officer	\$ 2,301,561	\$ 2,431,609	\$2,472,781	\$ 3,836,017
Vice President & Chief Information Officer	4,789,242	5,127,579	4,856,042	4,623,500
<b>Totals</b>	<b>\$ 7,090,803</b>	<b>\$ 7,559,188</b>	<b>\$7,328,823</b>	<b>\$ 8,459,517</b>

## 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 the 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
- Operations and Support Specialist-Kimberly Ramirez
- Project Coordinator-Cristina Wiltshire

## 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 2023	Actual FY 2023	Target FY 2024
<b>G3: O6</b>	<b>Vice President and Chief Information Officer</b>	ERP Project-Campus Nexus Student	Migration of Colleague SIS to Anthology Student	Migration of current ERP processes and data to new Campus Management ERP Solution	100% complete by Spring 2023	Not complete; updated to June 2024	100% complete by June 2024
<b>G4: O6</b>	<b>Vice President and Chief Information Officer</b>	ERP	Utilize ERP to develop more efficient and automated processes	Programs utilizing automated processes, including surveys to provide feedback from the user(s) as to their satisfaction with the process utilized.	100%	100%	100%
<b>G4: O2 G4: O6</b>	<b>Vice President and Chief Information Officer</b>	Technology Training	Provide training on the use of existing and new technologies.	Percent of new technologies for which training is provided	100%	100%	100%

\*N/A: Department goal is no longer active for FY 2024

## Executive Vice President and Chief Operating Officer

Reporting Areas	FY 2022 Actuals	FY 2023 Budget	FY 2023 Actuals	FY 2024 Budget
Assoc VP - Continuing Ed & Off Campus Prgms	\$ 5,142,514	\$ 6,124,960	\$ 5,593,446	\$ 6,436,702
Dean Workforce Programs	3,057,482	3,305,095	3,027,608	3,224,820
Executive Director - Institutional Research	590,112	754,772	535,302	678,815
Executive VP & Chief Operating Officer	497,635	581,905	499,907	579,653
<b>Totals</b>	<b>\$ 9,287,743</b>	<b>\$ 10,766,732</b>	<b>\$ 9,656,263</b>	<b>\$ 10,919,990</b>

### 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. Plans, directs, or coordinates 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:

- Associate Vice President, Continuing Education and Off-Campus Programs – Dr. Leonard Rivera
- Dean of Workforce Programs and Corporate Services – Dan Korus
- Executive Director of Institutional Research – Sushil Pallemoni
- Executive Director of Strategic and Operational Initiatives – Dr. Natalie Villarreal

### **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)**

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## **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.

## **Institutional Research**

The mission of the Office of Institutional Research is to support the College community through collection, interpretation, and analysis of data to meet external accountability and internal data requirements and to enhance institutional planning and data-informed decision-making. The Institutional Research (IR) department works collaboratively with all Del Mar College departments, offices, and programs to ensure data-informed decision-making and continuous quality improvement by facilitating and coordinating systematic, integrated, and research-based reporting.

## **Strategic and Operational Initiatives**

The Executive Director of Strategic and Operational Initiatives supports the administrative, financial, and operational activities of 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 2023	Actual FY 2023	Target FY 2024
G5:03 G5:04 G5:05	Executive VP and Chief Operating Officer	Workforce Development. Community Partnerships & Advocacy	Participate in civic, regional, and business leadership opportunities to ensure alignment between the college's strategic initiatives	Identify and register for programs, community events, conferences, training, and other business opportunities in the Coastal Bend Region.	≥1 event per month	At least 2 events per month	≥1 event per month
G5:01 G5:03 G5:04 G5:05	Associate VP of Continuing Education & Off-Campus Programs	Workforce Development. Community Partnerships & Advocacy	Provide exposure to high school counselors and advisors to workforce opportunities within regional businesses and industries.	Increase the number of Counselors served each fiscal year.	5%	32%	5%
G5:01	Associate VP of Continuing Education & Off-Campus Programs	Workforce Development. Community Partnerships & Advocacy	Develop new programs to align with local and state-wide emerging needs.	Increase the number of new programs yearly.	≥1	1	≥1

\*N/A: Department goal is no longer active for FY 2024

# Statistical Section





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**Del Mar College**  
**Statistical Supplement 1**  
**Net Position by Component**  
**Fiscal Years 2014 to 2023**  
(unaudited)

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

	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
Net investment in capital assets	\$ 165,395	\$ 147,654	\$ 140,281	\$ 126,543	\$ 120,406	\$ 100,961	\$ 95,287	\$ 90,491	\$ 79,669	\$ 72,177
Restricted - expendable	9,633	8,541	8,176	8,431	8,161	12,247	12,343	12,251	13,546	13,669
Unrestricted	(32,623)	(29,630)	(31,871)	(41,688)	(52,328)	(58,722)	23,231	23,076	23,510	31,900
<b>Total primary government net position</b>	<b>\$ 142,405</b>	<b>\$ 126,565</b>	<b>\$ 116,586</b>	<b>\$ 93,286</b>	<b>\$ 76,239</b>	<b>\$ 54,486</b>	<b>\$ 130,861</b>	<b>\$ 125,818</b>	<b>\$ 116,725</b>	<b>\$ 117,746</b>

Source: College Annual Financial Reports

**Del Mar College**  
**Statistical Supplement 2**  
**Revenues by Source**  
**Fiscal Years 2014 to 2023**  
(unaudited)

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

	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>Operating Revenues:</b>										
Tuition and Fees (Net of Discounts)	\$ 10,784	\$ 9,619	\$ 11,890	\$ 12,541	\$ 12,574	\$ 12,528	\$ 12,755	\$ 11,976	\$ 10,878	\$ 10,683
Federal Grants and Contracts	4,801	15,712	2,181	2,182	2,103	3,181	3,268	4,650	5,424	3,256
State Grants and Contracts	2,694	1,856	2,647	2,129	2,399	2,342	3,718	4,334	3,090	2,021
Local Grants and Contracts	1,000	1,852	3,762	1,800	1,404	524	548	2,212	593	1,044
Auxiliary enterprises	1,076	1,239	491	1,079	1,675	1,390	1,249	1,323	1,508	1,398
General Operating Revenues	2,734	2,387	2,203	2,925	3,606	2,188	1,768	2,305	1,379	1,357
<b>Total Operating Revenues</b>	<b>23,089</b>	<b>32,665</b>	<b>23,174</b>	<b>22,656</b>	<b>23,761</b>	<b>22,153</b>	<b>23,306</b>	<b>26,800</b>	<b>22,872</b>	<b>19,759</b>
<b>Non-Operating Revenues:</b>										
State Appropriations	25,354	24,081	23,517	25,499	23,437	22,928	20,176	19,800	19,918	19,554
Maintenance Ad Valorem Taxes	65,972	60,516	57,023	58,319	54,449	51,689	47,179	46,704	43,342	40,524
Debt Service Ad Valorem Taxes	23,203	23,000	23,200	19,158	18,706	13,423	12,387	8,338	8,385	8,639
Federal Revenue, Non Operating	17,113	20,756	27,236	20,413	16,860	16,238	16,715	16,323	16,265	16,521
Investment Income	2,806	1,307	1,101	3,442	5,755	2,308	1,108	337	206	198
Change in Fair Value of Investments	2,107	(4,960)	(330)	-	-	-	-	-	-	-
Other Non-Operating Revenues	4,334	2,465	2,331	26	37	28	12	22	30	144
<b>Total Non-Operating Revenues</b>	<b>140,889</b>	<b>127,165</b>	<b>134,078</b>	<b>126,857</b>	<b>119,244</b>	<b>106,614</b>	<b>97,577</b>	<b>91,524</b>	<b>88,146</b>	<b>85,580</b>
<b>Total Revenues</b>	<b>\$ 163,978</b>	<b>\$ 159,830</b>	<b>\$ 157,252</b>	<b>\$ 149,513</b>	<b>\$ 143,005</b>	<b>\$ 128,767</b>	<b>\$ 120,883</b>	<b>\$ 118,324</b>	<b>\$ 111,018</b>	<b>\$ 105,339</b>

Source: College Annual Financial Reports

**Del Mar College**  
**Statistical Supplement 2 (Continued)**  
**Revenues by Source**  
**Fiscal Years 2014 to 2023**  
(unaudited)

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

	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>Operating Revenues:</b>										
Tuition and fees (net of discounts)	6.58%	6.02%	7.56%	8.39%	8.79%	9.73%	10.55%	10.12%	9.80%	10.14%
Federal grants and contracts	2.93%	9.83%	1.39%	1.46%	1.47%	2.47%	2.70%	3.93%	4.89%	3.09%
State grants and contracts	1.64%	1.16%	1.68%	1.42%	1.68%	1.82%	3.08%	3.66%	2.78%	1.92%
Local grants and contracts	0.61%	1.16%	2.39%	1.20%	0.98%	0.41%	0.45%	1.87%	0.53%	0.99%
Auxiliary enterprises	0.66%	0.78%	0.31%	0.72%	1.17%	1.08%	1.03%	1.12%	1.36%	1.33%
General Operating Revenues	1.67%	1.49%	1.40%	1.96%	2.52%	1.70%	1.46%	1.95%	1.24%	1.29%
<b>Total Operating Revenues</b>	<b>14.09%</b>	<b>20.44%</b>	<b>14.76%</b>	<b>15.15%</b>	<b>16.00%</b>	<b>17.21%</b>	<b>19.27%</b>	<b>22.65%</b>	<b>20.60%</b>	<b>18.76%</b>
<b>Non-Operating Revenues:</b>										
State Appropriations	15.46%	15.07%	14.97%	17.06%	16.39%	17.81%	16.69%	16.73%	17.94%	18.56%
Maintenance Ad Valorem Taxes	40.23%	37.86%	36.26%	39.01%	38.07%	40.14%	39.03%	39.47%	39.04%	38.47%
Debt Service Ad Valorem Taxes	14.15%	14.39%	14.75%	12.81%	13.08%	10.42%	10.25%	7.05%	7.55%	8.20%
Federal Revenue, Non Operating	10.44%	12.99%	17.32%	13.65%	11.79%	12.61%	13.83%	13.80%	14.65%	15.68%
Investment Income	1.71%	0.82%	0.70%	2.30%	4.02%	1.79%	0.92%	0.28%	0.19%	0.19%
Change in Fair Value of Investments	1.28%	-3.10%	-0.21%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Non-Operating Revenues	2.64%	1.54%	1.48%	0.02%	0.02%	0.02%	0.01%	0.02%	0.03%	0.14%
<b>Total Non-Operating Revenues</b>	<b>85.91%</b>	<b>79.56%</b>	<b>85.24%</b>	<b>84.85%</b>	<b>84.00%</b>	<b>82.79%</b>	<b>80.73%</b>	<b>77.35%</b>	<b>79.40%</b>	<b>81.24%</b>
<b>Total Revenues</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Source: College Annual Financial Reports

**Del Mar College**  
**Statistical Supplement 3**  
**Program Expenses by Function**  
**Fiscal Years 2014 to 2023**  
(unaudited)

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

	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<b>Operating Expenses:</b>										
Instruction	\$ 49,527	\$ 47,369	\$ 47,091	\$ 48,349	\$ 46,483	\$ 46,536	\$ 43,909	\$ 39,580	\$ 36,441	\$ 35,017
Public service	143	119	151	95	155	151	129	111	21	14
Academic support	8,279	7,807	7,202	7,914	7,531	7,734	7,189	6,946	6,193	5,554
Student services	18,583	27,285	19,211	17,319	15,349	15,662	16,487	18,040	16,106	12,295
Institutional support	30,309	27,859	23,240	23,607	21,195	20,888	19,430	18,690	16,792	16,637
Operation and maintenance of plant	13,117	11,108	7,572	9,859	9,023	8,786	10,128	9,702	8,771	8,113
Scholarships and fellowships	6,233	9,511	12,006	6,668	5,940	5,826	5,906	5,111	6,286	5,980
Auxiliary enterprises	1,210	1,265	1,073	1,587	1,228	1,400	1,484	1,417	1,470	1,339
Depreciation	10,021	7,727	6,592	7,106	5,369	5,430	5,566	5,516	5,590	5,571
<b>Total Operating Expenses</b>	<b>137,422</b>	<b>140,050</b>	<b>124,138</b>	<b>122,504</b>	<b>112,273</b>	<b>112,413</b>	<b>110,228</b>	<b>105,113</b>	<b>97,670</b>	<b>90,520</b>
<b>Non-Operating Expenses:</b>										
Interest on capital related debt	9,570	9,874	10,465	9,945	8,952	5,285	5,075	4,091	3,961	4,441
Other Non-Operating Expenses	1,195	212	180	78	34	1,825	602	86	88	47
<b>Total Non-Operating Expenses</b>	<b>10,765</b>	<b>10,086</b>	<b>10,645</b>	<b>10,023</b>	<b>8,986</b>	<b>7,110</b>	<b>5,677</b>	<b>4,177</b>	<b>4,049</b>	<b>4,488</b>
<b>Total Expenses</b>	<b>\$ 148,187</b>	<b>\$ 150,136</b>	<b>\$ 134,783</b>	<b>\$ 132,527</b>	<b>\$ 121,259</b>	<b>\$ 119,523</b>	<b>\$ 115,905</b>	<b>\$ 109,290</b>	<b>\$ 101,719</b>	<b>\$ 95,008</b>

Source: College Annual Financial Reports



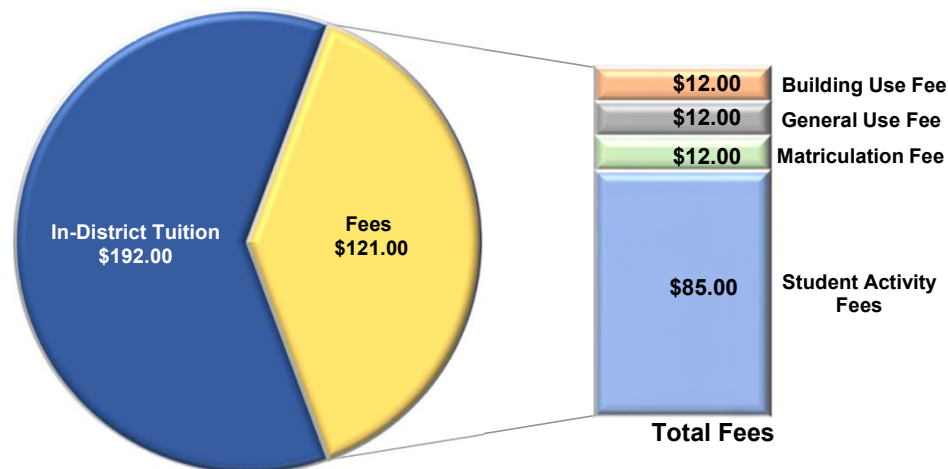
**Del Mar College**  
**Statistical Supplement 3 (Continued)**  
**Program Expenses by Function**  
**Fiscal Years 2014 to 2023**  
(unaudited)

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

	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<b>Operating Expenses:</b>										
Instruction	33.42%	31.55%	34.94%	36.48%	38.33%	38.93%	37.88%	36.22%	35.83%	36.86%
Public service	0.10%	0.08%	0.11%	0.07%	0.13%	0.13%	0.11%	0.10%	0.02%	0.02%
Academic support	5.59%	5.20%	5.34%	5.97%	6.21%	6.47%	6.20%	6.36%	6.09%	5.85%
Student services	12.54%	18.17%	14.25%	13.07%	12.66%	13.10%	14.22%	16.51%	15.83%	12.94%
Institutional support	20.45%	18.56%	17.24%	17.81%	17.48%	17.48%	16.76%	17.10%	16.51%	17.51%
Operation and maintenance of plant	8.85%	7.40%	5.62%	7.44%	7.44%	7.35%	8.74%	8.88%	8.62%	8.54%
Scholarships and fellowships	4.21%	6.33%	8.91%	5.03%	4.90%	4.87%	5.10%	4.68%	6.18%	6.29%
Auxiliary enterprises	0.82%	0.84%	0.80%	1.20%	1.01%	1.17%	1.28%	1.30%	1.45%	1.41%
Depreciation	6.76%	5.15%	4.89%	5.37%	4.43%	4.55%	4.81%	5.03%	5.49%	5.86%
<b>Total Operating Expenses</b>	<b>92.74%</b>	<b>93.28%</b>	<b>92.10%</b>	<b>92.44%</b>	<b>92.59%</b>	<b>94.05%</b>	<b>95.10%</b>	<b>96.18%</b>	<b>96.02%</b>	<b>95.28%</b>
<b>Non-Operating Expenses:</b>										
Interest on capital related debt	6.46%	6.58%	7.76%	7.50%	7.38%	4.42%	4.38%	3.74%	3.89%	4.67%
Other Non-Operating Expenses	0.80%	0.14%	0.14%	0.06%	0.03%	1.53%	0.52%	0.08%	0.09%	0.05%
<b>Total Non-Operating Expenses</b>	<b>7.26%</b>	<b>6.72%</b>	<b>7.90%</b>	<b>7.56%</b>	<b>7.41%</b>	<b>5.95%</b>	<b>4.90%</b>	<b>3.82%</b>	<b>3.98%</b>	<b>4.72%</b>
<b>Total Expenses</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

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
2022	\$ 71	\$ 12	\$ 12	\$ 12	\$ 85	\$ 192.00	\$ 1,369	% 1.78
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

**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)

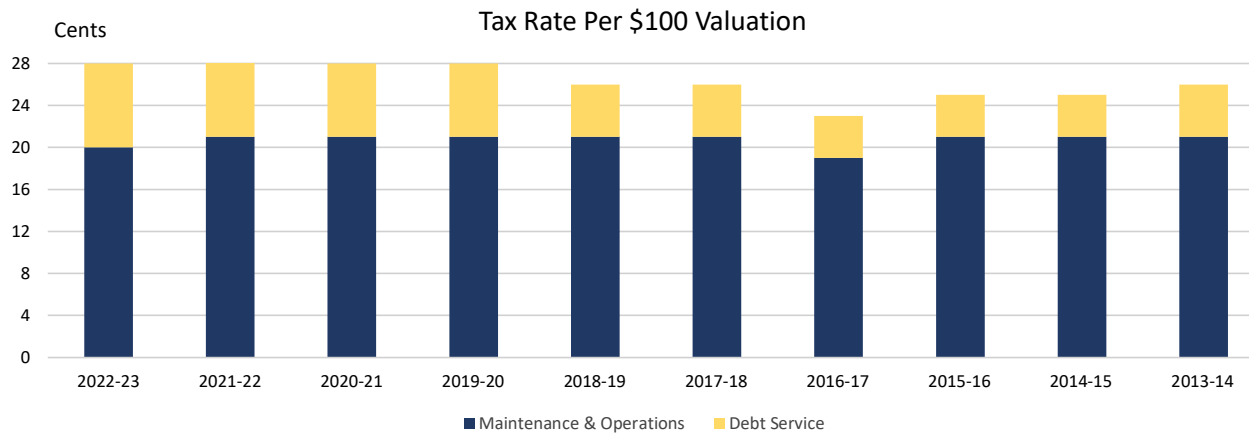
Direct Rate

Fiscal Year	Assessed Valuation of Property (a)	Less: Exemptions	Taxable Assessed Value (TAV)	% Ratio of Taxable Assessed Value to Assessed Value	Maintenance & Operations (b)	Debt Service (b)	Total (b)
2022-23	\$ 42,118,448	\$ 6,532,116	\$ 35,586,332	0.84	\$ 0.196870	\$ 0.069234	\$ 0.266104
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

**Source:** Local Appraisal District

**Notes:** (a) Property is assessed at full market value

(b) per \$100 Taxable Assessed Valuation



**Del Mar College**  
**Statistical Supplement 8**  
**Property Tax Levies and Collections**  
(unaudited)  
(in Thousands)

<b>Fiscal Year Ended August 31</b>	<b>Levy (a)</b>	<b>Cumulative Levy Adjustments</b>	<b>Adjusted Tax Levy (b)</b>	<b>Collections - Year of Levy (c)</b>	<b>Percentage</b>	<b>Prior Collections of Prior Levies (d)</b>	<b>Current Collections of Prior Levies (e)</b>	<b>Total Collections (c+d+e)</b>	<b>% Cumulative Collections of Adjusted Levy</b>
2023	\$ 91,193	\$ (1587)	\$ 89,606	\$ 85,677	95.62%	\$ -	\$ 2,973	\$ 88,650	98.93%
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

**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  
Statistical Supplement 7  
Principal Taxpayers  
Taxable Assessed Value  
Last Ten Tax Years  
(unaudited)  
(in Thousands)**

<b>Taxpayer</b>	<b>Type of Business</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
Flint Hills Resources West LP	Petrochemical	\$ 1,849,308	\$ 1,337,014	\$ 1,272,928	\$ 1,396,033	\$ 1,275,786	\$ 994,320	\$ 901,967	\$ 795,171	\$ 809,036	\$ 894,028
Valero Refining Texas LP (W)	Petrochemical	1,656,308	1,273,099	1,228,795	1,335,095	1,180,094	992,798	782,638	982,007	732,218	732,219
Citgo Refining/Chemical Co LP	Petrochemical	784,729	823,096	647,031	717,443	662,713	636,937	598,035	576,842	609,788	588,394
Valero Refining Texas LP (E)	Petrochemical	706,390	-	-	-	-	-	-	-	-	-
Corpus Christi Polymers LLC	Petrochemical	329,200	297,257	271,329	532,193	532,193	-	-	-	-	-
Equistar Chemicals LP	Petrochemical	437,357	437,357	437,357	450,375	476,587	498,921	525,325	187,352	198,039	227,826
Equistar Chemicals LP	Petrochemical	-	164,390	150,811	-	-	169,513	178,657	-	-	-
Flint Hills Resources East LP	Petrochemical	388,624	189,161	184,602	202,176	192,216	174,379	154,846	165,685	180,163	190,891
AEP Texas Central Company	Utility	427,197	384,113	387,831	325,205	375,892	290,124	249,585	197,103	198,622	167,729
Valero Marketing & Supply	Petrochemical	253,598	-	-	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
Buckeye Texas Processing LLC	Petrochemical	271,063	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
HE Butt Grocery Company	Grocery	-	-	-	-	-	-	-	-	-	84,069
<b>Totals</b>		<b>\$ 7,103,774</b>	<b>\$ 5,340,029</b>	<b>\$ 5,023,115</b>	<b>\$ 5,602,976</b>	<b>\$ 5,338,682</b>	<b>\$ 4,377,671</b>	<b>\$ 3,953,543</b>	<b>\$ 3,683,714</b>	<b>\$ 3,303,540</b>	<b>\$ 3,232,552</b>
<b>Total Taxable Assessed Value</b>		<b>\$ 35,586,332</b>	<b>\$ 31,631,288</b>	<b>\$ 29,052,187</b>	<b>\$ 28,973,090</b>	<b>\$ 28,973,089</b>	<b>\$ 27,225,706</b>	<b>\$ 25,668,882</b>	<b>\$ 24,865,880</b>	<b>\$ 21,123,547</b>	<b>\$ 19,677,694</b>

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  
Statistical Supplement 7 (Continued)  
Principal Taxpayers  
Taxable Assessed Value  
Last Ten Tax Years  
(unaudited)**

Taxpayer	Type of Business	% of Taxable Assessed Value (TAV) by Tax Year									
		2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Flint Hills Resources LP	Petrochemical	5.20%	4.23%	4.38%	4.82%	4.40%	3.65%	3.51%	3.20%	3.83%	4.54%
Valero Refining Texas LP	Petrochemical	4.65%	4.04	4.23	4.61	4.07	3.65	3.05	3.95	3.47	3.72
Citgo Refining/Chemical Co LP	Petrochemical	2.21%	2.61	2.23	2.48	2.29	2.34	2.33	2.32	2.89	2.99
Corpus Christi Polymers LLC	Petrochemical	1.99%	0.94	0.93	1.84	1.84	0.00	0.00	0.00	0.00	0.00
Equistar Chemicals LP	Petrochemical	0.93%	1.39	1.51	1.55	1.64	1.83	2.05	0.75	0.94	1.16
Equistar Chemicals LP	Petrochemical	1.23%	0.52	0.52	0.00	0.00	0.62	0.70	0.00	0.00	0.00
Flint Hills Resources East LP	Petrochemical	0.00%	0.60	0.64	0.70	0.66	0.64	0.60	0.67	0.85	0.97
AEP Texas Central Company	Utility	1.09%	1.22	1.33	1.12	1.30	1.07	0.97	0.79	0.94	0.85
Valero Marketing & Supply	Petrochemical	1.20%	0.00	0.00	0.64	0.65	0.69	0.00	0.00	0.66	0.75
Epic Y-Grade Logistics LP	Petrochemical	0.71%	0.51	0.60	0.63	0.60	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	0.00	0.72	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	0.00	0.48
Buckeye Texas Processing LLC	Petrochemical	0.00%	0.87	0.92	0.96	0.97	0.98	0.98	1.03	0.82	0.00
Buckeye Texas HUB LLC	Petrochemical	0.76%	0.00	0.00	0.00	0.00	0.61	0.69	0.65	0.74	0.00
Barney M Davis LP	Utility	0.00%	0.00	0.00	0.00	0.00	0.00	0.52	0.73	0.00	0.00
Flint Hill Resources	Petrochemical	0.00%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.51	0.53
HE Butt Grocery Company	Grocery	0.00%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.43
<b>Totals</b>		<b>19.97%</b>	<b>16.94%</b>	<b>17.29%</b>	<b>19.35%</b>	<b>18.42%</b>	<b>16.08%</b>	<b>15.40%</b>	<b>14.81%</b>	<b>15.64%</b>	<b>16.43%</b>

**Source:** Local County Appraisal District

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

**Del Mar College**  
**Statistical Supplement 6**  
**State Appropriation per FTSE and Contact Hour**  
**Last Ten Fiscal Years**  
(unaudited)

<b>Fiscal Year</b>	<b>Appropriation per FTSE</b>			<b>Appropriation per Contact Hour</b>			
	<b>State Appropriation</b> (in thousands)	<b>Annual FTSE</b> <b>(a)</b>	<b>State Appropriation per FTSE</b>	<b>Academic Contact Hours</b> (in thousands) <b>(b)</b>	<b>Voc/Tech Contact Hours</b> (in thousands) <b>(b)</b>	<b>Total Contact Hours</b> (in thousands)	<b>State Appropriation per Contact Hour</b>
2022-23	\$ 25,354	5,996	\$ 4,228	2,158	1,856	4,014	\$ 6.32
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

State Appropriation (Schedule C) include benefits/ORP contributions

(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**  
**Statistical Supplement 9**  
**Ratios of Outstanding Debt**  
**Last Ten Fiscal Years Ending August 31**

(in Thousands)

	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>General Bonded Debt</b>										
General obligation bonds	\$ 255,385	\$ 266,750	\$ 278,040	\$ 288,060	\$ 219,355	\$ 228,195	\$ 134,695	\$ 132,860	\$ 71,170	\$ 69,730
Premium	26,384	28,731	31,185	34,115	20,749	22,800	14,907	15,649	5,827	4,852
<b>Net general bonded debt</b>	<b>\$ 281,769</b>	<b>\$ 295,481</b>	<b>\$ 309,225</b>	<b>\$ 322,175</b>	<b>\$ 240,104</b>	<b>\$ 250,995</b>	<b>\$ 149,602</b>	<b>\$ 148,509</b>	<b>\$ 76,997</b>	<b>\$ 74,582</b>
<b>Other Debt</b>										
Revenue bonds	\$ 8,450	\$ 9,910	\$ 11,300	\$ 12,620	\$ 13,890	\$ 15,110	\$ 16,345	\$ 17,530	\$ 21,385	\$ 23,405
SBITA obligations	1,445	1,423	-	-	-	-	-	-	-	-
Lease obligations	212	126	179	-	-	-	-	-	-	-
<b>Total Outstanding Debt</b>	<b>\$ 291,876</b>	<b>\$ 306,940</b>	<b>\$ 320,704</b>	<b>\$ 334,795</b>	<b>\$ 253,994</b>	<b>\$ 266,105</b>	<b>\$ 165,947</b>	<b>\$ 166,039</b>	<b>\$ 98,382</b>	<b>\$ 97,987</b>
<b>General Bonded Debt Ratios</b>										
Per Capita	\$ 801.22	\$ 836.63	\$ 875.55	\$ 889.26	\$ 662.79	\$ 692.85	\$ 414.16	\$ 410.78	\$ 213.62	\$ 209.23
Per FTSE	46,993	48,495	47,398	44,310	33,947	35,336	20,522	21,374	11,684	11,215
As a percentage of Taxable Assessed Value	0.88%	1.03%	1.12%	1.20%	0.96%	1.05%	0.65%	0.69%	0.38%	0.40%
<b>Total Outstanding Debt Ratios</b>										
Per Capita	\$ 829.96	\$ 869.08	\$ 908.05	\$ 924.10	\$ 701.13	\$ 734.56	\$ 459.41	\$ 459.27	\$ 272.95	\$ 274.90
Per FTSE	48,678	50,376	49,158	46,045	35,910	37,464	22,764	23,897	14,929	14,735
As a percentage of Taxable Assessed Value	0.91%	1.07%	1.16%	1.25%	1.02%	1.12%	0.72%	0.78%	0.49%	0.53%

**Notes:** Ratios calculated using population and TAV from current year. Debt per student calculated using full-time-equivalent enrollment  
(a) 2023 information not yet available

**Source:** College Annual Financial Reports



**Del Mar College**  
**Statistical Supplement 10**  
**Legal Debt Margin Information**  
**Last Ten Fiscal Years**  
(unaudited)

For the Year Ended August 31 (in Thousands)

	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>Taxable Assessed Value</b>	\$42,118,448	\$38,514,875	\$35,539,719	\$35,034,885	\$33,527,327	\$25,668,882	\$24,865,880	\$22,817,249	\$21,123,547	\$19,677,693
<b>General Obligation Bonds</b>										
Statutory Tax Levy Limit for Debt Service	210,592	192,574	177,699	175,174	167,637	128,344	124,329	114,086	105,618	98,388
Less: Funds Restricted for Repayment of General Obligation Bonds	(5,758)	(4,661)	(4,309)	(4,646)	(4,478)	(4,099)	(3,865)	(3,831)	(4,303)	(4,155)
Total Net General Obligation Debt	204,834	187,913	173,390	170,528	163,159	124,245	120,464	110,255	101,315	94,233
Current Year Debt Service Requirements	23,203	22,953	23,184	19,084	18,654	13,407	12,387	8,649	8,413	8,668
<b>Excess of Statutory Limit for Debt Service over Current Requirements</b>	<b>\$ 181,631</b>	<b>\$ 164,960</b>	<b>\$ 150,206</b>	<b>\$ 151,444</b>	<b>\$ 144,505</b>	<b>\$ 110,838</b>	<b>\$ 108,077</b>	<b>\$ 101,606</b>	<b>\$ 92,902</b>	<b>\$ 85,565</b>
<b>Net Current Requirements as a % of Statutory Limit</b>	8.28%	9.50%	10.62%	8.24%	8.46%	7.25%	6.85%	4.22%	3.89%	4.59%

**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**  
**Statistical Supplement 14**  
**Faculty, Staff, and Administrators Statistics**  
**Last Ten Fiscal Years**  
(unaudited)

	Fiscal Year									
	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
<b>Instructional Faculty</b>										
Full-Time (Credit)	304	309	302	310	314	316	311	298	282	279
Part-Time (Credit)	175	180	167	213	218	223	216	227	236	254
<b>Total</b>	<b>479</b>	<b>489</b>	<b>469</b>	<b>523</b>	<b>532</b>	<b>539</b>	<b>527</b>	<b>525</b>	<b>518</b>	<b>533</b>
Percent Full-Time (Credit)	63.5%	63.2%	64.4%	59.3%	59.0%	58.6%	59.0%	56.8%	54.4%	52.3%
Percent Part-Time (Credit)	36.5%	36.8%	35.6%	40.7%	41.0%	41.4%	41.0%	43.2%	45.6%	47.7%
<b>Staff and Administrators</b>										
Full-Time	453	433	428	411	374	381	367	348	309	293
Part-Time	314	277	312	353	359	417	445	408	331	309
<b>Total</b>	<b>767</b>	<b>710</b>	<b>740</b>	<b>764</b>	<b>733</b>	<b>798</b>	<b>812</b>	<b>756</b>	<b>640</b>	<b>602</b>
Percent Full-Time	59.1%	61.0%	57.8%	53.8%	51.0%	47.7%	45.2%	46.0%	48.3%	48.7%
Percent Part-Time	40.9%	39.0%	42.2%	46.2%	49.0%	52.3%	54.8%	54.0%	51.7%	51.3%
<b>College Total</b>										
Full-Time	757	742	730	721	688	697	678	646	591	572
Part-Time	489	457	479	566	577	640	661	635	567	563
<b>Grand Total</b>	<b>1,246</b>	<b>1,199</b>	<b>1,209</b>	<b>1,287</b>	<b>1,265</b>	<b>1,337</b>	<b>1,339</b>	<b>1,281</b>	<b>1,158</b>	<b>1,135</b>
Percent Full-Time	60.8%	61.9%	60.4%	56.0%	54.4%	52.1%	50.6%	50.4%	51.0%	50.4%
Percent Part-Time	39.2%	38.1%	39.6%	44.0%	45.6%	47.9%	49.4%	49.6%	49.0%	49.6%
<b>Faculty FTE</b>	501.59	516.07	484.97	508.82	498.72	513.19	502.06	454.07	432.28	435.70
<b>Student FTE (Total SCH/12)</b>	5,941.25	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
<b>FTSE per Full-time Faculty</b>	11.84	12.46	12.96	15.45	15.56	14.96	15.71	16.29	16.42	16.67
<b>FTSE per Full-Time Staff Member</b>	13.12	14.85	14.68	19.13	20.75	20.15	21.50	21.25	22.97	24.78
<b>Average Annual Faculty Salary</b>	\$75,566	\$74,215	\$72,119	\$72,214	\$71,020	\$69,237	\$68,279	\$64,487	\$60,656	\$57,676

**Notes:** Year 2023 is not yet available. FTSE: Full Time Student Equivalent (as reported on CBM001).

**Source:** College Statistical Profiles.

**Del Mar College**  
**Statistical Supplement 15**  
**Enrollment Details**  
**Last Five Fiscal Years**  
(unaudited)

Student Classification	Fall 2022		Fall 2021		Fall 2020		Fall 2019		Fall 2018	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
00-30 hours	6,884	71%	7,156	69%	7,473	70%	8,850	74%	8,369	70%
31-60 hours	1,940	20%	2,256	22%	2,303	22%	2,192	18%	2,471	21%
> 60 hours	901	9%	983	9%	902	8%	966	8%	1,027	9%
<b>Total</b>	<b>9,725</b>	<b>100%</b>	<b>10,395</b>	<b>100%</b>	<b>10,678</b>	<b>100%</b>	<b>12,008</b>	<b>100%</b>	<b>11,867</b>	<b>100%</b>

Semester Hour Load	Fall 2022		Fall 2021		Fall 2020		Fall 2019		Fall 2018	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
1-3 semester hours	1,872	19%	1,931	19%	2,260	21%	2,031	17%	2,007	17%
4-6 semester hours	2,848	30%	3,070	29%	3,559	33%	3,163	26%	3,262	27%
7-9 Semester hours	2,836	29%	2,913	28%	2,448	23%	3,088	26%	3,058	26%
10-12 semester hours	1,488	15%	1,653	16%	1,610	15%	2,504	21%	2,415	20%
13-15 semester hours	613	6%	735	7%	700	7%	1,093	9%	1,012	9%
16 & over	68	1%	93	1%	101	1%	129	1%	113	1%
<b>Total</b>	<b>9,725</b>	<b>100%</b>	<b>10,395</b>	<b>100%</b>	<b>10,678</b>	<b>100%</b>	<b>12,008</b>	<b>100%</b>	<b>11,867</b>	<b>100%</b>

Average course load 7.2 7.0 7.0 8.0 7.7

Tuition Status	Fall 2022		Fall 2021		Fall 2020		Fall 2019		Fall 2018	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Texas Resident (in-District)	6,739	69%	7,570	73%	7,829	73%	9,024	75%	9,017	76%
Texas Resident (out-of-District)	2,376	25%	2,568	25%	2,569	24%	2,678	22%	2,537	22%
Non-Resident Tuition	610	6%	257	2%	280	3%	306	3%	313	0%
<b>Total</b>	<b>9,725</b>	<b>101%</b>	<b>10,395</b>	<b>100%</b>	<b>10,678</b>	<b>100%</b>	<b>12,008</b>	<b>100%</b>	<b>11,867</b>	<b>100%</b>

this needs to be fixed

Notes: Year 2023 is not yet available

Source: College Statistical Profiles/CBM001 Report

**Del Mar College**  
**Statistical Supplement 16**  
**Student Profile**  
**Last Five Fiscal Years**  
(unaudited)

	Fall 2022		Fall 2021		Fall 2020		Fall 2019		Fall 2018	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Female	5,677	58.40%	6,113	58.80%	6,392	59.90%	7,097	59.10%	6,951	58.57%
Male	4,048	41.60%	4,282	41.20%	4,286	40.10%	4,911	40.90%	4,916	41.43%
<b>Total</b>	<b>9,725</b>	<b>100%</b>	<b>10,395</b>	<b>100%</b>	<b>10,678</b>	<b>100%</b>	<b>12,008</b>	<b>100.00%</b>	<b>11,867</b>	<b>100.00%</b>

Ethnic Origin	Fall 2022		Fall 2021		Fall 2020		Fall 2019		Fall 2018	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Hispanic	6,904	71.00%	7,380	71.00%	7,497	70.21%	8,310	69.20%	8,121	68.43%
White, non-Hispanic	1,981	20.40%	2,247	21.62%	2,400	22.48%	2,783	23.18%	2,777	23.40%
Black, non-Hispanic	198	2.00%	225	2.16%	248	2.32%	328	2.73%	328	2.76%
Asian/Pacific Islander	224	2.30%	234	2.25%	238	2.23%	265	2.21%	199	1.68%
Indian/Alaskan Native	21	20.00%	19	0.18%	18	0.17%	25	0.21%	26	0.22%
Unknown	397	4.10%	290	2.79%	277	2.59%	297	2.47%	416	3.51%
<b>Total</b>	<b>9,725</b>	<b>100%</b>	<b>10,395</b>	<b>100%</b>	<b>10,678</b>	<b>100%</b>	<b>12,008</b>	<b>100.00%</b>	<b>11,867</b>	<b>100.00%</b>

Age	Fall 2022		Fall 2021		Fall 2020		Fall 2019		Fall 2018	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Under 20	4,073	41.90%	3,987	38.35%	4,328	40.53%	4,952	41.24%	4,615	38.89%
20 -24	2,789	28.70%	3,086	29.69%	3,094	28.98%	3,499	29.14%	3,495	29.45%
25 - 29	1,067	11.00%	1,253	12.05%	1,298	12.16%	1,402	11.67%	1,496	12.61%
30 - 34	683	7.00%	799	7.69%	751	7.03%	837	6.97%	854	7.20%
35 - 39	435	4.50%	512	4.92%	490	4.59%	528	4.40%	552	4.65%
40 - 44	303	3.10%	349	3.36%	340	3.18%	321	2.67%	353	2.97%
45 - 49	176	1.80%	192	1.85%	189	1.77%	234	1.95%	272	2.29%
50 & over	199	2.00%	217	2.09%	188	1.76%	235	1.96%	230	1.94%
<b>Total</b>	<b>9,725</b>	<b>100%</b>	<b>10,395</b>	<b>100%</b>	<b>10,678</b>	<b>100%</b>	<b>12,008</b>	<b>100.00%</b>	<b>11,867</b>	<b>100.00%</b>

<b>Average Age</b>	<b>23.6</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>
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Notes: Year 2023 is not yet available

Source: College Statistical Profiles/CBM001 Report

**Del Mar College**  
**Statistical Supplement 12**  
**Demographic and Economic Statistics - Taxing District (Nueces County)**  
**Last Ten Fiscal Years**  
(unaudited)

<b>Calendar Year</b>	<b>Nueces County Population (a)</b>	<b>Nueces County Personal Income (in Thousands) (b)</b>	<b>Nueces County Personal Income Per Capita (b)</b>	<b>Nueces County Unemployment Rate (c)</b>
2022	351,674	\$ (d)	\$ (d)	4.7%
2021	353,178	18,661,085	52,852	6.8%
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  
Statistical Supplement 13  
Principal Employers  
(unaudited)**

<b>Employer</b>	<b>2022</b>		<b>2012</b>	
	<b>Number of Employees</b>	<b>Percentage of Total Employment <sup>1</sup></b>	<b>Number of Employees</b>	<b>Percentage of Total Employment</b>
Corpus Christi ISD	5,134	2.66%	5,178	2.61%
Corpus Christi Naval Air Station	5,000	2.59%	2,822	1.42%
City of Corpus Christi	4,100	2.13%	3,171	1.60%
H.E.B.	3,847	2.00%	5,000	2.52%
CHRISTUS Spohn Health Systems	3,000	1.56%	5,144	2.59%
Driscoll Children's Hospital	3,000	1.56%	1,800	0.91%
Corpus Christi Army Depot	2,900	1.50%	6,500	3.28%
Kiewit Offshore Service	2,184	1.13%	2,200	1.11%
Corpus Christi Medical Center	2,000	1.04%	1,300	0.66%
Bay, Ltd.	1,700	0.88%	2,100	1.06%
Del Mar College	1,423	0.74%	1,542	0.78%
<b>Total</b>	<b>34,288</b>	<b>17.79%</b>	<b>36,757</b>	<b>18.54%</b>
<b>Corpus Christi MSA Total Annual Employment<sup>2</sup></b>	<b>192,759</b>		<b>198,360</b>	

**Source:**

1. Corpus Christi Regional Economic Development Corporation
2. US Bureau of Labor Statistics - Corpus Christi MSA Annual Employment

# Appendices





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ORDER OF THE BOARD OF REGENTS  
OF THE  
DEL MAR COLLEGE DISTRICT  
**BUDGETS**  
**2023-2024**

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, 2023 and ending August 31, 2024.

The foregoing Order was duly offered by Carl E. Crull, P.E., seconded by Dr. Anantha Babbili, 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 29, 2023, 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:



\_\_\_\_\_  
Rudy Garza, Jr., Secretary

(Seal)



## Notice About 2023 Tax Rates

Property tax rates in Del Mar College.

This notice concerns the 2023 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.

<b>This year's no-new-revenue tax rate</b>	\$0.223470/\$100
<b>This year's voter-approval tax rate</b>	\$0.237724/\$100

To see the full calculations, please visit [www.delmar.edu](http://www.delmar.edu) for a copy of the Tax Rate Calculation Worksheet.

### Unencumbered Fund Balance

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

Type of Fund	Balance
General Fund	-43,995,238
Plant Fund - Unrestricted	7,454,708

### 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	3,620,000	220,350	0	3,840,350
Bond Series 2015 Limited Tax Refunding	265,000	411,887	0	676,887
Limited Tax Bond, Series 2016	1,525,000	2,268,650	0	3,793,650
Limited Tax Bond, Series 2017	380,000	263,950	0	643,950
Limited Tax Bond, Series 2018A	900,000	1,945,250	0	2,845,250
Limited Tax Bond, Series 2018B	1,160,000	2,375,100	0	3,535,100
Limited Tax Bond, Series 2020A	605,000	857,800	0	1,462,800
Limited Tax Bond, Series 2020B	1,500,000	2,490,450	0	3,990,450
Total required for 2023 debt service				\$20,788,437
- Amount (if any) paid from funds listed in unencumbered funds				\$0
- Amount (if any) paid from other resources				\$0
- Excess collections last year				\$0
= Total to be paid from taxes in 2023				\$20,788,437
+ Amount added in anticipation that the unit will collect only 95.15% of its taxes in 2023				\$1,059,631
= Total debt levy				\$21,848,068

This notice contains a summary of actual no-new-revenue and voter-approval calculations as certified by John Johnson, Comptroller/Revenue Budget Administrator on 08/07/2023 .

Visit [Texas.gov/PropertyTaxes](http://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.

# 2023 Tax Rate Calculation Worksheet

## Taxing Units Other Than School Districts or Water Districts

Form 50-856

Del Mar College

361-698-1269

Taxing Unit Name

Phone (area code and number)

101 Baldwin BLVD, Corpus Christi, TX 78404

www.delmar.edu

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

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.	<b>2022 total taxable value.</b> Enter the amount of 2022 taxable value on the 2022 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). <sup>1</sup>	\$ 30,772,226,419
2.	<b>2022 tax ceilings.</b> Counties, cities and junior college districts. 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 2022 or a prior year for homeowners age 65 or older or disabled, use this step. <sup>2</sup>	\$ 3,299,133,235
3.	<b>Preliminary 2022 adjusted taxable value.</b> Subtract Line 2 from Line 1.	\$ 27,473,093,184
4.	<b>2022 total adopted tax rate.</b>	\$ 0.266104 /\$100
5.	<b>2022 taxable value lost because court appeals of ARB decisions reduced 2022 appraised value.</b>	
	A. Original 2022 ARB values:.....	\$ 554,458,381
	B. 2022 values resulting from final court decisions:.....	-\$ 452,995,882
	C. 2022 value loss. Subtract B from A. <sup>3</sup>	\$ 101,462,499
6.	<b>2022 taxable value subject to an appeal under Chapter 42, as of July 25.</b>	
	A. 2022 ARB certified value:.....	\$ 4,227,992,372
	B. 2022 disputed value:.....	-\$ 531,391,732
	C. 2022 undisputed value. Subtract B from A. <sup>4</sup>	\$ 3,696,600,640
7.	<b>2022 Chapter 42 related adjusted values.</b> Add Line 5C and Line 6C.	\$ 3,798,063,139

<sup>1</sup> Tex. Tax Code §26.012(14)

<sup>2</sup> Tex. Tax Code §26.012(14)

<sup>3</sup> Tex. Tax Code §26.012(13)

<sup>4</sup> Tex. Tax Code §26.012(13)



Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
8.	<b>2022 taxable value, adjusted for actual and potential court-ordered adjustments.</b> Add Line 3 and Line 7.	\$ 31,271,156,323
9.	<b>2022 taxable value of property in territory the taxing unit deannexed after Jan. 1, 2022.</b> Enter the 2022 value of property in deannexed territory. <sup>5</sup>	\$ 0
10.	<p><b>2022 taxable value lost because property first qualified for an exemption in 2023.</b> 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 2023 does not create a new exemption or reduce taxable value.</p> <p><b>A. Absolute exemptions.</b> Use 2022 market value:..... \$ 34,654,326</p> <p><b>B. Partial exemptions.</b> 2023 exemption amount or 2023 percentage exemption times 2022 value:..... + \$ 130,507,589</p> <p><b>C. Value loss.</b> Add A and B.<sup>6</sup></p>	\$ 165,161,915
11.	<p><b>2022 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 2023.</b> Use only properties that qualified in 2023 for the first time; do not use properties that qualified in 2022.</p> <p><b>A. 2022 market value:</b>..... \$ 0</p> <p><b>B. 2023 productivity or special appraised value:</b>..... - \$ 0</p> <p><b>C. Value loss.</b> Subtract B from A.<sup>7</sup></p>	\$ 0
12.	<b>Total adjustments for lost value.</b> Add Lines 9, 10C and 11C.	\$ 165,161,915
13.	<b>2022 captured value of property in a TIF.</b> Enter the total value of 2022 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which 2022 taxes were deposited into the tax increment fund. <sup>8</sup> If the taxing unit has no captured appraised value in line 18D, enter 0.	\$ 338,584,979
14.	<b>2022 total value.</b> Subtract Line 12 and Line 13 from Line 8.	\$ 30,767,409,429
15.	<b>Adjusted 2022 total levy.</b> Multiply Line 4 by Line 14 and divide by \$100.	\$ 81,873,307
16.	<b>Taxes refunded for years preceding tax year 2022.</b> Enter the amount of taxes refunded by the taxing unit for tax years preceding tax year 2022. 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 2022. This line applies only to tax years preceding tax year 2022. <sup>9</sup>	\$ 462,651
17.	<b>Adjusted 2022 levy with refunds and TIF adjustment.</b> Add Lines 15 and 16. <sup>10</sup>	\$ 82,335,958
18.	<p><b>Total 2023 taxable value on the 2023 certified appraisal roll today.</b> 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.<sup>11</sup></p> <p><b>A. Certified values:</b>..... \$ 41,168,921,721</p> <p><b>B. Counties:</b> Include railroad rolling stock values certified by the Comptroller's office: ..... + \$ _____</p> <p><b>C. Pollution control and energy storage system exemption:</b> Deduct the value of property exempted for the current tax year for the first time as pollution control or energy storage system property:..... - \$ 0</p> <p><b>D. Tax increment financing:</b> Deduct the 2023 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the 2023 taxes will be deposited into the tax increment fund. Do not include any new property value that will be included in Line 23 below.<sup>12</sup> ..... - \$ 403,567,882</p> <p><b>E. Total 2023 value.</b> Add A and B, then subtract C and D.</p>	\$ 40,765,353,839

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



Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
19.	<p><b>Total value of properties under protest or not included on certified appraisal roll.</b> <sup>13</sup></p> <p><b>A. 2023 taxable value of properties under protest.</b> 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. <sup>14</sup> ..... \$ <u>650,976,447</u></p> <p><b>B. 2023 value of properties not under protest or included on certified appraisal roll.</b> 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. <sup>15</sup> ..... + \$ <u>0</u></p> <p><b>C. Total value under protest or not certified.</b> Add A and B. \$ <u>650,976,447</u></p>	
20.	<b>2023 tax ceilings.</b> Counties, cities and junior colleges enter 2023 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 2022 or a prior year for homeowners age 65 or older or disabled, use this step. <sup>16</sup>	\$ <u>3,923,264,725</u>
21.	<b>2023 total taxable value.</b> Add Lines 18E and 19C. Subtract Line 20. <sup>17</sup>	\$ <u>37,493,065,561</u>
22.	<b>Total 2023 taxable value of properties in territory annexed after Jan. 1, 2022.</b> Include both real and personal property. Enter the 2023 value of property in territory annexed. <sup>18</sup>	\$ <u>0</u>
23.	<b>Total 2023 taxable value of new improvements and new personal property located in new improvements.</b> New means the item was not on the appraisal roll in 2022. An improvement is a building, structure, fixture or fence erected on or affixed to land. New additions to existing 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, 2022 and be located in a new improvement. New improvements <b>do</b> include property on which a tax abatement agreement has expired for 2023. <sup>19</sup>	\$ <u>648,871,868</u>
24.	<b>Total adjustments to the 2023 taxable value.</b> Add Lines 22 and 23.	\$ <u>648,871,868</u>
25.	<b>Adjusted 2023 taxable value.</b> Subtract Line 24 from Line 21.	\$ <u>36,844,193,693</u>
26.	<b>2023 NNR tax rate.</b> Divide Line 17 by Line 25 and multiply by \$100. <sup>20</sup>	\$ <u>0.223470</u> /\$100
27.	<b>COUNTIES ONLY.</b> Add together the NNR tax rates for each type of tax the county levies. The total is the 2023 county NNR tax rate. <sup>21</sup>	\$ _____ /\$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.	<b>2022 M&amp;O tax rate.</b> Enter the 2022 M&O tax rate.	\$ <u>0.196870</u> /\$100
29.	<b>2022 taxable value, adjusted for actual and potential court-ordered adjustments.</b> Enter the amount in Line 8 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>31,271,156,323</u>

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



Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
30.	<b>Total 2022 M&amp;O levy.</b> Multiply Line 28 by Line 29 and divide by \$100	\$ 61,563,525
31.	<p><b>Adjusted 2022 levy for calculating NNR M&amp;O rate.</b></p> <p><b>A. M&amp;O taxes refunded for years preceding tax year 2022.</b> Enter the amount of M&amp;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 2022. This line applies only to tax years preceding tax year 2022. .... + \$ 333,954</p> <p><b>B. 2022 taxes in TIF.</b> 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 2023 captured appraised value in Line 18D, enter 0. .... - \$ 677,165</p> <p><b>C. 2022 transferred function.</b> 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><b>D. 2022 M&amp;O levy adjustments.</b> Subtract B from A. For taxing unit with C, subtract if discontinuing function and add if receiving function. .... \$ -343,211</p> <p><b>E. Add Line 30 to 31D.</b></p>	\$ 61,220,314
32.	<b>Adjusted 2023 taxable value.</b> Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 36,844,193,693
33.	<b>2023 NNR M&amp;O rate (unadjusted).</b> Divide Line 31E by Line 32 and multiply by \$100.	\$ 0.166160 /\$100
34.	<p><b>Rate adjustment for state criminal justice mandate.</b><sup>23</sup>  <b>If not applicable or less than zero, enter 0.</b></p> <p><b>A. 2023 state criminal justice mandate.</b> 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>B. 2022 state criminal justice mandate.</b> 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><b>C. Subtract B from A and divide by Line 32 and multiply by \$100.</b> .... \$ 0 /\$100</p> <p><b>D. Enter the rate calculated in C. If not applicable, enter 0.</b></p>	\$ 0 /\$100
35.	<p><b>Rate adjustment for indigent health care expenditures.</b><sup>24</sup>  <b>If not applicable or less than zero, enter 0.</b></p> <p><b>A. 2023 indigent health care expenditures.</b> 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, 2022 and ending on June 30, 2023, less any state assistance received for the same purpose. .... \$ 0</p> <p><b>B. 2022 indigent health care expenditures.</b> 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>C. Subtract B from A and divide by Line 32 and multiply by \$100.</b> .... \$ 0 /\$100</p> <p><b>D. Enter the rate calculated in C. If not applicable, enter 0.</b></p>	\$ 0 /\$100

<sup>22</sup> [Reserved for expansion]

<sup>23</sup> Tex. Tax Code §26.044

<sup>24</sup> Tex. Tax Code §26.0441

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
36.	<p><b>Rate adjustment for county indigent defense compensation.</b> <sup>25</sup>                      If not applicable or less than zero, enter 0.</p> <p><b>A. 2023 indigent defense compensation expenditures.</b> 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, 2022 and ending on June 30, 2023, less any state grants received by the county for the same purpose..... \$ <u>0</u></p> <p><b>B. 2022 indigent defense compensation expenditures.</b> 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..... \$ <u>0</u></p> <p><b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100..... \$ <u>0</u> /\$100</p> <p><b>D.</b> Multiply B by 0.05 and divide by Line 32 and multiply by \$100..... \$ <u>0</u> /\$100</p> <p><b>E.</b> Enter the lesser of C and D. If not applicable, enter 0.</p>	\$ <u>0</u> /\$100
37.	<p><b>Rate adjustment for county hospital expenditures.</b> <sup>26</sup>                      If not applicable or less than zero, enter 0.</p> <p><b>A. 2023 eligible county hospital expenditures.</b> Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2022 and ending on June 30, 2023. .... \$ <u>0</u></p> <p><b>B. 2022 eligible county hospital expenditures.</b> 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. .... \$ <u>0</u></p> <p><b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100..... \$ <u>0</u> /\$100</p> <p><b>D.</b> Multiply B by 0.08 and divide by Line 32 and multiply by \$100..... \$ <u>0</u> /\$100</p> <p><b>E.</b> Enter the lesser of C and D, if applicable. If not applicable, enter 0.</p>	\$ <u>0</u> /\$100
38.	<p><b>Rate adjustment for defunding municipality.</b> 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 Section 26.0444 for more information.</p> <p><b>A. Amount appropriated for public safety in 2022.</b> Enter the amount of money appropriated for public safety in the budget adopted by the municipality for the preceding fiscal year ..... \$ <u>0</u></p> <p><b>B. Expenditures for public safety in 2022.</b> Enter the amount of money spent by the municipality for public safety during the preceding fiscal year..... \$ <u>0</u></p> <p><b>C.</b> Subtract B from A and divide by Line 32 and multiply by \$100 ..... \$ <u>0</u> /\$100</p> <p><b>D.</b> Enter the rate calculated in C. If not applicable, enter 0.</p>	\$ <u>0</u> /\$100
39.	<p><b>Adjusted 2023 NNR M&amp;O rate.</b> Add Lines 33, 34D, 35D, 36E, and 37E. Subtract Line 38D.</p>	\$ <u>0.166160</u> /\$100
40.	<p><b>Adjustment for 2022 sales tax specifically to reduce property taxes.</b> Cities, counties and hospital districts that collected and spent additional sales tax on M&amp;O expenses in 2022 should complete this line. These entities will deduct the sales tax gain rate for 2023 in Section 3. Other taxing units, enter zero.</p> <p><b>A.</b> Enter the amount of additional sales tax collected and spent on M&amp;O expenses in 2022, if any. Counties must exclude any amount that was spent for economic development grants from the amount of sales tax spent ..... \$ <u>0</u></p> <p><b>B.</b> Divide Line 40A by Line 32 and multiply by \$100 ..... \$ <u>0</u> /\$100</p> <p><b>C.</b> Add Line 40B to Line 39.</p>	\$ <u>0.166160</u> /\$100
41.	<p><b>2023 voter-approval M&amp;O rate.</b> Enter the rate as calculated by the appropriate scenario below.</p> <p><b>Special Taxing Unit.</b> If the taxing unit qualifies as a special taxing unit, multiply Line 40C by 1.08.</p> <p>- or -</p> <p><b>Other Taxing Unit.</b> If the taxing unit does not qualify as a special taxing unit, multiply Line 40C by 1.035.</p>	\$ <u>0.179452</u> /\$100

<sup>25</sup> Tex. Tax Code §26.0442

<sup>26</sup> Tex. Tax Code §26.0443



Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
D41.	<p><b>Disaster Line 41 (D41): 2023 voter-approval M&amp;O rate for taxing unit affected by disaster declaration.</b> 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.<sup>27</sup> If the taxing unit does not qualify, do not complete Disaster Line 41 (Line D41).</p>	\$ 0 /\$100
42.	<p><b>Total 2023 debt to be paid with property taxes and additional sales tax revenue.</b> 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&amp;O expenses.</p> <p><b>A. Debt</b> 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.<sup>28</sup></p> <p>Enter debt amount ..... \$ 20,788,437</p> <p><b>B. Subtract unencumbered fund amount</b> used to reduce total debt. .... - \$ 0</p> <p><b>C. Subtract certified amount spent from sales tax to reduce debt</b> (enter zero if none) ..... - \$ 0</p> <p><b>D. Subtract amount paid</b> from other resources ..... - \$ 0</p> <p><b>E. Adjusted debt.</b> Subtract B, C and D from A. .... \$ 20,788,437</p>	\$ 20,788,437
43.	<b>Certified 2022 excess debt collections.</b> Enter the amount certified by the collector. <sup>29</sup>	\$ 0
44.	<b>Adjusted 2023 debt.</b> Subtract Line 43 from Line 42E.	\$ 20,788,437
45.	<p><b>2023 anticipated collection rate.</b></p> <p><b>A.</b> Enter the 2023 anticipated collection rate certified by the collector.<sup>30</sup> ..... 89.38 %</p> <p><b>B.</b> Enter the 2022 actual collection rate. .... 95.87 %</p> <p><b>C.</b> Enter the 2021 actual collection rate. .... 96.69 %</p> <p><b>D.</b> Enter the 2020 actual collection rate. .... 95.15 %</p> <p><b>E.</b> 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%.<sup>31</sup></p>	95.15 %
46.	<b>2023 debt adjusted for collections.</b> Divide Line 44 by Line 45E.	\$ 21,848,068
47.	<b>2023 total taxable value.</b> Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 37,493,065,561
48.	<b>2023 debt rate.</b> Divide Line 46 by Line 47 and multiply by \$100.	\$ 0.058272 /\$100
49.	<b>2023 voter-approval tax rate.</b> Add Lines 41 and 48.	\$ 0.237724 /\$100
D49.	<p><b>Disaster Line 49 (D49): 2023 voter-approval tax rate for taxing unit affected by disaster declaration.</b> 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

<sup>27</sup> Tex. Tax Code §26.042(a)  
<sup>28</sup> Tex. Tax Code §26.012(7)  
<sup>29</sup> Tex. Tax Code §26.012(10) and 26.04(b)  
<sup>30</sup> Tex. Tax Code §26.04(b)  
<sup>31</sup> Tex. Tax Code §526.04(h), (h-1) and (h-2)



Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
50.	<b>COUNTIES ONLY.</b> Add together the voter-approval tax rates for each type of tax the county levies. The total is the 2023 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.	<b>Taxable Sales.</b> For taxing units that adopted the sales tax in November 2022 or May 2023, enter the Comptroller’s estimate of taxable sales for the previous four quarters. <sup>32</sup> Estimates of taxable sales may be obtained through the Comptroller’s Allocation Historical Summary webpage. Taxing units that adopted the sales tax before November 2022, enter 0.	\$ 0
52.	<b>Estimated sales tax revenue.</b> Counties exclude any amount that is or will be spent for economic development grants from the amount of estimated sales tax revenue. <sup>33</sup>  <b>Taxing units that adopted the sales tax in November 2022 or in May 2023.</b> Multiply the amount on Line 51 by the sales tax rate (.01, .005 or .0025, as applicable) and multiply the result by .95. <sup>34</sup> <b>- or -</b> <b>Taxing units that adopted the sales tax before November 2022.</b> Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.	\$ 0
53.	<b>2023 total taxable value.</b> Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 37,493,065,561
54.	<b>Sales tax adjustment rate.</b> Divide Line 52 by Line 53 and multiply by \$100.	\$ 0 /\$100
55.	<b>2023 NNR tax rate, unadjusted for sales tax.</b> <sup>35</sup> Enter the rate from Line 26 or 27, as applicable, on the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 0.223470 /\$100
56.	<b>2023 NNR tax rate, adjusted for sales tax.</b> <b>Taxing units that adopted the sales tax in November 2022 or in May 2023.</b> Subtract Line 54 from Line 55. Skip to Line 57 if you adopted the additional sales tax before November 2022.	\$ 0.223470 /\$100
57.	<b>2023 voter-approval tax rate, unadjusted for sales tax.</b> <sup>36</sup> Enter the rate from Line 49, Line D49 (disaster) or Line 50 (counties) as applicable, of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ 0.237724 /\$100
58.	<b>2023 voter-approval tax rate, adjusted for sales tax.</b> Subtract Line 54 from Line 57.	\$ 0.237724 /\$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.	<b>Certified expenses from the Texas Commission on Environmental Quality (TCEQ).</b> Enter the amount certified in the determination letter from TCEQ. <sup>37</sup> The taxing unit shall provide its tax assessor-collector with a copy of the letter. <sup>38</sup>	\$ 0
60.	<b>2023 total taxable value.</b> Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 37,493,065,561
61.	<b>Additional rate for pollution control.</b> Divide Line 59 by Line 60 and multiply by \$100.	\$ 0 /\$100
62.	<b>2023 voter-approval tax rate, adjusted for pollution control.</b> 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).	\$ 0.237724 /\$100

<sup>32</sup> Tex. Tax Code §26.041(d)  
<sup>33</sup> Tex. Tax Code §26.041(i)  
<sup>34</sup> Tex. Tax Code §26.041(d)  
<sup>35</sup> Tex. Tax Code §26.04(c)  
<sup>36</sup> Tex. Tax Code §26.04(c)  
<sup>37</sup> Tex. Tax Code §26.045(d)  
<sup>38</sup> 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 adjusted to remove the unused increment rate for the prior three years.<sup>39</sup> In a year where a taxing unit adopts a rate by applying any portion of the unused increment rate, the portion of the unused increment rate must be backed out of the calculation for that year.

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

- a tax year before 2020;<sup>40</sup>
- a tax year in which the municipality is a defunding municipality, as defined by Tax Code Section 26.0501(a);<sup>41</sup> 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.<sup>42</sup>

Individual components can be negative, but the overall rate would be the greater of zero or the calculated rate.

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

Line	Unused Increment Rate Worksheet	Amount/Rate
<b>63.</b>	<b>Year 3 component.</b> Subtract the 2022 actual tax rate and the 2022 unused increment rate from the 2022 voter-approval tax rate.	
A.	Voter-approval tax rate (Line 67).....	\$ 0.266213 /\$100
B.	Unused increment rate (Line 66).....	\$ 0.000000 /\$100
C.	Subtract B from A.....	\$ 0.266213 /\$100
D.	Adopted Tax Rate.....	\$ 0.266104 /\$100
E.	Subtract D from C.....	\$ 0.000109 /\$100
<b>64.</b>	<b>Year 2 component.</b> Subtract the 2021 actual tax rate and the 2021 unused increment rate from the 2021 voter-approval tax rate.	
A.	Voter-approval tax rate (Line 67).....	\$ 0.293273 /\$100
B.	Unused increment rate (Line 66).....	\$ 0.000000 /\$100
C.	Subtract B from A.....	\$ 0.293273 /\$100
D.	Adopted Tax Rate.....	\$ 0.283340 /\$100
E.	Subtract D from C.....	\$ 0.009933 /\$100
<b>65.</b>	<b>Year 1 component.</b> Subtract the 2020 actual tax rate and the 2020 unused increment rate from the 2020 voter-approval tax rate.	
A.	Voter-approval tax rate (Line 65).....	\$ 0.304764 /\$100
B.	Unused increment rate (Line 64).....	\$ 0 /\$100
C.	Subtract B from A.....	\$ 0.304764 /\$100
D.	Adopted Tax Rate.....	\$ 0.288600 /\$100
E.	Subtract D from C.....	\$ 0.016164 /\$100
<b>66.</b>	<b>2023 unused increment rate.</b> Add Lines 63E, 64E and 65E.	\$ 0 /\$100
<b>67.</b>	<b>Total 2023 voter-approval tax rate, including the unused increment rate.</b> 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).	\$ 0.237724 /\$100

<sup>39</sup> Tex. Tax Code §26.013(a)

<sup>40</sup> Tex. Tax Code §26.013(c)

<sup>41</sup> Tex. Tax Code §§26.0501(a) and (c)

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

<sup>43</sup> Tex. Tax Code §26.063(a)(1)

<sup>44</sup> Tex. Tax Code §26.012(8-a)

<sup>45</sup> Tex. Tax Code §26.063(a)(1)



**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.<sup>44</sup> 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.<sup>45</sup>

Line	De Minimis Rate Worksheet	Amount/Rate
68.	<b>Adjusted 2023 NNR M&amp;O tax rate.</b> Enter the rate from Line 39 of the <i>Voter-Approval Tax Rate Worksheet</i>	\$ 0.166160 /\$100
69.	<b>2023 total taxable value.</b> Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 37,493,065,561
70.	<b>Rate necessary to impose \$500,000 in taxes.</b> Divide \$500,000 by Line 69 and multiply by \$100.	\$ 0.001333 /\$100
71.	<b>2023 debt rate.</b> Enter the rate from Line 48 of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ 0.058272 /\$100
72.	<b>De minimis rate.</b> 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.<sup>46</sup>

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.<sup>47</sup>

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. 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.	<b>2022 adopted tax rate.</b> Enter the rate in Line 4 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 0.266104 /\$100
74.	<b>Adjusted 2022 voter-approval tax rate.</b> Use the taxing unit's Tax Rate Calculation Worksheets from the prior year(s) to complete this line.  If a disaster occurred in 2022 and the taxing unit calculated its 2022 voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) of the 2022 worksheet due to a disaster, complete the applicable sections or lines of Form 50-856-a, Adjusted Voter-Approval Tax Rate for Taxing Units in Disaster Area Calculation Worksheet. - or - If a disaster occurred prior to 2022 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 2022, 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 2022 if it had generated revenue based on an adopted tax rate using a multiplier of 1.035 in the year(s) following the disaster. <sup>48</sup> Enter the final adjusted 2022 voter-approval tax rate from the worksheet. - or - If the taxing unit adopted a tax rate above the 2022 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.	<b>Increase in 2022 tax rate due to disaster.</b> Subtract Line 74 from Line 73.	\$ 0 /\$100
76.	<b>Adjusted 2022 taxable value.</b> Enter the amount in Line 14 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 30,767,409,429
77.	<b>Emergency revenue.</b> Multiply Line 75 by Line 76 and divide by \$100.	\$ 0
78.	<b>Adjusted 2023 taxable value.</b> Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 36,844,193,693
79.	<b>Emergency revenue rate.</b> Divide Line 77 by Line 78 and multiply by \$100. <sup>49</sup>	\$ 0 /\$100

<sup>44</sup> Tex. Tax Code §26.042(b)  
<sup>45</sup> Tex. Tax Code §26.042(f)  
<sup>46</sup> Tex. Tax Code §26.042(c)  
<sup>47</sup> Tex. Tax Code §26.042(b)

Line	Emergency Revenue Rate Worksheet	Amount/Rate
80.	<b>2023 voter-approval tax rate, adjusted for emergency revenue.</b> 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).	\$ <u>0.237724</u> /\$100

**SECTION 8: Total Tax Rate**

Indicate the applicable total tax rates as calculated above.

- No-new-revenue tax rate.** ..... \$ 0.223470 /\$100  
As applicable, enter the 2023 NNR tax rate from: Line 26, Line 27 (counties), or Line 56 (adjusted for sales tax).  
Indicate the line number used: 26
  
- Voter-approval tax rate.** ..... \$ 0.237724 /\$100  
As applicable, enter the 2023 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: 49
  
- De minimis rate.** ..... \$ 0.000000 /\$100  
If applicable, enter the 2023 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 the Tax Code.<sup>50</sup>

**print here** ▶ John Johnson  
\_\_\_\_\_ Printed Name of Taxing Unit Representative

**sign here** ▶  \_\_\_\_\_ Taxing Unit Representative

\_\_\_\_\_ Date 8/01/2023

<sup>50</sup> Tex. Tax Code §526.04(c-2) and (d-2)



# 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 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)

**SENDA:** 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



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***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.***

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**Del Mar College**

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