

ANNUAL BUDGET REPORT

For the Fiscal Year 2025 to 2026



DEL MAR COLLEGE

101 Baldwin Blvd.
Corpus Christi, TX 78404-3897
www.delmar.edu



This page intentionally left blank



Annual Budget Report

For Fiscal Year 2025 to 2026

Prepared by:

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

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

Jackie Landrum, MAcc
Assistant Comptroller and Budget Analyst

Natalie Villarreal, Ed.D.
Associate Vice President of External & Government Relations

Del Mar College
101 Baldwin Blvd, Corpus Christi, TX 78404-3897
www.delmar.edu



This page intentionally left blank

Table of Contents



Introduction

- 1 Budget Message
- 12 Profile of the College
- 13 Vision, Mission, & Core Values
- 14 Board of Regents and Administration
- 16 Organizational Chart
- 17 Distinguished Budget Presentation Award

Strategic Plan

- 21 Strategic Planning Overview
- 22 Development of the Plan
- 29 Strategic Plan Guiding Stars and Goals
- 32 Strategic Planning Assessment Process
- 35 Strategic Plan in Action

Budget Structure

- 47 Budget Process Overview
- 51 Budget Process Calendar
- 52 Budget Structure & Functions
- 60 Fund Structure
- 62 Budgetary & Financial Policies

Budget Overview

- 71 Budget Overview
- 75 Operating Fund Budget Summary
- 76 Operating Fund Expenditures by Function
- 77 Operating Fund Expenditures by Object
- 78 Summary of Changes in Fund Balances
- 79 All Funds Summary of Revenues & Expenditures

Revenue & Expenditure Trends

- 85 Revenue Trends - Operating Fund
- 88 State Appropriation Summary
- 89 Tuition & Fees Summary
- 91 Property Tax Valuations & Rates Summary
- 93 Expenditure Trends - Operating Fund
- 97 Revenue & Expenditure Trends - Auxiliary Fund

Long-Term Financial Planning

- 101 Long-Term Financial Forecasts
- 105 Operating Fund Five-Year Forecast
- 106 Debt Service Fund Five-Year Forecast
- 107 Auxilliary Fund Five-Year Forecast

Capital Programs

- 111 Capital Improvement Program
- 112 Capital Expenditure Summary

Debt Administration

- 119 Debt Administration
- 121 Debt Service Fund Summary
- 125 Debt Service Requirements to Maturity

Departmental Goals & Objectives

- 129 Positions by Department
- 133 Organizational Division Summary
- 135 Vice President Development & Donor Advising
- 137 Vice President of Communication & Marketing/Chief of Staff
- 140 General Counsel
- 141 President & Chief Executive Officer
- 147 Vice President & Chief Financial Officer
- 150 Vice President of Student Affairs
- 155 Vice President & Chief Academic Officer
- 159 Vice President of Administration & Human Resources
- 163 Vice President & Chief Physical Facilities Officer
- 166 Vice President & Chief Information Officer
- 170 Executive Vice President & Chief Operating Officer

Statistical Section

- 175 Net Position by Component
- 176 Revenues by Source
- 178 Program Expenses by Function
- 180 Tuition and Fees
- 181 Assessed Value & Taxable Value of Property
- 182 Property Tax Levies & Collections
- 183 Principal Taxpayers
- 185 State Appropriations Per FTSE & Contact Hour
- 186 Ratios of Outstanding Debt
- 187 Legal Debt Margin
- 188 Faculty, Staff and Administrators Statistics
- 189 Enrollment Details
- 190 Student Profile
- 191 Demographic & Economic Statistics
- 192 Principal Employers

Appendices

- 195 Notice of Public Hearings for FY 2025 Budget
- 207 Glossary
- 221 Acronyms



This page intentionally left blank

INTRODUCTION





This page intentionally left blank

April 17, 2026

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

We are pleased to present the Del Mar College Annual Budget Report for the fiscal year 2025 to 2026. This year's budget reflects our commitment to providing high-quality education, fostering innovation, and ensuring financial sustainability. The preparation of this budget has been guided by the principles of transparency, accountability, and strategic planning in alignment with the criteria established by the Government Finance Officers Association (GFOA) for the Distinguished Budget Presentation Award.

The College's forward motion is driven by our student value proposition, which is to ensure they gain the necessary knowledge, skills, and experience to achieve their goals of academic completion, paired with delivering a skilled workforce to meet the region's labor market demands. This is predicted, in part, on our academic programming, student support services, and investments in our instructional delivery space. The activities to achieve student outcomes will be supported with state funding, property taxes, tuition and fees, and grant funding, including: Del Mar, Conectamos, Continuamos, Completamos, and the SENDA grants. It is also predicated on the State's and the region's economic stability.

Student Outcomes

1. Increase the total number of students completing a degree, certificate or award every year for the next 5 years.
2. Increase the total number of students completing 15 semester credit hours in Dual Enrollment each year.
3. Increase the total number of high-demand institutional credentials leading to licensure by the first year and over the next five years.
4. Increase Fall to Fall retention each year for the next five years.
5. Increase the total number of transition students matriculating to credit every year for the next five years.
6. Increase Continuing Education enrollment and credit enrollment each year for the next five years.
7. Increase the number of students participating in college-sponsored activities by 10% each year for the next five years.

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, and 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-skill 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 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
Vocational Nurse Education
Health Information Technology Coding Specialist
Child Development and Early Childhood Admin.
Dental Assisting
Medical Assisting
Hospitality Management
Pharmacy Technician
Paramedic

Electrician
Environmental/Petrochemical Lab Technology
Automotive Applied Technology
Air Conditioning Applied Technology
Industrial Machining Applied Technology
Millwright– Industrial Maintenance Mechanic
Network Administration and Information Security
Welding Applied Technology
Law Enforcement

Del Mar, Conectamos, Continuamos, Completamos (DMC3) Grant

The DMC3 Grant awarded by the U.S. Department of Education, with a total value of \$2.9 million. Designed to support underprepared, socioeconomically disadvantaged, and low-income students, this grant aims to enhance student retention, persistence, and graduation rates. Key objectives include advancing culturally relevant pedagogy-focused professional development for faculty and staff. Additionally, the funding will facilitate the redesign of onboarding processes, strengthen advising services, expand professional development opportunities, and enhance student success coaching and peer mentoring initiatives.

SENDA Grant

The SENDA Grant is a five-year grant, valued at \$2.8 million, awarded by the U.S. Department of Education. This funding will support student advisory initiatives that empower students to make informed academic decisions, fostering on-time degree completion. The student advising framework incorporates strategic touchpoints at 15, 30, and 45 credit hour milestones to monitor academic progress. Additional student support services include technology-driven financial literacy education, financial peer coaching, and virtual career exploration. The College will leverage technology to expand student advising resources and ensure the delivery of high-quality advisory support.

Instructional Delivery Space

The College's instructional delivery space framework is a one-college multi-campus consisting of multiple campuses throughout our service district. They are curated to foster a positive learning environment, enhancing student life, and supporting a wide range of academic, professional, and mission-driven programs and services. The following is a listing of our off and on-site campuses.

ON-SITE LOCATIONS

Heritage Campus: Supports Arts & Sciences and Business programs, offering transferable courses toward a bachelor's degree.

Windward Campus: Supports Health Sciences, Emerging Technologies, Public Safety, and Industrial/Technical Education programs.

Oso Campus: Supports the STEM programs such as architecture and biosciences, as well as the Culinary Institute.

OFF-SITE LOCATIONS

Center for Economic Development: Used to deliver continuing education, workforce training, customized training, and personal enrichment courses.

Rockport Workforce Development Center: The College's most recent investment is planned for opening in 2026. The space will be used to deliver training in high-demand fields including Health Sciences, Manufacturing, Public Safety, Emergency Services, Construction Trades, and Small Business Development.

Corpus Christi International Airport Facility: Used to deliver technical training for certificate and associate degree programs in Aviation Maintenance Technology.

Service District Area High Schools: Hosts Del Mar College's Dual Credit Initiative, allowing high school students to earn college credits.

ECONOMIC LANDSCAPE

Located on the Gulf Coast, Corpus Christi is recognized as one of the largest industrial and energy-related project hubs in the world, as highlighted in the 2019 Coastal Bend Economic Development Guide. Since 2010, the region has experienced over \$57.4 billion in regional investments, supporting a diverse supply chain that fuels both regional and international economic development. The following are among the most significant investments in our region.

Gulf Coast Growth Ventures – A joint venture between ExxonMobil and SABIC. The \$9.48 billion facility designed to convert ethane into ethylene, a key component in plastics manufacturing with projected six hundred new jobs.

Steel Dynamics, Inc – The \$1.9 billion investment is for the construction of a steel mill valued at \$1.9 Billion with projected six hundred new jobs.

Harbor Bridge – A \$1 billion investment enabling access for larger vessels access to the Port of Corpus Christi bolstering global trade and logistics capacity.

ECONOMIC LANDSCAPE (Cont.)

Key economic infrastructure includes Port of Corpus Christi – The largest U.S. port in terms of total revenue tonnage and the nation’s largest energy export gateway; Class 1 railroads, airport access, and highway network connectivity, facilitating economic expansion; Texas Department of Transportation’s \$1 billion harbor bridge expansion project, launched in 2017 and expected to be completed in 2025. The region’s major industries include mining, oil & gas, construction, healthcare, agriculture, and hospitality & food services.

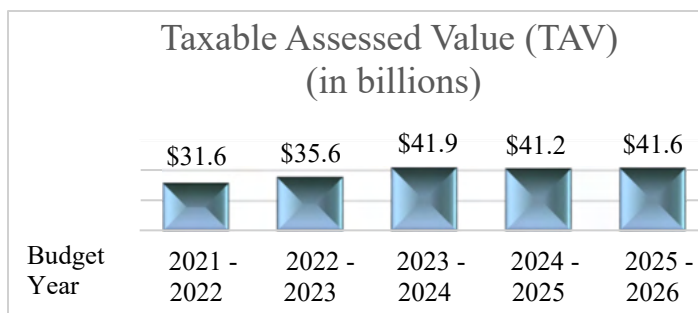
State Performance Funding / State Taxes

The Texas 88th legislation adopted a new funding model that includes multiple funding tranches with a Statewide combined value of \$650 million which became effective during the preceding budget year. The new funding model for Texas public community colleges is driven by 18 measurable performance outcomes including student’s completion of a certificate, associate degree or a bachelor’s degree credential. Since then, the College has shifted focus on student value creation by way of student advising, reducing financial barriers, reducing student’s time to completion, and new academic programing aligned with the region’s labor market demands for skilled workers.

DMC’s state funding is dependent, in part, on 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 State experienced a slight pullback in the 2024 annual tax collections reported at \$81.9 billion from the previous 12-months reported tax collections value of \$82.1 billion. The change is mainly from natural gas productions (-\$1.2 billion), offset by an increase in sales taxes (.6 billion) and oil production (.4 billion). The leveling of the 2024 tax collections comes after five consecutive years of tax collection increases from 2019 (\$59.4 billion) to 2023 (\$82.1 billion). Despite this pullback, the College has successfully secured the necessary state funding for its operations.

Property Taxes / Housing Market

For the College, property tax revenue remains a critical source of financial support, closely tied to assessed property valuations and regional real estate activity. In the upcoming budget year 2025-2026, the College has successfully secured the funding necessary to sustain its operations. This is attributed in part by a modest 1% increase in assessed property valuations, which rose to \$41.6 billion. This is a reversal from the previous year’s decrease from \$41.9 billion to \$41.2 billion – a 1.7% decline – largely due to legal disputes initiated by major petrochemical companies challenging their property valuations. However, those lawsuits have now been resolved through settlements, restoring some form of financial stability for the College.

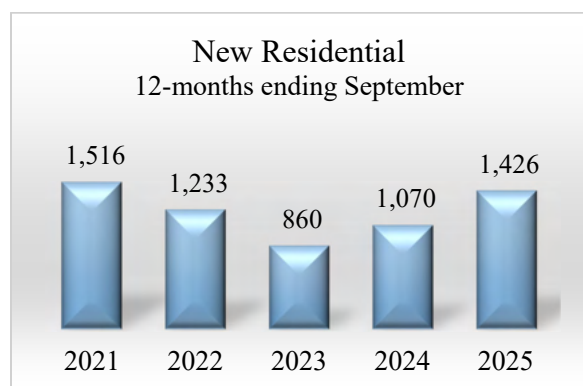


Property Taxes / Housing Market (Cont.)

The district's real estate market, after two years of slowdown, is showing signs of leveling off. This is attributed in part to recent easing in financing costs. According to Freddie Mac, the average 30-year loan interest rate decreased in August 2025 to 6.56% from a peak of 6.89% in January. However, rates remain elevated compared to 6.35% reported in August 2024 that is having an effect on the single-family home sales in the CCMSA.

After two consecutive years of decline in single-family home activity, recent data suggest signs of improvement. According to the Texas Real Estate Research Center at Texas A&M, sales for the seven months ending August rose from 3,050 to 3,174. Additionally, the median sales price appreciated to \$297,500, compared to \$287,0162 a year ago. Despite this improvement, homes remain in the market for longer periods, with the average days to sale increasing from 103 to 116.

New construction activity is also signaling signs of improvements for both housing and commercial growth in the area. The City of Corpus Christi reported an increase in permits issued during the 12 months ending September 2025. Residential permits climbed to 1,426 from 1,070 the previous year, while commercial permits rose from 84 to 136.



Tax Abatement

The College is committed to supporting regional tax abatement initiatives through targeted investments in partnership with municipal and county governments that align with the College's mission. These agreements are designed to build a resilient infrastructure and economy and promote an agile workforce in our region by attracting industry partners, resulting in job creation paired with a need for a trained workforce. The following describes the College's two active tax abatement agreements that align with our strategic plan and embedded into our annual budget process.

Polymers – The tax abatement will fuel the region's economy with the development by supporting the construction and operation of a major plastics manufacturing facility. This project will add approximately two hundred full-time, technically trained jobs. Additionally, their management of a desalination plant will enhance the region's water infrastructure.

Tax Abatement (Cont.)

Epic Y-Grade Logistics – The tax abatement will support the construction and operation of critical energy infrastructure. This project will include investments in their supply chain including expanding and enhancing pipelines, fractionation facilities, and export terminals for natural gas liquids. This investment will create jobs and position the region as a major energy export hub requiring a highly skilled workforce.

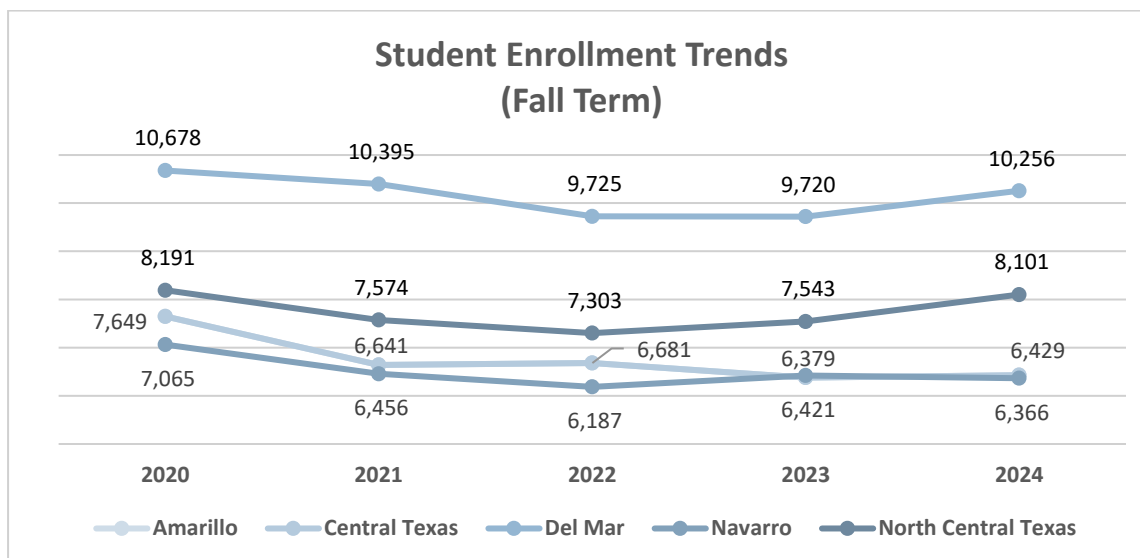
Tuition and Fees

Tuition and Fees revenue remains the College's second largest source of funding. Historically, Del Mar College has maintained stable revenues in this category despite pandemic-related enrollment declines. These declines mirrored statewide patterns: from 2020 to 2023, large Texas public community colleges experienced annual enrollment decreases ranging from 2.3% to 13.18%, indicating that Del Mar was not alone in facing pandemic-driven enrollment pressures.

In 2024, Del Mar College reversed this multi-year trend with a 5.5% year-over-year increase in student enrollment. This improvement reflects, in part, the College's focus on student affordability and the implementation of a new marketing plan designed to strengthen the trajectory of student enrollment. A key element of the affordability strategy has been applying steady, modest increases to student charges, ensuring students remain shielded from significant cost escalations.

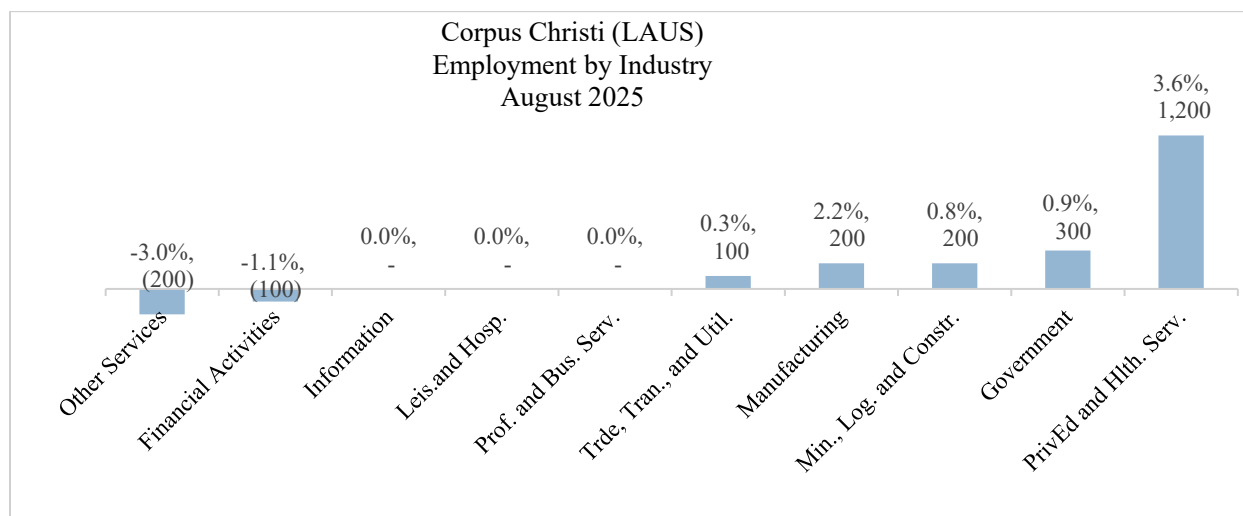
From Fall 2021 through Fall 2025, the Texas cost-of-living index increased by 22% cumulatively. Over that same period, Del Mar increased part-time student charges by only 5%, well below inflation. This demonstrates the College's strong commitment to keeping higher education affordable and accessible for the community.

However, maintaining student charges far below inflation also underscores a growing structural challenge: the College's limited ability to offset rising operating costs driven by inflation. As a result, the institution faces a heightened dependence on local property tax revenue and state funding to sustain core operations, preserve service levels, and support continued student success.



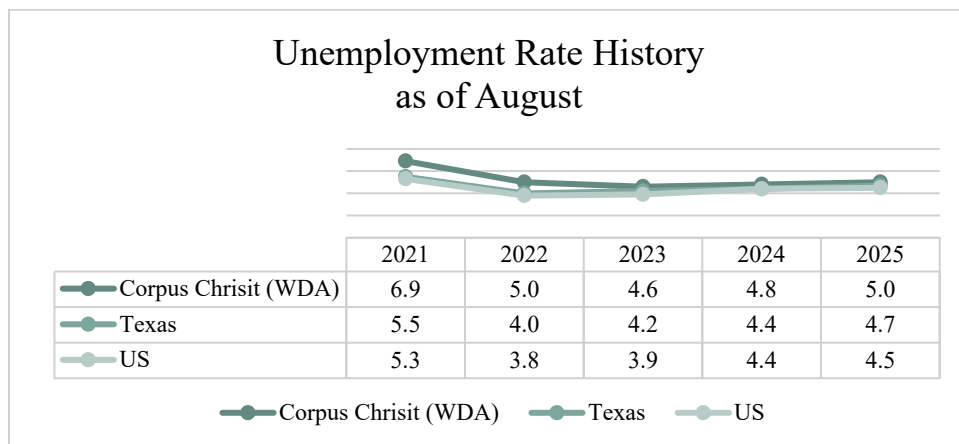
Labor Markets

As of August 2025, the region continues to show steady labor market expansion making its fifth consecutive year of growth. The region added 1,700 nonfarm positions over the past year, representing a nearly 1% year-over-year (YOY) increase. The private education and health services sector had the most pronounced growth, adding 1,200 positions, while government employment and mining, logging and construction sectors added 300 and 200 positions, respectively. The state of Texas reported similar trends with a YOY growth of nonfarm employment of 1.4%.



* Local Area Unemployment Statistics (LAUS)

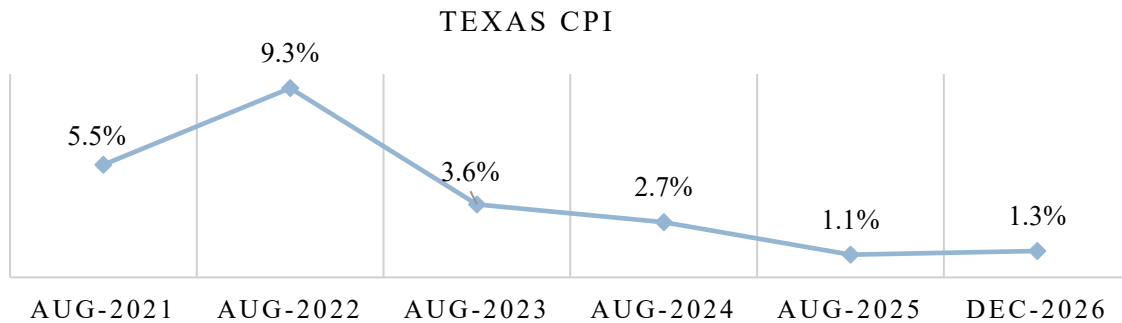
Despite this expansion, the region experienced a slight uptick in its unemployment rate to 5%. This is an increase from the preceding 12-month rate of 4.8%. However, the current rate remains significantly below the August 2021 reported high of 6.9%. Both the state of Texas and the US reported similar trends with unemployment rates of 4.4%.



* Workforce Development Area (WDA)

Operating Expenses

The College has returned to some type of normal allowing the College to focus the allocation of limited resources to mission driven priorities described above. This is fueled in part by a new low inflation rate reported in January 2026 of 1.3% down from its peak in August 2022 of 9.3%.



Budget Overview – FY 2026 Budget

Budget Priorities

The FY 2026 budgeting process began with the establishment of goals and objectives for the fiscal year, based on the strategic plan, and with assumptions that will guide the development of the budget. An important element of budget planning, the governance process, is used to balance the interests of the various stakeholders, including the district's communities, 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 2026 Budget was developed with the following budget priorities in mind:

- **Increase Completion for All Students:**
 - Create programs in response to individual and community needs
 - Enhance instructional environments to facilitate student success
 - Facilitate transition from entry point programs to credit programs
 - Create multiple pathways for students to achieve their educational intent
- **Optimize the Viking Student Experience**
 - Engage with incoming students
 - Help students navigate through comprehensive educational pathways
 - Recognize milestones
- **Maximize Resources Entrusted to the College**
 - Maintain physical resources
 - Maintain accessibility for students
- **Connect Beyond the College**
 - Prioritize enrollment marketing
 - Increase DMC brand awareness across the Coastal Bend
 - Recruit through various avenues
- **Nurture our faculty and staff to achieve their full potential**
 - Establish a culture of belonging: The Viking Way

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 2026 Annual Budget is \$133,659,646, which is an increase of \$8,396,769 over the FY 2025 budgeted revenues and expenditures of \$125,262,877. The following is a summary of the changes to the revenues and expenditure budgets that make up for the increase.

Budget Overview (Continued)

Revenues

State Appropriations

State appropriation funding was reformed with the passage of the Texas Legislature's House Bill 8 in the summer of FY 2023. House Bill 8 brought about a significant change in the funding methodology, moving from a model based primarily on students' time in class to a performance-based funding system that aligns state appropriations with specific performance metrics and outcomes.

The new funding model for Texas public community colleges is driven by 18 measurable performance outcomes, including students' completion of a certificate, associate degree, or bachelor's degree credential. The state appropriation funding amount budgeted for FY 2026 is based on the outcomes the College achieved in FY 2025 and the two prior years and is estimated to decrease by \$324,469 from FY 2025.

Tuition & Fees

Student tuition and fee revenues make up approximately 16.7% of the total budgeted operating revenue for FY 2026. 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 2026 tuition and fee budget, the tuition and fees per semester credit hour in-district rate remained flat to support the Governor's request not to increase tuition fees, enrollment levels were adjusted to reflect FY 2025 actual enrollment, and the estimated impact of the launch of the College's Freedom to Dream program.

Freedom to Dream is a tuition waiver program approved by the Board of Regents to cover tuition and fees, designed to make higher education more accessible for qualifying students.

Property Tax Revenue

Property tax revenue makes up approximately 60.9% of the total budgeted operating revenue for FY 2026. The combination of steadily increasing taxable assessed property values and conservative increases in property tax rates has resulted in a sound, stable property tax base that has consistently grown over the years. Property Tax collections have risen steadily from fiscal year 2014 through 2025. Maintenance and operations tax collections increased by \$10 million in FY 2025 due to a 0.024946 increase in the M&O property tax rate.

The most recent property tax rate was approved by the Board of Regents on August 26, 2025. The total assessed tax rate increased 5.4% from the prior year to \$0.27590 per \$100.00 property valuation for FY 2026. The maintenance and operations tax rate portion of the total tax rate increased 8.1% from the prior year to \$0.22101 per \$100 property valuation, resulting in \$6.3 million in additional property tax revenues. The debt service tax rate decreased by 4.3% from the prior year to \$0.05489 per \$100 property valuation, reflecting excess debt collections for FY 2026.

Budget Overview (Continued)

Expenses

The following is a summary of the changes that make up the \$8,396,769 increase in the expenditure budget:

- **Salaries & Benefits**
 - Employee salary increases of \$2.6 million to nurture our faculty and staff to achieve their full potential
 - Increased salary budget of \$2.2 million for additional positions to support various current and future college initiatives, and increase faculty stipends, etc.
 - Employee benefits increase of \$1.8 million related to an increased level of salary expenses
- **Other Non-Salary Operating Expenses**
 - Increase in operating costs of \$642 thousand to meet computer hardware, software, and supply item needs
 - Increase in utility expenses of \$127 thousand for the operation of physical resources
 - Increase in instructional equipment costs of \$141 thousand to enhance instructional environments
 - Resources amounted to \$285 thousand for enhanced marketing
 - Creation of the ideal new student experience to optimize the Viking Student Experience for an additional cost of \$281 thousand
 - Resources allocated of \$200 thousand for enhanced wrap-around student services
 - Contingency line item increased by \$125 thousand due to an increase in the required contingency level associated with an increase in the revenue budget

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 contributes to the high standard of financial stewardship and quality throughout the organization. It is with sincere appreciation that we thank all the individuals and departments for their support in this effort.

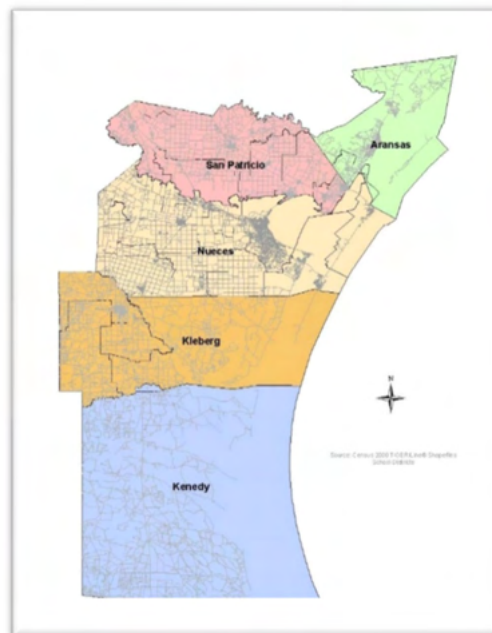
Respectively submitted,



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

College Profile

Del Mar College District (DMC) is an independent political subdivision of the State of Texas located in Nueces County. The College started in 1935 under the control of the Corpus Christi Independent School District's Board of Trustees. In 1951, the College became an independent political subdivision, legally named Corpus Christi Junior College District. 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, and we are accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The College has successfully completed its most recent reaffirmation, resulting in 100% compliance with its 74 standards with no recommendations for improvements.



The College serves over 24,000 learners in academic, career and technical, and continuing education courses. Our eight instructional pathways are designed to help students map and complete their degree, certificate, or continuing education programs on a timely basis. Our pathways include Architecture, Aviation and Automotive; Business Administration and Entrepreneurship; Communication, Fine Arts & Social Sciences; Health Sciences; Industrial Technology; Kinesiology & Education; Public Service and Science, Technology, Engineering, and Math (STEM). We take great pride in the fact that our students continue their academic journey transferring to one of the seven Texas public university systems and private institutions including Texas A&M (66.9%), University of Texas (14.0%), Texas State University (2.9%), University of Houston (5.1%), University of North Texas (0.3%) and Baylor University (1.0%).

Our certificate programs prepare students for middle-skill careers leading to immediate employment, and, for the most part, they can complete any certificate program within one year. In addition, our programs are curated, in part, with the regional industry in order to best design the program to deliver career readiness skills.

Del Mar College Strategic Plan

Del Mar's Board of Regents ratified the mission, vision, values, and five-year Strategic Plan for the 2024-2029 years on June 7, 2024. It is designed using the integrated planning model developed by the Society of College & University Planning. Key parties of interest were engaged in developing the new plan, including students, faculty, staff, community members, and the Del Mar College Board. Our "CHARTING THE VIKING WAY" strategic plan focuses on the following three guiding stars:

- ★ **COMMUNICATE** ***Goal 1:** Collaborate across the College.*
 ***Goal 2:** Connect beyond the College.*

- ★ **ELEVATE** ***Goal 1:** Increase completion for all students.*
 ***Goal 2:** Maximize resources entrusted to the College.*

- ★ **CULTIVATE** ***Goal 1:** Nurture our faculty and staff to achieve their full potential.*
 ***Goal 2:** Optimize the Viking Student Experience.*





BOARD OF REGENTS

The Board of Regents, the governing body for Del Mar College, is elected by the citizens of the Del Mar College District. Three positions are filled every two years, with board members serving staggered six-year terms. In 1989, the Board adopted a modified single-member district plan with five Regents elected to represent single-member districts and four members elected at large. Vacancies on the Board are filled for an unexpired term according to Board bylaws.



Carol A. Scott
Chair, At Large



Dr. Nicholas L. Adame
First Vice Chair, At Large



Libby Averyt
Second Vice Chair, At Large



Rudy Garza, JR.
Secretary, District 1



Dr. Anantha Babbili
At Large



Carl E. Crull, P.E.
District 5



William "Bill" J. Kelly
District 3



David Loeb
District 2



Dr. Laurie Turner
District 4



Principal Administrative Officers

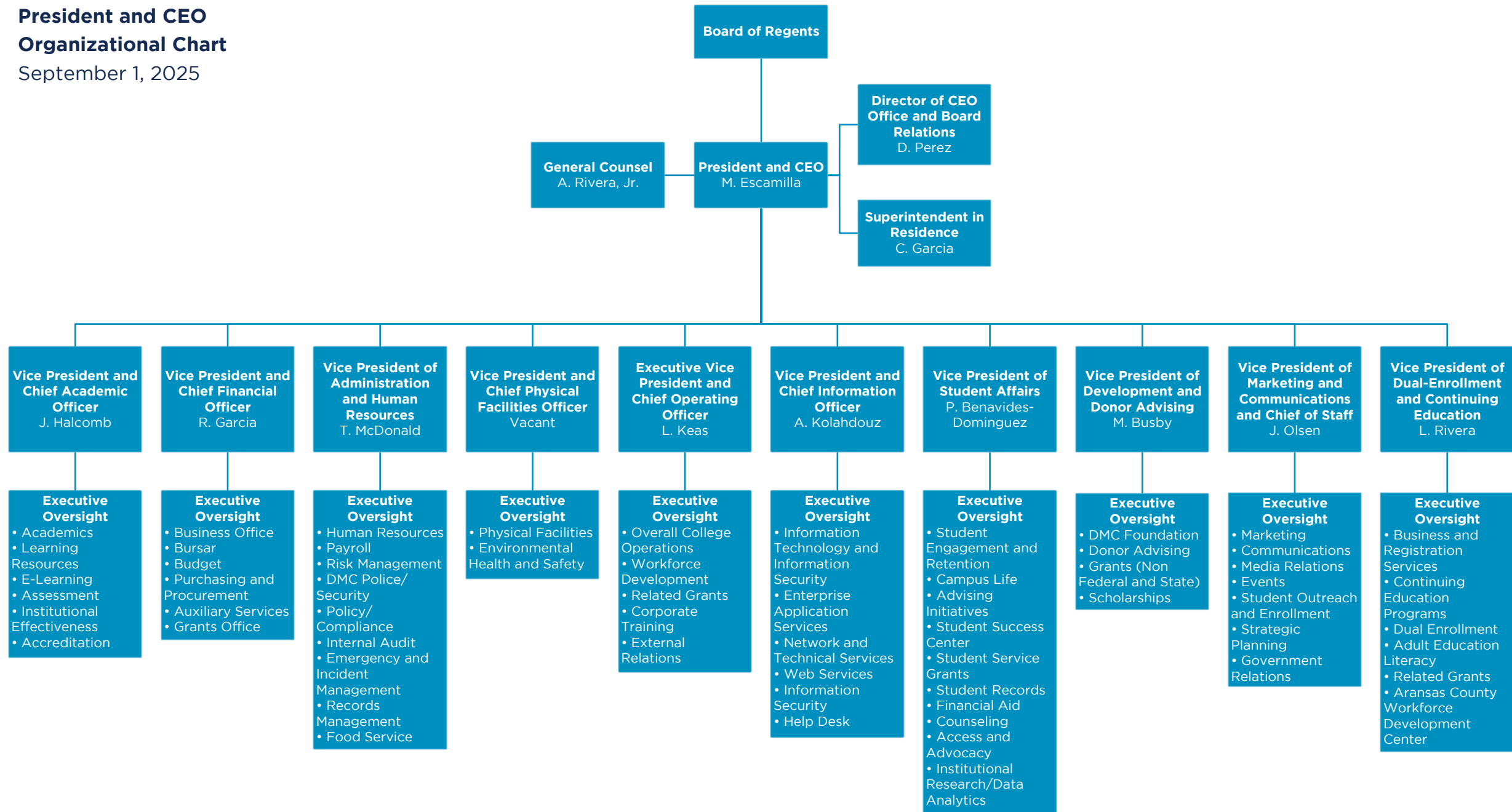
President and Chief Executive Officer	Dr. Mark Escamilla
General Counsel	Augustin Rivera, Jr.
Executive Vice President and Chief Operating Officer	Lenora Keas
Vice President and Chief Academic Officer	Dr. Jonda Halcomb
Vice President of Administration and Human Resources	Tammy McDonald
Vice President and Chief Financial Officer	Raul Garcia
Vice President and Chief Information Officer	Ali Kolahdouz
Vice President and Chief Facilities Officer	John Strybos
Vice President of Student Affairs	Patricia Benavides-Dominguez
Vice President of Development and Donor Advising	Matthew Busby
Vice President of Communications and Marketing and Chief of Staff	Jeff Olsen
Associate Vice President of Institutional Effectiveness and Academics	Dr. Sydney Saumby
Associate Vice President of Student Affairs	Cheryl Sanders
Associate Vice President of External & Governmental Relations & Strategic Planning	Dr. Natalie Villarreal
Vice President of Dual Enrollment and Continuing Education	Dr. Leonard Rivera
Dean, Communication, Fine Arts, and Social Science	Dr. Cynthia Bridges
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

President and CEO
Organizational Chart

September 1, 2025





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Del Mar College
Texas**

For the Fiscal Year Beginning

September 01, 2024

Christopher P. Morill

Executive Director



This page intentionally left blank

STRATEGIC PLAN





This page intentionally left blank

Strategic Plan

Strategic Planning Overview

The process that brought us to the 2024-2029 Strategic Plan involved extensive participation across every part of the Del Mar College community. Through conversations, interviews, and committee work, a very clear consensus emerged. There is a great desire to refine our processes, reconnect and strengthen our community, and improve our communication. This shared aspiration reaches beyond our internal community. It represents a desire to share what is so relevant and special about Del Mar College with a wider audience that is critical to our success.

While previous plans focused on infrastructure and programmatic elements, this plan focuses on defining who we are and what we do. We want to optimize the experience for the student and communicate to others about our pathways to success. As the College continues to grow new programs and campuses while navigating the changing landscape of a new funding model, this is an opportune time to prioritize these areas. Charting the Viking Way refines the sentiment shared throughout the discovery process into three guiding stars that will help Del Mar College successfully capture this moment and succeed in the years to come.



Development of the Plan

Phase I: Begin Planning

The launch of the 24-29 plan began in September 2022 with a workshop for the DMC board of regents led by the Office of Planning and Institutional Effectiveness (PIE). An 18-month timeline set to launch in the Spring of 2023 was presented with the launch of a public webpage. Considerations for the new plan included evaluating the following areas- State of Texas Strategic Plan: Building a Talent strong Texas, Commission of Community College Finance Funding recommendations, COVID-19 Recovery, Effective Teaching and Learning, Strategic Enrollment Management.

In January 2023, the Office of Strategic Planning took over the development of the plan in collaboration with the Office of PIE.



Development of the Plan (Continued)

Phase II: Engage Stakeholders

For the first 6 months of 2023, the team launched Phase II, which began with onboarding a 25-person college-wide steering committee on March 6th. The committee met monthly as a large group and was divided into smaller groups to conduct an environmental scan and analysis of the College. Face-to-face focus groups with internal and external stakeholders and online surveys were conducted.

The committee held 28 focus groups for faculty, staff, students, and the community. Internal stakeholders included full-time faculty, part-time faculty, non-exempt and exempt staff, and six different categories of students, including credit and non-credit students, students who are parents, early college high school students, and veteran students. External stakeholders represented a diverse background of the Coastal Bend community. Industry partners such as the Corpus Christi Army Depot (CCAD), Downtown Management District, AEP Texas, Flour Bluff ISD, and the CC Black Chamber of Commerce attended the focus groups.

The assessment was structured as a SWOT Analysis: Strengths, Weaknesses, Opportunities, and Threats were discussed. Over 1200 surveys (including 1000 students) were collected by the committee and analyzed. Analysis of over 20 focus groups was also completed.

Phase II ended with a board workshop for the board of regents to present the environmental scan of the college and community. The team also presented findings during the Faculty/Staff Summer Academy and received additional feedback.

Phase III: Write, Refine & Present

As the strategic plan began to take shape, the committee shifted focus on the priorities of the college and refined the overarching goals into units that could be measurable. The data analysis revealed three major areas that needed attention:

- I. Communicate- invest in clear internal and external communication and marketing strategies that tell our story and value proposition well.
- II. Elevate- DMC programs and processes must be as dynamic as the landscape itself and always focused on the outcome for the student.
- III. Cultivate- Culture and connectivity are important to the Viking community. By connecting our community to our purpose through basic foundations that will improve both employee and student success.

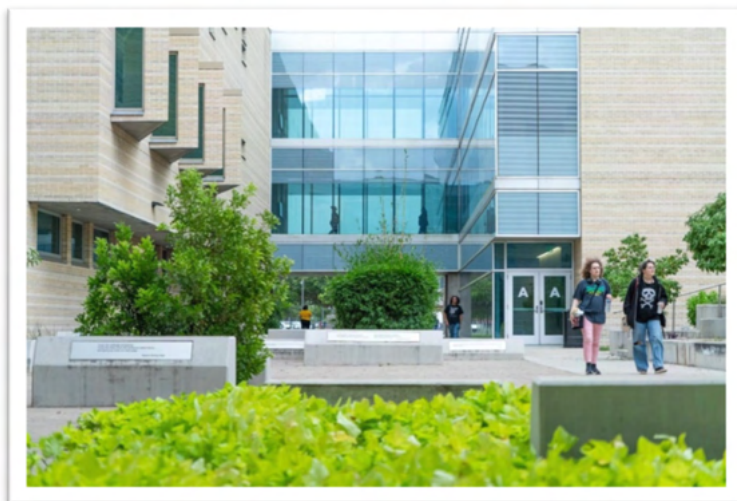
Development of the Plan (Continued)

As the committee prepared the structure of the plan, they prioritized the Principles of Accreditation set by the Southern Association of Colleges and School Commission on Colleges (SACSCOC). 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 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 the 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.”

In November 2023, staff led a workshop for the Board of Regents to discuss and refine the “Vision, Mission, and Values” of the new plan. After this was completed, the initial draft plan was developed and communicated to stakeholders for solicitation of feedback. Revisions continued until June 2024.

Phase IV: Approve, Implement

On June 11th, 2024, the Del Mar College Board of Regents approved the 2024-2029 Charting the Viking Way, 5-year strategic plan. The plan includes a new Mission and Vision statement, along with 6 core values that embody the Viking Way. Three Guiding Stars anchor the plan, with two goals under each.



Development of the Plan (Continued)

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 the units' assessment plan, which is 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 with Key Performance Indicators (KPI's) continued to be further developed by the SPSC during the Fall 2024 semester. To efficiently monitor the implementation progress, a strategy owner was identified for each of the plan's Institutional Strategies. Additionally, the 2024-2029 Strategic Plan Guiding Stars, Goals, and Strategies were added to 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 prioritization of strategies. To ensure consistency across college departments and initiatives, the Strategic Planning Office collaborated with other departments to ensure consistent planning and implementation. Other plans tied to the strategic plan include the Strategic Enrollment Management Plan and the Strategic Marketing Plan.

Charting The Viking Way was also presented to the Del Mar College community at Fall Convocation in 2024. The SP office continues to monitor the plan and evaluate the landscape for changes in priorities or data.

Development of the Plan (Continued)

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 toward 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.



Illustrations of Final Representation to the DMC Board of Regents
2024-2029 Strategic Plan



Vision Statement

What we aspire to achieve

Del Mar College empowers our communities to achieve their dreams.

Mission Statement

The purpose of the College

Del Mar College provides educational pathways that transform lives, build partnerships, and enrich communities.



Illustrations of Final presentation to the DMC Board of Regents
2024-2029 Strategic Plan

DMC VALUES



INTEGRITY

Operating with openness and honesty in all endeavors at the College.



COMMUNITY

The people we commit to serving through access and equity.



COURAGE

The willingness to take on challenges and overcome barriers.



EMPATHY

To respect and honor the experience of others.



RESOURCEFULNESS

Using all that we have and committing all that we are to ensure student success.



TRADITION

The shared legacy of the people at Del Mar College who have learned, taught, and charted The Viking Way.

Summary of the Values of The Viking Way.



Strategic Plan Guiding Stars and Goals

The following illustrates the Strategic Plan's Guiding Stars, identifying Organizational Goals and their relative Key Performance Indicators to support progress to those Goals:



Guiding Star I: COMMUNICATE

Goal 1:

Collaborate across the College

KPI:

- 1) Increase faculty/staff satisfaction with frequency and content of internal communications to 70%. (DMC, CCSSE)
- 2) Increase participation in college-sponsored activities over the baseline year. (CCSSE)
- 3) Increase usage of student resources by 100 students every year. (DMC, SEM Goal 3)

Strategies:

- + Continue the practice of shared governance.
- + Engage leaders at all levels.
- + Improve student-facing communication.
- + Enhance internal communication pathways for faculty and staff.

Goal 2:

Connect beyond the College

KPI:

- 1) Increase the number of communications and events held jointly between the College and external partners, increasing over the baseline each year. (CRO-SMP Goal 3)
- 2) Increase community awareness of DMC and its programs over the baseline year. (CRO)
- 3) Increase student participation in community-based projects by 5% every year. (CCSSE)

Strategies:

- + Prioritize enrollment marketing.
- + Increase DMC brand awareness across the Coastal Bend.
- + Recruit through various avenues.
- + Streamline communication.
- + Bring the community to campus.
- + Represent the College through advocacy and volunteerism.

Strategic Plan Guiding Stars and Goals (Continued)



GUIDING STAR II: ELEVATE

Goal 1: Increase completion for all students.

KPI:

- 1) Increase the total number of students completing a degree, certificate, or award by 5% every year for 5 years. (THECB, HB 8)
- 2) Increase total number of students completing 15 semester credit hours in Dual Enrollment by 3% each year. (THECB, HB 8)
- 3) Increase total number of faculty attending E-learning training and increase by 3% yearly for five years. (DMC E-Learning Office)

Strategies:

- + Create programs in response to individual and community needs.
- + Enhance instructional environments to facilitate student success.
- + Facilitate transition from entry point programs to credit programs
- + Create multiple pathways for students to achieve their educational intent.

Goal 2: Maximize resources entrusted to the College.

KPI:

- 1) Student tuition and fees for 15 SCH will be no greater than the Top 3 peer community colleges by comparison. (THECB)
- 2) Increase total number of high-demand institutional credentials leading to licensure by 25 the first year and 5 over the next five years. (THECB, HB8)
- 3) Increase total number of transition students matriculating to credit by 200 every year for a total of 1000 students over 5 years. (DMC)

Strategies:

- + Maintain accessibility for students.
- + Diversify revenue streams.
- + Align institutional framework with HB8 Funding.
- + Leverage financial support for student needs.
- + Coordinate the use of information resources.
- + Maximize effective space utilization.
- + Maintain physical resources.

Strategic Plan Guiding Stars and Goals (Continued)



GUIDING STAR III: CULTIVATE

Goal 1: Nurture our faculty and staff to achieve their full potential.

KPIs

- 1) Of full-time faculty, maintain at least 75% of tenure or tenure track faculty. (DMC)
- 2) Maintain high percentage of faculty and staff perception of the college as a favorable place to work after established baseline. (DMC)
- 3) Increase the number of faculty and staff who attend advisory training and increase 20% in 5 years. (DMC)

Strategies

- + Expand opportunities for professional development.
- + Enhance opportunities for advancement.
- + Prioritize campus safety.
- + Provide opportunities for faculty and staff to engage in wellness initiatives.
- + Establish a Culture of Belonging: The Viking Way.
- + Encourage intentional connections.

Goal 2: Optimize the Viking Student Experience.

KPIs

- 1) Increase Continuing Education enrollment by 2.5% each year and Credit enrollment by 3% each year. (THECB)
- 2) Increase Fall to Fall retention from 60.8% to 70% over five years. (DMC SEM)
- 3) Increase the number of students participating in college-sponsored activities by 10% each year. (CCSSE)

Strategies

- + Establish first interactions to promote DMC programs and recruit students.
- + Engage with incoming students.
- + Help students navigate through comprehensive educational pathways.
- + Prepare all faculty and staff to properly advise all students.
- + Recognize milestones.
- + Prepare students for post-completion success.

Strategic Planning Assessment Process

Administrative and Academic Student Support units are provided with annual training and support in building plans by the Office of PIE. Assessment plans are data-informed through efforts from previous years' experience or the introduction of a new approach that has been researched by unit leadership. The College seeks substantiated choices driven by the strategic plan and 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.

The strategic plan structure helps to inform the outcomes or objectives assessed. This structure helps the college narrow down the focus of the work being done at the College to ensure success.

The annual assessment cycle begins with a review of our unit's mission and the College's strategic plan to identify where our priorities overlap and align. Those overlapping priorities will inform us of our outcomes/objectives for the year. Outcomes/objectives should be explicitly stated, measurable, and assessed against targets or benchmarks. During the year, we collect data related to our outcomes/objectives and analyze our findings, which informs us about our future actions and allocation of resources. Based on our findings or results, we make changes that improve our ability to effectively meet the needs and expectations of students, parents, employers, faculty, and other community members. Using what we learned over the course of the previous cycle, we start the process all over again.

Characteristics of Effective Assessment

Effective administrative unit assessment should answer these questions:

1. What is the primary purpose of our unit?
2. What are you trying to do?
3. How well are you doing it?
4. Using the answers to the first three questions, how can we improve what we are doing?
5. What and how does a unit contribute to the College's overall mission?
6. How can the unit support the overall student learning experience?

Assessment is not just about measuring results but about continuous improvement over the long term. Additionally, assessment is most effective when:

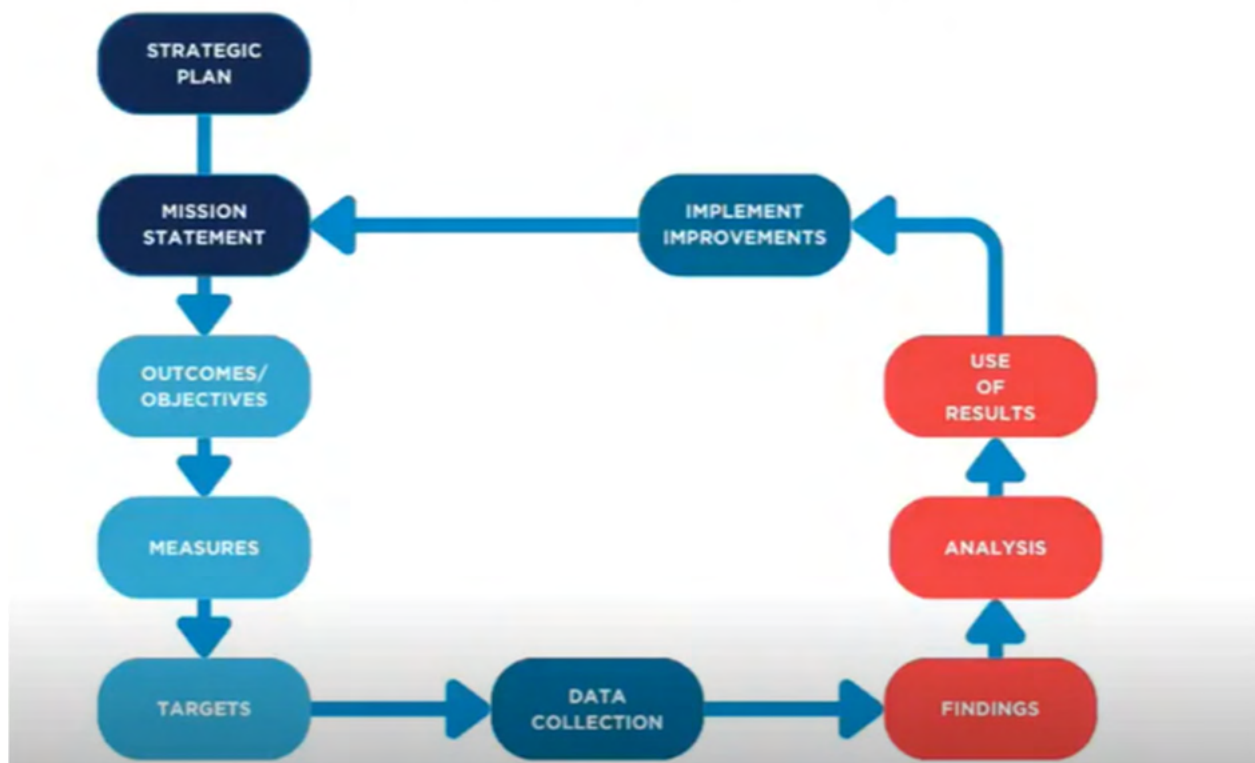
1. Assessment is viewed as a comprehensive, systematic, and continuous activity.
2. Assessment is viewed as a means for self-improvement.
3. Assessment utilizes multiple meaningful measures and multiple sources.

Strategic Planning Assessment Process (Continued)

4. Assessment results are used as a management tool to improve administrative units' structure, services, and processes.
5. Assessment should involve the participation and input of all faculty and staff.
6. Assessment includes student involvement.

(Adapted from "Weaving a Culture of Assessment with WEAVEonline", Fayetteville Technical Community College)

ASSESSMENT CYCLE



Strategic Planning Assessment Process (Continued)

Smart Outcomes & Objectives

A SMART objective is one that is specific, measurable, achievable, relevant, and time bound. Outcomes continue to be assessed on an ongoing basis. The PIE assessment team looks to see if an Objective can be measured. So, is the objective achievable, and who will be in charge of collecting the data related to the objective? PIE staff work with the college faculty and staff to ensure that the targets are aspirational but also realistic.

Assessment is an ongoing process of assessing data and evaluating the college's performance. Timelines set by the college ensure consistent data collection, review, and assessment to improve the college's practices.



Strategic Plan in Action

Year One in Review

During its first year of implementation, *Charting the Viking Way* laid a strong foundation for long-term institutional growth and student success. Year One efforts focused on strengthening communication, deepening community partnerships, improving student outcomes, and supporting the faculty and staff who make these achievements possible. This report highlights measurable progress and key insights within each of the plan's three Guiding Stars—Communicate, Elevate, and Cultivate—illustrating both accomplishments and opportunities that will guide Del Mar College into Year Two of the strategic plan.

Guiding Star I: Communicate

Purpose: Strengthen internal and external communications to support collaboration and engagement.

Goal 1: Collaborate across the College

Progress Review

Efforts to improve internal collaboration have shifted from simply measuring communication frequency to meaningfully assessing its impact. Recognizing the limitations of traditional survey tools, the College is moving toward a more tailored instrument to capture faculty and staff satisfaction and engagement levels. This change underscores Del Mar College's commitment to responsive governance and a culture that listens to its employees. Technology also played a growing role in fostering connection. By integrating new tools to track and manage participation in college-sponsored activities, the College gained clearer insight into how students engage across all campus communities. This data-driven approach allows DMC to identify which programs have the greatest impact and to replicate their success. Meanwhile, student use of on-campus resources exceeded annual targets, demonstrating both rising awareness and trust in DMC's support systems. Students are not only finding more avenues for involvement but also actively seeking help when needed, reflecting a stronger sense of belonging and well-being on campus.

Strategic Plan in Action (Continued)

Key Performance Indicators	2023-2024	2024-2025	Change
Increase faculty/staff satisfaction with frequency and content of internal communications to 70% DMC, CCSFE	In Progress	In Progress	TBD
Increase student participation in college-sponsored activities over the baseline year CCSSE	20%	34%	↑ 14% ✓
Increase usage of student resources by 100 students every year SEM Goal 3	425	529	↑ 104 ✓

Goal 2: Connect beyond the College

Progress Overview

DMC's external engagement efforts delivered clear, positive results. The number of community partnerships and on-campus events rose, reinforcing the College's role as a regional hub for education, workforce alignment, and civic collaboration. The continued presence of Communities In Schools and the ongoing partnership with Texas Workforce Solutions strengthened student support and expanded career pathway opportunities. Increased involvement from the Board of Regents has amplified these efforts, elevating DMC's advocacy at both the state and national levels and strengthening the College's influence on higher education and workforce policy. Public awareness of the Del Mar College brand remains strong, though the Brand Health Survey highlighted a gap among high school students, a critical audience for future enrollment and workforce alignment. Addressing this requires a more targeted strategy to engage younger demographics through relevant platforms and messaging. To better understand and expand these efforts, the College is implementing a Customer Relationship Management (CRM) system. Once operational, it will provide precise measures of engagement, participation, and conversion from interest to enrollment, enabling more intentional, data-driven connections with the community.

Strategic Plan in Action (Continued)

Key Performance Indicators	2023-2024	2024-2025	Change
Increase the number of communications and events held jointly between the College and external partners, increasing over the baseline each year SMP Goal 3	55	67	↑ 12 ✓
Increase community awareness of DMC and its programs over the baseline year CRO Brand Health Survey	—	36% Baseline	TBD
Increase student participation in community-based projects by 5% every year CCSSE	30%	22%	↓ 8% ⚠

Guiding Star II: Elevate

Purpose: Enhance student success, program quality, and the effective use of institutional resources.

Goal 1: Increase completion for all students

Progress Overview

Student completion at Del Mar College continues to trend upward, affirming the institution's focus on student achievement and persistence. The data suggest a steady improvement in completion outcomes, supported by faculty innovation and enhanced advising structures. Dual Enrollment emerged as one of the most promising areas of growth, reflecting successful collaboration with regional high schools and strong interest from students seeking early college credit. This not only improves the educational pipeline but also strengthens the College's role in supporting local workforce readiness. At the same time, the College's investment in faculty e-learning training has delivered strong results. With more faculty equipped to deliver engaging and high-quality online and hybrid instruction, students are gaining access to flexible, technology-enhanced learning environments that directly contribute to higher success rates.

Strategic Plan in Action (Continued)

Key Performance Indicators	2023-2024	2024-2025	Change
Increase the total number of students completing a degree, certificate, or award by 5% every year for 5 years THECB, HB8	Credit: 1,938 CE: 2,582	Credit: 2,289* CE: 3,422*	Credit ↑ 18% ✓ CE ↑ 24% ✓
Increase total number of students completing 15 semester credit hours in Dual Enrollment by 3% each year THECB, HB8	891	1,202	↑ 35% ✓
Increase total number of faculty attending E-learning training and increase by 3% yearly for five years DMC E-Learning Office	47	112	↑ 138% ✓

* Preliminary Data

Goal 2: Maximize resources entrusted to the College

Progress Overview

Year One emphasized stewardship and adaptability. While the Governor's tuition freeze temporarily paused tuition related KPIs, DMC maintained competitive affordability, keeping access a top priority. The College also continued work under the HB 8 funding model, which ties state appropriations to measurable student success rather than enrollment alone. This elevates the importance of credential completion, transfer rates, and progress in high-demand fields. Preliminary data showed strong gains in students completing high-demand institutional credentials, a key HB 8 measure. These results reflect the College's alignment with workforce needs, strengthening employability and reinforcing DMC's relevance in a rapidly evolving labor market. Students transitioning from non-credit to credit programs continue to grow, supporting performance-based funding tied to credential momentum and completion. However, the pace remains slightly below target. As the College reviews these data and determines its course of action, it will focus on outcomes that directly influence success under HB 8.

Strategic Plan in Action (Continued)

Key Performance Indicators	2023–2024	2024–2025	Change
Student tuition and fees for 15 SCH will be no greater than the Top 3 peer community colleges by comparison THECB	On Hold	On Hold	Maintained ≤ Top 3 peers ✓
Increase total number of high-demand institutional credentials leading to licensure by 25 the first year and 5 over the next five years THECB, HB8	2,683	2,951*	↑ 268 ✓
Increase total number of transition students matriculating to credit by 200 every year for a total of 1000 students over 5 years DMC	1,274	1364	↑ 90 ⚠

* Preliminary Data

Guiding Star III: Cultivate

Purpose: Foster a supportive culture for students, faculty, and staff that promotes engagement, belonging, and growth.

Goal 1: Nurture our employees to achieve their full potential

Progress Overview

Del Mar College's employees remain at the heart of its mission. Tenure and tenure-track faculty make up 71% of the full-time instructional workforce, providing a strong foundation for academic stability, though still slightly below the College's 75% benchmark. Introducing The Viking Way is an important step in defining and strengthening the College's culture. Centered on care, connection, and shared purpose, The Viking Way guides how we support employees and students alike, and these values will be assessed in future perception surveys to better understand the employee experience. As the College expands its work on seamless transfer pathways with Texas

Strategic Plan in Action (Continued)

A&M University–Kingsville (TAMUK), we're aligning this culture of care with TAMUK's Caring Campus framework to ensure students experience consistent support from Del Mar College through transfer. Participation in advisory training remains strong, demonstrating the ongoing commitment of faculty and staff to professional growth and collaboration. Because this is a long-term five-year goal, additional trend data will help determine overall progress. In Year 2, the College will focus on refining participation metrics and ensuring that professional development opportunities are accessible and consistent across all divisions.

Key Performance Indicators	2023–2024	2024–2025	Change
Of full-time faculty, maintain at least 75% of tenure or tenure track faculty DMC	72%	71%	↓ 1% ⚠️
Maintain high percentage of faculty and staff perception of the college as a favorable place to work after established baseline DMC The Viking Way	TBD	TBD	TBD
Increase the number of faculty and staff who attend advisory training and increase 20% in 5 years DMC	300	217	↓ 28% ⚠️

Goal 2: Optimize the Viking Student Experience

Progress Overview

Student engagement and success indicators show strong momentum. Both credit and continuing education enrollment are trending upward, with annual growth surpassing early projections. This expansion signals not only increased demand but also the College's ability to meet diverse educational and workforce needs.

While retention data for 2024–2025 are still being finalized, early trends indicate steady progress toward the long-term goal of a 70% retention rate. The College's emphasis on advising, onboarding, and student support—particularly through initiatives like Freedom to Dream—continues to drive positive outcomes.

Strategic Plan in Action (Continued)

Student participation in activities has also risen, pointing to a more connected and vibrant campus culture. The 2nd Annual Viking Fest further illustrated this momentum, drawing an estimated 2,500 attendees, including more than 700 runners in the inaugural Viking 5K and nearly 300 competitors in the Día de los Muertos Welding Competition. In addition, the College kicked off the fall semester with the inaugural Back to the Helm event, a lively parking-lot welcome for students and families that featured food trucks, music, games, giveaways, and opportunities to connect with fellow Vikings and staff. These expanding signature events highlight growing student engagement, increasing community connection, and a strengthened sense of belonging that supports the goals of Charting the Viking Way. The implementation of the CRM system will further refine how engagement is tracked and supported, ensuring that every Viking has a meaningful opportunity to belong and succeed.

Key Performance Indicators	2023-2024	2024-2025	Change
Increase Continuing Education enrollment by 2.5% each year and Credit enrollment by 3% each year THECB	Credit: 10,256 CE: 14,522	Credit: 11,701* CE: 14,458*	↑ 14.1%
Increase Fall to Fall retention to 70% over five years DMC SEM	58.7%	TBD	TBD
Increase the number of students participating in college-sponsored activities by 10% each year CCSSE	26%	34%	↑ 8%

* Preliminary Data

Major Achievements and Innovation Highlights

The first year of Charting the Viking Way reflected significant institutional progress and innovation in advancing the College's mission and strategic priorities. A key factor in this progress was the Viking Way Initiative, which established a unifying framework centered on care, connection, and shared purpose. This effort has begun to transform campus culture, creating a stronger sense of belonging and accountability among students and employees alike.

Del Mar College also strengthened its communication strategy, expanding transparency through regular updates and digital engagement channels that connect internal and external audiences more effectively. These efforts have improved trust and collaboration, while also reinforcing the College's visibility in the community.

Strategic Plan in Action (Continued)

The marketing and recruitment growth campaign further elevated the regional profile, successfully reaching new audiences and expanding the student pipeline through targeted messaging and storytelling that highlight the College's academic and workforce excellence. Investments in IT and technology strategy played a crucial role in modernizing data systems and digital tools to support informed decision-making. These enhancements are building the foundation for improved analytics, seamless communication, and more efficient operations. Complementing this work, the Freedom to Dream Initiative continued to drive equity and access by empowering students through support services and community partnerships that remove barriers to success. Collectively, these achievements showcase Del Mar College's commitment to innovation, inclusivity, and continuous improvement in pursuit of its strategic vision.

Areas for Continued Improvement

While Del Mar College achieved significant milestones in Year One, some areas have been identified for continued improvement and development. Strengthening K–12 and dual enrollment alignment remains essential to sustaining early college success and ensuring smooth transitions from high school to higher education. This work will require continued collaboration with regional school districts, data-sharing improvements, and coordinated outreach to ensure students and families clearly understand the opportunities available through DMC programs from K3 – 12th graders.

Curriculum alignment also stands out as a critical focus area, particularly as the College continues adapting to evolving state funding models and workforce demands. Aligning academic offerings with the latest economic and industry trends will help ensure that DMC graduates are well prepared for the region's high-demand careers, aligning with House Bill 8 to set the College up for optimal funding.

Finally, the College recognizes the importance of enhancing its communication channels, both internally and externally, to ensure information flows efficiently across all levels of the institution. Streamlined communication processes, supported by emerging technologies such as the CRM system, will promote clarity, consistency, and engagement across departments, divisions, and community partners. By addressing these key areas, Del Mar College will build on the strong foundation established in Year One and continue advancing toward the shared vision of excellence embodied in The Viking Way.

Conclusion

Year One of Charting the Viking Way demonstrates that Del Mar College is not only meeting but often exceeding its strategic goals. The College's progress reflects a unified community—faculty, staff, students, and partners—working collaboratively toward a shared vision of excellence. As Del Mar College enters Year Two, it will build upon this

Strategic Plan in Action (Continued)

foundation with renewed focus on data-informed decisions, inclusive communication, and a deep commitment to student and employee success. The Viking Way is more than a plan; it is a collective promise to continue moving boldly forward together.





This page intentionally left blank

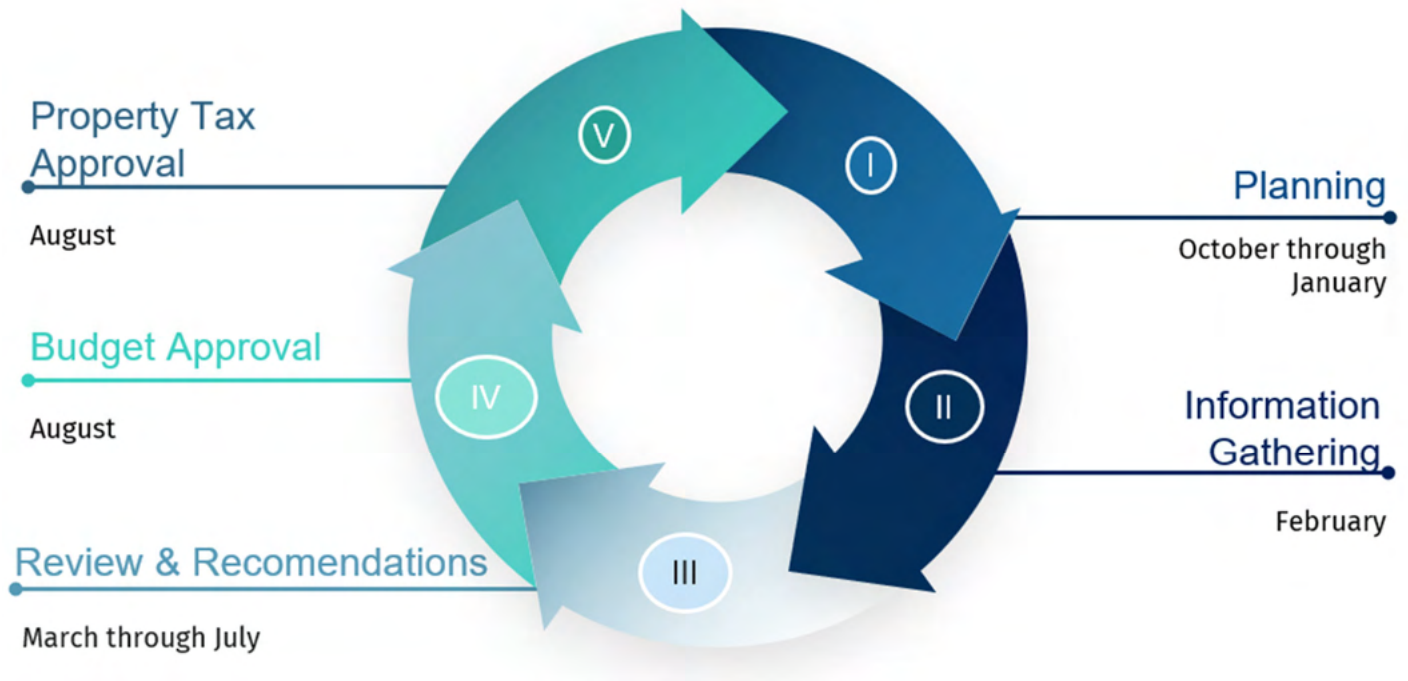
BUDGET STRUCTURE





This page intentionally left blank

Budget Process Overview



The budget process at Del Mar College is crucial to ensure that financial resources are allocated efficiently to support the College's strategic priorities. By carefully planning and monitoring the budget, the college can maintain financial stability and avoid deficits, allowing the college to manage tuition and fees, state appropriations, and property tax revenues effectively. The budget process promotes accountability and transparency by involving various stakeholders, including faculty, staff, and the Board of Regents. This ensures that all expenditures are justified and aligned with the college's mission and goals. The budget process is also integral to strategic planning, allowing the college to set and achieve long-term goals. It helps in forecasting future financial needs and making informed decisions about investments in programs and infrastructure.

Overall, the budget process is vital for the effective management and growth of Del Mar College, ensuring that it can continue to provide quality education and services to its students and community.

Budget Process Overview (Continued)

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 of preparing 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 essential element of budget planning, the governance process, is used to balance the interests of the various stakeholders, including 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 information gathering 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, reviewed with the 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 – Information Gathering

During the information gathering 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 Process Overview (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 31st and property tax rates by September 30th. 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 1st. The financial accounting system includes controls that do not allow budget managers to overspend their departmental budget.

Budget Process Overview (Continued)

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. The accrual basis of accounting is a method where revenues and expenses are recorded when they are earned or incurred, regardless of when the cash is actually received or paid. This approach provides a more accurate picture of a company's financial position and performance over a given period. 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. Property taxes are recognized as revenues in the years in which they are levied. Grants and 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 expenses. 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 reported separately in the annual financial statements. The budget document presents college information, excluding Foundation data.

Revenue Sources

State Appropriations

State legislative appropriation funding for Texas public community colleges was reformed in 2023 with the passage of the Texas Legislature's 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 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 that offer purpose in the economy, value in the labor market, and meaningful opportunities for good jobs and rewarding careers.

Tuition

Credit tuition 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. 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 services such as labs, library facilities, parking, maintaining student records, building use, equipment, security, instructional supplies, and the like are all considered when determining the cost of providing instruction.

Property Taxes

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

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, development and tutorial instruction, and 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 student's emotional and physical well-being, in addition to their intellectual, cultural, and social development outside the context of formal instruction programs.

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

Expense Functions (Continued)

Institutional Support (Continued)

- Logistical activities that provide procurement, storerooms, safety, security, printing, and transportation services to the institution.
- 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

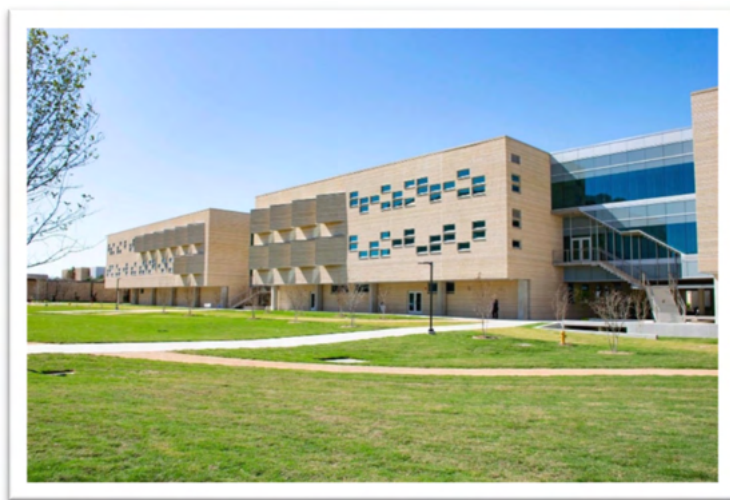
This category includes all expenses of current funds for the operation and maintenance of physical plant, net of amounts charged to auxiliary enterprises, and independent operations.

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.

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.

Expenditure Objects (Continued)

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.



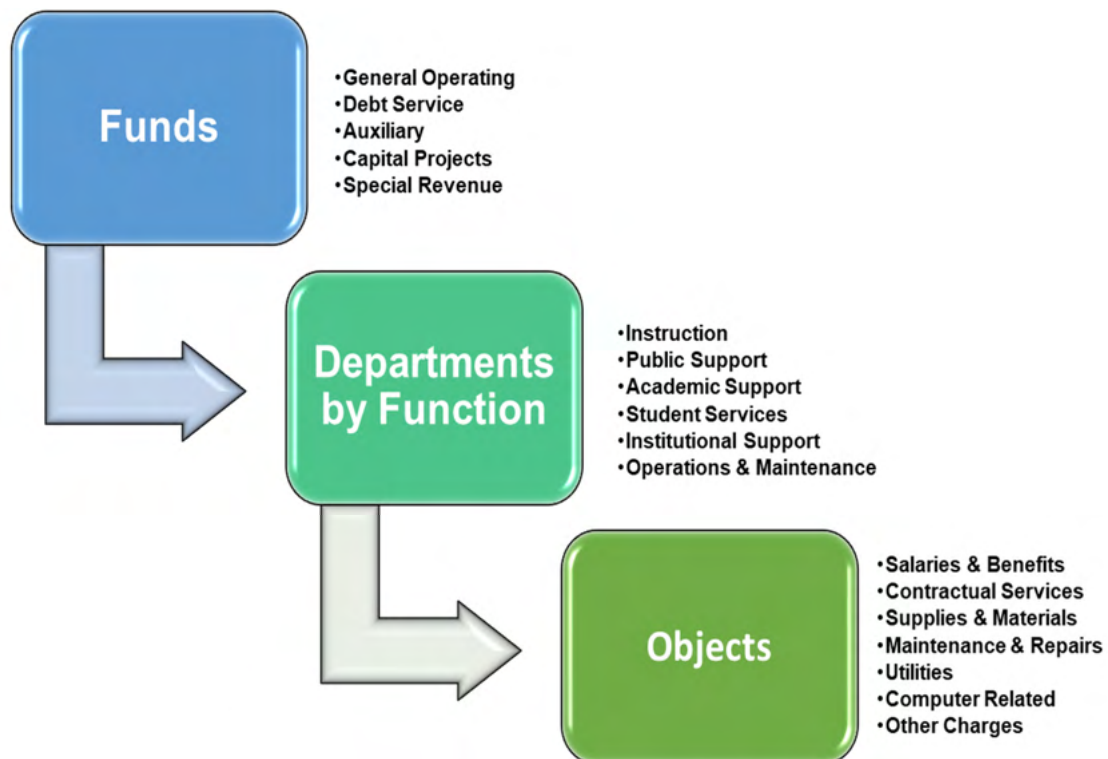
Expenditure Objects (Continued)

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:

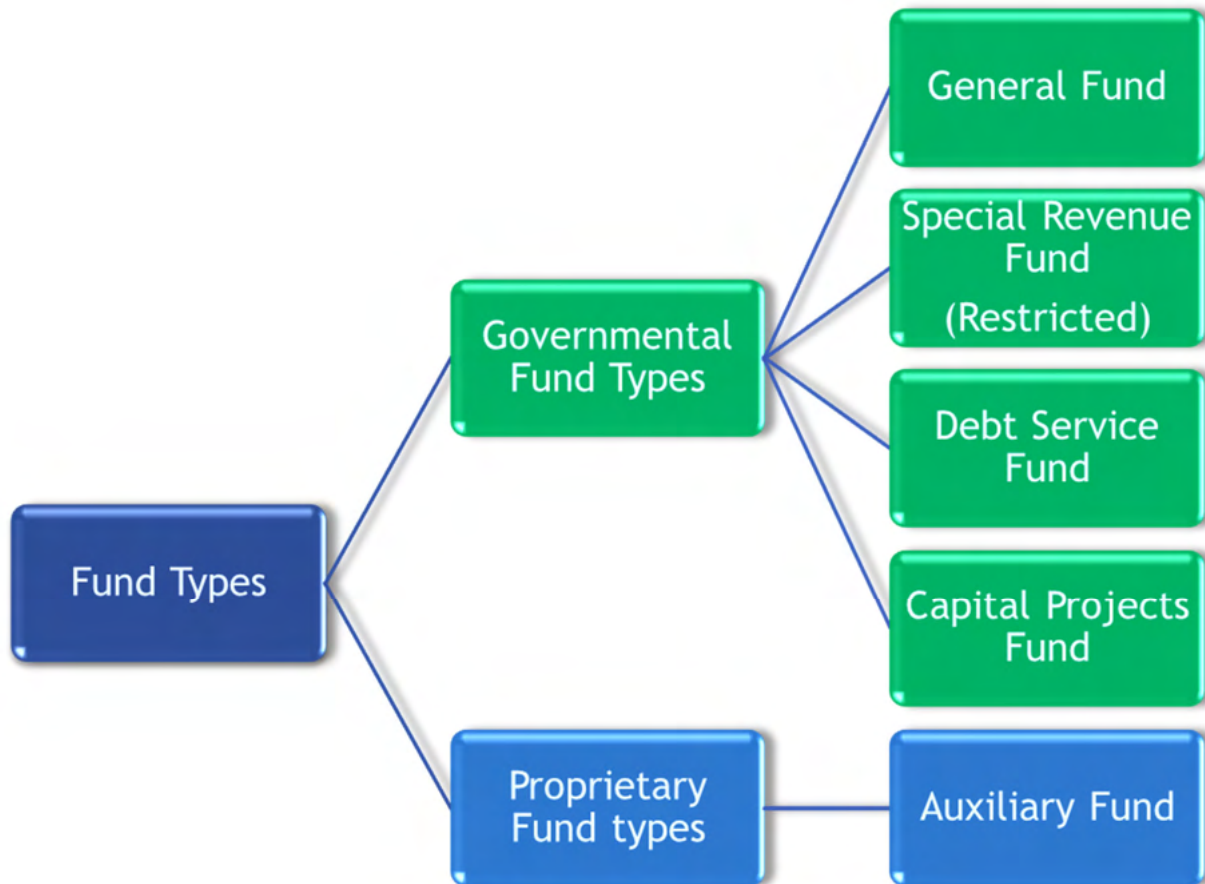


Del Mar College

Department/Fund Matrix

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

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 the nature of the activities financed. Three broad categories of funds are 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, similar to businesses 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.

Budgetary and Financial Policies (Continued)

Annual Operating Budget Process (Continued)

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 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.

Budgetary and Financial Policies (Continued)

Revenues (Continued)

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.

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





This page intentionally left blank

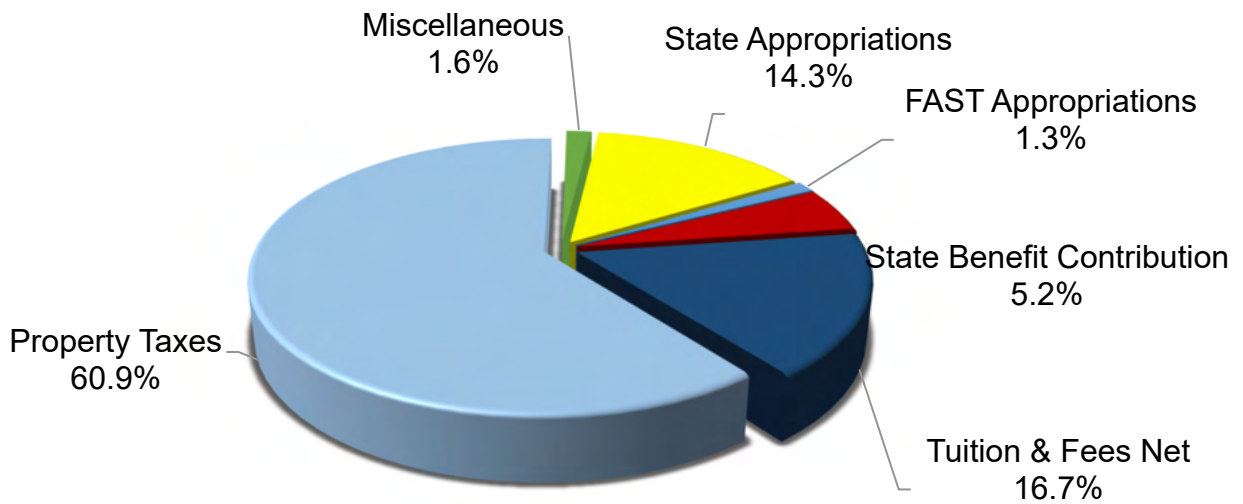
Budget Overview

Summary of Changes Budget FY 2025 to Budget FY 2026

Budget FY 2025	\$ 125,262,877
Increases:	
Salaries expense due to increased levels of employee compensation	2,603,893
Salaries expense due to additional positions to support various current and future college initiatives, and increased faculty stipends, etc.	2,242,478
Employee benefits increase related to increased level of salary expenses	1,773,752
Equipment increased to meet instructional related equipment needs	141,040
Computer software and hardware increased to meet computer related related needs	641,892
Consultant, contract labor, and security increased rates	379,386
Utilities increase to meet anticipated increased costs	526,358
Marketing increased to enhance targeted marketing	285,000
Contingency line item increased due to increase in required contingency level associated with increase in revenue	125,952
Miscellaneous expenses	76,691
Decreases:	
Decrease in property insurance costs	(399,673)
Decrease due to no election and other miscellaneous categories	(197,451)
Budget FY 2026	\$ <u>133,659,646</u>

Budget Overview

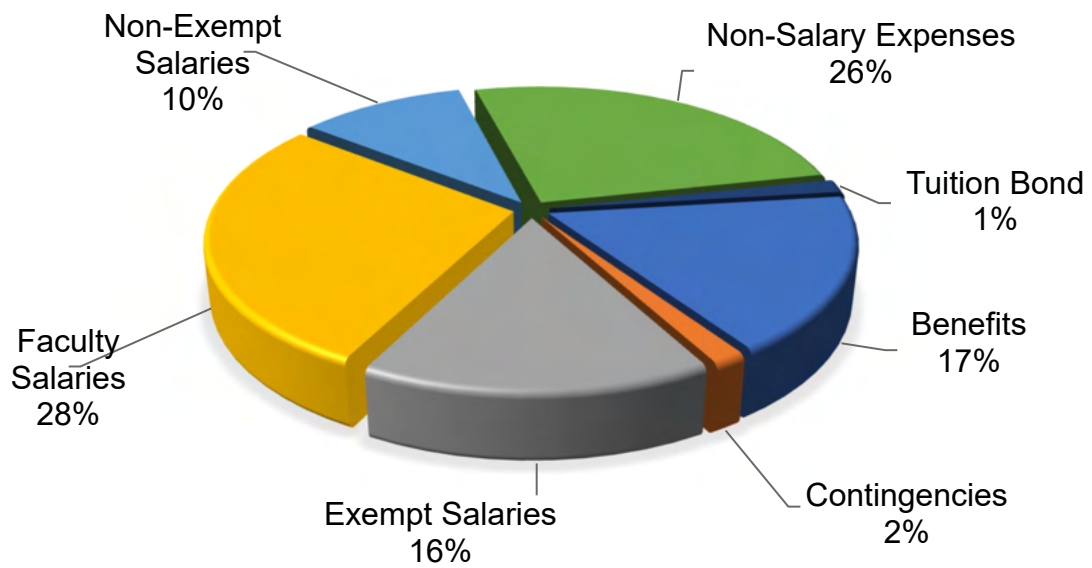
Budget FY 2026 Revenue by Source Operating Fund Revenues



Total Revenue = \$133,659,646

Budget Overview

Budget FY 2026 Expenditures by Category Operating Fund Expenditures



Total Expenditures = \$133,659,646



This page intentionally left blank

Del Mar College
Operating Fund
Budget Summary
For Fiscal Years 2024 to 2026

	FY 2024 Actuals	FY 2025 Budget	FY2025 Actuals	FY 2026 Budget
Operating Revenues				
State Funding:				
Performance Appropriation	\$ 19,745,299	\$ 19,508,146	\$ 20,035,685	\$ 19,183,677
Fast Appropriation	1,259,766	1,187,164	3,166,788	1,715,447
Insurance	4,351,517	4,281,371	5,613,658	4,934,964
Retirement	5,529,872	1,966,711	4,600,339	1,966,711
Total State Funding	30,886,454	26,943,392	33,416,470	27,800,799
Other Revenues:				
Tuition and Fees	20,673,512	22,001,700	22,084,665	22,324,462
Property Taxes	68,541,016	75,055,641	78,637,508	81,355,641
Miscellaneous	5,031,201	1,262,144	5,136,689	2,178,744
Total Other Revenues	94,245,729	98,319,485	105,858,862	105,858,847
Total Operating Revenues	125,132,183	125,262,877	139,275,332	133,659,646
Expenditures				
Instruction	48,107,568	57,193,440	52,310,147	59,049,031
Public Service	179,721	165,695	171,284	190,134
Academic Support	7,949,504	8,190,028	8,504,497	9,037,916
Student Services	7,760,152	8,019,658	8,444,205	9,422,576
Institutional Support	43,380,935	40,464,426	46,240,497	44,300,794
Operations & Maintenance	8,693,178	11,229,630	10,811,938	11,659,195
Total Expenditures	116,071,058	125,262,877	126,482,568	133,659,646
Excess of Revenues Over Expenditures	9,061,125	-	12,792,764	-
Other Financing Uses:				
Transfers In/(Out)	(4,600,000)	-	(7,800,000)	-
Surplus / (Deficiency)	4,461,125	-	4,992,764	-
Beginning Fund Balance	(38,385,652)	(33,924,527)	(33,924,527)	(28,931,763)
Ending Fund Balance	\$ (33,924,527)	\$ (33,924,527)	\$ (28,931,763)	\$ (28,931,763)

Del Mar College
Operating Fund
Expenditures by Function
For Fiscal Years 2024 to 2026

	FY 2024 Actuals	FY 2025 Budget	FY 2025 Actuals	FY 2026 Budget
Function:				
Instruction				
Salaries	\$ 36,408,157	\$ 40,600,410	\$ 39,202,504	\$ 41,732,903
Benefits	8,628,669	12,992,132	9,083,393	13,483,500
Other	2,988,147	3,557,732	3,315,921	3,789,462
Equipment	82,595	43,166	708,329	43,166
Total Instruction	48,107,568	57,193,440	52,310,147	59,049,031
Public Service				
Salaries	147,355	113,407	138,518	131,613
Benefits	23,406	36,290	23,826	42,523
Other	8,960	15,998	8,940	15,998
Equipment	-	-	-	-
Total Public Service	179,721	165,695	171,284	190,134
Academic Support				
Salaries	5,442,144	5,402,881	5,808,390	6,029,868
Benefits	1,580,291	1,728,922	1,655,621	1,948,192
Other	796,071	948,998	865,525	950,629
Equipment	130,998	109,227	174,961	109,227
Total Academic Support	7,949,504	8,190,028	8,504,497	9,037,916
Student Services				
Salaries	5,389,828	5,393,770	5,802,853	6,419,853
Benefits	1,510,033	1,726,007	1,578,669	2,074,193
Other	848,156	899,881	1,058,938	928,530
Equipment	12,135	-	3,745	-
Total Student Services	7,760,152	8,019,658	8,444,205	9,422,576
Institutional Support				
Salaries	12,593,063	13,547,453	13,626,527	15,497,985
Benefits	10,351,858	4,335,185	11,553,556	5,007,250
Other	19,035,806	21,165,433	18,831,095	22,253,164
Equipment	1,400,208	1,416,355	2,229,319	1,542,395
Total Institutional Support	43,380,935	40,464,426	46,240,497	44,300,794
Operations & Maintenance				
Salaries	1,949,451	2,227,333	2,094,374	2,319,403
Benefits	616,137	712,747	661,427	749,377
Other	6,127,590	8,269,550	7,923,312	8,555,415
Equipment	-	20,000	132,825	35,000
Total Operations & Maintenance	8,693,178	11,229,630	10,811,938	11,659,195
All Functions				
Salaries	61,929,998	67,285,254	66,673,166	72,131,625
Benefits	22,710,394	21,531,283	24,556,492	23,305,035
Other	29,804,730	34,857,592	32,003,731	36,493,198
Equipment	1,625,936	1,588,748	3,249,179	1,729,788
Total for All Functions	\$ 116,071,058	\$ 125,262,877	\$ 126,482,568	\$ 133,659,646

Del Mar College
Operating Fund
Expenditures by Object
For Fiscal Years 2024 to 2026

	FY 2024 Actuals	FY 2025 Budget	FY 2025 Actuals	FY 2026 Budget
Expenditures:				
Salaries & Benefits				
Faculty Salaries	\$ 32,963,596	\$ 36,431,043	\$ 35,777,278	\$ 37,373,767
Exempt	17,001,188	17,649,603	18,025,782	20,836,885
Non-Exempt Salaries	11,965,214	13,204,608	12,870,106	13,920,973
Benefits	22,710,394	21,531,283	24,556,492	23,305,035
Total Salaries & Benefits	84,640,392	88,816,537	91,229,658	95,436,660
Non-Salary:				
Contract Instruction	144,077	158,600	144,077	158,600
Supplies, Postage, Dupl, Copier Rental	3,121,487	3,799,761	3,472,790	3,788,158
Maintenance & Repairs	1,779,889	3,873,556	3,214,305	3,881,276
Equipment	1,625,936	1,588,748	3,249,179	1,729,788
Student Recruiting & Marketing	884,915	1,278,906	1,136,244	1,563,906
Audit & Legal, Tax Appraisal, Coll Fees	1,698,149	1,823,694	1,843,070	1,929,066
Consultants & Contract Labor	4,576,365	3,596,155	4,115,665	3,975,541
Accreditation	50,149	63,336	52,910	97,769
Special Pop Interpreter	185,369	120,000	417,299	195,000
Comp Software, Hardware, License & Serv	3,939,339	4,430,706	4,554,535	5,084,201
Travel & Professional Development	423,679	553,513	581,935	583,581
Election	-	175,000	-	-
Security	1,921,022	1,627,304	1,650,577	1,632,304
Recruitment	17,102	32,000	141,582	32,000
Food Beverage	82,717	99,312	115,033	115,861
Library	243,493	259,297	215,749	251,122
Bad Debt	178,903	225,000	149,874	225,000
Membership & Dues	178,769	273,589	197,445	273,589
Utilities & Telephone	3,455,693	3,092,861	3,273,692	3,619,219
Insurance	3,978,879	4,535,044	3,525,213	4,135,371
Bank & Collection Fees	153,735	155,300	159,571	155,300
Campus Police	6,048	302,858	31,192	302,858
Tuition Bond Transfers Out	1,952,500	1,951,000	1,951,000	1,950,750
Other Non-Operating Expense	328,681	-	417,285	-
Miscellaneous	503,770	551,857	642,688	537,831
Total Non-Salary	31,430,666	34,567,397	35,252,910	36,218,091
Contingency	-	1,878,943	-	2,004,895
Total Expenditures	\$ 116,071,058	\$ 125,262,877	\$ 126,482,568	\$ 133,659,646

Del Mar College

Summary of Changes in Fund Balance For Fiscal Years 2024 to 2026

	FY 2024 Actuals	FY 2025 Budget	FY 2025 Actuals	FY 2026 Budget
Fund:				
<u>Operating Fund</u>				
Beginning Fund Balance	\$ (38,385,652)	\$ (33,924,527)	\$ (33,924,527)	\$ (28,931,763)
Revenue	125,132,183	125,262,877	139,275,332	133,659,646
Expenditures	(116,071,058)	(125,262,877)	(126,482,568)	(133,659,646)
Transfer Out	(4,600,000)	-	(7,800,000)	-
Ending Fund Balance	(33,924,527)	(33,924,527)	(28,931,763)	(28,931,763)
<u>Restricted Fund</u>				
Beginning Fund Balance	-	-	-	-
Revenue	24,315,576	-	32,266,016	-
Expenditures	(24,315,576)	-	(32,266,016)	-
Ending Fund Balance	-	-	-	-
<u>Auxiliary Fund</u>				
Beginning Fund Balance	2,230,891	2,317,526	2,317,526	2,060,360
Revenue	1,383,904	1,791,541	1,405,306	2,507,797
Expenditures	(1,297,269)	(1,791,541)	(1,662,472)	(2,507,797)
Ending Fund Balance	2,317,526	2,317,526	2,060,360	2,060,360
<u>Loan Fund</u>				
Beginning Fund Balance	1,423	1,419	1,419	1,927
Revenue	-	-	508	-
Expenditures	(4)	-	-	-
Ending Fund Balance	1,419	1,419	1,927	1,927
<u>Debt Service Fund</u>				
Beginning Fund Balance	9,631,963	10,381,602	10,381,602	12,431,827
Revenue	24,637,761	22,743,188	24,794,237	22,573,138
Expenditures	(23,888,122)	(22,743,188)	(22,744,012)	(22,573,138)
Ending Fund Balance	10,381,602	10,381,602	12,431,827	12,431,827
<u>Plant Fund</u>				
Beginning Fund Balance	168,926,214	171,642,009	171,642,009	182,013,902
Revenue	41,205,942	-	23,112,270	-
Expenditures	(39,320,147)	-	(20,540,377)	-
Transfers In	830,000	-	7,800,000	-
Ending Fund Balance	171,642,009	171,642,009	182,013,902	182,013,902
<u>All Funds</u>				
Beginning Fund Balance	142,404,839	154,188,029	154,188,029	171,346,253
Revenue	216,675,366	149,797,606	220,853,669	158,740,581
Expenditures	(204,892,176)	(149,797,606)	(203,695,445)	(158,740,581)
Ending Fund Balance	\$ 154,188,029	\$ 154,188,029	\$ 171,346,253	\$ 171,346,253

Del Mar College

All Funds Summary Revenue & Expenditures FY 2024 Actuals

	Operating Fund	Restricted Fund	Auxiliary Fund	Loan Fund	Debt Service Fund	Plant Fund	All Funds Total
Revenues:							
State Funding:							
Base Appropriation	\$ 19,745,299	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,745,299
Fast Appropriation	\$ 1,259,766	-	-	-	-	-	1,259,766
Insurance	4,351,517	-	-	-	-	-	4,351,517
Retirement	5,529,872	-	-	-	-	-	5,529,872
Total State Funding	30,886,454	-	-	-	-	-	30,886,454
Other Revenues:							
Tuition and Fees	20,673,512	-	310,510	-	-	-	20,984,022
Property Taxes	68,541,016	-	-	-	22,016,865	-	90,557,881
Federal Revenue, Non-Op	-	17,693,360	-	-	-	-	17,693,360
Federal Grants	-	2,577,486	-	-	-	-	2,577,486
State Grants	-	2,350,741	-	-	-	-	2,350,741
Local Grants	-	1,637,037	-	-	-	-	1,637,037
Auxiliary	-	-	741,168	-	-	-	741,168
Change in Fair Value of Investment	-	-	-	-	-	2,852,883	2,852,883
Miscellaneous	5,031,201	56,952	332,226	-	2,620,896	3,312,826	11,354,101
Total Other Revenues	94,245,729	24,315,576	1,383,904	-	24,637,761	6,165,709	150,748,679
Total Revenues	125,132,183	24,315,576	1,383,904	-	24,637,761	6,165,709	181,635,133
Expenditures:							
Instruction	48,107,568	-	-	-	-	-	48,107,568
Public Service	179,721	-	-	-	-	-	179,721
Academic Support	7,949,504	-	-	-	-	-	7,949,504
Student Services	7,760,152	-	-	-	-	-	7,760,152
Institutional Support	43,380,935	-	-	-	-	(1,260,086)	42,120,849
Operations & Maintenance	8,693,178	25,674	-	-	-	2,334,557	11,053,409
Auxiliary	-	-	1,287,553	-	-	-	1,287,553
Restricted-Scholarships	-	17,723,584	-	-	-	-	17,723,584
Restricted-Student Services	-	6,566,318	-	-	-	-	6,566,318
Depreciation	-	-	-	-	-	11,988,467	11,988,467
Construction Work in Progress	-	-	-	-	-	22,363,264	22,363,264
Debt Service	-	-	-	-	22,740,937	(2,066,036)	20,674,901
Other Non-op Expense	-	-	9,716	4	1,147,185	5,959,981	7,116,886
Total Expenditures	116,071,058	24,315,576	1,297,269	4	23,888,122	39,320,147	204,892,176
Other Financing Sources:							
Transfers In/(Out)	(4,600,000)	-	-	-	-	4,600,000	-
Plant in Service	-	-	-	-	-	35,040,233	35,040,233
Total Other Financing Sources	(4,600,000)	-	-	-	-	39,640,233	35,040,233
Surplus / (Deficiency)	4,461,125	-	86,635	(4)	749,639	6,485,795	11,783,190
Beginning Fund Balance	(38,385,652)	-	2,230,891	1,423	9,631,963	168,926,214	142,404,839
Ending Fund Balance	\$ (33,924,527)	\$ -	\$ 2,317,526	\$ 1,419	\$ 10,381,602	\$ 175,412,009	\$ 154,188,029

Del Mar College

All Funds Summary Revenue & Expenditures FY 2025 Actuals

	Operating Fund	Restricted Fund	Auxiliary Fund	Loan Fund	Debt Service Fund	Plant Fund	All Funds Total
Revenues:							
State Funding:							
Base Appropriation	\$ 20,035,685	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,035,685
Fast Appropriation	\$ 3,166,788						\$ 3,166,788
Insurance	5,613,658	-	-	-	-	-	5,613,658
Retirement	4,600,339	-	-	-	-	-	4,600,339
Total State Funding	33,416,470	-	-	-	-	-	33,416,470
Other Revenues:							
Tuition and Fees	22,084,665	-	321,468	-	-	-	22,406,133
Property Taxes	78,637,508	-	-	-	22,123,648	-	100,761,156
Federal Revenue, Non-Op	-	21,647,334	-	-	-	-	21,647,334
Federal Grants	-	3,695,990	-	-	-	-	3,695,990
State Grants	-	3,976,493	-	-	-	-	3,976,493
Local Grants	-	2,843,893	-	-	-	-	2,843,893
Auxiliary	-	-	810,285	-	-	-	810,285
Change in Fair Value of Investment	-	-	-	-	-	-	-
Miscellaneous	5,136,689	102,306	273,553	508	2,670,589	260,767	8,444,412
Total Other Revenues	105,858,862	32,266,016	1,405,306	508	24,794,237	260,767	164,585,696
Total Revenues	139,275,332	32,266,016	1,405,306	508	24,794,237	260,767	198,002,166
Expenditures:							
Instruction	52,310,147	-	-	-	-	-	52,310,147
Public Service	171,284	-	-	-	-	-	171,284
Academic Support	8,504,497	-	-	-	-	-	8,504,497
Student Services	8,444,205	-	-	-	-	-	8,444,205
Institutional Support	46,240,497	-	-	-	-	(1,084,797)	45,155,700
Operations & Maintenance	10,811,938	-	-	-	-	3,917,132	14,729,070
Auxiliary	-	-	1,662,472	-	-	-	1,662,472
Restricted-Scholarships	-	22,424,990	-	-	-	-	22,424,990
Restricted-Student Services	-	9,841,026	-	-	-	-	9,841,026
Depreciation	-	-	-	-	-	12,501,258	12,501,258
Construction Work in Progress	-	-	-	-	-	7,181,480	7,181,480
Debt Service	-	-	-	-	22,743,187	(2,004,665)	20,738,522
Other Non-op Expense	-	-	-	-	825	29,969	30,794
Total Expenditures	126,482,568	32,266,016	1,662,472	-	22,744,012	20,540,377	203,695,445
Other Financing Sources:							
Transfers In/(Out)	(7,800,000)	-	-	-	-	7,800,000	-
Plant in Service	-	-	-	-	-	22,851,503	22,851,503
Total Other Financing Sources	(7,800,000)	-	-	-	-	30,651,503	22,851,503
Surplus / (Deficiency)	4,992,764	-	(257,166)	508	2,050,225	10,371,893	17,158,224
Beginning Fund Balance	(33,924,527)	-	2,317,526	1,419	10,381,602	175,412,009	154,188,029
Ending Fund Balance	\$ (28,931,763)	\$ -	\$ 2,060,360	\$ 1,927	\$ 12,431,827	\$ 185,783,902	\$ 171,346,253

Del Mar College

All Funds Summary Revenue & Expenditures FY 2025 Budget

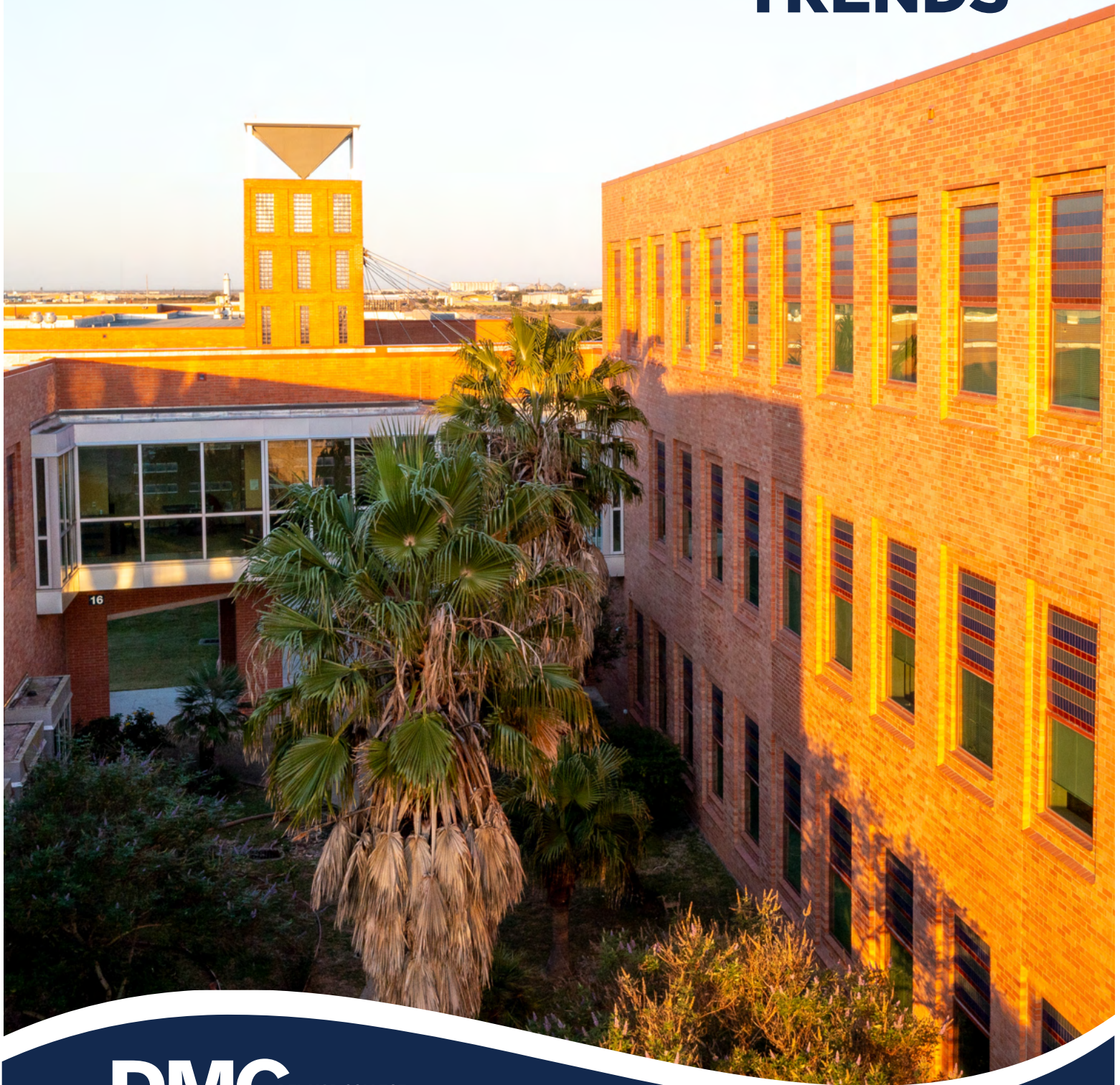
	Operating Fund	Restricted Fund	Auxiliary Fund	Loan Fund	Debt Service Fund	Plant Fund	All Funds Total
Revenues:							
State Funding:							
Base Appropriation	\$ 19,508,146	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,508,146
Fast Appropriation	1,187,164						1,187,164
Insurance	4,281,371	-	-	-	-	-	4,281,371
Retirement	1,966,711	-	-	-	-	-	1,966,711
Total State Funding	26,943,392	-	-	-	-	-	26,943,392
Other Revenues:							
Tuition and Fees	22,001,700	-	337,211	-	-	-	22,338,911
Property Taxes	75,055,641	-	-	-	20,792,188	-	95,847,829
Federal Revenue, Non-Op	-	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-
State Grants	-	-	-	-	-	-	-
Local Grants	-	-	-	-	-	-	-
Auxiliary	-	-	1,154,330	-	-	-	1,154,330
Miscellaneous	1,262,144	-	300,000	-	1,951,000	-	3,513,144
Total Other Revenues	98,319,485	-	1,791,541	-	22,743,188	-	122,854,214
Total Revenues	125,262,877	-	1,791,541	-	22,743,188	-	149,797,606
Expenditures:							
Instruction	57,193,440	-	-	-	-	-	57,193,440
Public Service	165,695	-	-	-	-	-	165,695
Academic Support	8,190,028	-	-	-	-	-	8,190,028
Student Services	8,019,658	-	-	-	-	-	8,019,658
Institutional Support	40,464,426	-	-	-	-	-	40,464,426
Operations & Maintenance	11,229,630	-	-	-	-	-	11,229,630
Auxiliary	-	-	1,791,541	-	-	-	1,791,541
Restricted-Scholarships	-	-	-	-	-	-	-
Restricted-Student Services	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-
Construction Work in Progress	-	-	-	-	-	-	-
Debt Service	-	-	-	-	22,743,188	-	22,743,188
Other Non-op Expense	-	-	-	-	-	-	-
Total Expenditures	125,262,877	-	1,791,541	-	22,743,188	-	149,797,606
Other Financing Sources:							
Transfers In/(Out)	-	-	-	-	-	-	-
Plant in Service	-	-	-	-	-	-	-
Total Other Financing Sources	-	-	-	-	-	-	-
Surplus / (Deficiency)	-	-	-	-	-	-	-
Beginning Fund Balance	(33,924,527)	-	2,317,526	1,419	10,381,602	175,412,009	154,188,029
Ending Fund Balance	\$ (33,924,527)	\$ -	\$ 2,317,526	\$ 1,419	\$ 10,381,602	\$ 175,412,009	\$ 154,188,029

Del Mar College

All Funds Summary Revenue & Expenditures FY 2026 Budget

	Operating Fund	Restricted Fund	Auxiliary Fund	Loan Fund	Debt Service Fund	Plant Fund	All Funds Total
Revenues:							
State Funding:							
Performance Appropriation	\$ 19,183,677	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,183,677
Fast Appropriation	1,715,447	-	-	-	-	-	1,715,447
Insurance	4,934,964	-	-	-	-	-	4,934,964
Retirement	1,966,711	-	-	-	-	-	1,966,711
Total State Funding	27,800,799	-	-	-	-	-	27,800,799
Other Revenues:							
Tuition and Fees	22,324,462	-	361,482	-	-	-	22,685,944
Property Taxes	81,355,641	-	-	-	20,622,388	-	101,978,029
Federal Revenue, Non-Op	-	-	-	-	-	-	-
Federal Grants	-	-	-	-	-	-	-
State Grants	-	-	-	-	-	-	-
Local Grants	-	-	-	-	-	-	-
Auxiliary	-	-	1,846,315	-	-	-	1,846,315
Miscellaneous	2,178,744	-	300,000	-	1,950,750	-	4,429,494
Total Other Revenues	105,858,847	-	2,507,797	-	22,573,138	-	130,939,782
Total Revenues	133,659,646	-	2,507,797	-	22,573,138	-	158,740,581
Expenditures:							
Instruction	59,049,031	-	-	-	-	-	59,049,031
Public Service	190,134	-	-	-	-	-	190,134
Academic Support	9,037,916	-	-	-	-	-	9,037,916
Student Services	9,422,576	-	-	-	-	-	9,422,576
Institutional Support	44,300,794	-	-	-	-	-	44,300,794
Operations & Maintenance	11,659,195	-	-	-	-	-	11,659,195
Auxiliary	-	-	2,507,797	-	-	-	2,507,797
Restricted-Scholarships	-	-	-	-	-	-	-
Restricted-Student Services	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-
Construction Work in Progress	-	-	-	-	-	-	-
Debt Service	-	-	-	-	22,573,138	-	22,573,138
Other Non-op Expense	-	-	-	-	-	-	-
Total Expenditures	133,659,646	-	2,507,797	-	22,573,138	-	158,740,581
Other Financing Sources							
Transfers In/(Out)	-	-	-	-	-	-	-
Plant in Service	-	-	-	-	-	-	-
Total Other Financing Sources	-	-	-	-	-	-	-
Surplus / (Deficiency)	-	-	-	-	-	-	-
Beginning Fund Balance	(28,931,763)	-	2,060,360	1,927	12,431,827	185,783,902	171,346,253
Ending Fund Balance	\$ (28,931,763)	\$ -	\$ 2,060,360	\$ 1,927	\$ 12,431,827	\$ 185,783,902	\$ 171,346,253

REVENUE & EXPENDITURE TRENDS





This page intentionally left blank

Revenue Trends:

Operating Fund Revenues

Revenue Trends

As a public institution, Del Mar College receives its funding from three primary sources: student charges, local property taxation, and state appropriations, which have a pattern of steady, stable growth. Stable revenue streams, along with sound management of financial resources, ensure the College's financial stability and ability to fulfill its mission now and in the future without significant changes to the level of services provided. The chart below includes the College's operating revenue for FY 2021 to FY 2025 actuals and FY 2026 Budget:

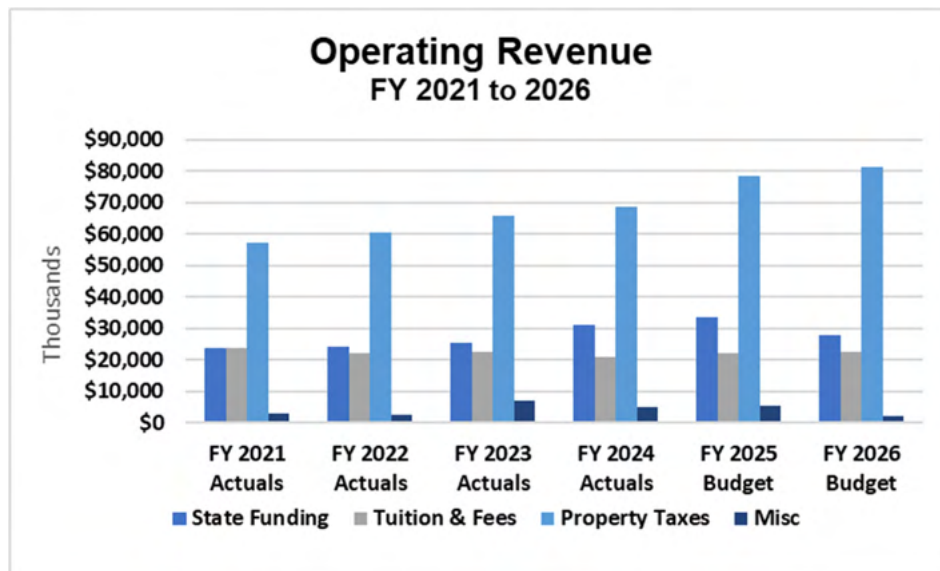
Operating Fund Revenues Fiscal Years 2021 to 2026						
Revenues	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Actuals	FY 2025 Actuals	FY 2026 Budget
<u>State Funding</u>						
Base Appropriation	\$ 16,483,427	\$ 17,359,107	\$ 17,410,064	\$ 19,745,299	\$ 20,035,685	\$ 19,183,677
FAST Appropriation	-	-	-	1,259,766	3,166,788	\$ 1,715,447
Insurance	4,913,876	4,721,909	3,987,111	4,351,517	5,613,658	4,934,964
Retirement	2,119,576	2,000,000	3,956,642	5,529,872	4,600,339	1,966,711
Total State Funding	23,516,879	24,081,016	25,353,817	30,886,454	33,416,470	27,800,799
<u>Other Revenues</u>						
Tuition and Fees	23,673,189	22,120,569	22,380,937	20,674,107	22,084,665	22,324,462
Property Taxes	57,023,250	60,593,109	65,971,659	68,541,016	78,637,508	81,355,641
Miscellaneous	3,042,804	2,559,923	6,966,526	5,031,201	5,136,689	2,178,744
Total Other Revenues	83,739,243	85,273,601	95,319,122	94,246,324	105,858,862	105,858,847
Total Revenues	\$ 107,256,122	\$ 109,354,617	\$ 120,672,939	\$ 125,132,778	\$ 139,275,332	\$ 133,659,646

Tuition and fee revenue declined after the onset of the COVID-19 pandemic and began increasing in FY 2023. Enrollment declined by 3% in FY 2022 and by 6% in FY 2023, resulting in a loss of approximately \$1.5 million in tuition revenue in FY 2023. Enrollment levels for FY 2023 remained comparable to those of FY 2024, and enrollment increased by 6% in FY 2025. During FY 2024, the College opted into the State of Texas Financial Aid Swift Transfer (FAST) funding program rather than charging students directly for dual-credit courses, resulting in a 2% increase in Dual Enrollment in FY 2024 and a 16% increase in FY 2025.

Revenue Trends (Continued)

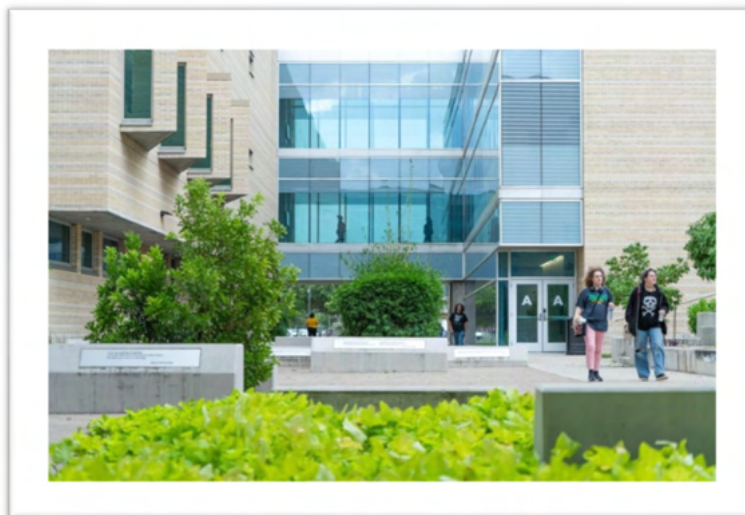
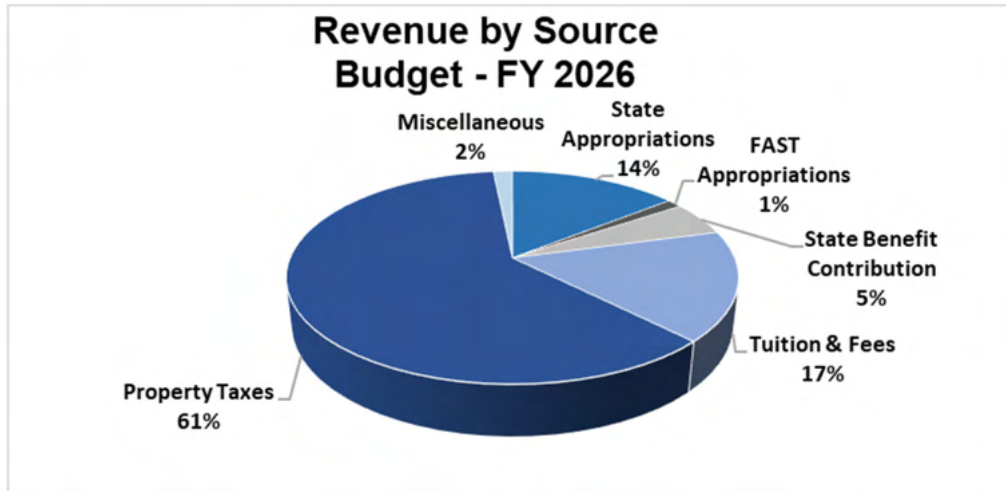
For FY 2024, state appropriation funding increased by \$2.3 million due to the State of Texas transforming the way community colleges are funded with the passage of House Bill 8 in 2023, which shifted Texas away from a static system tied primarily to students' time in class to a modern and dynamic outcomes-based formula that reflects the needs of our world-class economy. Property tax revenues remained stable due to the region's continued economic growth. As a result of careful budgeting and prudent management of financial resources, revenues exceeded expenses by \$11.2 million for FY 2025.

The College remains confident that enrollment numbers will improve with the launch of several initiatives supporting House Bill 8, including Freedom to Dream, optimizing the Viking Student Experience through increased student support services, targeted marketing, and dual-enrollment recruitment efforts, as well as other upcoming initiatives. The graph below represents the historical trends of each revenue source for the FY 2021 to FY 2025 actuals and the FY 2026 Budget:



Revenue Trends (Continued)

The graph below represents the percentage breakdown of each major revenue source of the total FY 2026 budgeted revenues totaling \$133,659,646:

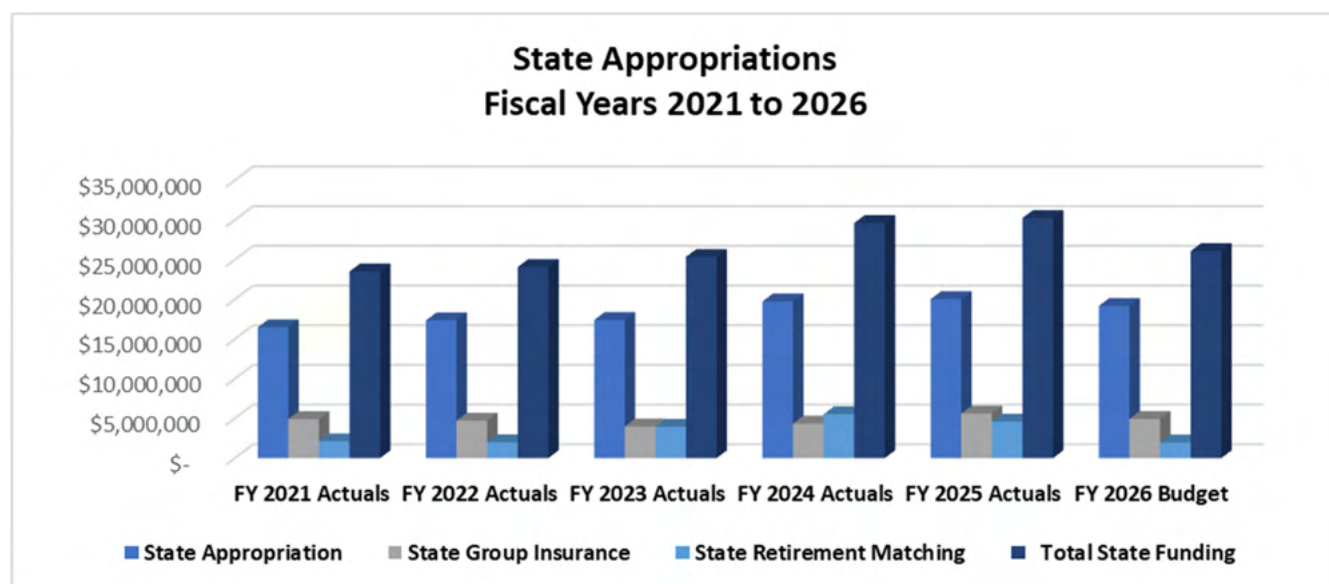


State Appropriation Summary

State legislative appropriations for Texas public community colleges were reformed in 2023 with the passage of the Texas Legislature's 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 model based primarily on students' time in class to a performance-based funding system that aligns 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 historical and budgeted amounts for the fiscal years 2021 to 2026:



Tuition and Fees Revenue Summary

Tuition & Fees

Student tuition and fee revenues make up approximately 17% of the total budgeted operating revenue for FY 2026. 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 services 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 they set 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 2021 to FY 2026:

Tuition & Fees Schedule												
Based on 12 Semester Credit Hours												
for FY 2021 to FY 2026												
Fall of	In-District Tuition		Out-District Tuition		Fees	In-District Tuition & Fees		% inc from prior year	Out-District Tuition & Fees		% inc from prior year	
2026	\$	75	\$	125	\$	121	\$	1,417	0%	\$	2,017	0%
2025		75		125		121		1,417	2%		2,017	1%
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	2%		1,945	0%
2020		67		119		121		1,321	0%		1,945	1%

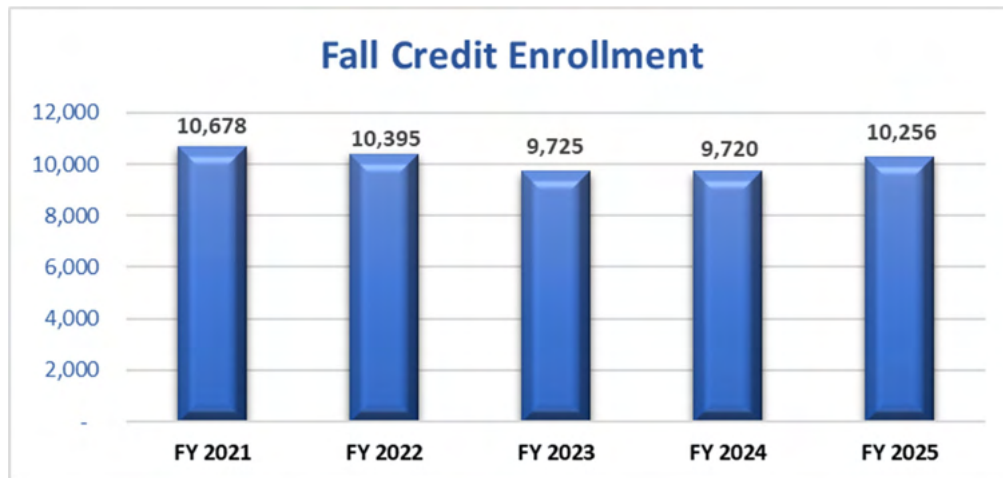
Tuition Discounts

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 a student uses these awards for tuition and fees, the amount is recorded as a tuition discount; however, if the amount is dispersed directly to the student, it is recorded as a scholarship expense.

Tuition & Fees (Continued)

Enrollment

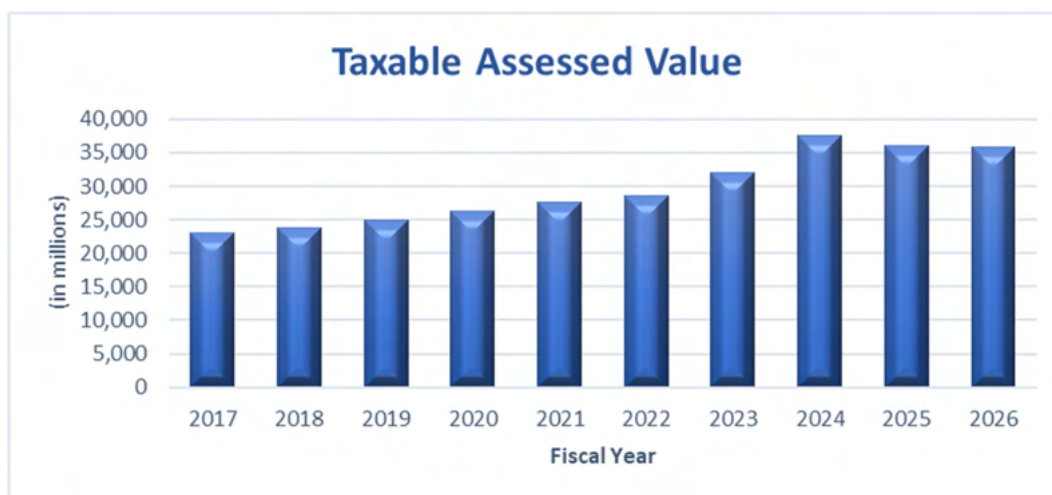
Tuition and fee revenues are budgeted based on enrollment projections developed by the College's Institutional Research Department and approved by the Board of Regents. The chart below illustrates student enrollment during the COVID-19 pandemic, the decline that followed its onset, and its failure to return to pre-pandemic levels. Enrollment declined by 3% in FY 2022 and 6% in FY 2023, resulting in a loss of approximately \$1.5 million in tuition revenue in FY 2022. Enrollment levels for FY 2024 held steady from FY 2023 and increased by 6% in FY 2025, resulting in a \$1.4 million increase in tuition revenue. During FY 2024, the College opted to participate in the State of Texas Financial Aid Swift Transfer (FAST) funding program rather than charging students directly for dual-credit courses. The College remains confident that enrollment numbers will improve with the launch of Freedom to Dream, increased student support services, targeted marketing, and dual-enrollment recruitment efforts, as well as other upcoming initiatives.



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 has contributed to the College's sound financial base. As illustrated in the chart below, the assessed value rose steadily from FY 2015 to FY 2024, then began to decline slightly in FY 2025 and FY 2026.



The combination of steadily increasing taxable assessed property values and conservative increases in property tax rates has resulted in a sound, stable property tax base that has consistently grown over the past ten years. Property Tax collections have risen steadily from fiscal year 2015 through 2024. For FY 2025 and FY 2026, there was a slight decrease in taxable assessed property values. Factors that may have contributed to this decrease include the settlement of industrial and residential protests for prior-year values, as well as the implementation of a circuit-breaker limitation in accordance with Tax Code Section 23.231, which sets a limit on the annual increase to the appraised value of real property other than a residence homestead.

Maintenance and operations tax collections increased by \$10.1 million in FY 2025 due to a 13.9% increase in the property tax rate for maintenance and operations compared to the prior year.

Property Tax Valuations and Rates (Continued)

The Board of Regents approved the most recent property tax rate on August 26, 2025. With a decrease of 0.15% in the college's taxable assessed property values for FY 2026, the total assessed tax rate increased by 5.4% from \$0.261740 in the prior year to \$0.275903 per \$100.00 property valuation.

The maintenance and operations tax rate portion of the total tax rate increased 8.1% from the prior year to \$0.221013 per \$100 property valuation. The debt service tax rate decreased by 4.3% from the prior year to \$0.054890 per \$100 property valuation due to a lower debt service requirement for FY 2026 and excess debt collections. The following charts reflect the trends in the components of the total property tax rates for fiscal years 2022 to 2026:

Adopted Assessed Tax Rate for FY 2022 to FY 2026			
<u>Fiscal Year</u>	<u>M & O</u>	<u>Debt Service</u>	<u>Total Assessed</u>
2025-2026	0.221013	0.054890	0.275903
2024-2025	0.204382	0.057358	0.261740
2023-2024	0.179436	0.057566	0.237002
2022-2023	0.196870	0.069234	0.266104
2021-2022	0.205296	0.078044	0.283340

Miscellaneous Revenue

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

Expenditure Trends:

Operating Fund Expenditures

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 after the continuation of the COVID-19 pandemic, operating expenditures trended slightly upward as the campus reopened for FY 2022 and 2023. The level of operating expenditures was adjusted upward for the FY 2026 budget, as the College expects increases with the launch of several initiatives supporting House Bill 8, including Freedom to Dream, increased student support services, targeted marketing, and dual-enrollment recruitment efforts, as well as other upcoming initiatives.

Operating Fund Expenditures by Function Fiscal Years 2021 to 2026 (in thousands)							
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	
Instruction	\$ 45,482	\$ 47,638	\$ 48,427	\$ 48,108	\$ 52,310	\$ 59,049	
Public Support	146	119	141	180	171	190	
Academic Support	6,929	7,834	8,216	7,949	8,505	9,038	
Student Services	6,802	7,180	7,690	7,760	8,444	9,423	
Institutional Support	29,736	32,214	38,244	43,381	46,241	44,301	
Operations & Maintenance	7,332	8,524	9,345	8,693	10,812	11,659	
Total Expenditures	\$ 96,427	\$ 103,509	\$ 112,063	\$ 116,071	\$ 126,483	\$ 133,660	

Instruction

In line with the College's core mission, instruction is the largest functional component of expenditures, accounting for an average of 52.1% of total expenditures across all funds. Instruction, which includes expenses supporting all activities that are part of the institution's instructional program, grew steadily, averaging 2.2% per year over the last six years.

Analysis by Function (Continued)

Institutional Support

Institutional Support is the second largest component of expenditures, accounting for an average of 38.5% 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 steadily to provide adequate support for the growth in the other functional areas of the College.

Operations & Maintenance

Operations and maintenance account for an average of 9.6% of total expenditures and include all expenses related to the operations and maintenance of the College's facilities. Operation and maintenance expenses follow the same trend as overall operational expenditures, from FY 2021 to 2025 actuals to the FY 2026 budget.

Academic Support

Academic support expenses account for an average of 8.3% of total expenditures. This functional category includes funds to 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 account for an average of 8.1% of total expenditures. The College continues to prioritize student success and completion as this area provides support activities that contribute to the student's academic, emotional, and physical well-being.

Analysis by Object Category

Operating Fund Expenditures by Object Category Fiscal Years 2021 to 2026 (in thousands)						
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget
Salaries & Benefits	\$ 74,286	\$ 76,269	\$ 80,760	\$ 84,640	\$ 91,230	\$ 95,437
Supplies & Materials	2,661	3,340	2,622	3,121	3,473	3,788
Maintenance & Repairs	1,237	1,475	1,698	1,780	3,214	3,881
Equipment	701	995	1,077	1,626	3,249	1,730
Student Recruiting & Marketing	1,096	1,503	1,225	885	1,136	1,564
Contracted Services	3,738	4,867	6,411	6,510	4,116	3,976
Computer Software, Hardware, Licensing	3,532	4,083	4,115	3,939	4,554	5,084
Security	989	1,465	1,657	1,927	1,651	1,632
Utilities & Telephone	2,831	2,965	2,996	3,456	3,274	3,619
Insurance	2,202	2,795	4,242	3,979	3,525	4,135
Tuition Bond Transfer Out	1,951	1,955	1,956	1,952	1,951	1,951
Other Charges	1,203	1,797	3,304	2,256	5,110	4,858
Contingencies	-	-	-			2,005
Total Expenditures	\$ 96,427	\$ 103,509	\$ 112,063	\$ 116,071	\$ 126,483	\$ 133,660

Salaries & Benefits

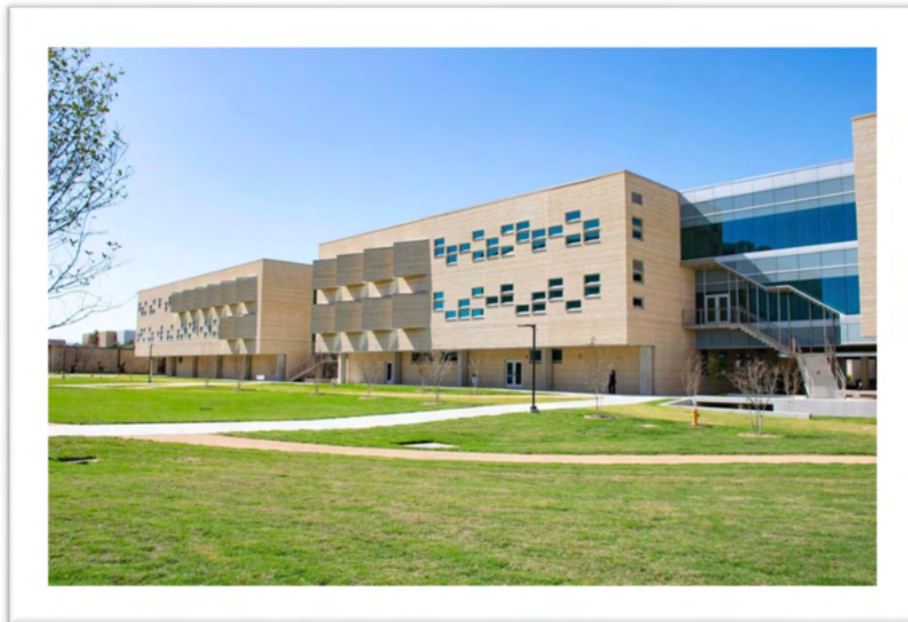
Salaries and benefits are the largest category of expenditures on an object category basis, making up an average of 73.2% for fiscal years 2021 to 2026. Salaries and benefits have increased an average of 3.7% during the fiscal years 2021 to 2026 due to a combination of employee raises, additional personnel needed for new initiatives, and increased 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 who provide quality educational services to students.

The annual base salary budgets are calculated for each full-time position based on the approved salary levels for the current fiscal year. Vacant positions are based on the median salary for that position, and an estimated vacancy factor 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.

Analysis by Object Category (Continued)

Operating Expenses

Operating expenses are expenses other than salary and benefits. Actual operating expenses have increased on average by 12.63% from FY 2021 to FY 2025, primarily due to higher operational costs and additional insurance premiums for the newly completed buildings on the Heritage, Windward, and Oso Creek campuses. The level of operating expenses was adjusted upward for the FY 2026 budget as the College expects increases in operational costs, with the launch of several initiatives supporting House Bill 8, including Freedom to Dream, increased student support services, targeted marketing, and dual-enrollment recruitment efforts, as well as other upcoming initiatives.



Revenue and Expenditure

Trends: Auxiliary Funds

Auxiliary Fund Revenue & Expenditures

The chart below illustrates that the auxiliary fund reflects financially self-supporting operations that experienced notable volatility from FY 2021 through FY 2025, followed by a strategically balanced budget in FY 2026. After the onset of the COVID-19 pandemic, revenue and expenditure for the student population seeking auxiliary-related services grew steadily during fiscal years 2022 to 2024. However, FY 2025 closed with a net deficit of \$257,166, driven by rising costs—most notably in Food/Dining Services and the Childcare Center—that outpaced revenue growth. Throughout the period, Food/Dining Services remained the largest revenue and expenditure driver, showing both the greatest growth potential and the greatest cost exposure. Student Activities and the College Bookstore provided consistent, though comparatively moderate, revenue streams, while Event Services, Vending Machines, and Other categories contributed smaller but variable amounts year over year. The FY 2026 budget was adjusted upward as the College expects enrollment to continue improving and plans to offer additional auxiliary services at all three locations.

Auxiliary Fund Revenue & Expenditures Fiscal Years 2021 to 2026						
	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Actuals	FY 2025 Actuals	FY 2026 Budget
Revenues						
Childcare Center	\$ 103,261	\$ 177,608	\$ 122,525	\$ 138,594	\$ 181,848	\$ 459,205
College Bookstore	245,332	558,333	400,690	329,389	321,755	334,000
Dental Hygiene Clinical Board	-	3,925	3,325	3,900	2,850	3,000
Event Services	2,690	29,524	24,297	45,275	35,567	35,000
Food/Dining Services	195,992	1,083,416	423,556	413,726	470,173	1,240,845
Student Activities	320,748	293,980	280,516	275,151	286,322	341,482
Vending Machines	44,227	75,116	60,151	63,345	63,196	75,000
Other	8,791	22,162	41,681	114,524	43,595	19,265
Total Revenues	921,041	2,244,064	1,356,741	1,383,904	1,405,306	2,507,797
Expenditures						
Childcare Center	284,324	226,809	257,832	215,233	344,741	459,205
College Bookstore	15,856	16,400	14,822	14,068	13,461	334,000
Dental Hygiene Clinical Board	-	3,102	2,236	1,488	1,429	3,000
Event Services	4,578	6,950	13,729	14,499	25,728	35,000
Food/Dining Services	444,435	673,413	817,870	718,676	895,745	1,240,845
Intramural Sports	8,633	14,975	16,225	16,222	15,651	34,142
Student Activities	265,880	301,162	41,272	304,740	274,740	337,340
Vending Machines	-	-	-	397	-	-
Other	49,330	11,293	46,049	11,946	90,978	64,265
Total Expenditures	1,073,036	1,254,104	1,210,035	1,297,269	1,662,472	2,507,797
Total Net Surplus/(Deficit)	\$ (151,995)	\$ 989,960	\$ 146,706	\$ 86,635	\$ (257,166)	\$ -

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 2021 to 2025 and budgeted expenditures for FY 2026:

Auxiliary Fund Expenditures by Object Category Fiscal Years 2021 to 2026						
	<u>FY 2021 Actuals</u>	<u>FY 2022 Actuals</u>	<u>FY 2023 Actuals</u>	<u>FY 2024 Actuals</u>	<u>FY 2025 Actuals</u>	<u>FY 2026 Budget</u>
Salaries & Benefits	\$ 615,492	\$ 602,034	\$ 715,623	\$ 638,391	\$ 810,982	\$ 1,163,431
Supplies & Materials	150,581	281,991	346,716	252,630	347,854	402,605
Maintenance & Repairs	21,496	20,232	11,026	8,324	8,505	16,000
Equipment	-	-	-	-	27,275	115,000
Student Recruiting & Marketing	1,989	2,582	1,180	-	5,123	3,300
Contracted Services	11,344	47,285	48,643	54,152	173,625	93,400
Computer Software, Hardware, Licensing	1,474	954	1,546	3,051	2,139	4,800
Utilities & Telephone	3,385	1,311	1,824	444	-	2,450
Other Charges	267,275	297,715	83,476	340,277	286,969	706,811
Total Expenditures	\$ 1,073,036	\$ 1,254,104	\$ 1,210,035	\$ 1,297,269	\$ 1,662,472	\$ 2,507,797



LONG-TERM FINANCIAL PLANNING





This page intentionally left blank

Long-Term Financial Forecast

FY 2026 to 2030

Financial Forecast Summary

The purpose of the long-term financial forecast is to provide a tool for the Board of Regents and the administration to facilitate informed long-term planning to manage the College's long-term financial health and sustainability. Long-term revenue, expenditure, and enrollment forecasts are considered a part of the College's annual budget process and are 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 Auxiliary Fund. With input from the administration, assumptions about projected revenues and expenditures are made for the next five years and are subject to Board of Regents approval.

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

The basic assumptions used to develop the forecast for each year, FY 2026 to FY 2030, are as follows:

Revenue Assumptions

Tuition & Fees

Tuition and fee revenue continues to be affected by lower enrollment levels that occurred after the onset of the COVID-19 pandemic and have not yet returned to pre-pandemic levels. However, the College remains confident that enrollment numbers will improve with the launch of Freedom to Dream, increased student support services, targeted marketing, and dual-enrollment recruitment efforts, as well as other upcoming initiatives. Therefore, this forecast assumes enrollment growth of 2% per year over the five-year period.

Tuition & Fees – (continued)

- The forecast assumes no undergraduate tuition and fee rate increases during FY 2026 to 2027 in compliance with the State of Texas tuition limitation guidance. Beginning in FY 2028, the forecast assumes modest annual tuition and fee increases of approximately \$1 per semester credit hour to partially offset inflationary operating cost increases while maintaining affordability and accessibility for students.

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.
- The State of Texas significantly restructured community college funding methodology with the passage of House Bill 8 during the 88th Texas Legislative Session in 2023. The new funding framework transitioned community colleges from a predominantly contact-hour funding model to a modernized outcomes-based performance funding system.
- Under House Bill 8, state funding is increasingly tied to measurable student outcomes including:
 - Successful transfer to four-year institutions,
 - Completion of credentials of value,
 - Dual credit course sequence completions,
 - Workforce training outcomes,
 - Student success metrics for economically or academically disadvantaged populations.
- The College anticipates that continued enrollment growth, expansion of workforce-aligned programming, and improved student retention and completion initiatives will positively support future state appropriation allocations under the outcomes-based funding methodology.
- Management continues to monitor guidance and reporting requirements issued by the Texas Higher Education Coordinating Board related to workforce credentials, transfer outcomes, and performance metric calculations associated with House Bill 8 implementation.
- Forecasted state appropriation growth assumptions for FY 2027 through FY 2030 remain conservative due to:
 - The evolving nature of the new funding model,
 - Potential legislative modifications,
 - Uncertainty regarding future State revenue collections,
 - The continued refinement of performance metrics and institutional data reporting requirements.

State Appropriations (Continued)

- State appropriations may also be impacted by future legislative actions related to:
 - Dual credit funding,
 - Workforce credential prioritization,
 - Inflationary funding adjustments,
 - Higher education affordability initiatives.
- The College's strategic emphasis on workforce development, student persistence, transfer pathways, and industry partnerships is expected to align favorably with the State's long-term higher education funding priorities.

Property Taxes

- Property tax revenue remains the College's largest single revenue source and is significantly influenced by taxable property valuations within the College district, legislative property tax limitations, collection rates, and overall regional economic conditions.
- The College's tax base continues to benefit from regional industrial activity associated with petrochemical manufacturing, refining, logistics, port operations, healthcare and tourism-related development within the Coastal Bend region.
- The forecast assumes maintenance and operations tax rate adjustments remain within statutory thresholds while balancing operational funding needs affordability considerations or taxpayers, and long-term financial sustainability objectives.
- The College continues to monitor regional economic conditions that could impact future assessed valuations, including:
 - Industrial production levels
 - Energy market conditions
 - Interest rate trends
 - Commercial development activity
 - Residential housing market conditions
 - Regional water supply constraints that may affect future industrial growth and property valuations.
- The forecast assumes a 4% market valuation growth, increasing the property tax rate to just below the 8% increase allowed and reducing collections for any significant impact that the College is currently aware of.
- The overall tax rate may decrease slightly from FY 2026 to FY 2027 and then increase in FY 2028 – FY 2030 due to the decrease in debt service requirements during this time.

Expenditure Assumptions

Salaries & Benefits

- Salary increases are assumed to be a 3% increase for the five-year period.
(III: Cultivate, Goal 1: Nurture our faculty and staff to achieve their full potential)
- Benefits will increase in relation to the level of salaries.

Other Operating Expenses

- Increases of approximately 12% from FY 2026 to FY 2027 and an average of 11% for FY 2028 to 2030 for non-salary expenses to accommodate expected rates of inflation and other types of cost increases to launch additional initiatives supporting House Bill 8, our students, and resources.
(I: Communicate, Goal 2: Connect beyond the College)
(II: Elevate, Goal 1: Increase completion for all students)
(II; Elevate, Goal 2: Maximize resources entrusted to the College)
III: Cultivate, Goal 2: Optimize the Viking Student Experience)



**Del Mar College
Operating Fund
Financial Forecast
for FY2026 to FY 2030**

	FY 2026 Budget	FY 2027 Forecast	FY 2028 Forecast	FY 2029 Forecast	FY 2030 Forecast
<u>Revenues</u>					
State Funding					
Base Appropriation	\$ 19,183,677	\$ 19,567,351	\$ 19,958,698	\$ 20,357,872	\$ 20,765,029
Fast Appropriation	1,715,447	1,818,374	1,927,476	2,043,125	2,165,712
Insurance	4,934,964	5,328,897	5,328,897	5,328,897	5,328,897
Retirement	1,966,711	1,966,711	1,966,711	1,966,711	1,966,711
Total State Funding	27,800,799	28,681,332	29,181,782	29,696,604	30,226,349
Other Revenues					
Tuition and Fees	22,324,462	22,770,951	23,226,370	23,690,898	24,164,716
Property Taxes	81,355,641	87,355,195	93,794,003	100,656,168	107,969,317
Miscellaneous	2,178,744	2,200,531	2,222,537	2,244,762	2,267,210
Total Other Revenues	105,858,847	112,326,677	119,242,910	126,591,828	134,401,242
Total Revenues	133,659,646	141,008,009	148,424,691	156,288,432	164,627,591
<u>Expenditures</u>					
Salaries & Benefits					
Faculty Salaries	37,373,767	38,494,980	39,649,829	40,839,324	42,064,504
Exempt	20,836,885	21,461,992	22,105,851	22,769,027	23,452,098
Non-Exempt	13,920,973	14,338,602	14,768,760	15,211,823	15,668,178
Benefits	23,305,035	23,774,584	24,487,821	25,222,456	25,979,129
Total Salaries & Benefits	95,436,660	98,070,158	101,012,262	104,042,630	107,163,909
Non-Salary					
Other Operating	34,267,091	38,871,231	43,233,059	49,901,475	54,994,269
Bond Payment	1,951,000	1,951,500	1,953,000	-	-
Contingency	2,004,895	2,115,120	2,226,370	2,344,326	2,469,414
Total Non-Salary	38,222,986	42,937,851	47,412,429	52,245,802	57,463,683
Total Expenditures	133,659,646	141,008,009	148,424,691	156,288,432	164,627,591
Net Revenue/Expenditures	-	-	-	-	-
Beginning Net Position	(28,931,763)	(28,931,763)	(28,931,763)	(28,931,763)	(28,931,763)
Ending Net Position	\$ (28,931,763)	\$ (28,931,763)	\$ (28,931,763)	\$ (28,931,763)	\$ (28,931,763)

**Del Mar College
Debt Service Fund
Financial Forecast
for FY2026 to FY 2030**

	FY 2026 Budget	FY 2027 Forecast	FY 2028 Forecast	FY 2029 Forecast	FY 2030 Forecast
<u>Revenues</u>					
Debt Service Property Taxes	20,622,388	16,769,488	16,765,988	16,764,988	16,775,538
Total Revenues	20,622,388	16,769,488	16,765,988	16,764,988	16,775,538
<u>Expenditures</u>					
Bond Payment	22,573,138	18,720,988	18,718,988	16,764,988	16,775,538
Total Expenditures	22,573,138	18,720,988	18,718,988	16,764,988	16,775,538
<u>Other Financing Source</u>					
Transfer in from Operating Fund	1,950,750	1,951,500	1,953,000	-	-
Total Other Financing Source	1,950,750	1,951,500	1,953,000	-	-
Net Revenue/Expenditures	-	-	-	-	-
Beginning Net Position	12,431,827	12,431,827	12,431,827	12,431,827	12,431,827
Ending Net Position	\$ 12,431,827	\$ 12,431,827	\$ 12,431,827	\$ 12,431,827	\$ 12,431,827

**Del Mar College
Auxiliary Fund
Financial Forecast
for FY2026 to FY 2030**

	FY 2026 Budget	FY 2027 Forecast	FY 2028 Forecast	FY 2029 Forecast	FY 2030 Forecast
<u>Revenues</u>					
Tuition & Fees	341,482	348,312	355,278	362,384	369,632
Food Service	1,240,845	1,265,662	1,290,975	1,316,795	1,343,131
Vending	75,000	76,500	78,030	79,591	81,183
Rents	38,000	38,760	39,535	40,326	41,133
Childcare Center	459,205	468,389	477,757	487,312	497,058
Other	353,265	360,330	367,537	374,888	382,386
Total Revenues	2,507,797	2,557,953	2,609,112	2,661,296	2,714,523
<u>Expenditures</u>					
Salaries & Benefits	1,163,431	1,186,700	1,210,434	1,234,643	1,259,336
Other Operating	1,344,366	1,371,253	1,398,678	1,426,653	1,455,187
Total Expenditures	2,507,797	2,557,953	2,609,112	2,661,296	2,714,523
Net Revenue/Expenditures	-	-	-	-	-
Beginning Net Position	2,060,360	2,060,360	2,060,360	2,060,360	2,060,360
Ending Net Position	\$ 2,060,360	\$ 2,060,360	\$ 2,060,360	\$ 2,060,360	\$ 2,060,360



This page intentionally left blank

CAPITAL PROGRAMS





This page intentionally left blank

Capital Improvement Program

The College has completed a comprehensive Capital Improvement Program (CIP) that modernized its facilities and enhanced the learning environment to support instructional, workforce, and community needs across the Coastal Bend region.

The CIP was guided by the College's 2012 Facilities Master Plan and aligned with the goals of the College's Strategic Plan for 2019 through 2024. Through its completion in fiscal year 2025, the program addressed long-term facility priorities, including new instructional and support space, renovation of existing facilities, safety and security improvements, parking expansion, and technology infrastructure upgrades.



Major projects were completed on the Heritage (formerly East) and Windward (formerly West) Campuses, along with the expansion and development of the Oso Creek Campus on the south side of Corpus Christi. These investments enhanced instructional and support spaces for key academic and workforce programs, including Natural Sciences, Workforce Education, Fine and Performing Arts, Industrial Technology, Nursing and Allied Health, Culinary Arts, and STEM-related disciplines.

The College financed these improvements through long-term debt authorized by district voters. In November 2014, voters approved up to \$157 million in Limited Tax Bonds to fund construction, renovation, deferred maintenance, and equipping of facilities on the Heritage and Windward Campuses. All projects funded under this bond program were substantially completed by fiscal year 2025. In November 2016, voters approved an additional \$139 million bond program to fund Phase 1A of the Oso Creek Campus. Construction of four buildings was completed in late 2022, and the campus became fully operational in January 2023.

With the completion of the Capital Improvement Program, the College has fully implemented its planned facility enhancements and campus expansions, strengthening its infrastructure and positioning the institution to support student success and workforce development well into the future. Building on this progress, the College initiated development of a new Facilities Master Plan in fiscal year 2025 to evaluate future infrastructure needs. This effort will assess facility condition and capacity, space utilization, long-term maintenance priorities, and alignment with enrollment projections, academic programs, workforce initiatives, and technological requirements. The new Facilities Master Plan will serve as a strategic framework to guide future capital planning and investment decisions.

Capital Expenditure Summary

Capital Project Fund

The Capital Project Fund accounts for and reports 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 expenditures 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 over one year and a cost of over \$5,000 are considered capital assets. Renovations to buildings, infrastructure, and land improvements that significantly increase the value or extend the structure's useful life are capitalized. The costs of normal maintenance and repairs that do not add to the value of the assets or materially extend the assets' lives are charged to operating expenses in the year in which the expense is incurred.

Depreciation is computed using the straight-line method over the asset's estimated useful lives. The following lives are used:

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

Capital Projects Expenditures for FY 2025

The following pages include the capital project's actual expenditures compared to the budget for the 2014 Bond program projects as of August 31, 2025.

Del Mar College
Capital Projects - 2014 Bonds
Heritage and Windward Campuses
Expenditures vs Budget
at August 31, 2025

<u>Description</u>	<u>Completion Date</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>	<u>FY2025</u>	<u>Expenditure Totals</u>	<u>Original Budget</u>	<u>(Over)/Under Budget</u>
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	-	-	(344,385)	20,614,200	20,889,064	274,864
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
General Expenses	FY2023	-	-	-	-	42,776	24,693	72,183	12,105	-	-	151,757	-	(151,757)
General Purpose Renovation	FY2023	-	-	-	-	-	62,730	381,500	-	-	-	444,230	359,100	(85,130)
Re-Roofing Projects	FY2023	123,021	156	4,400	-	2,334	319,978	6,887,637	1,375,426	(25,229)	-	8,687,723	7,700,000	(987,723)
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
Windward Road Improvement	FY2023	-	-	-	-	-	-	231,604	11,508	-	-	243,112	-	(243,112)
Heldenfels Renovation	FY2024	1,326	9,870	-	-	-	5,000	567,771	-	142,943	-	726,910	6,000,000	5,273,090
Fine Arts/Music Renovation	FY2024	1,439	12,557	-	(13,996)	-	555,591	4,430,885	3,917,342	2,675,979	-	11,579,797	9,000,000	(2,579,797)
Memorial Renovation	FY2025	-	-	-	-	6,315	62,247	481,449	3,218,157	10,555,662	238,178	14,562,008	5,000,000	(9,562,008)
Harvin Center Renovation	FY2024	-	1,525	-	-	-	137,968	1,051,938	225,514	82,360	-	1,499,305	7,253,900	5,754,595
White Library Renovation	FY2024	-	177,245	14,300	-	(3,035)	1,219,526	3,427,595	13,662,121	7,736,044	104,927	26,338,723	25,565,105	(773,618)
DMC Police Station	FY2024	-	-	-	-	-	447,537	2,071,831	1,099,467	225,285	7,845	3,851,965	2,948,680	(903,285)
Facilities Planning & Assessment	FY2024	-	-	-	-	-	-	179,730	108,115	61,597	-	349,442	600,000	250,558
CED Board Room	FY2024	-	-	-	-	-	76,774	354,710	572,162	105,827	-	1,109,473	400,000	(709,473)
Central Plant - Windward Campus	FY2024	-	-	-	-	-	-	-	1,902,740	230,651	-	2,133,391	1,984,797	(148,594)
District Wide Art Project	FY2024	-	-	-	-	-	-	18,748	54,329	-	-	73,077	-	(73,077)
Total Projects		4,697,638	7,324,172	32,192,941	38,809,694	13,014,986	4,181,353	20,859,059	26,322,416	21,791,119	6,565	169,199,943	167,253,508	(1,946,435)

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
Total Projects		108,847	5,475,344	35,685,514	59,722,042	34,110,774	7,510,638	142,613,159	142,592,050	21,109

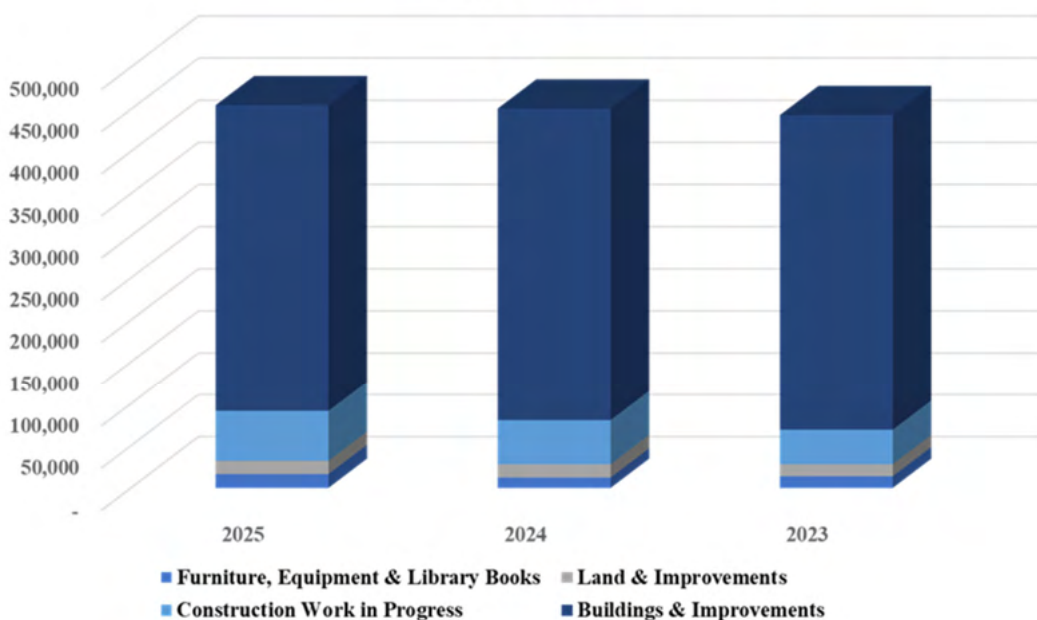
Capital Asset Summary

The College had \$455 million, \$451 million, and \$443 million invested in capital assets for fiscal years 2025, 2024, and 2023, respectively. Capital Assets are net of accumulated depreciation of \$149 million, \$141 million, and \$129 million for fiscal years 2025, 2024, and 2023, respectively. Depreciation charges totaled \$13 million, \$12 million, and \$10 million for fiscal years 2025, 2024, and 2023, respectively.

Capital Assets (Net of Depreciation) Years Ended August 31, 2025 through 2023 (In Thousands)

	2025	2024	2023
Land	\$ 13,325	\$ 13,325	\$ 12,649
Construction in Progress	59,369	52,446	40,860
Buildings and Improvements	363,520	370,499	374,212
Land Improvements	2,338	2,381	1,669
Library Books	678	709	711
Equipment	10,609	10,444	11,033
Right-to-use Leased Equipment	646	139	209
Right-to-use Subscription Assets	4,371	913	1,758
Net capital assets	\$ 454,856	\$ 450,856	\$ 443,101

Capital Asset Comparison Fiscal Years 2025, 2024 and 2023 (in Thousands)





This page intentionally left blank

DEBT ADMINISTRATION





This page intentionally left blank

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 recommendations on the current status, future issues, and possible refinancing opportunities within the bond market. The College finances its construction activities by issuing general obligation and revenue bonds.

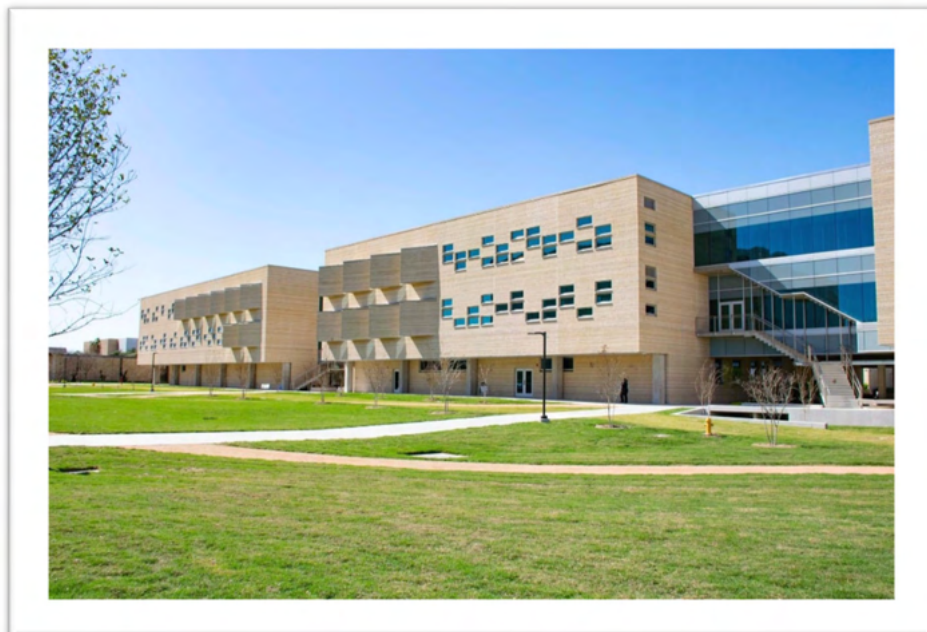
Debt Service Funding

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, maintenance, and operations is \$1.00 of assessed valuation (Section 130.122, Texas Education Code). Although the \$1.00 tax may be used for both debt service and maintenance and operations purposes, the annual bond tax may never exceed 50 cents on the \$100 valuation of the taxable property in the District.

Credit Ratings

The Vice President and Chief Financial Officer is responsible for maintaining a ratings strategy that is guided by achieving the best economic situation for the College. The ratings strategy shall be adjusted as market conditions and financing needs of the College change and evolve, and 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 2025, 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, which continues to grow, and a history of strong operating results. The rating also considers the College's capacity under statutory tax caps, an increasing but manageable debt burden, and below-average pension liability. Fitch's AA rating reflects the district's ample taxing margin, solid budgetary flexibility, and growing, albeit moderately concentrated, economic base.



Debt Service Fund Summary

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

Bonds Outstanding as of August 31, 2025				
Bond Type	Series	Year of Maturity	Interest Rates	Principal Amount Outstanding
Limited Tax Refunding & Improvement	2015	2040	2% to 5%	9,340,000
Combined Fee Revenue Refunding Bonds	2016	2028	4% to 5%	5,315,000
Limited Tax	2016	2046	2% to 5%	55,535,000
Limited Tax	2017	2037	2% to 4%	6,085,000
Limited Tax	2018A	2048	4% to 5%	39,155,000
Limited Tax	2018B	2048	4% to 5%	50,820,000
Limited Tax	2020A	2045	3% to 5%	20,910,000
Limited Tax	2020B	2045	4% to 5%	53,210,000
Total Bonds Outstanding				\$ 240,370,000

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

- 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, 2025, and 2024 is \$9,340,000 and \$9,615,000
 - 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, 2025, and 2024 is \$5,315,000 and \$6,920,000
 - 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, 2025, and 2024 is \$55,535,000 and \$57,140,000
 - 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, 2025, and 2024 is \$6,085,000 and \$6,480,000
 - 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, 2025 and 2024 is \$39,155,000 and \$40,100,000
 - 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, 2025 and 2024 is \$50,820,000 and \$52,040,000
 - 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, 2025 and 2024 is \$20,910,000 and \$21,545,000
 - 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, 2025 and 2024 is \$53,210,000 and \$54,785,000
 - 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.



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	Total	Principal	Interest	Total
2026	10,640,000	9,982,388	20,622,388	1,685,000	265,750	1,950,750
2027	7,315,000	9,454,488	16,769,488	1,770,000	181,500	1,951,500
2028	7,670,000	9,095,988	16,765,988	1,860,000	93,000	1,953,000
2029	8,045,000	8,719,988	16,764,988	-	-	-
2030	8,450,000	8,325,538	16,775,538	-	-	-
2031-2035	48,520,000	35,306,288	83,826,288	-	-	-
2036-2040	57,600,000	24,308,526	81,908,526	-	-	-
2041-2045	65,615,000	12,517,550	78,132,550	-	-	-
2046-2048	21,200,000	1,727,700	22,927,700	-	-	-
Total	\$ 235,055,000	\$ 119,438,454	\$ 354,493,454	\$ 5,315,000	\$ 540,250	\$ 5,855,250





This page intentionally left blank

DEPARTMENTAL GOALS & OBJECTIVES





This page intentionally left blank

Positions by Department

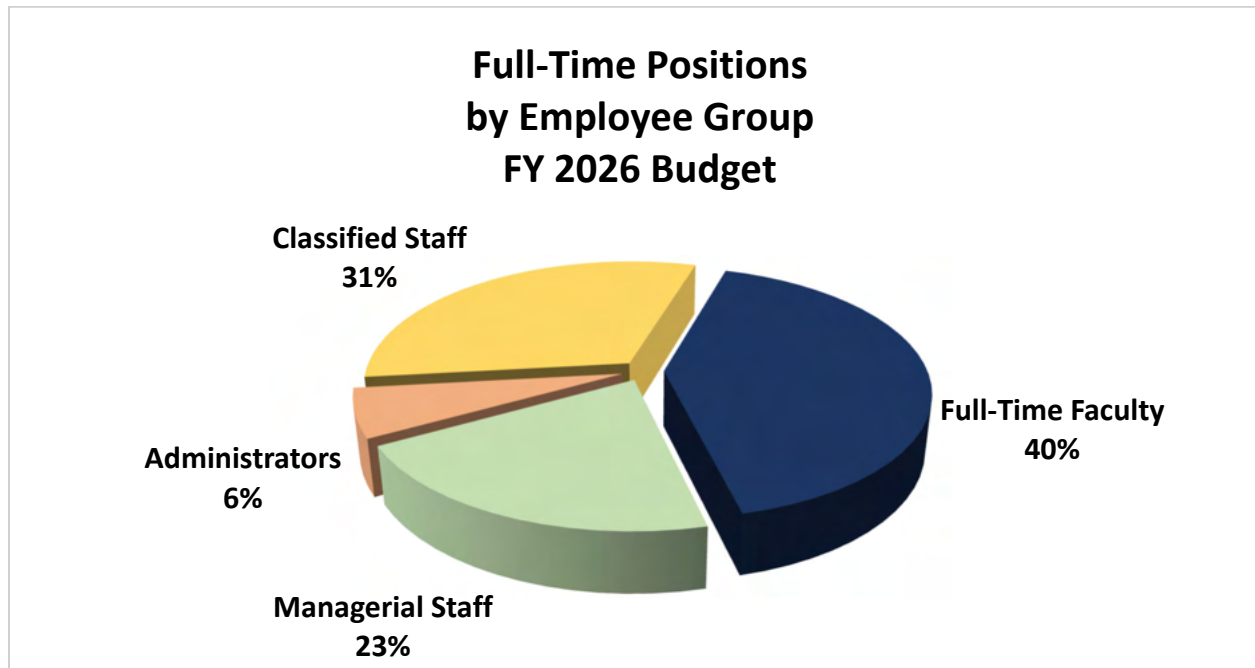
Salary Expenditure Budgets

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 2024 to FY 2026:

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

Employee Groups	Actual FY 2024	Budget FY 2025	Budget FY 2026	FY26 to FY25 Net Change
Administrators:				
Administrative Affairs	9	9	9	0
Facilities	3	3	3	0
Finance	5	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	2	1
Office of the President	1	1	1	0
Planning & Institutional Effectiveness	2	2	2	0
Chief Academic Officer	11	11	11	0
Workforce	6	7	7	0
Administrators Total	51	54	55	1
Managerial:				
Administrative Affairs	23	27	40	13
Facilities	2	2	2	0
Finance	10	10	12	2
General Counsel	0	0	0	0
HR, Payroll, Risk, Security	2	5	5	0
Information Technology	20	21	21	0
Institutional Advancement	8	10	10	0
Marketing and Communications	12	12	13	1
Office of the President	0	0	0	0
Planning & Institutional Effectiveness	4	6	5	-1
Chief Academic Officer	32	44	54	10
Workforce	31	41	50	9
Managerial Total	144	178	212	34
Classified Staff:				
Administrative Affairs	43	53	53	0
Facilities	33	51	50	-1
Finance	22	28	28	0
General Counsel	1	1	1	0
HR, Payroll, Risk, Security	10	25	25	0
Information Technology	25	30	30	0
Institutional Advancement	0	0	0	0
Marketing and Communications	1	1	1	0
Office of the President	1	1	2	1
Planning & Institutional Effectiveness	0	0	0	0
Chief Academic Officer	63	70	76	6
Workforce	7	10	10	0
Classified Staff Total	206	270	276	6
Full-Time Faculty:				
Chief Academic Officer	305	358	360	2
Full-Time Faculty Total	305	358	360	2
Total Full-Time Equivalents	706	860	903	43

The following pie chart provides the percentage breakdown by each major group of employee type for full-time positions budgeted for FY 2026:



Budgeting for Vacancies

Salary and benefit expenditures make up approximately 71% 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.

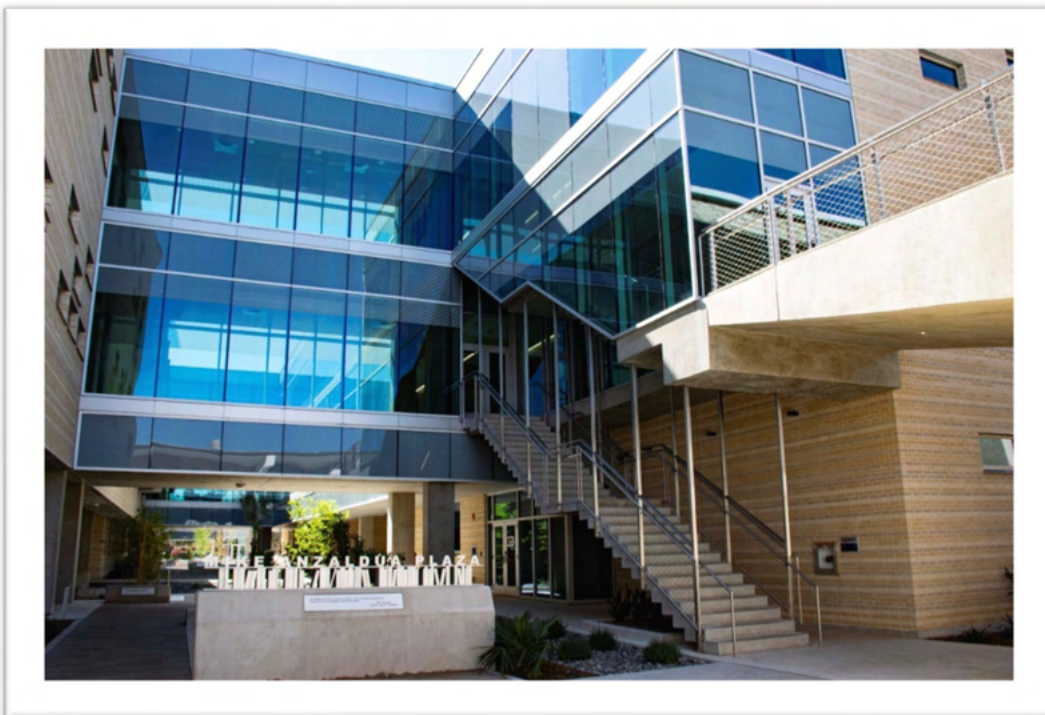


Position Changes – FY 2025 – 2026

Eliminated Positions

In FY 2025, 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 2025:

	Position	Department
1	Campus Administrator	Oso Creek
2	Physical Facilities Technician	Physical Facility

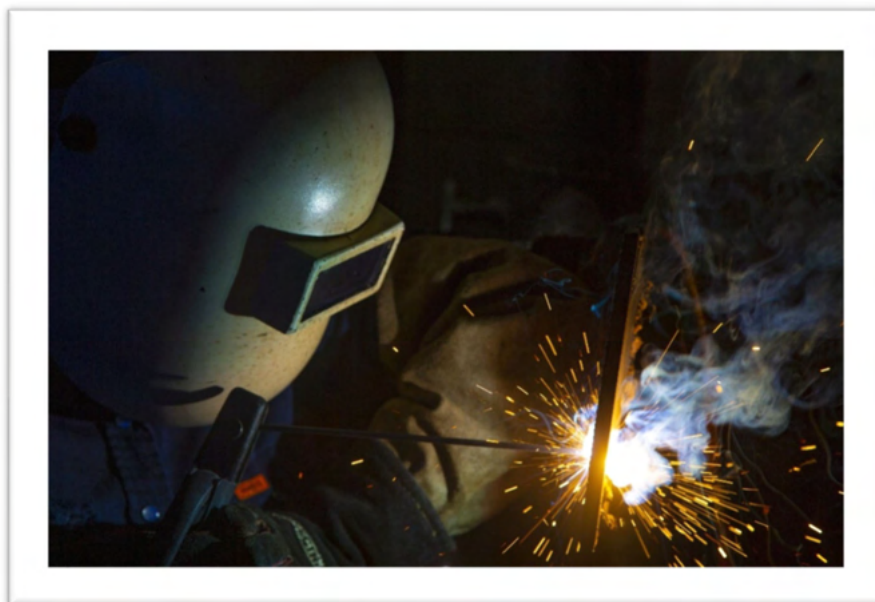


Position Changes – FY 2025 – 2026

Added Positions

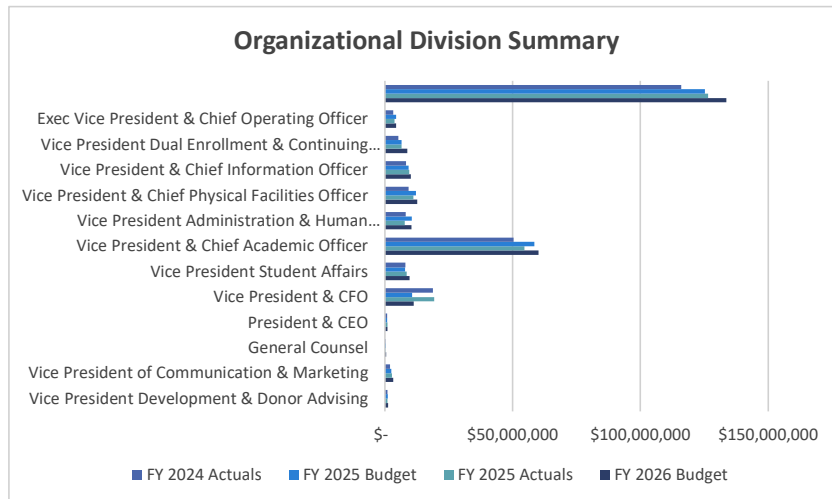
The increased enrollment in several of the College's career development programs required additional faculty and staff positions to meet increased instructional and academic support needs. In addition, with increasing enrollment and the launch of Freedom to Dream, additional student support staff are required to support our students to reach completion. The following chart is a summary of the positions added to the FY 2026 Budget:

	Position	Department
1	Administrator	Marketing & Communications
2	Records Analyst	Registrar
3	Student Recruiting Specialists	Recruitment & Outreach
4	Success Coaches	Student Engagement & Retention
5	Accountant-CE	Fiscal Services
6	Budget/Accounting Assistant	Fiscal Services
7	Director of College Events	Marketing & Communications
8	Dual Enrollment Specialist	Dual Enrollment
9	Embedded Advisors	Various
10	Nurse Aid Instructors	Healthcare
11	Program Coordinator	Healthcare
12	Administrative Assistants	Various



Organizational Division Summary Operating Fund Expenditures

Division Name	FY 2024 Actuals	FY 2025 Budget	FY 2025 Actuals	FY 2026 Budget
Vice President Development & Donor Advising	\$ 1,095,905	\$ 1,197,486	\$ 1,025,591	\$ 1,254,167
Vice President of Communication & Marketing	2,014,826	2,604,662	2,730,779	3,337,168
General Counsel	324,650	411,540	339,918	484,927
President & CEO	894,435	881,784	999,621	968,747
Vice President & CFO	18,875,691	10,691,646	19,298,117	11,276,407
Vice President Student Affairs	8,029,073	7,976,203	8,559,815	9,693,947
Vice President & Chief Academic Officer	50,427,514	58,503,924	54,594,786	60,170,868
Vice President Administration & Human Resources	8,113,929	10,576,426	7,872,997	10,440,825
Vice President & Chief Physical Facilities Officer	9,369,003	12,139,815	11,202,466	12,656,712
Vice President & Chief Information Officer	8,278,269	9,302,291	9,570,510	10,228,441
Vice President Dual Enrollment & Continuing Education	5,280,291	6,542,610	6,494,760	8,812,476
Exec Vice President & Chief Operating Officer	3,367,472	4,434,490	3,793,208	4,334,961
	\$ 116,071,058	\$ 125,262,877	\$ 126,482,568	\$ 133,659,646



Organizational Division Summary
Operating Fund Expenditures
Budget FY 2026

Division Name	Faculty Salaries	Exempt Salaries	Non-Exempt Salaries	Benefits	Non-Salary	Contingencies	Tuition Bond	Total
Vice President Development & Donor Advising	\$ -	\$ 777,588	\$ 100,736	\$ 283,778	\$ 92,065	\$ -	\$ -	\$ 1,254,167
Vice President of Communication & Marketing	-	1,175,782	151,128	428,712	1,581,546	-	-	3,337,168
General Counsel	-	300,790	53,960	114,616	15,561	-	-	484,927
President	-	527,256	39,254	183,034	219,203	-	-	968,747
Vice President & CFO	-	1,618,302	1,087,630	874,261	3,740,569	2,004,895	1,950,750	11,276,407
Vice President Student Affairs	-	4,092,237	2,206,635	2,035,104	1,359,971	-	-	9,693,947
Vice President & Chief Academic Officer	36,607,531	2,634,083	3,346,274	13,759,738	3,823,242	-	-	60,170,868
Vice President Administration & Human Resources	138,269	1,100,337	1,410,303	855,837	6,936,079	-	-	10,440,825
Vice President & Chief Physical Facilities Officer	-	584,382	2,054,458	852,584	9,165,288	-	-	12,656,712
Vice President & Chief Information Officer	-	2,402,033	1,073,611	1,122,947	5,629,850	-	-	10,228,441
Vice President Dual Enrollment & Continuing Education	563,237	3,762,161	1,638,121	1,926,757	922,200	-	-	8,812,476
Exec Vice President & Chief Operating Officer	64,730	1,861,934	758,863	867,667	781,767	-	-	4,334,961
Total Expenditures	\$ 37,373,767	\$ 20,836,885	\$ 13,920,973	\$ 23,305,035	\$ 34,267,341	\$ 2,004,895	\$ 1,950,750	\$ 133,659,646

Vice President of Development & Donor Advising

Reporting Areas	FY 2024 Actuals	FY 2025 Budget	FY 2025 Actuals	FY 2026 Budget
VP of Development & Donor Advising	\$ 1,095,905	\$ 1,197,486	\$ 1,025,591	\$1,254,167
Totals	\$ 1,095,905	\$ 1,197,486	\$ 1,025,591	\$1,254,167

Function

The Vice President of Development and Donor Advising for Del Mar College is responsible for ensuring fundraising initiatives support the mission of the College. This position serves as the executive director of the Del Mar College Foundation (DMCF) – an institutionally-related foundation and separate 501(c)3 non-profit organization – which provides student scholarships, student emergency aid, provides support to enhance the level of excellence within College programs, and works with other organizations to help students succeed.

Area Leadership

Vice President of Development & Donor Advising – Matthew Busby

Direct Reports:

Senior Director of Foundation Finance & Operations – Joel Soliz

Senior Director of Donor Advising & Foundation Projects – Denise Kaufman

Reporting Areas

Development

The Development Office oversees all fundraising (individual, business, and private foundation) on behalf of the College and builds sustainable relationships with external stakeholders. This team manages the donor relations and stewardship functions for the Del Mar College Foundation, including efforts that include major/planned giving, annual campaigns, special events for both fundraising and donor engagement and corporate/foundation grants, wherein DMCF is the fiscal agent.

Foundation Services

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

Departmental Programs – Vice President of Development & Donor Advising

Goals, Objectives, and Performance Measures

Department	2019-2024 Strategic Alignment	2024-2029 Strategic Alignment	Department Objective	Performance Measure	Target FY 2025	Actual FY 2025	Target FY 2026
Foundation Services	Fundraising for support of Students, Faculty/staff, Programs G6: O1 G6: O3	Elevate G4:S2	Contributions & grants from individuals, corporations & private foundations.	Dollar revenue raised	\$3,397,598	\$6,983,750	\$4,500,000
Foundation Services	Increase student retention, completion, and affordability. G6: O1 G6: O3	Elevate G4:S1 G4:S4	Maintain prior levels or increase the level of support to DMC students in emergency aid.	\$ awarded to DMC students in emergency aid	\$165,000	\$158,019	\$165,000
Foundation Services	Increase student enrollment, retention, completion, and affordability. G6: O1 G6: O3	Elevate G4:S1 G4:S4	Maintain prior levels or increase the amount of scholarship funding provided to DMC students by 5% annually.	\$ of scholarships awarded to DMC students	\$2,500,000	\$2,938,229	\$2,950,000

*N/A: Department goal is no longer active for FY 2026

Vice President of Communication & Marketing /Chief of Staff

Reporting Areas	FY 2024 Actuals	FY 2025 Budget	FY 2025 Actuals	FY 2026 Budget
Vice President of Communication & Marketing	\$ 2,014,826	\$ 2,604,662	\$ 2,730,779	\$3,337,168
Totals	\$ 2,014,826	\$ 2,604,662	\$ 2,730,779	\$3,337,168

Function

The mission of the College Relations Office (marketing, communication, admissions) is to deliver effective marketing and communications that enhance the College's image and maximize student recruitment efforts and outcomes. The department manages the College brand identity, enrollment marketing, advertising, public relations, recruitment, admissions, promotional activities, and special events. The office advocates for DMC employees and students. 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/Chief of Staff – Jeff Olsen

Direct Reports:

Associate Vice President Government & External Relations and Strategic Planning.
Dr. Natalie C. Villarreal
Executive Director of Marketing & Events – Jason Houlihan
Executive Director of Communications – Jessie Chrobocinski
Dean of Enrollment – Gracie Martinez – Dean of Outreach & Enrollment
Office Coordinator/Viking Experience Manager-Kim Champion

Reporting Areas

Marketing & Events

Marketing & Events oversees brand and enrollment marketing, the CRM platform, prospective student UX experience, advertising, DMC website, graphic design, videography, and the College's relationship with the agency of record.

Communications

The Communications Department oversees all internal, external, emergency, and executive communications and is responsible for public relations, media relations, and social media efforts.

Vice President of Communication & Marketing /Chief of Staff (Continued)

Admissions

The Admissions Department builds off of the work of the Marketing Department and works with the Events Department to turn inquiries and prospects into DMC students. This involves recruiting, running the enrollment success center, helping students through the admissions checklist, and getting students registration ready.

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)

Government & External Affairs

A new area in the CRO division is government and external affairs. This area advocates DMC students and employees at the local, state, and national level of leadership. The department also oversees DMC's work in the community with local schools, non-profits, industry and business leaders.

Strategic Planning

The Strategic Planning Office works to ensure that the College is living by the mission and vision of the College. Goals, strategies, and initiatives guide the work of the College to ensure success for all students.

Departmental Programs – Vice President of Communication & Marketing

Goals, Objectives, and Performance Measures

Department	2024-2029 Strategic Alignment	Department Objective	Performance Measure	Target FY 2025	Actual FY 2025	Target FY 2026
College Relations Office	Communicate G2:S1 G2:S2 G2:S3	Redesign enrollment advertising to focus on student outcomes and success stories	% of digital, cable, and print advertising redesigned by August 2024	75%	75%	N/A
College Relations Office	Communicate G2:S1 G2:S3 G2:S4 Cultivate G6:S1	Campaign to promote transfer and workforce programs at all campuses throughout the DMC District.	% of completed annual objectives	100%	100%	100%
College Relations Office	Communicate G2:S1 G2:S3 G2:S4 Cultivate G6:S1	Connect with and recruit students using a “Request for Information” (RFI) form to increase student enrollment	# of new student inquiries via the RFI form per month	≥100	Approx. 100	≥100
College Relations Office	Communicate G1:S3 G2:S4 G2:S5	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 %	30%	50%

*N/A: Department goal is no longer active for FY 2026

General Counsel

Reporting Areas	FY 2024 Actuals	FY 2025 Budget	FY 2025 Actuals	FY 2026 Budget
General Counsel	\$ 324,650	\$411,540	\$339,918	\$ 484,927
Totals	\$ 324,650	\$411,540	\$339,918	\$ 484,927

Function

At the direction of the President, the 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 litigation matters; and supervises internal and external counsel. The General Counsel will also be accountable for institutional risk oversight and work with each executive team member on risk management and mitigation efforts. The General Counsel is a member of the President’s Executive team.

Area Leadership

General Counsel – Augustin Rivera

Staff Attorney – Kristina Fernandez

Reporting Areas

This department is not required to participate in unit assessment.



President & Chief Executive Officer

Reporting Areas	FY 2024 Actuals	FY 2025 Budget	FY 2025 Actuals	FY 2026 Budget
President & CEO	\$ 894,435	\$ 881,784	\$ 999,621	\$ 968,747
Vice President Development & Donor Advising	1,095,905	1,197,486	1,025,591	1,254,167
Vice President of Communication & Marketing	2,014,826	2,604,662	2,730,779	3,337,168
General Counsel	324,650	411,540	339,918	484,927
Vice President & CFO	18,875,691	10,691,646	19,298,117	11,276,407
Vice President Student Affairs	8,029,073	7,976,203	8,559,815	9,693,947
Vice President & Chief Academic Officer	50,427,514	58,503,924	54,594,786	60,170,868
Vice President Administration & Human Resources	8,113,929	10,576,426	7,872,997	10,440,825
Vice President & Chief Physical Facilities Officer	9,369,003	12,139,815	11,202,466	12,656,712
Vice President & Chief Information Officer	8,278,269	9,302,291	9,570,510	10,228,441
Vice President Dual Enrollment & Continuing Education	5,280,291	6,542,610	6,494,760	8,812,476
Exec Vice President & Chief Operating Officer	3,367,472	4,434,490	3,793,208	4,334,961
	\$ 116,071,058	\$ 125,262,877	\$ 126,482,568	\$ 133,659,646

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 of the institution's problems, needs, and accomplishments.
- 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, including recommending for Board approval all courses, degrees, and certificates in keeping with the institution's objectives and resources.
- Work with appropriate College personnel in developing the College budget and, after approval by the Board, see to the careful implementation of the budget.

President & Chief Executive Officer (Continued)

Function (Continued)

- Work with appropriate personnel to ensure the proper care of 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 Development & Donor Advising: Matthew Busby
Vice President of Communication & Marketing/Chief of Staff: Jeff Olsen
General Counsel: Augustin Rivera Jr.
Vice President & Chief Financial Officer: Raul Garcia
Vice President of 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 Development & Donor Advising

The Vice President of Development and Donor Advising for Del Mar College is responsible for ensuring fundraising initiatives support the mission of the College. This position serves as the executive director of the Del Mar College Foundation (DMCF) – an institutionally-related foundation and separate 501(c)3 non-profit organization – which provides student scholarships, student emergency aid, provides support to enhance the level of excellence within College programs, and works with other organizations to help students succeed.

President & Chief Executive Officer (Continued)

Vice President of Communication & Marketing

The mission of the College Relations Office (marketing, communication, and admissions) is to deliver effective marketing and communications that enhance the College's image and maximize student recruitment efforts and outcomes. The department manages the College brand identity, enrollment marketing, advertising, public relations, recruitment, admissions, 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, the 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 litigation matters; and supervises internal and external counsel. The General Counsel will also be accountable for institutional risk oversight and work with each executive team member on risk management and mitigation efforts. The General Counsel is a member of the President'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 an 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 of 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. Our programs complement the learning that takes place in the classroom and enhance students' overall educational experience.

President & Chief Executive Officer (Continued)

Vice President & Chief Academic Officer

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

President & Chief Executive Officer (Continued)

Vice President & Chief Information Officer

The function of the Vice President and Chief Information Officer (VP/CIO) is to provide 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 ongoing 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. 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.



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

Department	2024-2029 Strategic Alignment	Department Objective	Performance Measure	Target FY 2025	Actual FY 2025	Target FY 2026
Dean of Student Engagement and Retention	Communicate G1:S3 G2:S5 Cultivate G6:S2	Increase in-person attendance of New Student Orientation (NSO) to foster a sense of belonging	% increase in in-person attendance of NSO annually	3%	108.5%	3%
Vice President and Chief Academic Officer	Communicate G1:S3 Cultivate G5:S1 G6:S4	Prepare faculty to properly advise students	% of full-time faculty who complete the Registration Basics course annually	100%	91%	100%
Dean of Business, Entrepreneurship, and Health Sciences	Communicate G2:S2 G2:S6 Cultivate G5:S5	Increase division-wide participation in volunteerism in the Coastal Bend community	# of volunteer events the division participates in annually	2	2	2

*N/A: Department goal is no longer active for FY 2026

Vice President and Chief Financial Officer

Reporting Areas	FY 2024 Actuals	FY 2025 Budget	FY 2025 Actuals	FY 2026 Budget
Comptroller	\$ 14,558,509	\$ 6,646,309	\$ 15,328,651	\$ 6,994,346
Director - Purchasing & Business Services	1,419,832	1,508,499	1,462,076	402,844
Director - Grants & Sponsored Research	230,784	392,014	278,267	1,598,238
Vice President & CFO	2,666,566	2,144,824	2,229,123	2,280,979
Totals	\$ 18,875,691	\$ 10,691,646	\$ 19,298,117	\$ 11,276,407

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 an 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– Vacant

Assistant Comptroller & Budget Analyst– Jackie Landrum

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

Director of Purchasing & Business Services – David Davila

Director of Grants & Sponsored Research – Christina Gonzalez

Reporting Areas

Fiscal Services

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

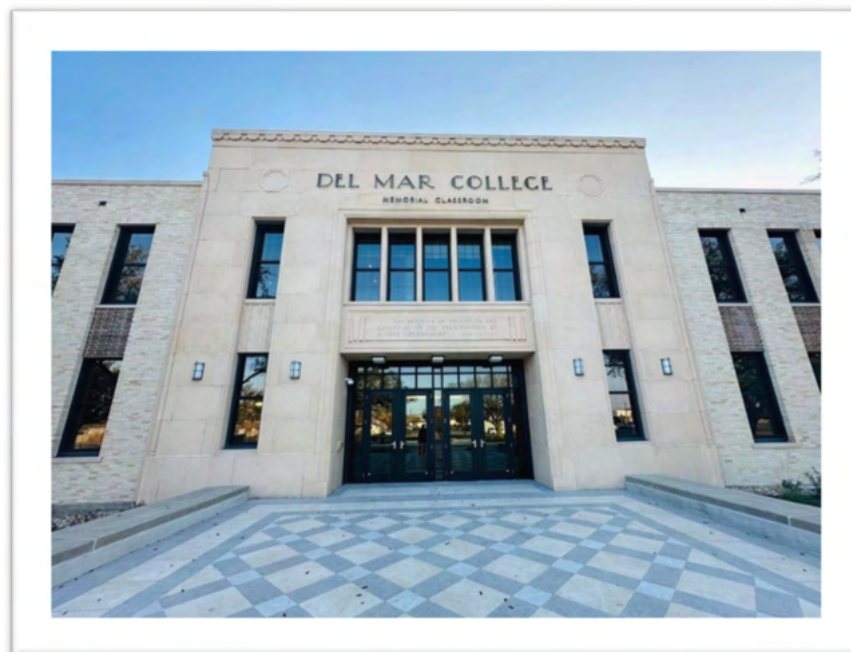
Vice President and Chief Financial Officer (Continued)

Purchasing & Business Services

Purchasing and Business Services include the procurement services offices, print shop, mailroom, central receiving and warehouse, dining services, and campus bookstore. The purchasing office supports the college's operations by functioning as the college's centralized purchasing agent. The responsibility and authority for purchasing supplies, materials, equipment, and services and 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

Department	2024-2029 Strategic Alignment	Department Objective	Performance Measure	Target FY 2025	Actual FY 2025	Target FY 2026
Purchasing and Business Services	Communicate G1:S4 G2:S4	Improve call hold and transfer times to ensure inquiries are handled in a timely manner	Average call duration	2.5 minutes	1.2 minutes	2.5 minutes
Purchasing and Business Services	Communicate G1:S3 G2:S4 Elevate G4:S5	Increase internal print production and reduce external print outsourcing	% increase in internal print production	5%	45%	5%
Fiscal Services	Communicate G2:S1 G2:S2 Elevate G4:S4	Enhance strategic budgeting processes and procedures	% of equipment and marketing requests greater than 2% and larger than \$10,000 are supported by a strategic goal	100%	99% equipment and 100% marketing requests	100%
Office of VP	Elevate G4:S1 G4:S4	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 2026

Vice President of Student Affairs

Reporting Areas	FY 2024 Actuals	FY 2025 Budget	FY 2025 Actuals	FY 2026 Budget
Assoc VP Student Affairs	\$ 2,730,741	\$ 2,859,880	\$ 3,137,519	\$ 3,636,113
Dean Student Outreach & Enrollment	3,025,236	3,192,241	3,078,237	3,638,281
Assoc VP Institutional Research & Analytics	706,618	536,972	518,724	668,638
Director of Advising	95,333	95,854	96,980	99,746
Financial Aid	859,897	889,708	956,305	944,611
VP Student Affairs	611,248	401,548	772,050	706,558
Totals	\$ 8,029,073	\$ 7,976,203	\$ 8,559,815	\$ 9,693,947

Function

The Office of the Vice President of Student Affairs (VP/SA) offers diverse programs and services to support Student Success. Our programs complement classroom learning and enhance students' overall educational experience. In addition, the VP/SA oversees institutional data and reporting, ensuring accurate collection, analysis, and use of data to inform decision-making, promote continuous improvement, and advance the College's mission and strategic goals

Area Leadership

Vice President of Student Affairs – Patricia Benavides-Dominguez

Direct Reports:

Associate Vice President of Student Affairs – Cheryl Sanders
 Associate Vice President of Institutional Research and Analytics – Sushil Pallemmoni
 Dean of Student Engagement and Retention – Rita Hernandez
 Registrar – Elizabeth Adamson
 Director of Financial Aid – Joseph Ruiz
 Director of Advising Initiatives – Leticia Wilson
 Director of Project SENDA/DMC3 – David R. Barrera

Reporting 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), Student Support Services Program (SSS), and Student Support Services STEM Program (SSS-STEM). The Educational Opportunity Centers program provides counseling and information on college admissions to qualified adults who want to enter

Vice President of Student Affairs (Continued)

TRIO Programs (Continued)

or continue a program of postsecondary education. The program also offers services to improve participants' financial and economic literacy. The Student Support Services Programs provide opportunities for academic development, assist students with basic college requirements, and motivate 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.

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, Center for Access and Advocacy, Success Coaching and Testing Center.

Institutional Research and Analytics

The Office of Institutional Research and Analytics (IRA) plays a critical role in collecting, analyzing, and reporting data that support informed decision-making and continuous improvement. The office is responsible for ensuring the accuracy and integrity of institutional data related to enrollment, student success, completion and workforce outcomes. A major function is meeting state and federal reporting requirements, including submissions to the Texas Higher Education Coordinating Board (THECB), Federal agencies, and other accountability systems. IRA also produces dashboards and analytical reports that help leadership, faculty, and staff understand trends, evaluate performance, and align strategies with the college's mission and state funding metrics.

In addition, the IRA office supports strategic planning, accreditation, and assessment initiatives across the institution. This includes providing data for SACSCOC accreditation, program reviews, grant proposals, and outcomes assessment tied to student learning and institutional effectiveness. The office often partners with academic and administrative departments to design/administer surveys, faculty course evaluations, conduct ad hoc studies, and evaluate the impact of policies, programs, and interventions, especially those related to equity, student persistence, completion and transfer. By translating complex data into actionable insights, Institutional Research and Analytics helps ensure compliance, promotes transparency, and drives evidence-based decision-making throughout the college.

Vice President of Student Affairs (Continued)

Student Records Office

The Student Records Office assists students, faculty, and staff by demonstrating the ability to exercise judgment, discretion, and decision-making skills in handling confidential and sensitive issues. The SRO ensures that a strong culture of “student-centeredness” is embraced and executed daily, reinforcing student recruitment and retention efforts. Daily operational activities include adding/dropping courses, resolving residency issues, processing transcript requests, processing change-of-major forms, processing the graduation application and issuing or reissuing diplomas.

This office is responsible for oversight of campus-wide registration and for curriculum management, including the creation of new coursework and degree program requirements. The SRO builds strong partnerships with faculty, staff, administrators, and counterparts across campus, including Financial Aid, Student Accounts, Admissions, and Institutional Research, and always stays at the forefront of emerging practices in higher education.

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)

Advising Initiatives (Continued)

- Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Core Leadership Team
- Advising and Registration Team
- Quality Enhancement Plan (QEP) Implementation– Goals + Planning = Success (GPS) Committee
- Guided Pathways Implementation Committee
- Communications Committee
- Development Education Council Committee
- Power User Civitas Learning Leadership Committee
- Colleague Ellucian Integration Team
- Enterprise Resource Planning (ERP) Taskforce Committee
- Transfer Workgroup
- Department Objective: Provide continuous improvement strategies for college wide advising process

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.



Departmental Programs-Vice President of Student Affairs

Goals, Objectives, and Performance Measures

Department	2024-2029 Strategic Alignment	Department Objective	Performance Measure	Target FY 2025	Actual FY 2025	Target FY 2026
Student Success Center	Elevate G3:S2 G4:S1	Improve access to technology that supports student learning	# of laptops checked out to students via the Technology Resource Center	≥200	1,081	≥200
Counseling Center	Elevate G3:S2	Provide mental health services that allow students to successfully meet their treatment goals	% of active clients discharged successfully - completing treatment, meeting treatment goals, or referral	40%	65.7%	40%
Advising Initiatives	Cultivate G5:S1 G6:S3 G6:S4	Train faculty and staff in best advising practices	# of faculty and staff who attended at least one advising professional development workshop (unduplicated)	100	176	100

*N/A: Department goal is no longer active for FY 2026

Vice President and Chief Academic Officer

Reporting Areas	FY 2024 Actuals	FY 2025 Budget	FY 2025 Actuals	FY 2026 Budget
Assoc VP - Institutional Effect & Academics	\$ 120,108	\$ 436,382	\$ 338,336	\$ 417,834
Dean Bus, Entrep & Health Sciences	11,932,201	13,931,971	13,094,943	14,409,439
Dean Comm, Fine Arts & Social Sciences	13,035,319	15,211,631	13,780,223	15,247,062
Dean Industry & Public Service	10,614,552	12,684,735	11,932,460	12,902,646
Dean STEM, Kinesiology & Education	10,770,170	11,824,052	11,251,269	12,546,817
Dean Learning Resources	3,376,348	3,649,385	3,562,781	3,912,252
VP & Chief Academic Officer	578,816	765,768	634,774	734,818
Totals	\$ 50,427,514	\$ 58,503,924	\$ 54,594,786	\$ 60,170,868

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)

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 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 Bachelor of Science in Nursing degree and a Bachelor of Applied Science in Organizational Management and Leadership 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.

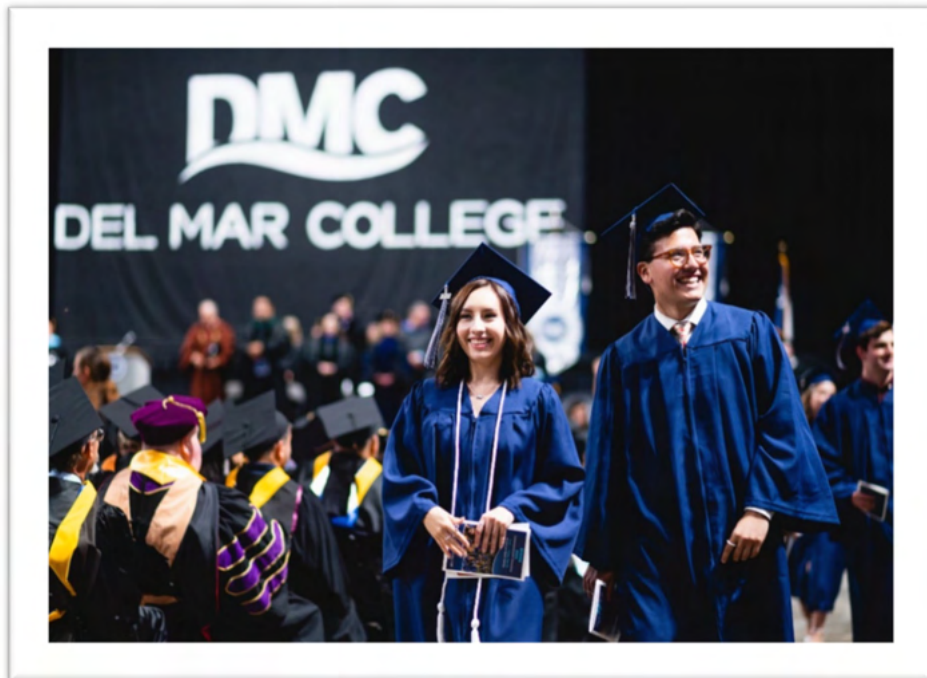
Division of STEM, Kinesiology, and Education

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)

Division of Learning Resources

The Division of Learning Resources 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

Department	2024-2029 Strategic Alignment	Department Objective	Performance Measure	Target FY 2025	Actual FY 2025	Target FY 2026
Stone Writing Cetner	Communicate G1:S3 Elevate G3:S2	Reduce the average turnaround time for providing feedback on student writing submitted to the writing center online.	Average response time to student's online submissions to the writing center.	≥ 48 hours	20.5 hours	≥ 48 hours
Reading and ESOL Lab	Communicate G2:S5 Cultivate G5:S5 G5:S6	Increase College community's usage of the Reading and ESOL Lab.	# of community events held in the lab.	10	19	10
Dean of BEHS	Elevate G3:S2	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%
Dean of BEHS	Elevate G3:S2 Cultivate G6:S6	Students will successfully pass certification and licensure exams within their program of study.	% of students within BEHS division who pass licensure exams	85%	95.2%	85%

*N/A: Department goal is no longer active for FY 2026

Vice President of Administration & Human Resources

Reporting Areas	FY 2024 Actuals	FY 2025 Budget	FY 2025 Actuals	FY 2026 Budget
Chief of Security	\$ 2,497,285	\$ 3,766,584	\$ 2,577,218	\$ 3,850,091
Vice President Admin & Human Resources	5,616,644	6,809,842	5,295,779	6,590,734
Totals	\$ 8,113,929	\$ 10,576,426	\$ 7,872,997	\$ 10,440,825

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 Management & Campus Dining
- Chief of Police – Lauren White
Police, Security & Emergency Management

Reporting Areas

Office of Human Resources

In support of Del Mar College's mission and guided by the belief that all employees are essential to the success of the institution, the Office of Human Resources provides professional, responsive, and supportive services to faculty and staff. These services include recruitment and onboarding; training and development; retention of a qualified workforce; benefits administration; compensation analysis; career guidance;

Vice President of Administration & Human Resources (Continued)

Office of Human Resources (Continued)

organizational development; employee relations; and the maintenance and management of employment records.

The Office of Human Resources promotes confidence and trust through the fair, consistent, and equitable application of policies and procedures, ensuring compliance with applicable laws while advancing equal opportunity, ethical practices, and a respectful, customer-focused work environment. By proactively responding to the needs and concerns of the campus community, the Office of Human Resources supports faculty and staff in their ability to deliver high-quality services to students and to advance the mission and strategic goals of Del Mar College.

Payroll Office

The Office of Payroll is responsible for ensuring the accurate and timely compensation of all employees in a manner that is cost-effective to the College and fully compliant with applicable state and federal laws and regulations. Core responsibilities include the processing of salaries, wages, stipends, and supplemental pay; administration and remittance of retirement contributions, including the Teacher Retirement System (TRS) and Optional Retirement Program (ORP); and the accurate calculation, reporting, and payment of federal employment taxes. The Office of Payroll also ensures compliance with wage and hour requirements, maintains payroll records, processes payroll adjustments and reconciliations, supports audits and reporting requirements, and collaborates with Human Resources, Finance, and external agencies to ensure accuracy and regulatory compliance. Committed to excellence, the Office of Payroll provides responsive customer service to the College community while continuously evaluating processes and implementing service enhancements to support institutional efficiency and effectiveness.

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.

Vice President of Administration & Human Resources (Continued)

Police/Security/Emergency Management

The DMC Police/Security Department is responsible for overseeing, advising, and assisting the College in complying with local, state, and federal regulations in the areas of law enforcement, security, and emergency management.

The mission of DMC Police/Security is to work as an equal partner with students, faculty, staff, and the local community to enhance campus/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

Department	2024-2029 Strategic Alignment	Department Objective	Performance Measure	Target FY 2025	Actual FY 2025	Target FY 2026
Payroll	Communicate G1:S4 Elevate G4:S5	Update Payroll Standard Operating Procedures by reviewing and/or revising.	% of the DMC Payroll Standard Operating Procedures reviewed/revised annually	25%	100%	25%
Human Resources	Cultivate G5:S1 G5:S2 G5:S6	Provide leadership development and training opportunities for staff	# of leadership development opportunities provided annually	2	2	2
Human Resources	Cultivate G5:S4 G5:S5 G5:S5	Increase employee wellness and appreciation opportunities to foster a culture of belonging	# of opportunities provided annually	≥3	2	≥3
Human Resources	Cultivate G5:S5	Ensure the effectiveness of compensation protocols	State rankings of compensation for faculty, average salary based on TCCTA annual salary data	Top 10 % of community colleges in TX (5 of 50)	Not Available	Top 10 % of community colleges in TX (5 of 50)

*N/A: Department goal is no longer active for FY 2026

Vice President & Chief Physical Facilities Officer

Reporting Areas	FY 2024 Actuals	FY 2025 Budget	FY 2025 Actuals	FY 2026 Budget
Director Physical Facilities	\$ 7,248,238	\$ 9,732,098	\$ 8,641,290	\$ 10,106,070
Director of Envir., Hlth., Safety & Risk	753,681	946,636	1,123,902	1,048,968
VP & Chief Physical Facilities Officer	1,367,084	1,461,081	1,437,274	1,501,674
Totals	\$ 9,369,003	\$ 12,139,815	\$ 11,202,466	\$ 12,656,712

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 – Vacant

Direct Reports:

Director of Physical Facilities – Robert Duffie

Director of Environmental Health and Safety – Chris Tweddle

Reporting Areas

Physical Facilities

Physical Facilities provide 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 services. The department's mission statement and objectives were developed to clearly define the purpose of the department in relation to the College and focus on these priorities.

Vice President & Chief Physical Facilities Officer (Continued)

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 promote sound environmental stewardship.



Departmental Programs-Vice President and Chief Physical Facilities Officer

Goals, Objectives, and Performance Measures

Department	2024-2029 Strategic Alignments	Department Objective	Performance Measure	Target FY 2025	Actual FY 2025	Target FY 2026
Physical Facilities	Elevate: G1:S2 G2:S6 G2:S7	Update the long-range facilities master plan for the District.	The Facilities Master Plan is in progress.	100%	100%	100%
Physical Facilities	Elevate: G1:S2 G2:S3	Analyze the feasibility of developing student housing options on campus.	Meetings, surveys, research will provide information on the feasibility of student housing options for the College.	100%	100%	100%
Physical Facilities	Elevate: G1:S2 G2:S6	Create comfortable, technology-rich 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%
Environmental Health and Safety	Cultivate G5:S3	Provide Occupational and Safety Training to members of the DMC community to promote and maintain a safe and healthy environment	Provide F2F and on-line occupational and safety training sessions to the DMC community	10	10	15
Environmental Health and Safety	Cultivate G5:S3	Conduct code-required inspections to provide a safe environment that is conducive to learning	Fire & Life Safety systems installed in DMC buildings will be inspected per code requirements such as semi-annually or annually schedules.	100%	100%	100%

*N/A: Department goal is no longer active for FY 2026

Vice President and Chief Information Officer

Reporting Areas	FY 2024 Actuals	FY 2025 Budget	FY 2025 Actuals	FY 2026 Budget
Vice President & Chief Information Officer	\$ 8,278,269	\$ 9,302,291	\$ 9,570,510	\$ 10,228,441
Totals	\$ 8,278,269	\$ 9,302,291	\$ 9,570,510	\$ 10,228,441

Function

The function of the Vice President and Chief Information Officer (VP/CIO) is to provide 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 ongoing 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:

AVP Enterprise Services and Academic Tech – Jessica Montalvo-Cummings
Executive Director Infrastructure and Technology Support – Alex Puente
Information Security Officer – Greg Palmer
Technology Operations Coordinator – Kimberly Ramirez
Project Coordinator – Cristina Wiltshire

Reporting Areas

Enterprise Application Services

The Enterprise Applications unit oversees the operations and maintenance of the Ellucian Colleague Student Information System, associated integrations and databases, and data reporting. The team also provides custom application design and builds and manages workflow processes governing user account creation and management.

Vice President and Chief Information Officer (Continued)

Information Security

The Information Security unit works to ensure the confidentiality, integrity, and availability of DMC systems, data, and services via IT governance and cybersecurity best practices. The Information Security Officer coordinates with IT and College leadership on audit response and compliance reporting to local, state, and federal entities and compiles annual updates for the Board of Regents regarding the health and security posture of DMC IT operations.

Web Services

The Web Services unit administrates DMC's academic and business software systems, web resources, and license provisioning for software platforms. Web Services supports the faculty and student experience by providing support and best practice guidance for front-line web applications such as Canvas, SharePoint, MS 365, and MS Teams. Further, Web Services implements and maintains single sign-on functionality and develops workflow and business process automation.

Network and Technical Services

Comprised of the Network/Infrastructure unit and the Technical Services unit, the Network and Technical Services team builds and maintains the communications backbone for DMC. Spanning three campuses and over sixty buildings, the team manages wired and wireless networks, telephony, internet connectivity, and the associated hardware and software DMC uses for daily operations. Computer and audio/visual technicians provide support for all end-user devices and applications.

Help Desk

The Viking Help Desk provides phone, email, and chat support to all DMC students, faculty, and staff across the range of IT services. The Help Desk oversees and maintains the College's ticketing system, the primary source of submitting requests and incidents/issues, and coordinates with Technical Services to ensure issues are resolved in a timely manner.

Project Management

The Project Management Unit coordinates the allocation of time, effort, and resources for IT projects, documents all pending and completed work, and coordinates with internal IT staff and requestors to ensure consistent progress.

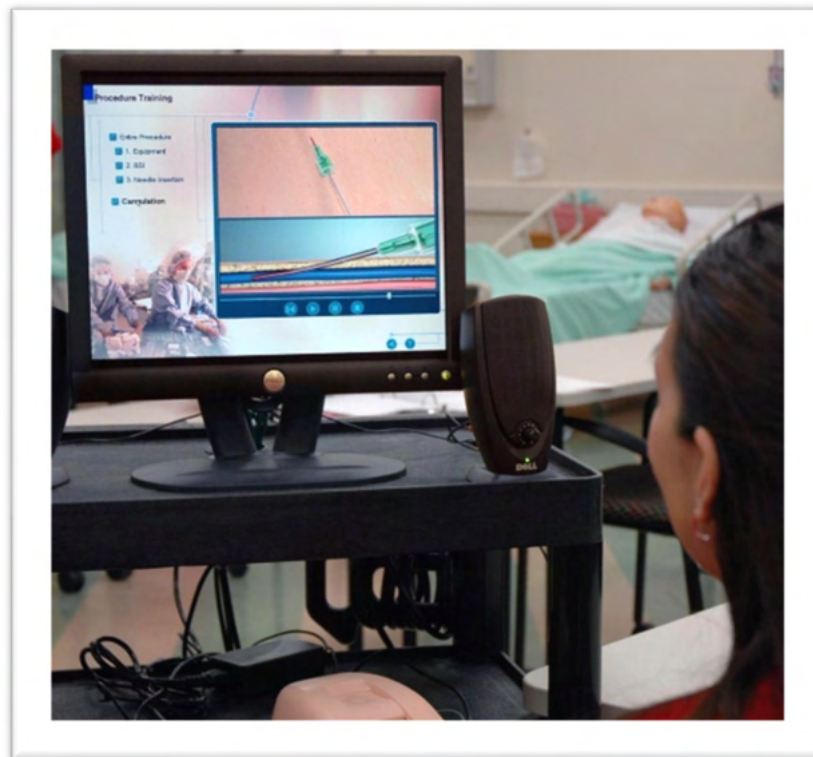
Vice President and Chief Information Officer (Continued)

Project Management (Continued)

The Project Management team also oversees and maintains DMC IT's project and task tracking systems and provides executive and operational updates regarding project load and completion rates.

IT Budget and Operations

The IT Budget and Operations unit within DMC IT coordinates planned (budgeted) and unplanned technology purchasing, software licensing and renewals, annual technology budget planning, and technology inventory management.



Departmental Programs-Vice President and Chief Information Officer

Goals, Objectives, and Performance Measures

Department	2024-2029 Strategic Alignment	Department Objective	Performance Measure	Target FY 2025	Actual FY 2025	Target FY 2026
Vice President and Chief Information Officer	Elevate G2: S5	Plan and implement a major upgrade for the Colleague Student Information System (SIS). The upgraded version, Colleague SaaS, introduces updated tools including an integrated student portal, self-service reporting system, and native integrations with academic and business applications.	% of system functionality implemented and validated for production (e.g., tested and verified for readiness for daily academic and business operations)	20%	40%	100%
Vice President and Chief Information Officer	Elevate G1: S2	Modernize the network and communication infrastructure (e.g., fiber-optic backbone cabling, core network equipment, Wi-Fi equipment, etc.) at the Heritage and Windward campuses.	% of campus building structured cabling, network equipment, and associated services upgraded	30%	10%	30%
Vice President and Chief Information Officer	Elevate G2: S5	Develop a cross-functional College-wide working group to draft and implement an AI strategy incorporating governance, community literacy, and tools.	% of required policies draft	20%	20%	80%
			% of faculty and staff trained and informed about AI tools and appropriate usage	20%	20%	80%

*N/A: Department goal is no longer active for FY 2026

Executive Vice President and Chief Operating Officer

Reporting Areas	FY 2024 Actuals	FY 2025 Budget	FY 2025 Actuals	FY 2026 Budget
Dean Workforce Programs	2,879,472	3,597,970	3,254,653	3,723,433
Executive VP & Chief Operating Officer	488,000	836,520	538,555	611,528
Totals	\$ 3,367,472	\$ 4,434,490	\$ 3,793,208	\$ 4,334,961

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:

Dean of Workforce Programs and Corporate Services – Dan Korus

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)

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

Department	2024-2029 Strategic Alignment	Department Objective	Performance Measure	Target FY 2025	Actual FY 2025	Target FY 2026
Executive VP and Chief Operating Officer	Communicate G2:S2 Elevate G3:S4	Expand external partnerships to fulfill regional workforce needs	# of formal agreements established with external partners within the region annually.	2	2	2
Workforce Programs and Corporate Services	Elevate G3:S4 Cultivate G6:S6	Increase student completion of industry-based credentials and certifications.	# of industry-based credentials and certifications awarded annually.	200	1,019	500
Workforce Programs and Corporate Services	Elevate G3:S1 G3:S4	Develop new programs to align with local and state-wide emerging needs.	# of industrial technology and trades programs created annually.	2	2	4

*N/A: Department goal is no longer active for FY 2026

STATISTICAL SECTION





This page intentionally left blank

Del Mar College
Statistical Supplement 1
Net Position by Component
Fiscal Years 2016 to 2025
(unaudited)

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

	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Net investment in capital assets	\$ 186,658	\$ 171,903	\$ 165,395	\$ 147,654	\$ 140,281	\$ 126,543	\$ 120,406	\$ 100,961	\$ 95,287	\$ 90,491
Restricted - expendable	12,433	10,383	9,633	8,541	8,176	8,431	8,161	12,247	12,343	12,251
Unrestricted	(27,746)	(28,098)	(32,623)	(29,630)	(31,871)	(41,688)	(52,328)	(58,722)	23,231	23,076
Total primary government net position	\$ 171,345	\$ 154,188	\$ 142,405	\$ 126,565	\$ 116,586	\$ 93,286	\$ 76,239	\$ 54,486	\$ 130,861	\$ 125,818

Source: Annual Comprehensive Financial Report

Del Mar College
Statistical Supplement 2
Revenues by Source
Fiscal Years 2016 to 2025
(unaudited)

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

	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Operating Revenues:										
Tuition and Fees (Net of Discounts)	\$ 10,195	\$ 10,272	\$ 10,784	\$ 9,619	\$ 11,890	\$ 12,541	\$ 12,574	\$ 12,528	\$ 12,755	\$ 11,976
Federal Grants and Contracts	3,696	2,578	4,801	15,712	2,181	2,182	2,103	3,181	3,268	4,650
State Grants and Contracts	3,977	2,351	2,694	1,856	2,647	2,129	2,399	2,342	3,718	4,334
Local Grants and Contracts	2,844	1,637	1,000	1,852	3,762	1,800	1,404	524	548	2,212
Auxiliary enterprises	1,119	1,059	1,076	1,239	491	1,079	1,675	1,390	1,249	1,323
General Operating Revenues	2,859	2,229	2,734	2,387	2,203	2,925	3,606	2,188	1,768	2,305
Total Operating Revenues	24,690	20,126	23,089	32,665	23,174	22,656	23,761	22,153	23,306	26,800
Non-Operating Revenues:										
State Appropriations	33,417	30,886	25,354	24,081	23,517	25,499	23,437	22,928	20,176	19,800
Maintenance Ad Valorem Taxes	78,637	68,541	65,972	60,516	57,023	58,319	54,449	51,689	47,179	46,704
Debt Service Ad Valorem Taxes	22,124	22,017	23,203	23,000	23,200	19,158	18,706	13,423	12,387	8,338
Federal Revenue, Non Operating	21,647	17,693	17,113	20,756	27,236	20,413	16,860	16,238	16,715	16,323
Investment Income	4,878	3,538	2,806	1,307	1,101	3,442	5,755	2,308	1,108	337
Change in Fair Value of Investments	(412)	3,201	2,107	(4,960)	(330)	-	-	-	-	-
Other Non-Operating Revenues	270	1,528	4,334	2,465	2,331	26	37	28	12	22
Total Non-Operating Revenues	160,561	147,404	140,889	127,165	134,078	126,857	119,244	106,614	97,577	91,524
Total Revenues	\$ 185,251	\$ 167,530	\$ 163,978	\$ 159,830	\$ 157,252	\$ 149,513	\$ 143,005	\$ 128,767	\$ 120,883	\$ 118,324

Source: Annual Comprehensive Financial Report

Del Mar College
Statistical Supplement 2 (Continued)
Revenues by Source
Fiscal Years 2016 to 2025
(unaudited)

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

	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Operating Revenues:										
Tuition and fees (net of discounts)	5.50%	6.13%	6.58%	6.02%	7.56%	8.39%	8.79%	9.73%	10.55%	10.12%
Federal grants and contracts	2.00%	1.54%	2.93%	9.83%	1.39%	1.46%	1.47%	2.47%	2.70%	3.93%
State grants and contracts	2.15%	1.41%	1.64%	1.16%	1.68%	1.42%	1.68%	1.82%	3.08%	3.66%
Local grants and contracts	1.53%	0.98%	0.61%	1.16%	2.39%	1.20%	0.98%	0.41%	0.45%	1.87%
Auxiliary enterprises	0.60%	0.63%	0.66%	0.78%	0.31%	0.72%	1.17%	1.08%	1.03%	1.12%
General Operating Revenues	1.54%	1.33%	1.67%	1.49%	1.40%	1.96%	2.52%	1.70%	1.46%	1.95%
Total Operating Revenues	13.32%	12.02%	14.09%	20.44%	14.73%	15.15%	16.61%	17.21%	19.27%	22.65%
Non-Operating Revenues:										
State Appropriations	18.04%	18.44%	15.46%	15.07%	14.97%	17.05%	16.39%	17.81%	16.69%	16.73%
Maintenance Ad Valorem Taxes	42.45%	40.91%	40.23%	37.86%	36.26%	39.01%	38.07%	40.14%	39.03%	39.47%
Debt Service Ad Valorem Taxes	11.94%	13.14%	14.15%	14.39%	14.75%	12.81%	13.08%	10.42%	10.25%	7.05%
Federal Revenue, Non Operating	11.69%	10.56%	10.44%	12.99%	17.32%	13.65%	11.79%	12.61%	13.83%	13.80%
Investment Income	2.63%	2.11%	1.71%	0.82%	0.70%	2.30%	4.03%	1.79%	0.92%	0.28%
Change in Fair Value of Investments	-0.22%	1.91%	1.28%	-3.10%	-0.21%	0.00%	0.00%	0.00%	0.00%	0.00%
Other Non-Operating Revenues	0.15%	0.91%	2.64%	1.53%	1.48%	0.03%	0.03%	0.02%	0.01%	0.02%
Total Non-Operating Revenues	86.68%	87.98%	85.91%	79.56%	85.27%	84.85%	83.39%	82.79%	80.73%	77.35%
Total Revenues	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Source: College Annual Financial Reports

Del Mar College
Statistical Supplement 3
Program Expenses by Function
Fiscal Years 2016 to 2025
(unaudited)

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

	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Operating Expenses:										
Instruction	\$ 55,948	\$ 51,816	\$ 49,527	\$ 47,369	\$ 47,091	\$ 48,349	\$ 46,483	\$ 46,536	\$ 43,909	\$ 39,580
Public service	182	190	143	119	151	95	155	151	129	111
Academic support	9,193	8,528	8,279	7,807	7,202	7,914	7,531	7,734	7,189	6,946
Student services	22,560	18,573	18,583	27,285	19,211	17,319	15,349	15,662	16,487	18,040
Institutional support	30,712	29,661	30,309	27,859	23,240	23,607	21,195	20,888	19,430	18,690
Operation and maintenance of plant	14,377	11,266	13,117	11,108	7,572	9,859	9,023	8,786	10,128	9,702
Scholarships and fellowships	12,197	8,842	6,233	9,511	12,006	6,668	5,940	5,826	5,906	5,111
Auxiliary enterprises	1,638	1,288	1,210	1,265	1,073	1,587	1,228	1,400	1,484	1,417
Depreciation	12,501	11,988	10,021	7,727	6,592	7,106	5,369	5,430	5,566	5,516
Total Operating Expenses	159,308	142,152	137,422	140,050	124,138	122,504	112,273	112,413	110,228	105,113
Non-Operating Expenses:										
Interest on capital related debt	8,759	9,190	9,570	9,874	10,465	9,945	8,952	5,285	5,075	4,091
Other Non-Operating Expenses	36	6,296	1,195	212	180	78	34	1,825	602	86
Total Non-Operating Expenses	8,795	15,486	10,765	10,086	10,645	10,023	8,986	7,110	5,677	4,177
Total Expenses	\$ 168,103	\$ 157,638	\$ 148,187	\$ 150,136	\$ 134,783	\$ 132,527	\$ 121,259	\$ 119,523	\$ 115,905	\$ 109,290

Source: College Annual Financial Reports

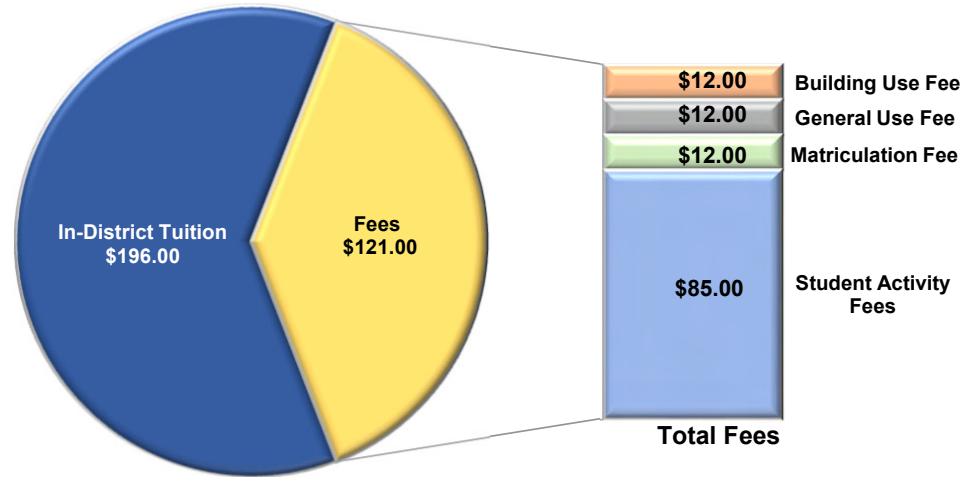
Del Mar College
Statistical Supplement 3 (Continued)
Program Expenses by Function
Fiscal Years 2016 to 2025
(unaudited)

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

	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Operating Expenses:										
Instruction	33.28%	32.87%	33.42%	31.55%	34.94%	36.48%	38.33%	38.93%	37.88%	36.22%
Public service	0.11%	0.12%	0.10%	0.08%	0.11%	0.07%	0.13%	0.13%	0.11%	0.10%
Academic support	5.47%	5.41%	5.59%	5.20%	5.34%	5.97%	6.21%	6.47%	6.20%	6.36%
Student services	13.42%	11.78%	12.54%	18.17%	14.25%	13.07%	12.66%	13.10%	14.22%	16.51%
Institutional support	18.27%	18.82%	20.45%	18.56%	17.24%	17.81%	17.48%	17.48%	16.76%	17.10%
Operation and maintenance of plant	8.55%	7.15%	8.85%	7.40%	5.62%	7.44%	7.44%	7.35%	8.74%	8.88%
Scholarships and fellowships	7.26%	5.61%	4.21%	6.33%	8.91%	5.03%	4.90%	4.87%	5.10%	4.68%
Auxiliary enterprises	0.97%	0.82%	0.82%	0.84%	0.80%	1.20%	1.01%	1.17%	1.28%	1.30%
Depreciation	7.44%	7.60%	6.76%	5.15%	4.89%	5.37%	4.43%	4.55%	4.81%	5.03%
Total Operating Expenses	94.77%	90.18%	92.74%	93.28%	92.10%	92.44%	92.59%	94.05%	95.10%	96.18%
Non-Operating Expenses:										
Interest on capital related debt	5.21%	5.83%	6.46%	6.58%	7.76%	7.50%	7.38%	4.42%	4.38%	3.74%
Other Non-Operating Expenses	0.02%	3.99%	0.80%	0.14%	0.14%	0.06%	0.03%	1.53%	0.52%	0.08%
Total Non-Operating Expenses	5.23%	9.82%	7.26%	6.72%	7.90%	7.56%	7.41%	5.95%	4.90%	3.82%
Total Expenses	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Source: Annual Comprehensive Financial Report

**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
2024	\$ 75	\$ 12	\$ 12	\$ 12	\$ 85	\$ 196.00	\$ 1,417	% 1.72
2023	73	12	12	12	85	194.00	\$ 1,393	1.75
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	5.08
2018	61	12	12	12	77	174.00	1,241	0.05
2017	56	12	12	12	77	169.00	1,181	0.00
2016	56	12	12	12	77	169.00	1,181	1.03
2015	56	12	12	12	77	169.00	1,181	5.60

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)

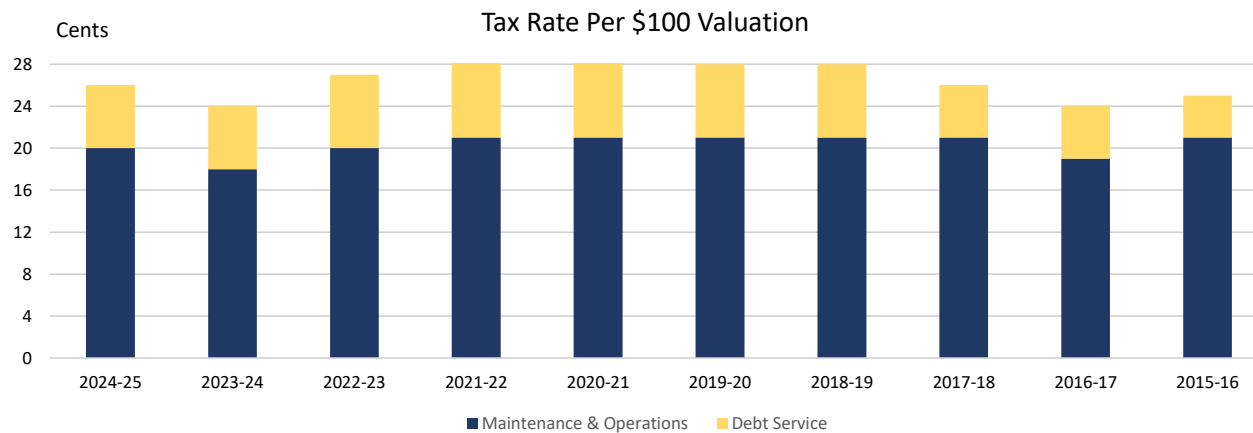
Direct Rate

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)
2024-25	\$ 48,835,307	\$ 7,682,591	\$ 41,152,716	0.84	\$ 0.204382	\$ 0.057358	\$ 0.261740
2023-24	50,063,872	8,129,147	41,934,725	0.84	0.179436	0.057566	0.237002
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

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)

Fiscal Year Ended August 31	Levy (a)	Cumulative Levy Adjustments	Adjusted Tax Levy (b)	Collections - Year of Levy (c)	Percentage	Prior Collections of Prior Levies (d)	Current Collections of Prior Levies (e)	Total Collections (c+d+e)	% Cumulative Collections of Adjusted Levy
2025	\$ 102,317	\$ (1,630)	\$ 100,687	\$ 97,527	96.86%	\$ -	\$ 1,237	\$ 98,764	98.09%
2024	95,985	(7,526)	88,459	87,086	98.45%	-	532	87,618	99.05
2023	91,193	(1,587)	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)	79,221	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	(1,617)	54,864	53,473	97.46	-	39	53,512	97.54

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)

Taxpayer	Type of Business	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Flint Hills Resources West LP	Petrochemical	\$ 756,123	\$ 747,429	\$ 1,849,308	\$ 1,337,014	\$ 1,272,928	\$ 1,396,033	\$ 1,275,786	\$ 994,320	\$ 901,967	\$ 795,171
Valero Refining Texas LP (W)	Petrochemical	850,981	858,428	1,656,308	1,273,099	1,228,795	1,335,095	1,180,094	992,798	782,638	982,007
Citgo Refining/Chemical Co LP	Petrochemical	753,065	784,729	784,729	823,096	647,031	717,443	662,713	636,937	598,035	576,842
Corpus Christi Polymers LLC	Petrochemical	492,992	519,077	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
Equistar Chemicals LP	Petrochemical	597,675	592,699	-	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
AEP Texas Central Company	Utility	434,354	467,620	427,197	384,113	387,831	325,205	375,892	290,124	249,585	197,103
Valero Marketing & Supply	Petrochemical	186,087	261,767	253,598	-	-	185,721	187,744	186,973	-	-
Epic Y-Grade Logistics LP	Petrochemical	-	178,252	-	161,902	174,867	181,276	173,917	-	-	-
Nueces Bay WLE	Utility	-	-	-	-	-	-	-	-	-	179,958
Buckeye Texas Processing LLC	Petrochemical	263,625	266,988	271,063	272,640	267,564	277,459	281,540	266,934	252,476	255,721
Buckeye Texas HUB LLC	Petrochemical	-	-	-	-	-	-	-	166,772	177,212	161,468
Barney M Davis LP	Utility	-	-	-	-	-	-	-	-	132,802	182,407
Flint Hills Res LLC-West Plant	Petrochemical	241,581	258,043	-	-	-	-	-	-	-	-
Corpus Christi Housing Authority	Public Housing	186,087	-	-	-	-	-	-	-	-	-
Totals		\$ 4,762,570	\$ 4,935,032	\$ 6,397,384	\$ 5,340,029	\$ 5,023,115	\$ 5,602,976	\$ 5,338,682	\$ 4,377,671	\$ 3,953,543	\$ 3,683,714
Total Taxable Assessed Value		\$ 41,152,716	\$ 41,934,725	\$ 35,586,332	\$ 31,631,288	\$ 29,052,187	\$ 28,973,090	\$ 27,225,706	\$ 25,668,882	\$ 24,865,880	\$ 22,817,249

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									
		2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Flint Hills Resources LP	Petrochemical	1.84%	1.78%	5.20%	4.23%	4.38%	4.82%	4.69%	3.87%	3.63%	3.48%
Valero Refining Texas LP	Petrochemical	2.07%	2.05	4.65	4.02	4.23	4.61	4.33	3.87	3.15	4.30
Citgo Refining/Chemical Co LP	Petrochemical	1.83%	1.87	2.21	2.60	2.23	2.48	2.43	2.48	2.41	2.53
Corpus Christi Polymers LLC	Petrochemical	1.20%	1.24	0.93	0.94	0.93	1.84	1.95	0.00	0.00	0.00
Equistar Chemicals LP	Petrochemical	0.00%	0.00	1.23	1.38	1.51	1.55	1.75	1.94	2.11	0.82
Equistar Chemicals LP	Petrochemical	1.45%	1.41	0.00	0.52	0.52	0.00	0.00	0.66	0.72	0.00
Flint Hills Resources East LP	Petrochemical	0.00%	0.00	1.09	0.60	0.64	0.70	0.71	0.68	0.62	0.73
AEP Texas Central Company	Utility	1.06%	1.12	1.20	1.21	1.33	1.12	1.38	1.13	1.00	0.86
Valero Marketing & Supply	Petrochemical	0.45%	0.62	0.71	0.00	0.00	0.64	0.69	0.73	0.00	0.00
Epic Y-Grade Logistics LP	Petrochemical	0.00%	0.43	0.00	0.51	0.60	0.63	0.64	0.00	0.00	0.00
Nueces Bay WLE	Utility	0.00%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.79
Buckeye Texas Processing LLC	Petrochemical	0.64%	0.64	0.76	0.86	0.92	0.96	1.03	1.04	1.02	1.12
Buckeye Texas HUB LLC	Petrochemical	0.00%	0.00	0.00	0.00	0.00	0.00	0.00	0.65	0.71	0.71
Barney M Davis LP	Utility	0.00%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.53	0.80
Flint Hills Res LLC-West Plant	Petrochemical	0.59%	0.62	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Corpus Christi Housing Authority	Public Housing	0.45%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Totals		11.58%	11.78%	17.98%	16.87%	17.29%	19.35%	19.60%	17.05%	15.90%	16.14%

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 6
State Appropriation per FTSE and Contact Hour
Last Ten Fiscal Years
(unaudited)

Fiscal Year	Appropriation per FTSE			Appropriation per Contact Hour			
	State Appropriation (in thousands)	Annual FTSE (a)	State Appropriation per FTSE	Academic Contact Hours (in thousands) (b)	Voc/Tech Contact Hours (in thousands) (b)	Total Contact Hours (in thousands)	State Appropriation per Contact Hour
2024-25	\$ 33,417	6,528	\$ 5,119	2,237	2,158	4,395	\$ 7.60
2023-24	30,886	6,142	5,029	2,164	1,961	4,125	7.49
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	5.27
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

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 004/0CS.

(b) Source: Coordinating Board Management Report 004/0CS (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)									
	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
General Bonded Debt										
General obligation bonds	\$ 235,055	\$ 245,430	\$ 255,385	\$ 266,750	\$ 278,040	\$ 288,060	\$ 219,355	\$ 228,195	\$ 134,695	\$ 132,860
Premium	22,031	24,139	26,384	28,731	31,185	34,115	20,749	22,800	14,907	15,649
Net general bonded debt	\$ 257,086	\$ 269,569	\$ 281,769	\$ 295,481	\$ 309,225	\$ 322,175	\$ 240,104	\$ 250,995	\$ 149,602	\$ 148,509
Other Debt										
Revenue bonds	\$ 5,315	\$ 6,920	\$ 8,450	\$ 9,910	\$ 11,300	\$ 12,620	\$ 13,890	\$ 15,110	\$ 16,345	\$ 17,530
SBITA liability	4,626	563	1,445	1,423	-	-	-	-	-	-
Lease liability	655	139	212	126	179	-	-	-	-	-
Accrued compensable absences	8,339	7,974	7,934	7,878	7,750	7,181	7,181	6,634	6,268	5,716
Net Pension liability	24,313	28,361	24,717	10,453	22,030	20,572	21,955	12,191	14,013	12,297
Net OPEB liability	54,452	49,787	53,902	67,053	61,236	60,282	55,755	73,938	-	-
Total Outstanding Debt	\$ 354,786	\$ 363,313	\$ 378,429	\$ 392,324	\$ 411,720	\$ 422,830	\$ 338,885	\$ 358,868	\$ 186,228	\$ 184,052

General Bonded Debt Ratios

Per Capita	\$ 728.03	\$ 765.19	\$ 801.22	\$ 836.63	\$ 875.55	\$ 889.26	\$ 662.79	\$ 692.85	\$ 414.16	\$ 410.78
Per FTSE	39,382	43,889	46,993	48,495	47,398	44,310	33,947	35,336	20,522	21,374
As a percentage of Taxable Assessed Value	0.72%	0.72%	0.88%	1.03%	1.12%	1.20%	0.96%	1.05%	0.65%	0.69%

Total Outstanding Debt Ratios

Per Capita	\$ 1,004.70	\$ 1,031.29	\$ 1,076.08	\$ 1,110.84	\$ 1,165.76	\$ 1,167.09	\$ 935.46	\$ 990.62	\$ 515.55	\$ 509.09
Per FTSE	54,348	59,152	63,114	64,389	63,109	58,153	47,912	50,523	25,546	26,490
As a percentage of Taxable Assessed Value	0.99%	0.97%	1.19%	1.37%	1.49%	1.57%	1.36%	1.50%	0.81%	0.86%

Notes: Ratios calculated using population and TAV from current year. Debt per student calculated using full-time-equivalent enrollment

(a) 2024 information not yet available

Source: Annual Comprehensive Financial Report

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

For the Year Ended August 31 (in Thousands)

	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Taxable Assessed Value	\$48,835,307	\$50,063,872	\$42,118,448	\$38,514,875	\$35,539,719	\$35,034,885	\$33,527,327	\$25,668,882	\$24,865,880	\$22,817,249
General Obligation Bonds										
Statutory Tax Levy Limit for Debt Service	244,177	250,319	210,592	192,574	177,699	175,174	167,637	128,344	124,329	114,086
Less: Funds Restricted for Repayment of General Obligation Bonds	(8,684)	(7,012)	(5,758)	(4,661)	(4,309)	(4,646)	(4,478)	(4,099)	(3,865)	(3,831)
Total Net General Obligation Debt	235,493	243,307	204,834	187,913	173,390	170,528	163,159	124,245	120,464	110,255
Current Year Debt Service Requirements	21,850	21,478	23,203	22,953	23,184	19,084	18,654	13,407	12,387	8,649
Excess of Statutory Limit for Debt Service over Current Requirements	\$ 213,643	\$ 221,829	\$ 181,631	\$ 164,960	\$ 150,206	\$ 151,444	\$ 144,505	\$ 110,838	\$ 108,077	\$ 101,606
Net Current Requirements as a % of Statutory Limit	5.39%	5.78%	8.28%	9.50%	10.62%	8.24%	8.46%	7.25%	6.85%	4.22%

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: Annual Comprehensive Financial Report

Del Mar College
Statistical Supplement 13
Faculty, Staff, and Administrators Statistics
Last Ten Fiscal Years
(unaudited)

	Fiscal Year									
	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
Instructional Faculty										
Full-Time (Credit)	302	297	304	309	302	310	314	316	311	298
Part-Time (Credit)	168	163	175	180	167	213	218	223	216	227
Total	470	460	479	489	469	523	532	539	527	525
Percent Full-Time (Credit)	64.3%	64.6%	63.5%	63.2%	64.4%	59.3%	59.0%	58.6%	59.0%	56.8%
Percent Part-Time (Credit)	35.7%	35.4%	36.5%	36.8%	35.6%	40.7%	41.0%	41.4%	41.0%	43.2%
Staff and Administrators										
Full-Time	474	456	453	433	428	411	374	381	367	348
Part-Time	329	281	314	277	312	353	359	417	445	408
Total	803	737	767	710	740	764	733	798	812	756
Percent Full-Time	59.0%	61.9%	59.1%	61.0%	57.8%	53.8%	51.0%	47.7%	45.2%	46.0%
Percent Part-Time	41.0%	38.1%	40.9%	39.0%	42.2%	46.2%	49.0%	52.3%	54.8%	54.0%
College Total										
Full-Time	776	753	757	742	730	721	688	697	678	646
Part-Time	497	444	489	457	479	566	577	640	661	635
Grand Total	1,273	1,197	1,246	1,199	1,209	1,287	1,265	1,337	1,339	1,281
Percent Full-Time	61.0%	62.9%	60.8%	61.9%	60.4%	56.0%	54.4%	52.1%	50.6%	50.4%
Percent Part-Time	39.0%	37.1%	39.2%	38.1%	39.6%	44.0%	45.6%	47.9%	49.4%	49.6%
Faculty FTE	488.72	465.39	501.59	516.07	484.97	508.82	498.72	513.19	502.06	454.07
Student FTE (Total SCH/12)	6,334.50	6,026.67	5,941.25	6,431.75	6,282.83	7,863.25	7,759.33	7,677.58	7,888.75	7,395.83
FTSE per Full-time Faculty	12.96	12.95	11.84	12.46	12.96	15.45	15.56	14.96	15.71	16.29
FTSE per Full-Time Staff Member	13.36	13.22	13.12	14.85	14.68	19.13	20.75	20.15	21.50	21.25
Average Annual Faculty Salary	\$79,406	\$74,960	\$75,566	\$74,215	\$72,119	\$72,214	\$71,020	\$69,237	\$68,279	\$64,487

Notes: Year 2025 is not yet available. FTSE: Full Time Student Equivalent.

Source: College Statistical Profiles.

Del Mar College
Statistical Supplement 14
Enrollment Details
Last Five Fiscal Years
(unaudited)

Student Classification	Fall 2024		Fall 2023		Fall 2022		Fall 2021		Fall 2020	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
00-30 hours	7,681	75%	6,969	72%	6,884	71%	7,156	69%	7,473	70%
31-60 hours	1,561	15%	1,888	19%	1,940	20%	2,256	22%	2,303	22%
> 60 hours	1,014	10%	863	9%	901	9%	983	9%	902	8%
Total	10,256	100%	9,720	100%	9,725	100%	10,395	100%	10,678	100%

Semester Hour Load	Fall 2024		Fall 2023		Fall 2022		Fall 2021		Fall 2020	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
1-3 semester hours	1,892	18%	1,789	18%	1,872	19%	1,931	19%	2,260	21%
4-6 semester hours	2,940	29%	2,908	30%	2,848	29%	3,070	29%	3,559	33%
7-9 Semester hours	2,999	29%	2,666	27%	2,836	29%	2,913	28%	2,448	23%
10-12 semester hours	1,641	16%	1,602	17%	1,488	15%	1,653	16%	1,610	15%
13-15 semester hours	670	7%	677	7%	613	6%	735	7%	700	7%
16 & over	114	1%	78	1%	68	1%	93	1%	101	1%
Total	10,256	100%	9,720	100%	9,725	100%	10,395	100%	10,678	100%

Average course load	7.3	7.3	7.2	7.0	7.0
----------------------------	------------	------------	------------	------------	------------

Tuition Status	Fall 2024		Fall 2023		Fall 2022		Fall 2021		Fall 2020	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Texas Resident (in-District)	7,058	69%	6,655	68%	6,739	69%	7,570	73%	7,829	73%
Texas Resident (out-of-District)	2,619	25%	2,494	26%	2,376	25%	2,568	25%	2,569	24%
Non-Resident Tuition	579	6%	571	6%	610	6%	257	2%	280	3%
Total	10,256	100%	9,720	100%	9,725	100%	10,395	100%	10,678	100%

Notes: Year 2025 is not yet available

Source: College Statistical Profiles/CBM001 Report

Del Mar College
Statistical Supplement 15
Student Profile
Last Five Fiscal Years
(unaudited)

	Fall 2024		Fall 2023		Fall 2022		Fall 2021		Fall 2020	
Gender	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Female	5,812	56.67%	5,611	57.73%	5,677	58.38%	6,113	58.81%	6,392	59.86%
Male	4,444	43.33%	4,109	42.27%	4,048	41.62%	4,282	41.19%	4,286	40.14%
Total	10,256	100%	9,720	100%	9,725	100%	10,395	100%	10,678	100%

	Fall 2024		Fall 2023		Fall 2022		Fall 2021		Fall 2020	
Ethnic Origin	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Hispanic	7,330	71.47%	6,913	71.12%	6,904	70.99%	7,380	71.00%	7,497	70.21%
White, non-Hispanic	1,897	18.50%	1,835	18.88%	1,981	20.37%	2,247	21.62%	2,400	22.48%
Black, non-Hispanic	198	1.93%	192	1.97%	198	2.04%	225	2.16%	248	2.32%
Asian/Pacific Islander	232	2.26%	237	2.44%	224	2.30%	234	2.25%	238	2.23%
Indian/Alaskan Native	18	0.18%	25	0.26%	21	0.22%	19	0.18%	18	0.17%
Unknown	581	5.66%	518	5.33%	397	4.08%	290	2.79%	277	2.59%
Total	10,256	100%	9,720	100%	9,725	100%	10,395	100%	10,678	100%

	Fall 2024		Fall 2023		Fall 2022		Fall 2021		Fall 2020	
Age	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Under 20	4,711	45.93%	4,302	44.26%	4,073	41.88%	3,987	38.35%	4,328	40.53%
20 -24	2,699	26.32%	2,737	28.16%	2,789	28.68%	3,086	29.69%	3,094	28.98%
25 - 29	1,080	10.53%	1,021	10.50%	1,067	10.97%	1,253	12.05%	1,298	12.16%
30 - 34	628	6.12%	627	6.45%	683	7.02%	799	7.69%	751	7.03%
35 - 39	432	4.21%	390	4.01%	435	4.47%	512	4.92%	490	4.59%
40 - 44	300	2.93%	293	3.01%	303	3.12%	349	3.36%	340	3.18%
45 - 49	194	1.89%	156	1.61%	176	1.81%	192	1.85%	189	1.77%
50 & over	212	2.07%	194	2.00%	199	2.05%	217	2.09%	188	1.76%
Total	10,256	100%	9,720	100%	9,725	100%	10,395	100%	10,678	100%

Average Age	23.2	23.2	23.6	24.0	24.0
--------------------	-------------	-------------	-------------	-------------	-------------

Notes: Year 2025 is not yet available

Source: College Statistical Profiles/CBM001 Report

Del Mar College
Statistical Supplement 11
Demographic and Economic Statistics - Taxing District (Nueces County)
Last Ten Fiscal Years
(unaudited)

Calendar Year	Nueces County Population (a)	Nueces County Personal Income (in Thousands) (b)	Nueces County Personal Income Per Capita (b)	Nueces County Unemployment Rate (c)
2024	353,125	\$ (d)	\$ (d)	4.2%
2023	352,289	20,021,681	56,833	4.2%
2022	351,674	19,595,351	55,720	4.7%
2021	353,230	19,130,597	54,159	6.8%
2020	353,376	17,236,592	48,777	9.0%
2019	353,277	16,534,093	46,802	4.1%
2018	354,090	15,559,707	43,943	4.6%
2017	354,233	15,266,635	43,098	5.4%
2016	355,628	14,489,464	40,743	5.6%
2015	355,459	15,277,211	42,979	4.9%

Sources:

(a) 2020 Population from U.S. Census Bureau 2020 Decennial Census

2015-2024 population estimates from U.S. Bureau of Economic Analysis as of March 2025

(b) Personal income from U.S. Bureau of Economic Analysis as of February 2025

(c) Unemployment rate from U.S. Department of Labor as of April 2025

(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 12
Principal Employers
(unaudited)

Employer	2024		2014	
	Number of Employees	Percentage of Total Employment ¹	Number of Employees	Percentage of Total Employment
CHRISTUS Spohn Health Systems	7,866	3.92%	5,144	2.63%
Corpus Christi ISD	5,795	2.89%	5,178	2.65%
Corpus Christi Naval Air Station	5,000	2.49%	2,822	1.44%
Corpus Christi Army Depot	3,100	1.54%	6,500	3.33%
City of Corpus Christi	3,062	1.52%	3,171	1.62%
Driscoll Children's Hospital	2,609	1.30%	1,800	0.92%
H.E.B.	2,019	1.00%	5,000	2.56%
Bay, Ltd.	1,700	0.85%	2,100	1.07%
Corpus Christi Medical Center	1,698	0.85%	1,300	0.67%
Del Mar College	1,430	0.71%	1,229	0.63%
Kiewit Offshore Service	999	0.50%	2,200	1.13%
Total	35,278	17.57%	36,444	18.65%
Corpus Christi MSA Total Annual Employment ²	200,770		195,391	

Source:

1. Corpus Christi Regional Economic Development Corporation as of July 2024
2. US Bureau of Labor Statistics - Corpus Christi MSA Annual Employment - November 2025

APPENDICES





This page intentionally left blank

ORDER OF THE BOARD OF REGENTS
OF THE
DEL MAR COLLEGE DISTRICT
BUDGETS
2025-2026

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

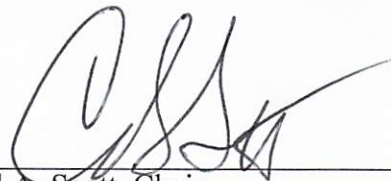
WHEREAS, budgets for the Del Mar College District have been prepared and submitted
to the Board of Regents of the District in the manner required by law; and

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;

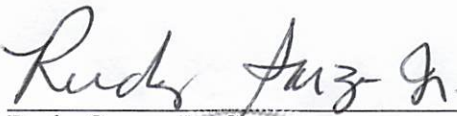
THEREFORE, that certain budgets presented to the Board at this meeting and filed among
the official documents of this District, be and it is hereby adopted as the budgets for the Del Mar
College District for the fiscal year beginning September 1, 2025, and ending August 31, 2026.

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
26, 2025, at which 6 members were present, by the following vote: 6 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 2025 Tax Rates

Property tax rates in Del Mar College.

This notice concerns the 2025 property tax rates for Del Mar College. This notice provides information about two tax rates used in adopting the current tax year's tax rate. The no-new-revenue tax rate would impose the same amount of taxes as last year if you compare properties taxed in both years. In most cases, the voter-approval tax rate is the highest tax rate a taxing unit can adopt without holding an election. In each case, these rates are calculated by dividing the total amount of taxes by the current taxable value with adjustments as required by state law. The rates are given per \$100 of property value.

This year's no-new-revenue tax rate	\$0.265094/\$100
This year's voter-approval tax rate	\$0.279542/\$100

To see the full calculations, please visit 901 Leopard St., Suite 301
Corpus Christi, Texas 78401 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	-33,924,527
Plant Fund (Unexpended)	3,508,922

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 2015 Limited Tax Refunding	3,950,000	395,688	0	4,345,688
Limited Tax Bond Series 2016	1,685,000	2,112,150	0	3,797,150
Limited Tax Bond Series 2017	410,000	232,950	0	642,950
Limited Tax Bond Series 2018A	990,000	1,853,000	0	2,843,000
Limited Tax Bond Series 2018B	1,280,000	2,256,100	0	3,536,100
Limited Tax Bond Series 2020A	670,000	795,800	0	1,465,800
Limited Tax Bond Series 2020B	1,655,000	2,336,700	0	3,991,700

Total required for 2025 debt service	\$20,622,388
- Amount (if any) paid from funds listed in unencumbered funds	\$0
- Amount (if any) paid from other resources	\$0
- Excess collections last year	\$2,003,478
= Total to be paid from taxes in 2025	\$18,618,910
+ Amount added in anticipation that the unit will collect only 94.52% of its taxes in 2025	\$1,079,471
= Total debt levy	\$19,698,381

This notice contains a summary of actual no-new-revenue and voter-approval calculations as certified by Kevin Kieschnick, Nueces County Tax Assessor-Collector on 08/01/2025 .

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

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

2025 Tax Rate Calculation Worksheet

Taxing Units Other Than School Districts or Water Districts

Form 50-856

Del Mar College

Taxing Unit Name

101 Baldwin BLVD, Corpus Christi, TX 78404

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

361-698-1547

Phone (area code and number)

www.delmar.edu

Taxing Unit's Website Address

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

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

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

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

SECTION 1: No-New-Revenue Tax Rate

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

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

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

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
1.	Prior year total taxable value. Enter the amount of the prior year taxable value on the prior year tax roll today. Include any adjustments since last year's certification; exclude Tax Code Section 25.25(d) one-fourth and one-third over-appraisal corrections from these adjustments. Exclude any property value subject to an appeal under Chapter 42 as of July 25 (will add undisputed value in Line 6). This total includes the taxable value of homesteads with tax ceilings (will deduct in Line 2) and the captured value for tax increment financing (adjustment is made by deducting TIF taxes, as reflected in Line 17). ¹	\$ 39,589,630,442
2.	Prior year tax ceilings. Counties, cities and junior college districts. Enter the prior year 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 last year or a prior year for homeowners age 65 or older or disabled, use this step. ²	\$ 4,532,806,262
3.	Preliminary prior year adjusted taxable value. Subtract Line 2 from Line 1.	\$ 35,056,824,180
4.	Prior year total adopted tax rate.	\$ 0.261740 /\$100
5.	Prior year taxable value lost because court appeals of ARB decisions reduced the prior year's appraised value. A. Original prior year ARB values: \$ 1,571,777,369 B. Prior year values resulting from final court decisions: - \$ 1,286,827,314 C. Prior year value loss. Subtract B from A.³	\$ 284,950,055
6.	Prior year taxable value subject to an appeal under Chapter 42, as of July 25. A. Prior year ARB certified value: \$ 954,650,606 B. Prior year disputed value: - \$ 165,459,279 C. Prior year undisputed value. Subtract B from A.⁴	\$ 789,191,327
7.	Prior year Chapter 42 related adjusted values. Add Line 5C and Line 6C.	\$ 1,074,141,382

¹ Tex. Tax Code §26.012(14)

² Tex. Tax Code §26.012(14)

³ Tex. Tax Code §26.012(13)

⁴ Tex. Tax Code §26.012(13)

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
8.	Prior year taxable value, adjusted for actual and potential court-ordered adjustments. Add Line 3 and Line 7.	\$ 36,130,965,562
9.	Prior year taxable value of property in territory the taxing unit deannexed after Jan. 1, 2024. Enter the prior year value of property in deannexed territory. ⁵	\$ 0
10.	Prior year taxable value lost because property first qualified for an exemption in the current year. 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 the current year does not create a new exemption or reduce taxable value. A. Absolute exemptions. Use prior year market value: \$ 43,187,493 B. Partial exemptions. Current year exemption amount or current year percentage exemption times prior year value: + \$ 143,032,826 C. Value loss. Add A and B.⁶	\$ 186,220,319
11.	Prior year 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 the current year. Use only properties that qualified for the first time in the current year; do not use properties that qualified in the prior year. A. Prior year market value: \$ 0 B. Current year productivity or special appraised value: - \$ 0 C. Value loss. Subtract B from A.⁷	\$ 0
12.	Total adjustments for lost value. Add Lines 9, 10C and 11C.	\$ 186,220,319
13.	Prior year captured value of property in a TIF. Enter the total value of the prior year captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the prior year taxes were deposited into the tax increment fund. ⁸ If the taxing unit has no captured appraised value in line 18D, enter 0.	\$ 382,682,387
14.	Prior year total value. Subtract Line 12 and Line 13 from Line 8.	\$ 35,562,062,856
15.	Adjusted prior year total levy. Multiply Line 4 by Line 14 and divide by \$100.	\$ 93,080,143
16.	Taxes refunded for years preceding the prior tax year. Enter the amount of taxes refunded by the taxing unit for tax years preceding the prior tax 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 the prior tax year. This line applies only to tax years preceding the prior tax year. ⁹	\$ 479,805
17.	Adjusted prior year levy with refunds and TIF adjustment. Add Lines 15 and 16. ¹⁰	\$ 93,559,948
18.	Total current year taxable value on the current year certified appraisal roll today. This value includes only certified values or certified estimate of values and includes the total taxable value of homesteads with tax ceilings (will deduct in Line 20). These homesteads include homeowners age 65 or older or disabled. ¹¹ A. Certified values: \$ 39,999,909,526 B. Counties: Include railroad rolling stock values certified by the Comptroller's office: + \$ C. Pollution control and energy storage system exemption: Deduct the value of property exempted for the current tax year for the first time as pollution control or energy storage system property: - \$ 0 D. Tax increment financing: Deduct the current year captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the current year taxes will be deposited into the tax increment fund. Do not include any new property value that will be included in Line 24 below.¹² - \$ 378,376,429 E. Total current year value. Add A and B, then subtract C and D.	\$ 39,621,533,097

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

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
19.	Total value of properties under protest or not included on certified appraisal roll. ¹³ A. Current year taxable value of properties under protest. The chief appraiser certifies a list of properties still under ARB protest. The list shows the appraisal district's value and the taxpayer's claimed value, if any, or an estimate of the value if the taxpayer wins. For each of the properties under protest, use the lowest of these values. Enter the total value under protest. ¹⁴ \$ <u>1,371,499,278</u> B. Current year value of properties not under protest or included on certified appraisal roll. The chief appraiser gives taxing units a list of those taxable properties that the chief appraiser knows about but are not included in the appraisal roll certification. These properties also are not on the list of properties that are still under protest. On this list of properties, the chief appraiser includes the market value, appraised value and exemptions for the preceding year and a reasonable estimate of the market value, appraised value and exemptions for the current year. Use the lower market, appraised or taxable value (as appropriate). Enter the total value of property not on the certified roll. ¹⁵ + \$ <u>0</u> C. Total value under protest or not certified. Add A and B.	\$ <u>1,371,499,278</u>
20.	Current year tax ceilings. Counties, cities and junior colleges enter current year 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 the prior year or a previous year for homeowners age 65 or older or disabled, use this step. ¹⁶	\$ <u>5,106,670,685</u>
21.	Anticipated contested value. Affected taxing units enter the contested taxable value for all property that is subject to anticipated substantial litigation. ¹⁷ An affected taxing unit is wholly or partly located in a county that has a population of less than 500,000 and is located on the Gulf of Mexico. ¹⁸ If completing this section, the taxing unit must include supporting documentation in Section 9. ¹⁹ Taxing units that are not affected, enter 0.	\$ <u>0</u>
22.	Current year total taxable value. Add Lines 18E and 19C, then subtract Lines 20 and 21. ²⁰	\$ <u>35,886,361,690</u>
23.	Total current year taxable value of properties in territory annexed after Jan. 1, of the prior year. Include both real and personal property. Enter the current year value of property in territory annexed. ²¹	\$ <u>0</u>
24.	Total current year taxable value of new improvements and new personal property located in new improvements. New means the item was not on the appraisal roll in the prior year. 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, of the prior year and be located in a new improvement. New improvements do include property on which a tax abatement agreement has expired for the current year. ²²	\$ <u>593,310,983</u>
25.	Total adjustments to the current year taxable value. Add Lines 23 and 24.	\$ <u>593,310,983</u>
26.	Adjusted current year taxable value. Subtract Line 25 from Line 22.	\$ <u>35,293,050,707</u>
27.	Current year NNR tax rate. Divide Line 17 by Line 26 and multiply by \$100. ²³	\$ <u>0.265094</u> /\$100
28.	COUNTIES ONLY. Add together the NNR tax rates for each type of tax the county levies. The total is the current year county NNR tax rate. ²⁴	\$ _____ /\$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.

¹³ Tex. Tax Code §26.01(c) and (d)

¹⁴ Tex. Tax Code §26.01(c)

¹⁵ Tex. Tax Code §26.01(d)

¹⁶ Tex. Tax Code §26.012(6)(B)

¹⁷ Tex. Tax Code §§26.012(6)(C) and 26.012(1-b)

¹⁸ Tex. Tax Code §26.012(1-a)

¹⁹ Tex. Tax Code §26.04(d-3)

²⁰ Tex. Tax Code §26.012(6)

²¹ Tex. Tax Code §26.012(17)

²² Tex. Tax Code §26.012(17)

²³ Tex. Tax Code §26.04(c)

²⁴ Tex. Tax Code §26.04(d)

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
29.	Prior year M&O tax rate. Enter the prior year M&O tax rate.	\$ 0.204382 /\$100
30.	Prior year taxable value, adjusted for actual and potential court-ordered adjustments. Enter the amount in Line 8 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 36,130,965,562
31.	Total prior year M&O levy. Multiply Line 29 by Line 30 and divide by \$100.	\$ 73,845,190
32.	Adjusted prior year levy for calculating NNR M&O rate. A. M&O taxes refunded for years preceding the prior tax year. Enter the amount of M&O taxes refunded in the preceding year for taxes before that year. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2024. This line applies only to tax years preceding the prior tax year. + \$ 360,190 B. Prior year taxes in TIF. Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no current year captured appraised value in Line 18D, enter 0. - \$ 791,405 C. Prior year transferred function. If discontinuing all of a department, function or activity and transferring it to another taxing unit by written contract, enter the amount spent by the taxing unit discontinuing the function in the 12 months preceding the month of this calculation. If the taxing unit did not operate this function for this 12-month period, use the amount spent in the last full fiscal year in which the taxing unit operated the function. The taxing unit discontinuing the function will subtract this amount in D below. The taxing unit receiving the function will add this amount in D below. Other taxing units enter 0. +/- \$ 0 D. Prior year M&O levy adjustments. Subtract B from A. For taxing unit with C, subtract if discontinuing function and add if receiving function. \$ -431,215 E. Add Line 31 to 32D.	\$ 73,413,975
33.	Adjusted current year taxable value. Enter the amount in Line 26 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 35,293,050,707
34.	Current year NNR M&O rate (unadjusted). Divide Line 32E by Line 33 and multiply by \$100.	\$ 0.208012 /\$100
35.	Rate adjustment for state criminal justice mandate. ²⁶ A. Current year state criminal justice mandate. Enter the amount spent by a county in the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. \$ 0 B. Prior year state criminal justice mandate. Enter the amount spent by a county in the 12 months prior to the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. Enter zero if this is the first time the mandate applies. - \$ 0 C. Subtract B from A and divide by Line 33 and multiply by \$100. \$ 0.000000 /\$100 D. Enter the rate calculated in C. If not applicable, enter 0.	\$ 0.000000 /\$100
36.	Rate adjustment for indigent health care expenditures. ²⁷ A. Current year indigent health care expenditures. Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, of the prior tax year and ending on June 30, of the current tax year, less any state assistance received for the same purpose. \$ 0 B. Prior year indigent health care expenditures. Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2023 and ending on June 30, 2024, less any state assistance received for the same purpose. - \$ 0 C. Subtract B from A and divide by Line 33 and multiply by \$100. \$ 0.000000 /\$100 D. Enter the rate calculated in C. If not applicable, enter 0.	\$ 0.000000 /\$100

²⁵ [Reserved for expansion]²⁶ Tex. Tax Code §26.044²⁷ Tex. Tax Code §26.0441

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
37.	Rate adjustment for county indigent defense compensation. ²⁸ A. Current year indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals and fund the operations of a public defender's office under Article 26.044, Code of Criminal Procedure for the period beginning on July 1, of the prior tax year and ending on June 30, of the current tax year, less any state grants received by the county for the same purpose. \$ 0 B. Prior year indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals and fund the operations of a public defender's office under Article 26.044, Code of Criminal Procedure for the period beginning on July 1, 2023 and ending on June 30, 2024, less any state grants received by the county for the same purpose. \$ 0 C. Subtract B from A and divide by Line 33 and multiply by \$100. \$ 0.000000 /\$100 D. Multiply B by 0.05 and divide by Line 33 and multiply by \$100. \$ 0.000000 /\$100 E. Enter the lesser of C and D. If not applicable, enter 0.	\$ 0.000000 /\$100
38.	Rate adjustment for county hospital expenditures. ²⁹ A. Current year eligible county hospital expenditures. Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, of the prior tax year and ending on June 30, of the current tax year. \$ 0 B. Prior year eligible county hospital expenditures. Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2023 and ending on June 30, 2024. \$ 0 C. Subtract B from A and divide by Line 33 and multiply by \$100. \$ 0.000000 /\$100 D. Multiply B by 0.08 and divide by Line 33 and multiply by \$100. \$ 0.000000 /\$100 E. Enter the lesser of C and D, if applicable. If not applicable, enter 0.	\$ 0.000000 /\$100
39.	Rate adjustment for defunding municipality. This adjustment only applies to a municipality that is considered to be a defunding municipality for the current tax year under Chapter 109, Local Government Code. Chapter 109, Local Government Code only applies to municipalities with a population of more than 250,000 and includes a written determination by the Office of the Governor. See Tax Code Section 26.0444 for more information. A. Amount appropriated for public safety in the prior year. Enter the amount of money appropriated for public safety in the budget adopted by the municipality for the preceding fiscal year. \$ 0 B. Expenditures for public safety in the prior year. Enter the amount of money spent by the municipality for public safety during the preceding fiscal year. \$ 0 C. Subtract B from A and divide by Line 33 and multiply by \$100 \$ 0.000000 /\$100 D. Enter the rate calculated in C. If not applicable, enter 0.	\$ 0.000000 /\$100
40.	Adjusted current year NNR M&O rate. Add Lines 34, 35D, 36D, 37E, and 38E. Subtract Line 39D.	\$ 0.208012 /\$100
41.	Adjustment for prior year sales tax specifically to reduce property taxes. Cities, counties and hospital districts that collected and spent additional sales tax on M&O expenses in the prior year should complete this line. These entities will deduct the sales tax gain rate for the current year in Section 3. Other taxing units, enter zero. A. Enter the amount of additional sales tax collected and spent on M&O expenses in the prior year, if any. Counties must exclude any amount that was spent for economic development grants from the amount of sales tax spent. \$ 0 B. Divide Line 41A by Line 33 and multiply by \$100 \$ 0.000000 /\$100 C. Add Line 41B to Line 40.	\$ 0.208012 /\$100
42.	Current year voter-approval M&O rate. Enter the rate as calculated by the appropriate scenario below. Special Taxing Unit. If the taxing unit qualifies as a special taxing unit, multiply Line 41C by 1.08. - or - Other Taxing Unit. If the taxing unit does not qualify as a special taxing unit, multiply Line 41C by 1.035.	\$ 0.224652 /\$100

²⁸ Tex. Tax Code §26.0442²⁹ Tex. Tax Code §26.0443

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
D42.	Disaster Line 42 (D42): Current year voter-approval M&O rate for taxing unit affected by disaster declaration. If the taxing unit is located in an area declared a disaster area and at least one person is granted an exemption under Tax Code Section 11.35 for property located in the taxing unit, the governing body may direct the person calculating the voter-approval tax rate to calculate in the manner provided for a special taxing unit. The taxing unit shall continue to calculate the voter-approval tax rate in this manner until the earlier of: 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 2) the third tax year after the tax year in which the disaster occurred. If the taxing unit qualifies under this scenario, multiply Line 41C by 1.08. ³⁰ If the taxing unit does not qualify, do not complete Disaster Line 42 (Line D42).	\$ 0.000000 /\$100
43.	Total current year debt to be paid with property taxes and additional sales tax revenue. Debt means the interest and principal that will be paid on debts that: (1) are paid by property taxes; (2) are secured by property taxes; (3) are scheduled for payment over a period longer than one year; and (4) are not classified in the taxing unit's budget as M&O expenses. A. Debt also includes contractual payments to other taxing units that have incurred debts on behalf of this taxing unit, if those debts meet the four conditions above. Include only amounts that will be paid from property tax revenue. Do not include appraisal district budget payments. If the governing body of a taxing unit authorized or agreed to authorize a bond, warrant, certificate of obligation, or other evidence of indebtedness on or after Sept. 1, 2021, verify if it meets the amended definition of debt before including it here. ³¹ Enter debt amount \$ 20,622,388 B. Subtract unencumbered fund amount used to reduce total debt. - \$ 0 C. Subtract certified amount spent from sales tax to reduce debt (enter zero if none) - \$ 0 D. Subtract amount paid from other resources - \$ 0 E. Adjusted debt. Subtract B, C and D from A. \$ 20,622,388	\$ 20,622,388
44.	Certified prior year excess debt collections. Enter the amount certified by the collector. ³²	\$ 2,003,478
45.	Adjusted current year debt. Subtract Line 44 from Line 43E.	\$ 18,618,910
46.	Current year anticipated collection rate. A. Enter the current year anticipated collection rate certified by the collector. ³³ 94.52 % B. Enter the prior year actual collection rate..... 97.26 % C. Enter the 2023 actual collection rate. 94.52 % D. Enter the 2022 actual collection rate. 95.87 % E. If the anticipated collection rate in A is lower than actual collection rates in B, C and D, enter the lowest collection rate from B, C and D. If the anticipated rate in A is higher than at least one of the rates in the prior three years, enter the rate from A. Note that the rate can be greater than 100%. ³⁴ 94.52 %	94.52 %
47.	Current year debt adjusted for collections. Divide Line 45 by Line 46E.	\$ 19,698,381
48.	Current year total taxable value. Enter the amount on Line 22 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 35,886,361,690
49.	Current year debt rate. Divide Line 47 by Line 48 and multiply by \$100.	\$ 0.054890 /\$100
50.	Current year voter-approval M&O rate plus current year debt rate. Add Lines 42 and 49.	\$ 0.279542 /\$100
D50.	Disaster Line 50 (D50): Current year voter-approval tax rate for taxing unit affected by disaster declaration. Complete this line if the taxing unit calculated the voter-approval tax rate in the manner provided for a special taxing unit on Line D42. Add Line D42 and 49.	\$ 0.000000 /\$100

³⁰ Tex. Tax Code §26.042(a)³¹ Tex. Tax Code §26.012(7)³² Tex. Tax Code §26.012(10) and 26.04(b)³³ Tex. Tax Code §26.04(b)³⁴ Tex. Tax Code §§26.04(h), (h-1) and (h-2)

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
51.	COUNTIES ONLY. Add together the voter-approval tax rates for each type of tax the county levies. The total is the current year county voter-approval tax rate.	\$ 0.000000 /\$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
52.	Taxable Sales. For taxing units that adopted the sales tax in November of the prior tax year or May of the current tax year, enter the Comptroller's estimate of taxable sales for the previous four quarters. ³⁵ Estimates of taxable sales may be obtained through the Comptroller's Allocation Historical Summary webpage. Taxing units that adopted the sales tax before November of the prior year, enter 0.	\$ 0
53.	Estimated sales tax revenue. Counties exclude any amount that is or will be spent for economic development grants from the amount of estimated sales tax revenue. ³⁶ Taxing units that adopted the sales tax in November of the prior tax year or in May of the current tax year. Multiply the amount on Line 52 by the sales tax rate (.01, .005 or .0025, as applicable) and multiply the result by .95. ³⁷ - or - Taxing units that adopted the sales tax before November of the prior year. Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.	\$ 0
54.	Current year total taxable value. Enter the amount from Line 22 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 35,886,361,690
55.	Sales tax adjustment rate. Divide Line 53 by Line 54 and multiply by \$100.	\$ 0.000000 /\$100
56.	Current year NNR tax rate, unadjusted for sales tax. ³⁸ Enter the rate from Line 27 or 28, as applicable, on the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 0.265094 /\$100
57.	Current year NNR tax rate, adjusted for sales tax. Taxing units that adopted the sales tax in November the prior tax year or in May of the current tax year. Subtract Line 55 from Line 56. Skip to Line 58 if you adopted the additional sales tax before November of the prior tax year.	\$ 0.265094 /\$100
58.	Current year voter-approval tax rate, unadjusted for sales tax. ³⁹ Enter the rate from Line 50, Line D50 (disaster) or Line 51 (counties) as applicable, of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ 0.279542 /\$100
59.	Current year voter-approval tax rate, adjusted for sales tax. Subtract Line 55 from Line 58.	\$ 0.279542 /\$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
60.	Certified expenses from the Texas Commission on Environmental Quality (TCEQ). Enter the amount certified in the determination letter from TCEQ. ⁴⁰ The taxing unit shall provide its tax assessor-collector with a copy of the letter. ⁴¹	\$ 0
61.	Current year total taxable value. Enter the amount from Line 22 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 35,886,361,690
62.	Additional rate for pollution control. Divide Line 60 by Line 61 and multiply by \$100.	\$ 0.000000 /\$100

³⁵ Tex. Tax Code §26.041(d)

³⁶ Tex. Tax Code §26.041(i)

³⁷ Tex. Tax Code §26.041(d)

³⁸ Tex. Tax Code §26.04(c)

³⁹ Tex. Tax Code §26.04(c)

⁴⁰ Tex. Tax Code §26.045(d)

⁴¹ Tex. Tax Code §26.045(i)

Line	Voter-Approval Rate Adjustment for Pollution Control Requirements Worksheet	Amount/Rate
63.	Current year voter-approval tax rate, adjusted for pollution control. Add Line 62 to one of the following lines (as applicable): Line 50, Line D50 (disaster), Line 51 (counties) or Line 59 (taxing units with the additional sales tax).	\$ 0.279542 /\$100

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

The unused increment rate is the rate equal to the sum of the prior 3 years Foregone Revenue Amounts divided by the current taxable value.⁴² The Foregone Revenue Amount for each year is equal to that year's adopted tax rate subtracted from that year's voter-approval tax rate adjusted to remove the unused increment rate multiplied by that year's current total value.⁴³

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

- a tax year in which a taxing unit affected by a disaster declaration calculates the tax rate under Tax Code Section 26.042;⁴⁴
- a tax year in which the municipality is a defunding municipality, as defined by Tax Code Section 26.0501(a);⁴⁵ 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.⁴⁶

This section should only be completed by a taxing unit that does not meet the definition of a special taxing unit.⁴⁷

Line	Unused Increment Rate Worksheet	Amount/Rate
64.	Year 3 Foregone Revenue Amount. Subtract the 2024 unused increment rate and 2024 actual tax rate from the 2024 voter-approval tax rate. Multiply the result by the 2024 current total value A. Voter-approval tax rate (Line 68) B. Unused increment rate (Line 67) C. Subtract B from A D. Adopted Tax Rate E. Subtract D from C F. 2024 Total Taxable Value (Line 60) G. Multiply E by F and divide the results by \$100. If the number is less than zero, enter zero.....	 \$ 0.268147 /\$100 \$ 0.000000 /\$100 \$ 0.268147 /\$100 \$ 0.261740 /\$100 \$ 0.006407 /\$100 \$ 35,938,742,511 \$ 2,302,595
65.	Year 2 Foregone Revenue Amount. Subtract the 2023 unused increment rate and 2023 actual tax rate from the 2023 voter-approval tax rate. Multiply the result by the 2023 current total value A. Voter-approval tax rate (Line 67) B. Unused increment rate (Line 66) C. Subtract B from A D. Adopted Tax Rate E. Subtract D from C F. 2023 Total Taxable Value (Line 60) G. Multiply E by F and divide the results by \$100. If the number is less than zero, enter zero.....	 \$ 0.237724 /\$100 \$ 0.000000 /\$100 \$ 0.237724 /\$100 \$ 0.237002 /\$100 \$ 0.000722 /\$100 \$ 37,493,065,561 \$ 270,699
66.	Year 1 Foregone Revenue Amount. Subtract the 2022 unused increment rate and 2022 actual tax rate from the 2022 voter-approval tax rate. Multiply the result by the 2022 current total value A. Voter-approval tax rate (Line 67) B. Unused increment rate (Line 66) C. Subtract B from A D. Adopted Tax Rate E. Subtract D from C F. 2022 Total Taxable Value (Line 60) G. Multiply E by F and divide the results by \$100. If the number is less than zero, enter zero.....	 \$ 0.269646 /\$100 \$ 0.000000 /\$100 \$ 0.269646 /\$100 \$ 0.266104 /\$100 \$ 0.003542 /\$100 \$ 31,917,406,793 \$ 1,130,514
67.	Total Foregone Revenue Amount. Add Lines 64G, 65G and 66G	\$ 0 /\$100
68.	2025 Unused Increment Rate. Divide Line 67 by Line 22 of the <i>No-New-Revenue Rate Worksheet</i> . Multiply the result by 100	\$ 0.000000 /\$100
69.	Total 2025 voter-approval tax rate, including the unused increment rate. Add Line 68 to one of the following lines (as applicable): Line 50, Line 51 (counties), Line 59 (taxing units with additional sales tax) or Line 63 (taxing units with pollution)	\$ 0.279542 /\$100

⁴² Tex. Tax Code §26.013(b)

⁴³ Tex. Tax Code §526.013(a)(1-a), (1-b), and (2)

⁴⁴ Tex. Tax Code §526.04(c)(2)(A) and 26.042(a)

⁴⁵ Tex. Tax Code §526.0501(a) and (c)

⁴⁶ Tex. Local Gov't Code §120.007(d)

⁴⁷ Tex. Local Gov't Code §26.04(c)(2)(B)

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.⁴⁸

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.⁴⁹

Line	De Minimis Rate Worksheet	Amount/Rate
70.	Adjusted current year NNR M&O tax rate. Enter the rate from Line 40 of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ 0.208012 /\$100
71.	Current year total taxable value. Enter the amount on Line 22 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 35,886,361,690
72.	Rate necessary to impose \$500,000 in taxes. Divide \$500,000 by Line 71 and multiply by \$100.	\$ 0.001393 /\$100
73.	Current year debt rate. Enter the rate from Line 49 of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ 0.054890 /\$100
74.	De minimis rate. Add Lines 70, 72 and 73.	\$ 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.⁵⁰

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.⁵¹

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
75.	2024 adopted tax rate. Enter the rate in Line 4 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 0.261740 /\$100
76.	Adjusted 2024 voter-approval tax rate. Use the taxing unit's Tax Rate Calculation Worksheets from the prior year(s) to complete this line. ⁵² If a disaster occurred in 2024 and the taxing unit calculated its 2024 voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) of the 2024 worksheet due to a disaster, complete the applicable sections or lines of <i>Form 50-856-a, Adjusted Voter-Approval Tax Rate for Taxing Units in Disaster Area Calculation Worksheet</i> . - or - If a disaster occurred prior to 2024 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 2024, complete form 50-856-a, <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 2024 if it had generated revenue based on an adopted tax rate using a multiplier of 1.035 in the years following the disaster. ⁵³ Enter the final adjusted 2024 voter-approval tax rate from the worksheet. - or - If the taxing unit adopted a tax rate above the 2024 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.	\$ 0.000000 /\$100
77.	Increase in 2024 tax rate due to disaster. Subtract Line 76 from Line 75.	\$ 0.000000 /\$100
78.	Adjusted 2024 taxable value. Enter the amount in Line 14 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 35,562,062,856
79.	Emergency revenue. Multiply Line 77 by Line 78 and divide by \$100.	\$ 0
80.	Adjusted 2024 taxable value. Enter the amount in Line 26 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 35,293,050,707
81.	Emergency revenue rate. Divide Line 79 by Line 80 and multiply by \$100. ⁵³	\$ 0.000000 /\$100

⁴⁸ Tex. Tax Code §26.012(8-a)

⁴⁹ Tex. Tax Code §26.063(a)(1)

⁵⁰ Tex. Tax Code §26.042(b)

⁵¹ Tex. Tax Code §26.042(f)

⁵² Tex. Tax Code §26.042(c)

⁵³ Tex. Tax Code §26.042(b)

Line	Emergency Revenue Rate Worksheet	Amount/Rate
82.	Current year voter-approval tax rate, adjusted for emergency revenue. Subtract Line 81 from one of the following lines (as applicable): Line 50, Line D50 (disaster), Line 51 (counties), Line 59 (taxing units with the additional sales tax), Line 63 (taxing units with pollution control) or Line 69 (taxing units with the unused increment rate).	\$ 0.279542 /\$100

SECTION 8: Total Tax Rate

Indicate the applicable total tax rates as calculated above.

No-new-revenue tax rate. \$ 0.265094 /\$100
 As applicable, enter the current year NNR tax rate from: Line 27, Line 28 (counties), or Line 57 (adjusted for sales tax).
 Indicate the line number used: 27

Voter-approval tax rate. \$ 0.279542 /\$100
 As applicable, enter the current year voter-approval tax rate from: Line 50, Line D50 (disaster), Line 51 (counties), Line 59 (adjusted for sales tax), Line 63 (adjusted for pollution control), Line 69 (adjusted for unused increment), or Line 82 (adjusted for emergency revenue).
 Indicate the line number used: 50

De minimis rate. \$ 0.000000 /\$100
 If applicable, enter the current year de minimis rate from Line 74.

SECTION 9: Addendum

An affected taxing unit that enters an amount described by Tax Code Section 26.012(6)(C) in line 21 must include the following as an addendum:

1. Documentation that supports the exclusion of value under Tax Code Section 26.012(6)(C); and
2. Each statement submitted to the designated officer or employee by the property owner or entity as required by Tax Code Section 41.48(c)(2) for that tax year.

Insert hyperlinks to supporting documentation:

SECTION 10: 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.⁵⁴

**print
here** ➡

Jackie Landrum

Printed Name of Taxing Unit Representative

**sign
here** ➡

Jackie Landrum

Taxing Unit Representative

7/29/25

Date

⁵⁴ Tex. Tax Code §§26.04(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)

Balanced Budget: A balanced budget occurs when a government's total revenues are equal to its total expenditures within a specific period, typically a fiscal year. This means that the government is not spending more money than it is bringing in through taxes and other income sources. Essentially, a balanced budget ensures that the government does not run a deficit or surplus.

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.

Glossary of Terms (Continued)

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.

Component Unit: A legally separate organization for which a primary government is financially accountable.

Contingency: (See object)

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.

Couse: 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.

Glossary of Terms (Continued)

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.

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.

Depreciation: An accounting method used to allocate the cost of a tangible asset over its useful life.

Glossary of Terms (Continued)

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.

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.

Glossary of Terms (Continued)

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 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.

Glossary of Terms (Continued)

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

Glossary of Terms (Continued)

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.

Enterprise Fund: A type of government fund used to account for activities that operate similarly to private businesses, where the costs of providing goods or services are primarily recovered through user fees and charges.

Fiduciary Fund: A fiduciary fund is used by a government to account for resources that it holds in a trust or agency capacity for individuals, private organizations, or other governments. These funds are not available to support the government's own programs but are instead managed on behalf of others.

Governmental Fund: A governmental fund is used by governments to account for most of their basic services and activities. These funds focus on the sources, uses, and balances of current financial resources, and they use a modified accrual basis of accounting. Governmental funds are typically divided into several categories such as general fund, capital projects fund, debt service fund, etc.

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.

Glossary of Terms (Continued)

Proprietary Fund: A proprietary fund is used by governments to account for activities that are similar to those found in the private sector. These funds operate on a full accrual basis of accounting, meaning they recognize revenues when they are earned and expenses when they are incurred. Proprietary funds are divided into two main types: Enterprise Funds and Internal Service Funds.

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.

House Bill 8: Passed in 2023 and effective September 1, 2023, is a landmark law that transforms community college funding from an enrollment-based model to an outcomes-based system, prioritizing student completion of certificates and degrees, particularly in high-demand fields. It aims to strengthen the workforce by funding colleges based on student success.

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.

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.

Glossary of Terms (Continued)

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 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.

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.

Glossary of Terms (Continued)

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.

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)

Glossary of Terms (Continued)

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.

Glossary of Terms (Continued)

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

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

GFOA: Government Finance Officers Association

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

NACUBO: National Association of College and University Business Officers

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

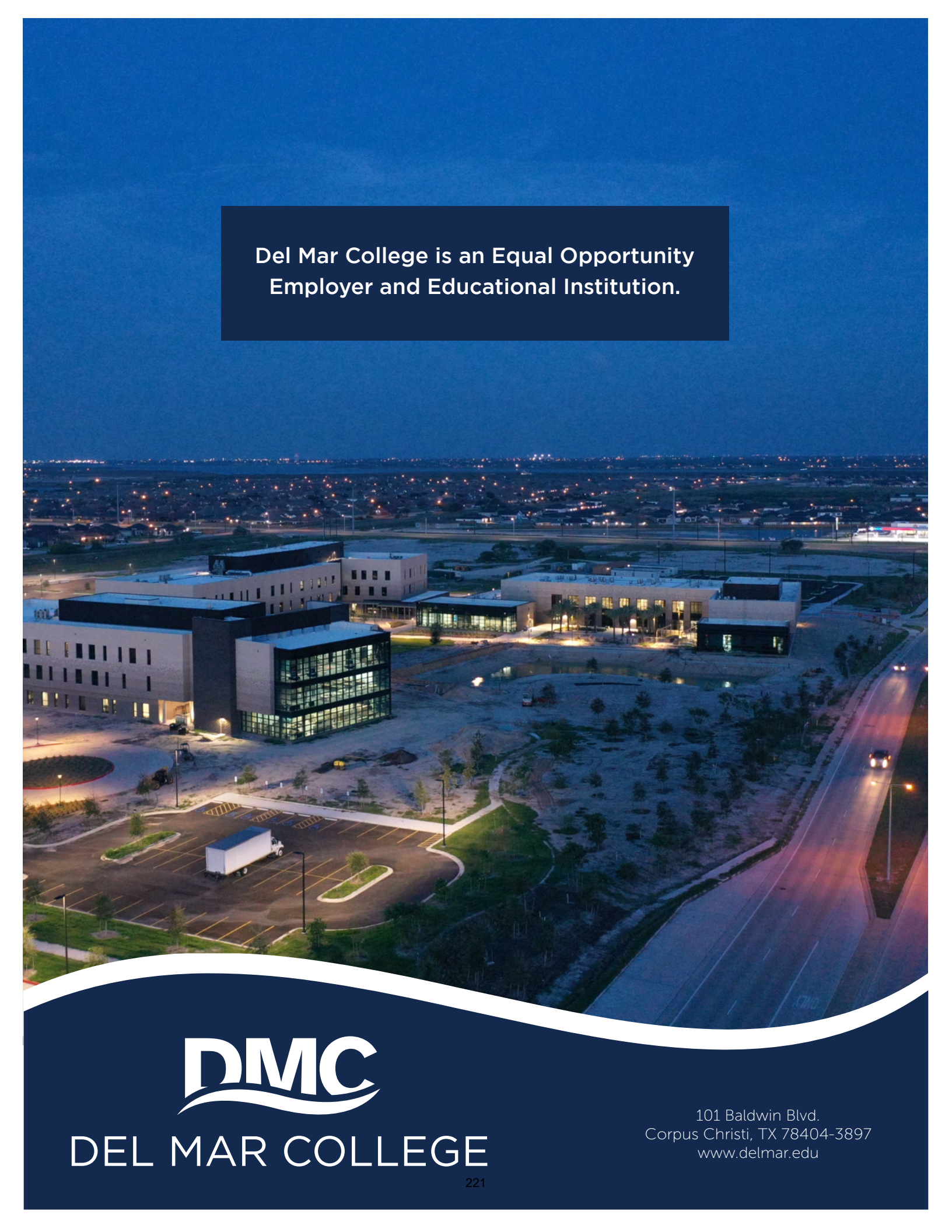
VP/CPFO: Vice President and Chief Physical Facilities Officer

VP/SA: Vice President of Student Affairs

VUB: Veterans Upward Bound



This page intentionally left blank



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



DEL MAR COLLEGE

101 Baldwin Blvd.
Corpus Christi, TX 78404-3897
www.delmar.edu