



This Open Meeting of the Board of Trustees is authorized in accordance with the Texas Government Code, §§ 551.001 through 551.146. Verification of Notice of Meeting and Agenda are on file in the Office of Board Relations. Per Texas Government Code § 551.1282, this meeting is being broadcast over the Internet in the manner prescribed by Texas Government Code, § 551.128. In accordance with Texas Government Code § 551.127 one or more members of the Board of Trustees may participate in the meeting via videoconference in accordance with the provisions thereof.

NOTICE OF A FINANCE COMMITTEE MEETING OF THE BOARD OF TRUSTEES FOR DALLAS COLLEGE AND RICHLAND COLLEGIATE HIGH SCHOOL

Tuesday, April 5, 2022 | 12:30 PM

**Administrative Office
1601 Botham Jean Blvd. | Room #036
Dallas, Texas 75215
www.dallascollege.edu/boardmeetingslive**

Persons who address the Board are reminded that the Board may not take formal action on matters that are not part of the meeting agenda and may not discuss or deliberate on any topic that is not specifically named in the agenda. For any non-agenda topic introduced during this meeting, there are three (3) permissible responses: 1) to provide a factual answer to a question; 2) to cite specific Board Policy relevant to a topic; or 3) the topic may, at a later date, be placed on a Board Agenda for a subsequent meeting.


Speakers shall direct their presentations to the Board Chair, or the Board, as a whole.

FINANCE COMMITTEE MEETING AGENDA


Page

- 1. Roll Call - Announcement of a Quorum**
- 2. Certification of Notice Posted for the Meeting**
- 3. Citizens Desiring to Address the Board**

4. Committee Presentations

- 4.1. Doing Business at Dallas College: Vendor Partner TJ's Painting
Presenter: Jesse Ramos, Scott Wright
- 4.2. FY 2021-22 Spring Budget Update 4 - 43
[20220405 finance committee presentation FY2022-2023
Spring Budget Update](#) 
Presenter: Tiska Thomas

5. Items for Review

- 5.1. Committee Notes
a. Finance Committee Notes for March 1, 2022 44 - 46
[20220301 finance committee meeting notes](#) 

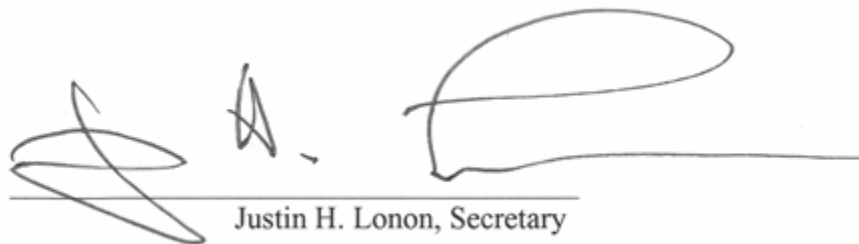
6. Executive Session

- 6.1. Consultation with Attorney Regarding Legal Matters or Pending and/or Contemplated Litigation or Settlement Offers - Section 551.071
- 6.2. Personnel Matters Relating to Appointment, Employment, Evaluation, Assignments, Duties, Discipline, or Dismissal of Officers or Employees- Section 551.074
- 6.3. Deliberate Regarding Real Property Since Open Deliberation would have a Detrimental Effect Upon Negotiations with a Third Person - Section 551.072
- 6.4. Deliberate Regarding Security Devices or Security Audits Sections 551.076 and 551.089

7. Adjournment

**CERTIFICATION OF NOTICE POSTED FOR THE APRIL 5, 2022 FINANCE COMMITTEE
MEETING OF DALLAS COLLEGE AND RICHLAND COLLEGIATE HIGH SCHOOL BOARD OF
TRUSTEES**

I, Justin H. Lonon, Secretary of the Board of Trustees of Dallas College, do certify that a copy of the notice for this meeting was posted on the 1st day of April 2022 in compliance with the applicable provisions of the Texas Open Meetings Act



Justin H. Lonon, Secretary

FY2021-2022 Spring Budget Review

April 5, 2022
Finance Committee

Tiska Thomas
Deputy Chief Business Officer

Agenda

1. Overview
2. Revenue Review
3. Expenses Review
4. Treasury Updates
5. Strategic Funding
6. State of the College



Meet Our Budget Team

3



Keisha Farrington
Senior Director



Tiska Thomas
Deputy Chief
Business
Officer



Edward Marengo
Senior Director



Janet Daugherty
Central Administration



Brianna Square
Brookhaven



Jose Rodriguez
Cedar Valley



Dollie Pope
Eastfield



Eric Lewis
El Centro



Luis Bucio
Mountain View



Ginny Selman
Richland



Financial Highlights

- AAA Bond Rating
 - **THIS HAS A VALUE TO DALLAS COLLEGE**
- \$65M invested in facilities maintenance and operations
 - \$6M Dental clinic in Paramount
 - \$10M Satellite energy plant at Mountain View
 - ~100+ projects completed
- Taxpayer Savings:
 - \$62M from bond refunding
 - \$3.3M in exemptions (Homestead, Over 65 & Disabled Person)
- \$30M paid in full for 2020 Tax Notes
- \$18M savings from Dallas College reorganization
- \$25M in scholarships disbursed
- \$2.6M in federal funds disbursed (in cash) to ~12k students with only \$200 discrepancy



Executive Summary – State of the College

- Ensuring sustainability
 - Strategic budgeting
 - Treasury management (cash flow, compliance, and financing)
- Current environment
 - Post-pandemic
 - Decreased enrollment
 - Supply chain interruptions
- Educating and re-educating college personnel on budget and procurement processes
- Impact of ERP implementation
- Federal relief funds



CARES Act Relief Funds

The Coronavirus Aid, Relief, and Economic Security Act or, CARES Act, was passed by Congress on March 27th, 2020. This bill allotted \$2.2 trillion to provide aid to the American people negatively impacted by the COVID-19 pandemic. Of that money, approximately \$14 billion was given to the Office of Postsecondary Education as the Higher Education Emergency Relief Fund, or HEERF.

- Total award = \$280 Million
- 28,250 students served
- Expenditures-to-date \$190 Million
- No-cost extension of additional year granted without request
- Plans for spending:
 - \$45M for WiFi upgrades and safety and security awareness technology

[Dallas College Students: Apply Now for Emergency Aid](#)



Revenue Guidelines

State Appropriations

- Instructional Costs (*salaries, supplies and materials*)
- Academic Support
- Student Services

Tuition

- Instructional Costs (*salaries and infrastructure*)
- Academic Support
- Student Services

Taxes

- Augment expenditures not covered by state appropriations and tuition
- Institutional Support – Central Services
 - Information Technology
 - Diversity, Equity and Inclusion
 - Human Resources
 - Police
 - Finance
 - Marketing
- Physical plant maintenance and improvement
- Waivers and scholarships - Dual Credit/ECHS, TPEG, Enterprise
- Student needs
 - Emergency aid (housing, utilities, childcare)
 - Food Pantry



Revenue Overview

State Appropriations

- **1st Year of Biennium**
- **Estimated 3.6% Decrease, \$3.3M**
 - Contact hour funding based on calendar year 2020
 - Decreased enrollment due to pandemic

Core	\$	680,406
Contact Hours		75,250,292
Success Points		15,263,981
Total		91,194,679

Tuition

- **Gross tuition is the rate x SCH**
**includes learning materials*
 - In District \$79
 - Out of District \$135
 - Out of State/International \$200
- **Net tuition is the money we get**
 - Gross less waivers and scholarships
 - IncludEd
 - Financial Aid

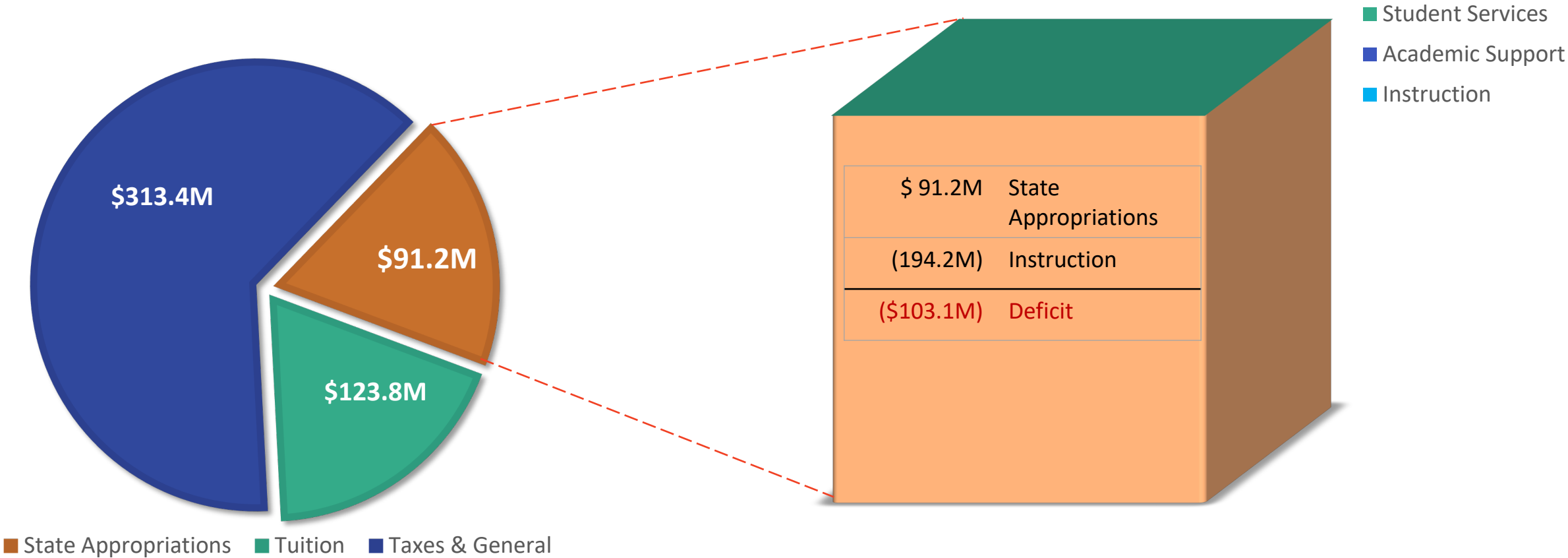
Taxes

- **Ad Valorem Property Taxes**
 - Single Largest Revenue Source for Dallas College
- **Taxable Assessed Value (TAV)/\$100 x Rate**
 - Categories
 - Commercial
 - Business Personal Property
 - Residential
- **Exemptions**
 - Homestead
 - Over 65 / Disabled Person, increased in FY19 to \$75,000
 - Combined taxpayer savings ~\$3.3 million



Budget breakdown – State Appropriations

Where the money goes

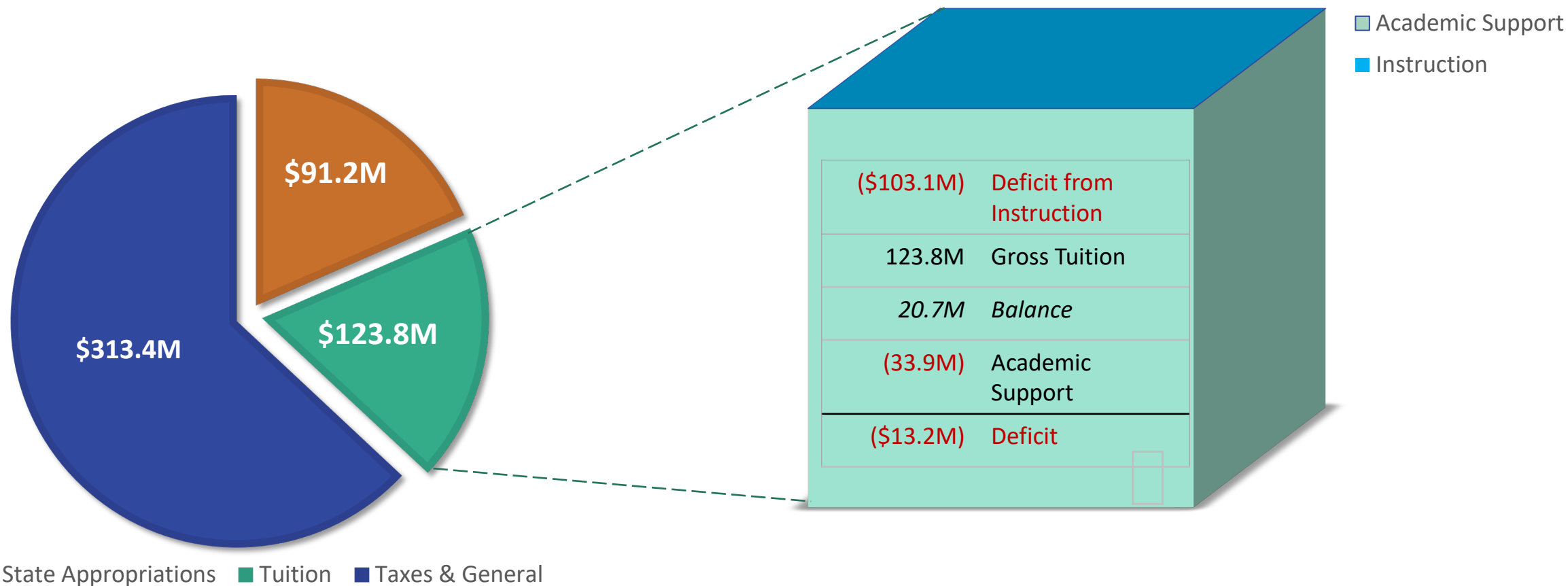


Instructional costs are prioritized and therefore account for the entire allocation from state appropriations.



Budget breakdown – Tuition

Where the money goes



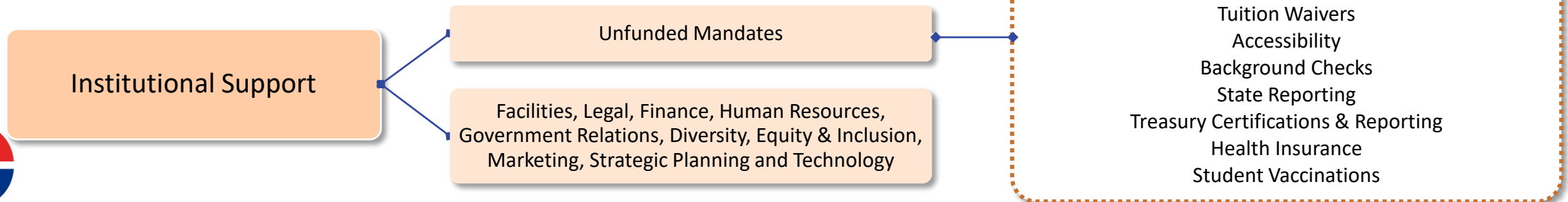
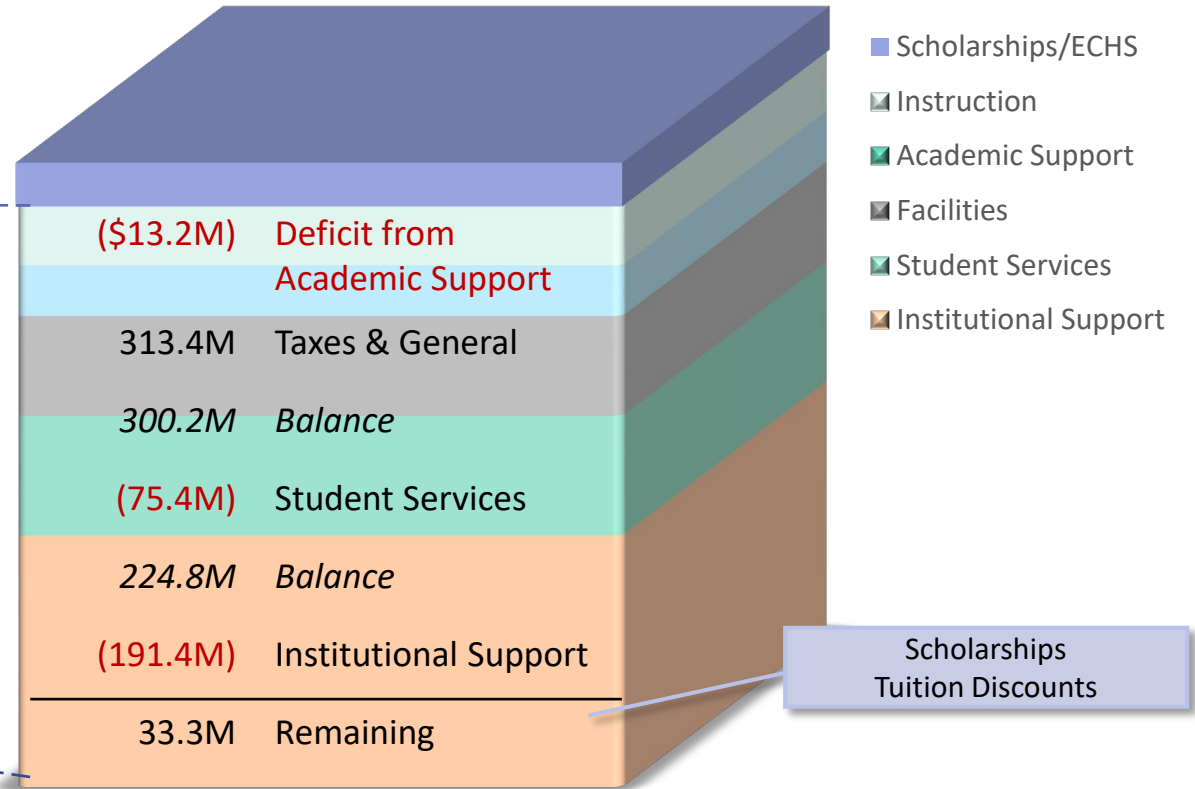
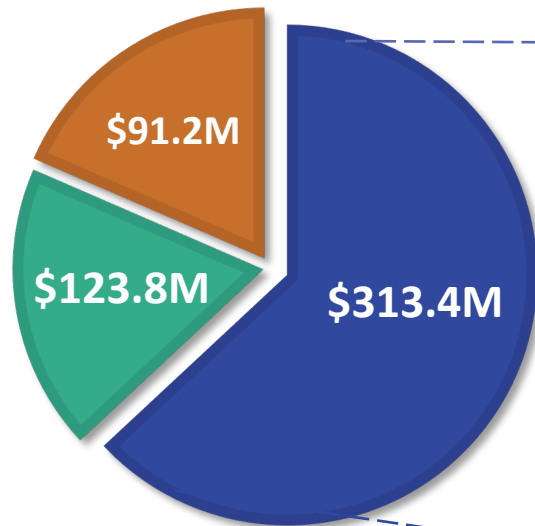
Instructional costs are prioritized in tuition revenue



Budget breakdown - Taxes

Where the money goes

■ Taxes & General ■ State Appropriations ■ Tuition



Revenue Review

12

	Original Budget	Spring Budget	YTD Actuals	% YTD
State Appropriations	\$ 91,194,679	\$ 91,194,679	\$ 42,665,618	46.8%
Gross Tuition	123,803,252	123,803,252	101,673,832	82.1%
Scholarships & Waivers	(33,533,252)	(33,533,252)	(16,168,634)	48.2%
Total Net Tuition	90,270,000	90,270,000	85,505,198	94.7%
Taxes	307,670,824	307,670,824	305,235,949	99.2%
General Revenue	2,450,000	2,450,000	1,255,636	51.3%
CARES Lost Revenue Recovery	3,300,000	3,300,000	3,300,000	100.0%
Subtotal Revenue	494,885,503	494,885,503	437,962,401	88.5%
Transfers-In	-	157,790,941	n/a	
Total Revenue	494,885,503	652,676,444	437,962,401	67.1%



Expense Highlights - Savings

- Bond Defeasance, \$2.5 Million
 - Series 2018 & 2019
- Travel and Other Operating Expenses, \$5.0 Million
 - Strategic Sourcing of Goods & Services
 - Renegotiation of Cost DC Products & Services
- Facility Management
 - Centralized Services, \$1.3 Million
 - Facility Improvement Projects, ~\$2.5 Million
- Salaries ~\$6 Million
 - Available Grant Funding
 - Hiring Lag
 - Decreased Enrollment



Expense Highlights - Investments

- Student Success ~\$12.25M
 - Mental Health
 - Call Center (*pending board approval*)
 - Vaccine Clinics
 - +200 Student Success Coaches/Advisors
- Enhanced Professional Development ~\$800k
 - Partnered with ACUE to Deliver Faculty Training
 - Leadership Institute for Administrators
 - Conference Day
- Construction Sciences Building ~\$38M
- Facilities Maintenance ~\$65M
- Early College High Schools
 - Tuition Waivers ~\$25M
 - Dedicated advising offices
- DART Go-Pass ~\$3M
 - Access for Credit & CE Students
 - Discount for Employees
 - Expanded Services for Disabled Students
- E-Learning Materials ~\$30M
- Severance for Employee Impacts ~\$17.9M
(one-time expense)
- Instruction ~\$12M
 - Schedule Management
 - Faculty Load, Lecture/Lab Equivalent
 - Program Equipment



Expenses Review

	Original Budget	Spring Budget	YTD Actuals	% YTD
Salaries, Wages & Benefits	354,979,571	\$ 335,948,995	\$ 169,666,614	50.5%
Purchased Services	42,663,412	53,915,227	59,555,984	110.5%
Operating Expenses	53,942,520	94,220,057	37,139,359	39.4%
Supplies and Equipment	40,500,000	53,808,336	29,428,746	54.7%
Total – Operating Expenses	492,085,503	537,892,615	295,790,703	55.0%
Transfers-Out	2,800,000	114,783,829	115,057,271	100.2%
TOTAL	494,885,503	652,676,444	410,847,974	62.9%



Expenses Review (continued)

E-Materials

	FY 2021	FY2022
Budgeted Amount	\$25 Million	\$30 Million
Actual Expenses	\$25,621,520	\$16,382,231 YTD <ul style="list-style-type: none"> • Increase of \$2.75 per student for a total of \$22.75 • Currently no student pass through



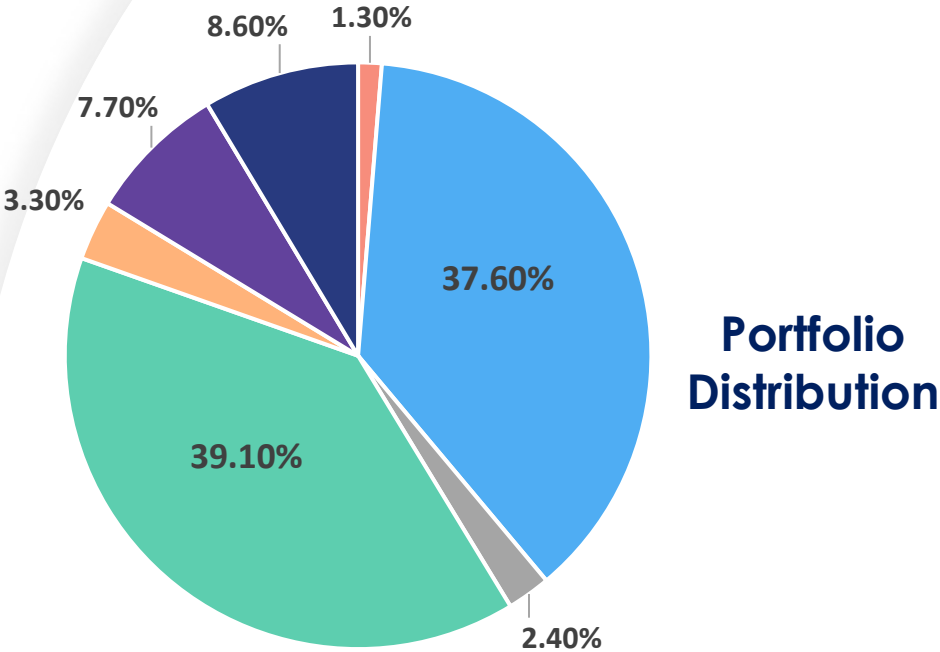
Cash Reserves Review

Uncommitted Cash, Cash Equivalents, Investments

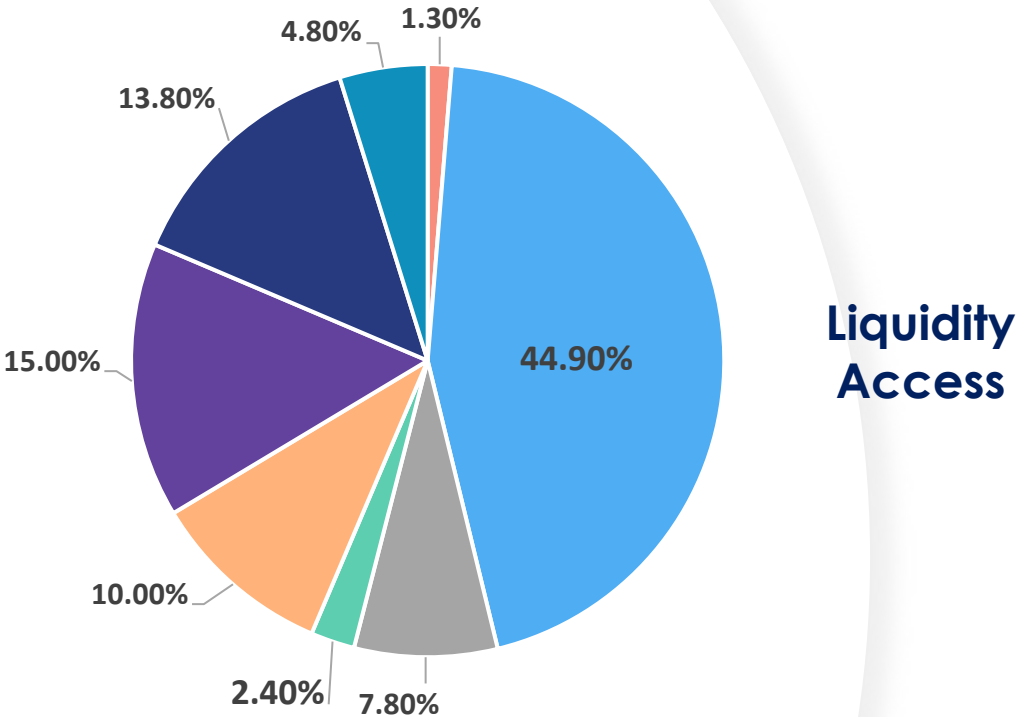
As of 8/31/2021	\$380.9M
LESS: Required Cash Reserves @ 2 months	(\$82.5M)
LESS: End-of-Year Commitments (Carry-Forwards)	(\$6.3M)
Gross Cash Reserves	\$274.1M
Capital Projects - Committed Self-Financed	(\$114.3M)
Available Cash Reserves	\$159.8M
Estimated # of Months of Uncommitted Cash Reserves	1.9



Treasury Update



- Bank Deposits
- Unrestricted Investment Pools
- Debt Service Investment Pools
- U.S. Government Agency Securities
- U.S. Treasury Notes and Bonds



- Overnight
- 2-90 Days
- 91-180 Days
- 6-12 Months
- 1-2 Years
- 2-3 Years
- 3-4 Years
- 4 Years



Treasury Update

Debt Review

- Bond Rating – AAA, Highest Rating Available
- Taxpayer Savings from Bond Refundings = \$62 million
- GO Bonds = \$91,170,050 (*principal + interest*)
- 2020 Tax Notes - \$30 million
 - Major Initiatives:
 - *The new Dental Clinic in Paramount (\$6m)*
 - *Satellite Energy Plant at Mountain View (\$10m)*
 - Final payment date: February 15, 2022
 - Reimbursed expenses: \$30,641,945
- 2021 Tax Notes - \$50 million
 - Final payment date: February 15, 2026
 - Dallas College reimbursement for self finance
 - Total year-to-date expenses = \$51,730,926
- Lawsuit Status
- Bond Issuance
- Repayment Authorization

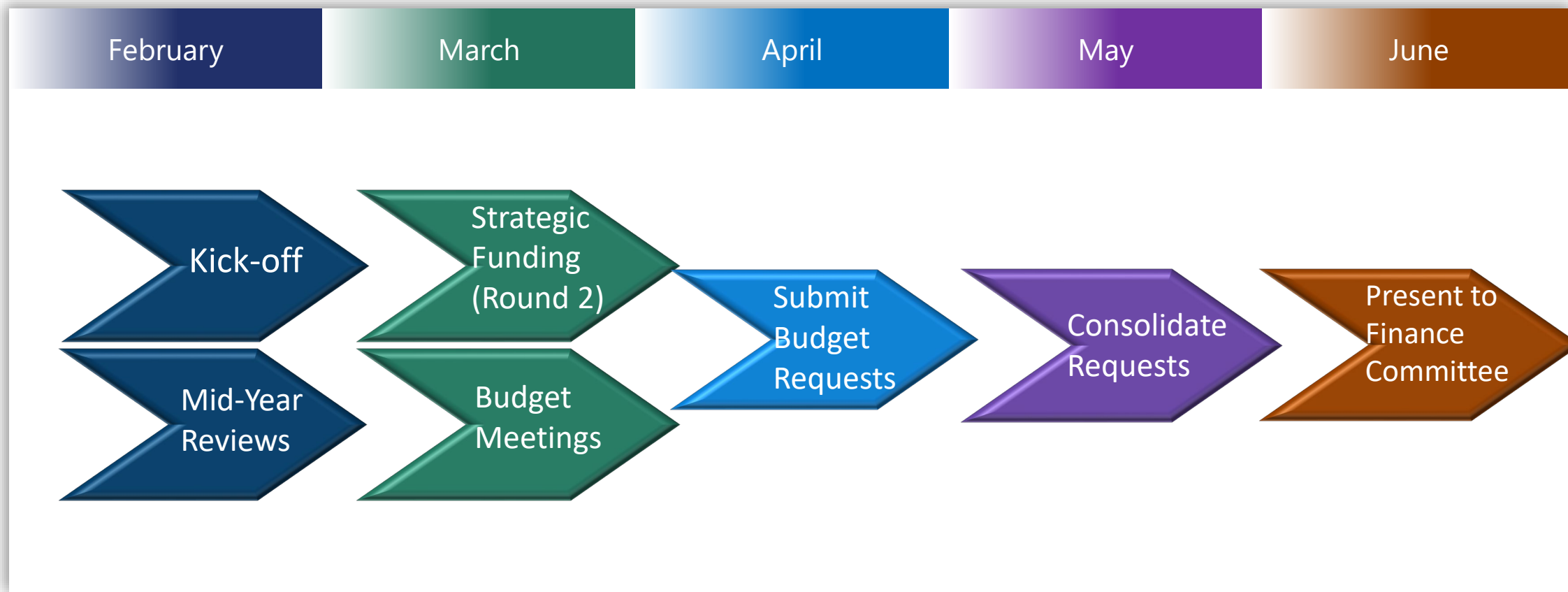


Strategic Funding

- The Strategic Funding program supports special funding requests for items that are not funded in the original budget but still deemed necessary.
- Staffing, new initiatives and ongoing operational expenses are not eligible for strategic funding
- Submissions accepted twice per fiscal year (Fall and Spring)
- The review committee is comprised of representatives from Finance, Facilities Management, Instruction, Budget and college executive leadership



FY2023 Budget Planning Cycle



State of the College Executive Summaries



Instruction

State of the College



DALLAS COLLEGE

Instruction

Academic Services

Engineering, Tech, Math and
Sciences

E-learning

School of Creative Arts,
Entertainment and Design

School of
Law and Public Service

Educational Partnerships

School of Business,
Hospitality and Global Trade

School of
Health Sciences

School of Education

School of Manufacturing and
Industrial Technology



Executive Summary - Instruction

Strategic Priorities

- Rapid analysis & streamline of curriculum and program development to meet industry needs/reduce time-to-credential
- Support expansion of dual enrollment numbers and partnerships
- Enhance employee success through new systems, streamlined processes and scaffolding staff support/training

Highlights of 2021-22 Academic Year

- 1 in 3 students a dual credit student
- Launch of Bachelor's degree in Education
- TXBON* approved bachelors AND single associate nursing degrees
- Reaffirmation by American Bar Association for Paralegal program
- Initial accreditation with CAHIIM* for Health Info Tech (HIT)
- Launch of UX/UI degree with simplified industry-emphases
- Joint AACC effort on Artificial Intelligence (AI) program
- Prior Learning Assessment (PLA) kick-off in Business
- Expansion of Mechatronics, Robotics & Construction Sci.
- Leading industry response for Cybersecurity & IT support
- Dental Hygiene Clinic re-opening + launch of new dental assisting program

Challenges

- The ongoing disruption to lives of students, employees and the community by COVID-19
- Recruitment and retention of talent given local and national market



Budget Highlights – Instruction

Original Budget
\$177,047,596

Target Budget Spending
\$89,504,401

Year-To-Date
\$74,494,833

	Adjusted Budget	YTD Dollars	YTD Percent
Salaries	\$156,503,623	\$81,805,577	52.1%
Purchased Services	\$7,968,380	\$1,105,825	13.9%
Operations	\$7,059,601	\$1,260,308	17.9%
Supplies/Equipment	\$6,476,933	\$949,468	14.7%
Totals	\$179,008,437	\$86,419,182	48.3%

* Benefits are excluded from these totals





Student Success

State of the College



Student Success

Enrollment Management

Student Success

Student Wellness and
Support

Strategic Analytics

Research Institute

Athletics



Executive Summary – Student Success

Strategic Priorities

- Implementation of a comprehensive contact center broadening reach and service to students and community
- A streamlined approach to connection, entry, completion, transfer and employment

Highlights of the 2021-22 Academic Year

- Over 90% overall student satisfaction with success coaching services
- Quadrupled the number of students with an identified pathway (12k in 2020 to 46k in 2021)
- Increase in persistence of first time in college students living in poverty from 68% to 73%
- Persistence of International students up 12%
- 50k+ families served through North Texas Food Bank partnership (2.8 M lbs. of food distributed)
- Mental Health: 59% of students enrolled and/or re-enrolled in Fall 2021

Challenges

- Salaries not competitive for the caliber of candidates expected for certain positions
- Transitioning to new technology systems and infrastructure is a longer-term commitment than anticipated



Budget Highlights - Student Success

Original Budget
\$64,220,115

Target Budget Spending
\$33,284,753

Year-To-Date
\$24,695,180

	Adjusted Budget	YTD Dollars	YTD Percent
Salaries	\$57,183,245	\$23,024,459	40.3%
Purchased Services	\$3,369,399	\$526,345	15.6%
Operating Expenses	\$4,920,440	\$736,213	15.0%
Supplies/Equipment	\$1,069,422	\$408,162	38.2%
Totals	\$66,569,506	\$24,695,180	37.1%

* Benefits are excluded from these totals





Workforce & Advancement

State of the College



Workforce & Advancement:

Workforce & Advancement

Dallas College Foundation

Economic Opportunity

Innovation & Business
Strategy

Workforce & Advancement
Operations

Career Connected Learning

North Texas SBDC



Executive Summary

Strategic Priorities

- Expand relationships with employers and community partners to support extensive career connected learning opportunities for students and to provide connections to industry for academic Schools
- Advance the Dallas College mission through community outreach, alumni connectedness, and federal and state funding opportunities to support students, faculty, and academic excellence
- Expand recognition of Dallas College as an Anchor Institution in this community
- Develop robust understanding throughout Dallas College of current and future market trends to drive innovation in programming and prepare students for what the market needs

Highlights of 2021-22 Academic Year

- \$26 Mil in submitted grant proposals; \$10.8 Mil funded to date
- Over 12,000 employees trained for 250 employer partners
- Created and launched the first-of-its-kind Industry-Recognized Apprenticeship Program (IRAP) in Culinary Services for hospitals and other health care facilities around the nation
- Expansion of apprenticeship and internship opportunities for students
- Leading the collaboration of partners to support workforce development for the burgeoning Biotech industry in Dallas

Challenges

- Slow return of adult students to training programs
- Recruitment and retention of talent (both internally and as providers of talent for employers)
- Responding to the dramatic expansion of opportunities as a result of federal stimulus funding



Budget Highlights – Workforce & Advancement

Original Budget
\$20,330,099

Target Budget Spending
\$10,941,268

Year-To-Date
\$3,893,175

	Adjusted Budget	YTD Dollars	YTD Percent
Salaries	\$15,265,095	\$ 2,680,118	17.6%
Purchased Services	\$3,651,269	\$ 688,056	18.8%
Operating Expenses	\$2,117,412	\$ 452,840	21.4%
Supplies/Equipment	\$848,759	\$ 72,162	8.5%
Totals	\$21,882,535	\$ 3,893,175	17.8%

* Benefits are excluded from these totals





Central Operations

State of the College



DALLAS COLLEGE

Central Operations

Finance

Technology

Marketing
Communications

Talent Development / Human
Resources

Facilities

Government Relations

Board Relations

Social Responsibility

Legal/
Safety & Security

Institutional Effectiveness

Strategic Initiatives

Business Continuity



Executive Summary - Central Operations

Strategic Priorities

- Large-scale rebranding for Dallas College name
- Diversity, Equity, and Inclusion (DEI) to work toward providing training for all staff throughout the college
- Staff investment with the implementation of Workday, the new ERP that will replace Colleague and other software programs
- Implementing a centralized contract administration department

Highlights of the 2021-22 Fiscal Year

- Dallas College provided \$2M in cash incentives to students to encourage students to get the COVID vaccination
- Created a dedicated ADA SharePoint site providing information and guidance for employees
- Developed and produced Dallas College 101 to re-onboard employees to identify key Dallas College services and functions post-reorganization



Budget Highlights – Central Operations

Original Budget
\$167,832,314

Target Budget Spending
\$89,730,070

Year-To-Date
\$102,126,788

	Adjusted Budget	YTD Dollars	YTD Percent
Salaries	\$68,347,056	\$43,830,047	64.1%
Purchased Services	\$38,309,033	\$33,318,820	87.0%
Operating Expenses	\$63,022,147	\$22,657,825	36.0%
Supplies/Equipment	\$9,781,903	\$2,320,095	23.7%
Totals	\$179,460,139	\$102,126,788	56.9%

* Benefits are excluded from these totals



Budget Highlights – Presidents

	Original Budget		Annual Budget		YTD Actuals
Brookhaven Campus	\$	482,751	\$	454,169	\$ 157,871
Cedar Valley Campus	\$	514,454	\$	526,486	\$ 209,086
Eastfield Campus	\$	564,834	\$	567,560	\$ 196,360
El Centro Campus	\$	478,107	\$	478,861	\$ 170,111
Mountain View Campus	\$	453,037	\$	462,911	\$ 240,642
North Lake Campus	\$	417,747	\$	403,647	\$ 199,443
Richland Campus	\$	548,925	\$	575,506	\$ 280,013
Grand Total	\$	3,459,855	\$	3,469,140	\$ 1,453,524

Strategic Priorities: Dallas College Presidents are charged with the with responsibility to champion Dallas College culture at the campus level and maintain and grow crucial community partnerships such as:

- The Alpha Road Connector Project – this project is a partnership with Brookhaven campus and will provide a new entrance that will tie into campus village on north side of our new Early College Center and a convenient route for school buses to drop off and pick up high school students taking dual credit classes on campus
- The Ferguson Road Initiative – this initiative includes a coalition of 40+ nonprofits in far East Dallas and Mesquite formed to support the many communities they serve; Eastfield campus is a part of that coalition.



Discussion



ITEMS FOR REVIEW NO. 5.1.a.

Finance Committee Notes for March 1, 2022

The Finance Committee Meeting of the Board of Trustees of Dallas College was held Tuesday, March 1, 2022, beginning at 2:20 p.m. at the administrative office in room 036 and was broadcasted via the streaming link www.dallascollege.edu/boardmeetingslive. This meeting was convened by Committee Chair Cliff Boyd.

Board Members and Officers Present

- * Mr. Cliff Boyd (committee chair)
Mrs. Monica Lira Bravo
- * Ms. Charletta Rogers Compton
Ms. Diana Flores
Dr. Justin H. Lonon (secretary and chancellor)
- * Mr. Philip J. Ritter
Mrs. Gretchen M. Williams
Mrs. Dorothy Zimmermann

* *Denotes a committee member*

Members absent

None.

1. **Roll Call - Announcement of a Quorum** was confirmed by Committee Chair Cliff Boyd.
2. **Certification of Notice Posted for the Meeting** was confirmed by Chancellor Justin Lonon.
3. **Citizens Desiring to Address the Board**
None.
4. **Committee Presentations**
 - 4.1. Dallas College Facilities Management
Presenter: Scott Wright

Deputy Chief Facilities Officer Scott Wright presented an update on Facilities Management and the Facilities Improvement Plan. Facilities

Management developed a strategic plan with goals to deliver high quality service that exceeded customer expectations and reduced environmental impact and cost of utilities, fuel, and waste. To ensure that facilities were effective, efficient, and sustainable, Facilities Management used key performance indicators for preventative maintenance.

Facilities Management offered new and improved services, such as construction and facility managers at each campus, centralized facilities helpdesk, energy management, fleet services, and a work order management system. Specialized consolidated teams of licensed professionals in all trades now perform work in-house collegewide.

The Facilities Improvement Plan, which began in 2019 and is in its third iteration, continues to work well. Fiscal year 2020 projects were completed except for one complex project, the North Lake fire alarms. Remaining funds were reallocated towards other projects. Most of the fiscal year 2021 projects were completed with fiscal year 2022 projects ongoing.

Examples of sustainable projects included turf for the baseball field at Eastfield and the collegewide power factor correction. The turf project would create an athletic improvement, an operational benefit by reducing labor and maintenance, and cost savings and sustainability through reduction in fuel, water, chemicals, and emissions. The power factor correction project would provide an annual savings of \$133,000 with a return on investment in about four years. Motors in commercial buildings created an inductive flow that creates a separation of apparent power, which was a huge inefficiency. By installing capacitors, there was a reduction to the inductive level and unused power.

In fiscal year 2021, \$30 million was allocated through Maintenance Tax Notes for 35 projects. Sixteen million was reallocated for the new dental clinic move to the paramount building and the satellite energy plant at Mountain View to augment the central plant.

Chief Financial Officer John Robertson also reported that Fitch Rating reaffirmed the AAA rating on the General Obligation (GO) Bond for Dallas College. Groundbreaking ceremonies would be held in the coming weeks for Richland, Cedar Valley and Eastfield campuses.

Trustee Ritter asked about sustainability tracking at the campuses. In subsequent updates, Wright would provide sustainability data.

Trustee Flores asked about funding. Tiska Thomas responded that Facilities

Management utilized funds for general operating and dedicated funds for Facilities Improvement Plan. Maintenance Tax Notes were incorporated to complete the two large projects and several additional projects. Tiska also stated that the Maintenance Tax Notes issued in fiscal year 2021 were recently paid off.

5. **Items for Review**

5.1. Committee Notes

- a. Finance Notes for February 1, 2022
None.

6. **Executive Session**

None.

7. **Adjournment** was at 3:15 p.m.