

Fiscal Year 2021

# BUDGET-IN-BRIEF

Fiscal Year Ending June 30, 2021



*Yavapai*  
COLLEGE



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## MISSION

The mission of the College is to provide quality higher learning and cultural resources for the diverse populations of Yavapai County.

## VISION

Yavapai College makes our Community a premier place to learn, work, and live.

## ENDS

Yavapai College exists to fulfill 3 goals (Ends) defined by our District Governing Board:

1. Provide Academic Opportunities for job seekers, transfer students, and lifelong learners
2. Support Economic Development throughout our county
3. Enrich our Community by providing a variety of social and cultural opportunities

PHOTOS AT RIGHT: Verde Valley Campus, Prescott Valley Center, Career & Technical Education Center, Chino Valley Center, Sedona Center

COVER PHOTO: Prescott Campus





## A MESSAGE FROM THE PRESIDENT

It is my pleasure to present to you the proposed Fiscal Year 2020-2021 budget.

Preparing the annual budget is one of the most important tasks of the year for the College Administration and for the District Governing Board. A well-crafted budget aligns college resources in a way that reflects our values and helps to make Yavapai County a premier place to learn, work, and live. Moreover, a well-planned budget ensures that Yavapai College remains a good value for students and taxpayers alike.

Yavapai College is a comprehensive community college, that offers a variety of coursework, activities, and cultural experiences that prepare students to reach their educational goals of either transferring to a University or entering the workforce. The College also provides non-credit classes ranging from preschoolers to retirees. We service our vast 8,100 square mile service district in a variety of locations including College Campuses, College Centers, high schools, libraries and online.

This budget has been prepared during a challenging time in America, as we face a myriad of social and economic uncertainties due to the Coronavirus pandemic. Through conservative fiscal practices and strong leadership throughout the institution, I am certain that Yavapai College will be able to help Yavapai County meet this challenge head on. While we are always proud of all of our students, a moment like this reminds us of the valuable role community college graduates play in our society. We believe the majority of firefighters, police, nurses, paramedics and other healthcare workers in Yavapai County have completed some or all of their training at a community college. This budget will ensure that we continue to prepare students to play a variety of essential roles in our community.

I believe that this budget represents our best effort at supporting the citizens of Yavapai County and the strategic initiatives and goals set by the Yavapai College District Governing Board.

We thank the Board for its consideration of the Yavapai College Fiscal Year 2020-2021 budget and we thank you, the community, for your continued support of Yavapai College, which enables us, in turn, to support you.

A handwritten signature in black ink that reads "Lisa B. Rhine". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

**Lisa B. Rhine, Ph.D.**

President  
Yavapai College

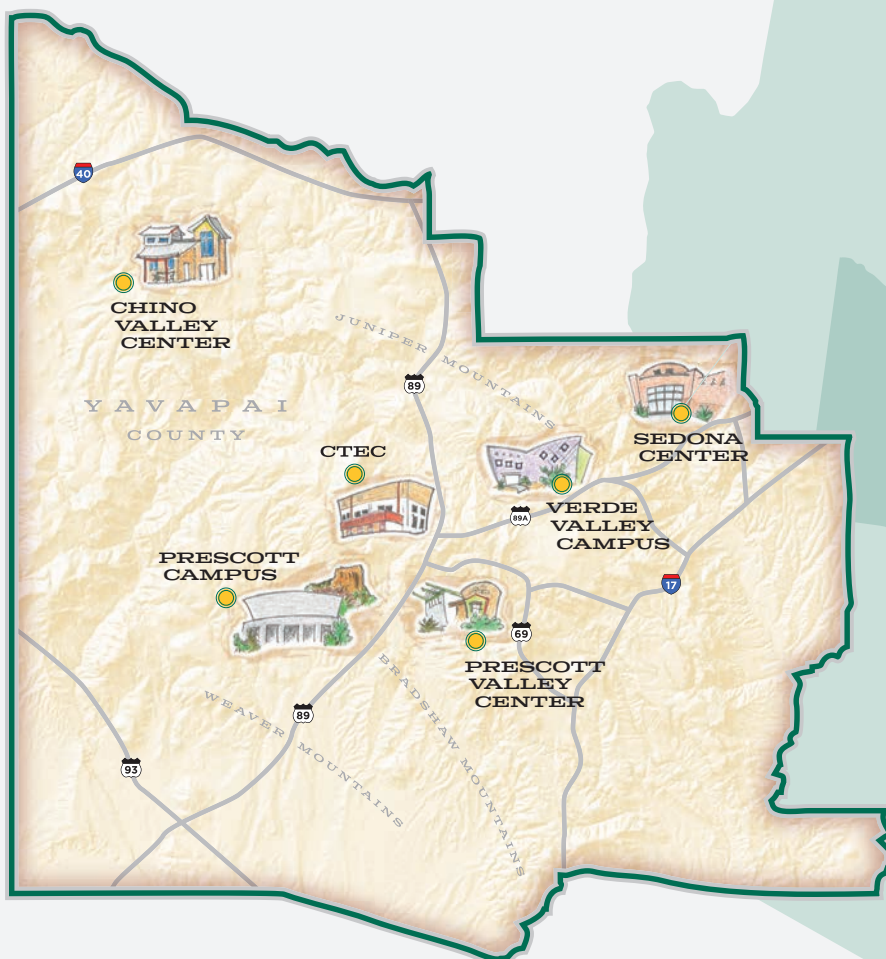


# YAVAPAI COLLEGE AT A GLANCE

## Institutional Profile

Per the District Governing Board, YC exists to provide quality educational opportunities, to support economic development, and to enhance cultural opportunities for our communities. The College will achieve these at a justifiable cost.

- Over 10,000 credit and non-credit students choose Yavapai College every year.
- YC offers 7 Associates Degrees in two broad categories of baccalaureate transfer or career & technical education. Transfer degrees include Associate of Arts, Associate of Arts in Education, Associate of Arts in Fine Arts, Associate of Business, Associate of General Studies, and Associate of Science. The Associate of Applied Science prepares graduates to enter the workforce in more than 25 career & technical fields. In addition, the College offers more than 75 certificates in career and technical fields.
- Unique destination programs include Aviation, Gunsmithing, Northern Arizona Regional (Police) Training Academy, the award-winning Southwest Wine Center, and the Sedona Culinary Institute.
- Yavapai College is accredited by the Higher Learning Commission. As such, the majority of our general education classes are accepted at Arizona's public universities, which saves students money should they decide to continue their studies beyond an Associate's Degree. In addition, accreditation allows our students to access federal grants and loans.
- More than 1 in 4 Yavapai County high school graduates choose to attend YC.
- In addition to offering classes in high schools and online, YC services the 8,100 square miles of Yavapai County through 800,000 sq. ft of buildings on 260 acres of property at 6 locations (see below). Per an independent assessment, YC is one of the better-maintained colleges—we do this because it lowers the total costs of ownership.



# YAVAPAI COUNTY

# ECONOMIC IMPACT



**739**

**FULL-TIME / PART-TIME EMPLOYEES**

YC employed 739 full-time and part-time employees. The vast majority of our payroll is spent in the county.



**\$160M**  
**ADDED ECONOMY INCOME**

In Fiscal Year 17-18, YC added \$160M of income to the Yavapai County economy.



**+\$**

**INCREASED SKILLS AND EARNINGS**

Yavapai College provides workforce training to support the local economy, including public service programs such as police, firefighter, nurses, paramedics, and other healthcare workers. People can increase their skills and earnings by taking courses at YC.



**\$368,000**  
**MORE EARNINGS WITH ASSOCIATE DEGREES**

On average, people with Associate degrees earn \$368,000 more during their careers than people with only a high school diploma. For every \$1 students invest at YC, they make a 22.3% return.



**\$1 = \$7.20**  
**TAXPAYERS INVESTMENT**

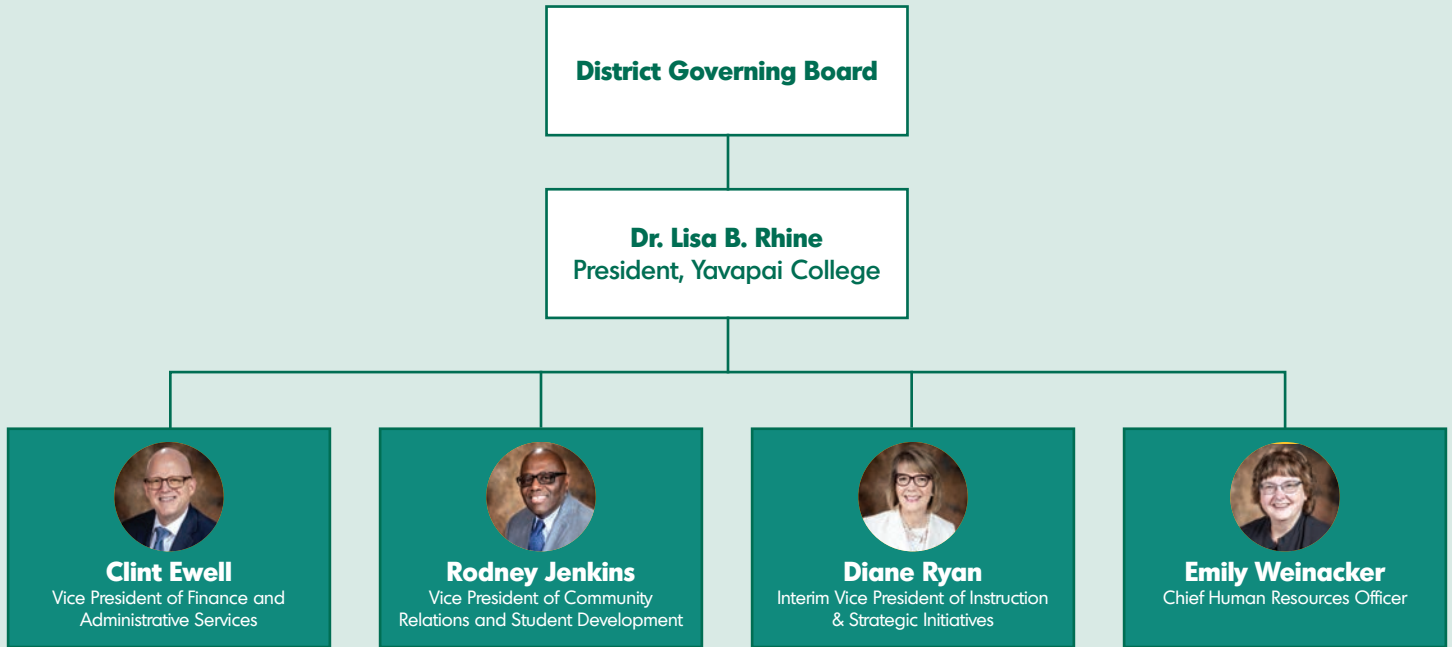
For every \$1 taxpayers invest in YC, Society gains \$7.20 in added income and social savings.



**1:7**  
**MORE JOBS REQUIRING 1-2 YEAR DEGREES**

For every job requiring a master's degree, there are 2 jobs that require a bachelor's degree and 7 that require a 1-year certificate or 2-year associate's degree.

# ORGANIZATION CHART



## DISTRICT GOVERNING BOARD



**Ray Sigafos**  
District 1

Badger, Bagdad, Castle Hot Springs 1 and 2, Congress, Copper Basin, Hidden Valley, Hillside, Holiday/Well Fargo, Kirkland, Mile High, Miller Valley East and West, Montana, Mountain Club, Northside, Pine Knoll, Pine Lakes, Ponderosa, Prescott Heights, Prescott Northwest, Prescott South, Prescott Southwest, Prescott West, Rincon, Rose Lakes, Senator, Skull Valley, Taylor Hicks, Thumb Butte/Dearing Pk, Walnut Grove, White Spar, and Yamell



**Deb McCasland**  
Board Chair  
District 2

Aqua Fria, Beaver Creek, Camp Verde 1 and 2, Canyon, Cherry Creek, Cordes Lakes, Comville, Crown King, Humboldt, Mayer, Middle Verde, Montezuma, Prescott Country Club, Stoneridge, Sugarloaf and Verde Lakes



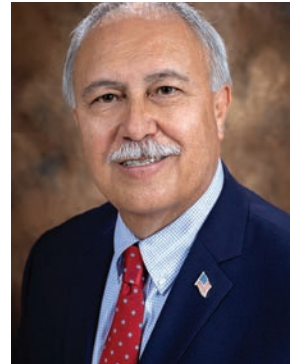
**Paul Chevalier**  
District 3

Big Park, Bridgeport 1 and 2, Clarkdale, Clemenceau, Coffee Pot, Cottonwood, Fir, Jacks Canyon, Jerome 1 and 2, Mingus, Orchard, Quail Springs, Red Rock 1 and 2, Red Rock East, Red Rock West, Verde Village, Western, and Wild Horse



**Dr. Patricia McCarver**  
Board Secretary  
District 4

Antelope, Ashfork, Big Chino, Camp Wood, Chino Valley 1 and 2, Country Park, Cougar, Coyote Springs, Deep Well, Drake, Granite, Perkinsville, Pinon Oaks, Sandretto, Seligman, Shadow Valley, Spruce, Williamson Valley, West Chino, and Willow



**Mitch Padilla**  
District 5

Castle, Diamond Valley, Glassford, Granville, Groom Creek, Horseshoe, Lynx Creek, Mountain View, Prescott Valley 1/Navajo, Prescott Valley 2, Pronghorn View, Roundup, Superstition, and Yavapai Hills



# FISCAL YEAR 2021 INITIATIVES

## Enhancing CTE in Verde Valley

Based on community feedback, YC has begun to upgrade and expand its Career Technical Education programs. In addition to the award-winning Southwest Wine Center of Yavapai College (2014) and its state-of-the-art Sedona Culinary Institute of Yavapai College (2017), YC has just completed a renovation of Building L which houses a variety of STEM programs including Advanced Manufacturing and Health professions. YC is has begun designing Phase 1 of the Verde Valley Skilled Trades Center which will offer programs in Construction (traditional and 3D), Electrical, HVAC, and Plumbing.

## Hispanic Student Achievement and Attainment

To better fulfill our mission of serving diverse populations and advancing economic development YC will strive to work with the Hispanic community to eliminate barriers, improve college readiness, increase enrollment and award certificates and degrees.

## Online Student experience

Prior to the pandemic, Online delivery had already become the most popular way students took classes from YC—this year 80% of our students are Online. With 20 years of delivering remote courses, YC has a wealth of experiences of how to use the right tools and pedagogy to provide a quality learning experience. But we can do more. We are incorporating more best practices into our standard operating practices, piloting free learning materials (Open Educational Resources), and improving our ability to provide remote support services such as advising and tutoring.



New CTE Lab in the Verde Valley



On average, people with Associate Degrees earn \$9000/year more than people with high school diplomas

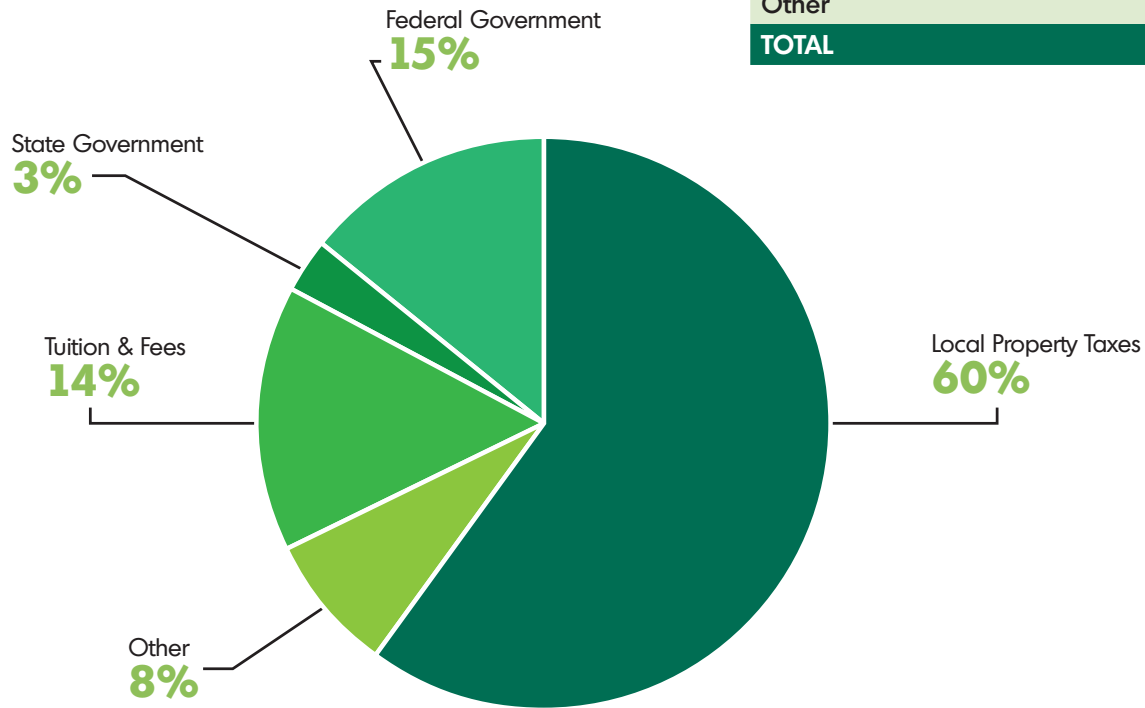


Over 40% of YC students are online

# BUDGETED REVENUES

Yavapai College has a diversified revenue structure consisting of local property taxes, student tuition and fees, federal and State Aid, and other institutionally generated revenues.

SOURCES	AMOUNT
Local Property Taxes	\$ 49,749,700
Tuition & Fees	11,647,000
State Government	1,957,800
Federal Government	12,435,000
Other	6,900,500
<b>TOTAL</b>	<b>\$ 82,690,000</b>





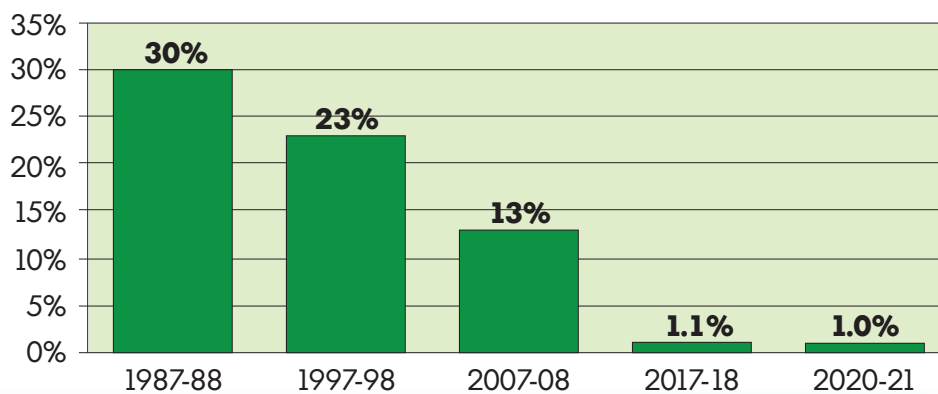
# STATE GOVERNMENT

State appropriations are monies received from the State of Arizona. The monies are used to support operations and specific programs within the College.

REVENUE SOURCES	AMOUNT
Operations & Maintenance	\$ 585,800
Science Technology Engineering & Math (STEM)	697,500
Prop 301 (to invest in Workforce Development programs)	420,500
Adult Basic Education	131,000
Other	123,000

Arizona has steadily defunded community colleges over the past 30 years. Today YC receives 3% of its total revenues from the state. Only 1% of its unrestricted revenues come from the state.

## ARIZONA DEFUNDED COMMUNITY COLLEGES (State Appropriations/ Unrestricted Funds)



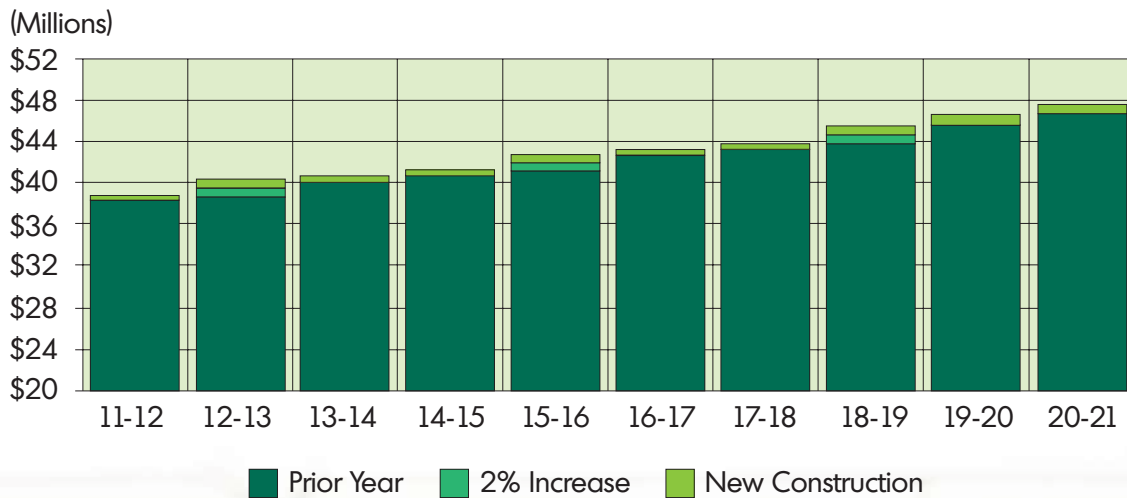
# PROPERTY TAXES

As the State stopped supporting community colleges, local businesses and residents generously made up the difference with property taxes. Having said that, YC property taxes are still very reasonable.

- Per taxfoundation.org, Arizona has the 8th lowest business property tax rates in 2020 and the 13th lowest personal property tax rate in 2018
- YC property tax rates are near the average for AZ Community Colleges

As part of the annual budget process of the College, the District Governing Board may increase the tax levy by 2%. Through sound Fiscal Stewardship, YC has been able to limit increases to 2% every 3rd year over the past decade.

## PRIMARY LEVY





# TUITION & FEES

In accordance with the Constitution of Arizona, YC strives to keep tuition as low as possible without impairing the quality of programs and services.

Yavapai County's median income is 18% below the national average. At \$91 per credit, our tuition is 25% below the national community college average.

In addition, YC offers scholarships and discounts to support strategic goals:

- >\$1.2M in discounts to students in high school taking college courses
- Promise scholarships allow local high school graduates the opportunity to earn a free degree if they complete within 2 years
- 20%+ discount to encourage students to be full time
- 25% discount to older residents as a thank you for their support



**\$91**

**PER CREDIT**

**25% BELOW THE NATIONAL AVERAGE**

## Cost Comparison 30 Credits/FY2021



**\$11,606**  
Arizona 4-Year University average

**\$3,660**  
National Community College average

**\$2,184**  
Yavapai College Tuition

Source:  
University Tuition: AZ Board of Regents (ABOR) Tuition history & Annual Report  
National CC Average: American Association of Community Colleges (AACC)

# BUDGETED EXPENDITURES

**General Fund:** This fund reflects the operating budget needed to conduct the day to day business of the College.

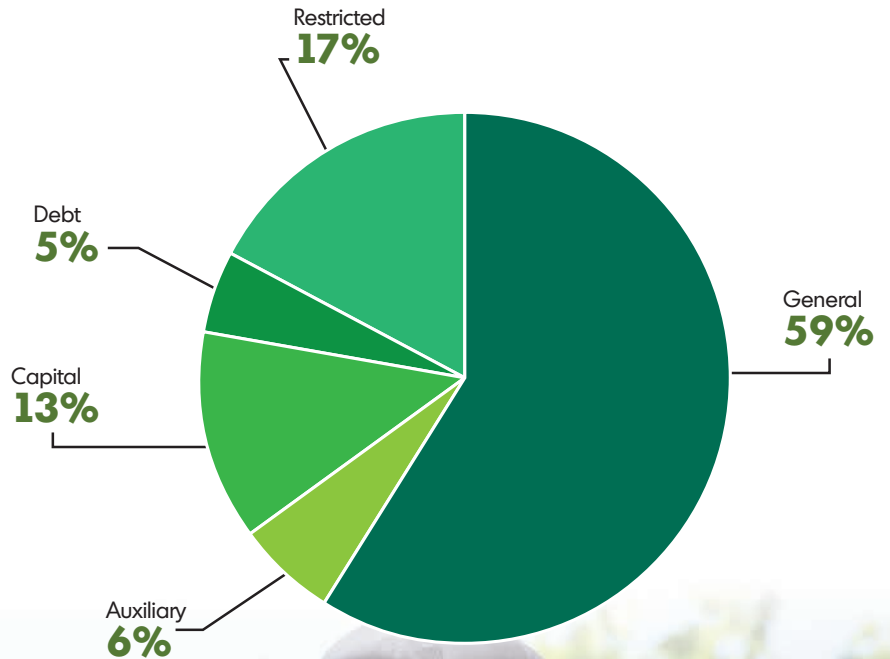
**Restricted Fund:** This fund accounts for monies that were given to the College on the condition they be used for a specific purpose, such as gifts, grants, or contracts.

**Debt Fund:** This fund tracks the issuance or repayment of principal, interest, and other related fees for long term debt.

**Capital (Plant) Fund:** This fund records large improvements in building, infrastructure, and grounds, which are then depreciated over time.

**Auxiliaries Fund:** This fund tracks revenues and expenses for non-core services provided to students, employees, and the general public.

FUND	AMOUNT
General	\$ 49,234,600
Restricted	13,831,000
Debt	4,129,900
Capital	10,405,500
Auxiliary	5,089,000
<b>TOTAL</b>	<b>\$ 82,690,000</b>

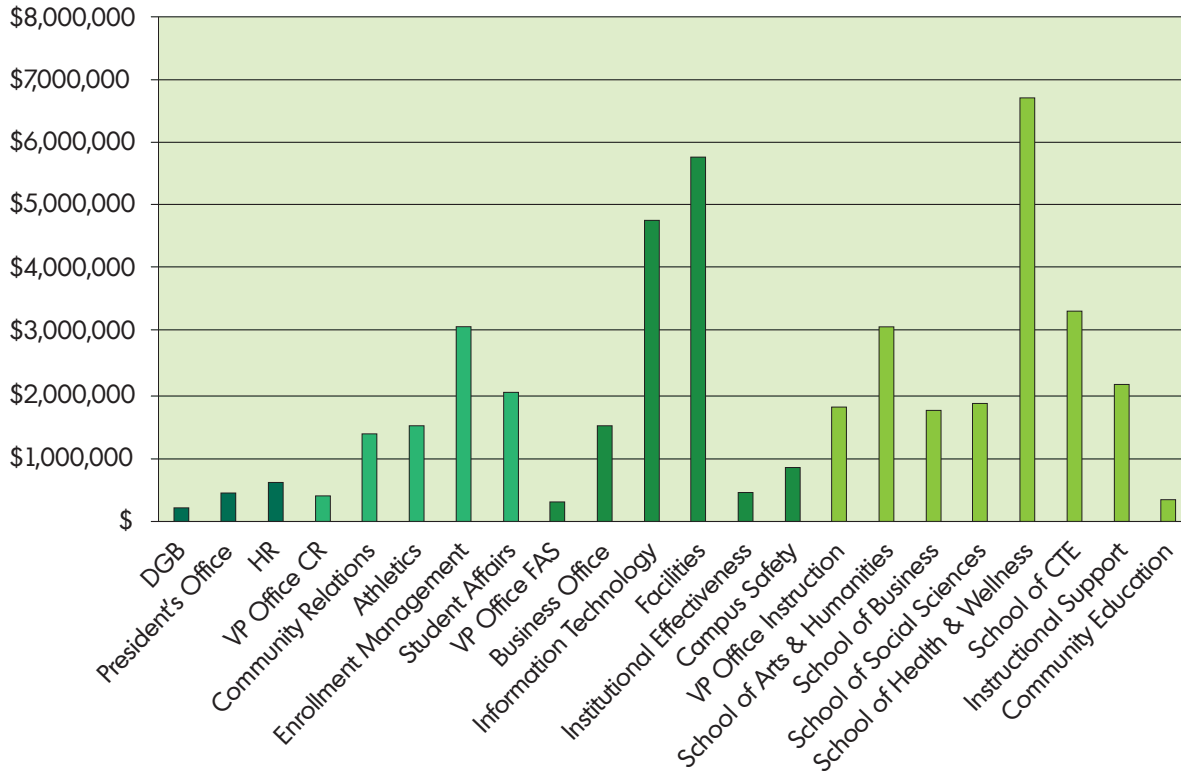




# GENERAL FUND

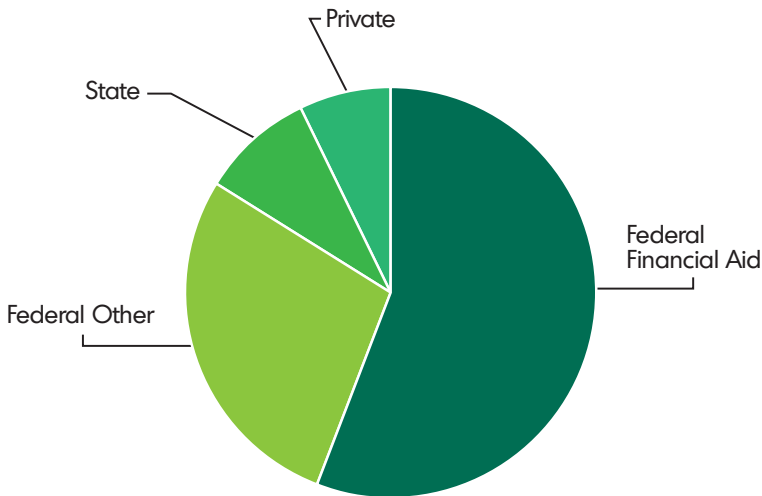
This fund reflects the operating budget needed to conduct the day-to-day business of the College.

**GENERAL FUND BUDGET  
by Division and Major Business Unit**



# RESTRICTED FUND

This fund accounts for monies that were given to the College on the condition they be used for a specific purpose, such as gifts, grants, or contracts.



This year, the College brought \$14.8M of revenues to be spent in Yavapai County.

Federal Financial Aid is money to help students pay for College. This includes a host of programs such as:

- Federal Pell Grants
- Federal Work-Study
- Federal Direct Loans
- Federal Plus Loans
- Federal VA Benefits
- Federal CARES scholarships for students impacted by COVID-19

Other grants support workforce development programs, provide Adult Basic Education for students wishing to earn their General Equivalency Diploma (GED), encourage first-generation college students to enroll, prevent substance abuse, and create lifelong learning opportunities for older adults.





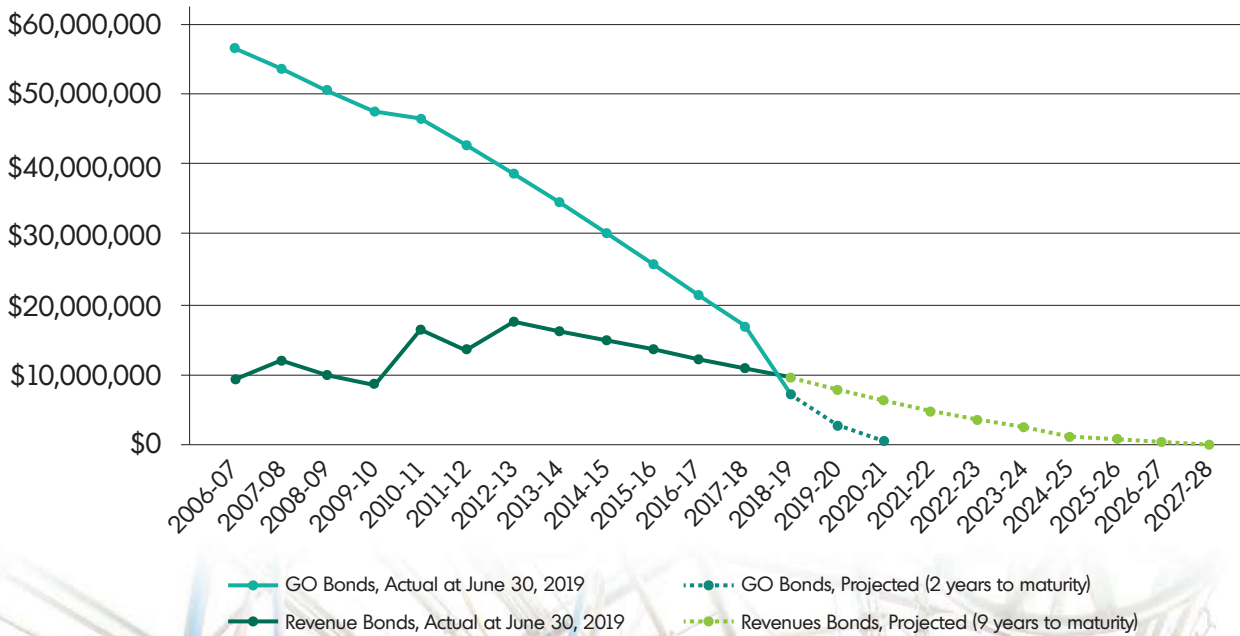
# DEBT FUND

This fund tracks the issuance or repayment of principal, interest, and other related fees for long term debt.

## Credit Ratings

Yavapai College's GO Bonds have been rated Aa2 from Moody's and AA- from S&P. These strong ratings indicate these investment experts believe that YC is a good credit risk, with a stable financial outlook and sound fiscal practices.

## LONG TERM DEBT Actual and Projected Principal Payments





# CAPITAL (PLANT) FUND

**This fund records large improvements in building, infrastructure, and grounds, which are then depreciated over time.**

Yavapai College reinvests in its buildings and infrastructure on an annual basis. We do this because it extends the useful life of our buildings and lowers our Total Costs of Ownership. YC has been working with Sightlines, a firm specializing in higher education facilities. Per their independent assessment, our buildings are 89% as good as new, placing YC in the top quartile of colleges and universities.

YC also reinvests annually in equipment to help employees remain productive and to provide students access to the tools they will encounter when they enter the workforce.

## Major Capital Improvement Projects

- We will complete the renovation of Building L at the Verde Valley Campus. This building will house a variety of Career Technical Education programs including Sciences, Nursing, Allied Health, EMS, and Advanced Manufacturing.
- Working with community and business leaders, the President identified new CTE programs required to meet workforce training needs including Plumbing, Electrical, HVAC and Construction. The College will create 10,000 sq. ft. of lab space: phase 1 of the Verde Valley Skilled Trades Center.
- The Radiation Technology Lab at the Prescott Valley Center will be energized requiring new equipment and lead-lined walls.
- A Technical Theater Lab space will be constructed using a donation from the YC Foundation. This space will allow YC to expand its Performing Arts programs while creating opportunities for students to earn college credits while in high school.



New front entrance of Building L



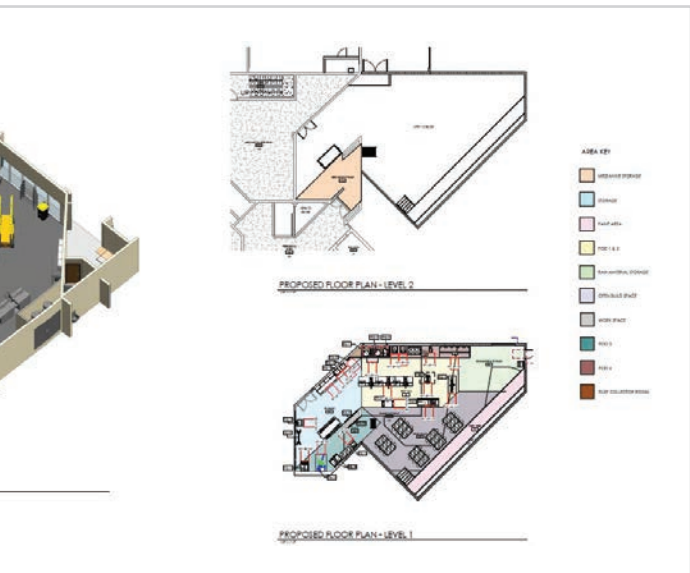




Nursing Skills Lab



Installing technology in the Health Skills Lab



Technical Theater Lab



Rad Tech Lab at the Prescott Valley Center



# AUXILIARY FUND

This fund tracks revenues and expenses for non-core services provided to students, employees, and the general public.

**Residence Halls:** YC has 220 beds on its Prescott Campus

**Food Services:** YC contracts with food service experts to operate cafeterias at both campuses, a coffee bar in our Prescott Library, and two Grab and Go self-service convenience stores.

**Bookstore:** YC contracts with Follett to provide books, educational supplies, and branded items.

**Family Enrichment Center:** YC operates a preschool as a hands-on learning lab for adult students in our Early Childhood Education program.

**Southwest Wine Center:** YC students cultivate 12 varieties of grapes on 13 acres, making YC one of the few academic Estate Wineries in the country. The annual harvests are converted into award-winning wines and marketed in the Tasting Room of the SWC.

**Community Events:** YC offers a variety of community events throughout the county. This includes performances by the college Music and Theater departments, as well as sponsoring nationally touring artists. The majority of events are held at the 1100 seat Yavapai College Performing Arts Center but also have been held in a variety of venues, including the Mabery Pavilion at the YC Verde Valley Campus and the Sedona Performing Arts Center.

Each year, approximately 13,000 grade and middle school students attend the Curtain up! Education series which features 5-7 shows designed to engage students with the arts and enhance their educational experience.



Residence Halls

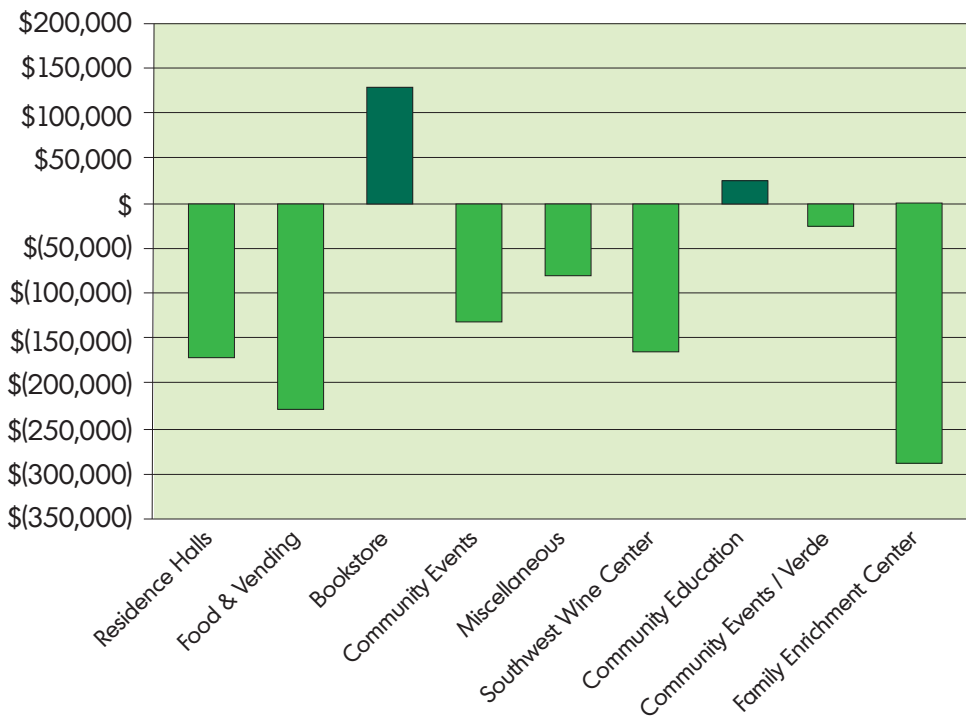


Food Services



Bookstore

## AUXILIARIES BUDGETED SURPLUS/ (DEFICIT) Without Overhead Allocation FY2020-21







Family Enrichment Center



Southwest Wine Center



Community Events

Office of Vice President of Finance and Administrative Services  
1100 East Sheldon Street , Prescott, Arizona 86301  
(928) 445.7300 | [www.yc.edu](http://www.yc.edu)

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Ivonne Zuniga, Coordinator

The purpose of this Budget-in-Brief is to give the college community an overview of the FY2021 Budget. More information can be found on the college's website: [www.yc.edu/budget](http://www.yc.edu/budget)

