

**FY16 Environmental Analysis  
&  
Budget Planning Assumptions**

**January, 2015**

# Budget Timeline

- Jan: Environment Overview  
Preliminary Assumptions
- Feb: Capital Budget Draft
- Mar: Revenue Budget Approval
- Apr: Draft Budget Review & Feedback
- May: Final Budget Approval  
and Truth in Taxation Hearing (if needed)

# Who is Yavapai College?

## **Mission:**

to provide quality higher learning and cultural resources for the diverse populations of Yavapai County

# What are Yavapai College's Goals?

## **Board Ends:**

YC exists so communities within Yavapai County are equipped with the vision and skills to create a sustainable economic environment at a justifiable cost

1. Education Ends
  - Job Seekers, Transfer, Lifelong Learners
2. Economic Ends
  - Help communities generate/ sustain jobs
3. Community Ends
  - Provide access to vibrant social and cultural life



215,000 people

8100 sq. mi.

-BLM 11%

-AZ 25%

-USFS 38%



Public & Private Ownership

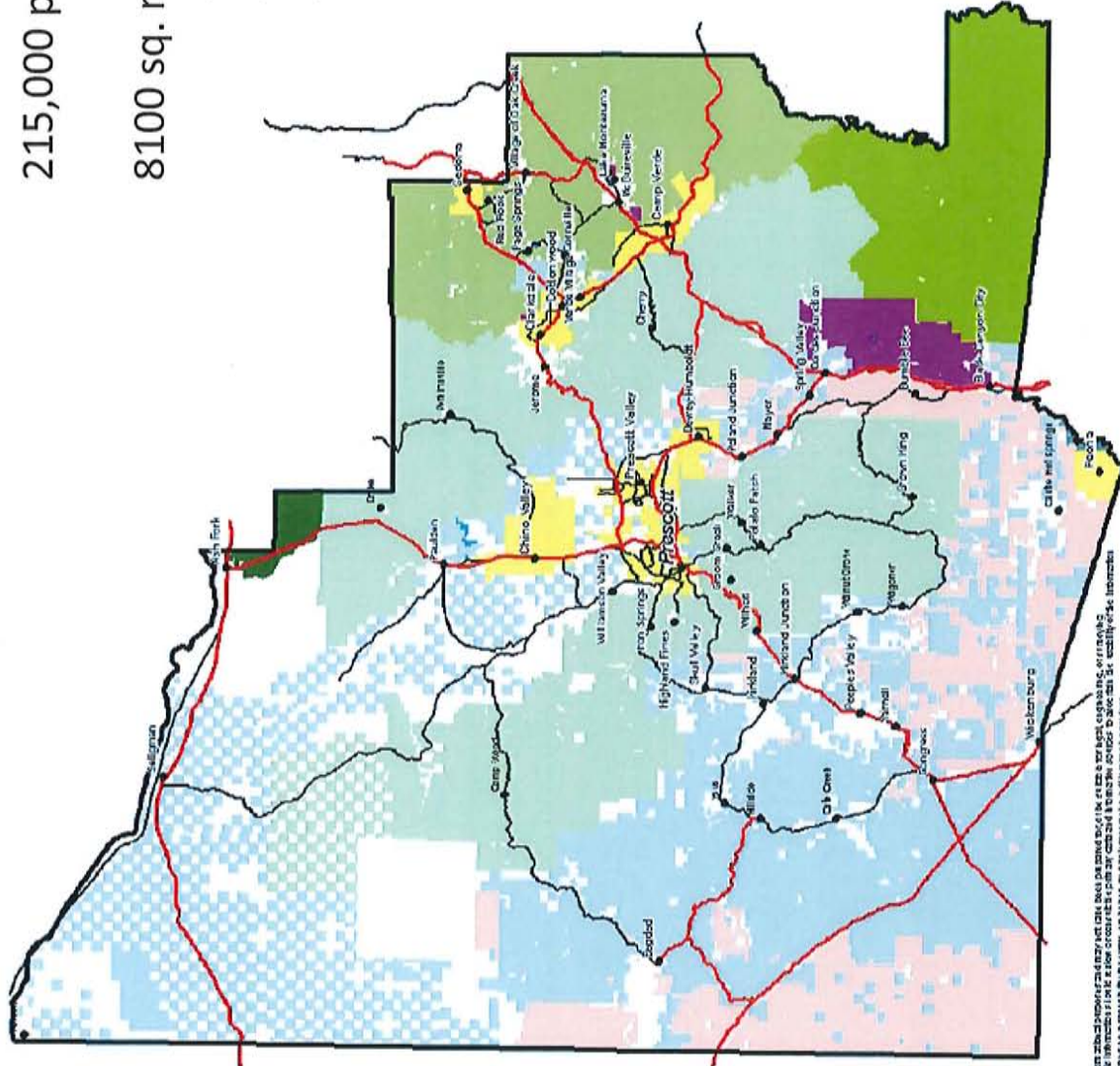
Legend

- Cities
- ▭ County Boundary
- ▬ Interstate Highways
- ▬ State Highways
- ▬ Major Roads
- ▬ City Boundaries
- ▭ ARIZONA GAME AND FISH
- ▭ ARIZONA STATE PARKS
- ▭ BUREAU OF LAND MANAGEMENT
- ▭ BUREAU OF RECLAMATION
- ▭ COCONINO NATIONAL FOREST
- ▭ KAIBAB NATIONAL FOREST
- ▭ NATIONAL MONUMENT
- ▭ PRESCOTT NATIONAL FOREST
- ▭ STATE OF ARIZONA LAND
- ▭ TONTO NATIONAL FOREST
- ▭ PRIVATE PROPERTY



1 inch = 11.5 miles

September 2012

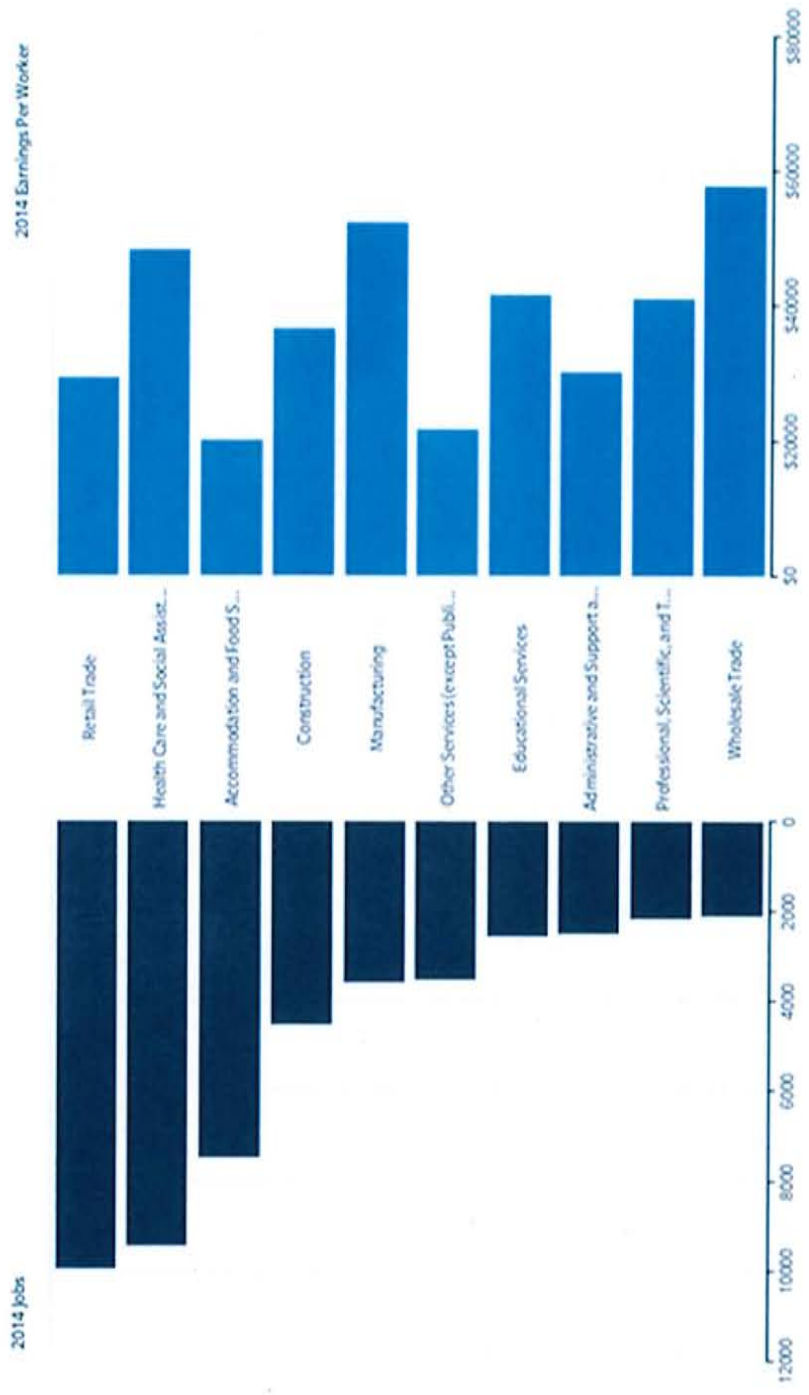


This map is a general representation of land ownership in Yavapai County, Arizona. It is not intended to be used as a legal document. For more information, please contact the Yavapai County Planning Department at (928) 739-1234.

Source: Yavapai County Comprehensive Plan

# Yavapai County

## Top 10 Industry Sectors with Wages



Source: Alex Wright, REDC

# Job Growth Forecast

## Top 10 Sectors

### Yavapai County

Description	5 Year Growth
Health Care and Social Assistance	1,247
Retail Trade	893
Accommodation and Food Services	728
Finance and Insurance	610
Manufacturing	536
Real Estate and Rental and Leasing	492
Other Services (except Public Admi	412
Wholesale Trade	322
Educational Services	274
Government	224

### YC Programs

- \*NUR, RAD, EMT, Human Services
- \*Business
- \*CNC, IPT, Electronics, Welding
- \*Education, ECE
- \*CS, Science, Pre-Eng.
- \*General Studies
- \*Hospitality/ Culinary in process
- \*Art
- \*AJS

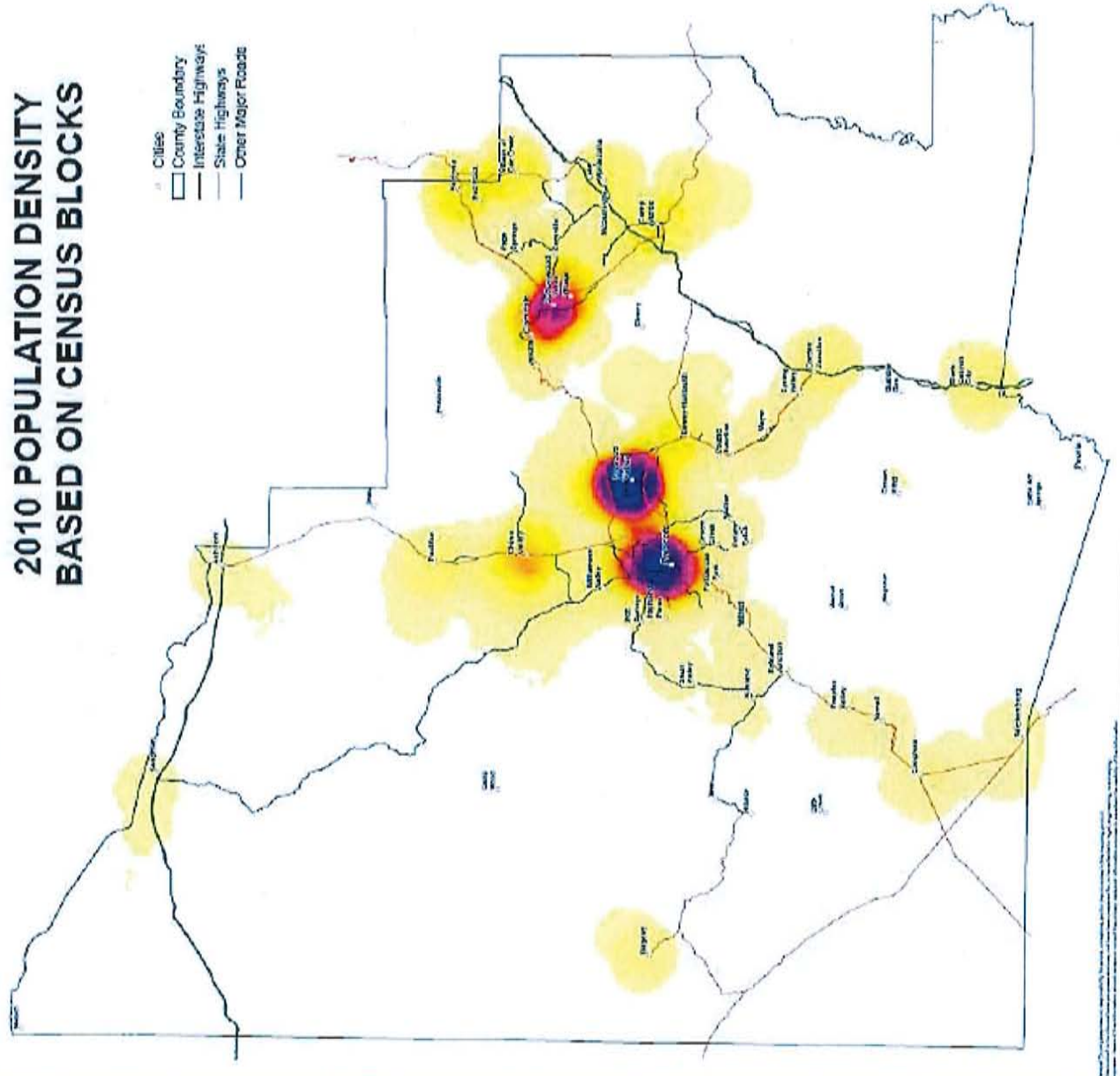
### Arizona

Description	5 Year Growth
Health Care and Social Assistance	65,589
Finance and Insurance	34,830
Professional, Scientific, and Technical Services	29,912
Real Estate and Rental and Leasing	28,973
Accommodation and Food Services	28,285
Retail Trade	27,032
Educational Services	20,829
Government	19,418
Other Services (except Public Administration)	16,171
Administrative and Support and Waste Management	14,834



# 2010 POPULATION DENSITY BASED ON CENSUS BLOCKS

- Cities
- County Boundary
- Interstate Highways
- State Highways
- Other Major Roads



Campuses:  
 Prescott  
 Verde Valley

Centers:  
 CTEC  
 Chino Valley  
 Mayer  
 Prescott Valley (2)  
 Sedona

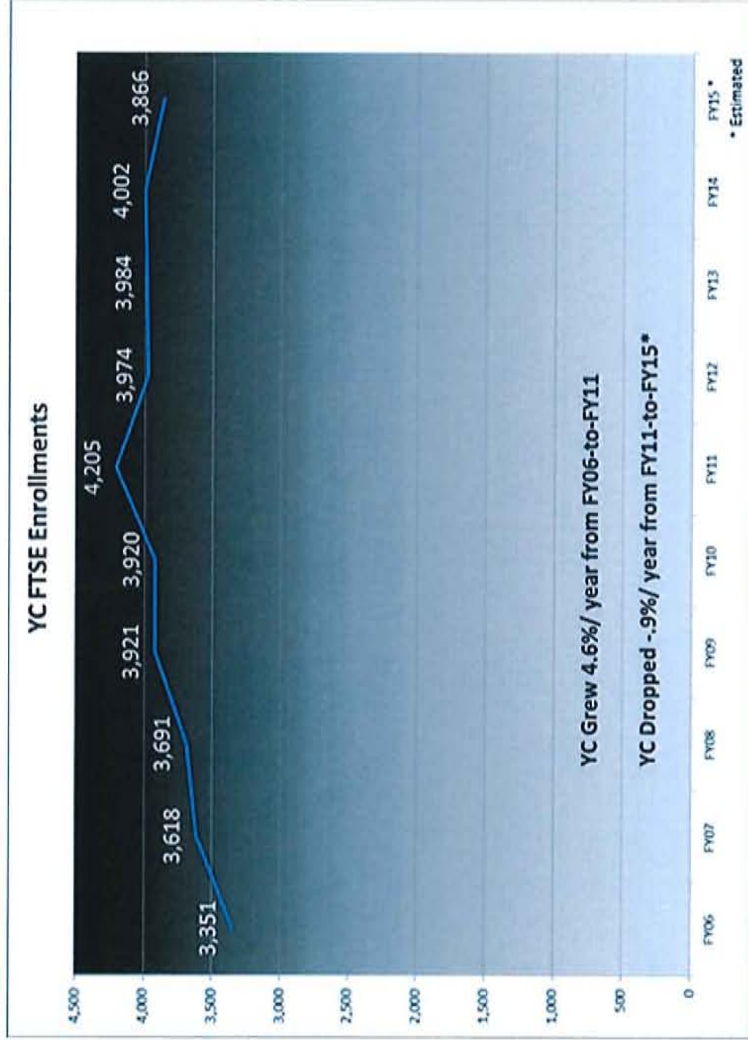
# Yavapai County Facts

	County	AZ	US
Median \$	<b>\$42,987</b>	\$49,771	\$53,046
Poverty	15.8%	17.9%	15.4%
HS Grad	<b>90.2%</b>	85.7%	86%
BA	<b>24.2%</b>	26.9%	28.8%

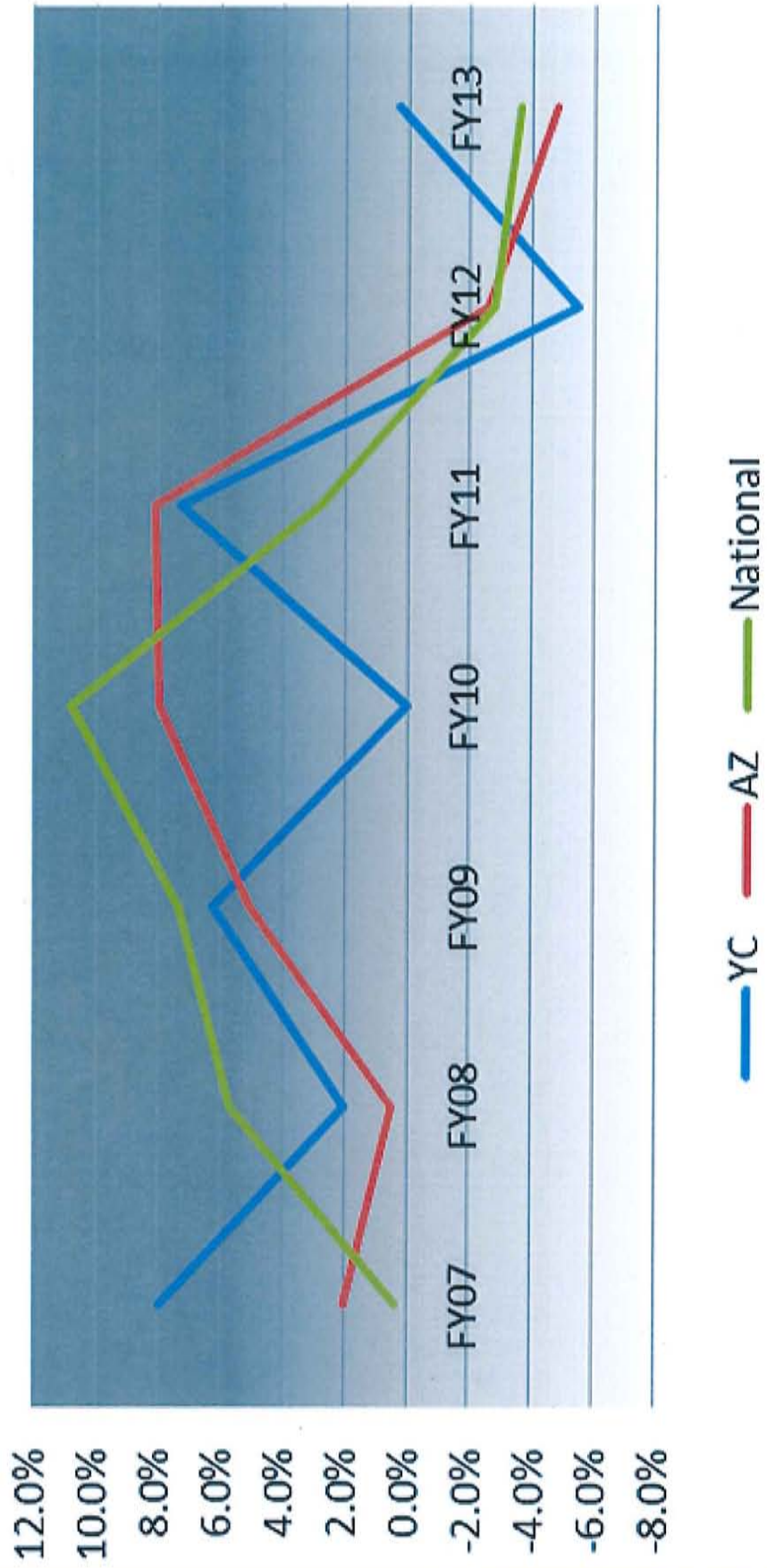
Source: [quickfacts.census.gov](https://quickfacts.census.gov)

# YC Enrollments

- Decline since FY11
  - Cut scholarships (286)
  - Cut Basketball (24)
  - Cut Nursing (40)
  - Moved Wildfire and ABE to non-credit (98)



# Enrollments



YC Grew an average of 2.5% per year

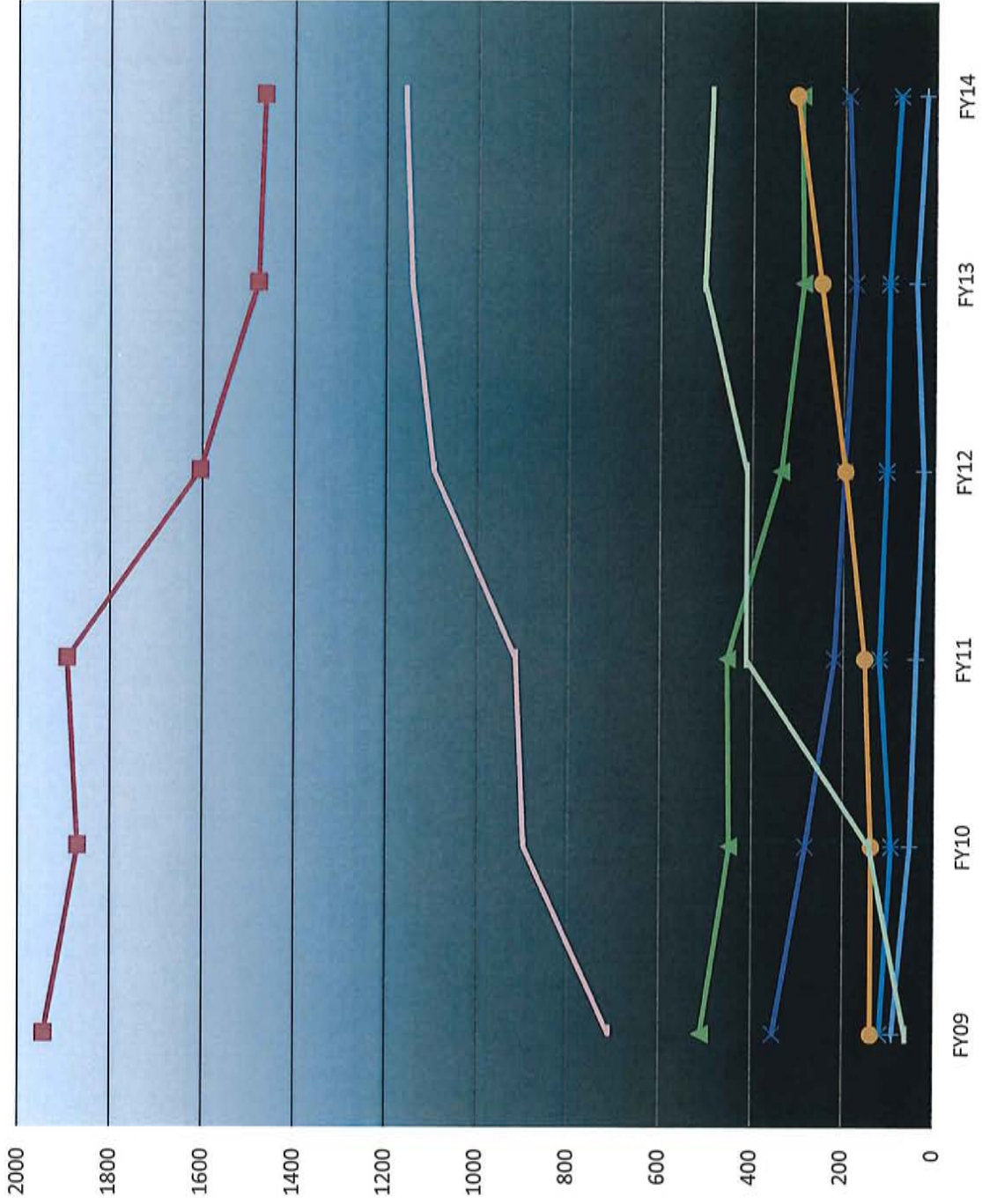
AZ CC's Grew an average of 2.2% per year

Nat'l CC's Grew an average of 2.8% per year

Source: IPEDS



# FTSE by Location



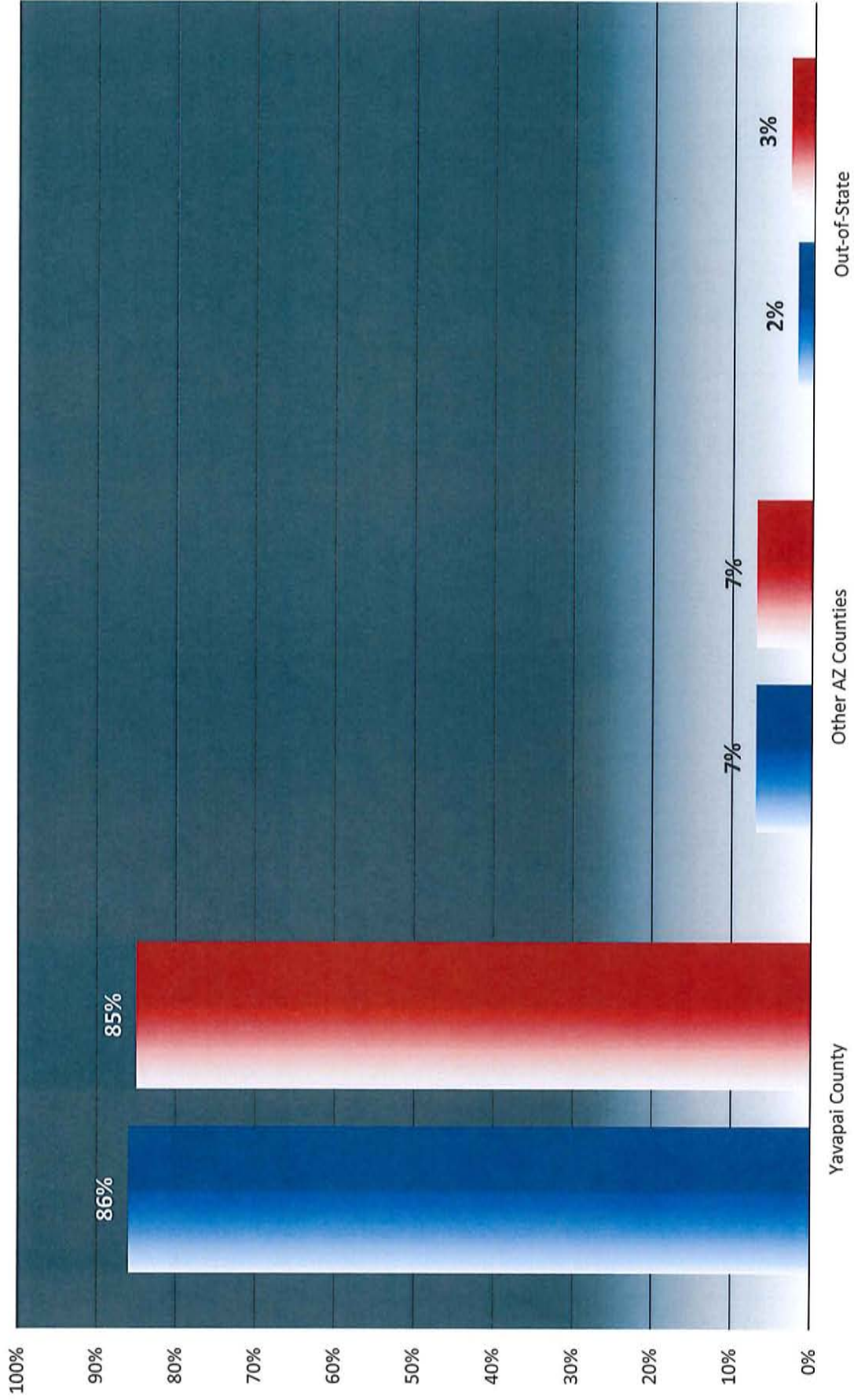
Campus	5-Year CAGR
Prescott	-5.5%
PV	-11.5%
VV	-10.4%
Chino	-8.1%
CTEC	17.5%
Sedona	-25.7%
Online	10.3%
Off-site	51.9%
District	0.4%

■ Prescott 
 ✕ PV 
 ▲ Verde 
 ✕ Chino 
 ● CTEC 
 ✕ Sedona 
 ■ Online 
 ▲ Off-Site 
 ✕ District

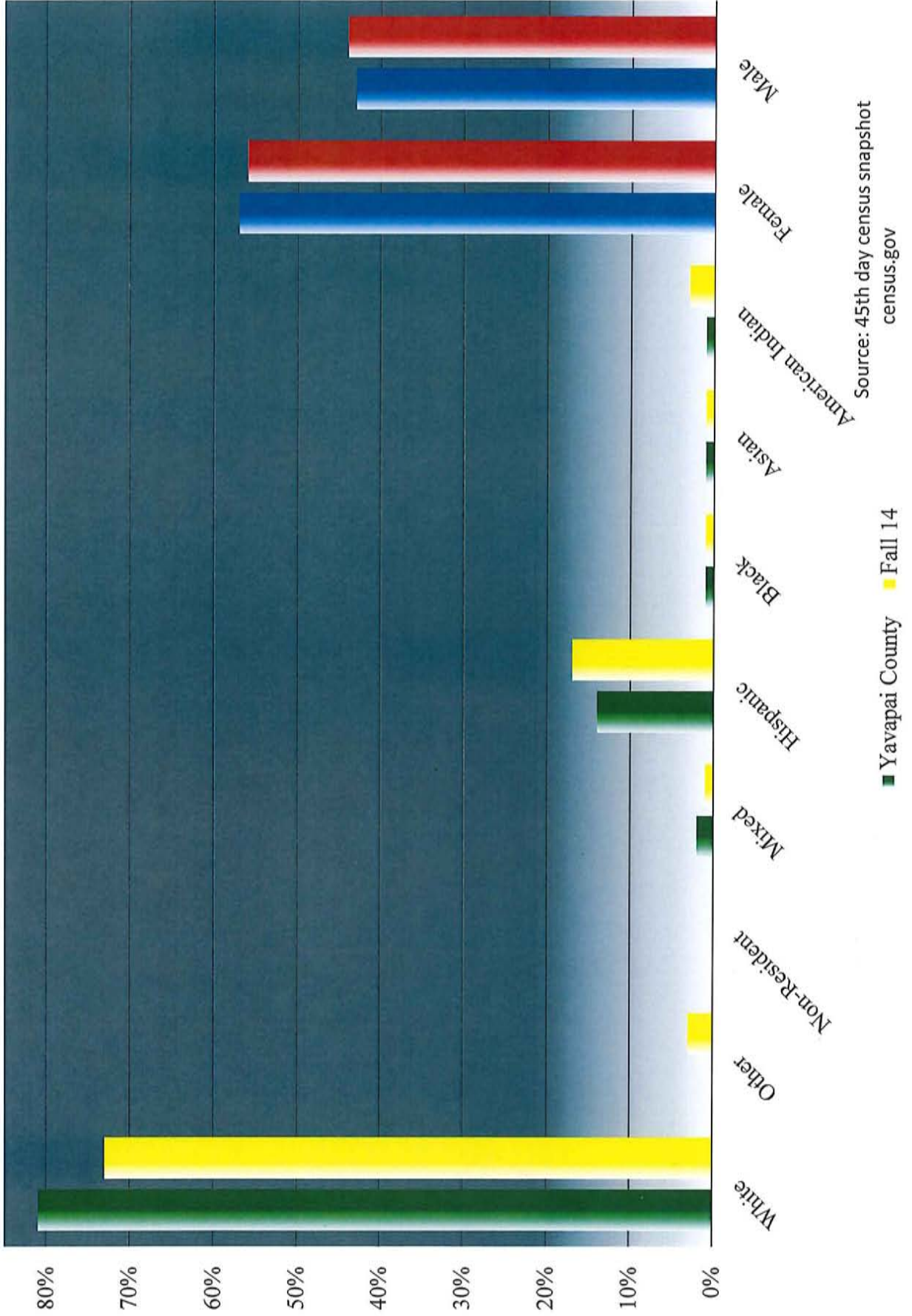


# YC Demographics - Residency

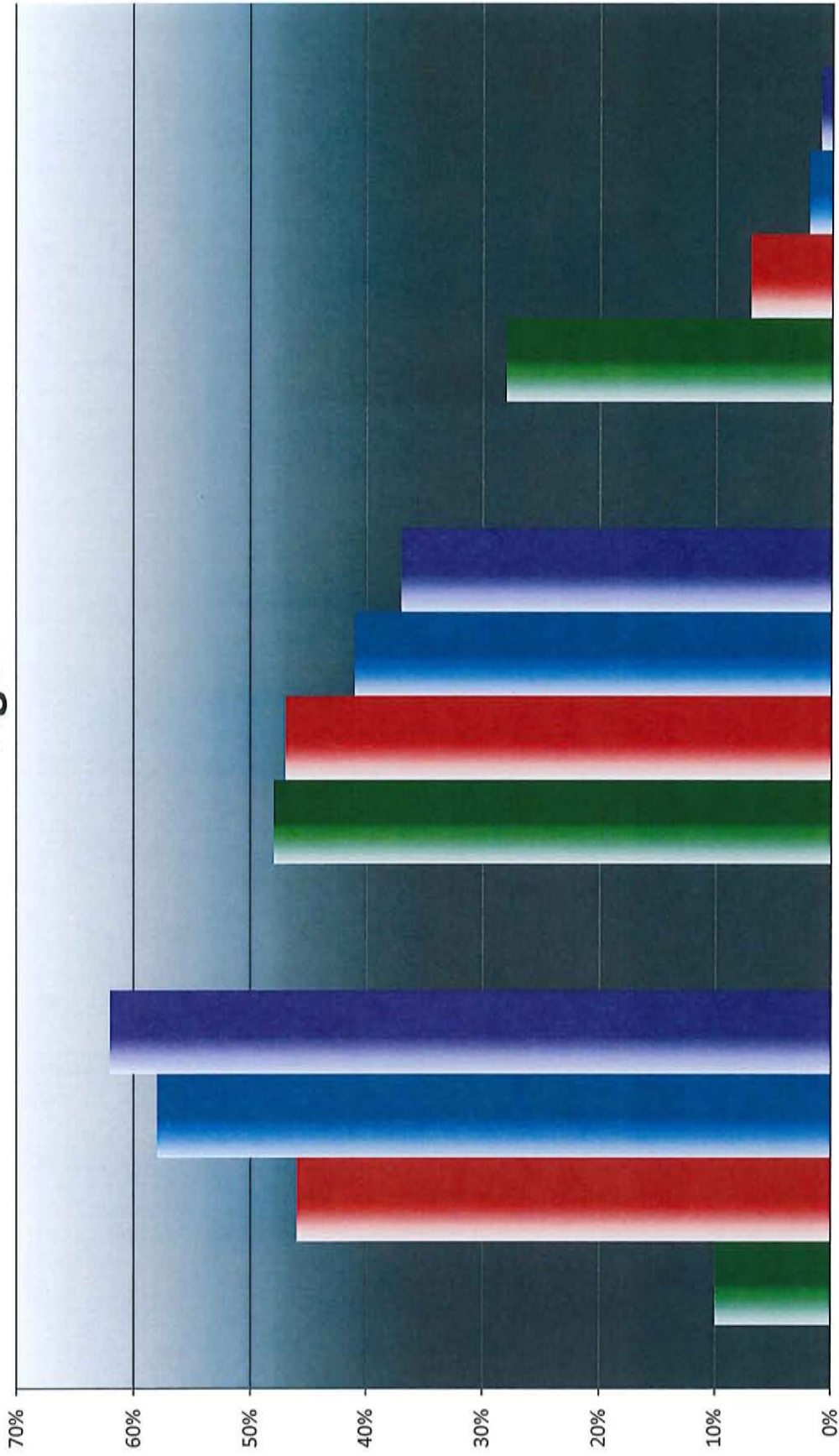
Fall13 vs Fall14



# Comparison of Yavapai College to Yavapai County Demographics



# Age



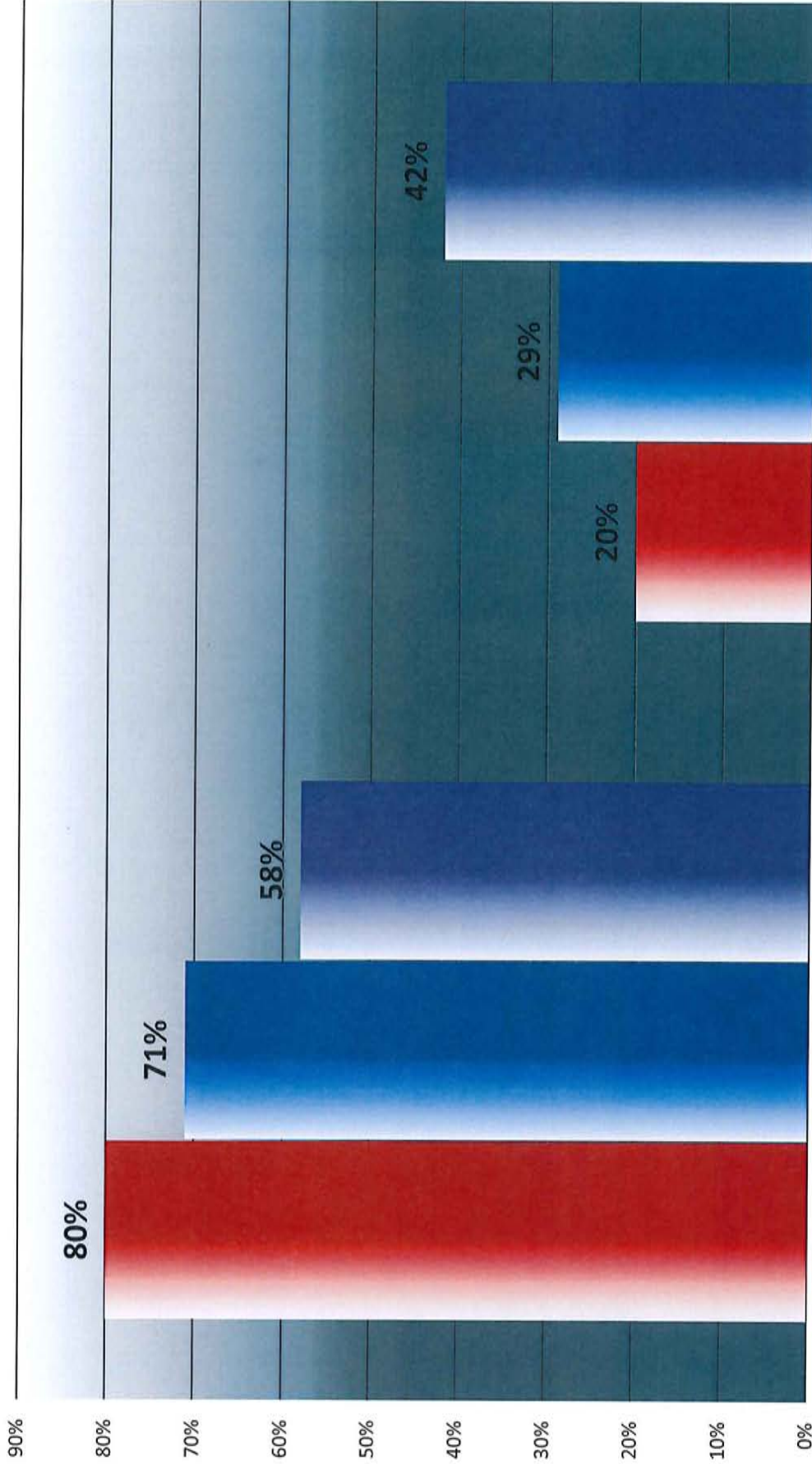
Traditional (15-24) Career Change (25-64) Retiree (65+)

■ Yavapai County ■ Yavapai College ■ AZ CC ■ Nat'l CC

Source: EMSI, IPEDS, YC Institutional



# Student Attendance Status

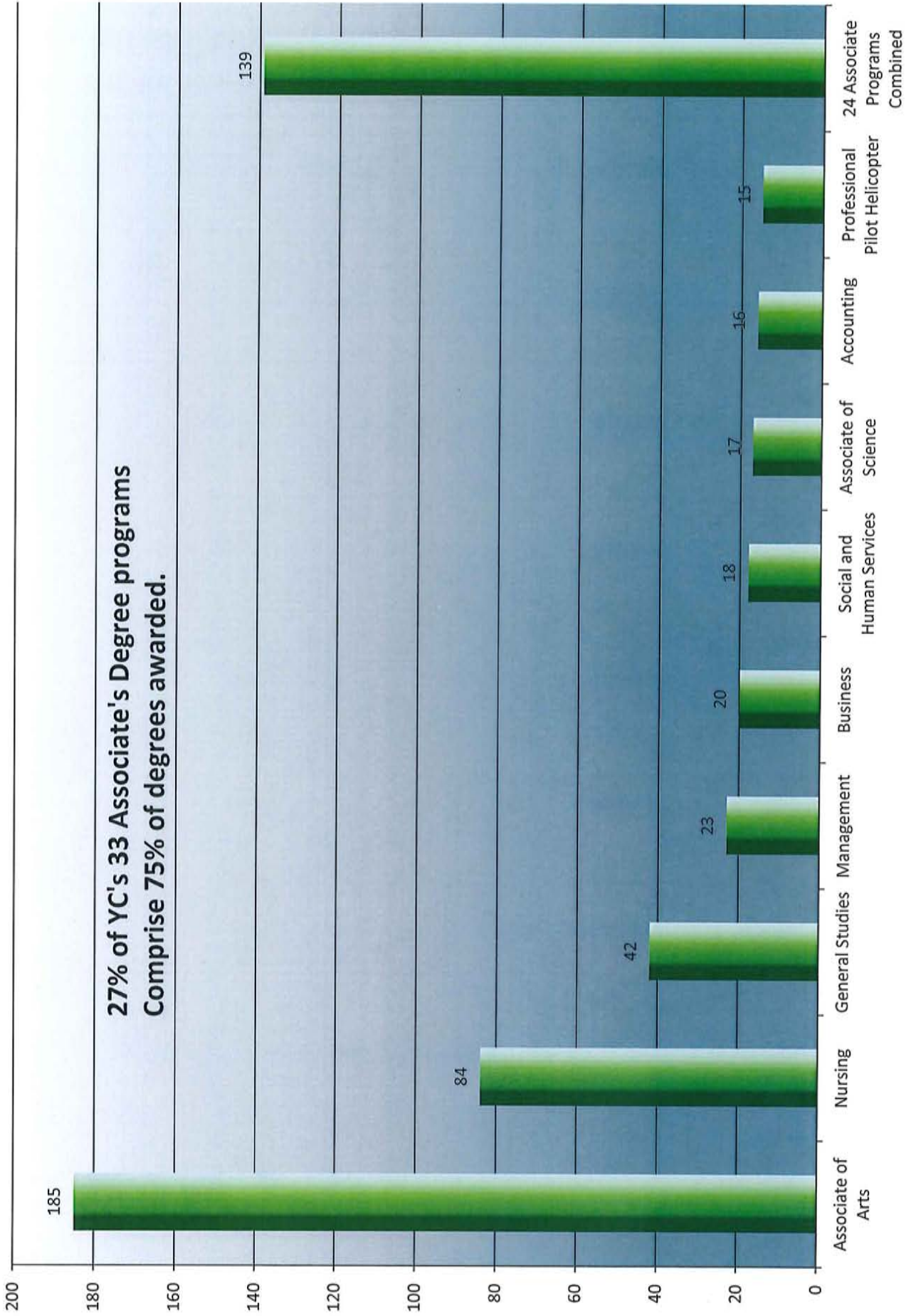


**Part-Time Student**      **Full-Time Student**  
■ Yavapai College   ■ AZ CC   ■ Nat'l CC

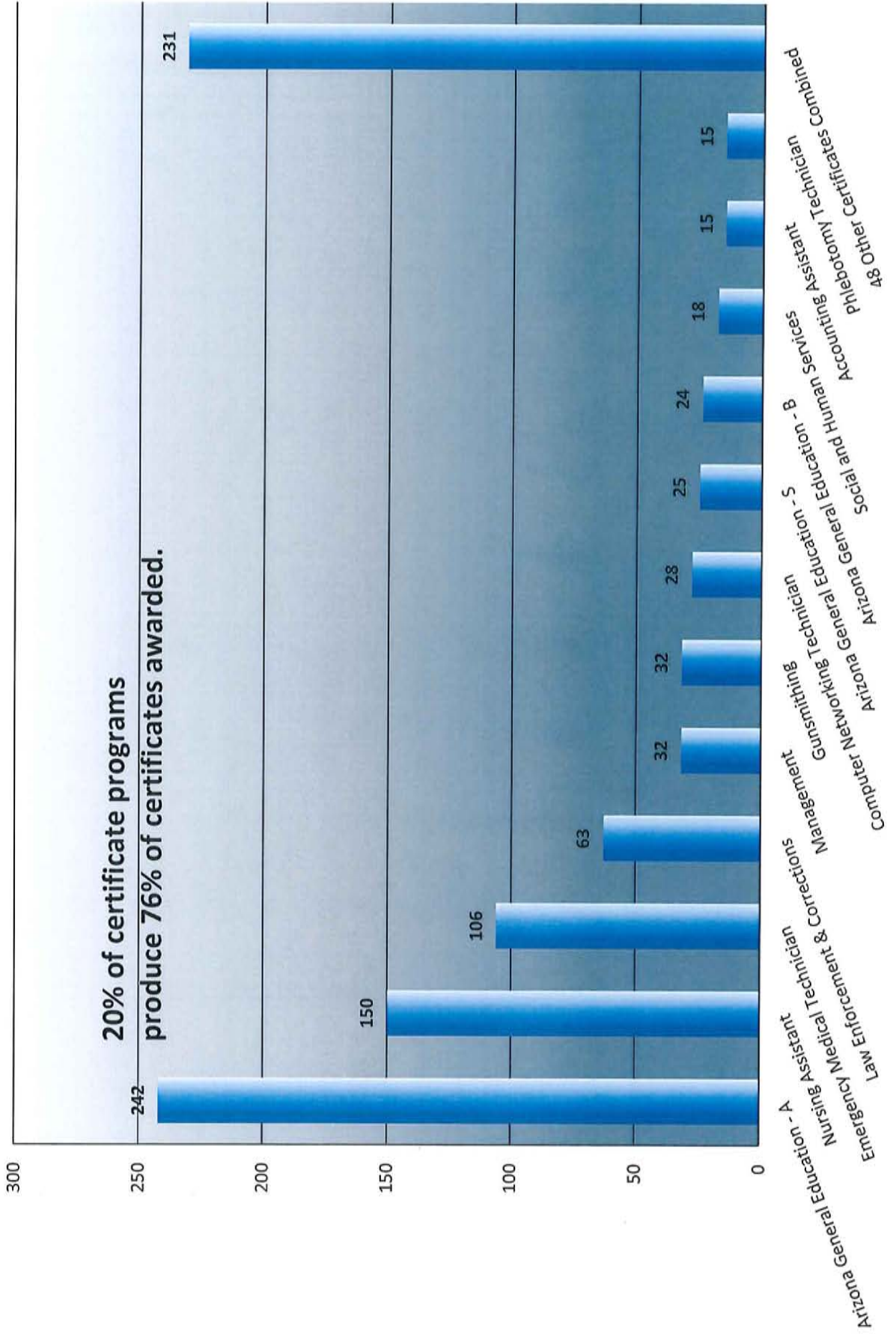
Sources: Yavapai College and AZ CC figures from the ACCPC Annual Report FY14; National figures from the NCCBP, 2014 Report

# Associate's Degrees Awarded 2013 - 2014

27% of YC's 33 Associate's Degree programs  
Comprise 75% of degrees awarded.

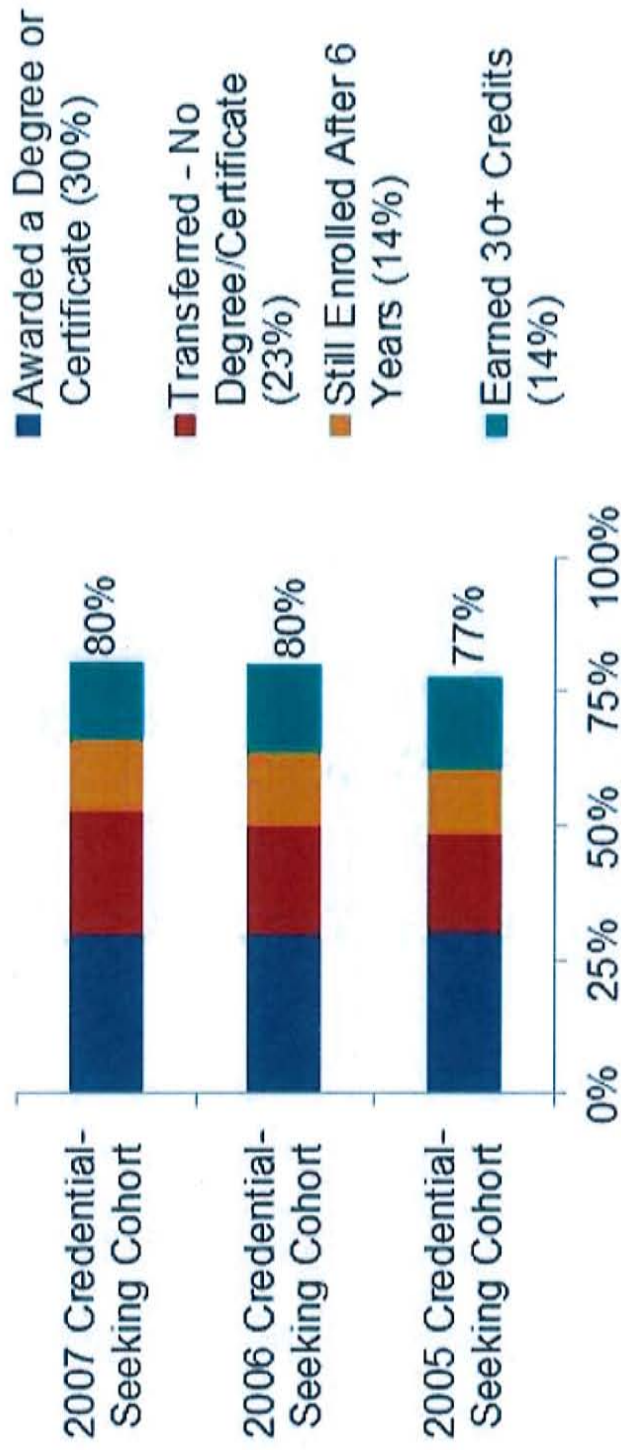


# Certificates Awarded 2013 - 2014





# Percent of Learners Achieving a Successful Outcome



YC Students have an 83% Successful Outcome Rate

# Budget



# Budget

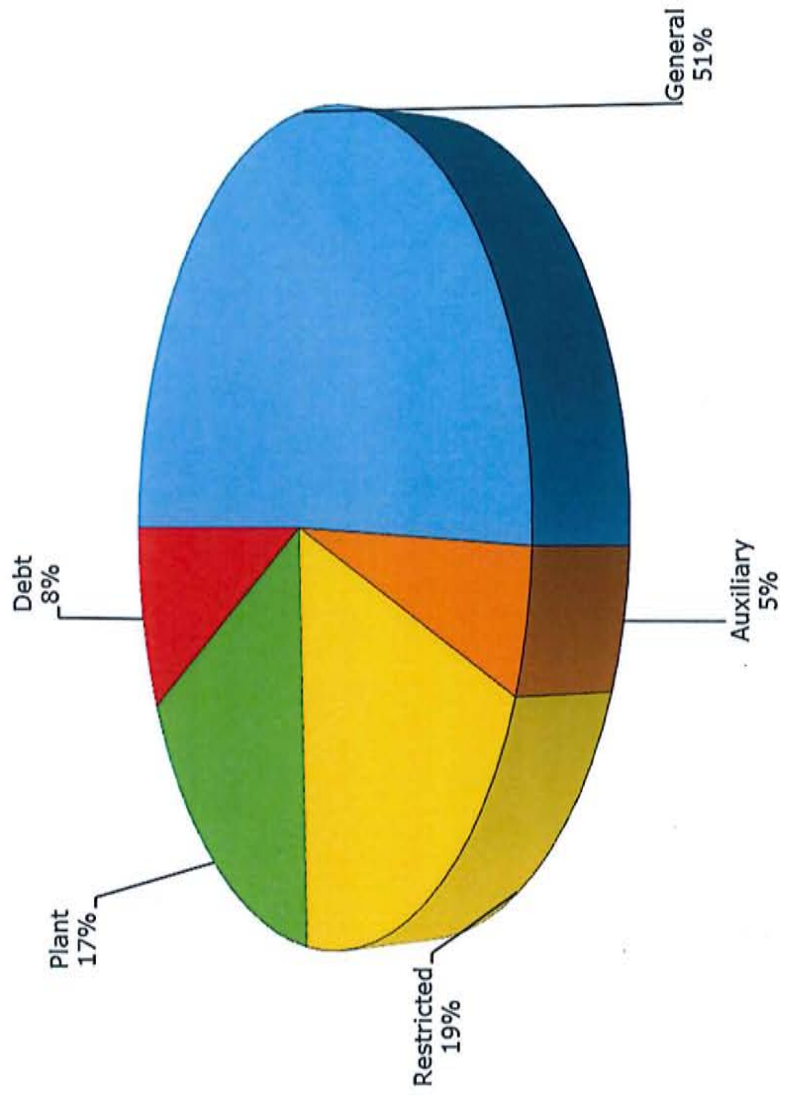
A budget is a list of all planned expenses and revenues

-- Yahoo.com

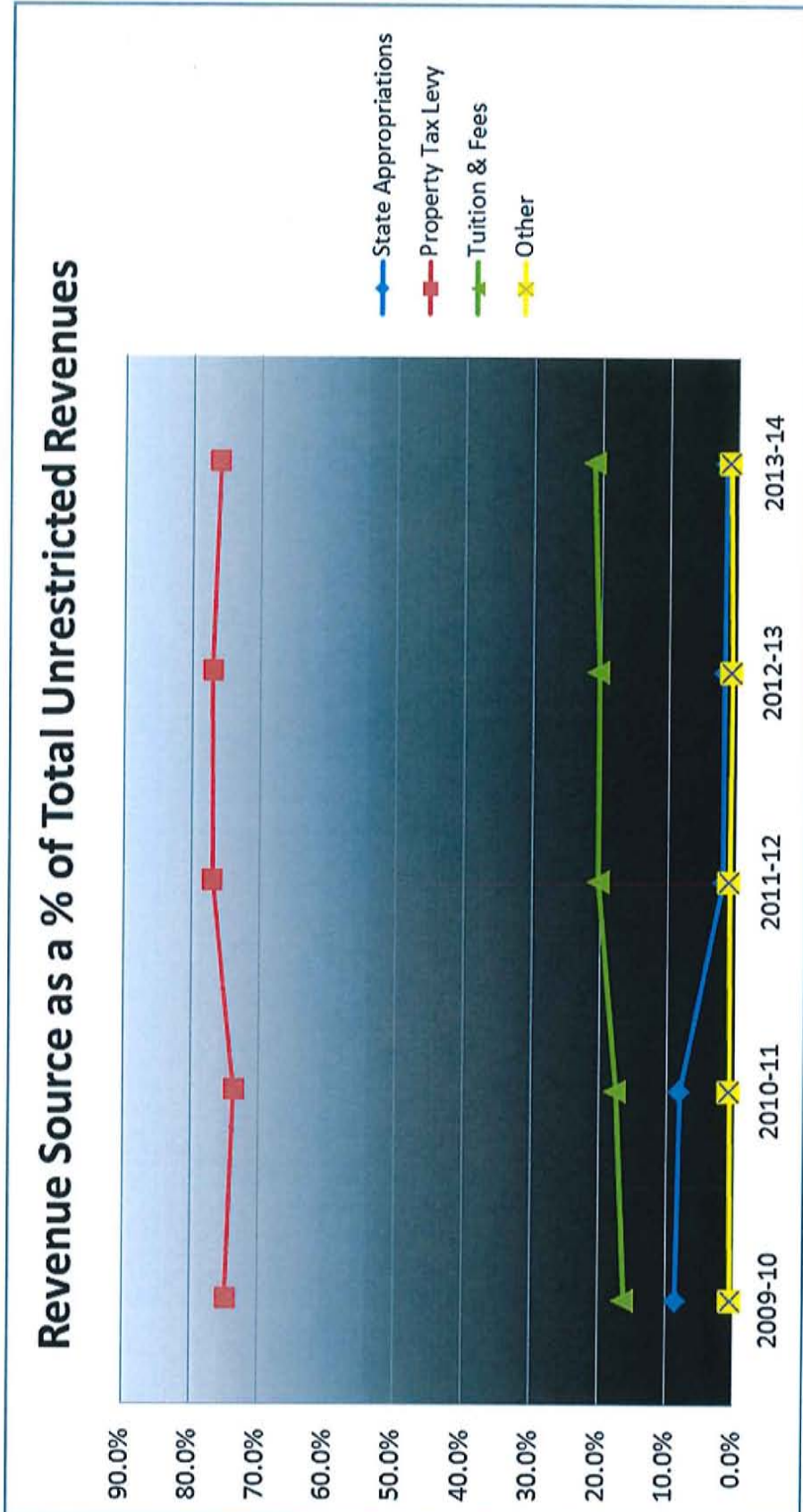
A budget is the Mission, Vision, Governing Board Ends, Strategic Plan, Educational & Campus Master Plans stated in monetary terms

-- Yavapai College

**Yavapai College  
EXPENDITURES - ALL FUNDS  
FY2014-2015**



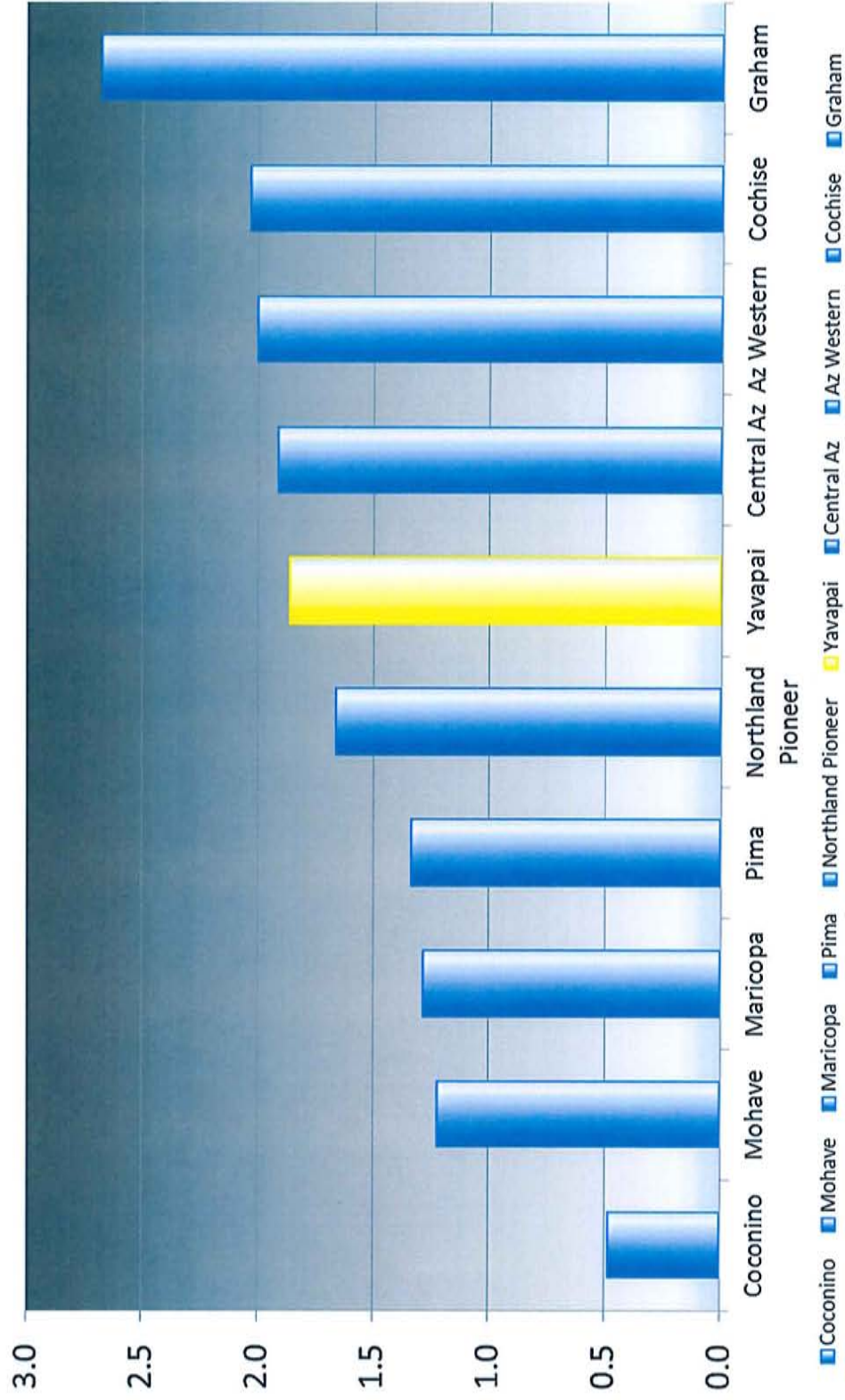
# Revenues



Source: YC CAFR

# Unrestricted Revenues: Property Tax

Arizona Community College  
2015 Primary Property Tax Rates  
(in mills)



Source: Consolidated Community College 2016 State Aid Request

# Unrestricted Revenues: Property Tax

## Property Tax Levy vs. Inflation

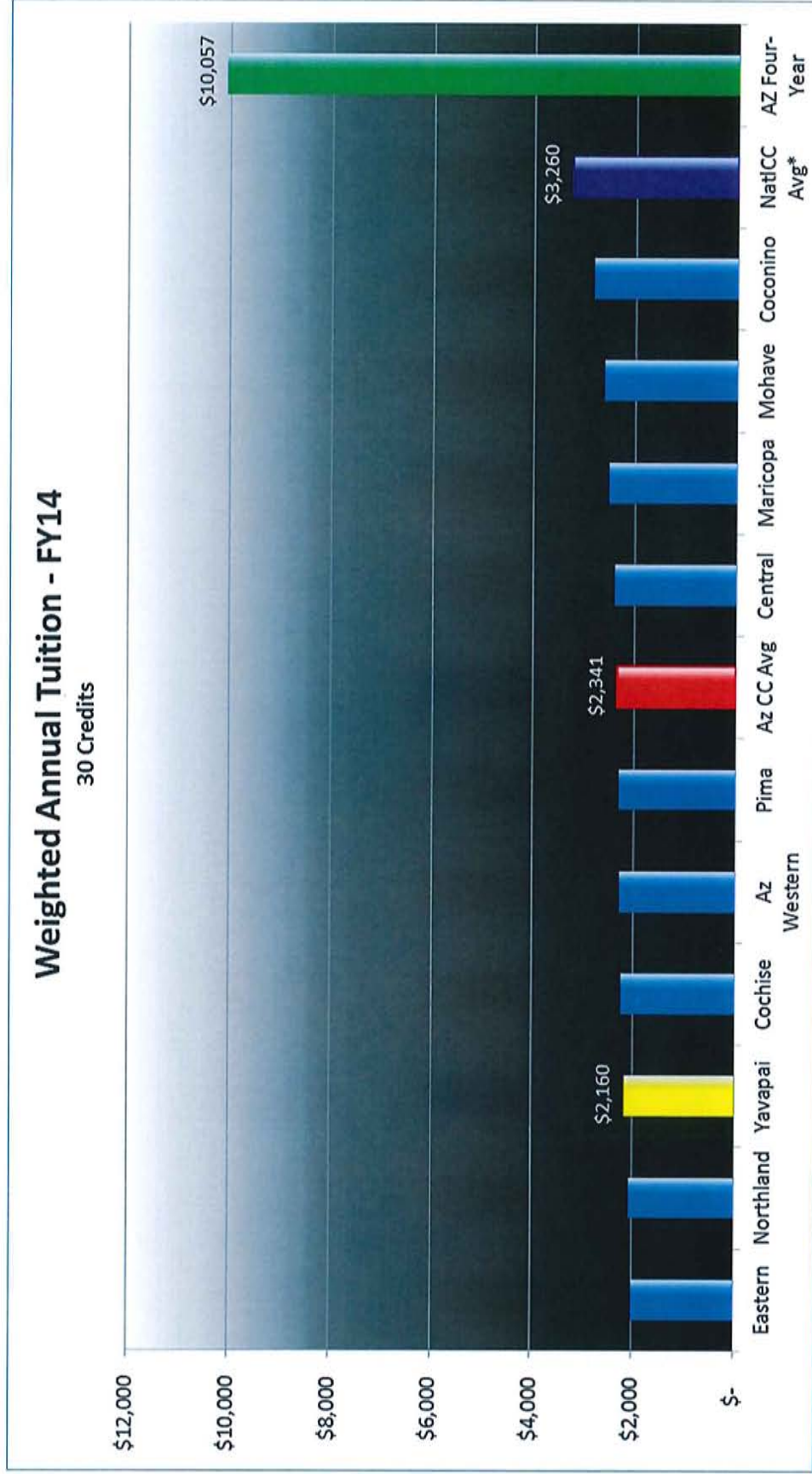


Inflation averaged 2%

YC Tax Levy increase averaged 1%

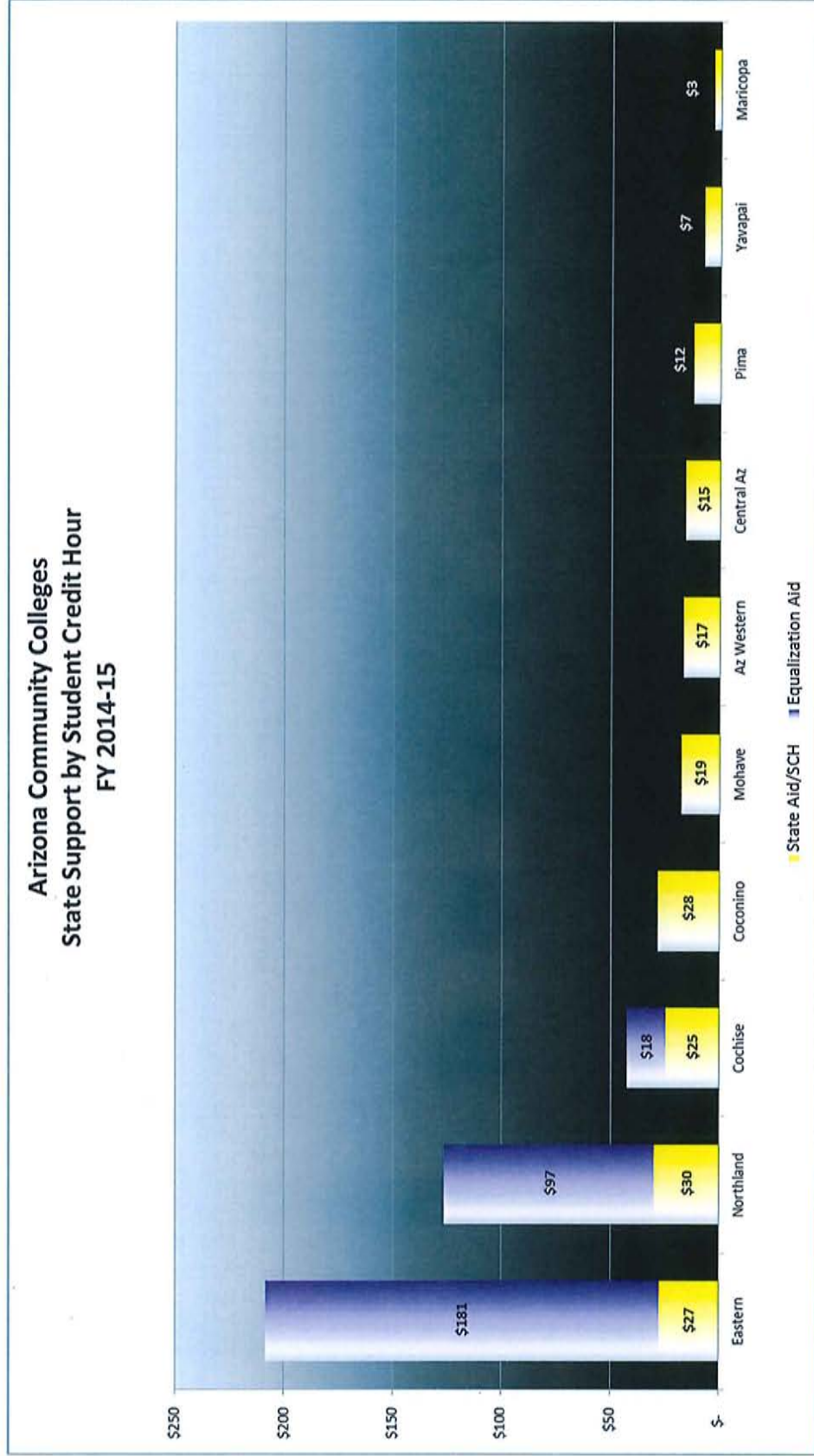


# Unrestricted Revenues: Tuition & Fees



Source: Consolidated Community College 2016 State Aid Request  
JLBC FY2015 Baseline Report

# Unrestricted Revenues: State Support



Source: Consolidated Community College 2016 State Aid Request

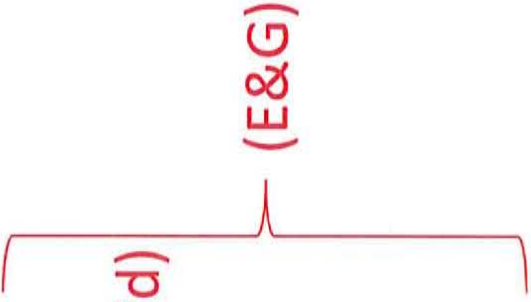
# Restricted Revenues: State Support

- Prop 301 - \$600k – expires in FY19
- STEM - \$800k – will be under pressure

These both could affect our Capital Budget



# YC Operating Expenses

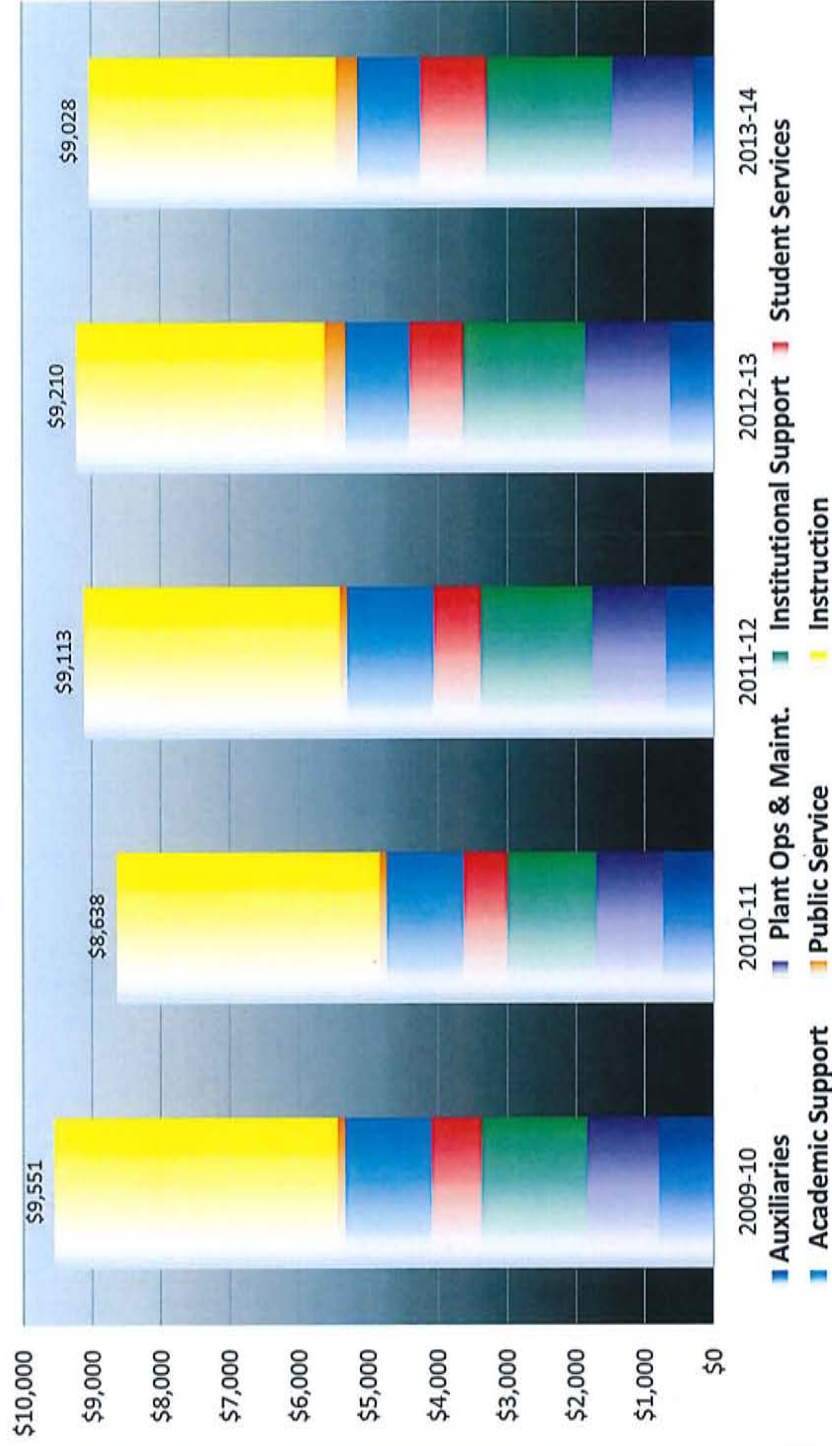
- Instruction
  - Student Services (Advising, Registrar, Fin Aid)
  - Academic Support (Deans, Library, ISE)
  - Institutional Support (Admin.)
  - Facilities (Grounds, Maint. Grounds)
  - Auxiliaries (Bookstore, Food, Res. Halls, FEC, Tasting Room)
  - Public Service (Community Events, REDC)
  - ~~Financial Aid & Depreciation~~
- 
- (E&G)

# Spending Efficiently

## YC Over Time

### Yavapai College Unrestricted Operating Expenditures per Student FTE

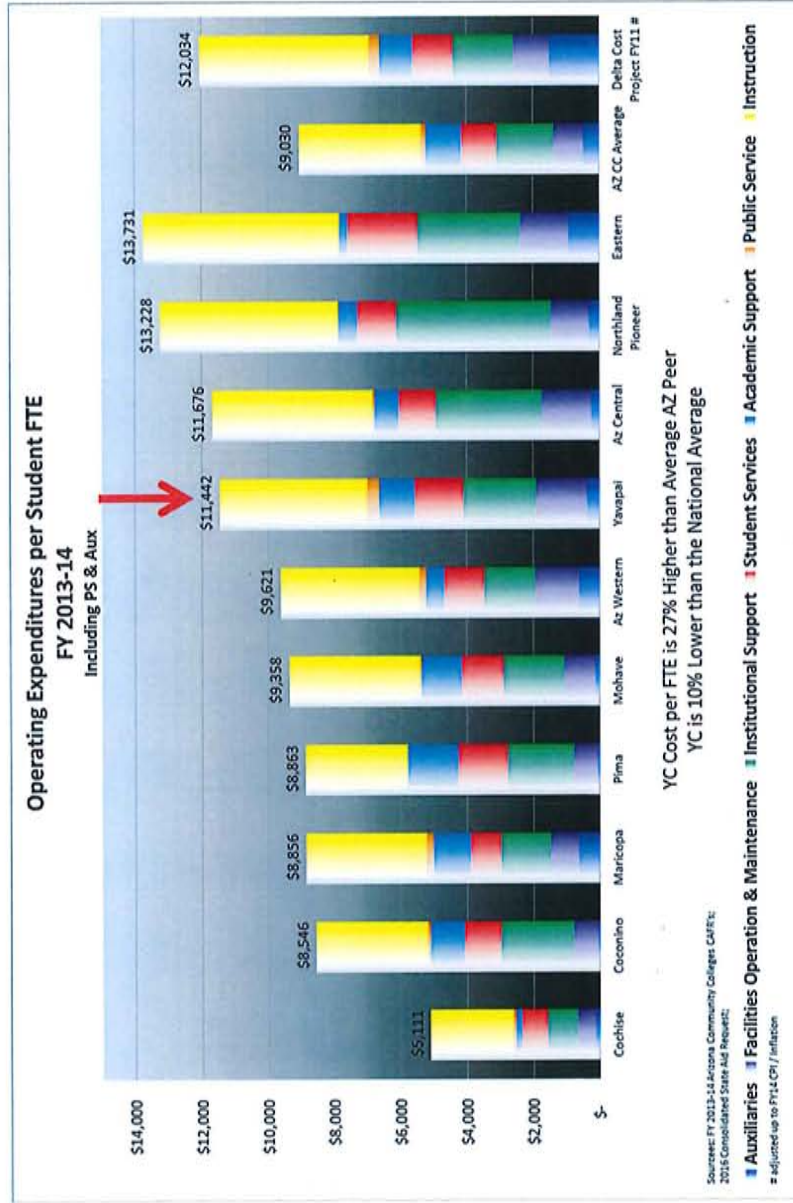
(including Public Service and Auxiliaries)  
Inflation Adjusted to 2009 dollars



YC has reduced unrestricted operating costs per FTSE by 5.5% over the past 5 years.

# Spending Efficiently

## YC vs. Benchmarks



### Why More \$ than AZ Peers?

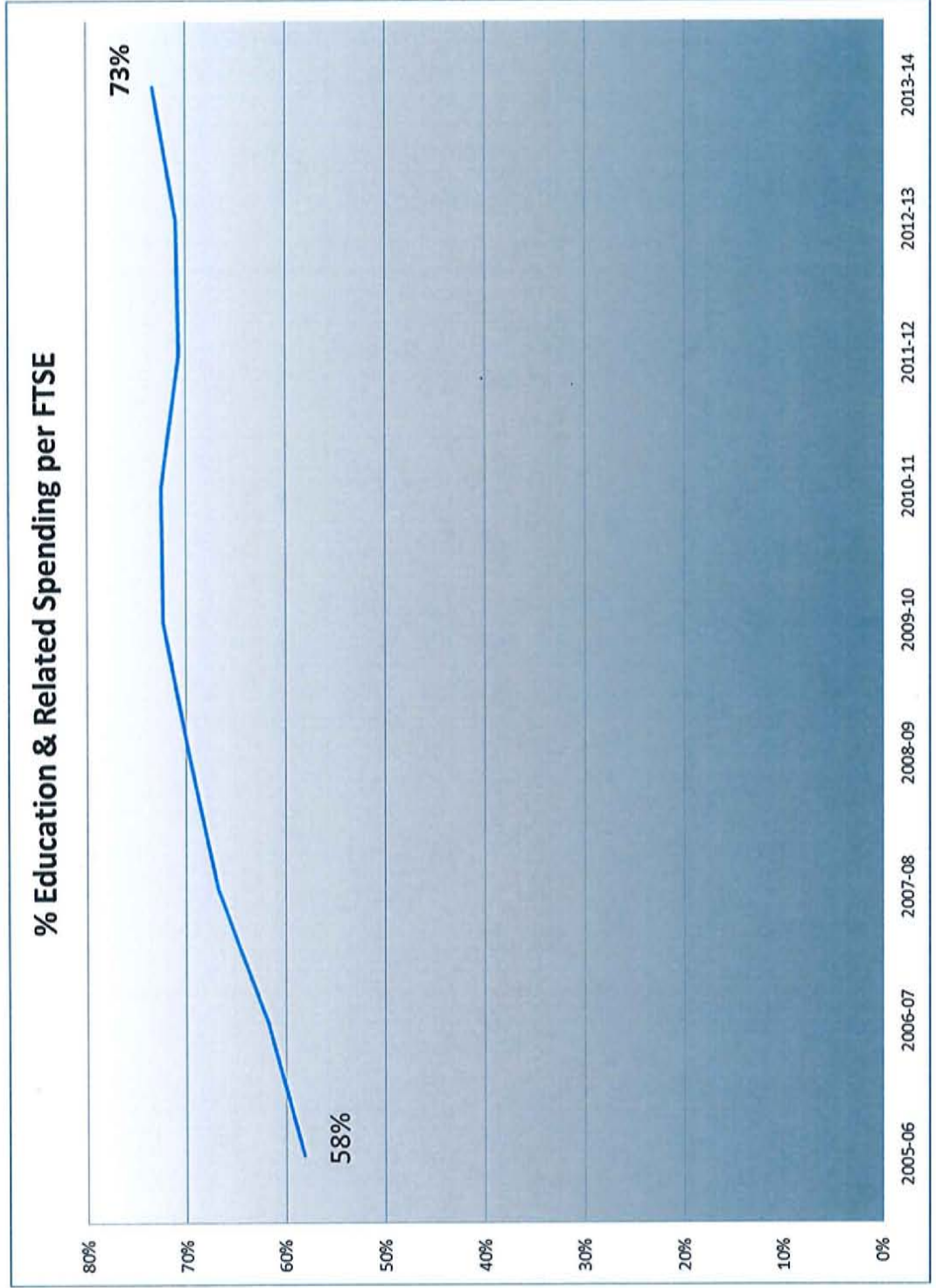
- AZ Very Efficient State
- Unique Services
  - Athletics
  - FEC
  - YCPAC
  - Res Halls
  - Scholarships
- Operations
  - Well maintained facilities
  - Product Mix (CT & AH; Community Ed)
  - Geography

YC reduced Premium vs. AZ Average from 42% to 27% over 6 years

YC is 5% below national average as of FY11



# Spending Effectively



# FY16 Budget Assumptions

# Operating Budget

• Change in Revenues	• Change in Expenses
– New Construction PT: \$630k	– 3% Raises \$682k
– State appropriations: <b>-\$24k</b>	– 3% Fringe (FICA,ASRS) \$114k
– Enrollment growth: <b>-\$330k</b>	– 3% Health Ins \$ 78k
– New Property Tax Levy: TBD	– Mkt Comp Adjust \$ 50k
– <u>Tuition &amp; Fee Price: TBD</u>	– Utilities \$ 50k
<b>TOTAL \$276,000</b>	– HW/SW Maint \$ 50k
	– <u>Scholarship Adjust \$ 24k</u>
	<b>TOTAL \$1,048,000</b>

# Capital Budget

- Change in Revenues
  - FY19 Prop301: ?
  - State STEM: ?
- Change in Expenses
  - Capital Improvement Plan
    - CMP Phase 1 n/c
  - PM n/c
  - Unplanned n/c
  - ERP n/c
  - Contingency n/c

# Budgets for Other Funds

- Auxiliary: unchanged
- Debt: unchanged
- Restricted: unchanged



# Questions and Discussion

# FY16 Capital Budget Discussion

Prepared for  
YC District Governing Board  
February, 2015

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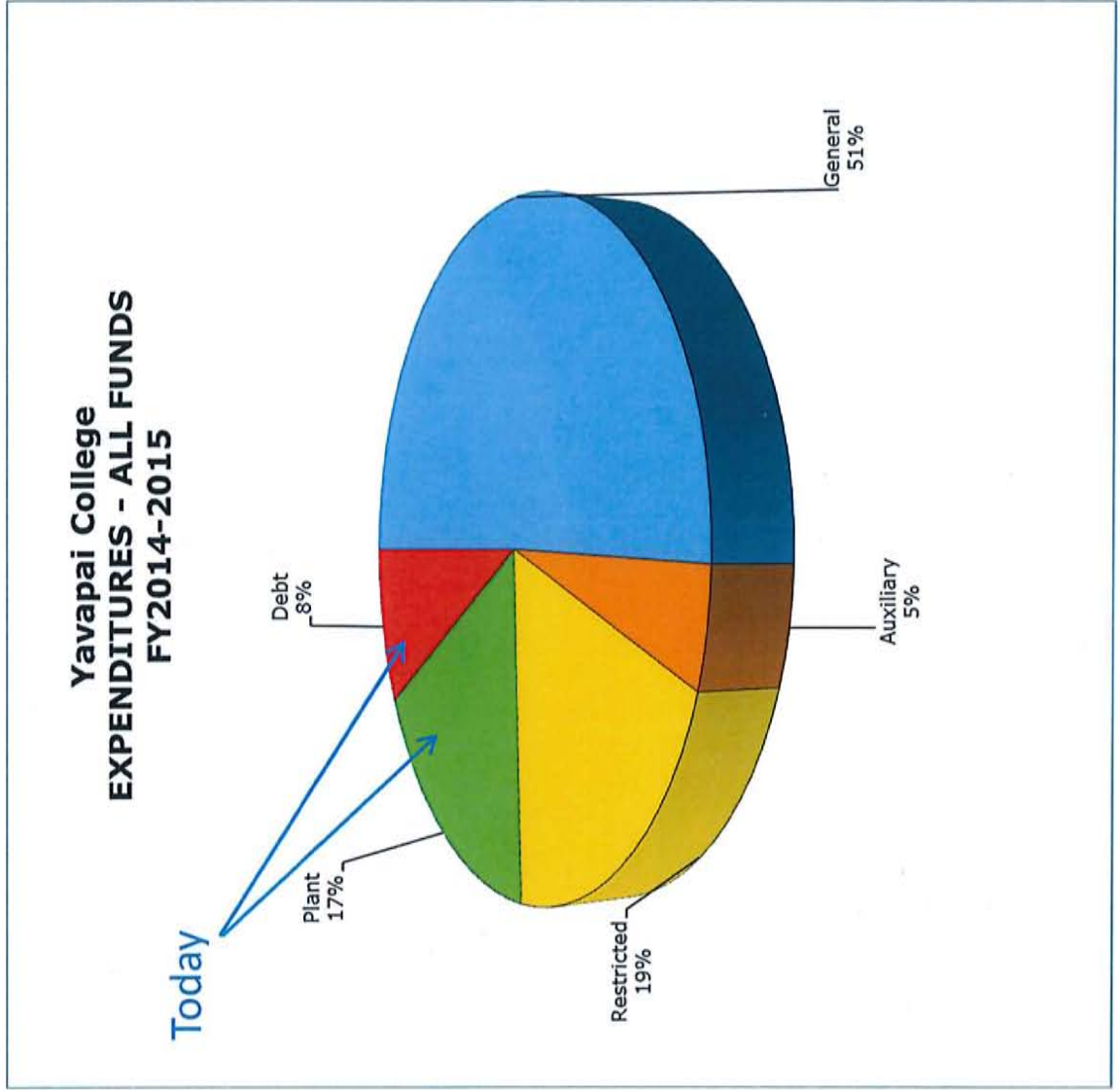
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# Yavapai College FY14 Budget by Fund

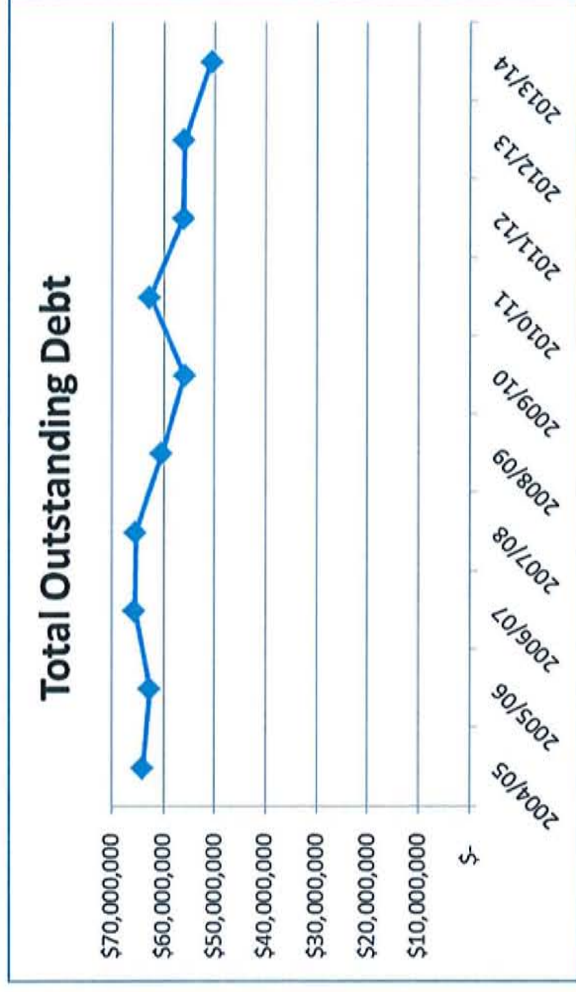


# Types of Capital at YC

- Debt Fund
  - GO Bond
  - Revenue Bond
  - Pledged Revenue Obligation Bond
- Plant Fund
  - Preventative Maintenance
  - Unplanned Maintenance
  - Equipment
  - Capital Improvement Plan
  - Books
  - Furniture, Fixtures & Equipment (FFE)

# Existing Debt

- GO Bonds
  - Campus Master Plan 2000
  - Refinanced to save \$2M
- Pledged Revenue Obligation Bonds
  - Prescott Chiller
  - Verde Central Plant
  - CTEC Refinance
- Revenue Bonds
  - Residence Halls



# DRAFT Debt

RETIREMENT OF INDEBTEDNESS PLANT FUND EXPENDITURES AND OTHER DEDUCTIONS						
	Final Maturity	Budget 2014-2015	Budget 2015-2016	Increase/(Decrease) Current vs. Proposed Amount	%	
<b>RETIREMENT OF INDEBTEDNESS</b>						
Retirement of Indebtedness (Principal)						
General Obligation Bonds - 2012 Refunding	7/1/2024	\$ 2,965,000	\$ 3,175,000	\$ 210,000	7.1%	
General Obligation Bonds - 2011 Refunding	7/1/2021	1,105,000	1,020,000	(85,000)	-7.7%	
Total General Obligation Bonds		4,070,000	4,195,000	125,000	3.1%	
Pledged Revenue Obligations	7/1/2025	945,000	985,000	40,000	4.2%	
Revenue Bonds	7/1/2028	285,000	295,000	10,000	3.5%	
Sub-total Retirement of Indebtedness		\$ 5,300,000	\$ 5,475,000	\$ 175,000	3.3%	
Interest on Indebtedness						
General Obligation Bonds - 2012 Refunding		\$ 740,400	\$ 681,100	\$ (59,300)	-8.0%	
General Obligation Bonds - 2011 Refunding		225,000	169,800	(55,200)	-24.5%	
Total General Obligation Bonds		965,400	850,900	(114,500)	-11.9%	
Pledged Revenue Obligations		491,800	454,000	(37,800)	-7.7%	
Revenue Bonds		115,800	108,800	(7,000)	-6.0%	
Sub-total Interest on Indebtedness		\$ 1,573,000	\$ 1,413,700	\$ (159,300)	-10.1%	
Bank Fees		4,000	4,000	-	0.0%	
Property Tax Contingency		30,000	30,000	-	0.0%	
<b>TOTAL EXPENDITURES AND OTHER DEDUCTIONS -</b>						
<b>RETIREMENT OF INDEBTEDNESS</b>		<b>\$ 6,907,000</b>	<b>\$ 6,922,700</b>	<b>\$ 15,700</b>	<b>0.2%</b>	

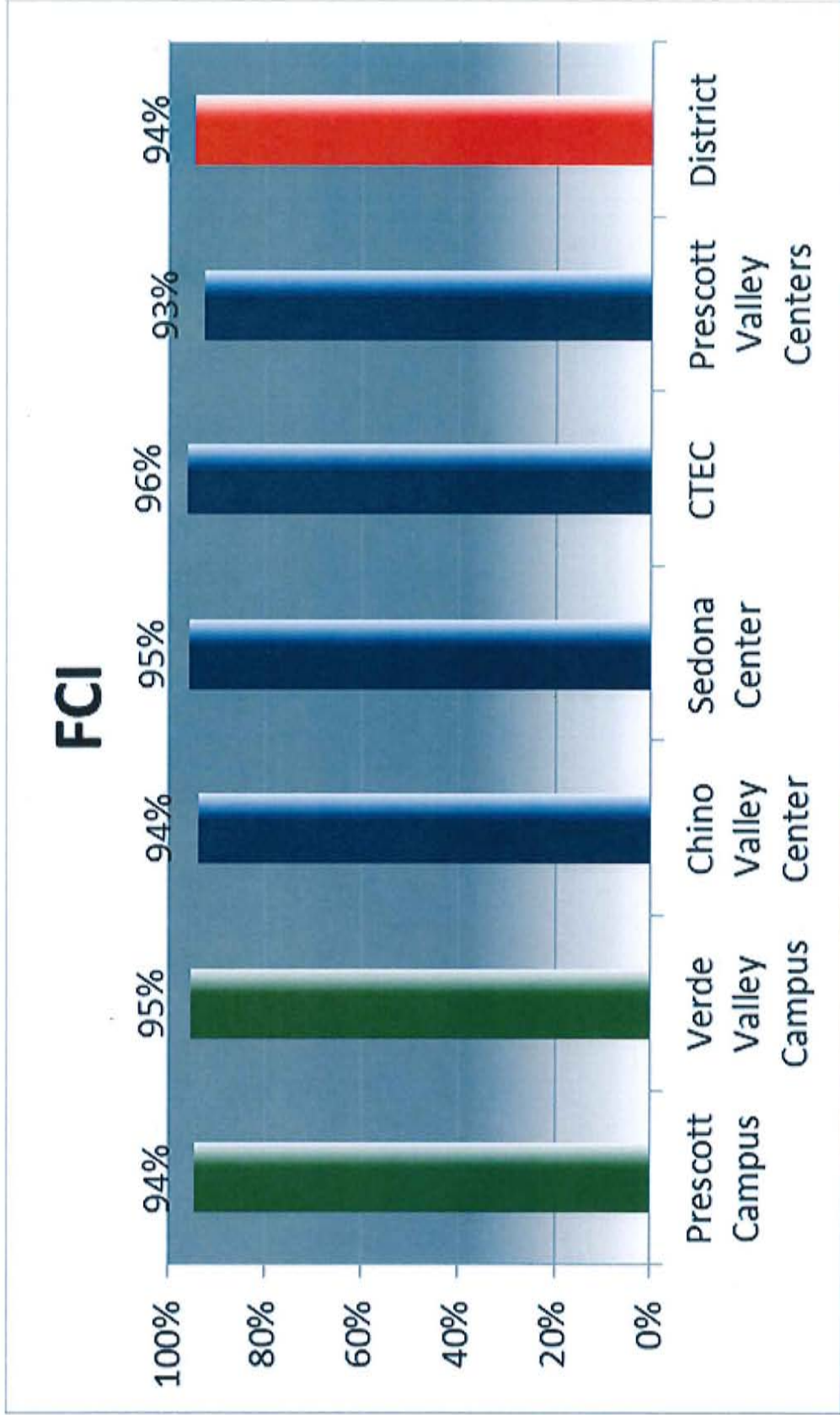
# Preventative & Unplanned Maintenance Estimate

<u>Assets</u>	<u>Value Net of Dep.</u>	<u>Years to Depreciate</u>	<u>Estimated Need</u>	<u>fy15 budget</u>
Building	\$ 112,505,000	40	\$ 2,812,625	
Improvements	\$ 7,412,000	15	\$ 494,133	\$ 3,020,000
				Preventative
				\$ 500,000
				Unplanned
				<u>\$ 3,306,758</u>
				<u>\$ 3,520,000</u>

Source: CAFR, YC Budget



# Facility Condition Index



# DRAFT Preventative & Unplanned

YAVAPAI COMMUNITY COLLEGE DISTRICT					
(YAVAPAI COLLEGE)					
BUDGET FOR FY2015 - 2016					
FIVE-YEAR BUILDINGS AND GROUNDS PREVENTATIVE MAINTENANCE PLAN					
	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY2019-20
Unplanned Maintenance	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Preventative Maintenance by Category					
Site	600,000	800,000	600,000	600,000	600,000
Architecture	950,000	975,000	1,250,000	1,575,000	1,600,000
Mechanical	305,000	450,000	500,000	500,000	500,000
Plumbing	100,000	75,000	60,000	60,000	60,000
Electrical	705,000	500,000	450,000	200,000	200,000
Technology	350,000	228,000	200,000	150,000	150,000
Preventative Maintenance Total	\$ 3,010,000	\$ 3,028,000	\$ 3,060,000	\$ 3,085,000	\$ 3,110,000
<b>TOTAL MAINTENANCE</b>	\$ 3,510,000	\$ 3,528,000	\$ 3,560,000	\$ 3,585,000	\$ 3,610,000



**FIVE YEAR EQUIPMENT REPLACEMENT PLAN**

Department	#	FY 2015- 2016	FY 2016- 2017	FY 2017- 2018	FY 2018- 2019	FY 2019- 2020
<b>INSTRUCTION</b>						
<b>Career &amp; Technical Education</b>						
Agribusiness		Total: \$ 23,000	\$ 26,500	\$ 15,000	\$ -	\$ 50,000
Aviation		Total: -	-	45,000	-	-
Gunsmithing		Total: 36,000	36,000	32,000	21,500	32,000
Automotive		Total: 21,434	35,534	19,034	27,600	-
Industrial Plant		Total: 3,345	-	-	-	-
Lineworker		Total: -	-	-	-	-
CNC		Total: 6,500	1,000	-	-	43,500
Welding		Total: 35,500	56,500	31,500	26,500	36,000
<b>Performing &amp; Liberal Arts</b>						
Prescott Campus:		Total: 41,000	32,800	31,000	30,500	33,200
Instrumental:		Total: 4,700	-	-	-	-
Vocal		Total: 6,485	5,425	7,000	-	-
Ceramics		Total: 27,738	1,430	10,300	-	-
3D Fine Art		Total: -	-	-	6,000	-
2D Fine Art		Total: 10,000	-	-	-	-
Prescott Art Gallery		Total: 1,500	10,000	3,000	5,000	3,000
Photography		Total: 10,200	6,046	2,100	-	19,000
Art - Verde Campus:		Total: -	-	-	-	-
<b>Foundation Studies</b>						
<b>Sciences, Nursing, Allied Health,</b>						
<b>HPER &amp; Athletics</b>						
Sciences-Prescott		Total: 37,019	42,156	41,500	40,356	40,800
Sciences-Verde		Total: 18,600	11,900	14,000	20,500	18,400
Athletics		Total: 7,200	11,500	14,700	7,600	10,100
HPER Programs-Prescott		Total: 12,999	25,600	24,675	23,800	11,850
HPER Programs-Verde		Total: 1,500	11,200	1,666	10,000	6,300
Nursing-Prescott		Total: -	25,640	31,625	24,650	2,200
Nursing-Verde		Total: 9,215	5,987	11,350	11,700	15,200
Allied Health		Total: -	-	4,000	-	-
Radiology		Total: -	-	-	-	-
<b>Public Safety</b>						
EMS Program:		Total: 52,700	2,700	3,800	11,000	55,000
Fire Science Program:		Total: 85,350	39,350	55,500	58,500	62,500
NARTA:		Total: -	-	-	13,000	13,000
<b>Sedona Film School</b>		Total: 18,600	18,600	18,600	18,600	-
<b>Instruction, Support &amp; Improvement</b>						
Library Services, Prescott		Total: 5,000	15,650	18,568	3,000	8,100
Library Services, Verde		Total: 3,000	21,210	2,627	10,867	3,150
<b>ADMINISTRATIVE SERVICES</b>						
Information Technology Services						
Applications Development		Total: -	-	-	-	-
TSS Desktop Services-		Total: 343,350	350,100	337,100	344,750	239,600
Technology Support Services (PTSS)		Total: 379,750	535,100	389,700	340,600	272,300
Network Services		Total: 387,000	412,000	417,000	397,000	412,000
Telephony		Total: 55,000	25,000	15,000	25,000	15,000
Web Services		Total: 5,000	-	5,000	-	-
<b>Business Services</b>						
Printing Services - District-Wide:		Total: 6,000	6,000	6,000	75,000	72,000
Mail Services - District-Wide:		Total: -	20,000	-	-	-
Facilities - Operations, District		Total: 70,000	113,000	85,000	39,000	110,000
Facilities - Custodial		Total: 16,200	12,900	5,500	-	15,000
Facilities - Grounds		Total: 26,000	14,000	28,000	80,000	15,000
Facilities - Maintenance		Total: 46,500	63,000	99,000	97,951	70,000
Campus Safety		Total: 279,300	-	-	-	-
Marketing		Total: -	-	-	-	3,000
<b>Auxiliary Enterprises</b>						
Family Enrichment Center		Total: 12,825	4,350	3,475	8,600	3,725
YC Performing Arts Center		Total: 78,400	68,000	-	-	-
<b>Total Equipment</b>		Total: \$ 2,184,000	\$ 2,070,200	\$ 1,834,600	\$ 1,778,600	\$ 1,693,200

# Capital Improvement Plan

- Based primarily on Campus Master Plan
- Campus Master Plan
  - Tool to Align Academic, Strategic, and Physical Visions
  - Establishes Capital Priorities
  - Optimizes Resources
  - Data-informed
  - Flexible



# Trends in Higher Education



Limited Funding - Increase efficiency

Increased Accountability:

- Retention, Completion, Transfer

Rise in Online Education

Creating Identity in a Crowded Market

Changing Pedagogies

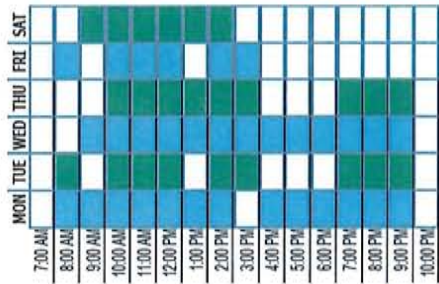
University-Comm. College Relations

Leading Regional Economic Development

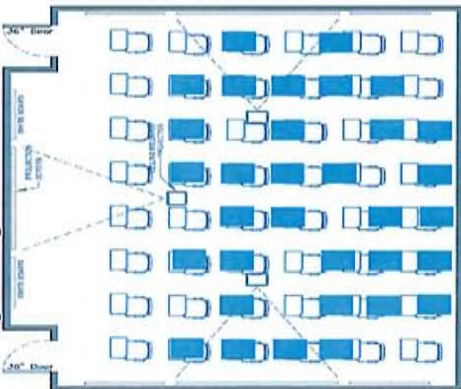


# Data Informed

## Weekly Room Hours



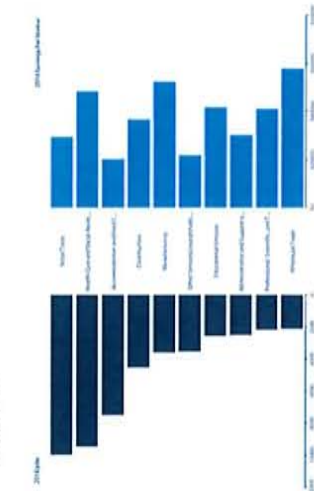
## Student Station Occupancy



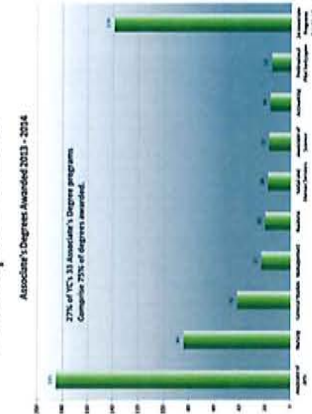
## Enrollments by Discipline



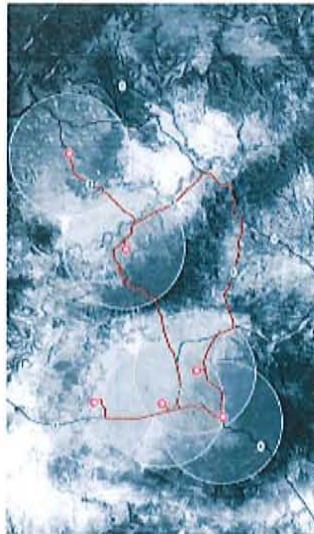
## Jobs



## Completions



## Geographic Relationships

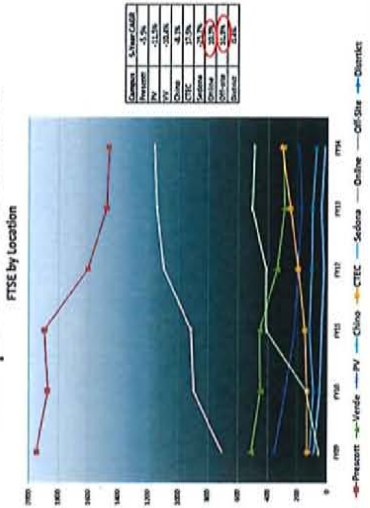


## Population Trends

Historic Yavapai County Population Data 2000 - 2012

Census/Estimate Period	Est. July 1, 2000	Est. July 1, 2012	Percent Change 2000 to 2012
Yavapai	169,520	211,583	24.8%
Camp Verde	9,513	10,883	14.4%
Chino Valley	7,901	10,783	36.5%
Clarkdale	3,431	4,072	18.7%
Cottonwood	9,288	11,224	20.8%
Dewey - Humboldt	-	3,889	-
Jerome	332	442	33.0%
Peoria (part)	-	7	-
Prescott	34,487	39,865	15.6%
Prescott Valley	23,829	38,964	63.5%
Sedona (part)	7,229	7,181	-0.7%
Balance of County	73,509	84,273	14.6%

## Campus Utilization

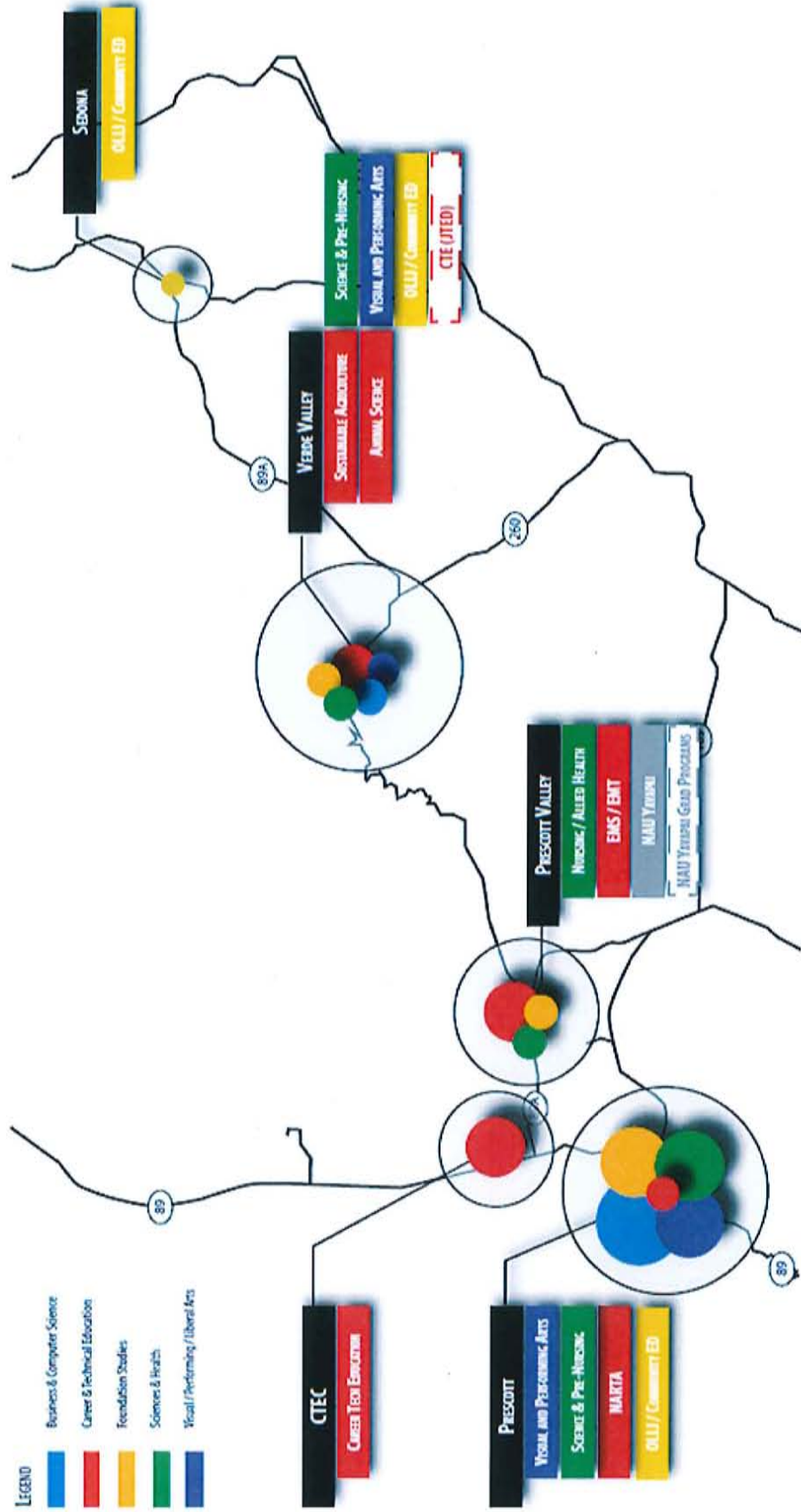


## Observations and Conclusions

---

- Need to consolidate expensive programs
- YC requires modest (~15%) additional space by 2023
- Growth is primarily online, Dual, CTE
- Need more student activity / recreation space
- Chino and Sedona sites underutilized
- YC has ample classrooms, but some need updating to meet current pedagogy
- Service area is changing with primary growth in PV
- Need less dedicated, more flexible space
- Given demographics, Community Education is core program

# Campus Master Plan





# CMP Summary

- Full report and updates available online
  - [Masterplan.yc.edu](http://Masterplan.yc.edu)
- Phase 1 (Years 1-3)
- Phase 2 (Years 4-7)
- Phase 3 (Years 8-10)
- 44 Projects
  - 11 Renovation
  - 7 New Construction
  - 7 Open Space
  - 6 Buy/ Sell Property
  - 6 Signage
  - 3 Expansions
  - 2 Parking

# Major Changes to Campus Master Plan

- Original CMP 11/13
  - Sell Sedona Center by 2020 & Lease new space
  - Renovate/ Expand CTEC & Parking
- Revised CMP 12/14
  - Purchase land surrounding Sedona Center and build Parking
  - Renovate CTEC, but no expansion
  - Renovate existing space to create 100 seat class room
  - Expand Learning Center & Move Testing Center in 1
  - Add sprinklers to 1 & 3
  - Add security cameras and cardkeys



# Financing the CMP

- Costs
  - Phase 1 \$18M
  - Phase 2 \$74M
  - Phase 3 \$19M
  - Total     \$113M
- Options for \$46M Delta
  - Slow Down
  - Reduce Scope
- Existing Revenue \$67M
  - Increase Revenues
    - Partnerships
    - Grants
    - Private Gifts
    - Property Taxes
      - Increase levy
    - Bonds

# Recommendations

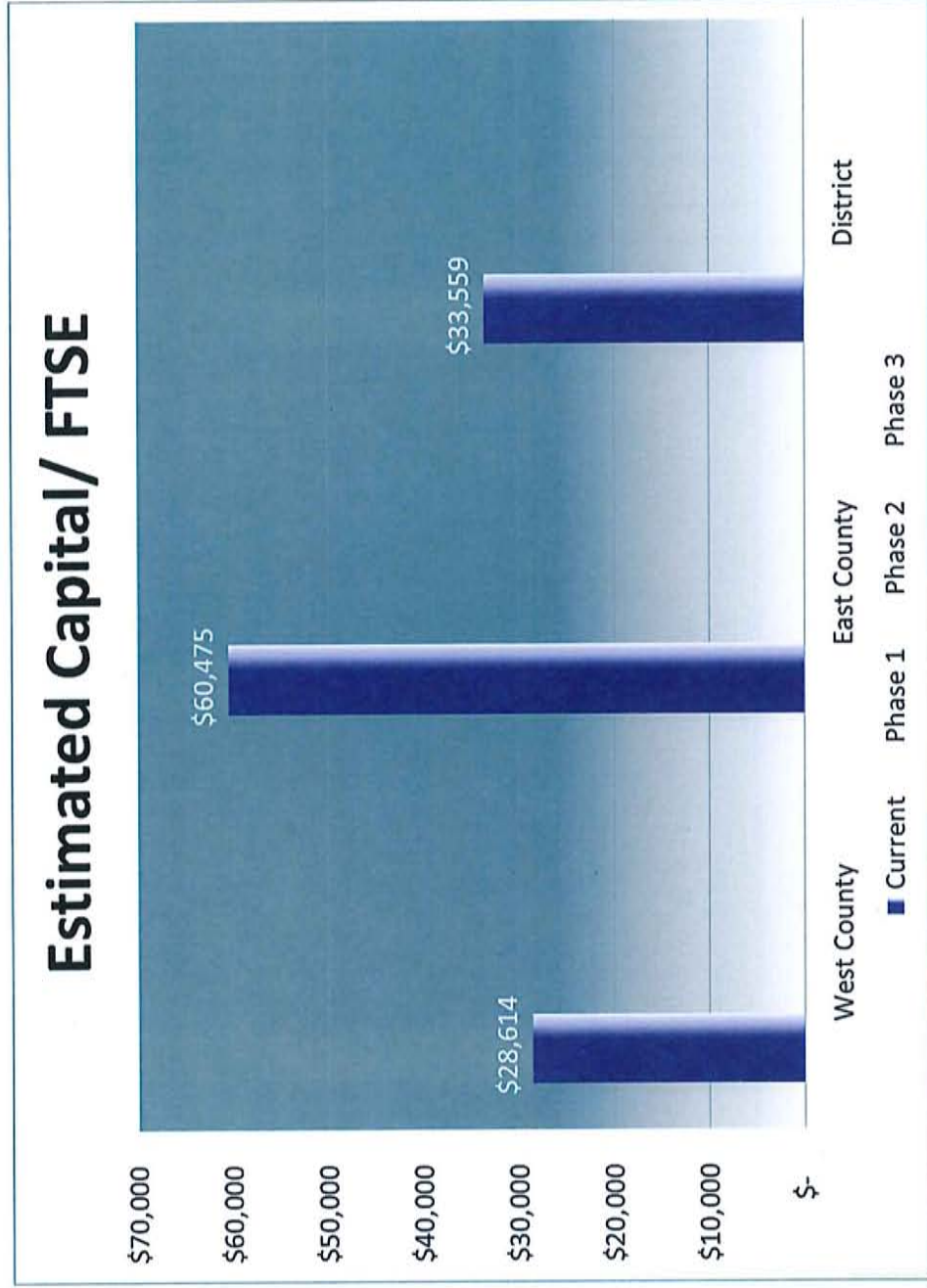
- Proceed with Phase 1B: Arts, REDC, OLLI
- Add Sedona Renovation to Phase 1 and L Renovation to Phase 2
- Slow down from 10 year to 14 year
  - Phase 3 covers Yr 8 through Yr 14
  - Move PV Expansion Projects to Phase 3
    - Confirm Partner Commitment
      - NAU, YRMC, MIJTED, City of PV

# Campus Master Plan

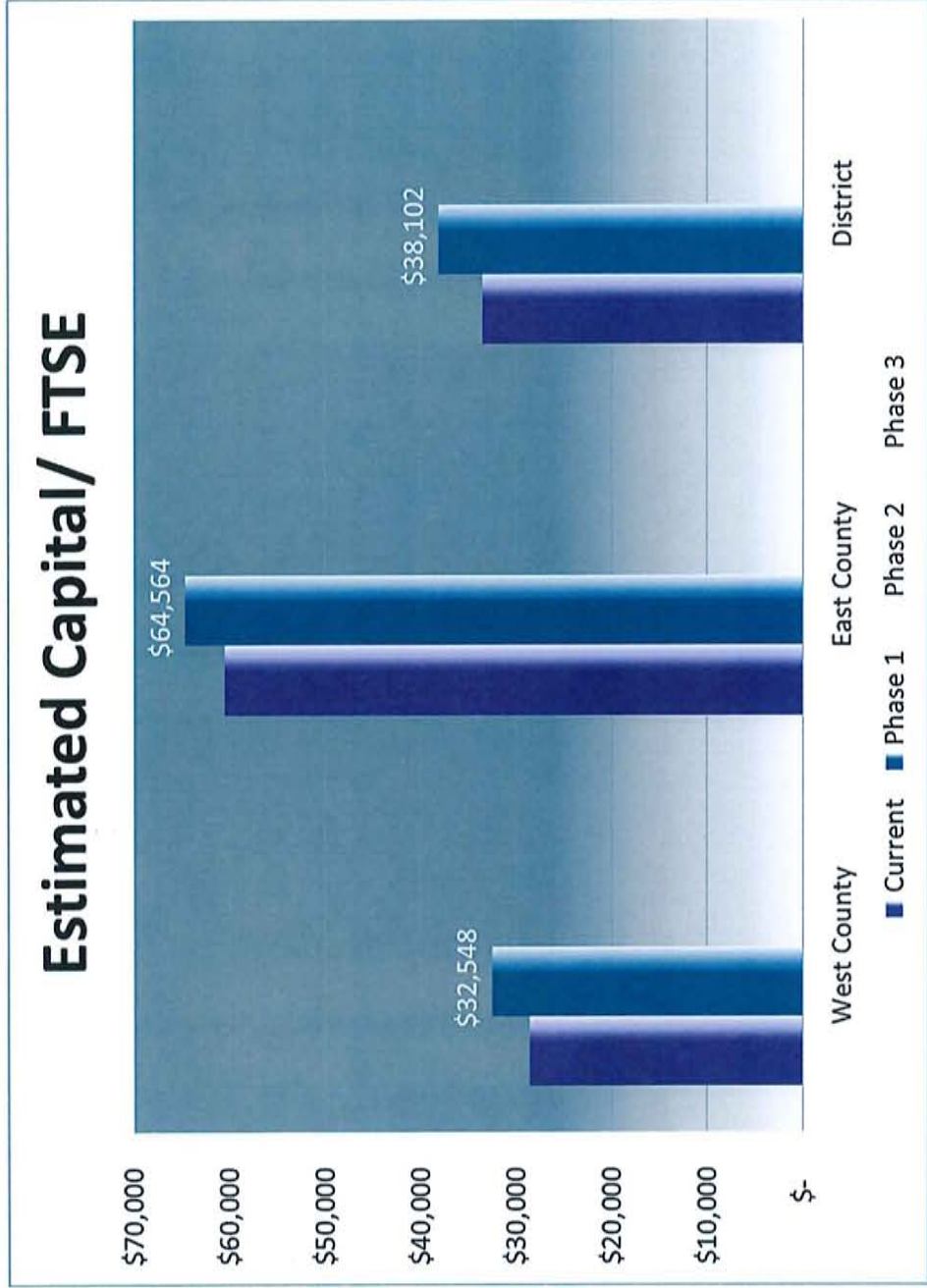
Revised February, 2015

- Phase 1A: Finish in FY16
- Phase 1B: FY16, FY17
  - Arts (Bldg 15)
  - REDC
  - OLLI
  - Sedona
- Phase 2: FY18-FY21
  - Lecture Hall
  - Event Center
  - Multi-purpose Field
  - Bldg L (Verde)
- Phase 3: FY22-FY28
  - Sell CV/ PV
  - PV Center, NAU-Y, Library, Residence Hall, NARTA, Greenhouses

# Capital Investment Equity

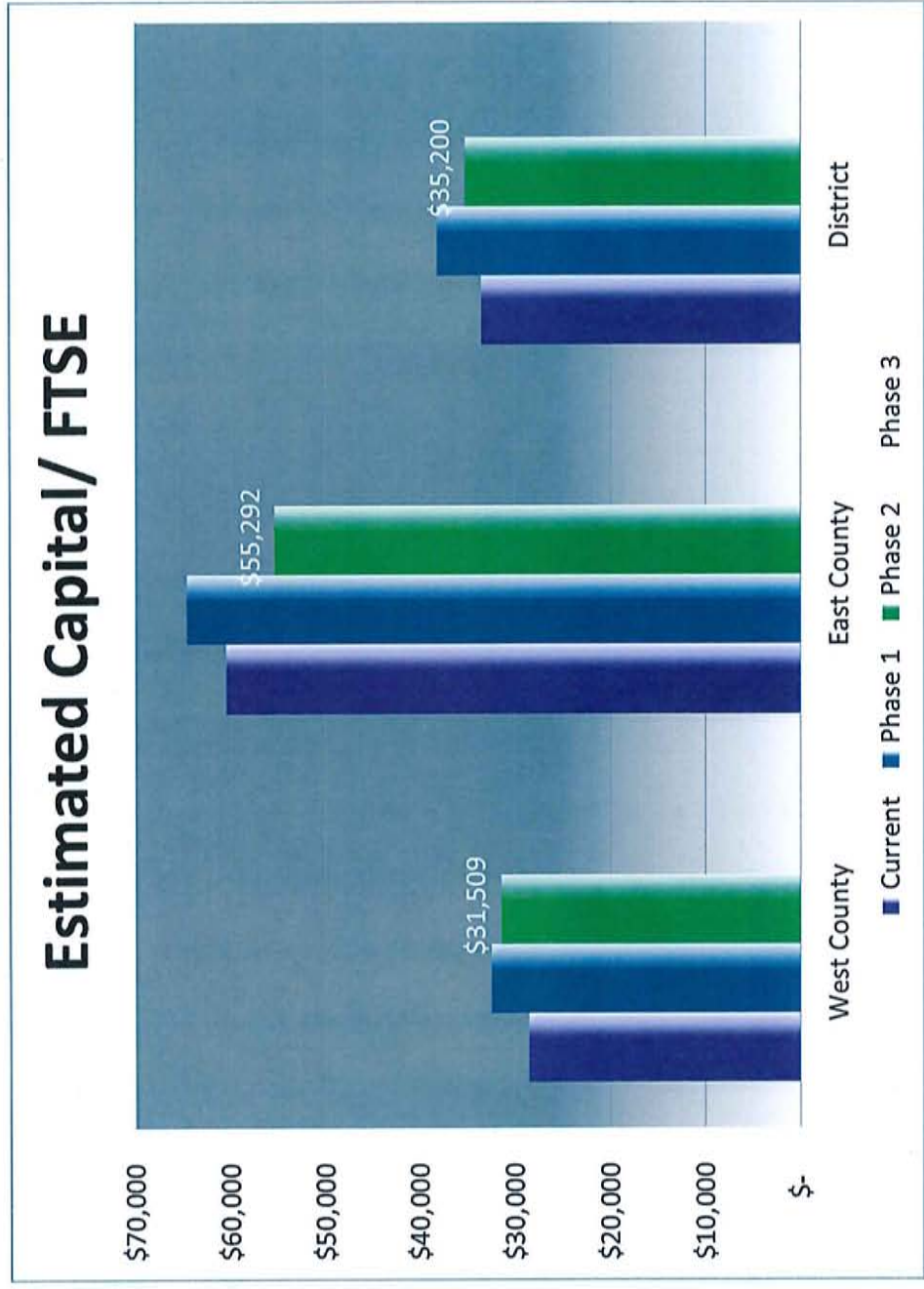


# Capital Investment Equity

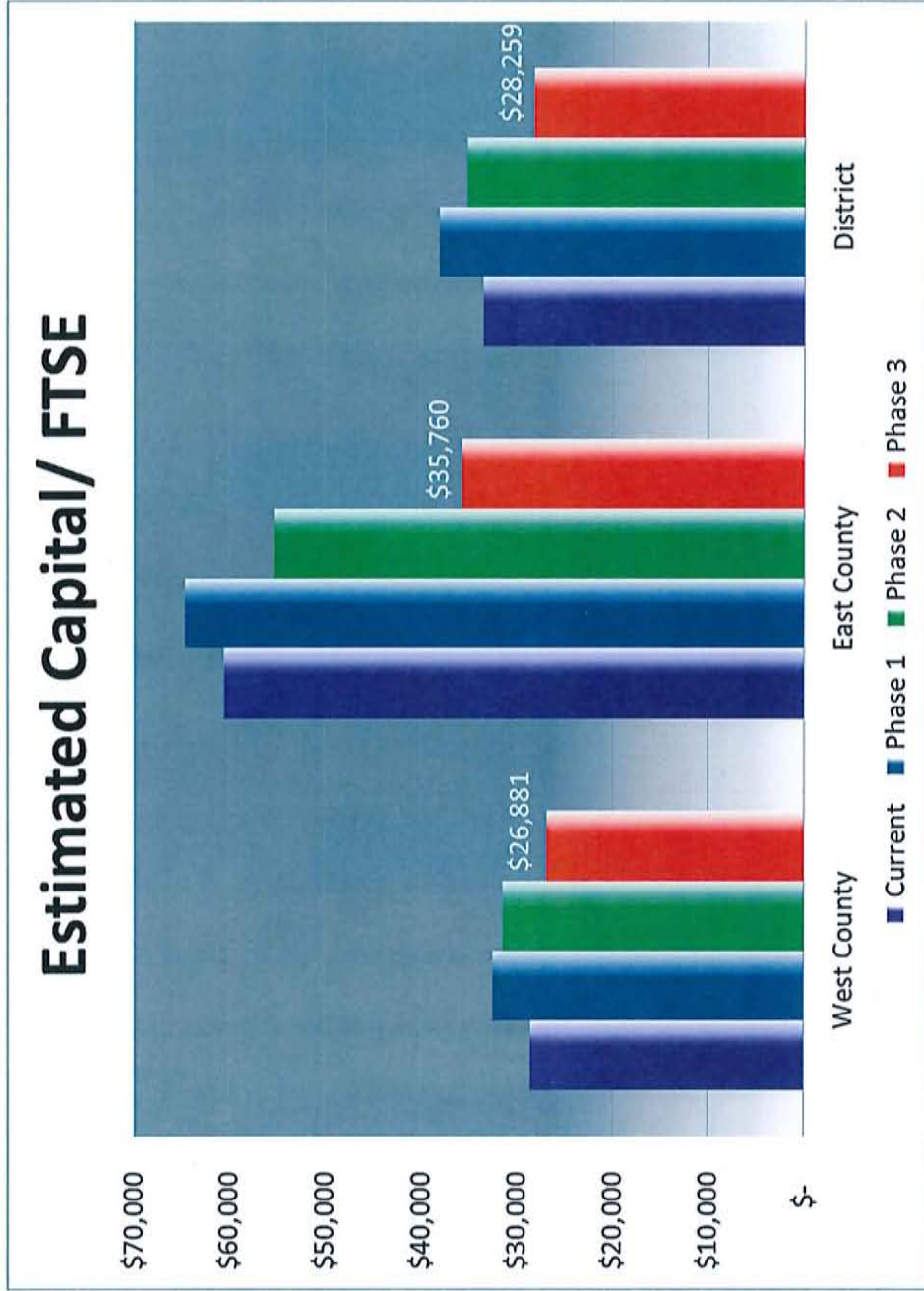




# Capital Investment Equity



# Capital Investment Equity



# Draft Capital Improvement Plan

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**  
**(YAVAPAI COLLEGE)**  
**BUDGET FOR FY2015-2016**  
**FIVE-YEAR CAPITAL IMPROVEMENT PLAN**

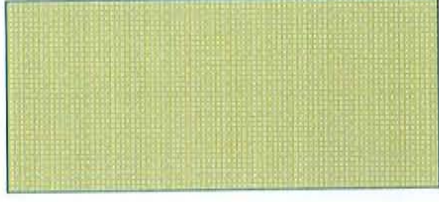
<b>Capital Improvement Projects - Description</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
CTEC - Class/Lab Renovation Design, Construction & FF&E	\$ 1,800,000	-	-	-	-
Prescott - Building 1 University Center Design, Const. & FF&E	800,000	-	-	-	-
Prescott - Building 3 Activity Center Design, Const. & FF&E	800,000	-	-	-	-
Prescott - Building 15 Art/Music Design, Const. & FF&E	510,810	\$ 4,086,480	\$ 510,810	-	-
Prescott - Building 29 Business Center Design, Const. & FF&E	667,600	-	-	-	-
Prescott - Expand OLLI, Design, Construction & FF&E	976,000	-	-	-	-
Prescott - PAC Elevator	250,000	-	-	-	-
Prescott - Lecture Hall Design, Construction & FF&E	-	-	4,203,000	-	-
Prescott - Multi-use Field Design, Construction & FF&E	-	-	105,000	\$ 2,777,400	-
Prescott - Surface Lot Construction	-	-	216,000	1,000,000	-
Prescott - Event Center Design & Construction	-	-	-	1,086,500	\$ 3,975,000
Sedona - Renovation Design, Construction & FF&E	-	2,720,000	680,000	-	-
Verde - Building L Renovation	-	-	2,720,000	680,000	-
Open Space Improvements - Design & Construction	200,000	200,000	200,000	200,000	200,000
Way Finding - Design & Construction	90,000	90,000	90,000	90,000	90,000
Transfer of Expenses to Restricted Fund - STEM Funding & Carl Perkins Grant	(955,800)	(955,800)	(955,800)	(955,800)	(955,800)
<b>Total Capital Projects</b>	<b>\$ 5,138,610</b>	<b>\$ 6,140,680</b>	<b>\$ 7,769,010</b>	<b>\$ 4,878,100</b>	<b>\$ 3,309,200</b>
<b>Revenue Sources</b>					
Investment Income	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Capital Project Accum. Account - Property Tax Deposits	3,820,000	3,820,000	3,820,000	3,820,000	3,289,200
Capital Project Accum. Account	973,610	1,975,680	3,929,010	1,038,100	-
YC Foundation - Winery	325,000	325,000	-	-	-
<b>Total Revenues</b>	<b>\$ 5,138,610</b>	<b>\$ 6,140,680</b>	<b>\$ 7,769,010</b>	<b>\$ 4,878,100</b>	<b>\$ 3,309,200</b>
<b>Excess/(Needed Capital)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Questions & Discussion



# STRATEGIC PLANNING/ BUDGET DISCUSSION

## FY16 REVENUE PROPOSALS



Prepared for the District Governing Board  
March, 2015



# YC STRATEGIC PLAN INITIATIVES AND STRATEGIES

- Student Success & Satisfaction
  - Ends 1.1.1, 1.1.2, 1.1.3
- Quality and Effectiveness of Instruction
  - Ends 1.1.1, 1.1.2, 1.1.3
- Fiscal Stewardship and Efficiency
  - End 1.0
- Employee Development
  - Ends 1.1, 1.2, 1.3
- Community Development and Partnerships
  - Ends 1, 1.1, 1.2, 1.3

# YC STRATEGIC PLANNING

	August	September	October	November	December	January	February	March	April	May	June
District Governing Board		1. Reaffirm/change End Statements	10. Review Prior Year Progress Toward Ends								
President's Staff								7. Present Budget Priorities to Campus. Solicit Feedback.			
President's Leadership Team		2. Review and update Strategic Plan			4. Create CIP Priorities	5. Revenue Analysis & Recommendations	6. Prioritize requests for new resources to President's Staff based on Ends and KPI's				
Managers, Faculty and Staff			3. Formal meetings to obtain input on Strategic Priorities & Budget	3. Formal meetings to obtain input on Strategic Priorities & Budget				8. Provide Feedback			9. Budget mgrs. use DAPs to develop Employee Goals

Represents Planning for the next fiscal year

DAP - Dept. Action Plan



# FY15 STRATEGIC PLANNING MODIFICATIONS

	August	September	October	November	December	January	February	March	April	May	June
District Governing Board		1. Reaffirm/change End Statements	10. Review Prior Year Progress Toward Ends								
President's Staff								7. Present Budget Priorities to Campus. Solicit Feedback.			
President's Leadership Team		2. Review and update Strategic Plan			4. Create CIP Priorities	5. Revenue Analysis & Recommendations	6. Prioritize requests for new resources to President's Staff based on Ends and KPI's				
Managers, Faculty and Staff			3. Formal meetings to obtain input on Strategic Priorities & Budget	3. Formal meetings to obtain input on Strategic Priorities & Budget							
				Train SPC	Engage Data Gathering	Engage Data Gathering	Make Sense of Data	Make Sense of Data	Draft Strategic Plan		Finalize Strategic Plan
											9. Budget mrgs. use DAPs to develop Employee Goals
											8. Provide Feedback

Represents Planning for the next fiscal year

DAP - Dept. Action Plan

# YC BUDGETING PROCESS

	August	September	October	November	December	January	February	March	April	May	June
District Governing Board		1. Reaffirm/change End Statements	10. Review Prior Year Progress Toward Ends			Enviro Analysis & Budget Assumptions	Capital Budget Draft Plan	Approve Revenue Plan	Preliminary Budget Approval	Truth in Taxation Hearing Final Budget Approval	
President's Staff		Budget Kick-Off Overview						7. Present Budget Priorities to Campus. Solicit Feedback.			
President's Leadership Team		2. Review and update Strategic Plan	Operating Budget Analysis	Capital Budget Analysis	4. Create CIP Priorities	5. Revenue Analysis & Recommendations	6. Prioritize requests for new resources to President's Staff based on Ends and KPI's				
Managers, Faculty and Staff			3. Formal meetings to obtain input on Strategic Priorities & Budget	3. Formal meetings to obtain input on Strategic Priorities & Budget	Create & Prioritize DAPS and Requests for New Resources			8. Provide Feedback			9. Budget mgrs. use DAPs to develop Employee Goals

DAP - Dept. Action Plan  
KPI = Key Performance Indicator

Represents Planning for the next fiscal year  
Represents Budget Process for next fiscal year



# YC STRATEGIC PLANNING CYCLE

	August	September	October	November	December	January	February	March	April	May	June
District Governing Board	Review Budget	1. Reaffirm/change End Statements Review Budget	10. Review Prior Year Progress Toward Ends Review Budget	Review Budget	Review Budget	Enviro Analysis & Budget Assumptions Review Budget	Capital Budget Draft Plan Review Budget	Approve Revenue Plan Review Budget	Preliminary Budget Approval Review Budget	Truth in Taxation Hearing Final Budget Approval Review Budget	Review Budget
President's Staff		Budget Kick-Off Overview						7. Present Budget Priorities to Campus. Solicit Feedback.			
President's Leadership Team		2. Review and update Strategic Plan Quarterly review on progress of SP Review Budget	Operating Budget Analysis Review Budget	Capital Budget Analysis Review some KPI's	4. Create CIP Priorities Quarterly review on progress of SP Review Budget	5. Revenue Analysis & Recommendations Review Budget	6. Prioritize requests for new resources to President's Staff based on Ends and KPI's Review Budget	Quarterly review on progress of SP Review Budget	Review Budget	Review some KPI's	Quarterly review on progress of SP Review Budget
Managers, Faculty and Staff	Review some KPI's	Review some KPI's	3. Formal meetings to obtain input on Strategic Priorities & Budget Review some KPI's	3. Formal meetings to obtain input on Strategic Priorities & Budget Review some KPI's	3. Formal meetings to obtain input on Strategic Priorities & Budget Review some KPI's	Review some KPI's	Review some KPI's	8. Provide Feedback	Review some KPI's	Review some KPI's	9. Budget mgrs. use DAPs to develop Employee Goals Annual Employee Performance Review Implement DAPs
	Implement DAPs	Implement DAPs	Implement DAPs	Implement DAPs	Implement DAPs	Implement DAPs	Implement DAPs	Implement DAPs	Implement DAPs	Implement DAPs	Implement DAPs

DAP - Dept. Action Plan  
KPI = Key Performance Indicator  
SP = Strategic Plan

Represents Planning for the next fiscal year  
Represents Budget Process for next fiscal year  
Represents Implementation for the current fiscal year

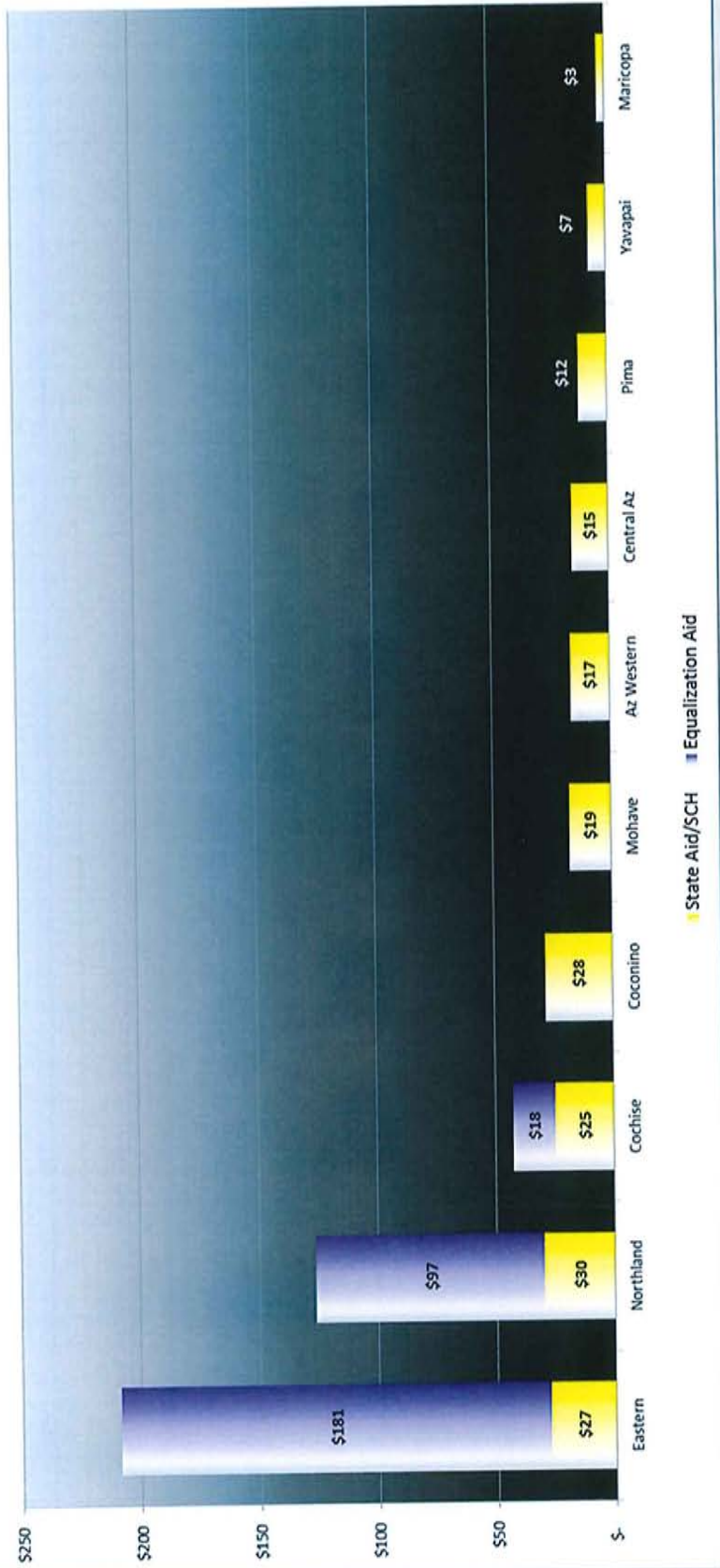


# PRIMARY REVENUE SOURCES

- State Appropriation
- Tuition & Fees
- Property Taxes

# STATE M&O APPROPRIATION

## Arizona Community Colleges State Support by Student Credit Hour FY 2014-15



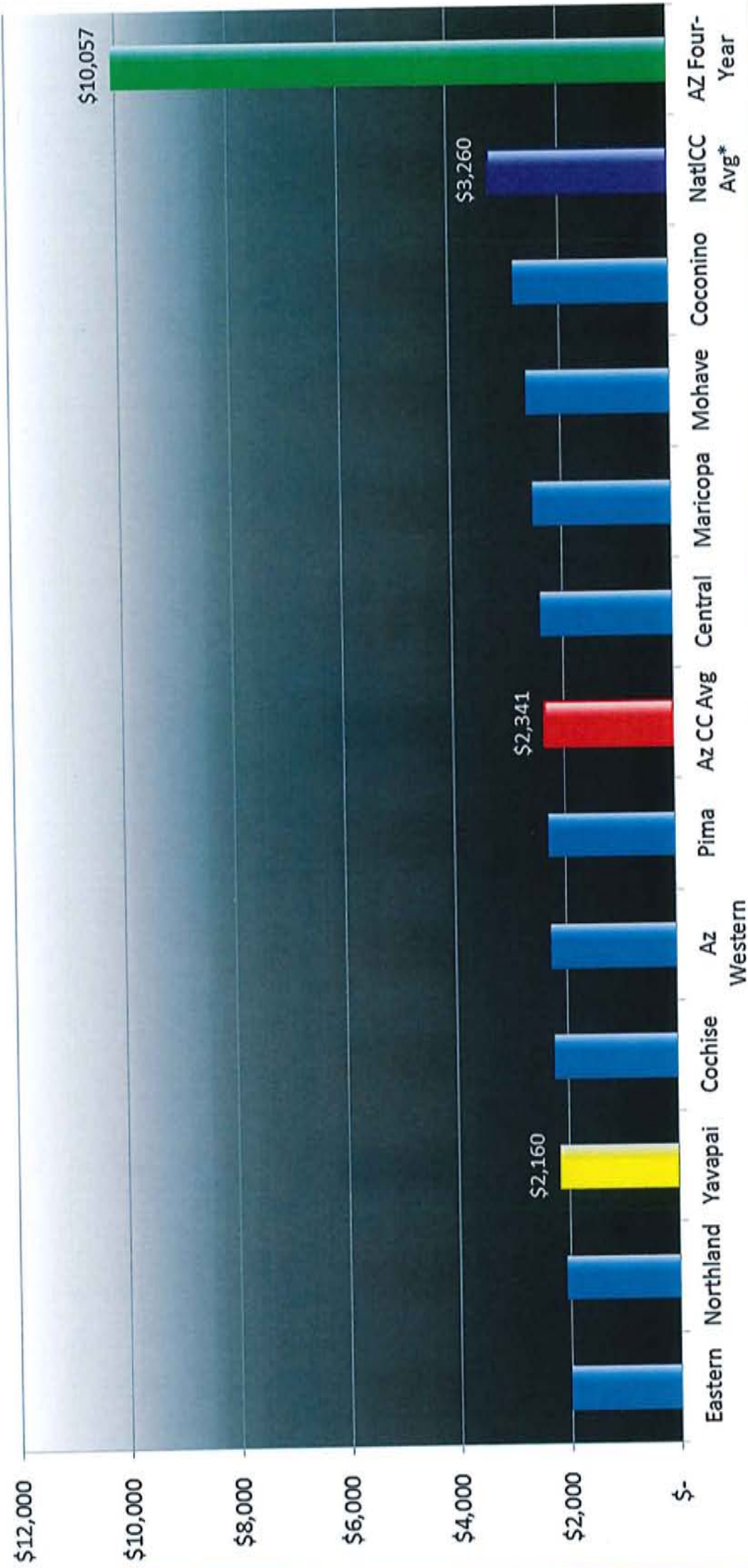
## ANTICIPATED CHANGE IN STATE APPROPRIATIONS

- Operations:
  - -\$20k Enrollment Decrease
- If across-the-board cuts
  - Operations:
    - -\$120k State Budget Cuts
  - Capital/ STEM:
    - -\$120k State Budget Cuts



# Tuition & General Fees

Weighted Annual Tuition - FY14  
30 Credits



Source: ACCBOC,  
CollegeBoard Trends,  
JLBC FY15 Baseline  
Report

# TUITION & FEE GOALS

- **Be transparent**
  - Very few course/ program fees
- Price increases **near average inflation rate**
- Remain **price-competitive** with AZ schools
- Keep price more than 19% below national average  
Community College T&F to **remain accessible**

Median \$	County	AZ	US
	<b>\$42,987</b>	\$49,771	\$53,046
	(-19%)		
Poverty	15.8%	17.9%	15.4%



# TUITION & FEE DECISIONS

- In State
  - 3 Tiers (almost no course fees)
    - Gen Ed
    - Lab
    - CTE/ Allied Health
  - Dual Credit
  - Market Based
  - General Fees
  - Course Fees
- Out of State
  - WUE
  - Regular
- Services

# IN-STATE TUITION RECOMMENDATIONS

- In-state
  - Tier 1: +\$3
  - Tier 2: +\$3
  - Tier 3: +\$4
  - \$400k increase (4%)
- Dual Credit
  - no charge
- Market Based
  - AVT:
  - EMS:
  - FSC: +43
  - GST:
  - NARTA:
  - NUR:
  - RAD: +\$11
- Exceptions
  - See spreadsheet

# GENERAL FEES AT YAVAPAI COLLEGE

- We have very few fees
  - No
    - Application
    - Registration
    - Add/ Drop
    - Technology
    - Parking
    - Student Activity
    - Online Course
    - Most Courses
    - Most Programs
    - Graduation
  - Yes (no changes)
    - Nursing Application
    - Course Audit Fee
    - CLEP Exam
    - Credit by Exam
    - GED Test
    - Official Transcript
    - Replacement Diploma



# COURSE FEE RECOMMENDATIONS

- Aviation (pass through)
  - Helicopter 6.87%
  - Fixed Wing 9%
- Justifications
  - Increase flight hours
  - Increase operating costs
  - Increased FAA fees
  - First Fixed Wing price increase since program inception

# OUT-OF-STATE TUITION RECOMMENDATIONS

- Out-of-State
  - WUE: +3.5%
  - Students from AK, AZ, CA, CO, HI, ID, MT, NV, NM, ND, OR, SD, UT, WA, WY pay 150% of in-state rates
  - Do NOT include AVT, EMS, FSC, GST, NUR, RAD, UAS
- Standard Rate: +3.5%



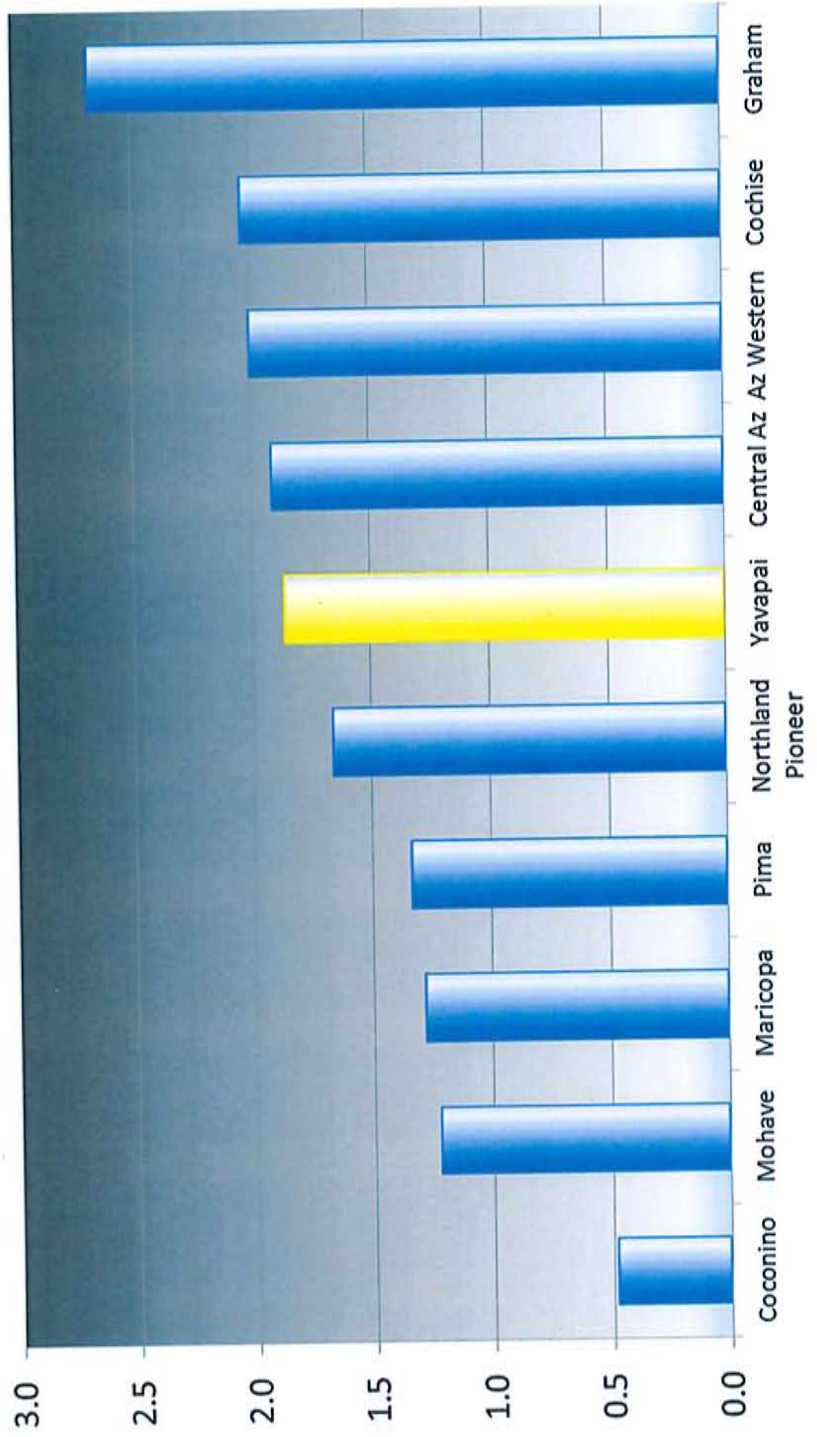


## OTHER SERVICES

- Residence Halls: +3%
- Meal Plans: +3%
- Family Enrichment Center: +3%

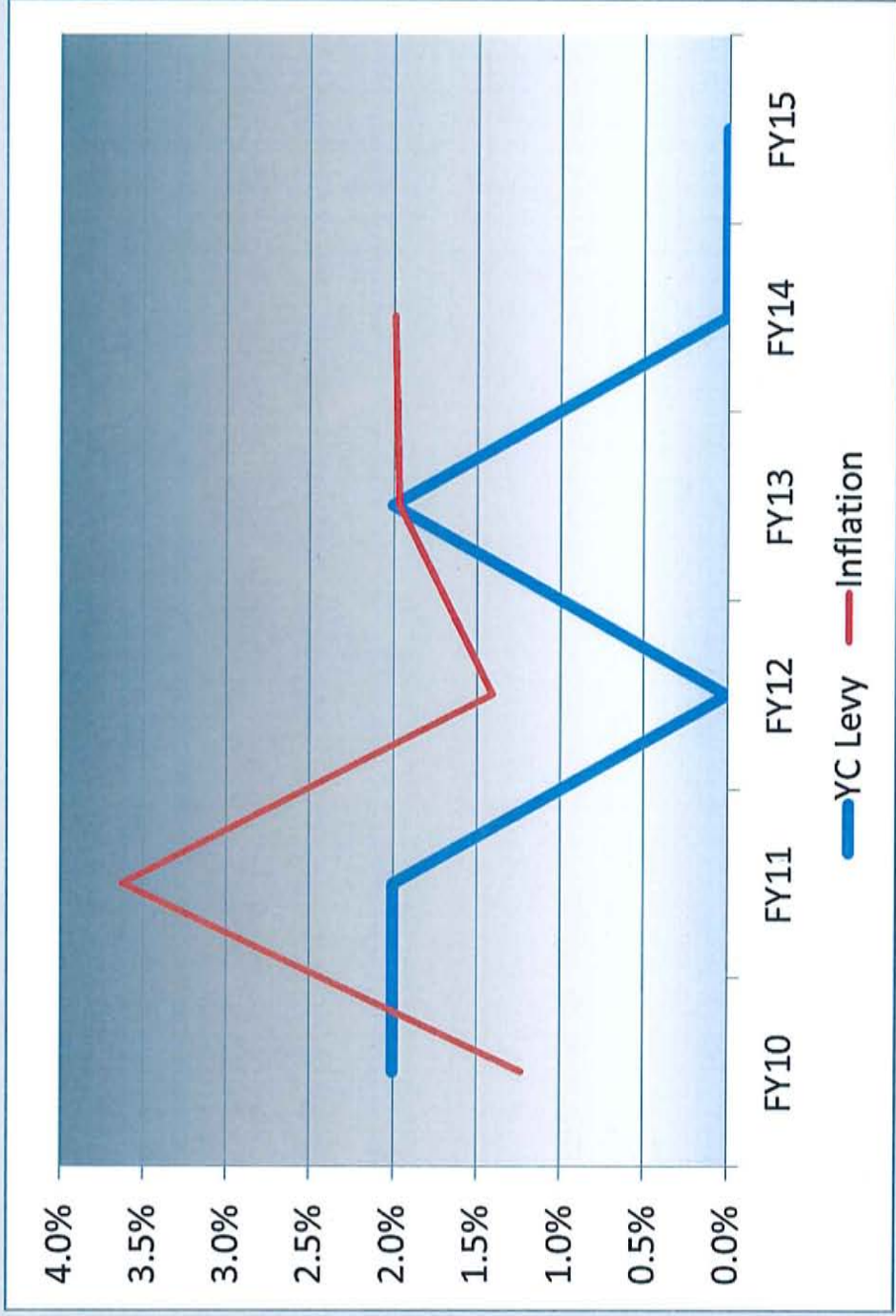
# REVENUES: PROPERTY TAX

Arizona Community College  
2015 Primary Property Tax Rates  
(in mils)



Source: Consolidated Community College 2015 State Aid Request

# UNRESTRICTED REVENUES: PROPERTY TAX PROPERTY TAX LEVY VS. INFLATION



Inflation averaged 2%

YC Tax Levy increase averaged 1%



## PROPERTY TAXES

- 9 of 10 community college districts plan to request 2% Levy increase
- YC Levy:
  - Per statute, could request up to 10%
  - Will request 2% (\$820k)
  - First request in 3 years



# Discussions

TUITION DECISION  
&  
PROPERTY TAX FEEDBACK

# Property Taxes in Arizona

Yavapai County  
Assessor's Office

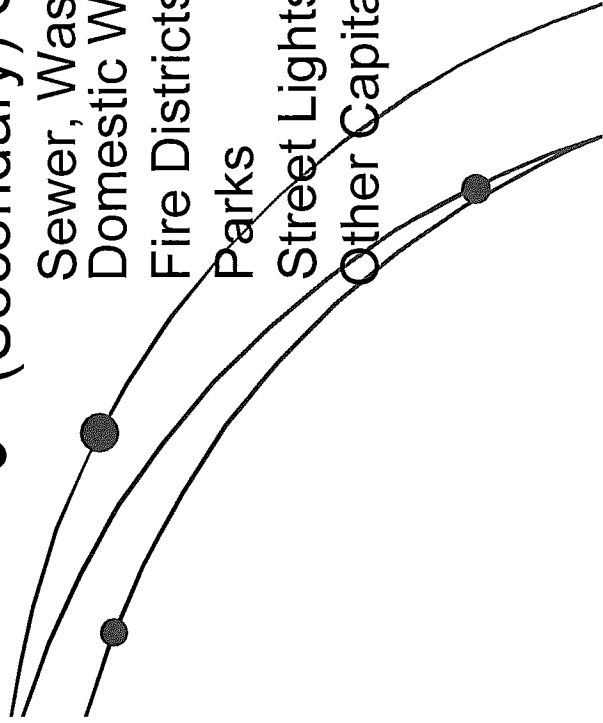
Pamela J. Pearsall  
County Assessor  
[www.co.yavapai.az.us](http://www.co.yavapai.az.us)

928-771-3220 (Prescott)  
928-639-8121 (Cottonwood)

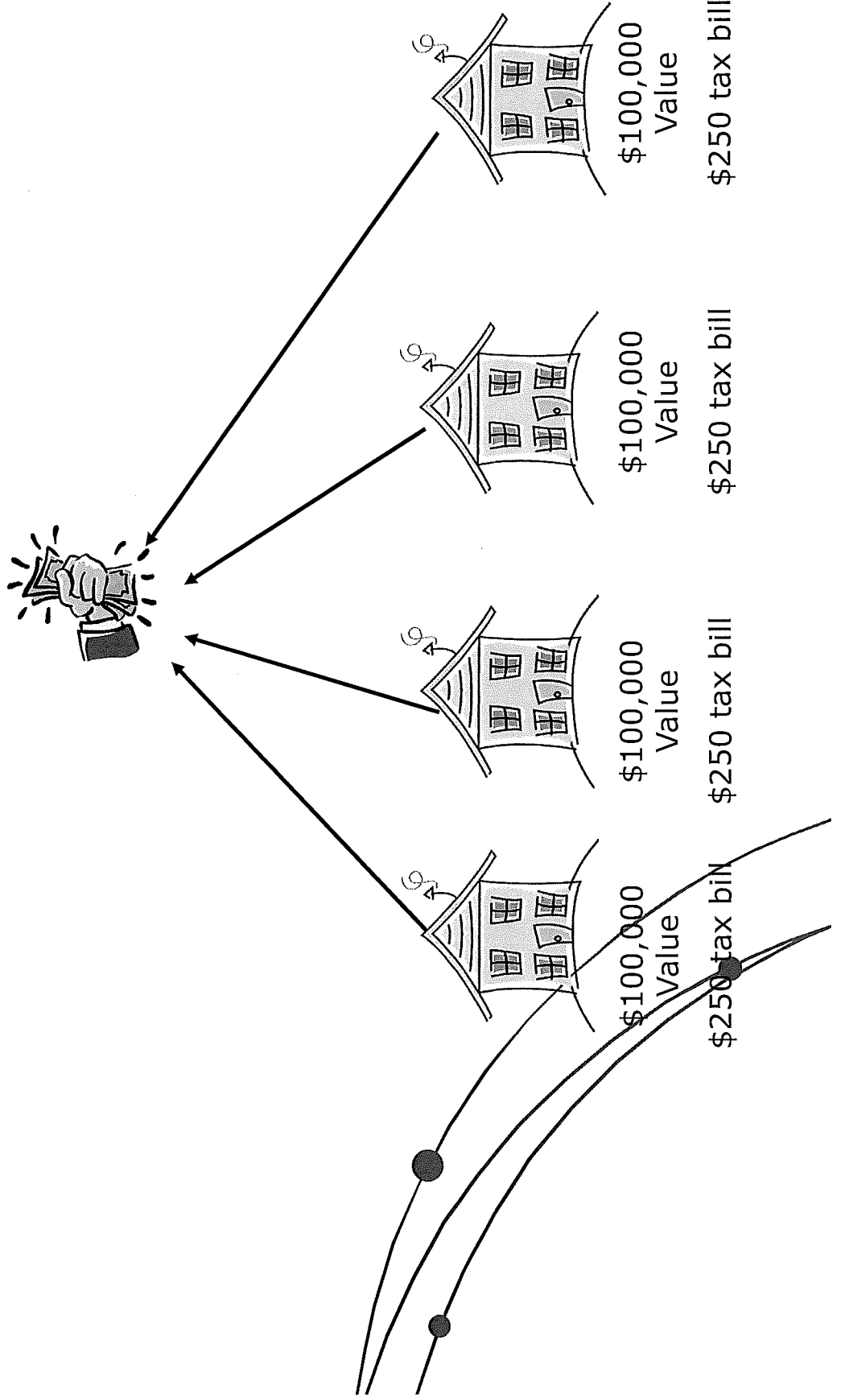
Modified by Clint Ewell  
Yavapai College

# What Does My Property Tax Pay For?

- (Primary) Property tax revenues help fund:
  - State and Local Governments
  - Schools
  - Law Enforcement
  - Library
- (Secondary) Special Improvements
  - Sewer, Wastewater and Sanitary Domestic Water
  - Fire Districts
  - Parks
  - Street Lights
  - Other Capital projects



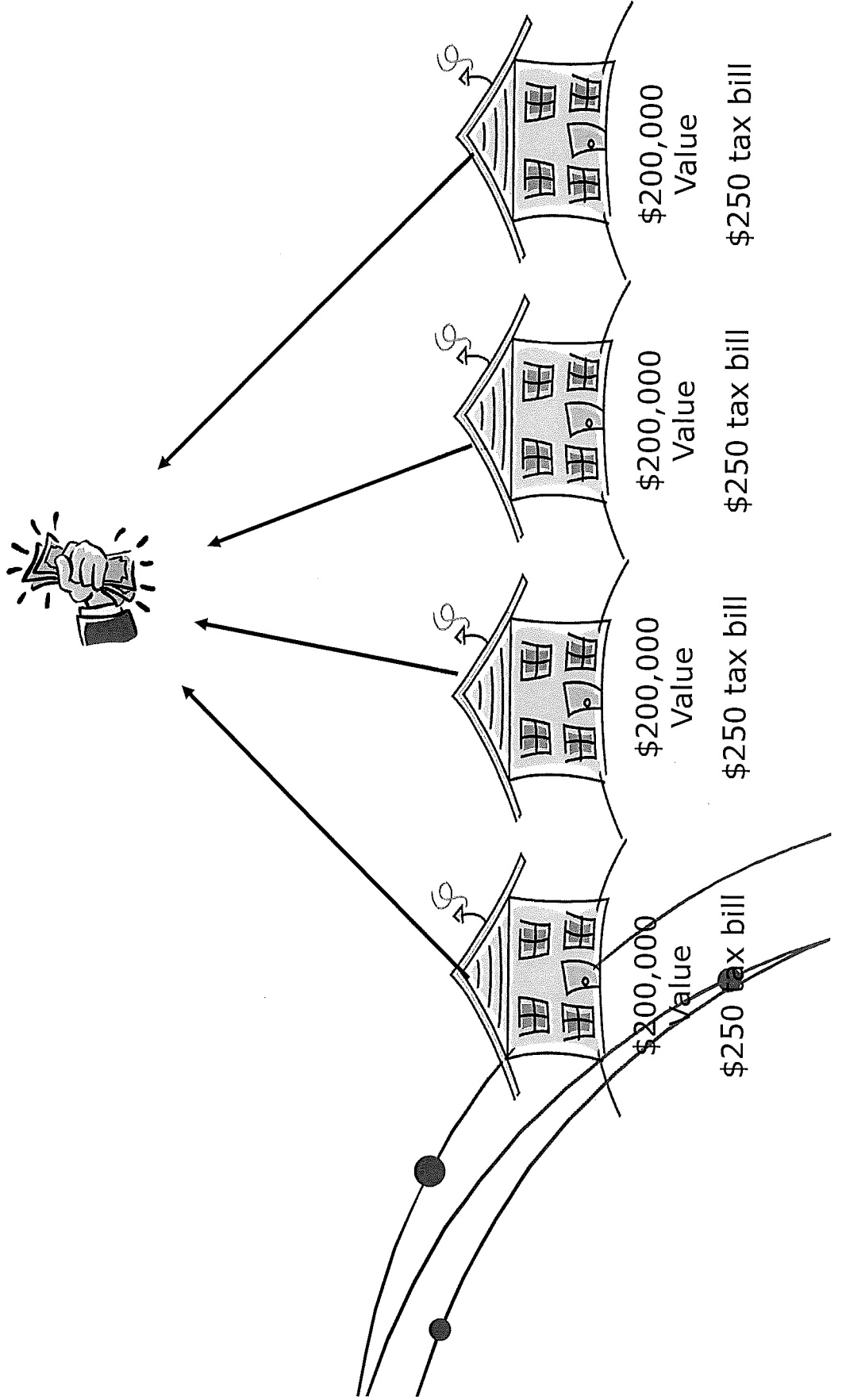
# \$1,000 Budget (Levy)





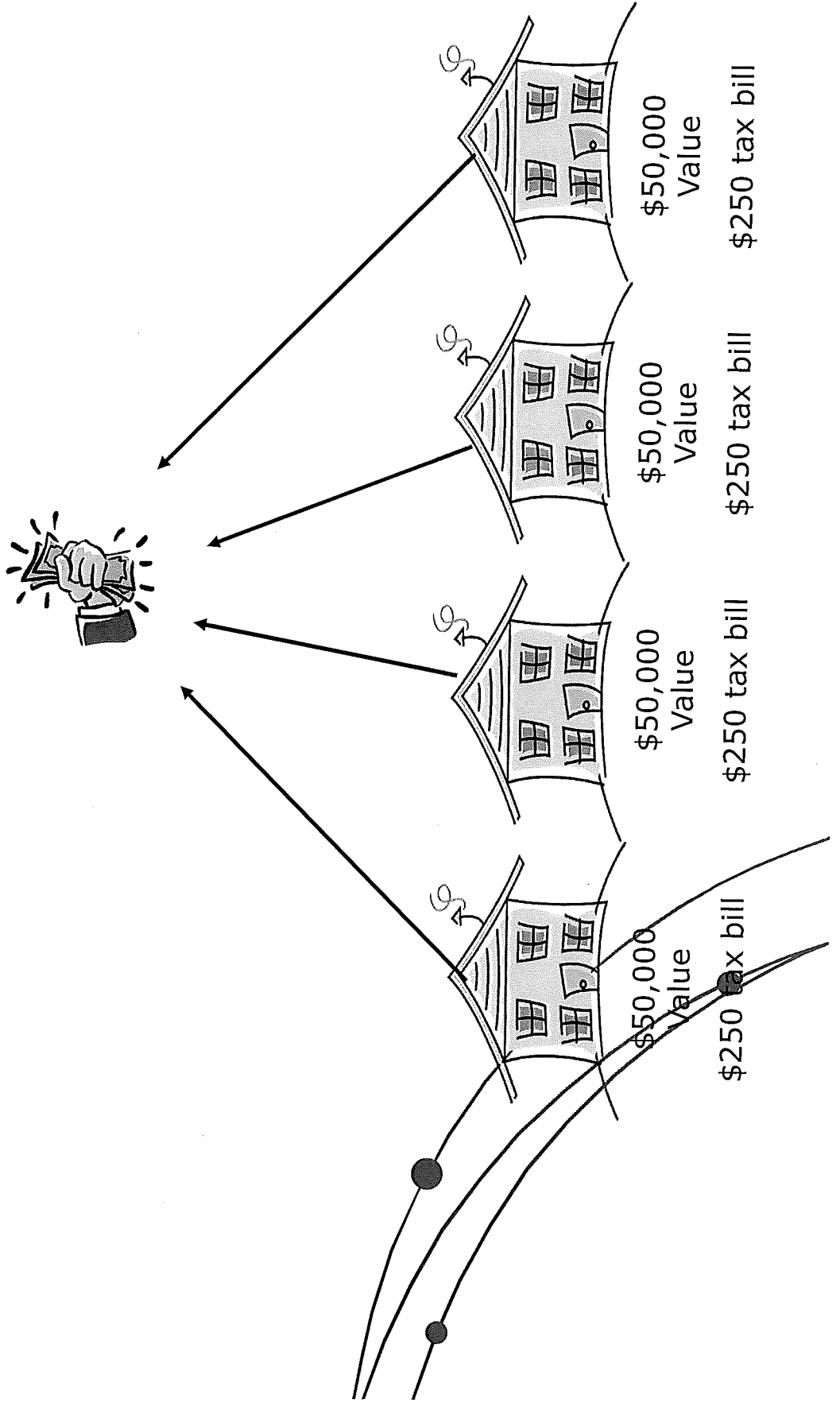
# Property Values Increase Uniformly

\$1,000 Budget

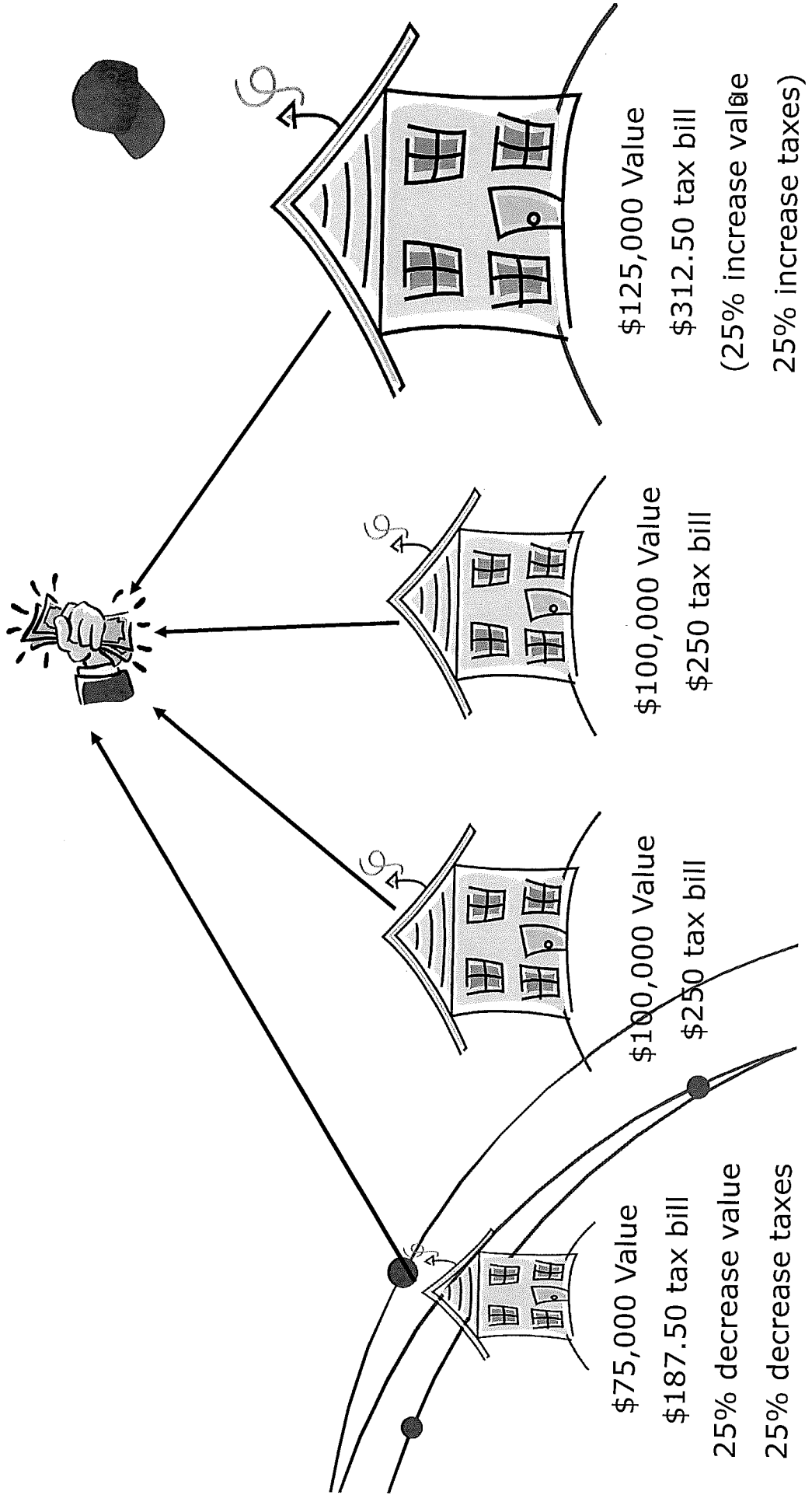


# Property Values Decrease Uniformly

## \$1,000 Budget



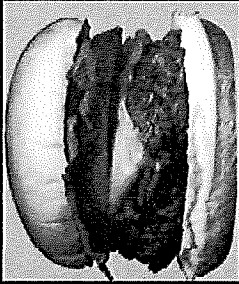
# Property Values Vary \$1,000 Budget



# Splitting the Check



**STEVE**



**LEE**



**SCOTT**

## **GUEST CHECK**

---

**Lobster      \$30**

**Hamburger    \$10**

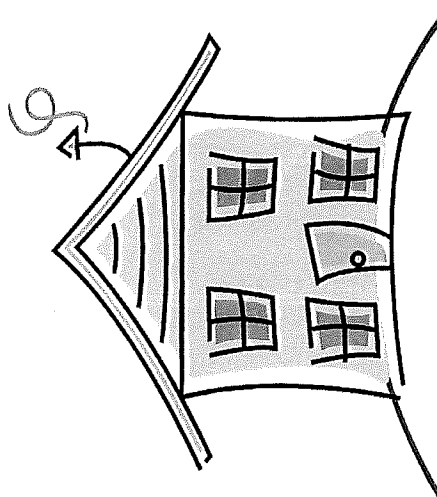
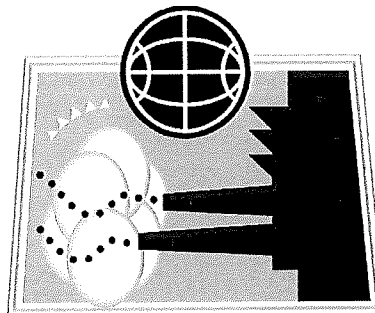
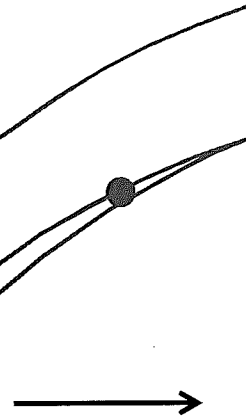
**Steak         \$20**

**Total         \$60**

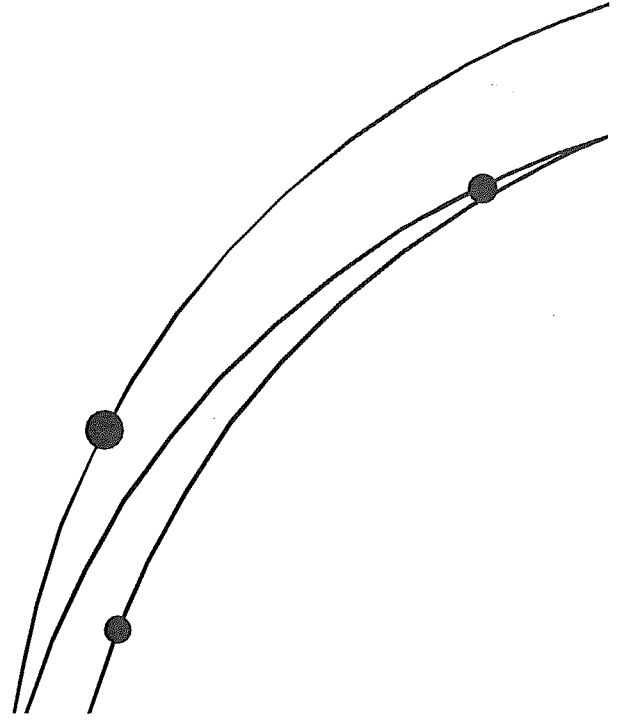


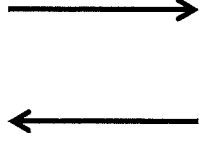
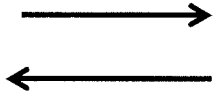
# Legislative Cost Shifting

Class	General Property Description	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
1	Commercial	25.0	24.5	24.0	23.0	22.0	21.0	20.0	20.0	19.5	19.0	18.5	18.0
2	Agricultural/Vacant Land	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	15.0
3	Residential: Owner-Occupied	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
4	Residential: Rental or Leased	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0



$$\text{Assessed Value} \times \% \text{ Tax Rate} = \text{Property Tax Levy}$$





Constant

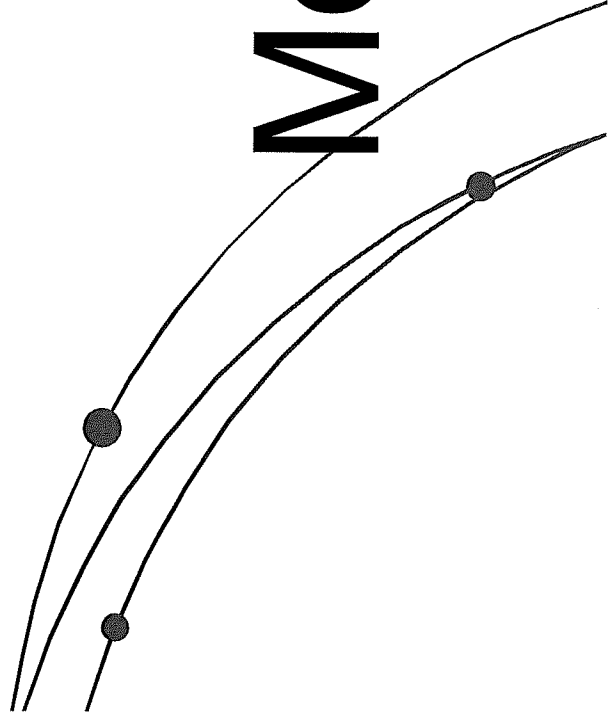
Assessed  
Value

**X**

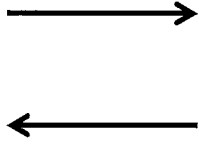
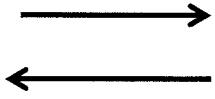
% Tax  
Rate

**=**

\$ Tax  
Levy



**Most states...**



Constant

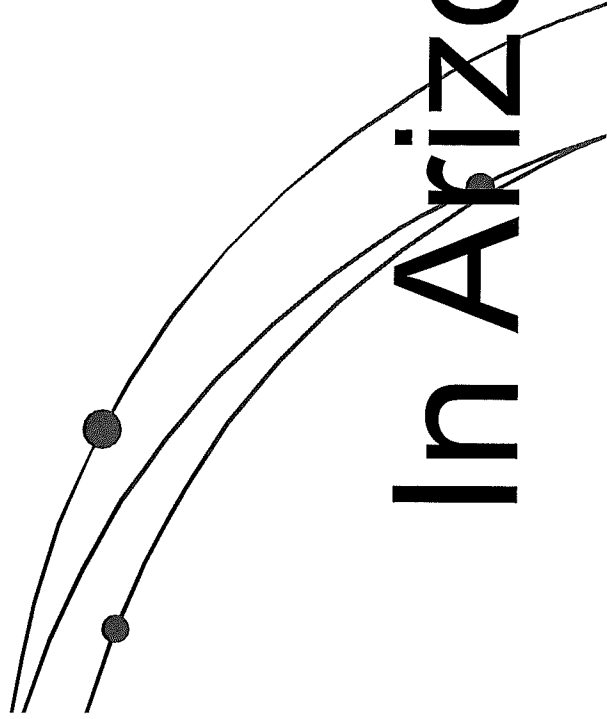
Assessed  
Value

**X**

% Tax  
Rate

**=**

\$ Tax  
Levy



**In Arizona...**



Assessed  
Value

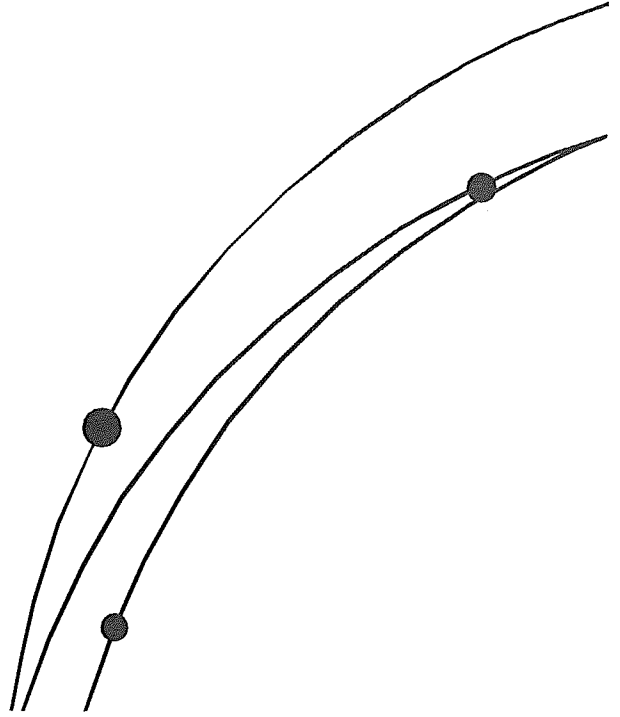
X

% Tax  
Rate

=

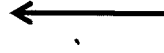
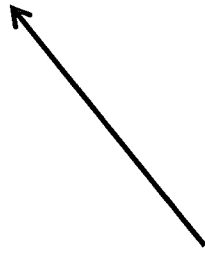
\$ Tax  
Levy

Increase



New  
construction

Tax district may  
Increase levy  
by up to 2% per  
year  
(cumulative)

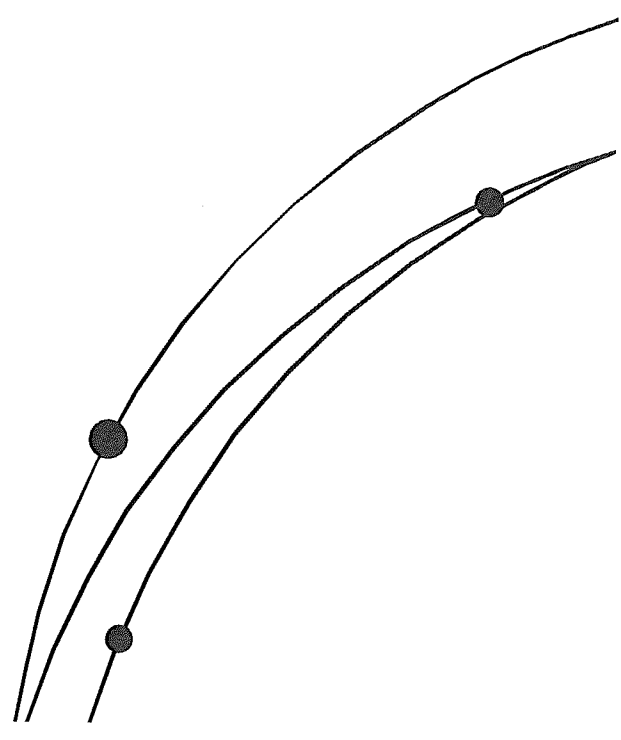


# Why did my Property Tax bill go up so much?

- Maximum increase in tax bill due to Yavapai College levy increase is typically 2%

- Increases larger than 2% due to
  - Change in the assessed values
    - of your property
    - of other properties
  - Cost shifting

# Questions & Discussion



# Fiscal Stewardship

Prepared for Yavapai College  
District Governing Board



# Fiscal Stewardship Philosophy

- leaving the next generation a more balanced and stronger budget to address a more challenging fiscal world.
  - It is about making, rather than avoiding, hard choices to enable future generations a brighter future.
- George Mason University
- processes and structures that manage, allocate, and monitor resources critical to mission.
  - begins with compliance with laws, regulations and policies, sufficient transparency, and appropriate internal controls to prevent excessive financial commitments and overspending.

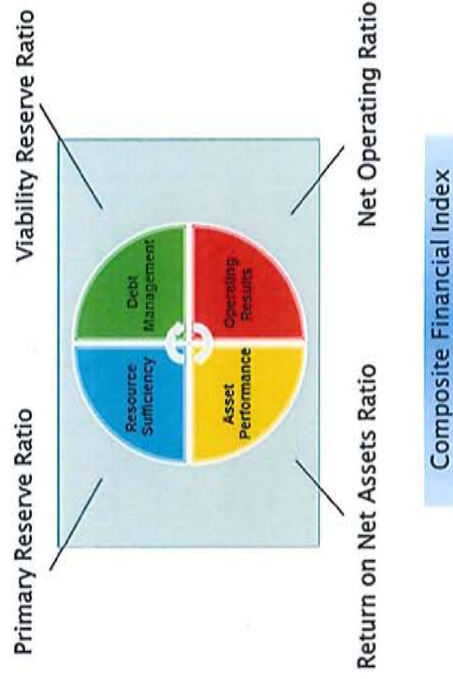
-University of Texas

# Fiscal Stewardship at YC

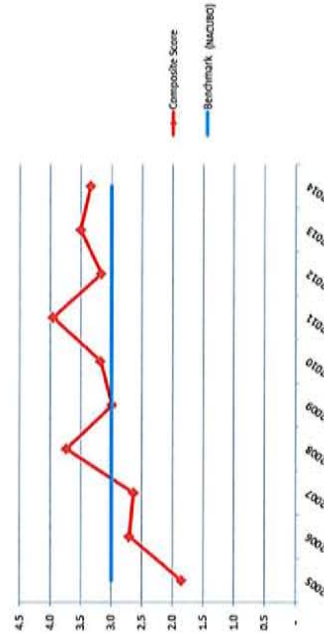
- Investors
  - Unqualified Fiscal Audit
  - Government Finance Officers Association
  - Ratios
- Taxpayers
  - Tax Rate
  - Operating Cost per FTSE
  - Facility Condition Index
- Students
  - Price (T&F)

# Investors

- Unqualified Fiscal Audit
  - 10+ years in a row
- GFOA
  - Certificate of Achievement for Excellence in Financial Reporting
  - 10+ years in a row
- Ratios
  - Basic 4 are good and/or trending well
  - Composite is good

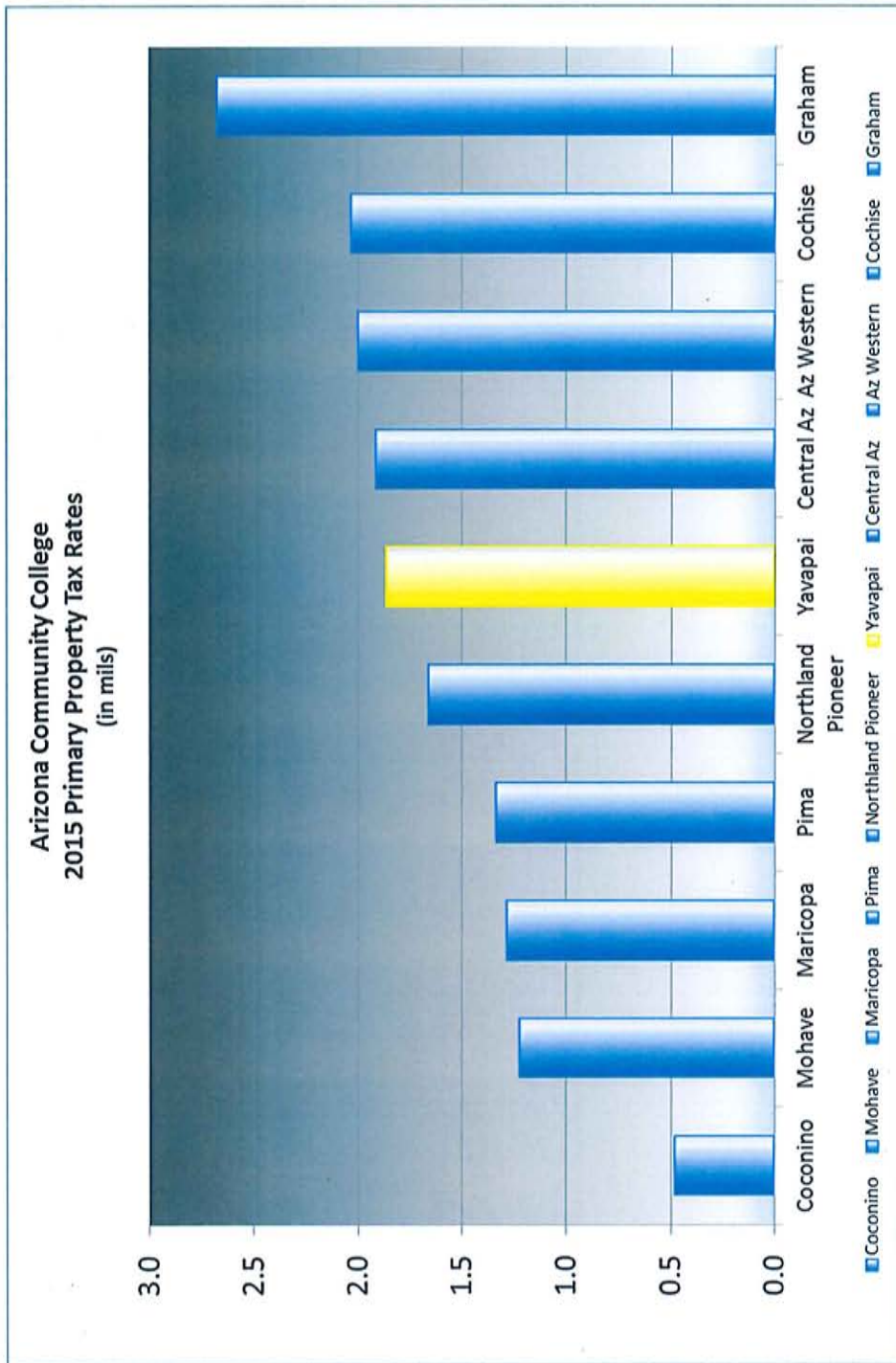


## Composite Financial Index



The CFI is a combination of the four core ratios using a prescribed weighting that is an indicator of the overall financial health of an institution. A CFI of 3 or greater generally indicates that an institution is in good financial health.

# Taxpayers

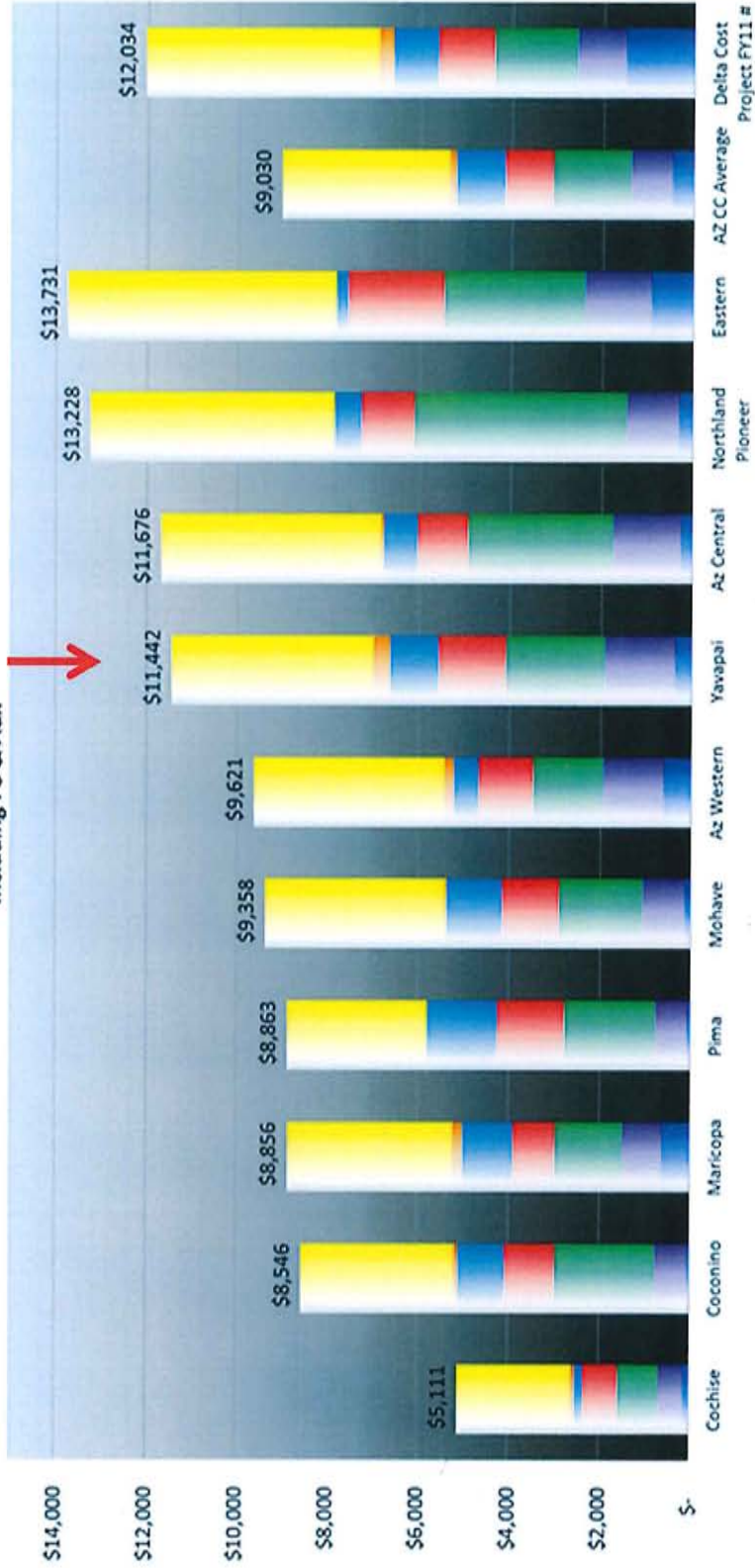


# Taxpayers

## Operating Expenditures per Student FTE

FY 2013-14

Including PS & Aux



YC Cost per FTE is 27% Higher than Average AZ Peer  
 YC is 10% Lower than the National Average

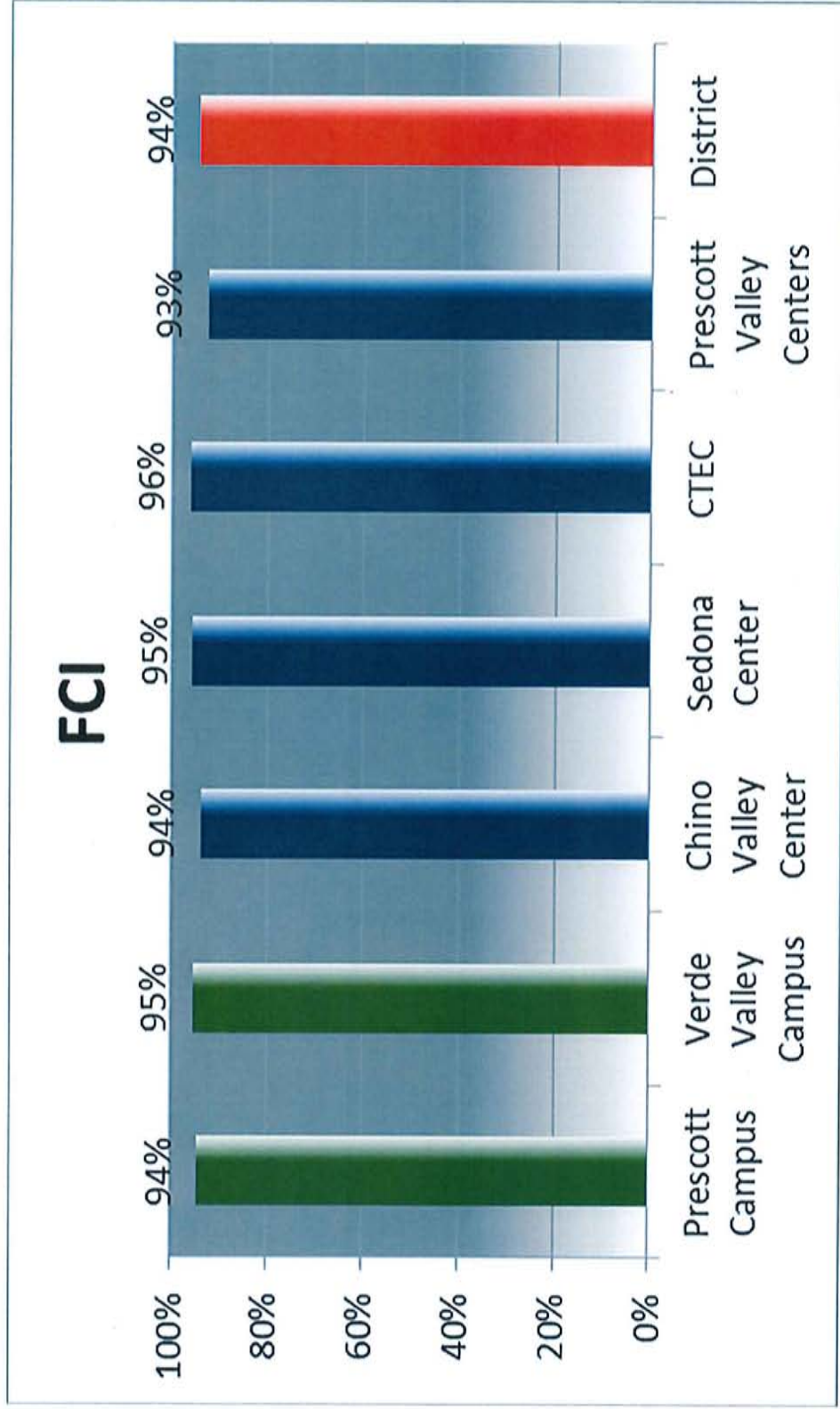
Sources: FY 2013-14 Arizona Community Colleges CAFE's;  
 2016 Consolidated State Aid Request;

■ Auxiliaries ■ Facilities Operation & Maintenance ■ Institutional Support ■ Student Services ■ Academic Support ■ Public Service ■ Instruction

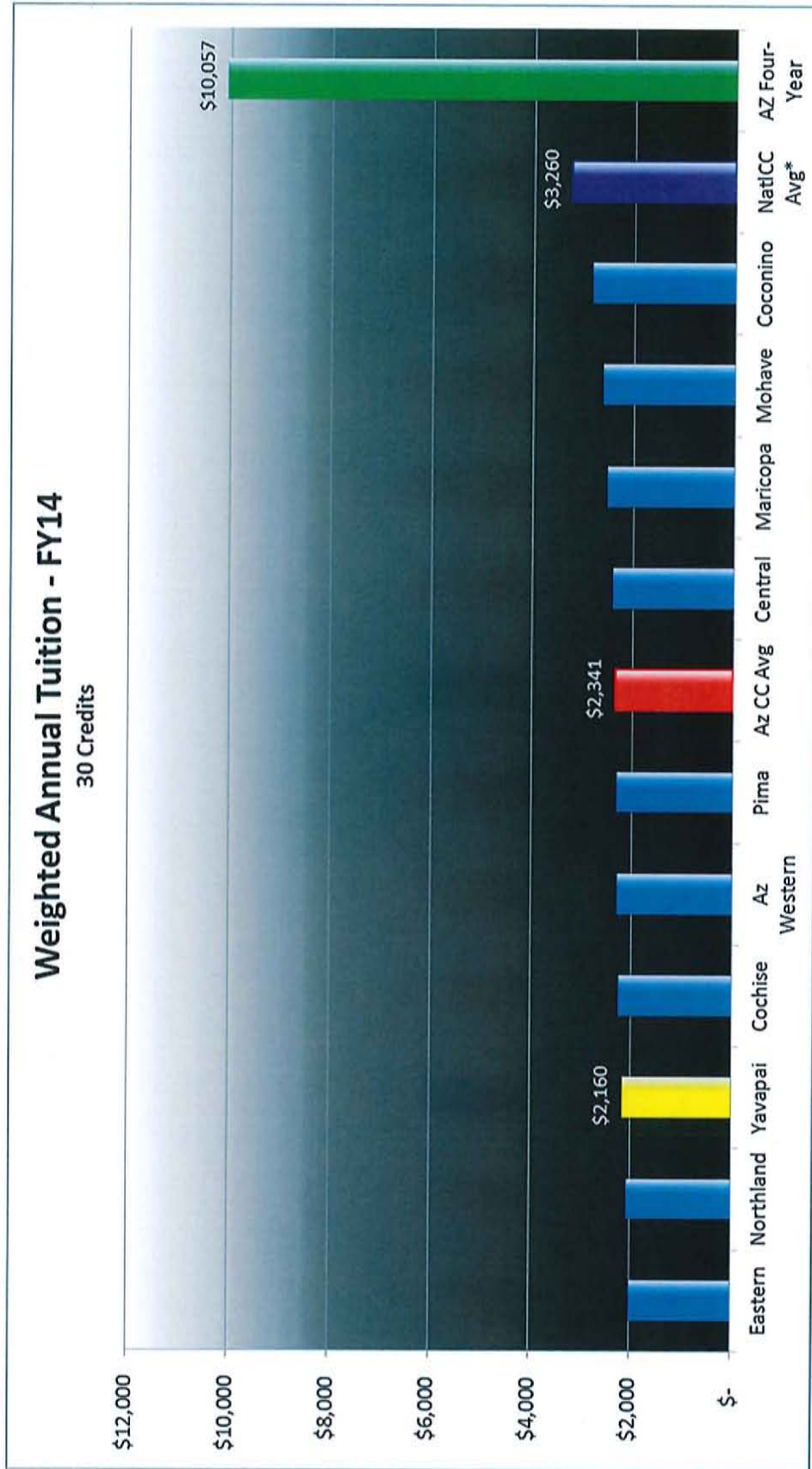
■ adjusted up to FY14 CPI / Inflation



# Taxpayers



# Students



# Questions & Discussion

# *Yavapai College Preliminary Budget*



FY2015–2016

Presented to the District Governing Board April 14, 2015

life explored

Career & Technical Education Center  
Chino Valley Center  
Prescott Campus  
Prescott Valley Center  
Sedona Center  
Verde Valley Campus

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April 14, 2015

TO: The District Governing Board and Citizens  
Yavapai County Community College District

FROM: Penelope H. Wills, Ph.D  
President, Yavapai County Community College District

It is my pleasure to present to you the proposed Fiscal Year 2015-2016 operating and capital budget. I have submitted a balanced operating budget using current revenue projections. The capital budget will be funded using a combination of current revenues and fund reserves.

The budget document is submitted in accordance with the appropriate laws of the State of Arizona. The preparation of the annual budget is one of the most important tasks of the year, helping us ensure we remain a good value for students and tax payers alike. Similarly, I believe the review and adoption of the annual budget is the most important policy decision that you, as elected officials, are required to make each year.

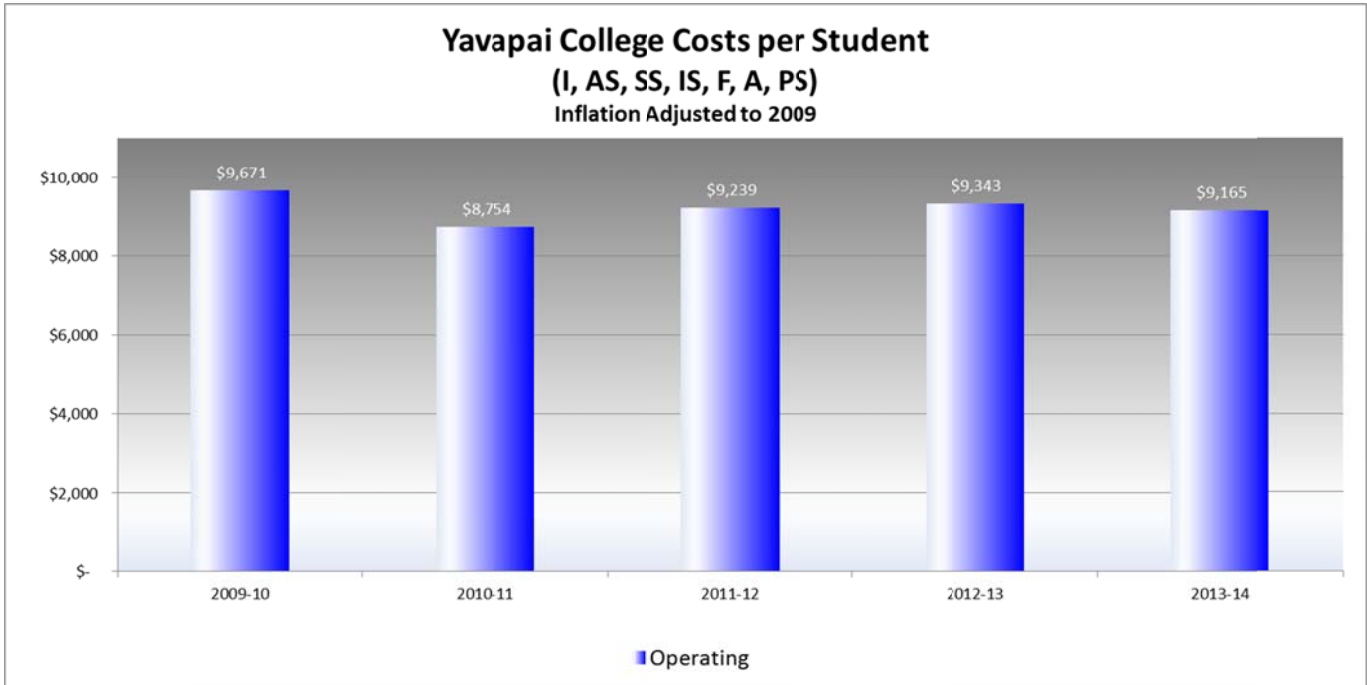
### **Budget Strategy**

The budget is the financial means by which we pursue the District Governing Board's three End Statements: Help Students achieve their educational goals; Help communities develop and sustain economic base jobs; and Provide access to a vibrant social and cultural life. Our strategy is to provide programs and services which allow us to pursue these Ends, at a "justifiable cost".

### **Cost-per-FTSE**

Cost per FTSE is a standard measure of higher education efficiency. A common way to calculate Operating cost-per-FTSE is to divide the Instruction, Academic Support, Student Services, Institutional Support, & Facilities, Auxiliary and Public Service expenditures by the FTSE generated for the same fiscal year. The following graph illustrates a comparison of the actual Yavapai College inflation adjusted cost-per-FTSE for the past five years. Through focused efforts to lower costs while maintaining quality, Yavapai College has improved our inflation-adjusted Operating cost per FTSE by 5.5% over the past 5 years. These cost improvements have brought YC's operating costs to approximately 10% below the national average community college cost per student.

Though we are proud of this accomplishment, we realize that our operating costs are still above our Arizona peer average for a variety of reasons which have been discussed with the Board as part of the annual budget cycle including our academic program mix, extensive community educational programming, geography, well maintained facilities, and a variety of unique services. Nonetheless, we will continue to look for opportunities to control or reduce costs while providing the quality programs, services, and facilities our constituents have come to expect.



**Budget Highlights**

The FY2015-2016 total budget of \$83.7 million, including all funds, is \$238 thousand more than FY2014-2015. The current funds (General and Auxiliary funds) increased 4.9% over the previous year. Capital (Plant fund) spending decreased by 7.0% over the previous year. The Restricted Fund decreased by 6.7% over the previous year, primarily due to decreases in Federal Grants and Contracts. The Retirement of Indebtedness Fund remained essentially flat compared with the current fiscal year.

Total budgeted expenditures by Fund:

- General Fund is \$44.3M
- Auxiliary Fund is \$4.3M
- Restricted Fund is \$15.4M
- Plant Fund is \$12.8M
- Retirement of Indebtedness Fund is \$6.9M

**General Fund Highlights:**

Revenues

The District's largest funding sources are derived from local property taxes, tuition and fees, and state appropriations.

Property Taxes: The District is limited, by statute, to increasing primary property taxes by no more than two percent over the maximum amount allowed in the previous tax year for existing property. In addition, the adopted rate is applied to the assessed value of new construction. However, the effect is cumulative, so if the college Board does not raise the Tax Levy in a given year, it may raise the Levy by 4% the next year. Because we have practiced good fiscal stewardship over the years, the college is now 10% below the Levy maximum.

Staff is proposing to levy at 2.0% above the current year's levy plus new construction, an increase of \$ 1,413,900 over the current year's levy. This represents the 2.0% increase of \$ 825,100, and \$ 588,800 in new construction. The proposed levy amount is a 3.4% increase over the current year's levy of \$41,253,800. The primary tax rate is projected to increase from 1.8606 per \$100 of net assessed property value to 1.8721 per \$100 of net assessed property value. With the exception of the Maricopa District, every other AZ Community College district plans to request a 2% or more increase.

Tuition and Fees: The Board approved increases of 4.0 percent for base tuition, per student credit hour, along with various increases in differentiated tuition for destination or high-cost programs, as well as 6% to 9% increases in Aviation Flight fees. These changes keep Yavapai College's base annual Tuition and Fees at \$2,250 (for 30 credits for base tuition), which is below the Arizona community college average and slightly less than one-fourth of the Arizona four-year university average. Tuition is purposefully set low to try to keep YC coursework affordable and accessible, given the demographics of the communities within our service district.

State Aid: For FY2015-2016, Yavapai College expects to receive \$3,300 more than FY2014-2015 in operating aid. However, YC expects approximately \$50,000 in additional Prop 301 money, which is to be used for programs that support workforce development, and an additional \$2,800 of STEM funding from the state. Together, these three components of State Aid comprise almost 2% of the total YC budget. It is worth noting that the Prop 301 money will sunset in FY2019.

### Expenses

- Based on an annual compensation analysis, YC raises are designed to ensure we provide market-competitive. This is in compliance with Executive Limitation 2.2. These raises will be funded through internal cost savings.
- Benefit expenses increase to accommodate changes in health and retirement.
- Merit Scholarships increased to offset Tuition price increases referenced above.
- Additional budget to Contingencies to support Financial Stability.
- New budget to support those academic areas which are growing, in particular CTE.
- All other expenses were adjusted based on the best known information at this time.

### **Auxiliary Fund Highlights**

Programs and services in the Auxiliary Fund are those which, generally speaking, are meant to be sold to students and YC employees. We also budget Public Service programs in the Auxiliary Fund. Public Services are those non-education programs and services which are primarily sold to external stakeholders. Most Auxiliary Fund programs are expected to generate enough revenues to cover their costs. Those programs and services which do not break even are critically evaluated on an annual basis to ensure they remain mission-critical to Yavapai College.

There are changes in this budget to reflect for a) the expansion of the Winery - Tasting Room in the Verde Valley, and b) the expansion of the Edventures program.



## **Plant Fund Highlights**

### Five-year Capital Improvement Plan

In 2012, the College embarked in a public request for proposal, which led to our new Campus Master Plan (CMP) from the Smith Group JJR. The CMP ensures that the College has the facilities needed to make YC programming and services accessible and efficient. The process has included input from the community, College faculty, staff and students. The concepts in the CMP were approved by the Board, but are subject to change as we continue to seek more information.

The YC Capital budget includes a variety of components including the district-wide, five-year Capital Improvement Plan (CIP). The CIP identifies major capital projects needed to align facilities with the Academic Master Plan and to allow the District to address the changing needs of the community. The CIP is primarily informed by the Campus Master Plan, and is presented in detail within this document. For planning purposes, 5 years of projects are projected; however, the Board is only approving the first two years of the CIP when they approve the final budget in May.

### Planned Maintenance

The College holds the philosophy that well-maintained facilities lead to the lowest Total Cost of Ownership. As such, the District's strategic initiatives prescribe the implementation of a district-wide, five-year comprehensive program for the maintenance of all district facilities, grounds and infrastructure. The five-year Planned Maintenance Budget is based upon the Facilities Condition Index report, which was originally performed in 2011 and is updated annually. The maintenance projects for the current fiscal year are budgeted within the District's Unexpended Plant Fund.

### Five-year Equipment Replacement Plan

Critical equipment is defined as equipment with a cost of \$1,000 or more per unit which has a useful life of greater than one-year, and is essential to the day-to-day operations of existing programs or service areas within the District. The program is a five-year plan that projects spending for anticipated replacement of existing equipment within the same level of service currently provided. The five-year equipment replacement plan is detailed within this document and the equipment expenditures planned for the current fiscal year are budgeted within the District's Unexpended Plant Fund.

## **Long Range Financial Planning**

Long-range financial forecasting plays an integral part in the budget development. Revenue and expenditure projection assumptions were prepared for a five-year period. Revenue projections were based on Primary Property Taxes trends, projections in enrollment growth (FTSE), and current economic trends. Expenditure estimates included projections by fund to allow for increases in commodities and contracted services (maintenance agreements), salaries and fringe benefits, bonded and lease-purchase debt payments and allowing for new initiatives to meet the District's strategic initiatives.

The results of the five-year estimate of revenues and expenditures demonstrate the ability of the District to continue operations at our current level plus allow for the limited funding of new initiatives into the future. The projected future surplus in revenues will enable the District to fund a comprehensive five-year capital improvement plan (CIP), a Deferred Maintenance Plan, and an Equipment Replacement Plan – all of which safeguard the capital investments made by our community.

These projections are based on the best known information at this time and may change through legislative actions. Revisions to long-range projections are to be made annually with the preparation of each fiscal year's budget. The Long Range Financial Planning results are presented in detail within this document.

### **Expenditure Limitation**

Critical to the District's financial stability is the ability to remain in compliance with the State's imposed expenditure limitation (spending cap). On June 3, 1980, Arizona voters approved a State constitutional change prescribing an expenditure limitation for each county, city, town, and community college district throughout the State. The purpose of the constitutional change was to control expenditures by limiting future increases in spending to be adjusted for inflation/deflation and increases in population (FTSE). Fiscal year 1979-1980 was established as the base year for calculation purposes. Penalties were established assessing a dollar-per-dollar reduction in state-aid, up to a maximum of 33% of state-aid, for exceeding the imposed spending limitation. Special provisions were included to allow community colleges to accumulate "credits" for under-spending and allow districts to establish a voter-approved modified expenditure limitation.

The expenditures presented in the above five-year long range financial assumptions are compared to the estimated exclusions allowed by State law. The estimated spending limit for each year is based on an increase of 1% in enrollment (FTSE) and a 3% annual increase in the Gross Domestic Product (GDP) implicit price deflator. The analysis illustrates a positive expenditure limitation position for FY2015-2016 through FY2019-2020. During positive years, the District has the opportunity to replenish its "credits" to be utilized in subsequent fiscal years as necessary. The Long Range Expenditure Limitation projections are presented in detail within this document.

The College's cost control efforts, along with a sustainable FTSE growth rate, have provided relief from the pressures of the State's imposed expenditure limitation. The District has accumulated \$20.4 million in discretionary "credits" from the State during the past ten years. The base operating budget for FY2015-2016 is within the College's estimated spending limit. The preparation of this budget document is attributed to the countless hours of the Business Office, Budget Managers, Deans, Vice Presidents and the President's Leadership Team. Thanks to their efforts, Yavapai College continues to be in a fiscally sound position.

I would like to express my appreciation to all those who assisted and contributed to the preparation of this budget. We all strive to be good fiscal stewards on behalf of the citizens of Yavapai County.

Respectfully submitted,

Penelope H. Wills, Ph.D  
President

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**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT GOVERNING BOARD**

Raymond Sigafoos	Member, District 1
Deb McCasland	Member, District 2
Albert Filardo	Member, District 3
Dr. Patricia McCarver	Chair, District 4
Steve Irwin	Board Secretary, District 5

**YAVAPAI COLLEGE ADMINISTRATION**

Dr. Penelope H. Wills	President
Dr. Stuart Blacklaw	Provost and VP for Instruction and Student Development
Dr. Clint Ewell	VP of Finance & Administrative Services
Steve Walker	VP of College Advancement and the Executive Director of the Foundation

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016  
SUMMARY OF REVENUE DATA**

	<b>Current Year <u>2014-2015</u></b>	<b>Proposed Budget <u>2015-2016</u></b>	<b>Dollar (\$) <u>Difference</u></b>	<b>Percentage (%) <u>Difference</u></b>
<b><u>REVENUES</u></b>				
<b>Current Funds</b>				
Current General Fund - Unrestricted				
Property Taxes - Primary	\$ 31,155,000	\$ 33,069,800	\$ 1,914,800	6.1%
Tuition & Fees	11,867,000	12,273,000	406,000	3.4%
State Appropriations	887,000	890,300	3,300	0.4%
Other Sources	493,500	520,000	26,500	5.4%
Auxiliary Enterprises				
Sales and Services	2,839,200	2,996,200	157,000	5.5%
Other Sources	666,800	652,800	(14,000)	-2.1%
<b>Sub-Total Current Funds - Unrestricted</b>	<b>\$ 47,908,500</b>	<b>\$ 50,402,100</b>	<b>\$ 2,493,600</b>	<b>5.2%</b>
Current Funds - Restricted				
Federal Grants and Contracts	\$ 14,224,000	\$ 13,073,000	\$ (1,151,000)	-8.1%
State Grants and Contracts	225,000	201,000	(24,000)	-10.7%
State Appropriations/Prop 301	1,402,900	1,455,700	52,800	3.8%
Private Gifts, Grants and Contracts	625,000	635,000	10,000	1.6%
<b>Sub-Total Current Funds - Restricted</b>	<b>\$ 16,476,900</b>	<b>\$ 15,364,700</b>	<b>\$ (1,112,200)</b>	<b>-6.8%</b>
<b>TOTAL CURRENT FUNDS</b>	<b>\$ 64,385,400</b>	<b>\$ 65,766,800</b>	<b>\$ 1,381,400</b>	<b>2.1%</b>
<b>Plant Funds</b>				
Unexpended Plant Fund				
Property Taxes - Primary	\$ 10,098,800	\$ 9,597,900	\$ (500,900)	-5.0%
Other Sources	38,000	42,000	4,000	10.5%
Non-recurring	325,000	325,000	-	0.0%
Retirement of Indebtedness				
Property Taxes - Secondary	5,059,400	4,967,900	(91,500)	-1.8%
Other Sources	10,000	12,000	2,000	20.0%
<b>TOTAL PLANT FUNDS</b>	<b>\$ 15,531,200</b>	<b>\$ 14,944,800</b>	<b>\$ (496,900)</b>	<b>-3.2%</b>
<b>GRAND TOTAL - CURRENT &amp; PLANT FUNDS</b>	<b>\$ 79,916,600</b>	<b>\$ 80,711,600</b>	<b>\$ 884,500</b>	<b>1.1%</b>
Unrestricted Fund Balance Applied to Budget	3,578,000	3,021,000	(557,000)	-15.6%
<b>TOTAL REVENUES AVAILABLE FOR EXPENDITURES</b>	<b>\$ 83,494,600</b>	<b>\$ 83,732,600</b>	<b>\$ 238,000</b>	<b>0.3%</b>



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016  
SUMMARY OF EXPENSE DATA**

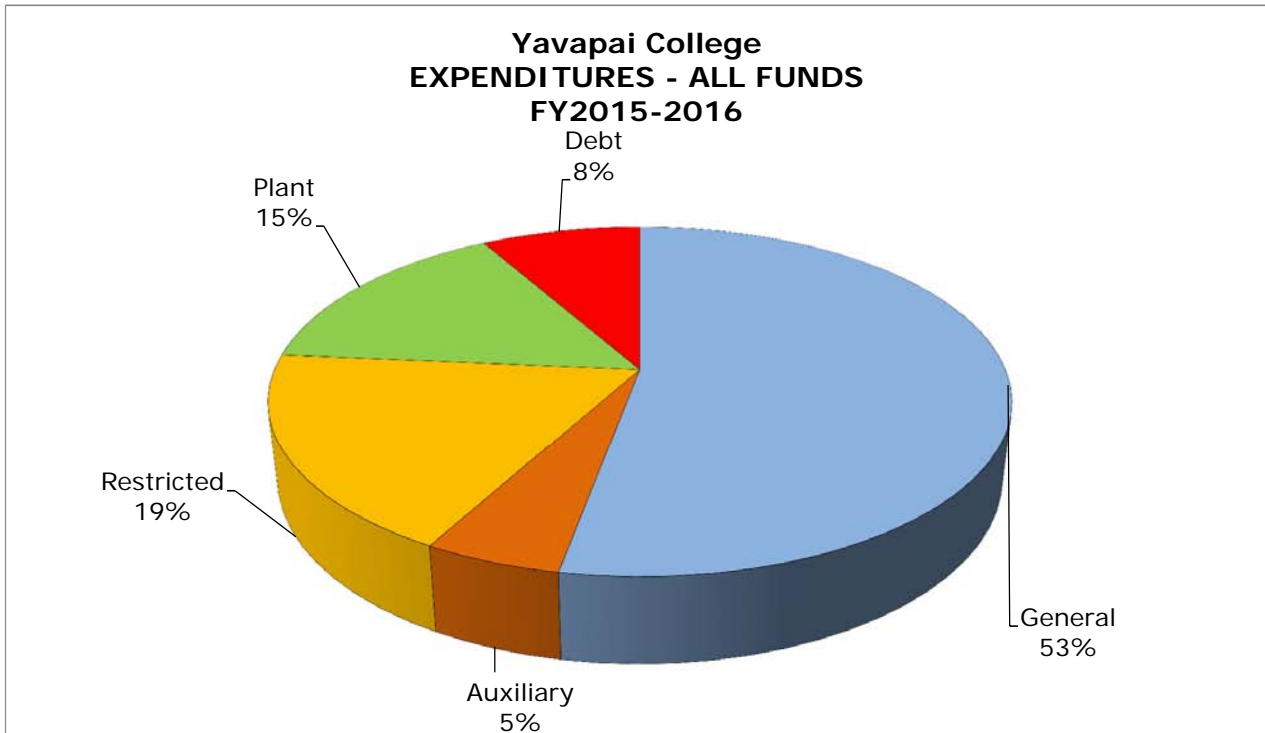
	<u>Current Year 2014-2015</u>	<u>Proposed Budget 2015-2016</u>	<u>Dollar (\$) Difference</u>	<u>Percentage (%) Difference</u>
<b>I. CURRENT GENERAL AND PLANT FUNDS</b>				
<b>A. EXPENDITURES</b>				
<b>Current Funds</b>				
Current General Fund - Unrestricted	\$ 42,197,000	\$ 44,304,000	\$ 2,107,000	5.0%
Auxiliary Enterprises	4,073,900	4,255,300	181,400	4.5%
<b>Sub-Total Current Funds - Unrestricted</b>	<b>\$ 46,270,900</b>	<b>\$ 48,559,300</b>	<b>\$ 2,288,400</b>	<b>4.9%</b>
Current Funds - Restricted	16,526,900	15,414,700	(1,112,200)	-6.7%
<b>TOTAL CURRENT FUNDS</b>	<b>\$ 62,797,800</b>	<b>\$ 63,974,000</b>	<b>\$ 1,176,200</b>	<b>1.9%</b>
<b>Plant Funds</b>				
Unexpended Plant Fund	\$ 13,789,800	\$ 12,835,900	\$ (953,900)	-6.9%
Retirement of Indebtedness	6,907,000	6,922,700	15,700	0.2%
<b>TOTAL PLANT FUNDS</b>	<b>\$ 20,696,800</b>	<b>\$ 19,758,600</b>	<b>\$ (938,200)</b>	<b>-4.5%</b>
<b>GRAND TOTAL - CURRENT &amp; PLANT FUNDS</b>	<b>\$ 83,494,600</b>	<b>\$ 83,732,600</b>	<b>\$ 238,000</b>	<b>0.3%</b>

**B. EXPENDITURE PER FTSE:**

FTSE	4,050	4,000	(50)	-1.2%
Current General Fund	\$ 10,419	\$ 11,076	\$ 657	6.3%
Unexpended Plant Fund	\$ 3,405	\$ 3,209	\$ (196)	-5.8%

**II. EXPENDITURE LIMITATION PURSUANT TO A.R.S.41-563**

FISCAL YEAR 2014-2015	\$ 42,036,867
FISCAL YEAR 2015-2016	\$ 42,312,883



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016**

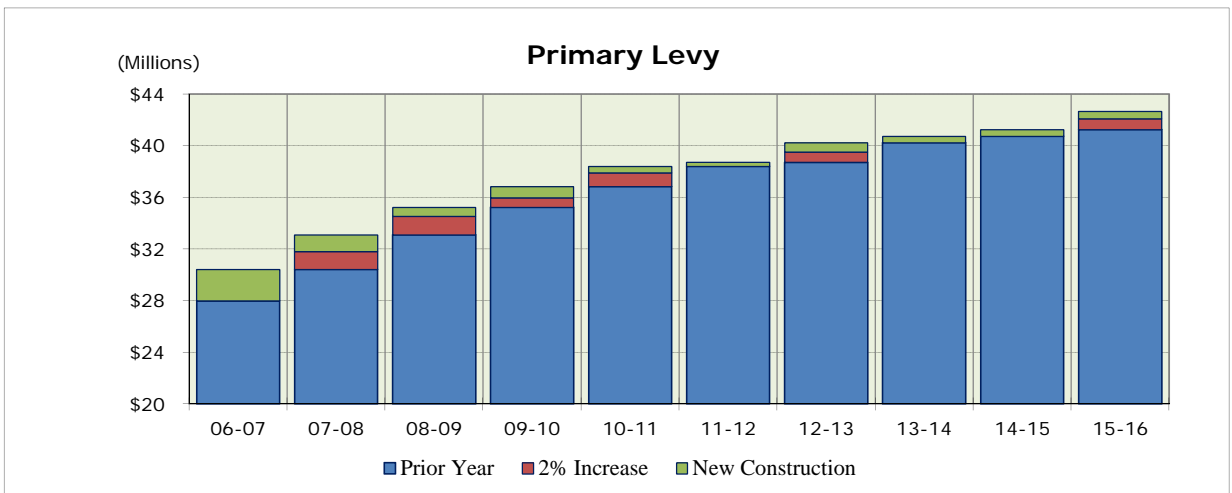
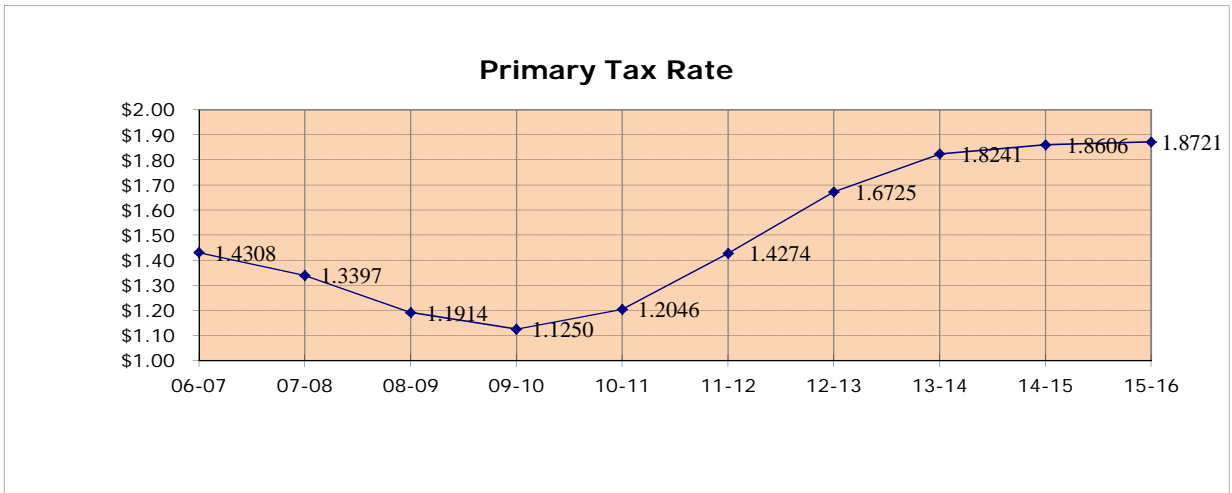
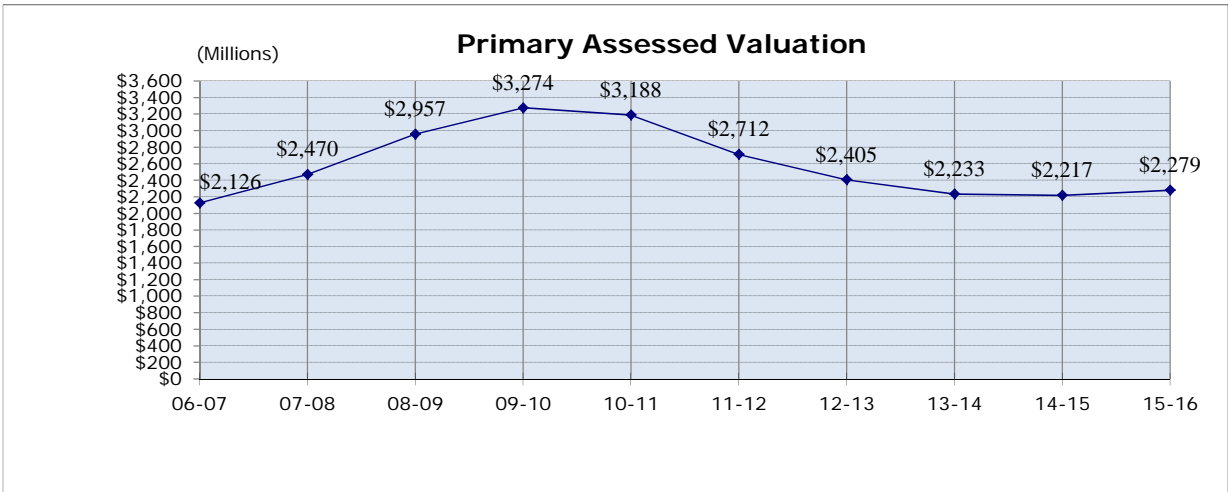
**DISTRICT LEVY ASSUMPTION**

- |  |                  |
|--|------------------|
| 1. 2015-2016 MAXIMUM ALLOWABLE PRIMARY PROPERTY TAX LEVY PURSUANT TO A.R.S. 42-301:  | \$ 44,773,257    |
| 2. 2015-2016 PRIMARY PROPERTY TAX LEVY REQUIRED FOR BUDGET IS:   | \$ 42,667,700    |
| 3. 2015-2016 PRIMARY ASSESSED VALUATION IS ESTIMATED TO BE:  | \$ 2,279,183,448 |
| 4. 2015-2016 SECONDARY ASSESSED VALUATION IS ESTIMATED TO BE:  | \$ 2,553,473,159 |
| 5. PROPOSED BUDGET LEVY QUALIFICATION:   |                  |
| YAVAPAI COLLEGE IS IN COMPLIANCE WITH PRIMARY TAX LEVY LIMITATIONS FOR FY2015-2016 BASED UPON 2015 ASSESSED VALUE ESTIMATES AND ALL APPLICABLE PROVISIONS OF ARS 42-301. |                  |
| 6. AMOUNT RECEIVED FROM PRIMARY PROPERTY TAXES IN FISCAL YEAR 2013-2014 IN EXCESS OF THE MAXIMUM ALLOWABLE AMOUNT AS CALCULATED PURSUANT TO A.R.S. 42-301.               | \$ -             |
| 7. MAXIMUM ALLOWABLE PRIMARY PROPERTY TAX LEVY PURSUANT TO A.R.S. 42-301.  | \$ 44,773,257    |
| 8. SUMMARY OF PRIMARY AND SECONDARY PROPERTY TAX LEVIES AND RATES:   |                  |

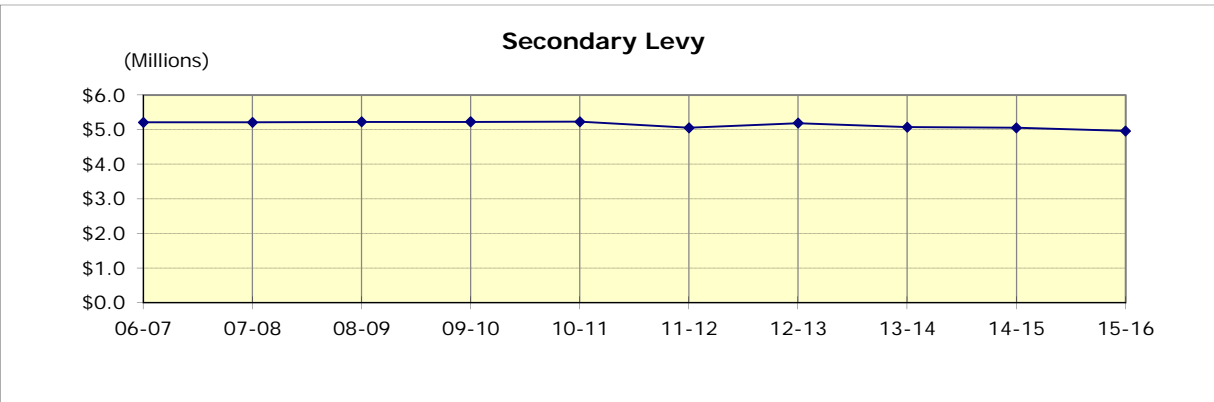
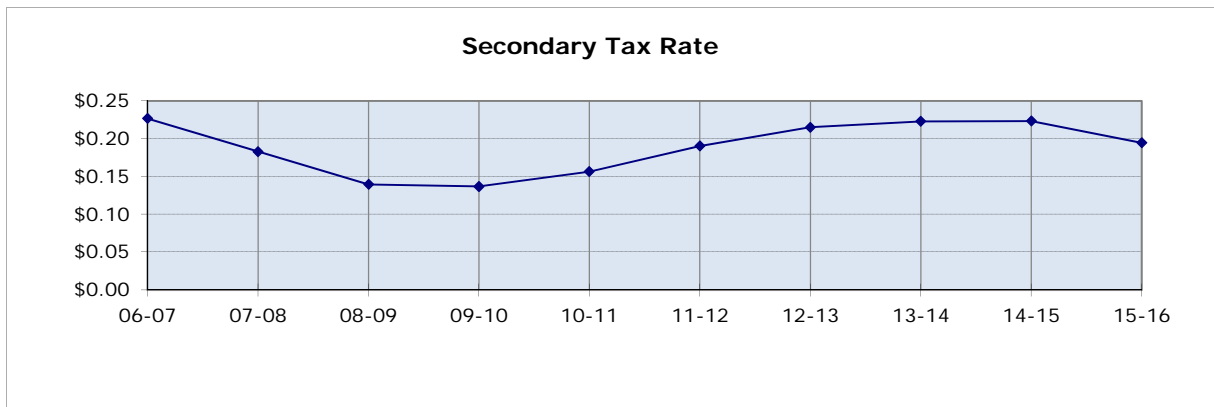
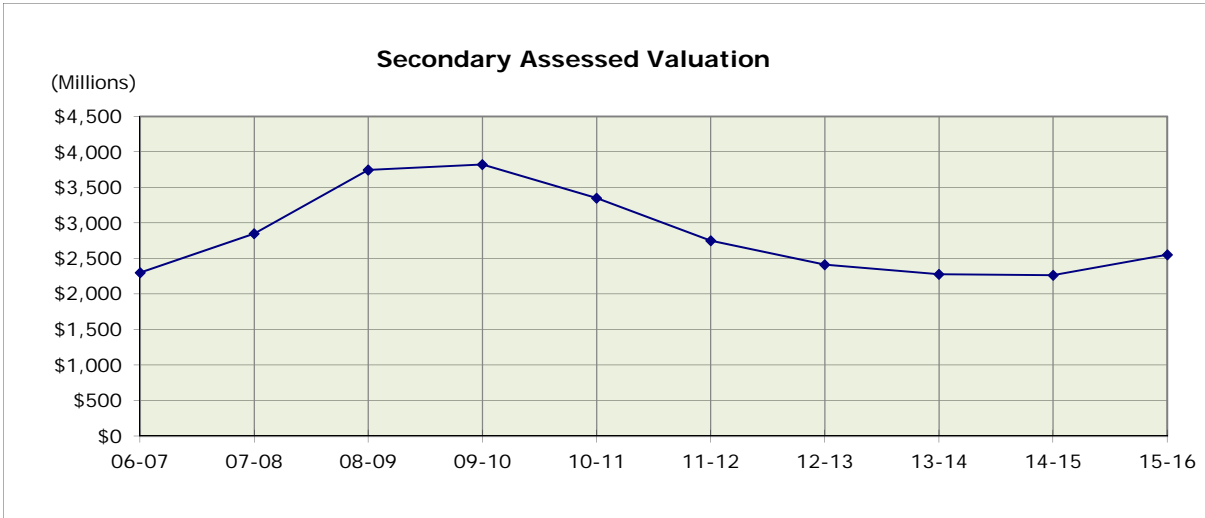
	Current Year <u>2014-2015</u>	Proposed Budget <u>2015-2016</u>	Dollar (\$) <u>Difference</u>	Percentage (%) <u>Difference</u>
A. Amount Levied				
Primary Tax Levy	\$ 41,253,800	\$ 42,667,700	\$ 1,413,900	3.4%
Secondary Tax Levy	5,059,400	4,967,900	(91,500)	-1.8%
TOTAL PROPERTY TAX LEVY	\$ 46,313,200	\$ 47,635,600	\$ 1,322,400	2.9%
B. Rates Per \$100 Net Assessed Valuation:				
Primary Tax Rate	\$ 1.8606	\$ 1.8721	\$ 0.0115	0.6%
Secondary Tax Rate	0.2231	0.1946	(0.0285)	-12.8%
TOTAL PROPERTY TAX RATE	\$ 2.0837	\$ 2.0667	\$ (0.0170)	-0.8%

\* Restricted Funds spent only to the extent that Grants and Gifts are received.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
PRIMARY PROPERTY TAX ASSESSED VALUES, TAX RATES and LEVIES  
PAST TEN FISCAL YEARS**



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
SECONDARY PROPERTY TAX ASSESSED VALUES, TAX RATES and LEVIES  
PAST TEN FISCAL YEARS**



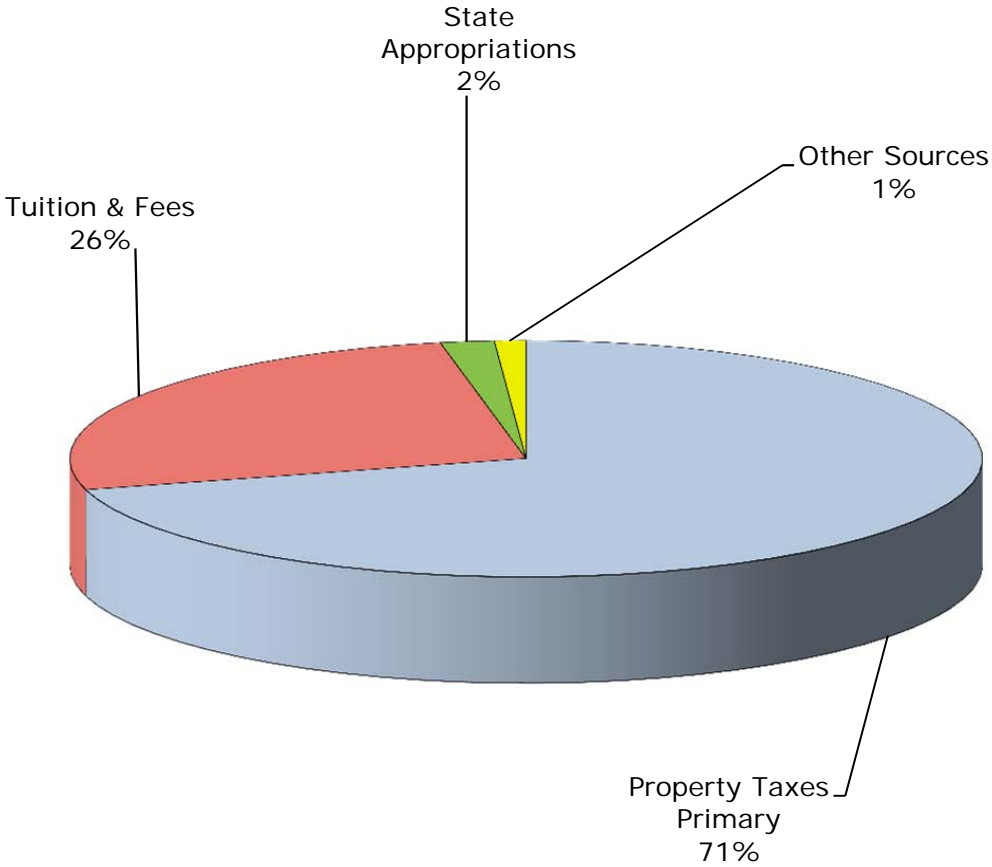
**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016  
PAST TEN FISCAL YEARS**

**ASSESSED VALUATION, TAX RATE AND LEVY HISTORY**

<u>Year</u>	<u>Primary Assessed Valuation</u>	<u>Tax Rate</u>	<u>Tax Levy</u>	<u>Secondary Assessed Valuation</u>	<u>Tax Rate</u>	<u>Tax Levy</u>
06-07	2,125,710,207	1.4308	30,414,662	2,302,712,940	0.2265	5,214,983
07-08	2,470,265,871	1.3397	33,094,152	2,853,059,731	0.1828	5,214,651
08-09	2,956,557,356	1.1915	35,225,387	3,748,593,832	0.1394	5,227,884
09-10	3,274,078,347	1.1250	36,833,381	3,824,935,514	0.1367	5,228,333
10-11	3,187,577,677	1.2046	38,397,561	3,350,111,921	0.1563	5,235,677
11-12	2,712,177,881	1.4274	38,714,700	2,753,690,772	0.1901	5,059,400
12-13	2,405,473,723	1.6725	40,231,600	2,414,825,073	0.2150	5,192,500
13-14	2,232,629,599	1.8241	40,725,900	2,279,676,521	0.2227	5,077,500
14-15	2,217,272,811	1.8606	41,253,800	2,267,389,484	0.2231	5,059,400
15-16	2,279,183,448	1.8721	42,667,700	2,553,473,159	0.1946	4,967,900



**Yavapai College  
GENERAL FUND REVENUE  
FY2015-2016**



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016**

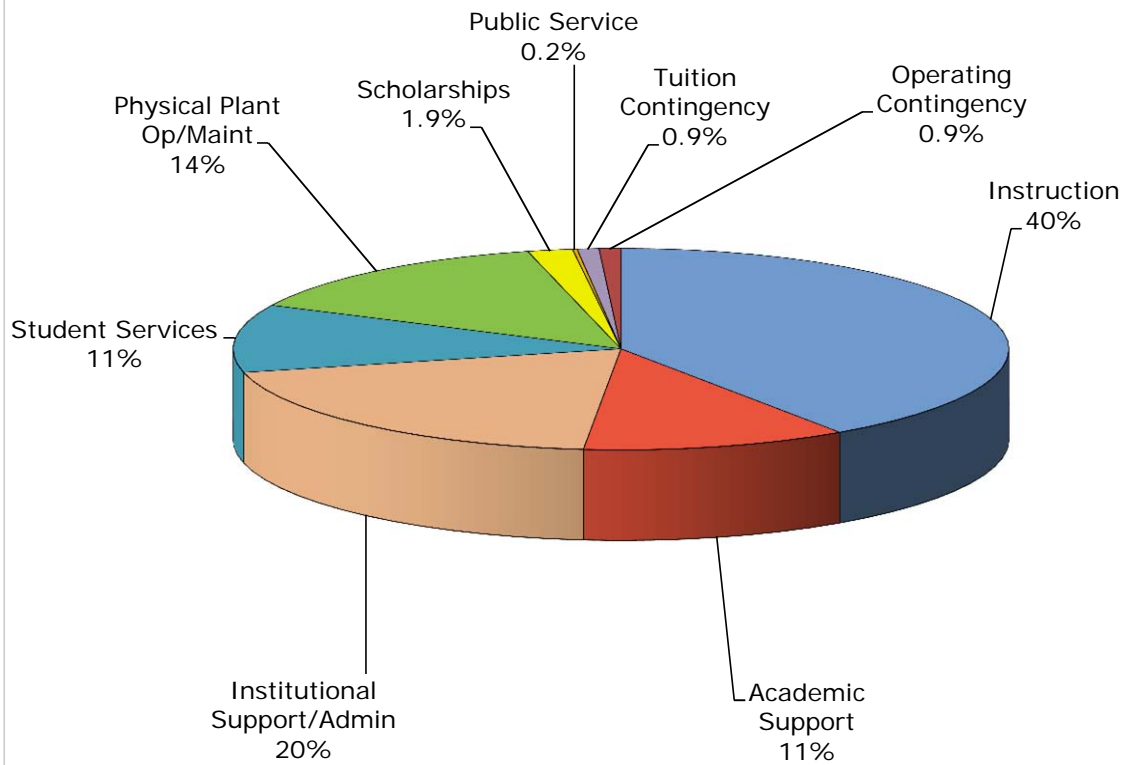
**CURRENT FUNDS - UNRESTRICTED FUND BALANCE**

	<u>Amount</u>
Unrestricted Current Funds Fund Balance as of July 1, 2014	\$ 11,121,000
Add: Estimated Revenues - FY2014 - 2015	\$ 45,754,000
Less: Estimated Expenses - FY2014 - 2015	(44,956,000)
Less: Transfer to Plant Fund - Capital Projects Accumulation Fund - FY2014-2015	(3,328,000)
Estimated Increase (Decrease) in Fund Balance FY2014-2015	<u>(2,530,000)</u>
Estimated Current Funds - Fund Balance June 30, 2015	8,591,000
Less: Governing Board Designated Amount for Financial Stability Policy	<u>(4,720,000)</u>
Estimated Fund Balance in Excess of Required Reserves as of June 30, 2015	3,871,000
Less: Transfer to Plant Fund - Capital Projects Accumulation Fund - FY2015 - 2016	(2,871,000)
Estimated Increase (Decrease) in Current Funds Unrestricted Fund Balance	<u>(2,871,000)</u>
Estimated Current Funds - Unrestricted Fund Balance Available to Provide Cash Flow for Operations at June 30, 2015	<u>\$ 1,000,000</u>

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
FY2015-2016 BUDGET  
CURRENT GENERAL FUND - REVENUES AND OTHER ADDITIONS**

<b>REVENUES</b>	<b>2014-2015 BUDGET</b>	<b>2015-2016 BUDGET</b>	<b>DOLLAR (\$) DIFFERENCE</b>	<b>PERCENTAGE (%) DIFFERENCE</b>
PROPERTY TAXES - PRIMARY	\$ 31,155,000	\$ 33,069,800	\$ 1,914,800	6.1%
STATE APPROPRIATIONS				
Maintenance Support	\$ 887,000	\$ 890,300	\$ 3,300	0.4%
Sub-total State Appropriations	\$ 887,000	\$ 890,300	\$ 3,300	0.4%
TUITION & STUDENT FEES				
General Tuition	\$ 10,592,000	\$ 10,960,000	\$ 368,000	3.5%
Out-of-District Tuition	50,000	75,000	25,000	50.0%
Tuition - Noncredit	225,000	235,000	10,000	4.4%
Out-of-State Tuition	710,000	685,000	(25,000)	-3.5%
Student Fees	40,000	68,000	28,000	70.0%
Tuition and Fee Remissions/Waivers	250,000	250,000	-	0.0%
Sub-Total Tuition & Student Fees	\$ 11,867,000	\$ 12,273,000	\$ 406,000	3.4%
OTHER SOURCES				
Investment Income	\$ 35,000	\$ 50,000	\$ 15,000	42.9%
Other	458,500	470,000	11,500	2.5%
Sub-Total Other Sources	\$ 493,500	\$ 520,000	\$ 26,500	5.4%
<b>Gross Revenues</b>	<b>\$ 44,402,500</b>	<b>\$ 46,753,100</b>	<b>\$ 2,350,600</b>	<b>5.3%</b>
Unrestricted Fund Balance Applied to Budget	\$ 3,328,000	\$ 2,871,000	\$ (457,000)	-13.7%
TRANSFERS IN/OUT				
Transfers to Auxiliary Fund	(768,700)	(1,010,100)	(241,400)	31.4%
Transfers to Retirement of Indebtedness Plant Fund	(1,436,800)	(1,439,000)	(2,200)	0.2%
Transfer from GF Fund Balance to Plant Fund - Capital Projects Accumulation Account	(3,328,000)	(2,871,000)	457,000	-13.7%
<b>TOTAL REVENUES AVAILABLE FOR EXPENDITURES</b>	<b>\$ 42,197,000</b>	<b>\$ 44,304,000</b>	<b>\$ 2,107,000</b>	<b>5.0%</b>

# Yavapai College GENERAL FUND EXPENDITURES FY2015-2016



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
FY2015-2016  
CURRENT GENERAL FUND  
EXPENDITURES AND OTHER DEDUCTIONS**

<b>EXPENDITURES</b>	<b>2014-2015 BUDGET</b>	<b>2015-2016 BUDGET</b>	<b>DOLLAR (\$)  DIFFERENCE</b>	<b>PERCENTAGE (%) DIFFERENCE</b>
<b><u>Current General Fund</u></b>				
Instruction	\$ 16,832,000	\$ 17,879,000	\$ 1,047,000	6.2%
Academic Support	4,492,000	4,880,000	388,000	8.6%
Institutional Support/Administration	8,520,000	8,695,000	175,000	2.1%
Student Services	4,697,000	4,810,000	113,000	2.4%
Physical Plant Operations/Maintenance	6,123,000	6,181,000	58,000	0.9%
Scholarships	833,000	826,000	(7,000)	-0.8%
Public Service	150,000	83,000	(67,000)	-44.7%
Tuition Contingency	550,000	550,000	-	0.0%
Operating Contingency	-	400,000	400,000	100.0%
<b>TOTAL CURRENT GENERAL FUND BUDGET</b>	<b><u>\$ 42,197,000</u></b>	<b><u>\$ 44,304,000</u></b>	<b><u>\$ 2,107,000</u></b>	<b>5.0%</b>



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016  
CURRENT AUXILIARY ENTERPRISES FUND  
REVENUES AND OTHER ADDITIONS**

<u>Revenues &amp; Other Additions By Source</u>	<u>Budget 2014-2015</u>	<u>Budget 2015-2016</u>	<u>DOLLAR (\$) DIFFERENCE</u>	<u>PERCENTAGE (%) DIFFERENCE</u>
<u>AUXILIARY ENTERPRISES</u>				
Residence Halls and Summer Conferences	\$ 1,149,000	\$ 1,190,000	\$ 41,000	3.6%
Bookstore Rental and Commissions	210,000	210,000	-	0.0%
Food Services Sales	40,000	40,000	-	0.0%
Vending	33,000	33,000	-	0.0%
Edventures	198,000	290,000	92,000	46.5%
Winery - Tasting Room	20,000	50,000	30,000	150.0%
Family Enrichment Center	533,000	555,200	22,200	4.2%
<u>PUBLIC SERVICES</u>				
Community Events	520,000	503,000	(17,000)	-3.3%
Regional Economic Development Center - Training	136,200	125,000	(11,200)	-8.2%
Subtotal	<u>\$ 2,839,200</u>	<u>\$ 2,996,200</u>	<u>\$ 157,000</u>	<u>5.5%</u>
<u>OTHER REVENUES</u>				
Yavapai College Foundation	\$ 435,000	\$ 410,000	\$ (25,000)	-5.7%
Other	231,800	242,800	11,000	4.7%
Subtotal	<u>\$ 666,800</u>	<u>\$ 652,800</u>	<u>\$ (14,000)</u>	<u>-2.1%</u>
<b>Total Revenues &amp; Other Additions</b>	<b>\$ 3,506,000</b>	<b>\$ 3,649,000</b>	<b>\$ 143,000</b>	<b>4.1%</b>
UNRESTRICTED FUND BALANCE AT JULY 1 APPLIED TO BUDGET	200,000	-	(200,000)	-100.0%
TRANSFERS IN/OUT				
Transfer from General Fund	\$ 768,700	\$ 1,010,100	\$ 241,400	31.4%
Transfer to Retirement of Indebtedness Plant Fund - Revenue Bond P & I	(400,800)	(403,800)	(3,000)	0.7%
<b>TOTAL AVAILABLE FOR EXPENDITURES</b>	<b><u>\$ 4,073,900</u></b>	<b><u>\$ 4,255,300</u></b>	<b><u>\$ 181,400</u></b>	<b><u>4.5%</u></b>

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016**

**CURRENT AUXILIARY FUND - EXPENDITURES AND OTHER DEDUCTIONS**

	<u>Budget 2014-2015</u>	<u>Budget 2015-2016</u>	<u>DOLLAR (\$) DIFFERENCE</u>	<u>PERCENTAGE (%) DIFFERENCE</u>
Instruction	\$ 49,100	\$ 55,100	\$ 6,000	12.2%
Student Services	611,400	626,400	15,000	2.5%
Auxiliary Enterprises	1,346,000	1,518,700	172,700	12.8%
Public Service	1,016,100	889,800	(126,300)	-12.4%
Contingency	100,000	100,000	-	0.0%
Facilities & Administrative Allocation Expense	951,300	1,065,300	114,000	12.0%
<b>TOTAL CURRENT AUXILIARY FUND BUDGET</b>	<b>\$ 4,073,900</b>	<b>\$ 4,255,300</b>	<b>\$ 181,400</b>	<b>4.5%</b>

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016**

**CURRENT RESTRICTED FUND - REVENUES AND OTHER ADDITIONS**

	<u>Budget</u> <u>2014-2015</u>	<u>Budget</u> <u>2015-2016</u>	<u>DOLLAR (\$)</u> <u>DIFFERENCE</u>	<u>PERCENTAGE</u> <u>(%)</u> <u>DIFFERENCE</u>
<b><u>Revenues and Other Additions by Source</u></b>				
GIFTS, GRANTS, AND CONTRACTS				
Federal Grants and Contracts				
U.S. DOE - TRIO Student Cluster	\$ 995,000	\$ 920,000	\$ (75,000)	-7.5%
U.S. DOE - Adult Education	182,000	246,000	64,000	35.2%
U.S. DOE - Financial Aid Cluster	11,570,000	11,078,000	(492,000)	-4.3%
U.S. DOE - Vocational Education	167,000	188,000	21,000	12.6%
U.S. DOL - Trade Adjustment/Career Training	900,000	250,000	(650,000)	-72.2%
U.S. Small Business Administration	140,000	112,000	(28,000)	-20.0%
Other	270,000	279,000	9,000	3.3%
Subtotal	<u>\$ 14,224,000</u>	<u>\$ 13,073,000</u>	<u>\$ (1,151,000)</u>	
State Grants and Contracts				
AZ DOE - Adult Education	\$ 95,500	\$ 96,000	\$ 500	0.5%
AZ DES - First Things First	47,500	48,000	500	1.1%
Other	82,000	57,000	(25,000)	-30.5%
Subtotal	<u>\$ 225,000</u>	<u>\$ 201,000</u>	<u>\$ (24,000)</u>	
Private Gifts, Grants and Contracts				
Bernard Osher Foundation	\$ 100,000	\$ 99,000	\$ (1,000)	-1.0%
Yavapai College Foundation	290,000	350,000	60,000	20.7%
Freeport-McMoRan	95,000	60,000	(35,000)	-36.8%
Other	140,000	126,000	(14,000)	-10.0%
Subtotal	<u>\$ 625,000</u>	<u>\$ 635,000</u>	<u>\$ 10,000</u>	1.6%
OTHER REVENUES AND ADDITIONS				
Prop. 301 Sales Tax Revenues	600,000	650,000	50,000	8.3%
State Appropriation - STEM Workforce Programs	802,900	805,700	2,800	0.3%
Subtotal	<u>1,402,900</u>	<u>1,455,700</u>	<u>52,800</u>	3.8%
<b>Total Revenues &amp; Other Additions</b>	<b>\$ 16,476,900</b>	<b>\$ 15,364,700</b>	<b>\$ (1,112,200)</b>	<b>-6.8%</b>
RESTRICTED FUND BALANCE AT JULY 1 APPLIED TO BUDGET	<u>50,000</u>	<u>50,000</u>	<u>-</u>	0.0%
<b>TOTAL AVAILABLE FOR EXPENDITURES</b>	<b><u>\$ 16,526,900</u></b>	<b><u>\$ 15,414,700</u></b>	<b><u>\$ (1,112,200)</u></b>	<b>-6.7%</b>

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016**

**CURRENT RESTRICTED FUND - EXPENDITURES AND OTHER DEDUCTIONS**

	<u>Budget</u> <u>2014-2015</u>	<u>Budget</u> <u>2015-2016</u>	<u>DOLLAR (\$)</u> <u>DIFFERENCE</u>	<u>PERCENTAGE</u> <u>(%)</u> <u>DIFFERENCE</u>
CURRENT RESTRICTED FUND (Note 1)				
Instruction	\$ 3,294,900	\$ 2,756,400	\$ (538,500)	-16.3%
Academic Support	4,000	4,000	-	0.0%
Student Services	1,198,000	1,107,800	(90,200)	-7.5%
Scholarships	11,890,000	11,434,500	(455,500)	-3.8%
Public Service	140,000	112,000	(28,000)	-20.0%
<b>TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF CURRENT RESTRICTED FUND</b>	<b><u>\$ 16,526,900</u></b>	<b><u>\$ 15,414,700</u></b>	<b><u>\$ (1,112,200)</u></b>	<b><u>-6.7%</u></b>

Note 1: Restricted Fund expended only to the extent that Grants and Gifts are received.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016**

**UNEXPENDED PLANT FUND - FUND BALANCE**

		<u>Amount</u>
Fund Balance as of July 1, 2014	\$	10,060,000
Add: Estimated Revenues - FY2014-2015	\$	10,350,000
Less: Estimated Expenses - FY2014-2015		(15,850,000)
Add: Transfer from General Fund - Capital Projects Accumulation Account - FY2014-2015		3,328,000
Estimated Increase (Decrease) in Fund Balance FY2014-2015		<u>(2,172,000)</u>
Estimated Fund Balance as of June 30, 2015	\$	7,888,000
Estimated Balance in Capital Accumulation Account		5,200,000
Fund Balance Reserved for Capital Projects		<u>5,200,000</u>
Estimated Fund Balance Available/Reserves as of June 30, 2015	\$	<u><u>2,688,000</u></u>



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016**

**UNEXPENDED PLANT FUND - REVENUES AND OTHER ADDITIONS**

	<u>Budget 2014-2015</u>	<u>Budget 2015-2016</u>	<u>DOLLAR (\$) DIFFERENCE</u>	<u>PERCENTAGE (%) DIFFERENCE</u>
<b><u>Revenues and Other Additions By Source</u></b>				
<u>Recurring</u>				
Primary Levy - Capital	\$ 10,098,800	\$ 9,597,900	\$ (500,900)	-5.0%
Investment Income	18,000	22,000	4,000	22.2%
Other	20,000	20,000	-	0.0%
<u>Non-Recurring</u>				
Yavapai College Foundation Donation	325,000	325,000	-	0.0%
<b>Total Revenues</b>	<b>\$ 10,461,800</b>	<b>\$ 9,964,900</b>	<b>\$ (496,900)</b>	<b>-4.7%</b>
Fund Balance Applied to Budget	\$ -	\$ -	\$ -	
<b>TRANSFERS IN/OUT</b>				
Transfer in from General Fund - Capital Projects Accumulation Account	3,328,000	2,871,000	(457,000)	-13.7%
<b>AMOUNT AVAILABLE FOR EXPENDITURES - UNEXPENDED PLANT FUND</b>	<b><u>\$ 13,789,800</u></b>	<b><u>\$ 12,835,900</u></b>	<b><u>\$ (953,900)</u></b>	<b>-6.9%</b>

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016**

**UNEXPENDED PLANT FUND - EXPENDITURES AND OTHER DEDUCTIONS**

	<u>Budget 2014-2015</u>	<u>Budget 2015-2016</u>	<u>DOLLAR (\$) DIFFERENCE</u>	<u>PERCENTAGE (%) DIFFERENCE</u>
<b>UNEXPENDED PLANT FUND</b>				
<b>Buildings/Infrastructure</b>				
Preventative Maintenance	\$ 3,020,000	\$ 3,010,000	\$ (10,000)	-0.3%
Unplanned Maintenance	500,000	500,000	-	0.0%
Capital Improvement Projects (CIP)	6,781,900	4,538,700	(2,243,200)	-33.1%
<b>Equipment</b>				
Equipment	2,309,400	2,123,500	(185,900)	-8.0%
Furniture and Fixtures	250,000	250,000	-	0.0%
<b>Capital Leases</b>				
Principal on Capital Leases	41,300	-	(41,300)	-100.0%
Interest on Capital Leases	1,000	-	(1,000)	-100.0%
<b>Library Books</b>				
	98,700	98,700	-	0.0%
<b>Contingency</b>				
Operating Contingency	500,000	500,000	-	0.0%
Property Tax Contingency	247,300	247,300	-	0.0%
<b>TOTAL EXPENDITURES - UNEXPENDED PLANT FUNDS</b>	<u>\$ 13,749,600</u>	<u>\$ 11,268,200</u>	<u>(2,481,400)</u>	<u>-18.0%</u>
Contributions to Capital Projects Accumulation Account - Future Projects	40,200	1,567,700	1,527,500	3799.8%
<b>TOTAL EXPENDITURES AND OTHER DEDUCTIONS - UNEXPENDED PLANT FUNDS</b>	<u><b>\$ 13,789,800</b></u>	<u><b>\$ 12,835,900</b></u>	<u><b>\$ (953,900)</b></u>	<u><b>-6.9%</b></u>

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016**

**RETIREMENT OF INDEBTEDNESS PLANT FUND  
REVENUES AND OTHER ADDITIONS**

	<u>Budget 2014-2015</u>	<u>Budget 2015-2016</u>	<u>DOLLAR (\$) DIFFERENCE</u>	<u>PERCENTAGE (%) DIFFERENCE</u>
<b><u>RETIREMENT OF INDEBTEDNESS</u></b>				
Secondary Tax Levy	\$ 5,059,400	\$ 4,967,900	\$ (91,500)	-1.8%
Interest Income	10,000	12,000	2,000	20.0%
<b>TOTAL RETIREMENT OF INDEBTEDNESS REVENUES</b>	<b>\$ 5,069,400</b>	<b>\$ 4,979,900</b>	<b>\$ (89,500)</b>	<b>-1.8%</b>
 FUND BALANCE AT JULY 1 APPLIED TO BUDGET	 -	 100,000	 100,000	 100.0%
<b>TRANSFERS IN/OUT</b>				
Transfer in from General Fund - Pledged Revenue Obligations P & I	\$ 1,436,800	\$ 1,439,000	\$ 2,200	0.2%
Transfer in from Auxiliary Fund - Revenue Bond P & I	400,800	403,800	3,000	0.7%
<b>TOTAL AMOUNT AVAILABLE FOR RETIREMENT OF REVENUE &amp; PLEDGED REVENUE BONDS</b>	<b>\$ 1,837,600</b>	<b>\$ 1,842,800</b>	<b>\$ 5,200</b>	<b>0.2%</b>
<b>TOTAL AVAILABLE FOR EXPENDITURES - RETIREMENT OF INDEBTEDNESS</b>	<b><u>\$ 6,907,000</u></b>	<b><u>\$ 6,922,700</u></b>	<b><u>\$ 15,700</u></b>	<b>0.2%</b>

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016**

**RETIREMENT OF INDEBTEDNESS PLANT FUND  
EXPENDITURES AND OTHER DEDUCTIONS**

	<u>Final Maturity</u>	<u>Budget 2014-2015</u>	<u>Budget 2015-2016</u>	<u>DOLLAR (\$) DIFFERENCE</u>	<u>PERCENTAGE (%) DIFFERENCE</u>
<b>RETIREMENT OF INDEBTEDNESS</b>					
Retirement of Indebtedness (Principal)					
General Obligation Bonds - 2012 Refunding	7/1/2024	\$ 2,965,000	\$ 3,175,000	\$ 210,000	7.1%
General Obligation Bonds - 2011 Refunding	7/1/2021	1,105,000	1,020,000	(85,000)	-7.7%
Total General Obligation Bonds		4,070,000	4,195,000	125,000	3.1%
Pledged Revenue Obligations	7/1/2025	945,000	985,000	40,000	4.2%
Revenue Bonds	7/1/2028	285,000	295,000	10,000	3.5%
Sub-total Retirement of Indebtedness		\$ 5,300,000	\$ 5,475,000	\$ 175,000	3.3%
Interest on Indebtedness					
General Obligation Bonds - 2012 Refunding		\$ 740,400	\$ 681,100	\$ (59,300)	-8.0%
General Obligation Bonds - 2011 Refunding		225,000	169,800	(55,200)	-24.5%
Total General Obligation Bonds		965,400	850,900	(114,500)	-11.9%
Pledged Revenue Obligations		491,800	454,000	(37,800)	-7.7%
Revenue Bonds		115,800	108,800	(7,000)	-6.0%
Sub-total Interest on Indebtedness		\$ 1,573,000	\$ 1,413,700	\$ (159,300)	-10.1%
Bank Fees		4,000	4,000	-	0.0%
Property Tax Contingency		30,000	30,000	-	0.0%
<b>TOTAL EXPENDITURES AND OTHER DEDUCTIONS - RETIREMENT OF INDEBTEDNESS</b>		<b>\$ 6,907,000</b>	<b>\$ 6,922,700</b>	<b>\$ 15,700</b>	<b>0.2%</b>

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016  
EXPENDITURE LIMITATION COMPLIANCE**

	Current Funds			Plant Funds		TOTAL
	Unrestricted		Restricted	Plant	Debt	
	General	Auxiliary				
PROJECTED BUDGET EXPENDITURES (see below)	\$ 42,754,000	\$ 4,105,300	\$ 15,414,700	\$ 12,088,600	\$ 6,922,700	\$ 81,285,300
LESS EXCLUSIONS						
DEBT SERVICE/BONDED INDEBTEDNESS	-	-	-	-	6,922,700	6,922,700
DIVIDENDS, INTEREST AND GAIN ON SALE	50,000	-	-	22,000	-	72,000
GRANTS & AID FROM FEDERAL GOVERNMENT	-	-	13,073,000	-	-	13,073,000
GRANTS, ETC. FROM PRIVATE AGENCY	-	410,000	635,000	325,000	-	1,370,000
PROP. 301 FUNDS	-	-	650,000	-	-	650,000
AMOUNTS ACCUMULATED TO PURCHASE LAND AND CAPITAL	-	-	-	2,871,000	-	2,871,000
TUITION AND FEES	12,273,000	845,200	-	-	-	13,118,200
PRIOR YEARS CARRY FORWARD USED	-	-	-	800,000	-	800,000
<b>TOTAL EXCLUSIONS</b>	<b>\$ 12,323,000</b>	<b>\$ 1,255,200</b>	<b>\$ 14,358,000</b>	<b>\$ 4,018,000</b>	<b>\$ 6,922,700</b>	<b>\$ 38,876,900</b>
<b>BUDGET EXPENDITURES SUBJECT TO LIMIT</b>	<b>\$ 30,431,000</b>	<b>\$ 2,850,100</b>	<b>\$ 1,056,700</b>	<b>\$ 8,070,600</b>	<b>\$ -</b>	<b>\$ 42,408,400</b>
BUDGETED EXPENDITURE LIMITATION AS CALCULATED BY THE ECONOMIC ESTIMATES COMMISSION						<u>\$ 42,312,883</u>
AMOUNT (OVER) UNDER LIMITATION						<b>\$ (95,517)</b>
 PRIOR YEARS CARRY FORWARD AVAILABLE FOR USE:						
Balance after Use for FY2013-2014 Actual	<b>\$ 10,187,000</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 10,003,000</b>	<b>\$ -</b>	<b>\$ 20,390,000</b>
 BUDGETED EXPENDITURES	\$ 44,304,000	\$ 4,255,300	\$ 15,414,700	\$ 12,835,900	\$ 6,922,700	\$ 83,732,600
Less: Budgeted Items Not Expected to be Spent:						
Contingencies	800,000	100,000	-	747,300	-	1,647,300
Reserve for Capital Projects	-	-	-	-	-	-
Allowance for Unexpended Appropriations	750,000	50,000	-	-	-	800,000
Total adjustments	<u>\$ 1,550,000</u>	<u>\$ 150,000</u>	<u>\$ -</u>	<u>\$ 747,300</u>	<u>\$ -</u>	<u>\$ 2,447,300</u>
 BUDGETED EXPENDITURES FOR EXPENDITURE LIMITATION	<u>\$ 42,754,000</u>	<u>\$ 4,105,300</u>	<u>\$ 15,414,700</u>	<u>\$ 12,088,600</u>	<u>\$ 6,922,700</u>	<u>\$ 81,285,300</u>

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016  
FIVE-YEAR PROJECTIONS OF REVENUES AND EXPENDITURES**

	<u>FY 2015-16</u>	<u>FY 2016-17</u>	<u>FY 2017-18</u>	<u>FY 2018-19</u>	<u>FY 2019-20</u>
<b><u>Revenues</u></b>					
Property Taxes - Primary	\$ 42,667,700	\$ 43,734,393	\$ 44,827,753	\$ 45,948,447	\$ 47,097,158
Property Taxes - Secondary	4,967,900	4,977,836	4,987,792	4,997,768	5,007,764
General Fund - Tuition and Fees	12,688,000	13,195,520	13,723,341	14,272,275	14,843,166
State Appropriations	1,696,000	1,696,000	1,696,000	1,696,000	1,696,000
Federal Grants and Contracts	13,073,000	13,334,460	13,601,149	13,873,172	14,150,635
State Grants and Contracts	201,000	205,020	209,120	213,302	217,568
State Workforce Development Funds	650,000	666,250	682,906	699,979	717,478
Investment Income	84,000	85,680	87,394	89,142	90,925
Sales and Services	3,294,000	3,376,350	3,460,759	3,547,278	3,635,960
Private Foundations	1,370,000	1,045,000	1,045,000	1,045,000	1,045,000
Capital Projects Accumulation Account	-	3,384,838	5,564,364	3,110,206	1,609,033
Other (Fund Balance and Miscellaneous)	3,041,000	20,000	20,400	20,808	21,224
Total Revenues	<b>\$ 83,732,600</b>	<b>\$ 85,721,347</b>	<b>\$ 89,905,978</b>	<b>\$ 89,513,377</b>	<b>\$ 90,131,911</b>
<b><u>Expenditures</u></b>					
General Fund	\$ 44,304,000	\$ 46,297,680	\$ 48,381,076	\$ 50,558,224	\$ 52,833,344
Auxiliary Fund	4,255,300	4,319,130	4,383,917	4,449,676	4,516,421
Restricted Fund	15,414,700	15,722,994	16,037,454	16,358,203	16,685,367
Plant Fund - Operations	1,096,000	1,117,920	1,140,278	1,163,084	1,186,346
Plant Fund - Building Maintenance Program	3,510,000	3,510,000	3,528,000	3,560,000	3,585,000
Plant Fund - Equipment Replacement Program	2,123,500	2,283,200	1,929,600	1,802,500	1,665,700
Plant Fund - Capital Improvement Plan	4,538,700	5,540,800	7,569,100	4,678,200	2,709,300
Plant Fund - Campus Master Plan Projects (Savings)	1,567,700	-	-	-	-
Debt Service Fund	6,922,700	6,929,623	6,936,553	6,943,490	6,950,433
Total Expenditures	<b>\$ 83,732,600</b>	<b>\$ 85,721,347</b>	<b>\$ 89,905,978</b>	<b>\$ 89,513,377</b>	<b>\$ 90,131,911</b>
Favorable/(Unfavorable)	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Assumptions:** Primary property tax levy - 1.0% levy increases on average plus an additional 1.5% increases from new construction.  
Tuition and fees - 1.0% enrollment growth and 3.0% price increases.  
General Fund expenditures - 3.0% to 4.0% for increases in health insurance, retirement, commodities, contracted services, utilities and salaries plus an additional 1.0% for strategic initiatives.



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016  
FIVE-YEAR PROJECTIONS OF EXPENDITURE LIMITATION COMPLIANCE**

	<u>FY 2015-16</u>	<u>FY 2016-17</u>	<u>FY 2017-18</u>	<u>FY 2018-19</u>	<u>FY 2019-20</u>
<b><u>Expenditures</u></b>					
General Fund	\$ 44,304,000	\$ 46,297,680	\$ 48,381,076	\$ 50,558,224	\$ 52,833,344
Auxiliary Fund	4,255,300	4,319,130	4,383,917	4,449,676	4,516,421
Restricted Fund	15,414,700	15,722,994	16,037,454	16,358,203	16,685,367
Plant Fund - Operations	1,096,000	1,117,920	1,140,278	1,163,084	1,186,346
Plant Fund - Building Maintenance Program	3,510,000	3,510,000	3,528,000	3,560,000	3,585,000
Plant Fund - Equipment Replacement Program	2,123,500	2,283,200	1,929,600	1,802,500	1,665,700
Plant Fund - Capital Improvement Plan	4,538,700	5,540,800	7,569,100	4,678,200	2,709,300
CIP - Future Projects	1,567,700	-	-	-	-
Debt Service Fund	6,922,700	6,929,623	6,936,553	6,943,490	6,950,433
Contingencies	(1,647,300)	(1,647,300)	(1,647,300)	(1,647,300)	(1,647,300)
Not Expected to be Expended	(800,000)	(760,000)	(722,000)	(685,900)	(651,605)
Total Adjusted Expenditures	<b>\$ 81,285,300</b>	<b>\$ 83,314,047</b>	<b>\$ 87,536,678</b>	<b>\$ 87,180,177</b>	<b>\$ 87,833,006</b>
<b><u>Exclusions</u></b>					
Bond Debt Service Payments	\$ 6,922,700	\$ 6,929,623	\$ 6,936,553	\$ 6,943,490	\$ 6,950,433
Interest Income	72,000	85,680	87,394	89,142	90,925
Federal Grants	13,073,000	13,334,460	13,601,149	13,873,172	14,150,635
Gifts from Private Agencies	1,370,000	1,045,000	1,045,000	1,045,000	1,045,000
Amounts Accumulated - Capital	2,871,000	4,350,000	6,450,000	3,900,000	2,300,000
Tuition & Fees	13,118,200	13,195,520	13,723,341	14,272,275	14,843,166
Prop 301 Funds	650,000	666,250	682,906	699,979	717,478
Prior Years Carryforward Used	800,000	-	-	-	-
Total Revenues	<b>\$ 38,876,900</b>	<b>\$ 39,606,533</b>	<b>\$ 42,526,343</b>	<b>\$ 40,823,058</b>	<b>\$ 40,097,637</b>
Expenditures Subject to Limitation	\$ 42,408,400	\$ 43,707,514	\$ 45,010,335	\$ 46,357,119	\$ 47,735,369
Estimated Expenditure Limitation	42,312,883	43,582,269	44,889,737	46,236,429	47,623,522
Favorable/(Unfavorable)	<b>\$ (95,517)</b>	<b>\$ (125,245)</b>	<b>\$ (120,598)</b>	<b>\$ (120,690)</b>	<b>\$ (111,847)</b>
FTSE @ 1% Growth-per-Year	4,000	4,040	4,080	4,121	4,162

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015-2016  
FIVE-YEAR CAPITAL IMPROVEMENT PLAN**

<b>Capital Improvement Projects - Description</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
CTEC - Class/Lab Renovation Design, Construction & FF&E	\$ 1,800,000	-	-	-	-
Prescott - Building 1 University Center Design, Const. & FF&E	800,000	-	-	-	-
Prescott - Building 3 Activity Center Design, Const. & FF&E	800,000	-	-	-	-
Prescott - PAC Elevator	250,000	-	-	-	-
Prescott - Building 15 Art/Music Design, Const. & FF&E	510,800	\$ 4,086,500	\$ 510,800	-	-
Prescott - Building 29 Business Center Design, Const. & FF&E	667,600	-	-	-	-
Prescott - Expand OLLI, Design, Construction & FF&E	976,000	-	-	-	-
Prescott - Lecture Hall Design, Construction & FF&E	-	-	4,203,000	-	-
Prescott - Multi-use Field Design, Construction & FF&E	-	-	105,000	\$ 2,777,400	-
Prescott - Surface Lot Construction	-	-	216,000	1,000,000	-
Prescott - Event Center Design & Construction	-	-	-	1,086,500	\$ 3,975,000
Sedona - Renovation Design, Construction & FF&E	-	2,720,000	1,080,000	-	-
Verde - Building L Renovation	-	-	2,720,000	1,080,000	-
Open Space Improvements - Design & Construction	200,000	200,000	200,000	200,000	200,000
Way Finding - Design & Construction	90,000	90,000	90,000	90,000	90,000
Transfer of Expenses to Restricted Fund - STEM Funding, Prop. 301 Sales Tax Revenues & Carl Perkins Grant	(1,555,700)	(1,555,700)	(1,555,700)	(1,555,700)	(1,555,700)
<b>Total Capital Projects</b>	<b>\$ 4,538,700</b>	<b>\$ 5,540,800</b>	<b>\$ 7,569,100</b>	<b>\$ 4,678,200</b>	<b>\$ 2,709,300</b>
<b>Revenue Sources</b>					
Investment Income	\$ 22,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Capital Project Accum. Account	4,191,700	5,195,800	7,549,100	4,658,200	2,689,300
YC Foundation - Winery	325,000	325,000	-	-	-
<b>Total Revenues</b>	<b>\$ 4,538,700</b>	<b>\$ 5,540,800</b>	<b>\$ 7,569,100</b>	<b>\$ 4,678,200</b>	<b>\$ 2,709,300</b>
<b>Excess/(Needed Capital)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**YAVAPAI COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015 - 2016  
FIVE-YEAR BUILDINGS AND GROUNDS PREVENTATIVE MAINTENANCE PLAN**

	<u>FY2015-16</u>	<u>FY2016-17</u>	<u>FY2017-18</u>	<u>FY2018-19</u>	<u>FY2019-20</u>
Unplanned Maintenance	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Preventative Maintenance by Category					
Site	600,000	800,000	600,000	600,000	600,000
Architecture	950,000	975,000	1,250,000	1,575,000	1,600,000
Mechanical	305,000	450,000	500,000	500,000	500,000
Plumbing	100,000	75,000	60,000	60,000	60,000
Electrical	705,000	500,000	450,000	200,000	200,000
Technology	350,000	228,000	200,000	150,000	150,000
Preventative Maintenance Total	<u>\$ 3,010,000</u>	<u>\$ 3,028,000</u>	<u>\$ 3,060,000</u>	<u>\$ 3,085,000</u>	<u>\$ 3,110,000</u>
<b>TOTAL MAINTENANCE</b>	<u><u>\$ 3,510,000</u></u>	<u><u>\$ 3,528,000</u></u>	<u><u>\$ 3,560,000</u></u>	<u><u>\$ 3,585,000</u></u>	<u><u>\$ 3,610,000</u></u>

**YAVAPAI COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
BUDGET FOR FY2015 - 2016  
FIVE YEAR EQUIPMENT REPLACEMENT PLAN**

<u>Department</u>	<u>FY 2015-</u> <u>2016</u>	<u>FY 2016-</u> <u>2017</u>	<u>FY 2017-</u> <u>2018</u>	<u>FY 2018-</u> <u>2019</u>	<u>FY 2019-</u> <u>2020</u>
<b>INSTRUCTION</b>					
<b>Career &amp; Technical Education</b>					
Agribusiness	\$ 23,000	\$ 26,500	\$ 15,000	\$ -	\$ 50,000
Aviation	-	-	45,000	-	-
Gunsmithing	36,000	36,000	32,000	21,500	32,000
Automotive	27,016	23,551	14,034	24,000	-
Industrial Plant	3,345	-	-	-	-
Lineworker	-	-	-	-	-
CNC	6,500	1,000	-	-	43,500
Welding	35,500	56,500	31,500	26,500	36,000
<b>Arts &amp; Humanities</b>					
Prescott Campus:					
Instrumental:	41,000	32,800	31,000	30,500	33,200
Vocal	8,900	-	-	-	-
Ceramics	6,485	5,425	7,000	-	-
3D Fine Art	27,738	1,430	10,300	-	-
2D Fine Art	-	-	-	6,000	-
Prescott Art Gallery	10,000	-	-	-	-
Photography	1,500	10,000	3,000	5,000	3,000
Art - Verde Campus:	10,200	6,046	2,100	-	19,000
<b>Foundation Studies</b>					
<b>Sciences, Nursing, Allied Health, HPER &amp; Athletics</b>					
Sciences-Prescott	37,019	42,156	41,500	40,356	40,800
Sciences-Verde	18,600	11,900	14,000	20,500	18,400
Athletics	7,200	11,500	14,700	7,600	10,100
HPER Programs-Prescott	12,999	25,600	24,675	23,800	11,850
HPER Programs-Verde	1,500	11,200	1,666	10,000	6,300
Nursing-Prescott	-	25,640	31,625	24,650	2,200
Nursing-Verde	-	4,000	5,200	-	2,200
Allied Health	9,215	5,987	11,350	11,700	15,200
Radiology	-	-	4,000	-	-
<b>Public Safety-</b>					
EMS Program:	27,700	27,700	3,800	38,500	27,500
Fire Science Program:	85,350	39,350	55,500	58,500	62,500
NARTA:	-	-	-	13,000	13,000
<b>Film &amp; Media Arts</b>	18,600	18,600	18,600	18,600	-
<b>Computer Technologies and Instructional Support</b>					
Library Services, Prescott	5,000	15,650	18,568	3,000	8,100
Library Services, Verde	3,000	21,210	2,627	10,867	3,150
<b>ADMINISTRATIVE SERVICES</b>					
Applications Development	-	-	-	-	-
TSS Desktop Services-	345,150	350,100	337,100	344,750	239,600
Technology Support Services (PTSS)	379,750	535,100	389,700	340,600	272,300
Network Services	387,000	412,000	417,000	397,000	412,000
Telephony	55,000	25,000	15,000	25,000	15,000
Web Services	5,000	-	5,000	-	-
Printing Services - District-Wide:	6,008	6,005	6,080	75,026	72,075
Mail Services - District-Wide:	-	20,000	-	-	-
Facilities - Operations, District	70,000	113,000	85,000	39,000	110,000
Facilities - Custodial	16,200	12,900	5,500	-	15,000
Facilities - Grounds	26,000	14,000	28,000	80,000	15,000
Facilities - Maintenance	49,500	63,000	99,000	97,951	70,000
Campus Safety	229,300	200,000	100,000	-	-
Marketing	-	-	-	-	3,000
<b>Auxiliary Enterprises</b>					
Family Enrichment Center	12,825	4,350	3,475	8,600	3,725
YC Performing Arts Center	78,400	68,000	-	-	-
<b>Total Equipment</b>	<b>\$ 2,123,500</b>	<b>\$ 2,283,200</b>	<b>\$ 1,929,600</b>	<b>\$ 1,802,500</b>	<b>\$ 1,665,700</b>