

# Yavapai College FY16-17 Budget

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MAY, 2016

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# YC Board Budget Process

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Jan- Assumptions

Feb- Capital Budget Draft/ Budget Work Study

Mar- Tuition & Fees Approval

Apr- Feedback on Draft Budget

May- Approve Budget



# 2017 Strategic Plan Highlight

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## Academic Pathways

- Change focus from Enrollment to Completion
- Simplify majors
- Improve Schedule
- Robust advising & support



# YC Performance Dashboard

## Growth

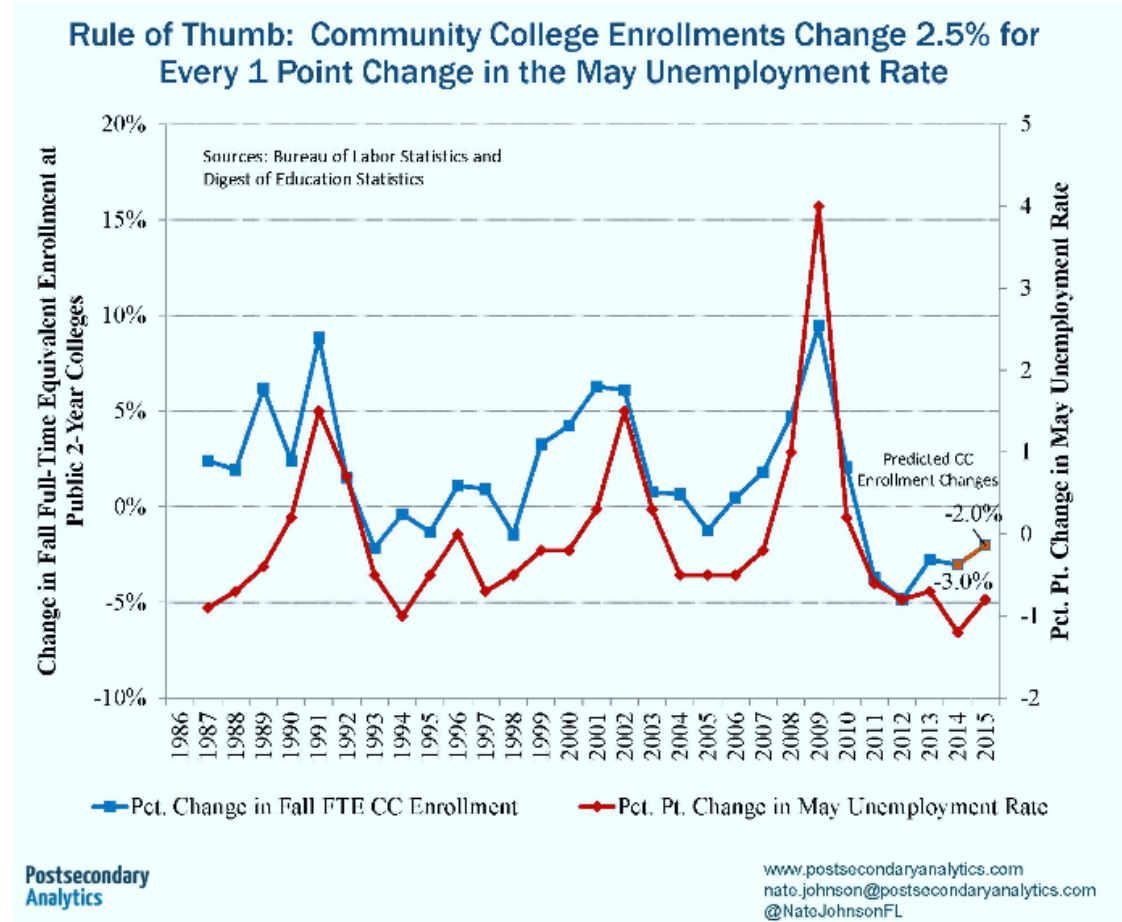
- Credit
- Non-credit
- Participation

## Productivity

- Retention
- Transfers
- Completions

## Quality

- Customer Satisfaction
  - Noel Levitz
  - DGB Survey
- Transfer Success
  - GPA after transfer



# FY16 Budget Updates

Critical New Initiatives Support DGB Ends				
		Education	Economic Development	Cultural
1	Electrical Lineman	\$ 224,548	X	
2	Hospitality/ Culinary	\$ 33,369	X	
3	Digital Media Film	\$ 76,324	X	
4	Asst Vineyard Mgr/ Vineyard	\$ 109,940	X	
5	Enology Tasting Room	\$ 108,829		
6	Performing Arts Program	\$ 25,000		X
7	Community Ed PT to FT	\$ 41,493		
8	Supplemental Instruction in Learning Center	\$ 68,612		
9	Curriculog/ Acalog Software	\$ 11,582		
10	Testing Center Staff	\$ 49,874		
11	Service Learning	\$ 10,805		
12	Dual Enrollment	\$ 78,000		
13	Freshman Year Experience	\$ 34,415		
14	Increase Contingencies	\$ 400,000	X	X
15	Facilities Maintenance Technician	\$ 50,540	X	X
16	Marketing	\$ 55,000	X	X
17	VVC Associate Dean	\$ 95,580		
18	High School Liaison	\$ 53,634		

## **Variiances**

-\$6,400

+2,600

-\$1,900

+\$1,226

+\$260

+\$12,400

-\$1566

# FY16 Capital Projects Update

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<u>Project</u>	<u>Budget</u>	<u>Committed+Actual to Date</u>	<u>Status</u>
REDC	\$668k	\$621k	Estimated June Completion
OLLI	\$976k	\$885k	Estimated June Completion
Bldg 15	\$5.2M	\$459k	Programming underway
Signage	\$90k	\$34k	Design nearing completion
Open Space	\$200k	\$157k	Design Complete, Ramadas

# Compensation Philosophy

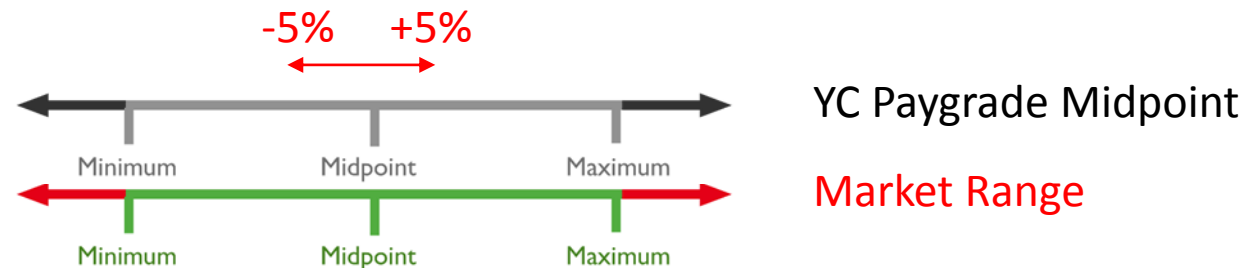
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## ❖ College Compensation Policy 2.17:

Yavapai College is committed to providing total compensation, including salary and benefits, that enable the College to attract, retain, and motivate skilled, talented, and diverse employees.

## ❖ Compensation Goal:

YC salary range midpoints are +/-5% of relevant labor market medians, after being adjusted for Yavapai County Cost of Living



# Benchmarking Compensation

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## ❖ 2 Processes

- ❖ YC Human Resources reviews 1/3 of jobs each year

  - ❖ External equity

  - ❖ Internal equity

- ❖ Periodic 3<sup>rd</sup> party evaluation: Sibson Study in 2014

  - ❖ External equity



# Sibson Study Benchmarking Results: YC Salary Grade Midpoint vs. Market

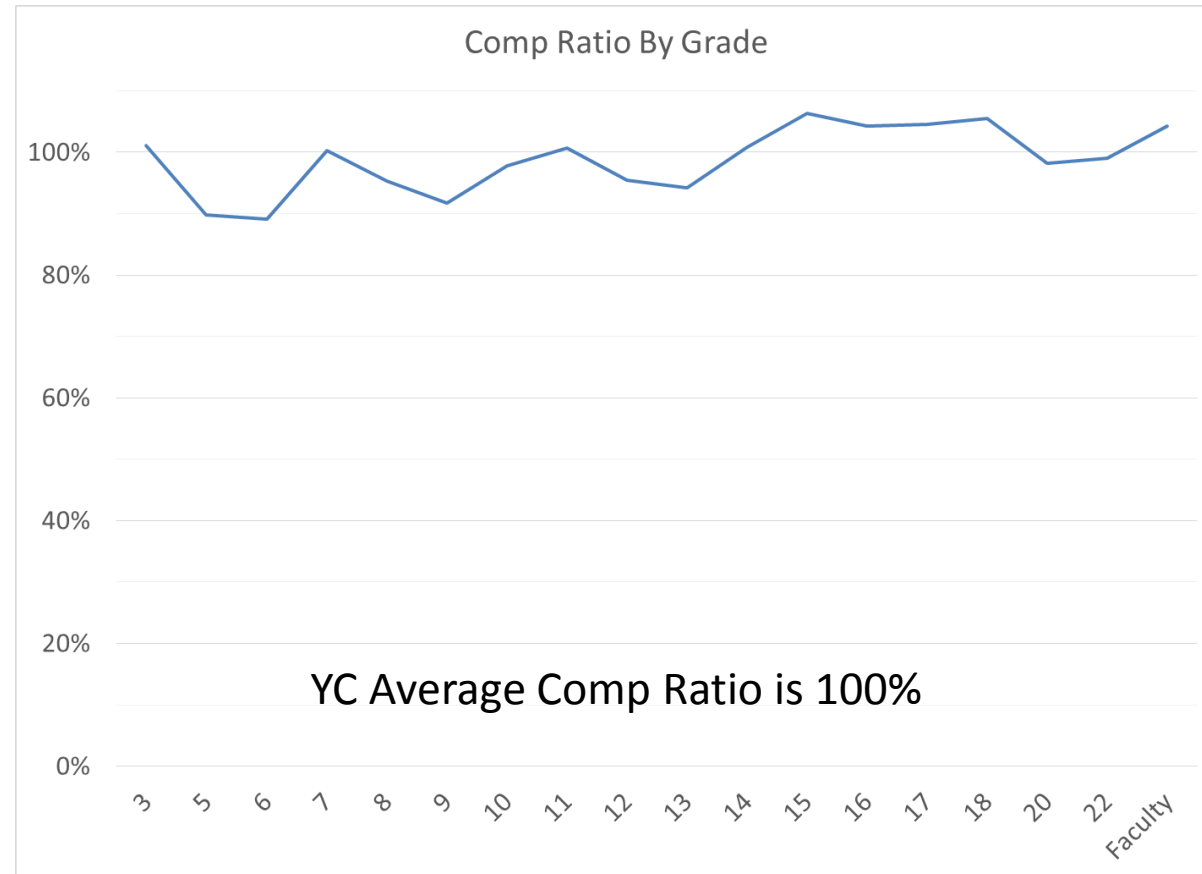
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## ❖ Sibson Study 2014

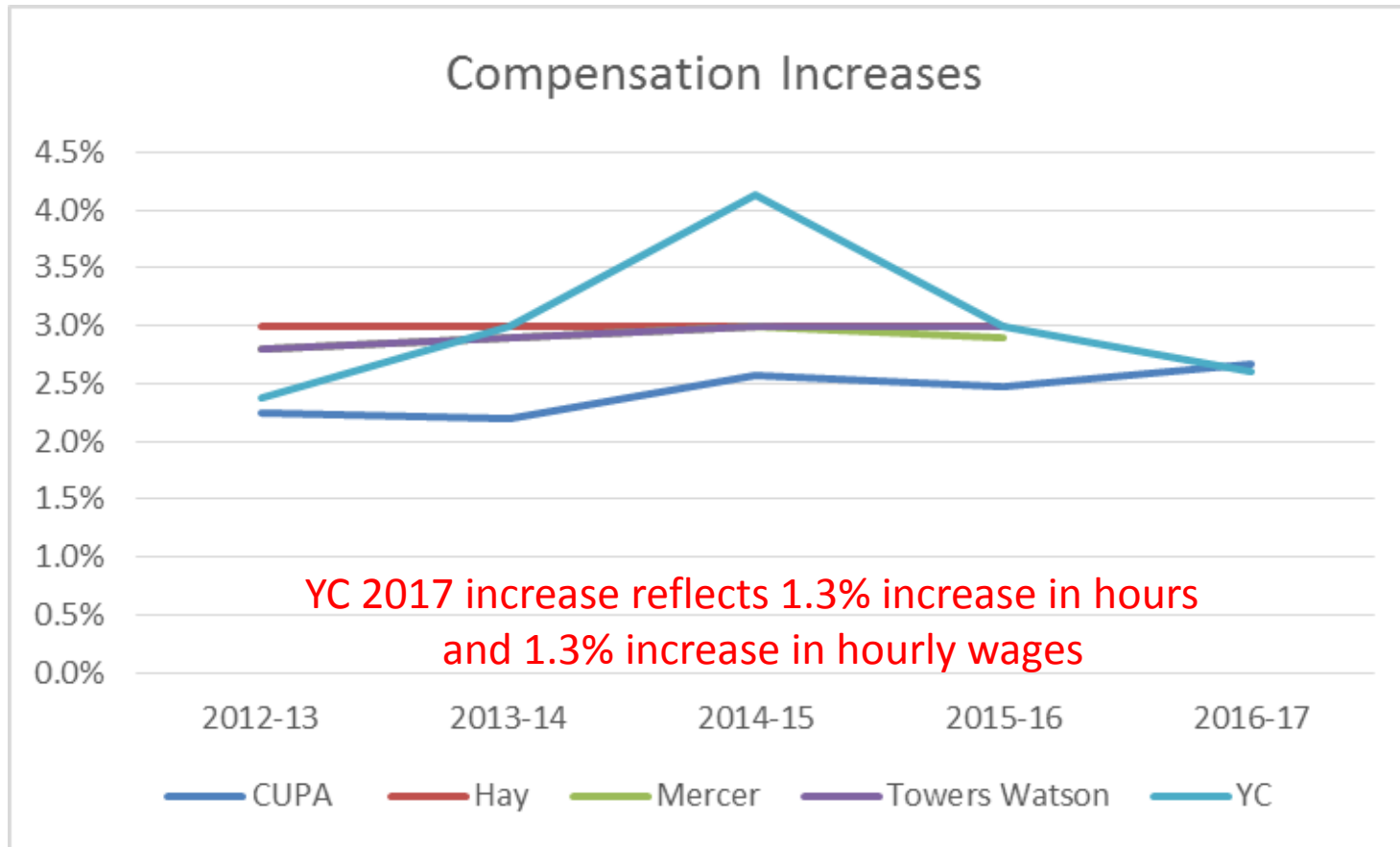
- ❖ Used several datasets (CUPA, ERI, Towers Watson, Milliman)
- ❖ Evaluated most exempt and non-exempt positions
  
- ❖ Results:
  - ❖ Staff: Average salary range midpoint 101% of Market
  - ❖ Faculty: Average salary range midpoint 105% of Market (100%, COLA)

# YC Actual Average Salaries vs. Grade Midpoint

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# YC vs. National Compensation Increases



# Two Related Goals in 2017

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## Compensate employees equitably

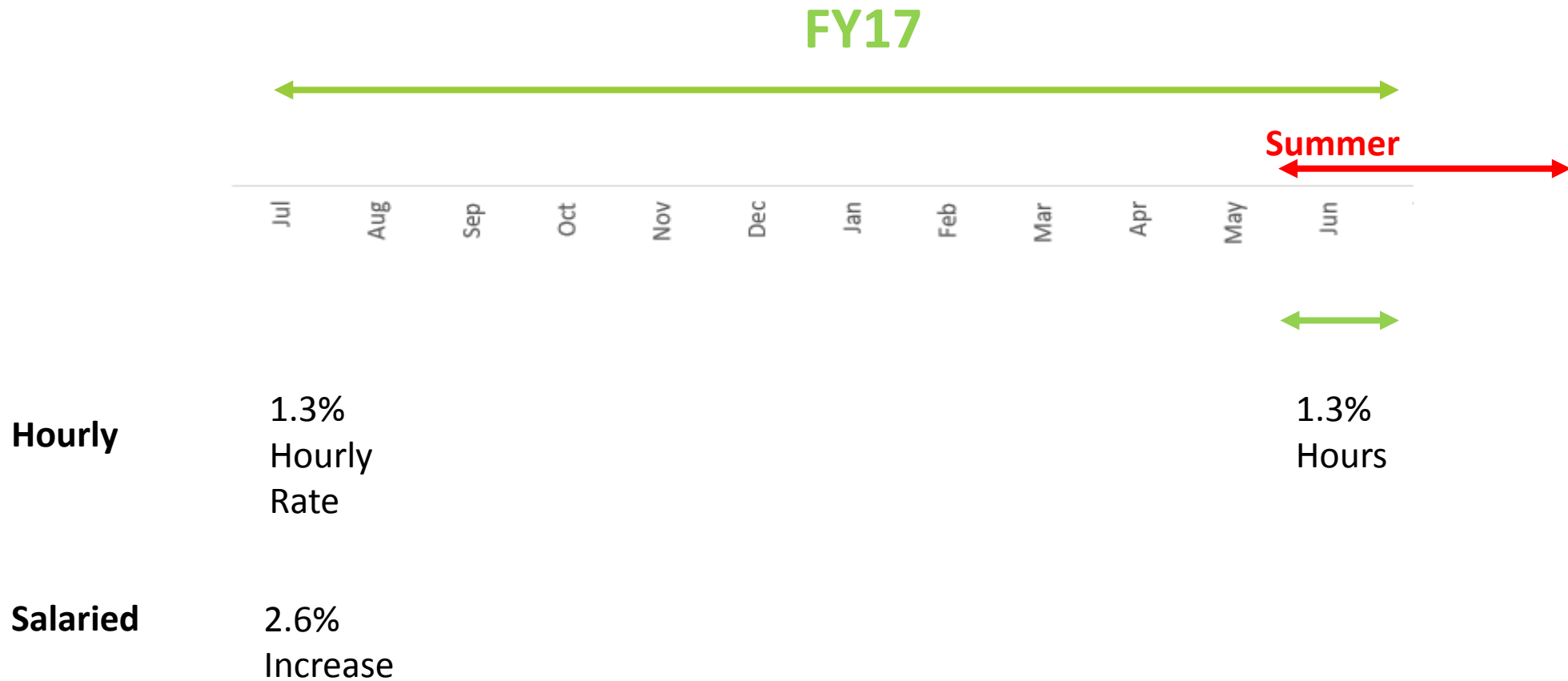
- Per CUPA, average community college employee will make about 2.7% more money next year
- YC proposing 2.6%

## Improve student success (Completions) through Academic Pathways

- Increase Summer Hours in 2017 from 32 hours to 36 hours per week
  - Increase in Summer weekly hours will create 52 additional hours per employee per year
  - Increase in Summer hours spans 2 fiscal years: FY17 and FY18
  - This equates to a 1.3% increase in hours in FY17 and an additional 1.3% increase in FY18

# Timing and Components of Proposed 2.6% Compensation Increase

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# Prescott Valley Locations

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## Existing Locations

- 21,000 sq. ft. on Panther Path
- 10,000 sq. ft. at PV Library

## Original Plan (12/13)

- Sell existing 2 locations
- Consolidate to 1 location
- Expand to 136,000 sq. ft. (\$52M)
- Allied Health focus
- Needed partner support

## Current Plan (5/16)

- Consolidate to Panther Path location
  - Sell PV Library location
  - Build 9000 sq. ft. (\$4M)
- Allied Health/  
University Learning Center
- Over long term, expand Panther Path to 50,000 sq. ft. (\$14M)

# Prescott Valley Center (Panther Path)



- YC AH moves from Prescott to PV
- YC EMS moves from PV to P
- Rad Tech eventually swaps with NARTA
- MIJTED AH moves from Centerpoint
- Adjacent to Bradshaw HS

# Updated Capital Improvement Plan

Capital Improvement Projects - Description	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
Prescott - Building 15 Art/Music Design, Const. & FF&E - Renovation	\$ 2,000,000	\$ 1,517,300	-	-	-
Prescott - Building 15 Art/Music Design, Const. & FF&E - Expansion	615,000	465,000	-	-	-
Prescott - Building 19 Library Design, Const. & FF&E - Renovation	-	-	-	-	\$ 630,000
Prescott - Lecture Hall Design, Construction & FF&E	-	400,000	\$ 3,103,000	\$ 700,000	-
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
→ Prescott Valley - Renovation Design, Construction & FF&E	2,000,000	2,000,000	-	-	-
Sedona - Renovation Design, Construction & FF&E	2,000,000	1,800,000	-	-	-
Verde - Building L Design, Const. & FF&E - Renovation	-	1,300,000	2,500,000	-	-
Open Space Improvements - Design & Construction	300,000	200,000	200,000	200,000	-
Way Finding - Design & Construction	90,000	90,000	90,000	90,000	-
Transfer of Expenses to Restricted Fund - STEM Funding & Prop. 301 Sales Tax Revenues	(1,455,700)	(1,372,400)	(1,289,100)	(1,205,800)	(805,700)
<b>Total Capital Projects</b>	<b>\$ 5,549,300</b>	<b>\$ 6,399,900</b>	<b>\$ 4,924,900</b>	<b>\$ 4,648,100</b>	<b>\$ 3,799,300</b>
<b>Revenue Sources</b>					
Investment Income	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Capital Project Accum. Account	5,484,300	5,834,900	4,359,900	4,083,100	3,734,300
YC Foundation - Winery	50,000	50,000	50,000	50,000	50,000
YC Foundation - Multi-use Field	-	500,000	500,000	500,000	-
<b>Total Revenues</b>	<b>\$ 5,549,300</b>	<b>\$ 6,399,900</b>	<b>\$ 4,924,900</b>	<b>\$ 4,648,100</b>	<b>\$ 3,799,300</b>
<b>Excess/(Needed Capital)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note: Detailed explanations of new projects scheduled for FY2016-17 and FY2017-18 can be referenced on the next page.

Key:

Green = Continuing Projects Approved in prior years.

Red = Projects to be Approved in years 2016-17 and 2017-18.

Black = Future Projects



# Budget

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A budget is a list of all planned revenues and expenses

Yavapai College's budget is the Mission and Governing Board Ends stated in monetary terms

# Who is Yavapai College?

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## Mission:

...to provide quality higher learning and cultural resources ...

## Vision:

We will make Yavapai County a premier place to learn, to work, and to live

## 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

# Goal 1 Education

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Adult Basic Education

Dual Credit

Developmental Education

Transfer

Career Technical

Continuing Education



# Goal 2

## Economic Development

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### Regional Economic Development Center

- Non-credit Custom Training
- Economic Impact & Policy Analyses
- SBDC
- Job Placement

### Credit Coursework

- Allied Health
- Business
- Career Technical
- Public Safety



# Goal 3

## Cultural Enrichment

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### Classes

- 2000+ face-to-face, 500+ online
- OLLI & Edventures
- College for Kids



### Art Galleries



### Libraries

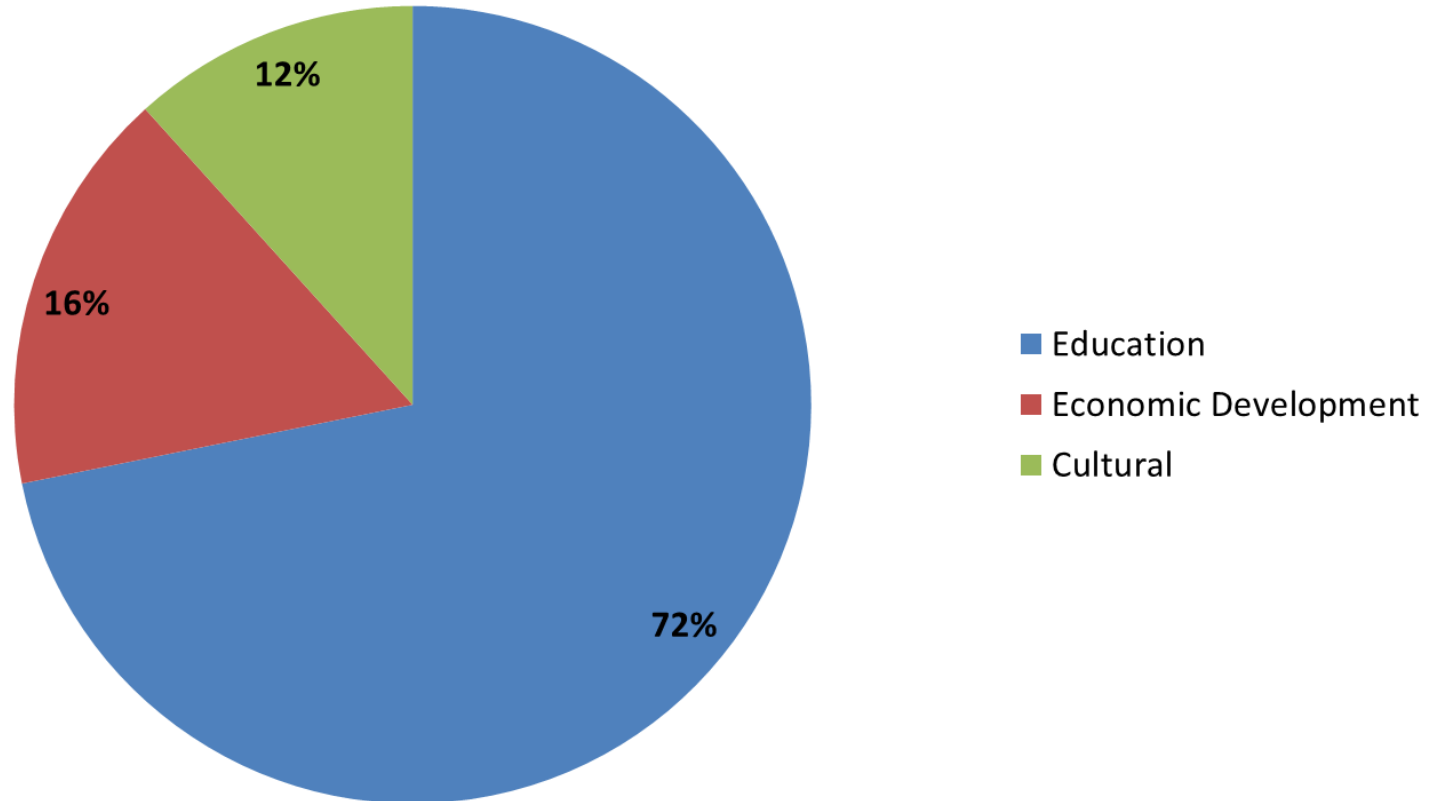
- 20% of County system



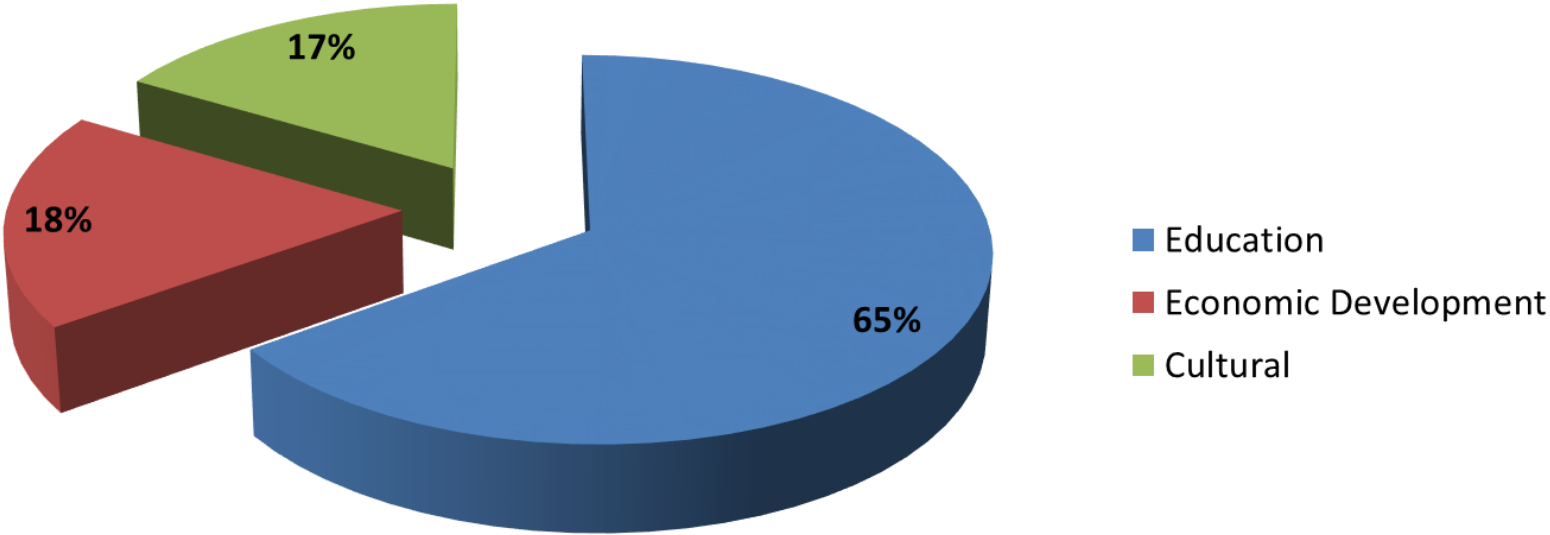
### Community Events

- Live
- Movies & Satellite

## FY17 Current Fund Budget by DGB End



# Depreciated Capital Assets by DGB End



# State Budget Forms

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YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

BUDGET FOR FISCAL YEAR 2017  
SUMMARY OF BUDGET DATA

	Budget 2017	Budget 2016	Increase/Decrease From Budget 2016 To Budget 2017	
			Amount	%
I. CURRENT GENERAL AND PLANT FUNDS				
A. Expenditures:				
Current General Fund	\$ 44,161,000	\$ 44,110,000	\$ 51,000	0.1%
Unexpended Plant Fund	11,648,400	12,820,900	(1,172,500)	-9.1%
Retirement of Indebtedness Plant Fund	6,896,000	6,922,700	(26,700)	-0.4%
TOTAL	\$ 62,705,400	\$ 63,853,600	\$ (1,148,200)	-1.8%
B. Expenditures Per Full-Time Student Equivalent (FTSE):				
Current General Fund	\$ 11,441 /FTSE	\$ 11,028 /FTSE	\$ 413 /FTSE	3.7%
Unexpended Plant Fund	\$ 3,018 /FTSE	\$ 3,205 /FTSE	\$ (188) /FTSE	-5.8%
Projected FTSE Count	3,860	4,000		
II. TOTAL ALL FUNDS ESTIMATED PERSONNEL COMPENSATION				
Employee Salaries and Hourly Costs	\$ 28,670,000	\$ 28,414,000	\$ 256,000	0.9%
Retirement Costs	2,876,000	2,845,000	31,000	1.1%
Healthcare Costs	3,661,000	3,559,000	102,000	2.9%
Other Benefit Costs	2,790,000	2,827,000	(37,000)	-1.3%
TOTAL	\$ 37,997,000	\$ 37,645,000	\$ 352,000	0.9%
III. SUMMARY OF PRIMARY AND SECONDARY PROPERTY TAX LEVIES AND RATES				
A. Amount Levied:				
Primary Tax Levy	\$ 43,228,500	\$ 42,667,700	\$ 560,800	1.3%
Secondary Tax Levy	4,974,800	4,967,900	6,900	0.1%
TOTAL LEVY	\$ 48,203,300	\$ 47,635,600	\$ 567,700	1.2%
B. Rates Per \$100 Net Assessed Valuation:				
Primary Tax Rate	1.8439	1.8721	(0.0282)	-1.5%
Secondary Tax Rate	0.2122	0.2180	(0.0058)	-2.7%
TOTAL RATE	2.0561	2.0901	(0.0340)	-1.6%
IV. MAXIMUM ALLOWABLE PRIMARY PROPERTY TAX LEVY FOR FISCAL YEAR 2017 PURSUANT TO A.R.S. §42-17051				\$ 46,921,021
V. AMOUNT RECEIVED FROM PRIMARY PROPERTY TAXES IN FISCAL YEAR 2016 IN EXCESS OF THE MAXIMUM ALLOWABLE AMOUNT AS CALCULATED PURSUANT TO A.R.S. §42-17051				\$ -



**BUDGET FOR FISCAL YEAR 2017  
RESOURCES**

	CURRENT FUNDS			PLANT FUNDS		Other Funds 2017	Total All Funds 2017	Total All Funds 2016	% Increase/ Decrease
	General Fund 2017	Restricted Fund 2017	Auxiliary Fund 2017	Unexpended Plant Fund 2017	Retirement of Indebtedness 2017				
<b>BEGINNING BALANCES-July 1*</b>									
Restricted	\$	\$ 417,000	\$	\$	\$ 714,000	\$	\$ 1,131,000	\$ 1,115,000	1.4%
Unrestricted	8,543,000		399,000	9,533,000			18,475,000	16,579,000	11.4%
Total Beginning Balances	\$ 8,543,000	\$ 417,000	\$ 399,000	\$ 9,533,000	\$ 714,000	\$	\$ 19,606,000	\$ 17,694,000	10.8%
<b>REVENUES AND OTHER INFLOWS</b>									
Student Tuition and Fees									
General Tuition	\$ 9,543,000	\$	\$ 892,300	\$	\$	\$	\$ 10,435,300	\$ 11,805,200	-11.6%
Out-of-District Tuition	75,000						75,000	75,000	
Out-of-State Tuition	573,000						573,000	685,000	-16.4%
Student Fees	310,000						310,000	303,000	2.3%
Tuition and Fee Remissions or Waivers	250,000						250,000	250,000	
State Appropriations									
Maintenance Support	800,000						800,000	890,300	-10.1%
Maintenance Support - STEM		774,400					774,400	805,700	-3.9%
Equalization Aid									
Capital Support									
Property Taxes									
Primary Tax Levy	34,538,200			8,690,300			43,228,500	42,667,700	1.3%
Secondary Tax Levy					4,974,800		4,974,800	4,967,900	0.1%
Property Tax Contingency	(150,000)			(45,000)	(30,000)		(225,000)	--	--
Gifts, Grants, and Contracts		12,799,000		50,000			12,849,000	14,025,000	-8.4%
Sales and Services			2,069,400				2,069,400	2,151,000	-3.8%
Investment Income	55,000			15,000	10,000		80,000	84,000	-4.8%
State Shared Sales Tax		675,000					675,000	650,000	3.8%
Other Revenues	442,900		734,300	20,000			1,197,200	1,142,800	4.8%
Proceeds from Sale of Bonds									
Total Revenues and Other Inflows	\$ 46,437,100	\$ 14,248,400	\$ 3,696,000	\$ 8,730,300	\$ 4,954,800	\$	\$ 78,066,600	\$ 80,502,600	-3.0%
<b>TRANSFERS</b>									
Transfers In			906,500	2,000,000	1,841,200		4,747,700	5,723,900	-17.1%
(Transfers Out)	(4,346,100)		(401,600)				(4,747,700)	(5,723,900)	-17.1%
Total Transfers	(4,346,100)		504,900	2,000,000	1,841,200		-	-	
Less:									
District Governing Bd - Designated Amount Per Financial Stability Policy	(4,833,000)						(4,833,000)	(4,720,000)	2.4%
District Governing Bd - Designated Into Capital Projects Accumulation Account				(8,400,000)			(8,400,000)	(7,500,000)	12.0%
<b>Total Resources Available for the Budget Year</b>	\$ 45,801,000	\$ 14,665,400	\$ 4,599,900	\$ 11,863,300	\$ 7,510,000	\$	\$ 84,439,600	\$ 85,976,600	-1.8%

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**BUDGET FOR FISCAL YEAR 2017  
EXPENDITURES AND OTHER OUTFLOWS**

**TOTAL RESOURCES AVAILABLE FOR THE  
BUDGET YEAR (from Schedule B)**

**EXPENDITURES AND OTHER OUTFLOWS**

Instruction  
Public Service  
Academic Support  
Student Services  
Institutional Support (Administration)  
Operation and Maintenance of Plant  
Scholarships  
Auxiliary Enterprises  
Capital Assets/Maintenance  
Debt Service-General Obligation Bonds  
Debt Service-Other Long Term Debt  
Other Expenditures  
Contingency  
  
Total Expenditures and Other Outflows

	CURRENT FUNDS			PLANT FUNDS		Other Funds	Total All Funds	Total All Funds	% Increase/Decrease
	General Fund 2017	Restricted Fund 2017	Auxiliary Fund 2017	Unexpended Plant Fund 2017	Retirement of Indebtedness 2017	2017	2017	2016	
TOTAL RESOURCES AVAILABLE FOR THE BUDGET YEAR (from Schedule B)	\$ 45,801,000	\$ 14,665,400	\$ 4,599,900	\$ 11,863,300	\$ 7,510,000	\$	\$ 84,439,600	\$ 85,976,600	-1.8%
EXPENDITURES AND OTHER OUTFLOWS									
Instruction	\$ 17,516,000	\$ 2,814,600	\$ 171,900	\$	\$	\$	\$ 20,502,500	\$ 20,640,500	-0.7%
Public Service	156,000	112,000	819,000				1,087,000	1,084,800	0.2%
Academic Support	4,745,000	2,000					4,747,000	4,878,000	-2.7%
Student Services	5,021,000	1,144,200	616,000				6,781,200	6,485,200	4.6%
Institutional Support (Administration)	8,775,000						8,775,000	8,672,000	1.2%
Operation and Maintenance of Plant	6,270,000						6,270,000	6,125,000	2.4%
Scholarships	878,000	10,202,600					11,080,600	12,260,500	-9.6%
Auxiliary Enterprises			1,528,700				1,528,700	1,518,700	0.7%
Capital Assets/Maintenance				11,398,400			11,398,400	12,073,600	-5.6%
Debt Service-General Obligation Bonds					5,051,800		5,051,800	5,045,900	0.1%
Debt Service-Other Long Term Debt					1,841,200		1,841,200	1,842,800	-0.1%
Other Expenditures			1,065,300		3,000		1,068,300	1,069,300	-0.1%
Contingency	800,000		100,000	250,000			1,150,000	1,827,300	-37.1%
<b>Total Expenditures and Other Outflows</b>	<b>\$ 44,161,000</b>	<b>\$ 14,275,400</b>	<b>\$ 4,300,900</b>	<b>\$ 11,648,400</b>	<b>\$ 6,896,000</b>	<b>\$</b>	<b>\$ 81,281,700</b>	<b>\$ 83,523,600</b>	<b>-2.7%</b>

**.1%**

**-7.4%**

**1.1%**

**- 9.1%**

**-.4%**

**-2.7%**

# FY17 Budget Summary

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## Unrestricted Revenues Down 1.8%

- Enrollments down
- Aviation down
- No increase in Property Tax Levy

## Increased Unrestricted Expenses

- Inflationary: IT, utilities, benefits, MCA, scholarships
- IT Audit, SARA, Custodian, ID Badge, Supplies
- 2.6% compensation

## Balanced Budget

- Re-allocate contingencies
- Re-allocate operating costs
- Reduce capital costs

Operating Budget

Up .1%

Auxiliary Budget

Up 1.1%

Restricted Budget

Down 7.4%

Capital Budget

Down 9.1%

Debt Budget

Down .4%

Overall Budget

Down 2.7%

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# FY17 Budget

Questions, Discussion,  
& Request for Adoption