

# 2021 ANNUAL COMPREHENSIVE FINANCIAL REPORT



## YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT | ARIZONA

PRESCOTT  
VERDE VALLEY  
CTEC  
PRESCOTT VALLEY  
CHINO VALLEY  
SEDONA

*Yavapai*  
COLLEGE

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT/PRESCOTT,

# ANNUAL COMPREHENSIVE FINANCIAL REPORT

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Yavapai College  
1100 E. Sheldon Street  
Prescott, AZ 86301  
[www.yc.edu](http://www.yc.edu)

*For the fiscal year ended June 30, 2021*

***Yavapai***  
**COLLEGE**

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# Introductory Section



# Letter of Transmittal

December 13, 2021

The District Governing Board of Yavapai County Community College District:

The Annual Comprehensive Financial Report (ACFR) of the Yavapai County Community College District (the "District"), Prescott, Arizona for the fiscal year ended June 30, 2021, is submitted herewith.

Responsibility for both the accuracy of the presented data and the completeness and fairness of the presentation, including all disclosures, rests with the District. To the best of our knowledge and belief, the enclosed data is accurate in all material respects and are reported in a manner designed to present fairly the financial position and results of operations of the District. All disclosures necessary to enable the reader to gain an understanding of the District's financial activities have been included. Please read the management's discussion and analysis in conjunction with the Vice President of Finance and Administrative Services and Director of Business Services/Controller's transmittal letter.

This report is prepared in accordance with generally accepted accounting principles (GAAP) and in conformance with standards of financial reporting as established by the Government Accounting Standards Board (GASB) using the guidelines as recommended by the Government Finance Officers Association of the United States and Canada (GFOA).

The District is required to undergo a single audit in conformity with the provisions of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*; and *Government Auditing Standards* issued by the Comptroller General of the United States. Information related to this report, including the Schedule of Expenditures of Federal Awards and auditors' reports on internal controls and compliance with applicable laws and regulations will be available at a future date by contacting the Vice President of Finance and Administrative Services.

## THE REPORTING ENTITY

The District is an independent reporting entity within the criteria established by GAAP and the GASB. Although the District shares the same geographic boundaries with Yavapai County, financial accountability over all activities related to public community college education in Yavapai County is exercised solely by the District. In accordance with GASB Statement No. 39, the financial reporting entity consists of a primary reporting entity and its component unit. The District is a primary government because it is a special-purpose political subdivision that has a separately elected governing body, is legally separate, and is fiscally independent of other state and local governments.

The accompanying financial statements present the activities of the District and its component unit, the Yavapai College Foundation (Foundation). The Foundation is a legally separate, tax-exempt organization. Although the District does not control the timing or amount of receipts from the Foundation, the Foundation's restricted resources can only be used by, or for the benefit of, the District. Consequently, the Foundation is considered a component unit of the District and is discretely presented in the District's financial statements.





## **HISTORY**

The District was established in 1966 under the Arizona Community College Law of 1966. During the first year of instruction, 1968, classes were held at various sites in Prescott. The District celebrated its 50th anniversary in the fall of 2018 with six distinct community celebrations. The first buildings were dedicated in February 1970, on 100 acres in Prescott that were once part of historic Fort Whipple. To better serve the growing communities on the east side of Yavapai County, the Verde Valley Campus was established in 1975 on 120 acres in Clarkdale. Yavapai College education centers are located in Chino Valley, Prescott Valley, Sedona, and include the Career & Technical Education Center, located near the Prescott Airport.

The District is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools and has been throughout its history. In March 2013, the District went through a full reaccreditation by the Higher Learning Commission and its status was reaffirmed with no recommendations reported. The next reaccreditation will be in 2023.

## **SERVICE AREA**

Yavapai County, named for the Yavapai Native Americans (“Yavapai” means “The People of the Sun”) is a land of extremes with a blend of the Old West and the contemporary. Yavapai County was among the original four counties created when Arizona was still a territory and the provisional seat of the Arizona territorial government was established in Yavapai County at Fort Whipple on January 22, 1864.

Yavapai County offers many local attractions ranging from natural to cultural to educational.

Scenic pine forests provide year-round recreational opportunities. Museums, monuments, and rodeos reflect Arizona’s tribal and territorial past. The county benefits from the presence of several higher education institutions including Embry Riddle Aeronautical University, Northern Arizona University, Prescott College, and Yavapai College.

The District serves a diverse student population in a rural area covering approximately 8,123 square miles, which is larger than the states of Rhode Island, Delaware, and Connecticut, with the 2020 population (provided by the US Census Bureau) of 236,209 and a population density of 29 people per square mile.

Yavapai County is located in the west central portion of the state. Its boundaries include the incorporated cities and towns of Camp Verde, Chino Valley, Clarkdale, Cottonwood, Dewey-Humboldt, Jerome, Prescott, Prescott Valley, and Sedona. The larger unincorporated areas of the county include the communities of Ash Fork, Bagdad, Black Canyon City, Congress, Crown King, Mayer, Paulden, Seligman, and Yarnell.

## **ECONOMIC OUTLOOK**

Small business, light industry, service trades, ranching, mining, and tourism all contribute to the economy of Yavapai County. A growing retiree population will continue to produce population growth in Yavapai County over the next decade.





Despite the COVID-19 pandemic, the state had a very strong 4th quarter which contributed to a healthy surplus at the end of the year. The main contributors to the surplus were strong corporate, individual and state sales tax revenues, and a large increase in lottery commission ticket sales. While the overall economy has improved from the lows, many economists aren't expecting to recover fully until 2022. The pandemic, willingness of the public to take the vaccine, and willingness of the public to resume their normal activities, will influence the pace of the recovery. So far the state's economy is recovering quicker than the national economy, especially with job replacement rates. The long-term forecast for Arizona continues to be good and is expected to outpace growth at the national level.

Yavapai County is experiencing slightly better unemployment rates than the state for the last 12 months. The county along with most areas of the country are seeing various industry-specific labor shortages, particularly in sectors hardest hit by the pandemic that have low wages. The attractiveness of rural communities, along with increased telecommuting by the public, will likely result in more people migrating to the county.

Property taxes provide the majority of funding for the District. Housing prices in the county and state have surged over the last year. This is primarily due to low mortgage rates and a very low inventory of homes for sale. We expect the growth in total assessed values to increase modestly into next fiscal year and the primary property tax levy to increase moderately due to new construction.

The District's recurring operating funding from the state remained at less than 2% of the total revenues for the fiscal year.



## **MAJOR PROGRAM INITIATIVES**

Yavapai College has made strides during the past year in the areas of capital improvements, enrollment, and student achievement.

### **Capital Improvements/Planned Maintenance**

The District has a long-range Capital Improvement Plan where a master site plan for each location was developed and included facility, infrastructure and land development improvements to accommodate projected growth in population and programs over the next ten years. The improvements will be funded with the District's Future Capital Projects Accumulation monies. In the upcoming year, the District will be contracting with a third-party to assist with creating the next Capital Improvement Plan. This plan will be a living document which will evolve over time to continually align academic, strategic, and physical visions.

The construction of the Verde Valley Skilled Trades Center building was completed by the beginning of the fall 2021 semester. This building was designed to support CTE programs for residential construction, electrical, HVAC and plumbing. The building is approximately 10,000 square feet with a covered exterior area for additional program activities. Another project completed on the Verde campus was the replacement of the greenhouse which supports the Verde's horticulture, viticulture and plant biology classes.

During the fiscal year, the District worked on several large preventative maintenance projects including plumbing, lighting and fire safety upgrades in the residence halls, LED parking lot light retrofit on the Prescott campus, Performing Arts Center roof replacement, underground water valve replacements on the Prescott campus, and the paving of the Prescott Valley center parking lot.



# FY 2020-21 Capital Projects

## Verde Valley Campus - Skilled Trades Center



## Verde Valley Campus Green House



## Prescott LED Lighting Upgrades







Lastly, a multi-year improvement project related to signage and outdoor space was completed in fiscal year 2020-21. In the upcoming fiscal year marquee signage is planned to be installed at the entrance of the Prescott Valley center and Verde Valley campus.

## **ENROLLMENT**

Total enrollment for the fiscal year exceeded 9,700 students including both credit and non-credit classes. As a result of COVID, the District's enrollment decreased about 10% from the prior year. Although many classes went online the unsettling times for students negatively impacted the District's enrollment along with many colleges across the country. For the fall semester of 2021, the District is seeing an increase in both credit and non-credit enrollment. The District expects non-credit enrollment to steadily increase based upon Yavapai County's unique retirement-age demographic. The District offers a broad array of community education programming including Community Education, College for Kids, Edventures, and Osher Lifelong Learning Institute (OLLI).

## **STUDENT ACHIEVEMENT**

Student accomplishments continue to be our most important gauge of success. Over 1,900 degrees and or certificates were awarded to over 1,330 students. Throughout the course of the academic year, 44 students received the Law Enforcement and Corrections certificate, 39 students received an Emergency Medical Technician certificate, 118 students received the Nursing Assistant certificate, 39 students received a Culinary Arts certificate, 39 students received a Business degree, and 72 students completed all requirements of the Nursing degree. In addition, approximately 17 students completed studies and passed the exam to earn a high school equivalency diploma. Seven students

were named to the 2021 All-Arizona Academic Team and one earned the prestigious All-USA scholars award. All-Arizona Academic Team members receive tuition waivers to an Arizona University of their choice, courtesy of the Arizona Board of Regents.

Student success and completion is at the forefront of everything that the District does. The District is actively building programming with both an academic and behavioral component to help students stay on track. This includes making it easier for students to find programs of interest to them, intrusive advising, pathways to allow high achieving high school students to earn College credits through Dual Enrollment, pathways that allow students to continue their academic journeys at universities, and pathways that connect students directly to jobs. Supporting students through their journey is a continuous and evolving process.

## **STRATEGIC PLANNING**

Guided by the District's mission, vision, and District Governing Board's goals, in creating the 2022-2024 strategic plan, the College used an evidence-based approach with extensive internal and external research and stakeholder feedback to inform our strategic goals and initiatives. The District adopted an integrated rolling approach to its planning that allows the institution to be flexible and responsive to dynamic local, national, and global environments. The planning process involves continuous evaluation of the strategic priorities progress towards achieving the District's mission and goals. This approach will enable the District to respond to emerging opportunities and alert to uncertainty in our environment, need, and opportunities.





## Strategic Goals

### Belonging

- Strengthen our commitment to individual and organizational efforts to build respect, dignity, caring, equality and self-esteem in all employees and students.

### Living Wage

- Ensure a program mix that prepares graduates to obtain living wage jobs.

### Adult Learners

- Respond to shifting community and workforce needs to serve adult learners.

### Delivery

- Redefine time, place, and methods of educational delivery to create a more learner-centric environment.

Additionally, the College has several major concurrent planning initiatives, including Academic, Budget (Financial), Development (the Foundation), Facility Master Plan, Human Resources, Marketing & Recruitment, Retention, Economic Development, and Technology Plans.

Integrated planning ensures these plans are aligned. Moreover, integrated planning engages all sectors of the academy—academic affairs, student affairs, community relations, and administrative services — to ensure we are all pulling in the same direction.

## FUTURE PROGRAM INITIATIVES

Beginning in the fall of 2021 the District began offering several new certificates including the 3-D Printing and Manufacturing, Baking and Pastry, Entrepreneurship Principles and Practice, HVAC Service Technician, Plumbing Technician, Residential Electrical Technician, Strategic Leadership, Technical Certificate in Stagecraft and Unmanned Aircraft Systems certificate. These new

certificate programs will prepare students for various careers in these industries through a combination of lecture, group discussion and hands on skill building experiences. Academic program reviews will be performed in all instructional degree and certificate programs.

As mentioned previously, Yavapai College's service area is large, with residents dispersed in some remote areas where the District does not have a facility. To improve these residents' access to instruction, and to assist others with their technology needs, the District implemented a check-out system for laptops, internet hotspots, and other equipment. The College has also improved its outdoor Wi-Fi coverage and partnered with libraries and school districts to create an interactive map of all the free public Wi-Fi locations in Yavapai County.

The District is well positioned to fill many of the educational and cultural needs of Yavapai County. An initiative is ongoing to review the relevancy and effectiveness of existing programs and to identify any new programs that may be beneficial to the residents of the county.

## FINANCIAL INFORMATION

Effective management of the District's funds through strong internal controls, budgetary controls, cash management, and financial reporting fulfills the District's responsibilities for stewardship, safeguarding of assets, and accountability to resource providers.

### **Internal Controls**

In developing and evaluating the District's accounting system, consideration is given to the adequacy of internal controls. Internal controls are designed to provide reasonable, but not absolute assurance regarding the safeguarding of assets against loss from unauthorized use or disposition and the reliability of financial records for preparing financial statements and maintaining accountability for assets. The concept of reasonable assurance







recognizes that the cost of a control should not exceed the benefits likely to be derived, and that the evaluation of costs and benefits requires estimates and judgments from management.

All internal control evaluations occur within the above framework. We believe that the District's internal controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.

### **Budgetary Controls**

The District maintains budgetary controls in the form of detailed budgets and budget transfer restrictions by fund, department and account. On a monthly basis the District presents various financial reports to the District Governing Board including a report of revenues, expenditures and budgets by fund, a narrative discussing budget deviations by fund, comparative year general fund expenditures by NACUBO natural expense categories, and a report comparing the current reserve levels to the District's required reserves. The objective of these budgetary controls is to ensure compliance with the annual budget and to fulfill the requirements of the District Governing Board's monitoring reports.

The District complies with state statutes requiring that a report of the District's adopted budget be published annually with the prescribed format as required by the State of Arizona, Office of the Auditor General. The State also requires community colleges to keep their inflation-adjusted costs per student at 1980 levels through an Expenditure Limitation. The District demonstrates compliance by issuance of an annual budgeted expenditure limitation report that is examined by the Office of the Auditor General.

### **Cash Management**

The District is governed by the Arizona Revised Statutes relating to the overall investment of idle public funds. The fiduciary responsibility of such investments is entrusted to the District Governing Board and facilitated through the Vice President of Finance and Administrative Services.

The District invests idle funds in a prudent, conservative, and secure manner for the highest yield as prescribed by Arizona Revised Statutes. The principal investment vehicles used during the fiscal year have been the County Treasurer's investment pool and money market deposit accounts with Wells Fargo. Both have provided the District with safe liquid investments.

### **Stewardship**

The District's stewardship responsibility includes supporting and enhancing the mission of the College, to ensure that the District fulfills its legal and financial obligations to internal and external stakeholders, to safeguard the District's financial, human, information and physical assets, and to create an atmosphere that encourages all members of the College community to contribute to overall excellence.







Key to accomplishing these obligations include:

- ◆ Creating a positive and healthy work environment that will foster creativity, teamwork, collaboration and productivity among members of the College community.
- ◆ Hiring and retaining qualified and productive employees.
- ◆ Using the Purchasing and Contracting department to ensure fair and competitive prices, the most appropriate method to select the provider (including the use of strategic contracts) and ensuring the appropriate approval process is followed.
- ◆ Protecting, preserving and maintaining the physical assets for which the District is responsible in a manner that assures their continued existence in the best possible condition.
- ◆ Promoting the efficient utilization of space, classrooms, equipment, utilities and natural resources.
- ◆ Managing college data in accordance with state and federal laws and industry best practices while focusing on the principles of confidentiality, integrity, and availability.

## Financial Reporting

The Annual Comprehensive Financial Report for the District was formulated with data from several sources including District records and the Yavapai County Treasurer and Assessor Offices. These statements present information on the financial condition of the District and determine whether resources were adequate to cover the costs of providing services during the reporting period. The District's Annual Report is distributed to the District Governing Board and executive management, Federal and State agencies, and financial institutions, as well as others throughout the general public. Internal management reports are customized and provided to meet the information and decision-

making needs at all levels of the organization and to aid management in the allocation of resources.

The Notes to the Financial Statements are an integral part of this Annual Comprehensive Financial Report and should be read for a full understanding of the financial information presented within.

## RISK MANAGEMENT

The District maintains a full complement of insurance coverage in accordance with Arizona Revised Statutes. Liability coverage is carried on a broad basis, including errors and omissions and "wrongful acts" coverage and is maintained with the policy limits in excess of \$50,000,000. Property coverage is maintained on a replacement value basis in accordance with an agreed upon schedule of values. Additional coverage includes: auto fleet liability, crime and fidelity coverage, cyber liability, boiler and machinery insurance, workers' compensation, and student athlete and accident coverage.

District Finance, Facilities, Campus Safety, Human Resources and Information Technology Services are dedicated to the risk management function and actively work to avoid and mitigate risks through the implementation of health, safety, information security and loss procedures.

## INDEPENDENT AUDIT

The Arizona Auditor General conducts the annual financial audit for the District. Testing procedures determine whether the financial statements are free of material misstatement and ensure compliance with Arizona Revised Statutes that require an annual audit of the District's financial statements. The Auditor General's Independent Auditors' Report is included in this document. For the fiscal year ended June 30, 2021, the District received an unmodified opinion.



## **GFOA AWARDS**

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to Yavapai County Community College District for its Annual Comprehensive financial report for the fiscal year ended June 30, 2019. This was the twentieth consecutive year that the District has achieved this prestigious award. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized Annual Comprehensive financial report. This report must satisfy both generally accepted accounting principles and applicable legal requirements. The Districts' Annual Comprehensive financial report for the fiscal year ended June 30, 2020, was submitted and is currently being reviewed by the GFOA.

A Certificate of Achievement is valid for a period of one year only. We believe that our current Annual Comprehensive financial report continues to meet the Certificate of Achievement Program requirements, and we are submitting it to the GFOA to determine its eligibility for another certificate.

The GFOA has also given the District the Distinguished Budget Presentation Award for its

annual budget for the fiscal year ended June 30, 2022. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan, and as a communications device.

## **ACKNOWLEDGEMENTS**

The preparation of this report could not be accomplished without the efficient and dedicated efforts of the Business Office staff. We would like to express our appreciation to all those who assisted in, and contributed to, the preparation of this report.

Vice President of Finance and Administrative Services



Director of Business Services/Controller





Government Finance Officers Association

Certificate of  
Achievement  
for Excellence  
in Financial  
Reporting

Presented to

**Yavapai County Community College District  
Arizona**

For its Comprehensive Annual  
Financial Report  
For the Fiscal Year Ended

June 30, 2019

*Christopher P. Morill*

Executive Director/CEO



## YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

### Principal Officers

June 30, 2021



### District Governing Board

*Pictured left to right*

Mr. Ray Sigafoos, *Secretary*, District 1

Mr. Paul Chevalier, District 3

Ms. Deb McCasland, *Chair*, District 2

Mr. Chris Kuknyo, District 4

Mr. Mitch Padilla, District 5

### President

Dr. Lisa Rhine

### Administration

Dr. Diane Ryan, *Vice President of Academic Affairs*

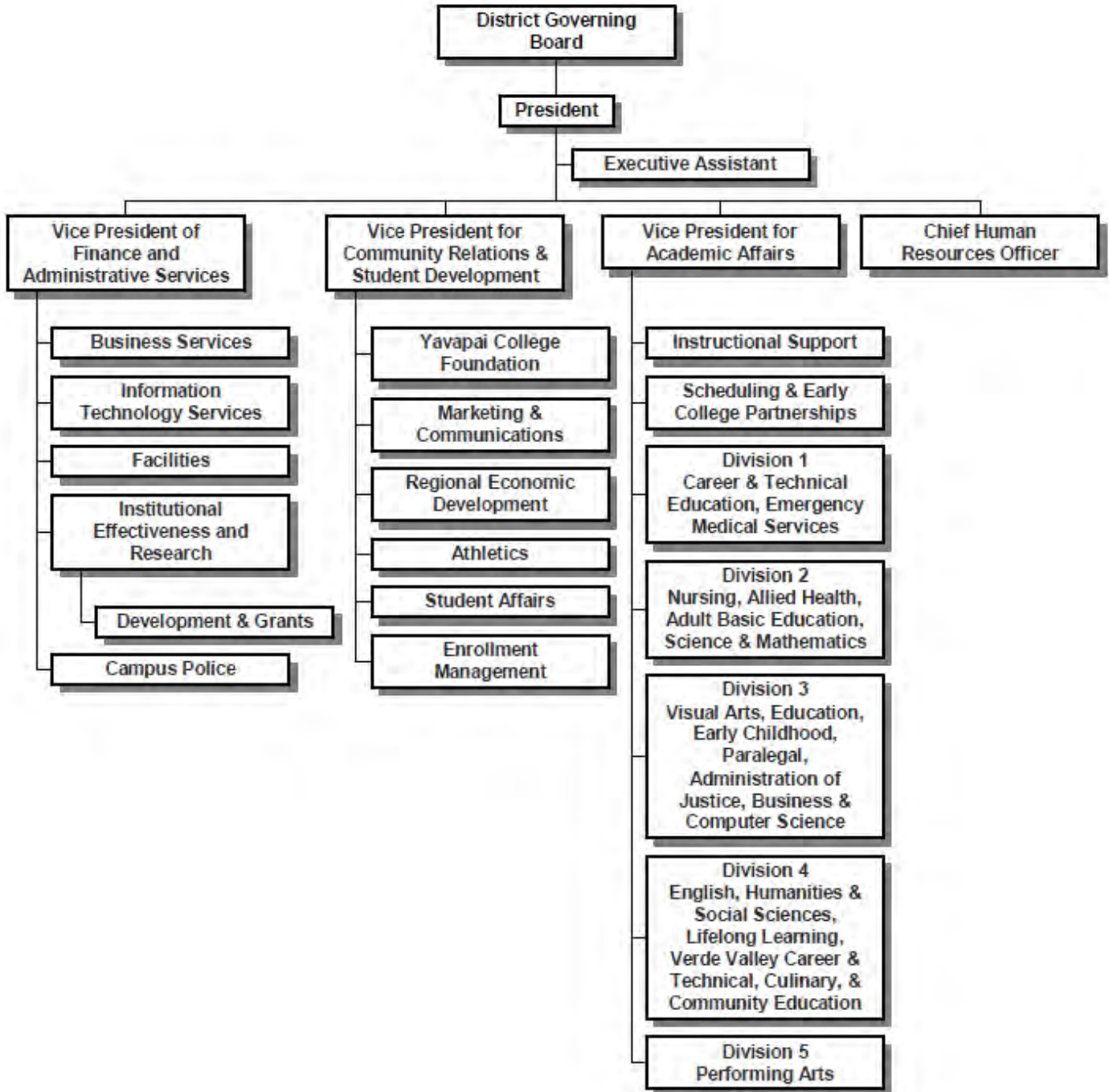
Dr. Clint Ewell, *Vice President of Finance and Administrative Services*

Mr. Rodney Jenkins, *Vice President for Community Relations & Student Development*

Dr. Emily Weinacker, *Chief Human Resources Officer*

# YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

## Organizational Chart



# Financial Section







LINDSEY A. PERRY  
AUDITOR GENERAL

ARIZONA  
AUDITOR GENERAL

MELANIE M. CHESNEY  
DEPUTY AUDITOR GENERAL

## Independent auditors' report

Members of the Arizona State Legislature

The Governing Board of  
Yavapai County Community College District

### Report on the financial statements

We have audited the accompanying financial statements of the business-type activities and discretely presented component unit of the Yavapai County Community College District as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise the District's basic financial statements as listed in the table of contents.

#### *Management's responsibility for the financial statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditors' responsibility*

Our responsibility is to express opinions on these financial statements based on our audit. We did not audit the financial statements of the discretely presented component unit. Those statements were audited by other auditors whose report has been furnished to us, and our opinion, insofar as it relates to the amounts included for the discretely presented component unit, is based solely on the other auditors' report. We conducted our audit in accordance with U.S. generally accepted auditing standards and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. The other auditors did not audit the discretely presented component unit's financial statements in accordance with *Government Auditing Standards*.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the District's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

### ***Opinions***

In our opinion, based on our audit and the report of the other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the business-type activities and discretely presented component unit of the District as of June 30, 2021, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with U.S. generally accepted accounting principles.

### ***Other matters***

#### *Required supplementary information*

U.S. generally accepted accounting principles require that the management's discussion and analysis on pages 17 through 26, schedule of the District's proportionate share of the net pension liability on page 54, and schedule of District pension contributions on page 55 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with U.S. generally accepted auditing standards, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

#### *Other information*

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the District's basic financial statements. The introductory and statistical sections listed in the table of contents are presented for purposes of additional analysis and are not required parts of the basic financial statements.

The introductory and statistical sections have not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on them.

### **Other reporting required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we will issue our report on our consideration of the District's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters at a future date. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the District's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the District's internal control over financial reporting and compliance.

*Lindsey A. Perry*

Lindsey A. Perry, CPA, CFE  
Auditor General

December 13, 2021





# Management's Discussion and Analysis

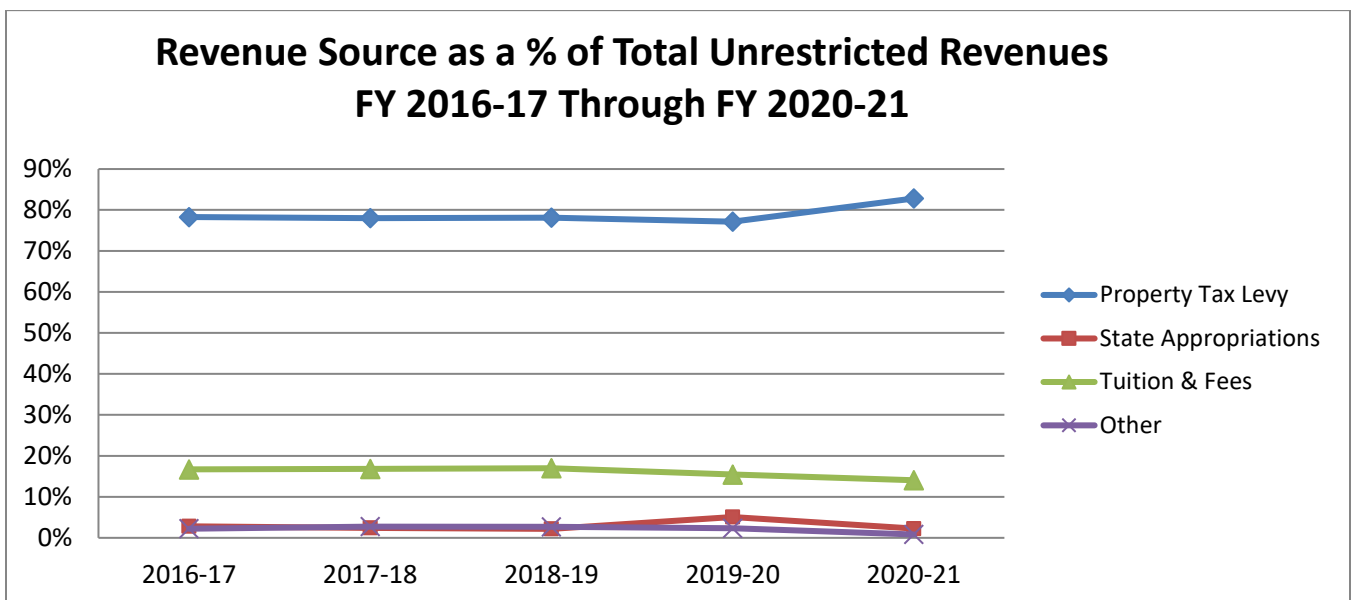
December 13, 2021,

This section of the Yavapai County Community College District (the "District"), Annual Comprehensive Financial Report (ACFR) presents management's discussion and analysis of the District's financial performance during the fiscal year ended June 30, 2021. This management's discussion and analysis is designed to focus on current activities, resulting change and current known facts. Please read it in conjunction with the Vice President of Finance and Administrative Services and Director of Business Services/Controller's letter of transmittal beginning on page 1 and the basic financial statements beginning on page 27.

The accompanying financial statements present the activities of the District and its component unit, the Yavapai College Foundation (Foundation). The Foundation is a legally separate, tax-exempt organization. Although the District does not control the timing or amount of receipts from the Foundation, the Foundation's restricted resources can only be used by, or for the benefit of, the District. Consequently, the Foundation is considered a component unit of the District and is discretely presented in the District's financial statements.

## Financial Highlights

Consistent with its mission to provide effective learning environments, instruction is the primary function of the District. Major funding sources supporting all functions include property taxes and tuition and fees. The District exercises primary and secondary tax levy authority for generation of funds for operating, capital equipment and improvements, and debt retirement purposes. In FY 2020-21, the District's tuition & fees, net scholarship allowances, was almost 7% less than the prior fiscal year due to the COVID-19 pandemic. This decrease in tuition and fees along with the District not receiving the \$1,761,300 of rural community college appropriation that it received in the prior year, contributed to property taxes being a higher percentage of total unrestricted revenues.





The assets and deferred outflows of resources of the District exceeded its liabilities at the close of the fiscal year by \$153,699,636.

The District's total net position increased from the prior year by \$8,118,341. Net investment in capital assets increased by \$5,099,082 (3.3%). Restricted net position increased by \$1,371,376 (224.5%) and unrestricted net position increased by \$1,647,883 (22.2%).

The condensed financial information that follows highlights the main categories of the Statement of Net Position and the Statement of Revenues, Expenses, and Changes in Net Position.

### **Past and Current Effects of COVID-19**

In March of 2020 the District closed most operations at campuses and centers, transitioning to a virtual environment. In the interests of students' well-being, the college closed its residence halls and refunded prorated room and board payments. Revenues related to auxiliary services such as facility rentals, the Performance Arts Center, and the Family Enrichment Center declined as well. By May of 2020, the college received CARES Act Higher Education Emergency Relief Fund (HEERF) Institutional and Student portion funds to support its students and offset institutional losses. There were immediate unexpected expenses such as personal protective equipment, janitorial supplies, and additional technology support costs to allow students and employees to work online. In total, the District was granted \$1,195,000 of Institutional Support and \$1,195,000 of Student Support funds. Student Support funds are distributed directly to students as emergency aid. A portion of these funds was spent during fiscal year 2019-20 and the remainder were expended in fiscal year 2020-21 to cover these additional expenses and to assist students.

In January 2021, the District was awarded additional Higher Education Emergency Relief Fund (HEERF II) monies under the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA). The Emergency Grants for Student portion was \$1,195,000 and the Institutional Support portion was \$4,723,600. A portion of the Student Support monies was distributed to students in fiscal year 2020-2021 and the remainder was distributed to students in the fall of 2021. All of the Institutional Support funds were expended in fiscal year 2020-21, mostly to offset lost revenues due to the pandemic.

Lastly, in May 2021, the District was awarded additional Higher Education Emergency Relief Fund (HEERF III) monies pursuant to the American Rescue Plan Act of 2021. This Act made available \$5,501,100 to provide Emergency Grants for Students and \$5,188,200 to support the Institution. A small portion of the Institutional monies was spent at the end of fiscal year 2020-21 and the District is planning to spend much of the remainder during fiscal year 2021-2022. The Emergency Grants for Students will be distributed during fiscal year 2021-22. While this funding ensures that the District weathers the short-term financial stressors of the pandemic, the District and all higher educational institutions will need to pivot to address the numerous post pandemic societal changes putting pressure on enrollments, the labor force and the overall economy.





## Overview of Financial Statements

The Statement of Net Position reflects the financial position of the District at June 30, 2021. It shows the various assets owned or controlled, deferred outflows of resources, related liabilities and other obligations, deferred inflows of resources, and the various categories of net position. Deferred outflows of resources represent consumption of net position that applies to a future reporting period(s) and so will not be recognized as outflows of resources (expense) until then. Deferred inflows of resources represent the acquisition of net position that applies to a future reporting period(s) and so will not be recognized as inflows of resources (revenue) until that time.

Net position is an accounting concept defined as the difference between 'assets and deferred outflows of resources' and 'liabilities and deferred inflows of resources'. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the District is improving or deteriorating.

The condensed financial information below highlights the main categories of the Statement of Net Position. Assets are distinguished between capital and current or noncurrent assets. Liabilities are distinguished between long-term liabilities and other liabilities. Net position is divided into three categories reflecting the institutional equity in assets by broad characteristics. In addition to the District's capital assets, the District holds resources that have been restricted by external parties for specific programs or purposes. The remaining portion of net position is unrestricted and dedicated to the primary mission of the District.

### **Condensed Statement of Net Position**

	<u>6/30/2021</u>	<u>6/30/2020</u>
<b>Assets:</b>		
Current assets	\$ 35,057,351	\$ 27,304,747
Noncurrent assets, other than capital assets	49,502	101,374
Capital assets, net of depreciation	<u>166,451,350</u>	<u>164,498,966</u>
Total assets	<u>201,558,203</u>	<u>191,905,087</u>
<b>Deferred Outflows of Resources</b>	<u>7,355,267</u>	<u>4,297,881</u>
<b>Liabilities:</b>		
Other liabilities	9,932,626	6,259,775
Long-term liabilities	<u>45,281,208</u>	<u>42,481,772</u>
Total liabilities	<u>55,213,834</u>	<u>48,741,547</u>
<b>Deferred Inflows of Resources</b>	<u>-</u>	<u>1,880,126</u>
<b>Net Position:</b>		
Net investment in capital assets	157,481,991	152,382,909
Restricted net position	1,982,365	610,989
Unrestricted net position	<u>(5,764,720)</u>	<u>(7,412,603)</u>
Total net position	<u>\$153,699,636</u>	<u>\$145,581,295</u>

Current assets increased by \$7,752,604 due to increased receivables related to receiving federal Higher Education Emergency Relief Fund monies as well as more cash equivalents at June 30, 2021. The increase in capital assets, net of depreciation, of \$1,952,384 was attributable to spending capital

accumulation account monies and other funds budgeted for capital assets on the new Verde Valley Skilled Trade Center building, building renovations, site improvements and equipment.

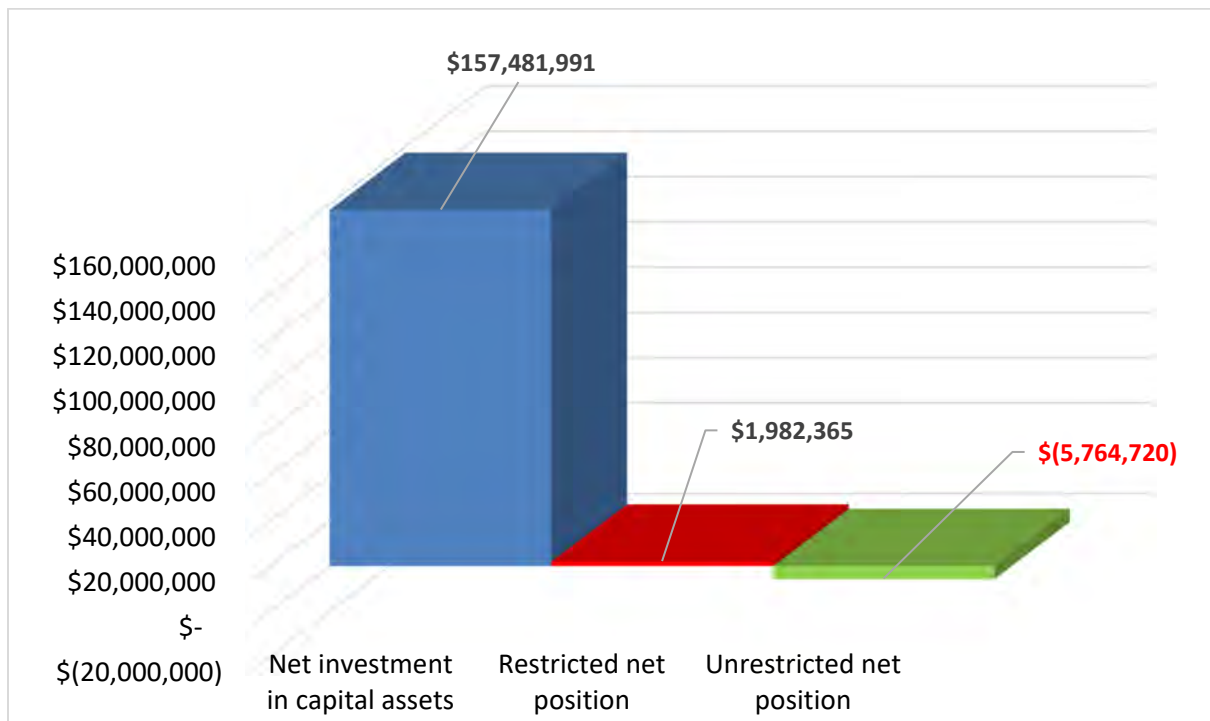
Deferred outflows and inflows of resources are predominantly comprised of activity relating to pensions. Deferred outflows and inflows of resources are changes in the net pension liability that will be recognized as pension expense in future years and contributions after the measurement date that will reduce the net pension liability in future years. Variances in these lines will arise from year to year due to the performance of investments, contribution changes to ASRS plans, composition of employer participants, and several other actuarial assumptions. Deferred outflows and inflows amounts are provided by the Arizona State Retirement System.

Other liabilities increased by \$3,672,851 as a result of almost half of the federal Higher Education Emergency Relief Fund Institutional monies being classified as unearned at June 30, 2021, until minimum spending requirements related to the Emergency Grants for Students are met. Other explanations for the increase in other liabilities are more general payables, construction related payables and accrued payroll recorded at June 30, 2021, compared to the prior year.

The \$2,799,436 increase in long-term liabilities was a result of an increase in the District's net pension liability of \$6,533,438 off-set by principal payments made on general obligation bonds, pledged revenue obligations and revenue bonds. The increase in net pension liability primarily resulted from actual plan performance as well as changes in significant estimates used to determine the plan's liability such as discount rate, future raises, inflation and mortality rates.

The District's net investment in capital assets increased by \$5,099,082 over the previous fiscal year. This increase was attributable to the addition of equity in the District's capital assets over the previous year and the reduction of debt acquired to pay for these assets. Restricted net position increased by \$1,371,376 due to the receipt of state shared tax revenues (prop 301) and the smart and safe Arizona fund shared revenues (prop 207) which were not spent, off-set by the use of secondary property tax fund balances. The increase in unrestricted net position of \$1,647,883 was primarily attributed to the receipt of federal Higher Education Emergency Relief Fund Institutional monies to reimburse lost revenues, vacancy savings, and unspent operating contingency budgets, off-set by an increase in net pension liability.

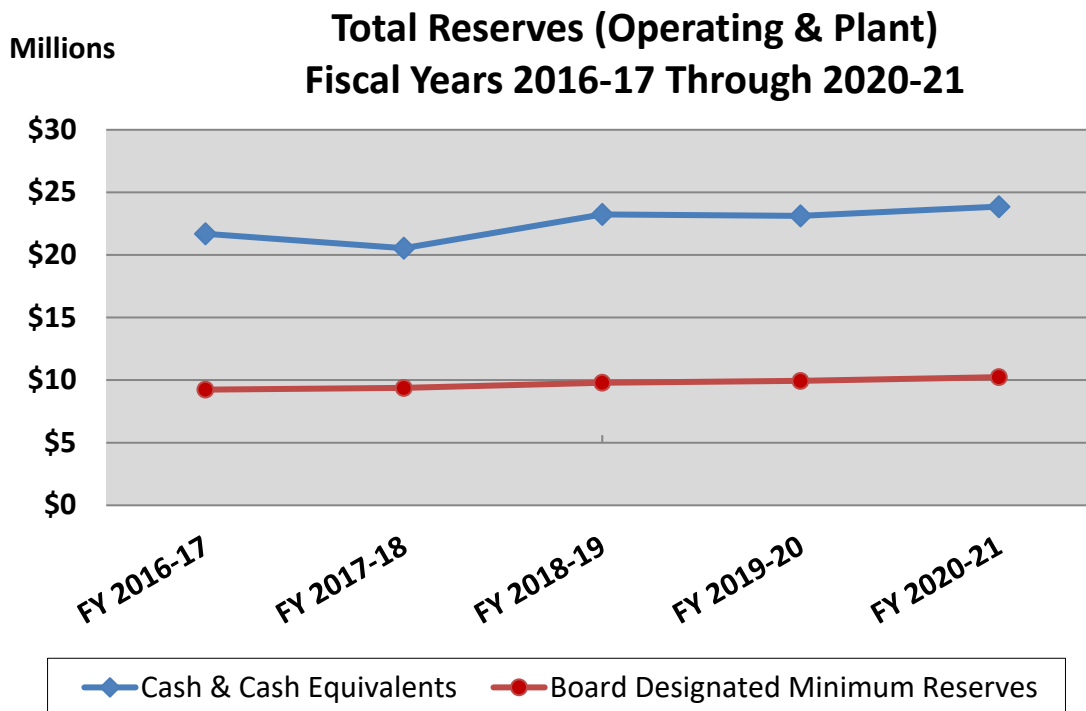
### Net Position as of June 30, 2021





As noted earlier, net position reflects the financial position of the District. The largest portion of the District's net position reflects the investment in capital assets (e.g., land, buildings, improvements other than buildings, etc.), net of depreciation and less any related debt used to acquire those assets still outstanding. The District uses these assets to provide services to students; consequently, these assets are not available for future spending.

An additional portion of the District's net position represents resources that are subject to external restrictions on how they may be used. The remaining balance of net position, which is unrestricted, is in a deficit due to the District's net pension liability. Although the unrestricted net position is a deficit balance of (\$5,764,720) at June 30, 2021, the District continues to maintain sufficient cash reserves and has adequate resources to meet all current obligations. Cash reserves in excess of the District Governing Board's minimum requirements are primarily used to fund next year's capital projects. The District's cash reserves can be seen on the following chart.



The Statement of Revenues, Expenses, and Changes in Net Position reflects the results of operations for the fiscal year ended June 30, 2021. It shows the various revenues and expenses, both operating and non-operating, reconciling the beginning net position amount to the ending net position amount as presented on the Statement of Net Position.

The condensed financial information below highlights the main categories of the Statement of Revenues, Expenses, and Changes in Net Position.

### Condensed Statement of Revenues, Expenses, and Changes in Net Position

	<u>Year Ended</u>	
	<u>6/30/2021</u>	<u>6/30/2020</u>
<b>Revenues</b>		
Operating:		
Tuition and fees, net of scholarship allowances	\$ 7,845,535	\$ 8,408,631
Other	826,103	2,308,839
Non-operating:		
Property taxes	49,433,560	50,705,820
Government grants	13,582,961	11,191,331
State aid	2,315,211	3,904,362
Smart and safe Arizona fund appropriations	769,131	-
Private grants and gifts	1,705,565	1,611,282
Investment earnings	66,444	464,145
Gain on disposal of capital assets	12,195	7,185
Total revenues	<u>76,556,705</u>	<u>78,601,595</u>
<b>Expenses</b>		
Operating:		
Educational and general:		
Instruction	18,844,972	20,257,487
Public service	1,800,557	2,247,444
Academic support	5,082,592	4,959,894
Student services	8,482,718	8,359,344
Institutional support	10,828,921	11,447,171
Operation and maintenance of plant	6,970,800	7,347,099
Scholarships	6,809,891	5,790,516
Auxiliary enterprises	1,822,706	1,943,218
Depreciation	<u>7,728,980</u>	<u>7,588,582</u>
Total operating expenses	68,372,137	69,940,755
Non-operating:		
Interest expense on debt	<u>367,066</u>	<u>570,657</u>
Total expenses	<u>68,739,203</u>	<u>70,511,412</u>
Income before other revenues, expenses, gains, or losses	7,817,502	8,090,183
Capital revenues	<u>300,839</u>	<u>31,590</u>
Increase in net position	8,118,341	8,121,773
Net position, beginning of year	<u>145,581,295</u>	<u>137,459,522</u>
<b>Net position, end of year</b>	<u>\$153,699,636</u>	<u>\$145,581,295</u>

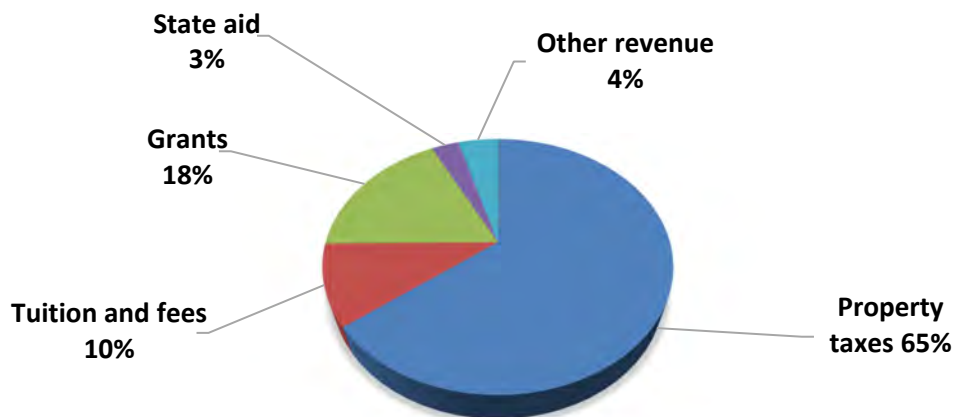


Revenues are separated into two categories -- operating and non-operating. For a description of the difference between operating and non-operating, please refer to the Summary of Significant Accounting Policies (Note 1).

The District shows an operating loss reflective of the fact that three of the four main revenue sources - property taxes, government grants and state aid -- are considered non-operating revenues.

Overall, revenues decreased from the previous fiscal year by \$2,044,890. Higher property taxes due to new commercial and residential construction were more than fully off-set by the continued reduction of secondary taxes related to the District's general obligation bonds. Increased government grant revenue of \$2,391,630, resulting from the federal Higher Education Emergency Relief Fund, more than off-set the \$2,045,832 decline in tuition, fees and auxiliary services revenue related to the COVID-19 pandemic. Lastly, the remaining decrease in revenues was a result of the District not receiving the \$1,761,300 rural community college appropriation that it did in fiscal year 2019-2020.

### Revenues by Source Fiscal Year 2021

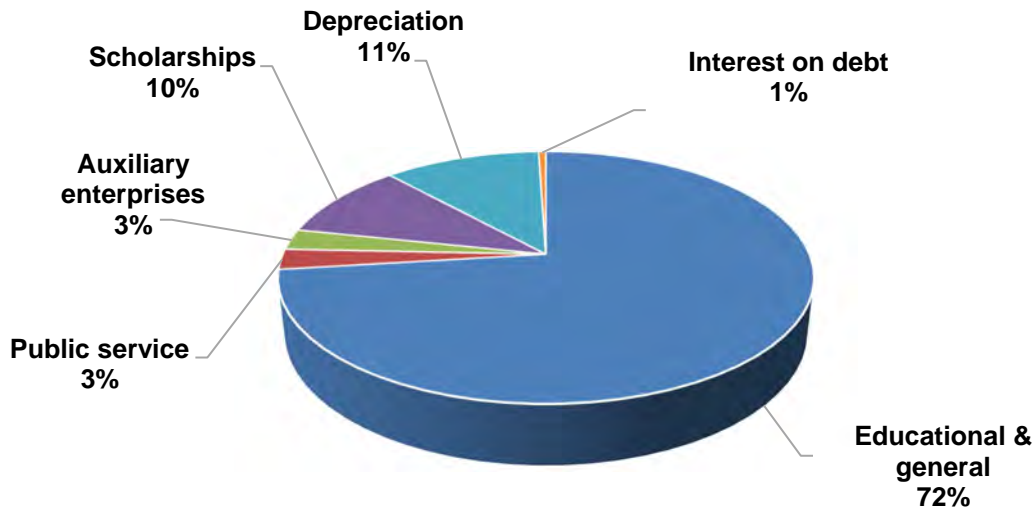


Depreciation expense is recorded in accordance with the adoption of the full accrual basis of accounting. The construction and acquisition of capital assets, although budgeted and tracked as an expenditure in the accounting system, is not reflected as an expense in these statements. Such transactions are reported as an asset with the systematic allocation of such costs expensed over the useful life of the asset constructed or acquired.

Overall, operating expenses decreased \$1,568,618 from the previous fiscal year. The primary reasons for the decrease were due to the effects of the COVID-19 pandemic, off-set by an increase in scholarships and pension expense. As a result of the pandemic, the District significantly reduced its part-time staff and most full-time vacant positions remained vacant for longer than usual. Utilities, travel related costs, supplies and other services were significantly less than the prior year. Scholarships increased by \$1,019,375 mainly due to the receipt of federal Higher Education Emergency Relief Fund monies and pension expense, which is actuarially determined, is provided to the District by the Arizona State Retirement System. It can fluctuate widely from year to year based on the plan's assumptions and actual performance, and differs from the District's actual contributions.

Lastly, depreciation increased 1.9% reflecting the capital asset additions related to the District's long-range Capital Improvement Plan and its continued commitment to effective asset management with the goal of having well-maintained assets for the lowest total cost of ownership.

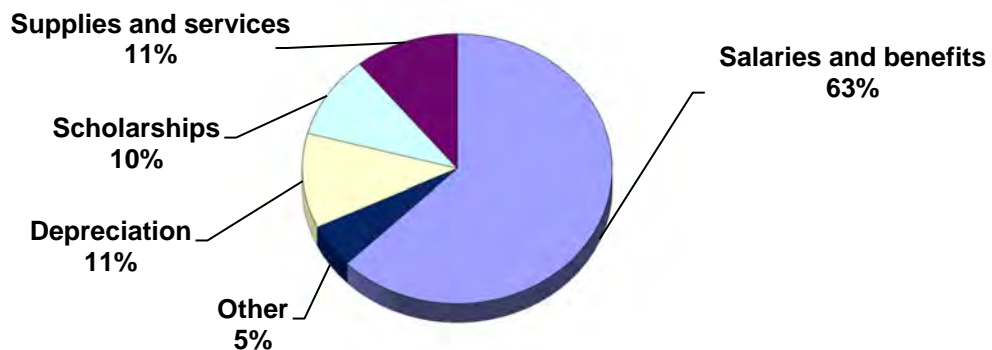
### Expenses by Function Fiscal Year 2021



In addition to functional classification, a summary of the District’s operating expenses by natural classification for the years ended June 30, 2021, and 2020 follows:

	<u>FY 2021</u>	<u>FY 2020</u>	<u>% Change</u>
Salaries and benefits	\$42,799,116	\$43,973,227	-2.7%
Supplies and services	7,413,084	8,290,583	-10.6%
Scholarships	6,809,891	5,790,516	17.6%
Depreciation	7,728,980	7,588,582	1.9%
Other	3,621,066	4,297,847	-15.8%
	\$68,372,137	\$69,940,755	-2.2%

### Expenses by Natural Classification Fiscal Year 2021



The Statement of Cash Flows reflects the cash inflows and outflows of cash and cash equivalents for the year ended June 30, 2021. It shows the various cash activities by type, reconciling the beginning cash and cash equivalents amount to the ending cash and cash equivalent amount – which is shown on the

Statement of Net Position described above. In addition, this statement reconciles cash flows from operating activities to operating loss on the Statement of Revenues, Expenses, and Changes in Net Position described above.

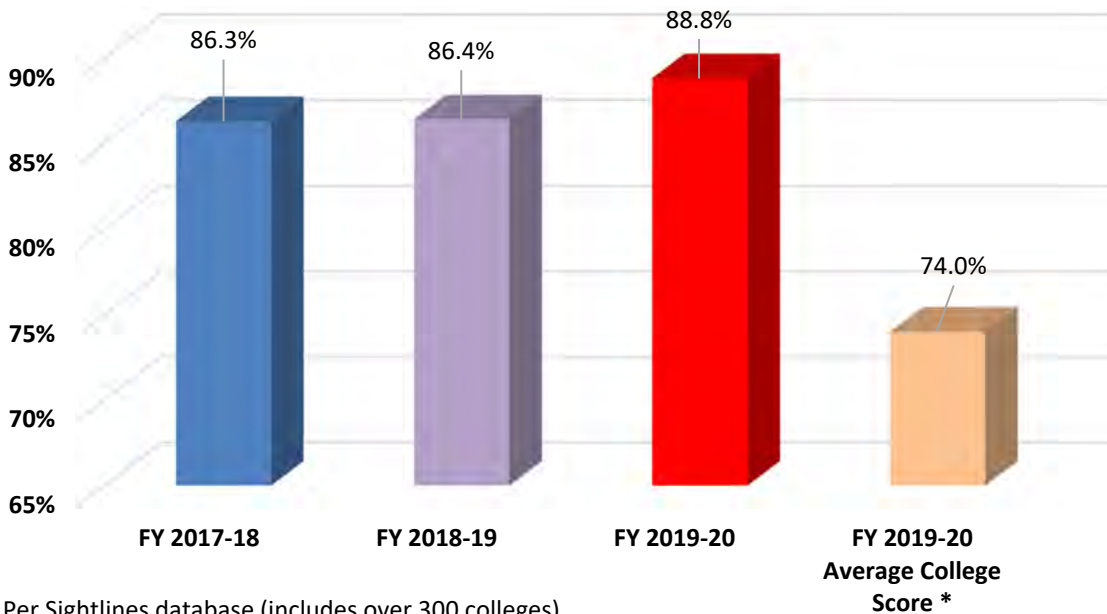
**Capital Assets and Debt Management**

The construction of the Verde Valley Skilled Trades Center building was completed by the beginning of the fall 2021 semester and included significant investments in equipment. This building was designed to support CTE programs for residential construction, electrical, HVAC and plumbing. The building is approximately 10,000 square feet with a covered exterior area for additional program activities. Another project completed on the Verde campus was the replacement of the greenhouse which supports the Verde’s horticulture, viticulture and plant biology classes. These projects were primarily funded with the District’s Future Capital Projects Accumulation monies.

On the Prescott campus, the addition of the 3,000 square feet Technical Theater to the Performing Arts Center building was well under way by the end of the fiscal year. This addition was partially funded by a private donation with the remainder coming from the District’s Future Capital Projects Accumulation monies. Other important capital projects completed during the fiscal year included plumbing, lighting and fire safety upgrades in the residence halls, LED parking lot light retrofit on the Prescott campus, Performing Arts Center roof replacement, underground water valve replacements on the Prescott campus, and the paving of the Prescott Valley center parking lot.

The District adheres to the philosophy that preventative maintenance will extend the useful life of the assets and lower the Total Costs of Ownership. Presented below is the Net Asset Value (NAV) index score for the District, provided by Sightlines, a third-party facilities benchmarking professional services firm. The NAV score represents the condition of the District’s buildings. The higher the score the better condition of the buildings. The District’s FY 2019-20 score places it in the top 10% of colleges and universities in Sightlines’ database.

**Net Asset Value Score (NAV)**



The District re-invests in equipment to ensure employees have the tools needed to remain productive and students gain marketable skills relevant to the modern workforce. Equipment, along with all other capital assets (except land and construction in progress), is reported net of accumulated depreciation in



accordance with the reporting standards issued by GASB. This has the effect of reducing the book value of capital assets. Depreciation totaled \$7,728,980 for the year and is shown as an operating expense on the Statement of Revenues, Expenses, and Changes in Net Position. Additional information on the District's capital assets can be found in Note 4 to the basic financial statements.

The District's general obligation (GO) bond debt is rated Aa2 by Moody's Investors Service and is rated AA- by Standard & Poors. These high quality ratings have been in place for many years and are the result of the District's diverse property tax base, history of operating surpluses and strong operating performance, conservative expense management and a low debt burden.

During fiscal year 2020-21, the District issued \$3,910,000 of revenue bonds to refund the District's remaining outstanding pledged revenue obligations and reduced its outstanding long-term debt by \$7,850,273. Long-term debt outstanding at June 30, 2021, is as follows:

<u>Description</u>	<u>Original Amount</u>	<u>Maturity Ranges</u>	<u>Interest Rates</u>	<u>Outstanding Principal</u>
<b>General obligation bonds</b>				
GO Refunding 2012	\$28,450,000	7/1/22	4.00%	\$470,000
<b>Revenue bonds</b>				
Series 2013	5,000,000	7/1/22-7/1/28	2.45%	2,565,000
Series 2021	3,910,000	7/1/22-7/1/25	.55% - 1.35%	3,830,000

Additional information on the District's outstanding debt can be found in Note 5 to the basic financial statements.

**Request for Information**

This discussion and analysis is designed to provide a general overview of the finances for the District to all those with an interest in such matters. Questions concerning any of the information provided in this Annual Comprehensive Financial Report or requests for additional financial information should be addressed to Business Services, Yavapai College, 1100 East Sheldon Street, Prescott, AZ 86301.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Statement of Net Position - Primary Government  
June 30, 2021**

	<b>Business Type Activities</b>
<b>ASSETS:</b>	
<b>Current assets:</b>	
Cash and cash equivalents	\$ 26,237,976
Receivables (net of allowances for uncollectibles)	
Accounts	465,731
Property taxes	885,387
Government grants and contracts	5,629,132
Other	835,737
Prepaid expenses	816,491
Other	186,897
Total current assets	35,057,351
<b>Noncurrent assets:</b>	
Restricted assets:	
Property taxes receivable (net of allowances for uncollectibles)	47,592
Other receivables	1,910
Capital assets, not being depreciated	10,398,167
Capital assets, being depreciated, net	156,053,183
Total noncurrent assets	166,500,852
Total assets	201,558,203
<b>Deferred Outflows of Resources:</b>	
Deferred charge on debt refunding	186,084
Deferred outflows related to pensions	7,169,183
Total deferred outflows of resources	7,355,267
<b>LIABILITIES:</b>	
<b>Current liabilities:</b>	
Accounts payable	3,280,707
Retainage payable	83,762
Accrued payroll and employee benefits	2,689,974
Deposits held in custody for others	108,649
Unearned revenues	3,708,595
Dormitory and other deposits	60,939
Current portion of compensated absences payable	245,080
Current portion of long-term debt	2,307,099
Current portion of other long-term liabilities	12,803
Total current liabilities	12,497,608
<b>Noncurrent liabilities:</b>	
Compensated absences payable	1,737,668
Long-term debt	4,725,000
Net pension liability	36,118,864
Other	134,694
Total noncurrent liabilities	42,716,226
Total liabilities	55,213,834
<b>NET POSITION:</b>	
Net investment in capital assets	157,481,991
Restricted:	
Nonexpendable:	
Employee loans	100,000
Expendable:	
Grants and contracts	1,709,299
Debt service	173,066
Unrestricted	(5,764,720)
Total net position	\$ 153,699,636

See accompanying notes to financial statements.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Statement of Financial Position - Component Unit  
June 30, 2021**

	<b>Yavapai College Foundation</b>
<b>ASSETS:</b>	
<b>Current assets:</b>	
Cash and cash equivalents	\$ 224,855
Restricted cash	179,288
Promises to give, current portion	157,760
Prepaid expenses	39,196
Total current assets	601,099
<b>Other long-term assets:</b>	
Promises to give, net of current portion	178,600
Investments	22,340,612
Beneficial interest in perpetual trust	515,200
Total other long-term assets	23,034,412
Total assets	23,635,511
<b>LIABILITIES AND NET ASSETS:</b>	
<b>Current liabilities:</b>	
Accounts payable	3,536
Accrued expenses	9,623
Due to Yavapai College	182,401
Scholarships payable	769,729
Deferred revenue	52,927
Total liabilities	1,018,216
<b>Net assets:</b>	
Without donor restrictions	
Undesignated	739,200
Board designated	1,347,740
Total without donor restrictions	2,086,940
With donor restrictions	20,530,355
Total net assets	22,617,295
Total liabilities and net assets	\$ 23,635,511

See accompanying notes to financial statements.



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**  
**(YAVAPAI COLLEGE)**  
**Statement of Revenues, Expenses, and Changes in Net Position - Primary Government**  
**For the Fiscal Year Ended June 30, 2021**

	<b>Business Type Activities</b>
<b>Operating revenues:</b>	
Tuition and fees (net of scholarship allowances of \$2,621,985)	\$ 7,845,535
Bookstore income	74,540
Dormitory rentals (net of scholarship allowances of \$91,196)	263,569
Other	487,994
Total operating revenues	8,671,638
<b>Operating expenses:</b>	
Educational and general:	
Instruction	18,844,972
Public service	1,800,557
Academic support	5,082,592
Student services	8,482,718
Institutional support	10,828,921
Operation and maintenance of plant	6,970,800
Scholarships	6,809,891
Auxiliary enterprises	1,822,706
Depreciation	7,728,980
Total operating expenses	68,372,137
Operating income (loss)	(59,700,499)
<b>Nonoperating revenues (expenses):</b>	
Property taxes	49,433,560
State appropriations	1,283,300
Government grants	13,582,961
Share of state sales taxes	1,031,911
Smart and safe Arizona fund appropriations	769,131
Private grants and gifts	1,705,565
Investment earnings	66,444
Interest expense on debt	(367,066)
Gain on disposal of capital assets	12,195
Total nonoperating revenues (expenses)	67,518,001
Income before other revenues, expenses, gains or losses	7,817,502
Capital grants and gifts	300,839
Increase in net position	8,118,341
Net position, beginning of year	145,581,295
Net position, end of year	\$ 153,699,636

See accompanying notes to financial statements.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)**

**Statement of Activities - Component Unit  
For the Fiscal Year Ended June 30, 2021**

	Without Donor Restrictions	With Donor Restrictions	Yavapai College Foundation
<b>Revenue and other support:</b>			
Contributions, memberships and grants	\$ 114,476	\$ 1,130,225	\$ 1,244,701
Program service income	13,047	-	13,047
YCPAC events	28,562	-	28,562
Investment return	732,912	4,255,094	4,988,006
Change in fair value of perpetual trust	-	103,240	103,240
Other income	621	-	621
Net assets released from purpose restrictions	1,787,243	(1,787,243)	-
Total revenue and other support	2,676,861	3,701,316	6,378,177
<b>Operating expenses:</b>			
Program expenses			
Grants and scholarships	684,258	-	684,258
YCPAC events	505,952	-	505,952
Osher Endowment for Osher Lifelong Learning Institute	112,270	-	112,270
Foundation auxiliaries	74,044	-	74,044
Other programs	500,283	-	500,283
Total program expenses	1,876,807	-	1,876,807
Supporting expenses			
Administration	250,139	-	250,139
Fundraising	139,583	-	139,583
Total supporting expenses	389,722	-	389,722
Total operating expenses	2,266,529	-	2,266,529
Change in net assets	410,332	3,701,316	4,111,648
Net assets - beginning of year	1,676,608	16,829,039	18,505,647
Net assets - end of year	\$ 2,086,940	\$ 20,530,355	\$ 22,617,295

See accompanying notes to financial statements.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Statement of Cash Flows - Primary Government  
For the Fiscal Year Ended June 30, 2021**

<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>	<b>Business Type Activities</b>
Tuition and fees	\$ 10,088,117
Bookstore receipts	96,424
Dormitory rentals	250,169
Other receipts	347,873
Payments to suppliers and providers of goods and services	(9,432,484)
Payments for employee wages and benefits	(41,067,590)
Scholarship payments to students	(6,809,891)
Deposits held in custody for others received	642,691
Deposits held in custody for others disbursed	(627,216)
Net cash used for operating activities	<u>(46,511,907)</u>
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</b>	
Property taxes	49,656,623
Grants	9,177,725
State appropriations	2,052,431
Share of state sales taxes	1,031,910
Private gifts	1,699,068
Federal direct lending receipts	2,484,544
Federal direct lending disbursements	(2,391,368)
Net cash provided by noncapital financing activities	<u>63,710,933</u>
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:</b>	
Capital grants and gifts	299,161
Proceeds from sale of capital assets	12,195
Principal paid on capital debt	(3,810,000)
Interest paid on capital debt	(312,468)
Purchases of capital assets	(9,887,384)
Net cash used for capital and related financing activities	<u>(13,698,496)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>	
Interest received on investments	68,828
Net cash provided by investing activities	<u>68,828</u>
Net increase in cash and cash equivalents	3,569,358
Cash and cash equivalents, beginning of year	22,668,618
Cash and cash equivalents, end of year	<u>\$ 26,237,976</u>
	(Continued)

See accompanying notes to financial statements.



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Statement of Cash Flows - Primary Government  
For the Fiscal Year Ended June 30, 2021  
(Continued)**

<b>Reconciliation of operating loss to net cash used for operating activities:</b>	<b>Business Type Activities</b>
Operating loss	\$ (59,700,499)
Adjustments to reconcile operating loss to net cash used for operating activities:	
Depreciation expense	7,728,980
Provision for uncollectible accounts	51,937
Changes in assets, deferred outflows of resources, liabilities and deferred inflows of resources:	
Increase in accounts receivable	(201,645)
Increase in other receivables	(160,091)
Increase in deferred outflows of resources related to pensions	(3,243,469)
Increase in accounts payable	1,261,791
Increase in dormitory & other deposits	2,422
Increase in accrued payroll and employee benefits	144,327
Increase in net pension liability	6,533,438
Increase in unearned revenues	2,392,289
Increase in compensated absences	177,356
Increase in deposits held in custody for others	15,475
Increase in other liabilities (accrued retiree)	28,915
Decrease in prepaid expenses	336,993
Decrease in deferred inflows of resources related to pensions	(1,880,126)
Net cash used for operating activities	<u>\$ (46,511,907)</u>

**Noncash investing, capital, and noncapital financing activities:**

Government grants

The District recorded a \$3,998,701 receivable from the Federal government for lost revenues related to the COVID-19 pandemic.

Amortization of prepaid bond insurance costs

The District amortized \$41,772 of prepaid bond insurance costs.

Amortization of premium on bonds and deferred charges

The District amortized \$203,616 of bond premiums, \$61,657 of pledged revenue obligation premiums and (\$186,084) of deferred charges.

Gifts of depreciable assets

The District recorded the receipt of gifts of depreciable assets of \$839.

See accompanying notes to financial statements.

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**Note 1 - Summary of Significant Accounting Policies**

Yavapai County Community College District's accounting policies conform to Generally Accepted Accounting Principles (GAAP) applicable to public institutions engaged only in business-type activities adopted by the Governmental Accounting Standards Board (GASB).

For the year ended June 30, 2021, the District implemented the provisions of GASB Statement No. 84, *Fiduciary Activities*, as amended by GASB Statement No. 97, *Certain Component Unit Criteria, and Accounting and Financial Reporting for Internal Revenue Code 457 Deferred Compensation Plans*. GASB Statement No. 84 establishes criteria for identifying and reporting fiduciary activities and provides an exception for business-type activities that normally expect to hold custodial assets for three months or less. The District has included activity that met the exception in the statement of net position and has separately reported receipts and disbursements as cash inflows and outflows, respectively, in the operating activities category of the statement of cash flows.

**Reporting Entity**

The District is a special-purpose government that a separately elected governing body governs. It is legally separate and fiscally independent of other state and local governments. The accompanying financial statements present the activities of the District (the primary government) and its discretely presented component unit, the Yavapai College Foundation.

The Yavapai College Foundation (the Foundation) is a legally separate, tax-exempt organization, formed in the State of Arizona in 1971. The Board of Directors for the Foundation is elected from the general membership at the annual meeting. The term of office for each board member is three years with overlapping terms. It acts primarily as a fund-raising organization that receives gifts and bequests, administers those resources, and disburses payments to or on behalf of the District for scholarships and capital contributions. Beginning in November 2006, the Foundation also began receiving revenue from and making specified payments for the District's Community Events Program which provides a variety of theatrical and musical productions for the community. Although the District does not control the timing or amount of receipts from the Foundation, the Foundation's restricted resources can be used only by, or for the benefit of, the District or its constituents. Consequently, the Foundation is considered a component unit of the District and is discretely presented in the District's financial statements.

For financial reporting purposes, the Foundation follows the Financial Accounting Standards Board standards for not-for-profit organizations. As such, certain revenue recognition criteria and presentation features are different from GASB revenue recognition criteria and presentation features. No modifications have been made to the Foundation's financial information included in the District's financial report. Accordingly,

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those financial statements have been reported on separate pages following the District's respective counterpart financial statements. For financial reporting purposes, only the Foundation's statements of financial position and activities are included in the District's financial statements as required by GAAP for public colleges and universities. The Foundation has a June 30 year end.

During the year ended June 30, 2021, the Foundation gifted property and distributed funds in the amount of \$1,565,084 to or on behalf of the District for both restricted and unrestricted purposes. Complete financial statements for the Foundation can be obtained from the Yavapai College Foundation, 1100 East Sheldon Street, Prescott, Arizona 86301.

**Basis of Presentation and Accounting**

The financial statements include a statement of net position; a statement of revenues, expenses, and changes in net position; and a statement of cash flows.

A statement of net position provides information about the District's assets, deferred outflows of resources, liabilities, deferred inflows of resources, and net position at the end of the year. Assets and liabilities are classified as either current or noncurrent. Net position is classified according to external donor restrictions or availability of assets to satisfy the District's obligations. Net investment in capital assets represents the value of capital assets, net of accumulated depreciation, less any outstanding debt incurred to acquire or construct the assets. Nonexpendable restricted net position consists of District monies restricted for the purpose of funding the employee tuition and computer loan programs, the corpus of which cannot be expended. Expendable restricted net position represents grants, contracts, gifts, and other resources that have been externally restricted for specific purposes. Unrestricted net position consists of all other resources, including those that have been designated by management to be used for other than general operating purposes.

A statement of revenues, expenses, and changes in net position provides information about the District's financial activities during the year. Revenues and expenses are classified as either operating or nonoperating, and all changes in net position are reported, including capital contributions and additions to endowments. Operating revenues and expenses generally result from exchange transactions. Accordingly, revenues such as tuition, bookstore and dormitory charges, in which each party receives and gives up essentially equal values, are considered operating revenues. Other revenues, such as property taxes, state appropriations, and government grants, result from transactions in which the parties do not exchange equal values and are considered nonoperating revenues. Operating expenses include the costs of sales and services, administrative expenses, and depreciation on capital assets. Other expenses, such as interest expense, are considered nonoperating expenses.

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A statement of cash flows provides information about the District's sources and uses of cash and cash equivalents during the year. Increases and decreases in cash and cash equivalents are classified as either operating, noncapital financing, capital financing, or investing.

The financial statements are presented using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. Property taxes are recognized as revenue in the year for which they are levied. State appropriations are recognized as revenue in the year in which the appropriation is first made available for use. Grants and donations are recognized as revenue as soon as all eligibility requirements the provider imposed have been met. The District eliminates all internal activity.

When both restricted and unrestricted resources are available for use, it is the District's policy to use restricted resources first, then unrestricted resources as they are needed.

**Cash and Investments**

For the statement of cash flows, the District's cash and cash equivalents are considered to be cash on hand, demand deposits, and cash and investments held by the County Treasurer. All investments are stated at fair value.

**Capital Assets**

Capital assets are reported at actual cost. Donated assets are reported at acquisition value.

Capitalization thresholds (the dollar values above which asset acquisitions are added to the capital asset accounts), depreciation methods, and estimated useful lives of capital assets reported in the financial statements are as follows:

	<u>Capitalization Threshold</u>	<u>Depreciation Method</u>	<u>Estimated Useful Life</u>
Land	\$5,000	None	n/a
Buildings	5,000	Straight line	40 years
Improvements other than buildings	5,000	Straight line	15 years
Equipment	5,000	Straight line	5 years
Intangibles	5,000	Straight line	30 years
Library books	1	Straight line	10 years



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**Deferred Outflows and Inflows of Resources**

The statement of net position includes separate sections for deferred outflows of resources and deferred inflows of resources. Deferred outflows of resources represent a consumption of net position that applies to future periods that will be recognized as an expense in future periods. Deferred inflows of resources represent an acquisition of net position that applies to future periods and will be recognized as a revenue in future periods.

**Postemployment Benefits**

For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the pension plan's fiduciary net position and additions to/deductions from the plan's fiduciary net position have been determined on the same basis as they are reported by the plan. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

**Investment Earnings**

Investment earnings is composed of interest, dividends, and net changes in the fair value of applicable investments.

**Compensated Absences**

Compensated absences payable consists of vacation leave and a calculated amount of sick leave employees earned based on services already rendered.

Employees may accumulate up to twice their annual entitlement amount of vacation. The payroll system stops accruing vacation hours once an employee reaches their limit. Annual leave balances remaining when employees separate from service are paid and therefore are accrued as a liability in the financial statements.

Employees may accumulate sick leave hours based upon employee class. Unused sick leave will carry over from year to year. Generally, sick leave benefits provide for ordinary sick pay and are cumulative, but employees forfeit them upon terminating employment. Because sick leave benefits do not vest with employees, a liability for sick leave benefits is not accrued in the financial statements. However, for employees who have at least 15 years of service with the District, and are eligible for retirement under the standards set by the Arizona State Retirement System, sick leave benefits do vest, and they may receive payment for up to 70 days of accumulated sick leave at \$60 a day. Accordingly, these benefits are accrued as a liability in the financial statements.

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**Scholarship Allowances**

A scholarship allowance is the difference between the stated charge for goods and services the District provides and the amount that the student or third parties making payments on the student's behalf pays. Accordingly, some types of student financial aid, such as Pell grants and scholarships the District awards, are considered scholarship allowances. These allowances are netted against tuition and fees and dormitory rental revenues in the statement of revenues, expenses, and changes in net position.

**Note 2 - Deposits and Investments**

Arizona Revised Statutes (A.R.S.) requires the District to deposit special tax levies for the District's maintenance or capital outlay with the County Treasurer. A.R.S. does not require the District to deposit other public monies in its custody with the County Treasurer; however, the District must act as a prudent person dealing with another's property when making investment decisions about those monies. A.R.S. requires collateral for deposits at 102 percent of all deposits not covered by federal depository insurance. A.R.S. does not include any requirements for credit risk, concentration of credit risk, interest rate risk, or foreign currency risk for the District's investments.

**Deposits** – At June 30, 2021, the carrying amount of the District's deposits was \$6,600,473, and the District's bank balance was \$7,491,669. The District does not have a formal policy with respect to custodial credit risk for deposits.

**Investments** – The District had total investments of \$19,630,383 at June 30, 2021, as follows:

**External investment pool measured at fair value**

County Treasurer's investment pool	<u>\$15,438,571</u>
Total investments measured at fair value	<u>\$15,438,571</u>

The District's investment in the County Treasurer's pool is valued using the District's proportionate participation in the pool because the pool's structure does not provide for shares. No oversight is provided for the County Treasurer's investment pool.

The District also had the following investments measured at amortized cost:

Wells Fargo Government Money Market Fund	<u>\$ 4,191,812</u>
Total investments measured at amortized cost	<u>\$ 4,191,812</u>

**Credit risk** – The District does not have a formal policy with respect to credit risk. At June 30, 2021, credit risk for the District's investments was as follows:

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<u>Investment Type</u>	<u>Rating</u>	<u>Rating Agency</u>	<u>Amount</u>
County Treasurer's investment pool	Unrated	Not applicable	\$15,438,571
Wells Fargo Government Money Market Fund	AAAm	S&P	<u>4,191,812</u>
Total			<u>\$19,630,383</u>

**Interest rate risk** – The District does not have a formal policy with respect to interest rate risk. At June 30, 2021, the District had the following investments in debt securities:

<u>Investment Type</u>	<u>Amount</u>	<u>Weighted Average Maturity (Months)</u>
County Treasurer's investment pool	\$15,438,571	2.4
Wells Fargo Government Money Market Fund	<u>4,191,812</u>	1.0
Total	<u>\$19,630,383</u>	

A reconciliation of cash, deposits, and investments to amounts shown on the Statement of Net Position follows:

<u>Cash, Deposits, and Investments</u>	<u>Amount</u>	<u>Statement of Net Position</u>	<u>Amount</u>
Cash on hand	\$ 7,120	Cash and cash equivalents	<u>\$26,237,976</u>
Deposits	6,600,473	Total	<u>\$26,237,976</u>
Investments	<u>19,630,383</u>		
Total	<u>\$26,237,976</u>		

**Note 3 – Receivables**

A summary of receivables and the related allowances for uncollectibles follow:

<u>Account Name</u>	<u>Gross Receivable</u>	<u>Allowance for Uncollectibles</u>	<u>Net Receivable</u>
Accounts - current	\$ 1,413,369	\$ (947,638)	\$ 465,731
Government grants and contracts - current	5,629,132	-	5,629,132
Property taxes			
Current	1,020,738	(135,351)	885,387
Noncurrent	67,030	(19,438)	47,592

**Property Taxes Receivable** - The Yavapai County Treasurer is responsible for collecting property taxes for all governmental entities within the County. In August of each year, the County levies the property taxes due to the District. Two equal installments, payable in October and March, become delinquent after the first business day in November and May.

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A lien assessed against real and personal property attaches on the first day of January preceding the assessment and levy. Delinquent taxes are subject to a penalty of 16% per annum.

**Note 4 - Capital Assets**

Capital asset activity for the year ended June 30, 2021, was as follows:

	<u>Balance July 1, 2020</u>	<u>Increases</u>	<u>Decreases</u>	<u>Reclassification</u>	<u>Balance June 30, 2021</u>
<b>Capital assets not being depreciated:</b>					
Land	\$ 5,628,526	\$ -	\$ -	\$ -	\$ 5,628,526
Construction in progress	<u>7,503,553</u>	<u>5,869,827</u>	<u>-</u>	<u>(8,603,739)</u>	<u>4,769,641</u>
Total capital assets not being depreciated	<u>13,132,079</u>	<u>5,869,827</u>	<u>-</u>	<u>(8,603,739)</u>	<u>10,398,167</u>
<b>Capital assets being depreciated:</b>					
Buildings	192,612,218	855,034	-	8,435,402	201,902,654
Improvements other than buildings	29,039,709	1,019,337	-	168,337	30,227,383
Equipment	17,258,939	1,839,476	120,038	-	18,978,377
Intangibles	273,587	-	-	-	273,587
Library books	<u>2,628,385</u>	<u>97,690</u>	<u>238,290</u>	<u>-</u>	<u>2,487,785</u>
Total capital assets being depreciated	<u>241,812,838</u>	<u>3,811,537</u>	<u>358,328</u>	<u>8,603,739</u>	<u>253,869,786</u>
Less accumulated depreciation for:					
Buildings	57,071,730	4,708,291	-	-	61,780,021
Improvements other than buildings	17,457,384	1,635,674	-	-	19,093,058
Equipment	13,765,777	1,263,036	120,038	-	14,908,775
Intangibles	91,196	9,120	-	-	100,316
Library books	<u>2,059,864</u>	<u>112,859</u>	<u>238,290</u>	<u>-</u>	<u>1,934,433</u>
Total accumulated depreciation	<u>90,445,951</u>	<u>7,728,980</u>	<u>358,328</u>	<u>-</u>	<u>97,816,603</u>
Total capital assets being depreciated, net	<u>151,366,887</u>	<u>(3,917,443)</u>	<u>-</u>	<u>8,603,739</u>	<u>156,053,183</u>
<b>Capital assets, net</b>	<u>\$ 164,498,966</u>	<u>\$ 1,952,384</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 166,451,350</u>

The District has active construction projects as of June 30, 2021. At year end, the District's commitments with contractors are as follows:

<u>Project</u>	<u>Source of Payment</u>	<u>Costs-to-date</u>	<u>Remaining Commitment</u>
Verde Valley Skilled Trade Center	Capital Projects Accumulation Account	\$3,662,422	\$611,349
Technical Theater Addition	Yavapai College Foundation/Capital Projects Accumulation Account	888,478	718,383
Prescott Valley Marquee/Electronic Sign	Capital Projects Accumulation Account	157,435	194,372



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**Note 5 - Long-Term Liabilities**

Long-term liability and obligation activity for the year ended June 30, 2021, was as follows:

	<u>Balance July 1, 2020</u>	<u>Additions</u>	<u>Reductions</u>	<u>Balance June 30, 2021</u>	<u>Due Within One Year</u>
Long-term debt:					
General obligation bonds	\$ 2,670,000	\$ -	\$ 2,200,000	\$ 470,000	\$ 470,000
Premium on general obligation refunding	370,715	-	203,616	167,099	167,099
Pledged revenue obligations	4,975,000	-	4,975,000	-	-
Premium on pledged revenue obligations	61,657	-	61,657	-	-
Revenue bonds from direct placements	<u>2,895,000</u>	<u>3,910,000</u>	<u>410,000</u>	<u>6,395,000</u>	<u>1,670,000</u>
Total long-term debt	<u>10,972,372</u>	<u>3,910,000</u>	<u>7,850,273</u>	<u>7,032,099</u>	<u>2,307,099</u>
Net pension liability	29,585,426	6,533,438	-	36,118,864	-
Compensated absences payable	1,805,392	971,012	793,656	1,982,748	245,080
Other	<u>118,582</u>	<u>41,224</u>	<u>12,309</u>	<u>147,497</u>	<u>12,803</u>
Total long-term liabilities	<u>\$ 42,481,772</u>	<u>\$11,455,674</u>	<u>\$ 8,656,238</u>	<u>\$ 45,281,208</u>	<u>\$ 2,564,982</u>

The District also had an unused line of credit in the amount of \$2,000,000.

**General Obligation Bonds and Revenue Bonds** – The District’s debt consists of various issues of general obligation bonds and revenue bonds from direct placements that are generally callable with interest payable semiannually. Debt proceeds pay primarily for acquiring or constructing capital facilities, remodeling existing facilities, furnishing buildings and facilities and purchasing land adjacent to existing facilities. The District repays general obligation bonds from voter-approved property taxes. Revenue bonds are repaid from tuition, fees, rentals, and other charges to students, faculty, and others. The original amounts of outstanding general obligation bonds and revenue bonds were \$28,450,000 and \$8,910,000, respectively.

In June 2012, the District issued \$28,450,000 of general obligation refunding bonds with an average interest rate of 2.06 percent to advance refund general obligation bonds. The refunded general obligation bonds were paid in full as of July 1, 2014. The general obligation refunding bonds of 2012 are subject to early redemption prior to their stated maturity dates. On October 30, 2018, the District used \$4,020,000 of proceeds from the sale of its Prescott Valley Civic Circle building to fund an irrevocable trust to defease a portion of its outstanding 2012 GO Refunding Bonds. Cash was invested in U.S. Government Securities and is being used to pay debt service until the defeased issues totaling \$4,020,000 are called on July 1, 2022. As a result, the refunded debt liability as of June 30, 2021, for those refunded bonds is considered to be defeased and the liability for those bonds is not included in the financial statements.

The general obligation bond issues are subject to the federal tax code arbitrage requirements. Excess earnings resulting from arbitrage will be rebated to the federal government. The District does not have a current arbitrage liability. The District’s general obligation bond legal debt limit is 15% of the secondary assessed value of real and

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personal property within Yavapai County. The District's total general obligation bond debt capacity was \$614,442,794 as of June 30, 2021. Of this amount, the District has \$470,000 in general obligation bond debt applicable to the debt limit, leaving a legal debt margin of \$613,972,794.

In April 2011, the District issued \$14,000,000 of pledged revenue obligations of which \$4,564,513 was used to prepay a capital lease with SunTrust Bank. The remaining \$9,435,487 was used to construct the Prescott Chiller Water Plant and Clarkdale Central Plant. In April 2021, the District issued \$3,910,000 of revenue bonds from direct placements with an average interest rate of 1.0% to immediately refund the remaining \$3,775,000 of the District's outstanding pledged revenue obligations with an average rate of 4.9%. Accordingly, the pledged revenue obligations were removed from the financial statements. The refunding yielded a net present value savings of \$280,196, with annual debt service payments decreasing approximately \$70,000. The 2021 revenue refunding bonds are not subject to early redemption and will fully mature in 2025.

On June 13, 2013, the District issued \$5,000,000 of revenue bonds from direct placements with a fixed interest rate of 2.45 percent to construct, renovate, furnish and equip the residence halls on the Prescott Campus and to make related site improvements. Obligations maturing on or before July 1, 2023, are not subject to early redemption. Obligations maturing on or after July 1, 2024, are subject to early redemption.

The District has pledged future tuition, fees, dormitory rentals, bookstore income and other charges to students, faculty and others to repay the June 2013 and April 2021 revenue bonds. The revenue bonds are payable solely from these revenue sources and are payable through 2028 and 2025, respectively. Annual principal and interest payments on the revenue bonds are expected to require less than 21% of tuition, fees, dormitory rentals, bookstore, and other income. In the current year, total revenues of \$8,710,400 were pledged to cover the principal and interest paid of \$1,832,718.

General obligation bonds and revenue bonds outstanding at June 30, 2021, were as follows:

<u>Description</u>	<u>Original Amount Issued</u>	<u>Maturity Ranges</u>	<u>Interest Rates</u>	<u>Outstanding Principal</u>
<b>General obligation bonds</b>				
GO Refunding 2012	\$28,450,000	7/1/22	4.00%	\$470,000
<b>Revenue bonds from direct placements</b>				
Series 2013	5,000,000	7/1/22-7/1/28	2.45%	2,565,000
Series 2021	3,910,000	7/1/22-7/1/25	.55% - 1.35%	3,830,000

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The following schedule details debt service requirements to maturity for the District's bonds payable at June 30, 2021:

Year Ending June 30,	General Obligation Bonds		Revenue Bonds from direct placements	
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>
2022	\$ 470,000	\$18,800	\$ 1,670,000	\$ 98,613
2023	-	-	1,175,000	81,638
2024	-	-	1,190,000	66,463
2025	-	-	1,205,000	48,580
2026	-	-	375,000	28,298
2027 - 2028	-	-	780,000	28,787
Total	<u>\$ 470,000</u>	<u>\$18,800</u>	<u>\$ 6,395,000</u>	<u>\$ 352,379</u>

**Note 6 - Risk Management**

The District is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The District carries commercial insurance for all such risks of loss, including workers' compensation, employees' health, and accident insurance. Settled claims resulting from these risks have not exceeded commercial insurance coverage in any of the past three fiscal years.

In addition, the District purchases health care insurance from the Yavapai Combined Trust (Trust), a public entity risk pool formed to provide health care benefits to employees of participating governmental units. The Trust is funded by irrevocable contributions from the District for employee coverage and from the District and employees for dependent coverage. The District's contributions are reported as expenses in the financial statements. The Trust provides coverage for claims up to \$250,000 for each insured's health claims. The Trust purchases commercial insurance coverage for claims in excess of these limits. The commercial insurance is sufficient to cover the maximum plan limits so the District is not liable for claims in excess of coverage limits and the District cannot be assessed supplemental premiums. The Trust's assets are managed by a separate board of directors.

**Note 7 - Pensions**

District employees participate in the Arizona State Retirement System (ASRS) or one of three defined contribution plans which are described below. The ASRS issues a publicly available financial report that includes its financial statements and required supplementary information. The report is available on its website at [www.azasrs.gov](http://www.azasrs.gov).

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**Defined Benefit Plan**

**Plan description** - The ASRS administers a cost-sharing multiple-employer defined benefit pension plan. The Arizona State Retirement System Board governs the ASRS according to the provisions of A.R.S. Title 38, Chapter 5, Article 2. The ASRS is a component unit of the State of Arizona.

**Benefits provided** - The ASRS provides retirement and survivor benefits. State statute establishes benefit terms. Retirement benefits are calculated on the basis of age, average monthly compensation, and service credit as follows:

	<b>Retirement</b>	
	<b><u>Initial membership date:</u></b>	
	<b><u>Before July 1, 2011</u></b>	<b><u>On or after July 1, 2011</u></b>
Years of service and age required to receive benefit	Sum of years and age equals 80 10 years, age 62 5 years, age 50* any years, age 65	30 years, age 55 25 years, age 60 10 years, age 62 5 years, age 50* any years, age 65
Final average salary is based on	Highest 36 consecutive months of last 120 months	Highest 60 consecutive months of last 120 months
Benefit percent per year of service	2.1% to 2.3%	2.1% to 2.3%

\*With actuarially reduced benefits.

Retirement benefits for members who joined the ASRS prior to September 13, 2013, are subject to automatic cost-of-living adjustments based on excess investment earnings. Members with a membership date on or after September 13, 2013, are not eligible for cost-of-living adjustments. Survivor benefits are payable upon a member's death. For retired members, the retirement benefit option chosen determines the survivor benefit. For all other members, the beneficiary is entitled to the member's account balance that includes the member's contributions and employer's contributions, plus interest earned.

**Contributions** - In accordance with state statutes, annual actuarial valuations determine active member and employer contribution requirements. The combined active member and employer contribution rates are expected to finance the costs of benefits employees earn during the year, with an additional amount to finance any unfunded accrued liability. For the year ended June 30, 2021, statute required active ASRS members to contribute at the actuarially determined rate of 12.04 percent of the members' annual covered



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payroll, and statute required the District to contribute at the actuarially determined rate of 11.65 percent of the active members' annual covered payroll. In addition, the District was required by statute to contribute at the actuarially determined rate of 10.14 percent of annual covered payroll of retired members who worked for the District in positions that an employee who contributes to the ASRS would typically fill. The District's contributions to the pension plan for the year ended June 30, 2021, were \$2,558,750.

**Pension liability** - At June 30, 2021, the District reported a liability of \$36,118,864 for its proportionate share of the ASRS' net pension liability. The net pension liability was measured as of June 30, 2020. The total liability used to calculate net liability was determined using update procedures to roll forward the total liability from an actuarial valuation as of June 30, 2019, to the measurement date of June 30, 2020.

The District's proportion of the net pension liability was based on the District's actual contributions to the plan relative to the total of all participating employers' contributions for the year ended June 30, 2020. The District's proportion measured as of June 30, 2020, was .2085 percent which was an increase of .0051 from its proportions measured as of June 30, 2019.

**Pension expense and deferred outflows/inflows of resources** - For the year ended June 30, 2021, the District recognized pension expense for ASRS of \$3,946,601. At June 30, 2021, the District reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	<b>Deferred outflows of resources</b>	<b>Deferred inflows of resources</b>
Differences between expected and actual experience	\$ 326,758	\$ -
Net difference between projected and actual earnings on plan investments	3,483,707	-
Changes in proportion and differences between district contributions and proportionate share of contributions	799,968	-
District contributions subsequent to the measurement date	<u>2,558,750</u>	<u>-</u>
Total	<u>\$7,169,183</u>	<u>\$ -</u>

The \$2,558,750 reported as deferred outflows of resources related to ASRS pensions resulting from District contributions subsequent to the measurement date will be recognized as a reduction of the net pension liability in the year ending June 30, 2022. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to ASRS pensions will be recognized in expense as follows:

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Notes to Financial Statements  
June 30, 2021**

<b>Year ending June 30</b>	
2022	\$ 965,186
2023	1,307,661
2024	1,260,094
2025	1,077,492

**Actuarial assumptions** - The significant actuarial assumptions used to measure the total pension liability are as follows:

Actuarial valuation date	June 30, 2019
Actuarial roll forward date	June 30, 2020
Actuarial cost method	Entry age normal
Investment rate of return	7.5%
Projected salary increases	2.7–7.2%
Inflation	2.3%
Permanent benefit increase	Included
Mortality rates	2017 SRA Scale U-MP

Actuarial assumptions used in the June 30, 2019, valuation were based on the results of an actuarial experience study for the 5-year period ended June 30, 2016.

The long-term expected rate of return on ASRS plan investments was determined to be 7.5 percent using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of geometric real rates of return for each major asset class are summarized in the following table:

<u>Asset class</u>	<u>Target allocation</u>	<u>Long-term expected geometric real rate of return</u>
Equity	50%	6.39%
Fixed income - credit	20%	5.44%
Fixed income - interest rate sensitive	10%	0.22%
Real estate	<u>20%</u>	5.85%
Total	<u>100%</u>	

**Discount rate** - The discount rate used to measure the ASRS total pension liability was 7.5 percent. The projection of cash flows used to determine the discount rate assumed that contributions from participating employers will be made based on the actuarially

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
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Notes to Financial Statements  
June 30, 2021**

determined rates based on the ASRS Board’s funding policy, which establishes the contractually required rate under Arizona statute. Based on those assumptions, the plan’s fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

**Sensitivity of the District’s proportionate share of the ASRS net pension liability to changes in the discount rate** - The following table presents the District’s proportionate share of the net pension liability calculated using the discount rate of 7.5 percent, as well as what the District’s proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1 percentage point lower (6.5 percent) or 1 percentage point higher (8.5 percent) than the current rate:

	<b>1% Decrease (6.5%)</b>	<b>Current discount rate (7.5%)</b>	<b>1% Increase (8.5%)</b>
District’s proportionate share of Net pension liability	\$49,392,056	\$36,118,864	\$25,023,157

**Plan fiduciary net position** - Detailed information about the plan’s fiduciary net position is available in the separately issued ASRS financial report.

**Contributions payable** - The District’s accrued payroll and employee benefits included \$196,573 of outstanding pension contribution amounts payable to ASRS for the year ended June 30, 2021.

**Defined Contribution Plans**

**Plan description** - In accordance with A.R.S. §15-1451, defining the authority under which benefit terms are established or may be amended, District faculty, service professionals, and administrative staff have the option of participating in defined contribution pension plans instead of the Arizona State Retirement System. These plans are administered by independent insurance and annuity companies. Beginning in fiscal year 1998-99, the District offered defined contribution plans by Teachers Insurance Annuity Association/College Retirement Equities Fund (TIAA/CREF), Variable Annuity Life Insurance Company (VALIC), and VOYA Financial. Benefits under these plans depend solely on the contributed amounts and the returns earned on the investment of those contributions. Contributions made by employees vest immediately, and District contributions vest after three years of full-time employment. Employee and District contributions and associated returns earned on investments may be withdrawn starting upon termination of employment, death, or retirement. The distribution of employee and District contributions and associated investment earnings are made in accordance with the employee’s contract with the applicable insurance and annuity companies.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Notes to Financial Statements  
June 30, 2021**

**Funding policy** - The Arizona State Legislature allows the District to establish contribution rates each year that are at least as much as the ASRS contribution amounts. For the year ended June 30, 2021, the District and employees contributed at the rate of 12.04 percent of the member’s annual covered payroll. Amounts collected from both employees and the District are remitted to the three plans on a bi-weekly basis.

**Pension expense** - For the year ended June 30, 2021, the District recognized pension expense for defined contribution plans of \$686,547. For the year ended June 30, 2021, there were no forfeitures that reduced the District’s pension expense.

**Pension contributions payable** - The District’s accrued payroll and employee benefits included \$51,531 of outstanding pension contribution amounts payable to TIAA/CREF, VALIC, and VOYA Financial for the year ended June 30, 2021.

**Note 8 - Operating Expenses**

The District’s operating expenses are presented by functional classification in the Statement of Revenues, Expenses, and Changes in Net Position – Primary Government. The operating expenses by natural classification consist of the following:

Salaries and benefits	\$ 42,799,116
Contract services	2,863,295
Supplies and other services	2,697,452
Communications and utilities	1,852,337
Scholarships	6,809,891
Depreciation	7,728,980
Other	<u>3,621,066</u>
Total	<u>\$68,372,137</u>

A.R.S. §35-391, requires the disclosure of the amount of any reward, discount, incentive or other financial consideration received resulting from the use of credit card payments by governmental entities. During the current fiscal year, the District received \$58,074 in rebates from the use of credit cards.



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
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June 30, 2021**

**Note 9 – Subsequent Event**

Transwestern Pipeline Company (Transwestern), whose natural gas pipeline runs through Arizona, owns property that is centrally assessed by the Arizona Department of Revenue. Transwestern challenged property valuations dating back to 2015. After several years of litigation and appeals with the Arizona Department of Revenue, on October 28, 2020, a stipulated judgment was reached. According to the judgment, properties taxed to Transwestern since 2015 were to be re-assessed with a significantly reduced valuation. The District's portion of the estimated property tax refund, including interest, to Transwestern as of June 30, 2021, was \$840,855. As a result of legislation passed on June 30, 2021, during the 55<sup>th</sup> Arizona State Legislative Session, substantially all of this tax refund was covered by the State of Arizona in August 2021.

**Note 10 - Discretely Presented Component Unit Disclosures**

**Nature of Activities and Summary of Significant Accounting Policies**

**Nature of Activities**

The Yavapai College Foundation (the "Foundation") was formed in 1971 as an Arizona not-for-profit Corporation. The Foundation's mission and purpose is to support the programs and activities of Yavapai College (the "College"). The Foundation supports student scholarships, faculty development and programs that enrich both campus and community life.

The major activities of the Foundation include providing scholarships to College students, capital additions to the College, administrative and financial services to the Yavapai College Performing Arts Center ("YCPAC") program for the College and financial resources for many academic and career and technical programs offered at the College. Resources to fund these activities are provided mainly from investment income, contributions, grants.

The bylaws of the Foundation allow for the creation of auxiliaries when a group of people demonstrate a need and desire to support the Foundation's mission in a particular area of interest. There are two auxiliaries as follows:

- FRIENDS of the Family Enrichment Center – The purpose of this group is to support and raise funds for the Family Enrichment Center (FEC). The FEC offers quality learning experiences to a diverse group of children while providing invaluable teacher training to the College's early and elementary education students.
- FRIENDS of the Southwest Wine Center – The purpose of this group is to support the viticulture and enology program.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
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Notes to Financial Statements  
June 30, 2021**

In addition, program expenses include activities relating to the following fund:

- Performing Arts Center – The Performing Arts Charitable Endowment (PACE), through its annual disbursements, makes it possible to continue to offer spectacular seasons of music, dance, and theater in the Yavapai College Performing Arts Center.

**Basis of Accounting and Financial Statement Presentation**

The financial statements of the Foundation have been prepared on the accrual basis of accounting and accordingly reflect all significant receivables, payables, and other liabilities.

**Fair Value Measurements**

Accounting Standards establish a framework for measuring fair value which provides fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements).

The three levels of the fair value hierarchy under Accounting Standards are as follows:

- Level 1 Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that the Foundation has the ability to access.
- Level 2 Inputs to the valuation methodology include:
- Quoted prices for similar assets or liabilities in active markets;
  - Quoted prices for identical or similar assets or liabilities in inactive markets;
  - Inputs other than quoted prices that are observable for the asset or liability;
  - Inputs that are derived principally from or corroborated by observable market data by correlation or other means.

If the asset or liability has a specified term (contractual term), the Level 2 input must be observable for substantially the full term of the asset or liability.

- Level 3 Inputs to the valuation methodology are unobservable and significant to the fair value measurement, and usually reflect the Foundation's own assumptions that market participants would use in pricing the assets (i.e. real estate valuations, broker quotes).

The asset's or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Notes to Financial Statements  
June 30, 2021**

Valuation techniques used maximize the use of observable inputs and minimize the use of unobservable inputs.

**Investments**

Investments are recorded at fair value as determined by quoted prices in active markets or other valuation inputs. Investment income or loss is included in the change in net assets without donor restrictions, on the statement of activities, unless restricted by donor or law. Investment income or loss consists of interest and dividend income and realized and unrealized gains and losses, less external investment expenses.

The Foundation invests most of the endowments in an investment pool which is managed by an investment advisor to the Foundation. Investment return and investment fees within the investment pool are allocated monthly to the individual funds based on the relationship of the market value of each fund to the total market value of the pool as adjusted for additions to or distributions from those funds.

**Endowment Funds**

The Foundation's endowment funds consist of 170 funds established for a variety of purposes. The endowment funds include both endowment funds restricted by donors and funds designated by the Board of Directors as endowments. Net assets associated with these endowment funds, are classified and reported based on the existence or absence of donor-imposed restrictions.

The Foundation follows Arizona's Management of Charitable Funds Act (MCFA) and its own governing documents. MCFA requires the preservation of endowment funds. When a donor's intent is not expressed, MCFA directs the Foundation to spend an amount that is prudent, consistent with the purposes of the funds, relevant economic factors, and the donor's intent that the funds continue in perpetuity.

The Foundation classifies as net assets with donor restrictions (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The donor-restricted endowment fund also includes accumulated earnings in the fund that are also classified as net assets with donor restrictions until those amounts are appropriated for the expenditure by the Foundation in a manner consistent with the standard of prudence prescribed by MCFA.

In accordance with MCFA, the Foundation considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds: (1) the duration and preservation of the various funds, (2) the purposes of the donor-restricted

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Notes to Financial Statements  
June 30, 2021**

endowment funds, (3) general economic conditions, (4) the possible effect of inflation and deflation, (5) the expected total return from income and the appreciation of investments, (6) the Foundation’s other resources, and (7) the Foundation’s investment policies.

*Investment Return Objectives, Risk Parameters and Strategies.* The Foundation has adopted investment and spending policies, approved by the Board of Directors, for endowment assets that attempt to provide a predictable stream of funding for programs supported by its endowment funds while also maintaining the purchasing power of those endowment assets over the long-term. Accordingly, the investment process seeks to achieve an after-cost total real rate of return, including investment income as well as capital appreciation, which exceeds the annual distribution with acceptable levels of risk. The Foundation’s primary objective is to obtain the best possible return on investments with the appropriate degree of risk and to meet the priorities of the Foundation and Yavapai College over time. Endowment assets are invested in a well-diversified asset mix that is intended to result in a consistent inflation-protected rate of return that has sufficient liquidity to make an annual distribution of 4%, while growing the funds if possible. Therefore, the Foundation expects its endowment assets, over time, to produce results that exceed the price and yield results of a custom index made up of approximately 70% equities and 30% fixed income. Actual returns may vary from year to year. Investment risk is measured in terms of the total endowment fund; investment assets and allocation between asset classes and strategies are managed to not expose the fund to unacceptable levels of risk.

*Spending Policy.* The Foundation appropriates for distribution each year up to 4% of its endowment funds’ average fair value of the prior 28 quarters through December 31 for any funds that are above the historic dollar value. The Foundation may elect, on a case by case basis, to approve an allocation expenditure in excess of 4% but not exceeding 7% for selected funds. In establishing this practice, the Foundation considers the long-term expected return on its investment assets, the nature and duration of the individual endowment funds, many of which must be maintained in perpetuity because of donor restrictions, and the possible effects of inflation. The Foundation expects the current spending practice to allow its endowment funds to grow over time as described above.

**Investments**

The following is a summary of the value of investments at June 30, 2021:

Money market funds	\$ 12,582
Fixed income	5,897,996
Equity funds	9,994,385
International equity funds	<u>6,435,649</u>
	<u>\$22,340,612</u>



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Notes to Financial Statements  
June 30, 2021**

The following schedule summarizes the investment return for the year ended June 30, 2021:

Interest and dividend income	\$ 442,436
Net realized gains	447,166
Net unrealized gains	4,118,016
Income distribution from perpetual trust	16,387
Investment fees	<u>(35,999)</u>
	<u>\$4,988,006</u>

The substantial changes in realized and unrealized gains and losses are more a reflection of market timing issues than a significant change in investment policies.

**Fair Value of Financial Instruments**

Investments with readily determinable fair values are measured at fair value in the statements of financial position as determined by quoted market prices in active markets (Level 1) or measured based on prices for identical assets in non-active markets (Level 3).

The following is a summary of financial instruments measured at fair value on a recurring basis at June 30, 2021:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Money market funds	\$ 12,582	\$ -	\$ -	\$ 12,582
Fixed income	5,897,996			5,897,996
Equity funds	9,994,385	-	-	9,994,385
International equity funds	<u>6,435,649</u>	<u>-</u>	<u>-</u>	<u>6,435,649</u>
Total investments	22,340,612	-	-	22,340,612
Beneficial interest in perpetual trust	<u>-</u>	<u>-</u>	<u>515,200</u>	<u>515,200</u>
	<u>\$22,340,612</u>	<u>\$ -</u>	<u>\$ 515,200</u>	<u>\$22,855,812</u>

**Endowment Funds**

Endowment funds include funds restricted in perpetuity by the donors, funds restricted for a specified period (term endowments) and a board designated fund.

Endowment net asset composition at June 30, 2021, are as follows:

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
(YAVAPAI COLLEGE)  
Notes to Financial Statements  
June 30, 2021**

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total Endowment Funds</u>
Board designated fund	\$ 940,615	\$ -	\$ 940,615
Donor restricted funds:			
Permanently restricted funds	-	16,803,120	16,803,120
Term endowment funds	<u>-</u>	<u>1,302,687</u>	<u>1,302,687</u>
	<u>\$ 940,615</u>	<u>\$18,105,807</u>	<u>\$19,046,422</u>

Changes in endowment funds are as follows:

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total Endowment Funds</u>
Balance, June 30, 2020	\$ 767,986	\$14,166,683	\$ 14,934,669
Contributions	11,265	509,622	520,887
Board designations	89,365	-	89,365
Interest and dividend income	18,192	364,771	382,963
Realized gains	18,493	368,397	386,890
Unrealized gains	173,546	3,406,278	3,579,824
Amounts appropriated for expenditure	<u>(138,232)</u>	<u>(709,944)</u>	<u>(848,176)</u>
Balance, June 30, 2021	<u>\$ 940,615</u>	<u>\$18,105,807</u>	<u>\$ 19,046,422</u>

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**ANNUAL COMPREHENSIVE FINANCIAL REPORT**

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# Required Supplementary Information Section



YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 REQUIRED SUPPLEMENTARY INFORMATION  
 PROPORTIONATE SHARE OF NET PENSION LIABILITY  
 June 30, 2021

	Reporting Fiscal Year (Measurement Date)							
	2020/21 (2019/20)	2019/20 (2018/19)	2018/19 (2017/18)	2017/18 (2016/17)	2016/17 (2015/16)	2015/16 (2014/15)	2014/15 (2013/14)	2013/14 through 2011/12
District's proportion of the net pension liability	0.2085%	0.2033%	0.1969%	0.1975%	0.1961%	0.1963%	0.1968%	<b>Information not available</b>
District's proportionate share of the net pension liability	\$ 36,118,864	\$ 29,585,426	\$ 27,460,621	\$ 30,763,535	\$ 31,657,352	\$ 30,574,152	\$ 29,124,740	
District's covered payroll	22,743,998	21,475,349	19,631,503	18,617,192	18,437,842	18,155,456	17,826,189	
District's proportion share of the net pension liability as a percentage of its covered payroll	158.81%	137.76%	139.88%	165.24%	171.70%	168.40%	163.38%	
Plan fiduciary net position as a percentage of the total pension liability	69.33%	73.24%	73.40%	69.92%	67.06%	68.35%	69.49%	



YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 REQUIRED SUPPLEMENTARY INFORMATION  
 SCHEDULE OF PENSION CONTRIBUTIONS  
 Last Ten Fiscal Years

	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
Statutorily required contributions	\$ 2,558,750	\$ 2,630,912	\$ 2,392,974	\$ 2,132,540	\$ 2,003,934	\$ 2,007,043	\$ 1,976,968	\$ 1,905,579	\$ 1,816,850	\$ 1,824,631
Contributions in relation to the statutorily required contribution	(2,558,750)	(2,630,912)	(2,392,974)	(2,132,540)	(2,003,934)	(2,007,043)	(1,976,968)	(1,905,579)	(1,816,850)	(1,824,631)
Contribution deficiency (excess)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
District's covered payroll	\$ 22,263,493	\$ 22,743,998	\$ 21,475,349	\$ 19,631,503	\$ 18,617,192	\$ 18,437,842	\$ 18,155,456	\$ 17,826,189	\$ 17,799,555	\$ 17,988,825
Contributions as a percentage of covered payroll	11.49%	11.57%	11.14%	10.86%	10.76%	10.89%	10.89%	10.69%	10.21%	10.14%

# Statistical Section



## STATISTICAL SECTION

This part of the Yavapai County Community College District's Annual Comprehensive Financial Report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the District's overall financial health.

<b><u>Contents</u></b>	<b><u>Page</u></b>
<b>Financial Trends</b>	57
These schedules contain trend information to help the reader understand how the District's financial performance and well-being have changed over time.	
<b>Revenue Capacity</b>	60
These schedules contain trend information to help the reader assess the District's most significant revenue sources, property tax, and tuition.	
<b>Debt Capacity</b>	66
These schedules present information to help the reader assess the affordability of the District's current levels of outstanding debt and the District's ability to issue additional debt in the future.	
<b>Demographic and Economic Information</b>	72
These schedules offer demographic and economic indicators to help the reader understand the environment within which the District's financial activities take place.	
<b>Operating Information</b>	77
These schedules contain service and infrastructure data to help the reader understand how the information in the District's financial report relates to the services the District provides and the activities it performs.	

Sources: Unless otherwise noted, the information in these schedules is derived from the annual comprehensive financial reports for the relevant year.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
NET POSITION BY COMPONENT  
Last Ten Fiscal Years

	2020/21	2019/20	2018/19	2017/18	2016/17 (1)	2015/16	2014/15	2013/14 (2)	2012/13	2011/12
Net investment in capital assets	\$ 157,481,991	\$ 152,382,909	\$ 143,098,963	\$ 133,877,780	\$ 121,457,300	\$ 107,845,781	\$ 97,808,266	\$ 86,471,782	\$ 78,147,428	\$ 67,896,379
Restricted - expendable	1,882,365	510,989	878,339	1,200,234	1,076,477	1,203,553	1,369,160	1,310,624	1,254,116	1,277,411
Restricted - nonexpendable	100,000	100,000	100,000	100,000	200,000	200,462	495,124	516,894	536,143	555,540
Unrestricted	(5,764,720)	(7,412,603)	(6,617,780)	(11,235,524)	(10,689,678)	(8,891,326)	(10,746,840)	(11,174,451)	18,010,422	15,980,102
Total net position	\$ 153,699,636	\$ 145,581,295	\$ 137,459,522	\$ 123,942,490	\$ 112,044,099	\$ 100,358,470	\$ 88,925,710	\$ 77,124,849	\$ 97,948,109	\$ 85,709,432

Source: Audited financial statements for the past ten fiscal years.

Note 1: The balance of net investment in capital assets has been restated and reduced by \$442,740 to remove several older, mostly prefabricated, impaired buildings that were demolished in prior years.

Note 2: Balances prior to FY 2013/14 have not been adjusted for the implementation of GASB Statements No. 65, *Items Previously Reported as Assets and Liabilities* and No. 68, *Accounting and Financial Reporting for Pensions*.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**  
**CHANGES IN NET POSITION**  
**Last Ten Fiscal Years**

	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
<b>Operating expenses:</b>										
Educational and general:										
Instruction	\$ 18,844,972	\$ 20,257,487	\$ 18,627,532	\$ 18,372,048	\$ 18,094,814	\$ 17,901,745	\$ 18,066,535	\$ 17,783,284	\$ 17,655,723	\$ 17,698,239
Public service	1,800,557	2,247,444	2,191,127	1,735,370	1,772,188	1,591,489	1,474,787	1,499,841	1,319,994	468,221
Academic support	5,082,592	4,959,894	4,602,601	4,347,184	4,489,410	4,904,174	4,268,016	4,211,551	4,114,700	5,506,885
Student services	8,482,718	8,359,344	7,430,277	6,905,853	6,351,387	6,322,124	6,116,857	5,886,627	5,139,128	4,717,637
Institutional support	10,828,921	11,447,171	10,067,807	8,941,261	8,957,750	8,648,787	8,670,047	8,759,934	8,161,909	8,322,159
Operation and maintenance of plant	6,970,800	7,347,099	6,742,118	6,413,053	6,025,815	6,267,373	6,527,970	6,177,478	5,847,012	5,658,989
Scholarships	6,809,891	5,790,516	5,950,319	6,287,936	6,320,185	6,712,073	7,611,455	8,180,284	7,792,260	6,972,898
Auxiliary enterprises	1,822,706	1,943,218	2,033,663	1,947,162	1,923,756	1,880,689	1,752,743	1,472,356	2,795,291	2,958,145
Depreciation	7,728,980	7,588,582	7,174,803	6,599,726	6,401,955	6,118,198	5,731,591	5,780,151	5,113,014	4,964,260
Other	-	-	-	-	-	-	-	-	68,974	42,246
Total operating expenses	68,372,137	69,940,755	64,820,247	61,549,593	60,337,260	60,346,652	60,220,001	59,751,506	58,008,005	57,309,679
<b>Operating revenues:</b>										
Tuition and fees pledged as security for revenue bonds	7,845,535	8,408,631	8,957,444	8,428,264	8,278,893	8,308,480	8,930,193	8,799,116	8,610,225	7,749,248
Bookstore income	74,540	133,991	162,945	195,656	180,954	196,417	209,632	211,418	216,100	212,952
Dormitory rentals pledged as security for revenue bonds	263,569	772,731	823,156	796,861	828,212	773,805	779,073	619,166	609,362	661,380
Other	487,994	1,402,117	1,563,697	1,542,733	1,243,645	1,143,191	1,242,302	1,069,747	1,545,639	991,467
Total operating revenues	8,671,638	10,717,470	11,507,242	10,963,514	10,531,704	10,421,893	11,161,200	10,699,447	10,981,326	9,615,047
Operating loss	(59,700,499)	(59,223,285)	(53,313,005)	(50,586,079)	(49,805,556)	(49,924,759)	(49,058,801)	(49,052,059)	(47,026,679)	(47,694,632)
<b>Nonoperating revenues (expenses):</b>										
Property taxes	49,433,560	50,705,820	50,561,375	48,584,970	48,540,679	47,420,835	45,967,654	45,571,425	45,270,751	43,701,144
Government grants	13,582,961	11,191,331	10,894,560	11,316,220	10,937,647	11,573,903	12,610,675	13,241,015	13,332,275	11,892,501
State appropriations	1,283,300	3,065,800	1,288,900	1,356,400	1,574,600	1,696,000	1,689,900	893,900	957,600	899,200
Share of state sales taxes	1,031,911	838,562	778,901	725,010	696,928	682,641	666,264	597,221	533,514	524,433
Smart and safe Arizona fund appropriations	769,131	-	-	-	-	-	-	-	-	-
Private grants and gifts	1,705,565	1,611,282	1,444,067	1,393,012	1,199,853	1,254,889	1,056,495	761,844	841,367	710,239
Investment earnings	66,444	464,145	457,782	195,500	110,841	100,452	93,256	91,630	61,214	100,030
Interest expense on debt	(367,066)	(570,657)	(780,289)	(1,101,584)	(1,249,134)	(1,389,862)	(1,544,711)	(1,695,668)	(1,737,933)	(1,533,223)
Loss on defeasance of debt	-	-	(346,595)	-	-	-	-	-	-	-
Gain (loss) on disposal of capital assets	12,195	7,185	1,331,212	10,513	12,350	(11,504)	10,766	8,389	2,432	17,477
Total nonoperating revenues	67,518,001	67,313,468	65,629,913	62,480,041	61,823,764	61,327,354	60,550,299	59,469,756	59,261,220	56,311,801
Income before other revenues, expenses, gains or losses	7,817,502	8,090,183	12,316,908	11,893,962	12,018,208	11,402,595	11,491,498	10,417,697	12,234,541	8,617,169
Capital appropriations	-	-	-	-	-	-	-	248,600	-	-
Capital grants and gifts	300,839	31,590	1,200,124	4,429	110,161	30,165	309,363	475,770	4,136	505,035
Increase in net position	\$ 8,118,341	\$ 8,121,773	\$ 13,517,032	\$ 11,898,391	\$ 12,128,369	\$ 11,432,760	\$ 11,800,861	\$ 11,142,067	\$ 12,238,677	\$ 9,122,204

Source: Audited financial statements for the past ten fiscal years.



YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
EXPENDITURE LIMITATION  
STATUTORY LIMIT TO BUDGETED EXPENDITURES  
Last Ten Fiscal Years

FISCAL YEAR	STATUTORY EXPENDITURE LIMITATION (1)	BUDGETED EXPENDITURES SUBJECT TO LIMITATION (2)	UNUSED LEGAL LIMIT
2011/12	\$ 47,208,739	\$ 47,208,738	\$ 1
2012/13	43,278,034	43,278,033	1
2013/14	43,747,725	43,747,724	1
2014/15	42,036,867	42,036,866	1
2015/16	42,312,883	41,937,884	374,999
2016/17	41,393,014	39,317,198	2,075,816
2017/18	45,586,098	44,870,438	715,660
2018/19	45,090,861	40,721,980	4,368,881
2019/20	46,385,213	43,838,630	2,546,583
2020/21	49,097,736	49,097,735	1

Source: Audited Reports on Annual Budgeted Expenditure Limitation except for the most recent year which is unaudited.

Note 1: The Statutory Expenditure Limitation is calculated by the Arizona Department of Revenue Economic Estimates Commission and applies to Current (General, Auxiliary Enterprises, and Restricted) and Plant Funds (Unexpended and Retirement of Indebtedness).

Note 2: Budgeted expenditures are net of allowable exclusions.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
PROPERTY TAX LEVIES AND COLLECTIONS  
Last Ten Fiscal Years

Fiscal Year	Original Tax Levy <sup>2</sup>	Adjustments	Adjusted Levy	Collections Initial Tax Year	Percentage of Original Tax Levy	Collections in Subsequent Years	Total Collections To Date	Percent of Total Tax Collections to Adjusted Levy
2011/12	\$ 43,948,800	\$ (353,135)	\$ 43,595,665	\$ 41,965,795	95.49%	\$ 1,618,374	\$ 43,584,169	99.97%
2012/13	45,424,100	(319,061)	45,105,039	43,997,586	96.86%	1,095,982	45,093,568	99.97%
2013/14	45,803,400	(383,332)	45,420,068	44,576,740	97.32%	823,429	45,400,169	99.96%
2014/15	46,313,200	(451,829)	45,861,371	44,829,589	96.80%	1,019,589	45,849,178	99.97%
2015/16	47,635,600	(167,889)	47,467,711	46,611,360	97.85%	841,038	47,452,398	99.97%
2016/17	48,203,300	277,158	48,480,458	47,542,093	98.63%	919,823	48,461,916	99.96%
2017/18	48,839,300	(209,430)	48,629,870	47,816,314	97.91%	793,383	48,609,697	99.96%
2018/19	50,628,300	(51,724)	50,576,576	49,818,650	98.40%	734,014	50,552,664	99.95%
2019/20	50,911,500	(254,153)	50,657,347	49,655,293	97.53%	944,511	50,599,804	99.89%
2020/21	49,959,700	(218,527)	49,741,173	48,928,364	97.94%	-	48,928,364	98.37%

Source: Yavapai County Treasurer's Office and District records.

Note 1: Includes both primary and secondary taxes.

Note 2: Taxes levied for the fiscal year is the budgeted levy. The actual levy is generally lower when assessed because of a decrease in net assessed values due to taxpayer appeals.

Note 3: Amounts collected are on a cash basis.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY  
 Last Ten Fiscal Years**

Fiscal Year	Primary Assessed Value (1)				Total Direct Tax Rate (2)	Estimated Actual Value	Assessed Value as a Percentage of Actual Value
	Residential and Vacant Property	Commercial Property	Unattached Personal Property	Total Taxable Assessed Value			
2011/12	\$ 2,007,011,632	\$ 623,434,540	\$ 81,731,709	\$ 2,712,177,881	1.6175	\$ 22,580,984,308	12.01%
2012/13	1,748,825,220	573,976,929	82,671,574	2,405,473,723	1.8875	20,142,814,909	11.94%
2013/14	1,819,990,776	325,100,587	87,538,236	2,232,629,599	2.0468	19,088,929,991	11.70%
2014/15	1,840,982,742	295,068,513	81,221,556	2,217,272,811	2.0837	19,418,863,184	11.42%
2015/16	1,929,113,529	263,001,270	87,068,649	2,279,183,448	2.0901	20,061,477,030	11.36%
2016/17	2,012,130,501	251,908,085	80,371,356	2,344,409,942	2.0561	21,142,413,672	11.09%
2017/18	2,131,382,392	238,029,643	93,738,001	2,463,150,036	1.9828	22,327,112,822	11.03%
2018/19	2,267,175,515	249,865,108	82,497,218	2,599,537,841	1.9476	23,680,652,430	10.98%
2019/20	2,414,473,528	260,089,904	91,113,641	2,765,677,073	1.8408	25,260,274,257	10.95%
2020/21	2,578,773,696	295,943,631	83,007,380	2,957,724,707	1.6891	27,104,661,346	10.91%

Source: Yavapai County Assessor's Office.

Note 1: Property in the County is reassessed each year. Tax rates are per \$100 of assessed value.

Note 2: Includes both primary and secondary tax rates. See Property Tax Rates, Direct and Overlapping Governments schedule on page 62.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
PROPERTY TAX RATES, DIRECT AND OVERLAPPING GOVERNMENTS  
Last Ten Fiscal Years (Per \$100 of Assessed Value)

Fiscal Year	Yavapai College			Overlapping Rates (2)						
	Primary Levy	Secondary Levy	Total	Yavapai County	Cities and Towns From	To	Fire and Special Districts From	To	School Districts From	To
2011/12	1.4274	0.1901	1.6175	2.3431	0.0142	1.4400	0.0642	11.4000	1.2605	7.9313
2012/13	1.6725	0.2150	1.8875	2.6766	0.4083	1.4400	0.0437	13.6892	1.2727	7.2224
2013/14	1.8241	0.2227	2.0468	2.9084	0.3351	1.6000	0.0622	16.2403	1.1401	7.8940
2014/15	1.8606	0.2231	2.0837	2.9305	0.3149	1.5739	0.0627	16.5100	2.4776	7.7759
2015/16	1.8721	0.2180	2.0901	2.9098	0.3047	1.7165	0.0642	17.1800	2.3885	7.7757
2016/17	1.8439	0.2122	2.0561	2.8920	0.3025	1.7316	0.0616	19.9088	2.0177	7.7737
2017/18	1.7827	0.2001	1.9828	2.8431	0.2821	1.6612	0.0583	8.3655	2.0537	8.5411
2018/19	1.7584	0.1892	1.9476	2.7437	0.2699	1.6455	0.0557	12.7400	2.2376	8.5394
2019/20	1.6883	0.1525	1.8408	2.9472	0.2599	1.6150	0.0565	12.1200	2.2348	8.4380
2020/21	1.6131	0.0760	1.6891	2.8201	0.2484	1.5841	0.0000	11.6000	1.9434	7.7737

Source: Yavapai County Assessor's Office.

Note 1: Overlapping rates are those of local and county governments that apply to property owners within the District.  
Not all overlapping rates apply to all District property owners (e.g., the rates for fire districts apply only to the proportion of the District's owners whose property is located within the geographic boundaries of the fire district).

Note 2: Rates include primary and secondary.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 ASSESSED VALUATION, TAX RATE AND LEVY HISTORY  
 Last Ten Fiscal Years

Fiscal Year	Primary			Secondary		
	Assessed Valuation	Tax Rate	Tax Levy	Assessed Valuation	Tax Rate	Tax Levy
2011/12	\$ 2,712,177,881	1.4274	\$ 38,713,627	\$ 2,753,690,772	.1901	\$ 5,234,766
2012/13	2,405,473,723	1.6725	40,231,548	2,414,825,073	.2150	5,191,874
2013/14	2,232,629,599	1.8241	40,725,397	2,279,676,521	.2227	5,076,840
2014/15	2,217,272,811	1.8606	41,254,578	2,267,389,484	.2231	5,058,546
2015/16	2,279,183,448	1.8721	42,668,593	2,279,183,448	.2180	4,968,620
2016/17	2,344,409,942	1.8439	43,228,575	2,344,409,942	.2122	4,974,838
2017/18	2,463,150,036	1.7827	43,910,576	2,463,150,036	.2001	4,928,763
2018/19	2,599,537,841	1.7584	45,710,273	2,599,537,841	.1892	4,918,326
2019/20	2,765,677,073	1.6883	46,692,926	2,765,677,073	.1525	4,217,658
2020/21	2,957,724,707	1.6131	47,711,057	2,957,724,707	.0760	2,247,871

Source: Yavapai County Assessor's Office and District records.



YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 PRINCIPAL PROPERTY TAXPAYERS  
 Current Year and Nine Years Ago

Taxpayer	2020 Primary Assessed Valuation	Rank	Percent of Yavapai County's 2020/21 Primary Assessed Valuation	2011 Primary Assessed Valuation	Rank	Percent of Yavapai County's 2011/12 Primary Assessed Valuation
Phelps Dodge Corporation	\$ 115,119,588	1	3.89%	\$ 161,545,894	1	5.96%
Arizona Public Service	104,249,620	2	3.52%	87,247,487	2	3.22%
Unisource Energy Corporation	19,802,132	3	0.67%	14,489,419	6	0.53%
Drake Cement LLC	17,980,735	4	0.61%	19,979,189	5	0.74%
Burlington Northern Santa Fe Railway Company	17,509,082	5	0.59%	10,119,508	8	0.37%
Transwestern Pipeline Company LLC	16,056,894	6	0.54%	30,190,221	3	1.11%
Phoenix Cement Company	10,723,693	7	0.36%	27,309,650	4	1.01%
EL Paso Natural Gas Company	10,385,804	8	0.35%	9,039,557	9	0.33%
Sturm Ruger & Co. Inc.	7,336,366	9	0.25%			
Wal-Mart	7,208,333	10	0.24%			
Qwest Corporation				11,478,653	7	0.42%
TWC II - Prescott Mall LLC				5,897,740	10	0.22%
Total Top Ten	<u>\$ 326,372,247</u>		<u>11.02%</u>	<u>\$ 377,297,318</u>		<u>13.91%</u>

Source: Yavapai County Assessor.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
TUIITION SCHEDULE  
Last Ten Fiscal Years

Fiscal Year	Annual Tuition Rates (1)	Tuition per Credit Hour
2011/12	\$ 2,010	\$ 67
2012/13	2,100	70
2013/14	2,100	70
2014/15	2,160	72
2015/16	2,250	75
2016/17	2,370	79
2017/18	2,490	83
2018/19	2,610	87
2019/20	2,184	91
2020/21	2,280	95

Source: District records.

Note 1: Tuition based on one year of full-time equivalent credit (30) for in-state students at District's base tuition rate. Beginning FY 2019-20, credits 13 and beyond were offered at no charge per semester.

For FY 2020-21, tier 1 classes were \$110 per credit hour and tier 2 classes were \$122 per credit hour.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
RATIOS OF OUTSTANDING DEBT BY TYPE  
Last Ten Fiscal Years

Fiscal Year	General Obligation Bonds (1)	Revenue Bonds (1)	Pledged Revenue Obligations (1)	Capital Lease Obligations	Total Outstanding Debt	Percentage of Personal Income (2)	Per Capita (2)
2011/12	\$ 42,615,307	-	\$ 13,225,308	\$ 260,918	\$ 56,101,533	0.90%	\$ 265
2012/13	38,567,403	5,000,000	12,332,977	118,471	56,018,851	0.90%	263
2013/14	34,439,498	4,725,000	11,405,646	40,505	50,610,649	0.75%	235
2014/15	30,181,593	4,440,000	10,448,313	-	45,069,906	0.64%	206
2015/16	25,798,688	4,145,000	9,450,982	-	39,394,670	0.47%	177
2016/17	21,315,784	3,845,000	8,413,651	-	33,574,435	0.40%	149
2017/18	16,732,878	3,535,000	7,331,319	-	27,599,197	0.32%	121
2018/19	7,724,331	3,220,000	6,208,988	-	17,153,319	0.20%	74
2019/20	3,040,715	2,895,000	5,036,657	-	10,972,372	0.12%	47
2020/21	639,099	6,395,000	-	-	7,034,099	0.07%	30

Source: District Records, Bureau of Economic Analysis and Arizona Department of Economic Security.

Note 1: Presented net of original issuance discounts and premiums.

Note 2: See the Population and Personal Income Schedule for Yavapai County on page 75 for data.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
LEGAL DEBT MARGIN  
Last Ten Fiscal Years

	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
<b>Secondary Assessed Value</b>	\$ 4,096,285,296	\$ 3,810,753,690	\$ 3,387,137,996	\$ 3,088,618,394	\$ 2,881,978,619	\$ 2,727,473,819	\$ 2,553,473,159	\$ 2,279,676,521	\$ 2,414,825,073	\$ 2,753,690,772
<b>Legal Debt Margin</b>										
Debt limit - 15% of secondary assessed value	614,442,794	571,613,054	508,070,699	463,292,759	432,296,793	409,121,073	383,020,974	341,951,478	362,223,761	413,053,616
Amount of debt applicable to debt limit:										
General obligation bonded debt	(470,000)	(2,670,000)	(7,150,000)	(15,715,000)	(20,110,000)	(24,405,000)	(28,600,000)	(32,670,000)	(36,610,000)	(40,470,000)
Legal debt margin	\$ 613,972,794	\$ 568,943,054	\$ 500,920,699	\$ 447,577,759	\$ 412,186,793	\$ 384,716,073	\$ 354,420,974	\$ 309,281,478	\$ 325,613,761	\$ 372,583,616
Total general obligation bonded debt as a percentage of legal debt limit	0.08%	0.47%	1.41%	3.39%	4.65%	5.97%	7.47%	9.55%	10.11%	9.80%

Source: Yavapai County Assessor's Office and District records.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
RATIO OF NET GENERAL OBLIGATION BONDED DEBT TO  
ASSESSED VALUE AND NET GENERAL BONDED DEBT PER CAPITA  
Last Ten Fiscal Years

Fiscal Year	Estimated Population (Yavapai County) (1)	Secondary Assessed Value of Real Estate	General Obligation Bonds (2)	Amount Available For Retirement of General Obligation Bond Debt	Net Bonded Debt	Percentage of Net Bonded Debt to Assessed Value	Net Bonded Debt Per Capita
2011/12	211,138	\$ 2,753,690,772	\$ 42,615,307	\$ 945,695	\$41,669,612	1.51%	\$ 197.36
2012/13	212,350	2,414,825,073	38,567,403	947,064	37,620,339	1.56%	177.16
2013/14	215,027	2,279,676,521	34,439,498	964,317	33,475,181	1.47%	155.68
2014/15	218,405	2,267,389,484	30,181,593	892,170	29,289,423	1.29%	134.11
2015/16	221,584	2,279,183,448	25,798,688	783,958	25,014,730	1.10%	112.89
2016/17	225,562	2,344,409,942	21,315,784	747,020	20,568,764	0.88%	91.19
2017/18	228,168	2,463,150,036	16,732,878	623,576	16,109,302	0.65%	70.60
2018/19	231,993	2,599,537,841	7,724,331	704,697	7,019,634	0.27%	30.26
2019/20	235,099	2,765,677,073	3,040,715	246,608	2,794,107	0.10%	11.88
2020/21	236,209	2,957,724,707	637,099	173,066	464,033	0.02%	1.96

Source: District Records, Yavapai County Assessor's Office, and Arizona Department of Economic Security.

Note 1: See the Population and Personal Income Schedule for Yavapai County on page 75 for data.

Note 2: Presented net of original issuance discounts and premiums.



YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 RATIO OF ANNUAL DEBT SERVICE EXPENSES FOR GENERAL BONDED DEBT  
 TO OPERATING EXPENSES

Last Ten Fiscal Years

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total Debt Service</b>	<b>Total Operating Expenses</b>	<b>Percentage of Debt Service to Operating Expenses</b>
2011/12	\$ 3,465,000	\$ 1,183,518	\$ 4,648,518	\$ 57,309,679	8.11%
2012/13	3,860,000	1,328,668	5,188,668	58,008,005	8.94%
2013/14	3,940,000	1,109,600	5,049,600	59,759,430	8.45%
2014/15	4,070,000	965,400	5,035,400	60,220,001	8.36%
2015/16	4,195,000	850,850	5,045,850	60,346,652	8.36%
2016/17	4,295,000	756,750	5,051,750	60,337,260	8.37%
2017/18	4,395,000	660,800	5,055,800	61,549,593	8.21%
2018/19	4,545,000	334,550	4,879,550	64,820,247	7.53%
2019/20	4,480,000	230,600	4,710,600	69,940,755	6.74%
2020/21	2,200,000	89,750	2,289,750	68,372,137	3.35%

Source: District records.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 COMPUTATION OF DIRECT AND OVERLAPPING DEBT  
 GENERAL OBLIGATION BONDS

June 30, 2021

<b>Jurisdiction</b>	<b>Debt Outstanding</b>
<u>Direct Debt(1):</u>	
Yavapai County Community College District GO Bonds	\$ 637,099
Total direct debt	637,099
<u>Overlapping Debt(2):</u>	
School Districts	68,295,000
Fire Districts	10,088,465
Total overlapping debt	78,383,465
Total direct and overlapping debt	\$ 79,020,564

Source: Yavapai County Treasurer's Office and City of Prescott.

Note 1: Net of original issuance discounts and premiums.

Note 2: Excludes improvement districts.

Note 3: All jurisdictions are within the boundaries of the District.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 REVENUE BOND AND PLEDGED REVENUE OBLIGATIONS COVERAGE  
 Last Ten Fiscal Years

Fiscal Year	Pledged Revenues (1)	Debt Service Requirements (2)		Total	Coverage
		Principal	Interest		
2011/12	\$ 9,644,951	\$ 1,265,000	\$ 613,256	\$ 1,878,256	5.14
2012/13	10,864,393	880,000	560,406	1,440,406	7.54
2013/14	10,751,131	1,190,000	656,981	1,846,981	5.82
2014/15	11,214,479	1,230,000	607,518	1,837,518	6.10
2015/16	10,479,162	1,280,000	562,736	1,842,736	5.69
2016/17	10,579,821	1,325,000	516,109	1,841,109	5.75
2017/18	11,072,125	1,380,000	464,509	1,844,509	6.00
2018/19	11,769,695	1,425,000	414,114	1,839,114	6.40
2019/20	10,979,198	1,485,000	361,996	1,846,996	5.94
2020/21	8,710,400	1,530,000	214,168	1,744,168	4.99

Source: District records.

Note 1: Pledged revenues include tuition and fees, bookstore revenues, food service sales, dormitory rentals, and other income and are reported net of scholarships and allowances per GASB Statement Number 35.

Note 2: Pledged revenue obligations issued April 16, 2011, and revenue bond issued June 13, 2013.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 ECONOMIC INDICATORS FOR YAVAPAI COUNTY  
 June 30, 2021

Employment by Sector	Employees
Trade, Transportation and Utilities	13,400
Education and Health Services	12,000
Leisure and Hospitality	10,100
Government	9,600
Mining and Construction	7,200
Professional and Business Services	5,000
Manufacturing	3,900
Financial Activities	2,200
Other Services	2,400
Information	500

Employment by Occupation	Percent of Total
Office and Administrative	13.8%
Food Preparation and Serving Related	11.5%
Sales and Related	10.9%
Transportation and Material Moving	7.2%
Healthcare Practitioners and Technical	7.5%
Construction and Extraction	7.2%
Healthcare Support	5.2%
Management	5.2%
Other	4.7%
Education, Training, and Library	4.7%
Installation, Maintenance, and Repair	4.3%
Building, Grounds and Maintenance	3.9%
Production	3.9%
Business and Financial Operations	3.2%
Personal Care and Service	2.2%
Protective Service	2.4%
Community and Social Services	2.3%

<b>Unemployment Rate</b>	6.1%
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<b>Labor Force</b>	110,485
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Source: Arizona Department of Commerce and United States Department of Labor.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 PRINCIPAL EMPLOYERS IN YAVAPAI COUNTY  
 Current Year and Nine Years Ago

Major Employers	FY 2020/21			FY 2011/12		
	Employees	Rank	Percent of Total County Employment	Employees	Rank	Percent of Total County Employment
Yavapai Regional Medical Center	2,094	1	1.90%	1,377	2	1.49%
Yavapai County	1,556	2	1.41%	1,388	1	1.51%
Walmart	1,195	3	1.08%	750	6	0.81%
Veterans Medical Center	1,104	4	1.00%	932	3	1.01%
Freeport McMoran Copper Mine	1,020	5	0.92%	-	-	
Verde Valley Medical Center	787	6	0.71%	900	4	0.98%
Humbolt Unified School District	639	7	0.58%	636	7	0.69%
State of Arizona	599	8	0.54%	-	-	
Embry-Riddle University	566	9	0.51%	-	-	
Yavapai College	522	10	0.47%	619	8	0.67%
Cyprus Bagdad Copper Mine	-	-	-	854	5	0.93%
Prescott Unified School District	-	-	-	521	9	0.57%
City of Prescott	-	-	-	500	10	0.54%
<b>Total</b>	<b>10,082</b>		<b>9.12%</b>	<b>8,477</b>		<b>9.20%</b>

Source: District and the listed employers records.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 MISCELLANEOUS STATISTICS  
 June 30, 2021

<b>Established</b>	July 1, 1966
<b>Geographical Location</b>	West Central portion of Arizona
<b>County Seat</b>	Prescott

<b>Population</b>	<b>2000</b>	<b>2010</b>	<b>2020</b>
Yavapai County	167,517	211,144	236,209
State of Arizona	5,130,632	6,392,017	7,151,502

<b>Age Distribution</b>	<b>% of Total</b>
0-14	12.8%
15-24	9.1%
25-44	17.8%
45-64	26.6%
65+	33.6%

<b>Population Composition</b>	<b>% of Total</b>
<u>RACE</u>	
White	78.4%
Hispanic	14.7%
African American	0.9%
Native American	2.2%
Asian or Pacific Islander	1.5%
Other	2.3%
TOTAL	100.0%

Source: US Census Bureau and Arizona Department of Economic Security.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
POPULATION AND PERSONAL INCOME FOR YAVAPAI COUNTY  
Last Ten Fiscal Years

<b>Fiscal Year</b>	<b>Population</b>	<b>Personal Income (amounts expressed in thousands)</b>	<b>Per Capita Personal Income (1)</b>
2011/12	211,138	\$ 6,387,827	\$ 30,254
2012/13	212,350	6,623,513	31,191
2013/14	215,027	6,936,360	32,258
2014/15	218,405	7,482,253	34,259
2015/16	221,584	7,843,808	35,524
2016/17	225,562	8,233,333	36,662
2017/18	228,168	8,817,942	38,661
2018/19	231,993	9,371,726	40,435
2019/20	235,099	9,731,391	41,393
2020/21	236,209	10,188,413	42,705

Source: Bureau of Economic Analysis and US Census Bureau.

Note 1: Personal Income and Per Capita Personal Income were not available for fiscal year 2020/21. Amounts were estimated based upon the prior years average net change.



YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
STUDENT ENROLLMENT, DEGREE AND DEMOGRAPHIC STATISTICS  
Last Ten Fiscal Years

Fiscal Year	Attendance		Gender		Residency			
	Full-Time	Part-Time	Male	Female	Resident	Out of County	Out of State	Foreign
2011/12	26.9%	73.1%	43.0%	57.0%	86.4%	6.9%	6.6%	0.1%
2012/13	21.0%	79.0%	43.7%	56.3%	85.9%	11.5%	2.5%	0.1%
2013/14	20.0%	80.0%	44.0%	56.0%	85.9%	11.4%	2.6%	0.1%
2014/15	22.0%	78.0%	43.0%	57.0%	85.6%	11.6%	2.7%	0.1%
2015/16	26.0%	74.0%	44.9%	55.1%	83.7%	14.1%	2.1%	0.1%
2016/17	24.0%	76.0%	45.4%	54.6%	82.3%	15.2%	2.4%	0.1%
2017/18	23.0%	77.0%	46.3%	53.7%	87.7%	9.2%	3.0%	0.1%
2018/19	23.0%	77.0%	41.0%	59.0%	86.9%	11.0%	2.0%	0.1%
2019/20	20.0%	80.0%	41.0%	59.0%	83.9%	9.0%	7.0%	0.1%
2020/21	18.0%	82.0%	40.0%	60.0%	84.3%	8.2%	7.4%	0.1%

Fiscal Year	Degrees Awarded	Certificates Awarded
2011/12	518	608
2012/13	486	823
2013/14	536	933
2014/15	535	939
2015/16	527	1027
2016/17	500	1073
2017/18	477	1029
2018/19	529	1162
2019/20	683	1337
2020/21	705	1254

Fiscal Year	Age		Ethnic Background					
	Median	Mean	American Indian	Asian American	Hispanic	African American	White	Other/Unknown
2011/12	27	33	2.2%	0.9%	10.2%	0.9%	62.7%	23.1%
2012/13	26	32	2.1%	1.1%	11.4%	0.8%	57.4%	27.2%
2013/14	25	33	2.0%	0.9%	12.4%	0.9%	53.3%	30.5%
2014/15	26	33	2.0%	0.9%	12.4%	0.9%	53.2%	30.6%
2015/16	25	32	2.0%	1.1%	14.0%	0.8%	53.1%	29.0%
2016/17	24	32	2.1%	1.1%	14.7%	0.8%	55.0%	26.3%
2017/18	23	32	2.1%	1.2%	16.2%	0.9%	57.4%	22.2%
2018/19	24	32	2.0%	1.1%	18.0%	0.8%	58.9%	19.2%
2019/20	22	31	1.8%	1.2%	17.7%	0.8%	60.5%	18.0%
2020/21	22	28	1.9%	1.3%	19.0%	0.8%	62.5%	14.4%

Source: District records.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
HISTORIC ENROLLMENT  
Last Ten Fiscal Years

Headcount	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
Credit	8,393	10,086	9,809	10,116	10,000	10,245	10,970	11,518	11,764	11,616
Non-Credit	1,338	3,354	4,427	4,185	4,351	4,126	4,348	4,013	3,344	3,086

FTSE by Campus	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
Prescott	137	1,109	1,127	1,154	1,149	1,229	1,357	1,446	1,479	1,605
Verde	52	211	209	242	262	270	271	278	289	337
Sedona	19	18	21	22	1	1	1	21	42	25
Prescott Valley	26	99	96	125	134	155	135	208	175	198
Chino Valley	50	69	67	60	66	70	85	79	101	106
CTEC	167	240	266	267	272	287	298	305	250	196
Online	2,236	1,283	1,253	1,205	1,163	1,111	1,183	1,162	1,143	1,095
Dual enrollment	325	406	313	324	339	341	323	331	321	245
Other (1)	31	53	76	72	60	84	153	173	184	167
<b>Total District</b>	<b>3,043</b>	<b>3,488</b>	<b>3,428</b>	<b>3,471</b>	<b>3,446</b>	<b>3,548</b>	<b>3,806</b>	<b>4,003</b>	<b>3,984</b>	<b>3,974</b>

Source: District records.

Note 1: Other primarily includes courses held at non-campus locations.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
 FACULTY AND STAFF STATISTICS  
 Last Ten Fiscal Years

	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
<b>Faculty</b>										
Regular	99	105	105	97	97	101	104	106	111	111
Adjunct (1)	57	66	75	93	90	98	96	99	97	405
<b>Staff</b>										
Regular	321	325	330	319	301	306	300	297	298	295
Temporary (1)	45	57	54	57	58	56	64	58	58	119

Source: District records.

Note 1: Beginning FY 2012/13 Adjunct and Temporary are calculated on a full-time equivalent basis.  
 The FTE for Adjuncts is based upon a full-time teaching load of 30 credit hours per year.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
CAPITAL ASSET INFORMATION  
Last Ten Fiscal Years

Asset Type	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
Computers and Peripherals	\$ 1,616,147	\$ 1,631,024	\$ 1,546,901	\$ 1,295,356	\$ 1,142,010	\$ 1,150,495	\$ 1,233,762	\$ 1,196,160	\$ 1,238,803	\$ 1,279,780
Network Equipment	2,701,523	2,477,802	2,883,050	3,064,437	2,913,689	2,654,860	2,677,376	2,359,675	2,255,702	1,979,635
Audio Visual Equipment	1,651,268	1,528,311	1,516,487	1,296,684	1,249,516	1,229,944	1,225,266	831,455	755,579	624,112
Office Equipment & Furniture	8,004,528	6,799,055	6,020,864	5,545,699	5,197,832	4,811,720	4,904,479	4,435,695	4,397,372	4,216,286
Software	2,149,149	2,149,149	2,149,149	2,149,149	2,149,149	2,149,149	2,149,148	2,149,148	2,149,148	2,149,148
Vehicles	2,855,762	2,673,598	2,438,450	2,187,536	1,987,405	1,928,094	1,702,607	1,597,998	1,383,983	1,220,435
Intangibles	273,587	273,587	273,587	273,587	273,587	273,587	273,587	273,587	273,587	273,587
Library Books	2,487,785	2,628,385	2,671,516	2,821,116	2,937,130	2,943,627	2,911,534	2,931,383	3,038,624	3,087,336
Buildings <sup>(1)</sup>	201,902,654	192,612,218	190,931,114	188,925,334	168,515,842	168,842,849	153,119,356	146,564,885	137,801,065	108,127,652
Construction in Progress	4,769,641	7,503,553	1,343,304	150,275	14,601,323	1,041,996	10,889,328	6,072,505	3,515,542	22,042,850
Site Improvements	30,227,383	29,039,709	27,772,836	25,342,107	23,687,737	21,081,294	20,032,047	17,367,536	16,836,358	16,573,720
Land	5,628,526	5,628,526	5,628,526	5,628,526	5,628,526	5,628,526	5,628,526	5,415,888	5,415,888	5,415,888
	\$ 264,267,953	\$ 254,944,917	\$ 245,175,784	\$ 238,679,806	\$ 230,283,746	\$ 213,736,141	\$ 206,747,016	\$ 191,195,915	\$ 179,061,651	\$ 166,990,429

Source: District records.

Note 1: The balance of buildings for FY 2016/17 has been restated and reduced by \$1,300,990 to remove several older, mostly prefabricated, impaired buildings that were demolished in prior years.