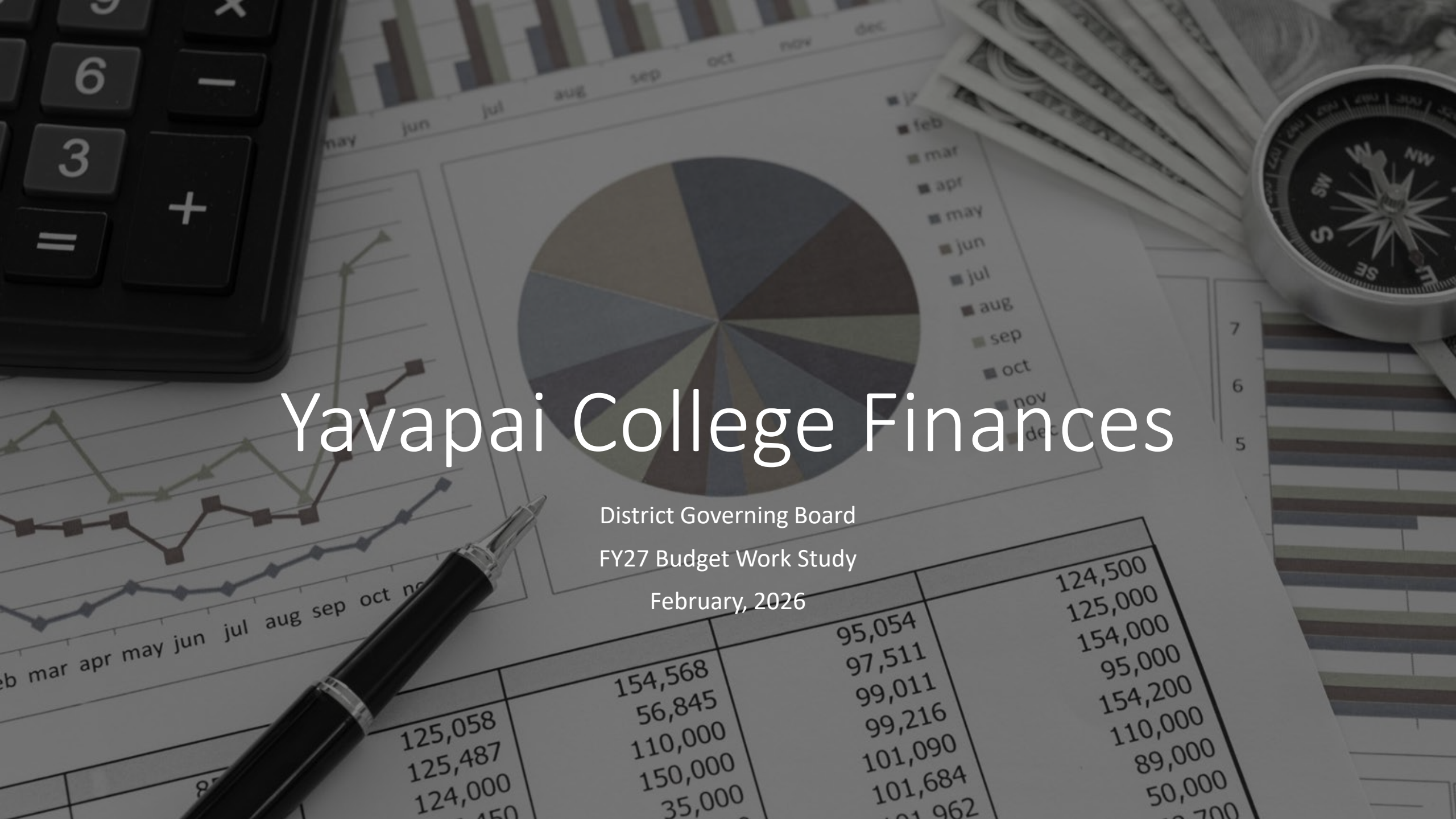


Yavapai College Finances

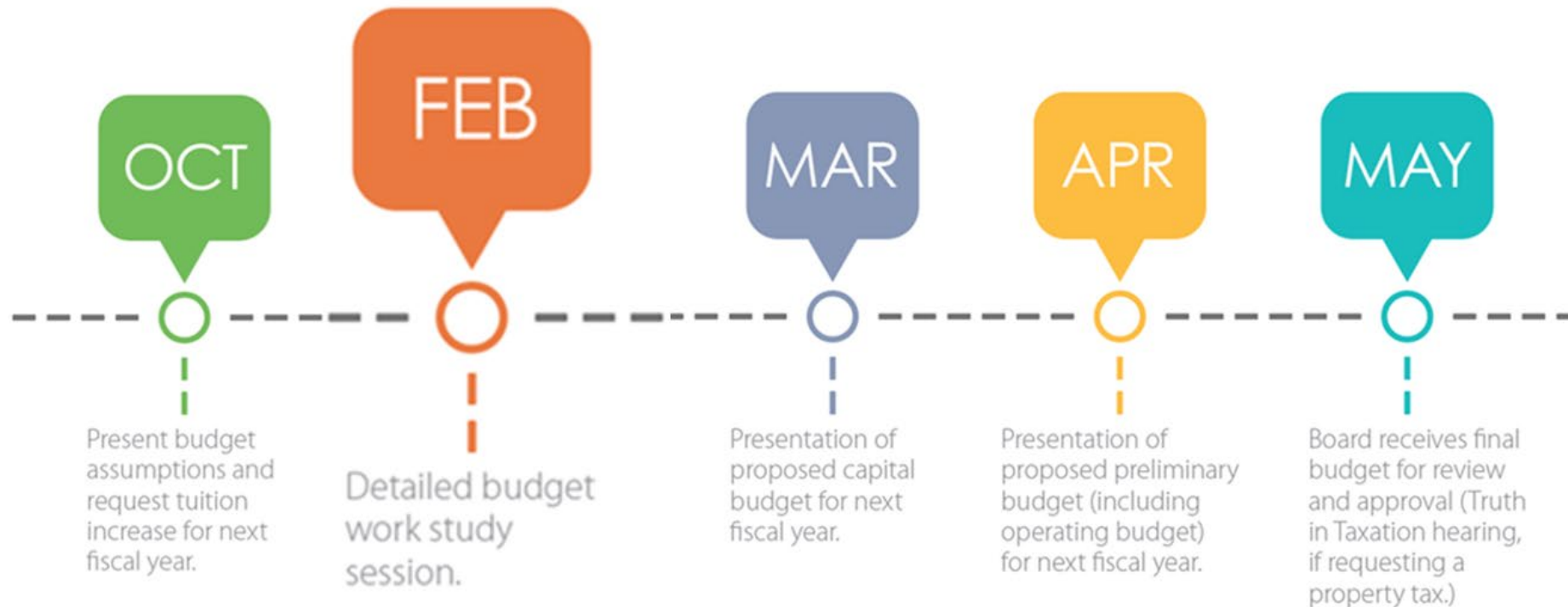
District Governing Board

FY27 Budget Work Study

February, 2026



Budget Timeline



Agenda

Context

Revenues

Expenditures

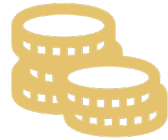
Strengths and
Challenges

Context



Enviro Scan/ WIN

Demographics
Social & Political
Economy & Workforce
Education
Technology



AZ Economy

Industries – focus on High-Tech
Inflation
ECI
Unemployment
Housing



Strategic Plan

Belonging
Living Wage
Adult Learners
Delivery
Foundational Capability



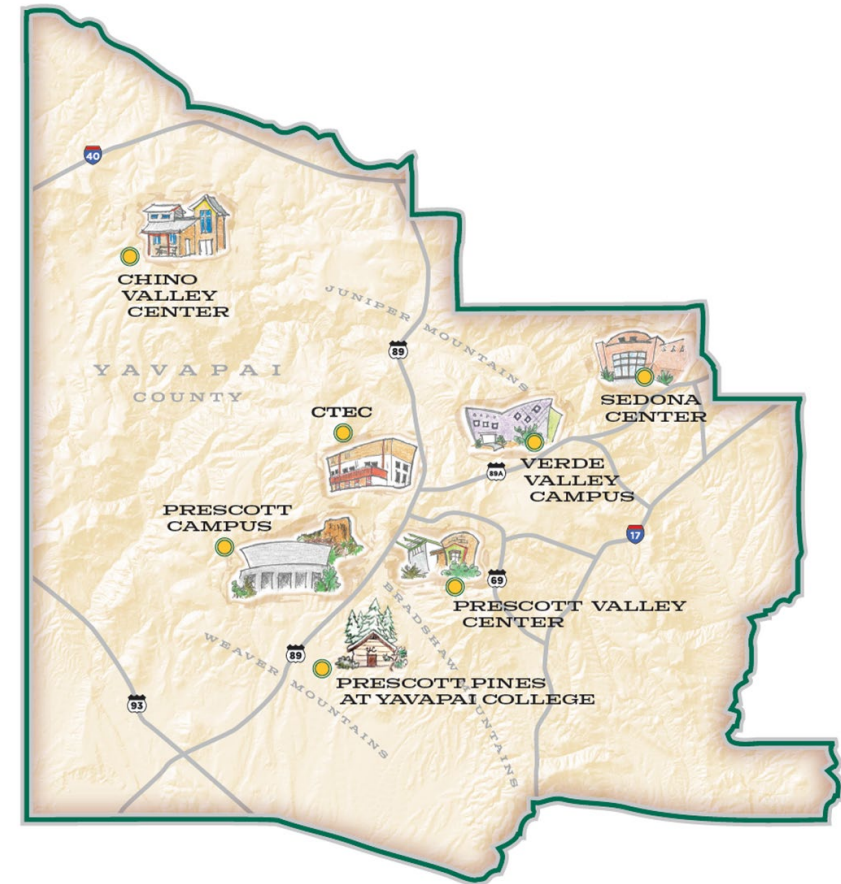
Yavapai College

Yavapai College

- **Priorities:** Education, Economic Development, Social & Cultural Opportunities
- **Mission:** YC transforms lives and strengthens the local economy through education
- **Vision:** YC ensures our community is a premier place to learn, work and live
- **Values:** Excellence, Innovation, Continuous Learning, Belonging

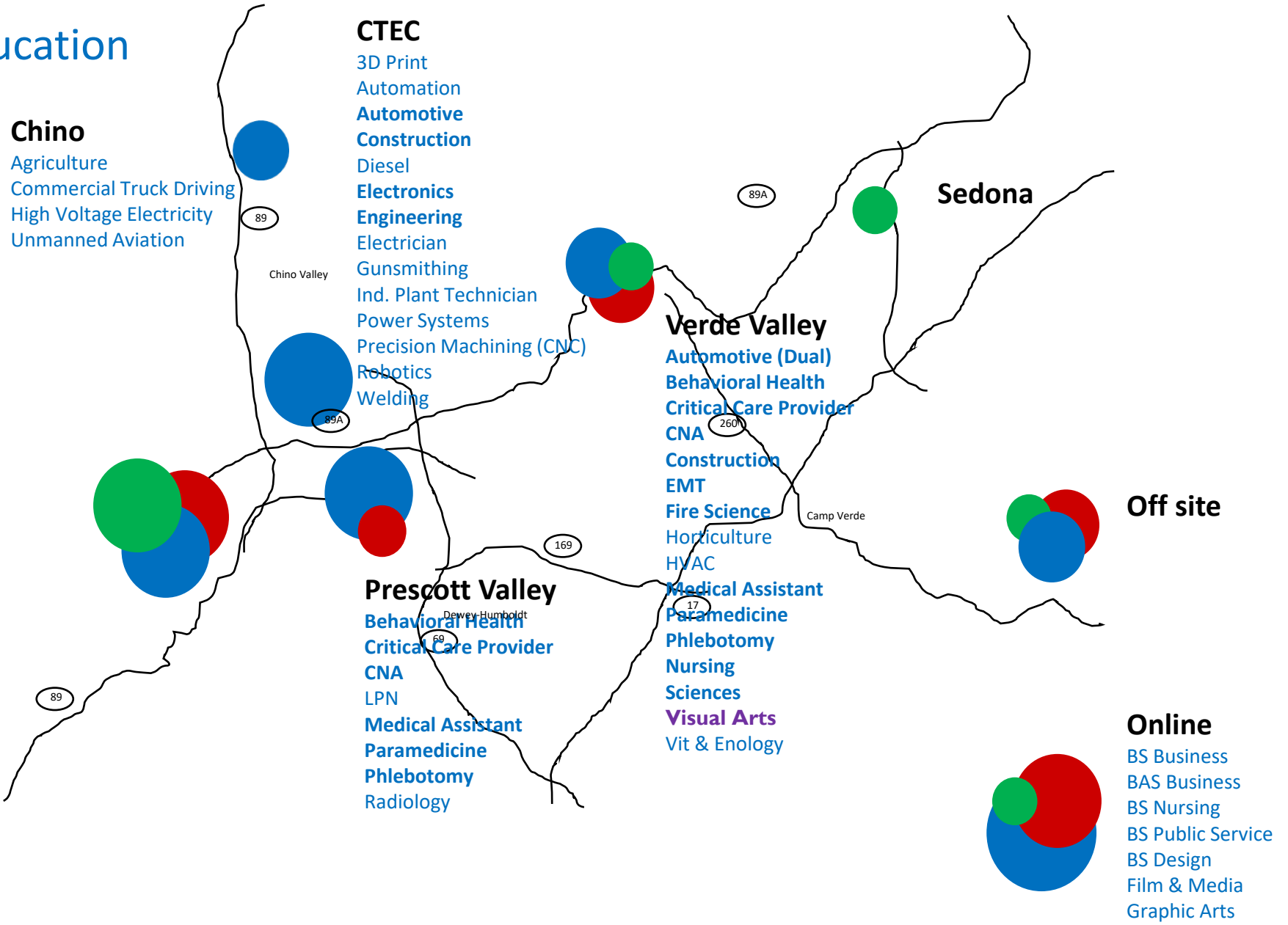
YC Profile

- 8100 sq mi service district
- >12,000 students served online, in high schools and libraries, and at 6 YC locations
- 6 Bachelors, 7 Associates and 75+ certs
- Unique programs include Aviation, Gunsmithing, NARTA (Police), Southwest Wine Center, and Osher Lifelong Learning Institute, 3-Year Baccalaureate Degrees
- Accredited by Higher Learning Commission
- >1/3 county high school graduates attend Yavapai College



Yavapai College

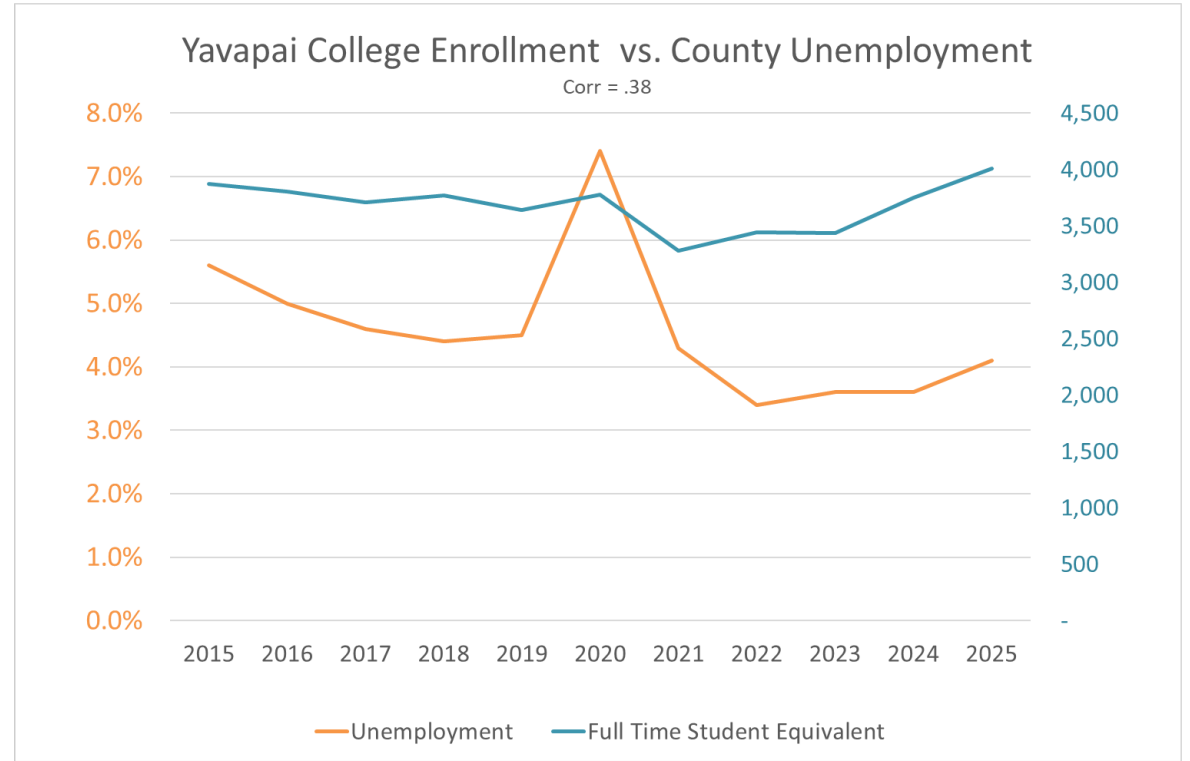
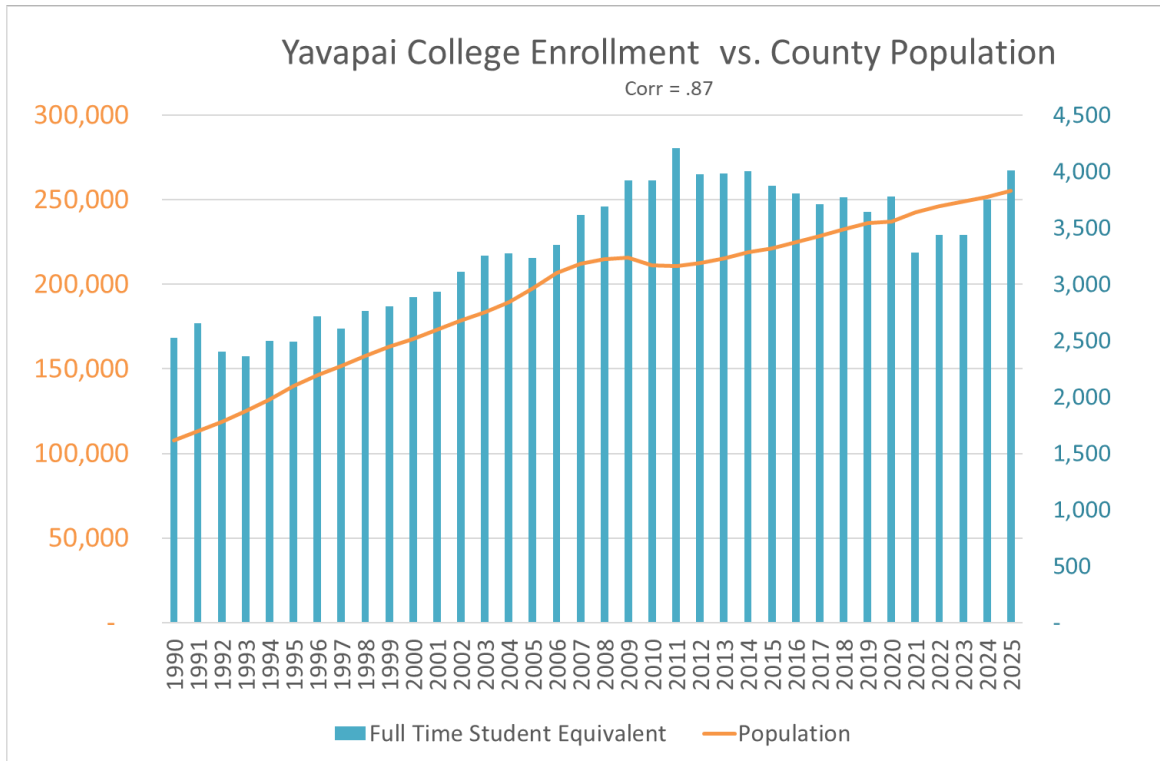
Career Technical Education



LEGEND

- Gen Ed
- Community Ed
- CTE

Traditional Enrollment Drivers



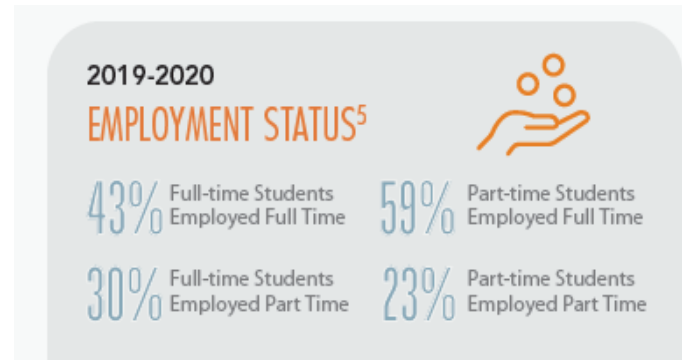
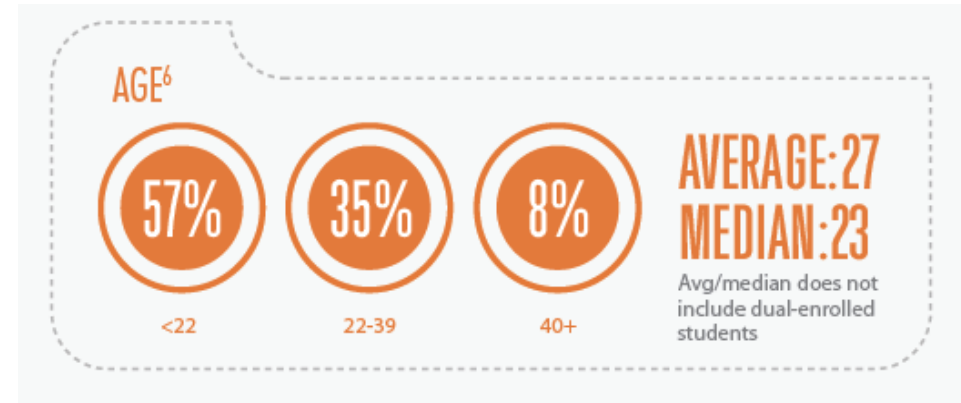
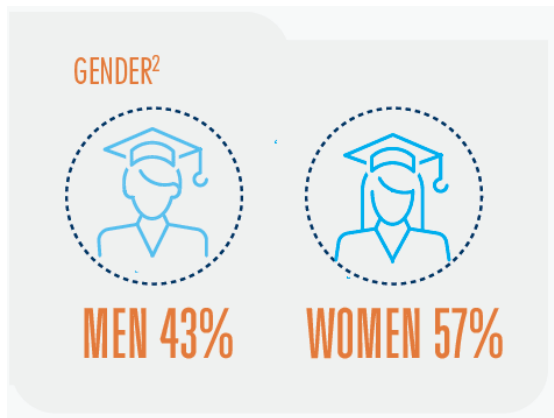
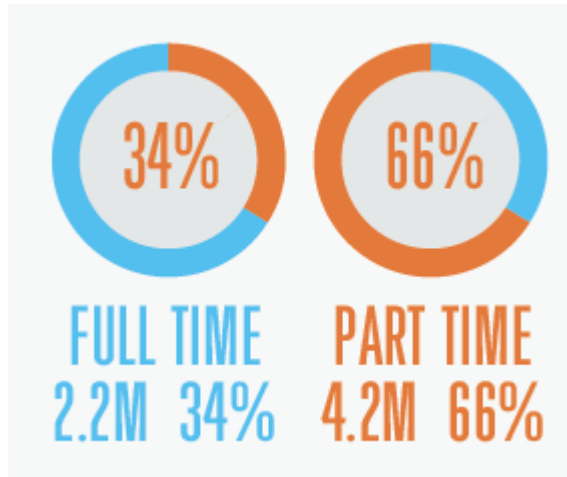
Traditional College Students



- Straight from high school (18-24)
- Full time
- No dependents
- Not working full time
- Live in dorms
- Financial support from family

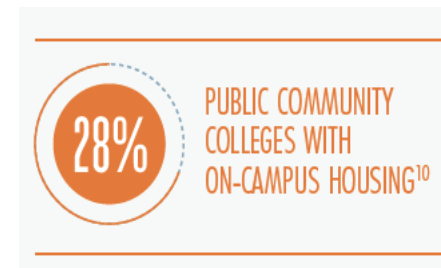


Today's Community College Students

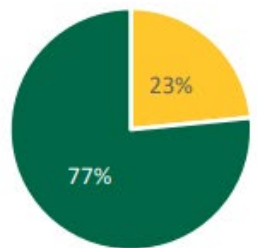


First generation to attend college 32%

Single parents 13%

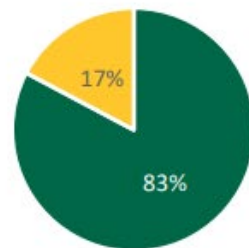


Full and Part Time Status



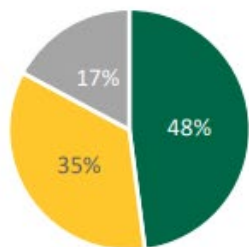
■ Full-Time ■ Part-Time

Degree/Certificate Seeking Status



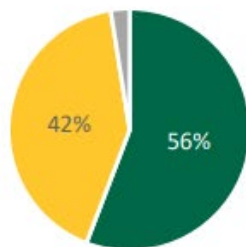
■ Degree/Cert Seeking ■ Non-Degree/Cert

First Generation



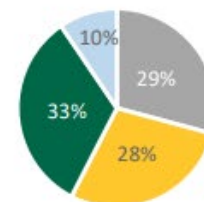
■ No ■ Yes ■ Unknown

Gender



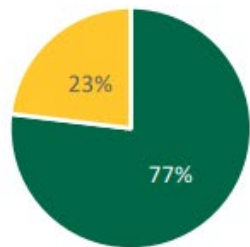
■ Female ■ Male ■ Unknown

Students by Age



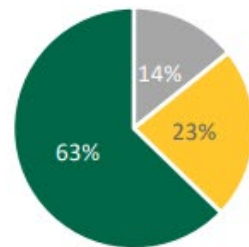
■ High School ■ Traditional 18-24
■ Workforce 25-64 ■ Retiree 65+

Pell Percentage



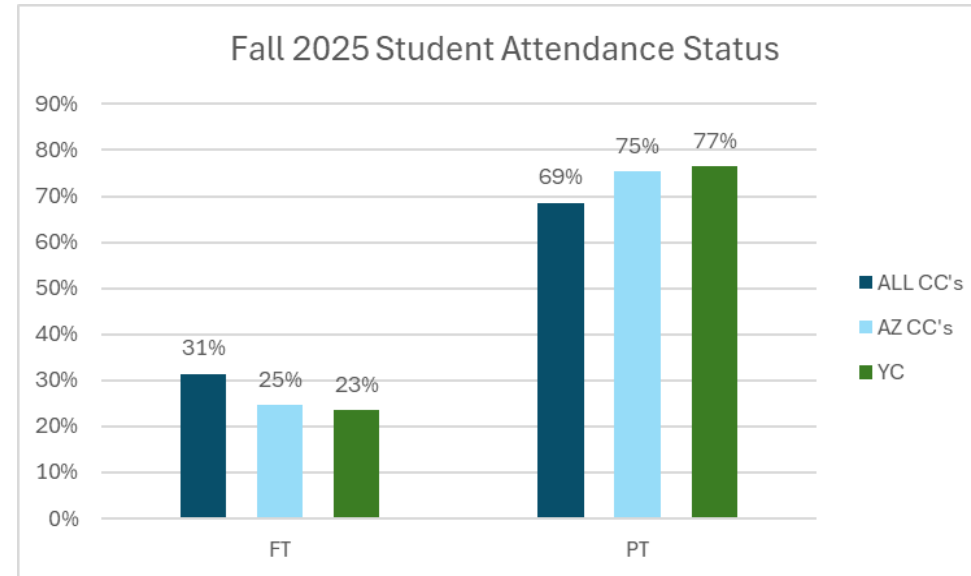
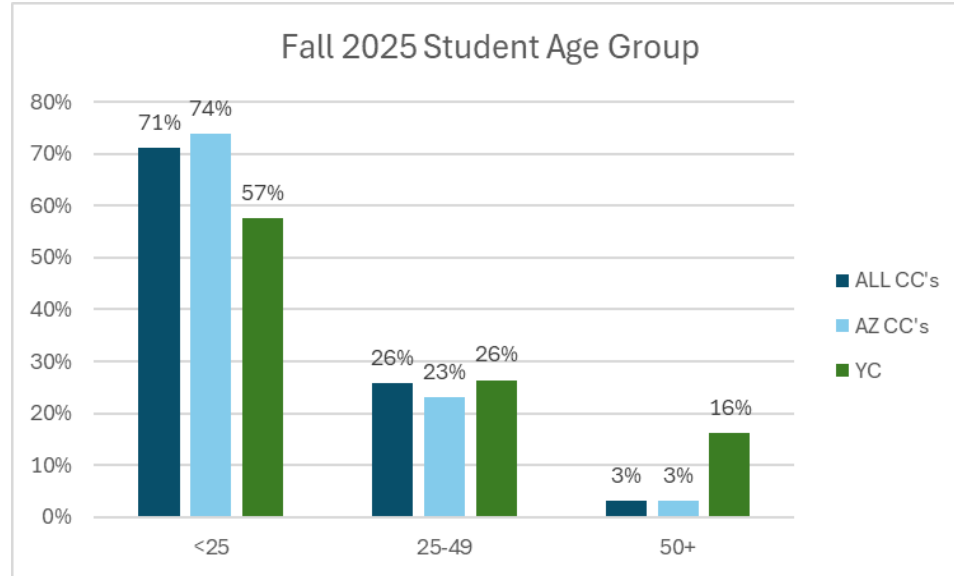
■ Non-Pell ■ Pell

Race and Ethnicity




■ All Other Races ■ Hispanic ■ White

Student Population Benchmarks



YC	<25	25-49	50+
Part Time	71%	72%	94%
Personal Interest	2%	13%	78%
High School Student	48%	0%	0%
Occupation Major	48%	44%	14%
Hispanic/Latino	30%	21%	6%
White	56%	65%	80%

NOTE: % Are Within Age Group



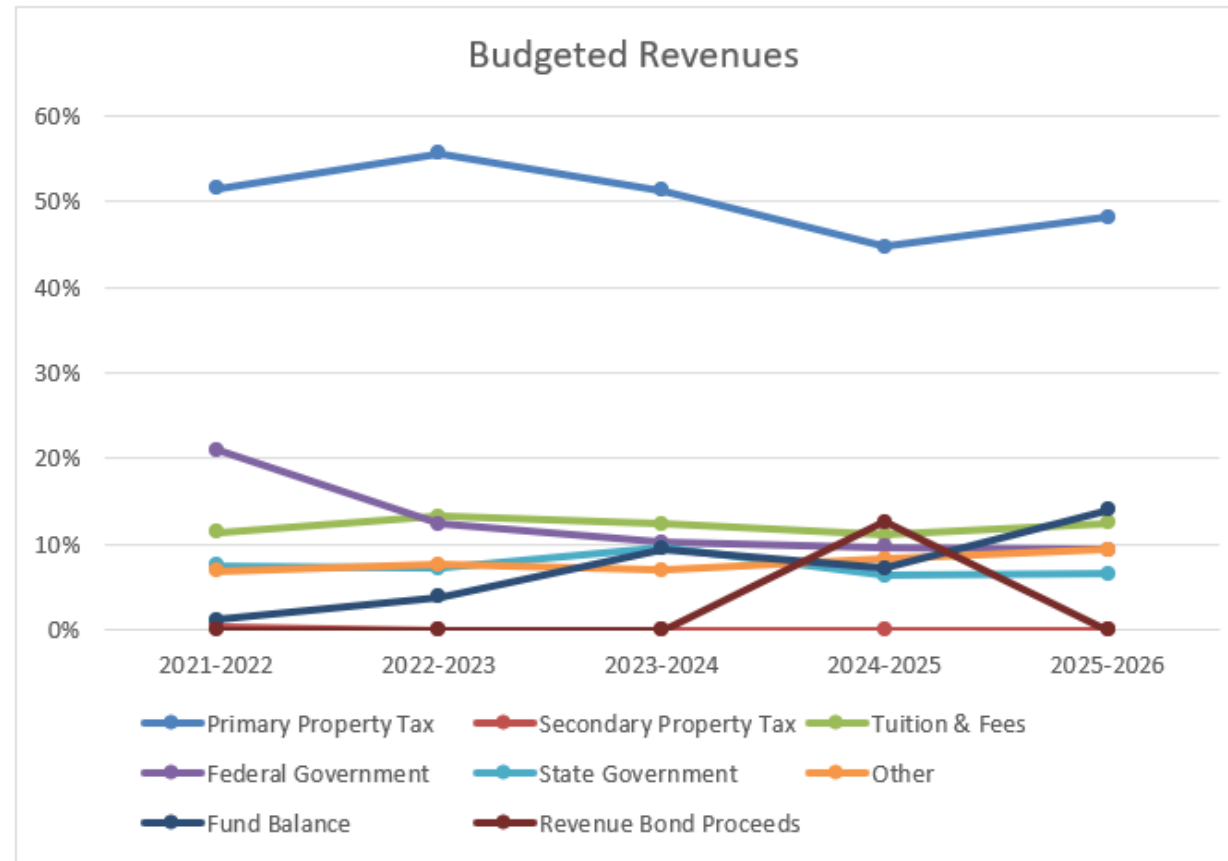
A budget is more than just revenues and expenses— it points to our values.



YC Finances Revenues



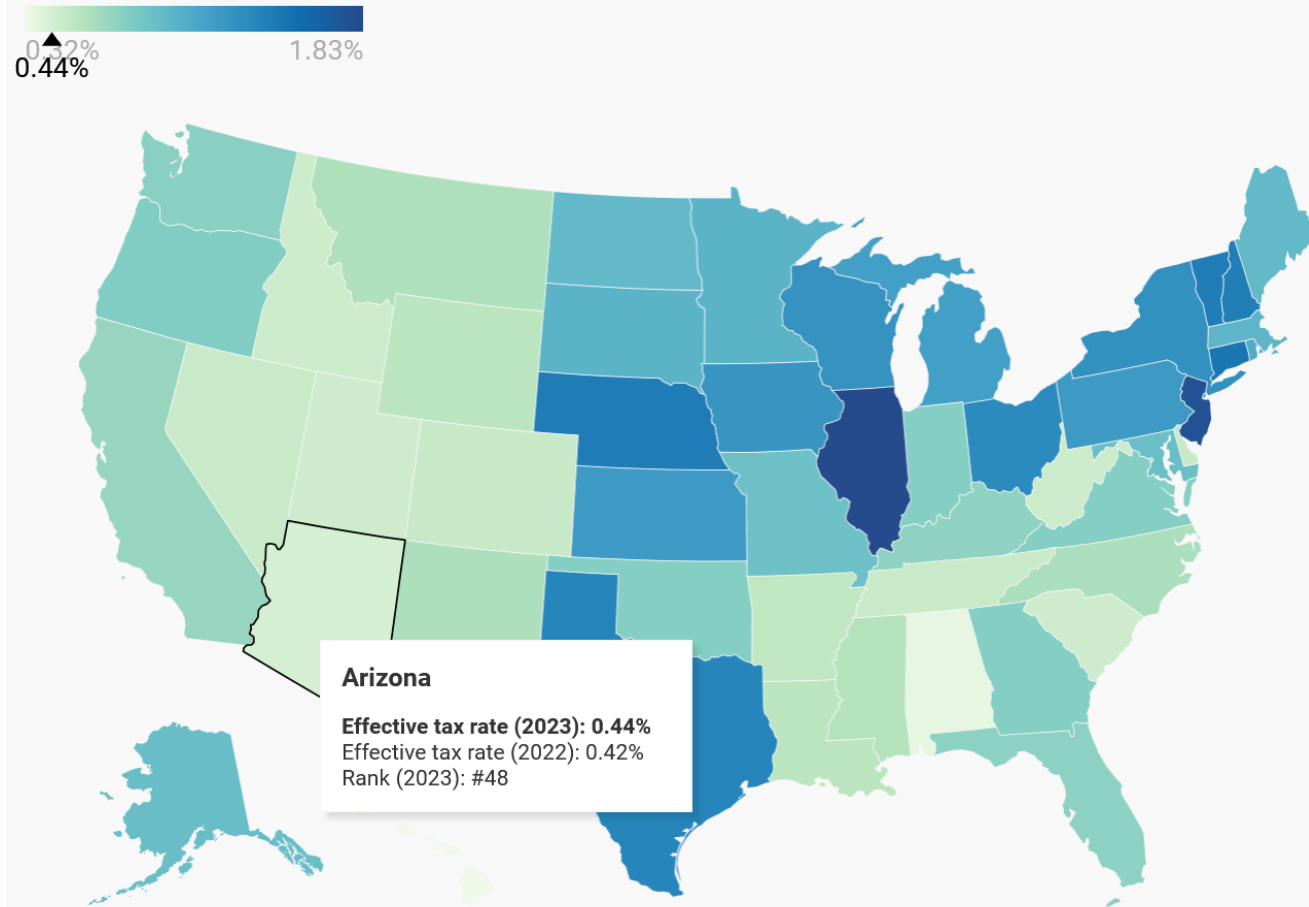
DISCUSSION OF BUDGETED REVENUES



Budgeted Revenues by Type	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	5 Yr Change
Primary Property Tax	\$ 47,924,100	\$ 49,860,100	\$ 53,455,100	\$ 56,735,800	\$ 58,045,800	21%
Secondary Property Tax	405,500	-	-	-	-	-100%
Tuition & Fees	10,574,000	11,860,000	12,896,000	14,111,000	15,042,100	42%
Federal Government	19,520,000	11,060,000	10,616,800	12,295,800	11,302,700	-42%
State Government	6,987,800	6,414,900	9,997,000	8,022,500	7,879,200	13%
Revenue Bond Proceeds	-	-	-	16,000,000	-	0%
Other	6,417,500	6,889,600	7,246,200	10,458,800	11,310,370	76%
Fund Balance	1,107,800	3,478,500	9,889,300	9,171,300	16,825,130	1419%
	\$ 92,936,700	\$ 89,563,100	\$ 104,100,400	\$ 126,795,200	\$ 120,405,300	39%

How High Are Property Taxes in Your State?

Property Taxes Paid as a Percentage of Owner-Occupied Housing Value, 2023



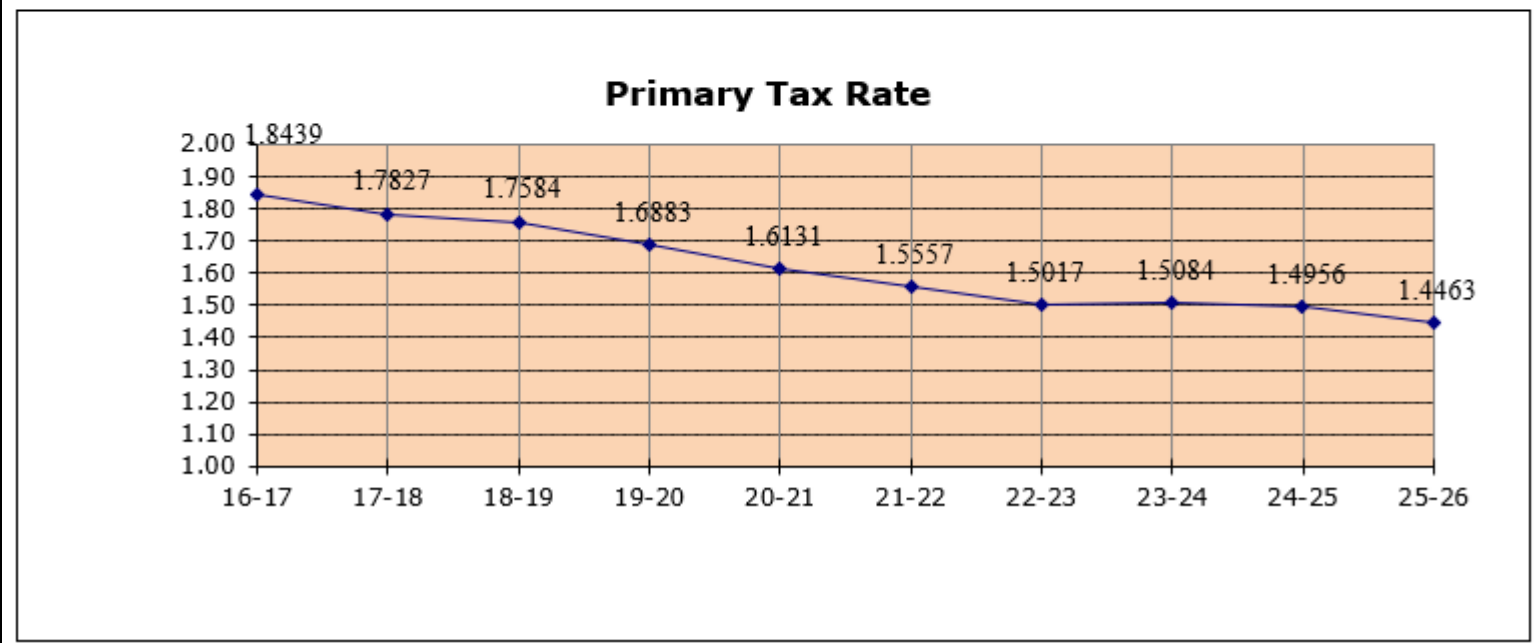
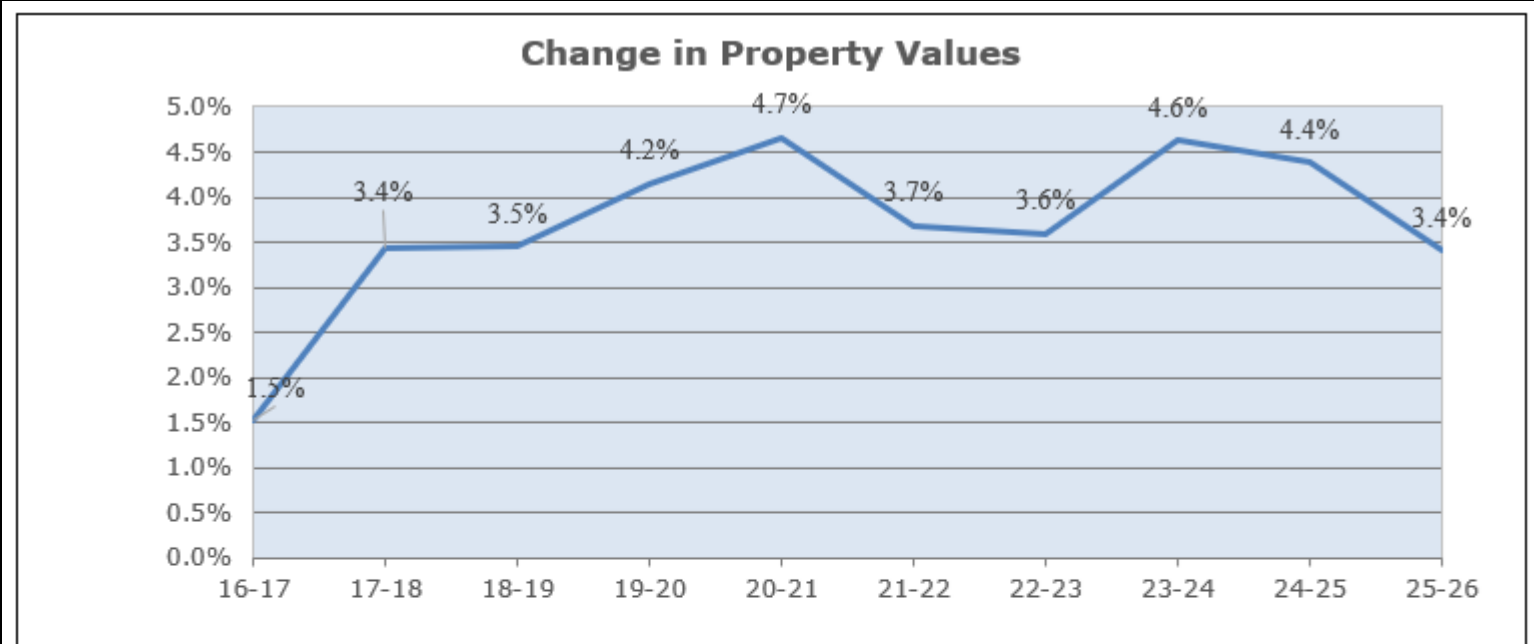
Note: The figures in this table are effective property tax rates on owner-occupied housing (total real taxes paid/total home value). As a result, the data exclude property taxes paid by businesses, renters, and others. D.C.'s rank does not affect states' ranks, but the figure in parentheses indicates where it would rank if included.

Source: US Census Bureau, 2023 American Community Survey; Tax Foundation calculations.

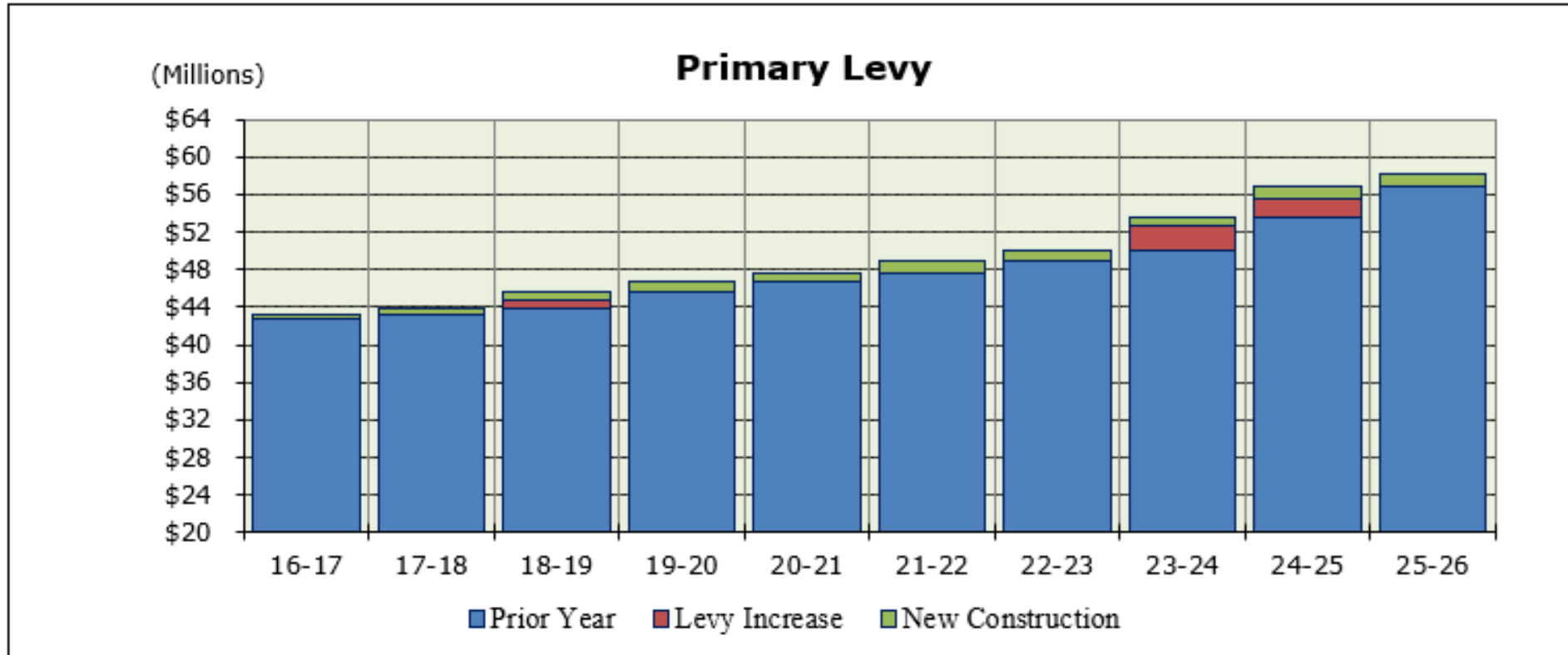
[Download Labeled Version](#)

Map: Andrey Yushkov • [Embed](#) • [Download image](#) • [Get the data](#)

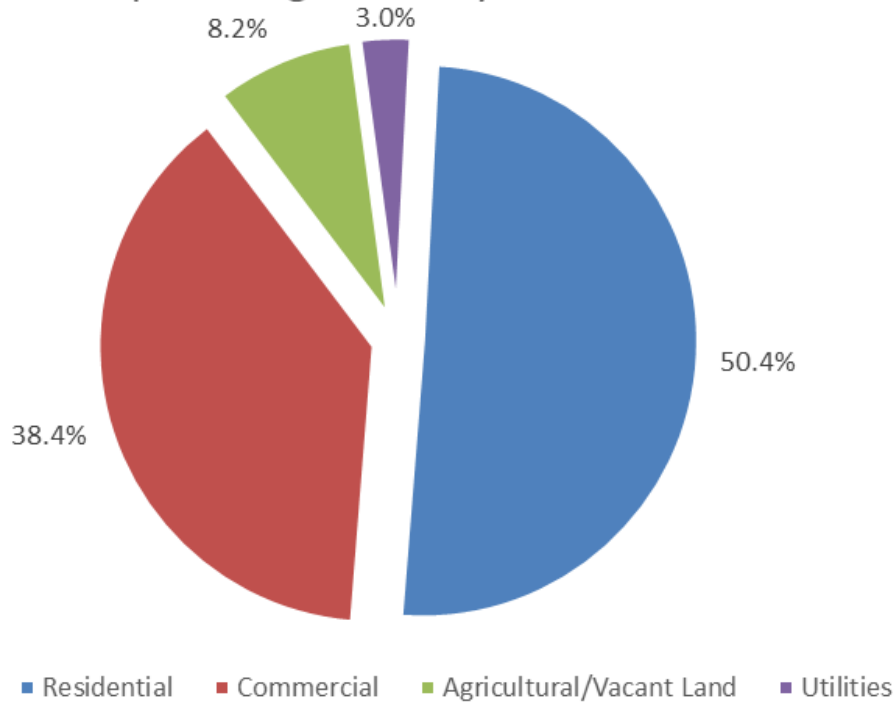
Changes in Property Value vs. Tax Rate



Property Taxes



FY26 Yavapai College Taxes by Classification



Top Taxpayers

Programs

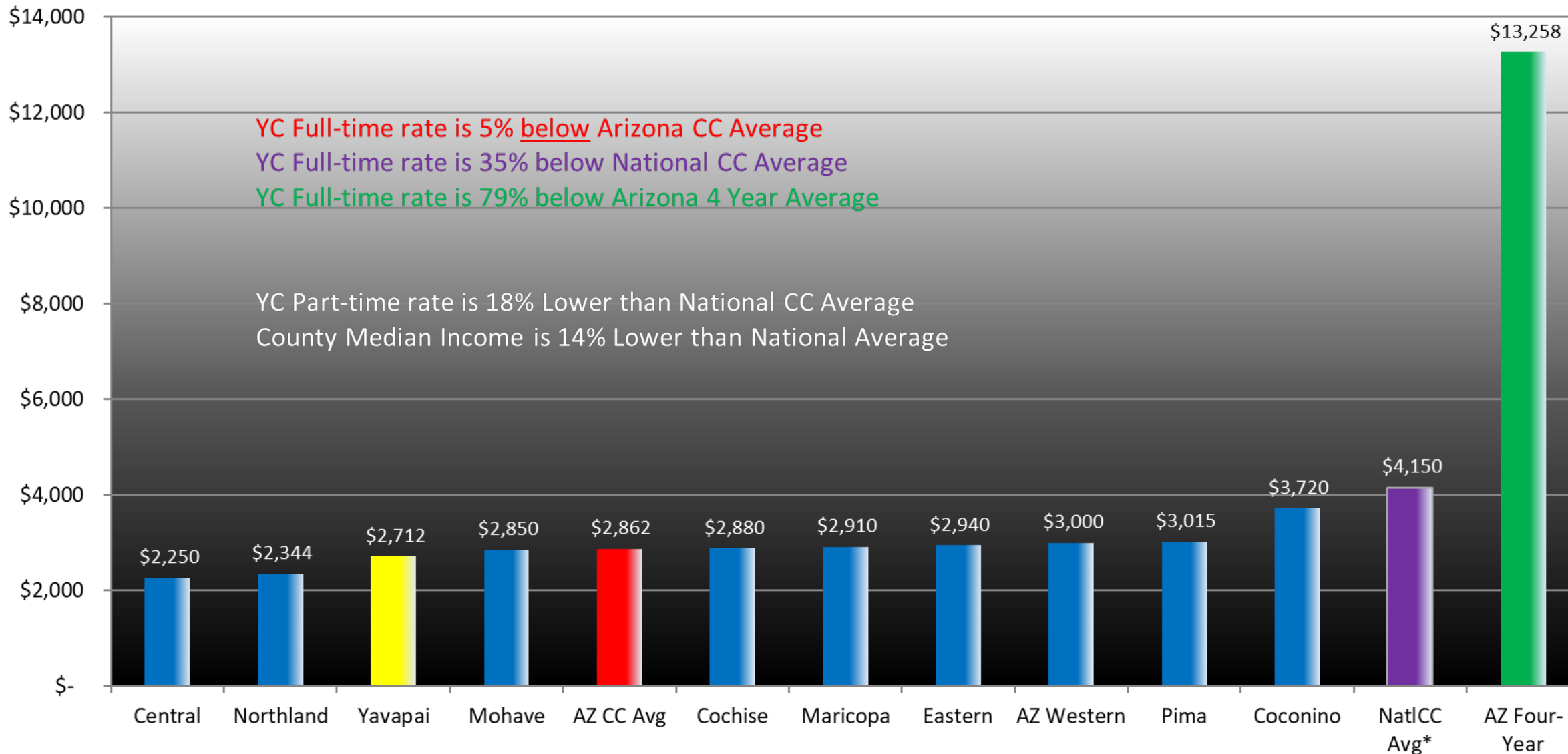
1	Freeport McMoran	Diesel, Electrical Instrumentation, Industrial Machine Maintenance, Welding
2	Arizona Public Service	Lineworker and Electrical Instrumentation Technology
3	Unisource Energy Corporation	Diesel, Industrial Machine Maintenance
4	Drake Cement	Diesel, Electrical Instrumentation, Industrial Machine Maintenance, Welding
5	Transwestern Pipeline Company LLC	Welding
6	Burlington Northern Santa Fe Railway Company	Diesel, Electrical Instrumentation, Industrial Machine Maintenance, Welding
7	Phoenix Cement Co	Diesel, Electrical Instrumentation, Industrial Machine Maintenance, Welding
8	EL Paso Natural Gas Company	Diesel, Industrial Machine Maintenance
9	Wal-Mart	Business, Gen Ed
10	New Enchantment LLC	Business, Gen Ed

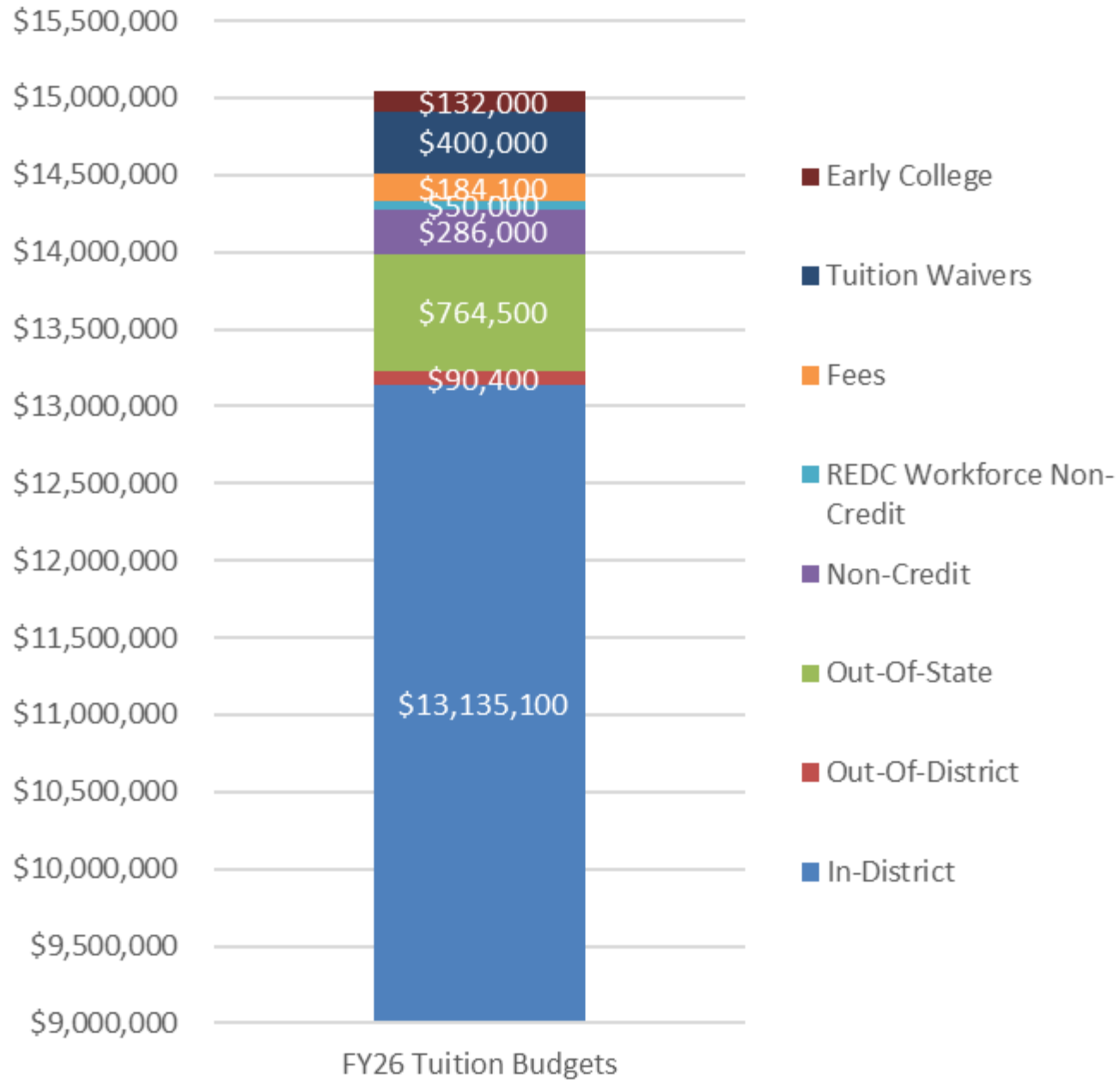
Top 50 Taxpayers
provide 13.1% of total Property Tax Revenue

Weighted Annual Tuition & General Fees

FY2025-26

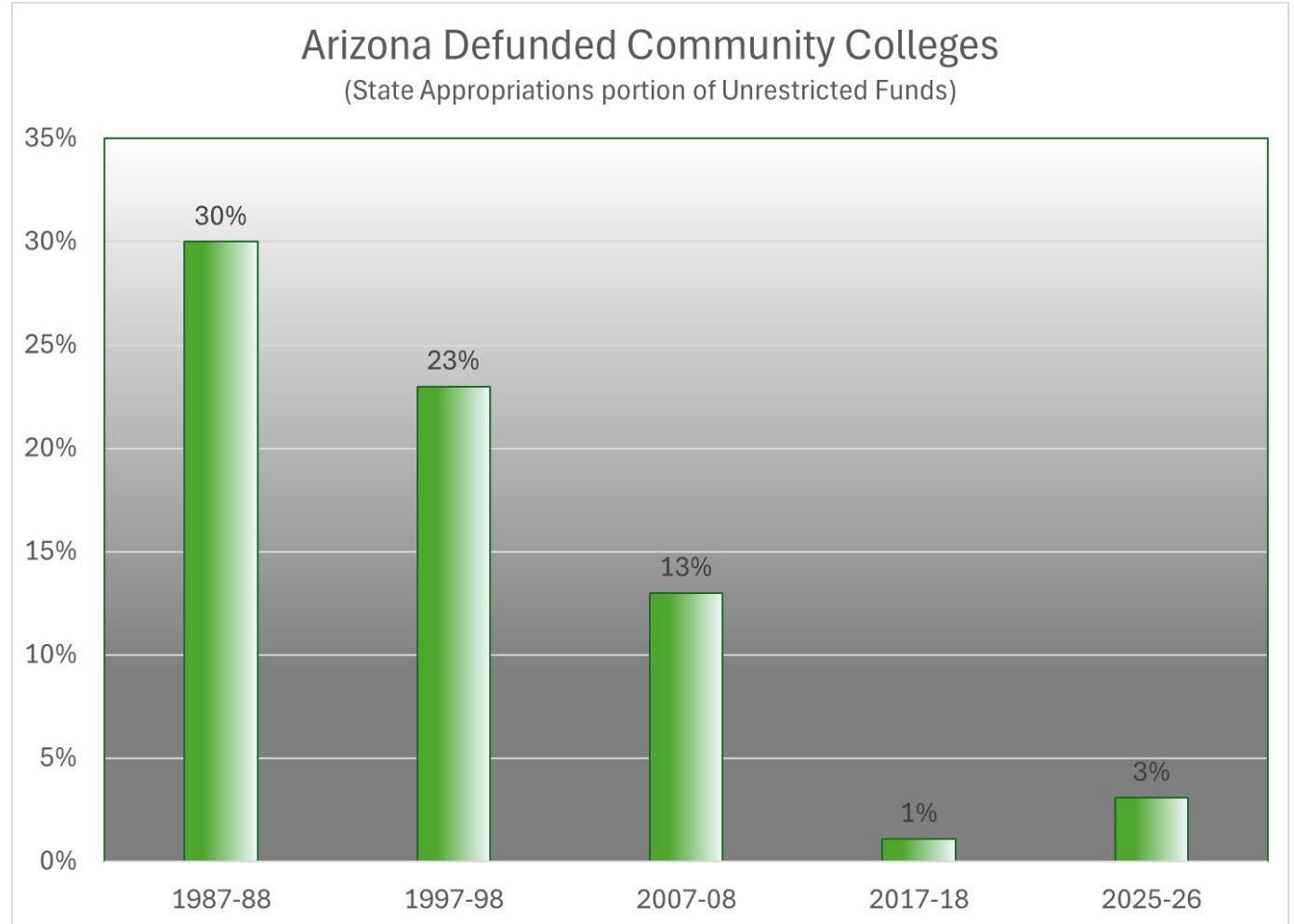
Full Time - 30 Credits





Revenue Sources

- Property Tax
- Tuition
- State

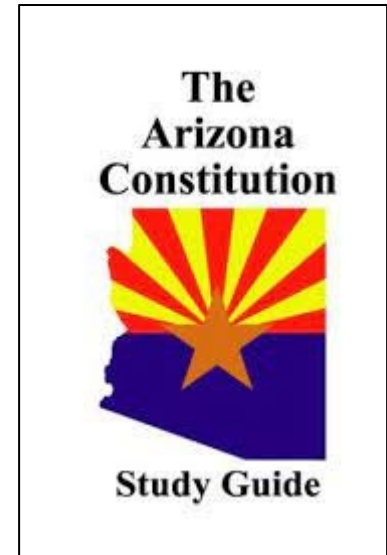


Unrestricted State Support

STATE APPROPRIATIONS

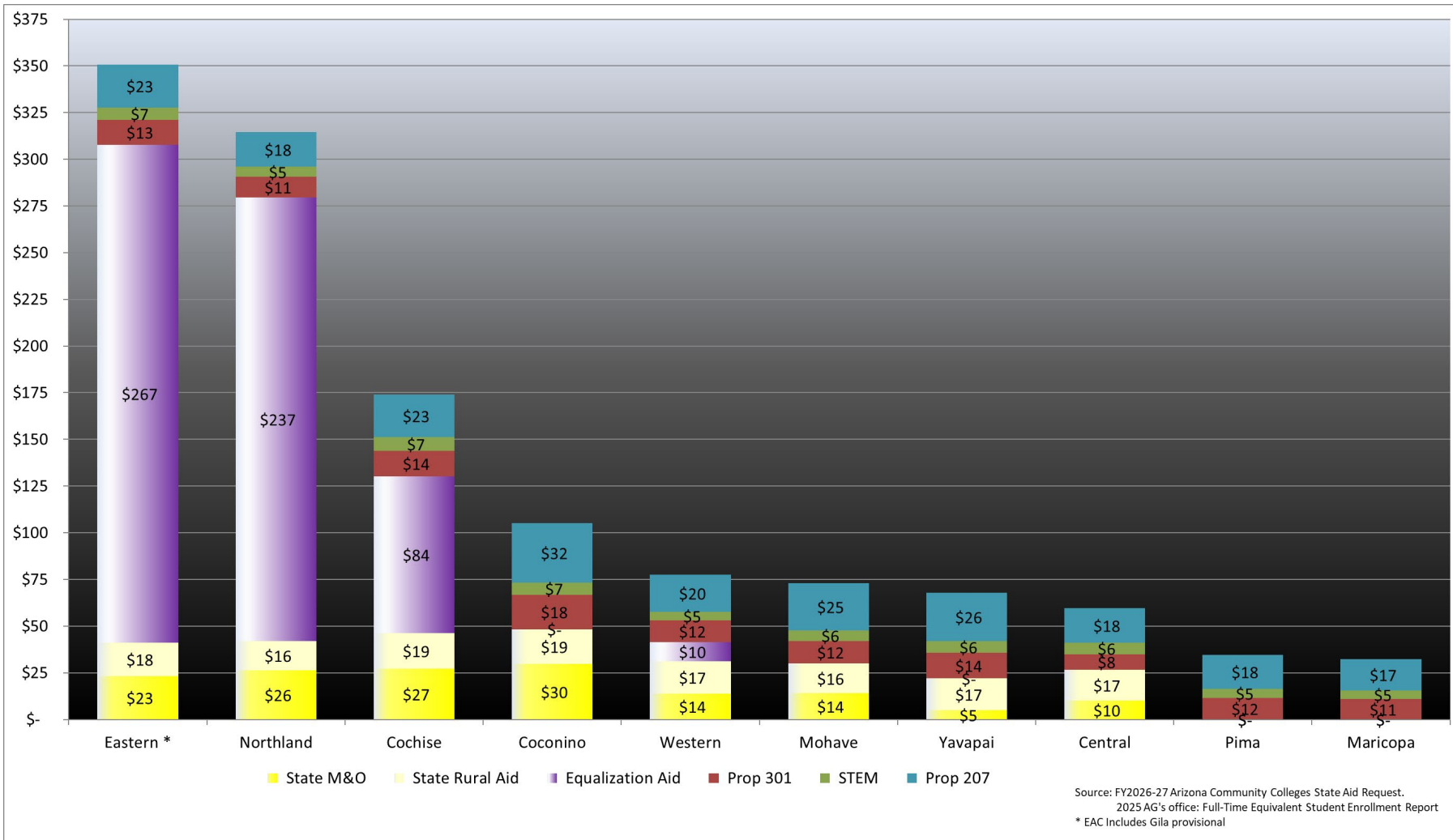
Maintenance Support	\$	555,900
Rural Community College Aid - One Time		-
Rural Community College Aid - Recurring		1,833,600
Sub-total State Appropriations	\$	<u>2,389,500</u>

3%



“The university and all other state educational institutions shall be... as nearly free as possible.”

--Article 11, Section 6



FY26

Total State Support for Community Colleges Per Student Credit Hour

Expenses



Expenditures by Fund	SUMMARY OF EXPENSE DATA				
	2023-2024 Actual	2024-2025 Budget	2025-2026 Proposed	Dollar (\$) Difference	(%) Difference
Current Funds					
Current General Fund - Unrestricted	\$ 57,724,900	\$ 64,025,200	\$ 65,974,600	\$ 1,949,400	3.0%
Auxiliary Enterprises	7,307,000	8,451,900	9,106,600	654,700	7.7%
Sub-Total Current Funds - Unrestricted	\$ 65,031,900	\$ 72,477,100	\$ 75,081,200	\$ 2,604,100	3.6%
Current Funds - Restricted	17,256,300	20,152,600	21,772,500	1,619,900	8.0%
TOTAL CURRENT FUNDS	\$ 82,288,200	\$ 92,629,700	\$ 96,853,700	\$ 4,224,000	4.6%
Plant Funds					
Unexpended Plant Fund	\$ 19,967,800	\$ 31,745,500	\$ 21,973,700	\$ (9,771,800)	-30.8%
Retirement of Indebtedness	1,258,600	2,416,800	1,577,900	(838,900)	-34.7%
TOTAL PLANT FUNDS	\$ 21,226,400	\$ 34,162,300	\$ 23,551,600	\$ (10,610,700)	-31.1%
GRAND TOTAL - CURRENT & PLANT FUNDS	\$103,514,600	\$126,792,000	\$120,405,300	\$ (6,386,700)	-5.0%

5 Funds



How We Keep Track of the Money

SUMMARY OF EXPENSE DATA

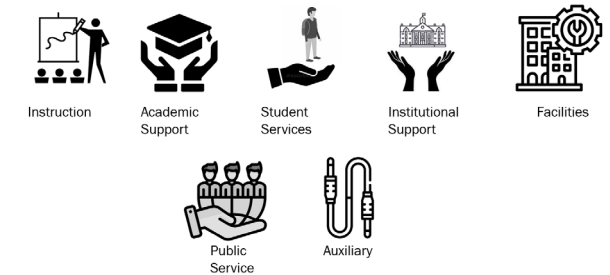
Expenditures by Fund	2023-2024 Actual	2024-2025 Budget	2025-2026 Proposed	Dollar (\$) Difference	(%) Difference
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GRAND TOTAL - CURRENT & PLANT FUNDS	\$103,514,600	\$126,792,000	\$120,405,300	\$ (6,386,700)	-5.0%

Expenditures by Program	2023-2024 Actual	2024-2025 Budget	2025-2026 Proposed	Dollar (\$) Difference	(%) Difference
Instruction	\$ 27,799,300	\$ 30,659,900	\$ 29,777,200	\$ (882,700)	-2.9%
Public Service	3,880,900	5,816,700	5,454,500	(362,200)	-6.2%
Academic Support	5,868,400	6,782,800	6,673,700	(109,100)	-1.6%
Student Services	12,240,800	13,520,900	12,952,800	(568,100)	-4.2%
Institutional Support/Administration	13,338,600	16,676,700	17,171,800	495,100	3.0%
Physical Plant Operations/Maintenance	26,073,000	32,647,500	29,801,300	(2,846,200)	-8.7%
Scholarships	9,288,200	9,766,100	9,547,400	(218,700)	-2.2%
Auxiliary	3,766,800	4,939,200	5,527,300	588,100	11.9%
Retirement of Indebtedness	1,258,600	2,466,800	1,577,900	(888,900)	-36.0%
Contingency	-	3,515,400	1,921,400	(1,594,000)	-45.3%
TOTAL BUDGET	\$103,514,600	\$126,792,000	\$120,405,300	\$ (6,386,700)	-5.0%

5 Funds



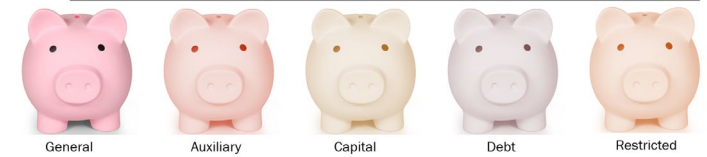
7 Programs



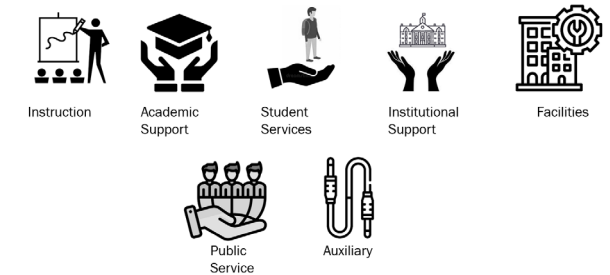
SUMMARY OF EXPENSE DATA

Expenditures by Fund	2023-2024 Actual	2024-2025 Budget	2025-2026 Proposed	Dollar (\$) Difference	(%) Difference
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Plant Funds					
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TOTAL PLANT FUNDS	\$ 21,226,400	\$ 34,162,300	\$ 23,551,600	\$ (10,610,700)	-31.1%
GRAND TOTAL - CURRENT & PLANT FUNDS	\$103,514,600	\$126,792,000	\$120,405,300	\$ (6,386,700)	-5.0%
Expenditures by Program	2023-2024 Actual	2024-2025 Budget	2025-2026 Proposed	Dollar (\$) Difference	(%) Difference
Instruction	\$ 27,799,300	\$ 30,659,900	\$ 29,777,200	\$ (882,700)	-2.9%
Public Service	3,880,900	5,816,700	5,454,500	(362,200)	-6.2%
Academic Support	5,868,400	6,782,800	6,673,700	(109,100)	-1.6%
Student Services	12,240,800	13,520,900	12,952,800	(568,100)	-4.2%
Institutional Support/Administration	13,338,600	16,676,700	17,171,800	495,100	3.0%
Physical Plant Operations/Maintenance	26,073,000	32,647,500	29,801,300	(2,846,200)	-8.7%
Scholarships	9,288,200	9,766,100	9,547,400	(218,700)	-2.2%
Auxiliary	3,766,800	4,939,200	5,527,300	588,100	11.9%
Retirement of Indebtedness	1,258,600	2,466,800	1,577,900	(888,900)	-36.0%
Contingency	-	3,515,400	1,921,400	(1,594,000)	-45.3%
TOTAL BUDGET	\$103,514,600	\$126,792,000	\$120,405,300	\$ (6,386,700)	-5.0%
Expenditures by Natural Expense	2023-2024 Actual	2024-2025 Budget	2025-2026 Proposed	Dollar (\$) Difference	(%) Difference
Salaries and Benefits	\$ 56,228,400	\$ 61,594,900	\$ 63,349,300	\$ 1,754,400	2.8%
Supplies and Other	15,664,400	20,538,700	22,040,000	1,501,300	7.3%
Scholarships	9,288,200	9,766,100	9,547,400	(218,700)	-2.2%
Capital Projects and Equipment	21,075,000	28,960,100	21,969,300	(6,990,800)	-24.1%
Debt payments	1,258,600	2,416,800	1,577,900	(838,900)	-34.7%
Contingency	-	3,515,400	1,921,400	(1,594,000)	-45.3%
Total	\$103,514,600	\$126,792,000	\$120,405,300	\$ (6,386,700)	-5.0%

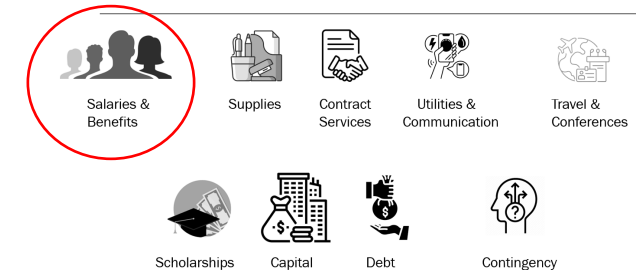
5 Funds



7 Programs

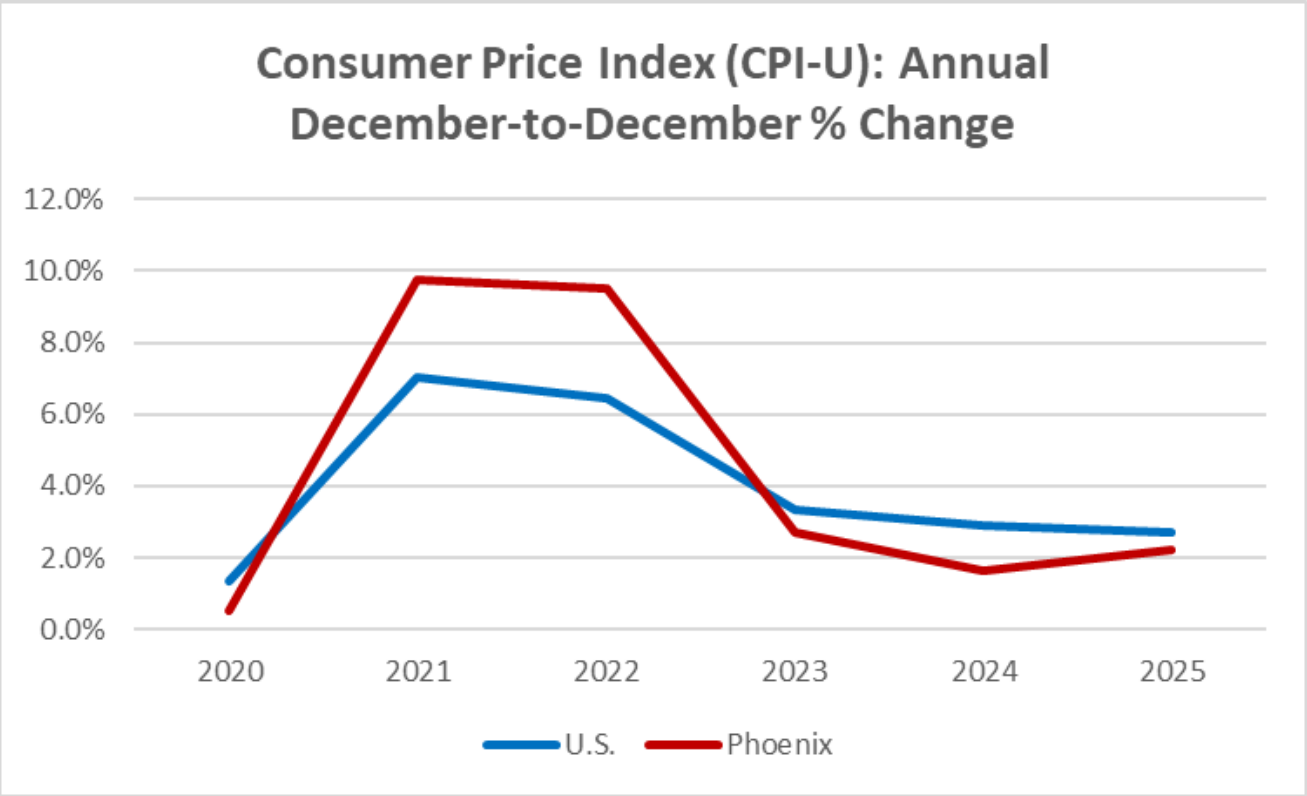


9 Natural Expenses



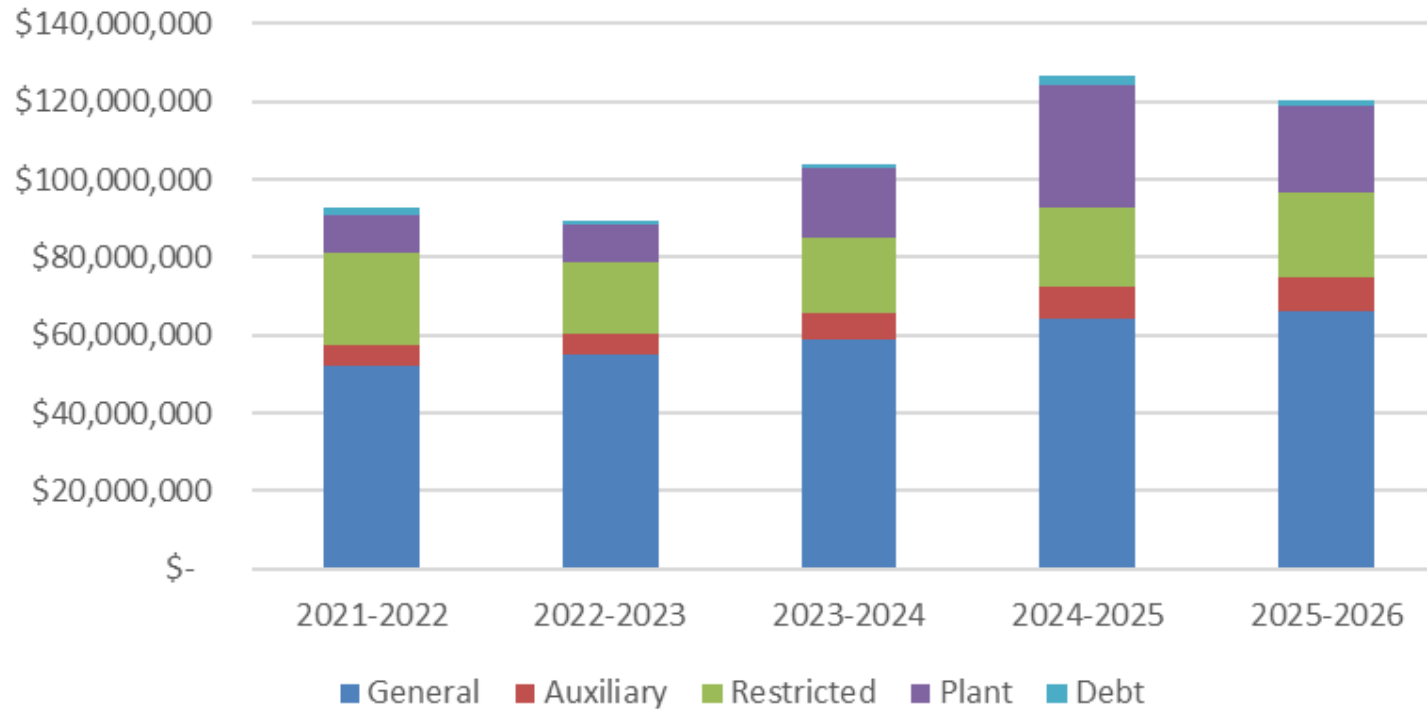
How We Keep Track of the Money

5 Year Inflation



28.1%

All Budgeted Expenditures by Fund

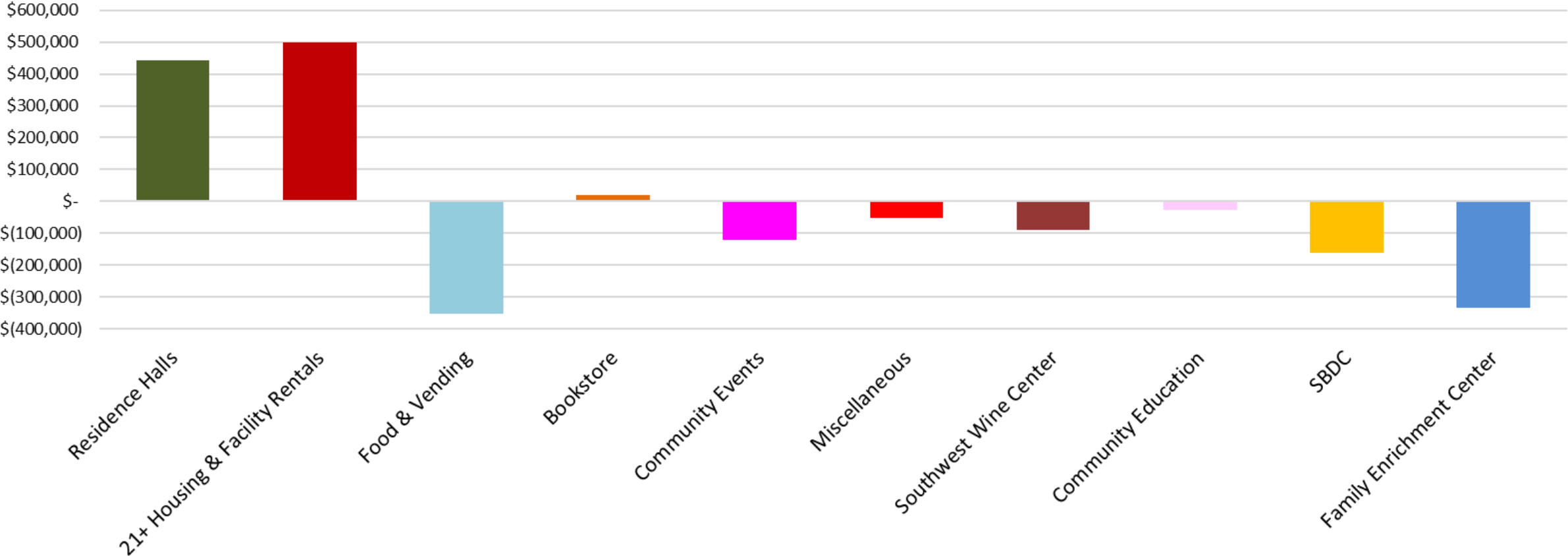


All Budgeted Expenditures by Fund	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	5 Yr %
General	\$ 52,034,800	\$ 54,908,300	\$ 59,010,200	\$ 64,025,200	\$ 65,974,600	26.8%
Auxiliary	5,368,200	5,543,100	6,560,200	8,451,900	9,106,600	69.6%
Restricted	23,618,500	18,448,100	19,242,800	20,152,600	21,772,500	-7.8%
Plant	9,654,300	9,405,500	18,028,600	31,745,500	21,973,700	127.6%
Debt	2,260,900	1,258,100	1,258,600	2,416,800	1,577,900	-30.2%
	\$ 92,936,700	\$ 89,563,100	\$104,100,400	\$126,792,000	\$120,405,300	29.6%

Auxiliaries Budgeted Surplus/(Deficit)

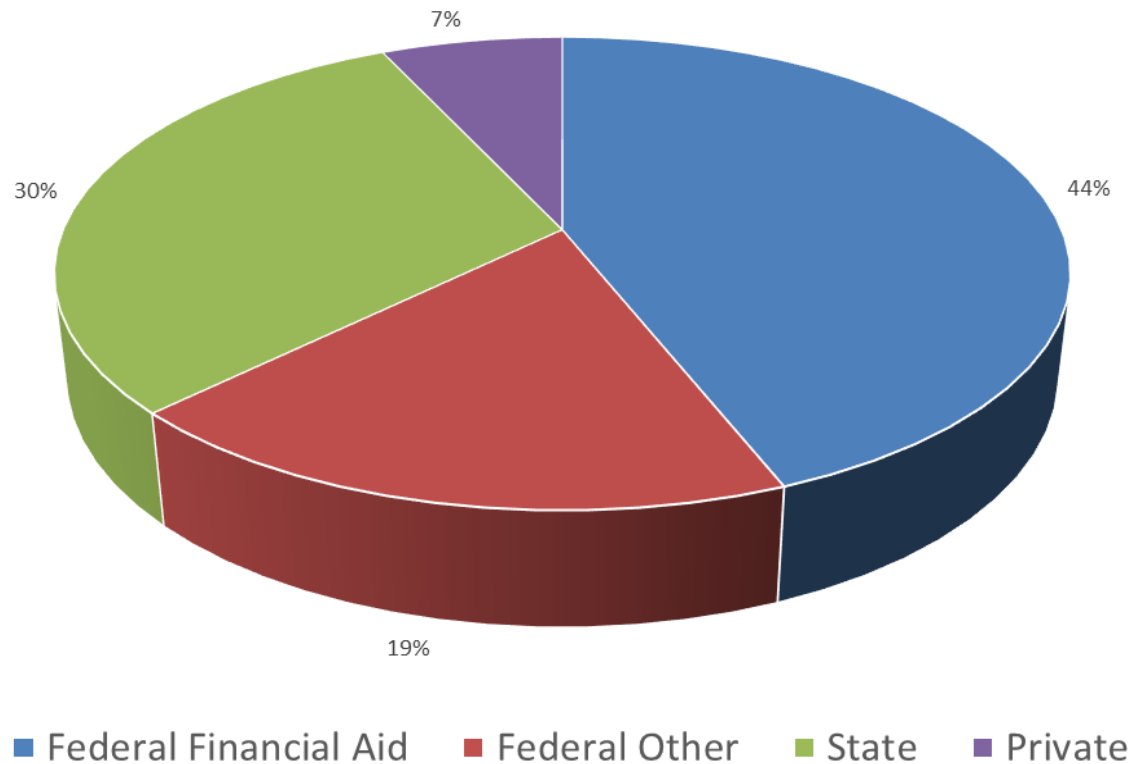
Without Overhead Allocation

FY2025-26



Restricted Fund

Restricted Revenue by Source



**2025-2026
Proposed**

Federal Grants and Contracts	
U.S. DOE - Student Support Services	\$ 83,800
U.S. DOE - Adult Education	496,800
U.S. DOE - Financial Aid Cluster	7,939,300
U.S. DOE - Vocational Education	274,900
U.S. DOE - Open Text Rural AZ	25,000
U.S. DOL - QUEST Workforce & Jobs	390,000
U.S. DOL - FastTrack to LPN Grant	210,000
U.S. DOL - Workforce Innovation & Oppor. Act	939,000
U.S. DHHS - Substance Abuse Prevention	-
U.S. DA - Rural Business Development	124,100
U.S. Small Business Administration	249,500
Other	570,300
Subtotal	\$ 11,302,700
State Grants and Contracts	
AZ DOE - Adult Education	\$ 174,500
AZ DHS - Health/Wellness Nursing Initiative	-
AZ DES - Childcare	-
Other	73,000
Subtotal	\$ 247,500
Private Gifts, Grants and Contracts	
Bernard Osher Foundation	\$ 114,700
Yavapai College Foundation	878,000
Freeport-McMoRan	105,000
Other	148,500
Subtotal	\$ 1,246,200
OTHER REVENUES AND ADDITIONS	
Prop. 301 Workforce Development	\$ 1,562,000
Prop. 207 Workforce Development/STEM	2,970,000
State Appropriation - STEM Workforce Programs	710,200
Subtotal	\$ 5,242,200

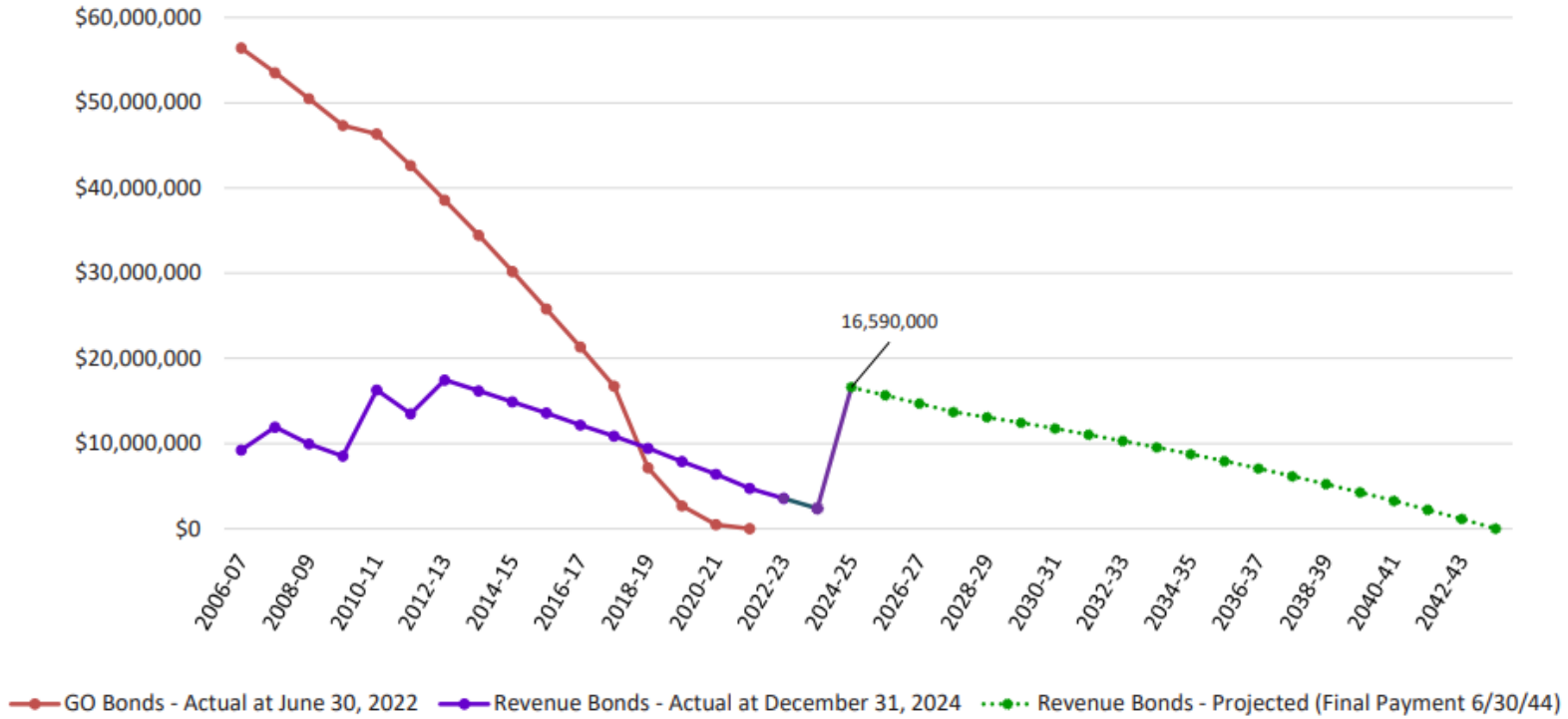
Plant Fund Analysis

Capital Investments

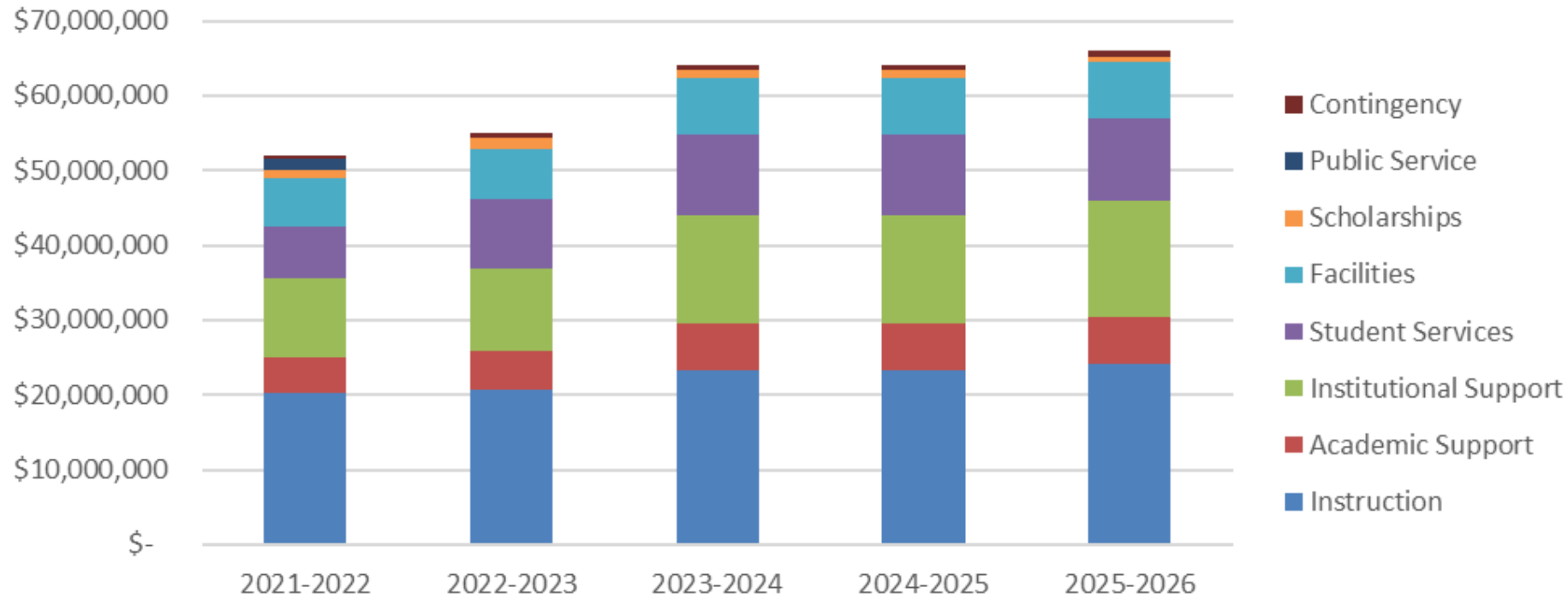
Planned Maintenance	\$4.5M
Unplanned	\$.3M
Capital Improvement	\$13.1M
Equipment	\$2.0M
Furniture, Fixtures & Equipment	\$.3M
ERP Software upgrade	\$.9M
Contingency	\$.9M



Long Term Debt Actual and Projected Principal Payments



General Fund Budget by Program



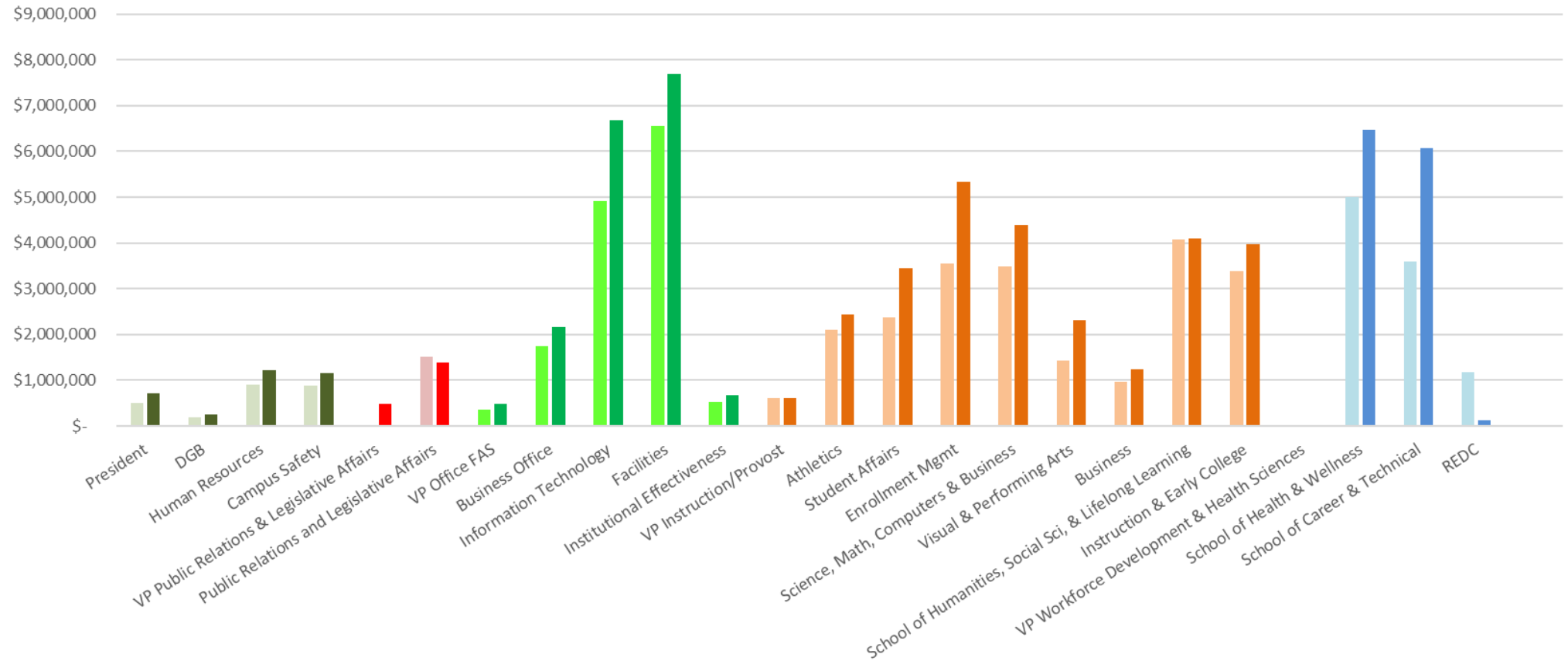
General Fund Expense Budget by Program	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	5 Yr %
Instruction	\$ 20,306,400	\$ 20,751,600	\$ 23,308,900	\$ 23,308,900	\$ 24,154,100	19%
Academic Support	\$ 4,740,800	\$ 5,065,600	\$ 6,252,400	\$ 6,252,400	\$ 6,274,500	32%
Institutional Support	\$ 10,482,900	\$ 11,083,400	\$ 14,404,600	\$ 14,404,600	\$ 15,483,200	48%
Student Services	\$ 6,943,700	\$ 9,222,800	\$ 10,842,600	\$ 10,842,600	\$ 10,930,600	57%
Facilities	\$ 6,542,400	\$ 6,832,500	\$ 7,473,500	\$ 7,473,500	\$ 7,654,200	17%
Scholarships	\$ 1,013,200	\$ 1,409,900	\$ 1,085,800	\$ 1,085,800	\$ 685,100	-32%
Public Service	\$ 1,475,400	\$ 12,500	\$ 27,400	\$ 27,400	\$ 25,900	-98%
Contingency	\$ 530,000	\$ 530,000	\$ 630,000	\$ 630,000	\$ 767,000	45%
	\$ 52,034,800	\$ 54,908,300	\$ 64,025,200	\$ 64,025,200	\$ 65,974,600	

$$\frac{I + SS}{I + AS + IS + SS + F} > 50\%$$

General Fund Budget

by Major Business Unit

FY2021-22 vs FY2025-26



Lighter = Base Year
Darker = This Year

5 Year College-wide Operating Budget Analysis

Investments in SP, Ends, KPI's

- Strategic Plan

- Belonging: Gen1, deepen CBO partnerships, market-based compensation, Professional Development, insource Dining
- Living Wage: Law, VVSTC, Pipeline AZ, LPN, BSN, BS Bus, BASB, CDT, BSCS
- Adult Learners: Community Outreach, Single Stop, Expand Housing, Prison Education
- Delivery: OER, Online Best-Practices, Early College Academy, VR/AR, Upgrade ERP

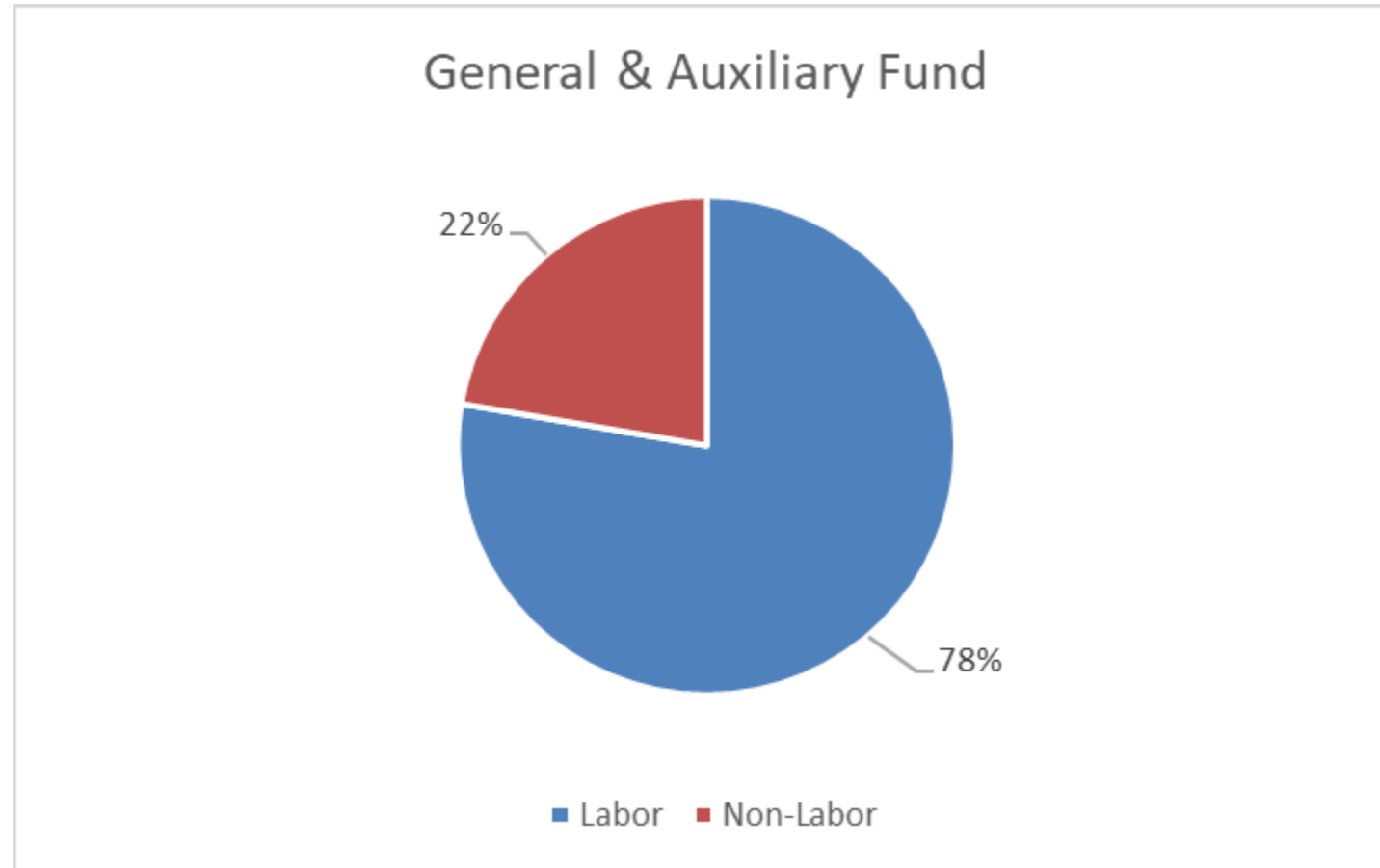
- DGB Priorities

- Education:
- Economic: REDC expansion
- Community: Athletics expansion

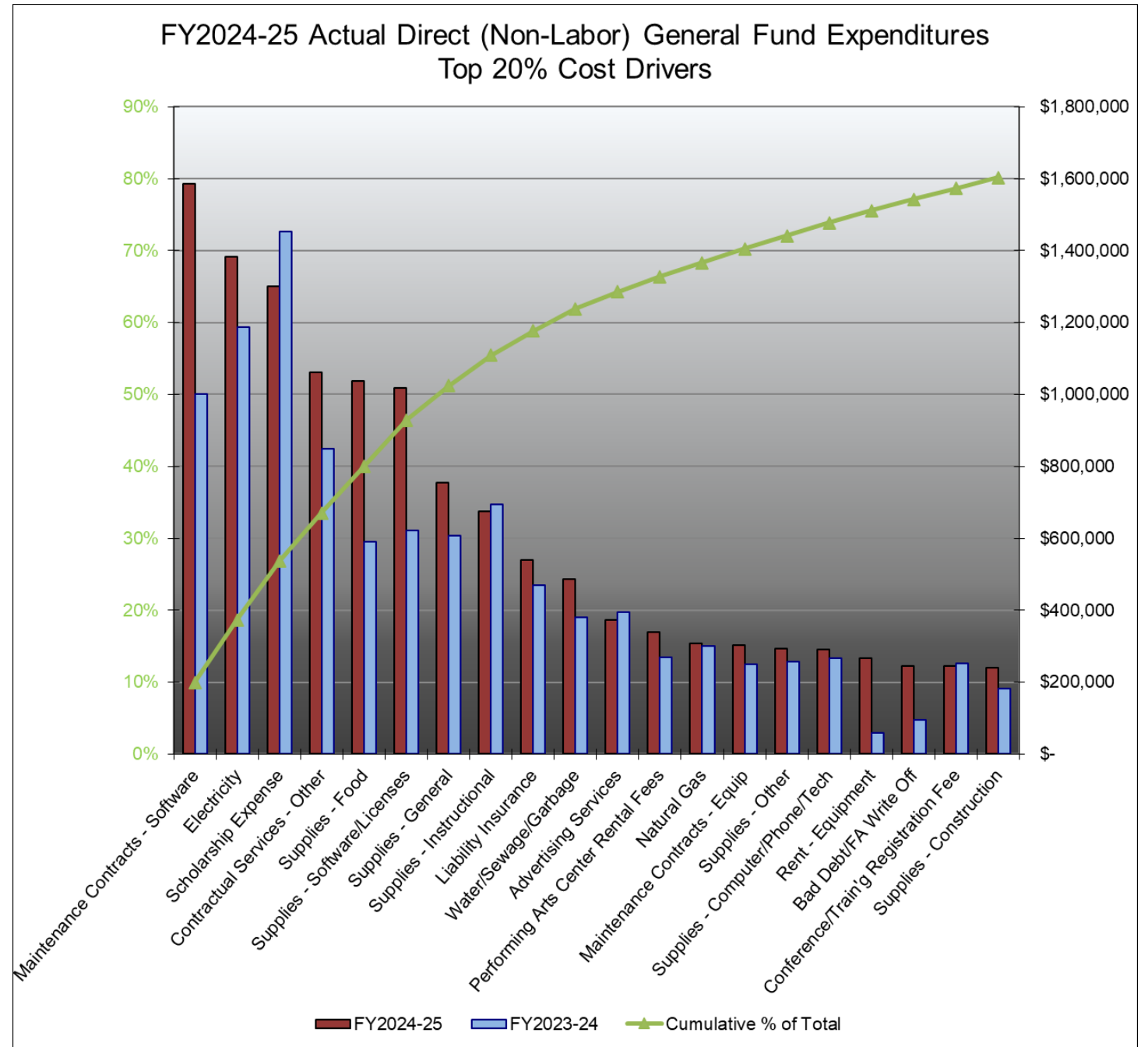
- KPI

- Retention/ Grad & Transfer: Reduce Advisor Load

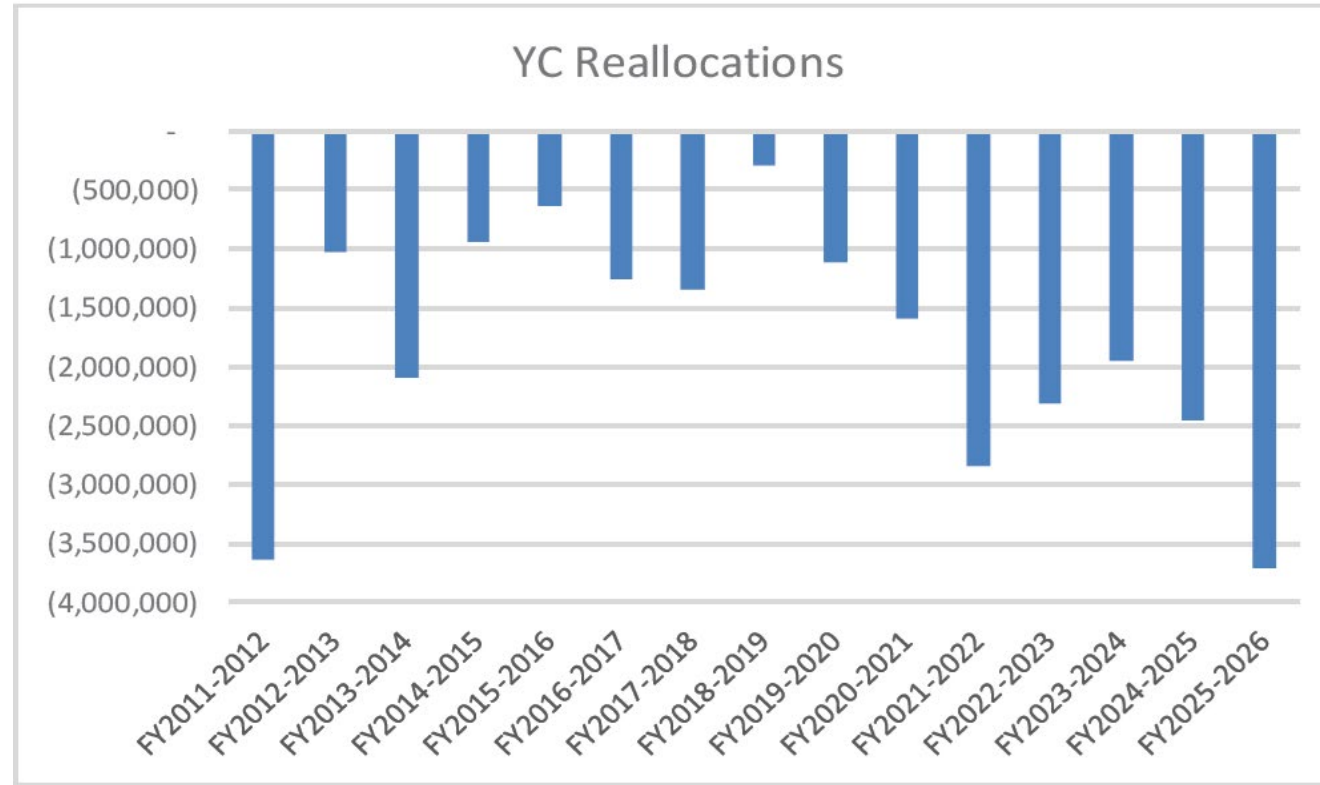
Budget Overview



By Natural Expense

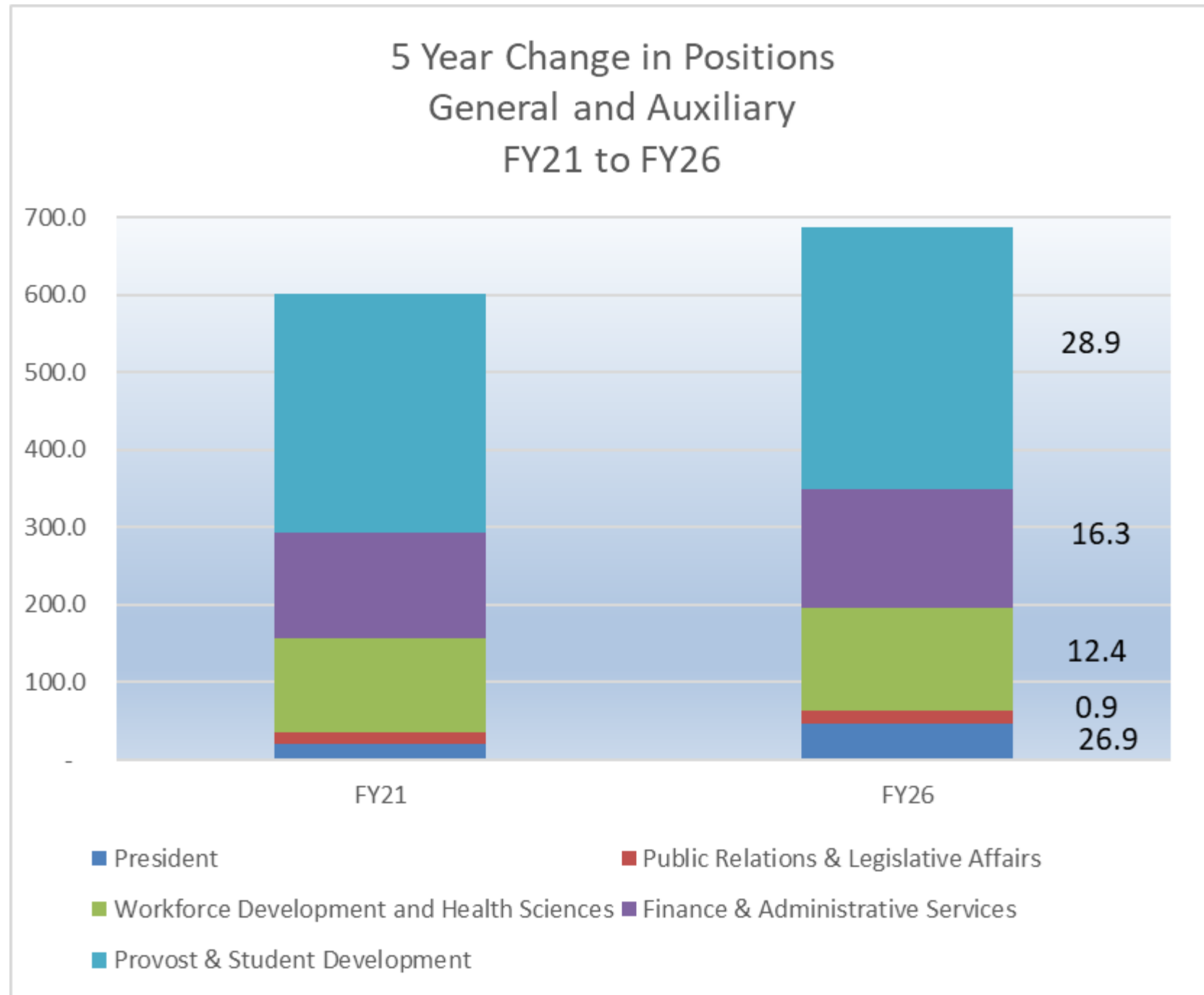


Controlling Costs



Labor

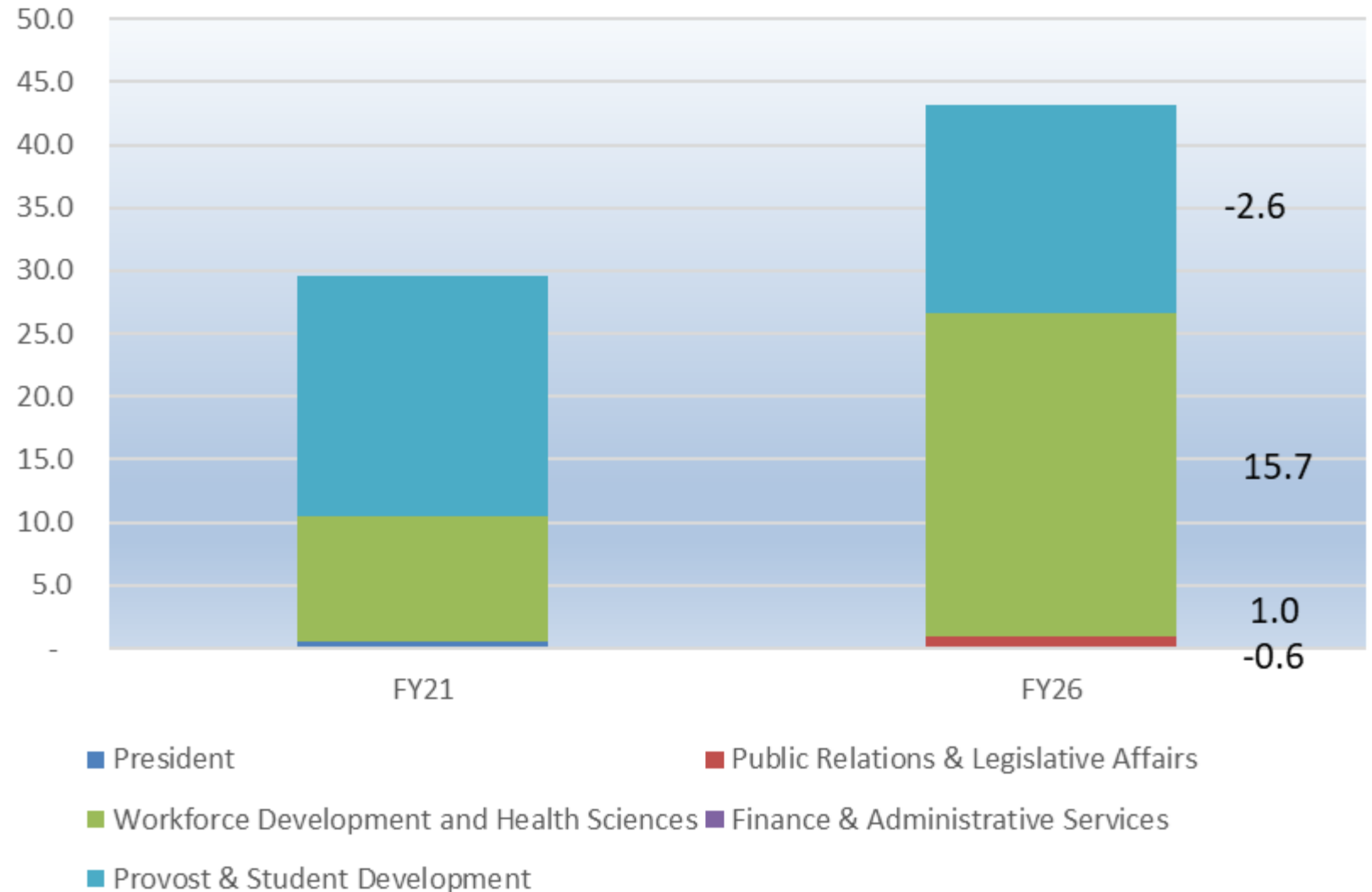
Cost Driver



Restricted Labor

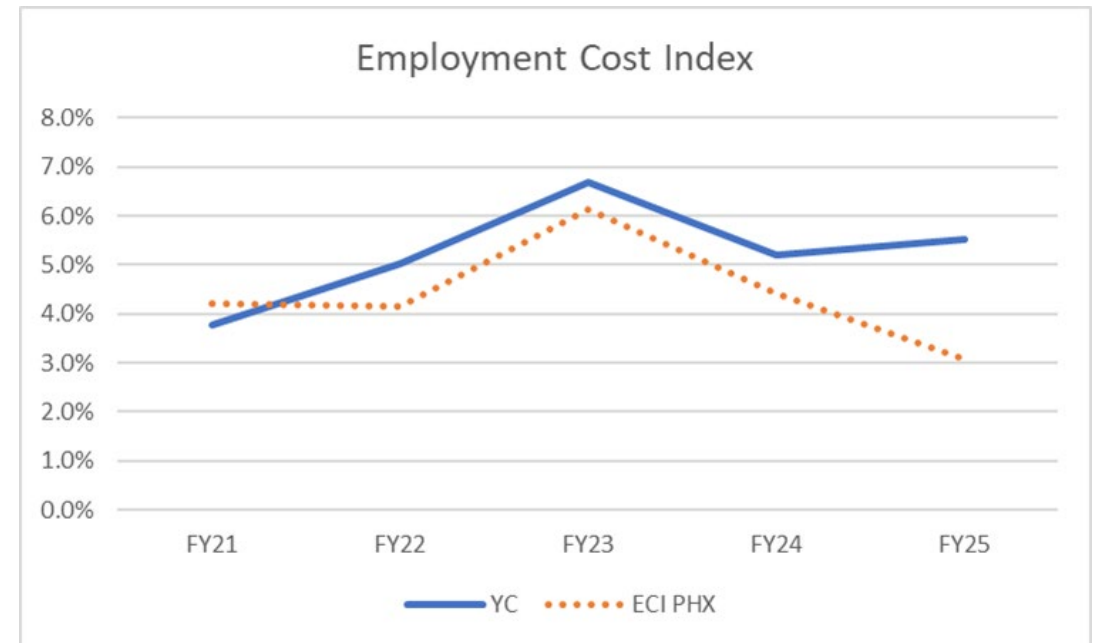
Advances Mission

5 Year Change in Positions Restricted FY21 to FY26



Labor

- ~78% YC General & Auxiliary Fund Budgets
- Huron Compensation Study



Investing in Improved Outcomes





Alignment with DGB Priorities



Labor



Athletics (50%)



Housing (28%)



Performing Arts Center (20%)



Preschool (8%)



Career Technical Education



Net Asset Value



Results

Things you
should know
about YC
Expenses

Challenges

Demographics

Cost of Living

Mix of Products & Services

Technology Investments

Competition

Questions and Discussion

