

FACT BOOK

EASTERN YAVAPAI COUNTY EXPLORATORY COMMITTEE FOR
ESTABLISHING AN INDEPENDENT COMMUNITY COLLEGE
ADMINISTRATIVE DISTRICT



“Being good is easy, what is difficult is being just.” — Victor Hugo

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FACT BOOK PURPOSE: IS IT FAIR?

The purpose of the Fact Book is to provide interested residents of Yavapai County with accurate data that will assist them in understanding the present condition of the Yavapai County Community College system. It raises the fundamental issues of whether what is occurring is "fair" to the residents of the Eastern section of the county, a population of about 70,000 people.

PATTERN OF CLOSING EDUCATIONAL FACILITIES OUTSIDE PRESCOTT/PRESCOTT VALLEY

During the past seven years, the College has developed a pattern of closing educational facilities outside the Prescott, Prescott Valley area. It has closed the Camp Verde and Walnut Creek facilities. It now intends to close the Sedona and Chino Valley/Paulden campuses. It rejected opening a facility in Cordes Junction as promised in the 2000 Bond election, deciding instead to rent a small space at the Mayer High School. It will also close and sell the existing campus in Prescott Valley to help finance its \$103.8 million dollar ten year expansion plan. Some property involved with the NAU/Yavapai College University may also be sold.

PATTERN OF BUILDING NEW CAMPUSES IN THE PRESCOTT/PRESCOTT VALLEY AREA

During the past seven years, the College has built two new campuses on the East side of the County and intends to construct an additional \$45 million dollar campus in Prescott Valley. In 2008 it opened the large CTEC vocational training campus located at the Prescott Airport. In 2010 it opened the joint NAU/Yavapai University in Prescott Valley that provides the opportunity to obtain a B.A. in three years. It intends to build a \$45 million dollar Allied Health Campus in Prescott Valley. It has already set aside \$400,000 in its 2014-15 budget to help with the purchase.

PATTERN OF MOVING LARGE EDUCATION PROGRAMS TO PRESCOTT/PRESCOTT VALLEY AREA

The College has a pattern of moving large educational programs from areas outside the Prescott/Prescott Valley area to Prescott/Prescott Valley, or in some cases, simply closing them down. For example, an ambitious vocational education center was established on the Verde campus in 2004 with a portion of the \$69 million bond money approved by voters in the year 2000. The program was scrapped in 2008 and moved to the new CTEC campus in Prescott.

The Allied Health program was created on the Verde campus as a part of the 2000 \$69 million dollar bond issue. In October, 2011, Director Nancy Bowers explained to the Camp Verde Chamber of Commerce that "It was a pretty skimpy program up until about 2006." [\[Link to story\]](#) However, at that time it received a grant from the U.S. Department of Labor. Since then, the program grew by leaps and bounds. In 2009 the College rejected putting a new radiology program on the Verde campus opting instead to put it on the Prescott campus. The College intends to move a large portion of the nursing program on the Verde campus to Prescott Valley once the Prescott Valley campus is constructed.

In response to enormous pressure from the Verde Valley, the College has added a Viticulture/Enology offering on the Verde campus. The construction of a small facility called the Southwest Wine Center is funded so far almost entirely by charitable contributions.

TEN YEAR \$103.9 MILLION DOLLAR DEVELOPMENT PLAN CONTINUES PATTERN OF CLOSING CAMPUSES AND MOVING PROGRAMS

The ten-year \$103.8 million dollar development plan the College District Governing Board approved back in December, 2013 continues the seven year pattern of closing educational facilities outside Prescott Valley/Prescott and moving large programs to those campuses. Upon careful examination, it is clear that 98% of the future capital development in the County will occur in the Prescott/Prescott Valley area. The Sedona campus including will be closed and sold and will the Chino Valley/Paulden campus. The Digital Film School in Sedona has already been closed for admissions and the nursing program on the Verde campus will be moved in part to the \$45 million dollar Prescott Valley campus. Millions of dollars will be poured into the Prescott campus, the new Prescott Valley campus, the NAU/Yavapai University, and the CTEC campus at the Prescott airport. A greenhouse has been promised for the Verde campus only if the Chino Valley/Paulden campus is sold.

PRESCOTT HAS MORPHED INTO A MODEL OF A 4-YEAR STATE COLLEGE MODEL

Whether by accident or intentionally, most will agree that the main Prescott campus has morphed into a model of a four-year state college. With its four national champion athletic teams, on-campus student housing, massive Performing Arts Center, 32 structures, tennis courts, pool, and other accoutrements, it bears little resemblance to a local community college. It is a grand facility comparable to almost any small four-year

state college and unfortunately, it appears to have lost its mission of providing the entire county with local community college opportunities.

VOCATIONAL TRAINING—HIGH SCHOOL STUDENTS

The College has created an excellent vocational training program at CTECH. However, unlike a large number of high school students on the West side of the County, none of classes are available to high school students on the East side of the County.

Furthermore, those high school students enrolled in courses at CTEC are apparently eligible for certificates. Similar certification and job opportunities are not available to students on the East side of the County. The proposed 10-year plan does not address the vocational training opportunities that are not available to high school students on the East Side of the County (Jerome to Sedona).

VOCATIONAL TRAINING-POST HIGH SCHOOL STUDENTS

CTECH classes are open to post high school students living in the Greater Verde Valley. However, the distance from where many of them live to attend a CTECH barrier may mean a 45, 55, or 65 round trip to attend. This is a physical distance barrier that for most erases the opportunity to attend the CTEC campus on the Prescott Airport. The lack of public transportation and cost of operating an automobile today provide additional barriers to these students.

ON-LINE EDUCATION: A REPLACEMENT OR AN OPTION?

A new paradigm facing the community college world is on-line education. How much should be provided? When should it be provided? Is it an adequate replacement for the classroom? Or, should it be an option? How is it best delivered? Who and how should it be supervised?

The answer to those questions from the College Administration is that it is essentially a replacement for face-to-face instruction. This is one of the justifications used to support closing all of the small facilities outside the Prescott/Prescott Valley area. It is also a justification for reducing the number of classrooms on the Verde campus during a remodeling phase in 2011/12 (not involving voters or residents).

The problem with the approach by the College administration is that it rejects by its actions the legitimate concern that for community college students in particular, on-line education may not be an adequate substitute for face-to-face live classroom experiences. Its faculty continue to raise issues about the efficacy of on-line learning, the need for hybrid classes, and recognition that there is a diversity of learning skills among residents. There are also concerns about whether all faculty have the appropriate on-line learning skills themselves or that there is adequate oversight of the process. Meanwhile, without adequate answers to these and other questions, and with

disagreement among researchers, the College pushes ahead with its plans to close down and reduce future local face-to-face classroom opportunities for its residents.

DUAL ENROLLMENT: A REPLACEMENT OR A LIMITED OPTION?

Dual enrollment classes in high schools is skyrocketing. Dual enrollment involves high school classes that are taught by high school teachers (approved by the College) that provide a student with high school and college credit. Research indicates that only a small percentage of students possess the skills, motivation of time to complete these high school offerings.

There has been a steady growth in the number of courses and number of students taking them in high school for college credit. However, most of a high school graduating class will matriculate into a community college or other educational endeavor without having taken those courses. They are a limited option for ten percent or so of students attending high school.

TAXES

Verde Valley residents pay a significant amount of tax money to finance Yavapai Community College. In the greater Sedona area, an analysis conducted by the City of Sedona (See Section 9) reported that residents were paying \$6,589,567.00 in property taxes to support the College. Of that amount, \$700,000.00 annually goes toward paying off the \$69 million dollar general obligation bonds approved by voters in 2000.

THE NATURAL GEOGRAPHIC BARRIER

Access between the five campuses on the West side (Prescott Valley; NAU/Yavapai Prescott Valley; Prescott "main" campus; CTECH, Chino Valley) and the campuses on the East side (Verde in Clarkdale; Sedona) is challenging; some would say a "formidable barrier."

There are two roads that connect the East and West campuses. One is Highway 89A, which crosses the Black mountains at about 7,000 feet. Although Highway 89A is a shorter route to the Prescott area for some on the East side of the County. It is a winding, curved mountain road that is subject to ice, snow, and fog. It is at times impassible. Students may experience daily round trips to and from classes on the East side of the County of from two to four hours, depending on where they live, the weather conditions, and the conditions of the highways.

Interstate Highway 17 is the only other connection. It connects to two County roads that lead to Prescott Valley. For most (but not all) citizens, it raises the travel time from

two to five or so hours round trip. Again, depending on where you live, the weather conditions and the condition of the roadway may interfere with the roundtrip.

PUBLIC/PRIVATE TRANSPORTATION NON-EXISTENT

There is no public transportation that links the East and West sections of the County. There also is no College bus transportation that links campuses on the East and West sides of the County.

WILL OPERATING COSTS FREEZE ANY FUTURE SIGNIFICANT DEVELOPMENT OUTSIDE PRESCOTT/PRESCOTT VALLEY?

ONE OF THE REASONS FOR CLOSING EDUCATIONAL FACILITIES OUTSIDE THE PRESCOTT VALLEY/Prescott area has to do with operating costs. With four major educational facilities plus a small campus in Clarkdale, operating costs will eat up most of the tax revenue annually. With inflation, increased faculty salaries, and replace of plant and equipment, little revenue will be left once the Prescott Valley campus is in place.

PRESCOTT LIMITS STUDENT HOUSING FACILITIES ONLY TO PRESCOTT

The College claims that living on campus is affordable and offers many benefits. Living in one of its residence halls allows you to be close to your classes, the Learning Center, Library, restaurants, Performing Arts Center, and weight room and swimming pool for those enrolled in PHE classes. A residence hall community houses a diverse population which makes living on-campus an enriching experience. The College in Prescott holds some spaces for each athletic team to use for students who have signed on with their team.

Construction of residence halls is limited to Prescott. [\[More information\]](#)

A REMEDY

What can be done to prevent the ultimate demise of the Community College concept in the Greater Verde Valley? And in a County that is larger than at least six states?

The simple answer is to create an administrative structure that encompasses all of the residents on the East side of the County—about 70,000 people. That structure would operate the community college system exclusively for the East side of the County using the property taxes already being paid by its residents. It would continue to operate the Sedona and Verde campuses and extend or contract its programs in response to local demand and local need. The Eastern Yavapai Community College administrative district would be completely independent of the West side of the County with its own

President/Dean, administrative staff, faculty and staff. It would create and eliminate programs and courses and with its own development unit, seek outside grants and gifts.

The idea of an administrative district is not necessarily new and rests in theory on the Maricopa County, model where that County has found a way to establish independent administrative models for Scottsdale and other cities there.

If approved by the five member Yavapai College Governing Board, the Eastern District could submit an annual budget proposal to the existing Governing Board. The Board consider that budget along with the one submitted by the Western District. It would likewise consider arguments for tuition increases and tax rate hikes from both districts and arrive at a decision.

To create a district requires the approval of three of the five members of the governing board.

Summary of why the current situation is unfair to the Greater Verde Valley - - -

WEST	COMMENT	EAST	COMMENT
\$100 MILLION	TEN YEAR PLAN	\$530,000 ¹	See footnote
80 FULL TIME FACULTY ²		16 FULL TIME FACULTY	
COMPLETE ON SITE- - APPROX 48 PROGRAMS ³		COMPLETE ON SITE--APPROX 14 PROGRAMS	
BASEBALL TEAM			NONE
SOFTBALL TEAM			NONE
SOCCER TEAM			NONE
VOLLEYBALL TEAM			NONE
PERFORMANCE HALL	MILLIONS OF DOLLARS IN DEVELOPMENT AND REDEVELOPMENT;	OUTDOOR PAVILION	Dirt Floor No Lighting Tiny Concrete Stage

¹ After the 8th year of development, the College may build a greenhouse on the Verde campus at an estimated cost of \$2,062,500 if the Chino/Paulden campus is built and if a program or two is then moved to the Verde campus.

² Best estimate.

³ Best estimate based on comparing programs and courses from College web site.

	STATE OF THE ART FACILITY WITH MILLIONS OF TAXPAYER MONEY INVESTED IN IT AND SUBSIDIZED BY IT		Unusable Much Of Time
LARGE BASKETBALL GYM		TINY GYM	
SIX OR MORE TENNIS COURTS			NONE
CTEC VOCATIONAL FACILITY			NONE
OLYMPIC SIZE POOL; Lab & Therapy <i>Swimming Pools</i>			NONE
BASEBALL FIELD			NONE
SOFTBALL FIELD			NONE
NAU/YAVAPAI UNIVERISTY			NONE
EXPANDED MAIN PRESCOTT CAMPUS			SMALL VERDE CAMPUS
NO VACANT LAND ON PRESCOTT CAMPUS	30 acres also vacant in Chino Valley campus		80 ACRES VACANT LAND ON VERDE
CENTRAL ADMINISTRATION			CONTROLLED BY PRESCOTT
MARAPAI STUDENT RESIDENCE			NONE
KACHINA STUDENT RESIDENCE			NONE
NEW RESIDENCE HALL	IN PLAN: \$6,750,000.00		NONE
NEW SOCCER FIELD	IN PLAN: \$2,560,00.00 (CALLED EVENTS)		NONE
NEW PARKING LOT FOR THEATRE	IN PLAN: \$1,120,000	20 SPACE PARKING LOT	\$80,000
NEW CTECH LABS	IN PLAN: \$6 MILLION		NONE
NEW LECTURE HALL	IN PLAN: \$3,300,000.00		NONE

BLDG 15 RENOVATE	IN PLAN:\$3,183,900.00		NONE
NAU/YAVAPAI COLLEGE CAMPUS ADD	IN PLAN: \$3,3000,000		NONE
CTEC PARKING LOT	IN PLAN: \$352,000		NONE
SMOOTH WALKING TRAIL	ALREADY THERE	20 YEAR FAILED EFFORT	NONE
MILLIONS MORE	\$\$\$\$\$\$\$		NONE
Skills training moved to CTECH in Prescott		Northern Az Regional Skills Ctr	Verde campus; closed & moved
Allied Nursing program on new \$45 million dollar Prescott Valley Campus		Nursing program	Verde campus; moving portion
		Digital Skills program	Sedona campus; closed.

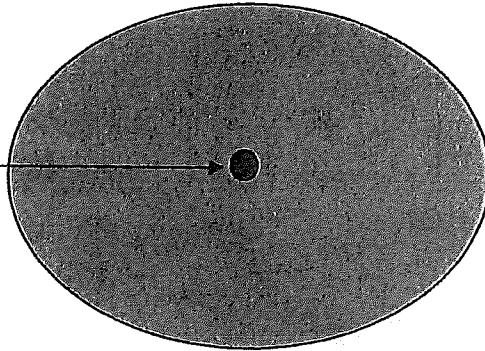
Section 1

**CLOSING CAMPUSES AND MOVING
PROGRAMS - -IS THE COMMUNITY COLLEGE
CONCEPT ALMOST DEAD IN EASTERN
YAVAPAI COUNTY?**



The Community College concept appears almost dead on the East side of the County. However, with the anticipated two large satellite campuses (CTEC and the Allied Health Campus) plus the NAU/University on the West side of the County, the story over there is completely different.

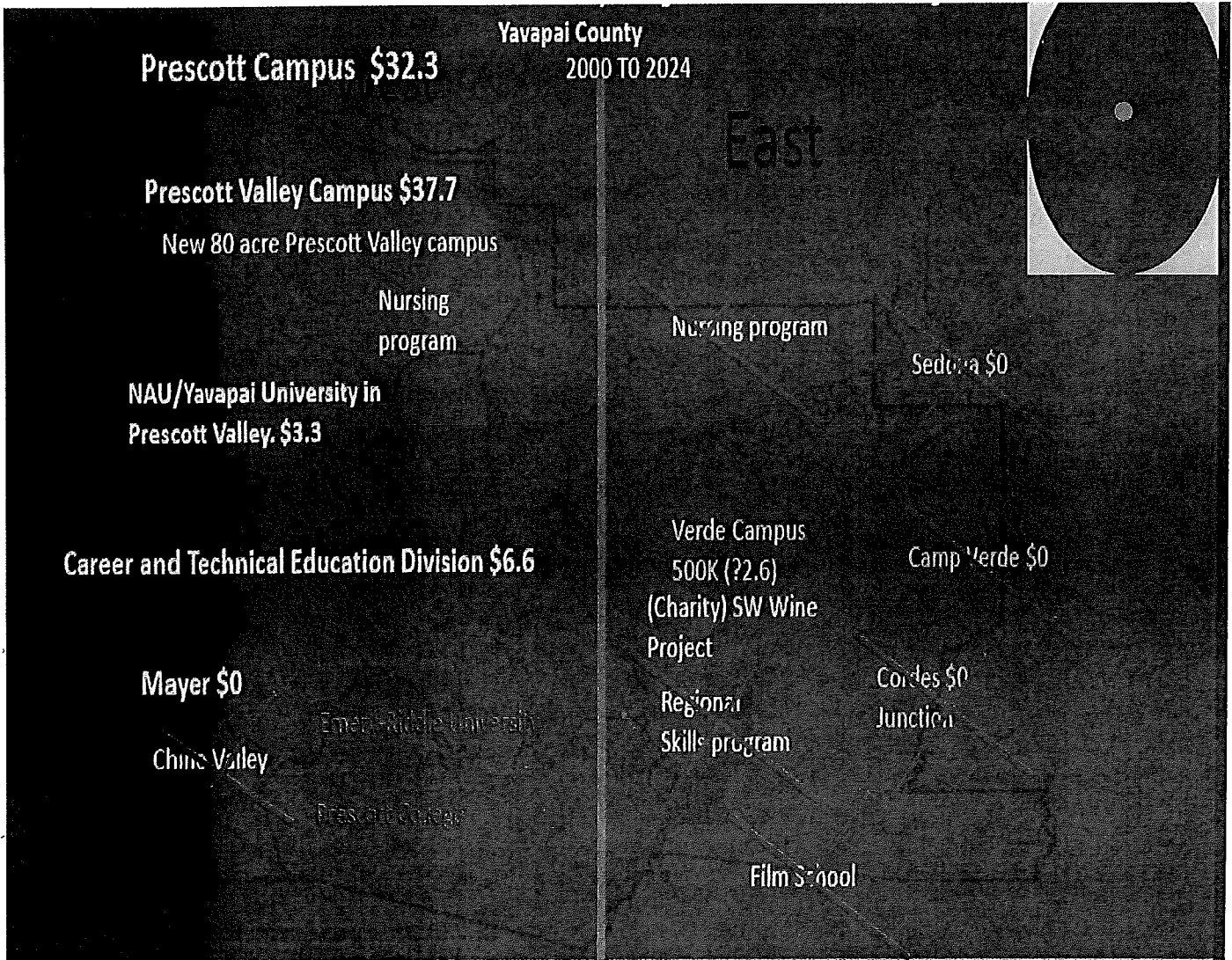
EASTERN YAVAPAI
COUNTY'S SHARE:



THE CIRCLES ILLUSTRATE
JUST HOW LITTLE
FUNDING THE EASTERN
SIDE OF THE COUNTY WILL
RECEIVE.

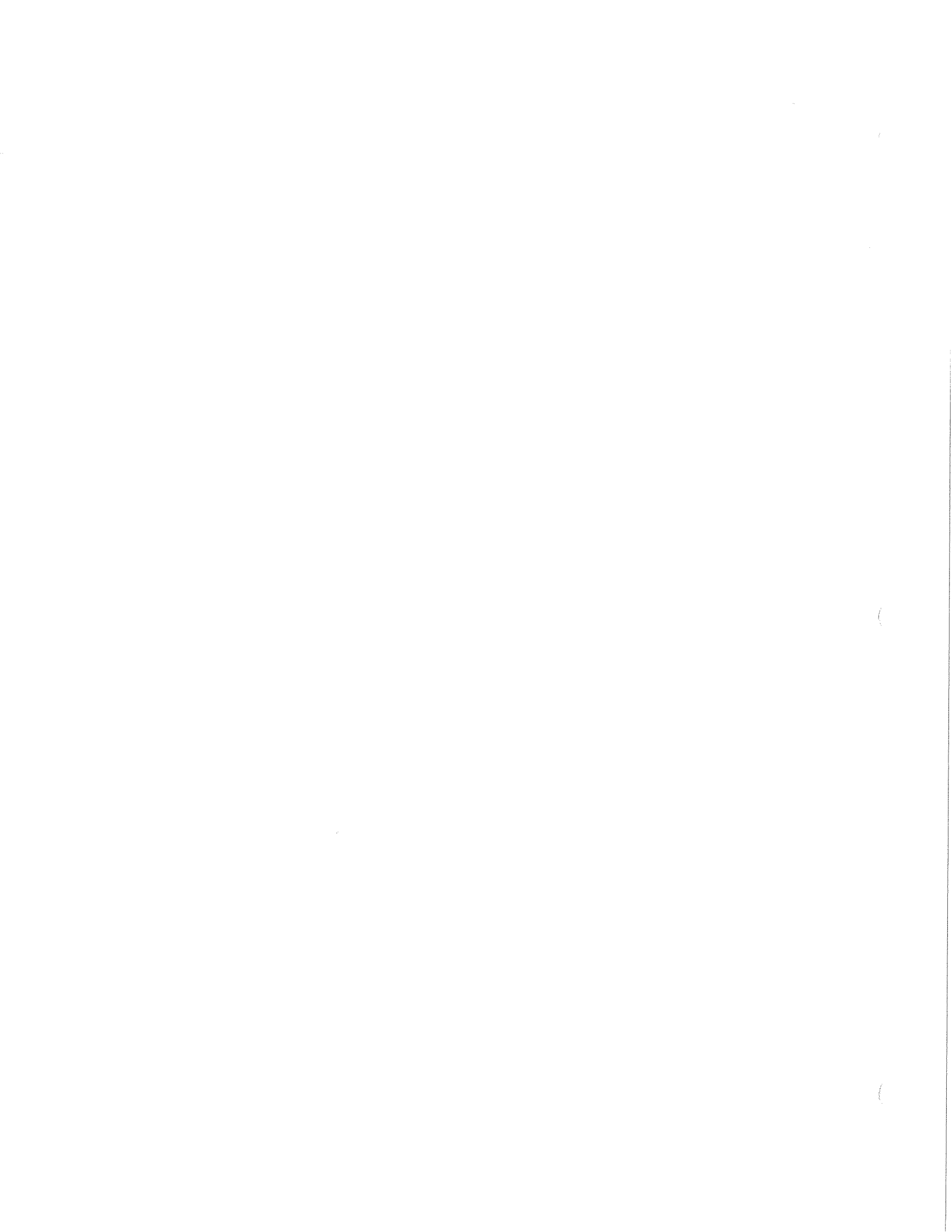
DEVELOPMENT PLAN		
PRESCOTT CAMPUS		\$32,285,800
PRESCOTT VALLEY CAMPUS		\$30,460,00
CTECH		\$6,597,000
NAU/YAVAPAI UNIVERSITY		\$3,300,000
VERDE closed, add \$2,062,500.)		\$530,000 (If Chino campus
SEDONA		SELL
CHINO VALLEY CAMPUS		SELL
CAMP VERDE	(To remain closed.)	\$0
CORDES JUNCTION	(Never built)	\$0
MAYER		\$0
INFLATION, DESIGN, OTHER		\$21,300,000
TOTAL:		\$103.8 MILLION
NOTE: THE COLLEGE ESTIMATES THE NEW PRESCOTT VALLEY CAMPUS TO COST ABOUT \$45 MILLION.		

IF THE 2014 PLAN IS COMPLETED



Section 2

A PATTERN OF MOVING PROGRAMS TO
PRESCOTT AND CLOSING CAMPUSES
OUTSIDE PRESCOTT/PRESCOTT VALLEY:
VOTERS NO LONGER IN CONTROL.



1966: VOTERS APPROVE JUNIOR COLLEGE DISTRICT

1968: GROUND BROKEN FOR PRESCOTT CAMPUS

1969: FIRST OF THREE STUDENT DORMINTORIS OPENS

1975: GROUNDBREAKING FOR VERDE CAMPUS

1988: \$11,300,000 IN GENERAL OBLIGATION BONDS APPROVED BY VOTERS
(\$6.1 million used for performing arts center in Prescott.)

1992: CHINO VALLEY EDUCATION CENTER IS DEDICATED.

1993: DR. DOREEN DAILY BECOMES PRESIDENT

1996: PRESCOTT VALLEY BUSINESS AND CAREER CENTER OPENED.

2000: APRIL 21, 2000: **GRAND OPENING** OF SEDONA CENTER.

2000: \$69 MILLION DOLLAR BOND ISSUE PASSES

2002: GRAND OPENING OF 14,000 ADDITION TO PRESCOTT VALLEY CAMPUS.

2003: CAMP VERDE SCHOOL COMPLEX **OPENED**.

2004: NORTHERN ARIZONA REGIONAL SKILLS CENTER **OPENED** ON VERDE
CAMPUS. Intended to serve vocational training for Apache, Coconino, Navajo, and Yavapai
County. Federal Commerce Dept funds obtained. Economic Development Administration.

2005: DR. JAMES HORTON BECOMES PRESIDENT.

2005: SEDONA CAMPUS REORGANIZED (CLASSES REDUCED)

2007: NEW CAMPUS **OPENED** IN PRESCOTT: CTECH

2007-2009: NORTHERN ARIZONA REGIONAL SKILLS CENTER **CLOSED** ON VERDE

2010: NEW NAU/YAVAPAI COLLEGE UNIVERSITY **OPENED** IN PRESCOTT

2011: WALNUT CREEK CAMPUS (FACILITY) **CLOSED**.

2011: DR. PENNY WILLS BECOMES PRESIDENT.

2014 +:
program) DECISION: **CLOSE** SEDONA CAMPUS (Already closed Digital Film

2014+ DECISION: BUILD AND **OPEN** NEW \$45 MILLION DOLLAR ALLIED HEALTH
CAMPUS IN PRESECOTT VALLEY.

2014+ MOVE ALLIED HEALTH PROGRAM (AT LEAST A PORTION) TO PRESCOTT
VALLEY

2014+ **CLOSE**_CHINO/PAULEN CAMPUS: MOVE SOME PORTION TO VERDE

WHERE DO FUNDS FOR PROJECTS COME FROM?

1. General obligation bonds – not to be used for the \$103.8 million project according to College.
2. Excess Revenue—College has \$18 million in unrestricted revenue account as of June, 2013.
3. Future Capital Projects Accumulation Fund.
4. Pledged Revenue Obligations (Bonds) –paid by student fees, tuition other sources.
5. Cash/leaseback

IMPLICATIONS FOR SEDONA, GREATER VERDE TAXPAYERS OF \$103.8 MILLION DOLLAR BOND

College has asked for 4 percent tuition increase. (College has not indicated how much income this will generate.)

College has asked for 2 percent property tax increase. (This will mean about \$800,000 more income says College.)

Board will vote on these request at the May, 2014 meeting.

Section 3

THE FUNCTIONS AND GOALS OF A COMMUNITY COLLEGE

1. WHO OWNS A COMMUNITY COLLEGE?
2. WHY WERE THEY FORMED? HOW THEY MAY HAVE CHANGED?
3. WHAT ARE THE PURPOSES OF A COMMUNITY COLLEGE?
4. WHAT SHOULD A COMMUNITY EXPECT IN THE 21ST CENTURY?

Are these some of the functions of a community college?

1. Meet the 2-year post-high school educational needs of local students at low cost.
2. Transfer degrees to 4-year colleges.
3. Meet needs of high school students by providing advanced vocational programs in cooperation with local Vocational Training districts (with certification).
4. Meet needs of local post high school students by providing advanced vocational programs with certification.
5. Seamless integration with high schools and local vocational training districts.
6. Meet needs of qualified high school students in dual enrollment classes. (Note that some estimate that about 10% of Junior and Senior high school students have achieved the necessary skills, motivation and time to handle dual enrollment classes.)
7. Provide reasonable options and alternatives to on-line course.
8. Provide a diversity of educational experiences (enrichment classes).
9. Provide educational opportunities for the disadvantaged, part-time workers, full-time workers seeking new job skills, retired folks, single parents, and those seeking two years of college who intend to go on to a four-year program.

10. Work closely with local businesses to develop customized training geared toward local needs.
11. Locally, provide cultural activities and events.

The Value of the College in Prescott

Yavapai College is one of the cultural hubs of our community, in part due to its Performing Arts Center which attracts a broad cross-section of performers.

Money Magazine again named Prescott to the Top 25 Places to Retire in the U.S., in part due to the amenities offered by Yavapai College. This helps attract retirees to the region to visit and to live. Money Magazine.

IS FINANCIAL EFFICIENCY THE ONLY GOAL TODAY? OR, IS EDUCATIONAL OPPORTUNITY AS PAID FOR AND DEMANDED BY THE COMMUNITY (WITH OBVIOUS REASONABLE EFFICIENCY BUILT IN) THE GOAL?

Section 4

WHO OWNS THE COMMUNITY COLLEGE? COULD IT BE THE
COUNTY RESIDENTS?
POPULATION DATA

Note: One reason for adopting the ten-year plan is based on the predicted population growth in the County. The Board claims it relied on population growth in 2000 for its decisions, which in its view turned out to be incorrect and they must now close most of those learning centers. If there is a lesson in what the Board says, it seems it has failed to learn it. Would you bet \$45 million dollars of taxpayer money on a new campus on a population projection that in the last decade has proven to be very inaccurate?

Census Data

Community	1990 Population	2000 Population	2010 Population
<i>Incorporated Communities</i>			
Cottonwood	5,918	9,179	11,265
Clarkdale	2,144	3,422	4,097
Camp Verde	6,243	9,451	10,873
Jerome	403	329	444
Sedona	7,720	10,192	10,031
Sub-Total	22,428	35,573	36,710
<i>Unincorporated Communities</i>			
Verde Village	7,037	10,610	13,483
Big Park	3,024	5,245	6,147
Cornville	2,089	3,335	3,433
Lk Montezuma	1,841	3,344	4,706
Sub-Total	13,991	22,534	27,769
Verde Valley Total	36,419	55,107	64,479
Yavapai County	107,714	167,517	211,033

With a total county population of only 36,837, Prescott already had opened Marapai dormitory in 1969 and by 1972 had added another, Supai Hall. Prescott insists there is not sufficient population on the Eastern side of the County for student housing for the Southwest Wine Center or for the now closed Sedona Digital Film project. .

	1990	2000	2010	Total Change
Yavapai County	107,714	167,574	211,033	96%
City of Cottonwood	5,918	9,179	11,197	89%
Verde Village/Bridgeport	7,223	10,610	13,483	87%
Town of Clarkdale	2,144	3,422	4,110	92%
Cornville Area	2,420	3,335	3,433	42%
Town of Camp Verde	6,243	9,451	10,873	74%
Lake Montezuma Area	1,841	3,344	4,775	159%
City of Sedona*	5,327	7,229	6,911	30%
Village of Oak Creek Area	3,024	5,245	6,335	109%
Town of Jerome	403	329	444	10%
Cherry Area	14	60	75	436%
Rural Yavapai County	2,059	2,738	1,828	-11%
Total Population Eastern Yavapai County	36,616	55,543	64,321	76%

CHANGES IN YAVAPAI COUNTY, 1970 - 2010

Year	County Population	# Incorporated Municipalities	# Communities/places Over 1,000 Population	# Communities/places Over 5,000 Population	# Communities 23,000 - 34,000 Population
1970	36,837	5	5	1	0
2000	167,517	9	20	9	2
2010	211,000	11	21	9	3

2012 COUNTY GENERAL PLAN POPULATION PREDICTIONS

Long Range Population Projections – The CYHWRMS provides population projection rates for the County and certain places in the County – other places have been projected with this same rate. As a point of reference, the 1990, 2000, and 2010 Census populations have been included in the charts below.

LONG RANGE POPULATION PROJECTIONS

State, County & Area Projections							
	US Census			Population Projections*			
	1990	2000	2010	2015	2020	2025	2030
Arizona State	3,665,228	5,130,632	6,392,017	7,144,215	7,984,930	8,924,578	9,974,801
Yavapai County	107,714	167,574	211,033	235,867	263,623	294,646	329,319
Total Eastern Yavapai County	36,616	55,543	64,321	71,890	80,350	89,805	100,374
Total Prescott Area	36,058	45,861	54,796	61,244	68,451	76,507	85,510
Total Chino Valley Area	6,791	15,347	20,719	23,157	25,882	28,928	32,332
Total Prescott Valley Area	13,436	31,586	46,803	52,311	59,466	65,347	73,037
Total Western Yavapai Area Population	14,813	20,019	24,394	27,265	30,473	34,059	38,067

Throughout most of Arizona, especially Yavapai County, population growth has been continually rapid for many decades. Yavapai County experienced a 26% change in population from 2000 to 2010, as compared to the State's rate of 24%.

The following charts review the population projections in the major growth regions of Yavapai County. The same 2.25% growth rates have been applied to each region, although it is important to acknowledge that some areas have grown more quickly than others and some have more potential for growth than others.

State, County, and Eastern Yavapai County Projections							
	US Census			Population Projections*			
	1990	2000	2010	2015	2020	2025	2030
Arizona State	3,665,228	5,130,632	6,392,017	7,144,215	7,984,930	8,924,578	9,974,801
Yavapai County	107,714	167,574	211,033	235,867	263,623	294,646	329,319
City of Cottonwood	5,918	9,179	11,197	12,515	13,987	15,633	17,473
Verde Village/Bridgeport	7,223	10,610	13,483	15,070	16,843	18,825	21,040
Town of Clarkdale	2,144	3,422	4,110	4,594	5,134	5,738	6,414
Cornville Area	2,420	3,335	3,433	3,897	4,289	4,793	5,357
Town of Camp Verde	6,243	9,451	10,873	12,153	13,583	15,181	16,967
Lake Montezuma Area	1,841	3,344	4,775	5,337	5,965	6,667	7,451
City of Sedona	5,327	7,229	8,911	7,724	8,633	9,649	10,785
Village of Oak Creek Area	3,024	5,245	6,335	7,080	7,914	8,845	9,886
Town of Jerome	403	329	444	496	555	620	693
Cherry Area	14	60	75	84	94	105	117
Red Rock Area	0	344	551	616	688	769	860
Page Springs Area	0	257	306	342	382	427	478
Rural Yavapai County	2,059	2,738	1,828	2,043	2,284	2,552	2,853
Total Eastern Yavapai County	36,616	55,543	64,321	71,890	80,350	89,805	100,374

Section 4

WHO OWNS THE COMMUNITY COLLEGE?
COULD IT BE THE COUNTY RESIDENTS?
POPULATION DATA

Census Data

Community	1990 Population	2000 Population	2010 Population
<i>Incorporated Communities</i>			
Cottonwood	5,918	9,179	11,265
Clarkdale	2,144	3,422	4,097
Camp Verde	6,243	9,451	10,873
Jerome	403	329	444
Sedona	7,720	10,192	10,031
Sub-Total	22,428	35,573	36,710
<i>Unincorporated Communities</i>			
Verde Village	7,037	10,610	13,483
Big Park	3,024	5,245	6,147
Cornville	2,089	3,335	3,433
Lk Montezuma	1,841	3,344	4,706
Sub-Total	13,991	22,534	27,769
Verde Valley Total	36,419	55,107	64,479
Yavapai County	107,714	167,517	211,033

With a total county population of only 36,837, Prescott already had opened Marapai dormitory in 1969 and by 1972 had added another, Supai Hall. Prescott insists there is not sufficient population on the Eastern side of the County for student housing for the Southwest Wine Center or for the now closed Sedona Digital Film project. .

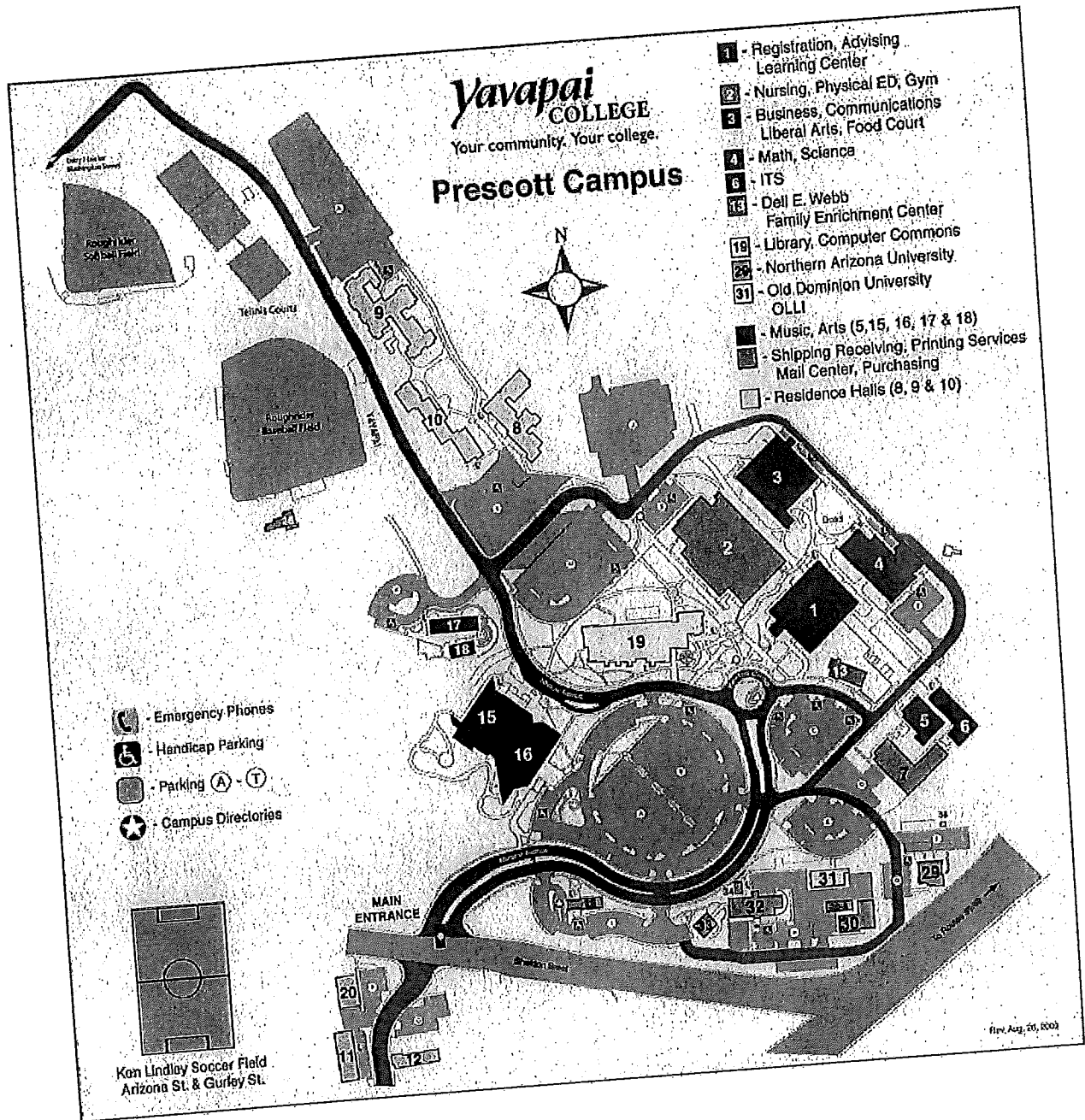
CHANGES IN YAVAPAI COUNTY, 1970 - 2010

Year	County Population	# Incorporated Municipalities	# Communities/places Over 1,000 Population	# Communities/places Over 5,000 Population	# Communities 23,000 - 34,000 Population
1970	36,837	5	5	1	0
2000	167,517	9	20	9	2
2010	211,000	11	21	9	3

Eastern Yavapai County Population Changes from 1990-2010				
	1990	2000	2010	Total Change
Yavapai County	107,714	167,574	211,033	96%
City of Cottonwood	5,918	9,179	11,197	89%
Verde Village/Bridgeport	7,223	10,610	13,483	87%
Town of Clarkdale	2,144	3,422	4,110	92%
Cornville Area	2,420	3,335	3,433	42%
Town of Camp Verde	6,243	9,451	10,873	74%
Lake Montezuma Area	1,841	3,344	4,775	159%
City of Sedona*	5,327	7,229	6,911	30%
Village of Oak Creek Area	3,024	5,245	6,335	109%
Town of Jerome	403	329	444	10%
Cherry Area	14	60	75	436%
Rural Yavapai County	2,059	2,738	1,828	-11%
Total Population Eastern Yavapai County	36,616	55,543	64,321	76%

Section 5

**IS THE MAIN PRESCOTT CAMPUS A
"COMMUNITY" OR A "STATE
COLLEGE" MODEL?**



32 BUILDINGS,

REFERS TO ITSELF AS A "COLLEGE"

4 CHAMPSHIP ATHLETIC TEAMS

STATE OF THE ART PERFORMING ARTS THEATRE WITH NATIONAL AND INTERNATION SHOWS

TENNIS COURTS, BASEBALL PARK, SOFTBALL PARK, SOCCER FIELD

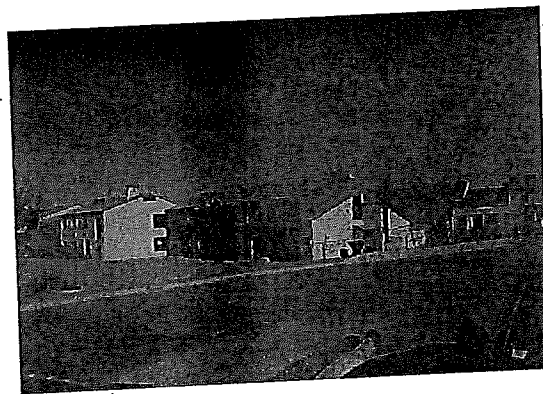
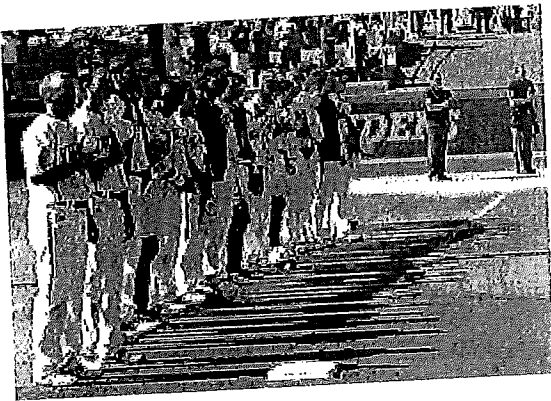
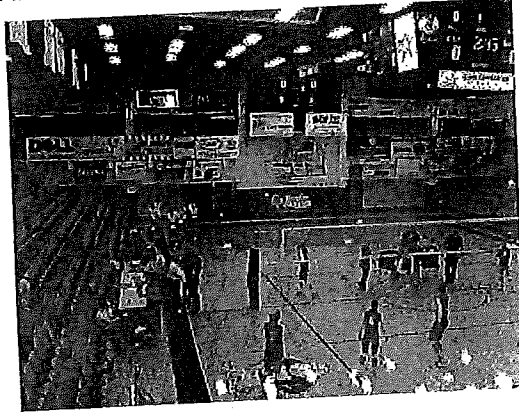
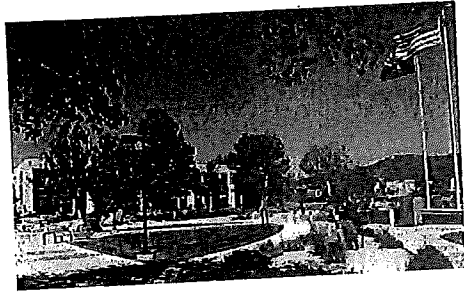
CHILD CARE CENTER OPERATED BY COLLEGE

STATE-OF-THE ART STUDENT HOUSING UNITS

STATE OF THE ART VOCATIONAL TRAINING SCHOOL ONLY A FEW MILES FROM MAIN CAMPUS

FOUNDATION WITH 27 OF 29 MEMBERS FROM PRESCOTT/PRESCOTT VALLEY AREA

PROVIDES LARGE PORTION OF INSTITUTIONAL SCHOLARSHIP AID TO ATHLETIC TEAMS



Section 6:

ENROLLMENT STATISTICS IS THE COMMUNITY COLLEGE AS WE ONCE KNEW IT DEAD?

NOTE THAT DESPITE ABOUT 36% OF COMMUNITY COLLEGE EDUCATION NOW ON LINE AND TAUGHT IN DUAL ENROLLMENT CLASSES IN HIGH SCHOOLS, THE COLLEGE IS SPENDING \$103.8 MILLION ON A NEW CAMPUS AND MAJOR RENOVATIONS INCLUDING A 300 SEAT LECTURE AUDITORIUM ON THE PRESCOTT CAMPUS. DOES THIS MAKE SENSE?

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
 HISTORIC ENROLLMENT
 Last Ten Fiscal Years

	2012/13	2011/12	2010/11	2009/10	2008/09	2007/08	2006/07	2005/06	2004/05	2003/04
Headcount	11,764	11,616	12,973	13,493	14,139	15,582	16,312	15,936	13,398	14,463

Note: From 2000 to 2010 the County population increased by 43,483 residents.

FTSE by Campus	2012/13	2011/12	2010/11	2009/10	2008/09	2007/08	2006/07	2005/06	2004/05	2003/04
Prescott	1,479	1,605	1,894	2,396	2,317	2,137	2,096	1,942	1,882	1,962
Verde	289	337	453	652	690	658	685	687	621	546
Sedona	42	25	40	90	102	107	135	129	125	136
Prescott Valley	175	198	220	265	330	307	316	260	289	273
Chino Valley	101	106	120	108	114	113	117	120	121	109
Elderhostel (1)	-	-	-	-	-	-	72	112	95	146
CTEC (2)	250	196	152	138	137	111	-	-	-	-
Online (3)	1,143	1,095	915	-	-	-	-	-	-	-
Dual enrollment	321	245	200	140	170	167	125	33	4	3
Other (4)	184	167	212	131	25	90	71	69	94	96
Total District	3,984	3,974	4,206	3,920	3,885	3,690	3,617	3,352	3,231	3,271

Source: District records.

Note 1: The Elderhostel program was terminated in 2006/07.

Note 2: The Career Technology Education Center began operations in 2007/08.

Note 3: Beginning in Fiscal Year 2010-11 FTSE from online classes is being counted as a separate campus. In previous years online courses were credited to the campus that originated the course.

Note 4: Other primarily includes courses held at non-campus locations.

NOTE THE DECLINE ON THE PRESCOTT CAMPUS OF FACE-TO-FACE CLASSES. IT IS LOWER THAN IT WAS 10 YEARS AGO. NOTE THE DECLINE OF THE VERDE AND SEDONA CAMPUSES. IT IS AT A FIVE-YEAR LOW. Prescott Valley shows a significant drop from 2007/08.

NOTE THE INCREASE IN DUAL ENROLLMENT (HIGH SCHOOLS TEACHING COLLEGE CREDIT COURSES).

NOTE THE INCREASE IN ON-LINE CLASSES.

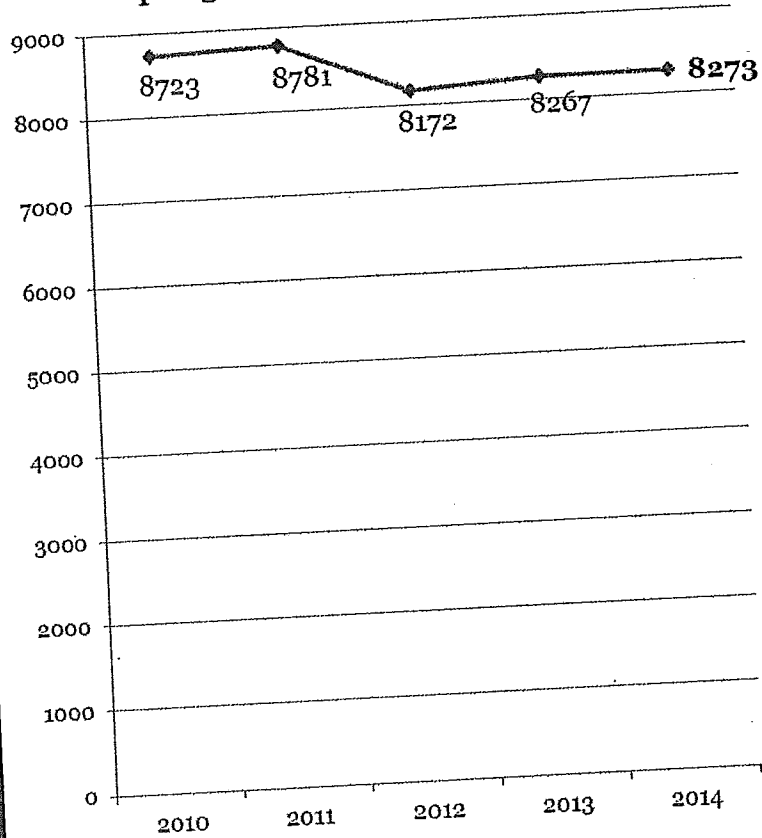
THE STUDENT HEADCOUNT AS OF SPRING 2014 REMAINS ABOUT FLAT FOR THIRD YEAR IN A ROW.

District Enrollment

Unduplicated Headcount as of day 14

Spring-over-spring enrollment is virtually flat with an increase of six headcount (0.1%)

Spring 2014 Unduplicated Headcount - Day 14



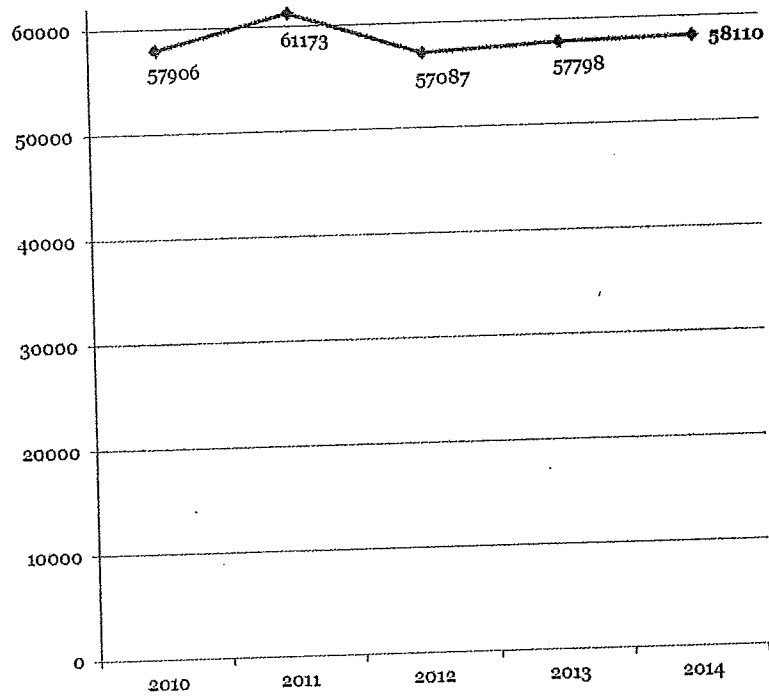
THE NUMBER OF STUDENT CREDIT HOURS in 2014 IS ABOUT FLAT – UP 0.5%.

District Enrollment

Student Credit Hours (SCH) as of day 14

Spring-over-spring student credit hours are up one half of a percent (0.5%)

Spring 2014 Student Credit Hours - Day 14



Spring Enrollment by Campus

Enrollment Increases:

CTEC, Online, Off-Site,
and Prescott Valley

Enrollment Decreases:

Chino Valley, Prescott,
Sedona, and Verde

Spring 2014 Student Credit Hours (SCH) by Campus - Day 14

Campus	2013	2014	Change	% Change
Chino Valley	1206	1021	-185	-15%
CTEC	2972	3320	348	12%
Online	16099	17176	1077	7%
Prescott	21571	20821	-750	-3%
Prescott Valley	2279	2641	362	16%
Sedona	606	252	-354	-58%
Verde	4541	4133	-408	-9%
Off-Site	8526	8747	221	3%

In terms of face-to-face instruction, the main campus, Verde campus, and Sedona campus are at a five year low and show a continuing decline. There was some confusion about the Prescott Valley campus report at the February Board meeting. On-line courses and off-site continue to show an increase in enrollment. The Sedona campus drop is due to the College not accepting applications for the Digital Film program.

Subjects +/- 150 SCH (Day 14)

Spring 2014 Student Credit Hours by Subjects +/- 150 (SCH)

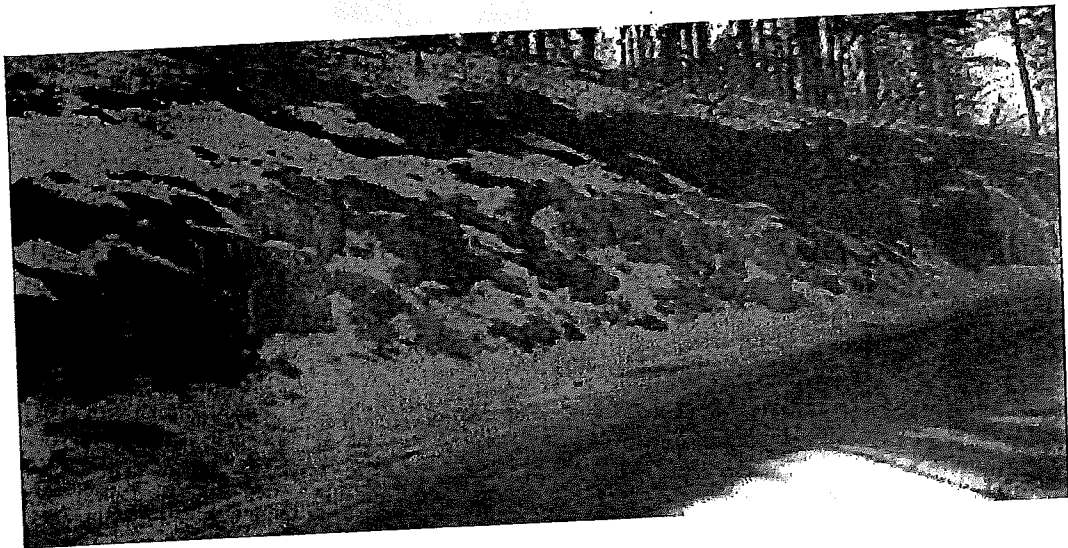
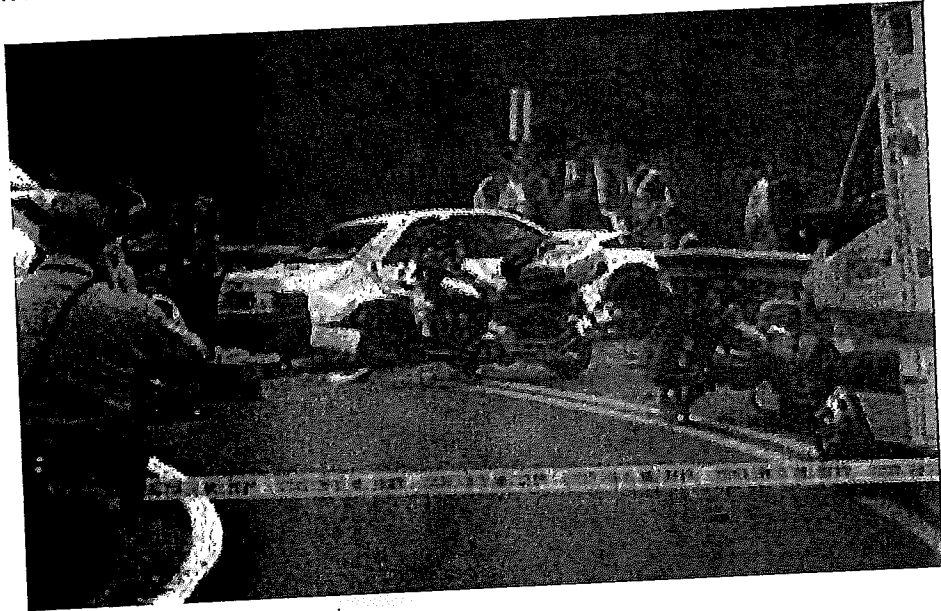
Subject	2013	2014	Change	% Change
AHS Allied Health	666	1531	865	130%
BIO Biology	3708	3993	285	8%
AUT Automotive	1393	1642	249	18%
MAT Mathematics	8069	8283	214	3%
EMS Emergency Medical	992	1202	210	21%
WLD Welding	616	784	168	27%
ACC Accounting	1031	878	-153	-15%
COM Communications	1512	1347	-165	-11%
ART Art	3205	2998	-207	-6%
BSA Business	3149	2872	-277	-9%
DFM Digital Filmmaking	576	240	-336	-58%
ENG English	5367	4998	-369	-7%
NSG Nursing	2300	1677	-623	-27%

Note that nursing was put into AHS Allied Health, which accounts for the drop (at least in part) in NSG Nursing and the increase in AHS Allied Health.

Section 7

THE VOCATIONAL EDUCATION GAP

1. HIGH SCHOOL STUDENTS ON THE EAST SIDE OF THE COUNTY DO NOT HAVE THE OPPORTUNITY TO TAKE ANY OF THE HIGH-TECH ADVANCED VOCATIONAL COURSES OFFERED AT CTEC.
2. A LARGE NUMBER OF HIGH SCHOOL STUDENTS ON THE EAST SIDE OF THE COUNTY DO HAVE THIS OPPORTUNITY.
3. PART-TIME WORKERS, SINGLE MOTHERS AND FATHERS, UNEMPLOYED AND OTHERS RESIDING ON THE EAST SIDE OF THE COUNTY FIND THE REMOTENESS FROM THEIR HOME TO CTEC TOO FAR TO TRAVEL AND SOMETIMES TOO DANGEROUS.



Section 8

IS ON-LINE EDUCATION THE SOLUTION?



Troubling faculty statement.
Why on-line for some is bad.

October, 2013

"Overview of Program Deletion

"Social and Human Services Certificate

"The lack of general education preparation for students in this certificate program significantly impacts their performance.

"1) Students do not demonstrate basic reading/writing/critical thinking skills required for successful educational achievement.

"2) Students lack exposure to basic theoretical concepts within the social/behavioral science disciplines.

- "3) Enrollment and completion rates for this program have been declining significantly over the last few years."

Experienced faculty member says:

"Educators at the community college level face a conundrum. The number of computer based, hybrid and online course offerings continue to rise every year in the face of research that clearly shows that online courses are not the most effective format to instruct and retain students.

"Research shows that this is especially true at the community college level.

"In the Yavapai College English Department, we are currently offering 24% of our courses online. Another 30% of English courses are taught using technology as a major delivery format.

"Consequently, in the English Department at YC, we are now instructing over 50% of our students in completely online courses or courses relying heavily on technology."

SECTION 9

TAX INFORMATION

How much support property taxes for the Community College?



102 Roadrunner Drive
Sedona, Arizona 86336
www.SedonaAZ.gov

To: Tim Ernster
From: Ariel Chanko
Date: 1-17-14
Subject: Yavapai Community College

Based on the 2012 Yavapai County Community College District Annual Financial Report, Yavapai College had a budget of \$58,843,000 and their total revenue was \$67,460,071 in 2012. Of this total revenue, 64% of was tax-based (\$43,701,144) and 17% was government grants (\$11,892,501). The rest falls under tuition/fees, state aid, and other. Within the tax-based revenue of \$43,701,144 Sedona contributed is 15% (\$6,589,567), which is the primary property tax. Of Sedona's contribution, \$754,622 came from College BDS (bond), which is the secondary property tax. The voters came from College BDS (bond), which is the secondary property tax. The voters approved this bond to be issued over the following twenty years and once it is paid off, Sedona will only be contributing primary property taxes for the college.

	Percentage	Dollar Amount
Total Budget		\$58,843,000
Total Revenue		\$67,460,071
Sources of Funding:		
Tax-based	64%	\$43,701,144
Government Grants	17%	\$11,892,501
Tuition and Fees	11%	\$7,749,248
State Aid	2%	\$1,423,633
Other	6%	\$2,683,545
Sedona's Contribution		\$6,589,567
- Percent of Total Budget (\$58,843,000)	11%	
- Percent of Tax-based Revenue (\$43,701,144)	15%	

Yavapai College states the Osher Lifelong Learning Institute (OLLI) is the main program that provides educational opportunity for Sedona residents. OLLI has funding from two sources, there is an endowment grant from the Bernard Osher Foundation and there are the fees charged for the classes. The annual interest from the endowment supports about 40% of the expenses. The rest (60%) of the expenses is covered by the fees charged for classes and workshops. The only funding they receive from Yavapai College is for the operating costs of the building itself, which has been estimated to cost \$46,000 a year. There is \$170,000 "in kind" services given from Yavapai College to OLLI but no money is actually exchanged and those services are mainly administrative.

Of these services most are unseen expenditures, the faculty is comprised mostly of volunteers and the Osher Foundation pays the remaining salaries.

Blain Harris, the senior accountant within the business office at Yavapai College, has been working to collect further data on the topic. But because the City Manager has requested this information be available at this time no additional information can be included. Once anything more is received a follow up report will be provided.

This data is obtained from the Sedona Taxing District. The district includes some parcels of land and property outside the City of Sedona proper.

Sedona taxpayers contribute about \$6.6 million dollars annually toward the Community College budget. Of that, at least \$700,000 is going toward paying off the \$69 million dollar bond that was issued in 2000.

In return for the taxpayer contribution to the college, the current administration has announced it is closing the Sedona

Other communities in the Verde Valley are making large property tax contributions. For example, Camp Verde estimates its citizens pay about \$1.3 million in 2013 to support the college. The college closed its small educational center in Camp Verde in 2009-2010.

The College has recommended to the Board that it increase tuition by 4 percent and increase the tax rate by 2% to help finance the \$103.8 million dollar development over the next ten years.

Section 10

SUMMARY OF RELEVANT FINANCIAL INFORMATION

Summary of the Ten Year Development Plan

Ten Year Development Plan

Prescott campus:	\$32,285,800
Prescott Valley campus:	\$30,460,000
CTECH:	\$6,597,000
NAU/Yavapai University:	\$3,300,000
Verde:	\$530,000 (if
Chino closed in 7 yrs., add \$2,062,500 for 7,500 sq. ft. greenhouse)	
Sedona:	\$0 (sell)
Chino Valley	\$0 (sell)
Camp Verde (to remain closed)	\$0
Cordes Junction (never built)	\$0
Mayer High school facility	\$0
Inflation, FFE, Design	\$21,300,00
TOTAL:	\$103.8 Million

Note: At February 2014 Board Meeting the College Administration set the purchase and construction estimated price of the new Prescott Valley campus at \$45 Million.



**Cost of Development Short Term (First phase 3 years):
\$23,411,100.00**

Purpose	CTECH	Prescott	Prescott Valley	NAU/Yavapai University	Verde	Sedona
Bldg. 1		540,000				
Bldg. 3		384,000				
Bldg. 15		3,183,900				
Elevator		750,000				
Lab/Classroom	4,396,950					
Lab/Classroom	1,548,750					
Bldg. 15		1,017,500				
Field		2,560,000				
Residence Hall		6,750,000				
Open space					100,000	
Open space		250,000				
Event Ctr lot		1,120,000				
Wayfinding		75,000				
Wayfinding					75,000	
New location			460,000			
Expansion	200,000					
New Sedona lease						0
Subtotal: First phase	\$6,145,700	16,630,400	460,000	0	175,000	0

**Cost of Development (Second phase 4-7 years):
\$44,866,900.00**

Purpose	CTECH	Prescott	Prescott Valley	NAU/Yavapai University	Verde	Sedona
Bldg. 3 OLLI		735,750				
Bldg. 29		544,650				
Lecture Hall		3,300,000				
New Center			30,000,000			
New campus				3,300,000		
Greenhouses (If Chino closed)					2,062,500	
Events Ctr		3,975,000				
Open Space					100,000	
Open Space		250,000				
Open Space	100,000					
Pking Space	352,000					
Wayfinding		75,000				
Wayfinding		75,000				
Subtotal 2nd phase	\$452,000	\$8,955,800	\$30,000,000	\$3,300,000	\$2,162,500	0
Yr. 1-3	\$6,145,700	16,630,400	460,000	0	175,000	
Total of phases 1 and 2: Years 1-7	\$6,597,000	\$25,585,800	\$30,460,000	\$3,300,000	\$2,337,500	

Cost of Development Long Term (Third phase 8-10+ years): \$14,205,00.00—Additional \$21.3 million in design, FFE, inflation, etc. for all ten years

Purpose	CTECH	Prescott	Prescott Valley	NAU/Yavapai University	Verde	Sedona
Bldg. 19		4,500,000				
Bldg. 2		1,875,000				
Expansion			7,250,000			
Open space					100,000	
Open space		250000				
Pking lot SW Ctr					80,000	
Wayfinding		75000				
Wayfinding					75,000	
Subtotal: 3 rd phase 8-10+	0	6,700,000	7,250,000	0	255,000	0
1 st Phase	\$6,145,700	16,630,400	460,000	0	175,000	0
Total 1 st & second phase	6,597,000	25,585,800	30,460,000	3,300,000	2,337,500	0
Grand Total of phases 1 thru 3	\$6,597,000	\$32,285,800	\$37,710,000	\$3,300,000	\$530,000 plus \$2,062,500 for 7,500 sq. ft. greenhouse if Chino closes	0
\$82.5 M + 21.3 for design, fees, etc.						

Current draft budget before the Governing Board to be voted on in May, 2014.

Administration requested a 4% tuition increase.

Administration requested a 2% tax rate increase.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
BUDGET FOR FY2014-2015
FIVE-YEAR CAPITAL IMPROVEMENT PLAN**

Capital Improvement Projects - Description	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
CTEC - Expansion/Land	\$ 200,000	-	-	-	-
CTEC - Class/Lab Expansion Design, Construction & FF&E	670,000	\$ 1,126,500	-	-	-
CTEC - Class/Lab Renovation Design, Construction & FF&E	1,540,000	3,853,600	-	-	-
CTEC - Parking Expansion Design, Construction	165,300	252,000	-	-	-
Prescott - Residence Hall Grounds	200,000	-	-	-	-
Prescott - Marapal Renovation	350,000	-	-	-	-
Prescott - Supal Demolition	175,000	-	-	-	-
Prescott - New Residence Hall Design, Construction & FF&E	-	-	-	\$ 675,000	\$ 6,890,000
Prescott - Building 1 University Center Design, Const. & FF&E	562,400	100,000	-	-	-
Prescott - Building 3 Activity Center Design, Const. & FF&E	367,100	104,000	-	-	-
Prescott - Building 15 Art/Music Design, Const. & FF&E	-	1,420,000	\$ 3,688,100	-	-
Prescott - Building 29 Business Center Design, Const. & FF&E	55,000	667,600	-	-	-
Prescott - Building 32 Design, Const. & FF&E	250,000	-	-	-	-
Prescott - Expand OLLI, Design, Construction & FF&E	-	46,000	930,000	-	-
Prescott - Lecture Hall Design, Construction & FF&E	-	-	1,866,000	2,364,000	-
Prescott - Multi-use Field Design, Construction & FF&E	105,000	2,777,400	-	-	-
Prescott - PAC Elevator	500,000	250,000	-	-	-
Prescott - Surface Lot Construction	-	1,216,000	-	-	-
Prescott - Event Center Design & Construction	-	-	1,086,500	3,975,000	-
Prescott - Open Space Improve Phase 1	-	-	270,000	-	-
Prescott - Way Finding Phase 1 Design, Construction	-	81,100	-	-	-
PV - Land	460,000	-	-	-	-
Verde - Open Space Improve Phase 1	-	-	108,000	-	-
Verde - Southwest Wine Center	400,000	-	-	-	-
Verde - Way Finding Phase 1 Design, Construction	-	81,100	-	-	-
District - Master Plan Projects - Phase 2	-	-	-	-	-
Total Capital Projects	\$ 5,999,800	\$ 11,975,300	\$ 7,948,600	\$ 7,014,000	\$ 6,890,000
Revenue Sources					
Investment Income	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Capital Project Accum. Account - Property Tax Deposits	3,542,600	4,427,600	5,494,100	2,149,000	5,089,800
Capital Project Accum. Account	267,200	5,557,700	864,500	-	535,200
XFR From GF Into Plant Fund - Cap Accum Account	1,300,000	1,100,000	1,000,000	1,000,000	1,000,000
Grants	150,000	150,000	150,000	150,000	150,000
YC Foundation - Winery	325,000	325,000	325,000	-	-
YC Foundation - Athletics	300,000	300,000	-	-	-
YC Foundation - Performing Arts Center	100,000	100,000	100,000	100,000	100,000
Sale of PV Library Building/Condo	-	-	-	3,600,000	-
Total Revenues	\$ 5,999,800	\$ 11,975,300	\$ 7,948,600	\$ 7,014,000	\$ 6,890,000
Excess/(Needed Capital)	\$ -	\$ -	\$ -	\$ -	\$ -

Note the purchase of land at an estimated \$460,000 for the new Prescott Valley campus. Note there already exists 80 acres of vacant land owned by the College on the Verde campus in Clarkdale. Note the charitable contribution to cover most of the cost of the Southwest Wine Center.

Note there is no expenditure listed for Sedona.

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)
2003/04	\$ 45,680,000	\$ 1,560,000	\$ -	\$ 320,864	\$ 47,560,864	1.13%	\$ 261
2004/05	61,725,000	1,425,000	-	826,824	63,976,824	1.37%	341
2005/06	59,235,000	1,280,000	-	2,148,280	62,663,280	1.19%	321
2006/07	56,425,000	1,125,000	-	8,089,092	65,639,092	1.13%	322
2007/08	53,510,000	965,000	-	10,952,114	65,427,114	1.03%	313
2008/09	50,470,000	795,000	-	9,140,549	60,405,549	0.91%	286
2009/10	47,310,000	615,000	-	7,912,310	55,837,310	0.93%	264
2010/11	44,300,173	420,000	14,082,639	1,787,090	60,589,902	1.01%	287
2011/12	40,592,257	-	13,225,308	260,918	54,078,483	0.87%	255
2012/13	36,712,940	5,000,000	12,332,977	118,471	54,164,388	0.87%	255

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 66 for data.

Note:

The District completed several significant capital projects during the fiscal year including a complete renovation of the buildings on the Verde campus, a new central plant/warehouse on the Verde campus and a new Chilled Water Plant on the Prescott campus. The majority of the renovations to the Verde campus buildings were completed by the start of the fall 2012 semester. The Prescott campus Chilled Water Plant was completed at the beginning of the fiscal year and the Verde campus central plant/warehouse was completed in the second half of the fiscal year.

The buildings renovation project on the Verde campus was funded from the District's Future Capital Projects Accumulation account and the two chillers were funded with a combination of pledged revenue obligation proceeds and the District's Future Capital Projects Accumulation monies.

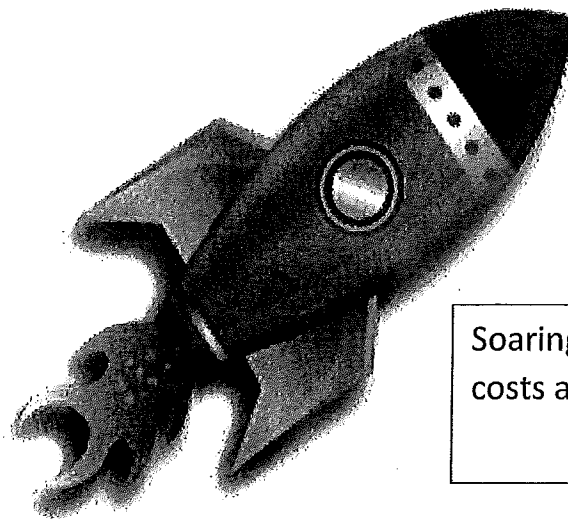
The District is in the process of completing a major renovation of the Kachina and Marapai residence halls on the Prescott campus. Most of the project is being funded with revenue bond proceeds as discussed below.

Bonds and Pledged Revenue Obligations – The District's debt consists of various issues of general obligation bonds, revenue bonds and pledged revenue obligations that are generally callable with interest payable semiannually. Debt proceeds primarily pay 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. Pledged revenue obligations and revenue bonds are repaid from tuition, fees, rentals, and other charges to students, faculty, and others. The original amounts of outstanding general obligation bonds, revenue bonds and pledged revenue obligations were \$57,590,000, \$5,000,000 and \$14,000,000, respectively.

Section 11

GIVEN THE "FACTS," SHOULD THE COLLEGE
PURSUE ANY OF THIS MAJOR TEN YEAR
PLAN?

1. The plan has not received voter approval.
2. The college administration has indicated verbally that it does not believe voters would approve an operating bond for the project.
3. Operating costs will soar and permanently diminish any possibility of campus development outside the Prescott/Prescott Valley area.
4. Enrollment has remained almost flat for the last five years.
5. On-line learning is surging.
6. Dual enrollment is surging
7. On-line courses and courses taught at high schools make up for about 37% of the current enrollment.



Soaring fixed operating costs are on the way.

Section 12

ARTICLES AND EDITORIALS

The following editorial appeared in the Sedona Rock News on Friday, February 7, 2014.

Yavapai College's 10-year plan aims to rob Verde Valley

The 10-year plan recently released by Yavapai College is great for students living in Prescott and Prescott Valley. Nearly \$103 million in capital improvements and programs are scheduled for the other side of the mountain. Students in Prescott will also have access to a host of new programs because the Yavapai College board has decided to spend the next decade gutting programs in Sedona and Clarkdale as well as Chino Valley.

Yavapai College has plans to consolidate its nursing programs by eventually moving all of them to the Prescott campus. The college board expects Verde Valley nursing students to regularly make the 60 to 90 minute hour trek over the hill to classes in Prescott or Prescott Valley once the move is completed.

Part of the draw to Yavapai College is proximity. If Yavapai College claims enrollment numbers are suffering, killing a program that draws students due to a convenient location is a ridiculously short-sighted plan doomed to hurt the program even more. If Sedona and Verde Valley nursing students can't conveniently go to school in Clarkdale, then earning a bachelor of science degree from Northern Arizona University in Flagstaff makes more long-term financial and academic sense than earning an associate's degree in Prescott.

Additionally, Verde Valley Medical Center in Cottonwood is one of the top-ranked rural medical centers in the country, constantly winning awards for its programs. Likewise, the Cancer Centers of Northern Arizona Healthcare is located in Sedona. If nursing students have to move elsewhere for school, they'll likely stay in those areas for post-graduate employment.

Yavapai College has also killed the Sedona Film School. Once the Zaki Gordon Institute for Independent Filmmaking packed up in 2011 and moved to Liberty University in Lynchburg, Va., Yavapai College did nothing to promote its replacement and enrollment dropped. Now Yavapai College owns a beautiful empty building in West Sedona ill-suited for other programs without major renovations not included in Yavapai College's 10-year plan.

Yavapai College has floated the idea of opening a culinary school in Sedona, but without any capital investment budgeted for land and a new building; it isn't happening.

Yavapai College also intends to sell the Sedona Film School building, so don't expect a culinary school to open there. Profits from the sale will also go back over the hill and not be used here.

Verde Valley students contributed 11 percent of the college's tuition in 2012. Counting Osher Lifelong Learning Institute programs, Verde Valley students comprise 17 percent of all the student hours. Thus, one would assume the Verde Valley campuses have earned between 11 percent and 17 percent of funding. Instead, we've been allocated a paltry 2.7 percent over the next 10 years. Most of that is for the great viticulture program, which will generate revenue from the sale of the wine it produces. The viticulture program is staying mainly because Prescott can't steal it - only the Verde Valley has the climate and existing vineyards for winemaking.

Sedona alone contributes \$6.5 million in property tax per year. We're getting back \$700,000 over 10 years.

If Yavapai College doesn't want to support the communities that support it, perhaps we should break ties and form a Verde Valley college. Campuses already exist in Clarkdale and Sedona,

including a profitable viticulture and OLLI program, and we'd be guaranteed that tuition and revenues would support the students and communities who pay for them.

If Yavapai College wants to become the Prescott Community College, a name change should be the first step in its 10-year plan.

Christopher Fox Graham
Managing Editor

THE DAILY COURIER, DECEMBER 3, 2002

• COLLEGE

From page 1A

sprinkled to nearly 600 students. It is home to high-tech digital media arts programs, general education, university transfer programs, hospitality industry training and the Zakl Gordon Institute for Independent Filmmaking.

College officials said that rapidly growing enrollment in the 20,000-square-foot center created the need for more instructional space and student resources, including an onsite library and learning center.

YC President Doreen Dailey said the pace of student enrollment exceeded all expectations.

"We are very excited and pleased with the community interest in this facility," she said. "This is a very positive step for our students and the residents of Sedona. From day one, they have embraced and supported the center's creative atmosphere."

College officials, who began negotiations with cultural park

management this past summer, said getting the property for \$200,000 per acre is a good deal.

"We have done our homework and due diligence to make certain taxpayer funds will be expended correctly and economically," said Terry Bowmaster, YC Director of Finance and Facilities. "Similar property in the Sedona area currently is selling in the range of \$350,000 to \$700,000 per acre."

Board Member Herald Harrington, of Clarkdale, said the college is "simply moving forward with our scheduled master plan improvements in Sedona, as we are with all of our campuses and centers located throughout the county."

Donna Michaels, Ph.D., a board appointee from Camp Verde who recently won election to a four-year term, was managing director of the Sedona Center for Arts & Technology. In that capacity, she opened it and oversaw the inaugural program until her contract ended earlier this year.

"The model partnership we enjoy continues to be beneficial for the cultural park, Yavapai College and the citizens of Sedona," said Michaels. "This goes a long way to meet our educational needs and fulfill our long-standing commitment to area residents. It was a red letter day for us all."

Dailey said the college will close escrow on the five-acre parcel Dec. 11 and begin detailed planning for the site, which is at the cultural park's northern boundary.

"We won't see any dirt turning for a couple of years, but this is the first and necessary stage of the process," she said. "We study everything extensively, and there's a lot of work required to develop the land right for educational purposes."

Plans are for construction to proceed with minimal disturbance to natural surroundings.

"Environmentally sensitive building techniques will be utilized, and we will accomplish construction following the

natural contours of the land," said Dailey. "Our goal will be to construct a first-rate facility that is not only environmentally sound, but also cost effective."

Sedona resident Thron Riggs is a long-time YC supporter and chairs the 36-member cultural park board.

"We welcome an expanded Yavapai College center at the park and look forward to continue working with the college in the future," he said.

Dailey noted that the newly purchased parcel is across the street from Sedona High School. The expanded Arts & Technology Center will offer additional opportunities for its students, she said.

Approval of the purchase took place during a special public meeting on the Prescott Campus Monday afternoon. Most board members participated via telephone conference call.

Contact Louise Koniarski at
lkoniarski@prescottaz.com
or 445-8179, ext. 2038.

College's master plan meets needs of entire Verde Valley

by Lu Stitt
Staff Writer

Yavapai College, including the Verde campus, may soon become one of the premier community colleges in the country.

Proposals in the Yavapai College Master Plan would result in a number of educational improvements. The college would offer every conceivable type of education. If the plan is approved by the school's board of directors and financed by taxpayers, said Eula Dean, executive dean of the Verde Valley Campus.

The plan includes construction of new buildings, renovation of existing buildings and increased technology.

"We've identified all the needs, but whether we can fund all of those needs is still being determined," Dean said.

The board is currently considering whether to announce a bond, but it has not done so yet.

"ONCE THE board is satisfied the plan is what they are looking for according to the community's needs, they will then determine the funding mechanism," said Dean.

If everything in the plan got approval, the cost would be approximately \$79 million for all Yavapai campuses. Cost for the two-phase plan for the Verde campus comes to about \$14 million.

"This plan takes us about seven years to meet the needs, if funded," Dean said.

College officials are in the process of completing the plan and phasing the projects, while the board will determine the funding of each phase, according to recom-

The school will offer new development and skill-building opportunities through education enhancement, business and computer technology, construction technology, agribusiness technology, hospitality and tourism, entrepreneurial training and small business development, early childhood development, real estate sales and financing, graphic arts and fire science technology.

The college will expand the library and renovate the classrooms in the building to accommodate multi-media technology. One classroom will be dedicated primarily to the foreign languages program.

The plans call for expansion of Building G to allow for science instruction, including space for new wet and dry labs, additional lectures space and enhancement of existing labs and university partnerships.

The Sedona Arts and Technology Center will gain a new wing, to provide increased training in multi-media and high-tech career programs. Training will be in computer design, animation and film. The program is expected to be in place by March.

"ON OUR new media training, we're working in cooperation with Scottsdale Community College on the film part," Dean said.

Part of the goal of the program is that teachers be trained on how to use media technology in the classroom.

The board also proposed a new

30,000-square-foot student services center and nursing lab. The center will provide a one-stop location for all student services. It will have a snack bar area, a lounge, the bookstore, additional space for general education and teleconference classrooms, a new location for the nursing and Computer Aided Design computer labs, light manufacturing and adult enrichment programs.

The administration building will be renovated and have space for new business assistance.

The board plans another new building for fire technology training. The college has formed a partnership with the Verde Valley Fire Chief's Association. It will help provide fire and emergency medical services training.

PLANNED site improvements also include new upper and lower parking lots, landscaping and removal of some modular buildings.

Dean said there is still some discussion about developing partnerships with the local cities and towns to develop some kind of athletic fields the communities can use.

"We definitely need outdoor fields for our youth. The college has a role in that," she said.

"We believe that by forming

partnerships with schools and area agencies, we can demonstrate our active involvement with the youth of our community."

Dean believes that everyone may go to college. Colleges are offering all types of training, not just the traditional four-year degree programs.

"I think it's going to be rare to find an individual who hasn't had some kind of training at a college. It's our responsibility to plan for everyone who's coming," she said.

With the new technology and the proposals within the master plan, the college will have the ability to tailor each person's education with the use of open-lab tutoring and additional support and counseling.

Students may take the classes they want and need to succeed.

"What we can do is help you from where you are, to what you need in order to move into the marketplace," said Dean.

She said the goal is to have every person in the Verde Valley know that if they want an education, they can get it at Yavapai College.

Dean said she is not sure when the board will make a decision on the plan or the funding, but one is expected within the next few months.

College 'elated' with bond approval

Voters OK secondary tax for master plan

By RAQUEL HENDRICKSON
Staff Reporter

Cautious optimism marked the mood of the Yavapai College administration as polls opened Tuesday.

By day's end there was clapping and even a little fist pumping.

"We are elated," said College President Dr. Doreen Dailey. "We're delighted that voters not only approved it but we had incredible help from the community."

A bond for a secondary property tax to raise \$69.5 million for Yavapai College's master plan passed by a sizeable margin in the county. More than 59 percent of the electorate approved the bond.

The new tax is estimated at \$37.80 per year per \$100,000 of assessed valuation. More than 24,000 people voted against it.

Dailey wants to assure those who voted against the bond that the college will use their money wisely.

"We had done a lot of community work and we put on about 308 community presentations," Dailey said. "We are really pleased. I can't tell you how important this is."

With all the excitement, the results were also sobering. Staff is looking at some intense labor

ahead.

The master plan involves a new Regional Skill Center at the Verde Valley campus. There are plans to renovate Building G for science, humanities, social sciences and liberal studies. Building H will be renovated for administrative offices and a small business incubator, and Building I gets renovated for a library and classroom.

Also on the Verde Valley Campus will be the removal of modular and temporary buildings and improvements to parking and landscaping.

Dailey said the tentative timetable marks the Regional Skills Center as one of the first projects to get moving on. Another top priority is a new building on the Prescott campus for classrooms, computer commons and a library.

"Right now, it will be a little big quite as far the external community," Dailey said.

The college will draw up strategies for going to bid and hiring architects. By early summer, Dailey hopes to have a design committee drawn from the college staff and the community and hard plans in place.

Other items on the master plan:

- Renovations and modernization of four main academic buildings and student services facilities in Prescott. An arts complex addition to the perfor-

See College, Page 5A

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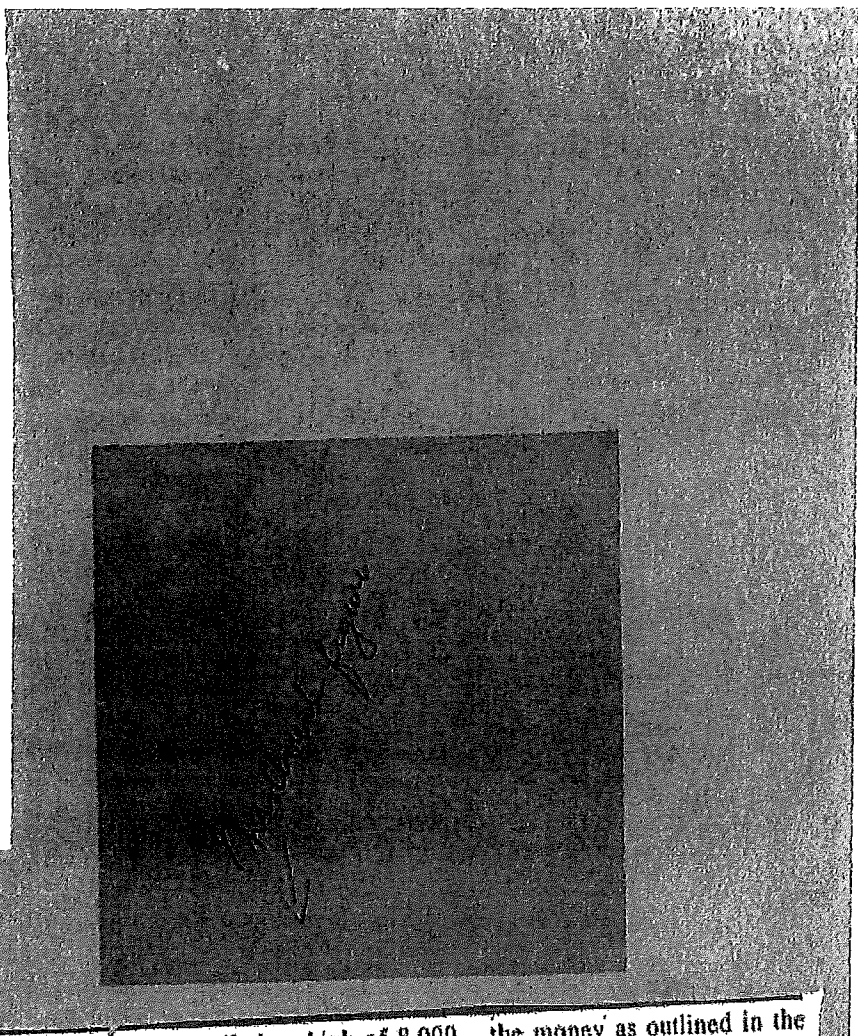
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See College, Page 5A



ex. planned for Cordes Junction to accommodate area training and instruction needs.

• A new regional technology training center is planned for Chino Valley.

Enrollment at the college is

at an all-time high of 8,000. That is expected to be 10,000 or more by the time some of the major projects are complete.

"I know I speak for all five members of the elected board when I say that we will spend

the money as outlined in the plan, and that we will make certain every citizen of this county continues to have access to affordable education," Dr. Ed Harris, chair of the governing board, stated.

Section 13

**CAMPUS MASTER PLAN SUMMARY AS
PRESENTED BY THE COLLEGE IN OCTOBER, 2013**

Yavapai College Campus Master Plan Summary
October, 2013

Over the past 6 months, Yavapai College has worked with SmithGroupJJR/ Paulien to develop a new Campus Master Plan (CMP) to ensure we have the facilities needed to provide quality programming and services in a cost efficient manner for the next ten years. An industry leader, SmithGroupJJR/ Paulien has helped literally hundreds of other colleges and universities develop Campus Master Plans based on extensive community and college-specific research.

Process overview

The SmithGroupJJR/ Paulien process has been one of inclusion with as many groups as possible providing input and feedback including the executive committee, campus advisory committee, faculty interviews across all departments, student open forums in all 6 locations, and campus and community open houses on both sides of the mountain. An online survey was also conducted to allow those who could not attend the sessions to provide commentary.

They have analyzed demographics including population growth rates broken down by area and age cohort, occupational growth rates, and employment trends for both state and county. An analysis of program offerings and delivery by location along with classroom utilization was also completed in conjunction with a review of the recently completed Education Master plan 2012-2017.

Master Plan Drivers

The following themes emerged and were used to make recommendations.

- The county population is projected to grow by 23% over the next 10 years with the largest regional growth happening in Prescott Valley.
- There will be continued diversity in the age of cohorts with the largest growth in the 30-39 and 65 and older populations.
- On-line enrollment will continue to grow therefore the physical needs are focused on specific types of spaces rather than overall growth.
- Campuses nationwide are trending toward more flexible spaces both inside and outside the classroom to accommodate learning for all types of students. This reduction in dedicated space allows for more diverse offerings.
- Yavapai College has capitalized on strategic corporate, municipal and institutional partnerships. These partnership opportunities will continue to be strengthened creating centers of excellence for destination programs and allowing students to go on to success in both the marketplace and institutions of higher education.
- Data shows growth in the construction, health services and hospitality industries.

Master Plan Recommendation Highlights

Prescott:

- Facilities
 - More parking
 - Create University Center in Building 1
 - Create Student Activity space in Building 3
 - Build 200-300 seat lecture hall
 - Construct multi-purpose field and event center
 - Consider additional residence hall with apartment style units
- Programs
 - Police Academy and Administration of Justice move from Prescott Valley to Prescott
 - Nursing moves to Prescott Valley (Science and Pre-nursing remain)

Verde Valley:

- Facilities
 - Completion of Southwest Wine Center
- Programs
 - Agriculture and Equine move from Chino Valley to Verde Valley
 - Enhance partnerships with high schools including JTBD and International Baccalaureate
 - If YC proceeds with Culinary program, add Culinary with YC facilities. Investigation & analysis underway.
 - Nursing moves to Prescott Valley (Science and Pre-nursing remain)

Prescott Valley:

- Facilities
 - Sell existing two facilities and replace with one large Center, with enough land to eventually become a campus
- Programs
 - Center of Excellence for Nursing and Allied Health
 - Partner with NAU to offer Bachelor and graduate degrees
 - If YC proceeds with Culinary, pursue facility partnership with MIJTBD

CTEC:

- Due to continued growth, we anticipate 70% increase in the size of the current footprint. We will work with City of Prescott to acquire 4 to 5 acres of adjacent land.
- If we cannot expand our footprint, we may need to move these programs to Prescott Valley

Chino Valley:

- Over the next ten years, consider selling this facility and move programs to other locations
- Continue to serve community via online, dual credit, and proximity to full service campus

Sedona:

- Facilities
 - Over the next ten years, consider selling the Sedona Center, and lease/ rent appropriate space to continue providing program support to Sedona
 - Demonstration kitchen location, if YC proceeds with Culinary Program
- Programs
 - YC will sunset Digital Film program. YC will investigate whether DFM serves a workforce need in Arizona and can be re-tooled to become financially sustainable in another location, or if DFM will remain closed
 - Appropriate facilities will be identified for the OLLI program
 - Serve community via online, dual credit, and proximity to full service campus

Section 14

THE POLITICAL CLIMATE

1. "HE WHO OWNS THE GOLD MAKES THE RULES." Prescott has its finger on how to spend around \$45 million dollars at year and where to spend it. With such economic power in the hands of the President and her small group of advisors, politicians in Eastern Yavapai County will be hesitant to publicly and seriously challenge the ten-year plan.
2. "FACTS ARE STUBBORN THINGS, BUT STATISTICS ARE PLIABLE." Mark Twain. The College has been quick to launch information intended to mislead the public. The following, for example, is an excerpt from an article in the Verde Independent where the College Public Information Officer made the following statements according to the news report: "He said the school has invested more per full-time-equivalent student at the Verde campus, at \$75,000, than at the Prescott, \$37,000, or Prescott Valley, \$25,000, locations. This is in addition to \$18.7 million invested in the school over the past two years from bond money and the college's savings, as well as completing the teacher winery later this year, a cost of \$2 million, he said."
 - a. The Public Relations Officer provide no detailed support for his conclusions. The Teacher winery he alluded to was allowed to be built only after a commitment was made by the College Foundation that charitable funds would be used for it. So far, more than \$1 million dollars has been collected for the winery. The Foundation has committed a minimum of \$1.8 million with a goal of \$3 million in gifts and grants.
 - b. He also seems to mix up the closing of the Northern Arizona Regional Skills Center on the Verde campus with the Northern Arizona Regional Training Academy or other programs on the Prescott campus. The Northern Arizona Regional Skills Center was primarily a vocation training facility. It was moved from the Verde campus to CTEC after that facility was opened at the Prescott airport in 2007-08.
 - c. The full article is set forth below.
3. "PUBLIC APATHY." "FIRST THEY CAME FOR THE COMMUNISTS, AND I DID NOT SPEAK OUT—BECAUSE I WAS NOT A COMMUNIST; THEN THEY CAME FOR THE SOCIALISTS, AND I DID NOT SPEAK OUT—BECAUSE I WAS NOT A SOCIALIST; THEN THEY CAME FOR THE TRADE UNIONISTS, AND I DID NOT SPEAK OUT—BECAUSE I WAS NOT A TRADE UNIONIST; THEN THEY CAME FOR THE JEWS, AND I DID NOT SPEAK OUT—BECAUSE I WAS NOT A JEW; THEN THEY CAME FOR ME—AND THERE WAS NO ONE LEFT TO SPEAK OUT FOR ME." — Martin Niemöller.

- a. The College is well aware of the apathy in the County regarding this issue. It is a major weapon in their political arsenal.

Evolved, not wasted: College says funding, economy influence programs

BY YVONNE GONZALEZ

Staff Reporter

The Yavapai College board is looking for a new member to fill in until a November election after Robert Oliphant resigned this week over the school's plan to eliminate several rural programs over the next 10 years.

Yavapai College Board Chair Ray Sigafos said in a statement that Oliphant's "different point of view" was helpful to the decision-making process.

"I've enjoyed working with Bob over the past year," he said. "He injected ideas into our discussions that we might otherwise not have considered."

Oliphant was the only no vote in December when the board voted 4-1 to pursue a 10-year plan that eliminates programs created by a \$69 million taxpayer-supported bond passed in 2000. He pointed to the Camp Verde, Chino Valley and Sedona campuses, among others.

The plan recommends the Sedona film school and Chino Valley Paulden campus be sold in the next 10 years, proceeds going toward funding the rest of the \$100-million proposal.

This is the first of a three-phase process to get the plan approved, according to a statement released Wednesday afternoon by Yavapai College spokesman Mike Lange. Board members are now focusing on phase one projects and developing a financial plan.

He said if the school decides to pursue a bond, taxpayers are not responsible for the type that will "likely" be used to finance the other half of the campus master plan's price tag.

"We funded the last CMP with general obligation bonds, a portion of which are still outstanding," he said. "Since the last Campus Master Plan in 2000, the Arizona legislature has expanded the types of projects for which revenue bonds can be used - most notably classrooms can now be financed through revenue bonds."

This move by the legislature shows that the state acknowledges that community colleges "needed additional tools to address their capital needs."

Still, **Lange** said this is only one of many types of bonds being considered. Unlike a revenue bond, the general obligation bond passed in 2000 had to appeal to voters in all areas of Yavapai County.

Projects created in rural communities using the \$69-million bond evolved over time, **Lange** said.

The Camp Verde Campus, opened in 2003, was closed less than 10 years after opening due to low enrollment and "markedly decreased state funding" in 2010-11, **Lange** said.

A partnership with Mayer High School is still working to provide Cordes Junction with "needed classes in this area," using 2000 general obligation bond funds. The 2000 campus master plan anticipated a 6,000-square-foot facility along the HW69 corridor, but **Lange** said the population did not grow as expected.

"We now have a 1,440-square-foot facility there," he said.

The Northern Arizona Skills Center has evolved, but continues to "be used to provide science and other pre-nursing and Allied Health coursework as part of the new Campus Master Plan."

The Northern Arizona Skills Center has evolved, but continues to "be used to provide science and other pre-nursing and Allied Health coursework as part of the new Campus Master Plan."

Yavapai College did spend about 80 percent of the general obligation bond money on the Prescott and Prescott Valley campuses, but Lange said this alone is misleading.

He said the school has invested more per full-time-equivalent student at the Verde campus, at \$75,000, than at the Prescott, \$37,000, or Prescott Valley, \$25,000, locations.

This is in addition to \$18.7 million invested in the school over the past two years from bond money and the college's savings, as well as completing the teacher winery later this year, a cost of \$2 million, he said.

"The Verde Valley campus is a beautiful, state-of-the-art campus that is poised for growth," he said. "... We do not foresee the need for major additional capital improvements until the student body grows significantly."

The Prescott Valley campus, however, is projected to see the most growth out of all the campuses in the next 10 years. A \$37-million Center for Excellence in Nursing and Allied Health is planned at that location as a result, along with housing Emergency Management Systems and Emergency Medical Technology programs.

"Prescott Valley is centrally located to county populations," he said. "The new campus will serve the needs of the whole county without the added cost to taxpayers of creating multiple versions of the most costly career programs, such as nursing."

