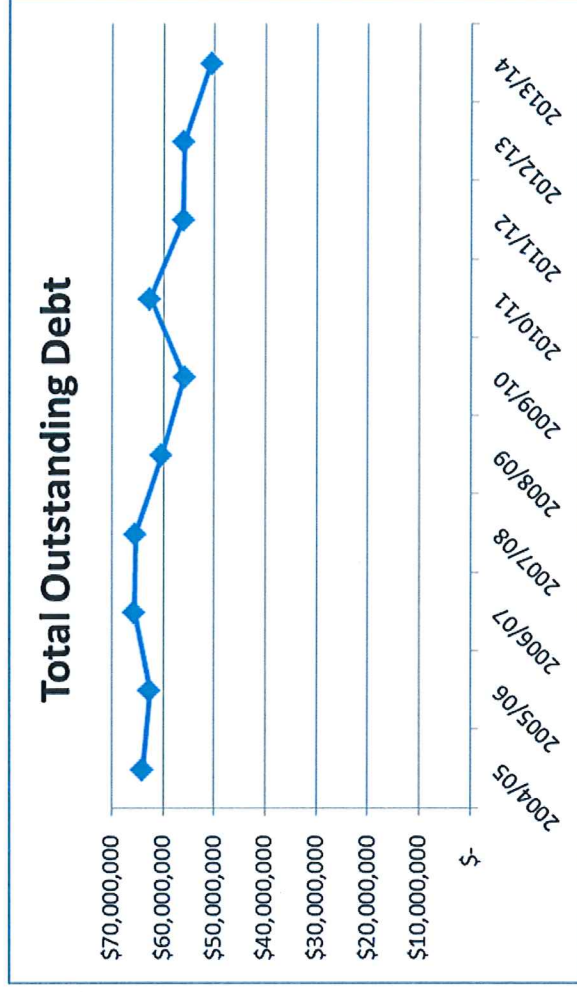


Types of Capital at YC

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

Existing Debt

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



DRAFT Debt

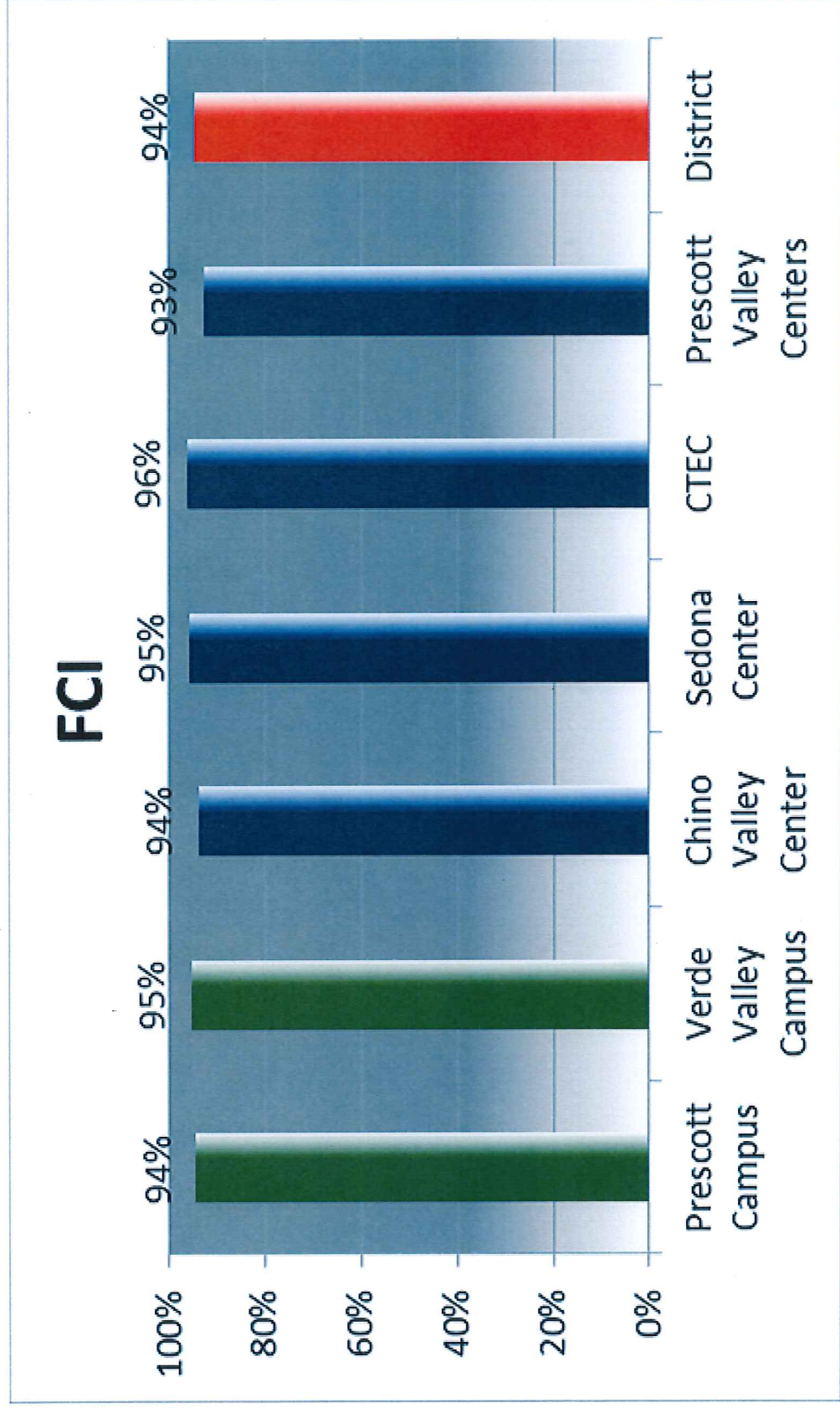
RETIREMENT OF INDEBTEDNESS PLANT FUND EXPENDITURES AND OTHER DEDUCTIONS					
	Final Maturity	Budget 2014-2015	Budget 2015-2016	Increase / (Decrease) Current vs. Proposed Amount	%
RETIREMENT OF INDEBTEDNESS					
Retirement of Indebtedness (Principal)					
General Obligation Bonds - 2012 Refunding	7/1/2024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

Preventative & Unplanned Maintenance Estimate

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

Source: CAFR, YC Budget

Facility Condition Index



DRAFT Preventative & Unplanned

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



FIVE YEAR EQUIPMENT REPLACEMENT PLAN

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

Capital Improvement Plan

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

Trends in Higher Education



Limited Funding - Increase efficiency

Increased Accountability:

- Retention, Completion, Transfer

Rise in Online Education

Creating Identity in a Crowded Market

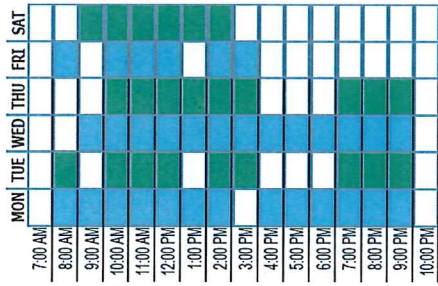
Changing Pedagogies

University-Comm. College Relations

Leading Regional Economic Development

Data Informed

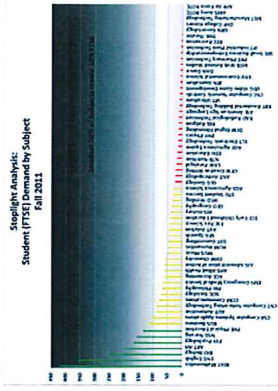
Weekly Room Hours



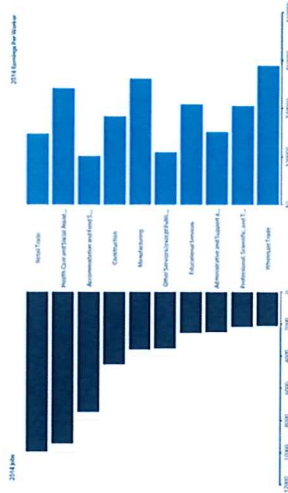
Student Station Occupancy



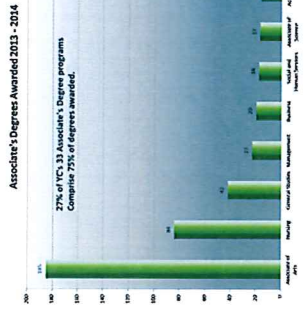
Enrollments by Discipline



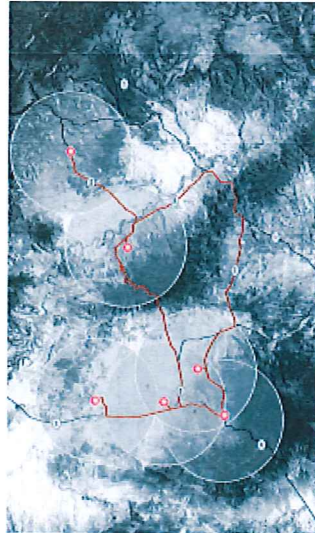
Jobs



Completions



Geographic Relationships

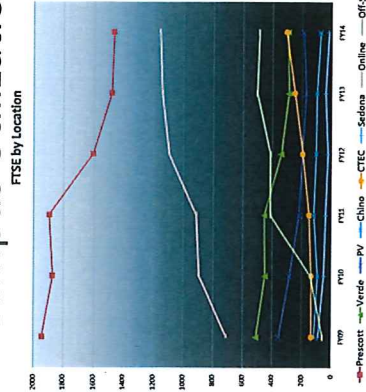


Population Trends

Historic Yavapai County Population Data 2000 - 2012

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

Campus Utilization

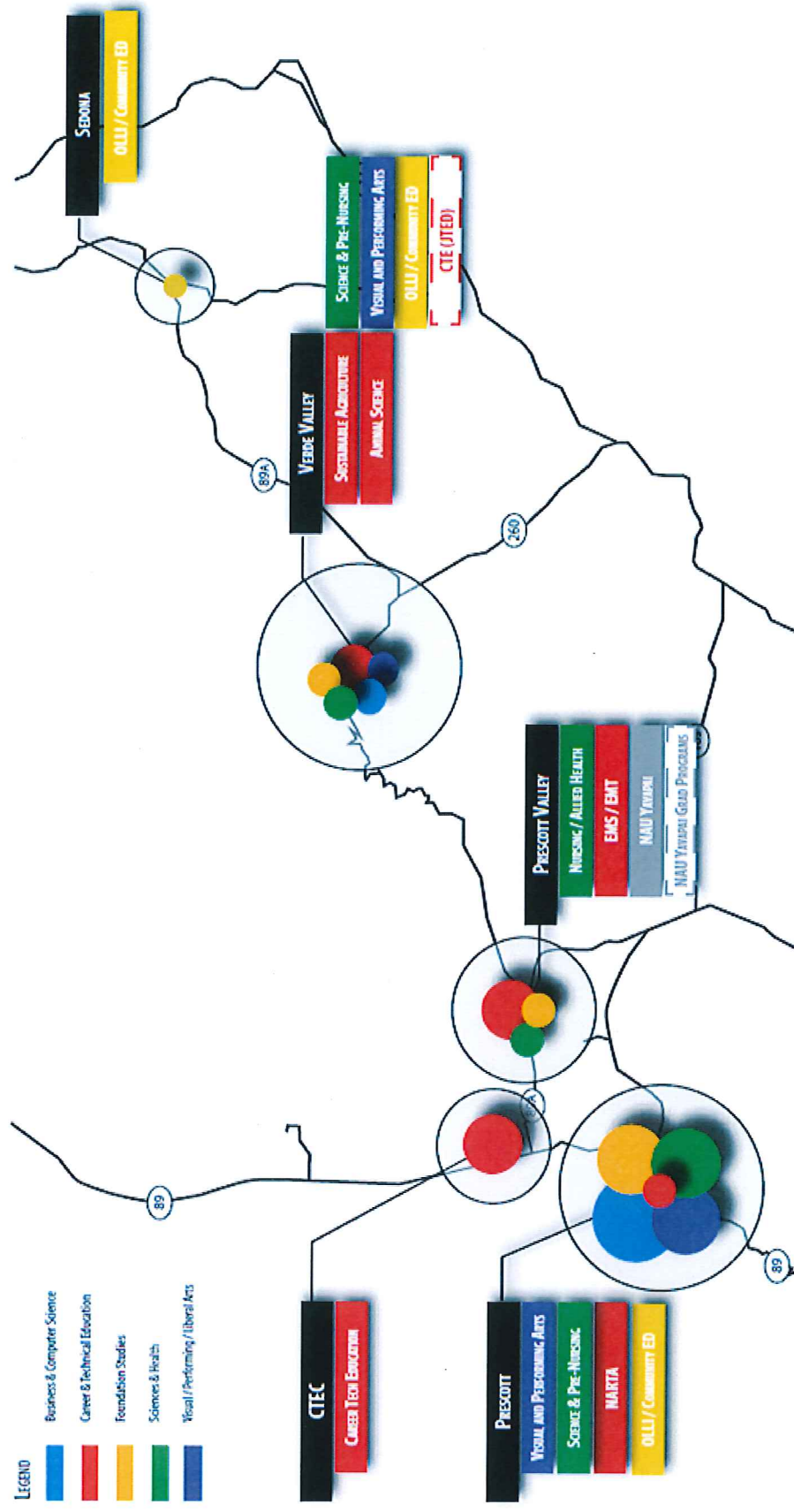


Category	Star Case
Prescott	5.5%
PV	12.6%
Chino	8.5%
Clarkdale	25.7%
Cottonwood	23.2%
Peoria	33.5%
Jerome	33.5%

Observations and Conclusions

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

Campus Master Plan



CMP Summary

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

Major Changes to Campus Master Plan

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

Financing the CMP

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

Recommendations

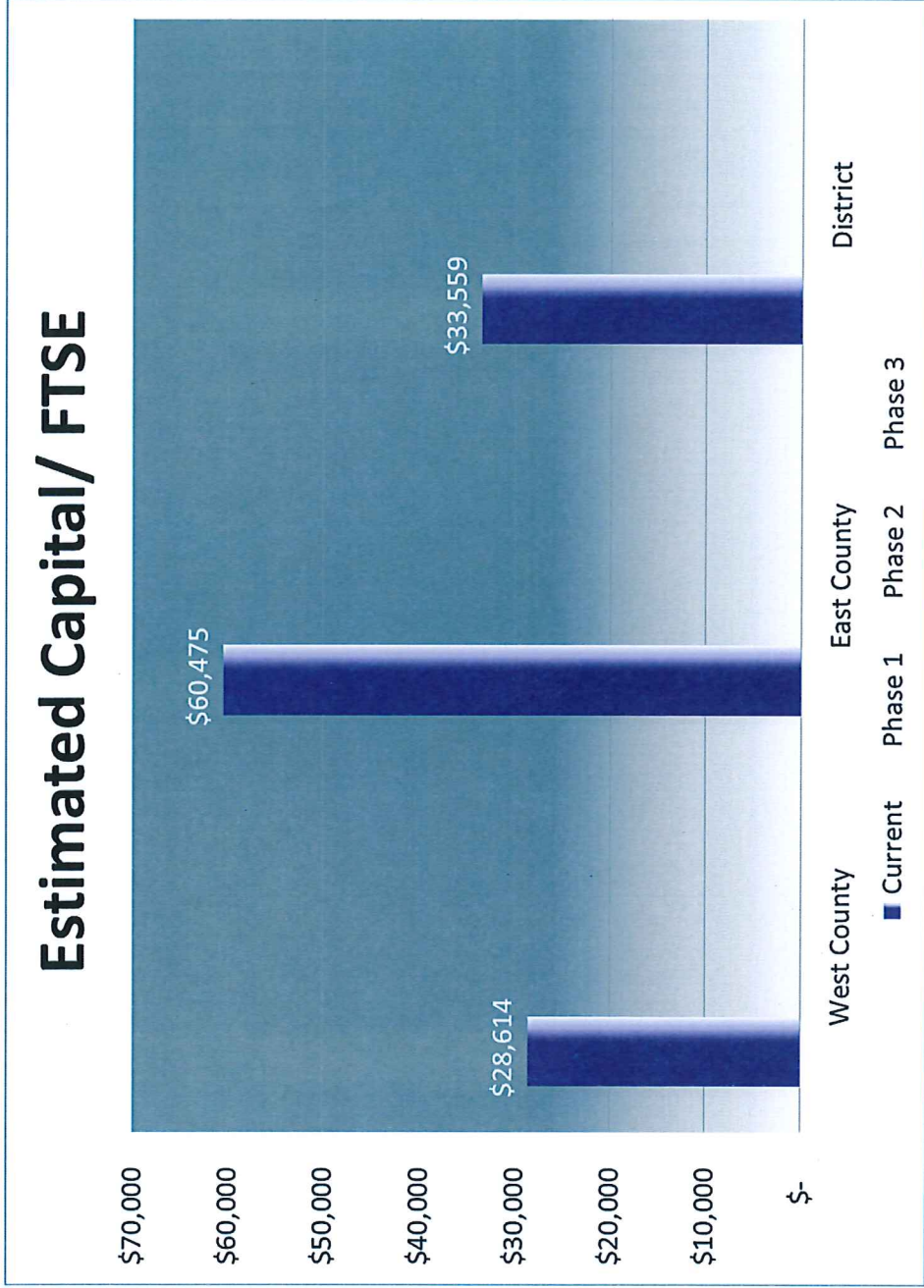
- Proceed with Phase 1B: Arts, REDC, OLLI
- Add Sedona Renovation to Phase 1 and L Renovation to Phase 2
- Slow down from 10 year to 14 year
 - Phase 3 covers Yr 8 through Yr 14
 - Move PV Expansion Projects to Phase 3
 - Confirm Partner Commitment
 - NAU, YRMC, MIJTED, City of PV

Campus Master Plan

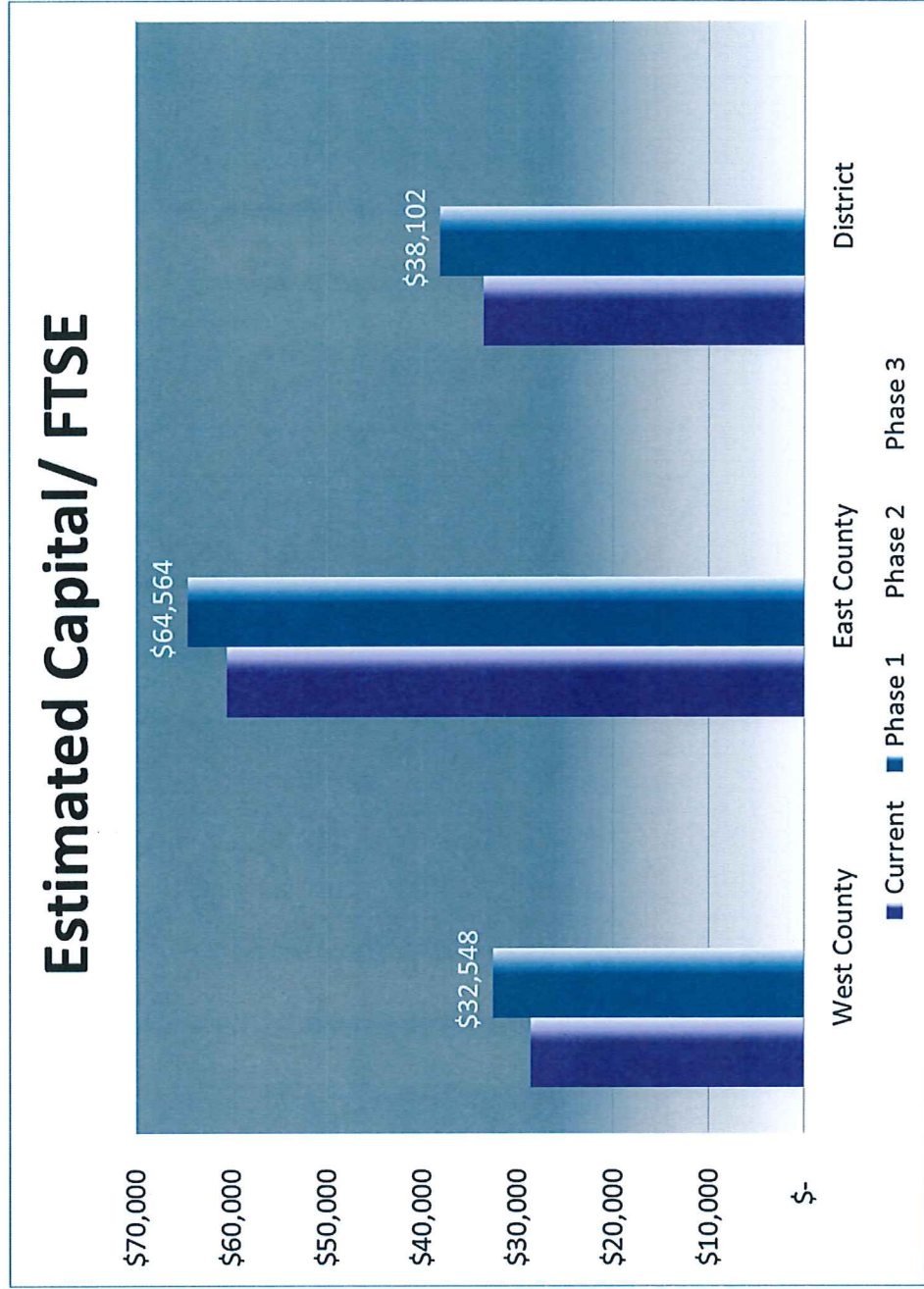
Revised February, 2015

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

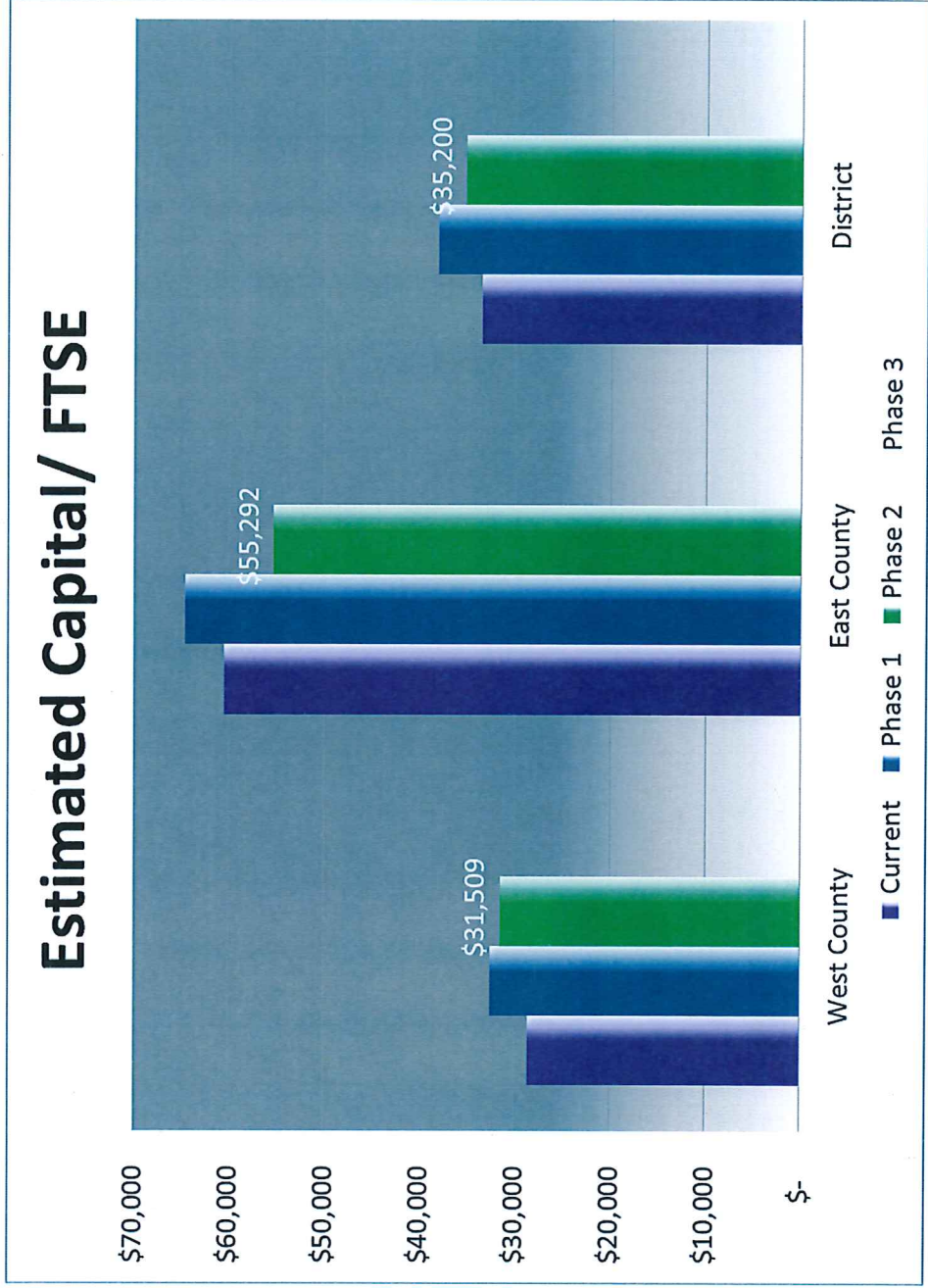
Capital Investment Equity



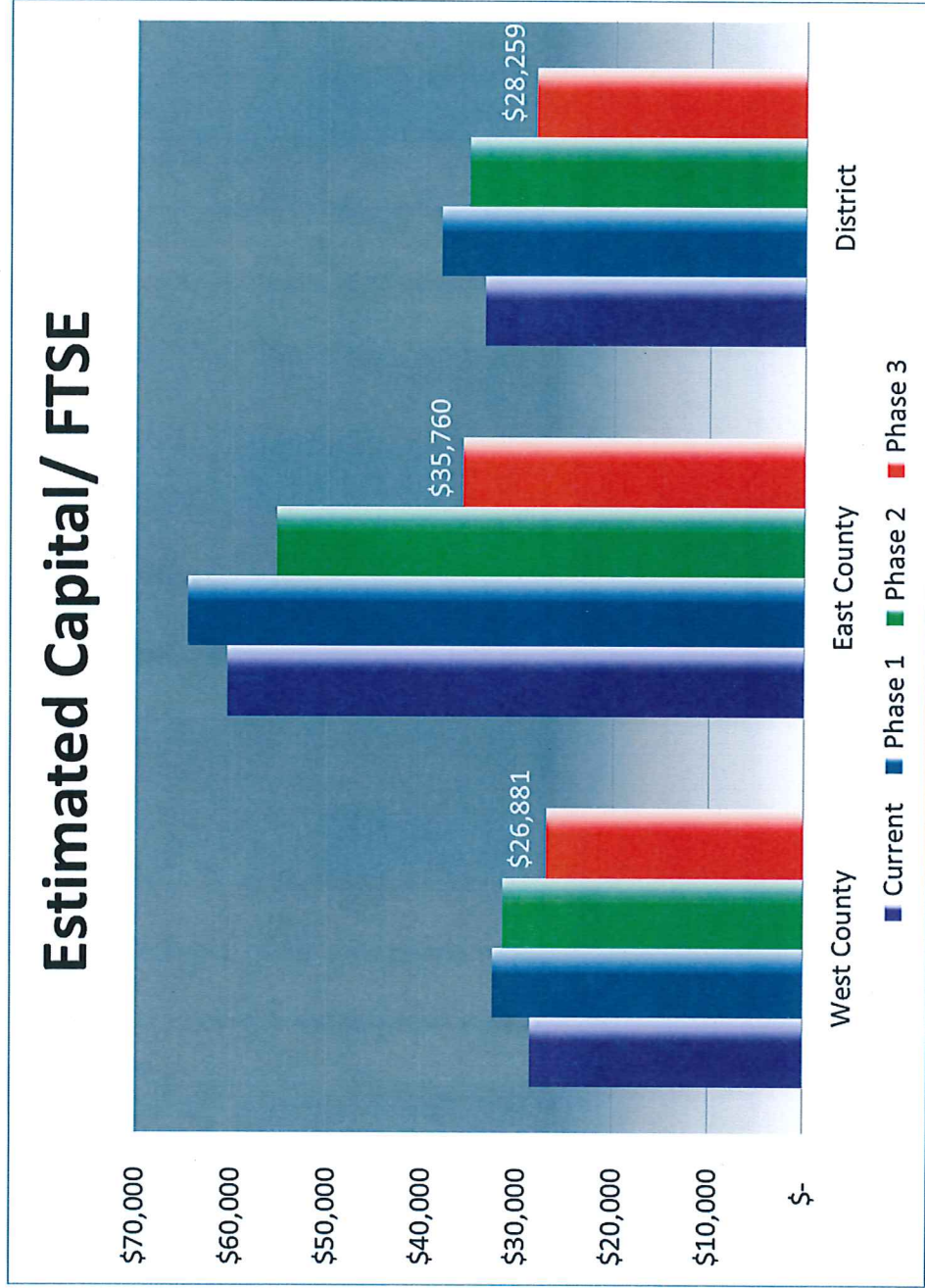
Capital Investment Equity



Capital Investment Equity



Capital Investment Equity



Draft Capital Improvement Plan

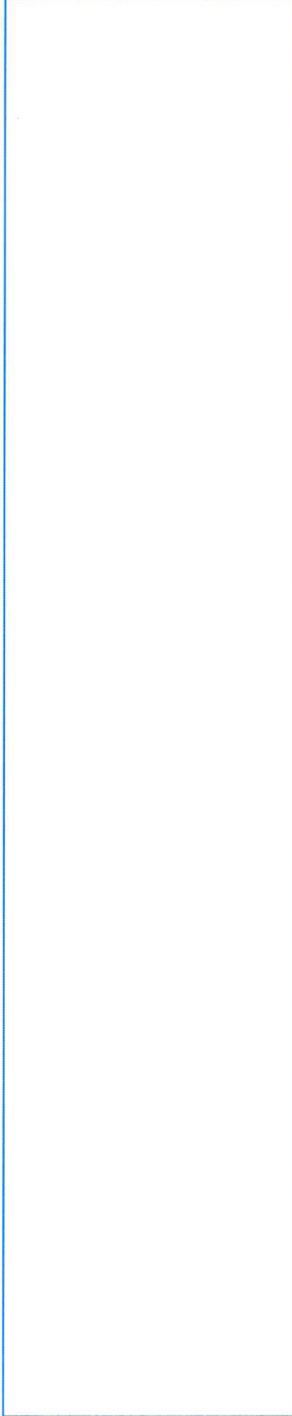
YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT
(YAVAPAI COLLEGE)
BUDGET FOR FY2015-2016
FIVE-YEAR CAPITAL IMPROVEMENT PLAN

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

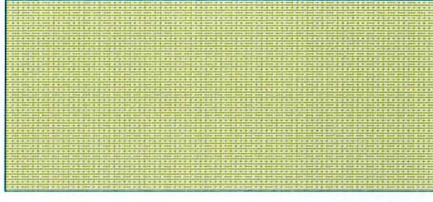
Questions & Discussion

STRATEGIC PLANNING/ BUDGET DISCUSSION

FY16 REVENUE PROPOSALS



*Prepared for the District Governing Board
March, 2015*



YC STRATEGIC PLAN INITIATIVES AND STRATEGIES

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

YC STRATEGIC PLANNING

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

Represents Planning for the next fiscal year

DAP - Dept. Action Plan

FY15 STRATEGIC PLANNING MODIFICATIONS

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

Represents Planning for the next fiscal year

DAP - Dept. Action Plan

YC BUDGETING PROCESS

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

DAP - Dept. Action Plan
KPI = Key Performance Indicator

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

YC STRATEGIC PLANNING CYCLE

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

DAP - Dept. Action Plan

KPI = Key Performance Indicator

SP = Strategic Plan

Represents Planning for the next fiscal year

Represents Budget Process for next fiscal Year

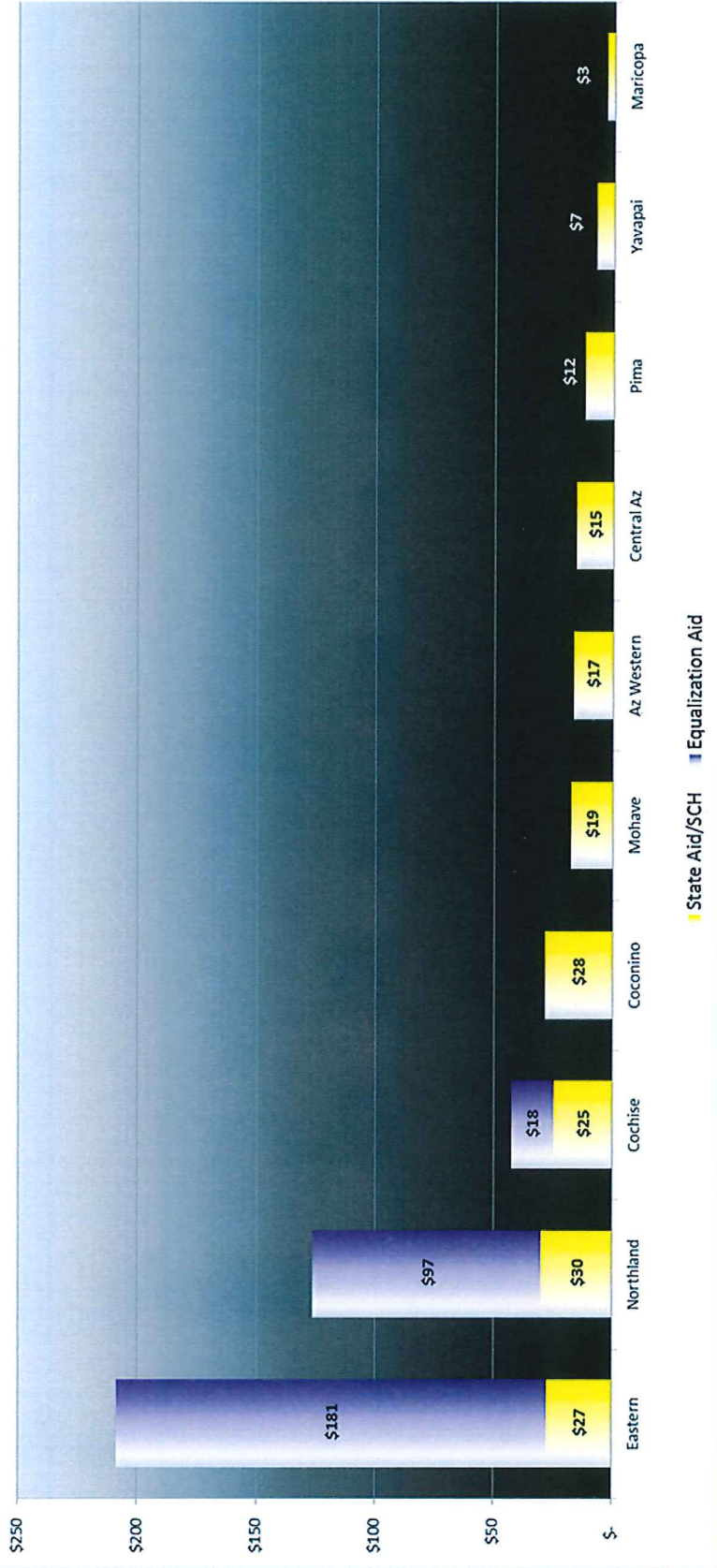
Represents Implementation for the current fiscal year

PRIMARY REVENUE SOURCES

- State Appropriation
- Tuition & Fees
- Property Taxes

STATE M&O APPROPRIATION

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



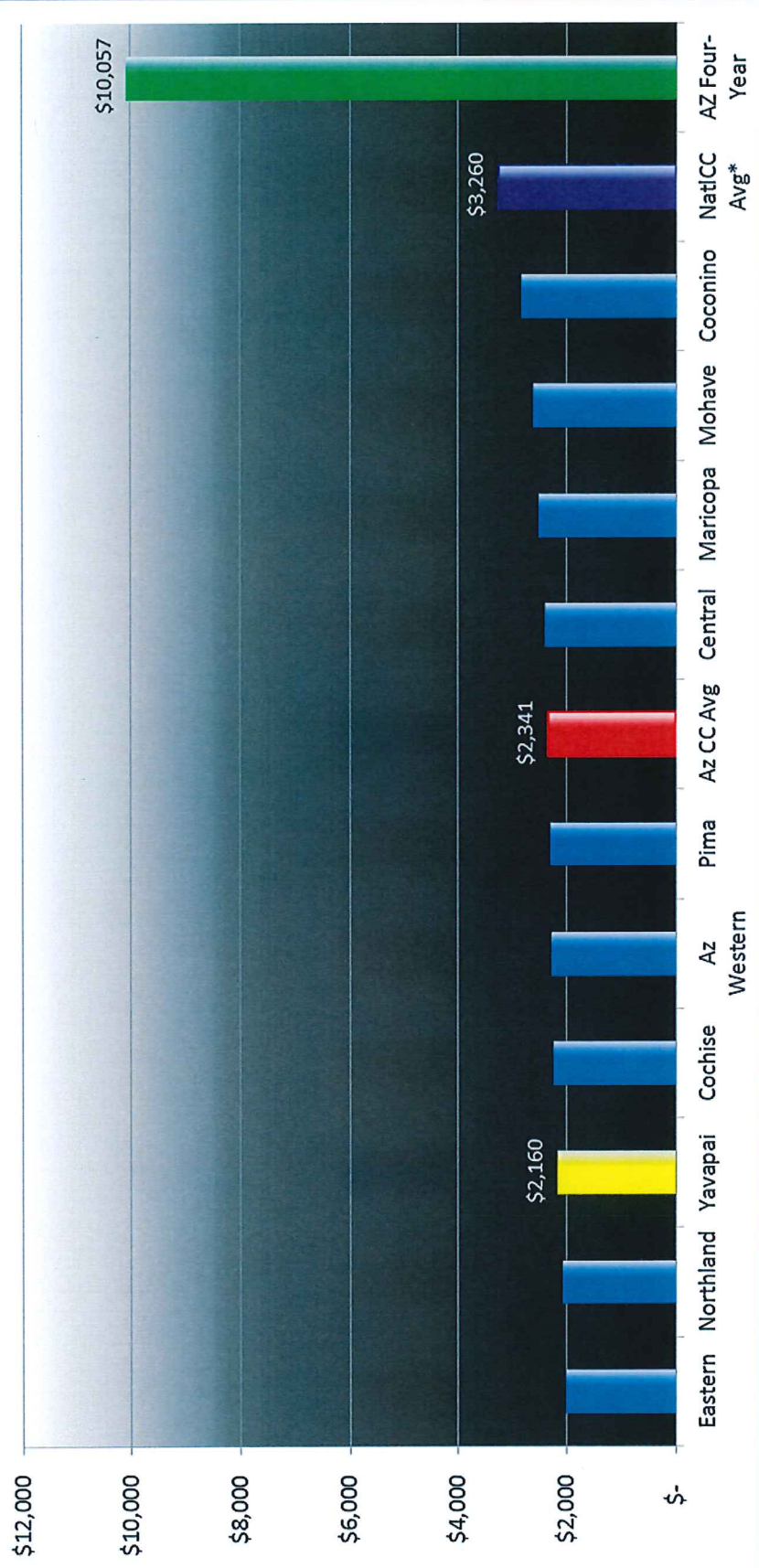
ANTICIPATED CHANGE IN STATE APPROPRIATIONS

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

Tuition & General Fees

Weighted Annual Tuition - FY14

30 Credits



Source: ACCBOC,
CollegeBoard Trends,
JLBC FY15 Baseline
Report

TUITION & FEE GOALS

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

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

TUITION & FEE DECISIONS

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

IN-STATE TUITION RECOMMENDATIONS

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

GENERAL FEES AT YAVAPAI COLLEGE

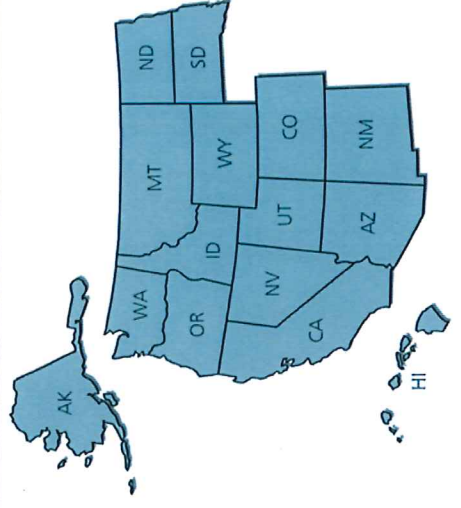
- We have very few fees
 - No
 - Application
 - Registration
 - Add/ Drop
 - Technology
 - Parking
 - Student Activity
 - Online Course
 - Most Courses
 - Most Programs
 - Graduation
 - Yes (no changes)
 - Nursing Application
 - Course Audit Fee
 - CLEP Exam
 - Credit by Exam
 - GED Test
 - Official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

COURSE FEE RECOMMENDATIONS

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

OUT-OF-STATE TUITION RECOMMENDATIONS

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

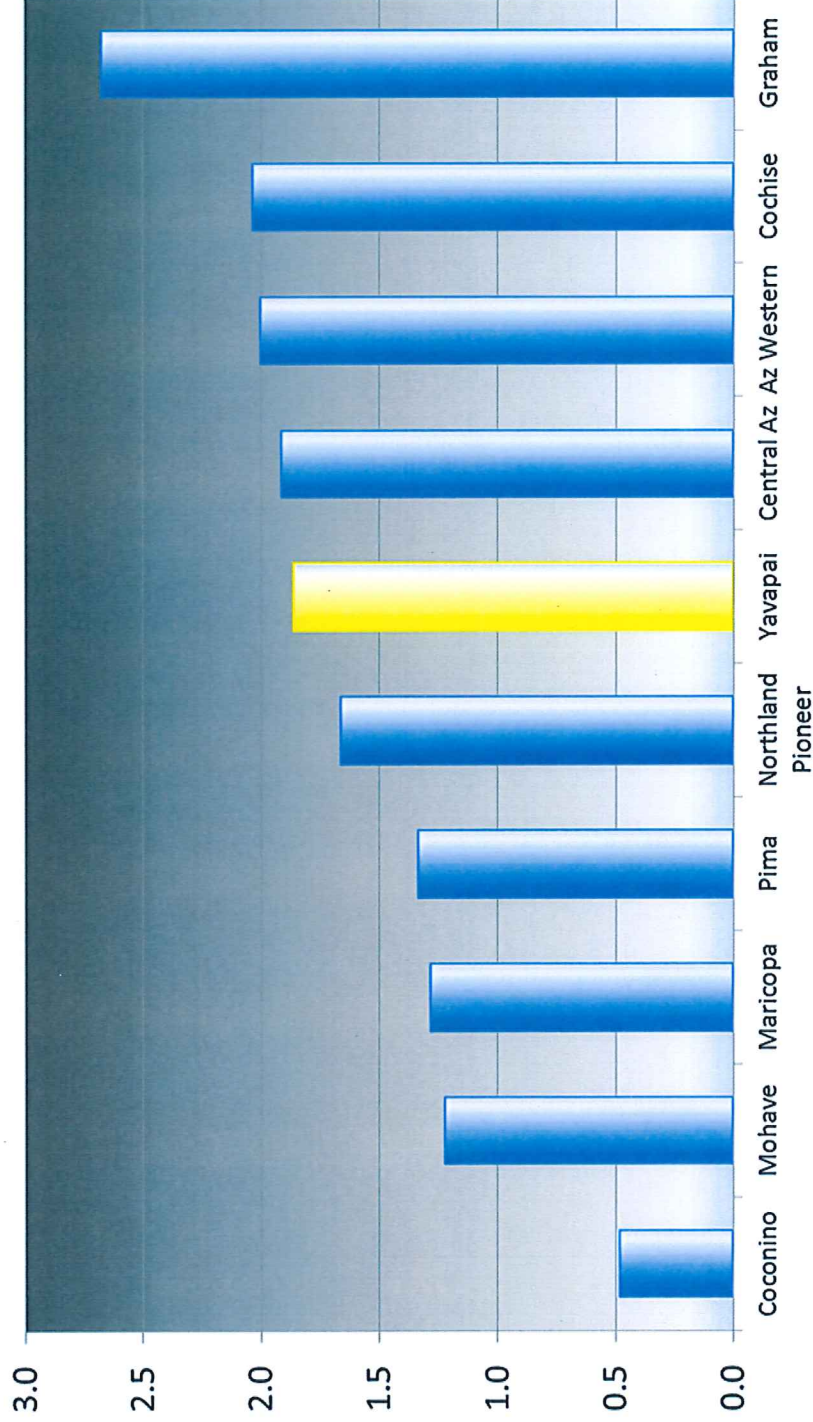


OTHER SERVICES

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

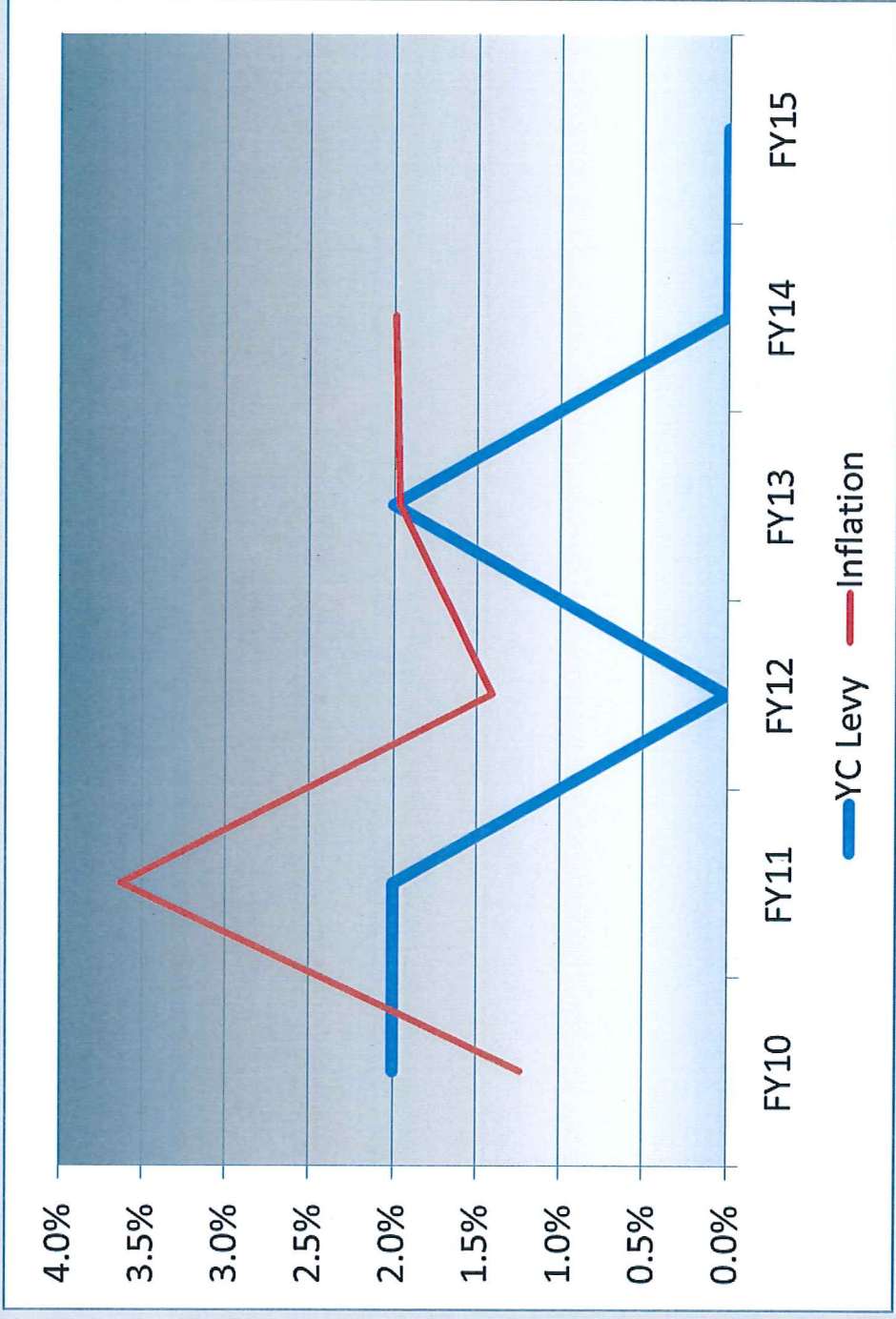
REVENUES: PROPERTY TAX

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



Source: Consolidated Community College 2015 State Aid Request

UNRESTRICTED REVENUES: PROPERTY TAX PROPERTY TAX LEVY VS. INFLATION



Inflation averaged 2% YC Tax Levy increase averaged 1%

PROPERTY TAXES

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