

YAVAPAI COLLEGE BUDGET WORK STUDY

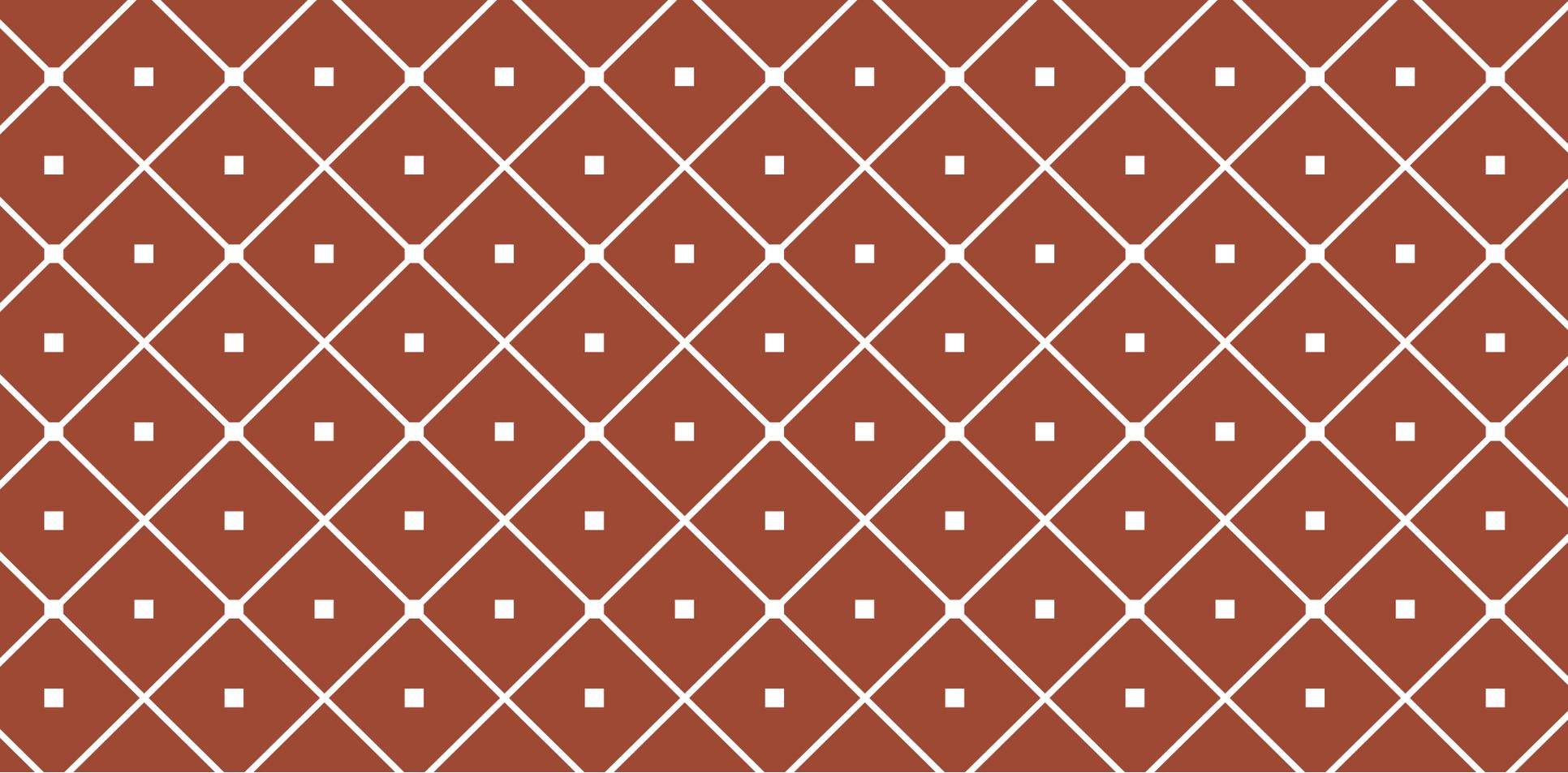
Prepared for
District Governing Board
January, 2017

AGENDA

1. Service District and College Demographics (30)
2. College Characteristics, Plans and Results (30)

Break (15)

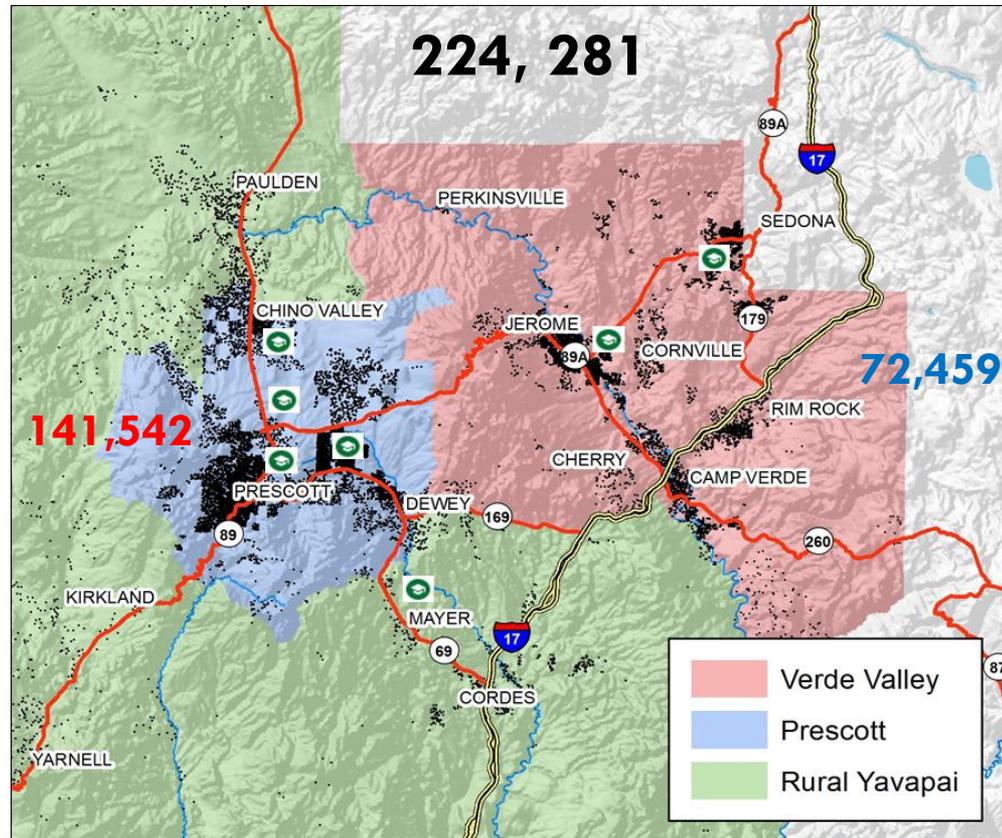
3. Revenues (30)
4. Expenses (30)
5. Questions, Feedback & Discussion (15)



DEMOGRAPHICS

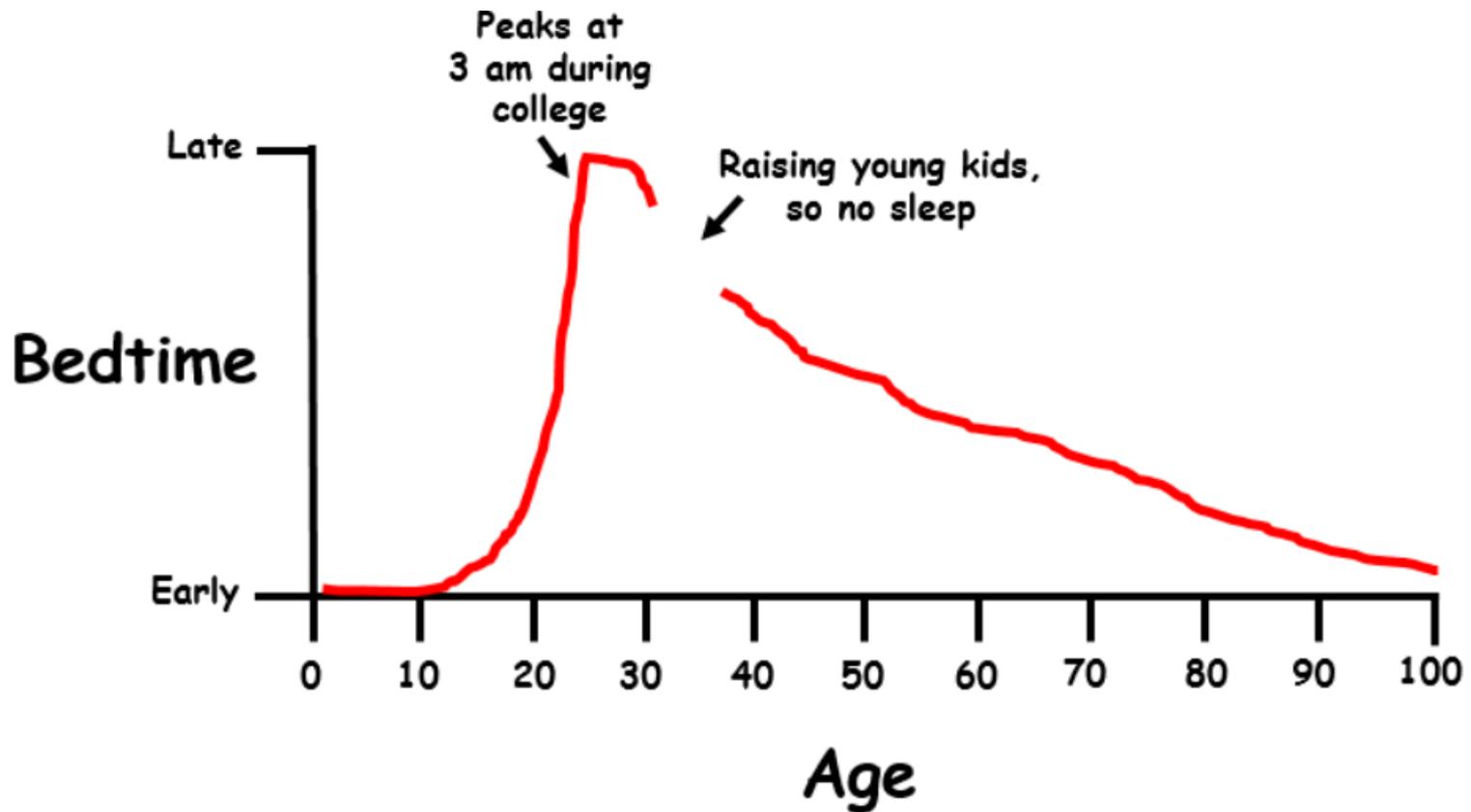
Service District
and College

YAVAPAI COUNTY POPULATION AND YAVAPAI COLLEGE LOCATIONS

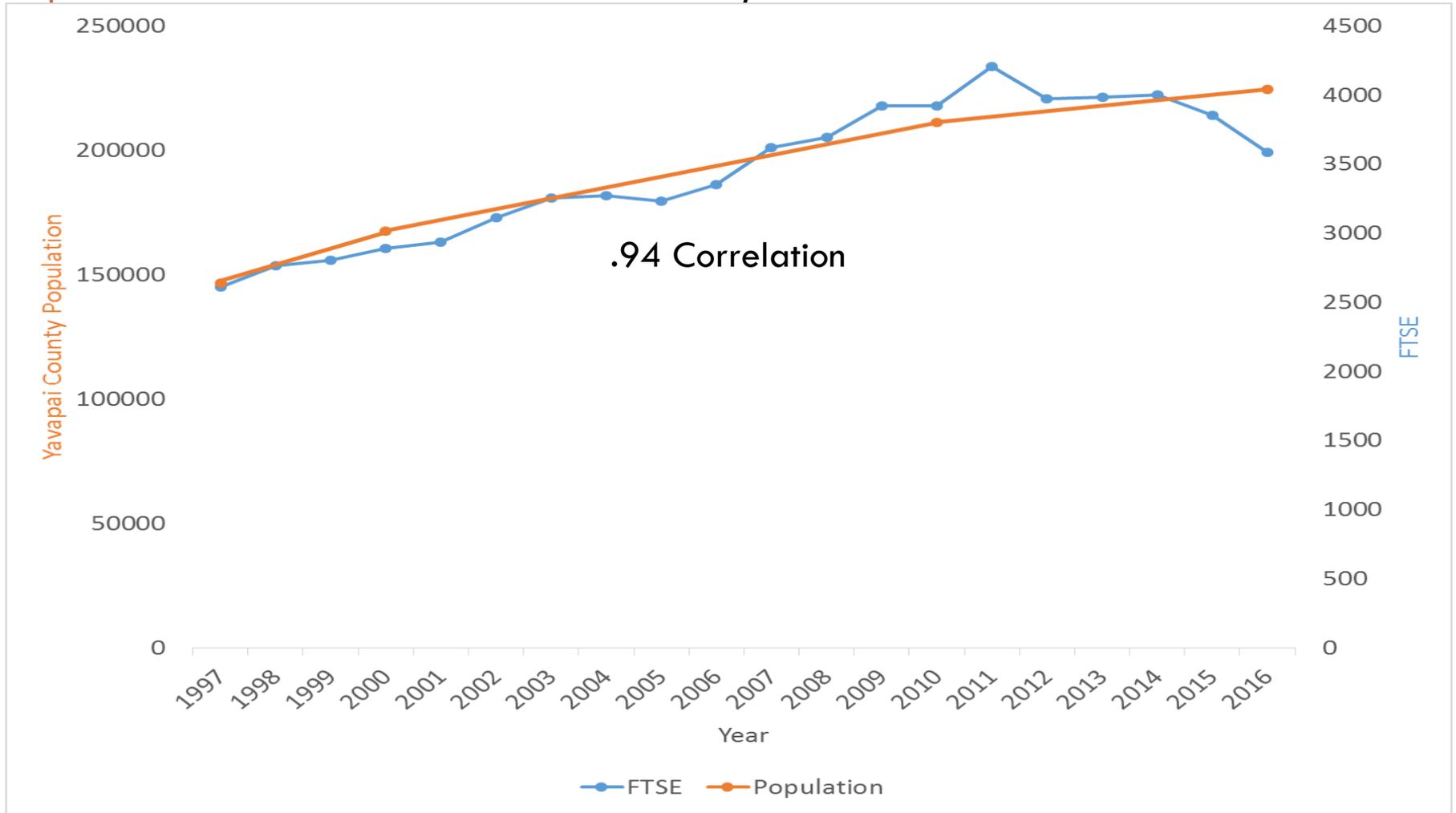


Source: EASI Analytics, 2016 (demographics); Morrison Institute, 2016 (map)

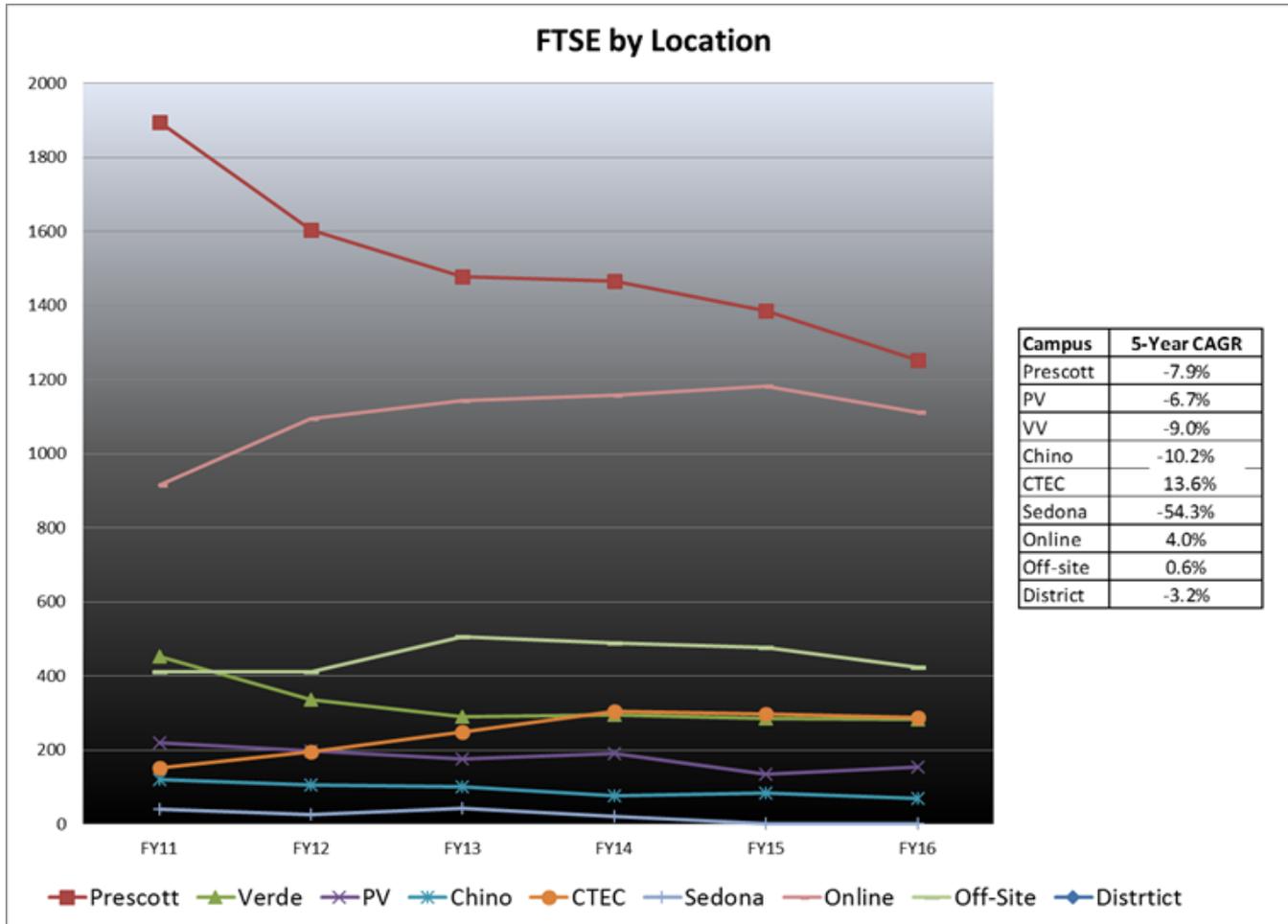
TREND LINES



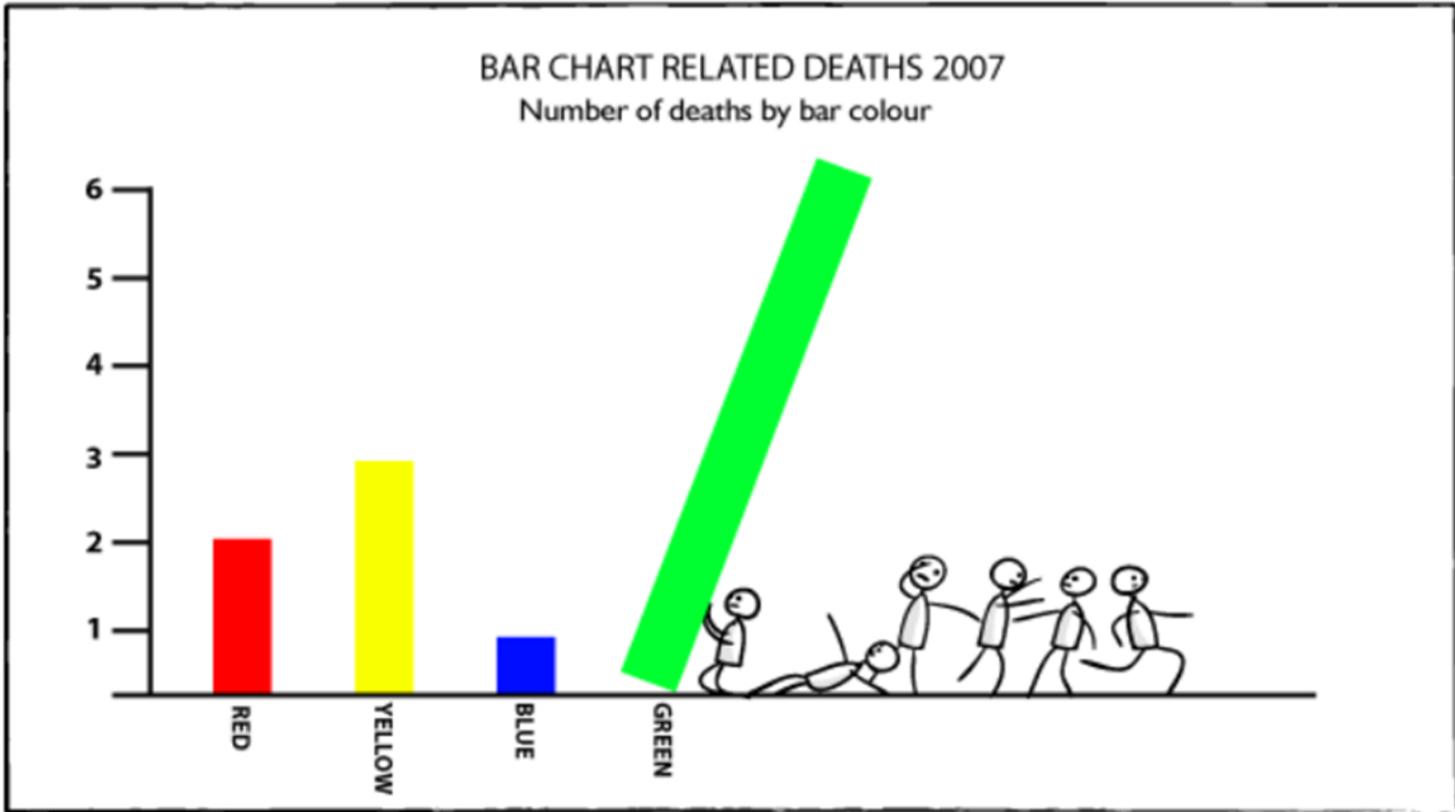
20-YEAR POPULATION/FTSE TREND



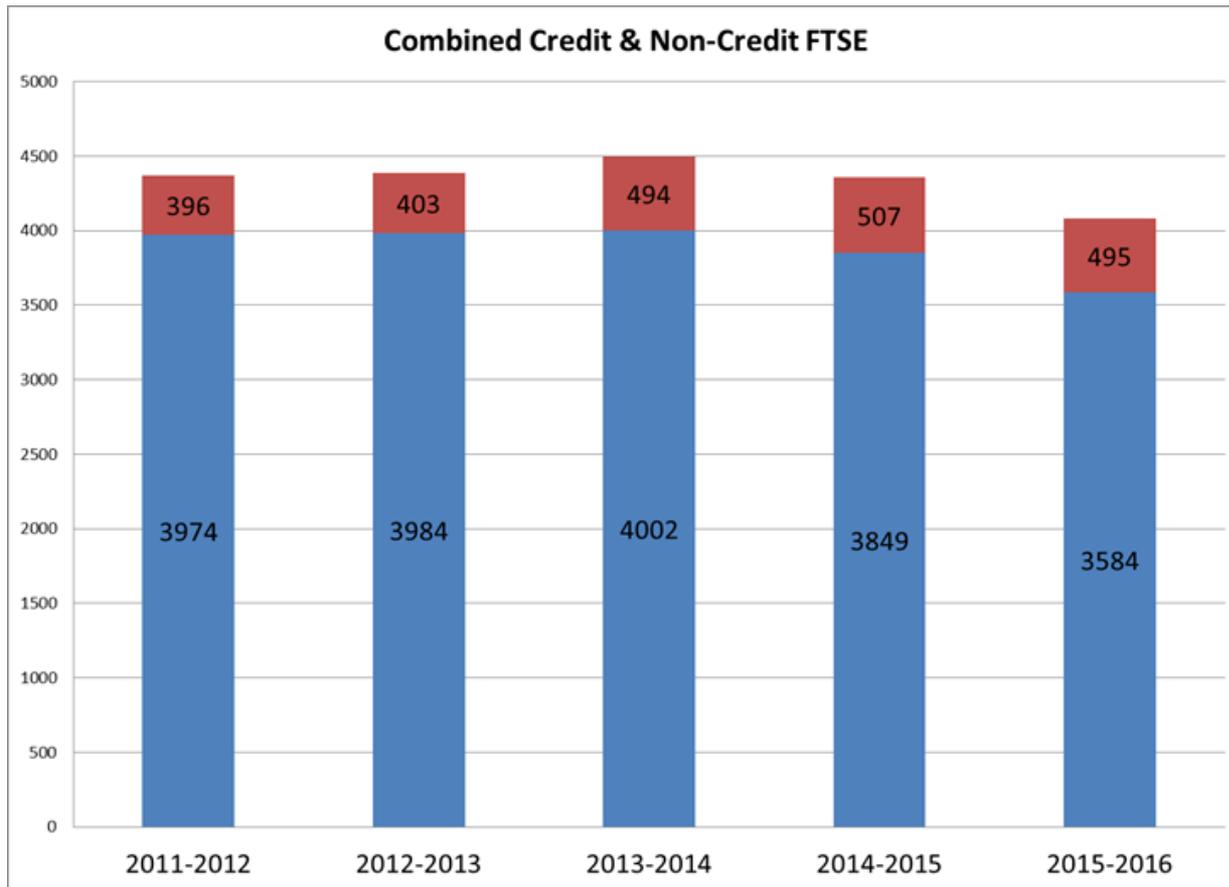
CREDIT ENROLLMENT TRENDS BY LOCATION



BAR CHARTS

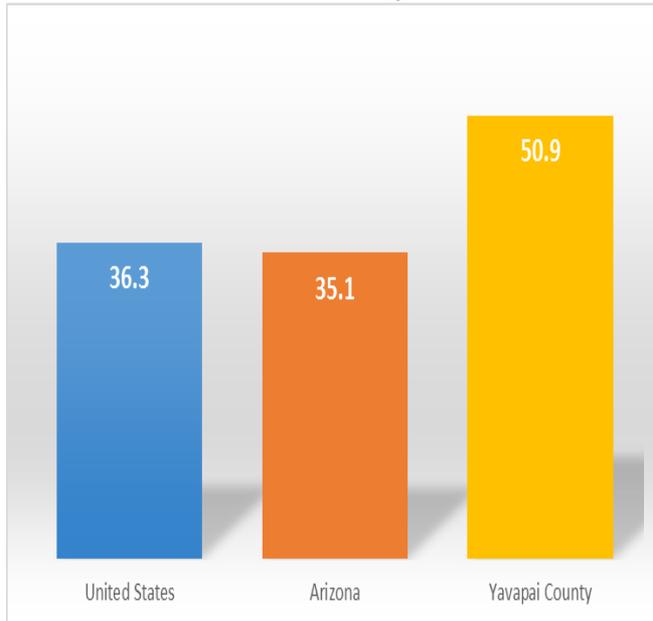


TOTAL ENROLLMENTS



CURRENT COUNTY POPULATION TRENDS

2016 Median Age



Slow growth

Rapidly aging population

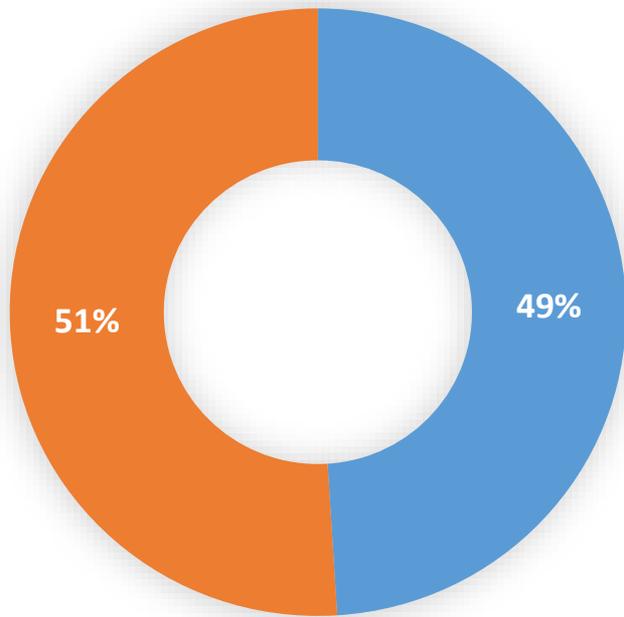
Shrinking workforce age population

Stagnant traditional college age population

Decreasing younger population

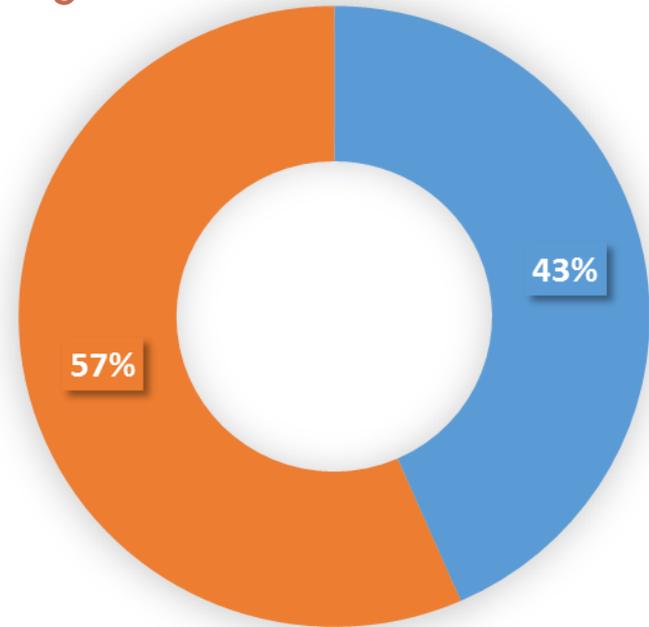
GENDER

County



■ Male ■ Female

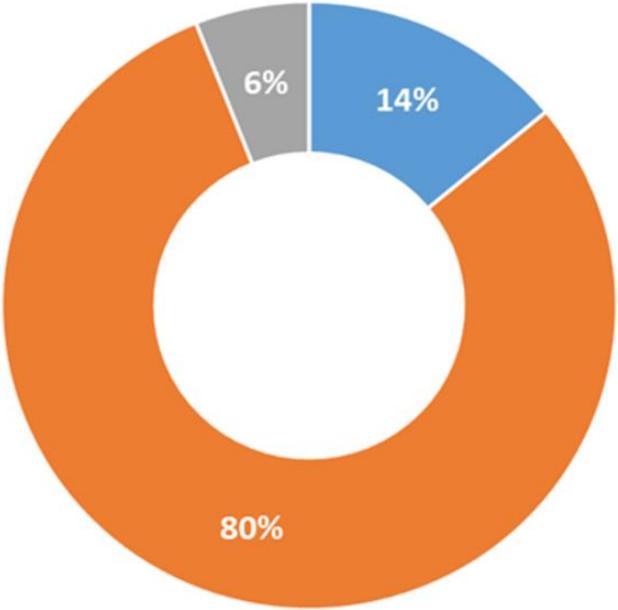
College



■ Male ■ Female

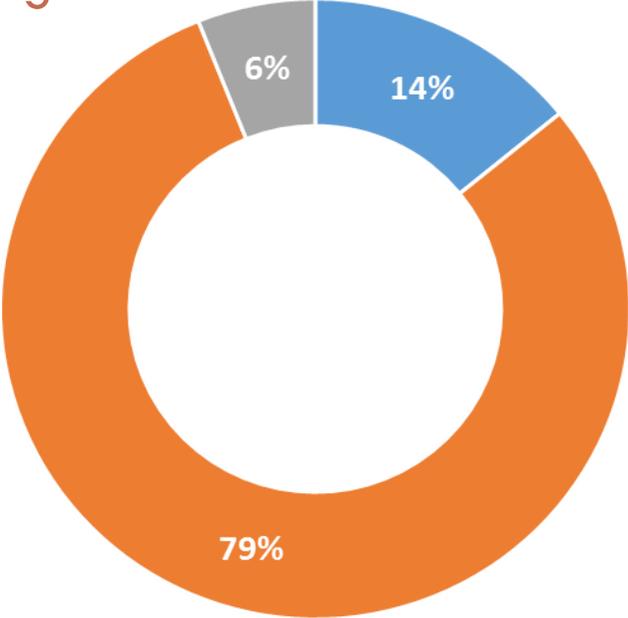
ETHNICITY

County



■ Hispanic ■ White ■ All Other

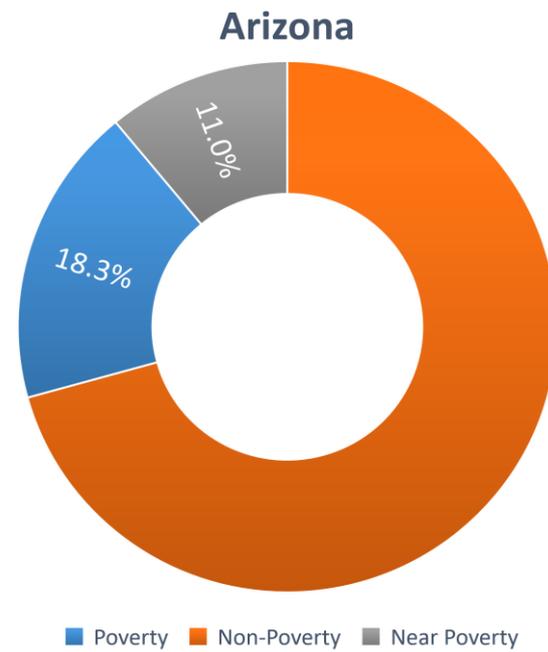
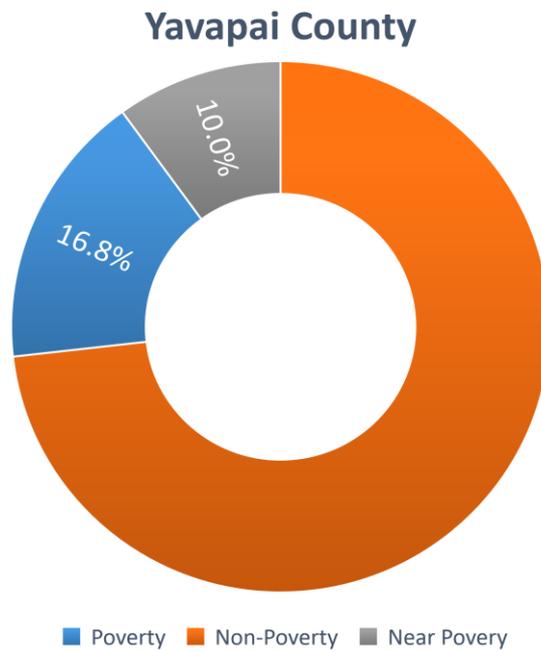
College



■ Hispanic ■ White ■ All Other

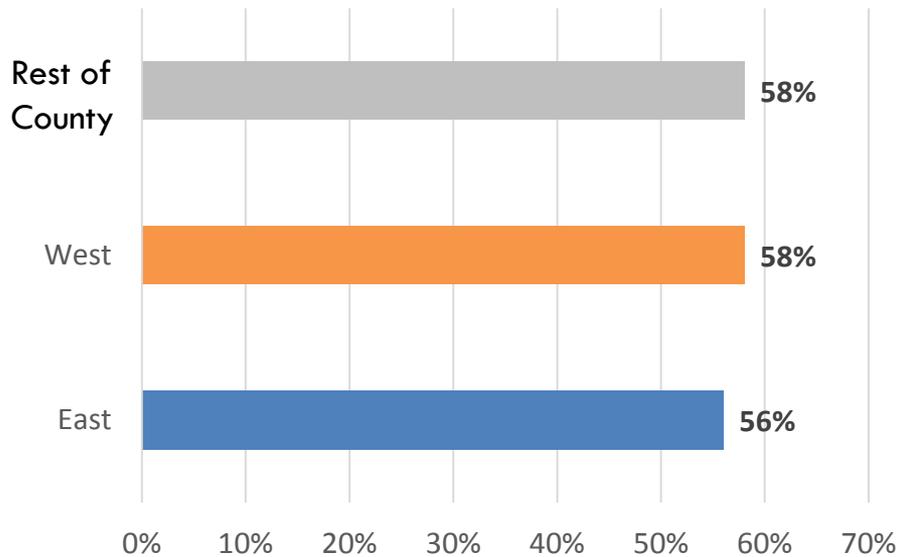
Source: EASI Analytics, 2016

POVERTY

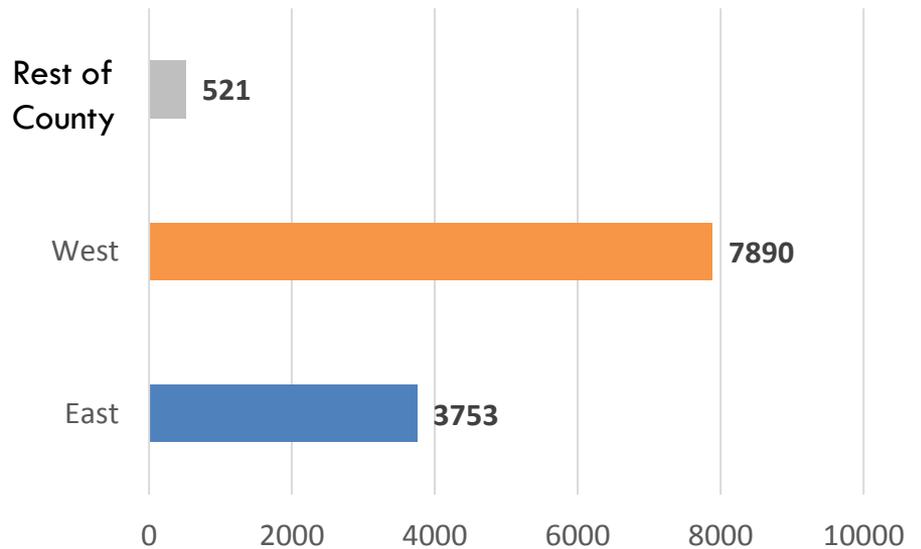


FREE OR REDUCED LUNCH K-12 SCHOOLS

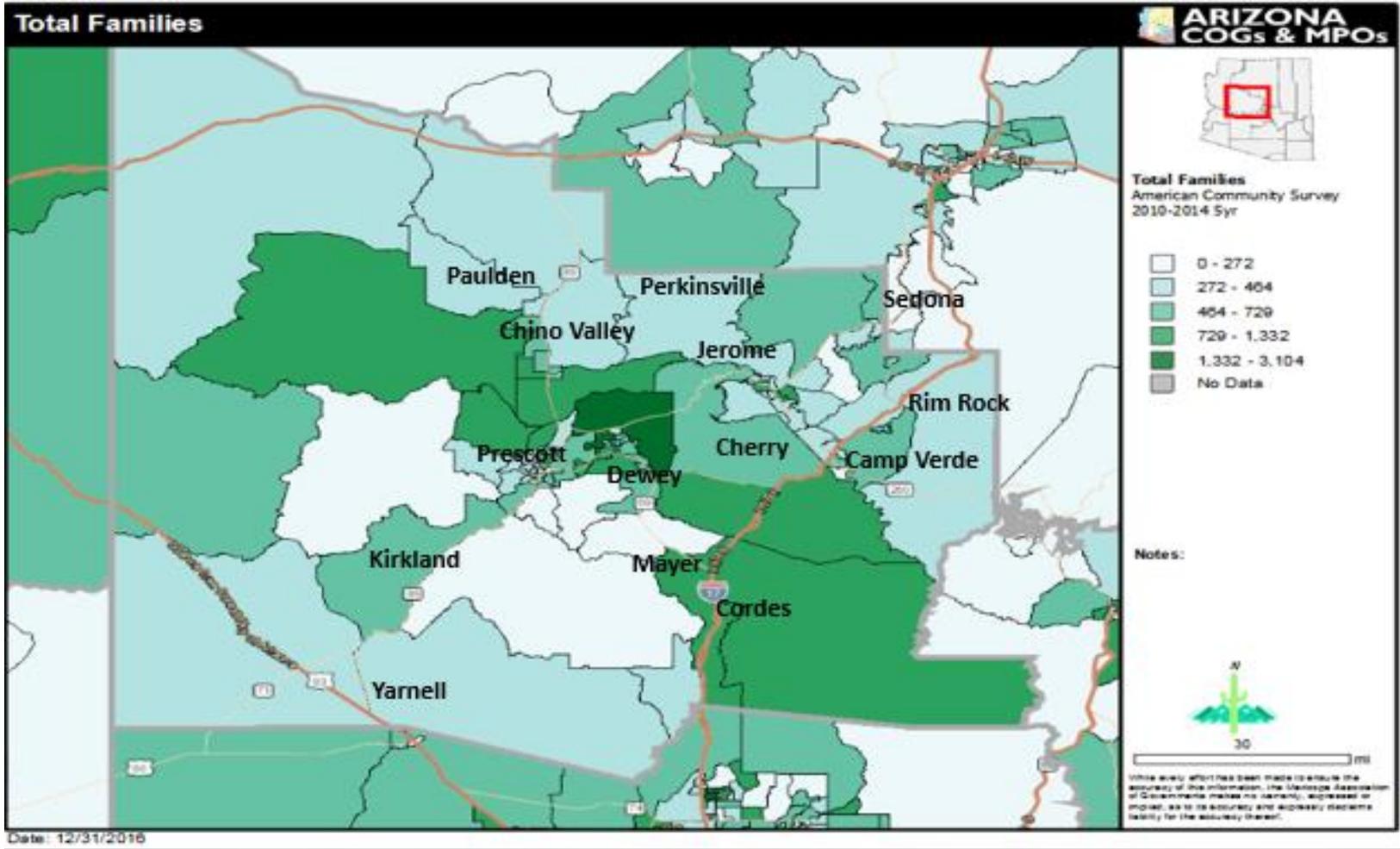
Percent Qualified Free or Reduced Lunch
by County Region



Students Qualified for Free or Reduced Lunch
by County Region

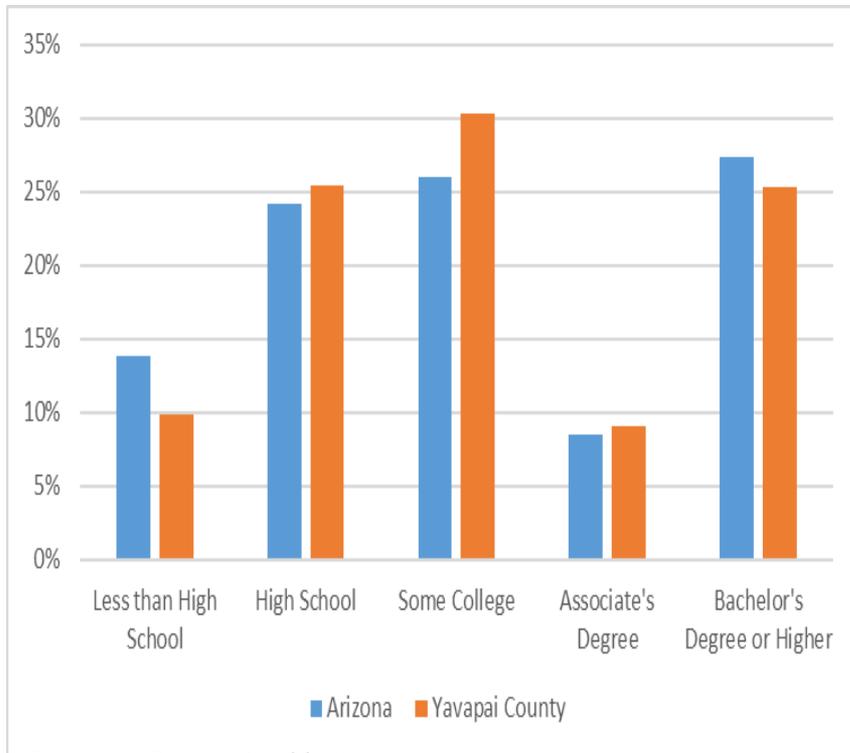


POVERTY MAP



EDUCATION AND DEGREE ATTAINMENT

Educational Attainment (pop 25+)



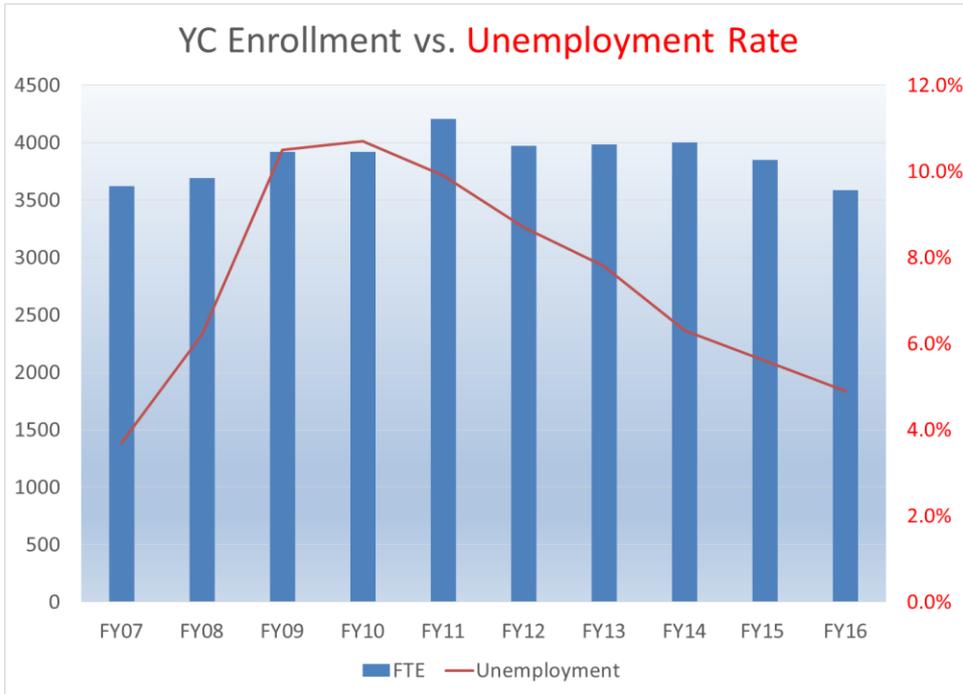
Source: EASI Analytics, 2016

Concerns & Opportunities

- 6 in 10 jobs will require some postsecondary training
- Workforce Population (25-64): 124,000
- Without AA or higher: 66,000
- Declining State financial support of higher education

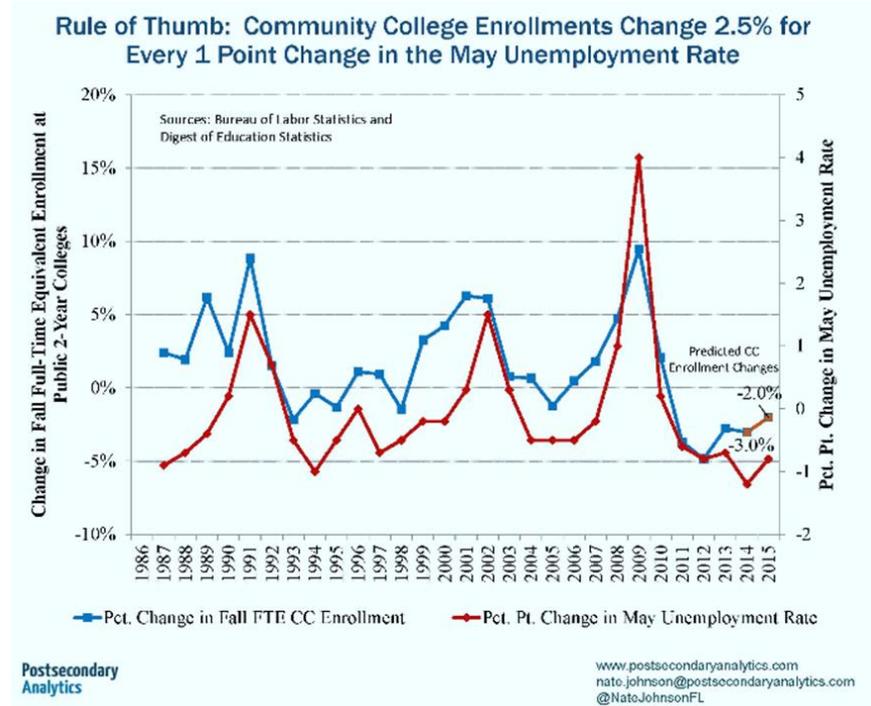
Source: Morrison Institute, 2016

UNEMPLOYMENT VS. COMMUNITY COLLEGE ENROLLMENT



.74 Correlation

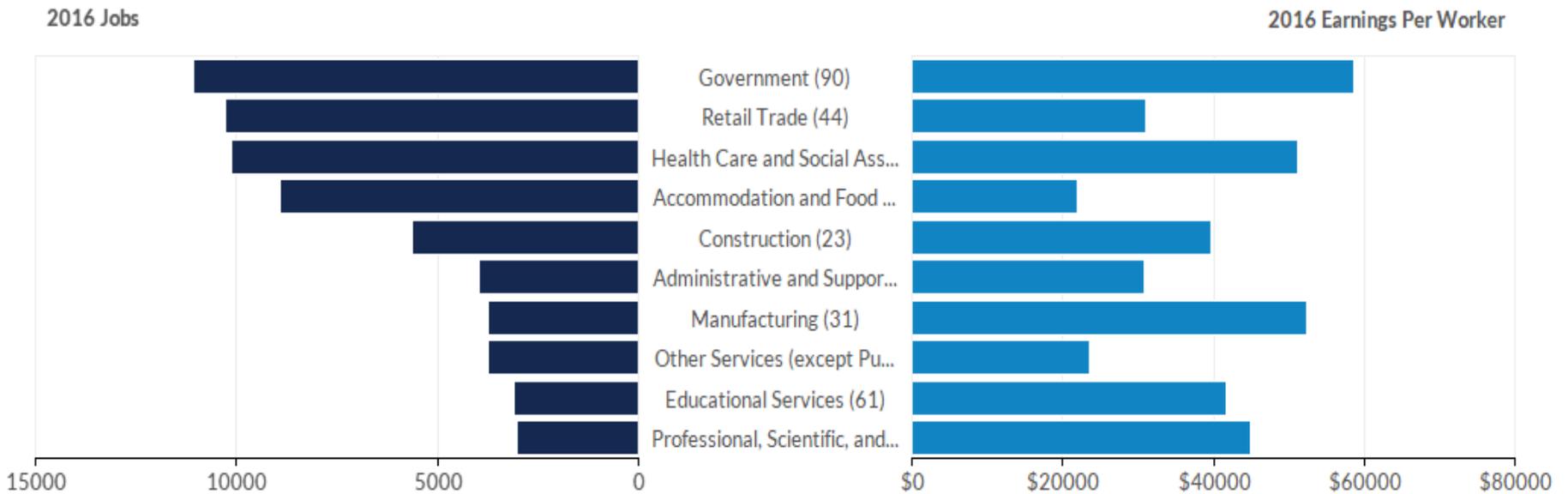
Source: Economic Research, Federal Reserve Bank of Saint Louis



Postsecondary Analytics

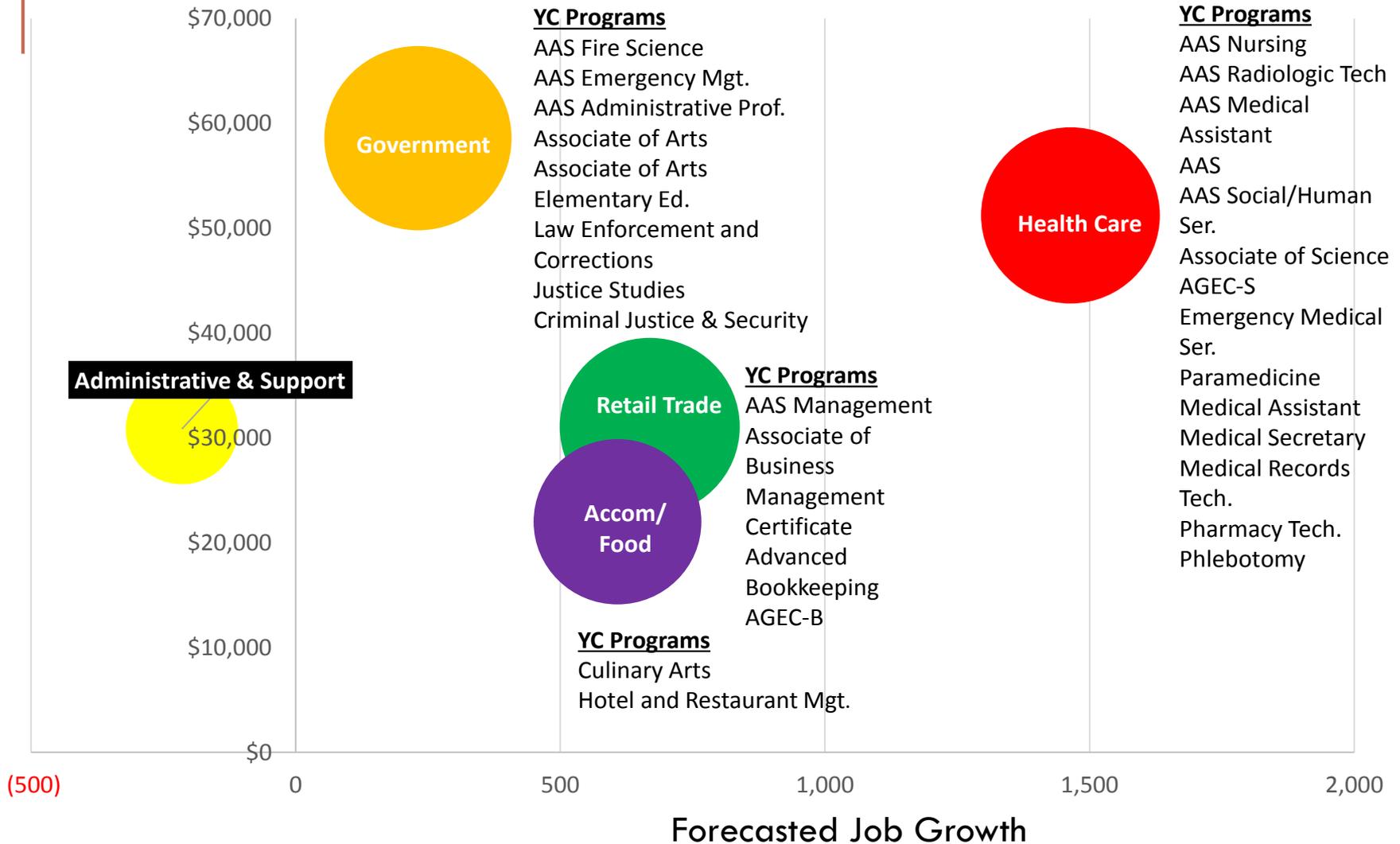
www.postsecondaryanalytics.com
 nato.johnson@postsecondaryanalytics.com
 @NatoJohnsonFL

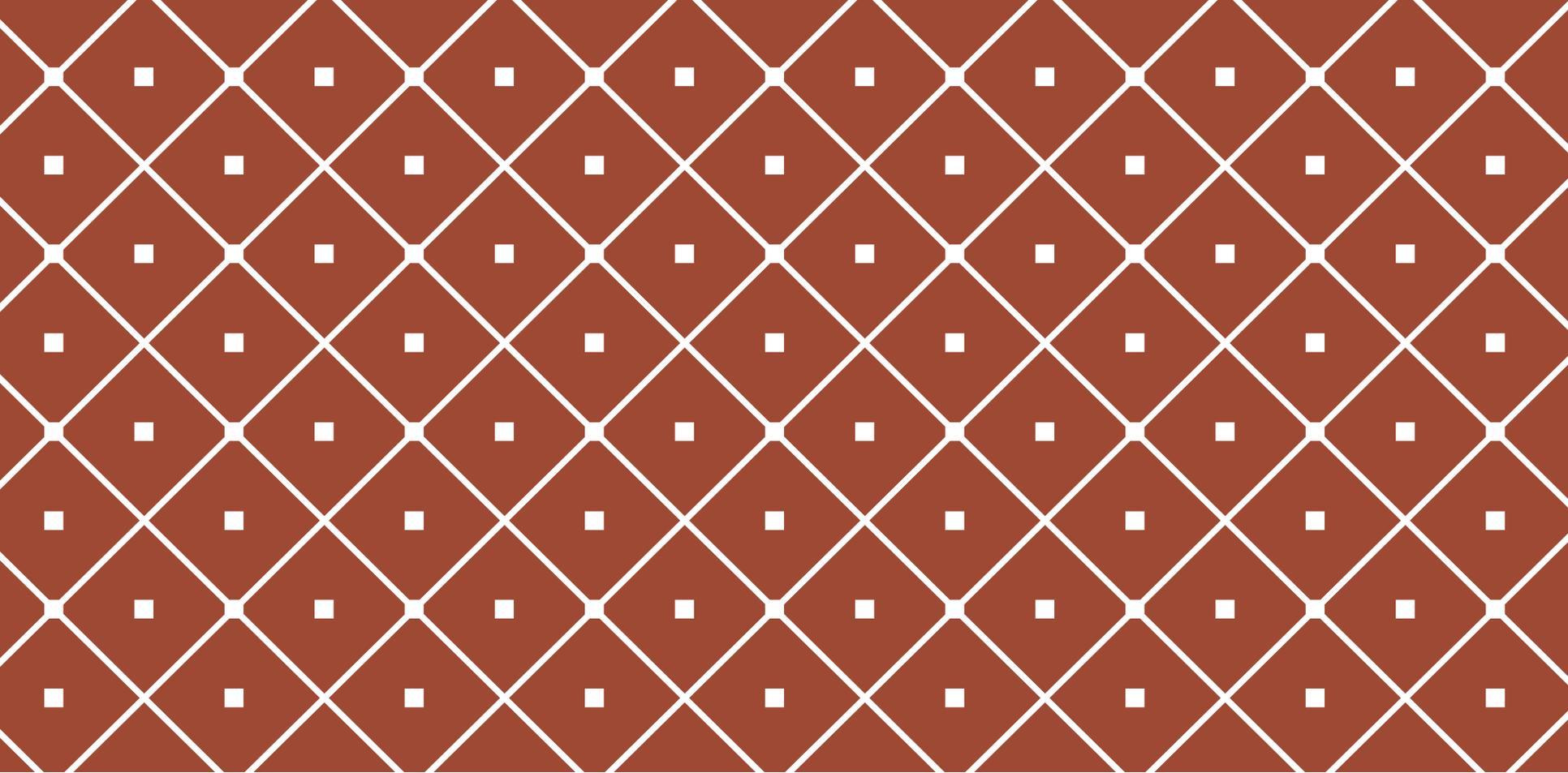
ECONOMIC DRIVERS



Source: EMSI largest industries in Yavapai County, 2016

ECONOMIC AND YC PROGRAM ALIGNMENT



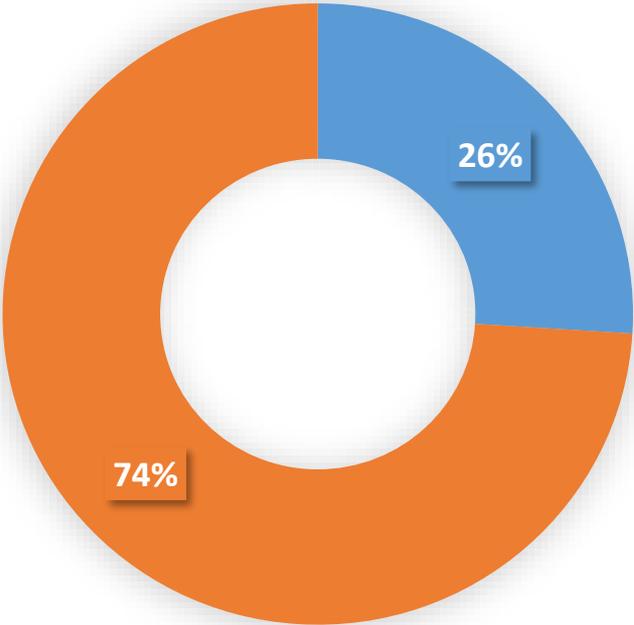


YAVAPAI COLLEGE

Characteristics
Plans
Results

FULL- AND PART-TIME STATUS

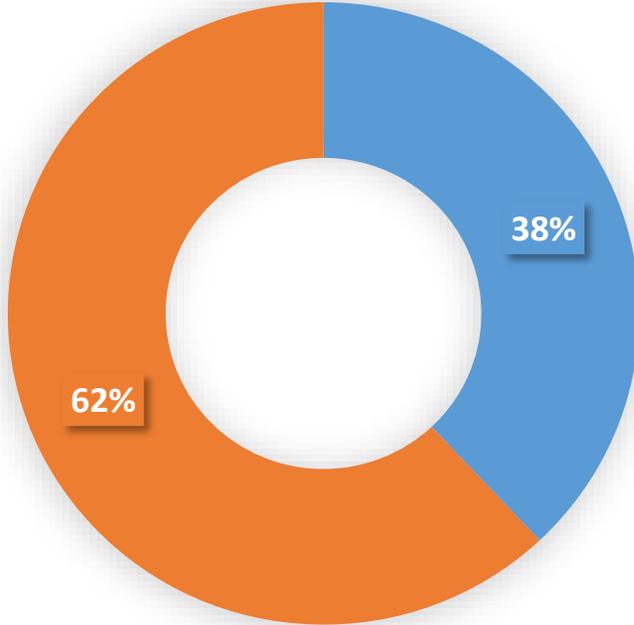
YC



■ Full-Time ■ Part-Time

Source: Yavapai College, Institutional Effectiveness and Research

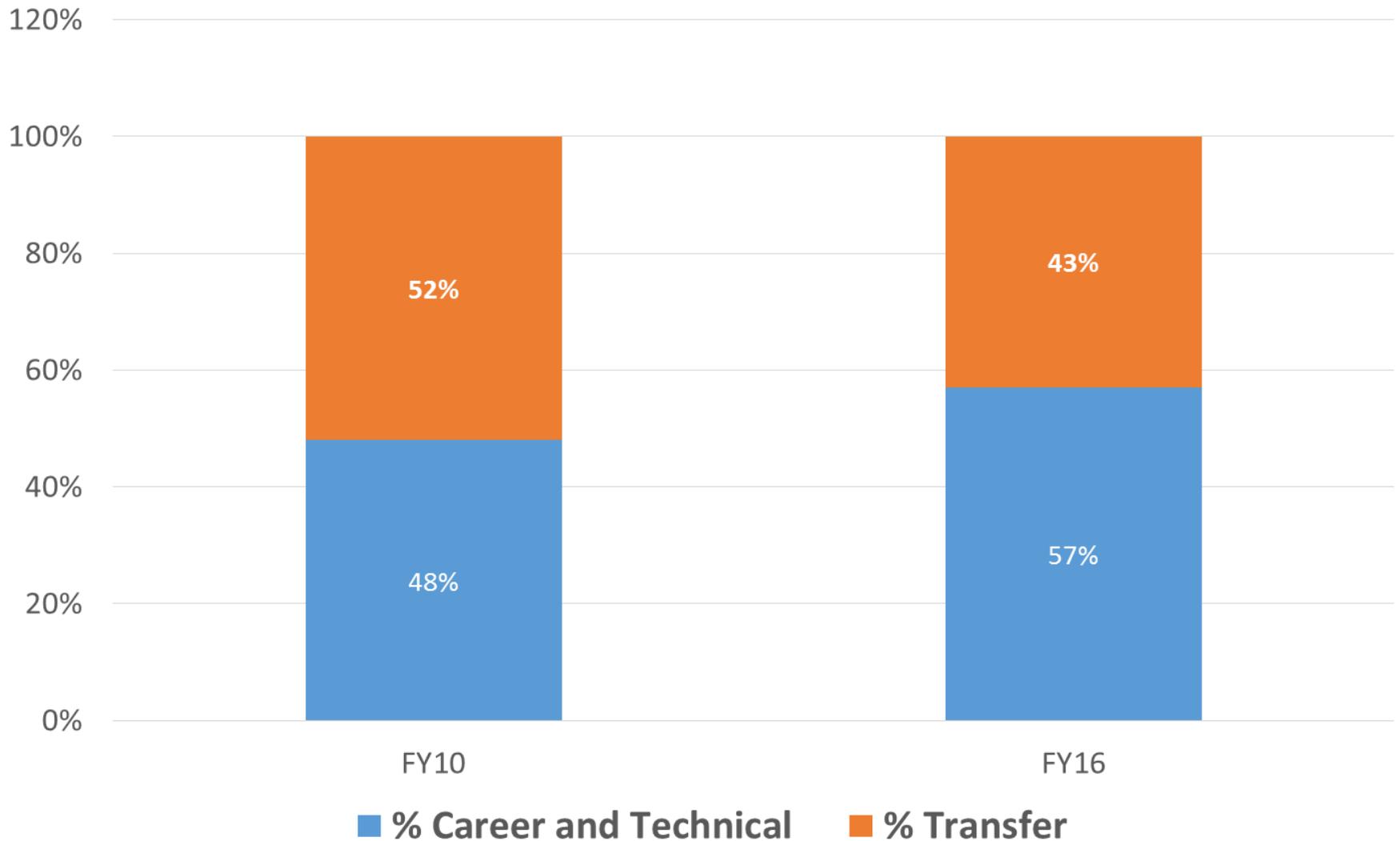
National Community Colleges



■ Full-Time ■ Part-Time

Source: American Association of Community Colleges, 2016

Percent Career and Technical and Transfer Student Credit Hours - FY 10 vs. FY16



YC CTE PROGRAMS

APPROVED BY AZ DOE

Chino:

- Agriculture, Animal Systems, Electrician, Power Systems

CTEC:

- Air Transport, Automation (Robots), Automotive, Diesel, Electronics, Engineering, Precision Machining, Welding

Prescott:

- Bioscience, Digital Photography, Digital Printing, Early Childhood Education, Education, Graphic/ Web Design, Medical Assisting, Medical Imaging, Network Tech, Nursing

Prescott Valley:

- EMS, Fire Service, HIT, Public Safety

Sedona:

- Culinary Arts, Hospitality

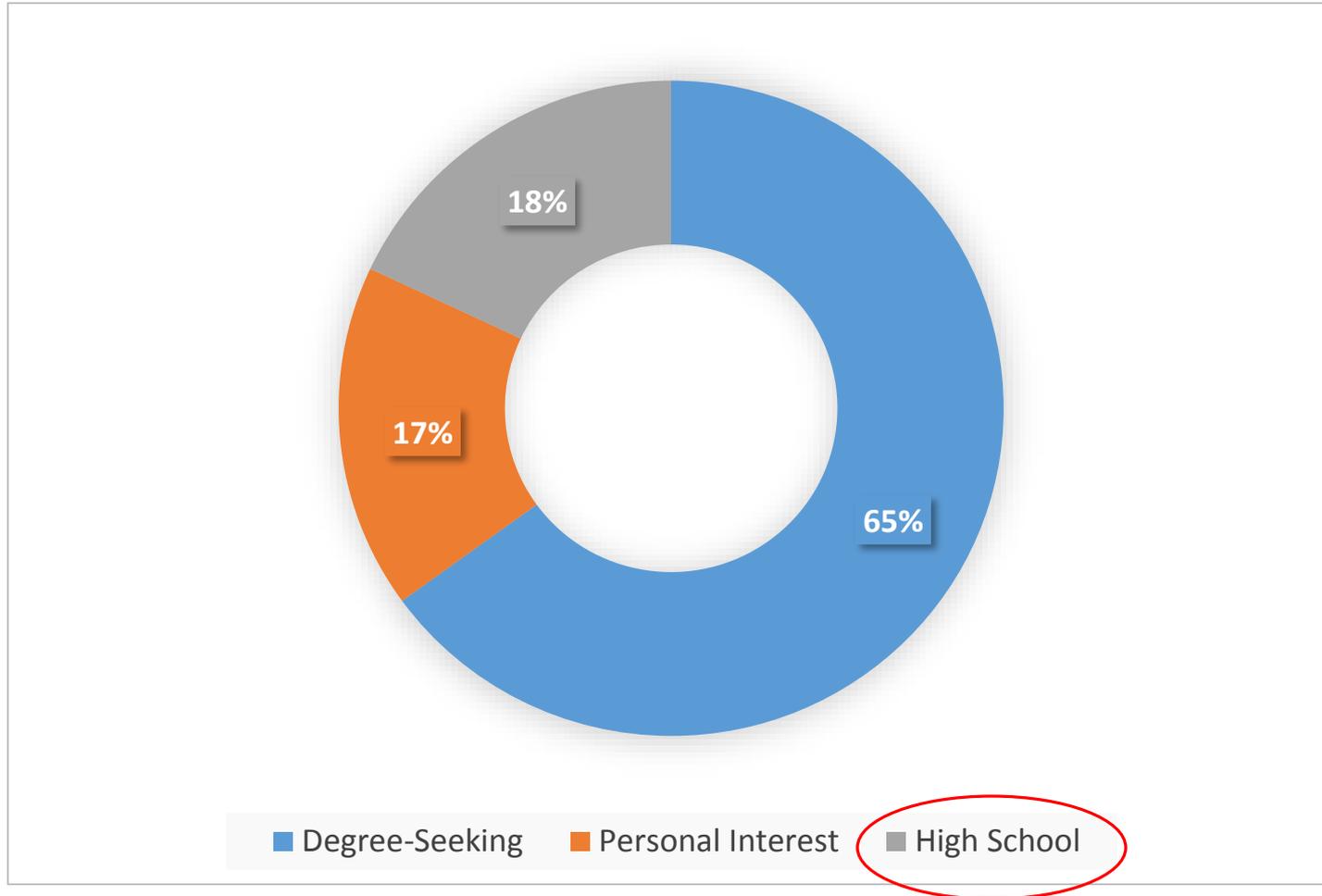
Verde Valley:

- Ag, Animation, Bioscience, Early Childhood Education, Education, Film & TV, Fire Service, Medical Assisting, Network Tech, Nursing, Welding

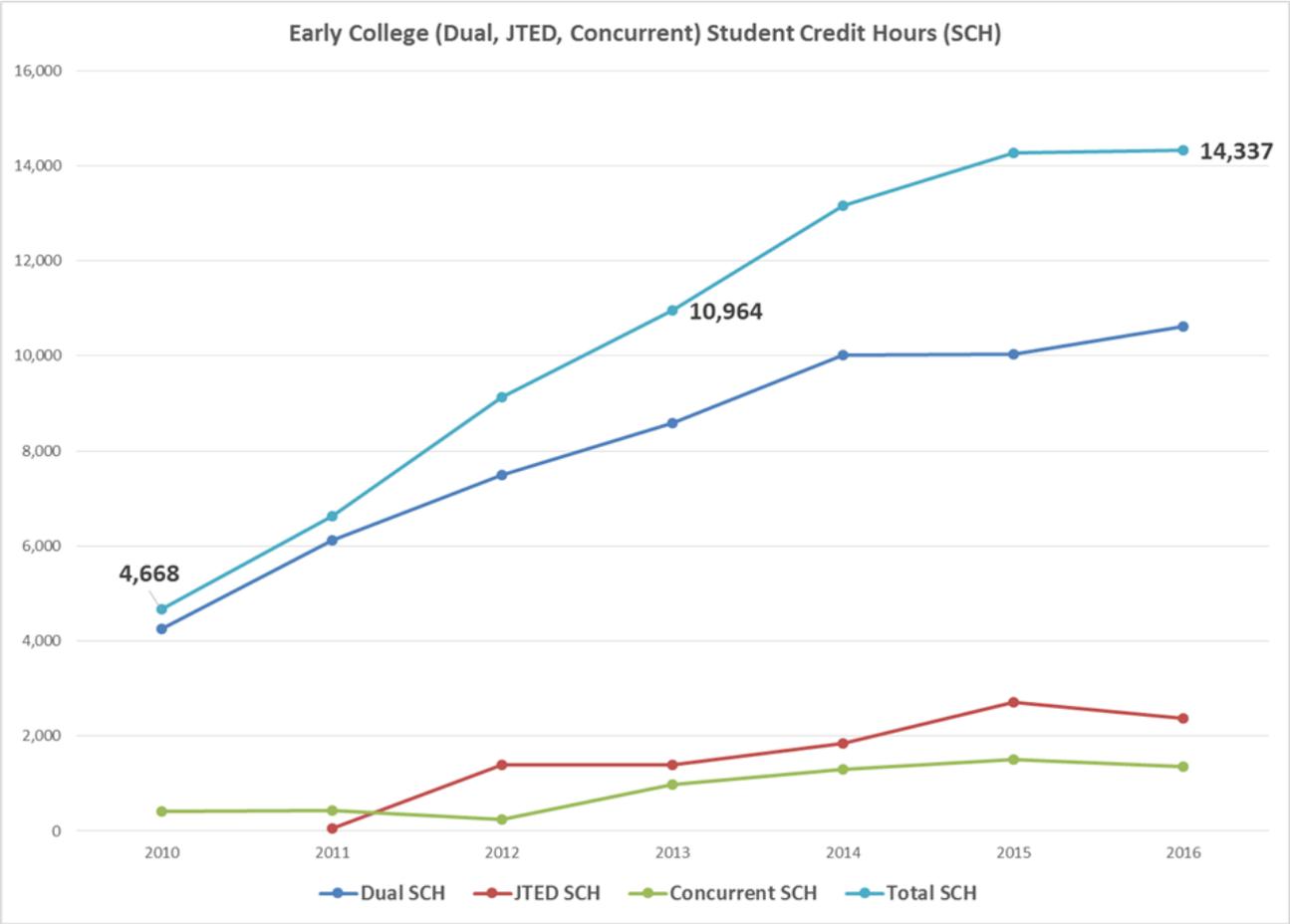
Online:

- Accounting, Business Mgmt, Financial Services, Law, Sales/Marketing, Software Development

STUDENT INTENT



EARLY COLLEGE STUDENT CREDIT HOURS

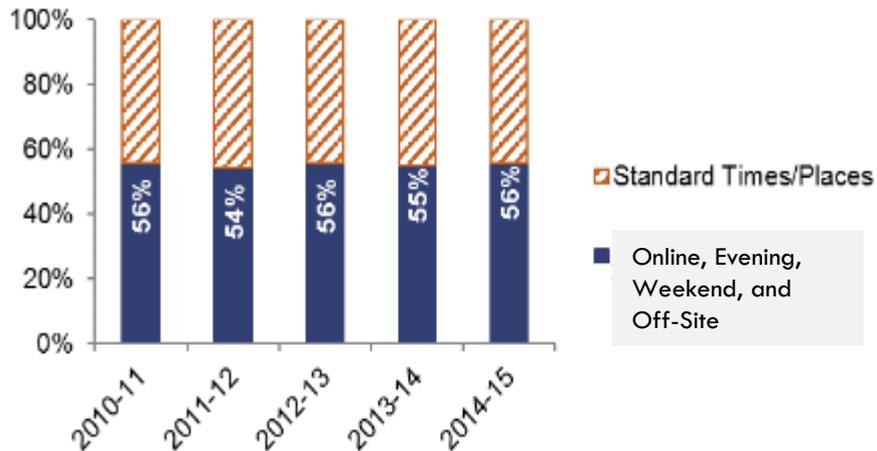


Source: Yavapai College, Institutional Effectiveness and Research

ACCESS

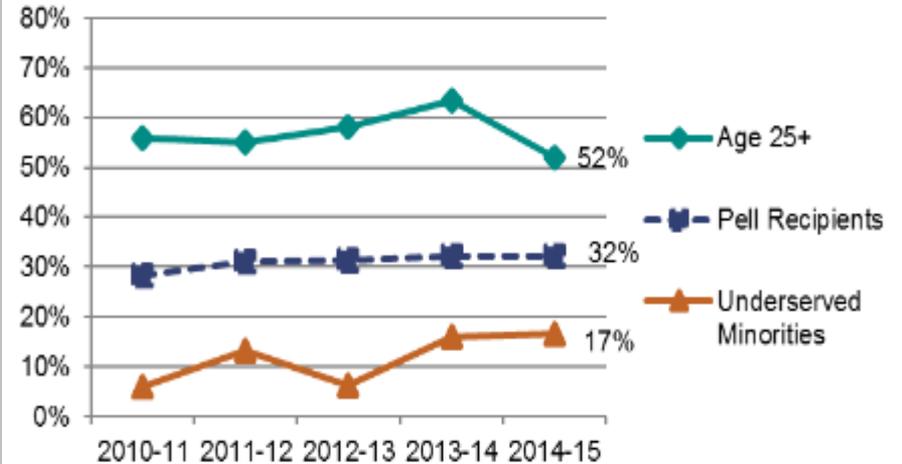
Alternative Delivery

Percent of SCH Earned at Standard and Alternative Times/Places



Underserved Populations

Underserved Populations, as a Percentage of Enrollment



2016 COMPLETIONS = 1,641

Associate's 547

Top 10 Associate Programs by Graduates

Associate of Arts	168
Nursing	57
General Studies	57
Aviation Technology	33
Business	23
Associate of Science	18
Fire Science	15
Management	15
Paralegal Studies	15
Accounting	14

Certificates 1,094

Top 10 Certificate Programs by Graduates

Arizona General Education - A	221
Nursing Assistant	163
Emergency Medical Technician	100
Law Enforcement & Corrections	55
Bookkeeping	31
Gunsmithing	30
Management	27
Arizona General Education - B	25
Computer Networking Technician	23
Arizona General Education - S	22

STRATEGIC PLAN 2015-2020

2016-17 HIGHLIGHTS

1. Student Success

- a) Pathways: YC, HS, 4 year
- b) Scheduling
- c) Website
- d) Career services
- e) Online learning plan

2. Economic Responsiveness

- a) Expand Employment Services
- b) Link Programs to Careers
- c) Improve post-degree training opportunities

3. Engaged Community

- a) Personal digital marketing
- b) Open house
- c) DGB Community Survey

4. Organizational Development

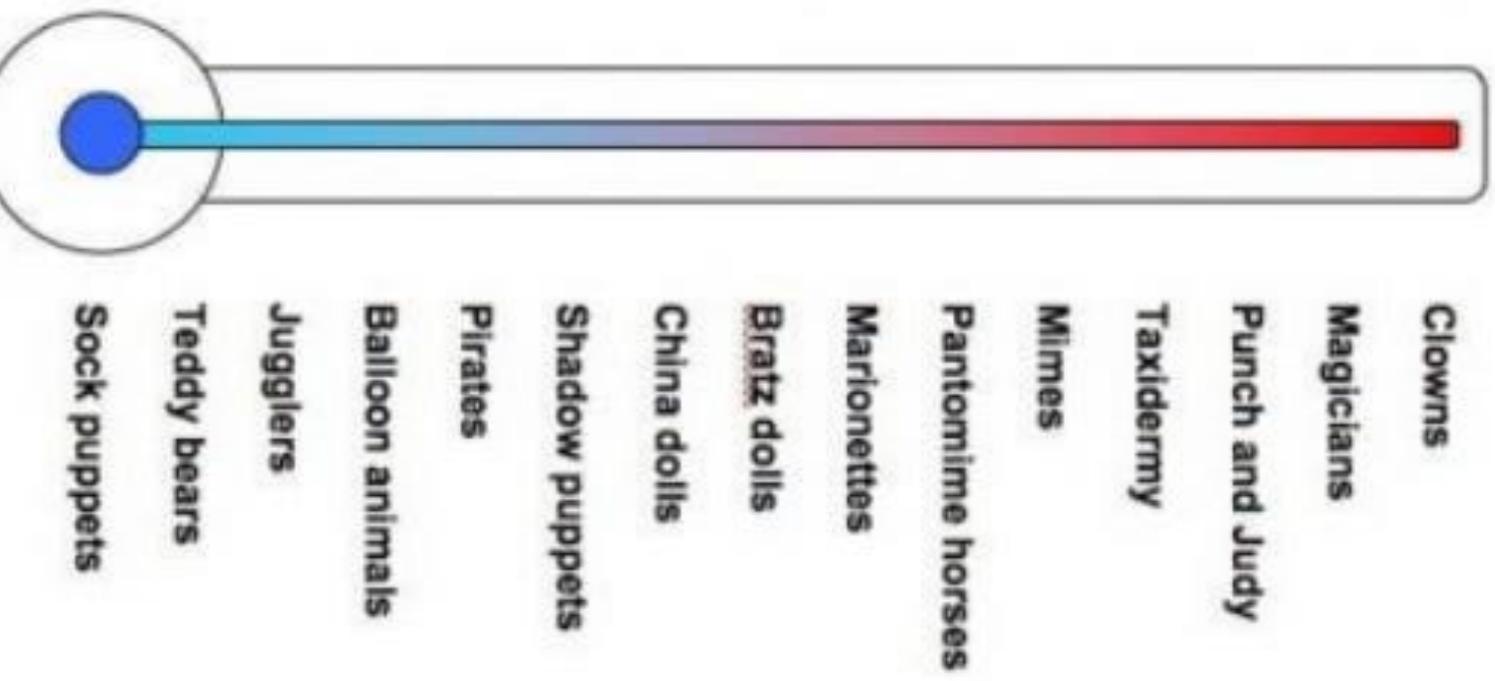
- a) Employee Survey

5. Fiscal Stewardship

- a) Continue Budget Transparency
- b) Renovate Sedona Center and Prescott Arts

THERMOMETER CHARTS

Thermometer of Scary



YC KEY PERFORMANCE INDICATORS

EDUCATION KPI



ECONOMIC DEVELOPMENT KPI



SOCIAL & CULTURAL KPI



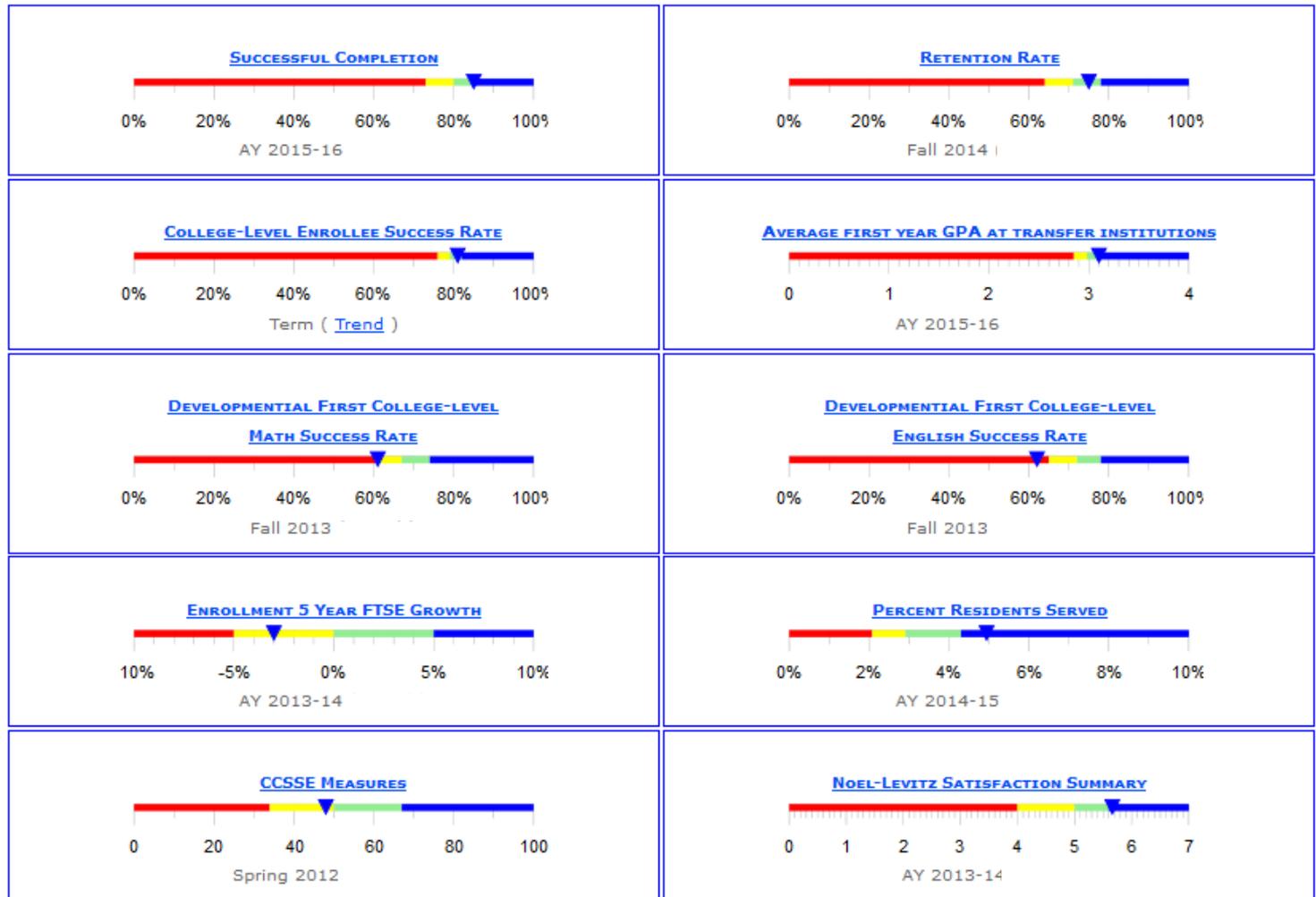
Red = Poor

Yellow = Caution

Green = Good

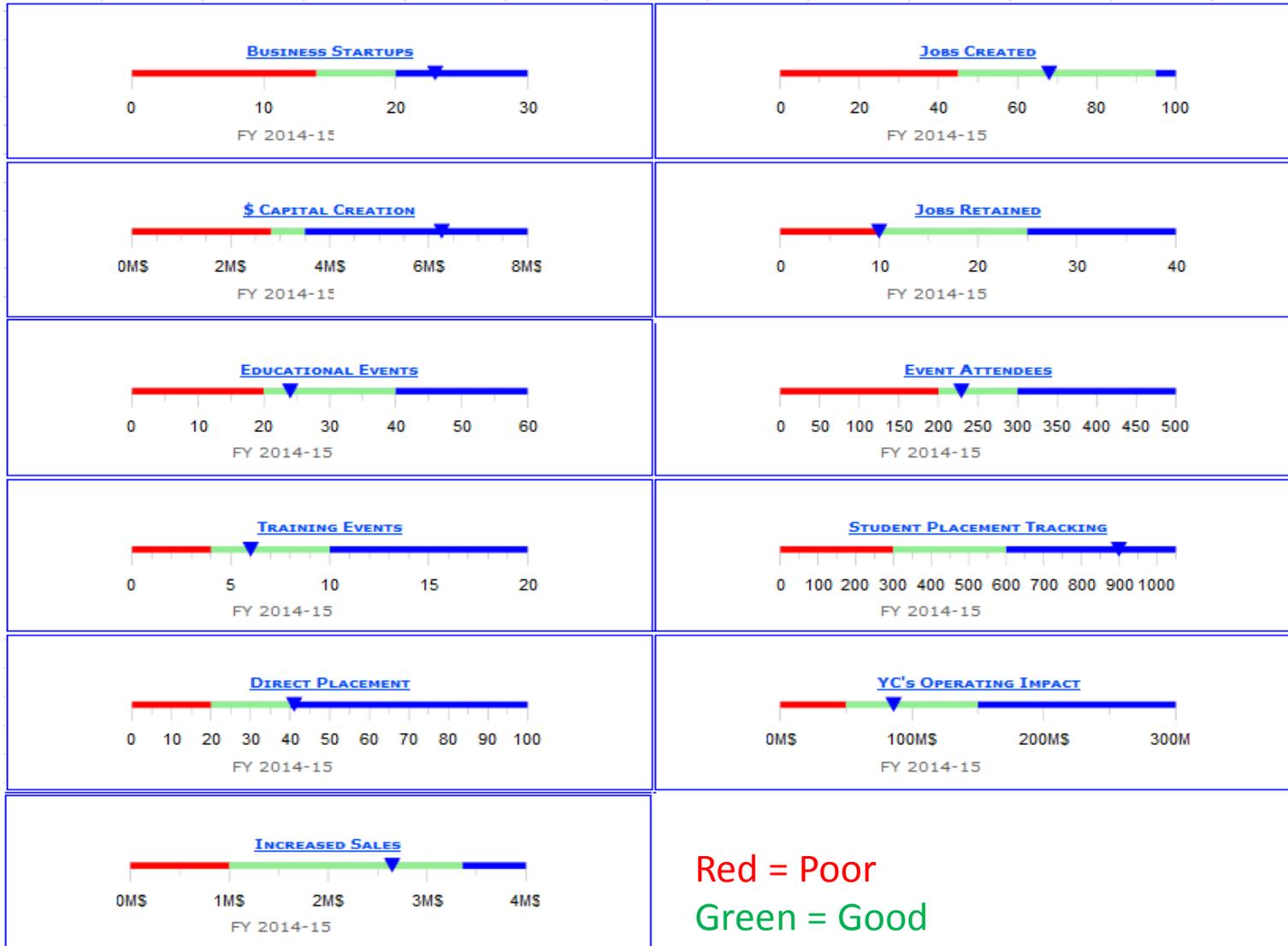
Blue = Excellent

EDUCATION KPIS



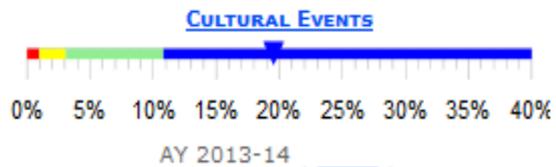
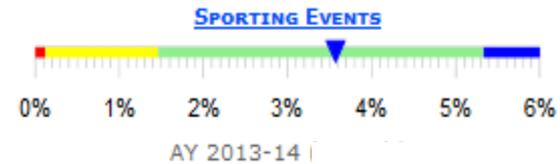
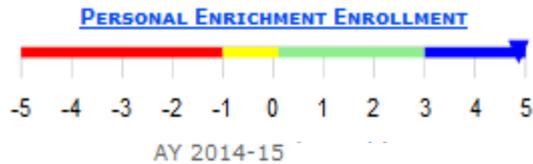
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ECONOMIC KPIS

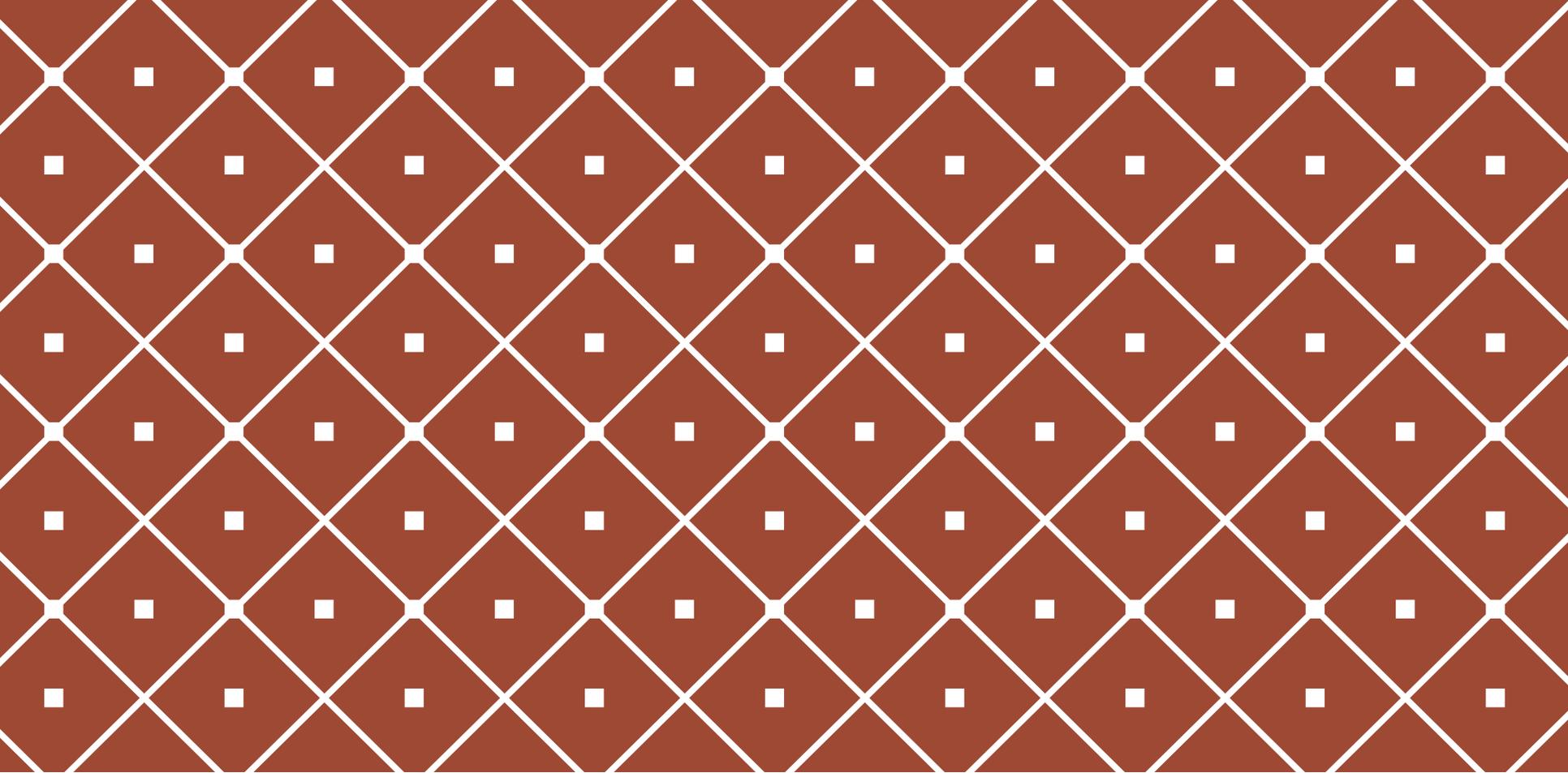


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SOCIAL/CULTURAL KPIS

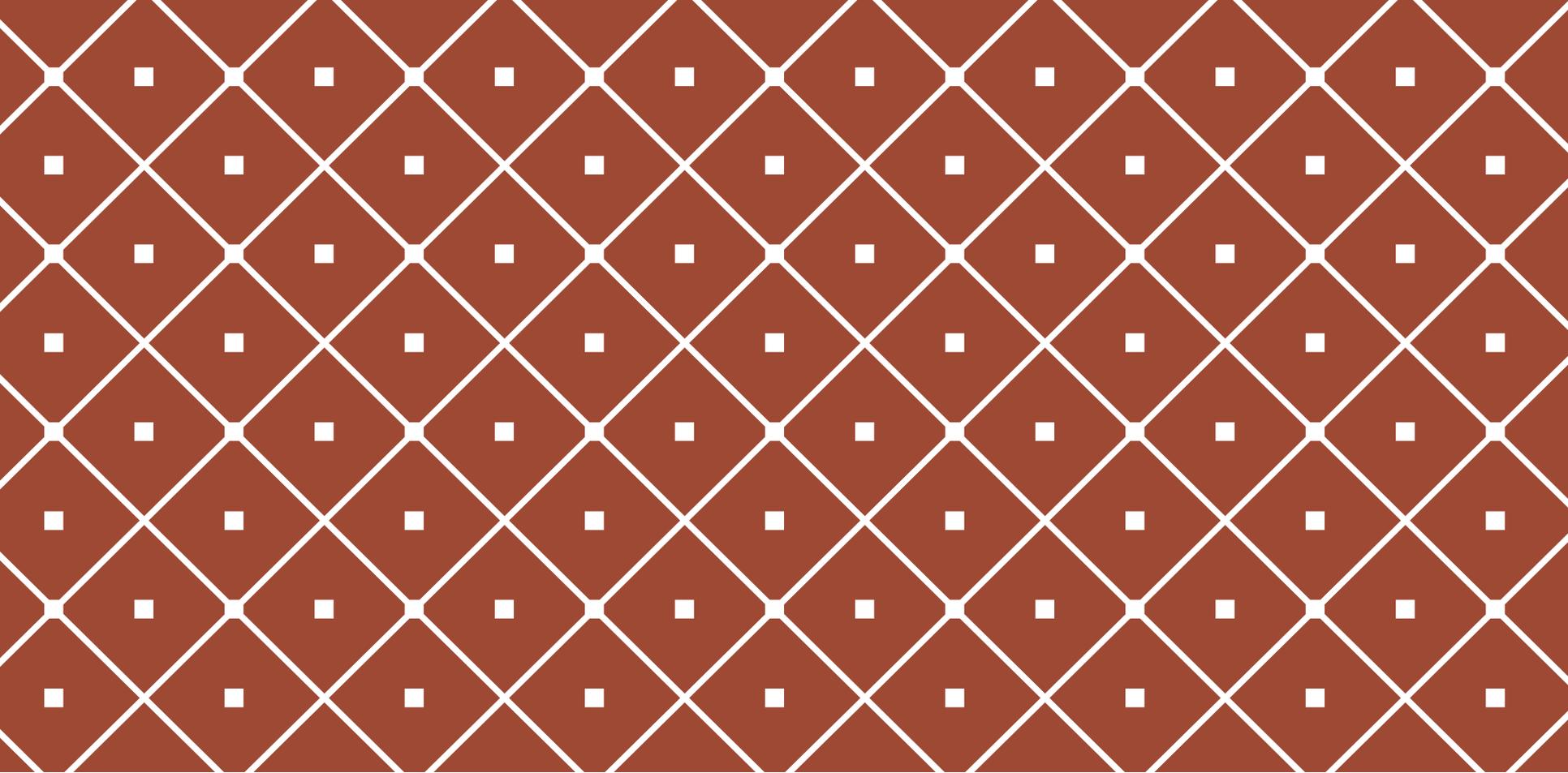


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BREAK

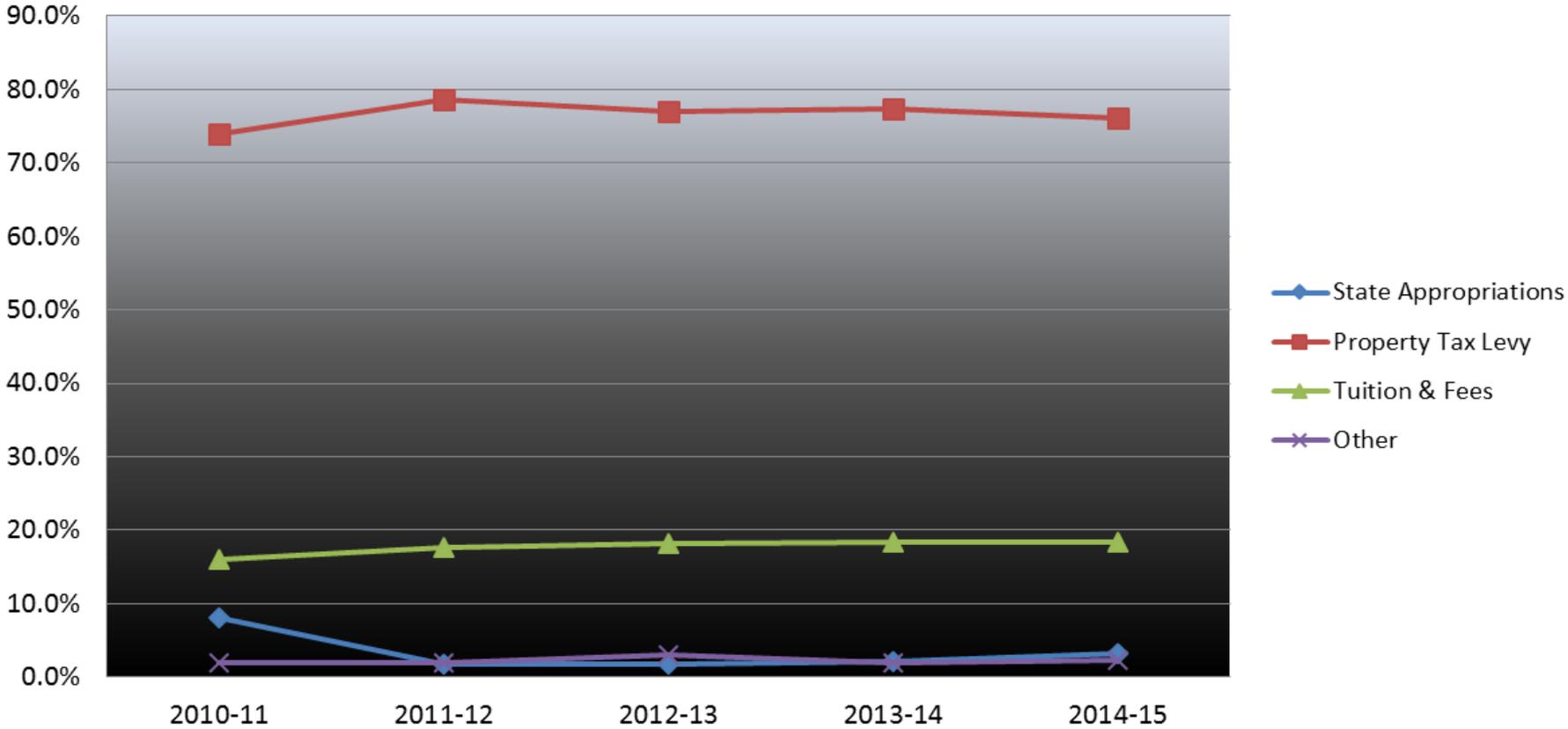




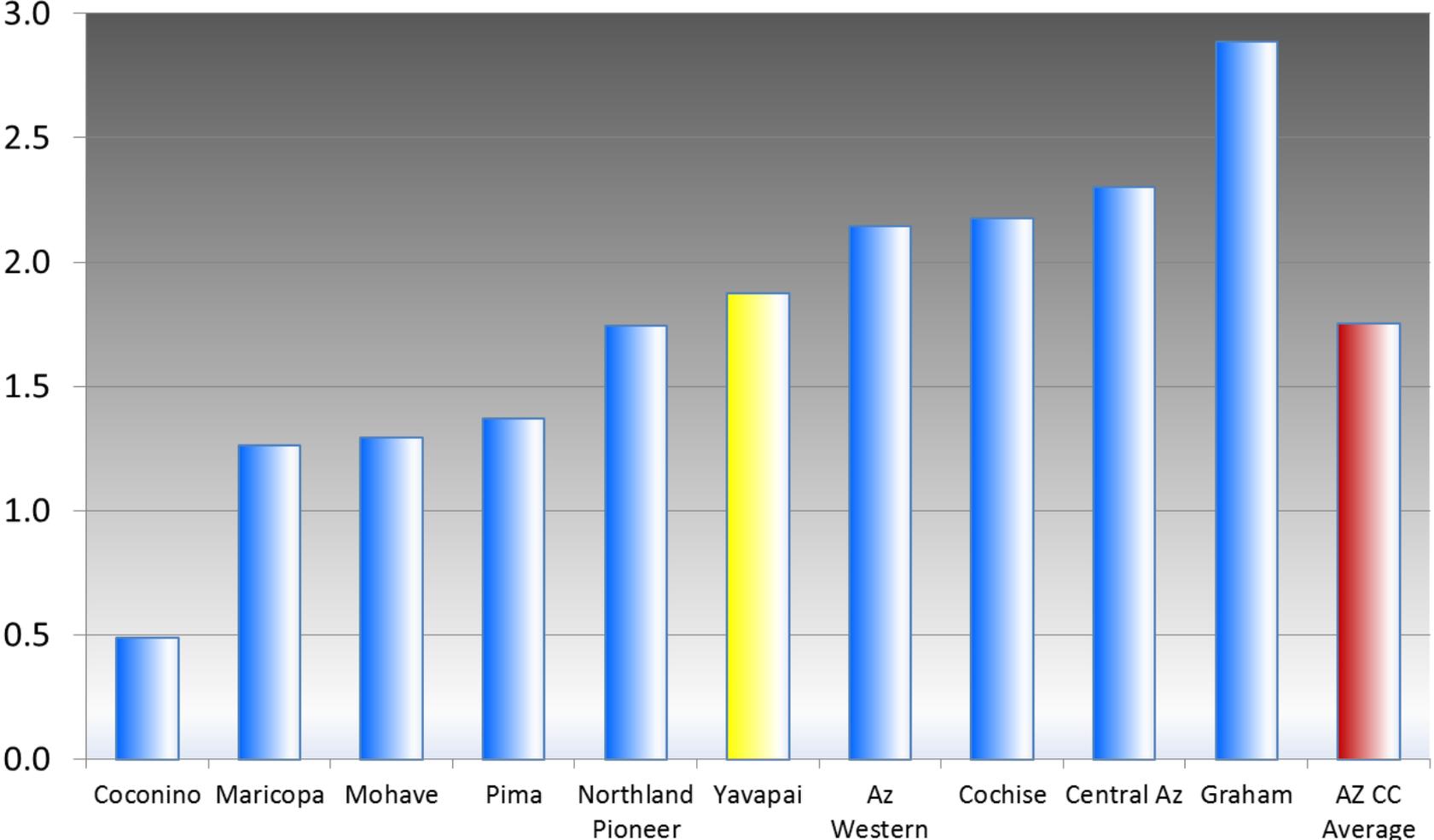
FINANCIALS

Revenues

Revenue Source as a % of Total Unrestricted Revenues

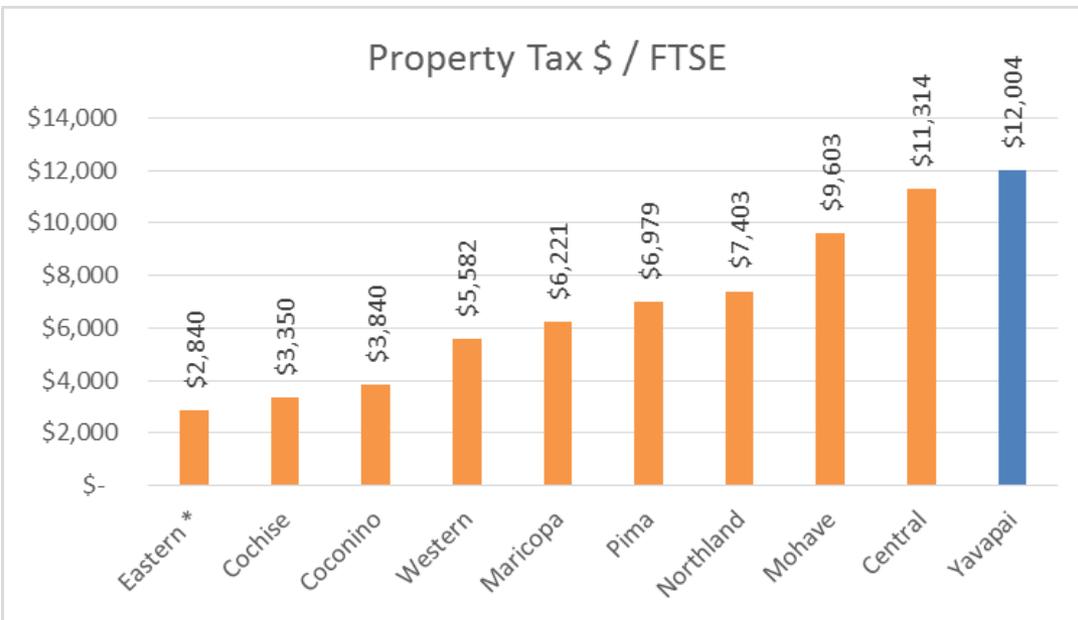


**Arizona Community College
2016 Primary Property Tax Rates
(in mils)**



Source: Consolidated 2015-16 AZ Community College State Aid Request

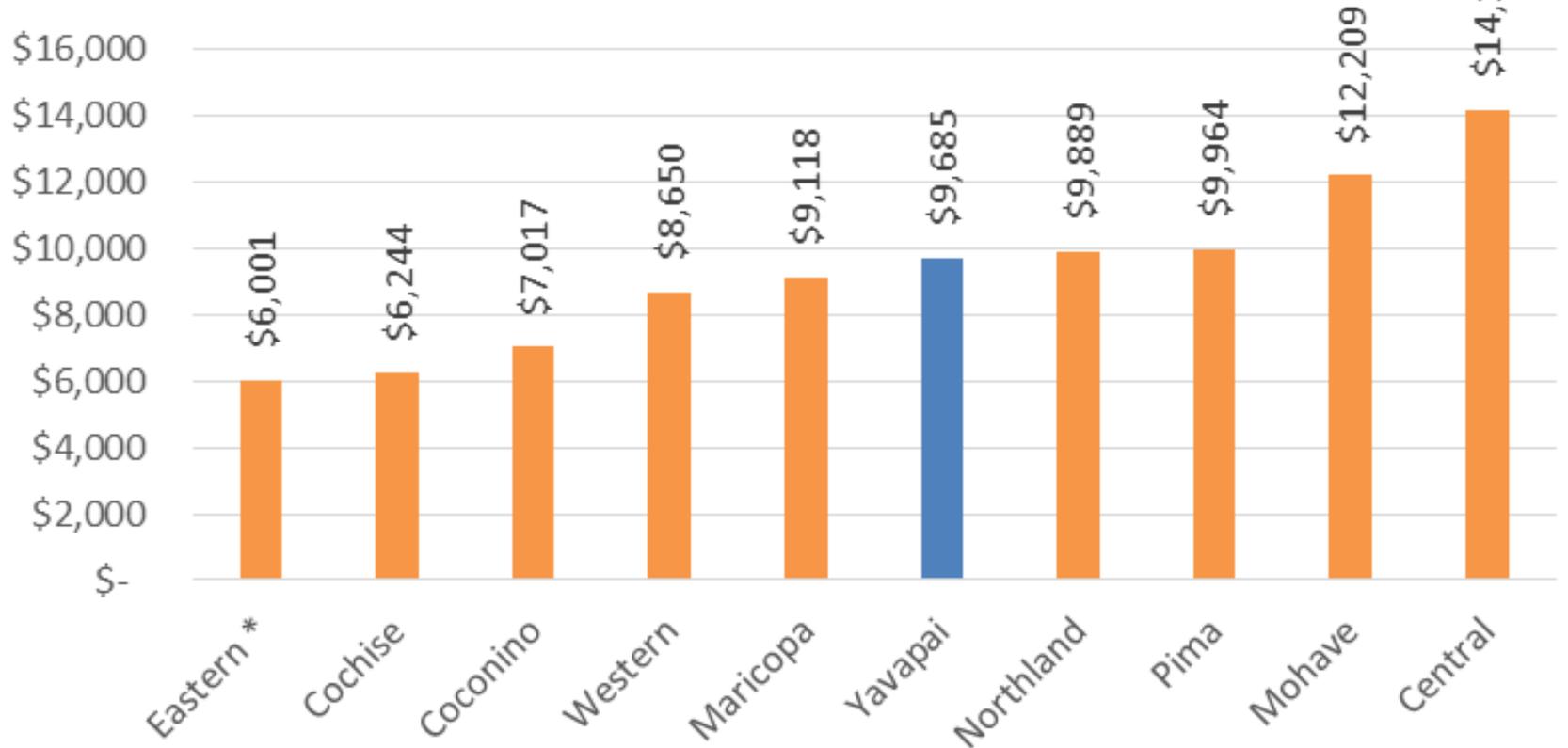
PROPERTY TAX PER CREDIT FTSE



YC Spends Revenues to Meet Service District Needs

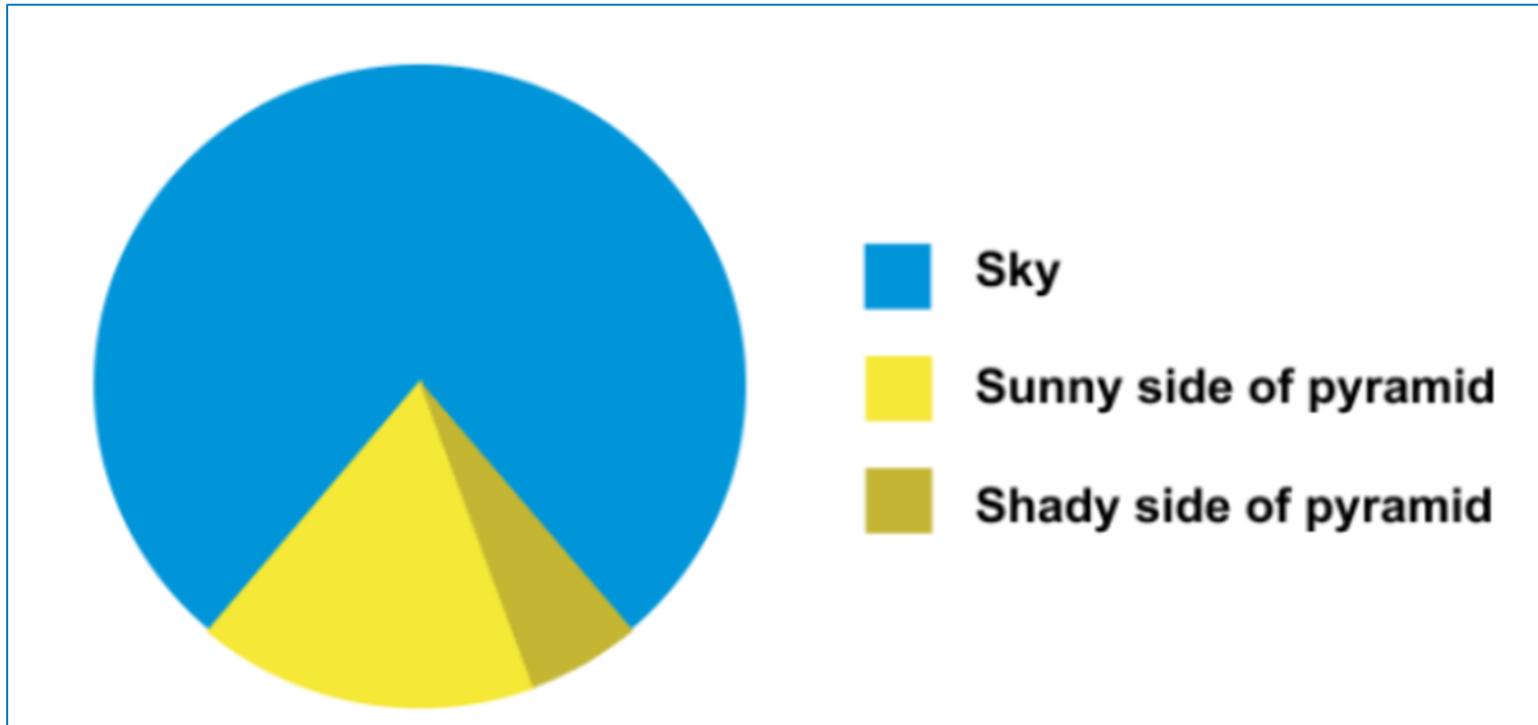
- Twice number of retirees means twice non-credit courses
- YC students take 20% more CTE coursework— which costs >30% more per student
- YC maintains its facilities and equipment in top-notch condition
- Unique services include Athletics, Community Events, Residence Halls, and ECE Lab School

Property Tax \$ / FTSE including CTE
Adding NC and subtracting Misc Services from YC
and Adding PM Catch-Up to Other Schools



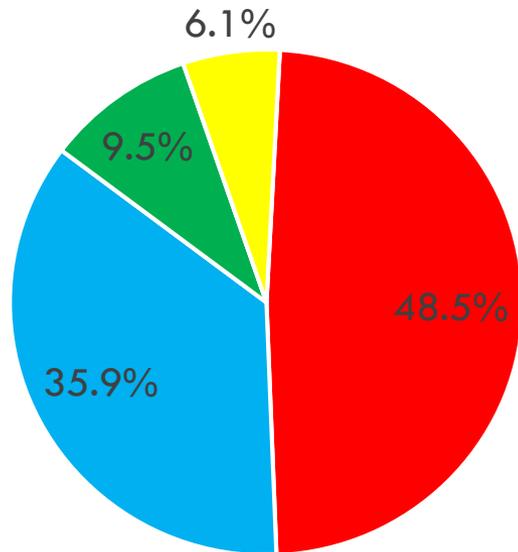
Source: YC FAS

PIE CHARTS



YAVAPAI COUNTY MAJOR TAXPAYERS

Yavapai County Property Tax by Type



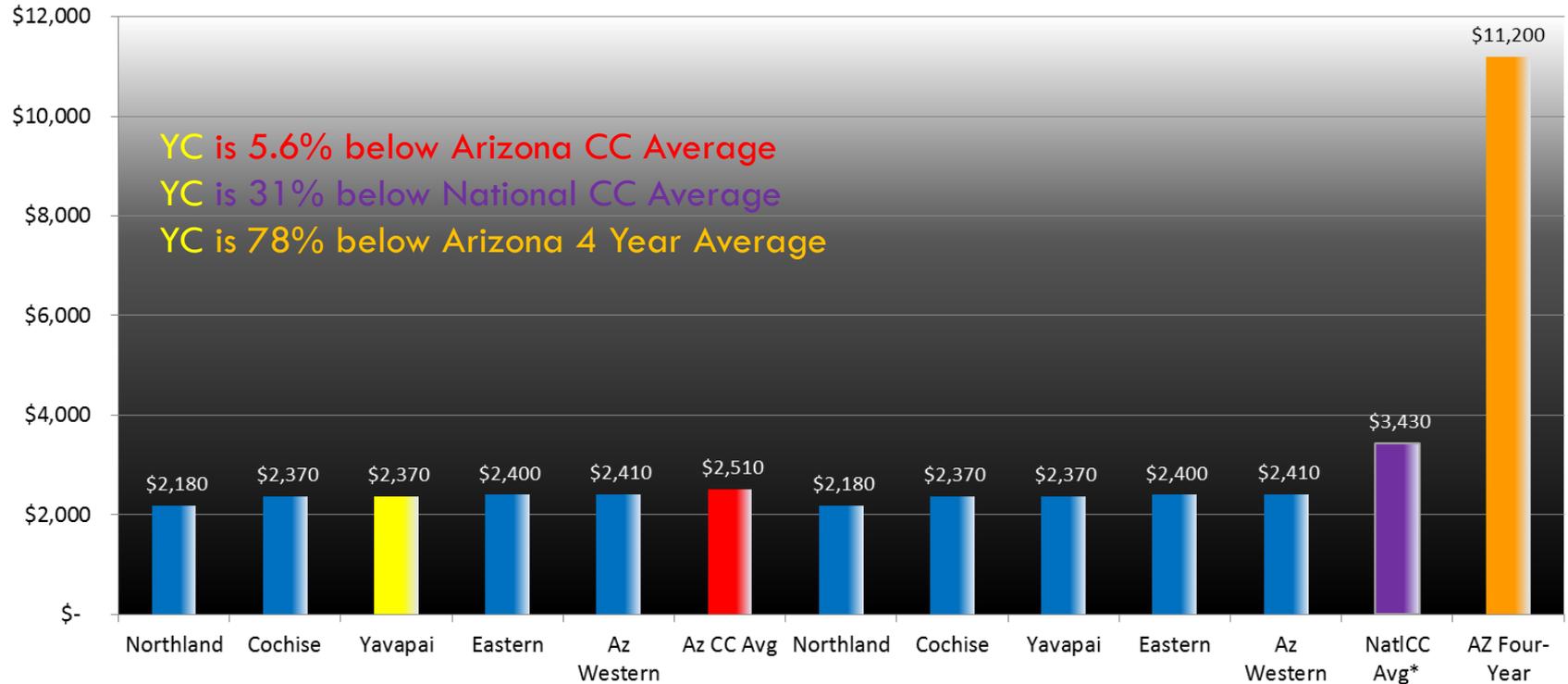
- Residential
- Commercial
- Agricultural/Vacant Land
- Utilities

Top 50 Taxpayers provide 17% of total PT Revenue

	Taxpayer	YC Supporting Programs
1	ARIZONA PUBLIC SERVICE COMPANY	Lineworker and Electrical Instrumentation Technology
2	PHELPS DODGE BAGDAD INC/BAGDAD MINE	Diesel, Electrical Instrumentation, Industrial Machine Maintenance, Welding
3	DRAKE CEMENT LLC	Diesel, Electrical Instrumentation, Industrial Machine Maintenance, Welding
4	PHOENIX CEMENT CO / SALT RIVER MATERIALS	Electrical Instrumentation, Industrial Machine Maintenance, Welding
5	TRANSWESTERN PIPELINE COMPANY LLC	Industrial Plant Technician
6	UNISOURCE ENERGY CORPORATION	Diesel, Industrial Machine Maintenance
7	BNSF RAILWAY COMPANY	Industrial Plant Technician
8	STURM RUGER & CO INC	CNC Machining, Entry Level Manufacturing Certificate
9	KINDER MORGAN	Industrial Plant Technician
10	QWEST CORPORATION	Electrical Instrumentation, IMM

Weighted Annual Tuition and Fees - FY17

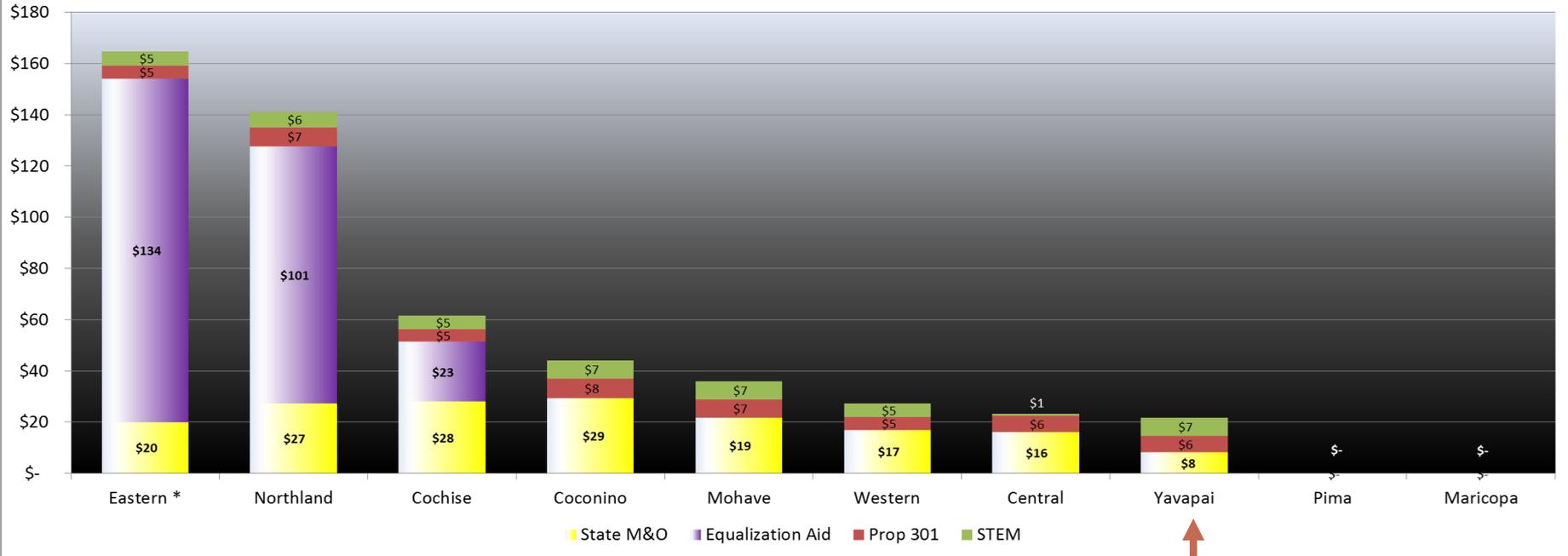
30 Credits



Source: JLBC FY2016 Baseline Report

Source: ABOR Tuition history & ABOR Annual Report

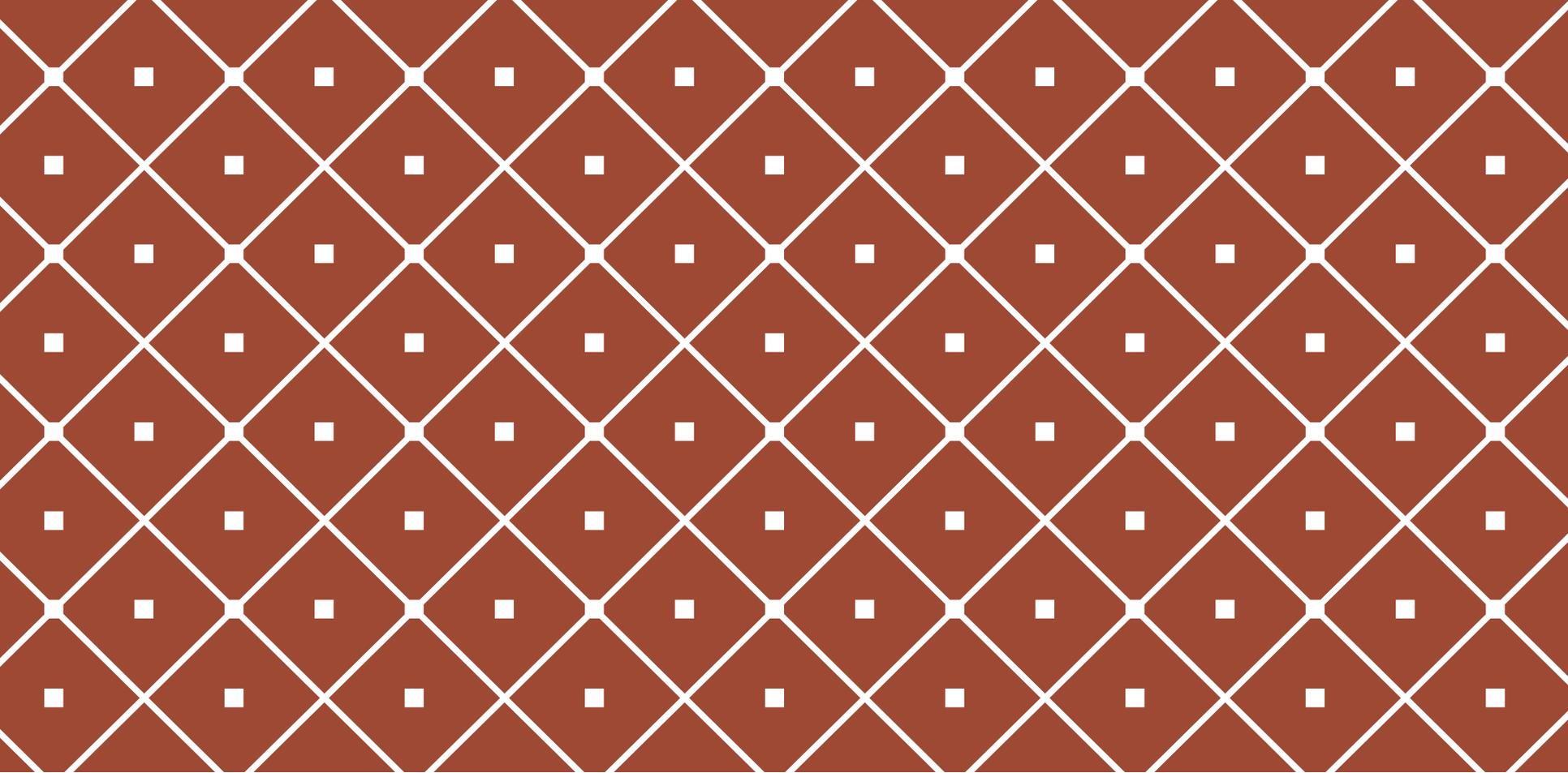
Arizona Community Colleges State Support per Student Credit Hour FY 2016-17



REVENUE RISKS

- Aviation (\$400k)
- State M&O (\$800k)
- Enrollments (\$100k per 1%)
- K-12 Funding

- State STEM (\$775k)
- Prop 301 (\$675k expires end of FY2021)

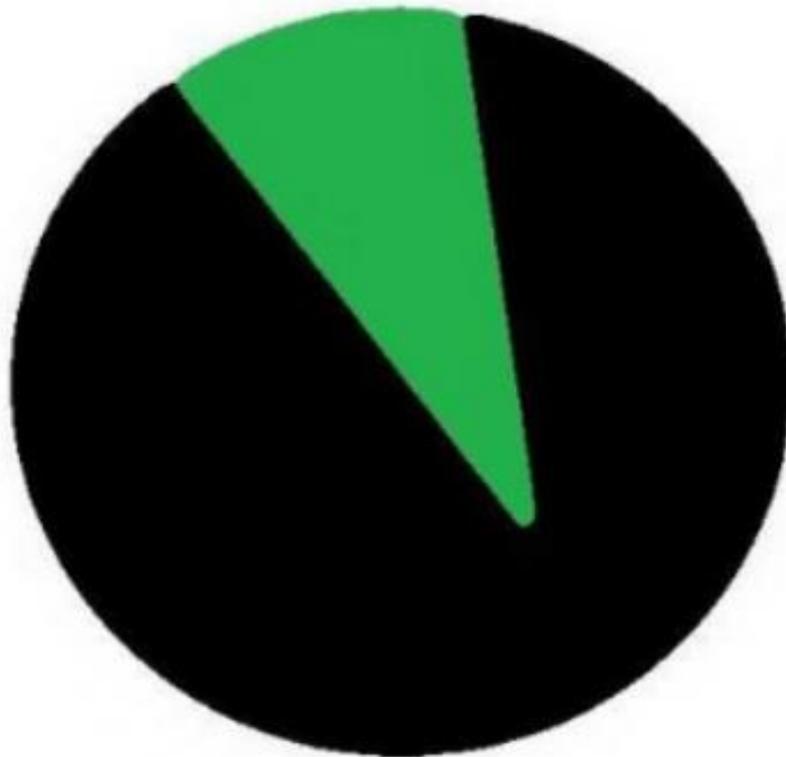


FINANCIALS

Expenses

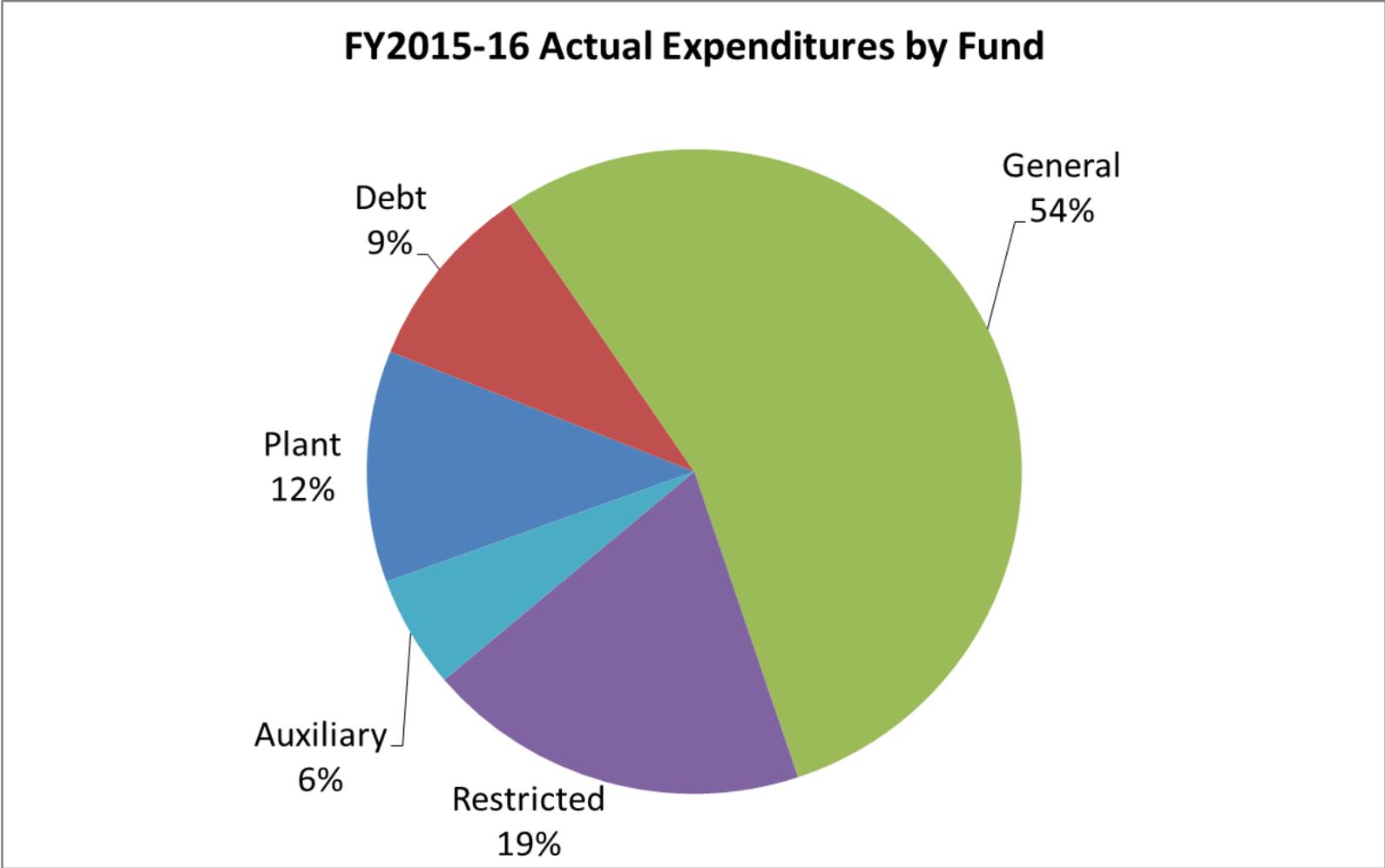
PIE CHARTS (PT 2)

Things I don't understand



 Pie charts

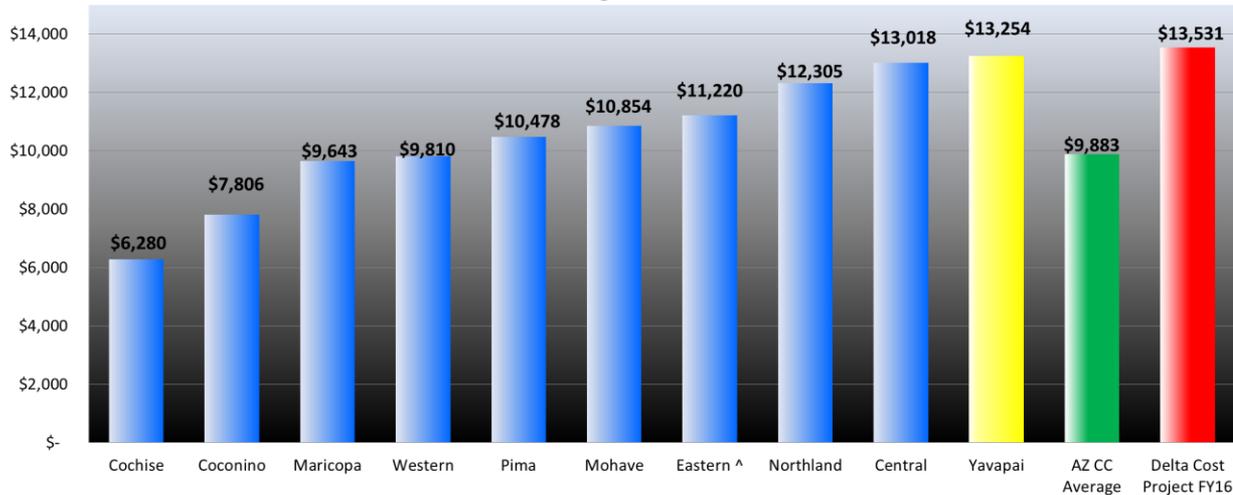
EXPENSES BY FUND



Source: YC CAFR

OPERATING COSTS PER FTE BENCHMARKS

Actual Operating Expenditures per Student FTE
FY 2015-16
Including PS & Aux



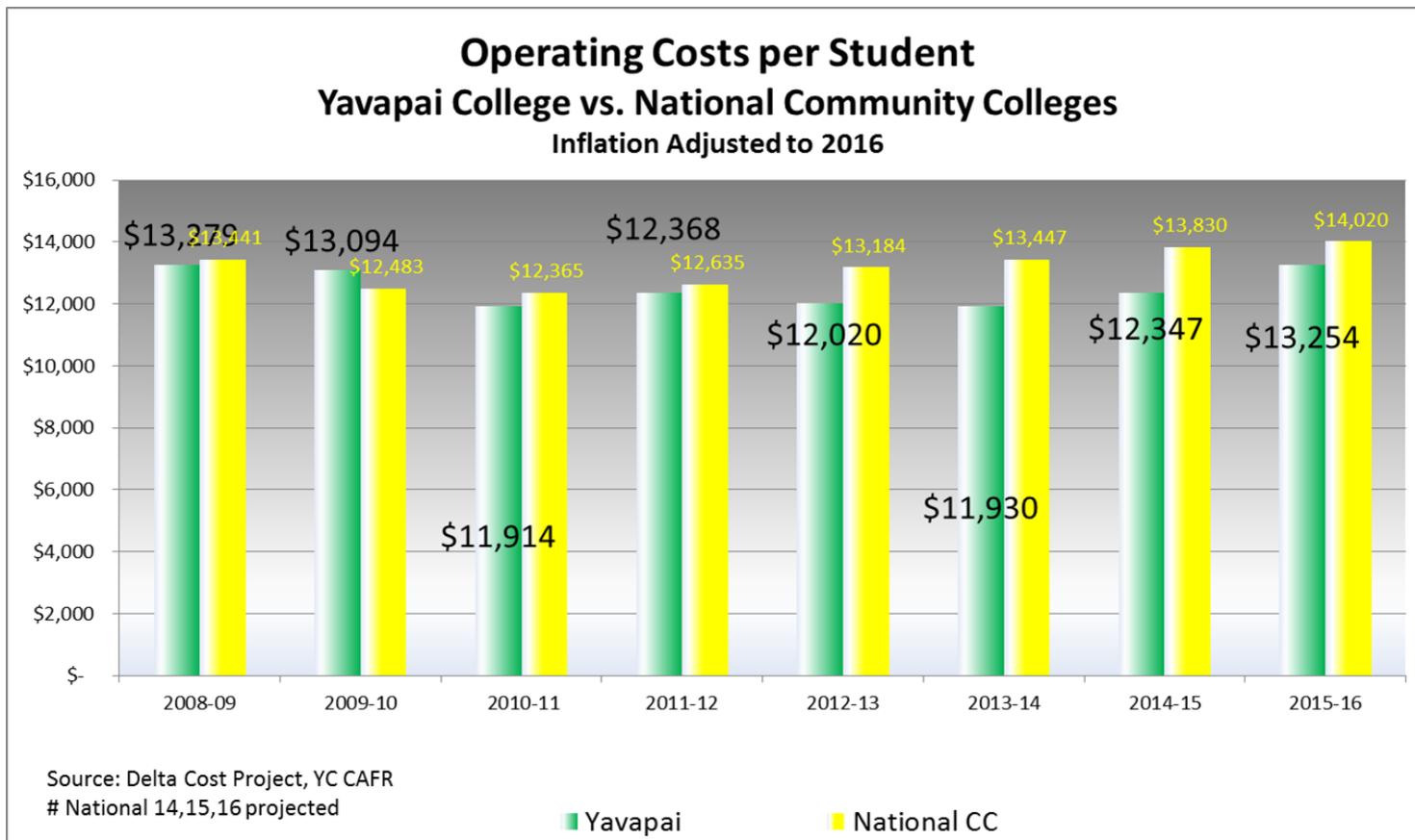
Sources: FY 2015-16 Arizona Community Colleges CAFR's;
2018 Consolidated State Aid Request;
^ estimated from FY15 Financials
adjusted up to FY16 CPI / Inflation

YC Cost per FTE is 33% Higher than Average AZ Peer
YC is 2% Lower than the National Average

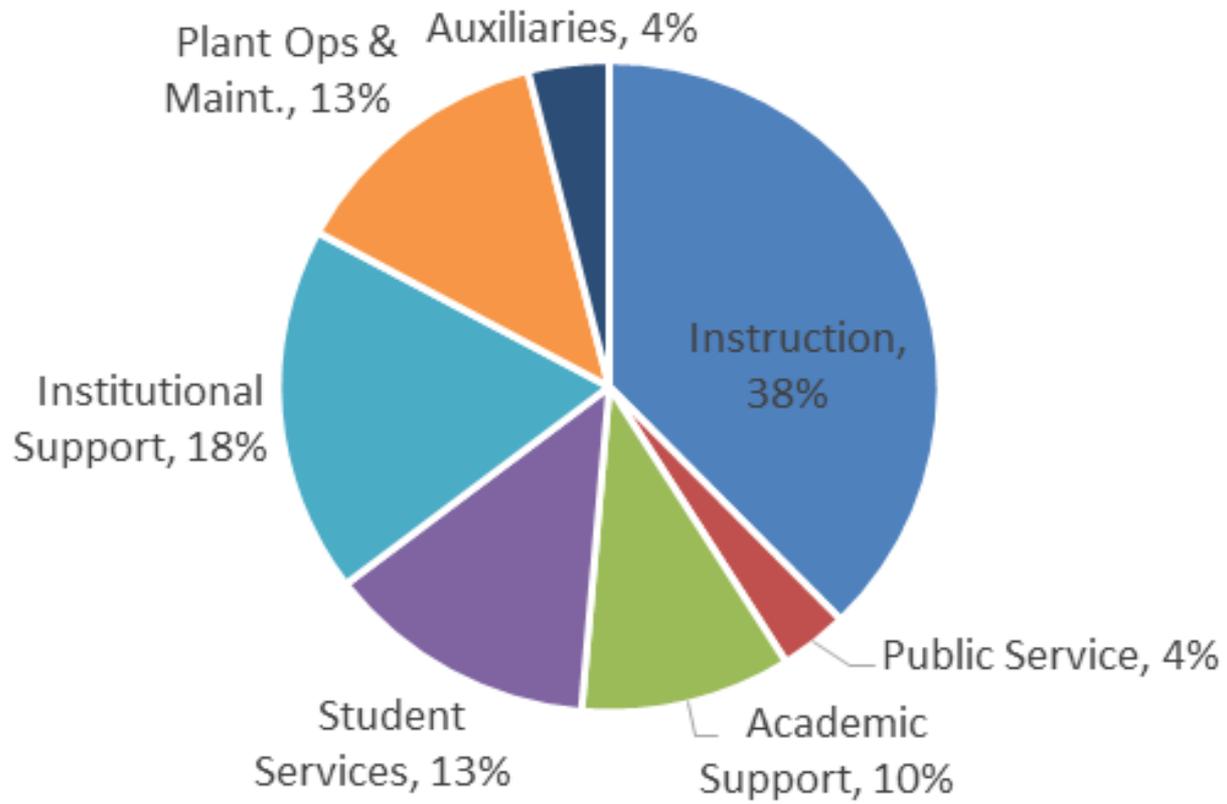
Why more \$ than average AZ CC?

- AZ Very Efficient State
- Unique Services
 - Athletics
 - Community Events
 - FEC
 - Res Halls
 - Scholarships
- Operations
 - Room for Growth
 - Product Mix (CTE & Non-Credit)
 - Geography

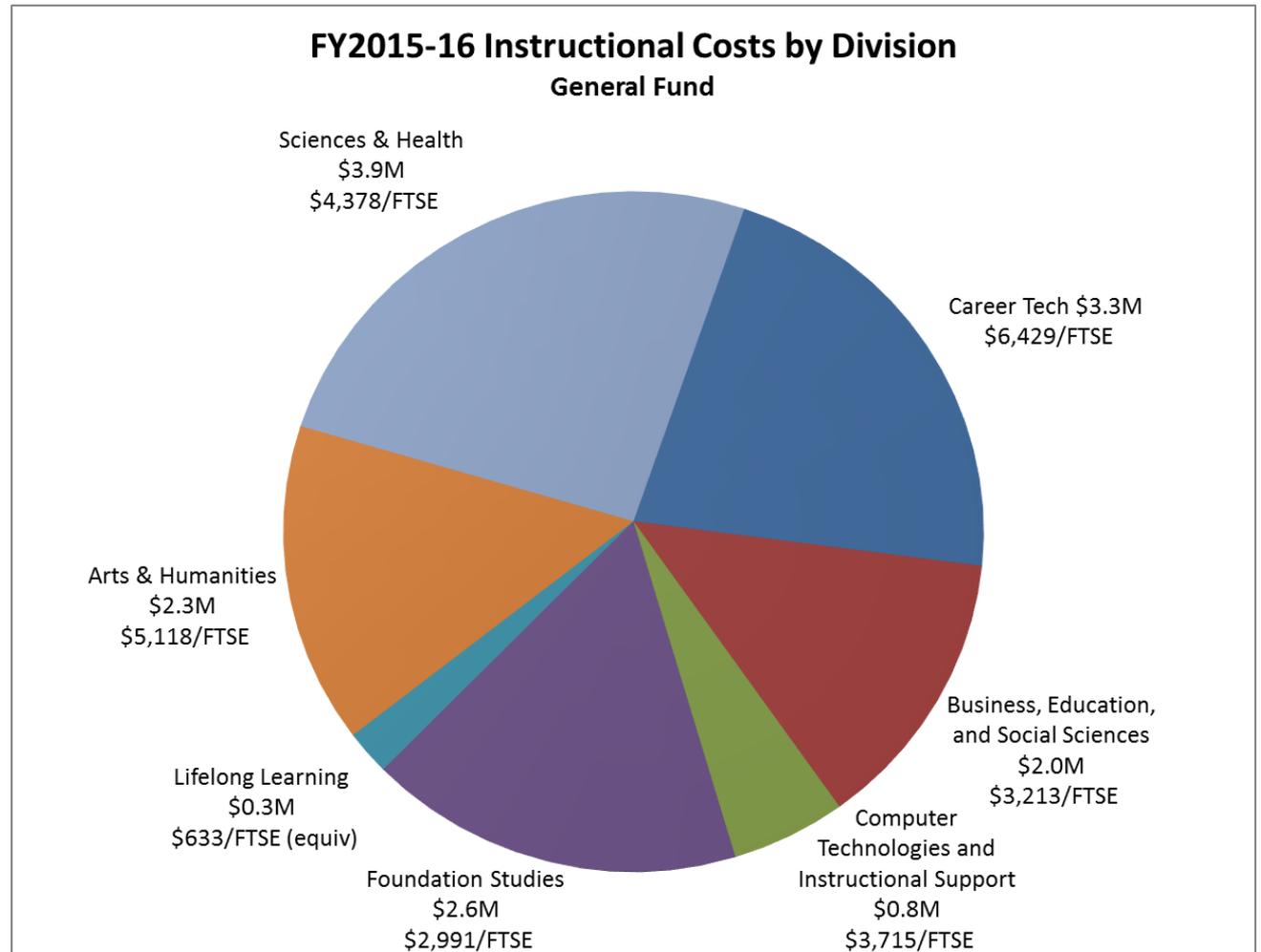
OPERATING COSTS PER FTSE TREND YC VS. NATIONAL COMMUNITY COLLEGES



General Fund by NACUBO Function



INSTRUCTION BY DIVISION

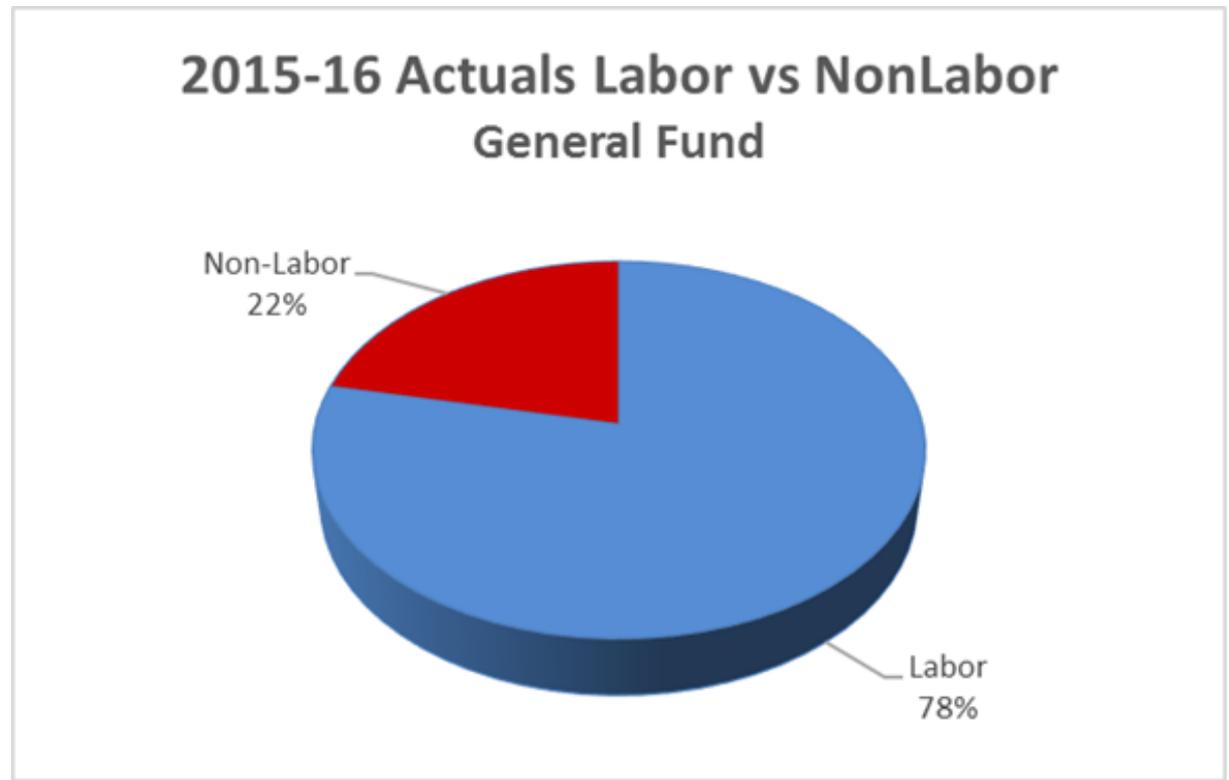


Source: YC FAS

OPERATING COSTS BY NATURAL EXPENSE

- Labor
 - Benefits
 - Salary

- Non-Labor



BENEFITS

Yavapai College				
History of Insurance Benefits Expenditures				
General Fund				
FY 2010-11 Through 2015-16				
	2011-12	2015-16		4 year Change
Health Insurances	\$ 2,426,667	\$ 2,671,165		10%
Dental	162,654	202,493		24%
Retirement	2,101,562	2,500,602		19%
Other Insurances	252,693	145,603		-42%
Total for Year	\$ 4,943,576	\$ 5,519,863		12%

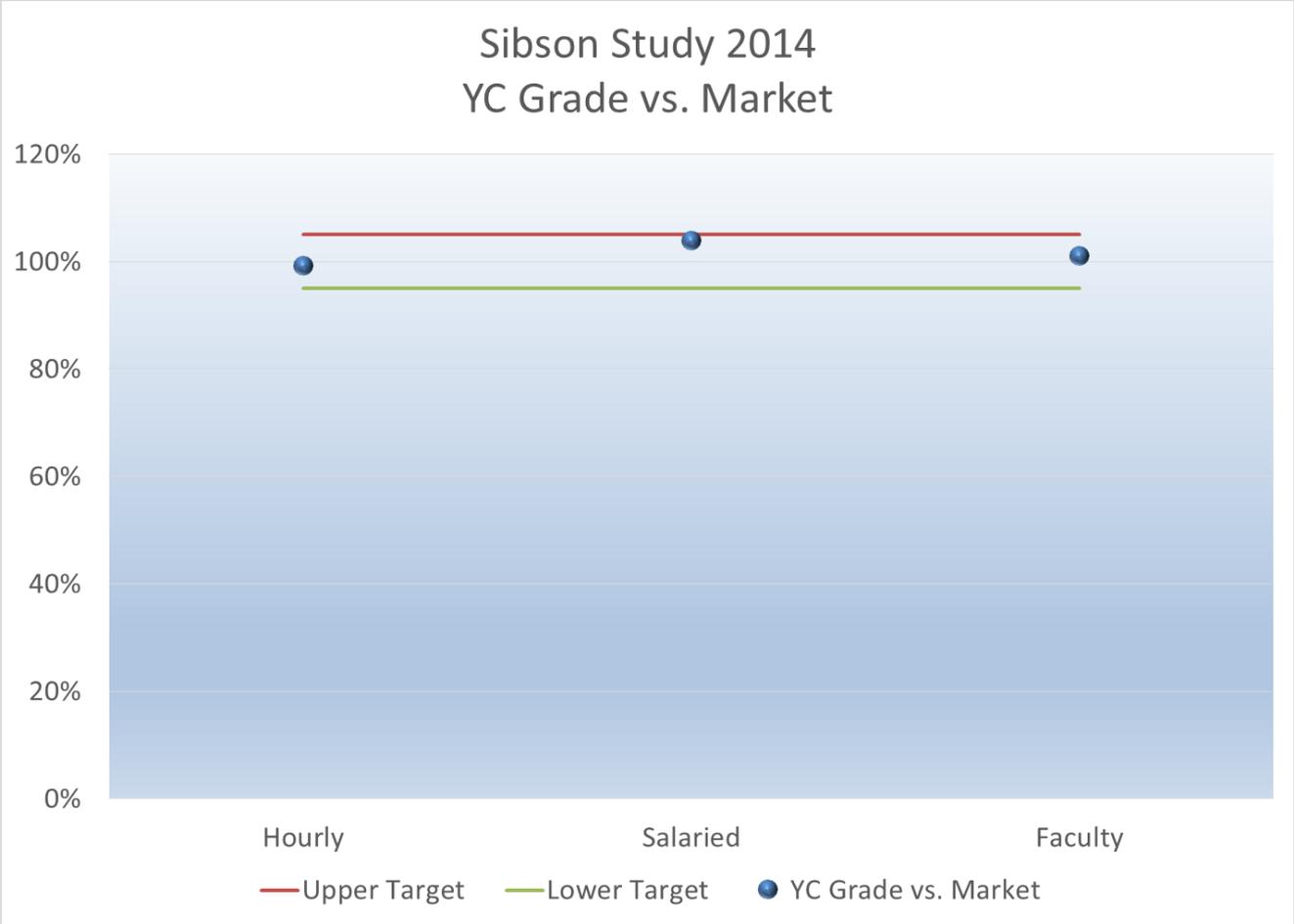
Source: YC FAS

COMPENSATION PHILOSOPHY

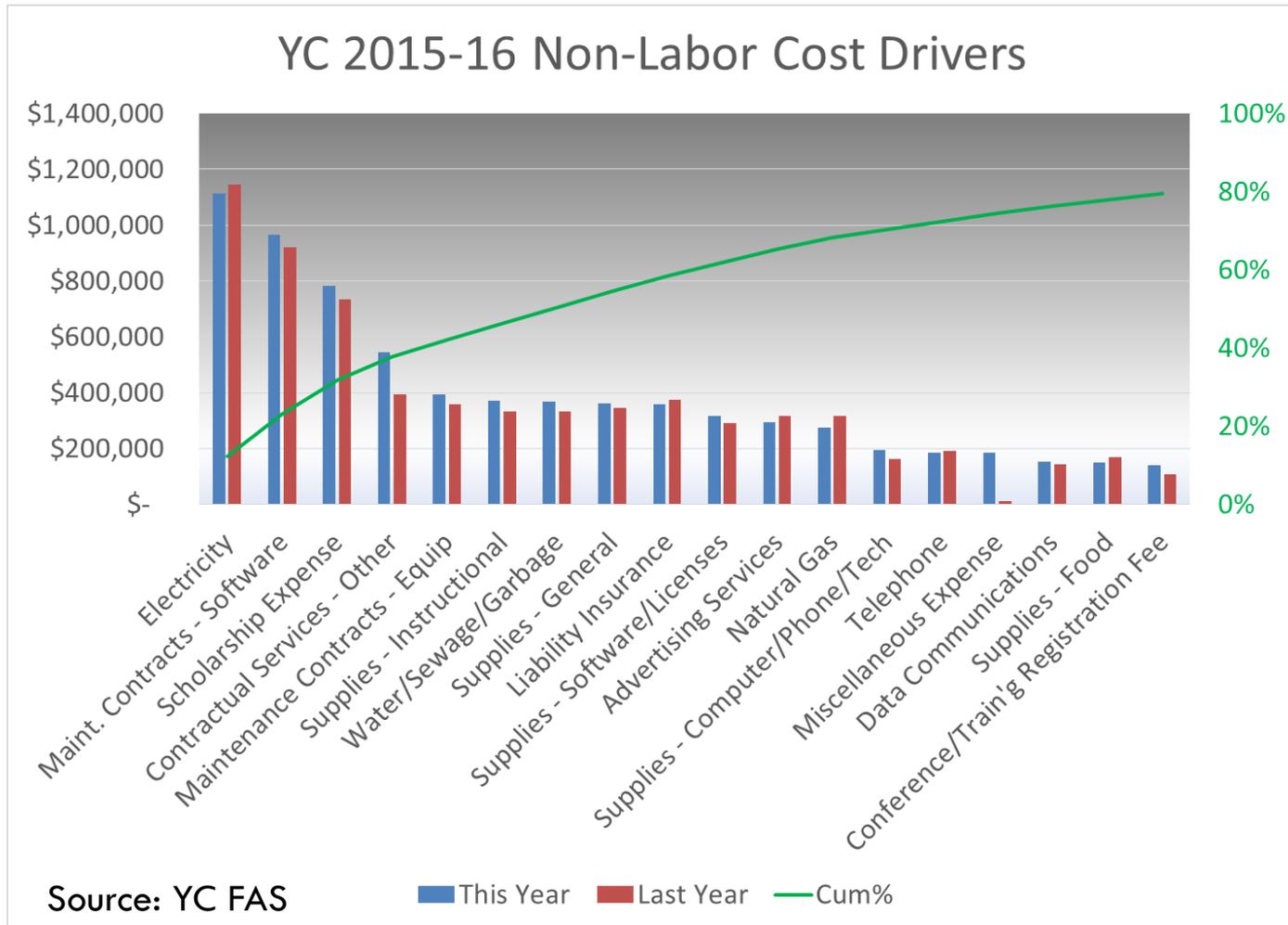
❖ Compensation Policy 2.17:

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

COMPENSATION GOAL



NON-LABOR NATURAL EXPENSES BY ACCOUNT



UTILITIES

Yavapai College				
Actual Utility Expenses				
FY2011-12 Through FY2015-16				
			5 Year Change	5 Year CPI
	2010-11	2015-16		
Telephone/Data	\$480,554	\$336,590	-5.1%	
Heat/Gas	384,789	291,386	-8.5%	
Electric	1,057,140	1,112,572	4.0%	
Water	197,364	366,998	57.6%	
Total for Year	\$2,119,847	\$2,107,546	6.7%	9.95%

Source: YC FAS

