

**Yavapai College**  
District Governing Board  
Regular Board Meeting

Tuesday, April 20, 2021  
1:00 p.m.

**Community Online Only**  
Link: <https://www.youtube.com/user/YavapaiCollege>

The College is committed to protecting the health and safety of its students, employees, and other community members during the COVID-19 pandemic. Therefore, College District Governing Board Regular meeting will be viewable online only via YouTube for the Community. For the April Board Meeting, members of the public may provide comments to the Board during Open Call to the Public via Zoom. In order to participate, you will need to register in advance of the Regular Board Meeting. Registration will close on Monday, April 19, 2021 at 5:00 p.m. As with in-person comments, each member of the public will be limited to three (3) minutes. You will need to complete the Yavapai College District Governing Board Request to Speak – OPEN CALL electronic form: <https://yc.jotform.com/203514285068859>

After submitting your completed form, you will automatically receive the zoom link.

Pursuant to Arizona Revised Statutes (A.R.S.) §38-431.02, notice is hereby given to the members of the Yavapai College District Governing Board and to the general public that the Board will hold a public meeting, open to the public as specified below. The Board reserves the right to change the order of items on the agenda. One or more members of the Board may participate in the meeting by telephonic communication.

Pursuant to A.R.S. §38-431.03.A.2, A.3 and A.4, the Board may vote to go into Executive Session, which will not be open to the public, for legal advice concerning any item on the agenda to review, discuss and consider records exempt by law from public inspection, including the receipt and discussion of information or testimony that is specifically required to be maintained as confidential by state or federal law; or to consult with and instruct its attorneys regarding its position on contracts, litigation or settlement discussions. If indicated in the agenda, the Board may also vote to go into executive session, which will not be open to the public, to discuss specific agenda items.

Persons with a disability may request a reasonable accommodation, such as a sign language interpreter or closed caption, by contacting the Executive Assistant at (928)776-2307. Requests should be made as early as possible to allow time to arrange the accommodation.

Please note that meeting conclusion time is included for planning purposes only and does not necessarily reflect the actual time of the agenda item. When regular board meetings, public hearings (both truth in taxation and budget adoption public hearings) and budget adoption special meetings are scheduled for the same date, each hearing or meeting will begin immediately upon adjournment of the preceding hearing or meeting.

**AGENDA**

- 1.0 General Functions: Procedural
  - 1.1 Call to Order {Time: 1}
  - 1.2 Pledge of Allegiance {Time: 1}
  - 1.3 Adoption of Agenda – **DECISION** {Time: 1}
  - 1.4 Board Minutes Approval – **DISCUSSION AND DECISION** {Time: 5}
    - 1.4.1 Regular Board Meeting Minutes – Tuesday, March 9, 2021 (*Attached*)
  - 1.5 Open Call – **INFORMATION** {Time: 10}

- 2.0 Information Business:
  - 2.1 Board Self-Evaluation of Board Policies – **INFORMATION AND DISCUSSION** {Time: 5}
    - 2.1.1 Evaluation Board Policy 4.7 President Succession
  - 2.2 President’s Report – **INFORMATION** {Time: 75}
    - 2.2.1 Update on the College – Dr. Lisa Rhine
      - 2.2.1.1 COVID Phase
      - 2.2.1.2 Athletics
      - 2.2.1.3 Yavapai College Faculty Emeritus Presentation – Dr. Diane Ryan (*Attached*)
        - 2.2.1.3.1 Ms. Debbie Roberts
        - 2.2.1.3.2 Mr. Tom Schumacher
        - 2.2.1.3.3 Mr. Dave Graser
        - 2.2.1.3.4 Mr. Karl Siegfried
      - 2.2.1.4 Yavapai College Honors Program – Dr. Diane Ryan(*Attached*)
      - 2.2.1.5 Yavapai College Student Leadership Retreat – Mr. Rodney Jenkins (*Attached*)
      - 2.2.1.6 Faculty Senate Report – Prof. Vikki Bentz
        - 2.2.1.6.1 IRS Enrolled Agent Certificate (*Attached*)
      - 2.2.1.7 Budget to Actual Monthly Report and Cash Reserves Monthly Report for February 2021(*Attached*)
- 3.0 New Business:
  - 3.1 Consent Agenda – **DECISION** {Time: 5}
    - 3.1.1 Receipt of Report on Revenues and Expenditures for February 2021 (*Attached*)
    - 3.1.2 Intergovernmental Agreement between Superior Court in Yavapai County for the Operation of the Yavapai County Learn and Earn Academy Program (*Attached*)
    - 3.1.3 Fourth Amendment to Lease Agreement with Northern Arizona Council of Governments Head Start – NACOG (*Attached*)
  - 3.2 2022-2024 Yavapai College Strategic Plan – Dr. Clint Ewell – **INFORMATION AND DISCUSSION** (*Attached*) {Time: 30}
  - 3.3 2021-2022 Yavapai College Preliminary Budget – Dr. Clint Ewell – **INFORMATION AND DISCUSSION**, (*Attached*) {Time: 60}
  - 3.4 President’s Monitoring Reports – **MONITORING, DISCUSSION, AND DECISION** {Time: 5}
    - 3.4.1 Policy 2.0 Executive Limitation(*Attached*)
    - 3.4.2 Policy 2.5 Financial Conditions & Activities (*Attached*)
      - 3.4.2.1 Policy 2.5.1 Expenditure of Funds (*Attached*)
      - 3.4.2.2 Policy 2.5.2 Lease Limits and Delegation of Lease Authority for Real Property (*Attached*)
        - 3.4.2.2.1 Policy 2.5.2.1 Improvements to Leased Property (*Attached*)
      - 3.4.2.3 Policy 2.5.3 Reserve Adequacy (*Attached*)
        - 3.4.2.3.1 Policy 2.5.3.1 Reserve Limits (*Attached*)
        - 3.4.2.3.2 Policy 2.5.3.2 Reserve Replenishment (*Attached*)

- 3.5 2020-2021 President's Evaluation Timeline– Board Chair Deb McCasland – **INFORMATION AND DISCUSSION** {Time: 5}
- 3.6 Association of Community College Trustees Awards – Chair Deb McCasland - **INFORMATION AND DISCUSSION** (*Attached*) {Time: 5}
- 3.7 Board Liaisons Reports – **INFORMATION AND DISCUSSION** {Time: 10}
  - 3.7.1 Board Spokesperson – Board Chair Deb McCasland
  - 3.7.2 Arizona Association of Community College Trustees (AACCT) – Board Chair Deb McCasland and Board Secretary Ray Sigafos
  - 3.7.3 Yavapai College Foundation – Board Chair Deb McCasland
- 3.8 Dates and Time of Future Meetings and Events - **INFORMATION AND DISCUSSION** {Time: 5}
  - 3.8.1 2020-2021 Dates, Times, and Places of Future Meetings (*Attached*)
  - 3.8.2 2021-2022 Dates, Times, and Places of Future Meetings (*Attached*)
  - 3.8.3 2020-2021 Dates, Times, and Places of Future Events (*Attached*)
- 4.0 Adjournment of Regular Meeting: Procedural - **DECISION** {Time: 1}

Yavapai College  
District Governing Board  
Regular Board Meeting  
Tuesday, March 9, 2021  
1:00 p.m.

Online Only

Link: <https://www.youtube.com/user/YavapaiCollege>

**Members Present:**

Ms. Deb McCasland, Board Chair  
Mr. Ray Sigafoos, Secretary  
Mr. Paul Chevalier, Board Member  
Mr. Mitch Padilla, Board Member  
Mr. Chris Kuknyo, Board Member

**Administration Present:**

Dr. Lisa B. Rhine, President  
Atty. Lynne Adams, Board Attorney  
Ms. Yvonne Sandoval, Executive Assistant

## MINUTES

- 1.0 General Functions: Procedural
- 1.1 Call to Order {Time: 1}  
Chair McCasland called the Yavapai College District Governing Board Meeting to order to 1:00 p.m.
- 1.2 Pledge of Allegiance {Time: 1}  
The Pledge of Allegiance was led by Chair McCasland.
- 1.3 Adoption of Agenda – **DECISION** {Time: 1}  
Ms. Sandoval indicated that Agenda item 3.4.1. 2021-2022 District Governing Board’s Meeting Dates, Times, and Places was incorrect in the Agenda Packet. She provided information regarding the necessary revisions, which are reflected in the motion, below.

**Member Kuknyo moved, seconded by Member Padilla, to adopt the District Governing Board Agenda with two changes to agenda item 3.4.1 2021-2022 District Governing Board’s Meeting Dates, Times, and Places: 1) changing the June’s date to “To Be Announced (TBA)” and 2) adding the word “Policy” to Workshop. Motion carried unanimously (Ayes: McCasland, Sigafoos, Chevalier, Padilla, and Kuknyo).**



- 1.4 Board Minutes Approval – **DISCUSSION AND DECISION** {Time: 5}
  - 1.4.1 Regular Board Meeting Minutes – Tuesday, February 9, 2021 (*Attached*)
  - 1.4.2 Board Retreat Minutes – Friday, February 26, 2021 (*Attached*)
  - 1.4.3 Board Retreat Minutes – Saturday, February 27, 2021 (*Attached*)  
**Secretary Sigafos moved, seconded by Member Padilla, to approve the Regular Board Meeting Minutes for Tuesday, February 9, 2021, and the Board Retreat Minutes for Friday, February 26, 2021 and Saturday, February 27, 2021. Motion was carried unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, and Kuknyo).**

- 1.5 Open Call – **INFORMATION** {Time: 10}  
**Ms. Cris McPhail** introduced herself as liaison from Camp Verde Council. She shared her opinion that Yavapai College needed to establish a location in Camp Verde and indicated that the town would be happy to work with the College.

**Mr. Michael Nelson** discussed the EMS Program and asked for an investigation on his dismissal.

2.0 New Business:

- 2.1 Consent Agenda – **DECISION** {Time: 5}
  - 2.1.1 Receipt of Report on Revenues and Expenditures for January 2021 (*Attached*)  
**Secretary Sigafos moved, seconded by Member Padilla, to approve the Consent Agenda. Motion passed with four ayes and one nay (Ayes: McCasland, Sigafos, Padilla, and Chevalier; Nay: Kuknyo).**
- 2.2 2021-2022 District Governing Board Retreat Action Plan – Chair McCasland **DECISION** {Time: 5}
  - 2.2.1 Modify District Governing Board Policy Manual
  - 2.2.2 2021-2022 Presidential Evaluation Process
  - 2.2.3 2021-2022 Board Self-Assessment Process

Chair McCasland discussed moving forward with the Board authorization on modifying the District Governing Board Policy Manual, Presidential Evaluation Process, and Board Self-Assessment Process, all of which were discussed by the Governing Board during its recent Retreat.

Board Attorney Lynne Adams confirmed the Board’s authorization under this agenda item would be for the Board Chair and President to work on those three items and bring them back to Board for approval.

**Secretary Sigafos moved, seconded by Member Padilla, to authorize the Board Chair and the President to prepare modifications to the District Governing Board Policy Manual, a new 2021-2022 Presidential Evaluation Process, and a new 2021-2022 Board Self-Assessment Process for future Board consideration. Motion was carried unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, and Kuknyo).**

Member Kuknyo requested to make comments on the Consent Agenda. Board Attorney Lynne Adams advised Mr. Kuknyo that the Board had already approved the Consent Agenda, and he could provide those comments to Chair McCasland and to Dr. Rhine following the meeting. Member Kuknyo stated he had a question. Board Attorney Lynne Adams advised him that in the future, he may wish to pull items off the Consent Agenda, which would allow the Governing Board to have discussion regarding the items.

- 2.3 OurBoardRoom Software Invoice – Chair McCasland **INFORMATION, DISCUSSION, AND/OR DECISION** (*Attached*) {Time: 5}  
Chair McCasland reviewed the background documents for OurBoardRoom Software with the Board.

**Member Padilla moved, seconded by Member Chevalier, to discontinue the Governing Board’s use of OurBoardRoom Software. Motion passed with four ayes and one nay (Ayes: McCasland, Chevalier, Padilla, and Kuknyo; Nay: Sigafos).**

- 2.4 2021-2022 Yavapai College District Governing Board Budget Proposal – Dr. Clint Ewell – **INFORMATION, DISCUSSION, AND/OR DECISION** (*Attached*) {Time: 10}  
Dr. Ewell provided a short synopsis of the Governing Board’s budget (versus the College’s budget) and actual expenses over the past four years.

Member Chevalier asked if a three percent salary increase for employees assigned to work with the Board was included in the budget. Dr. Ewell confirmed that it was, and Chair McCasland informed Member Chevalier that only Ms. Sandoval and Ms. Scott were categorized as employees who are assigned to work with the Board. The Board budget therefore pays a portion of their salaries.

Member Kuknyo asked for clarification on the legal and membership categories in the budget. Board Attorney Lynne Adams stated that legal fees have essentially stayed flat over the past several years, and the encumbered amount fluctuates depending upon the amount of time that is requested to provide service. Ms. Sandoval state that the membership expense was related to the Association of Community College Trustees (ACCT) and other potential memberships throughout the year.

Secretary Sigafos asked for clarification on adopting the Board Budget. He wanted to confirm that the Board’s approval was not for each category, but for the total budget. Dr. Ewell confirmed that was correct, and Chair McCasland provided some additional background information on the Budget.

**Secretary Sigafos moved, seconded by Chair McCasland, to accept the 2021-2022 Yavapai College District Governing Board Budget Proposal as published. Motion was carried unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, and Kuknyo).**

- 2.5 2021-2022 Yavapai College Preliminary Capital Budget Review – Dr. Clint Ewell - **INFORMATION, DISCUSSION, AND/OR DECISION** (*Attached*) {Time:10}

Dr. Ewell provided background information regarding the College's capital budget, including a summary of the debt fund and plant fund, including the items included in those portions of the budget.

Chair McCasland requested additional explanation of the revenue bonds and general obligation bonds, and Dr. Ewell provided that information for the Board.

Chair McCasland indicated that any Campus Master Plan should include broad public input, and Dr. Ewell confirmed that was the plan and had been done in the past.

Dr. Ewell indicated that the Board had already approved several projects. The College administration is now asking the Board to approve approximately \$200,000 for preparing the Campus Master Plan.

Chair McCasland and Mr. Sigafos asked questions regarding the projects that had already been approved by the Board. Dr. Ewell provided additional information regarding the status of those projects.

Mr. Padilla commented on the Capital Improvement Plan, indicating that he would support a shorter plan than 10 years out, particularly because of likely changes in technology, and that he believes that the supporting facilities for IT should never fall into disrepair, and this building is a priority for repair. He asked why most of the capital needs were on the Prescott campus, and Dr. Ewing indicated that buildings on the other campuses had been renovated or built more recently than buildings on the Prescott campus.

Mr. Sigafos provided background information about the previous Campus Master Plan that the board adopted, including modifications that were made to the plan over the past 8 years. He agreed with Mr. Padilla that the IT building should be immediately repaired and that it is difficult to approve a long-term Capital Master Plan without making revisions along the way.

Dr. Ewing clarified that none of the technology equipment and hardware is in the building that needs more immediate repairs.

Mr. Kuknyo commented on the Capital Improvement Plan, noting that he does not believe that the College needs to add space, but that the facilities need to be maintained. He asked whether the College should postpone updating the Campus Master Plan for about a year to return to normal operations. Dr. Ewell noted that the process is about a year-long, so it will include information about current operations.

Mr. Chevalier agreed with Mr. Kuknyo that the College does not need more space in Prescott but believes that the College may need more space or new space in Prescott Valley, Camp Verde, and the Verde Valley/Cottonwood area in the future.

Chair McCasland noted that the Prescott Valley land under consideration would be purchased from the Fain Group.

**Secretary Sigafos moved, seconded by Member Padilla, to accept the draft Capital Improvement Plan, including the additional expenditure for developing a Campus Master Plan as proposed. Motion was carried unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, and Kuknyo).**

**Short Recess – Meeting recessed at 2:25 p.m.; reconvened at 2:38 p.m.**

2.6 President’s Monitoring Reports – **MONITORING, DISCUSSION, AND DECISION** {Time: 5}

2.6.1 Policy 1.2 Economic Ends (*Attached*)

Chair McCasland provided positive comments about the hard work the College is doing to accomplish this End Policy. Member Kuknyo asked where the Yavapai College Regional Economic Development Center is located and if the College knew why the turn out for the virtual job fair had been so low. Dr. Rhine and Mr. Jenkins provided clarification.

**Secretary Sigafos moved, seconded by Member Padilla, we have read the President’s Monitoring Report regarding Policy 1.2, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we accept the Monitoring Report for Policy 1.2. Motion was carried unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, and Kuknyo).**

2.6.2 Policy 1.3 Community Ends (*Attached*)

Member Chevalier provided a statement on why he believed Policy 1.3 should be amended, and he provided proposed language to amend the policy. Chair McCasland informed him that although he could indicate that he thought the proposal should be amended, the Board’s consideration of language to amend the policy was not on the agenda and could not be discussed or acted upon by the Board. Chair McCasland stated that a specific amendment could be discussed the at the summer Board Workshop. Board Attorney Lynne Adams agreed. Chair McCasland stated that the agenda item is to evaluate the President’s Monitoring report with the materials that were provided to the Board. Member Chevalier reiterated that he believed that the policy should be amended and will make a proposal in the future.

**Secretary Sigafos moved, seconded by Chair McCasland, we have read the President’s Monitoring Report regarding Policy 1.3, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we accept the Monitoring Report for Policy 1.3. Motion was carried unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, and Kuknyo).**

2.6.3 Policy 2.6 Asset Protection (*Attached*)

2.6.3.1 Policy 2.6.1 Insurance (*Attached*)

2.6.3.2 Policy 2.6.2 Internal Controls (*Attached*)

2.6.3.3 Policy 2.6.3 Certification Financial Records (*Attached*)

2.6.3.4 Policy 2.6.4 Intellectual Property (*Attached*)

Member Kuknyo asked questions about the pension liability and insurance. Dr. Ewell provided additional information on the retirement system. Member Kuknyo discussed additional options for the College's retirement investments. Board Attorney Lynne Adams stopped the conversation, stating that the matter being discussed is not on the agenda.

**Member Kuknyo moved, seconded by Secretary Sigafos, we have read the President's Monitoring Report regarding Policy 2.6 and its sub-policies, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we accept the Monitoring Report for Policy 2.6 and its sub-policies. Motion was carried unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, and Kuknyo).**

2.6.4 Policy 2.7 Legislative Delegation Restrictions (*Attached*)

**Member Padilla moved, seconded by Secretary Sigafos, we have read the President's Monitoring Report regarding Policy 2.7, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we accept the Monitoring Report for Policy 2.7. Motion was carried unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, and Kuknyo).**

3.0 Information Business:

3.1 Board Self-Evaluation of Board Policies – **INFORMATION AND DISCUSSION** {Time: 5}

3.1.1 Evaluation Board Policy 3.6 Board Committee Purpose and Principles  
The Board did not discuss the evaluation of Board Policy 3.6 Board Committee Purpose and Principles.

3.2 President's Report – **INFORMATION** {Time: 60}

3.2.1 Update on the College – Dr. Lisa Rhine  
Dr. Rhine provided a College operation update on the COVID-19 pandemic. The College will start to bring more classes, services, and activities back in-person. The College will move to the Yellow Phase of the College Re-Entry Plan when returning from Spring Break on March 22, 2021. Dr. Rhine also discussed the All-Arizona Academic Team recognition. The College provided a reception last week for Jonathan Damschroder, Cassidy Farias, Amy Heiling, Hannah McGee, Autumn Re, Sierra Romero, and Kari Warne.

3.2.1.1 Yavapai College Student Government Association Presentation – Mr. Rodney Jenkins (*Attached*)  
Mr. Brain Sims, SGA President; Mr. Jaden King, SGA Vice President; Mr. Brian Moultrup SGA Secretary; and Ms. Hannah Lowe, SGA Treasurer gave a presentation on the Yavapai College Student Government Association (SGA). The presentation was focused on mission, outcomes, marketing videos, and activities.

- 3.2.1.2 Staff Association Presentation – Ms. Lisa Rhodes (*Attached*)  
Ms. Katherine Anderson gave a presentation on the Yavapai College Staff Association and its mission, vision, values, committees, and accomplishments.
- 3.2.1.3 Faculty Senate Report – Dr. Jennifer Jacobson (*Attached*)  
Dr. Jennifer Jacobson gave her Faculty Senate Report on student letters to faculty.
- 3.2.1.4 Budget to Actual Monthly Report and Cash Reserves Monthly Report for January 2021 (*Attached*)
- 3.3 Board Liaisons Reports – **INFORMATION AND DISCUSSION** {Time: 10}
  - 3.3.1 Board Spokesperson – Board Chair Deb McCasland  
Chair McCasland provided no public comments since the last Board meeting.
  - 3.3.2 Arizona Association of Community College Trustees (AACCT) – Board Chair Deb McCasland and Board Secretary Ray Sigafos  
Chair McCasland attended AACCT meeting. Dr. David Borofsky would like to meet the Board at an upcoming Board meeting. The next meeting will be in April or May.
  - 3.3.3 Yavapai College Foundation – Board Chair Deb McCasland  
The next Yavapai College Foundation meeting will be held on Wednesday, March 10, 2021.
- 3.4 Dates and Time of Future Meetings and Events {Time: 5}
  - 3.4.1 2021-2022 District Governing Board’s Meeting Dates, Times, and Places **DECISION** (*Attached*)  
The Board discussed and edited the meeting dates for the months of October 2021, March 2022, and April 2022.  
  
**Member Chevalier moved, seconded by Member Kuknyo, to approve the 2021-2022 District Governing Board’s Meeting Dates, Times, and Places with the edits to the months of October, March, and April. The new meeting dates for those months will be October 19, 2021, March 22, 2022, and April 19, 2022. Motion was carried unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, and Kuknyo).**
  - 3.4.2 2020-2021 Dates, Times, and Places of Future Meetings (*Attached*)  
Member Chevalier discussed the location and safety protocols for having a future Board meeting with all Board members in the Community Room.
  - 3.4.3 2020-2021 Dates, Times, and Places of Future Events (*Attached*)  
Member Chevalier discussed the College Commencements, and Member Padilla asked about the ACCT Leadership in October 2021.

4.0 Adjournment of Regular Meeting: Procedural - **DECISION** {Time: 1}  
**Secretary Sigafos moved, seconded by Member Kuknyo, to adjourn the District Governing Board Meeting. Motion carried unanimously (Ayes: McCasland, Sigafos, Chevalier, Padilla, and Kuknyo).**

**Regular meeting adjourned at 3:58 p.m.**

**Respectfully submitted:**

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**Yvonne Sandoval, Recording Secretary**

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**Date:**

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**Ms. Deb McCasland, Board Chair**

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**Mr. Ray Sigafos, Secretary**



# Item #2.1.1

**District Governing Board Policy Self-Evaluation**  
**Evaluation of Board-President Linkage Policies**  
**Policy 4.7 President Succession**  
**April 2021**  
**Compilation**

<b>4.7 President Succession</b>	<p>In order to protect the College from sudden loss of Presidential services, the President shall have a written plan to address the President's short term or long-term absences from the College. The plan shall be shared with College administration and Board. The President's plan shall include a least the following provisions:</p> <p>For a planned short-term absence, at least one other senior member of the executive leadership team who is familiar with Board and Presidential issues and processes shall be available at the College during the absence. Prior to the President's absence, the President will empower that individual to take whatever action is necessary during the absence.</p> <ul style="list-style-type: none"> <li>• During planned short-term absences, the President's whereabouts shall be available through the Presidents' executive assistant and known by all members of the executive leadership team and the Board.</li> <li>• For an unplanned long-term absence, the Board shall appoint one senior member of the executive leadership team to serve as Acting President during the President's absence.</li> </ul> <p>In the event an absence becomes permanent, the Board shall select the President's replacement after a widely advertised search according to such terms as are approved by the Board.</p>	
<b>Have we acted consistently with respect to this item of policy?</b>		
	<b>Check One</b>	<b>Specific Example to Support Your Response</b>
Always	<b>4</b>	<b>Kuknyo: When is an absence too long?</b>
Most of the time		<b>Padilla: I am not yet familiar with the Presidential succession plan.</b>
Some of the time		
Rarely		
Never		

**Examples** should be discussed at the meeting.

**Coordinators Comments:** This worksheet was completed by all Board Members.



## Debbie Roberts

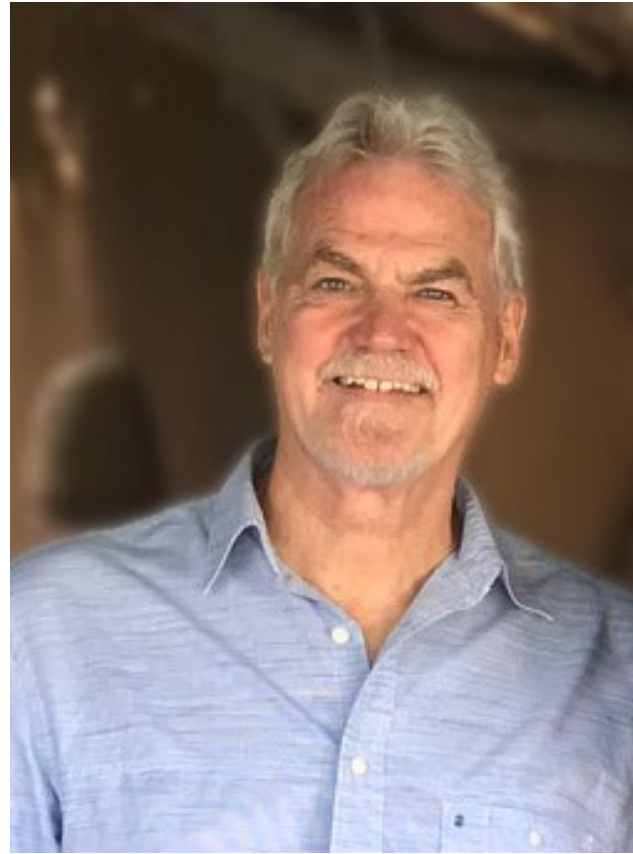
Debbie Roberts taught History at YC for over 17 years, first as an adjunct, and then as a full-time faculty member from 2002 to 2019. Perhaps the greatest aspect of Debbie's superior teaching was her adherence to fairness and rigorous standards. Every semester, students could be heard saying, "Professor Roberts class is tough, but I love it. I never thought I could learn so much about history!" She brought her travel experiences to historical sites into the classroom. Most notably, she helped organize and participated in YC's History Symposiums. Debbie is pictured in front of a Roman aqueduct in Avignon, France.

## Item #2.2.1.3



## Tom Schumacher

Tom Schumacher served Yavapai College for 43 years devoting most of his time and contributions to the Verde Valley Campus. Prior to retirement he was a full-time faculty member in Visual Arts teaching ceramics, digital photography and Photoshop. Tom's previous positions included Campus Dean (2007-2013), Dean of Instruction (2004-2006), and Division Assistant Dean (2000-2003) overseeing the day-to-day operations of college locations in Clarkdale, Camp Verde, and Sedona. Tom spearheaded the creation of the Viticulture and Enology Programs for Yavapai College, including the development of the Southwest Wine Center.



## Dave Graser In Memoriam

Dave Graser invested time and energy studying educational research focusing on students' potential and retention. In his twelve years at YC Dave led the development of the Math department's first Open Educational Resource (OER) course College Mathematics. He was the founder of the Great Ideas for Teaching Center (GIFT Center) that ultimately became the Teaching and Learning Committee (TLC). Dave served as the committee's chair for many years. He was an avid outdoorsmen and mountain biker, spending lots of time on the trails as well as supporting local riders during the Whiskey Off-Road Bike Race. He was a devoted husband to his wife Leslie and father to his son Bowen.



## Karl Siegfried in Memoriam

Karl Siegfried was hired as a full-time Instructor at YC in the fall 2004 after nearly 18 years teaching as an adjunct faculty member. Karl taught developmental through STEM-path Math courses, but particularly loved teaching Pre-Calculus for the Business degree pathways. His teaching pedagogy expanded by observing, listening, and seeking to understand his students. His approach was to nurture not just the student's math success, but rather the whole person. Karl's door was always open and through the holistic and heartfelt support he gave his students he discovered ways to improve his teaching and maximize their success. Because of his caring nature students stayed connected with him for years.



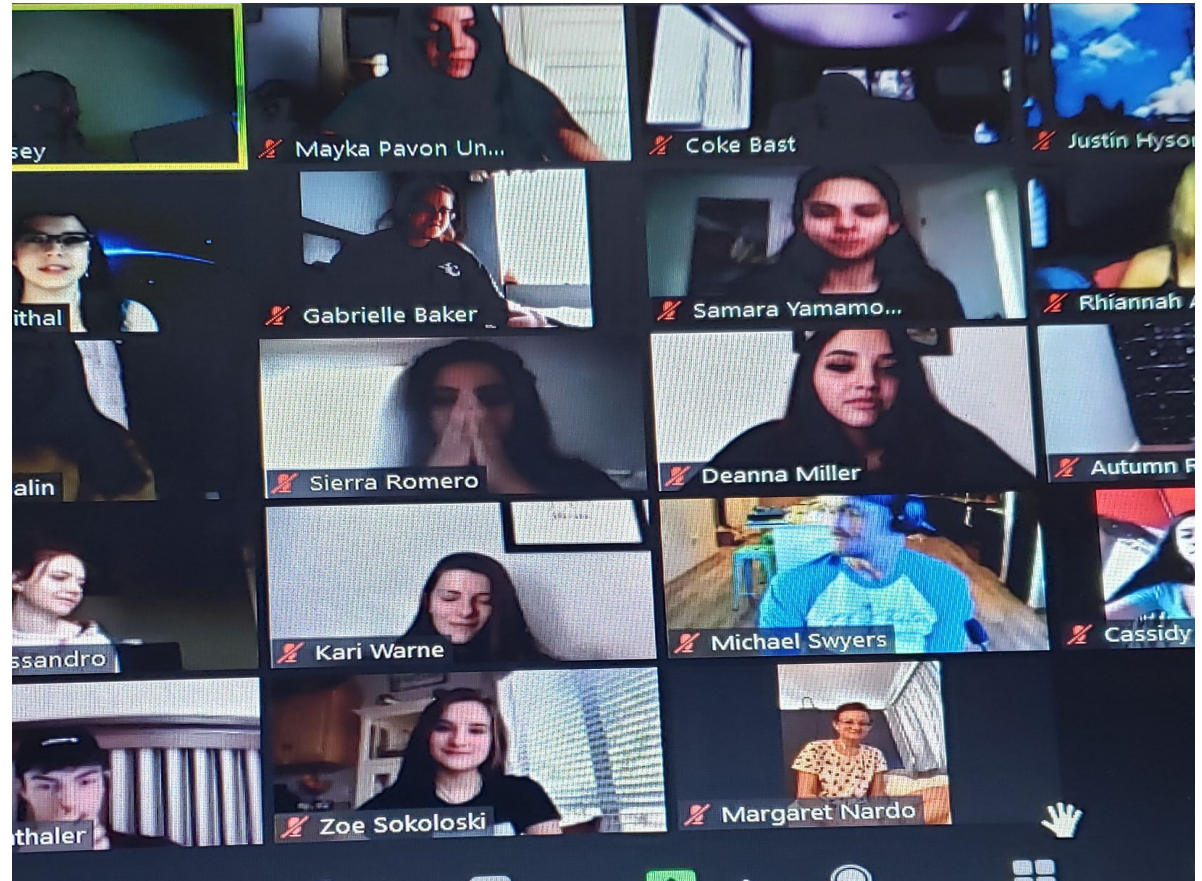




## YC's Academic Team

2020-2021 Year in Review

## Item # 2.2.1.4





# MISSION

The Yavapai College Honors Program provides educational enrichment opportunities and scholarship incentives for exceptional Yavapai College students.

The program fosters an **environment of service, intellectual curiosity, academic achievement, and social responsibility.**

Its members offer both classroom and campus leadership. Its graduates go forth to further their education, serve their community, and make the world a better place.

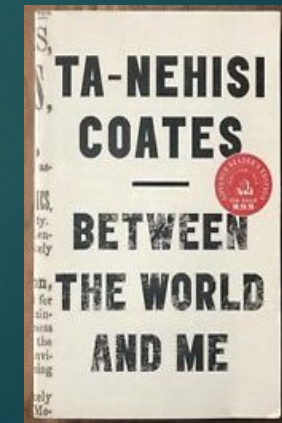




2020-2021

# Fostering Intellect and Curiosity

- ▶ This year we researched and discussed the timely topic of *Race in America*.
- ▶ Our reading included two books with differing perspectives:
  - ▶ *So you want to talk about race*
  - ▶ *Between the World and Me*
- ▶ We hosted guest speaker Aarti Shahani from NPR who lead CHP students in a discussion on immigration and race
- ▶ Student groups presented on the current and historical perspectives of race in America.

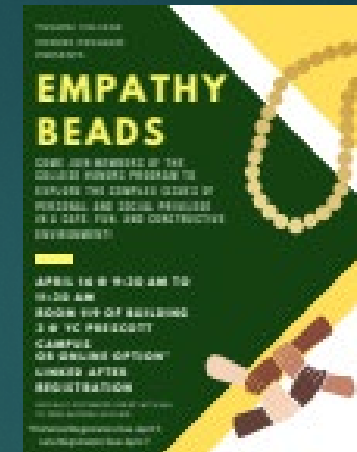




2020-2021

# Fostering Intellectual Curiosity/Social Responsibility

- ▶ In Spring semester CHP students applied knowledge they acquired on projects focused to increase awareness. These projects included:
  - ▶ Campus Wide Empathy Beads Project
  - ▶ Hosting Campus Wide Webinar by Guest presenter Dr David Comacho from NAU Honors College who discussed Racial Tensions in Today's America.
  - ▶ Presenting positive messages campus wide





2020-2021

# Fostering Intellectual Curiosity

- ▶ Applying Critical Thinking Skills –
  - ▶ A scholarly look at Presidential Debates- Professor Mark Woolsey provided students with tools to analyze and deconstruct arguments presented in the Presidential and Vice Presidential Debates.
- ▶ Leadership Tools -
  - ▶ CHP utilizes Clifton Strengths Finder throughout the program.
  - ▶ Students learned and developed leadership skills based on their identified strengths
  - ▶ Students worked with guest speaker Sandra Smith, Former Chief Deputy for the Eastern District of California, on identifying and refining strengths while working in teams



2020-2021

# Environment of Service ... During a Pandemic

College Honor Students provide Service and Leadership to our various communities

Even in the middle of a Pandemic – CHP students rose to the occasion and provided over 1,100 hours of leadership and service.

- ▶ CHP's flagship project was the online tutoring program for K-12 students.
  - ▶ During the fall and spring semesters, CHP students delivered close to 300 hours of online tutoring.
  - ▶ Some sessions were just to provide an "online" buddy.
  - ▶ Tutoring was offered and utilized county wide by partnering with teachers in Prescott Unified, Humboldt Unified and Mingus Union school districts.
  - ▶ The tutoring was developed from a place of connection and understanding based on having to overcome their own online education obstacles.



# 2020-2021 Environment of Service



- Focus on the importance of Philanthropy as Leaders
- Online FunRun
- Daniel's Ride-
- Two YC Food "Drive Up " Food Drives
- Granite Creek Clean Up
- Annual Foundation Thank-a-Thon





# 2020-2021 Educational Opportunities

- ▶ Connection and Interaction with the ASU Humphrey Fellows –
  - ▶ Virtual Meeting- Fall 2020
  - ▶ Social Distance Meeting – April 2021
- ▶ Guest Lecturers
  - ▶ Aarti Shahani
  - ▶ Sandra Smith
  - ▶ YC Professor Mark Woolsey
  - ▶ YC Professor Dr. Jennifer Jacobson







# Campus and Community Leaders Learning "Inside" and Outside of the Classroom





# 2020-2021 Academic Achievement

- ▶ College Honors students currently have an average 3.85 GPA
- ▶ Program strengths include students from across disciplines
- ▶ Degree paths include Biomedical , Engineering, Physics, Biology, Intelligence and Information Operations, Theatre and Education
- ▶ Over the past 10 years
  - ▶ 62 CHP students have completed their associates degree and transferred to a bachelor program
    - ▶ 16 are in university programs close to completion
    - ▶ 38 have achieved a Bachelors Degree
    - ▶ 4 have achieved a Masters/PHD with 5 currently in advanced education programs





# WHAT'S NEXT FOR THE YC HONORS STUDENTS?





2020-2021

# Academic Achievement

College Honors Students will be attending:

- ✓ University of Arizona
- ✓ Arizona State
- ✓ Northern Arizona University
- ✓ Embry-Riddle
- ✓ Grand Canyon University
- ✓ Norwich University





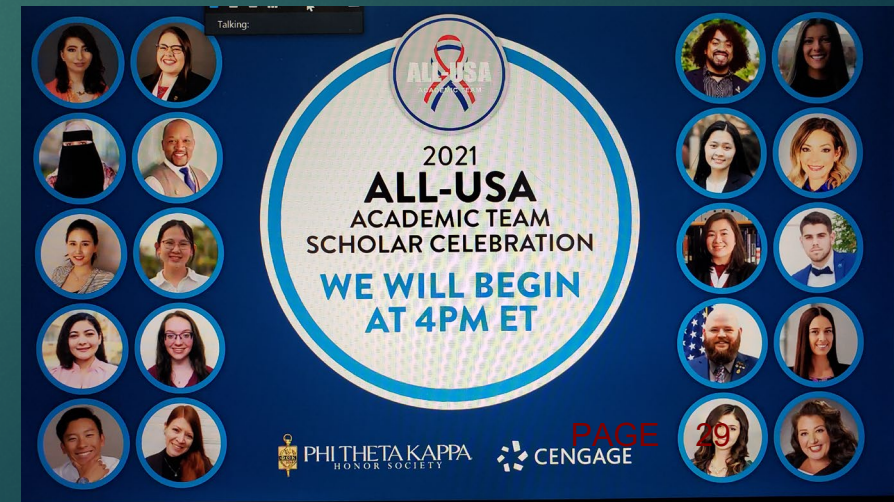
2020-2021

# Academic Achievement

Over \$100,000 in scholarships earned by College Honors students

## Individual Honors

- ▶ 4 – All Arizona
- ▶ 2- Coca Cola Academic Scholars
- ▶ 1- New Century Scholar
- ▶ 1 -All USA Academic Team-  
(First for YC since 1998)





# 2021-2022: Things are Looking Up





# 2021-2022

## CHP Future Endeavors

### New Projects

- ▶ Alumni connections/mentoring
- ▶ Creating new connections with local organizations such as Prescott Area Leadership (PAL), Girls' Talk

### Returning to our traditional campus and community outreach

- ▶ Traditional Fun Run
- ▶ Chalk for Change on Prescott and Verde Campus
- ▶ Teen Maze
- ▶ So Much More...

# Student Thoughts

- ▶ Michael Swyers
- ▶ Kari Warne
- ▶ Justin Hysom-Call
- ▶ Gabriella Baker



2020-2021

Item # 2.2.1.5

# Student Engagement and Leadership

# Student Engagement and Leadership

## Our Mission:

*“Student Engagement and Leadership division cultivates an environment that facilitates student success through education, discovery, engagement and leadership growth.”*

## Our Vision:

*Discover, Learn and Connect for SUCCESS.*

## Outcomes:

- Provide a culture for students to explore and get involved in the Yavapai College Community.
- Connect students with a vibrant community of student run clubs and organizations.
- Offer a college experience that develop tools and leads to a successful and meaningful life.



In-person to  
Virtual World

**You Can.**  
**We Can.**  
**Together.**





**Madelyn Hart**



**Raymundo Rodriguez**



**Wade Payne**



**Priscilla Imperial**



**Jaden King**



**Alex Mangelsdorf**



**Abigale Nelson**



**Nicole Reithal**



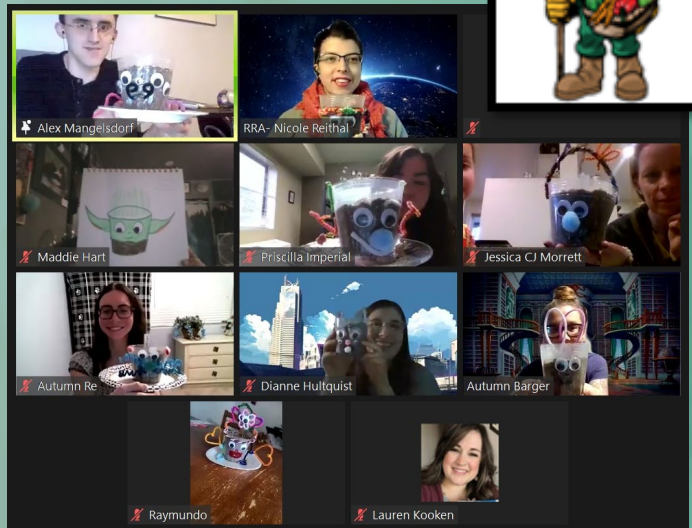
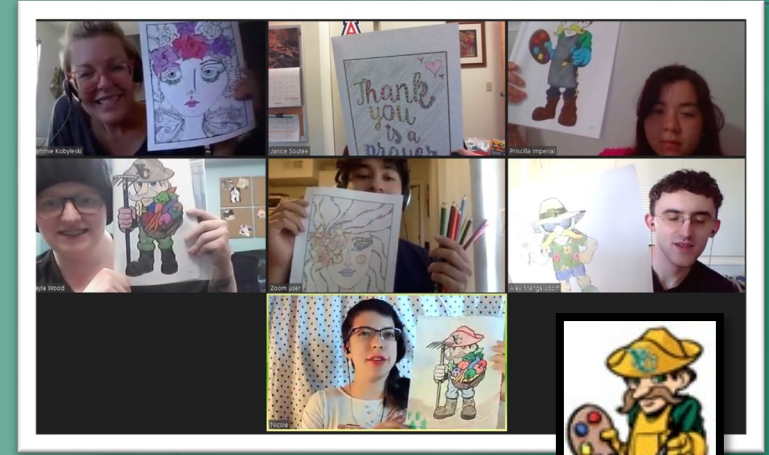
**Brian Moultrup**



# Roughrider Ambassadors and Ruff



# RUFF'S QUEST



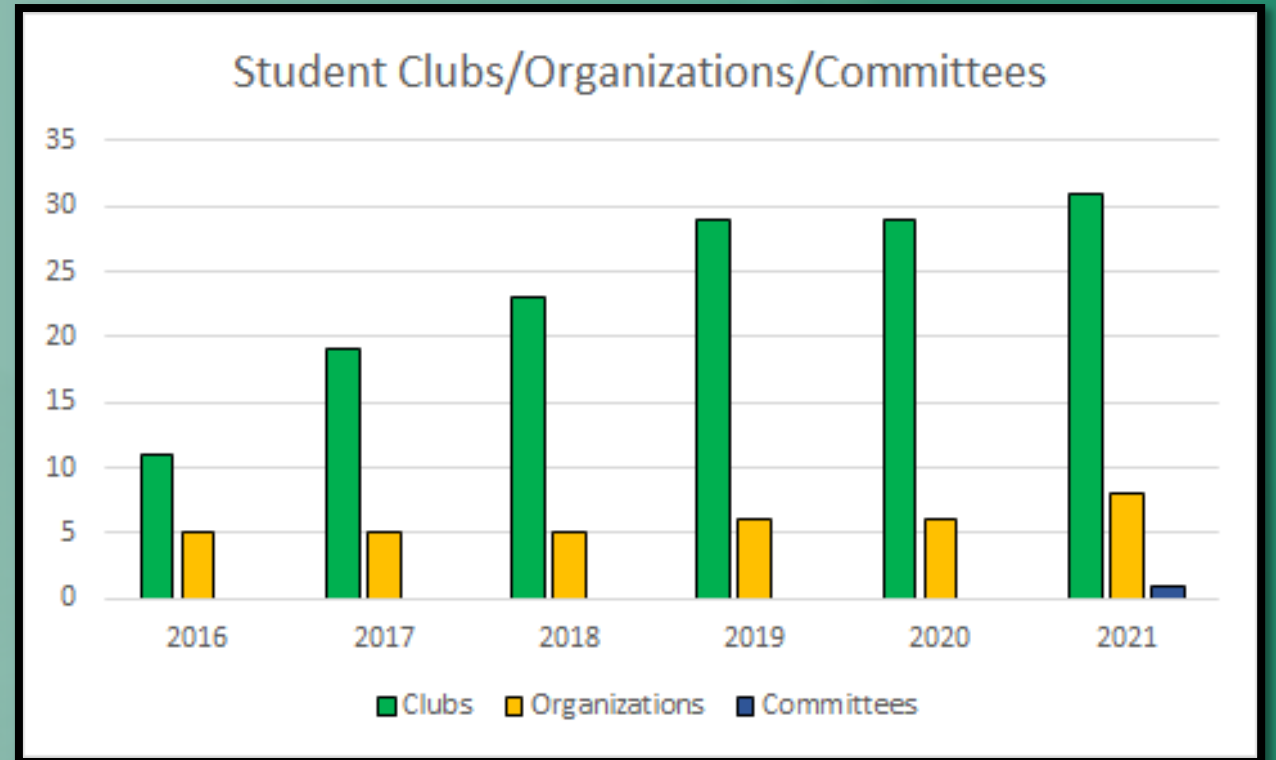
# YC STUDENT GROUPS

## *Stay Connected*

Clubs/Organizations/Committees continue to expand year over year with four new additions in 2020-2021.

YC now offers 40 groups:

- 31 Clubs
- 8 Organizations
- 1 YCSGA Committee





# C/O/C EVENTS

**Hopp'n-To-Help**  
**Drive-Thru Canned Food Drive**

Non-Perishables • Grocery Gift Cards • Cash

**March 27th**  
**9:00 - 1:00**

Prescott Campus - drive up in front of the Performing Arts Center

All Proceeds Benefit the YC Food Pantry

**YC UNTIED DISCRIMINATION SURVEY FALL 2020**

**VIRTUAL CLUB MEETINGS**

Don't give up hope on the Virtual Clubs as a vital part of the college experience. While meeting in person is not happening Club Meetings can still happen on ZOOM!

**Trick or Treat So Others Can Eat!**  
**NEEDED ITEMS**

Diapers	Washable diapers
Diaper cream	Diaper bags
Formula (20oz)	Formula trays
Baby Wipes	Clean and baby clothes
Diaper Wipes	Baby blankets and
Formula	Baby bottles
Formula can	Formula baby gear

**OCTOBER 31<sup>ST</sup>**  
**FROM 8:00 AM TO 2:00 PM**

Yavapai College - Prescott in the parking lot in front of the Performing Arts Center

For more information, visit [www.yc.edu/foodpantry](http://www.yc.edu/foodpantry) and Community Engagement with contact your department.

**13 REASONS WHY**

YC English Club presents guest speaker  
**~ Jay Asher ~**  
author of **13 Reasons Why**  
on **Writing Fiction**  
**October 29th**  
**7 p.m.**

Please register to attend (Zoom):  
<http://bit.ly/asherpresentation>

ROUGH RIDER AMBASSADORS PRESENT

**THE ULTIMATE GAME NIGHT "HOUSE PARTY"**

FRIDAY 11TH @ 6PM

[www.yc.edu/game](http://www.yc.edu/game)

**PHILOSOPHY CLUB AT YAVAPAI COLLEGE**

Join us every Tuesday at 2 pm!

Discussions led by Andrew M. Winters, Ph.D.

Contact Dr. Winters to learn more  
[andrew.winters@yc.edu](mailto:andrew.winters@yc.edu)

**2020: MONSTER MASH**  
**Virtual Halloween Party**

Friday  
October 23  
6:00 pm - 9:30 pm

**COSTUME CONTEST, GAMES, ALL THINGS FREAKY FRIDAY**

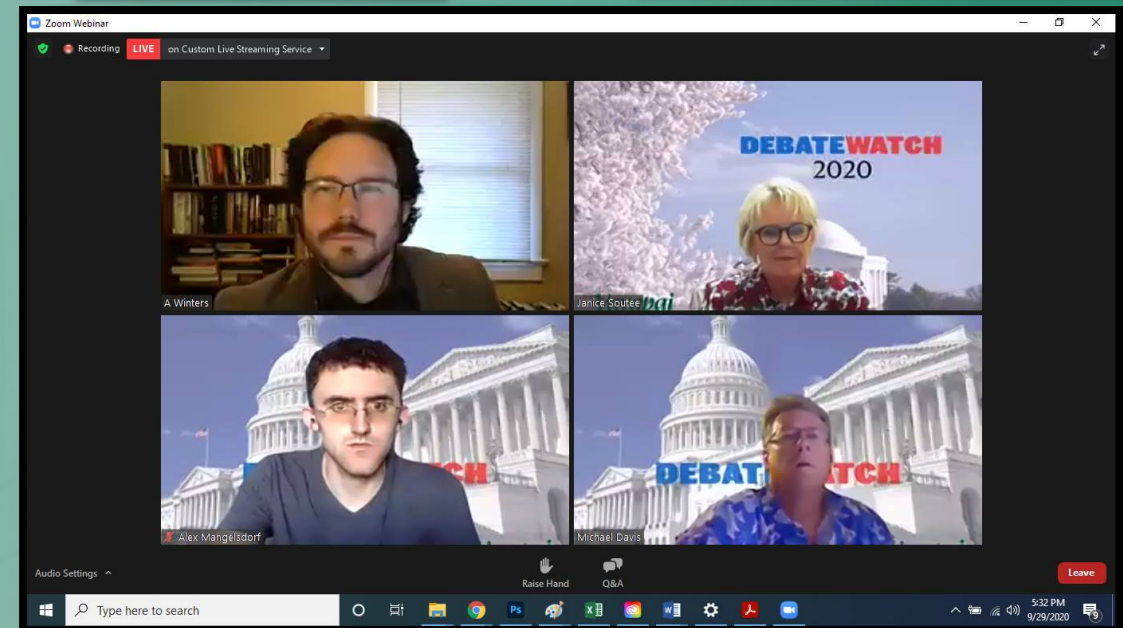
YC Clubs, the CAST Club has formally invited your clubs to be a part of our spooky night of events and mischief. The gauntlet has been thrown down. Come if you dare, this is a battle for **KEEP HERE TO ATTEND**

# DEMOCRACY > YOUR VOTE COUNTS

Over 200 participants attended these activities/events



- Election Challenges
- Become an informed voter
- Debates
- National Voter Registration Day
- Voting Power Hour



# Happy Birthday Wish from Ruff

Birthday Sends	Sent	Open Rate	Click to Open Ratio
20-Jul	400	48.50%	39.18%
20-Aug	419	77.80%	75.15%
20-Sep	489	84.05%	67.64%
20-Oct	512	33.01%	42.01%
20-Nov	517	38.30%	35.35%
20-Dec	554	34.84%	35.75%
21-Jan	374	46.79%	38.29%
21-Feb	444	38.74%	37.79%
21-Mar	472	36.02%	37.65%

Happy Birthday!



# Students of Leadership

---

*Empowerment  
Through  
Growth*





# Student Engagement and Leadership

## Future of SEL:

- **Virtual Student Union**
- **Leadership Structure**
- **Retention Data Gathering**





**THANK YOU!**

# Item # 2.2.1.6

## *Program Highlight: Advanced Tax – IRS Enrolled Agent Certificate*

What is an Enrolled Agent? EA's are respected tax specialists who are licensed by the IRS. They work for corporations, independent practices, in government, and many own their own businesses. Enrolled agent status is the highest credential the IRS awards and EAs are the only tax professional licensed to practice and represent clients in all 50 states. Only three professions– attorney, certified public accountant, and enrolled agent– can represent a taxpayer before the Internal Revenue Service.

For students who want to become tax professionals without taking all the additional courses required to become an attorney or a certified public accountant, earning this certificate and passing the EA Exams satisfies that need. The ACC 241-242 courses prepare students to sit for the exams, the Advanced Tax – IRS Enrolled Agent certificate program gives students the business and tax foundation for direct employment or to open their own practice.

**This program was developed in direct response to community needs: members of the YC Accounting/EA Advisory Board indicated that there is a critical need in Yavapai County and the state due to a large number of EA's retiring in the near future.**

*Additional information on EA status:*

An enrolled agent is a federally-authorized tax practitioner who has technical expertise in the field of taxation and who is empowered by the U.S. Department of the Treasury to represent taxpayers before all administrative levels - examination, collection, and appeals - of the Internal Revenue Service.

EA tax professionals are highly recognized by the industry and consumers based on their high level of expertise and knowledge of tax law and regulations. Like attorneys and certified public accountants, enrolled agents are unrestricted in which taxpayers they can represent and what types of tax matters they can handle.

In addition to taxpayer representation, enrolled agents often provide tax consultation services and prepare a wide range of federal and state tax returns. Unlike CPAs and tax attorneys, Enrolled Agents are tested directly by the IRS, and enrolled agents focus exclusively on tax accounting.

Enrolled Agents are needed in small and large public accounting firms, law firms, corporate accounting departments, state departments of revenue, investment firms, banks and in private practice. Enrolled Agents hold a federal license and have an unrestricted right to represent any taxpayer in any state.

Tax professionals generally can expect to earn \$30,000 to \$100,000 (depending on location). Projected increase in employment is 8 to 14% over the next ten years.

*Sample student promotional flier:*

## **Become an Enrolled Agent (EA) before next tax season!**

**ACC 241: IRS Enrolled Agent Review  
Part I - online class offered this summer**

**ACC 242: IRS Enrolled Agent Review  
Part II - online class follows next fall**



### Course information:

- Courses will utilize [GLEIM](#) online curriculum and test prep. Topics: individual tax, corporate and business taxes, non-profit taxation and estate and income tax planning and Representation, Practices and Procedures.
- Local Enrolled Agent guest lecturers/discussion moderation.
- Optional [NAEA](#) & [AzSEA](#) memberships (membership is free for [students](#)).
- Tremendous networking opportunities: state/local AzSEA meetings and on-campus meetings (optional) to be scheduled throughout the semester.
- Textbook/Software requirement (purchase once for both classes): GLEIM Premium - \$348 (approx. 50% savings over private purchase). Includes hard copy review manuals, e-books, online video and audio lectures, adaptive learning modules with pre and post test evaluation and status reports. Unlimited access to the training material until students pass all three parts of the SEE exam.
- [SEE Certification exams](#) (3 exams total): Administered at Prometric testing centers (currently in Flagstaff and Phoenix - am working on getting YC testing center availability). Exams are \$185 each, scheduled and paid for by students.
- Covers [VITA](#) training requirements also - be ready to go in January for the IRS's Volunteer Income Tax Assistance program accounting internship credit.
- Course is part of YC's [Advanced Tax - IRS Enrolled Agent](#) certificate program.





# Yavapai COLLEGE

## ACCOUNTING

### Fall 2021



Yavapai College offers six **Accounting** programs to facilitate your entry into the accounting profession or become more proficient with your own finances. Our programs are designed to provide you with an expanded knowledge of basic accounting and business principles while emphasizing communication and computer skills. These programs prepare you for successful, productive employment in accounting and related fields as well as preparing you for successful transfer to business and accounting programs at other institutions.

#### **Bookkeeping Certificate** Credits

ACC 121 Introductory Accounting	3
ACC 115 Basic Tax Planning	3
CSA 126 Microsoft Office	3
<b>Total</b>	<b>9</b>

#### **Advanced Bookkeeping Certificate** Credits

ACC 121 Introductory Accounting	3
ACC 115 Basic Tax Planning	3
CSA 126 Microsoft Office	3
ACC 131 Principles of Accounting I	3
ACC 122 Payroll Accounting	3
ACC 160 Computer Accounting Practice	3
ACC 162 MS Excel & Access in Accounting	3
<b>Total</b>	<b>21</b>

#### **Basic Tax Certificate** Credits

ACC 121 Introductory Accounting	3
ACC 115 Basic Tax Planning	3
CSA 126 Microsoft Office	3
ACC 131 Principles of Accounting I	3
ACC 117 Advanced Tax	3
ACC 296 Accounting (Tax) Internship	3
<b>Total</b>	<b>18</b>

**NEW!**

#### **Advanced Tax Certificate—**

##### **IRS Enrolled Agent** Credits

ACC 121 Introductory Accounting	3
ACC 115 Basic Tax Planning	3
CSA 126 Microsoft Office	3
ACC 131 Principles of Accounting I	3
ACC 132 Principles of Accounting II	3
ACC 117 Advanced Tax	3
ACC 296 Accounting (Tax) Internship	3
ACC 241 IRS Enrolled Agent Review Part 1	1
ACC 242 IRS Enrolled Agent Review Part 2	2
BSA 131 Intro To Business	3
BSA 237 Legal Environment of Business	3
MGT 233 Business Communication	3
MGT 132 Ethics in Business	3
<b>Total</b>	<b>36</b>

#### **Accounting Assistant Certificate** Credits

ACC 121 Introductory Accounting	3
ACC 115 Basic Tax Planning	3
CSA 126 Microsoft Office	3
ACC 131 Principles of Accounting I	3
ACC 122 Payroll Accounting	3
ACC 160 Computer Accounting Practice	3
ACC 162 MS Excel & Access in Acct	3
ACC 132 Principles of Accounting II	3
ACC 233 Intermediate Accounting I	3
ACC 234 Intermediate Accounting II	3
MGT 233 Business Communication	3
<b>Elective - Choose One:</b>	<b>3</b>
ACC 296 Accounting Internship (3)	
BSA 131 Intro To Business (3)	
BSA 237 Legal Environment of Business (3)	
MGT 132 Ethics in Business (3)	
<b>Total</b>	<b>36</b>

#### **Assoc. of Applied Science - Acct** Credits

ACC 121 Introductory Accounting	3
CSA 126 Microsoft Office	3
ACC 115 Basic Tax Planning	3
ACC 131 Principles of Accounting I	3
ACC 122 Payroll Accounting	3
ACC 160 Computer Accounting Practice	3
ACC 162 MS Excel & Access in Accounting	3
ACC 132 Principles of Accounting II	3
ACC 233 Intermediate Accounting I	3
ACC 234 Intermediate Accounting II	3
ACC 117 Advanced Tax	3
BSA 131 Intro To Business	3
<b>Electives-Select 6 credits from the following:</b>	<b>6</b>
ACC 296 Accounting Internship (3)	
BSA 237 Legal Environment of Business (3)	
MGT 132 Ethics in Business (3)	
BSA 236 Principles of Econ-Micro (3)	
MGT 233 Bus Comm (if not taken as Gen Ed)	
General Education Studies	19
<b>Total</b>	<b>61</b>

**2021-22 accounting classes & info on the back**





# Item # 2.2.1.7

## Yavapai College Budget to Actual Status by Fund February 2021

The President's Monthly report below provides a brief financial status of each of the District's five funds as of February 28, 2021.

Source: Monthly Revenue and Expenditure  
Financial Reports

### General Fund



As of February 28, 2021, the General Fund has a surplus of \$3,649,500. This is primarily the result of tuition and fee revenues being recorded for the spring 2021 semester, vacancy savings, and overall less spending due to COVID-19.

For the fiscal year ended June 30, 2021, General Fund revenues are projected to be under budget by \$1,776,500 and expenditures are projected to be under budget by \$2,050,800, resulting in a net surplus of \$274,300.

### Auxiliary Fund



As of February 28, 2021, the Auxiliary Fund has a small surplus and for the fiscal year ended June 30, 2021, the Auxiliary Fund is projected to slightly exceed budget due to the effects of COVID-19. The largest shortfalls are expected to be in the residence halls, and to a lesser extent the FEC and community events. Several full-time employees have been moved to other departments which will lessen the impact.

### Unexpended Plant Fund



As of February 28, 2021, the Unexpended Plant Fund has a deficit of \$1,067,500 due to a significant amount of Preventative Maintenance and Capital Improvement Projects (CIP) being encumbered for the fiscal year. The supporting revenues to cover this deficit will be received over the remaining fiscal year.

For the fiscal year ended June 30, 2021, the Unexpended Plant Fund is projected to be within budget.

## Restricted Fund



The Restricted Fund, which accounts for federal, state and private monies, includes expenditures that are restricted to the amount of grants or gifts received and which do not exceed the grant award or gift received. Restricted Funds are primarily driven by federal financial aid which will fluctuate depending on the financial needs of our students. As of February 28, 2021, the Restricted Fund has a surplus and is expected to be within budget for the fiscal year.

## Debt Service Fund



The Debt Service Fund accounts for the monies used to pay the interest and principal on the District's long-term bonds. College debt is at fixed rates of interest—for the eight months ended February 28, 2021, there were no variances from budget.

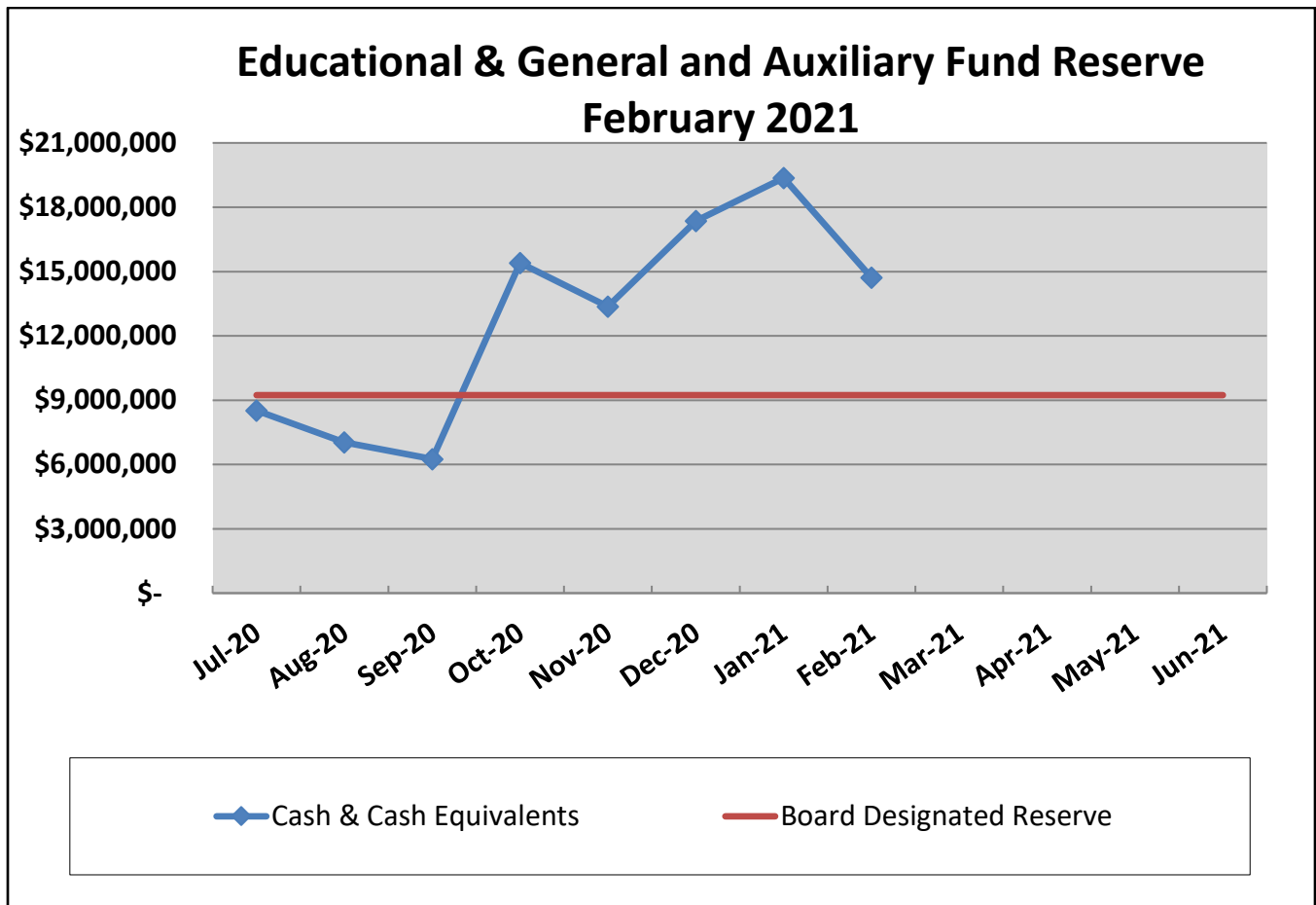
## Yavapai College Cash Reserves February 2021

The President's monthly report on cash reserves below displays the District's reserves at February 28, 2021, in relation to the District Governing Board's (DGB) reserve requirements.

Source: Banner Finance

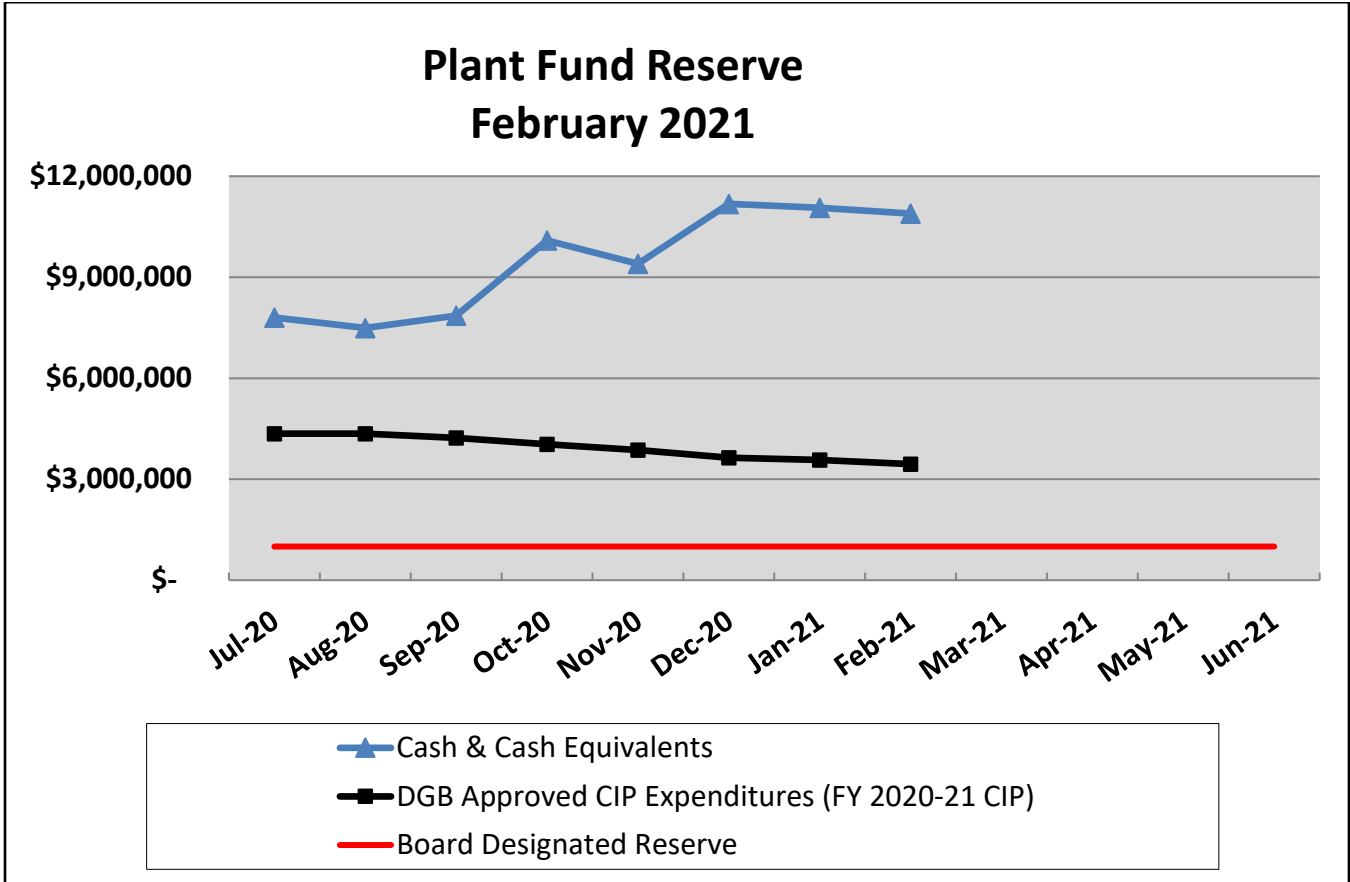


Current Fund Reserves shall not drop below seventeen percent (17%) of the operating budgets.



Property taxes were collected in October which increased the reserves above the DGB's requirements. This dip generally occurs two times per year, during the months preceding the collection of property taxes by the county.





Plant Fund Reserves shall not drop below \$1 million.

As of February 28, 2021, Plant Fund reserves have exceeded the DGB's \$1,000,000 designated reserve and are currently above the amount of monies needed to cover the next four months of CIP that have been approved by the DGB.

# Item #3.1.1

## YAVAPAI COLLEGE

### FINANCIAL UPDATE

February 2021

#### **FY2019-2020 Close and Audit**

- The year-end close for FY2019-20 was completed in November 2020.
- The auditors began their field work on October 12, 2020. The audit report (Comprehensive Annual Financial Report) was issued in mid-December 2020 in time to qualify for the Certificate of Achievement for Excellence in Financial Reporting award from the Government Finance Officers Association (GFOA).
- The Comprehensive Annual Financial Report (CAFR) for FY2019-20 was presented to the Board in February 2021.

#### **FY 2020-2021 Budget**

##### General Fund

- Total property taxes collected in a fiscal year, including past due taxes from prior years, has averaged approximately .2% less than the current year levy. We expect collections to decrease slightly due to the effects of COVID-19 and property tax refund appeals, both to be covered by the budgeted property tax contingency account.
- Tuition and fees is projected to come in below budget by approximately 10%. This shortfall will be covered by the budgeted tuition and fees contingency set-aside and less spending as result of the pandemic.
- Expenditures are expected to come in under budget for the fiscal year due to vacancy savings and overall less spending due to COVID-19.

##### Auxiliary Fund

- The Auxiliary Fund is comprised of Auxiliary Enterprises and Public Services. Auxiliary Enterprises generally exists to furnish non-core goods or services to students and employees, charging a fee directly related to, although not necessarily equal to, the cost of the goods or services. Examples include Bookstore, Food Services, and Housing. Public Services are those non-instructional services provided primarily to benefit individuals and groups external to the institution, charging a fee directly related to, although not necessarily equal to, the cost of the goods or services. An example is Community Events. While each Auxiliary Fund operation is managed as a self-supporting activity, the District historically and currently transfers funds from the General Fund to the Auxiliary Fund to subsidize various operations. This is most notable in the public services area where the District strives to balance



offering these DGB-End-driven services with the charging of reasonable prices.

- The total Auxiliary fund is projected to be slightly over budget for the fiscal year due to the effects of COVID-19. This will be more than offset by the General Fund being under budget. The largest shortfalls are expected to be in the residence halls, and to a lesser extent the FEC and community events. Several full-time employees have been moved to other departments which will lessen the impact.

#### Unexpended Plant Fund

- The District Governing Board increased the Plant Fund budget by \$1,350,000 earlier in the year for the new Verde Valley Skilled Trades Center and planned maintenance scheduled at the Performing Arts Center. The Unexpended Plant Fund currently has a deficit due to a significant amount of Planned Maintenance and Capital Improvement Projects (CIP) being encumbered for the remainder of the fiscal year. The supporting revenues to cover this deficit will be received by June 30, 2021.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT  
REPORT OF EXPENDITURES**

**For the Eight Months Ended February 28, 2021  
Fiscal Year 2020-2021**

**District Governing Board**

**Fiscal Year 2020-21 Budget:**

**\$ 181,450 \***

	<b><u>Purpose</u></b>	<b><u>Year-to-Date Expenditures</u></b>	<b><u>Encumbered Obligations</u></b>	<b><u>Total Expenditures/ Encumbrances</u></b>	
<b>EXPENDITURES (note 1):</b>					
Salary Expenses	Staff Support	\$ 31,871	\$ 13,320	\$ 45,191	
Association of Community College Trustees	Membership & Conference Fees	7,322	-	7,322	
Association of Community College Trustees	Consulting & Facilitation Fees	2,250	22,750	25,000	
JS Reporting, Inc.	Captioning Services	1,200	-	1,200	
Osborn Maledon PA	Legal Counsel	31,773	28,227	60,000	
Ourboardroom Technologies	Software Maintenance	6,708	-	6,708	
Supplies/Other	Various Vendors	738	-	738	
YC Printing Services	Printing	2,503	-	2,503	
				<u>148,662</u>	
<b>Remaining Budget - February 28, 2021</b>					<b><u>\$ 32,788</u></b>

\* Original budget reduced by \$80,000. Yavapai County Elections did not invoice the District for November elections because the candidates ran unopposed.

**Note 1:** Expenditures reported on the modified accrual basis of accounting.



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

For the Eight Months Ended February 28, 2021 - 66.7% of the Fiscal Year Complete

Fiscal Year 2020-2021

**SUMMARY - ALL FUNDS**

	<u>Year-to-Date Revenues</u>		<u>Year-to-Date Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>		
<b>REVENUES:</b>							
General Fund	\$ 34,126,239		\$ 34,126,239	\$ 48,664,600	70.1%		
Restricted Fund	9,856,761		9,856,761	13,831,000	71.3%		
Auxiliary Fund	2,515,976		2,515,976	5,089,000	49.4%		
Unexpended Plant Fund	8,954,763		8,954,763	11,755,500	76.2%		
Debt Service Fund	2,753,373		2,753,373	4,129,900	66.7%		
<b>TOTALS</b>	<b><u>58,207,112</u></b>		<b><u>58,207,112</u></b>	<b><u>83,470,000</u></b>	<b><u>69.7%</u></b>		
		<u>Year-to-Date Expenditures</u>	<u>Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non- Labor Encumbrances to Budget</u>
<b>EXPENDITURES (note 1):</b>							
General Fund		\$ 29,135,734	\$ 9,356,705	\$ 8,015,675	\$ 30,476,764	\$ 48,664,600	62.6%
Restricted Fund		9,155,206	648,827	416,024	9,388,009	13,831,000	67.9%
Auxiliary Fund		2,389,848	933,860	885,133	2,438,575	5,089,000	47.9%
Unexpended Plant Fund		4,330,488	5,691,814	-	10,022,302	11,755,500	85.3%
Debt Service Fund		199,767	2,552,666	-	2,752,433	4,129,900	66.6%
<b>TOTALS</b>		<b><u>45,211,043</u></b>	<b><u>19,183,872</u></b>	<b><u>9,316,832</u></b>	<b><u>55,078,083</u></b>	<b><u>83,470,000</u></b>	<b><u>66.0%</u></b>
<b>SURPLUS/(DEFICIT)</b>					<b><u>3,129,029</u></b>	<b><u>-</u></b>	

**COMMENTS:**

Through the eighth month, 66.0% of budget has been committed (excluding labor encumbrances) compared to 69.7% of revenues received.

The budget currently has a surplus of \$3,129,029.

**Note 1:** Expenditures reported on the modified accrual basis of accounting.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Eight Months Ended February 28, 2021 - 66.7% of the Fiscal Year Complete**

**Fiscal Year 2020-2021**

**GENERAL FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>FY 20/21 Budget</u>	<u>Percent of Budget</u>	<u>FY 20/21 Estimate</u>	<u>Budget to Estimate Variance</u>	<u>FY 19/20 Actuals</u>	<u>Percent Change (Current Versus Prior Year)</u>
<b>REVENUES:</b>									
Primary Property Taxes	\$ 25,981,051		\$ 25,981,051	\$ 39,320,500	66.1%	\$ 39,171,100	\$ (149,400)	\$ 25,325,392	2.6%
Primary Property Taxes - Contingency	-		-	(150,000)	0.0%	(600)	149,400	-	0.0%
Tuition and Fees	9,286,652		9,286,652	11,647,000	79.7%	10,074,600	(1,572,400)	10,436,518	-11.0%
Tuition and Fees - Contingency	-		-	(570,000)	0.0%	-	570,000	-	0.0%
State Appropriations	439,350		439,350	585,800	75.0%	585,800	-	1,772,025	-75.2%
Other Revenues	154,806		154,806	419,700	36.9%	\$ 272,800	(146,900)	192,182	-19.4%
Interest Income	26,580		26,580	54,900	48.4%	54,900	-	175,245	-84.8%
Fund Balance Applied to Budget	1,312,267		1,312,267	1,968,400	66.7%	1,968,400	-	2,533,333	-48.2%
General Fund Transfer In/(Out)	(3,074,467)		(3,074,467)	(4,611,700)	66.7%	(5,238,900)	(627,200)	(4,275,400)	-28.1%
<b>TOTAL REVENUES</b>	<b>34,126,239</b>		<b>34,126,239</b>	<b>48,664,600</b>	<b>70.1%</b>	<b>46,888,100</b>	<b>(1,776,500)</b>	<b>36,159,295</b>	<b>-5.6%</b>

	<u>Year-to-Date Expenditures</u>	<u>Total Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>FY 20/21 Budget</u>	<u>Percent of Actual and Non-Labor Encumbrances to Budget</u>	<u>FY 20/21 Estimate</u>	<u>Budget to Estimate Variance</u>	<u>FY 19/20 Actuals</u>	<u>Percent Change (Current Versus Prior Year)</u>
<b>EXPENDITURES (Note 1):</b>										
Instruction	\$ 11,025,585	\$ 2,879,582	\$ 2,731,620	\$ 11,173,547	\$ 19,327,900	57.8%	\$ 18,264,900	\$ (1,063,000)	\$ 12,559,810	-12.2%
Academic Support	3,003,384	1,024,088	966,409	3,061,063	4,432,200	69.1%	4,432,200	-	2,975,150	0.9%
Institutional Support	6,820,621	2,682,831	1,942,087	7,561,365	10,487,100	72.1%	10,204,000	(283,100)	7,314,828	-6.8%
Student Services	3,834,205	1,328,624	1,255,739	3,907,090	6,479,600	60.3%	6,220,400	(259,200)	3,978,866	-3.6%
Operation/Maintenance of Plant	3,678,158	1,330,406	1,025,416	3,983,148	6,467,100	61.6%	6,221,400	(245,700)	4,155,196	-11.5%
Scholarships	543,400	16,770	-	560,170	1,121,900	49.9%	922,100	(199,800)	729,448	-25.5%
Public Service	230,381	94,404	94,404	230,381	348,800	66.0%	348,800	-	202,750	13.6%
<b>TOTAL EXPENDITURES</b>	<b>29,135,734</b>	<b>9,356,705</b>	<b>8,015,675</b>	<b>30,476,764</b>	<b>48,664,600</b>	<b>62.6%</b>	<b>46,613,800</b>	<b>(2,050,800)</b>	<b>31,916,048</b>	<b>-8.7%</b>
<b>SURPLUS/(DEFICIT)</b>				<b>\$ 3,649,475</b>	<b>\$ -</b>					

**COMMENTS:**

Third quarter State Aid was received in January 2021.

Tuition and Fees revenues above budget due to most of the revenue related to the spring 2021 semester being recorded. This will even out over the next few months. Tuition & Fees is below the prior year due to COVID-19 and reduced enrollment.

The budget includes a Transfer In of \$1,080,000 of CARES Act monies coming from the Restricted fund. Of this amount \$380,000 was spent at the end of last fiscal year to take care of immediate needs. Much of the remaining \$700,000 is being spent directly out of the Restricted Fund due to the Federal grant guidelines which were communicated after the FY 2020-21 budget was adopted, and therefore will not be transferred into the General Fund.

Institutional Support expenditures above budget due to the payment and or encumbering of various expenses at the beginning of the fiscal year (e.g. insurance, software licenses, IT maintenance, dues, etc.).

Scholarships are below budget as a result of athletics not being played for the fall semester, less Honors students being in the residence halls and no Student Leadership scholarships being made.

The Budget currently has a surplus of \$3,649,475.

**Note 1:** Expenditures reported on the modified accrual basis of accounting.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**GENERAL FUND EXPENDITURES BY NACUBO NATURAL EXPENSE CATEGORIES**

**For the Eight Months Ended February 28, 2021 - 66.7% of the Fiscal Year Complete**

**Fiscal Year 2020-2021**

	<u>Year to Date</u>	<u>Prior Year</u>	<u>Percent Change</u>	
Salaries	\$ 17,846,835	\$ 18,735,171	-4.7%	<b>1</b>
Benefits	5,758,850	6,010,776	-4.2%	<b>2</b>
Supplies & Services	1,655,294	2,026,063	-18.3%	<b>3</b>
Contractual Services & Other	2,192,881	2,709,387	-19.1%	<b>4</b>
Utilities	890,041	1,033,899	-13.9%	<b>5</b>
Travel, Conferences & Memberships	248,433	671,304	-63.0%	<b>6</b>
Scholarships	543,400	729,448	-25.5%	<b>7</b>
	<u>\$ 29,135,734</u>	<u>\$ 31,916,048</u>	<u>-8.7%</u>	

- 1 - Salaries decreased as a result of many full-time vacant positions being held open and a large decrease in part-time wages due to COVID-19.
- 2 - Benefits decreased in-line with salaries due to COVID-19.
- 3 - Supplies & Services mainly decreased as a result of COVID-19. Many expenditures such as instructional supplies, custodial supplies, office supplies, gas, food and printing are substantially less than the prior year.
- 4 - Contractual Services & Other decreased from the prior year mainly due to the Outward Mindset training provided by the Arbinger Institute last fiscal year, more Student Services training provided by Inside Track, and less in classroom interpreting services for the deaf this fiscal year.
- 5 - Utilities decreased from the prior year due to less usage because of COVID-19.
- 6 - Travel, Conferences & Memberships decreased from the prior year due to substantially less in-state and out-of-state travel because of COVID-19.
- 7 - Scholarships decreased as a result of athletics not being played for the fall semester, less Honors students being in the residence halls and no Student Leadership scholarships being made.

**Note:** Expenditures reported on the modified accrual basis of accounting.



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Eight Months Ended February 28, 2021 - 66.7% of the Fiscal Year Complete**

**Fiscal Year 2020-2021**

**RESTRICTED FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
<b>REVENUES:</b>					
Federal Grants and Contracts	\$ 7,925,445		\$ 7,925,445	\$ 12,435,000	63.7%
State Grants and Contracts	192,696		192,696	254,000	75.9%
Private Gifts, Grants and Contracts	493,225		493,225	1,044,000	47.2%
Proposition 301 Funds	722,270		722,270	420,500	171.8%
State Appropriation - STEM Workforce	523,125		523,125	697,500	75.0%
Fund Balance Applied to Budget	-		-	60,000	0.0%
Restricted Fund Transfer Out	-		-	(1,080,000)	0.0%
Reimbursement Due	-		-	N/A	N/A
<b>TOTAL REVENUES</b>	<b>9,856,761</b>		<b>9,856,761</b>	<b>13,831,000</b>	<b>71.3%</b>

	<u>Year-to-Date Expenditures</u>	<u>Total Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non- Labor Encumbrances to Budget</u>
<b>EXPENDITURES (Note 1):</b>						
Instruction	\$ 917,285	\$ 290,659	\$ 176,644	\$ 1,031,300	\$ 2,242,100	46.0%
Academic Support	89,323	-	-	89,323	-	100.0%
Institutional Support	219,517	73,856	-	293,373	-	100.0%
Student Services	868,031	212,660	198,250	882,441	1,499,400	58.9%
Operation/Maintenance of Plant	43,994	-	-	43,994	-	100.0%
Scholarships	6,877,971	-	-	6,877,971	9,930,500	69.3%
Public Service	139,085	71,652	41,130	169,607	159,000	106.7%
<b>TOTAL EXPENDITURES</b>	<b>9,155,206</b>	<b>648,827</b>	<b>416,024</b>	<b>9,388,009</b>	<b>13,831,000</b>	<b>67.9%</b>
<b>SURPLUS/(DEFICIT)</b>				<b>\$ 468,752</b>		

**COMMENTS:**

Restricted Funds expended only to the extent that Grants and Gifts are received.

The third quarter STEM Workforce appropriation was received in January 2021.

Academic Support, Institutional Support and Operation/Maintenance of Plant expenditures were spent from the federal CARES Act Institutional funds received by the college, and were not specifically budgeted. It was initially thought that CARES Act monies would be transferred to the General Fund, however, the grant requires that the monies be spent out of the Restricted Fund.

Public Service expenditures exceeding budget due to the SBDC being awarded CARES Act monies from the Small Business Administration, subsequent to the budget being adopted

**Note 1:** Expenditures reported on the modified accrual basis of accounting.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Eight Months Ended February 28, 2021 - 66.7% of the Fiscal Year Complete**

**Fiscal Year 2020-2021**

**AUXILIARY FUND**

	<u>Budgeted Revenues</u>	<u>Budgeted Expenses</u>	<u>Budgeted Surplus/ (Deficit)</u>	<u>Actual Revenues</u>	<u>Actual Expenditures and Non-Labor Encumbrances</u>	<u>Year-to-date Surplus/ (Deficit)</u>
<b>AUXILIARY ENTERPRISES</b>						
Residence Halls and Summer Conferences	\$ 626,000	\$ 348,950	\$ 277,050	\$ 342,815	\$ 161,023	\$ 181,792
Transfer To Debt Fund to Pay Revenue Bonds	(400,950)	-	(400,950)	(269,267)	-	(269,267)
Subtotal - Residence Halls and Summer Conferences	<u>225,050</u>	<u>348,950</u>	<u>(123,900)</u>	<u>73,548</u>	<u>161,023</u>	<u>(87,475)</u>
Bookstore Rental and Commissions	130,000	-	130,000	72,699	2,051	70,648
Food Service & Vending	35,500	286,000	(250,500)	3,431	159,100	(155,669)
Edventures	424,800	382,600	42,200	2,690	26,053	(23,363)
Winery - Tasting Room	153,800	319,300	(165,500)	118,578	184,683	(66,105)
Family Enrichment Center	452,800	741,800	(289,000)	231,249	381,912	(150,663)
Community Events	607,000	989,300	(382,300)	159,527	395,777	(236,250)
Performing Arts Productions	198,500	236,150	(37,650)	9,391	50,949	(41,558)
SBDC (Federal Grant Match Requirement)	-	97,300	(97,300)	-	57,465	(57,465)
Yavapai College Foundation	422,600	422,600	-	252,102	252,102	-
Other Auxiliary Enterprises	82,500	74,200	8,300	21,794	40,260	(18,466)
Fund Balance Applied to Budget	100,000	-	100,000	66,667	-	66,667
General Fund Transfer In	2,256,450	-	2,256,450	1,504,300	-	1,504,300
Contingency	-	100,000	(100,000)	-	-	-
Facilities & Administrative Allocation	-	1,090,800	(1,090,800)	-	727,200	(727,200)
	<u><u>5,089,000</u></u>	<u><u>5,089,000</u></u>	<u><u>-</u></u>	<u><u>2,515,976</u></u>	<u><u>2,438,575</u></u>	<u><u>77,401</u></u>

**Comments:**

The Budget currently has a surplus of \$77,401, however, the Auxiliary Fund is expected to slightly exceed budget due to the effects of COVID-19. The largest decreases are expected to be in the residence halls, and to a lesser extent the FEC and Community Events. Several full-time employees have been moved to other departments which will lessen the impact.

**Note 1:** Expenditures reported on the modified accrual basis of accounting.

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Eight Months Ended February 28, 2021 - 66.7% of the Fiscal Year Complete**

**Fiscal Year 2020-2021**

**UNEXPENDED PLANT FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>		
<b>REVENUES:</b>							
Primary Property Taxes	\$ 5,576,888		\$ 5,576,888	\$ 8,390,500	66.5%		
Primary Property Taxes - Contingency	-		-	(45,000)	0.0%		
Investment Income	20,281		20,281	30,000	67.6%		
Other	7,594		7,594	30,000	25.3%		
General Fund Transfer In	2,000,000		2,000,000	2,000,000	100.0%		
Fund Balance	1,350,000		1,350,000	1,350,000	100.0%		
<b>TOTAL REVENUES</b>	<b>8,954,763</b>		<b>8,954,763</b>	<b>11,755,500</b>	<b>76.2%</b>		
		<u>Year-to-Date Expenditures</u>	<u>Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non- Labor Encumbrances to Budget</u>
<b>EXPENDITURES (Note 1):</b>							
Planned Maintenance		\$ 1,552,685	\$ 2,002,111	\$ -	\$ 3,554,796	\$ 3,916,000	90.8%
Unplanned Maintenance		201,277	40,459	-	241,736	275,600	87.7%
Capital Improvement Projects		1,105,459	3,335,651	-	4,441,110	4,653,200	95.4%
Equipment		1,376,002	260,491	-	1,636,493	2,091,000	78.3%
Furniture and Fixtures		50,229	27,707	-	77,936	257,500	30.3%
Library Books		44,836	25,395	-	70,231	98,700	71.2%
Contributions to Capital Projects Accumulation Account		-	-	-	-	201,000	0.0%
Operating Contingency		-	-	-	-	262,500	0.0%
<b>TOTAL EXPENDITURES</b>		<b>4,330,488</b>	<b>5,691,814</b>	<b>-</b>	<b>10,022,302</b>	<b>11,755,500</b>	<b>85.3%</b>
<b>SURPLUS/(DEFICIT)</b>					<b>(1,067,539)</b>	<b>-</b>	

**COMMENTS:**

The DGB increased the CIP budget in September 2020 by \$600,000 for the new Verde Valley Skilled Trades Center.  
 The DGB increased the Planned Maintenance budget in October 2020 by \$750,000 to begin roof and HVAC work on the Performing Arts Center this fiscal year, while the PAC is dark, instead of next fiscal year.  
 The Budget currently has a deficit of (\$1,067,539) as a result of a significant amount of Capital Improvement and Preventative Maintenance projects being encumbered for the fiscal year.  
 The supporting revenues/transfers will be received over the remaining fiscal year.

**Note 1:** Expenditures reported on the modified accrual basis of accounting.



**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

**REPORT OF REVENUES AND EXPENDITURES**

**For the Eight Months Ended February 28, 2021 - 66.7% of the Fiscal Year Complete**

**Fiscal Year 2020-2021**

**DEBT SERVICE FUND**

	<u>Year-to-Date Revenues</u>		<u>Total Revenues</u>	<u>Budget</u>	<u>Percent of Budget</u>
<b>REVENUES:</b>					
Secondary Property Taxes	\$ 1,477,758		\$ 1,477,758	\$ 2,248,700	65.7%
Secondary Property Taxes - Contingency	-		-	(15,000)	0.0%
Investment Income	2,313		2,313	10,000	23.1%
General Fund Transfer In	956,833		956,833	1,435,250	66.7%
Auxiliary Fund Transfer In	267,300		267,300	400,950	66.7%
Fund Balance Applied to Budget	49,169		49,169	50,000	98.3%
<b>TOTAL REVENUES</b>	<b>2,753,373</b>		<b>2,753,373</b>	<b>4,129,900</b>	<b>66.7%</b>

		<u>Year-to-Date Expenditures</u>	<u>Encumbered Obligations</u>	<u>Labor Encumbrances</u>	<u>Total Expenditures and Non-Labor Encumbrances</u>	<u>Budget</u>	<u>Percent of Actual and Non- Labor Encumbrances to Budget</u>
<b><u>DEBT SERVICE FUND</u></b>							
<b>EXPENDITURES (Note 1):</b>							
General Obligation Bonds							
Principal Payments		\$ -	\$ 1,466,667	\$ -	\$ 1,466,667	\$ 2,200,000	66.7%
Interest Payments		44,875	14,958	-	59,833	89,750	66.7%
Pledged Revenue Obligations							
Principal Payments		-	800,000	-	800,000	1,200,000	66.7%
Interest Payments		117,628	39,205	-	156,833	235,250	66.7%
Revenue Bonds							
Principal Payments		-	220,000	-	220,000	330,000	66.7%
Interest Payments		35,464	11,836	-	47,300	70,950	66.7%
Bank Fees		1,800	-	-	1,800	3,950	45.6%
<b>TOTAL EXPENDITURES</b>		<b>199,767</b>	<b>2,552,666</b>	<b>-</b>	<b>2,752,433</b>	<b>4,129,900</b>	<b>66.6%</b>
<b>SURPLUS/(DEFICIT)</b>					<b>\$ 940</b>	<b>\$ -</b>	

**COMMENTS:**

Through the eighth month, 66.6% of budget has been committed compared to 66.7% of revenues received.

**Note 1:** Expenditures reported on the modified accrual basis of accounting.

# Item #3.1.2

APPROVAL AS TO FORM

KR21-0005

Re: Attorney General Contract No.

Pursuant to your request, the Attorney General's Office has reviewed the above referenced contract and approved it as to form. When reviewing this contract for form, the Attorney General's Office considers whether the following situations have been addressed:

1. Identification of parties;
2. Offer and acceptance;
3. Existence of contract consideration (we do not review to determine if consideration is adequate); and
4. That certain provisions specifically required by statute are included. (e.g., provisions concerning Non-Availability of Funds; Audit of Records, A.R.S. § 35-214; Conflict of Interest, A.R.S. § 38-511; Non-Discrimination, Executive Order 2009-9; and Third Party Antitrust Violations.)

Although we will notify you if we observe other issues or problems with a contract, we have not reviewed the contract for other issues. Therefore, approval as to form should not be considered as approval of the appropriateness of the terms or conditions of the contract or the underlying transaction. In addition, approval of the form should not be considered approval of the underlying policy considerations addressed by the contract.

DATED this 18<sup>th</sup> day of February 2021.

By Eugene M. Costly  
Assistant Attorney General  
for S.C.T.

**AGREEMENT  
BETWEEN SUPERIOR COURT IN YAVAPAI COUNTY  
AND YAVAPAI COLLEGE  
FOR THE OPERATION OF THE Yavapai County Learn and Earn Academy (formerly  
YouthSTEP) PROGRAM**

This is an Agreement (“Agreement”) entered into by and between the Superior Court in Yavapai County, Yavapai County Juvenile Court Center (“YCJCC”) and the Governing Board of Yavapai County Community College District, doing business as Yavapai College, a community college district of the State of Arizona (“College”).

**WITNESSETH:**

WHEREAS, the presiding judge of the juvenile court in Yavapai County is required pursuant to ARS § 8-322 to submit a plan for expenditure of monies to fund programs to reduce the number of repeat juvenile offenders and to provide services for juveniles who are on probation and;

WHEREAS, YCJCC has determined to include in its plan summer youth training and education, specifically targeting juveniles who owe restitution to victims, services provided by the College due to the beneficial effect of these services upon juvenile offenders in Yavapai County and;

WHEREAS the College has the authority to provide youth training pursuant to ARS § 11-1041 and 11-1042;

NOW, THEREFORE, YCJCC and the College hereby agree as follows:

**ARTICLE I**

DURATION OF AGREEMENT: This Agreement shall become effective upon execution and shall terminate on the 15<sup>th</sup> day of October 2021.

**ARTICLE II**

PURPOSE: The purpose of this Agreement is to set forth the understanding of the parties regarding the terms and conditions under which YCJCC and the College will provide a summer youth training and education program:

The Yavapai County Juvenile Court Center obtained approval from the Administrative Office of the Courts to utilize state funds allocated to the Yavapai County Juvenile Court Center to fund a summer job training program. The program, Youth Summer Training and Enrichment Program, YouthSTEP (“Program”), consists of a summer job readiness and remedial education/life skills program for up to 14 juvenile offenders. The collaboration of partner agencies includes YCJCC and the College. Funding for the Program is available, in the amount of **\$58,448.00**.

The College and YCJCC desire to work in cooperation with one another to further the goals of the approved Program. The College is familiar with the educational, administrative and



operational requirements, goals and objectives of the Program as set forth and acknowledges and agrees that it can meet and achieve those requirements, goals and objectives by providing the services, personnel and resources set forth in Article III.

**ARTICLE III**

SCOPE OF SERVICES TO BE PERFORMED BY THE COLLEGE:

- A. Provide office space for Program staff and a location to conduct the classroom and work experience portions of the program;
- B. Provide administrative support as appropriate;
- C. Utilize available resources and support personnel to achieve project goals;
- D. Recruit, hire and train faculty, mentors and coordinators for the program;
- E. Provide co-directors for the program.

**ARTICLE IV**

FINANCE AND BUDGET: The budget for the Program is split between two fiscal years, FY 2020-2021 and FY 2021-2022. As such, budget allocations and expenditures must be made for each corresponding fiscal year's budget and may not overlap, as outlined below:

A. Fiscal Year 2020-2021 Budget

The College, on or before July 15, 2021, will submit invoices to YCJCC for expenditure reimbursement, with the exception of Contract Services which will be expended directly by YCJCC. All expenditures must be expended by June 30, 2021. These invoices may be submitted on a monthly basis during the budget period. Upon receipt of an expenditure reimbursement request, YCJCC will issue a warrant to the College pursuant to allowable budget categories, as follows:

Personnel	\$ 11,840.00
ERE (9%)	\$ 1,066.00
Contract Services	\$ 16,800.00
Operating & Supplies	\$ 1,500.00
Travel	\$ 800.00
Outside Services	\$ 600.00
Indirect Costs (9%)	\$ 1,423.00
<b>Total</b>	<b>\$ 34,029.00</b>

B. Fiscal Year 2021-2022 Budget

The College, on or before October 15, 2021, will submit invoices to YCJCC for expenditure reimbursement, with the exception of Contract Services which will be expended directly by YCJCC. All expenditures must be expended by September 30, 2021. These invoices may be submitted on a monthly basis during the budget period. Upon receipt of an expenditure reimbursement request, YCJCC will issue a warrant to the College pursuant to allowable budget categories, as follows:

Personnel	\$ 7,680.00
ERE (9%)	\$ 692.00
Contract Services	\$13,440.00
Operating & Supplies	\$ 1,200.00
Travel	\$ 500.00
Indirect Costs (9%)	\$ 907.00
<b>Total</b>	<b>\$24,419.00</b>

C. Payment Terms: Upon receipt of an expenditure reimbursement request from the College, YCJCC will remit a warrant to the College.

**ARTICLE V**

FUND ACCOUNTING:

- A. The College is responsible for expending funds during Fiscal Year 2020 -2021 as enumerated in Article IV, A and during Fiscal Year 2021-2022 as enumerated in Article IV, B. Funds distributed to the College shall be handled and accounted for in accordance with the regular operating procedures established by the College. Any interest earned on these monies while in the possession of the College shall accrue to the College and may be used by the College for the Program.
- B. Fiscal Year 2020-2021 funds shall be expended by June 30, 2021 and invoiced to YCJCC by July 15, 2021. Fiscal Year 2021-2022 funds shall be expended by September 30, 2021 and invoiced to YCJCC by October 15, 2021. Funds expended or requested for reimbursement after these timelines will not be reimbursed to the College.
- C. Any operating supplies purchased by the College with funds distributed under this agreement shall be used by the College for the administrative, operational and educational services associated with this agreement. At the end of this agreement term, or any successive agreement term with YCJCC, any remaining and unused operating supplies having more than nominal value shall be returned to the Yavapai County Juvenile Court Center.

**ARTICLE VI**

EMPLOYMENT STATUS OF STAFF: Except as otherwise provided in law, in the performance of this Agreement and the Program, both parties hereto will be acting in their individual governmental capacities and not as agents, employees, partners, joint venturers, or associates of each other. The employees, agents, or subcontractors of one party shall not be deemed or construed to be the employees or agents of the other party.

**ARTICLE VII**

FINGERPRINTING: The provisions of A.R.S. 41-1758, et seq. are hereby incorporated as provisions of this Agreement.

- A. Personnel who are employed by the College in connection with the Program, whether paid or not, and who are required or allowed to provide services directly to juveniles shall be fingerprinted as a condition of employment. The College shall submit employee fingerprints to the Department of Public Safety or its designated agency before the performance of any job duties by the employee which require or allow the employee to provide services directly to juveniles without supervision. Personnel under eighteen years of age shall not be prohibited from employment solely because criminal history record information is not available to the department.
- B. Fingerprint checks shall be conducted pursuant to A.R.S. Section 41-1750, 41-1758, et seq.
- C. The College shall assume the costs of fingerprint checks and may charge these costs to its fingerprinted personnel.
- D. Personnel who are employed by the College in connection with the Program, whether paid or not, and who are required or allowed to provide services directly to juveniles shall certify on forms provided by the Department of Public Safety and notarized whether they are awaiting trial on or have ever been convicted of any of the following criminal offenses in this state or similar offenses in another state or jurisdiction:

Sexual abuse of a minor; incest; first or second-degree murder; kidnapping; arson; sexual assault; sexual exploitation of a minor; contributing the delinquency of a minor; commercial sexual exploitation of a minor; felony offenses involving distribution of marijuana or dangerous or narcotic drugs; burglary; robbery; a dangerous crime against children as defined in A.R.S. 13-705; child abuse; sexual conduct with a minor; molestation of a child; manslaughter; aggravated assault.

- E. Personnel who are employed by the College in connection with the Program, whether paid or not, and who are required or allowed to provide services directly to juveniles shall certify on forms provided by the Department of Public Safety and notarized whether they have ever committed an act of sexual abuse of a child, including sexual exploitation and commercial sexual exploitation, or any act of child abuse.



- F. This Agreement may be canceled or terminated if the fingerprint check or the certified form of any person who is employed by the College in connection with the Program, whether paid or not, and who is required or allowed to provide services directly to juveniles discloses that a person has committed any act of sexual abuse of a child, including sexual exploitation or commercial sexual exploitation, or any act of child abuse or that the person has been convicted of or awaiting trial on any of the following criminal offenses in this state or similar offenses in another state or jurisdiction: Sexual abuse of a minor; incest; first or second degree murder; sexual assault; sexual exploitation of a minor; commercial sexual exploitation of a minor; a dangerous crime against children as defined in A.R.S. 13-705; child abuse; sexual conduct with a minor; molestation of a child.

The College may avoid cancellation or termination of the Agreement if the person whose fingerprints or certification form shows that he has been convicted or is awaiting trial on the offenses listed in this subsection or has committed any of the acts listed in subsection "D" of this article is immediately prohibited from employment or service with the provider in any capacity requiring or allowing contact with juveniles.

- G. The Agreement may be canceled or terminated if the fingerprint check or certified form of any person who is employed by the College in connection with the Program, whether paid or not, and who is required or allowed to provide services directly to juveniles without supervision discloses that the person has been convicted of or is awaiting trial on any of the following criminal offenses in this state or similar offenses in another jurisdiction: Arson; contributing to the delinquency of a minor; felony offenses involving distribution of marijuana or dangerous or narcotic drugs; burglary; robbery; kidnapping; manslaughter; aggravated assault.

The College may avoid cancellation or termination of the Agreement if the person whose fingerprints or certification form shows that he has been convicted of or awaiting trial on an offense or similar offense as listed in this subsection is immediately prohibited from employment or service with the provider in any capacity requiring or allowing the person to provide services directly to juveniles without supervision, or, for providers of substance abuse services for minors, unless the person has been granted an exception for good cause pursuant to the requirements and procedures of A.R.S 41-619.55.

- H. The requirements of subsections A through G of this article do not apply to any personnel who are employed by a provider that has a contract for services to juveniles with licenses or is certified by the Department of Health Services, the Supreme Court or the State Department of Juvenile Corrections and who have been fingerprinted and submitted the required certification form in connection with that employment. Federally recognized Indian tribes or military bases may submit and the Department of Public Safety shall accept certifications that state that no personnel who are employed or who will be employed during the Agreement term have been convicted of, have admitted committing or are awaiting trial on any offense under subsection D of this article.

- I. Adult clients of a provider or licensee who receive treatment services are exempt from the requirements of this section unless they provide services directly to juveniles without supervision. Volunteers who provide services to juveniles under direct visual supervision of the provider's employees are exempt from the fingerprinting requirements of this section.

#### ARTICLE VIII

AUDIT OF RECORDS: Pursuant to A.R.S. §§ 35-214 and 35-215, the College shall retain and shall contractually require each subcontractor to retain all data, books and other records ("records") relating to this Agreement for a period of five years after completion of the Agreement. All records shall be subject to inspection and audit by the appropriate State of Arizona agency or department at reasonable times and with a minimal disruption of the College's educational activities. Upon request from YCJCC, the College shall produce the original of any or all such records within a reasonable amount of time.

#### ARTICLE IX

TERMINATION: This Agreement may be terminated upon written notice by either party if in its judgment such action is necessary due to: funding availability, statutory changes in the Program, either party's failure to implement or operate the approved Program, or either party's non-compliance with this Agreement. Upon termination of this agreement any remaining and unused operating supplies having more than nominal value shall be returned to the Yavapai County Juvenile Court Center.

#### ARTICLE X

CONFLICT OF INTEREST: The requirements of A.R.S. § 38-511 apply to this Agreement. The YCJCC may cancel this Agreement, without penalty or further obligation, if any person significantly involved in initiating, negotiating, securing, drafting or creating this Agreement on behalf of the YCJCC is, at any time while this Agreement or any extension is in effect, an employee, agent, or consultant of the College with respect to the subject matter of this Agreement.

#### ARTICLE XI

INDEMNIFICATION: To the extent permitted by law, each party (as "indemnitor") agrees to indemnify, defend, and hold harmless each other party (as "indemnitee") from and against any and all claims, losses, liability costs, or expenses (including reasonable attorney's fees) (hereinafter collectively referred to as "claims") arising out of bodily injury of any person (including death) or property damage, but only to the extent that such claims which result in vicarious/derivative liability to the indemnitee, are caused by the act, omission, negligence,

misconduct, or other fault of the indemnitor, its officers, officials, agents, employees, or volunteers.

## ARTICLE XII

INSURANCE: Prior to commencing services under this Agreement, the College must furnish the YCJCC certification from insurer(s) for coverage in the minimum amounts as stated below. The coverage shall be maintained in full force and effect during the term of this Agreement and shall not serve to limit any liabilities or any other College obligations. The *insurance requirements* herein are minimum requirements and in no way limit the indemnity covenants contained in the Agreement. The State of Arizona in no way warrants that the minimum limits contained herein are sufficient to protect the governmental entity or the College from liabilities that might arise out of the performance of the work under this Agreement by the College, its agents, representatives, employees or subcontractors, and the College and the governmental entity are free to purchase additional insurance. (*Note: this applies only to Colleges used by a governmental entity, not to the governmental entity itself.*)

A. MINIMUM SCOPE AND LIMITS OF INSURANCE: College shall provide coverage with limits of liability not less than those stated below.

1. Commercial General Liability – Occurrence Form  
Policy shall include bodily injury, property damage, personal injury and broad form contractual liability.

- General Aggregate: \$2,000,000
- Products – Completed Operations Aggregate: \$1,000,000
- Personal and Advertising Injury: \$1,000,000
- Blanket Contractual Liability – Written and Oral: \$1,000,000
- Fire Legal Liability: \$50,000
- Each Occurrence: \$1,000,000

a. The policy shall be endorsed to include the following additional insured language: *“The State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees shall be named as additional insureds with respect to liability arising out of the activities performed by or on behalf of the College”.*

*(Note that the other governmental entity(ies) is/are also required to be additional insured(s) and they should supply the College with their own list of persons to be insured.)*

b. Policy shall contain a waiver of subrogation against the State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees for



losses arising from work performed by or on behalf of the College.

2. Excess Liability to follow form of the primary Commercial General Liability in the minimum amount of \$3,000,000.
- B. ADDITIONAL INSURANCE REQUIREMENTS: The policies are to contain, or be endorsed to contain, the following provisions:
1. The State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees *and the other governmental entity* shall be additional insureds to the full limits of liability purchased by the College even if those limits of liability are in excess of those required by the Agreement.
  2. The College's insurance coverage shall be primary insurance with respect to all other available sources.
  3. The College's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability. Coverage provided by the College shall not be limited to the liability assumed under the indemnification provisions of its Agreement with the other governmental entity(ies) party to the Agreement.
- C. NOTICE OF CANCELLATION: Each insurance policy required by the insurance provisions of this Agreement shall not be suspended, voided, cancelled, reduced in coverage or in limits except after thirty (30) days prior written notice has been given to the State of Arizona. Such notice shall be sent directly to (State of Arizona Department Representative's Name and Address) and shall be sent by certified mail, return receipt requested.
- D. ACCEPTABILITY OF INSURERS: Insurance is to be placed with duly licensed or approved non-admitted insurers in the State of Arizona with an "A.M. Best" rating of not less than A- VII. The State of Arizona in no way warrants that the above-required minimum insurer rating is sufficient to protect the College from potential insurer insolvency.
- E. VERIFICATION OF COVERAGE: College shall furnish the State of Arizona with certificates of insurance (ACORD form or equivalent approved by the State of Arizona) as required by this Agreement. The certificates for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf.

All certificates and endorsements are to be received and approved by the State of Arizona before work commences. Each insurance policy required by this Agreement must be in effect at or prior to commencement of work under this Agreement and remain in effect for the duration of the project. Failure to maintain the insurance policies as required by this Agreement, or to provide evidence of renewal, is a material breach of contract.

All certificates required by this Agreement shall be sent directly to (State of Arizona Department Representative's Name and Address). The State of Arizona project/contract number and project description are to be noted on the certificate of insurance. The State of Arizona reserves the right to require complete, certified copies of all insurance policies required by this Contract at any time. **DO NOT SEND CERTIFICATES OF INSURANCE TO THE STATE OF ARIZONA'S RISK MANAGEMENT DIVISION.**

- F. **SUBCONTRACTORS:** College's certificate(s) shall include all subcontractors as insureds under its policies or the College shall furnish to the State of Arizona separate certificates for each subcontractor. All coverages for subcontractors shall be subject to the minimum requirements identified above.
- G. **APPROVAL:** Any modification or variation from the *insurance requirements* in any Intergovernmental Agreement must have prior approval from the State of Arizona Department of Administration, Risk Management Division, whose decision shall be final. Such action will not require a formal contract amendment but may be made by administrative action.
- H. **EXCEPTIONS:** In the event the College or sub-contractor(s) is/are a public entity, then the Insurance Requirements shall not apply. Such public entity shall provide a Certificate of Self-Insurance. If the College or sub-contractor(s) is/are a State of Arizona agency, board, commission, or university then none of the above shall apply.

### ARTICLE XIII

COMPLIANCE WITH LAWS: Both parties shall comply with all applicable laws, ordinances, rules, regulations and statutes which may be applicable to this Agreement. This Agreement shall be construed under the laws of the State of Arizona and shall incorporate by reference all laws governing the intergovernmental agency agreements and mandatory contract provisions of state agencies required by statute or executive order.

### ARTICLE XIV

SEVERABILITY: Each provision of this Agreement stands alone, and any provision of this Agreement found to be prohibited by law shall be ineffective to the extent of such prohibition without invalidating the remainder of this Agreement

### ARTICLE XV

MODIFICATIONS: Any modification or amendments shall be by formal written amendment and executed by the parties hereto.

### ARTICLE XVI

ENTIRE AGREEMENT: This Agreement contains the entire Agreement of the parties. This Agreement may not be changed orally. This Agreement may be modified by a subsequent

Agreement in writing, signed by the party against whom enforcement of any waiver, change, modification, extension, addendum or discharge is sought.

#### ARTICLE XVII

NON-AVAILABILITY OF FUNDS: Every payment obligation of the YCJCC under this Agreement is conditioned upon the availability of funds appropriated, allocated and available or if the appropriation is changed by the legislature resulting in funds no longer being available for the continuance of this Agreement, this Agreement may be terminated by YCJCC or any other agency of the State of Arizona at the end of the period for which funds are available. No liability shall accrue to the YCJCC or any other agency of the State of Arizona in the event this provision is exercised, and neither the YCJCC nor any other agency of the State of Arizona shall not be obligated or liable for any future payments or for any damages as a result of termination under this paragraph. The YCJCC shall not be liable for any purchases or subcontracts entered into by the parties to this Agreement in anticipation of funding.

#### ARTICLE XVIII

NON-DISCRIMINATION: The College and YCJCC shall comply with Title VII of the Civil Rights Act of 1964, as amended, the Age Discrimination in Employment Act, and State Executive Order No. 2009-09 which mandates that all persons, regardless of race, color, religion, sex, age, national origin or political affiliation, shall have equal access to employment opportunities. The College and YCJCC shall comply with the Rehabilitation Act of 1973, as amended, which prohibits discrimination in the employment or advancement in employment of qualified persons because of physical or mental handicap, and the Americans With Disabilities Act. The Parties shall take affirmative action to ensure that applicants for employment and employees are not discriminated against due to race, creed, color, religion, sex, national origin or disability.

#### ARTICLE XIX

ARBITRATION: The parties to this Agreement agree to resolve all disputes arising out of or relating to this Agreement through arbitration, after exhausting applicable administrative review required by Supreme Court Administrative Policy 4.07, to the extent required by A.R.S. § 12-1518 except as may be required by other applicable statutes.

#### ARTICLE XX

INVALIDITY OF PART OF THE AGREEMENT: The parties agree that should any part of this Agreement be held to be invalid or void, the remainder of the Agreement shall remain in full force and effect and shall be binding upon the parties.



ARTICLE XXI

NOTICES: All notices, requests for payment, or other correspondence between the parties regarding this Agreement shall be mailed or delivered to the respective parties at the following addresses:

Gay Lockling Director of Juvenile Court Services Yavapai County Juvenile Court 1100 Prescott Lakes Parkway Prescott, Arizona 86301	Ryan Bouwhuis Director of Procurement & Contract Services Yavapai College 1100 E. Sheldon St. Prescott, Arizona 86301
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ARTICLE XXII

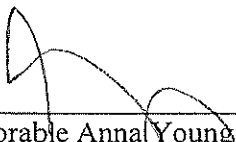
COMPLIANCE REQUIREMENTS FOR A.R.S. § 41-4401 – IMMIGRATION LAWS AND E-VERIFY REQUIREMENTS:

- 1) The Parties warrant compliance with all Federal immigration laws and regulations relating to employees and warrant compliance with Section A.R.S. § 23-214, Subsection A. (That subsection reads: “After December 31, 2007, every employer, after hiring an employee, shall verify the employment eligibility of the employee through the E-Verify program.”)
- 2) A breach of a warranty regarding compliance with immigration laws and regulations shall be deemed a material breach of the contract and the Parties may be subject to penalties up to and including termination of the Agreement.
- 3) The Parties retain the legal right to inspect the documents of any employee of the other Party who works on the Agreement to ensure that the other party is complying with the warranty under this paragraph.

IN WITNESS WHEREOF, the parties hereto have executed this AGREEMENT on the date written below:

YAVAPAI COUNTY JUVENILE COURT

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

  
 \_\_\_\_\_  
 Honorable Anna Young  
 Yavapai County Presiding Juvenile Judge

\_\_\_\_\_  
 Dr. Lisa B. Rhine  
 President

3.3.2021

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

\_\_\_\_\_  
Ms. Deb McCasland  
District Governing Board Chair

\_\_\_\_\_  
Date

**AGREEMENT:**

REVIEWED AND APPROVED AS TO FORM

The foregoing Agreement between Yavapai County Superior Court on behalf of the Yavapai County Juvenile Court Center, and Yavapai College has been reviewed by the undersigned, who have determined that it is in the proper form and is within the powers and authority granted under the laws of the State of Arizona and Yavapai College.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

Claudia Chalko for 3/15/2021  
College Attorney C. Benson Hufford Date

C. BENSON HUFFORD  
Printed Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

\_\_\_\_\_  
Ms. Deb McCasland  
District Governing Board Chair

\_\_\_\_\_  
Date

**AGREEMENT:**

**REVIEWED AND APPROVED AS TO FORM**

The foregoing Agreement between Yavapai County Superior Court on behalf of the Yavapai County Juvenile Court Center, and Yavapai College has been reviewed by the undersigned, who have determined that it is in the proper form and is within the powers and authority granted under the laws of the State of Arizona and Yavapai College.

YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT

Claudia Delgado for 3/15/2021  
College Attorney C. Benson Hufford Date

C. BENSON HUFFORD  
Printed Name



# Item #3.1.3

## FOURTH AMENDMENT TO LEASE AGREEMENT

This Fourth Amendment to Agreement is entered into by and between Yavapai County Community College District, 1100 E. Sheldon St., Prescott, AZ (hereinafter referred to as YC) and Northern Arizona Council of Governments Head Start, 119 East Aspen Avenue, Flagstaff, AZ (hereinafter referred to as NACOG).

Witnesseth:

Whereas, on July 24, 1996, YC and NACOG entered into a Lease Agreement of up to a maximum of .76 acres of land owned by YC's Verde Valley Campus, Clarkdale, Arizona for the period from July 1, 1996 through June 30, 2011, and;

Whereas, on July 2, 2002, YC and NACOG executed the First Amendment to Agreement to allow expansion of the Head Start facility and other additions to the existing Lease Agreement, and;

Whereas, on June 29, 2011, YC and NACOG executed the Second Amendment to Agreement (inadvertently written as the first amendment) to extend with an additional five (5) year period from July 1, 2011 through June 30, 2016, and;

Whereas, on February 9, 2016, YC and NACOG executed the Third Amendment to Agreement to extend the agreement for an additional five (5) year period from July 1, 2016 through June 20, 2021, and;

Whereas, YC and NACOG as written by Section 2 of the original Lease Agreement allowing for five year extensions, each desire to extend the agreement for an additional five (5) year period from July 1, 2021 through June 30, 2026, and;

NOW, THEREFORE, IT IS MUTUALLY AGREED BY YC AND NACOG THAT SAID AGREEMENT IS AMENDED AS FOLLOWS:

1. The term of the Agreement shall be extended for an additional five (5) year period from July 1, 2021 through June 30, 2026.
2. Except as expressly amended herein, the pricing, terms and conditions set forth in said original agreement shall remain in full force and effect.

IN WITNESS WHEREOF, THE PARTIES HERETO HAVE CAUSED THIS FOURTH AMENDMENT TO AGREEMENT TO BE SIGNED ON THEIR BEHALF BY THEIR DULY AUTHORIZED REPRESENTATIVES.

Northern Arizona Council of Governments Head Start

Yavapai County Community College District

By:   
Chris Fetzer

By: \_\_\_\_\_  
Ms. Deb McCasland

Title: Executive Director

Title: District Governing Board Chair

Date: 3/12/21

Date: \_\_\_\_\_

# Future Focused. Community Inspired.

DRAFT STRATEGIC PLAN 2022-2024



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1	Introduction
2	Mission
3	Planning Process
4	Planning Alignment
5	Planning Terminology
6	Strategic Goals
7	Strategic Initiatives
9	Need More Information



# Introduction

**Strategic Planning is a continuous process that guides the future direction of the college and operationalizes the District Governing Board Ends, College Vision, Mission, and Values**



**Dr. Lisa Rhine, President**

We are pleased to share our three-year rolling Strategic Plan. This plan provides the institution with an opportunity to be flexible and responsive to the dynamic local, national and global environment in which higher education finds itself. The plan reflects an updated focus on the College's mission, vision, and our continuing commitment to provide educational, economic, and cultural opportunities to our communities. In creating this document, we have used an evidence-based approach with extensive internal and external research and stakeholder feedback to inform our strategic goals and initiatives.

The strategic plan is a living document and will be updated annually to ensure the college meets the changing needs of Yavapai County.

# MISSION

## MISSION

Yavapai College enriches our diverse communities by providing relevant, accessible, affordable, and quality workforce, transfer, lifelong, and cultural learning opportunities.

## VISION

Yavapai College makes our diverse communities premier places to learn, work, and live.

## VALUES

### Equity

- We demonstrate the ability to consider the views, cultural differences, and diverse experiences of students and colleagues, and to educate others on the value of diversity, inclusion, and equity.

### Integrity

- We are accountable to our students, community, ourselves, and our local taxpayers.
- We demonstrate collaboration and respect in all interactions.

### Caring

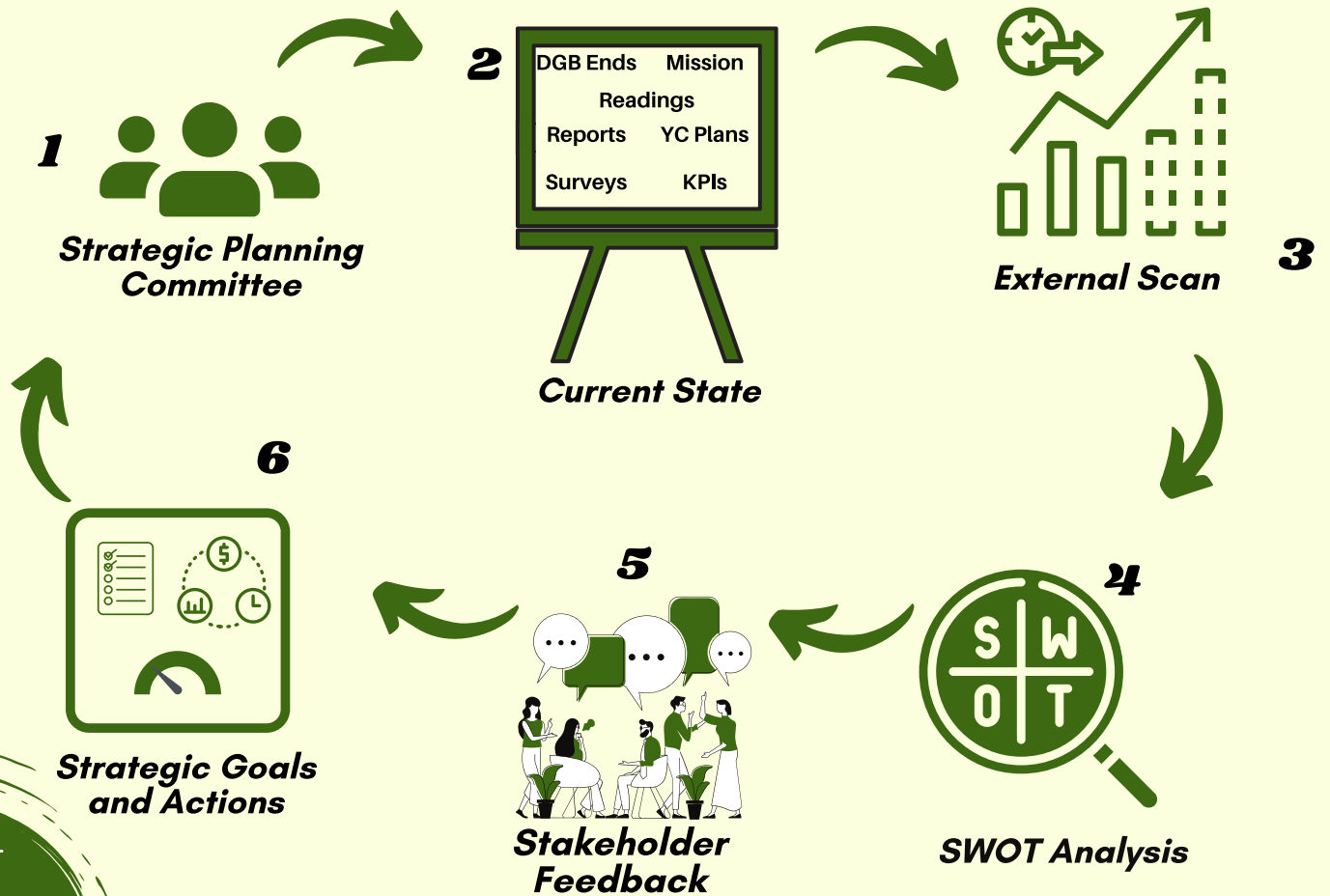
- We actively listen and provide support to students and colleagues.
- We connect with others, respecting human dignity and responding with compassion.

### Excellence

- We foster positive relationships with students, staff, and faculty to support student learning goals.
- We anticipate the needs of stakeholders and adjust our efforts to reduce their challenges and supports their objectives.
- We create a positive, productive, and supportive environment conducive to learning.

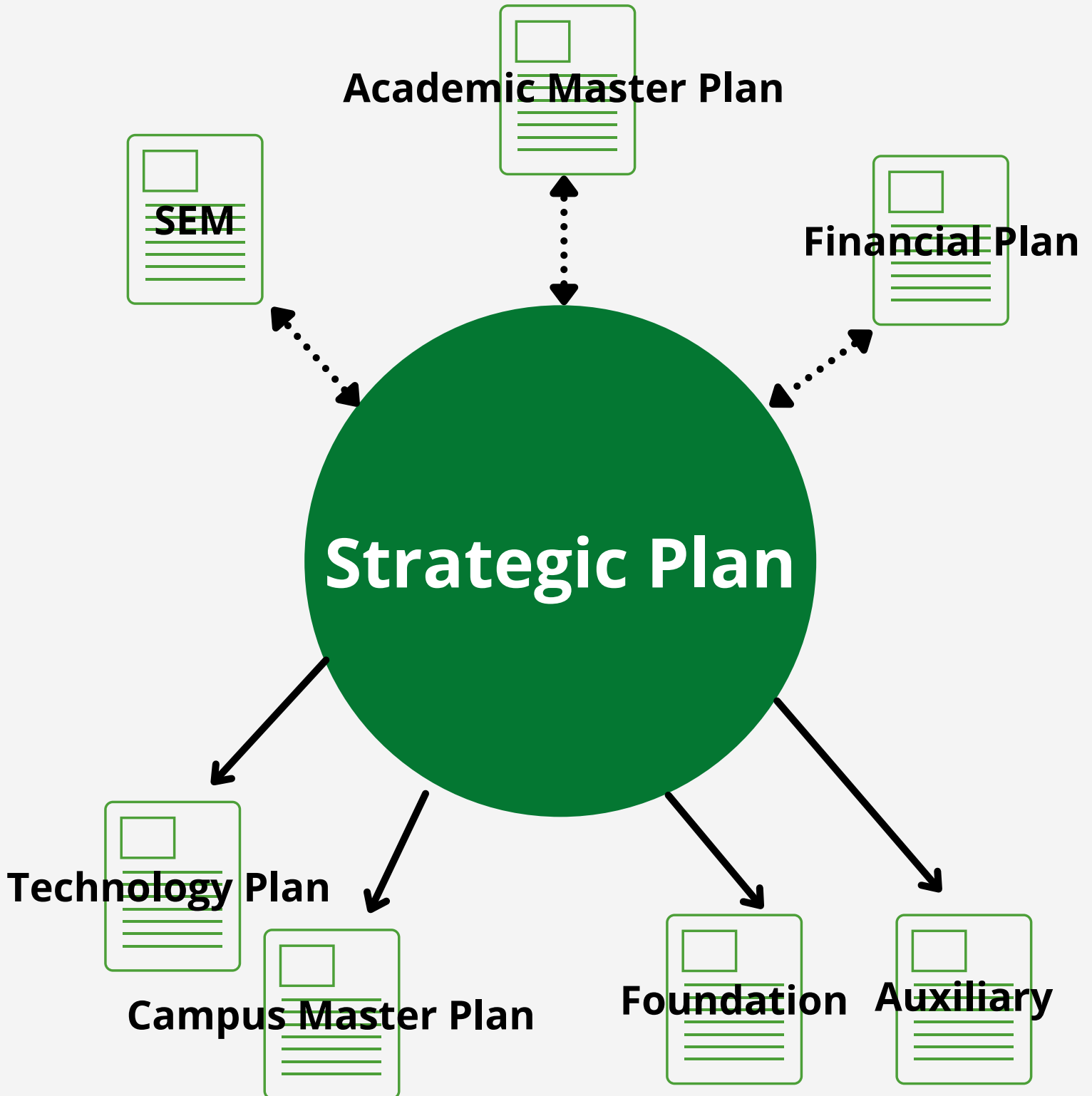
# Planning Process

## **STRATEGIC PLANNING PROCESS** *Yavapai College*





# Planning Alignment



# Planning Terminology

## Goals

Represent a unifying strategic goal toward fulfilling the Board's Ends and College's Mission. Goals include short- and long-term targets to measure goal fulfillment.



## Initiatives

Initiatives define how the College will address and realize its strategic goals.



## Actions

Actions are part of the annual plan that operationalize how initiatives will be completed and include who is responsible, required support, target dates, and budget implications.

# Strategic Goals



## **Belonging**

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



## **Living Wage**

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



## **Adult Learners**

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



## **Delivery**

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



# Strategic Initiatives

1

Belonging



**Develop and support a culture where all employees feel acknowledged, engaged, inspired, and supported by each other and the college.**



**Provide equitable professional development opportunities where all faculty and staff can enhance their skills to serve students better.**



**Create a sense of belonging for all students in our learning environment.**

2

Living Wage



**Ensure that curriculum and programs are focused on imparting skills needed to secure living-wage jobs in a new economy highlighted by growing artificial intelligence and automation.**



**Create a one-stop-shop for workforce training.**



**Align transfer programs so that associate's graduates can enter Arizona universities as juniors.**

# Strategic Initiatives



- **Grow enrollment of non-traditional age learners with a focus on people with some college, no degree.**
- **Increase Hispanic learner enrollment and educational attainment levels.**
- **Become a leader in adult lifelong learning with financially self-sustaining courses and programs.**



- **Increase online enrollment and success by adopting and implementing best-in-class pedagogy and processes.**
- **Improve students' ability to complete programs more quickly through multiple start dates and fast track pathways.**
- **Expand Open Educational Resources (OER)**
- **Improve our credit for prior learning systems.**

# Need More Info?

Visit  
**YC.EDU/STRATEGICPLANNING**  
Or  
Call/Email Tom Hughes  
**928.776.2205**  
**tom.hughes@yc.edu**





# Yavapai College **Item #3.3**

# FY2021-22 Budget

Fiscal Year Ending June 30, 2022



**You Can!**

*Yavapai*  
COLLEGE

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## Principal Officials

### District Governing Board

<u>District</u>	<u>Name</u>	<u>Position</u>	<u>Term Ends</u>
District 1	Ray Sigafoos	Board Secretary	December 31, 2024
District 2	Deb McCasland	Board Chair	December 31, 2022
District 3	Paul Chevalier	Board Member	December 31, 2024
District 4	Chris Kuknyo	Board Member	December 31, 2027
District 5	Mitch Padilla	Board Member	December 31, 2027

### Executive Leadership Team

Dr. Lisa Rhine, President

Dr. Clint Ewell, Vice President of Finance & Administrative Services

Rodney Jenkins, Vice President of Community Relations & Student Development

Dr. Diane Ryan, Vice President of Instruction

Dr. Emily Weinacker, Chief Human Resources Officer

# Mission, Vision, Values, Ends

## MISSION

The mission of the College is to provide quality higher learning and cultural resources for the diverse populations of Yavapai County.

## VISION

Yavapai College makes our Community a premier place to learn, work, and live.

## VALUES

Learning- Yavapai College values learning and an environment where students are engaged in their educational endeavors. We take pride in our campuses and centers throughout Yavapai County. Our facilities provide a safe and supportive environment where students can learn, and our community can share in the benefit of a cultural center within reach.

Scholarship- Yavapai College values scholarship. We value an educated and experienced faculty and staff who foster and encourage the spirit of inquiry and expression. We value education not merely as a means to an end but as a lifelong joy and endeavor.

Stewardship- Yavapai College values responsible resource management and affordable learning opportunities. We appreciate our obligation to budget and allocate fiscal and human resources in the best interest of our students and community.

Diversity- Yavapai College values the diversity within our community and the rich cultures of Yavapai County.

## ENDS

Yavapai College exists so communities within Yavapai County have access to and are equipped with the knowledge and skills to improve quality of life. The College will achieve these results at a justifiable cost:

1. Students achieve their educational goals at an affordable price:
  - a. Job seekers
  - b. Transfer students
  - c. Lifelong learners
2. Support Economic Development throughout our county.
3. Enrich our Community by providing a variety of social and cultural opportunities.

# Message from the President

April 13, 2021

Members of the District Governing Board and Citizens of Yavapai County:

When selected as Yavapai College's tenth president in February of 2019, I was humbled and proud to lead such a wonderful institution focused on meeting the educational, economic, and social & cultural needs of Yavapai County. In March 2020, only a year in as president, COVID-19 hit the nation, impacting the health, economic security and way of life for all of us and our educational model was severely disrupted. The traditional model for delivering much of our instruction and services was simply at odds with the reality and limitations imposed by the pandemic. Yavapai College reacted instantaneously ensuring minimal disruption in our delivery of courses and services to ensure that we continued to meet the needs of our communities.



As we slowly move out of the pandemic and incrementally return to face-to-face interactions, we are proud to say that we adjusted operations during the pandemic in a manner that built College capacity for meeting the changing needs of the post-COVID world.

We recognize that the pandemic and resulting economic downturn has made the need for short-term training options more urgent and apparent. Our three-fold focus on affordability, flexible education delivery and connections to our regional economies, positions YC to provide our region with access to an expanding array of educational options that prepare students to work in living wage jobs.

We see ourselves as an engine of recovery for our local economy and have worked diligently to reallocate existing resources to allow us to begin to address these challenges in FY22. This year's budget includes expanded career and technical programs throughout the county such as plumbing, electrical, heating and air-conditioning and advanced manufacturing in the Verde Valley, while adding innovative programs like the country's first 3D Construction program.

Recognizing the pandemic's impact on our community, we proposed to not increase the property tax levy or tuition rates. We are proud to be able to say that YC has some of the lowest tuition and property tax rates in the country.

As a learning-centered community, Yavapai College is dedicated to providing educational opportunities by promoting excellence in teaching and learning. We celebrate our excellence in learning, service and relationships. Most of all, we honor the trust placed in us by the public and uphold it through quality programs, integrity of actions and efficient use of our resources. To those who so carefully and thoughtfully contributed to the preparation of this budget, thank you.

Lisa B. Rhine, Ph.D.

President



## Message from the VP of Finance & Administrative Services

April 13, 2021

TO: The District Governing Board  
Citizens of Yavapai County



FROM: Clint Ewell, Ed.D.  
Vice President, Finance & Administrative Services

This year's Budget presented many challenges.

Community college enrollments have declined since the depth of the Great Recession of 2011. Typically, as the unemployment rises, displaced workers seek out community colleges to upskill, causing an increase in enrollments. Recently, this trend has begun to be compounded by a shrinking demographic of traditional 18-22 year old, due to a decline in birthrates during the Great Recession. The pandemic displaced many workers, but it also forced colleges to move to online delivery of courses. Not all students were willing or able to make this transition. So even though we hit record highs in unemployment, Fall enrollments declined by 9%.

In Arizona, the decline in enrollments reduces how much public money (eg. property taxes) the College is allowed to spend according to Arizona Constitutional Expenditure Limits.

With the advent of the approved vaccines this Spring, YC believes enrollments will rebound this Fall; however, the College has begun making plans should further reductions in spending become necessary.

A second challenge has to do with increasing competition. The advent of technology has created more online competitors, both non-profit and for-profit. The pandemic forced virtually all colleges and universities online this past year, further accelerating this trend.

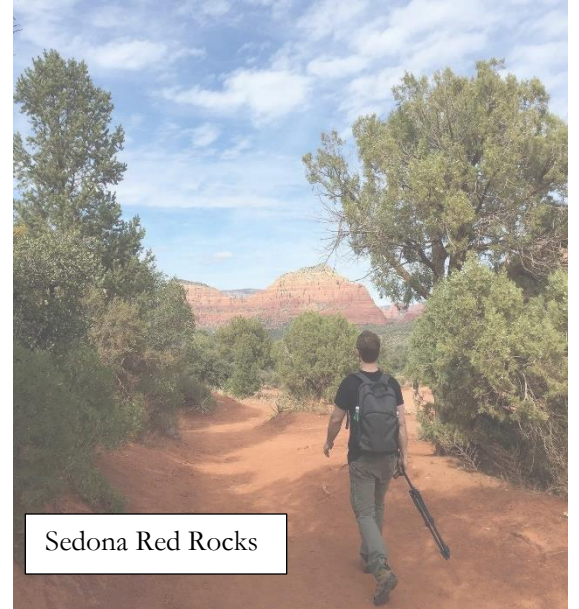
Finally, our Strategic Planning process identified several ways in which student and employer needs and wants have been changing. The College is creating new initiatives needed to address these changes and allow YC to remain relevant in the education marketplace.

I am pleased to present this balanced budget which not only addresses these challenges, but does so in a manner that adds to fund reserves, while addressing compensation and other inflationary items.

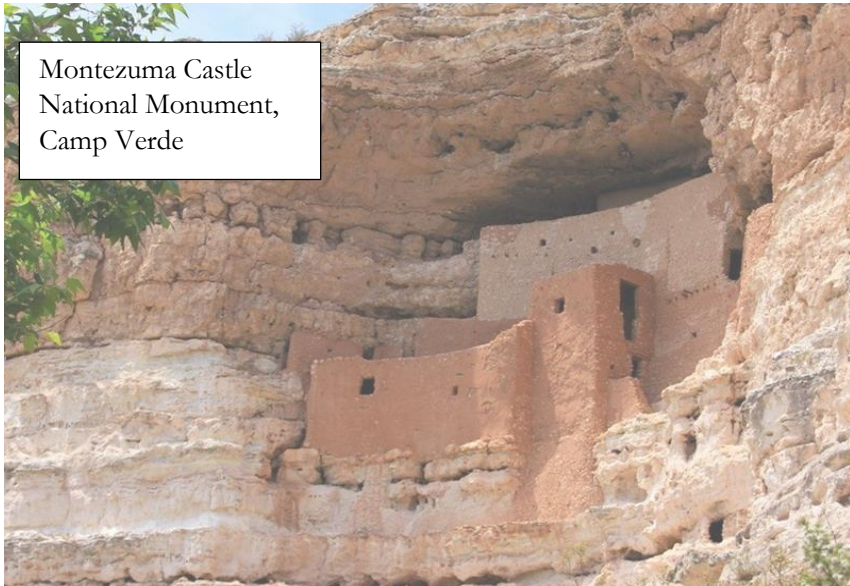
The preparation of this budget document would not be possible without the countless hours of effort from the Controller & Budget Director, the budget managers throughout the College, and the President's Cabinet. Thanks to their efforts, Yavapai College continues to be in a fiscally sound position.



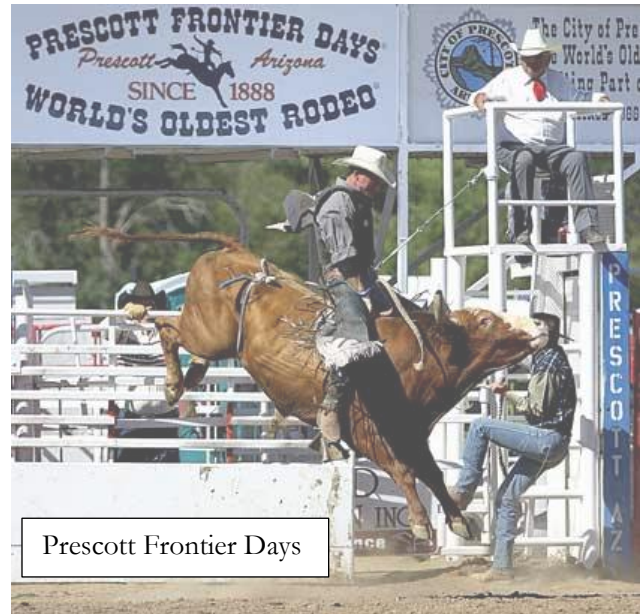
Caduceus Cellars, Jerome



Sedona Red Rocks



Montezuma Castle National Monument, Camp Verde



Prescott Frontier Days



Prescott Valley Entertainment District





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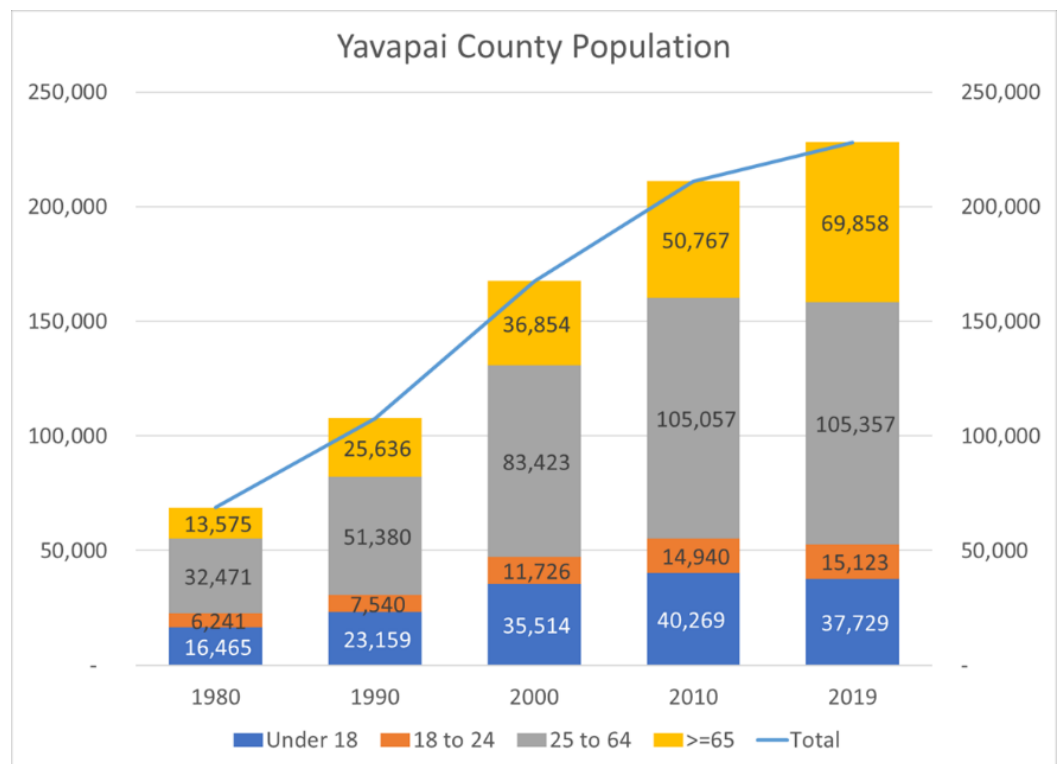
## Yavapai County

Yavapai College (YC) primarily serves the 238,000 residents of Yavapai County in north-central Arizona. The county encompasses 8123 square miles (larger than RI, DE, or CT). Incorporated cities and towns within the county include Camp Verde, Chino Valley, Clarkdale, Cottonwood, Dewey-Humboldt, Jerome, Prescott, Prescott Valley, and Sedona. There are many unincorporated areas of the county to serve as well, including the Yavapai-Prescott Indian Tribe and the Yavapai-Apache Nation.

The historic downtown shopping district of Prescott, the Red Rocks of Sedona, the Wine Trail of the Verde Valley, combined with sunny skies and mild temperatures, make Yavapai County a favorite destination for residents of Arizona and beyond. Surrounded with natural scenic beauty ranging from the Prescott National Forest to the high desert, outdoor activities such as hiking, biking, and rock climbing are hugely popular. Dozens of miles of groomed trails and picturesque locales afford stunning views year-round.

Yavapai County has a rich history, and its past is maintained in various forms by local museums, including Sharlot Hall Museum, Smoki Museum, and the Camp Verde Archeology Center. Art galleries and boutiques abound throughout our communities. Local theater is alive and well, and music—from bar bands to jazz quartets and chamber orchestras—is abundantly available. Recurring annual events include the Sedona International Film Festival, the Camp Verde Pecan & Wine Festival, the World’s Oldest Rodeo, and the Acker Musical Showcase. The area offers something for everyone.

Yavapai County has somewhat unique demographics with roughly twice the national average proportion of people 65 and older—this area has become a popular retirement destination. While these residents may not need traditional credit classes, many look to the College either to provide other programming which they can enjoy or to train tomorrow’s health care workers, business professionals, and other providers of services that retirees need.

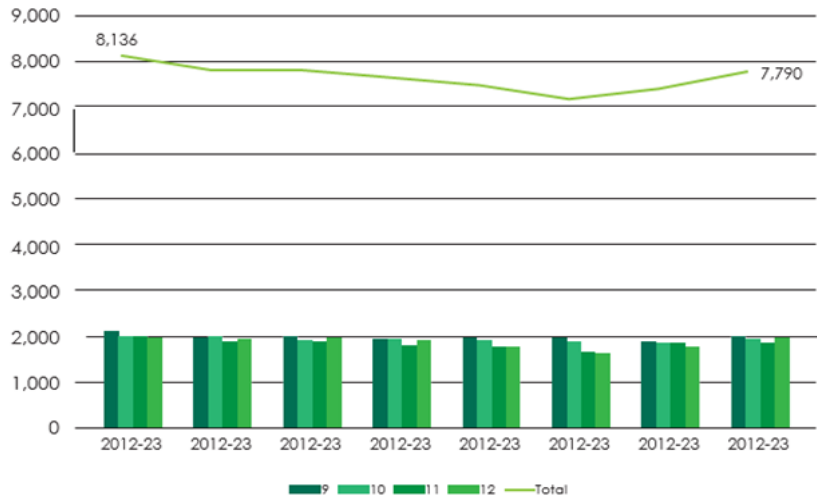


Source: US Census

Roughly 14% of the county self-identifies as Hispanic. This segment of our population is significantly younger than the county average. Because they have a higher proportion of working-age people (25-64), the College has recently expanded its outreach efforts to better engage with that population, advocating for the financial benefits of earning a college certificate or degree (see below).

### YAVAPAI COUNTY HIGH SCHOOL ENROLLMENT TREND

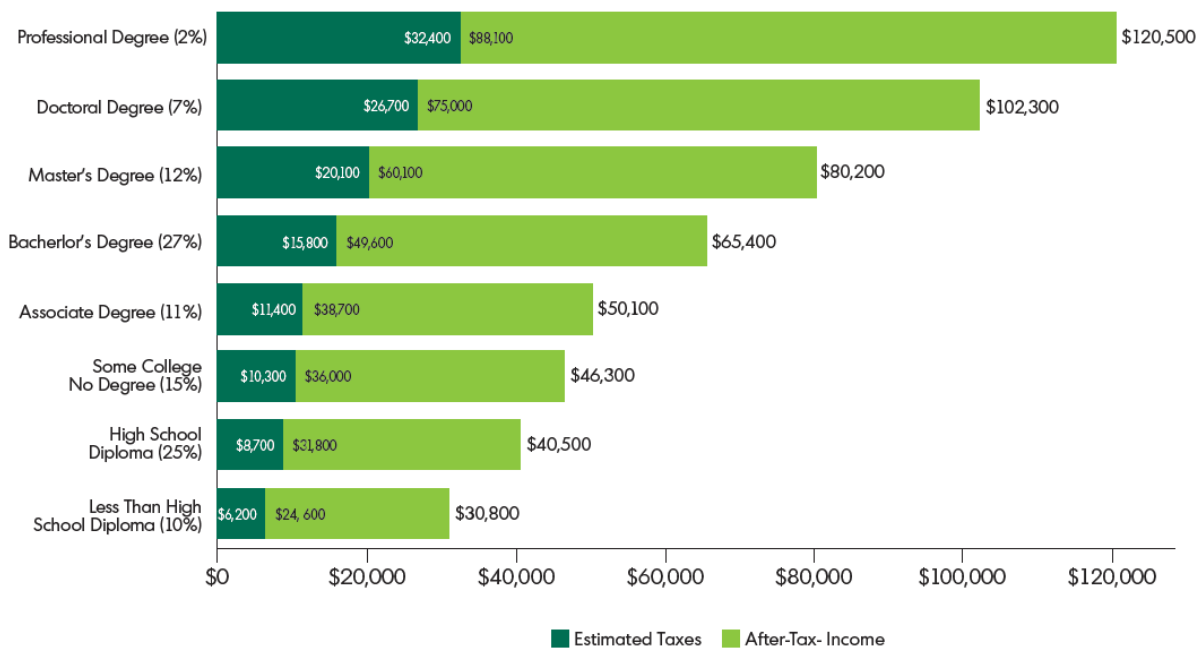
In addition to the influx of retirees, the county is experiencing the same demographic shifts as the nation, with fewer high school-aged people due to lower birthrates during the last recession.



Source: AZ Department of Education

Including retirees, the county education level somewhat mirrors national achievement levels of Associate and Bachelor degree completion; however, the education level lags when focusing only on the workforce age population – there are roughly 75,000 people in the Yavapai County workforce who would likely benefit from a college certificate or degree. The following graph shows the positive relationship between educational achievement and median earnings.

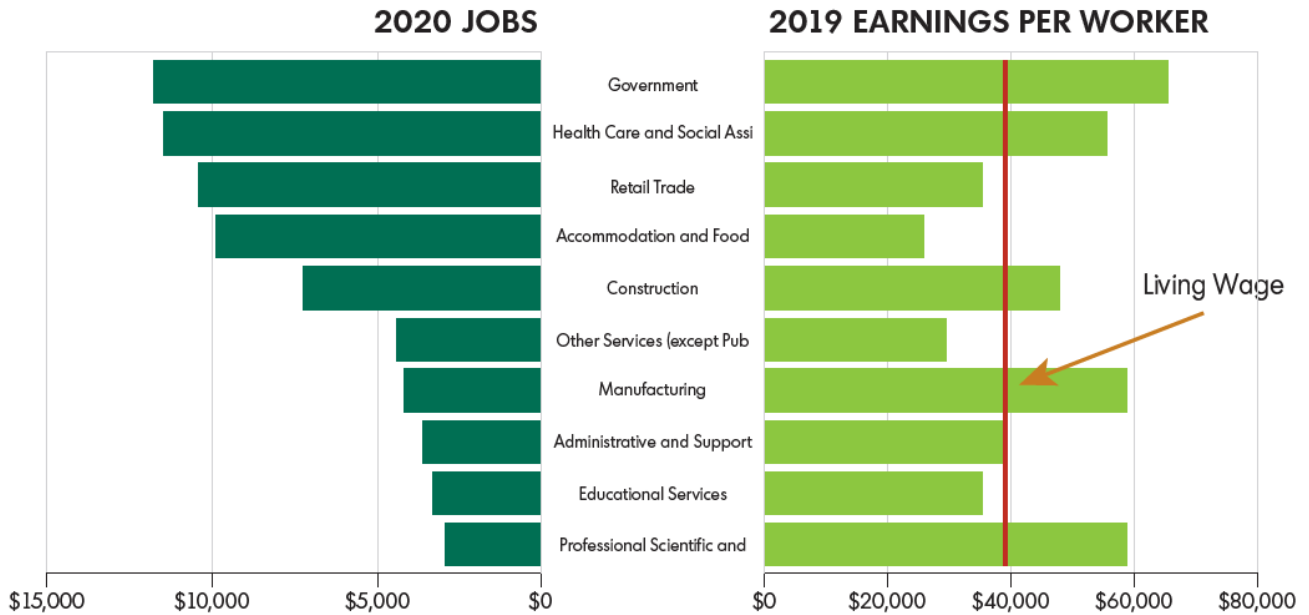
### EDUCATIONAL ACHIEVEMENT AND MEDIAN EARNINGS



Source: Collegeboard Trends in Higher Education Pricing



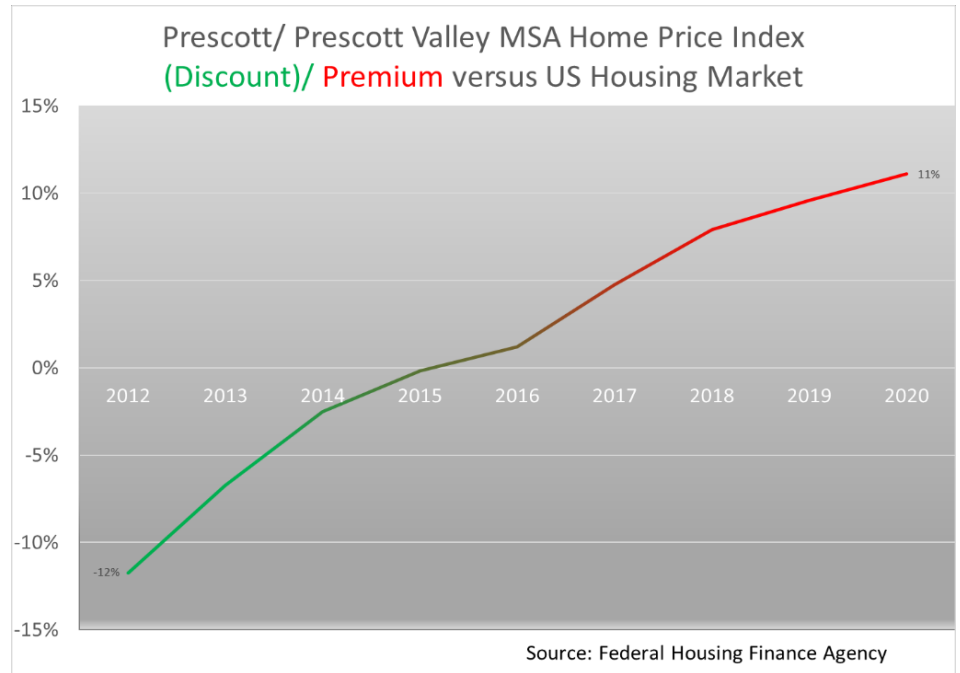
The median income in Yavapai County is 18% below the national average, and as you might expect, the poverty level is somewhat higher than the national average. Nearly 1 in 4 people earns 150% of the poverty rate or less. This is driven by the mix of our local economy. 5 of top 10 employment sectors in Yavapai County do not pay a living wage as estimated by the Economic Policy Institute. These sectors include Hospitality and Retail, which have become important parts of the local tourist / retiree economy.



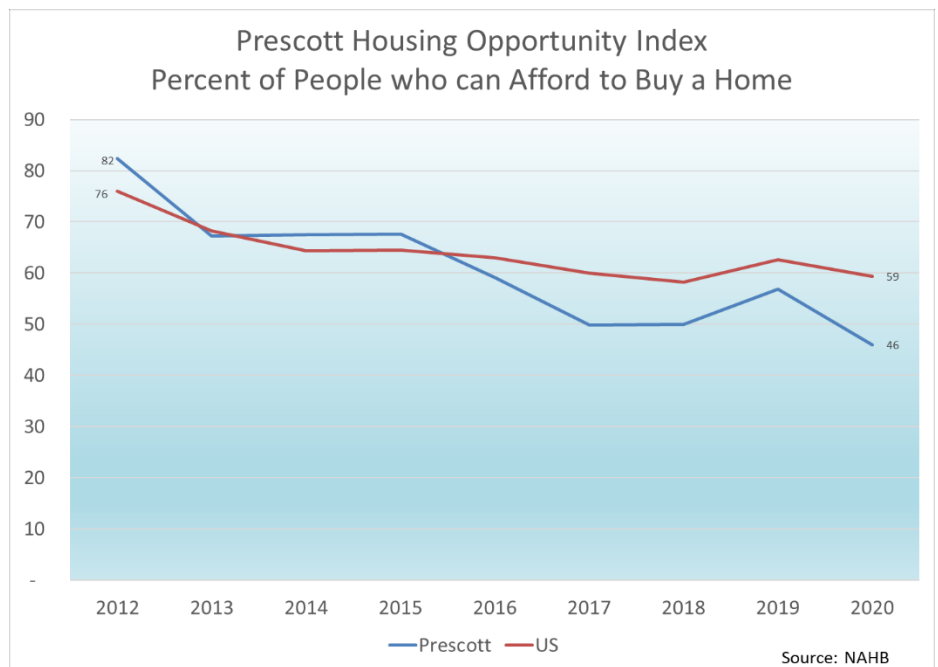
Source: EMSI, Quarter 3, 2020: 5 of County's top 10 industry sectors average earnings per worker below the living wage as calculated by the Economic Policy Institute.

Low income, combined with an increasing cost of living, creates financial hardship for, and potentially emigration of our workforce—some people cannot afford to live here. The most recent report from the Council for Community and Economic Research indicates that our county's cost of living is now 4% above the national average, and is being driven primarily by the skyrocketing cost of housing.

Per the Federal Housing Finance Agency, there has been a dramatic increase in the Prescott Metropolitan Statistical Area home price over the past decade. Eight years ago Prescott area homes were below the national average; today, they are well above the national average.



Because the increase in median county income was lower than the increase in home prices, fewer people can afford to buy a home in Yavapai County today, as is shown by the following Home Opportunity Index which is published by the National Association of Home Builders (NAHB):



**According to the same data from the NAHB, Prescott has some of the most expensive housing in the country, 231<sup>st</sup> out of 268 ranked Metropolitan Statistical Areas. Only 37 places were more expensive, including 24 cities in California and 2 in Hawaii.**

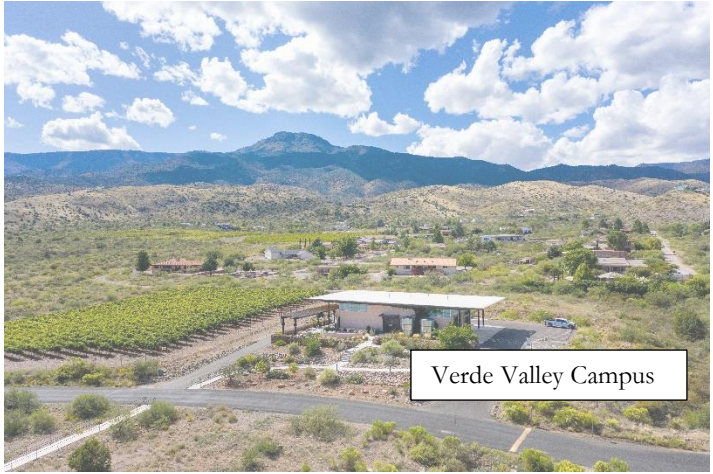
The College is trying to address these issues in two ways. First, we offer workforce training programs that lead to living-wage jobs in our community such as Business, Healthcare, Computer Technology, and Trades. Secondly, the College has made a major investment in a new application of an existing 3D printing technology: concrete printing. We are proud to be the country's first academic program to train students in 3D Construction which will help create affordable housing in Yavapai County, Arizona, and beyond-- we believe this technology has the potential to cut housing costs in half. YC is partnering with a local builder to work through the various roadblocks needed to apply this technology in the real world. We are working with ASU to develop greener geopolymers alternatives for the next generation of this technology.







Prescott Campus



Verde Valley Campus



Prescott Valley Center



Sedona Center



Chino Valley Center



Career & Technical Education Center



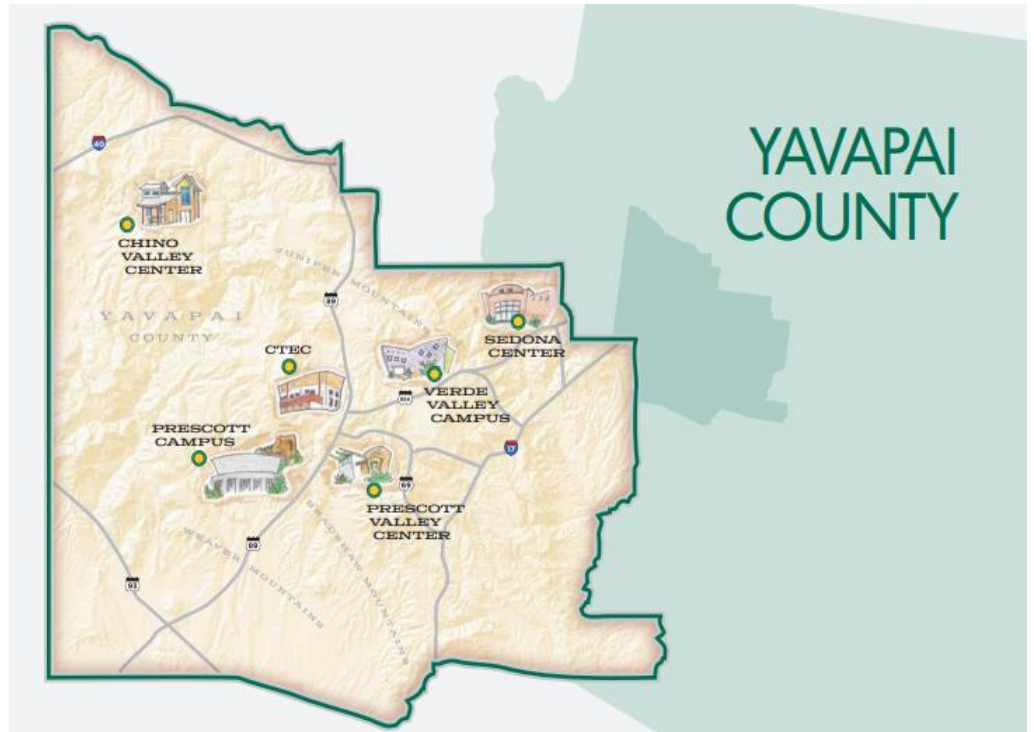


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## College Profile

Yavapai College (YC) is governed by a locally elected five-member District Governing Board. Per the District Governing Board, YC exists to provide quality educational opportunities at an affordable price (**what students pay to YC**), to support economic development, and to enhance cultural opportunities for our communities. YC will achieve these at a justifiable cost (**what YC pays to suppliers and employees**).

To fulfill this charge, YC offers 7 Associate degrees and 75 certificates in over 60 disciplines, including several career & technical fields which train students to enter the workforce directly. YC operates 2 full service campuses, one in Clarkdale and one in Prescott, in addition to four Centers in Chino Valley, Prescott Valley, Sedona, and a Career Technical Education Center by the Prescott airport. In addition to classes, the two campuses offer a variety of support services to help students be successful. These include Admissions, Advising, Computer Commons, Disability Resources, Financial Aid, Libraries and Tutoring.



Yavapai College is a comprehensive Community College, providing Adult Basic Education for students who did not finish high school allowing them to earn a diploma, Dual/ Concurrent courses to high school students who are ready for college-level classes, Developmental Education courses for high school graduates not ready for college level courses, General Education coursework, Career Technical Education courses, and Continuing Education non-credit classes.

General education classes (core transfer subjects like math, English, science, social sciences & humanities that serve as building blocks for future learning) are offered at each location. These transfer to many four-year colleges and universities, allowing students to complete their Freshman and Sophomore years at a much more affordable price. In addition, every College location offers a variety of career and technical education (CTE) programs to meet local workforce needs. A summary of what CTE programs by location is shown in the following table. A handful of those academic programs go beyond local workforce training needs attracting students from across the state and beyond such as 3D Construction, Aviation, Gunsmithing, Police Academy, the Sedona Culinary Institute, and the Southwest Wine Center.

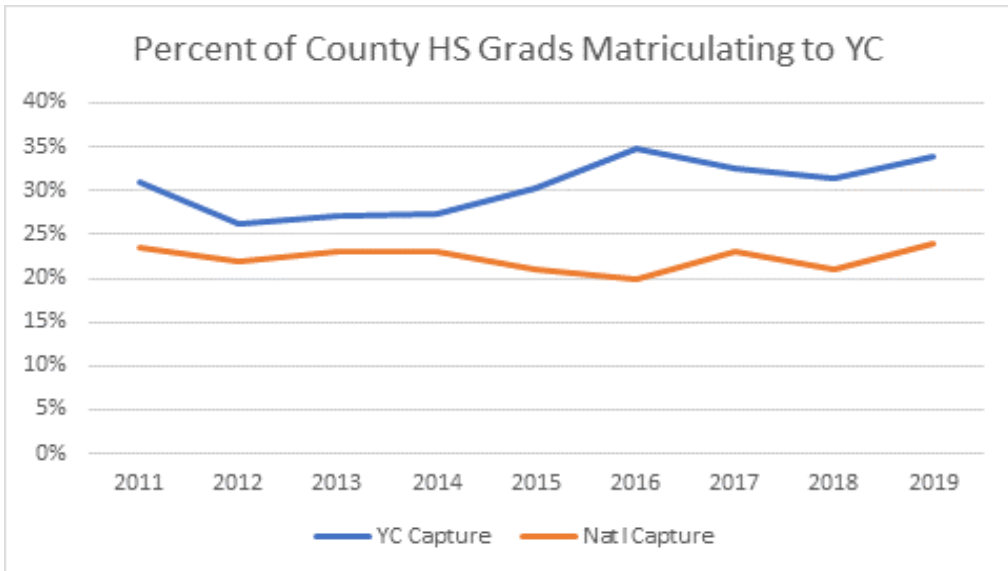


CTE Programs	Prescott Campus	Verde Valley Campus	Chino Valley	CTEC	Prescott Valley	Sedona	Online
3d Modeling and Animation							X
3D Construction			Fall 21				
Administration of Justice	X				X		X
Advanced Manufacturing		X					
Agriculture Technology Management			X				
Animal Care and Management			X				
Applied Pre-Engineering		X		X			
Automotive Technology				X			
Aviation Technology				X			
Business	X						X
Canine Care and Handling			X				
Carpentry			X				
Commercial Driver Training			X				
Computed Tomography					X		
Computer Networking Technology	X	X					
Computer Numerical Controlled (CNC) Machining				X			
Computer Systems and Applications	X						
Construction		Fall 21					
Culinary						X	
Cybersecurity	X						
Diesel Technician				X			
Early Childhood Education	X	X					
Electrical and Instrumentation Technology		Fall 21	X	X			
Electronics				X			
Emergency Medical	X	X					
Enology		X					
Equine Care and Management			X				
Film and Media		X					X
Fire Science		X		X			
Graphic Design	X						
Gunsmithing				X			
Horticulture		X	X				
HVAC		Fall 21					
Industrial Maintenance Mechanic				X			
Integrated Systems Engineering Technician				X			
Law Enforcement and Corrections							X
Legal Office Clerk							X
Magnetic Resonance					X		
Manufacturing Technology				X			
Medical Assistant					X		
NARTA Polcie Academy	X						
Nursing	X	X			X		
Paralegal Studies	X						X
Paramedicine	X						
Phlebotomy		X			X		
Plumbing		Fall 21					
Radiologic Technology					X		
Video Game Developer							X
Viticulture		X					
Welding		X		X			

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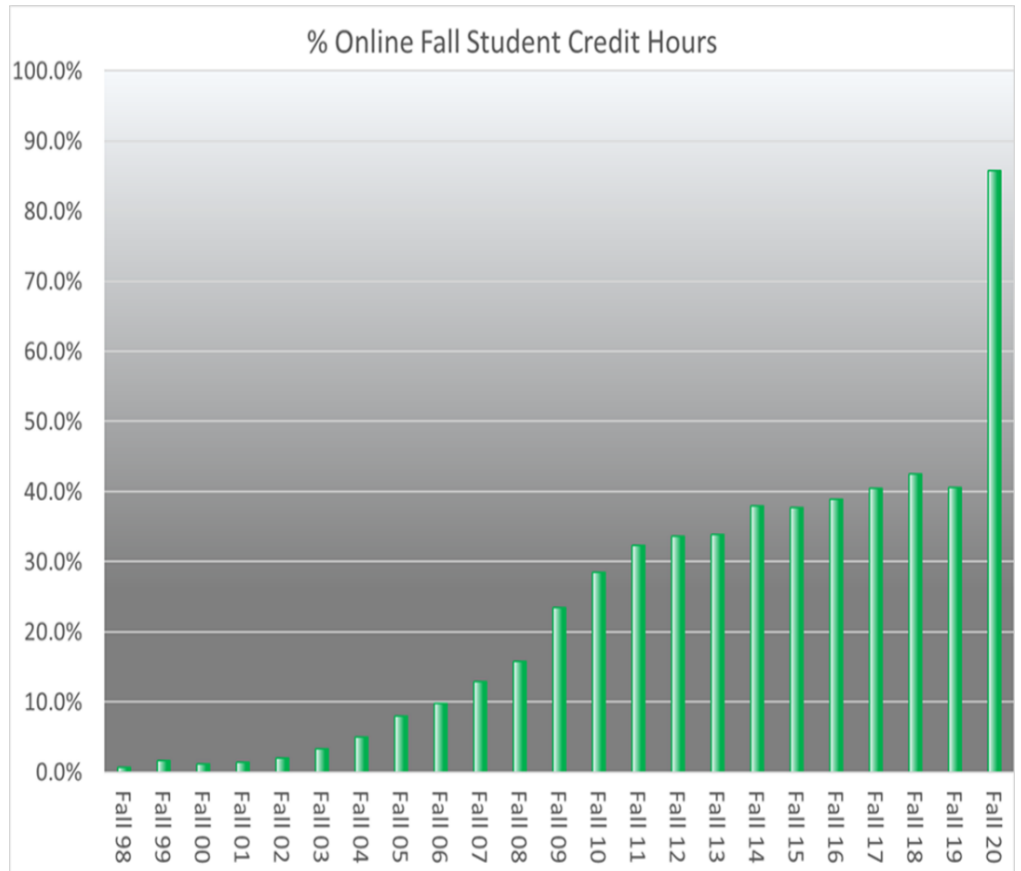
In addition to delivering courses through college facilities, YC has developed strong relationships with area high schools and the Career Technical Education Districts. YC offers Dual Credit courses, where high school students take college courses taught by high school teachers at the high school. Similarly, YC offers Concurrent Credit courses, where high school students take College courses typically taught by College professors at College facilities. **These programs allow students to earn high school and college credits at the same time, saving the students and their families over \$1.3M per year.** Over time, these partnerships have grown high school student enrollments to roughly 15% of total College enrollments. Moreover, these partnerships have encouraged more high school graduates to transfer to YC, with matriculation rates well above the national average.

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Source: AZ Dept of Ed and National Student Clearinghouse

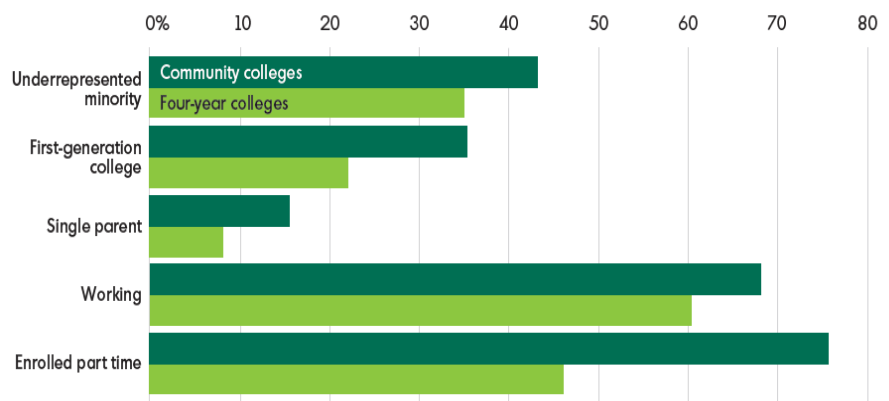
Online courses and programs have become an important delivery mechanism to YC and its students. YC was an early adopter of online technologies, beginning in Fiscal year 2000. Over the years, YC has invested in technology, software and support services to improve the quality of our online offerings. Most of our students are part-time adult learners, attending classes amidst other priorities including family and jobs. Online classes increases accessibility for these busy people. Prior to COVID (where YC had to move most courses online), online enrollments had grown to over 40%.



Source: YC Institutional Effectiveness & Research

Figure 6. The community college student body looks different than the four-year college student body

Characteristics of community college and four-year college students, 2015-16



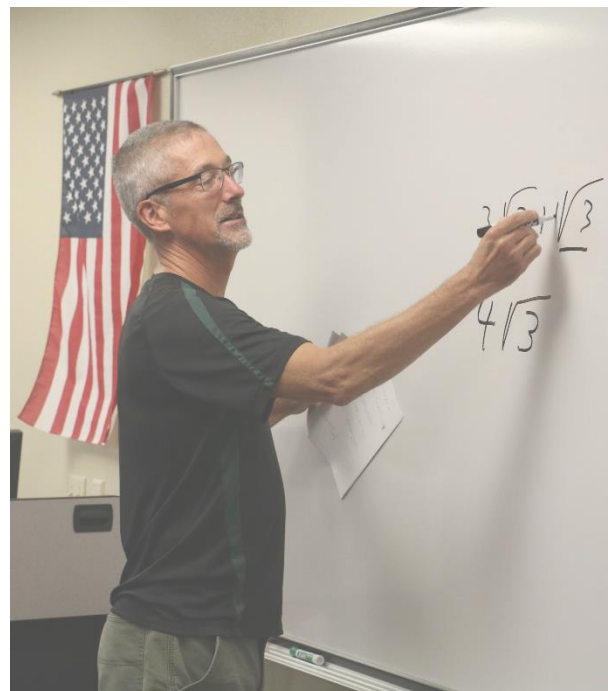
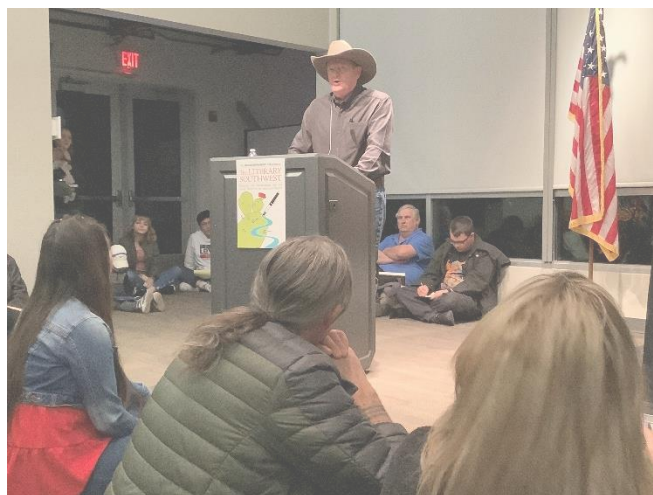
Source: National Postsecondary Student Aid Survey, 2015-16

In addition to the workforce training programs, YC provides a variety of services to strengthen the economy through the Regional Economic Development Center. Services include research studies for a variety of cities, towns, and chambers, as well as support services through the SBDC for entrepreneurs looking to start or grow their business.

Finally, the College provides a variety of opportunities to engage in cultural activities. While this is primarily through the hundreds of different credit courses YC offers each year, YC provides affordable non-credit programming for people of all ages. The Osher Lifelong Learning Institute (OLLI) provides retirement-aged people the opportunity to explore new ideas and socialize with others. YC engages with grade school students through a variety of programming including the Curtain Up! performing arts series, and the College For Kids Summer Camps. YC fields several intercollegiate sports teams, providing some geographic diversity for our student body, as well as a sense of spirit both on campus and in the community. Throughout the year, YC sponsors award winning authors to come speak at our free Southwest Literary Series and we bring touring performers to perform in our Yavapai College Performing Arts Center as well as other venues throughout the county.

Yavapai College is a great asset for the residents of Yavapai County and beyond, offering high-quality instruction in state-of-the-art facilities. The primary way YC ensures quality is by meeting the standards provided in the Higher Learning Commission's [Criteria for Accreditation](#). Accreditation is an essential form of quality assurance for colleges and universities, ensuring that the courses and programs meet agreed upon industry standards so that credits earned by students at one institution may be confidently accepted by other accredited institutions. Accreditation also demonstrates the schools' legitimacy, thereby allowing students to have access to federal grants and loans.

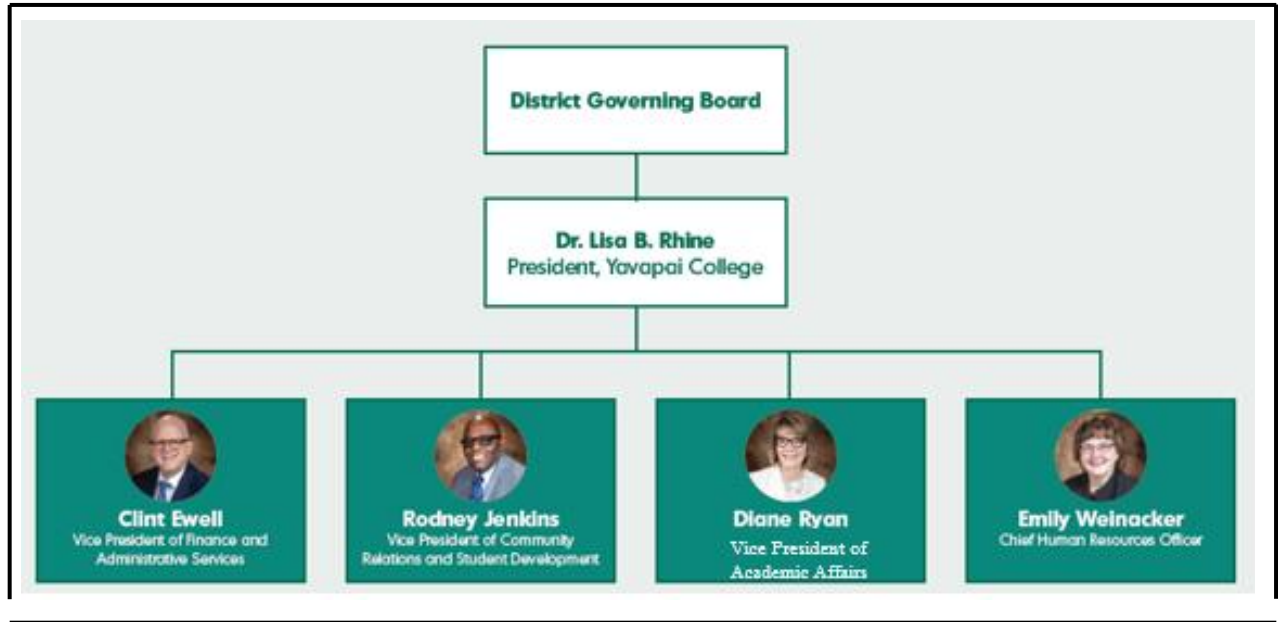






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# Yavapai College Organization



The District Governing Board has one employee: the President. Dr. Lisa Rhine has built a team with four main Divisions including Academic Affairs, Community Relations & Student Development, Finance & Administrative Services, and Human Resources. Each of these areas are described in more detail as follows:



## **DIVISION: Academic Affairs**

The Vice President, Academic Affairs, is responsible for the planning, coordination, and oversight of instruction at Yavapai College. This area leads the Academic Schools and Instructional Support Services, but also includes the site locations as well as the Yavapai College Performing Arts Center.

### **Leadership Team**

Dr. Diane Ryan, VP of Academic Affairs

### **Direct Reports**

Scott Farnsworth, Associate Vice President, Student Success & Dean Schools of HEWE and SCEN

Dr. Joan Fisher, Dean, Schools of BUCS, ARHU, SOSC

Stacey Hilton, Dean, Instructional Support

Dean Holbrook, Director, Scheduling & Early College Partnerships

John Morgan, Dean, Career & Technical Education

Billie Norris, Coordinator

Dr. Craig Ralston, Associate Dean, Performing Arts & YCPAC Programming & Development

Dr. Tina Redd, Dean, Verde Valley Campus

Helen Stephenson, Director, YCPAC Operations & FMA Program

### **Major Business Units**

#### Schools of Professional Programs and Visual Arts.

The School offers Cyber-security, Computer Networking, Business Administration, Computer Systems, Accounting, Video Game Development, and Computer Programming. In addition this area is responsible for Visual Arts along with the Art Gallery on each campus. The School offers Administration of Justice, Early Childhood Education, and Education, as well as the Family Enrichment Center (an educational lab school).

#### Schools of Health & Wellness (HEWE) and Science & Engineering (SCEN)

The Schools of Health and Wellness offers Allied Health, Phlebotomy, Care Giver, Nursing Assistant, Medical Assisting, Rad Tech, Nursing, and Physical Education. The School of Science and Engineering provides Biology, Geology, Chemistry, Physics, and Math). This area also provides Adult Basic Education (ABE), which helps students without a high school diploma to earn a General Equivalency Diploma.

#### School of Career & Technical Education

The School of Career and Technical Education provides hands-on education and training for technical careers that lead to high wage, high demand jobs in aviation, agriculture, culinary, EMT, viticulture, machining, welding, 3D printing, manufacturing, the animal industry, commercial truck driving, residential construction, and the electrical and electronics industries.

#### Instructional Support

The Instructional Support Office oversees academic processes, including curriculum, articulation, assessment, program review, distance education, and the College catalog. Instructional Support also manages the Computer Commons, two Libraries, and the Teaching and eLearning Support department which provides support and professional development to faculty.

### Scheduling & Early College Partnerships

The Department of Scheduling and Early College Partnerships oversees both the academic schedule for all Yavapai College classes and all of our current Early College Partnerships with county high schools, charter schools and CTEDs.

### Performing Arts Program & YCPAC Programming & Development

The Performing Arts Program provides hands-on performance and technical training to local talent through our major productions. In addition to managing the Performing Arts academic program, this Associate Dean also chooses which performers to include in the YCPAC Presents series, balancing artistry, diversity of programming, and profitability. The Associate Dean also is responsible for increasing the portfolio of Grants, sponsorships and donations that are helping YCPAC balance its budget.

### YCPAC Operations & FMA Program

The mission of the Yavapai College Performing Arts Center is to improve the quality of life for Yavapai County residents by sponsoring a wide variety of affordable, high-quality performers of interest to different segments of our community. YCPAC has become an integral part of the community and is home of many favorite events including the YCPAC Presents series (above), the CUES! Matinee series for grade school children, the Prescott Pops, the Phoenix Symphony, the Arizona Philharmonic, the Prescott Film Festival, the Arizona Cowboy Poets Gathering, and of course the Yavapai College Performing Arts Program's choirs, bands, and musicals.

The Film and Media Arts Program provides hands-on training for writing and producing engaging content across media platforms including client-based video, websites, film, television, and social media channels. The program also supports other College departments with content creation.

### Verde Valley Campus and Sedona Center

The Verde Valley Campus (VVC) and Sedona Center offer communities in the Verde Valley face to face educational options. The VVC is a full-service campus with a library, student and veteran's services, and testing center. In addition to state-of-the-art classrooms, VVC is home to the award-winning Southwest Wine Center and features newly renovated space for other career technical programs such as Health, Nursing, Science, and Advanced Manufacturing. The new Skilled Trades Center building (opening fall 2021) will house certificate programs in construction, electrical, plumbing, and HVAC. The Sedona Center is home to the Sedona Culinary Institute and the Osher Lifelong Learning Institute. Its newly renovated teaching spaces can accommodate a wide variety of coursework.

This Dean manages the School of Humanities and Social Sciences throughout the District including English, Creative Writing, Philosophy, Religion, History, Modern Languages, Behavioral & Social Sciences, and Communications. The School also oversees the College Honors Program, Literary Southwest, the Peer Writing Center, and Community Education.

Community Education at Yavapai College provides year-round noncredit enrichment classes for adults and children. Each Summer, we provide learning for hundreds of grade school, middle school, and high school students through the College for Kids program. Adult programming includes:

- Edventures, which provides noncredit travel packages to adult learners.
- The Osher Lifelong Learning Institute at Yavapai College (OLLI) is a member-based, nationally recognized program that provides year-round noncredit classes designed for adults 50 years and older, YC OLLI is one of only 124 lifelong learning programs located at colleges across the country.

## **DIVISION: Community Relations & Student Development**

The Vice President of Community Relations and Student Development serves both internal and external constituency groups. The goal of Community Relations is to effectively connect the College to the external community and maintain those relationships. The areas of Community Relations include the Yavapai College Foundation, the Regional Economic Development Office, the Department of Athletics, and the Department of Marketing & Communications. The Student Development area focuses on students, and includes Enrollment Management and Student Affairs.

### **Leadership Team**

Mr. Rodney Jenkins, VP of Community Relations & Student Development

### **Direct Reports**

#### Community Relations

Brad Clifford, Director, Athletics

Richard Hernandez, Executive Director of the Regional Economic Development Center

Tyler Rumsey, Director, Marketing & Communications

Mary Talosi, Executive Director, YC Foundation

Laura Warne, Coordinator

#### Student Development

Diana Dowling, Associate VP, Enrollment Mgmt.

Tania Sheldahl, Associate VP, Student Affairs & Dean of Students

### **Major Business Units**

#### Athletics

Athletics plays a unique role on college campuses, often serving as the “front porch” of the institution, inviting both students and community members alike to join the college family. Athletics has become an embedded part of the culture on many college campuses, providing a sense of school spirit and camaraderie, that helps all students to engage with their friends and consequently their studies. Athletics offers student-athletes a pathway to degree completion by cultivating a passion for their sport and by providing service to the community.

#### YC Foundation

The Yavapai College Foundation’s goal is to support the College’s objectives and activities through resource development as well as promote community awareness of the College and its programs. Through philanthropic activities, the Foundation helps enhance educational, cultural, and social and economic activities within the YC community through raising funds for student scholarships, faculty development and programs that enrich both the College and the community.



### Regional Economic Development (REDC)

The REDC is a comprehensive economic development arm of Yavapai College focusing on business creation, expansion and retention; workforce development and job creation; regional collaboration and education; development services for county residents; and supporting technology-based educational programs and trainings. The REDC is a one-stop location in Yavapai County for business, entrepreneurial, employment and economic development services. The REDC houses the Small Business Center, which is a federally funded program aimed at supporting and strengthening small businesses within the county.

### Marketing & Communications

The Marketing and Communications area develops and implements activities and strategies that promote the College and the academic programs to increase enrollments, foster partnerships and strengthen the College's brand. The department is the primary contact for the media. The department also develops and improves internal communication campaigns by serving as consultant and quality control check to ensure clarity.

### Enrollment Management

The Enrollment Management Department provides comprehensive services to new and continuing students through several areas including Admission, Financial Aid, Recruitment, the Registrar's Office, and Early College (Dual Credit and Promise programs). The goal of Enrollment Management is to help students make an informed decision on where to attend college, then help students who choose YC to find a program that fits their goals and expectations. The department works diligently to provide sound and consistent advising in regard to academic programs, financial options, and flexible course schedules that fit students' other commitments.

### Student Affairs

The Student Development department provides academic and non-academic support to students as they progress toward completing their certificate or degree. The department has several different areas to engage and support students. Student Activities engages with students outside of the classroom by coordinating events and clubs, managing Student Ambassadors, providing Leadership Workshops and sponsoring the Student Government. The Testing Center offers various academic and industry assessments for students, prospective students, and community members. The Learning Centers provide a full range of free services to students including tutoring and workshops. Disability Services ensures students have equal access and reasonable accommodations to all Yavapai College programs and activities. Residence Life provides a close, secure, and supported housing option for those students seeking to live on campus. TRiO Student Support Services provides success coaching, career exploration, and college financial support. Veterans Education and Transition Services provides support services for student veterans and military family members. In addition, Student Affairs is responsible for addressing student conduct issues.



## **DIVISION: Finance & Administrative Services**

The Vice President, Finance & Administrative Services leads the support team that provides effective and efficient campus operations. Major Business Units include Business Services, Campus Safety, Facilities, Information Technology Services, and Institutional Effectiveness & Research.

### **Leadership Team**

Dr. Clint Ewell, VP of Finance & Administrative Services

### **Direct Reports**

Patrick Burns, Chief Information Officer

Frank D'Angelo, Controller and Director of Business Services

Dr. Tom Hughes, Director, Institutional Effectiveness & Research

David Laurence, Director of Facilities

Jerald Monahan, Chief of Police

Ivonne Zuniga, Coordinator

### **Major Business Units**

#### Business Services

The mission of the Business Services Team is to provide exceptional support services that help the College achieve its Ends while ensuring the integrity of the institution through fiscal best practices. Business Services includes the following organizations:

- Accounting
- Bookstore (managed by Follett)
- Budget
- Bursar (Accounts Receivable)
- Food services (managed by 3<sup>rd</sup> party)
- Mail, print & distribution services.
- Payroll
- Purchasing

#### Campus Safety

The Yavapai College Campus Safety Department (YCCS) is a full-service police department staffed by certified Arizona Peace Officers, trained Safety Officers, professional administrative personnel, and a certified Victim Services Provider. In addition to safeguarding the \$150,000,000 of College assets located at 6 locations throughout the county, the primary role of these officers is to serve and protect 1000 employees, 10,000 students, and tens of thousands of visitors who come to YC locations each year.

Campus Safety has the same responsibilities and authority as municipal, county, or state police agencies. They work to promote safety and responsibility through prevention and awareness, training, networking, and, when necessary, enforcement of the law. In addition, Campus Safety provides lost and found, bicycle registration, disabled vehicle assistant, vehicle security, and safety escorts.

## Facilities

The Facilities Department's goal is to ensure that students, visitors, faculty, and staff are provided a safe, clean, well-maintained, and comfortable environment. Service departments include:

- Capital Projects
  - Planned Maintenance: reinvest in buildings and infrastructure to lower the total cost of ownership by extending the useful life.
  - Capital Improvement Projects: based primarily on [Campus Master Plan](#), manage contractors to renovate existing space or build new space to meet the emerging needs of students and the community
- Environmental Health & Safety: improve workplace safety by training employees to meet OSHA and other best practice standards.
- Custodial Services: Provide janitorial services and event support throughout the district.
- Groundskeeping: create a welcoming campus environment and address snow removal as needed.
- Maintenance: perform preventative maintenance tasks, respond to system failures, operate central plants

## Information Technology Services

The Information Technology Services (ITS) Department provides technology support and services to the students, faculty, and staff of Yavapai College. The department is organized into four teams that manage the efficient use of technology resources throughout the district.

- The Technology Support Services (TSS) team is the front-line for customer support (Helpdesk), and they maintain all of the computer workstations and labs at YC. TSS also is responsible for designing, implementing, and maintaining all of the district's presentation (audio/visual) systems.
- The Application Development team supports the College's enterprise system (Banner). This team also develops custom applications and integrations that support the evolving needs of stakeholder such as the student and employee portal, or the ERP permissions systems.
- The Systems and Network Services (SANS) team is responsible for maintaining the College's network infrastructure, server environment, desktop virtualization, and telephony system.
- Cybersecurity is responsible for protecting YC's information assets by utilizing the latest tools and best practices.

The [IT Strategic Plan](#) provides more details about this Business Unit and its priorities.

## Institutional Effectiveness and Research

The Office of Institutional Effectiveness and Research (IER) offers a broad array of decision support services to all areas of the College and external agencies as necessary. IER provides data decision support, Strategic Planning, and Accreditation and Compliance.

## Human Resources

Emily Weinacker, Chief Human Resources Officer

Lisa Rhodes, Assistant Director

Yavapai College is a service organization. Not surprisingly, our people play a key role in creating value to our students and our community. As such, Human Resources is a vital function ensuring that our employees are well supported through

- Compensation & Benefits that are market competitive
- Employee Relations including
  - policies to ensure we follow state and federal laws
  - programs to engage and retain employees
  - Performance Management practices which set expectations and provide feedback
- Recruitment-Hire-Onboarding services to build a strong YC team
- Training & Development to help build skills and career pathways



The logo is a circular emblem with a ship's wheel design. It is divided into four quadrants by a vertical and a horizontal line. The top-left quadrant shows a silhouette of a person on horseback. The top-right quadrant shows a silhouette of a person holding a staff or tool. The bottom-left quadrant shows a silhouette of a pagoda. The bottom-right quadrant shows a silhouette of a person holding a staff or tool. The text 'YAVAPAI COLLEGE' is written across the center of the emblem.

# YAVAPAI COLLEGE

## Strategic Plan

Future Focused. Community Inspired.



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# Strategic Planning

## Process

In order to keep pace with change, the College's Strategic Planning process has changed such that it is updated annually with a perpetual 3-year horizon. Leaders of other significant planning efforts at the College ensure their plans align with the Strategic Plan, and these plans are communicated to the College's Strategic Planning Committee (SPC). In this way, we ensure all areas of the College are moving in the same direction. Other major plans include:

- Academic Master Plan
- Auxiliary Plans
- [Campus Master Plan](#)
- [Financial Plan \(Budget\)](#)
- Foundation Development Plan
- [Information Technology Plan](#)
- Retention Plan
- Strategic Enrollment Plan

The SPC begins by assessing the Current State, reviewing internal reports and key performance indicators, as well as other major College plans. The SPC then turns its collective gaze outwards, looking at benchmark studies to assess how YC performs compared to its peers, reviewing the annual Environmental Scan, and reading extensively to ascertain emerging trends and best practices. Using all of this information, the SPC then conducts a SWOT analysis, assessing internal Strengths and Weaknesses, and identifying external Opportunities and Threats. All of this information, including the results of the SWOT analysis, can be reviewed by the greater Yavapai College community by visiting the [Strategic Planning](#) website.

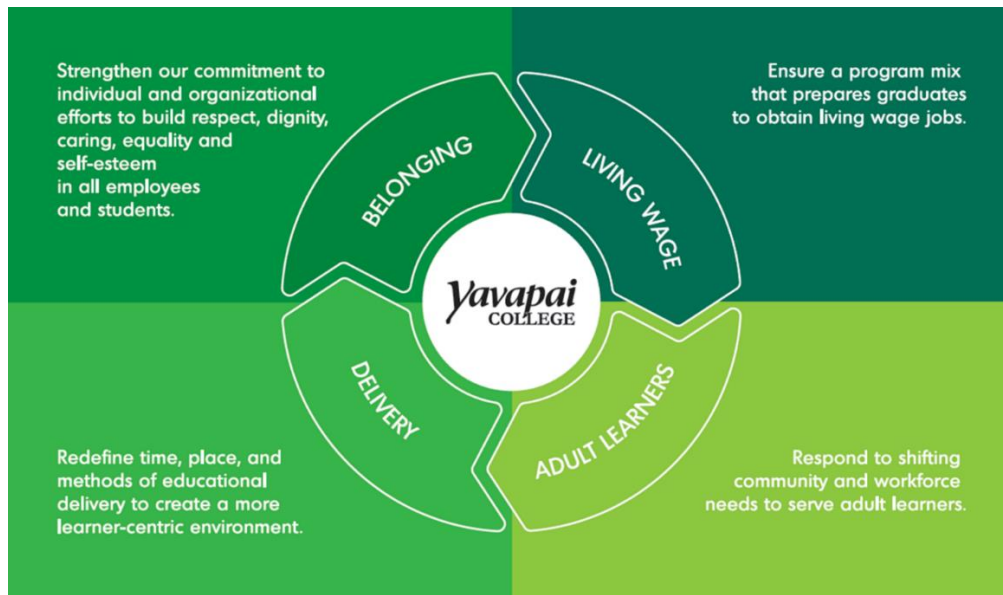


The YC Strategic Plan has Goals, Initiatives and Action Plans. A Goal represents a shared idea of the future state that, when accomplished, will help us fulfill our DGB Ends and the College's Vision. Goals are associated with Key Performance Indicators with short term and long term improvement targets to measure Goal fulfillment.

Initiatives are projects intended to lead to the accomplishment of the Goal.

Actions Plans describe how and how much of an initiative will be accomplished in a given fiscal year. This includes who is responsible, who will support, target dates, and budget implications.

## YC 2022-2024 GOALS



<u>Goal</u>	<u>Potential Initiative</u>
Belonging	<p>Develop and support a culture where all employees feel acknowledged, engaged, inspired, and supported by each other and the College.</p> <p>Provide equitable professional development opportunities where all faculty and staff can enhance their skills to serve students better.</p> <p>Create a sense of belonging for all students in our learning environment.</p>
Living Wage	<p>Ensure that curriculum and programs are focused on imparting skills needed to secure living-wage jobs in a new economy highlighted by growing artificial intelligence and automation.</p> <p>Create a one-stop-shop for workforce training.</p> <p>Align transfer programs so that associate's graduates can enter Arizona universities as juniors.</p>
Adult Learners	<p>Grow enrollment of non-traditional age learners with a focus on people with some college, no degree.</p> <p>Increase Hispanic learner enrollment and educational attainment levels.</p> <p>Become a leader in adult lifelong learning with financially self-sustaining courses and programs.</p>
Delivery	<p>Increase online enrollment and success by adopting and implementing best-in-class pedagogy and processes.</p> <p>Improve students' ability to complete programs more quickly through multiple start dates and fast track pathways.</p> <p>Improve our credit for prior learning systems.</p>

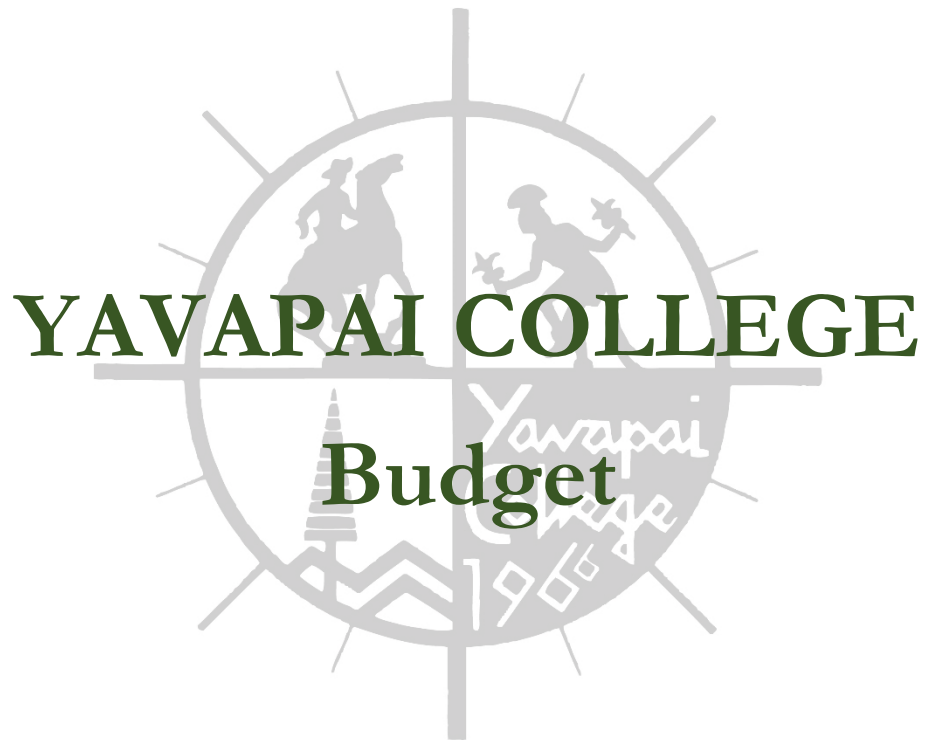
The College has developed the four Goals listed above, as well as potential Initiatives for each Goal. By the end of April, the College will finish soliciting feedback from employees, students, and community members in regard to which Initiatives will help us to efficiently and effectively accomplish these Goals. Then departments will begin to develop Action Plans for FY22, which begins 7/1/22.

As you can see, many of these Initiatives are process related, and will not require much funding as we improve these processes. However, to the extent that money is needed for a successful implementation, there is also some flexibility within the FY22 budget that has been created through a variety of funds including HEERF to allow colleges to better support the delivery of Instruction due to COVID (ie. Delivery), Prop 207 funds intended to improve workforce development, provide job training, improve CTE and STEM (ie. Living Wage), and some contingency funds that we can use as needed (ie. Belonging and Adult Learners).







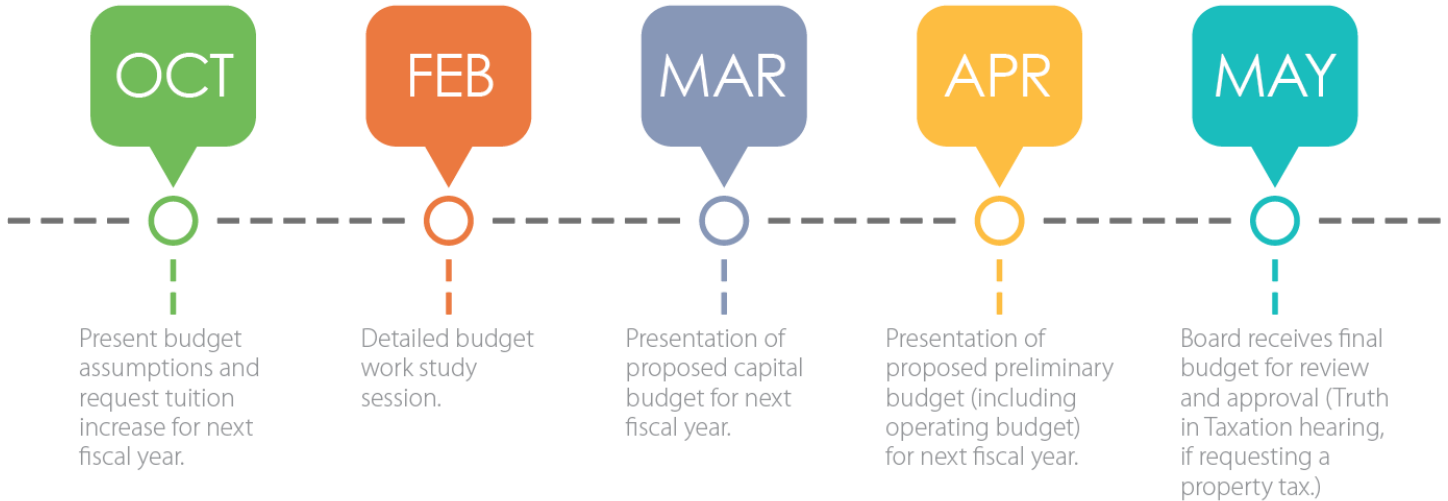


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# Budget

## Annual Budget Process

The official YC budget begins July 1 of each year. YC conducts a series of meetings throughout the year to ensure a new budget is ready for DGB approval each May.



The formal budget process begins with the District Governing Board (DGB) in October, when Budget Assumptions are shared. Also in October, the DGB is asked to approve Tuition and Fee increases for the following Fiscal Year, so that Financial Aid packaging may commence when the FAFSA process opens in November of the current Fiscal Year.

In November, the annual Environmental Scan is reviewed with the DGB, providing necessary context for upcoming budget discussions. Then in January or February, YC holds a half-day Budget Work Study Session with the DGB. Time is spent discussing revenue and expense trends, as well as upcoming financial and strategic challenges for the College.

During the March DGB meeting, YC discusses capital budgets with the DGB. The next month, in April, a preliminary budget is shared with the DGB. Based on feedback received at that meeting, a final budget is brought to the May DGB meeting for approval.

The final budget is advertised in the major newspapers and published on the website in advance of the meeting as proscribed by Arizona Revised Statute (ARS) 15-1461. Each one of this series of budget presentations is posted on the [Budget](#) website for any interested people who were unable to attend. Similarly, a video recording of each DGB Meeting is recorded and posted on the [DGB](#) website.

The DGB also has the ability to raise property taxes each year pursuant to ARS 42-17. In years where YC plans to ask for a property tax increase, the College follows the regulations outlined in ARS. Similar to the transparency requirements for the budget, YC also must advertise that it will hold a Truth in Taxation Hearing where the DGB will consider a tax increase—in addition to approving the College budget—as part of their duty to represent county residents. By YC tradition, this hearing takes place on the same day in May as the budget approval meeting.

Once approved by the DGB in May, YC budget staff enter the budget into our computerized accounting system, which in turn allows YC to monitor and control expenditures throughout the year.



## **Budget Adjustments**

After the adoption of the budget for a particular fiscal year, it may be necessary for YC to transfer budget amounts between Organizations (departmental cost centers) or Functions within a Fund. No DGB action is required as long as the transfer does not change the total expenditure in that Fund. Functions and Funds are defined in the Glossary section.

## **Budget Controls**

During the year, budgets are monitored on a monthly basis. Department managers may run budget reports for their areas. The Budget Director has developed exception reports to help identify budgetary issues, allowing the Director to take action if needed. The Controller shares budget information with the DGB on a monthly basis as well.

In addition, the purchasing system provides a secondary level of control: only a limited number of people have access to the requisition system, requisitions must be approved, by an even smaller group of budget managers, and requisitions without sufficient funds cannot be approved unless funds are transferred into the appropriate budget.

Finally, the College has a robust position control system which allows it to ensure that vacant positions are budgeted, before the position request is forwarded to ELT for approval. All full-time General and Auxiliary fund positions are reviewed and approved by the ELT prior to posting the position. Part time positions or grant funded positions are excluded from this ELT review process.

## **Fund Accounting**

Fund accounting is an accounting and reporting system required to be used by independent colleges and universities to keep track of resources whose use is limited by donors, granting agencies, law, other outside individuals or entities or by governing boards. A fund is maintained for each specific purpose.

Yavapai College uses the following 5 funds to track revenues and expenses: General Fund, Auxiliary Fund, Restricted Fund, Debt Fund, and Plant Fund. The definitions for these may be found in the Glossary.

## **Budget Overview**

The following Revenue Summary and Expense Summary tables group these funds into Current Funds and Capital Funds. The current funds group consists of funds expendable for current operating purposes, and is divided into two unrestricted funds, General and Auxiliary, as well as Restricted Funds. Capital Funds consist of the Plant Fund and the Debt Fund.

The Expense Summary Table also categorizes expenses by Function (sometimes known as Program), which helps the financial report reader better understand *which kinds of services* are being provided by the College. All U.S. colleges and universities use these same categories to report to the federal Department of Education, which allows for benchmarking. Finally, the expenses are broken into Natural Expense Classes which helps the financial report reader to understand *what* the money purchased. Funds, Functions and Natural Expense Classes are all defined in the Glossary section of this report.



# All Funds

## EXHIBIT 1

### SUMMARY OF REVENUE DATA

	Prior Year Actual 2019-2020	Current Year 2020-2021	Proposed Budget 2021-2022	Dollar (\$) Difference	Percentage (%) Difference
<b>REVENUES</b>					
<b>Current Funds</b>					
General Fund					
Property Taxes - Primary, Net Contingency	\$ 37,766,600	\$ 39,170,500	\$ 40,078,600	908,100	2.3%
Tuition & Fees	11,420,700	11,647,000	10,574,000	(1,073,000)	-9.2%
State Appropriations	2,362,700	585,800	596,500	10,700	1.8%
Other Sources	621,600	474,600	653,800	179,200	37.8%
Auxiliary Fund					
Sales and Services	2,894,800	2,429,900	3,495,800	1,065,900	43.9%
Other Sources	913,000	703,600	894,000	190,400	27.1%
<b>Sub-Total Current Funds - Unrestricted</b>	<b>\$ 55,979,400</b>	<b>\$ 55,011,400</b>	<b>\$ 56,292,700</b>	<b>\$ 1,281,300</b>	<b>2.3%</b>
Current Funds - Restricted					
Federal Grants and Contracts	\$ 10,849,500	\$ 12,435,000	\$ 15,520,000	3,085,000	24.8%
State Grants and Contracts	233,100	254,000	410,000	156,000	61.4%
State Appropriations/Propositions	1,541,700	1,118,000	2,481,300	1,363,300	121.9%
Private Gifts, Grants and Contracts	985,500	1,044,000	983,200	(60,800)	-5.8%
<b>Sub-Total Current Funds - Restricted</b>	<b>\$ 13,609,800</b>	<b>\$ 14,851,000</b>	<b>\$ 19,394,500</b>	<b>\$ 4,543,500</b>	<b>30.6%</b>
<b>TOTAL CURRENT FUNDS</b>	<b>\$ 69,589,200</b>	<b>\$ 69,862,400</b>	<b>\$ 75,687,200</b>	<b>\$ 5,824,800</b>	<b>8.3%</b>
<b>Capital Funds</b>					
Plant Fund					
Property Taxes - Primary, Net Contingency	\$ 8,736,000	\$ 8,345,500	\$ 7,845,500	(500,000)	-6.0%
Other Sources	180,400	60,000	410,000	350,000	583.3%
Debt Fund					
Property Taxes - Secondary, Net Contingency	4,200,400	2,233,700	405,500	(1,828,200)	-81.8%
Other Sources	53,600	10,000	1,800	(8,200)	-82.0%
<b>TOTAL CAPITAL FUNDS</b>	<b>\$ 13,170,400</b>	<b>\$ 10,649,200</b>	<b>\$ 8,662,800</b>	<b>\$ (150,000)</b>	<b>-1.4%</b>
<b>GRAND TOTAL - CURRENT &amp; CAPITAL FUNDS</b>	<b>\$ 82,759,600</b>	<b>\$ 80,511,600</b>	<b>\$ 84,350,000</b>	<b>\$ 5,674,800</b>	<b>7.0%</b>
Fund Balance Applied to Budget	3,392,250	2,178,400	1,362,200	(816,200)	-37.5%
<b>TOTAL REVENUES AVAILABLE FOR EXPENDITURES</b>	<b>\$ 86,151,850</b>	<b>\$ 82,690,000</b>	<b>\$ 85,712,200</b>	<b>\$ 3,022,200</b>	<b>3.7%</b>

**EXHIBIT 2**

<b>Expenditures by Fund</b>	<b>2019-2020 ACTUAL</b>	<b>2020-2021 BUDGET</b>	<b>2021-2022 PROPOSED</b>	<b>Dollar (\$) Difference</b>	<b>Percentage (%) Difference</b>
Current Funds					
Current General Fund - Unrestricted	\$ 47,477,600	\$ 49,234,600	\$ 49,884,900	\$ 650,300	1.3%
Auxiliary Enterprises	4,801,500	5,089,000	5,419,200	330,200	6.5%
Sub-Total Current Funds - Unrestricted	<b>\$ 52,279,100</b>	<b>\$ 54,323,600</b>	<b>\$ 55,304,100</b>	<b>\$ 980,500</b>	<b>1.8%</b>
Current Funds - Restricted	13,518,900	13,831,000	19,618,500	5,787,500	41.8%
<b>TOTAL CURRENT FUNDS</b>	<b>\$ 65,798,000</b>	<b>\$ 68,154,600</b>	<b>\$ 74,922,600</b>	<b>\$ 6,768,000</b>	<b>9.9%</b>
Plant Funds					
Unexpended Plant Fund	\$ 11,513,400	\$ 10,405,500	\$ 8,528,700	\$ (1,876,800)	-18.0%
Retirement of Indebtedness	6,560,600	4,129,900	2,260,900	(1,869,000)	-45.3%
<b>TOTAL PLANT FUNDS</b>	<b>\$ 18,074,000</b>	<b>\$ 14,535,400</b>	<b>\$ 10,789,600</b>	<b>\$ (3,745,800)</b>	<b>-25.8%</b>
<b>GRAND TOTAL - CURRENT &amp; PLANT FUNDS</b>	<b>\$ 83,872,000</b>	<b>\$ 82,690,000</b>	<b>\$ 85,712,200</b>	<b>\$ 3,022,200</b>	<b>3.7%</b>

<b>Expenditures by Program</b>	<b>2019-2020 ACTUAL</b>	<b>2020-2021 BUDGET</b>	<b>2021-2022 PROPOSED</b>	<b>Dollar (\$) Difference</b>	<b>Percentage (%) Difference</b>
Instruction	\$ 21,607,700	\$ 22,339,790	\$ 23,988,128	\$ 1,648,338	7.4%
Public Service	2,332,600	2,140,900	3,760,500	1,619,600	75.7%
Academic Support	5,084,200	4,908,964	6,284,550	1,375,586	28.0%
Student Services	8,462,500	8,861,925	9,524,000	662,075	7.5%
Institutional Support/Administration	11,753,500	11,189,266	11,457,522	268,256	2.4%
Physical Plant Operations/Maintenance	16,541,700	14,700,430	12,860,300	(1,840,130)	-12.5%
Scholarships	9,576,300	11,052,400	12,141,700	1,089,300	9.9%
Auxiliary	1,952,900	2,379,625	2,497,000	117,375	4.9%
Retirement of Indebtedness	6,560,600	4,129,900	2,260,900	(1,869,000)	-45.3%
Contingency	-	986,800	937,600	(49,200)	-5.0%
<b>TOTAL BUDGET</b>	<b>\$ 83,872,000</b>	<b>\$ 82,690,000</b>	<b>\$ 85,712,200</b>	<b>\$ 3,022,200</b>	<b>3.7%</b>

<b>Expenditures by Natural Expense</b>	<b>2019-2020 ACTUAL</b>	<b>2020-2021 BUDGET</b>	<b>2021-2022 PROPOSED</b>	<b>Dollar (\$) Difference</b>	<b>Percentage (%) Difference</b>
Salaries and Benefits	\$ 43,973,300	\$ 43,189,935	\$ 45,090,199	\$ 1,900,264	4.4%
Supplies and Services	4,509,900	5,013,907	6,472,818	1,458,911	29.1%
Contractual Services and Other	4,229,500	4,717,332	7,129,195	2,411,863	51.1%
Communications and Utilities	1,778,300	2,103,061	2,155,061	52,000	2.5%
Travel, Conferences & Memberships	940,000	1,048,381	1,228,624	180,243	17.2%
Scholarships	9,703,000	11,095,183	12,216,702	1,121,519	10.1%
Capital Projects and Equipment	12,177,400	10,405,500	8,221,100	(2,184,400)	-21.0%
Debt payments	6,560,600	4,129,900	2,260,900	(1,869,000)	-45.3%
Contingency	-	986,800	937,600	(49,200)	-5.0%
<b>Total</b>	<b>\$ 83,872,000</b>	<b>\$ 82,690,000</b>	<b>\$ 85,712,200</b>	<b>\$ 3,022,200</b>	<b>3.7%</b>



# General Fund

## EXHIBIT 3

### GENERAL FUND - REVENUES AND OTHER ADDITIONS"

REVENUES	2019-2020 ACTUAL	2020-2021 BUDGET	2021-2022 PROPOSED	DOLLAR (\$) DIFFERENCE	PERCENTAGE (%) DIFFERENCE
PROPERTY TAXES - PRIMARY	\$ 37,766,600	\$ 39,320,500	\$ 41,008,600	\$ 1,688,100	4.3%
Property Tax Contingency	-	(150,000)	(930,000)	(780,000)	520.0%
PROPERTY TAXES - PRIMARY	\$ 37,766,600	\$ 39,170,500	\$ 40,078,600	\$ 908,100	2.3%
STATE APPROPRIATIONS					
Maintenance Support	\$ 2,362,700	\$ 585,800	\$ 596,500	\$ 10,700	1.8%
Sub-total State Appropriations	\$ 2,362,700	\$ 585,800	\$ 596,500	\$ 10,700	1.8%
TUITION & STUDENT FEES					
General Tuition	\$ 9,837,100	\$ 9,985,000	\$ 9,050,000	\$ (935,000)	-9.4%
Out-of-District Tuition	181,800	160,000	160,000	-	0.0%
Tuition - Noncredit	168,700	280,000	242,000	(38,000)	-13.6%
Out-of-State Tuition	830,700	840,000	740,000	(100,000)	-11.9%
Student Fees	85,600	82,000	82,000	-	0.0%
Tuition and Fee Remissions/Waivers	316,800	300,000	300,000	-	0.0%
Sub-Total Tuition & Student Fees	\$ 11,420,700	\$ 11,647,000	\$ 10,574,000	\$ (1,073,000)	-9.2%
OTHER SOURCES					
Investment Income	\$ 261,700	\$ 54,900	\$ 50,000	\$ (4,900)	-8.9%
Other	359,900	419,700	603,800	184,100	43.9%
Sub-Total Other Sources	\$ 621,600	\$ 474,600	\$ 653,800	\$ 179,200	37.8%
<b>Gross Revenues</b>	<b>\$ 52,171,600</b>	<b>\$ 51,877,900</b>	<b>\$ 51,902,900</b>	<b>\$ 25,000</b>	<b>0.0%</b>
Unrestricted Fund Balance Applied to Budget	\$ 1,800,000	\$ 1,968,400	\$ 780,000	\$ (1,188,400)	-60.4%
TRANSFERS IN/OUT					
Transfer to Auxiliary Fund	(1,170,000)	(2,256,450)	(1,432,200)	824,250	-36.5%
Transfer to Retirement of Indebtedness Plant Fund	(1,443,100)	(1,435,250)	(1,365,800)	69,450	-4.8%
Transfer from Restricted Fund	-	1,080,000	-	(1,080,000)	100.0%
Transfer from GF Fund Balance to Plant Fund	(3,800,000)	(2,000,000)	-	2,000,000	-100.0%
<b>TOTAL REVENUES AVAILABLE FOR EXPENDITURES</b>	<b>\$ 47,558,500</b>	<b>\$ 49,234,600</b>	<b>\$ 49,884,900</b>	<b>\$ 650,300</b>	<b>1.3%</b>

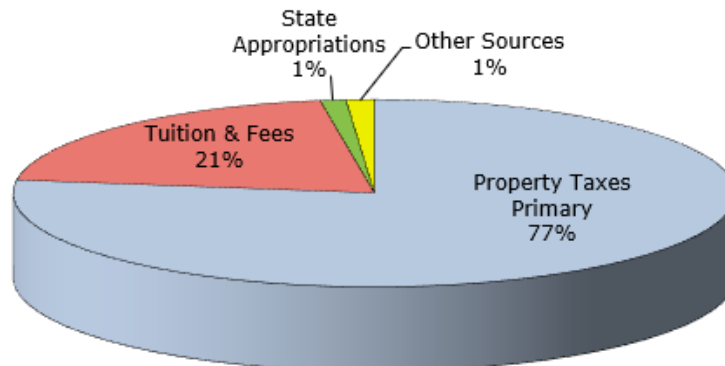
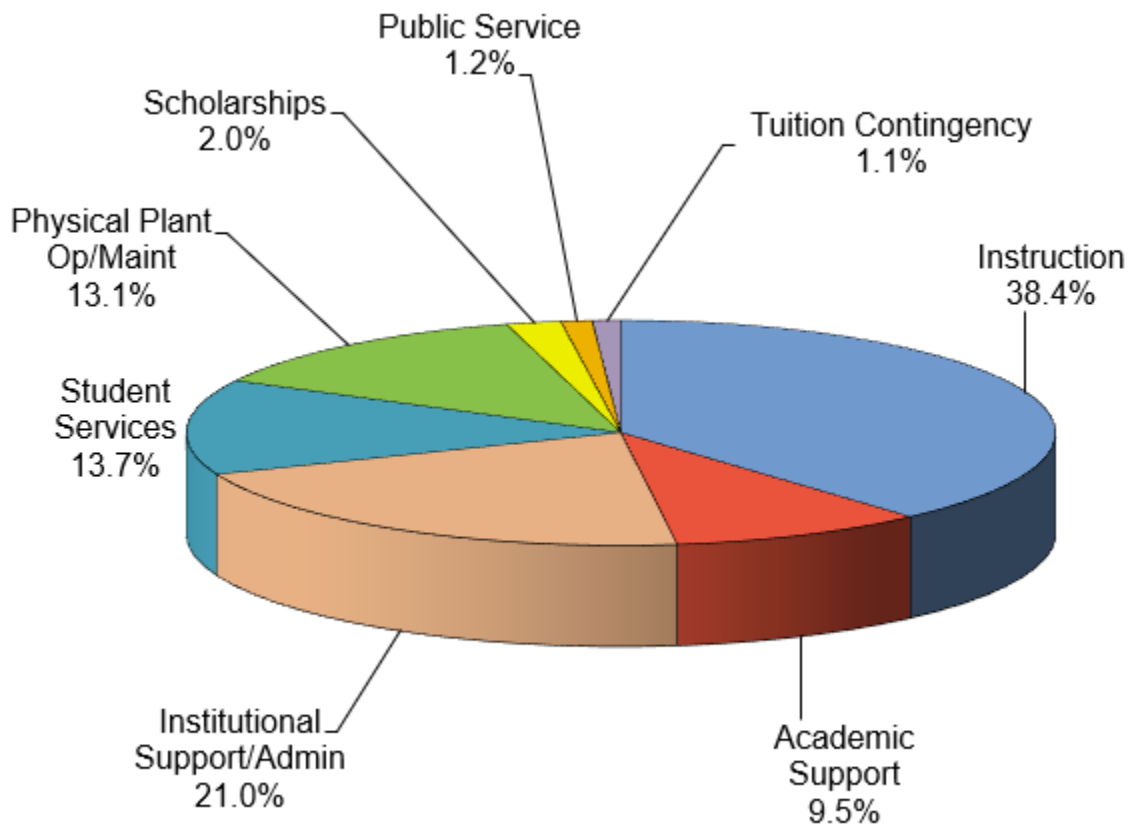


EXHIBIT 4

**GENERAL FUND  
EXPENDITURES AND OTHER DEDUCTIONS"**

<b>EXPENDITURES</b>	<b>2019-2020 ACTUAL</b>	<b>2020-2021 BUDGET</b>	<b>2021-2022 PROPOSED</b>	<b>DOLLAR (\$) DIFFERENCE</b>	<b>PERCENTAGE (%) DIFFERENCE</b>
<b>Current General Fund</b>					
Instruction	\$ 18,609,500	\$ 19,327,900	\$ 19,172,300	\$ (155,600)	-0.8%
Academic Support	4,592,700	4,432,200	4,740,800	308,600	7.0%
Institutional Support/Administration	10,705,800	10,487,100	10,475,600	(11,500)	-0.1%
Student Services	6,245,400	6,479,600	6,835,200	355,600	5.5%
Physical Plant Operations/Maintenance	6,263,400	6,467,100	6,542,400	75,300	1.2%
Scholarships	727,200	1,121,900	1,013,200	(108,700)	-9.7%
Public Service	333,600	348,800	575,400	226,600	65.0%
Tuition Contingency	-	570,000	530,000	(40,000)	-7.0%
<b>TOTAL CURRENT GENERAL FUND BUDGET</b>	<b>\$ 47,477,600</b>	<b>\$ 49,234,600</b>	<b>\$ 49,884,900</b>	<b>\$ 650,300</b>	<b>1.3%</b>



# Auxiliary Fund

## EXHIBIT 5

### AUXILIARY ENTERPRISES FUNDS REVENUES AND OTHER ADDITIONS

	<u>2019-2020</u> <u>Actual</u>	<u>2020-2021</u> <u>Budget</u>	<u>2021-2022</u> <u>Proposed</u>	<u>DOLLAR (\$)</u> <u>DIFFERENCE</u>	<u>PERCENTAGE</u> <u>(%)</u> <u>DIFFERENCE</u>
<b>Revenues &amp; Other Additions By Source</b>					
<u>AUXILIARY ENTERPRISES</u>					
Residence Halls and Summer Conferences	1,141,200	\$ 626,000	\$ 1,252,000	\$ 626,000	100.0%
Bookstore	134,000	130,000	80,000	(50,000)	-38.5%
Food Services Sales	27,400	20,500	70,000	49,500	241.5%
Vending	27,400	15,000	30,000	15,000	100.0%
Edventures & Community Education	59,600	424,800	371,100	(53,700)	-12.6%
Winery - Tasting Room	186,000	153,800	205,000	51,200	33.3%
Family Enrichment Center	445,800	452,800	710,500	257,700	56.9%
Subtotal	<u>\$ 2,021,400</u>	<u>\$ 1,822,900</u>	<u>\$ 2,718,600</u>	<u>\$ 895,700</u>	<u>49.1%</u>
<u>PUBLIC SERVICES</u>					
Community Events	<u>\$ 873,400</u>	<u>\$ 607,000</u>	<u>\$ 777,200</u>	<u>\$ 170,200</u>	<u>28.0%</u>
Subtotal	<u>\$ 873,400</u>	<u>\$ 607,000</u>	<u>\$ 777,200</u>	<u>\$ 170,200</u>	<u>28.0%</u>
<u>OTHER REVENUES</u>					
Yavapai College Foundation	<u>\$ 422,400</u>	<u>\$ 422,600</u>	<u>\$ 475,400</u>	<u>\$ 52,800</u>	<u>12.5%</u>
Performing Arts Productions	<u>\$ 341,400</u>	<u>198,500</u>	<u>247,000</u>	<u>48,500</u>	<u>24.4%</u>
Miscellaneous	<u>\$ 149,200</u>	<u>82,500</u>	<u>171,600</u>	<u>89,100</u>	<u>108.0%</u>
Subtotal	<u>\$ 913,000</u>	<u>\$ 703,600</u>	<u>\$ 894,000</u>	<u>\$ 190,400</u>	<u>27.1%</u>
<b>Total Revenues &amp; Other Additions</b>	<b>\$ 3,807,800</b>	<b>\$ 3,133,500</b>	<b>\$ 4,389,800</b>	<b>\$ 1,256,300</b>	<b>40.1%</b>
UNRESTRICTED FUND BALANCE AT JULY 1 APPLIED TO BUDGET	100,000	100,000	-	(100,000)	-100.0%
<u>TRANSFERS IN/OUT</u>					
Transfer in from General Fund	<u>\$ 1,170,000</u>	<u>\$ 2,256,450</u>	<u>\$ 1,432,200</u>	<u>\$ (824,250)</u>	<u>-36.5%</u>
Transfer to Retirement of Indebtedness Plant Fund - Revenue Bond P & I	<u>(403,900)</u>	<u>(400,950)</u>	<u>(402,800)</u>	<u>(1,850)</u>	<u>0.5%</u>
<b>TOTAL AVAILABLE FOR EXPENDITURES</b>	<b>\$ 4,673,900</b>	<b>\$ 5,089,000</b>	<b>\$ 5,419,200</b>	<b>\$ 330,200</b>	<b>6.5%</b>

## EXHIBIT 6

### CURRENT AUXILIARY FUNDS - EXPENDITURES AND OTHER DEDUCTIONS

	<u>2019-2020</u> <u>Actual</u>	<u>2020-2021</u> <u>Budget</u>	<u>2021-2022</u> <u>Proposed</u>	<u>DOLLAR (\$)</u> <u>DIFFERENCE</u>	<u>PERCENTAGE</u> <u>(%)</u> <u>DIFFERENCE</u>
Instruction	\$ 465,200	\$ 255,350	\$ 258,100	\$ 2,750	1.1%
Student Services	664,600	741,800	913,700	171,900	23.2%
Auxiliary Enterprises	1,361,500	1,789,450	1,906,800	117,350	6.6%
Public Service	1,219,400	1,111,600	1,149,800	38,200	3.4%
Contingency	-	100,000	100,000	-	0.0%
Facilities & Administrative Allocation Expense	<u>1,090,800</u>	<u>1,090,800</u>	<u>1,090,800</u>	<u>-</u>	<u>0.0%</u>
<b>TOTAL CURRENT AUXILIARY FUNDS BUDGET</b>	<b>\$ 4,801,500</b>	<b>\$ 5,089,000</b>	<b>\$ 5,419,200</b>	<b>\$ 330,200</b>	<b>6.5%</b>

EXHIBIT 7

CURRENT AUXILIARY FUND - REVENUES AND EXPENDITURES (**WITHOUT** ALLOCATION)

	<b>FY2019-2020</b>	<b>FY2019-2020</b>		<b>FY2020-2021</b>	<b>FY2020-2021</b>		<b>FY2021-2022</b>	<b>FY2021-2022</b>		<b>Net Dollar</b>	<b>Net</b>
	<b>REVENUE</b>	<b>OPERATING</b>	<b>NET</b>	<b>REVENUE</b>	<b>OPERATING</b>	<b>NET</b>	<b>REVENUE</b>	<b>OPERATING</b>	<b>NET</b>	<b>(\$)</b>	<b>Percentage (%)</b>
	<b>Actual</b>	<b>Actual</b>								<b>Difference</b>	<b>Difference</b>
<b>Auxiliary Enterprises</b>											
Residence Halls	\$ 1,078,171	\$ 264,688	\$ 813,482	\$ 571,000	\$ 270,100	\$ 300,900	\$ 1,142,000	\$ 330,000	\$ 812,000	511,100	269.9%
Summer Conferences	63,055	64,884	(1,828)	55,000	78,850	(23,850)	110,000	93,900	16,100	39,950	-67.5%
Debt Service - Transfer to Debt Fund	(403,900)	-	(403,900)	(400,950)	-	(400,950)	(402,800)	-	(402,800)	(1,850)	100.5%
Sub-Total - Residence Halls	\$ 737,326	\$ 329,572	\$ 407,754	225,050	348,950	\$ (123,900)	849,200	423,900	425,300	549,200	-343.3%
Bookstore	\$ 133,991	\$ -	\$ 133,991	130,000.00	-	130,000	80,000	-	80,000	(50,000)	61.5%
Food Services Sales	27,416	200,984	(173,568)	20,500	286,000	(265,500)	70,000	224,900	(154,900)	110,600	58.3%
Vending	27,446	-	27,446	15,000	-	15,000	30,000	-	30,000	15,000	200.0%
Edventures & Community Education	59,570	96,552	(36,982)	424,800	382,600	42,200	371,100	381,000	(9,900)	(52,100)	-23.5%
Family Enrichment Center	445,808	665,190	(219,382)	452,800	741,800	(289,000)	710,500	913,700	(203,200)	85,800	70.3%
<b>Public Services</b>											
Community Events	873,352	1,077,072	(203,720)	607,000	989,300	(382,300)	777,200	1,024,300	(247,100)	135,200	64.6%
Winery - Tasting Room	185,964	305,838	(119,874)	153,800	319,300	(165,500)	205,000	341,600	(136,600)	28,900	82.5%
Total "Self-Supporting"	\$ 2,490,873	\$ 2,675,208	\$ (184,335)	\$ 2,028,950	\$ 3,067,950	\$ (1,039,000)	\$ 3,093,000	\$ 3,309,400	\$ (216,400)	\$ 822,600	20.8%
<b>Other Auxiliaries</b>											
SBDC	-	104,356	(104,356)	-	97,300	(97,300)	-	100,500	(100,500)	(3,200)	103.3%
Performing Arts Productions	341,437	440,597	(99,160)	198,500	236,150	(37,650)	247,000	242,000	4,000	-	-10.6%
Yavapai College Foundation	422,392	422,392	-	422,600	422,600	-	475,400	475,400	-	-	-
Miscellaneous	149,256	53,604	95,652	82,500	74,200	8,300	171,600	101,100	70,500	62,200	849.4%
Contingency	-	-	-	-	100,000	(100,000)	-	100,000	(100,000)	-	100.0%
Total Supported Areas	\$ 913,085	\$ 1,020,948	(107,864)	\$ 703,600	\$ 930,250	\$ (226,650)	\$ 894,000	\$ 1,019,000	\$ (125,000)	\$ 101,650	55.2%
GRAND TOTAL	\$ 3,403,958	\$ 3,696,156	(292,198)	\$ 2,732,550	\$ 3,998,200	\$ (1,265,650)	\$ 3,987,000	\$ 4,328,400	\$ (341,400)	\$ 924,250	27.0%



# Plant Fund

## EXHIBIT 8

### UNEXPENDED PLANT FUND - REVENUES AND OTHER ADDITIONS

	<u>2019-2020</u> <u>Actual</u>	<u>2020-2021</u> <u>Budget</u>	<u>2021-2022</u> <u>Proposed</u>	<u>DOLLAR (\$)</u> <u>DIFFERENCE</u>	<u>PERCENTAGE</u> <u>(%)</u> <u>DIFFERENCE</u>
<b>Revenues and Other Additions By Source</b>					
<u>Recurring</u>					
Primary Levy - Capital	\$ 8,736,000	\$ 8,390,500	\$ 7,890,500	\$ (500,000)	-6.0%
Property Tax Contingency	-	(45,000)	(45,000)	-	0.0%
Investment Income	148,800	30,000	30,000	-	0.0%
Yavapai College Foundation Contribution	-	-	350,000	350,000	100.0%
Other	31,600	30,000	30,000	-	0.0%
<b>Total Revenues</b>	<b>\$ 8,916,400</b>	<b>\$ 8,405,500</b>	<b>\$ 8,255,500</b>	<b>\$ (150,000)</b>	<b>-1.8%</b>
Fund Balance Applied to Budget	934,800	-	273,200	273,200	100.0%
<u>TRANSFERS IN/OUT</u>					
Transfer in from General Fund	3,800,000	2,000,000	-	(2,000,000)	-100.0%
<b>AMOUNT AVAILABLE FOR EXPENDITURES - UNEXPENDED PLANT FUND</b>	<b>\$ 13,651,200</b>	<b>\$ 10,405,500</b>	<b>\$ 8,528,700</b>	<b>\$ (1,876,800)</b>	<b>-18.0%</b>

## EXHIBIT 9

### UNEXPENDED PLANT FUND - EXPENDITURES AND OTHER DEDUCTIONS

	<u>2019-2020</u> <u>Actual</u>	<u>2020-2021</u> <u>Budget</u>	<u>2021-2022</u> <u>Proposed</u>	<u>DOLLAR (\$)</u> <u>DIFFERENCE</u>	<u>PERCENTAGE</u> <u>(%)</u> <u>DIFFERENCE</u>
<b>UNEXPENDED PLANT FUND</b>					
<b>Buildings/Infrastructure</b>					
Planned Maintenance	\$ 2,507,100	\$ 3,166,000	\$ 3,974,000	\$ 808,000	25.5%
Unplanned Maintenance	174,700	275,600	250,000	(25,600)	-9.3%
Capital Improvement Projects (CIP)	6,385,900	4,053,200	1,595,000	(2,458,200)	-60.6%
<b>Equipment</b>					
Equipment	2,115,300	2,091,000	2,091,000	-	0.0%
Furniture and Fixtures	229,800	257,500	257,500	-	0.0%
<b>Library Books</b>					
	100,600	98,700	98,700	-	0.0%
<u>Contributions to Capital Projects</u>					
Accumulation Account - Future Projects	-	201,000	-	(201,000)	100.0%
Capital Contingency	-	262,500	262,500	-	0.0%
<b>TOTAL EXPENDITURES - UNEXPENDED PLANT FUNDS</b>	<b>\$ 11,513,400</b>	<b>\$ 10,405,500</b>	<b>\$ 8,528,700</b>	<b>\$ (1,876,800)</b>	<b>-18.0%</b>

**EXHIBIT 10**

**FIVE-YEAR BUILDINGS AND GROUNDS PLANNED MAINTENANCE PLAN**

	<b><u>FY 2019-20</u></b> <b><u>Actual</u></b>	<b><u>FY 2020-21</u></b> <b><u>Budget</u></b>	<b><u>FY 2021-22</u></b> <b><u>Proposed</u></b>	<b><u>FY 2022-23</u></b>	<b><u>FY 2023-24</u></b>	<b><u>FY 2024-25</u></b>	<b><u>FY 2025-26</u></b>
Unplanned Maintenance	\$ 174,744	\$ 275,600	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Planned Maintenance Total	<u>2,507,068</u>	<u>3,916,000</u>	<u>3,974,000</u>	<u>3,974,000</u>	<u>3,974,000</u>	<u>3,974,000</u>	<u>3,974,000</u>
<b>TOTAL MAINTENANCE</b>	<b><u>\$ 2,681,812</u></b>	<b><u>\$ 4,191,600</u></b>	<b><u>\$ 4,224,000</u></b>	<b><u>\$ 4,224,000</u></b>	<b><u>\$ 4,224,000</u></b>	<b><u>\$ 4,224,000</u></b>	<b><u>\$ 4,224,000</u></b>

**Planned Maintenance by Project**

**FY 2021-22**  
**Proposed**

Prescott Campus, Bldg 2	36,000	HVAC-Replace roof mounted exhaust fan	
Prescott Campus, Bldg 5	100,000	HVAC-Replace gas pack -upgrade ducting, replace piping	
Prescott Campus, Bldg 6	43,000	HVAC-Replace ductwork; Replace Split System (2 units); Replace gas packs	
Prescott Campus, Bldg 7	30,000	HVAC-Replace Package Units (5 in inventory)	
Prescott Campus, Bldg 11	13,000	HVAC-Replace Split System (3)	
Prescott Campus, Bldg 12	27,000	HVAC-Replace with split systems with 4-3 ton units	
Prescott Campus, Bldg 16	1,938,000	Exterior Enclosure-Repair/Reseal block; Replace metal loading dock door; Roofing-Replace existing metal roof with TPO; Plumbing-Replace drinking fountains ; HVAC-Replace Package Unit; Replace 13 AHU units-piping, ductwork, controls; Electrical-Replace Motor Control center; Replace main building panel (1600 amps); Replace secondary transformers; Replace circuit breakers; Upgrade to LED add Acuity Controls in lobby area only	
Prescott Campus, Bldg 19	280,000	Plumbing-Renovate; address install issues	
Prescott Campus, Bldg 20	15,000	Interior Finishes-Replace carpet (roll carpet, worn, stains), abatement needed Modernization; HVAC-Replace Package Unit (2-5t units)	
Prescott Campus, Bldg 28	8,000	HVAC-Replace Split System (2)	
Chino Valley, Bldg 55	8,000	HVAC-Replace Package Unit (2-3t wall mount package);	
Chino Valley, Bldg 56	8,000	HVAC-Replace unit heaters	
Chino Valley, Bldg 57	180,000	Roofing-Total BUR roof replacement; HVAC-Install boiler plant and depart from geo thermal (geo thermal, 6 loops with wells); HVAC-upgrade controls; Replace Package UnitS (5)	
Chino Valley, Bldg 58	8,000	HVAC-Upgrade controls; Replace Package Units (2)	
Prescott, Bldg Campus Grounds	400,000	Site Improvements-Repair parking lot L near Marapai	
Prescott, Bldg Campus Infrastructure	880,000	Site Electrical Utilities-Upgrade to 2000amp wires between 16 to 19 (8000 lin ft - from building 19 to 16)	
Planned Maintenance Totals	<u>\$ 2,507,068</u>	<u>\$ 3,916,000</u>	<u>\$ 3,974,000</u>

EXHIBIT 11

FIVE-YEAR CAPITAL IMPROVEMENT PLAN

Capital Improvement Plan Projects - Description	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
CTEC - Food Services Area	\$ 130,000	\$ -	\$ -	\$ -	\$ -
Prescott - Technical Theater Building	350,000	-	-	-	-
Prescott Valley - Land (Adjacent to Bldg 40)	460,000	-	-	-	-
Prescott Valley - Deceleration Lane	100,000	-	-	-	-
Verde Valley Skilled Trades Center (Phase 1 - 10,000 sq. ft)	600,000	-	-	-	-
Campus Master Plan	200,000	-	-	-	-
Campus Signage/Marquees	300,000	-	-	-	-
Contingency	55,000	-	-	-	-
Transfer Expenses to Restricted Fund - STEM/Prop. 301	(600,000)	-	-	-	-
<b>Total Capital Projects</b>	<b>1,595,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenue Sources</b>					
Capital Project Accumulation Account	\$ 1,245,000	\$ -	\$ -	\$ -	\$ -
YC Foundation	350,000	-	-	-	-
<b>Total Revenues</b>	<b>\$ 1,595,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Excess/(Needed Capital)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Key:

Green = Continuing Projects Approved in prior years.

Red = Projects to be Approved this year

Black = Future Projects

## FY2021-22 Capital Improvement Plan Budget Rationale

April 2021

### 1. CTEC - Food Services Area

The CTE Center is now our 2nd largest provider of face to face classes. With classes from early in the morning until late at night, we believe that expanded food services would be a welcome service by students and faculty alike—especially in light of the lack of nearby restaurant options.

### 2. Prescott - Technical Theater Building

In support of our growing Performing Arts division, the College is expanding its Technical Theater program. Programming has started related to the enclosing of the area just outside the Green Room for Technical Theater.

### 3. Prescott Valley - Land (Adjacent to Bldg 40)

As the youngest and fastest growing community in Yavapai County, YC still believes additional space and land to build it on is needed in Prescott Valley. This Center is still envisioned as the primary hub of Allied Health programs (except Nursing).

### 4. Prescott Valley - Deceleration Lane

Construction of a deceleration lane on Glassford Hill Road into/out of the Prescott Valley Center. This project will provide safer ease of access to and from the Center.

### 5. Verde - Verde Valley Skills Trades Center

The College will begin programming phase 1 of The Verde Valley Skilled Trades Center. This will be used to offer a variety of career technical education programs within the Construction Career Cluster such as Carpentry, Commercial Truck Drivers, Electrical, HVAC, Mechanical and Plumbing. The VVSTC will launch in FY22.

### 6. Campus Master Plan

An update of the Campus Master Plan (CMP) is essential to inform future Capital Improvement Plans. This would include remaining 2013 CMP projects in new CMP discussions. This process would inform and prioritize remaining CMP and emerging needs that exceed currently identified resources, as well as identify additional resources to support the CMP.

### 7. Verde and CTEC Campus Signage/Marquees

Continuation of project to address campus and site visibility by installing/replacing electronic marquees adjacent to major highways. Design is underway for installing a marquee along highway 89 to direct people to CTEC. Preliminary planning has begun for marquees at the Verde Valley campus. Both CTEC and Verde Valley will require land acquisition.



**FIVE YEAR EQUIPMENT PLAN**

<b>Department</b>	<b>FY 2019-20</b>	<b>FY 2020-21</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>
	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>				
Career & Technical Education	\$ 198,937	\$ 215,750	\$ 243,850	\$ 182,150	\$ 227,843	\$ 274,800	\$ 147,150
Arts & Humanities	24,244	43,290	20,855	89,765	81,678	67,180	44,000
Sciences, Nursing, Allied Health, HPER	98,963	183,900	227,762	432,729	248,108	448,522	162,310
Public Safety	51,181	37,500	63,400	44,300	64,500	45,300	105,000
Digital Media, Viticulture & Culinary	81,277	13,000	36,261	63,314	74,710	36,210	30,210
Instructional Support	12,444	10,000	20,650	19,717	20,185	13,000	22,700
CISCO	21,431	21,000	26,000	24,000	29,000	21,000	33,000
Student Activities	1,928	-	-	-	-	-	-
Information Technology Services	1,022,055	993,214	963,300	968,333	978,416	988,550	988,736
Business Services	103,894	77,016	43,022	51,977	69,985	94,038	24,969
Facilities - All	256,381	223,800	182,000	182,000	185,000	183,000	184,000
District Safety	14,881	50,000	50,000	50,000	50,000	50,000	50,000
Campus Safety	-	6,230	5,700	6,340	4,600	1,600	3,200
Marketing	14,927	-	-	-	-	-	-
Athletics	20,991	30,000	15,000	15,000	15,000	15,000	15,000
Auxiliary Enterprises	191,780	132,000	148,100	165,175	158,475	92,900	149,025
FAS - Contingency	-	54,300	45,100	-	-	-	-
<b>Total Equipment</b>	<b>\$ 2,115,314</b>	<b>\$ 2,091,000</b>	<b>\$ 2,091,000</b>	<b>\$ 2,294,800</b>	<b>\$ 2,207,500</b>	<b>\$ 2,331,100</b>	<b>\$ 1,959,300</b>

## Beginning Fund Balances

### EXHIBIT 13

#### CURRENT FUNDS & PLANT FUND - UNRESTRICTED BEGINNING CASH BALANCE

	<u>Current Funds</u>	<u>Plant Fund</u>	<u>Total</u>
Unrestricted Cash Balance as of July 1, 2020	\$ 13,395,700	\$ 9,726,000	\$ 23,121,700
Add: Estimated Revenues - FY2020-2021	53,661,300	8,401,000	62,062,300
Less: Estimated Expenses - FY2020-2021	(50,157,000)	(11,554,500)	(61,711,500)
Transfer to Plant Fund - Capital Projects Accumulation Account - FY2020-2021	(2,000,000)	2,000,000	-
Estimated Cash Balance at June 30, 2021	14,900,000	8,572,500	23,472,500
Less: District Governing Board Designated Minimum Reserve Amount	(9,200,000)	(1,000,000)	(10,200,000)
Estimated Cash Balance in Excess of Required Reserves as of June 30, 2021	5,700,000	7,572,500	13,272,500
Less: Fund Balance Applied to FY2021-2022 Budget	(780,000)	(273,200)	(1,053,200)
Less: Estimated Balance in Capital Accumulation Account	-	(3,072,500)	(3,072,500)
Estimated Unrestricted Cash Balance in Excess of Required Reserves at June 30, 2021	\$ 4,920,000	\$ 4,226,800	\$ 9,146,800

# Restricted Fund

## EXHIBIT 14

### RESTRICTED FUNDS - REVENUES AND OTHER ADDITIONS

	<u>2019-2020</u> <u>Actual</u>	<u>2020-2021</u> <u>Budget</u>	<u>2021-2022</u> <u>Proposed</u>	<u>DOLLAR (\$)</u> <u>DIFFERENCE</u>	<u>PERCENTAGE</u> <u>(%)</u> <u>DIFFERENCE</u>
<b><u>Revenues and Other Additions by Source</u></b>					
GIFTS, GRANTS, AND CONTRACTS					
Federal Grants and Contracts					
U.S. DOE - TRIO Student Cluster	\$ 1,040,300	\$ 846,000	\$ 796,000	\$ (50,000)	-5.9%
U.S. DOE - Adult Education	364,900	427,000	590,000	163,000	38.2%
U.S. DOE - Financial Aid Cluster	8,070,100	8,276,000	7,392,000	(884,000)	-10.7%
U.S. DOE - Vocational Education	231,000	238,000	230,000	(8,000)	-3.4%
U.S. DOE - COVID-19 Aid	737,000	2,160,000	5,894,000	3,734,000	172.9%
U.S. DHHS - Substance Abuse Prevention	178,300	190,000	190,000	-	0.0%
U.S. NSF - Technical Education	34,600	-	80,000	80,000	100.0%
U.S. Small Business Administration	161,700	140,000	190,000	50,000	35.7%
Other	31,600	158,000	158,000	-	0.0%
Subtotal	<u>\$ 10,849,500</u>	<u>\$ 12,435,000</u>	<u>\$ 15,520,000</u>	<u>\$ 3,085,000</u>	<u>24.8%</u>
State Grants and Contracts					
AZ DOE - Adult Education	\$ 155,000	\$ 131,000	\$ 287,000	\$ 156,000	119.1%
Other	78,100	123,000	123,000	-	0.0%
Subtotal	<u>\$ 233,100</u>	<u>\$ 254,000</u>	<u>\$ 410,000</u>	<u>\$ 156,000</u>	<u>61.4%</u>
Private Gifts, Grants and Contracts					
Bernard Osher Foundation	\$ 111,000	\$ 112,000	\$ 111,200	\$ (800)	-0.7%
Yavapai College Foundation	652,600	713,000	668,000	(45,000)	-6.3%
Freeport-McMoRan	94,300	92,000	92,000	-	0.0%
Other	127,600	127,000	112,000	(15,000)	-11.8%
Subtotal	<u>\$ 985,500</u>	<u>\$ 1,044,000</u>	<u>\$ 983,200</u>	<u>\$ (60,800)</u>	<u>-5.8%</u>
OTHER REVENUES AND ADDITIONS					
Prop. 301 Workforce Development	\$ 838,600	\$ 420,500	\$ 880,000	\$ 459,500	109.3%
Prop. 207 Workforce Development/STEM	-	-	900,000	\$ 900,000	100.0%
State Appropriation - STEM Workforce Programs	703,100	697,500	701,300	3,800	0.5%
Subtotal	<u>\$ 1,541,700</u>	<u>\$ 1,118,000</u>	<u>\$ 2,481,300</u>	<u>\$ 1,363,300</u>	<u>121.9%</u>
<b>Total Revenues &amp; Other Additions</b>	<b>\$ 13,609,800</b>	<b>\$ 14,851,000</b>	<b>\$ 19,394,500</b>	<b>\$ 4,543,500</b>	<b>30.6%</b>
TRANSFERS IN/OUT					
Transfer to General Fund	-	\$ (1,080,000)	-	1,080,000	100.0%
RESTRICTED FUND BALANCE AT JULY 1 APPLIED TO BUDGET					
	90,000	60,000	224,000	164,000	273.3%
<b>TOTAL AVAILABLE FOR EXPENDITURES</b>	<b>\$ 13,699,800</b>	<b>\$ 13,831,000</b>	<b>\$ 19,618,500</b>	<b>\$ 5,787,500</b>	<b>41.8%</b>

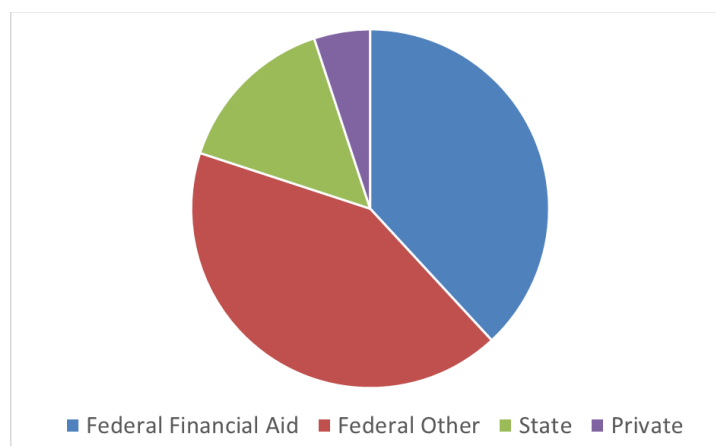


EXHIBIT 15

RESTRICTED FUNDS - EXPENDITURES AND OTHER DEDUCTIONS

	2019-2020 <u>Actual</u>	2020-2021 <u>Budget</u>	2021-2022 <u>Proposed</u>	<u>DOLLAR (\$)</u> <u>DIFFERENCE</u>	<u>PERCENTAGE</u> <u>(%)</u> <u>DIFFERENCE</u>
CURRENT RESTRICTED FUND (Note 1)					
Instruction	\$ 2,059,200	\$ 2,242,100	\$ 3,939,600	\$ 1,697,500	75.7%
Academic Support	38,300	-	1,100,000	1,100,000	100.0%
Institutional Support/Administration	261,900	-	300,000	300,000	100.0%
Student Services	1,417,900	1,499,400	1,632,700	133,300	8.9%
Physical Plant Operations/Maintenance	709,500	-	3,700	3,700	100.0%
Scholarships	8,849,100	9,930,500	11,128,500	1,198,000	12.1%
Public Service	183,000	159,000	1,514,000	1,355,000	852.2%
<b>TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF CURRENT RESTRICTED FUNDS</b>	<b>\$ 13,518,900</b>	<b>\$ 13,831,000</b>	<b>\$ 19,618,500</b>	<b>\$ 5,787,500</b>	<b>41.8%</b>



# Debt Fund

## EXHIBIT 16

### RETIREMENT OF INDEBTEDNESS PLANT FUND REVENUES AND OTHER ADDITIONS

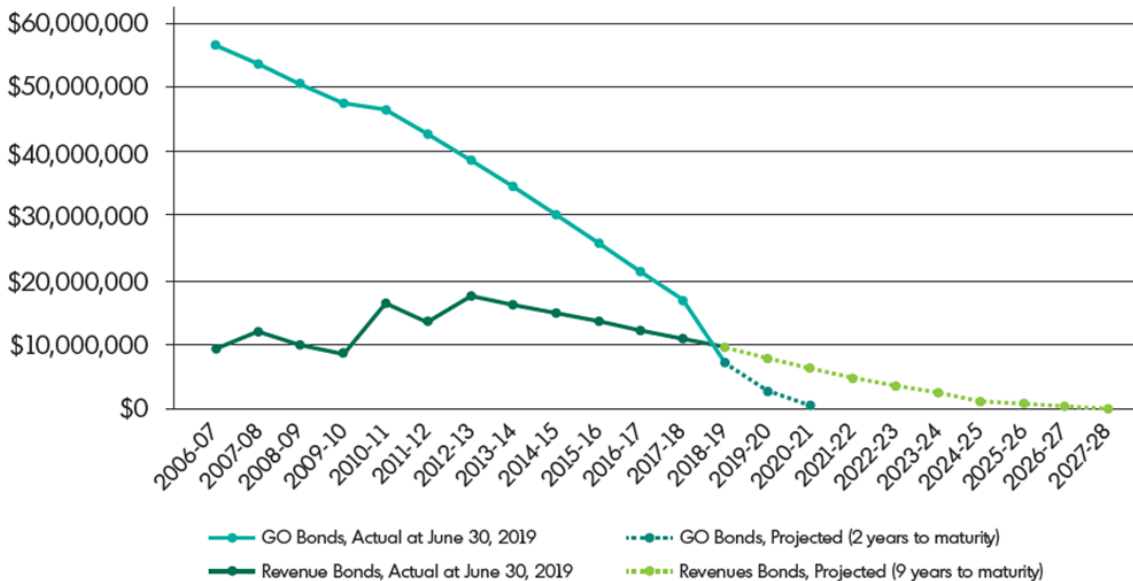
	2019-2020 Actual	2020-2021 Budget	2021-2022 Proposed	DOLLAR (\$) DIFFERENCE	PERCENTAGE (%) DIFFERENCE
<b>RETIREMENT OF INDEBTEDNESS</b>					
Secondary Tax Levy	\$ 4,200,400	\$ 2,248,700	\$ 410,500	\$ (1,838,200)	-81.7%
Property Tax Contingency	-	(15,000)	(5,000)	10,000	-66.7%
Interest Income	\$ 53,600	10,000	1,800	(8,200)	-82.0%
<b>TOTAL RETIREMENT OF INDEBTEDNESS REVENUES</b>	<b>\$ 4,254,000</b>	<b>\$ 2,243,700</b>	<b>\$ 407,300</b>	<b>\$ (1,836,400)</b>	<b>-81.8%</b>
FUND BALANCE AT JULY 1 APPLIED TO BUDGET	\$ 467,450	\$ 50,000	\$ 85,000	\$ 35,000	70.0%
TRANSFERS IN/OUT					
Transfer in from General Fund - PRO Refunding Bonds P & I	\$ 1,435,250	1,435,250	1,365,800	(69,450)	-4.8%
Transfer in from Auxiliary Fund - Revenue Bond P & I	403,900	400,950	402,800	1,850	0.5%
<b>TOTAL AMOUNT AVAILABLE FOR RETIREMENT OF REVENUE &amp; PLEDGED REVENUE BONDS</b>	<b>\$ 1,839,150</b>	<b>\$ 1,836,200</b>	<b>\$ 1,768,600</b>	<b>\$ (67,600)</b>	<b>-4.8%</b>
<b>TOTAL AVAILABLE FOR EXPENDITURES -</b>					
<b>RETIREMENT OF INDEBTEDNESS</b>	<b>\$ 6,560,600</b>	<b>\$ 4,129,900</b>	<b>\$ 2,260,900</b>	<b>\$ (1,869,000)</b>	<b>-45.3%</b>

EXHIBIT 17

**RETIREMENT OF INDEBTEDNESS PLANT FUND  
EXPENDITURES AND OTHER DEDUCTIONS**

	<u>Final Maturity</u>	<u>2019-2020 Actual</u>	<u>2020-2021 Budget</u>	<u>2021-2022 Proposed</u>	<u>DOLLAR (\$) DIFFERENCE</u>	<u>PERCENTAGE (%) DIFFERENCE</u>
<b>RETIREMENT OF INDEBTEDNESS</b>						
Retirement of Indebtedness (Principal)						
General Obligation Bonds - 2012 Refunding	7/1/2022	\$ 3,620,000	\$ 1,705,000	\$ 470,000	\$ (1,235,000)	-72.4%
General Obligation Bonds - 2011 Refunding	7/1/2021	860,000	495,000	-	(495,000)	-100.0%
Total General Obligation Bonds		4,480,000	2,200,000	470,000	(1,730,000)	-78.6%
Pledged Revenue Obligations	7/1/2025	1,160,000	1,200,000	-	(1,200,000)	-100.0%
PRO Refunding Bonds - 2021 Refunding	7/1/2025	-	-	1,330,000	1,330,000	100.0%
Revenue Bonds	7/1/2028	325,000	330,000	340,000	10,000	3.0%
Sub-total Retirement of Indebtedness		\$ 5,965,000	\$ 3,730,000	\$ 2,140,000	\$ (1,590,000)	-42.6%
Interest on Indebtedness						
General Obligation Bonds - 2012 Refunding		\$ 178,550	\$ 69,950	\$ 18,800	\$ (51,150)	-73.1%
General Obligation Bonds - 2011 Refunding		52,050	19,800	-	(19,800)	-100.0%
Total General Obligation Bonds		230,600	89,750	18,800	(70,950)	-79.1%
Pledged Revenue Obligations		283,100	235,250	-	(235,250)	-100.0%
PRO Refunding Bonds - 2021 Refunding		-	-	35,800	35,800	100.0%
Revenue Bonds		78,900	70,950	62,800	(8,150)	-11.5%
Sub-total Interest on Indebtedness		\$ 592,600	\$ 395,950	\$ 117,400	\$ (278,550)	-70.3%
Bank Fees		3,000	3,950	3,500	(450)	-11.4%
<b>TOTAL EXPENDITURES AND OTHER DEDUCTIONS - RETIREMENT OF INDEBTEDNESS</b>		<b>\$ 6,560,600</b>	<b>\$ 4,129,900</b>	<b>\$ 2,260,900</b>	<b>\$ (1,869,000)</b>	<b>-45.3%</b>

**LONG TERM DEBT  
Actual and Projected Principal Payments**





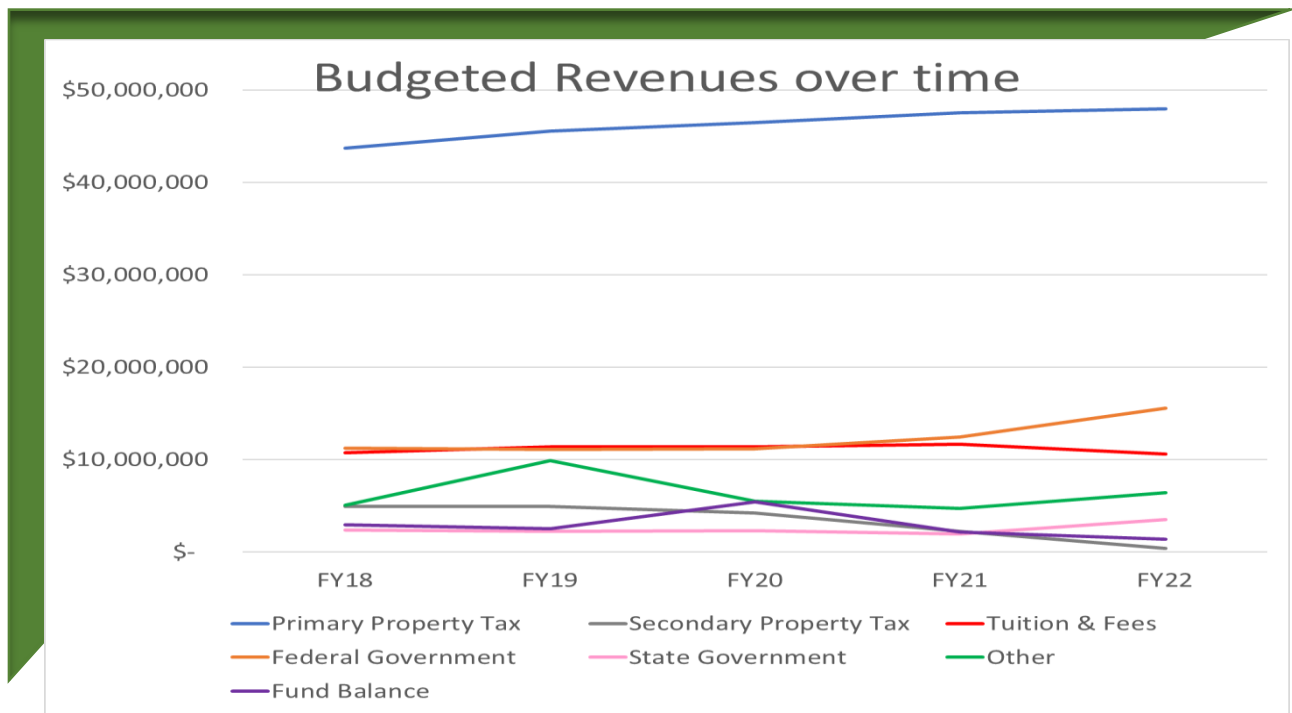
The logo is a circular emblem with a ship's wheel design. It is divided into four quadrants by a vertical and a horizontal line. The top-left quadrant shows a silhouette of a person on horseback. The top-right quadrant shows a silhouette of a person holding a torch. The bottom-left quadrant shows a stylized building or tower. The bottom-right quadrant contains the text 'Yavapai College' and the year '1966'.

**YAVAPAI COLLEGE**  
**Financial Discussion & Analyses**



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## Discussion of Budgeted Revenues



	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>5 Yr %</u>
Primary Property Tax	\$ 43,715,500	\$ 45,514,700	\$ 46,497,900	\$ 47,516,000	\$ 47,924,100	10%
Secondary Property Tax	4,898,800	4,888,600	4,188,600	2,233,700	405,500	-92%
Tuition & Fees	10,746,500	11,355,000	11,341,000	11,647,000	10,574,000	-2%
Federal Government	\$ 11,255,400	\$ 11,122,000	\$ 11,150,000	\$ 12,435,000	\$ 15,520,000	38%
State Government	2,344,100	2,218,100	2,305,000	1,957,800	3,487,800	49%
Other	5,041,800	9,849,900	5,506,300	4,722,100	6,438,600	28%
Fund Balance	2,956,000	2,542,700	5,424,800	2,178,400	1,362,200	-54%
	80,958,100	87,491,000	86,413,600	82,690,000	85,712,200	6%

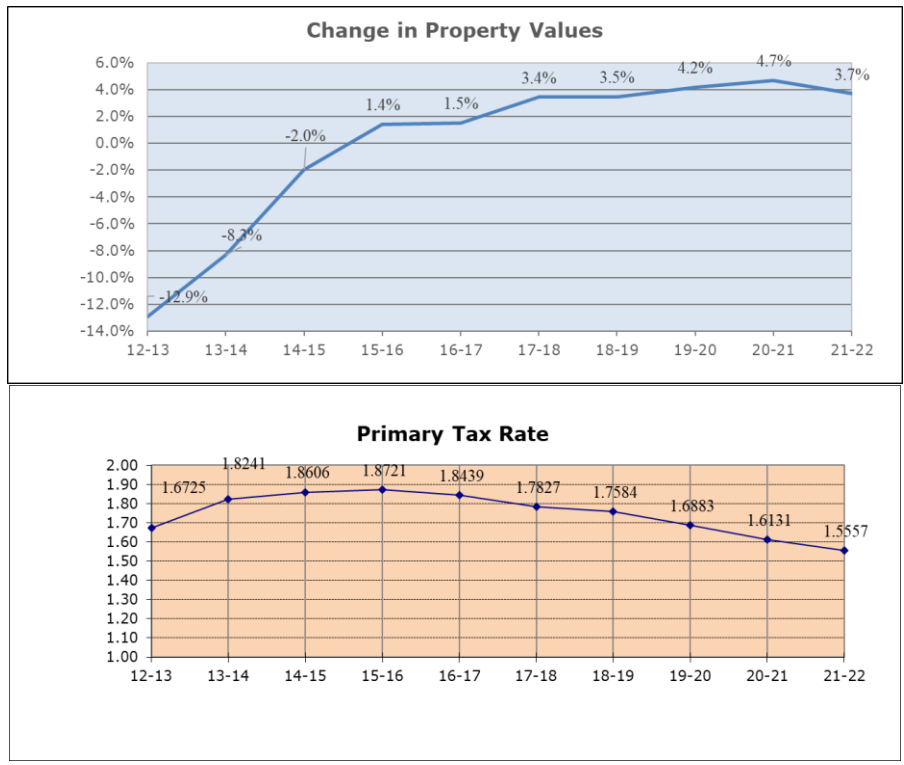
**Primary Property Taxes:** As a political subdivision of the state, the Yavapai College DGB has the ability to levy property taxes pursuant to ARS 42-17.

In most states, Property Taxes are generally calculated as follows:

$$\text{Assessed Value} * \text{Property Tax Rate} = \text{Property Tax Levy}$$

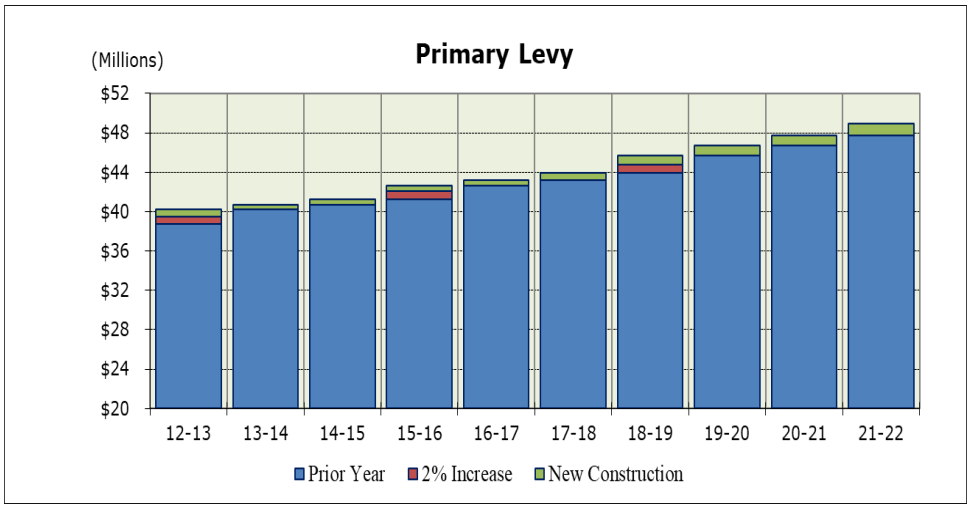
In these states, as the Assessed Value of properties increase, so does the Levy. Conversely, as Assessed Values decline, so does the Levy.

However, AZ is different. In AZ, the Levy remains constant, so as Assessed Values increase, the Property Tax Rate declines to keep the Levy constant. Likewise when Assessed Values decrease, the Property Tax Rate increases to keep the Levy constant. The following graphs demonstrate the inverse relationship between Assessed Value and Property Tax Rates in AZ:



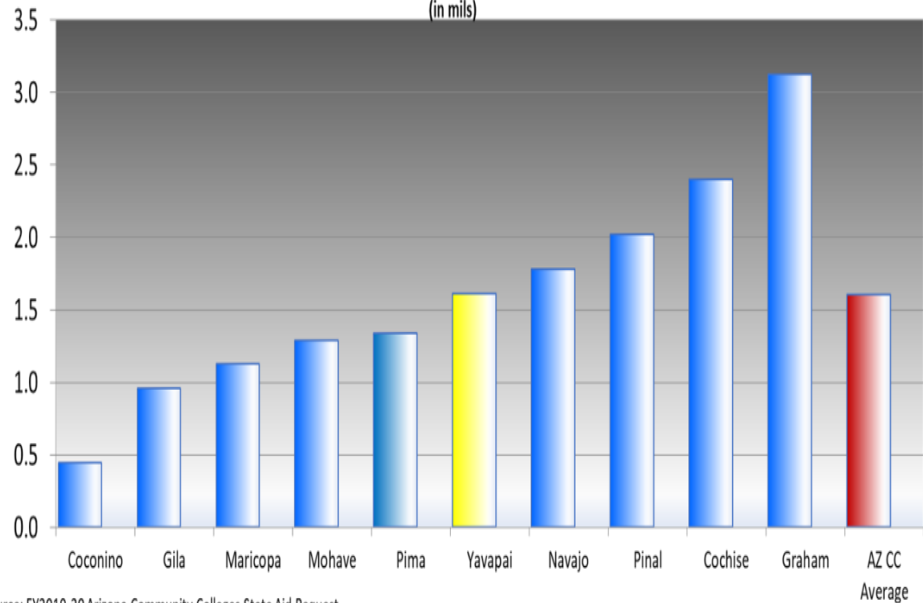
There are two ways that the Levy can increase. The first has to do with new construction. The College applies the existing Property Tax Rate to new homes and businesses that come to Yavapai County. This expands the College’s financial capacity to support these new potential clients.

The second way to increase the Property Tax Levy is through the Board, which has the statutorily granted ability to raise the Levy by 2% per year. The effect is cumulative, so if a district foregoes a 2% increase in the Levy one year, it may raise the Levy 4% in a future year. The following graph shows changes in the College’s Levy:



Over the past 5 years, the District Governing Board has approved a 2% increase to the levy (roughly \$800k); the remaining increase in primary property tax revenues came from new construction in Yavapai County. **Yavapai College is not requesting a Property Tax Levy increase for FY2021-22; however, Property Tax revenues will increase \$1.2M due to New Construction.**

Arizona Community College  
2021 Primary Property Tax Rates  
(in mils)



Source: FY2019-20 Arizona Community Colleges State Aid Request

As this graph demonstrates, YC's Property Tax Rate is near the average of community college's throughout AZ. Moreover, **according to the non-partisan taxfoundation.org, AZ has some of the lowest property tax rates in the county, with the 13<sup>th</sup> lowest personal rate and the 8<sup>th</sup> lowest business rate.**

The College uses Primary Property Taxes to support General Fund and Plant Fund activities. **Beginning in FY22, the College will reduce Property Taxes being used in the Plant Fund by \$500,000.**

**Secondary Property Taxes:** These are temporary additional taxes to pay for General Obligation (GO) Bonds that voters approved in 1999 to make a variety of capital improvements throughout the district.

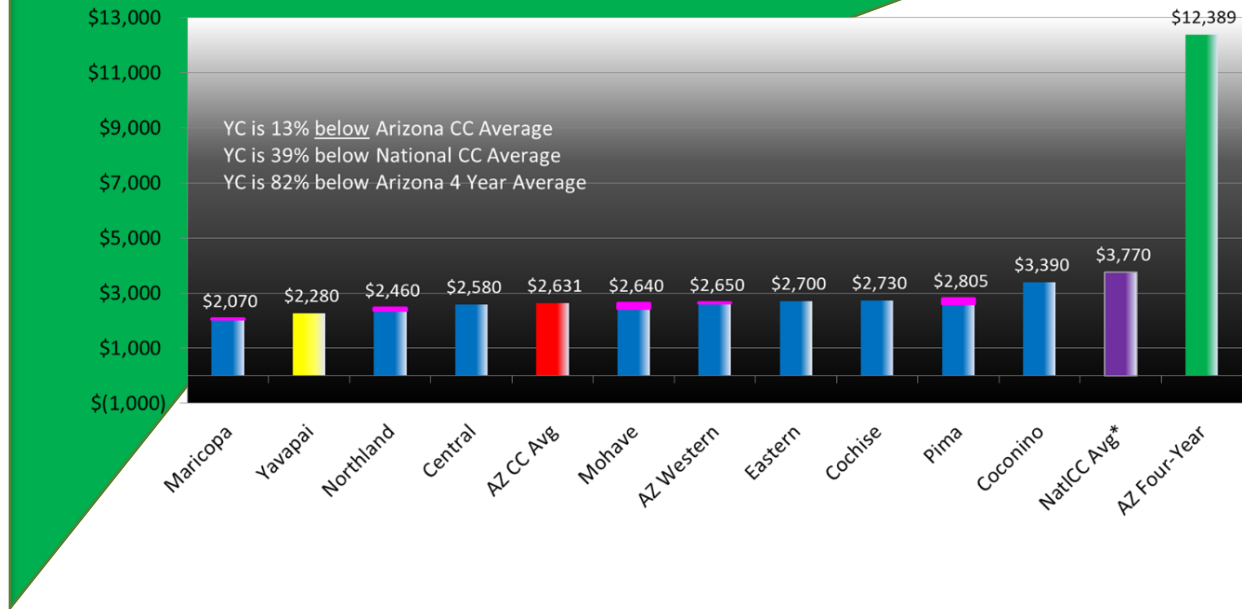
- The Board approved College recommendations to refinance these GO Bonds, which saved taxpayers \$1.9M.
- The Board approved paying down some of our GO Bond debt early, creating an additional \$500k savings.
- **The Board approved refinancing some Revenue Bonds creating \$70k of annual savings in FY22.**

**Tuition & Fees:** To be more transparent, Yavapai College has moved away from general fees charged to all students as the AZ public universities do. The College has also discontinued course and program fees (except Aviation). Instead, the College has created 3 differentiated tuition rates. Our base tuition (Tier 1) covers general education courses, which are the majority of the courses we offer. In lieu of course fees, we charge \$15 more per credit for classes with smaller class caps and/or that require lab spaces (Tier 2). We charge an \$27 above base tuition per credit for Career Technical Education classes which typically have small classes, lab space, and state of the art equipment (Tier 3).

- There are a handful of programs that charge more than Tier 3. These programs charge Market Based tuition: Commercial Driver Training, Fire Science, Gunsmithing, Nursing, and Radiology.
- To remain affordable and accessible, YC tuition is purposefully below the national average tuition rate for community colleges, as the median income in Yavapai County is 18% below the national average.
- In addition, the College offers several discounts to support our Strategic Direction including
  - 20% Full-Time Student discount (15 to Finish initiative) as an incentive for more students to attend full-time—studies have shown that full-time students are more likely to complete their certificate or degree, and reap the associated increase in earnings.
  - 25% Senior Citizen discount for people 65 and older who take credit classes.
  - Western Undergraduate Exchange (WUE) discount, wherein residents of 15 western states only pay 150% of in-state tuition rates, rather than the list price out of state tuition rates (roughly 50% discount)
  - ~90% Dual Credit discount for high school students taking College classes taught by high school teacher
  - YC has created a [College Cost Comparison Tool](#) to help residents see the true savings associated with attending YC versus one of the four-year AZ public universities

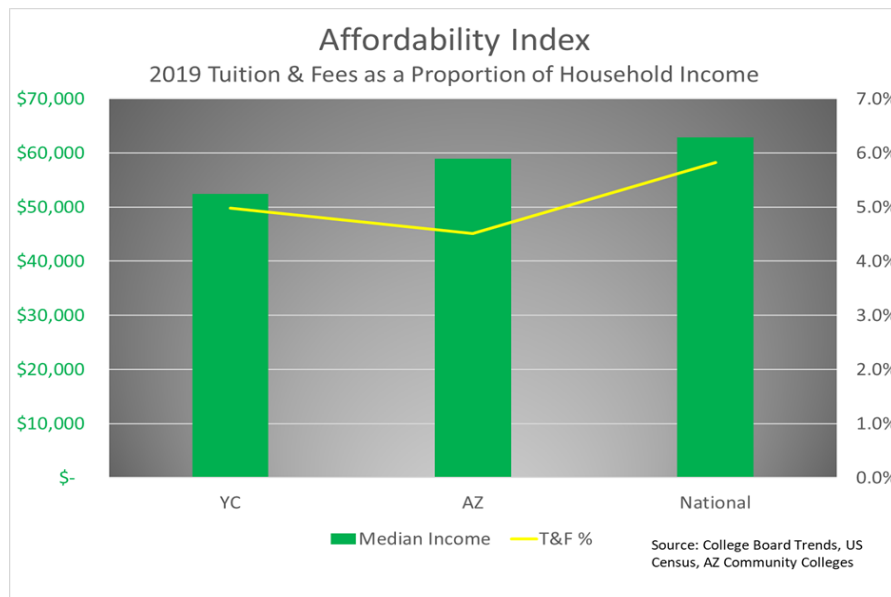


## Weighted Annual Tuition and Fees - FY2020-21 Full Time - 30 Credits



The chart above demonstrates that we have competitive pricing (what students pay us) compared to our AZ and National peers. We are especially competitive compared to the 4-year AZ public universities, saving students roughly \$10,000 per year for their Freshman year and Sophomore year.

The College purposefully sets pricing to remain affordable and accessible. We do this by making sure that our base tuition for part time students consumes a smaller portion of household income than at other community colleges across the nation (the Affordability Index). To compensate for Yavapai County income lagging national by 18%, YC offered tuition 40% lower than its national peers in FY2019-20. Consequently, attending community college full time consumed 5.8% of the average household income nationally, but only 5% in Yavapai County. **YC is not requesting a Tuition increase for FY22; however, Tuition & Fee Revenues are declining \$900,000 due to a 9% decline in enrollments.**

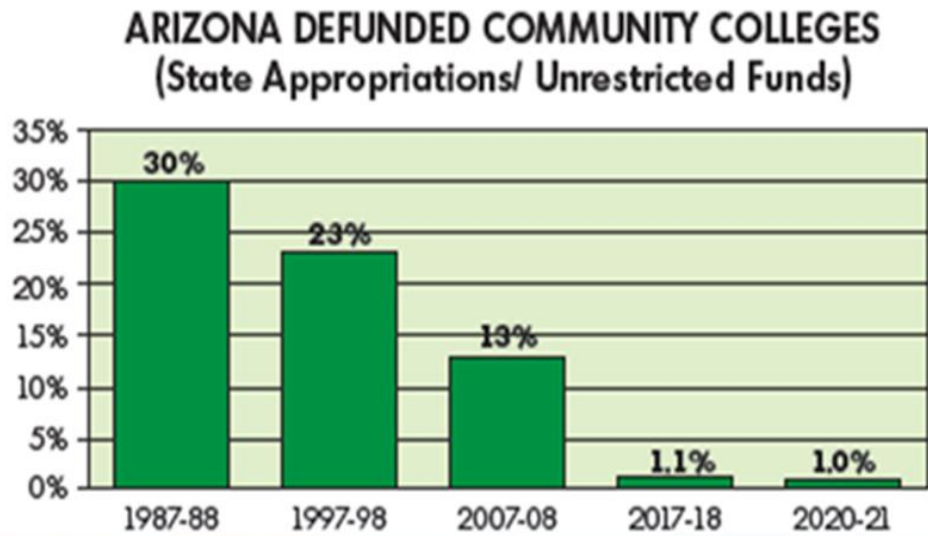


**Grants:** These funds come with restrictions on how they may be spent. Generally speaking, these are grouped into Federal, State, and Private sources. **Major changes include:**

- \$884,000 decline in Federal Financial Aid Cluster due to decline in enrollments
- \$3.7M increase in Federal COVID-19 Aid due to HEERF and the announcement of HEERF 2
- Proposition 301 increase back to pre-pandemic levels
- \$900,000 of new Prop. 207 funds to support Workforce Development, Job Training, CTE and STEM programs
- \$320,000 increase in Federal and State Adult Basic Education funds

**State Support:** The state provides roughly \$6 per student credit hour of operational support. In addition, the College receives Prop 301 funds for Workforce Development. Starting in FY21, the College also receives Prop 207 funds for CTE, STEM, Workforce Development and job training.

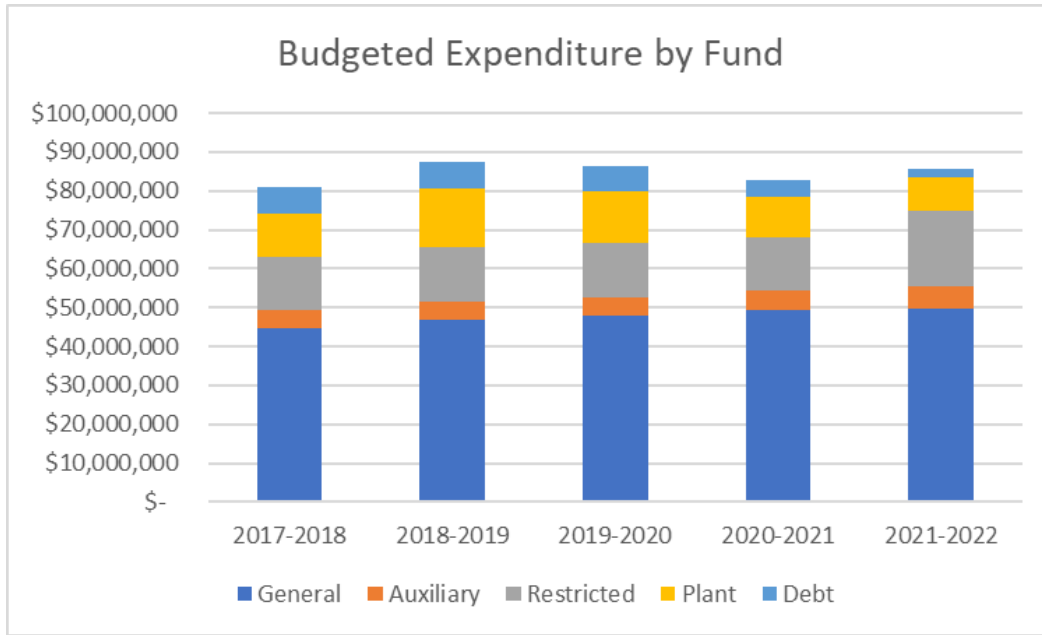
Over the past 30 years, the State of Arizona has defunded community colleges, placing the financial burden on local communities through property taxes. **In FY22, only 4% of total funds for this state institution come from the State of AZ.**



**Other Sources:** These revenues consist of a variety of things such as interest, facility rentals, payment plan fees, testing center fees, fitness and pool passes, federal indirect costs, and reimbursements from the YC foundation for staff salaries and benefits. This also includes Sales & Service revenues from the Auxiliary services areas such as Residence Halls, Dining Service, Book Store, etc. **Major changes include:**

- \$60,000 of additional Family Enrichment Center tuition by increasing class sizes to match accreditation standards
- \$100,000 of Job Order Contracting commissions
- \$100,000 increase in Regional Economic Development Center sales

## Discussion of Budgeted Expenses



<b>Budgeted Expenditure by Fund</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>5 Yr %</b>
General	\$ 44,608,000	\$ 46,918,900	\$ 47,927,700	\$ 49,234,600	\$ 49,884,900	11.8%
Auxiliary	\$ 4,634,800	\$ 4,752,000	\$ 4,636,000	\$ 5,089,000	\$ 5,419,200	16.9%
Restricted	\$ 13,840,500	\$ 13,844,200	\$ 13,889,000	\$ 13,831,000	\$ 19,618,400	41.7%
Plant	\$ 10,971,500	\$ 15,088,200	\$ 13,400,300	\$ 10,405,500	\$ 8,528,700	-22.3%
Debt	\$ 6,903,300	\$ 6,887,700	\$ 6,560,600	\$ 4,129,900	\$ 2,260,900	-67.2%
	\$ 80,958,100	\$ 87,491,000	\$ 86,413,600	\$ 82,690,000	\$ 85,712,100	5.9%

This balance of this section will discuss the trends in each fund, focusing on significant changes moving from this year's budget to next year's budget.

## Restricted Fund Expenses:

- As mentioned in the revenues, these funds come with strings attached. The College receives the grant to be used for a specific purpose.
- This is the one area of expenses we would like to see increase as it brings more money into the Yavapai County community.
- The large majority of funds come through Federal Financial Aid grants such as PELL. These are pass-through funds that the College receives on behalf of lower income students, which the student uses to pay for tuition, books, and possibly more depending on the award. This number fluctuates with enrollments.
- Expenses go up or down as Grants are awarded in greater or fewer numbers to the College.
- In FY21 and FY22, there have been large grant awards to help students and colleges recover from the pandemic. In FY20 and 21, the College received CARES grant. In FY21 we received HEERF grant, which we anticipate will carry a portion of into FY22. There is legislation working its way through Congress for a 3<sup>rd</sup> grant for students and colleges.
- Beginning in FY21, the College is receiving Prop 207 revenues, which are required to be used for Workforce, CTE and STEM programs. YC will use these funds to expand REDC services in support of our Strategic Plan (Living Wage).



## Debt Fund Expenses:

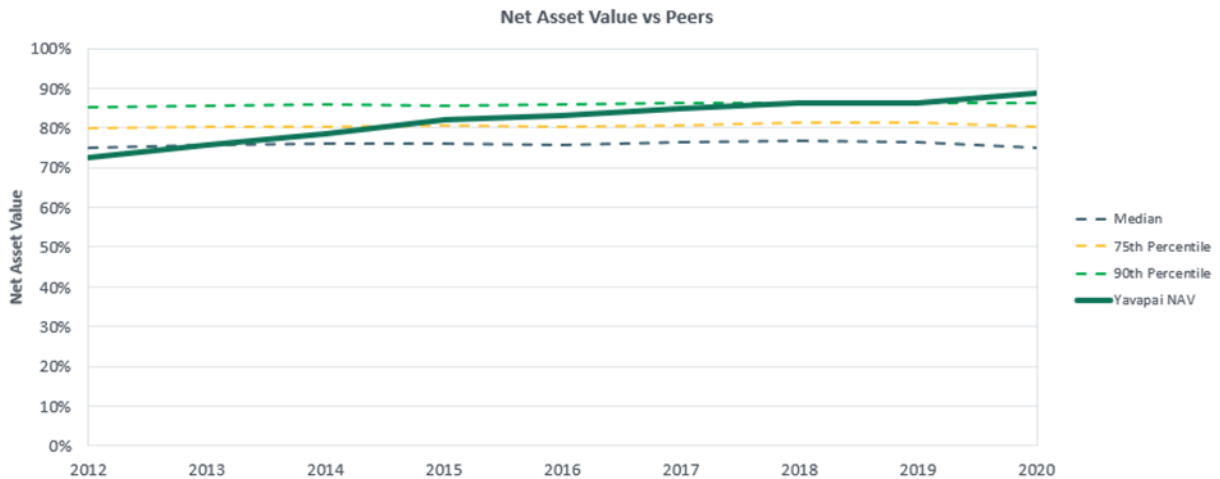
College debt consists of General Obligation (GO) Bonds and Revenue Bonds.

- In 1999, Yavapai County voters approved the College issuing \$69.5M of GO Bonds
- The intent was to complete a variety of capital additions and renovations throughout the district—all of which have been completed
- The GO Bonds will be fully paid at the end of FY22
- The College issued revenue bonds for two major projects
- Renovation of two Residence Halls on Prescott Campus. The enhancements allowed YC to raise rent to market rates. The halls now generate enough cash flow to be financially self-sustaining, including the annual debt payment.
- The creation of a Central Plant on the Verde Valley Campus and a Chiller Plant on the Prescott campus.
- The revenue bonds will be fully paid at the end of FY28.

## Plant Fund Expenses:

There are several capital budgets monitored in this fund

- Planned Maintenance
  - These projects address deferred maintenance issues which extend the useful life of the asset and lower the Total Cost of Ownership.
  - Working with a consultant specializing in higher education facilities management (Sightlines), YC has created a list of assets, and assessed the condition and age of each asset. Based on Sightlines analyses and recommendations, the DGB has approved an average annual reinvestment of \$3.9M in our assets.
  - The College operates roughly 800,000 square feet of space in Chino Valley, Clarkdale, Mayer, Prescott, Prescott Valley, and Sedona. In YC's FY2019-20 financial statements, the College had \$147M of net depreciable assets (buildings and site improvements).
  - The College practices the philosophy that well-maintained assets lead to the lowest Total Cost of Ownership. Using standard depreciation assumptions of 40 years for buildings and 15 years for site improvements, the College should be reinvesting in excess of \$4M per year in maintenance activities. An independent study from Sightlines, a consulting firm specializing in higher education facility maintenance, has derived a reinvestment target of \$4M per year for the next several years.
  - The strategy is working. The College has worked with Sightlines to establish a process to assess the condition of various building systems (Electrical, Exterior Shell, Grounds, HVAC, Interior Shell, Mechanical, Plumbing, & Safety) throughout the district, then to prioritize strategic capital reinvestments to address our deferred maintenance via planned maintenance, rather than system failures. Over the past decade, YC has improved its Net Asset Value (NAV) Score ( $[(\text{Total Replacement Value} - \text{Total 10 Year Asset Reinvestment Need}) / \text{Total Replacement Value}]$ ).



- Unplanned Maintenance
  - Despite the best planning, systems fail unexpectedly. This budget is to address those issues. This budget is relatively flat.
  - Equipment
  - The College reinvests in classroom and operational equipment each year to ensure that students train on the equipment they will find in the work place, and that YC employees may be efficient. This budget is relatively flat.
  - Furniture
  - The College systematically updates classroom and office furniture throughout the district, replacing a small portion each year. This budget is relatively flat.
  - Capital Improvement Projects
  - This budget addresses the renovations and additions that are needed to meet the changing needs of our students and our community.
  - This budget has been primarily informed by the 2013 Campus Master Plan. We will update the CMP in FY22 as our environment and needs are quite different than when the previous plan was created.
  - This budget has been quite variable, changing from year to year based on which projects are being addressed. **No new capital projects are being requested in FY22.** Instead, we will focus on completing previously approved projects, as well as the development of the new Campus Master Plan.

## Auxiliary Fund Expenses

The Auxiliary Fund tracks a variety of College enterprises that charge a fee for their non-core service. Rather than the traditional Expense by Function Table (Exhibit 6 in the Budget section), this discussion will be more meaningful by looking at the Profit/ Subsidy (Table 7) for each enterprise. It is worth noting that Table 7 excludes overhead allocations, so allow for a more meaningful evaluation of variable revenues and variable expenses. The following is a discussion of each enterprise in FY22:

**Residence Halls:** The College operates 2 halls with approximately 220 beds on the Prescott campus. We enjoy a high fill rate with Resident Assistants, NARTA cadets, and student Athletes occupying more than ½ of the beds. The balance of the beds is filled primarily by traditional-aged (18-24) Yavapai County residents seeking on-campus living as part of their college experience. **FY22 budget anticipates pre-pandemic occupancy and staffing levels.**

**Food:** The College will be moving to a new partner, HHS, to operate the Rider Diner cafeteria and the Café in the library on the Prescott Campus. We believe HHS will improve food service and subsidies. Also beginning in FY22, Chef Barr and the students of the Sedona Culinary Institute will operate food services at the Sedona Center and Verde Valley Campus.

**Edventures:** This Community Education program educates non-credit students while traveling internationally. The costs are highly dependent on the destination and the size of the group, so expenses (and revenues) can vary from year to year. **The Budget anticipates an international trip in FY22.**

**Family Enrichment Center (FEC):** The College runs an accredited pre-school which serves as a hands-on learning lab for adult students in our Early Childhood Education program. Our practice has been to allocate some of the costs to the General Fund (Instruction Function) with the balance in the Auxiliary Fund. **In FY22, we will include all associated revenues and expenses in the Auxiliary fund,** to help us more readily monitor some of the financial improvements we have made.

**Community Events:** In 1992, the voters of Yavapai County asked YC to build a 1000+ seat Performing Arts Center. This state-of-the-art venue is unique in Yavapai County (and at most community colleges), allowing residents to enjoy a variety of programs ranging from movies and satellite events, to College produced concerts and shows, to local events like Prescott's Got Talent, regional shows like the Phoenix Symphony, and touring national artists.

Community Events primarily encompasses programming at the YCPAC, but in recent years at the community's request, has brought performing arts programs to the Verde Valley both on campus and in a variety of community venues.

The College subsidizes this operation, but the subsidy has been declining. YCPAC consulted with TRG Arts which specializes in helping performing arts venues to operate more efficiently. Following their recommendations, we have increased marketing expenses and staffing—yet as TRG projected, our increased revenues more than offset these incremental costs. **FY22 anticipates moving to a full schedule with reduced seating capacity.**



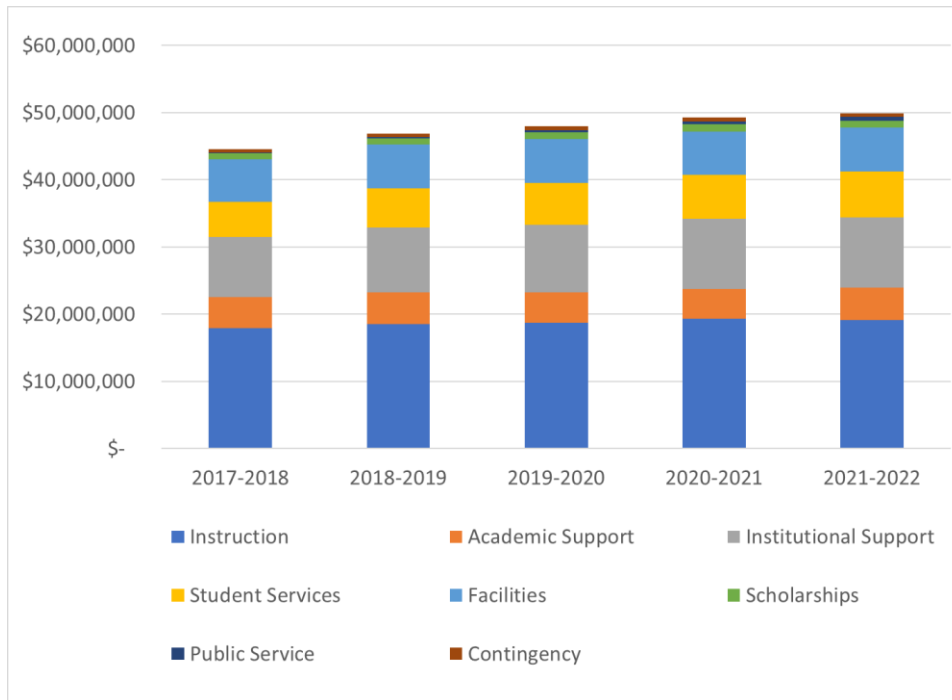
**Southwest Wine Center:** After discussions with the SWC Director, we determined to allocate the costs of operating the vineyard to the SWC Tasting Room in the Auxiliary Fund rather than Instruction in the General Fund. As more of our vineyard matures, we anticipate wine and grape sales will allow the SWC Tasting Room to break even over the next 5 years.

**Small Business Development Center (SBDC):** This budget represents the mandatory matching institutional funds that must be provided in order to receive the grant.

**Yavapai College Foundation (YCF):** YCF uses a portion of several YC employees' work hours to raise funds and community awareness. YCF provides an offsetting amount of revenue to the College to compensate the College for the use of these employee's time and talents. **The FY22 Budget includes the move of the Alumni Office to the YCF.**

**YC Performing Arts Productions:** YC has a Performing Arts program which is accounted for in the Instruction Function of the General Fund. However, our practice is to treat their performances as an Auxiliary enterprise. For many years, this had been limited to various vocal and instrumental performances throughout the year. In recent years, the Performing Arts Program has expanded to include drama and musical theater. Budgeted expenses have been increased, as have Auxiliary Fund revenues to partially offset these new expenses.

## General Fund Expenses



<b>General Fund Budget by Program</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>
Instruction	\$ 17,947,000	\$ 18,476,900	\$ 18,749,600	\$ 19,327,900	\$ 19,172,300
Academic Support	\$ 4,552,000	\$ 4,743,000	\$ 4,483,100	\$ 4,432,200	\$ 4,740,800
Institutional Support	\$ 8,945,000	\$ 9,683,000	\$ 10,093,500	\$ 10,487,100	\$ 10,475,600
Student Services	\$ 5,260,000	\$ 5,828,000	\$ 6,182,900	\$ 6,479,600	\$ 6,835,200
Facilities	\$ 6,328,000	\$ 6,552,000	\$ 6,580,700	\$ 6,467,100	\$ 6,542,400
Scholarships	\$ 877,000	\$ 880,000	\$ 940,500	\$ 1,121,900	\$ 1,013,200
Public Service	\$ 169,000	\$ 186,000	\$ 327,400	\$ 348,800	\$ 575,400
Contingency	\$ 530,000	\$ 570,000	\$ 570,000	\$ 570,000	\$ 530,000

This chart and table present the College’s budget by Program (sometimes called Function). All U.S. colleges and universities use these same categories to report to the federal Department of Education, and these Functions (Programs) are defined in the Glossary section of this report.

General Fund expenses increased \$5.3M during this timeframe. The vast majority of the change can be explained through examining Salaries and Benefits:

- 3% raises per year to remain market-competitive with salaries and keep up with the increasing Cost of Living in Yavapai County were \$3.3M
- Increases in Benefits: This includes required Fringes (Social Security, Federal and State Unemployment, Medicare and Workers Comp) as well as Medical, Retirement, Life Insurance and Tuition Waivers were \$1M
- We have 1 less position in FY22 than in FY18
- We complied with state increases in minimum wages and federal regulations expanding access to healthcare benefits

The rest of the increased budgets are related to the FY18-FY21 Strategic Planning projects designed to improve:

### **Student Success**

Our primary goal is to help more students stay in school, transfer to another school or complete a certificate/ degree. The College has taken many steps in the past to improve in this area.

- Processes: The College focused on optimizing our processes.
  - Academic Pathways was the primary initiative to ensure we simplified and communicated the steps students needed to take to be successful.
- Technology: The College invested in a variety of software and hardware to improve efficiency and to enhance the service levels we provided to our students. These costs primarily impact Institutional Support Function budget.
- Incentives: Within the past 5 years, the Board approved programs that have had a proven impact on student success and enrollment:
  - 15 to Finish is a national program to encourage students to attend school full time as they are much more likely to complete their certificate or degree before life gets in the way. YC offers a full-time student discount. This program decreased tuition revenues.
  - Promise Programs is another national program focused on allowing students to get their first 2 years of college for free. At YC, we have created a scholarship to reimburse students who complete their degree within 2 years of high school graduation. Initial results indicate a dramatic improvement in 2 year completion rates—well above national norms. This program’s costs impact Student Services Function budget and Scholarships.

### **Economic Responsiveness**

- Expanded the Regional Economic Development Center (REDC) capability to provide service with the addition of the REDC Manager role and a variety of software tools to facilitate Economic Analyses. This impacts Public Service Function budget.
- The College continues to shift resources into workforce development training programs including Allied Health, Automotive, CNT, Cyber Security, 3D Construction, EMS, Fermentation, Medical Assistant, and Technical Theater. These impact Instruction Function budget.
- The College expanded its capacity to offer a variety of Advanced Manufacturing programs in the Verde Valley including Pre-Engineering and Precision Machining which impacts Instruction Function.

### **Community Engagement**

- YC invests more in marketing than it did 5 years ago, impacting Institutional Support.
- In tandem outreach efforts, Student Enrollment Management added a Recruiter, a Promise Scholarship Coordinator, and a Community Outreach Coordinator, impacting Student Services Function.
- The College expanded its foundation providing a Coordinator and creating an Alumni Outreach Manager. This impacts Institutional Support.
- Like its four-year counterparts, YC uses athletics to attract students and engage with the community. To comply with the Affordable Care Act, part-time athletics staff became full-time.
- As shared with the DGB last year, YC plans to fully fund athletic scholarships with donations and sponsorships within 5 years (FY25). To do that, YC has created an Assistant Athletic Director and a Major Gifts Officer to fundraise. This impacts the Student Services Function. To remain Title IX compliant, YC has added Women’s Soccer.

### **Organizational Development**

The College has budgeted more for employee professional development over the past few years which impacts Institutional Support.

### **Fiscal Stewardship**

Processes have been enhanced to provide additional transparency and we have invested in better software analysis tools which impacts Institutional Support.

As described earlier in this Budget, the College has recently updated it is FY22-24 Strategic Plan. Many of the changes envisioned in the Strategic Plan are process related, and may not incur costs. However, [the FY22 budget will still be impacted in several ways as outlined in blue:](#)

<u>Goal</u>	<u>Potential Initiative</u>
Belonging	Develop and support a culture where all employees feel acknowledged, engaged, inspired, and supported by each other and the College <ul style="list-style-type: none"> <li>• <a href="#">Add Human Resources Business Partner position</a></li> <li>• <a href="#">Market-competitive raise</a></li> </ul>
	Provide equitable professional development opportunities where all faculty and staff can enhance their skills to serve students better <ul style="list-style-type: none"> <li>• <a href="#">Created Professional Development budget for staff</a></li> </ul>
	Create a sense of belonging for all students in our learning environment <ul style="list-style-type: none"> <li>• <a href="#">Launch e-sports team</a></li> <li>• <a href="#">Begin Women’s Soccer</a></li> <li>• <a href="#">Create one-stop shop, connecting students to community resources for non-academic issues</a></li> </ul>
Living Wage	Ensure that curriculum and programs are focused on imparting skills needed to secure living-wage jobs in a new economy highlighted by growing artificial intelligence and automation. <ul style="list-style-type: none"> <li>• <a href="#">Created new Law faculty position to expand Public Service training</a></li> <li>• <a href="#">Created 2 new faculty positions to support new programs at the Verde Valley Skilled Trades Center (HVAC, Plumbing, Electrical), and associated budgets for program and facilities support</a></li> <li>• <a href="#">Partnered with Verde Academy for Career Technical Education (VACTE) to bring construction and other programs to Verde Campus</a></li> </ul>
	Create a one-stop-shop for workforce training. <ul style="list-style-type: none"> <li>• <a href="#">Moved two positions from Instruction to REDC to support expanded non-credit job training and related services</a></li> </ul>
	Align transfer programs so that associate’s graduates can enter Arizona universities as juniors.
Adult Learners	Grow enrollment of non-traditional age learners with a focus on people with some college, no degree.
	Increase Hispanic learner enrollment and educational attainment levels.
	Become a leader in adult lifelong learning with financially self-sustaining courses and programs.
Delivery	Increase online enrollment and success by adopting and implementing best-in-class pedagogy and processes. <ul style="list-style-type: none"> <li>• <a href="#">Create new TeLS position to expand faculty support in Online learning</a></li> <li>• <a href="#">Expand Open Educational Resource capabilities</a></li> </ul>
	Improve students’ ability to complete programs more quickly through multiple start dates and fast track pathways.
	Improve our credit for prior learning systems.



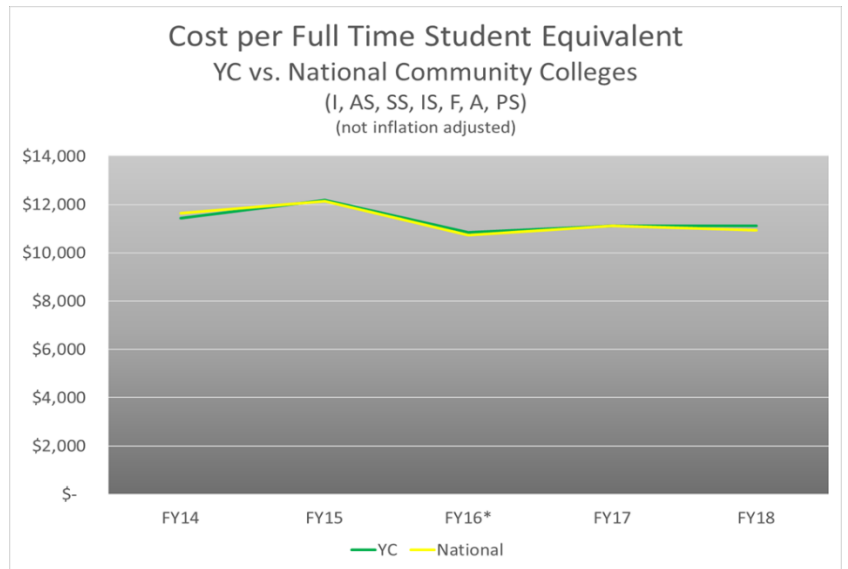
**Benchmark**

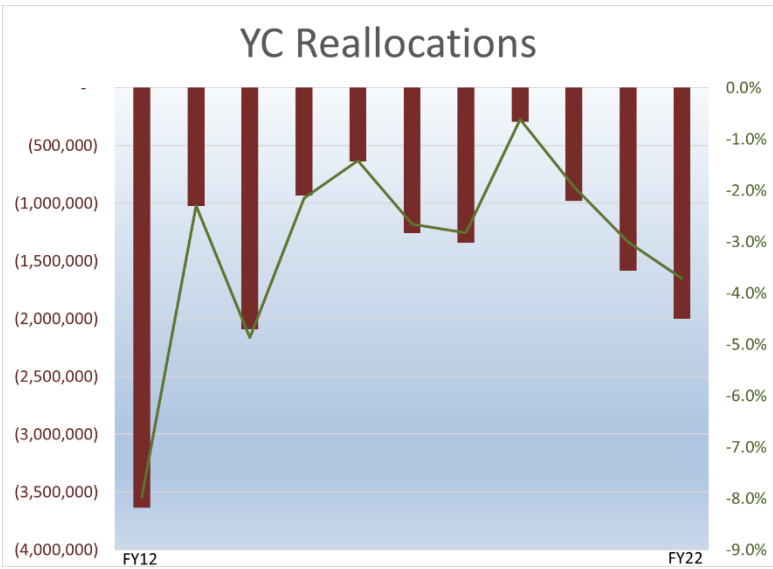
Though every community college has a similar Mission, every school has a unique combination of Teaching, Research, and Public Service programs designed to meet the unique needs of the community it serves, often leading to different costs. For example, YC has a very large service district which led it to invest in more physical assets from which to service the residents of its service district. These facilities need to be staffed, heated, cooled, and maintained, which leads to a higher cost structure than many urban schools with denser populations and fewer campuses.

YC also has a high proportion of Career Technical Education programs, which tend to cost more than their General Education counterparts. Given the unique demographics of Yavapai County, YC offers considerable non-credit community education which increases costs, but not FTSE. At the other end of the age spectrum, YC operates a lab pre-school to demonstrate best practices in Early Childhood Education.

YC provides interested students with the opportunity to participate in intercollegiate athletics and other students the opportunity to live on campus. Only half of community colleges participate in Athletics and only a fourth have Residence Halls, both of which add to our cost structure, but also enrich our College and our community. Finally, YC has a strong tradition of offering Community Events programs, both producing shows and sponsoring nationally touring artists to perform in Yavapai County.

YC is required to provide services at “a justifiable cost” by the Yavapai College District Governing Board. The College uses Functional cost information from IPEDS to benchmark. YC is able to offer all of these unique programs and services, in addition to quality classes, at a comparable cost per student to that of our national community college peers. This graph presents the most recently available national benchmark data for Actual Cost.



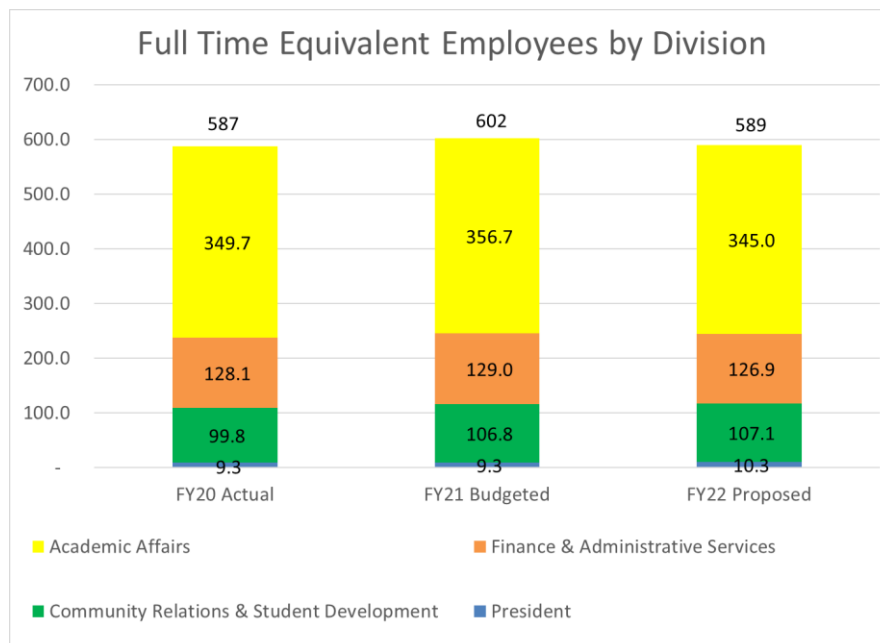


YC is able to control costs, in part, through an annual reallocation process. Each year, Deans and Directors are challenged to look for cost savings opportunities within their areas of responsibility. On average, they are able to reallocate 3% of the College’s existing unrestricted Current Funds budgets to support emerging priorities. This is achieved primarily by improving processes and eliminating vacant positions. **As part of the FY22 Budget Process, the College was able to reallocate \$2M (3.7%) in support of the FY22 Budget (\$500,000 came from recurring Capital Fund).**

## Labor Costs and FY 22 Salary Recommendation

The following table is a visual representation of the change in positions at Yavapai College by Division and Major Business Unit. As you can see, there are fewer positions budgeted for next year, as YC purposefully reduced positions as a reflection of a decline in enrollments. Altogether, 12.5 positions were eliminated:

	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Net Change</u>
	<u>Actual</u>	<u>Budgeted</u>	<u>Proposed</u>	<u>FY21 to</u> <u>FY22</u>
President	2.4	2.4	2.4	-
DGB	0.6	0.6	0.6	-
Human Resources	6.3	6.3	7.3	1.0
VPFAS	2.0	2.0	2.0	-
Business Office	20.4	20.3	20.3	-
Campus Safety	10.7	10.6	11.5	0.9
Facilities	58.1	59.0	57.0	(2.0)
ITS	32.5	32.8	31.8	(1.0)
Institutional Research	4.4	4.4	4.4	-
VP CRSD	2.0	2.0	2.0	-
Community Relations (market, redc, grants)	17.9	18.9	17.7	(1.2)
Athletics	11.6	14.4	16.8	2.4
Student Enrollment Mgmt	31.7	36.3	36.8	0.5
Student Affairs	36.6	35.2	33.9	(1.3)
VP Academic Affairs (VVC)	9.2	15.8	15.1	(0.7)
School of Arts & Humanities	71.0	71.8	68.8	(3.0)
School of Business	26.0	27.7	27.7	-
School of Social Sciences	36.2	35.5	33.5	(2.0)
School of Health & Wellness, Public Service	102.5	100.4	95.4	(5.0)
School of Career & Technical	57.3	58.4	58.4	-
Instructional Support	39.6	40.5	39.5	(1.0)
Community Education	7.9	6.5	6.5	-
	<b>586.8</b>	<b>601.7</b>	<b>589.3</b>	<b>(12.5)</b>



- Actual number of positions as of 11/1

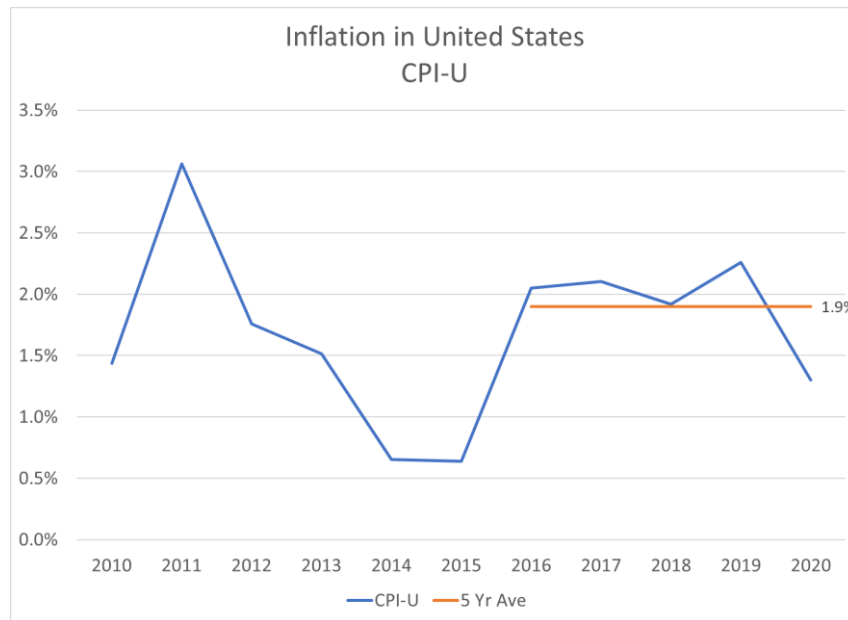
Because Labor is such a large financial component of the College’s budget, it is in the College’s best interest to ensure salaries are market-competitive. If YC pays too much, it is incurring unnecessary costs; conversely, if YC pays too little it will incur turnover costs or the costs of hiring less-qualified, less-productive people.

To address this, the College has adopted a three-year review cycle. Each year, the Human Resources staff reviews roughly 1/3 of the positions, using a Job Analysis Questionnaire (JAQ) in which individual employees update their duties and responsibilities. After the JAQ is approved by the employee’s supervisor, the compensation analyst benchmarks the position against the appropriate market data to ensure it is placed in the appropriate YC compensation grade. Market data includes salary.com, Compdata, and CUPA. Human Resources then analyzes whether individual employees are progressing appropriately within their respective grades, given their relevant education and experience, so as to ensure both internal and external equity.

In addition to the position market analyses, the College researches and evaluates benchmark data in order to make annual compensation recommendations to the Board. The College uses a variety of sources including Mercer, Korn-Ferry, Tower-Watson, to forecast salary changes in the market.

In addition, the College monitors a variety of federal datasets to inform salary increase recommendations.

One of the federal primary estimates of inflation is the Consumer Price Index for Urban Consumers, or CPI-U, which is published by the Bureau of Labor Statistics (BLS). As you can see from the following graph, inflation has been relatively low averaging 1.7% since the recession, though it has been higher at 1.9% in recent years even including the negative impact of the pandemic in 2020.

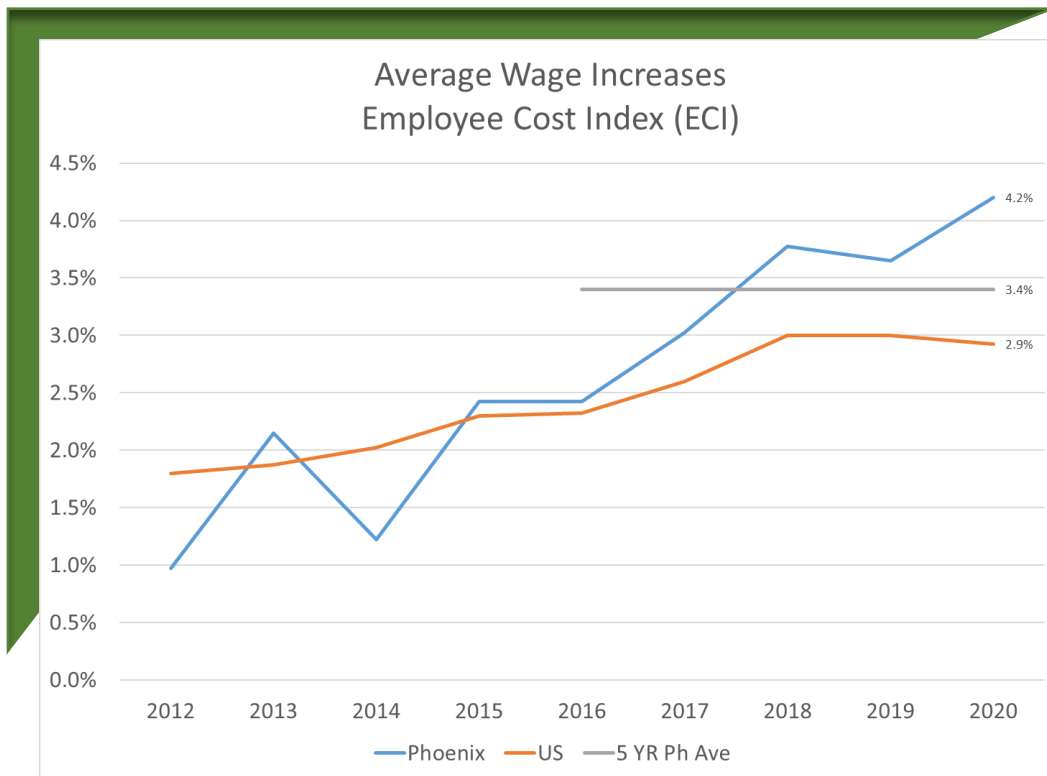


However it is important to note this is an average. Some locations will be experience higher inflation and others will have lower inflation. Because we know Shelter represents 32% of the CPI-U “basket of goods”, it is fair to say that Prescott’s 23% increase in housing relative to the national average over the past 8 years (see FHFA Home Price Index graph in Service District section above) has led to about a 1% higher rate of annual inflation than the national average (23% divided by 8 years times 32% = 1%). This means the average inflation in Prescott over the past 5 years was close to 2.9%. As such, we would expect wages to go up in a similar fashion.



We can use another federal dataset to test this theory: The Employment Cost Index (ECI) which is also from BLS. ECI is a Principal Federal Economic Indicator that tracks changes in the costs of labor including wages and employer-provided benefits. This is used by many economists as an approximation for salary increases and is used by some businesses to help them remain competitive in the labor market.

Because ECI data for Prescott is not available, the following chart shows the Phoenix ECI compared to the national ECI. It is important to note that Phoenix also had a decline in HOI, but only declined from 84% of its citizens being able to afford to buy a home in 2012 to 61% in 2020; whereas Prescott fell from 83% to 43% in the same timeframe.



**Based on this information, the FY22 budget includes a 3% salary increase to help keep up with the rapidly rising cost of living. 3% is just above the 2.9% ECI estimate of national salary increases in 2020, but below the 3.4% 5-year average increases experienced in Phoenix. The budget also anticipates a 4% increase in Benefit costs.**

It is worth pointing out that Exhibit 2 shows an increase in Salary & Benefits of 4.4%. Approximately 3.3% of that is explained by the increases mentioned in the prior paragraph. The remainder of the increase is due to an increase in Labor costs in Restricted Funds, specifically Adult Basic Education and Prop 207 which will be used to expand Workforce Development services to include non-credit Corporate Training, Career Services, Internships & Apprenticeships, and Business Incubation.

## Financial Planning

As has been shared throughout this Budget document, the College has adopted a variety of financial planning best practices to limit risks including transparent monthly financial reports, annual benchmarking exercises, healthy contingencies and reserves, conservative budget assumptions, financial forecasting, etc.

GFOA best practices recommend financial forecasting to guide decision making regarding financial policies and programmatic decisions. Financial forecasts help institutions maintain fiscal discipline and safeguard the delivery of essential community services. In AZ, Expenditure Limit (EL) makes this an even more important exercise, as community colleges need to ensure not only that revenues exceed expenses, but that there is EL capacity to spend the property tax revenues. The College's 5 year financial forecast is as follows:

### FIVE-YEAR PROJECTIONS OF REVENUES AND EXPENDITURES

	<u>FY 2021-22</u>	<u>FY 2022-23</u>	<u>FY 2023-24</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>
<b>Revenues</b>					
Property Taxes - Primary	\$ 47,924,100	\$ 49,361,823	\$ 50,842,678	\$ 52,367,958	\$ 53,938,997
Property Taxes - Secondary	405,500	-	-	-	-
General Fund - Tuition and Fees	11,192,100	11,863,626	12,575,444	13,329,970	14,129,768
State Appropriations	1,297,800	1,297,800	1,297,800	1,297,800	1,297,800
Federal Grants and Contracts	15,520,000	10,030,400	10,231,008	10,435,628	10,644,341
State Grants and Contracts	410,000	414,100	418,241	422,423	426,647
State Workforce Development Funds	1,780,000	1,815,600	1,851,912	1,888,950	1,926,729
Investment Income	81,800	83,436	85,105	86,807	88,543
Sales and Services	3,900,100	3,997,603	4,097,543	4,199,982	4,304,982
Private Gifts, Grants and Contracts	1,808,600	1,844,772	1,881,667	1,919,300	1,957,686
Other (Fund Balance and Miscellaneous)	1,392,200	43,618	-	-	-
Total Revenues	<b>\$ 85,712,200</b>	<b>\$ 80,752,778</b>	<b>\$ 83,281,398</b>	<b>\$ 85,948,819</b>	<b>\$ 88,715,493</b>
<b>Expenditures</b>					
General Fund	\$ 49,884,900	\$ 51,630,872	\$ 53,437,953	\$ 55,308,281	\$ 57,244,071
Auxiliary Fund	5,419,200	5,500,488	5,582,995	5,666,740	5,751,741
Restricted Fund	19,618,500	14,210,870	14,495,087	14,784,989	15,080,689
Plant Fund - Operations	618,700	631,074	643,695	656,569	669,700
Plant Fund - Building Maintenance Program	4,224,000	4,224,000	4,224,000	4,224,000	4,224,000
Plant Fund - Equipment Replacement Program	2,091,000	2,294,800	2,207,500	2,331,100	1,959,300
Plant Fund - Capital Improvement Plan	1,595,000	-	-	-	-
Plant Fund - Capital Improvement Plan Savings	-	-	1,432,805	1,722,352	2,531,205
Debt Service Fund	2,260,900	2,260,674	1,257,363	1,254,788	1,254,788
Total Expenditures	<b>\$ 85,712,200</b>	<b>\$ 80,752,778</b>	<b>\$ 83,281,398</b>	<b>\$ 85,948,819</b>	<b>\$ 88,715,494</b>
Favorable/(Unfavorable)	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Assumptions:** Primary property tax levy - 1.0% levy increases on average plus an additional 2.0% increases from new construction.  
Tuition and fees - 1% enrollment growth and 5.0% price increases.  
General Fund expenditures - 3.0% to 4.0% for increases in health insurance, retirement, commodities, contracted services, utilities and salaries. Strategic initiatives will be funded by re-purposing existing budget.

## Expenditure Limit (EL)

In 1980, Senate Concurrent Resolution 1001 established 10 propositions to amend Article IX of the Arizona Constitution to define, modify, and generally restrict debt and taxation rules for local agencies. One of the propositions, Proposition 109, created expenditure limitations for school districts and community college districts. Following high inflation and concerns about growth in government spending, the amendments were passed by popular vote. The subsequent changes to the Arizona Constitution were considered to be equivalent to California's proposition 13, which passed two years prior.

Arizona's Constitution Title IX, Section 21. details the precise manner in which the expenditure limitation (EL) is implemented for both community college districts and school districts. A key phrase to remember is that EL is a cap on "EXPENDITURES OF LOCAL REVENUES," which is intended to be a control on tax-based public spending. As such, EL does not constrain total spending-- just spending from certain funding sources for operating purposes. Non-property tax revenues such as tuition, gifts, grants, contract training, auxiliary, and entrepreneurial revenues are excluded from expenditure limitation. Likewise, certain classes of expenses, notably capital, are excluded. Because the language is constitutional, changes would require a majority approval in a statewide ballot.

Essentially taxing districts (including k-12, community colleges, fire districts, counties, etc.) are allowed to spend the same amount per capita as they did in 1980. This is adjusted for inflation using the Gross Domestic Product deflator. Taxing districts that exceed their EL will incur a financial penalty. Conversely, taxing districts that do not use all of their EL in a given year are allowed to "carry forward" the excess for use in future years if needed, giving them a temporary increase in EL for a "rainy day".

As previously mentioned, the EL cap is based on the amount of expenditures in each district in 1979/80 increased for growth in "student population" and adjusted for "inflation." Community college student population is based on full time student equivalents (FTSE), which is defined in statute 15-1466.01.

The definition of student population for EL purposes is defined by the legislature. It is currently defined as audited actual FTSE while also adding an extra 30% weight for Career and Technical Education (CTE) FTSE. For the purposes of the EL calculation, colleges may use either: prior year audited weighted FTSE; the average of the past five years' audited figures; or prior year weighted plus 5% (if a college has fall-over-fall growth).

Community College FTSE has been in decline nationally since the peak in fiscal year 2011. This reflects the correlation between community college enrollments and unemployment. When people lose their jobs, they go to community colleges to upskill and retool; as the economy improves, these students re-enter the workforce, whether or not they complete their credential.

The College is required to calculate and report EL every year, and the report is [audited by the Arizona Auditor General](#). YC also uses its 5 year Financial Projections of Revenues and Expenses to develop a 5 year EL forecast. **As has been shared with the DGB in FY20 and FY21, YC will hit its EL by FY25 unless it is able to grow enrollments or excludable revenue sources.**

**BUDGET FOR FY2021-2022  
EXPENDITURE LIMITATION COMPLIANCE**

	Current Funds			Plant Funds		TOTAL
	Unrestricted		Restricted	Plant	Debt	
	General	Auxiliary				
PROJECTED BUDGET EXPENDITURES FOR EXPENDITURE LIMITATION (see below)	\$ 48,984,900	\$ 5,369,200	\$ 19,618,500	\$ 8,166,200	\$ 2,260,900	\$ 84,399,700
LESS EXCLUSIONS						
DEBT SERVICE/BONDED INDEBTEDNESS	-	-	-	-	2,257,400	2,257,400
DIVIDENDS, INTEREST AND GAIN ON SALE	50,000	-	-	30,000	1,800	81,800
GRANTS & AID FROM FEDERAL & STATE GOVERNMENT	-	-	14,730,000	-	-	14,730,000
GRANTS/CONTRIBUTIONS FROM PRIVATE AGENCIES	60,380	475,400	983,200	350,000	-	1,868,980
PROP. 207 & 301 FUNDS	-	-	1,780,000	-	-	1,780,000
AMOUNTS ACCUMULATED TO PURCHASE LAND AND CAPITA	-	-	-	4,733,650	-	4,733,650
RESEARCH AND ENTREPRENEURIAL ACTIVITES	-	1,342,300	-	-	-	1,342,300
TUITION AND FEES	10,574,000	2,223,600	-	-	-	12,797,600
PRIOR YEARS CARRY FORWARD USED	-	-	-	-	-	-
<b>TOTAL EXCLUSIONS</b>	<b>\$ 10,684,380</b>	<b>\$ 4,041,300</b>	<b>\$ 17,493,200</b>	<b>\$ 5,113,650</b>	<b>\$ 2,259,200</b>	<b>\$ 39,591,730</b>
<b>BUDGET EXPENDITURES SUBJECT TO LIMIT</b>	<b>\$ 38,300,520</b>	<b>\$ 1,327,900</b>	<b>\$ 2,125,300</b>	<b>\$ 3,052,550</b>	<b>\$ 1,700</b>	<b>\$ 44,807,970</b>
BUDGETED EXPENDITURE LIMITATION AS CALCULATED BY THE ECONOMIC ESTIMATES COMMISSION						\$ 47,959,245
AMOUNT (OVER) UNDER LIMITATION						<b>\$ 3,151,275</b>
PRIOR YEARS CARRY FORWARD AVAILABLE FOR USE:						
Balance Available as of July 1, 2020	\$ 12,220,000	\$ -	\$ 264,000	\$ 8,200,000	\$ -	\$ 20,684,000
BUDGETED EXPENDITURES	\$ 49,884,900	\$ 5,419,200	\$ 19,618,500	\$ 8,528,700	\$ 2,260,900	\$ 85,712,200
Less: Budgeted Items Not Expected to be Spent:						
Contingencies	-	50,000	-	262,500	-	312,500
Allowance for Unexpended Budget (e.g. vacancy savings etc)	900,000	-	-	100,000	-	1,000,000
Total adjustments	\$ 900,000	\$ 50,000	\$ -	\$ 362,500	\$ -	\$ 1,312,500
PROJECTED BUDGETED EXPENDITURES FOR EXPENDITURE LIMITATION	\$ 48,984,900	\$ 5,369,200	\$ 19,618,500	\$ 8,166,200	\$ 2,260,900	\$ 84,399,700



**FIVE-YEAR PROJECTIONS OF EXPENDITURE LIMITATION COMPLIANCE**

	<u>FY 2021-22</u>	<u>FY 2022-23</u>	<u>FY 2023-24</u>	<u>FY 2024-25</u>	<u>FY 2025-26</u>
<b>Expenditures</b>					
General Fund	\$ 49,884,900	\$ 51,630,872	\$ 53,437,953	\$ 55,308,281	\$ 57,244,071
Auxiliary Fund	5,419,200	5,500,488	5,582,995	5,666,740	5,751,741
Restricted Fund	19,618,500	14,210,870	14,495,087	14,784,989	15,080,689
Plant Fund - Operations	618,700	631,074	643,695	656,569	669,700
Plant Fund - Building Maintenance Program	4,224,000	4,224,000	4,224,000	4,224,000	4,224,000
Plant Fund - Equipment Replacement Program	2,091,000	2,294,800	2,207,500	2,331,100	1,959,300
Plant Fund - Capital Improvement Plan	1,595,000	-	-	-	-
Debt Service Fund	2,260,900	2,260,674	1,257,363	1,254,788	1,254,788
Contingencies	(312,500)	(312,500)	(312,500)	(312,500)	(312,500)
Not Expected to be Expended	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Total Adjusted Expenditures	<b>\$ 84,399,700</b>	<b>\$ 79,440,278</b>	<b>\$ 80,536,093</b>	<b>\$ 82,913,967</b>	<b>\$ 84,871,789</b>
<b>Exclusions</b>					
Bond Debt Service Payments	\$ 2,257,400	\$ 2,260,674	\$ 1,257,363	\$ 1,254,788	\$ 1,254,788
Interest Income	81,800	83,436	85,105	86,807	88,543
Federal & State Grants	14,730,000	9,244,500	9,449,249	9,658,051	9,870,988
Gifts from Private Agencies	1,868,980	1,844,772	1,881,667	1,919,300	1,957,686
Amounts Accumulated - Capital	4,733,650	4,012,800	4,012,800	4,012,800	4,012,800
Research and Entrepreneurial Activities	1,342,300	1,755,723	1,773,280	1,791,013	1,808,923
Tuition & Fees	12,797,600	13,565,456	14,379,383	15,242,146	16,156,675
Prop 207 & 301 Funds	1,780,000	1,815,600	1,851,912	1,888,950	1,926,729
Prior Years Carryforward Used	-	-	729,061	1,900,413	2,589,386
Total Exclusions	<b>\$ 39,591,730</b>	<b>\$ 34,582,961</b>	<b>\$ 35,419,820</b>	<b>\$ 37,754,268</b>	<b>\$ 39,666,518</b>
Expenditures Subject to Limitation	\$ 44,807,970	\$ 44,857,317	\$ 45,116,272	\$ 45,159,699	\$ 45,205,271
Estimated Expenditure Limitation	47,959,245	45,081,690	45,126,772	45,171,899	45,217,071
Favorable/(Unfavorable)	<b>\$ 3,151,275</b>	<b>\$ 224,373</b>	<b>\$ 10,500</b>	<b>\$ 12,200</b>	<b>\$ 11,800</b>
FTSE, in arrears, @ 1% Growth-per-Year	3,520	3,238	3,271	3,303	3,337
Expenditure Limitation Credit Carryforward -	\$20.7M				

The logo is a circular emblem with a ship's wheel design. It is divided into four quadrants by a vertical and a horizontal line. The top-left quadrant shows a silhouette of a person on a horse. The top-right quadrant shows a silhouette of a person holding a torch. The bottom-left quadrant shows a silhouette of a building with a steeple. The bottom-right quadrant contains the text 'Yavapai College' and the year '1966'.

# YAVAPAI COLLEGE

## Glossary

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## 1. Fund Accounting

Fund accounting is an accounting and reporting system required to be used by independent colleges and universities to keep track of resources whose use is limited by donors, granting agencies, law, other outside individuals or entities or by governing boards. A fund is maintained for each specific purpose.

### 1a. Current Funds

The current funds group consists of funds expendable for current operating purposes, and is divided into two unrestricted funds, General and Auxiliary, as well as Restricted Funds.

### 1b. General Fund

This fund records revenues and expenses which fund the primary operations (education and related services) of the College.

### 1c. Auxiliary Fund

This fund reports activities for which a fee is charged for non-core goods or services.

### 1d. Restricted Fund

Restricted funds are operating funds for which the use has been limited for a specific purpose by external parties, contracts, or legislation. Externally imposed restrictions are different from internally created designations established by the governing board on unrestricted funds because restrictions cannot be removed without the external parties' consent.

### 1e. Plant Fund

This fund tracks resources and expenditures related to capital outlays, including the acquisition or construction of facilities, high dollar renovations or repairs, and equipment over a certain threshold.

### 1f. Debt Fund

This fund tracks revenues and expenditures related to the payment of principal, interest, and related charges on outstanding bonds and capital leases.



## 2. Functional Expenses

A functional (or program) expense classification is a method of grouping expenses according to the purpose for which the costs are incurred. The classifications tell why an expense was incurred rather than what was purchased. Reporting expenses by functional classification helps donors, granting agencies, creditors, and other readers of the financial statements to understand the various mission-related activities of the institution and their relative importance. The following Functions (Programs) are the standard categories used by colleges and universities to report expenses to the federal Department of Education:

### 2a. Instruction

The instruction classification includes expenses for all activities that are part of an institution's instruction program. Expenses for credit and non-credit courses; academic, vocational, and technical instruction; remedial and tutorial instruction; and regular, special, and extension sessions are included.

Expenses for departmental research and public service that are not separately budgeted also are included in this classification.

This classification excludes expenses for those academic personnel whose primary activity is administration—for example, academic deans.

### 2b. Public Service

The public service classification includes expenses for activities established primarily to provide non-instructional services for the benefit of individuals and groups that are external to the institution. These activities include community service programs (excluding instructional activities) and cooperative extension services. Included in this classification are conferences, institutes, general advisory services, reference bureaus, radio and television, consulting, and similar non-instructional services to particular sectors of the community.

### 2c. Student Services

The student services classification includes expenses incurred for offices of admissions and the registrar and activities that, as their primary purpose, contribute to students' emotional and physical well-being and intellectual, cultural, and social development outside the context of the formal instruction program. This classification includes expenses for student activities, cultural events, student newspapers, intramural athletics, student organizations, intercollegiate athletics (if the program is not operated as an auxiliary enterprise), counseling and career guidance (excluding informal academic counseling by the faculty), student aid administration, and student health service (if not operated as an auxiliary enterprise).

### 2d. Academic Support

The academic support classification included expenses incurred to provide support services for the institution's primary programs of instruction, research, and public service. It includes the following activities:

The retention, preservation, and display of educational materials, such as libraries, museums, and galleries.

The provision of services that directly assist the academic function of the institution, such as demonstration schools associated with a department, school, or college of education.

Media, such as audio-visual services, and technology, such as computing support.

Academic administration (including academic deans but not department chairpersons) and personnel providing administrative support and management direction to the three primary missions.

Separately budgeted support for course and curriculum development

Also included are information technology expenses related to academic support activities; if an institution does not separately budget and expense information technology resources, the costs associated with the three primary programs (Instruction, Research, Public Service) will be applied to this function, with the remainder to institutional support.

## 2e. Institutional Support

The institutional support classification includes expenses for central, executive-level activities concerned with management and long-range planning for the entire institution, such as the governing board, planning and programming operations, and legal services; fiscal operations, including the investment office; administrative information technology (when not accounted for in other categories); space management; employee personnel and records; logistical activities that provide procurement, storerooms, printing, and transportation services to the institution; support services to faculty and staff that are not operated as auxiliary enterprises; and activities concerned with community and alumni relations, including development and fundraising.

Appropriate allocations of institutional support should be made to auxiliary enterprises, hospitals, and any other activities not directly related to the primary programs—instruction, research, and public service—or their related support classifications.

## 2f. Operation and Maintenance of Plant (O&M)

The Operation and Maintenance of Plant category includes all expenses for the administration, supervision, operation, maintenance, preservation, and protection of the institution's physical plant. These expenses include items such as janitorial and utility services; repairs and ordinary or normal alterations of buildings, furniture, and equipment; care of grounds; maintenance and operation of buildings and other plant facilities; security; earthquake and disaster preparedness; safety; hazardous waste disposal; property, liability, and all other insurance relating to property; space and capital leasing; facility planning and management; and central receiving.

## 2g. Auxiliary enterprises

An auxiliary enterprise exists to furnish goods or services to students, faculty, staff, other institutional departments, or incidentally to the general public, and charges a fee directly related to, although not necessarily equal to, the cost of the goods or services. The distinguishing characteristic of an auxiliary enterprise is that it is managed to operate as a self-supporting activity. Over time, the revenues will equal or exceed the expenses, although in any individual year there may be a deficit or a surplus. Examples are residence halls, food services, intercollegiate athletics (if operated as essentially self-supporting), college stores, faculty clubs, parking, and faculty housing. Student health services, when operated as an auxiliary enterprise, also are included. Hospitals, although they may serve students, faculty, or staff, are classified separately because of their financial significance.

### 3. Natural Expense Classifications

These classifications generally represent the largest areas of expenses incurred by institutions. Based on examining current reporting practices by higher education institutions, NACUBO suggests that an institution use the following classifications to describe what goods and services are purchased.

- salaries and wages
- employee benefits
- scholarships and fellowships
- travel
- supplies
- utilities
- contractual services
- depreciation
- interest
- other

#### 3a. Salaries & Wages

The salaries and wages classification includes expenses for all amounts paid and owed to faculty, staff, and student-workers, including full-time and part-time employees.

#### 3b. Benefits

This classification includes expenses for all benefits paid to or on behalf of faculty, staff, and student employees. It includes amounts required by law, contractual agreement, or institutional practice. These benefits include the institution's portion of Social Security, payroll taxes, pension, health care, workers' compensation, disability insurance, life insurance, tuition remission, vacations, sick pay, sabbaticals, and other employee-related benefit programs.

#### 3c. Scholarships and Fellowships

Scholarships and fellowships expense may be considered both a functional and natural expense classification. Institutions generally report tuition discounts and allowances and scholarships as reductions of tuition and fees revenues. Certain amounts may still be reported as a natural expense classification in financial statements. Institutional resources provided to students as financial aid are recorded as scholarship allowances up to amounts owed by students. In some circumstances, the amount of aid awarded may exceed the tuition and fees, housing, and meals provided by or procured from the institution. In those circumstances, the excess of aid over tuition and fees and institutional housing and meals should be treated as an expense.

#### 3d. Travel

This classification includes travel for all personnel for institutional activities such as meetings, training, recruiting, fund raising, and sporting competitions.

#### 3e. Supplies

This classification is very broad and includes supplies for administration, instruction, research, and medical purposes. It also includes equipment purchased that does not meet the institution's capitalization threshold.

#### 3f. Utilities

This classification includes expenses related to heating, cooling, light and power, gas, water, telephone, and any other utilities necessary for the operation of the physical plant.

### 3g. Contractual services

This classification generally is significant monetarily and covers a broad range of expenses including legal, audit, custodial, security, maintenance, repairs, postage, mailing and messenger, printing and duplicating, freight, advertising, rental of real and personal property, professional fees, professional development, and dues.

### 3h. Depreciation

This classification includes both depreciation of the institution's plant, property, and equipment, depletion, and amortization of assets acquired by capital lease.

### 3i. Interest

This classification includes interest expense on capital debt, the portion of payments on capital leases that is classified as interest expense, and interest expense on other borrowings, such as those for working capital or student loans.

### 3j. Other

Expenses that do not fit in any of the classifications above are included in this classification.



## 4. Auxiliary Departments at YC

**Bookstore:** The College contracts with Follett to operate its Bookstore which works with faculty to stock the right books and school supplies to support learning, as well as merchandise to promote campus life such as branded clothing.

**Community Events:** In 1992, the voters of Yavapai County asked YC to build a 1000+ seat Performing Arts Center. This state-of-the-art venue is unique in Yavapai County (and at most community colleges), allowing residents to enjoy a variety of programs ranging from movies and satellite events, to College produced concerts and shows, to local events like Prescott's Got Talent, regional shows like the Phoenix Symphony, and touring national artists.

Community Events primarily encompasses programming at the YCPAC, but in recent years at the community's request, has brought performing arts programs to the Verde Valley both on campus and in a variety of community venues.

The College subsidizes this operation, but the subsidy has been declining. YCPAC consulted with TRG Arts which specializes in helping performing arts venues to operate more efficiently. Following their recommendations, we have increased marketing expenses and staffing—yet as TRG projected, our increased revenues more than offset these incremental costs.

**Residence Halls:** The College operates 2 halls with approximately 220 beds on the Prescott campus. We enjoy a high fill rate with Resident Assistants, NARTA cadets, and student Athletes occupying more than ½ of the beds. The balance of the beds is filled primarily by traditional-aged (18-24) Yavapai County residents seeking on-campus living as part of their college experience.

**Edventures:** This Community Education program educates non-credit students while traveling internationally. The costs are highly dependent on the destination and the size of the group, so it can vary from year to year. (Likewise, associated revenues go up and down depending on the destination of the program.)

**Family Enrichment Center (FEC):** The College runs an accredited pre-school which serves as a hands-on learning lab for adult students in our Early Childhood Education program. Our practice has been to allocate some of the costs to the General Fund (Instruction Function) with the balance in the Auxiliary Fund. We periodically reassess how much is allocated to the General Fund, and during this timeframe the allocation to the General Fund decreased, which makes the Auxiliary Fund increase look larger than it really was.

**Food:** The College contracts with HHS to operate the Rider Diner cafeteria and the Café in the library on the Prescott Campus. Beginning in FY22, Chef Barr and the students of the Sedona Culinary Institute will operate food services at the Sedona Center and Verde Valley Campus. The College contracts with Highline to manage vending throughout the district and C-stores at the Career Technical Education Center and the Verde Valley Campus.

**Small Business Development Center (SBDC):** This budget represents the mandatory matching institutional funds that must be provided in order to receive the grant.

**Southwest Wine Center (SWC):** The SWC encompasses the Viticulture & Enology academic program as well as a Tasting Room, where the public can purchase wines made by YC students. The academic program is accounted for within the Instruction function of the General Fund, and the Tasting Room—including vineyard expenses-- is run as an Auxiliary. As more of our vineyard matures, we anticipate wine and grape sales will allow this department to break even.



Yavapai College Foundation (YCF): YCF uses a portion of several YC employees' work hours to raise funds and community awareness. YCF provides an offsetting amount of revenue to the College to compensate the College for the use of these employee's time and talents.

YC Performing Arts Productions: YC has a Performing Arts program which is accounted for in the Instruction Function of the General Fund. However, our practice is to treat their performances as an Auxiliary. This includes, vocal, instrumental, drama, and musical theater.



The logo is a circular emblem with a ship's wheel design. It is divided into four quadrants. The top-left quadrant shows a silhouette of a person riding a horse. The top-right quadrant shows a silhouette of a person holding a torch. The bottom-left quadrant features a stylized mountain range. The bottom-right quadrant contains the text 'Yavapai College' in a script font and the year '1964' below it. The entire logo is rendered in a light gray color.

# **YAVAPAI COLLEGE**

## **Appendices**

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## Arizona Revised Statutes

### 15-1461. District budget; annual estimate; computation; notice; hearing; adoption

A. Not later than June 5, each district established pursuant to this chapter, and any other community college established prior to the enactment of this chapter, shall prepare a proposed budget for the budget year on a form which the auditor general prescribes to be transmitted to the district board. The proposed budget shall be accompanied by an estimate of the amount of funds needed for the ensuing year as determined by the district based on the proposed budget prepared by it.

B. The district shall establish and set forth in the proposed budget the per capital expenditure per full-time equivalent student, which shall be the total operational expenses.

C. The district shall establish and set forth in the proposed budget the per capita expenditure per full-time equivalent student, which shall be the total capital outlay expenses.

D. The number of basic full-time equivalent students shall be computed by dividing the total community college credit units by fifteen per semester and shall be based on regular day enrollment. The number of additional short-term full-time equivalent students shall be computed by dividing the total community college credit units from additional short-term classes by thirty. The number of skill center full-time equivalent students shall be computed by dividing the total number of clock hours in approved vocational training programs by six hundred forty.

E. The governing board of each district shall prepare a notice fixing a time not later than June 20 and designating a public place within each district at which a public hearing and special board meeting shall be held. The governing board of each district shall publish a notice of the public hearing and special board meeting not later than fifteen days before the meeting. The governing board shall publish the proposed budget on its website and present the proposed budget for consideration of the residents and the taxpayers of the district at such meeting.

F. The proposed budget shall contain but need not be limited to the following information:

1. The estimated cost of all operational, capital outlay, and debt service expenses.
2. The percentage of increase or decrease in each budget category as compared to each category of the budget for the current year.
3. The total amount of revenues by source that was necessary to meet the district's budget for the current year.
4. The total amount of revenues by source that will be necessary to meet the proposed district budget.
5. The total property tax levy of the district for the current year.
6. The levy for primary property taxes and the levy for secondary property taxes for the current year.
7. The primary property tax rate and secondary property tax rate for the current year.
8. The estimated amount of total property tax levies for the district and the primary property tax and secondary property tax components thereof necessary for the budget year.
9. The maximum amount of primary property tax dollars which the district is permitted to levy pursuant to title 42, chapter 17, article 2 for the budget year.
10. The amount of secondary property tax dollars which the district will levy for the budget year.
11. The amount of monies received from primary property taxation in the previous fiscal year in excess of the maximum allowable amount as calculated pursuant to title 42, chapter 17, article 2.

12. Beginning in fiscal year 2013-2014, the total estimated personnel compensation, which shall separately include employee salaries and employee related expenses for retirement costs and health care costs.

13. Beginning in fiscal year 2013-2014, all unencumbered cash, both restricted and unrestricted.

G. The governing board shall publish the proposed budget and the notice of the public hearing and special board meeting a second time not later than five days prior to the meeting. Publication shall be made in a newspaper of general circulation within the district. The cost of publication shall be a charge against the district. If a truth in taxation notice and hearing is required under section 15-1461.01, the district may combine the notice and hearing under this section with the truth in taxation notice and hearing. Beginning in fiscal year 2013-2014, within seven days after the adoption of the proposed budget presented before the governing board, the budget finally adopted under this section shall be accessible in a prominent location on the district's official website and the final adopted budget shall be retained on the website for at least sixty months.

H. If the district fails to publish the proposed budget, notice, and statements required by subsection F of this section, the board of supervisors shall levy on the property in the district the lesser of the amount of primary property taxes which were levied for the district in the current year or the amount which would be produced by the primary property tax rate which was levied for the district in the current year.

I. At the time and place fixed in the notice, the members of the governing board shall hold the public hearing and present the proposed budget to the persons attending the hearing. Upon request of any person, the governing board shall explain the budget, and any resident or taxpayer of the district may protest the inclusion of any item in the proposed budget.

J. Immediately following the public hearing, the chairman shall call to order the special board meeting for the purpose of adopting the budget. The governing board shall adopt the budget-making deductions from the budget as it sees fit but making no additions to the budget and shall enter the budget as adopted in its minutes. The governing board shall not adopt the budget if the property tax requirements of the budget, excluding amounts budgeted and levied for secondary property taxes, exceed the amounts authorized pursuant to title 42, chapter 17, article 2



15-1461.01. Truth in taxation notice and hearing; roll call vote on tax increase; definition

A. On or before February 10 of the tax year, the county assessor shall transmit and certify to the property tax oversight commission and to the district governing board the total net assessed values that are required to compute the levy limit prescribed by section 42-17051. If the proposed primary property tax levy, excluding amounts that are attributable to new construction, is greater than the amount levied in the preceding tax year by the district:

1. The district governing board shall publish a notice that meets all of the following requirements:
  - (a) Is published twice in a newspaper of general circulation in the district. The first publication shall be at least fourteen but not more than twenty days before the date of the hearing. The second publication shall be at least seven but not more than ten days before the date of the hearing.
  - (b) Is published in a location other than the classified or legal advertising section of the newspaper in which it is published.
  - (c) Is at least one-fourth page in size and shall be surrounded by a solid black border at least one-eighth inch in width.
  - (d) Is in the following form, with the "truth in taxation hearing-notice of tax increase" headline in at least eighteen-point type:

Truth in Taxation Hearing

Notice of Tax Increase

In compliance with section 15-1461.01, Arizona Revised Statutes, \_\_\_\_\_ community college district is notifying its property taxpayers of \_\_\_\_\_ community college district's intention to raise its primary property taxes over last year's level. The \_\_\_\_\_ community college district is proposing an increase in primary property taxes of \$\_\_\_\_\_ or \_\_\_\_\_%.

For example, the proposed tax increase will cause \_\_\_\_\_ community college district's primary property taxes on a \$100,000 home to be \$\_\_\_\_\_ (total proposed taxes including the tax increase).

Without the proposed tax increase, the total taxes that would be owed on a \$100,000 home would have been \$\_\_\_\_\_.

This proposed increase is exclusive of increased primary property taxes received from new construction.

The increase is also exclusive of any changes that may occur from property tax levies for voter approved bonded indebtedness or budget and tax overrides.

All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held (date and time) at (location).

2. In lieu of publishing the truth in taxation notice, the district board may mail the truth in taxation notice prescribed by paragraph 1, subdivision (d) of this subsection to all registered voters in the district at least ten but not more than twenty days before the date of the hearing.

3. In addition to publishing the truth in taxation notice under paragraph 1 of this subsection or mailing the notice under paragraph 2 of this subsection, the district governing board shall issue a press release containing the truth in taxation notice to all newspapers of general circulation in the district.

4. The district board shall consider a motion to levy the increased property taxes by roll call vote. If the proposed levy, exclusive of increased property taxes received from new construction, constitutes an increase over the preceding tax year's levy by fifteen percent or more, the motion to levy the increased property taxes must be approved by a unanimous roll call vote of the district board.

5. Within three days after the hearing, the district board shall mail a copy of the truth in taxation notice, a statement of its publication or mailing and the result of the district board's vote under paragraph 4 of this subsection to the property tax oversight commission established by section 42-17002.

6. The district board shall hold the truth in taxation hearing on or before the adoption of the county, city or town budget under section 42-17105.

B. If the governing board fails to comply with the requirements of this section, the governing board shall not fix, levy or assess an amount of primary property taxes that exceeds the preceding year's amount, except for amounts attributable to new construction.

C. For the purposes of this section, "amount attributable to new construction" means the net assessed valuation of property added to the tax roll since the previous year multiplied by a property tax rate computed by dividing the district's primary property tax levy in the preceding year by the estimate of the district's total net assessed valuation for the current year, excluding the net assessed valuation attributable to new construction.







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More information can be found on the college's website:  
[www.yc.edu/budget](http://www.yc.edu/budget)



# Item # 3.4.1

## President's Monitoring Report Executive Limitations 2.0 – Executive Limitations April 2021

### **Executive Limitations 2.0 – Executive Limitations**

The President shall not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, unethical, or imprudent.

### **President's Interpretation:**

All College employees must strive to achieve the highest quality in fulfilling their job responsibilities. All must be cognizant of and abide by current legal aspects related to their specific roles; be versed in and practice ethical behavior; and be knowledgeable and support all College policies. It is expected that all employees will behave in a manner that is in alignment with the mission of Yavapai College and the Ends Statements established annually by the Board.

This is an overarching policy with many sub-policies including Treatment of Employees, Human Resource Policies, Harassment Protection, Compensation and Benefits, Employment and Market Compensation. These sub-policies have been monitored and evaluated in presidential monitoring reports submitted over the last year.

### **Supporting Evidence:**

Many of the College policies were created to align college practices with state and federal legal requirements. Because of the many professional roles and responsibilities performed at the college, the comprehensive list of legal expectations for employees is summarized in College Policy 2.19, Code of Ethics, which begins "As an organization, Yavapai College will conduct its business in compliance with laws and regulations and use good judgment in following ethical principles." For academic year 2020-2021 to date, there has been one documented performance management issue related to Policy 2.19.

### **Mandatory Annual Online Compliance Training**

Each year employees are required to take mandatory training on policy related topics that protect against wrongful conditions. These trainings are assigned in August and must be completed by October of the same year. In addition, new employees are assigned these trainings within 30 days of their employment. The goal is that one-hundred percent (100%) of employees will be offered training and ninety percent (90%) of employees offered training will satisfactorily complete training modules within the year. Every year, trainings include a variety of legal and ethical topics.

In fiscal year 2020-2021, the College offered training modules on Preventing Sexual Harassment, Data Security, and Conflict of Interest to full-time employees. The *Preventing Sexual Harassment* module leverages a combination of interactive scenarios, video, and real cases to ensure that faculty and staff get the appropriate information and practice doing their part to end harassment on campus and create a workplace that is free of harassment and discrimination. The *Data Security* module

describes threats to sensitive data and cyber resources and the need to safeguard sensitive information and technology. The *Data Security* module also provides an overview of information security, regulatory issues and data stewardship concepts. The *Conflict of Interest* module identifies what a conflict of interest is and what kind of situations to avoid, explains how conflicting interests represent an ethical issue and familiarizes employees with YC's Conflict of Interest Policy 2.20 section 3.16 in the Purchasing and Contracting Procedure Manual, the YC Conflict of Interest Form and the Institutional Disclosure Statement for Faculty.

The College exceeded the goals set for compliance as one-hundred percent of employees were offered the training and well over 90% satisfactorily completed the modules. Training modules on Accommodating Disabilities and Diversity and Inclusion for supervisors are offered every other academic year so will be offered again in the 2021-2022 academic year.

Training Topic	2019-2020				2020-2021			
	Goal (Offering Rate)	Result (Offering Rate)	Goal (Satisfactory Completion Rate)	Result (Satisfactory Completion Rate)	Goal (Offering Rate)	Result (Offering Rate)	Goal (Satisfactory Completion Rate)	Result (Satisfactory Completion Rate)
<i>Preventing Sexual Harassment</i>	100%	100%	90%	98%	100%	100%	90%	99%
<i>Data Security</i>	100%	100%	90%	98%	100%	100%	90%	98%
<i>Conflict of Interest</i>	100%	100%	90%	98%	100%	100%	90%	99%
<i>Accommodating Disabilities</i>	100%	100%	90%	98%	--	--	--	--
<i>Diversity and Inclusion-Supervisors</i>	100%	100%	90%	99%	--	--	--	--

Note: -- indicates the training and course that are not offered for that academic year but are offered every other year

### Performance Expectations and Corrective Action

Finally, Policy 2.21: [Performance Expectations and Corrective Action](#) outlines expectations of employment and consequences for not following these expectations up to and including involuntary termination.

College Policy 2.21 has been established to provide formal feedback to employees whose behavior is not consistent with College policies. Essentially, it is a 3-step process with verbal feedback, written feedback, then termination. Per Human Resources records, this process resulted in 13 written warnings in fiscal year 2020-2021 to date.

Together, the following policies outline the minimum expectations Yavapai College has regarding employee ethical behavior, responsibilities, and behaviors; supervisor feedback and performance management procedures; and corrective action procedures to address poor performance, inappropriate behavior, and ethical lapses:

2.04: Performance Management

2.20: Code of Ethics

2.21: Performance Expectations and Corrective Action

In addition to college-wide policies, individual departments may have handbooks and procedures that further establish employee expectations. The chart below shows a five-year trend of involuntary terminations from the College.

<b>Year</b>	<b>Number of Involuntary Terminations</b>
2016-2017	7 = 16% of total separations (44)
2017-2018	3 = 6% of total separations (49)
2018-2019	5 = 6% of total separations (80)
2019-2020	6 = 12% of total separations (50)
2020-2021	5 = 14% of total separations (35)

**President's Conclusion:**

I report compliance.

**Presidential Monitoring Worksheet for Executive Limitations Policies**  
**Policy 2.0 – Executive Limitations**  
**April 2021**  
**Compilation**

This worksheet is to assist you in assessing the monitoring report, and expediting discussion at the Board meeting. Please note your responses to the following questions:

<b>Executive Limitation 2.0</b>	<b>Executive Limitations</b> The President shall not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, unethical, or imprudent.	
Is the interpretation reasonable?	<b>YES</b> <b>5</b>	<b>NO</b>
Does the data show accomplishment of the interpretation?	<b>YES</b> <b>5</b>	<b>NO</b>
Is there sufficient evidence to indicate compliance with the Executive Limitation policy?	<b>YES</b> <b>5</b>	<b>NO</b>
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?	<b>YES</b>	<b>NO</b> <b>5</b>
Comments:		

**SHADED ITEMS** should be discussed at the meeting.

**Coordinator Comments:** This worksheet was completed by all the Board Members.



## **Motion Options 2.0 Executive Limitations**

### **MOTION OPTIONS:**

#### **1. If Board intends to accept Monitoring Report:**

We have read the President's Monitoring Report regarding Policy 2.0, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we accept the Monitoring Report for Policy 2.0.

#### **2. If Board intends to not accept Monitoring Report:**

##### **-If for Unreasonable Interpretation:**

We have read the President's monitoring report regarding Policy 2.0 and we believe that the interpretation of the policy provided is not reasonable. Therefore, I move that we not accept the Monitoring Report for Policy 2.0. I move that the President provide the Board with a new Monitoring Report for Policy 2.0 [at the X board meeting] [within X amount months] that includes a new interpretation.

##### **-If for Insufficient Evidence:**

We have read the President's monitoring report regarding Policy 2.0 and we believe that the interpretation of the policy provided is reasonable, but we do not believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we not accept the Monitoring Report for Policy 2.0. I move that the President provide the Board with a new Monitoring Report for Policy 2.0 [at the X board meeting] [within X amount months] that provides sufficient evidence to support the conclusion of compliance.

**2.5 Financial Condition and Activities**

With respect to the actual, ongoing financial conditions and activities, the President shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board-stated Ends priorities.

Further, without limiting the scope of the above statement by the following list, the President shall not:

**2.5.1** Expend more funds than have been received or are available in reserves in the fiscal year.

**2.5.2** Enter into any lease agreement for more than one year in duration or that exceeds \$200,000 per year.

**2.5.2.1** Make any lease improvements over \$10,000.

**2.5.3** Allow reserves to be at an inadequate level for future needs.

**2.5.3.1** Allow Current Fund Reserves to drop below seventeen percent (17%) of the operating budgets or Plant Fund Reserves to drop below \$1 million.

**2.5.3.2** Allow reserve funds to replenish at an inappropriate rate after, in accordance with specified Board approval, funds have dropped below the President's authorized limits.

**Interpretation:** It is the responsibility of the administration to plan a budget which allows progress toward the Board's Ends, while maintaining financial solvency. This is done by

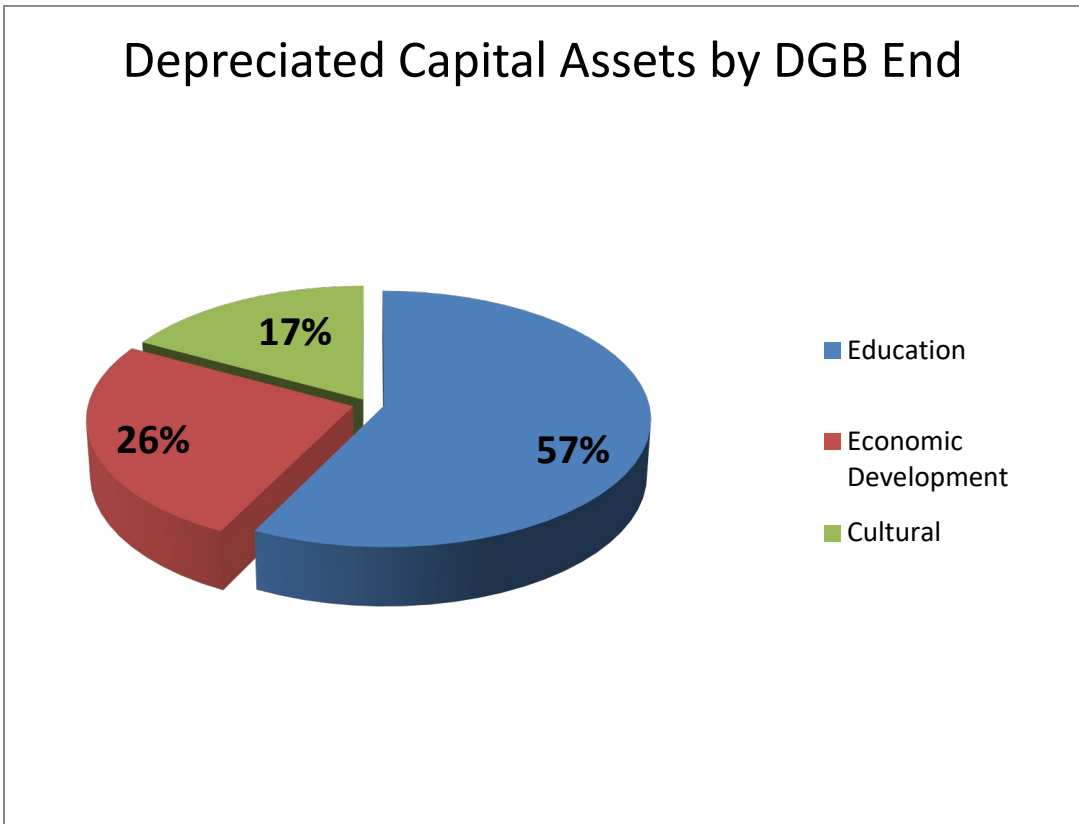
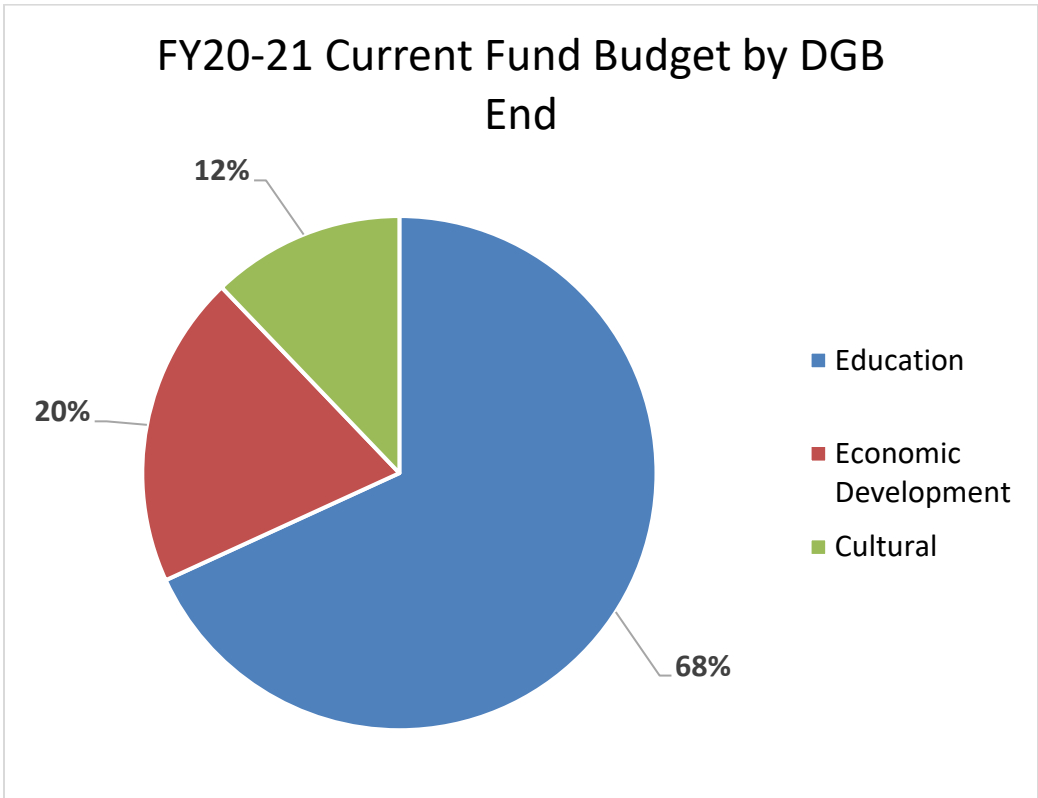
- aligning resources in a way which materially supports DGB Ends
- creating a balanced budget in which expenses do not exceed combined revenues and reserves
- maintaining fund reserves as outlined by the DGB and developing a strategy to replenish funds should reserves fall below targets for more than 3 consecutive months
- ensuring the college stays within the AZ constitutional Expenditure Limits and
- because the college does have leases that are longer than a year, we enter into these agreements with DGB knowledge. Likewise, the college does not make improvements over \$10,000 without DGB approval.

**Supporting Evidence:**

Aligning Resources with DGB Ends

The following graphs demonstrate the alignment of the Operating and Capital Budgets with the DGB Ends. It is worth noting that these graphs assume that many Academic programs serve more than one End. For example, Business may support Education and

Economic Development, while Music may support Education and Community (Cultural Enrichment). If we did not make the assumption to split these costs, Education would be over 90% of the Operating budget.

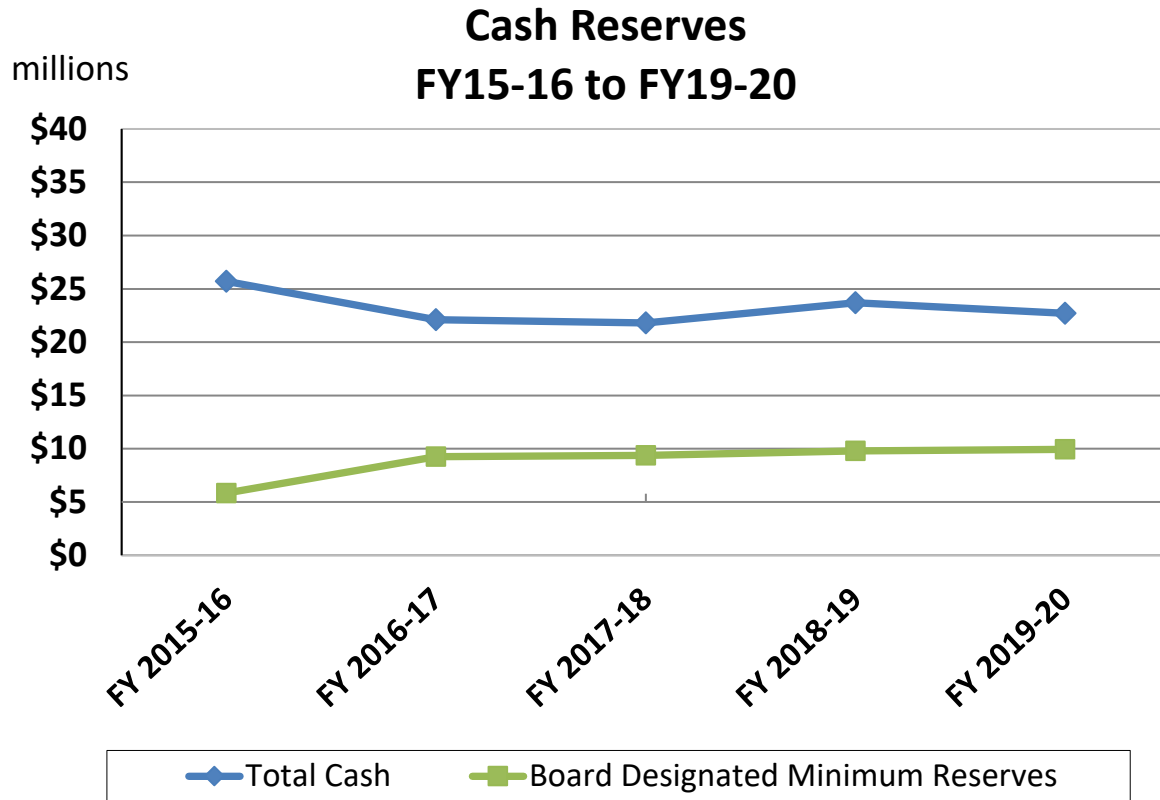


## Balanced Budget

Each Spring, the College presents a balanced budget to the DGB in which Revenues & use of some Fund Reserves equal the anticipated Expenses. The past 5 years of balanced budgets can be found on the bottom of College's [Budget page](#) of its website.

## Monitoring Revenues & Expenses; Monitoring Fund Reserves

Budget to Actual Reports as well as Cash Reserves Reports are provided as part of the Information from the President update at every DGB meeting. These reports demonstrate the College meets or exceeds the DGB's minimum reserves targets. Once or twice a year just prior to property tax receipts, the College may temporarily fall below the target for a couple of months, but has never done so for an extended period of time.



Leases

The College leases property from several entities as seen on the table below. For the period April 1, 2020, through March 31, 2021, the College has not spent over \$200,000 on a lease or made real property improvements greater than \$10,000.

<b>Lessor</b>	<b>Lessee</b>	<b>Description</b>	<b>DGB Approval Date</b>	<b>Improvements Over \$10,000</b>
Mayer Unified School District	Yavapai College	Tech Building at Mayer HS	5/08/2012	No
City of Cottonwood	Yavapai College	.87 Acre land for Verde Valley Regional Fire Training Center	9/12/2002 (signed by President)	No
Town of Chino Valley	Yavapai College	50 Acres of property adjacent to YC's 30-acre campus	3/26/2002 (signed by President & Legal Counsel)	No
Blum Boulders	Yavapai College	Warehouse Storage	N/A - Annual	No

**President's Conclusion:**

**I report compliance.**





**Presidential Monitoring Worksheet for Executive Limitations Policies**  
**Policy 2.5 – Financial Condition and Activities**  
**April 2021**  
**Compilation**

This worksheet is to assist you in assessing the monitoring report and expediting discussion at the Board meeting.

<b>Executive Limitation 2.5</b>	<b>Financial Condition and Activities</b> With respect to the actual, ongoing financial conditions and activities, the President shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board-stated Ends priorities.  Further, without limiting the scope of the above statement by the following list, the President shall not:	
Is the interpretation reasonable?	<b>YES</b> <b>5</b>	<b>NO</b>
Does the data show accomplishment of the interpretation?	<b>YES</b> <b>5</b>	<b>NO</b>
Is there sufficient evidence to indicate compliance with the Executive Limitation policy?	<b>YES</b> <b>5</b>	<b>NO</b>
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?	<b>YES</b>	<b>NO</b> <b>5</b>
Comments:		
<b>Expenditure of Funds 2.5.1</b>	Expend more funds than have been received or are available in reserves in the fiscal year.	
Is the interpretation reasonable?	<b>YES</b> <b>5</b>	<b>NO</b>
Does the data show accomplishment of the interpretation?	<b>YES</b> <b>5</b>	<b>NO</b>

Is there sufficient evidence to indicate compliance with the Executive Limitation policy?	<b>YES</b> <b>4</b>	<b>NO</b> <b>1</b>
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?	<b>YES</b>	<b>NO</b> <b>5</b>
Comments:		
<b>Lease Limits and Delegation of Lease Authority for Real Property 2.5.2</b>	Enter into any lease agreement for more than one year in duration or that exceeds \$200,000 per year.	
Is the interpretation reasonable?	<b>YES</b> <b>4</b>	<b>NO</b> <b>1</b>
Does the data show accomplishment of the interpretation?	<b>YES</b> <b>5</b>	<b>NO</b>
Is there sufficient evidence to indicate compliance with the Executive Limitation policy?	<b>YES</b> <b>5</b>	<b>NO</b>
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?	<b>YES</b> <b>1</b>	<b>NO</b> <b>4</b>
Comments: <b>Kuknyo: One year seems short and \$200,000 seems high.</b>		
<b>Improvements to Leased Property 2.5.2.1</b>	<b>Improvements to Leased Property</b> Make any lease improvements over \$10,000.	
Is the interpretation reasonable?	<b>YES</b> <b>5</b>	<b>NO</b>
Does the data show accomplishment of the interpretation?	<b>YES</b> <b>5</b>	<b>NO</b>

Is there sufficient evidence to indicate compliance with the Executive Limitation policy?		<b>YES</b> <b>5</b>	<b>NO</b>
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?		<b>YES</b>	<b>NO</b> <b>5</b>
Comments:			
<b>Reserve Adequacy 2.5.3</b>	Allow reserves to be at an inadequate level for future needs.		
Is the interpretation reasonable?		<b>YES</b> <b>5</b>	<b>NO</b>
Does the data show accomplishment of the interpretation?		<b>YES</b> <b>4</b>	<b>NO</b> <b>1</b>
Is there sufficient evidence to indicate compliance with the Executive Limitation policy?		<b>YES</b> <b>4</b>	<b>NO</b> <b>1</b>
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?		<b>YES</b>	<b>NO</b> <b>5</b>
Comments: <b>Chevalier: BASED ON THE INCREASED UPCOMING THREE YEAR MAINTENANCE NEEDS, POSSIBLE LEGAL LIABILITIES AND A SHORTFALL OF \$10 MILLION TO COMPLETE THE 10 YEAR PLAN I BELIEVE ARE RESERVES ARE INADEQUATE.</b>			
<b>Reserve Limits 2.5.3.1</b>	Allow Current Fund Reserves to drop below seventeen percent (17%) of the operating budgets or Plant Fund Reserves to drop below \$1 million.		
Is the interpretation reasonable?		<b>YES</b> <b>5</b>	<b>NO</b>
Does the data show accomplishment of the interpretation?		<b>YES</b> <b>5</b>	<b>NO</b>

Is there sufficient evidence to indicate compliance with the Executive Limitation policy?		<b>YES</b> <b>5</b>	<b>NO</b>
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?		<b>YES</b> <b>1</b>	<b>NO</b> <b>4</b>
Comments: <b>Chevalier: A \$1 MILLION PLANT FUND RESERVE IS TOO LOW. THE 17% FUND RESERVES FIGURE SHOULD BE REASSESSED IN LIGHT OF OUR UPCOMING NEEDS.</b>			
<b>Reserve Replenishment 2.5.3.2</b>	<b>Reserve Replenishment</b> Allow reserve funds to replenish at an inappropriate rate after, in accordance with specified Board approval, funds have dropped below the President’s authorized limits.		
Is the interpretation reasonable?		<b>YES</b> <b>5</b>	<b>NO</b>
Does the data show accomplishment of the interpretation?		<b>YES</b> <b>5</b>	<b>NO</b>
Is there sufficient evidence to indicate compliance with the Executive Limitation policy?		<b>YES</b> <b>5</b>	<b>NO</b>
Based upon your review of the monitoring report, should this Executive Limitation policy be amended?		<b>YES</b>	<b>NO</b> <b>5</b>
Comments:			

**SHADED ITEMS** should be discussed at the meeting.

**Coordinators Comments:** This worksheet was completed by all the Board Members.

## **Motion Option 2.5 Financial Conditions & Activities**

### **MOTION OPTIONS:**

#### **1. If Board intends to accept Monitoring Report:**

We have read the President's Monitoring Report regarding policy 2.5 and its sub-policies, we believe that the interpretation of the policy provided is reasonable, and we believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we accept the Monitoring Report for Policy 2.5 and its sub-policies.

#### **2. If Board intends to not accept Monitoring Report:**

##### **-If for Unreasonable Interpretation:**

We have read the President's monitoring report regarding Policy 2.5 and its sub-policies and we believe that the interpretation of the policy provided is not reasonable. Therefore, I move that we not accept the Monitoring Report for Policy 2.5 and its sub-policies. I move that the President provide the Board with a new Monitoring Report for Policy 2.5 [at the X board meeting] [within X amount months] that includes a new interpretation.

or

##### **- If for Insufficient Evidence:**

We have read the President's monitoring report regarding Policy 2.5 and its sub-policies and we believe that the interpretation of the policy provided is reasonable, but we do not believe that there is sufficient evidence to support the conclusion of compliance with the policy. Therefore, I move that we not accept the Monitoring Report for Policy 2.5 and its sub-policies. I move that the President provide the Board with a new Monitoring Report for Policy 2.5 and its sub-policies [at the X board meeting] [within X amount months] that provides sufficient evidence to support the conclusion of compliance.



## ACCT Awards Nominations

*Nominations are open*



ACCT's awards program is designed to recognize and honor outstanding community college trustees, equity programs, presidents, faculty members, and professional board staff members at regional and national levels.

***Nominations for regional awards are now open. The deadline to apply is June 14, 2021.***



# Judging Criteria

## *Trustee Leadership Award*

**ELIGIBLE RECIPIENT:** Any trustee or former trustee of an ACCT member two-year postsecondary institution board or state board for two-year postsecondary institutions is eligible to receive this award. Current members of the ACCT Board of Directors Executive Committee and ACCT Board members are ineligible to receive the M. Dale Ensign Trustee Leadership Award. However, past ACCT Board of Directors Executive Committee members are eligible five years after their ACCT Board of Directors term ends.

### CRITERIA

- Has the trustee served as an officer of the college's board of trustees?
- In addition to service on the board of trustees, in what capacity has the trustee participated in community life, i.e., civic clubs, public office, etc.?
- What has the trustee initiated and helped to develop in the area of innovative programs used in two-year postsecondary institutions?
- How has the trustee served on technical or special committees serving two-year postsecondary education?
- How has the trustee been a factor in influencing legislation for two-year postsecondary institutions, and how has the trustee been active in communication with state and national legislators?
- What has the trustee contributed overall to the two-year postsecondary concept and how did this affect the total college program in the community, state or nation?
- How has the trustee provided leadership in helping to solve challenges to two-year postsecondary education?
- How has the trustee been active in developing, organizing, or supporting state two-year postsecondary associations, and what kind of leadership role has the trustee played in state, regional, or national associations?
- Has the trustee given presentations or published articles on two-year postsecondary education?

## *Equity Award*

**ELIGIBLE RECIPIENT:** Any governing board or governing board and president of an ACCT member two-year postsecondary institution board or state board for two-year postsecondary institutions is eligible to receive this award.

## CRITERIA

Demonstrable evidence of leadership in setting policies that promote and enhance opportunities for institutional diversity, inclusion, and equity for women, persons of color, LGBTQs or members of any other underrepresented or underserved population that has occurred within the last five (5) years regarding the following:

- Increases in access by underrepresented or underserved populations and increases in completion of the educational objectives (attainment of a degree, certificate, credential, transfer or gainful employment) of those populations.
- Increases in the institution's workforce and leadership positions by underrepresented or underserved populations.
- Success of the institution's community engagement or outreach efforts in attracting and maintaining the interests of underrepresented or underserved populations regarding the institution

## CEO Award

**ELIGIBLE RECIPIENT:** Any chief executive officer (must be currently serving when nomination is submitted) of an ACCT member two-year postsecondary institution board or state board for two-year postsecondary institutions is eligible to receive this award.

## CRITERIA

- What has the CEO initiated or helped to develop in the area of innovative programs used in two-year postsecondary institutions?
- How has the CEO served on technical or special committees serving two-year postsecondary education, and how did this effort affect the college program in the community, state or nation?
- How has the CEO demonstrated a “caring attitude” toward the board of trustees, administrators, faculty and students?
- How has the CEO been active in developing, organizing, or supporting state and/or national two-year postsecondary education associations?
- What has the CEO published in the area of two-year postsecondary educational concepts?
- What awards or honors has this CEO received in recognition of leadership in the college, community, or nation?
- What outstanding characteristics motivated you to nominate this CEO?

## Faculty Member Award

**ELIGIBLE RECIPIENT:** Any full-time instructor (must be employed when nomination is submitted) of an ACCT member two-year postsecondary institution board or state board for two-year postsecondary institutions is eligible to receive this award.

## CRITERIA

- In what ways has the educator demonstrated excellence in teaching?
- What has this educator initiated and helped to develop in the area of innovative programs used in two-year postsecondary institutions?
- How has this educator served on technical or special committees that affect the college program in the community, state or nation?
- How has this educator provided leadership in helping to solve challenges to two-year postsecondary education?
- How has this educator been active in developing, organizing, or supporting state and/or national two-year postsecondary associations?
- What awards or honors has this educator received in recognition of leadership in the college or community?

## *Professional Board Staff Member Award*

**ELIGIBLE RECIPIENT:** Eligibility is open to any board staff member (i.e., an administrative “assistant,” or executive secretary to the president/superintendent) of an ACCT member two-year postsecondary institution board or state board for two-year postsecondary institutions is eligible to receive this award. Those currently serving on the ACCT Professional Board Staff Network Executive Committee are not eligible for nomination.

### **CRITERIA**

- In what ways has this staff member demonstrated a service leadership role toward the members of the board of trustees, administrators, faculty, students and community?
- How does this staff member demonstrate performance in support of the Board/CEO team?
- How has this staff member assisted the Board/CEO team in developing or initiating innovative or special projects for your institution?
- What professional development activities at the national and/or state level has this staff member pursued?
- What other continuing educational activity has this staff member pursued?
- What recognition has this staff member received for his/her leadership or involvement in the college or community?
- What outstanding characteristics motivated you to nominate this staff member?

Association of Community College Trustees

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Washington, DC 20036

(202)775-4667

acctinfo@acct.org

# Item# 3.8.1

DATES AND PLACES OF FUTURE MEETINGS – FY 2020-2021	
TYPE OF MEETING	DATE/DAY/TIME/LOCATION
<b>JUNE 2020– NO BOARD MEETINGS</b>	
Regular Board Meeting*	July 28, 2020 Friday, Time 2 p.m. Location: Zoom
Board Special Session	August 5, 2020 Wednesday, Time 1 p.m. Location: Zoom
Regular Board Meeting	September 8, 2020, Tuesday, 1:00 p.m. Location: Rock House or Zoom
Regular Board Meeting*	October 20, 2020 Tuesday, 1:00 p.m. Location: Sedona Center or Zoom
Regular Board Meeting*	November 17, 2020, Tuesday, 1:00 p.m. Location: Zoom
Budget Workshop/Regular Meeting	January 12, 2021, Tuesday 9:00 a.m. Location: Rock House or Zoom
Regular Board Meeting	February 9, 2021, Tuesday, 1:00 p.m. Location: Rock House or Zoom
Two-Day Board Retreat	Friday and Saturday, February 26 and 27, 2021 9:00am – 4:00pm Location: TBA or Zoom
Regular Board Meeting	March 9, 2021, Tuesday, 1:00 p.m. Location: Verde Valley Campus room 137 or Zoom
Regular Board Meeting*	April 20, 2021, Tuesday, 1:00 p.m. Location: The Rock House
<b>Regular Board Meeting*</b>	<b>May 18, 2021, Tuesday, 1:00 p.m.</b> <b>Location: Prescott Campus Community Room (19-147)</b>
<b>Board Retreat*</b>	<b>June 2, 2021, Wednesday, 9:00 a.m. -5 p.m.</b> <b>Location: Sedona Center Room 34</b>
<b>JUNE 2021 NO REGULAR BOARD MEETING</b>	
<b>JULY 2021 NO REGULAR BOARD MEETING</b>	

\*Regular Board Meeting not held on the typical 2<sup>nd</sup> Tuesday of the month.



2021-2022  
District Governing Board  
Calendar

# Item# 3.8.2

## Dates

Month	Meeting Type
Wednesday, June 2, 2021 9:00am-4:00pm <b>Sedona Campus</b>	Policy Workshop
Tuesday, September 14, 2021 1:00pm <b>Verde Valley Campus</b>	Regular Meeting
Tuesday, October 19, 2021 1:00pm <b>Rock House</b>	Regular Meeting
Tuesday, November 9, 2021 1:00pm <b>Chino Campus</b>	Regular Meeting
December 6 – 10, 2021 4:00pm – 6:00pm <b>TBA</b>	Board Dinner
Friday, January 28 and Saturday, January 29, 2022 9:00am – 4:00pm <b>Prescott Valley Campus</b>	Board Elections & Workshop
Tuesday, February 8, 2022 9:00am – 4:00pm <b>Rock House</b>	Budget Workshop & Regular Meeting
Tuesday, March 22, 2022 1:00pm <b>Career &amp; Technical Education Center</b>	Regular Meeting
Tuesday, April 19, 2022 1:00pm <b>Verde Valley Campus</b>	Regular Meeting
Tuesday, May 17, 2022 1:00pm <b>Prescott Campus Community Room (19-147) or Zoom</b>	Truth in Taxation Hearing/Adoption Budget Public Hearing/Adoption Regular Meeting

# Item# 3.8.3

DATES AND PLACES OF EVENTS – FY 2020-2021	
TYPE OF EVENT	DATE/DAY/TIME/LOCATION
We Ride Together Social and Fundraiser	March 27, 2021, Saturday – Time: 2:00 PM Location: Michael Pantalone Field and The Prescott Community Room (19-147)
ACCT Governance Leadership Institutes	Tuesday March 30 – Wednesday, April 1, 2021 Location: Virtual
Evening of Recognition – Verde Campus	April 5, 2021 Monday – Time: TBD Location: TBD
Evening of Recognition – Prescott Campus	April 6, 2021 Tuesday – Time: TBD Location: TBD
<b>Social in Recognition of Outgoing Board Members</b>	<b>April 27, 2021 Tuesday – Time: 4PM and 6PM</b> <b>Location: The Rock House</b>
<b>Verde Valley Commencement</b>	<b>May 8, 2021 Saturday – Time: 9AM, 1PM and 4PM</b> <b>Location: Sedona Performing Arts Center</b>
<b>Prescott Commencement</b>	<b>May 15, 2021 Saturday – Time: 9AM and 1PM</b> <b>Location: Findlay Toyota Center</b>
<b>Northern Arizona Regional Training Academy (NARTA) Commencement</b>	<b>May 27, 2021, Thursday – Time: 11 AM</b> <b>Location: TBD</b>
<b>2021 Govern for Impact Virtual Conference</b> <i>Values to Impact Through Transformational Governance</i>	<b>Thursday, June 17 – Saturday, June 19, 2021</b> <b>Location: Virtual</b> <b>*If you are interested in attending, please contact Scottie.</b>
<b>ACCT Leadership Congress 2021</b>	<b>Wednesday, October 13 – Saturday, October 16, 2021</b> <b>Location: San Diego, California</b> <b>*If interested in attending let Scottie Know by May 3.</b>