

**Monday January 31, 2011, 9:00 a.m.**  
Neal Campus Kingman Room #200K

(Action Items are in **bold print**)

- I. **Call to Order** (Julie Bare, President)
- II. Pledge of Allegiance
- III. **Roll Call** (Amy Curley, Executive Assistant)
- IV. **Audience of Any Citizen** (Bare)

[NOTE: This is an opportunity for any citizen to address the Board on any matter of concern to the citizen. The Board will listen to the remarks, but may not respond or answer questions. Unless the matter is already on the agenda for action, no action can be taken other than to instruct staff to include the matter on a future agenda. The President of the Board may limit the time for individual presentation and may limit the total time for all presentations. Citizens wishing to comment will be limited to one opportunity to speak.]

- V. Audience of Any Citizen Presentation, Bill Ekstrom, Mohave County Attorney
- VI. Budget
  - A. Revenue
    - 1. Tax Rate Analysis
    - 2. 2 % TNT
    - 3. State Appropriations
    - 4. Tuition & Fees
  - B. Human Resources/Personnel
    - 1. Arizona State Retirement System(ASRS)
    - 2. Arizona School Board Association Insurance Trust (ASBAIT)
    - 3. Paid Time Off (PTO)
    - 4. Compensation/Raises
    - 5. New Faculty Hiring
    - 6. Attrition
    - 7. Organizational Structure Changes
  - C. Demand Ratios
    - 1. Fund Balances
  - D. New Degree Programs
    - 1. Solar
    - 2. CIT

- E. Facility Plan
  - 1. New Construction
  - 2. Renovation
  - 3. Deferred Maintenance

VII. Media Relations/Campus Security

VIII. Next Meeting (Bare)

The next meeting of the Mohave County Community College District Governing Board is scheduled to be at 10:00 a.m., Friday, February 11, 2011, originating from the Bullhead City Campus.

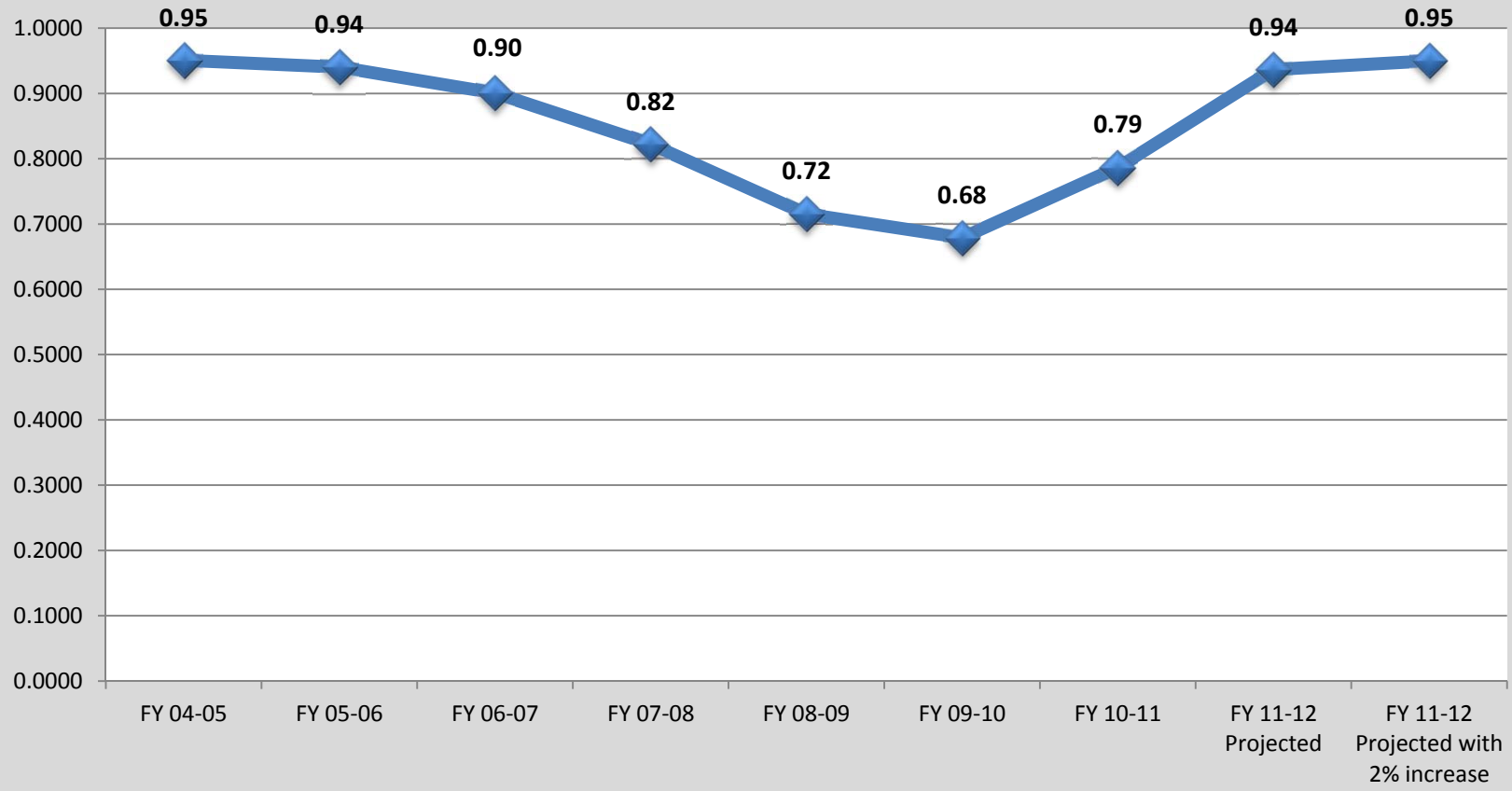
IX. **Adjournment** (Bare)

# Mohave Community College Property Tax Information

Fiscal Year	Net Assessed Valuation for Mohave County	Tax Rate	Property Tax Levied by College	Levy Increase over Prior Year	Amount of Levy from New Construction	Amount of Levy from Existing Property
FY 08-09	\$1,890,688,680	0.7152	\$16,355,145	\$811,793	\$491,904	\$319,889
FY 09-10	\$2,286,743,990	0.6791	\$17,206,296	\$851,151	\$513,761	\$337,390
FY 10-11	\$2,533,640,810	0.7866	\$18,260,641	\$1,054,345	\$695,893	\$358,452
FY 11-12 <b>Projected</b>	\$1,959,631,227	0.9366	\$18,259,844	-\$797	Unknown	Unknown
FY 11-12 <b>Projected with 2% increase</b>	\$1,959,631,227	0.9500	\$18,625,854	\$365,213	Unknown	Unknown

New Construction affects the amount of the property tax levy. As noted above for fiscal year 10-11, the levy increase was \$358,452 county-wide for existing property. \$695,893 of the levy increase was attributable to new construction that was added to the tax roles.

### Tax Rate



# Actual Tax Bill Example

**MCC taxes 2009**

**MCC taxes 2010**

Based on \$245,256 valuation

**MCC taxes 2011**

Proposed 2% increase

Total amount  
of tax

\$189.86

\$192.92

\$196.78

\$ increase  
from 2009

\$3.06

\$3.86

% increase  
from 2009

2%

2%

# Property Tax Considerations

- The only District never to approve the 2% increase in property tax levy is Maricopa.
- Yavapai is giving this serious consideration for the coming fiscal year.
- See attachment section for Arizona State Statute on taxation.

# State Appropriations Considerations

- Governor's proposed budget would result in a 51% reduction to aid in the amount of \$1,878,279.
- The Governor has requested a waiver for a required matching to Federal funds. If this waiver is not granted an additional cut is expected.
- For purposes of budget analysis an assumption of a \$2,000,000 cut is being made.

# Tuition & Fees Survey

completed prior to Governor's budget proposal

DISTRICT	2010- 2011					2011- 2012				
	Semester Tuition & Fees	Annual Tuition & Fees	Annual Fees	Tuition Rate	Semester Tuition & Fees	Annual Tuition & Fees	Annual Fees	Tuition Rate		
	(15 cr hrs)	(30 cr hrs)	(mandatory)	(per cr hr)	(15 cr hrs)	(30 cr hrs)	(mandatory)	(per cr hr)		
Cochise	\$ 845	\$ 1,690	\$ 70 <sup>6</sup>	54	\$ 845	\$ 1,690	\$ 70 <sup>6</sup>	54		
Coconino	\$ 1,275	2,550 <sup>1</sup>	150 <sup>11</sup>	80	\$ 1,320	2,640 <sup>1</sup>	150 <sup>11</sup>	83		
Eastern	\$ 760	1,520 <sup>4</sup>	-	51	\$ 800	1,600 <sup>4</sup>	-	53		
Maricopa	\$ 1,080	2,160	30 <sup>7</sup>	71	\$ 1,155	2,310	30 <sup>7</sup>	76		
Mohave	\$ 1,155	2,310	240 <sup>8</sup>	69	\$ 1,230	2,460	240 <sup>8</sup>	74		
Northland	\$ 875	1,750 <sup>5</sup>	70 <sup>12</sup>	56	\$ 875	1,750 <sup>5</sup>	70 <sup>##</sup>	56		
Pima	\$ 880	1,760 <sup>2</sup>	155 <sup>9</sup>	53.50	\$ 880	1,760 <sup>2</sup>	155 <sup>9</sup>	53.50		
Central	\$ 975	1,950 <sup>3</sup>	- <sup>10</sup>	65	\$ 975	1,950 <sup>3</sup>	- <sup>10</sup>	65		
Yavapai	\$ 930	1,860	-	62	\$ 930	1,860	-	62		
Az Western	\$ 900	1,800	-	60	\$ 900	1,800	-	60		
Average	\$ 968	\$ 1,935	\$ 72	\$ 62	\$ 991	\$ 1,982	\$ 72	\$ 64		
Increase	6.49%	6.49%	27.68%	5.07%	2.43%	2.43%	0.00%	2.52%		



# ASRS

<u>ASRS Increases</u>	<u>Number of Employees</u>	<u>FY 11 Increase @ .45%</u>	<u>FY 12 Increase @ .9%</u>
Instruction	105	\$16,192	\$32,383
Academic Support	67	\$8,428	\$16,856
Student Services	56	\$8,485	\$16,970
Institutional Support	55	\$5,101	\$10,201
Plant/Maintenance	30	\$2,847	\$5,693
<b>Totals</b>	<b>313</b>	<b>\$41,052</b>	<b>\$82,103</b>

ASRS continues to increase the contribution rates. Below shows the increase for fiscal years 2011 and 2012. ASRS is a matching employer/employee participation plan. The amounts below show how much the college has to increase its budget as well as how much employees are affected by the increase.

With no salary increases given in FY11, employees' take-home pay was lessened by the amount of the ASRS increase. This trend will continue with employees losing more of their pay if salary increases are not provided.

Please see the page following this one in the binder for more information on future trends for ASRS. Increases are an on-going concern.

# ASBAIT

<u>ASBAIT Increases</u>	<u>Number of Employees</u>	<u>ASBAIT Increase @ 15% estimated increase</u>
Instruction	86	\$67,473
Academic Support	53	\$47,595
Student Services	55	\$43,803
Institutional Support	52	\$56,280
Plant/Maintenance	17	\$13,819
<b>Totals</b>	<b>263</b>	<b>\$228,970</b>

This increase is paid by MCC. Like increases are paid by employees only if they elect to purchase dependent insurance.

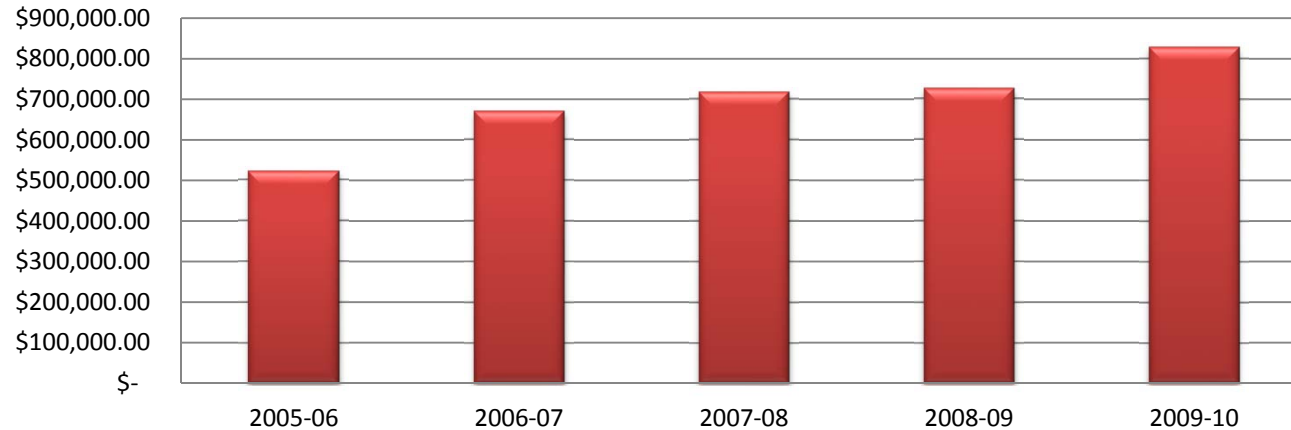
# PTO

	PTO	Vacation	Sick	Other	Totals
Coconino	32	0	0	0	32
Yavapai	0	20	12	0	32
Maricopa	0	20	12.96	0	32.96
Cochise		22	12	0	34
Graham	0	22	12	0	34
Pinal	0	20	12	2	34
Yuma	0	22	12	0	34
Pima	0	24	12	0	36
Mohave	39	0	0	0	39
Navajo	0	20	18	2	40

❖ PTO attachment for additional comparison figures

# PTO – Financial Considerations

## Compensated Absences Liability



## Percent of PTO Cap



# Salary Comparison Figures

	MA/0 years	MA+30/10 years	MA AF Load	BA AF Load
Mohave	\$ 38,545	\$ 47,146	\$ 550	\$ 550
Average	\$ 40,014	\$ 53,593	\$ 631	\$ 625
\$ Difference	\$ 1,469	\$ 6,447	\$ 81	\$ 75
% Difference	3.8%	13.7%	14.7%	13.5%

	Office Clerk - Entry	Secretary - Mid	Admin Asst. High	Custodian	IT Tech	Network Admin	Counselors
Mohave	\$ 21,341	\$ 23,254	\$ 28,142	\$ 21,341	\$ 28,142	\$ 48,500	\$ 38,500
Average	\$ 22,489	\$ 25,232	\$ 29,865	\$ 22,513	\$ 28,790	\$ 49,207	\$ 45,371
\$ Difference	\$ 1,148	\$ 1,978	\$ 1,723	\$ 1,172	\$ 648	\$ 707	\$ 6,871
% Difference	5.4%	8.5%	6.1%	5.5%	2.3%	1.5%	17.8%

# Compensation/Raises

•Below are cost scenarios based on salary increases of one, two, three, and four percents. These scenarios include all employees, not just the ones that participate in ASRS or are eligible for health insurance coverage.

•Please note that a 1% salary increase would barely cover the ASRS increase of .9% that employees in the plan will be required to pay. Coupled with the .45% increase employees incurred last year, the total increase for the two year is 1.35%.

<u>Salary Increases</u>	<u>1% Increase</u>	<u>2% Increase</u>	<u>3% Increase</u>	<u>4% Increase</u>
Instruction	\$45,636	\$91,272	\$136,908	\$222,544
Academic Support	\$24,921	\$49,843	\$74,764	\$99,685
Student Services	\$26,357	\$52,715	\$79,073	\$105,430
Institutional Support	\$27,990	\$55,980	\$83,970	\$111,961
Plant/Maintenance	\$6,922	\$13,844	\$20,766	\$27,687
<b>Totals</b>	<b>\$131,826</b>	<b>\$263,654</b>	<b>\$395,481</b>	<b>\$567,307</b>

## Number of Employees in the Budget

Faculty	73
Part-time Faculty	2
Academic Chair	5
Administrator	13
Professional	94
Support	89
29.5 hour Support	11
20 hour Support	29
Less than 20 Hour Support	6
	<hr/>
	322

MCC utilizes approximately 300 associate faculty per year. This is a ratio of 25% resident faculty to 75% associate faculty.

# Attrition

Each year, positions with vacancies during the year are tracked to determine the amount of salary that will not be expended due to the position being vacant for all or part of the year. This tracking also allows for positions that are filled at a higher- or lower-than-budgeted salary or positions added during the year. Below is a summary of these changes.

	<u>FY 09</u>	<u>FY 10</u>	<u>FY 11 Projected</u>
Instruction	\$126,792	\$153,948	\$105,844
Academic Support	\$94,475	-\$9,093	\$103,127
Student Services	-\$19,249	-\$5,300	\$47,377
Institutional Support	-\$31,432	\$146,504	\$50,351
Plant/Maintenance	\$1,920	\$2,012	-\$1,000
Totals	\$172,506	\$288,071	\$305,699

2009-10	2010-11	2011-12	2012-13	2013-14
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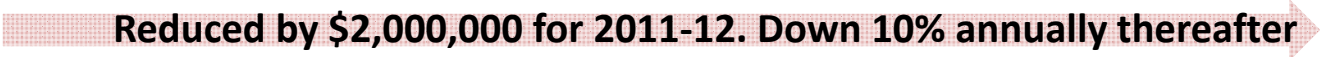
**Property Taxes**

\$17,048,445	\$18,260,641	\$18,625,854	\$18,998,371	\$19,378,339
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**2% increase with no new construction** 

**State Aid**

\$3,682,900	\$3,682,900	\$1,682,900	\$1,657,305	\$1,491,575
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**Reduced by \$2,000,000 for 2011-12. Down 10% annually thereafter** 

**Tuition & Fees**

\$10,572,370	\$11,724,087	\$12,404,087	\$12,984,087	\$13,564,087
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**\$5 increase plus new fees for 2011-12. Flat enrollment and \$5 thereafter** 



# Base Budget

	10-11 Budget	11-12 Budget	Budget-to-Budget Change	
Total Revenue	\$33,825,666	\$32,971,601	-\$854,065	Decrease in Revenue
Total Expenses	\$30,751,725	\$31,622,681	\$871,191	Increase in Expenses

**Amount needed to compensate for lost revenue and increased expenses**

**\$1,725,256**

**These amounts are included in the Total Revenue projected above.**

Tuition/Fee Increase	\$780,722
Property Tax Increase	\$365,213
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	\$1,145,935

**Strategies for compensating for lost revenue:**

Bond Debt Paid Off	\$1,363,558
Salary Savings through attrition	\$202,973
Jenzabar lease paid off	\$150,000
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Total	\$1,716,531

	<u>2010-11</u> <u>Budget</u>	<u>2011-12</u> <u>Projected</u>	<u>2012-13</u> <u>Projected</u>	<u>2013-14</u> <u>Projected</u>
FTSE	4,200	4,150	4,150	4,150

<b>Revenue</b>	<u>By Source</u>	<u>By Source</u>	<u>By Source</u>	<u>By Source</u>
Property Tax	\$18,260,641	\$18,625,854	\$18,998,371	\$19,378,339
Tuition/Fees	\$11,882,125	\$12,662,847	\$13,242,847	\$13,822,847
State Aid	\$3,682,900	\$1,682,900	\$1,657,305	\$1,491,575
Revenue Total	\$33,825,666	\$32,971,601	\$33,898,523	\$34,692,761

<b>Expenses</b>	<u>By Function</u>	<u>By Function</u>	<u>% of Rev</u>	<u>% of Exp</u>	<u>\$ Change in Budget</u>	<u>By Function</u>	<u>By Function</u>
Instruction	\$12,458,193	\$12,807,014	38.8%	40.5%	\$348,821	\$13,167,054	\$13,475,556
Academic Spt	\$3,600,982	\$3,708,197	11.2%	11.7%	\$107,215	\$3,812,445	\$3,901,770
Student Services	\$3,769,556	\$3,879,873	11.8%	12.3%	\$110,317	\$3,988,947	\$4,082,407
Institutional Spt	\$6,503,762	\$6,695,356	20.3%	21.2%	\$191,594	\$6,883,581	\$7,044,862
Plant/Maint	\$3,400,997	\$3,502,186	10.6%	11.1%	\$101,189	\$3,600,642	\$3,685,005
Scholarships	\$1,018,000	\$1,030,055	3.1%	3.3%	\$12,055	\$1,059,013	\$1,083,825
	\$30,751,490	\$31,622,681			\$871,191	\$32,511,681	\$33,273,425

➤ Expense projections for 2012 through 2014 are based on maintaining the proposed ratios of revenue presented in the 2010-11 budget.

While the percentages shown above may indicate increases in all expense categories, it may be that expenses in one or more areas may be reduced. This would allow for increases in other areas, such as for more faculty in instruction.

# Budget vs. Actual/Estimated

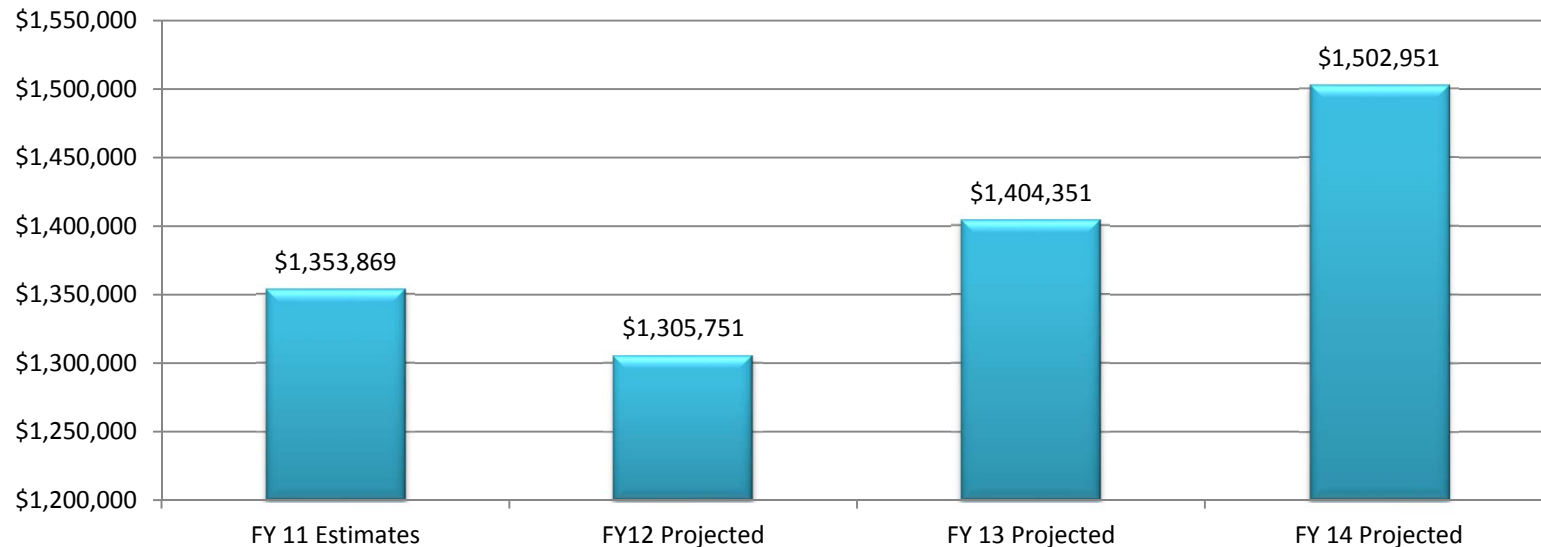
	<u>2009-10</u> <u>Budget</u>	<u>2009-10</u> <u>Actuals</u>	<u>2010-11</u> <u>Budget</u>	<u>2010-11</u> <u>Estimated</u>
FTSE	3,800	3,953	4,200	4,150
<b>Revenue</b>	<b>By Source</b>		<b>By Source</b>	
Property Tax	\$17,206,296	\$17,048,445	\$18,260,641	\$18,260,641
Tuition/Fees	\$10,597,575	\$10,572,370	\$11,882,125	\$11,724,087
State Aid	\$3,682,900	\$3,682,900	\$3,682,900	\$3,682,900
Revenue Total	\$31,486,771	\$31,303,715	\$33,825,666	\$33,667,628
<b>Expenses</b>	<b>By Function</b>		<b>By Function</b>	
Instruction	\$10,882,546	\$9,354,143	\$12,458,193	\$11,087,792
Academic Spt	\$3,383,561	\$3,393,004	\$3,600,982	\$3,600,982
Student Services	\$3,218,546	\$2,827,022	\$3,769,556	\$3,354,905
Institutional Spt	\$8,243,703	\$7,454,458	\$6,503,762	\$5,918,423
Plant/Maint	\$3,267,064	\$2,829,225	\$3,400,997	\$3,190,391
Scholarships	\$1,018,000	\$1,175,806	\$1,018,000	\$1,018,000
	\$30,013,420	\$27,033,658	\$30,751,490	\$28,170,493

Reserves in the amount of \$4,751,049 were used to pay off the bonds in 10-11.

# Per FTSE Calculations



# College Funded Aid



This chart projects the dollar amount to be budgeted for College Funded Aid if the fiscal year 10-11 proposed ratio of 17% of the operating revenue is maintained in the future years.

College Funded Aid consists of monies from the operating fund used for direct student support. Included are...

- Scholarships known as Board of Governors , Mohave Silver, ABE/GED, Early Start
- Staff Tuition Waivers
- Workstudy Wages
- Required match amounts for Federal Workstudy and some Federal Financial Aid

# College Funded Aid

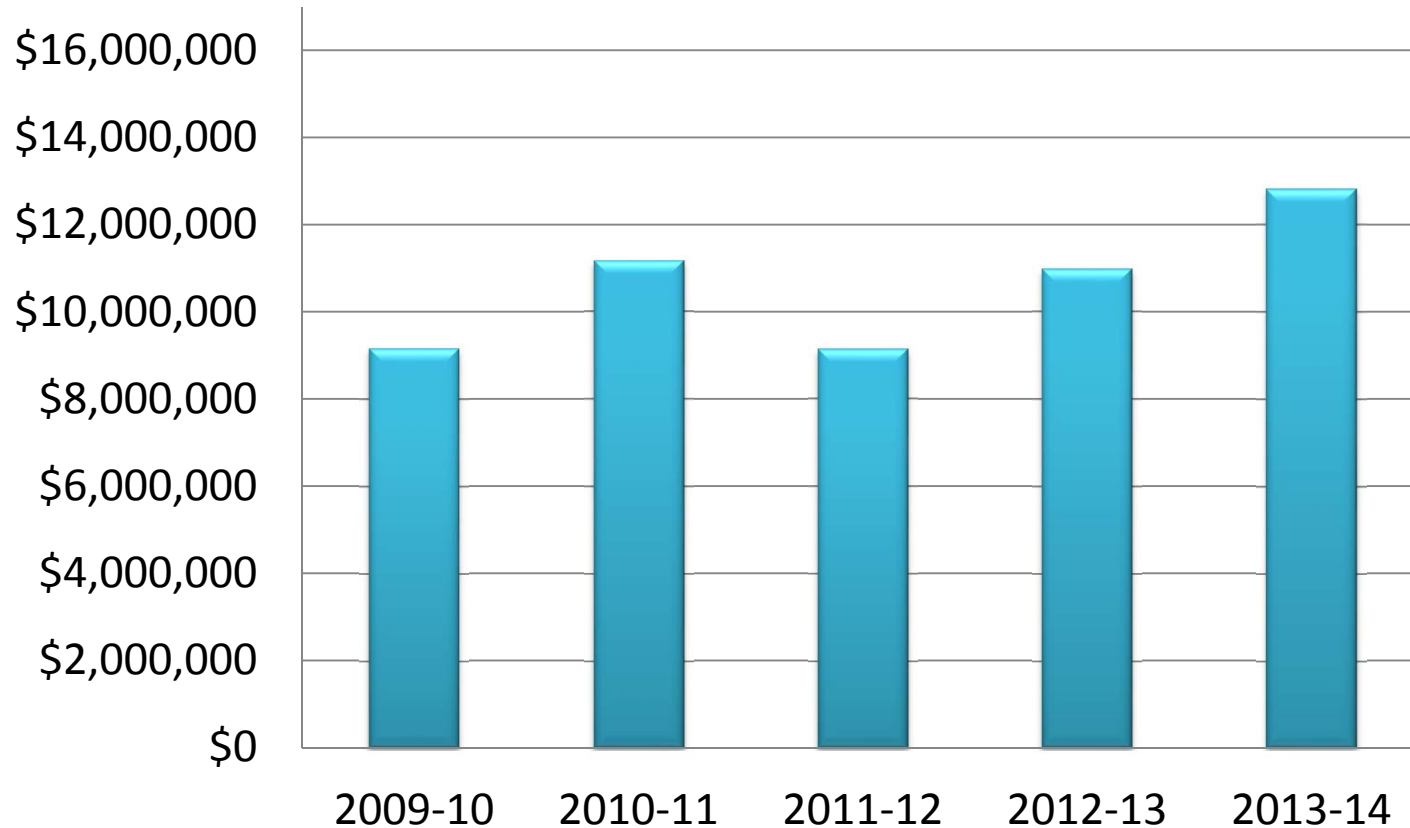
	FY 11 Estimates	% of Gen Tuition	FY12 Projected	% of Gen Tuition	FY 13 Projected	FY 14 Projected
<b>ABE/GED</b>	\$550,000	7.7%	\$506,939	6.6%	\$545,219	\$583,499
Board of Gov	\$225,000	3.2%	\$222,746	2.9%	\$239,566	\$256,386
Mohave Silver	\$10,000	0.1%	\$7,681	0.1%	\$8,261	\$8,841
Early Start	\$100,000	1.4%	\$99,852	1.3%	\$107,392	\$114,932
SEOG/LEAP Match	\$57,430	0.8%	\$61,447	0.8%	\$66,087	\$70,727
<b>College Workstudy &amp; Federal Match</b>	\$336,439	4.7%	\$330,278	4.3%	\$355,218	\$380,158
Staff Tuition Waivers	\$75,000	1.1%	\$76,809	1.0%	\$82,609	\$88,409
<b>Total CFA</b>	<b>\$1,353,869</b>	<b>17.2%</b>	<b>\$1,305,751</b>	<b>17.0%</b>	<b>\$1,404,351</b>	<b>\$1,502,951</b>

# Beginning Balance Projections -- Operating, Auxiliary, and Restricted Funds

Fiscal Years 2009-10 through 2013-14

By Amount

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Operating Funds (Funds 0,1,2)	\$9,163,723	\$11,170,399	\$9,141,396	\$10,982,477	\$12,823,558



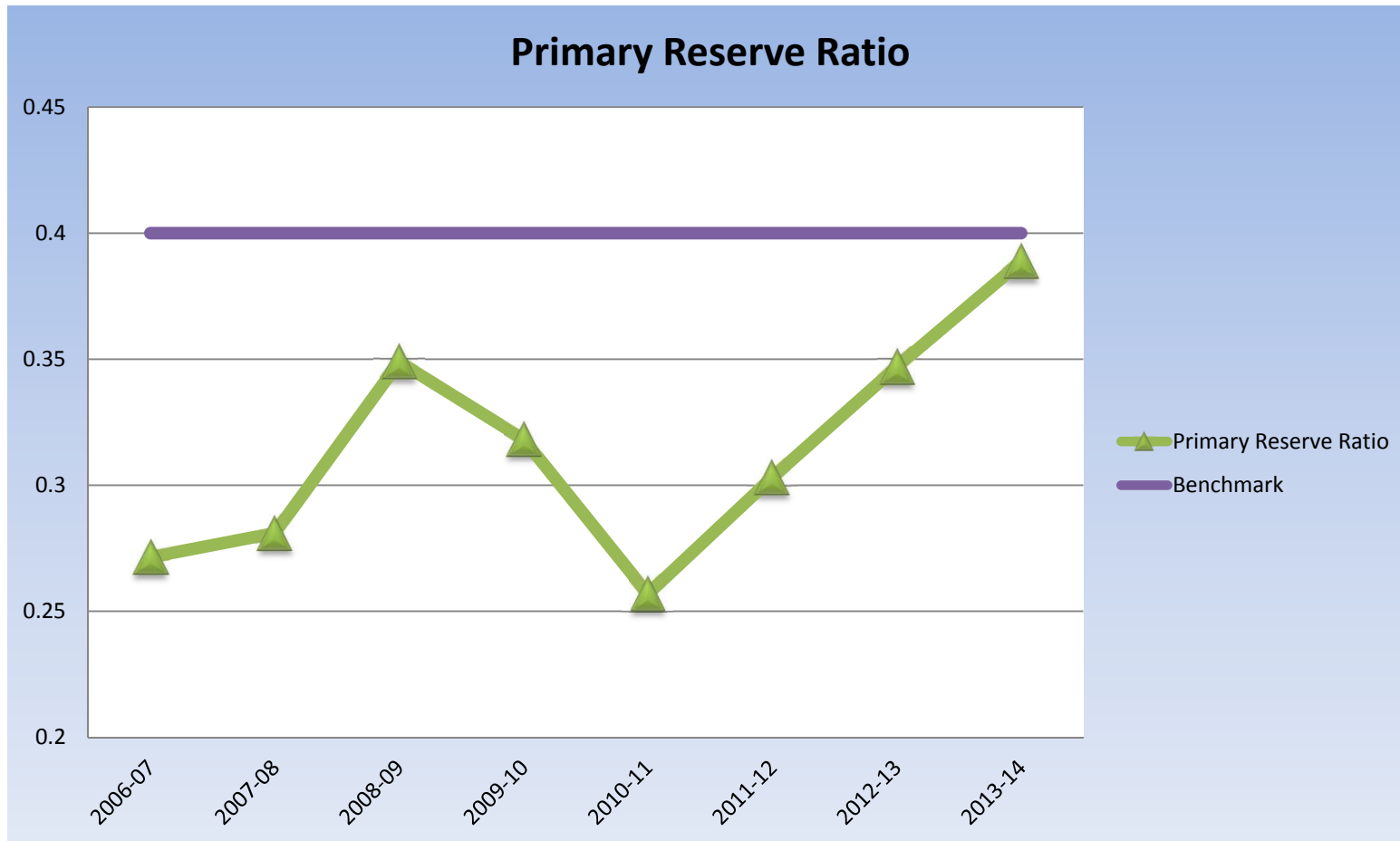
# Where is the fund balance?

2010-11 figures noted below

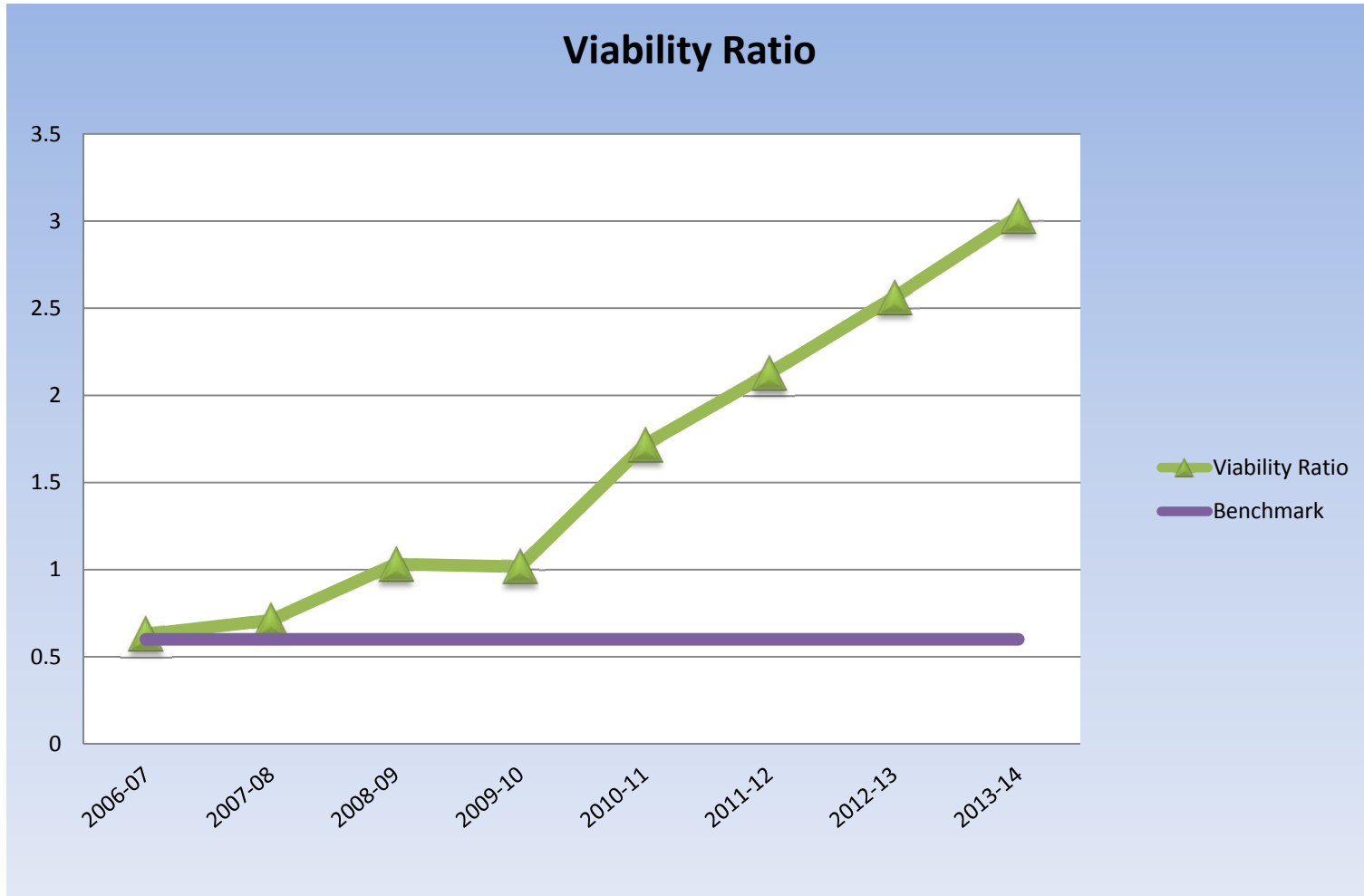
- Instruction  
New/Revised Program
- Instruction
- Academic Support
- Student Services
- Institutional
- Plant/Maintenance
- Reserve
- Auxiliary Fund
- Reserve for Future Construction

➤ Approximately \$650,000 would be required annually if a “Bond Retirement Reserve” was created so funds would be available in 2016-17 to pay off remaining bonds in the amount of \$3,215,000

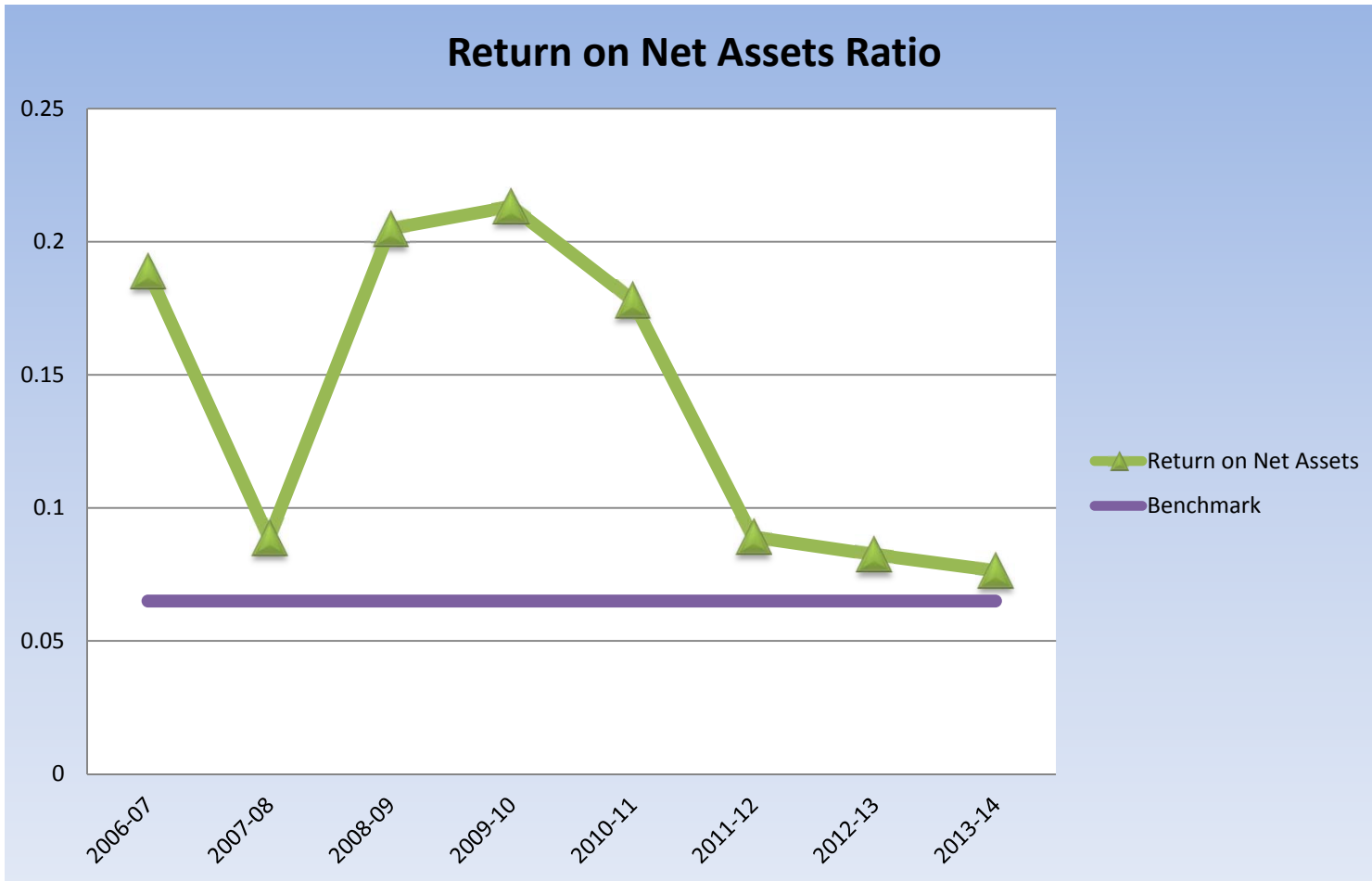




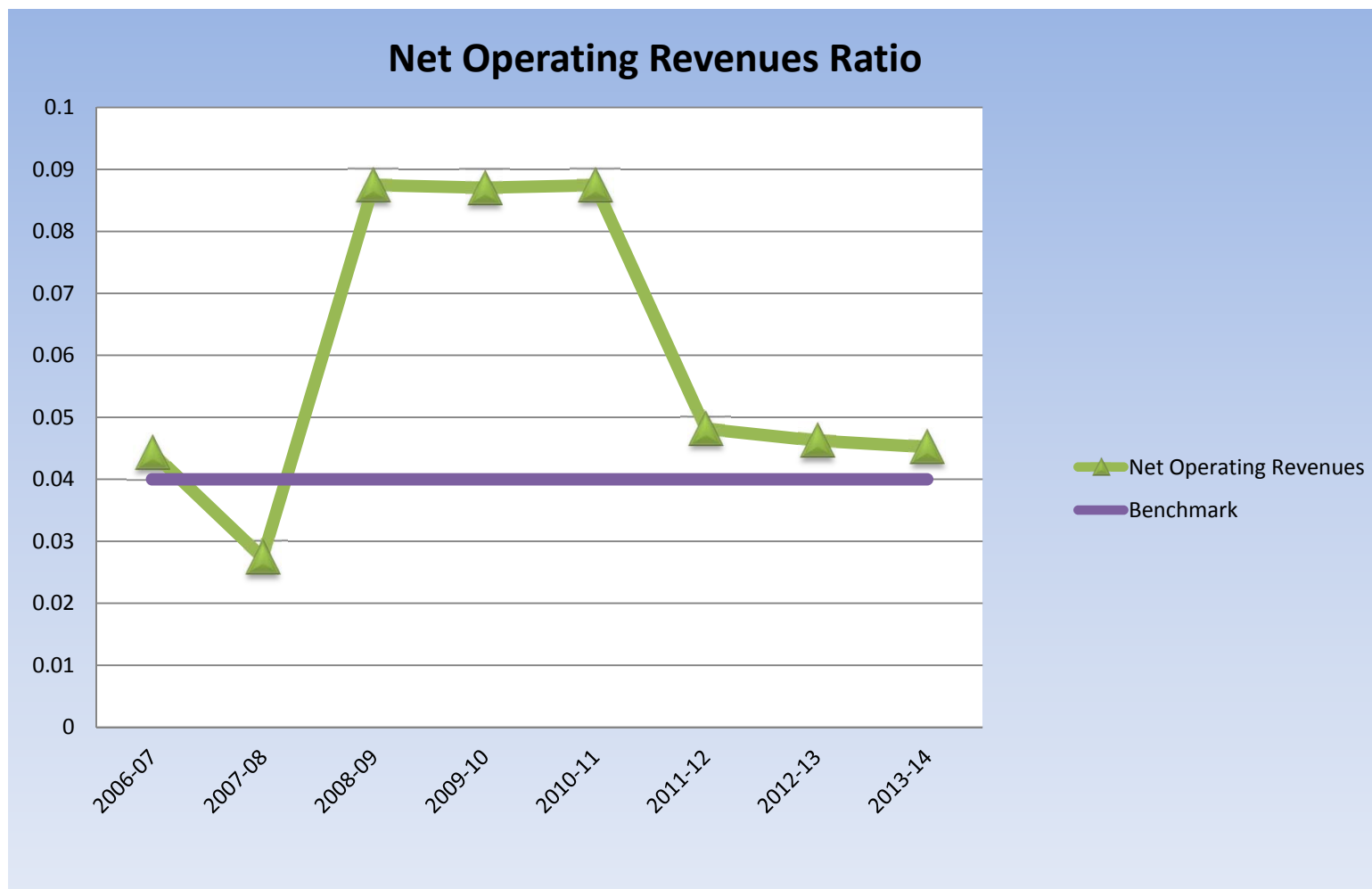
Primary Reserve Ratio - measures total available resources than an institution could spend on operations as a percentage of total expenses. This is the portion of an entire year the institution could meet financial obligations with assets readily available.



Viability Ratio - measures capability to meet debt obligation with expendable assets. Also measures an institution's ability to fund new initiatives through debt and plays a significant role in determining the District's level of credit risk.

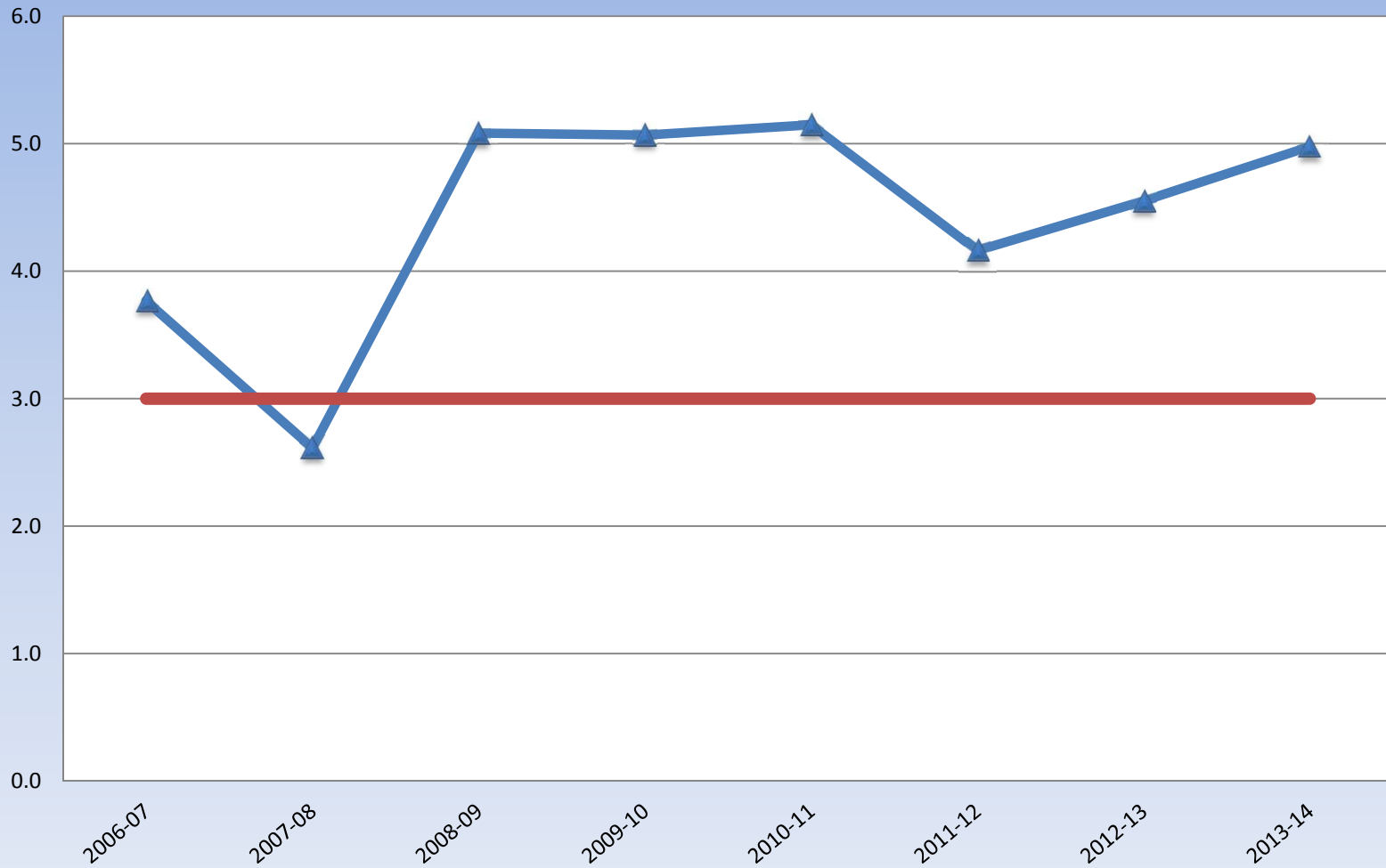


Return on Net Assets - measures whether the District's assets (restricted and unrestricted) are increasing or decreasing.



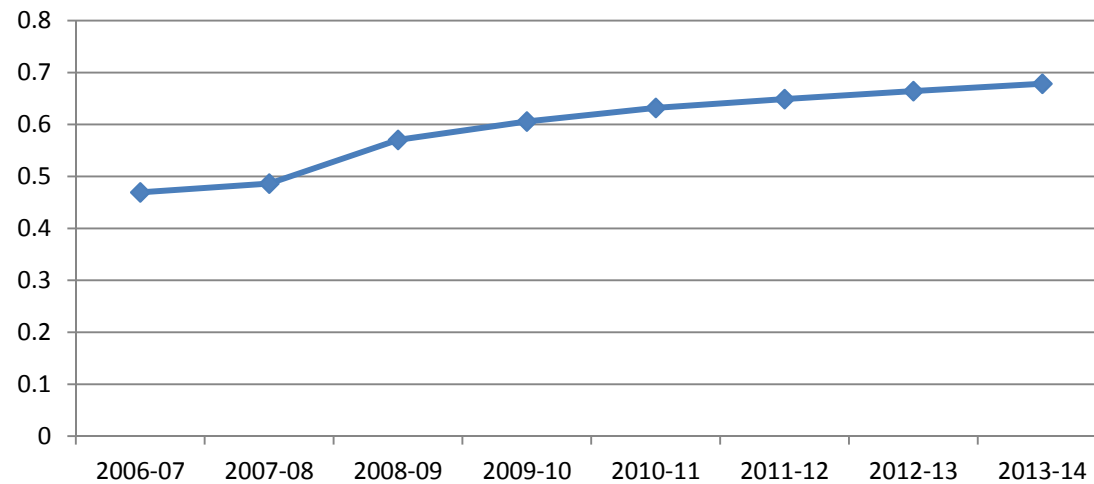
Net Operating Revenues Ratio - measures the ability of an institution to operate within available resources in basic day-to-day functions. It measures the surplus or deficit resulting from institutional operations

## Composite Financial Index

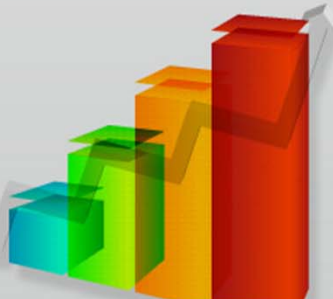


## Resource Sufficiency Capitalization Ratio

- Net assets as a percentage of total assets. Similar to an equity ratio, it measures what portion of total assets are made up of reserves/net assets.



- A very high Capitalization Ratio implies that an institution may not be leveraging its assets effectively and might be investing too much costly equity in physical assets. However, an institution with a high ratio does benefit from enormous future financing flexibility, a major benefit that may sometimes be overlooked. Institutions with a low capitalization ratio will find themselves constrained with less ability to undertake future capital opportunities without negatively impacting credit. The desirable boundaries for the ratio for institutions are 50 percent and 85 percent.



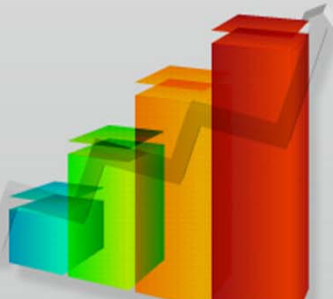
## Debt Management

# Debt Burden Ratio

- Debt service expenditures as a percentage of total annual expenses.



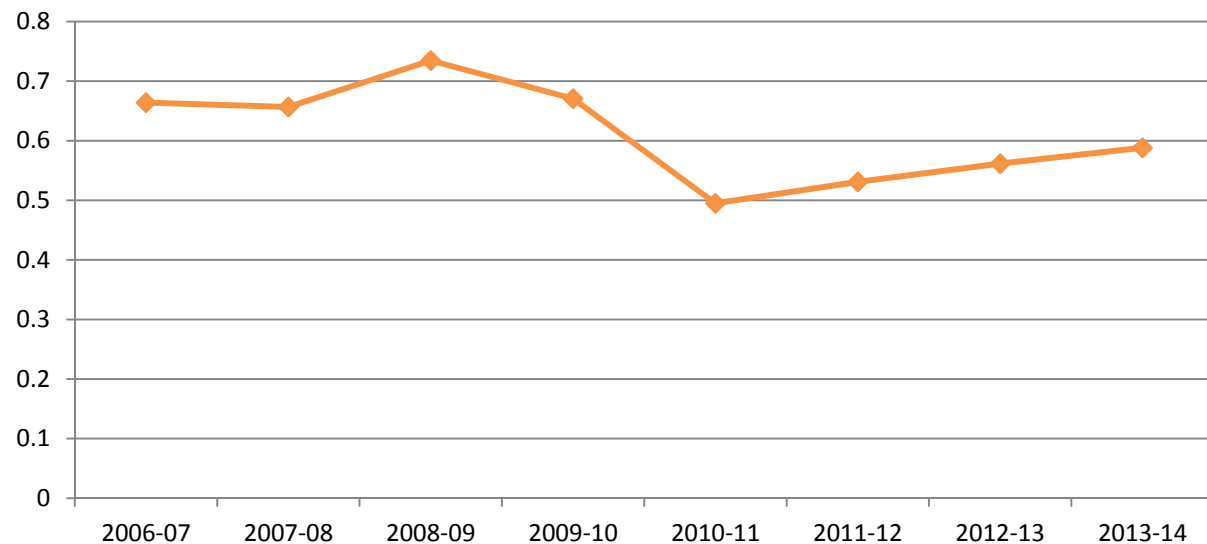
- Although not a core strategic financial ratio, the Debt Burden Ratio is a key tool in measuring debt affordability and should be considered as a key financial indicator for any institution using debt. This ratio examines the institution's dependence on borrowed funds as a source of financing its mission and the relative cost of borrowing to overall expenditures.



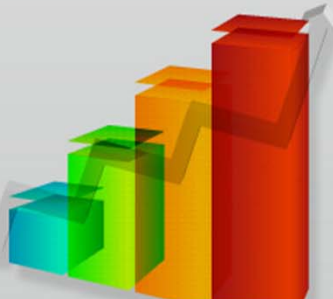
## Asset Performance

# Net Financial Assets Ratio

- The percentage of non-property, plant and equipment assets that comprise the total net assets.



- In tandem with the Capitalization Ratio this ratio provides a look into the allocation of equity between physical and financial net assets. The Financial Net Asset Ratio helps evaluate what equity resources the institution has available to meet these unexpected capital needs. If the equity is weighted heavily in property, plant and equipment, the institution may have relatively less ability to allocate internal funds to new initiatives than an institution with a similar Capitalization Ratio that is more heavily allocated in financial assets.

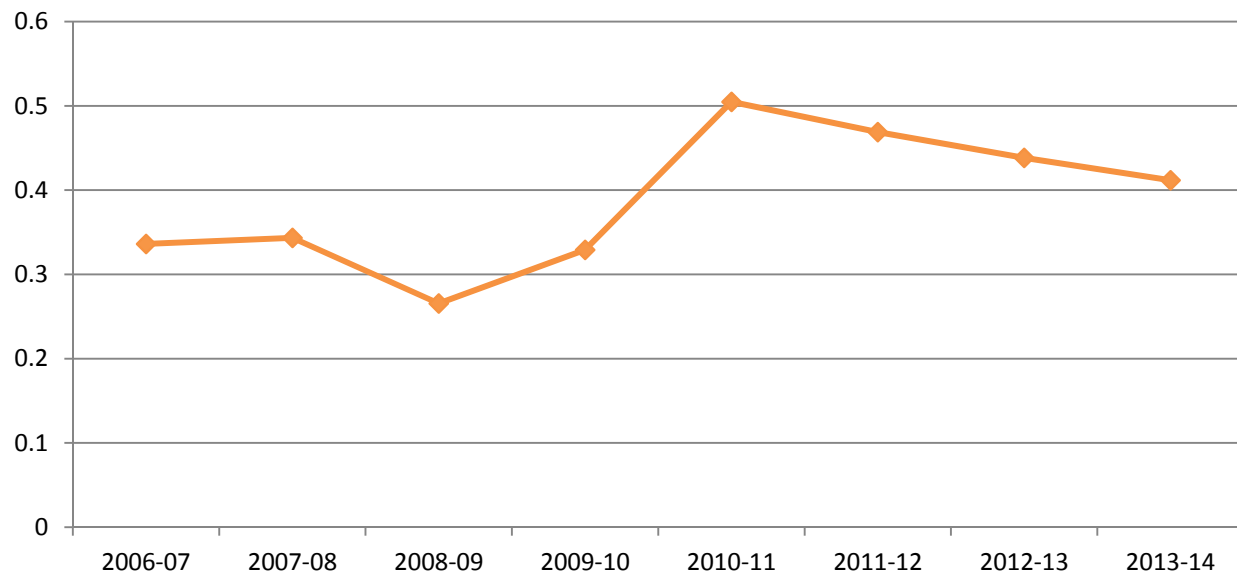




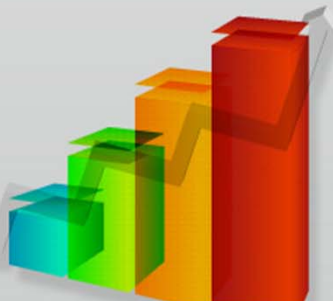
## Asset Performance

# Net Physical Assets Ratio

- The percentage of property, plant and equipment assets that comprise the total net assets.



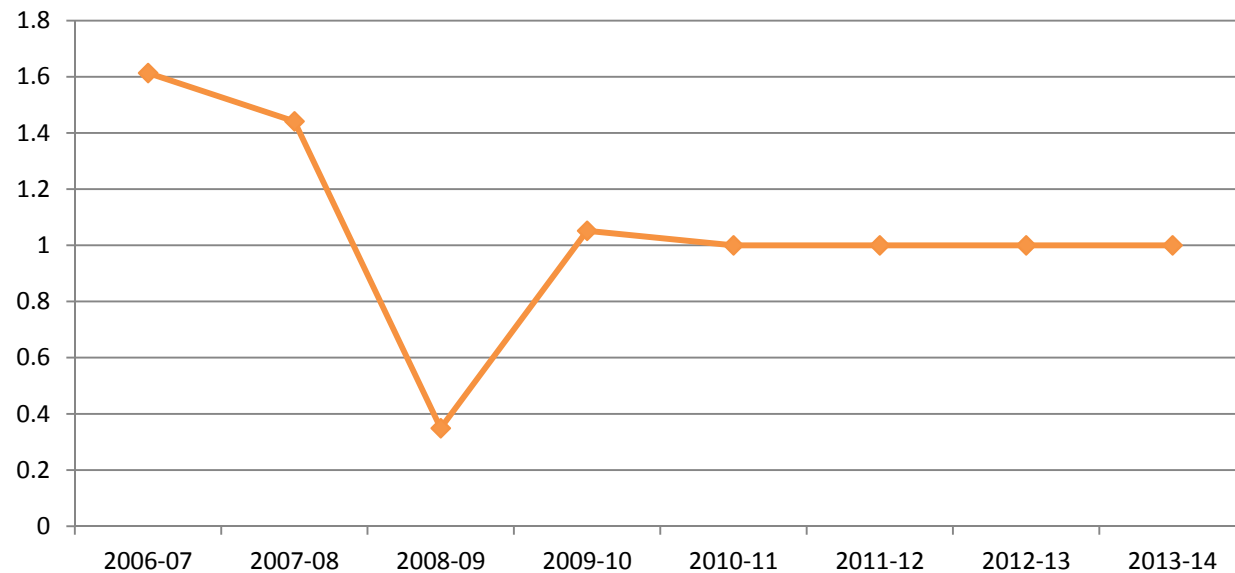
- The Net Physical Assets Ratio is a complement to the Net Financial Assets Ratio as the combined total equals the total net assets for the institution. The ratio helps gauge the level of investment in facilities and other physical assets.



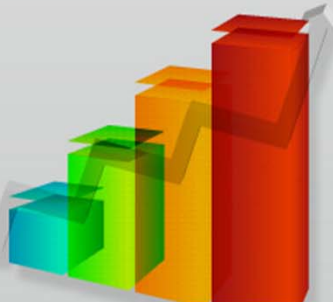
## Asset Performance

# Physical Asset Reinvestment Ratio

- Measures how fast new capital and physical assets are being purchased in relation to how fast they are being consumed/used.

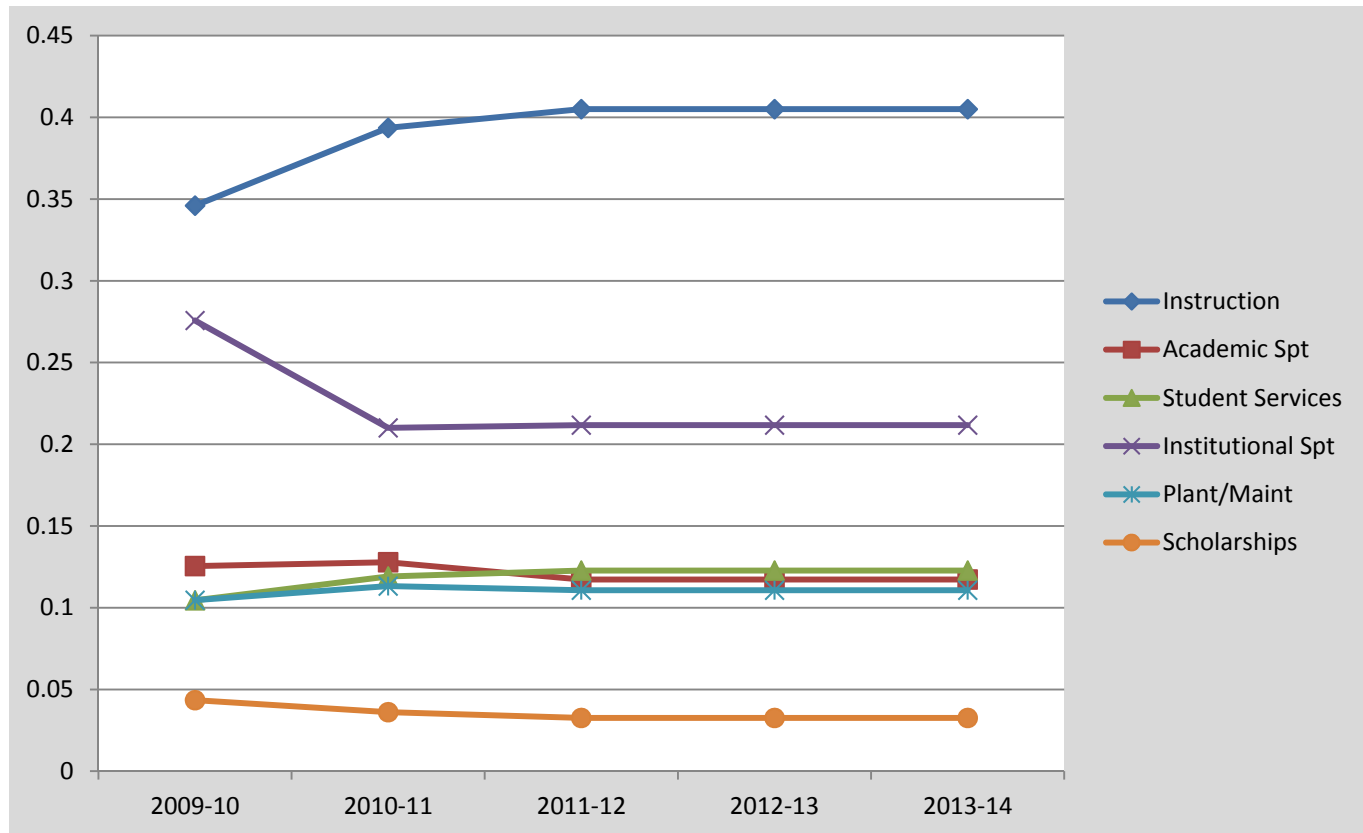


- A ratio above 1:1 indicates an increasing investment in physical assets, whereas a lower ratio potentially indicates an under-investment in campus facilities. Since this ratio measures current outlays for physical plant against depreciation expense using historical values, institutions should consider even a higher ratio than 1:1. Since facilities investment is highly variable from year to year, especially for smaller institutions, this ratio should be evaluated on a multiyear basis.

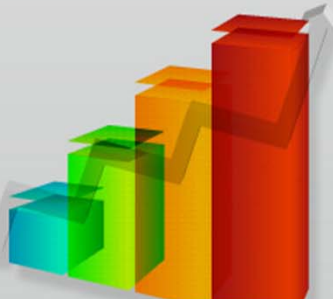


# Operating Results

## Contribution Ratios



- Contribution Ratios measure how much a given expense category contributes to total expenses.

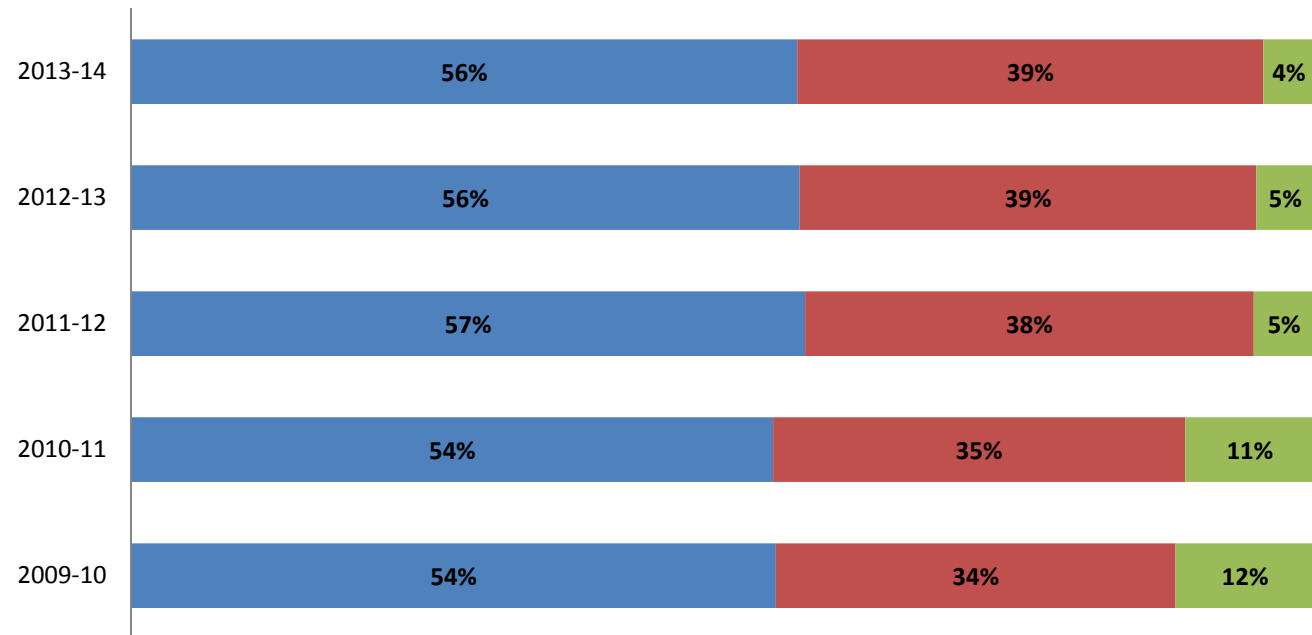


# Operating Results

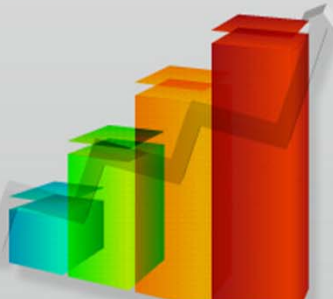
## Dependency Ratios

### 3 Primary Unrestricted Revenues Only

■ Property Taxes ■ Tuition & Fees ■ State Appropriations

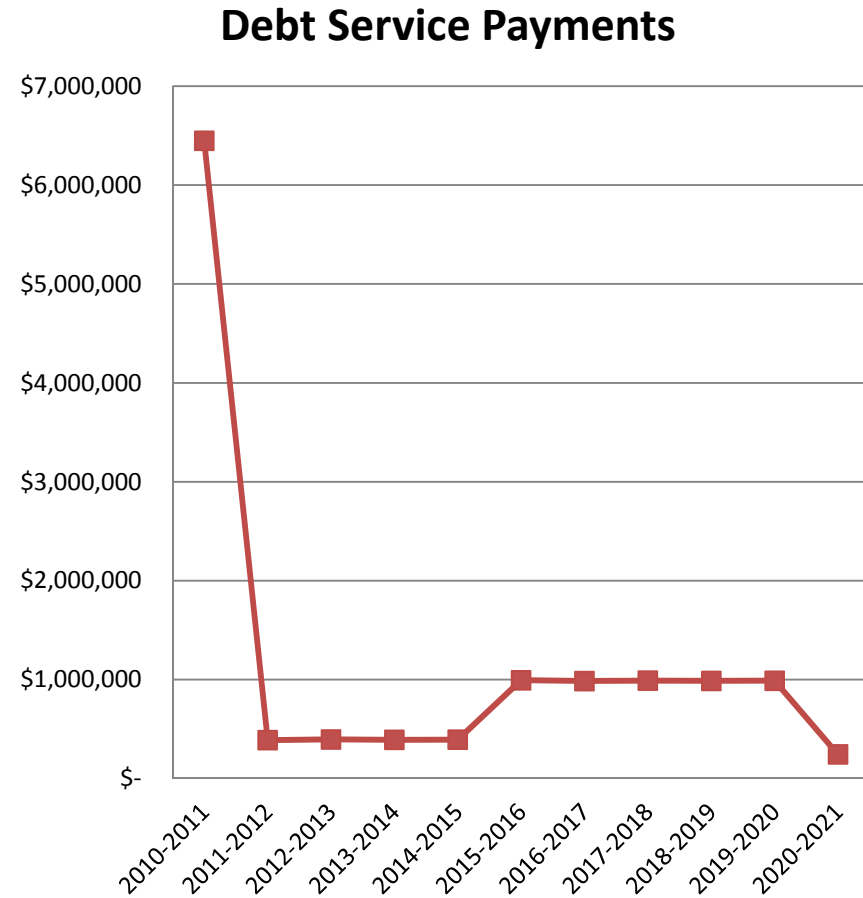


- Dependency Ratios measure how much total revenue depends on one particular revenue source.

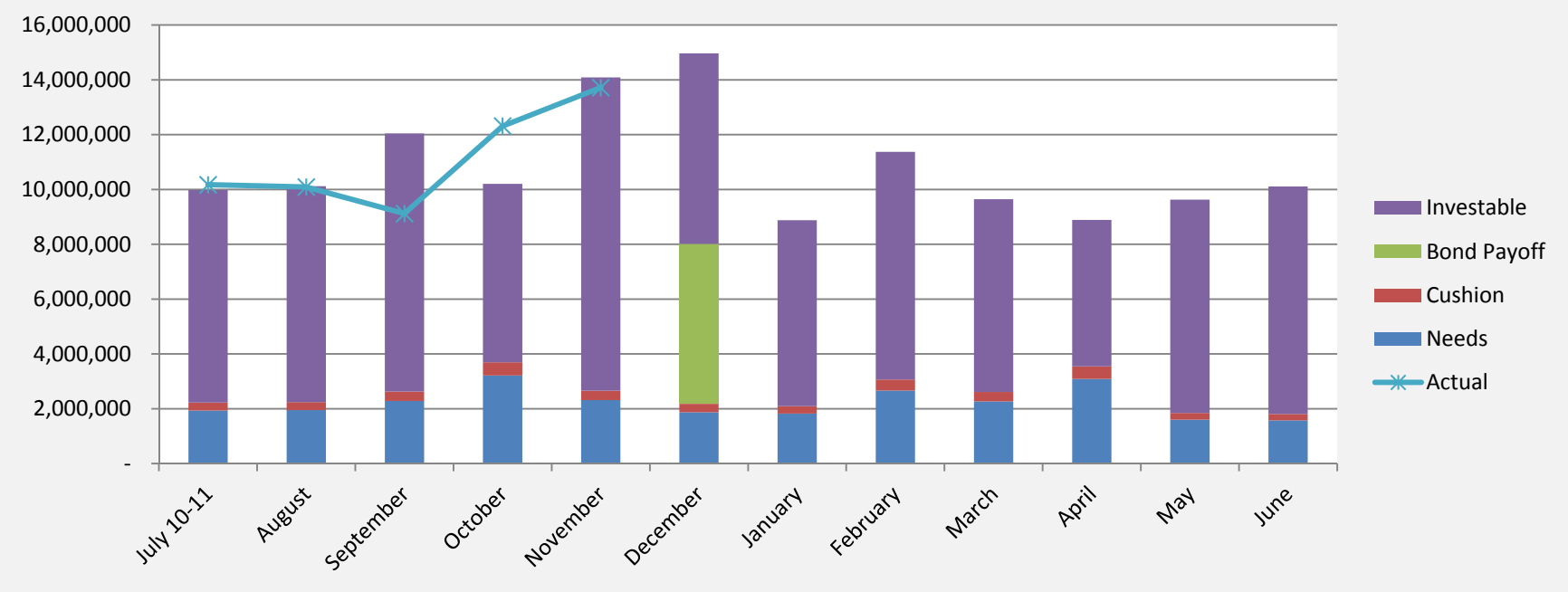


# Updated Debt Payment Schedule

Year	Debt Service		
	Principal	Interest	Total
2010-2011	6,085,298	362,356	6,447,653
2011-2012	148,075	239,163	387,238
2012-2013	161,354	232,712	394,065
2013-2014	164,802	225,697	390,499
2014-2015	173,430	218,388	391,818
2015-2016	782,247	210,703	992,949
2016-2017	806,262	178,547	984,809
2017-2018	845,485	143,527	989,012
2018-2019	879,928	106,805	986,734
2019-2020	919,602	68,585	988,187
2020-2021	214,519	28,639	243,159
	<b>11,181,001</b>	<b>2,015,121</b>	<b>13,196,122</b>



# Cash Projections



	Cash	Needs	Income	Net Change	Cushion	Bond Payoff	Investable	Actual
July 10-11	9,980,200	1,937,658	2,076,173	138,515	290,649		7,751,894	10,171,431
August	10,118,715	1,951,319	3,875,514	1,924,195	292,698		7,874,698	10,089,996
September	12,042,911	2,283,386	447,180	(1,836,206)	342,508		9,417,016	9,120,096
October	10,206,705	3,214,347	7,095,901	3,881,554	482,152		6,510,205	12,312,820
November	14,088,258	2,314,197	3,192,492	878,295	347,130		11,426,932	13,716,430
December	14,966,554	1,871,239	1,617,417	(6,088,822)	306,593	5,835,000	6,953,722	
January	8,877,732	1,823,521	4,315,813	2,492,292	273,528		6,780,683	
February	11,370,024	2,667,497	943,350	(1,724,147)	400,125		8,302,402	
March	9,645,877	2,269,323	1,513,659	(755,663)	340,398		7,036,156	
April	8,890,214	3,086,290	3,823,431	737,140	462,944		5,340,980	
May	9,627,354	1,604,762	2,086,439	481,677	240,714		7,781,877	
June	10,109,031	1,574,663	842,989	(731,674)	236,199		8,298,168	

# New Programs

Below is a list of new instructional programs with anticipated costs that MCC plans to budget in fiscal year 2011-12. Tuition and fee revenue for these programs has already been added to revenue projections presented earlier.

<u>Program</u>	<u>Type</u>	<u>Number of Students</u>	<u>Expected Cost</u>
Health Information Technology (HIT)	AAS Degree	30	\$154,220
Practical Nursing (PN)	AAS Degree	20	\$264,103
Radiologic Technology	AAS Degree	Director only in 2011-12	\$78,000 to \$91,000
Totals			\$496,323 to \$509,323

# 2010-2011 Renovations and Deferred Maintenance

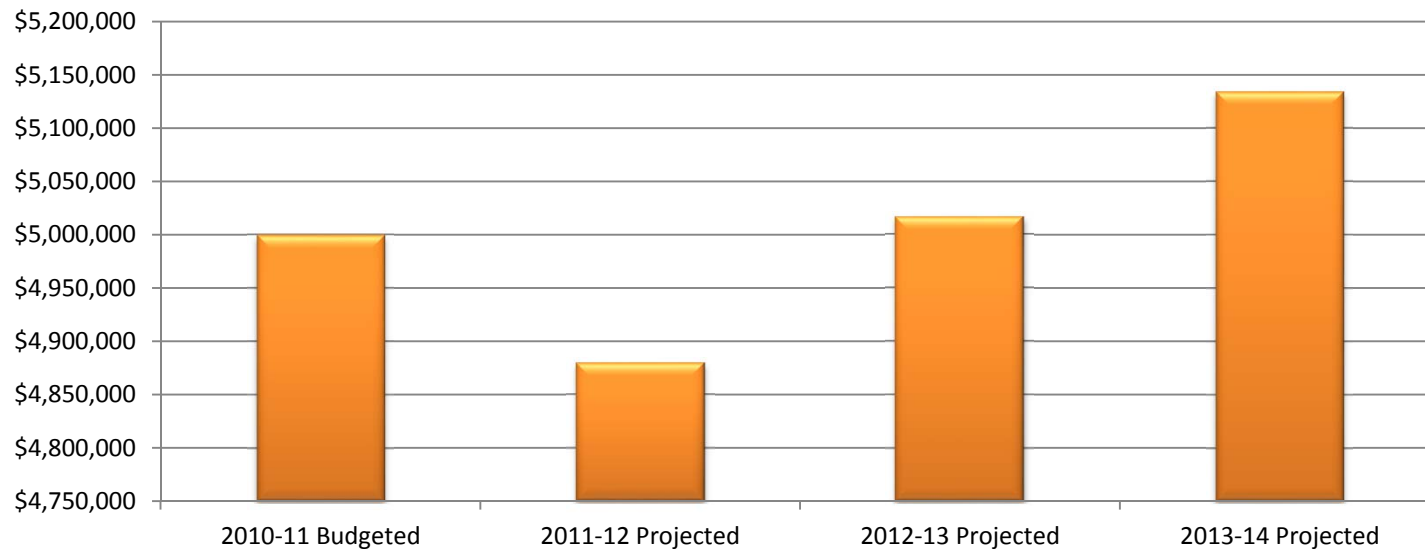
Budget 2010-11 Allowance	\$1,300,000		
	<u>Budget</u>	<u>Paid</u>	<u>Encumbered</u>
Kingman	\$168,377	\$168,334	\$0
Lake Havasu	\$349,533	\$183,664	\$3,340
Bullhead	\$95,258	\$74,929	\$18,904
North Mohave	\$140,690	\$139,633	\$0
Project Totals YTD	\$753,858	\$566,560	\$22,244
Budget Remaining	\$546,142		

MCC tends to hold back some spending until later in the fiscal year to cover emergencies that may arise or for savings carryover.

Welding and Allied Health renovation expenditures are classified under New Programs and are not included in Facilities Projects .



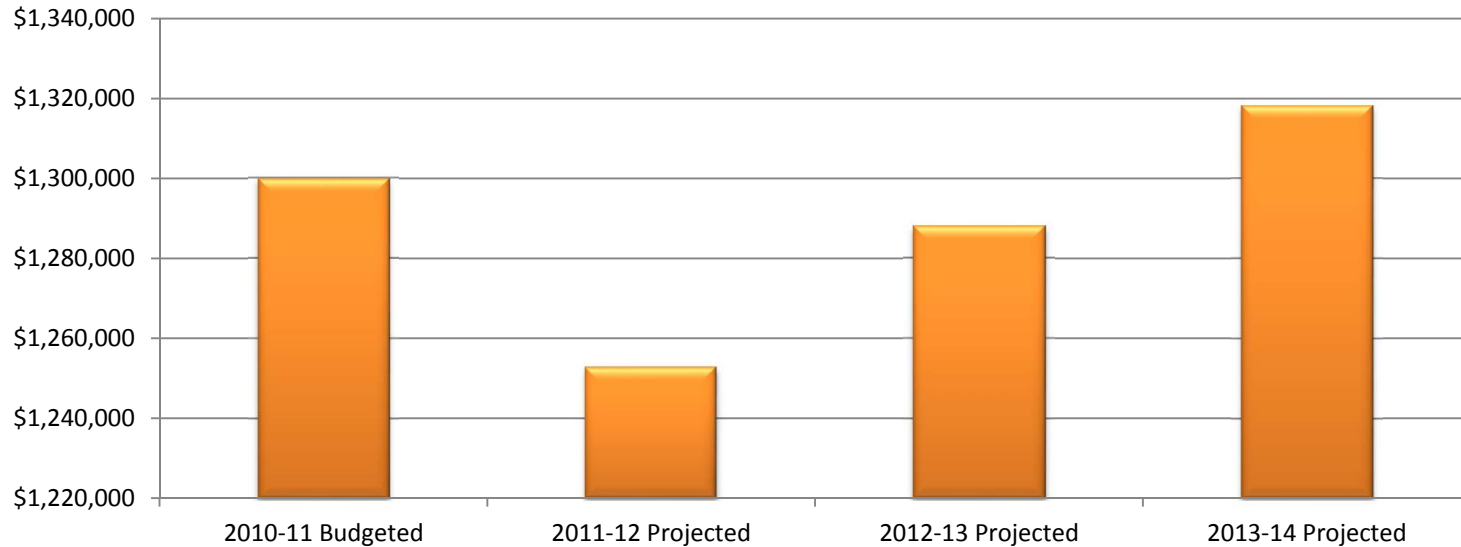
# Reserve for Future Construction



	<u>2010-11</u> <u>Budgeted</u>	<u>% of</u> <u>Rev</u>	<u>2011-12</u> <u>Projected</u>	<u>% of</u> <u>Rev</u>	<u>2012-13</u> <u>Projected</u>	<u>2013-14</u> <u>Projected</u>
Reserve for Future Construction	\$5,000,000	14.8%	\$4,879,797	14.8%	\$5,016,981	\$5,134,529

➤ Expense projections for 2012 through 2014 are based on maintaining the proposed ratios of revenue presented in the 2010-11 budget.

# Deferred Maintenance



	<u>2010-11</u> <u>Budgeted</u>	<u>% of</u> <u>Rev</u>	<u>2011-12</u> <u>Projected</u>	<u>% of</u> <u>Rev</u>	<u>2012-13</u> <u>Projected</u>	<u>2013-14</u> <u>Projected</u>
Deferred Maintenance/ Renovation	\$1,300,000	3.8%	\$1,252,921	3.8%	\$1,288,144	\$1,318,325

➤ Expense projections for 2012 through 2014 are based on maintaining the proposed ratios of revenue presented in the 2010-11 budget.