



**Monitoring Report on Achieving
the College's ENDS:
Community Development**
January 27, 2014



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Background

The College's Community Development END, established by the OCCC Board of Regents, states: **Our community's quality of life is enriched through our educational, artistic, recreational programs and events.**

Note: The financial information used in this report includes only direct program revenues and expenses. Other costs and revenues were excluded.

In addition, as we review the public cost and public benefit of the programs in community development, it may be of value to note that most colleges view the community service function, programs, and costs as a mission-related and effective way to build goodwill in the community. The goodwill generated assists to no small measure in the marketing of the college, recruitment, fundraising, and general support from members and organizations in the community, including our elected officials at both the state and local levels.

There are eight core indicators used to measure community development in OCCC's FY 2014 Annual Plan. Based on the latest available information, performance on the targets is as follows:

<u>Target</u>	<u>Performance</u> ¹	<u>Year Over Year</u>
Community Development financial performance will improve. The dollar loss was reduced from FY12 to FY13 from -\$1,110,000 to -\$986,000.		↑
Career Transitions successful course and/or job placement will be above the prior three-year average. The successful course/job placement was 9 in FY13 compared to the three year average of 48.		↓
ABE/GED/ESL outcomes will be at or above half (5) of the national benchmark standards. The total number met in FY13 was 8 of the 11.		⇒
Enrollments/Visits at OCCC Capitol Hill Center will be over the prior year. Enrollments and visits increased in FY13 from 5,625 to 10,541.		↑
Arts Festival Oklahoma attendance will be at or above the prior three-year average. The attendance at the Arts Festival Oklahoma in the Fall of 2013 was 17,844 compared to the three-year average of 22,444.		↑
Performing Arts Series tickets sold will be at or above prior three-year average. The Performing Arts Series tickets sold in FY13 were 1,858 compared to the three-year average of 2,151.		↑
The number of student and employee Wellness Center visits will be at or above the prior three-year average of 24,384. In FY13 there were 29,524 student and employee visits.		↑

¹ Performance indicators are as follows: • (green) denotes at or exceeding target, • (yellow) denotes slightly below target requiring monitoring, • (red) denotes significantly below target



Summary

- During the most recent year, OCCC has experienced progress in the following:
 - The predominantly non-grant funded programs overall loss was reduced by 11 percent.
 - Adult Basic Education (ABE)/General Education Diploma (GED)/English as a Second Language (ESL) successful completion rates continue to be above the target.
 - Enrollment and visits in programs offered at the OCCC Capitol Hill Center increased substantially in the last year.
 - The numbers of contracts and companies served by the Professional Development Institute increased substantially last year.
 - The economic impact of the OCCC Aquatic Center increased by 84.7% to 4 million dollars in FY13.
 - Arts Festival Oklahoma grants increased 28% and donations increased 60% in FY13.
- Opportunities for improvement:
 - Continued financial improvement in the Professional Development Institute.
 - Increase the number of tickets sold in the Performing Arts series. (Note: Because of the new theater size and impact, new metrics are being considered for the FY15 Annual Plan.)

Revenues, Expenditures, and Margins

Target: Community Development financial performance will improve aggregate margin for selected community development functions.

Community Development	Direct Revenues			Direct Expenditures			Margin/Loss		
	(000's)	2011	2012	2013	2011	2012	2013	2011	2012
College for Kids	\$66	\$103	\$121	\$56	\$62	\$70	\$10	\$41	\$50
Adult Personal Enrichment	\$10	\$4	\$37	\$16	\$17	\$18	-\$6	-\$13	\$19
Capitol Hill Center	\$21	\$4	\$14	\$182	\$265	\$309	-\$161	-\$261	-\$295
Professional Development Institute	\$314	\$497	\$384	\$563	\$641	\$552	-\$249	-\$144	-\$169
Arts Festival Oklahoma	\$131	\$145	\$148	\$280	\$320	\$294	-\$149	-\$175	-\$146
Performing Arts Programs	\$68	\$137	\$49	\$171	\$246	\$163	-\$102	-\$109	-\$114
Rec: Fitness Center	\$120	\$126	\$110	\$231	\$240	\$206	-\$111	-\$114	-\$96
Rec: Youth Programs	\$171	\$204	\$217	\$327	\$346	\$304	-\$156	-\$142	-\$88
Rec: Adult Programs	\$77	\$60	\$46	\$168	\$178	\$155	-\$91	-\$119	-\$110
Rec: Special Events	\$146	\$188	\$164	\$215	\$261	\$202	-\$70	-\$74	-\$38
Sub-Total	\$1,125	\$1,466	\$1,289	\$2,211	\$2,576	\$2,274	-\$1,086	-\$1,110	-\$986
Predominantly Grant-Funded Programs									
Career Transitions	\$420	\$370	\$349	\$403	\$370	\$337	\$17	0	12
ABE/GED/ESL	\$927	\$800	\$907	\$1,152	\$1,034	\$1,155	-\$226	-\$234	-\$248
Total	\$2,472	\$2,636	\$2,545	\$3,766	\$4,080	\$3,766	-\$1,295	-\$1,344	-\$1,222

The Bruce Owen Theater was eliminated because the Arts Division currently manages the theater.

Source: Office of Business and Finance

Functions that reduced their loss from FY2012 to FY2013 include Recreation and Fitness, Adult Personal Enrichment and Arts Festival Oklahoma. Activities that experienced losses included Capitol Hill Center and the Professional Development Institute. The overall Community Development loss improved by \$120,000 from the prior year. (See next page for margin analysis and Appendices, Page 14 for the number of Community Development participants.)

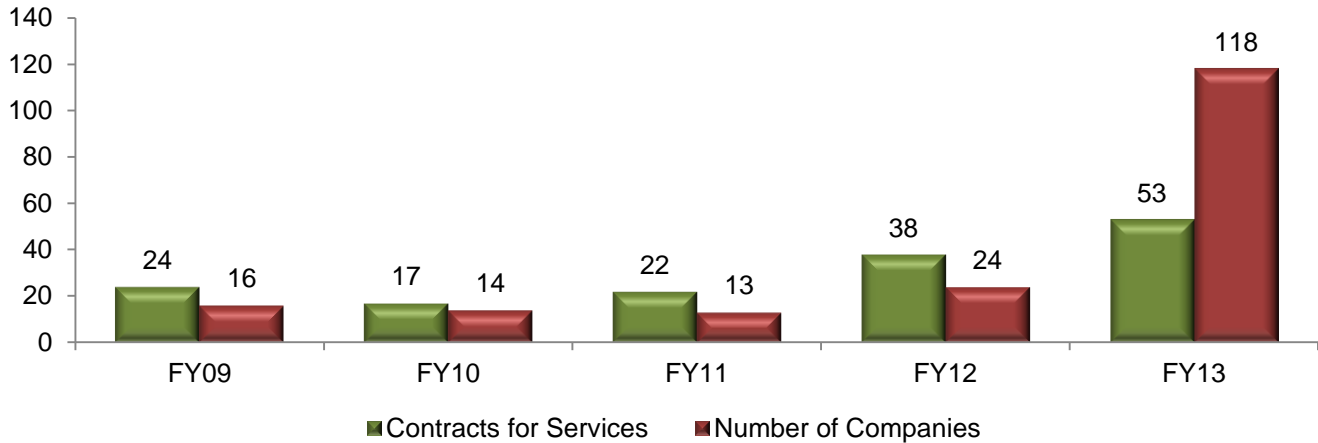


Margin Analysis (Thousands of Dollars)

Function/Activity	Improvement/Loss	%
Recreation and Fitness	\$117	26.1%
Adult Personal Enrichment	\$32	NA
Arts Festival Oklahoma	\$29	16.6%
Professional Development Institute	-\$25	-17.4%
Capitol Hill	-\$34	-13.0%

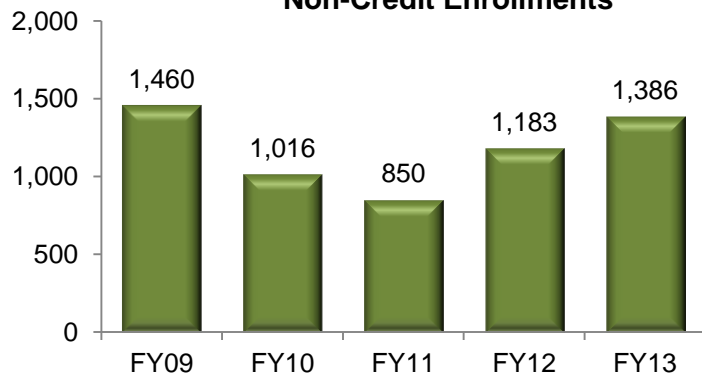
Professional Development Institute

Professional Development Institute Contracted Services

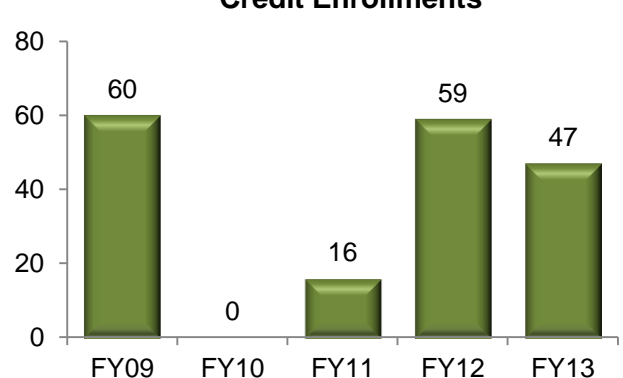


- Contracted services have risen since FY10 with the most recent increase of 15 or 39.5%. The number of companies served also increased significantly by 94 or 392%. Year-to-date for FY14 PDI has booked or generated accounts receivable of more than \$300,000 and is on the way to achieving its budgeted revenue target of \$579,000 for the year – a 50% increase over 2013. We are estimating this would result in a loss of less than \$60,000 for the year.

Non-Credit Enrollments



Credit Enrollments

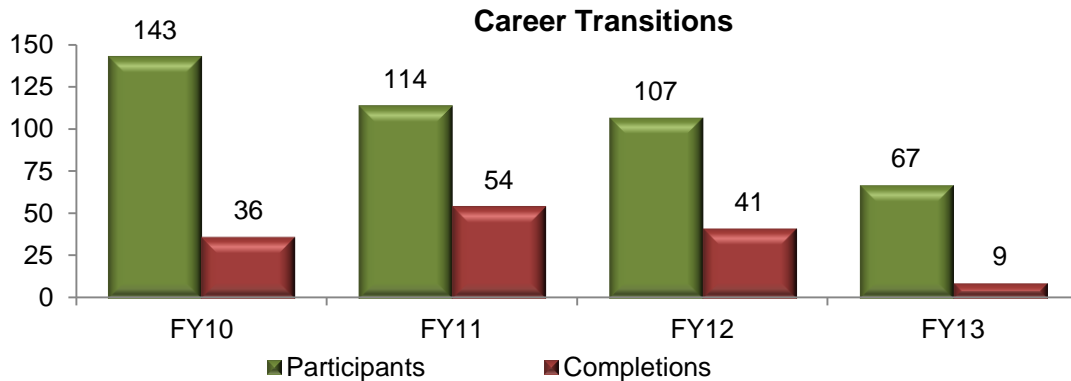


- This is the second year in a row that the number of non-credit enrollments increased. From FY12 to FY13 enrollments increased by 203 or 17.2%.
- Credit enrollment decreased from FY12 to FY13 by 20.3%. This activity has been deemphasized.

Source: Professional Development Institute

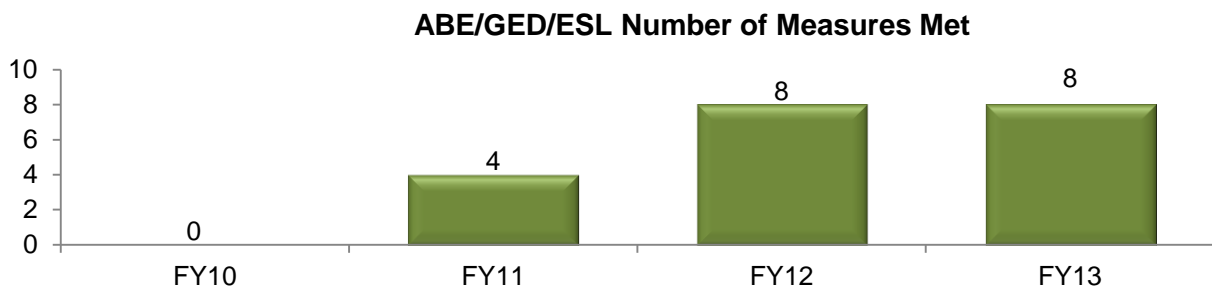
Career Transitions & ABE/GED/ESL

Target: Career Transitions successful course and/or job placement will be above the prior three-year average of 48 completions. ABE/GED/ESL outcomes will be at or above half (5) of the national benchmark standards.



- The number of Career Transitions participants declined over the past couple of years because the College has received fewer referrals. The number of completions has declined because students are now enrolling in 2-year academic programs. In the past, students were only eligible for short term academic certificates.

Source: Office of Career Transitions

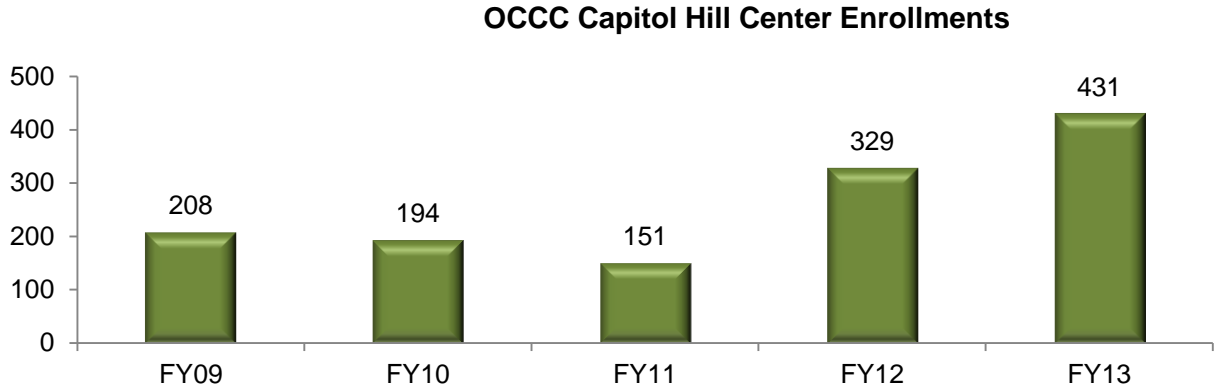
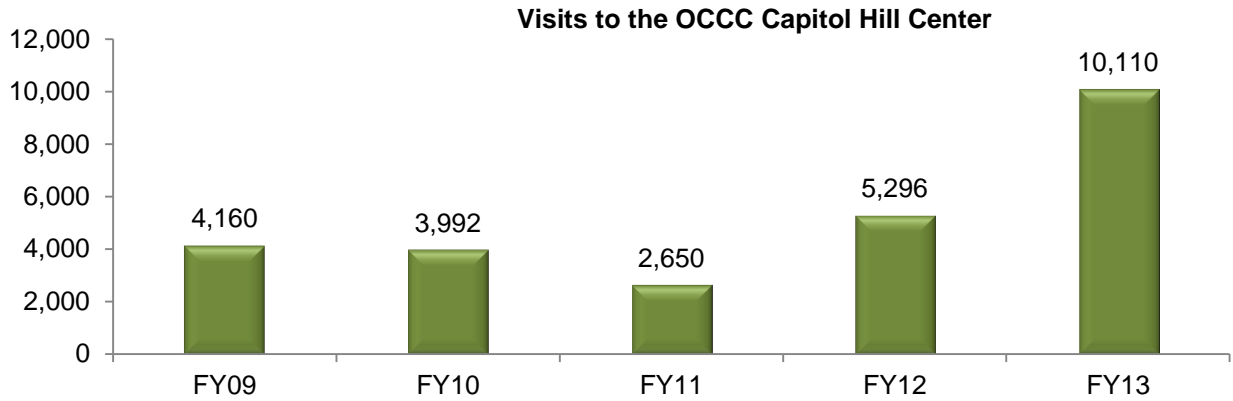


- There are eleven performance standards as set by the Oklahoma State Department of Education for ABE/GED/ESL. These standards measure student completion on six levels of ESL and five levels in ABE. Student completion is defined by a student moving upward, at a minimum, from one level of competency to another. OCCC received its first grant to provide these services in 2009 and from 2010 through 2013, OCCC has moved from meeting zero standards to meeting 8 of the 11. (See Appendices, Page 15 for the number of ABE/GED/ESL completions.)

Source: Office of Community Outreach and Education

OCCC Capitol Hill Center

Target: Enrollments/visits will increase over the prior year at the OCCC Capitol Hill Center.

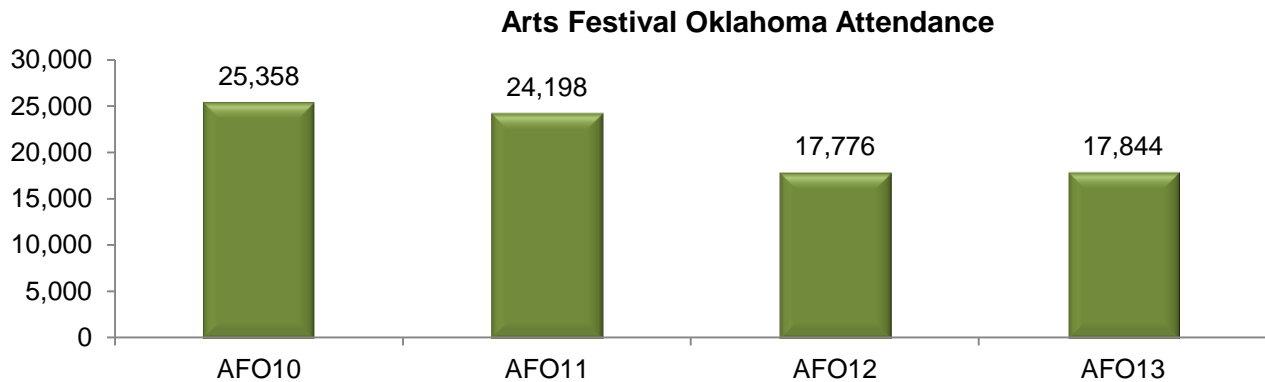


The OCCC Capitol Hill Center moved into a new facility in February of 2012. This facility is located in the heart of Capitol Hill's area population with easy access. This is the second year in a row that the visits and enrollments have increased with the visits increasing by 90.9% and the enrollment increasing by 31.0% since FY2012.

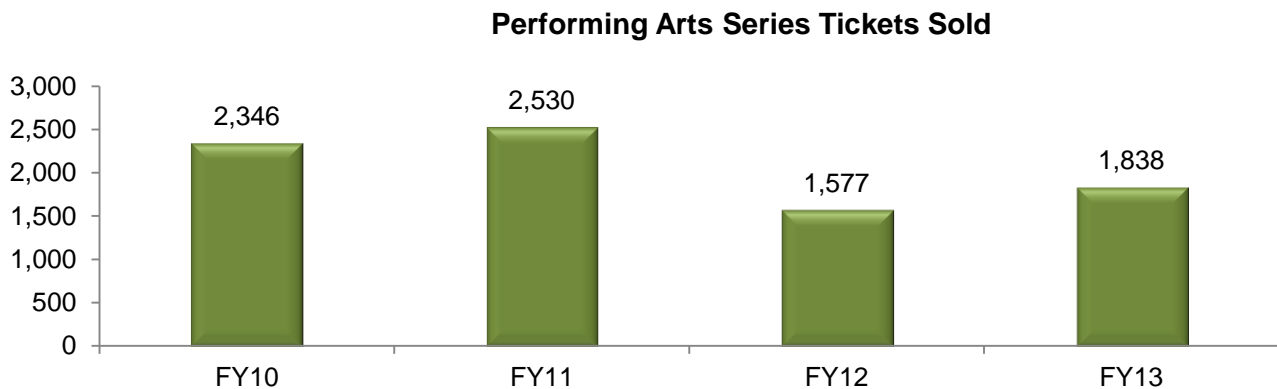
Source: Office of Community Outreach and Education

Cultural Program Activities

Target: Cultural Arts tickets sold will be at or above the prior three-year average of 22,444. Performing Arts Series tickets sold will be at or above prior three-year average of 2,151.



- The attendance at Arts Festival Oklahoma experienced a slight increase from last year. The significant decline from AFO11 to AFO12 can be attributable in a large part to 100 degree temperatures. It is important to note that the donations and grants for the Arts Festival Oklahoma have increased significantly from AFO12 to AFO13.



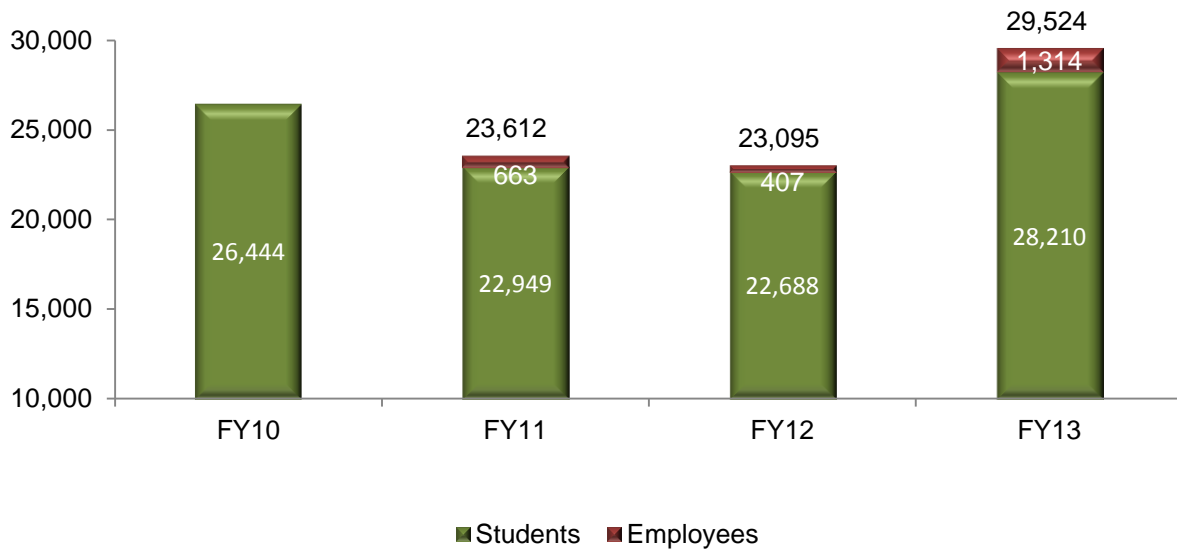
- The Performing Arts Series (formerly Cultural Arts Series) attendance has fluctuated the past several years. The number of performances within the Series also affects the number of tickets sold. In FY12, for example, the Series presented 8 shows and distributed 1,577 tickets. In FY13, the Series presented 7 shows but distributed 17% more tickets. (See Appendices, Page 16 for the number of tickets sold per performing arts event)

Source: Office of Cultural Programs

Wellness Center Visits

Target: The number of student and employee Wellness Center visits will be at or above prior 3-year average of 24,384.

Wellness Center Visits



Source: Office of Recreation and Fitness

- The number of Wellness Center visits increased substantially from FY2012 to FY2013 by 28% or 6,494 visits. (See Appendices, Page 17 for the 2013 Economic Impact of the OCCC Aquatic Center.)



Improvement Strategies

Response to FY2013 Improvement Strategies

- Continue the improvement in finances of the Professional Development Institute with the goal of having revenue completely cover direct expenses within two years.
 - Although the loss increased, a substantial improvement is expected in FY14.
- Continue increasing the number and total amount of financial sponsors and grants for Arts Festival Oklahoma and other programs.
 - Arts Festival Oklahoma grants increased by 28%
 - Arts Festival Oklahoma sponsorships and donations increased by 60% with 11 new sponsors and two who have not given for several years.
 - Arts Festival Oklahoma in-kind donations increased by 65% with seven new sponsors.
- Implement a business plan for the Performing Arts Series to be held in the new theater that includes ticket sales, season ticket holders, and series sponsorship and grant support.
 - The Business plan was completed and an individual was hired to manage the Performing Arts series activities.

Improvement Strategies for FY2014 and FY2015

- By the conclusion of FY 2015, revenue earned by the Professional Development Institute will meet direct costs of personnel and materials by:
 - Adding more capacity for classes in its new facility
 - Increasing enrollment in CNG certification classes
 - Obtaining more contracts for training with local businesses in health care and manufacturing
- The net negative margin in Arts Festival Oklahoma will be reduced ten percent from AFO 2013 by:
 - The use of the new Performing Arts Center as a more attractive performance venue for the festival
 - Increasing the number of sponsorships and grants
- By the end of FY 2015 Career Transitions will increase the number of completers by fifteen percent or more by:
 - Successfully retaining students in 2-year programs



APPENDICES

Community Development Participants

Community Development	Participants			
	2011	2012	2013	% Diff FY12- FY13
College for Kids	2,526	3,599	3979	10.6%
Adult Personal Enrichment	541	408	623	52.7%
Capitol Hill Center	2,801	5,625	10,541	87.4%
Professional Development Institute	866	1,242	1,433	15.4%
Arts Festival Oklahoma	24,198	17,776	17,844	0.4%
Performing Arts Programs	2,530	1,577	1,838	16.6%
Rec: Youth Programs	1,998	2,235	3,715	66.2%
Rec: Adult Programs	1,200	954	678	-28.9%
Rec: Wellness Center	23,612	23,095	29,524	27.8%
Rec: Aquatic Center (competitive events)	21,457	22,263	16,709	-24.9%
Career Transitions	114	107	67	-37.4%
ABE/GED/ESL	3,119	3,210	3,419	6.5%
TOTAL	84,962	82,091	90,370	10.1%

Source: Office of Community Development

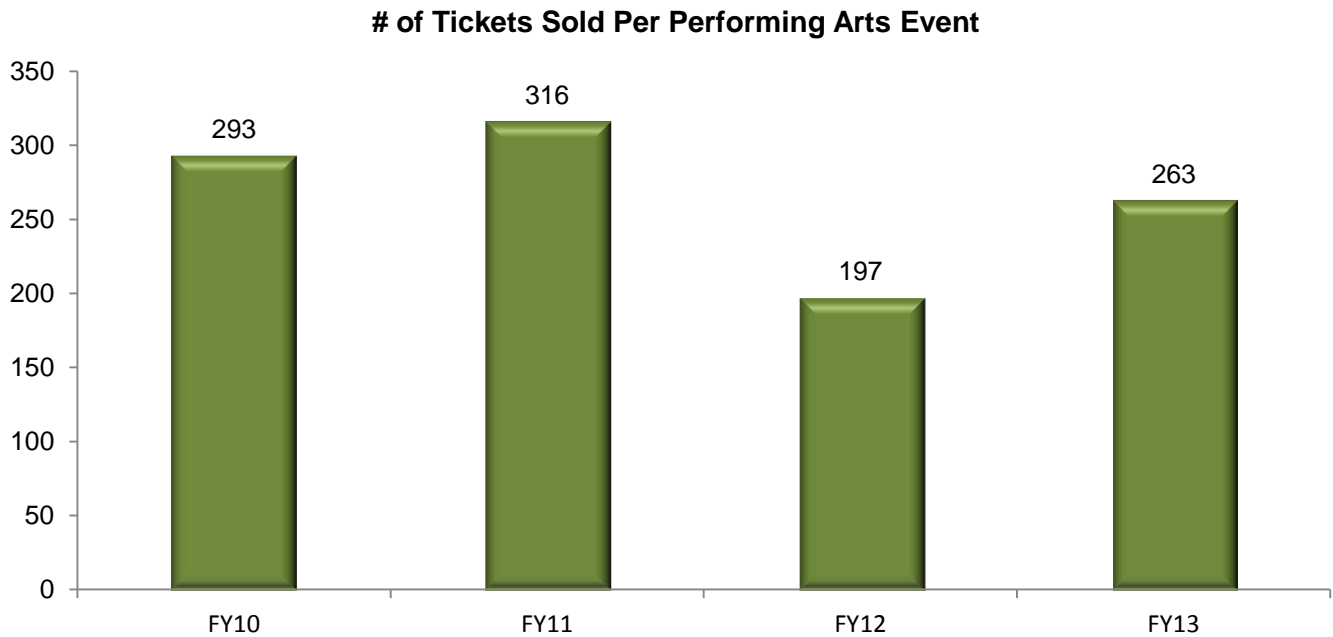


ABE/GED/ESL Completions

	2009	2010	2011	2012	2013
Total Number Enrolled Pre-and Post-tested	389	736	1,004	1,260	1,710
Number Completed Level	310	601	770	939	1,390
Percentage Completing Level	79.7%	81.7%	76.7%	74.5%	81.3%

Source: Office of Community Outreach and Education

Performing Arts Series – Average Tickets Sold



Source: Office of Cultural Programs

2013 Economic Impact of OCCC Aquatic Center

Competitive Event	Athletes	Coaches	Officials	Volunteers	Spectators	Total	Days	Economic Impact
7 High School Events	2259	168	42	149	1,424	3,444	8	\$223,860.00
1 OCCC Event	378	32	8	24	320	762	1	\$49,530.00
6 Age-Group Events (1day)	1,244	134	42	142	1,123	2,685	6	\$174,525.00
10 Age-Group Events	3897	261	160	353	3,014	7,685	28	\$2,778,074.00
NAIA	303	50	8	50	510	921	4	\$667,758.00
3 Special Populations	386	94	3	123	333	942	3	\$61,230.00
2 College Meets - OBU	140	8	6	34	82	270	2	\$40,365.00
Totals	8,607	747	269	875	6,806	16,709	52	\$3,995,342.00

The following formula is provided for your information in computing economic impact of competitive events in the Aquatic Center: \$234 per day spending for overnight attendees x the number of attendees x 3 (the average number of nights per attendee). For public shows, concerts, sporting events, etc., use \$65.00 for in-town delegates (or day-trip visitors)—those who attend an event each day but are not staying in a hotel/motel.

Source: Office of Recreation and Fitness