

ADOPTED BUDGET 2016 FISCAL YEAR

July 1st, 2015 through June 30th, 2016

Coconino County, Arizona | www.coconino.edu

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The seal of Coconino Community College is a circular emblem. It features a central sunburst design with rays emanating from a central point. The words "COCONINO COMMUNITY COLLEGE" are written in a circular path around the sunburst. At the bottom of the seal, it says "EST. 1991".

COCONINO COMMUNITY COLLEGE PROFILE

July 1, 2015 - June 30, 2016





Coconino Community College Profile

Background information

The College has served residents across 18,000 square miles of Coconino County since 1991 and helped create the region's skilled workforce, which is improving overall health, safety and the economy in the region.

History

In November 1990, the citizens of Coconino County established the College under the provisions of legislation enacted by the Arizona State Legislature in 1971. In May 1991, the College's funding was approved through a special election and operations began on July 1, 1991. The College boundaries are coterminous to the boundaries of Coconino County.

When the District began in 1991, it initially expected to serve 600 students per year. Nearly 1,000 students registered the first semester. Since then, enrollment has increased dramatically. Today the College enrolls 8,371 annually (duplicated headcount).

Geography and Population

Coconino County is located in the northern portion of the state and encompasses an area of approximately twelve million acres. Its boundaries include the cities of Page, Fredonia, Grand Canyon, Williams, Sedona, and Flagstaff, as well as other smaller cities and towns and all the unincorporated areas of the County. The County's 2010 population was 134,421 as reported by the U.S. Census Bureau.

With 18,661 square miles, Coconino County is the second largest county in the United States and the largest in Arizona, but is one of the most sparsely populated. It is characterized by rugged mountains, deep canyons and thick forests of pine, spruce, aspen and oak. Within its borders are many scenic sites – the most popular and impressive is Grand Canyon National Park. Other attractions are Oak Creek Canyon, Sunset Crater National Monument, prehistoric Indian ruins at Wupatki, Walnut Canyon, the Navajo National Monument, the San Francisco Peaks - Arizona's highest point at 12,633 feet - and Lake Powell with 1,960 miles of shoreline.

Tribal Lands comprise 38.4 percent of the County and are home to the Navajo, Hopi, Paiute, Havasupai, and Hualapai tribes. The U.S. Forest Service and Bureau of Land Management control 33.3 percent of the land; the State of Arizona owns 9.5 percent; the National Park Service controls 6.8 percent; and the remaining 12 percent is owned by individuals or corporations.

Local Economy

The share of the County's labor force is heavily weighted towards government, trade, and service employment. Relative to the rest of the state, the workforce employed by government is high at 25%. The reason for the large number of government workers in Coconino County includes the presence of several major national parks, tribal lands and the high percentage of the total area in county public lands.

The state and national economies have continued to recover slowly. County unemployment rates as of June 2015 (6.6%) is above state unemployment (5.9%) and above national levels (5.3%), and the District must contend with continued limited funding from the state. Coconino Community College (CCC) is committed to improving and offering additional services to meet the County residents' needs. These efforts are achieved through careful monitoring of costs, innovative partnerships, cost-saving opportunities, and seeking new revenue sources.

Coconino Community College Profile



Educational Programs

The College is dedicated to offering quality educational programs and services at a reasonable cost for the citizens of Coconino County. The College provides a wide range of programs, including general academic, technical-vocational, and student development services. CCC also offers more than 50 degrees and certificates, distance learning, and developmental courses. CCC offers dual enrollment and concurrent enrollment programs to jump-start high schools students' higher education goals. The CCC2NAU program and other university transfer programs offer a seamless transition to a four-year institution.

Student Population

The College serves a diverse population of students each year. Most are Coconino County residents: 18 percent are Native American, 16 percent are Hispanic, 55 percent are female, 79 percent are seeking a degree or certificate; and more than 8 percent are high school students earning college credit. Six percent are people who already have bachelors or advanced academic degrees.

Facilities

The College serves the educational needs of Coconino County through three facilities: the Flagstaff Lone Tree Campus and District Offices, the Flagstaff Fourth Street Campus and Technology Center/FMC Institute for Nursing Education and the Page/Lake Powell Instructional Site. In addition, the College partners with others to provide services in Tuba City and Fredonia. District-wide administrative and support services are centralized and administered by the President and the respective Vice Presidents and Deans.

District Governing Board

The College is a political subdivision of the State of Arizona, and is subject to the oversight of the District's Governing Board (the Board), which is comprised of five elected members, representing each of the five precincts of the county. These members are elected for six-year terms on a staggered basis. The Board is granted full authority from the Arizona Revised Statutes to manage the business and educational needs of the District. The administrative staff is responsible for the daily operation of the District.

District Governing Board

Dr. Nathaniel White, Member, District 1

Ms. Patricia A. Garcia, Chair, District 2

Dr. Marie Peoples, Member, District 3

Mr. Patrick Hurley, Member, District 4

Mr. Lloyd Hammonds, Vice Chair/Secretary, District 5

Senior Administration

Ms. Veronica Hipolito, Interim President

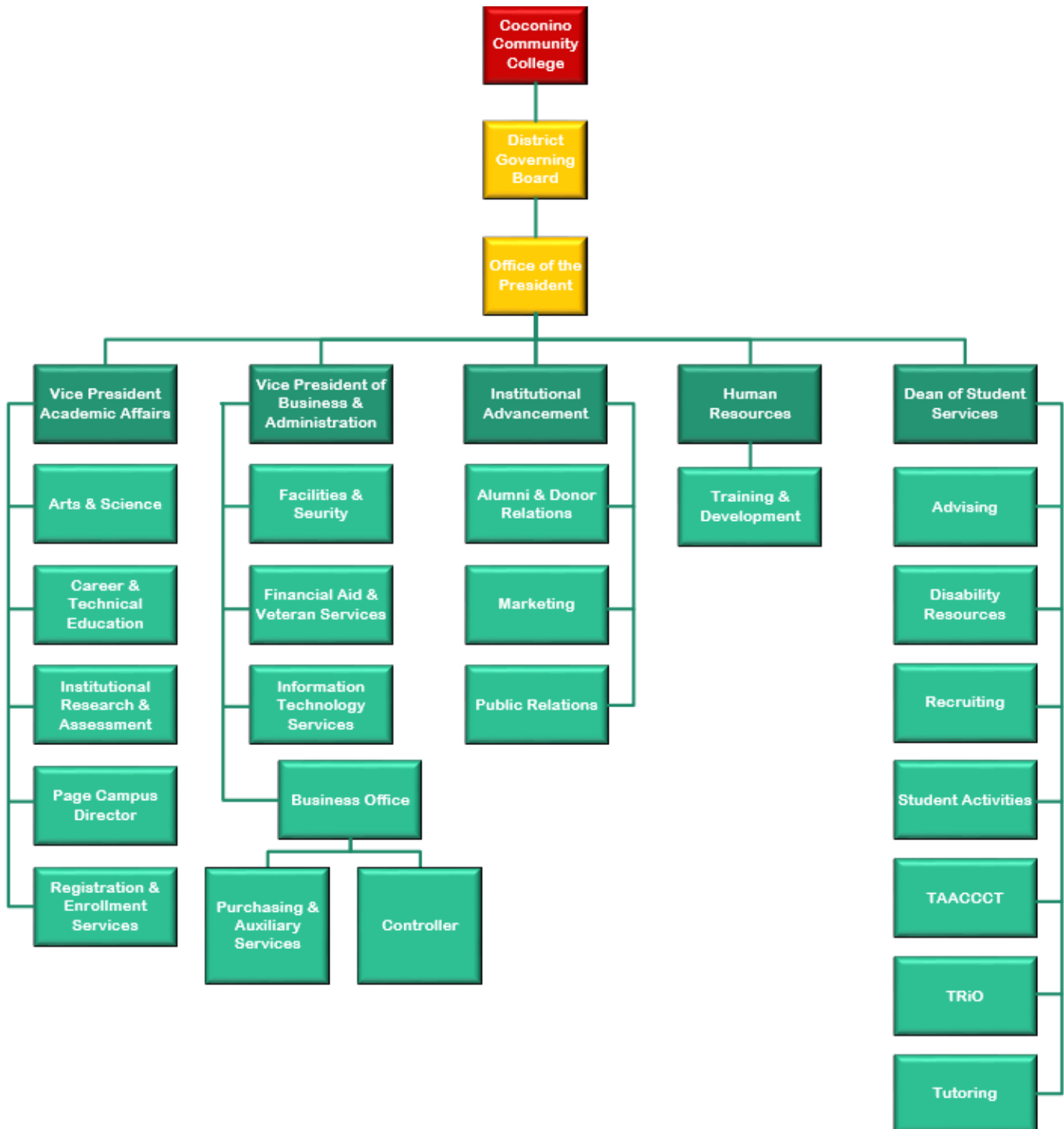
Ms. Jami Van Ess, Vice President of Business and Administrative Services

Dr. Russ Rothamer, Vice President of Academic Affairs

Coconino Community College Profile



Organizational Chart



Coconino Community College Profile



Vision

Leading our communities in lifelong learning.

Mission

As a learning-centered college, we enrich lives by embracing diversity and transforming the future through quality education.

Core Values

We – the District Governing Board and employees of Coconino Community College – are dedicated to providing quality educational opportunities to our community. In doing so, we commit to the following core values to guide our decisions and behaviors as we seek to meet the changing needs, aspirations, and goals of our community:

- **People** – We strive to accept the uniqueness of each individual and the contribution each person makes. We strive to create a caring, accepting, and productive environment for our students, employees, and community.
- **Learning and Growth** – We are dedicated to providing lifelong learning opportunities for our students, employees, and community to empower them to achieve their dreams. In this endeavor, we create learning opportunities that are accessible and relevant to our students and place the learner first.
- **Quality** – We recognize the importance of continually improving our educational offerings and services and the need to hold our students and ourselves to high expectations and standards. We employ a dynamic, strategic planning process and constantly assess our activities to be responsive and accountable to our students, employees, and community.
- **Ethics** – We believe that to be effective we must demonstrate integrity. Therefore, we uphold the highest ethical standards in all of our activities resulting in a responsible and fair environment for our students, employees, and community, and a responsive and open decision-making process.
- **Community** – We exist for our community; therefore, we must be responsive to its changing needs and its diversity. To do so, we strive to provide services that are timely, accessible, and affordable. We also pursue partnerships and collaborations throughout our community to be responsive to the needs of our diverse populations.
- **Respect** – We recognize that learning cannot occur without respect. We are committed to the acceptance of diverse cultures, differing ideas and beliefs, and the uniqueness of each individual since these are the foundations of respect.
- **Sustainability** – We commit to innovative thinking to guide our decisions toward sustainable practices in our living and working environments. In this earnest endeavor, we strive to demonstrate adaptive leadership, eco-friendly stewardship and quality education in a mindful and economically-feasible manner.

Coconino Community College Profile



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The seal of Cocoa County Community College is a circular emblem. It features a central sunburst design with rays emanating from a point above an open book. The book is resting on a small stand. The words "COCOA COUNTY COMMUNITY COLLEGE" are written in a circular path around the central image, and "EST. 1991" is at the bottom.

Challenges and Solutions

July 1, 2015 - June 30, 2016

MISSION

As a learning-centered college, we enrich lives by embracing diversity and transforming the future through quality education.



Challenges and Solutions



Introduction to Challenges and Solutions

Like any organization, the College faces a variety of challenges to completing its mission and realizing its vision. The College's main challenge is long-term financial stability due to a low property tax rate compounded by cuts to state aid. In addition, the College is below state average in a few retention and completion measures.

Fortunately, the College has a strong foundation for overcoming these challenges, starting with its strategic planning process. Through this process the College has identified five specific goals, which guide the college's financial planning:

1. CCC will promote a learner-centered environment and continue to incorporate innovative strategies to enable achievement of individual learning goals.
2. CCC will build greater awareness of its services throughout the District and collaborate with community partners to promote the economic health and vitality of the County.
3. CCC will continue to establish a high-quality workplace which values its employees.
4. CCC will improve the use of technology to enhance learning and services.
5. CCC will develop and implement sustainable funding options and optimize the utilization of existing resources.

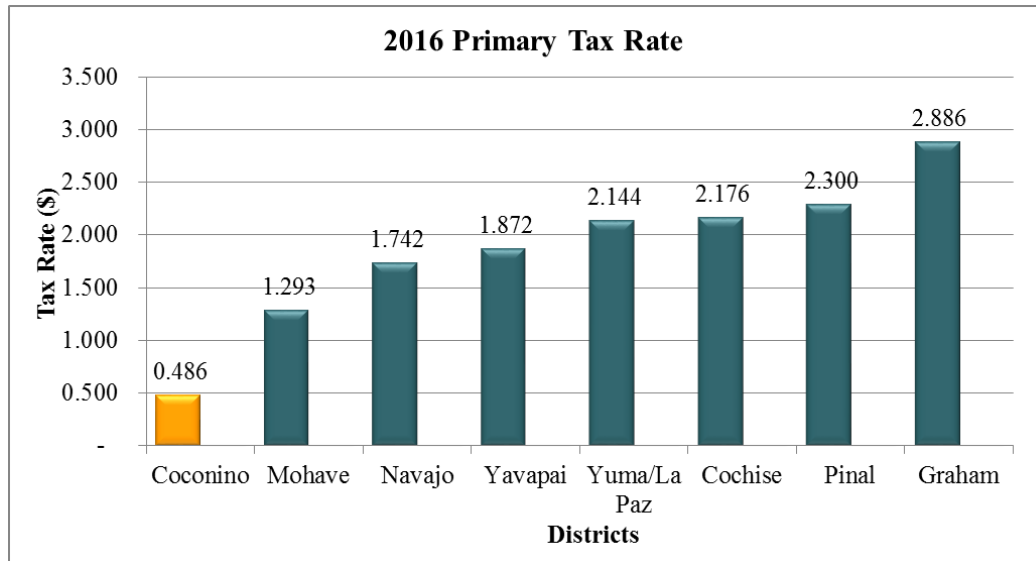
As we near completion of the current strategic plan, a new plan is being developed to guide us into the next five years. The College has also placed a focus on developing a more robust system of measuring the performance of its student body so that it can direct attention to the areas of greatest need. Additionally, the College is evaluating and researching programs that appear to be under-funded or over-funded to strategically reallocate resources. The College's finances are only a means to achieving the mission of transforming student lives.

While the College will be following a new strategic plan as of January 1st, 2016, it will also be under new leadership. On May 26th, 2015 President Bornstein announced her resignation. The Board led a search process for a new president who will be starting February 1st, 2016.

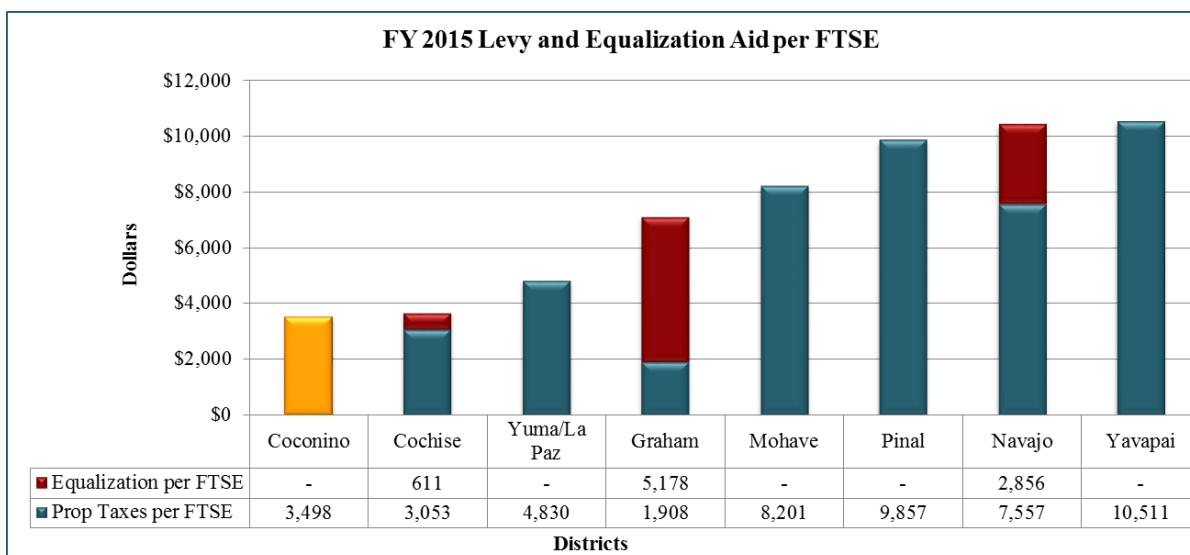
Challenges and Solutions

Challenge - Long-Term Financial Stability

The College's main challenge is financial. In 1991, the College was established with very low primary property tax rate used for general operational and maintenance expenses. Of the ten community college districts in the state, CCC's property tax rate is less than half of Mohave, the next lowest district property tax rates. The table below shows **2016 Primary Tax Rate** for all rural Arizona Districts.



The state has an equalization formula that was established in the 1970s to help rural districts from smaller geographic areas. The equalization formula is based upon a minimum assessed value determined by statute and is indexed annually by the growth in the assessed values of all the rural districts. Districts with levies below the minimum assessed value level receive equalization funding for the difference at the assigned tax rate of \$1.37. The formula does not take into consideration that the growing districts will have more students to serve. In other words, the formula does not look at levy per Full-Time Student Enrollment (FTSE). Thus the equalization formula provides funding to small districts based upon the growth in other districts, even though the small districts do not have additional students to serve. The **FY 2015 Levy and Equalization Aid per FTSE** chart shows the levy per FTSE and equalization aid per FTSE. Navajo County qualifies for substantial State Equalization Aid even though they receive much more levy per student than Coconino. Coconino has a low levy per FTSE and does not qualify for State Equalization Aid because of its large geographic area.

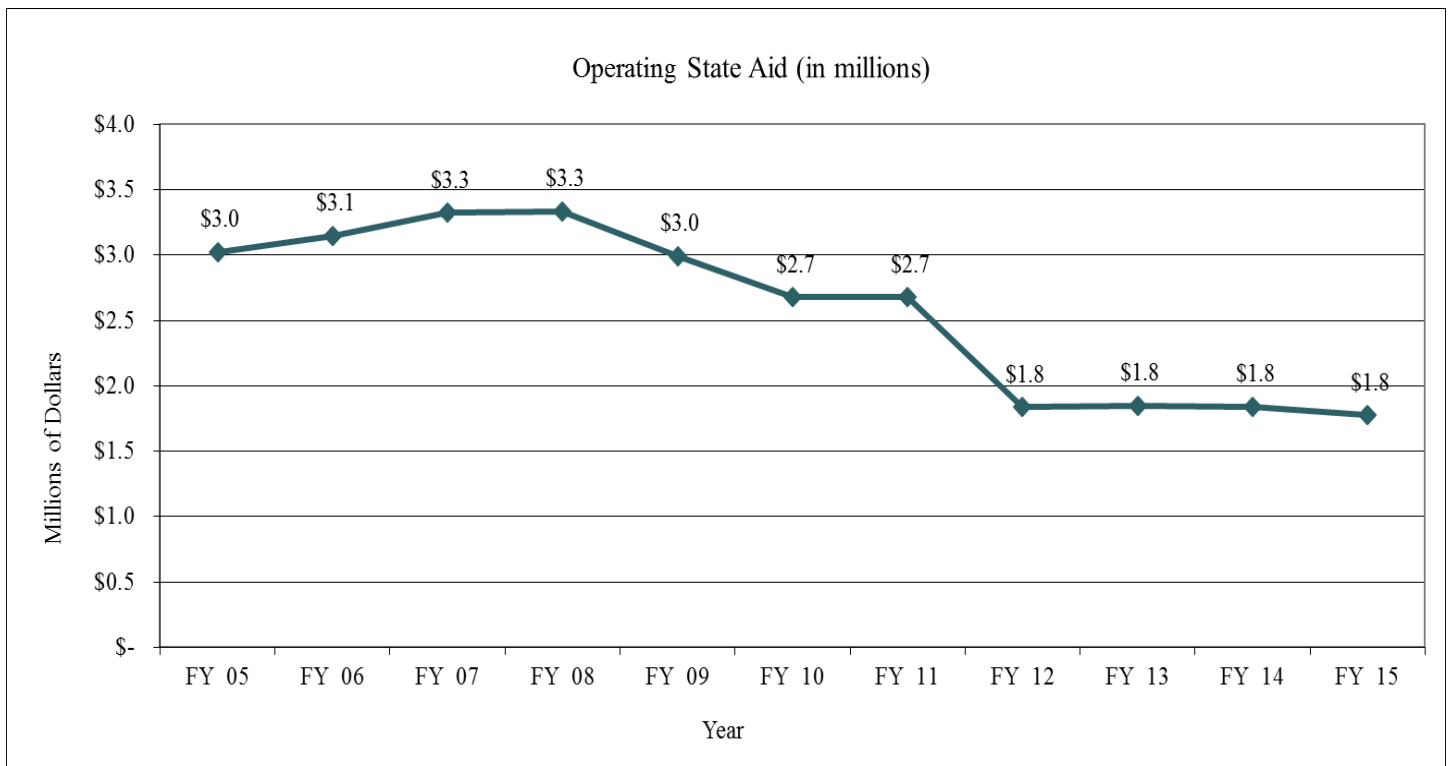


Challenges and Solutions



Challenge - Long-Term Financial Stability (continued)

The State of Arizona has compounded this financial challenge by reducing state appropriations to community colleges steadily since 1998 when it provided nearly 45% of the College's budget. The state has made significant cuts since FY 08 because of the 'great recession' and now only provides 9% of the College's General Fund budget. Today, the College receives approximately the same funding per student as it did in 1993 (in real dollars) and is serving 500 more full-time students than in 1993. The ***Operating State Aid*** chart shows the decline in state aid in dollars over the past ten years. In the long-term, continued operating state aid is uncertain as the state completely defunded Maricopa and Pima Community Colleges, the two largest community colleges in the state.



Challenges and Solutions

Challenge - Long-Term Financial Stability (continued)

Because of the state aid cuts, the College developed a Sustainable Financial Plan (SFP) in 2008 to ensure long-term financial sustainability while trying to mitigate the impact to students. The SFP included hundreds of initiatives organized by account type and divided by three levels of severity: Efficiency Measures, Critical, and Crisis. By implementing the SFP, the College improved its financial position through new revenue generation, expense savings, and cost avoidance measures. These initiatives resulted in savings of \$3 million over three years, including the reduction of 25 full-time equivalent (FTE) positions.

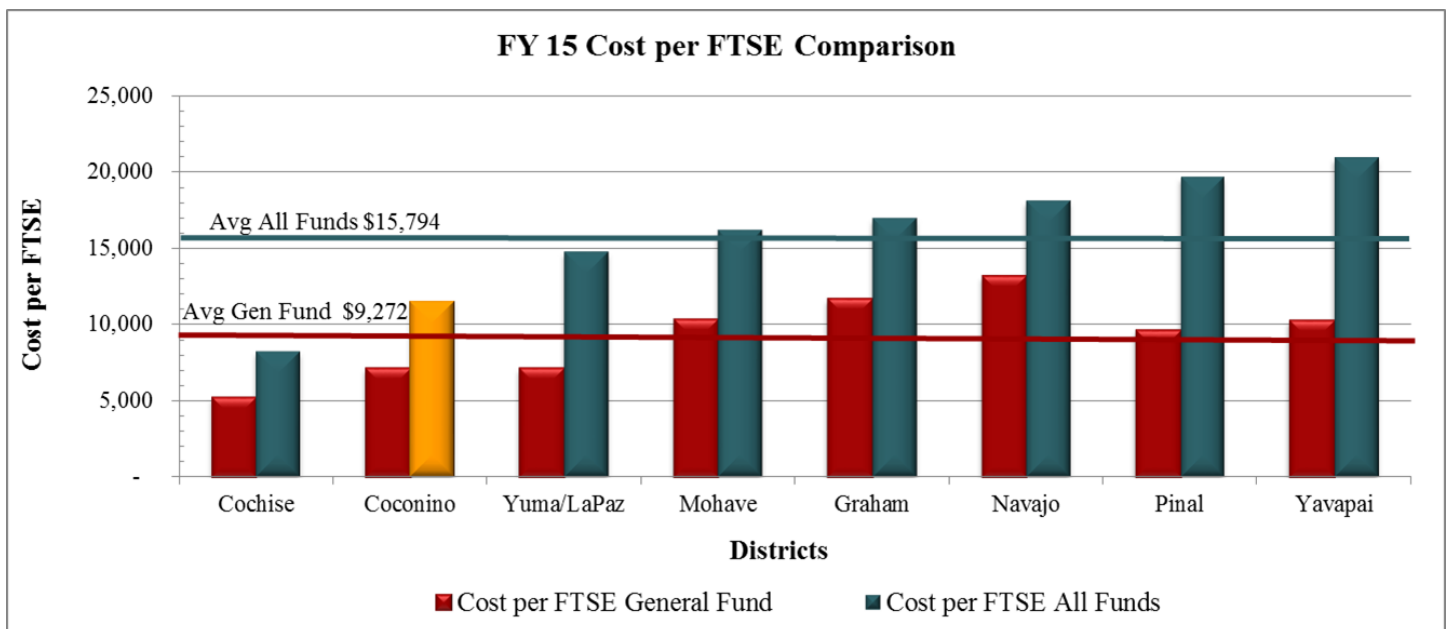
Revenue generating efforts

- 60% tuition increase
- 100% increase in government grants
- 24% increase of private Foundation gifts and donations

Expense savings included

- 100+ cost savings initiatives
- 20% reduction of classes
- 30% programs eliminated
- 15% reduction of staff or 25 FTE
- Closed the Williams extension site

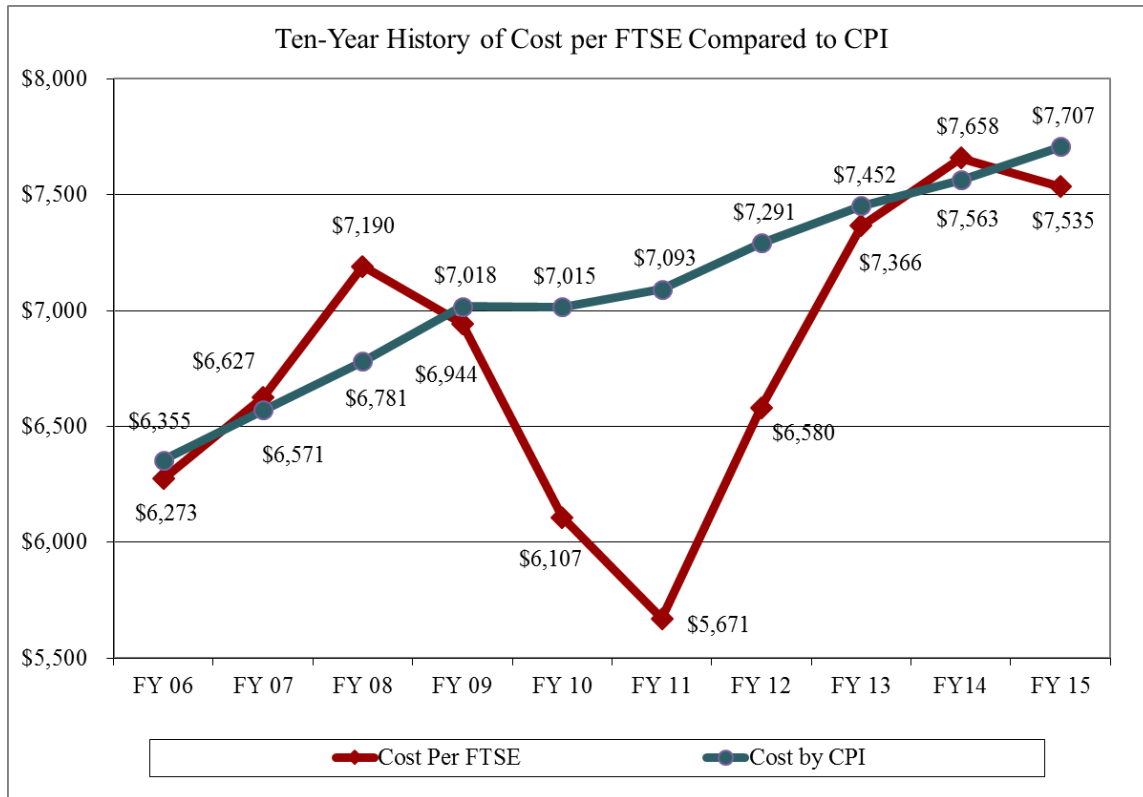
The result of the Sustainable Financial Plan is that the College is very efficient. This is demonstrated in the **FY 15 Cost per FTSE Comparison** chart, that shows CCC's cost per FTSE is very low for both the general fund and all funds compared to the other districts in the state.



Challenges and Solutions

Challenge - Long-Term Financial Stability (continued)

In addition, the College has also kept cost per FTSE in line with the rate of Consumer Price Index (CPI) for the past ten years, as shown in the chart below. In FY 10 and FY 11, the sharp decline per FTSE was due to the large influx of students during the recession, since FY 13, FTSE has returned to normal levels.



Even though the College has implemented many financial sustainability measures and is extremely cost efficient, CCC still has a long-term financial stability concern due to the very low property tax rate and low state aid. The FY 16 budget for the State of Arizona eliminated funding to Maricopa and Pima, two of the largest community college districts in the State. The future of State funding is very uncertain.

To help address the long-term financial stability concerns, the College went to the voters in November 2013 to seek a budget override of \$4.5 million per year. This measure did not pass.



Challenges and Solutions

Solution - Financial Austerity Plan

Following the failure of the override, the College needed to implement more cuts to be financially sustainable in the long-term. These additional cuts came from reduction in programs and services, because the numerous efficiency initiatives have already been implemented. Administration called this phase of cuts the Financial Austerity Plan (FAP) and invited input from the employees to review the Sustainable Financial Plan with fresh eyes. The employees submitted new recommendations for long-term financial solutions.

The majority of FAP solutions were implemented in FY 15, with the second year phases of the austerity plan going into effect in FY 16 budget. In FY 15 there were \$430,858 of revenue items implemented that became part of the FY 16 baseline budget. In FY 15, expenses totaled \$696,517 and for FY16, the expenses that totaled \$135,041 are summarized below:

- Elimination of the Small Business Development Center in FY 15 which decreased the General Fund match and created new savings of \$27,500 in FY 16.
- Reduction of the Nursing Program from 40 graduates per year to 20 graduates per year. This will save an additional \$47,795 each year for FY 16 and \$23,898 for FY 17.
- Elimination of the Early Childhood Education Certificate and Education degree program for FY 16 savings of \$59,746.

The full list of Financial Austerity Plan per year for revenue and expense solutions are shown below.

Revenue	FY 15	FY 16	FY 17	Total
Tuition	\$ 140,000	\$ -	\$ -	\$ 140,000
Plateau Elimination	30,000	-	-	30,000
Differential Tuition	148,858	-	-	148,858
Credit Card Fee	17,300	-	-	17,300
No Show fee	65,000	-	-	65,000
Student Parking	25,400	-	-	25,400
Employee Parking	4,300	-	-	4,300
Subtotal	\$ 430,858	\$ -	\$ -	\$ 430,858

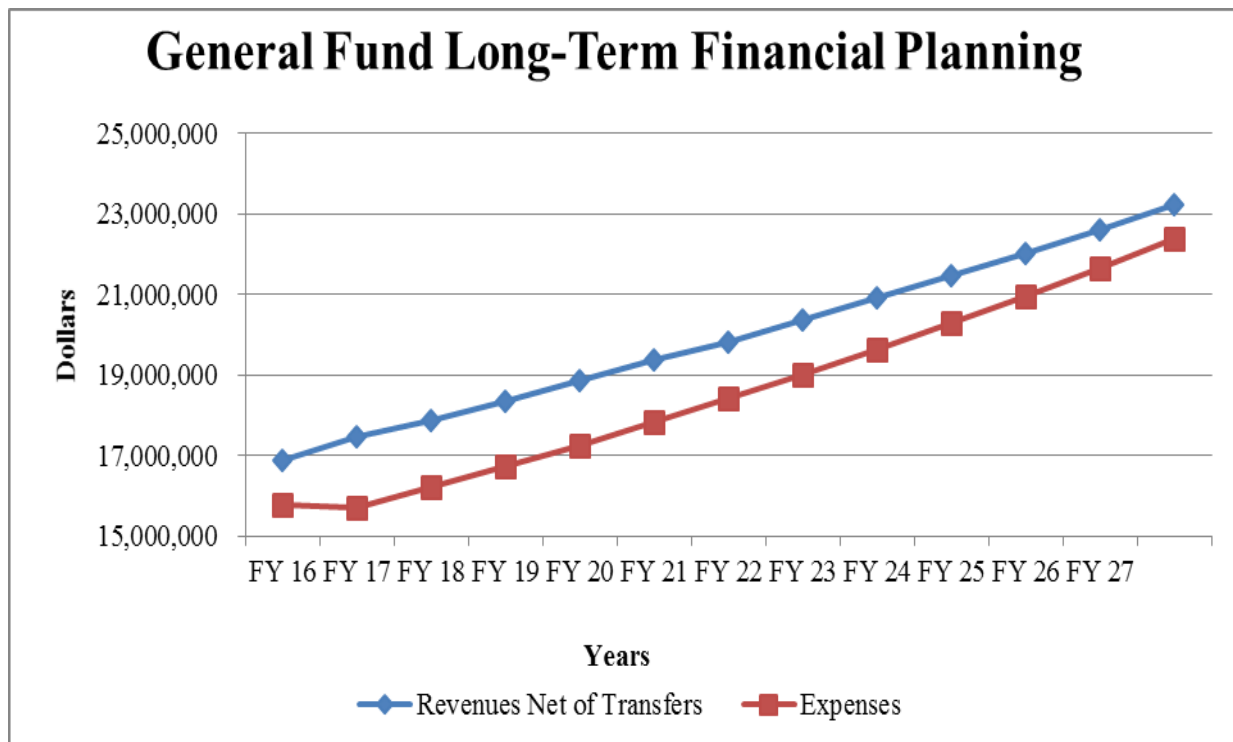
Expenses	FY 15	FY 16	FY 17	Total
Community and Corporate Learning	\$ 170,342	\$ -	\$ -	\$ 170,342
Small Business Development	27,500	27,500	-	55,000
Page Instructional Site	245,232	-	-	245,232
Nursing Program	23,898	47,795	23,898	95,590
Dance Degree	37,826	-	-	37,826
Early Childhood Education	(25,046)	59,746	-	34,700
Vacant Positions	185,765	-	-	185,765
Reorganization & Tuition Waiver	31,000	-	-	31,000
Subtotal	\$ 696,517	\$ 135,041	\$ 23,898	\$ 855,455
Total	\$ 1,127,375	\$ 135,041	\$ 23,898	\$ 1,286,313

Challenges and Solutions

Solution - Strategic Resource Allocation

Although long-term financial stability is an issue for the College, the initiatives that have been adopted have helped align revenues and expenses for a longer term and pushed back the projected structural deficit CCC was facing prior to the implementation of the FAP (see chart below). Before the adjustments, expenses would have exceeded revenues within five years. As you can see from the chart below, expenses are currently below revenues and slowly growing faster than revenues. It is important to note that these reductions were made not only to address the structural deficit, but also in anticipation of losing state funding. Urban districts lost their funding for FY 16 and the future of state funding for rural districts is uncertain.

Because of the low funding structure, the College has not been able to make some much needed investments in academic programs and student services to improve services to students. The next strategic plan contains many initiatives to improve student performance measures, however resources to fund initiatives have not yet been determined. To identify areas that need to be strengthened and resources reallocated, the college is using some of the recommendations from the book “Prioritizing Academic Programs and Services” by Robert C. Dickenson. Through this intensive program review process, the College will be carefully reviewing program data to make informed decisions for reallocation of resources. The Financial Austerity Plan has created an opportunity reallocate funds for strategic investments. Recommendations will be incorporated into the FY 17 budget development process.



Note: Long-term financial assumptions based upon continued state aid funding. Please see the Long-Term Financial Sustainability Section of the document for more information.

Challenges and Solutions



Challenge - Performance Measures

While all the community colleges in the State of Arizona have performance measures as explained below, Coconino recently began to use performance measures to drive the development of the strategic plan and budget development process. As shown below, the College's fall-to-fall retention rates and the six-year credential seeking cohort rates are well below state averages.

State Performance Measures - Vision 2020

In 2010, the presidents of all ten of the Arizona community college districts worked together to develop long-term performance measures called Vision 2020. The document identified 30 key indicators to measure progress toward three critical goals of access, retention, and completion. Many of the key indicators within each goal area are based on the American Association of Community Colleges Voluntary Framework of Accountability (VFA). The VFA created common measures by which community colleges can be held accountable including student progress, outcomes, workforce, economic, and community development metrics.

The performance measures and baseline data were published in February 2011. The Arizona colleges have since reported on the metrics for 2012 through 2013 and now have three years of trend data.

Performance Based Funding Measures

Arizona's Governor wanted to create Performance Based Funding (PBF) models for all primary and secondary educational institutions in the state. The K-12 and university models have been implemented leaving only the community colleges without a PBF model. During 2013, the Arizona community college presidents again came together to identify eight metrics for the development of a PBF model to propose to the Governor. Even though the Governor did not move forward with the proposal, the CCC administration chose to use the eight metrics to drive the FY 16 budget development process. The table below shows the eight metrics and have been color-coded following spotlight colors of green for good, yellow for watch, and red for needs review. An analysis of the metrics and the reasons why are on the following page.

Indicator	Description	Baseline FY 11	FY 12	FY 13	State Avg. FY 13	Difference FY 13
1	Success after developmental math	32%	30%	39%	32%	7%
2	Success after developmental English/reading	50%	51%	63%	48%	15%
3	2 yr. developmental course success rate	68%	69%	64%	61%	3%
4	2 yr. college level course success rate	80%	79%	77%	74%	3%
5	Fall-to-fall retention rates	65%	63%	65%	77%	-12%
6	Six year credential seeking cohort	10%	11%	16%	30%	-14%
7	Percent of in-state transfers with an AGEC and/or degree	46%	52%	55%	59%	-4%
8	Six year cohort percent of learners achieving a successful community college outcome	73%	79%	75%	80%	-5%
<div> <div></div> variance of -1% or better <div></div> variance between -2% to -10% <div></div> variance of larger than -10% </div>						

Challenges and Solutions

Challenge - Performance Measures (continued)

Analysis of Performance Measures

An analysis of the performance measures was reviewed by members of a cross-functional team that included members from Student Services, Academic Affairs, Institutional Research, and Business and Administrative Services. The team members discussed the performance measures in yellow and red that were below state averages and the causes behind the low scores. The underlying reasons for the deficiencies were consistent from the prior year. Items a through d were common reasons for all deficiencies:

- a. Shortage of academic advisors to advise students and keep students on track and engaged
- b. Lack of an early alert system to notify staff when students are needing intervention
- c. Inadequate technology to better serve distant and remote areas of county
- d. Lack of consistency for online and hybrid courses to improve student success

Retention

Red

Indicator 5 - Fall-to-fall retention is 65%, an improvement of 2% over the prior year, however it is still 12% below the state average of 77%.

Additional reasons why or cause:

- e. Due to the close proximity to NAU, students transfer before completing a degree
- f. Some NAU students take classes at CCC only as needed to fill in their schedule, and are not retained

Completion:

Red

Indicator 6 - Six-year credential seeking cohort is 16%, an improvement of 5% over the prior year, however it is 14% below the state average of 30%.

Additional reasons why or cause:

- e. Due to the close proximity to NAU, students transfer before completing a degree
- f. Inefficient method to help students strengthen math skills more efficiently and effectively
- g. Inflexible application process that requires the student to declare a major even if that is not the student's intent
- h. Lack of user-friendly systems for changing a major or applying for graduation
- i. CCC is a commuter campus and has more part-time students who are less likely to complete

Yellow

Indicator 7 - The percent of in-state transfers within an Arizona General Education Certificate (AGEC) and/or degree is 55%, an improvement of 3% over the prior year, however it is 4% below the state average of 59%.

Additional reasons why or cause:

- e. Lack of ability to recognize AGEC degrees separately that are imbedded in other degrees
- f. Lack of an automatic solution to notify when a student earned degree but did not apply for graduation
- g. Some students declared an AGEC degree on admission application in order to receive financial aid

Yellow

Indicator 8 - Six year cohort percent of learners achieving a successful community college outcome is 75%, a decline of 4% over the prior year, and is 5% below the state average of 80%. This indicator is newly identified as one to watch, however the root causes are consistent with other deficiencies.

Challenges and Solutions



Solution - Performance Measure

The College's strategic plan includes tactics to increase the number of academic advisors, implement advising technology, implement a math lab model, implement an early-alert system, improve consistency of online and hybrid courses, and increase technology in remote areas of the county. Please see the Strategic Plan and Priorities sections of this document for more details.

Access

The Access performance measures have been good, however, the FY 16 budget includes tactics to increase access by funding CCC2NAU brochures, enrollment management support, and fund the G/O Digital Online Media Campaign.

Retention

Indicator 5

This index has improved 2% over prior year. The FY16 budgets included funding for additional advisors, advising technology, the use of the Starfish early alert application to identify and monitor "at risk" students, upgraded ITV environment, an Instructional Designer position to review online courses and to create new online courses, and electronic transcript service.

In addition, CCC is currently collecting data on the student's educational intent when the student enrolls with the College. The student can choose from any of the following reasons for attending the college: pursuing a degree or certificate; taking courses for job skills; NAU student taking courses at CCC; taking courses to transfer to a four-year college; taking courses for personal interest; and pursuing a degree or certificate at CCC. By collecting this data, the College can better assess the needs of our students based on their intent and develop strategies using this data for retention and completion efforts.

Completion

Indicator 6 and 7

Indicators 6 and 7 improved by 5% and 3% respectively over the prior year. The root causes align closely with the causes for indicator number 5 above as do the solutions with the addition of funding for math lab assistants and the enrollment management support.

Indicator 8

Indicator 8 declined by 4% over the prior year and is new to the watch list. The root causes also align closely with the causes for indicator number 5 above as do the solutions.

In addition, the College has recently implemented an automatic reverse transfer process with NAU to increase the completion rate.



Challenges and Solutions

Other Challenges and Solutions

Strategic Plan

The current strategic plan had been based on a fiscal year. The College reevaluated the strategic plan in June which was after the end of the budget development cycle for the following year. The College began a participatory process to develop the new strategic plan in the summer of 2014. The College will soon adopt the next strategic plan that will begin January 1, 2016 and the new cycle will be on a calendar year so that budget increments can be formulated for the budget development process. In addition, the College is using the AACC report *Empowering Community Colleges to Build the Nation's Future*. This document will provide a long-term vision for CCC with actionable steps to accomplish our goals. The new plan was driven by the performance measures and will focus on the areas of access, retention, completion, and strengthening our working environment. This will focus the institution on ways to continue to impact those measures and help students achieve their educational goals.

Higher Learning Commission Required Assurance Argument

The Assurance Argument is an interim narrative required by the Higher Learning Commission during the fourth year of the College's accreditation cycle. This process started in October 2014 and will be finalized and submitted in January 2016. It consists of five committees to evaluate core components; Mission, Ethical and Responsible Conduct, two sections of Teaching and Learning, and the final core component is Resources, Planning, and institutional Effectiveness. In addition, there is a steering and editing committee. Although this is a long process and time consuming for the College, it is also beneficial to review where the college has been and where it can continue to improve.

New Leadership

As of May 2015, President Bornstein announced her resignation. The Board has led a presidential search process and a new president will start February 2016. With the new strategic plan beginning in January and president in February, the new year will start with exciting changes and opportunities for the College. The Administration and Staff of CCC are looking forward to ushering in a new era of leadership and success.

Summary

The College's main challenge is and will continue to be the long-term financial stability due to low property taxes and the uncertainty of state aid. The College also faces weaknesses in performance measures that are now being incorporated into the strategic plan and budgeting process. The College continues to implement the second year of the Financial Austerity Plan and is undertaking a program review process in order to use evidence to strategically reallocate resources and invest in academic and student support program. The College will adopt a new strategic plan in January of 2016, submit our Assurance Argument in January of 2016, and a new President will begin February 2016. The College is moving forward to reallocate resources based upon evidence, performance measures, and strategic planning and looking forward to new leadership in continuing to make CCC an outstanding institution.

The seal of Santa Clara County Community College is a circular emblem. It features a central sunburst design with rays emanating from a book. The text "SANTA CLARA COUNTY COMMUNITY COLLEGE" is written around the top half of the circle, and "EST. 1991" is at the bottom. The seal is rendered in a light gray, semi-transparent style.

Strategic Plan and Priorities

July 1, 2015 - June 30, 2016

CORE VALUES

People • Learning & Growth • Quality • Ethics
Community • Respect • Sustainability



Strategic Plan and Priorities



Strategic Plan

The College has extended the current strategic plan year 2012 to 2015 for an additional six months, until December 2015, as it continues to draft the next five year strategic plan. The current strategic plan was developed per College procedure based upon continuous improvement and asking the question, “How will this affect learners and learning at CCC?”

The strategic plan was developed over an eight-month period beginning August 2011 through May 2012 as outlined below:

- **August 2011** – Board adoption of strategic goals and theme
- **September/October 2011** – Review of environmental scan data
- **October/November 2011** – Brainstorm objectives, tactics, and measures
- **November 2011 through January 2012** – Vet themes/goals and sub-goals to greater College community (internal) for input/feedback
- **January 2012** – Edit and cull information/feedback
- **February/March 2012** – Vet goals and sub-goals to Coconino County public, President’s advisory committees, Career and Technical program advisory committees, and the Foundation Board for input/feedback (external)
- **March/April 2012** – Edit and cull information/feedback, vet draft plan to College community (internal and external)
- **April/May 2012** – Final edits and completed final draft
- **May 2012** – Board official adoption

The strategic plan adopted by the Board for July 1, 2012 to June 30, 2015 had the theme of access, retention, and completion. The following strategic goals were adopted by the Board and were carried over from the previous three-year strategic plan:

- GOAL 1: CCC will promote a learner-centered environment and continue to incorporate innovative strategies to enable achievement of individual learning goals.
- GOAL 2: CCC will build greater awareness of its services throughout the District and collaborate with community partners to promote the economic health and vitality of the County.
- GOAL 3: CCC will continue to establish a high-quality workplace which values its employees.
- GOAL 4: CCC will improve the use of technology to enhance learning and services.
- GOAL 5: CCC will develop and implement sustainable funding options and optimize the utilization of existing resources.

Strategies to Achieve College-Wide and Subunit Goals

For FY16, the college will continue to use the current strategic plan through December 2015 until the new strategic plan is completed. The current three-year strategic plan is a combined strategic and tactical plan which includes a total of 42 objectives and 306 tactics. In June of each year, the President and administration review the strategic planning tactics to determine the percentage completed, what needs to be carried forward to the next year, what should be retired, and what new items need to be added.

Based upon the annual review occurring in June, the strategic plan is not ready until after the budget has already been developed for the upcoming fiscal year. President’s contingency funds or innovation funds are available for strategic planning initiatives or to provide funds for innovative projects that will improve student learning or generate new revenue or new efficiencies.

Strategic Plan and Priorities



Best Practices (Guiding Practices)

To guide the College in carrying out the current strategic plan and in preparing for the next strategic plan, the College conducted a literature review of several recent reports and initiatives targeting student success and the national completion agenda. The resources reviewed included the following:

- *Achieving the Dream*, a Lumina Foundation initiative
- *Complete College America*, a Lumina Foundation report
- *Completion by Design*, The Gates Foundation initiative
- *A Matter of Degrees*, The Center for Community College Student Engagement (CCCSE)
- *21st Century Report Reclaiming the American Dream*, American Association of Community Colleges (AACC)
- *Empowering Community Colleges to Build the Nation's Future*, AACC

The College adopted the best practices included in the *Empowering Community Colleges to Build the Nation's Future* by AACC. Their resources and report are the most comprehensive. The AACC organized the report based upon nine areas as follows:

- Community College Completion Commitment
- Re-Imagining Pathways for Students
- Community College/K-12 Collaboration for College Readiness
- Developmental Education Redesign—Resources for Community Colleges
- Closing the Skills Gap
- Policy and Advocacy Agenda for Reclaiming the American Dream
- Redefining Institutional Roles and Functions
- Accountability
- Faculty Engagement and Leadership Development

Each section of the report includes many helpful examples of successful initiatives from colleges across the United States. It was encouraging to see that Coconino was already implementing many of the best practices identified in the report.

Strategic Plan and Priorities



FY 15 Strategic Planning Priorities and Accomplishments

The administration reviews the strategic plan each June to review accomplishments and to make adjustments as need for the next year. The table below shows only the major goals and tactics that were completed in FY 15 during the final year of the current three-year strategic plan. In addition, the column on the right entitled “Going Forward” explains the outcomes for FY 16 objectives.

GOAL 1: CCC will promote a learner-centered environment and continue to incorporate innovative strategies to enable achievement of individual learning			
Objective*	Tactic	Measure	Going Forward
(1) ADVISING: Expand advising services to retain students	(1) Leverage CCC2NAU success to larger scale: Develop advising program - every learner has an assigned advisor - every faculty member and professional advisor has an advising load	Assess and make adjustments as needed	Three additional full-time advisors, a part-time advisor, and multiple peer advisors have been hired with TAACCCT funds to expand advising program. The increased advisor appointments and orientations sessions have been full and student feedback has been positive. The College will continue to fund this initiative with General Funds beginning March 2016 and will track student retention rates.
(1) ADVISING: Expand advising services to retain students	(2) Implement advising technology	Connect advising information to student portal	The student portal was successfully implemented to connect students to multiple online resources with one login to myCCC. Students can access their grades, payment information, financial aid, email, learning management system in addition to announcements, alerts, student events, and the CCC Facebook page all from one location. Continued funding is included in the FY 16 Budget.
(6) - COLLEGE READINESS: Explore pre-collegiate course models that do not require remediation	(20) - Explore such models as NAU's math emporium, modular courses, learning communities, competency-based learning, open entry-exit courses and other models	Research best practices develop recommendations Implement recommendations	Completed the conversion of a classroom to a Math Lab with twenty-four workstations and hired one part-time math assistant with TAACCCT funds. The Math Lab has had strong utilization by instructors and resulted in increased student participation in classes. The equipment costs were one-time. The Math Assistant position is currently being assessed.
(11) COMPLETION: Strengthen Learning Enhancement Center (tutoring)	(29) Automate system for monitoring "at risk" learners	Assess after one year and make adjustments as needed	The Starfish early alert system has been implemented as a pilot project for the past year to identify and monitor "at risk" students using TAACCCT funds. The College is currently assessing the program using five student focus groups to determine effectiveness of the product.
(13) COMPLETION: Create interventions for "probation" and students struggling academically	(32) Research best practices	Implement recommendation	The Starfish early alert program mentioned above is also being used for intervening with probation students and is currently being assessed.
(20) PEDAGOGY, CURRICULA DEVELOPMENT AND INSTRUCTIONAL SUPPORT: Improve online and hybrid course offerings	(58) - Improve and enhance the quality of online and hybrid courses	Implement course modifications as recommended and approved	An instruction designer was hired for one-year beginning in April with TAACCCT funds to review online courses for quality, compliance with the Americans with Disabilities Act (ADA), and online curriculum requirements. Since this position was hired later than anticipated, nine months of the position will be extended into FY 16. This was a one time project.
GOAL 4: CCC will improve the use of technology to enhance learning and services.			
(34) IMPROVE ACCESS TO AND DELIVERY OF DISTANCE LEARNING	(130) - Upgrade iTV environment - new access to remote areas	Upgrade outdated hardware and expand iTV environment to remote locations	Replaced outdated iTV equipment including a content server, a telepresence package, a telepresence camera, and maintenance agreements with TAACCCT grant funds. This was a one time purchase.

* Objective numbers above are from the larger strategic plan document.

Strategic Plan and Priorities

FY 16 Strategic Planning Prioritization

The strategic plan is created by identifying objectives to support the main goals and then identifying specific tactics to achieve the objectives. In order to identify the highest priorities for FY 16, the College used the results of the performance measure scoring process (explained in the Challenges and Solutions section of this document). In other words, the items with the highest performance measure correlation score and the highest resources score were identified as the highest priorities. Prioritized Spending to Enact Strategic Tactics section provides detail of resources and expenditures. The highest-prioritized tactics fall under strategic planning goal one with four objectives and four tactics as shown in the table below:

GOAL 1: CCC will promote a learner-centered environment and continue to incorporate innovative strategies to enable achievement of individual learning goals.				
Objective*	Tactic	Measure	Responsible	Performance Measure*
(1) ADVISING: Expand advising services to retain students	(1) Leverage CCC2NAU success to larger scale: Develop advising program - every learner has an assigned advisor - every faculty member and professional advisor has an advising load	Assess and make adjustments as needed	Dean of Student Services	all 1- 8
(16) CUSTOMER SERVICE: Enrollment Management	(37) Streamline online admissions & registration process	Create easy link showing steps for admission, advising, registration, payment, drop for non payment, transcript eval	Director of Enrollment Management	all 1- 8
(17) CUSTOMER SERVICE: Marketing	(42) Advertise services to students	Student services collateral developed	Director of Institutional Advancement & Dean of Student Services	all 1- 8
(20) PEDAGOGY, CURRICULA DEVELOPMENT AND INSTRUCTIONAL SUPPORT: Improve online and hybrid course offerings	(58) Improve and enhance the quality of online and hybrid courses	Implement course modifications as recommended and approved	VP Academic Affairs	all 1- 8

* Objective numbers above are from the larger strategic plan document and help to associate prioritized spending for each objective. Performance Measures are explained on Page 15 of this document.

Strategic Plan and Priorities

Prioritized Spending to Enact Strategic Planning Tactics

Strategic Plan, Goal 1: CCC will promote a learner-centered environment and continue to incorporate innovative strategies to enable achievement of individual learning goals.

Objective 1, Tactic 1 – Increasing Advising

Responsible - Dean of Student Services

Additional CCC2NAU Advisors

For FY16, the TAACCCT Grant will continue paying for three advisors through March 2016. The College has committed to fund the three advisors for the remaining 25% of FY 16 and to include them in the General fund budget in following years. The TAACCCT Grant is funding a fourth temporary advisor position at the peak times of the year through March 2016 only.

Continuation of the Peer Advisors to support students

For FY 16, the TAACCCT Grant will continue to provide funding for six part-time advisors. Peer Advisors continue to work on projects that include the CCC Seasonal Job Fair, student workshops on topics such as Starfish, campus tours, recruitment events, assisting students with applications, developing class schedules, and explaining the degree audit and learning management systems.

The following chart shows the breakdown of the TAACCCT grant and General Fund:

Positions	General Fund Salary & Benefits	TAACCCT Salary & Benefits	Total
3 -FT CCC2NAU Adviosrs	\$ 38,891	\$ 116,667	\$ 155,558
1 - PT Temp Advisor	-	7,539	\$ 7,539
6 - Peer Advisors	-	6,490	\$ 6,490
Total	\$ 38,891	\$ 130,696	\$ 169,587

Objective 16, Tactic 37 Customer Service: Enrollment Management

Responsible – Director of Registration & Enrollment Services

Assistant Credentials Analyst

In FY 14, the TAACCCT grant created and funded this position which supports the degree audit process and reviews transcripts. The grant will fund up to March 2016 and General Fund will continue to June 2016, through following years. See chart below for allocations:

Position	General Fund Salary & Benefits	TAACCCT Salary & Benefits	Total
FT Asst. Credential Analyst	\$ 11,579	\$ 34,738	\$ 46,317

Electronic Transcript Service - \$13,750 TAACCCT Allocation

The TAACCCT Grant implemented and funded this subscription and will continue to pay five months of the FY 16 contract with Parchment that provides the electronic transcript service for students from November 2015 to March 2016. The College will pay remaining cost of \$19,250 through transcript fees.

Objective 17, Tactic 42 Customer Service: Marketing

Responsible – Director of Institutional Advancement & Dean of Student Services

CCC2NAU Brochures - \$10,303 TAACCCT Allocation

The TAACCCT Grant will fund the revision and printing of 20,000 CCC2NAU brochures to continue educating students and the community about the CCC2NAU program. In FY 16, an additional 4,000 Career Services folders that support student career planning will be printed.

Strategic Plan and Priorities

Prioritized Spending To Enact Strategic Planning Tactics

Objective 17, Tactic 42 Customer Service: Marketing - (continued)

G/O Digital – Online Media Campaign - \$13, 500 TAACCCT Allocation

The College contracted with G/O Digital to develop and support an online media campaign. G/O Digital created a landing site using Google ads that appears at the top of online search results if certain keywords are used. The landing site directs interested students to email and call the CCC2NAU Enrollment Management Specialist. The site also generated a range of data metrics that College staff can access in real time regarding online traffic. The grant will fund 75% of FY 16 contract of \$18,000 and the College will pay the remaining \$4,500.

CCC2NAU Enrollment Management Specialist

This position works under the CCC Recruitment Coordinator and responds to telephone and email inquiries from the online media campaign. She also supports CCC2NAU staff and Student Services projects. Funding began at the end of FY 15, if registration increases from recruitment efforts, the College may continue the position after grant funding ends in March 2016.

The chart below shows TAACCCT portion:

Position	TAACCCT Salary & Benefits
FT Enrollment Specialist	\$ 34,073

Objective 20, Tactic 58 – Instructional Designer and Open Source courses

Responsible - VP Academic Affairs

Instructional Designer

This position was hired in April 2015 to review all TAACCCT grant-funded online courses for quality/universal design, compliance with the Americans with Disabilities Act (ADA), and all TAACCCT grant online curriculum requirements. Funding ends on March 2016. CCC eLearning Coordinator currently conducts the Quality Matter reviews and is a Instructional Designer, there are no current plans to continue this position. Costs for FY 15 and FY 16 are in line with expenses anticipated only in FY 15.

Open Source online courses

Eleven faculty designers and ten faculty Subject Matter Expert (SME) reviewers are working on developing six new online courses and revising four online courses that will all be Open Source in compliance with TAACCCT grant requirements. All work will be complete by March 2016 when TAACCCT grant program funding ends.

Positions	TAACCCT Salary & Benefits
Instructional Designer	\$ 49,045
Instructional Designer stipends	41,748
Subject Matter Experts	3,448
Total	\$ 94,241

Strategic Plan and Priorities



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The seal of Cocoa County Community College is a circular emblem. It features a central sunburst design with rays emanating from a point above an open book. The book is resting on a small stand. The words "COCOA COUNTY COMMUNITY COLLEGE" are written in a circular path around the central image, and "EST. 1991" is at the bottom.

Annual Financial Plan

July 1, 2015 - June 30, 2016





Annual Financial Plan

Budget Development Process

Budget Organization

An explanation of funds and programs codes is described below.

Funds

There are five funds that make up the College's all Funds budget.

- **General Fund** - Used to account for all general operations of the College and is the largest fund.
- **Auxiliary Fund** - Used to account for self-supporting activities that perform a service to students.
- **Restricted Fund** - Used to account for resources that are restricted by outside donors or agencies such as grants, contracts, and financial aid.
- **Unexpended Plant Fund** - Used to account for equipment, or the construction or improvement of buildings.
- **Retirement of Indebtedness** - Used to account for the resources for payment of principal and interest on debt.

Program Codes

- **Instruction** - Activities directly related to instruction including faculty salaries, benefits, and supplies.
- **Public Service** - Non-instructional services beneficial to individuals or groups external to the institution.
- **Academic Support** - Activities that support instruction including libraries, academic computing, curriculum development, and deans' offices.
- **Student Services** - Non-instructional, student-related activities such as recruitment, admissions, advising, career counseling, financial aid, and student clubs and organizations.
- **Institutional Support** - General administrative services such as executive management, legal and fiscal operations, human resources, and public relations.
- **Scholarships** - Institutional spending on scholarships, including federal financial aid from restricted funds.
- **Plant Operations and Maintenance** - Service and maintenance of the physical plant, buildings and grounds, utilities, and property insurance.

Basis of Budgeting

The College primarily uses an incremental budget process. An incremental budget means that the prior year base budgets are the starting point and incremental changes are made to the base budget which are not covered by reallocation of funds. Incremental requests are prioritized based upon strategic planning initiatives, recommendations from the Budget Planning Committee, and the administrative leadership. The College also uses a zero-base budget process for travel and other account categories on a rotational basis. Zero-base means that the budget begins with "zero" and all expenditures must be justified.

Controls

The College maintains budgetary controls by line item of the approved budget. An encumbrance accounting system is maintained by the College to accomplish budgetary control. Open encumbrances are not reported as reservations of fund balance at year-end, but are liquidated (lapse at year-end). Encumbrances are re-established at the beginning of the next fiscal year as an obligation against the current year's adopted budget.



Annual Financial Plan

Budget Development Process (continued)

Budget Planning Committee (BPC)

The purpose of the committee is to provide guidance in developing the annual budget in a manner consistent with approved policies and priorities; to establish the broad parameters within which the budget will be developed; to ensure that goals and objectives from the strategic plan are translated into clearly-defined plans and priorities to which resources will be allocated.

Members of the committee include:

- Vice President of Business and Administrative Services
- Controller
- President's Office Representative
- Vice President of Academic Affairs
- Dean of Career and Technical Education
- Dean of Arts and Sciences
- Dean of Student Services
- Chief Technology Officer
- Director of Page Instructional Site
- Dean of Finance
- Director of Human Resources
- Director of Registrar and Enrollment Services
- Faculty Representative to College Council or alternate
- Staff Representative to College Council or alternate
- Part-time Faculty Representative to College Council or alternate
- Student Representative

Step-By-Step Budget Process

A summary of the budget development process is listed below and is explained in more detail on following pages:

1. October - Develop budget assumptions and present to BPC
2. November - Distribute tuition and fee schedules to budget managers
3. December - Tuition and fee recommendations due to Controller
4. December - BPC meeting to discuss tuition and fee recommendations
5. January - Distribute base budget reallocations and travel justification forms to budget managers; forms must be approved by Vice Presidents and President
6. January - DGB work session to review tuition and fee recommendations
7. February - Present tuition recommendation to student forum
8. February - Budget manager and supervisor meetings to review budget and travel justification forms
9. February - Compensation committee recommendations presented to Vice Presidents and President
10. February - BPC review preliminary budgets
11. February - DGB compensation work session and approval of tuition and fees
12. March - Budget managers confirm preliminary budget
13. March - DGB provides direction on salary and benefits
14. April - BPC and DGB review preliminary budget
15. May - DGB final budget adoption
16. May - College-wide budget presentation



Annual Financial Plan

Budget Development Process (continued)

Assumptions

Beginning assumptions are established as a starting point for developing the budget and are developed in October of each year. For FY 16, the beginning assumptions were as follows:

Revenues

- Enrollment - Current enrollment is flat and job market is improving, projecting flat enrollment
- Tuition - \$2.00 increase per credit hour to standard tuition rate as directed by the Board, other rates are a multiplier of the standard rate
- State Aid - Reduction per state formula due to decline in enrollment in prior years
- Property taxes - 2% maximum allowed increase in levy plus 1% new construction added to the tax rolls based upon trend
- Other Revenues - 2% increase to most line items

Expenses

- Utilities - 3.5% increase per Arizona Corporation Commission discussion
- All other expense categories including salaries and benefits - 2% increase

Budget Manager Meetings

In February of each year, the Vice President of Business and Administrative Services and the Controller schedule individual meetings with each budget manager to review his/her base budgets. During the meetings, three years of budget-to-actual trend data is reviewed, as well as, any increment requests that the budget manager may have. Increments are covered first through any reallocation of funds by the budget manager or division funds. If the increment request is not covered by reallocated funds, then the net difference is listed on an increment request spreadsheet. Base budget adjustments are entered by the Controller and sent back to the budget manager for his/her review and approval.

REVENUES

Enrollment

Enrollment projections are based upon trend analysis and County projections for population growth.

Tuition and Fees

Tuition and fees, including specialty tuition rates and non-class fees, are reviewed in December. Academic Deans review specialty tuition rates for higher-cost programs, market data and instructional expenses to determine if increases to specialty tuition rates will be recommended. Other fees, such as parking fees, are also reviewed by respective areas and compared to market to determine if changes will be recommended. Trend analysis of enrollment within the different rates of tuition is used to project tuition revenue.

Tuition and fee recommendations are taken to the Board in January in a work session to review recommendations and receive direction. The Board approves tuition and fees rates in February for the next academic year.

State Appropriation Aid

State aid is calculated per formula which is “base plus growth.” The base is the prior year’s state aid. The growth or loss is calculated by the increase or decrease in full-time student equivalent (FTSE) between the two



Annual Financial Plan

Budget Development Process (continued)

most recent fiscal years in each category of non-dual enrollment and dual enrollment. The growth or loss in FTSE is multiplied by the given rate per category. One FTSE equals an average of 15 credit hours in each of the fall and spring semesters, for a total of 30 credits hours for one year. The future of state appropriation for the College is uncertain, because of cuts to urban districts.

State STEM Appropriation

The state provided STEM appropriations to the College since FY 14 and it is not known if it will continue for future years. The STEM aid is restricted for science, technology, engineering, mathematics, and workforce programs.

Property Taxes

By February 10th of each year, the County Assessor's Office provides assessed valuations needed to calculate the primary and secondary property tax levies. The primary levy cannot exceed the prior year levy by more than two percent plus new construction added to the tax rolls. The Board typically adopts the maximum allowed tax rate. Secondary taxes are based upon voter-approved debt retirement schedule.

Grants and Contracts

Grants and contracts mostly include revenue from federal and state grants that have been awarded to the College. During the budget manager meetings, special meetings are held with individual grant program managers and the Grants Accountant to develop the upcoming budget based on the anticipated funding level for the program.

Sales and Services

Sales and services revenue is budgeted in the Auxiliary Services Fund and is estimated using minimum guarantees and estimates based off trend information.

Investment Income

Investment income is earned on balances invested with the County Treasurer and State Local Government Investment Pool. This revenue is budgeted using projected fund balance, and estimated rate of return.

EXPENSES

Salary and Benefits

Salary and benefits are the largest expenditure of the College and accounts for approximately 60% of the General Fund budget. The Board has directed staff to conduct a salary survey every other year. In alternate years, employees and supervisors can request position reviews or reclassifications. The Board reviews and provides direction on salaries and benefits at the February and March meeting, respectively. The Board's allocation includes any increases for CPI, merit, market, and reclassifications for all faculty and staff.

The Arizona State Retirement System (ASRS) posts the required employee and employer contribution rates each year.

Health benefits are determined through the Northern Arizona Public Employees Benefit Trust (NAPEBT) which is a trust formed by local public employers to provide cost-effective benefits packages to their employees. The benefits covered include self-funded medical, vision, pharmacy, and traditional life and dental insurance.



Annual Financial Plan

Budget Development Process (continued)

Travel Requests

All travel expenses are zero-based annually. All travel must be requested and justified each year. Travel expenses includes in-district, in-state, and professional development. Professional development travel is allocated on a FTE basis to benefit eligible positions as follows:

	FY 15	FY 16
Administrator	\$ 1,200	\$ 1,300
Professional Technical & Faculty	600	700
Classified Staff	300	400

Since Professional Development fund allocations do not cover all the costs of attending conferences, supervisors and budget managers typically pool the funds and alternate which employees are able to receive funds from year to year. Professional development funds that had been previously pooled in the Training and Development budget were reallocated to supervisors in the form of \$100 increase per full-time equivalent employee as shown in table above.

Preventative Maintenance (Life Cycle Replacement)

The College allocates funds for preventative maintenance projects annually, based upon a cost per square foot indexed by the CPI. Allocated funds not used in any one year are rolled over and reserved for future preventative maintenance projects. This process allows the College to set funds aside annually for larger projects.

The College has preventative maintenance schedules for 20 years that include major maintenance and replacement of items such as HVAC units, roofs, parking lots, and carpeting. The Executive Director of Facilities assesses the condition of the facilities and adjusts the schedules annually, or as needed, to ensure the facilities are maintained and the life and safety of the students and staff are protected. Any capital items that improve or extend the life of the facilities and are over \$5,000 are capitalized and budgeted in the plant fund.

Academic Support Technology

In FY 15, students paid a \$5 per credit hour for technology fee and a \$35 on-line course fee to cover costs of technology used to support students in classroom and student services. In FY 16, technology fee and on-line course fees were combined for a total of \$7 per credit hour for technology fee. This is a pay-as-you-go process. The Instructional Technology Services department uses the funds to pay for equipment, software and maintenance agreements for the instructional, academic support, and student services program codes. The budget is based upon projected enrollments and must be tracked against actual enrollments.

Institutional Technology and Other Equipment

The College budgets \$150,000 annually for institutional technology and other equipment. In addition to equipment funds, the College has STEM appropriation of \$423,200. To receive funds, a requestor completes a form and, similar to increments, the equipment requests are prioritized based upon strategic planning initiatives, recommendations from the Budget Planning Committee, and the executive leadership. Any equipment items over \$5,000 are capitalized and budgeted in the Plant Fund.



Annual Financial Plan

Budget Development Process (continued)

Presidents Discretionary Fund

An allowance of \$100,000 is budgeted for unforeseen expenditures and is expended at the President's discretion.

Innovation Fund

The purpose of the Innovation Fund program is to provide financial incentive to faculty, staff, and students in developing and implementing innovative projects that will generate revenue, create savings or technological solutions, improve services to students, and/or advance strategic planning initiatives of access, retention, and completion. A \$100,000 fund has been set aside in the President's budget for innovation projects.

Contingency Fund

The College typically carries a \$1 million contingency fund for emergencies. The contingency has grown to \$2.7 million for FY 16 following the implementation of the Financial Austerity Plan and can be used to fund College operations if the state cuts funding to the College. If the contingency is not used it is returned to the fund balance.



Annual Financial Plan

All Funds

Three-Year Comparative Analysis - For Years Ended June 30th

Revenue	FY 14 Actual	FY 15 Budget	FY 16 Budget	FY 16 % Change
Tuition & Fees	\$ 7,334,532	\$ 7,389,000	\$ 7,699,190	4.20%
State Appropriations	1,987,900	2,202,700	2,194,400	-0.38%
Property Taxes	8,821,432	9,189,662	9,467,355	3.02%
Grants & Contracts	6,660,515	8,442,029	7,687,743	-8.93%
Sales & Services	23,003	22,400	20,900	-6.70%
Investment Income	157,238	120,000	103,000	-14.17%
Other Income	525,632	461,937	556,412	20.45%
Total Revenues	\$25,510,252	\$27,827,728	\$27,729,000	-0.35%
Other financing sources (uses)				
Transfer In	\$ 395,653	\$ 412,713	\$ 617,513	49.62%
Transfer Out	(395,653)	(412,713)	(617,513)	49.62%
Total other financing sources (uses)	\$ -	\$ -	\$ -	0
Total Revenues and Transfers	\$25,510,252	\$27,827,728	\$27,729,000	-0.35%
Expenditures by Program				
<i>Current:</i>				
Instruction	\$ 7,175,682	\$ 6,951,792	\$ 6,325,466	-9.01%
Public Service	188,542	142,606	65,295	-54.21%
Academic Support	2,200,890	3,331,952	2,918,219	-12.42%
Student Services	2,324,458	2,689,844	2,725,119	1.31%
Institutional Support	4,656,197	4,097,818	4,405,290	7.50%
Facilities Operation & Maintenance	1,756,406	2,093,462	1,894,899	-9.48%
Scholarships & Grants	4,343,321	5,326,693	5,362,793	0.68%
Auxiliary Enterprises	42,631	41,400	32,900	-20.53%
Retirement of Indebtedness	2,095,921	2,045,539	2,064,840	0.94%
Contingency	-	2,101,222	2,770,342	31.84%
Total Expenditures	\$24,784,048	\$28,822,328	\$28,565,163	-0.89%
Expenditures by Object				
<i>Current:</i>				
Personnel Services	\$13,144,747	\$13,067,767	\$12,951,130	-0.89%
Contractual Services	2,145,352	1,976,390	1,660,161	-16.00%
Supplies	973,573	1,231,130	1,443,852	17.28%
Fixed Charges	797,556	875,425	788,340	-9.95%
Utilities	508,499	592,490	579,294	-2.23%
Travel	180,524	253,897	254,812	0.36%
Improvements Other than Buildings	-	319,500	237,000	-25.82%
Capital Equipment	345,103	442,604	-	-100.00%
Retirement of Indebtedness	1,620,000	1,690,000	1,785,000	5.62%
Scholarships	4,359,067	5,339,123	5,362,458	0.44%
Miscellaneous/Other	709,627	932,781	732,774	-21.44%
Contingency	-	2,101,222	2,770,342	31.84%
Total Expenditures	\$24,784,048	\$28,822,328	\$28,565,163	-0.89%
Excess of revenues and other sources over/(under) expenditures	\$ 726,204	\$ (994,600)	\$ (836,163)	-15.9%
Beginning fund balance July 1				
designated for future spending	\$ 2,622,059	\$ 3,382,832	\$ 5,769,637	70.56%
Ending fund balance June 30	3,382,832	5,769,637	5,933,474	2.84%
Actual Net change in fund balance*	\$ 760,773	\$ 2,386,805	\$ 163,837	-93.14%

*Excludes net investment in Plant Fund

Annual Financial Plan

All Funds

FY 16 Budget Summary - For Year Ended June 30th

Revenues	General Fund	Restricted Fund	Auxiliary Fund	Unexpended Plant Fund	Retirement of Indebtedness	Total All Funds
Tuition & Fees	\$ 7,693,190	\$ 6,000	\$ -	\$ -	\$ -	\$ 7,699,190
State Appropriations	1,771,200	423,200	-	-	-	2,194,400
Property Taxes	7,478,000	-	-	-	1,989,355	9,467,355
Grants & Contracts	338,660	7,329,983	-	19,100	-	7,687,743
Sales & Services	-	-	20,900	-	-	20,900
Investment Income	103,000	-	-	-	-	103,000
Other Income	512,290	-	-	-	44,122	556,412
Total Revenues	\$ 17,896,340	\$ 7,759,183	\$ 20,900	\$ 19,100	\$ 2,033,477	\$ 27,729,000
Other Financing Sources (uses)						
Transfer In	\$ 91,000	\$ 10,413	\$ 12,000	\$ 504,100	\$ -	\$ 617,513
Transfer Out	(526,513)	-	-	(91,000)	-	(617,513)
Total Other Financing Sources (uses)	\$ (435,513)	\$ 10,413	\$ 12,000	\$ 413,100	\$ -	\$ -
Total Revenues and Transfers	\$ 17,460,827	\$ 7,769,596	\$ 32,900	\$ 432,200	\$ 2,033,477	\$ 27,729,000
Expenditures by Program						
Current:						
Instruction	\$ 4,956,971	\$ 1,368,495	\$ -	\$ -	\$ -	\$ 6,325,466
Public Service	65,295	-	-	-	-	65,295
Academic Support	2,345,477	572,742	-	-	-	2,918,219
Student Services	2,070,553	654,566	-	-	-	2,725,119
Institutional Support	4,405,290	-	-	-	-	4,405,290
Facilities Operation & Maintenance	1,657,899	-	-	237,000	-	1,894,899
Scholarships & Grants	189,000	5,173,793	-	-	-	5,362,793
Auxiliary Enterprises	-	-	32,900	-	-	32,900
Retirement of Indebtedness	-	-	-	-	2,064,840	2,064,840
Contingency	2,770,342	-	-	-	-	2,770,342
Total Expenditures	\$ 18,460,827	\$ 7,769,596	\$ 32,900	\$ 237,000	\$ 2,064,840	\$ 28,565,163
Expenditures by Object						
Current:						
Personnel Services	\$ 11,041,232	\$ 1,909,898	\$ -	\$ -	\$ -	\$ 12,951,130
Contractual Services	1,467,306	192,355	500	-	-	1,660,161
Supplies	1,193,950	219,502	30,400	-	-	1,443,852
Fixed Charges	786,215	2,125	-	-	-	788,340
Utilities	577,255	2,039	-	-	-	579,294
Travel	158,652	94,160	2,000	-	-	254,812
Improvements Other than Buildings	-	-	-	237,000	-	237,000
Retirement of Indebtedness	-	-	-	-	1,785,000	1,785,000
Scholarships	189,000	5,173,458	-	-	-	5,362,458
Miscellaneous/Other	276,875	176,059	-	-	279,840	732,774
Contingency	2,770,342	-	-	-	-	2,770,342
Total Expenditures	\$ 18,460,827	\$ 7,769,596	\$ 32,900	\$ 237,000	\$ 2,064,840	\$ 28,565,163
Excess of Revenues and Other Sources Over/(Under) Expenditures	\$ (1,000,000)	\$ 0	\$ -	\$ 195,200	\$ (31,363)	\$ (836,163)
Beginning Fund Balance July 1 (designated for future spending)	\$ 2,285,991	\$ -	\$ 49,534	\$ 3,311,398	\$ 122,714	\$ 5,769,637
Ending fund balance June 30	2,285,991	-	49,534	3,506,598	91,351	5,933,474
Actual Net change in fund balance	\$ -	\$ -	\$ -	\$ 195,200	\$ (31,363)	\$ 163,837



Annual Financial Plan

All Funds - Faculty and Staff Statistics

Salaries and benefits represent the largest expense for the College. The schedule below provides an all funds three-year comparison of salaries and benefits by program and employee classification type. In addition, the number of full-time equivalent positions for both restricted and unrestricted funds is provided. Total compensation and the number of positions has declined from FY 14 to FY 15 due to the Financial Austerity Plan described in the Challenges and Solution section of the document. These reductions or eliminations of programs includes Community and Corporate Learning, Dance, Nursing, and the conversion of Page campus to an instructional site. The changes for FY 16, include the addition of three Advisors, one Information Technology staff, one Compliance Specialist, part-time Faculty and the elimination of the Early Childhood Education faculty member.

Three-Year Comparative Analysis Faculty and Staff Statistics

Fiscal Year 2015/2016								
Program	Faculty	Part Time Faculty	Admin	Support Staff	Part Time Staff	Total Salary Per Program	Total Benefits	Total Compensation
Instructional	\$ 1,994,347	\$ 1,904,238	\$ -	\$ 89,795	\$ 382,187	\$ 4,370,568	\$ 914,948	\$ 5,285,516
Public Service	-	-	-	42,791	-	42,791	16,719	59,509
Academic	-	-	468,844	1,013,258	163,728	1,645,830	529,510	2,175,340
Student Services	-	-	257,328	1,221,124	209,250	1,687,703	569,590	2,257,293
Institutional	-	-	599,060	1,207,128	6,350	1,812,539	649,443	2,461,982
Facilities	-	-	96,771	376,183	33,524	506,478	205,013	711,491
Total Salary	\$ 1,994,347	\$ 1,904,238	\$ 1,422,003	\$ 3,950,279	\$ 795,040	\$ 10,065,907	\$ 2,885,224	\$ 12,951,131
Unrestricted Funds	24.0	83.9	17.0	78.8	14.0	217.6		
Restricted Funds	11.0			10.8	11.1	32.9		
Total FTE	35.0	83.9	17.0	89.5	25.1	250.5		

Fiscal Year 2014/2015								
Program	Faculty	Part Time Faculty	Admin	Support Staff	Part Time Staff	Total Salary Per Program	Total Benefits	Total Compensation
Instructional	\$ 2,189,821	\$ 1,674,300	\$ 94,157	\$ 441,993	\$ 333,308	\$ 4,733,579	\$ 1,068,650	\$ 5,802,229
Public Service	-	-	16,206	67,850	-	84,056	36,115	120,171
Academic	-	-	348,987	837,162	141,690	1,327,839	436,469	1,764,308
Student Services	-	-	247,681	1,153,577	216,159	1,617,417	545,018	2,162,435
Institutional	-	-	679,522	1,153,593	7,950	1,841,065	720,503	2,561,568
Facilities	-	-	93,139	350,916	46,438	490,493	166,564	657,057
Total Salary	\$ 2,189,821	\$ 1,674,300	\$ 1,479,692	\$ 4,005,091	\$ 745,545	\$ 10,094,448	\$ 2,973,319	\$ 13,067,767
Unrestricted Funds	33.0	75.6	15.7	73.3	12.2	209.8		
Restricted Funds	3.0	-	1.3	13.2	12.4	29.9		
Total FTE	36.0	75.6	17.0	86.4	24.6	239.6		

Fiscal Year 2013/2014								
Program	Faculty	Part Time Faculty	Admin	Support Staff	Part Time Staff	Total Salary Per Program	Total Benefits	Total Compensation
Instructional	\$ 2,353,401	\$ 1,551,362	\$ 92,257	\$ 353,325	\$ 368,721	\$ 4,719,066	\$ 1,230,641	\$ 5,949,707
Public Service	-	-	43,497	88,664	6,621	138,782	37,894	176,676
Academic	-	-	341,741	669,273	102,757	1,113,771	356,169	1,469,940
Student Services	-	-	236,080	1,070,956	171,320	1,478,356	501,918	1,980,275
Institutional	-	-	815,429	1,159,081	6,763	1,981,272	883,940	2,865,212
Facilities	-	-	90,814	377,665	34,596	503,075	199,861	702,936
Total Salary	\$ 2,353,401	\$ 1,551,362	\$ 1,619,818	\$ 3,718,963	\$ 690,777	\$ 9,934,322	\$ 3,210,424	\$ 13,144,746
Unrestricted Funds	35.0	85.3	16.7	80.2	12.0	229.2		
Restricted Funds	3.0		2.3	12.5	10.0	27.8		
Total FTE	38.0	85.3	19.0	92.7	22.0	257.0		

Annual Financial Plan

All Funds - Fund Balance Reserve

The purpose of the College's fund balance procedure is to establish a targeted amount for General Fund and fund balance reserves. It is important to maintain adequate levels of unreserved fund balance to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures, cash flow management, emergency contingency, and Plant Fund designations. The fund balance also provides cash flow liquidity for general operations.

At the close of each fiscal year, a transfer of funds shall be made to maintain a General Fund ending balance equal to four (4) months of revenues (estimated at 33% of annual revenues). Any excess revenues over expenditures in the General Fund for a fiscal year will be transferred to the Plant Fund for future capital expenditures.

The table below shows the College's fund balance reserves which are estimated to be \$5.9 million for the FY 16 budget year and is 43% of the target. The fund balances have been restated due to the GASB 68 - Accounting and Financial Reporting for Pensions adjustment. This impacted unrestricted net position by creating a previously unrecognized net pension liability of almost \$12 million. This is the actuarial valuation of future pension obligations under GASB 68 measurement requirements. Prior to this accounting change CCC had met the fund balance target. The percentage of target is shown for both accounting fund balance and fund balance excluding the long-term net pension liability.

Three-Year Comparative Analysis

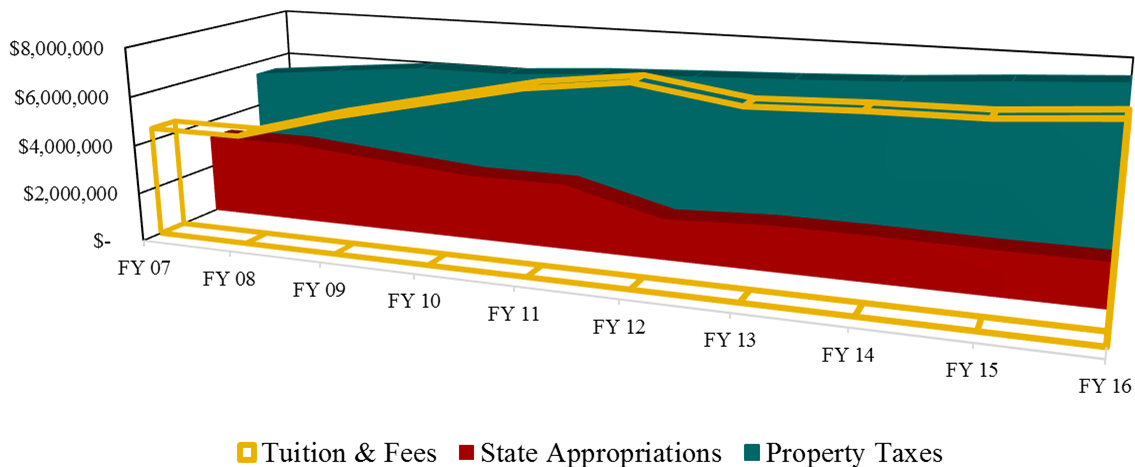
	FY 14 Audit	FY 15 Budget	FY 16 Budget
All Funds Revenues - Based on Budget	\$ 26,144,517	\$ 27,827,728	\$ 27,729,000
All Funds Sustainability Reserves (33%) - Based on Budget	\$ 8,627,691	\$ 9,183,150	\$ 9,150,570
General Fund Contingency - Based on Budget	1,000,000	1,000,000	1,000,000
Auxiliary Fund Reserve	58,093	49,534	49,534
Retirement of Indebtedness Fund Reserve - Restricted	235,858	122,714	91,351
Plant Fund - Preventative Maint. Reserves	2,355,248	3,271,398	3,452,598
Plant Fund - Copier replacement Reserve	26,000	40,000	54,000
Total Target Fund Balance/Reserves	\$ 12,302,890	\$ 13,666,796	\$ 13,798,053
Restricted and Unrestricted Net Position (Fund Balance/Reserves)	\$ 3,382,832	\$ 5,769,637	\$ 5,933,474
% of Fund Balance/Reserves compared to Target	27%	42%	43%
% of Fund Balance/Reserves compared to Target Excluding NPL	142%	117%	128%

Annual Financial Plan

General Fund - Revenues

The General Fund has three major revenue sources: student tuition and fees, state appropriations, and property taxes. The chart below depicts the changes in these revenue sources over a ten-year period showing the state appropriations declining, while tuition and fees has increased.

Ten-Year Major Revenue Comparison



The chart below shows how CCC was forced to implement large tuition increases due to the decline in state appropriations from FY 08 through FY 11. CCC now has the highest tuition rate in the state. Since FY 12, the College has been able to maintain lower tuition increases.

Historic Tuition Rates - Resident - Last 10 Fiscal Years						
Fiscal Year	Tuition per Hour*	Tech Fee per Hour	Tuition & Tech Fee per Hour	Annual Tuition & Technology Fee (30 cr. hours)	Change in \$	% increase
FY 07	\$ 58	\$ 3	\$ 61	\$ 1,464	\$ 120	8.9%
FY 08	62	3	65	1,690	226	15.4%
FY 09	70	5	75	1,970	280	16.6%
FY 10	70	5	75	2,250	280	14.2%
FY 11	80	5	85	2,550	300	13.3%
FY 12	83	5	88	2,640	90	3.5%
FY 13	85	5	90	2,700	60	2.3%
FY 14	87	5	92	2,760	60	2.2%
FY 15	89	5	94	2,820	60	2.2%
FY 16	92	7	99	2,970	150	5.3%

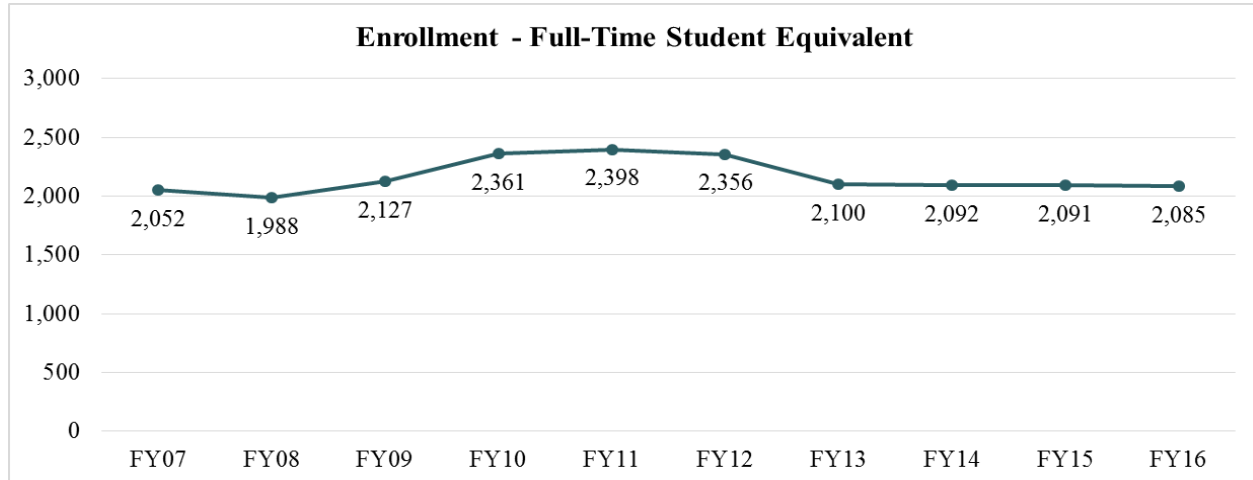
* Tuition Fee includes student ID, transcripts, student activities, and computer lab

* Annual tuition is calculated including tuition plateaus in effect, at the time

Annual Financial Plan

General Fund - Tuition and Fee Revenue

Tuition and Fee revenue for FY 16 is based upon enrollments of 2,085 FTSE. Enrollments have flattened out after the recession and returned to normal levels.



Tuition and fees are projected based upon trend analysis for the different types of tuition (Out-of-State, Out-of-County, WUE, Dual Enrollment, and CAVIAT).

Tuition and Fee Revenue Projections Three-Year Comparative Analysis

General Fund Tuition and Fees Detail	FY 14 Actual	FY 15 Budget	FY 16 Budget
General Tuition (Resident Tuition)	\$ 4,590,938	\$ 4,433,234	\$ 4,616,845
Class Fee Revenue/ Differential Tuition Rates	263,327	455,766	384,480
Out-of-State Tuition	228,540	216,300	219,400
Out-of-County Reimbursement	174,323	175,000	174,000
Out-of-State Tuition (WUE)	675,680	640,100	769,500
Dual Enrollment Tuition	398,471	412,800	418,300
Dual Enrollment Fee (Arts & Sciences)	47,050	34,800	48,900
Coconino Association for Vocations, Industry and Technology (CAVIAT)	165,582	176,700	175,200
Online Course fee revenue	116,688	115,500	-
Technology Fee	312,330	290,200	416,500
Scholarship tuition (deducted from Gen'l Tuition)	155,321	152,900	189,000
Prior Learning Assessment (PLA)	-	-	19,440
Non-credit classes (CPR, EMT, FSC)	-	-	51,725
Fees (Parking, Transcripts, Graduation, ID, Testing, Etc.)	184,711	279,700	209,900
Workforce Development	19,848	-	-
Total Tuition and Fee	\$ 7,332,809	\$ 7,383,000	\$ 7,693,190

Annual Financial Plan

General Fund - Tuition and Fee Revenue

In FY 16, the District Governing Board approved a tuition increase of \$3.00: \$2.50 for standard tuition and \$.50 increases to scholarships. In FY 15, the District Governing Board approved the change to a differential tuition schedule. The differential tuition rate replaces class fees and charges higher tuition rates to higher-cost programs. The standard tuition for each of the residency types are: Residents - \$92.00, Western Undergraduate Exchange (WUE) Program - \$138.00, and Out-of-State - \$322.00. The WUE program and Out-of-State tuitions are based on a multiplier of the standard rate. In addition to the schedule below, every credit hour is assessed a \$7.00 technology fee to help cover the costs of technology which increased in FY 16 by \$2.00 to eliminate the online course fee. The **2015-2016 Tuition Schedule** below shows the level for each differential tuition rate.

2015-2016 Tuition Schedule			
Differential Tuition Schedule	In State Per Credit Hour	*WUE Per Credit Hour	Out-of-State Per Credit Hour
Standard	\$92	\$138	\$322
Specialty Higher Rates			
Differential Tuition Level 1 (+\$5)	\$97	\$143	\$327
Differential Tuition Level 2 (+\$10)	\$102	\$148	\$332
Differential Tuition Level 3 (+\$15)	\$107	\$153	\$337
Differential Tuition Level 4 (+\$20)	\$112	\$158	\$342
Differential Tuition Level 5 (+\$25)	\$117	\$347*	\$347
Differential Tuition Level 6 (+\$30)	\$122	\$352*	\$352
Differential Tuition Level 7 (+\$50)	\$142	\$372*	\$372
Differential Tuition Level 8 (+\$80)	\$172	\$402*	\$402

*Levels 5-8: Students in the WUE program are charged non-resident tuition for any course specified in levels 5 through 8, plus applicable special course tuition rates and fees.



Annual Financial Plan

General Fund - State Appropriations

Declines in state aid began in 1998 due to the struggling economy and decreased tourist activity. State funding for FY 16 has declined slightly based on the statutory formula and whether state funding will continue is uncertain, at this time. State appropriations are received based on Full-Time Student Equivalent (FTSE) enrollment and formula funding. One FTSE equals 30 credit hours per year. State appropriations are received on a two-year lag based on enrollment growth or decline. The State appropriations funding formula has not been adjusted to keep pace with inflation.

State Appropriations Revenue Projections Three-Year Comparative Analysis

STATUTORY CALCULATION A.R.S. §15-1466 Subject to legislative appropriation	FY 14 Actual	FY 15 Budget	FY16 Budget
FTSE Change:			
Total Audited FTSE third most recent fiscal year	2,399	2,355	2,099
Total Audited FTSE second most recent fiscal year	2,355	2,099	2,092
Increase/(decrease)	(44)	(256)	(7)
Non Dual Enrollment Audited FTSE third most recent fiscal year	2,229	2,213	1,967
Non Dual Enrollment Audited FTSE second most recent fiscal year	2,213	1,967	1,938
Increase/(decrease)	(16)	(246)	(29)
Average Appropriation Per FTSE (Non Dual Enrollment)	251	257	254
Non Dual Enrollment Growth	\$ (4,000)	\$ (63,200)	\$ (7,400)
Dual Enrollment Audited FTSE third most recent fiscal year	170	142	132
Dual Enrollment Audited FTSE second most recent fiscal year	142	132	154
Increase/(decrease)	(28)	(10)	22
Average Appropriation Per FTSE (Dual Enrollment @ 50%)	126	129	127
Dual Enrollment Growth	\$ (3,500)	\$ (1,300)	\$ 2,800
State Appropriation	\$ 1,840,400	\$ 1,775,900	\$ 1,771,200
State Aid Cuts	-	(100)	-
Total M & O State Appropriations	\$ 1,840,400	\$ 1,775,800	\$ 1,771,200



Annual Financial Plan

General Fund - Property Taxes

Each year, the tax levy is calculated in accordance with Arizona Revised Statutes (A.R.S.) §42-17051. Assessed property values fall into two tax levy categories, property on the tax rolls in the current year and newly completed construction being added to the rolls.

The Arizona Constitution limits the increase in the District's tax levy on current assessed property to 2% per year. Because of the low property tax rate, CCC has approved the maximum levy each year. New construction growth rate averages approximately 1% per year.

Secondary taxes are collected to pay for the General Obligation Bonds as described in the Retirement of Indebtedness section of this document.

Tax Levy Limit A.R.S. §42-17051 Three-Year Comparative Analysis

STATUTORY CALCULATION	FY 14 (Tax Year 2013) ADOPTED LEVY	FY 15 (Tax Year 2014) ADOPTED LEVY	FY 16 (Tax Year 2015) PROJECTED
1) Maximum levy - prior tax year	\$ 6,772,795	\$ 7,042,484	\$ 7,243,258
2) Maximum levy prior tax year multiplied by 102%	6,908,251	7,183,334	7,388,124
3) Assessed value for current tax year of all property subject to tax in the preceding year	1,490,175,745	1,500,140,519	1,519,027,681
4) Paragraph 3 divided by 100, then divide paragraph 2 by the resulting quotient; round to four decimal places	0.4636	0.4788	0.4864
5) Assessed value of all property for current year	1,519,086,333	1,512,794,164	1,537,418,218
6) Paragraph 5 divided by 100 and multiplied by rate in paragraph 4 equals maximum allowable primary property tax levy	7,042,484	7,243,258	7,478,002
7) Less any amounts pursuant to A.R.S. §42-17051 B. & C.			
8) Paragraph 6 minus paragraph 7 equals the allowable primary property tax levy	7,042,484	7,243,258	7,478,002
Total primary property tax revenue	\$ 7,042,484	\$ 7,243,260	\$ 7,478,000



Annual Financial Plan

General Fund - Other Revenue and Transfers

Other revenue consists of less than three percent of total revenue. They are funds such as grants, contracts, investment income, bookstore income, parking tickets revenue, and other income listed below.

Three-Year Comparative Analysis

Gifts, Grants & Contracts	FY 14 ACTUAL	FY 15 BUDGET	FY 16 BUDGET
PELL ACA Revenue	\$ 6,410	\$ 12,600	\$ 10,600
Administrative Cost Recovered	132,269	197,600	184,060
Veterans Admins Cost Recovered	2,271	-	2,500
Foundation FMC Contribution	96,900	100,000	123,500
Non-credit contract training	120,342	18,000	18,000
Total Private Gifts, Grants & Contracts	\$ 358,192	\$ 328,200	\$ 338,660

Investments	FY 14 ACTUAL	FY 15 BUDGET	FY 16 BUDGET
Investments	\$ 157,238	\$ 120,000	\$ 103,000
Total Investments	\$ 157,238	\$ 120,000	\$ 103,000

Other Income	FY 14 ACTUAL	FY 15 BUDGET	FY 16 BUDGET
Bookstore (Commissions)	\$ 109,572	\$ 103,000	\$ 107,000
Salt River Project/Other In-Lieu of Tax	154,877	157,000	157,000
Government property lease excise Tax (in-lieu) and Parks on	37,211	500	25,000
Federal lands ADOT and Game & Fish	-	500	500
Surplus Property	-	500	500
Parking Tickets	24,646	20,000	30,000
Vending utility recovery (Moved to 61100)	4,560	4,550	-
Facility Usage (Misc. temporary)	14,253	-	1,000
Tony's Barber Shop (Lease) until FY16	7,706	7,150	-
Flagstaff Library (Lease)	83,063	86,100	95,090
CAVIAT (Lease)	-	-	48,000
Page-Glen Canyon Natural Historical Society (Lease)	780	-	-
Cell Phone Tower (Lease)	30,000	30,000	30,000
Cafeteria (Lease)	5,629	6,000	5,000
Misc (Trust & PLA books)	2,358	5,000	13,700
Total Other Income	\$ 474,656	\$ 419,800	\$ 512,290

Transfers	FY 14 ACTUAL	FY 15 BUDGET	FY 16 BUDGET
Transfers In	862	-	91,000
Transfers Out	(395,653)	(412,713)	(526,513)
Net Transfers	\$ (395,653)	\$ (412,713)	\$ (526,513)



Annual Financial Plan

General Fund - Cost per FTSE by Program

The chart below depicts the cost per full-time student equivalent in the General Fund based upon programs codes. Over the past three years, the total cost per FTSE in the General Fund has declined due to the Financial Austerity Plan.

Program Codes Descriptions

- **Instruction (100000)** - Activities directly related to instruction including faculty salaries, benefits, and supplies.
- **Public Service (200000)** - Non-instructional services beneficial to individuals or groups external to the institution.
- **Academic Support (300000)** - Activities that support instruction including libraries, academic computing, curriculum development, and deans' offices.
- **Student Services (400000)** - Non-instructional, student-related activities such as recruitment, admissions, advising, career counseling, financial aid, and student clubs and organizations.
- **Institutional Support (500000)** - General administrative services such as executive management, legal and fiscal operations, human resources, and public relations.
- **Plant Operations and Maintenance (600000)** - Service and maintenance of the physical plant, buildings and grounds, utilities, and property insurance.
- **Scholarships (700000)** - Institutional spending on scholarships, including federal financial aid from restricted funds.

Three-Year Comparative Analysis

FTSE	2,092	2,091	2,085
	FY 14	FY 15	FY 16
Program	Actual	Budget	Budget
Instruction	\$ 2,882	\$ 2,700	\$ 2,377
Public Service	25	27	31
Academic Support	862	998	1,125
Student Services	845	929	993
Institutional Support	2,199	1,960	2,113
Plant Operations and Maintenance	769	848	795
Scholarships	76	73	91
Total General Fund Cost Per FTSE	\$ 7,657	\$ 7,535	\$ 7,525



Annual Financial Plan

General Fund - Non-Capital Equipment

FY16 Preventative Maintenance (Life Cycle Replacement)

The College has preventative maintenance schedules for 20 years that include major maintenance and replacement of items which normally impacts the Plant Fund. The chart below shows the items that impact the General Fund for a total of \$91,000. This covers repairs and replacements such as, furniture, lighting, landscape, etc. Purchases under \$5,000 are not capitalized and budgeted to supplies and materials in the General Fund.

Institutional Technology and Other Equipment

The College also budgets \$150,000 for institutional equipment replacement for FY 16. To receive funds, a form must be completed and then the equipment is prioritized based upon strategic planning initiatives, recommendations from the Budget Planning Committee and executive leadership. The College transferred faculty funds from STEM funding to the restricted fund which allowed the College to reallocate the resources from General Fund to equipment cost in the amount of \$423,200. The total General Fund resources are \$664,200.

Activity	Life Cycle Replacement	Equipment	Total
	General Fund	General Fund Non-Capital	
Fourth St - Furniture	\$ 2,000	\$ -	\$ 2,000
Lone Tree - Deli	5,000	-	5,000
Lone Tree - Furniture	7,000	-	7,000
Lone Tree - Landscape	8,000	-	8,000
Page - Carpeting	55,000	-	55,000
Page - Furniture	1,000	-	1,000
Page - Lighting	7,000	-	7,000
District - Contingency	6,000	573,200	579,200
Grand Total	\$ 91,000	\$ 573,200	\$ 664,200



Annual Financial Plan

General Fund

Three-Year Comparative Analysis - For Years Ended June 30th

	FY14 Actual	FY15 Budget	FY16 Budget
Revenues			
Tuition and Fees	\$ 7,332,809	\$ 7,383,000	\$ 7,693,190
State Appropriations	1,840,400	1,775,800	1,771,200
Property Taxes	6,957,931	7,243,260	7,478,000
Grants & Contracts	358,192	328,200	338,660
Investment Income	157,238	120,000	103,000
Other Income	474,656	419,800	512,290
Total Revenues	\$ 17,121,226	\$ 17,270,060	\$ 17,896,340
Other financing sources (uses)			
Transfer In	\$ 862	\$ -	\$ 91,000
Transfer Out	(395,653)	(412,713)	(526,513)
Total other financing sources (uses)	\$ (394,791)	\$ (412,713)	\$ (435,513)
Total Revenues and Transfers	\$ 16,726,435	\$ 16,857,347	\$ 17,460,827
Expenditures by Program			
Instruction	\$ 6,028,098	\$ 5,646,397	\$ 4,956,971
Public Service	52,169	56,703	65,295
Academic Support	1,802,955	2,086,709	2,345,477
Student Services	1,768,092	1,941,636	2,070,553
Institutional Support	4,600,306	4,097,818	4,405,290
Facilities Operation & Maintenance	1,608,834	1,773,962	1,657,899
Scholarships & Grants	158,348	152,900	189,000
Contingency	-	2,101,222	2,770,342
Total Expenditures	\$ 16,018,802	\$ 17,857,347	\$ 18,460,827
Expenditures by Object			
<i>Current:</i>			
Personnel Services	\$ 11,609,973	\$ 11,207,565	\$ 11,041,232
Contractual Services	1,976,107	1,631,815	1,467,306
Supplies	740,729	888,665	1,193,950
Fixed Charges	790,396	860,295	786,215
Utilities	507,884	590,535	577,255
Travel	125,548	156,550	158,652
Capital Equipment	8,900	-	-
Scholarships	158,348	152,900	189,000
Miscellaneous/ Other	100,917	267,800	276,875
Contingency	-	2,101,222	2,770,342
Total Expenditures	\$ 16,018,802	\$ 17,857,347	\$ 18,460,827
Excess of revenues and other sources			
Excess of Revenues and Other Sources			
Over/(Under) Expenditures	\$ 707,633	\$ (1,000,000)	\$ (1,000,000)
Beginning Fund Balance July 1			
(designated for future spending)	\$ -	\$ 707,633	\$ 2,285,991
Ending fund balance June 30	\$ 707,633	\$ 2,285,991	\$ 2,285,991
Actual Net change in fund balance	\$ 707,633	\$ 1,578,358	\$ -



Annual Financial Plan

General Fund

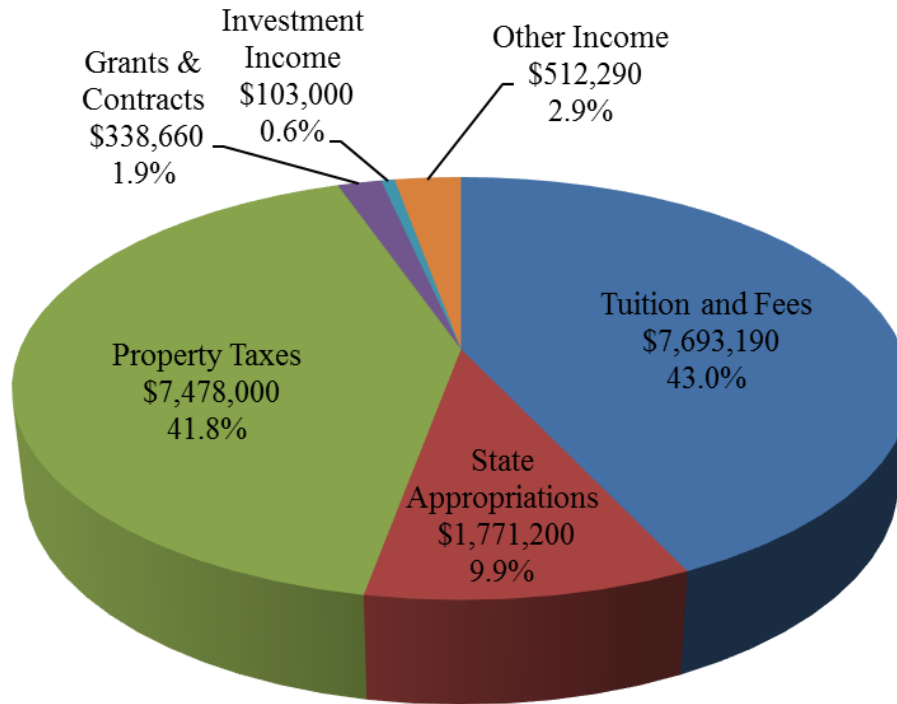
Three-Year Comparative Analysis - For Years Ended June 30th

FY15 to FY16 \$ Change	FY15 to FY16 % Change	FY15 to FY16 Changes Detail
\$ 310,190	4.2%	Tuition increase/WUE enrollment increase
(4,600)	-0.3%	Per state formula
234,740	3.2%	2% plus new construction
10,460	3.2%	Increase community foundation grant
(17,000)	-14.2%	Based on actuals for investment revenue in previous years
92,490	22.0%	New CAVIAT lease agreement at Fourth St campus/additional in-lieu tax
\$ 626,280	3.6%	
\$ 91,000	0.0%	Planned maintenance
(113,800)	27.6%	Planned maintenance
\$ (22,800)	5.5%	
\$ 603,480	3.6%	
\$ (689,426)	-12.2%	Financial Austerity Plan (FAP)/moved Math/CIS to restricted fund/program code correction for staff
8,592	15.2%	Increase by .20 FTE
258,768	12.4%	User Services FTE/Program code correction to staff
128,917	6.6%	Advising FTEs continued after completion of TAACCCT grant
307,472	7.5%	Increase in non-capital equipment/Compliance Specialist 1 FTE
(116,063)	-6.5%	Lower planned maintenance compared to prior year
36,100	23.6%	Increase scholarship by \$0.50 per credit hour
669,120	31.8%	Increase contingency
\$ 603,480	3.4%	
\$ (166,333)	-1.5%	FAP/Retirements/\$40K for salary adjustment
(164,509)	-10.1%	Decrease CW contract/Dual enrollment/Disability Resources
305,285	34.4%	Increase in non-capital equipment
(74,080)	-8.6%	Reduction in software licenses because of reduced FT student equivalent
(13,280)	-2.2%	One-time adjustment to telephone expense/3.5% increase in utilities expense
2,102	1.3%	Increase for professional development
-	0.0%	
36,100	23.6%	Increase scholarship by \$0.50 per credit hour
9,075	3.4%	
669,120	31.8%	Increase contingency
\$ 603,480	3.4%	
\$ -	0.0%	
\$ 1,578,358	223.0%	
-	0.0%	
\$ (1,578,358)	-100.0%	

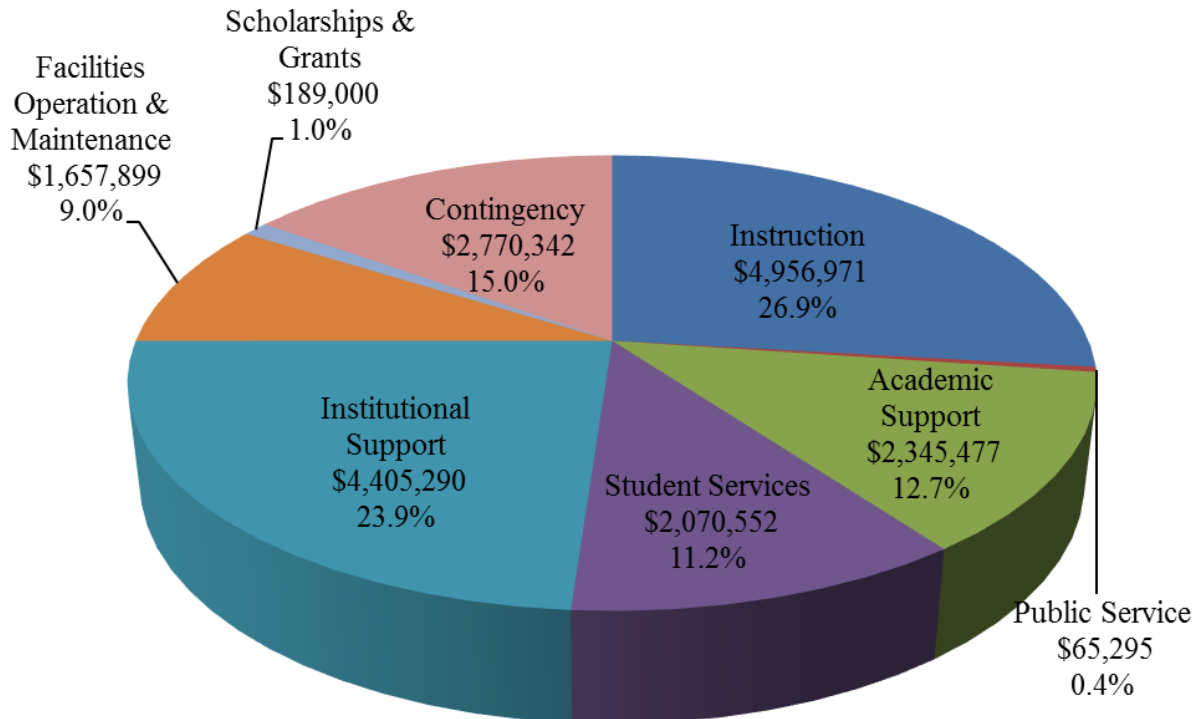
Annual Financial Plan



General Fund - FY 16 Graphs for Revenue and Expenses



General Fund - FY 16 Expenditures by Program





Annual Financial Plan

Restricted Funds

Restricted Funds are funds regulated by the sponsoring agency. Some of the programs are listed below.

STEM Appropriation - State (\$423,200)

STEM provide the College with funds for partnerships, faculty, technology equipment, student services, facilities, and property. In FY 16 statutory language classified STEM funding as restricted funds.

Workforce Development (Prop 301) - State (\$436,077)

Workforce Development Proposition 301 is a voter-approved initiative that was passed in 2000. The State of Arizona imposes a 0.6% sales tax for a 20-year period. The use of these funds is restricted to workforce development programs and is used for nursing, information technology and construction technology management.

Adult Education (ADE) - Federal (\$131,366) and State (\$146,020)

The State of Arizona provides Adult Education funding to CCC to serve County residents 16 years and older or who are not legally required to be in school and who do not have a high school diploma. The purpose of the services are to assist in job readiness by offering instruction in basic workplace development skills, provide General Education preparation classes, English language instruction, and citizenship preparation classes.

Financial Aid - Federal (\$5,247,471) and State (\$9,893)

Student financial aid consists of student grants (SEOG, LEAP, PELL), Federal Work Study (FWS), administrative overhead, scholarships funded by federal, state, and local governments, as well as other public and private sources. The financial aid department has developed procedures to verify eligibility and coordinate aid awards to ensure that any one recipient does not receive aid in excess of prescribed limits

Carl Perkins Basic Grant - Federal (\$249,308)

The Carl Perkins Basic Grant provides funding to improve vocational educational programs and the assessment, retention, and completion of special population students in these programs. The grant provides students with career exploration and planning services, academic advising, referrals, and support to eligible students. This program is particularly advantageous for individuals who are academically and/or economically disadvantaged, are limited in English proficiency, have a disability, or are pursuing a non-traditional degree for their gender.

Trade Adjustment Assistance Community College & Career Training (TAACCCT) Grant - ends March 16, 2016 - Federal (\$812,800)

The U.S. Department of Labor Employment and Training Administration's TAACCCT grant helps expand and enhance the CCC2NAU program, an innovative 2+2 transition partnership program between CCC and NAU.

TRiO - Federal (\$219,799)

The TRiO program serves low-income, first-generation college students and/or students with documented disabilities. Services that are provided include tutoring and counseling for academic issues, career planning, financial aid, and personal issues.

Small Business Development Center (SBDC) - terminated as of December 31, 2014 - \$0



Annual Financial Plan

Restricted Funds

Three-Year Comparative Analysis - For Years Ended June 30th

	FY14 Actual	FY15 Budget	FY16 Budget
Revenues			
Tuition and Fees	\$ 1,723	\$ 6,000	\$ 6,000
State Appropriation STEM	-	426,900	423,200
Federal Grants and Contracts	5,659,873	7,468,122	6,735,493
State Grants and Contracts	619,791	609,022	594,490
Private Grants and Contracts	13,253	10,585	-
Total Revenues	\$ 6,294,640	\$ 8,520,629	\$ 7,759,183
Other Financing Sources (uses)			
Transfer In	\$ 42,391	\$ 37,913	\$ 10,413
Transfer Out	-	-	-
Total Other Financing Sources (uses)	\$ 42,391	\$ 37,913	\$ 10,413
Total Revenues and Transfers	\$ 6,337,031	\$ 8,558,542	\$ 7,769,596
Expenditures by Program			
<i>Current:</i>			
Instruction	\$ 1,061,384	\$ 1,305,395	\$ 1,368,495
Public Service	136,373	85,903	-
Academic Support	397,935	1,245,243	572,742
Student Services	556,366	748,208	654,566
Scholarships & Grants	4,184,973	5,173,793	5,173,793
Total Expenditures	\$ 6,337,031	\$ 8,558,542	\$ 7,769,596
Expenditures by Object			
<i>Current:</i>			
Personnel Services	\$ 1,532,421	\$ 1,856,953	\$ 1,909,898
Contractual Services	168,045	343,575	192,355
Supplies	199,806	311,115	219,502
Fixed Charges	7,160	15,130	2,125
Utilities	611	1,905	2,039
Travel	52,548	95,347	94,160
Capital Equipment	47,570	442,604	-
Scholarships	4,196,081	5,182,471	5,173,458
Miscellaneous/Other	132,789	309,442	176,059
Total Expenditures	\$ 6,337,031	\$ 8,558,542	\$ 7,769,596
Excess of Revenues and Other Sources Over/(Under) Expenditures	\$ -	\$ -	\$ -



Annual Financial Plan

Restricted Funds

Three-Year Comparative Analysis - For Years Ended June 30th

FY15 to FY16 \$ Change	FY15 to FY16 % Change	FY15 to FY16 Changes Detail
\$ -	0.0%	
(3,700)	-0.9%	STEM aide decreased by State
(732,629)	-9.8%	TAACCCT Grant ends in March 2016
(14,532)	-2.4%	Adult Education Grant segment discontinued
(10,585)	-100.0%	Financial Austerity Plan Year 2, SBDC match discontinued
\$ (761,446)	-8.9%	
\$ (27,500)	-72.5%	Financial Austerity Plan Year 2, SBDC match discontinued
-	0.0%	
\$ (27,500)	-72.5%	
\$ (788,946)	-9.2%	
\$ 63,100	4.8%	Reallocation of Faculty to Restricted Funds
(85,903)	-100.0%	Financial Austerity Plan Year 2, SBDC discontinued
(672,501)	-54.0%	TAACCCT Grant ends in March 2016
(93,642)	-12.5%	TAACCCT Grant ends in March 2016
-	0.0%	
\$ (788,946)	-9.2%	
\$ 52,945	2.9%	Reallocation of Faculty to Restricted Funds
(151,220)	-44.0%	TAACCCT Grant ends in March 2016
(91,613)	-29.4%	TAACCCT Grant ends in March 2016
(13,005)	-86.0%	TAACCCT Grant ends in March 2016
134	7.0%	
(1,187)	-1.2%	
(442,604)	-100.0%	STEM moved to Faculty Salary
(9,013)	-0.2%	
(133,383)	-43.1%	TAACCCT Grant decrease in indirect costs
\$ (788,946)	-9.2%	
\$ -	0%	

Annual Financial Plan



Auxiliary Funds

The Auxiliary Enterprises Fund accounts for transactions of substantially self-supporting activities that provide services for the community, students, faculty, and staff. Auxiliary Fund revenues and expenditures are adjusted each year to ensure that expenditures equal revenues and the fund balance available.

Vending Services

Vending Services provide revenue sources at all campuses. The student vending account expenditures relate to student programs and clubs such as the Associated Student Body, Clay Club, Games Club, Indigenous Student Association, Kaleidoscope Club, Phi Theta Kappa, Socratics, Vintage Christians, and the Volunteer Club.

The employee vending account is used to promote the values of the College, including employee recognition activities, employee events, and promoting professional development and morale. At the end of the year, any remaining balance will remain in each fund to be used or carried forward into subsequent fiscal years.

Equipment Rental

The Math department at all the Flagstaff and Page locations rents calculators to students. A nominal fee pays for the replacement of the calculators and batteries. This program promotes the use of technology in the classroom and provides an alternative for students who cannot afford to buy a calculator.

The English department at the Flagstaff campuses rents electronic dictionaries to students for use in English courses. A nominal fee pays for the replacement of these devices. Much like the calculator rental program, this program promotes technology in the classroom and allows students the flexibility of learning within their own homes.

Early Childhood Education Contract (ECE)

Part of the Financial Austerity Plan was the discontinuation of the ECE program. This program provided scholarships to ECE majors and was eliminated at the end of FY 15.



Annual Financial Plan

Auxiliary Funds

Three-Year Comparative Analysis - For Years Ended June 30th

	FY14 Actual	FY15 Budget	FY16 Budget	FY15 to FY16 % Change
Revenues				
Private Grants and Contracts	\$ 9,406	\$ 7,000	\$ -	0.0%
Sales & Services	23,003	22,400	20,900	-6.7%
Total Revenues	\$ 32,409	\$ 29,400	\$ 20,900	-28.9%
Other Financing Sources (uses)				
Transfer In	\$ 12,000	\$ 12,000	\$ 12,000	0.0%
Total Other Financing Sources (uses)	\$ 12,000	\$ 12,000	\$ 12,000	0.0%
Total Revenues and Transfers	\$ 44,409	\$ 41,400	\$ 32,900	-20.5%
Expenditures by Program				
<i>Current:</i>				
Auxiliary Enterprises	\$ 42,631	\$ 41,400	\$ 32,900	-20.5%
Total Expenditures	\$ 42,631	\$ 41,400	\$ 32,900	-20.5%
Expenditures by Object				
<i>Current:</i>				
Personnel Services	\$ 2,353	\$ 3,248	\$ -	-100.0%
Contractual Services	1,200	1,000	500	-50.0%
Supplies	32,008	31,350	30,400	-3.0%
Utilities	4	50	-	-100.0%
Travel	2,428	2,000	2,000	0.0%
Scholarships	4,638	3,752	-	-100.0%
Total Expenditures	\$ 42,631	\$ 41,400	\$ 32,900	-20.5%
Excess of Revenues and Other Sources Over/(Under) Expenditures	\$ 1,778	\$ -	\$ -	0.0%
Beginning Fund Balance July 1 (designated for future spending)	\$ 56,315	\$ 58,093	\$ 49,534	-14.7%
Ending Fund Balance June 30	58,093	49,534	49,534	0.0%
Actual Net Change in Fund Balance	\$ 1,778	\$ (8,559)	\$ -	0.0%

Annual Financial Plan

Unexpended Plant Fund

The Unexpended Plant Fund consists of expenditures during the current year for capital assets. The budgeted expenses include facility improvements, improvements other than buildings, and equipment necessary for ongoing operations. Any capital items that improve or extend the life of the facilities and are over \$5,000 are capitalized and budgeted in the Plant Fund. The Plant Fund total expense is \$237,00 in preventative maintenance and is explained below.

FY16 Preventative Maintenance (Life Cycle Replacement)

The College has preventative maintenance schedules for 20 years that include major maintenance and replacement of items such as HVAC units, roofs, and carpeting. For FY 16, prioritized projects included \$176,000 for HVAC in Page, \$37,000 for Page campus roofing for a total \$213,000. Operating impacts to the General Fund are estimated to be increased savings in utility costs due to greater efficiencies of the systems.

The chart below depicts the expenditures that are impacting the Plant Fund.

Activity	Life Cycle Replacement	Total
	Plant Fund Capital	
Page - HVAC	\$ 176,000	\$ 176,000
Page - Roofing	37,000	37,000
District - Contingency	24,000	24,000
Grand Total	\$ 237,000	\$ 237,000



Annual Financial Plan

Unexpended Plant Fund

Three-Year Comparative Analysis - For Years Ended June 30th

	FY14 Actual	FY15 Budget	FY16 Budget	FY15 to FY16 % Change
Revenues				
Tuition & Fees	\$ -	\$ -	\$ -	0.0%
State Appropriations	147,500	-	-	0.0%
Grants & Contracts	-	19,100	19,100	0.0%
Total Revenues	\$ 147,500	\$ 19,100	\$ 19,100	0%
Other Financing Sources (uses)				
Transfer In	\$ 340,400	\$ 362,800	\$ 504,100	38.9%
Transfer Out	-	-	(91,000)	0.0%
Total Other Financing Sources (uses)	\$ 340,400	\$ 362,800	\$ 413,100	-13.9%
Total Revenues and Transfers	\$ 487,900	\$ 381,900	\$ 432,200	13.2%
Expenditures by Program				
Current:				
Instruction	\$ 86,200	\$ -	\$ -	0.0%
Institutional Support	55,891	-	-	0.0%
Facilities Operation & Maintenance	147,572	319,500	237,000	-25.8%
Total Expenditures	\$ 289,663	\$ 319,500	\$ 237,000	-25.8%
Expenditures by Object				
Current:				
Supplies	\$ 1,030	\$ -	\$ -	0.0%
Improvements Other than Buildings	-	319,500	237,000	-25.8%
Capital Equipment	288,633	-	-	0.0%
Total Expenditures	\$ 289,663	\$ 319,500	\$ 237,000	-25.8%
Excess of Revenues and Other Sources Over/(Under) Expenditures	\$ 198,237	\$ 62,400	\$ 195,200	212.8%
Beginning Fund Balance July 1 (designated for future spending)	\$ 2,183,012	\$ 2,381,248	\$ 3,311,398	39.1%
Ending fund balance June 30	2,381,248	3,311,398	3,506,598	5.9%
Actual Net Change in Fund Balance	\$ 198,236	\$ 930,150	\$ 195,200	-79.0%

Annual Financial Plan

Retirement of Indebtedness Fund

Currently, the College has one long-term debt agreement in the form of General Obligation Refunding Bonds, Series 2009, that is accounted for in the Retirement of Indebtedness Fund.

General Obligation Bonds (GOBs)

The GOBs were issued in January 1999 and are secured by the full faith and credit of the District through its power to tax. In order for bonds to be issued, voter authorization must be obtained. Debt service (payment of principal and interest) is to be paid from the proceeds of ad valorem taxes (i.e. secondary property taxes based upon the value of the property). Voters of Coconino County approved \$25 million in general obligation bond authority on November 4, 1997, to support the District's capital initiatives. The College issued General Obligation Refunding Bonds, Series 2009, at an estimated tax savings to taxpayers of nearly \$100,000 per year for 10 years (expiring in 2019).

General Obligation Refunding Bonds

\$17,135,000, Series 2009

Debt Repayment Schedule - Flat Debt Tax Rate Structure

Fiscal Year June 30	The Bonds		Total Debt Service Requirement	Secondary Assessed Valuation	Derived Tax Rate per \$100 NAV	Outstanding Principal
	Principal	Interest (a)				
2009	\$ 235,000	\$ 154,890	\$ 2,018,014	2,057,478,154	\$ 0.0981	16,900,000
2010	1,365,000	570,150	1,935,150	2,155,851,009	0.0898	15,535,000
2011	1,420,000	542,850	1,962,850	2,083,915,983	0.0942	14,115,000
2012	1,485,000	510,900	1,995,900	1,840,142,610	0.1085	12,630,000
2013	1,545,000	430,536	1,885,536	1,759,610,595	0.1052	11,085,000
2014	1,620,000	395,708	1,953,208	1,533,065,282	0.1243	9,465,000
2015	1,690,000	355,539	1,988,539	1,534,483,938	0.1268	7,775,000
2016	1,785,000	279,840	2,033,477	1,602,339,912	0.1241	5,990,000
2017	1,885,000	224,120	2,077,757	1,618,363,311	0.1256	4,105,000
2018	1,985,000	168,579	2,122,216	1,634,546,944	0.1270	2,120,000
2019	2,120,000	89,236	2,177,873	1,650,892,414	0.1291	-
Totals	\$ 17,135,000	\$ 3,722,348	\$ 22,150,520		\$ 0.0626 Avg.	



Annual Financial Plan

Retirement of Indebtedness Fund

Three-Year Comparative Analysis - For Years Ended June 30th

Revenues	FY14 Actual	FY15 Budget	FY16 Budget	FY15 to FY16 % Change
Property Taxes	1,863,501	\$ 1,946,402	\$ 1,989,355	2.2%
Other Revenue	50,976	42,137	44,122	4.7%
Total Revenues	\$ 1,914,477	\$ 1,988,539	\$ 2,033,477	2.3%
Other Financing Sources (uses)				
Transfer In	\$ -	\$ -	\$ -	0.0%
Total Other Financing Sources (uses)	\$ -	\$ -	\$ -	0.0%
Total Revenues and Transfers	\$ 1,914,477	\$ 1,988,539	\$ 2,033,477	2.3%
Expenditures by Program				
<i>Current:</i>				
Retirement of Indebtedness	\$ 2,095,921	\$ 2,045,539	\$ 2,064,840	0.9%
Total Expenditures	\$ 2,095,921	\$ 2,045,539	\$ 2,064,840	0.9%
Expenditures by Object				
<i>Current:</i>				
Retirement of Indebtedness	\$ 1,620,000	\$ 1,690,000	\$ 1,785,000	5.6%
Miscellaneous	475,921	355,539	279,840	-21.3%
Total Expenditures	\$ 2,095,921	\$ 2,045,539	\$ 2,064,840	0.9%
Excess of Revenues and Other Sources Over/(Under) Expenditures	\$ (181,444)	\$ (57,000)	\$ (31,363)	-45.0%
Beginning Fund Balance July 1 (designated for future spending)	\$ 382,732	\$ 235,858	\$ 122,714	-48.0%
Ending Fund Balance June 30	235,858	122,714	91,351	-25.6%
Actual Net Change in Fund Balance	\$ (146,874)	\$ (113,144)	\$ (31,363)	-72.3%

Annual Financial Plan



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Long-term Financial Sustainability

July 1, 2015 - June 30, 2016



MISSION

As a learning-centered college, we enrich lives by embracing diversity and transforming the future through quality education.



Long-term Financial Sustainability

Long-Term Financial Sustainability

The College has a long-term structural imbalance because of very low property tax rates as well as very low state aid. The College has developed long-term, high-level assumptions through FY 27 as follows:

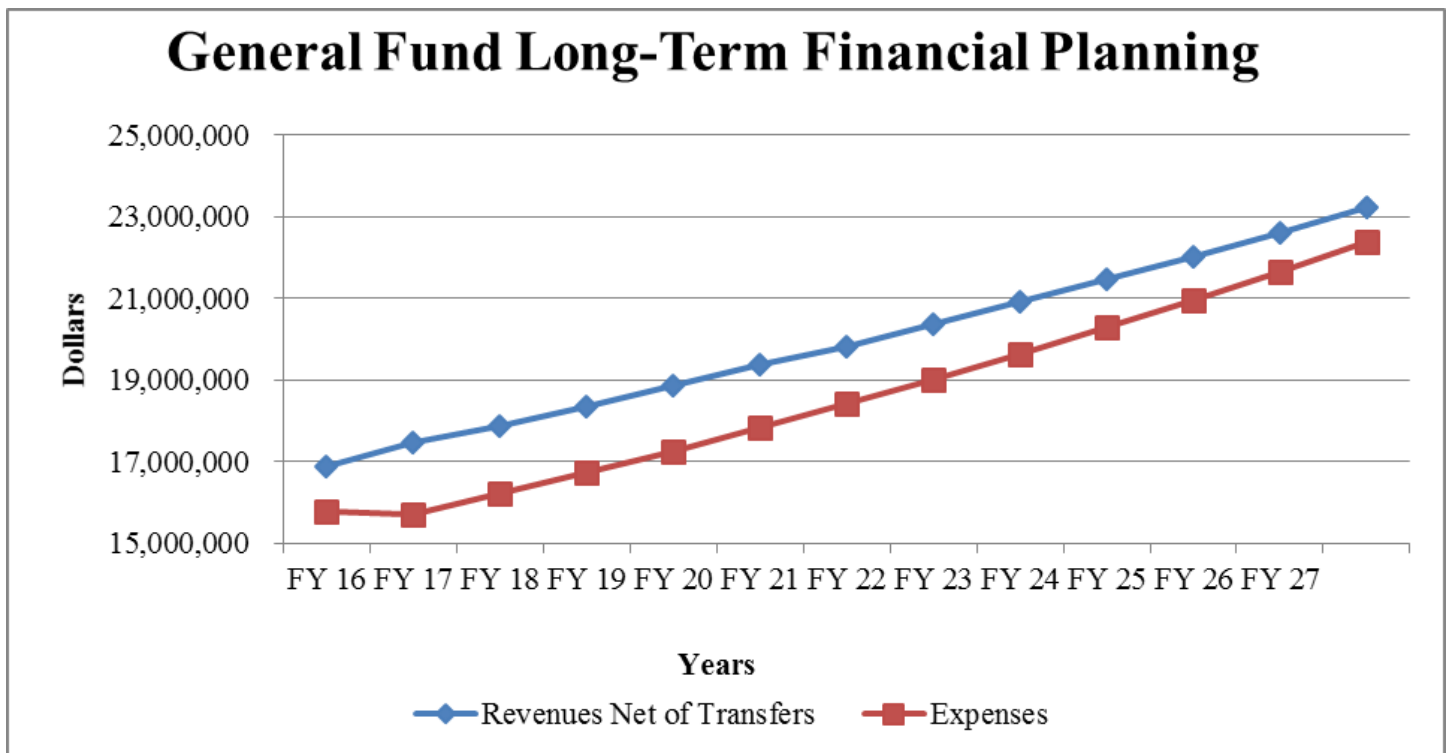
Revenues - Average growth of 2.7%:

- **Enrollment** - growth of 1% per year based upon long-term county population growth trend
- **Tuition rates** - \$2 increase per year to standard rate based upon Board direction
- **State aid** - flat funding, no growth and no cuts, which is uncertain
- **Property tax** - 2% levy increase plus 1% new construction growth based upon trend analysis

Expenditures - Average growth of 3.0%:

- **Personnel cost** - average increases of 3.2% per year including increased part-time faculty associated with 1% enrolment growth and the planned increase of three advisors to improve student success
- **All other expense categories** - average increases of 2.1% per year including increased supplies associated with 1% enrollment growth per year

The chart below shows the General Fund revenues and expenses for the next twelve years. In FY 15, expenses would have exceeded the revenues in FY 22. The implementation of the Financial Austerity Plan helped to align revenues and expenses and pushed back the structural deficit as long as state funding is not reduced. The strategic plan will continue to address the long-term financial sustainability of the College.



Long-term Financial Sustainability



Multi-Year Forecast - General Fund

Revenue Source	FY 14 Actual	FY 15 Budget	FY 16 Budget	% Chg FY15-16	FY 17 Budget	FY 18 Budget
Tuition & Fees	\$ 7,332,809	\$ 7,383,000	\$ 7,693,190	4.2%	\$ 7,982,436	\$ 8,193,799
State Appropriations	1,840,400	1,775,800	1,771,200	-0.3%	1,773,300	1,770,600
Property Taxes	6,957,931	7,243,260	7,478,000	3.2%	7,720,360	7,970,280
Gifts/Grants/Contracts	358,192	328,200	338,660	3.2%	278,190	278,290
Investment Income	157,238	120,000	103,000	-14.2%	117,000	130,000
Other Income	474,656	419,800	512,290	22.0%	520,400	529,943
Sub-Total Revenues Gen'l Fund:	\$ 17,121,226	\$ 17,270,060	\$ 17,896,340	3.6%	\$ 18,391,686	\$ 18,872,912
Reserve Carry Forwards	862		-		-	-
Net Transfers Out to Other Funds	(395,653)	(412,713)	(435,510)	5.5%	(526,510)	(526,510)
Total Revenues Gen'l Fund:	\$ 16,726,435	\$ 16,857,347	\$ 17,460,830	3.6%	\$ 17,865,180	\$ 18,346,400

Expenditures by Object	FY 14 Actual	FY 15 Budget	FY 16 Budget	% Chg FY15-16	FY 17 Budget	FY 18 Budget
Salaries	\$ 8,915,744	\$ 8,636,909	\$ 8,595,860	-0.5%	\$ 8,947,300	\$ 9,260,500
Benefits	2,694,228	2,570,656	2,445,372	-4.9%	2,545,400	2,634,500
Operations:						
Contracted Services	1,976,107	1,631,815	1,467,306	-10.1%	1,496,700	1,534,100
Supplies	740,729	888,665	1,193,950	34.4%	1,212,000	1,242,300
Fixed Charges	790,396	860,295	786,215	-8.6%	801,900	821,900
Utilities & Communications	507,884	590,535	577,255	-2.2%	588,800	603,500
Travel	125,548	156,550	158,652	1.3%	161,800	165,800
Misc/Scholarships/Other	268,166	420,700	465,875	10.7%	466,175	468,075
Sub-Total Expenditures Gen'l Fund:	\$ 16,018,802	\$ 15,756,125	\$ 15,690,485	-0.4%	\$ 16,220,075	\$ 16,730,675
Contingency		2,101,222	2,770,345	31.8%	1,000,000	1,000,000
Total Gen'l Fund Expenditures:	\$ 16,018,802	\$ 17,857,347	\$ 18,460,830	3.4%	\$ 17,220,075	\$ 17,730,675
Transferred (from)/to Fund Balance	\$ 707,633	\$ (1,000,000)	\$ (1,000,000)		\$ 645,105	\$ 615,725

Long-term Financial Sustainability



Multi-Year Forecast - General Fund Revenue Assumptions for FY 16 to FY 18

Revenue Source	FY 2016	FY 2017	FY 2018
FTSE	2,085	2,100	2,121
Tuition & Fees	\$2.50 tuition increase, reduced convenience fee and No Show fee	\$2 tuition increase	\$2 tuition increase
Enrollment	1% increase in enrollment, reduce 30 FTSE for reduction in programs	1% increase in enrollment, reduction of 6 FTSE for reduction in programs	1% increase in enrollment
State Appropriations	Reduction \$4,600 due to formula	Increase of \$2,100 due to formula	Reduction \$2,700 due to formula
Property Taxes	2% allowed levy increase, 1% growth	2% allowed levy increase, 1% growth	2% allowed levy increase, 1% growth
Gifts, Grants & Contracts	Indirect cost recovery from grants, Nursing grant	Indirect cost recovery from grants	Indirect cost recovery from grants
Investment Income	Increase based upon current earnings	Increase based upon current earnings	Increase based upon current earnings
Rental and Other Income	2% inflation increase on rentals	2% inflation increase on rentals	2.5 % inflation increase on rentals
Carry Forward	No change	No change	No change
Net Transfers to Other Funds	SBDC match reduced to zero	No change	No change

Long-term Financial Sustainability



Multi-Year Forecast - General Fund Expense Assumptions for FY 16 to FY 18

Expenditures by Object FTSE	FY 2016 2,085	FY 2017 2,100	FY 2018 2,121
Staff Compensation	1.5% CPI + .5% merit	1.5% CPI + .5% merit	2% CPI + .5% merit
FT Faculty Compensation	FT Faculty 2% step	FT Faculty 2% step	FT Faculty 2% step +.5% added to schedule
PT Faculty Compensation	PT Faculty 2%	PT Faculty 2.0%	PT Faculty 2.5%
FT Fac & Staff Market Stu	1% market (biannually)	no change	1% market (biannually)
PT Faculty FTE Change	.5% Adjustment to PT faculty based upon enrollment	.5% Adjustment to PT faculty based upon enrollment	.5% Adjustment to PT faculty based upon enrollment
FT Faculty FTE Change	Reduction of 1 FT Faculty	Reduction of 1 FT Faculty	
Staffing FTE Change	Add 1 FTE IT position; 3 Advisor from the completion TAACCCT grant, Add 1 FTE Compliance Specialist	No change	No change
Benefits	slight decrease in ASRS; slight increase in Cafeteria	No change	No change
	Adjusted for prior year actual benefits as a percentage of salary	No change	No change
Contracted Services	Outsourced CWI reduction in contract	No change	No change
	2% inflation increase, .5% adjustment for enrollment increase	2.5% inflation increase, .5% adjustment for enrollment increase	2.5% inflation increase, .5% adjustment for enrollment increase
	Small adjustment for enrollment and tuition changes	Small adjustment for enrollment and tuition changes	Small adjustment for enrollment and tuition changes
Supplies	2% inflation increase; small adjustments for added staff; .5% adjustment for enrollment increase, reduction for implementation of Financial Austerity Plan	2.5% inflation increase, .5% adjustment for enrollment increase	2.5% inflation increase, .5% adjustment for enrollment increase
Fixed Charges	2% inflation increase	2% inflation increase	2.5% inflation increase
Utilities & Communications	3.5% increase	3.5% increase	3.5% increase
Travel	2% inflation increase, increase for added staff	2% inflation increase	2.5% inflation increase
Scholarships	Increase by \$0.50 per credit hour; adjustments based upon enrollments and tuition rate	Adjustments based upon enrollments and tuition rate	Adjustments based upon enrollments and tuition rate
Contingency	\$1m for emergencies only Additional \$1.7m for Financial Austerity Plan	\$1 m for emergencies only - No Change	\$1 m for emergencies only - No Change
Financial Austerity Plan	\$135,041 incremental increase	TBD each year	TBD each year

Long-term Financial Sustainability

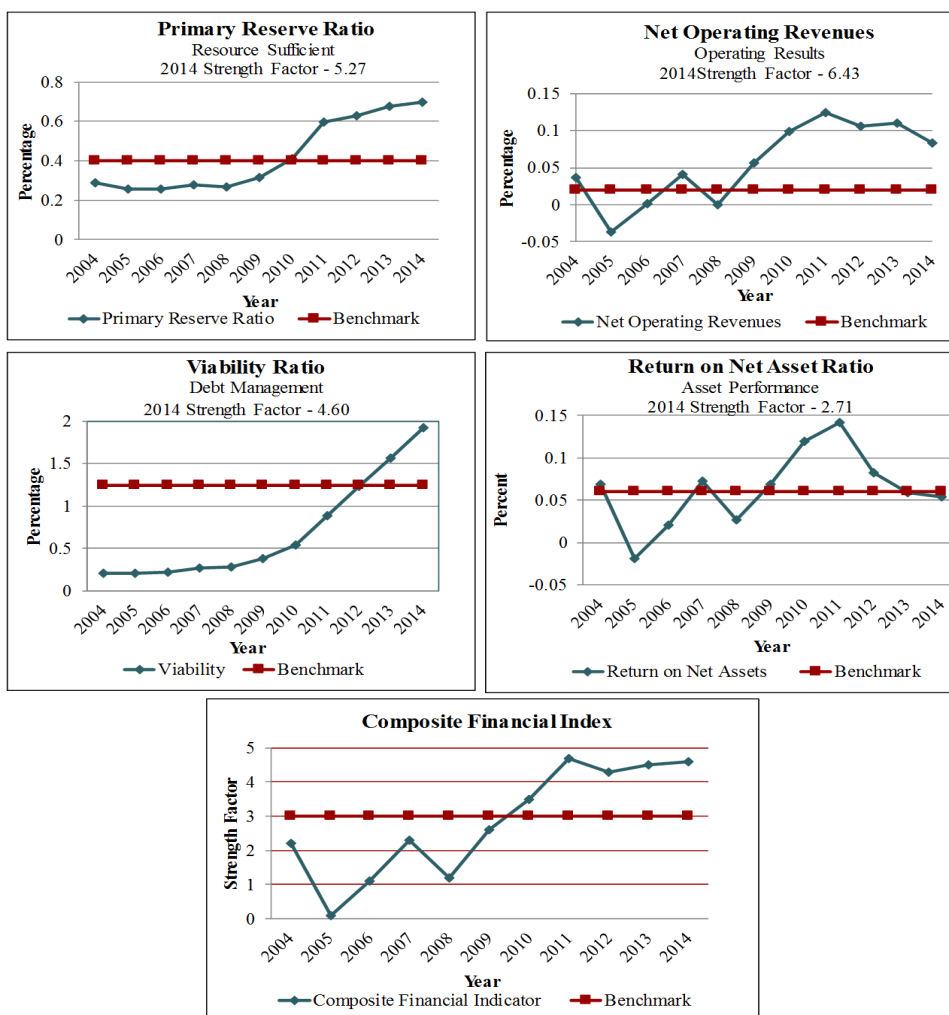


Ratio Analysis

The College is required to submit financial ratios annually to the Higher Learning Commission (HLC), the College's accrediting body, to measure the College's financial health. The financial ratios are defined below:

- **Primary Reserve Ratio:** A measure of how long the institution could operate using expendable reserves
- **Net Operating Revenue Ratio:** A measure if operating activities provide a surplus or deficit
- **Viability:** The availability of expendable net assets to pay off debt at any point in time
- **Return on Net Assets:** Determines the total return on investment of net assets for the year
- **Composite:** Weighted average score to determine overall financial health

The College's financial ratios have been improving since 2005 through strong financial management, including proactively implementing the financial sustainability plan during the recession. The composite score, which must be above 1.1 to avoid a potential HLC review, increased from last year to 4.6, which means that the College is relatively healthy financially.



Strength Factors:

1. Institution is under financial stress
3. Institution is relatively financially healthy
10. Institution is financially strong to support new initiatives

Long-term Financial Sustainability



Risk Analysis

High Cost of Technology

Students expect a high level of technology in classrooms and labs as well as easy to use applications for navigating college processes. The cost of hardware and software is expensive, as is the annual maintenance costs for the technology. In addition, expensive specialized consultants are needed, to keep current with changes and to implement new technology. Finally, there is a high cost associated with keeping technical staff constantly trained and current with new technologies.

To mitigate the risk of high cost technology, the College has prioritized funding to maintain current technology. One entire strategic planning goal focuses solely on technology.

Too Broad of Scope

Following cuts in state aid, the College has continued to try to be all things to all people and has too many strategic planning initiatives. The College needs to prioritize and focus its efforts on doing fewer things and doing them well. This has been compounded by the loss of 41 FTE since 2009 because of budget cuts, leaving fewer people that are pulled in far too many different directions. Compounding this issue are increased federal and state regulations and unfunded mandates. For example, grants bring much needed revenue, but have heavy compliance requirements and take up large amounts of staff time.

To mitigate the risk of too broad a scope, the College is currently working on the next strategic plan and will initiate increased prioritization efforts in order to better focus the faculty and staff on the highest priorities.

Insurance and Benefit Risks

The College is exposed to various risks of loss related to torts, theft of, damage to, and destruction of assets, errors and omissions, injuries to employees, and natural disasters. The College carries commercial insurance for all such risks of loss, including workers' compensation, employee health, and accident insurance. Settled claims resulting from these risks have not exceeded commercial insurance coverage in any of the past three fiscal years.

The College provides life, accidental death and dismemberment, disability, medical, and dental insurance benefits to its employees and their dependents through a pooled trust, the Northern Arizona Public Employees Benefit Trust (NAPEBT), currently composed of the City of Flagstaff, Coconino County, Coconino County Accommodation School District, Flagstaff Housing Authority, Flagstaff Unified School District, Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA), and the College. NAPEBT is self-funded through an agreement with the participating members and NAPEBT administers the plan. The members' employee and employer contributions are paid to fund benefits and administrative expenses. If the College withdraws from NAPEBT, it is responsible for its proportionate share of any claims run-out costs, including claims reported but not settled, claims incurred but not reported, and administrative costs. If NAPEBT were to terminate, the College would be responsible for its proportional share of any trust deficit.

Affordable Care Act

The risk to employers, particularly those with a lot of part-time faculty and employees, under the employer Affordable Healthcare Act mandate may be large. All part-time employees must be measured and tracked on a weekly basis to ensure benefits are offered when an employee qualifies. Additionally, there are changes that must be built into plan offerings, the risk a plan may not be considered affordable, and plans offered must be at the silver level but face penalties for being too generous (Cadillac plans).

Long-term Financial Sustainability



Risk Analysis (continued)

Postemployment Health Care Benefits

The District follows Governmental Accounting Standards Board Statement No. 45, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions* (GASB Statement No. 45), for certain postemployment health care benefits provided by the Northern Arizona Public Employee Benefit Trust (NAPEBT). Under the requirements of GASB Statement No. 45, the actuarially determined liability of \$661,332 as of July 1, 2014, is being amortized over 30 years at a level dollar amount. The College faces unforeseen expenditures due to rising health care costs and overall utilization.

Arizona State Retirement System

Plan description - The District contributes to a cost-sharing, multiple-employer defined benefit pension plan; a cost-sharing, multiple-employer defined benefit health insurance premium benefit plan; and a cost-sharing, multiple-employer defined benefit long-term disability plan, all of which the Arizona State Retirement System administers. The Arizona State Retirement System (through its Retirement Fund) provides retirement (i.e., pension), death, and survivor benefits; the Health Benefit Supplement Fund provides health insurance premium benefits (i.e., monthly subsidy); and the Long-Term Disability Fund provides long-term disability benefits. Since the State statute establishes benefits and Arizona State Retirement System Board governs the system according to the provisions of A.R.S. Title 38, Chapter 5, Article 2, the college has no control of expenditures each year.

GASB 68

The college had to restate unrestricted net position as of 7/1/14 as a result of the GASB 68 change for pension liability recognition. This could impact accreditation ratios, bond rating, contribution rates, and future capital raising potential .

Long-term Financial Sustainability



Long-Term Capital Outlook

Facilities Preventative Maintenance/Life Cycle Replacement

The facilities five-year capital replacement schedule is shown below. This information is taken from the longer twenty-year facilities planned maintenance schedule.

The College allocates funds for preventative maintenance projects and life cycle replacement annually, based upon a cost per square foot indexed by the CPI. The College has preventative maintenance schedules for twenty years that include major maintenance and replacement of items such as HVAC units, roofs, parking lots, and carpeting. The Executive Director of Facilities assesses the condition of the facilities and adjusts the schedules annually or, as needed, to ensure the facilities are maintained and the life and safety of the students and staff are protected. Allocated funds not used in any one year are rolled over and reserved for future planned maintenance projects. This process allows the College to set funds aside annually for larger projects.

The College has been able to maintain this system of setting aside funds annually for preventative maintenance projects even during the state budget cuts and plans to continue to use this method in the future.

The chart below depicts current budget year plus five years of the twenty-year maintenance schedule:

Resources	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21
Fourth Street Allocation	\$ 119,800	\$ 122,800	\$ 125,900	\$ 129,600	\$ 133,500	\$ 137,500
Page Allocation	48,900	50,100	51,400	52,900	54,500	56,100
Lone Tree Allocation	308,900	316,600	324,500	334,300	344,300	354,600
Total Allocation	\$ 477,600	\$ 489,500	\$ 501,800	\$ 516,800	\$ 532,300	\$ 548,200
Fourth Street						
Parking lot maintenance	-	-	-	75,750	-	-
Lighting	-	8,200	-	-	-	-
Painting	-	-	-	-	-	29,849
Doors windows	-	5,125	-	-	-	-
Furniture Replacement	2,000	2,050	2,101	2,164	2,229	2,296
Misc./ Contingency	-	-	-	5,000	-	-
Page						
Roofing	37,000	-	-	-	-	-
HVAC	176,000	-	-	-	-	-
Parking lot maintenance	-	-	-	-	-	51,662
Lighting up grades	7,000	-	-	-	-	-
Carpeting	55,000	-	-	-	-	-
Tile Floor	-	14,000	-	-	-	-
Painting	-	20,000	-	-	-	-
Doors/windows	-	8,200	-	-	-	-
Fire panel	-	10,250	-	-	-	-
Furniture Replacement	1,000	1,025	1,051	1,082	1,115	1,148
Misc./ Contingency	-	-	-	-	-	-
Lone Tree						
Parking lot maintenance	-	-	-	-	-	-
Lighting up grades	-	-	-	25,971	-	-
Landscaping	8,000	-	-	-	-	-
Tile Floor	-	19,201	-	-	-	-
Painting	-	-	-	17,314	-	-
Doors/windows	-	41,000	-	-	-	-
Furniture Replacement	7,000	7,175	7,354	7,575	7,802	8,036
Deli Equipment	5,000	-	-	-	-	-
Misc./ Contingency	30,000	30,000	-	25,000	-	-
Total Capital Replacement	\$ 328,000	\$ 166,226	\$ 10,506	\$ 159,857	\$ 11,146	\$ 92,992

Long-term Financial Sustainability

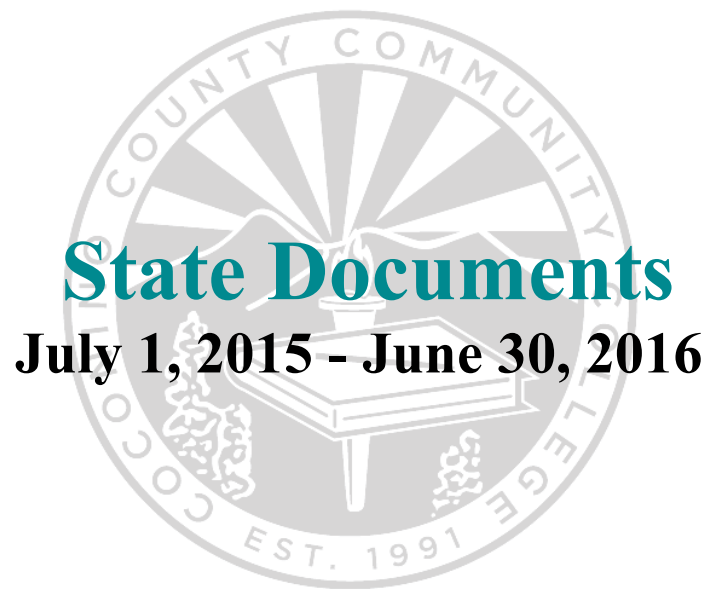


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MISSION

As a learning-centered college, we enrich lives by embracing diversity and transforming the future through quality education.





State Documents

July 1, 2015 - June 30, 2016

CORE VALUES

People • Learning & Growth • Quality • Ethics
Community • Respect • Sustainability





State Documents

State Requirements

The College must follow a number of state laws in the development of the budget, as follows:

Budget

The College is required to prepare an annual budget on forms designated by the Auditor General's Office, hold a Special Budget Hearing, and adopt the budget by no later than June 20th. [ARS § 15-1461]

Expenditure Limitations

Each year, an expenditure limitation is set for political subdivisions of the State of Arizona in accordance with ARS § 41-563. The expenditure limitation is based upon FY 1979/80 and adjusted for changes in the population and cost of living between 1978 and 2012. The purpose of the expenditure limitation is to limit budget growth that is supported by property taxes and/or state aid.

Property Tax Levy limitations

In 1980, the citizens amended the Arizona State Constitution and capped primary property tax increases from existing property to 2% per year. The purpose was to limit tax increases to small amounts.

Truth-in-Taxation

In a 1996 legislative session, a Truth-in-Taxation statute was passed requiring political subdivisions to publish notice of and to hold public hearings on proposed tax increases on existing property.

Debt

Any debt increase by local government that is paid exclusively through the secondary property tax must be approved by voters.



State Documents

COCONINO COMMUNITY COLLEGE BUDGET FOR FISCAL YEAR 2016 SUMMARY OF BUDGET DATA

			Increase/Decrease From Budget 2015 To Budget 2016	
			Amount	%
I.	CURRENT GENERAL AND PLANT FUNDS			
A.	Expenditures:			
	Current General Fund	\$ 18,460,827	\$ 17,857,347	\$ 603,480 3.4%
	Unexpended Plant Fund	237,000	319,500	(82,500) -25.8%
	Retirement of Indebtedness Plant Fund	2,064,840	2,045,539	19,301 0.9%
	TOTAL	\$ 20,762,667	\$ 20,222,386	\$ 540,281 2.7%
B.	Expenditures Per Full-Time Student Equivalent (FT SE):			
	Current General Fund	\$ 8,829 /FT SE	\$ 8,503 /FT SE	\$ 325 /FT SE 3.8%
	Unexpended Plant Fund	\$ 113 /FT SE	\$ 152 /FT SE	\$ (39) /FT SE -25.5%
	Projected FT SE Count	2,091	2,100	
II.	TOTAL ALL FUNDS ESTIMATED PERSONNEL COMPENSATION			
	Employee Salaries and Hourly Costs	\$ 10,065,907	\$ 10,094,449	\$ (28,542) -0.3%
	Retirement Costs	754,994	827,213	(72,219) -8.7%
	Healthcare Costs	612,351	658,164	(45,813) -7.0%
	Other Benefit Costs	1,517,880	1,487,941	29,939 2.0%
	TOTAL	\$ 12,951,131	\$ 13,067,767	\$ (116,636) -0.9%
III.	SUMMARY OF PRIMARY AND SECONDARY PROPERTY TAX LEVIES AND RATES			
A.	Amount Levied:			
	Primary Tax Levy	\$ 7,478,002	\$ 7,243,259	\$ 234,743 3.2%
	Secondary Tax Levy	1,989,355	1,946,402	42,953 2.2%
	TOTAL LEVY	\$ 9,467,357	\$ 9,189,661	\$ 277,696 3.0%
B.	Rates Per \$100 Net Assessed Valuation:			
	Primary Tax Rate	0.4864	0.4788	0.0076 1.6%
	Secondary Tax Rate	0.1241	0.1268	(0.0027) -2.1%
	TOTAL RATE	0.6105	0.6056	0.0049 0.8%
IV.	MAXIMUM ALLOWABLE PRIMARY PROPERTY TAX LEVY FOR FISCAL YEAR 2016 PURSUANT TO			\$ 7,478,002
V.	AMOUNT RECEIVED FROM PRIMARY PROPERTY TAXES IN FISCAL YEAR 2015 IN EXCESS OF THE MAXIMUM ALLOWABLE AMOUNT AS CALCULATED PURSUANT TO A.R.S. §42-17051			\$



State Documents

COCONINO COMMUNITY COLLEGE BUDGET FOR FISCAL YEAR 2016 RESOURCES

	CURRENT FUNDS			PLANT FUNDS		Other Funds	T total All Funds	T total All Funds	% Increase/Decrease
	General Fund 2016	Restricted Fund 2016	Auxiliary Fund 2016	Unexpended Plant Fund 2016	Retirement of Indebtedness 2016	2016	2016	2015	
BEGINNING BALANCES - July 1*									
Restricted	\$	\$	\$	\$	\$ 178,858	\$	\$ 178,858	\$ 320,232	-44.1%
Unrestricted	5,323,890		58,093	9,395,833			14,777,816	13,714,287	7.8%
T total Beginning Balances	\$ 5,323,890	\$	\$ 58,093	\$ 9,395,833	\$ 178,858	\$	\$ 14,956,674	\$ 14,034,519	6.6%
REVENUES AND OTHER INFLOWS									
Student Tuition and Fees									
General Tuition	\$ 5,800,165	\$ 6,000	\$	\$	\$	\$	\$ 5,806,165	\$ 5,620,200	3.3%
Out-of-District Tuition	174,000						174,000	175,000	-0.6%
Out-of-State Tuition	988,900						988,900	856,400	15.5%
Student Fees	678,125						678,125	685,400	-1.1%
Tuition and Fee Remissions or Waivers	52,000						52,000	52,000	
State Appropriations									
Maintenance Support	1,771,200						1,771,200	1,775,800	-0.3%
Equalization Aid									
Capital Support		423,200					423,200	426,900	-0.9%
Property Taxes									
Primary Tax Levy	7,478,000						7,478,000	7,243,260	3.2%
Secondary Tax Levy					1,989,355		1,989,355	1,946,402	2.2%
Gifts, Grants, and Contracts	338,660	6,893,906		19,100			7,251,666	8,050,920	-9.9%
Sales and Services			20,900				20,900	22,400	-6.7%
Investment Income	103,000						103,000	120,000	-14.2%
State Shared Sales Tax		436,077					436,077	391,109	11.5%
Other Revenues	512,290				44,122		556,412	461,937	20.5%
Proceeds from Sale of Bonds									
T total Revenues and Other Inflows	\$ 17,896,340	\$ 7,759,183	\$ 20,900	\$ 19,100	\$ 2,033,477	\$	\$ 27,729,000	\$ 27,827,728	-0.4%
TRANSFERS									
Transfers In	91,000	10,413	12,000	504,100			617,513	412,713	49.6%
(Transfers Out)	(526,513)			(91,000)			(617,513)	(412,713)	49.6%
T total Transfers	(435,513)	10,413	12,000	413,100					
Less									
Stabilization	(4,323,890)			(6,184,894)			(10,508,784)	(9,183,150)	14.4%
Future Expenditures			(58,093)	(3,406,139)			(3,464,232)	(3,593,537)	-3.6%
Restricted					(147,495)		(147,495)	(263,232)	-44.0%
T total Resources Available for the Budget Year	\$ 18,460,827	\$ 7,769,596	\$ 32,900	\$ 237,000	\$ 2,064,840	\$	\$ 28,565,163	\$ 28,822,328	-0.9%

*T these amounts exclude amounts not in spendable form (i.e., prepaids, inventories, and capital assets) or amounts legally or contractually required to be maintained intact.

State Documents

COCONINO COUNTY COMMUNITY COLLEGE DISTRICT COCONINO COMMUNITY COLLEGE BUDGET FOR FISCAL YEAR 2016 EXPENDITURES AND OTHER OUTFLOWS

	CURRENT FUNDS			PLANT FUNDS		Other Funds 2016	T total All Funds 2016	T total All Funds 2015	% Increase/ Decrease
	General Fund 2016	Restricted Fund 2016	Auxiliary Fund 2016	Unexpended Plant Fund 2016	Retirement of Indebtedness 2016				
TOTAL RESOURCES AVAILABLE FOR THE BUDGET YEAR (from Schedule B)	\$ 18,460,827	\$ 7,769,596	\$ 32,900	\$ 237,000	\$ 2,064,840	\$	\$ 28,565,163	\$ 28,822,328	-0.9%
EXPENDITURES AND OTHER OUTFLOWS									
Instruction	\$ 4,956,972	\$ 1,368,496	\$	\$	\$	\$	\$ 6,325,468	\$ 6,951,792	-9.0%
Public Service	65,295						65,295	142,606	-54.2%
Academic Support	2,345,477	572,741					2,918,218	3,331,952	-12.4%
Student Services	2,070,552	654,566					2,725,118	2,689,844	1.3%
Institutional Support (Administration)	4,405,290						4,405,290	4,097,818	7.5%
Operation and Maintenance of Plant	1,657,899			237,000			1,894,899	2,093,462	-9.5%
Scholarships	189,000	5,173,793					5,362,793	5,326,693	0.7%
Auxiliary Enterprises			32,900				32,900	41,400	-20.5%
Capital Assets									
Debt Service-General Obligation Bonds					2,064,840		2,064,840	2,045,539	0.9%
Debt Service-Other Long Term Debt									
Other Expenditures									
Contingency	2,770,342						2,770,342	2,101,222	31.8%
T total Expenditures and Other Outflows	\$ 18,460,827	\$ 7,769,596	\$ 32,900	\$ 237,000	\$ 2,064,840	\$	\$ 28,565,163	\$ 28,822,328	-0.9%

2015 Levy Limit Worksheet

Date: 2/10/2015

COCONINO COUNTY - COMMUNITY COLLEGE

MAXIMUM LEVY 2014

A.1. Maximum Allowable Primary Tax Levy	\$7,243,259
A.2. A.1 multiplied by 1.02	\$7,388,124

CURRENT YEAR NET ASSESSED VALUE SUBJECT TO TAXATION IN PRIOR YEAR 2015

B.1. Centrally Assessed	\$202,137,577
B.2. Locally Assessed Real Property	1,265,249,920
B.3. Locally Assessed Personal Property	51,640,184
B.4. Total Assessed Value (B.1 through B.3)	\$1,519,027,681
B.5. B.4. divided by 100	\$15,190,277

CURRENT YEAR NET ASSESSED VALUES 2015

C.1. Centrally Assessed	\$210,805,683
C.2. Locally Assessed Real Property	\$1,274,498,332
C.3. Locally Assessed Personal Property	\$52,114,203
C.4. Total Assessed Value (C.1 through C.3)	\$1,537,418,218
C.5. C.4. divided by 100	\$15,374,182

LEVY LIMIT CALCULATION 2015

D.1. LINE A.2	\$7,388,124
D.2. LINE B.5	\$15,190,277
D.3. D.1/D.2 (MAXIMUM ALLOWABLE TAX RATE)	0.4864
D.4. LINE C.5	\$15,374,182
D.5. D.3 multiplied by D.4 = MAXIMUM ALLOWABLE LEVY LIMIT	\$7,478,002
D.6. Excess Collections/Excess Levy	
D.7. Amount in Excess of Expenditure Limit	
D.8. ALLOWABLE LEVY LIMIT (D.5 - D.6 - D.7)	\$7,478,002

2015 New Construction	\$18,390,537
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Note: 2015 Levy Limit worksheet for Fiscal Year 2016