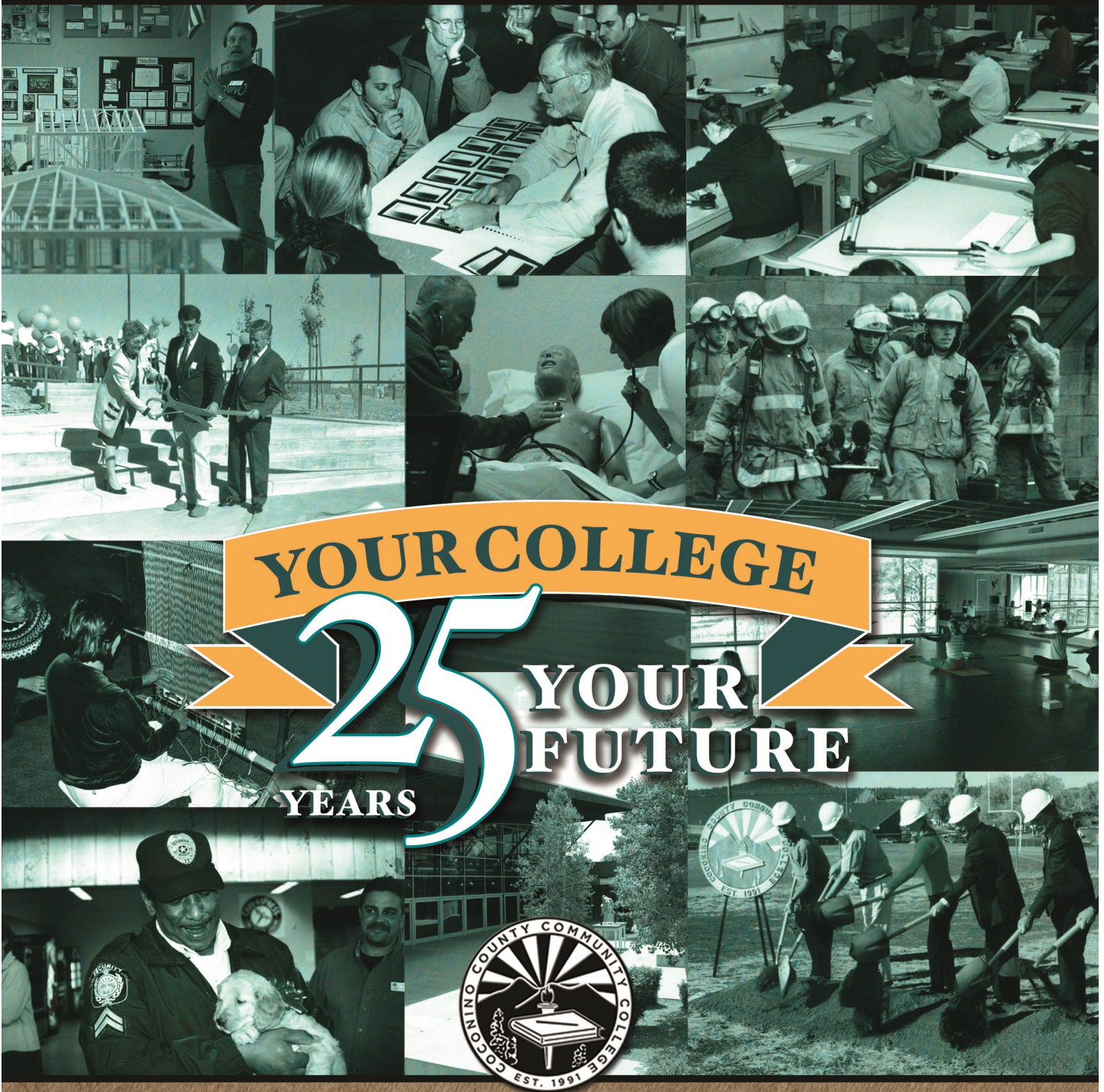




Coconino  
Community  
College



**ADOPTED BUDGET 2017 FISCAL YEAR**

July 1st, 2016 through June 30th, 2017

Coconino County, Arizona | [www.coconino.edu](http://www.coconino.edu)





<b>COCONINO COMMUNITY COLLEGE PROFILE -----</b>	<b>1-6</b>
Background Information-----	2
Organizational Chart -----	4
Vision, Mission, and Core Values -----	5
 <b>CHALLENGES AND SOLUTIONS -----</b>	 <b>7-26</b>
Introduction to Challenges and Solutions-----	8
FY16 Strategic Planning Priorities and Accomplishments -----	9
Strategic Plan -----	10
Challenge – Long-Term Financial Stability-----	13
Solution - Financial Austerity Plan -----	17
Solution - Strategic Resource Allocation -----	18
Challenge - Performance Measures -----	19
Solution - Strategic Resource Allocation -----	22
Solution - FY17 Strategic Planning Prioritization-----	23
Solution - Prioritized Spending to Enact Strategic Planning Tactics -----	24
Other Challenges and Solutions -----	26
 <b>ANNUAL FINANCIAL PLAN-----</b>	 <b>27-58</b>
Budget Development Process -----	28
Three-Year Comparative Analysis (All Funds)-----	34
FY17 Budget Summary (All Funds)-----	35
Faculty and Staff Statistics (All Funds) -----	36
Fund Balance Reserves (All Funds) -----	37
Revenues (General Fund)-----	38
Tuition and Fee Revenue (General Fund)-----	39
State Appropriations (General Fund) -----	41
Property Tax (General Fund) -----	42
Other Revenue and Transfers (General Fund)-----	43
Cost per FTSE by Program (General Fund) -----	44
Non-Capital Equipment (General Fund) -----	45
Three-Year Comparative Analysis (General Fund)-----	46
Explanation of Changes for FY17 (General Fund)-----	47
FY17 Graphs for Revenue and Expenses (General Fund)-----	48
Restricted Fund Descriptions -----	49
Three-Year Comparative Analysis (Restricted Funds)-----	50
Explanation of Changes for FY17 (Restricted Funds) -----	51
Auxiliary Fund Descriptions -----	52
Three-Year Comparative Analysis (Auxiliary Funds) -----	53
Unexpended Plant Fund Descriptions -----	54
Three-Year Comparative Analysis (Unexpended Plant Fund)-----	55
Retirement of Indebtedness Fund Descriptions -----	56
Three-Year Comparative Analysis (Retirement of Indebtedness Fund)-----	57
 <b>LONG-TERM FINANCIAL SUSTAINABILITY -----</b>	 <b>59-68</b>
Long-Term Financial Sustainability -----	60
Multi-Year Forecast -----	61
Revenue Assumptions FY17 to FY19 -----	62
Expense Assumptions FY17 to FY19 -----	63
Ratio Analysis -----	64
Risk Analysis -----	65
Long-Term Capital Outlook -----	67
 <b>STATE DOCUMENTS -----</b>	 <b>69-74</b>
State Requirements -----	70
Summary of Budget Data-----	71
Resources-----	72
Expenditures and Other Outflows-----	73
Levy Limit Worksheet -----	74





# COCONINO COMMUNITY COLLEGE PROFILE

**July 1, 2016 - June 30, 2017**





# 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.

County unemployment rates as of June 2016 (6.7%) is above state unemployment (5.8%) and above national levels (4.9%), 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: 19 percent are Native American, 15 percent are Hispanic, 54 percent are female, 77 percent are seeking a degree or certificate; and 17 percent are high school students earning college credit. Four 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**

Dr. Colleen Smith, President

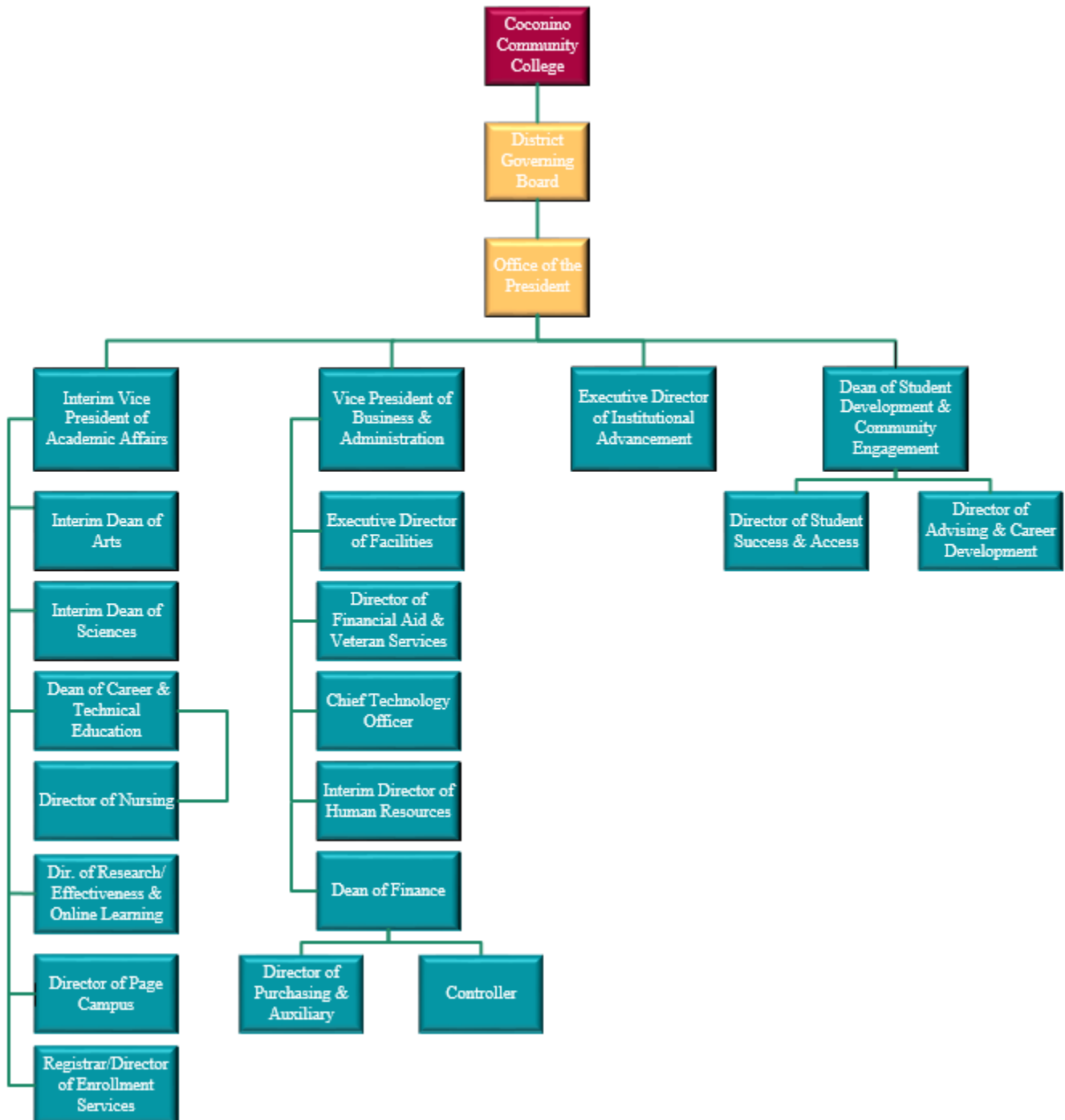
Ms. Jami Van Ess, Vice President of Business and Administrative Services

Dr. Albert Gardner, Interim 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



This page intentionally left blank.



The seal of Coconino County Community College is a circular emblem. It features a central sunburst design with rays emanating from a mountain peak. Below the mountain is a stylized open book. The outer ring of the seal contains the text "COCONINO COUNTY COMMUNITY COLLEGE" at the top and "EST. 1991" at the bottom.

# Challenges and Solutions

**July 1, 2016 - June 30, 2017**

## **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, there are challenges in the form of accreditation requirements, regulatory changes, and significant regional gap in cost of living and median wages compared to State averages.

One key component of our identified solutions is the 2016-2020 Strategic Plan. 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. The College's finances are a means to achieving the mission of transforming student lives.

Along with the new strategic plan that was effective January 1<sup>st</sup>, 2016, the College has also experienced a change to new leadership. On February 1, 2016, Dr. Colleen Smith joined the College as the new President. This change in leadership has brought a renewed sense of excitement for many of our important initiatives.

# Challenges and Solutions



## FY16 Strategic Planning Priorities and Accomplishments

The administration reviewed the completion of the old strategic plan in November. The table below shows only the major goals and tactics that were completed in FY16 during the end of the current three-year strategic plan. In addition, the column on the right entitled “Going Forward” explains the outcomes for FY17 objectives.

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	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 and multiple peer advisors have been continued with General Funds for Fiscal Year 2017. The College will track student retention rates.
(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	The full-time assistant credential analyst has been funded with General Funds for Fiscal year 2017, and the electronic transcript services will continue. This has resulted in significant reduction of transcript and admission delays.
(17) CUSTOMER SERVICE: Marketing	(42) Advertise services to students	Student servicers collateral developed	Digital marketing has been funded with General Funds, as has the Enrollment Management Specialist. The new strategic plan includes creation of a strategic enrollment management team.
(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	The online courses developed last year have been brought online. With additional part-time funding, the College will continue to develop and expand online course offerings, and continued expansion is in the new strategic plan through 2020.

\* Objective numbers above are from the larger strategic plan document for 2013-2015.





# Challenges and Solutions

## 2016-2020 Strategic Plan

A new strategic plan was adopted in November, 2015 for calendar years 2016-2020 and focuses on student success and improving performance measures. The strategic plan was developed over an eighteen-month period beginning June 2014 through November 2015. The process was an exceptional example of CCC's shared governance philosophy as all areas of the college were involved in developing and vetting the plan. Community members and other stakeholders reviewed the plan in the Fall, prior to approval by the Board.

A total of four goals were developed for the plan, based on input received from all areas of the College in the planning process. The plan also includes a total of 21 objectives and 113 tactics. The goals and objectives are presented below.

**Goal 1: CCC will provide learners educational opportunities that are accessible and affordable, while also being economically feasible for the College.**

### Objectives:

1. Increase enrollment numbers including targeted underrepresented groups
2. Expand and enhance scholarship and financial aid opportunities to increase access for students

**Goal 2: CCC will promote a learner-centered environment that incorporates innovative strategies and support structures intended to reduce student attrition and increase retention.**

### Objectives:

1. Align strategic enrollment management initiatives with clear objectives defined by strategic key performance indicators
2. Increase learning and social support and build academic success skills
3. Implement "Intrusive Academic Advising Practices" and continued implementation of new Advising Model/Strategies
4. Evaluate and enhance distance learning modalities to increase student success
5. Evaluate and enhance student technology support and services to maximize student success
6. Investigate and develop clear pathways for developmental education (English, Reading and Math), certificates, and programs

**Goal 3: CCC will empower students to achieve their individual learning goals and implement strategies to increase certificate and degree completion rates.**

### Objectives:

1. Streamline and automate operations for degree completion
2. Increase student completion rates using targeted institutional scholarships
3. Investigate initial strategies of student completion and transfer rates and realign with strategic enrollment management initiatives
4. Strengthen partnerships with NAU/ASU/U of A and other 4-year accredited institutions aligned with the purpose and goals of CCC
5. Increase number of students completing educational goals

# Challenges and Solutions



## 2016-2020 Strategic Plan

**Goal 4: CCC will strengthen the College's working environment by maximizing college resources, expanding community outreach, and implementing effective personnel management and employee development strategies.**

### **Objectives:**

1. Evaluate professional development, retention, and internal communication to enhance a positive campus climate
2. Evaluate strategies to promote a more safe and an environmentally friendly learning and working environment
3. Create a diverse, inclusive and supportive climate for students and employees
4. Explore options for alternative revenue sources
5. Evaluate and enhance administrative efficiency and effectiveness
6. Optimize allocation of resources for student success
7. Enhance and broaden the image of the college with internal and external stakeholders
8. Improve student experience with enrollment, registration, and payment processes

# Challenges and Solutions



## Best Practices (Guiding Practices)

In preparing the 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:

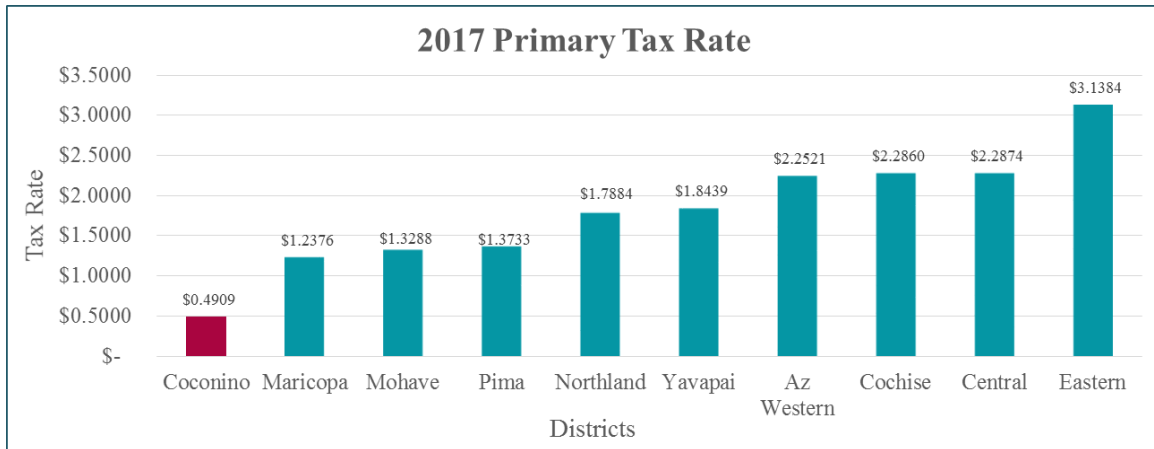
- Community College Completion Commitment
- Re-Imagining Pathways for Students
- Community College/K-12 Collaboration for College Readiness
- Developmental Education Redesign—Resources for Community Colleges
- Closing the Skills Gap
- Policy and Advocacy Agenda for Reclaiming the American Dream
- Redefining 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.

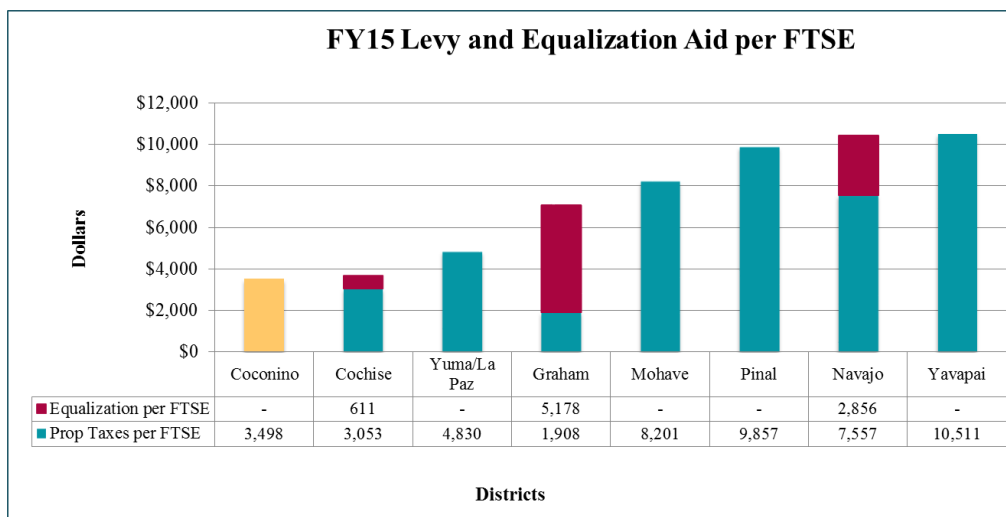
# Challenges and Solutions

## Challenge - Long-Term Financial Stability

The College's main on-going 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 substantially lower than any other district. The table below shows **2017 Primary Tax Rate** for all rural Arizona Districts.



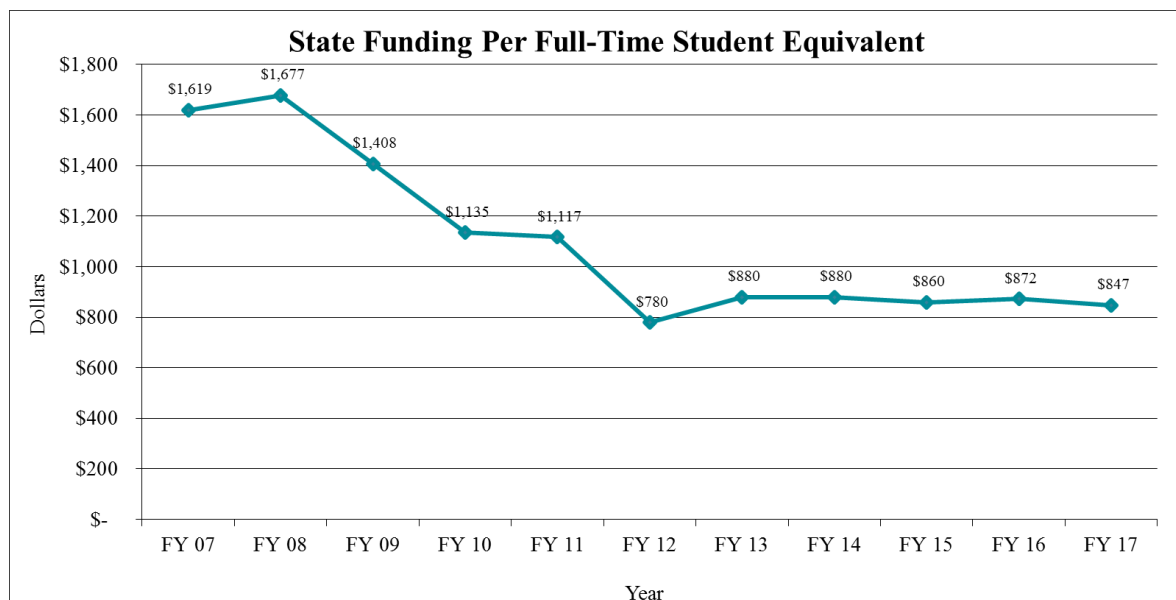
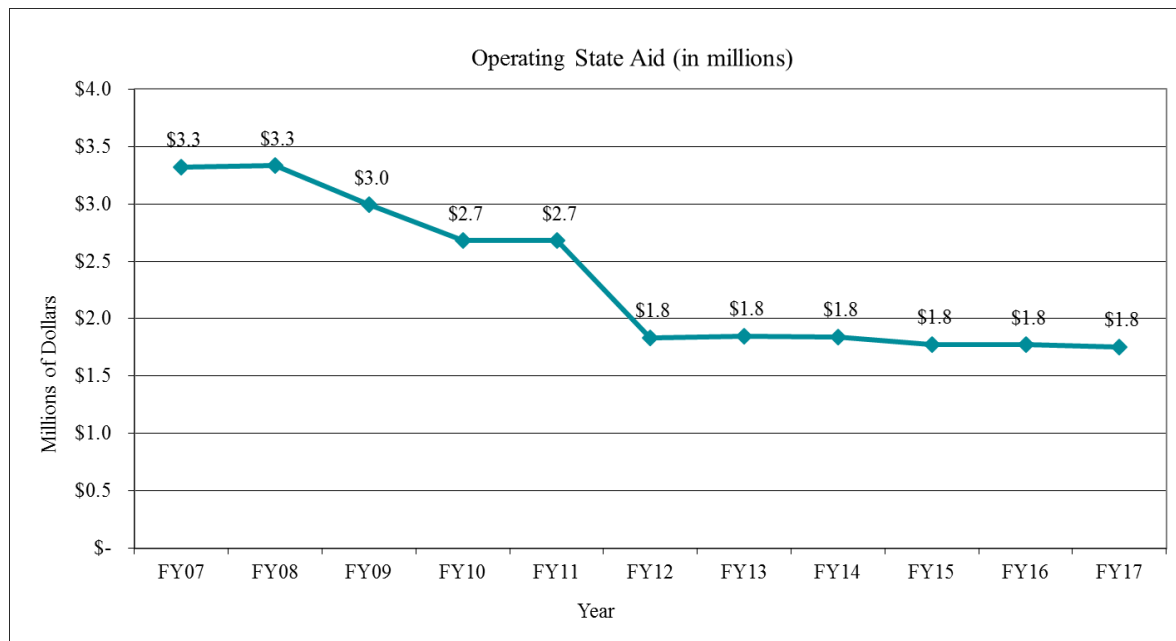
The state has an equalization formula that was established in the 1970s to help rural districts from smaller geographic areas. The equalization formula is based upon a minimum assessed value determined by statute and is indexed annually by the growth in the assessed values of all the rural districts. 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 **FY15 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 FY08 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)

As discussed on the previous page, state aid cuts started in FY08 because of the ‘great recession’; the College developed a Sustainable Financial Plan (SFP) in 2008 to ensure long-term financial sustainability while trying to minimize 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 reductions, 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.

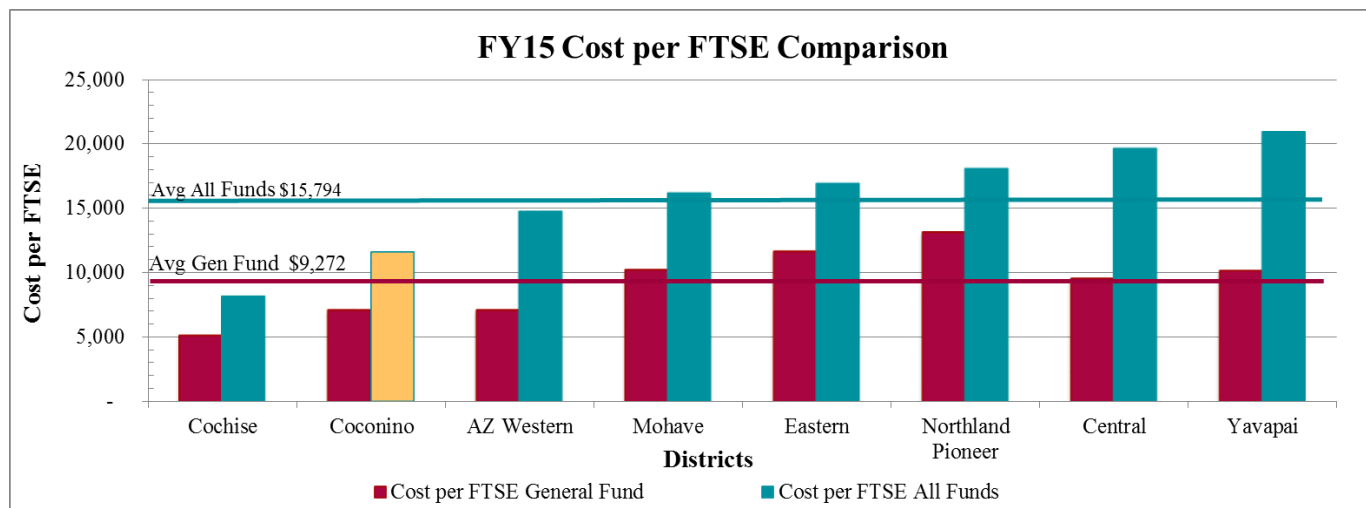
### Revenue generating efforts

- 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 **FY15 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.

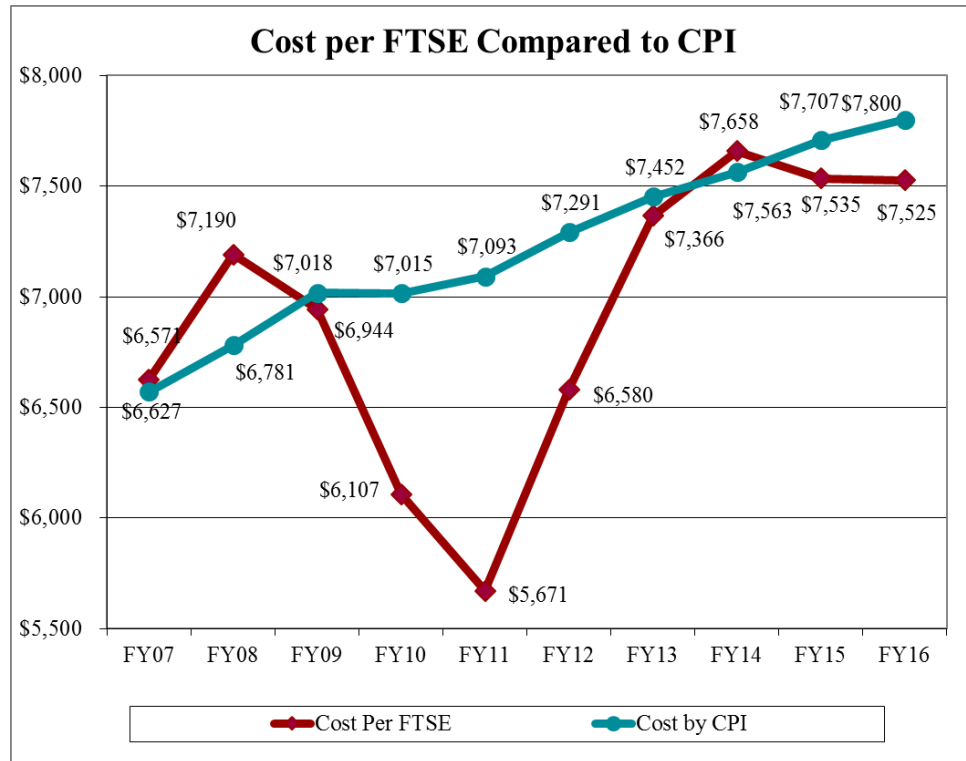


# Challenges and Solutions



## 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 FY10 and FY11, the sharp decline per FTSE was due to the large influx of students during the recession, since FY13, 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. 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 2013 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 numerous efficiency initiatives had 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 the FY15 and FY16 budgets, with the final phase in FY17. In FY15 there were \$430,858 of revenue items implemented that became part of the FY16 baseline budget. In FY15, savings totaled \$696,517 and FY16, savings total \$135,041. The FY17 budget saw an additional savings of \$23,898 from phasing-in a reduction of the Nursing Program from 40 graduates per year down to 20 graduates per year.

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

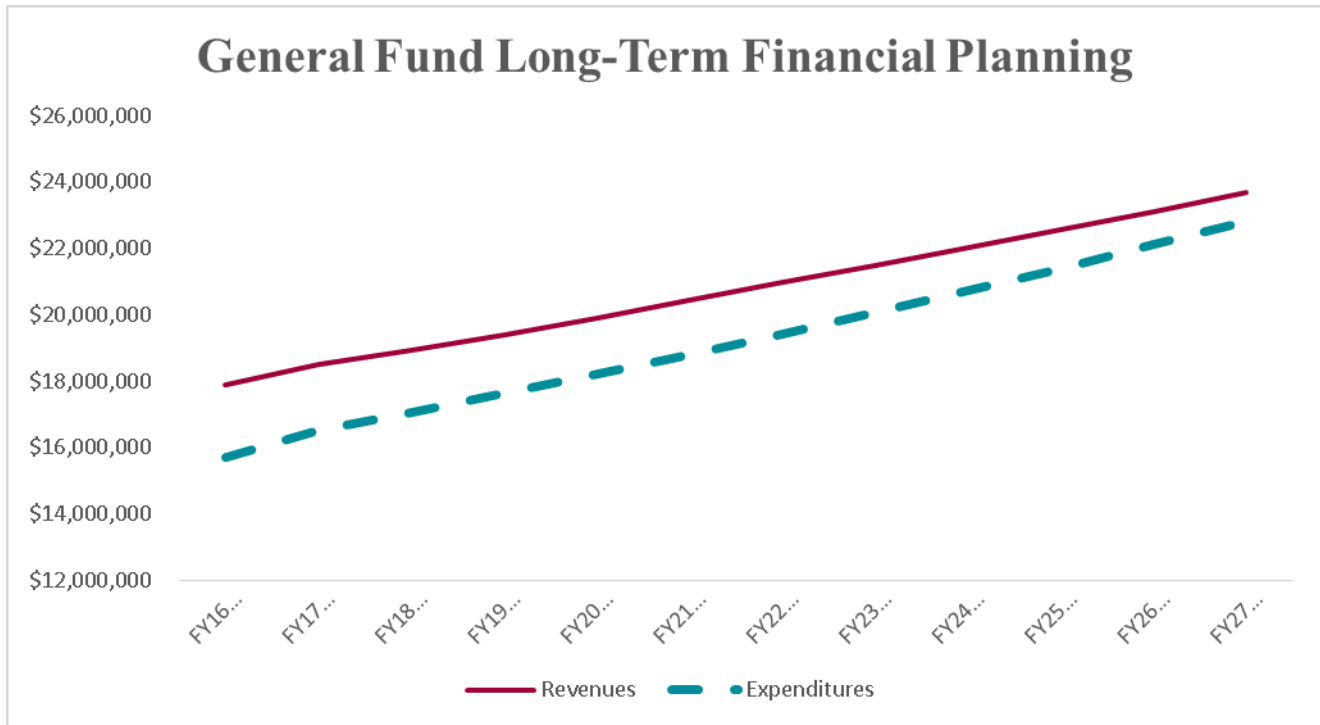
Revenue	FY15	FY16	FY17	Total
Tuition	\$ 140,000	\$ -	\$ -	\$ 140,000
Plateau Elimination	30,000	-	-	30,000
Differential Tution	148,858	-	-	148,858
Credit Card Fee	17,300	-	-	17,300
No Show fee	65,000	-	-	65,000
Student Parking	25,400	-	-	25,400
Employee Parking	4,300	-	-	4,300
<b>Subtotal</b>	<b>\$ 430,858</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 430,858</b>

Expenses	FY15	FY16	FY17	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
<b>Subtotal</b>	<b>\$ 696,517</b>	<b>\$ 135,041</b>	<b>\$ 23,898</b>	<b>\$ 855,455</b>
<b>Total</b>	<b>\$ 1,127,375</b>	<b>\$ 135,041</b>	<b>\$ 23,898</b>	<b>\$ 1,286,313</b>

# 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 time period 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 future state funding.



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.

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. A recent survey by Global Local Visions, LLC, shows that 71% of likely voters have a positive impression about CCC, and only 2% have a negative impression. While this information indicates a possible opportunity for CCC, the challenge we found in this same survey is that 35% of likely voters know very little or nothing at all about the College. The College is pursuing a community education campaign to strengthen our position in the local community and close that knowledge gap. In addition, the District Governing Board has decided to ask voters for a property tax override in 2016 of \$3 million per year. This override would have a delayed implementation and replace the \$2 million bond levy that expires in 2018.

# Challenges and Solutions



## Challenge - Performance Measures

### 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 2014 and now have four years of trend data. Coconino recently began to use performance measures to drive the development of the strategic plan and budget development process. Based on the most recent 2014 information, CCC is meeting or exceeding State averages on 15 of the 30 indicators. CCC has selected various measures to focus on for improvement, and has set target goals for annual improvement.

The measures depicted below show the target goals CCC has selected for improvement through the strategic plan and resource allocation process.

Measure	Description	CCC FY14	State Average
1	Full Time Student Enrollment (FTSE)	2092	
2	Enrollment of Underserved Populations		
2a	Minority	35%	40%
2b	Age 25+	33%	41%
2c	Pell Grant	27%	33%
3	Alternative Delivery	49%	63%
4	College-going	18%	37%
5	1 Yr. Success After Last Developmental Course		
5a	Math	31%	35%
5b	English/Reading	66%	50%
6	Cost	18%	16%
7	Developmental Course Success	64%	61%
8	College Level Course Success	77%	76%
9	Reaching Credit Thresholds		
9a	Full Time	43%	45%
9b	Part Time	60%	51%
10	FA-SP Retention	92%	90%
11	FA-FF Retention	66%	77%
12	Annual Degree/Certificate Completion	287	
13	Transfer Rate	222	
14	Transfer Rate after CCC Completion	53%	59%

	variance of -1% or better
	variance between -2% to -10%
	variance of larger than -10%



# Challenges and Solutions

## Challenge - Performance Measures (continued)

### Analysis of Performance Measures

In developing the 2016-2020 Strategic Plan, an analysis of the performance measures was performed by members of a cross-functional team. The team members discussed the performance measures targeted for improvement in order to develop strategic plan objectives that will help meet established targets.

### Access

Measure 1 - FTSE: 2,092

Measure 2 - Enrollment of Underserved Populations: Yellow

Measure 3 - Alternative Delivery: Red

Measure 4 - College-going: Red

Measure 6 - Cost of Attendance: Yellow

The causes identified for lagging access measures include the College's financial challenges, inadequate technology, and the young age of the institution. Financial challenges have led to the highest tuition rate in the State of Arizona and has limited our ability to design on-line courses for increased alternative delivery. Inadequate technology hinders the College's ability to serve distant and remote areas of the county and limits alternative delivery options. While the Statewide trend has been a decrease in the local college-going rates, CCC has seen increases as more of the population is served.

The District Governing Board has set a goal of a 1% increase in annual FTSE. Alternative delivery has hovered in the 49% - 50% range. The College-going rate of high school students in Coconino County has doubled to 18% since 2011. Both of these areas are more than 10% below the State-wide average and need attention. Enrollment of underserved populations as a percentage of enrollment is under the State average, and seems to be trending downward. Although the tuition rate is increasing, the cost of attendance as a percentage of household income has remained flat. These areas also show room for improvement when compared to the other Arizona community college rates.

### Retention

Measure 5a - 1 Year Success After Last Developmental Course, Math: Yellow

Measure 5b - 1 Year Success After Last Developmental Course, English/Reading: Green

Measure 7 - Developmental Course Success: Green

Measure 8 - College Level Course Success: Green

Measure 9a - Reaching Credit Thresholds, Full-Time: Yellow

Measure 9b - Reaching Credit Thresholds, Part-Time: Green

Measure 10 - Fall-to-Spring Retention: Green

Measure 11 - Fall-to-Fall Retention: Red

The causes identified for the lagging retention measures involve lack of advising, proximity to NAU, and lack of other student success strategies that have produced proven results at other institutions. As part of the FY16 budget, additional funding was provided for advising and student success strategies, like early alert and peer advising, to enhance the services provided to students to encourage retention. Given the close proximity to NAU, many students transfer before completing a degree, or are taking CCC courses as needed to fill their schedule.

# Challenges and Solutions



## Challenge - Performance Measures (continued)

Fall-to-spring retention is high both Statewide, and specifically at CCC. Fall-to-fall retention is an area of concern for CCC when looking at the Statewide average, but compared to the individual results, CCC is in line with median Arizona fall-to-fall retention rates. Other retention measures are fairly strong for CCC in comparison to the rest of the State.

### Completion

Measure 12 - Annual Degree/Certificate Completion

Measure 13 - Transfer Rate

Measure 14 - Transfer Rate After CCC Completion: Yellow

The main challenge when looking at CCC transfer rates comes from close proximity to NAU. Some students transfer before completing a degree with CCC. As a commuter-campus, completion will tend to be more of a challenge for the students. Annual degree/certificate completion and transfer rate are targeted for improvement in student totals, but are not compared to State averages.

### Summary

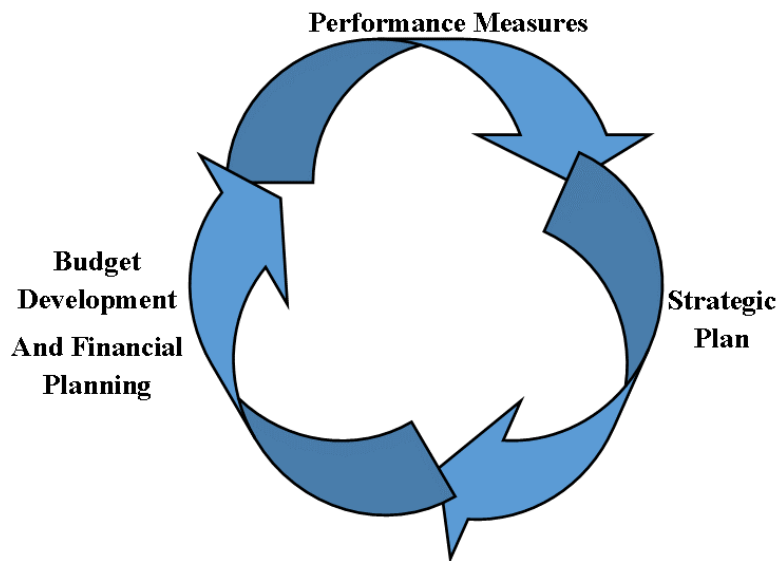
A review of the performance measure data shows that CCC faces some unique challenges due to the nature of the College, but also has opportunities for improvement. The largest challenge when looking at performance measures is the timeliness of comparable information. Some measures cover a six-year period, and the report is issued annually based on data that is at least 18 months old at the time of release. Tracking trends, and evaluating the success of initiatives aimed at improving these measures will continue to be a challenge for all institutions.

# Challenges and Solutions



## Solution - Strategic Resource Allocation

CCC has implemented a planning cycle for continuous improvement. Targeted performance measures help influence the development of the strategic plan. The measures and strategic plan together are a large consideration when allocating resources during budget development and when looking at long-term financial planning. This cycle is depicted in the graph below.



Resource allocation for the FY17 budget was tied to the performance measures according to the chart below. This will be discussed further in the Strategic Plan and Priorities section of the document.

	Measure													
	1)	2)	3)	4)	5)	6)	7)	8)	9)	10)	11)	12)	13)	14)
<b>Strategic Plan Goal #1:</b>														
Digital Marketing	X	X	X	X										
Enrollment Support	X	X	X	X										
Increase in Student Wage funding	X	X	X			X								
<b>Strategic Plan Goal #2</b>														
Peer advising							X	X	X	X	X			
Starfish Connect, Prospect & Early Alert							X	X	X	X	X			
Lab assistant support for Elearning							X	X						
MathLab software maintenance							X	X	X					
<b>Strategic Plan Goal #3</b>														
Increased administrative support for Nursing												X		
HLC Compliance Strategies												X		
<b>Strategic Plan Goal #4</b>														
Increased marketing printed products and intern work	X	X	X	X										

# Challenges and Solutions

## Solution - FY17 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 FY17, the Budget Planning Committee reviewed all requests and evaluated them on how they impact the performance measures and the strategic plan.

Goal 1: CCC will provide learners educational opportunities that are accessible and affordable, while also being economically feasible for the College.				
Objective	Tactic*	Evidence	Responsible	Performance Measure *
(1) Increase enrollment numbers including targeted underrepresented groups	(1) Leverage technology to increase communication/outreach to current and prospective students	Increased conversion of prospective student to matriculate student and increased enrollment	Dean of Student Services	1, 2, 3, 4
Goal 2: CCC will promote a learner-centered environment that incorporates innovative strategies and support structures intended to reduce student attrition and increase retention.				
Objective	Tactic*	Evidence	Responsible	Performance Measure *
(3) Implement "Intrusive Academic Advising Practices" and continued implementation of new Advising Model/Strategies	(38) Reduce staff to student ratios	Decreased staff to student ratios	Dean of Student Services	7, 8, 9, 10, 11
(3) Implement "Intrusive Academic Advising Practices" and continued implementation of new Advising Model/Strategies	(39) Strengthen Early Alert Program and increase student and faculty engagement	Student/faculty use data, assessment and evaluation of the project	Dean of Student Services	7, 8, 9, 10, 11
(4) Evaluate and enhance distance learning modalities to increase student success	(44) Provide training for faculty regarding course design and pedagogy for online course materials	Complete process and implement recommendations	ELearning	7, 8
Goal 3: CCC will empower students to achieve their individual learning goals and implement strategies to increase certificate and degree completion rates.				
Objective	Tactic*	Evidence	Responsible	Performance Measure *
(5) Increase number of students completing educational goals	(65) Review and consider the need for more full-time faculty as research and best practice link higher student success with greater full-time to part-time faculty ratios	Identify orphaned programs and areas with highest need, Hire one additional FT faculty per year (2017, 2018, 2019, 2020)	Vice President of Academic Affairs	12
Goal 4: CCC will strengthen the College's working environment by maximizing college resources, expanding community outreach, and implementing effective personnel management and employee development strategies.				
Objective	Tactic*	Evidence	Responsible	Performance Measure *
(2) Evaluate strategies to promote a more safe and an environmentally friendly learning and working environment	(76) Research and evaluate college safety and security needs at all locations to make recommendations for safety of students, faculty, staff, and visitors	Implement safety and security solutions based upon recommendations	Executive Director of Facilities	All, indirect

\* 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.

# Challenges and Solutions

## **Solution - Prioritized Spending to Enact Strategic Planning Tactics**

**Strategic Plan, Goal 1: CCC will provide learners educational opportunities that are accessible and affordable, while also being economically feasible for the College.**

### **Objective 1, Tactic 1 – Increase communication/outreach to current and prospective students**

**Responsible - Dean of Student Services**

#### **Enrollment Management Specialist - \$63,250 General Fund Allocation**

The Enrollment Management Specialist provides support for college student outreach and recruitment efforts through the G/O Digital electronic advertising, responds to online/email inquiries, and participates in student recruitment and outreach efforts. This was originally started as a TAACCCT grant funded initiative that is being added into the FY17 budget.

### **Objective 1, Tactic 1 – Increase communication/outreach to current and prospective students**

**Responsible - Dean of Student Services**

#### **Gwinnet-G/O Digital Electronic Advertising - \$15,500 General Fund Allocation**

G/O Digital provides electronic advertising and recruiting. It leverages technology to increase outreach to prospective students. This was originally started as a TAACCCT grant funded initiative that is being added into the FY17 budget.

**Strategic Plan, Goal 2: CCC will promote a learner-centered environment that incorporates innovative strategies and support structures intended to reduce student attrition and increase retention.**

### **Objective 3, Tactic 38 – Reduce Staff to Student Ratios**

**Responsible - Dean of Student Services**

#### **Peer Advising - \$23,656 General Fund Allocation**

The peer advising program is an effective student retention service. It also provides student employment, which is another factor in student retention. Students prefer to use peer advisors because they are more relatable. This was originally started as a TAACCCT grant funded initiative that is being added into the FY17 budget.

### **Objective 3, Tactic 39 – Strengthen Early Alert Program**

**Responsible - Dean of Student Services**

#### **Starfish Early Alert Services - \$19,820 General Fund Allocation**

Starfish Early Alert provides an avenue for instructors and Student Services staff to work collaboratively on the improved retention of students. This is done by notifying students early in the semester of academic challenges and connecting them to the appropriate resources. This was originally started as a TAACCCT grant funded initiative that is being added into the FY17 budget.

#### **Starfish Connect Advising Services - \$22,700 General Fund Allocation**

Starfish Connect enhances the student advising experience through online appointment scheduling, data collection, a kiosk, student success planning, and student referral services. It creates efficiencies in staffing and access to resources. Students have access to a student success network and can work with advisors to create a student success plan. This was originally started as a TAACCCT grant funded initiative that is being added into the FY17 budget.



# Challenges and Solutions

## **Solution - Prioritized Spending to Enact Strategic Planning Tactics**

### **Objective 4, Tactic 44 - Training for online course design and pedagogy**

**Responsible – Vice President of Academic Affairs**

**eLearning Lab Assistants - \$15,568 General Fund Allocation**

The Teaching and Learning Center (TLC) at the college provides training to faculty on instructional technology. The Lab Assistants help keep the TLC staffed and allow for enhanced support towards faculty training. This was originally started as a TAACCCT grant funded initiative that is being added into the FY17 budget.

**Strategic Plan, Goal 3: CCC will empower students to achieve their individual learning goals and implement strategies to increase certificate and degree completion rates.**

### **Objective 5, Tactic 65 - Consider the need for more Full-Time Faculty**

**Responsible – Vice President of Academic Affairs**

**Geology Full-Time Faculty - \$76,688 General Fund Allocation**

Lack of full-time faculty in “orphaned areas” leaves CCC without content experts and continuity. Geology is one of these areas. “Orphaned areas” are defined as subject areas with course offerings, but no full-time faculty. Research has shown that in the first two-years of a post-secondary education, interaction with full-time faculty rather than part-time faculty has a stronger effect on retention than any other factor. Geology classes average 11 sections per year with an average class size of 21 students per section.

**Anthropology Full-Time Faculty - \$76,688 General Fund Allocation**

As stated above, lack of full-time faculty in orphaned areas leaves CCC without content experts and continuity. Anthropology is one of these areas. Research has shown that in the first two-years of a post-secondary education, interaction with full-time faculty rather than part-time faculty has a stronger effect on retention than any other factor. Anthropology classes average 20 sections per year with an average class size of 29 students per section.

**Strategic Plan, Goal 4: CCC will strengthen the College’s working environment by maximizing college resources, expanding community outreach, and implementing effective personnel management and employee development strategies.**

### **Objective 2, Tactic 76 – Research and evaluate college safety and security needs**

**Responsible - Executive Director of Facilities**

**Security Enhancements - \$60,972 General Fund Allocation**

The mission of the College’s Security program is to “protect life and property.” Recent survey results, along with a security assessment, show strong support for enhanced security at both the Lone Tree and Fourth Street campuses. This funding would increase available hours for security coverage and provide enhanced training.



# Challenges and Solutions

## Other Challenges and Solutions

### Higher Learning Commission Required Assurance Argument and Credentials Requirements

The Assurance Argument is an interim narrative required by the Higher Learning Commission (HLC) during the fourth year of the College's accreditation cycle. This process started in October 2014 and was 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. Although this was a long process and time consuming for the College, it was beneficial to review where the college has been and where it can continue to improve. HLC provided valuable feedback we will follow for continuous improvement.

A new challenge the College is facing is the ability to attract and retain qualified part-time faculty. HLC has tightened guidelines for qualified instructors, and the College is developing strategies to help our instructors meet these requirements. Some instructors may choose not to pursue the educational requirements necessary for continued teaching, and attracting qualified replacements may be a challenge.

### TAACCCT Grant

CCC was chosen to receive a U.S. Department of Labor Employment and Training Administration Trade Adjustment Assistance Community College & Career Training (TAACCCT) Grant. This grant was for \$2.5 million, and covered three and a half years. It allowed the College to pilot some initiatives, and enhance the CCC2NAU program. The grant ended March of 2016. Many of the funding initiatives added to the FY17 General Fund budget are continuation of efforts that were begun with TAACCCT Grant funding.

### New Leadership

On February 1, 2016, Dr. Colleen Smith joined the College as our new President. With the new strategic plan beginning in January and president in February, the new year has started with exciting changes and opportunities for the College. The Administration and Staff of CCC have come together to support Dr. Smith and looking forward to the opportunities her leadership will bring.

### 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 financial austerity measures have helped re-align expenditures and revenues, but without a long-term solution the structural deficit will continue. The College is moving forward to reallocate resources based upon performance measures, cost of programs, and strategic planning and is actively seeking opportunities to continue to improve CCC's services to the community.

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, 2016 - June 30, 2017**





# 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. Budget 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
- Vice President of Academic Affairs
- Dean of Career and Technical Education
- Dean of Arts and Sciences
- Dean of Student Services
- Dean of Finance
- Chief Technology Officer
- Director of Page Instructional Site
- Director of Human Resources
- Registrar and Director of Enrollment Services
- Controller
- President's Office Representative
- 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

### Budget Process

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

- October - Develop budget assumptions and present to BPC
- November - Distribute tuition and fee schedules to budget managers
- December - Tuition and fee recommendations due to Controller
- December - BPC meeting to discuss tuition and fee recommendations
- January - Distribute base budget reallocations and travel justification forms to budget managers; forms must be approved by Vice Presidents and President
- January - DGB work session to review tuition and fee recommendations
- February - Present tuition recommendation to student forum
- February - Budget manager and supervisor meetings to review budget and travel justification forms
- February - Compensation committee recommendations presented to Vice Presidents and President
- February - BPC review preliminary budgets
- February - DGB compensation work session and approval of tuition and fees
- March - Budget managers confirm preliminary budget
- March - DGB provides direction on salary and benefits
- April - BPC and DGB review preliminary budget
- May - DGB final budget adoption
- 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 FY17, 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 - 3% increase

### Budget Manager Meetings

In February of each year, the Vice President of Business and Administrative Services, Dean of Finance, 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 budget requests that the budget manager may have. Budget requests are covered first through any reallocation of funds by the budget manager or division funds. If the budget request is not covered by reallocated funds, then the net difference is listed on an budget 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 FY14 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 10<sup>th</sup> 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 61% 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.

FY 17	
Administrator	\$ 1,300
Professional Technical & Faculty	700
IT Analyst	1,100
Classified Staff	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.

### 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 FY16, technology fee and on-line course fees were combined for a total of \$7 per credit hour for technology tuition. In FY17, technology tuition is still \$7 per credit hour but is included within tuition rate. Any necessary purchases needed are addressed during the budget process in February. 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.

### 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 \$418,000. To receive funds, a requestor completes a form and, similar to budget requests, 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. Since the implementation of the Financial Austerity Plan (FAP), the contingency has increased to \$2.6 million due to the reduction in cost from cuts from reduction in programs and services previously discussed in the *Challenges and Solution section*. The contingency 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	FY15 Actual	FY16 Budget	FY17 Budget	FY17 % Change
Tuition & Fees	\$ 7,633,533	\$ 7,699,190	\$ 8,176,740	6.20%
State Appropriations	2,202,700	2,194,400	2,174,400	-0.91%
Property Taxes	9,147,216	9,467,355	9,755,000	3.04%
Grants & Contracts	6,441,865	7,687,743	6,870,646	-10.63%
Sales & Services	23,070	20,900	22,140	5.93%
Investment Income	151,877	103,000	150,000	45.63%
Other Income	551,742	556,412	581,125	4.44%
<b>Total Revenues</b>	<b>\$ 26,152,002</b>	<b>\$27,729,000</b>	<b>\$27,730,051</b>	<b>0.00%</b>
<b>Other financing sources (uses)</b>				
Transfer In	\$ 443,458	\$ 617,513	\$ 666,588	7.95%
Transfer Out	(443,458)	(617,513)	(666,588)	7.95%
<b>Total other financing sources (uses)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0</b>
<b>Total Revenues and Transfers</b>	<b>\$ 26,152,002</b>	<b>\$27,729,000</b>	<b>\$27,730,051</b>	<b>0.00%</b>
<b>Expenditures by Program</b>				
Instruction	\$ 5,949,370	\$ 6,325,466	\$ 6,202,537	-1.94%
Public Service	128,041	65,295	-	-100.00%
Academic Support	2,845,426	2,918,219	2,866,878	-1.76%
Student Services	2,451,705	2,725,119	2,840,053	4.22%
Institutional Support	4,053,770	4,405,290	4,577,958	3.92%
Facilities Operation & Maintenance	3,315,430	1,894,899	1,755,219	-7.37%
Scholarships & Grants	4,240,287	5,362,793	5,406,793	0.82%
Auxiliary Enterprises	43,628	32,900	34,140	3.77%
Retirement of Indebtedness	2,021,951	2,064,840	2,109,120	2.14%
Contingency	-	2,770,342	2,566,298	-7.37%
<b>Total Expenditures</b>	<b>\$ 25,049,609</b>	<b>\$28,565,163</b>	<b>\$28,358,996</b>	<b>-0.72%</b>
<b>Expenditures by Object</b>				
Personnel Services	\$ 12,651,595	\$12,951,130	\$13,224,077	2.11%
Contractual Services	1,748,415	1,660,161	1,547,214	-6.80%
Supplies	1,073,361	1,443,852	1,412,946	-2.14%
Fixed Charges	780,463	788,340	890,016	12.90%
Utilities	539,699	579,294	603,928	4.25%
Travel	209,210	254,812	250,807	-1.57%
Improvements Other than Buildings	-	237,000	-	-100.00%
Capital Equipment	1,503,777	-	10,250	100.00%
Retirement of Indebtedness	1,690,000	1,785,000	1,885,000	5.60%
Scholarships	4,241,177	5,362,458	5,400,763	0.71%
Miscellaneous/Other	584,632	732,774	567,697	-22.53%
Contingency	-	2,770,342	2,566,298	-7.37%
<b>Total Expenditures</b>	<b>\$ 25,022,330</b>	<b>\$28,565,163</b>	<b>\$28,358,996</b>	<b>-0.72%</b>
<b>Excess of revenues and other sources over/(under) expenditures</b>	<b>\$ 1,129,673</b>	<b>\$ (836,163)</b>	<b>\$ (628,945)</b>	<b>-24.8%</b>

\*Excludes net investment in Plant Fund

# Annual Financial Plan

## All Funds

### FY17 Budget Summary - For Year Ended June 30th

	General Fund	Restricted Fund	Auxiliary Fund	Unexpended Plant Fund	Retirement of Indebtedness	Total All Funds
<b>Revenues</b>						
Tuition & Fees	\$ 8,170,740	\$ 6,000	\$ -	\$ -	\$ -	\$ 8,176,740
State Appropriations	1,756,400	418,000	-	-	-	2,174,400
Property Taxes	7,706,000	-	-	-	2,049,000	9,755,000
Grants & Contracts	193,000	6,677,646	-	-	-	6,870,646
Sales & Services	-	-	22,140	-	-	22,140
Investment Income	150,000	-	-	-	-	150,000
Other Income	521,125	-	-	-	60,000	581,125
<b>Total Revenues</b>	<b>\$ 18,497,265</b>	<b>\$ 7,101,646</b>	<b>\$ 22,140</b>	<b>\$ -</b>	<b>\$ 2,109,000</b>	<b>\$ 27,730,051</b>
<b>Other Financing Sources (uses)</b>						
Transfer In	\$ 131,375	\$ 10,413	\$ 12,000	\$ 512,800	\$ -	\$ 666,588
Transfer Out	(535,213)	-	-	(131,375)	-	(666,588)
<b>Total Other Financing Sources (uses)</b>	<b>\$ (403,838)</b>	<b>\$ 10,413</b>	<b>\$ 12,000</b>	<b>\$ 381,425</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Revenues and Transfers</b>	<b>\$ 18,093,427</b>	<b>\$ 7,112,059</b>	<b>\$ 34,140</b>	<b>\$ 381,425</b>	<b>\$ 2,109,000</b>	<b>\$ 27,730,051</b>
<b>Expenditures by Program</b>						
Instruction	\$ 4,963,840	\$ 1,238,697	\$ -	\$ -	\$ -	\$ 6,202,537
Academic Support	2,533,668	333,210	-	-	-	2,866,878
Student Services	2,473,694	366,359	-	-	-	2,840,053
Institutional Support	4,577,958	-	-	-	-	4,577,958
Facilities Operation & Maintenance	1,744,969	-	-	10,250	-	1,755,219
Scholarships & Grants	233,000	5,173,793	-	-	-	5,406,793
Auxiliary Enterprises	-	-	34,140	-	-	34,140
Retirement of Indebtedness	-	-	-	-	2,109,120	2,109,120
Contingency	2,566,298	-	-	-	-	2,566,298
<b>Total Expenditures</b>	<b>\$ 19,093,427</b>	<b>\$ 7,112,059</b>	<b>\$ 34,140</b>	<b>\$ 10,250</b>	<b>\$ 2,109,120</b>	<b>\$ 28,358,996</b>
<b>Expenditures by Object</b>						
Personnel Services	\$ 11,627,104	\$ 1,596,973	\$ -	\$ -	\$ -	\$ 13,224,077
Contractual Services	1,489,439	57,275	500	-	-	1,547,214
Supplies	1,243,770	137,536	31,640	-	-	1,412,946
Fixed Charges	887,841	2,175	-	-	-	890,016
Utilities	602,383	1,545	-	-	-	603,928
Travel	166,717	82,090	2,000	-	-	250,807
Capital Equipment	-	-	-	10,250	-	10,250
Retirement of Indebtedness	-	-	-	-	1,885,000	1,885,000
Scholarships	233,000	5,167,763	-	-	-	5,400,763
Miscellaneous/Other	276,875	66,702	-	-	224,120	567,697
Contingency	2,566,298	-	-	-	-	2,566,298
<b>Total Expenditures</b>	<b>\$ 19,093,427</b>	<b>\$ 7,112,059</b>	<b>\$ 34,140</b>	<b>\$ 10,250</b>	<b>\$ 2,109,120</b>	<b>\$ 28,358,996</b>
<b>Excess of Revenues and Other Sources Over/(Under) Expenditures</b>	<b>\$ (1,000,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 371,175</b>	<b>\$ (120)</b>	<b>\$ (628,945)</b>



# 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. For FY17, total compensation has increased due to two additional faculty and some additional support staff but also decrease in TAACCCT grant funded staff. FY17 salary budget change is only a one percent increase from FY16.

### Three-Year Comparative Analysis Faculty and Staff Statistics

Fiscal Year 2016/2017								
Program	Faculty	Part Time Faculty	Admin	Support Staff	Part Time Staff	Total Salary Per Program	Total Benefits	Total Compensation
Instructional	\$ 2,149,444	\$1,668,800	\$ -	\$ 55,484	\$347,665	\$ 4,221,393	\$ 967,867	\$ 5,189,260
Academic	-	-	517,176	983,688	144,948	1,645,812	555,316	2,201,128
Student Services	-	-	266,415	1,350,663	222,339	1,839,417	655,396	2,494,813
Institutional	-	-	694,926	1,195,825	6,350	1,897,101	701,706	2,598,807
Facilities	-	-	100,352	395,141	47,716	543,209	196,860	740,069
<b>Total Salary &amp; Benefits</b>	<b>\$ 2,149,444</b>	<b>\$1,668,800</b>	<b>\$1,578,869</b>	<b>\$ 3,980,801</b>	<b>\$769,018</b>	<b>\$10,146,932</b>	<b>\$ 3,077,145</b>	<b>\$ 13,224,077</b>
Unrestricted Funds	25.0	71.2	19.0	78.0	13.9	207.2		
Restricted Funds	10.0			11.0	8.2	29.2		
<b>Total FTE</b>	<b>35.0</b>	<b>71.2</b>	<b>19.0</b>	<b>89.0</b>	<b>22.1</b>	<b>236.3</b>		

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	1,812,538	649,443	2,461,981
Facilities	-	-	96,771	376,183	33,524	506,478	205,013	711,491
<b>Total Salary &amp; Benefits</b>	<b>\$ 1,994,347</b>	<b>\$1,904,238</b>	<b>\$1,422,003</b>	<b>\$ 3,950,279</b>	<b>\$795,040</b>	<b>\$10,065,907</b>	<b>\$ 2,885,224</b>	<b>\$ 12,951,130</b>
Unrestricted Funds	23.0	83.9	17.0	78.8	14.0	216.6		
Restricted Funds	10.0			10.8	11.1	31.9		
<b>Total FTE</b>	<b>33.0</b>	<b>83.9</b>	<b>17.0</b>	<b>89.5</b>	<b>25.1</b>	<b>248.5</b>		

Fiscal Year 2014/2015								
Program	Faculty	Part Time Faculty	Admin	Support Staff	Part Time Staff	Total Salary Per Program	Total Benefits	Total Compensation
Instructional	\$ 2,186,785	\$1,432,633	\$ -	\$ 64,314	\$325,497	\$ 4,009,229	\$ 941,119	\$ 4,950,349
Public Service	-	-	16,230	66,562	3,792	86,584	34,961	121,545
Academic	-	-	445,675	978,755	138,662	1,563,092	487,940	2,051,032
Student Services	-	-	248,073	1,102,597	214,767	1,565,437	515,515	2,080,952
Institutional	-	-	829,886	1,144,976	77,120	2,051,982	738,512	2,790,494
Facilities	-	-	93,139	341,104	35,115	469,358	187,866	657,224
<b>Total Salary &amp; Benefits</b>	<b>\$ 2,186,785</b>	<b>\$1,432,633</b>	<b>\$1,633,002</b>	<b>\$ 3,698,307</b>	<b>\$794,954</b>	<b>\$ 9,745,680</b>	<b>\$ 2,905,914</b>	<b>\$ 12,651,595</b>
Unrestricted Funds	33.0	(0.2)	15.7	73.3	12.2	134.0		
Restricted Funds	3.0	-	1.3	13.2	12.4	29.9		
<b>Total FTE</b>	<b>36.0</b>	<b>(0.2)</b>	<b>17.0</b>	<b>86.4</b>	<b>24.6</b>	<b>163.8</b>		

# 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.

### Three-Year Comparative Analysis

	<b>FY 15 Audit</b>	<b>FY 16 Budget</b>	<b>FY 17 Budget</b>
All Funds Revenues - Based on Budget	\$ 26,150,508	\$ 27,729,000	\$ 27,730,051
All Funds Sustainability Reserves (33%) - Based on Budget	\$ 8,629,668	\$ 9,150,570	\$ 9,150,917
General Fund Contingency - Based on Budget	1,000,000	1,000,000	1,000,000
Auxiliary Fund Reserve	49,534	49,534	49,534
Retirement of Indebtedness Fund Reserve - Restricted	265,827	234,464	234,344
Plant Fund - Preventative Maint. Reserves	3,240,039	3,402,139	3,757,159
Plant Fund - Copier replacement Reserve	41,500	55,500	72,500
Total Target Fund Balance/Reserves	\$ 13,226,568	\$ 13,892,207	\$ 14,264,454
Restricted and Unrestricted Net Position (Fund Balance/Reserves)	\$ 17,722,269	\$ 16,886,106	\$ 16,257,161
% of Fund Balance/Reserves compared to Target	134%	122%	114%

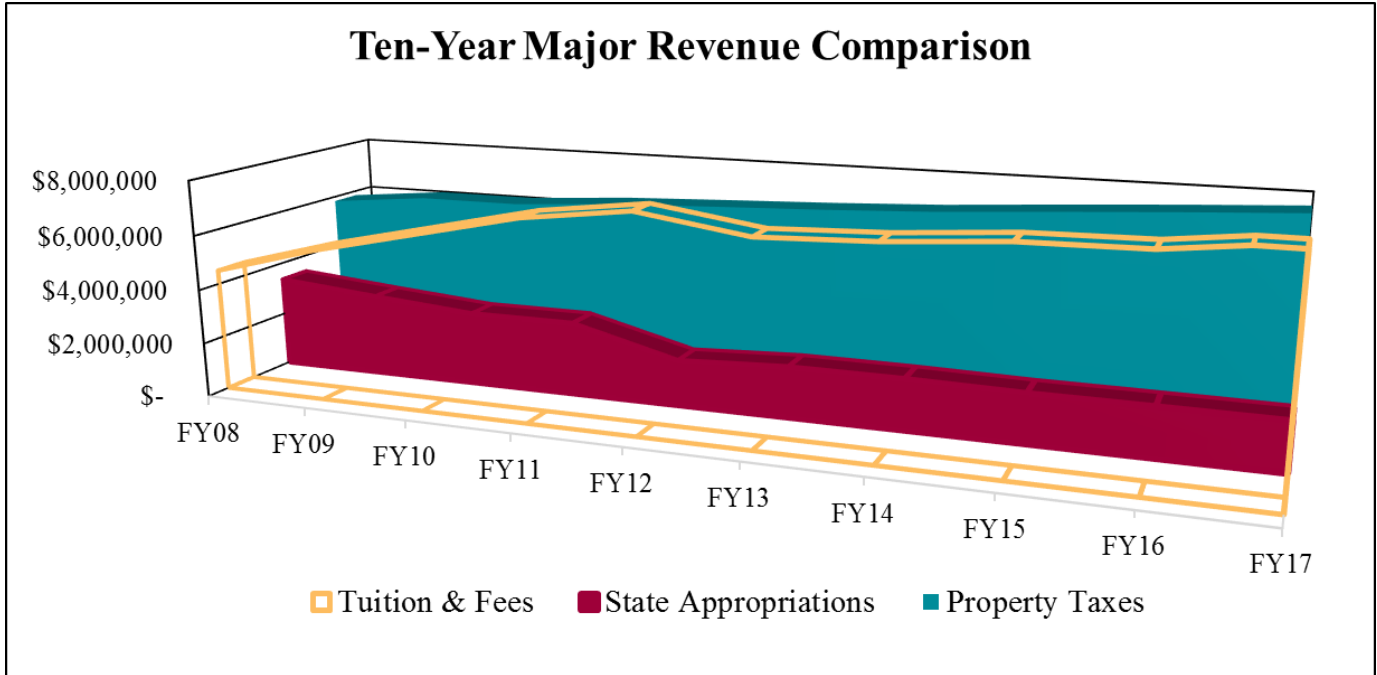


# Annual Financial Plan



## 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.



The chart below shows how CCC was forced to implement large tuition increases due to the decline in state appropriations from FY08 through FY11. CCC now has the highest tuition rate in the state. Since FY12, the College has been able to maintain lower tuition increases.

Historic Tuition Rates - Resident - Last 10 Fiscal Years							
Fiscal Year	Per Credit Hour (PT Student)	Tech Fee per Hour	Tuition & Tech Fee per Hour	Annual Tuition 30 cr. Hours	Change in \$	% increase	
FY08	\$ 62	\$ 3	\$ 65	\$ 1,690	\$ 226	15.4%	
FY09	70	5	75	1,970	280	16.6%	
FY10	70	5	75	2,250	280	14.2%	
FY11	80	5	85	2,550	300	13.3%	
FY12	83	5	88	2,640	90	3.5%	
FY13	85	5	90	2,700	60	2.3%	
FY14	87	5	92	2,760	60	2.2%	
FY15	89	5	94	2,820	60	2.2%	
FY16	92	7	99	2,970	150	5.3%	
FY17	102	-	102	3,060	90	3.0%	

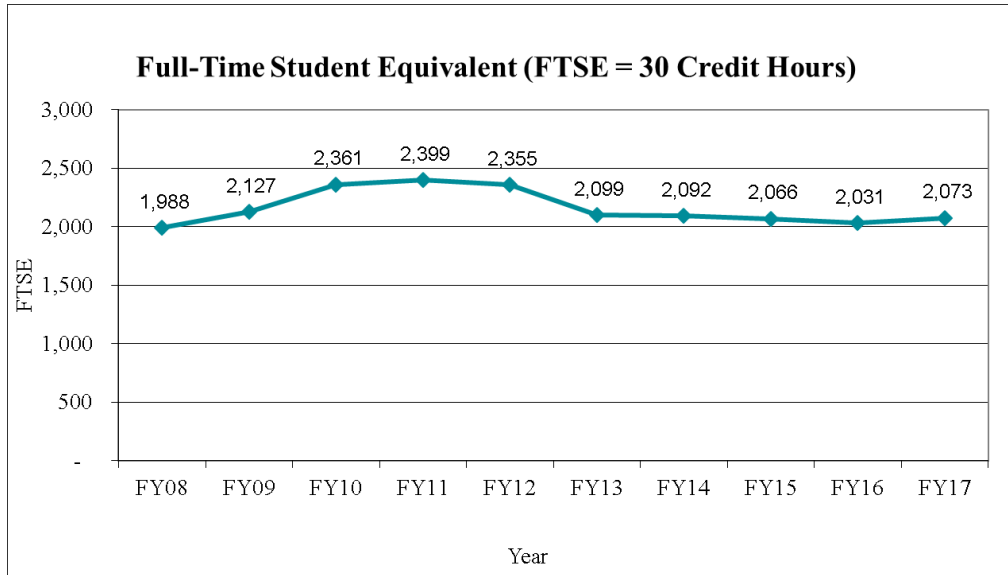
- \* Tuition Fee includes student ID, transcripts, student activities, and computer lab
- \* As of FY17, Tuition rate also includes technology fee

# Annual Financial Plan

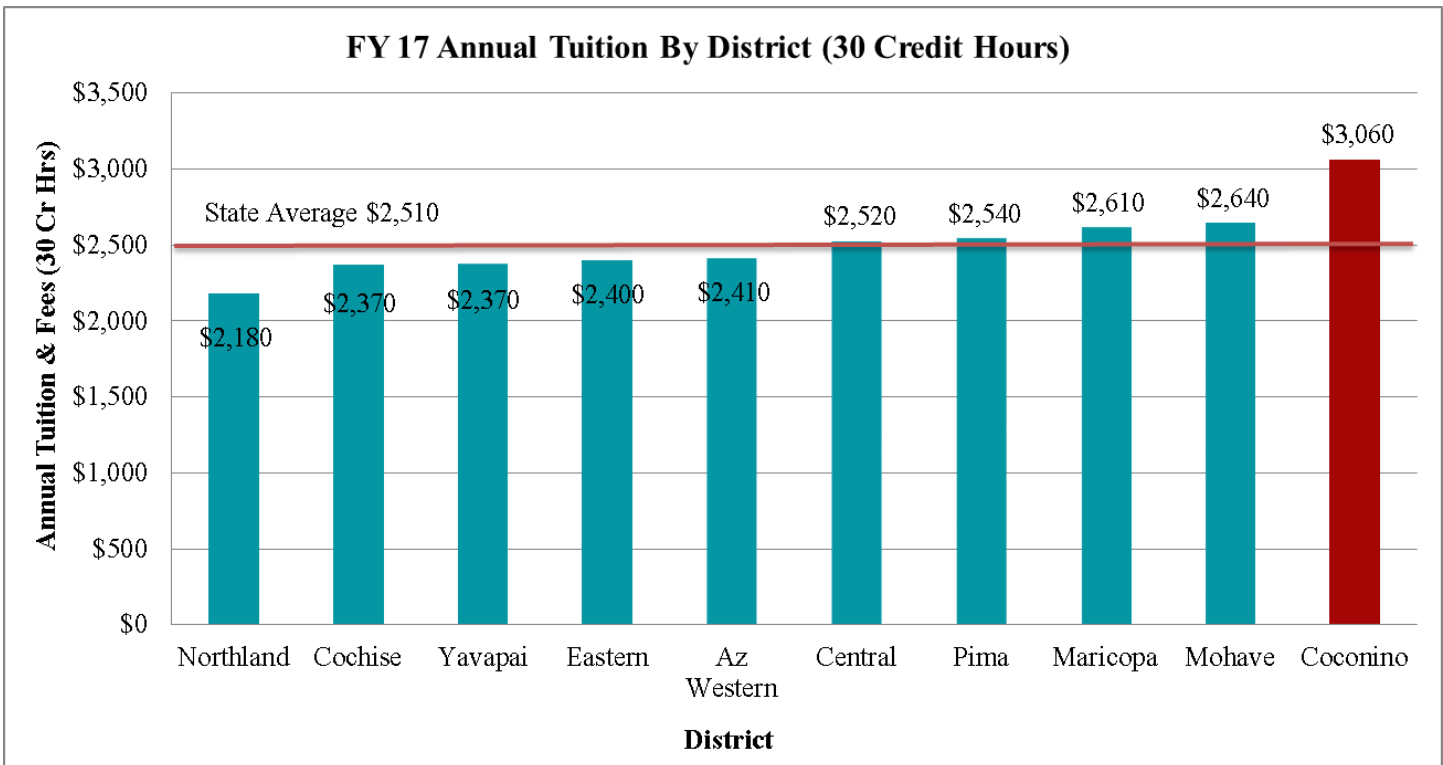


## General Fund - Tuition and Fee Revenue

Tuition and Fee revenue for FY17 is based upon enrollments of 2,073 FTSE. Enrollment flattened out after the recession and returned to normal levels.



Coconino Community College has one of the highest tuition rates in the state, as previously discussed, the is mainly due to the also having the lowest property tax levy in the state.



# Annual Financial Plan

## General Fund - Tuition and Fee Revenue

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	FY15 Actual	FY16 Budget	FY17 Budget
General Tuition (Resident Tuition)	\$ 4,628,711	\$ 4,616,845	\$ 4,872,000
Class Fee Revenue/ Differential Tuition Rates	386,226	384,480	350,000
Out-of-State Tuition	230,308	219,400	339,000
Out-of-County Reimbursement	166,126	174,000	200,000
Out-of-State Tuition (WUE)	776,045	769,500	851,000
Out-of-State Tuition (WUE2)	-	-	38,000
Dual Enrollment Tuition	402,013	418,300	383,000
Dual Enrollment Fee (Arts & Sciences)	43,775	48,900	37,500
Cocorino Association for Vocations, Industry and Technology (CAVIAT)	180,950	175,200	137,000
Online Course Fee Revenue (eliminated in 2015)	120,366	-	-
Technology Tuition Allocation (included in tuition rate)	309,065	416,500	473,000
Scholarship Tuition Allocation (deducted from Gen'l Tuition)	155,624	189,000	232,000
Prior Learning Assessment (PLA)	-	19,440	11,040
Non-credit classes (CPR, EMT, FSC)	14,522	51,725	32,000
Fees (Parking, Transcripts, Graduation, ID, Testing, etc.)	213,986	209,900	215,200
<b>Total Tuition and Fee</b>	<b>\$ 7,627,717</b>	<b>\$ 7,693,190</b>	<b>\$ 8,170,740</b>

In FY17, the District Governing Board approved a tuition increase of \$3.00: \$2.50 for standard tuition and a \$0.50 increase to scholarships. In FY17, technology fee was approved by the DGB to be included in the tuition rate, which helps cover the increasing cost of technology. 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 - \$102, Western Undergraduate Exchange (WUE) Program - \$153, and Out-of-State - \$357. The WUE program and Out-of-State tuitions are based on a multiplier of the standard rate. The **2016-2017 Tuition Schedule** below shows the level for each differential tuition rate.

Differential Tuition Schedule	In State Per Credit Hour	*WUE Per Credit Hour	Out-of-State Per Credit Hour
Standard	\$102	\$153	\$357
Specialty Higher Rates			
Differential Tuition Level 1 (+\$5)	\$107	\$158	\$362
Differential Tuition Level 2 (+\$10)	\$112	\$163	\$367
Differential Tuition Level 3 (+\$15)	\$117	\$168	\$372
Differential Tuition Level 4 (+\$20)	\$122	\$173	\$377
Differential Tuition Level 5* (+\$25)	\$127	\$382	\$382
Differential Tuition Level 6* (+\$30)	\$132	\$387	\$387
Differential Tuition Level 7* (+\$50)	\$152	\$407	\$407
Differential Tuition Level 8* (+\$80)	\$182	\$437	\$437
Differential Tuition Level 9* (+100)	\$202	\$457	\$457

\*Levels 5-9: Students in the WUE program are charged non-resident tuition for any course specified in levels 5 through 9, 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 FY17 has declined slightly from last year 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. This formula funding provides \$605 per FTSE (30 credit hours per year) while dual enrollment is only calculated at fifty percent or \$303 per FTSE. 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	FY15 Actual	FY16 Budget	FY17 Projected
FTSE Change:			
Total Audited FTSE third most recent fiscal year	2,355	2,099	2,092
Total Audited FTSE second most recent fiscal year	2,099	2,092	2,066
Increase/(decrease)	(256)	(7)	(27)
Non Dual Enrollment Audited FTSE third most recent fiscal year	2,213	1,967	1,938
Non Dual Enrollment Audited FTSE second most recent fiscal year	1,967	1,938	1,915
Increase/(decrease)	(246)	(29)	(23)
Average Appropriation Per FTSE (Non Dual Enrollment)	257	254	605
Non Dual Enrollment Growth	\$ (63,200)	\$ (7,400)	\$ (13,700)
Dual Enrollment Audited FTSE third most recent fiscal year	142	132	154
Dual Enrollment Audited FTSE second most recent fiscal year	132	154	150
Increase/(decrease)	(10)	22	(4)
Average Appropriation Per FTSE (Dual Enrollment @ 50%)	129	127	303
Dual Enrollment Growth	\$ (1,300)	\$ 2,800	\$ (1,100)
State Appropriation	\$ 1,775,900	\$ 1,771,200	\$ 1,756,400
State Aid Cuts	(100)	-	-
<b>Total M &amp; O State Appropriations</b>	<b>\$1,775,800</b>	<b>\$1,771,200</b>	<b>\$1,756,400</b>

# Annual Financial Plan

## General Fund - Property Taxes

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 Board 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	FY15 (Tax Year 2014) ADOPTED LEVY	FY16 (Tax Year 2015) ADOPTED LEVY	FY17 (Tax Year 2016) ADOPTED LEVY
1) Maximum levy - prior tax year	\$ 7,042,484	\$ 7,243,258	\$ 7,478,002
2) Maximum levy prior tax year multiplied by 102%	7,183,334	7,388,124	7,627,562
3) Assessed value for current tax year of all property subject to tax in the preceding year	1,500,140,519	1,519,027,681	1,553,773,227
4) Paragraph 3 divided by 100, then divide paragraph 2 by the resulting quotient; round to four decimal places	0.4788	0.4864	0.4909
5) Assessed value of all property for current year	1,512,794,164	1,537,418,218	1,569,812,808
6) Paragraph 5 divided by 100 and multiplied by rate in para 4 equals maximum allowable primary property tax levy	7,243,258	7,478,002	7,706,211
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	7,243,258	7,478,002	7,706,000
Total primary property tax revenue	\$ 7,243,260	\$ 7,478,000	\$ 7,706,000

# 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	FY15 ACTUAL	FY16 BUDGET	FY17 BUDGET
PELL ACA Revenue	\$ 6,125	\$ 10,600	\$ 7,500
Administrative Cost Recovered	-	184,060	71,000
Veterans Admins Cost Recovered	-	2,500	1,500
Foundation FMC Contribution	144,553	123,500	95,000
Non-credit contract training	20,813	18,000	18,000
<b>Total Private Gifts, Grants &amp; Contracts</b>	<b>\$ 171,491</b>	<b>\$ 338,660</b>	<b>\$ 193,000</b>

Investments	FY15 ACTUAL	FY16 BUDGET	FY17 BUDGET
Investments	\$ 151,877	\$ 103,000	\$ 150,000
<b>Total Investments</b>	<b>\$ 151,877</b>	<b>\$ 103,000</b>	<b>\$ 150,000</b>

Other Income	FY15 ACTUAL	FY16 BUDGET	FY17 BUDGET
Bookstore (Commissions)	\$ 111,009	\$ 107,000	\$ 98,000
Salt River Project/Other In-Lieu of Tax	157,588	157,000	157,000
Govt. Prop. Lease Excise Tax (in lieu), Parks on Fed Lands, ADOT, Game & Fish	26,703	25,000	25,000
Surplus Property	6,027	500	500
Parking Tickets	19,792	30,000	20,000
Facility Usage (Misc. temporary)	3,379	1,000	1,000
Fourth Street (Formerly Tony's Cut & Shave	6,611	-	-
Flagstaff Library (Lease)	84,461	95,090	93,800
CAVIAT	1,009	48,000	48,600
Cell Phone Tower	33,064	30,000	33,000
Cafeteria (Commissions)	3,590	5,000	3,525
Misc (Trust & PLA books)	43,945	13,700	40,700
<b>Total Other Income</b>	<b>\$ 497,177</b>	<b>\$ 512,290</b>	<b>\$ 521,125</b>

Transfers	FY15 ACTUAL	FY16 BUDGET	FY17 BUDGET
Transfers In	\$ 23,675	\$ 91,000	\$ 131,375
Transfers Out	(419,783)	(526,513)	(535,213)
<b>Net Transfers</b>	<b>\$ (396,108)</b>	<b>\$ (435,513)</b>	<b>\$ (403,838)</b>

# **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

The chart below shows relationship between revenues and program expenses, in regards to FTSE. The full cost to educate one full-time student per year is \$7,973, but students pay only 46% of that amount or \$3,694 per year. The College is able to offer this more affordable tuition because the community pays 44% of the cost or \$3,484 and the State contributes 10% or \$794 per full time student. Taxpayer investment in Coconino Community College is good for the local economy and local business by creating affordable educational opportunities for jobs that stay in Coconino County. The college is open access and provides these educational opportunities for students who might not otherwise be able afford the university.

FTSE	2,066	2,085	2,073
Revenues	FY15 Actual	FY16 Budget	FY17 Budget
Tuition and Fees	\$ 3,254	\$ 3,487	\$ 3,694
State Appropriations	758	750	794
Property Taxes	3,082	3,289	3,484
<b>Total Revenue</b>	<b>\$ 7,095</b>	<b>\$ 7,525</b>	<b>\$ 7,973</b>
Expenditure by Program			
Instruction	\$ 2,216	\$ 2,377	\$ 2,395
Public Service	25	31	-
Academic Support	1,093	1,125	1,222
Student Services	899	993	1,193
Institutional Support	1,962	2,113	2,208
Facilities Operation & Maintenance	829	795	842
Scholarships & Grants	70	91	112
<b>Total Expenses</b>	<b>\$ 7,095</b>	<b>\$ 7,525</b>	<b>\$ 7,973</b>



# Annual Financial Plan



## General Fund - Non-Capital Equipment

### FY17 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 \$131,375. 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.

Planned Maintenance	Fourth St General Fund	Lone Tree General Fund	Page General Fund	Total
Painting	\$ -	\$ -	\$ 20,000	\$ 20,000
Doors/Windows	5,125	41,000	-	\$ 46,125
Furniture Replacement	2,050	7,175	1,025	\$ 10,250
Misc./Contingency	25,000	30,000	-	\$ 55,000
Total	\$ 32,175	\$ 78,175	\$ 21,025	\$ 131,375

### Institutional Technology and Other Equipment

The College also budgets \$150,000 for institutional equipment replacement for FY17. 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 also budgets \$418,000 for equipment that is used for STEM purchases only.

# Annual Financial Plan

## General Fund

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

Revenues	FY15 Actual	FY16 Budget	FY17 Budget
Tuition and Fees	\$ 7,627,716	\$ 7,693,190	\$ 8,170,740
State Appropriations	1,775,800	1,771,200	1,756,400
Property Taxes	7,224,652	7,478,000	7,706,000
Grants & Contracts	172,985	338,660	193,000
Investment Income	151,877	103,000	150,000
Other Income	497,177	512,290	521,125
<b>Total Revenues</b>	<b>\$ 17,450,207</b>	<b>\$ 17,896,340</b>	<b>\$ 18,497,265</b>
<b>Other financing sources (uses)</b>			
Transfer In	\$ 23,675	\$ 91,000	\$ 131,375
Transfer Out	(419,783)	(526,513)	(535,213)
<b>Total other financing sources (uses)</b>	<b>\$ (396,108)</b>	<b>\$ (435,513)</b>	<b>\$ (403,838)</b>
<b>Total Revenues and Transfers</b>	<b>\$ 17,054,099</b>	<b>\$ 17,460,827</b>	<b>\$ 18,093,427</b>
<b>Expenditures by Program</b>			
Instruction	\$ 4,579,087	\$ 4,956,971	\$ 4,963,840
Public Service	52,222	65,295	-
Academic Support	2,257,624	2,345,477	2,533,668
Student Services	1,857,434	2,070,553	2,473,694
Institutional Support	4,053,770	4,405,290	4,577,958
Facilities Operation & Maintenance	1,711,822	1,657,899	1,744,969
Scholarships & Grants	145,558	189,000	233,000
Contingency	-	2,770,342	2,566,298
<b>Total Expenditures</b>	<b>\$ 14,657,517</b>	<b>\$ 18,460,827</b>	<b>\$ 19,093,427</b>
<b>Expenditures by Object</b>			
Personnel Services	\$ 10,679,631	\$ 11,041,232	\$ 11,627,104
Contractual Services	1,545,910	1,467,306	1,489,439
Supplies	750,922	1,193,950	1,243,770
Fixed Charges	770,633	786,215	887,841
Utilities	538,751	577,255	602,383
Travel	121,988	158,652	166,717
Scholarships	145,558	189,000	233,000
Miscellaneous/ Other	104,124	276,875	276,875
Contingency	-	2,770,342	2,566,298
<b>Total Expenditures</b>	<b>\$ 14,657,517</b>	<b>\$ 18,460,827</b>	<b>\$ 19,093,427</b>
<b>Excess of Revenues and Other Sources Over/(Under) Expenditures</b>	<b>\$ 2,396,582</b>	<b>\$ (1,000,000)</b>	<b>\$ (1,000,000)</b>



# Annual Financial Plan

## General Fund

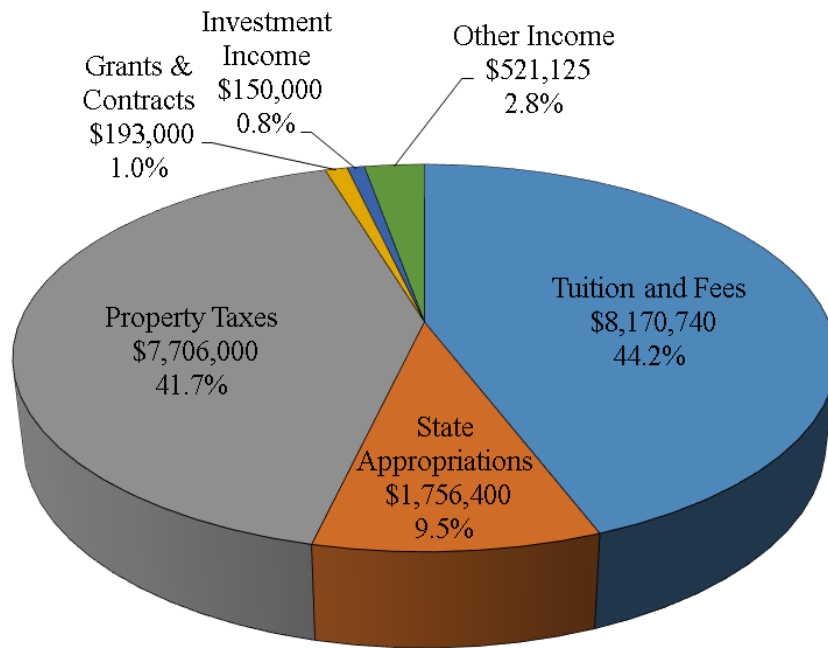
### Three-Year Comparative Analysis - For Years Ended June 30th

FY16 to FY17 Change		FY16 to FY17 Changes Detail
\$ 477,550	6.2%	Tuition increase + increased out of state
(14,800)	-0.8%	Per state formula
228,000	3.0%	2% plus new construction
(145,660)	-43.0%	TAACCCT grant = reduced indirects
47,000	45.6%	Based on prior actuals
8,835	1.7%	CPI increase
<b>\$ 600,925</b>	<b>3.4%</b>	
\$ 40,375	44.4%	Planned maintenance
(8,700)	1.7%	CPI increase
<b>\$ 31,675</b>	<b>-7.3%</b>	
<b>\$ 632,600</b>	<b>3.6%</b>	
\$ 6,869	0.1%	
(65,295)	-100.0%	Funds transferred to Student Services
188,191	8.0%	Added credential analyst, Starfish from TAACCCT grant
403,141	19.5%	Added 3 advisors, peer advisors from TAACCCT grant
172,668	3.9%	Added IT storage & bandwidth
87,070	5.3%	Security enhancements
44,000	23.3%	Increase scholarship by \$0.50 per credit hour
(204,044)	-7.4%	
<b>\$ 632,600</b>	<b>3.4%</b>	
\$ 585,872	5.3%	TAACCCT, Faculty, Security positions
22,133	1.5%	Marketing web search
49,820	4.2%	Planned maintenance
101,626	12.9%	TAACCCT grant sponsored agreements moved to General Fund, ex., Starfish
25,128	4.4%	Increased bandwidth & utilities
8,065	5.1%	Continued 4 TAACCCT grant positions
44,000	23.3%	Increase scholarship by \$0.50 per credit hour
-	0.0%	
(204,044)	-7.4%	
<b>\$ 632,600</b>	<b>3.4%</b>	

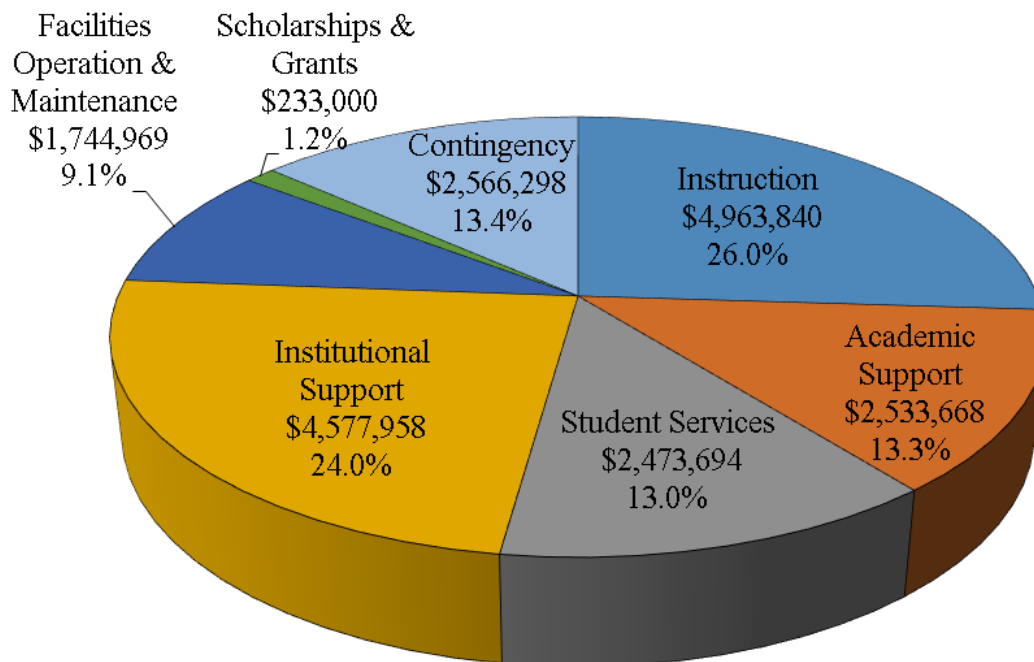
# Annual Financial Plan



## General Fund - FY17 Revenues



## General Fund - FY17 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 (\$418,000)**

STEM provide the College with funds for partnerships, faculty, technology equipment, student services, facilities, and property. In FY16 statutory language classified STEM funding as restricted funds.

### **Workforce Development (Prop 301) - State (\$443,716)**

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 (\$240,700) and State (\$127,659)**

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 Grant - Federal (\$257,391)**

The Carl Perkins 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 September 2016 - Federal (\$50,299)**

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 (\$224,084)**

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.



# Annual Financial Plan

## Restricted Funds

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

Revenues	FY15 Actual	FY16 Budget	FY17 Budget
Tuition and Fees	\$ 5,817	\$ 6,000	\$ 6,000
State Appropriation STEM	426,900	423,200	418,000
Federal Grants and Contracts	5,194,197	6,735,493	6,099,878
State Grants and Contracts	1,074,683	594,490	577,768
<b>Total Revenues</b>	<b>\$6,701,597</b>	<b>\$7,759,183</b>	<b>\$7,101,646</b>
<b>Other Financing Sources (uses)</b>			
Transfer In	\$ 44,983	\$ 10,413	\$ 10,413
Transfer Out	(23,675)	-	-
<b>Total Other Financing Sources (uses)</b>	<b>\$ 21,308</b>	<b>\$ 10,413</b>	<b>\$ 10,413</b>
<b>Total Revenues and Transfers</b>	<b>\$6,722,905</b>	<b>\$7,769,596</b>	<b>\$7,112,059</b>
<b>Expenditures by Program</b>			
Instruction	\$1,370,283	\$1,368,495	\$1,238,697
Public Service	75,819	-	-
Academic Support	587,802	572,742	333,210
Student Services	594,271	654,566	366,359
Scholarships & Grants	4,094,729	5,173,793	5,173,793
<b>Total Expenditures</b>	<b>\$6,722,905</b>	<b>\$7,769,596</b>	<b>\$7,112,059</b>
<b>Expenditures by Object</b>			
Personnel Services	\$1,971,680	\$1,909,898	\$1,596,973
Contractual Services	202,205	192,355	57,275
Supplies	180,908	219,502	137,536
Fixed Charges	9,830	2,125	2,175
Utilities	944	2,039	1,545
Travel	85,109	94,160	82,090
Capital Equipment	33,666	-	-
Scholarships	4,090,003	5,173,458	5,167,763
Miscellaneous/Other	148,558	176,059	66,702
<b>Total Expenditures</b>	<b>\$6,722,905</b>	<b>\$7,769,596</b>	<b>\$7,112,059</b>
<b>Excess of Revenues and Other Sources Over/(Under) Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Annual Financial Plan

## Restricted Funds

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

FY16 to FY17 Change		FY16 to FY17 Changes Detail
\$ -	0.0%	
(5,200)	-1.2%	Per state formula
(635,615)	-9.4%	TAACCCT
(16,722)	-2.8%	Decreased ADE state funding
<b>\$ (657,537)</b>	<b>-8.5%</b>	
\$ -	0.0%	
-	0.0%	
<b>\$ -</b>	<b>0.0%</b>	
<b>\$ (657,537)</b>	<b>-8.5%</b>	
\$ (129,798)	-9.5%	TAACCCT grant combination of travel and indirect cost
-	0.0%	
(239,532)	-41.8%	TAACCCT credential analyst, software moved to general fund
(288,207)	-44.0%	TAACCCT advisor, peer advisors moved to general fund
-	0.0%	
<b>\$ (657,537)</b>	<b>-8.5%</b>	
\$ (312,925)	-16.4%	TAACCCT advisor, peer advisors, credential analyst, moved to general fund
(135,080)	-70.2%	TAACCCT budgeted until September only, Magnolia Consulting
(81,966)	-37.3%	TAACCCT budgeted until September only
50	2.4%	
(494)	-24.2%	TAACCCT budgeted until September only
(12,070)	-12.8%	TAACCCT budgeted until September only, reduction in staff
-	0.0%	
(5,695)	-0.1%	
(109,357)	-62.1%	TAACCCT budgeted until September only
<b>\$ (657,537)</b>	<b>-8.5%</b>	





# 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. Below is a list of clubs that are funded through Auxiliary funds:

- Anime Club
- Associated Student Body
- Clay Club
- Games Club
- Kaleidoscope Alliance
- Latter Day Saints Student Association
- Native American Student Association (Changed From Indigenous Student Association)
- Philosophy Club
- Phi Theta Kappa
- Science Club
- Sirius Stars Gazers
- Vintage Christian Fellowship
- Veterans Student Association
- 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.



# Annual Financial Plan

## Auxiliary Funds

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

Revenues	FY15 Actual	FY16 Budget	FY17 Budget	FY16 to FY17 Change	
Sales & Services	\$23,070	\$20,900	\$22,140	\$ 1,240	5.9%
<b>Total Revenues</b>	<b>\$23,070</b>	<b>\$20,900</b>	<b>\$22,140</b>	<b>\$ 1,240</b>	<b>5.9%</b>
<b>Other Financing Sources (uses)</b>					
Transfer In	\$12,000	\$12,000	\$12,000	\$ -	0.0%
<b>Total Other Financing Sources (uses)</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Total Revenues and Transfers</b>	<b>\$35,070</b>	<b>\$32,900</b>	<b>\$34,140</b>	<b>\$ 1,240</b>	<b>3.8%</b>
<b>Expenditures by Program</b>					
Auxiliary Enterprises	\$43,628	\$32,900	\$34,140	\$ 1,240	3.8%
<b>Total Expenditures</b>	<b>\$43,628</b>	<b>\$32,900</b>	<b>\$34,140</b>	<b>\$ 1,240</b>	<b>3.8%</b>
<b>Expenditures by Object</b>					
Personnel Services	\$ 284	\$ -	\$ -	\$ -	0.0%
Contractual Services	300	500	500	-	0.0%
Supplies	35,313	30,400	31,640	1,240	4.1%
Utilities	3	-	-	-	0.0%
Travel	2,112	2,000	2,000	-	0.0%
Scholarships	5,616	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$43,628</b>	<b>\$32,900</b>	<b>\$34,140</b>	<b>\$ 1,240</b>	<b>3.8%</b>
<b>Excess of Revenues and Other Sources Over/(Under) Expenditures</b>	<b>\$ (8,559)</b>	<b>\$ -</b>	<b>\$ -</b>		

# 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 \$10,250 in preventative maintenance and is explained below.

### **FY17 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 FY17, prioritized projects included \$10,250 for fire panel in Page. Operating impacts to the General Fund are estimated to be increased savings in utility costs due to greater efficiencies of the systems. Other planned maintenance cost of \$131,375 was budgeted in the General Fund.

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

Planned Maintenance	Page Plant Fund	Total
Fire Panel	\$ 10,250	\$ 10,250
Total	\$ 10,250	\$ 10,250



# Annual Financial Plan

## Unexpended Plant Fund

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

	FY15 Actual	FY16 Budget	FY17 Budget	FY16 to FY17 Change	
<b>Revenues</b>					
Grants & Contracts	\$ -	\$ 19,100	\$ -	\$ (19,100)	-100.0%
Other Income	5,960	-	-	-	0.0%
<b>Total Revenues</b>	<b>\$ 5,960</b>	<b>\$ 19,100</b>	<b>\$ -</b>	<b>\$ (19,100)</b>	<b>0%</b>
<b>Other Financing Sources (uses)</b>					
Transfer In	\$ 362,800	\$ 504,100	\$ 512,800	\$ 8,700	1.7%
Transfer Out	-	(91,000)	(131,375)	(40,375)	44.4%
<b>Total Other Financing Sources (uses)</b>	<b>\$ 362,800</b>	<b>\$ 413,100</b>	<b>\$ 381,425</b>	<b>\$ (31,675)</b>	<b>-7.7%</b>
<b>Total Revenues and Transfers</b>	<b>\$ 368,760</b>	<b>\$ 432,200</b>	<b>\$ 381,425</b>	<b>\$ (50,775)</b>	<b>-11.7%</b>
<b>Expenditures by Program</b>					
Facilities Operation & Maintenance	\$ 1,603,608	\$ 237,000	\$ 10,250	\$ (226,750)	-95.7%
<b>Total Expenditures</b>	<b>\$ 1,603,608</b>	<b>\$ 237,000</b>	<b>\$ 10,250</b>	<b>\$ (226,750)</b>	<b>-95.7%</b>
<b>Expenditures by Object</b>					
Supplies	\$ 106,218	\$ -	\$ -	\$ -	0.0%
Buildings	27,279	-	-	-	0.0%
Improvements Other than Buildings	-	237,000	-	(237,000)	-100.0%
Capital Equipment	1,470,111	-	10,250	10,250	100.0%
<b>Total Expenditures</b>	<b>\$ 1,603,608</b>	<b>\$ 237,000</b>	<b>\$ 10,250</b>	<b>\$ (226,750)</b>	<b>-95.7%</b>
<b>Excess of Revenues and Other Sources Over/(Under) Expenditures</b>	<b>\$ (1,234,848)</b>	<b>\$ 195,200</b>	<b>\$ 371,175</b>		

# 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		Less: Cash Balance	Total Debt	Secondary	Salt River Project	Secondary Net	Derived Tax Rate	Outstanding
	Principal	Interest (a)	Amortization	Service Requirement	Assessed Valuation	Assessed Valuation	Assessed Valuation (b)	per \$100 NAV	Principal
2009	\$ 235,000	\$ 154,890	\$ -	\$ 2,018,014	2,057,478,154	\$ -	2,057,478,154	\$ 0.0981	16,900,000
2010	1,365,000	570,150	0	1,935,150	2,155,851,009	-	2,155,851,009	0.0898	15,535,000
2011	1,420,000	542,850	0	1,962,850	2,083,915,983	-	2,083,915,983	0.0942	14,115,000
2012	1,485,000	510,900	0	1,995,900	1,840,142,610	-	1,840,142,610	0.1085	12,630,000
2013	1,545,000	430,536	90,000	1,885,536	1,759,610,595	33,348,156	1,792,958,751	0.1052	11,085,000
2014	1,620,000	395,708	62,500	1,953,208	1,533,065,282	38,515,366	1,571,580,648	0.1243	9,465,000
2015	1,690,000	355,539	57,000	1,988,539	1,534,483,938	33,219,417	1,567,703,355	0.1268	7,775,000
2016	1,785,000	279,840	31,363	2,033,477	1,602,339,912	35,641,501	1,637,981,413	0.1241	5,990,000
<b>2017</b>	<b>1,885,000</b>	<b>224,120</b>	<b>8,000</b>	<b>2,101,120</b>	<b>1,569,812,808</b>	<b>40,541,076</b>	<b>1,610,353,884</b>	<b>0.1305</b>	<b>4,105,000</b>
2018	1,985,000	168,579	31,363	2,122,216	1,585,510,936	40,946,487	1,626,457,423	0.1305	2,120,000
2019	2,120,000	89,236	31,363	2,177,873	1,601,366,045	41,355,952	1,642,721,997	0.1326	-
<b>Totals</b>	<b>\$ 17,135,000</b>	<b>\$ 3,722,348</b>	<b>\$ 311,589</b>	<b>\$ 22,173,883</b>				<b>\$ 0.0632 Avg.</b>	

The principal \$1,885,000 is shown in the Expenditure by Object section under the *Retirement of Indebtedness* in the Three-Year Comparative Analysis chart. This is the principal amount the college is responsible to expense in FY17. The \$224,120, under *Miscellaneous* in the Expenditures of Object section is the interest expected to expense this year. The Debt repayment used to be calculated on Secondary Assessed Valuation but is now on the Primary, which you can locate on the 2016 Levy Limit worksheet line C.4.

# Annual Financial Plan



## Retirement of Indebtedness Fund

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

Revenues	FY15 Actual	FY16 Budget	FY17 Budget	FY16 to FY17 Change	
Property Taxes	\$ 1,922,564	\$ 1,989,355	\$ 2,049,000	\$ 59,645	3.0%
Other Revenue	48,605	44,122	60,000	15,878	36.0%
<b>Total Revenues</b>	<b>\$ 1,971,169</b>	<b>\$ 2,033,477</b>	<b>\$ 2,109,000</b>	<b>\$ 75,523</b>	<b>3.7%</b>
<b>Expenditures by Program</b>					
Retirement of Indebtedness	\$ 2,021,951	\$ 2,064,840	\$ 2,109,120	\$ 44,280	2.1%
<b>Total Expenditures</b>	<b>\$ 2,021,951</b>	<b>\$ 2,064,840</b>	<b>\$ 2,109,120</b>	<b>\$ 44,280</b>	<b>2.1%</b>
<b>Expenditures by Object</b>					
Retirement of Indebtedness	\$ 1,690,000	\$ 1,785,000	\$ 1,885,000	\$ 100,000	5.6%
Miscellaneous	331,951	279,840	224,120	(55,720)	-19.9%
<b>Total Expenditures</b>	<b>\$ 2,021,951</b>	<b>\$ 2,064,840</b>	<b>\$ 2,109,120</b>	<b>\$ 44,280</b>	<b>2.1%</b>
<b>Excess of Revenues and Other Sources Over/(Under) Expenditures</b>	<b>\$ (50,782)</b>	<b>\$ (31,363)</b>	<b>\$ (120)</b>		

# Annual Financial Plan



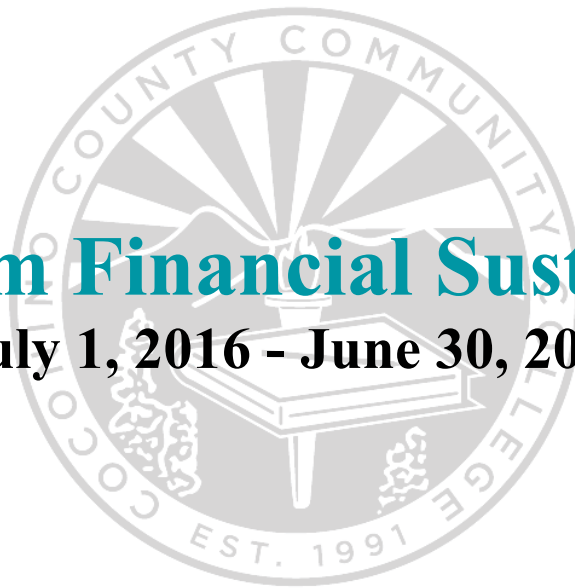
This page intentionally left blank.





# Long-term Financial Sustainability

July 1, 2016 - June 30, 2017



## 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 FY27 as follows:

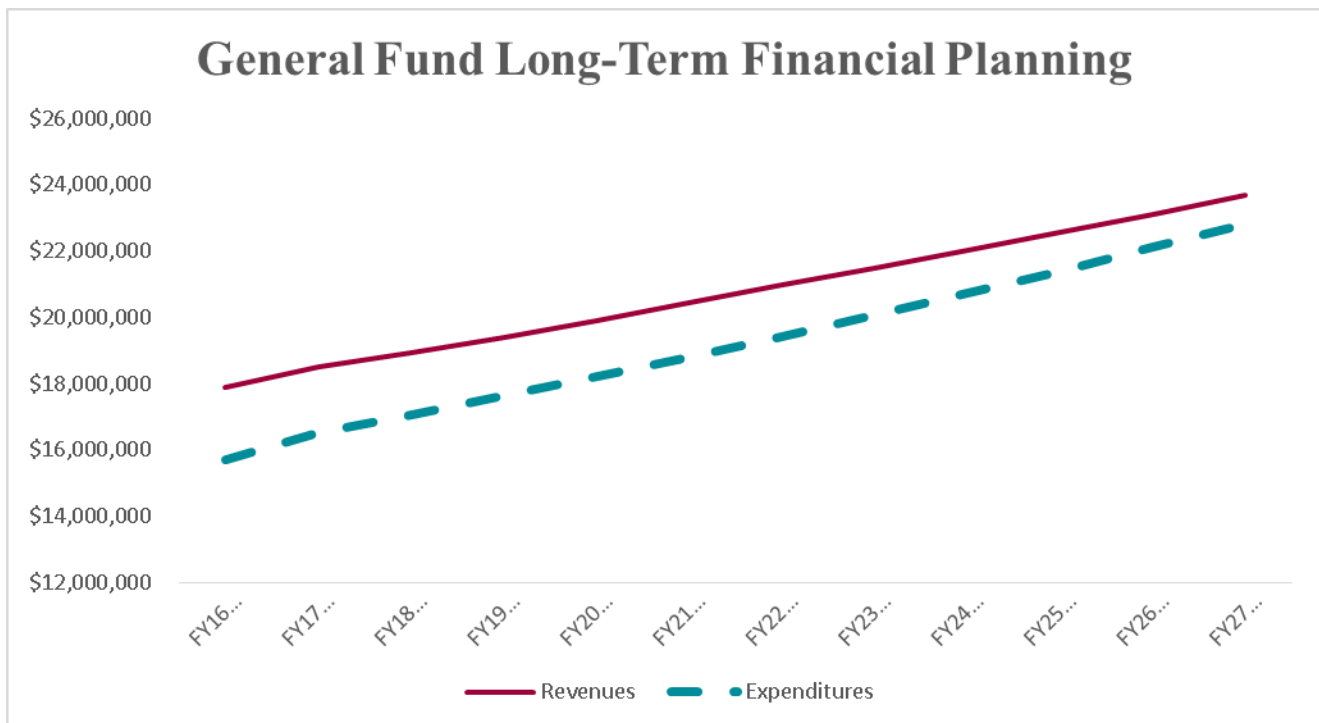
### Revenues - Average growth of 2.7%:

- **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. 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	FY15 <u>Actual</u>	FY16 <u>Budget</u>	FY17 <u>Budget</u>	% Chg <u>FY16-17</u>	FY18 <u>Projected</u>	FY19 <u>Projected</u>
Tuition & Fees	\$ 7,627,716	\$ 7,693,190	\$ 8,170,740	6.2%	\$ 8,339,600	\$ 8,524,700
State Appropriations	1,775,800	1,771,200	1,756,400	-0.8%	1,751,500	1,768,400
Property Taxes	7,224,652	7,478,000	7,706,000	3.0%	7,954,000	8,215,300
Gifts/Grants/Contracts	172,985	338,660	193,000	-43.0%	189,400	189,700
Investment Income	151,877	103,000	150,000	45.6%	151,500	153,300
Other Income	497,177	512,290	521,125	1.7%	528,700	536,500
<b>Sub-Total Revenues Gen'l Fund:</b>	<b>\$ 17,450,207</b>	<b>\$ 17,896,340</b>	<b>\$ 18,497,265</b>	<b>3.4%</b>	<b>\$ 18,914,700</b>	<b>\$ 19,387,900</b>
Net Transfers Out to Other Funds	\$ (396,108)	\$ (435,513)	\$ (403,838)	-7.3%	\$ (547,300)	\$ (562,100)
<b>Total Revenues Gen'l Fund:</b>	<b>\$ 17,054,099</b>	<b>\$ 17,460,827</b>	<b>\$ 18,093,427</b>	<b>3.6%</b>	<b>\$ 18,367,400</b>	<b>\$ 18,825,800</b>
Expenditures by Object	FY15 <u>Actual</u>	FY16 <u>Budget</u>	FY17 <u>Budget</u>	% Chg <u>FY16-17</u>	FY18 <u>Projected</u>	FY19 <u>Projected</u>
Salaries	\$ 8,236,483	\$ 8,595,860	\$ 8,930,558	3.9%	\$ 9,243,100	\$ 9,566,600
Benefits	2,443,148	2,445,372	2,696,546	10.3%	2,790,800	2,889,800
<b>Operations:</b>						
Contracted Services	1,545,910	1,467,306	1,489,439	1.5%	1,534,100	1,580,100
Supplies	750,922	1,193,950	1,243,770	4.2%	1,281,100	1,319,500
Fixed Charges	770,633	786,215	887,841	12.9%	910,000	932,800
Utilities & Communications	538,751	577,255	602,383	4.4%	617,400	632,900
Travel	121,988	158,652	166,717	5.1%	170,900	175,200
Misc/Scholarships/Other	249,682	465,875	509,875	9.4%	517,800	525,900
<b>Sub-Total Expenditures Gen'l Fund:</b>	<b>\$ 14,657,517</b>	<b>\$ 15,690,485</b>	<b>\$ 16,527,129</b>	<b>5.3%</b>	<b>\$ 17,065,200</b>	<b>\$ 17,622,800</b>
Contingency	-	2,770,342	2,566,298		2,302,200	2,203,000
<b>Total Gen'l Fund Expenditures:</b>	<b>\$ 14,657,517</b>	<b>\$ 18,460,827</b>	<b>\$ 19,093,427</b>	<b>3.4%</b>	<b>\$ 19,367,400</b>	<b>\$ 19,825,800</b>
<b>Transferred (from)/to Fund Balance</b>	<b>\$ 2,396,582</b>	<b>\$ (1,000,000)</b>	<b>\$ (1,000,000)</b>		<b>\$ (1,000,000)</b>	<b>\$ (1,000,000)</b>

# Long-term Financial Sustainability



## Multi-Year Forecast - General Fund Revenue Assumptions for FY17 to FY19

Revenue Source	FY17	FY18	FY19
FTSE	2,073	2,094	2,115
<b>Tuition &amp; Fees</b>	\$2.50 tuition increase and .50 scholarship	\$2 tuition increase	\$2 tuition increase
<b>Enrollment</b>	1% increase in enrollment, reduction of 6 FTSE for austerity plan, reduction in 35 FTSE for Caviat & Dual Enrollment	1% increase in enrollment	1% increase in enrollment
<b>State Appropriations</b>	Decrease of \$15,100 due to formula	Reduction \$13,000 due to formula	Increase \$20,500 due to formula
<b>Property Taxes</b>	2% allowed levy increase, 1.1% growth	2% allowed levy increase, 1.2% growth	2% allowed levy increase, 1.3% growth
<b>Gifts, Grants &amp; Contracts</b>	Indirect cost recovery from grants	Indirect cost recovery from grants	Indirect cost recovery from grants
<b>Investment Income</b>	Increase based upon current earnings	Increase based upon current earnings	Increase based upon current earnings
<b>Rental and Other Income</b>	1.2% inflation increase on rentals	2.5 % inflation increase on rentals	2.5 % inflation increase on rentals
<b>Carry Forward</b>	No change	No change	No change
<b>Net Transfers to Other Funds</b>	Increase based upon planned maintenance funding schedule	Increase based upon planned maintenance funding schedule	Increase based upon planned maintenance funding schedule

# Long-term Financial Sustainability



## Multi-Year Forecast - General Fund Expense Assumptions for FY17 to FY19

Expenditures by Object FTSE	FY17 2,073	FY18 2,094	FY19 2,115
<b>Staff Compensation</b>	2% CPI + 1% merit	2% CPI + 1% merit	2% CPI + 1% merit
<b>FT Faculty Compensation</b>	FT Faculty 2% step +1% added to schedule	FT Faculty 2% step	FT Faculty 2% step +1% added to schedule
<b>PT Faculty Compensation</b>	PT Faculty 3%	PT Faculty 3%	PT Faculty 3%
<b>FT Fac &amp; Staff Market Study</b>	no change	1% market (biannually)	no change
<b>PT Faculty FTE Change</b>	1.0% decrease to PT faculty based upon enrollment/class size	.5% Adjustment to PT faculty based upon enrollment	.5% Adjustment to PT faculty based upon enrollment
<b>FT Faculty FTE Change</b>	Reduction of .25 FT Faculty Financial Austerity Plan	No change	No change
<b>Staffing FTE Change</b>	Annualize (9 mos) of 3 Advisor from the completion TAACCCT grant and 1 Compliance Specialist	No change	No change
<b>Benefits</b>	5% increase in projected medical expense	No change	No change
	Adjusted for prior year actual benefits as a percentage of salary	No change	No change
<b>Contracted Services</b>	No Change to CWI	No change	No change
	1.2% total contracted services inflation increase in General Fund	2.5% inflation increase, .5% adjustment for enrollment increase	2.5% inflation increase, .5% adjustment for enrollment increase
	Adjustment for Dual Enrollment	Small adjustment for enrollment and tuition changes	Small adjustment for enrollment increase
<b>Supplies</b>	Facilities supplies increase for non-capital planned maintenance	2.5% inflation increase, .5% adjustment for enrollment increase	2.5% inflation increase, .5% adjustment for enrollment increase
<b>Fixed Charges</b>	2.5% inflation increase on maintenance agreements	2.5% inflation increase	2.5% inflation increase
<b>Utilities &amp; Communications</b>	3.3% increase	2.5% increase	2.5% increase
<b>Travel</b>	No change	2.5% inflation increase	2.5% inflation increase
<b>Scholarships</b>	Adjustments based upon enrollments and tuition rate	Adjustments based upon enrollments and tuition rate	Adjustments based upon enrollments and tuition rate
<b>Contingency</b>	\$1 m for emergencies only Additional \$1.6m for Financial Austerity Plan	\$1 m for emergencies only Additional \$1.3m for Financial Austerity Plan	\$1 m for emergencies only Additional \$1.2m for Financial Austerity Plan
<b>Financial Austerity Plan</b>	\$35,000 incremental increase	No change	no change

# 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 based on current business model.



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 and to maintain low cyber risks. 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. In FY16, the College utilized a prioritization process during the budget development process to focus efforts on doing fewer things in a better way. The prioritization process assisted in focusing on the needs that were the highest priority. Compounding issues, such as, the loss of 41 FTE since 2009, increased federal and state regulations, and unfunded mandates causes financial difficulty. For example, the Fair Labor Standards Act has recently mandated a new salary threshold for exempt employees, which will have an impact on the college. In addition, the new credentialing HLC requirements for faculty will cause a financial impact that is unknown at this time. Finally, with new grant revenue comes heavy compliance requirements. Maintaining compliance can be labor intensive with new and existing grants.

### 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 Patient Protection and Affordable Care 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.

Resources	FY17	FY18	FY19	FY20	FY21
Fourth Street Allocation	\$ 121,200	\$ 124,300	\$ 128,000	\$ 131,800	\$ 135,800
Page Allocation	49,500	50,700	52,200	53,800	55,400
Lone Tree Allocation	312,600	320,400	330,000	339,900	350,100
<b>Total Allocation</b>	<b>\$ 483,300</b>	<b>\$ 495,400</b>	<b>\$ 510,200</b>	<b>\$ 525,500</b>	<b>\$ 541,300</b>
<b>Fourth Street</b>					
Parking lot maintenance	\$ -	\$ -	\$ 74,789	\$ -	\$ -
Lighting	-	8,200	-	-	-
Painting	-	-	-	-	29,471
Doors windows	5,125	-	-	-	-
Furniture Replacement	2,050	2,075	2,137	2,201	2,267
Misc./ Contingency	25,000	-	5,000	-	-
<b>Page</b>					
Parking lot maintenance	\$ -	\$ -	\$ -	\$ -	\$ 51,007
Tile Floor	-	14,000	-	-	-
Painting	20,000	-	-	-	-
Doors/windows	-	8,200	-	-	-
Fire panel	10,250	-	-	-	-
Furniture Replacement	1,025	1,037	1,068	1,100	1,133
<b>Lone Tree</b>					
Lighting up grades	\$ -	\$ -	\$ 25,642	\$ -	\$ -
Tile Floor	-	19,201	-	-	-
Painting	-	-	17,095	-	-
Doors/windows	41,000	-	-	-	-
Furniture Replacement	7,175	7,261	7,479	7,703	7,934
Misc./ Contingency	30,000	-	25,000	-	-
<b>Total Capital Replacement</b>	<b>\$ 141,625</b>	<b>\$ 59,974</b>	<b>\$ 158,210</b>	<b>\$ 11,005</b>	<b>\$ 91,812</b>

# Long-term Financial Sustainability

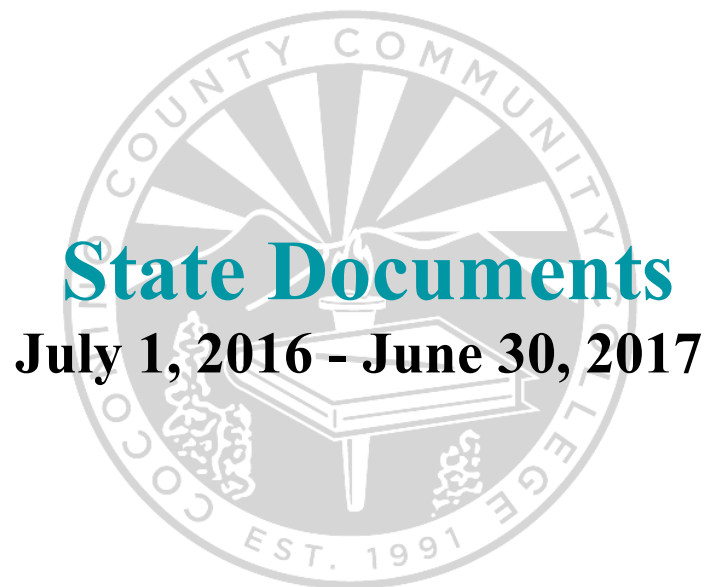


This page intentionally left blank.

## MISSION

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





# State Documents

**July 1, 2016 - June 30, 2017**

## CORE VALUES

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





## **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 20<sup>th</sup>. [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 COUNTY COMMUNITY COLLEGE DISTRICT  
COCONINO COMMUNITY COLLEGE  
BUDGET FOR FISCAL YEAR 2017  
SUMMARY OF BUDGET DATA**

			Increase/Decrease From Budget 2016 To Budget 2017	
	Budget 2017	Budget 2016	Amount	%
I. CURRENT GENERAL AND PLANT FUNDS				
A. Expenditures:				
Current General Fund	\$ 19,093,427	\$ 18,460,827	\$ 632,600	3.4%
Unexpended Plant Fund	10,250	237,000	(226,750)	-95.7%
Retirement of Indebtedness Plant Fund	2,109,120	2,064,840	44,280	2.1%
TOTAL	\$ 21,212,797	\$ 20,762,667	\$ 450,130	2.2%
B. Expenditures Per Full-Time Student Equivalent (FTSE):				
Current General Fund	\$ 9,246 /FTSE	\$ 8,829 /FTSE	\$ 417 /FTSE	4.7%
Unexpended Plant Fund	\$ 5 /FTSE	\$ 113 /FTSE	\$ (108) /FTSE	-95.6%
Projected FTSE Count	2,065	2,091		
II. TOTAL ALL FUNDS ESTIMATED PERSONNEL COMPENSATION				
Employee Salaries and Hourly Costs	\$ 10,146,929	\$ 10,065,907	\$ 81,022	0.8%
Retirement Costs	934,891	754,994	179,897	23.8%
Healthcare Costs	788,919	612,351	176,568	28.8%
Other Benefit Costs	1,353,338	1,517,880	(164,542)	-10.8%
TOTAL	\$ 13,224,077	\$ 12,951,131	\$ 272,946	2.1%
III. SUMMARY OF PRIMARY AND SECONDARY PROPERTY TAX LEVIES AND RATES				
A. Amount Levied:				
Primary Tax Levy	\$ 7,706,000	\$ 7,478,002	\$ 227,998	3.0%
Secondary Tax Levy	2,049,000	1,989,355	59,645	3.0%
TOTAL LEVY	\$ 9,755,000	\$ 9,467,357	\$ 287,643	3.0%
B. Rates Per \$100 Net Assessed Valuation:				
Primary Tax Rate	0.4909	0.4864	0.0045	0.9%
Secondary Tax Rate	0.1305	0.1241	0.0064	5.2%
TOTAL RATE	0.6214	0.6105	0.0109	1.8%
IV. MAXIMUM ALLOWABLE PRIMARY PROPERTY TAX LEVY FOR FISCAL YEAR 2017 PURSUANT TO			\$ 7,706,211	
V. AMOUNT RECEIVED FROM PRIMARY PROPERTY TAXES IN FISCAL YEAR 2016 IN EXCESS OF THE MAXIMUM ALLOWABLE AMOUNT AS CALCULATED PURSUANT TO A.R.S. §42-17051			\$	

# State Documents

## COCONINO COUNTY COMMUNITY COLLEGE DISTRICT COCONINO COMMUNITY COLLEGE BUDGET FOR FISCAL YEAR 2017 RESOURCES

	CURRENT FUNDS			PLANT FUNDS		Other Funds 2017	T total All Funds 2017	T total All Funds 2016	% Increase/ Decrease
	General Fund 2017	Restricted Fund 2017	Auxiliary Fund 2017	Unexpended Plant Fund 2017	Retirement of Indebtedness 2017				
<b>BEGINNING BALANCES - July 1*</b>									
Restricted	\$				120	\$	\$ 120	\$ 178,858	-99.9%
Unrestricted	1,285,991		49,534	3,503,898			4,839,423	14,777,816	-67.3%
Total Beginning Balances	\$ 1,285,991	\$	\$ 49,534	\$ 3,503,898	\$ 120	\$	\$ 4,839,543	\$ 14,956,674	-67.6%
<b>REVENUES AND OTHER INFLOWS</b>									
Student Tuition and Fees									
General Tuition	\$ 6,443,540	6,000					\$ 6,449,540	\$ 5,806,165	11.1%
Out-of-District Tuition	200,000						200,000	174,000	14.9%
Out-of-State Tuition	1,229,000						1,229,000	988,900	24.3%
Student Fees	246,200						246,200	678,125	-63.7%
Tuition and Fee Remissions or Waivers	52,000						52,000	52,000	
State Appropriations									
Maintenance Support	1,756,400						1,756,400	1,771,200	-0.8%
Equalization Aid									
Capital Support		418,000					418,000	423,200	-1.2%
Property Taxes									
Primary Tax Levy	7,706,000						7,706,000	7,478,000	3.0%
Secondary Tax Levy					2,049,000		2,049,000	1,989,355	3.0%
Gifts, Grants, and Contracts	193,000	6,233,930					6,426,930	7,251,666	-11.4%
Sales and Services			22,140				22,140	20,900	5.9%
Investment Income	150,000						150,000	103,000	45.6%
State Shared Sales Tax		443,716					443,716	436,077	1.8%
Other Revenues	521,125				60,000		581,125	556,412	4.4%
Proceeds from Sale of Bonds									
Total Revenues and Other Inflows	\$ 18,497,265	\$ 7,101,646	\$ 22,140	\$	\$ 2,109,000	\$	\$ 27,730,051	\$ 27,729,000	0.0%
<b>TRANSFERS</b>									
Transfers In	131,375	10,413	12,000	512,800			666,588	617,513	7.9%
(Transfers Out)	(535,213)			(131,375)			(666,588)	(617,513)	7.9%
Total Transfers	(403,838)	10,413	12,000	381,425					
Less									
:									
Stabilization	(285,991)						(285,991)	(10,508,784)	-97.3%
Future Expenditures			(49,534)	(3,875,073)			(3,924,607)	(3,464,232)	13.3%
Restricted								(147,495)	-100.0%
<b>Total Resources Available for the Budget Year</b>	\$ 19,093,427	\$ 7,112,059	\$ 34,140	\$ 10,250	\$ 2,109,120	\$	\$ 28,358,996	\$ 28,565,163	-0.7%

\*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 2017  
EXPENDITURES AND OTHER OUTFLOWS**

	CURRENT FUNDS			PLANT FUNDS		Other Funds 2017	Total All Funds 2017	Total All Funds 2016	% Increase/ Decrease
	General Fund 2017	Restricted Fund 2017	Auxiliary Fund 2017	Unexpended Plant Fund 2017	Retirement of Indebtedness 2017				
<b>TOTAL RESOURCES AVAILABLE FOR THE BUDGET YEAR (from Schedule B)</b>	\$ 19,093,427	\$ 7,112,059	\$ 34,140	\$ 10,250	\$ 2,109,120	\$	\$ 28,358,996	\$ 28,565,163	-0.7%
<b>EXPENDITURES AND OTHER OUTFLOWS</b>									
Instruction	\$ 4,963,840	1,238,697					\$ 6,202,537	\$ 6,325,468	-1.9%
Public Service								65,295	-100.0%
Academic Support	2,533,668	333,210					2,866,878	2,918,218	-1.8%
Student Services	2,473,694	366,359					2,840,053	2,725,118	4.2%
Institutional Support (Administration)	4,577,958						4,577,958	4,405,290	3.9%
Operation and Maintenance of Plant	1,744,969			10,250			1,755,219	1,894,899	-7.4%
Scholarships	233,000	5,173,793					5,406,793	5,362,793	0.8%
Auxiliary Enterprises			34,140				34,140	32,900	3.8%
Capital Assets									
Debt Service-General Obligation Bonds					2,109,120		2,109,120	2,064,840	2.1%
Debt Service-Other Long Term Debt									
Other Expenditures									
Contingency	2,566,298						2,566,298	2,770,342	-7.4%
<b>Total Expenditures and Other Outflows</b>	<b>\$ 19,093,427</b>	<b>\$ 7,112,059</b>	<b>\$ 34,140</b>	<b>\$ 10,250</b>	<b>\$ 2,109,120</b>	<b>\$</b>	<b>\$ 28,358,996</b>	<b>\$ 28,565,163</b>	<b>-0.7%</b>

## 2016 Levy Limit Worksheet

Date : 2/10/2016

### COCONINO COUNTY - COCONINO COMMUNITY COLLEGE

MAXIMUM LEVY	2015
A.1. Maximum Allowable Primary Tax Levy	\$7,478,002
A.2. A.1 multiplied by 1.02	\$7,627,562

CURRENT YEAR NET ASSESSED VALUE SUBJECT TO TAXATION IN PRIOR YEAR	2016
B.1. Centrally Assessed	\$208,640,039
B.2. Locally Assessed Real Property	\$1,299,450,546
B.3. Locally Assessed Personal Property	45,682,642
B.4. Total Assessed Value (B.1 through B.3)	\$1,553,773,227
B.5. B.4. divided by 100	\$15,537,732

CURRENT YEAR NET ASSESSED VALUES	2016
C.1. Centrally Assessed	\$212,155,751
C.2. Locally Assessed Real Property	\$1,311,635,359
C.3. Locally Assessed Personal Property	\$46,021,698
C.4. Total Assessed Value (C.1 through C.3)	<b>\$1,569,812,808</b>
C.5. C.4. divided by 100	\$15,698,128

LEVY LIMIT CALCULATION	2016
D.1. LINE A.2	\$7,627,562
D.2. LINE B.5	\$15,537,732
<b>D.3. D.1/D.2 (MAXIMUM ALLOWABLE TAX RATE)</b>	<b>0.4909</b>
D.4. LINE C.5	\$15,698,128
<b>D.5. D.3 multiplied by D.4 = MAXIMUM ALLOWABLE LEVY LIMIT</b>	<b>\$7,706,211</b>
D.6. Excess Collections/Excess Levy	
D.7. Amount in Excess of Expenditure Limit	
<b>D.8. ALLOWABLE LEVY LIMIT (D.5 - D.6 - D.7)</b>	<b>\$7,706,211</b>

2016 New Construction	\$16,039,581
-----------------------	--------------

Note: 2016 Levy Limit worksheet for Fiscal Year 2017