



**Adopted Budget for Fiscal Year 2026  
July 1, 2025 through June 30, 2026**

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



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# COCONINO COMMUNITY COLLEGE PROFILE

**July 1, 2025 - June 30, 2026**

## VISION

*Shaping the future of Coconino County.  
Empowering Individuals. Inspiring Communities.  
Education with Purpose!*





# Coconino Community College Profile

## Background Information

### 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 and Coconino County share the same boundaries.

When CCC classes were first offered in August 1991, it was initially expected to serve 600 students per year. Nearly 1,000 students registered the first semester and enrollment continued to increase dramatically. Today the College enrolls 4,442 annually (FY24 12-month unduplicated headcount). The College has helped to create the region's skilled workforce which has, in turn, improved the overall health, safety, and economy in the region.

### Geography

With 18,661 square miles, Coconino 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, piñon, 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.



Indian reservations comprise 38 percent of the land and are home to the Navajo, Hopi, Paiute, Havasupai, and Hualapai tribes. The U.S. Forest Service and Bureau of Land Management control 32 percent of the land; the state of Arizona owns 10 percent; other public lands comprise 7 percent; and the remaining 13 percent is owned by individuals or corporations.

### Population and Local Economy

The estimated County population for 2024 was 149,875, practically no change over the previous year. A large share of the County's labor force is weighted toward government, trade, and service employment. The percentage employed by the government is 30% which is relatively high compared to the rest of the state. The reason for the large number of government workers in Coconino County includes the presence of several major national parks and forests, tribal lands, and the high percentage of the total area in County public lands. The County unemployment rate as of March 2025 is 4.3% which is slightly higher than the state unemployment rate of 4.1% and the national level of 4.2%.

# Coconino Community College Profile



## Educational Programs

CCC offers affordable tuition rates and a variety of certificates and degrees, including career/technical programs, with nearly 50 certificate programs and two-year associate degrees in various fields. Those fields include nursing, fire science, law enforcement, construction, and business. CCC also offers dual enrollment and concurrent enrollment programs to jump-start high school students' higher education goals. Then to help students continue their education, CCC has programs that help bridge student transition to all three of Arizona's state universities.

## Locations

The College serves the educational needs of Coconino County through three facilities:

Flagstaff Lone Tree Campus  
2800 S. Lone Tree Road  
Flagstaff, AZ 86005-2701



Flagstaff Fourth Street Career and  
Technology Campus  
3000 N. Fourth St.  
Flagstaff, AZ 86004-1831



Page Center  
475 S. Lake Powell Blvd.  
Page, AZ 86040-0728



Additionally, CCC reaches out to the more rural portions of the County including Williams, the Grand Canyon/Tusayan, Page/Lake Powell, Fredonia, Tuba City, and other remote areas on the Navajo, Hopi, and Supai Tribal Lands. The Instructional sites offer classes through in-person, asynchronous (web), and synchronous (video conference) classes to meet the needs of students in these rural and remote areas.



# Coconino Community College Profile

## College Leadership

### 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 districts 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 CCC administrative staff is responsible for the daily operation of the District.

### District Governing Board

Dr. Nathaniel White, Member, District 1

Ms. Patricia A. Garcia, Member, District 2

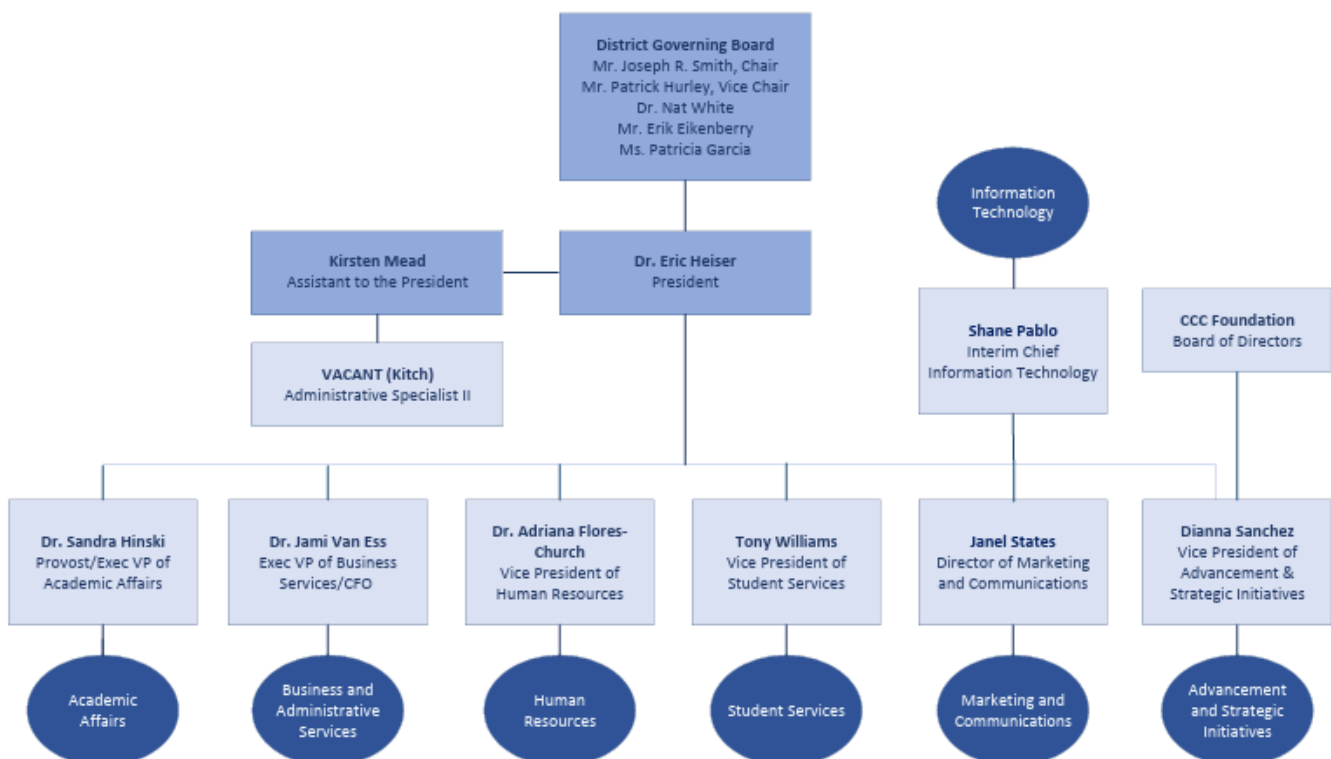
Mr. Eric Eikenberry, Member, District 3

Mr. Patrick Hurley, Vice Chair/Secretary, District 4

Mr. Joseph R. Smith, Chair, District 5

### Executive Leadership

Dr. Eric Heiser joined the College on January 1, 2023, as the sixth President. The Executive Leadership is shown in the organizational chart below.





# Coconino Community College Profile

## VISION

***Shaping the future of Coconino County. Empowering Individuals. Inspiring Communities.  
Education with Purpose!***

## MISSION

Coconino Community College is committed to providing accessible and affordable educational programs that prepare students for the future. Deeply engaged with the communities we serve, we promote student success through a welcoming and inclusive learning environment designed for innovative programming, career and workforce development, university transfer education, and continued life-long learning opportunities.

## VALUING PEOPLE

Coconino Community College values and respects the uniqueness of each individual and the contributions they make to our communities. We appreciate and welcome cultures, identities, beliefs, experiences, and all that makes us unique. CCC champions and takes action to build an inclusive work and learning environment. We are allies and advocates, navigating a respectful dialogue about our shared humanity.

## GUIDING PRINCIPLES

**These principles guide the way we work and learn together at Coconino Community College through our commitment to:**

- Put Students First
- Listen, Learn, and Collaborate
- Act and Respond with Integrity and Resilience
- Communicate with Honesty, Dignity, and Respect
- Demonstrate Exceptional Stewardship of Public Resources
- Continually Strive for Excellence as a Community of Learners
- Provide a Safe Environment that Reinforces Learning and Innovation



# Coconino Community College Profile



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## VISION

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The seal of Coconino Community College is a circular emblem. It features a central mountain range with a sunburst rising behind it. The words "COCONINO COUNTY COMMUNITY COLLEGE" are written around the perimeter, and "EST. 1991" is at the bottom.

# Strategic Planning and Priorities

**July 1, 2025 - June 30, 2026**

## VISION

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# Strategic Planning and Priorities

## Introduction—Strategic Planning and Priorities

This section provides highlights of the overall College goal, board goals and priorities, and property tax reset initiatives, that drive the budget development process, as well as economic conditions impacting resource allocations.

### Budget Guiding Principles

- The College's Vision and Mission and planning documents should drive budget decision making
- Use data to inform budget decision-making and the allocation of resources
- Ensure sound financial stewardship of public funds and long-term financial sustainability of the College
- Ensure transparency in the budget development process and communicate broadly to keep people informed
- Continuously evaluate the budget development process and implement improvements

**Informed Budget Process** - During the fall of 2023, CCC began using the Informed Budget Process (IBP). The IBP is a planning process that encourages college-wide involvement in developing the annual operating budget. The process begins with each employee being encouraged to review existing budgets, reallocate budgets as appropriate, request resources needed to meet and / or improve the general operations of their respective departments and to identify new innovative projects that will help the College advance in achieving its vision, mission, values and it's new, Wildly Important Goal.

### IBP Overview

- Requests submitted by Jot Form
- Requestors consult Human Resources for staffing requests, Facilities for furniture or project feasibility and budget, and Information Technology Services for requests involving software or IT equipment feasibility and budget
- All requests are reviewed and prioritized at the division level and forwarded to the President's Cabinet for final funding consideration

# Strategic Planning and Priorities



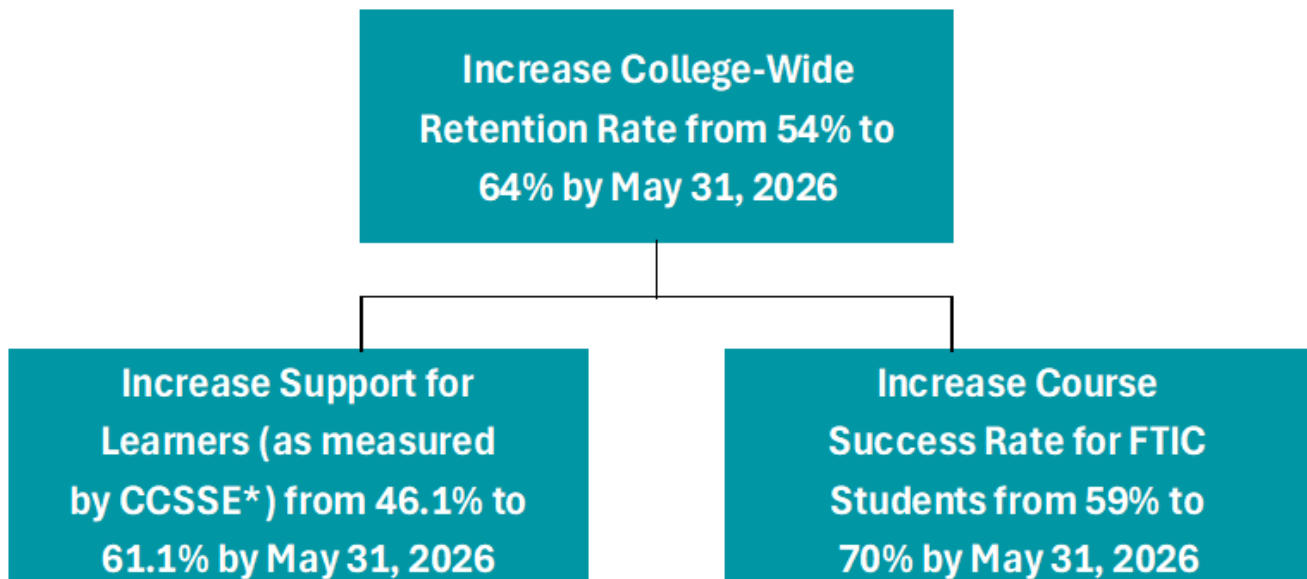
## New College Goal Beginning FY25

**The 4 Disciplines of Execution (4DX)** - A simple, repeatable formula for executing your most important priorities

- Discipline 1: Focus on the Wildly Important
- Discipline 2: Act on the Lead Measures
- Discipline 3: Keep a Compelling Scoreboard
- Discipline 4: Create a Cadence of Accountability

Using this formula the college has executed a college-wide Wildly Important Goal (WIG) and two sub-goals (Sub-Wigs). Multiple departmental teams were formed to create departmental wide WIGs and Sub-Wigs to support the overall college WIG described below.

## Wildly Important Goal (WIG) & Sub-Wigs



\*Community College Survey of Student Engagement (CCSSE)



# Strategic Planning and Priorities



## 2024-2025 Board Goals and Priorities

### 1. Continued Support of Innovative Solutions

**Board Goal: Respond to a rapidly changing environment with an eye on the future.**

#### President/Administration Goals

- Ensure CCC has the capability and resources to address technological challenges quickly.
- Use the Informed Budget Process to ensure needs from across the college are being met in a timely manner.
- Foster a Culture of Innovation: Organize regular workshops, professional development, and brainstorming sessions to encourage creative thinking among faculty and staff.
- Continue to add financial resources to the CCC Innovation Fund to support new and existing student success initiatives both inside and outside the classroom.
- Reimagine the Academic Calendar: Embark on a new course scheduling and classroom utilization process (using new technology) to ensure classes are being scheduled to meet student needs for timely completion of programs.

### 2. Advancing Measurable Student Outcomes

**Board Goal: Emphasize underserved populations utilizing holistic student supports.**

#### President/Administration Goals

- Develop Targeted Student Support Programs: As part of the work with Achieving the Dream, create specialized programs and resources tailored to the needs of underserved students.
- Implement a Student Mentorship Program: Pair underserved students with mentors who can provide guidance and support.
- Expand Access to Resources & Holistic Student Supports: Integrate academic, social, and emotional support services to address the comprehensive needs of students. Ensure all students have access to necessary resources such as tutoring, counseling, emergency grants, and financial aid.
- Expand engagement with the communities we serve to understand their workforce needs and adjust accordingly.
- Launch DGB analytics dashboard in Edify to keep board informed of student success metrics across all student demographics.

# Strategic Planning and Priorities



## 2024-2025 Board Goals and Priorities, continued

### 3. Dynamic Planning and Utilization of Resources

**Board Goal: Foster long-term institutional sustainability.**

#### President/Administration Goals

- Complete new facility master plan to inform both short and long-term facility needs across all three locations.
- Capital Improvement: Develop a new process for ensuring yearly capital expenses are properly budgeted to ensure capital improvements are fully funded.
- Program expansion: Continue to use new tax monies to develop new programs in high-demand, high-wage areas.
- Explore a new salary/pay schedule to ensure consistency in positions and pay across the college.
- Begin work towards implementing a competitive compensation model that promotes employee wage progression.
- Update CCC's Strategic Plan: Develop a new strategic plan for resource allocation that aligns with institutional goals and priorities.
- Continue work with NAU & FUSD and finalize plans for workforce/employee housing partnership.

### 4. Create Institutional Capacity to Support Data-Informed Decision Making

**Board Goal: Ensure decisions are guided by accurate and comprehensive data.**

#### President/Administration Goals

- Invest in Data Infrastructure: Migrate to new data analytics system that ensures accurate and more robust data availability.
- Democratize the Data: Create user-friendly data dashboards that provide real-time insights to assess student needs.
- Data Literacy Training: Provide training for staff and faculty on data analysis and interpretation. Develop data dictionary and training so all faculty and staff understand data terminology.
- Develop a Data Governance Framework: Establish relevant procedures for data management, ensuring data quality and security in an ever-changing environment.
- Regular Data Audits: Conduct regular audits to ensure data accuracy and integrity.
- Regular Review of Technological Tools: Implement a college-wide process for regularly reviewing and updating technological tools to ensure they meet current and future needs.

# Strategic Planning and Priorities



## Property Tax Reset

In May 2022, the voters of Coconino County approved a \$6 million property tax reset to be phased in over three years. The following is an excerpt of the ballot language that will guide the College and administration in implementing new academic programs and services countywide. The updates added in red show progress made toward accomplishing the goals of the tax reset.

### Proposition 438

The funding generated from a primary property tax reset is intended for the following programs, but is not limited to use relative to the following programs:

- Initiate new career, technical education, and training programs that prepare Coconino County residents for jobs in Coconino County.
- Develop new programs to support veterans' training for civilian jobs.
- Develop new programs to train and re-train Coconino County workers, in collaboration with Coconino County employers and expand current job training programs.
- Continue and expand career and technical education programs that were established with one-time funding:
  - o Automotive Technology - **complete**
  - o CDL (Truck Driving) - **complete**
  - o Early Childhood Education Certificate (Preschool Teachers) - **complete**
  - o Assisted Living Caregiver Certificate - **complete**
  - o Google IT Support Professional Certificate - **complete**
  - o Amazon Web Services Certificate - **complete**
  - o Cyber Security Associate of Applied Science - **in progress**
  - o Increased Number of Students in Nursing Program - **complete**
  - o Marine Maintenance Technician - **on hold**
  - o Welding Certification - **in progress**
  - o Heating, Ventilation, and Air-Conditioning (HVAC) - **complete**
- Expand and offer new career and technical training degree and certificate programs:
  - o Additional Healthcare Programs
    - ☐ Ultrasound/Sonography Technician
    - ☐ Surgical Technician
    - ☐ Respiratory Therapist
    - ☐ Anesthesia Technician
  - o Electric Car and Charging Station Technician
  - o Manufacturing Technology—**included in the budget and in progress**
  - o Police Academy —**complete**
  - o Paramedic - **complete**
- Expand the scholarship program—**Free Summer, SISS, and Promise Program**
- Enhance educational services throughout Coconino County, including communities such as Page, Tuba City, and Williams

The College may add additional programs requested by employers and communities as appropriate.



# Strategic Planning and Priorities



## Budget Challenges

### Budget Considerations

Several significant economic challenges were identified during budget development and incorporated into the planning process. The most pressing issues include the continued effects of high inflation, an already elevated cost of living, increased minimum wages, and economic uncertainties. These challenges are summarized below:

### High Inflation

Inflation surged to historically high levels in 2022 and continues to affect all operational aspects of the College. Departments are experiencing increased costs for professional services, supplies, maintenance, utilities, and travel. As a result, rising operating expenses are competing directly with strategic priorities for limited budgetary resources.

### Cost of Living

Coconino County has the highest cost of living in Arizona, with the City of Flagstaff exceeding the state average by approximately 15%. This disparity is primarily driven by elevated housing costs and a shortage of available housing. These factors make the recruitment and retention of qualified staff particularly challenging. To address this, the College reviews salary and market data annually and makes incremental adjustments to the compensation package to support employee retention and competitiveness.

### Minimum Wage Legislation

As of January 2025, the minimum wage in the City of Flagstaff increased to \$17.85 per hour. This change stems from Proposition 414, approved by Flagstaff voters in 2016 and later amended by the City Council, which mandates a minimum wage \$2.00 higher than the state's baseline. While these increases benefit wage earners, they have contributed to salary compression, further complicating compensation planning and requiring careful management within the budget.

### Economic Uncertainties

The budget has been prepared amid ongoing economic uncertainties, including an outstanding property tax case, cuts to federal grants, new trade tariffs, and supply chain disruptions—all contributing to an unstable financial environment.

These economic pressures have required a flexible approach to budget development. Despite these challenges, the College remains committed to maintaining financial stability while delivering high-quality instruction and student support services.

# Strategic Planning and Priorities



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## VISION

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The seal of Coconino Community College is a circular emblem. It features a central sunburst design with rays emanating from a central point. Below the sunburst is an open book. The words "COCONINO COUNTY COMMUNITY COLLEGE" are written around the perimeter of the seal, and "EST. 1991" is at the bottom.

# Annual Financial Plan

**July 1, 2025 - June 30, 2026**

## VISION

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# Annual Financial Plan

## Informed Budget Process

The Informed Budget Process (IBP) is continually modified to improve participation, transparency, and effectiveness. A summary of the current IBP is highlighted below and on the following page:

### Informed Budget Process Timeline

- **October** - Kick-off presentation open to all employees to share priorities, preliminary revenue assumptions, and calendar due dates
- **November** - Distribute tuition and fee schedules, IBP JotForm link and offer training to budget managers
- **December** - College areas discuss and prioritize budget requests with input from staff
- **January** - Tuition and fee recommendations, base budget reallocations, and IBP request forms are due to Business Office
- **January** - Cabinet Budget Discussion and DGB Budget Retreat
- **February** - Cabinet final review and prioritization of IBP requests
- **February** - DGB adopts tuition and fees and provides direction on salary and benefits
- **April** - DGB reviews preliminary budget
- **May** - DGB Truth-In-Taxation (TNT) hearing and final budget adoption
- **May** - College-wide budget presentation

### Assumptions

Beginning assumptions are established in October as a starting point for developing the budget. The general guidelines for the beginning revenue assumptions are as follows:

#### Revenues

- Enrollment - flat enrollment adjusted by current increases or decreases
- Tuition - flat tuition rates
- State Aid - Per state formula, depends on a decrease or increase of enrollment in the prior year
- Property taxes - 2.0% maximum allowed increase in levy plus 1.0% new construction added to the tax rolls based on trend
- Other Revenue - flat and/or enrollment-based





# Annual Financial Plan

## Informed Budget Process (continued)

### Budget Organization

Higher education uses standardized accounting funds and program codes as follows:

**Funds**—Five funds make up the College's all Funds budget.

- **General Fund** - Accounts for all general operations of the College and is the largest fund
- **Auxiliary Fund** - Accounts for self-supporting activities that perform a service to students
- **Restricted Fund** - Accounts for resources that are restricted by outside donors or agencies such as grants, contracts, and financial aid
- **Unexpended Plant Fund** - Accounts for equipment or construction or improvement of buildings
- **Retirement of Indebtedness** - Accounts 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 uses an incremental budget process meaning that the prior year is the starting point for any budget adjustments. College leadership prioritizes budget requests based on strategic initiatives.

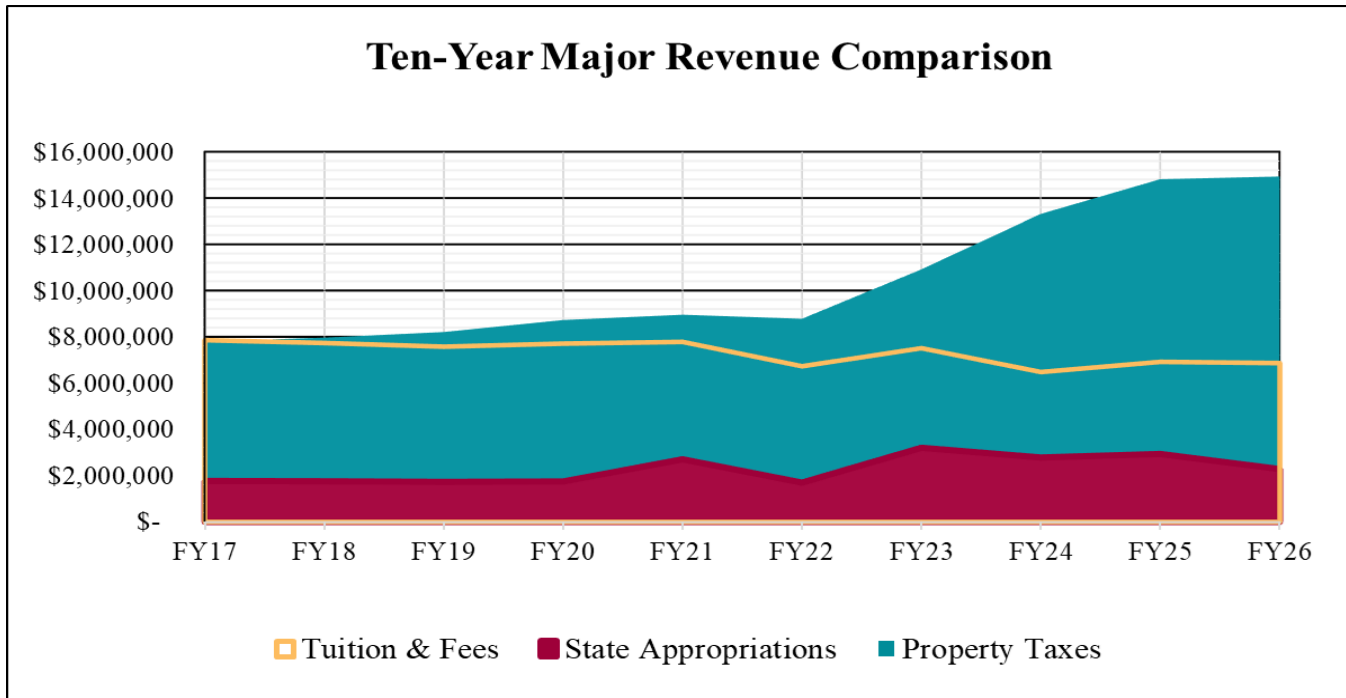
### Controls

The College uses an encumbrance accounting system to control budgets by account code. 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.

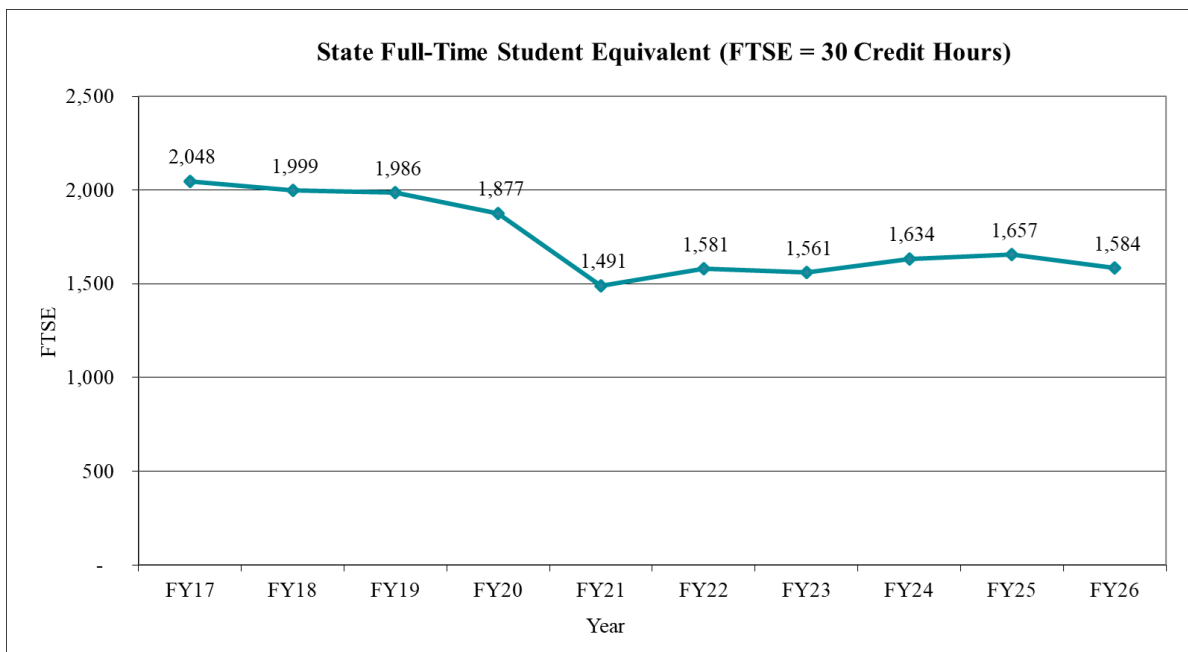
# Annual Financial Plan

## General Fund - Revenues

The General Fund has three major revenue sources: student tuition and fees, state appropriations, and property taxes. The chart below depicts changes in these revenue sources over ten years and will be discussed in the following pages.



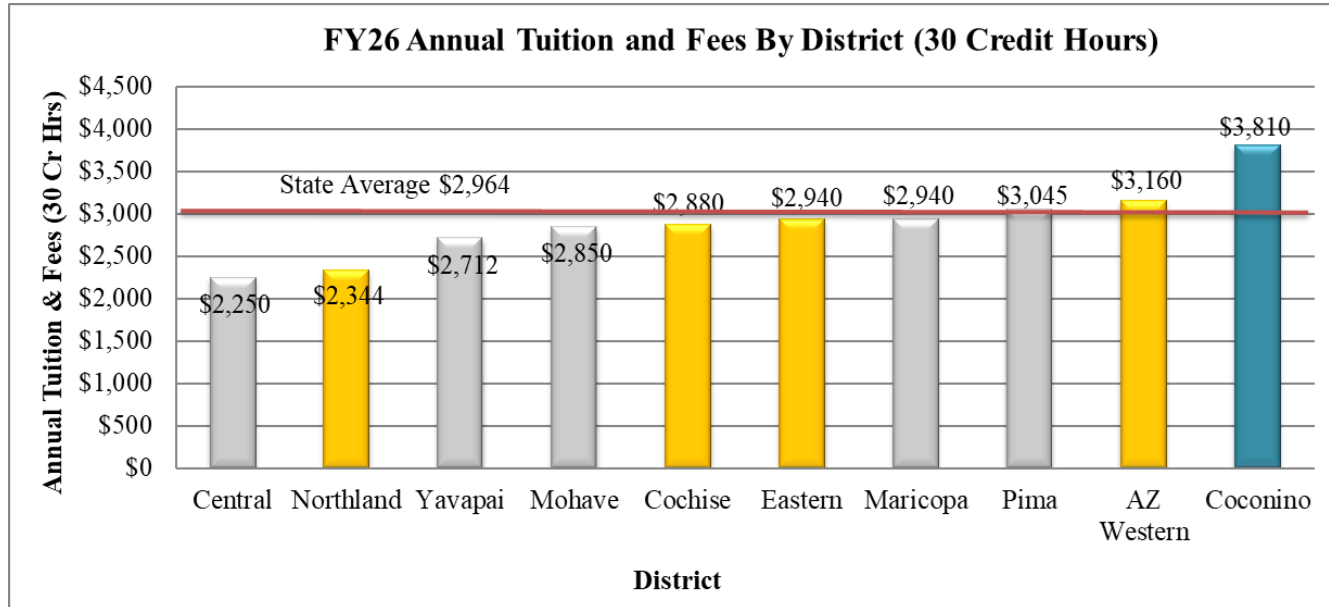
Tuition and Fee revenue for FY26 is based on a projected State FTSE of 1,584. Enrollment in Community Colleges is typically counter-cyclical to the economy. During economic downturns, underemployed workers return to college to learn new skills and prepare to reenter the job market. However, that pattern did not hold during the pandemic as shown in the graph below when CCC experienced a 20% drop in FTSE in FY21.



# Annual Financial Plan

## General Fund - Tuition and Fees

CCC's annual tuition for 30 credit hours is the highest in the state because of the low property tax rate and low percentage of taxable property in the County.



\*Schools highlighted in gold receive state equalization aid

## Historic Tuition Rates - Standard Resident - Last 10 Fiscal Years

The Board approved a \$6 increase per hour for FY26 while the Student Activity Fee remained the same.

Fiscal Year	<sup>A</sup> Tuition per Credit Hour	<sup>B</sup> Activity Fee per Credit Hour	Tuition and Fee (per cr hr)	Annual Student Tuition	Change in \$	% Increase
FY17	\$ 102	\$ -	\$ 102	\$ 3,060	\$ 90	3.0%
FY18	\$ 105	\$ -	\$ 105	\$ 3,150	\$ 90	2.9%
FY19	\$ 109	\$ -	\$ 109	\$ 3,270	\$ 120	3.8%
FY20	\$ 111	\$ -	\$ 111	\$ 3,330	\$ 60	1.8%
FY21	\$ 113	\$ -	\$ 113	\$ 3,390	\$ 60	1.8%
FY22	\$ 113	\$ -	\$ 113	\$ 3,390	\$ -	0.0%
FY23	\$ 113	\$ -	\$ 113	\$ 3,390	\$ -	0.0%
FY24	\$ 113	\$ -	\$ 113	\$ 3,390	\$ -	0.0%
FY25	\$ 118	\$ 3	\$ 121	\$ 3,630	\$ 240	7.1%
FY26	\$ 124	\$ 3	\$ 127	\$ 3,810	\$ 180	5.0%

<sup>A</sup> Per Credit hour includes student ID, transcripts and technology

<sup>B</sup> Tech Fee included in per credit hour tuition rate beginning in FY17. Student Activity Fee begins FY25

# Annual Financial Plan

## General Fund - State Appropriations

For FY26, the College received a total of \$2,328,300 in Operating and Rural Aid, an increase of \$43,000 over the prior year.

### Operating Aid

State Operating Aid is calculated using a base-plus-growth funding tied to changes in Full-Time Student Equivalents (FTSE). For FY26, state appropriations were \$527 for non-dual enrollment and \$264 for dual enrollment. The change in FTSE for FY26:

- Increased by 56 for non-dual enrollment, and
- Increased by 17 for dual enrollment.

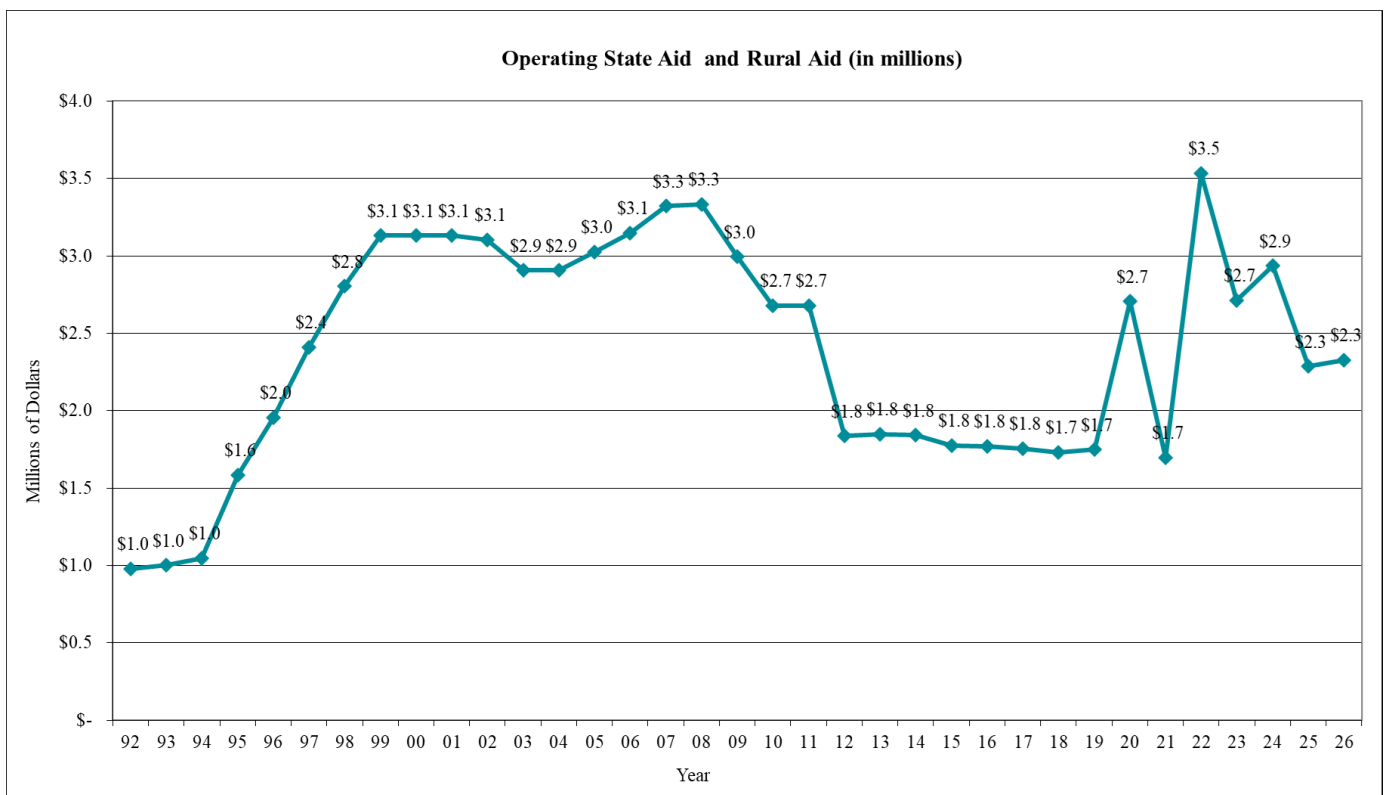
These changes resulted in an additional \$34,000 in Operating Aid. It is important to note that the formula does not adjust for inflation or the higher costs of career and technical education (CTE) programs.

### Rural Aid

Rural Aid, which began in FY20 using surplus state funds, totaled \$901,800 in FY26, an increase of \$9,000 over FY25.

As shown in the chart below, combined Operating and Rural Aid remained around \$1.7 million for several years following the state budget cuts that began in FY09. The Rural Aid in FY20 provided a critical boost to overall funding.

### State Appropriations History





# Annual Financial Plan

## General Fund - Property Tax Levy

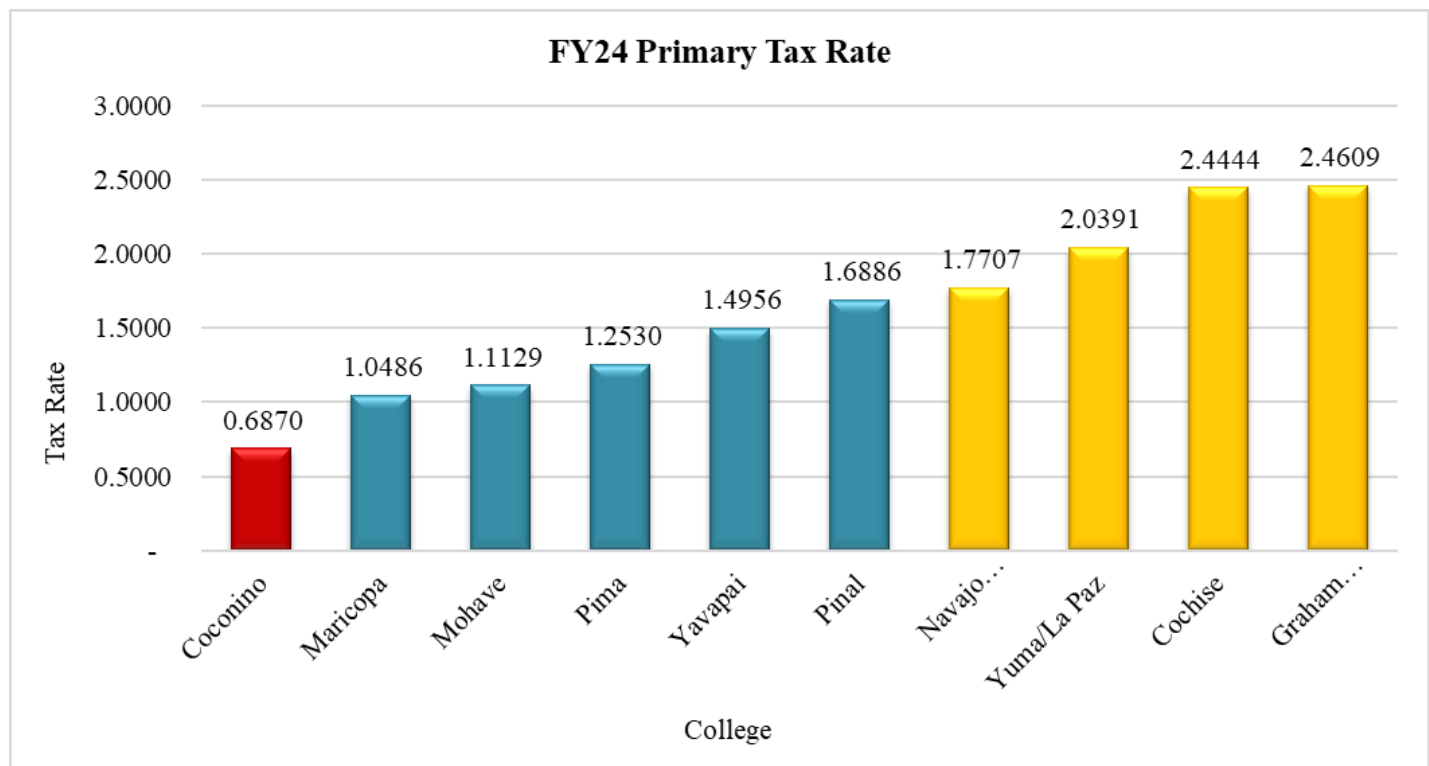
The tax levy is calculated in accordance with the Arizona Revised Statutes (A.R.S.) §42-17051. Assessed property values are comprised of two categories, existing property currently on the tax rolls, and new construction added to the rolls. Pursuant to the Arizona Constitution, the assessed value of existing properties may increase by no more than 2% per year. When assessed values grow by more than 2%, the tax rate is automatically reduced, resulting in a declining overall tax rate. This derived tax rate is also applied to new construction, which typically accounts for approximately 1% growth per year. Due to the historically low tax rate, the Board generally adopts the maximum allowable tax levy each year.

In May 2022, the voters approved a ballot initiative to reset the primary tax levy by \$6 million, to be phased in over three years beginning in FY23.

For FY26, the levy includes the 2% increase in assessed values, and new construction. The adopted levy for FY26 was \$16,303,029 at a tax rate of .6711. Additionally, the total property tax budget includes \$98,000 in in-lieu and excise taxes.

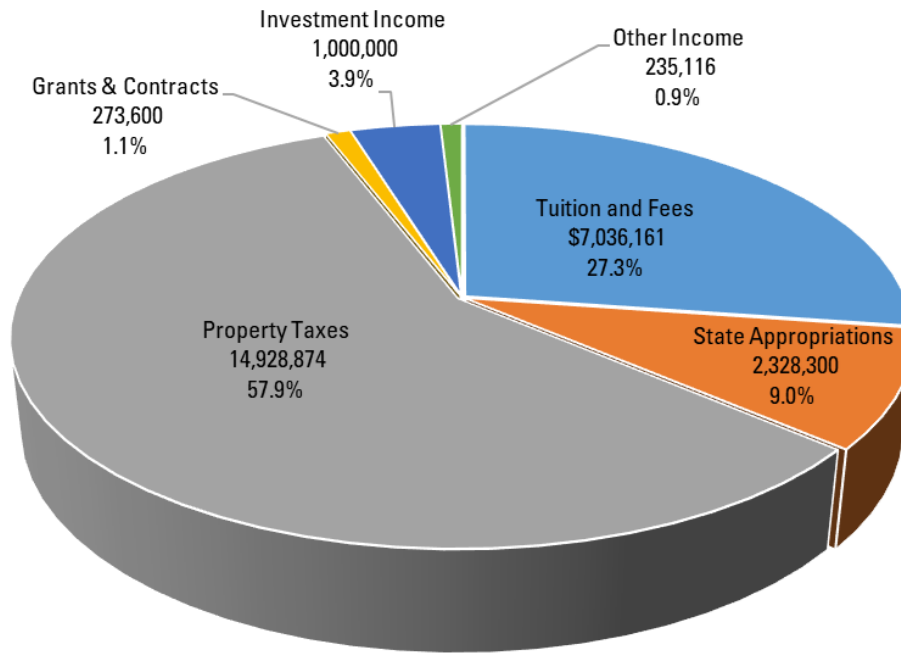
The chart below compares CCC's tax rate to that of other community colleges across Arizona. Institutions highlighted in gold receive state equalization funding due to their limited geographic tax base.

### Comparison of Primary Property Tax Rates



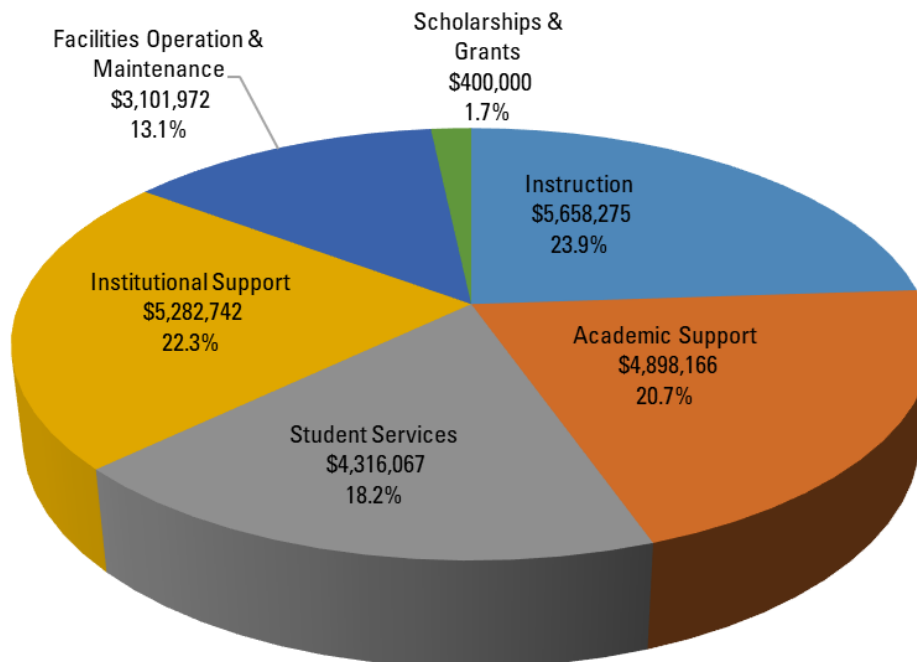
# Annual Financial Plan

## General Fund - FY26 Revenues (\$25,802,051)



Note: Excludes Carryforward and Transfers

## General Fund - FY26 Expenditures by Program (\$29,657,222)



Note: Excludes Contingency



# Annual Financial Plan

## General Fund

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

Fiscal Year's End June 30	FY25 BUDGET	FY26 BUDGET	FY26 CHANGES		FY26 Changes Description
<b>Revenues</b>					
Tuition and Fees	\$ 6,716,002	\$ 7,036,161	\$ 320,159	4.8%	\$6 Tuition increase, adjusted enrollment mix to current levels
State Appropriations	2,285,300	2,328,300	43,000	1.9%	State formulas
Property Taxes	14,811,587	14,928,874	117,287	0.8%	2% increase allowed, new construction, less amount held in escrow
Grants & Contracts	220,000	273,600	53,600	24.4%	Program income for HCTA
Investment Income	800,000	1,000,000	200,000	25.0%	Increased interest income
Other Income	209,764	235,116	25,352	12.1%	Increased rental income
<b>Total Revenues</b>	<b>\$ 25,042,653</b>	<b>\$ 25,802,051</b>	<b>\$ 759,398</b>	<b>3.0%</b>	
<b>Other financing sources (uses)</b>					
Carry forward	\$ 5,000,000	\$ 6,000,000	\$ 1,000,000	20.0%	Increased uncertainties
Transfer In	271,000	-	(271,000)	-100.0%	Planned maintenance
Transfer Out	(2,412,253)	(2,144,829)	267,424	-11.1%	Planned maintenance
<b>Total other financing sources (uses)</b>	<b>\$ 2,858,747</b>	<b>\$ 3,855,171</b>	<b>\$ 996,424</b>	<b>34.9%</b>	
<b>Total Revenues and Other Sources</b>	<b>\$ 27,901,400</b>	<b>\$ 29,657,222</b>	<b>\$ 1,755,822</b>	<b>6.3%</b>	
Fiscal Year's End June 30	FY25 BUDGET	FY26 BUDGET	FY26 CHANGES		FY26 Changes Description
<b>Expenditures by Program</b>					
Instruction	\$ 5,378,821	\$ 5,658,275	\$ 279,454	5.2%	Nursing faculty moved from grant, and salary and benefit adj.
Academic Support	4,427,302	4,898,166	470,864	10.6%	ITS fixed charges, and salary and benefit adj.
Student Services	4,363,663	4,316,067	(47,596)	-1.1%	Reallocation of positions
Institutional Support	4,938,490	5,282,742	344,252	7.0%	ITS fixed charges, contracted srvs., and salary and benefit adj.
Facilities Operation & Maintenance	2,791,654	3,101,972	310,318	11.1%	adj.
Scholarships & Grants	400,000	400,000	-	0.0%	
Contingency	5,601,470	6,000,000	398,530	7.1%	Increased uncertainties
<b>Total Expenditures</b>	<b>\$ 27,901,400</b>	<b>\$ 29,657,222</b>	<b>\$ 1,755,822</b>	<b>6.3%</b>	
<b>Excess of Revenues and Other Sources Over/(Under) Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	
Fiscal Year's End June 30	FY25 BUDGET	FY26 BUDGET	FY26 CHANGES		FY26 Changes Description
<b>Expenditures by Object</b>					
Personnel Services	\$ 16,629,903	\$ 17,348,866	\$ 718,963	4.3%	Salary and benefit adjustments
Contractual Services	1,097,732	1,220,359	122,627	11.2%	Financial aid serv. and financial statement compilation services
Supplies	1,294,311	1,328,008	33,697	2.6%	Increase supplies for instructional programs and non-capital equip
Fixed Charges	1,560,796	1,983,471	422,675	27.1%	Dues and software increases
Utilities	703,538	746,868	43,330	6.2%	Utility increase due to new automotive bldg. lease.
Travel	414,650	430,650	16,000	3.9%	Increases for HLC and new positions
Scholarships	400,000	400,000	-	0.0%	
Miscellaneous/Other	199,000	199,000	-	0.0%	
Contingency	5,601,470	6,000,000	398,530	7.1%	Increased uncertainties
<b>Total Expenditures</b>	<b>\$ 27,901,400</b>	<b>\$ 29,657,222</b>	<b>\$ 1,755,822</b>	<b>6.3%</b>	
<b>Excess of Revenues and Other Sources Over/(Under) Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	

# Annual Financial Plan

## Restricted Funds

Restricted Funds are those funds limited by outside agencies or donors such as grants, contracts, and financial aid. For FY26, the net decrease of \$519,911 was primarily due to the conclusion of several temporary grants. Significant changes include:

- Decrease of \$67,502 due to the ending of the Bridges to Baccalaureate grant (Biomedical Research Training, HHS) in FY25
- Decrease of \$330,000 due to the end of temporary funding from the Arizona Health Care Cost Containment System for nursing program scholarships and tuition assistance
- Decrease of \$474,633 due to the conclusion of temporary funding from the Arizona Department of Health Nursing Education Program for program expansion
- Decrease of \$258,120 due to the Lowe's Foundation Gable Grant for the expansion of the CTM Program; funding is expected to be fully spent by the end of FY26
- Increase of approximately \$147,144 from Arizona Workforce Development (Prop 301 Sales Tax), funding positions in Nursing and Allied Health
- Increase of \$340,758 from the Flagstaff Unified School District to Coconino Community College for the Path2Purpose program, which is now fully staffed with five full-time employees

Restricted				
Restricted Grants/Contracts by Agency	Federal	State	Private/ Local	Total
<b>Department of Education</b>				
Adult Education - Basic Grants to States	\$ 521,157	\$ -	\$ -	\$ 521,157
Federal Work Study Program - Student Aid	93,984			93,984
NASNTI - Strengthening Minority Serving Institutions	541,561			541,561
Pell Grant Program - Student Aid	3,500,000			3,500,000
Perkins - Career and Technical Education Basic Grants to States	319,080			319,080
Supplemental Educational Opportunity Grants (SEOG) - Student Aid	153,487			153,487
TRiO - Student Support Services	271,869			271,869
<b>Department of Veterans Affairs</b>				
Veterans' Center - Professional Development	4,000			4,000
<b>National Science Foundation</b>				
LSAMP (Louis Stokes Alliances for Minority Participation - STEM Pathways)	45,000			45,000
Noyce Scholars Program	-			-
<b>Small Business Administration</b>				
Small Business Development Center	115,192			115,192
<b>State of Arizona</b>				
AZ Department of Veterans Affairs		36,000		36,000
AZ LEAP - Arizona Board of Regents, Student Aid		9,632		9,632
AZ Workforce Development - Prop 301		889,310		889,310
Smart and Safe Arizona - Prop 207		1,527,124		1,527,124
<b>Private/Local</b>				
Coconino County - SBDC other Program Income			63,135	63,135
Dreambuilder - SBDC			92,493	92,493
FUSD to CCC Program			460,616	460,616
Lowe's Foundation Gable Grant			366,369	366,369
<b>Totals</b>	<b>\$ 5,565,330</b>	<b>\$ 2,462,066</b>	<b>\$ 982,613</b>	<b>\$ 9,010,009</b>





# Annual Financial Plan

## Restricted Funds (continued)

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

Fiscal Years End June 30	FY25 BUDGET	FY26 BUDGET	FY26 CHANGES		FY26 Changes Description
<b>Revenues</b>					
State Appropriations	\$ 300,700	\$ 314,300	\$ 13,600	4.5%	STEM per state formula
Federal Grants and Contracts	6,005,936	5,610,965	(394,971)	-6.6%	AHCCCS Nursing Tuition assistance ended
State Grants and Contracts	2,768,237	2,426,066	(342,171)	-12.4%	ADHS Nursing ended, Prop 301, Prop 207
Private Grants and Contracts	769,347	972,978	203,631	26.5%	SBDC Program Income, Lowe's, FUSD to CCC
<b>Total Revenues</b>	<b>\$ 9,844,220</b>	<b>\$ 9,324,309</b>	<b>\$ (519,911)</b>	<b>-5.3%</b>	
<b>Other financing sources (uses)</b>					
Carry forward	\$ 575,510	\$ -	\$ (575,510)	-100.0%	Used Prop207 carry forward
Transfer In	133,975	74,066	(59,909)	-44.7%	Transfer for FWS and SEOG not needed
<b>Total other financing sources (uses)</b>	<b>\$ 709,485</b>	<b>\$ 74,066</b>	<b>\$ (635,419)</b>	<b>-89.6%</b>	
<b>Total Revenues and Transfers</b>	<b>\$ 10,553,705</b>	<b>\$ 9,398,375</b>	<b>\$ (1,155,330)</b>	<b>-10.9%</b>	
Fiscal Years End June 30	FY25 BUDGET	FY26 BUDGET	FY26 CHANGES		FY26 Changes Description
<b>Expenditures by Program</b>					
Instruction	\$ 4,413,036	\$ 3,577,529	\$ (835,507)	-18.9%	ADHS Nursing ended, Prop207
Public Service	327,806	305,820	(21,986)	-6.7%	County ARPA funding expiring
Academic Support	699,071	386,914	(312,157)	-44.7%	Prop 207 and Lowe's decrease positions
Student Services	942,226	958,745	16,519	1.8%	NA SNTI Supplemental
Institutional Support	119,858	460,616	340,758	284.3%	FUSD to CCC Program 4 additional positions
Scholarships & Grants	4,051,708	3,708,751	(342,957)	-8.5%	AHCCCS Nursing Tuition assistance ended
<b>Total Expenditures</b>	<b>\$ 10,553,705</b>	<b>\$ 9,398,375</b>	<b>\$ (1,155,330)</b>	<b>-10.9%</b>	
Fiscal Years End June 30	FY25 BUDGET	FY26 BUDGET	FY26 CHANGES		FY26 Changes Description
<b>Expenditures by Object</b>					
Personnel Services	\$ 5,582,919	\$ 4,964,689	\$ (618,230)	-11.1%	ADHS Nursing ended, Prop 207
Contractual Services	88,966	82,813	(6,153)	-6.9%	B2B ending
Supplies	252,729	295,057	42,328	16.7%	Reallocation NA SNTI and Perkins
Fixed Charges	68,310	59,640	(8,670)	-12.7%	ADHS Nursing ended
Utilities	58,300	28,300	(30,000)	-51.5%	Reallocation NA SNTI
Travel	73,178	95,830	22,652	31.0%	Reallocation TRiO and Perkins
Scholarships	4,013,995	3,697,980	(316,015)	-7.9%	AHCCCS Nursing Tuition assistance ended
Capital Equipment	200,000	60,000	(140,000)	-70.0%	Decrease Lowe's
Miscellaneous/Other	215,308	114,066	(101,242)	-47.0%	Decrease in grants indirect cost recovery
<b>Total Expenditures</b>	<b>\$ 10,553,705</b>	<b>\$ 9,398,375</b>	<b>\$ (1,155,330)</b>	<b>-10.9%</b>	



# Annual Financial Plan

## Auxiliary Funds

The Auxiliary Fund accounts for self-supporting activities that provide services for the students, faculty, and staff. Any balance remaining balances at the end of the year are carried forward to subsequent fiscal years.

### **Student Activity Fees—\$123,570**

New \$3/credit hour fee, which began in FY25, to support student activities and meetings on all campuses.

### **Cross Country—\$30,000**

Cross country began in FY22. The team is supported through the fundraising efforts of the Foundation. Expenses for the team include the coach, association dues, and travel expenses.

### **Bookstore Revenues—\$50,000**

Bookstore Services are outsourced at all campuses. Bookstore revenues help to offset special events.

### **Equipment Rental—\$2,400**

Math calculators are rented to students for \$10. This 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 scientific calculator.

### **Vending Services—\$17,700**

Vending Services are outsourced at all campuses. The vending revenue is split to support both student and employee programs. The student portion supports student athletics and the employee portion supports employee recognition, special events, and professional development activities.

# Annual Financial Plan

## Auxiliary Funds (continued)

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

Fiscal Years End June 30	FY25 BUDGET	FY26 BUDGET	FY26 CHANGES	
<b>Revenues</b>				
Tuition and Fees	\$ 150,000	\$ 123,570	\$ (26,430)	-17.6%
Grants & Contracts	30,000	30,000	-	0.0%
Sales & Services	67,800	70,100	2,300	3.4%
<b>Total Revenues</b>	<b>\$ 247,800</b>	<b>\$ 223,670</b>	<b>\$ (24,130)</b>	<b>-9.7%</b>
<b>Other financing sources (uses)</b>				
Transfer In	\$ 101,678	\$ 116,163	\$ 14,485	14.2%
<b>Total other financing sources (uses)</b>	<b>\$ 101,678</b>	<b>\$ 116,163</b>	<b>\$ 14,485</b>	<b>14.2%</b>
<b>Total Revenues and Transfers</b>	<b>\$ 349,478</b>	<b>\$ 339,833</b>	<b>\$ (9,645)</b>	<b>-2.8%</b>
Fiscal Years End June 30	FY25 BUDGET	FY26 BUDGET	FY26 CHANGES	
<b>Expenditures by Program</b>				
Instruction	\$ 2,400	\$ 2,400	\$ -	0.0%
Student Services	289,378	279,733	(9,645)	-3.3%
Institutional Support	57,700	57,700	-	0.0%
<b>Total Expenditures</b>	<b>\$ 349,478</b>	<b>\$ 339,833</b>	<b>\$ (9,645)</b>	<b>-2.8%</b>
Fiscal Years End June 30	FY25 BUDGET	FY26 BUDGET	FY26 CHANGES	
<b>Expenditures by Object</b>				
Personnel Services	\$ 93,443	\$ 100,028	\$ 6,585	7.0%
Contractual Services	300	1,500	1,200	400.0%
Supplies	218,800	193,170	(25,630)	-11.7%
Fixed Charges	8,235	12,635	4,400	53.4%
Utilities	2,100	-	(2,100)	-100.0%
Travel	26,600	32,500	5,900	22.2%
<b>Total Expenditures</b>	<b>\$ 349,478</b>	<b>\$ 339,833</b>	<b>\$ (9,645)</b>	<b>-2.8%</b>



# Annual Financial Plan

## Unexpended Plant Fund

The Unexpended Plant Fund accounts for resources available to finance the acquisition, construction or improvement of plant assets for the College. Capital assets have a useful life of more than one year and cost over \$10,000. The College allocates funding annually for the long-term planned maintenance and replacement program. Amounts not used are reserved for future equipment needs.

### One-time Capital Requests

The \$901,800 in state aid to rural institutions is transferred from the general fund to the plant fund to cover one-time or capital requests received through the informed budget process.

### Copier

The College sets aside \$17,000 annually to fund the copier replacement plan.

### ITS Lifecycle Replacement

The College sets aside \$120,000 annually to fund the ITS lifecycle replacement plan.

### Facilities

The College has 20-year planned maintenance schedules that include major maintenance and replacement of long-term facility needs including vehicles and equipment. For FY26, the College allocated \$915,800, of which \$283,600 will be expended in the current year and \$632,200 is for future capital acquisitions.

Unexpended Plant Funds	Fourth St	Lone Tree	Page	Total
One-Time Rural contingency	\$ -	\$ 901,800	\$ -	\$ 901,800
Copier future capital acquisitions/projects		17,000		17,000
ITS future capital acquisitions/projects		120,000		120,000
<b>Facilities</b>				
Vertical Mast Lift		12,500		12,500
Chevy Equinox		36,500		36,500
Chevy Truck 3/4 Ton 4 WD		52,000		52,000
Spreader		17,600		17,600
Blade Attachment & Liner		15,000		15,000
Misc./Contingency	100,000	25,000	25,000	150,000
<b>Facilities Subtotal</b>	<b>\$ 100,000</b>	<b>\$ 158,600</b>	<b>\$ 25,000</b>	<b>\$ 283,600</b>
Future capital acquisitions/projects		632,200		632,200
<b>Total Unexpended Plant Funds</b>	<b>\$ 100,000</b>	<b>\$ 1,829,600</b>	<b>\$ 25,000</b>	<b>\$ 1,954,600</b>





# Annual Financial Plan

## Unexpended Plant Fund (continued)

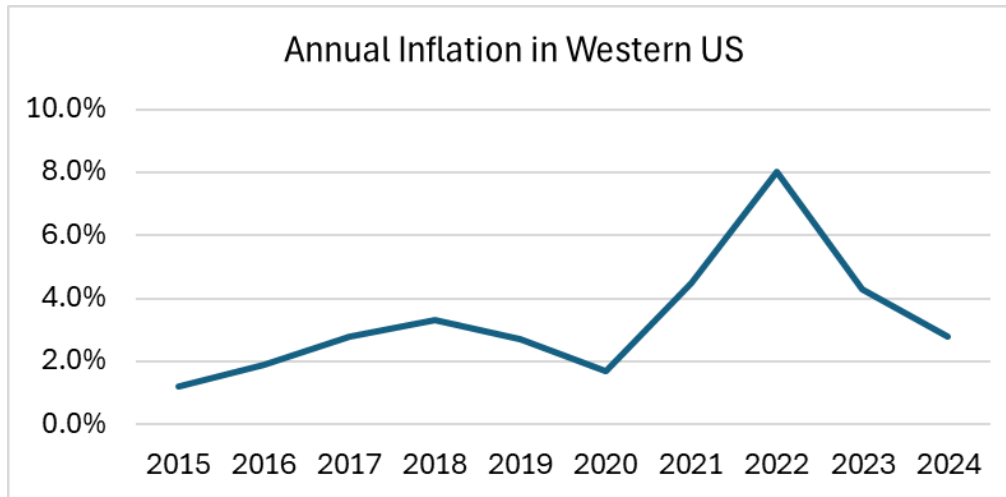
### Two-Year Comparative Analysis - For Years Ended June 30th

Fiscal Years End June 30	FY25 BUDGET	FY26 BUDGET	FY26 CHANGES		FY26 CHANGES DETAIL
<b>Revenues</b>					
<b>Other financing sources (uses)</b>					
Carryforward	\$ 1,157,000	\$ -	\$ (1,157,000)	-100.0%	Completed roof project
Transfer In	2,176,600	1,954,600	(222,000)	-10.2%	Planned maintenance
Transfer Out	(271,000)	-	271,000	-100.0%	Planned maintenance
<b>Total other financing sources (uses)</b>	<b>\$3,062,600</b>	<b>\$1,954,600</b>	<b>\$ (1,108,000)</b>	<b>-36.2%</b>	
<b>Total Revenues and Transfers</b>	<b>\$3,062,600</b>	<b>\$1,954,600</b>	<b>\$ (1,108,000)</b>	<b>-36.2%</b>	
<b>Expenditures by Program</b>					
Institutional Support	\$ 120,000	\$ 120,000	\$ -	0.0%	ITS equipment replacement
Facilities Operation & Maintenance	2,032,800	932,800	(1,100,000)	-54.1%	Completed roof project
Contingency	892,800	901,800	9,000	1.0%	Rural Aid
<b>Total Expenditures</b>	<b>\$3,045,600</b>	<b>\$1,954,600</b>	<b>\$ (1,091,000)</b>	<b>-35.8%</b>	
<b>Expenditures by Object</b>					
Supplies	\$ 2,032,800	\$ -	\$ (2,032,800)	-100.0%	Completed roof project
Capital Equipment	120,000	1,052,800	932,800	777.3%	ITS and Facilities future capital/projects
Contingency	892,800	901,800	9,000	1.0%	Rural Aid
<b>Total Expenditures</b>	<b>\$3,045,600</b>	<b>\$1,954,600</b>	<b>\$ (1,091,000)</b>	<b>-35.8%</b>	

# Annual Financial Plan

## All Funds - Faculty and Staff

Salaries and benefits represent the largest expense for the College. Coconino County has the highest cost of living in Arizona which makes recruitment and retention of staff particularly challenging. To help to address this, the College reviews salary and market data annually and makes incremental adjustments to compensation to support employee retention and competitiveness. One piece of the market data is the inflation rate, or Consumer Price Index from the Bureau of Labor Statistics. The chart below shows the dramatic spike in inflation due to the pandemic.



For FY26, the net increase in wages and benefits was \$107,310 or 0.0%. Salary adjustments and three new full-time positions were offset by a reduction of nine vacant faculty positions which the college had not been able to fill. The schedule below provides a two-year comparison of salaries and benefits by employee type and full-time equivalent.

### Two-Year Comparative Analysis Faculty and Staff

	FY 2024/2025 Budget	FTE	FY 2025/2026 Budget	FTE	Change	Percent Change	FTE Change
Full-time Faculty	\$ 4,371,768	57	\$ 3,825,974	48	\$ (545,794)	-14%	-9
Part-time Faculty	1,092,503	38	1,305,099	40	\$ 212,596	16%	2
Full-time Administrative Staff	2,962,766	24	3,078,420	25	\$ 115,654	4%	1
Full-time Professional and Classified Staff	7,094,456	118	7,345,338	120	\$ 250,882	3%	2
Part-time Hourly Staff	928,667	20	882,970	18	\$ (45,697)	-5%	-2
Subtotal Wages	\$ 16,450,160	257	\$ 16,437,800	251	\$ (12,360)	0%	-6
Subtotal Benefits	5,856,104		\$ 5,975,783		119,679	2%	
<b>Total Wages and Benefits</b>	<b>\$ 22,306,264</b>		<b>\$ 22,413,583</b>		<b>\$ 107,319</b>	<b>0%</b>	
Benefits as Percentage of Wages	36%		36%				

#### New Full-Time Staff Positions:

Director of Institutional Research	
Facilities and Events Specialist Sr.	
Admissional Enrollment Advisor	

# Annual Financial Plan

## All Funds - Faculty and Staff (continued)

Increases in wages were guided by market studies, high inflation rates, minimum wage increases, and high employee turnover. Increases typically alternate between percentage increases for odd years and flat dollar amounts for even years. Flat dollar increases result in larger increases for the lowest paid employees. Based on this pattern FY26 would be flat dollar amount annual increases.

### **Compensation Adjustments:**

- **Full-time Faculty** - \$2,595 increase to each column of the full-time faculty schedule for an average increase of 4.8% beginning Fall Term 2025
- **Part-time Faculty** - \$53 increase to \$1,160 per load hour for an average increase of 4.8% beginning Fall Term 2025
- **Full-time Administrative, Professional/Technical, and Classified Staff** - An increase of \$1.71 per hour, or \$3,566 per full-time equivalent, for an average increase of 4.8% beginning July 1, 2025
- **Part-time Staff** - to be determined

Increases in benefits were for new positions as well as increased contribution rates for the health plan offset by a small decrease in the Arizona State Retirement System

### **Benefits:**

- **Arizona State Retirement System (ASRS)** - the employee and employer contribution rates decreased from 12.27% to 12.00%
- **Northern Arizona Public Employee Benefit Trust (NAPEBT)** - is projecting a 3% increase overall and using reserves to buy down to an average of increase of 1.5%.
- Each Plan will have a different increase based on the actual claims data. Employees opting into one of the higher-cost plans will have larger increases:
  - Buy-up plan - 6% increase
  - Base plan - 1.25% increase
  - **High deductible Health Plan (HDHP)** - 0.5% increase (College default plan)
- No significant plan design changes for medical and pharmacy
- Continued emphasis on preventive strategies and early detection
- Self-funded dental plan and providing more options to employees
- Expanding vision plan offering
- The medical contributions are based on HDHP and the College will cover the 0.5% increase as follows:

FY26 Monthly Medical Contribution Rates Non Wellness					
Plans	Total Monthly Premium	ER Portion	ER %	EE Portion	EE %
HDHP Employee	\$ 684.58	\$ 684.58	100%	\$ -	0%
HDHP Employee +1	\$ 1,321.12	\$ 796.12	60%	\$ 525.00	40%
HDHP Employee + Family	\$ 1,827.68	\$ 1,033.58	57%	\$ 794.10	43%
HDHP H.S.A. Contribution		\$ 19.36			

# Annual Financial Plan

## All Funds - Budget Request / Resource Allocation Summary

This section details the IBP requests approved by the President's Cabinet for FY26. These allocations align with institutional priorities and strategic initiatives to increase learner support and improve course success rates. The approved funding totals \$1,560,106 for General Operating Expenses and \$895,404 for One-Time Requests.

Coconino Community College BASE Funded Requests FY26	
Department	IBP Request Description
<b>General Operating Expenses - Instruction</b>	
Art - 11101	Increase to PT Hourly for increased studio hours *
Applied Indigenous Studies - 11371	Create a Base Budget for new discipline
English - 11401	Rehire a FT English Faculty Position
Environmental Science - 11503	Lab course supplies and Field trips *
Fire Science - 12407	Need for more PT hourly during practical skills training
Fire Science - 12407	Increase in contract rates with local fire departments *
Nursing - 12501	Full Time Nursing Faculty - previously grant funded
Nursing - 12501	Part Time Nursing Student Success Coach - previously grant funded
Nursing - 12501	PT Clinical Instructor - release time for FT Nursing
Nursing - 12501	Additional funds for e-textbooks, change in vendor and end of grant *
Automotive - 12620	Additional supplies for Automotive program at new facility *
Construction Technology Management - 12660	Increase in supply needs and cost *
<i>* offset by differential tuition fee</i>	
Sub-Total Instruction <b>\$ 611,987</b>	

<b>General Operating Expenses - Academic Support</b>	
IT Academic - 34100	Cidilabs plugin Tools for Canvas, UDOIT, TidyUp and ReadyGo
IT Academic - 34100	CourseDog Scheduling Software - Plant Fund
IT Academic - 34100	Salesforce License for digital marketing cloud account
IT Academic - 34100	VMware increment (60%)
IT Academic - 34100	Microsoft increment (60%)
IT Academic - 34100	Zoom (60%)
IT Academic - 34100	Calendly
IT Academic - 34100	CPI increase for software agreements
IT Academic - 34100	Labstats Software
Institutional Research - 36140	Re-instate Institutional Research Analyst position
Institutional Research - 36140	Director of Institutional Research - Travel
Academic Support - 36150	Reclassification - Faculty support specialist II
Higher Learning Commission - 36190	Increase in fees and travel to maintain HLC accreditation
Nursing Academic Support - 36501	ACEN/Accreditation Fees
Sub-Total Academic Support <b>\$ 282,459</b>	

<b>General Operating Expenses - Student Services</b>	
Marketing - 41100	50 Canva licenses - support staff and faculty to create consistent branded design
Marketing - 41100	Increase to Part-Time Hourly Wages for student worker and Coco appearances
Admissions - 41300	1 FTE Admission Enrollment Advisor for .5 FY26 phase in dept. re-org
Athletics - 42300	Cross Country - increased fees and other expenses
Student Services - 43100	HACU Membership
Student Services - 43100	1/3 phase in 2 NASANTl grant funded positions
Financial Aid - 44100	Replace Financial Aid IT analyst with Professional Services
Registrar Commencement - 45102	Commencement Budget Increase for new Venue that started FY24
Sub-Total Student Services <b>\$ 230,814</b>	

<b>General Operating Expenses - Institutional Support</b>	
District Governing Board - 51100	Increase in cost of meeting supplies
President's Office - 51200	Increase in dues and travel
Provost - 51400	CCBA dues
Provost - 51400	AZ Transfer Lunch
Provost - 51400	Annual AZ Transfer Institutional Contributions
Business Office - 52120	Accounting and Compilation Services
Business Office - 52120	Reorganization of A/P Specialist (.5 FY26)

# Annual Financial Plan



## All Funds - Budget Request / Resource Allocation Summary (continued)

IT Administration - 54100	Veeam Office 365 Backup Solution		
IT Administration - 54100	VMware increment (40%)		
IT Administration - 54100	Microsoft increment (40%)		
IT Administration - 54100	Tintri storage support		
IT Administration - 54100	Zoom (40%)		
IT Administration - 54100	JotForm		
IT Administration - 54100	CPI increase for software agreements		
IT Administration - 54100	Jira SM Premium for Asset Essentials Replacement		
IT Administration - 54100	VPN licenses		
Public Relations - 55200	Maintenance and promo materials for Coco the Comet Mascot		
Sub-Total Institutional Support		\$	167,646

General Operating Expenses - Facilities Operations & Maintenance		
Facilities Administration - 61100	Rental and Utilities for leased space for Automotive Program	
Facilities Administration - 61100	Travel for new Administrative Asst. position	
Facilities Planned Maintenance - 61200	Planned Maintenance allocation	
Sub-Total Facilities Operations & Maintenance		\$ 267,200

<b>Total Ongoing Budget Requests</b>	<b>\$ 1,560,106</b>
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Coconino Community College ONE-TIME Funded Requests FY25 *		
Department	IBP Request Description	
	One Time Rural Funded - (Instruction)	
Environmental Science - 11503	Lab supplies for Environmental science	
Nursing - 12501	ACEN Accreditation Fees	
	Sub-Total Instruction	\$ 19,500

One Time Rural Funded - (Academic Support)		
IT Academic - 34100	Cidilabs Tools for Canvas	
IT Academic - 34100	Replacement laptops for science COW surface Gos Gen 1	
IT Academic - 34100	Replace all Zoom Room Equipment with generalized Logitech Tap hardware	
IT Academic - 34100	Spare/Additional 65" Screens for Zoom/Meeting rooms	
IT Academic - 34100	Mass replacement of Classroom Webcams to all Dell 2k	
IT Academic - 34100	Flex arms for all classroom webcams	
IT Academic - 34100	Replacement Screens for 48/55 Daktronics	
IT Academic - 34100	Study-pods for Computer Labs	
IT Academic - 34100	34" Hub Monitors for Computer Labs	
IT Academic - 34100	Canvas Studio-Video Mgmt. Platform for Canvas	
IT Academic - 34100	new computers for new employees 4 at \$2,000	
IT Academic - 34100	Servers - <b>Plant Fund</b>	
IT Academic - 34100	CourseDog Software - <b>Plant Fund</b>	
Sub-Total Academic Support		\$ 187,904

One Time Rural Funded - (Student Services)		
Marketing - 41100	Video Production	
Sub-Total Student Services		\$ 10,000

One Time Rural Funded - (Institutional Support)		
President's Office - 51200	Dr. Joe - Higher Performance	
Election Costs - 51600	Election Costs	
IT Administration - 54100	Replacement Laptops for Win10 EOL	
IT Administration - 54100	Various network equipment	
IT Administration - 54100	Camera/Security server - <b>Plant Fund</b>	
Sub-Total Institutional Support		\$ 423,000

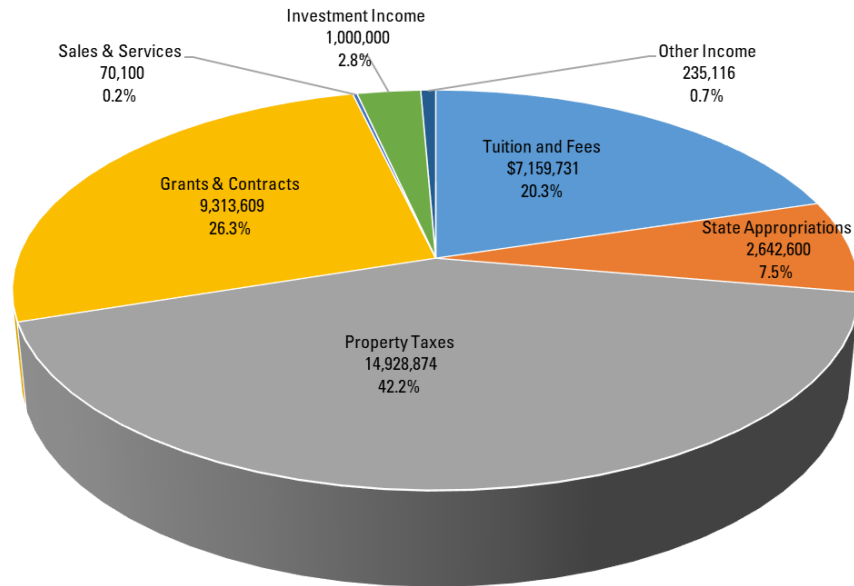
One Time Rural Funded - (Facilities Operations & Maintenance)		
Facilities Planned Maintenance - 61200	Ventilation in room 536	
Facilities Planned Maintenance - 61200	Unexpected Expenses for facilities upkeep (1/2)	
Facilities Planned Maintenance - 61200	Architect Design - Master Planning Project	
Security - 67100	Security Upgrades	
Sub-Total Facilities Operations & Maintenance		\$ 255,000

<b>Total One Time Rural Budget Requests</b>	<b>\$ 895,404</b>
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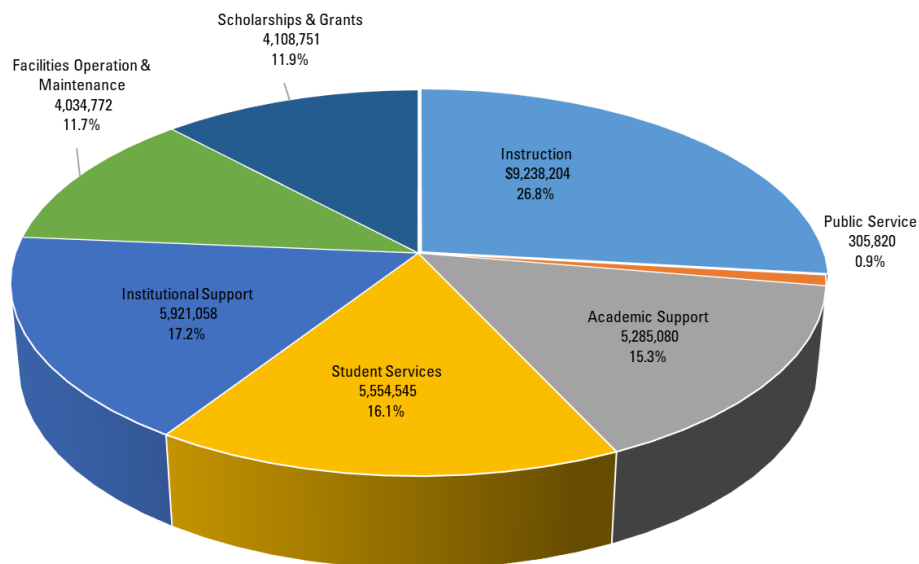
# Annual Financial Plan

## All Funds - FY26 Revenue \$35,350,030



Note: Excludes Carryforward

## All Funds - FY26 Expenditures by Program \$34,448,230



Note: Excludes Contingency



# Annual Financial Plan

## All Funds

### FY26 Budget Summary - For Year Ended June 30th

<b>Fiscal Years End June 30</b>	<b>General Fund</b>	<b>Restricted Fund</b>	<b>Auxiliary Fund</b>	<b>Unexpended Plant Fund</b>	<b>Total All Funds</b>
<b>Revenues</b>					
Tuition and Fees	\$ 7,036,161	\$ -	\$ 123,570	\$ -	\$ 7,159,731
State Appropriations	2,328,300	314,300	-	-	\$ 2,642,600
Property Taxes	14,928,874	-	-	-	\$ 14,928,874
Grants & Contracts	273,600	9,010,009	30,000	-	\$ 9,313,609
Sales & Services	-	-	70,100	-	\$ 70,100
Investment Income	1,000,000	-	-	-	\$ 1,000,000
Other Income	235,116	-	-	-	\$ 235,116
<b>Total Revenues</b>	<b>\$ 25,802,051</b>	<b>\$ 9,324,309</b>	<b>\$ 223,670</b>	<b>\$ -</b>	<b>\$ 35,350,030</b>
<b>Other financing sources (uses)</b>					
Carry forward	\$ 6,000,000	\$ -	\$ -	\$ -	\$ 6,000,000
Transfer In	-	74,066	116,163	1,954,600	2,144,829
Transfer Out	(2,144,829)	-	-	-	(2,144,829)
<b>Total other financing sources (uses)</b>	<b>\$ 3,855,171</b>	<b>\$ 74,066</b>	<b>\$ 116,163</b>	<b>\$ 1,954,600</b>	<b>\$ 6,000,000</b>
<b>Total Revenues and Transfers</b>	<b>\$ 29,657,222</b>	<b>\$ 9,398,375</b>	<b>\$ 339,833</b>	<b>\$ 1,954,600</b>	<b>\$ 41,350,030</b>
<b>Fiscal Years End June 30</b>	<b>General Fund</b>	<b>Restricted Fund</b>	<b>Auxiliary Fund</b>	<b>Unexpended Plant Fund</b>	<b>Total All Funds</b>
<b>Expenditures by Program</b>					
Instruction	\$ 5,658,275	\$ 3,577,529	\$ 2,400	\$ -	\$ 9,238,204
Public Service	-	305,820	-	-	\$ 305,820
Academic Support	4,898,166	386,914	-	-	\$ 5,285,080
Student Services	4,316,067	958,745	279,733	-	\$ 5,554,545
Institutional Support	5,282,742	460,616	57,700	120,000	\$ 5,921,058
Facilities Operation & Maintenance	3,101,972	-	-	932,800	\$ 4,034,772
Scholarships & Grants	400,000	3,708,751	-	-	\$ 4,108,751
Contingency	6,000,000	-	-	901,800	6,901,800
<b>Total Expenditures</b>	<b>\$ 29,657,222</b>	<b>\$ 9,398,375</b>	<b>\$ 339,833</b>	<b>\$ 1,954,600</b>	<b>\$ 41,350,030</b>
<b>Fiscal Years End June 30</b>	<b>General Fund</b>	<b>Restricted Fund</b>	<b>Auxiliary Fund</b>	<b>Unexpended Plant Fund</b>	<b>Total All Funds</b>
<b>Expenditures by Object</b>					
Personnel Services	\$ 17,348,866	\$ 4,964,689	\$ 100,028	\$ -	\$ 22,413,583
Contractual Services	1,220,359	82,813	1,500	-	1,304,672
Supplies	1,328,008	295,057	193,170	-	1,816,235
Fixed Charges	1,983,471	59,640	12,635	-	2,055,746
Utilities	746,868	28,300	-	-	775,168
Travel	430,650	95,830	32,500	-	558,980
Scholarships	400,000	3,697,980	-	-	4,097,980
Capital Equipment	-	60,000	-	1,052,800	1,112,800
Miscellaneous/Other	199,000	114,066	-	-	313,066
Contingency	6,000,000	-	-	901,800	6,901,800
<b>Total Expenditures</b>	<b>\$ 29,657,222</b>	<b>\$ 9,398,375</b>	<b>\$ 339,833</b>	<b>\$ 1,954,600</b>	<b>\$ 41,350,030</b>
<b>Excess of Revenues and Other Sources Over/(Under) Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Annual Financial Plan

## All Funds

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

Two Year Comparison - All Funds For Years Ended June 30				
	FY25 Budget	FY26 Budget	FY26 Changes	FY26 % Change
<b>Revenues</b>				
Tuition and Fees	\$ 6,866,002	\$ 7,159,731	\$ 293,729	4.3%
State Appropriations	2,586,000	2,642,600	56,600	2.2%
Property Taxes	14,811,587	14,928,874	117,287	0.8%
Grants and Contracts	9,793,520	9,313,609	(479,911)	-4.9%
Sales and Services	67,800	70,100	2,300	3.4%
Investment Income	800,000	1,000,000	200,000	25.0%
Other Income	209,764	235,116	25,352	12.1%
<b>Total Revenues</b>	<b>\$ 35,134,673</b>	<b>\$ 35,350,030</b>	<b>\$ 215,357</b>	<b>0.6%</b>
<b>Other Financing Sources (Uses)</b>				
Carryforward	\$ 6,732,510	\$ 6,000,000	\$ (732,510)	-10.9%
Transfer In	2,683,253	2,144,829	(538,424)	-20.1%
Transfer Out	(2,683,253)	(2,144,829)	538,424	-20.1%
<b>Total Other Financing Sources (Uses)</b>	<b>\$ 6,732,510</b>	<b>\$ 6,000,000</b>	<b>\$ (732,510)</b>	<b>-10.9%</b>
<b>Total Revenues and Transfers</b>	<b>\$ 41,867,183</b>	<b>\$ 41,350,030</b>	<b>\$ (517,153)</b>	<b>-1.2%</b>
<b>Expenditures by Program</b>				
Instruction	\$ 9,794,257	\$ 9,238,204	\$ (556,053)	-5.7%
Public Service	327,806	305,820	(21,986)	-6.7%
Academic Support	5,126,373	5,285,080	158,707	3.1%
Student Services	5,595,267	5,554,545	(40,722)	-0.7%
Institutional Support	5,236,048	5,921,058	685,010	13.1%
Facilities Operation & Maintenance	4,824,454	4,034,772	(789,682)	-16.4%
Scholarships & Grants	4,451,708	4,108,751	(342,957)	-7.7%
Contingency	6,494,270	6,901,800	407,530	6.3%
<b>Total Expenditures</b>	<b>\$ 41,850,183</b>	<b>\$ 41,350,030</b>	<b>\$ (500,153)</b>	<b>-1.2%</b>
<b>Expenditures by Object</b>				
Personnel Services	\$ 22,306,265	\$ 22,413,583	\$ 107,318	0.5%
Contractual Services	1,186,998	1,304,672	117,674	9.9%
Supplies	3,798,640	1,816,235	(1,982,405)	-52.2%
Fixed Charges	1,637,341	2,055,746	418,405	25.6%
Utilities	763,938	775,168	11,230	1.5%
Travel	514,428	558,980	44,552	8.7%
Scholarships	4,413,995	4,097,980	(316,015)	-7.2%
Capital Equipment	320,000	1,112,800	792,800	247.8%
Miscellaneous/Other	414,308	313,066	(101,242)	-24.4%
Contingency	6,494,270	6,901,800	407,530	6.3%
<b>Total Expenditures</b>	<b>\$ 41,850,183</b>	<b>\$ 41,350,030</b>	<b>\$ (500,153)</b>	<b>-1.2%</b>
<b>Excess of revenues and other sources over/(under) expenditures</b>	<b>\$ 17,000</b>	<b>\$ -</b>	<b>\$ (17,000)</b>	<b>100.0%</b>



# Annual Financial Plan

## All Funds - Fund Balance Reserves

### Fund Balance

The College maintains a fund balance to ensure long-term financial sustainability. In accordance with established procedures, the goal is to maintain reserves equal to 33% of the total budgeted revenues. These reserves are critical for managing financial risk associated with unforeseen revenue fluctuations, unexpected expenditures, and for planning for future capital and equipment needs.

**General Fund** - The General Fund includes sustainability reserves totaling \$11,665,510 along with \$6 million in carryforward funds. These carryforward funds allow a portion of the fund balance to be used in the current year, if necessary. Additionally, property tax revenues are currently held in escrow pending the resolution of an ongoing property tax case. The remaining \$495,930 is available for future expenditures.

**Auxiliary Fund** - Reserves for the Auxiliary Fund are designated for the replacement of student calculators and other expenditures supported through student activity fees, bookstore revenues, and vending revenues.

**Plant Fund** - Plant Fund reserves are set aside for equipment replacement and long-term planned maintenance projects to support campus infrastructure.

**Debt Service** - This fund includes restricted reserves derived from delinquent property tax collections related to the secondary levy.

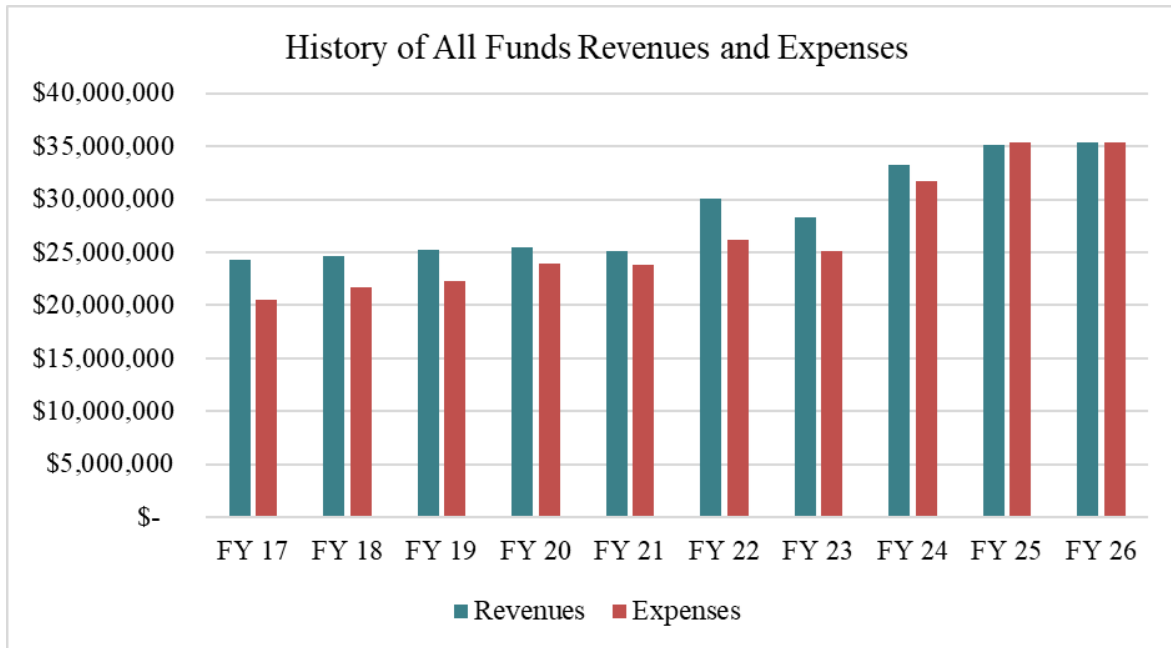
### FY26 Projected Fund Balance - For Year Ended June 30th

FY26 Budgeted Fund Balance						
	General Fund	Restricted Fund	Auxiliary Fund	Plant Fund	Debt Service Fund	All Funds Total
General Fund - Designated for Sustainability	\$ 11,665,510	\$ -	\$ -	\$ -	\$ -	\$ 11,665,510
General Fund - Designated for Carryforward	6,000,000					6,000,000
General Fund - Escrow for Property Taxes	1,472,155					1,472,155
General Fund - Undesignated	495,930					495,930
Auxiliary Fund - Math			19,318			19,318
Auxiliary Fund - Student Activities			16,100			
Auxiliary Fund - Bookstore			79,658			
Auxiliary Fund - Vending			8,315			
Unexpended Plant Fund - Copier future capital				80,418		80,418
Unexpended Plant Fund - ITS future capital				-		-
Unexpended Plant Fund - Facilities future capital				6,928,894		6,928,894
Debt Service - Restricted					6,915	6,915
<b>Ending Fund Balance</b>	<b>\$ 19,633,595</b>	<b>\$ -</b>	<b>\$ 123,392</b>	<b>\$ 7,009,312</b>	<b>\$ 6,915</b>	<b>\$ 26,669,140</b>
<b>Sustainability</b>						
All Funds Revenues - Based on Budget						\$ 35,350,030
All Funds Sustainability Reserves (33%) - Based on Budget						\$ 11,665,510

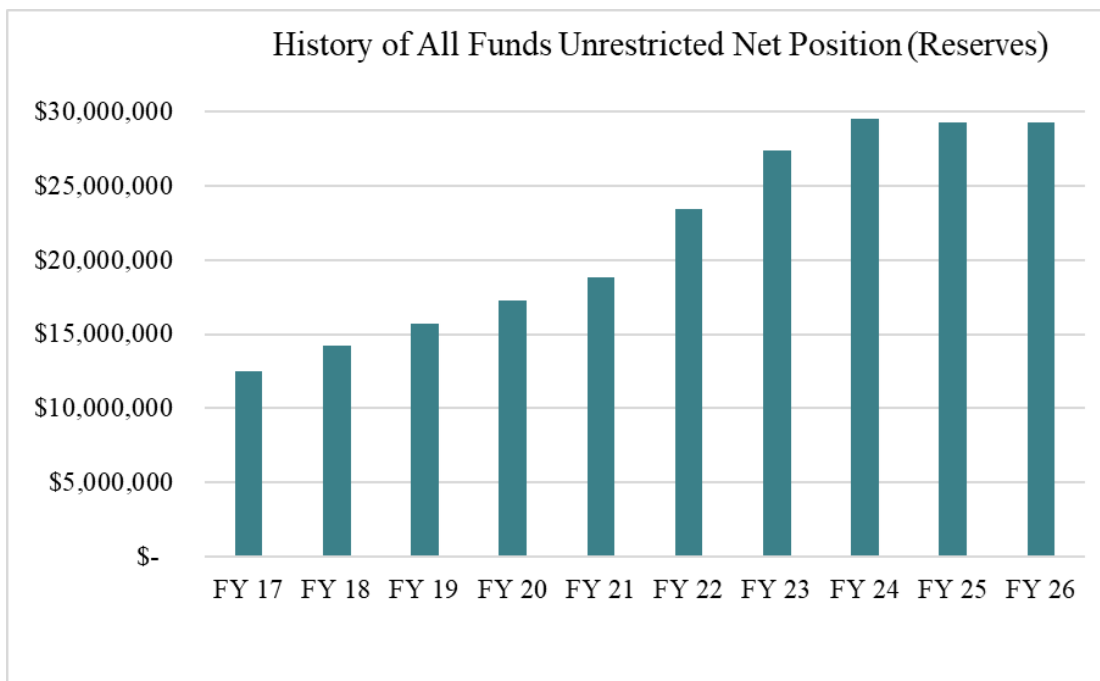
# Annual Financial Plan

## All Funds - History of Revenues, Expenses, and Net Position

The chart below shows a 10-year history of revenues and expenses. Fiscal Years 2025 and 2026 are budgeted amounts.



The chart below shows a 10-year history of rebuilding net position (reserves). The low amount of net position, which was in FY15, was due to the Governmental Accounting Standards Board (GASB) Statement No. 68 *Accounting and Financial Reporting for Pensions*. Statement 68 required pension plans to recognize long-term pension obligations as a liability, resulting in a reduction in net position.





# Long-Term Financial Sustainability

July 1, 2025 - June 30, 2026



## VISION

*Shaping the future of Coconino County.  
Empowering Individuals. Inspiring Communities.  
Education with Purpose!*



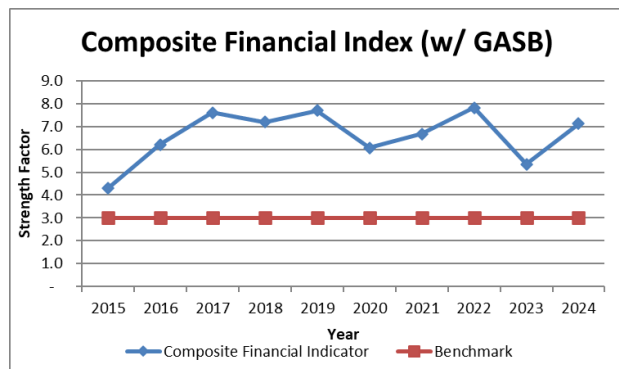
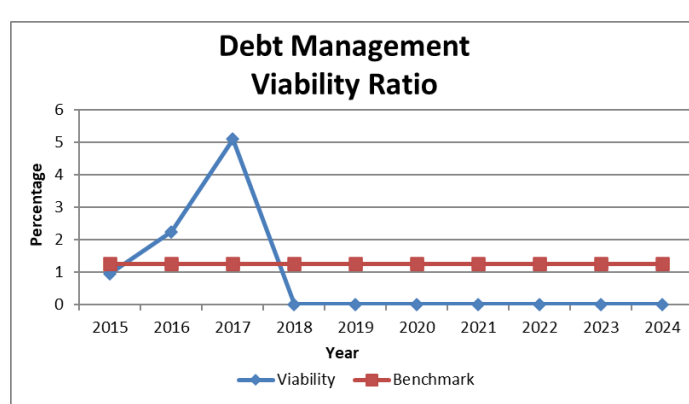
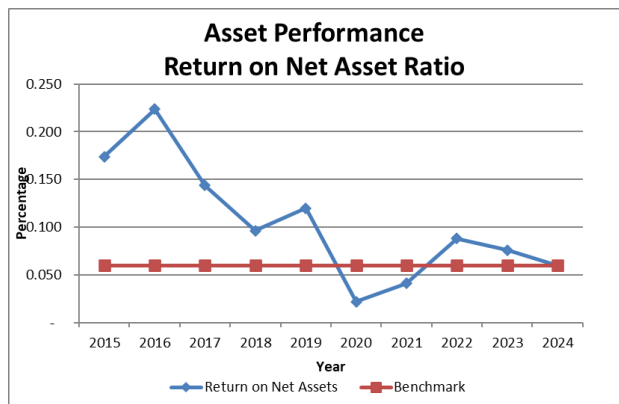
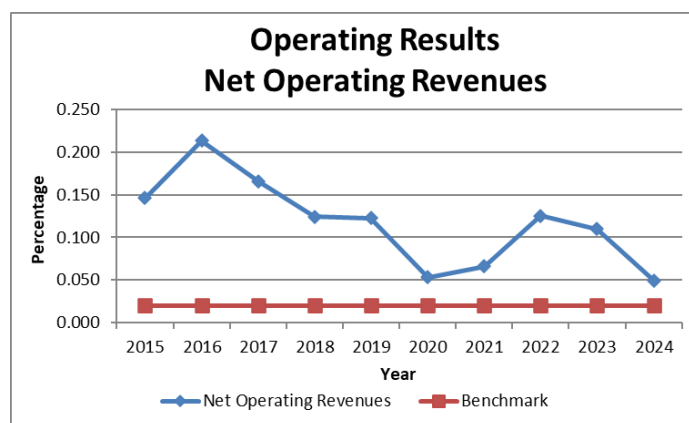
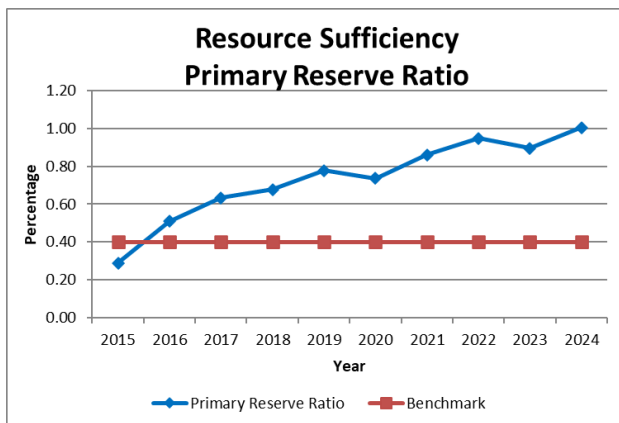
# Long-Term Financial Sustainability

## Financial Ratios

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

- **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

Although temporarily dampened by the pandemic, the College's financial ratios have been improving. The viability ratio is zero due to paying off the College's debt in FY19. The composite score, which must be above 1.1 to avoid a potential HLC review, increased last year to 7.1, meaning that the College is in a healthy financial position.



Composite Strength Factors:

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

Note: Charts are inclusive of GASB 68 Pension and GASB 75 OPEB adjustments

# Long-Term Financial Sustainability



## Ten-Year Projections

The College recently celebrated its 30th Anniversary and the community voted on May 17, 2022, to reset the primary property tax rate providing much-needed additional funding. The property tax reset phased in \$6 million over three years. The funding was targeted toward the development of new programs and services outlined in the ballot measure, for additional details please see page 13.

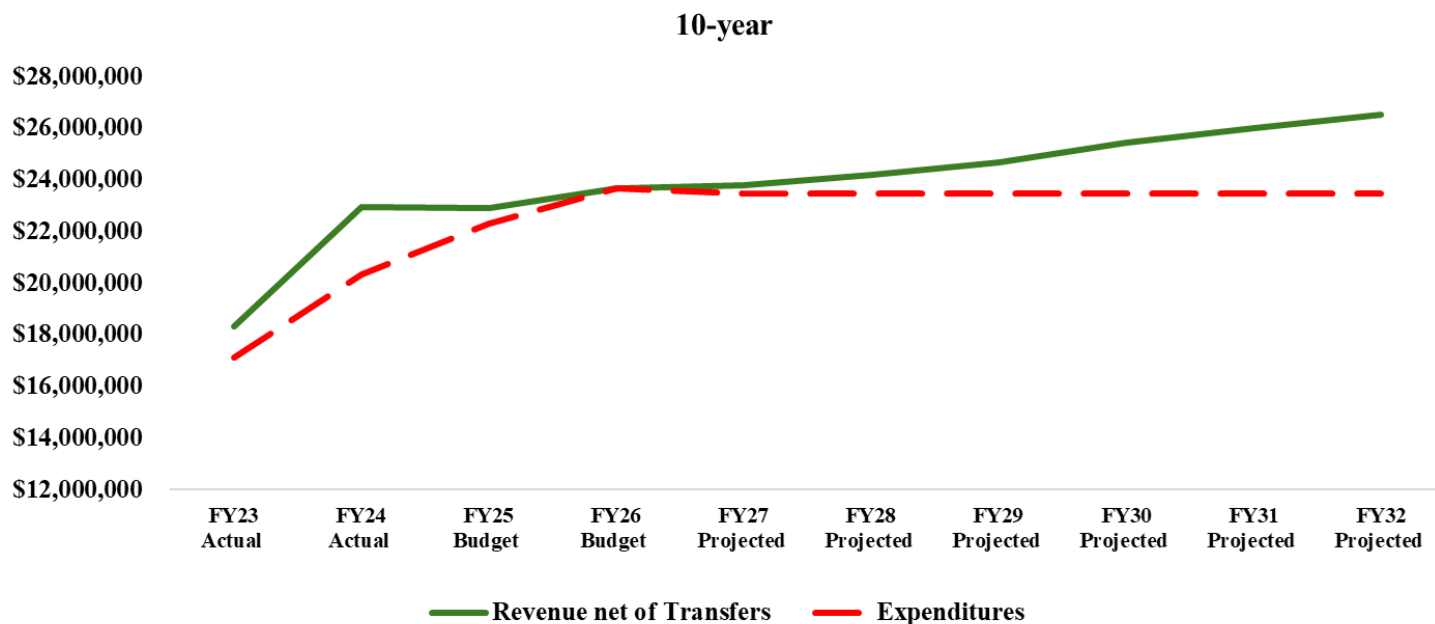
The College has developed long-term, high-level assumptions through FY32 as follows:

### Revenues - Average growth of 3.0%:

- **Enrollment** - flat enrollment projections
- **Tuition rates** - flat
- **State aid** - flat projections based on the state funding formula
- **Property tax** - 2% annual max levy increase plus 1.0% new construction growth based on trend analysis

### Expenditures - Flat

The chart below shows the General Fund revenues and expenses for ten years.



# Long-Term Financial Sustainability



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## VISION

*Shaping the future of Coconino County.  
Empowering Individuals. Inspiring Communities.  
Education with Purpose!*





# State Documents

**July 1, 2025 - June 30, 2026**

## VISION

*Shaping the future of Coconino County.  
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Education with Purpose!*





## State Requirements

The College must follow several 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 per ARS § 41-563. The limitation is set by the Economic Estimates Commission by applying growth in enrollment and inflation over the base budget year. 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 a 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 2026 Summary of budget data

			Increase/Decrease From budget 2025 To budget 2026	
	Budget 2026	Budget 2025	Amount	%
I. Current General and Plant Funds				
A. Expenditures:				
Current General Fund	\$ 29,657,222	\$ 27,901,400	\$ 1,755,822	6.3%
Unexpended Plant Fund	1,954,600	3,045,600	(1,091,000)	-35.8%
Retirement of indebtedness Plant Fund	0		0	
Total	\$ 31,611,822	\$ 30,947,000	\$ 664,822	2.1%
B. Expenditures per Full-time student equivalent (FTSE):				
Current General Fund	\$ 18,723 /FTSE	\$ 15,033 /FTSE	\$ 3,690 /FTSE	24.5%
Unexpended Plant Fund	\$ 1,234 /FTSE	\$ 1,641 /FTSE	\$ (407) /FTSE	-24.8%
Projected FTSE count	1,584	1,856		
II. Total all funds estimated personnel compensation				
Employee salaries and hourly costs	\$ 16,437,800	\$ 16,450,160	\$ (12,360)	-0.1%
Retirement costs	2,016,121	1,890,802	125,319	6.6%
Healthcare costs	1,578,888	1,593,030	(14,142)	-0.9%
Other benefit costs	2,380,774	2,372,272	8,502	0.4%
Total	\$ 22,413,583	\$ 22,306,264	\$ 107,319	0.5%
III. Summary of primary and secondary property tax levies and rates				
A. Amount levied:				
Primary tax levy	\$ 16,303,029	\$ 15,792,906	\$ 510,123	3.2%
Property tax judgment	0	0	0	
Secondary tax levy	0	0	0	
Total levy	\$ 16,303,029	\$ 15,792,906	\$ 510,123	3.2%
B. Rates per \$100 net assessed valuation:				
Primary tax rate	0.6711	0.6870	(0.0159)	-2.3%
Property tax judgment	0.0000	0.0000	0.0000	
Secondary tax rate	0.0000	0.0000	0.0000	
Total rate	0.6711	0.6870	(0.0159)	-2.3%
IV. Maximum allowable primary property tax levy for fiscal year 2026 pursuant to A.R.S. §42-17051			\$ _____	
V. Amount received from primary property taxes in fiscal year 2025 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 2026  
Resources

	Current funds			Plant Fund					
	General Fund 2026	Restricted Fund 2026	Auxiliary Fund 2026	Unexpended Plant Fund 2026	Retirement of indebtedness 2026	Other funds 2026	Total all funds 2026	Total all funds 2025	% Increase/Decrease
<b>Beginning balances/(deficits)—July 1*</b>									
Restricted	\$ 0				6,915		6,915	\$ 582,425	-98.8%
Unrestricted	18,161,440		123,392	7,009,312			25,294,144	25,909,323	-2.4%
Total beginning balances	\$ 18,161,440	\$ 0	\$ 123,392	\$ 7,009,312	\$ 6,915	\$ 0	\$ 25,301,059	\$ 26,491,748	-4.5%
<b>Revenues and other inflows</b>									
Student tuition and fees									
General tuition	\$ 3,505,581						\$ 3,505,581	\$ 3,105,362	12.9%
Out-of-district tuition	2,201,586						2,201,586	2,277,334	-3.3%
Out-of-State tuition	960,014						960,014	1,050,406	-8.6%
Student fees	324,180		123,570				447,750	388,100	15.4%
Tuition and fee remissions or waivers	44,800						44,800	44,800	0.0%
State appropriations									
Maintenance support	1,426,500						1,426,500	1,392,500	2.4%
Equalization aid							0		0.0%
STEM Workforce		314,300					314,300	300,700	4.5%
Rural Community College Aid	901,800						901,800	892,800	1.0%
							0		0.0%
							0		0.0%
Property taxes									
Primary tax levy	16,401,029						16,401,029	15,888,906	3.2%
Secondary tax levy							0		0.0%
Gifts, grants, and contracts	273,600	6,593,575	30,000				6,897,175	7,507,992	-8.1%
Sales and services							0	67,800	-100.0%
Investment income	1,000,000						1,000,000	800,000	25.0%
State shared sales tax (Prop 301)		889,310					889,310	742,166	19.8%
Smart and Safe Arizona Act (Prop 207)		1,527,124					1,527,124	1,543,362	-1.1%
Other revenues	235,116		70,100				305,216	209,764	45.5%
Proceeds from sale of bonds							0		0.0%
Total Revenues and Other Inflows	\$ 27,274,206	\$ 9,324,309	\$ 223,670	\$ 0	\$ 0	\$ 0	\$ 36,822,185	\$ 36,211,992	1.7%
<b>Transfers</b>									
Transfers in		74,066	116,163	1,954,600			2,144,829	2,683,253	-20.1%
(Transfers out)	(2,144,829)						(2,144,829)	(2,683,253)	-20.1%
Total transfers	\$ (2,144,829)	\$ 74,066	\$ 116,163	\$ 1,954,600	\$ 0	\$ 0	\$ 0	\$ 0	0.0%
<b>Reduction for amounts reserved for future budget year expenses:</b>									
Maintained for future financial stability	(11,665,510)						(11,665,510)	(11,594,442)	0.6%
Maintained for future capital acquisitions/projects	(495,930)		(123,392)	(7,009,312)			(7,628,634)	(8,157,881)	-6.5%
Maintained for future debt retirement					(6,915)		(6,915)	(6,915)	0.0%
Maintained for grants or scholarships							0		0.0%
Maintained for future retirement contributions							0		0.0%
Maintained in escrow pending Property Taxes Case	(1,472,155)						(1,472,155)	(1,077,319)	36.6%
Total resources available for the budget year	\$ 29,657,222	\$ 9,398,375	\$ 339,833	\$ 1,954,600	\$ 0	\$ 0	\$ 41,350,030	\$ 41,867,183	-1.2%

\*These amounts exclude nonspendable amounts (e.g., prepaids, inventories, and capital assets) or amounts legally or contractually required to be maintained intact. See the Instructions tab, cell C11 for more information about the amounts that should and should not be included on this line.

# State Documents

## Coconino County Community College District Coconino Community College Budget for fiscal year 2026

### Expenditures and other outflows

	Current funds			Plant Fund					
	General Fund 2026	Restricted Fund 2026	Auxiliary Fund 2026	Unexpended Plant Fund 2026	Retirement of indebtedness 2026	Other funds 2026	Total all funds 2026	Total all funds 2025	% Increase/ Decrease
Total resources available for the budget year (from Schedule B)	\$ 29,657,222	\$ 9,398,375	\$ 339,833	\$ 1,954,600	\$ -	\$ -	\$ 41,350,030	\$ 41,867,183	-1.2%
Expenditures and other outflows									
Instruction	\$ 5,658,275	\$ 3,577,529	\$ 2,400	\$ -	\$ -	\$ -	\$ 9,238,204	\$ 9,794,257	-5.7%
Public service		305,820					305,820	327,806	-6.7%
Academic support	4,898,166	386,914					5,285,080	5,126,373	3.1%
Student services	4,316,067	958,745	279,733				5,554,545	5,595,267	-0.7%
Institutional support (Administration)	5,282,742	460,616	57,700	120,000			5,921,058	5,236,048	13.1%
Operation and maintenance of plant	3,101,972			932,800			4,034,772	4,824,454	-16.4%
Scholarships	400,000	3,708,751					4,108,751	4,451,708	-7.7%
Auxiliary enterprises							0		0.0%
Capital assets							0		0.0%
Debt service—general obligation bonds							0		0.0%
Debt service—other long term debt							0		0.0%
Other expenditures							0		0.0%
Property tax judgments							0		0.0%
Contingency	6,000,000			901,800			6,901,800	6,494,270	6.3%
Total expenditures and other outflows	\$ 29,657,222	\$ 9,398,375	\$ 339,833	\$ 1,954,600	\$ 0	\$ 0	\$ 41,350,030	\$ 41,850,183	-1.2%

2025 LEVY LIMIT WORKSHEET		Levy Limit Calculation WITH IMMEDIATE Reset FY26
<b>COCONINO COUNTY - COCONINO COMMUNITY COLLEGE</b>		TY 2025
<b>MAXIMUM LEVY</b>		<b>2024</b>
A.1. Maximum Allowable Primary Tax Levy		\$15,792,906
A.2. A.1 multiplied by 1.02		\$16,108,764
<b>CURRENT YEAR NET ASSESSED VALUE SUBJECT TO TAXATION IN PRIOR YEAR</b>		<b>2025</b>
B.1. Centrally Assessed		\$181,622,954
B.2. Locally Assessed Real Property		\$2,162,281,743
B.3. Locally Assessed Personal Property		\$56,299,243
B.4. Total Assessed Value (B.1 through B.3)		\$2,400,203,940
B.5. B.4. divided by 100		\$24,002,039
<b>CURRENT YEAR NET ASSESSED VALUES</b>		<b>2025</b>
C.1. Centrally Assessed		\$200,386,703
C.2. Locally Assessed Real Property		\$2,175,229,816
C.3. Locally Assessed Personal Property		\$53,683,005
C.4. Total Assessed Value (C.1 through C.3)		<b>\$2,429,299,524</b>
C.5. C.4. divided by 100		\$24,292,995
<b>LEVY LIMIT CALCULATION</b>		<b>2025</b>
D.1. LINE A.2		\$16,108,764
D.2. LINE B.5		\$24,002,039
<b>D.3. D.1/D.2 (MAXIMUM ALLOWABLE TAX RATE)</b>		<b>0.6711</b>
D.4. LINE C.5		\$24,292,995
<b>D.5. D.3 multiplied by D.4 = MAXIMUM ALLOWABLE LEVY LIMIT*</b>		<b>\$16,303,029</b>
D.6. Excess Collections/Excess Levy		\$0
D.7. Amount in Excess of Expenditure Limit		\$0
<b>D.8. ALLOWABLE LEVY LIMIT (D.5 - D.6 - D.7)</b>		<b>\$16,303,029</b>
<b>RESET LEVY AMOUNT (Ballot amount for 2022)</b>		

Note: 2025 Levy Limit worksheet for Fiscal Year 2026