



**Coconino
Community
College**

**Adopted Budget for Fiscal Year 2027
July 1, 2026 through June 30, 2027**

Coconino County, Arizona | www.coconino.edu

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COCONINO COMMUNITY COLLEGE PROFILE

July 1, 2026 - June 30, 2027

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 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 in the first semester, and enrollment continued to increase dramatically. Today, the College enrolls 4,964 annually (FY25 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 it 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 the 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 2025 was 149,453, 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 February 2026 is 5.6%, which is slightly higher than the state unemployment rate of 4.6% and the national level of 4.4%.

Coconino Community College Profile



Educational Programs

CCC offers affordable tuition along with nearly 50 certificate and two-year degree options in fields such as nursing, fire science, law enforcement, construction, and business, while also providing dual and concurrent enrollment for high school students and transition programs that help graduates move on to all three of Arizona's state universities.

Locations

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

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



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



Kaibab Campus
1131 W. Kaibab Lane
Flagstaff, AZ 86001-6216



CCC extends educational access to rural and tribal areas across the county by offering in-person, web-based, and video-conference classes through its instructional sites to meet the needs of remote learners.

Coconino Community College Profile



College Leadership

District Governing Board

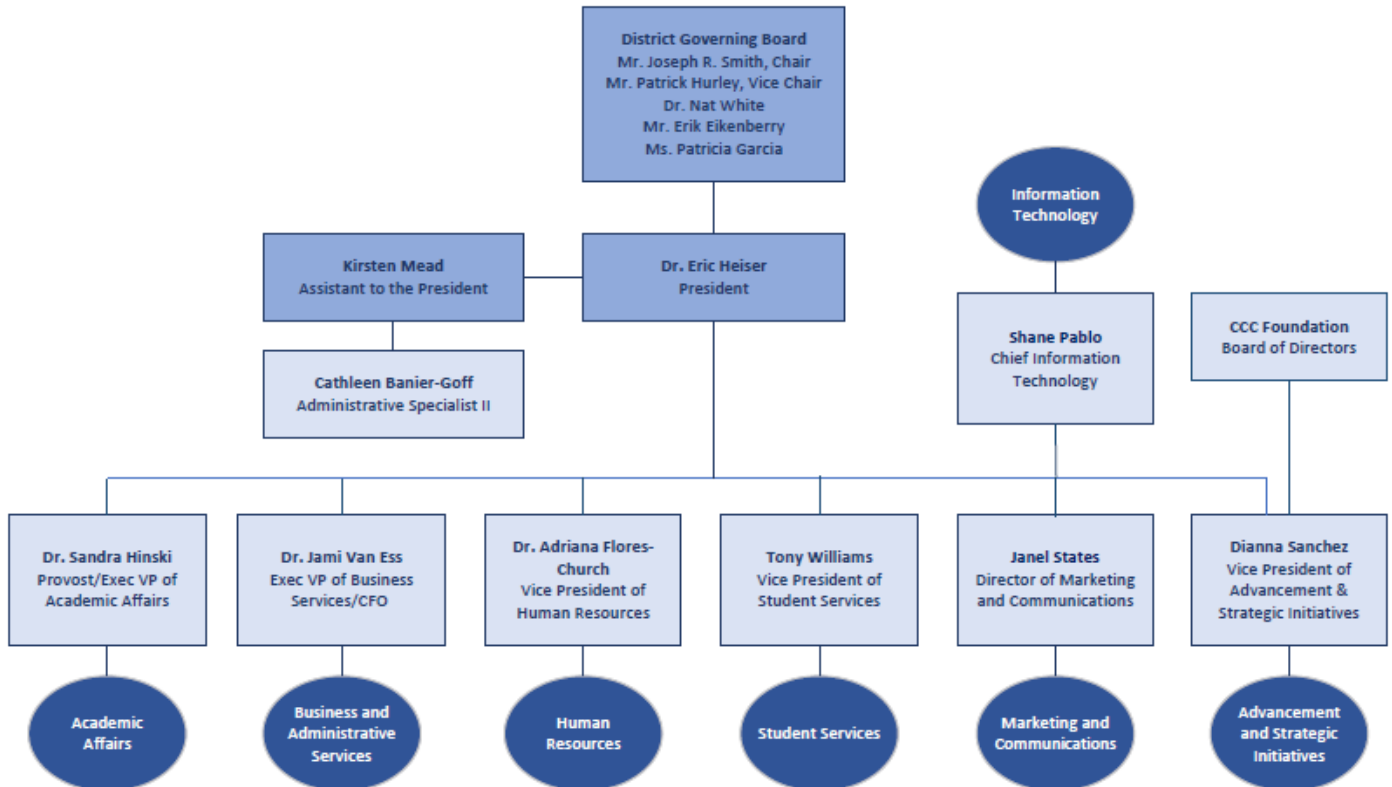
The College is a political subdivision of the State of Arizona and is subject to the oversight of the District’s Governing Board (the Board), which is comprised of five elected members representing each of the five districts of the County. These members are elected for six-year terms on a staggered basis. 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.
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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



Quick Facts

2025-2026

Learning Options



In-person



Online



Hybrid

Transfer & University Bound



1 in 4
Students

transfer to a 4-year university



Seamless transfer with
CCC2NAU
& other
university partners

Start Here

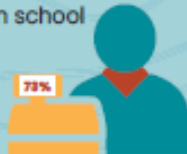
save money, go anywhere



Student Snapshot



73%
of Students
work while
in school



72%
of students
attend
Part-Time

Approximately
8500
Students
enrolled each year

30%
are high
school
students earning
college credit

16%
are first-time
college
students

are first-time
college
students

Affordability & Aid



95%
of
Students
graduate without
federal student
loans



Flexible & Affordable Tuition

At Coconino Community College we want you to have the opportunity to learn no matter what stage of life you're in!

\$\$\$\$
State University

\$
CCC

1 in 3
Students

receive grant support
(Pell, Tribal, or State Aid)



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Strategic Planning and Priorities

July 1, 2026 - June 30, 2027

VISION

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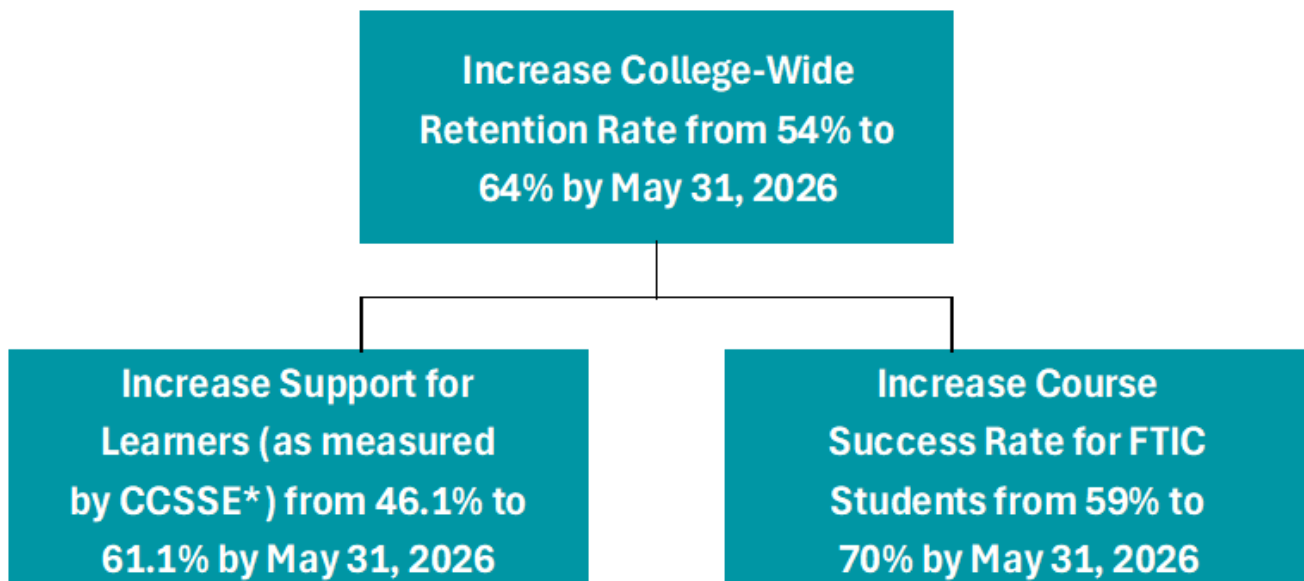
Strategic Planning and Priorities



Introduction—Strategic Planning and Priorities

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

Wildly Important Goal (WIG) & Sub-WIGs



*Community College Survey of Student Engagement (CCSSE)

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 the 4DX process, the college has executed the college-wide Wildly Important Goal (WIG) and two sub-goals (Sub-WIGs). Multiple departmental teams were formed to create department Sub-WIGs to support the overall college WIG.

Strategic Planning and Priorities



2025-2026 District Governing Board Goals

President and Administration Action

1

Board Goal: Anticipate and Adapt to Change

- Implement the Edify platform to streamline data management and reporting (ST)
- Finalize IT leadership (CIO and Director-level roles) and elevate the department's role as a strategic partner across the College (ST)
- Develop legislative scenario plans to proactively address anticipated state and federal policy changes affecting community colleges (ST)
- Establish a cross-functional, rapid-response team to address emerging challenges and opportunities (e.g., enrollment shifts, policy changes) (MY)

2

Board Goal: Expand Opportunity Through Comprehensive Student Support

- Launch mandatory advising for new and at-risk students as outlined in the Achieving the Dream Action Plan (MY)
- Expand embedded tutoring and mentorship programs beyond the current pilot to serve students across all campuses (ST)
- Establish new dual/concurrent enrollment sites, focusing on underserved rural and tribal communities beyond Williams (MY)
- Redesign student onboarding processes to improve accessibility and ensure class schedules meet students' needs (ST)
- Evaluate and enhance wraparound student support services, including mental health and emergency grants, using data to measure success and guide improvements (MY)

3

Board Goal: Foster Long-Term Institutional Sustainability

- Begin implementation of the Facilities Master Plan, prioritizing infrastructure upgrades and preparing for new construction at Fourth Street and Lone Tree campuses (MY)
- Finalize and launch CCC's new strategic pillars using a sprint-based implementation model (ST)
- Develop and begin executing a long-term staffing and compensation strategy to recruit and retain high-quality employees (MY)
- Expand Foundation fundraising efforts beyond emergency grants to support new facilities and establish endowed positions for academic program sustainability (MY)
- Advance fiscal sustainability through diversified revenue streams, including corporate partnerships and grant opportunities (S)

4

Board Goal: Make Data-Informed Decisions

- Operationalize the Edify platform by training employees and integrating it into daily decision-making processes (ST)
- Create and maintain dashboards for key performance indicators aligned with CCC's Wildly Important Goal (e.g., 10% improvement in student retention) (ST)
- Strengthen data governance policies to ensure accuracy, security, and compliance (MY)
- Use data to assess the effectiveness of new initiatives—including advising, dual enrollment, holistic support, and mentorship programs—and make iterative improvements (ST)



Legend
Short-Term (ST) / Multi-Year (MY) / Stretch (S)



Strategic Planning and Priorities

Financial Planning for Construction

In a significant affirmation of community trust, Coconino County voters approved a bond election authorizing the College to move forward with the development of two critical new instructional facilities: the Fourth Street campus building and the Allied Health building. This investment reflects the community's shared commitment to student success, workforce development, and long-term institutional sustainability.

These facilities are designed to address evolving educational and labor market needs, particularly in high-demand Career & Technical Education and Allied Health programs. Following voter approval, the College immediately initiated the early phases of project development to ensure timely progress and to maintain momentum consistent with the intent of the voters. Early project activity, including design kick-off meetings and public forums, demonstrates the transition from voter authorization into active implementation.

Strategic Use of Carryforward Funds During Pre-Construction

Prior to the issuance of bond proceeds, the College is strategically utilizing carryforward funds to cover essential pre-construction and professional service costs required to advance both projects. These expenditures include:

- Architectural and design services for the Fourth Street and Allied Health buildings
- Pre-construction services supporting early cost estimating, constructability reviews, scheduling, and project coordination

This approach allows the College to advance critical planning work without delay, mitigating future project risk, avoiding cost escalation, and ensuring readiness for construction once bonds are sold.

Reimbursement Through Future Bond Proceeds

Consistent with standard public finance practices and bond compliance guidance, eligible pre-construction and professional service costs incurred prior to the sale of bonds will be reimbursed to the College when bond proceeds become available. Architectural and pre-construction expenditures for both facilities are reimbursable, aligning fiscal management practices with the original voter authorization. This reimbursement strategy ensures that restricted bond funding is ultimately used for its intended purpose, while protecting the College's operating and reserve resources in the interim. It reflects deliberate planning, fiscal discipline, and adherence to both voter expectations and sound financial stewardship.

Accountability and Long-Term Impact

The FY27 budget reflects the College's commitment to implementing voter-approved projects responsibly, transparently, and efficiently. By front-funding early project costs with carryforward resources and positioning the institution for reimbursement through future bond proceeds, the College is balancing momentum with prudence—advancing facilities that will serve students and the region for decades while safeguarding institutional financial health.



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 economic uncertainties, higher inflation, increasing minimum wages, and an elevated cost of living. These challenges are summarized below:

Economic Uncertainties

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

Inflation

For 2025 inflation rates were 2.7%. 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 2026, the minimum wage in the City of Flagstaff increased to \$18.35 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.

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.



VISION

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Education with Purpose!*



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 text "COCONINO COUNTY COMMUNITY COLLEGE" is written around the top inner edge of the circle, and "EST. 1991" is written at the bottom. The seal is rendered in a light gray color.

Annual Financial Plan

July 1, 2026 - June 30, 2027

VISION

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Annual Financial Plan

Annual Budget Process

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 its Wildly Important Goal. The Process will be continually modified to improve participation, transparency, and effectiveness.

IBP Overview

- Requests submitted by JotForm
- 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

Basis of Budgeting

The College uses incremental budgeting, meaning that the prior year is the starting point for any budget adjustments. College leadership prioritizes IBP requests based on strategic initiatives.



Annual Financial Plan

Annual Budget Process (continued)

Timeline

- **October** - Kick-off presentation open to all employees to share priorities, preliminary revenue assumptions, and calendar due dates. Distribute all forms and directions to budget managers
- **November** - Offer training to budget managers
- **December** - College areas discuss and prioritize budget requests with their vice presidents and input from staff. IBP request forms and base budget reallocations are due to the Business Office
- **January** - Tuition and fee recommendations. Cabinet Budget Discussion and DGB Budget Retreat
- **February** - Cabinet final review and prioritization of IBP requests. DGB adopts tuition and fees and provides direction on salary and benefits
- **March** - Grant budget development starts
- **April** - DGB reviews preliminary budget
- **May** - DGB Truth-In-Taxation (TNT) hearing and final budget adoption. The president's letter goes out college-wide

Assumptions

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

Revenues

- Enrollment - flat enrollment adjusted by current increases or decreases
- Tuition - Higher Education Price Index (HEPI) is used as a starting point for increases
- State Aid - Per state formula, depends on a decrease or increase in 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

Expenses

- Salaries and benefits - Higher Education Price Index (HEPI) is used as a starting point for increases
- All other expenses are flat



Annual Financial Plan

Annual 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, 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

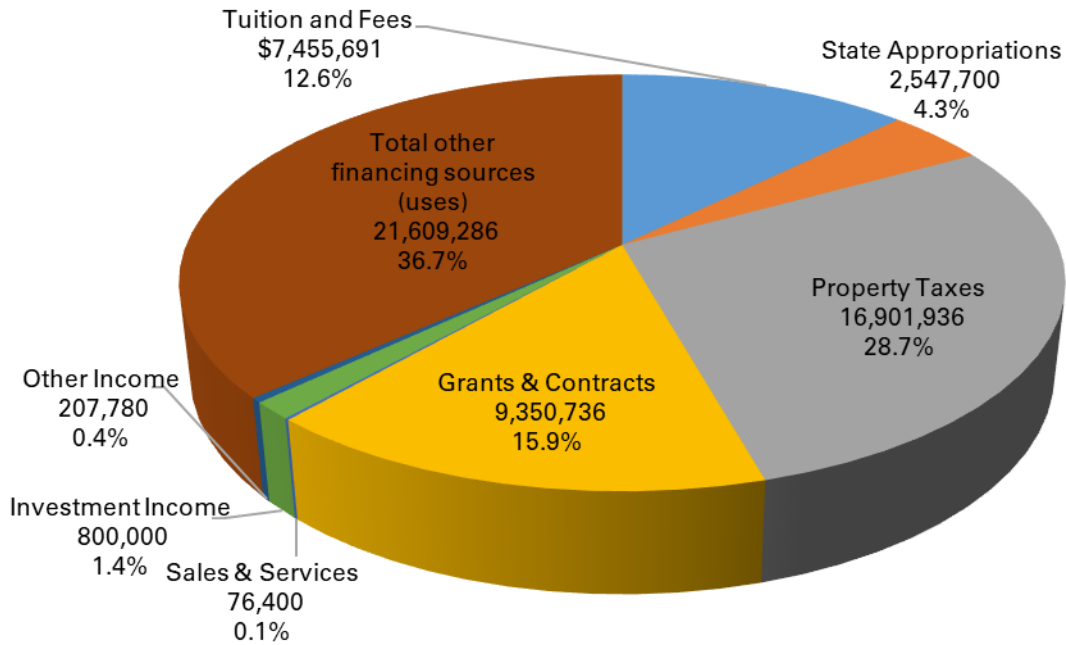
Controls

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.

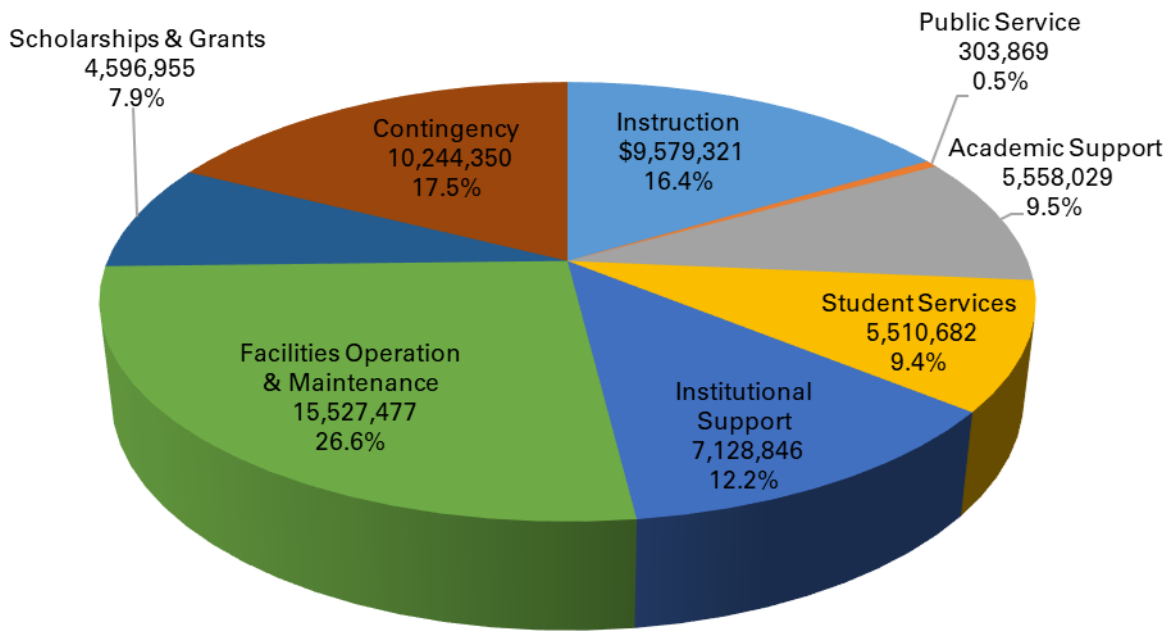
Annual Financial Plan



All Funds - FY27 Revenue \$58,949,529



All Funds - FY27 Expenditures by Program \$58,449,529



Note: Both revenues and expenditures include the planned construction in progress



Annual Financial Plan

All Funds

FY27 Budget Summary - For Year Ended June 30th

Fiscal Years End June 30	General Fund	Restricted Fund	Auxiliary Fund	Unexpended Plant Fund	Total All Funds
Revenues					
Tuition and Fees	\$ 7,332,121	\$ -	\$ 123,570	\$ -	\$ 7,455,691
State Appropriations	2,242,500	305,200	-	-	2,547,700
Property Taxes	16,901,936	-	-	-	16,901,936
Grants & Contracts	297,620	9,023,116	30,000	-	9,350,736
Sales & Services	-	-	76,400	-	76,400
Investment Income	800,000	-	-	-	800,000
Other Income	207,780	-	-	-	207,780
Total Revenues	\$ 27,781,957	\$ 9,328,316	\$ 229,970	\$ -	\$ 37,340,243
Other financing sources (uses)					
Carryforward	\$ 18,609,286	\$ -	\$ -	\$ 3,000,000	\$ 21,609,286
Transfer In	-	76,734	154,052	10,942,556	11,173,342
Transfer Out	(11,173,342)	-	-	-	(11,173,342)
Total other financing sources (uses)	\$ 7,435,944	\$ 76,734	\$ 154,052	\$ 13,942,556	\$ 21,609,286
Total Revenues and Transfers	\$ 35,217,901	\$ 9,405,050	\$ 384,022	\$ 13,942,556	\$ 58,949,529
Fiscal Years End June 30	General Fund	Restricted Fund	Auxiliary Fund	Unexpended Plant Fund	Total All Funds
Expenditures by Program					
Instruction	\$ 6,187,517	\$ 3,389,404	\$ 2,400	\$ -	\$ 9,579,321
Public Service	-	303,869	-	-	303,869
Academic Support	5,143,040	414,989	-	-	5,558,029
Student Services	4,651,368	539,692	319,622	-	5,510,682
Institutional Support	5,600,985	560,141	62,000	905,720	7,128,846
Facilities Operation & Maintenance	3,234,991	-	-	12,292,486	15,527,477
Scholarships & Grants	400,000	4,196,955	-	-	4,596,955
Contingency	10,000,000	-	-	244,350	10,244,350
Total Expenditures	\$ 35,217,901	\$ 9,405,050	\$ 384,022	\$ 13,442,556	\$ 58,449,529
Fiscal Years End June 30	General Fund	Restricted Fund	Auxiliary Fund	Unexpended Plant Fund	Total All Funds
Expenditures by Object					
Personnel Services	\$ 18,519,790	\$ 4,534,078	\$ 103,417	\$ -	\$ 23,157,285
Contractual Services	1,239,752	27,313	3,000	-	1,270,065
Supplies	1,467,243	272,986	207,470	785,720	2,733,419
Fixed Charges	2,199,617	107,245	15,635	-	2,322,497
Utilities	748,549	3,300	-	-	751,849
Travel	443,950	100,069	54,500	-	598,519
Scholarships	400,000	4,186,970	-	-	4,586,970
Capital Equipment	-	70,000	-	9,412,486	9,482,486
Miscellaneous/Other	199,000	103,089	-	-	302,089
Contingency	10,000,000	-	-	3,244,350	13,244,350
Total Expenditures	\$ 35,217,901	\$ 9,405,050	\$ 384,022	\$ 13,442,556	\$ 58,449,529
Excess of Revenues and Other Sources Over/(Under) Expenditures	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000



Annual Financial Plan

All Funds

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

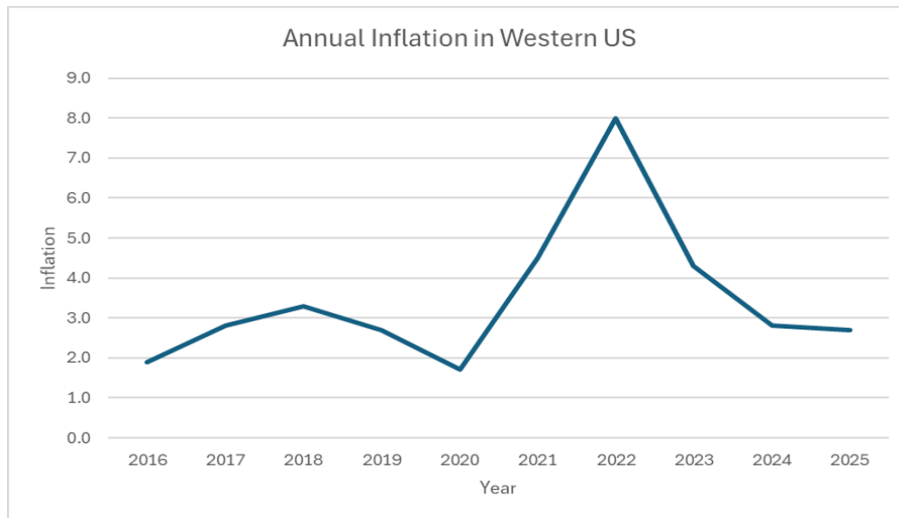
Two Year Comparison - All Funds For Years Ended June 30				
	FY26 Budget	FY27 Budget	FY27 Changes	FY27 % Change
Revenues				
Tuition and Fees	\$ 7,159,731	\$ 7,455,691	\$ 295,960	4.1%
State Appropriations	2,642,600	2,547,700	(94,900)	-3.6%
Property Taxes	14,928,874	16,901,936	1,973,062	13.2%
Grants and Contracts	9,313,609	9,350,736	37,127	0.4%
Sales and Services	70,100	76,400	6,300	9.0%
Investment Income	1,000,000	800,000	(200,000)	-20.0%
Other Income	235,116	207,780	(27,336)	-11.6%
Total Revenues	\$ 35,350,030	\$ 37,340,243	\$ 1,990,213	5.6%
Other Financing Sources (Uses)				
Carry forward	\$ 6,000,000	\$ 21,609,286	\$ 15,609,286	260.2%
Transfer In	2,144,829	11,173,342	9,028,513	420.9%
Transfer Out	(2,144,829)	(11,173,342)	(9,028,513)	420.9%
Total Other Financing Sources (Uses)	\$ 6,000,000	\$ 21,609,286	\$ 15,609,286	260.2%
Total Revenues and Transfers	\$ 41,350,030	\$ 58,949,529	\$ 17,599,499	42.6%
Expenditures by Program				
Instruction	\$ 9,238,204	\$ 9,579,321	\$ 341,117	3.7%
Public Service	305,820	303,869	(1,951)	-0.6%
Academic Support	5,285,080	5,558,029	272,949	5.2%
Student Services	5,554,545	5,510,682	(43,863)	-0.8%
Institutional Support	5,921,058	7,128,846	1,207,788	20.4%
Facilities Operation & Maintenance	4,034,772	15,527,477	11,492,705	284.8%
Scholarships & Grants	4,108,751	4,596,955	488,204	11.9%
Contingency	6,901,800	10,244,350	3,342,550	48.4%
Total Expenditures	\$ 41,350,030	\$ 58,449,529	\$ 17,099,499	41.4%
Expenditures by Object				
Personnel Services	\$ 22,413,583	\$ 23,157,285	\$ 743,702	3.3%
Contractual Services	1,304,672	1,270,065	(34,607)	-2.7%
Supplies	1,816,235	2,733,419	917,184	50.5%
Fixed Charges	2,055,746	2,322,497	266,751	13.0%
Utilities	775,168	751,849	(23,319)	-3.0%
Travel	558,980	598,519	39,539	7.1%
Scholarships	4,097,980	4,586,970	488,990	11.9%
Capital Equipment	1,112,800	9,482,486	8,369,686	752.1%
Miscellaneous/Other	313,066	302,089	(10,977)	-3.5%
Contingency	6,901,800	13,244,350	6,342,550	91.9%
Total Expenditures	\$ 41,350,030	\$ 58,449,529	\$ 17,099,499	41.4%
Excess of revenues and other sources over/(under) expenditures	\$ -	\$ 500,000	\$ 500,000	100.0%



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 FY27, the net increase in wages and benefits was \$743,702 or 3.32%. Salary adjustments and two new full-time positions account for the increase. 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 2025/2026 Budget	FTE	FY 2026/2027 Budget	FTE	Change	Percent Change	FTE Change
Full-time Faculty	\$ 3,825,974	48	\$ 3,944,547	48	\$ 118,573	3%	0
Part-time Faculty	1,305,099	40	1,284,640	40	\$ (20,459)	-2%	0
Full-time Administrative Staff	3,078,420	25	3,406,313	25	\$ 327,893	10%	0
Full-time Professional and Classified Staff	7,345,338	120	7,654,501	122	\$ 309,164	4%	2
Part-time Hourly Staff	882,970	18	778,055	18	\$ (104,914)	-13%	0
Subtotal Wages	\$ 16,437,800	251	\$ 17,068,057	253	\$ 630,257	4%	2
Subtotal Benefits	5,975,783		\$ 6,089,228		113,445	2%	
Total Wages and Benefits	\$ 22,413,583		\$ 23,157,285		\$ 743,702	3.32%	
Benefits as Percentage of Wages	36%		36%				

New Full-Time Staff Positions:
IT Security Analyst
IT Applications Programmer



Annual Financial Plan

All Funds - Faculty and Staff (continued)

Increases in wages were guided by market studies, inflation rates, minimum wage increases, and the cost of living. 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, FY27 would be a percentage amount of annual increases.

Compensation Adjustments:

- **Full-time Faculty** - 2% step (includes a step at the top of the scale) plus 1.6% added to the faculty schedule for an average increase of 3.6% starting Fall Term 2026
- **Part-time Faculty** - \$42 increase to \$1,202 per load hour for an average increase of 3.6% beginning Fall Term 2026
- **Full-time Administrative, Professional/Technical, and Classified Staff** - An increase of 3.6% beginning July 1, 2026
- **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 12.00% to 11.98%
- **Northern Arizona Public Employee Benefit Trust (NAPEBT)** - is projecting a 13% increase overall and using a combination of planned design changes, enhancements to stop-loss coverage, and reserves to buy down to an average increase of 6%.
- Employees opting into one of the higher-cost plans will have larger increases:
 - Buy-up plan - 6% increase
 - Base plan - 6% increase
 - **High deductible Health Plan (HDHP)** - 6% increase (College default plan)
- Plan design changes include deductibles and out-of-pocket maximums, which have been the same since 2016
- Increased wellness incentive
- Added Centers of Excellence (Carrum)
- Streamlined life and disability across all agencies
- The medical contributions are based on HDHP, and the College will cover the 6% increase as follows:

	FY27 Monthly Medical Contribution Rates (non wellness)				
Plans	Total Monthly Premium	ER Portion	ER %	EE Portion	EE %
HDHP Employee	\$ 725.66	\$ 725.66	100%	\$ -	0%
HDHP Employee +1	\$ 1,400.38	\$ 843.86	60%	\$ 556.52	40%
HDHP Employee + Family	\$ 1,937.34	\$ 1,095.56	57%	\$ 841.78	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 FY27. These allocations align with institutional priorities and strategic initiatives, as outlined in DGB Goals, to increase learner support and improve course success rates. The approved funding totals \$748,760 for General Operating Expenses and \$768,720 for One-Time Requests.

Coconino Community College BASE Funded Requests FY27	
Department	IBP Request Description
District Governing Board Goal	
Anticipate and Adapt to Change	
Dean CTE - 36110	CTE Coordinator position re-organization
Purchasing - 53100	Purchasing Analyst position re-organization
IT Administration - 54100	New FTE - Security Analyst
Sub-Total Anticipate and Adapt to Change \$ 124,389	

Expand Opportunity through Comprehensive Student Support	
Biology - 11501	Lab Kit Vouchers for 2 Online/Zoom Classes *
Athletics - 42300	Increase transfer from General Fund to support Track & Field
Student Services - 43100	Position re-organization to Director of Student Support Grants
Student Services - 43100	Academic & Career Advisor Page - Grant funding ends 9/30/2026
Sub-Total Expand Opportunity through Comprehensive Student Success \$ 159,095	

Foster Long-Term Institutional Sustainability	
Science Lab - 11500	Increase pay grade for 2 Lab assistants *
Biology - 11501	FT Faculty Biology
Nursing - 12501	Professional Development Travel required by accreditation *
Nursing - 12501	Instructional supplies and materials *
Construction Technology Mgmt. - 12660	Instructional supplies and materials *
Construction Technology Mgmt. - 12660	FT Faculty CTM
Welding - 12680	Instructional supplies and materials *
Athletics - 42300	Increase transfer from General Fund to support coaching stipends Cross Country
President's Office - 51200	Assistant to the President position re-organization
Development - 55100	VP of Advancement position re-organization
Public Relations - 55200	Director of PR and Marketing position re-organization
Facilities Administration - 61100	CPI increase for Professional Services
Facilities Administration - 61100	Supplies & Materials budget increase
Facilities Administration - 61100	CPI increase for Fixed Charges
Facilities Administration - 61100	Kaibab Campus Property Taxes
Facilities Administration - 61100	CPI increase for Utilities & Communications
Sub-Total Foster Long-Term Institutional Sustainability \$ 242,409	

Make Data-Informed Decisions	
IT Academic - 34100	CPI increase for software agreements
IT Academic - 34100	Additional JotForm Licenses
IT Academic - 34100	Element451 (Carahsoft Technology)
Institutional Research - 36140	Edify Increase
IT Administration - 54100	CPI increase for software agreements
IT Administration - 54100	FortifyData Software
IT Administration - 54100	Evisions Argos Accelerator
IT Administration - 54100	Quest Toad License Increase
Sub-Total Make Data-Informed Decisions \$ 222,867	

* offset by differential tuition fee

Total Ongoing Budget Requests	\$ 748,760
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Annual Financial Plan



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

Coconino Community College ONE-TIME Funded Requests FY27	
Department	IBP Request Description
District Governing Board Goal	
Anticipate and Adapt to Change	
IT Academic - 34100	Annual server replacements
Institutional Research - 36140	Additional Professional Services - 1 Year
IT Administration - 54100	Employee Computer Lifecycle Replacement
IT Administration - 54100	VMWare Increase
Security - 67100	2 Mobile Site Cameras - monitor new construction
Sub-Total Anticipate and Adapt to Change \$ 236,650	
Foster Long-Term Institutional Sustainability	
IT Academic - 34100	Website Development
District Governing Board - 51100	ACCT facilitator and increased costs for meeting facilitation
IT Administration - 54100	VMWare Host Server Replacement - Plant Fund
Public Relations - 55200	College Brand Refresh
Facilities Planned Maintenance - 61200	Unexpected facilities upkeep
Facilities Planned Maintenance - 61200	Storage addition at LT Campus - Plant Fund
Sub-Total Foster Long-Term Institutional Sustainability \$ 377,070	
Make Data-Informed Decisions	
IT Administration - 54100	Continuation of replacement of EOL network equip - Plant Fund
IT Administration - 54100	Milestone Server Replacements - Plant Fund
Sub-Total Make Data-Informed Decisions \$ 155,000	
Total One Time Rural Budget Requests \$ 768,720	



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 planning for future capital and equipment needs.

General Fund - The General Fund has assigned sustainability reserves totaling \$2,179,231. Ten million of reserves have been committed for carryforward in FY27 for design and construction costs related to the new buildings. The carryforward funds allow a portion of the fund balance to be used, if necessary.

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.

Unexpended Plant Fund - Plant Fund reserves are set aside for the acquisition, construction, or renovation of long-term capital projects, and for renewal or replacement of capital equipment.

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

FY27 Projected Fund Balance - For Year Ended June 30th

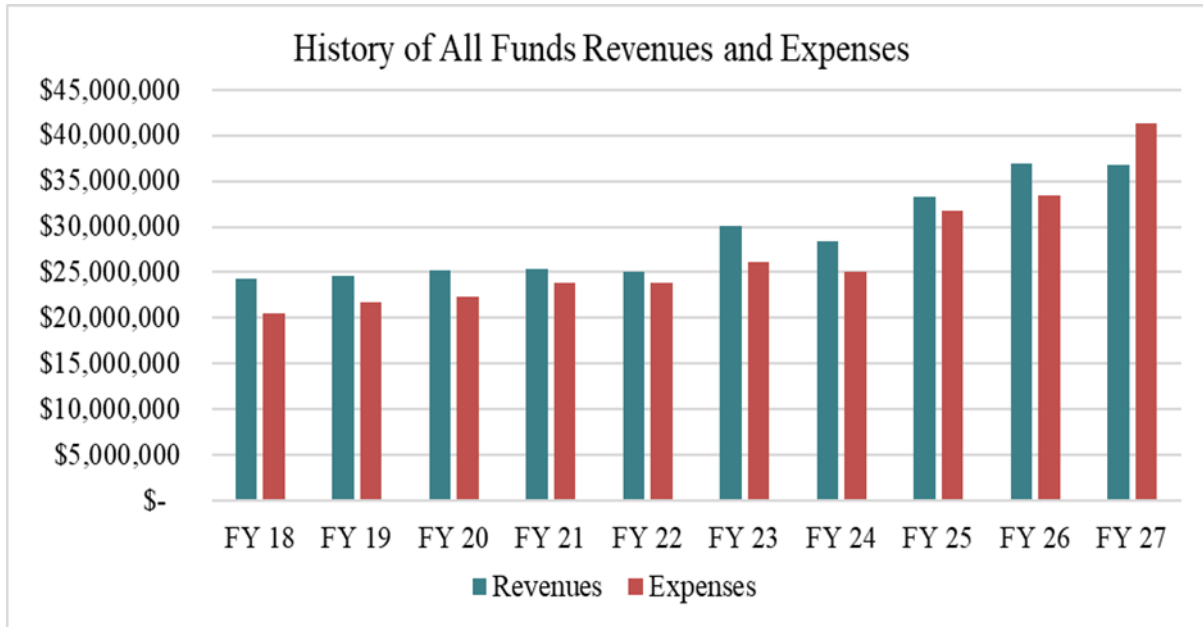
	FY27 Budgeted Fund Balance						All Funds Total
	General Fund	Restricted Fund	Auxiliary Fund	Unexpended Plant Fund	Debt Service Fund		
General Fund - Assigned for Sustainability	\$ 2,179,231	\$ -	\$ -	\$ -	\$ -		\$ 2,179,231
Auxiliary Fund - Student Activities			81,000				81,000
Auxiliary Fund - Bookstore			39,000				39,000
Unexpended Plant Fund - Copier future capital				97,418			97,418
Unexpended Plant Fund - Facilities future capital				6,037,972			6,037,972
Unexpended Plant Fund - New Construction future capital				500,000			500,000
Debt Service - Restricted					7,105		7,105
Ending Fund Balance	\$ 2,179,231	\$ -	\$ 120,000	\$ 6,635,390	\$ 7,105		\$ 8,941,726
Sustainability							
All Funds Revenues - Based on Budget							\$ 35,350,030
All Funds Sustainability Reserves (33%) - Based on Budget							\$ 11,665,510

Annual Financial Plan

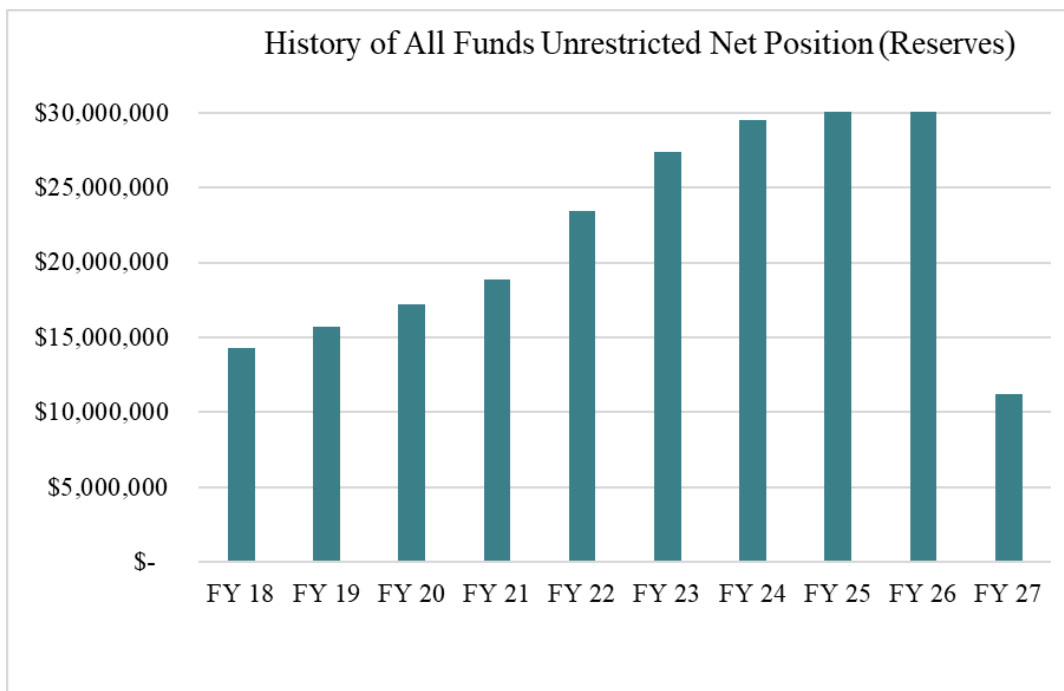


All Funds - History of Revenues, Expenses, and Net Position

The chart below shows a 10-year history of revenues and expenses. Fiscal Years 2026 and 2027 are budgeted amounts.



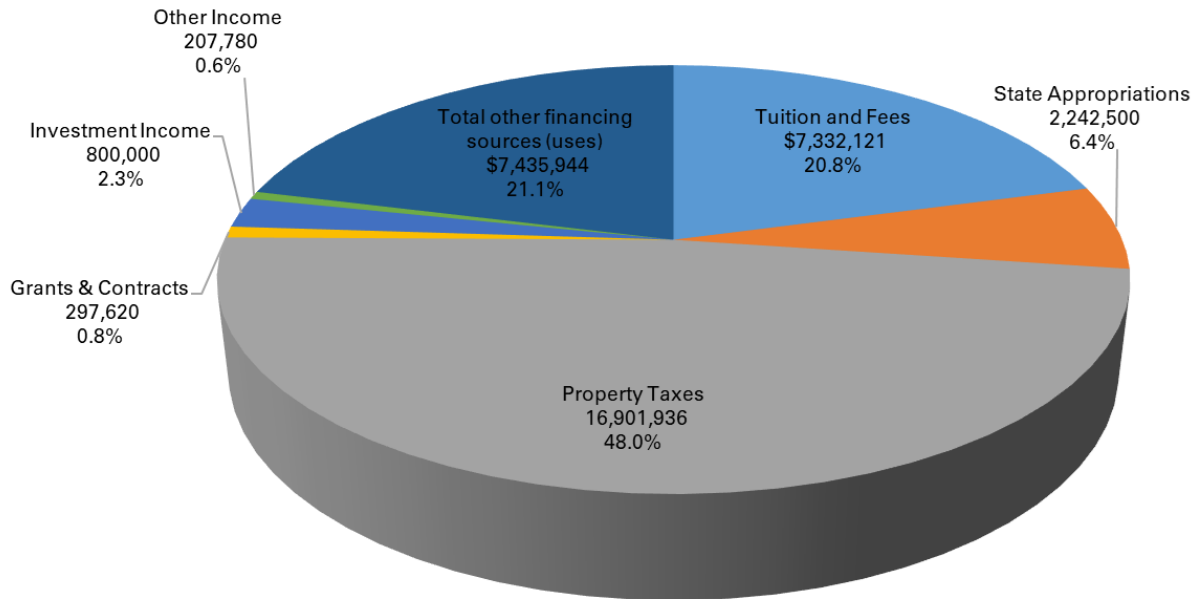
The chart below shows a 10-year history of rebuilding net position (reserves). The FY27 budget accelerates voter-approved projects by using carryforward funds upfront and seeking later reimbursement through future bond proceeds, resulting in a temporary reduction in net position.



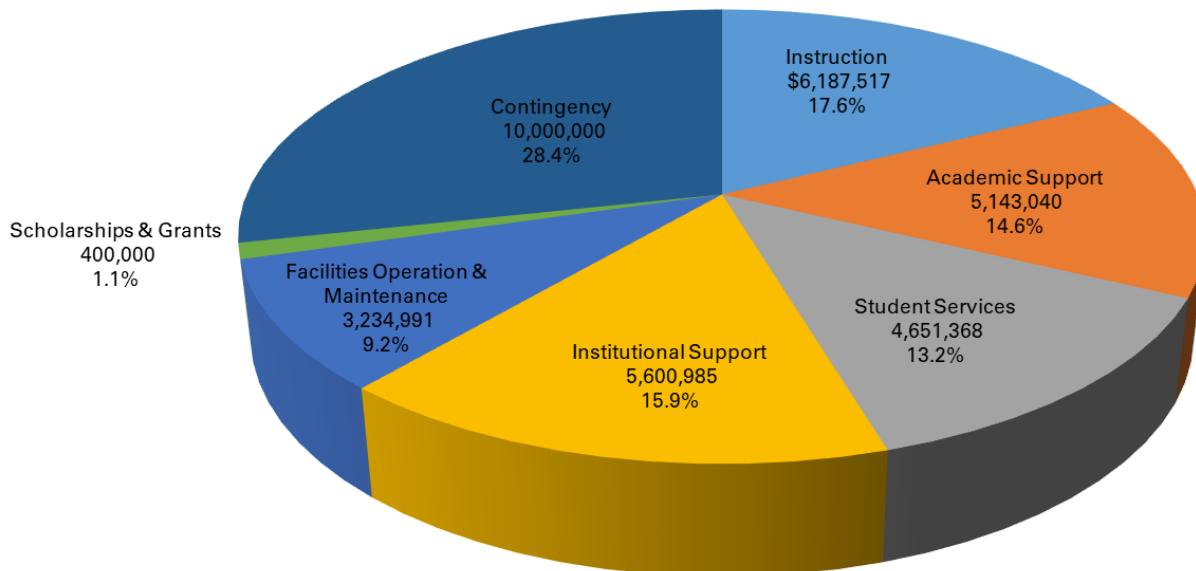
Annual Financial Plan



General Fund - FY27 Revenues (\$35,217,901)



General Fund - FY27 Expenditures by Program (\$35,217,901)



Note: Both revenues and expenditures include the planned construction in progress



Annual Financial Plan

General Fund

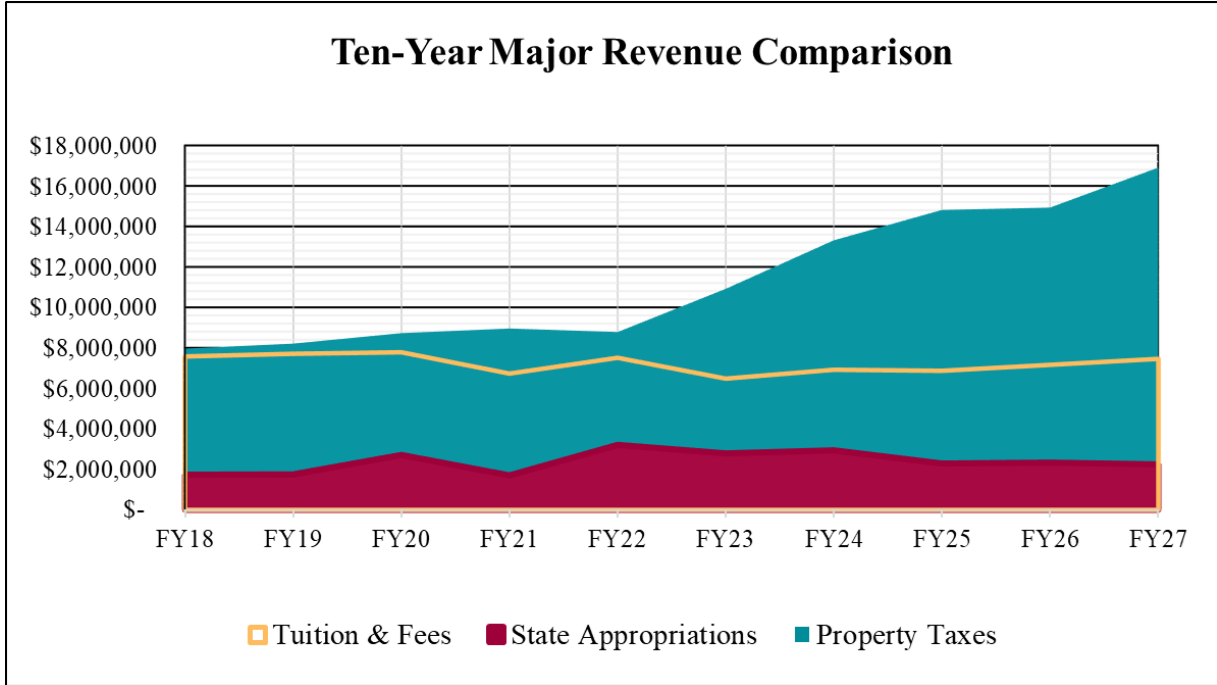
Two-Year Comparative Analysis - For Years Ended June 30th

Fiscal Years End June 30	FY26 BUDGET	FY27 BUDGET	FY27 CHANGES		FY27 Changes Description
Revenues					
Tuition and Fees	\$ 7,036,161	\$ 7,332,121	\$ 295,960	4.2%	\$5 Tuition increase, new \$3 Technology fee, adj. enrollment mix
State Appropriations	2,328,300	2,242,500	(85,800)	-3.7%	State formulas
Property Taxes	14,928,874	16,901,936	1,973,062	13.2%	2% increase allowed, new construction, release funds held in escrow
Grants & Contracts	273,600	297,620	24,020	8.8%	Dual Enrollment Stipend Reimbursement - CCC Foundation
Investment Income	1,000,000	800,000	(200,000)	-20.0%	One time funds, decrease in interest income
Other Income	235,116	207,780	(27,336)	-11.6%	Anticipated decreased rental income from library
Total Revenues	\$ 25,802,051	\$ 27,781,957	\$ 1,979,906	7.7%	
Other financing sources (uses)					
Carry forward	\$ 6,000,000	\$ 18,609,286	\$ 12,609,286	210.2%	New construction costs - repaid by bond FY28
Transfer Out	(2,144,829)	(11,173,342)	(9,028,513)	420.9%	New construction costs
Total other financing sources (uses)	\$ 3,855,171	\$ 7,435,944	\$ 3,580,773	92.9%	
Total Revenues and Other Sources	\$ 29,657,222	\$ 35,217,901	\$ 5,560,679	18.7%	
Fiscal Years End June 30	FY26 BUDGET	FY27 BUDGET	FY27 CHANGES		FY27 Changes Description
Expenditures by Program					
Instruction	\$ 5,658,275	\$ 6,187,517	\$ 529,242	9.4%	Nursing and CTM faculty moved from grant, and salary and benefit
Academic Support	4,898,166	5,143,040	244,874	5.0%	ITS fixed charges, and salary and benefit adj.
Student Services	4,316,067	4,651,368	335,301	7.8%	Reallocation of positions due to NASNTI grant ending
Institutional Support	5,282,742	5,600,985	318,243	6.0%	ITS fixed charges, contracted srvs., and salary and benefit adj.
Facilities Operation & Maintenance	3,101,972	3,234,991	133,019	4.3%	Automotive prog., CPI increase, and salary and benefit adj.
Scholarships & Grants	400,000	400,000	-	0.0%	
Contingency	6,000,000	10,000,000	4,000,000	66.7%	New construction costs
Total Expenditures	\$ 29,657,222	\$ 35,217,901	\$ 5,560,679	18.7%	
Excess of Revenues and Other Sources Over/(Under) Expenditures	\$ -	\$ -	\$ -	0.0%	
Fiscal Years End June 30	FY26 BUDGET	FY27 BUDGET	FY27 CHANGES		FY27 Changes Description
Expenditures by Object					
Personnel Services	\$ 17,348,866	\$ 18,519,790	\$ 1,170,924	6.7%	Nursing, Lowe's & NASNTI grants ending and salary and benefit adj.
Contractual Services	1,220,359	1,239,752	19,393	1.6%	
Supplies	1,328,008	1,467,243	139,235	10.5%	Increase supplies for instructional programs and non-capital equip
Fixed Charges	1,983,471	2,199,617	216,146	10.9%	Dues and software increases
Utilities	746,868	748,549	1,681	0.2%	
Travel	430,650	443,950	13,300	3.1%	Increases for nursing accreditation travel
Scholarships	400,000	400,000	-	0.0%	
Miscellaneous/Other	199,000	199,000	-	0.0%	
Contingency	6,000,000	10,000,000	4,000,000	66.7%	New construction costs
Total Expenditures	\$ 29,657,222	\$ 35,217,901	\$ 5,560,679	18.7%	
Excess of Revenues and Other Sources Over/(Under) Expenditures	\$ -	\$ -	\$ -	0.0%	

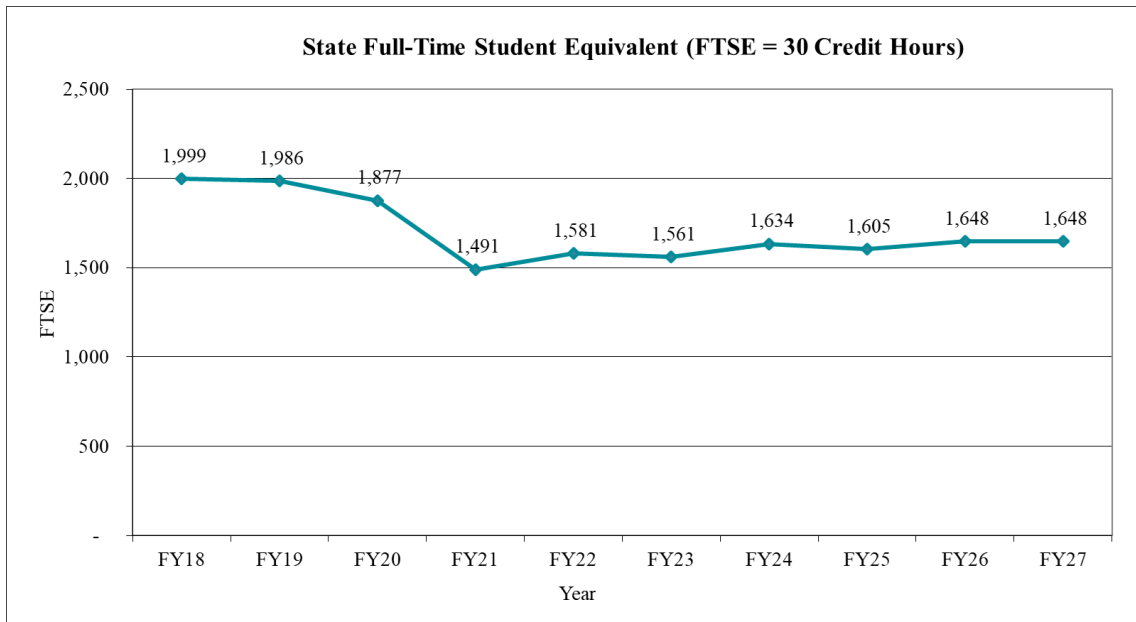
Annual Financial Plan

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.



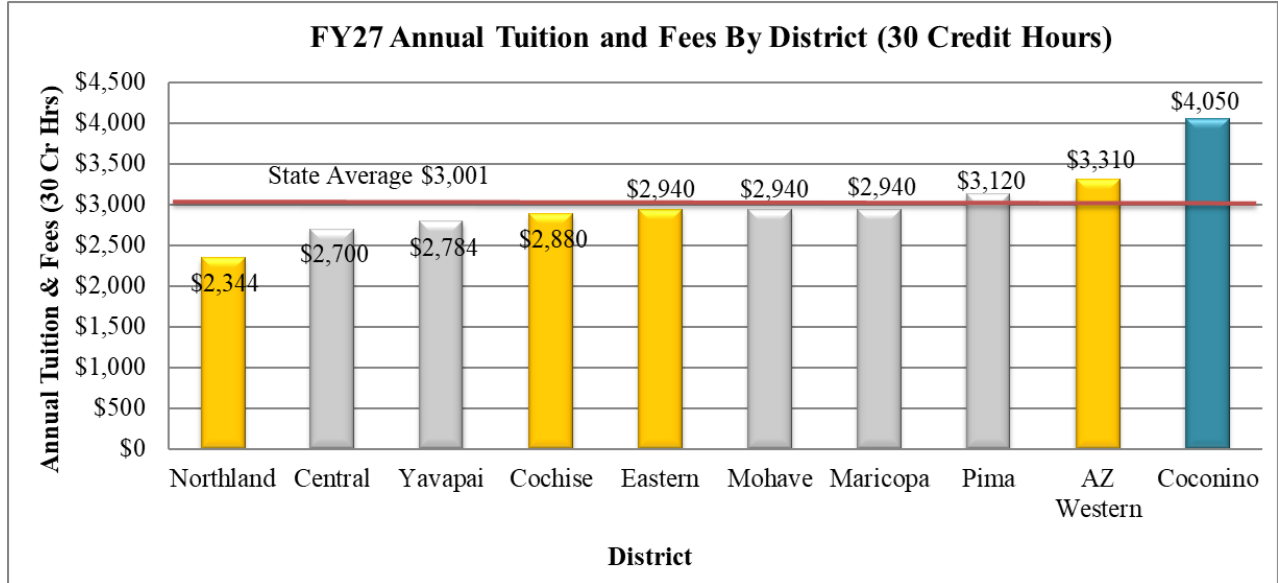
Tuition and Fee revenue for FY27 is based on a projected State FTSE of 1,648. Enrollment in Community Colleges is typically counter-cyclical to the economy. During economic downturns, underemployed workers return to college to learn new skills and prepare to reenter the job market. However, that pattern 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 \$5 increase per hour for FY27 while the Student Activity Fee remained the same. They also approved a \$3 per hour Technology Fee.

Fiscal Year	^A Tuition per Credit Hour	Mandatory Fee per Credit Hour	Tuition and Fee (per cr hr)	Plateau (credit hours per semester)	Annual Student Tuition	Change in \$	% Increase
FY18	\$ 105	\$ -	\$ 105	15	\$ 3,150	\$ 90	2.9%
FY19	\$ 109	\$ -	\$ 109	15	\$ 3,270	\$ 120	3.8%
FY20	\$ 111	\$ -	\$ 111	15	\$ 3,330	\$ 60	1.8%
FY21	\$ 113	\$ -	\$ 113	15	\$ 3,390	\$ 60	1.8%
FY22	\$ 113	\$ -	\$ 113	15	\$ 3,390	\$ -	0.0%
FY23	\$ 113	\$ -	\$ 113	15	\$ 3,390	\$ -	0.0%
FY24	\$ 113	\$ -	\$ 113	15	\$ 3,390	\$ -	0.0%
FY25	\$ 118	\$ 3	\$ 121	15	\$ 3,630	\$ 240	7.1%
FY26	\$ 124	\$ 3	\$ 127	15	\$ 3,810	\$ 180	5.0%
FY27	\$ 129	\$ 6	\$ 135	15	\$ 4,050	\$ 240	6.3%

^A Per Credit hour includes student ID and transcripts

^{Mandatory} Student Activity Fee began FY25, and the Technology Fee begins FY27

Annual Financial Plan

General Fund - State Appropriations

For FY27, the College received a total of \$2,242,500 in Operating and Rural Aid, a decrease of \$85,800 from 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 FY27, state appropriations were \$514 for non-dual enrollment and \$257 for dual enrollment. The change in FTSE for FY27:

- Decreased by 57 for non-dual enrollment
- Increased by 28 for dual enrollment

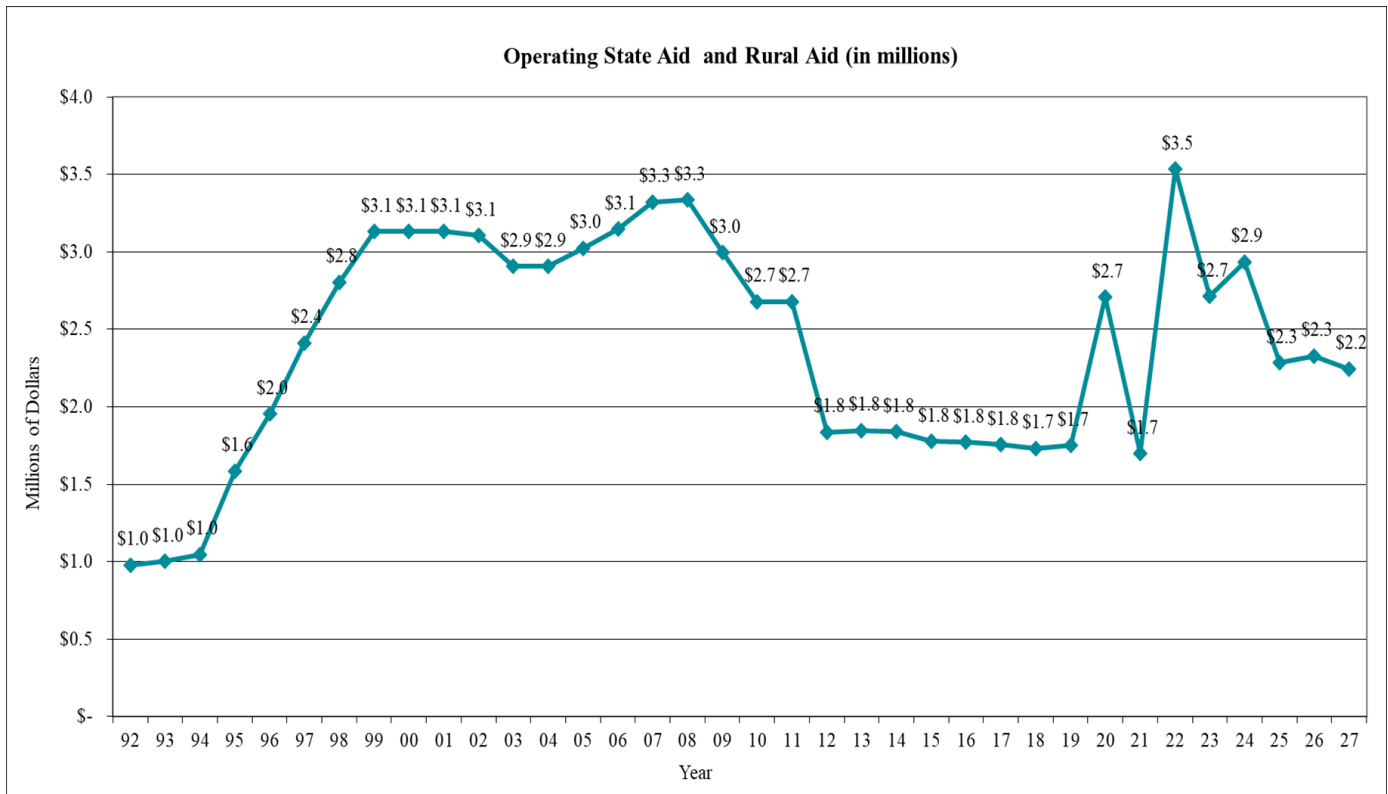
These changes resulted in a decrease of \$22,100 in Operating Aid. It is important to note that the formula does not adjust for inflation or the higher costs of career and technical education (CTE) programs.

Rural Aid

Rural Aid, which began in FY20 using surplus state funds, totaled \$838,100 in FY27, a decrease of \$63,700 from FY26.

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



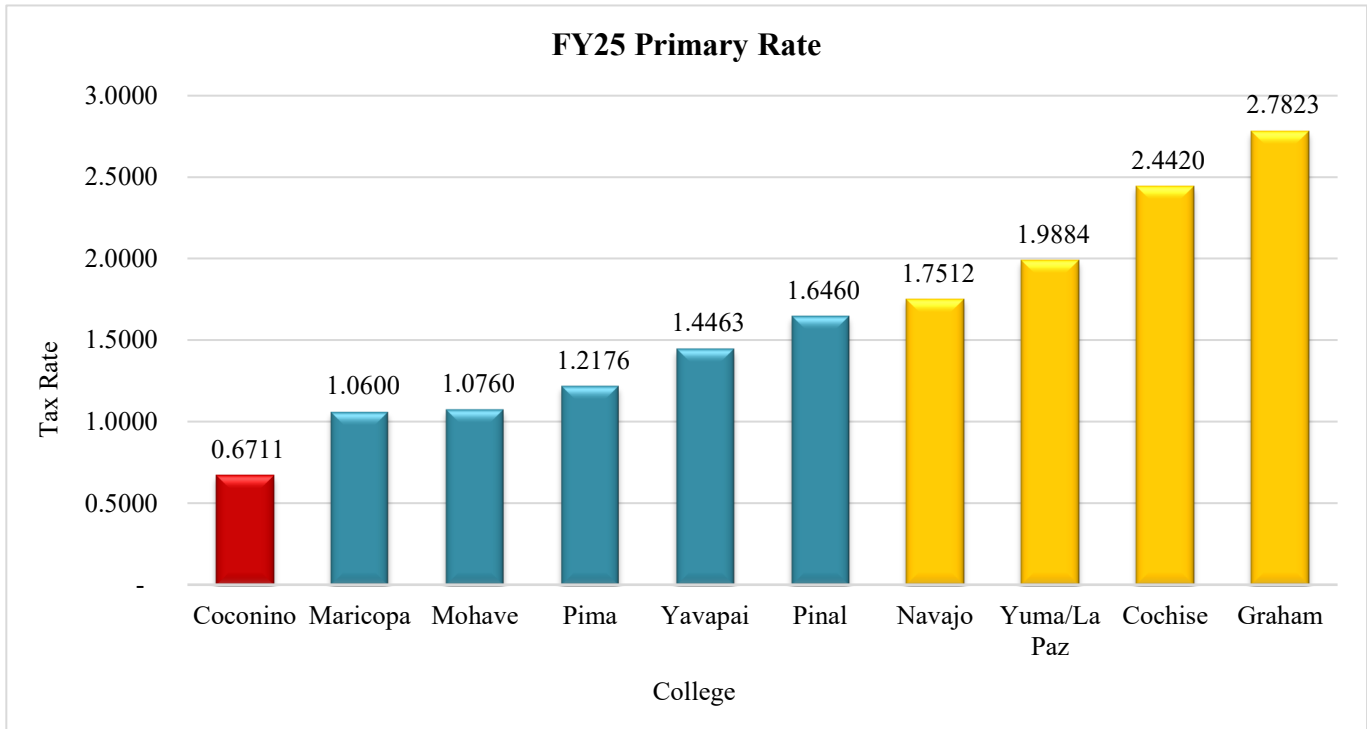
General Fund - Property Tax Levy

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.

For FY27, the levy includes the 2% increase in assessed values and new construction. The adopted levy for FY27 was \$16,803,936 at a tax rate of .6641. 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



Note: Voters approved the College’s general-obligation bonds in November 2025, authorizing construction of new facilities, with the secondary property tax beginning in FY28.



Annual Financial Plan

Restricted Funds

Restricted Funds are those funds limited by outside agencies or donors, such as grants, contracts, and financial aid. For FY27, the net increase of \$13,107 was comprised primarily of an increase in the Pell Grant Program, offset by the end of the 5-year NASNTI Grant Program as well as other small changes. Significant changes include:

- Increase of \$500,000 in the Pell Grant Program due to increased FAFSA completions
- Decrease of \$45,000 due to the ending of the LSAMP (Louis Stokes Alliances for Minority Participation grant—STEM Pathways) in FY26
- Decrease of \$413,217 due to the end of the 5-year grant term for NASTI—Strengthening Minority Serving Institutions on 9/30/27
- Increase of \$235,000 from Halle Foundation grant for trades expansion offset by the decrease of \$366,369 to the Lowe’s Foundation Gable Grant conclusion 6/30/26
- Decrease of approximately \$104,229 from Arizona Workforce Development (Prop 301 Sales Tax)
- Increase of \$99,525 from a private donation for the Path2Purpose program, funding five full-time employees

Restricted				
Restricted Grants/Contracts by Agency	Federal	State	Private/ Local	Total
Department of Education				
Adult Education - Basic Grants to States	\$ 457,014	\$ 80,000	\$ -	\$ 537,014
Federal Work Study Program - Student Aid	93,984			93,984
NASNTI - Strengthening Minority Serving Institutions	128,344			128,344
Pell Grant Program - Student Aid	4,000,000			4,000,000
Perkins - Career and Technical Education Basic Grants to States	356,750			356,750
Supplemental Educational Opportunity Grants (SEOG) - Student Aid	153,487			153,487
TRiO - Student Support Services	272,364			272,364
Department of Veterans Affairs				
Veterans' Center - Professional Development	3,000			3,000
National Science Foundation				
LSAMP (Louis Stokes Alliances for Minority Participation - STEM Pathways)	-			-
Noyce Scholars Program	15,104			15,104
Small Business Administration				
Small Business Development Center	136,034			136,034
State of Arizona				
AZ Department of Veterans Affairs - Scholarships		20,000		20,000
AZ LEAP - Arizona Board of Regents, Student Aid		11,734		11,734
AZ Workforce Development - Prop 301		785,081		785,081
Smart and Safe Arizona - Prop 207		1,582,244		1,582,244
Private/Local				
Coconino County - SBDC other Program Income			-	-
Dreambuilder - SBDC			132,835	132,835
Path2Purpose Program			560,141	560,141
Halle Foundation - Trades Expansion			235,000	235,000
Totals	\$ 5,616,081	\$ 2,479,059	\$ 927,976	\$ 9,023,116



Annual Financial Plan

Restricted Funds (continued)

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

Fiscal Years End June 30	FY26 BUDGET	FY27 BUDGET	FY27 CHANGES		FY27 Changes Description
Revenues					
State Appropriations	\$ 314,300	\$ 305,200	\$ (9,100)	-2.9%	STEM per state formula
Federal Grants and Contracts	5,610,965	5,616,081	5,116	0.1%	NASNTI ends, Pell increase
State Grants and Contracts	2,426,066	2,459,059	32,993	1.4%	Adj. Adult Ed State from Federal, decrease Prop301
Private Grants and Contracts	972,978	947,976	(25,002)	-2.6%	Decrease SBDC program income
Total Revenues	\$ 9,324,309	\$ 9,328,316	\$ 4,007	0.0%	
Other financing sources (uses)					
Transfer In	74,066	76,734	2,668	3.6%	Increase in AZ Leap and Adult Education
Total other financing sources (uses)	\$ 74,066	\$ 76,734	\$ 2,668	3.6%	
Total Revenues and Transfers	\$ 9,398,375	\$ 9,405,050	\$ 6,675	0.1%	
Fiscal Years End June 30	FY26 BUDGET	FY27 BUDGET	FY27 CHANGES		FY27 Changes Description
Expenditures by Program					
Instruction	\$ 3,577,529	\$ 3,389,404	\$ (188,125)	-5.3%	Lowe's ends, STEM and Prop301 decrease
Public Service	305,820	303,869	(1,951)	-0.6%	
Academic Support	386,914	414,989	28,075	7.3%	Perkins & Adult Ed. Salary and benefit adj.
Student Services	958,745	539,692	(419,053)	-43.7%	NASNTI Grant ends 9/30/26
Institutional Support	460,616	560,141	99,525	21.6%	Path2Purpose salary and benefit adj.
Scholarships & Grants	3,708,751	4,196,955	488,204	13.2%	Pell increase and decrease in AZ Dept. of VA
Total Expenditures	\$ 9,398,375	\$ 9,405,050	\$ 6,675	0.1%	
Fiscal Years End June 30	FY26 BUDGET	FY27 BUDGET	FY27 CHANGES		FY27 Changes Description
Expenditures by Object					
Personnel Services	\$ 4,964,689	\$ 4,534,078	\$ (430,611)	-8.7%	Decrease NASNTI, Prop301, and Lowe's
Contractual Services	82,813	27,313	(55,500)	-67.0%	End of Lowe's and LSAMP
Supplies	295,057	272,986	(22,071)	-7.5%	End of Lowe's and NASNTI and start of Halle
Fixed Charges	59,640	107,245	47,605	79.8%	Increase in Perkins, TRiO and start of Halle
Utilities	28,300	3,300	(25,000)	-88.3%	End of NASNTI
Travel	95,830	100,069	4,239	4.4%	
Scholarships	3,697,980	4,186,970	488,990	13.2%	Pell increase and decrease in AZ Dept. of VA
Capital Equipment	60,000	70,000	10,000	16.7%	End of Lowe's and start of Halle
Miscellaneous/Other	114,066	103,089	(10,977)	-9.6%	Decrease in grants indirect cost recovery
Total Expenditures	\$ 9,398,375	\$ 9,405,050	\$ 6,675	0.1%	



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 at the end of the year is carried forward to subsequent fiscal years.

Student Activity Fees—\$123,570

Three dollar per 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—\$24,000

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	FY26 BUDGET	FY27 BUDGET	FY27 CHANGES		FY27 Changes Des cription
Revenues					
Tuition and Fees	\$ 123,570	\$ 123,570	\$ -	0.0%	
Grants & Contracts	30,000	30,000	-	0.0%	
Sales & Services	70,100	76,400	6,300	9.0%	Increase in vending sales
Total Revenues	\$ 223,670	\$ 229,970	\$ 6,300	2.8%	
Other financing sources (uses)					
Transfer In	\$ 116,163	\$ 154,052	\$ 37,889	32.6%	Increase for athletics
Total other financing sources (uses)	\$ 116,163	\$ 154,052	\$ 37,889	32.6%	
Total Revenues and Transfers	\$ 339,833	\$ 384,022	\$ 44,189	13.0%	
Fiscal Years End June 30	FY26 BUDGET	FY27 BUDGET	FY27 CHANGES		FY27 Changes Des cription
Expenditures by Program					
Instruction	\$ 2,400	\$ 2,400	\$ -	0.0%	
Student Services	279,733	319,622	39,889	14.3%	Increase for athletics
Institutional Support	57,700	62,000	4,300	7.5%	Increase in vending to support events
Total Expenditures	\$ 339,833	\$ 384,022	\$ 44,189	13.0%	
Fiscal Years End June 30	FY26 BUDGET	FY27 BUDGET	FY27 CHANGES		FY27 Changes Des cription
Expenditures by Object					
Personnel Services	\$ 100,028	\$ 103,417	\$ 3,389	3.4%	Salary and benefit Adj.
Contractual Services	1,500	3,000	1,500	100.0%	Increase for athletics
Supplies	193,170	207,470	14,300	7.4%	Increase for athletics / employee events
Fixed Charges	12,635	15,635	3,000	23.7%	Increase for athletics
Utilities	-	-	-	0.0%	
Travel	32,500	54,500	22,000	67.7%	Increase for athletics
Total Expenditures	\$ 339,833	\$ 384,022	\$ 44,189	13.0%	



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 \$768,720 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 FY27, the College allocated \$12,536,836 to be available in the current year for new construction, and \$500,000 is for future capital acquisitions.

Unexpended Plant Fund	Fourth St	Lone Tree	Page	Total
One-Time Rural Contingency	\$ -	\$ 768,720	\$ -	\$ 768,720
Copier future capital acquisition/projects		17,000		17,000
ITS future capital acquisition/projects		120,000		120,000
Facilities				
Chevy Equinox	\$ -	\$ 36,500	\$ -	\$ 36,500
Chevy Truck 3/4 Ton 4WD		52,000		52,000
Spreader		17,600		17,600
Blade Attachment		15,000		15,000
Boiler/Chiller		562,100		562,100
Construction in Progress - 4th St	4,682,167			4,682,167
Construction in Progress - Allied Health		6,927,119		6,927,119
Contingency	175,750		68,600	244,350
Facilities Subtotal	\$ 4,857,917	\$ 7,610,319	\$ 68,600	\$ 12,536,836
Future - Allied Health		\$ 500,000		\$ 500,000
Total Unexpended Plant Funds	\$ 4,857,917	\$ 9,016,039	\$ 68,600	\$ 13,942,556



Annual Financial Plan

Unexpended Plant Fund (continued)

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

Fiscal Years End June 30	FY26 BUDGET	FY27 BUDGET	FY27 CHANGES		FY27 CHANGES DETAIL
Revenues					
Other financing sources (uses)					
Canyforward	\$ -	\$ 3,000,000	\$ 3,000,000	259.3%	Construction in Progress - Allied Health / 4th St.
Transfer In	1,954,600	10,942,556	8,987,956	412.9%	Construction in Progress - Allied Health / 4th St.
Total other financing sources (uses)	\$ 1,954,600	\$ 13,942,556	\$ 11,987,956	391.4%	
Total Revenues and Transfers	\$ 1,954,600	\$ 13,942,556	\$ 11,987,956	391.4%	
Expenditures by Program					
Institutional Support	\$ 120,000	\$ 905,720	\$ 785,720	654.8%	ITS equipment replacement / Rural Aid
Facilities Operation & Maintenance	932,800	12,292,486	11,359,686	558.8%	Construction in Progress - Allied Health / 4th St.
Contingency	901,800	244,350	(657,450)	-73.6%	
Total Expenditures	\$ 1,954,600	\$ 13,442,556	\$ 11,487,956	377.2%	
Expenditures by Object					
Supplies	\$ -	\$ 785,720	\$ 785,720	38.7%	Rural Aid
Capital Equipment	1,052,800	9,412,486	8,359,686	6966.4%	Construction in Progress / Future Capital
Contingency	901,800	3,244,350	2,342,550	262.4%	
Total Expenditures	\$ 1,954,600	\$ 13,442,556	\$ 11,487,956	377.2%	
Excess of Revenues and Other Sources					
Over/(Under) Expenditures	\$ -	\$ 500,000	\$ 500,000		



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Long-Term Financial Sustainability

July 1, 2026 - June 30, 2027



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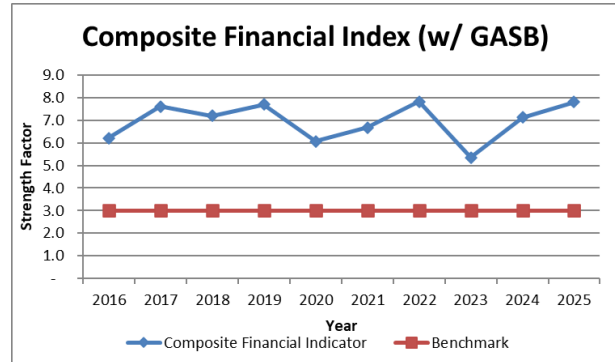
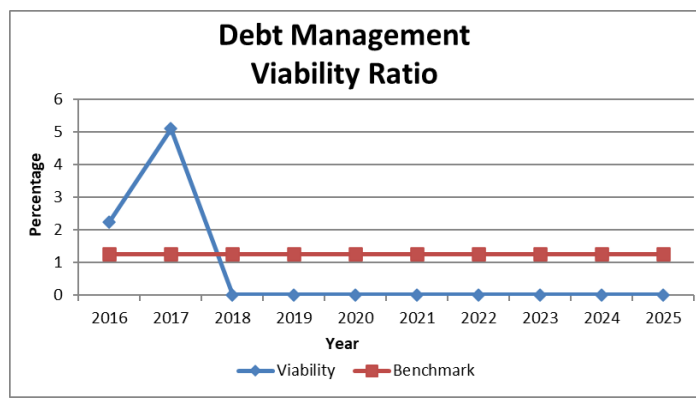
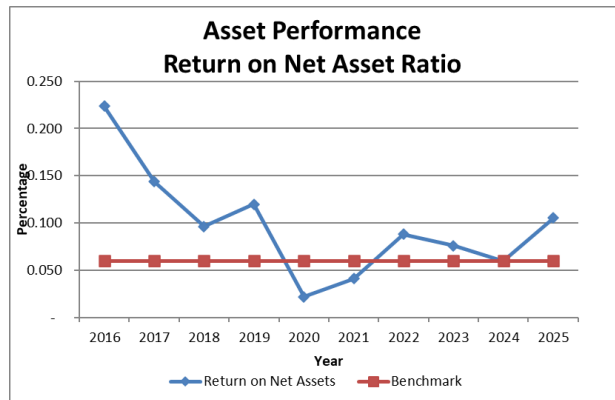
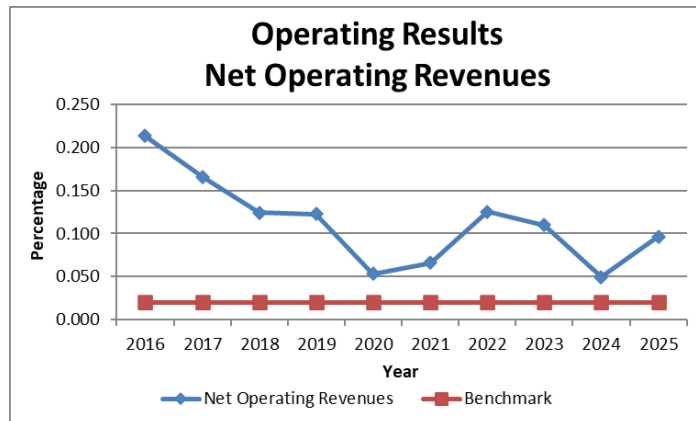
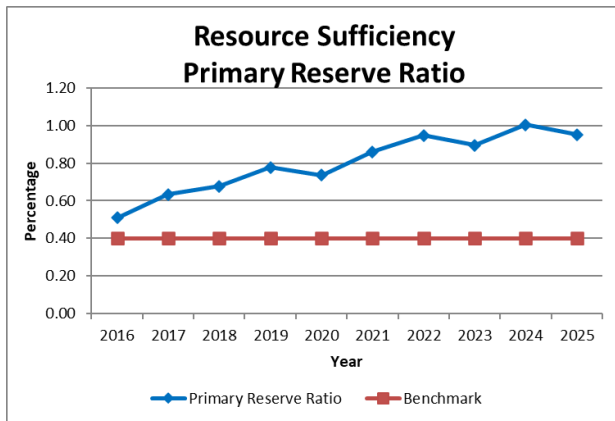
Long-Term Financial Sustainability

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 7.8, 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

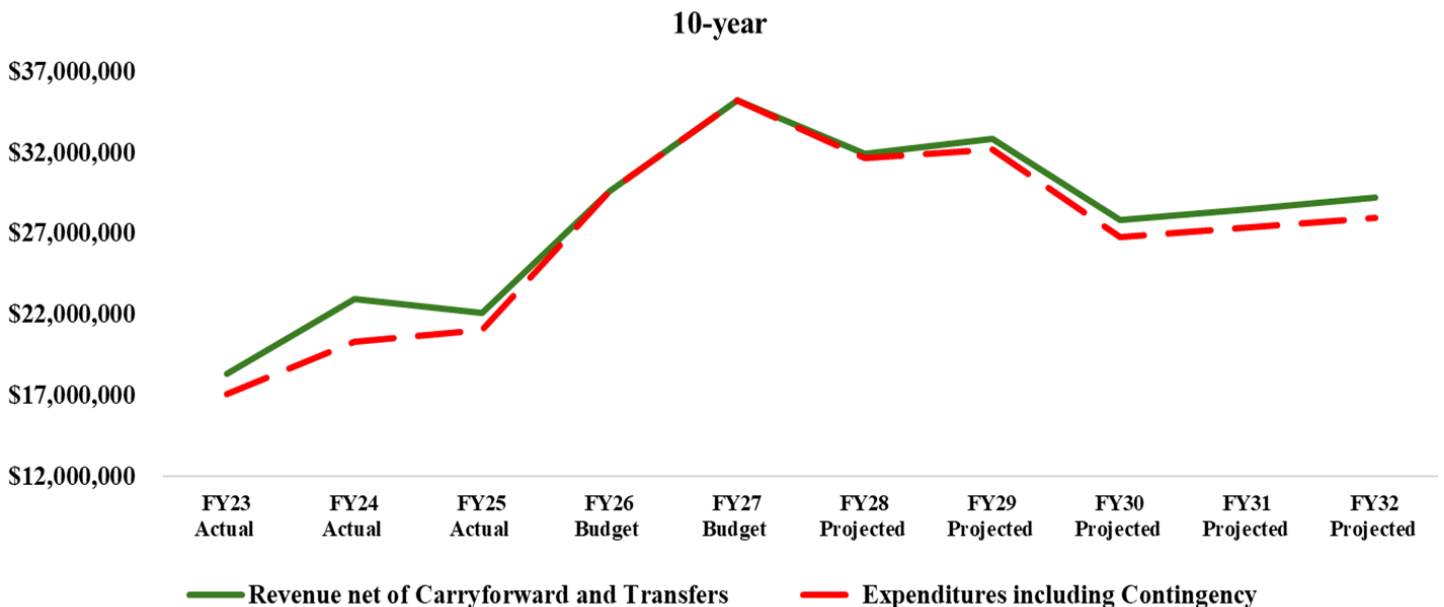
The College is celebrating its 35th Anniversary of providing high-quality educational services to the citizens of Coconino County. Kicking off this milestone, the community voted on November 4, 2025, to approve \$100 million in general obligation bonds to build a new Allied Health building and to reconstruct the Fourth Street Career and Technical Education building. In addition to the long-term assumptions, the projections in the graph below show the planned expenditures for funding preconstruction expenses in FY27 and for furniture and equipment for the new buildings in FY28 and FY29.

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** - HEPI increase
- **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 - projections for construction costs





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Community
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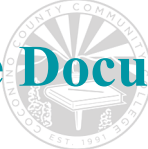
State Documents

July 1, 2026 - June 30, 2027

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State Documents

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 20th. [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

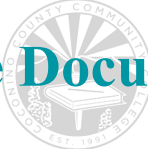
In 1980, the citizens amended the Arizona State Constitution and capped primary property tax increases from existing property to 2% per year. The purpose was to limit tax increases to small amounts.

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.

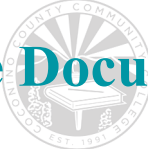


State Documents

Coconino County Community College District Coconino Community College Budget for fiscal year 2027

Summary of budget data

	Budget 2027	Budget 2026	Increase/Decrease From budget 2026 To budget 2027	
			Amount	%
I. Current General and Plant Funds				
A. Expenditures:				
Current General Fund	\$ 35,217,901	\$ 29,657,222	\$ 5,560,679	18.7%
Unexpended Plant Fund	13,442,556	1,954,600	11,487,956	587.7%
Retirement of indebtedness Plant Fund	0	0	0	
Total	<u>\$ 48,660,457</u>	<u>\$ 31,611,822</u>	<u>\$ 17,048,635</u>	<u>53.9%</u>
B. Expenditures per Full-time student equivalent (FTSE):				
Current General Fund	\$ 21,377 /FTSE	\$ 18,723 /FTSE	\$ 2,654 /FTSE	14.2%
Unexpended Plant Fund	\$ 8,159 /FTSE	\$ 1,234 /FTSE	\$ 6,925 /FTSE	561.2%
Projected FTSE count	<u>1,648</u>	<u>1,584</u>		
II. Total all funds estimated personnel compensation				
Employee salaries and hourly costs	\$ 17,068,058	\$ 16,437,800	\$ 630,258	3.8%
Retirement costs	1,933,114	2,016,121	(83,007)	-4.1%
Healthcare costs	1,682,912	1,578,888	104,024	6.6%
Other benefit costs	2,473,202	2,380,774	92,428	3.9%
Total	<u>\$ 23,157,286</u>	<u>\$ 22,413,583</u>	<u>\$ 743,703</u>	<u>3.3%</u>
III. Summary of primary and secondary property tax levies and rates				
A. Amount levied:				
Primary tax levy	\$ 16,803,936	\$ 16,303,029	\$ 500,907	3.1%
Property tax judgment	0	0	0	
Secondary tax levy	0	0	0	
Total levy	<u>\$ 16,803,936</u>	<u>\$ 16,303,029</u>	<u>\$ 500,907</u>	<u>3.1%</u>
B. Rates per \$100 net assessed valuation:				
Primary tax rate	0.6641	0.6711	(0.0070)	-1.0%
Property tax judgment	0.0000	0.0000	0.0000	
Secondary tax rate	0.0000	0.0000	0.0000	
Total rate	<u>0.6641</u>	<u>0.6711</u>	<u>(0.0070)</u>	<u>-1.0%</u>
IV. Maximum allowable primary property tax levy for fiscal year 2027 pursuant to A.R.S. §42-17051				\$ <u>16,803,936</u>
V. Amount received from primary property taxes in fiscal year 2026 in excess of the maximum allowable amount as calculated pursuant to A.R.S. §42-17051				\$ _____



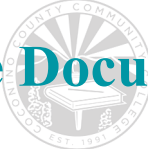
State Documents

**Coconino County Community College District
Coconino Community College
Budget for fiscal year 2027**

Resources

	Current funds			Plant Fund		Other funds 2027	Total all funds 2027	Total all funds 2026	% Increase/Decrease
	General Fund 2027	Restricted Fund 2027	Auxiliary Fund 2027	Unexpended Plant Fund 2027	Retirement of indebtedness 2027				
Beginning balances/(deficits)—July 1*									
Restricted	\$				7,105		7,105	\$ 6,915	2.7%
Unrestricted	20,788,517		120,000	9,135,390			30,043,907	25,294,144	18.8%
Total beginning balances	\$ 20,788,517	\$ 0	\$ 120,000	\$ 9,135,390	\$ 7,105	\$ 0	\$ 30,051,012	\$ 25,301,059	18.8%
Revenues and other inflows									
Student tuition and fees									
General tuition	\$ 3,779,313	\$	\$	\$	\$	\$	\$ 3,779,313	\$ 3,505,581	7.8%
Out-of-district tuition	2,192,383						2,192,383	2,201,586	-0.4%
Out-of-State tuition	872,375						872,375	960,014	-9.1%
Student fees	443,250		123,570				566,820	447,750	26.6%
Tuition and fee remissions or waivers	44,800						44,800	44,800	0.0%
State appropriations									
Maintenance support	1,404,400						1,404,400	1,426,500	-1.5%
Equalization aid							0	0	0.0%
STEM Workforce		305,200					305,200	314,300	-2.9%
Rural Community College Aid	838,100						838,100	901,800	-7.1%
							0	0	0.0%
							0	0	0.0%
Property taxes									
Primary tax levy	16,901,936						16,901,936	16,401,029	3.1%
Secondary tax levy							0	0	0.0%
Gifts, grants, and contracts	297,620	6,655,791	30,000				6,983,411	6,897,175	1.3%
Sales and services							0	0	0.0%
Investment income	800,000						800,000	1,000,000	-20.0%
State shared sales tax (Prop 301)		785,081					785,081	889,310	-11.7%
Smart and Safe Arizona Act (Prop 207)		1,582,244					1,582,244	1,527,124	3.6%
Other revenues	207,780		76,400				284,180	305,216	-6.9%
Proceeds from sale of bonds							0	0	0.0%
Total Revenues and Other Inflows	\$ 27,781,957	\$ 9,328,316	\$ 229,970	\$ 0	\$ 0	\$ 0	\$ 37,340,243	\$ 36,822,185	1.4%
Transfers									
Transfers in		76,734	154,052	10,942,556			11,173,342	2,144,829	420.9%
(Transfers out)	(11,173,342)						(11,173,342)	(2,144,829)	420.9%
Total transfers	\$ (11,173,342)	\$ 76,734	\$ 154,052	\$ 10,942,556	\$ 0	\$ 0	\$ 0	\$ 0	0.0%
Reduction for amounts reserved for future budget year expenses:									
Maintained for future financial stability	(2,179,231)						(2,179,231)	(11,665,510)	-81.3%
Maintained for future capital acquisitions/projects			(120,000)	(6,635,390)			(6,755,390)	(7,628,634)	-11.4%
Maintained for future debt retirement					(7,105)		(7,105)	(6,915)	2.7%
Maintained for grants or scholarships							0	0	0.0%
Maintained for future retirement contributions							0	0	0.0%
							0	(1,472,155)	-100.0%
Total resources available for the budget year	\$ 35,217,901	\$ 9,405,050	\$ 384,022	\$ 13,442,556	\$ 0	\$ 0	\$ 58,449,529	\$ 41,350,030	41.4%

*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 2027**

Expenditures and other outflows

	Current funds			Plant Fund		Other funds 2027	Total all funds 2027	Total all funds 2026	% Increase/ Decrease
	General Fund 2027	Restricted Fund 2027	Auxiliary Fund 2027	Unexpended Plant Fund 2027	Retirement of indebtedness 2027				
Total resources available for the budget year (from Schedule B)	\$ 35,217,901	\$ 9,405,050	\$ 384,022	\$ 13,442,556	\$	\$	\$ 58,449,529	\$ 41,350,030	41.4%
Expenditures and other outflows									
Instruction	\$ 6,187,517	\$ 3,389,404	\$ 2,400	\$	\$	\$	\$ 9,579,321	\$ 9,238,204	3.7%
Public service		303,869					303,869	305,820	-0.6%
Academic support	5,143,040	414,989					5,558,029	5,285,080	5.2%
Student services	4,651,368	539,692	319,622				5,510,682	5,554,545	-0.8%
Institutional support (Administration)	5,600,985	560,141	62,000	905,720			7,128,846	5,921,058	20.4%
Operation and maintenance of plant	3,234,991			12,292,486			15,527,477	4,034,772	284.8%
Scholarships	400,000	4,196,955					4,596,955	4,108,751	11.9%
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	10,000,000			244,350			10,244,350	6,901,800	48.4%
Total expenditures and other	\$ 35,217,901	\$ 9,405,050	\$ 384,022	\$ 13,442,556	\$ 0	\$ 0	\$ 58,449,529	\$ 41,350,030	41.4%

2026 LEVY LIMIT WORKSHEET

COCONINO COUNTY - COCONINO COMMUNITY COLLEGE	
	TY02026
MAXIMUM LEVY	2025
A.1. Maximum Allowable Primary Tax Levy	\$16,303,029
A.2. A.1 multiplied by 1.02	\$16,629,090
CURRENT YEAR NET ASSESSED VALUE SUBJECT TO TAXATION IN PRIOR YEAR	2026
B.1. Centrally Assessed	\$178,999,750
B.2. Locally Assessed Real Property	\$2,283,538,997
B.3. Locally Assessed Personal Property	\$41,356,238
B.4. Total Assessed Value (B.1 through B.3)	\$2,503,894,984
B.5. B.4. divided by 100	\$25,038,950
CURRENT YEAR NET ASSESSED VALUES	2026
C.1. Centrally Assessed	\$194,257,402
C.2. Locally Assessed Real Property	\$2,297,434,557
C.3. Locally Assessed Personal Property	\$38,640,202
C.4. Total Assessed Value (C.1 through C.3)	\$2,530,332,161
C.5. C.4. divided by 100	\$25,303,322
LEVY LIMIT CALCULATION	2026
D.1. LINE A.2	\$16,629,090
D.2. LINE B.5	\$25,038,950
D.3. D.1/D.2 (MAXIMUM ALLOWABLE TAX RATE)	0.6641
D.4. LINE C.5	\$25,303,322
D.5. D.3 multiplied by D.4 = MAXIMUM ALLOWABLE LEVY LIM	\$16,803,936
D.6. Excess Collections/Excess Levy	
D.7. Amount in Excess of Expenditure Limit	
D.8. ALLOWABLE LEVY LIMIT (D.5 - D.6 - D.7)	\$16,803,936
<i>2026 New Construction</i>	\$26,437,177

*Calculated based on ARS 42-17056 per Prop 438