

# **Preliminary Budget Presentation**

## **Fiscal Year 2021**

**(July 1, 2020 – June 30, 2021)**

DISTRICT GOVERNING BOARD

Work Session

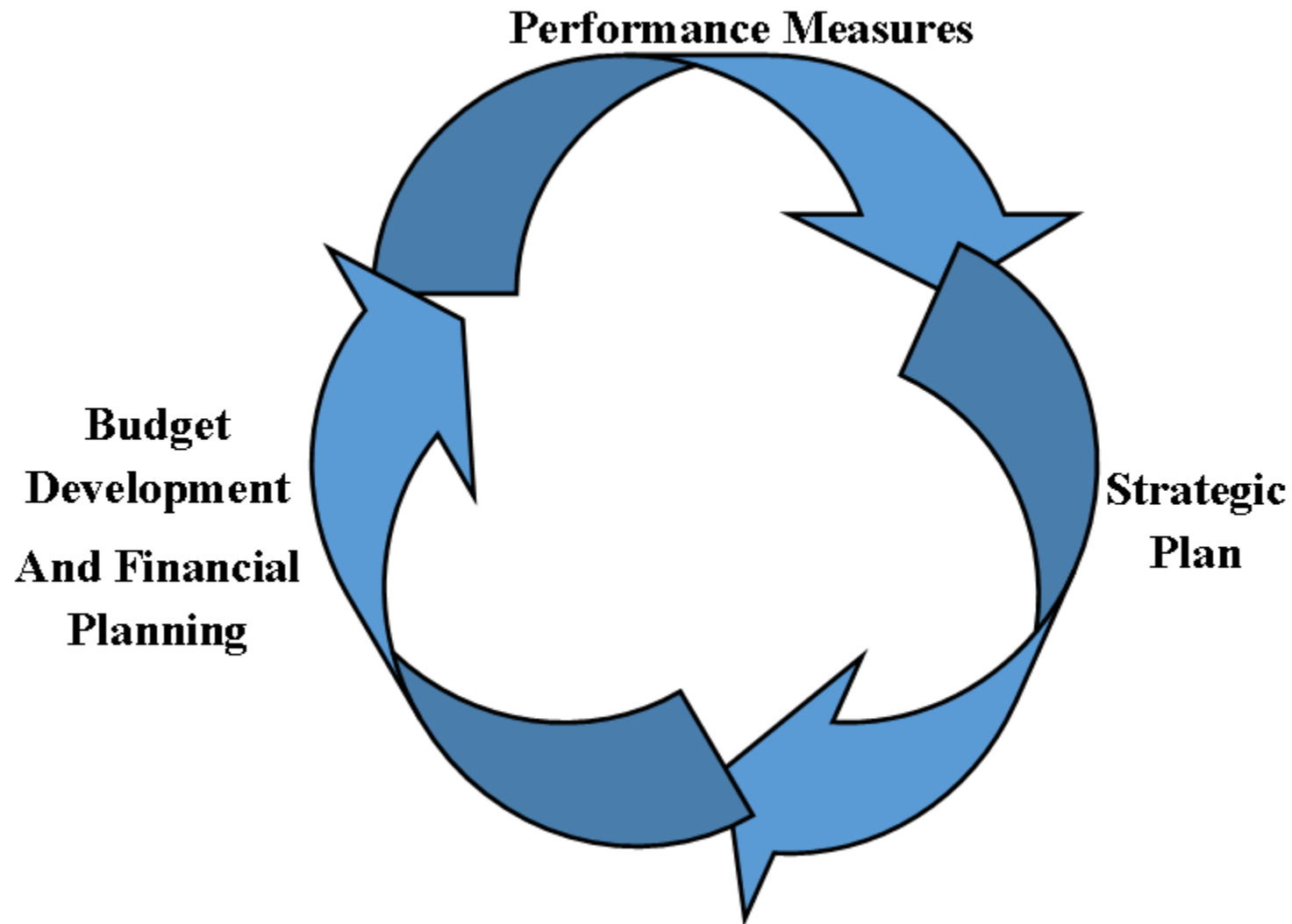
April 30, 2020

# Agenda

- ✓ FY21 Budget Highlights
- ✓ General Fund
- ✓ Restricted Fund
- ✓ Auxiliary Fund
- ✓ Plant Fund
- ✓ Retirement of Indebtedness
- ✓ All Funds Summary
- ✓ Timeline
- ✓ State Budget
- ✓ Truth-in-Taxation Handout



# Planning Cycle



# 2019 Student Progress and Outcomes Report

## Access

- 2a. Enrollment of underserved populations - ethnic minorities
- 2b. Enrollment of underserved population - Age 25+
- 2c. Enrollment of underserved population - Pell recipients
- 3. Percent of student credit hours earned via alternative delivery methods and/or at alternative times and places
- 4. Community college-going rate
- 5a. Success after developmental math
- 5b. Success after developmental English/reading
- 6. Cost of attendance as a percentage of the median household income in Coconino County
- 7. Developmental course success rate – reading

## Transfer & Completion

- 8. College Level course success rate
- 9a. Full-time learners completing 42 credits within 2 yrs
- 9b. Part time learners completing 24 credits within 2 yrs
- 10. Fall-to-Spring retention rates
- 11. Fall-to- Fall retention rates
- 12. Six-year Degree/Certificate completion rate
- 13. Six-year in-state university transfer rate
- 14. Transfer rates after CCC Completion rate



# 2016 – 2020 Strategic Plan

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

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

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

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



# FY 2020 – 2021 Budget Changes - COVID

## Revenues:

5% additional reduction in enrollment on top of current year 5% decline

Reduced proportion of out of State

Reduced proportion of out of County

Reduced proportion of WUE

Reduced investment income

Reduced parking revenue

Reduced facility use revenue

Reduced sales tax (Prop 301) results in increased faculty to General Fund

Reduced differential tuition ( and offsetting Instructional Supplies on expense side)

Dual enrollment and CAVIAT are minimal so only planning for minimal declines or flat

Increases carryforward (fund balance)

## Expenses:

Reduced part-time faculty (enrollment)

Increased faculty expense because of reduced 301 funds

Holding one vacant position open, and pulling two other vacant positions from budget

Holding off on new academic programs until we know more, just moving forward with cyber security

Prioritizing academic areas, continuing to move forward with other vacant faculty positions

Pull STEM Equip

Pull One-time Equip



# FY21 General Fund Revenues

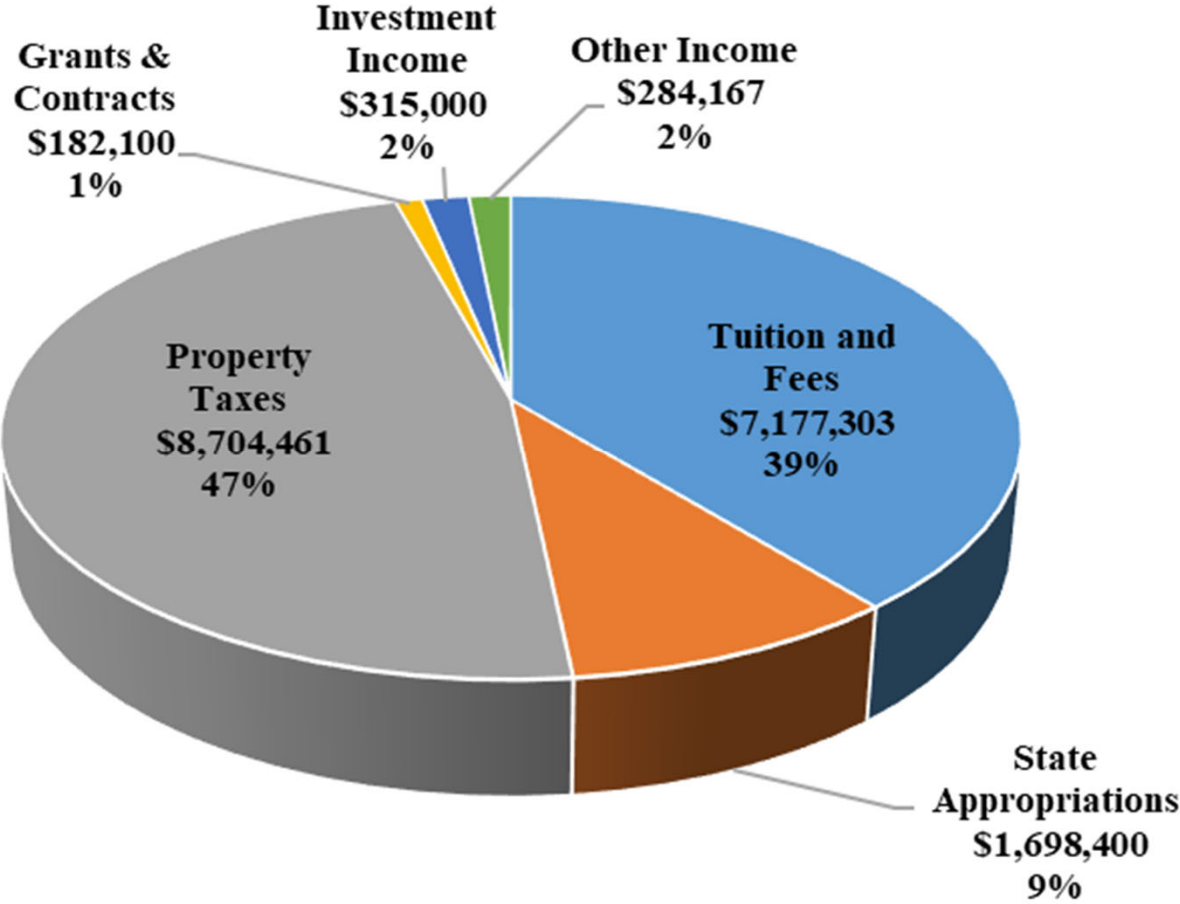
For Years Ended June 30

	FY2020		FY2021		FY20 to FY21		FY20 to FY21 Changes Detail
	BUDGET	BUDGET	BUDGET	BUDGET	CHANGE	CHANGE	
<b>Revenues</b>							
Tuition and Fees	\$ 7,894,031	\$ 7,177,303	\$ (716,728)		-9.08%		\$2 increase, enrollment decline
State Appropriations	1,703,400	1,698,400	(5,000)		-0.29%		Per state formula
Property Taxes	8,383,362	8,704,461	321,099		3.83%		2% plus new construction, moved excise tax in
Grants & Contracts	182,000	182,100	100		0.05%		
Investment Income	315,000	315,000	-		0.00%		No change
Other Income	516,517	284,167	(232,350)		-44.98%		Reduction in SRP in-lieu tax; moved excise tax out
<b>Total Revenues</b>	<b>\$ 18,994,310</b>	<b>\$ 18,361,431</b>	<b>\$ (632,879)</b>		<b>-3.4%</b>		
<b>Other financing sources (uses)</b>							
Carryforward	\$ 2,000,000	\$ 3,318,496	\$ 1,318,496		65.92%		Increase for recession and portion of One-time Rural
Transfer In	52,768.0	35,500.0	(17,268.0)		-32.72%		Planned maintenance
Transfer Out	(783,253)	(802,022)	(18,769)		2.40%		Additional match for ADE grants
<b>Total other financing sources (uses)</b>	<b>\$ 1,269,515</b>	<b>\$ 2,551,974</b>	<b>\$ 1,282,459</b>		<b>101.02%</b>		
<b>Total Revenues and Other Sources</b>	<b>\$ 20,263,825</b>	<b>\$ 20,913,405</b>	<b>\$ 649,580</b>		<b>3.1%</b>		



# FY21 General Fund Revenues

## \$18,361,431



Note: Excludes Carryforward and Transfers





# FY21 General Fund Expenditures by Program

For Years Ended June 30

**Expenditures by Program**

	<b>FY2020 BUDGET</b>	<b>FY2021 BUDGET</b>	<b>FY20 to FY21 CHANGE</b>	
Instruction	\$ 5,246,722	\$ 5,255,799	\$ 9,077	0.17%
Academic Support	3,457,111	3,344,791	(112,320)	-3.25%
Student Services	3,127,361	3,357,289	229,928	7.35%
Institutional Support	4,225,977	3,852,019	(373,958)	-8.85%
Facilities Operation & Maintenance	1,809,189	1,829,549	20,360	1.13%
Scholarships & Grants	222,000	196,665	(25,335)	-11.41%
Contingency	2,175,465	3,077,293	901,828	41.45%
<b>Total Expenditures</b>	<b>\$ 20,263,825</b>	<b>\$ 20,913,405</b>	<b>\$ 649,580</b>	<b>3.1%</b>

**FY20 to FY21 Changes Detail**

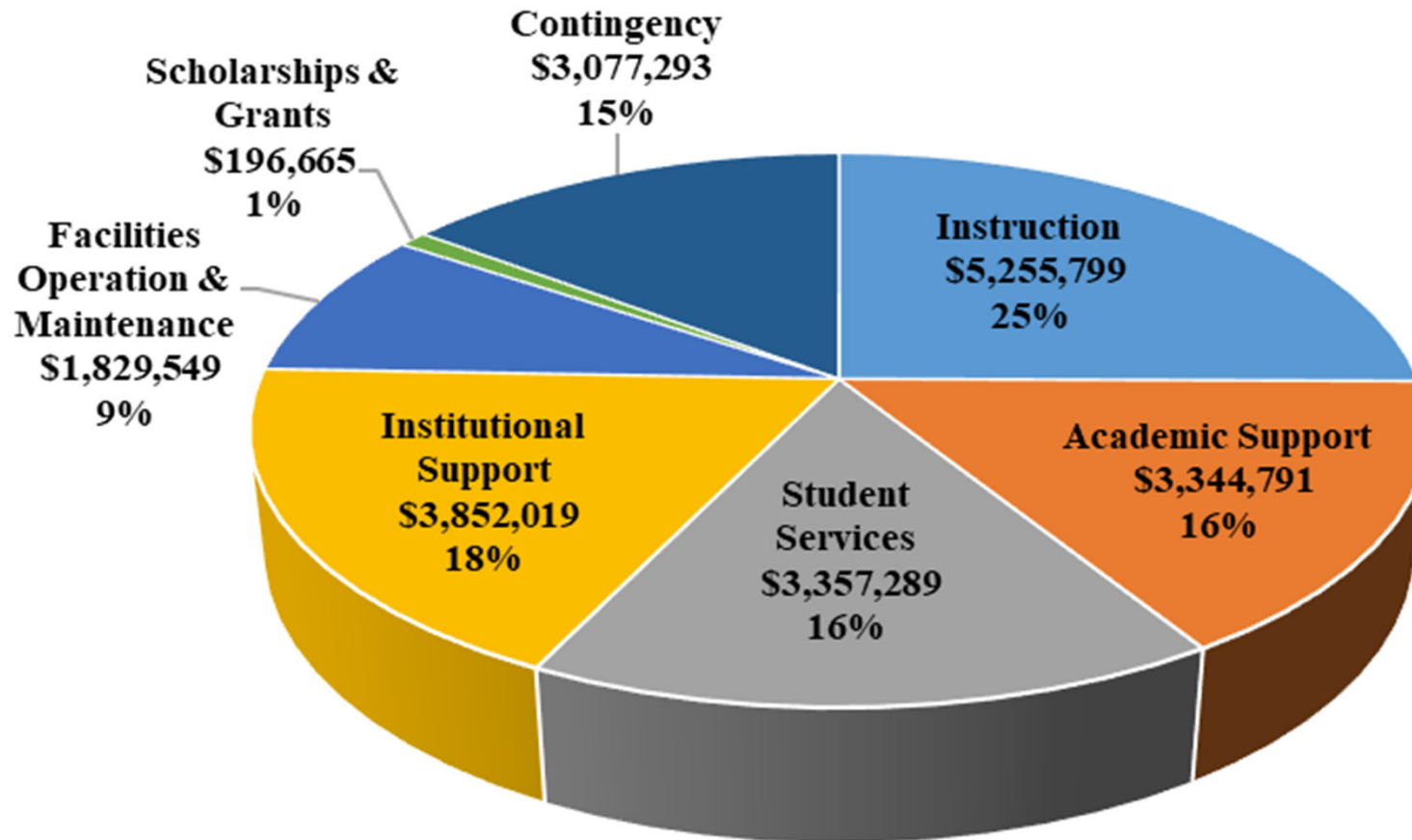
Comp, new program expense  
 Comp, moved DE to Student Serv, realloc Starfish  
 Comp, moved DE from Academic Support  
 Comp, realloc one-time STEM & Equip  
 Reallocation of PT position to Security  
 Decrease in enrollment  
 Increased contingency for recession, One-time Rural

Note: \$3 Million in Contingency is for emergencies and comes from Fund Balance



# FY21 General Fund Expenditures by Program

## \$20,913,405



# FY21 General Fund Expenditures by Object

For Years Ended June 30

**Expenditures by Object**

	FY2020 BUDGET	FY2021 BUDGET	FY20 to FY21 CHANGE	
Personnel Services	\$ 13,923,509	\$ 14,004,052	\$ 80,543	0.58%
Contractual Services	922,224	915,322	(6,902)	-0.75%
Supplies	981,658	649,974	(331,684)	-33.79%
Fixed Charges	1,059,761	1,074,022	14,261	1.35%
Utilities	600,053	572,102	(27,951)	-4.66%
Travel	214,680	221,475	6,795	3.17%
Scholarships	222,000	196,665	(25,335)	-11.41%
Miscellaneous/Other	164,475	202,500	38,025	23.12%
Contingency	2,175,465	3,077,293	901,828	41.45%
<b>Total Expenditures</b>	<b>\$ 20,263,825</b>	<b>\$ 20,913,405</b>	<b>\$ 649,580</b>	<b>3.1%</b>

<b>FY20 to FY21 Changes Detail</b>
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Comp & Benefit adj, position reduction for recession  
 Realloc and reduction  
 Realloc one-time STEM & Equip  
 Realloc and CPI increases  
 Realloc to cover custodial increase  
 Realloc of funds for Admission & Marketing travel  
 Decrease in enrollment  
 Increase bad debt expense  
 Increase in contingency & One-time Rural

Note: \$3 Million in Contingency is for emergencies and would come from Fund Balance



# FY21 Restricted Funds Revenues

For Years Ended June 30

**Revenues**

Tuition and Fees	\$ -	\$ -	\$ -	0%
State Appropriations	399,200	397,400	(1,800)	-0.5%
Federal Grants and Contracts	4,748,711	4,787,273	38,562	0.8%
State Grants and Contracts	628,103	582,370	(45,733)	-7.3%
Private Grants and Contracts	35,000	25,000	(10,000)	-28.6%

**Total Revenues**

**Other financing sources (uses)**

Transfer In

**Total other financing sources (uses)**

**Total Revenues and Transfers**

	<b>FY2020 BUDGET</b>	<b>FY2021 BUDGET</b>	<b>FY20 to FY21 CHANGE</b>	
	\$ -	\$ -	\$ -	0%
	399,200	397,400	(1,800)	-0.5%
	4,748,711	4,787,273	38,562	0.8%
	628,103	582,370	(45,733)	-7.3%
	35,000	25,000	(10,000)	-28.6%
<b>Total Revenues</b>	<b>\$ 5,811,014</b>	<b>\$ 5,792,043</b>	<b>\$ (18,971)</b>	<b>-0.33%</b>
	\$ 57,253	\$ 78,922	\$ 21,669	37.8%
<b>Total other financing sources (uses)</b>	<b>\$ 57,253</b>	<b>\$ 78,922</b>	<b>\$ 21,669</b>	<b>37.8%</b>
<b>Total Revenues and Transfers</b>	<b>\$ 5,868,267</b>	<b>\$ 5,870,965</b>	<b>\$ 2,698</b>	<b>0.05%</b>

**FY20 to FY21 Changes Detail**

Per state formula  
 Reallocation  
 Reallocation  
 Veteran's Center Foundation  
  
 Adult Ed



# FY21 Restricted Funds Grants and Contracts

Restricted	Federal	State	Private/ Local	Total
Adult Education	\$ 354,459	\$ 154,672	\$ -	\$ 509,131
AZ LEAP	-	9,403	-	9,403
AZ Workforce Development	-	418,295	-	418,295
Bridges to Baccalaureate	18,442	-	-	18,442
Federal Work Study	93,984	-	-	93,984
National Science Foundation - LSAMP	50,000	-	-	50,000
Noyce Scholarship Program	-	-	-	-
Pell	3,500,000	-	-	3,500,000
Perkins	275,755	-	-	275,755
Programs of Study	-	-	-	-
SEOG	153,487	-	-	153,487
SBDC	101,700	-	25,000	126,700
State Appropriations - STEM	-	397,400	-	397,400
TRiO	239,446	-	-	239,446
Veteran's Center - Foundation	-	-	-	-
	<b>\$ 4,787,273</b>	<b>\$ 979,770</b>	<b>\$ 25,000</b>	<b>\$ 5,792,043</b>



# FY21 Restricted Funds

## Expenditures by Program and Object

**For Years Ended June 30**

**Expenditures by Program**

Instruction  
 Public Service  
 Academic Support  
 Student Services  
 Institutional Support  
 Scholarships & Grants

**Total Expenditures**

	FY2020 BUDGET	FY2021 BUDGET	FY20 to FY21 CHANGE	
Instruction	\$ 1,354,412	\$ 1,306,135	\$ (48,277)	-3.6%
Public Service	161,700	161,700	-	0.0%
Academic Support	260,682	297,581	36,899	14.2%
Student Services	413,380	433,256	19,876	4.8%
Institutional Support	-	-	-	0.0%
Scholarships & Grants	3,678,093	3,672,293	(5,800)	-0.2%
<b>Total Expenditures</b>	<b>\$ 5,868,267</b>	<b>\$ 5,870,965</b>	<b>\$ 2,698</b>	<b>0.05%</b>

**FY20 to FY21 Changes Detail**

Workforce 301  
  
 Perkins & ADE  
 TRiO & Perkins  
  
 Veteran's

**For Years Ended June 30**

**Expenditures by Object**

Personnel Services  
 Contractual Services  
 Supplies  
 Fixed Charges  
 Utilities  
 Travel  
 Scholarships  
 Capital Equipment  
 Miscellaneous/Other

**Total Expenditures**

	FY2020 BUDGET	FY2021 BUDGET	FY20 to FY21 CHANGE	
Personnel Services	\$ 1,907,426	\$ 1,754,208	\$(153,218)	-8.0%
Contractual Services	4,560	7,068	2,508	55.0%
Supplies	103,256	202,730	99,474	96.3%
Fixed Charges	3,349	4,577	1,228	36.7%
Utilities	380	601	221	58.2%
Travel	62,002	98,467	36,465	58.8%
Scholarships	3,670,289	3,664,489	(5,800)	-0.2%
Capital Equipment	67,034	67,034	-	0.0%
Miscellaneous/Other	49,971	71,791	21,820	43.7%
<b>Total Expenditures</b>	<b>\$ 5,868,267</b>	<b>\$ 5,870,965</b>	<b>\$ 2,698</b>	<b>0.05%</b>

**FY20 to FY21 Changes Detail**

Workforce 301, ADE, Perkins & TRiO  
 Workforce 301, ADE, Perkins & TRiO  
 Workforce 301, ADE, Perkins & TRiO  
 Workforce 301, ADE, Perkins & TRiO  
 Workforce 301, ADE, Perkins & TRiO  
 Workforce 301, ADE, Perkins & TRiO  
 Veteran's  
 Workforce 301, ADE, Perkins & TRiO



# FY21 Auxiliary Funds Revenues & Expenditures

For Years Ended June 30

**Revenues**

Sales & Services

**Total Revenues**

**Other financing sources (uses)**

Carryforward

Transfer In

**Total other financing sources (uses)**

**Total Revenues and Transfers**

**Expenditures by Program**

Auxiliary Enterprises

**Total Expenditures**

**Expenditures by Object**

Personnel Services

Contractual Services

Supplies

Fixed Charges

Utilities

Travel

Scholarships

**Total Expenditures**

	FY2020 BUDGET	FY2021 BUDGET	FY20 to FY21 CHANGE	
\$	17,750	\$ 17,800	\$ 50	0.3%
<b>\$</b>	<b>17,750</b>	<b>\$ 17,800</b>	<b>\$ 50</b>	<b>0.3%</b>
\$	7,650	\$ 12,600	\$ 4,950	64.7%
	12,000	12,000	-	0.0%
<b>\$</b>	<b>19,650</b>	<b>\$ 24,600</b>	<b>\$ 4,950</b>	<b>25.2%</b>
<b>\$</b>	<b>37,400</b>	<b>\$ 42,400</b>	<b>\$ 5,000</b>	<b>13.4%</b>
\$	37,400	\$ 42,400	\$ 5,000	13.4%
<b>\$</b>	<b>37,400</b>	<b>\$ 42,400</b>	<b>\$ 5,000</b>	<b>13.4%</b>
\$	-	\$ -	\$ -	0.0%
	300	300	-	0.0%
	34,900	39,900	5,000	14.3%
	-	-	-	0.0%
	-	-	-	0.0%
	2,200	2,200	-	0.0%
	-	-	-	0.0%
<b>\$</b>	<b>37,400</b>	<b>\$ 42,400</b>	<b>\$ 5,000</b>	<b>13.4%</b>

Activity	Budgeted Revenue
Math Calculators	\$ 2,400
Vending	15,400



# FY21 Plant Fund Revenues & Expenditures

**For Years Ended June 30**

**Other financing sources (uses)**

Transfer In

Transfer Out

**Total other financing sources (uses)**

**Total Revenues and Transfers**

**Expenditures by Program**

Instruction

Academic Support

Institutional Support

Facilities Operation & Maintenance

Contingency

**Total Expenditures**

**Expenditures by Object**

Capital Equipment

Contingency

**Total Expenditures**

	<b>FY2020 BUDGET</b>	<b>FY2021 BUDGET</b>	<b>FY20 to FY21 CHANGE</b>	
	\$ 714,000	\$ 711,100	\$ (2,900)	-0.4%
	(52,768)	(35,500)	17,268	-32.7%
	<b>\$ 661,232</b>	<b>\$ 675,600</b>	<b>\$ 14,368</b>	<b>2.2%</b>
	<b>\$ 661,232</b>	<b>\$ 675,600</b>	<b>\$ 14,368</b>	<b>2.2%</b>
	\$ -	\$ -	\$ -	0.0%
	-	-	-	0.0%
	240,000	195,000	(45,000)	-18.8%
	325,190	336,900	11,710	3.6%
	96,042	143,700	47,658	49.6%
	<b>\$ 661,232</b>	<b>\$ 675,600</b>	<b>\$ 14,368</b>	<b>2.2%</b>
	\$ 565,190	\$ 531,900	\$ (33,290)	-5.9%
	96,042	143,700	47,658	49.6%
	<b>\$ 661,232</b>	<b>\$ 675,600</b>	<b>\$ 14,368</b>	<b>2.2%</b>

**FY20 to FY21  
Changes Detail**

CPI increase, realloc

Planned maintenance

Reallocation

Planned maintenance

Planned maintenance





# FY21 Planned Replacement

## General Fund

General Fund - Planned Maintenance	Fourth St	Lone Tree	Page	Total
Interior Painting	\$ 3,500	\$ 4,000	\$ 4,000	\$ 11,500
Deli Equipment	-	4,200	-	4,200
Furniture Replacement	7,000	7,600	5,200	19,800
<b>Total</b>	<b>\$ 10,500</b>	<b>\$ 15,800</b>	<b>\$ 9,200</b>	<b>\$ 35,500</b>

## Plant Fund

Plant Fund - IT Equipment	Total
Phone System Replacement	\$ 75,000
IT Equipment Lifecycle Replacement Plan	120,000
<b>Total</b>	<b>\$ 195,000</b>

Plant Fund - Planned Maintenance	Fourth St	Lone Tree	Page General	Total
Roofing architect fees	\$ -	\$ 90,000	\$ -	\$ 90,000
Roofing	150,000			150,000
HVAC Units	20,000			20,000
Entry Doors -		26,300		26,300
Security Cameras Replacement	5,200	5,200	5,200	15,600
Misc./Contingency	7,500	25,000	2,500	35,000
<b>Total</b>	<b>\$ 182,700</b>	<b>\$ 56,500</b>	<b>\$ 7,700</b>	<b>\$ 336,900</b>



# FY21 All Funds Revenues

For Year Ended June 30, 2021

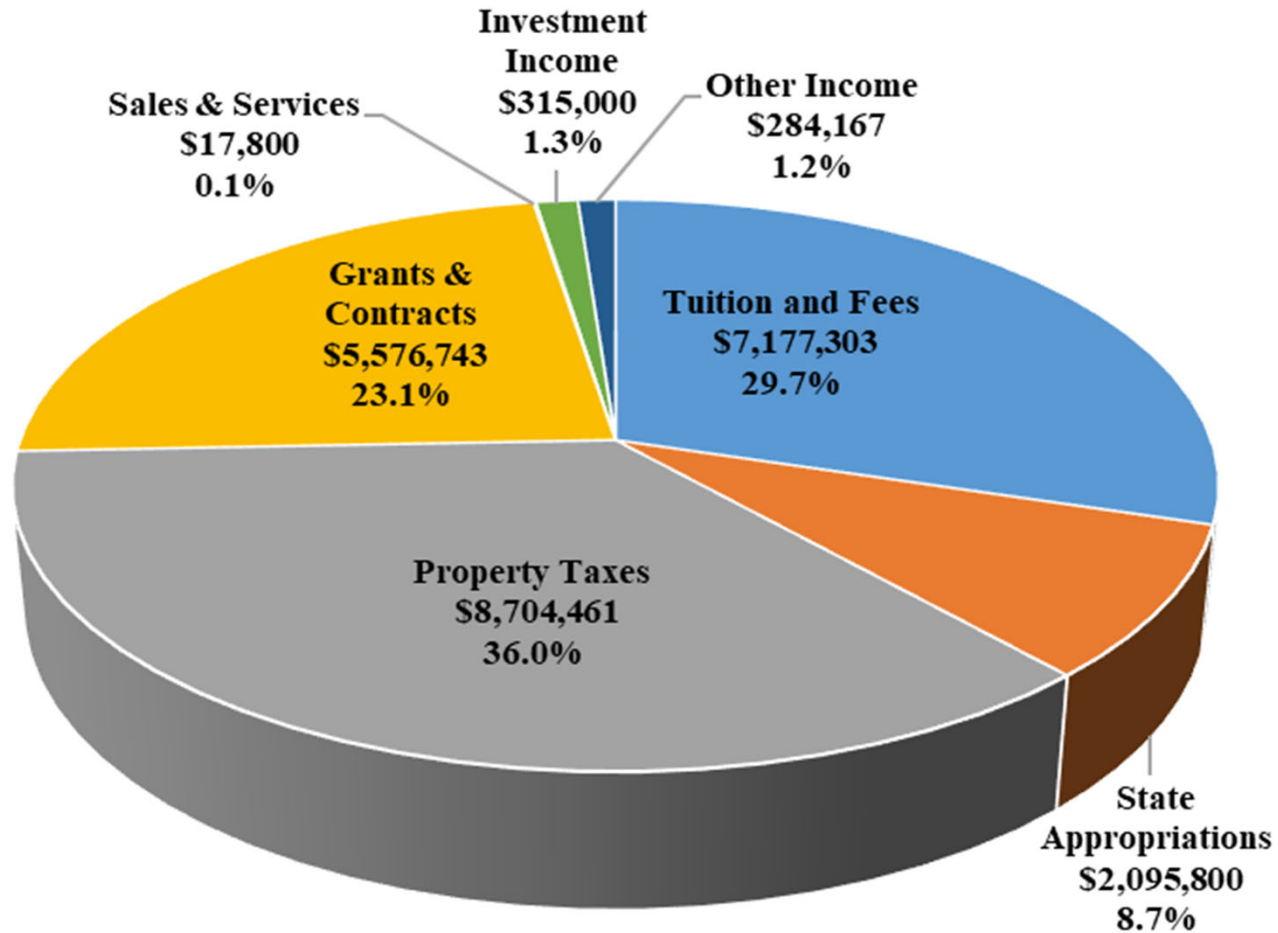
## Revenues

	General Fund	Restricted Fund	Auxiliary Fund	Unexpended Plant Fund	Total All Funds
Tuition and Fees	\$ 7,177,303	\$ -	\$ -	\$ -	\$ 7,177,303
State Appropriations	1,698,400	397,400	-	-	2,095,800
Property Taxes	8,704,461	-	-	-	8,704,461
Grants & Contracts	182,100	5,394,643	-	-	5,576,743
Sales & Services	-	-	17,800	-	17,800
Investment Income	315,000	-	-	-	315,000
Other Income	284,167	-	-	-	284,167
<b>Total Revenues</b>	<b>\$ 18,361,431</b>	<b>\$ 5,792,043</b>	<b>\$ 17,800</b>	<b>\$ -</b>	<b>\$ 24,171,274</b>
<b>Other financing sources (uses)</b>					
Carryforward	\$ 3,318,496	\$ -	\$ 12,600	\$ -	\$ 3,331,096
Transfer In	35,500	78,922	12,000	711,100	837,522
Transfer Out	(802,022)	-	-	(35,500)	(837,522)
<b>Total other financing sources (uses)</b>	<b>\$ 2,551,974</b>	<b>\$ 78,922</b>	<b>\$ 24,600</b>	<b>\$ 675,600</b>	<b>\$ 3,331,096</b>
<b>Total Revenues and Transfers</b>	<b>\$ 20,913,405</b>	<b>\$ 5,870,965</b>	<b>\$ 42,400</b>	<b>\$ 675,600</b>	<b>\$ 27,502,370</b>



# FY21 All Funds Revenues

## \$24,171,274



Note: Excludes Carryforward and Transfers



# FY21 All Funds Expenditures by Program

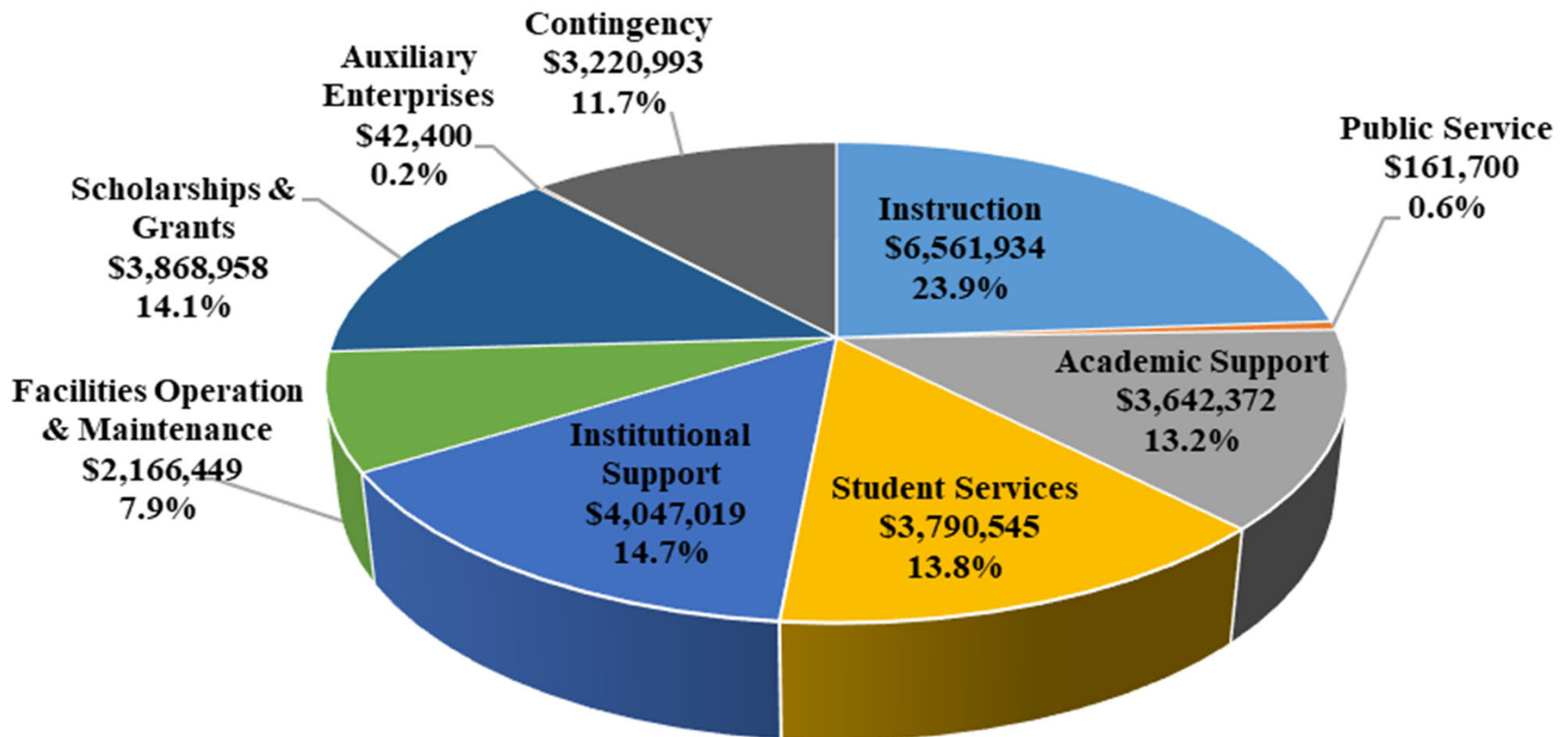
For Year Ended June 30, 2021

**Expenditures by Program**

	<b>General Fund</b>	<b>Restricted Fund</b>	<b>Auxiliary Fund</b>	<b>Unexpended Plant Fund</b>	<b>Total All Funds</b>
Instruction	\$ 5,255,799	\$ 1,306,135	\$ -	\$ -	\$ 6,561,934
Public Service	-	161,700	-	-	161,700
Academic Support	3,344,791	297,581	-	-	3,642,372
Student Services	3,357,289	433,256	-	-	3,790,545
Institutional Support	3,852,019	-	-	195,000	4,047,019
Facilities Operation & Maintenance	1,829,549	-	-	336,900	2,166,449
Scholarships & Grants	196,665	3,672,293	-	-	3,868,958
Auxiliary Enterprises	-	-	42,400	-	42,400
Contingency	3,077,293	-	-	143,700	3,220,993
<b>Total Expenditures</b>	<b>\$ 20,913,405</b>	<b>\$ 5,870,965</b>	<b>\$ 42,400</b>	<b>\$ 675,600</b>	<b>\$ 27,502,370</b>



# FY21 All Funds Expenditures by Program \$27,502,370



# FY21 All Funds Expenditures by Object

For Year Ended June 30, 2021

**Expenditures by Object**

	General Fund	Restricted Fund	Auxiliary Fund	Unexpended Plant Fund	Total All Funds
Personnel Services	14,004,052	\$ 1,754,208	\$ -	\$ -	\$ 15,758,260
Contractual Services	915,322	7,068	300	-	922,690
Supplies	649,974	202,730	39,900	-	892,604
Fixed Charges	1,074,022	4,577	-	-	1,078,599
Utilities	572,102	601	-	-	572,703
Travel	221,475	98,467	2,200	-	322,142
Scholarships	196,665	3,664,489	-	-	3,861,154
Capital Equipment	-	67,034	-	531,900	598,934
Miscellaneous/Other	202,500	71,791	-	-	274,291
Contingency	3,077,293	-	-	143,700	3,220,993
<b>Total Expenditures</b>	<b>\$ 20,913,405</b>	<b>\$ 5,870,965</b>	<b>\$ 42,400</b>	<b>\$ 675,600</b>	<b>\$ 27,502,370</b>



# Reserves

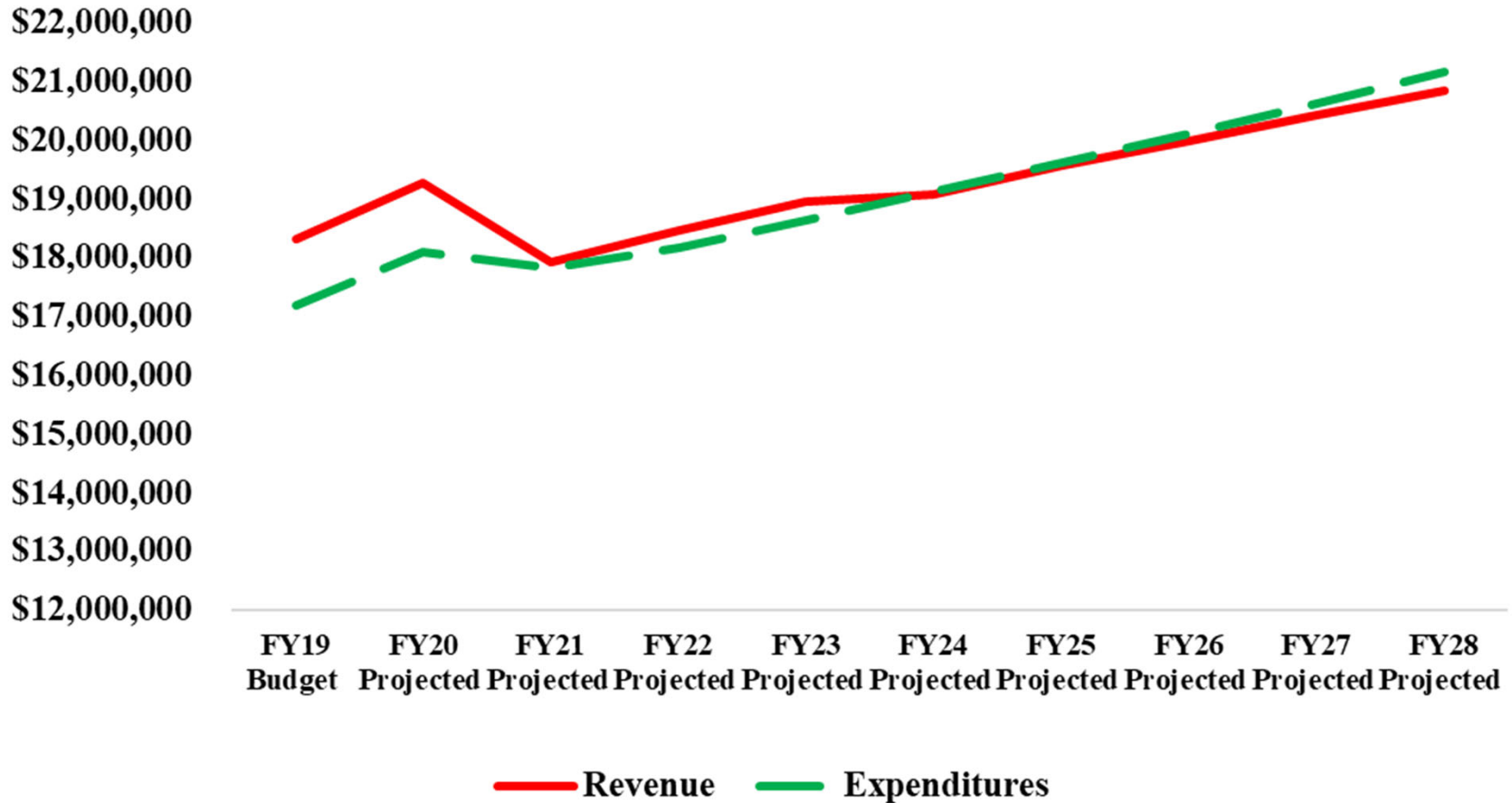
	FY 19 Audit	FY 20 Budget	FY 21 Budget
Restricted and Unrestricted Net Position (Fund Balance/Reserves)	\$15,689,240	\$ 16,956,197	\$ 17,164,590
All Funds Sustainability Reserves (33%) - Based on Budget	\$ 8,814,519	\$ 8,191,614	\$ 7,976,520
General Fund - Carryforward	2,000,000	2,000,000	3,000,000
General Fund - One time Rural College STEM Reserves		1,003,100	715,002
Auxiliary Fund Reserve	51,099	43,449	30,849
Plant Fund - Preventative Maintenance Reserves	4,716,835	4,550,677	4,853,877
Plant Fund - ITS Planned Replacement Reserve	125,746	125,746	50,746
Plant Fund - Copier Replacement Reserve	60,738	77,738	94,738
Debt Service - Reserves	6,388	6,388	6,388
Over/(under) Target	\$ (86,085)	\$ 957,485	\$ 436,470
% of Fund Balance/Reserves Over/(Under) Target	-0.5%	5.6%	2.5%

Note: FY20 Reserves includes One-time Rural State funding



# General Fund Projection

## General Fund 10-Year Plan



Note: FY20 Reserves includes One-time Rural State funding





# Timeline

April 30, 2020

DGB provided with Truth in Taxation (TNT) and preliminary budget for review.

May 3, 2020

First publication of notice for budget (online) and TNT hearings notice (newspaper).

May 12, 2020

Second publication of notice for budget (newspaper) and TNT hearings notice (newspaper).

May 21, 2020

DGB holds TNT hearing, a budget hearing, and a special meeting at which it must adopt the budget for the ensuing fiscal year by roll call vote.