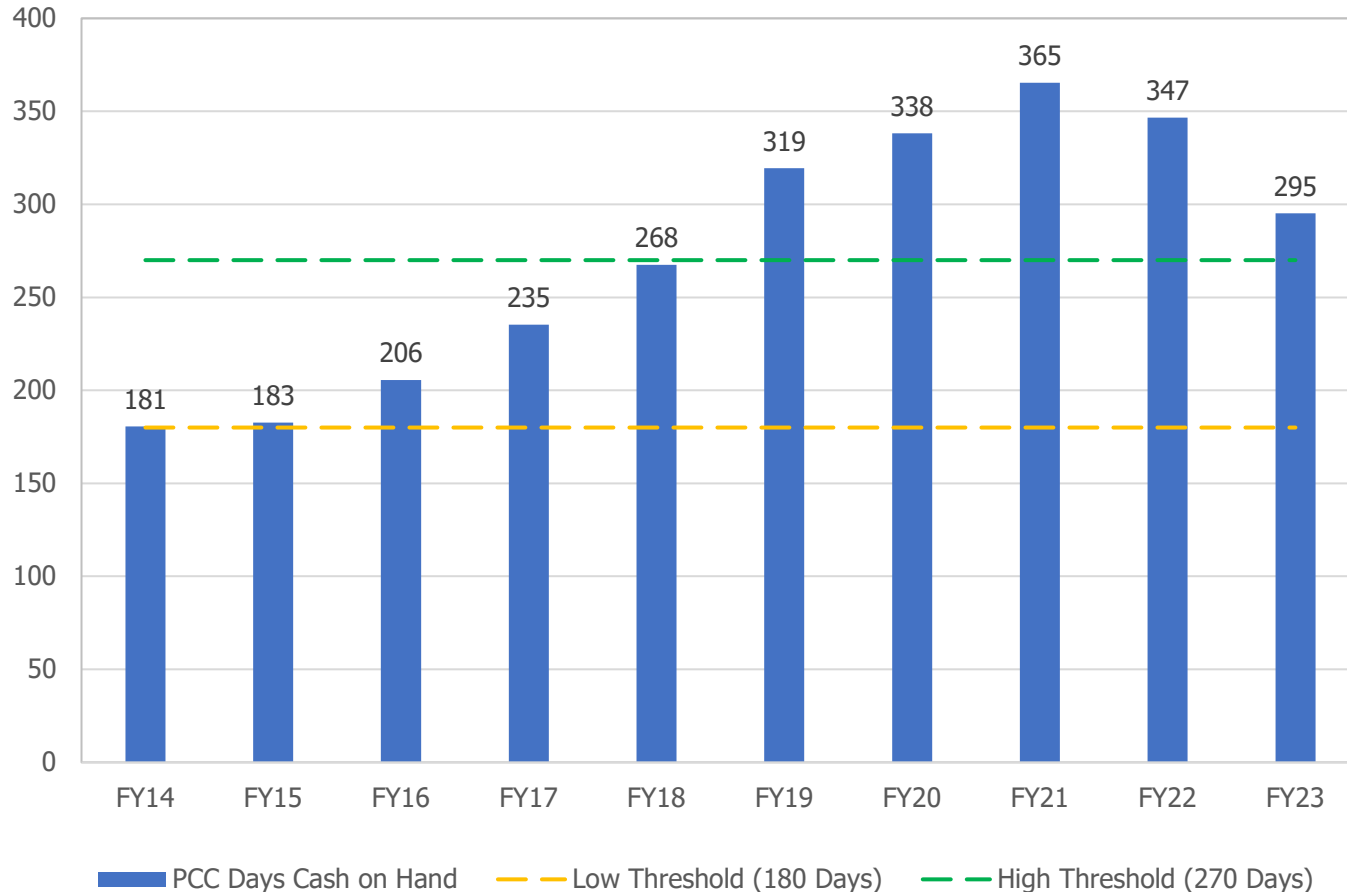


PCC Financial Indicators and Metrics

Financial Performance Monitoring

- Evaluating the fiscal health of PCC
- Monitoring stewardship, market trends, and credit ratings
- Providing transparent information
- Informing the budget model

Days Cash on Hand



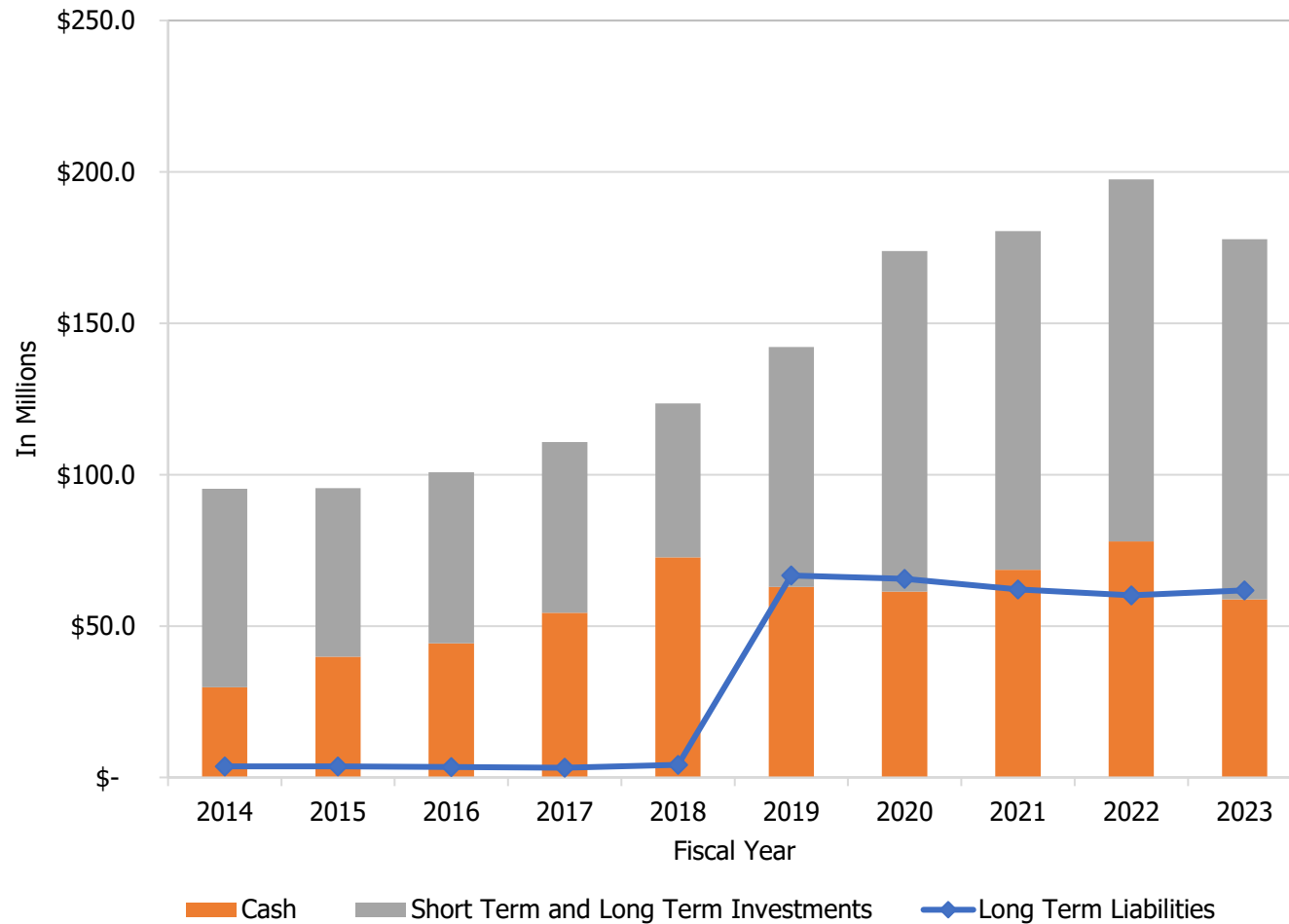
Shows Days Cash on Hand as defined in *Board Policy 4.07, Financial Stability*

- Chart shows steady growth from FY15 to FY22 and recent spending on Center of Excellence projects
- The dotted lines show low (180 days) and high (270 days) thresholds
- Operating budgets have grown in recent years, and reserve levels are close to falling within the threshold range
- Reserve levels below 180 days require a budget plan to restore to the low threshold

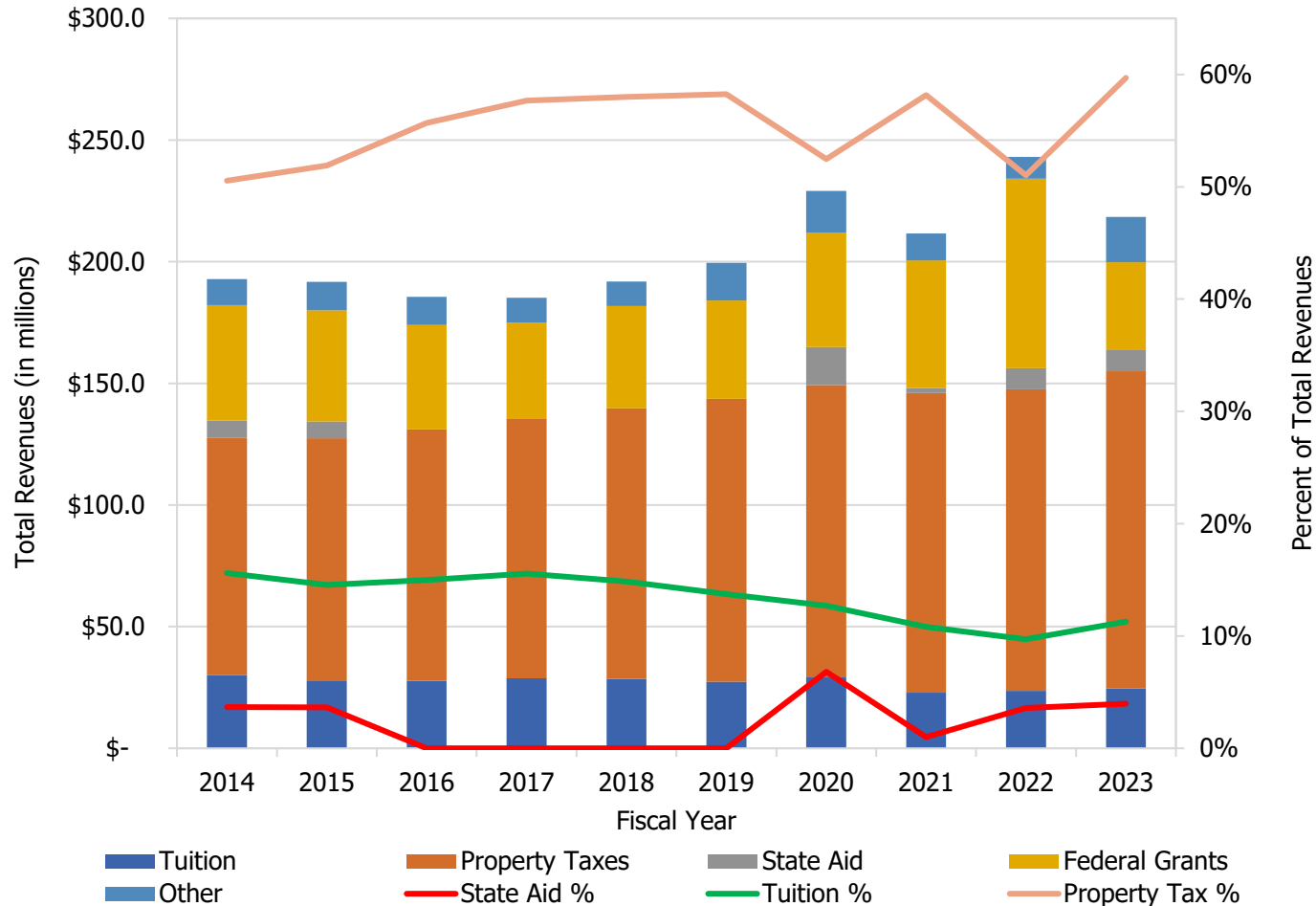
Cash and Investments vs. Long-Term Liabilities

Compares available reserves in the form of cash and investments to outstanding debt

- Cash and Investments
 - PCC has gradually built up its funds through judicious budget management and is now spending down surplus on large capital projects, including the Center of Excellence (COE) in Health Professions
 - Healthy overall with a declining outlook due to cash funding COE projects
- Long Term (LT) Liabilities
 - In 2019, PCC issued revenue bonds to fund COE projects
 - The revenue bonds will be paid over 20 years, as shown by the LT Liabilities



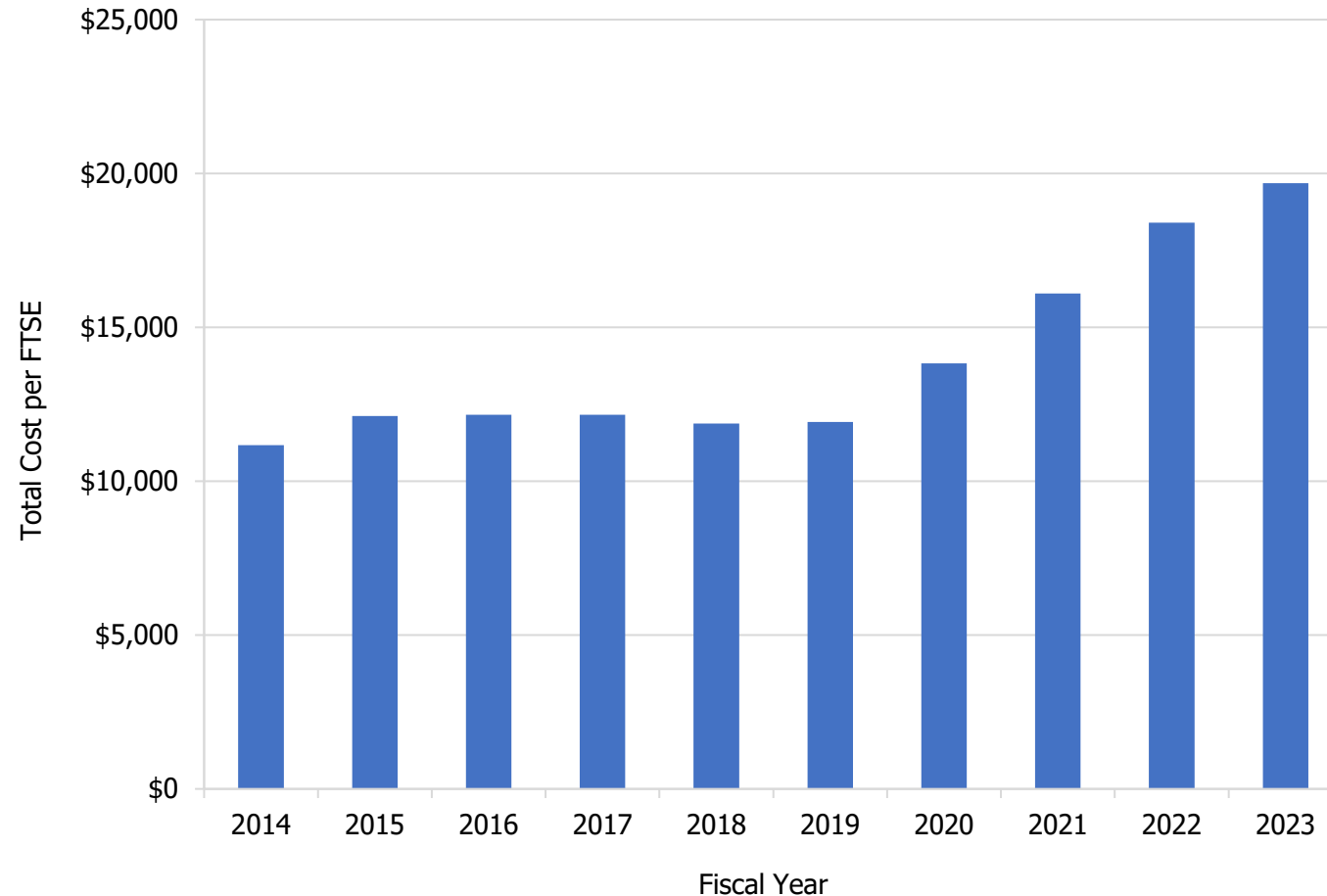
Revenues by Type



Compares PCC revenue sources

- Proportionally, tuition revenue has declined, and property tax revenue has increased
- Property taxes are the primary revenue source for PCC
- State support for PCC has decreased markedly since the early 2000s
- Federal grants increased temporarily during COVID-19

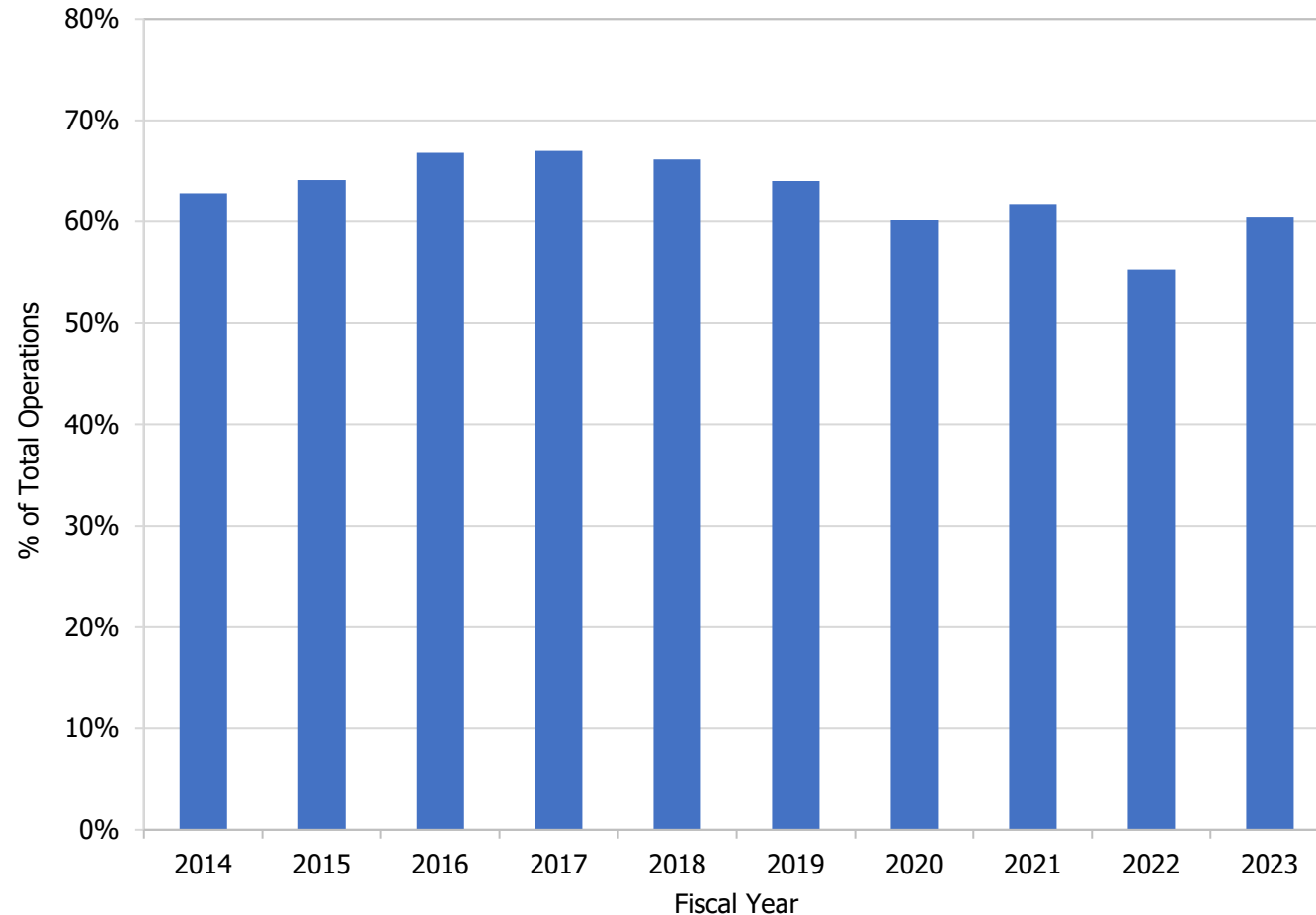
Total Costs per Full Time Student Equivalents



Longitudinal trends of total PCC expenses compared to Full Time Student Equivalents (FTSE)

- The cost per FTSE continues to increase, primarily due to enrollment declines
- Costs will need to be controlled more if enrollment does not improve significantly

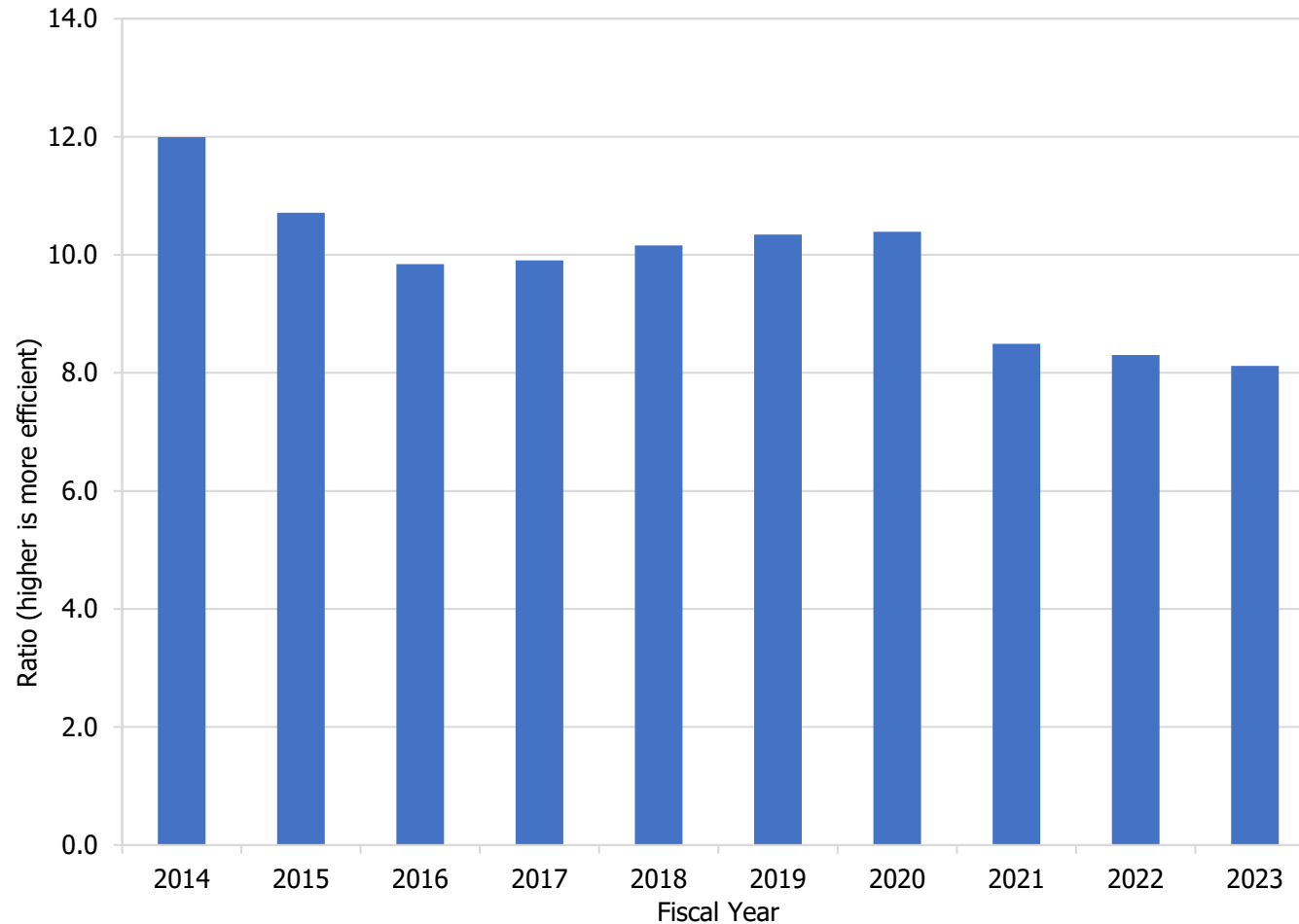
Personnel Costs as Percentage of Total Operations



Shows the share of operating expenses spent on personnel costs (salaries, wages, and fringe benefits)

- Personnel costs as a percentage of total operational expenditures have declined somewhat in recent years primarily due to significant commitments in capital, beginning in fiscal year 2021
- PCC invested in a new classification and compensation structure in fiscal year 2023 and is monitoring to ensure this ratio does not grow dramatically

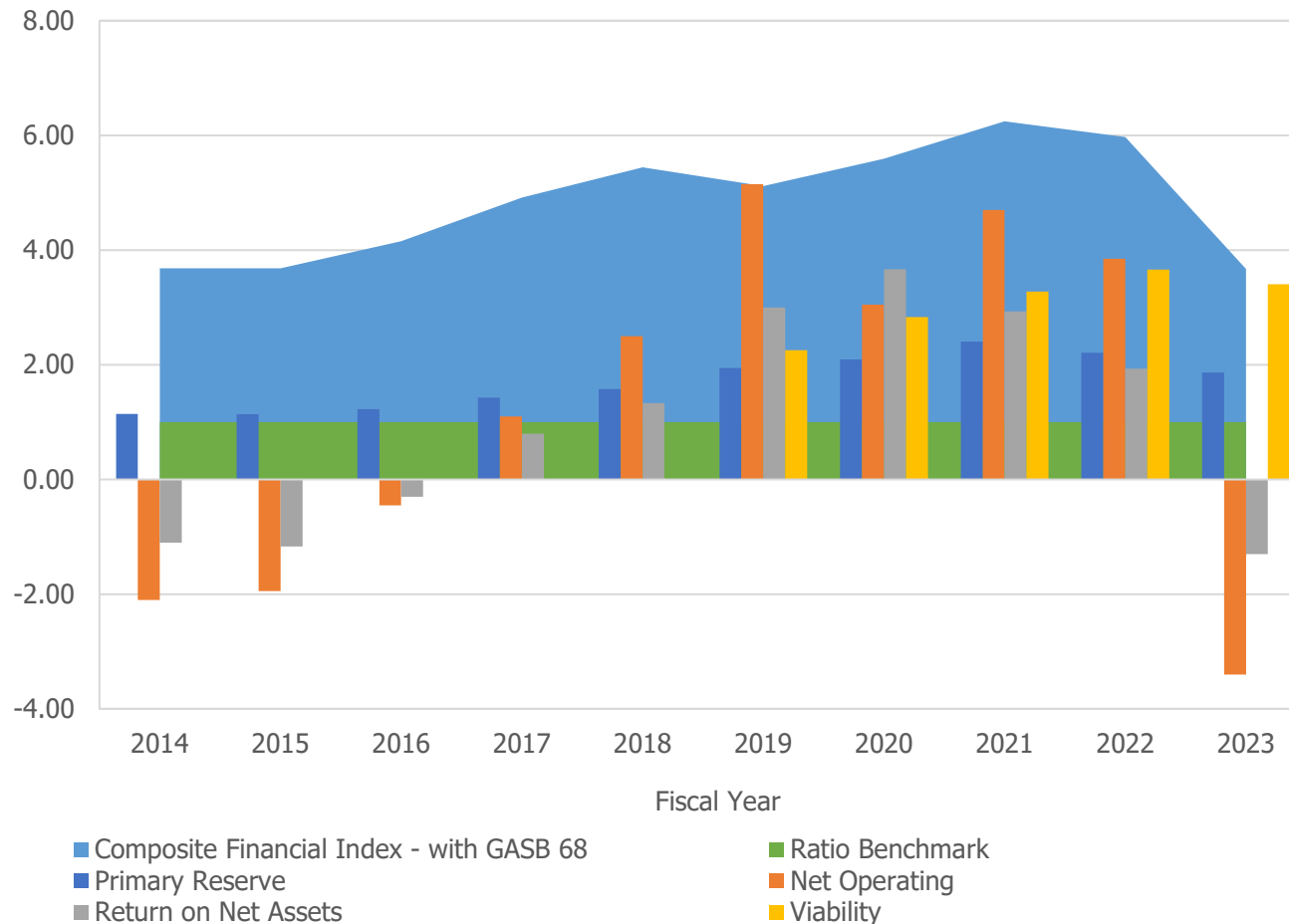
Full Time Student Equivalents per Full Time Employee



Shows the number of Full Time Student Equivalents compared to the number of regular faculty and staff positions

- Staffing compared to FTSE continues to be an area of concern due to enrollment declines
- PCC successfully decreased full time employees by attrition prior to fiscal year 2020
- PCC is working on a plan to reduce positions through attrition over the next three years

Financial Ratios vs. Benchmarks (>1.0 is above the low benchmark)

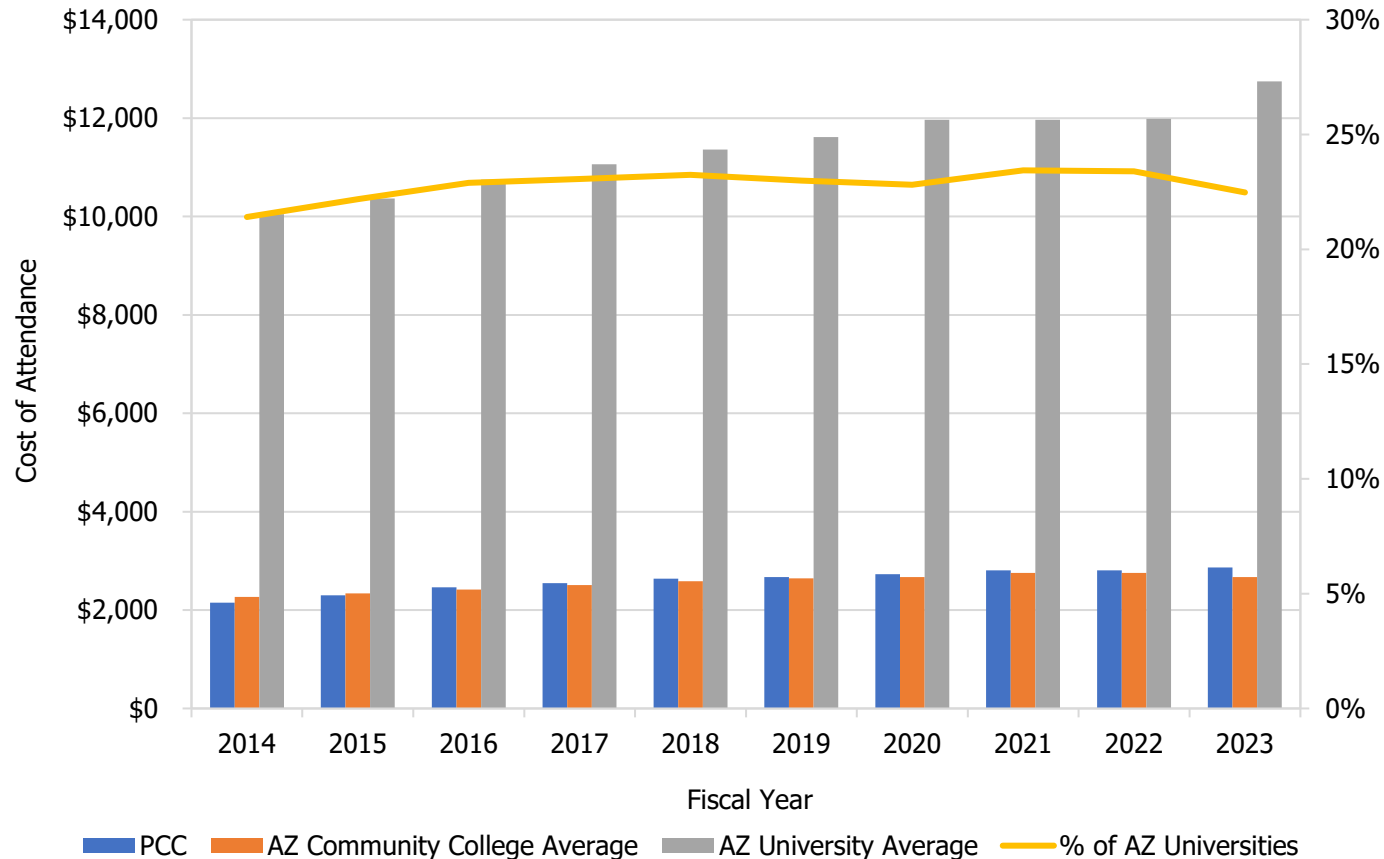


Shows key financial ratios compared to established benchmark (green) levels

- PCC continues to be healthy overall in its Composite Financial Index, but individual measures are below benchmark targets
- Net Operating and Return on Net Assets Ratios are negative due to using reserve balances to fund COE projects
- For more detail on these ratios, see the [HLC Financial Ratios](#)

Benchmarking Peer Institutions

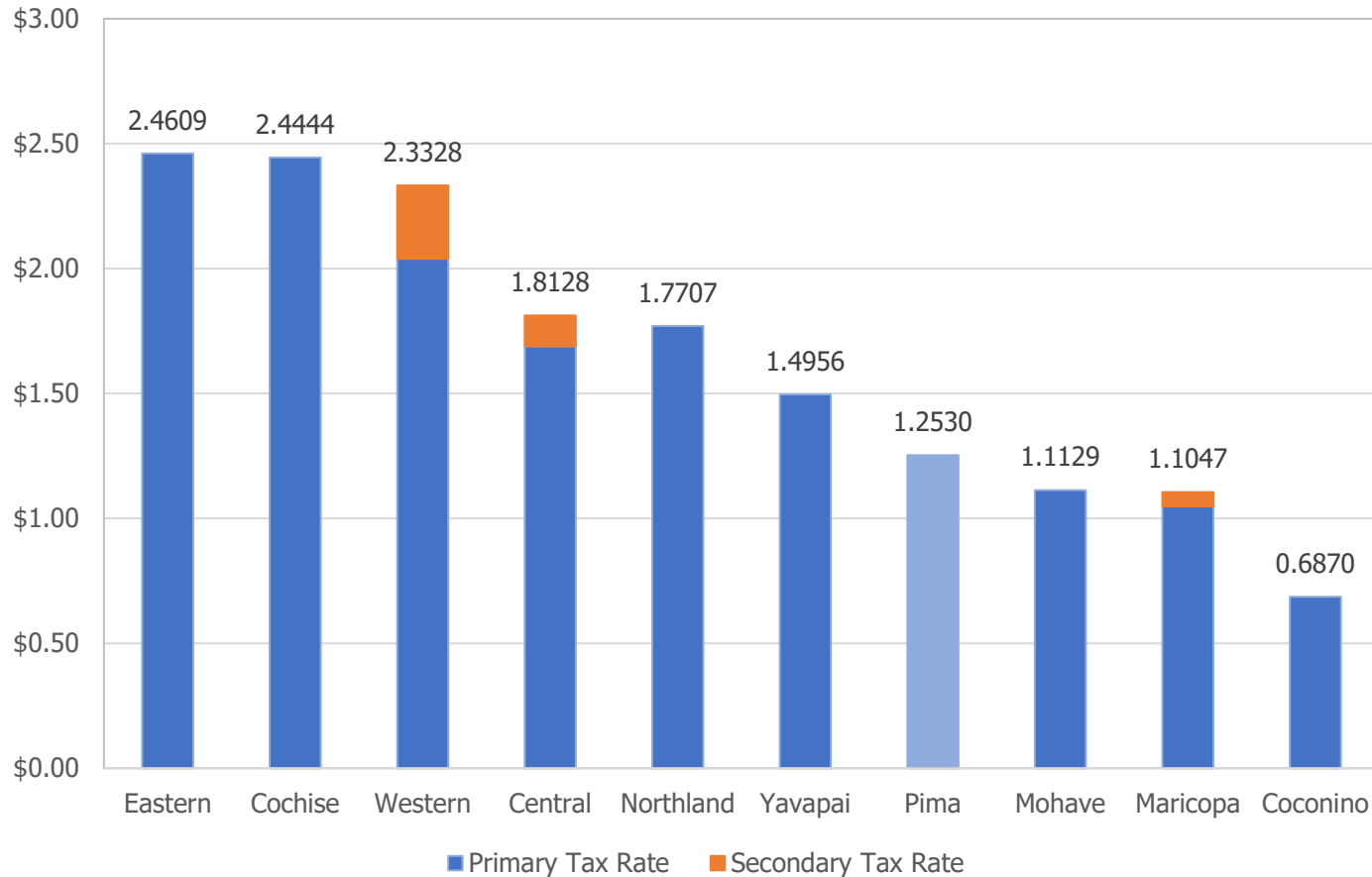
Cost of Attendance: PCC vs. Arizona Community Colleges & Universities



Compares PCC tuition with other state colleges and universities

- PCC continues to be very competitively priced and an affordable option in Southern Arizona
- The cost of PCC is comparable with the other Arizona community colleges
- PCC tuition remains well below 25% of Arizona university costs

Arizona Community Colleges Property Tax Rates, Fiscal Year 2025 (Rates per \$100 net assessed valuation)



Compares property tax rates at the Arizona community colleges

- PCC has a relatively low primary property tax rate compared to peer institutions
- Since PCC does not currently have voter-approved general obligation debt service, there are no secondary property taxes

Arizona Community Colleges Tuition & Fees, Academic Year 2024-2025



Compares per credit in-state tuition charges for Arizona community colleges

- PCC is competitively priced versus peer community colleges in the state
- Average tuition increase across all colleges was 2.5% over the academic year 2023-2024

- [Finance Web Page](#)
- [PCC Dashboards](#)
 - [Audited FTSE for PCC and AZ Colleges](#)
 - [PCC Human Resources in IPEDS Categories, Ratios](#)
 - [Finance](#)

Resources