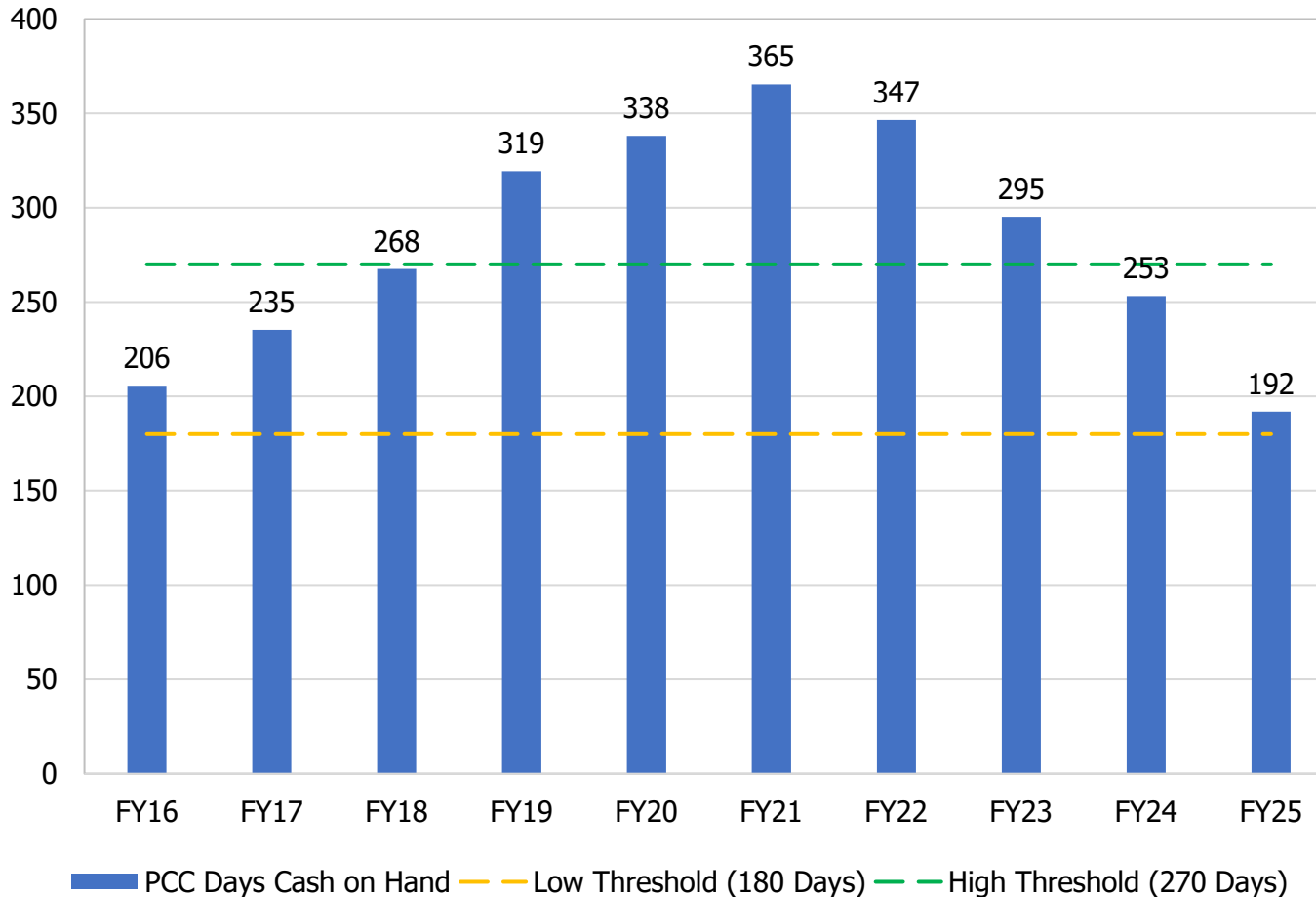


PCC Financial Indicators and Metrics

Financial Performance Monitoring

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

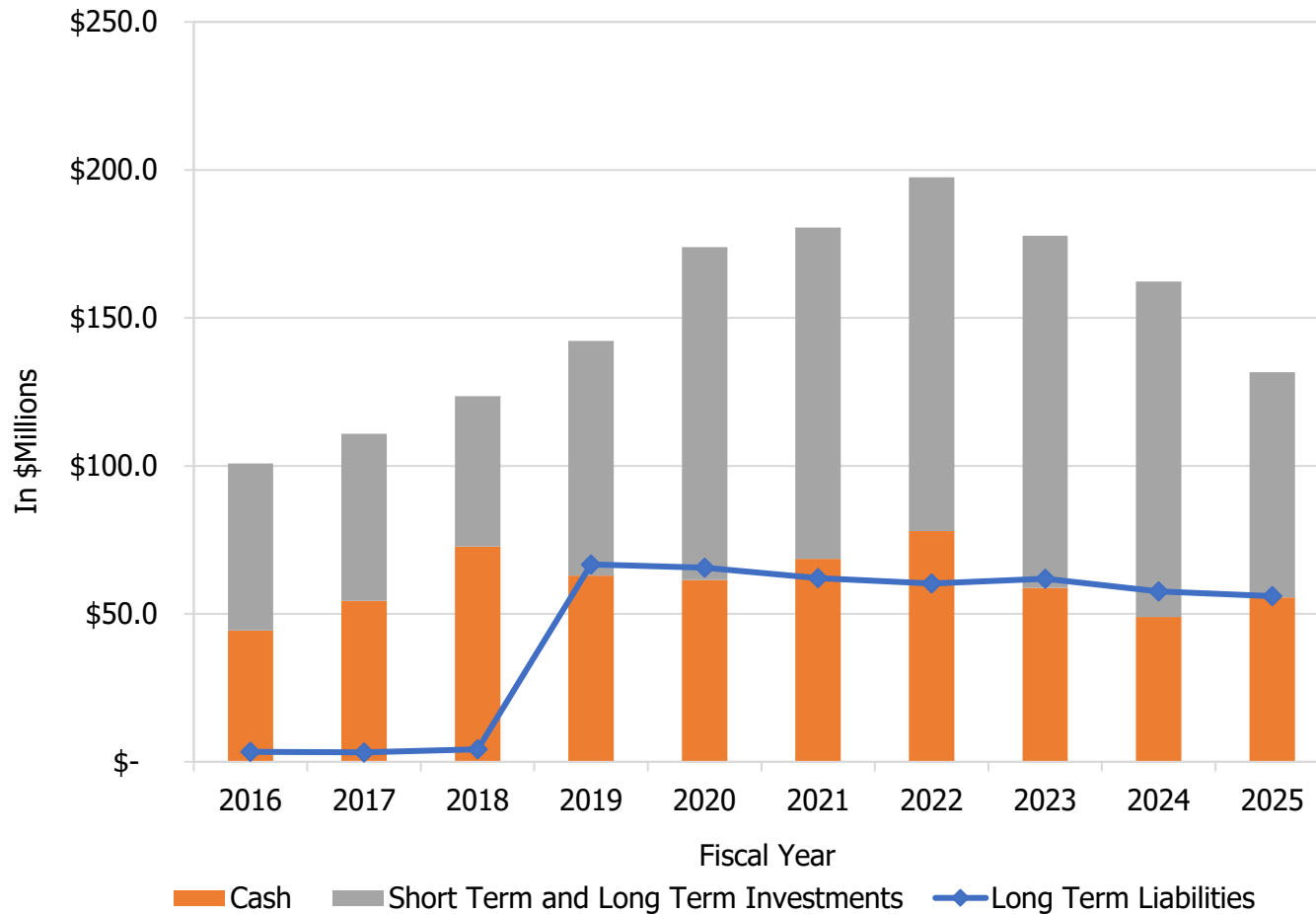
Days Cash on Hand



Shows available reserves compared to target levels 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 falling within the threshold range
- Reserve levels below 180 days require a budget plan to restore to the low threshold

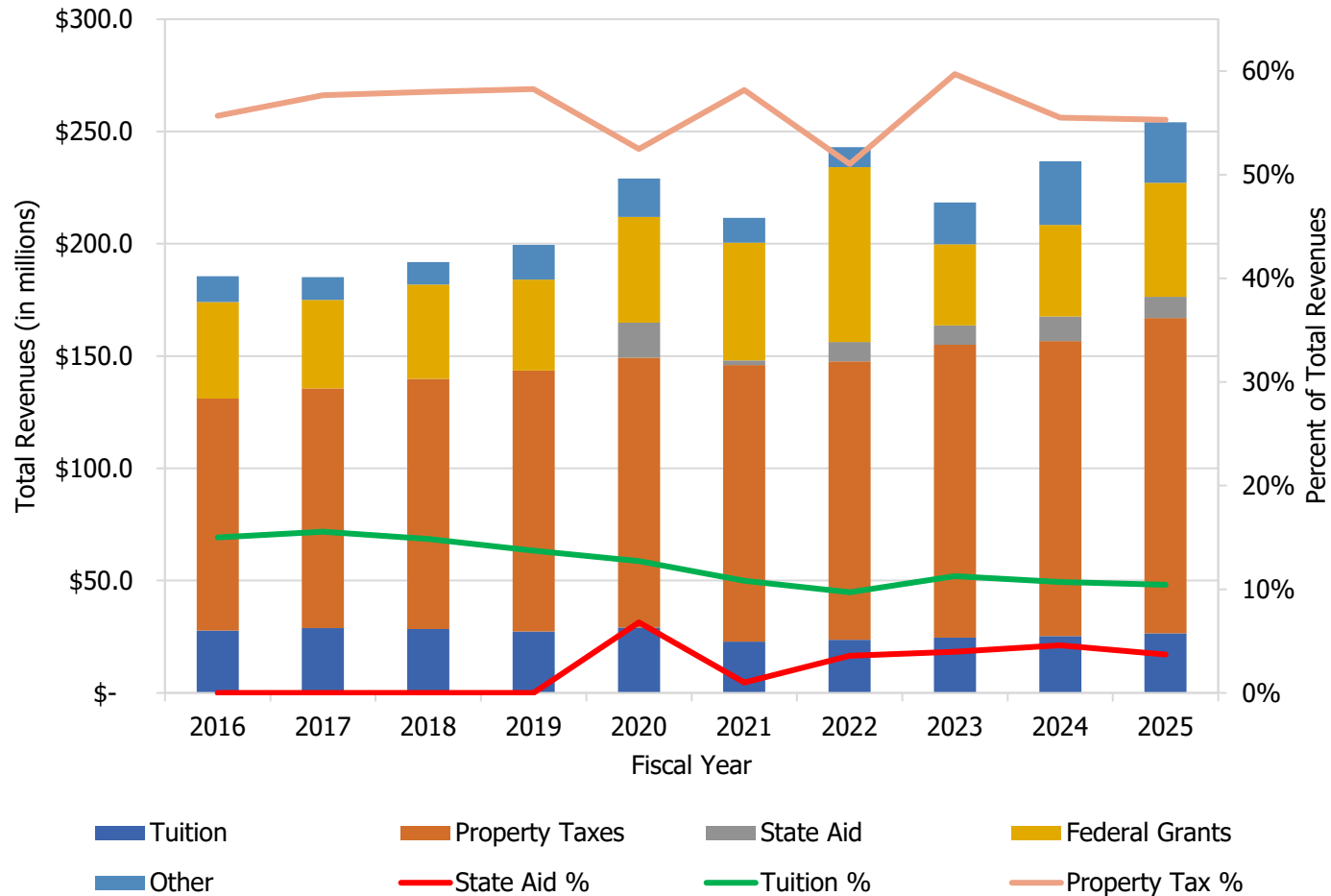
Cash and Investments vs. Long-Term Liabilities



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

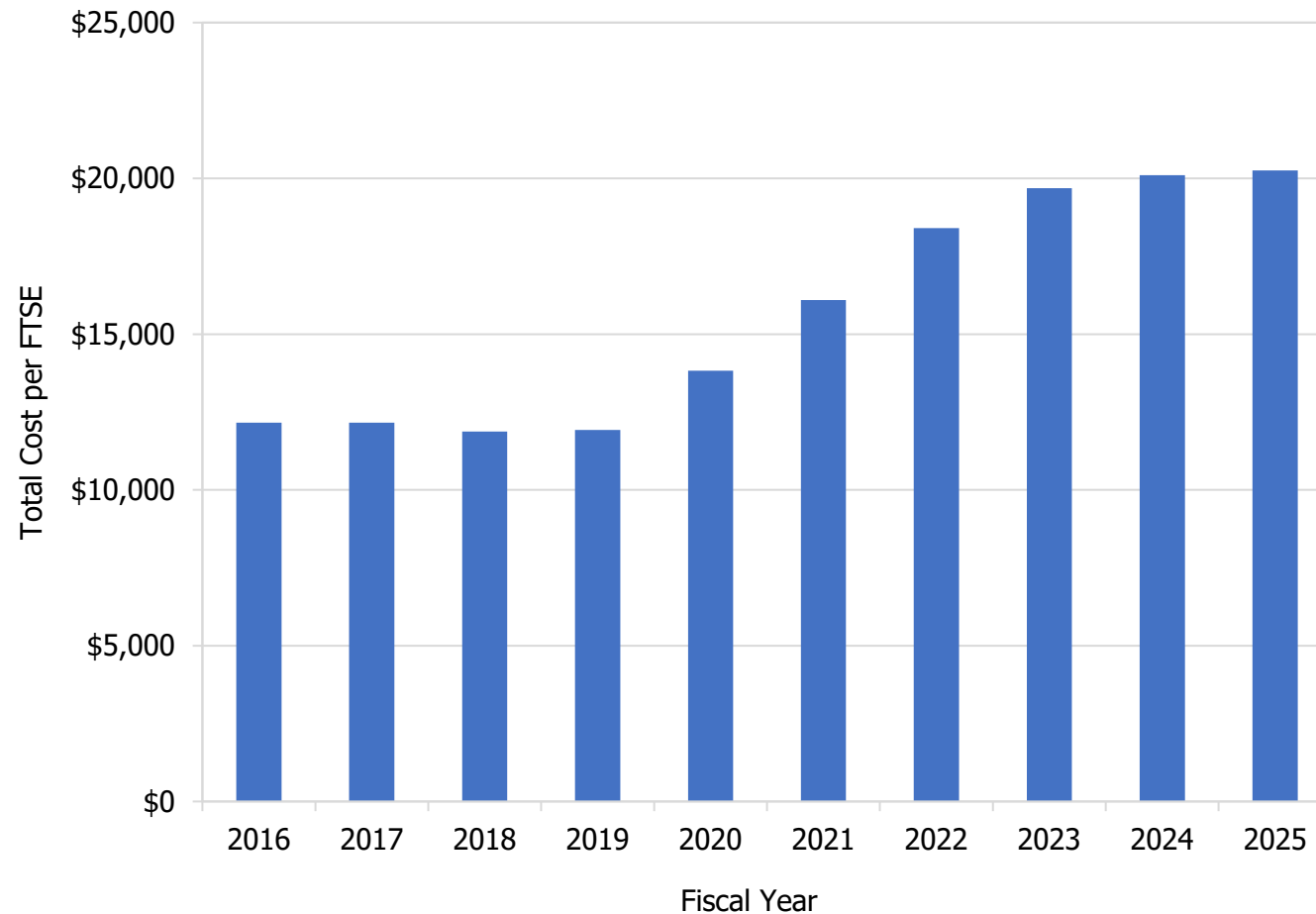
Revenues by Type



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

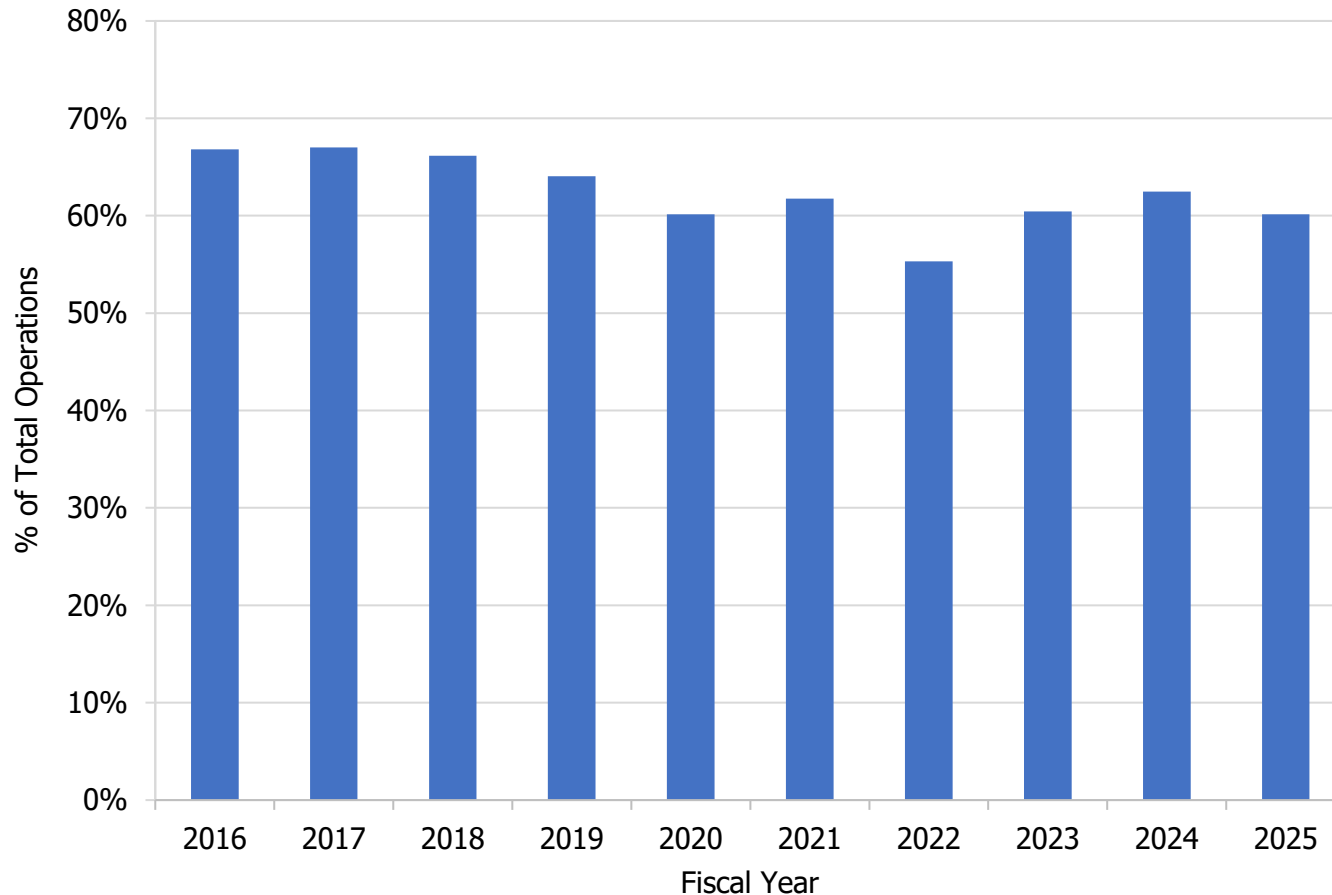
Total Costs per Full Time Student Equivalents



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
- The College is making progress on reducing operating expenses as part of 2025-2026 Chancellor's Goal 5

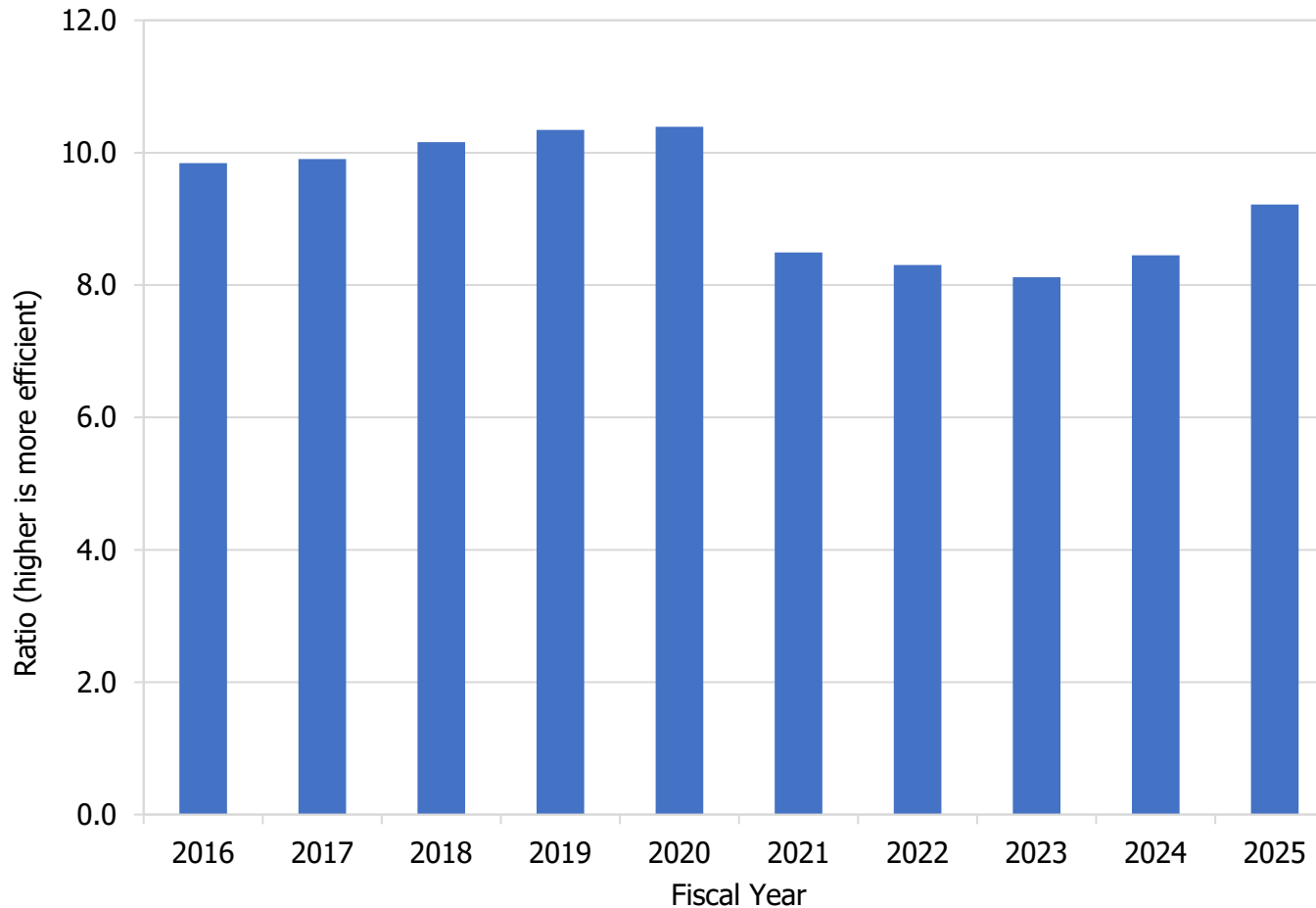
Personnel Costs as Percentage of Total Operations



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
- The College is reducing positions via attrition in support of 2025-2026 Chancellor's Goal 5

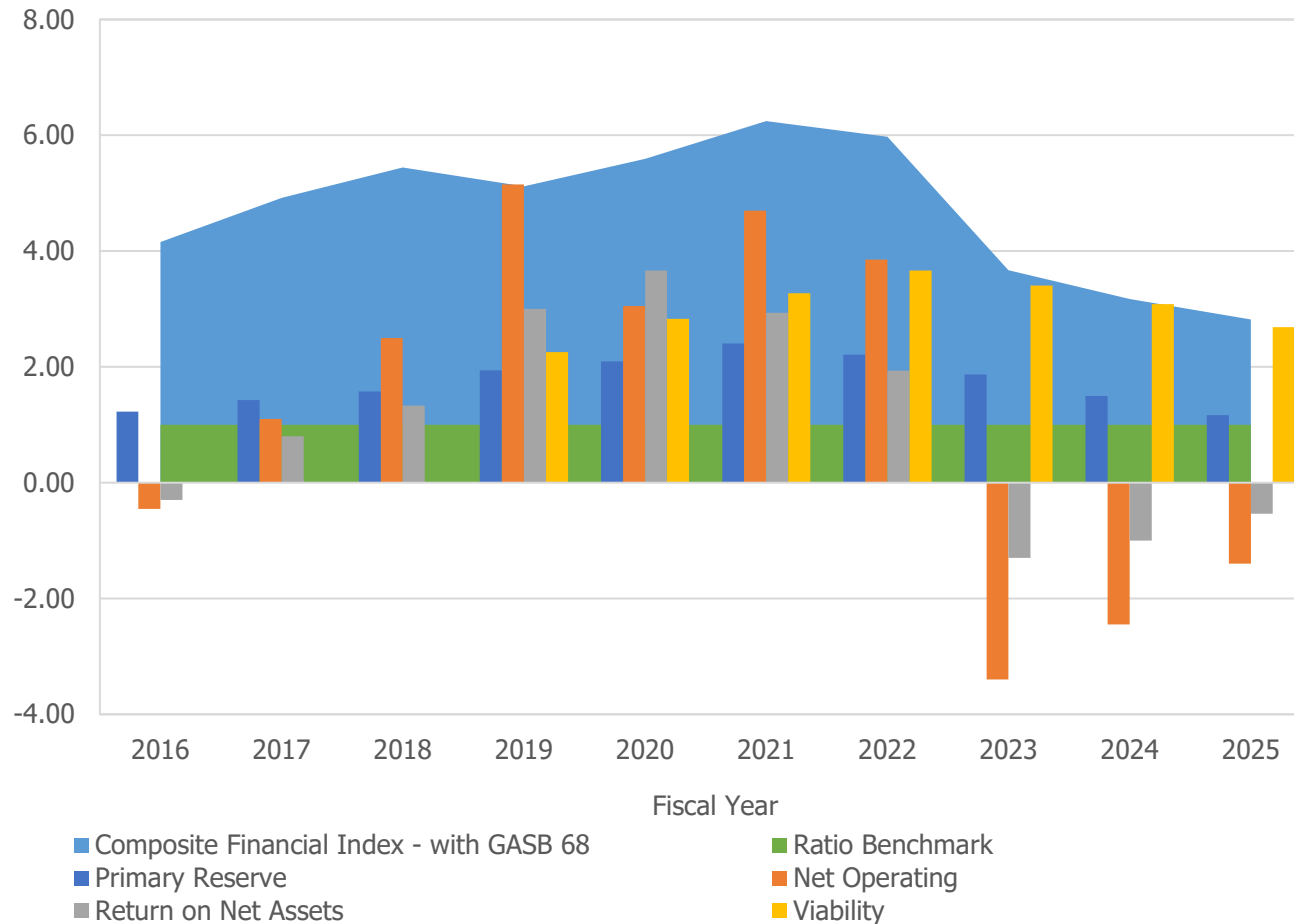
Full Time Student Equivalents per Full Time Employee



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 continuing to reduce positions through attrition over the next three years

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

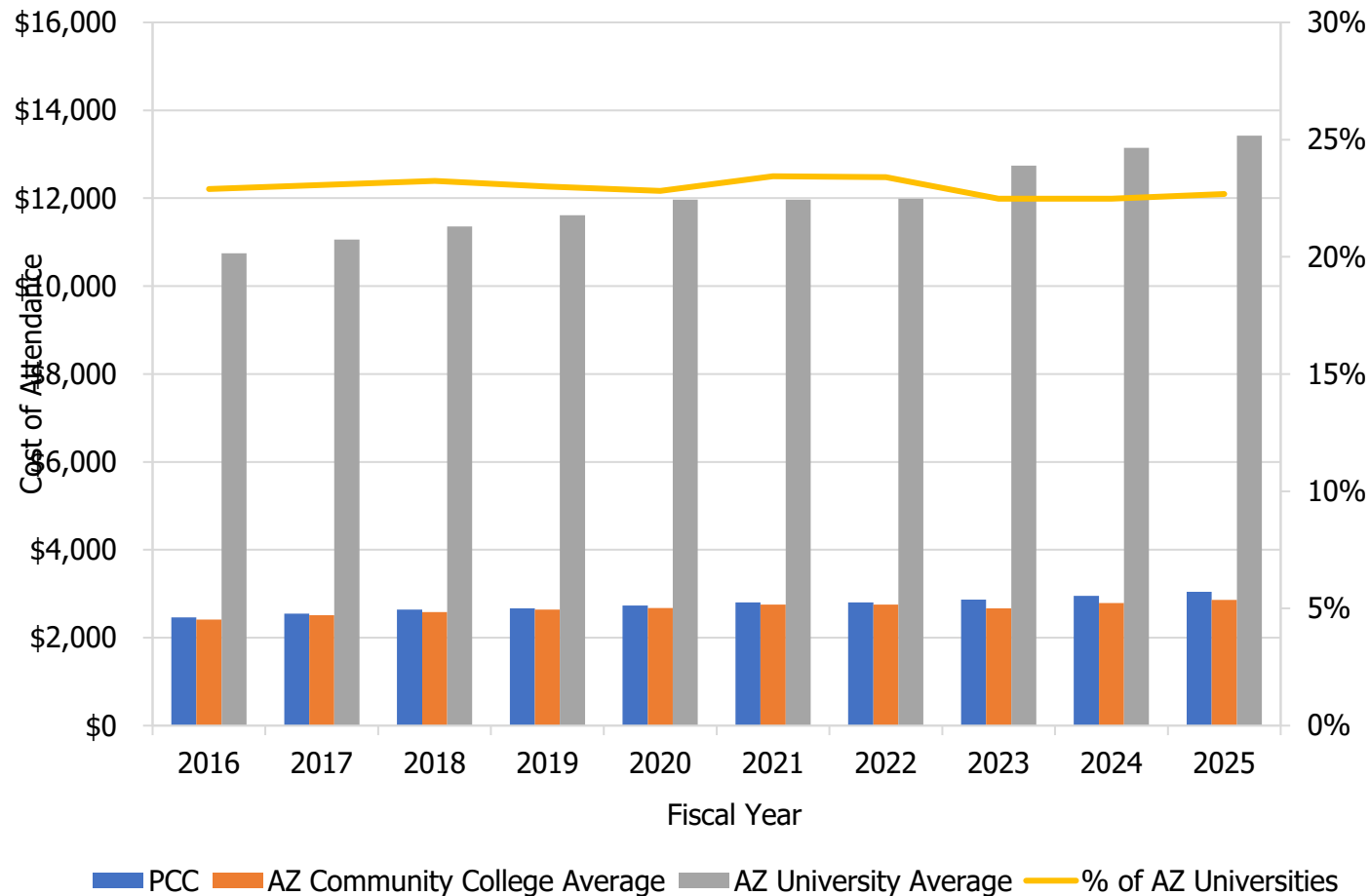


Shows key financial ratios compared to established benchmark (green) levels

- 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

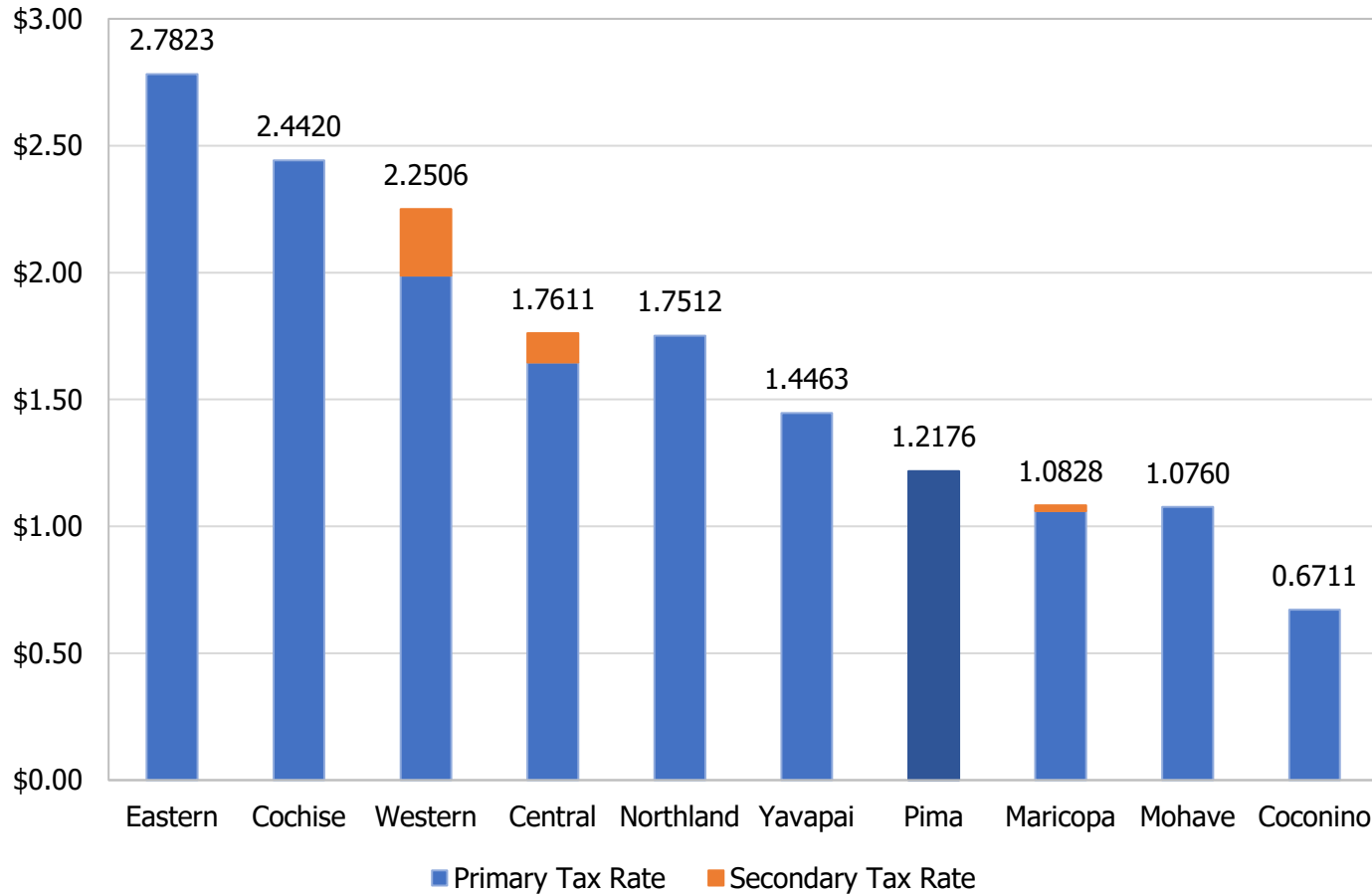


Compares PCC tuition with other state colleges and universities

- 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 below 25% of Arizona university costs

Arizona Community Colleges Property Tax Rates, Fiscal Year 2026

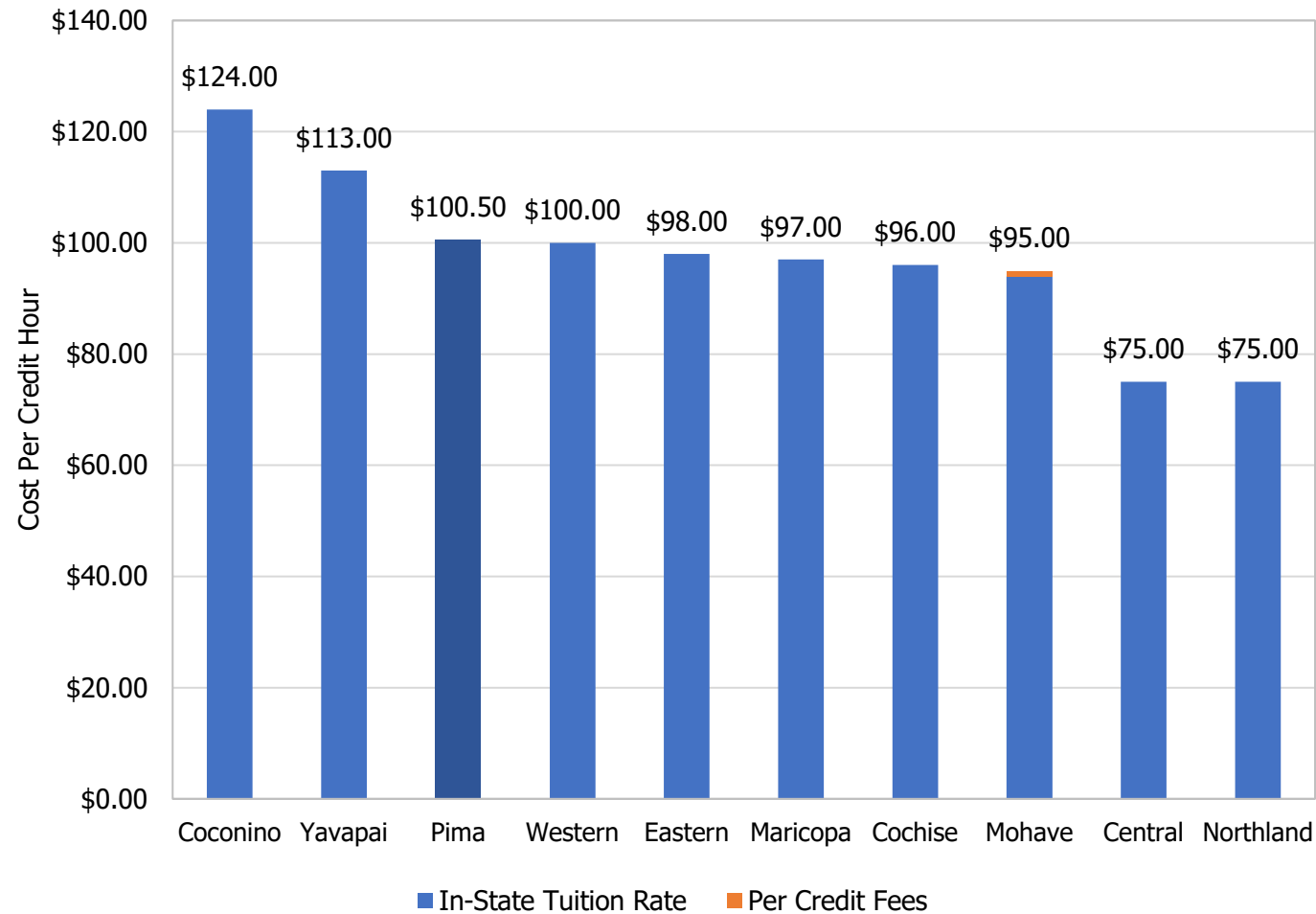
(Rates per \$100 net assessed valuation)



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 2025-2026



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 2.1% over the academic year 2024-2025

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

Resources