



# Comprehensive Annual Financial Report



Fiscal Year Ended  
June 30, 2013



**PimaCountyCommunityCollegeDistrict**



**PimaCountyCommunityCollegeDistrict**  
District Office

## Comprehensive Annual Financial Report

Fiscal Year Ended June 30, 2013

Prepared by

District Finance Office  
Budget and Reporting Department  
4905D East Broadway Boulevard  
Tucson, Arizona 85709-1220

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# Introductory Section



**PimaCountyCommunityCollegeDistrict**





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## **PimaCountyCommunityCollegeDistrict**

December 13, 2013

### **The Governing Board of Pima County Community College District**

We are pleased to provide you with the Comprehensive Annual Financial Report (CAFR) of the Pima County Community College District (the College), Tucson, Arizona for the fiscal year ended June 30, 2013.

To the best of our knowledge and belief, the enclosed data are accurate in all material respects and are reported in a manner designed to present fairly the financial position, results of operations and cash flows of the College. All disclosures necessary to enable the reader to gain an understanding of the College's financial activities have been included. Responsibility for both the accuracy of the data and the completeness and fairness of the presentation, including all disclosures, rests with the College.

Please refer to the Management's Discussion and Analysis section beginning on page 13 for summary information and comparative financial information to the prior fiscal year.

### **Reporting Entity**

The College is an independent reporting entity within the criteria established by generally accepted accounting principles (GAAP) and the Governmental Accounting Standards Board (GASB). Although the College shares the same geographic boundaries with Pima County (the County), the College solely exercises financial accountability over all activities related to public community college education in Pima County with the exception that Pima County assesses and collects property taxes that support the College. The College's financial reporting entity consists of a primary government and one component unit. The College is a primary government because it is a special purpose political subdivision that has a separately elected governing body, is legally separate, is fiscally independent of other state and local governments and is not included in any other governmental financial reporting entity. The Pima Community College Foundation, Incorporated (the Foundation) is considered a component unit of the College and is discretely presented in the College's financial statements.

### **History**

The voters of Pima County established Pima County Junior College District in 1966 under the provisions of legislation enacted by the Arizona State Legislature in 1960. The first governing board was elected in 1967 concurrent with the approval of a \$5.9 million general obligation bond issue for the first College facilities. The name of the College was changed to Pima County Community College District in 1972. Classes were first offered in the fall of 1970 utilizing temporary facilities until the original West Campus facility on Anklam Road west of Interstate 10

was available in January 1971. The West Campus is the largest comprehensive campus of the College and offers a variety of degree and certificate programs.

The Downtown Campus was opened in 1974 at Stone and Speedway to serve the central city area. The Downtown Campus offers a balance of developmental, university transfer and occupational courses.

Classes were first offered at the East Education Center in 1976. The current East Campus facility, just east of Davis-Monthan Air Force Base, was opened in 1981 and substantially expanded in 1989. The East Campus offers general education, university transfer and developmental coursework, as well as selected occupational programming.

The Education Center-South was opened in 1986 to serve the south and southwest area residents in leased space. It became the comprehensive Desert Vista Campus located in a facility near Interstate 19 and Valencia Road in June of 1993. The Desert Vista Campus offers a wide range of programs and diverse courses, including university transfer, developmental, general education and occupational.

The Community Campus was opened near St. Mary's Road and Interstate 10 in January of 1997. Community Campus classes also meet at more than 100 facilities throughout southern Arizona, including Davis-Monthan Air Force Base, Green Valley and locations throughout the Tucson area. The Community Campus provides a wide range of courses developed to meet the diverse needs of the greater Tucson community, as defined by its residents and local businesses. Community Campus is at the center of the College's distance education programs, offered via cable TV, interactive video and the internet.

In July 2003, the College opened the Northwest Campus located on Shannon Road between Ina and Magee. The Northwest Campus offers comprehensive educational programs including university transfer, professional, technical, and developmental programs and general interest courses.

The Foundation was incorporated in the State of Arizona in 1977 as a nonprofit organization to raise funds for the purpose of providing scholarships, grants and awards to deserving students and outstanding faculty, staff and administrators at the College.

### **Organization and Administration**

The Governing Board of the College (the Governing Board) is comprised of five members. Each member is elected for a six-year term from one of the five precincts of the College District. The administrative staff of the College, led by the Chancellor, is responsible for the operation and administration of all College functions.

During fiscal year 2013, the College was led by two Interim Chancellors. From July 2012 to mid-April 2013 Suzanne Miles, Ph.D. acted in this capacity and from mid-April 2013 to June 30, 2013, Zelema Harris, Ph.D. was Interim Chancellor. On July 1, 2013, Lee Lambert, J.D. became Chancellor of the College.

### **Service Area**

Pima County (the County) is located in the southern portion of Arizona and encompasses an area of approximately 9,240 square miles, with a section of its boundary bordering Mexico. Over 50

percent of the County's population resides in Tucson, the County seat of government and southern Arizona's largest city. Organized in 1864 by the Arizona Territorial Legislature as one of the State's four original counties, the County is today the second most populous in Arizona with a total population of approximately one million.

The City of Tucson is the economic and transportation center of the County, as well as southern Arizona. Tucson is situated on Interstate 10 connecting Tucson with Phoenix to the north, Los Angeles to the west and New Mexico and Texas to the east. Interstate 19 provides access to Nogales and Mexico to the south, while State Highway 86 connects with a direct route to the Gulf of California vacation areas. The main line of Union Pacific Railroad extends across Tucson to the eastern portion of the County. Tucson International Airport, located approximately 20 minutes from Tucson's downtown business area, provides local, regional, national and international air service for several airlines.

The County's economy is based on a variety of service industries, as well as government employment (including public education), wholesale and retail trade, manufacturing, construction and tourism.

### **Economic Condition and Outlook**

Compared to fiscal year 2012, the County's economic condition improved slightly based on some measures but unemployment remains a concern. Figures from the Arizona Department of Administration, Office of Employment and Population Statistics (ADOA), indicate that as of June 30, 2013, 418,920 persons were employed in the County, down from 426,831 in June of 2012. Employment trends showed that the unemployment rate remained consistent with the national rate of 7.7 percent at 7.6 percent at June 30, 2013 for the Tucson Metropolitan Statistical Area (TMSA), down slightly from the rate from a year earlier of 7.7 percent. Nevertheless, according to The University of Arizona's Economic and Business Research Center at the Eller College of Management, in their July 2013 Summer issue of Arizona's Economy, the TMSA has replaced only 36.1% of the jobs lost during the Great Recession.

Figures from the Economic & Business Research Center, Eller College of Management, The University of Arizona indicate that retail sales increased by 4.5 percent, signifying some improvement. According to June 2013 data published by the Tucson Association of Realtors, housing unit sales increased by 10.2 percent and the average price of units sold increased by 12.4 percent producing an overall increase in the total dollar volume of housing sales of 23.9 percent.

During the fiscal year 2014, the County's economy is projected to improve slightly in the areas of personal income, retail sales, and employment. Historically, when economic conditions are improving, enrollment in community colleges decreases. The College experienced decreased enrollment of 11.4 percent for fiscal year 2013 and enrollment for the fall 2013 term is currently down from the prior year by 8.7 percent.

The County's population is projected to increase by 0.8% from 2012 to 2013 according to the ADOA and their published forecasts show slight population gains of 1.0 percent and 1.4 percent projected for 2014 and 2015 respectively. In addition, according to forecasts in Arizona's Economy, personal income is expected to increase by 6.0 percent and retail sales are expected to increase 4.1 percent in 2014.



## **Long-term Financial Planning**

Budget and financial policies, approved by the Board, provide guidance for sufficient planning of resources, appropriate divisions between operational and capital activity, and adequate reserve levels for revenue shortfalls or expenditure needs. Fiscal integrity is the cornerstone upon which the College plans, monitors, and reports its financial activities and resources. Particular emphasis is placed on maintaining the financial stability of the College and the annual budget is developed with this objective. Goals for financial stability enable the College to manage revenue shortfalls and cash flows to ensure continued operations and to provide for unforeseen contingencies without impairing the quality of service needed to respond to its customers.

Due to the economic conditions, the State appropriation to the College decreased from \$15,942,100 in fiscal year 2011 to \$7,146,400 in fiscal year 2012, dropping from 7 percent to 3 percent of total budgeted revenue. For fiscal year 2013, the state appropriation increased slightly to \$7,353,500 based upon enrollment increases from 2010 to 2011.

The College has focused on minimizing cost increases in order to keep tuition affordable for the residents of the County. In FY 2013, the College budgeted to meet mandatory cost increases for health benefits, system licenses, maintenance fees, utilities, and increased retirement costs, and included additional funding for faculty sabbaticals and salary pool increases.

## **Major Program Initiatives**

The College recently received a communication from the Higher Learning Commission (HLC) that the College has been placed on Probation effective April 6, 2013. Associated documents may be found here: <http://www.pima.edu/about-pima/accreditation/index.html>. The College is currently formulating a plan to complete all required HLC actions within the timeframes specified and the College remains fully accredited while on probation.

In fiscal year 2013, under the direction of the College's newly hired Chancellor, Lee Lambert, the number one goal of the College is the successful completion of all reports and actions needed for reaccreditation under the Higher Learning Commission. The College has met all deadlines to date and plans to complete the self-study report by July 2014. More information on the status of the HLC accreditation is available on the College's website.

The remaining Chancellor's goals approved by the Board of Governors on September 18, 2013 include the following:

- Improve and strengthen the level of constructive employee engagement College-wide.
- Restore professionalism and confidence in the leadership and governance of the College.
- Increase the level of community engagement by the Board of Governors, the Chancellor and the administrative leadership team within Tucson and Pima County, the state of Arizona and nationally.
- Improve the operational effectiveness of the College guided by data informed and evidence based decision(s).

## **Fiscal Integrity and Oversight**

### **Internal Controls**

The College's District Finance Office is responsible for establishing and maintaining a system of internal controls. Internal controls are designed to ensure reasonable, but not absolute assurance that the assets of the College are protected from loss, theft or misuse and that adequate accounting data are compiled to allow for the preparation of financial statements that conform to generally accepted accounting principles. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived from that control element and that the evaluation of costs and benefits requires estimate and judgments from management. All internal control evaluations occur within the above framework. The College's internal controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.

The College's Internal Auditor periodically reviews and recommends improvements for internal controls in all operational and financial areas of the College. This position reports directly to the Chancellor.

### **Budgetary Controls**

The College maintains budgetary controls and budget transfer restrictions by program (function) and major account category. The objective of these budgetary controls is to ensure compliance with the annual budget adopted by the Governing Board. The legal level of budgetary control is at the program category level. The College also maintains an encumbrance system to set aside funds for established commitments. Open encumbrances are eliminated for fiscal year-end reporting.

The College complies with state statutes requiring that a report of the College's adopted budget be published annually within the prescribed format as required by the State of Arizona, Office of the Auditor General. The College was also required to comply with Arizona Revised Statutes § 15-1461.01 regarding Truth in Taxation because the levy that the District's Board of Governors approved, and the District subsequently assessed, included a 2 percent increase. This statute required the District to perform certain tasks including: publish a notice (in a form required by Statute) in a general circulation newspaper or mail a notice to registered voters in the district, issue a press release containing the truth in taxation notice to all general circulation newspapers in the district, mail information regarding this process to the property tax oversight commission. The District fully complied with all requirements under this statute as it has for many years.

The College also demonstrates compliance with statutory expenditure limits by issuing an annual budgeted expenditure limitation report, which is audited by the Auditor General.

### **College Functions**

As a political subdivision of the State of Arizona, the College exercises direct tax levy authority for the generation of revenues for operating expenses, capital equipment and debt retirement purposes. The Governing Board sets tuition and fee levels, as well as the budget and levy limit for the College.

## **Independent Audit**

The Office of the Auditor General for the State of Arizona conducts the annual financial audit for the College. Testing procedures determine whether the financial statements are free of material misstatement and ensure compliance with Arizona Revised Statutes that require an annual audit of the College's financial statements. The Auditor General's Independent Auditors' Report is included in this document. For the fiscal year ending June 30, 2013, the College received an unqualified opinion.

A local independent accounting firm conducts the annual financial audit for the Foundation. The Foundation also received an unqualified opinion for the fiscal year ending June 30, 2013.

## **GFOA Certificate of Achievement**

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the Pima County Community College District for its comprehensive annual financial report (CAFR) for the fiscal year ended June 30, 2012. This was the twenty-first consecutive year that the College has achieved this prestigious award. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized CAFR. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe that our current CAFR continues to meet the Certificate of Achievement Program's requirements and we are submitting it to the GFOA to determine its eligibility for another certificate.

## **Acknowledgements**

We would like to express our appreciation for our Governing Board members, who volunteer their time and expertise on a regular basis to guide the vision of the College. The mission of the College could not be achieved without the Chancellor's leadership through the College Plan. We would also like to express our appreciation to the Office of the Auditor General for the timely completion of the audit. The preparation of this report could not be accomplished without the efficient and dedicated efforts of the District Finance Office and all those who contributed to the preparation of this report.

Respectfully submitted,

David W. Bea, Ph.D.  
Executive Vice Chancellor  
for Finance and Administration

Susan Diane Groover  
Assistant Vice Chancellor  
for Finance and Controller

Ina Lancaster  
Director of Budget &  
Reporting



Government Finance Officers Association

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Achievement  
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in Financial  
Reporting

Presented to

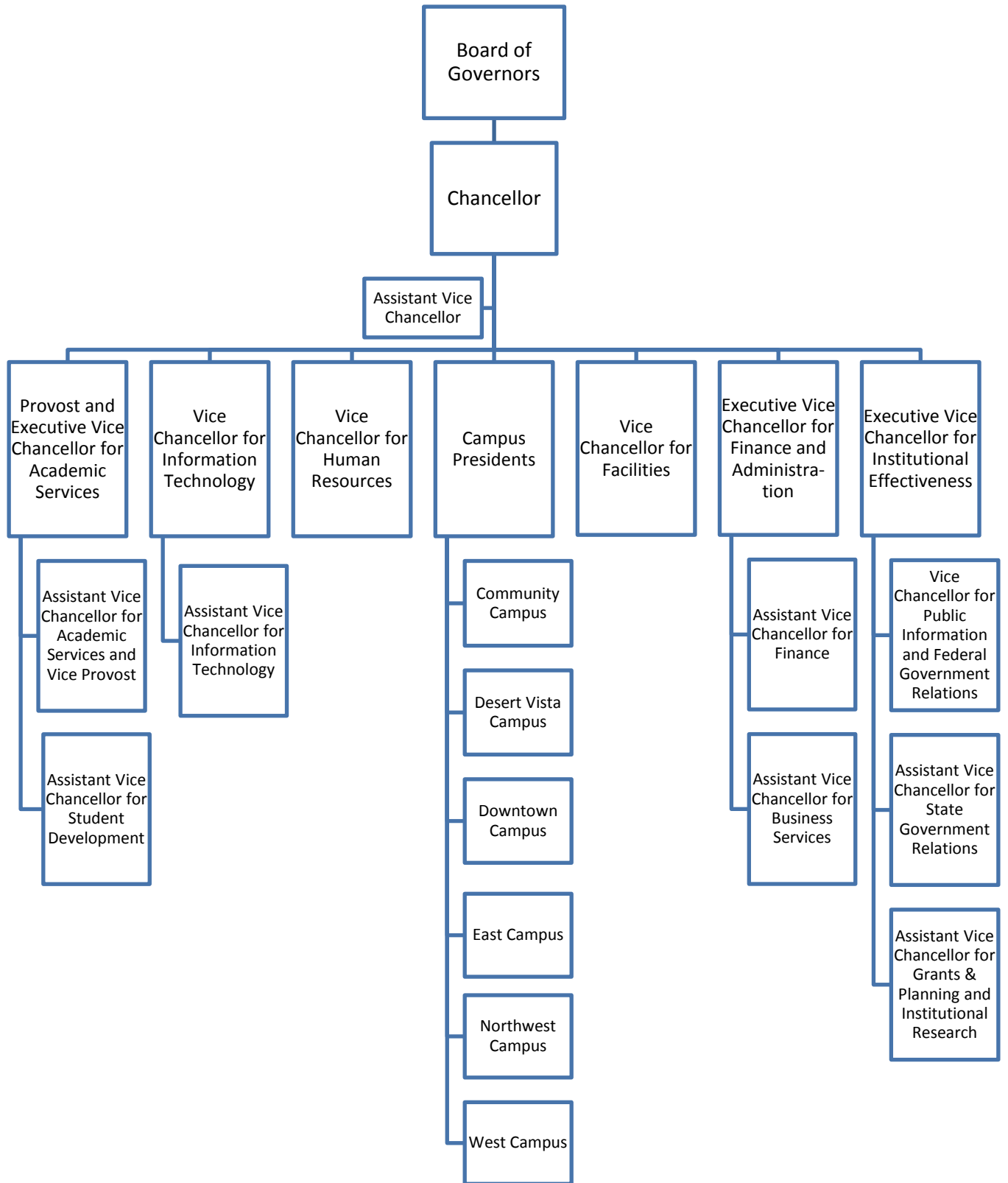
**Pima County  
Community College District  
Arizona**

For its Comprehensive Annual  
Financial Report  
for the Fiscal Year Ended

**June 30, 2012**

Executive Director/CEO

# Organization Chart



## List of Principal Officers



### Governing Board Members - 2013

Dr. Brenda B. Even, Chair, District 1  
David A. Longoria, Secretary, District 2  
Dr. Sylvia M. Lee, Member, District 3  
Scott A. Stewart, Member, District 4  
E. Marty Cortez, Member, District 5

### District Administration\*

Lee D. Lambert, Chancellor  
Dr. Zelema Harris, Interim Executive Vice Chancellor for Institutional Effectiveness  
Dr. Jerome Migler, Provost and Executive Vice Chancellor for Academic Services  
Dr. David W. Bea, Executive Vice Chancellor for Finance and Administration  
C. J. Karamargin, Vice Chancellor for Public Information and Federal Government Relations  
Keith McIntosh, Vice Chancellor for Information Technology  
William R. Ward II, Vice Chancellor for Facilities  
Mark Ziska, Interim Vice Chancellor for Human Resources  
Dr. Mary Ann Martinez Sanchez, Assistant Vice Chancellor for Academic Services and Vice Provost  
Leticia Menchaca, Assistant Vice Chancellor for Student Development  
A. Rachelle Howell, Assistant Vice Chancellor for Grants & Planning and Institutional Research  
S. Diane Groover, Assistant Vice Chancellor for Finance  
William Howard, Assistant Vice Chancellor for Business Services  
Brian Basgen, Assistant Vice Chancellor for Information Technology, Acting  
Imelda Cuyugan, Assistant Vice Chancellor for State Government Relations  
Deborah Yoklic, Assistant Vice Chancellor

### Campus Administration\*

Sheila Ortego, Interim President, Community Campus  
Dr. Johnson Bia, President, Desert Vista Campus  
Charlotte A. Fugett, President, Downtown Campus, Acting  
Charlotte A. Fugett, President, East Campus  
Dr. Darla Zirbes, President, Northwest Campus, Acting  
Dr. Louis S. Albert, President, West Campus

\*as of November 20, 2013

## **College Mission**

### **College Vision**

Pima Community College will provide access to learning without the limits of time, place or distance.

### **College Values**

We value:

- Accountability
- Diversity
- Innovation
- Integrity
- People
- Quality

### **Mission Statement**

The mission of Pima Community College is to develop our community through learning.

### **College Goals**

- To improve access to all College programs and services.
- To provide excellent teaching and responsive student services.
- To prepare a highly skilled workforce.
- To create student-centered partnerships with colleges and universities.
- To provide effective developmental and adult basic education.
- To create partnerships with business and industry, the local schools, government, and other constituencies that enhance the community.
- To foster responsible civic engagement.

Financial  
Section



PimaCountyCommunityCollegeDistrict





**DEBRA K. DAVENPORT, CPA**  
AUDITOR GENERAL

**STATE OF ARIZONA**  
OFFICE OF THE  
**AUDITOR GENERAL**

**MELANIE M. CHESNEY**  
DEPUTY AUDITOR GENERAL

**Independent Auditors' Report**

Members of the Arizona State Legislature

The Governing Board of  
Pima County Community College District

**Report on the Financial Statements**

We have audited the accompanying financial statements of the business-type activities and discretely presented component unit of the Pima County Community College District as of and for the year ended June 30, 2013, and the related notes to the financial statements, which collectively comprise the District's basic financial statements as listed in the table of contents.

***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

***Auditors' Responsibility***

Our responsibility is to express opinions on these financial statements based on our audit. We did not audit the financial statements of the discretely presented component unit. Those statements were audited by other auditors whose report has been furnished to us, and our opinion, insofar as it relates to the amounts included for the discretely presented component unit, is based solely on the report of the other auditors. We conducted our audit in accordance with U.S. generally accepted auditing standards and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. The financial statements of the discretely presented component unit were not audited by the other auditors in accordance with *Government Auditing Standards*.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the District's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

### ***Opinions***

In our opinion, based on our audit and the report of the other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the business-type activities and discretely presented component unit of Pima County Community College District as of June 30, 2013, and the respective changes in financial position, and, where applicable, cash flows thereof for the year then ended in accordance with U.S. generally accepted accounting principles.

### ***Other Matters***

#### *Required Supplementary Information*

U.S. generally accepted accounting principles require that the Management's Discussion and Analysis on pages 13 through 19 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with U.S. generally accepted auditing standards, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

#### *Supplementary and Other Information*

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the District's basic financial statements. The introductory and statistical sections listed in the table of contents are presented for purposes of additional analysis and are not required parts of the basic financial statements.

The introductory and statistical sections have not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on them.

### ***Other Reporting Required by Government Auditing Standards***

In accordance with *Government Auditing Standards*, we will issue our report on our consideration of the District's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters at a future date. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the District's internal control over financial reporting and compliance.

Debbie Davenport  
Auditor General

December 13, 2013

## Management's Discussion and Analysis

### **Introduction**

The Management's Discussion and Analysis section of the College's Comprehensive Annual Financial Report presents management's discussion and analysis of the College's financial activity for the fiscal year ended June 30, 2013. Please read it in conjunction with the transmittal letter on page 1 and the financial statements and accompanying notes, which begin on page 22.

### **Basic Financial Statements**

The College's annual financial statements are presented in accordance with the Governmental Accounting Standards Board (GASB) Statement No. 34, "Basic Financial Statements—and Management's Discussion and Analysis—for State and Local Governments," and Statement No. 35, "Basic Financial Statements—and Management's Discussion and Analysis—for Public Colleges and Universities." These statements allow for the presentation of financial activity and balances in a consolidated, single-column, entity-wide format. The Foundation's activity is presented in a separate column for each statement, except for the *Statement of Cash Flows*, in which the Foundation's activity was not presented as per the GASB rules stated above.

*The Statement of Net Position* presents the financial position of the College as of June 30, 2013. It reflects the various assets owned or controlled by the College and the Foundation, the related liabilities and other obligations, and the various categories of net position. Net position is an accounting concept defined as total assets less total liabilities, and represents the organization's equity or ownership in the total assets of the College.

*The Statement of Revenues, Expenses and Changes in Net Position* presents the College's and Foundation's results of operations for the fiscal year. It reflects the various types of revenues and expenses, both operating and nonoperating, and links the year's results of operations back to the *Statement of Net Position* by reconciling the beginning of the year net position amount to the end of the year net position amount.

*The Statement of Cash Flows* presents the inflows and outflows of cash and cash equivalents of the College for the fiscal year. Cash flows are segregated by type and activity into the following categories: operating activities, noncapital financing activities, capital and related financing activities, and investing activities. Cash flows from operating activities are reconciled to operating income/loss on the *Statement of Revenues, Expenses and Changes in Net Position* described above.

The focus of this report is on the primary government's overall financial position, financial condition, and results of operations and cash flows for the fiscal year ended June 30, 2013. Comparative information from the previous fiscal year is shown in the condensed financial information so that readers may see where the College's financial performance may have changed.

### **Financial Highlights and Analysis**

#### **Statement of Net Position**

The College's overall financial position declined slightly in fiscal year 2013 with a total net position decrease of \$2.3 million from \$217.6 million to \$215.3 million. The 1.1 % decrease

## **Management's Discussion and Analysis**

includes a decrease in total assets of \$7.8 million offset by a decrease in total liabilities of \$5.5 million. The College has sufficient reserves to meet all current obligations, reflected in unrestricted net position of \$93.7 million.

Current assets decreased by \$6.5 million in fiscal year 2013 as a result of a \$3.4 million payoff of an outstanding lease purchase agreement for the Northwest Campus A building and \$2.6 million in payments for construction costs for a new building on the Northwest Campus. Capital assets decreased by \$1.5 million mainly in the buildings and improvements category due to depreciation, as discussed below. Long-term liabilities decreased by \$5.5 million, mainly due to scheduled long-term debt payments and the \$3.4 million payoff of the lease purchase agreement.

### **Statement of Revenues, Expenses and Changes in Net Position**

Compared to the prior year, total revenues decreased by \$8.6 million, while total expenses decreased by \$5.7 million. Gross tuition and fees revenues decreased \$3.2 million from \$51.1 million to \$47.9 million as a result of enrollment declines. The \$3.2 million decrease is reflected in a \$0.3 million decrease in tuition and fees (net of allowances) and a \$2.9 million decrease in scholarship allowances within federal grants. Overall, including the aforementioned scholarship allowances, federal grants revenue decreased by \$11.7 million, primarily due to decreases in federal Pell grants. Contracts revenue, commissions and rents, and state and local grants all decreased slightly compared to prior year. Offsetting these revenue decreases were: an increase in property tax revenue of \$2.6 million due to an increased property tax levy; an increase in investment income of \$0.5 million; and small increases in state appropriations and sales tax revenue.

The \$5.7 million decrease in expenditures consisted mostly of decreases in financial aid expenses for Pell Grants. There was also a decrease in academic support expenses as a result of an organizational decision to centralize the information technology (IT) services within the district office IT structure. The goal of this change was to improve consistency in services and equipment among the campuses. Approximately \$1.8 million in expenses were coded as institutional support rather than academic support as a result of this change. The majority of the remaining increase in institutional support was due to IT-related expenditures, including \$2.4 million for equipment and \$0.3 million for a learning management system. Additional increases in institutional support were the result of increased costs associated with student account call center support expenses and \$1 million of additional bad debt expenses. Operation and maintenance of plant decreased by \$0.7 million due to decreases in maintenance, cleaning and repair expenses.

### **Capital Assets and Debt Administration**

Total net capital assets decreased by \$1.5 million, to \$113.1 million, a 1.3% decrease from the prior year. This decrease is primarily due to depreciation on existing buildings and equipment. Note 3 to the basic financial statements, on page 30, includes additional information on capital asset activity and descriptions of the asset categories.

During fiscal year 2013, the College reduced its outstanding long-term debt by \$5.3 million. At June 30, 2013, the College had one outstanding debt issue of \$1.4 million.

## **Management's Discussion and Analysis**

In fiscal year 2012, the Board of Governors entered into an Intergovernmental Agreement with the Arizona Board of Regents to authorize the prepayment of outstanding rent and termination of lease agreements related to the lease purchase agreement for the Northwest Campus A building. The payoff of the remaining debt was \$3.4 million and was made July 6, 2012. This prepayment relieved the College budget of approximately \$0.4 million per year in debt service, and saved approximately \$1 million in interest over the next 10 years.

Note 4 to the basic financial statements beginning on page 30 shows additional detail on bond issues and long-term obligations.

## Management's Discussion and Analysis

### Condensed Financial Information

#### *Summarized Schedule of Assets, Liabilities and Net Position*

	As of <u>June 30, 2013</u>	As of <u>June 30, 2012</u>	<u>% Change</u>
<b><u>Assets</u></b>			
Current Assets	\$ 89,921,354	\$ 96,400,027	-6.7%
Noncurrent Assets – Restricted	1,959,031	1,476,436	32.7%
Capital Assets, net	113,127,509	114,603,481	-1.3%
Other Noncurrent Assets	30,951,149	31,293,800	-1.1%
<b>Total Assets</b>	<b>235,959,043</b>	<b>243,773,744</b>	<b>-3.2%</b>
<b><u>Liabilities</u></b>			
Other Liabilities	11,857,758	11,879,837	-0.2%
Long-term Liabilities	8,850,592	14,345,412	-38.3%
<b>Total Liabilities</b>	<b>20,708,350</b>	<b>26,225,249</b>	<b>-21.0%</b>
<b><u>Net Position</u></b>			
Net Investment in Capital Assets	111,772,509	107,958,480	3.5%
Restricted Net Position	9,815,570	9,453,951	3.8%
Unrestricted Net Position	93,662,614	100,136,064	-6.5%
<b>Total Net Position</b>	<b>\$215,250,693</b>	<b>\$217,548,495</b>	<b>-1.1%</b>

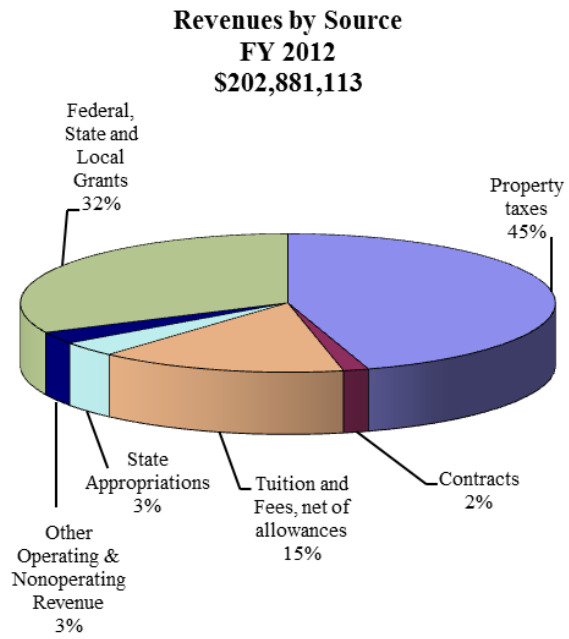
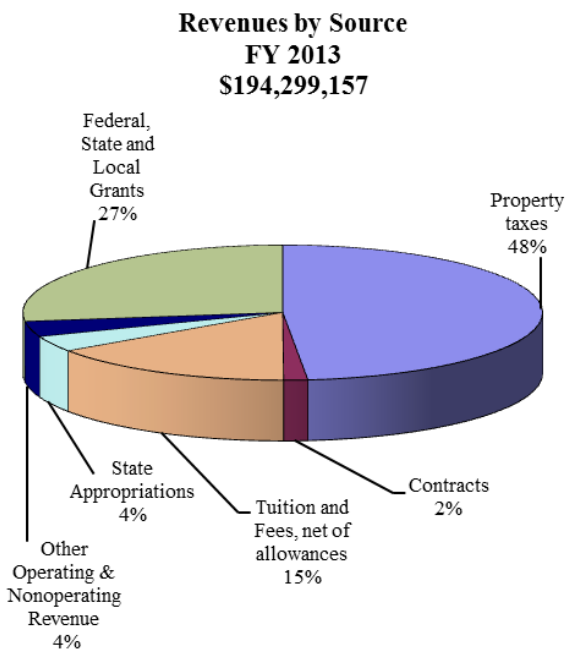
#### *Summarized Schedule of Revenues, Expenses and Changes in Net Position*

	For the year ended <u>June 30, 2013</u>	For the year ended <u>June 30, 2012</u>	<u>% Change</u>
<b>Operating Revenues</b>			
Tuition and Fees (net of allowances)	\$ 30,034,844	\$ 30,315,594	-0.9%
Contracts	2,887,596	3,096,886	-6.8%
Other Operating Revenues	2,753,631	2,789,361	-1.3%
<b>Total Operating Revenues</b>	<b>35,676,071</b>	<b>36,201,841</b>	<b>-1.5%</b>
<b>Total Operating Expenses</b>	<b>196,335,127</b>	<b>201,720,290</b>	<b>-2.7%</b>
<b>Operating Loss</b>	<b>(160,659,056)</b>	<b>(165,518,449)</b>	<b>-2.9%</b>
<b>Nonoperating Revenues (Expenses)</b>			
Property Taxes	94,150,821	91,581,461	2.8%
State Appropriations	7,353,500	7,146,400	2.9%
Federal Grants	51,918,293	63,645,052	-18.4%
State and Local Grants	770,688	1,326,419	-41.9%
Investment Income	661,368	137,407	381.3%
Other Nonoperating Revenues	2,968,416	2,776,333	6.9%
Interest on Capital Asset-Related Debt	(207,304)	(464,825)	-55.4%
Loss on Capital Asset Disposal	(10,657)	(106,875)	-90.0%
Other Nonoperating Expenses	(43,871)		100.0%
<b>Net Nonoperating Revenues</b>	<b>157,561,254</b>	<b>166,041,372</b>	<b>-5.1%</b>
<b>Excess (Deficit) before Gifts and Grants</b>	<b>(3,097,802)</b>	<b>522,923</b>	<b>-692.4%</b>
Capital Gifts and Grants	800,000	66,200	1108.5%
<b>Increase (Decrease) in Net Position</b>	<b>(2,297,802)</b>	<b>589,123</b>	<b>-490.0%</b>
<b>Net Position, beginning of year</b>	<b>217,548,495</b>	<b>216,959,372</b>	<b>0.3%</b>
<b>Net Position, end of year</b>	<b>\$215,250,693</b>	<b>\$217,548,495</b>	<b>-1.1%</b>

## Management's Discussion and Analysis

### Revenues by Source

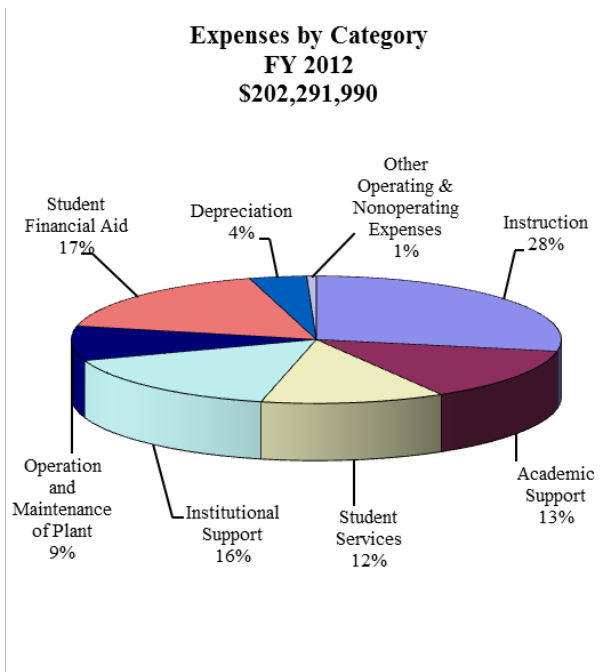
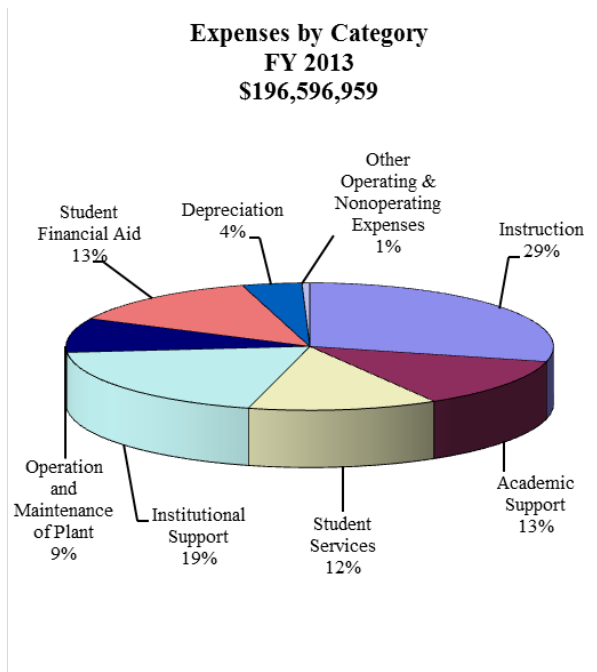
	<u>FY 2013</u>	<u>FY 2012</u>	<u>\$ Change</u>	<u>% Change</u>
<b><u>Operating Revenues</u></b>				
Tuition and Fees (net of allowances)	\$ 30,034,844	\$ 30,315,594	(\$280,750)	-0.9%
Contracts	2,887,596	3,096,886	(209,290)	-6.8%
Commissions and Rents	1,653,777	1,827,383	(173,606)	-9.5%
Other Operating Revenues	1,099,854	961,978	137,876	14.3%
<b>Total Operating Revenues</b>	<b>35,676,071</b>	<b>36,201,841</b>	<b>(525,770)</b>	<b>-1.5%</b>
<b><u>Nonoperating Revenues</u></b>				
Property Taxes	94,150,821	91,581,461	2,569,360	2.8%
State Appropriations	7,353,500	7,146,400	207,100	2.9%
Federal Grants	51,918,293	63,645,052	(11,726,759)	-18.4%
State and Local Grants	770,688	1,326,419	(555,731)	-41.9%
Share of State Sales Tax	2,072,940	1,977,303	95,637	4.8%
Gifts	895,476	785,511	109,965	14.0%
Investment Income	661,368	137,407	523,961	381.3%
Other Nonoperating Revenues	13,519	13,519	(13,519)	100.0%
<b>Total Nonoperating Revenues</b>	<b>157,823,086</b>	<b>166,613,072</b>	<b>(8,789,986)</b>	<b>-5.3%</b>
Capital Gifts and Grants	800,000	66,200	733,800	1108.5%
<b>Total Revenues</b>	<b>\$ 194,299,157</b>	<b>\$ 202,881,113</b>	<b>(8,581,956)</b>	<b>-4.2%</b>



## Management's Discussion and Analysis

### Expenses by Category

	<u>FY 2013</u>	<u>FY 2012</u>	<u>\$ Change</u>	<u>% Change</u>
<b><u>Operating Expenses</u></b>				
Educational and General				
Instruction	\$ 56,722,122	\$ 56,541,376	\$ 180,746	0.3%
Academic Support	24,878,589	27,424,159	(2,545,570)	-9.3%
Student Services	24,615,986	24,475,523	140,463	0.6%
Institutional Support	38,208,264	32,376,945	5,831,319	18.0%
Operation and Maintenance of Plant	17,134,651	17,805,567	(670,916)	-3.8%
Student Financial Aid	26,244,500	34,764,717	(8,520,217)	-24.5%
Auxiliary Enterprises	755,713	694,438	61,275	8.8%
Depreciation	7,775,302	7,637,565	137,737	1.8%
<b>Total Operating Expenses</b>	<b>196,335,127</b>	<b>201,720,290</b>	<b>(5,385,163)</b>	<b>-2.7%</b>
<b><u>Nonoperating Expenses</u></b>				
Interest on Capital Asset-Related Debt	207,304	464,825	(257,521)	-55.4%
Loss on Capital Asset Disposal	10,657	106,875	(96,218)	-90.0%
Other Nonoperating Expenses	43,871	43,871	43,871	100.0%
<b>Total Nonoperating Expenses</b>	<b>261,832</b>	<b>571,700</b>	<b>(309,868)</b>	<b>-54.2%</b>
<b>Total Expenses</b>	<b>\$ 196,596,959</b>	<b>\$ 202,291,990</b>	<b>(\$5,695,031)</b>	<b>-2.8%</b>





## **Management's Discussion and Analysis**

### **Economic Outlook**

For the year ended June 30, 2013, the economic conditions in Pima County improved slightly while demand for College services from the community decreased. In fiscal year 2013, full-time student equivalent enrollment (FTSE) decreased by 2,512 or 11.4 percent. Enrollment is expected to continue to decrease in fiscal year 2014.

Appropriations from the state of Arizona will decrease by 3 percent for fiscal year 2014, and for the sixth consecutive year there will be no state appropriation for capital expenditures. However, increased property values along with the College increasing the primary tax rate from 1.1484 to 1.2746 for fiscal year 2014 will increase the tax levy from \$92.7 million to \$96.3 million.

In order to continue to offset the decreases in state aid from FY11, the FY14 budget will include a modest increase in tuition and fees and an increase in property tax revenue. In addition, cost reductions from previous years continue to moderate our expenses. These reductions include a reduction in adjunct faculty and capital expenditures. The College is funding mandatory cost increases such as state retirement contributions, systems licenses and maintenance fees and utilities. The College is providing salary increases of 3% for faculty and staff and 1% for non-executive administrators.

The College continues to monitor external economic changes and their impacts on the College and make prudent fiscal decisions to support the College's mission, vision, values, goals, and College Plan.

### **Requests for Information**

This discussion and analysis is designed to present a general overview of the Pima County Community College District's finances for all those who have an interest in such matters. Questions concerning any of the information provided in this Comprehensive Annual Financial Report or requests for additional financial information should be addressed to the District Finance Office, Pima County Community College District, 4905 East Broadway Boulevard, Building D, Tucson, AZ, 85709-1200.

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# Basic Financial Statements

**Statement of Net Position**  
**As of June 30, 2013**

	<b>Primary Government College</b>	<b>Component Unit Foundation</b>
<b>Assets</b>		
<b>Current Assets</b>		
Cash and Cash Equivalents	\$ 32,218,299	\$ 1,057,406
Short-term Investments	44,891,541	
Receivables		
Property Taxes (less allowance of \$700,200)	4,135,690	
Accounts (less allowance of \$2,425,463)	2,967,379	
Government Grants and Contracts	2,148,052	
Student Loans, current portion	150,115	
Other (less allowance of \$103,167)	1,616,350	2,623
Inventories	480,964	
Prepaid Expenses	1,312,964	6,715
<b>Total Current Assets</b>	<b>89,921,354</b>	<b>1,066,744</b>
<b>Noncurrent Assets</b>		
Restricted Cash and Cash Equivalents	1,959,031	
Student Loans Receivable (less allowance of \$395,602)	603,928	
Other Long-term Investments	30,347,221	6,379,501
Capital Assets		
Land and Improvements	15,291,311	
Construction in Progress	3,851,830	
Buildings and Improvements (net of depreciation)	85,763,312	
Equipment (net of depreciation)	4,618,341	
Leasehold Improvements (net of depreciation)	1,770,124	
Library Books (net of depreciation)	1,832,591	
<b>Total Noncurrent Assets</b>	<b>146,037,689</b>	<b>6,379,501</b>
<b>Total Assets</b>	<b>235,959,043</b>	<b>7,446,245</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Accrued Payroll and Employee Benefits	5,143,969	
Accounts Payable and Accrued Liabilities	3,515,840	251,910
Deposits Held in Custody for Others	418,117	381,679
Unearned Revenue	2,779,832	
Current Portion of Long-term Liabilities	4,219,839	
<b>Total Current Liabilities</b>	<b>16,077,597</b>	<b>633,589</b>
<b>Noncurrent Liabilities</b>		
Long-term Liabilities	4,630,753	
<b>Total Noncurrent Liabilities</b>	<b>4,630,753</b>	
<b>Total Liabilities</b>	<b>20,708,350</b>	<b>633,589</b>
<b>Net Position</b>		
Net Investment in Capital Assets	111,772,509	
Restricted for:		
Expendable:		
Debt Service	4,792,843	
Grants and Contracts	3,391,449	
Scholarships and Other Programs		2,031,228
Nonexpendable:		
Perkins Loans	1,631,278	
Permanently Restricted Endowment		4,506,939
Unrestricted	93,662,614	274,489
<b>Total Net Position</b>	<b>\$215,250,693</b>	<b>\$6,812,656</b>

*See accompanying notes to financial statements*

**Statement of Revenues, Expenses and Changes in Net Position**  
**For the Year Ended June 30, 2013**

	<b>Primary Government College</b>	<b>Component Unit Foundation</b>
<b>Operating Revenues</b>		
Tuition and Fees (net of scholarship allowances of \$17,856,911)	\$ 30,034,844	
Contracts	2,887,596	
Commissions and Rents	1,653,777	
Other Operating Revenues	1,099,854	\$ 1,698,536
<b>Total Operating Revenues</b>	<b>35,676,071</b>	<b>1,698,536</b>
<b>Operating Expenses</b>		
Educational and General		
Instruction	56,722,122	
Academic Support	24,878,589	
Student Services	24,615,986	
Institutional Support	38,208,264	1,563,189
Operation and Maintenance of Plant	17,134,651	
Student Financial Aid	26,244,500	437,694
Auxiliary Enterprises	755,713	
Depreciation	7,775,302	
<b>Total Operating Expenses</b>	<b>196,335,127</b>	<b>2,000,883</b>
<b>Operating Loss</b>	<b>(160,659,056)</b>	<b>(302,347)</b>
<b>Nonoperating Revenues (Expenses)</b>		
Property Taxes	94,150,821	
State Appropriations	7,353,500	
Federal Grants	51,918,293	
State and Local Grants	770,688	
Share of State Sales Tax	2,072,940	
Gifts	895,476	58,843
Investment Income	661,368	473,278
Other Nonoperating Expenses	(43,871)	
Interest on Capital Asset-Related Debt	(207,304)	
Loss on Capital Asset Disposal	(10,657)	
<b>Net Nonoperating Revenues</b>	<b>157,561,254</b>	<b>532,121</b>
Income (Loss) Before Other Revenues, Expenses, Gains, or Losses	(3,097,802)	229,774
Capital Gifts and Grants	800,000	
<b>Increase (Decrease) in Net Position</b>	<b>(2,297,802)</b>	<b>229,774</b>
<b>Net Position</b>		
Net Position - Beginning of Year	217,548,495	6,582,882
<b>Net Position - End of Year</b>	<b>\$215,250,693</b>	<b>\$6,812,656</b>

*See accompanying notes to financial statements*

**Statement of Cash Flows**  
**For the Year Ended June 30, 2013**

	<b>Primary Government College</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
Tuition and Fees	\$ 30,008,769
Contracts	2,887,596
Commissions and Rents	1,570,186
Collection of Loans to Students	339,751
Other Receipts	1,500,685
Payments to Suppliers	(40,676,462)
Payments for Employee Wages and Benefits	(122,741,145)
Loans Issued to Students	5,148
Payments for Scholarships	(26,244,500)
<b>Net Cash Used for Operating Activities</b>	<b>(153,349,972)</b>
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</b>	
Property Taxes	94,273,640
State Appropriations	7,353,500
Grants	53,664,528
Share of State Sales Tax	2,072,940
Direct Loans Received	27,723,621
Direct Loans Disbursed	(27,218,803)
Deposits Held in Custody for Others Received	3,300,317
Deposits Held in Custody for Others Disbursed	(3,303,134)
Gifts	895,476
<b>Net Cash Provided by Noncapital Financing Activities</b>	<b>158,762,085</b>
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>	
Purchases of Capital Assets	(5,509,990)
Principal Paid on Capital Debt	(5,290,000)
Interest Paid on Capital Debt	(207,304)
<b>Net Cash Used for Capital and Related Financing Activities</b>	<b>(11,007,294)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
Proceeds from Sales and Maturities of Investments	5,205,201
Interest received on Investments	640,618
<b>Net Cash Provided by Investing Activities</b>	<b>5,845,819</b>
Net increase in Cash and Cash Equivalents	250,638
Cash and Cash Equivalents - Beginning of Year	33,926,692
<b>Cash and Cash Equivalents - End of Year</b>	<b>\$ 34,177,330</b>

*See accompanying notes to financial statements  
(Continued)*

**Statement of Cash Flows (continued)**  
**For the Year Ended June 30, 2013**

**Primary Government  
College**

**RECONCILIATION OF OPERATING LOSS TO NET CASH USED FOR OPERATING ACTIVITIES**

Operating Loss	\$ (160,659,056)
Adjustments to Reconcile Operating Loss to Net Cash Used for Operating Activities:	
Depreciation Expense	7,775,302
Changes in Assets and Liabilities:	
Decrease in Receivables, Net	252,455
Increase in Inventories	(286,124)
Increase in Prepaid Expenses	(512,483)
Decrease in Accrued Payroll and Employee Benefits	(477,282)
Increase in Accounts Payable and Accrued Liabilities	449,580
Increase in Unearned Revenue	312,456
Decrease in Long-term Liabilities (Compensated Absences Portion)	(204,820)
<b>Net Cash Used for Operating Activities</b>	<b>\$ (153,349,972)</b>

*Non-cash Transactions Not Included in Above Statement:*

<i>Net loss on disposal of capital assets with an original cost of \$1,103,600</i>	
<i>accumulated depreciation of \$1,092,943</i>	\$ (10,657)
<i>Donated Capital Assets</i>	800,000

*See accompanying notes to financial statements*

## Notes to Financial Statements

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the Pima County Community College District (the College) conform to generally accepted accounting principles (GAAP) applicable to public institutions engaged only in business-type activities adopted by the Governmental Accounting Standards Board (GASB). For the year ended June 30, 2013, the College implemented the provisions of GASB Statement No. 60, *Accounting and Financial Reporting for Service Concession Arrangements*. GASB Statement No. 60 improves consistency in financial reporting for service concession arrangements. The College also implemented the provisions of GASB Statement No. 61, *The Financial Reporting Entity: Omnibus, an amendment of GASB Statements No. 14 and No. 34*. GASB Statement No. 61 modifies certain requirements for inclusion of component units in the financial reporting entity. The College implemented the provisions of GASB Statement No. 62, *Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA Pronouncements*, and GASB Statement No. 63, *Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position*. GASB Statement No. 62 incorporates certain accounting and financial reporting guidance in FASB Statements and Interpretations issued on or before November 30, 1989, Accounting Principles Board Opinions, and Accounting Research Bulletins into GASB's authoritative literature. GASB Statement No. 63 provides guidance for reporting deferred outflows of resources, deferred inflows of resources, and net position in a statement of financial position and related disclosures. The implementation of GASB Statement No. 60 and No. 61 had no impact on the College's fiscal year 2013 financial statements.

#### **Reporting Entity:**

The College is a special-purpose government that is governed by a separately elected governing body. It is legally separate and is fiscally independent of other state and local governments. The College has one discretely presented component unit, the Pima Community College Foundation, Inc. (the Foundation).

The Foundation is reported in a separate column in the financial statements to emphasize that it is legally separate from the College. The Foundation's cash flows are not presented because that information is not required by generally accepted accounting principles for public colleges. The Foundation was formed in 1977 as a nonprofit corporation controlled by a separate Board of Directors and is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code. The goals of the Foundation are to provide scholarships and to advance and assist in the development, growth, and operation of the College. Because the resources held by the Foundation can only be used by, or for the benefit of the College, the Foundation is considered a component unit of the College. During the year ended June 30, 2013, the Foundation distributed \$924,381 of in-kind gifts for those purposes. Notes to the financial statements for the Foundation are included in Note 8. Complete financial statements can be obtained from the Foundation Office at 4905C East Broadway Boulevard, Tucson, AZ 85709-1320.

#### **Basis of Presentation and Accounting:**

The financial statements include the following:

- A. *Statement of Net Position*: provides information about the assets, deferred outflows of resources, liabilities, deferred inflows of resources and net position of the College at the end of the year. Assets and liabilities are classified as either current or noncurrent. Net Position



## Notes to Financial Statements

is classified into three broad categories: unrestricted, restricted, and net investment in capital assets.

- B. *Statement of Revenues, Expenses and Changes in Net Position*: provides information about the College's financial activities during the year. Revenues and expenses are classified as either operating or nonoperating and all changes in net position are reported, including capital contributions.
- C. *Statement of Cash Flows*: provides information about the College's sources and uses of cash and cash equivalents during the year. Increases and decreases in cash and cash equivalents are classified as operating, noncapital financing, capital and related financing, or investing.

The financial statements are presented using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. The College eliminates all internal activity.

Operating revenues generally result from exchange transactions. Accordingly, revenues such as tuition and instructional contracts are considered operating revenues. Other revenues, such as property taxes, state appropriations and government grants are not generated from exchange transactions and are therefore classified as nonoperating revenues. Federal, state and local grants are classified as nonoperating revenues because the entity providing the grant generally does not receive any direct benefit from the services provided under the grants. Property taxes are recognized in the year they are levied. State appropriations are recognized as revenue in the year the appropriation is first made available for use. Grants and donations are recognized as revenue when all eligibility requirements imposed by the provider have been met.

Operating expenses are costs incurred to provide instructional services including support costs, auxiliary services, and depreciation of capital assets. All expenses not meeting this definition are reported as nonoperating expenses.

It is the College's policy to first apply restricted resources when an expense is incurred for purposes for which both restricted and unrestricted assets are available.

### **Cash and Investments:**

For the Statement of Cash Flows, cash and cash equivalents consist of cash on hand, demand deposits, cash and investments held by the County Treasurer, investments in the State Treasurer's Local Government Investment Pool (LGIP), and highly liquid investments. All investments are stated at fair value at fiscal year-end.

### **Inventories:**

The physical plant inventories are valued at cost or estimated cost by specific identification.

### **Capital Assets:**

Capital assets are recorded at cost at the date of acquisition. Donated capital assets are reported at estimated fair value at the date of donation. All capital assets with a cost of \$5,000 or more are capitalized. Interest expense incurred during the construction phase of the College's facilities is capitalized as a cost of plant assets in accordance with generally accepted accounting principles. Assets (except land and improvements and construction in progress) are depreciated using the straight-line method over their estimated useful lives. For purposes of calculating depreciation,

## Notes to Financial Statements

buildings and improvements are assigned useful lives of 5 to 40 years, equipment is assigned useful lives of 5 to 7 years, and library books are assigned useful lives of 10 years. Leasehold improvements are depreciated over the lease period.

### **Compensated Absences:**

Compensated absences payable consists of annual leave and a calculated amount of sick leave earned by employees based on services already rendered.

Employees may accumulate up to 336 hours of annual leave depending on years of service and employee group classification. Annual leave is accumulated by each employee on a prorated basis, every two weeks. Annual leave balances are accrued as a liability on the financial statements due to the fact that they are paid to the employee upon separation from the College.

Sick leave, providing for ordinary sick pay, is cumulative (up to 1,440 hours) and vests after 10 years of continuous service for regular full-time employees who retire from the College under the provisions of the Arizona State Retirement System. Vested sick leave is payable to College employees upon retirement at a rate of 75 percent of the employee's then current rate of pay to a maximum of \$100 per day, for a maximum of 100 days. Vested sick leave benefits and a portion of unvested sick leave benefits that are expected to vest in the future are accrued as a liability on the financial statements.

The College also provides a death benefit to employees hired on or after July 1, 1999 who separate from the College due to death. This benefit is paid at seventy-five percent of the employee's then current daily rate of pay for all accumulated sick leave limited to a maximum of \$100 per day, for a maximum of 100 days. This death benefit is included in the sick leave liability discussed above.

### **Scholarship Allowances:**

A scholarship allowance is the difference between the stated charge for goods and services provided by the College and the amount that is paid by the student or third parties making payments on behalf of the student. Accordingly, some types of student financial aid such as Pell grants and scholarships awarded by the College are considered to be scholarship allowances. These allowances are netted against tuition and fees revenues in the Statement of Revenues, Expenses and Changes in Net Position.

### **Investment Income:**

Investment income is comprised of interest, dividends, and net changes in the fair value of applicable investments.

## **2. DEPOSITS AND INVESTMENTS**

Arizona Revised Statutes (A.R.S.) requires the College to deposit special tax levies for the College's maintenance and operation and capital outlay with the County Treasurer. The statutes do not require the College to deposit other public monies in its custody with the County Treasurer; however, the College must act as if it was a prudent person dealing with the property of another when making investment decisions about those monies. The statutes do not include any requirements for credit risk, custodial credit risk, concentration of credit risk, interest rate risk, or foreign currency risk for the College's investments.

## Notes to Financial Statements

### Deposits:

At June 30, 2013 the College's total cash on hand was \$37,150. The carrying amount of the College's deposits was \$27,665,468 and the bank balance was \$28,097,116. The College does not have a formal policy regarding custodial credit risk for deposits.

### Investments:

The State Board of Investment provides oversight for the State Treasurer's pools. The fair value of a participant's position in the pool approximates the value of that participant's pool shares and the participant's shares are not identified with specific investments. No comparable oversight is provided for the County Treasurer's investment pool, and that pool's structure does not provide for shares. The College's investments at June 30, 2013, consist of the following:

Investment Type	Fair Value
State Treasurer's investment pool #5	\$ 5,738,829
County Treasurer's investment pool	735,883
US Treasury	17,040,543
US Agency Securities	58,198,219
<b>Total Investments</b>	<b>\$ 81,713,474</b>

### Credit Risk:

Credit risk is the risk that an issuer or counterparty to an investment will not fulfill its obligations. The College does not have a formal policy regarding credit risk. Following is a summary of the College's investments subject to credit risk and credit ratings as determined by Standard and Poor's (S&P) rating agency as of June 30, 2013:

Investment Type	Rating	Rating Agency	Fair Value
State Treasurer's investment pool #5	AAAF/S1+	S&P	\$ 5,738,829
County Treasurer's investment pool	Unrated	N/A	735,883
US Agency Securities	Unrated	N/A	16,079,047
US Agency Securities	AA+	S&P	41,921,246
<b>Total Investments Subject to Credit Risk</b>			<b>\$ 64,475,005</b>

### Concentration of Credit Risk:

The College's investment policy limits the maximum investment percentage in any one security and in any one issuer to 5% with the exception of investments or collateralized investments that are implicitly or explicitly guaranteed by the United States. The College had investments at June 30, 2013 of 5% or more in Federal National Mortgage Association (FNMA), Federal Home Loan Banks (FHLB) and Federal Home Loan Mortgage Corporation (FHLMC). These investments were 28.45%, 21.89% and 15.81%, respectively, of the College's total investments.

### Interest Rate Risk:

Interest rate risk is the risk that changes in interest rates will adversely affect an investment's value. The College does not have a formal policy regarding interest rate risk. At June 30, 2013, the College had the following investments in debt securities:

## Notes to Financial Statements

Investment Type	Maturities				Fair Value
	Less than 1 Year	1-5 Years	6-10 Years	More than 10 Years	
State Treasurer's investment pool #5	\$ 5,738,829				\$ 5,738,829
County Treasurer's investment pool	735,883				735,883
US Treasury	12,260,397	\$ 4,780,146			17,040,543
US Agency Securities	38,953,452	18,901,690	\$ 107,896	\$ 235,181	58,198,219
<b>Total Investments Subject to Interest Rate Risk</b>	<b>\$ 57,688,561</b>	<b>\$ 23,681,836</b>	<b>\$ 107,896</b>	<b>\$ 235,181</b>	<b>\$81,713,474</b>

### 3. CAPITAL ASSETS

The College's capital asset activity for the year ended June 30, 2013, is detailed below.

Description	Balance 6/30/2012	Increases	Decreases	Balance 6/30/2013
Land and improvements	\$ 15,291,311			\$ 15,291,311
Construction in progress	1,450,322	\$ 2,562,750	\$ 161,242	3,851,830
<b>Depreciable assets</b>				
Buildings and improvements	178,480,684	195,989		178,676,673
Equipment	23,674,841	3,335,028	1,103,600	25,906,269
Leasehold improvements	3,260,062			3,260,062
Library books	7,248,861	377,463	225,083	7,401,241
<b>Total capital assets</b>	<b>229,406,081</b>	<b>6,471,230</b>	<b>1,489,925</b>	<b>234,387,386</b>
<b>Less accumulated depreciation:</b>				
Buildings and improvements	87,760,477	5,152,884		92,913,361
Equipment	20,322,729	2,058,141	1,092,942	21,287,928
Leasehold improvements	1,347,100	142,838		1,489,938
Library books	5,372,294	421,439	225,083	5,568,650
<b>Total accumulated depreciation</b>	<b>114,802,600</b>	<b>7,775,302</b>	<b>1,318,025</b>	<b>121,259,877</b>
<b>Capital assets, net</b>	<b>\$ 114,603,481</b>	<b>\$ (1,304,072)</b>	<b>\$ 171,900</b>	<b>\$ 113,127,509</b>

### 4. LONG -TERM LIABILITIES

The following schedule details the College's long-term liability and obligation activity for the year ended June 30, 2013:

Description	Balance 7/1/2012	Additions	Reductions	Balance 6/30/2013	Due Within One Year
General obligation bonds	\$ 3,280,000		\$ 1,925,000	\$ 1,355,000	
Lease purchase	3,365,000		3,365,000		
Compensated absences payable	7,700,412	\$ 4,727,788	4,932,608	7,495,592	4,219,839
<b>Total long-term liabilities</b>	<b>\$ 14,345,412</b>	<b>\$ 4,727,788</b>	<b>\$ 10,222,608</b>	<b>\$ 8,850,592</b>	<b>\$ 4,219,839</b>

#### Bonds Payable:

The College's bonded debt consists of one issue of general obligation bonds. Certain bonds may be redeemed by the owner (the College) prior to maturity, usually by paying a premium to the holder of the bond. This is referred to as being "callable," since the holder of the bond has no control over the redemption of the bond. The Series A (1996) bonds are callable. On all bonds

## Notes to Financial Statements

and obligations, interest is payable semiannually on January 1 and July 1 of each year.

Description	Outstanding Principal	Interest Rates
General obligation bonds:		
Buildings and improvements: Project of 1995 - Series A (1996)	\$ 1,355,000	5.0 to 5.5%
<b>Total</b>	<b>\$ 1,355,000</b>	

Bond proceeds were used primarily to acquire land or construct capital facilities. Certain general obligation bonds were issued to advance refund previously issued bonds. The College repays general obligation bonds from ad-valorem property taxes.

At June 30, 2013, \$5.1 million of general obligation bonds were considered defeased because the College placed refunding bond proceeds in a depository trust in a prior year to provide for all future debt service payments on the bonds. Accordingly, the trust account assets and the liability for these defeased bonds are not included in the College's financial statements.

The following schedule details debt service requirements to maturity for the College's bonds payable at June 30, 2013:

Year ending June 30:	General Obligation Bonds	
	Principal	Interest
2014		\$ 33,875
2015	\$ 1,355,000	33,875
<b>Total</b>	<b>\$ 1,355,000</b>	<b>\$ 67,750</b>

### Lease Purchase:

On July 1, 2004, the College entered into a lease purchase agreement with the Arizona Board of Regents, on behalf of the University of Arizona, to acquire a building at the College's Northwest Campus. Greater than expected enrollment necessitated expansion at the Northwest facility. At inception, total payments, including principal and interest, over the 18-year term of the agreement were \$7.9 million. Lease payments were based on University of Arizona debt service payments related to the leased building.

On July 6, 2012, \$3.4 million was disbursed to accomplish a prepayment and termination of the Northwest Campus building lease as agreed to with the Arizona Board of Regents in June 2012. The payment represented principal, interest and fees. The total payment of principal and interest was \$6.9 million, a savings of \$1 million in interest due to prepayment. The title to the building transferred to the College at the end of the lease.

## 5. PENSION AND OTHER POSTEMPLOYMENT BENEFITS

### Plan Descriptions:

The College contributes to a cost-sharing, multiple-employer defined benefit pension plan; a cost-sharing, multiple-employer defined benefit health insurance premium benefit plan; and a cost-sharing, multiple-employer defined benefit long-term disability plan, all of which are administered by the Arizona State Retirement System (the ASRS). The ASRS (through its

## Notes to Financial Statements

Retirement Fund) provides retirement (i.e., pension), death and survivor benefits; the Health Benefit Supplement Fund provides health insurance premium benefits (i.e., a monthly subsidy); and the Long-Term Disability Fund provides long-term disability benefits. Benefits are established by state statute. The ASRS is governed by the Arizona State Retirement System Board according to the provisions of A.R.S. Title 38, Chapter 5, Article 2. The ASRS issues a comprehensive annual financial report that includes financial statements and required supplementary information. The most recent report may be obtained by writing the ASRS at 3300 North Central Avenue, P.O. Box 33910, Phoenix, AZ, 85067-3910, by calling (602) 240-2000 or 1-800-621-3778, or by looking at the ASRS's website at [www.azasrs.gov](http://www.azasrs.gov).

### Funding Policy:

The Arizona State Legislature establishes and may amend active plan members' and the College's contribution rates. For the year ended June 30, 2013, active plan members were required by statute to contribute at the actuarially determined rate of 11.14 percent (10.90 percent for retirement and 0.24 percent for long-term disability) of the members' annual covered payroll and the College was required by statute to contribute at the actuarially determined rate of 11.14 percent (10.25 percent for retirement, 0.65 percent for health insurance premium and 0.24 percent for long-term disability) of the members' annual covered payroll.

The College's contributions for the current and two preceding fiscal years, all of which were equal to the required contributions, were as follows:

Years ended June 30:	Retirement Fund	Health Benefit Supplement Fund	Long - Term Disability Fund	Totals
2013	\$ 7,413,364	\$ 470,116	\$ 174,985	\$ 8,058,465
2012	6,943,426	443,197	168,837	7,555,460
2011	6,427,831	420,912	178,353	7,027,096

## 6. RISK MANAGEMENT

The College is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; natural disasters; errors and omissions; and injuries to employees. The College participates in a risk retention trust for liabilities arising from general liability and automobile risks. The trust operating agreement includes a provision for member assessment in the event that total claims paid by the trust exceed the contributions and reserves in any one year. The assessment is limited to the contribution amount paid by the College during the year in which the assessment is applied. The College carries commercial insurance for other risks of loss, including property, workers' compensation, and accident insurance. Settled claims resulting from these risks have not exceeded commercial insurance coverage in any of the past three fiscal years.

In addition, the College finances uninsured risks of loss for prescription benefits to eligible employees and their dependents. The prescription plan provides coverage for eligible prescription drugs with an employee-paid co-payment determined by the drug's availability within the plan's formulary. The College utilizes a consultant to determine the required funding annually based upon anticipated utilization, cost trends, and benefit levels. The College does not purchase insurance for claims in excess of the projected funding level. An independent administrator provides claim and record-keeping services for the plan.

## Notes to Financial Statements

<b>Prescription Plan</b>	Year Ending June 30	
	2012	2013
Claims liability at beginning of year	\$ 314,036	\$ 0
Claims incurred during the year	2,154,853	2,843,402
Payments on claims	(2,468,889)	(2,843,402)
Claims liability at end of year	\$ 0	\$ 0

### 7. OPERATING EXPENSES

The College's operating expenses are presented by functional classification in the Statement of Revenues, Expenses and Changes in Net Position. The operating expenses can also be classified into the following:

<b>Description</b>	<b>Amount</b>
Employee Compensation and Benefits	\$ 122,119,753
Communications and Utilities	5,613,719
Travel	1,993,186
Contractual Services	15,306,738
Supplies and Materials	11,339,578
Scholarships	26,244,500
Other Expenses	5,942,351
Depreciation	7,775,302
<b>Total operating expenses</b>	<b>\$ 196,335,127</b>

### 8. DISCRETELY PRESENTED COMPONENT UNIT – PIMA COMMUNITY COLLEGE FOUNDATION

#### 8a. Summary of Significant Accounting Policies

##### **Reporting Entity:**

Pima Community College Foundation, Inc. (the Foundation) was incorporated in the State of Arizona in 1977 as a nonprofit organization dedicated to supporting Pima Community College (the College) by securing private philanthropic support for scholarships, programs and other College needs, managing assets to ensure the best financial returns and facilitating College development activities.

##### **Basis of Presentation and Accounting:**

The financial statements of the Foundation have been prepared on the accrual basis of accounting and, accordingly, reflect all significant receivables, payables, and other liabilities. Revenue is recognized when earned and expenses are recognized when incurred.

## Notes to Financial Statements

### **Financial Statement Presentation:**

The Foundation reports information regarding its financial position and activities according to three classes of net position (unrestricted net position, temporarily restricted net position and permanently restricted net position) based upon the existence or absence of donor-imposed restrictions.

- Unrestricted net position – Net position that is not subject to donor-imposed stipulations.
- Temporarily restricted net position – Net position subject to donor-imposed stipulations that may or will be met either by actions of the Foundation and/or the passage of time. When a restriction expires, the temporarily restricted net position is reclassified to unrestricted net position and reported in the statement of activities as net position released from restrictions.
- Permanently restricted net position – Net position subject to donor-imposed stipulations that may be maintained permanently by the Foundation.

Contributions are recognized as revenue when received or unconditionally promised. The Foundation reports gifts of cash and other assets as temporarily or permanently restricted support if such gifts are received with donor stipulations that limit the use of the donated assets as to either purpose or time period. When a donor restriction expires, either through the passage of time or use of the monies for the purpose intended by the donor, temporarily restricted net position is reclassified to unrestricted net position and reported as net position released from restrictions. Temporarily restricted contributions are reported as unrestricted net position when the restriction is met in the same period the contribution is received. In the College's financial report, the Foundation's net position is presented as restricted and unrestricted.

### **Use of estimates:**

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

### **Tax-Exempt Status:**

The Foundation is a nonprofit organization and is exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Therefore, no provision has been made for income taxes in the accompanying financial statements. The Foundation is not classified as a private foundation under Section 509(a) of the IRC.

### **Cash and Cash Equivalents:**

Cash and cash equivalents include all cash balances and highly liquid investments with an original maturity of three months or less.

### **Concentration of Risk:**

Financial instruments that potentially subject the Foundation to concentrations of credit risk consist principally of cash and cash equivalents. The Foundation maintains its cash in bank deposit accounts, which may exceed federally insured limits. At June 30, 2013, the Federal Deposit Insurance Corporation (FDIC) insures cash accounts at banks up to \$250,000 per



## Notes to Financial Statements

institution and no longer provides unlimited coverage for non-interest-bearing accounts. At June 30, 2012, non-interest-bearing cash accounts were fully insured. Investments held by other institutions are insured up to \$500,000 under insurance provided by the Securities Investor Protection Corporation (SIPC). However, SIPC does not protect against losses in market value. The Foundation's investments are also insured under additional brokerage insurance up to \$750,000,000. This additional protection becomes available in the event that SIPC limits are exhausted. At June 30, 2013, there was \$2,975 in cash and cash equivalents on deposit in excess of the FDIC insurance limit. It is the opinion of management that the solvency of the referenced financial institutions is not of concern at this time.

### **Investments:**

In accordance with generally accepted accounting principles applicable to nonprofit organizations, investments in marketable securities with readily determinable fair values and all investments in debt securities are valued at their fair values in the statement of financial position. Unrealized gains and losses are included with the change in net position.

### **Funds held for others:**

Various nonprofit and other entities give funds to the Foundation for students to receive scholarships. These other entities select the scholarship recipient. As the Foundation has no control over who receives the scholarships, these are reported as funds held for others. Funds held for others totaled \$381,679 at June 30, 2013.

### **Donated Services, Materials and Facilities:**

Donated goods and facilities are valued at fair market value. Donated services are recognized in the financial statements at fair market value if the following criteria are met:

- The services require specialized skills and the services are provided by individuals possessing those skills.
- The services would typically need to be purchased if not donated.

Although the Foundation may utilize the services of outside volunteers, the fair value of these services has not been recognized in the accompanying financial statements since they do not meet the criteria for recognition under generally accepted accounting principles.

### **Advertising:**

The Foundation expenses advertising costs as incurred. The Foundation does not participate in direct-response advertising which requires the capitalization and amortization of related costs. Advertising costs totaled \$19,520 at June 30, 2013.

### **8b. Cash and Investments**

At June 30, 2013, the Foundation's unrestricted cash and cash equivalents were in the amount of \$1,057,406.

The Foundation's other long-term investments at June 30, 2013, consisted of the following:

## Notes to Financial Statements

<i>Foundation 2013</i>	
Bond Funds	\$ 268,464
Equity Funds	4,844,381
Investment in Partnership	1,266,656
<b>Total available for operations</b>	<b>\$ 6,379,501</b>

### 8c. Endowment Funds

The Foundation's endowment includes donor restricted funds. As required by generally accepted accounting principles, net position associated with endowment funds is classified and reported based on the existence or absence of donor-imposed restrictions.

The Board of Directors of the Foundation has interpreted Arizona's version (Titled the "Management of Charitable Funds Act" (the Act)) of the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Foundation classifies a permanently restricted net position as (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified as permanently restricted net position is classified as temporarily restricted net position until those amounts are appropriated for expenditure by the Foundation in a manner consistent with the standard of prudence prescribed by the Act.

Endowment net position composition as of June 30, 2013 consists of:

	Temporarily Restricted	Permanently Restricted
Donor-restricted endowment assets	<u>\$ 475,213</u>	<u>\$ 4,506,939</u>

Changes in endowment net position for the year ended June 30, 2013 are as follows:

	Temporarily Restricted	Permanently Restricted
Endowment net position, beginning of year	\$ 304,886	\$ 4,420,091
Contributions		58,843
Donor-directed transfers		28,005
Investment Income	316,662	
Appropriation of endowment assets for expenditure	(146,335)	
Endowment net position, end of year	<u>\$ 475,213</u>	<u>\$ 4,506,939</u>

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Statistical  
Section



**PimaCountyCommunityCollegeDistrict**

**Pima County Community College District  
Statistical Section**

**Table of Contents: Statistical Section**

**Financial Trends.....40**  
These schedules contain trend information to help the reader understand how the College's financial performance and well-being have changed over time.

**Revenue Capacity.....46**  
These schedules contain trend information to help the reader assess the factors affecting the College's ability to generate property taxes, tuition, grants and other revenues.

**Debt Capacity.....52**  
The debt capacity information will assist the reader in understanding and assessing the College's debt burden and ability to issue debt.

**Demographic and Economic Information.....58**  
The demographic and economic information is presented to assist users in understanding certain aspects of the environment in which the College operates.

**Operating Information.....61**  
These schedules contain contextual information to help the reader assess the delivery and effectiveness of College operations.

**Pima County Community College District  
Financial Trends**

**Schedule of Net Position by Component**  
Fiscal Years 2013 to 2004

	Fiscal Year									
	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
Net Investment in Capital Assets	\$ 111,772,509	\$ 107,958,480	\$ 110,359,292	\$ 106,023,641	\$ 98,438,758	\$ 91,317,290	\$ 84,835,720	\$ 79,326,718	\$ 73,154,179	\$ 66,710,465
Restricted - expendable	8,184,292	7,771,778	7,718,819	5,584,879	6,192,750	5,881,028	8,318,933	5,990,638	5,322,202	5,205,969
Restricted - nonexpendable	1,631,278	1,682,173	101,886	1,675,365	1,553,416	1,534,847	1,575,816	1,414,922	1,557,428	1,438,781
Unrestricted	93,662,614	100,136,064	98,779,375	85,778,752	80,973,839	70,181,923	61,086,198	58,228,151	55,570,013	53,334,542
<b>Total Net Position</b>	<b>\$215,250,693</b>	<b>\$217,548,495</b>	<b>\$216,959,372</b>	<b>\$199,062,637</b>	<b>\$187,158,763</b>	<b>\$168,915,088</b>	<b>\$155,816,667</b>	<b>\$144,960,429</b>	<b>\$135,603,822</b>	<b>\$126,689,757</b>

Source: District Records

**Pima County Community College District  
Financial Trends**

**Schedule of Other Changes in Net Position  
Fiscal Years 2013 to 2004**

	Fiscal Year									
	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
<b>Income (Loss) Before Other Changes in Net Position</b>	\$ (3,097,802)	\$ 522,923	\$ 17,855,272	\$ 11,767,148	\$ 18,042,849	\$ 9,765,895	\$ 6,542,112	\$ 6,037,381	\$ 6,481,940	\$ 12,794,885
Capital Appropriations						3,198,900	3,262,900	3,268,000	3,297,800	2,654,800
Capital Gifts and Grants	800,000	66,200	41,463	136,726	200,826	133,626	1,051,226	51,226	51,226	1,329,226
<b>Total Change in Net Position</b>	<b>\$ (2,297,802)</b>	<b>\$ 589,123</b>	<b>\$ 17,896,735</b>	<b>\$ 11,903,874</b>	<b>\$ 18,243,675</b>	<b>\$ 13,098,421</b>	<b>\$ 10,856,238</b>	<b>\$ 9,356,607</b>	<b>\$ 9,830,966</b>	<b>\$ 16,778,911</b>

Source: District Records

**Pima County Community College District  
Financial Trends**

**Schedule of Expenses by Identifiable Activity  
Fiscal Years 2013 to 2004**

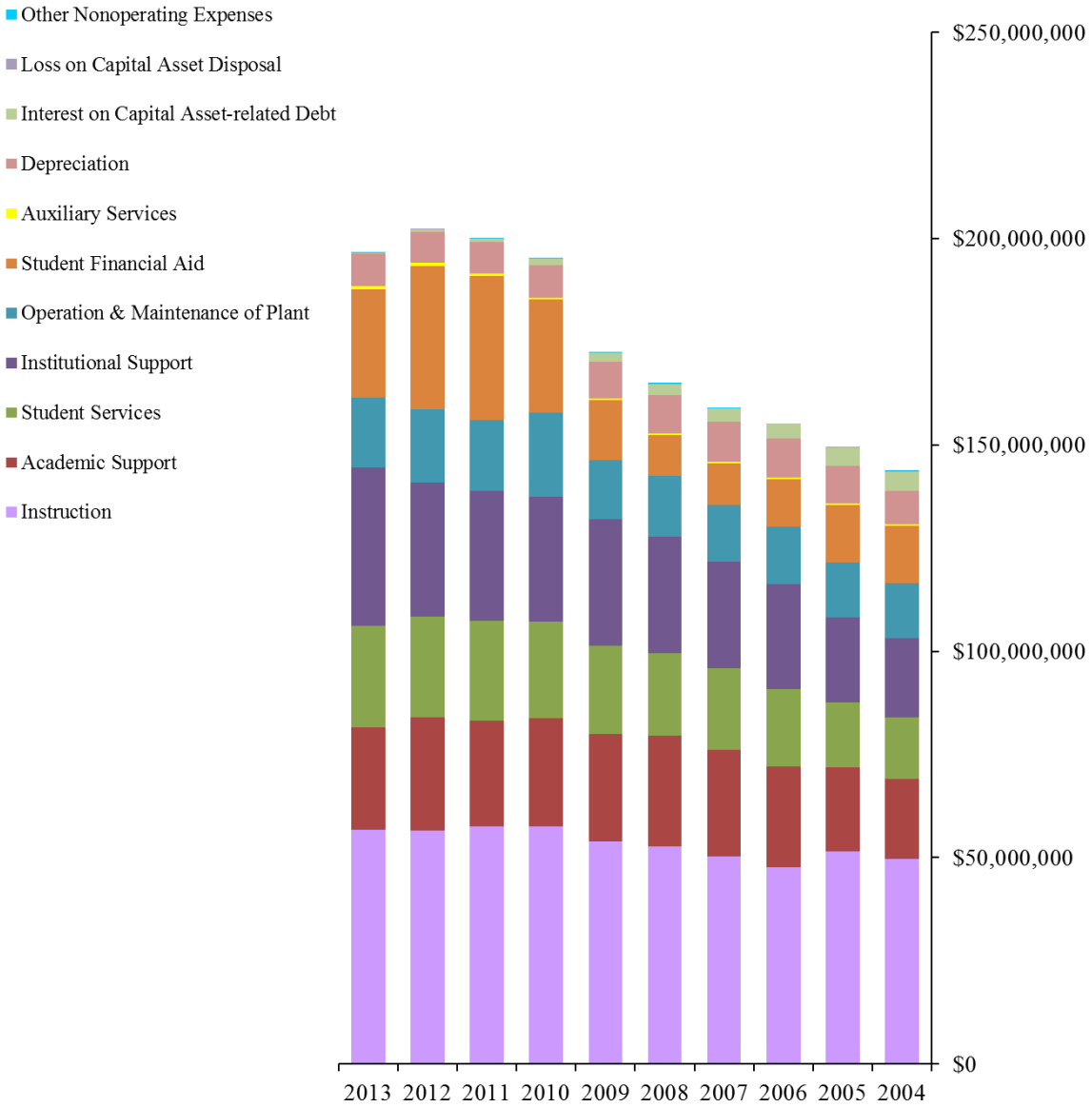
	Fiscal Year									
	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
<b>Operating Expenses</b>										
Instruction	\$ 56,722,122	\$ 56,541,376	\$ 57,500,697	\$ 57,464,058	\$ 53,829,194	\$ 52,780,535	\$ 50,358,712	\$ 47,590,586	\$ 51,458,514	\$ 49,763,342
Academic Support	24,878,589	27,424,159	25,592,122	26,414,846	26,059,669	26,847,901	25,845,798	24,404,446	20,353,720	19,288,581
Student Services	24,615,986	24,475,523	24,400,835	23,398,419	21,425,318	19,899,674	19,646,698	18,773,819	15,850,844	14,993,217
Institutional Support	38,208,264	32,376,945	31,362,563	30,106,066	30,689,156	28,316,662	25,841,538	25,518,916	20,612,824	19,126,135
Operation and Maintenance of Plant	17,134,651	17,805,567	17,188,038	20,361,539	14,402,725	14,591,818	13,663,309	14,005,767	13,299,786	13,391,180
Student Financial Aid	26,244,500	34,764,717	34,799,330	27,564,234	14,444,634	9,982,314	10,217,749	11,390,995	13,827,818	13,874,635
Auxiliary Enterprises	755,713	694,438	594,145	441,050	511,708	445,760	442,005	376,163	405,840	400,314
Depreciation	7,775,302	7,637,565	7,682,122	7,894,367	8,886,260	9,270,375	9,630,691	9,426,904	9,183,078	7,989,477
<b>Total Operating Expenses</b>	<b>196,335,127</b>	<b>201,720,290</b>	<b>199,119,852</b>	<b>193,644,579</b>	<b>170,248,664</b>	<b>162,135,039</b>	<b>155,646,500</b>	<b>151,487,596</b>	<b>144,992,424</b>	<b>138,826,881</b>
<b>Nonoperating Expenses</b>										
Interest on Capital Asset-Related Debt	207,304	464,825	882,425	1,461,113	2,081,623	2,589,150	3,171,063	3,747,663	4,346,303	4,732,158
Loss on Capital Asset Disposal	10,657	106,875	11,914	23,640	21,355	100,080	122,362		101,565	138,012
Other Nonoperating Expenses	43,871		8,773	30,940	138,716	171,472	24,161			49,539
<b>Total Nonoperating Expenses</b>	<b>261,832</b>	<b>571,700</b>	<b>903,112</b>	<b>1,515,693</b>	<b>2,241,694</b>	<b>2,860,702</b>	<b>3,317,586</b>	<b>3,747,663</b>	<b>4,447,868</b>	<b>4,919,709</b>
<b>Total Expenses</b>	<b>\$ 196,596,959</b>	<b>\$ 202,291,990</b>	<b>\$ 200,022,964</b>	<b>\$ 195,160,272</b>	<b>\$ 172,490,358</b>	<b>\$ 164,995,741</b>	<b>\$ 158,964,086</b>	<b>\$ 155,235,259</b>	<b>\$ 149,440,292</b>	<b>\$ 143,746,590</b>

Source: District Records



## Pima County Community College District Financial Trends

**Graph of Expenses by Identifiable Activity**  
Fiscal Years 2013 to 2004



**Pima County Community College District  
Financial Trends**

**Schedule of Revenues by Source**  
Fiscal Years 2013 to 2004

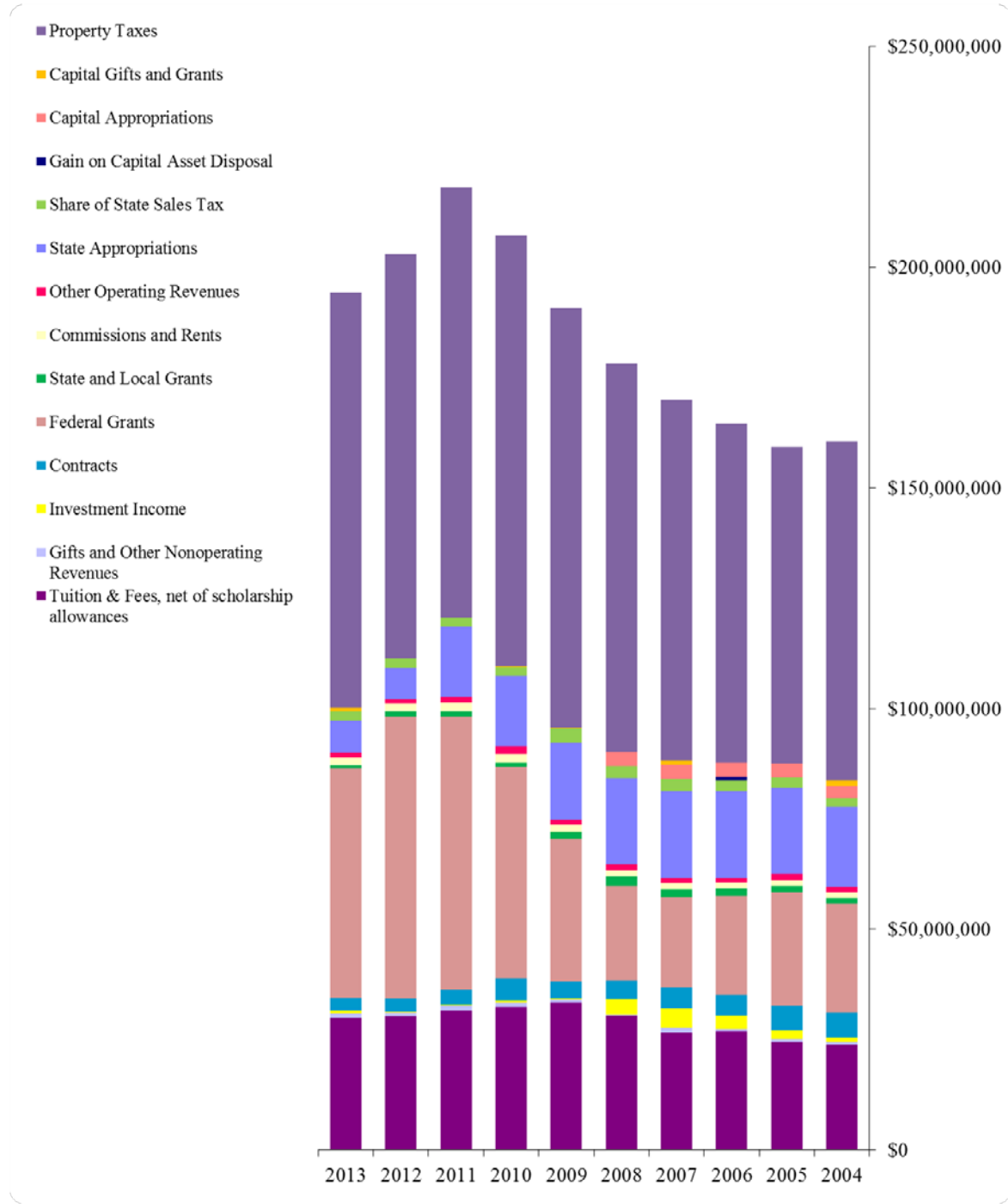
	Fiscal Year									
	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
<b>Operating Revenues</b>										
Tuition and Fees, net of scholarship allowances	\$ 30,034,844	\$ 30,315,594	\$ 31,543,208	\$ 32,359,864	\$ 33,365,932	\$ 30,540,815	\$ 26,598,153	\$ 26,916,148	\$ 24,569,880	\$ 23,923,443
Contracts	2,887,596	3,096,886	3,350,861	5,073,714	3,908,570	4,056,206	4,653,215	4,774,704	5,638,159	5,546,986
Commissions and Rents	1,653,777	1,827,383	1,891,920	1,881,242	1,492,245	1,484,209	1,415,147	1,386,225	1,272,341	1,210,544
Other Operating Revenues	1,099,854	961,978	1,311,330	1,825,203	1,151,767	1,225,909	1,116,516	1,059,377	1,415,404	1,267,483
<b>Total Operating Revenues</b>	<b>35,676,071</b>	<b>36,201,841</b>	<b>38,097,319</b>	<b>41,140,023</b>	<b>39,918,514</b>	<b>37,307,139</b>	<b>33,783,031</b>	<b>34,136,454</b>	<b>32,895,784</b>	<b>31,948,456</b>
<b>Nonoperating Revenues</b>										
Property Taxes	94,150,821	91,581,461	97,431,336	97,583,761	95,074,188	87,864,083	81,545,867	76,820,090	71,646,214	76,808,328
State Appropriations	7,353,500	7,146,400	15,942,100	15,942,100	17,413,618	19,593,500	19,593,500	19,593,500	19,593,500	18,125,700
Federal Grants	51,918,293	63,645,052	61,762,889	47,861,962	32,131,073	21,535,563	20,516,659	22,279,565	25,711,090	24,845,423
State and Local Grants	770,688	1,326,419	1,366,883	996,369	1,730,592	2,111,608	1,796,011	1,673,520	1,473,173	1,267,471
Share of State Sales Tax	2,072,940	1,977,303	1,909,767	1,964,641	3,264,463	2,659,271	2,740,430	2,500,110	2,107,302	1,989,552
Gifts and Other Nonoperating Revenues	895,476	799,030	1,147,421	961,332	659,580	4,080	1,045,882	444,736	521,017	602,015
Investment Income	661,368	137,407	220,521	477,231	341,179	3,686,392	4,484,818	3,084,756	1,974,152	954,530
Gain on Capital Asset Disposal								739,909		
Capital Appropriations						3,198,900	3,262,900	3,268,000	3,297,800	2,654,800
Capital Gifts and Grants	800,000	66,200	41,463	136,726	200,826	133,626	1,051,226	51,226	51,226	1,329,226
<b>Total Nonoperating Revenues</b>	<b>158,623,086</b>	<b>166,679,272</b>	<b>179,822,380</b>	<b>165,924,122</b>	<b>150,815,519</b>	<b>140,787,023</b>	<b>136,037,293</b>	<b>130,455,412</b>	<b>126,375,474</b>	<b>128,577,045</b>
<b>Total Revenues</b>	<b>\$ 194,299,157</b>	<b>\$ 202,881,113</b>	<b>\$ 217,919,699</b>	<b>\$ 207,064,145</b>	<b>\$ 190,734,033</b>	<b>\$ 178,094,162</b>	<b>\$ 169,820,324</b>	<b>\$ 164,591,866</b>	<b>\$ 159,271,258</b>	<b>\$ 160,525,501</b>

Source: District Records

Note: Data for Contracts, Federal Grants and State and Local Grants was restated beginning fiscal year 2008 to coincide with revised revenue classifications.

## Pima County Community College District Financial Trends

**Graph of Revenues by Source**  
Fiscal Years 2013 to 2004



**Pima County Community College District  
Revenue Capacity**

**Assessed Value and Full Cash Value of All Taxable Property**

Last Ten Fiscal Years

*Dollars in Thousands*

<u>Fiscal Year/Levy Type (1)</u>	<u>Net Assessed Value</u>	<u>Total Direct Tax Rate (2)</u>	<u>Full Cash Values (3)</u>	<u>Ratio of Net Assessed to Full Cash Value</u>
2011/2012 Primary	\$ 8,310,120	1.1484	\$ 78,036,208	10.65%
2011/2012 Secondary	8,448,282	0.0257	80,152,473	10.54%
Total		1.1741		
2010/2011 Primary	\$ 8,939,647	1.0846	\$ 82,348,221	10.86%
2010/2011 Secondary	9,342,561	0.0248	86,228,902	10.83%
Total		1.1094		
2009/2010 Primary	\$8,985,712	0.9755	\$80,593,121	11.15%
2009/2010 Secondary	9,860,981	0.1093	88,098,754	11.19%
Total		1.0848		
2008/09 Primary	\$8,230,967	0.9356	\$73,122,499	11.26%
2008/09 Secondary	9,594,862	0.1414	85,993,246	11.16%
Total		1.0770		
2007/08 Primary	\$7,353,331	0.9844	\$64,347,659	11.43%
2007/08 Secondary	8,220,396	0.1511	72,101,321	11.40%
Total		1.1355		
2006/07 Primary	\$6,467,202	1.0191	\$56,437,790	11.46%
2006/07 Secondary	6,869,955	0.1654	59,890,229	11.47%
Total		1.1845		
2005/06 Primary	\$5,849,549	1.0570	\$50,631,267	11.55%
2005/06 Secondary	6,050,950	0.1945	52,335,111	11.56%
Total		1.2515		
2004/05 Primary	\$5,412,550	1.0930	\$46,754,009	11.58%
2004/05 Secondary	5,620,156	0.2184	48,474,537	11.59%
Total		1.3114		
2003/04 Primary	\$5,022,474	1.1143	\$42,927,737	11.70%
2003/04 Secondary	5,221,271	0.2285	44,423,165	11.75%
Total		1.3428		
2002/03 Primary	\$4,669,336	1.1358	\$39,908,791	11.70%
2002/03 Secondary	4,835,561	0.3526	41,109,997	11.76%
Total		1.4884		

**Source:** Pima County Department of Finance (June 30, 2012 CAFR)

Pima County Assessor's Office

**Notes:** (1) Primary - Taxes levied to pay for current operation and maintenance expenses.

Secondary - Taxes levied to pay principal and interest on bonded indebtedness and special district assessments.

(2) Includes Primary and Secondary tax rates.

(3) Full Cash Value or Secondary Value approximates market value.

**Pima County Community College District  
Revenue Capacity**

**Property Tax Levies and Collections (1)**  
Last Ten Fiscal Years

<b>Fiscal Year</b>	<b>Original Real Property Tax Levy</b>	<b>Board Ordered Changes thru 6/30/13</b>	<b>Adjusted Levy</b>	<b>(2) Collections/ Payments Initial Tax Year</b>	<b>Percent of Original Levy</b>	<b>(2) Collections/ Payments thru 6/30/13</b>	<b>Percent of Adjusted Levy</b>	<b>(3) Taxes Receivable as of 6/30/13</b>
2013	\$88,643,360	\$0	\$88,643,360	\$85,469,057	96.42%	\$85,469,057	96.42%	\$3,174,303
2012	\$86,335,655	\$24,333	\$86,359,988	\$83,080,271	96.23%	\$86,154,853	99.76%	\$205,135
2011	\$83,858,009	(\$158,996)	\$83,699,013	\$79,888,743	95.27%	\$83,126,948	99.32%	\$572,065
2010	\$80,612,932	(\$134,231)	\$80,478,701	\$77,256,390	95.84%	\$80,385,532	99.88%	\$93,169
2009	77,538,112	(64,314)	77,473,798	74,356,209	95.90%	77,427,842	99.94%	45,956
2008	71,233,238	(113,128)	71,120,110	68,590,439	96.29%	71,100,956	99.97%	19,154
2007	65,036,724	(53,891)	64,982,833	62,767,895	96.51%	64,963,713	99.97%	19,120
2006	60,651,389	(6,755)	60,644,634	58,642,022	96.69%	60,626,184	99.97%	18,450
2005	57,155,078	(97,218)	57,057,860	55,279,797	96.72%	57,048,266	99.98%	9,594
2004	53,959,971	(190,575)	53,769,396	51,984,279	96.34%	53,754,701	99.97%	14,695
<b>Totals</b>	<b>\$725,024,468</b>	<b>(\$794,775)</b>	<b>\$724,229,693</b>	<b>\$697,315,102</b>		<b>\$720,058,052</b>		<b>\$4,171,641</b>

**Source:** All figures are derived from Pima County Treasurer's Tax Ledgers and spreadsheets.

**Notes:** (1) All amounts shown are for primary property taxes only. Unsecured personal property taxes are not included in this schedule because the dates of the monthly tax rolls vary each year.

Total unsecured personal property tax board ordered changes and collections for fiscal year 2012-13 were \$0.00 and \$3,291,101 respectively, for tax years 2003 through 2012, including rolls and cycles through June 30, 2013. The total outstanding levy at June 30, 2013 for the period cited stands at \$580,861.

(2) Amounts collected are on a cash basis.

(3) Represents the difference between the adjusted levy and collected to June 30, 2013.

**Pima County Community College District  
Revenue Capacity**

**Schedule of Principal Property Taxpayers**

Last Ten Years as of 2012 (1)

*Dollars in Thousands*

<u>Employer</u>	2012			2011			2010			2009			2008		
	Estimated Assessed Value (2)	Rank	Percent of Total Assessed Value	Estimated Assessed Value (2)	Rank	Percent of Total Assessed Value	Estimated Assessed Value (2)	Rank	Percent of Total Assessed Value	Estimated Assessed Value (2)	Rank	Percent of Total Assessed Value	Estimated Assessed Value (2)	Rank	Percent of Total Assessed Value
Unisource/Tucson Electric Power Co.	\$179,262	1	2.2%	\$168,510	1	2.0%	\$164,363	1	1.8%	\$158,764	2	1.6%	\$153,431	2	1.6%
Freeport-McMoRan Copper & Gold	142,419	2	1.7%	99,048	2	1.2%	89,289	2	1.0%	198,694	1	2.0%	156,780	1	1.6%
ASARCO LLC	83,778	3	1.0%	58,585	4	0.7%	28,878	5	0.3%	20,042	8	0.2%			
Southwest Gas Corporation	61,718	4	0.8%	64,533	3	0.8%	65,879	3	0.7%	64,775	4	0.7%	63,698	4	0.6%
QWEST Corporation	53,225	5	0.7%	51,942	5	0.6%	55,076	4	0.6%	74,646	3	0.8%	87,000	3	0.9%
Trico Electric Co-Op Inc.	22,133	6	0.3%	21,217	6	0.3%	21,208	6	0.2%	21,029	7	0.2%	18,816	9	0.2%
DND Neffson Co. (Tucson Mall)	17,998	7	0.2%	17,931	7	0.2%	17,715	7	0.2%	18,888	10	0.2%	21,013	8	0.2%
Northwest Hospital LLC	17,723	8	0.2%	17,390	9	0.2%	17,097	8	0.2%						
Wal-Mart Stores Incorporated	15,581	9	0.2%												
Verizon Wireless	14,291	10	0.2%												
Target Corporation				17,519	8	0.2%									
Star Pass Resort Developments LLC				16,153	10	0.2%	16,582	10	0.2%	19,384	9	0.2%	15,889	10	0.2%
Arizona Portland Cement							16,635	9	0.2%	27,561	6	0.3%	23,593	7	0.2%
ASARCO Mining										63,572	5	0.6%	44,047	5	0.4%
Raytheon													33,833	6	0.3%
Westin La Paloma															
El Conquistador Hotel															
HDP Northwest															
<b>Total Top Ten</b>	<b>\$608,128</b>		<b>7.4%</b>	<b>\$532,828</b>		<b>6.4%</b>	<b>\$492,722</b>		<b>5.4%</b>	<b>\$ 667,355</b>		<b>6.8%</b>	<b>\$618,100</b>		<b>6.5%</b>

Source: Pima County Department of Finance (June 30, 2012 CAFR)

Notes: (1) June 30, 2013 statistics were unavailable at time of publication.

(2) Secondary Assessed Valuation for Tax Year

\$8,171,212

\$8,448,282

\$9,342,561

\$9,860,981

\$9,594,862

**Pima County Community College District  
Revenue Capacity**

**Schedule of Principal Property Taxpayers (continued)**

Last Ten Years as of 2012 (1)

*Dollars in Thousands*

<u>Employer</u>	<u>2007</u>			<u>2006</u>			<u>2005</u>			<u>2004</u>			<u>2003</u>		
	<u>Estimated Assessed Value (2)</u>	<u>Rank</u>	<u>Percent of Total Assessed Value</u>	<u>Estimated Assessed Value (2)</u>	<u>Rank</u>	<u>Percent of Total Assessed Value</u>	<u>Estimated Assessed Value (2)</u>	<u>Rank</u>	<u>Percent of Total Assessed Value</u>	<u>Estimated Assessed Value (2)</u>	<u>Rank</u>	<u>Percent of Total Assessed Value</u>	<u>Estimated Assessed Value (2)</u>	<u>Rank</u>	<u>Percent of Total Assessed Value</u>
Unisource/Tucson Electric Power Co.	\$150,771	1	1.6%	\$143,362	1	1.7%	\$145,937	1	2.1%	\$125,597	1	3.0%	\$122,499	1	2.2%
Freeport-McMoRan Copper & Gold	93,656	3	1.0%	55,176	4	0.7%	21,209	6	0.3%	15,250	7	0.4%	14,375	8	0.3%
ASARCO LLC															
Southwest Gas Corporation	62,919	4	0.7%	62,846	3	0.8%	62,970	3	0.9%	59,528	3	1.4%	55,710	3	1.0%
QWEST Corporation	94,300	2	1.0%	87,093	2	1.1%	104,468	2	1.5%	104,944	2	2.5%	108,829	2	1.9%
Trico Electric Co-Op Inc.	18,044	8	0.2%	14,806	10	0.2%				12,925	10	0.3%	11,467	10	0.2%
DND Neffson Co. (Tucson Mall)	19,897	7	0.2%	19,087	7	0.2%	22,377	5	0.3%	19,364	5	0.5%	18,703	5	0.3%
Northwest Hospital LLC															
Wal-Mart Stores Incorporated															
Verizon Wireless															
Target Corporation															
Star Pass Resort Developments LLC	15,280	10	0.2%	17,068	8	0.2%									
Arizona Portland Cement	23,468	6	0.2%	22,858	5	0.3%	22,459	4	0.3%	21,296	4	0.5%	19,990	4	0.4%
ASARCO Mining															
Raytheon	58,987	5	0.6%	21,665	6	0.3%	16,069	8	0.2%	13,895	9	0.3%	13,290	9	0.2%
Westin La Paloma	15,959	9	0.2%	15,504	9	0.2%	16,358	7	0.2%	15,943	6	0.4%	16,057	6	0.3%
El Conquistador Hotel							13,653	10	0.2%	14,655	8	0.3%	14,461	7	0.3%
HDP Northwest							14,708	9	0.2%						
<b>Total Top Ten</b>	<b>\$553,281</b>		<b>6.6%</b>	<b>\$ 459,465</b>		<b>6.7%</b>	<b>\$ 440,208</b>		<b>7.3%</b>	<b>\$ 403,397</b>		<b>7.2%</b>	<b>\$ 395,381</b>		<b>7.7%</b>

Source: Pima County Department of Finance (June 30, 2012 CAFR)

Notes:(1) June 30, 2013 statistics were unavailable at time of publication.

(2) Secondary Assessed Valuation for Tax Year

\$8,220,396

\$6,869,955

\$6,050,950

\$5,620,156

\$ 5,221,271

## Pima County Community College District Revenue Capacity

### Property Tax Rates, Direct and Overlapping Governments Last Ten Fiscal Years (Per \$100 of Assessed Value) (6)

Tax Year	Pima County Community College District	State of Arizona	Central Arizona Water Conservation District	(1)			(2)	
				Pima County	Flood Control District	County Library District	Education Assistance	Cortaro-Marana Irrigation District
2012	1.1741 (4)	0.0000	0.1000	4.2425	0.2635	0.3460	0.4717	66.0000
2011	1.1094 (4)	0.0000	0.1000	4.2396	0.2635	0.3460	0.4259	66.0000
2010	1.0848 (4)	0.0000	0.1000	4.1063	0.2635	0.3100	0.3564	66.0000
2009	1.0770 (4)	0.0000	0.1000	4.0639	0.2635	0.2643	0.3306	66.0000
2008	1.1355 (4)	0.0000	0.1000	4.0374	0.2935	0.3393	0.0000	66.0000
2007	1.1845 (4)	0.0000	0.1000	4.3253	0.3446	0.3975	0.0000	65.0000
2006	1.2515 (4)	0.0000	0.1200	4.5985	0.3746	0.3675	0.0000	60.0000
2005	1.3114 (4)	0.0000	0.1200	4.8290	0.3746	0.2575	0.4358	60.0000
2004	1.3428 (4)	0.0000	0.1200	4.9297	0.3546	0.2124	0.4560	60.0000
2003	1.4884 (4)	0.0000	0.1200	4.9311	0.3546	0.2124	0.4717	50.0000

Tax Year	(2) Flowing Wells Irrigation District	(2) Silverbell Irrigation District	City of Tucson	City of South Tucson	Street Lighting Impro. District	(3) Mobile Home Relocation District	(5) Towns Other	School Districts Range	
							From	To	
2012	19.3500	3.0000	1.2639	2.7640	9.6038	0.5000	7.0000	1.2484	7.3187
2011	19.3500	3.0000	1.1621	2.6603		0.5000	7.0000	1.7682	6.9480
2010	19.3500	3.0000	0.9550	0.1999			7.0000	1.4797	7.0689
2009	19.3500	3.0000	0.9344	0.2035			6.4000	1.3726	7.6340
2008	19.3500	3.0000	0.9601	0.2143			6.4000	1.4622	7.8009
2007	12.9000	3.0000	1.1321	0.2258			6.4000	1.6020	8.1490
2006	12.9000	3.0000	1.2257	0.2383			3.1000	1.7394	9.1529
2005	12.9000	3.0000	1.2364	0.2383			2.8000	1.8090	8.6482
2004	12.9000	3.0000	1.1847	0.2383			2.8000	1.8931	8.4846
2003	10.4000	3.0000	1.1569	0.2513			0.3751	1.9583	9.1041

Source: Pima County Department of Finance (June 30, 2012 CAFR)

- (1) The Pima County Flood Control District tax levy applies only to real property.
- (2) Irrigation districts' tax rates shown are levied on a per acre basis.
- (3) Mobile Home Relocation levy applies only to unsecured mobile homes
- (4) Rate includes the secondary tax levy for debt service on general obligation bonds and fire district assistance.
- (5) The 2003 figure represents the aggregate rate for the Towns of Casa Adobes and Tortolita incorporation.  
2004 & 2005 figures represent the rate for the Community Facilities District of Gladden Farms.  
The 2006 figure represents the aggregate rate for the Community Facilities Districts of Gladden Farms and Vanderbilt Farms.  
2007, 2008 and 2009 figures represent the Community Facilities Districts of Gladden Farms, Vanderbilt Farms and Quail Creek.  
The 2010 to 2012 figures represent the aggregate rate for the Community Facilities Districts of: Gladden Farms, Vanderbilt Farms, Quail Creek, Gladden Farms Phase II and Saguaro Springs.
- (6) June 30, 2013 statistics were unavailable at time of publication.

**Notes:**

- (A) The Towns of Marana, Oro Valley and Sahuarita do not currently levy a property tax.
- (B) The Tucson Business Improvement District levy (on a per-business basis) is not shown.



**Pima County Community College District  
Revenue Capacity**

**Schedule of Tuition  
Last Ten Fiscal Years**

<b>Academic Year Beginning (1)</b>	<b>Full-Time Tuition &amp; Fees (2) (3)</b>		<b>Tuition per Credit Hour</b>	
	<b><u>In State (4)</u></b>	<b><u>Out of State (5)</u></b>	<b><u>In State</u></b>	<b><u>Out of State (6)</u></b>
Fall 2012	\$ 2,060	\$ 9,725	\$ 63.50	\$ 319.00
Fall 2011	1,910	8,975	58.50	294.00
Fall 2010	1,760	8,225	53.50	269.00
Fall 2009	1,685	7,910	51.50	259.00
Fall 2008	1,625	7,610	49.50	249.00
Fall 2007	1,565	7,235	47.00	236.00
Fall 2006	1,475	7,025	46.00	231.00
Fall 2005	1,415	6,725	44.00	221.00
Fall 2004	1,345	6,415	42.00	211.00
Fall 2003	1,270	6,172	42.00	211.00

**Source:** District Records

- Notes:** (1) Tuition rate changes are effective beginning the fall term each year.  
(2) These amounts are for full-time students with an academic year of 30 credit hours.  
(3) Amounts include processing fees of \$20 per year beginning in 2005 and \$10 per year for all prior years; student activity fees of \$2.50 per credit hour in academic years 04/05 - 07/08, \$2.00 per credit hour in academic years 08/09 - 09/10, and \$2.50 per credit hour beginning in Fall 2010; and technology fees of \$2.00 per credit hour beginning in Fall 2007. Course fees vary by course and are not included.  
(4) For years prior to 2004, tuition cost for 13 to 18 credits was a flat amount and not on a per credit hour basis.  
(5) For years prior to 2004, tuition cost for 13 to 18 credits was a flat amount, plus an additional amount per credit hour.  
(6) Rates shown are for 7 or more credit hours.  
(7) Beginning in January 2012, the College began charging additional tuition, known as differential tuition, for courses that are more costly for the College to offer. These rates are not reflected in the table.

**Pima County Community College District  
Debt Capacity**

**Schedule of Ratios of Outstanding Debt**

Last Ten Fiscal Years

*Dollars in Thousands*

	Fiscal Year									
	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
<b>General Bonded Debt</b>										
Total General Bonded Debt	\$ 1,355	\$ 3,280	\$ 5,100	\$ 14,635	\$ 27,335	\$ 39,905	\$ 51,155	\$ 61,730	\$ 71,675	\$ 80,785
Per Headcount	\$ 0.03	\$ 0.06	\$ 0.08	\$ 0.24	\$ 0.44	\$ 0.64	\$ 0.82	\$ 0.99	\$ 1.16	\$ 1.33
Per FTSE	\$ 0.07	\$ 0.15	\$ 0.22	\$ 0.66	\$ 1.31	\$ 1.97	\$ 2.58	\$ 3.09	\$ 3.51	\$ 3.96
Per Capita (Pima County)	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.01	\$ 0.03	\$ 0.04	\$ 0.05	\$ 0.06	\$ 0.08	\$ 0.09
<b>Other Debt</b>										
Revenue Bonds				\$ 0	\$ 100	\$ 200	\$ 480	\$ 1,345	\$ 2,440	\$ 3,470
Capital Lease Obligations	\$ 0	\$ 3,365	\$ 3,615	\$ 3,855	\$ 4,080	\$ 4,295	\$ 4,505	\$ 4,705	\$ 4,900	\$ 0
Revenue Refunding Obligations						\$ 0	\$ 1,510	\$ 2,950	\$ 4,320	\$ 5,620
<b>Total Outstanding Debt</b>	<b>\$ 1,355</b>	<b>\$ 6,645</b>	<b>\$ 8,715</b>	<b>\$ 18,490</b>	<b>\$ 31,515</b>	<b>\$ 44,400</b>	<b>\$ 57,650</b>	<b>\$ 70,730</b>	<b>\$ 83,335</b>	<b>\$ 89,875</b>
Per Headcount	\$ 0.03	\$ 0.11	\$ 0.14	\$ 0.30	\$ 0.51	\$ 0.72	\$ 0.92	\$ 1.14	\$ 1.35	\$ 1.48
Per FTSE	\$ 0.07	\$ 0.30	\$ 0.38	\$ 0.84	\$ 1.51	\$ 2.20	\$ 2.91	\$ 3.54	\$ 4.09	\$ 4.40
Per Capita (Pima County)	\$ 0.00	\$ 0.01	\$ 0.01	\$ 0.02	\$ 0.03	\$ 0.04	\$ 0.06	\$ 0.07	\$ 0.09	\$ 0.10

**Source:** District Records. Per Capita calculations based on 2013 forecasted population from "Arizona Economy" magazine, Fall Issue, October 2013. <http://ebr.eller.arizona.edu>

**Pima County Community College District  
Debt Capacity**

**Revenue Bond Coverage (1)**

Last Ten Fiscal Years

<u>Fiscal Year</u>	<b>Revenue:</b>		<b>Debt Service Requirements</b>			<u>Coverage</u>
	<u>Registration &amp; Other Student Fees (2)</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>		
2013	\$11,957,351	\$0	\$0	\$0	N/A	
2012	12,724,354	0	0	0	N/A	
2011	13,746,061	0	0	0	N/A	
2010	12,420,570	0	0	0	N/A	
2009	12,726,254	100,000	14,000	114,000	111.63	
2008	12,173,479	100,000	21,000	121,000	100.61	
2007	11,142,229	1,690,000	107,900	1,797,900	6.20	
2006	11,376,931	2,305,000	224,425	2,529,425	4.50	
2005	11,103,905	2,465,000	353,840	2,818,840	3.94	
2004	9,376,459	2,330,000	474,970	2,804,970	3.34	
Totals	<u>118,747,593</u>	<u>8,990,000</u>	<u>1,196,135</u>	<u>10,186,135</u>		

**Source:** District Records

**Notes:** (1) Includes revenue bonds and pledged revenue refunding obligations.

(2) Repayment of revenue bond debt is secured by a pledge of student fees as defined by the bond indentures.

**Pima County Community College District  
Debt Capacity**

**Ratio of General Bonded Debt to Assessed Value and Net Bonded Debt per Capita**

Last Ten Fiscal Years, as of June 30, 2012 (1)

*Dollars in Thousands*

<b>Fiscal Year</b>	<b>General Obligation Bond Debt</b>	<b>Secondary Net Assessed Value</b>	<b>Percent Net General Bond Debt to Assessed Value</b>	<b>Population at July 1</b>	<b>Net General Bonded Debt per Capita</b>
2012	\$ 3,280	\$ 8,448,282	0.04%	990,300	\$ 0.00
2011	5,100	9,342,561	0.05%	976,900	0.01
2010	14,635	9,860,981	0.15%	1,030,700	0.01
2009	27,335	9,594,862	0.28%	1,017,200	0.03
2008	39,905	8,220,396	0.49%	1,016,600	0.04
2007	51,155	6,896,955	0.74%	1,002,800	0.05
2006	61,730	6,050,950	1.02%	983,600	0.06
2005	71,675	5,620,156	1.28%	954,300	0.08
2004	80,785	5,221,271	1.55%	928,500	0.09
2003	94,215	4,835,561	1.95%	908,400	0.10

**Source:** District Records, secondary net assessed values from Pima County Department of Finance (June 30, 2012 CAFR) and population is an estimate from the "Arizona Economy" magazine's Forecast Tables, October 2013: Fall Issue. <http://www.ebr.eller.arizona.edu>

**Note:** Details regarding outstanding debt can be found in Notes to the Financial Statements.  
(1) June 30, 2013 statistics were unavailable at time of publication.

**Pima County Community College District  
Debt Capacity**

**Computation of Direct and Overlapping Governmental Debt Outstanding**

At June 30, 2012

*Dollars in thousands*

<u>Governmental unit</u>	<u>Debt Outstanding</u>	<u>Amount Overlapping</u> (3)
Debt repaid with property tax (1)		
City of Tucson	\$ 222,856	\$ 222,856
School Districts	592,565	<u>592,565</u>
Total Overlapping		<u>\$ 815,421</u>
Debt repaid with property tax		
Pima County (2)	\$ 461,557	\$ 461,557
Pima County Community College District	3,280	<u>3,280</u>
Total Direct		<u>\$ 464,837</u>
Other Debt:		
Capital Lease Obligations	\$ 3,365	<u>\$ 3,365</u>
Total other debt		<u>\$ 3,365</u>
Total direct and overlapping debt		<u><u>\$ 1,283,623</u></u>

**Source:** District Records and Pima County Department of Finance (June 30, 2012 CAFR)

**Notes:** (1) June 30, 2013 amounts were unavailable at the time of publication

(2) Excludes improvement districts

(3) Overlapping governments are those that coincide with the geographic boundaries of the District. All overlapping governments are 100% within the District's boundaries. This schedule estimates the portion of the outstanding debt borne by the residents and businesses in Pima County. When considering the District's ability to issue and repay long-term debt, the process should recognize the entire debt burden borne by the residents and businesses therein. However, this does not imply that every taxpayer is a resident of each government and therefore is responsible for the repayment of debt of each overlapping government.

**Pima County Community College District  
Debt Capacity**

**Ratio of Direct and Overlapping Debt to Property Values and per Capita**

Last Ten Fiscal Years, as of June 30, 2012 (1)

*Dollars in Thousands*

<u>Fiscal Year</u>	<u>Total Overlapping Debt</u>	<u>Secondary Net Assessed Value</u>	<u>Percentage of Assessed Value</u>	<u>Population at July 1</u>	<u>Debt per Capita</u>
2012	\$ 1,284,219	\$ 8,448,282	15.20%	1,113,749	\$ 1.15
2011	1,335,431	9,342,561	14.29%	1,092,369	1.22
2010	1,302,802	9,860,981	13.21%	1,070,723	1.22
2009	1,213,050	9,594,862	12.64%	1,048,796	1.16
2008	1,137,114	8,220,396	13.83%	1,026,506	1.11
2007	1,107,662	6,869,955	16.12%	1,003,918	1.10
2006	1,146,388	6,050,950	18.95%	961,519	1.19
2005	1,185,435	5,620,156	21.09%	943,795	1.26
2004	1,091,892	5,221,271	20.91%	926,052	1.18
2003	1,129,103	4,835,561	23.35%	908,227	1.24

**Source:** Pima County Department of Finance (June 30, 2012 CAFR)

**Note:** (1) June 30, 2013 statistics were unavailable at the time of publication

**Pima County Community College District  
Debt Capacity**

**Legal Debt Margin**  
Last Ten Fiscal Years  
*Dollars in Thousands*

	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>2005</u>	<u>2004</u>
<b>Assessed Value</b>	\$ 8,171,212	\$ 8,448,282	\$ 9,342,561	\$ 9,860,981	\$ 9,594,862	\$ 8,220,396	\$ 6,869,955	\$ 6,050,950	\$ 5,620,156	\$ 5,221,271
<b>Legal Debt Margin</b>										
Debt Limit (15% of assessed value)	1,225,682	1,267,242	1,401,384	1,479,147	1,439,229	1,233,059	1,030,493	907,643	843,023	783,191
Debt applicable to limit:										
General obligation bonds	1,355	3,280	5,100	14,635	27,335	39,905	51,155	61,730	71,675	80,785
Leases	0	3,365	3,615	4,451	4,701	5,390	5,988	5,821	6,310	1,699
<b>Total net debt applicable to the limit</b>	<b>1,355</b>	<b>6,645</b>	<b>8,715</b>	<b>19,086</b>	<b>32,036</b>	<b>45,295</b>	<b>57,143</b>	<b>67,551</b>	<b>77,985</b>	<b>82,484</b>
<b>Legal debt margin</b>	<b>\$ 1,224,327</b>	<b>\$ 1,260,596</b>	<b>\$ 1,392,669</b>	<b>\$ 1,460,061</b>	<b>\$ 1,407,193</b>	<b>\$ 1,187,764</b>	<b>\$ 973,350</b>	<b>\$ 840,092</b>	<b>\$ 765,038</b>	<b>\$ 700,707</b>
Total net debt applicable to the limit as a percentage of debt limit.	0.11%	0.52%	0.62%	1.29%	2.23%	3.67%	5.55%	7.44%	9.25%	10.53%

**Source:** District records

## Pima County Community College District Demographic and Economic Information

### Schedule of Principal Employers Last Ten Years

<u>Employer</u>	<u>2013</u>			<u>2012</u>			<u>2011</u>			<u>2010</u>			<u>2009</u>		
	<u>FTE (1)</u>	<u>Rank</u>	<u>Percent of Total County Employment</u>	<u>FTE (1)</u>	<u>Rank</u>	<u>Percent of Total County Employment</u>	<u>FTE (1)</u>	<u>Rank</u>	<u>Percent of Total County Employment</u>	<u>FTE (1)</u>	<u>Rank</u>	<u>Percent of Total County Employment</u>	<u>FTE (1)</u>	<u>Rank</u>	<u>Percent of Total County Employment</u>
University of Arizona	10,846	1	2.4%	10,681	1	2.3%	10,481	2	2.2%	10,363	2	2.1%	10,575	2	2.2%
Raytheon Missile Systems	10,300	2	2.3%	10,500	2	2.3%	10,500	1	2.2%	12,140	1	2.5%	11,539	1	2.4%
Davis-Monthan Air Force Base	9,100	3	2.0%	8,566	4	1.9%	8,462	4	1.7%	7,755	4	1.6%	7,509	4	1.5%
State of Arizona	8,807	4	1.9%	9,061	3	2.0%	8,866	3	1.8%	8,708	3	1.8%	9,329	3	1.9%
Wal-Mart Stores Inc.	7,450	5	1.6%	7,300	5	1.6%	7,308	5	1.5%	7,192	5	1.5%	6,715	6	1.4%
Tucson Unified School District No. 1	6,790	6	1.5%	6,674	6	1.5%	6,709	6	1.4%	7,012	6	1.4%	7,227	5	1.5%
U.S. Customs and Border Protection/U.S. Border Patrol	6,500	7	1.4%	6,000	10	1.3%									
The University of Arizona Health Network (3)	6,099	8	1.3%	6,654	7	1.5%	5,982	9	1.2%						
Pima County	6,076	9	1.3%	6,170	9	1.4%	6,403	7	1.3%	6,511	7	1.3%	6,235	8	1.3%
Freeport-McMoRan Copper & Gold Inc. (2)	5,463	10	1.2%										5,987	9	1.2%
U.S. Army Intelligence Center and Fort Huachuca				6,198	8	1.4%	6,225	8	1.3%	6,236	8	1.3%	6,463	7	1.3%
City of Tucson							4,930	10	1.0%	5,399	9	1.1%	5,635	10	1.2%
Carondelet Health Network										4,566	10	0.9%			
Tohono O'odham Nation															
<b>Total</b>	<b>77,431</b>		<b>17.1%</b>	<b>77,804</b>		<b>17.1%</b>	<b>75,866</b>		<b>15.6%</b>	<b>75,882</b>		<b>15.5%</b>	<b>77,214</b>		<b>15.9%</b>
<b>Total Work Force</b>	<b>453,200</b>			<b>455,900</b>			<b>485,800</b>			<b>488,500</b>			<b>486,400</b>		

Source: 2013, 2012 and 2011: "The Star 200" - The Arizona Daily Star, www.dailystarads.azstarnet.com Previous years: Pima County Department of Finance (June 30, 2011 CAFR)

Note: (1) FTE equals approximate full time equivalent employment.

(2) Formerly Phelps Dodge Mining Co.

(3) Formerly UA Healthcare



**Pima County Community College District  
Demographic and Economic Information**

**Schedule of Principal Employers (continued)**  
*Last Ten Years*

<u>Employer</u>	<u>2008</u>			<u>2007</u>			<u>2006</u>			<u>2005</u>			<u>2004</u>		
	<u>FTE (1)</u>	<u>Rank</u>	<u>Percent of Total County Employment</u>	<u>FTE (1)</u>	<u>Rank</u>	<u>Percent of Total County Employment</u>	<u>FTE (1)</u>	<u>Rank</u>	<u>Percent of Total County Employment</u>	<u>FTE (1)</u>	<u>Rank</u>	<u>Percent of Total County Employment</u>	<u>FTE (1)</u>	<u>Rank</u>	<u>Percent of Total County Employment</u>
University of Arizona	10,535	3	2.3%	10,354	2	2.3%	10,282	3	2.3%	10,348	2	2.3%	10,078	3	2.3%
Raytheon Missile Systems	12,515	1	2.7%	11,184	1	2.5%	10,756	2	2.4%	10,300	3	2.3%	10,171	2	2.4%
Davis-Monthan Air Force Base	7,701	5	1.7%	8,233	5	1.8%	8,233	5	1.9%	8,727	5	2.0%	7,692	5	1.8%
State of Arizona	10,754	2	2.3%	9,927	3	2.2%	9,742	4	2.2%	9,750	4	2.2%	9,753	4	2.3%
Wal-Mart Stores Inc.	5,805	10	1.3%	5,625	9	1.2%	4,980	9	1.1%	4,595	9	1.0%	4,420	9	1.0%
Tucson Unified School District No. 1	8,018	4	1.7%	7,419	6	1.6%	7,623	6	1.7%	7,684	6	1.7%	7,690	6	1.8%
U.S. Customs and Border Protection/U.S. Border Patrol															
The University of Arizona Health Network (3)															
Pima County	6,954	6	1.5%	7,290	7	1.6%	6,765	7	1.5%	6,767	7	1.5%	6,987	7	1.6%
Freeport-McMoRan Copper & Gold Inc. (2)	5,840	9	1.3%	4,900	10	1.1%	4,123	10	0.9%	4,500	10	1.0%			
U.S. Army Intelligence Center and Fort Huachuca	6,701	7	1.5%	9,119	4	2.0%	13,098	1	3.0%	12,250	1	2.8%	11,939	1	2.8%
City of Tucson	5,848	8	1.3%	5,848	8	1.3%	5,306	8	1.2%	6,757	8	1.5%	5,495	8	1.3%
Carondelet Health Network															
Tohono O'odham Nation													3,515	10	0.8%
<b>Total</b>	<b>80,671</b>		<b>17.6%</b>	<b>79,899</b>		<b>17.6%</b>	<b>80,908</b>		<b>18.2%</b>	<b>81,678</b>		<b>18.3%</b>	<b>77,740</b>		<b>18.1%</b>
Total Work Force	459,200			453,500			443,300			443,100			431,400		

**Source:** 2013, 2012 and 2011: "The Star 200" - The Arizona Daily Star, www.dailystarads.azstarnet.com Previous years: Pima County Department of Finance (June 30, 2011 CAFR)  
**Note:** (1) FTE equals approximate full time equivalent employment.  
(2) Formerly Phelps Dodge Mining Co.  
(3) Formerly UA Healthcare

**Pima County Community College District  
Demographic and Economic Information**

**Schedule of Demographic and Economic Statistics**  
Last Ten Fiscal Years

<u>Fiscal Year</u>	<u>County Population</u>	<u>Countywide Personal Income (in thousands)</u>	<u>Countywide Personal Income per Capita</u>	<u>Countywide Unemployment Rate</u>
2013	996,700	\$36,838,000	\$36,960	7.6%
2012	990,300	\$37,000,000	\$37,361	9.7%
2011	976,900	\$36,696,700	\$35,885	9.1%
2010	1,030,700	\$34,974,000	\$33,931	8.6%
2009	1,017,200	\$32,898,000	\$32,343	7.9%
2008	1,016,600	\$33,009,000	\$32,470	4.7%
2007	1,002,800	\$30,899,000	\$30,813	3.3%
2006	983,600	\$28,421,000	\$28,894	4.4%
2005	954,300	\$26,161,000	\$27,412	4.1%
2004	928,500	\$24,327,000	\$26,201	3.7%

**Source:** 2013 Population and personal income data are forecast estimates obtained from "Arizona Economy" magazine's Forecast Tables. Countywide unemployment rate obtained from "Arizona Economy" magazine's Arizona Economic Indicators for the Tucson Metropolitan Statistical Area (MSA). October 2013: Fall Issue. <http://www.ebr.eller.arizona.edu>

**Pima County Community College District  
Operating Information**

**Administrators, Faculty and Staff Statistics**

Last Ten Fiscal Years

	Fiscal Year									
	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
<b>Administrators</b>										
Regular	55	54	53	53	53	62	56	56	51	48
<b>Faculty</b>										
Regular	391	391	392	388	389	387	362	380	380	361
Adjunct	630	692	772	742	703	629	551	564	639	533
<b>Staff</b>										
Regular	1,019	1,059	1,037	1,016	1,047	1,023	927	1,020	1,017	1,059
Temporary	162	192	197	206	203	177	190	189	241	198
Student	39	39	33	52	54	47	72	97	95	103

**Source:** District Records

**Note:** Figures for Regular positions are based on budgeted full-time equivalents. Figures for Adjunct, Temporary & Student positions are based on estimates from actual costs.

## Pima County Community College District Operating Information

### Admissions, Enrollment and Degree Statistics Last Ten Fiscal Years

	Fiscal Year									
	2013	2012	2011 (1)	2010	2009	2008	2007	2006	2005	2004
<b>Students Statistics</b>										
Part-Time %	66%	66%	66%	66%	71%	72%	72%	70%	69%	70%
Full-Time %	34%	34%	34%	34%	29%	28%	28%	30%	31%	30%
Degrees Awarded %	2,634	2,549	2,282	2,162	2,232	2,359	2,080	1,918	1,833	1,742
Certificates Awarded %	2,856	2,622	2,775	2,471	2,314	2,094	2,553	2,836	2,135	2,409
<b>Ethnicity</b>										
Hispanic/Latino %	36%	33%	30%	27%	27%	28%	30%	30%	30%	30%
Black or African American %	5%	5%	4%	4%	4%	4%	4%	4%	4%	4%
Asian %	4%	4%	4%	4%	3%	3%	4%	4%	4%	4%
American Indian or Alaska Native %	2%	3%	2%	3%	3%	2%	2%	2%	3%	3%
Two or More Races %	3%	3%	4%							
White %	47%	47%	47%	52%	53%	54%	54%	56%	56%	55%
Not Reported %	3%	5%	9%	10%	10%	9%	6%	4%	3%	4%
<b>Gender</b>										
Male %	45%	44%	44%	45%	45%	42%	41%	42%	42%	42%
Female %	52%	53%	54%	53%	54%	56%	57%	56%	56%	56%
Not Reported %	3%	3%	2%	2%	1%	2%	2%	2%	2%	2%

**Source:** District Records

**Note (1):** Starting in Fall 2010, PCCCD transitioned to new race/ethnicity categories as mandated by the Federal Integrated Postsecondary Education Data System. A survey was carried out during Fall 2010 in which students were asked if they were Hispanic or Latino and to select one or more of five race categories. If they selected "Yes" to Hispanic/Latino then they are counted in that category. If they responded "No", they are counted in the other categories. Students could choose more than one race and those students are reported as "Two or More Races." If students did not respond to the survey, they were mapped to the new categories based on data from previous semesters (if available). All other students were reported as unknown.

**Pima County Community College District  
Operating Information**

**Historic Enrollment – Headcount and Full Time Student Equivalent  
Last Ten Fiscal Years**

	Fiscal Year									
	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
<b>HEADCOUNT</b>										
<b>Total District</b>	53,550	59,303	62,973	61,961	62,306	61,925	62,360	62,252	61,769	60,820

	Fiscal Year									
	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
<b>FTSE</b>										
<b>Campus</b>										
Community	2,501	2,688	2,902	2,860	3,165	2,871	2,846	3,085	3,166	3,491
Desert Vista	1,998	2,317	2,373	2,045	1,732	1,602	1,527	1,574	1,707	1,650
Downtown	3,773	4,271	4,441	4,346	3,922	3,909	3,704	3,776	3,974	4,155
East	2,845	3,302	3,520	3,461	3,142	2,997	2,946	3,017	3,186	2,676
Northwest	2,382	2,881	2,987	2,756	2,317	2,072	1,862	1,792	1,793	1,406
West	5,188	5,702	5,886	5,787	5,417	5,340	5,358	5,438	5,463	5,754
Center for Training & Dev.	256	296	342	245	234	145	231	324	314	443
Public Safety Institute	572	570	455	521	960	1,286	1,332	987	790	850
<b>Total District</b>	19,515	22,027	22,906	22,021	20,889	20,222	19,806	19,993	20,393	20,425

Source: District Records

**Pima County Community College District  
Operating Information**

**Schedule of Capital Asset Information**  
Fiscal Years 2013 to 2004

	Fiscal Year										
	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	
Computer / Audio Visual	\$ 7,923,704	\$ 8,025,772	\$ 8,417,256	\$ 9,582,667	\$ 8,855,484	\$ 9,871,571	\$ 11,279,651	\$ 11,279,956	\$ 10,325,677	\$ 10,780,400	
Education & Recreation	1,217,677	1,192,609	1,113,565	1,146,282	1,124,515	1,118,262	1,154,934	1,164,172	1,181,762	1,276,679	
Library Books	7,401,241	7,248,861	7,089,440	6,839,290	7,008,859	6,820,816	6,500,768	6,216,833	5,942,433	5,739,631	
Medical & Technical	7,390,865	6,033,567	5,421,527	5,203,044	4,775,005	3,749,130	3,172,234	2,632,126	2,467,733	2,164,740	
Office Equipment & Furniture	421,304	479,842	563,088	917,161	1,205,699	1,470,064	1,634,443	1,809,859	1,821,137	1,858,525	
Other	3,218,678	2,259,692	2,134,436	1,912,687	2,033,173	1,819,891	1,600,723	1,534,580	1,382,323	1,450,730	
Physical Plant	2,127,709	2,242,208	2,242,137	2,208,687	2,225,582	1,369,761	1,411,883	1,388,668	1,636,206	1,612,443	
Vehicles	3,606,332	3,441,151	3,332,506	3,374,845	3,168,611	3,091,815	3,044,515	2,749,032	2,533,637	2,211,796	
Buildings	178,676,673	178,480,684	178,480,684	178,365,580	177,745,881	177,636,152	177,520,132	177,520,132	177,124,410	172,885,025	
Construction in Progress	3,851,830	1,450,322	171,778	0	325,611	255,736	17,749	25,831	405,252	2,183,537	
Land	10,971,088	10,971,088	10,971,088	10,971,088	10,971,088	10,971,088	10,971,088	10,971,088	11,065,383	11,065,383	
Land Improvements	4,320,223	4,320,223	4,320,223	4,320,223	4,320,223	4,320,223	4,320,223	4,320,223	4,301,476	2,340,546	
Leasehold Improvements	3,260,062	3,260,062	3,385,100	3,385,100	3,385,100	3,385,100	3,385,100	3,385,100	3,385,100	2,585,100	
	<u>\$ 234,387,386</u>	<u>\$ 229,406,081</u>	<u>\$ 227,642,827</u>	<u>\$ 228,226,654</u>	<u>\$ 227,144,831</u>	<u>\$ 225,879,609</u>	<u>\$ 226,013,443</u>	<u>\$ 224,997,600</u>	<u>\$ 223,572,529</u>	<u>\$ 218,154,535</u>	

Source: District Records

Note: Amounts shown are historical cost and do not include depreciation.

The Board of Governors of Pima County Community College District has affirmed that the College is an equal education/employment opportunity institution.

The College has policies relative to nondiscrimination on the basis of sex, sexual orientation, race, religion, color, national origin, age, disability and/or membership as set forth in USERRA. Such policies apply to all educational programs, services, activities, and facilities, and to all terms and conditions of employment.

For further information, you may contact the Affirmative Action/Equal Employment Opportunity Office, District Office, 4905C East Broadway Boulevard, Tucson, Arizona, 85709-1310.

Reasonable accommodations, including materials in an alternative format, will be made for individuals with disabilities when a minimum of five working days advance notice is given. For the general public, please contact the College information line at (520) 206-4500 or TTY (520) 206-4530; for College students, please contact the appropriate campus Disabled Student Resources Office.